PELINDO
MULTI TERMINAL

Tata Kelola Perusahaan yang Baik

Good Corporate Governance



PMT senantiasa mengedepankan prinsip-prinsip *Good Corporate Governance* (GCG) serta menerapkan nilai-nilai terbaik sesuai dengan ketentuan peraturan perundang-undangan serta etika bisnis yang berlaku. Penerapan tata kelola yang baik menjadi faktor penting dalam membangun kepercayaan terhadap dunia usaha dan mendukung terciptanya sistem ekonomi yang sehat.
PMT consistently upholds the principles of Good Corporate Governance (GCG) and adheres to the highest standards in accordance with applicable laws and regulations as well as prevailing business ethics. The implementation of good corporate governance is a key factor in building trust in the business community and supporting the creation of a healthy economic system.



05

Pencapaian Terbaik Penerapan Prinsip-Prinsip Governansi Korporat

Best Achievements in the Implementation of Corporate Governance Principles



Penerapan prinsip Tata Kelola Perusahaan yang Baik yang dilakukan secara berkesinambungan telah memberikan dampak positif terhadap kinerja Perusahaan sepanjang tahun 2025. Konsistensi dalam menjaga transparansi, akuntabilitas, tanggung jawab, independensi, serta kewajaran menjadi fondasi utama dalam mendukung pencapaian berbagai indikator kinerja yang telah ditetapkan. Adapun pencapaian yang berhasil diraih, antara lain:

1. Peningkatan efektivitas sistem pengendalian internal, yang ditunjukkan melalui penerapan proses pengendalian pada 15 risiko strategis. Adapun skor penilaian Kualitas Penerapan Manajemen Risiko (KPMR) adalah 84,80 artinya memiliki kualitas penerapan manajemen risiko *Fair*.
2. Penilaian kinerja Dewan Komisaris dan Direksi dilakukan secara objektif melalui metode *self-assessment* berbasis indikator kinerja individu dan kolektif. Penilaian ini memperkuat peran pengawasan dan pengambilan keputusan strategis berbasis tata kelola.
3. Pelaksanaan penilaian penerapan Tata Kelola Perusahaan yang Baik (GCG) menggunakan parameter ACGS, dengan hasil skor 96,47 atau sama dengan "*Very Good*", meningkat dari tahun sebelumnya yang memperoleh skor 86,03.
4. Penguatan sistem pelaporan pelanggaran (*whistleblowing system*) melalui penyempurnaan kebijakan, penetapan Unit Pengelola *Whistleblowing System*, serta penyusunan SOP dan alur pelaporan, yang mendukung budaya perusahaan berintegritas tinggi.
5. Integrasi prinsip-prinsip ETAK dan nilai TARIFT dalam setiap aspek kebijakan, struktur, proses, dan hasil tata kelola, yang menunjukkan komitmen PMT untuk terus meningkatkan kualitas governansi dan memberikan nilai tambah bagi seluruh pemangku kepentingan.

The sustainable implementation of Good Corporate Governance principles has positively impacted the Company's performance throughout 2025. Consistency in maintaining transparency, accountability, responsibility, independence, and fairness has served as the primary foundation for achieving the various performance indicators that have been set. The achievements attained include, among others:

1. Improving the effectiveness of internal control systems, shown through the implementation of control processes for 15 strategic risks. The Risk Management Implementation Quality (KPMR) score is 84.80, indicating a "Fair" level of risk management implementation quality.
2. The performance of Board of Commissioners and Board of Directors is objectively assessed through a self-assessment method based on individual and collective performance indicators. This assessment strengthens the supervisory role and strategic decisionmaking based on governance.
3. An assessment of Good Corporate Governance (GCG) was conducted using ACGS parameters, resulting in a score of 96.47—equivalent to "Very Good"—an improvement from the previous year's score of 86.03.
4. Strengthening the whistleblowing system through policy refinements, the establishment of a Whistleblowing System Management Unit, and the development of SOPs and reporting flows, which support a corporate culture of high integrity.
5. Integration of ETAK principles and TARIFT values in every aspect of governance policies, structures, processes, and outcomes, which demonstrates PMT's commitment to continuously improve the quality of governance and provide added value for all stakeholders.

Pernyataan Penerapan Governansi Korporat Secara Konsisten dan Komprehensif

Statement on Consistent and Comprehensive Implementation of Corporate Governance

Perusahaan menerapkan prinsip Tata Kelola Perusahaan yang Baik (GCG) sebagai landasan utama dalam menjalankan proses pengelolaan usaha yang bertanggung jawab, transparan, dan sesuai dengan ketentuan peraturan perundang-undangan serta etika bisnis yang berlaku. Penerapan tata kelola yang baik tidak hanya berfungsi sebagai mekanisme pengendalian perusahaan, tetapi juga menjadi faktor penting dalam membangun kepercayaan terhadap dunia usaha dan mendukung terciptanya sistem ekonomi yang sehat.

Sejalan dengan hal tersebut, Perusahaan berkomitmen untuk menerapkan prinsip-prinsip governansi korporat secara konsisten dan menyeluruh di setiap kegiatan usaha. Komitmen ini diarahkan untuk menciptakan nilai tambah yang berkelanjutan bagi pemegang saham serta memberikan manfaat yang optimal kepada seluruh pemangku kepentingan, termasuk karyawan, pengguna jasa, regulator, mitra usaha, dan masyarakat luas, baik untuk kepentingan jangka pendek maupun jangka panjang.

DEKLARASI KOMITMEN PENERAPAN GOVERNANSI KORPORAT PIMPINAN TERTINGGI PERUSAHAAN

Dewan Komisaris bersama Direksi telah merumuskan dan menetapkan Deklarasi Komitmen Penerapan Tata Kelola Perusahaan yang Baik sebagai acuan dalam menjalankan aktivitas usaha. Deklarasi tersebut menjadi landasan dalam memastikan setiap proses pengelolaan Perusahaan serta pengambilan keputusan strategis dilakukan secara terarah, transparan, dan selaras di seluruh jenjang organisasi, sehingga mampu mendukung terciptanya tata kelola yang efektif dan berkelanjutan.

The Company implements the principles of Good Corporate Governance (GCG) as the primary foundation for conducting business management processes that are responsible, transparent, and in accordance with applicable laws and regulations as well as prevailing business ethics. The implementation of good corporate governance not only serves as a corporate control mechanism but also plays a crucial role in building trust in the business community and supporting the creation of a healthy economic system.

In line with this, the Company is committed to consistently and comprehensively applying corporate governance principles in all business activities. This commitment is aimed at creating sustainable value for shareholders and providing optimal benefits to all stakeholders—including employees, service users, regulators, business partners, and the broader community—for both short-term and long-term interests.

DECLARATION OF COMMITMENT TO CORPORATE GOVERNANCE IMPLEMENTATION BY THE COMPANY'S TOP MANAGEMENT

Board of Commissioners and Board of Directors have formulated and established a Declaration of Commitment to Good Corporate Governance as a guideline for conducting business activities. This declaration serves as the foundation for ensuring that all Company management processes and strategic decision-making are carried out in a focused, transparent, and consistent manner across all levels of the organization, thereby supporting the creation of effective and sustainable corporate governance.



DEKLARASI KOMITMEN DEWAN KOMISARIS DAN DIREKSI

PT PELINDO MULTI TERMINAL

Direksi dan Dewan Komisaris memiliki komitmen yang tinggi terhadap penerapan *Good Corporate Governance* dalam menjalankan kegiatan Perseroan. Direksi dan Dewan Komisaris PT Pelindo Multi Terminal berkomitmen menjadikan:

a. Pedoman *Good Corporate Governance* PT Pelindo Multi Terminal;
b. Pedoman Implementasi Sistem Manajemen Anti Penyuapan (SMAP);
c. Pedoman Tata Laksana Kerja Hubungan Dewan Komisaris dan Direksi (*Board Manual*) Pelindo Multi Terminal;
d. Pedoman Kode Etik Bisnis PT Pelindo Multi Terminal;
e. Pedoman Pengendalian Gratifikasi PT Pelindo Multi Terminal;
f. Pedoman *Whistleblowing System* PT Pelindo Multi Terminal; dan
g. Pedoman Benturan Kepentingan Pelindo Multi Terminal.

Sebagai bentuk komitmen dalam penerapan *Good Corporate Governance* sehingga dapat menjadi panduan kerja bagi Direksi dan Dewan Komisaris secara terstruktur, sistematis, mudah dipahami dan dapat dijalankan dengan konsisten agar tercipta tatanan pengelolaan Perseroan yang berdasarkan *Good Corporate Governance*.

Medan, 28 Februari 2024

Dewan Komisaris
1. Darwanto — Komisaris Utama
2. Armen Dayat — Komisaris
3. Ahmad Pawira Mulia Tarigan — Komisaris
4. Herbert Timbo Parlindungan Siahaan — Komisaris Independen
5. Thamrin Arta Dewangga — Komisaris

Direksi
1. Yon Irawan — Direktur Utama
2. Rizki Kurniawan — Direktur Strategi dan Komersial
3. Arif Rusman Yulianto — Direktur Operasi
4. Zohri Ingenyah — Direktur Teknik
5. Edi Priyanto — Direktur SDM
6. Yoni Sebayang — Direktur Keuangan & Manajemen Risiko

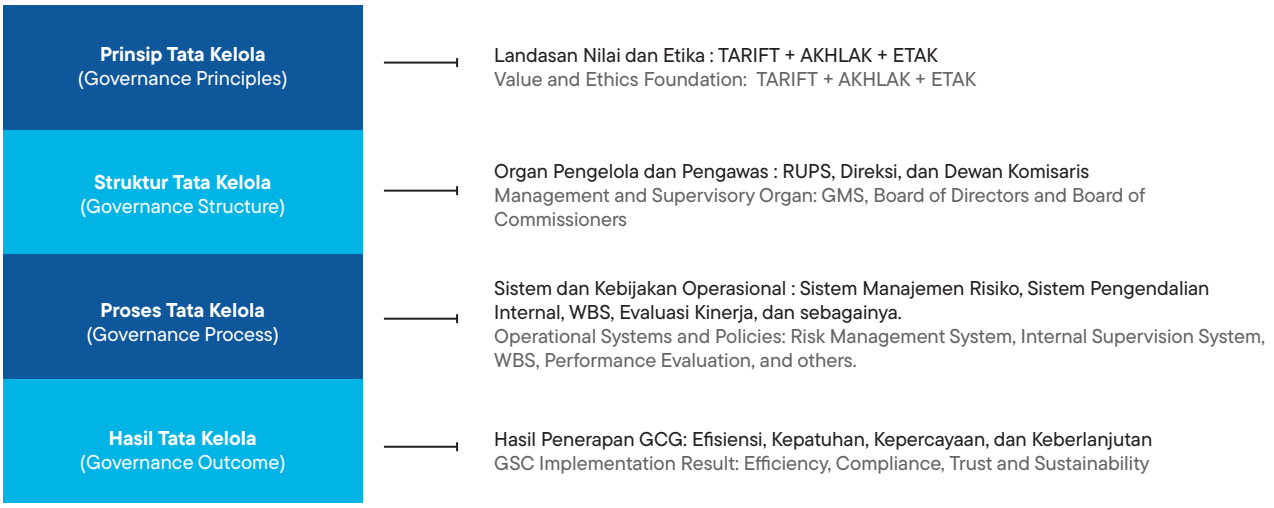
SVP SKTR | SVP HUKM

KERANGKA KERJA TATA KELOLA PERUSAHAAN

Perusahaan mengimplementasikan kerangka kerja governansi (*governance framework*) untuk mewujudkan penerapan tata kelola perusahaan yang terarah dan terintegrasi. Kerangka ini berfungsi sebagai panduan dalam menyatukan berbagai aspek tata kelola, mulai dari prinsip, struktur organisasi, proses bisnis, hingga pencapaian hasil, sehingga seluruh elemen berjalan selaras dan mendukung efektivitas pengelolaan Perusahaan secara menyeluruh.

CORPORATE GOVERNANCE FRAMEWORK

The Company has implemented a governance framework to ensure the application of a focused and integrated approach to corporate governance. This framework serves as a guide for integrating various aspects of governance, from principles and organizational structure to business processes and the achievement of results, so that all elements operate in harmony and support the overall effectiveness of the Company's management.



Kerangka tata kelola yang diterapkan oleh Perusahaan disusun atas 4 (empat) komponen yang terintegrasi satu sama lain, yang meliputi:

1. Prinsip Tata Kelola (*Governance Principles*)
   Merupakan landasan etis dan normatif yang mendasari seluruh aktivitas tata kelola. Perusahaan menjunjung tinggi prinsip TARIFT (Transparansi, Akuntabilitas, Responsibilitas, Independensi, *Fairness*, dan *Trust*), selaras dengan arah kebijakan *holding* dan prinsip dasar GCG. Prinsip ini diperkuat melalui internalisasi nilai budaya AKHLAK yang membentuk perilaku Insan Perusahaan di seluruh lini. Nilai dasar TARIFT ini kemudian mengalami transformasi menjadi 4 pilar yaitu ETAK (Etika, Transparansi, Akuntabilitas, dan Keberlanjutan).

2. Struktur Tata Kelola (*Governance Structure*)
   Mencakup organ-organ perusahaan yang menjalankan fungsi pengawasan dan pengelolaan secara profesional, yakni Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris beserta komite-komitenya, dan Direksi yang didukung oleh unit-unit strategis seperti SPI, Fungsi Kepatuhan, dan Sekretaris Perusahaan.
3. Proses Tata Kelola (*Governance Process*)
   Berupa sistem, kebijakan, dan mekanisme operasional yang mendukung pelaksanaan tata kelola secara konsisten dan terukur. Proses ini meliputi pengelolaan risiko, pelaporan keuangan, mekanisme *whistleblowing*, sistem pengendalian internal, hingga evaluasi kinerja organ GCG.
4. Hasil Tata Kelola (*Governance Outcome*)
   Merupakan hasil nyata dari efektivitas penerapan tata kelola, baik secara kuantitatif maupun kualitatif. Cakupan hasil ini meliputi peningkatan efisiensi, kepatuhan, reputasi, dan kepercayaan pemangku kepentingan, serta kontribusi terhadap keberlanjutan Perusahaan.

Berlandaskan kerangka tersebut, Perusahaan menegaskan bahwa prinsip tata kelola tidak berhenti pada tataran kebijakan dan prosedur semata, melainkan diimplementasikan secara nyata dalam budaya kerja, perilaku, serta capaian kinerja yang terukur. Kerangka tata kelola tersebut juga berperan sebagai jembatan yang menyelaraskan arah strategis Perusahaan

The Company's governance framework consists of 4 (four) interconnected components, which include:

1. Governance Principles
   Is ethical and normative foundation for all governance activities. The Company upholds the TARIFT principles (Transparency, Accountability, Responsibility, Independence, Fairness, and Trust), which are aligned with the holding Company's policy direction and the basic principles of GCG. These principles are strengthened through the internalization of AKHLAK cultural values, shaping the behavior of Company personnel across all levels. The Company's core values, formerly known as TARIFT, have since been transformed into four fundamental pillars, namely ETAK (Ethics, Transparency, Accountability, and Sustainability).
2. Governance Structure
   This includes corporate organs that carry out supervision and management functions professionally, namely General Meeting of Shareholders (GMS), Board of Commissioners and its committees, and Board of Directors supported by strategic units such as Internal Audit Unit (SPI), Compliance Function, and Corporate Secretary.
3. Governance Process
   This refers to the systems, policies, and operational mechanisms that support consistent and measurable implementation of governance. These processes include risk management, financial reporting, whistleblowing mechanisms, internal control systems, and performance evaluations of GCG organs.
4. Governance Outcome
   is the tangible results of effective governance implementation, both quantitatively and qualitatively. These outcomes encompass improvements in efficiency, compliance, reputation, stakeholder trust, and the Company's contribution to sustainability.

Based on this framework, the Company emphasizes that governance principles do not stop at the level of policies and procedures alone, but are tangibly implemented in the work culture, behavior, and measurable performance outcomes. This governance framework also serves as a bridge that aligns the Company's strategic direction with

dengan harapan para pemangku kepentingan, sekaligus memperkuat landasan dalam mewujudkan pertumbuhan usaha yang berlandaskan integritas dan keberlanjutan.

Seluruh komponen dalam *Governance Framework* yang diterapkan oleh Perusahaan pada dasarnya telah selaras dengan nilai-nilai fundamental governansi modern yang menitikberatkan pada Etika, Transparansi, Akuntabilitas, dan Keberlanjutan (ETAK). Nilai-nilai tersebut merupakan konsep yang dikembangkan oleh Komite Nasional Kebijakan Governansi (KNKG) sebagai lembaga independen di bawah koordinasi Kementerian Dalam Negeri Republik Indonesia, yang memiliki peran dalam mendorong penguatan praktik tata kelola di Indonesia.

Implementasi nilai-nilai ETAK Perusahaan tecermin dalam setiap proses pengambilan keputusan yang menjunjung tinggi prinsip etika, penyampaian informasi yang terbuka, pelaksanaan tanggung jawab kepada seluruh pemangku kepentingan, serta penerapan aspek keberlanjutan dalam kegiatan usaha. Pendekatan ini memastikan bahwa Tata Kelola yang Baik menjadi bagian yang melekat dalam praktik operasional sehari-hari.

the expectations of its stakeholders, while strengthening the foundation for achieving business growth grounded in integrity and sustainability.

All components of the Governance Framework implemented by the Company are fundamentally aligned with the core values of modern governance, which emphasize Ethics, Transparency, Accountability, and Sustainability (ETAK). These values are a concept developed by the National Governance Policy Committee (KNKG), an independent institution under the coordination of the Ministry of Home Affairs of the Republic of Indonesia, which plays a role in promoting the strengthening of governance practices in Indonesia.

The implementation of the Company's ETAK values is reflected in every decision-making process that upholds ethical principles, ensures open communication of information, fulfills responsibilities to all stakeholders, and incorporates sustainability aspects into business operations. This approach ensures that Good Corporate Governance is an integral part of daily operational practices.

Keselarasan Prinsip TARIFT dengan ETAK
Alignment of TARIFT Principles with ETAK

TARIFT	ETAK
Transparansi Transparency	Transparansi Transparency
Akuntabilitas Accountability	Akuntabilitas Accountability
Responsibilitas Responsibility	Etika dan Keberlanjutan Ethics and Sustainability
Independensi Independency	Etika dan Keberlanjutan Ethics and Sustainability
Fairness (Kewajaran) Fairness	Akuntabilitas Accountability
Trusted (Tepercaya) Trusted	Etika dan Keberlanjutan Ethics and Sustainability

GOVERNANSI KORPORAT SEBAGAI *ENABLER* PENERAPAN ESG DAN DUKUNGAN TERHADAP TUJUAN PEMBANGUNAN BERKELANJUTAN (TPB)

Perusahaan memandang bahwa salah satu faktor yang mendukung keberhasilan usaha adalah kualitas penerapan tata kelola yang mampu menjamin keberlanjutan jangka panjang. Dalam hal ini, governansi korporat menjadi elemen kunci yang memengaruhi tingkat kepercayaan dan daya saing. Oleh karena itu, Perusahaan menempatkan nilai-nilai tata kelola sebagai penghubung antara kepentingan bisnis dan tanggung jawab yang lebih luas kepada para pemangku kepentingan.

Sejalan dengan perspektif tersebut, Perusahaan senantiasa mengintegrasikan pendekatan Lingkungan, Sosial, dan Tata Kelola (*Environmental, Social, and Governance*/ESG) ke dalam

CORPORATE GOVERNANCE AS AN ENABLER FOR ESG IMPLEMENTATION AND SUPPORT FOR SUSTAINABLE DEVELOPMENTS GOALS (SDG's)

The Company believes one of the factors supporting business success is the quality of governance practices that ensure long-term sustainability. In this regard, corporate governance is a key element that influences levels of trust and competitiveness. Therefore, the Company positions governance values as a bridge between business interests and broader responsibilities toward stakeholders.

In line with this perspective, the Company consistently integrates the Environmental, Social, and Governance (ESG) approach into all operational activities. Every policy, control

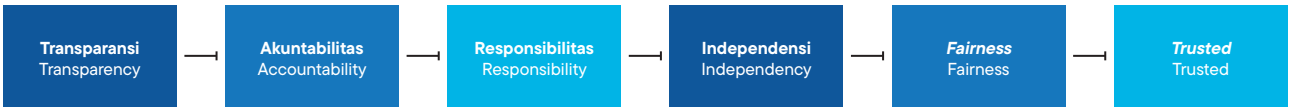
seluruh aktivitas operasional. Setiap kebijakan, mekanisme pengendalian, serta proses pengambilan keputusan dirancang untuk mencerminkan prinsip keberlanjutan dan mendukung pencapaian TPB sebagai bagian dari komitmen global. Pendekatan tersebut memastikan bahwa pertumbuhan usaha berjalan beriringan dengan pelestarian lingkungan dan peningkatan kesejahteraan sosial.

Lebih lanjut, penerapan nilai TARIFT yang dipadukan dengan budaya AKHLAK menjadi landasan dalam memperkuat kontribusi Perusahaan terhadap berbagai sasaran Tujuan Pembangunan Berkelanjutan (TPB), diantaranya termasuk TPB 9 tentang pembangunan infrastruktur yang berketahanan, TPB 8 tentang peningkatan pekerjaan yang layak dan pertumbuhan ekonomi, serta TPB 17 tentang kemitraan strategis yang inklusif. Dengan tata kelola yang kokoh, Perusahaan berharap dapat membangun fondasi yang kuat untuk menciptakan nilai jangka panjang yang berdaya tahan. Informasi terperinci terkait penerapan keberlanjutan yang selaras dengan TPB disampaikan di Laporan Keberlanjutan PMT 2025 yang menjadi dokumen tak terpisahkan dengan Laporan Tahunan ini.

PRINSIP TARIFT SEBAGAI KOMPAS ETIKA DAN TATA KELOLA

Sebagai entitas yang berada dalam lingkungan PT Pelabuhan Indonesia (Persero), Perusahaan mengemban mandat untuk mengimplementasikan tata kelola mencerminkan standar praktik terbaik dalam governansi korporat. Perusahaan menerapkan prinsip TARIFT dengan merujuk pada pedoman tata kelola yang ditetapkan oleh induk usaha. Prinsip-prinsip ini menjadi landasan dalam membentuk sistem, kebijakan, serta perilaku organisasi, sehingga seluruh aktivitas Perusahaan dapat berjalan secara konsisten, terarah, dan selaras dengan harapan pemangku kepentingan.

Prinsip Governansi Korporat TARIFT
TARIFT Corporate Governance Principles



Prinsip TARIFT yang diterapkan oleh Perusahaan pada dasarnya merupakan pengembangan dari 5 (lima) prinsip utama yang telah diakui secara luas di tingkat internasional, yaitu transparansi, akuntabilitas, responsibilitas, independensi, dan kewajaran. Pengembangan tersebut dilakukan dengan menambahkan unsur "*Trusted*" atau Tepercaya sebagai nilai yang memperkuat keseluruhan kerangka governansi. Penambahan aspek kepercayaan ini mencerminkan komitmen Perusahaan untuk membangun reputasi yang kredibel di mata pemangku kepentingan.

Perusahaan menerapkan aspek "*Trusted*" melalui konsistensi kinerja, penerapan etika dalam setiap pengambilan keputusan, serta keterbukaan dalam proses pelaporan dan fungsi pengawasan. Seluruh prinsip TARIFT telah diintegrasikan secara menyeluruh ke dalam sistem tata kelola Perusahaan,

mechanism, and decision-making process is designed to reflect sustainability principles and support the achievement of SDG's as part of a global commitment. This approach ensures that business growth goes hand in hand with environmental conservation and improved social well-being.

Furthermore, the implementation of the TARIFT values, integrated with the AKHLAK corporate culture, serves as the foundation for strengthening the Company's contribution to several Sustainable Development Goals (SDGs), including SDG 9 on building resilient infrastructure, SDG 8 on promoting decent work and economic growth, and SDG 17 on fostering inclusive strategic partnerships. Through strong corporate governance, the Company aims to establish a resilient foundation for creating long-term value. Further information regarding the Company's sustainability initiatives aligned with the SDGs is presented in the PMT 2025 Sustainability Report, which forms an integral part of this Annual Report.

TARIFT PRINCIPLES AS A COMPASS FOR ETHICS AND GOVERNANCE

As an entity within the PT Pelabuhan Indonesia (Persero) group, the Company is mandated to implement governance practices that reflect best practices in corporate governance. The Company applies the TARIFT principles in accordance with the governance guidelines established by its parent Company. These principles serve as the foundation for shaping the Company's systems, policies, and organizational behavior, ensuring that all of its activities are conducted consistently, purposefully, and in alignment with stakeholder expectations.

The TARIFT principles implemented by the Company are essentially an expansion of five (5) key principles that are widely recognized internationally, namely transparency, accountability, responsibility, independency, and fairness. This development was achieved by adding the element of "Trusted" as a value that strengthens the overall governance framework. The inclusion of this aspect of trust reflects the Company's commitment to building a credible reputation in the eyes of its stakeholders.

The Company implements the "Trusted" aspect through consistent performance, ethical decision-making, and transparency in reporting processes and supervisory functions. All TARIFT principles have been fully integrated into the Company's governance system, through policies,

baik melalui kebijakan, struktur, maupun mekanisme pengendalian yang terukur. Penguatan peran organ tata kelola seperti RUPS, Dewan Komisaris, dan Direksi dilakukan secara berkelanjutan, disertai dengan pelaksanaan evaluasi kinerja, pengelolaan risiko yang komprehensif, serta pengoperasian sistem pelaporan pelanggaran (*Whistleblowing System*) yang efektif dan dapat diandalkan.

structures, and measurable control mechanisms. The roles of governance organs such as GMS, Board of Commissioners, and Board of Directors are continuously strengthened, accompanied by performance evaluations, comprehensive risk management, and the operation of an effective and reliable whistleblowing system.

Adapun penjabaran lebih lanjut mengenai prinsip-prinsip tersebut beserta penerapannya di lingkungan Perusahaan disampaikan sebagai berikut:

Further details regarding these principles and their implementation within the Company are provided as follows:

Prinsip Dasar Basic Principles	**Penjelasan Sesuai Pedoman GCG Perusahaan** Explanation According to the Company's GCG Guidelines	**Penerapan di Lingkup Perusahaan** Implementation Within the Company
Keterbukaan Transparency	1. Perusahaan menjamin adanya keterbukaan dan objektivitas dalam melaksanakan proses pengambilan keputusan untuk menjalankan kegiatan usahanya. 2. Perusahaan harus menyediakan informasi yang bersifat materil dan relevan mengenai Perusahaan dengan cara yang mudah diakses dan dipahami oleh para Pemangku Kepentingan. 3. Perusahaan harus mengambil inisiatif untuk mengungkapkan tidak hanya informasi yang dipersyaratkan oleh Anggaran Dasar dan peraturan perundang-undangan yang berlaku, tetapi juga hal-hal yang penting dan memengaruhi pengambilan keputusan cara Pemangku Kepentingan sesuai dengan klasifikasi Informasi Perusahaan. 1. The Company guarantees transparency and objectivity in carrying out the decision-making process to conduct its business activities. 2. The Company must provide material and relevant information about the Company in a manner that is easily accessible and understandable to stakeholders. 3. Company must take the initiative to disclose not only information required by the Articles of Association and applicable laws and regulations but also other important matters that may influence stakeholders' decision-making, in accordance with the Company's information classification.	1. Perusahaan secara aktif menyediakan informasi penting dan relevan melalui berbagai saluran komunikasi seperti situs web resmi, laporan tahunan, dan media internal. 2. Pelaporan keuangan dilakukan secara transparan dan tepat waktu, sementara pengambilan keputusan strategis disertai dokumentasi yang terbuka dan dapat ditelusuri. 3. Keterbukaan juga diterapkan dalam pelaksanaan pengadaan barang/jasa dan pelaporan kinerja. 1. The Company actively provides important and relevant information through various communication channels such as the official website, annual reports, and internal media. 2. Financial reporting is conducted transparently and in a timely manner, while strategic decision-making is accompanied by open and traceable documentation. 3. Transparency is also applied in the implementation of procurement of goods/ services and performance reporting.
Akuntabilitas Accountability	Perusahaan bekerja dengan akuntabilitas tinggi serta mempertanggungjawabkan segala tindakannya secara transparan dan wajar untuk kepentingan Perusahaan sesuai dengan ketentuan Anggaran Dasar, peraturan perundang-undangan yang berlaku, etika perilaku Bisnis, dan budaya Perusahaan dengan tetap memperhatikan kepentingan *stakeholders* guna mencapai kinerja Perusahaan secara berkesinambungan. The Company works with high accountability and is responsible for all its actions in a transparent and fair manner for the interests of the Company, in accordance with the provisions of the Articles of Association, applicable laws and regulations, business ethics, and corporate culture, while still paying attention to the interests of stakeholders in order to achieve sustainable Company performance.	1. Struktur tata kelola Perusahaan telah disusun secara jelas, dengan pembagian tugas dan tanggung jawab yang tegas antara RUPS, Dewan Komisaris, Direksi, dan organ pendukung. 2. Penilaian kinerja dilakukan secara berkala dan transparan, termasuk evaluasi terhadap Direksi dan Dewan Komisaris berdasarkan *Key Performance Indicators* (KPI). 1. The Company's governance structure has been clearly established, with a well-defined division of duties and responsibilities among the GMS, Board of Commissioners, Board of Directors, and supporting organs. 2. Performance assessments are conducted regularly and transparently, including evaluations of Board of Directors and Board of Commissioners based on Key Performance Indicators (KPIs).

Prinsip Dasar Basic Principles	Penjelasan Sesuai Pedoman GCG Perusahaan Explanation According to the Company's GCG Guidelines	Penerapan di Lingkup Perusahaan Implementation Within the Company
Pertanggungjawaban Responsibility	Perusahaan berpegang teguh pada prinsip kehati-hatian dan memastikan kepatuhan terhadap peraturan Perusahaan, Anggaran Dasar dan peraturan perundang-undangan yang berlaku, serta melaksanakan tanggung jawab sosial antara lain kepedulian terhadap Masyarakat dan kelestarian lingkungan terutama di sekitar Perusahaan dengan membuat perencanaan dan pelaksanaan yang memadai sehingga terpelihara kesinambungan usaha Perusahaan. The Company adheres firmly to the principle of prudence and ensures compliance with corporate regulations, Articles of Association, and applicable laws and regulations. It also fulfills its social responsibilities, including concern for the community and environmental sustainability, particularly in areas surrounding the Company, by implementing proper planning and execution to maintain the continuity of the Company's business operations.	1. Perusahaan memastikan kepatuhan terhadap seluruh regulasi dengan pembentukan unit kepatuhan dan pelaksanaan audit internal secara rutin. 2. Perusahaan menjalankan program Tanggung Jawab Sosial dan Lingkungan (TJSL) yang difokuskan pada pemberdayaan masyarakat pelabuhan, pelestarian lingkungan, dan pengembangan UMKM sekitar wilayah operasional. 1. The Company ensures compliance with all regulations through the establishment of a compliance unit and the routine implementation of internal audits. 2. The Company carries out Social and Environmental Responsibility (CSR) programs focused on empowering port communities, preserving the environment, and developing micro, small, and medium enterprises (MSMEs) around its operational areas.
Kemandirian Independency	Perusahaan dikelola secara profesional dengan menghindari benturan kepentingan serta pengaruh/tekanan dari pihak manapun yang tidak sesuai dengan peraturan perundang-undangan yang berlaku dari prinsip-prinsip korporasi yang sehat. The Company is managed professionally, avoiding conflicts of interest and any influence or pressure from external parties that are not in accordance with applicable laws and regulations or sound corporate principles.	1. Perusahaan menjamin independensi dalam pengambilan keputusan melalui mekanisme kebijakan pengelolaan benturan kepentingan, yang diterapkan di semua lini organisasi. 2. Direksi dan Dewan Komisaris melaksanakan tugasnya tanpa intervensi pihak luar dan didukung oleh komite independen yang memberikan pandangan objektif. 1. The Company ensures independence in decisionmaking through a conflict of interest management policy that is implemented across all levels of the organization. 2. Board of Directors and Board of Commissioners carry out their duties without external interference and are supported by independent committees that provide objective insights.
Kewajaran Fairness	Dalam melaksanakan kegiatannya, Perusahaan senantiasa memperhatikan kepentingan berdasarkan asas kewajaran dan kesetaraan. In carrying out its activities, the Company consistently upholds the principles of fairness and equality.	1. Perusahaan menjunjung tinggi asas kesetaraan dengan memberikan perlakuan yang adil kepada seluruh pemangku kepentingan, termasuk karyawan, mitra kerja, dan masyarakat. 2. Proses rekrutmen, pengadaan, serta pelayanan kepada pengguna jasa dilakukan secara objektif dan tidak diskriminatif. 1. The Company upholds the principle of equality by treating all stakeholders fairly, including employees, business partners, and the community. 2. Recruitment, procurement, and service delivery to customers are conducted objectively and without discrimination.
Tepercaya Trusted	Perusahaan mendapatkan kepercayaan dan dukungan penuh dari seluruh Pemangku Kepentingan. The Company has earned full trust and support from all stakeholders.	Melalui konsistensi dalam layanan dan tata kelola, Perusahaan berhasil membangun kepercayaan dari pelanggan, regulator, dan masyarakat yang tercermin dalam peningkatan kepuasan pelanggan, dukungan dari mitra usaha, serta kolaborasi strategis dalam mendukung konektivitas logistik nasional. Through consistent service and governance practices, the Company has successfully built trust with customers, regulators, and the public, as reflected in increased customer satisfaction, strong support from business partners, and strategic collaborations in advancing national logistics connectivity.

INTEGRASI PILAR ETAK

Sejalan dengan penerapan prinsip TARIFT yang menjadi acuan dalam lingkungan Pelindo Grup, Perusahaan turut memperkuat praktik tata kelola melalui pengintegrasian pilar ETAK yang mencakup Perilaku Etika, Transparansi, Akuntabilitas, dan Keberlanjutan ke dalam seluruh aspek pengelolaan usaha. Integrasi ini dilakukan secara konsisten agar setiap proses bisnis dapat berorientasi pada kinerja, sekaligus mencerminkan nilai-nilai tata kelola yang bertanggung jawab dan berkelanjutan.

INTEGRATION OF ETAK PILLARS

In line with the implementation of TARIFT principles, which serve as a benchmark within Pelindo Group, the Company is strengthening its governance practices by integrating the ETAK pillars that encompass Ethical Behavior, Transparency, Accountability, and Sustainability into all aspects of business management. This integration is carried out consistently so that every business process is performance-oriented while reflecting the values of responsible and sustainable governance.

Sejalan dengan penetapan ETAK sebagai landasan dalam pengambilan keputusan dan pengelolaan organisasi, Perusahaan berupaya menegaskan komitmennya sebagai entitas yang senantiasa memenuhi ketentuan peraturan perundang-undangan, seraya bersikap responsif terhadap perkembangan praktik governansi yang semakin menekankan keterbukaan, keadilan, serta penciptaan nilai jangka panjang. Adapun penerapan masing-masing pilar ETAK di lingkungan Perusahaan diuraikan sebagai berikut:

1. Etika
   Perusahaan menanamkan prinsip etika dalam setiap aspek operasional melalui penerapan Kode Etik dan Pedoman Perilaku yang berlaku bagi seluruh Insan Perusahaan, penguatan budaya perusahaan berbasis nilai AKHLAK, serta pelaksanaan sistem pelaporan pelanggaran (*Whistleblowing System*) yang dikelola secara independen untuk menjaga integritas dan mencegah benturan kepentingan.
2. Transparansi
   Perusahaan menjunjung keterbukaan informasi yang relevan, akurat, dan tepat waktu, baik kepada pemegang saham, mitra kerja, maupun masyarakat. Praktik ini diwujudkan melalui publikasi laporan keuangan, laporan tahunan, serta penyediaan kanal komunikasi yang mudah diakses publik. Selain itu, proses pengadaan, evaluasi kinerja, dan kebijakan strategis dilaksanakan secara terbuka dan dapat ditelusuri.
3. Akuntabilitas
   Akuntabilitas dijaga melalui pembagian peran yang jelas antara organ tata kelola, pengawasan internal yang aktif, serta sistem evaluasi kinerja berbasis indikator yang terukur (KPI). Evaluasi kinerja dilakukan secara berkala, termasuk terhadap Direksi dan Dewan Komisaris, sebagai bentuk akuntabilitas korporat yang terukur.

4. Keberlanjutan
   Perusahaan menjadikan keberlanjutan sebagai inti dari perencanaan dan operasional bisnisnya. Seluruh program kerja dan investasi strategis mempertimbangkan dampak ekonomi, sosial, dan lingkungan, termasuk melalui pelaksanaan program Tanggung Jawab Sosial dan Lingkungan (TJSL), efisiensi energi, pengurangan emisi, serta upaya pelestarian ekosistem pelabuhan. Komitmen ini tidak hanya menciptakan nilai bagi pemegang saham, tetapi juga memperkuat kontribusi Perusahaan terhadap tujuan pembangunan berkelanjutan nasional.

TUJUAN PENERAPAN GOVERNANSI KORPORAT

Berdasarkan Pedoman GCG Perusahaan, tujuan dari penerapan governansi korporat adalah:

1. Memaksimalkan Tata Kelola Perusahaan dengan baik, kinerja dan nilai Perusahaan bagi Pemegang Saham melalui pelaksanaan prinsip transparansi, akuntabilitas, pertanggungjawaban, kemandirian, dan kewajaran agar Perusahaan memiliki daya saing yang tinggi;
2. Meningkatkan pengelolaan Perusahaan secara profesional, transparan, efisien, serta mendorong pemberdayaan fungsi dan kemandirian Rapat Umum

In line with the establishment of ETAK as the foundation for decision-making and organizational management, the Company strives to reaffirm its commitment as an entity that consistently complies with legal and regulatory requirements, while remaining responsive to evolving governance practices that increasingly emphasize openness, fairness, and the creation of long-term value. The implementation of each ETAK pillar within the Company is outlined as follows:

1. Ethics
   The Company instills ethical principles in every operational aspect through the implementation of Code of Conduct that apply to all Company personnel, strengthening the Company culture based on AKHLAK values, and implementing a reporting system for violations (Whistleblowing System) that is managed independently to maintain integrity and prevent conflicts of interest.

2. Transparency
   The Company upholds the openness of relevant, accurate, and timely information, both to shareholders, business partners, and the public. This practice is realized through the publication of financial reports, annual reports, and the provision of communication channels that are easily accessible to the public. In addition, procurement process, performance evaluation, and strategic policies are carried out openly and can be traced.
3. Accountability
   Accountability is maintained through a clear division of roles between governance organs, active internal supervision, and a performance evaluation system based on measurable indicators (KPIs). Performance evaluations are carried out periodically, including for Board of Directors and Board of Commissioners, as a form of measurable corporate accountability.
4. Sustainability
   The Company makes sustainability the core of its business planning and operations. All work programs and strategic investments consider economic, social, and environmental impacts, including through the implementation of Social and Environmental Responsibility (CSR) program, energy efficiency, emission reduction, and efforts to preserve the port ecosystem. This commitment not only creates value for shareholders, but also strengthens The Company's contribution to national sustainable development goals.

OBJECTIVES OF CORPORATE GOVERNANCE

Based on the Company's GCG Code, objectives of implementing corporate governance are:

1. Maximizing Good Corporate Governance, performance and corporate value for shareholders through the implementation of transparency, accountability, responsibility, independence and fairness principles in order for the Company to have high competitiveness;
2. Improve the management of the Company in a professional, transparent, efficient manner, and encourage the empowerment of functions and independence

Pemegang Saham (RUPS), Dewan Komisaris, dan Direksi;
3. Mendorong agar Organ Perusahaan dalam membuat keputusan dan menjalankan tindakan dilandasi nilai moral yang tinggi dan kepatuhan terhadap ketentuan peraturan perundang-undangan, serta kesadaran akan adanya tanggung jawab sosial terhadap pemangku kepentingan maupun kelestarian lingkungan di sekitar Perusahaan;
4. Meningkatkan kontribusi Perusahaan dalam perekonomian nasional; dan
5. Meningkatkan iklim yang kondusif bagi perkembangan investasi nasional.

LANDASAN HUKUM PENERAPAN GOVERNANSI KORPORAT

Penerapan governansi korporat di Perusahaan berpedoman pada berbagai peraturan perundang-undangan dan regulasi yang berlaku sebagai dasar dalam memastikan pelaksanaan tata kelola yang baik dan berkelanjutan. Adapun landasan hukum yang digunakan meliputi:

1. Undang-Undang Nomor 40 Tahun 2007 tanggal 16 Agustus 2007 tentang Perseroan Terbatas;
2. Undang-Undang Nomor 17 Tahun 2008 tentang Pelayaran;
3. Undang-Undang Nomor 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang Nomor 2 Tahun 2022 tentang Cipta Kerja menjadi Undang-Undang;
4. Undang-Undang Nomor 14 Tahun 2008 tanggal 30 April 2008 tentang Keterbukaan Informasi Publik;
5. Undang-Undang Nomor 19 Tahun 2016 tanggal 25 November 2016 tentang Perubahan atas Undang-Undang Nomor 11 Tahun 2008 tanggal 21 April 2008 tentang Informasi dan Transaksi Elektronik;
6. Peraturan Pemerintah Nomor 61 Tahun 2009 tentang Kepelabuhanan sebagaimana telah diubah dengan Peraturan Pemerintah Nomor 64 Tahun 2015 tentang Perubahan Atas Peraturan Pemerintah Nomor 61 Tahun 2009 tentang Kepelabuhanan;
7. Peraturan Pemerintah Nomor 31 Tahun 2021 tentang Penyelenggaraan Bidang Pelayaran;
8. Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor: PER-1/MBU/03/2023 Tanggal 03 Maret 2023 Tentang Penugasan Khusus dan Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara;
9. Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor: PER-2/MBU/03/2023 Tanggal 03 Maret 2023 Tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan BUMN;
10. Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor: PER-3/MBU/03/2023 Tanggal 20 Maret 2023 Tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara;
11. Akta Pendirian PT Pelindo Multi Terminal Nomor 19 tanggal 29 September 2021 sebagaimana telah beberapa kali diubah terakhir dengan Akta Pernyataan Keputusan Para Pemegang Saham di Luar Rapat Umum Pemegang Saham Perseroan Terbatas PT Pelindo Multi Terminal Nomor 14 Tanggal 12 Oktober 2022;

of General Meeting of Shareholders (GMS), Board of Commissioners, and Board of Directors;
3. Encourage the Company's organs in making decisions and carrying out actions based on high moral values and compliance with the provisions of laws and regulations, as well as awareness of social responsibility to stakeholders and environmental sustainability around the Company;
4. Increase the Company's contribution to the national economy; and
5. Improving a conducive climate for the development of national investment.

LEGAL BASIS FOR CORPORATE GOVERNANCE IMPLEMENTATION

The implementation of corporate governance at the Company is guided by various applicable laws and regulations, which serve as the foundation for ensuring good and sustainable governance. The legal basis used includes:

1. Law Number 40 of 2007 dated August 16, 2007, concerning Limited Liability Companies;
2. Law Number 17 of 2008 concerning Shipping;
3. Law Number 6 of 2023 concerning Stipulation of Government Regulation in Lieu of Law Number 2 of 2022 on Job Creation into Law;
4. Law Number 14 of 2008 dated April 30, 2008, concerning Public Information Disclosure;
5. Law Number 19 of 2016 dated November 25, 2016, concerning the Amendment to Law Number 11 of 2008 dated April 21, 2008, on Electronic Information and Transactions;
6. Government Regulation Number 61 of 2009 concerning Ports, as amended by Government Regulation Number 64 of 2015 on the Amendment to Government Regulation Number 61 of 2009 on Ports;
7. Government Regulation Number 31 of 2021 concerning the Administration of Shipping Sector;
8. The Minister of State-Owned Enterprises Regulation of the Republic of Indonesia Number: PER-1/MBU/03/2023 dated March 3, 2023, concerning Special Assignments and Social and Environmental Responsibility Program of State-Owned Enterprises;
9. The Minister of State-Owned Enterprises Regulation of the Republic of Indonesia Number: PER-2/MBU/03/2023 dated March 3, 2023, concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises;
10. The Minister of State-Owned Enterprises Regulation of the Republic of Indonesia Number: PER-3/MBU/03/2023 dated March 20, 2023, concerning the Organization and Human Capital of State-Owned Enterprises;
11. Deed of Establishment of PT Pelindo Multi Terminal Number 19 dated September 29, 2021, as amended several times, most recently by the Deed of Statement of Shareholders' Resolution in lieu of General Meeting of Shareholders of PT Pelindo Multi Terminal Number 14 dated October 12, 2022;

12. Akta Pernyataan Keputusan Sirkuler Para Pemegang Saham di Luar Rapat Umum Pemegang Saham Perseroan Terbatas PT Pelindo Multi Terminal Nomor 12 Tanggal 06 Oktober 2021 tentang Penerimaan Pemberitahuan Perubahan Data Perseroan PT Pelindo Multi Terminal jo. Akta Pernyataan Keputusan Sirkuler Para Pemegang Saham di Luar Rapat Umum Pemegang Saham Perseroan Terbatas PT Pelindo Multi Terminal Nomor 13 Tanggal 20 Maret 2023 jo. Akta Pernyataan Keputusan Sirkuler Para Pemegang Saham di Luar Rapat Umum Pemegang Saham Perseroan Terbatas PT Pelindo Multi Terminal Nomor 06 Tanggal 16 November 2023 tentang Penerimaan Pemberitahuan Perubahan Data Perseroan PT Pelindo Multi Terminal; dan
13. Peraturan Direksi PT Pelindo Multi Terminal Nomor OT.01.03/2OL/1/PSOS/DIRU/PLMT-23 tanggal 20 Juli 2023 tentang Susunan Organisasi dan Tata Kelola PT Pelindo Multi Terminal.

ROADMAP GOVERNANSI KORPORAT PERUSAHAAN

Sampai dengan akhir tahun 2025, Perusahaan belum menyusun dokumen peta jalan (*roadmap*) Tata Kelola Perusahaan yang Baik (GCG) secara khusus. Meskipun demikian, arah dan strategi penguatan tata kelola telah dirumuskan secara terintegrasi dalam Rencana Jangka Panjang Perusahaan (RJPP) Tahun 2025-2029. Dokumen tersebut memuat berbagai target strategis jangka menengah yang dirancang untuk mendukung pengembangan bisnis nonpetikemas secara terstandar, terpadu, dan berorientasi pada keberlanjutan.

Penyusunan RJPP PMT Tahun 2025-2029 mengacu pada Buku Putih Kajian Penggabungan Usaha PT Pelabuhan Indonesia (Persero) tahun 2021, Peraturan Menteri BUMN Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan BUMN, serta sejumlah kebijakan internal PT Pelabuhan Indonesia (Persero) dan PT Pelindo Multi Terminal terkait pedoman penyusunan Rencana Jangka Panjang Perusahaan, yang dilengkapi dengan rangkaian wawancara dan diskusi bersama jajaran Direksi dan Manajemen Anak Usaha Pelindo Multi Terminal. Dalam implementasinya, prinsip-prinsip GCG diintegrasikan ke dalam berbagai program kerja, termasuk penguatan struktur organisasi, penyempurnaan kebijakan internal, penerapan sistem manajemen kinerja, serta peningkatan kapasitas sumber daya manusia dan digitalisasi proses bisnis guna mendukung efektivitas operasional Perusahaan.

Untuk memastikan ketercapaian sasaran sesuai dengan visi dan inisiatif strategis yang telah ditetapkan untuk tahun 2029, Perusahaan menyusun *roadmap* yang terbagi ke dalam tiga fase, yaitu fase pertama (tahun 2025-2026) Perusahaan berfokus untuk meningkatkan bisnis internal dan meningkatkan performa layanan, fase kedua (tahun 2027-2028) Perusahaan melakukan perluasan ekosistem dan layanan untuk memperkuat posisi sebagai pelaku bisnis nonpetikemas nasional, dan fase ketiga (tahun 2029)

12. Deed of Circular Shareholders' Resolution in lieu of General Meeting of Shareholders of PT Pelindo Multi Terminal Number 12 dated October 6, 2021, concerning Acceptance of Notification of Corporate Data Amendment of PT Pelindo Multi Terminal, in conjunction with Deed of Circular Shareholders' Resolution in lieu of General Meeting of Shareholders of PT Pelindo Multi Terminal Number 13 dated March 20, 2023, in conjunction with Deed of Circular Shareholders' Resolution in lieu of General Meeting of Shareholders of PT Pelindo Multi Terminal Number 06 dated November 16, 2023, concerning Acceptance of Notification of Corporate Data Amendment of PT Pelindo Multi Terminal;and
13. Board of Directors Regulation of PT Pelindo Multi Terminal Number OT.01.03/2OL/1/PSOS/DIRU/PLMT23 dated July 20, 2023, concerning the Organizational Structure and Governance of PT Pelindo Multi Terminal.

CORPORATE GOVERNANCE ROADMAP

As of the end of 2025, the Company has not yet prepared a specific roadmap document for Good Corporate Governance (GCG). However, the direction and strategy for strengthening governance have been integrated into the Company's Long-Term Plan (RJPP) for 2025-2029. This document contains various medium-term strategic targets designed to support the development of non-container business in a standardized, integrated, and sustainability-oriented manner.

The preparation of the PMT 2025–2029 RJPP is based on the 2021 White Paper on the Study of the Merger of PT Pelabuhan Indonesia (Persero), Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 on Guidelines for Corporate Governance and Significant Corporate Activities of State-Owned Enterprises, as well as a number of internal policies of PT Pelabuhan Indonesia (Persero) and PT Pelindo Multi Terminal regarding guidelines for the preparation of the Company's Long-Term Plan, supplemented by a series of interviews and discussions with the Board of Directors and management of Pelindo Multi Terminal's subsidiaries. In its implementation, GCG principles are integrated into various work programs, including strengthening the organizational structure, refining internal policies, implementing a performance management system, and enhancing human capital capacity and the digitization of business processes to support the Company's operational effectiveness.

To ensure the achievement of its objectives in line with the Company's vision and strategic initiatives for 2029, the Company has established a roadmap comprising three phases. During the first phase (2025–2026), the Company will focus on strengthening its internal business capabilities and enhancing service performance. In the second phase (2027–2028), the Company will expand its business ecosystem and service offerings to reinforce its position as a leading national non-container business player. In the third phase

Perusahaan berfokus untuk mempertahankan posisi dalam pengembangan bisnis nonpetikemas yang berkelanjutan.

(2029), the Company will focus on sustaining its leadership in the development of a sustainable non-container business.



Pada tahun 2025, Perusahaan memasuki fase pertama *roadmap* RJPP, yaitu *Enhancing Internal Business and Service Excellence*, sebagai fondasi awal penguatan tata kelola Perusahaan sebelum memasuki fase ekspansi ekosistem bisnis pada periode berikutnya. Pelaksanaan fase ini turut didukung oleh *stakeholder* internal Pelindo Grup, baik *Holding* maupun Anak Usaha, Regional, khususnya dalam pengkajian revisi UU Pelayaran, penguatan layanan, dan penyelesaian isu-isu korporasi PMT.

In 2025, the Company entered the first phase of its Long-Term Corporate Plan (RJPP) roadmap, Enhancing Internal Business and Service Excellence, which serves as the initial foundation for strengthening corporate governance before advancing to the business ecosystem expansion phase in the subsequent period. The implementation of this phase was supported by internal stakeholders across the Pelindo Group, including the Holding Company, Subsidiaries, and Regional offices, particularly in the review of revisions to the Shipping Law, the enhancement of service quality, and the resolution of PMT's corporate issues.

Meskipun Perusahaan belum memiliki dokumen *Roadmap* GCG yang tersusun secara terpisah, arah pengembangan tata kelola telah menjadi bagian yang melekat dalam *roadmap*

Although the Company does not yet have a separate, formal GCG Roadmap document, direction for governance development has become an integral part of the RJPP

RJPP 2025-2029 yang dijalankan. Ke depan, Perusahaan merencanakan penyusunan *roadmap* GCG secara formal sebagai tindak lanjut dari proses tersebut, sehingga implementasi prinsip-prinsip governansi dapat dilakukan secara lebih terstruktur, terukur, dan berkesinambungan dalam mendukung pencapaian visi Perusahaan sebagai *Indonesia's Connectivity Champion*.

EVALUASI DAN/ATAU PENILAIAN PENERAPAN GOVERNANSI KORPORAT

Perusahaan secara konsisten melaksanakan penilaian atas penerapan governansi korporat setiap tahun sebagai bagian dari upaya penguatan tata kelola. Proses evaluasi tersebut dilakukan untuk memastikan bahwa praktik yang dijalankan telah selaras dengan ketentuan yang berlaku serta mengikuti perkembangan standar terbaik di industri.

Hasil evaluasi dimanfaatkan sebagai landasan dalam menyusun langkah-langkah penyempurnaan secara berkesinambungan, baik dari aspek kebijakan, sistem, maupun mekanisme pengawasan. Melalui pendekatan ini, Perusahaan berupaya meningkatkan kualitas akuntabilitas dan transparansi, sekaligus mendukung terciptanya nilai tambah bagi seluruh pemangku kepentingan.

KEBIJAKAN

Sesuai dengan ketentuan dalam Pedoman *Good Corporate Governance* (GCG) PMT, Perusahaan melaksanakan penilaian atas implementasi tata kelola perusahaan yang baik dalam beberapa bentuk sebagai berikut:

1. Penilaian (*assessment*), yaitu program untuk mengidentifikasi pelaksanaan Tata Kelola Perusahaan yang Baik di Perusahaan melalui pengukuran pelaksanaan dan penerapan Tata Kelola Perusahaan yang Baik yang dilaksanakan secara berkala setiap 2 (dua) tahun;
2. Evaluasi (*review*), yaitu program untuk mendeskripsikan tindak lanjut pelaksanaan dan penerapan Tata Kelola Perusahaan yang Baik di Perusahaan yang dilakukan pada tahun berikutnya setelah penilaian sebagaimana dimaksud, yang meliputi evaluasi terhadap hasil penilaian dan tindak lanjut atas rekomendasi perbaikan;
3. Sebelum pelaksanaan penilaian, didahului dengan tindakan sosialisasi Tata Kelola Perusahaan yang Baik pada Perusahaan;
4. Pelaksanaan penilaian pada prinsipnya dilakukan oleh penilai (*assessor*) independen yang ditunjuk oleh Dewan Komisaris/Dewan Pengawas melalui proses sesuai dengan ketentuan pengadaan barang di Perusahaan, dan apabila diperlukan dapat meminta bantuan Direksi dalam proses penunjukannya;
5. Apabila dipandang lebih efektif dan efisien, penilaian dapat dilakukan dengan menggunakan jasa Instansi Pemerintah yang berkompeten di Bidang Tata Kelola Perusahaan yang Baik, yang penunjukannya dilakukan oleh Direksi melalui penunjukan langsung;
6. Pelaksanaan evaluasi pada prinsipnya dilakukan sendiri (*self-assessment*), yang pelaksanaannya dapat

2025–2029 Roadmap being implemented. Moving forward, the Company plans to formally develop a GCG roadmap as a follow-up to this process, so that the implementation of governance principles can be carried out in a more structured, measurable, and sustainable manner to support the achievement of the Company's vision as Indonesia's Connectivity Champion.

EVALUATION AND/OR ASSESSMENT OF CORPORATE GOVERNANCE IMPLEMENTATION

The Company consistently conducts an annual assessment of its corporate governance implementation as part of its efforts to strengthen governance. This evaluation process is carried out to ensure that the practices in place are in line with applicable regulations and align with the latest industry best practices.

The evaluation results serve as a basis for developing continuous improvement measures, covering policies, systems, and supervisory mechanisms. Through this approach, the Company strives to enhance accountability and transparency while supporting the creation of added value for all stakeholders.

POLICY

In accordance with the provisions of PMT's Good Corporate Governance (GCG) Guidelines, the Company conducts assessments of the implementation of good corporate governance in the following forms:

1. Assessment, which is a program to identify the implementation of Good Corporate Governance in the Company by measuring implementation and application of Good Corporate Governance which is carried out regularly every two (2) years;
2. Evaluation (Review), which is a program to describe the follow-up actions on GCG implementation and application in the Company, conducted in the year following the assessmen, includes reviewing the assessment results and the follow-up on improvement recommendations;
3. Prior to the assessment, there is a socialization effort to promote good corporate governance within the Company;
4. The assessment is principally conducted by an independent assessor appointed by Board of Commissioners/Supervisory Board through a process aligned with the Company's procurement of good policies, and if necessary, can ask for assistance from Board of Directors in the appointment process;
5. If deemed more effective and efficient, the assessment can be carried out by a qualified Government agency in the field of Good Corporate Governance, appointed directly by Board of Directors;
6. The evaluation is principally conducted as a selfassessment, which may involve discussions or

didiskusikan dengan atau meminta bantuan (asistensi) oleh penilai independen atau menggunakan jasa Instansi Pemerintah yang berkompeten di Bidang Tata Kelola Perusahaan yang Baik;
7. Pelaksanaan penilaian dan evaluasi dilakukan dengan menggunakan indikator/parameter yang ditetapkan oleh Kementerian BUMN/Pemegang Saham;
8. Dalam hal evaluasi dilakukan dengan bantuan penilai independen atau menggunakan jasa Instansi Pemerintah yang berkompeten di Bidang Tata Kelola Perusahaan yang Baik, maka penilai independen atau Instansi Pemerintah yang melakukan evaluasi tidak dapat menjadi penilai pada tahun berikutnya;
9. Sebelum melaksanakan penilaian, penilai sebagaimana dimaksud pada ayat (4) dan ayat (5), menandatangani perjanjian/kesepakatan kerja dengan Direksi yang paling sedikit memuat hak dan kewajiban masing-masing pihak, termasuk jangka waktu dan biaya pelaksanaan; dan
10. Hasil pelaksanaan penilaian dan evaluasi dilaporkan kepada RUPS bersamaan dengan penyampaian laporan tahunan.

Pada tahun 2025, Perusahaan melaksanakan *assessment* governansi korporat dengan mengacu pada metode ASEAN *Corporate Governance Scorecard* (ACGS). Meskipun metode tersebut pada umumnya diterapkan pada perusahaan terbuka, Perusahaan mengadopsinya sebagai upaya untuk membangun praktik tata kelola yang sejalan dengan standar regional dan praktik terbaik internasional. Penerapan ACGS mencerminkan komitmen Perusahaan untuk tidak hanya memenuhi aspek kepatuhan, tetapi juga menjadikan tata kelola sebagai elemen strategis dalam mendukung penguatan peran Perusahaan di lingkungan Pelindo Grup.

Implementasi metode tersebut juga selaras dengan ketentuan dalam Peraturan Menteri BUMN Nomor PER-2/MBU/03/2023 yang mendorong peningkatan kualitas governansi korporat pada seluruh BUMN beserta entitas anak usahanya melalui proses evaluasi yang terukur dan berkesinambungan. Berlandaskan pendekatan tersebut, Perusahaan terus memperkuat budaya tata kelola yang mengedepankan transparansi, profesionalisme, dan integritas guna mendukung pencapaian Visi Perusahaan sebagai Anak Usaha strategis dalam ekosistem PT Pelabuhan Indonesia (Persero).

PENILAIAN BERDASARKAN ACGS

ASEAN *Corporate Governance Scorecard* (ACGS) merupakan instrumen penilaian yang digunakan untuk mengukur tingkat penerapan tata kelola perusahaan berdasarkan standar internasional pada perusahaan-perusahaan terbuka di kawasan ASEAN. Metode ini disusun dengan mengacu pada prinsip-prinsip tata kelola yang dikembangkan oleh Organisation for Economic Co-operation and Development atau OECD Principles, yang menjadi salah satu rujukan utama dalam praktik governansi korporat global.

Seiring dengan perkembangan praktik tata kelola dan dinamika regulasi di kawasan regional, prinsip-prinsip dalam

assistance from independent assessors or use the services of competent Government agency in the field of Good Corporate Governance;

7. Implementation of assessments and evaluations are carried out using indicators/parameters determined by the Ministry of SOEs or Shareholders;
8. In the event that the evaluation is conducted with assistance of an independent assessor or using services of a competent Government agency in Good Corporate Governance, the Independent Assessor or Government agency conducting evaluation may not perform the assessment the following year;
9. Before conducting the assessment, the assessors referred to in items (4) and (5) must sign a contract/agreement with Board of Directors, outlining the rights and obligations of both parties, including timelines and fees; and
10. The results of assessment and evaluation must be reported to the GMS alongside submission of the annual report.

In 2025, the Company conducted a corporate governance assessment based on the ASEAN Corporate Governance Scorecard (ACGS) methodology. Although this methodology is generally applied to publicly listed companies, the Company adopted it as part of its efforts to establish governance practices aligned with regional standards and international best practices. The implementation of ACGS reflects the Company's commitment not only to meeting compliance requirements but also to making corporate governance a strategic element in strengthening the Company's role within Pelindo Group.

The implementation of this methodology is also in line with the provisions of Minister of SOEs Regulation No. PER-2/MBU/03/2023, which encourages the improvement of corporate governance quality across all SOEs and their subsidiaries through a measurable and continuous evaluation process. Based on this approach, the Company continues to strengthen a governance culture that prioritizes transparency, professionalism, and integrity to support the achievement of the Company's Vision as a strategic Subsidiary within the PT Pelabuhan Indonesia (Persero) ecosystem.

ASSESSMENT BASED ON ASEAN CG SCORECARD

ASEAN Corporate Governance Scorecard (ACGS) is an assessment tool used to measure the level of corporate governance implementation based on international standards among public companies in the ASEAN region. This methodology was developed in accordance with the corporate governance principles established by the Organization for Economic Co-operation and Development (OECD), which serve as one of the primary references in global corporate governance practices.

In line with the evolution of governance practices and regulatory dynamics in the region, these principles continue

ACGS terus mengalami penyempurnaan. Perubahan terbaru dilakukan berdasarkan kesepakatan dalam 39th ACMF Chairs Meeting 2023 untuk harmonisasi dan peningkatan kualitas standar tata kelola perusahaan di negara-negara ASEAN, melalui:

1. Hak-hak dan Perlakuan yang Setara Terhadap Pemegang Saham (*Rights and Equitable treatment of Shareholders*);
2. Keberlanjutan dan Ketahanan (*Sustainability and Resilience*);
3. Keterbukaan dan Transparansi (*Disclosure and Transparency*);
4. Tanggung Jawab Direksi & Dewan Komisaris (*Responsibility of the Board*).

Meskipun Perusahaan tidak berstatus sebagai perusahaan publik atau perusahaan terbuka, Perusahaan tetap mengadopsi standar ACGS sebagai acuan dalam pelaksanaan tata kelola perusahaan. Adapun penggunaan standar tersebut didasarkan pada beberapa pertimbangan sebagai berikut:

1. Untuk membangun kepercayaan yang kuat di antara para pemangku kepentingan dan menciptakan nilai jangka panjang bagi Perusahaan.
2. Praktik tata kelola Perusahaan yang efektif dapat membantu meningkatkan kinerja Perusahaan secara keseluruhan. Dengan memiliki struktur yang baik, manajemen yang efisien, dan pengawasan yang ketat, Perusahaan dapat mengurangi risiko dan meningkatkan efisiensi operasional mereka.
3. Meskipun tidak ada kewajiban secara regulasi untuk mematuhi standar tertentu, menerapkan praktik tata kelola perusahaan yang berstandar kepada ASEAN *Corporate Governance Scorecard* dapat membantu Perusahaan untuk memastikan kepatuhan mereka setidaknya terhadap *best practices* yang berlaku di tingkat nasional dan regional.
4. Perusahaan yang menerapkan praktik Tata Kelola Perusahaan yang Baik cenderung lebih mampu bertahan dalam jangka panjang. Dengan memiliki struktur yang kuat dan proses yang transparan, Perusahaan dapat mengurangi risiko kegagalan dan meningkatkan kemampuan mereka untuk beradaptasi dengan perubahan lingkungan bisnis.

to be refined. The most recent changes were made based on an agreement reached at the 39th ACMF Chairs Meeting in 2023 to harmonize and improve the quality of corporate governance standards across ASEAN countries through:

1. Rights and Equitable Treatment of Shareholders
2. Sustainability and Resilience
3. Disclosure and Transparency
4. Responsibility of the Board.

Although the Company is not a public Company or a publicly traded Company, it has adopted the ACGS standards as a guideline for the implementation of corporate governance. The use of these standards is based on the following considerations:

1. To build strong stakeholder trust and create longterm value for the Company;
2. Effective corporate governance practices contribute to overall business performance. With a good structure, efficient management, and strict supervision, the Company can reduce risks and enhance operational efficiency;
3. Although there is no regulatory obligation to adhere with certain standards, implementing corporate governance practices that are standardized to the ASEAN CG Scorecard can help Companies ensure their compliance with at least the best practices that apply at the national and regional levels.
4. Companies that implement good corporate governance practices tend to be more able to survive in the long term. By having a strong structure and transparent processes, companies can reduce the risk of failure and increase their ability to adapt to changes in the business environment.

ASSESSMENT PENERAPAN GCG 2025, REKOMENDASI DAN TINDAK LANJUTNYA

GCG ASSESSMENT IN 2025, RECOMMENDATIONS AND FOLLOW-UP

Assessment Penerapan GCG Tahun Buku 2024
GCG Assessment for 2024 Fiscal Year

Jenis Penilaian Assessment Type	*Self Assessment*
Assessor/Penilai Assessor	*Self Assessment* (oleh Perusahaan) | (by the Company)
Tahun Ukur Measurement Year	2025
Periode Penerapan Implementation Period	1 Januari 2024 sampai dengan 31 Desember 2024 January 1, 2024 until December 31, 2024
Tempat Place	Kantor Pusat PMT PMT Head Office
Waktu Pengukuran Measurement Time	14 Agustus 2025 August 14, 2025

Rincian hasil *assessment* penerapan GCG Perusahaan untuk tahun buku 2024 sebagai berikut:

Details of the Company's GCG assessment results for 2024 fiscal year are as follows

Ringkasan Hasil Penilaian *Asessment* atas Penerapan Good Corprate Governance ACGS Tahun Buku 2024
Summary of Good Corporate Governance ACGS Assessment Results for 2024 fiscal Year

Part	Tahun Buku 2024 2024 Fiscal Year						Tahun Buku 2023 2023 Fiscal Year					
	Jumlah Pertanyaan Number of Questions			Bobot Weighted (%)	Jumlah Kepatuhan Number of Comply	Skor Score	Jumlah Pertanyaan Number of Questions			Bobot Weighted (%)	Jumlah Kepatuhan Number of Comply	Skor Score
	(*Included* N/A)	(N/A)	Total				(*Included* N/A)	(N/A)	Total			
Level 1												
A: *Rights and Equitable Treatment of Shareholders*	30	4	26	20	12	9,23	30	4	26	20	8	6,15
B: *Sustainability and Resilience*	22	0	22	15	21	14,32	22	0	22	15	20	13,64
C: *Disclosure and Transparency*	34	2	32	25	30	23,44	34	2	32	25	24	18,75
D: *Responsibilities of The Board*	63	1	62	40	55	35,48	63	0	63	40	51	32,38
Subtotal	149	7	142	100	118	82,47	149	6	143	100	103	72,03
Level 2												
Bonus	18	-	-	-	-	14	18	-	-	-	-	14,00
Penalty	26	-	-	-	-	0	26	-	-	-	-	0,00
Subtotal	44	-	-	-	-	14	44	-	-	-	-	14,00
Total Level 1 + Level 2	193	-	-	-	-	96,47	193	-	-	-	-	86,03

Pendampingan *Self Assessment* penerapan Tata Kelola Perusahaan yang Baik untuk tahun buku 2024 dilaksanakan oleh PT Kharisma Integrasi Manajemen dengan hasil penilaian sebesar 96,47 poin, meningkat dibanding tahun buku 2023 sebesar 86,03. Peningkatan tersebut mencerminkan komitmen Perusahaan dalam memperkuat penerapan GCG dengan menjalankan prinsip-prinsip yang transparan, dan akuntabel.

Assistance with the self-assessment of the implementation of Good Corporate Governance for the 2024 fiscal year is provided by PT Kharisma Integrasi Manajemen with a score of 96.47 points—an increase from the 86.03 points recorded in 2023 fiscal year. This improvement reflects the Company's commitment to strengthening its implementation of GCG by applying the principles of transparency and accountability.

Dalam pelaksanaan *assessment* tersebut, terdapat sejumlah faktor penilaian yang tidak dapat diterapkan (*not applicable*/ N/A) karena menyesuaikan dengan status Perusahaan sebagai non-Tbk. Faktor-faktor tersebut meliputi 4 indikator pada Part A, 2 indikator pada Part C, dan 1 indikator pada Part D, sehingga total faktor uji yang dinilai menjadi 186 indikator dari keseluruhan 193 indikator yang tersedia dalam metode ACGS.

In conducting the assessment, there were a number of assessment factors that were not applicable (N/A) due to the Company's status as a non-publicly listed Company. These factors included 4 indicators in Section A, 2 indicators in Section C, and 1 indicator in Section D, bringing the total number of assessed indicators to 186 out of 193 indicators available in the ACGS methodology.

Perolehan hasil tersebut mencerminkan komitmen yang kuat dari seluruh organ Perusahaan, baik pihak pengelola maupun pengawas, dalam membangun praktik governansi korporat yang selaras dengan standar regional. Dengan penguatan tata kelola yang dilakukan secara berkelanjutan, Perusahaan optimistis dapat terus meningkatkan kualitas penerapan GCG sehingga mampu bersaing dan memenuhi ekspektasi praktik governansi korporat di tingkat nasional maupun internasional.

These results reflect the strong commitment of all Company organs, including both management and supervisory organs, to establishing corporate governance practices that align with regional standards. Through continuous efforts to strengthen corporate governance, the Company is optimistic that it can continue to improve the quality of its GCG implementation, thereby enabling it to compete and meet expectations for corporate governance practices at both the national and international levels.

REKOMENDASI *ASSESSMENT* PENERAPAN GCG TAHUN BUKU 2024

Meskipun hasil penerapan ACGS pada tahun buku 2024 menunjukkan capaian yang sangat baik, Perusahaan tetap berkomitmen untuk melakukan penyempurnaan secara berkelanjutan guna menjaga konsistensi dan meningkatkan kualitas tata kelola di masa mendatang. Upaya peningkatan tersebut dilakukan melalui berbagai langkah perbaikan dan penguatan pada aspek-aspek yang masih dapat dioptimalkan, yang meliputi:

1. Rekomendasi Umum
   a. Metodologi pengukuran ASEAN CG *Scorecard* adalah berdasarkan kepada informasi publik, sehingga Perusahaan tetap perlu meningkatkan keterbukaan informasi yang bisa diakses oleh publik.
   b. Memanfaatkan *website* semaksimal mungkin sebagai salah satu sarana publikasi yang murah, mudah, cepat, tepat dan efisien.
   c. Dilakukan pemantauan *Website* secara berkala sehingga materi yang dipublikasikan merupakan informasi publik yang valid/terkini dan setiap folder harus bersesuaian dengan materi.
   d. Informasi dan materi yang diunggah di *website* tetap dilakukan 2 bahasa (Bahasa Indonesia dan Bahasa Inggris).
   e. Sejauh tidak bertentangan dengan peraturan lain yang melarang sebaliknya, maka seluruh faktor uji ASEAN CG *Scorecard* upayakan tetap dipublikasikan.
2. Rekomendasi Khusus
   a. Pelaksanaan RUPS baik RUPS Tahunan (laporan kinerja) maupun RUPS Luar Biasa, sebaiknya diungkap pada *website* perusahaan sebagai informasi bagi *stakeholder* berisi sekurang-kurangnya:
      i) Tata Tertib RUPS.
      ii) CV calon Direksi/Dewan Komisaris yang akan diangkat/diangkat kembali dalam RUPS.
      iii) Penjelasan masing-masing agenda RUPS.
      iv) Ketersediaan Surat Kuasa Pemegang Saham.
      v) Risalah keputusan RUPS (publikasi di *website* disarankan 1 hari kerja setelah RUPS).
      vi) Bukti/catatan risalah RUPS yang menunjukan adanya proses pengangkatan Direksi dan/atau Komisaris secara individual.
   b. Seluruh Ketua Komite Dewan Komisaris disarankan Komisaris Independen.
   c. Disarankan menyusun jadwal dan agenda Rapat Direksi dan Rapat Dewan Komisaris sebelum tahun buku dimulai dan dipublikasikan pada *website*.
   d. Hal-hal lain dapat merujuk kepada hasil *assessment* yang belum terpenuhi (NO).

GCG ASSESSMENT RECOMMENDATIONS FOR 2024 FISCAL YEAR

Although the results of ACGS implementation in 2024 fiscal year show excellent performance, the Company remains committed to continuous improvement to maintain consistency and enhance the quality of corporate governance in the future. These improvement efforts are carried out through various measures to refine and strengthen areas that can still be optimized, including:

1. General Recommendations
   a. ASEAN CG Scorecard assessment methodology is based on public information; therefore, the Company must continue to improve the transparency of information accessible to the public.
   b. Maximize the use of the Company Website as an affordable, accessible, fast, accurate, and efficient publication platform.
   c. Conduct regular monitoring of the Website to ensure that published content is valid, up-to-date public information and that each folder corresponds appropriately to its content.
   d. Information and materials uploaded to the Website must remain bilingual (Indonesian and English).
   e. As long as not prohibited by other applicable regulations, all ASEAN CG Scorecard assessment factors should be disclosed publicly.
2. Specific Recommendations
   a. The holding of GMS, both Annual GMS (performance report) and Extraordinary GMS, should be disclosed on the Company website as information for stakeholders containing at least:
      i) GMS Rules of Procedures;
      ii) CVs of candidates for Board of Directors/Board of Commissioners who will be appointed/reappointed in the GMS;
      iii) Explanations for each GMS agenda item;
      iv) Availability of Shareholder Power of Attorney;
      v) Minutes of GMS Resolutions (publication on the website is recommended 1 working day after the GMS)
      vi) Evidence/notes of the GMS minutes showing the process of appointing Director and/or Commissioner individually.
   b. All Chairman of Board of Commissioners Committee are recommended to be Independent Commissioners.
   c. It is recommended to prepare the schedule and agenda for Board of Directors and Board of Commissioners meetings prior to the start of fiscal year and publish it on the Company Website.
   d. Other matters may refer to other assessment results that have not been met (NO).

Struktur Governansi Korporat Perusahaan
Corporate Governance Structure



Struktur governansi Perusahaan terdiri atas berbagai organ dan perangkat tata kelola yang dibentuk untuk mendukung efektivitas pengelolaan. Pembentukan struktur tersebut tidak hanya didasarkan pada ketentuan peraturan perundang-undangan yang berlaku, tetapi juga mempertimbangkan kebutuhan internal Perusahaan dalam memperkuat implementasi governansi korporat secara menyeluruh dan berkesinambungan.

Mengacu pada Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas, struktur organisasi Perseroan Terbatas di Indonesia terdiri atas 3 (tiga) organ utama, yaitu Rapat Umum Pemegang Saham (RUPS) sebagai representasi kepentingan pemegang saham, Direksi sebagai organ yang bertanggung jawab atas pengurusan dan pengelolaan perusahaan, serta Dewan Komisaris yang menjalankan fungsi pengawasan. Sistem tata kelola tersebut menerapkan model *two tier system* yang memisahkan fungsi pengelolaan dan pengawasan secara jelas sesuai dengan kewenangan masing-masing sebagaimana diatur dalam peraturan perundang-undangan dan Anggaran Dasar Perusahaan.

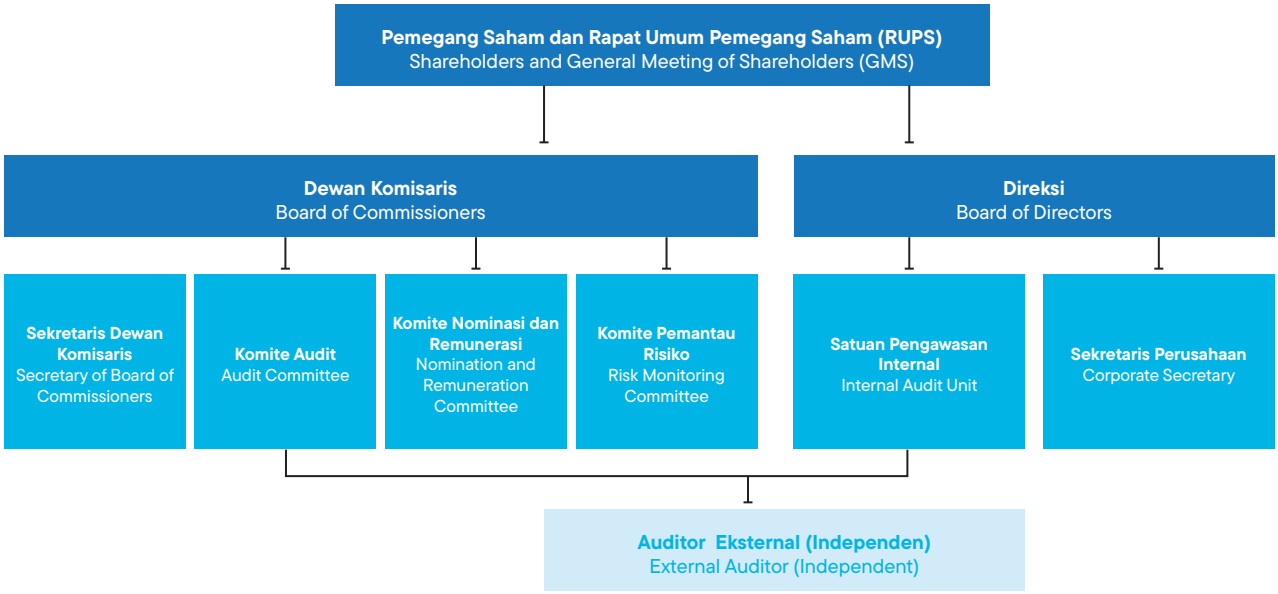
Perusahaan telah memiliki ketiga organ utama tersebut sebagai bagian dari penerapan Tata Kelola Perusahaan yang Baik. Dalam menjalankan perannya, Dewan Komisaris dan Direksi memiliki tanggung jawab bersama untuk menjaga keberlangsungan usaha serta memastikan pertumbuhan Perusahaan dalam jangka panjang. Oleh karena itu, keselarasan pandangan terhadap visi, misi, dan nilai-nilai Perusahaan menjadi aspek penting dalam mendukung efektivitas pelaksanaan fungsi masing-masing organ tata kelola.

The Company's governance structure consists of various organs and governance mechanisms established to support effective management. The establishment of this structure is not only based on the provisions of applicable laws and regulations but also takes into account the Company's internal needs to strengthen the comprehensive and sustainable implementation of corporate governance.

Pursuant to Law No. 40 of 2007 on Limited Liability Companies, organizational structure of a limited liability Company in Indonesia consists of 3 (three) main organs, namely General Meeting of Shareholders (GMS) as the representative of shareholders' interests, Board of Directors as the organ responsible for the management and administration of the Company, and Board of Commissioners which performs the supervisory function. This governance system adopts a two-tier model that clearly separates management and supervisory functions in accordance with their respective authorities as stipulated in applicable laws and regulations and the Company's Articles of Association.

The Company has established these three main governing organs as part of its implementation of Good Corporate Governance. In carrying out their roles, Board of Commissioners and Board of Directors share the responsibility to ensure business continuity and the Company's long-term growth. Therefore, alignment on the Company's vision, mission, and values is a critical aspect in supporting the effective execution of each governing organ's function.

Struktur Tata Kelola Perusahaan PMT
PMT's Corporate Governance



Dalam mendukung efektivitas penerapan tata kelola perusahaan, struktur governansi Perusahaan turut dilengkapi dengan berbagai organ pendukung yang memiliki fungsi pengawasan, pengendalian, serta koordinasi pengelolaan perusahaan. Organ pendukung Direksi terdiri atas Satuan Pengawasan Intern dan Sekretaris Perusahaan, yang berperan dalam memperkuat fungsi pengendalian internal, kepatuhan, serta komunikasi korporasi. Sementara itu, Dewan Komisaris didukung oleh Sekretaris Dewan Komisaris, Komite Audit, Komite Nominasi dan Remunerasi, serta Komite Pemantau Risiko yang membantu pelaksanaan fungsi pengawasan secara independen dan objektif.

To support the effective implementation of corporate governance, the Company's governance structure is complemented by various supporting organs that perform supervisory, control, and coordination functions in the management of the Company. The supporting organs of Board of Directors consist of Internal Audit Unit and Corporate Secretary, which play a role in strengthening internal control, compliance, and corporate communications. Meanwhile, Board of Commissioners is supported by Secretary of Board of Commissioners, Audit Committee, Nomination and Remuneration Committee, as well as Risk Monitoring Committee, which assist in carrying out supervisory functions independently and objectively.

Sebagai upaya memastikan seluruh struktur tata kelola tersebut dapat berjalan secara efektif dan memiliki pembagian peran yang jelas, Perusahaan menerapkan mekanisme tata kelola yang didukung oleh berbagai ketentuan internal maupun eksternal. Mekanisme tersebut mencakup peraturan perundang-undangan yang berlaku, prosedur tetap, piagam kerja, kebijakan internal, hingga ketentuan yang mengatur hubungan dan koordinasi antarorgan Perusahaan. Keberadaan mekanisme tersebut diharapkan dapat menciptakan lingkungan kerja yang tertata, akuntabel, dan mampu mendukung pelaksanaan tata kelola perusahaan dengan baik.

To ensure that the entire corporate governance structure operates effectively and has a clear division of roles, the Company implements governance mechanisms supported by various internal and external regulations. These mechanisms include applicable laws and regulations, standard operating procedures, charters, internal policies, and provisions governing relationships and coordination among the Company's organizational units. These mechanisms are intended to foster a well-organized and accountable work environment that supports sound corporate governance.

SOFT STRUCURE GOVERNANSI KORPORAT PERUSAHAAN

Dalam rangka memperkuat implementasi Tata Kelola Perusahaan yang Baik, Perusahaan secara berkelanjutan melakukan evaluasi serta penyempurnaan terhadap berbagai pedoman dan kebijakan internal. Langkah ini dilakukan untuk memastikan bahwa sistem dan mekanisme tata kelola yang diterapkan tetap relevan dan selaras dengan perkembangan lingkungan bisnis maupun praktik terbaik di industri.

CORPORATE GOVERNANCE SOFT STRUCTURE

To strengthen the implementation of Good Corporate Governance, the Company continuously evaluates and refines its various internal guidelines and policies. This is done to ensure that the governance systems and mechanisms in place remain relevant and aligned with developments in the business environment and industry best practices.

Perusahaan juga melaksanakan kajian secara berkala atas seluruh pedoman dan kebijakan yang berlaku guna menyesuaikan kebutuhan organisasi serta dinamika regulasi dan operasional yang terus berkembang. Secara keseluruhan, proses penyelarasan tersebut dilakukan untuk menjaga kualitas penerapan governansi korporat agar dapat mendukung pengelolaan usaha yang lebih adaptif, terukur, dan berkelanjutan.

The Company also conducts periodic reviews of all applicable guidelines and policies to adapt them to the organization's needs as well as the ever-evolving regulatory and operational dynamics. Overall, this alignment process is carried out to maintain the quality of corporate governance implementation so that it can support more adaptive, measurable, and sustainable business management.

Kebijakan dan Pedoman Policies and Guidelines	**Penetapan** Stipulation
Anggaran Dasar Perusahaan Articles of Association	Terakhir diubah berdasarkan Akta No. 14 tanggal 12 Oktober 2022 yang dibuat di hadapan Nanda Fauz Iwan, S.H., M.Kn., notaris di Jakarta. Last amended based on Deed No. 14 dated October 12, 2022 made before Nanda Fauz Iwan, S.H., M.Kn., notary in Jakarta.
Pedoman Penerapan Praktik GCG Code of GCG	Peraturan Direksi No. SK.01.01/28/2/3/HLTK/DIRU/PLMT-24 tanggal 28 Februari 2024 tentang Pedoman *Good Corporate Governance* di Lingkungan PT Pelindo Multi Terminal. Board of Directors Regulation No. SK.01.01/28/2/3/HLTK/DIRU/PLMT-24 dated February 28, 2024 concerning Guidelines for Good Corporate Governance in PT Pelindo Multi Terminal.
Pedoman Kode Etik Bisnis Code of Conduct	Peraturan Direksi No. HK.01/4/3/4/HLTK/DIRU/PLMT-24 tanggal 04 Maret 2024 tentang Pedoman Kode Etik Bisnis PT Pelindo Multi Terminal. Board of Directors Regulation No. HK.01/4/3/4/HLTK/DIRU/PLMT-24 dated March 4, 2024 concerning Guidelines for Code of Conduct of PT Pelindo Multi Terminal.
Pedoman Tata Laksana Kerja Hubungan Dewan Komisaris dan Direksi (*Board Manual*) Board Manual of Board of Commissioners and Board of Directors	Peraturan Direksi No. SK.01.01/28/2/4/HLTK/DIRU/PLMT-24 tanggal 28 Februari 2024 tentang Pedoman Tata Laksana Kerja Hubungan Dewan Komisaris dan Direksi (*Board Manual*) PT Pelindo Multi Terminal. Board of Directors Regulation No. SK.01.01/28/2/4/HLTK/DIRU/PLMT-24 dated February 28, 2024 concerning Guidelines for Work Procedures for Relationship between Board of Commissioners and Board of Directors (Board Manual) of PT Pelindo Multi Terminal.
Pedoman Tata Kelola Organ Pendukung Dewan Komisaris Governance Guidelines for Supporting Organs of Board of Commissioners	Peraturan Direksi No. HK.01/30/10/3/KKPT/DIRU/PLMT-23 tanggal 30 Oktober 2023 tentang Pedoman Tata Kelola Organ Pendukung Dewan Komisaris di Lingkungan PT Pelindo Multi Terminal. Board of Directors Regulation No. HK.01/30/10/3/KKPT/DIRU/PLMT-23 dated October 30, 2023 concerning Guidelines for Governance of Supporting Organs of Board of Commissioners within PT Pelindo Multi Terminal.
Piagam Komite Audit Audit Committee Charter	Surat Penetapan Dewan Komisaris No. KA-01/DK/PLMT/X/2021 tanggal 1 Oktober 2021 tentang Piagam Komite Audit pada PT Pelindo Multi Terminal. Board of Commissioners Stipulation Letter No. KA-01/DK/PLMT/X/2021 dated October 1, 2021 concerning the Audit Committee Charter at PT Pelindo Multi Terminal.
Piagam Komite Nominasi dan Remunerasi Nomination and Remuneration Committee Charter	Surat Penetapan Dewan Komisaris No. KNR-01/DK/PLMT/III/2023 tanggal 20 Maret 2023 tentang Piagam Komite Nominasi Remunerasi pada PT Pelindo Multi Terminal. Board of Commissioners Appointment Letter No. KNR-01/DK/PLMT/III/2023 dated March 20, 2023 concerning the Charter Nomination and Remuneration Committee of PT Pelindo Multi Terminal.
Piagam Komite Pemantau Risiko Risk Monitoring Committee Charter	Surat Penetapan Dewan Komisaris No. KPR-01/DK/PLMT/V/2024 tanggal 7 Mei 2024 tentang Piagam Komite Pemantau Risiko PT Pelindo Multi Terminal. Board of Commissioners Appointment Letter No. KPR-01/DK/PLMT/V/2024 dated May 7, 2024, concerning the Risk Monitoring Committee Charter of PT Pelindo Multi Terminal.
Piagam Satuan Pengawas Intern Internal Audit Unit Charter	Peraturan Direksi PT Pelindo Multi Terminal Nomor HK.01/8/5/2/MPPI/DIRU/PLMT-25 tanggal 08 Mei 2025 tentang Piagam Satuan Pengawasan Intern PT Pelindo Multi Terminal. PT Pelindo Multi Terminal Board of Directors Regulation No. HK.01/8/5/2/MPPI/DIRU/PLMT-25, dated May 8, 2025, concerning the Charter of the Internal Audit Unit of PT Pelindo Multi Terminal.
Kebijakan Manajemen Risiko Risk Management Policy	Peraturan Direksi No PW.05.02/24/10/1/RINO/DIRU/PLMT-24 tanggal 24 Oktober 2024 perihal Penerapan Manajemen Risiko di Lingkungan PT Pelindo Multi Terminal. Board of Directors Regulation No. PW.05.02/24/10/1/RINO/DIRU/PLMT-24 dated October 24, 2024 concerning Implementation of Risk Management in PT Pelindo Multi Terminal.
Pedoman Sistem Pengendalian Internal Perusahaan Internal Control System Guidelines	Peraturan Direksi No. HK.01/27/12/2/MPPI/DIRU/PLMT-21 tanggal 27 Desember 2021 tentang Pedoman Sistem Pengendalian Internal di lingkungan PT Pelindo Multi Terminal. Board of Directors Regulation No. HK.01/27/12/2/MPPI/DIRU/PLMT-21 dated December 27, 2021 concerning Guidelines for Internal Control Systems in PT Pelindo Multi Terminal.
Prosedur Pengadaan Barang dan Jasa Goods and Services Procurement Procedures	Peraturan Direksi PT Pelindo Multi Terminal No. HK.01/7/6/2/PGDN/DIRU/PLMT-24 tanggal 07 Juni 2024 tentang Pedoman Pengadaan Barang dan Jasa di Lingkungan PT Pelindo Multi Terminal. Board of Directors Regulation PT Pelindo Multi Terminal No. HK.01/7/6/2/PGDN/DIRU/PLMT24 dated June 7, 2024 concerning Guidelines for Procurement of Goods and Services in PT Pelindo Multi Terminal

Kebijakan dan Pedoman Policies and Guidelines	Penetapan Stipulation
Pedoman Pengendalian Gratifikasi Gratification Control Guidelines	Peraturan Direksi No. SK.01.01/29/2/2/HLTK/DIRU/PLMT-24 tanggal 29 Februari 2024 tentang Pedoman Pengendalian Gratifikasi PT Pelindo Multi Terminal. Board of Directors Regulation No. SK.01.01/29/2/2/HLTK/DIRU/PLMT-24 dated February 29, 2024 concerning Guidelines for Gratification Control of PT Pelindo Multi Terminal
Pedoman Sistem Pelaporan Pelanggaran (*Whistleblowing System*) Whistleblowing System Guidelines	Peraturan Direksi No. HK.01/4/3/3/HLTK/DIRU/PLMT-24 tanggal 04 Maret 2024 tentang Pedoman *Whistleblowing System* PT Pelindo Multi Terminal. Board of Directors Regulation No. HK.01/4/3/3/HLTK/DIRU/PLMT-24 dated March 4, 2024 concerning Guidelines for Whistleblowing System of PT Pelindo Multi Terminal.
Pedoman Pelaporan LHKPN Guidelines for LHKPN Reporting	Peraturan Direksi No. HK.01/15/5/2/ALSD/DIRU/PLMT-25 tanggal 15 Mei 2025 tentang Pedoman Pelaporan Harta Kekayaan Bagi Direksi, Dewan Komisaris, dan Pejabat Struktural di Lingkungan PT Pelindo Multi Terminal. Board of Directors Regulation No. HK.01/15/5/2/ALSD/DIRU/PLMT-25 dated May 15, 2025 concerning Guidelines for Reporting Assets for Board of Directors, Board of Commissioners, and Structural Officials within PT Pelindo Multi Terminal.
Pedoman Tata Kelola Bidang Teknologi Informasi Information Technology Governance Guidelines	Peraturan Direksi No. PER.0004/HK.01.06/PLMT-2021 tanggal 01 Desember 2021 tentang Pedoman Tata Kelola Bidang Teknologi Informasi di Lingkungan PT Pelindo Multi Terminal. Board of Directors Regulation No. PER.0004/HK.01.06/PLMT-2021 dated December 1, 2021 concerning Guidelines for Governance in Information Technology Sector within PT Pelindo Multi Terminal.

Seluruh kebijakan dan pedoman di atas telah diterbitkan dalam situs *website* Perusahaan dengan alamat www.pelindomultiterminal.co.id.

All of the above policies and guidelines have been published on the Company's website at www.pelindomultiterminal.co.id.

PENANGGUNG JAWAB SERTA *MONITORING* PENERAPAN TATA KELOLA PERUSAHAAN YANG BAIK

Berdasarkan Berita Acara Kesepakatan Direksi Nomor SK.01.01/27/3/1/HLTK/DIRU/PLMT-23 tanggal 27 Maret 2023, Direksi telah menunjuk Direktur SDM Perusahaan untuk mengoordinasikan pelaksanaan penerapan governansi korporat di seluruh lingkup organisasi. Adapun tugas dan tanggung jawab penanggung jawab penerapan governansi korporat di lingkungan Perusahaan meliputi hal-hal sebagai berikut:

1. Memantau penyusunan dan pelaksanaan rencana kerja terkait Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*);
2. Memantau dan menjaga agar kegiatan usaha perusahaan tidak menyimpang dari ketentuan yang berlaku;
3. Memantau dan menjaga kepatuhan Perusahaan terhadap seluruh perjanjian dan komitmen yang dibuat oleh Perusahaan dengan pihak ketiga.

Di sisi lain, Dewan Komisaris beserta komite-komite yang berada di bawah koordinasinya menjalankan fungsi pengawasan terhadap pelaksanaan governansi korporat di lingkungan Perusahaan. Pengawasan tersebut dilakukan untuk memastikan bahwa penerapan prinsip-prinsip tata kelola telah berjalan sesuai dengan ketentuan peraturan perundang-undangan, standar etika bisnis, serta praktik terbaik yang berlaku dalam pengelolaan perusahaan.

UNIT IN CHARGE AND MONITORING OF GOOD CORPORATE GOVERNANCE IMPLEMENTATION

Pursuant to the Minutes of Board of Directors' Agreement No. SK.01.01/27/3/1/HLTK/DIRU/PLMT-23 dated March 27, 2023, Board of Directors has appointed the Company's Human Capital Director, to coordinate the implementation of corporate governance throughout the entire organization. The duties and responsibilities of unit in charge of corporate governance implementation within the Company include the following:

1. Monitor the preparation and implementation of work plans related to the Implementation of Good Corporate Governance;
2. Monitor and maintain that the Company's business activities do not deviate from applicable regulations;
3. Monitor and maintain the Company's compliance with all agreements and commitments made by the Company with third parties.

On the other hand, Board of Commissioners and the committees under its coordination perform an supervisory function regarding the implementation of corporate governance within the Company. This supervision is carried out to ensure that the application of corporate governance principles is in accordance with applicable laws and regulations, business ethics standards, and best practices in corporate management.

UPAYA PENINGKATAN KUALITAS GOVERNANSI KORPORAT DI TAHUN 2025

Sebagai bagian dari komitmen untuk terus memperkuat implementasi Tata Kelola Perusahaan yang Baik, sepanjang tahun 2025 Perusahaan melaksanakan berbagai inisiatif strategis guna meningkatkan efektivitas penerapan governansi korporat. Adapun inisiatif yang dimaksud diuraikan sebagai berikut:

1. Ratifikasi dan penyusunan Peraturan Direksi tentang Pedoman Perangkat GCG yang terdiri dari:
   a. Pedoman Tata Kelola Perusahaan yang Baik;
   b. Pedoman Kode Etik Bisnis;
   c. Pedoman Tata Laksana Kerja Hubungan Dewan Komisaris dan Direksi *(Board Manual)*;
   d. Pedoman Pengendalian Gratifikasi;
   e. Pedoman Sistem Pelaporan Pelanggaran (*Whistleblowing System*);
   f. Pedoman Benturan Kepentingan Terintegrasi;
   g. Pedoman *Anti-Fraud;*
   h. Tata Kelola Sistem Manajemen Anti Penyuapan;
   i. Pedoman Tata Kelola Terintegrasi;
   j. Pembentukan Tim Fungsi Kepatuhan Anti Penyuapan;
2. Inovasi Penerapan GCG yang terdiri dari:
   a. Klausul Anti Penyuapan:
      Terdapat klausul Anti Penyuapan pada setiap perjanjian Kerjasama maupun perjanjian pengadaan barang dan jasa di Lingkungan PT Pelindo Multi Terminal.
   b. Pakta Integritas Mitra:
      Penandatanganan Pakta Integritas dan Surat Pernyataan/Komitmen sebagai Mitra Kerja di Wilayah Perusahaan untuk melaksanakan Pakta Integritas dalam rangka menciptakan Pelabuhan Bersih (Tanpa Tindakan Curang/*Fraud*, KKN) serta menerapkan GCG.
   c. Pemanfaatan Teknologi AI dalam Penerapan GCG:

      Sebagai upaya memperkuat penerapan *Good Corporate Governance* (GCG), Perusahaan menyelenggarakan Lomba 5 No's Creative Prompt AI yang mendorong kreativitas serta pemanfaatan teknologi *Artificial Intelligence* (AI) oleh para pegawai. Kegiatan ini tidak hanya menjadi ajang kompetisi, namun juga merupakan inovasi dalam memperluas pemahaman dan penerapan nilai-nilai GCG dan Anti Penyuapan dengan pendekatan digital dan relevan dengan perkembangan zaman.
   d. Program "Duta Anti-Penyuapan":
      Program Duta Anti Penyuapan merupakan inisiatif Perusahaan dalam rangka memperkuat budaya integritas dan penerapan Sistem Manajemen Anti Penyuapan (SMAP) di lingkungan PT Pelindo Multi Terminal. Individu yang terpilih menjadi Duta Anti Penyuapan adalah para pemenang dari Lomba Prompt AI 5 No's Competition. Mereka akan berperan sebagai *role model* sekaligus agen perubahan dalam menularkan semangat anti penyuapan kepada rekan kerja maupun mitra eksternal.

EFFORTS TO IMPROVE CORPORATE GOVERNANCE QUALITY IN 2025

As part of its commitment to continuously strengthen the implementation of Good Corporate Governance, throughout 2025 the Company carried out various strategic initiatives to enhance the effectiveness of corporate governance practices. These initiatives are outlined as follows:

1. Ratification and drafting of Board of Directors Regulations on GCG Guidelines, consisting of:
   a. Good Corporate Governance Guidelines;
   b. Code of Conduct Guidelines;
   c. Board Manual of Board of Commissioners and Board of Directors;
   d. Gratification Control Guidelines;
   e. Whistleblowing System Guidelines;
   f. Integrated Conflict of Interest Guidelines;
   g. Anti-Fraud Guidelines;
   h. Anti-Bribery Management System Guidelines;
   i. Integrated Governance Guidelines;
   j. Establishment of an Anti-Bribery Compliance Team;
2. Innovations in the GCG Implementation, consisting of:
   a. Anti-Bribery Clauses:
      Anti-bribery clauses are included in every cooperation agreement and every procurement agreement for goods and services within PT Pelindo Multi Terminal.
   b. Partner Integrity Pact:
      The signing of an Integrity Pact and a Statement/Commitment Letter as a Business Partner within the Company's operational area to implement the Integrity Pact in order to create a Clean Port (free from fraud and corruption) and to apply GCG.
   c. Utilization of AI Technology in the Implementation of GCG:
      As an effort to strengthen the implementation of Good Corporate Governance (GCG), the Company organized the "5 No's Creative Prompt AI" Competition, which encourages creativity and the use of Artificial Intelligence (AI) technology by employees. This activity is not only a competition but also an innovation in broadening the understanding and application of GCG and anti-bribery values through a digital approach that is relevant to current trends.
   d. "Anti-Bribery Ambassador" Program:
      The Anti-Bribery Ambassador Program is a Company initiative aimed at strengthening a culture of integrity and the implementation of Anti-Bribery Management System (SMAP) within PT Pelindo Multi Terminal. Individuals selected as Anti-Bribery Ambassadors are the winners of the "5 No's Creative Prompt AI" Competition. They will serve as role models and agents of change in spreading the anti-bribery spirit to coworkers and external partners.

e. Program "MATCHA":
Program MATCHA – *Meet and Talk Compliance, Honesty, Awareness* adalah program informal di mana tim Fungsi Kepatuhan Anti Penyuapan (FKAP) dan GCG secara rutin berinteraksi dengan karyawan di area santai seperti kantin atau ruang istirahat.

3. Sosialisasi Pedoman Perangkat GCG:
   a. Webinar Sistem Manajemen Anti Penyuapan dan Pengendalian Gratifikasi;
   b. Penyampaian Pedoman Perangkat GCG Tahun 2025 kepada Dewan Komisaris;
   c. Penyampaian Peraturan Direksi tentang Benturan Kepentingan Terintegrasi dan Pedoman *Anti-Fraud* kepada Seluruh Pegawai;
   d. Sosialisasi Larangan Permintaan, Pengiriman dan Penerimaan Suap serta Gratifikasi jelang Idul Fitri 2025 di Lingkungan PMT;
   e. Publikasi *Flyer* tentang "Gratifikasi? Seberapa mahal harganya?";
   f. Publikasi *Flyer* tentang "Cara Menolak Saat diberi Gratifikasi";
   g. Publikasi *Flyer* tentang "Dilarang Memberi dan Menerima Suap, Pungli dan Gratifikasi";
   h. Pemasangan *Banner*, Poster atau Spanduk tentang Anti Suap, Pungli dan Gratifikasi di Lokasi Kantor, *Branch* maupun terminal yang dikelola oleh PMT;
   i. Publikasi Video tentang "Larangan Tindakan Memberi, Menerima Suap, Pungli dan Gratifikasi di Area Lingkungan Kerja PMT";
   j. Publikasi Video tentang "Saluran *Whistleblowing System* di PMT";
   k. Publikasi Flyer tentang "Apa itu *Good Corporate Governance*";
   l. Publikasi Video tentang Godaan Gratifikasi Lewat 'Tanda Terima Kasih';
   m. Publikasi *Flyer* tentang "Kenali *Fraud*, Musuh Besar Integritas";
   n. Publikasi *Flyer* tentang "Benturan Kepentingan";
   o. Publikasi *Flyer* tentang "Larangan Korupsi";
   p. Publikasi *Flyer* tentang "Pedoman Kode Etik";
   q. Publikasi *Flyer* tentang "Apa Itu *Board Manual*?";
   r. Publikasi Flyer tentang "Larangan Suap, Pungli dan Gratifikasi";
   s. Surat Edaran tentang "Larangan Suap, Pungli dan Gratifikasi";
   t. Penyampaian Surat/Nota Dinas kepada *Branch* dan Anak Perusahaan:
      i) Nomor: SK.01.01/13/3/1/HLTK/SKTR-25 tanggal 13 Maret 2025 tentang Larangan Pemberian dan Penerimaan Suap, Gratifikasi serta Pungutan Liar pada Perayaan Hari Raya Idul Fitri 1446 H / 2025;
      ii) Nomor: SK.01.01/29/4/1/HLTK/SKTR/PLMT-25 tanggal 29 April 2025 tentang *Monitoring* Perangkat Penerapan Tata Kelola PT Pelindo Multi Terminal;
      iii) Nomor: SK.01.01/26/5/1/HLTK/SKTR-25 tanggal 26 Mei 2025 tentang Pemasangan Informasi terkait Larangan Pemberian dan Penerimaan Suap, Pungli dan Gratifikasi di Lingkungan Kerja PT Pelindo Multi Terminal;

e. The "MATCHA" Program:
The MATCHA program—Meet and Talk Compliance, Honesty, Awareness—is an informal program in which the Anti-Bribery Compliance (FKAP) and GCG teams regularly interact with employees in casual settings such as the cafeteria or break room.

3. Socialization of GCG Guidelines:
   a. Webinar on Anti-Bribery Management Systems and Gratification Control;
   b. Presentation of 2025 GCG Guidelines to Board of Commissioners;
   c. Presentation of Board of Directors Regulations on Integrated Conflict of Interest and Anti-Fraud Guidelines to All Employees;
   d. Socialization of Prohibitions on Soliciting, Offering, and Accepting Bribes and Gratuities Ahead of Eid al-Fitr 2025 within PMT;
   e. Publication of a Flyer titled "Gratuities? How Much Do They Cost?";
   f. Publication of a flyer titled "How to Refuse When Offered a Gratuity";
   g. Publication of a flyer titled "Prohibition on Giving and Receiving Bribes, Illegal Fees, and Gratuities";
   h. Display of banners, posters, or signs regarding the prohibition of bribes, illegal fees, and gratuities at PMT-managed offices, branches, and terminals;
   i. Release a video titled "Prohibition on Giving or Receiving Bribes, Illegal Fees, and Gratuities in PMT's Workplace";
   j. Release a video titled "PMT's Whistleblowing System";
   k. Release a flyer titled "What Is Good Corporate Governance?";
   l. Video on the Temptation of Gratification Through "Tokens of Appreciation";
   m. Flyer on "Recognizing Fraud, the Great Enemy of Integrity";
   n. Flyer on "Conflicts of Interest";
   o. Flyer on "Prohibition of Corruption";
   p. Publication of a flyer on "Code of Conduct Guidelines"
   q. Publication of a flyer on "What Is a Board Manual?"
   r. Publication of a flyer on "Prohibition of Bribery, Extortion, and Gratification"
   s. Circular Letter on "Prohibition of Bribery, Extortion, and Gratification"
   t. Issuance of Official Letters/Memoranda to Branches and Subsidiaries:
      i) No: SK.01.01/13/3/1/HLTK/SKTR-25 dated March 13, 2025, regarding Prohibition on Giving and Receiving Bribes, Gratuities, and Illegal Fees during the Eid al-Fitr 1446H/2025;
      ii) No: SK.01.01/29/4/1/HLTK/SKTR/PLMT-25 dated April 29, 2025, regarding Monitoring of PT Pelindo Multi Terminal's Governance Implementation Mechanisms;
      iii) No: SK.01.01/26/5/1/HLTK/SKTR-25 dated May 26, 2025, regarding Posting of Information on the Prohibition of Giving and Receiving Bribes, Illegal Fees, and Gratuities within the Workplace of PT Pelindo Multi Terminal;

iv) Nomor: SK.01.01/11/8/1/HLTK/SKTR/PLMT-25 tanggal 11 Agustus 2025 Pelaksanaan Program Bulan GCG tahun 2025 di Lingkungan PT Pelindo Multi Terminal;
v) Nomor: SK.01.01/20/8/1/HLTK/SKTR-25 Medan, 20 Agustus 2025 tentang Partisipasi Lomba 5 No's Creative Prompt Competition

u. Pengisian Survei *Awareness* GCG dan Sistem Manajemen Anti Penyuapan kepada Seluruh Pegawai dan *Stakeholders.*

4. Penerapan Budaya SMAP:
   a. Publikasi *Flyer* tentang Kebijakan Sistem Manajemen Anti Penyuapan di Kantor Pusat dan *Branch* PMT;
   b. *Audit Surveillance* 2 Sistem Manajemen Anti Penyuapan Kantor Pusat PMT oleh PT TUV Nord Indonesia;
   c. *Monitoring* Realisasi Sasaran Sistem Manajemen Anti Penyuapan Tahun 2025;
   d. Identifikasi Risiko Anti Penyuapan;
   e. Publikasi *Flyer* tentang "Penerapan Budaya 5 No's";
   f. Pelaksanaan Lomba Budaya Anti Penyuapan "Comptetion 5 No's Creative Prompt";
   g. Sosialisasi Pengendalian *Fraud* di Korporasi.
5. Pelaksanaan Hari Anti Korupsi Sedunia (HAKORDIA) 2025.
   a. *Flyer* Satu Aksi, Basmi Korupsi;
   b. *Quiz Time*, Hari Anti Korupsi Sedunia 2025.

iv) No: SK.01.01/11/8/1/HLTK/SKTR/PLMT-25 dated August 11, 2025, on Implementation of the 2025 GCG Month Program Within PT Pelindo Multi Terminal;
v) No: SK.01.01/20/8/1/HLTK/SKTR-25 Medan, August 20, 2025, regarding Participation in the "5 No's Creative Prompt Competition";

u. Completion of the GCG Awareness and Anti-Bribery Management System Survey by All Employees and Stakeholders.

4. Implementation of SMAP Culture:
   a. Distribution of flyers regarding Anti-Bribery Management System policies at PMT's Head Office and branches;
   b. Surveillance audit of Anti-Bribery Management System at PMT's Head Office conducted by PT TUV Nord Indonesia;
   c. Monitoring of the achievement of 2025 Anti-Bribery Management System targets;
   d. Identification of Anti-Bribery Risks;
   e. Distribution of Flyers on the "Implementation of 5 No's Culture";
   f. Organization of the "5 No's Creative Prompt" Anti-Bribery Culture Contest;
   g. Corporate Fraud Control Socialization
5. Celebration of 2025 World Anti-Corruption Day (HAKORDIA).
   a. One Action to Eradicate Corruption Flyer
   b. Quiz Time, International Anti-Corruption Day 2025

Rapat Umum Pemegang Saham (RUPS)
General Meeting of Shareholders (GMS)

PEMEGANG SAHAM

Pemegang saham merupakan pihak, baik perseorangan maupun badan hukum, yang memiliki kepemilikan saham secara sah dalam Perusahaan. Sebagai pemilik modal, pemegang saham memiliki hak, kewajiban, dan tanggung jawab yang pelaksanaannya mengacu pada ketentuan peraturan perundang-undangan serta Anggaran Dasar Perusahaan.

Struktur kepemilikan saham Perusahaan dimiliki oleh PT Pelabuhan Indonesia (Persero) dan PT Integrasi Logistik Cipta Solusi. Informasi lebih lanjut mengenai komposisi kepemilikan saham, pemegang saham utama maupun pengendali, hingga entitas pemilik akhir Perusahaan disajikan pada bagian Profil Perusahaan dalam Laporan Tahunan ini.

Hak Pemegang Saham

Perusahaan senantiasa menghormati serta menjamin pemenuhan hak-hak pemegang saham atau pemilik modal sebagaimana tercatat dalam daftar pemegang saham Perusahaan. Perusahaan juga menyediakan mekanisme dan fasilitas yang mendukung agar setiap pemegang saham dapat menjalankan haknya sesuai dengan ketentuan yang berlaku, di antaranya:

1. Hak untuk meminta diselenggarakannya RUPS;
2. Hak untuk meminta informasi tentang mata acara RUPS;
3. Hak untuk mengajukan usul-usul untuk dibahas dalam acara RUPS;
4. Hak untuk menghadiri dan memberikan suara dalam suatu RUPS, khusus bagi pemegang saham Perusahaan, dengan ketentuan 1 (satu) saham memberi hak kepada pemegangnya untuk mengeluarkan satu suara;
5. Hak untuk mengambil keputusan tertinggi pada Perusahaan, khusus bagi pemilik modal Perusahaan;
6. Hak untuk memperoleh informasi material mengenai Perusahaan, secara tepat waktu, terukur dan teratur;
7. Hak untuk menerima pembagian dari keuntungan BUMN yang diperuntukkan bagi pemegang saham/pemilik modal dalam bentuk dividen, dan sisa kekayaan hasil likuidasi, sebanding dengan jumlah saham/modal yang dimilikinya;
8. Hak untuk mendapatkan perlakuan yang adil terhadap pemegang saham, termasuk pemegang saham minoritas; dan
9. Hak lainnya berdasarkan anggaran dasar dan ketentuan peraturan perundang-undangan.

Wewenang Pemegang Saham melalui RUPS

1. Pemegang saham melalui RUPS harus memastikan perusahaan dijalankan berdasarkan Tata Kelola Perusahaan yang Baik;

SHAREHOLDERS

Shareholders are parties—whether individuals or legal entities—who legally hold shares in the Company. As owners of capital, shareholders have rights, obligations, and responsibilities, which are exercised in accordance with applicable laws and regulations as well as the Company's Articles of Association.

The Company's shareholding structure consists of PT Pelabuhan Indonesia (Persero) and PT Integrasi Logistik Cipta Solusi. Further information regarding the composition of share ownership, major and controlling shareholders, and the Company's ultimate owners is presented in the Company Profile section of this Annual Report.

Shareholder Rights

The Company consistently respects and ensures the fulfillment of the rights of shareholders or capital owners as recorded in the Company's shareholder registry. The Company also provides mechanisms and facilities to support each shareholder in exercising their rights in accordance with applicable regulations, including:

1. The right to request the holding of GMS;
2. The right to request information regarding the agenda of the GMS;
3. The right to submit proposals to be discussed in the GMS agenda;
4. The right to attend and vote at the GMS, specifically for Company shareholders, with the provision that 1 (one) share entitles its holder to cast one vote;
5. The right to make the highest-level decisions in the Company, specifically for capital owners;
6. The right to obtain material information about the Company in a timely, measurable, and orderly manner;
7. The right to receive a share of the SOE profits allocated to shareholders/capital owners in the form of dividends and the remaining assets from liquidation, proportional to the number of shares/capital owned;
8. The right to fair treatment among shareholders, including minority shareholders; and
9. Other rights based on the articles of association and applicable laws and regulations.

Authority of Shareholders through the GMS

1. Shareholders through the GMS must ensure that the Company is run based on Good Corporate Governance;

2. Berdasarkan peraturan perundangan yang berlaku, Pemegang Saham melalui RUPS memegang segala wewenang yang tidak diserahkan kepada Dewan Komisaris atau Direksi;
3. Tindakan-tindakan di bawah ini memerlukan persetujuan RUPS yang nilai transaksinya lebih dari 50% (lima puluh persen) dari jumlah kekayaan bersih Perusahaan dalam 1 (satu) transaksi atau lebih, baik yang berkaitan satu sama lain maupun tidak:
   a. Mengalihkan kekayaan Perusahaan; atau
   b. Menjadikan jaminan utang kekayaan Perusahaan.

Akuntabllitas Pemegang Saham

1. Pemegang Saham tidak mencampuri kegiatan operasional Perusahaan yang menjadi tanggung jawab Direksi sesuai ketentuan Anggaran Dasar Perseroan dan peraturan perundang-undangan yang berlaku;
2. Tata Kelola Perusahaan yang Baik dilaksanakan oleh Pemegang Saham sesuai dengan wewenang dan tanggung jawabnya;
3. Pemegang Saham memiliki tanggung jawab untuk memantau pelaksanaan prinsip-prinsip *Good Corporate Governance* dalam proses pengelolaan Perusahaan.

RAPAT UMUM PEMEGANG SAHAM (RUPS)

Rapat Umum Pemegang Saham (RUPS) merupakan organ Perusahaan yang memiliki kewenangan tertinggi dalam struktur tata kelola perusahaan sesuai dengan ketentuan Anggaran Dasar dan peraturan perundang-undangan yang berlaku. RUPS menjadi sarana bagi para pemegang saham untuk menjalankan haknya dalam menetapkan arah kebijakan strategis Perusahaan serta mengambil keputusan atas berbagai hal yang tidak menjadi kewenangan Direksi maupun Dewan Komisaris.

RUPS juga menjadi forum pertanggungjawaban Direksi dan Dewan Komisaris kepada pemegang saham atas pelaksanaan tugas pengurusan dan pengawasan Perusahaan. Berbagai agenda strategis dibahas dalam RUPS, antara lain terkait kinerja operasional dan keuangan, penetapan strategi dan kebijakan Perusahaan, persetujuan anggaran, perubahan susunan Direksi dan Dewan Komisaris, serta agenda lain yang diajukan sesuai dengan kewenangan masing-masing pihak sebagaimana diatur dalam Anggaran Dasar Perusahaan.

Berdasarkan Anggaran Dasar, RUPS terdiri atas 2 (dua) jenis, yaitu RUPS Tahunan dan RUPS Lainnya. Sebagai upaya mendukung pelaksanaan hak-hak pemegang saham secara optimal, Perusahaan berkomitmen menyediakan informasi yang lengkap, jelas, dan akurat terkait penyelenggaraan RUPS sehingga proses pengambilan keputusan dapat berlangsung secara transparan dan akuntabel.

2. Based on applicable laws and regulations, Shareholders through the GMS hold all authority not delegated to Board of Commissioners or Board of Directors;
3. The following actions require GMS approval if the transaction value is more than 50% (fifty percent) of the Company's net assets in one or more transactions, whether related to each other or not:
   a. Transferring Company assets; or
   b. Making Company assets a guarantee for debt.

Shareholder Accountability

1. Shareholders do not interfere in the Company's operational activities, which are the responsibility of Board of Directors in accordance with the Company's Articles of Association and applicable laws and regulations;
2. Good Corporate Governance is implemented by Shareholders in line with their authorities and responsibilities;
3. Shareholders are responsible for monitoring the implementation of Good Corporate Governance principles in the Company's management processes.

GENERAL MEETING OF SHAREHOLDERS (GMS)

General Meeting of Shareholders (GMS) is the Company's governing organ with the highest authority within the corporate governance structure, in accordance with the provisions of Articles of Association and applicable laws and regulations. The GMS serves as a forum for shareholders to exercise their rights in determining the Company's strategic direction and making decisions on various matters that fall outside the authority of Board of Directors or Board of Commissioners.

The GMS also serves as a forum for Board of Directors and Board of Commissioners to report to shareholders on the performance of their duties in managing and supervising the Company. Various strategic agenda items are discussed at the GMS, including those related to operational and financial performance, determination of the Company's strategies and policies, budget approval, changes to the composition of Board of Directors and Board of Commissioners, as well as other agenda items proposed in accordance with the respective authorities of each party as stipulated in the Company's Articles of Association.

Pursuant to the Articles of Association, there are two types of GMS: Annual GMS and Other GMS. To support the optimal exercise of shareholders' rights, the Company is committed to providing complete, clear, and accurate information regarding the conduct of GMS so that the decision-making process can proceed in a transparent and accountable manner.

Jenis-jenis RUPS
Types of GMS

RUPS Tahunan Annual GMS	RUPS Lainnya Other GMS
Wajib diadakan dalam jangka waktu paling lambat 6 (enam) bulan setelah tahun buku berakhir. Must be held no later than 6 (six) months after the fiscal year ends.	Dapat diadakan setiap waktu berdasarkan kebutuhan untuk kepentingan Perusahaan. May be held at any time as needed for the Company's purposes.

1. Rapat Umum Pemegang Saham Tahunan (RUPS Tahunan)
   a. RUPS Tahunan untuk menyetujui Laporan Tahunan diadakan paling lambat bulan Juni setelah penutupan tahun buku yang bersangkutan dan dalam RUPS ini Direksi menyampaikan:
      i) Laporan Tahunan Perseroan;
      ii) Usulan Penggunaan Laba Bersih Perseroan;
      iii) Hal-hal lain yang perlu persetujuan RUPS.
   b. RUPS Tahunan untuk mengesahkan Rencana Kerja dan Anggaran Perusahaan (RUPS RAKP) dilaksanakan paling lambat 30 (tiga puluh) hari setelah tahun anggaran berjalan. Dalam pelaksanaan RUPS ini, Direksi menyampaikan:
      i) Rancangan RAKP yang sudah disepakati dan ditandatangani bersama dengan Dewan Komisaris untuk disahkan oleh RUPS;
      ii) Hal-hal lain yang perlu persetujuan RUPS.
2. Rapat Umum Pemegang Saham Luar Biasa (RUPSLB)
   a. Pemegang saham dapat mengambil keputusan di luar RUPS, dengan syarat semua pemegang saham dengan hak suara menyetujui secara tertulis dengan menandatangani keputusan yang dimaksud dan mempunyai kekuatan hukum mengikat yang sama dengan keputusan RUPS secara fisik;
   b. RUPSLB dapat diadakan setiap waktu berdasarkan kebutuhan untuk kepentingan Perusahaan atas permintaan Dewan Komisaris dan/atau Pemegang Saham;
   c. Direksi wajib menyelenggarakan RUPSLB sesuai permintaan tertulis dari Dewan Komisaris atau Pemegang Saham;
   d. Pemegang Saham juga dapat mengambil keputusan yang sah dan tanpa mengadakan Rapat Umum Pemegang Saham secara fisik, dengan ketentuan semua Pemegang Saham telah diberi tahu secara tertulis serta menandatangani persetujuan tersebut.
   e. Sementara itu, pengaturan tentang prosedur yang memfasilitasi pemegang saham dalam berpartisipasi dan memberikan suara secara efektif di RUPS akan diatur lebih lanjut dalam dengan Peraturan Direksi PT Pelindo Multi Terminal.

1. Annual General Meeting of Shareholders (Annual GMS)
   a. The Annual GMS to approve the Annual Report must be held no later than June after the closing of the relevant fiscal year and in this GMS, Board of Directors presents:
      i) The Company's Annual Report;
      ii) Proposal for Use of the Company's Net Profit;
      iii) Other matters that require the GMS approval.
   b. The Annual GMS to ratify the Company's Work Plan and Budget (RKAP AGMS) must be held no later than 30 (thirty) days after the current fiscal year. In this GMS, Board of Directors presents:
      i) The draft of RKAP that has been agreed upon and signed jointly with Board of Commissioners to be ratified by the GMS;
      ii) Other matters that require the GMS approval.
2. Extraordinary General Meeting of Shareholders (EGMS)
   a. Shareholders may make decisions outside the GMS, provided that all voting shareholders give written approval by signing the resolution, which holds the same legal force as a resolution made in a physical GMS;
   b. The EGMS may be held at any time as needed in the Company's interest upon the request of Board of Commissioners and/or Shareholders;
   c. Board of Directors is required to hold an EGMS at the written request of Board of Commissioners or Shareholders;
   d. Shareholders may also make valid resolutions without holding a physical General Meeting of Shareholders, provided that all Shareholders have been notified in writing and signed the agreement.
   e. Meanwhile, provisions regarding procedures to facilitate shareholders' effective participation and voting at the GMS shall be further regulated in the Board of Directors' Regulations of PT Pelindo Multi Terminal.

3. RUPS Sirkuler
   Pemegang Saham juga dapat menyelenggarakan pengambilan Keputusan Sirkuler (RUPS Sirkuler), yakni pengambilan keputusan di luar RUPS (tanpa kehadiran fisik). Ketentuan tentang Keputusan Sirkuler diatur dalam Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas, di mana pada Pasal 91 diatur bahwa Pemegang Saham dapat mengambil keputusan yang mengikat di luar RUPS dan memiliki kekuatan hukum yang sama dengan Keputusan RUPS yang dilakukan secara fisik, dengan syarat seluruh Pemegang Saham dengan hak suara memberikan persetujuan tertulis atas usul RUPS yang akan diputuskan.

PENYELENGGARAAN RUPS TAHUN 2025

Sepanjang tahun 2025, Perusahaan telah melaksanakan 2 (dua) kali RUPS. Selain melalui forum RUPS, pemegang saham juga menetapkan sejumlah keputusan melalui mekanisme sirkuler sesuai dengan ketentuan yang berlaku dan kebutuhan pengambilan keputusan Perusahaan. Adapun rincian penyelenggaraan RUPS dan keputusan sirkuler pemegang saham selama tahun 2025 adalah sebagai berikut:

1. Rapat Umum Pemegang Saham Tahunan (RUPST) tanggal 24 Januari 2025 tentang Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2025;
2. Rapat Umum Pemegang Saham Tahunan (RUPST) tanggal 19 Juni 2025 tentang Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Tahun Buku 2024 Perseroan Terbatas PT Pelindo Multi Terminal;
3. Keputusan Para Pemegang Saham di Luar Rapat Umum Pemegang Saham (Keputusan RUPS Sirkuler) PT Pelindo Multi Terminal tentang Pemberhentian Anggota Dewan Komisaris PT Pelindo Multi Terminal tanggal 27 Agustus 2025;
4. Keputusan Para Pemegang Saham di Luar Rapat Umum Pemegang Saham (Keputusan RUPS Sirkuler) PT Pelindo Multi Terminal tentang Persetujuan Rencana Kerjasama Pengoperasian dan Pengembangan Terminal Curah Kering Belawan Tahap 2 tanggal 17 September 2025;
5. Keputusan Para Pemegang Saham di Luar Rapat Umum Pemegang Saham (Keputusan RUPS Sirkuler) PT Pelindo Multi Terminal tentang Persetujuan Perubahan Rencana Kerja dan Anggaran Perusahaan Investasi Tahun 2025 PT Pelindo Multi Terminal tanggal 18 September 2025.

3. Circular GMS
   Shareholders may also hold a Circular Resolution (Circular GMS), namely decision-making outside the GMS (without physical presence). The provisions regarding Circular Resolutions are regulated in Law No. 40 of 2007 concerning Limited Liability Companies, specifically Article 91, which stipulates that shareholders may make binding resolutions outside of a GMS and have the same legal force as GMS resolutions carried out physically, on the condition that all Shareholders with voting rights provide written approval for the GMS proposal to be decided.

2025 GMS HOLDING

Throughout 2025, the Company held 2 (two) GMS. In addition to the GMS forum, shareholders also established a number of resolutions through the circular resolution mechanism in accordance with applicable regulations and the Company's decision-making needs. The details of holding the GMS and Circular GMS during 2025 are as follows:

1. Annual General Meeting of Shareholders (AGMS) on January 24, 2025, regarding the Approval of the Company's 2025 Work Plan and Budget (RKAP);
2. Annual General Meeting of Shareholders (AGM) on June 19, 2025, regarding the Approval of Annual Reports and Ratification of Financial Statements for 2024 Fiscal Year of PT Pelindo Multi Terminal Limited;
3. Resolution of Shareholders in lieu of GMS (Circular GMS Resolution) of PT Pelindo Multi Terminal regarding Dismissal of Members of Board of Commissioners of PT Pelindo Multi Terminal dated August 27, 2025;
4. Resolution of Shareholders in lieu of GMS (Circular GMS Resolution) of PT Pelindo Multi Terminal regarding Approval of Cooperation Plan for Operation and Development of Belawan Dry Bulk Terminal Phase 2 dated September 17, 2025;
5. Resolution of Shareholders in lieu of GMS (Circular GMS Resolution) of PT Pelindo Multi Terminal regarding Approval of Amendments to to the 2025 Investment Work Plan and Budget of PT Pelindo Multi Terminal, dated September 18, 2025.

RUPS Tahunan Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2025

Annual GMS on the Ratification of the Company's Work Plan and Budget (RKAP) for 2025

Hari/Tanggal Day/Date	Jumat, 24 Januari 2025 Friday, January 24, 2025
Waktu Time	10.10 s.d 11.10 WIB 10:10 AM to 11:10 AM
Tempat Place	Ruang 101 -102, Gedung Learning & Innovation Center, PMLI Rooms 101–102, Learning & Innovation Center Building, PMLI
Kehadiran Attendance	1. Pemegang Saham: a. PT Pelabuhan Indonesia (Persero): i) Wakil Direktur Utama : Hambra b. PT Integrasi Logistik Cipta Solusi: i) Direktur Utama : Natal Iman Ginting 2. Dewan Komisaris PT Pelindo Multi Terminal: a. Komisaris Utama : Darwanto b. Komisaris : Arman Depari c. Komisaris : Thanon Aria Dewangga d. Komisaris : Ahmad Perwira Mulia Tarigan e. Komisaris : Herbert Timbo Parluhutan Siahaan f. Komisaris : Aan Rusdianto 3. Direksi PT Pelindo Multi Terminal: a. Direktur Utama : Ary Henryanto b. Direktur Operasi : Arif Rusman Yulianto c. Direktur Teknik : Yarham Harid d. Direktur Sumber Daya Manusia : Edi Priyanto e. Direktur Keuangan dan Manajemen Risiko : Yoni Setiawan f. Direktur Strategi dan Komersia l: Rizki Kurniawan 4. Lain-lain: Peserta rapat yang lain sebagaimana daftar hadir terlampir. 1. Shareholders: a. PT Pelabuhan Indonesia (Persero): i) Vice President Director : Hambra b. PT Integrasi Logistik Cipta Solusi: i) President Director : Natal Iman Ginting 2. Board of Commissioners of PT Pelindo Multi Terminal: a. President Commissioner : Darwanto b. Commissioner : Arman Depari c. Commissioner : Thanon Aria Dewangga d. Commissioner : Ahmad Perwira Mulia Tarigan e. Commissioner : Herbert Timbo Parluhutan Siahaan f. Commissioner : Aan Rusdianto 3. Board of Directors of PT Pelindo Multi Terminal: a. President Director : Ary Henryanto b. Operations Director : Arif Rusman Yulianto c. Technical Director : Yarham Harid d. Human Capital Director : Edi Priyanto e. Finance and Risk Management Director : Yoni Setiawan f. Strategy and Commercial Director : Rizki Kurniawan 4. Others: Other meeting participants as listed in the attached attendance sheet.

Keputusan RUPST Pengesahan RKAP Tahun 2025

Setelah melakukan pembahasan dan tanya jawab serta mendengarkan arahan dan saran dari Kuasa Pemegang Saham serta peserta RUPST PT Pelindo Multi Terminal, maka Rapat Umum Pemegang Saham memutuskan hal-hal sebagai berikut:

AGMS Resolution on the 2025 RKAP Ratification

After conducting discussions and a question-and-answer session, and after hearing guidance and suggestions from the Shareholders' Representatives and participants in the AGMS of PT Pelindo Multi Terminal, Annual General Meeting of Shareholders resolved the following:

Mata Acara Rapat dan Keputusannya serta Tindak Lanjut atas Hasil Keputusan Rapat
Meeting Agenda, Resolutions, and Follow Up on Meeting Resolutions

Agenda Mata Acara:
Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2025.

Keputusan Rapat:
1. Menyetujui dan mengesahkan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2025 Perusahaan, dengan pokok-pokok sebagai berikut:
   a. Laba (Rugi) Konsolidasian Perusahaan setelah pajak dianggarkan sebesar Rp667.003.600.011 (enam ratus enam puluh tujuh miliar tiga juta enam ratus ribu sebelas rupiah) dengan rincian sebagai berikut:

Agenda:
Ratification of the Company's Work Plan and Budget (RKAP) for 2025

Resolution:
1. Approve and ratify the Company's 2025 Work Plan and Budget (RKAP), with the following main points:
   a. The Company's consolidated profit (loss) after taxes is budgeted at Rp667,003,600,011 (six hundred sixty-seven billion three million six hundred thousand eleven rupiah), with the following breakdown:

No	Uraian Description	RKAP 2025 RKAP 2025 (Rp)
1	Pendapatan Usaha Operating Revenue	6.288.023.015.049
2	Laba Usaha Income from Operations	853.559.151.498
3	Laba Bersih Net Income	667.003.600.011
4	Laba Bersih (Atribusi Induk) Net Income (Parent Atribution)	667.003.600.011
5	EBITDA	1.207.674.685.902

   b. Posisi Keuangan (Neraca) Perusahaan per 31 Desember 2025 dianggarkan sebagai berikut:
   b. The Company's financial position (balance sheet) as of December 31, 2025, is budgeted as follows:

No	Uraian Description	RKAP 2025 RKAP 2025 (Rp)
1	Total Aset Total Assets	6.265.910.028.711
2	Total Liabilitas Total Liabilities	1.913.507.720.605
3	Ekuitas Equity	4.352.402.308.106

c. Posisi *Net Operating Cash Flow* Perusahaan di akhir periode dianggarkan sebesar Rp585.071.686.141 (lima ratus delapan puluh lima miliar tujuh puluh satu juta enam ratus delapan puluh enam ribu seratus empat puluh satu rupiah).
d. Investasi Perusahaan dengan nilai Rp317.701.000.000 (tiga ratus tujuh belas miliar tujuh ratus satu juta rupiah) dengan rincian sebagai berikut:
a. The Company's net operating cash flow at the end of the period is budgeted at Rp585,071,686,141 (five hundred eighty-five billion seventy-one million six hundred eighty-six thousand one hundred forty-one rupiah).
b. The Company's investment amounts to Rp317,701,000,000 (three hundred seventeen billion seven hundred one million rupiah), with the following breakdown:

No	Program Program	RKAP 2025 RKAP 2025 (Rp)
1	Bangunan Fasilitas, Jalan, Bangunan, Sarana dan Prasarana, Kapitalisasi Bunga Facility Buildings, Roads, Buildings, Facilities and Infrastructure, Capitalized Interest	20.580.000.000
2	Alat-Alat Fasilitas, Instalasi Fasilitas, Peralatan dan Perlengkapan, Kapal dan Kendaraan Facility Tools, Facility Installations, Equipment and Fixtures, Vessels and Vehicles	293.421.000.000
3	Tanah dan Hak atas Tanah, dan Emplasemen Land and Land Rights, and Emplacements	3.700.000.000
4	Investasi Non Fisik Non-Physical Investments	-
5	Penyertaan Modal Equity Participation	-
Total Investasi Total Investments		**317.701.000.000**

e. Operasional Tahun 2025 Perusahaan:
e. The Company's Operational for 2025:

No	Uraian Description	Satuan Unit	RKAP 2025 RKAP 2025
1	B/M Barang B/M Goods		
	Dermaga Umum Public Docks	Ton	120.014.104
		M3	5.731.971
		Unit	2.166.865
		MMBTU	13.459.575
		Ekor | Animals	594.544
	Non Dermaga Umum Non-Public Docks	Ton	5.023.315
		M3	2.815
		Unit	-
		MMBTU	-
		Ekor | Animals	-
	Total Total	**Ton**	**125.037.419**
		M3	**5.734.786**
		Unit	**2.166.865**
		MMBTU	**13.459.575**
		Ekor I Animals	**594.544**
2	B/M Petikemas B/M Container		
	Internasional Internasional	Box	9.444
		Teu's	10.167
	Domestik Domestic	Box	365.648
		Teu's	385.415
	Total **Total**	**Box**	**375.092**
		Teu's	**395.582**

f. Produksi Tahun 2025 Perusahaan:
f. The Company's Production in 2025:

No	Uraian Description	Satuan Unit	RKAP 2025 2025 RKAP
1	Pelayanan Terminal Peti Kemas Container Terminal Services		
	Terminal Petikemas International Stevedoring International Stevedoring Container Terminal	Box	9.444
	Terminal Petikemas Domestik Stevedoring Domestic Stevedoring Container Terminal	Box	250.116
	Jumlah Total	**Box**	**259.560**
2	Pelayanan Barang Non Peti Kemas Non-Container Cargo Services		
	Dermaga Docks	Ton	110.899.554
		M3	5.734.786
	Gudang Penumpukan Stacking Warehouse	Ton Hari I Days	2.777.551
		M3 Hari I Days	339.766
	Lapangan Penumpukan Stacking Field	Ton Hari I Days	14.188.387
		M3 Hari I Days	3.325.143
	Stevedoring	Ton	63.281.629
	Cargodoring	MMBTU	-
		Ton	6.344.054
		M3	3.300

g. Sumber Daya Manusia Tahun 2025 Perusahaan dianggarkan sebanyak 3.497 orang dengan rincian sebagai berikut:
g. The Company's Human Capital budget for 2025 is set at 3,497 persons, with the following breakdown:

No	Uraian Description	Satuan Unit	Jumlah Total
1	BOD Pelindo (Penugasan) Pelindo BOD (Assignment)	Orang Person	10
2	BOD Non Pelindo Non Pelindo BOD		4
3	Organik Pelindo (Penugasan) Pelindo Organic (Assignment)		1.063
4	Organik Anak Perusahaan Subsidiary Organic		16
5	PKWT		15
6	Tenaga Alih Daya Subsidiary Outsourcing		2.389
7	Pekerja Pemegang Saham Lainnya Other Shareholder Workers		-
Jumlah Total			**3.497**

h. Rencana Kerja Manajemen Tahun 2025 Perusahaan:
h. The Company's 2025 Management Work Plan:

No	Inisiatif Strategi/Aksi Korporasi Strategic Initiatives/Corporate Actions	Jumlah Program Number of Programs
1	Optimalisasi Kepatuhan dan Tata Kelola Perusahaan untuk Keberlanjutan Bisnis Optimization of Compliance and Corporate Governance for Business Sustainability	2
2	Pengembangan struktur korporasi induk dan anak perusahaan Development of corporate structure for parent and subsidiary companies	2
3	Pengembangan Perencanaan Portofolio Bisnis pada setiap cabang Development of Business Portfolio Planning for each branch	1
4	Pengembangan Terminal berbasis Layanan, Komoditas, Kemasan, dan/atau Kawasan Industri Development of Terminals Based on Services, Commodities, Packaging, and/or Industrial Zones	7
5	Pengembangan Layanan Kepelabuhanan untuk Mendukung Program Prioritas Pemerintah Development of Port Services to Support Government Priority Programs	1
6	Pengembangan Layanan Pelabuhan untuk mendukung IKN Development of Port Services to Support the National Capital City (IKN)	1
7	Perubahan status menjadi dedicated terminal atau terminalisasi Change of status to a dedicated terminal or terminalization	2
8	Pengembangan layanan operasi di luar area Pelindo Grup Development of operational services outside Pelindo Group area	2
9	Pengembangan layanan bongkar muat ship to ship handling Development of ship-to-ship cargo handling services	1
10	*Joint Marketing* Layanan Kepelabuhanan Port Services Joint Marketing	1
11	Standardisasi, sistemisasi, dan integrasi operasional nonpetikemas Standardization, systematization, and integration of non-containerized operations	6
12	Optimalisasi aset Asset Optimization	8
13	Implementasi ESG dengan Pengembangan Sustainable Ports ESG Implementation through Sustainable Port Development	3
14	Standardisasi CRM dan penerapan KAM (*Key Account Management*) CRM Standardization and Implementation of Key Account Management (KAM)	2
15	Peningkatan *Corporate Branding & Marketing Communication* *Enhancement of Corporate Branding & Marketing Communication*	3
16	Peningkatan *Corporate Branding & Marketing Communication* *Enhancement of Corporate Branding & Marketing Communication*	2
17	Optimalisasi Skema Komersial dengan Mitra dan Pelanggan Optimization of Commercial Schemes with Partners and Customers	1
18	Penataan struktur dan tata kelola organisasi Restructuring and Governance of the Organization	3
19	Peningkatan kompetensi dan kapabilitas SOM Enhancement of SOM Competencies and Capabilities	5
20	Optimalisasi Fungsi Enterprise Architecture dan IT Governance Optimization of Enterprise Architecture and IT Governance Functions	0
21	Pengembangan Infrastruktur IT dan Jmplementasi *Security System* *IT Infrastructure Development and Security System Implementation*	3
22	Pengembangan *Smart Ports* melalui Master Data Management dan 1 Data *Analytics* *Smart Port Development through Master Data Management and Data Analytics*	1
23	Program Budaya Inovasi Berkelanjutan Sustainable Innovation Culture Program	1
24	Pengadaan Bersama Terpusat Centralized Joint Procurement	1
25	Optimalisasi Pendanaan dan *Financing Cost* *Optimization of Funding and Financing Costs*	2
Total Total		**61**

i. Menyetujui dan mengesahkan anggaran program Tanggung Jawab Sosial dan Lingkungan (TJSL) PT Pelindo Multi Terminal Tahun 2025 sebesar Rp8.567.250.000 (delapan miliar lima ratus enam puluh tujuh juta dua ratus lima puluh ribu rupiah).
j. Menetapkan Kontrak Manajemen Tahun 2025 yang memuat Target *Key Performance Indicator* (KPI) Direksi secara kolegial Tahun 2025 sebagaimana terlampir yang merupakan bagian tidak terpisahkan dari keputusan ini, dengan pokok-pokok sebagai berikut:

i. Approve and ratify the 2025 budget for PT Pelindo Multi Terminal's Social and Environmental Responsibility (CSR) program in the amount of Rp8,567,250,000 (eight billion five hundred sixty-seven million two hundred fifty thousand rupiah).
j. Establish the 2025 Management Contract, which sets forth the Board of Directors' Collegial Key Performance Indicator (KPI) targets for 2025, as attached, which constitutes an integral part of this resolution, with the following main points:

No	KPI	Satuan Unit	Bobot Weight	Target
A.	**Nilai Ekonomi dan Sosial Untuk Indonesia** Economic and Social Value for Indonesia		**55**	
1	EBITDA	Miliar Rupiah | Billion Rupiah	8	1.207,67
2	Pendapatan Revenues	Miliar Rupiah | Billion Rupiah	7	6.288,02
3	BOPO	%	7	86,43
4	Capaian *Non Container Throughput* Non-Container Throughput Performance	%	5	100
5	Capaian T/S/D Curah Cair Liquid Bulk T/S/D Performance	%	3	100
6	Capaian T/S/D Curah Kering Dry Bulk T/S/D Performance	%	3	100
7	*Market Share* Bongkar Muat Curah Cair Market Share for Liquid Bulk Loading and Unloading	%	3	78
8	*Market Share* Bongkar Muat Curah Kering Market Share for Dry Bulk Loading and Unloading	%	3	76
9	Implementasi Program TJSL SER Program Implementation	%	4	100
10	Implementasi HSSE/Tingkat *Fatality* HSSE Implementation/Fatality Rate	%	5	100
B.	**Inovasi Model Bisnis** Business Model Innovation		**15**	
1	Penyelesaian pemurnian bisnis Business Refinement	%	3	100
2	Pengembangan operasional TUKS bekerja sama dengan BUMN Operational Development of TUKS in Collaboration with SOEs	%	4	100
3	Layanan non-kontainer tambahan & ekspansi bisnis Additional Non-Container Services & Business Expansion	%	4	100
4	Pengembangan operasi Pelabuhan K/L Operational Development of K/L Ports	%	4	100
C.	**Kepemimpinan Teknologi** Technology Leadership		**7**	
1	Standardisasi dan Digitalisasi Layanan Non Petikemas Standardization and Digitalization of Non-Container Services	%	4	100
2	Integrasi antara pelabuhan non-kontainer untuk meningkatkan konektivitas Integration of non-container ports to improve connectivity	%	3	100
D.	**Peningkatan Investasi** Investment Growth		**6**	
1	Implementasi Program Investasi Investment Program Implementation	%	3	100
2	*Value Creation* Optimalisasi Aset Value Creation Optimization of Assets	Miliar Rupiah | Billion Rupiah	3	9,68

E.	**Pengembangan Talenta** Talent Development		**12**	
1	Implementasi *Roadmap* Perbaikan Penerapan Manajemen Risiko Risk Management Improvement Roadmap Implementation	%	3	100
2	Pengelolaan *Talent* Pelindo (*Talent* Perempuan/Milenial, Organ Pengelola Risiko & Budaya) Perindo Talent Management (Women/ Millennials, Risk Management Organ and Culture)	%	3	100
3	Implementasi Ide Inovasi Innovation Idea Implementation	%	3	100
4	Implementasi Hubungan Industrial Industrial Relations Implementation	%	3	100
Total			**100**	

Tindak Lanjut atas Hasil Keputusan:
Melaksanakan program kegiatan berdasarkan ketersediaan anggaran tahun 2025 dan melaksanakan program yang menghasilkan capaian pendapatan sesuai asumsi RKAP tahun 2025.
Follow-Up on the Resolution:
Implement programs and activities based on the availability of the 2025 budget and carry out programs that generate revenue in line with the assumptions in the 2025 RKAP.

Arahan RUPST Pengesahan RKAP Tahun 2025

RUPST memberikan arahan kepada Direksi, yang didukung dengan pengawasan Dewan Komisaris agar:

1. Menggunakan RKAP Tahun 2025 sebagai pedoman dalam menjalankan pengurusan dan pengawasan Perusahaan;
2. Melakukan evaluasi dan upaya kontrol atas biaya-biaya operasional yang berada dalam kendali manajemen, termasuk di antaranya Beban SDPK, dengan standardisasi digitalisasi dan sistemasi layanan operasional pelabuhan yang dapat meningkatkan kualitas pelayanan, efisiensi waktu, dan biaya;
3. Melaksanakan prinsip-prinsip Tata Kelola Perusahaan yang Baik dalam menjalankan pengurusan dan pengawasan Perusahaan;
4. Menjaga tingkat kesehatan Perusahaan dan melakukan strategi inovatif untuk menjaga pertumbuhan Perusahaan;
5. Anggaran pendapatan merupakan target minimal dan anggaran biaya merupakan target maksimal yang boleh diserap oleh Perusahaan yang harus dicapai oleh Perusahaan;
6. Menjaga pertumbuhan beban usaha tidak lebih besar dari pada pertumbuhan pendapatan serta menjalankan Perusahaan secara efisien dan efektif;
7. Optimalisasi model bisnis pasca pemurniaan bisnis;
8. Melaksanakan transaksi-transaksi keuangan sesuai dengan prinsip-prinsip standar akuntansi yang menjadi pedoman Perusahaan;
9. Melaksanakan percepatan aksi korporasi pemurnian bisnis;
10. Menjalankan *parenting model* dan peta peran Induk dan Anak Perusahaan yang telah dirumuskan dan ditetapkan melalui penyesuaian-penyesuaian pada segala aspek yang terdampak;

Directions from the AGMS Approval of the 2025 RKAP

The AGMS provides directions to the Board of Directors, supported by the supervision of Board of Commissioners, to ensure that:

1. Use the 2025 RKAP as a guideline in managing and supervising the Company;
2. Conduct evaluations and implement controls over operational costs within management's control, including SDPK expenses, through the standardization, digitization, and systematization of port operational services to improve service quality, time efficiency, and cost management;
3. Implement the principles of Good Corporate Governance in managing and supervising the Company;
4. Maintain the Company's financial health and implement innovative strategies to sustain the Company's growth;
5. The revenue budget represents the minimum target, and the expense budget represents the maximum amount the Company may incur—both of which must be achieved by the Company;
6. Ensure that the growth in operating expenses does not exceed revenue growth and manage the Company efficiently and effectively;
7. Optimize the business model following business restructuring;
8. Conduct financial transactions in accordance with the accounting standards that serve as the Company's guidelines;
9. Accelerate corporate actions to streamline the business;
10. Implement the parent-subsidiary model and role map that have been formulated and established by making adjustments to all affected aspects;

11. Melaksanakan investasi secara efektif untuk menghasilkan dampak nyata dan terukur bagi peningkatan kinerja dan pertumbuhan Perusahaan;
12. Melaksanakan investasi secara efektif untuk menghasilkan dampak nyata dan terukur bagi peningkatan kinerja dan pertumbuhan Perusahaan melalui proses *monitoring* realisasi imbal hasil atas aset investasi yang telah selesai dilaksanakan;
13. Meningkatkan efektifitas penerapan Sistem Manajemen Kesehatan dan Keselamatan Kerja (SMK3) di lingkungan kerja grup Perusahaan;
14. Meningkatkan daya saing Perusahaan melalui peningkatan kualitas SDM sesuai dengan bidang bisnis Perusahaan;
15. Meningkatkan dan memprioritaskan sinergi antarentitas perusahaan di lingkungan Pelindo Grup untuk menciptakan nilai tambah/*value creation* bagi Pelindo Grup;
16. Mendorong budaya inovasi dan digitalisasi untuk mendukung proses bisnis yang efisien serta pengembangan talenta SDM dalam rangka ekspansi dan akselerasi transformasi bisnis Perusahaan;
17. Melaksanakan semua arahan Pemegang Saham dan saran nasihat Dewan Komisaris, sebagai bagian yang tidak terpisahkan dari Keputusan Rapat Umum Pemegang Saham Tahunan (RUPST) ini;
18. Memberikan masukan dalam proses penyusunan Rencana Induk Pelabuhan;
19. Mengimplementasikan tata kelola terintegrasi;
20. Menyelesaikan ratifikasi Peraturan Direksi tentang Pedoman Penggunaan Produksi Dalam Negeri dan implementasi *roadmap*-nya, optimalisasi penggunaan *e-Procurement*, dan melaksanakan pengadaan barang melalui PADI UMKM serta fokus penyelesaian *overdue* transaksi pembayaran pada PADI UMKM;
21. Memastikan target *value creation* pada setiap inisiatif strategis dapat dicapai;
22. Agar melaksanakan program efisiensi biaya secara terstruktur dan berkelanjutan tanpa mengganggu kegiatan operasional Perusahaan, antara lain melalui implementasi akuntasi biaya, meningkatkan efisiensi beban sumber daya pihak ketiga melalui upaya optimalisasi utilisasi aset milik, evaluasi kontrak kerja sama secara *proper* maupun upaya-upaya lainnya;
23. Mengoptimalkan *idle asset* dan evaluasi tarif pelayanan secara berkala untuk mendukung pertumbuhan pendapatan;
24. Memastikan Rencana Kerja Manajemen (RKM) Tahun 2025 memberikan dampak riil bagi Perusahaan baik yang bersifat menghasilkan pendapatan maupun efisiensi biaya;
25. Melakukan evaluasi penerapan tarif terhadap beban biaya operasional. Dalam hal terdapat tarif yang memerlukan penyesuaian agar menyiapkan langkah-langkah yang diperlukan untuk penyesuaian tarif;
26. Mempersiapkan Implementasi *Internal Control Over Financial Report* (ICOFR);
27. Menyelesaikan Tindak Lanjut Temuan Audit baik dari Internal (SPI) maupun Eksternal (KAP, BPK) secara tepat waktu;

11. Effectively execute investments to generate tangible and measurable impacts on the Company's performance improvement and growth;
12. Effectively execute investments to generate tangible and measurable impacts on the Company's performance improvement and growth through the monitoring of returns on completed investment assets;
13. Enhance the effectiveness of implementing the Occupational Health and Safety Management System (OHSMS) within the Company's group work environment;
14. Enhance the Company's competitiveness by improving the quality of human capital in line with the Company's business fields;
15. Enhance and prioritize synergies among corporate entities within Pelindo Group to create added value for Pelindo Group;
16. Foster a culture of innovation and digitalization to support efficient business processes and the development of human capital talent in support of the Company's business expansion and accelerated transformation;
17. Implement all directives from the Shareholders and recommendations from Board of Commissioners, as an integral part of this Annual General Meeting of Shareholders (AGMS) Resolution;
18. Provide input during the process of drafting the Port Master Plan;
19. Implement integrated governance;
20. Finalize the ratification of the Board of Directors' Regulation on Guidelines for Using Domestic Production and implement its roadmap; optimize the use of e-Procurement; and conduct procurement of goods through the PADI UMKM platform, while focusing on resolving overdue payment transactions on the PADI UMKM platform;
21. Ensure that value creation targets for each strategic initiative are achieved;
22. To implement a structured and sustainable cost-efficiency program without disrupting the Company's operational activities, including through the implementation of cost accounting, improving the efficiency of third-party resource costs by optimizing the utilization of owned assets, properly evaluating cooperation contracts, and other efforts;
23. To optimize idle assets and periodically evaluate service rates to support revenue growth;
24. Ensure that the 2025 Management Work Plan (RKM) delivers tangible benefits to the Company, both in terms of revenue generation and cost efficiency;
25. Evaluate the application of rates in relation to operating costs. If any rates require adjustment, prepare the necessary steps for rate adjustments;
26. Prepare for implementation of Internal Control Over Financial Reporting (ICOFR);
27. Complete follow-up on audit findings—both internal (SPI) and external (KAP, BPK)—in a timely manner;

28. Melakukan Inventarisasi Aset Tetap secara berkala untuk mengetahui kondisi dan kesesuaian fisik aset di lapangan dan di pencatatan keuangan;
29. Menjaga ketepatan waktu dalam penyelesaian Laporan Keuangan di masing-masing Entitas serta akurasi dan kesesuaian saldo tiap COA yang ada di laporan keuangan masing-masing Entitas;
30. Melakukan *interco* secara tepat waktu, tepat angka, dan tepat akun;
31. Melakukan standardisasi struktur organisasi untuk anak perusahaan yang memiliki kegiatan operasional di cabang-cabang pelabuhan, guna memastikan keselarasan dengan strategi korporasi, efisiensi operasional, dan penguatan fungsi-fungsi utama di seluruh wilayah operasional;
32. Menyiapkan kebijakan-kebijakan yang berlaku di masing-masing entitas terkait dengan kebijakan pendelegasian wewenang, *workforce planning*, dan remunerasi;
33. Melakukan ratifikasi Peraturan Direksi turunan dari Implementasi PKB dengan target minimal 5 (lima) buah Perdir;
34. Penyusunan HC *Roadmap* 2025-2029 pada masing-masing entitas;
35. Mengembangkan dan menerapkan *metrics* bidang SOM sebagai sarana *monitoring* dan pertimbangan pengambilan keputusan;
36. Melaksanakan langkah-langkah antisipasi dan mitigasi atas meningkatnya persaingan lini bisnis PT Pelabuhan Indonesia (Persero) seperti keberadaan TUKS yang beralih menjadi Terminal Umum Sementara.

28. Conduct periodic fixed asset inventories to verify the condition and physical consistency of assets on-site and in financial records;
29. Ensure the timely completion of financial statements for each entity, as well as the accuracy and consistency of the balances for each account in the Chart of Accounts (COA) in each entity's financial statements;
30. Conduct interco transactions in a timely manner, with correct figures, and posted to the correct accounts;
31. Standardize the organizational structure for subsidiaries with operational activities at port branches to ensure alignment with corporate strategy, operational efficiency, and the strengthening of core functions across all operational regions;
32. Develop policies applicable to each entity regarding the delegation of authority, workforce planning, and compensation;
33. Ratify Board of Directors Regulations derived from the implementation of the Collective Bargaining Agreement (CBA), with a target of at least 5 (five) such regulations;
34. Develop the 2025–2029 Human Capital (HC) Roadmap for each entity;
35. Develop and implement SOM metrics as a tool for monitoring and informing decision-making;
36. Implementing anticipatory and mitigating measures in response to increasing competition in PT Pelabuhan Indonesia (Persero)'s business lines, such as the transition of TUKS into Temporary Public Terminals.

Tindak Lanjut Arahan RUPST Pengesahan RKAP Tahun 2025

Berdasarkan arahan RUPST, berikut rencana aksi maupun tindak lanjutnya oleh Perusahaan:

Follow-Up on Directions from the AGMS on Approval of the 2025 RKAP

Based on the AGMS directions, below are the Company's action plans and follow-up measures:

No	Arahan RUPS AGMS Direction	Rencana Aksi/Tindak Lanjut Action Plan/Follow-up
1	Menggunakan RKAP Tahun 2025 sebagai pedoman dalam menjalankan pengurusan dan pengawasan Perusahaan; Use the 2025 RKAP as a guideline in managing and supervising the Company	Melaksanakan program kegiatan berdasarkan ketersediaan anggaran tahun 2025 dan melaksanakan program yang menghasilkan raihan pendapatan sesuai asumsi RKAP tahun 2025. Implement programs and activities based on the availability of the 2025 budget and carry out programs that generate revenue in line with the assumptions in the 2025 RKAP.
2	Melakukan evaluasi dan upaya kontrol atas biaya-biaya operasional yang berada dalam kendali manajemen, termasuk di antaranya Beban SDPK, dengan standardisasi digitalisasi dan sistemasi layanan operasional pelabuhan yang dapat meningkatkan kualitas pelayanan, efisiensi waktu dan biaya; Conduct evaluations and implement controls over operational costs within management's control, including SDPK expenses, through the standardization, digitization, and systematization of port operational services to improve service quality, time efficiency, and cost management;	Menyusun program efisiensi tematik yang terdiri dari biaya-biaya variabel seperti BBM, KSMU Pesewaan Alat, KSMU *Sharing* Operasi dan KSMU Tenaga *Outsourcing*. Develop thematic efficiency programs consisting of variable costs such as fuel, Equipment Rental KSMU, Operational Sharing KSMU, and Outsourced Workers KSMU.
3	Melaksanakan prinsip-prinsip Tata Kelola Perusahaan yang Baik dalam menjalankan pengurusan dan pengawasan Perusahaan; Implement the principles of Good Corporate Governance in managing and supervising the Company;	PT Pelindo Multi Terminal dalam menjalankan bisnisnya senantiasa berpedoman pada prinsip-prisnip Tata Kelola Perusahaan yang Baik/*Good Corporate Governance* (GCG). In conducting its business, PT Pelindo Multi Terminal consistently adheres to the Good Corporate Governance (GCG) principles.

No	Arahan RUPS AGMS Direction	Rencana Aksi/Tindak Lanjut Action Plan/Follow-up
4	Menjaga tingkat kesehatan Perusahaan dan melakukan strategi inovatif untuk menjaga pertumbuhan Perusahaan; Maintain the Company's financial health and implement innovative strategies to sustain the Company's growth;	Melakukan implementasi strategis sesuai RJPP 2025-2029 dengan monitoring setiap program kerja Perusahaan dan memastikan program kerja dapat dapat menstimulus pertumbuhan pendapatan secara langsung. Program Kerja untuk tahun 2025 telah disusun dengan mempertimbangkan potensi-potensi pertumbuhan pendapatan dan effisiensi. Carry out strategic implementation in accordance with the 2025–2029 RJPP by monitoring each of the Company's work programs and ensuring that these programs can directly stimulate revenue growth. The 2025 Work Program has been formulated with consideration of potential revenue growth and efficiency.
5	Anggaran pendapatan merupakan target minimal dan anggaran biaya merupakan target maksimal yang boleh diserap oleh Perusahaan yang harus dicapai oleh Perusahaan; The revenue budget represents the minimum target, and the expense budget represents the maximum amount the Company may incur—both of which must be achieved by the Company;	Melakukan rilis anggaran sebesar 50% untuk biaya SPPD, Rumah Tangga, Konsultan, ATK, Jamuan rapat dan 70% untuk biaya lainnya. Allocate 50% of the budget for travel expenses, general administrative expenses, consulting fees, office supplies, and meeting refreshments, and 70% for other expenses.
6	Menjaga pertumbuhan beban usaha tidak lebih besar dari pada pertumbuhan pendapatan serta menjalankan Perusahaan secara efisien dan efektif; Ensure that the growth in operating expenses does not exceed revenue growth and manage the Company efficiently and effectively;	Locking anggaran setahun dengan mekanisme rilis 70% dan 50% untuk biaya biaya SPPD, Rumah Tangga, Konsultan, ATK, Jamuan rapat. Locking the annual budget with 70% and 50% release mechanisms for travel expenses, general and administrative expenses, consulting fees, office supplies, and meeting refreshments.
7	Optimalisasi model bisnis pasca pemurniaan bisnis; Optimize the business model following business restructuring;	Penyusunan kajian peta peran transfer operatorship terminal NPK untuk mendukun pemurnian bisnis di PMT Grup. Preparing a study on the operatorship transfer role map for the NPK terminal to support business streamlining within PMT Group.
8	Melaksanakan transaksi-transaksi keuangan sesuai dengan prinsip-prinsip standar akuntansi yang menjadi pedoman Perusahaan; Conduct financial transactions in accordance with the accounting standards that serve as the Company's guidelines;	Melakukan verifikasi dokumen pendukung usulan jurnal serta melakukan evaluasi dan posting jurnal sesuai kebijakan akuntansi Perusahaan. Verify supporting documents for journal entries and evaluate and post journal entries in accordance with the Company's accounting policies.
9	Melaksanakan percepatan aksi korporasi pemurnian bisnis; Accelerate corporate actions to streamline the business;	1. Penyusunan kajian peta peran transfer operatorship terminal NPK untuk mendukung pemurnian bisnis di PMT Grup. 2. Restrukturisasi organisasi untuk mendukung fungsi anak perusahaan dan induk pascaperalihan operatorship. 1. Prepare a role mapping study for the transfer of NPK terminal operatorship to support business streamlining within PMT Group. 2. Restructure the organization to support the functions of subsidiaries and parent companies following the transfer of operatorship.
10	Menjalankan parenting model dan peta peran Induk dan Anak Perusahaan yang telah dirumuskan dan ditetapkan melalui penyesuaian-penyesuaian pada segala aspek yang terdampak; Implement the parent-subsidiary model and role map that have been formulated and established by making adjustments to all affected aspects;	Parenting Model bidang SDM sudah ditetapkan dalam Peraturan Direksi dan RUPS. Parenting Model for Human Capital has been established in the Board of Directors' Regulations and GMS.
11	Melaksanakan investasi secara efektif untuk menghasilkan dampak nyata dan terukur bagi peningkatan kinerja dan pertumbuhan Perusahaan; Implement the parent-subsidiary model and role map that have been formulated and established by making adjustments to all affected aspects;	Proses pengusulan investasi berdasarkan Perdir Investasi di lingkungan PMT Peraturan Direksi PT Pelindo Multi Terminal Nomor: HK. 01/17/1/1/PRPR/DIRU/PLMT-25 tanggal 17 Januari 2025 tentang Pedoman Investasi di Lingkungan PT Pelindo Multi Terminal. The investment proposal process is based on the Investment Regulation within PT Pelindo Multi Terminal, specifically PT Pelindo Multi Terminal Board of Directors Regulation No. HK. 01/17/1/1/PRPR/DIRU/PLMT-25 dated January 17, 2025, regarding Investment Guidelines within PT Pelindo Multi Terminal.
12	Melaksanakan investasi secara efektif untuk menghasilkan dampak nyata dan terukur bagi peningkatan kinerja dan pertumbuhan Perusahaan melalui proses monitoring realisasi imbal hasil atas aset investasi yang telah selesai dilaksanakan; Effectively execute investments to generate tangible and measurable impacts on the Company's performance improvement and growth through the monitoring of returns on completed investment assets;	Melakukan proses monitoring rutin secara berkala (tiap bulan) untuk memantau perkembangan progres pelaksanaan investasi dengan BPO dan mencari jalan keluar bersama/best practice atas kendala yang mungkin terjadi didokumentasikan dalam Berita Acara Rapat. Conduct routine monitoring on a regular basis (monthly) to track the progress of investment implementation with the BPO and jointly identify solutions or best practices for any obstacles that may arise, which are documented in the Meeting Minutes.

No	Arahan RUPS AGMS Direction	Rencana Aksi/Tindak Lanjut Action Plan/Follow-up
13	Meningkatkan efektivitas penerapan Sistem Manajemen Kesehatan dan Keselamatan Kerja (SMK3) di lingkungan kerja grup Perusahaan; Enhance the effectiveness of implementing the Occupational Health and Safety Management System (OHSMS) within the Company's group work environment;	1. Melakukan kegiatan awareness, safety patrol, safety briefing, drill keselamatan dan pengamanan, management walkthrough secara konsisten. 2. Pemenuhan minimum sarana dan prasarana K3 secara bertahap. 3. peningkatan sterilisasi terminal. 1. Consistently conduct safety and security activities such as awareness campaigns, safety patrols, safety briefings, drills, and management walkthroughs. 2. Gradually meet the minimum requirements for occupational health and safety (OHS) facilities and infrastructure. 3. Improve terminal sterilization.
14	Meningkatkan daya saing Perusahaan melalui peningkatan kualitas SDM sesuai dengan bidang bisnis Perusahaan; Enhance the Company's competitiveness by improving the quality of human capital in line with the Company's business fields;	1. Pelatihan dan sertifikasi pekerja sesuai bidang bisnis Perusahaan. 2. Desain Struktur organisasi yang mendukung implementasi transformasi dan standardisasi berbasis *planning and control*. 3. Penugasan Pekerja dalam projek strategis/ transformasi, contoh: sebagai Deputy *Project Leader* (DPL) dalam proses Serah Operasi *branch*. 4. Program pengembangan kapabilitas kepemimpinan bagi pekerja muda (*Millenial Development Program*). 5. Optimalisasi peran SME (*Subject Matter Expert*) sebagai *buddy* dan pendamping dalam proses transformasi dan standardisasi *branch*. 1. Training and certification of employees in line with the Company's business areas. 2. Design of an organizational structure that supports the implementation of transformation and standardization based on planning and control. 3. Assigning employees to strategic/transformation projects, for example: as a Deputy Project Leader (DPL) in the branch handover process. 4. Leadership development program for young employees (Millennial Development Program). 5. Optimizing the role of SMEs (Subject Matter Experts) as buddies and mentors in the branch transformation and standardization process.
15	Meningkatkan dan memprioritaskan sinergi antarentitas perusahaan di lingkungan Pelindo Grup untuk menciptakan nilai tambah/*value creation* bagi Pelindo Grup; Enhance and prioritize synergies among corporate entities within Pelindo Group to create added value for Pelindo Group;	Peningkatan sinergi antar anak usaha pada pengembangan bisnis baru maupun peningkatan layanan di *branch* PMT seperti peningkatan layanan curah cair di terminal Kijing dengan menggandeng SPSL, dsb. Enhancing synergy among subholdings in the development of new businesses and the improvement of services at PMT branches, such as enhancing liquid bulk services at the Kijing terminal in partnership with SPSL, etc.
16	Mendorong budaya inovasi dan digitalisasi untuk mendukung proses bisnis yang efisien serta pengembangan talenta SDM dalam rangka ekspansi dan akselerasi transformasi bisnis Perusahaan; Foster a culture of innovation and digitalization to support efficient business processes and the development of human capital talent in support of the Company's business expansion and accelerated transformation;	1. Pelaksanaan program engagement dan edukasi inovasi secara berkelanjutan (sosialisasi/*campaign*, webinar, kompetisi, gamifikasi, pemberian *reward*, dll); 2. Pelatihan dan *workshop* terkait inovasi bagi para inovator dan pengelola inovasi; 3. Berpartisipasi aktif dalam kompetisi inovasi di lingkungan Pelindo Grup (Pelindo *Innovation Award*) secara berkelanjutan; 4. Penguatan peran Komite Inovasi yang terdiri dari Para *Senior Leader*, sebagai pengarah dan pendamping dalam seleksi ide sampai dengan proses inkubasi projek inovasi; 5. Pelaksanaan proses inkubasi dan implementasi projek atas ide-ide inovasi yang telah disetujui oleh Direksi. 1. Implementation of sustainability programs focused on engagement and innovation education (outreach/campaigns, webinars, competitions, gamification, rewards, etc.); 2. Training and workshops on innovation for innovators and innovation managers; 3. Active and ongoing participation in innovation competitions within Pelindo Group (Pelindo Innovation Award); 4. Strengthening the role of Innovation Committee, consisting of Senior Leaders, as advisors and mentors from the idea selection stage through the innovation project incubation process; 5. Conducting the incubation and implementation of innovation projects based on ideas approved by Board of Directors.
17	Melaksanakan semua arahan Pemegang Saham dan saran nasihat Dewan Komisaris, sebagai bagian yang tidak terpisahkan dari Keputusan Rapat Umum Pemegang Saham Tahunan (RUPST) ini; Implement all directives from the Shareholders and recommendations from Board of Commissioners, as an integral part of this Annual General Meeting of Shareholders (AGMS) Resolution;	Telah melaporkan tindak lanjut terhadap arahan Pemegang Saham dan Dewan Komisaris secara periodik baik dalam Laporan Manajemen maupun pada saat pelaksanaan Rapat Gabungan Komisaris Direksi. Has periodically reported on the follow-up of the Shareholders' and Board of Commissioners' directions, both in the Management Report and during Joint Meetings of Board of Commissioners and Board of Directors.
18	Memberikan masukan dalam proses penyusunan Rencana Induk Pelabuhan; Provide input during process of drafting the Port Master Plan;	Berperan serta dalam proses penyusunan RIP yang dilaksanakan oleh Tim Pelindo berdasarkan kondisi PMT selaku *business owner*; Participated in the process of drafting the RIP carried out by Pelindo Team based on PMT's position as the business owner;

No	Arahan RUPS AGMS Direction	Rencana Aksi/Tindak Lanjut Action Plan/Follow-up
19	Mengimplementasikan tata kelola terintegrasi; Implement integrated governance;	Telah meratifikasi peraturan Direksi tentang Tata Kelola Terintegrasi dan menyusun laporan implementasi tata kelola terintegrasi setiap semester. Has ratified the Board of Directors' regulations on Integrated Governance and prepared a report on the implementation of integrated governance every semester.
20	Menyelesaikan ratifikasi Peraturan Direksi tentang Pedoman Penggunaan Produksi Dalam Negeri dan implementasi *roadmap*-nya, optimalisasi penggunaan *eProcurement* dan melaksanakan pengadaan barang melalui PADI UMKM serta fokus penyelesaian overdue transaksi pembayaran pada PADI UMKM; Finalize the ratification of the Board of Directors' Regulation on Guidelines for Using Domestic Production and implement its roadmap; optimize the use of e-Procurement; and conduct procurement of goods through the PADI UMKM platform, while focusing on resolving overdue payment transactions on the PADI UMKM platform;	Ratifikasi Perdir P3DN di Lingkungan PMT Grup telah selesai dilaksanakan, implementasi besaran nilai TKDN sudah dijalankan sesuai *roadmap* yang ada pada Perdir P3DN. Optimalisasi Penggunaan *e-proc* untuk proses pengadaan barang dan jasa sudah dilaksanakan diseluruh entitas PMT Grup, Pengadaan Barang melalui Platform PaDi UMKM telah dilaksanakan untuk Pengadaan Barang dengan nilai s.d. Rp500 juta sesuai Perdir Pengadaan Barang dan Jasa yang berlaku di lingkungan PMT, terkait dengan penyelesaian *overdue* terus di-*monitoring* dan dievaluasi atas keterlambatan pembayaran transaksi PaDi UMKM di Lingkungan PMT Grup. The ratification of the P3DN BoD's Regulation within PMT Group has been completed, and the implementation of TKDN requirements has been carried out in accordance with the roadmap outlined in the P3DN BoD's Regulation. The optimization of e-proc usage for goods and services procurement processes has been implemented across all PMT Group entities. Goods procurement through the PaDi UMKM platform has been carried out for goods with a value of up to Rp500 million in accordance with the BoD's Regulation on Goods and Services Procurement applicable within PMT Group. Regarding the resolution of overdue payments, delays in PaDi UMKM transactions within PMT Group are continuously monitored and evaluated.
21	Memastikan target *value creation* pada setiap inisiatif strategis dapat dicapai; Ensure that value creation targets for each strategic initiative are achieved;	Melakukan proses *monitoring* rutin secara berkala (tiap bulan) dan perhitungan realisasi *Value Creation* untuk memantau perkembangan progres program kerja dengan BPO. Conduct routine monitoring on a regular basis (monthly) and calculate Value Creation results to track the progress of the work program with the BPO.
22	Agar melaksanakan program efisiensi biaya secara terstruktur dan berkelanjutan dengan tanpa mengganggu kegiatan operasional Perusahaan, antara lain melalui implementasi akuntasi biaya, meningkatkan efisiensi beban sumber daya pihak ketiga melalui upaya optimalisasi utilisasi aset milik, evaluasi kontrak kerja sama secara proper maupun upaya-upaya lainnya; To implement a structured and sustainable cost-efficiency program without disrupting the Company's operational activities, including through the implementation of cost accounting, improving the efficiency of third-party resource costs by optimizing the utilization of owned assets, properly evaluating cooperation contracts, and other efforts;	Penyusunan program efisiensi tahun 2025 dan melakukan *monitoring* dan evaluasi atas penerapan program dan mitigasi atas penyelesaian program sesuai dengan targetnya. Develop the 2025 efficiency program and conduct monitoring and evaluation of the program's implementation, as well as mitigation measures to ensure the program is completed in accordance with its targets.
23	Mengoptimalkan *idle asset* dan evaluasi tarif pelayanan secara berkala untuk mendukung pertumbuhan pendapatan; To optimize idle assets and periodically evaluate service rates to support revenue growth;	1. Melakukan relokasi terhadap *idle asset* untuk dioptimalisasi pada *Branch* yang membutuhkan (*Quick Win* Relokasi HMC Dumai, *Grab Hopper* Belawan ke Pelabuhan Kijing). 2. Melakukan perbaikan peralatan yang *idle* karena mengalami kerusakan (HPC B12 Jamrud, *Fixed Crane* Sibolga, *Reachstacker* Tanjung Pinang). 1. Relocate idle assets to optimize operations at branches that need them (Quick Win: Relocation of HMC Dumai and Grab Hopper Belawan to Kijing Port). 2. Repair idle equipment due to damage (HPC B12 Jamrud, Fixed Crane Sibolga, Reachstacker Tanjung Pinang).
24	Memastikan Rencana Kerja Manajemen (RKM) Tahun 2025 memberikan dampak riil bagi Perusahaan baik yang bersifat menghasilkan pendapatan maupun efisiensi biaya; Ensure that the 2025 Management Work Plan (RKM) delivers tangible benefits to the Company, both in terms of revenue generation and cost efficiency;	Telah dilakukan pengelompokan RKM sesuai dengan klasifikasi RKM Pendapatan dan/atau RKM Efisiensi, dan telah dilakukan *mapping* potensi pendapatan dan effisiensi. Untuk selanjutnya akan dilakukan *monitoring* secara berkala, dan memastikan RKM tersebut terlaksana sesuai rencana potensi pendapatan/effisiensi. RKM projects have been grouped according to the Revenue and/or Efficiency RKM classifications, and the revenue and efficiency potential has been mapped. Going forward, periodic monitoring will be conducted to ensure that these RKM projects are implemented in accordance with the planned revenue and efficiency potential.

No	Arahan RUPS AGMS Direction	Rencana Aksi/Tindak Lanjut Action Plan/Follow-up
25	Melakukan evaluasi penerapan tarif terhadap beban biaya operasional. Dalam hal terdapat tarif yang memerlukan penyesuaian agar menyiapkan langkah-langkah yang diperlukan untuk penyesuaian tarif; Evaluate the application of rates in relation to operating costs. If any rates require adjustment, prepare the necessary steps for rate adjustments;	1. Terhadap kerja sama *handling* bongkar muat (b2b), dalam setiap pelaksanaan kerja sama terlebih dahulu dilakukan evaluasi HPP untuk menentukan tarif kerja sama sesuai dengan mengikuti ketentuan margin dalam perdir jasa kepelabuhanan. 2. Dalam penyesuaian tarif jasa barang di mana tarif tersebut melekat pada BUP, PMT telah melakukan koordinasi dengan regional selaku BUP dalam penyusunan penyesuaian tarif, di mana PMT menyampaikan dukungan berupa perhitungan HPP kepada Regional. Dari hasil perhitungan HPP, regional menyampaikan usulan untuk tarif jasa barang yang selanjutnya akan dilakukan kesepakatan antara BUP dan asosiasi terkait serta dimintakan rekomendasi dari Kementerian Perhubungan. 1. Regarding B2B cargo handling cooperation, prior to each implementation of such cooperation, a cost of goods sold (COGS) evaluation is conducted to determine the cooperation rate in accordance with the margin provisions set forth in the port services regulation. 2. Regarding adjustments to cargo service rates—which are tied to the Port Operating Unit (BUP)—PMT has coordinated with the regional office, acting as the BUP, in formulating these rate adjustments. PMT provided support in the form of COGS calculations to regional offices. Based on these COGS calculations, regional offices submitted proposals for cargo service rates, which were subsequently agreed upon between the BUP and relevant associations, and recommendations were sought from the Ministry of Transportation.
26	Mempersiapkan Implementasi *Internal Control Over Financial Report* (ICOFR); Prepare for implementation of Internal Control Over Financial Reporting (ICOFR);	Menetapkan PIC ICOFR setiap departemen untuk menyusun & berkoordinasi terkait hal-hal yang dibutuhkan untuk mendukung terealisasinya ICOFR Perusahaan. Appoint an ICOFR PIC for each department to develop and coordinate the necessary measures to support the implementation of the Company's ICOFR.
27	Menyelesaikan Tindak Lanjut Temuan Audit baik dari Internal (SPI) maupun Eksternal (KAP, BPK) secara tepat waktu; Complete follow-up on audit findings—both internal (SPI) and external (KAP, BPK)—in a timely manner;	Melakukan *monitoring* tindak lanjut temuan Audit Internal (SPI) Tahun 2024 dan temuan Audit Eksternal secara periodik sesuai *action plan* pada Laporan Hasil Audit. Periodically monitor the follow-up on the 2024 Internal Audit (SPI) and External Audit findings in accordance with the action plan outlined in the Audit Report.
28	Melakukan Inventarisasi Aset Tetap secara Berkala untuk mengetahui kondisi dan kesesuaian fisik aset di lapangan dan di pencatatan keuangan; Conduct periodic fixed asset inventories to verify the condition and physical consistency of assets on-site and in financial records;	*Supporting data* aset tetap untuk diinventarisasi bersama tim teknik. Support the collection of fixed asset data for inventory purposes in collaboration with the technical team.
29	Menjaga ketepatan waktu dalam penyelesaian Laporan Keuangan di masing-masing Entitas serta akurasi dan kesesuaian saldo tiap COA yang ada di laporan keuangan masing-masing Entitas; Ensure the timely completion of financial statements for each entity, as well as the accuracy and consistency of the balances for each account in the chart of accounts (COA) in each entity's financial statements;	Evaluasi laporan keuangan, verifikasi jurnal-jurnal usulan cabang (akrual/ *reverse*/reklas), *monitoring* kesesuaian transaksi yang terbukukan di Laporan keuangan. Evaluate financial statements, verify branch-submitted journal entries (accrual/ reverse/reclassification), and monitor the accuracy of transactions recorded in the financial statements.
30	Melakukan *interco* secara tepat waktu, tepat angka dan tepat akun; Conduct interco transactions in a timely manner, with correct figures, and posted to the correct accounts;	Evaluasi & *monitoring* GL akun maupun saldo BA rekonsiliasi transaksi *interCompany* dengan saldo di Laporan keuangan SAP untuk di *entry* di BPC HO tepat waktu. Evaluate and monitor general ledger accounts and bank account balances; reconcile interco transactions with the balances in the SAP financial statements for timely entry in the BPC HO system.
31	Melakukan standardisasi struktur organisasi untuk anak perusahaan yang memiliki kegiatan operasional di cabang-cabang pelabuhan, guna memastikan keselarasan dengan strategi korporasi, efisiensi operasional, dan penguatan fungsi-fungsi utama di seluruh wilayah operasional; Standardize the organizational structure for subsidiaries with operational activities at port branches to ensure alignment with corporate strategy, operational efficiency, and the strengthening of core functions across all operational regions;	Evaluasi struktur organisasi di PMT dan PTPr sesuai dengan peta peran. Evaluate the organizational structure at PMT and PTPr in accordance with the role map.

No	Arahan RUPS AGMS Direction	Rencana Aksi/Tindak Lanjut Action Plan/Follow-up
32	Menyiapkan kebijakan-kebijakan yang berlaku di masing-masing entitas terkait dengan kebijakan pendelegasian wewenang, *workforce planning* dan remunerasi; Develop policies applicable to each entity regarding the delegation of authority, workforce planning, and compensation;	Kebijakan-kebijakan SDM akan diratifikasi setelah adanya pedoman kebijakan dari *Holding* sesuai dengan kewenangan Anak Usaha dan untuk kebijakan yang akan diturunkan oleh *Holding* secara bertahap ke Anak Usaha akan diimplementasikan setelah adanya pendelegasian kewenangan. HC policies shall be ratified following the issuance of policy guidelines from the Holding in accordance with the Subholding's authority; policies to be gradually rolled out by the Holding to the Subholding shall be implemented after the delegation of authority.
33	Melakukan ratifikasi Peraturan Direksi turunan dari Implementasi PKB dengan target minimal 5 (lima) buah Perdir; Ratify Board of Directors Regulations derived from the implementation of the Collective Bargaining Agreement (CBA), with a target of at least 5 (five) such regulations;	Telah diratifikasi 6 (enam) Perdir dari *Holding* terkait dengan Implementasi PKB. 6 (six) BoD's Regulations of the Holding Company related to the implementation of PKB have been ratified.
34	Penyusunan HC *Roadmap* 2025-2029 pada masing-masing entitas; Develop the 2025–2029 Human Capital (HC) Roadmap for each entity;	Sudah dimasukkan ke dalam RKM bidang SDM di PMT dan Anak Perusahaan. HC *Roadmap* PMT sedang dalam proses penyusunan, Anak Perusahaan akan paralel berjalan dengan penyusunan di PMT. It has been incorporated into the HR RKM at PMT and its Subsidiaries. PMT HC Roadmap is currently being developed; Subsidiaries shall proceed in parallel with the development at PMT.
35	Mengembangkan dan menerapkan metrics bidang SDM sebagai sarana *monitoring* dan pertimbangan pengambilan keputusan; Develop and implement SOM metrics as a tool for monitoring and informing decision-making;	*Metrics* bidang SDM akan dipergunakan sebagai pertimbangan dalam pengambilan keputusan. HC Metrics will be used as a factor in decision-making.
36	Melaksanakan langkah-langkah antisipasi dan mitigasi atas meningkatnya persaingan lini bisnis PT Pelabuhan Indonesia (Persero) seperti keberadaan TUKS yang beralih menjadi Terminal Umum Sementara. Implementing anticipatory and mitigating measures in response to increasing competition in PT Pelabuhan Indonesia (Persero)'s business lines, such as the transition of TUKS into Temporary Public Terminals.	1. Meningkatkan kinerja pelayanan operasional melalui program standarisasi dan transformasi cabang di seluruh *Branch* yang dikelola oleh PMT. 2. Aktif melakukan *customer engagement* dengan pengguna jasa di Cabang maupun di Kantor Pusat. 3. Meningkatkan koordinasi dengan KSOP setempat agar pengurusan izin peningkatan status TUKS menjadi Terminal Umum Sementara/Terminal Umum (Terum) dengan mempertimbangkan kapasitas Terum eksisting yang dioperasikan oleh PT Pelindo Grup sebagaimana ketentuan yang berlaku. 4. Melakukan ekspansi bisnis pengelolaan TUKS melalui skema kerja sama dengan Pemilik TUKS yang tidak berada di wilayah kerja PT Pelindo grup atau yang tidak melakukan kegiatan BM Cargo yang telah di-*handle* oleh terminal milik PT Pelindo grup guna menambah portofolio kerjasama bisnis serta bagian dari upaya ekspansi yang dilakukan oleh PT Pelindo Grup. 1. Improve operational service performance through standardization and branch transformation programs across all Branches managed by PMT. 2. Actively engage in customer engagement with service users at both branches and Head Offices. 3. Enhance coordination with the local KSOP to facilitate the processing of permits to upgrade the status of TUKS to Temporary Public Terminal/Public Terminal (Terum), taking into account the capacity of existing Terum operated by the PT Pelindo Group in accordance with applicable regulations. 4. Expand the TUKS management business through cooperation schemes with TUKS owners who are not located within the PT Pelindo Group's operational area or who do not conduct BM Cargo activities already handled by terminals owned by the PT Pelindo Group, in order to expand the business partnership portfolio and as part of the expansion efforts undertaken by PT Pelindo Group.

RUPS Tahunan Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Tahun Buku 2024

Annual GMS on Approval of Annual Report and Ratification of Financial Statements for 2024 Fiscal Year

Hari/Tanggal Day/Date	Kamis, 19 Juni 2025 Thursday, June 19, 2025
Waktu Time	09.40 sd 10.40 WIB 9:40 AM to 10:40 AM
Tempat Place	Ruang Rapat Amanah Lantai 3 Pelindo Tower Jl. Yos Sudarso No. 9, RW. 13, Rawabadak Utara, Kec. Koja, Jakarta Utara, Daerah Khusus Ibukota Jakarta 14230 Amanah Meeting Room, 3rd Floor, Pelindo Tower, Jl. Yos Sudarso No. 9, RW 13, Rawabadak Utara, Koja Subdistrict, North Jakarta, Special Capital Region of Jakarta 14230
Agenda Agenda	1. Persetujuan Laporan Tahunan Perusahaan Tahun Buku 2024 (dua ribu dua puluh empat), serta Pengesahan Laporan Keuangan (Konsolidasian) Perusahaan Tahun Buku 2024 (dua ribu dua puluh empat); 2. Penetapan penggunaan laba bersih Atribusi Pemilik Entitas Induk Perusahaan Tahun Buku 2024; 3. Penetapan tantiem tahun buku 2024, gaji untuk Direksi dan honorarium untuk Dewan Komisaris berikut fasilitas dan tunjangan Jainnya untuk tahun 2025; 4. Persetujuan penunjukan Kantor Akuntan Publik (KAP) untuk mengaudit laporan keuangan (konsolidasian) Perusahaan untuk tahun buku 2025; 5. Penarikan Dividen dari cadangan lainnya (saldo laba yang belum ditentukan penggunaannya). 1. Approval of the Company's Annual Report for 2024 (two thousand twenty-four) Fiscal Year, and Ratification of the Company's (Consolidated) Financial Statements for 2024 (two thousand twenty-four) Fiscal Year; 2. Determination of the use of net income attributable to owners of parent entity for 2024 Fiscal Year; 3. Determination of tantiems for 2024 fiscal year, salaries for Board of Directors members, and honoraria for Board of Commissioners, as well as other benefits and allowances for 2025; 4. Approval of the appointment of a Public Accounting Firm (KAP) to audit the Company's (consolidated) financial statements for 2025 fiscal year; 5. Distribution of dividends from other reserves (retained earnings not yet allocated).
Kehadiran Attendance	1. Pemegang Saham: a. PT Pelabuhan Indonesia (Persero): i) Wakil Direktur Utama : Hambra ii) Group Head Manajemen Portofolio Anak Perusahaan : Cucu Kuswoyo b. PT Integrasi Logistik Cipta Solusi: i) Direktur Utama : Natal Iman Ginting 2. Dewan Komisaris PT Pelindo Multi Terminal: a. Komisaris Utama : Darwanto b. Komisaris : Arman Depari c. Komisaris : Thanon Aria Dewangga d. Komisaris : Ahmad Perwira Mulia Tarigan e. Komisaris Independen : Herbert Timbo Parluhutan Siahaan f. Komisaris Independen : Aan Rusdianto 3. Direksi PT Pelindo Multi Terminal: a. Direktur Utama : Ary Henryanto b. Direktur Operasi : Arif Rusman Yulianto c. Direktur Teknik : Yarham Harid d. Direktur Sumber Daya Manusia : Edi Priyanto e. Direktur Keuangan dan Manajemen Risiko : Yoni Setiawan f. Direktur Strategi dan Komersial : Rizki Kurniawan 4. Lain-lain: Peserta rapat yang lain sebagaimana daftar hadir terlampir. 1. Shareholders: a. PT Pelabuhan Indonesia (Persero): i) Vice President Director : Hambra ii) Group Head of Subsidiary Portfolio Management : Cucu Kuswoyo b. PT Integrasi Logistik Cipta Solusi: i) President Director : Natal Iman Ginting 2. Board of Commissioners of PT Pelindo Multi Terminal: a. President Commissioner : Darwanto b. Commissioner : Arman Depari c. Commissioner : Thanon Aria Dewangga d. Commissioner : Ahmad Perwira Mulia Tarigan e. Independent Commissioner : Herbert Timbo Parluhutan Siahaan f. Independent Commissioner : Aan Rusdianto 3. Board of Directors of PT Pelindo Multi Terminal: a. President Director : Ary Henryanto b. Operations Director : Arif Rusman Yulianto c. Technical Director : Yarham Harid d. Human Capital Director : Edi Priyanto e. Finance and Risk Management Director : Yoni Setiawan f. Strategy and Commercial Director : Rizki Kurniawan 4. Others: Other meeting participants as listed in the attached attendance sheet.

Keputusan RUPST Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Tahun Buku 2024

Berdasarkan pembahasan sepanjang rapat, maka Para Pemegang Saham dengan suara bulat menyetujui dan memutuskan:

Resolution of Annual GMS on Approval of Annual Report and Ratification of Financial Statements for 2024 Fiscal Year

Based on the discussions held during the meeting, shareholders unanimously approved and resolved:

Mata Acara Rapat dan Keputusannya serta Tindak Lanjut atas Hasil Keputusan Rapat
Meeting Agenda, Resolutions, and Follow Up on Meeting Resolutions

Agenda Mata Acara 1:
Persetujuan Laporan Tahunan Perusahaan Tahun Buku 2024 (dua ribu dua puluh empat), serta Pengesahan Laporan Keuangan (Konsolidasian) Perusahaan Tahun Buku 2024 (dua ribu dua puluh empat);

Keputusan Rapat:
Menyetujui Laporan Tahunan Tahun Buku 2024 (termasuk Laporan Tugas Pengawasan Dewan Komisaris) serta mengesahkan Laporan Keuangan untuk Tahun Buku yang berakhir pada tanggal 31 Desember 2024 yang telah diaudit oleh Kantor Akuntan Publik (KAP) Purwantono, Sungkoro dan Surja (member of Ernst and Young Global) sesuai laporannya nomor: 01163/2.1032/AU.1/06/0697-4/1/IV/2025 tanggal 30 April 2025 dengan opini "Menyajikan Secara Wajar, Dalam Semua Hal Yang Material", sekaligus memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (*volledig acquit et de charge*) kepada Direksi dan Dewan Komisaris Perseroan atas pengurusan dan pengawasan yang telah dijalankan selama Tahun Buku 2024 sepanjang tindakan tersebut tercatat dalam Laporan Tahunan dan Laporan Keuangan Perseroan Tahun Buku 2024 dan bukan merupakan tindak pidana atau tidak melanggar ketentuan dan prosedur hukum yang berflaku, dengan pokok-pokok sebagai berikut:

1. NILAI ASET sebesar Rp4.010.489.341.211,00 (empat triliun sepuluh miliar empat ratus delapan puluh sembilan juta tiga ratus empat puluh satu ribu dua ratus sebelas Rupiah);
2. NILAI LIABILITAS sebesar Rp1.874.498.376.445,00 (satu triliun delapan ratus tujuh puluh empat miliar empat ratus sembilan puluh delapan juta tiga ratus tujuh puluh enam ribu empat ratus empat puluh lima Rupiah);
3. NILAI EKUITAS sebesar Rp2.135.990.964.766,00 (dua triliun seratus tiga puluh lima miliar sembilan ratus sembilan puluh juta sembilan ratus enam puluh empat ribu tujuh ratus enam puluh enam Rupiah);
4. EBITDA sebesar Rp456.492.184.031,00 (empat ratus lima puluh enam miliar empat ratus sembilan puluh dua juta seratus delapan puluh empat ribu tiga puluh satu Rupiah);
5. NILAI LABA KONSOLIDASIAN SETELAH PAJAK sebesar Rp269.754.677.629,00 (dua ratus enam puluh sembilan miliar tujuh ratus lima puluh empat juta enam ratus tujuh puluh tujuh ribu enam ratus dua puluh sembilan Rupiah).

Tindak Lanjut atas Hasil Keputusan:
Persetujuan pemegang saham atas Laporan Tahunan dan pengesahan Laporan Keuangan Tahun Buku 2024 telah dilembagakan dalam dokumen risalah RUPS Tahunan.

Agenda 1:
Approval of the Company's Annual Report for 2024 (two thousand twenty-four) Fiscal Year, and Ratification of the Company's (Consolidated) Financial Statements for 2024 (two thousand twenty-four) Fiscal Year;

Resolution:
Approved the Annual Report for 2024 Fiscal Year (including the Board of Commissioners' Supervisory Report) and ratified the Financial Statements for the fiscal year ended December 31, 2024, which were audited by the public accounting firm Purwantono, Sungkoro and Surja (a member firm of Ernst & Young Global), as per their report No. 01163/2.1032/AU.1/06/0697-4/1/IV/2025 dated April 30, 2025, with "unqualified" opinion, as well as granting full release and discharge (volledig acquit et de charge) to Board of Directors and Board of Commissioners of the Company for the management and supervision carried out during 2024 Fiscal Year provided that such actions do not constitute criminal acts or do not violate applicable legal provisions and procedures and are reflected in the Company's Annual Report and Financial Statements, with the following points:

1. ASSET VALUE of Rp4,010,489,341,211 (four trillion ten billion four hundred eighty-nine million three hundred forty-one thousand two hundred eleven Rupiah);
2. LIABILITIES VALUE of Rp1,874,498,376,445 (one trillion eight hundred seventy-four billion four hundred ninety-eight million three hundred seventy-six thousand four hundred forty-five Rupiah);
3. EQUITY VALUE of Rp1,135,990,964,766 (two trillion one hundred thirty-five billion nine hundred ninety million nine hundred sixty-four thousand seven hundred sixty-six Rupiah);
4. EBITDA of Rp456,492,184,031.00 (four hundred fifty-six billion four hundred ninety-two million one hundred eighty-four thousand thirty-one Rupiah);
5. CONSOLIDATED NET INCOME AFTER TAX of Rp269,754,677,629 (two hundred sixty-nine billion seven hundred fifty-four million six hundred seventy-seven thousand six hundred twenty-nine Rupiah).

Follow-up on the Resolution:
Shareholder approval of the Annual Report and ratification of the Financial Statements for 2024 fiscal year have been recorded in the Annual GMS minutes.

Mata Acara Rapat dan Keputusannya serta Tindak Lanjut atas Hasil Keputusan Rapat
Meeting Agenda, Resolutions, and Follow Up on Meeting Resolutions

Agenda Mata Acara 2:
Penetapan penggunaan laba bersih Atribusi Pemilik Entitas Induk Perusahaan Tahun Buku 2024;

Keputusan Rapat:
Penggunaan Laba Bersih Setelah Pajak yang Dapat Diatribusikan kepada Pemilik Entitas Induk Tahun Buku 2024 sebesar Rp207.138.829.208,00 (dua ratus tujuh miliar seratus tiga puluh delapan juta delapan ratus dua puluh sembilan ribu dua ratus delapan Rupiah) dengan pengaturan sebagai berikut:
1. Sebesar Rp196.000.000.000 (seratus sembilan puluh enam miliar Rupiah) atau sebesar 94,62% (sembilan puluh empat koma enam dua persen) sebagai dividen;
2. Sebesar Rp10.356.941.460 (sepuluh miliar tiga ratus lima puluh enam juta sembilan ratus empat puluh satu ribu empat ratus enam puluh Rupiah) atau sebesar 5,00% (lima koma nol nol persen) sebagai cadangan wajib;
3. Sebesar Rp781.887.748 (tujuh ratus delapan puluh satu juta delapan ratus delapan puluh tujuh ribu tujuh ratus empat puluh delapan Rupiah) atau sebesar 0,38% (nol koma tiga delapan persen) sebagai cadangan lainnya.

Tindak Lanjut atas Hasil Keputusan:
Perusahaan telah membayar lunas dividen untuk hasil usaha tahun 2024, yakni pada tanggal 30 Juni dan 3 Oktober 2025.

Agenda 2:
Determination of the use of net income attributable to owners of parent entity for 2024 Fiscal Year;

Resolution:
The Use of net income after tax attributable to the owners of parent entity for 2024 fiscal year, amounting to Rp207,138,829,208 (two hundred seven billion one hundred thirty-eight million eight hundred twenty-nine thousand two hundred eight Rupiah), shall be distributed as follows:
1. Rp196,000,000,000 (one hundred ninety-six billion Rupiah), or 94.62% (ninety-four point six two percent), as dividends;
2. Rp10,356,941,460 (ten billion three hundred fifty-six million nine hundred forty-one thousand four hundred sixty Rupiah), or 5.00% (five point zero zero percent), as a mandatory reserve;
3. Rp781,887,748 (seven hundred eighty-one million eight hundred eighty-seven thousand seven hundred forty-eight Rupiah), or 0.38% (zero point three eight percent), as other reserves.

Follow-up on the Resolution:
The Company has paid dividends in full for 2024, operating results on June 30 and October 3, 2025.

Agenda Mata Acara 3:
Penetapan tantiem tahun buku 2024, gaji untuk Direksi dan honorarium untuk Dewan Komisaris berikut fasilitas dan tunjangan lainnya untuk tahun 2025;

Keputusan Rapat:
Menyetujui penetapan tantiem Direksi dan Dewan Komisaris Tahun Buku 2024 serta remunerasi (termasuk fasilitas dan tunjangan) bagi Direksi dan Dewan Komisaris Perseroan untuk tahun 2025 diputuskan dalam RUPS tersendiri/terpisah.

Tindak Lanjut atas Hasil Keputusan:
Keputusan Sirkuler Pemegang Saham No. SK.03/30/9/10/SPAP/UTMA/PLND-24 dan No. SK.03/30/9/10/HKP/DRU/PSD-24 tanggal 30 September 2024 tentang Penetapan Penyesuaian Besaran Penghasilan Tahun 2024 dan Pemberian Tantiem Tahun Buku 2023 bagi Direksi dan Dewan Komisaris PT Pelindo Multi Terminal.

Agenda 3:
Determination of Tantiem for 2024 Fiscal Year, salaries for Board of Directors, and honoraria for Board of Commissioners, along with other benefits and allowances for 2025;

Resolution:
Approved the determination of tantiems for Board of Directors and Board of Commissioners for 2024 Fiscal Year, and the remuneration (including benefits and allowances) for the Company's Board of Directors and Board of Commissioners for 2025, to be determined in a separate GMS.

Follow-up on the Resolution:
Shareholders' Circular Resolution No. SK.03/30/9/10/SPAP/UTMA/PLND-24 and No. SK.03/30/9/10/HKP/DRU/PSD-24 dated September 30, 2024, regarding the Determination of Adjustments to Income Levels for 2024 and the Granting of Bonuses for Fiscal Year 2023 to the Board of Directors and Board of Commissioners of PT Pelindo Multi Terminal.

Mata Acara Rapat dan Keputusannya serta Tindak Lanjut atas Hasil Keputusan Rapat
Meeting Agenda, Resolutions, and Follow Up on Meeting Resolutions

Agenda Mata Acara 4:
Persetujuan penunjukan Kantor Akuntan Publik (KAP) untuk mengaudit laporan keuangan (konsolidasian) Perusahaan untuk tahun buku 2025;

Keputusan Rapat:
Menyetujui penetapan Kantor Akuntan Publik (KAP) untuk melakukan audit Laporan Keuangan Tahun Buku 2025 (dua ribu dua puluh lima), yaitu KAP Purwantono, Sungkoro dan Surya (*Member of* Ernst and Young Global) dan diberlakukan pula terhadap Anak Perusahaan, di mana Perusahaan adalah pemegang saham mayoritas dan/atau pengendali.

Tindak Lanjut atas Hasil Keputusan:
Perusahaan telah menunjuk KAP Purwantono, Sungkoro dan Surya (Member of Ernst and Young Global) untuk melakukan audit Laporan Keuangan Tahun Buku 2025 melalui surat penunjukan Surat No. PW.02.03/22/10/1/AKTS/AKPJ/PLND-25.

Agenda 4:
Approval of the Appointment of Public Accounting Firm to audit the Company's 2025 Financial Statements.

Resolution:
Approve the appointment of Public Accountant Firm (KAP) Purwantono, Sungkoro, and Surya (Member of Ernst & Young Global) to audit the Financial Statements for 2025 (two thousand twenty-five) Fiscal Year, and extend this appointment to Subsidiaries in which the Company is the majority and/or controlling shareholder.

Follow-up on the Resolution:
The Company has appointed KAP Purwanto, Sungkoro and Surya (Member of Ernst and Young Global) to audit the Financial Statements for 2025 Fiscal Year through appointment letter No. PW.02.03/22/10/1/AKTS/AKPJ/PLND-25.

Agenda Mata Acara 5:
Penarikan Dividen dari cadangan lainnya (saldo laba yang belum ditentukan penggunaannya).

Keputusan Rapat:
Penarikan Dividen dari Cadangan Lainnya (Saldo Laba Yang Belum Ditentukan Penggunaannya) sebesar Rp154.000.000.000,00 (seratus lima puluh empat miliar Rupiah).

Tindak Lanjut atas Hasil Keputusan:
Telah dibayarkan lunas pada tanggal 30 Juni dan 3 Oktober 2025.

Agenda 5:
Dividend Distribution from Other Reserves (Retained Earnings Not Yet Allocated).

Resolution:
Distribution of dividends from other reserves (retained earnings not yet allocated) in the amount of Rp154,000,000,000.00 (one hundred fifty-four billion Rupiah).

Follow-up on the Resolution:
It was paid in full on June 30 and October 3, 2025.

Arahan RUPST Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Tahun Buku 2024

Selanjutnya, Pemegang Saham Perusahaan Perseroan (Persero) PT Pelabuhan Indonesia yang diwakili Bapak Cucu Kuswoyo menyampaikan arahan-arahan, sebagai berikut:

1. Agar Perusahaan berkolaborasi dan berkoordinasi intensif dalam menjalankan Program Strategis Perusahaan, di antaranya dalam pengembangan ekosistem Kalibaru, ekosistem Kijing, ekosistem Batang, dan ekosistem Kuala Tanjung serta program pengembangan lainnya;
2. Perusahaan diminta untuk secara aktif melakukan evaluasi atas capaian target perusahaan yang mengacu pada Buku Putih Penggabungan dan RJPP, guna memastikan pemenuhan target yang telah ditetapkan oleh Pemegang Saham;
3. Agar Perusahaan menindaklanjuti arahan dan *action plan* atas pelaksanaan Program Strategis Perusahaan serta melakukan akselerasi pelaksanaan Program Strategis Perusahaan dengan tetap memperhatikan prinsip kehati-hatian;

Directions from Annual GMS on Approval of Annual Report and Ratification of Financial Statements for 2024 Fiscal Year

Furthermore, PT Pelabuhan Indonesia (Persero) shareholders, represented by Cucu Kuswoyo, issued the following directions:

1. The Company is to collaborate and coordinate intensively in implementing the Company's Strategic Programs, including the development of Kalibaru ecosystem, Kijing ecosystem, Batang ecosystem, and Kuala Tanjung ecosystem, as well as other development programs;
2. The Company is requested to actively evaluate the achievement of corporate targets in accordance with the Merger White Paper and the RJPP, to ensure fulfillment of targets set by Shareholders;
3. The Company should follow up on directions and action plans regarding the implementation of the Company's Strategic Programs and accelerate the implementation of these programs while maintaining the principle of prudence;

4. Agar Perusahaan melakukan upaya yang terbaik untuk menyelesaikan skema komersialisasi pada produk terminal Kalibaru atau New Priok yang ditargetkan selesai pada tahun 2025, serta secara konsisten melakukan upaya ekspansi bisnis dan peningkatan pangsa pasar;
5. Perusahaan diharapkan mulai mempelajari dan memahami Standar Pelaporan Keuangan Internasional (*International Financing Reporting Standards*/IFRS) S1 dan S2 sebagai standar pelaporan keberlanjutan meliputi risiko-peluang terkait keberlanjutan dan perubahan iklim sebelum nantinya IFRS ini akan diadopsi formal menjadi PSAK oleh OJK dan IAI serta menjalankan upaya keberlanjutan dan disiplin dalam pencatatannya dan pelaporannya;
6. Melakukan optimalisasi pengelolaan keuangan sesuai dengan Tata Kelola Perusahaan yang Baik untuk peningkatan likuiditas, efektivitas proses bisnis, dan menciptakan *value creation*;
7. Agar Perusahaan melakukan *monitoring* dan sinkronisasi secara berkala setiap 1 bulan terhadap pelaksanaan program investasi yang saling bersinggungan antara Anak Usaha dan Regional;
8. Melakukan evaluasi terhadap kebutuhan untuk meratifikasi Peraturan Direksi Organisasi Unit Pengelola Proyek di entitas masing-masing;
9. Menyusun dan melaksanakan *action plan* percepatan realisasi investasi hingga akhir tahun berjalan serta melakukan inventarisasi dan penyelesaian seluruh *pending matter* terkait proyek investasi yang masih tertunda, antara lain legalitas lahan, perizinan, hasil lelang belum ditindaklanjuti, serta kontrak yang belum ditandatangani;
10. Agar Perusahaan menyiapkan Perencanaan Manajemen Risiko Tahun Buku 2026 untuk mendukung Penyusunan RKAP Tahun 2026 Berbasis Risiko serta berpartisipasi dalam Pelaksanaan GRC *Award* Tahun 2025 sebagai upaya meningkatkan Budaya Sadar Risiko dan Kepatuhan;
11. Agar Perusahaan menerapkan tata kelola terintegrasi dan melakukan *Internal Control Testing* (ICT) secara berkala serta menyiapkan laporan pelaksanaannya. Selain itu, Perusahaan juga diminta untuk mengimplementasikan Sistem Manajemen Anti Penyuapan (SMAP), pengelolaan benturan kepentingan secara terintegrasi, dan pengendalian gratifikasi secara menyeluruh serta mengimplementasikan *Business Continuity Management* (BCM) dan menyusun prosedur penanganan atas potensi gangguan layanan bisnis di masing-masing entitas;
12. Perusahaan diminta memberikan upaya terbaik untuk peningkatan Skor Tingkat Kesehatan Perusahaan serta melakukan *cost effectiveness*, di mana pengendaliannya sejalan dengan implementasi *Budget Control System*;
13. Agar Perusahaan memperhatikan pencapaian target kinerja keuangan seperti *Net Profit & Net Profit Margin*, EBITDA & EBITDA *Margin*, serta rasio keuangan agar meningkat secara *year on year*;
14. Agar Perusahaan memastikan seluruh pekerjaan investasi yang tidak terselesaikan pada tahun 2025 untuk diusulkan kembali dalam perencanaan tahun 2026. Selain itu, setiap kegiatan investasi yang telah selesai agar segera

4. The Company is to make its best efforts to finalize the commercialization plan for the Kalibaru or New Priok terminal project, targeted for completion in 2025, and to consistently pursue business expansion and market share growth;
5. The Company is expected to begin studying and understanding International Financial Reporting Standards (IFRS) for 1st Semester and 2nd Semester as sustainability reporting standards—covering risks and opportunities related to sustainability and climate change—before these IFRS are formally adopted as PSAK by the OJK and IAI, and to implement sustainability initiatives with discipline in their recording and reporting;
6. Optimize financial management in accordance with Good Corporate Governance to improve liquidity, enhance the effectiveness of business processes, and drive value creation;
7. Ensure that the Company conducts monitoring and synchronization on a monthly basis regarding the implementation of overlapping investment programs between the Subsidiary and Regional units;
8. Conduct an evaluation of the need to ratify the Board of Directors' Regulation on the Project Management Unit Organization within each respective entity;
9. Develop and implement an action plan to accelerate the realization of investments by the end of the current fiscal year, and conduct an inventory and resolution of all pending matters related to delayed investment projects, including land legality, permits, auction results that have not been followed up on, and unsigned contracts;
10. The Company shall prepare the Risk Management Plan for 2026 Fiscal Year to support the development of the 2026 Risk-Based RKAP and participate in the 2025 GRC Award as part of efforts to enhance a culture of risk awareness and compliance;
11. The Company is directed to implement integrated governance and conduct Internal Control Testing (ICT) on a regular basis, as well as prepare reports on its implementation. In addition, the Company is also required to implement an Anti-Bribery Management System (SMAP), integrated management of conflicts of interest, and comprehensive control of gratuities, as well as to implement Business Continuity Management (BCM) and develop procedures for handling potential disruptions to business services at each entity;
12. The Company is requested to make its best efforts to improve the Corporate Health Score and ensure cost effectiveness, with controls aligned with the implementation of Budget Control System;
13. The Company is to ensure that financial performance targets such as Net Profit & Net Profit Margin, EBITDA & EBITDA Margin, and financial ratios improve year-on-year;
14. The Company must ensure that all investment projects not completed by 2025 are resubmitted in the 2026 planning. Additionally, for every completed investment activity, project closing procedures, asset recording, and the

dilakukan proses *project closing*, pencatatan aset, serta pengurusan perizinan operasional sesuai ketentuan perundang-undangan yang berlaku;

15. Dalam rangka meningkatkan fungsi pengendalian dan pengawasan pengelolaan Perusahaan agar Manajemen melakukan sinergi program pengawasan dengan Satuan Pengawasan Intern (SPI) PT Pelabuhan Indonesia (Persero) untuk melakukan *performance*/kepatuhan audit pada Perusahaan dan Anak Perusahaannya yang pelaksanaannya akan dilakukan oleh SPI PT Pelabuhan Indonesia (Persero).

processing of operational permits must be carried out immediately in accordance with applicable laws and regulations;

15. In order to enhance the Company's management control and supervisory functions, Management shall coordinate its supervision program with the Internal Audit Unit (SPI) of PT Pelabuhan Indonesia (Persero) to conduct performance and compliance audits of the Company and its Subsidiaries, which shall be carried out by the SPI of PT Pelabuhan Indonesia (Persero).

Tindak Lanjut Arahan RUPST Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Tahun Buku 2024

Berdasarkan arahan RUPST, berikut rencana aksi maupun tindak lanjutnya oleh Perusahaan:

Follow-Up on the Direction from Annual GMS on Approval of Annual Report and Ratification of Financial Statements for 2024 Fiscal Year

Based on the AGM's directions, below are the Company's action plans and follow-up measures:

No	Arahan RUPS AGMS Direction	Tindak Lanjut Action Plan/Follow-up
1	Agar Perusahaan berkolaborasi dan berkoordinasi intensif dalam menjalankan Program Strategis Perusahaan, di antaranya dalam pengembangan ekosistem Kalibaru, ekosistem Kijing, ekosistem Batang dan ekosistem Kuala Tanjung serta program pengembangan lainnya; The Company is to collaborate and coordinate intensively in implementing the Company's Strategic Programs, including the development of Kalibaru ecosystem, Kijing ecosystem, Batang ecosystem, and Kuala Tanjung ecosystem, as well as other development programs;	PMT selalu berkoordinasi dengan Pelindo HO dan Regional untuk pengembangan ekosistem Kalibaru, Kijing, Batang dan Kuala Tanjung dengan rincian sebagai berikut: 1. Terminal Batang, PMT telah bersurat kepada Pelindo HO untuk meminta rencana tindak lanjut penyediaan infrastruktur dasar: jetty curah cair dan lahan reklamasi. 2. Terminal Kalibaru, PMT telah melakukan diskusi mengenai zonasi serta peruntukan lahan reklamasi untuk peruntukan industri *refinery biofuel*. 3. Terminal Kijing, PMT telah bersurat kepada Pelindo HO memohon adanya penyiapan jetty curah cair untuk mengantisipasi peningkatan kebutuhan tambatan curah cair. PMT consistently coordinates with Pelindo Head Office and Regional Offices regarding the development of Kalibaru, Kijing, Batang, and Kuala Tanjung, with the following details: 1. Batang Terminal: PMT has written to Pelindo Head Office requesting a follow-up plan for the provision of basic infrastructure: a liquid bulk jetty and reclaimed land. 2. Kalibaru Terminal: PMT has held discussions regarding zoning and the allocation of reclaimed land for a biofuel refinery. 3. Kijing Terminal: PMT has written to Pelindo Head Office requesting the preparation of a liquid bulk jetty to anticipate increased demand for liquid bulk berthing.
2	Perusahaan diminta untuk secara aktif melakukan evaluasi atas capaian target perusahaan yang mengacu pada Buku Putih Penggabungan dan RJPP, guna memastikan pemenuhan target yang telah ditetapkan oleh Pemegang Saham. The Company is requested to actively evaluate the achievement of corporate targets in accordance with the Merger White Paper and the RJPP, to ensure fulfillment of targets set by Shareholders;	Telah *dilakukan Review* Kesesuaian proyeksi atas dokumen Rencana Jangka Panjang Perusahaan (RJPP) PT Pelindo Multi Terminal tahun 2021 - 2025 dengan data realisasi tahun 2021-2024 dan disampaikan ke Direktur Strategi PT Pelabuhan Indonesia (Persero) berdasarkan surat Direktur Strategi dan Komersial PMT Nomor: PR.03/20/5/1/PRPR/DISK/PLMT-25 tanggal 20 Mei 2025 perihal Penyampaian Laporan *Review* Dokumen RJP PMT Tahun 2021-2025. Akan dilakukan *Review* Kesesuaian proyeksi atas dokumen Rencana Jangka Panjang Perusahaan (RJPP) PT Pelindo Multi Terminal dengan data realisasi s.d September 2025. A review of the alignment of projections in PT Pelindo Multi Terminal's 2021–2025 Long-Term Corporate Plan (RJPP) with actual results for 2021–2024 has been conducted and submitted to Director of Strategy at PT Pelabuhan Indonesia (Persero) pursuant to a letter from Strategy and Commercial Director at PMT, No. PR. 03/20/5/1/PRPR/DISK/PLMT-25 dated May 20, 2025, regarding Submission of Review Report on the 2021–2025 PMT Long-Term Plan (RJP) Document. A review conducted to assess the alignment of projections in PT Pelindo Multi Terminal's Long-Term Corporate Plan (RJPP) with actual data through September 2025.

No	Arahan RUPS AGMS Direction	Tindak Lanjut Action Plan/Follow-up
3	Agar Perusahaan menindaklanjuti arahan dan *action plan* atas pelaksanaan Program Strategis Perusahaan serta melakukan akselerasi pelaksanaan Program Strategis Perusahaan dengan tetap memperhatikan prinsip kehati-hatian; The Company should follow up on directions and action plans regarding the implementation of the Company's Strategic Programs and accelerate the implementation of these programs while maintaining the principle of prudence;	Program Strategis Perusahaan dikontrol sesuai dengan RKM tahun berjalan yang rutin secara berkala dipantau perkembangannya untuk mencapai tujuan. The Company's Strategic Programs are managed in accordance with the current year's RKM, and their progress is regularly monitored to ensure the achievement of objectives.
4	Agar Perusahaan melakukan upaya yang terbaik untuk menyelesaikan skema Komersialisasi pada produk terminal Kalibaru atau New Priok yang ditargetkan selesai pada tahun 2025, serta secara konsisten melakukan upaya ekspansi bisnis dan peningkatan pangsa pasar; The Company is to make its best efforts to finalize the commercialization plan for the Kalibaru or New Priok terminal project, targeted for completion in 2025, and to consistently pursue business expansion and market share growth;	PMT telah memasarkan area Product Terminal 1 di Kalibaru kepada ESSA, Exxon, Pertamina Internasional Shipping dan juga beberapa *potential tenant* untuk bisa memanfaatkan lahan Kalibaru. PMT juga aktif berkoordinasi dengan Pelindo HO terkait strategi *pricing* di Kalibaru yang dapat ditawarkan ke *tenant.* PMT has marketed the Terminal 1 product area in Kalibaru to ESSA, Exxon, Pertamina International Shipping, and several potential tenants so they can utilize the Kalibaru site. PMT is also actively coordinating with Pelindo Head Office regarding pricing strategies in Kalibaru that can be offered to tenants.
5	Perusahaan diharapkan mulai mempelajari dan memahami Standar Pelaporan Keuangan Internasional (*International Financing Reporting Standards*/IFRS) S1 dan S2 sebagai standar pelaporan keberlanjutan meliputi risiko-peluang terkait keberlanjutan dan perubahan iklim sebelum nantinya IFRS ini akan diadopsi formal menjadi PSAK oleh OJK dan IAI serta menjalankan upaya keberlanjutan dan disiplin dalam pencatatannya dan pelaporannya; The Company is expected to begin studying and understanding International Financial Reporting Standards (IFRS) for 1st Semester and 2nd Semester as sustainability reporting standards—covering risks and opportunities related to sustainability and climate change—before these IFRS are formally adopted as PSAK by the OJK and IAI, and to implement sustainability initiatives with discipline in their recording and reporting;	Laporan Keberlanjutan (*sustainability report)* PT Pelindo Multi Terminal disusun setiap tahun dan di-*upload* pada *website* Perusahaan sebagai bentuk akuntabilitas dan transparansi atas pengelolaan usaha secara berkelanjutan. Melalui laporan ini, PMT menyampaikan kinerja serta komitmen keberlanjutan yang terintegrasi dalam strategi dan operasional Perusahaan, meliputi penciptaan nilai ekonomi, pengelolaan dampak lingkungan, serta kontribusi sosial bagi masyarakat, dalam kerangka tata kelola yang menjunjung tinggi prinsip *Environmental, Social, and Governance* (ESG). Sejalan dengan hal tersebut telah dilaksanakan juga pengelolaan terhadap risiko ESG (sebagai salah satu risiko utama korporat) pada tahun 2025. PT Pelindo Multi Terminal's sustainability report is prepared annually and uploaded to the Company's website as a demonstration of accountability and transparency regarding sustainable business management. Through this report, PMT presents its performance and sustainability commitments, which are integrated into the Company's strategy and operations, including the creation of economic value, management of environmental impacts, and social contributions to the community, within a governance framework that upholds the principles of Environmental, Social, and Governance (ESG). In line with this, the Company has also implemented ESG risk management (as one of its key corporate risks) for 2025.
6	Melakukan optimasi pengelolaan keuangan sesuai dengan Tata Kelola Perusahaan yang Baik untuk peningkatan likuiditas, efektivitas proses bisnis, dan menciptakan *value creation*; Optimize financial management in accordance with Good Corporate Governance to improve liquidity, enhance the effectiveness of business processes, and drive value creation;	Optimasi pengelolaan keuangan dalam bidang akuntansi, PMT sudah memberlakukan proses pencatatan akrual terpusat dan melakukan evaluasi secara berkala (mingguan) untuk peningkatan akurasi laporan keuangan. To optimize financial management in the field of accounting, PMT has implemented a centralized accrual-based recording process and conducts periodic (weekly) evaluations to improve the accuracy of financial reports.
7	Agar Perusahaan melakukan *monitoring* dan sinkronisasi secara berkala setiap 1 bulan terhadap pelaksanaan program investasi yang saling bersinggungan antara Anak Usaha dan Regional; Ensure that the Company conducts monitoring and synchronization on a monthly basis regarding the implementation of overlapping investment programs between the Subsidiary and Regional units;	Proses *monitoring* program investasi dilakukan setiap awal bulan berjalan, atas realisasi progres bulan sebelumnya melalui rapat yang melibatkan divisi terkait dalam Berita Acara Rapat dan penyampaian kepada Direksi PMT. Hasil *monitoring progress* juga disampaikan ke GH Manajemen Investasi HO melalui surat keluar setiap bulannya. The monitoring of investment programs is conducted at the beginning of each current month to assess the progress made in the previous month through meetings involving the relevant divisions, as documented in the meeting minutes, and the results are reported to PMT Board of Directors. The progress monitoring results are also submitted to GH Investment Management at Head Office via a monthly outgoing letter.
8	Melakukan evaluasi terhadap kebutuhan untuk meratifikasi Peraturan Direksi Organisasi Unit Pengelola Proyek di entitas masing-masing; Conduct an evaluation of the need to ratify the Board of Directors' Regulation on the Project Management Unit Organization within each respective entity;	Sudah dilakukan ratifikasi atas peraturan direksi terkait Manajemen Pengelolaan Proyek. The Board of Directors' regulations regarding project management have been ratified.

No	Arahan RUPS AGMS Direction	Tindak Lanjut Action Plan/Follow-up
9	Menyusun dan melaksanakan *action plan* percepatan realisasi investasi hingga akhir tahun berjalan serta melakukan investasi dan penyelesaian seluruh *pending matter* terkait proyek investasi yang masih tertunda antara lain legalitas lahan, perizinan, hasil lelang belum ditindaklanjuti serta kontrak yang belum ditandatangani; Develop and implement an action plan to accelerate the realization of investments by the end of the current fiscal year, and conduct an inventory and resolution of all pending matters related to delayed investment projects, including land legality, permits, auction results that have not been followed up on, and unsigned contracts;	Pengelola proyek tetap berkoordinasi aktif dengan vendor untuk percepatan penyelesaian pelaksanaan investasi, terutama proyek yang memiliki kontribusi besar dalam penyerapan anggaran. Pengelola proyek tetap berkoordinasi aktif dengan Divisi Perencanaan Strategis Perusahaan terkait penetapan RUPS Revisi Investasi. Pengelola proyek tetap berkoordinasi aktif dengan Divisi Pengadaan untuk percepatan proses pengadaan proyek yang akan berjalan. Project managers continue to actively coordinate with vendors to accelerate the completion of investment projects, particularly those that contribute significantly to budget absorption. Project managers continue to actively coordinate with the Company's Strategic Planning Division regarding adoption of the Revised Investment Plan at the GMS. Project managers continue to actively coordinate with the Procurement Division to accelerate the procurement process for upcoming projects.
10	Agar Perusahaan menyiapkan Perencanaan Manajemen Risiko Tahun Buku 2026 untuk mendukung Penyusunan RKAP 2026 (dua ribu dua puluh enam) Berbasis Risiko serta berpartisipasi dalam Pelaksanaan GRC *Award* Tahun 2025 (dua ribu dua puluh lima) sebagai upaya meningkatkan Budaya Sadar Risiko dan Kepatuhan; The Company shall prepare the Risk Management Plan for 2026 Fiscal Year to support the development of the 2026 Risk-Based RKAP and participate in the 2025 GRC Award as part of efforts to enhance a culture of risk awareness and compliance;	Perencanaan Manajemen Risiko telah dilakukan dan saat ini dalam proses finalisasi seiring dengan penyusunan RKAP Tahun 2026 serta penyesuaian dengan format RKAP berbasis risiko dari Danantara Asset Management. PT Pelindo Multi Terminal beserta Anak Perusahaan (PT Indonesia Kendaraan Terminal Tbk, PT Pelabuhan Tanjung Priok, dan PT Terminal Curah Utama) telah merampungkan partisipasinya dalam Pelindo GRC Award 2025. Partisipasi mencakup kategori individu (VIRAL, RIVAL dan BRAVE) yang diikuti oleh 27 peserta sebagaimana tercatat dalam Berita Acara No. PW.05.02/20/8/1/RINO/DKMR/PLMT-25 tanggal 20 Agustus 2025, serta kategori kelompok (RACE) yang diikuti oleh Unit Manajemen Risiko. Dokumen untuk kategori RACE dapat diakses melalui tautan berikut: 1. Link Dokumen Berita Acara (VIRAL, RIVAL dan BRAVE): https://drive.google.com/drive/folders/1eqtCuk7Vk49YOYhrLp5c_8IDUml-ygkY?usp=sharing 2. Link Dokumen RACE: bit.ly/RACE-SPMT2025 Risk Management Planning has been carried out and is currently being finalized in conjunction with the preparation of the 2026 RKAP and adjustments to align with the risk-based RKAP format from Danantara Asset Management. PT Pelindo Multi Terminal and its subsidiaries (PT Indonesia Kendaraan Terminal Tbk, PT Pelabuhan Tanjung Priok, and PT Terminal Curah Utama) have completed their participation in the 2025 PELINDO GRC Award. Participation included the individual categories (VIRAL, RIVAL, and BRAVE), in which 27 participants took part, as recorded in the Minutes No. PW.05.02/20/8/1/RINO/DKMR/PLMT-25 dated August 20, 2025, as well as the group category (RACE), in which the Risk Management Unit participated. Documents for the RACE category can be accessed via the following links: 1. Link to the Meeting Minutes (VIRAL, RIVAL, and BRAVE): https://drive.google.com/drive/folders/ 1eqtCuk7Vk49YOYhrLp5c_8IDUml-ygkY?usp=sharing 2. RACE Document Link: bit.ly/RACE-SPMT2025

No	Arahan RUPS AGMS Direction	Tindak Lanjut Action Plan/Follow-up
11	Agar Perusahaan menerapkan tata kelola terintegrasi dan melakukan *Internal Control Testing* (ICT) secara berkala serta menyiapkan laporan pelaksanaan. Selain itu, Perusahaan juga diminta untuk mengimplementasi Sistem Manajemen Anti Penyuapan (SMAP), pengelolaan benturan kepentingan secara terintegrasi, dan pengendalian gratifikasi secara menyeluruh serta mengimplementasikan *Business Continuity Management* (BCM) dan menyusun prosedur penanganan atas potensi gangguan layanan bisnis di masing-masing entitas; The Company is directed to implement integrated governance and conduct Internal Control Testing (ICT) on a regular basis, as well as prepare reports on its implementation. In addition, the Company is also required to implement an Anti-Bribery Management System (SMAP), integrated management of conflicts of interest, and comprehensive control of gratuities, as well as to implement Business Continuity Management (BCM) and develop procedures for handling potential disruptions to business services at each entity;	Telah diimplementasikan dan diterapkan Sistem Manajemen Anti Penyuapan, Benturan Kepentingan, dan pengendalian gratifikasi di PMT Grup sampai ke entitas anak Perusahaan telah kami sampaikan kepada Group Head Manajemen Risiko, Tata Kelola dan Kepatuhan PT Pelindo bersamaan dengan Penyampaian Laporan Pelaksanaan Program Bulan GCG 2025 PT Pelindo Multi Terminal pada tanggal 17 September 2025 yang dapat diakses pada link: https://drive.google.com/drive/folders/1WW2k6SIgFPcYN5ioXqsRERPjopHB-D86?usp=sharing. Divisi Manajemen Risiko: Telah diterbitkan Peraturan Direksi PT Pelindo Multi Terminal Nomor: PW.05.02/7/11/2/RINO/DIRU/PLMT-23 tanggal 7 November 2023 tentang Pedoman *Business Continuity Management* (BCM) PT Pelindo Multi Terminal., Penyusunan BIA, BCP, DRP dan telah dilakukan Drill yang dapat diakses pada Link: https://drive.google.com/drive/folders/1YqDgRiY8q5Hsi2ehD5qkKjsAMwU7m2jH?usp=sharing. Divisi Manajemen Risiko telah melakukan pelaksanaan *Internal Control Testing* dan pembahasan laporan Internal Control Testing (ICT) semester I Tahun 2025 pada tanggal 04 Juli 2025. Laporan ICT tergabung dalam Buku LMPT Semester I tahun 2025 (Hal.354). Dokumen ICT dapat diakses pada Link: https://drive.google.com/drive/folders/12ToFlbFRO_CcbSpAB53rDnFzmnv4qHAa?usp=sharing. Has been implemented and applied of the Anti-Bribery Management System, Conflicts of Interest, and Control of Gratuities at PMT Group, including its subsidiaries, has been submitted to the Group Head of Risk Management, Corporate Governance, and Compliance at PT Pelindo, along with the Submission of Implementation Report for the 2025 GCG Month Program at PT Pelindo Multi Terminal on September 17, 2025, which can be accessed at the following link: https://drive.google.com/drive/folders/1WW2k6SIgFPcYN5ioXqsRERPjopHB-D86?usp=sharing. Risk Management Division: PT Pelindo Multi Terminal Board of Directors Regulation No. PW.05.02/7/11/2/RINO/DIRU/PLMT-23, dated November 7, 2023, regarding Business Continuity Management (BCM) Guidelines for PT Pelindo Multi Terminal, has been issued. The Business Impact Analysis (BIA), Business Continuity Plan (BCP), and Disaster Recovery Plan (DRP) have been prepared, and drills have been conducted. These documents can be accessed via the following link: https://drive.google.com/drive/folders/1YqDgRiY8q5Hsi2ehD5qkKjsAMwU7m2jH?usp=sharing. The Risk Management Division conducted Internal Control Testing and discussed the Internal Control Testing (ICT) report for the first semester of 2025 on July 4, 2025. The ICT report is included in the LMPT Report for the First Semester of 2025 (p. 354). The ICT document can be accessed via the following link: https://drive.google.com/drive/folders/12ToFlbFRO_CcbSpAB53rDnFzmnv4qHAa?usp=sharing.
12	Perusahaan diminta memberikan upaya terbaik untuk peningkatan Skor Tingkat Kesehatan Perusahaan serta melakukan *cost effectiveness*, dimana pengendaliannya sejalan dengan implementasi *Budget Control System*; The Company is requested to make its best efforts to improve the Corporate Health Score and ensure cost effectiveness, with controls aligned with the implementation of Budget Control System;	Sudah melaksanakan pengendalian anggaran, sesuai dengan: 1. Arahan strategis Direktur Keuangan dan Manajemen Risiko Nomor: PW.05.02/3/3/1/RINO/DKMR-25 dan Nomor: PW.05.02/3/3/2/RINO/DKMR/PLMT-25 tanggal 03 Maret 2025 ke anak perusahaan dan ke *Branch* tentang pengendalian anggaran berupa pembatasan rilis anggaran, evaluasi dan *monitoring* realisasi anggaran. 2. Surat Direktur Keuangan dan Manajemen Risiko Nomor: PW.05.02/14/3/1/RINO/DKMR/PLMT-25 dan Nomor: PW.05.02/14/3/2/RINO/DKMR/PLMT-25 tanggal 14 Maret 2025 tentang penyampaian program efisiensi biaya tahun 2025 *Branch* dan Anak Perusahaan. 3. Surat SVP Anggaran, Akuntansi dan Pelaporan Nomor: KU.01.04/25/9/1/PAIN/AKUL-25 tanggal 25 Sept 2025 tentang Pengendalian Anggaran untuk pencapaian kinerja keuangan. 4. Link surat: https://1drv.ms/f/c/70a70e52074139bb/EioV3z0ZZZ5Gs0mIU0UUlsIBwE8aEioybL74llYSeZV_Zw?e=Fe2jbm. Has implemented budget control in accordance with: 1. Strategic Directives from Finance and Risk Management Director No. PW.05.02/3/3/1/RINO/DKMR-25 and No. PW.05.02/3/3/2/RINO/DKMR/PLMT -25 dated March 3, 2025, to subsidiaries and branches regarding budget control in the form of restrictions on budget releases, evaluation, and monitoring of budget execution. 2. Letters from Finance and Risk Management Director No. PW.05.02/14/3/1/RINO/DKMR/PLMT-25 and No. PW.05.02/14/3/2/RINO/DKMR/PLMT -25 dated March 14, 2025, regarding submission of the 2025 cost efficiency program for Branches and Subsidiaries. 3. Letter from SVP Budget, Accounting, and Reporting No. KU.01.04/25/9/1/PAIN/AKUL-25 dated September 25, 2025, regarding Budget Control for achieving financial performance. Letter link: https://1drv.ms/f/c/70a70e52074139bb/EioV3z0ZZZ5Gs0mIU0UUlsIBwE8aEioybL74llYSeZV_Zw ?e=Fe2jbm.

No	Arahan RUPS AGMS Direction	Tindak Lanjut Action Plan/Follow-up
13	Agar Perusahaan memperhatikan pencapaian target kinerja keuangan seperti *net Profit Margin*, EBITDA & EBITDA *Margin*, serta rasio Keuangan agar meningkat secara *year on year*; The Company is to ensure that financial performance targets such as Net Profit & Net Profit Margin, EBITDA & EBITDA Margin, and financial ratios improve year-on-year;	Dalam hal pengendalian biaya sudah dilakukan upaya pengendalian anggaran dengan melakukan pembatasan rilis untuk biaya operasional sebesar 70% dan biaya non operasional sebesar 50% pada awal tahun 2025 dan penambahan rilis baru dapat dilakukan pada bulan Agustus 2025 dan biaya terkait konsultan, SPPD, rumah tangga pada bulan September 2025 sesuai dengan kebutuhannya. Selain itu *Branch* dan anak perusahaan sudah diminta untuk membuat program efisiensi sesuai surat Nomor: PW.05.02/14/3/1/RINO/DKMR/PLMT-25 dan Nomor: PW.05.02/14/3/2/RINO/DKMR/PLMT-25 tanggal 14 Maret 2025 dan di-*monitoring* realisasinya setiap bulannya. In terms of cost control, budget control measures have been implemented by limiting budget releases to 70% for operational expenses and 50% for non-operational expenses at the beginning of 2025; new budget releases may be made in August 2025, and releases for expenses related to consultants, travel allowances, and general administrative costs may be made in September 2025 as needed. In addition, Branch and subsidiaries have been instructed to develop efficiency programs in accordance with letters No. PW.05.02/14/3/1/RINO/DKMR/PLMT-25 and No. PW.05.02/14/3/2/RINO/DKMR/PLMT-25 dated March 14, 2025, and their implementation is monitored on a monthly basis.
14	Agar Perusahaan memastikan seluruh pekerjaan investasi yang tidak terselesaikan pada tahun 2025 untuk diusulkan kembali dalam perencanaan tahun 2026. Selain itu, setiap kegiatan investasi yang telah selesai agar segera dilakukan proses *project closing*, pencatatan aset, serta pengurusan perizinan operasional sesuai ketentuan perundang-undangan yang berlaku. The Company must ensure that all investment projects not completed by 2025 are resubmitted in the 2026 planning. Additionally, for every completed investment activity, project closing procedures, asset recording, and the processing of operational permits must be carried out immediately in accordance with applicable laws and regulations;	*Project Closing* dan Penyampaian dokumen *project* ke Divisi AKUL telah dilakukan untuk pekerjaan yang telah selesai. PT Pelindo Multi Terminal telah menyampaikan usulan investasi Tahun 2026 untuk program *carry over*/*multy years* telah disampaikan ke PT Pelabuhan Indonesia (Persero). Project Closing and the submission of project documents to the AKUL Division have been completed for the work that has been finished. PT Pelindo Multi Terminal has submitted its 2026 investment proposal for the carryover/multi-year program to PT Pelabuhan Indonesia (Persero).
15	Dalam rangka meningkatkan fungsi pengendalian dan pengawasan pengelolaan Perusahaan agar Manajemen melakukan sinergi program pengawasan dengan Satuan Pengawasan Intern (SPI) PT Pelabuhan Indonesia (Persero) untuk melakukan *performance*/kepatuhan Audit pada Perseroan dan Anak Perusahaan yang pelaksanaannya akan dilakukan oleh SPI PT Pelabuhan Indonesia (Persero). In order to enhance the Company's management control and supervisory functions, Management shall coordinate its supervision program with the Internal Audit Unit (SPI) of PT Pelabuhan Indonesia (Persero) to conduct performance and compliance audits of the Company and its Subsidiaries, which shall be carried out by the SPI of PT Pelabuhan Indonesia (Persero).	Sedang dilakukan penyusunan dan pembahasan *draft* Perjanjian Kerjasama Sinergi Bidang Pengawasan di Lingkungan PT Pelabuhan Indonesia (Persero) dengan Satuan Pengawasan Intern *Holding* sebagai dasar pelaksanaan sinergi bidang pengawasan. A draft Cooperation Agreement on Synergy in the Area of Monitoring within PT Pelabuhan Indonesia (Persero) and the Holding Company's Internal Audit Unit is currently being prepared and discussed as the basis for implementing synergy in the area of monitoring.

Keputusan Sirkuler Pemegang Saham

Keputusan RUPS Sirkuler Tentang Pemberhentian Anggota Dewan Komisaris PT Pelindo Multi Terminal Tanggal 27 Agustus 2025

Pera Pemegang Saham memutuskan untuk memberhentikan dengan Hormat Sdr. Thanon Aria Dewangga sebagai Komisaris PT Pelindo Multi Terminal terhitung sejak tanggal 27 Agustus 2025, yang diangkat berdasarkan Keputusan Sirkuler Pemegang Saham di Luar Rapat Umum Pemegang Saham Nomor KP.03/13/2/1/RKTK/UTMA/PLND dan SK.03/13/2/1/HKD/DRU/PSD-23 tanggal 13 Februari 2023 tentang Pengangkatan Dewan Komisaris PT Pelindo Multi Terminal, dengan ucapan terima kasih atas segala sumbangan tenaga dan pikirannya selama memangku jabatan tersebut.

Circular Resolution of Shareholders

Circular GMS Resolution of PT Pelindo Multi Terminal Regarding Dismissal of Members of Board of Commissioners dated August 27, 2025

Shareholders decided to honorably dismiss Thanon Aria Dewangga as a Commissioner of PT Pelindo Multi Terminal effective as of August 27, 2025, who was appointed based on the Circular Resolution of Shareholders in lieu of General Meeting of Shareholders No. KP. 03/13/2/1/RKTK/UTMA/PLND and SK.03/13/2/1/HKD/DRU/PSD-23 dated February 13, 2023, regarding Appointment of Board of Commissioners of PT Pelindo Multi Terminal, with gratitude for all contributions of energy and thoughts while holding the position.

Dengan adanya Keputusan ini, maka susunan Dewan Komisaris PT Pelindo Multi Terminal adalah sebagai berikut:
1. Komisaris Utama merangkap sebagai Komisaris Independen: Darwanto
2. Komisaris: Arman Depari
3. Komisaris: Ahmad Perwira Mulia Tarigan
4. Komisaris Independen: Herbert Timbo Parluhutan Siahaan
5. Komisaris Independen: Aan Rusdianto

Kemudian, Para Pemegang Saham memberi kuasa kepada Direksi PT Pelindo Multi Terminal dengan hak substitusi untuk menyatakan apa yang diputuskan dalam Keputusan ini dalam bentuk otentik di hadapan notaris atau pejabat yang berwenang.

Keputusan ini dapat ditandatangani secara terpisah oleh Para Pemegang Saham Perusahaan di mana masing-masing merupakan dokumen asli. Keseluruhan keputusan ini yang ditandatangani secara terpisah oleh Para Pemegang Saham Perseroan tersebut merupakan satu kesatuan yang tidak terpisahkan.

Pursuant to this Resolution, the composition of Board of Commissioners of PT Pelindo Multi Terminal is as follows:
1. President Commissioner, concurrently serving as Independent Commissioner: Darwanto
2. Commissioner: Arman Depari
3. Commissioner: Ahmad Perwira Mulia Tarigan
4. Independent Commissioner: Herbert Timbo Parluhutan Siahaan
5. Independent Commissioner: Aan Rusdianto

Furthermore, Shareholders have authorized the Board of Directors of PT Pelindo Multi Terminal, with the right of substitution, to formalize the decisions contained in this Resolution in an authentic form before a notary or authorized official.

This Resolution can be signed separately by the Company's Shareholders, with each signature constituting an original document. The entirety of this Resolution, as signed separately by the Company's Shareholders, constitutes a single, indivisible whole.

Keputusan RUPS Sirkuler Tentang Persetujuan Rencana Kerja Sama Pengoperasian dan Pengembangan Terminal Curah Kering Belawan Tahap 2 Tanggal 17 September 2025

Para Pemegang Saham yang diwakili oleh pejabat yang berwenang sesuai dengan ketentuan dalam Anggaran Dasar Perusahaan, dengan ini menyatakan dan memutuskan hal-hal sebagai berikut:

1. Menyetujui pelaksanakan Kerjasama Pengoperasian dan Pengembangan Terminal Curah Kering Belawan Tahap 2 dengan PT FKS Selusi Logistik, dengan jangka waktu kerjasama selama 20 (dua puluh) tahun terhitung sejak ditandatanganinya perjanjian kerja sama, dengan detail sebagai berikut:

Circular GMS Resolution Regarding Approval of Cooperation Plan for Operation and Development of the Belawan Dry Bulk Terminal Phase 2, dated September 17, 2025

The Shareholders represented by authorized officials in accordance with the provisions of the Company's Articles of Association hereby declare and resolve the following:

1. To approve the implementation of Cooperation Agreement for Operation and Development of the Belawan Dry Bulk Terminal Phase 2 with PT FKS Selusi Logistik, with a cooperation term of 20 (twenty) years effective from the signing of cooperation agreement, with the following details:

Mitra Terpilih Selected Partners	PT FKS Solusi Logistik	
Objek Kerja Sama Scope of Cooperation	Terminal Curah Kering Belawan Tahap 2 Belawan Curah Kering Terminal, Phase 2	
Bentuk Kerja Sama Forms of Cooperation	• *Build-Transfer-Operate* (BTO) kepada PMT untuk peralatan yang berkaitan langsung dengan kegiatan Bongkar di Terminal (*Stevedoring Equipment*). • *Build-Operate-Transfer* (BOT) kepada PMT untuk peralatan pendukung.	• Build-Transfer-Operate (BTO) to PMT for equipment directly related to stevedoring activities at the terminal (stevedoring equipment). • Build-Operate-Transfer (BOT) to PMT for supporting equipment.
Jangka Waktu Kerja Sama Term of the Cooperation Agreement	20 (dua puluh) tahun sejak ditandatanganinya perjanjian kerja sama. 20 (twenty) years since the signing of the cooperation agreement.	
Skema Kerja Sama Cooperation Framework	*Revenue Sharing* PMT minimal 56,5% dan FKS maksimal 43,5%. Revenue sharing: PMT at a minimum of 56.5% and FKS at a maximum of 43.5%	

2. Agar Perusahaan melakukan upaya untuk lebih mengoptimalkan manfaat yang diterima dari pelaksanaan kerja sama;

2. The Company shall make efforts to further optimize the benefits derived from the implementation of this cooperation;

3. Agar didalam pelaksanaan kerja sama dilaksanakan dengan memperhatikan prinsip-prinsip Tata Kelola Perusahaan yang Baik/*Good Corporate Governance* dan sesuai dengan kentenuan peraturan perundangan yang berlaku termasuk namun tidak terbatas pada pembuatan Perjanjian Kerjasama antara Perusahaan dengan PT FKS Solusi Logistik dengan peraturan substansi Perjanjian terkait Serah Terima Aset BOT pada akhir jangka waktu kerja sama dilaksanakan dengan penandatanganan berita Acara Serah Terima Aset BOT.
4. Dalam hal di kemudian hari terdapat kekeliruan atas hal-hal yang diatur dalam RUPS Sirkuler ini, maka akan dilakukan perubahan sebagaimana mestinya.

Demikian Keputusan RUPS Sirkuler ini dibuat dan ditandatangani oleh masing-masing Pemegang Saham dan Para Pemegang Saham Perusahaan menyatakan bahwa Keputusan ini mempunyai kekuatan yang sama dengan kekuatan dari keputusan-keputusan yang diambil secara sah dalam RUPS Perusahaan.

3. The implementation of this Cooperation shall be carried out in accordance with the principles of Good Corporate Governance and in accordance with applicable laws and regulations, including but not limited to the drafting of a Cooperation Agreement between the Company and PT FKS Solusi Logistik, as well as the substantive provisions of Agreements related to the handover of BOT assets at the end of cooperation period, to be carried out through the signing of a BOT Asset Handover Minutes.
4. In the event that any errors are discovered in the future regarding the matters set forth in this Circular GMS, changes will be made as appropriate.

Thus, this Circular GMS Resolution is hereby made and signed by each Shareholder, and the Company's Shareholders declare that this Resolution has the same legal force as resolutions validly adopted at the Company's GMS.

Keputusan RUPS Sirkuler Tentang Persetujuan Perubahan Rencana Kerja dan Anggaran Perusahaan Investasi Tahun 2025 PT Pelindo Multi Terminal Tanggal 18 September 2025

Para Pemegang Saham yang diwakili oleh pejabat yang berwenang sesuai dengan ketentuan dalam Anggaran Dasar Perusahaan, dengan ini mengambil keputusan sebagai berikut:

1. Menyetujui dan menetapkan Perubahan Rencana Kerja dan Anggaran Perusahaan ("RKAP") Investasi Perusahaan Tahun 2025, dengan pokok-pokok sebagai berikut:

Circular GMS Resolution Regarding Approval of Amendments to the 2025 Work Plan and Budget For Investment of PT Pelindo Multi Terminal, dated September 18, 2025

The Shareholders, represented by authorized officials in accordance with the provisions of the Company's Articles of Association, hereby resolve as follows:

1. To approve and adopt the Amendments to the Company's 2025 Investment Work Plan and Budget ("RKAP"), with the following main points:

No	Program investasi Investment Program	RKAP Tahun 2025 (dalam Rp) 2025 RKAP (in Rp)		Perubahan RKAP Tahun 2025 (dalam Rp) 2025 RKAP Amendment (in Rp)	
		Kebutuhan Dana Funding Requirements	RKAP	Kebutuhan Dana Funding Requirements	RKAP
1	Bangunan Fasilitas, Jalan, Bangunan, Sarana dan Prasarana, Kapitalisasi Bunga Facility Buildings, Roads, Buildings, Facilities and Infrastructure, Capitalized Interest	150.921.858.341	20.580.000.000	150.921.858.000	20.580.000.000
2	Alat-Alat Fasilitas, Instalasi Fasilitas, Peralatan dan Perlengkapan, Kapal dan Kendaraan Facility Tools, Facility Installations, Equipment and Supplies, Vessels and Vehicles	533.458.351.000	293.421.000.000	672.806.351.000	354.500.000.000

No	Program investasi Investment Program	RKAP Tahun 2025 (dalam Rp) 2025 RKAP (in Rp)		Perubahan RKAP Tahun 2025 (dalam Rp) 2025 RKAP Amendment (in Rp)	
		Kebutuhan Dana Funding Requirements	RKAP	Kebutuhan Dana Funding Requirements	RKAP
3	Tanah dan Hak atas Tanah, dan Emplasement Land and Land Rights, and Emplasement	9.200.000.000	3.700.000.00	9.200.000.000	3.700.000.000
4	Investasi Non Fisik Non-Physical Investments	-	-	-	-
5	Penyertaan Modal Equity Participation	-	-	-	-
Total Investasi Total Investment		**693.580.209.341**	**317.701.000.000**	**832.928.209.000**	**378.780.000.000**

2. Agar Perubahan RKAP Investasi Perusahaan Tahun 2025 yang telah disahkan dijadikan pedoman oleh Perusahaan dalam melaksanakan anggaran investasi Perusahaan ke arah pencapaian hasil serta peningkatan pertumbuhan dan produktivitas Perusahaan dalam jangka panjang;
3. Terhadap *item* investasi dalam Rencana Kerja dan Anggaran Perusahaan ("RKAP") Perusahaan Tahun 2025 yang telah disahkan sebelumnya yang tidak mengalami perubahan sesuai RUPS Sirkuler ini, dinyatakan tetap berlaku;
4. Pelaksanaan terhadap Keputusan RUPS Sirkuler ini agar dilaksanakan mengikuti ketentuan, prosedur, dan prinsip Tata Kelola Perusahaan yang Baik/*Good Corporate Governance* (GCG) dan peraturan perundang-undangan yang berlaku;
5. Memberikan kuasa kepada Direksi Perusahaan dengan hak substitusi untuk menyatakan apa yang telah diputuskan dalam Keputusan RUPS Sirkuler ini dalam bentuk Akta di hadapan Notaris, termasuk melaporkan dan/atau meminta persetujuan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia sesuai dengan ketentuan peraturan perundang-undangan yang berlaku;
6. Keputusan RUPS Sirkuler ini dapat ditandatangani secara terpisah oleh Para Pemegang Saham Perusahaan, di mana masing-masing merupakan dokumen asli. Keseluruhan Keputusan RUPS Sirkuler ini yang ditandatangani secara terpisah oleh Para Pemegang Saham Perusahaan tersebut merupakan satu kesatuan yang tidak terpisahkan;

2. That the approved amendments to the Company's 2025 RKAP Investment Plan serve as a guideline for the Company in implementing its investment budget to achieve results and enhance the Company's long-term growth and productivity;
3. Investment items in the Company's 2025 Work Plan and Budget ("RKAP") that were previously approved and have not been amended pursuant to this Circular GMS shall remain in effect;
4. The implementation of this Circular GMS Resolution shall be carried out in accordance with the provisions, procedures, and principles of Good Corporate Governance (GCG) and applicable laws and regulations;
5. The Company's Board of Directors is hereby authorized, with the right of substitution, to formalize the resolutions of this Circular GMS in the form of a Deed before a Notary Public, including reporting to and/or seeking approval from the Minister of Law and Human Rights of the Republic of Indonesia in accordance with applicable laws and regulations;
6. This Circular GMS Resolution may be signed separately by the Company's Shareholders, with each signature constituting an original document. The entirety of this Circular GMS Resolution, as signed separately by the Company's Shareholders, constitutes a single, indivisible whole;

7. Keputusan RUPS Sirkuler ini berlaku sejak tanggal ditandatangani dengan ketentuan bahwa apabila di kemudian hari perlu dilakukan perubahan atas hal-hal yang diatur dalam keputusan ini, maka akan dilakukan penyesuaian sebagaimana mestinya;
8. Dalam hal di kemudian hari terdapat kekeliruan atas hal-hal yang diatur dalam RUPS Sirkuler ini, maka akan dilakukan perubahan sebagaimana mestinya.

PENYELENGGARAAN RUPS TAHUN 2024

Di sepanjang tahun 2024 Perusahaan menyelenggarakan 2 (dua) kali RUPS. Selain itu, pemegang saham juga mengeluarkan beberapa keputusan sirkuler. Rincian RUPS dan keputusan sirkuler pemegang saham di sepanjang tahun 2024 adalah sebagai berikut:

1. RUPS tanggal 25 Januari 2024 tentang Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2024;
2. RUPS Tahunan tanggal 16 Juni 2023 tentang Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Tahun Buku 2022;
3. Keputusan Sirkuler Para Pemegang Saham PT Pelindo Multi Terminal tentang Pemberhentian Anggota Dewan Komisaris tanggal 9 Januari 2024;
4. Keputusan Sirkuler Para Pemegang Saham PT Pelindo Multi Terminal tentang Pengangkatan Anggota Dewan Komisaris tanggal 1 Maret 2024;
5. Keputusan Sirkuler Para Pemegang Saham PT Pelindo Multi Terminal tentang Pemberhentian dan Pengangkatan Anggota Direksi tanggal 1 Maret 2024;
6. Keputusan Sirkuler Para Pemegang Saham PT Pelindo Multi Terminal tentang Pemberhentian Anggota Dewan Komisaris tanggal 26 November 2024;
7. Keputusan Sirkuler Para Pemegang Saham PT Pelindo Multi Terminal tentang Pengangkatan Anggota Dewan Komisaris tanggal 9 Desember 2024.

RUPS Tahunan Penetapan Rencana Kerja dan Anggaran Perusahaan (RKAP) 2024

Hari/Tanggal Day/Date	Kamis, 25 Januari 2024 Thursday, January 25, 2024
Waktu Time	09.40 sd 10.10 WIB 09.40 until 11.10 a.m
Tempat Place	Ruang Amanah, Lantai 3, Pelindo Tower, Jakarta Amanah Room, 3rd Floor, Pelindo Tower, Jakarta

7. This Circular GMS Resolution is effective as of the date of signing, provided that if, at a later date, it becomes necessary to make changes to the matters set forth in this resolution, the necessary adjustments shall be made;
8. In the event that, at a later date, there are errors regarding the matters set forth in this Circular GMS Resolution, necessary changes shall be made.

2024 GMS HOLDING

Throughout 2024, the Company held 2 (two) GMS. In addition, the shareholders also issued several circular resolutions. Details of GMS and circular resolutions of shareholders throughout 2024 are as follows:

1. GMS on January 25, 2024 regarding Ratification of the Company's Work Plan and Budget (RKAP) for 2024.
2. Annual GMS on June 16, 2023 regarding Approval of Annual Report and Ratification of Financial Statements for 2022 Fiscal Year.
3. Circular Resolution of Shareholders of PT Pelindo Multi Terminal Regarding Dismissal of Members of Board of Commissioners dated January 9, 2024;
4. Circular Resolution of Shareholders of PT Pelindo Multi Terminal Regarding Appointment of Members of Board of Commissioners dated March 1, 2024;
5. Circular Resolution of Shareholders of PT Pelindo Multi Terminal Regarding Dismissal and Appointment of Members of Board of Directors dated March 1, 2024;
6. Circular Resolution of Shareholders of PT Pelindo Multi Terminal Regarding Dismissal of Members of Board of Commissioners dated November 26, 2024;
7. Circular Resolution of Shareholders of PT Pelindo Multi Terminal Regarding Appointment of Members of Board of Commissioners dated December 9, 2024;

Annual GMS on Determination of the Company's Work Plan and Budget (RKAP) for 2024

Kehadiran
Attendance

1. Pemegang Saham:
   a. PT Pelabuhan Indonesia (Persero):
      i) Wakil Direktur Utama : Hambra
   b. PT Integrasi Logistik Cipta Solusi:
      i) Direktur Utama : Natal Iman Ginting
2. Dewan Komisaris PT Pelindo Multi Terminal:
   a. Komisaris Utama merangkap Komisaris Independen : Darwanto
   b. Komisaris : Muhammad Yusuf Purnama
   c. Komisaris : Arman Depari
   d. Komisaris : Thanon Aria Dewangga
   e. Komisaris : Ahmad Perwira Mulia Tarigan
   f. Komisaris Independen : Herbert Timbo P. Siahaan
3. Direksi PT Pelindo Multi Terminal:
   a. Direktur Utama : Yon Irawan
   b. Direktur Operasi : Arif Rusman Yulianto
   c. Direktur Teknik : Zuhri Iryansyah
   d. Direktur Sumber Daya Manusia : Edi Priyanto
   e. Direktur Keuangan dan Manajemen Risiko : Yoni Setiawan
   f. Direktur Strategi dan Komersial : Rizki Kurniawan
4. Pihak Independen:
   PMT bukan merupakan perusahaan terbuka, tidak menunjuk pihak independen untuk melakukan proses penghitungan suara dan/atau melakukan validasi pada RUPS tentang Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2024 ini.

1. Shareholders
   a. PT Pelabuhan Indonesia (Persero)
      i) Vice President Director : Hambra
   b. PT Integrasi Logistik Cipta Solusi
      i) President Director : Natal Iman Ginting
2. Board of Commissioners of PT Pelindo Multi Terminal
   a. President Commissioner concurrently serves as Independent Commissioner : Darwanto
   b. Commissioner : Muhammad Yusuf Purnama
   c. Commissioner : Arman Depari
   d. Commissioner : Thanon Aria Dewangga
   e. Commissioner : Ahmad Perwira Mulia Tarigan
   f. Independent Commissioner : Herbert Timbo P. Siahaan
3. Board of Directors of PT Pelindo Multi Terminal
   a. President Director : Yon Irawan
   b. Operations Director : Arif Rusman Yulianto
   c. Technical Director : Zuhri Iryansyah
   d. Human Capital Director : Edi Priyanto
   e. Finance and Risk Management Director : Yoni Setiawan
   f. Strategy and Commercial Director : Rizki Kurniawan
4. Independent Party
   PMT is not a publicly listed Company, it did not appoint an independent party to conduct vote counting and/or validation during the GMS for the Ratification of 2024 Corporate Work Plan and Budget (RKAP).

Keputusan RUPST Penetapan Rencana Kerja dan Anggaran Perusahaan (RKAP) 2024

Adapun hasil keputusan RUPS beserta pelaksanaannya dan tindak lanjutnya oleh Manajemen Perusahaan hingga akhir tahun 2024 adalah sebagai berikut:

Annual GMS Resolution on Determination of the Company's Work Plan and Budget (RKAP) for 2024

The GMS resolutions along with their implementation and follow-up by the Company's Management until the end of 2024 are as follows:

Mata Acara Rapat dan Keputusannya serta Tindak Lanjut atas Hasil Keputusan Rapat
Meeting Agenda, Resolutions, and Follow Up on Meeting Resolutions

Agenda Mata Acara:
Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2025.

Keputusan Rapat:
1. Menyetujui dan mengesahkan Rencana Kerja dan Anggaran Perusahaan (RKAP) PT Pelindo Multi Terminal Tahun Buku 2024, termasuk didalamnya penetapan klasifikasi risiko PT Pelindo Multi Terminal pada kuadran netral, dengan pokok-pokok sebagai berikut:
   a. Menyetujui dan mengesahkan Rencana Kerja dan Anggaran Perusahaan (RKAP) PT Pelindo Multi Terminal Tahun Buku 2024, termasuk di dalamnya penetapan klasifikasi risiko PT Pelindo Multi Terminal pada kuadran netral, dengan pokok-pokok sebagai berikut:

Agenda:
Ratification of the Company's Work Plan and Budget (RKAP) for 2024.

Resolution:
1. Approve and ratify PT Pelindo Multi Terminal's Work Plan and Budget (RKAP) for 2024 Fiscal Year, including the determination of PT Pelindo Multi Terminal's risk classification in the neutral quadrant, with the following points:
   a. Income after tax is budgeted at Rp656,637,934,857, with the following details:

No	Uraian Description	RKAP 2024 2024 RKAP
1	Pendapatan Usaha Operating Revenue	Rp6.043.492.005.355
2	Laba Usaha Income from Operations	Rp889.894.853.103
3	Laba Bersih Net Income	Rp656.637.934.857
4	Laba Bersih (Atribusi Induk) Net Income (Parent Atribution)	Rp656.637.834.857
5	EBITDA	Rp1.079.936.694.539

   b. Posisi Keuangan (Neraca) Konsolidasian dianggarkan sebesar Rp4.682.412.048.915 dengan rincian sebagai berikut:
   b. Consolidated Financial Position (Balance Sheet) is budgeted at Rp4,682,412,048,915, with the following details:

No	Uraian Description	RKAP 2024 2024 RKAP
1	Total Aset Total Assets	Rp4.682.412.048.915
2	Ekuitas Equity	Rp2.774.562.535.386

Mata Acara Rapat dan Keputusannya serta Tindak Lanjut atas Hasil Keputusan Rapat
Meeting Agenda, Resolutions, and Follow Up on Meeting Resolutions

c. Posisi *Net Operating Cash Flow* di akhir periode dianggarkan sebesar Rp548.511.302.783.
d. *Capital Expenditure* dengan nilai Rp351.492.989.526 dengan rincian sebagai berikut:
c. Net Operating Cash Flow position at the end of the period is budgeted at Rp548,511,302,783.
d. Capital Expenditure with a value of Rp351,492,989,526, with the following details:

No	Uraian Description	RKAP 2024 2024 RKAP
1	Bangunan Fasilitas, Jalan, Bangunan, Sarana dan Prasarana, Kapitalisasi Bunga Facility Buildings, Roads, Buildings, Facilities and Infrastructure, Capitalized Interest	Rp78.610.989.526
2	Alat-Alat Fasilitas, Instalasi Fasilitas, Peralatan dan Perlengkapan, Kapal dan Kendaraan Facility Tools, Facility Installations, Equipment and Fixtures, Vessels and Vehicles	Rp266.002.000.000
3	Tanah dan Hak atas Tanah, dan Emplasemen Land and Land Rights, and Emplacements	Rp6.880.000.000
4	Investasi Non Fisik Non Physical Investment	-
5	Penyertaan Modal Equity Participation	-
Jumlah Capital Expenditure Total Capital Expenditure		**Rp351.492.989.526**

e. Arus Barang:
e. Flow of Goods:

No	Uraian Description	Satuan Unit	RKAP 2024 2024 RKAP
1	B/M Barang B/M Goods		
	Ekspor	Ton/M³	24.872.234
	Impor	Ton/M³	30.593.630
	AP Muat AP Loading	Ton/M³	23.018.595
	AP Bongkar AP Unloading	Ton/M³	47.297.462
		MMBTU	12.760.000
Jumlah Total		**Ton/M³** **MMBTU**	**125.781.921** **12.760.000**
2	B/M Petikemas B/M Container		
	Internasional	Box	12.091
		Teu's	12.228
	Domestik Domestic	Box	371.785
		Teu's	390.752
Jumlah Total		**Box** **Teu's**	**383.876** **402.980**

Mata Acara Rapat dan Keputusannya serta Tindak Lanjut atas Hasil Keputusan Rapat
Meeting Agenda, Resolutions, and Follow Up on Meeting Resolutions

f. Produksi:
f. Production:

No	Uraian Description	Satuan Unit	RKAP 2024
1	Pelayanan Terminal Petikemas Container Terminal Services		
	Terminal Petikemas International *Stevedoring* International Stevedoring Container Terminal	Box	11.675
	Terminal Petikemas Domestic *Stevedoring* Domestic Stevedoring Container Terminal	Box	353.849
Jumlah Total		**Box**	**365.524**
2	Pelayanan Terminal Petikemas Container Terminal Services		
	Dermaga Dock	Ton/M^3	116.016.506
	Gudang Penumpukan Stacking Warehouse	(Ton/M^3).Hari | Days	10.854.040
	Lapangan Penumpukan Stacking Field	(Ton/M^3).Hari | Days	18.981.902
	Stevedoring	(Ton/M^3)	59.045.636
	Cargodoring	Ton/M^3	4.165.352
		MMBTU	-

g. Sumber Daya Manusia sebagai 3.372 orang dengan rincian sebagai berikut:
g. Human Capital as 3,372 persons with following details:

No	Uraian Description	Satuan Unit	Jumlah Total
1	BOD Pelindo (Penugasan) Pelindo BOD (Assignment)	Orang Person	8
2	BOD Non Pelindo Non Pelindo BOD		6
3	Organik Pelindo (Penugasan) Pelindo Organic (Assignment)		965
4	Organik Anak Perusahaan Subsidiary Organic		2
5	PKWT Anak Perusahaan Subsidiary PKWT		10
6	Alih Daya Anak Perusahaan Subsidiary Outsourcing		2.381
7	Pekerja Pemegang Saham Lainnya Other Shareholder Workers		-
Jumlah Total			**3.372**

Mata Acara Rapat dan Keputusannya serta Tindak Lanjut atas Hasil Keputusan Rapat
Meeting Agenda, Resolutions, and Follow Up on Meeting Resolutions

h. Rencana Kerja Manajemen:
h. Management Work Plan:

No	Inisiatif Strategi/Aksi Korporasi Strategic Initiatives/Corporate Actions	Jumlah Program Number of Programs
1	Standardisasi Operasi Pelabuhan Standardization of Port Operations	3
2	Digitalisasi dan Sistemasi Operasi Kepelabuhanan Digitalization and Systemization of Port Operations	1
3	Pengembangan infrastruktur dan peralatan Pelabuhan Development of Port infrastructure and equipment	2
4	*Key Account Management* yang Terintegrasi Integrated Key Account Management	1
5	Pengembangan Layanan Operasi TUKS dengan bekerja sama dengan BUMN dan Swasta Development of TUKS Operation Services in cooperation with SOEs and Private Sectors	1
6	Pengembangan layanan operasi Pelabuhan milik Kementerian/Lembaga Development of Port operation services owned by Ministries/Institutions	1
7	Kerja sama antar Pelabuhan untuk optimalisasi konseb hub and spoke dengan integrasi data Cooperation between Ports to optimize hub and Spoke concept with data integration	1
8	Alokasi Modal Terintegrasi Integrated Capital Allocation	1
9	Pengadaan bersama/terpusat Joint/centralized procurement	3
10	Pengembangan *supply chain financing* Development of supply chain financing	1
11	Optimalisasi Aset Asset Optimization	2
12	Pembukaan Klaster dan Model Bisnis Cluster and Business Model Opening	4
13	Restrukturisasi Organisasi dan tata Kelola Organization and Governance Restructuring	7
14	Penguatan *Corporate Branding* dan *Marketing Communication* Strengthening Corporate Branding and Marketing Communication	4
15	Program L&D Terintegrasi untuk standardisasi dan peningkatan kualitas SDM Integrated L&D Program to standardize and improve the quality of human capital	1
16	Sentralisasi *knowledge* management kepelabuhanan Centralization of port knowledge management	1
17	KPI terintegrasi untuk mengukur kinerja Integrated KPIs to measure performance	4
18	Internalisasi Budaya Culture Internalization	2
19	Implementasi *Enterprise Architect* dan IT *Masterplan* Implementation of Enterprise Architect and IT Masterplan	2
Total		**42**

2. Menyetujui dan mengesahkan anggaran program Tanggung Jawab Sosial dan Lingkungan (TJSL) PT Pelindo Multi Terminal Tahun 2024 sebesar Rp7.613.750.000.
3. Menetapkan Kontrak Manajemen Tahunan yang memuat Target *Key Performance Indicator* (KPI) Direksi secara kolegial Tahun 2024 sebagaimana terlampir yang merupakan bagian tidak terpisahkan dari keputusan ini, dengan pokok-pokok sebagai berikut:
2. Approve and ratify the 2024 Corporate Social and Environmental Responsibility (CSR) program budget of PT Pelindo Multi Terminal in the amount of Rp7,613,750,000.
3. Establish the Annual Management Contract containing the 2024 collegial Key Performance Indicator (KPI) targets for Board of Directors as attached, which forms an integral part of this decision, with the main points as follows:

Mata Acara Rapat dan Keputusannya serta Tindak Lanjut atas Hasil Keputusan Rapat
Meeting Agenda, Resolutions, and Follow Up on Meeting Resolutions

No	KPI	Satuan Unit	Bobot Weight	Target
A.	**Nilai Ekonomi dan Sosial Untuk Indonesia** Economic and Social Value for Indonesia		**46**	
1	EBITDA	Rp	5	1.079.936.694.539
2	Pendapatan Revenues	Rp	4	6.043.492.005.355
3	ROIC	%	3	20,02
4	BOPO	%	3	85,83
5	*Market Share* Bongkar Muat Curah Market Share of Bulk Loading and Unloading	%	5	53
6	*Non Container Throughput*	Juta Ton Million Ton	5	111,99
7	Produktivitas Bongkar Muat Curah Kering Dry Bulk Loading and Unloading Productivity	T/S/D	4	4.933,33
	Produktivitas Bongkar Muat Curah Cair Liquid Bulk Unloading Productivity	T/S/D	4	2.911,28
	Produktivitas Bongkar Muat Terminal Kendaraan Terminal Vehicle Unloading Productivity	T/S/D	2	950
	Tingkat Efektivitas Tambahan Non Petikemas (ET/BT) Non-Container Additional Effectiveness Rate (ET/BT)	%	3	73,76
8	Tingkat Maturitas Risiko Risk Maturity Leve	Skala Likert Likert Scale	4	3
9	Implementasi Program TJSL SER Program Implementation	%	4	100
B.	**Inovasi Model Bisnis** Business Model Innovation		**16**	
1	Kerja Sama dengan TUKS Cooperation with TUKS	Juta Ton Million Ton	3	7,77
		Jumlah Amount	3	2
2	Pengoperasian Pelabuhan K/L Operation of K/L Port	Jumlah Amount	3	1
3	Layanan non-petikemas tambahan & ekspansi bisnis Additional non-container services & business expansion	Rp Miliar Rp Billion	3	3,6
4	Tingkat *Compliance* Perusahaan Company Compliance Level	%	4	100

Mata Acara Rapat dan Keputusannya serta Tindak Lanjut atas Hasil Keputusan Rapat
Meeting Agenda, Resolutions, and Follow Up on Meeting Resolutions

C.	**Kepemimpinan Teknologi** Technology Leadership		**14**	
1	Integrasi antara Pelabuhan nonkontainer untuk meningkatkan model konektivitas dengan konsolidasi data Integration between non-container Ports to improve connectivity model with data consolidation	%	4	100
2	Standardisasi dan Digitalisasi Layanan Non Petikemas Standardization and Digitalization of Non-Container Services	%	5	100
3	Implementasi HSSE HSSE Implementation	%	5	100
D.	**Peningkatan Investasi** Increased Investment		**10**	
1	Pengembangan Investasi Peralatan dan Infrastruktur Pelabuhan Development of Port Infrastructure and Equipment Investments	%	5	100
2	*Value Creation* Optimalisasi Aset Operasi non-kontainer Value Creation Optimization of non-container Operational Assets	Rp Miliar Rp Billion	5	9,1
E.	**Pengembangan Talenta** Talent Development		**14**	
1	Implementasi PKB Implementation of CLA	%	5	100
2	Rasio *High Potential* dan *Promotable Talent* di Lingkungan Anak Usaha Ratio of High Potential and Promotable Talent in Subsidiary Environment	%	4	5
3	Jumlah Implementasi Ide Inovasi Number of Implementation of Innovation Ideas	Jumlah Amount	5	1
Total			**100**	

Tindak Lanjut atas Hasil Keputusan:
Keputusan atas RKAP ini digunakan sebagai tolok ukur pencapaian kinerja Perusahaan.
Follow-up on Resolution:
The resolution on RKAP is used as a benchmark for the Company's performance achievement.

RUPS Tahunan 2024 Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Tahun Buku 2023

2024 Annual GMS on Approval of Annual Report and Ratification of Financial Statements for 2023 Fiscal Year

Hari/Tanggal Day/Date	Rabu, 12 Juni 2024 Wednesday, June 12, 2024
Waktu Time	10.40 sd 11.34 WIB 10:40 AM until 11:34 AM
Tempat Place	Gedung Learning & Innovation Center R.A 103 - 104 PMLI, Ciawi – Bogor Learning & Innovation Center Building R.A 103 - 104 PMLI, Ciawi - Bogor

Agenda Agenda	1. Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Tahun Buku 2023; 2. Penetapan Penggunaan Laba Bersih Perusahaan Tahun Buku 2023; 3. Penetapan Tantiem Tahun Buku 2023 dan Remunerasi bagi Direksi dan Dewan Komisaris untuk Tahun Buku 2024; 4. Persetujuan Kantor Akuntan Publik (KAP) untuk mengaudit Laporan Keuangan Perusahaan Tahun Buku 2024. 1. Approval of the Annual Report and Ratification of the Financial Statements for 2023 Fiscal Year; 2. Determination of the Use of the Company's Net Income for 2023 Fiscal Year; 3. Determination of Tantiem for 2023 Fiscal Year and Determination of Remuneration for Board of Directors and Board of Commissioners for 2024 Fiscal Year; 4. Approval of the Public Accountant Firm (KAP) to audit the Company's Financial Statements for 2024 Fiscal Year.
Kehadiran Attendance	1. Pemegang Saham: a. PT Pelabuhan Indonesia (Persero): i) Wakil Direktur Utama : Hambra ii) Direktur Keuangan : Mega Satria b. PT Integrasi Logistik Cipta Solusi: i) Direktur Utama : Natal Iman Ginting 2. Dewan Komisaris PT Pelindo Multi Terminal: a. Komisaris Utama : Darwanto b. Komisaris : Arman Depari c. Komisaris : Ahmad Perwira Mulia Tarigan d. Komisaris : Thanon Aria Dewangga e. Komisaris : Nicodemus Sitanggang f. Komisaris Independen : Herbert Timbo Parluhutan Siahaan* *) Tidak hadir dan memberikan kuasa kepada Arman Depari selaku Komisaris 3. Direksi PT Pelindo Multi Terminal: a. Direktur Utama : Ary Henryanto b. Direktur Strategi dan Komersial : Rizki Kurniawan c. Direktur Operasi : Arif Rusman Yulianto d. Direktur Teknik : Yarham Harid e. Direktur Sumber Daya Manusia : Edi Priyanto f. Direktur Keuangan dan Manajemen Risiko : Yoni Setiawan 4. Pihak Independen: PMT bukan merupakan perusahaan terbuka, tidak menunjuk pihak independen untuk melakukan proses penghitungan suara dan/atau melakukan validasi pada RUPS tentang Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Tahun Buku 2023 ini. 1. Shareholders a. PT Pelabuhan Indonesia (Persero) i) Vice President : Hambra ii) Director of Finance : Mega Satria b. PT Integrasi Logistik Cipta Solusi i) President Director : Natal Iman Ginting 2. Board of Commissioner PT Pelindo Multi Terminal a. President Commissioner : Darwanto b. Commissioner : Arman Depari c. Commissioner : Ahmad Perwira Mulia Tarigan d. Commissioner : Thanon Aria Dewangga e. Commissioner : Nicodemus Sitanggang f. Independent Commissioner : Herbert Timbo Parluhutan Siahaan* *) Not present and giving power of attorney to Arman Depari as Commissioner 3. Board of DIrector PT Pelindo Multi Terminal a. President DIrector : Ary Henryanto b. Strategy and Commercial Director : Rizki Kurniawan c. Operations Director : Arief Rusman Yulianto d. Technical Director : Yarham Harid e. Human Capital Director : Edi Priyanto f. Finance and Risk Management Director : Yoni Setiawan 4. Independent Party PMT is not a publicly listed Company, it did not appoint an independent party to conduct vote counting and/or validation during the GMS on the Approval of Annual Report and the Ratification of Financial Statements for 2023 Fiscal Year.

Keputusan RUPST Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Tahun Buku 2023

Adapun hasil keputusan RUPS beserta pelaksanaannya dan tindak lanjutnya oleh Manajemen Perusahaan hingga akhir tahun 2024 adalah sebagai berikut:

Annual GMS Resolution on Approval of Annual Report and Ratification of Financial Statements for 2023 Fiscal Year

The GMS resolutions and their implementation and follow-up by the Company's Management until the end of 2024 are as follows:

Mata Acara Rapat dan Keputusannya serta Tindak Lanjut atas Hasil Keputusan Rapat
Meeting Agenda, Resolutions, and Follow Up on Meeting Resolutions

Agenda Mata Acara 1:
Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Tahun Buku 2023;

Keputusan Rapat:
Menyetujui Laporan Tahunan Tahun Buku 2023 (termasuk Laporan Tugas Pengawasan Dewan Komisaris) serta mengesahkan Laporan Keuangan untuk Tahun Buku yang berakhir pada tanggal 31 Desember 2023 yang telah diaudit oleh Kantor Akuntan Publik (KAP): Purwantono, Sungkoro dan Surja sesuai laporannya Nomor: 00845/2.1032/AU.1/06/0697-3/1/IV/2024 tanggal 25 April 2024 dengan opini "Menyajikan Secara Wajar, Dalam Semua hal Yang Material", sekaligus memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (*volledig acquit et de charge*) kepada Direksi dan Dewan Komisaris Perusahaan atas pengurusan dan pengawasan yang telah dijalankan selama Tahun Buku 2023 sepanjang tindakan tersebut bukan merupakan tindak pidana atau tidak melanggar ketentuan dan prosedur hukum yang berlaku dan tercermin dalam Laporan Tahunan dan Laporan Keuangan Perusahaan, dengan pokok-pokok sebagai berikut:
1. Laporan Posisi Keuangan Konsolidasian:

Agenda 1:
Approval of the Annual Report and Ratification of the Financial Statements for 2023 Fiscal Year;

Resolution:
To approve the Annual Report for 2023 Fiscal Year (includes Board of Commissioners' Supervisory Report) and ratify the Financial Statements for Fiscal Year ended December 31, 2023, as audited by Public Accounting Firm (KAP) Purwanto, Sungkoro and Surja in accordance with its report No. 00845/2.1032/AU.1/06/0697-3/1/IV/2024 dated April 25, 2024 with "unqualified" opinion, as well as granting full release and discharge (volledig acquit et de charge) to Board of Directors and Board of Commissioners of the Company for the management and supervision carried out during the 2023 Fiscal Year provided that such actions do not constitute criminal acts or do not violate applicable legal provisions and procedures and are reflected in the Company's Annual Report and Financial Statements, with the following points:
1. Consolidated Statement of Financial Position:

(dalam Rupiah)
(in Rupiah)

Uraian Description	**Tahun 2023** Tahun 2023	**Tahun 2022** Tahun 2022
Aset Lancar Current Assets	Rp2.866.229.117.655	Rp2.937.695.948.964
Aset Tidak Lancar Non-current Assets	Rp1.432.730.210.416	Rp1.426.119.405.815
Total Aset Total Assets	**Rp4.298.959.328.071**	**Rp4.363.815.354.779**
Liabilitas Jangka Pendek Current Liabilities	Rp1.544.011.359.321	Rp1.995.331.297.730
Liabilitas Jangka Panjang Non-current Liabilities	Rp367.211.136.206	Rp411.672.346.354
Jumlah Liabilitas Total Liabilities	**Rp1.911.222.495.527**	**Rp2.407.003.644.084**
Ekuitas Equity	Rp2.387.736.832.543	Rp1.956.811.710.695
Total Liabilitas dan Ekuitas Total Liabilities and Equity	**Rp4.298.959.328.070**	**Rp4.363.815.354.779**

Mata Acara Rapat dan Keputusannya serta Tindak Lanjut atas Hasil Keputusan Rapat
Meeting Agenda, Resolutions, and Follow Up on Meeting Resolutions

2. Laporan Laba Rugi Komprehensif Konsolidasian:
2. Consolidated Statement of Comprehensive Income

(dalam Rupiah)
(in Rupiah)

Uraian Description	Tahun 2023 Tahun 2023	Tahun 2022 Tahun 2022
Pendapatan Revenue	Rp5.026.329.538.896	Rp4.062.735.282.340
Beban Usaha Operating Expenses	Rp(4.249.980.002.892)	Rp(3.445.732 412 015)
Pendapatan (beban) Operasi Lainnya – neto Other Operating Income – netto	Rp5 014 283 589	Rp7 817 911 123
Laba Usaha Income from Operations	Rp781 363 819 593	Rp624 820 781 448
Pendapatan Keuangan Financial Income	Rp92 324 957 625	Rp53.100.563.082
Beban Keuangan Financial Expense	Rp(48.457.052.874)	Rp(59.346.324.873)
Laba Sebelum Pajak Final & Pajak Penghasilan Badan Profit Before Final Tax and Goods Income Tax	Rp825.231.724.344	Rp618.575.019.657
Beban Pajak Final Final Tax Expenses	Rp(16.850.439.308)	Rp(10.775.492.057)
	Rp808.381.285.036	Rp607.799.527.600
	Rp(202.792.946.166)	Rp(179.269.688.585)
	Rp13.011.927.987	Rp32.823.073.289
Laba Periode Berjalan Income for the Period	Rp618.600.266.858	Rp461.352.912.305

Tindak Lanjut atas Hasil Keputusan:
Persetujuan pemegang saham atas Laporan Tahunan dan pengesahan Laporan Keuangan Tahun Buku 2022 telah dilembagakan dalam dokumen risalah RUPS Tahunan.
Follow-up on the Resolution:
Shareholders' approval of the Annual Report and ratification of the Financial Statements for 2022 Fiscal Year has been institutionalized in the minutes document of Annual GMS.

Agenda Mata Acara 2:
Penetapan Penggunaan Laba Bersih Perusahaan Tahun Buku 2023;

Keputusan Rapat:
Penetapan penggunaan laba bersih setelah pajak yang dapat diatribusikan kepada pemilik entitas induk Tahun Buku 2024 sebesar Rp269.754.677.629 (Dua Ratus Enam Puluh Sembilan Milyar Tujuh Ratus Lima Puluh Empat Juta Enam Ratus Tujuh Puluh Tujuh Ribu Enam Ratus Dua Puluh Sembilan Rupiah) dengan pengaturan sebagai berikut:
1. Sebesar Rp 350.000.000.000 (tiga ratus lima puluh miliar rupiah) atau sebesar 129,75% (Seratus Dua Puluh Sembilan koma Tujuh Puluh Lima Persen) sebagai dividen;
2. Sebesar Rp 11.138.829.208 (Sebelas miliar seratus tiga puluh delapan juta delapan ratus dua puluh sembilan ribu dua ratus delapan Rupiah) atau sebesar 5,38% (Lima koma tiga delapan persen) dari Laba Bersih Atribusi Pemilik Entitas Induk Perusahaan sebagai cadangan.

Tindak Lanjut atas Hasil Keputusan:
Perusahaan telah membayar lunas dividen untuk hasil usaha tahun 2024, yakni pada tanggal 30 Juni 2025.

Agenda 2:
Determination of the Use of the Company's Net Income for 2023 Fiscal Year;

Resolution:
Determination of the use of net income after tax attributable to owners of parent entity for 2024 Fiscal Year amounting to Rp269,754,677,629 (Two Hundred Sixty Nine Billion Seven Hundred Fifty Four Million Six Hundred Seventy Seven Thousand Six Hundred Twenty Nine Rupiah) with the following arrangements:
1. Rp350,000,000,000 (three hundred fifty billion rupiah) or 129.75% (One Hundred Twenty Nine point Seventy Five Percent) as dividends;
2. Rp11,138,829,208 (Eleven billion one hundred thirty eight million eight hundred twenty nine thousand two hundred eight Rupiah) or 5.38% (Five point three eight percent) of the Net Income Attributable to Owners of the Company's Parent Entity as reserves.

Follow-up on the Resolution:
The Company has paid dividends in full for 2024, operating results on June 30, 2025.

Mata Acara Rapat dan Keputusannya serta Tindak Lanjut atas Hasil Keputusan Rapat
Meeting Agenda, Resolutions, and Follow Up on Meeting Resolutions

Agenda Mata Acara 3:
Penetapan Tantiem Tahun Buku 2023 dan Remunerasi Direksi dan Dewan Komisaris untuk Tahun 2024;

Keputusan Rapat:
Menyetujui pemberian tantiem/insentif kinerja Direksi dan Dewan Komisaris tahun buku 2023, serta remunerasi (termasuk fasilitas dan tunjangan) bagi Direksi dan Dewan Komisaris untuk tahun 2024 ditetapkan dalam keputusan tersendiri/secara terpisah.

Tindak Lanjut atas Hasil Keputusan:
Penghasilan Direksi dan Dewan Komisaris untuk tahun buku 2024 ditetapkan melalui Keputusan Sirkuler Pemegang Saham No. SK.03/30/9/10/SPAP/UTMA/PLND-24 dan No. SK.03/30/9/10/HKP/DRU/PSD-24 tanggal 30 September 2024 tentang Penetapan Penyesuaian Besaran Penghasilan Tahun 2024 dan Pemberian Tantiem Tahun Buku 2023 bagi Direksi dan Dewan Komisaris PT Pelindo Multi Terminal.

Agenda 3:
Determination of Tantiem for 2023 Fiscal Year and Remuneration for Board of Directors and Board of Commissioners for 2024;

Resolution:
Approved the provision of bonuses/performance incentives for Board of Directors and Board of Commissioners for 2023 fiscal year, and the remuneration (including facilities and allowances) for Board of Directors and Board of Commissioners for 2024, to be determined in a separate resolution.

Follow-up on the Resolution:
The remuneration of Board of Directors and Board of Commissioners for 2024 fiscal year was determined through Shareholder Circular Resolution No. SK.03/30/9/10/SPAP/UTMA/PLND-24 and No. SK.03/30/9/10/HKP/DRU/PSD-24 dated September 30, 2024, concerning the Determination of Adjustments to the Amount of Income for 2024 and the Provision of Bonuses for 2023 Fiscal Year for Board of Directors and Board of Commissioners of PT Pelindo Multi Terminal.

Agenda Mata Acara 4:
Persetujuan Penunjukan Kantor Akuntan Publik untuk mengaudit Laporan Keuangan Perusahaan Tahun 2024.

Keputusan Rapat:
Menyetujui penunjukan Kantor Akuntan Publik (KAP) dalam melakukan audit Laporan Keuangan Tahun Buku 2024 adalah KAP Purwanto, Sungkoro dan Surja – dan diberlakukan pula terhadap Anak Perusahaan, di mana Perusahaan adalah Pemegang Saham mayoritas dan/atau pengendali.

Tindak Lanjut atas Hasil Keputusan:
Perusahaan telah menunjuk KAP Purwanto, Sungkoro dan Surja untuk melakukan audit Laporan Keuangan Tahun Buku 2024 melalui surat penunjukan Surat No. KP.20.01/26/11/2/PGDN/SDMU/PLMT-24.

Agenda 4:
Approval of the Appointment of Public Accounting Firm to audit the Company's 2024 Financial Statements.

Resolution:
To approve the appointment of a Public Accounting Firm (KAP) to audit the Company's Financial Statements for 2024 Fiscal Year, namely KAP Purwanto, Sungkoro and Surja - and also applies to the Company's subsidiaries, where the Company is the Major and/or Controlling Shareholder.

Follow-up on the Resolution:
The Company has appointed KAP Purwanto, Sungkoro and Surja to audit the Financial Statements for 2024 Fiscal Year through appointment letter No. KP.20.01/26/11/2/PGDN/SDMU/PLMT-24.

Keputusan Sirkuler Pemegang Saham

Keputusan Sirkuler Para Pemegang Saham PT Pelindo Multi Terminal Tentang Pemberhentian Anggota Dewan Komisaris Tanggal 9 Januari 2024

Pemegang Saham melalui Keputusan Sirkuler Para Pemegang Saham PT Pelindo Multi Terminal No. KP.10.05/9/1/4/RKTK/UTMA/PLND-24 dan No. SK.03/9/1/2/HKP/DRU/PSD-24 tanggal 9 Januari 2024 tentang Pemberhentian Anggota Dewan Komisaris PT Pelindo Multi Terminal memutuskan untuk memberhentikan dengan hormat Heri Purnomo selaku Anggota Dewan Komisaris PT Pelindo Multi Terminal yang diangkat berdasarkan Keputusan Sirkuler Pemegang Saham di Luar Rapat Umum Pemegang Saham Nomor: KP.03/24/2/3/RKTK/UTMA/PLND-23 dan SK.03/24/2/6/HKP/DRU/PSD-23 tanggal 24 Februari 2023 tentang Pemberhentian dan Pengangkatan Anggota Dewan Komisars PT Pelindo Multi Terminal, dengan ucapan terima kasih atas segala sumbangan tenaga dan pikirannya selama memangku jabatan tersebut. Keputusan ini mulai berlaku sejak 9 Januari 2024.

Circular Resolution of Shareholders

Circular Resolution of Shareholders of PT Pelindo Multi Terminal Regarding Dismissal of Members of Board of Commissioners dated January 9, 2024

Shareholders through Circular Resolution of Shareholders of PT Pelindo Multi Terminal No. KP.10.05/9/1/4/RKTK/ UTMA/PLND-24 and No. SK.03/9/1/2/HKP/DRU/PSD-24 dated January 9, 2024 concerning the Dismissal of Members of Board of Commissioners of PT Pelindo Multi Terminal decided to honorably dismiss Heri Purnomo as a Member of Board of Commissioners of PT Pelindo Multi Terminal who was appointed based on the Circular Resolution of Shareholders in lieu of General Meeting of Shareholders Number: KP.03/24/2/3/RKTK/UTMA/PLND23 and SK.03/24/2/6/HKP/DRU/PSD-23 dated February 24, 2023 concerning Dismissal and Appointment of Members of Board of Commissioners of PT Pelindo Multi Terminal, with gratitude for all contributions of energy and thoughts while holding the position. This resolution shall come into effect on January 9, 2024.

Dengan adanya Keputusan ini maka susunan Anggota Dewan Komisaris PT Pelindo Multi Terminal adalah sebagai berikut:
1. Komisaris Utama: Darwanto
2. Komisaris: Arman Depari
3. Komisaris: Ahmad Perwira Mulia Tarigan
4. Komisaris: Thanon Aria Dewangga
5. Komisaris Independen: Herbert Timbo Parluhutan Siahaan

With this Resolution, the composition of Board of Commissioners of PT Pelindo Multi Terminal is as follows:
1. President Commissioner : Darwanto
2. Commissioner : Arman Depari
3. Commissioner : Ahmad Perwira Mulia Tarigan
4. Commissioner : Thanon Aria Dewangga
5. Independent Commissioner : Herbet Timbo Parluhutan Siahaan

Keputusan Sirkuler Para Pemegang Saham PT Pelindo Multi Terminal Tentang Pengangkatan Anggota Dewan Komisaris Tanggal 1 Maret 2024

Pemegang Saham melalui Keputusan Sirkuler Para Pemegang Saham di Luar Rapat Umum Pemegang Saham PT Pelindo Multi Terminal No. KP.10.05/1/3/10/RKTK/UTMA/PLND-24 dan No. SK.03/1/3/10/HKP/DRU/PSD-24 tanggal 1 Maret 2024 tentang Pengangkatan Anggota Dewan Komisaris, memutuskan untuk Mengangkat Nicodemus Sitanggang sebagai Komisaris PT Pelindo Multi Terminal. Keputusan ini mulai berlaku sejak 1 Maret 2024.

Dengan adanya Keputusan ini maka susunan Anggota Dewan Komisaris PT Pelindo Multi Terminal adalah sebagai berikut:
1. Komisaris Utama merangkap Komisaris Independen: Darwanto
2. Komisaris: Arman Depari
3. Komisaris: Ahmad Perwira Mulia Tarigan
4. Komisaris: Thanon Aria Dewangga
5. Komisaris Independen: Herbert Timbo Parluhutan Siahaan
6. Komisaris: Nicodemus Sitanggang

Circular Resolution of Shareholders of PT Pelindo Multi Terminal Regarding Appointment of Members of Board of Commissioners dated March 1, 2024

Shareholders through the Circular Resolution of Shareholders in lieu of General Meeting of Shareholders of PT Pelindo Multi Terminal No. KP.10.05/1/3/10/RKTK/UTMA/PLND-24 and No. SK.03/1/3/10/HKP/DRU/PSD-24 dated March 1, 2024 concerning the Appointment of Members of Board of Commissioners, decided to Appoint Nicodemus Sitanggang as Commissioner of PT Pelindo Multi Terminal. This Resolution shall come into effect on March 1, 2024.

With this Resolution, the composition of Board of Commissioners of PT Pelindo Multi Terminal is as follows:
1. President Commissioner and Independent Commissioner : Darwanto
2. Commissioner : Arman Depari
3. Commissioner : Ahmad Perwira Mulia Tarigan
4. Commissioner : Thanon Aria Dewangga
5. Independent Commissioner : Herbet Timbo Parluhutan Siahaan
6. Commissioner : Nicodemus Sitanggang

Keputusan Sirkuler Para Pemegang Saham PT Pelindo Multi Terminal Tentang Pemberhentian dan Pengangkatan Anggota Direksi Tanggal 1 Maret 2024

Pemegang Saham melalui Keputusan Sirkuler Para Pemegang Saham di Luar Rapat Umum Pemegang Saham PT Pelindo Multi Terminal No. KP.10.05/1 /3/8/RKTK/UTMA/PLND-24 dan No. SK. 03/1 /3/9/H KP /DRU/PSD-24 tanggal 1 Maret 2024 tentang Pemberhentian dan Pengangkatan Anggota Direksi PT Pelindo Multi Terminal, memutuskan untuk:
1. Memberhentikan dengan hormat nama-nama tersebut di bawah ini sebagai anggota Direksi PT Pelindo Multi Terminal:
   a. Yon Irawan: Direktur Utama
   b. Zuhri Iryansyah: Direktur Teknik

   Yang masing-masing diangkat berdasarkan Keputusan Sirkuler Pemegang Sa ham di Luar Rapat Umum Pemegang Saham Nomor: KP.03/24/2/2/RKTK/UTMA/PLND-23 dan SK.03/24/2/HKP/DRU/PSD-23 tanggal 24 Februari 2023 tentang Pemberhentian dan Pengangkatan Anggota Direksi PT Pelindo Multi Terminal, dengan ucapan terima kasih atas segala sumbangan tenaga dan pikirannya selama memangku jabatan tersebut.
2. Mengangkat nama-nama tersebut di bawah ini sebagai anggota Direksi PT Pelindo Multi Terminal:
   a. Ary Henryanto: Direktur Utama
   b. Yarham Harid: Direktur Teknik

Circular Resolution of Shareholders of PT Pelindo Multi Terminal Regarding Dismissal and Appointment of Members of Board of Directors dated March 1, 2024

Shareholders through the Circular Resolution of Shareholders in lieu of General Meeting of Shareholders of PT Pelindo Multi Terminal No. KP.10.05/1/3/8/RKTK/UTMA/PLND-24 and No. SK. 03/1/3/9/H KP /DRU/PSD24 dated March 1, 2024 concerning Dismissal and Appointment of Members of Board of Directors of PT Pelindo Multi Terminal, decided to:
1. Honorably dismiss the names below as members of Board of Directors of PT Pelindo Multi Terminal:
   a. President Director : Yon Irawan
   b. Technical Director : Zuhri Iryansyah

Who were each appointed based on the Circular Resolution of Shareholders in lieu of General Meeting of Shareholders No: KP.03/24/2/2/RKTK/UTMA/PLND-23 and SK.03/24/2/HKP/DRU/PSD-23 dated February 24, 2023 concerning the Dismissal and Appointment of Members of Board of Directors of PT Pelindo Multi Terminal, with gratitude for all their contributions of energy and thoughts while holding the position.
2. Appoint the names below as members of Board of Directors of PT Pelindo Multi Terminal:
   a. Ary Henryanto : President Director
   b. Yarham Harid : Technical Director

Keputusan ini berlaku sejak 1 Maret 2024. Dengan adanya Keputusan ini maka susunan Anggota Direksi PT Pelindo Multi Terminal adalah sebagai berikut:

a. Direktur Utama: Ary Henryanto
b. Direktur Strategi dan Komersial: Rizki Kurniawan
c. Direktur Operasi: Arif Rusman Yulianto
d. Direktur Teknik: Yarham Harid
e. Direktur SDM: Edi Priyanto
f. Direktur Keuangan dan Manajamen Risiko: Yoni Setiawan

This Resolution is effective since March 1, 2024. With this Resolution, the composition of Board of Directors of PT Pelindo Multi Terminal is as follows:

a. President Director : Ary Henryanto
b. Strategy and Commercial Director : Rizki Kurniawan
c. Operations Director : Arif Rusman Yulianto :
d. Technical Director : Yarham Harid
e. Human Resource Director: Edi Priyanto
f. Finance and Risk Management Director: Yoni Setiawan

Keputusan Sirkuler Para Pemegang Saham PT Pelindo Multi Terminal Tentang Pemberhentian Anggota Dewan Komisaris Tanggal 26 November 2024

Pemegang Saham melalui Keputusan Sirkuler Para Pemegang Saham di Luar Rapat Umum Pemegang Saham PT Pelindo Multi Terminal No. SK.03/26/11/4/RKTK/UTMA/PLND-24 dan No. SK.03/26/11/3/HKPD/UTMA/PSD-24 tanggal 26 November 2024 tentang Pemberhentian Anggota Dewan Komisaris PT Pelindo Multi Terminal, memutuskan untuk memberhentikan dengan hormat Nicodemus Sitanggang sebagai Komisaris PT Pelindo Multi Terminal yang diangkat berdasarkan Keputusan Sirkuler Pemegang Saham di Luar Rapat Umum Pemegang Saham No. KP. 1 0.05/1 /3/1 0/RKTK/UTMA/PLND-24 dan No. SK.03/1 /3/1 0/H KP/D RU/PSD-24tanggal 1Maret 2024 Tentang Pengangkatan Anggota Dewan Komisaris PT Pelindo Multi Terminal, dengan ucapan terima kasih atas segala sum bangan tenaga dan pikirannya selama memangku jabatan tersebut. Keputusan ini berlaku sejak 26 November 2024. Dengan adanya Keputusan ini maka susunan Anggota Dewan Komisaris PT Pelindo Multi Terminal adalah sebagai berikut:

1. Komisaris Utama merangkap Komisaris Independen: Darwanto
2. Komisaris: Arman Depari
3. Komisaris: Ahmad Perwira Mulia Tarigan
4. Komisaris: Thanon Aria Dewangga
5. Komisaris Independen: Herbert Timbo Parluhutan Siahaan

Circular Resolution of Shareholders of PT Pelindo Multi Terminal Regarding Dismissal of Members of Board of Commissioners dated November 26, 2024

Shareholders through the Circular Resolution of Shareholders in lieu of General Meeting of Shareholders of PT Pelindo Multi Terminal No. SK.03/26/11/4/RKTK/ UTMA/PLND-24 and No. SK.03/26/11/3/HKPD/UTMA/PSD24 dated November 26, 2024 concerning Dismissal of Members of Board of Commissioners of PT Pelindo Multi Terminal, decided to honorably dismiss Nicodemus Sitanggang as Commissioner of PT Pelindo Multi Terminal who was appointed based on the Circular Resolution of Shareholders in lieu of General Meeting of Shareholders No. KP. 10.05/1/3/10/RKTK/UTMA/PLND-24 and No. SK.03/1/3/10/HKP/DRU/PSD-24 dated March 1, 2024 Concerning the Appointment of Members of Board of Commissioners of PT Pelindo Multi Terminal, with gratitude for all contributions of energy and thoughts during tenure. This decree is effective from November 26, 2024. With this Decree, the composition Board of Commissioners of PT Pelindo MultiTerminal is as follows:

1. President Commissioner and Independent Commissioner : Darwanto
2. Commissioner : Arman Depari
3. Commissioner : Ahmad Perwira Mulia Tarigan
4. Commissioner : Thanon Aria Dewangga
5. Independent Commissioner : Herbert Timbo Parluhutan Siahaan

Keputusan Sirkuler Para Pemegang Saham PT Pelindo Multi Terminal Tentang Pengangkatan Anggota Dewan Komisaris Tanggal 9 Desember 2024

Pemegang Saham melalui Keputusan Sirkuler Para Pemegang Saham di Luar Rapat Umum Pemegang Saham PT Pelindo Multi Terminal No. SK.03/9/12/2/RKTK/UTMA/PLND-24 dan No. SK.03/9/12/2/HKPD/ UTMA/PSD-24 tanggal 9 Desember 2024 tentang Pengangkatan Anggota Dewan Komisaris, memutuskan untuk mengangkat Aan Rusdianto sebagai Komisaris Independen PT Pelindo Multi Terminal. Keputusan ini berlaku sejak 9 Desember 2024.

Dengan adanya keputusan ini, maka susunan Anggota Dewan Komisaris PT Pelindo Multi Terminal adalah sebagai berikut:

1. Komisaris Utama merangkap Komisaris Independen: Darwanto
2. Komisaris: Arman Depari
3. Komisaris: Ahmad Perwira Mulia Tarigan
4. Komisaris: Thanon Aria Dewangga
5. Komisaris Independen: Herbert Timbo Parluhutan Siahaan
6. Komisaris Independen: Aan Rusdianto

Circular Resolution of Shareholders of PT Pelindo Multi Terminal Regarding Appointment of Members of Board of Commissioners dated December 9, 2024

Shareholders through the Circular Resolution of Shareholders in lieu of General Meeting of Shareholders of PT Pelindo Multi Terminal No. SK.03/9/12/2/RKTK/UTMA/PLND-24 and No. SK.03/9/12/2/HKPD/UTMA/PSD-24 dated December 9, 2024 concerning the Appointment of Members of Board of Commissioners, decided to appoint Aan Rusdianto as Independent Commissioner of PT Pelindo Multi Terminal.

This Resolution is effective since December 9, 2024. With this Resolution, the composition of Board of Commissioners of PT Pelindo Multi Terminal is as follows:

1. President Commissioner and Independent Commissioner : Darwanto
2. Commissioner : Arman Depari
3. Commissioner : Ahmad Perwira Mulia Tarigan
4. Commissioner : Thanon Aria Dewangga
5. Independent Commissioner : Herbet Timbo Parluhutan Siahaan
6. Independent Commissioner : Aan Rusdianto

Dewan Komisaris
Board of Commissioners

Dewan Komisaris merupakan organ Perusahaan yang memiliki peran dalam melaksanakan fungsi pengawasan terhadap pengelolaan dan jalannya kegiatan usaha Perusahaan, serta memberikan arahan dan nasihat kepada Direksi. Pelaksanaan fungsi tersebut mengacu pada ketentuan Anggaran Dasar Perusahaan dan peraturan perundang-undangan yang berlaku, termasuk Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas.

Dalam menjalankan tugasnya, Dewan Komisaris melakukan pengawasan atas kebijakan pengurusan, pelaksanaan strategi, serta pengelolaan Perusahaan yang dijalankan oleh Direksi. Selain itu, Dewan Komisaris turut memberikan pandangan dan rekomendasi strategis guna mendukung pencapaian tujuan dan kinerja Perusahaan.

Sebagai upaya memastikan pelaksanaan fungsi pengawasan dan hubungan kerja dengan Direksi berjalan secara efektif, Dewan Komisaris berpedoman pada *Board Manual* yang mengatur mekanisme kerja serta tata hubungan antara Dewan Komisaris dan Direksi. Dalam setiap pelaksanaan tugas dan pengambilan keputusan, Dewan Komisaris senantiasa menjunjung tinggi prinsip-prinsip Tata Kelola Perusahaan yang Baik sebagai landasan dalam menjalankan fungsi pengawasan secara profesional, independen, dan bertanggung jawab.

MASA JABATAN DEWAN KOMISARIS

Anggota Dewan Komisaris diangkat untuk masa jabatan selama 5 (lima) tahun sesuai dengan ketentuan Anggaran Dasar Perusahaan dan dimungkinkan untuk diangkat kembali untuk 1 (satu) periode jabatan berikutnya. Penetapan maupun pengangkatan kembali anggota Dewan Komisaris dilakukan melalui keputusan RUPS dengan mempertimbangkan kebutuhan dan kepentingan Perusahaan.

Selain itu, anggota Dewan Komisaris juga dapat diberhentikan sewaktu-waktu berdasarkan keputusan RUPS dengan disertai alasan yang jelas sesuai ketentuan yang berlaku. Adapun masa jabatan anggota Dewan Komisaris dinyatakan berakhir apabila terjadi kondisi sebagai berikut:

1. Meninggal dunia;
2. Masa jabatan berakhir;
3. Diberhentikan berdasarkan RUPS; dan/atau
4. Tidak lagi memenuhi persyaratan sebagai anggota Dewan Komisaris berdasarkan Anggaran Dasar dan peraturan perundang-undangan lainnya.

Board of Commissioners is a corporate organ that plays a role in exercising supervisory functions over the management and conduct of the Company's business activities, as well as providing guidance and advice to Board of Directors. The performance of these functions is governed by the provisions of the Company's Articles of Association and applicable laws and regulations, including Law No. 40 of 2007 on Limited Liability Companies.

In carrying out its duties, Board of Commissioners supervises management policies, implementation of strategies, and management of the Company as carried out by Board of Directors. Furthermore, Board of Commissioners provides strategic insights and recommendations to support the achievement of the Company's objectives and performance.

To ensure that its supervisory functions and working relationship with Board of Directors operate effectively, Board of Commissioners adheres to the Board Manual, which sets out the working mechanisms and framework governing the relationship between Board of Commissioners and Board of Directors. In the performance of its duties and decision-making, Board of Commissioners consistently upholds the Good Corporate Governance principles as the foundation for carrying out its supervisory functions in a professional, independent and responsible manner.

BOARD OF COMMISSIONERS' TENURE

Members of Board of Commissioners are appointed for a term of 5 (five) years in accordance with the provisions of the Company's Articles of Association and may be reappointed for a further 1 (one) term. The appointment and reappointment of members of Board of Commissioners are made by resolution of the GMS, taking into account the Company's needs and interests.

Furthermore, members of Board of Commissioners may also be dismissed at any time by resolution of the GMS with clear grounds in accordance with applicable regulations. The tenure of a member of Board of Commissioners shall be deemed to have ended if any of the following conditions arise:

1. Passed away;
2. The tenure ends;
3. Dismissed based on GMS; and/or
4. No longer fulfill the requirements as a member of Board of Commissioners based on the Articles of Association and other laws and regulations.

KRITERIA DAN/ATAU PERSYARATAN ANGGOTA DEWAN KOMISARIS

Persyaratan Umum

Pihak yang dapat diangkat sebagai anggota Dewan Komisaris adalah individu yang memiliki kecakapan hukum untuk melakukan perbuatan hukum sesuai dengan ketentuan peraturan perundang-undangan yang berlaku. Namun demikian, seseorang tidak dapat diangkat sebagai anggota Dewan Komisaris apabila dalam jangka waktu 5 (lima) tahun sebelum pengangkatannya pernah mengalami kondisi sebagai berikut:

1. Dinyatakan pailit;
2. Menjadi anggota Direksi atau anggota Dewan Komisaris atau anggota Dewan Pengawas yang dinyatakan bersalah menyebabkan suatu perusahaan atau Perum dinyatakan pailit; atau
3. Dihukum karena melakukan tindak pidana yang merugikan keuangan negara dan/atau yang berkaitan dengan sektor keuangan.

Pemenuhan persyaratan tersebut, dibuktikan dengan surat pernyataan yang ditandatangani oleh calon anggota Dewan Komisaris dan surat tersebut disimpan oleh Perusahaan.

Persyaratan Lainnya

Selain memenuhi persyaratan umum, pengangkatan anggota Dewan Komisaris juga dilaksanakan dengan mempertimbangkan persyaratan yang diatur dalam peraturan perundang-undangan yang berlaku.

JUMLAH, KOMPOSISI, DAN SUSUNAN DEWAN KOMISARIS TAHUN 2025

Kebijakan

1. Dewan Komisaris terdiri atas 1 (satu) anggota atau lebih;
2. Dalam hal Dewan Komisaris terdiri lebih dari 1 (satu) orang anggota, maka salah seorang anggota Dewan Komisaris diangkat sebagai Komisaris Utama;
3. Pengangkatan anggota Dewan Komisaris tidak bersamaan waktunya dengan pengangkatan anggota Direksi;
4. Anggota Dewan Komisaris diangkat dan diberhentikan oleh RUPS;
5. Dalam komposisi Dewan Komisaris, paling sedikit 20% (dua puluh persen) anggota Dewan Komisaris Independen yang ditetapkan pengangkatannya.

CRITERIA AND/OR REQUIREMENTS FOR MEMBERS OF BOARD OF COMMISSIONERS

General Requirements

A person who may be appointed as a member of Board of Commissioners is an individual who possesses the legal capacity to perform legal acts in accordance with the provisions of applicable laws and regulations. However, a person may not be appointed as a member of Board of Commissioners if, within a period of 5 (five) years prior to their appointment, they have been in any of the following circumstances:

1. Been declared bankrupt;
2. Served as a member of Board of Directors, Board of Commissioners, or Supervisory Board who was found guilty of causing a Company or Public Company to be declared bankrupt; or
3. Been convicted of a criminal offense that caused financial loss to the state and/or was related to the financial sector.

Compliance with these requirements must be proven with a declaration letter signed by the prospective member of Board of Commissioners, and the letter shall be retained by the Company.

Other Requirements

In addition to meeting the general requirements, the appointment of Board of Commissioners' members must also take into account the requirements stipulated in the prevailing laws and regulations.

NUMBER, COMPOSITION AND STRUCTURE OF BOARD OF COMMISSIONERS IN 2025

Policy

1. Board of Commissioners consists of 1 (one) member or more;
2. In the event that Board of Commissioners consists of more than 1 (one) member, one of the members of Board of Commissioners is appointed as President Commissioner;
3. The appointment of Board of Commissioners' members does not coincide with the appointment of Board of Directors' members;
4. Members of Board of Commissioners are appointed and dismissed by the GMS;
5. In the composition of Board of Commissioners, at least 20% (twenty percent) members of Board of Commissioners are independent whose appointment is determined.

Adapun komposisi dan susunan Dewan Komisaris per 31 Desember 2025, sebagai berikut:

The composition and structure of Board of Commissioners as of December 31, 2025, are as follows:

Komposisi dan Susunan Dewan Komisaris per 31 Desember 2025
Composition and Structure of Board of Commissioners as of December 31, 2025

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Masa Jabatan Term of Service	Periode Jabatan Service Periode
Darwanto	Komisaris Utama merangkap sebagai Komisaris Independen President Commissioner concurrently Independent Commissioner	Keputusan Sirkuler Pemegang Saham di Luar RUPS No. KP.03/1/10/4/MTAK/UTMA/PLND-21 dan No. 156/HKO/D0003/2021 tanggal 1 Oktober 2021 Circular Resolution of Shareholders in lieu of the GMS No. KP.03/1/10/4/MTAK/UTMA/PLND-21 and No. 156/HKO/D0003/2021 dated October 1, 2021	1 Oktober 2021 s.d RUPS yang akan diselenggarakan di tahun 2026. October 1, 2021 until the GMS to be held in 2026.	Ke-1 1st
Arman Depari	Komisaris Commissioner			
Ahmad Perwira Mulia Tarigan	Komisaris Commissioner			
Herbert Timbo Parluhutan Siahaan	Komisaris Independen Independent Commissioner			
Aan Rusdianto	Komisaris Independen Independent Commissioner	Keputusan Sirkuler Pemegang Saham di Luar RUPS No. SK.03/9/12/2/RKTK/UTMA/PLND-24 dan No. SK.03/9/12/2/HKPD/UTMA/PSD-24 tanggal 9 Desember 2024 Circular Resolution of Shareholders in lieu of the GMS No. SK.03/9/12/2/RKTK/UTMA/PLND-24 and No. SK.03/9/12/2/HKPD/UTMA/PSD-24 dated December 9, 2024.	9 Desember 2024 s.d RUPS yang akan diselenggarakan di tahun 2029. December 9, 2024 until the GMS to be held in 2029.	

Profil seluruh anggota Dewan Komisaris dapat dilihat pada bab Profil Perusahaan pada Laporan Tahunan ini.

Profiles of all members of Board of Commissioners can be seen in the Company Profile chapter of this Annual Report.

Board Manual: Pedoman Tata Laksana Kerja Dewan Komisaris

Perusahaan telah menetapkan *Board Manual* atau Pedoman Tata Laksana Kerja sebagai acuan bagi Dewan Komisaris dalam melaksanakan fungsi pengawasan serta menjalankan hubungan kerja dengan Direksi dan organ perusahaan lainnya. Pedoman tersebut diberlakukan melalui Peraturan Direksi Nomor SK.01.01/1/12/1/HLTK/DIRU/PLMT-21 tanggal 1 Desember 2021 tentang Pedoman Tata Laksana Kerja Hubungan Dewan Komisaris dan Direksi (*Board Manual*) pada PT Pelindo Multi Terminal.

Board Manual disusun untuk memberikan panduan kerja yang terstruktur dan sistematis sehingga pelaksanaan tugas Dewan Komisaris dapat berjalan secara efektif dan selaras dengan prinsip Tata Kelola Perusahaan yang Baik. Dokumen ini juga menjadi landasan dalam menciptakan hubungan kerja yang profesional dan seimbang antara Dewan Komisaris dan Direksi. Secara umum, *Board Manual* memuat berbagai ketentuan penting yang berkaitan dengan fungsi, tugas, kewenangan, hak, kewajiban, serta tanggung jawab Dewan Komisaris.

Selain itu, pedoman tersebut juga mengatur aspek etika jabatan, mekanisme pengambilan keputusan, program pengenalan dan pengembangan kompetensi, peran organ

Board Manual: Board of Commissioners Work Procedure Guidelines

The Company has established a Board Manual or Guidelines on Working Procedures to serve as a reference for Board of Commissioners in carrying out their supervisory functions and managing working relationships with Board of Directors and other corporate organs. These guidelines were enacted through Board of Directors Regulation No. SK.01.01/1/12/1/HLTK/DIRU/PLMT-21 dated December 1, 2021, concerning Guidelines for Working Procedures Governing Relations between Board of Commissioners and Board of Directors (Board Manual) at PT Pelindo Multi Terminal.

This Board Manual has been drawn up to provide structured and systematic operational guidance so that the Board of Commissioners can carry out its duties effectively and in line with the principles of Good Corporate Governance. This document also serves as the foundation for establishing a professional and balanced working relationship between Board of Commissioners and the Board of Directors. In general, Board Manual contains various important provisions relating to the functions, duties, powers, rights, obligations and responsibilities of Board of Commissioners.

Furthermore, these guidelines also cover aspects of professional ethics, decision-making mechanisms, induction and competency development programmes, roles of the Board

pendukung Dewan Komisaris, sistem penilaian kinerja, tata hubungan kerja dengan Direksi, hingga pelaksanaan rapat Dewan Komisaris dan Direksi sebagai bagian dari penguatan mekanisme governansi di lingkungan Perusahaan.

TUGAS DEWAN KOMISARIS

Board Manual yang dimiliki Perusahaan telah mengatur secara jelas mengenai peran pengawasan atas kebijakan dan proses pengurusan Perusahaan yang dijalankan oleh Direksi, baik yang berkaitan dengan kegiatan usaha maupun pengelolaan Perusahaan secara keseluruhan. Selain fungsi pengawasan, Dewan Komisaris juga memberikan arahan dan nasihat kepada Direksi guna memastikan bahwa pengelolaan Perusahaan berjalan sesuai dengan kepentingan dan tujuan usaha yang telah ditetapkan.

Pelaksanaan tugas tersebut mencakup pengawasan terhadap implementasi Rencana Jangka Panjang Perusahaan (RJPP), Rencana Kerja dan Anggaran Perusahaan (RKAP), ketentuan Anggaran Dasar, keputusan RUPS, serta kepatuhan terhadap peraturan perundang-undangan yang berlaku. Dengan demikian, Dewan Komisaris berperan dalam memastikan bahwa setiap aktivitas pengelolaan Perusahaan dilaksanakan secara akuntabel, *prudent*, dan selaras dengan tujuan strategis Perusahaan.

WEWENANG DEWAN KOMISARIS

Wewenang yang dimiliki Dewan Komisaris untuk menunjang tugasnya antara lain meliputi:

1. Melihat buku-buku, surat-surat, serta dokumen-dokumen Perusahaan, memeriksa kas untuk keperluan verifikasi dan lain-lain, memeriksa surat berharga serta kekayaan Perusahaan;
2. Memasuki pekarangan, gedung, dan kantor yang dipergunakan oleh Perusahaan;
3. Meminta penjelasan dari Direksi dan/atau pejabat lainnya mengenai segala persoalan yang menyangkut pengelolaan Perusahaan;
4. Mengetahui segala kebijakan dan tindakan yang telah dan akan dijalankan oleh Direksi;
5. Meminta Direksi dan/atau pejabat lainnya di bawah Direksi dengan sepengetahuan Direksi untuk menghadiri rapat Dewan Komisaris;
6. Mengangkat Sekretaris Dewan Komisaris;
7. Memberhentikan sementara anggota Direksi sesuai dengan ketentuan Anggaran Dasar ini;
8. Membentuk Komite Audit, dan jika dianggap perlu, membentuk komite-komite lain dengan memperhatikan kemampuan Perusahaan;
9. Menggunakan tenaga ahli untuk hal tertentu dan dalam jangka waktu tertentu atas beban Perusahaan, jika dianggap perlu;
10. Melakukan tindakan yang merupakan kewenangan dan kewajiban Direksi dalam keadaan tertentu untuk jangka waktu tertentu sesuai dengan ketentuan Anggaran Dasar;

of Commissioners' support organs, performance appraisal systems, working relationships with Board of Directors, and the conduct of meetings of Board of Commissioners and Board of Directors as part of strengthening governance mechanisms within the Company.

BOARD OF COMMISSIONERS' DUTIES

The Company's Board Manual clearly sets out the supervisory role regarding the Company's policies and management processes carried out by Board of Directors, both in relation to business activities and the overall management of the Company. In addition to its supervisory function, Board of Commissioners also provides guidance and advice to Board of Directors to ensure that the Company is managed in accordance with its established business interests and objectives.

The performance of these duties includes supervising the implementation of the Company's Long-Term Plan (RJPP), the Company's Work Plan and Budget (RKAP), provisions of the Articles of Association, Resolutions of the GMS, and compliance with applicable laws and regulations. Thus, Board of Commissioners plays a role in ensuring that all activities relating to the management of the Company are carried out in an accountable and prudent manner, and in line with the Company's strategic objectives.

BOARD OF COMMISSIONERS' AUTHORITIES

The authorities held by the Board of Commissioners to support its duties include, amongst others:

1. Examine the Company's books, letters, and documents, check cash for verification purposes and others, check securities and assets of the Company;
2. Entering the grounds, buildings, and offices used by the Company;
3. Request explanations from Board of Directors and/or other officials regarding all issues concerning the management of the Company;
4. Acknowledge all policies and actions that have been and will be carried out by the Board of Directors;
5. Requesting Board of Directors and/or other officials under Board of Directors under the Board of Directors' consent to attend Board of Commissioners meetings;
6. Appoint the Secretary of Board of Commissioners;
7. Temporarily suspend members of Board of Directors in accordance with the Articles of Association;
8. Establish an Audit Committee, and if deemed necessary, establish other committees with due regard to the Company's capabilities;
9. Utilize experts for certain matters and within a certain period of time at the expense of the Company, if deemed necessary;
10. Perform actions that constitute the authority and obligation of Board of Directors in certain circumstances for a certain period of time in accordance with the Articles of Association;

11. Menghadiri rapat Direksi dan memberikan pandangan-pandangan terhadap hal-hal yang dibicarakan; dan
12. Melaksanakan kewenangan pengawasan lainnya sepanjang tidak bertentangan dengan peraturan perundang-undangan, Anggaran Dasar, dan/atau keputusan RUPS.

KEWAJIBAN DEWAN KOMISARIS

Sejalan dengan tugasnya, Dewan Komisaris memiliki kewajiban, yaitu:
1. Memberikan nasihat kepada Direksi dalam melaksanakan pengurusan Perusahaan;
2. Meneliti dan menelaah serta menandatangani RJPP dan RKAP yang ditetapkan Direksi, sesuai dengan ketentuan Anggaran Dasar Perusahaan;
3. Memberikan pendapat dan saran kepada RUPS mengenai RJPP dan RKAP mengenai alasan Dewan Komisaris menandatangani RJPP dan RKAP;
4. Mengikuti perkembangan kegiatan Perusahaan, memberikan pendapat dan saran kepada RUPS mengenai setiap masalah yang dianggap penting bagi kepengurusan Perusahaan;
5. Melaporkan dengan segera kepada RUPS apabila terjadi gejala menurunnya kinerja Perusahaan atau kejadian penting lain yang perlu diketahui oleh RUPS;
6. Meneliti dan menelaah laporan berkala dan laporan tahunan yang disiapkan Direksi serta menandatangani laporan tahunan;
7. Memberikan penjelasan, pendapat, dan saran kepada RUPS mengenai Laporan Tahunan, apabila diminta;
8. Menyusun program kerja tahunan dan dimasukkan dalam RKAP;
9. Membentuk Komite Audit bila dipandang perlu dan atas persetujuan RUPS;
10. Mengusulkan Akuntan Publik kepada RUPS;
11. Membuat Risalah Rapat Dewan Komisaris dan menyimpan salinannya;
12. Melaporkan kepada Perusahaan mengenai kepemilikan sahamnya dan/atau keluarganya pada Perusahaan dan perusahaan lain;
13. Memberikan laporan tentang tugas pengawasan yang telah dilakukan selama tahun buku yang baru lampau kepada RUPS; dan
14. Melaksanakan kewajiban lainnya dalam rangka tugas pengawasan dan pemberian nasihat, sepanjang tidak bertentangan dengan peraturan perundang-undangan, Anggaran Dasar, dan/atau keputusan RUPS.

TANGGUNG JAWAB DEWAN KOMISARIS

Tanggung jawab Dewan Komisaris sesuai *Board Manual* adalah:
1. Dalam melaksanakan tugasnya, Dewan Komisaris bertanggung jawab kepada RUPS;
2. Dalam melaksanakan tugasnya, setiap anggota Dewan Komisaris harus mematuhi Anggaran Dasar Perusahaan dan ketentuan peraturan perundang-undangan, serta

11. Attend Board of Directors meetings and provide views on matters discussed; and
12. Carry out other supervisory authority as long as does not conflict with laws and regulations, Articles of Association, and/or GMS resolutions.

BOARD OF COMMISSIONERS' DUTIES

In line with its responsibilities, Board of Commissioners has the following duties:
1. Provide advice to Board of Directors in carrying out the management of the Company;
2. Examining, reviewing and signing the RJPP and RKAP established by the Board of Directors, in accordance with the Company's Articles of Association;
3. Provide opinions and suggestions to the GMS on the RJPP and RKAP regarding the reasons for Board of Commissioners to sign the RJPP and RKAP;
4. Following the development of the Company's activities, providing opinions and suggestions to the GMS regarding any issues deemed important for the management of the Company;
5. Report immediately to the GMS if there are symptoms of the Company performance declining or other important events that need to be known by the GMS;
6. Examining and reviewing periodic reports and annual reports prepared by Board of Directors and signing the annual report;
7. Provide explanations, opinions and suggestions to the GMS regarding the Annual Report, if requested;
8. Prepare the annual work program and include it in the RKAP;
9. Establish an Audit Committee if deemed necessary and with the GMS approval;
10. Propose Public Accountant to the GMS;
11. Making Minutes of Board of Commissioners Meetings and keeping copies thereof;
12. Reporting to the Company regarding his/her and/or his/her family's share ownership in the Company and other companies;
13. Submit a report on supervisory duties that have been carried out during the past fiscal year to the GMS; and
14. Carry out other obligations in the context of supervisory and advisory duties, as long as do not conflict with laws and regulations, Articles of Association, and/or GMS resolutions.

BOARD OF COMMISSIONERS' RESPONSIBILITIES

Board of Commissioners' responsibilities according to the Board Manual are:
1. In carrying out its duties, Board of Commissioners is responsible to the GMS;
2. In performing their duties, each member of Board of Commissioners must comply with the Company's Articles of Association, laws and regulations, as well as

prinsip-prinsip profesionalisme, efisiensi, transparansi, kemandirian, akuntabilitas, pertanggungjawaban, serta kewajaran;
3. Setiap anggota Dewan Komisaris wajib dengan itikad baik, penuh kehati-hatian, dan bertanggung jawab dalam menjalankan tugas pengawasan dan pemberian nasihat kepada Direksi untuk kepentingan Perusahaan dan sesuai dengan maksud dan tujuan Perusahaan;
4. Setiap anggota Dewan Komisaris ikut bertanggung jawab secara pribadi atas kerugian Perusahaan apabila yang bersangkutan bersalah atau lalai menjalankan tugasnya sebagaimana dimaksud di atas;
5. Dalam hal Dewan Komisaris terdiri atas 2 (dua) anggota Dewan Komisaris atau lebih, tanggung jawab sebagaimana dimaksud di atas berlaku secara tanggung renteng bagi setiap anggota Dewan Komisaris.

the principles of professionalism, efficiency, transparency, independency, accountability, responsibility and fairness;
3. Each member of Board of Commissioners shall act in good faith, prudently, and responsibly in carrying out his/her supervisory and advisory duties to the Board of Directors for the benefit of the Company and in accordance with the purposes and objectives of the Company;
4. Each member of Board of Commissioners shall be personally liable for the Company's losses if he/she is guilty or negligent in performing his/her duties as referred to above;
5. In the event that Board of Commissioners consists of 2 (two) or more members of Board of Commissioners, the responsibility as referred to above shall apply jointly and severally to each member of Board of Commissioners.

HAK DEWAN KOMISARIS

Dewan Komisaris berhak memperoleh honorarium beserta tunjangan dan fasilitas lainnya sesuai dengan ketentuan yang ditetapkan Perusahaan. Penetapan jenis maupun besaran remunerasi tersebut dilakukan melalui keputusan RUPS dengan tetap memperhatikan ketentuan peraturan perundang-undangan yang berlaku. Selain honorarium dan fasilitas penunjang jabatan, anggota Dewan Komisaris juga dapat memperoleh santunan purna jabatan sesuai kebijakan yang telah ditetapkan.

BOARD OF COMMISSIONERS' RIGHTS

Board of Commissioners members are entitled to receive honoraria, along with allowances and other benefits, in accordance with the provisions laid down by the Company. The type and amount of such remuneration are determined by a resolution of the GMS, whilst taking into account the provisions of applicable laws and regulations. In addition to honoraria and benefits related to their positions, members of Board of Commissioners may also receive post-retirement benefits in accordance with established policy.

PEMBAGIAN TUGAS ANTAR DEWAN KOMISARIS

Dewan Komisaris telah menetapkan pembagian tugas di antara para anggotanya sesuai dengan bidang dan ruang lingkup pengawasan masing-masing. Pengaturan tersebut dituangkan dalam Keputusan Dewan Komisaris Nomor: KP 03 Tahun 2025 tanggal 26 September 2025 tentang Pembagian Tugas Dewan Komisaris PT Pelindo Multi Terminal.

Adapun pembagian tugas antar anggota Dewan Komisaris berdasarkan keputusan tersebut adalah sebagai berikut:

DIVISION OF DUTIES AMONG MEMBERS OF BOARD OF COMMISSIONERS

Board of Commissioners has established a division of duties among its members in accordance with their respective areas and scopes of supervision. This arrangement is set forth in Board of Commissioners Resolution No. KP 03 of 2025, dated September 26, 2025, regarding Division of Duties of Board of Commissioners of PT Pelindo Multi Terminal.

The division of duties among members of Board of Commissioners based on this decree is as follows:

Darwanto (Komisaris Utama merangkap sebagai Komisaris Independen) (President Commissioner and Independent Commissioner)	
Melakukan pengawasan pada bidang Operasi, Manajemen Risiko, Tata Kelola, Permasalahan Strategis, dan Hubungan Antar Lembaga, serta bertugas sebagai Ketua Komite Pemantau Risiko.	Performing supervision on the Operations, Risk Management, Corporate Governance, Strategic Issues and Inter-institutional Relations, and serving as Chairman of Risk Monitoring Committee.
Arman Depari (Komisaris) (Commissioner)	
Melakukan pengawasan pada bidang Strategi dan Komersial, bidang Pengadaan, serta bertugas sebagai Wakil Ketua Komite Audit.	Performing supervision on the Strategy and Commercial, Procurement, and serving as Vice Chairman of Audit Committee.
Ahmad Perwira Mulia Tarigan (Komisaris) (Commissioner)	
Melakukan pengawasan pada bidang Sumber Daya Manusia dan Teknik, serta bertugas sebagai Wakil Ketua Komite Nominasi dan Remunerasi.	Performing supervision on the Human Capital and Technical, and serving as Vice Chairman of Nomination and Remuneration Committee.

Herbert Timbo Parluhutan Siahaan (Komisaris Independen) (Commissioner)	
Melakukan pengawasan pada bidang Sumber Daya Manusia dan Sekretaris Perusahaan serta bertugas sebagai Ketua Komite Nominasi dan Remunerasi.	Performing supervision on the Human Capital and Corporate Secretary functions, and serving as Chairman of Nomination and Remuneration Committee.
Aan Rusdianto (Komisaris Independen) (Independent Commissioner)	
Melakukan pengawasan pada bidang Keuangan dan Satuan Pengawasan Internal, serta bertugas sebagai Ketua Komite Audit.	Performing supervision on the Finance and Internal Audit functions, and serving as Chairman of Audit Committee.

RINCIAN TUGAS KOMISARIS UTAMA

Komisaris Utama memegang peranan strategis dalam mengoordinasikan pelaksanaan fungsi pengawasan Dewan Komisaris agar berjalan secara efektif dan selaras dengan tujuan Perusahaan. Selain itu, Komisaris Utama juga berperan dalam menjaga efektivitas proses pengambilan keputusan di lingkup Dewan Komisaris serta mendorong terciptanya koordinasi yang baik antaranggota. Adapun tugas dan tanggung jawab Komisaris Utama dalam pelaksanaan tata kelola perusahaan meliputi hal-hal sebagai berikut:

1. Memimpin Dewan Komisaris, termasuk mengatur agenda, memimpin rapat Dewan Komisaris secara berkala, serta memastikan rapat berjalan tertib, produktif, dan menghasilkan keputusan strategis yang sesuai dengan tujuan Perusahaan.
2. Mengoordinasikan tugas dan pembagian peran antaranggota Dewan Komisaris, agar pengawasan terhadap aspek strategis, keuangan, operasional, risiko, kepatuhan, dan keberlanjutan dapat dilakukan secara terarah dan menyeluruh.
3. Memastikan pelaksanaan fungsi pengawasan berjalan sesuai prinsip GCG, termasuk mengawal penerapan nilai-nilai etika, integritas, transparansi, akuntabilitas, dan keberlanjutan di lingkungan Perusahaan.
4. Menjembatani komunikasi antara Dewan Komisaris dengan Direksi, guna membangun sinergi yang konstruktif tanpa mengurangi independensi masing-masing organ.
5. Mengarahkan dan mengawasi kinerja komite-komite di bawah Dewan Komisaris, termasuk Komite Audit, Komite Nominasi dan Remunerasi, serta Komite Pemantau Risiko, serta memastikan bahwa seluruh rekomendasinya ditindaklanjuti secara tepat.
6. Memberikan evaluasi dan masukan strategis kepada Direksi, baik secara langsung maupun melalui mekanisme rapat bersama, dalam hal perencanaan bisnis, realisasi kinerja, mitigasi risiko, serta kebijakan strategis perusahaan.
7. Mengoordinasikan penyusunan laporan pengawasan tahunan Dewan Komisaris, termasuk melakukan *review* terhadap implementasi kebijakan strategis Perusahaan dan pelaksanaan GCG oleh Direksi.
8. Menjalin komunikasi dengan pemegang saham dan pemangku kepentingan utama, terutama dalam menyampaikan pandangan Dewan Komisaris atas prospek usaha dan keberlangsungan Perusahaan di masa depan.

DETAILS OF PRESIDENT COMMISSIONER'S DUTIES

President Commissioner plays a strategic role in coordinating the supervisory functions of Board of Commissioners to ensure they are carried out effectively and in line with the Company's objectives. Furthermore, President Commissioner is also responsible for ensuring the effectiveness of decision-making processes within the Board of Commissioners and for fostering good coordination amongst its members. The duties and responsibilities of President Commissioner in the implementation of corporate governance include the following:

1. Leading the Board of Commissioners, including organizing agendas, chairing regular Board meetings, and ensuring that meetings are orderly, productive, and result in strategic decisions aligned with the Company's objectives.
2. Coordinating the tasks and division of roles among the members of Board of Commissioners to ensure comprehensive and focused supervision over strategic, financial, operational, risk, compliance, and sustainability aspects.
3. Ensuring that the supervisory function is implemented in accordance with GCG (Good Corporate Governance) principles, including upholding ethical values, integrity, transparency, accountability, and sustainability within the Company.
4. Acting as a liaison between Board of Commissioners and Board of Directors to foster constructive synergy without compromising the independence of either organ.
5. Directing and supervising the performance of committees under Board of Commissioners, including Audit Committee, Nomination and Remuneration Committee, and Risk Monitoring Committee, as well as ensuring that all their recommendations are properly followed up.
6. Providing evaluations and strategic input to Board of Directors, either directly or through joint meetings, regarding business planning, performance realization, risk mitigation, and strategic Company policies.
7. Coordinating the preparation of annual supervisory report of Board of Commissioners, including reviewing the implementation of strategic policies and the application of GCG by Board of Directors.
8. Maintaining communication with shareholders and key stakeholders, particularly in conveying the Board of Commissioners' views on business prospects and the future sustainability of the Company.

JENIS KEPUTUSAN YANG MEMERLUKAN PERSETUJUAN DEWAN KOMISARIS

Dewan Komisaris memiliki kewenangan untuk memberikan persetujuan atas sejumlah keputusan strategis yang diambil oleh Direksi dan berpotensi memengaruhi keberlangsungan usaha, arah kebijakan, maupun struktur Perusahaan. Kewenangan tersebut merupakan bagian dari mekanisme *checks and balances* fungsi antara Direksi sebagai organ pengelola dan Dewan Komisaris sebagai organ pengawas sesuai dengan ketentuan peraturan perundang-undangan, Anggaran Dasar, serta kebijakan internal Perusahaan.

Pemberian persetujuan oleh Dewan Komisaris dilakukan untuk memastikan bahwa setiap keputusan strategis telah melalui proses kajian yang memadai dan mempertimbangkan kepentingan Perusahaan dalam jangka panjang. Adapun beberapa keputusan Direksi yang memerlukan persetujuan terlebih dahulu dari Dewan Komisaris antara lain meliputi:

1. Penetapan Rencana Kerja dan Anggaran Perusahaan (RKAP) serta revisinya, sebelum disampaikan kepada Pemegang Saham untuk mendapatkan pengesahan.
2. Rencana pengeluaran modal (*capital expenditure*) untuk proyek strategis atau investasi baru yang melebihi batas kewenangan Direksi, sebagaimana ditetapkan dalam ketentuan internal atau persetujuan RUPS.
3. Kerja sama strategis, akuisisi, pelepasan aset, dan investasi jangka panjang, baik berupa pembentukan anak perusahaan, *joint venture*, maupun penyertaan modal di entitas lain.
4. Pengalihan atau pembebanan aset tetap Perusahaan, terutama aset yang bernilai material dan/atau bersifat strategis.
5. Penetapan struktur organisasi pada level tertentu, termasuk pengangkatan atau pemberhentian pejabat satu level di bawah Direksi, bila diatur demikian dalam kebijakan internal.
6. Usulan perubahan anggaran dasar, termasuk perubahan modal, susunan organ Perusahaan, dan maksud serta tujuan Perusahaan, sebelum disampaikan ke RUPS.
7. Rencana pinjaman jangka panjang, penerbitan surat utang, atau penjaminan utang yang melebihi batasan tertentu yang ditetapkan oleh RUPS atau kebijakan internal Perusahaan.
8. Penetapan dan evaluasi kebijakan remunerasi dan tunjangan bagi Direksi dan organ pendukung Dewan Komisaris, dalam rangka mendukung prinsip transparansi dan akuntabilitas.
9. Penerapan kebijakan tata kelola Perusahaan, manajemen risiko, dan pengendalian internal, termasuk pedoman etika dan integritas, bila berdampak pada struktur dan budaya organisasi.
10. Keputusan lain yang berdasarkan peraturan perundang-undangan, Anggaran Dasar, atau keputusan RUPS disyaratkan untuk mendapat persetujuan Dewan Komisaris.

TYPES OF DECISIONS THAT REQUIRE THE APPROVAL OF BOARD OF COMMISSIONERS

Board of Commissioners has the authority to approve a number of strategic decisions taken by the Board of Directors which may affect the Company's business continuity, policy direction or structure. This authority forms part of the checks and balances mechanism between Board of Directors, as the managing organ, and Board of Commissioners, as the supervisory organ, in accordance with the provisions of legislation, Articles of Association and the Company's internal policies.

Approval by the Board of Commissioners is granted to ensure that every strategic decision has undergone an adequate review process and takes into account the Company's long-term interests. Some of the decisions made by the Board of Directors that require prior approval from Board of Commissioners include:

1. Determination of the Company's Work Plan and Budget (RKAP) and its revisions, before being submitted to Shareholders for approval.
2. Capital expenditure plans for strategic projects or new investments that exceed the authority of Board of Directors, as stipulated in internal provisions or approval from the GMS.
3. Strategic cooperation, acquisitions, asset disposals, and long-term investments, either in the form of establishing subsidiaries, joint ventures, or equity participation in other entities.
4. Transfer or encumbrance of the Company's fixed assets, especially assets that have material value and/or are strategic.
5. Determination of organizational structure at a certain level, including the appointment or dismissal of officials one level below the Board of Directors, if regulated as such in internal policies.
6. Proposals for changes to the articles of association, including changes to capital, composition of the Company's organs, and the Company's intent and purpose, before being submitted to the GMS.
7. Plans for long-term loans, issuance of debt securities, or debt guarantees that exceed certain limits set by the GMS or internal Company policies.
8. Determination and evaluation of remuneration and allowance policies for Board of Directors and supporting organs of Board of Commissioners, in order to support the principles of transparency and accountability.
9. Implementation of corporate governance policies, risk management, and internal control, including ethical and integrity guidelines, if they have an impact on the structure and culture of organization.
10. Other decisions based on laws and regulations, Articles of Association, or resolutions of the GMS are required to obtain approval from Board of Commissioners.

Persetujuan terhadap keputusan-keputusan strategis tersebut diberikan oleh Dewan Komisaris melalui forum rapat yang dilaksanakan secara berkala maupun melalui mekanisme keputusan sirkuler sesuai dengan ketentuan yang berlaku di lingkungan Perusahaan. Proses tersebut dilakukan sebagai bagian dari pelaksanaan fungsi pengawasan agar setiap keputusan penting yang diambil Direksi memperoleh pertimbangan dan pengawasan yang memadai.

RAPAT DEWAN KOMISARIS

Kebijakan

Sesuai dengan ketentuan yang diatur dalam *Board Manual*, Dewan Komisaris wajib menyelenggarakan rapat secara berkala sekurang-kurangnya 1 (satu) kali dalam setiap bulan sebagai bagian dari pelaksanaan fungsi pengawasan dan koordinasi. Pelaksanaan rapat dapat dilakukan secara tatap muka maupun melalui sarana komunikasi elektronik seperti telekonferensi atau video konferensi, sepanjang memungkinkan seluruh peserta rapat untuk saling berinteraksi, melihat, mendengar, dan berpartisipasi secara langsung dalam pembahasan rapat. Adapun ketentuan mengenai penyelenggaraan Rapat Dewan Komisaris adalah sebagai berikut:

1. Seluruh Rapat Dewan Komisaris dipimpin oleh Komisaris Utama. Dalam hal Komisaris Utama tidak hadir atau berhalangan, rapat dipimpin oleh seorang anggota Dewan Komisaris lainnya yang ditunjuk oleh Komisaris Utama. Dalam hal Komisaris Utama tidak melakukan penunjukan, maka anggota Dewan Komisaris yang paling lama menjabat sebagai anggota Dewan Komisaris bertindak sebagai pimpinan rapat Dewan Komisaris, atau apabila terdapat lebih dari 2 (dua) anggota Dewan Komisaris yang tertua dalam jabatan, maka yang tertua usia bertindak sebagai pimpinan rapat.
2. Rapat Dewan Komisaris adalah sah dan berhak mengambil keputusan yang mengikat apabila dihadiri atau diwakili oleh lebih dari 1/2 (satu per dua) jumlah anggota Dewan Komisaris. Semua keputusan dalam rapat Dewan Komisaris diambil dengan musyawarah untuk mufakat. Apabila melalui musyawarah tidak tercapai mufakat, maka keputusan Rapat Dewan Komisaris diambil dengan suara terbanyak biasa. Peserta rapat yang tidak hadir pada saat pengambilan keputusan akan dilaksanakan harus dihubungi untuk segera kembali mengikuti proses rapat. Jika tidak berhasil dihubungi, maka peserta rapat tersebut dianggap menyetujui keputusan rapat yang diambil.
3. Setiap anggota Dewan Komisaris berhak untuk mengeluarkan 1 (satu) suara dan ditambah 1 (satu) suara untuk anggota Dewan Komisaris yang diwakilinya. Apabila jumlah suara setuju dan tidak setuju sama banyaknya, maka keputusan rapat adalah yang sama dengan pendapat pimpinan rapat, dengan tetap memperhatikan ketentuan mengenai pertanggungjawaban sebagaimana diatur dalam Anggaran Dasar Perusahaan, kecuali mengenai diri orang, pengambilan keputusan rapat dilakukan dengan pemilihan secara tertutup. Suara blanko (*abstain*) dianggap menyetujui hasil keputusan rapat. Suara yang tidak sah dianggap tidak ada dan tidak dihitung dalam menentukan jumlah suara yang dikeluarkan dalam rapat.

Approval of these strategic decisions is granted by the Board of Commissioners through meetings held at regular intervals or via a circular resolution mechanism, in accordance with the Company's applicable regulations. This process forms part of the exercise of supervisory functions to ensure that every important decision taken by the Board of Directors is subject to adequate consideration and supervision.

BOARD OF COMMISSIONERS' MEETING

Policy

In accordance with the provisions set out in the Board Manual, Board of Commissioners is required to hold regular meetings at least 1 (one) time per month as part of the performance of its supervisory and coordination functions. Meetings can be held in person or via electronic means of communication such as teleconferencing or videoconferencing, provided that all participants are able to interact with one another, see and hear each other, and participate directly in the meeting's discussions. The provisions regarding the conduct of Board of Commissioners' meetings are as follows:

1. All Board of Commissioners meetings are chaired by President Commissioner. In the event that the President Commissioner is absent or unavailable, the meeting shall be chaired by another member of Board of Commissioners appointed by President Commissioner. If President Commissioner does not make such an appointment, then the member of Board of Commissioners who has served the longest shall act as the chair of meeting. If there is more than one member with the same length of service, then the oldest by age shall act as the chair of meeting.
2. Board of Commissioners meeting are valid and entitled to make binding decisions if attended or represented by more than half (1/2) of the total members of Board of Commissioners. All decisions in Board of Commissioners' meetings shall be made based on deliberation to reach consensus. If consensus cannot be reached through deliberation, decisions shall be made by a simple majority vote. Any meeting participant not present during the decision-making process must be contacted to immediately rejoin the meeting. If they cannot be reached, they are deemed to have approved the decision made in the meeting.
3. Each member of Board of Commissioners is entitled to cast 1 (one) vote and an additional 1 (one) vote for the member of Board of Commissioners he/she represents. If the number of votes for and against is equal, the meeting decision shall be the same as the meeting chairman's opinion, with due observance of the provisions regarding accountability as stipulated in the Company's Articles of Association, except regarding the person, the meeting decision is made by closed election. A blank vote (abstain) shall be deemed to approve the resolutions of the meeting. Invalid votes are considered to be absent and are not counted in determining the number of votes cast in the meeting.

4. Dalam hal terdapat usulan lebih dari 2 (dua) alternatif dan hasil pemungutan suara belum mendapatkan satu alternatif dengan suara lebih dari 1/2 bagian dari jumlah suara yang dikeluarkan, maka dilakukan pemilihan ulang terhadap 2 (dua) alternatif yang memperoleh suara terbanyak sehingga salah satu alternatif memperoleh suara lebih dari 1/2 bagian dari jumlah suara yang dikeluarkan.
5. Hasil-hasil keputusan rapat disusun dalam lembar keputusan rapat sebagai bagian yang tidak terpisahkan dari risalah rapat. Risalah rapat tersebut harus ditandatangani oleh pimpinan rapat dan seluruh anggota Dewan Komisaris yang hadir dalam rapat.
6. Khusus terhadap agenda lain-lain, rapat Dewan Komisaris tidak berhak mengambil keputusan kecuali semua anggota Dewan Komisaris atau wakilnya yang sah hadir dan menyetujui penambahan agenda rapat tersebut.

Sementara itu, tentang perbedaan pendapat diatur sebagai berikut:

1. Perbedaan pendapat yang terjadi harus dimasukkan dalam Risalah Rapat dan anggota Dewan Komisaris yang berbeda pendapat harus mengungkapkan alasan atas terjadinya perbedaan pendapat terhadap hasil keputusan tersebut.
2. Perbedaan pendapat tidak berarti memberikan hak kepada anggota Dewan Komisaris yang bersangkutan untuk tidak melaksanakan hasil keputusan rapat. Meskipun terdapat perbedaan pendapat, namun seluruh anggota Dewan Komisaris tetap berkewajiban untuk mengikuti dan melaksanakan hasil keputusan rapat (sesuai dengan konsep *fiduciary duties*).
3. Setiap anggota Dewan Komisaris ikut bertanggung jawab secara pribadi atas kerugian Perusahaan apabila yang bersangkutan bersalah atau lalai menjalankan tugasnya untuk kepentingan dan usaha Perusahaan.

Dalam setiap rapat Dewan Komisaris harus dibuatkan risalah rapat. Risalah rapat ditandatangani oleh Pimpinan Rapat dan oleh seluruh anggota Dewan Komisaris yang hadir dalam rapat.

Frekuensi dan Tingkat Kehadiran Dewan Komisaris pada Rapat di Tahun 2025

Selama tahun 2025, Dewan Komisaris secara aktif melaksanakan dan menghadiri berbagai rapat sebagai bagian dari pelaksanaan fungsi pengawasan terhadap pengelolaan Perusahaan. Rapat yang diselenggarakan meliputi rapat internal Dewan Komisaris sebanyak 21 kali, rapat gabungan bersama Direksi sebanyak 12 kali, serta keikutsertaan dalam 2 (dua) kali RUPS Tahunan. Adapun informasi mengenai agenda dan risalah rapat, tingkat kehadiran masing-masing anggota Dewan Komisaris, serta rekapitulasi kehadiran dalam rapat selama tahun 2025 disampaikan sebagai berikut:

4. In the event that there are more than 2 (two) alternative proposals and the voting results have not obtained one alternative with more than 1/2 of the total votes cast, then re-election will be held on the 2 (two) alternatives that received the most votes so that one of the alternatives received more than 1/2 of the total votes cast.
5. The meeting decisions are compiled in the meeting decision sheet as an integral part of the minutes of meeting. The minutes of meeting must be signed by the meeting chairman and all members of Board of Commissioners present at the meeting.
6. Specifically on other agendas, Board of Commissioners meetings are not entitled to make decisions unless all members of Board of Commissioners or their authorized representatives are present and agree to the addition to meeting agenda.

Meanwhile, Dissenting opinions are regulated as follows:

1. Dissenting opinions that occur must be recorded in the meeting minutes, and members of Board of Commissioners who hold a dissenting opinion must state the reasons for their disagreement with the decision;
2. Dissenting opinion does not give the member of Board of Commissioners concerned the right not to implement the meeting's decision. Although there are differences of opinion, all members of Board of Commissioners are still obliged to follow and implement the meeting decisions (in accordance with the concept of fiduciary duties);
3. Each member of Board of Commissioners shall be personally liable for the Company's losses if he/she is guilty or negligent in performing his/her duties for the interest and business of the Company.

Minutes of each Board of Commissioners meeting must be prepared. The minutes of meeting shall be signed by the Meeting Chairman and by all members of Board of Commissioners present at the meeting.

Frequency and Attendance Rate of Board of Commissioners in Meetings in 2025

Throughout 2025, Board of Commissioners actively conducted and attended various meetings as part of its supervisory function over the Company's management. The meetings held included 21 internal meetings of the Board of Commissioners, 12 joint meetings with Board of Directors, and participation in 2 (two) Annual General Shareholders' Meetings. Information regarding the meetings' agenda and minutes, attendance rates for each member of Board of Commissioners, and attendance recapitulation in meetings during 2025 is presented as follows:

Rapat Internal Dewan Komisaris

Board of Commissioners Internal Meeting

Risalah dan Kehadiran Rapat Dewan Komisaris
Minutes and Attendance at Board of Commissioners' Meetings

No	Hari/Tanggal Day/Date	Waktu Time	Agenda Rapat Meeting Agenda
1	Kamis, 23 Januari 2025 Thursday, January 23, 2025	16.00 s.d 17.00 4:00 PM to 5:00 PM	Pembahasan Persiapan RUPS RKAP 2025 PT Pelindo Multi Terminal. Discussion on preparations for the 2025 GMS RKAP of PT Pelindo Multi Terminal.
2	Kamis, 30 Januari 2025 Thursday, January 30, 2025	09.00 s.d 12.00 9:00 AM to 12:00 PM	Pembahasan Kinerja s.d Desember 2024. Discussion on Performance until December 2024.
3	Kamis, 20 Februari 2025 Thursday, February 20, 2025	10.00 s.d 12.00 10:00 AM to 12:00 PM	Pembahasan Rencana Jangka Panjang (RJP) PT Pelindo Multi Terminal Tahun 2025 -2029. Discussion on PT Pelindo Multi Terminal's Long-Term Plan (RJP) for 2025–2029.
4	Senin, 24 Februari 2025 Monday, February 24, 2025	09.00 s.d 10.30 9:00 AM to 10:30 AM	Pembahasan Kinerja s.d Januari 2025. Discussion on Performance until January 2025.
5	Senin, 3 Maret 2025 Monday, March 3, 2025	10.00 s.d 13.00 10:00 AM to 1:00 PM	Pembahasan Hasil Audit PT Pelindo Multi Terminal Konsolidasian Tahun Buku 2024. Discussion on Audit Results of PT Pelindo Multi Terminal's Consolidated Financial Statements for 2024 Fiscal Year.
6	Senin, 10 Maret 2025 Monday, March 10, 2025	13.00 s.d 15.30 1:00 PM to 3:30 PM	1. Pembahasan usulan pengangkatan Organ Dewan Komisaris; 2. Pembahasan Tanggapan Kurang Lokasi *Branch* Belawan. 1. Discussion on the proposed appointment of members of Board of Commissioners; 2. Discussion on the response regarding the lack of space at the Belawan Branch.
7	Selasa, 18 Maret 2025 Tuesday, March 18, 2025	13.00 s.d 16.00 1:00 PM to 4:00 PM	Pembahasan Kinerja PMT s.d Februari 2025. Discussion on PMT's performance until February 2025.
8	Selasa, 25 Maret 2025 Tuesday, March 25, 2025	13.00 s.d 15.00 1:00 PM to 3:00 PM	Pembahasan Laporan Manajemen Perusahaan Tahun 2024 PT Pelindo Multi Terminal (*Unaudited*). Discussion on PT Pelindo Multi Terminal's 2024 Management Report (Unaudited).
9	Selasa, 15 April 2025 Tuesday, April 15, 2025	13.30 s.d 15.30 1:20 PM to 3:30 PM	1. Pembahasan surat-surat Direksi PMT perihal: 2. Strategi Risiko dan Profil Risiko Korporat PMT Tahun 2025; 3. Laporan Hasil Tinjauan Fungsi Kepatuhan Anti Penyuapan; 4. Tanggapan somasi. 1. Discussion on PMT's Board of Directors' letters regarding: 2. PMT's Risk Strategy and Corporate Risk Profile for 2025; 3. Report on the Results of Anti-Bribery Compliance Function Review; 4. Response to the formal notice.
10	Selasa, 29 April 2025 Tuesday, April 29, 2025	13.30 s.d 16.00 1:30 PM to 4:00 PM	Pembahasan Kinerja s.d Maret 2025. Discussion on Performance until March 2025.
11	Senin, 26 Mei 2025 Monday, May 26, 2025	14.00 s.d 17.00 2:00 PM to 5:00 PM	Pembahasan Kinerja s.d April 2025. Discussion on Performance until April 2025.
12	Senin, 23 Juni 2025 Monday, June 23, 2025	14.00 s.d 17.00 2:00 PM to 5:00 PM	Pembahasan Kinerja s.d Mei 2025. Discussion on Performance until May 2025.
13	Selasa, 8 Juli 2025 Tuesday, July 8, 2025	13.30 s.d 15.30 1:30 PM to 3:30 PM	1. Pembahasan surat Direktur Utama PMT perihal Laporan Hasil Audit (LHA) PT Pelabuhan Tanjung Priok Tahun 2024; 2. Pembahasan surat Direktur Utama PMT perihal Permohonan Persetujuan atas Mekanisme Pelaksanaan *Assessment* GCG Tahun Buku 2024; 3. Pembahasan surat Direktur Utama PMT perihal Laporan Strategi Risiko dan Penambahan Profil Risiko Baru Tahun 2025; 4. Hal-hal lain yang berkembang. 1. Discussion on PMT President Director's letter regarding the 2024 Audit Report (LHA) of PT Pelabuhan Tanjung Priok; 2. Discussion on PMT President Director's letter regarding Request for Approval of the GCG Assessment Mechanism for 2024 Fiscal Year; 3. Discussion on PMT President Director's letter regarding Risk Strategy Report and Addition of New Risk Profiles for 2025; 4. Other matters as may arise.
14	Senin, 28 Juli 2025 Monday, July 28, 2025	14.00 s.d 16.00 2:00 PM to 4:00 PM	Pembahasan Kinerja s.d Juni 2025. Discussion on Performance until June 2025.

Risalah dan Kehadiran Rapat Dewan Komisaris
Minutes and Attendance at Board of Commissioners' Meetings

No	Hari/Tanggal Day/Date	Waktu Time	Agenda Rapat Meeting Agenda
15	Senin, 4 Agustus 2025 Monday, August 4, 2025	13.00 s.d 15.00 1:00 PM to 3:00 PM	1. Pembahasan surat Direktur Utama PMT perihal Permohonan Persetujuan atas Usulan Revisi Rencana RKAP Investasi Tahun 2025; 2. Pembahasan surat Direktur Utama PMT perihal Penyesuaian Nama Jabatan Senior Vice President terkait Pemurnian Bisnis. 1. Discussion on PMT President Director's letter regarding Request for Approval of Proposed Revision of the 2025 RKAP Investment Plan; 2. Discussion on PMT President Director's letter regarding Adjustment of Senior Vice President Job Titles in Connection with Business Refinement.
16	Rabu, 27 Agustus 2025 Wednesday, August 27, 2025	14.00 s.d 16.00 2:00 PM to 4:00 PM	Pembahasan Kinerja s.d Juli 2025. Discussion on Performance until July 2025.
17	Kamis, 25 September 2025 Thursday, September 25, 2025	14.00 s.d 16.00 2:00 PM to 4:00 PM	Pembahasan Kinerja s.d Agustus 2025. Discussion on Performance until August 2025.
18	Senin, 27 Oktober 2025 Monday, October 27, 2025	14.00 s.d 16.00 2:00 PM to 4:00 PM	Pembahasan Kinerja s.d September 2025. Discussion on Performance until September 2025.
19	Kamis, 6 November 2025 Thursday, November 6, 2025	13.00 s.d 15.00 1:00 PM to 3:00 PM	1. Pendapat dan Saran atas Laporan Manajemen Perusahaan s.d Triwulan III 2025; 2. Rencana Kerja dan Anggaran Dewan Komisaris Tahun 2026; 3. Pembagian Tugas Dewan Komisaris PT Pelindo Multi Terminal. 1. Opinions and Recommendations on the Company's Management Report until Third Quarter of 2025; 2. Work Plan and Budget of Board of Commissioners for 2026; 3. Division of Duties of Board of Commissioners of PT Pelindo Multi Terminal.
20	Senin, 24 November 2025 Monday, November 24, 2025	13.00 s.d 15.00 1:00 PM to 3:00 PM	Pembahasan Kinerja s.d Oktober 2025. Discussion on Performance until October 2025.
21	Kamis, 18 Desember 2025 Thursday, December 18, 2025	13.00 s.d 15.00 1:00 PM to 3:00 PM	Pembahasan Kinerja s.d November 2025. Discussion on Performance until November 2025.

Rapat Gabungan Dewan Komisaris dengan Direksi

Joint Meeting of Board of Commissioners and Board of Directors

Risalah Rapat Gabungan Dewan Komisaris dengan Direksi
Minutes of Joint Meeting of Board of Commissioners and Board of Directors

No	Hari/Tanggal Day/Date	Waktu Time	Agenda Rapat Meeting Agenda
1	Jumat, 31 Januari 2025 Friday, January 31, 2025	09.00 s.d 12.00 9:00 AM to 12:00 PM	Pembahasan Kinerja PMT s.d Desember 2024. Discussion on PMT Performance until December 2024.
2	Senin, 24 Februari 2025 Monday, February 24, 2025	13.00 s.d 17.00 1:00 PM to 5:00 PM	Pembahasan Kinerja PMT s.d Januari 2025. Discussion on PMT Performance until January 2025.
3	Rabu, 19 Maret 2025 Wednesday, March 19, 2025	13.00 s.d 17.30 1:00 PM to 5:30 PM	Pembahasan Kinerja PMT s.d Februari 2025. Discussion on PMT Performance until February 2025.
4	Rabu, 30 April 2025 Wednesday, April 30, 2025	08.30 s.d 12.00 8:30 AM to 12:00 PM	Pembahasan Kinerja PMT s.d Maret 2025. Discussion on PMT Performance until March 2025.
5	Selasa, 27 Mei 2025 Tuesday, May 27, 2025	13.30 s.d 17.00 1:30 PM to 5:00 PM	Pembahasan Kinerja PMT s.d April 2025. Discussion on PMT Performance until April 2025.
6	Senin, 23 Juni 2025 Monday, June 23, 2025	14.00 s.d 17.00 2:00 PM to 5:00 PM	Pembahasan Kinerja PMT s.d Mei 2025. Discussion on PMT Performance until May 2025.
7	Selasa, 29 Juli 2025 Tuesday, July 29, 2025	14.00 s.d 16.00 2:00 PM to 4:00 PM	Pembahasan Kinerja PMT s.d Juni 2025. Discussion on PMT Performance until June 2025.
8	Kamis, 28 Agustus 2025 Thursday, August 28, 2025	14.00 s.d 17.00 2:00 PM to 5:00 PM	Pembahasan Kinerja PMT s.d Juli 2025. Discussion on PMT Performance until July 2025.
9	Kamis, 26 September 2025 Thursday, September 26, 2025	14.00 s.d 16.00 2:00 PM to 4:00 PM	Pembahasan Kinerja PMT s.d Agustus 2025. Discussion on PMT Performance until August 2025.
10	Selasa, 28 Oktober 2025 Tuesday, October 28, 2025	14.00 s.d 17.00 2:00 PM to 5:00 PM	Pembahasan Kinerja PMT s.d September 2025. Discussion on PMT Performance until September 2025.
11	Selasa, 25 November 2025 Tuesday, November 25, 2025	13.30 s.d 15.45 1:30 PM to 3:45 PM	Pembahasan Kinerja PMT s.d Oktober 2025. Discussion on PMT Performance until October 2025.
12	Jumat, 19 Desember 2025 Friday, December 19, 2025	14.00 s.d 16.30 2:00 PM to 4:30 PM	Pembahasan Kinerja PMT s.d November 2025. Discussion on PMT Performance until November 2025.

Frekuensi Rapat Dewan Komisaris dan Tingkat Kehadiran Anggota Dewan Komisaris dalam Rapat Termasuk RUPS

Frequency of Board of Commissioners Meetings and Attendance Level of Board of Commissioners Members in Meetings Including GMS

Dewan Komisaris Board of Commissioners	Rapat Internal Internal Meeting			Rapat Gabungan Joint Meeting			RUPS GMS		
	Jumlah Wajib Rapat Number of Mandatory Meetings	Jumlah Kehadiran Number of Attendance	Kehadiran Attendance (%)	Jumlah Wajib Rapat Number of Mandatory Meetings	Jumlah Kehadiran Number of Attendance	Kehadiran Attendance (%)	Jumlah Wajib Rapat Number of Mandatory Meetings	Jumlah Kehadiran Number of Attendance	Kehadiran Attendance (%)
Darwanto (Komisaris Utama merangkap sebagai Komisaris Independen) (President Commissioner and Independent Commissioner)	21	21	100,00	12	12	100,00	2	2	100,00
Arman Depari (Komisaris) (Commissioner)	21	19	90,48	12	12	100,00	2	2	100,00
Ahmad Perwira Mulia Tarigan (Komisaris) (Commissioner)	21	20	95,24	12	12	100,00	2	2	100,00
Thanon Aria Dewangga* (Komisaris) (Commissioner)	16	13	81,25	7	7	100,00	2	2	100,00
Herbert Timbo Parluhutan Siahaan (Komisaris Independen) (Independent Commissioner)	21	15	71,43	12	10	83,33	2	2	100,00
Aan Rusdianto (Komisaris Independen) (Independent Commissioner)	21	21	100,00	12	11	91,67	2	2	100,00

*) Berhenti menjabat sejak 27 Agustus 2025.
*) Stopped Serves since August 27, 2025.

PROGRAM PELATIHAN DAN/ATAU PENINGKATAN KAPABILITAS

Kebijakan

Program peningkatan kompetensi merupakan bagian penting dalam mendukung efektivitas pelaksanaan tugas Dewan Komisaris, terutama dalam menghadapi perkembangan bisnis, dinamika industri, serta perubahan regulasi yang terus berkembang. Dibekali dengan program pengembangan kapabilitas, Dewan Komisaris diharapkan dapat terus meningkatkan pengetahuan, wawasan strategis, dan kemampuan pengawasan guna mendukung pengelolaan Perusahaan yang lebih optimal.

TRAINING AND/OR CAPABILITY ENHANCEMENT PROGRAMS

Policy

Competency enhancement programs play a vital role in supporting effective performance of the Board of Commissioners' duties, particularly in light of evolving business developments, industry dynamics, and regulatory changes. Through these capability enhancement programs, Board of Commissioners is expected to continuously improve its knowledge, strategic insight, and supervisory capabilities to support more optimal management of the Company.

Sepanjang tahun 2025, anggota Dewan Komisaris telah mengikuti berbagai kegiatan pelatihan, seminar, dan program pengembangan kompetensi lainnya yang relevan dengan pelaksanaan fungsi pengawasan dan tata kelola perusahaan. Keikutsertaan dalam program tersebut ditujukan untuk memperkuat pemahaman terhadap praktik terbaik di bidang governansi korporat, kepemimpinan strategis, manajemen risiko, serta perkembangan industri yang berkaitan dengan kegiatan usaha Perusahaan. Adapun daftar program pelatihan dan peningkatan kompetensi yang diikuti Dewan Komisaris selama tahun 2025 adalah sebagai berikut:

Throughout 2025, members of Board of Commissioners participated in various training sessions, seminars, and other competency development programs relevant to the performance of their supervisory and corporate governance functions. Participation in these programs was intended to strengthen their understanding of best practices in corporate governance, strategic leadership, risk management, and industry developments related to the Company's business activities. The list of training and competency enhancement programs attended by the Boards of Commissioners during 2025 is as follows:

Nama dan Jabatan Name and Position	**Jenis Pendidikan dan Pelatihan** Type of Education and Training	**Materi Pendidikan dan Pelatihan** Material of Education and Training	**Tempat/Tanggal** Place/Date
Darwanto (Komisaris Utama merangkap sebagai Komisaris Independen) (President Commissioner and Independent Commissioner)	Konferensi Nasional Profesional Manajemen Risiko National Conference of Risk Management Professionals	Manajemen Risiko Risk Management	Luring, 27-28 November 2025 Offline, November 27–28, 2025
Arman Depari (Komisaris) (Commissioner)	Pelatihan *Leadership* Forum BOD & BOC BOD & BOC Leadership Forum Training	*Expansive Leadership Program* for BOD & BOC Expansive Leadership Program for BOD & BOC	Luring, 27-28 November 2025 Offline, November 27–28, 2025
Ahmad Perwira Mulia Tarigan (Komisaris) (Commissioner)	Pelatihan Komisaris Profesional Professional Commissioner Training	Pelatihan ke-16 Komisaris Profesional: Menjadi Komisaris yang Kompeten dan Bertanggung Jawab 16th Professional Commissioner Training: Becoming a Competent and Responsible Commissioner	Luring, 11-12 Juni 2025 Offline, June 11–12, 2025
	Konferensi Nasional Profesional Manajemen Risiko Professional Commissioner Training	Manajemen Risiko Risk Management	Daring, 27-28 November 2025 Online, November 27–28, 2025
Thanon Aria Dewangga* (Komisaris) (Commissioner)	Tidak ada None	Tidak ada None	Tidak ada None
Herbert Timbo Parluhutan Siahaan (Komisaris Independen) (Independent Commissioner)	*Risk Beyond International Conference* National Conference of Risk Management Professionals	*Risk Beyond International Conference on Enterprise Risk Management*	Daring, 4-5 Desember 2025 Online, December 4–5, 2025
Aan Rusdianto (Komisaris Independen) (Independent Commissioner)	Pelatihan Komisaris Profesional Professional Commissioner Training	Pelatihan ke-16 Komisaris Profesional: Menjadi Komisaris yang Kompeten dan Bertanggung Jawab 16th Professional Commissioner Training: Becoming a Competent and Responsible Commissioner	Luring, 11-12 Juni 2025 Offline, June 11–12, 2025
	Executive Program for Commisioners	Pelindo Pembelajaran & Konsultansi Pelindo Learning & Consulting	Luring, 30-31 Oktober 2025 Offline, October 30–31, 2025

*) Berhenti menjabat sejak 27 Agustus 2025.
*) Stop served on August 27, 2025.

PROGRAM PENGENALAN PERUSAHAAN BAGI KOMISARIS BARU

Program pengenalan Perusahaan bagi anggota Dewan Komisaris yang baru diangkat diselenggarakan untuk membantu memahami profil, kondisi, serta karakteristik usaha Perusahaan secara menyeluruh, sehingga anggota Dewan Komisaris memperoleh pemahaman yang memadai

ORIENTATION PROGRAM FOR NEW BOARD OF COMMISSIONERS

The Company's orientation program for newly appointed members of Board of Commissioners is designed to help them gain a comprehensive understanding of the Company's profile, condition, and business characteristics, so that members of Board of Commissioners acquire sufficient

mengenai aspek organisasi, operasional, strategi bisnis, hingga penerapan tata kelola perusahaan sebagai bekal dalam menjalankan fungsi pengawasan secara efektif. Adapun ketentuan mengenai program pengenalan bagi anggota Dewan Komisaris adalah sebagai berikut:

1. Kepada anggota Dewan Komisaris yang diangkat pertama kalinya, wajib diberikan program pengenalan mengenai Perusahaan.
2. Tanggung jawab untuk mengadakan program pengenalan tersebut berada pada Sekretaris Perusahaan atau siapapun yang menjalankan fungsi sebagai Sekretaris Perusahaan.
3. Program pengenalan sebagaimana dimaksud pada Nomor 1 meliputi:
   a. Pelaksanaan prinsip-prinsip GCG oleh Perusahaan;
   b. Gambaran mengenai Perusahaan berkaitan dengan tujuan, sifat, dan lingkup kegiatan, kinerja keuangan dan operasi, strategi, rencana usaha jangka pendek dan jangka panjang, posisi kompetitif, risiko, dan masalah-masalah strategis lainnya;
   c. Keterangan berkaitan dengan kewenangan yang didelegasikan, audit internal dan eksternal, sistem dan kebijakan pengendalian internal, termasuk serta Komite Audit.
4. Keterangan mengenai tugas dan tanggung jawab Dewan Komisaris dan Direksi serta hal-hal lain yang tidak diperbolehkan.
5. Program pengenalan Perusahaan dapat berupa presentasi, pertemuan, kunjungan ke Perusahaan, dan pengkajian dokumen atau program lainnya yang dianggap sesuai dengan Perusahaan.
6. Program pengenalan Perusahaan dilaksanakan selambat-lambatnya 90 hari kalender setelah RUPS memutuskan pengangkatan anggota Dewan Komisaris yang baru.

Sepanjang tahun 2025, Perusahaan tidak mengangkat Anggota Dewan Komisaris baru. Oleh karena itu, tidak terdapat Program Pengenalan Perusahaan yang dilakukan.

PELAKSANAAN TUGAS DEWAN KOMISARIS TAHUN 2025

Sepanjang tahun 2025, Dewan Komisaris telah menjalankan fungsi pengawasan dan pengendalian terhadap pengelolaan Perusahaan yang dilakukan oleh Direksi. Dalam pelaksanaan fungsi tersebut, Dewan Komisaris turut menyampaikan laporan dan bentuk pertanggungjawaban kepada Pemegang Saham melalui berbagai mekanisme.

Kegiatan Pengawasan

Kegiatan pengawasan yang dilakukan oleh Dewan Komisaris antara lain sebagai berikut:

1. Realisasi atas Pengawasan dan Evaluasi terhadap Laporan Manajemen Perusahaan Tahunan Tahun 2025 (*Audited*):
   a. Evaluasi Kinerja Tahun 2025
      Secara umum capaian laba Perusahaan tahun 2025 masih cukup jauh di bawah RKAP 2025, di mana Perusahaan hanya mampu mencapai laba setelah pajak (*audited*) sebesar Rp525,74 miliar atau hanya

knowledge regarding organizational aspects, operations, business strategies, and the implementation of corporate governance—all of which serve as a foundation for effectively carrying out their supervisory functions. The provisions regarding the orientation program for members of Board of Commissioners are as follows:

1. To members of Board of Commissioners who are appointed for the first time, must be given an orientation program about the Company;
2. The responsibility for conducting the program lies with the Corporate Secretary or whoever performs the function as Corporate Secretary;
3. The orientation program as referred to in Letter a shall include:
   a. Implementation of GCG principles by the Company;
   b. An overview of the Company with regard to its purpose, nature, and scope of activities, financial and operating performance, strategy, shortterm and long-term business plans, competitive position, risks, and other strategic issues;
   c. Information relating to delegated authority, internal and external audit, internal control systems and policies, including the Audit Committee;
4. Information regarding the duties and responsibilities of Board of Commissioners and Board of Directors and other matters that are not allowed.
5. The Company's orientation program can be in the form of presentations, meetings, visits to the Company, and review of documents or other programs deemed appropriate to the Company;
6. The Company's orientation program is carried out no later than 90 calendar days after the GMS decides on the appointment of new members of Board of Commissioners.

Throughout 2025, the Company did not appoint any new members of Board of Commissioners. Therefore, no Company Orientation Program was conducted.

BOARD OF COMMISSIONERS' DUTIES IMPLEMENTATION IN 2025

Throughout 2025, Board of Commissioners has carried out its supervisory and control functions regarding the Company's management by Board of Directors. In performing these functions, Board of Commissioners has also submitted reports and provided accountability to Shareholders through various mechanisms.

Supervisory Activities

Supervisory activities carried out by Board of Commissioners include the following:

1. Realization of Supervision and Evaluation of the Company's Annual Management Report for 2025 (Audited):
   a. 2025 Performance Evaluation
      Overall, the Company's 2025 profit figures fell significantly short of the 2025 RKAP, as the Company was only able to achieve an (audited) of Rp525.74 billion—representing just 78.82% of the 2025 RKAP

tercapai 78,82% terhadap RKAP tahun 2025 sebesar Rp667,00 miliar walaupun mengalami kenaikan signifikan sebesar 94,90% atau naik sebesar Rp255,99 miliar jika dibandingkan dengan realisasi tahun 2024 sebesar Rp269,76 miliar. Ketidaktercapaian laba yang signifikan terhadap RKAP pada tahun 2025 disebabkan oleh ketidaktercapaian pada Pendapatan Usaha dengan realisasi sebesar Rp5,67 triliun yang hanya tercapai sebesar 90,17% dari RKAP atau Rp6,29 triliun. Ketidaktercapaian pendapatan usaha didominasi oleh pendapatan barang non petikemas yang hanya terealisasi Rp4,34 triliun atau 87,64% dari RKAP sebesar 4,96 triliun.

b. Laporan Auditor Independen.
c. Evaluasi Kinerja Tahun Buku 2025.
d. Hasil Telaahan Dewan Komisaris atas Kinerja Tahun Buku 2025.
   i) Trafik
   Realisasi trafik tahun 2025 secara umum masih di bawah RKAP tahun 2025 sebesar 118,26 juta ton/M3 atau hanya tercapai 90,43% dari RKAP tahun 2025 sebesar 130,77 juta ton/M3. Hal ini disebabkan tidak tercapainya realisasi pada komoditas utama seperti curah kering (defisit 7,34 juta ton), curah cair (defisit 2,70 juta ton), dan general & bag cargo (defisit 2,29 juta ton/m3).

   ii) Neraca
   Realisasi total aset tahun 2025 sebesar Rp 4,45 triliun atau sebesar 71,06% terhadap RKAP tahun 2025 sebesar Rp 6,27 triliun. Tidak tercapainya target total aset sesuai RKAP Tahun 2025 dikarenakan proses imbreng aset yang belum terealisasi.
   iii) Laba/Rugi
   - Realisasi pendapatan t ahun 2025 tercapai sebesar Rp5,67 triliun atau 90,17% dari RKAP tahun 2025 sebesar Rp6,29 triliun. Hal ini disebabkan tidak tercapaianya pendapatan barang non petikemas yang hanya tercapai 87,64% atau defisit sebesar Rp612,28 miliar.
   - Realisasi beban usaha tahun 2025 sebesar Rp5,06 triliun atau 93,19% dari RKAP tahun 2025 yaitu sebesar Rp5,43 triliun. Masih terdapat beban yang lebih tinggi dari RKAP seperti beban bahan (103%). Jika dibandingkan dengan *audited* 2024 yang terealisasi sebesar Rp5,02 triliun, capaiannnya sebesar 100,85%.
   - Realisasi laba setelah pajak tahun 2025 sebesar Rp525,75 miliar atau hanya tercapai 78,82% terhadap RKAP tahun 2025 sebesar Rp667,00 miliar. Hal ini disebabkan oleh rendahnya pencapaian pendapatan usaha yaitu sebesar 90,17% dan juga realisasi beban usaha

   iv) Investasi
   Realisasi investasi tahun 2025 sebesar Rp303,39 miliar atau 81,10% dari RKAP tahun 2025 sebesar Rp378,78 miliar dengan realisasi program tahun 2025 sebesar 22 program dari RKAP tahun 2025

target of Rp667.00 billion—despite a significant increase of 94.90% (or Rp255.99 billion) compared to the 2024 realized profit of Rp269.76 billion. The significant shortfall in profit relative to the 2025 RKAP was due to a shortfall in operating revenue, with actual revenue of Rp5.67 trillion—representing only 90.17% of the RKAP target of Rp6.29 trillion. The shortfall in operating revenue was primarily driven by revenue from non-containerized cargo, which amounted to only Rp4.34 trillion—or 87.64% of the RKAP target of Rp4.96 trillion.

b. Independent Auditor's Report.
c. Performance Evaluation for 2025 Fiscal Year .
d. Results of the Board of Commissioners' Review on 2025 Fiscal Year Performance.
   i) Traffic
   Actual traffic for 2025 generally remained below the 2025 RKAP of 118.26 million metric tons/cubic meters, achieving only 90.43% of the 2025 RKAP target of 130.77 million metric tons/cubic meters. This was due to the failure to meet targets for key commodities such as dry bulk (a shortfall of 7.34 million metric tons), liquid bulk (a shortfall of 2.70 million metric tons), and general and bagged cargo (a shortfall of 2.29 million metric tons/m3).
   ii) Balance Sheet
   Total assets realized in 2025 amounted to Rp 4.45 trillion, or 71.06% of the 2025 RKAP target of Rp 6.27 trillion. The failure to meet the total asset target set in the 2025 RKAP was due to the asset contribution process not yet being finalized.

   iii) Profit/Loss
   - Revenue for 2025 was realized at Rp5.67 trillion, or 90.17% of the 2025 RKAP of Rp6.29 trillion. This was due to the failure to meet revenue targets for non-containerized goods, which were achieved at only 87.64%, resulting in a shortfall of Rp612.28 billion.
   - Operating expenses for 2025 amounted to Rp5.06 trillion, or 93.19% of the 2025 RKAP of Rp5.43 trillion. Certain expenses remained higher than the RKAP, such as material costs (103%). Compared to the audited 2024 figure of Rp5.02 trillion, the achievement was 100.85%.

   - Net income for 2025 amounted to Rp525.75 billion, representing only 78.82% of the 2025 RKAP target of Rp667.00 billion. This was due to low operating revenue achievement—at 90.17%—as well as operating expenses.

   iv) Investments
   Actual investment for 2025 amounted to Rp303.39 billion, or 81.10% of the 2025 RKAP of Rp378.78 billion, with 22 programs implemented out of the 23 programs in the 2025 RKAP. The shortfall in

sebesar 23 program. Ketidaktercapaian pada investasi disebabkan oleh rendahnya pencapaian pada instalasi fasilitas yang hanya terealisasi sebesar 76,01% atau defisit Rp74,77 miliar dan bangunan fasilitas hanya terealisasi sebesar 81,15% atau defisit Rp3,88 miliar.

v) Sumber Daya Manusia (SDM)
Realisasi SDM tahun 2025 adalah sebanyak 4.465 orang atau 99,27% dari RKAP tahun 2025 sebanyak 4.498 orang. Jumlah realisasi SDM tahun 2025 tidak mencapai angka RKAP disebabkan berkurangnya jumlah TAD sebanyak 15 orang dan organik Pelindo sebanyak 17 karena mutasi, meninggal dan pensiun.

vi) Program Tanggung Jawab Sosial dan Lingkungan (TJSL)
Realisasi Program TJSL tahun 2025 adalah sebesar Rp6,10 miliar atau sebesar 103,10 % dari target alokasi dana yang sudah ditetapkan sebesar Rp5,92 miliar. Realisasi program ini ditopang oleh beberapa kegiatan besar yaitu Pelindo berbagi Ramadhan Tahun 2025 sebesar Rp1,49 miliar, Program Pelindo Berbagi Qurban tahun 2025 PMT dan Branch sebesar Rp788,48 juta dan Mudik Bersama BUMN Pelindo Group sebesar Rp499,93 juta.

vii) Realisasi *Key Performance Indicator* (KPI)
Capaian realisasi KPI Perusahaan pada tahun 2025 adalah sebesar 100,07% atau di atas target skor tahun 2025 sebesar 100%. Meskipun pada aspek nilai ekonomi dan sosial untuk Indonesia mengalami ketidaktercapaian utamanya dari unsur finansial (EBITDA, Pendapatan, dan BOPO), ke empat aspek lainnya tercapai atau melampaui dari target tahun 2025.

2. Kunjungan Kerja ke Cabang/Unit Usaha:
Dalam menjalankan fungsi *monitoring* dan *controlling*, serta pemberian nasihat kepada Direksi, Dewan Komisaris melakukan pelaporan dan pertanggungjawaban dalam bentuk:
   a. Kunjungan kerja ke PT Pelabuhan Tanjung Priok (PT PTP) Cabang Panjang pada tanggal 6 - 8 Mei 2025.
   b. Kunjungan kerja ke PTP Cabang Pangkal Balam pada tanggal 14 - 15 Oktober 2025.
   c. Kunjungan kerja ke Cabang Jamrud Nilam Mirah pada tanggal 4 - 6 Desember 2025.
   d. Kunjungan kerja ke Anak Perusahaan (PT PTP) pada tanggal 12 Desember 2025.
   e. Kunjungan kerja ke PT Indonesia Kendaraan Terminal (IKT) pada tanggal 12 Desember 2025.
   f. Kunjungan kerja ke Cabang Lhokseumawe pada tanggal 1 7- 18 Desember 2025.
3. Pelaporan dan Pertanggungjawaban Dewan Komisaris:
   a. Risalah Rapat Internal Dewan Komisaris dan Rapat Dewan Komisaris dan Direksi (Rakomdir).

investment was due to low achievement in facility installations, which were only realized at 76.01%—a deficit of Rp74.77 billion—and facility construction, which was only realized at 81.15%—a deficit of Rp3.88 billion.

v) Human Capital (HC)
The 2025 HC realization totaled 4,465 persons, or 99.27% of the 2025 RKAP target of 4,498 persons. The 2025 HC realization fell short of the RKAP target due to a reduction of 15 TAD personnel and 17 Pelindo organic staff resulting from transfers, passed away, and retirements.

vi) Social and Environmental Responsibility Program (CSR)
The 2025 CSR program realization amounted to Rp6.10 billion, or 103.10% of the established budget allocation target of Rp5.92 billion.
The program's implementation was supported by several major initiatives, including the 2025 Pelindo Ramadan Sharing Program totaling Rp1.49 billion, 2025 Pelindo Qurban Sharing Program for PMT and Branch units totaling Rp788.48 million, and Pelindo Group SOEs Joint Homecoming Program totaling Rp499.93 million.

vii) Key Performance Indicator (KPI) Realization
The Company's KPI achievement in 2025 was 100.07%, exceeding the 2025 target of 100%. Although the Company fell short of its 2025 targets in the economic and social value for Indonesia—primarily in financial metrics (EBITDA, Revenue, and BOPO)—the other four aspects met or exceeded the 2025 targets.

2. Work Visits to Branches/Business Units
In carrying out its monitoring and controlling functions, as well as providing advice to Board of Directors, Board of Commissioners reports and is accountable in the following ways:
   a. Work visit to PT Pelabuhan Tanjung Priok (PT PTP) Panjang Branch on May 6–8, 2025.
   b. Work visit to PT PTP Pangkal Balam Branch on October 14–15, 2025.
   c. Work visit to Jamrud Nilam Mirah Branch on December 4–6, 2025.
   d. Work visit to Subsidiary (PT PTP) on December 12, 2025.
   e. Work visit to PT Indonesia Kendaraan Terminal (IKT) on December 12, 2025.
   f. Work visit to Lhokseumawe Branch on December 17–18, 2025.
3. Board of Commissioners' Reporting and Accountability
   a. Minutes of Board of Commissioners' Internal Meeting and Board of Commissioners and Board of Directors Meeting (Board Joint Meeting).

b. Laporan Realisasi Indikator Kinerja (*Key Performance Indicators*/KPI) Dewan Komisaris Tahun 2025. Realisasi KPI Dewan Komisaris Tahun 2025 mencapai total skor sebesar 100% sebagaimana rincian terlampir dalam lampiran Laporan Pelaksanaan Tugas Pengawasan Dewan Komisaris PT Pelindo Multi Terminal Tahun 2025.
c. Laporan Pelaksanaan Tugas Pengawasan Dewan Komisaris PT Pelindo Multi Terminal Tahun 2025, yang di dalamnya tercantum realisasi Program Kerja Komite PT Pelindo Multi Terminal.

4. Penyampaian Pendapat dan Saran Dewan Komisaris:
Dewan Komisaris telah menyusun Pendapat dan Saran sebagaimana disampaikan kepada Pemegang Saham melalui surat Dewan Komisaris sebagai berikut:
a. Nomor KU.01.02/007/DK/PLMT/I/2025 tanggal 23 Januari 2025 perihal Pendapat dan Saran Dewan Komisaris atas RKAP Tahun 2025.
b. Nomor KU.01.08/050/DK/PLMT/V/2025 tanggal 28 Mei 2025 perihal Pendapat dan Saran Dewan Komisaris atas Laporan Manajemen Triwulan I Tahun 2025.
c. Nomor KU.01.08/053/DK/PLMT/VI/2025 tanggal 16 Juni 2025 perihal Pendapat dan Saran Dewan Komisaris atas Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Tahun Buku 2024 (*Audited*).
d. Nomor KU.01.08/073/DK/PLMT/VII/2025 tanggal 31 Juli 2025 perihal Pendapat dan Saran Dewan Komisaris atas Laporan Manajemen Triwulan II Tahun 2025.
e. Nomor KU.01.08/109/DK/PLMT/X/2025 tanggal 31 Oktober 2025 perihal Pendapat dan Saran Dewan Komisaris atas Laporan Manajemen Triwulan III Tahun 2025.

b. Report on Realization of the Board of Commissioners' Key Performance Indicators (KPI) in 2025. The realization of Board of Commissioners' KPI in 2025 reached a total score of 100% as detailed in the attachment to the 2025 Board of Commissioners Supervisory Report of PT Pelindo Multi Terminal.
c. The 2024 Board of Commissioners Supervisory Report of PT Pelindo Multi Terminal, which includes the realization of PT Pelindo Multi Terminal Committee Work Program.

4. Board of Commissioners' Opinions and Suggestions:
Board of Commissioners has prepared Opinions and Suggestions as submitted to Shareholders via following Board of Commissioners' letters:
a. No. KU.01.02/007/DK/PLMT/I/2025 dated January 23, 2025, regarding Board of Commissioners' Opinions and Suggestions on the 2025 RKAP.
b. No. KU.01.08/050/DK/PLMT/V/2025 dated May 28, 2025, regarding Board of Commissioners' Opinions and Suggestions on the First Quarter 2025 Management Report.
c. No. KU.01.08/053/DK/PLMT/VI/2025 dated June 16, 2025, regarding Board of Commissioners' Opinions and Suggestions on Approval of Annual Report and Ratification of Financial Statements for 2024 Fiscal Year (Audited).
d. No. KU.01.08/073/DK/PLMT/VII/2025 dated July 31, 2025, regarding Board of Commissioners' Opinions and Suggestions on the Second Quarter 2025 Management Report.
e. No. KU.01.08/109/DK/PLMT/X/2025 dated October 31, 2025, regarding Board of Commissioners' Opinions and Suggestions on the Third Quarter 2025 Management Report.

Rekomendasi dan Persetujuan atas Usulan Direksi

Sepanjang tahun 2025, Dewan Komisaris juga telah memberikan keputusan strategis serta Surat Tanggapan dan Arahan atas usulan Direksi yang membutuhkan rekomendasi dan/atau persetujuan Dewan Komisaris, yakni sebagaimana terlampir berikut ini:

Recommendations and Approval on Board of Directors' Proposals

Throughout 2025, Board of Commissioners has also provided strategic decisions as well as Response Letters and Directions on Board of Directors' proposals that require recommendations and/or approval from the Board of Commissioners, as attached below:

No	Surat Dewan Komisaris Board of Commissioners' Letter	Surat Direksi Board of Directors' Letter	Keterangan Description
1	Nomor PW.02.03/012/DK/ PLMT/ II/2025 tanggal 5 Februari 2025 perihal Persetujuan atas Pengendali Mutu Independen untuk Melaksanakan Kaji Ulang Terhadap Kinerja SPI (*Quality Assurance Review*). No. PW.02.03/012/DK/PLMT/II/2025 dated February 5, 2025, regarding Approval of an Independent Quality Controller to Conduct a Review of the SPI's Performance (Quality Assurance Review).	Nomor PW.02.03/24/1/1/MPPI/DIRU/ PLMT-25 tanggal 24 Januari 2025 perihal Usulan Pengendali Mutu Independen untuk Melaksanakan Kaji Ulang Terhadap Kinerja SPI (*Quality Assurance Review*). No. PW.02.03/24/1/1/MPPI/DIRU/PLMT-25 dated January 24, 2025, regarding Proposal for an Independent Quality Controller to Conduct a Review of SPI Performance (Quality Assurance Review).	Dewan Komisaris menyetujui penunjukan Badan Pemeriksa Keuangan dan Pembangunan (BPKP) Pusat cq BPKP Provinsi Sumatera Utara sebagai Pengendali Mutu Independen untuk melaksanakan kaji ulang terhadap kinerja SPI (*Quality Assurance Review*). Board of Commissioners approved the appointment of the Central Financial and Development Supervisory Agency (BPKP), specifically the North Sumatra Provincial BPKP, as the Independent Quality Controller to conduct a review of the SPI's performance (Quality Assurance Review).

No	Surat Dewan Komisaris Board of Commissioners' Letter	Surat Direksi Board of Directors' Letter	Keterangan Description
2	Nomor KS.01/022/DK/PLMT/III/2025 tanggal 12 Maret 2025 perihal Tanggapan Dewan Komisaris atas Rencana Usulan *Addendum* Kurang Lokasi *Branch* Belawan. No. KS.01/022/DK/PLMT/III/2025 dated March 12, 2025, regarding Board of Commissioners' Response to the Proposed Addendum Concerning the Shortfall in Belawan Branch.	Nomor KS.01/4/3/1/KUSH/DIRU/PLMT-25 tanggal 4 Maret 2025 perihal Permohonan Tanggapan Tertulis Dewan Komisaris atas Rencana Usulan *Addendum* Kurang Lokasi *Branch* Belawan dari Perjanjian Serah Operasi Eksisting dan Penyusunan Perjanjian Serah Operasi Baru Khusus *Branch* Belawan antara PT Pelabuhan Indonesia (Persero) dengan PT Pelindo Multi Terminal. No. KS.01/4/3/1/KUSH/DIRU/PLMT -25 dated March 4, 2025, regarding Request for a Written Response from Board of Commissioners on the Proposed Addendum to Exclude the Belawan Branch from the Existing Operation Transfer Agreement and the Drafting of a New Operation Transfer Agreement Specifically for Belawan Branch between PT Pelabuhan Indonesia (Persero) and PT Pelindo Multi Terminal.	Dewan Komisaris mendukung rencana usulan addendum kurang lokasi atas Perjanjian Serah Operasi Eksisting untuk mengeluarkan Branch Belawan dari Perjanjian Serah Operasi Eksisting dan selanjutnya disusun Perjanjian Serah Operasi Baru Khusus *Branch* Belawan antara PT Pelabuhan Indonesia (Persero) dengan PT Pelindo Multi Terminal. Board of Commissioners supports the proposed plan for an addendum to the Existing Operation Transfer Agreement to exclude the Belawan Branch from the Existing Operation Transfer Agreement and subsequently draft a New Operation Transfer Agreement specifically for Belawan Branch between PT Pelabuhan Indonesia (Persero) and PT Pelindo Multi Terminal.
3	Nomor PW.05.01/035/DK/ PLMT/IV/2025 tanggal 17 April 2025 perihal Tanggapan Dewan Komisaris atas Strategi Risiko dan Profil Risiko Korporat PT Pelindo Multi Terminal Tahun 2025. No. PW.05.01/035/DK/PLMT/IV/2025, dated April 17, 2025, regarding Board of Commissioners' Response to PT Pelindo Multi Terminal's 2025 Risk Strategy and Corporate Risk Profile.	Nomor PW.05.01/27/3/1/RIOP/DIRU/PLMT-25 tanggal 27 Maret 2025 perihal Strategi Risiko dan Profil Risiko Korporat PMT Tahun 2025. No. PW.05.01/27/3/1/RIOP/DIRU/PLMT-25 dated March 27, 2025, regarding PMT's 2025 Risk Strategy and Corporate Risk Profile.	Dewan Komisaris berpendapat seharusnya kajian strategi risiko beserta profil risiko signifikan PMT ditetapkan sebelum (atau paling tidak bersamaan dengan) penetapan RKAP PMT Tahun 2025, bukan sesudahnya karena sudah tidak berdampak terhadap angka-angka pada RKAP PMT Tahun 2025 yang telah disahkan pemegang saham. Hal ini agar menjadi perhatian Direksi dalam penyusunan RKAP berbasis risiko pada tahun-tahun anggaran berikutnya. Board of Commissioners' opinion is that the review of PMT's risk strategy and significant risk profile should have been finalized prior to (or at the very least concurrently with) the finalization of PMT's 2025 RKAP, rather than afterward, as it no longer impacts the figures in the 2025 RKAP, which has already been approved by shareholders. This should be taken into consideration by Board of Directors when preparing risk-based RKAP in subsequent fiscal years.
4	Nomor KS.01/052/DK/PLMT/VI/2025 tanggal 5 Juni 2025 perihal Tanggapan Dewan Komisaris atas Program Pembelian 1 (Satu) Unit HMC milik PT Prima Indonesia Logistik/SPSL Group. No. KS.01/052/DK/PLMT/VI/2025 dated June 5, 2025, regarding Board of Commissioners' Response to Purchase Program for 1 (One) HMC Unit owned by PT Prima Indonesia Logistik/SPSL Group.	Nomor KS.01/26/5/1/KKPT/DIRU/PLMT-25 tanggal 26 Mei 2025 perihal Permohonan Persetujuan Program Pembelian 1 (Satu) Unit HMC milik PT Prima Indonesia Logistik/SPSL Group. No. KS.01/26/5/1/KKPT/DIRU/PLMT-25 dated May 26, 2025, regarding Request for Approval of Purchase Program for 1 (One) HMC Unit owned by PT Prima Indonesia Logistik/SPSL Group.	Dewan Komisaris menyarankan agar Direksi melanjutkan program ini dengan mengajukan permohonan persetujuan kepada RUPS. Board of Commissioners recommends that Board of Directors proceed with this program by submitting a request for approval to the GMS.
5	Nomor PW.05.01/063/DK/PLMT/VII/2025 tanggal 3 Juli 2025 perihal Persetujuan atas Laporan Strategi Risiko dan Penambahan Profil Risiko Baru Tahun 2025. No. PW.05.01/063/DK/PLMT/VII/2025 dated July 3, 2025, regarding Approval of the 2025 Risk Strategy Report and Addition of New Risk Profiles.	Nomor PW.05.01/20/6/1/RIOP/DIRU/PLMT-25 tanggal 20 Juni 2025 perihal Laporan Strategi Risiko dan Penambahan Profil Risiko Baru Tahun 2025. No. PW.05.01/20/6/1/RIOP/DIRU/PLMT-25 dated June 20, 2025, regarding the 2025 Risk Strategy Report and Addition of New Risk Profiles.	Dewan Komisaris menyetujui Laporan Strategi Risiko dan Penambahan Profil Risiko Baru Tahun 2025. Board of Commissioners approved the 2025 Risk Strategy Report and Addition of New Risk Profiles.

No	Surat Dewan Komisaris Board of Commissioners' Letter	Surat Direksi Board of Directors' Letter	Keterangan Description
6	Nomor SK.01.02/066 /DK/PLMT/VII/2025 tanggal 14 Juli 2025 perihal Tanggapan Dewan Komisaris atas Mekanisme Pelaksanaan *Assessment* GCG Tahun Buku 2024 PT Pelindo Multi Terminal. No. SK.01.02/066/DK/PLMT/VII/2025 dated July 14, 2025, regarding Board of Commissioners' Response to the GCG Assessment Mechanism for 2024 Fiscal Year of PT Pelindo Multi Terminal.	Nomor SK.01.02/30/6/1/HLTK/DIRU/PLMT-25 tanggal 30 Juni 2025 perihal Permohonan Persetujuan atas Mekanisme Pelaksanaan *Assessment* GCG Tahun Buku 2024 PT Pelindo Multi Terminal. No. SK.01.02/30/6/1/HLTK/DIRU/PLMT-25 dated June 30, 2025, regarding Request for Approval of the GCG Assessment Mechanism for 2024 Fiscal Year of PT Pelindo Multi Terminal.	Dewan Komisaris merekomendasikan agar tahun buku 2024, PMT melakukan evaluasi (*review*) yaitu berupa evaluasi terhadap hasil penilaian dan tindak lanjut atas rekomendasi perbaikan penerapan Tata Kelola Perusahaan tahun 2023 sesuai PER-2/MBU/03/2023 pasal 44 (1) huruf b tersebut di atas. Apabila diperlukan, PMT dapat melakukan penilaian secara *self-assessment* untuk penilaian GCG tahun buku 2024. Board of Commissioners recommends that for 2024 fiscal year, PMT conduct a review of assessment results and follow up on recommendations for improvements to the implementation of Corporate Governance in 2023 in accordance with PER-2/MBU/03/2023, Article 44(1)(b) mentioned above. If necessary, PMT may conduct a self-assessment for the 2024 fiscal year's GCG assessment.
7	Nomor OT.01.03/076/DK/PLMT/VIII/2025 tanggal 6 Agustus 2025 perihal Persetujuan Penyesuaian Nama Jabatan Senior Vice President Terkait Pemurnian Bisnis. No. OT.01.03/076/DK/PLMT/VIII/2025, dated August 6, 2025, regarding Approval of Title Change for Senior Vice President Position in Connection with Business Refinement.	Nomor OT.01.03/30/7/1/PSOS/DIRU/PLMT-25 tanggal 30 Juli 2025 perihal Penyesuaian Nama Jabatan Senior Vice President terkait Pemurnian Bisnis. No. OT.01.03/30/7/1/PSOS/DIRU/PLMT-25 dated July 30, 2025, regarding Title Adjustment for Senior Vice President Position in Connection with Business Refinement.	Dewan Komisaris menyetujui penyesuaian organisasi sebagai upaya penguatan fungsi komersial pada Kantor Pusat PMT untuk mendukung peran *Business Owner* (*Operational* Anak Usaha). Board of Commissioners approved the organizational adjustments as part of efforts to strengthen commercial functions at PMT Head Office to support the role of Business Owner (Operational Subsidiary).
8	Nomor KU.01.05/090/DK/PLMT/IX/2025 tanggal 8 September 2025 perihal Tanggapan atas Usulan Revisi Rencana Kerja dan Anggaran Perusahaan (RKAP) Investasi Tahun 2025 PT Pelindo Multi Terminal. No. KU.01.05/090/DK/PLMT/IX/2025 dated September 8, 2025, regarding Response to Proposed Revision of the 2025 RKAP Investment of PT Pelindo Multi Terminal.	Nomor KU.01.05/28/7/1/PRPR/DIRU/PLMT-25 tanggal 28 Juli 2025 perihal Permohonan Persetujuan atas Usulan Revisi Rencana Kerja dan Anggaran Perusahaan (RKAP) Investasi Tahun 2025 PT Pelindo Multi Terminal. No. KU.01.05/28/7/1/PRPR/DIRU/PLMT-25 dated July 28, 2025, regarding the Request for Approval of Proposed Revision of the 2025 RKAP Investment of PT Pelindo Multi Terminal.	Dewan Komisaris dapat memberikan rekomendasi untuk diusulkan kepada Pemegang Saham guna mendapatkan persetujuan atas usulan Revisi Rencana Kerja dan Anggaran Perusahaan (RKAP) Investasi Tahun 2025 PT Pelindo Multi Terminal. Board of Commissioners may issue a recommendation to be submitted to the Shareholders to seek approval of proposed revision to the 2025 2025 RKAP Investment of PT Pelindo Multi Terminal.
9	Nomor KS.01/132/DK/PLMT/XII/2025 tanggal 16 Desember 2025 perihal Tanggapan atas Rencana Inbreng Aset Alat Bongkar Muat dari PT Pelabuhan Indonesia (Persero) kepada PT Pelindo Multi Terminal. No. KS.01/132/DK/PLMT/XII/2025 dated December 16, 2025, regarding Response to the Plan to Contribute Loading and Unloading Equipment Assets from PT Pelabuhan Indonesia (Persero) to PT Pelindo Multi Terminal.	Nomor KS.01/13/6/1/KUSH/DIRU/PLMT-25 tanggal 13 Juni 2025 perihal Permohonan Tanggapan Tertulis Dewan Komisaris PT Pelindo Multi Terminal atas Rencana Inbreng Aset Alat Bongkar Muat dari PT Pelabuhan Indonesia (Persero). No. KS.01/13/6/1/KUSH/DIRU/PLMT-25 dated June 13, 2025, regarding Request for a Written Response from Board of Commissioners of PT Pelindo Multi Terminal on the Plan to Contribute Loading and Unloading Equipment Assets from PT Pelabuhan Indonesia (Persero).	Dewan Komisaris pada prinsipnya memahami dan menyetujui rencana pengalihan kepemilikan sebagian aset alat bongkar muat milik PT Pelabuhan Indonesia (Persero) kepada PT Pelindo Multi Terminal melalui mekanisme penyetoran modal dalam bentuk lain (inbreng), sebagai bagian dari strategi optimalisasi aset dan penguatan peran PT Pelindo Multi Terminal sebagai anak usaha terminal non-petikemas. Board of Commissioners, in principle, understood and approved the plan to transfer ownership of a portion of the cargo handling equipment assets owned by PT Pelabuhan Indonesia (Persero) to PT Pelindo Multi Terminal through the mechanism of capital contribution in another form (inbreng), as part of the strategy to optimize assets and strengthen the role of PT Pelindo Multi Terminal as a non-container terminal subsidiary Company.
10	Nomor KS.01/141/DK/PLMT/XII/2025 tanggal 31 Desember 2025 perihal Persetujuan Penetapan Struktur Organisasi Cabang Kalimas. No. KS.01/141/DK/PLMT/XII/2025, dated December 31, 2025, regarding Approval of the Organizational Structure of Kalimas Branch.	Nomor KS.01/29/12/1/KUSH/DIRU/PLMT-25 tanggal 29 Desember 2025 perihal Penyampaian Rencana Pelaksanaan Serah Operasi dan Permohonan Persetujuan Struktur Organisasi *Branch* Kalimas. No. KS.01/29/12/1/KUSH/DIRU/PLMT-25 dated December 29, 2025, regarding Submission of the Plan for Handing Over Operations and Request for Approval of the Organizational Structure of Kalimas Branch.	Pada prinsipnya Dewan Komisaris menyetujui Pelaksanaan Serah Operasi dan Penetapan Struktur Organisasi Cabang Kalimas terhitung mulai tanggal 1 Januari 2026, dengan tetap memperhatikan dan memenuhi semua ketentuan-ketentuan yang berlaku. In principle, Board of Commissioners approved the handover of operations and the establishment of Kalimas Branch's organizational structure effective January 1, 2026, while continuing to observe and comply with all applicable regulations.

PENILAIAN KINERJA KOMITE DAN ORGAN PENDUKUNG DI BAWAH DEWAN KOMISARIS

Dewan Komisaris Perusahaan didukung oleh sejumlah organ pendukung yang terdiri atas Sekretaris Dewan Komisaris, Komite Audit, Komite Nominasi dan Remunerasi, serta Komite Pemantau Risiko untuk membantu Dewan Komisaris dalam melakukan kajian, pemantauan, dan evaluasi terhadap berbagai aspek pengelolaan Perusahaan.

Sebagai upaya menjaga efektivitas pelaksanaan fungsi masing-masing organ pendukung tersebut, Dewan Komisaris secara berkala melaksanakan penilaian kinerja terhadap seluruh anggota komite. Evaluasi ini dilakukan guna memastikan bahwa setiap komite mampu menjalankan tugas dan tanggung jawabnya secara optimal dalam mendukung fungsi pengawasan Dewan Komisaris serta memperkuat implementasi governansi korporat di seluruh lini organisasi Perusahaan.

Prosedur Penilaian Kinerja

Dewan Komisaris melaksanakan evaluasi terhadap kinerja seluruh anggota komite secara berkala pada akhir tahun buku. Penilaian tersebut dilakukan dengan mempertimbangkan laporan aktivitas tahunan masing-masing komite serta hasil pelaksanaan tugas pengawasan yang telah dilakukan selama periode berjalan.

Proses evaluasi dilaksanakan secara internal oleh Dewan Komisaris dan didokumentasikan dalam risalah rapat. Selanjutnya, hasil penilaian tersebut turut disampaikan kepada Pemegang Saham dalam RUPS sebagai bagian dari laporan pengawasan tahunan Dewan Komisaris terhadap pengelolaan Perusahaan.

Kriteria Penilaian Kinerja

Penilaian terhadap masing-masing komite didasarkan pada indikator berikut:

1. Capaian rencana kerja tahunan, termasuk jumlah dan substansi rapat yang diselenggarakan.
2. Kualitas rekomendasi dan masukan strategis kepada Dewan Komisaris serta efektivitas tindak lanjut.
3. Kehadiran dan partisipasi aktif anggota komite dalam rapat dan kegiatan pengawasan.
4. Kesesuaian dengan ketentuan perundang-undangan, Pedoman Kerja Komite, dan nilai-nilai GCG.
5. Kompetensi dan pemahaman atas tugas pengawasan, termasuk independensi dan profesionalisme.

Hasil Penilaian

Evaluasi terhadap seluruh organ pendukung Dewan Komisaris menjadi bagian dari laporan pengawasan tahunan yang disampaikan Dewan Komisaris kepada Pemegang Saham melalui forum RUPS. Evaluasi ini diharapkan menjadi acuan bagi organ pendukung Dewan Komisaris dalam meningkatkan efektivitas pelaksanaan tugas di masa mendatang.

PERFORMANCE ASSESSMENT OF COMMITTEES AND SUPPORTING ORGANS UNDER BOARD OF COMMISSIONERS

The Company's Board of Commissioners is supported by a number of supporting organs, consisting of Secretary of Board of Commissioners, Audit Committee, Nomination and Remuneration Committee, and Risk Monitoring Committee, to assist the Board of Commissioners in reviewing, monitoring, and evaluating various aspects of the Company's management.

To ensure the effectiveness of each supporting organ's functions, Board of Commissioners periodically conducts performance assessments of all committee members. These evaluations are conducted to ensure that each committee is able to carry out its duties and responsibilities optimally in supporting the Board of Commissioners' supervisory functions and strengthening the implementation of corporate governance across all levels of the Company's organization.

Performance Assessment Procedure

Board of Commissioners conducts periodic performance assessments of all committee members at the end of the fiscal year. These assessments are based on each committee's annual activity reports and the results of supervisory activities carried out during the current period.

The evaluation process is carried out internally by Board of Commissioners and documented in the meeting minutes. Furthermore, these assessment results are presented to Shareholders at the GMS as part of the Board of Commissioners' annual supervisory report on the Company's management.

Performance Assessment Criteria

The performance of each committee is based on the following indicators:

1. Achievement of the annual work plan, including the number and substance of meetings held;
2. Quality of recommendations and strategic input to Board of Commissioners, as well as the effectiveness of follow-up actions;
3. Attendance and active participation of committee members in meetings and supervisory activities;
4. Compliance with laws and regulations, Committee Work Guidelines, and GCG values;
5. Competence and understanding of supervisory duties, including independence and professionalism.

Assessment Results

The evaluation of all supporting organs of Board of Commissioners is included in the annual supervisory report submitted by Board of Commissioners to Shareholders through the GMS. This evaluation is intended to serve as a guideline for supporting organs of Board of Commissioners in improving the effectiveness of their duties in the future.

Komite Audit

Sepanjang tahun 2025, Komite Audit secara konsisten mendukung Dewan Komisaris dalam mengawasi kualitas laporan keuangan, efektivitas sistem pengendalian internal, pelaksanaan audit, serta kepatuhan Perusahaan terhadap ketentuan yang berlaku. Selama periode tersebut, Komite Audit telah menyelenggarakan 33 kali rapat dengan tingkat kehadiran rata-rata mencapai 100%. Melalui forum rapat tersebut, Komite Audit secara aktif merumuskan rekomendasi strategis bagi Direksi, dan berdasarkan hasil evaluasi, kinerja Komite Audit dinilai efektif serta memberikan kontribusi yang optimal dalam penguatan fungsi pengawasan, khususnya dalam mendorong budaya kepatuhan, menjaga integritas pelaporan keuangan, dan meningkatkan mutu sistem pengendalian internal Perusahaan.

Komite Nominasi dan Remunerasi

Sepanjang tahun 2025, Komite Nominasi dan Remunerasi mendukung Dewan Komisaris dalam merumuskan kebijakan nominasi, sistem remunerasi, serta pengembangan kompetensi jajaran pimpinan Perusahaan. Selama periode tersebut, Komite telah menyelenggarakan 33 kali rapat dengan tingkat kehadiran rata-rata mencapai 100%. Melalui rapat tersebut, Komite secara aktif berkontribusi dalam evaluasi kinerja Direksi dan penyusunan kebijakan sumber daya manusia yang strategis, dan berdasarkan hasil evaluasi, kinerja Komite Nominasi dan Remunerasi dinilai efektif serta memberikan kontribusi yang optimal dalam penguatan fungsi nominasi dan remunerasi, khususnya dalam mendukung objektivitas proses suksesi kepemimpinan, kesesuaian sistem remunerasi dengan kinerja Perusahaan, serta pengembangan kompetensi sumber daya manusia di tingkat manajerial.

Komite Pemantau Risiko

Sepanjang tahun 2025, Komite Pemantau Risiko secara konsisten mendukung Dewan Komisaris dalam memantau efektivitas penerapan prinsip Tata Kelola Perusahaan yang Baik serta pengelolaan risiko korporat, termasuk menelaah laporan manajemen risiko dan memastikan kesesuaian penerapan kebijakan manajemen risiko antara Perusahaan induk dan anak perusahaan. Selama periode tersebut, Komite telah menyelenggarakan 33 kali rapat dengan tingkat kehadiran rata-rata mencapai 100%. Berdasarkan hasil evaluasi, kinerja Komite Pemantau Risiko dinilai progresif dan adaptif serta memberikan kontribusi yang optimal dalam penguatan pengawasan tata kelola, khususnya dalam meningkatkan kesadaran risiko di seluruh lini organisasi, memperkuat rekomendasi kebijakan manajemen risiko yang efektif, serta mendorong penerapan praktik tata kelola yang berlandaskan prinsip ETAK (Etika, Transparansi, Akuntabilitas, dan Keberlanjutan).

Audit Committee

Throughout 2025, the Audit Committee consistently supported the Board of Commissioners in overseeing the quality of financial reports, the effectiveness of internal control systems, the conduct of audits, and the Company's compliance with applicable regulations. During this period, the Audit Committee held 33 meetings with an average attendance rate of 100%. Through these meetings, the Audit Committee actively formulated strategic recommendations for the Board of Directors. Based on the evaluation results, the Audit Committee's performance was deemed effective and made an optimal contribution to strengthening oversight functions—particularly in fostering a culture of compliance, maintaining the integrity of financial reporting, and improving the quality of the Company's internal control system.

Nomination and Remuneration Committee

Throughout 2025, the Nomination and Remuneration Committee supported the Board of Commissioners in formulating nomination policies, remuneration systems, and competency development for the Company's leadership. During that period, the Committee held 33 meetings with an average attendance rate of 100%. Through these meetings, the Committee actively contributed to the evaluation of the Board of Directors' performance and the formulation of strategic human resources policies. Based on the evaluation results, the Nomination and Remuneration Committee's performance was deemed effective and made an optimal contribution to strengthening the nomination and remuneration functions, particularly in supporting the objectivity of the leadership succession process, ensuring the alignment of the remuneration system with the Company's performance, and developing the competencies of human resources at the managerial level.

Risk Monitoring Committee

Throughout 2025, the Risk Monitoring Committee consistently supported the Board of Commissioners in monitoring the effectiveness of the implementation of Good Corporate Governance principles and corporate risk management, including reviewing risk management reports and ensuring consistency in the implementation of risk management policies between the parent company and its subsidiaries. During this period, the Committee held 33 meetings with an average attendance rate of 100%. Based on the evaluation results, the Risk Monitoring Committee's performance was deemed progressive and adaptive, making an optimal contribution to strengthening governance oversight—particularly in raising risk awareness across all levels of the organization, reinforcing effective risk management policy recommendations, and promoting governance practices grounded in the ETAK principles (Ethics, Transparency, Accountability, and Sustainability).

Sekretaris Dewan Komisaris

Sekretaris Dewan Komisaris berperan sebagai penghubung informasi antara Dewan Komisaris dengan organ Perusahaan lainnya maupun pemangku kepentingan, guna mendukung kelancaran komunikasi dan tata kelola yang transparan. Sepanjang tahun 2025, Sekretaris Dewan Komisaris memfasilitasi penyelenggaraan rapat Dewan Komisaris, penyusunan notulen, pemutakhiran dokumentasi tata kelola, serta penyampaian laporan pengawasan kepada Pemegang Saham. Berdasarkan hasil evaluasi, kinerja Sekdekom dinilai sangat baik dan profesional, dengan layanan yang responsif dan sistematis, sehingga memberikan kontribusi yang optimal dalam menunjang efektivitas pelaksanaan fungsi pengawasan Dewan Komisaris.

KOMITE LAINNYA DI BAWAH DEWAN KOMISARIS

Hingga akhir tahun 2025, tidak terdapat komite lainnya di bawah Dewan Komisaris.

KOMISARIS INDEPENDEN

Komisaris Independen merupakan anggota Dewan Komisaris yang menjalankan tugas pengawasan secara independen dan bebas dari hubungan yang berpotensi menimbulkan benturan kepentingan. Dalam pelaksanaan fungsinya, Komisaris Independen tidak memiliki keterkaitan keuangan, kepengurusan, kepemilikan saham, maupun hubungan keluarga dengan anggota Dewan Komisaris lainnya, Direksi, dan/atau Pemegang Saham yang dapat memengaruhi objektivitas dalam pengambilan keputusan.

Keberadaan Komisaris Independen bertujuan untuk memperkuat efektivitas fungsi pengawasan serta mendukung terciptanya tata kelola perusahaan yang lebih transparan, objektif, dan profesional. Selain melakukan pemantauan terhadap pengelolaan Perusahaan, Komisaris Independen juga berperan dalam menjaga keseimbangan kepentingan seluruh pemangku kepentingan, termasuk memastikan perlindungan terhadap kepentingan pemegang saham minoritas dan pihak berkepentingan lainnya sesuai dengan prinsip-prinsip governansi korporat yang baik.

Komposisi dan Keanggotaan Komisaris Independen dalam Susunan Dewan Komisaris Perusahaan

Mengacu pada Peraturan Menteri BUMN Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara, komposisi Dewan Komisaris wajib memenuhi ketentuan mengenai keberadaan Komisaris Independen. Dalam regulasi tersebut diatur bahwa paling sedikit 20% dari jumlah anggota Dewan Komisaris harus berasal dari Komisaris Independen yang penetapannya dicantumkan dalam keputusan pengangkatan. Komposisi Komisaris Independen PMT per 31 Desember 2025

Secretary of Board of Commissioners

The Secretary of the Board of Commissioners serves as a liaison between the Board of Commissioners and other Company bodies as well as stakeholders, to support smooth communication and transparent governance. Throughout 2025, the Secretary to the Board of Commissioners facilitated the conduct of Board of Commissioners meetings, the preparation of meeting minutes, the updating of governance documentation, and the submission of oversight reports to Shareholders. Based on the evaluation results, the Secretary of the Board of Commissioners' performance was rated as excellent and professional, with responsive and systematic service, thereby making an optimal contribution to supporting the effectiveness of the Board of Commissioners' oversight functions.

OTHER COMMITTEES UNDER BOARD OF COMMISSIONERS

As of the end of 2025, there are no other committees under Board of Commissioners.

INDEPENDENT COMMISSIONERS

Independent Commissioners are members of Board of Commissioners who perform supervisory duties independently and free from any relationships that could potentially give rise to conflicts of interest. In carrying out their functions, Independent Commissioners have no financial, managerial, or shareholding ties, nor any family relationships with other members of Board of Commissioners, Board of Directors, and/or Shareholders that could affect their objectivity in decision-making.

The presence of Independent Commissioners aims to strengthen the effectiveness of supervisory functions and support the creation of corporate governance that is more transparent, objective, and professional. In addition to monitoring the Company's management, Independent Commissioners also play a role in maintaining a balance of interests among all stakeholders, including ensuring the protection of the interests of minority shareholders and other interested parties in accordance with the principles of good corporate governance.

Composition and Membership of Independent Commissioners in the Company's Board of Commissioners

Pursuant to Ministry of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 on Guidelines for Corporate Governance and Significant Corporate Activities of State-Owned Enterprises, the composition of Board of Commissioners must comply with the provisions regarding the presence of Independent Commissioners. The regulation stipulates that at least 20% of the members of Board of Commissioners must be Independent Commissioners, whose designation must be specified in the appointment decision.

Komposisi Komisaris Independen PMT per 31 Desember 2025
Composition of PMT Independent Commissioners as of December 31, 2025

Nama Name	Periode Jabatan dan Pertama Kali Diangkat Period of Office and First Appointment	Masa Jabatan Term of Service
Darwanto	Periode ke-1, sebelumnya tidak pernah menjabat sebagai Dewan Komisaris Perusahaan 1st period, previously never served as the Company's Board of Commissioners	1 Oktober 2021 s.d RUPS yang akan diselenggarakan di tahun 2026 October 1, 2021 until the GMS to be held in 2026
Herbert Timbo Parluhutan Siahaan		
Aan Rusdianto		9 Januari 2024 s.d RUPS yang akan diselenggarakan di tahun 2029 January 9, 2024, until the GMS to be held in 2029

Komposisi Komisaris Independen Perusahaan terhadap jumlah keseluruhan anggota Dewan Komisaris per 31 Desember 2025 sebesar 60,00% dan telah memenuhi Peraturan Menteri Negara BUMN No. PER-2/MBU/03/2023 mengenai komposisi Komisaris Independen yakni paling kurang 20% dari jumlah keseluruhan Dewan Komisaris.

The composition of the Company's Independent Commissioners to the total number of members of Board of Commissioners as of December 31, 2025 is 60% and has fulfilled the Regulation of Minister of StateOwned Enterprises No. PER-2/MBU/03/2023 regarding composition of Independent Commissioners which is at least 20% of the total number of Board of Commissioners.

Kriteria Penentuan Komisaris Independen

Komisaris Independen di lingkungan Perusahaan berperan penting dalam mendukung terciptanya sistem pengawasan yang objektif, dan sesuai dengan prinsip-prinsip Tata Kelola Perusahaan yang Baik. Penetapan Komisaris Independen yang dilakukan oleh Perusahaan mengacu pada ketentuan Peraturan Menteri BUMN Nomor PER-01/MBU/2011 yang mengatur persyaratan independensi anggota Dewan Komisaris. Ketentuan tersebut bertujuan untuk memastikan bahwa Komisaris Independen tidak memiliki hubungan atau kepentingan tertentu yang dapat memengaruhi kemampuan dalam bertindak secara independen. Adapun kriteria Komisaris Independen di lingkungan Perusahaan adalah sebagai berikut:

1. Tidak memiliki hubungan afiliasi terkait hubungan keuangan dengan Perusahaan.
2. Tidak memiliki hubungan afiliasi terkait kepengurusan Perusahaan.
3. Tidak mempunyai saham Perusahaan baik langsung maupun tidak langsung.
4. Tidak memiliki hubungan keluarga dengan anggota Dewan Komisaris/Dewan Pengawas lainnya, anggota Direksi dan/atau pemegang saham pengendali atau hubungan dengan BUMN yang bersangkutan.

Criteria for Determining Independent Commissioners

Independent Commissioners within the Company play a vital role in supporting the establishment of an objective supervisory system that is in accordance with the principles of Good Corporate Governance. The Company's appointment of Independent Commissioners is based on the provisions of Minister of SOEs Regulation No. PER-01/MBU/2011, which governs the independence requirements for members of Board of Commissioners. These provisions aim to ensure that Independent Commissioners do not have any specific relationships or interests that could affect their ability to act independently. The criteria for Independent Commissioners within the Company are as follows:

1. Has no affiliation related to financial relationship with the Company.
2. Has no affiliation related to the management of the Company.
3. Does not own shares of the Company either directly or indirectly.
4. Has no family relationship with other members of Board of Commissioners/Supervisory Board, members of Board of Directors and/or controlling shareholders or relationship with the SOE concerned.

Kriteria Independensi Independence Criteria	Darwanto	Herbert Timbo Parluhutan Siahaan	Aan Rusdianto
Memiliki hubungan afiliasi terkait hubungan keuangan dengan Perusahaan Has an affiliation related to financial relationships with the Company	x	x	x
Memiliki hubungan afiliasi terkait kepengurusan Perusahaan Has an affiliation related to the management of the Company	x	x	x

Kriteria Independensi Independence Criteria	Darwanto	Herbert Timbo Parluhutan Siahaan	Aan Rusdianto
Memiliki saham Perusahaan baik langsung maupun tidak langsung Own shares of the Company either directly or indirectly	x	x	x
Memiliki hubungan afiliasi dengan Komisaris lainnya, Direksi dan Pemegang Saham utama/ pengendali Perusahaan Has an affiliation with other Board of Commissioners, Board of Directors and major shareholders/ controllers of the Company	x	x	x

v = ada | x = tidak ada
v = yes | x = no

Surat Pernyataan Independensi Masing-Masing Komisaris Independen
Independence Statement Letter of Each Independent Commissioner

Darwanto	Herbert Timbo Parluhutan Siahaan	Aan Rusdianto
		

Direksi
Board of Directors

Direksi merupakan organ Perusahaan yang memiliki kewenangan dan tanggung jawab dalam menjalankan pengurusan Perusahaan, selaras dengan tujuan, strategi usaha, serta prinsip keberlanjutan untuk menjaga kesinambungan operasional dan pertumbuhan usaha dalam jangka panjang. Setiap anggota Direksi menjalankan tugas dan mengambil keputusan sesuai dengan pembagian fungsi, tanggung jawab, dan kewenangan yang telah ditetapkan dalam Anggaran Dasar serta ketentuan peraturan perundang-undangan yang berlaku. Sebagai bentuk penerapan prinsip akuntabilitas, Direksi juga berkewajiban menyampaikan laporan pertanggungjawaban atas pengelolaan Perusahaan kepada RUPS.

Board of Directors is the Company's governing organ that has the authority and responsibility to manage the Company in accordance with its objectives, business strategies, and sustainability principles to ensure operational continuity and long-term business growth. Each member of Board of Directors performs duties and makes decisions in accordance with the division of functions, responsibilities, and authorities as stipulated in the Articles of Association and applicable laws and regulations. As a form of accountability, Board of Directors is also obligated to submit a report on the management of the Company to the GMS.

MASA JABATAN DIREKSI

Anggota Direksi diangkat untuk masa jabatan selama 5 (lima) tahun sesuai dengan ketentuan Anggaran Dasar Perusahaan dan dapat diangkat kembali untuk 1 (satu) kali periode jabatan berikutnya. Apabila masa jabatan anggota Direksi berakhir sementara RUPS belum menetapkan penggantinya, maka pelaksanaan tugas dan tanggung jawab atas jabatan yang lowong dilakukan sesuai dengan ketentuan yang mengatur mekanisme pengisian sementara posisi anggota Direksi. Dengan demikian, kegiatan pengelolaan Perusahaan tetap dapat berjalan secara optimal dan berkesinambungan.

Adapun jabatan anggota Direksi dinyatakan berakhir apabila terjadi kondisi sebagai berikut:
1. Meninggal dunia;
2. Masa jabatannya berakhir;
3. Diberhentikan berdasarkan keputusan RUPS; dan
4. Tidak lagi memenuhi persyaratan sebagai anggota Direksi berdasarkan ketentuan Anggaran Dasar dan peraturan perundang-undangan.

BOARD OF DIRECTORS' TENURE

Members of Board of Directors are appointed for a tenure of 5 (five) years in accordance with the provisions of the Company's Articles of Association and may be reappointed for one (1) additional term. If a member of Board of Directors' tenure ends while the GMS has not yet appointed a successor, then the duties and responsibilities of the vacant position shall be carried out in accordance with the provisions governing the mechanism for temporarily filling Board of Directors positions. Thus, the Company's management activities can continue to run optimally and continuously.

A member of Board of Directors' tenure is deemed to have ended if any of the following conditions occur:
1. He/she passed away;
2. His/her tenure ends;
3. Dismissed based on the GMS resolution; and
4. No longer fulfill the requirements as a member of Board of Directors based on the Articles of Association and laws and regulations.

KRITERIA DAN/ATAU PERSYARATAN ANGGOTA DIREKSI

Persyaratan Materiil

Syarat materiil bagi seseorang untuk dapat diangkat menjadi Direksi Perusahaan antara lain:
1. Keahlian;
2. Integritas;
3. Kepemimpinan;
4. Pengalaman;
5. Jujur;
6. Perilaku yang baik; dan
7. Dedikasi yang tinggi untuk memajukan dan mengembangkan Perusahaan.

CRITERIA AND/OR REQUIREMENTS FOR MEMBERS OF BOARD OF DIRECTORS

Material Requirements

The material requirements for a person to be appointed to the Company's Board of Directors include:
1. Expertise;
2. Integrity;
3. Leadership;
4. Experience;
5. Honesty;
6. Good conduct; and
7. High dedication to advancing and developing the Company.

Persyaratan Formal

Syarat formal bagi seseorang untuk dapat diangkat menjadi Direksi Perusahaan antara lain:

1. Orang perseorangan.
2. Mampu melaksanakan perbuatan hukum.
3. Tidak pernah dinyatakan pailit dalam waktu 5 (lima) tahun sebelum pengangkatan.
4. Tidak pernah menjadi anggota Direksi atau anggota Dewan Komisaris/Dewan Pengawas yang dinyatakan bersalah menyebabkan suatu Perusahaan, Anak Perusahaan dan/atau badan usaha lainnya dinyatakan pailit dalam waktu 5 (lima) tahun sebelum pengangkatan; dan
5. Tidak pernah dihukum karena melakukan tindak pidana yang merugikan keuangan Negara, Perusahaan, Anak Perusahaan, badan usaha lainnya dan/atau yang berkaitan dengan sektor keuangan dalam waktu 5 (lima) tahun sebelum pengangkatan.

Formal Requirements

The formal requirements for a person to be appointed to the Company's Board of Directors include:

1. An individual person;
2. Legally competent to perform legal acts;
3. Has not been declared bankrupt within the 5 (five) years prior to the appointment;
4. Never having been a member of Board of Directors or Board of Commissioners/Supervisory Board found guilty of causing a Company, subsidiary, and/or other business entity to be declared bankrupt within the 5 (five) years prior to the appointment; and
5. Never been convicted of a criminal offense causing financial loss to the State, the Company, its subsidiaries, other business entities, and/or involving the financial sector within the 5 (five) years prior to the appointment.

Persyaratan Lainnya

Selain syarat materiil dan formal, terdapat persyaratan lainnya yang harus dipenuhi Calon Anggota Direksi, yaitu:

1. Bukan pengurus partai politik, calon anggota legislatif, dan/atau anggota legislatif pada Dewan Perwakilan Rakyat, Dewan Perwakilan Daerah, Dewan Perwakilan Rakyat Daerah Provinsi, dan Dewan Perwakilan Rakyat Daerah Kabupaten/Kota.
2. Bukan calon kepala/wakil kepala daerah dan/atau kepala/wakil kepala daerah, termasuk penjabat kepala/wakil kepala daerah; dan
3. Tidak menjabat sebagai anggota Direksi pada Perusahaan atau Anak Perusahaan yang bersangkutan selama 2 (dua) periode.

Other Requirements

In addition to the material and formal requirements, there are other requirements that candidates for members of Board of Directors must meet, which are:

1. Not a political party official, a candidate for legislative office, and/or a member of the House of Representatives, Regional Representative Council, Provincial House of Representatives, or Regency/City House of Representatives.
2. Not a candidate for regional head or deputy regional head and/or a regional head or deputy regional head, including acting regional heads or deputy regional heads; and
3. Has not served as a member of Board of Directors of the relevant Company or Subsidiary for 2 (two) terms.

JUMLAH, KOMPOSISI, DAN SUSUNAN DIREKSI TAHUN 2025

NUMBER, COMPOSITION, AND STRUCTURE OF BOARD OF DIRECTORS IN 2025

Komposisi dan Susunan Direksi per 31 Desember 2025
Composition and Structure of Board of Directors as of December 31, 2025

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Masa Jabatan Term of Service	Periode Jabatan Service Periode
Ary Henryanto	Direktur Utama President Director	Keputusan Sirkuler Pemegang Saham di Luar RUPS No. KP.10.05/1/3/8/RKTK/UTMA/PLND-24 dan No. SK.03/1/3/9/HKP/DRU/PSD-24 tanggal 1 Maret 2024. Circular Resolution of Shareholders in lieu of GMS KP.10.05/1/3/8/RKTK/UTMA/PLND-24 and No. SK.03/1/3/9/HKP/DRU/PSD-24 dated March 1, 2024.	1 Maret 2024 s.d RUPS yang akan diselenggarakan di tahun 2029 March 1, 2024, through the Annual General Meeting to be held in 2029	Ke-1 1st
Yarham Harid	Direktur Teknik Technical Director			
Rizki Kurniawan	Direktur Strategi dan Komersial Strategy and Commercial Director	Keputusan Sirkuler Pemegang Saham di Luar RUPS No. KP.03/7/11/7/RKTK/UTMA/PLND-23 dan No.SK.03/7/11/8/HKP/DRU/PSD-23 tanggal 07 November 2023 Circular Resolution of Shareholders in lieu of GMS No. KP.03/7/11/7/RKTK/UTMA/PLND-23 and No.SK.03/7/11/8/HKP/DRU/PSD-23 dated November 7, 2023	7 November 2023 s.d RUPS yang akan diselenggarakan di tahun 2028 November 7, 2023, until the GMS to be held in 2028	

Komposisi dan Susunan Direksi per 31 Desember 2025
Composition and Structure of Board of Directors as of December 31, 2025

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Masa Jabatan Term of Service	Periode Jabatan Service Periode
Arif Rusman Yulianto	Direktur Operasi Operations Director	Keputusan Sirkuler Pemegang Saham di Luar RUPS No. KP.03/24/2/2/RKTK/UTMA/PLND-23 dan No. SK.03/24/2/HKP/DRU/PSD-23 tanggal 24 Februari 2023 Circular Resolution of Shareholders in lieu of GMS KP.03/24/2/2/RKTK/UTMA/PLND-23 and No. SK.03/24/2/HKP/DRU/PSD-23 dated February 24, 2023	1 Maret 2023 s.d RUPS yang akan diselenggarakan di tahun 2028 March 1, 2023 until the GMS to be held in 2028	Ke-1 1st
Edi Priyanto	Direktur SDM HC Director			
Yoni Setiawan	Direktur Keuangan dan Manajemen Risiko Finance and Risk Management Director			

Profil seluruh Direksi dapat dilihat pada bab Profil Perusahaan dalam Laporan Tahunan ini.

BOARD MANUAL: PEDOMAN TATA LAKSANA KERJA DIREKSI

Perusahaan telah menetapkan *Board Manual* atau Pedoman Tata Laksana Kerja sebagai acuan bagi Direksi dalam melaksanakan fungsi kepengurusan Perusahaan, termasuk dalam menjalankan hubungan kerja dengan Dewan Komisaris maupun organ perusahaan lainnya. Pedoman tersebut diberlakukan melalui Peraturan Direksi Nomor SK.01.01/1/12/1/HLTK/DIRU/PLMT-21 tanggal 1 Desember 2021 tentang Pedoman Tata Laksana Kerja Hubungan Dewan Komisaris dan Direksi (*Board Manual*) pada PT Pelindo Multi Terminal.

Secara umum, *Board Manual* memuat berbagai ketentuan yang berkaitan dengan fungsi dan keanggotaan Direksi, prinsip independensi, etika jabatan, tugas dan kewenangan, hak dan kewajiban, serta tanggung jawab Direksi dalam pengelolaan Perusahaan. Selain itu, pedoman tersebut juga mengatur prinsip pengambilan keputusan, program pengenalan dan peningkatan kompetensi, pembagian tugas antaranggota Direksi, peran organ pendukung Direksi, mekanisme penilaian dan evaluasi kinerja, hubungan Perusahaan dengan anak perusahaan, hingga tata pelaksanaan rapat bersama Dewan Komisaris sebagai bagian dari penguatan governansi korporat di lingkungan Perusahaan.

TUGAS DIREKSI

Board Manual Perusahaan telah mengatur secara jelas mengenai tugas, kewenangan, tanggung jawab, serta hak Direksi dalam menjalankan fungsi pengurusan Perusahaan. Secara umum, Direksi bertanggung jawab untuk mengelola dan menjalankan seluruh kegiatan usaha Perusahaan demi kepentingan dan pencapaian tujuan Perusahaan sesuai dengan Anggaran Dasar. Selain itu, Direksi juga memiliki kewenangan untuk mewakili Perusahaan, baik di dalam maupun di luar pengadilan, dalam berbagai tindakan hukum

The profiles of all Board of Directors can be seen in the Company Profile chapter in this Annual Report.

BOARD MANUAL: BOARD OF DIRECTORS' WORK PROCEDURES GUIDELINES

The Company has established a Board Manual, or Work Procedures, as a reference for Board of Directors in carrying out their management functions, including in maintaining working relationships with the Board of Commissioners and other corporate bodies. These guidelines were enacted through Board of Directors Regulation No. SK.01.01/1/12/1/HLTK/DIRU/PLMT-21 dated December 1, 2021, regarding Guidelines for Work Procedures Governing Relations Between Board of Commissioners and Board of Directors (Board Manual) at PT Pelindo Multi Terminal.

In general, the Board Manual contains various provisions related to the functions and membership of Board of Directors, principles of independence, professional ethics, duties and authorities, rights and obligations, as well as the Board of Directors' responsibilities in managing the Company. In addition, these guidelines also regulate decision-making principles, orientation and competency development programs, division of duties among Board members, roles of the Board's supporting organs, performance assessment and evaluation mechanisms, the Company's relationship with its subsidiaries, and procedures for joint meetings with Board of Commissioners—all as part of strengthening corporate governance within the Company.

BOARD OF DIRECTORS' DUTIES

The Company's Board Manual clearly sets forth the duties, authorities, responsibilities, and rights of Board of Directors in carrying out its management functions. In general, Board of Directors is responsible for managing and conducting all of the Company's business activities in the best interests of the Company and to achieve its objectives in accordance with the Articles of Association. In addition, Board of Directors also has the authority to represent the Company, both in and out of court, in various legal actions and business activities,

dan kegiatan usaha dengan tetap memperhatikan batasan yang diatur dalam peraturan perundang-undangan, Anggaran Dasar, dan keputusan RUPS.

Dalam melaksanakan tugasnya, Direksi wajib memberikan dedikasi, perhatian, serta komitmen penuh terhadap pengelolaan Perusahaan dan pencapaian target yang telah ditetapkan. Setiap anggota Direksi juga dituntut untuk menjalankan tugas secara profesional dengan menjunjung tinggi prinsip transparansi, akuntabilitas, tanggung jawab, independensi, dan kewajaran sesuai dengan ketentuan yang berlaku.

Selain tanggung jawab tersebut, Direksi juga memiliki tugas lain yang mendukung efektivitas pengelolaan dan keberlangsungan usaha Perusahaan, antara lain sebagai berikut:

1. Membuat Daftar Pemegang Saham, Daftar Khusus, risalah RUPS dan risalah rapat Direksi;
2. Membuat laporan tahunan dan dokumen keuangan Perusahaan;
3. Memelihara seluruh Daftar Pemegang Saham, Daftar Khusus, Risalah RUPS, Risalah Rapat Dewan Komisaris dan Risalah Rapat Direksi, Laporan Tahunan dan Dokumen Keuangan Perusahaan serta Dokumen Perusahaan lainnya.

WEWENANG DIREKSI

Dalam melaksanakan tugasnya, Direksi berwenang untuk:

1. Menetapkan kebijakan kepengurusan Perusahaan;
2. Mengatur penyerahan kekuasaan Direksi kepada seorang atau beberapa orang anggota Direksi untuk mengambil keputusan atas nama Direksi atau mewakili Perusahaan di dalam dan di luar Pengadilan;
3. Mengatur penyerahan kekuasaan Direksi untuk mewakili Perusahaan di dalam dan di luar Pengadilan kepada seorang yang khusus ditunjuk untuk itu atau kepada seorang atau beberapa orang pekerja Perusahaan baik sendiri-sendiri maupun bersama-sama;
4. Mengatur ketentuan-ketentuan tentang kepegawaian Perusahaan termasuk penetapan gaji, pensiun atau jaminan hari tua dan penghasilan lain bagi Pekerja Perusahaan berdasarkan peraturan perundang-undangan yang berlaku dan keputusan RUPS;
5. Mengangkat dan memberhentikan Pekerja Perusahaan berdasarkan peraturan kepegawaian Perusahaan dan peraturan perundang-undangan yang berlaku;
6. Mengangkat dan memberhentikan Sekretaris Perusahaan; dan
7. Melakukan segala tindakan dan perbuatan lainnya mengenai pengurusan maupun pemilikan kekayaan Perusahaan, mengikat Perusahaan dengan pihak lain dan/atau pihak lain dengan Perusahaan, serta mewakili Perusahaan di dalam dan di luar Pengadilan tentang segala hal dan segala kejadian dengan pembatasan-pembatasan sebagaimana diatur dalam peraturan perundang-undangan, Anggaran Dasar, dan/atau Keputusan RUPS.

while adhering to the limitations set forth in applicable laws and regulations, Articles of Association, and GMS resolutions.

In carrying out its duties, Board of Directors is required to demonstrate dedication, attention, and full commitment to the management of the Company and the achievement of established targets. Each member of Board of Directors is also required to perform their duties professionally by upholding the principles of transparency, accountability, responsibility, independence, and fairness in accordance with applicable regulations.

In addition to these responsibilities, Board of Directors also has other duties that support the effectiveness of management and the sustainability of the Company's business, including the following:

1. Prepare the Register of Shareholders, Special Register, minutes of GMS and minutes of Board of Directors meetings;
2. Preparing the annual report and financial documents of the Company;
3. Maintain the entire Register of Shareholders, Special Register, Minutes of GMS, Minutes of GMS Meetings, Minutes of Board of Commissioners Meetings and Minutes of Board of Directors Meetings, Annual Reports and Company Financial Documents as well as other Company Documents.

BOARD OF DIRECTORS' AUTHORITIES

In carrying out its duties, Board of Directors is authorized to:

1. Establish the Company's management policy;
2. Arrange the transfer of power of Board of Directors to one or several members of Board of Directors to make decisions on behalf of Board of Directors or represent the Company inside and outside the Court;
3. Regulate the transfer of power of Board of Directors to represent the Company inside and outside the Court to a person specifically appointed for that purpose or to a person or several employees of the Company either individually or jointly;
4. Regulate the provisions concerning the Company's employment including the determination of salaries, pensions or old age pensions and other income for the Company's employees based on the prevailing laws and regulations and the GMS resolution;
5. Appoint and dismiss the Company's employees based on the Company's employment regulations and prevailing laws and regulations;
6. Appoint and dismiss the Corporate Secretary; and
7. Perform all actions and other deeds regarding the management and ownership of the Company's assets, binding the Company with other parties and/or other parties with the Company, as well as representing the Company inside and outside the Court on all matters and all events with restrictions as stipulated in the laws and regulations, Articles of Association and/or the GMS Resolution.

Pembagian tugas dan kewenangan masing-masing anggota Direksi ditetapkan melalui keputusan RUPS sesuai dengan kebutuhan pengelolaan Perusahaan. Apabila pembagian tugas tersebut belum ditentukan dalam RUPS, maka pengaturannya dilakukan berdasarkan Peraturan Direksi guna memastikan pelaksanaan fungsi pengurusan Perusahaan tetap berjalan secara efektif dan terkoordinasi.

Dalam menjalankan pengelolaan Perusahaan, Direksi wajib melaksanakan arahan dan keputusan yang ditetapkan oleh RUPS sepanjang tidak bertentangan dengan ketentuan peraturan perundang-undangan maupun Anggaran Dasar Perusahaan.

Selain itu, RUPS memiliki kewenangan untuk menetapkan, menambah, maupun mengurangi batasan terhadap tindakan tertentu yang dapat dilakukan Direksi sebagaimana diatur dalam Anggaran Dasar. RUPS juga dapat menetapkan pembatasan lain sesuai kebutuhan dan kepentingan Perusahaan guna memastikan setiap keputusan strategis dilaksanakan secara *prudent* dan sesuai dengan prinsip Tata Kelola Perusahaan yang Baik.

Tugas dan kewenangan Direksi dijabarkan secara rinci sebagai berikut:

1. Terkait dengan Rapat Umum Pemegang Saham (RUPS):
   a. Direksi menyelenggarakan RUPS Tahunan dan RUPS Luar Biasa dengan didahului pemanggilan RUPS sesuai dengan prosedur yang ditetapkan dalam Anggaran Dasar dan peraturan perundang-undangan;
   b. Direksi wajib melakukan pemanggilan RUPS dalam jangka waktu paling lambat 15 hari terhitung sejak tanggal permintaan penyelenggaraan RUPS diterima;
   c. RUPS yang diselenggarakan Direksi berdasarkan panggilan RUPS sebagaimana dimaksud pada poin (a) di atas, hanya membicarakan masalah yang berkaitan sesuai dengan alasan permintaan penyelenggaraan RUPS dan mata acara rapat lainnya yang dipandang perlu oleh Direksi.
2. Terkait dengan strategi dan rencana kerja:
   a. Penyusunan dan Penyampaian Rencana Jangka Panjang Perusahaan (RJPP)
      Direksi berkewajiban untuk menyiapkan pada waktunya RJPP dan perubahannya serta menyampaikannya kepada Dewan Komisaris untuk mendapatkan tanggapan tertulis, dan Pemegang Saham untuk mendapatkan pengesahan RUPS.
      i) Susunan Materi RJPP
         RJPP merupakan rencana strategis yang memuat sasaran dan tujuan Perusahaan yang hendak dicapai dalam jangka waktu 5 (lima) tahun. Format RJPP merujuk pada ketentuan penyusunan RJPP dari Kementerian Negara BUMN.
      ii) Tata laksana penyampaian RJPP kepada RUPS diatur sebagai berikut:
         - Rancangan RJPP yang telah ditandatangani bersama Dewan Komisaris disampaikan kepada RUPS untuk mendapat pengesahan;
         - Pengesahan RJPP ditetapkan selambat-lambatnya 60 hari setelah diterimanya Rancangan RJPP dalam RUPS;

The division of duties and authorities among members of Board of Directors is determined by a resolution of the GMS in accordance with the Company's management needs. If such division of duties has not been determined at the GMS, it shall be regulated by Board of Directors Regulations to ensure that the Company's management functions continue to be carried out effectively and in a coordinated manner.

In managing the Company, Board of Directors are required to implement the directives and resolutions set forth by the GMS as long as they do not conflict with applicable laws and regulations or the Company's Articles of Association.

In addition, the GMS has the authority to establish, add, or reduce limitations on certain actions that may be taken by the Board of Directors as stipulated in the Articles of Association. The GMS may also establish other restrictions as needed and in the Company's best interests to ensure that every strategic decision is implemented prudently and in accordance with the principles of Good Corporate Governance.

Detailed explanation of duties and authorities of Board of Directors is as follows:

1. Related to the General Meeting of Shareholders (GMS):
   a. Board of Directors shall organize the Annual GMS and Extraordinary GMS preceded by an invitation to the GMS in accordance with the procedures stipulated in the Articles of Association and laws and regulations;
   b. Board of Directors shall make an invitation to the GMS within a period of no later than 15 days from the date on which the request for the GMS is received;
   c. The GMS held by Board of Directors based on the GMS invitation as referred to in point (a) above, shall only discuss related issues in accordance with the reason for the request to hold the GMS and other meeting agenda items deemed necessary by the Board of Directors;
2. Related to strategy and work plan:
   a. Preparation and Submission of the Company's Long Term Plan (RJPP).
      Board of Directors is obliged to prepare in due time the RJPP and its amendments and submit it to Board of Commissioners to obtain written responses, and Shareholders to obtain GMS ratification.
      i) Composition of RJPP Material
         RJPP is a strategic plan that contains the Company's goals and objectives to be achieved within a period of 5 (five) years. The RJPP format refers to the provisions of RJPP preparation from the Ministry of State-Owned Enterprises.
      ii) The procedure for submitting the RJPP to the GMS is regulated as follows:
         - The RJPP draft that has been signed with Board of Commissioners is submitted to the GMS for ratification;
         - Ratification of RJPP shall be stipulated no later than 60 days after receipt of the RJPP Draft in the GMS;

- Jika dalam waktu 60 hari belum disahkan, maka Rancangan RJPP tersebut dianggap telah mendapat persetujuan;
- Sebelum waktu 60 hari sebelum berakhirnya RJPP, Direksi wajib menyampaikan rancangan RJPP periode berikutnya.

iii) Perubahan RJPP
Dalam hal perubahan RJPP perlu dilakukan, maka berlaku ketentuan sebagai berikut:
- Perubahan RJPP hanya dapat dilakukan bila terdapat perubahan materiil yang berada di luar kendali Direksi;
- Perubahan materiil tersebut adalah perubahan yang mengakibatkan terjadinya penyimpangan pencapaian lebih dari 20%;
- Perubahan RJPP harus ditandatangani Dewan Komisaris dan Direksi untuk selanjutnya disampaikan kepada RUPS untuk mendapat pengesahan.

b. Penyusunan Rencana Kerja dan Anggaran Perusahaan
Direksi wajib menyusun Rencana Kerja dan Anggaran Perusahaan untuk setiap tahun buku. Tata laksana penyampaian RKAP diatur sebagai berikut:
i) Rancangan RKAP yang telah ditandatangani oleh seluruh anggota Direksi disampaikan kepada Dewan Komisaris untuk ditelaah dan ditandatangani sebelum disampaikan kepada Pemegang Saham;
ii) Rancangan RKAP yang telah ditandatangani oleh semua anggota Direksi dan semua anggota Dewan Komisaris sebagaimana dimaksud poin (i) di atas, disampaikan oleh Direksi kepada para Pemegang Saham paling lambat 60 hari sebelum dimulainya tahun buku pertama RKAP yang bersangkutan untuk mendapatkan pengesahan RUPS dengan memperhatikan ketentuan yang berlaku;
iii) Rancangan RKAP disetujui oleh RUPS paling lambat 30 hari setelah tahun anggaran berjalan (tahun anggaran RKAP yang bersangkutan);
iv) Dalam hal rancangan RKAP belum disampaikan oleh Direksi dan/atau RKAP belum disetujui dalam kurun waktu sebagaimana dimaksud pada poin (iii) di atas, maka RKAP tahun sebelumnya yang diberlakukan;
v) Rancangan RKAP sebagaimana dimaksud pada poin (ii) di atas harus disediakan di kantor Perusahaan sejak tanggal panggilan sampai dengan tanggal pelaksanaan RUPS, persetujuannya untuk kepentingan Pemegang Saham.

c. Penyusunan dan Penyampaian Laporan Tahunan
Direksi wajib menyusun Laporan Tahunan yang memuat sekurang-kurangnya:
i) Laporan keuangan yang terdiri atas sekurang-kurangnya neraca akhir tahun buku yang baru lampau dalam perbandingan dengan tahun buku sebelumnya, laporan laba rugi dari tahun buku yang bersangkutan, laporan arus kas, dan laporan perubahan ekuitas, serta laporan

- If within 60 days it has not been ratified, the RJPP Draft shall be deemed to have been approved;
- Prior to 60 days before the expiration of RJPP, Board of Directors must submit the RJPP draft for the following period.

iii) Amendment of RJPP.
In the event that amendments of RJPP need to be made, the following provisions apply:
- Amendments of RJPP can only be made if there are material changes that are beyond Board of Directors control;
- Such material changes are changes that result in a deviation in achievement of more than 20%;
- Amendments of RJPP must be signed by Board of Commissioners and Board of Directors and then submitted to the GMS for ratification.

b. Preparation of the Company's Work Plan and Budget.
Board of Directors must prepare the Company's Work Plan and Budget for each fiscal year. The procedure for submitting the RKAP is regulated as follows:
i) The RKAP draft that has been signed by all members of Board of Directors shall be submitted to Board of Commissioners to be reviewed and signed before being submitted to Shareholders;
ii) The RKAP draft which has been signed by all members of Board of Directors and all members of Board of Commissioners as referred to in letter (i) above, shall be submitted by Board of Directors to Shareholders at latest 60 days prior to the commencement of the first fiscal year of RKAP concerned to obtain the GMS ratification with due observance of the prevailing provisions;
iii) The RKAP draft shall be approved by the GMS no later than 30 days after the current fiscal year (the fiscal year of the RKAP concerned);
iv) In the event that the RKAP draft has not been submitted by Board of Directors and/or the RKAP has not been approved within the period as referred to in letter c above, the previous year's RKAP shall apply;
v) The RKAP draft as referred to in letter (ii) above shall be made available at the Company's office from the date of the invitation until the date of the GMS, the approval of which shall be for the benefit of Shareholders.

c. Preparation and Submission of Annual Report.
Board of Directors must prepare an Annual Report which contains at least:
i) A financial report consisting of at least the balance sheet at the end of the last fiscal year in comparison with the previous fiscal year, a profit and loss statement for the fiscal year concerned, a cash flow statement, and a statement of changes in equity, as well as a report on the Company's

mengenai hak-hak Perusahaan yang tidak tercatat dalam pembukuan antara lain sebagai akibat penghapusbukuan piutang;
ii) Laporan mengenai kegiatan Perusahaan;
iii) Laporan pelaksanaan tanggung jawab sosial dan lingkungan, jika ada;
iv) Rincian masalah yang timbul selama tahun buku yang memengaruhi kegiatan usaha Perusahaan;
v) Laporan mengenai tugas pengawasan yang telah dilaksanakan oleh Dewan Komisaris selama tahun buku yang baru lampau;
vi) Nama anggota Direksi dan anggota Dewan Komisaris;
vii) Gaji dan tunjangan/fasilitas bagi anggota Direksi dan honorarium serta tunjangan/fasilitas bagi anggota Dewan Komisaris Perusahaan untuk tahun buku yang baru lampau.

Tata laksana penyampaian Laporan Tahunan disampaikan sebagai berikut:
i) Rancangan Laporan Tahunan termasuk laporan keuangan yang telah diaudit oleh akuntan publik, yang telah ditandatangani oleh seluruh anggota Direksi disampaikan kepada Dewan Komisaris untuk ditelaah dan ditandatangani sebelum disampaikan kepada Pemegang Saham;
ii) Akuntan Publik sebagaimana dimaksud pada poin (i) di atas ditetapkan oleh RUPS atas usul Dewan Komisaris;
iii) Laporan Tahunan yang telah ditandatangani oleh semua Direksi dan semua anggota Dewan Komisaris, disampaikan oleh Direksi kepada Pemegang Saham paling lambat 5 (lima) bulan setelah Tahun Buku berakhir dengan memperhatikan ketentuan yang berlaku;
iv) Dalam hal ada anggota Direksi dan Dewan Komisaris tidak menandatangani laporan tahunan dimaksud, harus disebutkan alasannya secara tertulis atau alasan tersebut dinyatakan oleh Direksi dalam surat tersendiri yang dilekatkan dalam Laporan Tahunan;
v) Dalam hal terdapat anggota Direksi atau anggota Dewan Komisaris yang tidak menandatangani Laporan Tahunan sebagaimana dimaksud pada poin (iii) di atas dan tidak memberi alasan secara tertulis, yang bersangkutan dianggap telah menyetujui isi Laporan Tahunan;
vi) Persetujuan atas Laporan Tahunan termasuk pengesahan Laporan Keuangan sebagaimana dimaksud poin (iii) di atas, dilakukan oleh RUPS paling lambat pada akhir bulan keenam setelah Tahun Buku berakhir;
vii) Persetujuan atas Laporan Tahunan termasuk pengesahan Laporan Keuangan oleh RUPS, berarti memberikan pengesahan dan pembebasan kepada para anggota Direksi dan anggota Dewan Komisaris atas pengurusan dan pengawasan yang telah dijalankan selama Tahun Buku yang lalu, sejauh tindakan tersebut dinyatakan dalam

rights that are not recorded in the books, among others, as a result of the write-off of receivables;

ii) Report on the Company's activities;
iii) Report on the implementation of social and environmental responsibilities, if any;
iv) Details of problems arising during the fiscal year that affect the Company's business activities;
v) A report on the supervisory duties performed by Board of Commissioners during the past fiscal year;
vi) Names of members of Board of Directors and members of Board of Commissioners;
vii) Salary and allowances/facilities for members of Board of Directors and honorarium and allowances/facilities for members of Board of Commissioners of the Company for the previous fiscal year.

The procedure for submitting the Annual Report is as follows:
i) The Annual Report draft including the financial statements audited by public accountant, which has been signed by all members of Board of Directors, shall be submitted to Board of Commissioners to be reviewed and signed before being submitted to the Shareholders.
ii) The Public Accountant as referred to in letter (i) above shall be appointed by the GMS on the proposal of Board of Commissioners.
iii) The Annual Report which has been signed by all members of Board of Directors and all members of Board of Commissioners, shall be submitted by Board of Directors to the Shareholders no later than 5 (five) months after the end of the Fiscal Year with due observance of the prevailing regulations.
iv) In the event that any member of Board of Directors and Board of Commissioners does not sign the Annual Report, the reasons must be stated in writing or the reasons must be stated by Board of Directors in a separate letter attached to the Annual Report.
v) In the event that there are members of Board of Directors or members of Board of Commissioners who do not sign the Annual Report as referred to in letter (iii) above and do not give reasons in writing, the person concerned shall be deemed to have approved the contents of Annual Report.
vi) Approval of the Annual Report including ratification of Financial Statements as referred to in letter (iii) above, shall be made by the GMS no later than the end of the sixth month after the Fiscal Year ends.
vii) Approval of the Annual Report including ratification of the Financial Statements by the GMS, also means the granting of ratification and release to the members of Board of Directors and members of Board of Commissioners for the management and supervision that have been carried out during the past Fiscal Year, to the

Laporan Tahunan termasuk Laporan Keuangan serta sesuai dengan ketentuan yang berlaku;

viii) Laporan Tahunan termasuk Laporan Keuangan sebagaimana dimaksud pada poin (iii) di atas harus disediakan di Kantor Perusahaan, sejak tanggal panggilan sampai dengan tanggal pelaksanaan RUPS, persetujuannya untuk kepentingan Pemegang Saham;

ix) Dalam hal laporan keuangan yang diselesaikan ternyata tidak benar dan/atau menyesatkan, anggota Direksi dan anggota Dewan Komisaris secara tanggung renteng bertanggung jawab terhadap pihak yang dirugikan, kecuali apabila terbukti bahwa keadaan tersebut bukan karena kesalahannya.

d. Penyusunan dan Penyampaian Laporan Manajemen
Direksi wajib menyampaikan laporan berkala menurut cara dan waktu sesuai dengan ketentuan yang berlaku serta laporan lainnya setiap kali diminta oleh Dewan Komisaris dan/atau Pemegang Saham. Laporan berkala tersebut adalah Laporan Manajemen Perusahaan yang memuat pelaksanaan RKAP meliputi Laporan Manajemen Perusahaan Triwulanan, Laporan Manajemen Perusahaan Tahunan, dan Laporan Tahunan atau *Annual Report*. Format Laporan Manajemen Triwulanan dan Laporan Manajemen Tahunan merujuk pada ketentuan penyusunan laporan manajemen dari Kementerian BUMN.

i) Laporan Manajemen Triwulanan
Direksi wajib menyampaikan Laporan Manajemen Perusahaan Triwulanan yang telah ditandatangani oleh Direktur Utama dan Komisaris Utama paling lambat 1 (satu) bulan setelah triwulan bersangkutan berakhir. Khusus untuk Laporan Manajemen Perusahaan Triwulan IV, digabungkan menjadi Laporan Manajemen Perusahaan Tahunan.

ii) Laporan Manajemen Tahunan
Direksi wajib menyampaikan Laporan Manajemen Perusahaan Tahunan yang telah ditandatangani oleh seluruh anggota Direksi dan Dewan Komisaris paling lambat 2 (dua) bulan setelah berakhirnya tahun buku kepada Pemegang Saham. Direksi wajib menyampaikan Perhitungan Tahunan yang telah diperiksa oleh Auditor paling lambat 5 (lima) bulan setelah berakhirnya tahun buku kepada Pemegang Saham.

Apabila terdapat perbedaan antara Laporan Manajemen Perusahaan Tahunan yang telah disampaikan kepada Pemegang Saham dengan Perhitungan Tahunan yang telah diperiksa oleh Auditor Eksternal, maka Direksi harus melakukan revisi terhadap Laporan Manajemen Perusahaan Tahunan dimaksud untuk memperoleh persetujuan dan pengesahan oleh RUPS.

extent that such actions are stated in the Annual Report including the Financial Statements and in accordance with the applicable provisions.

viii) The Annual Report including the Financial Statements as referred to in point (iii) above must be made available at the Company's Office, from the date of the invitation until the date of the GMS, the approval of which is for the benefit of Shareholders.

ix) In the event that the completed financial statements are found to be untrue and/or misleading, members of Board of Directors and members of Board of Commissioners shall be jointly and severally liable to the party harmed, unless it is proven that the situation is not due to their fault.

d. Preparation and Submission of Management Report.
Board of Directors shall submit periodic reports according to the procedure and time in accordance with applicable regulations and other reports whenever requested by Board of Commissioners and/or Shareholders. The periodic report is the Company Management Report, which contains the implementation of RKAP including Quarterly Management Report, Annual Management Report and Annual Report. The format of Quarterly Management Report and Annual Management Report refers to the provisions for the preparation of management reports from the Ministry of SOEs.

i) Quarterly Management Report
Board of Directors must submit the Quarterly Management Report that has been signed by President Director and President Commissioner no later than 1 (one) month after the end of the relevant quarter. Specifically for the 4th Quarter Management Report, it is combined into the Annual Management Report.

ii) Annual Management Report
Board of Directors must submit the Annual Management Report that has been signed by all members of Board of Directors and Board of Commissioners no later than 2 (two) months after the end of the fiscal year to the Shareholders. Board of Directors shall submit the Annual Calculation that has been examined by Auditor no later than 5 (five) months after the end of the fiscal year to the Shareholders.

If there is a difference between the Annual Management Report that has been submitted to the Shareholders and the Annual Calculation that has been examined by External Auditor, Board of Directors must revise the Annual Management Report to obtain approval and ratification by the GMS.

Perhitungan Tahunan yang telah diperiksa Auditor Eksternal dilakukan oleh RUPS paling lambat 6 (enam) bulan setelah berakhirnya tahun buku.

3. Terkait Manajemen Risiko:
   a. Direksi dalam setiap pengambilan keputusan/ tindakan, harus mempertimbangkan risiko usaha.
   b. Direksi wajib membangun dan melaksanakan program manajemen risiko korporasi secara terpadu yang merupakan bagian dari pelaksanaan program GCG.
   c. Pelaksanaan program manajemen risiko dapat dilakukan dengan membentuk unit kerja tersendiri yang ada di bawah Direksi, atau memberi penugasan kepada unit kerja yang ada dan relevan untuk menjalankan fungsi manajemen risiko.
   d. Direksi wajib menyampaikan laporan profil manajemen risiko dan penanganannya bersamaan dengan laporan berkala Perusahaan.
4. Terkait Tata Kelola Teknologi Informasi:
   a. Direksi dapat menetapkan tata kelola teknologi informasi yang efektif.
   b. Direksi wajib menyampaikan laporan pelaksanaan tata kelola teknologi informasi secara periodik kepada Dewan Komisaris.
   c. Direksi wajib menjaga dan mengevaluasi kualitas fungsi tata kelola teknologi informasi di Perusahaan.
5. Terkait dengan Sumber Daya Manusia (SDM):
   a. Menyiapkan susunan organisasi Perusahaan lengkap dengan uraian tugasnya.
   b. Menyusun dan melaksanakan pedoman pengelolaan SDM yang meliputi sistem perencanaan SDM, rekrutmen, seleksi, penempatan Pekerja dan jabatan dalam struktur organisasi Perusahaan, promosi dan demosi serta mutasi.
   c. Memastikan penempatan Pekerja sesuai dengan kriteria jabatan dalam struktur organisasi Perusahaan.
   d. Meminta persetujuan Dewan Komisaris untuk menetapkan struktur organisasi sampai dengan 1 (satu) tingkat di bawah Direksi.
   e. Meminta persetujuan Dewan Komisaris terkait dengan pengangkatan Kepala Satuan Pengawasan Intern dan Sekretaris Perusahaan.
   f. Memastikan pelaksanaan pendidikan dan pelatihan kepada Pekerja sesuai dengan kompetensi jabatan.
   g. Melaksanakan pengukuran dan penilaian kinerja untuk satuan kerja dan jabatan dalam organisasi secara objektif dan transparan.
   h. Mengatur ketentuan-ketentuan tentang kepegawaian Perusahaan termasuk penetapan gaji, pensiun atau jaminan hari tua dan penghasilan lain bagi Pekerja berdasarkan peraturan perundang-undangan yang berlaku dan keputusan RUPS.
   i. Mengangkat dan memberhentikan Pekerja berdasarkan peraturan kepegawaian Perusahaan dan peraturan perundang-undangan yang berlaku.
6. Terkait dengan Etika Bisnis dan Anti Korupsi:
   a. Mengembangkan dan memimpin penerapan Pedoman GCG;

The Annual Calculation that has been examined by External Auditor is carried out by the GMS no later than 6 (six) months after the end of the fiscal year.

3. Related to Risk Management:
   a. Board of Directors, in every decision/action, must consider business risks.
   b. Board of Directors must develop and implement an integrated corporate risk management program that is part of GCG program implementation.
   c. The implementation of risk management program can be done by establishing a separate working unit under Board of Directors, or assigning an existing and relevant working unit to carry out the risk management function.
   d. Board of Directors must submit a report on the risk management profile and its handling together with the Company's periodic report.
4. Related to Information Technology Governance:
   a. Board of Directors may establish effective information technology governance.
   b. Board of Directors shall submit a report on the implementation of information technology governance periodically to Board of Commissioners.
   c. Board of Directors shall maintain and evaluate the quality of the information technology governance function in the Company.
5. Related to Human Capital (HC):
   a. Prepare the Company's organizational structure that is completed with job descriptions.
   b. Prepare and implement HC management guidelines covering the HC planning system, recruitment, selection, placement of Workers and positions in the Company's organizational structure, promotion and demotion and mutation.
   c. Ensuring the placement of Employees in accordance with the criteria for positions in the Company's organizational structure.
   d. Request approval from the Board of Commissioners to determine the organizational structure up to 1 (one) level below Board of Directors.
   e. Request approval from Board of Commissioners regarding the appointment of Head of Internal Audit Unit and Corporate Secretary.
   f. Ensuring the implementation of education and training for employees in accordance with job competencies.
   g. Carry out performance measurement and assessment for work units and positions in the organization objectively and transparently.
   h. Regulate the provisions regarding the Company's employment including the determination of salaries, pensions or old age pensions and other income for employees based on applicable laws and regulations and GMS resolutions.
   i. Appoint and dismiss employees based on the Company's employment regulations and prevailing laws and regulations.
6. Related to Business Ethics and Anti-Corruption:
   a. Develop and lead the implementation of GCG Guidelines;

b. Menyusun ketentuan yang mengatur mekanisme pelaporan atas dugaan penyimpangan (*Whistleblowing System*) pada Perusahaan;
c. Tidak memberikan atau menawarkan atau menerima baik langsung ataupun tidak langsung sesuatu yang berharga kepada dan/atau dari Pejabat Pemerintah dan/atau pihak-pihak lain yang mempengaruhi atau sebagai imbalan atas apa yang telah dilakukannya dan tindakan lainnya sesuai peraturan perundang-undangan dan Pedoman Pengendalian Gratifikasi Perusahaan;
d. Memastikan seluruh kewajiban penyampaian Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) kepada lembaga Pemerintah yang berwenang dipatuhi oleh semua wajib lapor yang ditetapkan sesuai Peraturan Direksi dalam lingkungan Perusahaan.

7. Terkait Sistem Pengawasan Intern:
Direksi harus menetapkan kebijakan tentang sistem pengendalian intern yang efektif untuk mengamankan investasi dan aset Perusahaan, antara lain mencakup hal-hal sebagai berikut:
a. Lingkungan pengawasan intern dalam Perusahaan yang dilaksanakan dengan disiplin dan terstruktur, yang terdiri dari:
i) Integritas, nilai etika, dan kompetensi karyawan;
ii) Filosofi dan gaya manajemen;
iii) Cara yang ditempuh manajemen dalam melaksanakan kewenangan dan tanggung jawabnya;
iv) Pengorganisasian dan pengembangan sumber daya manusia; dan
v) Perhatian dan arahan yang dilakukan oleh Direksi.
b. Pengkajian terhadap pengelolaan risiko usaha (*risk assessment*), yaitu suatu proses untuk mengidentifikasi, menganalisis, dan menilai pengelolaan risiko yang relevan;
c. Aktivitas pengendalian, yaitu tindakan-tindakan yang dilakukan dalam suatu proses pengendalian terhadap kegiatan Perusahaan pada setiap tingkat dan unit dalam struktur organisasi Perusahaan, antara lain mengenai kewenangan, otorisasi, verifikasi, rekonsiliasi, penilaian atas prestasi kerja, pembagian tugas, dan keamanan terhadap aset Perusahaan;
d. Sistem informasi dan komunikasi, yaitu suatu proses penyajian laporan mengenai kegiatan operasional, finansial, serta ketaatan dan kepatuhan terhadap ketentuan peraturan perundang-undangan oleh Perusahaan;
e. *Monitoring*, yaitu proses penilaian terhadap kualitas sistem pengendalian intern, termasuk fungsi internal audit pada setiap tingkat dan unit dalam struktur organisasi Perusahaan, sehingga dapat dilaksanakan secara optimal.

8. Terkait dengan Keterbukaan dan Kerahasiaan Informasi:
a. Mengungkapkan penerapan GCG di Perusahaan dan informasi penting dalam Laporan Tahunan dan Laporan Keuangan dan informasi lainnya kepada pihak lain sesuai peraturan perundang-undangan yang berlaku secara tepat waktu, akurat, jelas, dan objektif;

b. Develop provisions governing the reporting mechanism for alleged irregularities (Whistleblowing System) in the Company;
c. Not giving or offering or receiving directly or indirectly anything of value to and/or from Government Officials and/or other parties to influence or in return for what they have done and other actions in accordance with laws and regulations and the Company's Gratification Control Guidelines;
d. Ensure that all obligations to submit the State Official Wealth Report (LHKPN) to the authorized Government agency are complied with by all mandatory reporters determined in accordance with Board of Directors Regulation within the Company.

7. Related to Internal Control System:
Board of Directors shall establish a policy on effective internal control system to secure the Company's investments and assets, including, among others, investments the following:
a. Disciplined and structured internal control environment within the Company, consisting of:
i) Integrity, ethical values and competence of employees;
ii) Management philosophy and style;
iii) The manner in which management exercises its authority and responsibility;
iv) Organization and development of human capital; and
v) Attention and direction given by Board of Directors.
b. Assessment of business risk management (risk assessment), which is a process to identify, analyze and assess relevant risk management;
c. Control activities, namely actions carried out in a process of controlling the Company's activities at every level and unit in the Company's organizational structure, including regarding authority, authorization, verification, reconciliation, assessment of work performance, division of duties, and security of the Company's assets;
d. Information and communication system, which is a process of presenting reports on operational, financial, and compliance with laws and regulations by the Company;
e. Monitoring, which is the process of assessing the quality of internal control system, including the internal audit function at each level and unit in the Company's organizational structure, so that it can be implemented optimally.

8. Related to the Disclosure and Confidentiality of Information:
a. Disclose the implementation of GCG in the Company and important information in the Annual Report and Financial Statements and other information to other parties in accordance with applicable laws and regulations in a timely, accurate, clear and objective manner;

b. Informasi rahasia yang diperoleh sewaktu menjabat sebagai anggota Direksi Perusahaan harus tetap dirahasiakan sesuai dengan peraturan perundang-undangan yang berlaku.
c. Dalam hal menjaga kerahasiaan informasi Perusahaan, Direksi dituntut untuk mengutamakan kepentingan Perusahaan daripada kepentingan individu dan kelompok.

9. Terkait dengan penerapan *Good Corporate Governance* (GCG):
   a. Melakukan pengukuran terhadap penerapan GCG dalam bentuk:
      i) Penilaian (*assessment*) GCG di Perusahaan melalui pengukuran pelaksanaan dan penerapan GCG di Perusahaan yang dilaksanakan secara berkala setiap 2 (dua) tahun;
      ii) Evaluasi (*review*) dan penerapan GCG di Perusahaan yang dilakukan pada tahun berikutnya setelah penilaian sebagaimana dimaksud pada poin (i), yang meliputi evaluasi terhadap hasil penilaian dan tindak lanjut atas rekomendasi perbaikan (*self-assessment*).
   b. Hasil pelaksanaan penilaian dan evaluasi dilaporkan kepada RUPS bersamaan dengan penyampaian laporan tahunan.
   c. Menunjuk salah seorang anggota Direksi sebagai penanggung jawab dalam penerapan dan pemantauan GCG di Perusahaan melalui mekanisme rapat Direksi.
   d. Terkait dengan pengawasan kepatuhan Perusahaan, dijalankan secara bersama oleh fungsi-fungsi terkait di dalam Perusahaan.
10. Terkait hubungan dengan pemangku kepentingan:
    Direksi mengembangkan hubungan dengan stakeholders Perusahaan berdasarkan prinsip-prinsip:
    a. Menghormati hak-hak *stakeholders* yang timbul berdasarkan peraturan perundang-undangan yang berlaku dan atau perjanjian yang dibuat oleh Perusahaan dengan *stakeholders*.
    b. Memastikan Perusahaan melakukan tanggung jawab sosialnya. Salah satu pelaksanaan tanggung jawab sosial Perusahaan adalah melalui Program Tanggung Jawab Sosial dan Lingkungan sesuai peraturan perundang-undangan yang berlaku.
    c. Memastikan bahwa aset-aset dan lokasi usaha serta fasilitas Perusahaan lainnya memenuhi peraturan perundang-undangan yang berlaku berkenaan dengan pelestarian lingkungan, kesehatan, dan keselamatan kerja.
    d. Dalam mempekerjakan, menetapkan besarnya gaji, memberikan pelatihan, menetapkan jenjang karier, serta menentukan persyaratan kerja lainnya untuk Pekerja, Perusahaan tidak melakukan diskriminasi karena latar belakang etnik seseorang, agama, jenis kelamin, usia, cacat tubuh yang dipunyai seseorang atau keadaan khusus lainnya yang dilindungi oleh peraturan perundang-undangan.
    e. Menyediakan lingkungan kerja yang bebas dari segala bentuk tekanan.

b. Confidential information obtained while serving as a member of the Company's Board of Directors must remain confidential in accordance with applicable laws and regulations.
c. In terms of maintaining the confidentiality of the Company's information, Board of Directors are required to prioritize the interests of the Company over individual and group interests.

9. Related to the implementation of Good Corporate Governance (GCG):
   a. Measuring the implementation of GCG in the form of:
      i) GCG assessment in the Company through measurement of the implementation and application of GCG in the Company, which is carried out periodically every 2 (two) years;
      ii) Evaluation (review) and implementation of GCG in the Company carried out in the following year after the assessment as referred to in point (i), which includes evaluation of the assessment results and follow-up on recommendations for improvement (self assessment).
   b. The assessment and evaluation results shall be reported to the GMS together with the submission of annual report.
   c. Appointing a member of Board of Directors as the person in charge of GCG implementation and monitoring in the Company through the mechanism of Board of Directors meeting.
   d. Related to the supervision of the Company's compliance, carried out jointly by the relevant functions within the Company.
10. Relationship with stakeholders:
    Board of Directors develops relationships with the Company's Stakeholders based on the principles of:
    a. Respect the rights of Stakeholders arising under the prevailing laws and regulations and/or agreements made by the Company with Stakeholders.
    b. Ensuring that the Company carries out its social responsibility. One of the implementation of the Company's social responsibility is through Social and Environmental Responsibility Program in accordance with applicable laws and regulations.
    c. Ensure that the Company's assets, business locations and other facilities comply with the prevailing laws and regulations regarding environmental preservation, occupational health and safety.
    d. In hiring, determining the amount of salary, providing training, establishing career paths, and determining other employment requirements for Workers, the Company does not discriminate because of a person's ethnic background, religion, gender, age, disability or other special circumstances protected by laws and regulations.
    e. Provide a work environment that is free from all forms of pressure.

11. Terkait sistem akuntansi dan pembukuan:
    a. Menyusun sistem akuntansi berdasarkan prinsip-prinsip pengendalian internal, terutama pemisahan fungsi pengurusan, pencatatan, penyimpanan, dan pengawasan.
    b. Menyusun laporan keuangan berdasarkan standar akuntansi keuangan dan menyerahkan kepada Akuntan Publik untuk diaudit.
    c. Mengadakan dan memelihara pembukuan dan administrasi Perusahaan untuk menghasilkan penyelenggaraan pembukuan yang tertib, kecukupan modal kerja dengan biaya yang efisien, struktur neraca yang baik dan kokoh, penyajian laporan dan analisis keuangan tepat waktu dan akurat serta prinsip-prinsip lain sesuai dengan kelaziman yang berlaku bagi suatu Perusahaan.
12. Terkait respons terhadap peluang bisnis dan perubahan lingkungan bisnis:
    a. Mekanisme untuk merespons peluang bisnis dan merespons isu-isu terkini dari eksternal mengenai perubahan lingkungan bisnis melalui langkah:
        i) Usulan peluang bisnis dapat berasal dari Manajemen di bawah Direksi/Anggota Direksi/ Dewan Komisaris.
        ii) Direksi mengidentifikasi peluang bisnis dan atau perubahan lingkungan bisnis yang berdampak besar pada Perusahaan secara intensif, termasuk di dalamnya analisis risiko atas peluang dan atau perubahan kondisi tersebut.
        iii) Direksi mengambil keputusan atas usulan tersebut.
        iv) Atas usulan peluang bisnis yang disetujui dan termasuk dalam kewenangan Dewan Komisaris dan/atau RUPS, Direksi menyampaikan kepada Dewan Komisaris usulan peluang disertai dengan studi kelayakan dan membahas dengan Dewan Komisaris.
    b. Pembahasan isu-isu terkini mengenai perubahan lingkungan bisnis dan permasalahan yang berdampak besar pada usaha dan kinerja Perusahaan dimaksudkan untuk menangkap peluang bisnis atau yang berakibat menjadi permasalahan yang berdampak signifikan pada usaha dan kinerja Perusahaan.
    c. Direksi harus segera merespons informasi yang diterima pada setiap terjadinya perubahan lingkungan yang berpengaruh signifikan pada kinerja Perusahaan dan segera melaporkan kepada Dewan Komisaris.
13. Terkait dengan tugas dan kewajiban lain:
    Menjalankan kewajiban-kewajiban lainnya sesuai dengan ketentuan-ketentuan yang diatur dalam Anggaran Dasar atau yang ditetapkan oleh RUPS dan peraturan perundang-undangan.

Kewenangan Direksi secara khusus diatur sebagai berikut:
1. Wewenang Direktur Utama dan Pendelegasiannya
   Dalam rangka melaksanakan kebijakan pengurusan Perusahaan, Direktur Utama berhak berwenang bertindak

11. Related accounting and bookkeeping systems:
    a. Develop an accounting system based on the principles of internal control, especially the separation of management, recording, storage and supervision functions.
    b. Prepare financial statements based on financial accounting standards and submit to the Public Accountant for audit.
    c. Organize and maintain the Company's books and administration to produce orderly bookkeeping, adequate working capital at an efficient cost, a good and solid balance sheet structure, timely and accurate presentation of financial reports and analysis and other principles in accordance with the prevalence applicable to a Company.
12. Related to responses to business opportunities and changes in the business environment:
    a. Mechanisms to respond to business opportunities and respond to current issues from external sources regarding changes in the business environment through:
        i) Proposed business opportunities may originate from Management under the Board of Directors, Members of Board of Directors and Board of Commissioners.
        ii) Board of Directors identifies business opportunities and or changes in the business environment that have a major impact on the Company intensively, including risk analysis of these opportunities and or changes in conditions.
        iii) Board of Directors makes a decision on the proposal.
        iv) For proposed business opportunities that are approved and included in the authority of Board of Commissioners and/or GMS, Board of Directors submits to the Board of Commissioners the proposed opportunity accompanied by a feasibility study and discusses with Board of Commissioners
    b. Discussion of current issues regarding changes in the business environment and problems that have a major impact on the Company's business and performance is intended to capture business opportunities or that result in problems that have a significant impact on the Company's business and performance.
    c. Board of Directors must immediately respond to information received on any environmental changes that have a significant impact on the Company's performance and immediately report to the Board of Commissioners.
13. Related to other duties and obligations:
    Carry out other obligations in accordance with the provisions stipulated in the Articles of Association or those stipulated by the GMS and laws and regulations.

Board of Directors authority is specifically regulated as follows:
1. President Director's authority and its Delegation
   In order to carry out the Company's management policy, President Director is authorized to act for and on behalf

untuk dan atas nama Direksi serta mewakili Perusahaan dengan ketentuan semua tindakan Direktur Utama dimaksud telah disetujui oleh Rapat Direksi.

Apabila Direktur Utama tidak ada atau berhalangan karena sebab apa pun, hal mana tidak perlu dibuktikan kepada pihak ketiga, maka berlaku ketentuan sebagai berikut:

a. Salah seorang anggota Direksi yang ditunjuk secara tertulis oleh Direktur Utama berwenang bertindak untuk dan atas nama Direksi, serta melaksanakan tugas-tugas Direktur Utama.
b. Dalam hal Direktur Utama tidak melakukan penunjukan, maka anggota Direksi terlama dalam jabatan berwenang bertindak untuk dan atas nama Direksi serta melaksanakan tugas-tugas Direktur Utama.
c. Dalam hal terdapat lebih dari 1 (satu) orang anggota Direksi yang terlama dalam jabatan, maka anggota Direksi yang terlama dalam jabatan dan yang tertua dalam usia yang berwenang bertindak untuk dan atas nama Direksi serta melaksanakan tugas-tugas Direktur Utama.
d. Dalam hal salah seorang anggota Direksi selain Direktur Utama berhalangan karena sebab apa pun, hal mana tidak perlu dibuktikan kepada pihak ketiga, maka anggota-anggota Direksi lainnya menunjuk salah seorang anggota Direksi untuk melaksanakan tugas-tugas anggota Direksi yang berhalangan tersebut.
e. Direksi untuk perbuatan tertentu atas tanggung jawabnya sendiri, berhak pula mengangkat seseorang atau lebih sebagai wakil atau kuasanya, dengan memberikan kepadanya atau kepada mereka kekuasaan untuk perbuatan tertentu tersebut yang diatur dalam surat kuasa.

2. Anggota Direksi yang Tidak Berwenang Mewakili Perusahaan

Anggota Direksi tidak berwenang mewakili Perusahaan baik di dalam maupun di luar pengadilan apabila:

a. Terjadi perkara di depan Pengadilan antara Perusahaan dengan anggota Direksi yang bersangkutan; atau
b. Anggota Direksi yang bersangkutan mempunyai benturan kepentingan dengan Perusahaan.

Dalam hal terdapat keadaan sebagaimana disebutkan di atas, yang berhak mewakili Perusahaan adalah:

a. Anggota Direksi lainnya yang tidak mempunyai benturan kepentingan dengan Perusahaan, yang ditunjuk melalui rapat Direksi; atau
b. Dewan Komisaris dalam hal seluruh anggota Direksi mempunyai benturan kepentingan dengan Perusahaan; atau
c. Pihak lain yang ditunjuk RUPS dalam hal seluruh anggota Direksi atau Dewan Komisaris mempunyai benturan kepentingan dengan Perusahaan.

Dalam hal seluruh anggota Direksi mempunyai benturan kepentingan dengan Perusahaan dan tidak ada satu pun anggota Dewan Komisaris, maka Perusahaan diwakili oleh pihak lain yang ditunjuk oleh RUPS.

of the Board of Directors and represent the Company provided that all actions of the President Director have been approved by Board of Directors Meeting.

In the absence or inability of President Director for any reason, which need not be proven to a third party, the following provisions shall apply:

a. A member of Board of Directors appointed in writing by President Director is authorized to act for and on behalf of Board of Directors, and to perform the duties of President Director.
b. In the event that President Director does not make an appointment, the longest serving member of Board of Directors shall be authorized to act for and on behalf of Board of Directors and perform the duties of President Director.
c. In the event that there are more than 1 (one) member of Board of Directors who is the longest in office, member of Board of Directors who is the longest in office and the oldest in age is authorized to act for and on behalf of Board of Directors and carry out the duties of President Director.
d. In the event that one of the members of Board of Directors other than President Director is absent for any reason, which need not be proven to a third party, the other members of Board of Directors shall appoint one of members of Board of Directors to perform the duties of the absent member of Board of Directors
e. Board of Directors, for certain actions on its own responsibility, is also entitled to appoint one or more persons as its representative or proxy, by giving him/her or them the power for such certain actions as stipulated in the power of attorney.

2. Members of Board of Directors who are not authorized to represent the Company

Members of Board of Directors are not authorized to represent the Company both inside and outside the court if:

a. There is a case before the Court between the Company and member of Board of Directors concerned; or
b. The member of Board of Directors concerned has a conflict of interest with the Company.

In the event that there are circumstances as mentioned above, those entitled to represent the Company are:

c. Other members of Board of Directors who do not have conflict of interest with the Company, appointed through Board of Directors meeting; or
d. Board of Commissioners in the event that all members of Board of Directors have conflict of interest with the Company; or
e. Other parties appointed by the GMS in the event that all members of Board of Directors or Board of Commissioners have conflict of interest with the Company.

In the event that all members of Board of Directors have conflict of interest with the Company and none of the members of Board of Commissioners, the Company shall be represented by another party appointed by GMS.

3. Pendelegasian Wewenang di antara Anggota Direksi

   Apabila tidak diatur lain oleh Direksi, dalam hal salah seorang anggota Direksi selain Direktur Utama dan Wakil Direktur Utama (bila ada) berhalangan karena sebab apa pun, hal mana tidak perlu dibuktikan kepada pihak ketiga, maka anggota-anggota Direksi lainnya menunjuk salah seorang anggota Direksi untuk melaksanakan tugas-tugas anggota Direksi yang berhalangan tersebut.

   Pembagian tugas dan wewenang setiap anggota Direksi ditetapkan oleh RUPS. Dalam hal RUPS tidak menetapkan pembagian tugas dan wewenang tersebut, maka pembagian tugas dan wewenang di antara Direksi ditetapkan berdasarkan keputusan Direksi.

4. Pemberian Kuasa untuk Perbuatan Tertentu
   Direksi untuk perbuatan tertentu atas tanggung jawabnya sendiri, berhak pula mengangkat seseorang atau lebih sebagai wakil atau kuasanya, dengan memberikan kepadanya atau kepada mereka kekuasaan untuk perbuatan tertentu tersebut yang diatur dalam surat kuasa.
5. Pendelegasian Wewenang dalam Penyampaian Informasi
   a. Pengungkapan Informasi Rahasia kepada Pemohon Informasi Publik dilakukan atas persetujuan Direktur Utama atas nama Direksi.
   b. Pengungkapan Informasi Terbatas kepada Pemohon Informasi Publik dilakukan atas persetujuan pejabat setingkat di bawah Direksi atau pejabat lain yang ditunjuk oleh Direktur Utama.
   c. Informasi yang belum terklasifikasi, tidak dapat diungkap kepada Pemohon Informasi Publik sebelum informasinya ditetapkan klasifikasinya oleh Direksi.
   d. Pemberi Informasi Perusahaan merupakan Juru Bicara Perusahaan sesuai dengan kewenangannya, dengan ketentuan Pemberi Informasi Perusahaan adalah Direksi, SVP Sekretariat Perusahaan atau spoke person lain yang ditunjuk dapat menyesuaikan.
6. Wewenang Melakukan Tindakan Mengenai Pengurusan dan Pemilikan serta Mengikat Perusahaan dengan Pihak Lain dan/atau Pihak Lain dengan Perusahaan

   a. Pelaksanaan Wewenang Direksi yang harus mendapatkan persetujuan tertulis dari Dewan Komisaris:
      i) Mengagunkan aktiva tetap untuk penarikan kredit jangka pendek;
      ii) Mengadakan kerja sama dengan badan usaha atau pihak lain berupa kerja sama lisensi, kontrak manajemen, menyewakan aset, Kerja Sama Operasi (KSO), kerja sama pemeliharaan, kerja sama penyediaan tenaga kerja, Bangun Guna Serah (*Build Operate Transfer*/BOT), Bangun Milik Serah (*Build Own Transfer*/BOWT), Bangun Serah Guna (*Build Transfer Operate*/BTO), dan perjanjian kerja sama lainnya dengan nilai dan/atau jangka waktu tertentu;

3. Delegation of Authority Among Members of Board of Directors
   If not otherwise stipulated by Board of Directors, in the event that one of members of Board of Directors other than President Director and Vice President Director (if any) is absent for any reason, which need not be proven to a third party, the other members of Board of Directors shall appoint one of the members of Board of Directors to carry out the duties of absent member of Board of Directors.

   The division of duties and authority of each member of Board of Directors shall be determined by the GMS. In the event that the GMS does not stipulate the division of duties and authority, the division of duties and authority among Board of Directors shall be determined by Board of Directors' decision.

4. Authorization for Certain Actions
   Board of Directors, for certain actions on its own responsibility, is also entitled to appoint one or more persons as its representative or proxy, by granting to him/her or to them the power for such certain actions as stipulated in the power of attorney.

5. Delegation of Authority in the Delivery of Information
   a. Disclosure of Confidential Information to the Applicant of Public Information shall be made with President Director approval on behalf of Board of Directors.
   b. Disclosure of Restricted Information to the Applicant of Public Information shall be made with approval of an officer at the level below Board of Directors or other officer appointed by President Director.
   c. Unclassified information cannot be disclosed to the Applicant of Public Information before the information is classified by Board of Directors.
   d. The Company's Information Provider is the Company's Spokesperson in accordance with his/her authority, provided that the Company's Information Provider is Board of Directors, SVP of Corporate Secretariat or other designated spoke person can adjust.
6. Authority to Perform Actions
   Regarding Management and Ownership and Bind the Company with Other Parties and/or Other Parties with the Company
   a. Implementation of Board of Directors' Authority which must obtain written approval from Board of Commissioners:
      i) Pledging fixed assets for short-term credit;

      ii) Entering into cooperation with business entities or other parties in the form of license cooperation, management contracts, leasing assets, Joint Operation (JO), maintenance cooperation, labor supply cooperation, Build Operate Transfer (BOT), Build Own Transfer (BOWT), Build Transfer Operate (BTO) and other cooperation agreements with a certain value and/or period of time;

iii) Menerima atau memberikan pinjaman jangka pendek menengah/panjang, kecuali pinjaman (utang atau piutang) yang timbul karena transaksi bisnis, dan pinjaman yang diberikan kepada anak perusahaan Perusahaan dilaporkan kepada Dewan Komisaris;
iv) Menghapuskan dari pembukuan piutang macet dan persediaan barang mati;
v) Melepaskan aktiva tetap bergerak dengan umur ekonomis yang lazim berlaku dalam industri pada umumnya sampai dengan 5 (lima) tahun;
vi) Menetapkan struktur organisasi sampai dengan 1 (satu) tingkat di bawah Direksi.

Persetujuan tertulis dari Dewan Komisaris diberikan dengan ketentuan sebagai berikut:
i) Apabila dalam waktu 30 hari sejak diterimanya permohonan atau penjelasan/data tambahan secara lengkap dari Direksi, Dewan Komisaris tidak memberikan keputusan, maka Dewan Komisaris dianggap menyetujui usulan Direksi.

ii) Apabila dalam waktu 30 (tiga puluh) hari sejak diterimanya permohonan atau penjelasan/data tambahan Direksi, Dewan Komisaris tidak memberikan tanggapan tertulis, maka Rapat Umum Pemegang Saham dapat memberikan keputusan tanpa adanya tanggapan tertulis dari Dewan Komisaris.

b. Pelaksanaan wewenang Direksi yang dapat dilakukan setelah mendapat tanggapan tertulis dari Dewan Komisaris dan persetujuan dari RUPS untuk:

i) Mengagunkan aktiva tetap untuk penarikan kredit jangka menengah/panjang;
ii) Melakukan penyertaan modal pada Perusahaan lain;
iii) Mendirikan anak perusahaan dan/atau perusahaan patungan;
iv) Melepaskan penyertaan modal pada anak perusahaan dan/atau perusahaan patungan;
v) Melakukan penggabungan, peleburan, pengambilalihan, pemisahan, dan pembubaran anak perusahaan dan/atau perusahaan patungan;
vi) Mengikat Perusahaan sebagai penjamin (*borg* atau *avalist*);
vii) Mengadakan kerja sama dengan badan usaha atau pihak lain berupa kerja sama lisensi, kontrak manajemen, menyewakan aset, Kerja Sama Operasi (KSO), kerja sama pemeliharaan, kerja sama penyediaan tenaga kerja, Bangun Guna Serah (*Build Operate Transfer*/BOT), Bangun Milik Serah (*Build Own Transfer*/BOWT), Bangun Serah Guna (*Build Transfer Operate*/BTO), dan perjanjian kerja sama lainnya dengan nilai dan/atau jangka waktu melebihi penetapan RUPS sebagaimana dimaksud pada poin 6 huruf (a) di atas;
viii) Tidak menagih lagi piutang macet yang telah dihapusbukukan;

iii) Receive or provide short/medium/long term loans, except loans (payables or receivables) arising from business transactions, and loans provided to the Company's subsidiaries reported to Board of Commissioners;

iv) Writing off bad debts and dead inventory;
v) To dispose of movable fixed assets with an economic life commonly applicable in the industry in general of up to 5 (five) years;
vi) Establishing an organizational structure of up to 1 (one) level below the Board of Directors.

Written approval from Board of Commissioners is given with the following conditions:
i) If within 30 days from the receipt of application or complete explanation/additional data from Board of Directors, Board of Commissioners does not make a decision, Board of Commissioners shall be deemed to have approved the proposal of Board of Directors.
ii) If within 30 (thirty) days from the receipt of application or explanation/additional data from Board of Directors, Board of Commissioners does not provide a written response, General Meeting of Shareholders may make a decision without any written response from Board of Commissioners.

b. Implementation of the Board of Directors' authority that can be carried out after obtaining a written response from Board of Commissioners and approval from the GMS to:
i) Pledging fixed assets for medium/long term credit;

ii) Make capital investments in other companies;

iii) Establish subsidiaries and/or joint venture companies;
iv) Release capital participation in subsidiaries and/or joint ventures;
v) Conducting merger, consolidation, acquisition, separation, and dissolution of subsidiaries and/or joint ventures;
vi) Binding the Company as a guarantor (borg or avalist);
vii) Entering into cooperation with business entities or other parties in the form of license cooperation, management contracts, leasing assets, Joint Operation (JO), maintenance cooperation, labor supply cooperation, Build Operate Transfer (BOT), Build Own Transfer (BOWT), Build Transfer Operate (BTO) and other cooperation agreements with a value and/or period exceeding the stipulation of the GMS as referred to in point 6 letter (a) above;

viii) Not collecting bad debts that have been written off;

ix) Melepaskan dan menghapuskan aktiva tetap Perusahaan, kecuali aktiva tetap bergerak dengan umur ekonomis yang lazim berlaku dalam industri pada umumnya sampai dengan 5 (lima) tahun;
x) Menetapkan *blue print* organisasi Perusahaan;

xi) Menetapkan dan mengubah logo Perusahaan;

c. Melakukan tindakan-tindakan yang belum ditetapkan dalam RKAP, baik tindakan-tindakan yang memerlukan persetujuan Dewan Komisaris maupun tindakan-tindakan lainnya:
i) Membentuk yayasan, organisasi, dan/atau perkumpulan baik yang berkaitan langsung maupun tidak langsung dengan Perusahaan yang berdampak bagi Perusahaan;
ii) Pembebanan biaya Perusahaan untuk kegiatan yayasan, organisasi, dan/atau perkumpulan baik yang berkaitan langsung maupun tidak langsung dengan Perusahaan yang bersifat tetap;
iii) Pengusulan wakil Perusahaan untuk menjadi calon anggota Direksi dan Dewan Komisaris pada anak perusahaan atau perusahaan patungan;

d. Pelaksanaan wewenang Direksi yang harus mendapatkan persetujuan dari RUPS:
i) Mengalihkan kekayaan Perusahaan; atau
ii) Menjadikan jaminan utang kekayaan Perusahaan yang merupakan lebih dari 50% (lima puluh persen) jumlah kekayaan bersih Perusahaan dalam 1 (satu) transaksi atau lebih, baik yang berkaitan satu sama lain maupun tidak.

ix) Releasing and writing off the Company's fixed assets, except for movable fixed assets with an economic life commonly applicable in the industry in general of up to 5 (five) years;
x) Determine the blueprint of the Company's organization;
xi) Establish and change the Company's logo;

c. Perform actions that have not been stipulated in the RKAP, both actions that require the approval of Board of Commissioners and other actions;

i) Establish foundations, organizations and/or associations either directly or indirectly related to the Company that have an impact on the Company;
ii) Charging the Company's expenses for the activities of foundations, organizations and/or associations either directly or indirectly related to the Company that are permanent in nature;
iii) Proposing Company representatives to become candidates for members of Board of Directors and Board of Commissioners in subsidiaries or joint ventures.

d. Implementation of Board of Directors' authority that must obtain approval from the GMS:
i) Transferring the Company's assets; or
ii) Pledging the Company's assets as debt collateral; which constitutes more than 50% (fifty percent) of the Company's net assets in 1 (one) or more transactions, whether related to each other or not.

KEWAJIBAN DIREKSI

Dalam melaksanakan tugasnya, Direksi berkewajiban untuk:
1. Mengusahakan dan menjamin terlaksananya usaha dan kegiatan Perusahaan sesuai dengan maksud dan tujuan serta kegiatan usahanya;
2. Menyiapkan pada waktunya Rencana Jangka Panjang Perusahaan, Rencana Kerja dan Anggaran Perusahaan, dan perubahannya serta menyampaikan kepada Dewan Komisaris dan Pemegang Saham untuk mendapatkan pengesahan RUPS;
3. Memberikan penjelasan kepada RUPS mengenai Rencana Jangka Panjang Perusahaan dan Rencana Kerja dan Anggaran Perusahaan;
4. Membuat Daftar Pemegang Saham, Daftar Khusus, Risalah Rapat Umum Pemegang Saham, dan Risalah Rapat Direksi;
5. Membuat Laporan Tahunan sebagai wujud pertanggungjawaban pengurusan Perusahaan, serta dokumen keuangan Perusahaan sebagaimana dimaksud dalam undang-undang tentang Dokumen Perusahaan;
6. Menyusun Laporan Keuangan berdasarkan Standar Akuntansi Keuangan dan menyerahkan kepada Akuntan Publik untuk diaudit;
7. Menyampaikan Laporan Tahunan termasuk Laporan Keuangan kepada RUPS untuk disetujui dan disahkan;
8. Memberikan penjelasan kepada RUPS mengenai Laporan Tahunan;

BOARD OF DIRECTORS' OBLIGATIONS

In carrying out its duties, Board of Directors is obliged to:
1. Strive for and ensure the implementation of the Company's business and activities in accordance with its purposes and objectives and business activities;
2. Prepare in due time the Company's Long Term Plan, the Company's Work Plan and Budget, and any amendments thereto and submit them to Board of Commissioners and Shareholders for ratification by the GMS;

3. Provide an explanation to the GMS regarding the Company's Long-Term Plan and the Company's Work Plan and Budget;
4. Prepare the Register of Shareholders, Special Register, Minutes of General Meeting of Shareholders and Minutes of Board of Directors Meeting;
5. Preparing the Annual Report as a form of accountability for the management of the Company, as well as the Company's financial documents as referred to in the law on Company Documents;
6. Prepare Financial Statements based on Financial Accounting Standards and submit them to the Public Accountant for auditing;
7. Submitting the Annual Report including the Financial Statements to the GMS for approval and ratification;
8. Provide an explanation to the GMS regarding the Annual Report;

9. Menyampaikan Laporan Keuangan yang telah disahkan oleh RUPS kepada Menteri yang membidangi Hukum dan HAM sesuai dengan ketentuan peraturan perundang-undangan;
10. Menyampaikan laporan perubahan susunan Pemegang Saham, Direksi, dan Dewan Komisaris kepada Menteri yang membidangi Hukum dan Hak Asasi Manusia;
11. Memelihara Daftar Pemegang Saham, Daftar Khusus, Risalah RUPS, Risalah Rapat Dewan Komisaris dan Risalah Rapat Direksi, Laporan Tahunan dan Dokumen Keuangan Perusahaan, dan Dokumen Perusahaan lainnya;
12. Menyimpan di tempat kedudukan Perusahaan: Daftar Pemegang Saham, Daftar Khusus, Risalah RUPS, Risalah Rapat Dewan Komisaris dan Risalah Rapat Direksi, Laporan Tahunan dan Dokumen Keuangan Perusahaan serta Dokumen Perusahaan lainnya;
13. Menyusun sistem akuntansi sesuai dengan Standar Akuntansi Keuangan dan berdasarkan prinsip-prinsip pengendalian intern, terutama fungsi pengurusan, pencatatan, penyimpanan, dan pengawasan;
14. Memberikan laporan berkala menurut cara dan waktu sesuai dengan ketentuan yang berlaku, serta laporan lainnya setiap kali diminta Dewan Komisaris dan/atau Pemegang Saham;
15. Menyiapkan susunan organisasi Perusahaan lengkap dengan perincian tugasnya;
16. Memberikan penjelasan tentang segala hal yang ditanyakan atau yang diminta Anggota Dewan Komisaris dan para Pemegang Saham;
17. Menyusun dan menetapkan *blue print* organisasi Perusahaan;
18. Menjalankan kewajiban-kewajiban lainnya sesuai dengan ketentuan-ketentuan yang diatur dalam Anggaran Dasar dan yang ditetapkan RUPS berdasarkan peraturan perundang-undangan.

TANGGUNG JAWAB DIREKSI

Tanggung jawab Direksi adalah sebagai berikut:
1. Dalam melaksanakan tugasnya, Direksi bertanggung jawab kepada RUPS.
2. Setiap anggota Direksi wajib dengan itikad baik dan penuh tanggung jawab menjalankan tugas untuk kepentingan dan usaha Perusahaan dengan mengindahkan ketentuan peraturan perundang-undangan yang berlaku.
3. Setiap anggota Direksi bertanggung jawab penuh secara pribadi apabila yang bersangkutan bersalah atau lalai menjalankan tugasnya untuk kepentingan dan usaha Perusahaan, kecuali apabila anggota Direksi yang bersangkutan dapat membuktikan bahwa:
   a. Kerugian tersebut bukan karena kesalahan atau kelalaiannya;
   b. Telah melakukan pengurusan dengan itikad baik dan kehati-hatian untuk kepentingan dan sesuai dengan maksud dan tujuan Perusahaan;

9. Submitting the Financial Statements that have been ratified by the GMS to the Minister in charge for Law and Human Rights in accordance with the provisions of laws and regulations;
10. Submitting reports on changes in the composition of Shareholders, Board of Directors and Board of Commissioners to the Minister in charge for Law and Human Rights;
11. Maintain the Register of Shareholders, Special Register, Minutes of GMS, Minutes of Board of Commissioners Meeting and Minutes of Board of Directors Meeting, Annual Report and Company Financial Documents as referred to in point 3 letter d and e above, and other Company Documents;
12. Keeping at the domicile of the Company: Register of Shareholders, Special Register, Minutes of GMS, Minutes of Board of Commissioners Meeting and Minutes of Board of Directors Meeting, Annual Report and Company Financial Documents and other Company Documents;
13. Prepare an accounting system in accordance with Financial Accounting Standards and based on the principles of internal control, especially the functions of management, recording, storage, and supervision;
14. Provide periodic reports in accordance with the manner and time in accordance with applicable regulations, as well as other reports whenever requested by the Board of Commissioners and/or Shareholders;
15. Prepare the Company's organizational structure complete with details of duties;
16. Provide an explanation of all matters asked or requested by Board of Commissioners and the Shareholders;
17. Prepare and determine the blue print of the Company's organization;
18. Carry out other obligations in accordance with the provisions stipulated in the Articles of Association and those stipulated by the GMS based on laws and regulations.

BOARD OF DIRECTORS' RESPONSIBILITIES

The responsibilities of Board of Directors are as follows:
1. In performing its duties, Board of Directors is responsible to the GMS.
2. Each member of Board of Directors shall in good faith and with full responsibility perform his/her duties for the interest and business of the Company with due observance of the prevailing laws and regulations.
3. Each member of Board of Directors shall be personally liable if he/she is guilty or negligent in performing his/her duties for the interest and business of the Company, unless the member of Board of Directors concerned can prove that:
   a. The loss is not due to his/her fault or negligence;
   b. He/she has conducted the management in good faith and prudence for the interest and in accordance with the purposes and objectives of the Company;

c. Tidak mempunyai benturan kepentingan baik langsung maupun tidak langsung atas tindakan pengurusan yang mengakibatkan kerugian; dan
d. Telah mengambil tindakan untuk mencegah timbul atau berlanjutnya kerugian tersebut.

4. Tindakan yang dilakukan oleh anggota Direksi di luar yang diputuskan oleh Rapat Direksi menjadi tanggung jawab pribadi yang bersangkutan sampai dengan tindakan dimaksud disetujui oleh Rapat Direksi.

HAK DIREKSI

Dalam menjalankan peran dan tugasnya, Direksi memiliki hak sebagai berikut:

1. Memperoleh gaji dan tunjangan/fasilitas termasuk santunan puma jabatan yang jenis dan jumlahnya ditetapkan oleh RUPS dengan memperhatikan ketentuan perundang-undangan yang berlaku;
2. Menerima tantiem sebagai imbalan atas prestasi kerjanya dalam hal Perusahaan mencapai tingkat keuntungan yang besarnya ditetapkan oleh RUPS;
3. Menggunakan sarana dan fasilitas Perusahaan untuk kegiatan yang berhubungan dengan kepentingan Perusahaan sesuai dengan peraturan perundang-undangan dan kebijakan Perusahaan;
4. Memperoleh cuti sesuai ketentuan yang berlaku.

RUANG LINGKUP PEMBAGIAN TUGAS DAN TANGGUNG JAWAB DIREKSI

Direksi menjalankan tugas pengurusan Perusahaan secara kolektif sebagai satu kesatuan organ Perusahaan. Namun demikian, untuk mendukung efektivitas dan kelancaran pelaksanaan tugas, dilakukan pembagian fungsi, tugas, dan kewenangan di antara masing-masing anggota Direksi sesuai dengan bidang tanggung jawabnya.

Meskipun terdapat pembagian tugas tersebut, setiap anggota Direksi tetap memiliki tanggung jawab bersama atas pengelolaan Perusahaan secara keseluruhan. Oleh karena itu, Direksi secara kolektif tetap berkewajiban melakukan pengawasan terhadap pelaksanaan tugas yang telah dipercayakan kepada masing-masing anggota Direksi guna memastikan pengelolaan Perusahaan berjalan sesuai dengan kebijakan dan tujuan yang telah ditetapkan.

Penetapan pembagian tugas dan kewenangan Direksi dilakukan melalui keputusan RUPS. Dalam hal RUPS belum menetapkan pembagian dimaksud, pengaturannya ditetapkan melalui Peraturan Direksi sebagai pedoman pelaksanaan tugas pengurusan Perusahaan.

Sehubungan dengan hal tersebut, Perusahaan telah menetapkan pembagian tugas Direksi melalui Peraturan Direksi Nomor OT.01.03/1/8/2/PSOS/DIRU/PLMT-23 tanggal 1 Agustus 2023 tentang Susunan Uraian Tugas Jabatan Organisasi PT Pelindo Multi Terminal. Berdasarkan peraturan tersebut, pembagian tugas Direksi diatur sebagaimana terlampir di bawah ini:

c. Has no conflict of interest either directly or indirectly over the management actions that resulted in the loss; and
d. Have taken measures to prevent the incidence or continuation of such losses.

4. Actions taken by members of Board of Directors other than those decided by the Board of Directors Meeting shall be their personal responsibility until such actions are approved by Board of Directors Meeting.

BOARD OF DIRECTORS' RIGHTS

In carrying out its roles and duties, Board of Directors has the following rights:

1. To receive salary and allowances/facilities, including compensation for retirement, the type and amount of which shall be determined by the GMS with due observance of the prevailing laws and regulations;
2. Receive tantiem as a reward for their work performance in the event that the Company achieves a profit level, the amount of which is determined by the GMS;
3. Use the Company's facilities for activities related to the interests of the Company in accordance with the laws and regulations and Company policies;
4. Obtaining leave in accordance with applicable regulations.

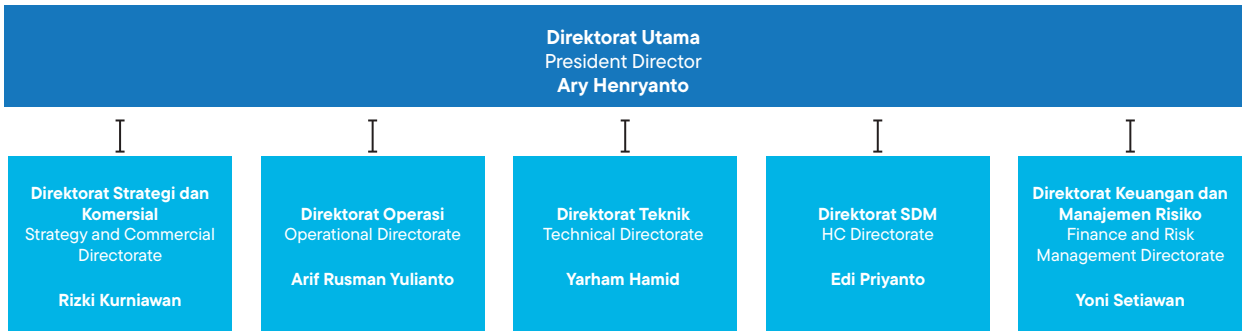
SCOPE OF BOARD OF DIRECTORS' DIVISION OF DUTIES AND RESPONSIBILITIES

Board of Directors collectively manages the Company as a single corporate organ. However, to ensure the effective and smooth execution of duties, functions, tasks, and authorities are divided among the individual members of Board of Directors in accordance with their respective areas of responsibility.

Despite this division of duties, each member of Board of Directors retains joint responsibility for the overall management of the Company. Therefore, Board of Directors collectively remains obligated to supervise the duties entrusted to each member of Board of Directors to ensure that the Company is managed in accordance with established policies and objectives.

The division of duties and authorities of Board of Directors is determined by a resolution of the GMS. In the event the GMS has not yet established such a division, the arrangement is set forth in Board of Directors Regulations as guidelines for performing the Company's management duties.

In this regard, the Company has established the division of duties among the Board of Directors through Board of Directors Regulation No. OT.01.03/1/8/2/PSOS/DIRU/PLMT-23 dated August 1, 2023, concerning the Organizational Structure and Job Descriptions of PT Pelindo Multi Terminal. Based on this regulation, the division of duties among the Board of Directors is set forth as attached below:



Berikut disampaikan uraian tugas dan tanggung jawab dari masing-masing Direksi.

The following is a description of duties and responsibilities of each Board of Directors.

Ary Henryanto
Direktur Utama
President Director

1. Sebagai pimpinan Perusahaan:
   a. Bertindak sebagai pimpinan dari para anggota Direksi untuk menyusun RJPP, dan melaksanakan kegiatan usaha Perusahaan yang telah ditetapkan dalam RKAP dan RKM;
   b. Mengarahkan dan mengendalikan implementasi kebijakan, visi, misi, dan strategi Perusahaan yang telah ditetapkan dalam RJPP;
   c. Mengarahkan dan mengendalikan seluruh kegiatan Perusahaan termasuk namun tidak terbatas pada (i) perencanaan, pelaksanaan, pengendalian dan evaluasi atas pencapaian RJPP, RKAP, dan RKM, (ii) kegiatan-kegiatan dalam rangka peningkatan budaya korporasi, citra positif Perusahaan, dan tata kelola Perusahaan (*Good Corporate Governance*) dalam rangka mencapai maksud dan tujuan Perusahaan sesuai dengan visi misi Perusahaan;
   d. Memimpin dan mengoordinasikan penyusunan strategi sebagai penjabaran atas RJPP, RKAP, dan RKM dalam kegiatan sekretariat Perusahaan dan Satuan Pengawasan Intern;
   e. Menandatangani seluruh persetujuan-persetujuan yang diputuskan di dalam rapat Direksi maupun di luar rapat Direksi yang dilaksanakan sesuai ketentuan dalam anggaran dasar Perusahaan, kecuali atas kewenangan yang telah didelegasikan berdasarkan kebijakan dan Standar Prosedur Operasi (SPO) terkait;
   f. Menandatangani perjanjian, kontrak atau perikatan lainnya dengan pihak ketiga terkait dengan pengurusan Perusahaan sesuai dengan kewenangan yang ditetapkan dalam anggaran dasar Perusahaan;
   g. Memimpin rapat Direksi dan rapat korporasi lainnya serta mengoordinasikan Direksi untuk pelaksanaan rapat Dewan Komisaris/RUPS; dan
   h. Memberikan informasi terkait segala sesuatu tentang Perusahaan kepada pemangku kepentingan (*stakeholders*).
2. Sebagai Pimpinan Direktorat Utama:
   a. Memimpin dan menetapkan strategi sebagai penjabaran atas RJPP, RKAP, dan RKM dalam kegiatan sekretariat Perusahaan dan Satuan Pengawasan Intern;
   b. Menetapkan, mengarahkan dan mengawasi/mengevaluasi strategi dan pelaksanaan kegiatan Sekretariat Perusahaan (*corporate secretary*);
   c. Menetapkan, mengarahkan dan mengawasi/mengevaluasi strategi dan pelaksanaan kegiatan pengawasan intern (internal audit) berupa audit operasional dan audit/reviu dengan tujuan tertentu dilakukan secara efektif, serta memantau tindak lanjut atas rekomendasi hasil audit/reviu untuk membantu Direksi menilai efektivitas penyelenggaraan pengawasan intern, manajemen risiko, dan tata kelola Perusahaan yang baik dalam rangka mencapai tujuan Perusahaan;
   d. Mengoordinasikan dan mengevaluasi kegiatan penyusunan dan pelaksanaan Kebijakan dan Standar Prosedur Operasi (SPO) terkait kegiatan Sekretariat Perusahaan dan pengawasan internal; dan
   e. Memastikan pelaksanaan pembinaan Pekerja di seluruh korporasi sesuai kebijakan/pedoman di bidang SDM.

1. As the leader of the Company:
   a. Act as the leader of Board of Directors members to prepare RJPP, and implement the Company's business activities that have been determined in the RKAP and RKM;
   b. Directing and controlling the implementation of the Company's policies, vision, mission and strategies set forth in the RJPP;
   c. Direct and control all activities of the Company including but not limited to (i) planning, implementation, control and evaluation of the achievement of RJPP, RKAP and RKM, (ii) activities to improve corporate culture, positive image of the Company and good corporate governance in order to achieve the Company's goals and objectives in accordance with the Company's vision and mission;
   d. Lead and coordinate the preparation of strategies as an elaboration of the RJPP, RKAP and RKM in the activities of Corporate Secretariat and Internal Audit Unit;
   e. Signing all approvals decided in the Board of Directors meeting or outside the Board of Directors meeting in accordance with the provisions in the Company's articles of association, except for the authority that has been delegated based on related policies and Standard Operating Procedures (SOP);
   f. Sign agreements, contracts or other engagements with third parties related to the management of the Company in accordance with the authority stipulated in the Company's articles of association;
   g. Chairing Board of Directors meetings and other corporate meetings and coordinating the Board of Directors for conducting of Board of Commissioners meetings/GMS; and
   h. Provide information related to everything about the Company to stakeholders.
2. As the Leader of Main Directorate:
   a. Lead and establish strategies as an elaboration of RJPP, RKAP and RKM in the activities of Corporate Secretariat and Internal Audit Unit;
   b. Establish, direct and supervise/evaluate the strategy and implementation of corporate secretary activities;
   c. Establish, direct and supervise/evaluate the strategy and implementation of internal audit activities in the form of operational audits and audits/reviews with specific objectives carried out effectively, as well as monitoring follow-up on recommendations from audits/reviews to assist Board of Directors in assessing the effectiveness of implementation of internal control, risk management and good corporate governance towards achieving the Company's objectives;
   d. Coordinate and evaluate the preparation and implementation of Policies and Standard Operating Procedures (SOP) related to the activities of Corporate Secretariat and internal control; and
   e. Ensure that employee development programs are implemented throughout the corporation in accordance with HC policies and guidelines.

Rizki Kurniawan
Direktur Strategi dan Komersial
Strategy and Commercial Director

1. Mengarahkan dan mengembangkan implementasi strategi terkait perencanaan strategis seperti penetapan visi, misi, dan nilai perusahaan, formulasi rencana strategis Perusahaan, pengelolaan kinerja Perusahaan, *monitoring* dan *control* implementasi strategis serta manajemen strategi di lingkungan PT Pelindo Multi Terminal;
2. Mengarahkan dan mengembangkan implementasi strategi terkait kerjasama usaha dan pembinaan anak perusahaan seperti pengelolaan portofolio strategis Perusahaan, pengembangan bisnis inti dan di luar bisnis kepelabuhanan, serta mengarahkan dan mengimplementasikan tata kelola dan perencanaan strategis di anak perusahaan di Lingkungan PT Pelindo Multi Terminal; dan
3. Mengarahkan dan mengembangkan implementasi strategi terkait komersial dan hubungan pelanggan seperti pemasaran, pengelolaan penjualan, hubungan pelanggan serta pengelolaan aset komersial di Lingkungan PT Pelindo Multi Terminal.

1. Direct and develop the implementation of strategies related to strategic planning such as the establishment of vision, mission and corporate values, formulation of the Company's strategic plan, management of Company performance, monitoring and control of strategic implementation and strategic management within PT Pelindo Multi Terminal;
2. Directing and developing the implementation of strategies related to business cooperation and fostering subsidiaries such as managing the Company's strategic portfolio, developing core business and outside the port business, as well as directing and implementing governance and strategic planning in subsidiaries within PT Pelindo Multi Terminal; and
3. Direct and develop the implementation of strategies related to commercial and customer relations such as marketing, sales management, customer relations and commercial asset management within PT Pelindo Multi Terminal.

Arif Rusman Yulianto
Direktur Operasi
Operations Director

1. Mengarahkan dan mengembangkan implementasi strategi terkait perencanaan dan pengembangan operasi, seperti perencanaan, *pilot project*, serta implementasi standardisasi dan sistemasi operasi di lingkungan PT Pelindo Multi Teminal; dan
2. Mengarahkan dan mengembangkan implementasi strategi terkait pengeloaan operasi, seperti pelayanan non-petikemas, *cargo*, dan pengelolaan fasilitas terminal penumpang di lingkungan PT Pelindo Multi Teminal.

1. Direct and develop the implementation of strategies related to operations planning and development, such as planning, pilot projects, and implementation of standardization and systemization of operations within PT Pelindo Multi Terminal; and
2. Directing and developing the implementation of strategies related to managing operations, such as non-container services, cargo, and management of passenger terminal facilities within PT Pelindo Multi Terminal.

Yarham Hamid
Direktur Teknik
Technical Director

1. Mengarahkan dan mengembangkan implementasi strategi terkait fasilitas pelabuhan seperti perencanaan, *monitoring & controling* investasi infrastruktur, pembangunan & pemeliharaan fasilitas pelabuhan (Teknik sipil), pengelolaan proyek strategis, penghapusan aset fasilitas pelabuhan di lingkungan PT Pelindo Multi Terminal;
2. Mengarahkan dan mengembangkan implementasi strategi terkait pengelolaan peralatan pelabuhan seperti perencanaan, *monitoring & controling* investasi peralatan pelabuhan, implementasi & pemeliharaan peralatan pelabuhan, serta pengelolaan proyek strategis di lingkungan PT Pelindo Multi Terminal; dan
3. Mengarahkan dan mengembangkan implementasi strategi terkait teknologi informasi seperti strategi & perencanaan teknologi informasi, pengembangan teknologi informasi, operasi IT, dan *data management* di lingkungan PT Pelindo Multi Terminal.

1. Direct and develop the implementation of strategies related to port facilities such as planning, monitoring & controlling infrastructure investment, construction & maintenance of port facilities (civil engineering), strategic project management, asset write-off of port facilities within PT Pelindo Multi Terminal;
2. Directing and developing the implementation of strategies related to port equipment management such as planning, monitoring & controling port equipment investment, port equipment implementation & maintenance, and strategic project management within PT Pelindo Multi Terminal; and
3. Directing and developing the implementation of strategies related to information technology such as information technology strategy & planning, information technology development, IT operations, and data management within PT Pelindo Multi Terminal.

Edi Priyanto
Direktur SDM
HC Director

1. Mengarahkan dan mengembangkan implementasi strategi terkait perencanaan dan pengelolaan Sumber Daya Manusia di lingkungan PT Pelindo Multi Terminal;
2. Mengarahkan dan mengembangkan implementasi strategi terkait Layanan SDM dan HSSE di lingkungan PT Pelindo Multi Terminal;
3. Mengarahkan dan mengembangkan implementasi strategi terkait pengelolaan hukum di lingkungan PT Pelindo Multi Terminal; dan
4. Mengarahkan dan mengembangkan implementasi strategi terkait pengeloaan operasi, seperti kegiatan HSSE dan manajemen mutu di lingkungan PT Pelindo Multi Teminal.

1. Direct and develop the implementation of strategies related to the planning and management of Human Capital within PT Pelindo Multi Terminal;
2. Directing and developing the implementation of strategies related to HC and HSSE Services within PT Pelindo Multi Terminal;
3. Directing and developing the implementation of strategies related to legal management within PT Pelindo Multi Terminal; and
4. Directing and developing the implementation of strategies related to operations management, such as HSSE and quality management activities within PT Pelindo Multi Terminal.

Yoni Setiawan
Direktur Keuangan dan Manajemen Risiko
Finance and Risk Management Director

1. Memimpin dan menetapkan strategi sebagai penjabaran atas RJPP, RKAP, dan RKM dalam kegiatan pengelolaan keuangan korporat, akuntansi, anggaran dan perpajakan, dan manajemen risiko;
2. Mengoordinasikan, mengendalikan serta mengevaluasi pelaksanaan kegiatan perencanaan keuangan Perusahaan, penggunaan anggaran Perusahaan, perencaanaan investasi Perusahaan berbasis risiko;
3. Mengoordinasikan, mengendalikan serta mengevaluasi kegiatan pengelolaan sesuai standar PSAK, kegiatan *funding* dan *hedging*, kebijakan strategi Perusahaan berbasis manajemen risiko;
4. Mengoordinasikan pelaksanaan, mengevaluasi dan menyetujui kegiatan pencatatan, administrasi dan dokumentasi serta penyusunan laporan perpajakan secara baik, akurat, aman dan tepat waktu baik untuk keperluan internal maupun eksternal Perusahaan;
5. Memberikan persetujuan atau keputusan bisnis di bidang keuangan dan manajemen risiko sesuai pendelegasian kewenangan dari Direksi;
6. Mengoordinasikan serta mengevaluasi penyusunan dan pelaksanaan Kebijakan dan Standar Prosedur Operasi (SPO) terkait kegiatan pengimplementasi risiko di Perusahaan;
7. Menandatangani perjanjian, kontrak atau perikatan lainnya dengan pihak ketiga terkait dengan pengurusan Perusahaan, khususnya dalam bidang keuangan dan bidang manajemen risiko atau berdasarkan kewenangan yang telah didelegasikan dalam kebijakan dan SPO terkait; dan
8. Mengoordinasikan dan mengevaluasi kebijakan-kebijakan dan kegiatan-kegiatan di bidang-bidang di bawah Direktorat Keuangan dan Manajemen Risiko.

1. Lead and set strategies as an elaboration of RJPP, RKAP and RKM in corporate financial management, accounting, budgeting and taxation, and risk management activities;
2. Coordinate, control and evaluate the implementation of the Company's financial planning activities, the use of the Company's budget, risk-based investment planning;
3. Coordinating, controlling and evaluating management activities in accordance with PSAK standards, funding and hedging activities, risk management- based Company strategy policies;
4. Coordinate the implementation, evaluate and approve the recording, administration and documentation activities as well as the preparation of tax reports in a good, accurate, safe and timely manner for both internal and external purposes of the Company;
5. Provide approval or business decisions in the field of finance and risk management in accordance with the delegation of authority from the Board of Directors;
6. Coordinate and evaluate the preparation and implementation of Policies and Standard Operating Procedures (SOP) related to risk implementation activities in the Company;
7. Signing agreements, contracts or other engagements with third parties related to the management of the Company, especially in the field of finance and risk management or based on the authority that has been delegated in the relevant policies and SOP; and
8. Coordinate and evaluate policies and activities in the areas under the Directorate of Finance and Risk Management.

RAPAT DIREKSI

Kebijakan

Rapat Direksi merupakan forum yang diselenggarakan oleh Direksi untuk membahas berbagai agenda pengelolaan Perusahaan, pengambilan keputusan strategis, evaluasi kinerja, serta koordinasi pelaksanaan kegiatan usaha. Pelaksanaan Rapat Direksi dapat dilakukan secara tatap muka maupun melalui sarana komunikasi elektronik, seperti telekonferensi, video konferensi, atau media elektronik lainnya yang memungkinkan seluruh peserta rapat dapat saling berkomunikasi, melihat, mendengar, dan berpartisipasi secara langsung dalam proses rapat. Adapun ketentuan mengenai penyelenggaraan Rapat Direksi adalah sebagai berikut:

1. Seluruh rapat Direksi dipimpin oleh Direktur Utama. Dalam hal Direktur Utama tidak hadir atau berhalangan maka rapat Direksi dipimpin oleh Pelaksana Harian Direktur Utama/Direksi yang ditunjuk atau diberikan kuasa oleh Direktur Utama. Dalam hal Direktur Utama tidak melakukan penunjukkan maka salah seorang Direktur yang terlama dalam jabatan sebagai anggota Direksi yang memimpin Rapat Direksi. Dalam hal Direktur yang paling lama menjabat lebih dari 1 (satu) orang, maka Direktur yang terlama menjabat dan tertua dalam usia yang bertindak sebagai pimpinan Rapat Direksi.

2. Rapat Direksi adalah sah dan berhak mengambil keputusan-keputusan yang mengikat, apabila dihadiri oleh lebih dari 1/2 (satu per dua) jumlah anggota Direksi atau wakilnya. Anggota Direksi yang tidak hadir pada saat pengambilan keputusan akan dilaksanakan harus dihubungi untuk segera kembali mengikuti proses rapat. Jika tidak berhasil dihubungi, maka peserta rapat tersebut dianggap menyetujui keputusan rapat yang diambil.

BOARD OF DIRECTORS MEETING

Policy

Board of Directors meetings are forums organized by Board of Directors to discuss various matters related to the Company's management, make strategic decisions, evaluate performance, and coordinate the implementation of business activities. Board of Directors meetings may be held in person or via electronic communication means, such as teleconferences, video conferences, or other electronic media that allow all meeting participants to communicate with one another, see and hear each other, and participate directly in the meeting process. The provisions regarding the conduct of Board of Directors meetings are as follows:

1. All Board of Directors meetings are chaired by President Director. In the event that President Director is absent or unable to attend, Board of Directors meeting shall be chaired by the Acting President Director/Director appointed or authorized by the President Director. In the event that the President Director does not make an appointment, one of the longest serving Directors as a member of Board of Directors shall chair the Board of Directors Meeting. In the event that the longest serving Director is more than 1 (one) person, the longest serving Director and the oldest in age shall act as chairman of Board of Directors Meeting.
2. Board of Directors Meeting is valid and entitled to make binding decisions, if attended by more than 1/2 (one-half) of the total number of members of Board of Directors or their representatives. Members of Board of Directors who are absent at the time of decision making must be contacted to immediately return to the meeting process. If they cannot be contacted, then the meeting participants are deemed to approve the meeting decisions taken.

3. Keputusan rapat Direksi ditetapkan dengan musyawarah untuk mufakat, apabila tidak tercapai kesepakatan maka keputusan ditetapkan dengan suara terbanyak biasa, dengan ketentuan:
   a. Setiap anggota Direksi berhak untuk mengeluarkan 1 (satu) suara dan ditambah 1 (satu) suara untuk anggota Direksi yang diwakilinya;
   b. Apabila suara yang setuju dan tidak setuju sama banyaknya, maka keputusan rapat adalah yang sesuai dengan pendapat pimpinan rapat dengan tetap memperhatikan ketentuan mengenai pertanggungjawaban sebagai anggota Direksi;
   c. Apabila terdapat usulan lebih dari 2 (dua) alternatif dan hasil pemungutan suara belum mendapatkan satu alternatif dengan suara lebih dari 1/2 bagian dari jumlah suara yang dikeluarkan, maka dilakukan pemilihan ulang terhadap 2 (dua) alternatif yang memperoleh suara terbanyak sehingga salah satu alternatif memperoleh lebih dari 1/2 bagian dari jumlah suara yang dikeluarkan;
   d. Suara blanko (*abstain*) dianggap menyetujui usul yang diajukan dalam rapat dan bertanggungjawab atas hasil keputusan rapat;
   e. Suara yang tidak sah dianggap tidak ada dan tidak dihitung dalam menentukan jumlah suara yang dikeluarkan dalam rapat;
   f. Hasil keputusan rapat mengikat seluruh Direktur, baik yang hadir dalam rapat maupun yang tidak hadir dalam rapat, dengan dasar pertimbangan bahwa Direksi bersifat kolegial dan seluruh Direktur telah diberikan cukup kesempatan untuk mengetahui hasil rapat;
   g. Tingkat kesegeraan pengambilan keputusan Direksi ditetapkan selambat-lambatnya 7 (tujuh) hari; dan
   h. Direksi mengomunikasikan keputusan yang telah disahkan kepada tingkatan organisasi di bawah Direksi yang terkait dengan keputusan tersebut selambatnya 7 (tujuh) hari setelah pengesahan.

Apabila terdapat perbedaan pendapat di dalam Rapat Direksi, maka:
1. Perbedaan pendapat yang terjadi harus dimasukkan dalam Risalah Rapat dan Anggota Direksi yang berbeda pendapat harus mengungkapkan alasan atas terjadinya perbedaan pendapat terhadap hasil keputusan tersebut;
2. Perbedaan pendapat tidak berarti memberikan hak kepada anggota Direksi yang bersangkutan untuk tidak melaksanakan hasil keputusan rapat. Meskipun terdapat perbedaan pendapat, namun seluruh anggota Direksi tetap berkewajiban untuk mengikuti dan melaksanakan hasil keputusan rapat (sesuai dengan konsep *fiduciary duties*).
3. Tindakan yang dilakukan oleh anggota Direksi di luar yang diputuskan oleh rapat Direksi menjadi tanggung jawab pribadi yang bersangkutan sampai dengan tindakan dimaksud disetujui oleh rapat Direksi.

3. Board of Directors meeting decisions are determined by deliberation to reach a consensus, if no agreement is reached then the decision is determined by an ordinary majority vote, with the following provisions:
   a. Each member of Board of Directors is entitled to cast 1 (one) vote and an additional 1 (one) vote for the member of Board of Directors he/ she represents;
   b. If there are equal number of votes in favor and against, then the meeting decision shall be in accordance with the meeting chairman's opinion with due observance of the provisions on accountability as a member of Board of Directors;
   c. If there are more than 2 (two) alternative proposals and the voting results have not obtained one alternative with more than 1/2 of the total votes cast, then re-election will be held on the 2 (two) alternatives that receive the most votes so that one alternative receives more than 1/2 of the total votes cast;
   d. A blank vote (abstain) shall be deemed to approve the proposal put forward in the meeting and shall be responsible for the meeting's decision;
   e. Invalid votes are considered to be absent and are not counted in determining the number of votes cast in the meeting;
   f. The meeting resolutions shall be binding on all Directors, whether present at the meeting or absent from the meeting, on the basis of consideration that the Board of Directors is collegial and all Directors have been given sufficient opportunity to know the meeting results.
   g. The level of immediacy of the Board of Directors' decision-making is determined no later than 7 (seven) days.
   h. Board of Directors shall communicate the ratified decision to the organizational level belowBoard of Directors related to the decision no later than 7 (seven) days after ratification.

If there is a dissenting opinions during a Board of Directors meeting, then:
1. Dissenting opinions must be included in the Minutes of Meeting and dissenting member of Board of Directors must disclose the reason for the dissenting opinion on the decision;
2. Dissent does not give the relevant member of Board of Directors the right not to implement the meeting's decision. Although there are differences of opinion, all members of Board of Directors are still obliged to follow and implement the meeting decisions (in accordance with the concept of fiduciary duties).
3. Actions taken by members of Board of Directors other than those decided by the Board of Directors meeting shall be their personal responsibility until such actions are approved by the Board of Directors meeting.

Keputusan dapat pula diambil di luar rapat Direksi sepanjang seluruh anggota Direksi setuju tentang cara dan materi yang diputuskan.

Decisions can also be made outside Board of Directors meeting as long as all members of Board of Directors agree on the method and material decided.

Frekuensi dan Tingkat Kehadiran Direksi pada Rapat di Tahun 2025

Sepanjang tahun 2025, Direksi menyelenggarakan rapat internal Direksi sebanyak 17 kali, rapat gabungan bersama Dewan Komisaris sebanyak 12 kali, serta Rapat Umum Pemegang Saham (RUPS) Tahunan sebanyak 2 (dua) kali. Adapun informasi mengenai agenda rapat, risalah rapat, tingkat kehadiran masing-masing anggota Direksi, serta rekapitulasi kehadiran Direksi selama tahun 2025 disampaikan sebagai berikut:

Frequency and Attendance of Board of Directors at 2025 Meetings

Throughout 2025, Board of Directors held 17 internal Board of Directors meetings, 12 joint meetings with Board of Commissioners, and 2 (two) Annual General Meetings of Shareholders (AGMs). Information regarding the meeting agendas, meeting minutes, attendance rates of each Board of Directors member, and a recapitulation of Board of Directors attendance throughout 2025 is presented as follows:

Risalah dan Kehadiran Rapat Direksi
Minutes and Attendance of Board of Directors Meetings

No	Hari/Tanggal Day/Date	Waktu Time	Agenda Rapat Meeting Agenda
1	Rabu, 15 Januari 2025 Wednesday, January 15, 2025	14.00 - 16.45 WIB 2:00 PM - 4:45 PM	1. Tindak Lanjut Rencana Pembelian 2 Unit HMC PT PIL; 2. Tindak Lanjut Penyediaan Pipa *Bypass* Terminal LNG Benoa. 1. Follow-up on the Plan to Purchase 2 HMC Units from PT PIL; 2. Follow-up on the Supply of Bypass Pipes for Benoa LNG Terminal.
2	Kamis, 16 Januari 2025 Thursday, January 16, 2025	11.00 - 18.30 WIB 11:00 AM - 6:30 PM	1. Rencana Kerjasama Penyediaan Fasilitas Pipa *Caustic Soda Liquid* di Terminal Kijing; 2. Pembahasan RKAP 2025. 1. Plan for Cooperation on Provision of Liquid Caustic Soda Pipeline Facilities at Kijing Terminal; 2. Discussion on the 2025 RKAP.
3	Selasa, 04 Maret 2025 Tuesday, March 4, 2025	13.50 - 15.00 WIB 1:50 PM - 3:00 PM	1. Rencana Pengalihan Aset HMC Milik PT PIL; 2. Penyusunan Jawaban kepada Konsultan EY terkait Somasi PT Bali Infra Gas. 1. Plan for Transfer of HMC Assets Owned by PT PIL; 2. Drafting of a Response to EY Consultant Regarding the Cease-and-Desist Letter from PT Bali Infra Gas.
4	Rabu, 19 Maret 2025 Wednesday, March 19, 2025	11.00 - 13.15 WIB 11:00 AM - 1:15 PM	1. Penyampaian Hasil Laporan Kajian Pengembangan Bisnis Terminal Non Petikemas Pelabuhan Bengkulu; 2. Pembahasan Pembelian Aset PIL untuk Relokasi ke Kijing (Rencana pembelian HMC. 1. Presentation of the Results of Business Development Review Report on Non-Container Terminals at Bengkulu Port; 2. Discussion on the Purchase of PIL Assets for Relocation to Kijing (Plan to purchase HMC).
5	Jumat, 25 April 2025 Friday, April 25, 2025	10.00 - 11.30 WIB 10:00 AM - 11:30 AM	Pembekalan Materi *Closing Audit* KAP. Briefing on Closing Audit Materials from the Public Accounting Firm.
6	Senin, 26 Mei 2025 Monday, May 26, 2025	13.00 – 18.00 WIB 1:00 PM - 6:00 PM	1. Persiapan Rakomdir Kinerja sd April 2025 2. Rencana Pengoperasian Ropang Trisakti 3. Optimalisasi TCK di Teluk Lamong 4. Pembahasan Jasa Pemborongan SDM 5. Pengembangan TCK *Branch* Dumai 1. Preparation for the Performance Coordination Meeting through April 2025 2. Operational Plan for Ropang Trisakti 3. Optimization of TCK in Lamong Bay 4. Discussion on Human Resources Contracting Services 5. Development of the TCK Dumai Branch
7	Senin, 16 Juni 2025 Monday, June 16, 2025	11.00 - 14.00 WIB 11:00 AM - 2:00 PM	1. Pembahasan Bahan Paparan RUPS tentang Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Tahun Buku 2024 PT Pelindo Multi Terminal; 2. Tindak Lanjut Penerapan Manajemen Risiko. 1. Discussion on the GMS presentation materials regarding approval of annual reports and ratification of financial statements of PT Pelindo Multi Terminal for 2024 Fiscal Year; 2. Follow-up on the implementation of risk management.
8	Senin, 23 Juni 2025 Monday, June 23, 2025	10.00 - 12.00 WIB 10:00 AM - 12:00 PM	Pembahasan Bahan Paparan Rakomdir Kinerja Perusahaan sd Mei 2025. Discussion on the Rakomdir Presentation Materials: Company Performance until May 2025.

Risalah dan Kehadiran Rapat Direksi
Minutes and Attendance of Board of Directors Meetings

No	Hari/Tanggal Day/Date	Waktu Time	Agenda Rapat Meeting Agenda
9	Rabu, 16 Juli 2025 Wednesday, July 16, 2025	14.00 - 17.00 WIB 2:00 PM - 5:00 PM	Pembahasan Struktur Organisasi (terbatas). Discussion on the Organizational Structure (restricted).
10	Kamis, 17 Juli 2025 Thursday, July 17, 2025	11.00 - 15.30 WIB 11:00 AM - 3:30 PM	1. Profil Risiko dan Nilai PKR Trw II 2025; 2. Pembahasan Prognosa 2025 dan Usulan 2026; 3. *Progress* RKM *Shadow.* 1. Risk Profile and PKR Values for the Second Quarter of 2025; 2. Discussion on the 2025 Forecast and 2026 Proposals; 3. Progress on the Shadow RKM.
11	Senin, 21 Juli 2025 Monday, July 21, 2025	17.00 - 17.40 WIB 5:00 PM - 5:40 PM	Pembahasan Usulan Struktur Organisasi (terbatas). Discussion on the Proposed Organizational Structure (restricted).
12	Rabu, 23 Juli 2025 Wednesday, July 23, 2025	14.00 - 15.00 WIB 2:00 PM - 3:00 PM	Evaluasi Kinerja sd. Juni 2025 (*Rehearsal* Paparan Rakomdir). Performance Evaluation until June 2025 (Rakomdir Presentation Rehearsal).
13	Kamis, 28 Agustus 2025 Thursday, August 28, 2025	11.30 - 13.15 WIB 11:30 AM - 1:15 PM	1. *Rehearsal* Bahan Rakomdir Kinerja s.d Juli 2025; 2. Tindak Lanjut Pembahasan Usulan RKAP 2026 PMT dan Prognosa 2025. 1. Rakomdir Presentation Rehearsal on Performance until July 2025; 2. Follow-up on the Discussion of the Proposed 2026 PMT RKAP and 2025 Forecast.
14	Jumat, 26 September 2025 Friday, September 26, 2025	10.00 - 12.00 WIB 10:00 AM - 12:00 PM	1. *Update* Persiapan Acara Pelindo Day; 2. Pembahasan Bahan Paparan Panel Presentasi Anak Usaha untuk Pelindo Forum. 1. Update on Preparations for Pelindo Day; 2. Discussion on Presentation Materials for Subsidiary Panel Presentations at Pelindo Forum.
15	Selasa, 28 Oktober 2025 Tuesday, October 28, 2025	09.30 - 13.30 WIB 9:30 AM - 1:30 PM	1. Persiapan Pelaksanaan Acara Operasional dan Manajemen Forum PT Pelindo Multi Terminal Tahun 2025; 2. Persiapan Pelaksanaan Acara *Workshop* Rencana Strategis 2026-2030; 3. Usulan Investasi Tahun 2026; 4. Serah Operasi Terminal Kalimas, GSN, Kalianget dan Tanjung Tembaga. 1. Preparations for the 2025 PT Pelindo Multi Terminal Operational and Management Forum; 2. Preparations for the 2026–2030 Strategic Plan Workshop; 3. Proposed Investments for 2026; 4. Handover of Operations for Kalimas, GSN, Kalianget, and Tanjung Tembaga Terminals.
16	Selasa, 25 November 2025 Tuesday, November 25, 2025	09.30 - 11.30 WIB 9:30 AM - 11:30 AM	1. Progress Penyiapan Fasilitas Pemindahan Terminal LNG ke AP-2 BMTH; 2. Implementasi Restrukturisasi Organisasi & Penataan Komersial (*Switching Invoice*) dalam Mendukung Pemurnian Bisnis; 3. Rencana Spinoff Operasional Terminal Curah Kering *Food & Feed* Teluk Lamong ke PMT; 4. *Update Progress* Pengembangan TCK Bengkulu. 1. Progress on Preparing the LNG Terminal Transfer Facilities to AP-2 BMTH; 2. Implementation of Organizational Restructuring & Commercial Reorganization (Invoice Switching) to Support Business Refinement; 3. Plan for Operational Spinoff of Teluk Lamong Food & Feed Dry Bulk Terminal to PMT; 4. Progress Update on Development of TCK Bengkulu.
17	Jumat, 19 Desember 2025 Friday, December 19, 2025	09.30 - 12.00 WIB 9:30 AM- 12:00 PM	1. Rencana Implementasi Pembebanan PNBP 1% Kegiatan Bongkar Muat; 2. *Update Progress* Serah Operasi Teluk Lamong; 3. *Update Progress Switching Invoice* PTP; 4. *Update Progress* Kalimas; 5. *Update Progress* Pembahasan Pengembangan TCK Belawan Tahap 2; 6. *Update Progress* Pembahasan Pengembangan TCK Bengkulu. 1. Implementation Plan for the 1% PNBP Levy on Loading and Unloading Activities; 2. Progress Update on the Handover of Operations at Teluk Lamong; 3. Progress Update on the PTP Invoice Switching; 4. Progress Update on Kalimas; 5. Progress Update on Discussions Regarding Development of Phase 2 of TCK Belawan; 6. Progress Update on Discussions Regarding Development of TCK Bengkulu.

Rapat Gabungan Direksi dengan Dewan Komisaris

Joint Meeting with Board of Directors and Board of Commissioners

Risalah Rapat Gabungan Direksi dengan Dewan Komisaris
Minutes of Joint Meeting of Board of Directors and Board of Commissioner

No	Hari/Tanggal Day/Date	Waktu Time	Agenda Rapat Meeeting Agenda
1	Jumat, 31 Januari 2025 Friday, January 31, 2025	13:00 - 16:00 WIB 1:00 PM - 4:00 PM	Laporan Kinerja PMT sd. Desember 2024. Discussion on PMT Performance until December 2024
2	Senin, 24 Februari 2025 Monday, February 24, 2025	13:00 - 16:00 WIB 1:00 PM - 4:00 PM	1. Pembahasan Kinerja PMT s.d Januari 2025; 2. Hal lain yang berkembang. 1. Discussion on PMT Performance until January 2025; 2. Other emerging issues.
3	Rabu, 19 Maret 2025 Wednesday, March 19, 2025	13:00 - 16:00 WIB 1:00 PM - 4:00 PM	1. Pembahasan Kinerja PMT s.d Februari 2025; 2. Hal lain yang berkembang. 1. Discussion on PMT Performance until February 2025; 2. Other emerging issues.
4	Rabu, 30 April 2025 Wednesday, April 30, 2025	13:00 - 16:00 WIB 1:00 PM - 4:00 PM	1. Pembahasan Kinerja PMT s.d Maret 2025; 2. Hal lain yang berkembang. 1. Discussion on PMT Performance until March 2025; 2. Other emerging issues.
5	Selasa, 27 Mei 2025 Tuesday, May 27, 2025	13.30 - 18.00 WIB 1:30 PM - 6:00 PM	1. Pembahasan Kinerja PMT s.d April 2025; 2. Hal lain yang berkembang. 1. Discussion on PMT Performance until April 2025; 2. Other emerging issues.
6	Senin, 23 Juni 2025 Monday, June 23, 2025	13:30 - 17:00 WIB 1:30 PM - 5:00 PM	1. Pembahasan Kinerja PMT s.d Mei 2025; 2. Hal-hal lain yang berkembang. 1. Discussion on PMT Performance until May 2025; 2. Other emerging issues.
7	Selasa, 29 Juli 2025 Tuesday, July 29, 2025	14.00 - 17.00 WIB 2:00 PM - 5:00 PM	1. Pembahasan Kinerja PMT s.d Juni 2025; 2. Hal-hal lain yang berkembang. 1. Discussion on PMT Performance until June 2025; 2. Other emerging issues.
8	Kamis, 28 Agustus 2025 Thursday, August 28, 2025	14.00 - 17.00 WIB 2:00 PM - 5:00 PM	1. Pembahasan Kinerja PMT s.d Juli 2025; 2. Hal-hal lain yang berkembang. 1. Discussion on PMT Performance until July 2025; 2. Other emerging issues.
9	Kamis, 26 September 2025 Thursday, September 26, 2025	14.00 - 17.00 WIB 2:00 PM - 5:00 PM	1. Pembahasan Kinerja PMT s.d Agustus 2025; 2. Hal-hal lain yang berkembang. 1. Discussion on PMT Performance until August 2025; 2. Other emerging issues.
10	Selasa, 28 Oktober 2025 Tuesday, October 28, 2025	14.00 - 17.00 WIB 2:00 PM - 5:00 PM	1. Pembahasan Kinerja PMT s.d September 2025; 2. Hal-hal lain yang berkembang. 1. Discussion on PMT Performance until September 2025; 2. Other emerging issues.
11	Selasa, 25 November 2025 Tuesday, November 25, 2025	13.30 - 17.00 WIB 1:30 PM - 5:00 PM	1. Pembahasan Kinerja PMT s.d Okt 2025; 2. Hal-hal lain yang berkembang. 1. Discussion on PMT Performance until October 2025; 2. Other emerging issues.
12	Jumat, 19 Desember 2025 Friday, December 19, 2025	13.30 - 17.00 WIB 1:30 PM - 5:00 PM	1. Pembahasan Kinerja PMT s.d Nov 2025; 2. Hal-hal lain yang berkembang. 1. Discussion on PMT Performance until November 2025; 2. Other emerging issues.

Frekuensi Rapat Direksi dan Tingkat Kehadiran Anggota Direksi dalam Rapat Termasuk RUPS

Frequency of Board of Directors Meetings and Attendance Level of Board of Directors' Members in Meetings Including GMS

Direksi Board of Directors	Rapat Internal Internal Meeting			Rapat Gabungan Joint Meeting			RUPS GMS		
	Jumlah Wajib Rapat Mandatory Number of Meetings	Jumlah Kehadiran Number of Attendance	Kehadiran (%) Attendance	Jumlah Wajib Rapat Mandatory Number of Meetings	Jumlah Kehadiran Number of Attendance	Kehadiran (%) Attendance	Jumlah Wajib Rapat Mandatory Number of Meetings	Jumlah Kehadiran Number of Attendance	Kehadiran (%) Attendance
Ary Henryanto (Direktur Utama) (President Director)	17	16	94	12	11	92	2	2	100
Yarham Harid (Direktur Teknik) (Technical Director)	17	17	100	12	12	100	2	2	100
Rizki Kurniawan (Direktur Strategi dan Komersial) (Strategy and Commercial Director)	17	16	94	12	11	92	2	2	100
Arif Rusman Yulianto (Direktur Operasi) (Operations Director)	17	17	100	12	12	100	2	2	100
Edi Priyanto (Direktur SDM) (HC Director)	17	15	88	12	10	83	2	2	100
Yoni Setiawan (Direktur Keuangan dan Manajemen Risiko) (Finance and Risk Management Director)	17	17	100	12	12	100	2	2	100

PELATIHAN DAN/ATAU PENINGKATAN KOMPETENSI ANGGOTA DIREKSI

Kebijakan

Program peningkatan kompetensi bagi Direksi merupakan salah satu upaya Perusahaan untuk memastikan bahwa setiap anggota Direksi memiliki pengetahuan dan kemampuan yang relevan dengan perkembangan industri jasa kepelabuhanan serta dinamika bisnis yang terus berubah, sehingga Direksi diharapkan mampu merespons tantangan usaha, menangkap peluang strategis, dan mendukung keberlanjutan pertumbuhan Perusahaan.

Pelaksanaan program tersebut juga bertujuan untuk memperkuat kapasitas kepemimpinan, pemahaman terhadap perkembangan regulasi, tata kelola perusahaan, transformasi bisnis, serta isu-isu strategis lainnya yang berkaitan dengan kegiatan usaha Perusahaan. Adapun ketentuan mengenai program peningkatan kompetensi bagi anggota Direksi adalah sebagai berikut:

TRAINING AND/OR COMPETENCY ENHANCEMENT FOR MEMBERS OF BOARD OF DIRECTORS

Policy

The competency enhancement program for Board of Directors members is one of the Company's efforts to ensure that each member of Board of Directors possesses the knowledge and skills relevant to developments in the port services industry and the ever-changing dynamics of business, so that the Board of Directors is expected to be able to respond to business challenges, seize strategic opportunities, and support the Company's sustainable growth.

The implementation of this program also aims to strengthen leadership capacity, understanding of regulatory developments, corporate governance, business transformation, and other strategic issues related to the Company's business activities. The provisions regarding the competency enhancement program for members of Board of Directors are as follows:

1. Program peningkatan kompetensi dilaksanakan dalam rangka meningkatkan efektivitas kerja Direksi;
2. Rencana untuk melaksanakan program peningkatan kompetensi harus dimasukkan dalam Rencana Kerja dan Anggaran Perusahaan (RKAP);
3. Setiap anggota Direksi yang mengikuti program peningkatan kompetensi seperti seminar dan/atau pelatihan diminta untuk mempresentasikan kepada anggota Direksi lainnya dalam rangka berbagi informasi dan pengetahuan (*sharing knowledge*);
4. Anggota Direksi yang bersangkutan harus bertanggung jawab untuk membuat laporan tentang pelaksanaan program peningkatan kapabilitas. Laporan tersebut disampaikan kepada Direksi, selambatnya 30 hari setelah tanggal penyelenggaraan pelaksanaan program tersebut.

1. The competency enhancement program is carried out to improve the effectiveness of Board of Directors' work;
2. Plans to implement the competency enhancement program must be included in the Company's Work Plan and Budget (RKAP);
3. Each member of Board of Directors who participates in a competency enhancement program, such as seminars and/or training, is required to present to other members of Board in order to share information and knowledge (knowledge sharing);
4. The respective member of Board of Directors must be responsible for preparing a report on the implementation of the capability enhancement program. The report must be submitted to Board of Directors no later than 30 days after the date of the program's implementation.

Pelatihan dan Peningkatan Kompetensi Direksi

Berikut uraian pelatihan dan/atau peningkatan kompetensi yang dilakukan Direksi sepanjang tahun 2025:

Training and Competency Enhancement of Board of Directors

The following is a description of training and/or competency enhancement conducted by Board of Directors throughout 2025:

Judul Pelatihan/Sertifikasi Training/Certification Title	**Pelatihan/Sertifikasi** Training/Certification	**Penyelenggara** Organizer	**Tanggal** Date
Ary Henryanto **(Direktur Utama)** (President Director)			
K3 Survivor Menjadi Atlet Paralympic: *From Zero To Hero* OHS Survivor Becomes a Paralympic Athlete: From Zero to Hero	Pelatihan Training	PMT	21 Januari 2025 January 21, 2025
Hidup Sehat, Produktivitas Melesat! Bersama ADE RAI Live Healthy, Boost Productivity! With ADE RAI	Pelatihan Training	PMT	05 Februari 2025 February 5, 2025
Ngobras Perpajakan: Tata Cara Pengisian SPT Tahunan Orang Pribadi Tahun Pajak 2024 Tax Chat: How to File an Individual Annual Tax Return for 2024 Tax Year	Pelatihan Training	Corpu Pelindo	13 Februari 2025 February 13, 2025
RWP & EWP "*Creating Workplaces That Support Growth and Innovation*"	Pelatihan Training	PMLI	08 Juli 2025 July 8, 2025
J-Well "*Mindful Eating* : Makan dengan Kesadaran untuk Kesehatan yang Lebih Baik" J-Well "Mindful Eating: Eating Mindfully for Better Health"	Pelatihan Training	Corpu Pelindo	08 Juli 2025 July 8, 2025
Internalisasi Keberlanjutan dan Pelaporan Keberlanjutan Internalization of Sustainability and Sustainability Reporting	Pelatihan Training	Corpu Pelindo	08 Juli 2025 July 8, 2025
Legal Coaching Clinic | Konsepsi Pengelolaan BUMN dan Kunci Sukses Transformasi PT Pelabuhan Indonesia (Persero) Pasca Merger Legal Coaching Clinic | The Concept of SOE Management and Keys to Success in the Transformation of PT Pelabuhan Indonesia (Persero) Post-Merger	Pelatihan Training	Corpu Pelindo	08 Juli 2025 July 8, 2025
BERLABUH : *Investing for Tomorrow* "Mengatur Keuangan dan Investasi untuk Masa Depan yang Stabil" BERLABUH: Investing for Tomorrow "Managing Finances and Investments for a Stable Future"	Pelatihan Training	PMLI	08 Juli 2025 July 8, 2025
BERLABUH "Satu Tanah, Seribu Cerita : Perjalanan Menemukan Keindahan Indonesia" BERLABUH "One Land, a Thousand Stories: A Journey to Discover the Beauty of Indonesia"	Pelatihan Training	PMLI	08 Juli 2025 July 8, 2025
BERLABUH "*Is It a Disaster If My Office Mate Identified as* NPD"	Pelatihan Training	PMLI	08 Juli 2025 July 8, 2025
P-Active *Talk Dealing with Fatherlessness*	Pelatihan Training	PMLI	08 Juli 2025 July 8, 2025
P-Active Talk "*Healthy Eating & Diet*" | *Online Self Learning*	Pelatihan Training	Corpu Pelindo	08 Juli 2025 July 8, 2025

Judul Pelatihan/Sertifikasi Training/Certification Title	Pelatihan/Sertifikasi Training/Certification	Penyelenggara Organizer	Tanggal Date
BERLABUH : *Unlocking Value – Navigating Opportunities and Challenges in Pelindo's Global Growth*	Pelatihan Training	PMLI	11 Juli 2025 July 11, 2025
BERLABUH : *Ask the CEO*	Pelatihan Training	PMLI	11 Juli 2025 July 11, 2025
P-Active Talk : *Financial Wellbeing* : *Doing Well with Money*	Pelatihan Training	Corpu Pelindo	11 Juli 2025 July 11, 2025
Legal Coaching Clinic | Deteksi Dini dan Pencegahan Permasalahan Hukum di Lingkungan PT Pelabuhan Indonesia (Persero) Legal Coaching Clinic | Early Detection and Prevention of Legal Issues at PT Pelabuhan Indonesia (Persero)	Pelatihan Training	Corpu Pelindo	11 Juli 2025 July 11, 2025
BREATH *Session Series* 21 "*Well-Connected, Well-Being*: Menguatkan Kesejahteraan Sosial di Tempat Kerja" BREATH Session Series 21 "Well-Connected, Well-Being: Strengthening Social Well-Being in the Workplace"	Pelatihan Training	PMT	16 Juli 2025 July 16, 2025
Smart Saving, Happy Living	Pelatihan Training	PMLI	18 Juli 2025 July 18, 2025
Breaking Stress, Building Resilience	Pelatihan Training	PMLI	18 Juli 2025 July 18, 2025
ALPI's *Global Immersion*: Inspirasi Membangun *Learning Agility* dari Negeri ALPI's Global Immersion: Inspiration for Building Learning Agility from Country	Pelatihan Training	PMLI	18 Juli 2025 July 18, 2025
ALPI Global Aprrenticeship: Berlabuh di Negeri Johor, Mengintip Warna Rumput Negara Tetangga ALPI Global Apprenticeship: Anchoring in Johor, Getting a Glimpse of Our Neighboring Country's Grass	Pelatihan Training	Corpu Pelindo	18 Juli 2025 July 18, 2025
BERLABUH "Pelindo Muda *Story*: Yang Muda Yang Berprestasi" BERLABUH "Pelindo Muda Story: The Young and Accomplished"	Pelatihan Training	Corpu Pelindo	18 Juli 2025 July 18, 2025
BERLABUH : "*Open Innovation* : *How SOE Encourage Innovation With Startup Ecosystem*"	Pelatihan Training	PMLI	24 Juli 2025 July 24, 2025
Health Talk "Bahaya Hipertensi" Health Talk: "The Dangers of Hypertension"	Pelatihan Training	SPJM	24 Juli 2025 July 24, 2025
Berlabuh "Muda Berkarya : Dari Inspirasi Menuju Aksi" Berlabuh: "Youth in Action: From Inspiration to Action"	Pelatihan Training	PMLI	25 Juli 2025 July 25, 2025
Peningkatan Kesadaran Sistem Manajemen Keamanan Informasi dan Keamanan Siber Raising Awareness of Information Security Management Systems and Cybersecurity	Pelatihan Training	PMLI	25 Juli 2025 July 25, 2025
BERLABUH Spesial Hari Buruh Sedunia "Konstruksi Hukum Ketenagakerjaan dalam Kerangka Hubungan Industrial Pancasila yang Harmonis dan Berkeadilan" BERLABUH International Workers' Day Special: "The Legal Framework of Labor Relations within the Context of Harmonious and Just Industrial Relations Based on Pancasila"	Pelatihan Training	PMLI	28 Juli 2025 July 28, 2025
JANGKAR (JAI Ngajak Bicara) J-Well "*Work Life Synergy - Bekerja Optimal Mengasuh Maksimal*" JANGKAR (JAI Ngajak Bicara) J-Well: "Work-Life Synergy—Work Optimally, Parent Effectively"	Pelatihan Training	PMLI	28 Juli 2025 July 28, 2025
Materi Penggunaan Pelindo *Employe Self Service* (P-ESS) Guide to Using Pelindo Employee Self-Service (P-ESS)	Pelatihan Training	Corpu Pelindo	29 Juli 2025 July 29, 2025
BERLABUH : *Money Talk, No Drama*: Gaji Aman, Hidup Nyaman BERLABUH: Money Talk, No Drama: Secure Pay, Comfortable Living	Pelatihan Training	PMLI	31 Juli 2025 July 31, 2025
KPI Mastery for Leaders	Pelatihan Training	Corpu Pelindo	31 Juli 2025 July 31, 2025
BERLABUH : *Road to* Relawan Bakti BUMN *Batch* VIII : Inspirasi, Persiapan dan Kontribusi Nyata untuk Indonesia BERLABUH: Road to State-Owned Enterprise Volunteer Program, Batch VIII: Inspiration, Preparation, and Tangible Contributions for Indonesia	Pelatihan Training	PMLI	04 Agustus 2025 August 4, 2025
Talk forward: *Ask the CEO, Raise the Voice of Generation*	Pelatihan Training	PMLI	04 Agustus 2025 August 4, 2025

Judul Pelatihan/Sertifikasi Training/Certification Title	Pelatihan/Sertifikasi Training/Certification	Penyelenggara Organizer	Tanggal Date
Akhlak *Talk Sharing Session* 12: Strategi Negosiasi Bisnis Kepelabuhanan Akhlak Talk Sharing Session 12: Business Negotiation Strategies in the Port Industry	Pelatihan Training	Corpu Pelindo	05 Agustus 2025 August 5, 2025
BERLABUH : *Unlocking Value – Navigating Opportunities and Challenges in Pelindo's Global Growth*	Pelatihan Training	PMLI	05 Agustus 2025 August 5, 2025
BERLABUH : *Let's Talk* KPI : Karena Kerja Gak Cuma Ngegas BERLABUH: Let's Talk KPIs: Because Work Isn't Just About Going Full Throttle	Pelatihan Training	PMLI	08 Agustus 2025 August 8, 2025
BREATH Session Series 22 "Gizi Seimbang untuk Meningkatkan Produktivitas Pekerja" BREATH Session Series 22: "Balanced Nutrition to Boost Worker Productivity"	Pelatihan Training	PMT	12 Agustus 2025 August 12, 2025
Workshop dan Sosialisasi Standarisasi Pendaftaran Pelanggan dan Penanganan Keluhan Pelanggan di Lingkungan PT Pelabuhan Indonesia (Persero) Workshop and Socialization on Standardization of Customer Registration and Customer Complaint Handling at PT Pelabuhan Indonesia (Persero)	Pelatihan Training	Corpu Pelindo	13 Agustus 2025 August 13, 2025
NGOPI Vol.5 *Collaboration for Successful IMS Implementation*	Pelatihan Training	PT Pelindo Solusi Logistik	21 Agustus 2025 August 21, 2025
BERLABUH : "Kinerja Merdeka : Bukan Sekedar Jam Kerja, Tapi Semangat Membawa Perubahan" BERLABUH: "Independent Performance: Not Just About Working Hours, But the Drive to Bring About Change"	Pelatihan Training	PMLI	21 Agustus 2025 August 21, 2025
Impactful Identity: Membangun *Personal Branding* yang Kuat untuk Pertumbuhan Karier & Perusahaan Impactful Identity: Building a Strong Personal Brand for Career and Company Growth	Pelatihan Training	Corpu Pelindo	21 Agustus 2025 August 21, 2025
WEBINAR Sistem Manajemen Anti Penyuapan Tim Fungsi Kepatuhan Anti Penyuapan (FKAP) X COP Hukum. *Port Without Fraud:* "*Integrity-Driven Breakthroughs for Global Competitiveness*" WEBINAR: Anti-Bribery Management System by the Anti-Bribery Compliance Function Team (FKAP) X COP Law. Port Without Fraud: "Integrity-Driven Breakthroughs for Global Competitiveness"	Pelatihan Training	PMT	25 Agustus 2025 August 25, 2025
Golden Age, Golden Focus! – Jurus Jitu Anti Kendor! Golden Age, Golden Focus! – Surefire Strategies to Stay on Track!	Pelatihan Training	SPTP	10 September 2025 September 10, 2025
BREATH Session Series 24 "Ergonomi dan Postur Kerja Ideal – Kunci Sehat Saat Bekerja di Depan Layar dan Lapangan" BREATH Session Series 24 "Ergonomics and Ideal Work Posture – The Key to Staying Healthy While Working in Front of a Screen and in the Field"	Pelatihan Training	PMT	16 Oktober 2025 October 16, 2025
"Continuous Learning" Transformasi Keselamatan dengan Human *Organizational Performance* (HOP) "Continuous Learning": Safety Transformation Through Human Organizational Performance (HOP)	Pelatihan Training	Corpu Pelindo	16 Oktober 2025 October 16, 2025
BERLABUH : Integritas dan Kolaborasi : Pondasi Pertumbuhan Bisnis Pelabuhan BERLABUH: Integrity and Collaboration: The Foundation of Port Business Growth	Pelatihan Training	PMLI	16 Oktober 2025 October 16, 2025
Materi Panduan Penggunaan P-Travel di Lingkungan Pelindo Grup Materials for Guiding the Use of P-Travel within Pelindo Group	Pelatihan Training	Corpu Pelindo	21 Oktober 2025 October 21, 2025
Legal Coaching Clinic: Dari Regulasi ke Implementasi Dampak Perubahan UU BUMN di Perusahaan Legal Coaching Clinic: From Regulation to Implementation—The Impact of Changes to the SOE's Law on Companies	Pelatihan Training	Corpu Pelindo	21 Oktober 2025 October 21, 2025
Pelindo ETalks Vol.8	Pelatihan Training	Corpu Pelindo	23 Oktober 2025 October 23, 2025
Leadership Forum Vol. 9 "*Fit to Lead* : *Healthy Leaders, High Performance*"	Pelatihan Training	PMLI	27 Oktober 2025 October 27, 2025

Judul Pelatihan/Sertifikasi Training/Certification Title	Pelatihan/Sertifikasi Training/Certification	Penyelenggara Organizer	Tanggal Date
Yarham Harid **(Direktur Teknik)** (Technical Director)			
Ruang Kolaborasi Pasca Integrasi Post-Integration Collaboration Space	Pelatihan Training	Corpu Pelindo	10 Januari 2025 January 10, 2025
Strategi Pengembangan Organisasi Pelindo Paska Integrasi PELINDO's Post-Integration Organizational Development Strategy	Pelatihan Training	Corpu Pelindo	18 November 2025 November 18, 2025
Legal Coaching Clinic | Aspek Hukum dalam Penerapan K3: Tanggung Jawab Perusahaan dan Perlindungan Pekerja Legal Coaching Clinic | Legal Aspects of OHS Implementation: Corporate Responsibility and Worker Protection	Pelatihan Training	Corpu Pelindo	30 Januari 2025 January 30, 2025
BREATH Session series 16 "Hidup Sehat, Produktivitas Melesat!" Bersama Ade Rai BREATH Session Series 16: "Live Healthy, Boost Productivity!" with Ade Rai	Pelatihan Training	Pelindo Multi Terminal	05 Februari 2025 February 5, 2025
Dasar-Dasar Operasi Terminal Petikemas Basics of Container Terminal Operations	Pelatihan Training	Corpu Pelindo	07 Oktober 2025 October 7, 2025
History and Heritage: "*Celebrating Women in Leading Change* - Hari Kartini & HUT ke-3 Mutiara Pelindo History and Heritage: "Celebrating Women Leading Change - Kartini Day & Mutiara Pelindo 3rd Anniversary	Pelatihan Training	Corpu Pelindo	28 April 2025 April 28, 2025
BREATH Session series 18 "Ngatur Duit, Ngatur Diri: Menuju *Financial Zen* BREATH Session Series 18 "Managing Money, Managing Yourself: Toward Financial Zen	Pelatihan Training	Pelindo Multi Terminal	28 April 2025 April 28, 2025
Podcast Leadership Forum Vol 7 "Connected Ports, Connected People : Membangun Kunci Komunikasi dan Negosiasi Efektif di Pelindo" Leadership Forum Podcast Vol. 7 "Connected Ports, Connected People: Building the Keys to Effective Communication and Negotiation at Pelindo"	Pelatihan Training	Corpu Pelindo	08 Mei 2025 May 8, 2025
P-Active Talk Dealing with Fatherlessness	Pelatihan Training	PMLI	08 Juli 2025 July 8, 2025
BERLABUH : *Unlocking Value – Navigating Opportunities and Challenges in Pelindo's Global Growth*	Pelatihan Training	PMLI	11 Juli 2025 July 11, 2025
BERLABUH : *Ask the CEO*	Pelatihan Training	PMLI	11 Juli 2025 July 11, 2025
Peningkatan Kesadaran Sistem Manajemen Keamanan Informasi dan Keamanan Siber Raising Awareness of Information Security Management Systems and Cybersecurity	Pelatihan Training	PMLI	21 Juli 2025 July 21, 2025
P-*Active Talk* : *Financial Wellbeing : Doing Well with Money*	Pelatihan Training	Corpu Pelindo	22 Juli 2025 July 22, 2025
Health Talk "Bahaya Hipertensi" Health Talk: "The Dangers of Hypertension"	Pelatihan Training	PMLI	23 Juli 2025 July 23, 2025
Spirituality at Work ; Rahasia Sukses Membangun SDM Berakhlak Produktif Berkinerja Superior Spirituality at Work: The Secret to Success in Developing Productive, Ethical Human Capital with Superior Performance	Pelatihan Training	PMLI	23 Juli 2025 July 23, 2025
Berlabuh "Muda Berkarya : Dari Inspirasi Menuju Aksi" Berlabuh: "Youth in Action: From Inspiration to Action"	Pelatihan Training	PMLI	08 Oktober 2025 October 8, 2025
BERLABUH : "*Open Innovation* : *How SOE Encourage Innovation With Startup Ecosystem*"	Pelatihan Training	PMLI	25 Juli 2025 July 25, 2025
J-Well "*Mindful Eating* : Makan dengan Kesadaran untuk Kesehatan yang Lebih Baik" J-Well "Mindful Eating: Eating Mindfully for Better Health"	Pelatihan Training	Corpu Pelindo	24 Juli 2025 July 24, 2025
JANGKAR (JAI Ngajak Bicara) J-Well "*Work Life Synergy* - Bekerja Optimal Mengasuh Maksimal" JANGKAR (JAI Ngajak Bicara) J-Well "Work-Life Synergy: Work Optimally, Parent Effectively"	Pelatihan Training	PMLI	29 Juli 2025 July 29, 2025

Judul Pelatihan/Sertifikasi Training/Certification Title	Pelatihan/Sertifikasi Training/Certification	Penyelenggara Organizer	Tanggal Date
Materi Penggunaan Pelindo *Employee Self Service* (P-ESS) Materials For Using Pelindo Employee Self-Service (P-ESS)	Pelatihan Training	PMLI	30 Juli 2025 July 30, 2025
BERLABUH Spesial Hari Buruh Sedunia "Konstruksi Hukum Ketenagakerjaan dalam Kerangka Hubungan Industrial Pancasila yang Harmonis dan Berkeadilan" BERLABUH: International Workers' Day Special: "The Legal Framework of Labor Law within the Context of Harmonious and Just Industrial Relations Based on Pancasila"	Pelatihan Training	PMLI	04 Agustus 2025 August 4, 2025
Talk forward: Ask the CEO, Raise the Voice of Generation	Pelatihan Training	PMLI	06 Agustus 2025 August 6, 2025
BREATH Session Series 22 "Gizi Seimbang untuk Meningkatkan Produktivitas Pekerja" BREATH Session Series 22: "Balanced Nutrition to Boost Worker Productivity"	Pelatihan Training	Pelindo Multi Terminal	13 Agustus 2025 August 13, 2025
Accelerated Leadership Program for Pelabuhan Indonesia (ALPI) *Cycle 2 – Graduation & Awarding*	Pelatihan Training	PMLI	19 Agustus 2025 August 19, 2025
Webinar Sistem Manajemen Anti Penyuapan Tim Fungsi Kepatuhan Anti Penyuapan (FKAP) X COP Hukum. *Port Without Fraud*: "*Integrity-Driven Breakthroughs for Global Competitiveness*" WEBINAR: Anti-Bribery Management System by the Anti-Bribery Compliance Function Team (FKAP) X COP Law. Port Without Fraud: "Integrity-Driven Breakthroughs for Global Competitiveness"	Pelatihan Training	Pelindo Multi Terminal	10 September 2025 September 10, 2025
Talk forward : Ask the CEO, Raise the Voice of Generation	Pelatihan Training	PMLI	18 September 2025 September 18, 2025
BREATH Session Series 23 "*Felt Leadership: When Leadership is Felt*"	Pelatihan Training	Pelindo Multi Terminal	22 September 2025 September 22, 2025
Leadership Forum Volume VIII : *Decision Making & Legal Risk* : Antara Strategi, Regulasi dan Reputasi Leadership Forum Volume VIII: Decision Making & Legal Risk: Between Strategy, Regulation, and Reputation	Pelatihan Training	PMLI	26 September 2025 September 26, 2025
BERLABUH : *Investing for Tomorrow* "Mengatur Keuangan dan Investasi untuk Masa Depan yang Stabil" BERLABUH: Investing for Tomorrow "Managing Finances and Investments for a Stable Future"	Pelatihan Training	PMLI	07 Oktober 2025 October 7, 2025
Kompas Kemudi "*Leading with Sustainability, Building a Brighter Future Together*"	Pelatihan Training	Corpu Pelindo	08 Oktober 2025 October 8, 2025
MABEL (*Mind in Action, Body in Balance*) Tema "Manifestasi Pikiran terhadap Kesehatan Fisik" MABEL (Mind in Action, Body in Balance) Theme: "The Manifestation of Mind on Physical Health"	Pelatihan Training	Pelindo Multi Terminal	15 Oktober 2025 October 15, 2025
BREATH Session Series 24 "Ergonomi dan Postur Kerja Ideal – Kunci Sehat Saat Bekerja di Depan Layar dan Lapangan" BREATH Session Series 24: "Ergonomics and Ideal Work Posture—The Key to Staying Healthy While Working at a Screen and in the Field"	Pelatihan Training	Pelindo Multi Terminal	15 Oktober 2025 October 15, 2025
Leadership Forum Vol. 9 "Fit to Lead : Healthy Leaders, High Performance"	Pelatihan Training	PMLI	24 Oktober 2025 October 24, 2025
BERLABUH : Cerita di balik kompas Asia Pasifik Maritim Pilot Forum 2025 : Dari Forum ke Aksi BERLABUH: The Story Behind the Asia-Pacific Maritime Pilot Forum 2025: From Forum to Action	Pelatihan Training	PMLI	07 November 2025 November 7, 2025
BERLABUH : *Let's Talk KPI* : Karena Kerja Gak Cuma Ngegas BERLABUH: Let's Talk KPIs: Because Work Isn't Just About Going Full Throttle	Pelatihan Training	PMLI	17 November 2025 November 17, 2025
BERLABUH : *Money Talk, No Drama*: Gaji Aman, Hidup Nyaman BERLABUH: Money Talk, No Drama: Secure Salary, Comfortable Living	Pelatihan Training	PMLI	17 November 2025 November 17, 2025
SAPAMERGER (Sosialisasi Pasca Merger) "Berlayar Menuju Energi Bersih: Penggalan Kisah di Era Transisi" SAPAMERGER (Post-Merger Socialization) "Sailing Toward Clean Energy: A Glimpse into Transition Era"	Pelatihan Training	PMLI	18 November 2025 November 18, 2025

Judul Pelatihan/Sertifikasi Training/Certification Title	Pelatihan/Sertifikasi Training/Certification	Penyelenggara Organizer	Tanggal Date
Rizki Kurniawan **(Direktur Strategi dan Komersial)** (Strategy and Commercial Director)			
RWP & EWP "*Creating Workplaces That Support Growth and Innovation*"	Pelatihan Training	PT Pendidikan Maritim dan Logistik Indonesia	08 Juli 2025 July 8, 2025
Legal Coaching Clinic | Konsepsi Pengelolaan BUMN dan Kunci Sukses Transformasi PT Pelabuhan Indonesia (Persero) Pasca Merger Legal Coaching Clinic | The Concept of SOE Management and Keys to Success in the Transformation of PT Pelabuhan Indonesia (Persero) Post-Merger	Pelatihan Training	PT Pendidikan Maritim dan Logistik Indonesia	10 Juli 2025 July 10, 2025
J-Well "*Mindful Eating* : Makan dengan Kesadaran untuk Kesehatan yang Lebih Baik" J-Well "Mindful Eating: Eating Mindfully for Better Health"	Pelatihan Training	Pelindo Corpu University	08 Juli 2025 July 8, 2025
Internalisasi Keberlanjutan dan Pelaporan Keberlanjutan Internalizing Sustainability and Sustainability Reporting	Pelatihan Training	Pelindo Corpu University	08 Juli 2025 July 8, 2025
BERLABUH : *Investing for Tomorrow* "Mengatur Keuangan dan Investasi untuk Masa Depan yang Stabil" BERLABUH: Investing for Tomorrow "Managing Finances and Investments for a Stable Future"	Pelatihan Training	PT Pendidikan Maritim dan Logistik Indonesia	08 Juli 2025 July 8, 2025
Engagement Program: *Safety Culture Safe Behavior* Ahli K3 dalam *Safety Culture* Engagement Program: Safety Culture, Safe Behavior, and OHS Experts in Safety Culture	Pelatihan Training	Pelindo Corpu University	08 Juli 2025 July 8, 2025
BERLABUH : *Unlocking Value – Navigating Opportunities and Challenges in Pelindo's Global Growth*	Pelatihan Training	PT Pendidikan Maritim dan Logistik Indonesia	11 Juli 2025 July 11, 2025
BREATH Session Series 21 "*Well-Connected, Well-Being*: Menguatkan Kesejahteraan Sosial di Tempat Kerja BREATH Session Series 21 "Well-Connected, Well-Being: Strengthening Social Well-Being in the Workplace"	Pelatihan Training	PT Pendidikan Maritim dan Logistik Indonesia	17 Juli 2025 July 17, 2025
BERLABUH : "*Open Innovation* : *How SOE Encourage Innovation With Startup Ecosystem*"	Pelatihan Training	PT Pendidikan Maritim dan Logistik Indonesia	25 Juli 2025 July 25, 2025
JANGKAR (JAI Ngajak Bicara) J-Well "*Work Life Synergy* - Bekerja Optimal Mengasuh Maksimal" JANGKAR (JAI Invites You to Talk) J-Well "Work-Life Synergy—Optimal Work, Maximum Parenting"	Pelatihan Training	PT Pendidikan Maritim dan Logistik Indonesia	29 Juli 2025 July 29, 2025
Talk forward: Ask the CEO, Raise the Voice of Generation	Pelatihan Training	PT Pendidikan Maritim dan Logistik Indonesia	06 Agustus 2025 August 6, 2025
Akhlak *Talk Sharing Session* 12: Strategi Negosiasi Bisnis Kepelabuhanan Akhlak Talk Sharing Session 12: Business Negotiation Strategies in the Port Industry	Pelatihan Training	Pelindo Corpu University	07 Agustus 2025 August 7, 2025
KPI Mastery for Leaders	Pelatihan Training	Pelindo Corpu University	22 Agustus 2025 August 22, 2025
BREATH Session Series 22 "Gizi Seimbang untuk Meningkatkan Produktivitas Pekerja" BREATH Session Series 22: "Balanced Nutrition to Boost Worker Productivity"	Pelatihan Training	PT Pelindo Multi Terminal	13 Agustus 2025 August 13, 2025
Continous Learning Pengelolaan Klinik K3 di Lingkungan PT Pelindo (Persero) Continuous Learning on OHS Clinic Management at PT Pelindo (Persero)	Pelatihan Training	Pelindo Corpu University	15 Agustus 2025 August 15, 2025
Accelerated Leadership Program for Pelabuhan Indonesia *(ALPI) Cycle 2 – Graduation & Awarding*	Pelatihan Training	PT Pendidikan Maritim dan Logistik Indonesia	19 Agustus 2025 August 19, 2025
PINTER (PJM *Talk and Interactive Session*) "*Loyal at Heart, True to Purpose*"	Pelatihan Training	PT Pendidikan Maritim dan Logistik Indonesia	22 Agustus 2025 August 22, 2025

Judul Pelatihan/Sertifikasi Training/Certification Title	Pelatihan/Sertifikasi Training/Certification	Penyelenggara Organizer	Tanggal Date
Akhlak *Talk Sharing Session* 13: *Why Digital Leadership* Penting dalam Menghadapi Tantangan Bisnis? Akhlak Talk Sharing Session 13: Why Is Digital Leadership Important in Addressing Business Challenges?	Pelatihan Training	Pelindo Corpu University	22 Agustus 2025 August 22, 2025
BERLABUH Spesial Hari Buruh Sedunia "Konstruksi Hukum Ketenagakerjaan dalam Kerangka Hubungan Industrial Pancasila yang Harmonis dan Berkeadilan" BERLABUH: International Workers' Day Special "The Legal Framework of Labor Law within the Context of Harmonious and Just Industrial Relations Based on Pancasila"	Pelatihan Training	PT Pendidikan Maritim dan Logistik Indonesia	22 Agustus 2025 August 22, 2025
NGOPI Vol.5 *Collaboration for Successful IMS Implementation*	Pelatihan Training	PT Pelindo Solusi Logistik	22 Agustus 2025 August 22, 2025
BERLABUH : *Unlocking Value – Navigating Opportunities and Challenges in* Pelindo's *Global Growth*	Pelatihan Training	PT Pendidikan Maritim dan Logistik Indonesia	22 Agustus 2025 August 22, 2025
BERLABUH : "Kinerja Merdeka : Bukan Sekedar Jam Kerja, Tapi Semangat Membawa Perubahan" BERLABUH: "Independent Performance: It's Not Just About Working Hours, But the Drive to Bring About Change"	Pelatihan Training	PT Pendidikan Maritim dan Logistik Indonesia	22 Agustus 2025 August 22, 2025
Talk forward : *Ask the CEO, Raise the Voice of Generation*	Pelatihan Training	PT Pendidikan Maritim dan Logistik Indonesia	22 Agustus 2025 August 22, 2025
BERLABUH : "*Open Innovation* : *How SOE Encourage Innovation With Startup Ecosystem*"	Pelatihan Training	PT Pendidikan Maritim dan Logistik Indonesia	22 Agustus 2025 August 22, 2025
BERLABUH : *Let's Talk* KPI : Karena Kerja Gak Cuma Ngegas BERLABUH: Let's Talk KPIs: Because Work Isn't Just About Working Hard	Pelatihan Training	PT Pendidikan Maritim dan Logistik Indonesia	22 Agustus 2025 August 22, 2025
BERLABUH : *Money Talk, No Drama*: Gaji Aman, Hidup Nyaman BERLABUH: Money Talk, No Drama: Secure Salary, Comfortable Living	Pelatihan Training	PT Pendidikan Maritim dan Logistik Indonesia	24 Agustus 2025 August 24, 2025
BERLABUH "*How to Create An Effective Digital Transformation in Corporate*"	Pelatihan Training	PT Pendidikan Maritim dan Logistik Indonesia	22 Agustus 2025 August 22, 2025
Berlabuh "Muda Berkarya : Dari Inspirasi Menuju Aksi" Berlabuh "Young and Creative: From Inspiration to Action"	Pelatihan Training	PT Pendidikan Maritim dan Logistik Indonesia	22 Agustus 2025 August 22, 2025
Impactful Identity: Membangun *Personal Branding* yang Kuat untuk Pertumbuhan Karier & Perusahaan Impactful Identity: Building a Strong Personal Brand for Career and Company Growth	Pelatihan Training	Pelindo Corpu University	25 Agustus 2025 August 25, 2025
P-*Active Talk* : *Financial Wellbeing : Doing Well with Money*	Pelatihan Training	Pelindo Corpu University	25 Agustus 2025 August 25, 2025
Legal Coaching Clinic: Data Terlindungi, Reputasi Terjaga: Pelindungan Data Pribadi Dalam Korporasi Legal Coaching Clinic: Protected Data, Preserved Reputation: Personal Data Protection in Corporations	Pelatihan Training	Pelindo Corpu University	28 Agustus 2025 August 28, 2025
WEBINAR Sistem Manajemen Anti Penyuapan Tim Fungsi Kepatuhan Anti Penyuapan (FKAP) X COP Hukum. *Port Without Fraud: "Integrity-Driven Breakthroughs for Global Competitiveness*" WEBINAR: Anti-Bribery Management System by the Anti-Bribery Compliance Function Team (FKAP) X COP Law. Port Without Fraud: "Integrity-Driven Breakthroughs for Global Competitiveness"	Pelatihan Training	PT Pelindo Multi Terminal	10 September 2025 September 10, 2025
BERLABUH : *Money Talk, No Drama* : Cerdas Kelola Finansial di Era *Society* 5.0 BERLABUH: Money Talk, No Drama: Smart Financial Management in the Society 5.0 Era	Pelatihan Training	PT Pendidikan Maritim dan Logistik Indonesia	26 September 2025 September 26, 2025
Live Virtual : Re-Energizing Coaching Awareness : Maximizing Potential, Elevating Performance	Pelatihan Training	PT Pendidikan Maritim dan Logistik Indonesia	26 September 2025 September 26, 2025
Akhlak *Talk Sharing Session* 15 : *Management Stakeholder* Layanan Jasa Kepelabuhan PT Pelabuhan Indonesia (Persero) Regional 4 Akhlak Talk Sharing Session 15: Stakeholder Management For Port Services at PT Pelabuhan Indonesia (Persero) Regional 4	Pelatihan Training	PT Pendidikan Maritim dan Logistik Indonesia	26 September 2025 September 26, 2025

Judul Pelatihan/Sertifikasi Training/Certification Title	Pelatihan/Sertifikasi Training/Certification	Penyelenggara Organizer	Tanggal Date
HEALTH TALK - Pencegahan Penyakit dan Deteksi Dini Penyakit Kanker HEALTH TALK - Disease Prevention and Early Detection of Cancer	Pelatihan Training	PT Pendidikan Maritim dan Logistik Indonesia	14 Oktober 2025 October 14, 2025
Arif Rusman Yulianto (Direktur Operasi) (Operations Director)			
BERLABUH Edisi Spesial : *Ask the* CEO BERLABUH Special Edition: Ask the CEO	Pelatihan Training	PT Pendidikan Maritim dan Logistik Indonesia	16 April 2025 April 16, 2025
Unleash Your Potentials	Pelatihan Training	Pelindo Corpu University	08 Juli 2025 July 8, 2025
PELINDO *Empowering Talks* (E-Talks) Vol.6: *Navigating The Merger Landscape : Lesson For The Future*	Pelatihan Training	Pelindo Corpu University	08 Juli 2025 July 8, 2025
Ruang Kolaborasi Pasca Integrasi Post-Integration Collaboration Space	Pelatihan Training	Pelindo Corpu University	08 Juli 2025 July 8, 2025
BERLABUH 14 April 2023 "Dunia pelabuhan tanpa perempuan ?" BERLABUH April 14, 2023 “A port industry without women?”	Pelatihan Training	Pelindo Corpu University	08 Juli 2025 July 8, 2025
Transformasi SDM Paska *merger Be Ready !* Post-Merger HC Transformation: Be Ready!	Pelatihan Training	Pelindo Corpu University	08 Juli 2025 July 8, 2025
Reinvent Better Future of HR: Transform Together!	Pelatihan Training	PT Pendidikan Maritim dan Logistik Indonesia	08 Juli 2025 July 8, 2025
Transfomasi *Human Capital* Mulai dari Mana? Where to Start with Human Capital Transformation?	Pelatihan Training	Pelindo Corpu University	11 Juli 2025 July 11, 2025
BERLABUH 21 Maret 2023 "*How to Develop a safety culture*" BERLABUH March 21, 2023 “How to Develop a Safety Culture”	Pelatihan Training	Pelindo Corpu University	21 Juli 2025 July 21, 2025
Berlabuh 23 Februari 2024 "Kanker? *Be Healthy, Less Worry*!" Berlabuh February 23, 2024 “Cancer? Be Healthy, Worry Less!”	Pelatihan Training	PT Pendidikan Maritim dan Logistik Indonesia	21 Juli 2025 July 21, 2025
BERLABUH "Pelindo Muda Story: Yang Muda Yang Berprestasi" BERLABUH “Pelindo Muda Story: Young and Accomplished”	Pelatihan Training	Pelindo Corpu University	21 Juli 2025 July 21, 2025
Health Talk "Bahaya Hipertensi" Health Talk “The Dangers of Hypertension”	Pelatihan Training	PT Pendidikan Maritim dan Logistik Indonesia	23 Juli 2025 July 23, 2025
Spirituality at Work ; Rahasia Sukses Membangun SDM Berakhlak Produktif Berkinerja Superior Spirituality at Work: The Secret to Success in Developing Human Capital With Moral Integrity, Productivity, and Superior Performance	Pelatihan Training	PT Pendidikan Maritim dan Logistik Indonesia	23 Juli 2025 July 23, 2025
BERLABUH : *Ask the* CEO	Pelatihan Training	PT Pendidikan Maritim dan Logistik Indonesia	23 Juli 2025 July 23, 2025
J-Well "*Mindful Ea*ting : Makan dengan Kesadaran untuk Kesehatan yang Lebih Baik" J-Well “Mindful Eating: Eating Mindfully for Better Health”	Pelatihan Training	Pelindo Corpu University	23 Juli 2025 July 23, 2025
Internalisasi Keberlanjutan dan Pelaporan Keberlanjutan Internalization of Sustainability and Sustainability Reporting	Pelatihan Training	Pelindo Corpu University	23 Juli 2025 July 23, 2025
BERLABUH : "*Open Innovation* : *How SOE Encourage Innovation With Startup Ecosystem*"	Pelatihan Training	PT Pendidikan Maritim dan Logistik Indonesia	25 Juli 2025 July 25, 2025
BERLABUH 24 November 2023 "*Breaking Stress, Building Resilience*" BERLABUH November 24, 2023 “Breaking Stress, Building Resilience”	Pelatihan Training	PT Pendidikan Maritim dan Logistik Indonesia	04 Agustus 2025 August 4, 2025
P-*Active Talk Online Self Learning*	Pelatihan Training	PT Pendidikan Maritim dan Logistik Indonesia	04 Agustus 2025 August 4, 2025
BERLABUH 16 Juni 2023 "*Smart Saving, Happy Living*" BERLABUH June 16, 2023 “Smart Saving, Happy Living”	Pelatihan Training	PT Pendidikan Maritim dan Logistik Indonesia	04 Agustus 2025 August 4, 2025

Judul Pelatihan/Sertifikasi Training/Certification Title	Pelatihan/Sertifikasi Training/Certification	Penyelenggara Organizer	Tanggal Date
Talk forward: Ask the CEO, Raise the Voice of Generation	Pelatihan Training	PT Pendidikan Maritim dan Logistik Indonesia	06 Agustus 2025 August 6, 2025
BERLABUH 20 Oktober 2023 "*Safety Culture in Maritime Industry*" BERLABUH October 20, 2023 "Safety Culture in the Maritime Industry"	Pelatihan Training	PT Pendidikan Maritim dan Logistik Indonesia	06 Agustus 2025 August 6, 2025
BERLABUH 21 November 2023 "*Worker or Lecturer: How to Balance*" BERLABUH November 21, 2023 "Worker or Lecturer: How to Balance"	Pelatihan Training	PT Pendidikan Maritim dan Logistik Indonesia	06 Agustus 2025 August 6, 2025
Safety Awareness in Port Operations	Pelatihan Training	PT Pendidikan Maritim dan Logistik Indonesia	06 Agustus 2025 August 6, 2025
Accelerated Leadership Program for Pelabuhan Indonesia *(ALPI) Cycle 2 – Graduation & Awarding*	Pelatihan Training	PT Pendidikan Maritim dan Logistik Indonesia	19 Agustus 2025 August 19, 2025
NGOPI Vol.5 *Collaboration for Successful IMS Implementation*	Pelatihan Training	Pelindo Corpu University	22 Agustus 2025 August 22, 2025
Talk forward : Ask the CEO, Raise the Voice of Generation	Pelatihan Training	PT Pendidikan Maritim dan Logistik Indonesia	22 Agustus 2025 August 22, 2025
KPI Mastery for Leaders	Pelatihan Training	Pelindo Corpu University	22 Agustus 2025 August 22, 2025
Webinar Sistem Manajemen Anti Penyuapan Tim Fungsi Kepatuhan Anti Penyuapan (FKAP) X COP Hukum. *Port Without Fraud: "Integrity-Driven Breakthroughs for Global Competitiveness"* WEBINAR: Anti-Bribery Management System by the Anti-Bribery Compliance Function Team (FKAP) X COP Law. Port Without Fraud: "Integrity-Driven Breakthroughs for Global Competitiveness"	Pelatihan Training	PT Pelindo Multi Terminal	10 September 2025 September 10, 2025
BREATH Session Series 23 "Felt Leadership: When Leadership is Felt"	Pelatihan Training	PT Pelindo Multi Terminal	22 September 2025 September 22, 2025
Leading with Sustainability, Building a Brighter Future Together	Pelatihan Training	Pelindo Corpu University	22 September 2025 September 22, 2025
Materi Penggunaan Pelindo *Employe Self Service* (P-ESS) Materials for Using Pelindo Employee Self-Service (P-ESS)	Pelatihan Training	Pelindo Corpu University	22 September 2025 September 22, 2025
Leadership Forum Volume VIII : *Decision Making* & *Legal Risk* : Antara Strategi, Regulasi dan Reputasi Leadership Forum Volume VIII: Decision Making & Legal Risk: Between Strategy, Regulation, and Reputation	Pelatihan Training	PT Pendidikan Maritim dan Logistik Indonesia	24 September 2025 September 24, 2025
BERLABUH 26 Juni 2023 "*Eco-Lifestyle*: Membangun Gaya Hidup Ramah Lingkungan" BERLABUH June 26, 2023 "Eco-Lifestyle: Building an Environmentally Friendly Lifestyle"	Pelatihan Training	PT Pendidikan Maritim dan Logistik Indonesia	09 Oktober 2025 October 9, 2025
BERLABUH 14 Juli 2023 "Pinjaman *Online*: Menggali Fakta, Mengelola Risiko" BERLABUH, July 14, 2023: "Online Loans: Uncovering the Facts, Managing Risks"	Pelatihan Training	PT Pendidikan Maritim dan Logistik Indonesia	09 Oktober 2025 October 9, 2025
Komitmen Bersama Masyarakat Pelabuhan Memberantas Korupsi A Joint Commitment by the Port Community to Eradicate Corruption	Pelatihan Training	Pelindo Corpu University	09 Oktober 2025 October 9, 2025
BERLABUH : Integritas dan Kolaborasi : Pondasi Pertumbuhan Bisnis Pelabuhan BERLABUH: Integrity and Collaboration—The Foundation of Port Business Growth	Pelatihan Training	PT Pendidikan Maritim dan Logistik Indonesia	13 Oktober 2025 October 13, 2025
MABEL (*Mind in Action, Body in Balance*) Tema "Manifestasi pikiran terhadap kesehatan fisik" MABEL (Mind in Action, Body in Balance) Theme: "The Manifestation of Mind on Physical Health"	Pelatihan Training	PT Pendidikan Maritim dan Logistik Indonesia	13 Oktober 2025 October 13, 2025
Engagement Program: *Safety Culture Safe Behavior* Ahli K3 Dalam *Safety Culture* Engagement Program: Safety Culture, Safe Behavior, and OHS Experts in Safety Culture	Pelatihan Training	Pelindo Corpu University	13 Oktober 2025 October 13, 2025

Judul Pelatihan/Sertifikasi Training/Certification Title	Pelatihan/Sertifikasi Training/Certification	Penyelenggara Organizer	Tanggal Date
BERLABUH : *Investing for Tomorrow* "Mengatur Keuangan dan Investasi untuk Masa Depan yang Stabil" BERLABUH: Investing for Tomorrow "Managing Finances and Investments for a Stable Future"	Pelatihan Training	PT Pendidikan Maritim dan Logistik Indonesia	13 Oktober 2025 October 13, 2025
Why Digitalizing & Occupational Safety Should be Important	Pelatihan Training	PT Pendidikan Maritim dan Logistik Indonesia	13 Oktober 2025 October 13, 2025
PT PSL *To be Integrated Logistics Ecosystem Player*	Pelatihan Training	PT Pendidikan Maritim dan Logistik Indonesia	13 Oktober 2025 October 13, 2025
PODCAST "*Back to the SEA* : *Back to the Sustainable Economic Actions'*	Pelatihan Training	PT Pendidikan Maritim dan Logistik Indonesia	13 Oktober 2025 October 13, 2025
Diversity for Innovation and Business Creativity	Pelatihan Training	PT Pendidikan Maritim dan Logistik Indonesia	13 Oktober 2025 October 13, 2025
BERLABUH 12 Januari 2024 "ALPI *Apprenticeship Diaries* : *Work, Learn & Explore from Melbourne"* BERLABUH January 12, 2024 "ALPI Apprenticeship Diaries: Work, Learn & Explore from Melbourne"	Pelatihan Training	PT Pendidikan Maritim dan Logistik Indonesia	14 Oktober 2025 October 14, 2025
BERLABUH 15 September 2023 "*Working Overseas: Unlocking Your Potential, Expanding Your Network"* BERLABUH September 15, 2023 "Working Overseas: Unlocking Your Potential, Expanding Your Network"	Pelatihan Training	PT Pendidikan Maritim dan Logistik Indonesia	14 Oktober 2025 October 14, 2025
Berlabuh "*New Skill Unlock*: Membangun Interaksi yang Percaya Diri" (*Online Self Learning*) Berlabuh "New Skill Unlock: Building Confident Interactions" (Online Self-Learning)	Pelatihan Training	PT Pendidikan Maritim dan Logistik Indonesia	14 Oktober 2025 October 14, 2025
Proyeksi Tantangan Resesi Global Bagi Pelindo Projected Challenges from the Global Recession for Pelindo	Pelatihan Training	PT Pendidikan Maritim dan Logistik Indonesia	14 Oktober 2025 October 14, 2025
Legal Coaching Clinic | Penyalahgunaan Wewenang atau Perbuatan Melampaui Wewenang dalam Undang-Undang Perseroan Terbatas Legal Coaching Clinic | Abuse of Authority or Acts Exceeding Authority under the Limited Liability Companies Act	Pelatihan Training	PT Pendidikan Maritim dan Logistik Indonesia	14 Oktober 2025 October 14, 2025
BERLABUH 25 Agustus 2023 "*How to Develop Innovation Product*" BERLABUH, August 25, 2023 "How to Develop Innovative Products"	Pelatihan Training	PT Pendidikan Maritim dan Logistik Indonesia	14 Oktober 2025 October 14, 2025
Continuous Learning Transformasi Keselamatan dengan *Human Organizational Performance* (HOP) Continuous Learning: Safety Transformation Through Human Organizational Performance (HOP)	Pelatihan Training	Pelindo Corpu University	16 Oktober 2025 October 16, 2025
Star Track Executive Development - Financial Management	Pelatihan Training	Cornell University	30 September s.d 25 November 2025 September 30 to November 25, 2025
Edi Priyanto **(Direktur SDM)** (HC Director)			
BREATH Session series 16 "Hidup Sehat, Produktivitas Melesat!" Bersama ADE RAI BREATH Session Series 16: "Live Healthy, Boost Productivity! With ADE RAI	Pelatihan Training	PT PMLI (Pelindo)	04 Februari 2025 February 4, 2025
BREATH Session series 17 "Keuangan Sehat, Hidup Berkah: Stop Judi Online" BREATH Session Series 17: "Healthy Finances, a Blessed Life: Stop Online Gambling"	Pelatihan Training	PT PMLI (Pelindo)	12 Maret 2025 March 12, 2025
BERLABUH "Satu Tanah, Seribu Cerita : Perjalanan Menemukan Keindahan Indonesia" BERLABUH: "One Land, a Thousand Stories: A Journey to Discover the Beauty of Indonesia"	Pelatihan Training	PT PMLI (Pelindo)	17 Maret 2025 March 17, 2025
Sharing Session Effective Meeting PMT Grup	Pelatihan Training	PT PMLI (Pelindo)	18 Maret 2025 March 18, 2025

Judul Pelatihan/Sertifikasi Training/Certification Title	Pelatihan/Sertifikasi Training/Certification	Penyelenggara Organizer	Tanggal Date
Podcast Leadership Forum Vol 7 "*Connected Ports, Connected People* : Membangun Kunci Komunikasi dan Negosiasi Efektif di Pelindo" Leadership Forum Podcast Vol. 7: "Connected Ports, Connected People: Building the Keys to Effective Communication and Negotiation at Pelindo"	Pelatihan Training	PT PMLI (Pelindo)	07 Mei 2025 May 7, 2025
Legal Coaching Clinic | Konsepsi Pengelolaan BUMN dan Kunci Sukses Transformasi PT Pelabuhan Indonesia (Persero) Pasca Merger Legal Coaching Clinic | The Concept of SOE Management and Keys to Success in the Transformation of PT Pelabuhan Indonesia (Persero) Post-Merger	Pelatihan Training	PT PMLI (Pelindo)	26 Mei 2025 May 26, 2025
Internalisasi Keberlanjutan dan Pelaporan Keberlanjutan Internalizing Sustainability and Sustainability Reporting	Pelatihan Training	PT PMLI (Pelindo)	26 Mei 2025 May 26, 2025
J-Well "*Mindful Eating* : Makan dengan Kesadaran untuk Kesehatan yang Lebih Baik" J-Well "Mindful Eating: Eating Mindfully for Better Health"	Pelatihan Training	PT PMLI (Pelindo)	26 Mei 2025 May 26, 2025
BREATH: Balancing, Resilience, Energy and Health	Pelatihan Training	PT PMLI (Pelindo)	18 Juni 2025 June 18, 2025
Workshop Cultural Change in Action "Menjadi Penggerak Transformasi Budaya" Cultural Change in Action Workshop: "Becoming a Driver of Cultural Transformation"	Pelatihan Training	PT PMLI (Pelindo)	20 Juni 2025 June 20, 2025
RWP & EWP *"Creating Workplaces That Support Growth and Innovation"*	Pelatihan Training	PT PMLI (Pelindo)	02 Juli 2025 July 2, 2025
BERLABUH : *Ask the* CEO	Pelatihan Training	PT PMLI (Pelindo)	02 Juli 2025 July 2, 2025
PMT CTO Talk 2025 : "*Ignite Work Spirit, Achieve Excellence"*	Pelatihan Training	PT PMLI (Pelindo)	03 Juli 2025 July 3, 2025
Workshop Penguatan Peran Strategis SDM dalam Mendukung Arah Bisnis Pelindo Workshop on Strengthening the Strategic Role of Human Capital in Supporting Pelindo's Business Direction	Pelatihan Training	PT PMLI (Pelindo)	04 Juli 2025 July 4, 2025
Urgensi Resiliensi Pada Unit Bisnis Melalui Pembangunan *Busniness Continuity Management* (BCM) Urgency of Resilience in Business Units Through the Development of Business Continuity Management (BCM)	Pelatihan Training	PT PMLI (Pelindo)	07 Juli 2025 July 7, 2025
BERLABUH : *Unlocking Value – Navigating Opportunities and Challenges in Pelindo's Global Growth*	Pelatihan Training	PT PMLI (Pelindo)	10 Juli 2025 July 11, 2025
BREATH Session Series 21 "*Well-Connected, Well-Being*: Menguatkan Kesejahteraan Sosial di Tempat Kerja" BREATH Session Series 21 "Well-Connected, Well-Being: Strengthening Social Well-Being in the Workplace"	Pelatihan Training	PT PMLI (Pelindo)	16 Juli 2025 July 16, 2025
Spirituality at Work ; Rahasia Sukses Membangun SDM BerAKHLAK Produktif Berkinerja Superior Spirituality at Work: The Secret to Success in Developing Human Capital with Moral Integrity, Productivity, and Superior Performance	Pelatihan Training	PT PMLI (Pelindo)	22 Juli 2025 July 22, 2025
BERLABUH : "*Open Innovation : How SOE Encourage Innovation With Startup Ecosystem"*	Pelatihan Training	PT PMLI (Pelindo)	24 Juli 2025 July 24, 2025
JANGKAR (JAI Ngajak Bicara) J-Well "*Work Life Synergy* - Bekerja Optimal Mengasuh Maksimal" (JAI Ngajak Bicara) J-Well "Work-Life Synergy—Optimal Work, Maximum Parenting"	Pelatihan Training	PT PMLI (Pelindo)	28 Juli 2025 July 28, 2025
Talk forward: Ask the CEO, Raise the Voice of Generation	Pelatihan Training	PT PMLI (Pelindo)	05 Agustus 2025 August 5, 2025
Workshop Lean Six Sigma Simulation	Pelatihan Training	PT PMLI (Pelindo)	07 Agustus 2025 August 7, 2025
BREATH Session Series 22 "Gizi Seimbang untuk Meningkatkan Produktivitas Pekerja" BREATH Session Series 22 "Balanced Nutrition to Boost Employee Productivity"	Pelatihan Training	PT PMLI (Pelindo)	12 Agustus 2025 August 12, 2025
Accelerated Leadership Program for Pelabuhan Indonesia (ALPI) Cycle 2 – Graduation & Awarding	Pelatihan Training	PT PMLI (Pelindo)	18 Agustus 2025 August 12, 2025

Judul Pelatihan/Sertifikasi Training/Certification Title	Pelatihan/Sertifikasi Training/Certification	Penyelenggara Organizer	Tanggal Date
Impactful Identity: Membangun *Personal Branding* yang Kuat untuk Pertumbuhan Karier & Perusahaan Impactful Identity: Building a Strong Personal Brand for Career and Company Growth	Pelatihan Training	PT PMLI (Pelindo)	24 Agustus 2025 August 24, 2025
WEBINAR Sistem Manajemen Anti Penyuapan Tim Fungsi Kepatuhan Anti Penyuapan (FKAP) X COP Hukum. *Port Without Fraud*: "Integrity-Driven Breakthroughs for Global Competitiveness" WEBINAR: Anti-Bribery Management System by the Anti-Bribery Compliance Function Team (FKAP) in Collaboration with COP Law. Port Without Fraud: "Integrity-Driven Breakthroughs for Global Competitiveness"	Pelatihan Training	PT PMLI (Pelindo)	09 September 2025 September 9, 2025
BREATH Session Series 23 "Felt Leadership: When Leadership is Felt"	Pelatihan Training	PT PMLI (Pelindo)	21 September 2025 September 21, 2025
Leadership Forum Volume VIII : *Decision Making & Legal Risk* : Antara Strategi, Regulasi dan Reputasi Leadership Forum Volume VIII: Decision Making & Legal Risk: Between Strategy, Regulation, and Reputation	Pelatihan Training	PT PMLI (Pelindo)	23 September 2025 September 23, 2025
"Continuous Learning" Transformasi Keselamatan dengan *Human Organizational Performance* (HOP) "Continuous Learning": Safety Transformation Through Human Organizational Performance (HOP)	Pelatihan Training	PT PMLI (Pelindo)	15 Oktober 2025 October 15, 2025
Leadership Forum Vol. 10 : Beyond Survival : Leadership Resilience for Sustainable Growth	Pelatihan Training	PT PMLI (Pelindo)	11 November 2025 November 11, 2025
Workshop Cultural Change in Action "Menjadi Penggerak Transformasi Budaya" Cultural Change in Action Workshop: "Becoming a Driver of Cultural Transformation"	Pelatihan Training	PT PMLI (Pelindo)	20 Juni 2025 June 20, 2025
Yoni Setiawan (Direktur Keuangan dan Manajemen Risiko) (Finance and Risk Management Director)			
BERLABUH Edisi Spesial : *Ask the* CEO BERLABUH Special Edition: Ask the CEO	Pelatihan Training	PT PMLI (Pelindo)	15 April 2025 April 15, 2025
BERLABUH Spesial Hari Buruh Sedunia "Konstruksi Hukum Ketenagakerjaan dalam Kerangka Hubungan Industrial Pancasila yang Harmonis dan Berkeadilan" BERLABUH International Workers' Day Special: "The Legal Framework of Labor Law within the Context of Harmonious and Just Industrial Relations Based on Pancasila"	Pelatihan Training	PT PMLI (Pelindo)	01 Mei 2025 May 1, 2025
CRO *School* Tahun 2025 CRO School 2025	Pelatihan Training	BUMN School of Excellence/Insead	01 Mei 2025 May 1, 2025
Pelindo *Innovation Award* 2024-2025	Pelatihan Training	PT PMLI (Pelindo)	05 Mei 2025 May 5, 2025
Podcast *Leadership Forum Vol 7 "Connected Ports, Connected People* : Membangun Kunci Komunikasi dan Negosiasi Efektif di Pelindo" Leadership Forum Podcast Vol. 7: "Connected Ports, Connected People: Building the Keys to Effective Communication and Negotiation at Pelindo"	Pelatihan Training	PT PMLI (Pelindo)	07 Mei 2025 May 7, 2025
Legal Coaching Clinic | Konsepsi Pengelolaan BUMN dan Kunci Sukses Transformasi PT Pelabuhan Indonesia (Persero) Pasca Merger Legal Coaching Clinic | The Concept of SOE Management and Keys to Success in the Transformation of PT Pelabuhan Indonesia (Persero) Post-Merger	Pelatihan Training	PT PMLI (Pelindo)	26 Mei 2025 May 26, 2025
Internalisasi Keberlanjutan dan Pelaporan Keberlanjutan Internalizing Sustainability and Sustainability Reporting	Pelatihan Training	PT PMLI (Pelindo)	26 Mei 2025 May 26, 2025
J-Well "*Mindful Eating* : Makan dengan Kesadaran untuk Kesehatan yang Lebih Baik" J-Well "Mindful Eating: Eating Mindfully for Better Health"	Pelatihan Training	PT PMLI (Pelindo)	26 Mei 2025 May 26, 2025
RWP & EWP "*Creating Workplaces That Support Growth and Innovation"*	Pelatihan Training	PT PMLI (Pelindo)	02 Juli 2025 July 2, 2025
BERLABUH : *Ask the* CEO	Pelatihan Training	PT PMLI (Pelindo)	02 Juli 2025 July 2, 2025

Judul Pelatihan/Sertifikasi Training/Certification Title	Pelatihan/Sertifikasi Training/Certification	Penyelenggara Organizer	Tanggal Date
BERLABUH Spesial Hari Buruh Sedunia "Konstruksi Hukum Ketenagakerjaan dalam Kerangka Hubungan Industrial Pancasila yang Harmonis dan Berkeadilan" BERLABUH International Workers' Day Special: "The Legal Framework of Labor Law within the Context of Harmonious and Just Industrial Relations Based on Pancasila"	Pelatihan Training	PT PMLI (Pelindo)	02 Juli 2025 July 2, 2025
BERLABUH : *Money Talk, No Drama*: Gaji Aman, Hidup Nyaman BERLABUH: Money Talk, No Drama: Secure Salary, Comfortable Living	Pelatihan Training	PT PMLI (Pelindo)	02 Juli 2025 July 2, 2025
Spirituality at *Work* ; Rahasia Sukses Membangun SDM BerAKHLAK Produktif Berkinerja Superior Spirituality at WORK: The Secret to Success in Developing Human Capital with Strong Moral Character, Productivity, and Superior Performance	Pelatihan Training	PT PMLI (Pelindo)	22 Juli 2025 July 22, 2025
JANGKAR (JAI Ngajak Bicara) J-Well "*Work Life Synergy* - Bekerja Optimal Mengasuh Maksimal" JANGKAR (JAI Invites You to Talk) J-Well "Work-Life Synergy—Work Optimal, Parent Maximum"	Pelatihan Training	PT PMLI (Pelindo)	28 Juli 2025 July 28, 2025
KPI Mastery for Leaders	Pelatihan Training	PT PMLI (Pelindo)	30 Juli 2025 July 30, 2025
Talk forward: Ask the CEO, Raise the Voice of Generation	Pelatihan Training	PT PMLI (Pelindo)	05 Agustus 2025 August 5, 2025
Accelerated Leadership Program for Pelabuhan Indonesia (ALPI) *Cycle 2 – Graduation & Awarding*	Pelatihan Training	PT PMLI (Pelindo)	18 Agustus 2025 August 18, 2025
Live Virtual : Re-Energizing Coaching Awareness : Maximizing Potential, Elevating Performance	Pelatihan Training	PT PMLI (Pelindo)	24 September 2025 September 24, 2025
Leadership Forum Volume VIII : *Decision Making & Legal Risk* : antara Strategi, Regulasi dan Reputasi Leadership Forum Volume VIII: Decision Making & Legal Risk: Between Strategy, Regulation, and Reputation	Pelatihan Training	PT PMLI (Pelindo)	23 September 2025 September 25, 2025
Akhlak Talk Sharing Session 15 : *Management Stakeholder* Layanan Jasa Kepelabuhan PT Pelabuhan Indonesia (Persero) Regional 4 Akhlak Talk Sharing Session 15: Port Services Stakeholder Management at PT Pelabuhan Indonesia (Persero) Region 4	Pelatihan Training	PT PMLI (Pelindo)	24 September 2025 September 24, 2025
BERLABUH : *Money Talk, No Drama* : Cerdas Kelola Finansial di Era Society 5.0 BERLABUH: Money Talk, No Drama: Smart Financial Management in the Society 5.0 Era	Pelatihan Training	PT PMLI (Pelindo)	25 September 2025 September 25, 2025
Re-Energizing Coaching Awareness: Maximizing Potential, Elevating Performance	Pelatihan Training	PT PMLI (Pelindo)	16 Oktober 2025 October 16, 2025
Leadership Forum Vol. 9 "Fit to Lead : Healthy Leaders, High Performance"	Pelatihan Training	PT PMLI (Pelindo)	23 Oktober 2025 October 23, 2025
Pelindo *ETalks Vol.8*	Pelatihan Training	PT PMLI (Pelindo)	20 November 2025 November 20, 2025
Forum Anak Perusahaan Pelindo Grup 2025 Tema: "*Reinvent. Realign. Rise! The Power of Corporate Restructuring*" Pelindo Group Subsidiaries Forum 2025 Theme: "Reinvent. Realign. Rise! The Power of Corporate Restructuring"	Pelatihan Training	PT PMLI (Pelindo)	08 Desember 2025 December 8, 2025
Leadership Forum Vol. 11 : The Power of Influence "Leading Through Communication"	Pelatihan Training	PT PMLI (Pelindo)	11 Desember 2025 December 11, 2025

PROGRAM PENGENALAN PERUSAHAAN BAGI DIREKSI BARU

Program pengenalan Perusahaan diberikan kepada anggota Direksi yang baru diangkat sebagai bagian dari proses orientasi awal dalam menjalankan tugas dan tanggung jawabnya. Program ini bertujuan untuk memberikan pemahaman yang menyeluruh mengenai Perusahaan sehingga anggota Direksi dapat lebih cepat beradaptasi dengan lingkungan kerja dan dinamika bisnis Perusahaan.

Anggota Direksi yang berasal dari berbagai latar belakang profesional diharapkan dapat membangun pemahaman yang selaras mengenai visi, misi, nilai-nilai, serta tata kelola Perusahaan. Dengan demikian, koordinasi dan pelaksanaan fungsi pengurusan Perusahaan dapat berjalan lebih efektif dan terintegrasi. Adapun ketentuan mengenai program pengenalan bagi anggota Direksi adalah sebagai berikut:

1. Kepada anggota Direksi yang diangkat untuk pertama kalinya wajib diberikan Program Pengenalan mengenai Perusahaan;
2. Tanggung jawab untuk mengadakan program pengenalan tersebut berada pada Sekretaris Perusahaan atau siapapun yang menjalankan fungsi Sekretaris Perusahaan;
3. Program pengenalan yang diberikan kepada anggota Direksi, antara lain akan meliputi hal-hal sebagai berikut:
   a. Pelaksanaan prinsip-prinsip GCG oleh Perusahaan;
   b. Gambaran mengenai Perusahaan berkaitan dengan tujuan, sifat, lingkup kegiatan, kinerja keuangan dan operasi, strategi, rencana usaha jangka pendek dan jangka panjang, posisi kompetitif, risiko dan masalah-masalah strategis lainnya;
   c. Keterangan berkaitan dengan kewenangan yang didelegasikan, audit internal dan eksternal, sistem dan kebijakan pengendalian internal serta Komite Audit;
   d. Keterangan mengenai tugas dan tanggung jawab Direksi serta hal-hal yang tidak diperbolehkan;
   e. Program pengenalan yang diberikan dapat berupa presentasi, pertemuan atau kunjungan ke Perusahaan serta program lainnya.

Sepanjang tahun 2025, Perusahaan tidak mengangkat Anggota Direksi baru. Oleh karena itu, tidak terdapat Program Pengenalan Perusahaan yang dilakukan.

PENILAIAN DIREKSI TERHADAP KINERJA KOMITE YANG MENDUKUNG PELAKSANAAN TUGAS DIREKSI

Dalam rangka memperkuat kualitas pengendalian dan keandalan proses pengambilan keputusan, Perseroan membentuk dua komite di bawah Direksi, yaitu Komite Keberlanjutan (ESG) dan Komite GRC, sebagai organ pendukung dalam pelaksanaan tugas dan tanggung jawab Direksi. Kinerja kedua komite tersebut dinilai oleh Direksi secara berkala untuk melihat sejauh mana pelaksanaan tugas, ketepatan rekomendasi yang dihasilkan, dan tanggung jawab pelaksanaannya telah berjalan sejalan dengan arah strategi dan prioritas Perseroan selama tahun buku berjalan.

ORIENTATION PROGRAM FOR NEW BOARD OF DIRECTORS

The Company's orientation program is provided to newly appointed members of Board of Directors as part of the initial orientation process to help them carry out their duties and responsibilities. This program aims to provide a comprehensive understanding of the Company so that members of Board of Directors can adapt more quickly to the work environment and the Company's business dynamics.

Members of Board of Directors who come from diverse professional backgrounds are expected to develop a shared understanding of the Company's vision, mission, values, and governance. Consequently, the coordination and execution of the Company's management functions can proceed more effectively and in an integrated manner. The provisions regarding the orientation program for members of Board of Directors are as follows:

1. Members of Board of Directors who are appointed for the first time must be given an orientation program about the Company;
2. The responsibility for conducting the orientation program lies with the Corporate Secretary or whoever performs the function of Corporate Secretary;
3. The orientation program given to the members of Board of Directors, among others, will include the following matters:
   a. Implementation of GCG principles by the Company;
   b. An overview of the Company with regard to its purpose, nature, scope of activities, financial and operating performance, strategy, short-term and long-term business plans, competitive position, risks and other strategic issues;
   c. Information relating to delegated authority, internal and external audit, internal control systems and policies and audit committee;
   d. Information regarding the duties and responsibilities of Board of Directors and prohibited matters;
   e. The orientation program provided can be in the form of presentations, meetings or visits to the Company and other programs.

Throughout 2025, the Company did not appoint any new members of Board of Directors. Therefore, no Company Orientation Program was conducted.

THE BOARD OF DIRECTORS' ASSESSMENT OF THE PERFORMANCE OF COMMITTEES SUPPORTING THE BOARD'S DUTIES

To strengthen the quality of controls and the reliability of the decision-making process, the Company has established two committees under the Board of Directors—ESG Committee and the GRC Committee—to serve as supporting bodies in the execution of the Board's duties and responsibilities. The Board of Directors periodically evaluates the performance of these two committees to assess the extent to which their duties have been carried out, the accuracy of the recommendations they have produced, and whether their implementation has been in line with the Company's strategic direction and priorities during the current fiscal year.

PROSEDUR PENILAIAN

Direksi melakukan penilaian terhadap kinerja Komite ESG dan Komite GRC melalui penelaahan atas pelaksanaan tugas, laporan kegiatan, hasil koordinasi dengan unit terkait, kualitas telaah dan rekomendasi, serta tindak lanjut atas arahan Direksi. Penilaian juga mempertimbangkan kontribusi masing-masing komite terhadap pencapaian sasaran strategis dan indikator kinerja yang relevan dengan ruang lingkup tugasnya.

KRITERIA PENILAIAN KINERJA

Kriteria penilaian Komite ESG mencakup efektivitas dukungan terhadap implementasi program keberlanjutan, koordinasi lintas fungsi, pemantauan capaian ESG, serta kontribusi terhadap pencapaian sasaran keberlanjutan Perusahaan.

Kriteria penilaian Komite GRC mencakup efektivitas pelaksanaan fungsi telaah dan rekomendasi kepada Direksi, dukungan terhadap penguatan tata kelola, manajemen risiko, kepatuhan, pengawasan investasi, serta keselarasan pelaksanaan program strategis dengan prinsip kehati-hatian dan keberlanjutan.

HASIL PENILAIAN

Komite Keberlanjutan (ESG)

Direksi menilai Komite Keberlanjutan telah menjalankan fungsinya dengan baik dalam mendukung implementasi agenda keberlanjutan Perusahaan. Penilaian tersebut didasarkan pada kontribusi Komite dalam koordinasi, pemantauan, dan penguatan program ESG. Pada tahun 2025, efektivitas fungsi Komite tercermin dari pencapaian *Key Performance Indicator* Direksi pada indikator Implementasi ESG yang mencapai 100% dari target yang ditetapkan.

Komite *Governance, Risk, and Compliance* (GRC)

Direksi menilai Komite GRC telah memberikan dukungan yang efektif dalam penguatan tata kelola, manajemen risiko, kepatuhan, dan pengelolaan investasi. Penilaian tersebut didasarkan pada kualitas telaah dan rekomendasi Komite kepada Direksi, serta kontribusinya dalam memastikan program strategis berjalan sesuai prioritas Perusahaan. Pada tahun 2025, realisasi Implementasi Program Investasi mencapai 80,10% dibandingkan target 70,00%, atau setara dengan pencapaian 114,43%.

ASSESSMENT PROCEDURE

The Board of Directors assesses the performance of the ESG Committee and the GRC Committee by reviewing the implementation of duties, activity reports, coordination outcomes with relevant units, the quality of reviews and recommendations, as well as follow-up actions on the Board of Directors' directives. The assessment also considers each committee's contribution to the achievement of strategic objectives and performance indicators relevant to its respective scope of duties.

ASSESSMENT CRITERIA

The assessment criteria for the ESG Committee include the effectiveness of its support for the implementation of sustainability programs, cross-functional coordination, monitoring of ESG achievements, and contribution to the achievement of the Company's sustainability objectives.

The assessment criteria for the GRC Committee include the effectiveness of its review and recommendation functions to the Board of Directors, support for strengthening governance, risk management, compliance, and investment oversight, as well as the alignment of strategic program implementation with the principles of prudence and sustainability.

ASSESSMENT RESULT

ESG Committee

The Board of Directors assessed that the Sustainability Committee had properly carried out its function in supporting the implementation of the Company's sustainability agenda. The assessment was based on the Committee's contribution to the coordination, monitoring, and strengthening of ESG programs. In 2025, the effectiveness of the Committee's function was reflected in the achievement of the Board of Directors' Key Performance Indicator for ESG Implementation, which reached 100% of the target set.

Governance, Risk, and Compliance (GRC) Committe

The Board of Directors assessed that the GRC Committee had provided effective support in strengthening governance, risk management, compliance, and investment management. The assessment was based on the quality of the Committee's reviews and recommendations to the Board of Directors, as well as its contribution to ensuring that strategic programs were carried out in accordance with the Company's priorities. In 2025, the realization of the Investment Program Implementation reached 80.10% compared with the target of 70.00%, equivalent to an achievement level of 114.43%.

Transparansi Informasi tentang Dewan Komisaris dan Direksi

Information Transparency on Board of Commissioners and Board of Directors

KESELARASAN HUBUNGAN KERJA ANTARA DEWAN KOMISARIS DAN DIREKSI

Hubungan kerja antara Dewan Komisaris dan Direksi dilaksanakan berdasarkan prinsip kemitraan yang profesional dengan tetap memperhatikan fungsi, tugas, serta kewenangan masing-masing organ Perusahaan. Adapun beberapa aspek yang berkaitan dengan hubungan kerja antara Dewan Komisaris dan Direksi adalah sebagai berikut:

1. Prinsip Dasar dan Asas Hubungan Kerja
   Hubungan kerja Organ di dalam Perusahaan harus berlandaskan Undang-Undang dan Peraturan Pemerintah, juga didasarkan pada prinsip dasar hubungan yang GCG. Kelima prinsip GCG ini menjadi dasar hubungan kerja antara Dewan Komisaris dengan Direksi. Oleh karena itu, dengan landasan GCG ini maka dalam pelaksanaannya terdapat pola hubungan kerja di antara Dewan Komisaris dengan Direksi dalam memberikan nilai tambah bagi kepentingan Perusahaan.

   Adapun asas dalam hubungan kerja Direksi dan Dewan Komisaris adalah sebagai berikut:
   a. Asas Keterbukaan, artinya hubungan kerja Dewan Komisaris dan Direksi tidak didasarkan kepentingan pribadi dan tidak ada sesuatu yang disembunyikan (*no vested interest*);
   b. Asas Formal, yaitu hubungan Dewan Komisaris dengan Direksi didasarkan tugas/tanggung jawab masing-masing dan dilaksanakan melalui prosedur yang berlaku;
   c. Asas Kelembagaan, yaitu dalam setiap pelaksanaan tugas dan fungsinya Dewan Komisaris dan Direksi mewakili kelembagaannya sebagai kolegial;
   d. Asas Harmonis, yaitu sedapat mungkin mengeliminir perpecahan yang dapat merugikan Perusahaan;
   e. Asas Saling Menghormati, yaitu dalam setiap tindakan yang diambil sesuai dengan tugas, kewajiban, kewenangan masing-masing, tidak mencampuri yang bukan kewenangannya;
   f. Asas Kemitraan, yaitu hubungan antara Dewan Komisaris dengan Direksi merupakan partner kerja sama yang memiliki komitmen yang sama untuk kepentingan Perusahaan.
2. Hubungan Kerja Dewan Komisaris dan Direksi
   Terciptanya sebuah hubungan kerja yang baik antara Dewan Komisaris dengan Direksi merupakan salah satu hal yang sangat penting agar masing-masing organ Perusahaan dapat bekerja sesuai fungsinya dengan

ALIGNMENT OF WORKING RELATIONSHIP BETWEEN BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

The working relationship between Board of Commissioners and Board of Directors is conducted based on the principle of professional partnership, while taking into account the functions, duties, and authorities of each of the Company's governing organs. The following are several aspects related to the working relationship between Board of Commissioners and Board of Directors:

1. Basic Principles and Working Relationship Principles
   The working relationship between organs within the Company must be based on the Law and Government Regulations, and also based on the basic principles of GCG relationship. Five principles of GCG form the basis of working relationship between Board of Commissioners and Board of Directors. Therefore, with this GCG foundation, in its implementation there is a pattern of working relationships between Board of Commissioners and Board of Directors in providing added value for the Company's interests.

   The principles in working relationship between Board of Directors and Board of Commissioners are as follows:
   a. Openness principle, meaning that the working relationship between Board of Commissioners and Board of Directors is not based on personal interests and there is nothing to hide (no vested interest);
   b. Formal principle, i.e. the relationship between Board of Commissioners and Board of Directors is based on their respective duties/responsibilities and is carried out through applicable procedures;
   c. Institutional Principle, i.e. in every implementation of its duties and functions, Board of Commissioners and Board of Directors represent their institutions as collegial,
   d. Harmonious principle, which is to minimize divisions that can harm the Company as much as possible;
   e. Mutual Respect Principle, i.e. in every action taken in accordance with their respective duties, obligations, authorities, not interfering with those that are not their authority;
   f. Partnership Principle, i.e. the relationship between Board of Commissioners and Board of Directors is a working partner who has the same commitment to the Company's interests.
2. Working Relationship between Board of Commissioners and Board of Directors
   The creation of a good working relationship between Board of Commissioners and Board of Directors is one of the most important things so that each organ of the

efektif dan efisien. Untuk itu Perusahaan dalam menjaga hubungan kerja yang baik antara Dewan Komisaris dengan Direksi menerapkan prinsip-prinsip sebagai berikut:

a. Dewan Komisaris menghormati fungsi dan peran Direksi dalam mengurus Perusahaan sebagaimana telah diatur dalam peraturan perundang-undangan maupun Anggaran Dasar;
b. Direksi menghormati fungsi dan peranan Dewan Komisaris untuk melakukan pengawasan dan pemberian nasihat terhadap kebijakan pengurusan Perusahaan;
c. Korespondensi antara Dewan Komisaris dengan Direksi menggunakan format surat yang di dalamnya mengandung penjelasan maksud dan tujuan atas surat tersebut;
d. Setiap hubungan kerja antara Dewan Komisaris dengan Direksi merupakan hubungan yang bersifat formal, dalam arti harus senantiasa dilandasi oleh suatu mekanisme baku atau korespondensi yang dapat dipertanggungjawabkan;
e. Setiap hubungan kerja yang bersifat informal dapat dilakukan oleh masing-masing anggota Dewan Komisaris dan Direksi, namun tidak dapat dipakai sebagai kebijakan formal sebelum melalui mekanisme atau korespondensi yang dapat dipertanggungjawabkan;
f. Setiap hubungan kerja antara Dewan Komisaris dengan Direksi merupakan hubungan antar Organ Perusahaan dalam arti bahwa Dewan Komisaris dan Direksi sebagai jabatan kolektif yang merepresentasikan keseluruhan anggotanya sehingga setiap hubungan kerja antara anggota Dewan Komisaris dengan salah seorang anggota Direksi harus diketahui oleh anggota Dewan Komisaris dan Direksi lainnya.

3. Permintaan dan Penyampaian Informasi
Dalam proses permintaan dan penyampaian informasi antara Dewan Komisaris dan Direksi, terdapat ketentuan sebagai berikut:
a. Informasi yang diminta oleh Dewan Komisaris dari Direksi hanya yang terkait dengan kepentingan Perusahaan;
b. Direksi wajib memberikan tanggapan, informasi, alasan atau jawaban dalam kesempatan pertama kepada Dewan Komisaris terkait dengan kepentingan Perusahaan;
c. Setiap Anggota Dewan Komisaris maupun Dewan Komisaris berwenang memperoleh akses informasi yang berhubungan dengan pengelolaan Perusahaan antara lain dengan:
   i) Melihat buku-buku, surat-surat, serta dokumen-dokumen lainnya, memeriksa kas untuk keperluan verifikasi dan memeriksa kekayaan Perusahaan;
   ii) Memasuki pekarangan, gedung dan kantor yang dipergunakan oleh Perusahaan;
   iii) Meminta penjelasan dari Direksi dan/atau pejabat lainnya mengenai segala persoalan yang menyangkut pengelolaan Perusahaan;

Company can work according to its function effectively and efficiently. Therefore, in maintaining a good working relationship between Board of Commissioners and Board of Directors, the Company applies the following principles:
a. Board of Commissioners respects the functions and roles of Board of Directors in managing the Company as stipulated in the laws and regulations and Articles of Association;
b. Board of Directors respects the function and role of Board of Commissioners to supervise and advise on the Company's management policy;

c. Correspondence between Board of Commissioners and Board of Directors using a letter format that contains an explanation of the purpose and objectives of its letter;
d. Every working relationship between Board of Commissioners and Board of Directors is a formal relationship, meaning that it must always be based on a standard mechanism or correspondence that can be accounted for;
e. Any informal working relationship can be carried out by each member of Board of Commissioners and Board of Directors, but cannot be used as a formal policy before going through a mechanism or correspondence that can be accounted for;

f. Every working relationship between Board of Commissioners and Board of Directors is a relationship between Company Organs in the sense that Board of Commissioners and Board of Directors as a collective position that represents all of its members so that every working relationship between a member of Board of Commissioners and a member of Board of Directors must be known by other members of Board of Commissioners and Board of Directors.

3. Request and Submission of Information
In the process of requesting and submitting information between Board of Commissioners and Board of Directors, there are the following provisions:
a. Information requested by Board of Commissioners from Board of Directors is only related to the Company's interests;
b. Board of Directors shall provide responses, information, reasons or answers at the first opportunity to Board of Commissioners related to the Company's interests;

c. Each member of Board of Commissioners and Board of Commissioners is authorized to obtain access to information related to the management of the Company, among others by:
   i) Seeing books, letters, and other documents, checking cash for verification purposes and checking the Company's assets;
   ii) Entering the grounds, buildings and offices used by the Company;
   iii) Request explanations from the Board of Directors and/or other officials regarding all issues concerning the management of the Company;

iv) Meminta Direksi dan/atau pejabat lainnya dengan sepengetahuan Direksi untuk menghadiri rapat Dewan Komisaris;
v) Menghadiri rapat Direksi dan memberikan pandangan terhadap hal-hal yang dibicarakan, dalam hal Direksi mengundang Dewan Komisaris untuk mengikuti Rapat Direksi atau Dewan Komisaris mengajukan permintaan kehadiran dalam Rapat Direksi.

d. Direksi bertanggung jawab untuk memastikan agar informasi mengenai Perusahaan diberikan kepada Dewan Komisaris secara tepat waktu dan lengkap sesuai kebutuhan Dewan Komisaris dalam melaksanakan tugasnya;
e. Direksi sewaktu-waktu dapat pula memberikan laporan khusus kepada Dewan Komisaris dan/atau RUPS;
f. Dewan Komisaris wajib memberikan jawaban dan tanggapan atas setiap usulan Direksi yang memerlukan persetujuan atau rekomendasi Dewan Komisaris dalam jangka waktu paling lama 30 hari sejak diterimanya permohonan atau penjelasan dan dokumen secara lengkap dari Direksi;
g. Dewan Komisaris dan Direksi dalam setiap pengambilan keputusan berpegang pada prinsip GCG dan peraturan yang berlaku;
h. Organ pendukung Dewan Komisaris dapat pula melakukan pertemuan/mengajukan permintaan informasi kepada Pejabat Perusahaan yang bersifat Hubungan Kerja Informal:
   i) Klarifikasi informasi dan dokumen sehubungan permintaan Direksi yang memerlukan persetujuan atau tanggapan tertulis Dewan Komisaris;
   ii) Klarifikasi informasi dan dokumen sehubungan hal-hal operasional Perusahaan yang menjadi perhatian Dewan Komisaris.

4. Aturan Peralihan
   Dewan Komisaris menghargai fungsi dan peranan Direksi dalam mengelola Perusahaan sebagaimana telah diatur dalam Anggaran Dasar Perusahaan. Berbagai hal yang menyangkut hubungan kerja sehari-hari antara Dewan Komisaris dengan Direksi yang belum diatur oleh ketentuan/peraturan perundang-undangan, Anggaran Dasar Perusahaan, Pedoman GCG serta dokumen ini akan diatur lebih lanjut sesuai kesepakatan antara Dewan Komisaris dan Direksi dengan dilandasi prinsip-prinsip GCG.

KEBERAGAMAN KOMPOSISI DEWAN KOMISARIS DAN DIREKSI

Perusahaan memandang keberagaman dalam komposisi Dewan Komisaris dan Direksi sebagai salah satu faktor yang dapat mendukung efektivitas pelaksanaan tugas masing-masing organ Perusahaan. Keberagaman tersebut diharapkan mampu menghadirkan berbagai perspektif, pengalaman, dan kompetensi yang berbeda sehingga proses pengambilan keputusan dapat dilakukan secara lebih objektif, menyeluruh, dan responsif terhadap dinamika bisnis.

iv) Requesting the Board of Directors and/or other officials with the knowledge of Board of Directors to attend Board of Commissioners meetings;
v) Attend Board of Directors meetings and provide views on matters discussed, in the event that Board of Directors invites Board of Commissioners to attend Board of Directors Meeting or Board of Commissioners submits a request for attendance at Board of Directors Meeting.

d. Board of Directors is responsible for ensuring that information about the Company is provided to Board of Commissioners in a timely and complete manner as needed by the Board of Commissioners in carrying out its duties;
e. Board of Directors may also provide special reports to Board of Commissioners and/or the GMS at any time;
f. Board of Commissioners must provide answers and responses to each proposal of Board of Directors that requires approval or recommendation of Board of Commissioners within a maximum period of 30 days from the receipt of requests or explanations and complete documents from the Board of Directors;
g. Board of Commissioners and Board of Directors in every decision-making adhere to the principles of GCG and applicable regulations;
h. Supporting organs of Board of Commissioners may also conduct meetings/submit requests for information to Company Officials in the nature of Informal Working Relationships:
   i) Clarification of information and documents related to requests from the Board of Directors that require approval or written responses from Board of Commissioners;
   ii) Clarification of information and documents related to the Company's operational matters that are of concern to the Board of Commissioners.

4. Transitional Rules
   Board of Commissioners appreciates the function and role of Board of Directors in managing the Company as stipulated in the Company's Articles of Association. Various matters concerning the day-to-day working relationship between Board of Commissioners and Board of Directors that have not been regulated by the provisions/legislation, the Company's Articles of Association, GCG Guidelines and this document will be further regulated in accordance with the agreement between Board of Commissioners and Board of Directors based on GCG principles.

DIVERSITY OF BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS COMPOSITION

The Company views diversity in the composition of Board of Commissioners and Board of Directors as one of the factors that can support the effective performance of each of the Company's governing organs. This diversity is expected to bring a variety of perspectives, experiences, and competencies, thereby enabling the decision-making process to be conducted more objectively, comprehensively, and responsively to business dynamics.

Hingga saat ini, Perusahaan belum memiliki kebijakan tertulis secara khusus mengenai keberagaman komposisi Dewan Komisaris dan Direksi. Namun demikian, Perusahaan tetap memperhatikan kesesuaian susunan Dewan Komisaris dan Direksi dengan kompleksitas kegiatan usaha dan struktur organisasi Perusahaan guna memastikan efektivitas, ketepatan, dan kecepatan dalam proses pengambilan keputusan untuk mendukung pencapaian tujuan Perusahaan. Informasi lebih lanjut mengenai profil keberagaman Dewan Komisaris dan Direksi Perusahaan disajikan pada bagian Profil Perusahaan dalam Laporan Tahunan ini.

PENILAIAN KINERJA DEWAN KOMISARIS DAN DIREKSI

Penilaian Kinerja Dewan Komisaris

Kebijakan

Ketentuan mengenai evaluasi kinerja Dewan Komisaris diatur lebih lanjut melalui Keputusan Dewan Komisaris yang dievaluasi secara berkala. Adapun ketentuan terkait evaluasi kinerja Dewan Komisaris adalah sebagai berikut:

1. Dewan Komisaris memiliki kebijakan mengenai pengukuran dan penilaian terhadap kinerja Dewan Komisaris.
2. Dewan Komisaris menetapkan indikator Pencapaian Kinerja yang disahkan RUPS setiap tahun;
3. Dewan Komisaris atau organ Dewan Komisaris melakukan penilaian atas kinerja Dewan Komisaris, menuangkan hasilnya dalam Risalah Rapat Dewan Komisaris serta mencantumkan dalam Laporan Pelaksanaan Tugas Dewan Komisaris;
4. RUPS wajib menetapkan Indikator Pencapaian Kinerja (*Key Performance Indicator*/KPI) Dewan Komisaris yang merupakan ukuran penilaian keberhasilan pelaksanaan tugas dan tanggung jawab Dewan Komisaris berdasarkan usulan dari Dewan Komisaris, dan menyampaikan laporan triwulanan perkembangan realisasinya kepada Pemegang Saham/Menteri BUMN;
5. Penilaian kinerja Dewan Komisaris dilaksanakan dengan sistem *self-assessment*;
6. Hasil evaluasi kinerja Dewan Komisaris akan dimuat dalam laporan tahunan dan diinformasikan kepada RUPS dengan data/bukti pendukung;
7. Evaluasi kinerja Dewan Komisaris ditetapkan berdasarkan KPI yang ditetapkan sebagaimana poin 4 di atas;
8. Sekretariat Dewan Komisaris bertanggung jawab menyiapkan data yang diperlukan sebagai dasar *input* data capaian kinerja Dewan Komisaris dan melaporkan hasilnya sebagaimana poin 6 di atas serta Komite Nominasi dan Remunerasi membantu melakukan evaluasi bersama Komite lainnya berupa masukan jika diperlukan untuk pembaharuan KPI Dewan Komisaris yang diusulkan kepada Dewan Komisaris dalam rapat internal.

To date, the Company does not have a specific written policy regarding the diversity of Board of Commissioners and Board of Directors composition. However, the Company continues to ensure that the Board of Commissioners and Board of Directors composition is aligned with the complexity of the Company's business activities and organizational structure to ensure effectiveness, accuracy, and speed in the decision-making process in support of achieving the Company's objectives. Further information regarding the diversity profile of the Company's Board of Commissioners and Board of Directors is presented in the Company Profile section in this Annual Report.

BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS PERFORMANCE APPRAISAL

Board of Commissioners Performance Appraisal

Policy

Provisions regarding the Board of Commissioners' performance appraisal are further regulated by a Board of Commissioners' Decree, which is reviewed periodically. The provisions regarding the Board of Commissioners' performance appraisal are as follows:

1. Board of Commissioners has a policy regarding the measurement and appraisal of Board of Commissioners' performance;
2. Board of Commissioners sets Performance Achievement indicators that are approved by the GMS every year;
3. Board of Commissioners or Board of Commissioners organ conducts Board of Commissioners performance assessment, states the results in the Minutes of Board of Commissioners Meeting and includes it in the Board of Commissioners Duties Implementation Report;
4. The GMS shall determine the Key Performance Indicators (KPIs) of Board of Commissioners as a measure of assessment of the success of Board of Commissioners' duties and responsibilities implementation based on proposal from Board of Commissioners, and submit quarterly reports on the progress of its realization to the Shareholders/Minister of SOEs;
5. Board of Commissioners performance appraisal is carried out with a self-assessment system,
6. Board of Commissioners performance appraisal results will be included in the annual report and informed to the GMS with supporting data/evidence;
7. Board of Commissioners' performance appraisal is determined based on the KPI as stipulated in point 4 above;
8. Secretariat of Board of Commissioners is responsible for preparing the necessary data as the basis for inputting data on the performance achievements of Board of Commissioners and reporting the results as point 6 above and Nomination and Remuneration Committee assists in the evaluation jointly with other Committees in the form of input if needed to update the KPIs of Board of Commissioners proposed to Board of Commissioners in an internal meeting.

Prosedur Pelaksanaan Penilaian Kinerja dan Kriteria yang Digunakan

Evaluasi kinerja Dewan Komisaris dilakukan melalui mekanisme *self-assessment* yang dilaksanakan secara berkala pada setiap akhir tahun buku, di mana hasil penilaian tersebut menjadi salah satu dasar dalam melakukan perbaikan dan peningkatan kualitas pelaksanaan fungsi Dewan Komisaris. Adapun beberapa kriteria yang digunakan dalam penilaian tersebut antara lain sebagai berikut:

1. Efektivitas pengawasan dan pemberian nasihat strategis kepada Direksi;
2. Kontribusi terhadap penguatan tata kelola dan kepatuhan;
3. Kehadiran dan partisipasi aktif dalam rapat Dewan dan komite;
4. Integritas dan penerapan nilai AKHLAK dalam menjalankan tugas.

Pihak yang Melakukan Penilaian dan Hasil Penilaian

Penilaian kinerja Dewan Komisaris dilakukan secara internal melalui mekanisme *self-assessment* yang dilaksanakan oleh masing-masing anggota Dewan Komisaris, baik secara individu maupun secara kolektif sebagai satu kesatuan organ pengawasan Perusahaan. Hasil evaluasi kinerja tersebut selanjutnya menjadi bagian dari laporan pelaksanaan tugas Dewan Komisaris yang disampaikan kepada Pemegang Saham dalam pelaporan tahunan Perusahaan.

KPI Kolegial Dewan Komisaris Tahun 2025

Performance Assessment Procedure and Criteria Used

The performance of Board of Commissioners is evaluated through a self-assessment mechanism conducted periodically at the end of each fiscal year, and the results of this assessment serve as one of the bases for making improvements and enhancing the quality of Board of Commissioners' performance. The criteria used in this assessment include the following:

1. Effectiveness in supervising and providing strategic advice to Board of Directors;
2. Contribution to strengthening governance and compliance;
3. Attendance and active participation in Board and committee meetings;
4. Integrity and implementation of AKHLAK values in carrying out duties.

Evaluating Party and Assessment Results

The performance assessment of Board of Commissioners is conducted internally through a self-assessment mechanism carried out by each member of Board of Commissioners, both individually and collectively as a single supervisory organ of the Company. The results of this performance assessment are then included in the Board of Commissioners' performance report, which is submitted to the Shareholders in the Company's annual report.

Board of Commissioners' Collegial KPIs for 2025

KPI Kolegial Dewan Komisaris Tahun 2025
2025 Board of Commissioners Collegial KPI

No.	Indikator Indicator	Output Output	Target Target	Bobot Weight	Realisasi Realization	(%)
A.	**Aspek Perencanaan** Planning Aspect			**10**		**10**
1	Penyusunan Rencana Kerja dan Anggaran Tahunan serta KPI Dewan Komisaris 2026 Preparation of the 2026 Annual Work Plan and Budget, as well as the Board of Commissioners' KPIs	Tersusunnya Rencana Kerja Dewan Komisaris Tahun 2026 Completion of the 2026 Board of Commissioners Work Plan	Selambat-lambatnya Oktober 2025 No later than October 2025	10	Rencana Kerja Dewan Komisaris Tahun 2026 Nomor KU.01/112/DK/PLMT/X/2025 tanggal 31 Oktober 2025 2026 Board of Commissioners Work Plan Number KU.01/112/DK/PLMT/X/2025 dated October 31, 2025	10
B.	**Aspek Pengawasan & Pemberian Nasihat** Supervisory and Advisory Aspect			**70**		**70**
1	Penyampaian Pendapat dan Saran Dewan Komisaris kepada Pemegang Saham atas RKAP Tahun 20 26 Submission of the Board of Commissioners' Opinions and Recommendations to Shareholders on the 2026 Work Plan and Budget	Tersusunnya Pendapat dan Saran Dewan Komisaris atas RKAP Tahun 20 26 Completion of the Board of Commissioners' Opinions and Recommendations on the 2026 RKAP.	Selambat - lambatnya Januari 2026 No later than January 2026	7	Pendapat dan Saran Dewan Komisaris atas RKAP Tahun 20 26 Nomor KU.01.02/002/ DK/PLMT/I/202 6 tanggal 8 Januari 2026 Opinions and Recommendations of the Board of Commissioners on the 2026 Work Plan and Budget (RKAP) Number KU.01.02/002/DK/PLMT/I/2026 dated January 8, 2026	7

KPI Kolegial Dewan Komisaris Tahun 2025
2025 Board of Commissioners Collegial KPI

No.	Indikator Indicator	Output Output	Target Target	Bobot Weight	Realisasi Realization	(%)
2	Penyampaian Pendapat dan Saran Dewan Komisaris kepada Pemegang Saham atas Laporan Triwulanan Submission of the Board of Commissioners' Opinions and Recommendations to Shareholders on the Quarterly Report	Tersusunnya Pendapat dan Saran atas Laporan Triwulan I, II dan III Completion of the Opinions and Recommendations on the First, Second, and Third Quarter Reports.	Pendapat dan Saran Dewan Komisaris sebanyak 3 dokumen Opinions and Suggestions of the Board of Commissioners in 3 documents	8	Pendapat dan Saran Dewan Komisaris atas Laporan Triwulan I, II, dan III Tahun 2025 Opinions and Recommendations of the Board of Commissioners on the 2025 Quarterly Reports for the First, Second, and Third Quarters	8
3	Penyampaian Pendapat dan Saran Dewan Komisaris kepada Pemegang Saham atas Laporan Tahunan Tahun 2024 Submission of the Board of Commissioners' Opinions and Recommendations to Shareholders on the 2024 Annual Report	Tersusunnya Pendapat dan Saran Dewan Komisaris atas Laporan Tahunan Completion of the Board of Commissioners' Opinions and Recommendations on the Annual Report	Selambat-lambatnya 30 Juni 2025 No later than June 30, 2025	7	Pendapat dan Saran Dewan Komisaris atas Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Tahun Buku 2024 (Audited) Nomor KU.01.08/053/DK/PLMT/VI/20 25 tanggal 16 Juni 2025 Opinions and Recommendations of the Board of Commissioners on the Approval of the Annual Report and Ratification of the Financial Statements for the 2024 Fiscal Year (Audited) Number KU.01.08/053/DK/PLMT/VI/2025 dated June 16, 2025	7
4	Rapat Dewan Komisaris Sekurang-kurangnya Sekali dalam Sebulan Meetings of Board of Commissioners at Least Once a Month	Jumlah Risalah Rapat Sekurang-kurangnya Sekali dalam Sebulan Number of Meeting Minutes Prepared at Least Once a Month.	Minimal 12 dokumen Minimum 12 documents	10	Terdapat 21 Risalah Rapat There are 21 Minutes of Meeting	10
5	Rapat Dewan Komisaris dan Direksi Sekurang-kurangnya Sekali dalam Sebulan Meetings of Board of Commissioners and Board of Directors at Least Once a Month	Jumlah Risalah Rapat Sekurang-kurangnya Sekali dalam Sebulan Number of Meeting Minutes Prepared at Least Once a Month.	Minimal 12 dokumen Minimum 12 documents	10	Terdapat 12 Risalah Rapat There are 12 Minutes of Meeting	10
6	Pemberian persetujuan tertulis Dewan Komisaris atas perbuatan-perbuatan Direksi sesuai dengan Anggaran Dasar Perusahaan Granting written approval from the Board of Commissioners for the actions of the Board of Directors in accordance with the Company's Articles of Association	Persetujuan Tertulis Dewan Komisaris atas Perbuatan-Perbuatan Direksi yang Diberikan Tepat Waktu Written Approval by the Board of Commissioners for the Directors' Actions Issued in a Timely Manner.	Surat mengenai Persetujuan/Penolakan Tertulis diterbitkan paling lambat 14 hari kalender sejak dokumen lengkap diterima oleh Dewan Komisaris Written Approval/ Rejection Letter must be issued no later than 14 calendar days after the complete documents are received by the Board of Commissioners.	8	4 Surat Persetujuan Dewan Komisaris atas 4 Surat Permohonan Direksi terbit tepat waktu 4 Letters of Approval from the Board of Commissioners to 4 Letters of Request from the Board of Directors were issued on time.	8
7	Pemberian tanggapan tertulis Dewan Komisaris atas perbuatan - perbuatan Direksi sesuai dengan Anggaran Dasar Perusahaan Granting written responses from the Board of Commissioners for the actions of the Board of Directors in accordance with the Company's Articles of Association	Tanggapan Tertulis Dewan Komisaris atas Perbuatan-Perbuatan Direksi yang Diberikan Tepat Waktu Written Responses of the Board of Commissioners to the Directors' Actions Provided in a Timely Manner.	Surat mengenai Tanggapan Tertulis diterbitkan paling lambat 14 hari kalender sejak dokumen lengkap diterima oleh Dewan Komisaris Letter regarding Written Response must be issued no later than 14 calendar days after the complete documents are received by the Board of Commissioners.	8	6 Surat Tanggapan Dewan Komisaris atas 6 Surat Permohonan Direksi terbit tepat waktu 6 Letters of Response from the Board of Commissioners to 6 Letters of Request from the Board of Directors were issued on time.	8

KPI Kolegial Dewan Komisaris Tahun 2025
2025 Board of Commissioners Collegial KPI

No.	Indikator Indicator	Output Output	Target Target	Bobot Weight	Realisasi Realization	(%)
8	Kunjungan Kerja Dewan Komisaris ke Cabang - Cabang/Anak Perusahaan minimal 6 kali Board of Commissioners' work visits to branches/ subsidiaries at least 6 times	Laporan Kunjungan Kerja/Surat Work Visit Reports/ Letters.	Minimal 6 Laporan/Surat Minimum 6 Reports/ Letters	12	6 Laporan 6 Reports	12
C.	**Aspek Pelaporan** Reporting Aspect			**10**		**10**
1	Penyampaian laporan tahunan tentang Tugas Pengawasan dan realisasi pelaksanaan KPI Dewan Komisaris Submission of the annual report on the Board of Commissioners' Supervisory Duties and the Realization of the Board of Commissioners' KPI Implementation	Laporan tugas pengawasan dan realisasi pelaksanaan KPI Dewan Komisaris Report on the Board of Commissioners' Supervisory Duties and the Realization of the Board of Commissioners' KPI Implementation	1 Laporan 1 Report	10	Laporan tugas pengawasan dan realisasi pelaksanaan KPI Dewan Komisaris Report on the Board of Commissioners' Supervisory Duties and the Realization of the Board of Commissioners' KPI Implementation	10
D.	**Aspek Dinamis/Lain** Dynamic/Other Aspect			**10**		**10**
1	Peningkatan kompetensi melalui kegiatan Seminar/Workshop / Pertemuan Ilmiah/studi banding Competency improvement through seminars, workshops, scientific meetings, and comparative studies.	Terlaksananya Peningkatan kompetensi Dewan Komisaris Implementation of competency improvement for the Board of Commissioners.	Paling sedikit berjumlah 20 jam pelatihan dalam satu tahun. At least 20 hours of training per year.	10	Terlaksana Peningkatan kompetensi Dewan Komisaris sebanyak 20 jam Implementation of 20 hours of competency improvement for the Board of Commissioners.	10
	Total Bobot Total Weight			**100**		**100**

Ket : Sangat Baik (>95-100), Baik (>80-95), Cukup (>65 sd 80), Kurang (>50-65), Sangat Kurang (≤50)
Note: Very Good (>95-100), Good (>80-95), Sufficient (>65 to 80), Poor (>50-65), Very Poor (≤50)

KPI Individual Dewan Komisaris Tahun 2025

Board of Commissioners' Individual KPIs for 2025

Penilaian Dewan Komisaris PT Pelindo Multi Terminal Tahun 2025
2025 Assessment of Board of Commissioners of PT Pelindo Multi Terminal
(Darwanto)

	Aspek Penilaian Assessment Aspects		Bobot Weight	Nilai Score
1	Integritas Integrity	Memiliki komitmen terhadap penerapan prinsip-prinsip tata kelola perusahaan yang baik (GCG) dan pedoman perilaku (*code of conduct*). Tidak pernah terlibat dalam tindakan fraud, pelanggaran hukum, rekayasa atau perbuatan menyimpang (tidak jujur) yang merugikan kepentingan perusahaan. Demonstrates a commitment to implementing the principles of Good Corporate Governance (GCG) and the Code of Conduct. Has never been involved in fraud, legal violations, manipulation, or other misconduct (dishonest acts) that could harm the interests of the Company.	20%	99
2	*Leadership*	Mampu memberikan semangat dan motivasi kepada Direksi dan Organ Dewan Komisaris untuk mampu melaksanakan tugas-tugasnya dengan baik dalam rangka mencapai tujuan perusahaan. Able to inspire and motivate the Board of Directors and the Board of Commissioners to perform their duties effectively in order to achieve the Company's objectives.	17%	99
3	Dedikasi Dedication	Memiliki kemauan yang kuat, antusias dan dedikasi yang tinggi untuk memajukan dan mengembangkan perusahaan. Possesses strong commitment, enthusiasm, and dedication to advancing and developing the Company	17%	99

Penilaian Dewan Komisaris PT Pelindo Multi Terminal Tahun 2025
2025 Assessment of Board of Commissioners of PT Pelindo Multi Terminal
(Darwanto)

	Aspek Penilaian Assessment Aspects		Bobot Weight	Nilai Score
4	Kerjasama Tim Teamwork	Mampu mengkomunikasikan ide-ide dan tujuan strategis perusahaan dengan berbagai pihak untuk bersama-sama bersinergi dalam mencapai tujuan yang telah ditetapkan. Able to communicate the Company's ideas and strategic objectives effectively to various stakeholders in order to foster synergy in achieving the established goals.	16%	98
5	Efektivitas Kinerja Performance Effectiveness	Mampu memberikan arahan, saran dan pendapat dalam pembahasan program-program strategis perusahaan, pencapaian kinerja keuangan, laporan auditor independen, penyusunan RJPP/RKAP dan hal-hal penting lainnya. Able to provide direction, recommendations, and opinions in discussions on the Company's strategic programs, financial performance achievements, independent auditor's reports, the preparation of the Long-Term Corporate Plan (RJPP) and the Annual Work Plan and Budget (RKAP), as well as other significant matters.	15%	98
6	Keahlian Expertise	Memiliki pengetahuan yang memadai di bidang usaha perusahaan. Memiliki pemahaman terhadap fungsi manajemen, tata kelola perusahaan serta tugas-tugas Dewan Komisaris. Possesses adequate knowledge of the Company's business sector. Has a sound understanding of management functions, corporate governance, and the duties and responsibilities of the Board of Commissioners.	15%	99
	Total Nilai Total Score		**100%**	**98,7**

Ket : Sangat Baik (>95-100), Baik (>80-95), Cukup (>65 sd 80), Kurang (>50-65), Sangat Kurang (≤50)
Note: Very Good (>95-100), Good (>80-95), Sufficient (>65 to 80), Poor (>50-65), Very Poor (≤50)

Penilaian Dewan Komisaris PT Pelindo Multi Terminal Tahun 2025
2025 Assessment of Board of Commissioners of PT Pelindo Multi Terminal
(Arman Depari)

	Aspek Penilaian Assessment Aspects		Bobot Weight	Nilai Score
1	Integritas Integrity	Memiliki komitmen terhadap penerapan prinsip-prinsip tata kelola perusahaan yang baik (GCG) dan pedoman perilaku (*code of conduct*). Tidak pernah terlibat dalam tindakan fraud, pelanggaran hukum, rekayasa atau perbuatan menyimpang (tidak jujur) yang merugikan kepentingan perusahaan. Demonstrates a commitment to implementing the principles of Good Corporate Governance (GCG) and the Code of Conduct. Has never been involved in fraud, legal violations, manipulation, or other misconduct (dishonest acts) that could harm the interests of the Company.	20%	99
2	*Leadership*	Mampu memberikan semangat dan motivasi kepada Direksi dan Organ Dewan Komisaris untuk mampu melaksanakan tugas-tugasnya dengan baik dalam rangka mencapai tujuan perusahaan. Able to inspire and motivate the Board of Directors and the Board of Commissioners to perform their duties effectively in order to achieve the Company's objectives.	17%	99
3	Dedikasi Dedication	Memiliki kemauan yang kuat, antusias dan dedikasi yang tinggi untuk memajukan dan mengembangkan perusahaan. Possesses strong commitment, enthusiasm, and dedication to advancing and developing the Company	17%	98
4	Kerjasama Tim Teamwork	Mampu mengkomunikasikan ide-ide dan tujuan strategis perusahaan dengan berbagai pihak untuk bersama-sama bersinergi dalam mencapai tujuan yang telah ditetapkan. Able to communicate the Company's ideas and strategic objectives effectively to various stakeholders in order to foster synergy in achieving the established goals.	16%	99
5	Efektivitas Kinerja Performance Effectiveness	Mampu memberikan arahan, saran dan pendapat dalam pembahasan program-program strategis perusahaan, pencapaian kinerja keuangan, laporan auditor independen, penyusunan RJPP/RKAP dan hal-hal penting lainnya. Able to provide direction, recommendations, and opinions in discussions on the Company's strategic programs, financial performance achievements, independent auditor's reports, the preparation of the Long-Term Corporate Plan (RJPP) and the Annual Work Plan and Budget (RKAP), as well as other significant matters.	15%	98
6	Keahlian Expertise	Memiliki pengetahuan yang memadai di bidang usaha perusahaan. Memiliki pemahaman terhadap fungsi manajemen, tata kelola perusahaan serta tugas-tugas Dewan Komisaris. Possesses adequate knowledge of the Company's business sector. Has a sound understanding of management functions, corporate governance, and the duties and responsibilities of the Board of Commissioners.	15%	99
	Total Nilai Total Score		**100%**	**98,7**

Ket : Sangat Baik (>95-100), Baik (>80-95), Cukup (>65 sd 80), Kurang (>50-65), Sangat Kurang (≤50)
Note: Very Good (>95-100), Good (>80-95), Sufficient (>65 to 80), Poor (>50-65), Very Poor (≤50)

Penilaian Dewan Komisaris PT Pelindo Multi Terminal Tahun 2025
2025 Assessment of Board of Commissioners of PT Pelindo Multi Terminal
(Ahmad Perwira Mulia Tarigan)

	Aspek Penilaian Assessment Aspects		**Bobot** Weight	**Nilai** Score
1	Integritas Integrity	Memiliki komitmen terhadap penerapan prinsip-prinsip tata kelola perusahaan yang baik (GCG) dan pedoman perilaku (*code of conduct*). Tidak pernah terlibat dalam tindakan fraud, pelanggaran hukum, rekayasa atau perbuatan menyimpang (tidak jujur) yang merugikan kepentingan perusahaan. Demonstrates a commitment to implementing the principles of Good Corporate Governance (GCG) and the Code of Conduct. Has never been involved in fraud, legal violations, manipulation, or other misconduct (dishonest acts) that could harm the interests of the Company.	20%	98
2	*Leadership*	Mampu memberikan semangat dan motivasi kepada Direksi dan Organ Dewan Komisaris untuk mampu melaksanakan tugas-tugasnya dengan baik dalam rangka mencapai tujuan perusahaan. Able to inspire and motivate the Board of Directors and the Board of Commissioners to perform their duties effectively in order to achieve the Company's objectives.	17%	98
3	Dedikasi Dedication	Memiliki kemauan yang kuat, antusias dan dedikasi yang tinggi untuk memajukan dan mengembangkan perusahaan. Possesses strong commitment, enthusiasm, and dedication to advancing and developing the Company	17%	98
4	Kerjasama Tim Teamwork	Mampu mengkomunikasikan ide-ide dan tujuan strategis perusahaan dengan berbagai pihak untuk bersama-sama bersinergi dalam mencapai tujuan yang telah ditetapkan. Able to communicate the Company's ideas and strategic objectives effectively to various stakeholders in order to foster synergy in achieving the established goals.	16%	97
5	Efektivitas Kinerja Performance Effectiveness	Mampu memberikan arahan, saran dan pendapat dalam pembahasan program-program strategis perusahaan, pencapaian kinerja keuangan, laporan auditor independen, penyusunan RJPP/RKAP dan hal-hal penting lainnya. Able to provide direction, recommendations, and opinions in discussions on the Company's strategic programs, financial performance achievements, independent auditor's reports, the preparation of the Long-Term Corporate Plan (RJPP) and the Annual Work Plan and Budget (RKAP), as well as other significant matters.	15%	99
6	Keahlian Expertise	Memiliki pengetahuan yang memadai di bidang usaha perusahaan. Memiliki pemahaman terhadap fungsi manajemen, tata kelola perusahaan serta tugas-tugas Dewan Komisaris. Possesses adequate knowledge of the Company's business sector. Has a sound understanding of management functions, corporate governance, and the duties and responsibilities of the Board of Commissioners.	15%	99
	Total Nilai Total Score		**100%**	**98,1**

Ket : Sangat Baik (>95-100), Baik (>80-95), Cukup (>65 sd 80), Kurang (>50-65), Sangat Kurang (≤50)
Note: Very Good (>95-100), Good (>80-95), Sufficient (>65 to 80), Poor (>50-65), Very Poor (≤50)

Penilaian Dewan Komisaris PT Pelindo Multi Terminal Tahun 2025
2025 Assessment of Board of Commissioners of PT Pelindo Multi Terminal
(Herbert Timbo Parluhutan Siahaan)

	Aspek Penilaian Assessment Aspects		**Bobot**	**Nilai**
1	Integritas Integrity	Memiliki komitmen terhadap penerapan prinsip-prinsip tata kelola perusahaan yang baik (GCG) dan pedoman perilaku (*code of conduct*). Tidak pernah terlibat dalam tindakan fraud, pelanggaran hukum, rekayasa atau perbuatan menyimpang (tidak jujur) yang merugikan kepentingan perusahaan. Demonstrates a commitment to implementing the principles of Good Corporate Governance (GCG) and the Code of Conduct. Has never been involved in fraud, legal violations, manipulation, or other misconduct (dishonest acts) that could harm the interests of the Company.	20%	98
2	*Leadership*	Mampu memberikan semangat dan motivasi kepada Direksi dan Organ Dewan Komisaris untuk mampu melaksanakan tugas-tugasnya dengan baik dalam rangka mencapai tujuan perusahaan. Able to inspire and motivate the Board of Directors and the Board of Commissioners to perform their duties effectively in order to achieve the Company's objectives.	17%	99
3	Dedikasi Dedication	Memiliki kemauan yang kuat, antusias dan dedikasi yang tinggi untuk memajukan dan mengembangkan perusahaan. Possesses strong commitment, enthusiasm, and dedication to advancing and developing the Company	17%	99
4	Kerjasama Tim Teamwork	Mampu mengkomunikasikan ide-ide dan tujuan strategis perusahaan dengan berbagai pihak untuk bersama-sama bersinergi dalam mencapai tujuan yang telah ditetapkan. Able to communicate the Company's ideas and strategic objectives effectively to various stakeholders in order to foster synergy in achieving the established goals.	16%	99

Penilaian Dewan Komisaris PT Pelindo Multi Terminal Tahun 2025
2025 Assessment of Board of Commissioners of PT Pelindo Multi Terminal
(Herbert Timbo Parluhutan Siahaan)

	Aspek Penilaian Assessment Aspects		Bobot	Nilai
5	Efektivitas Kinerja Performance Effectiveness	Mampu memberikan arahan, saran dan pendapat dalam pembahasan program-program strategis perusahaan, pencapaian kinerja keuangan, laporan auditor independen, penyusunan RJPP/RKAP dan hal-hal penting lainnya. Able to provide direction, recommendations, and opinions in discussions on the Company's strategic programs, financial performance achievements, independent auditor's reports, the preparation of the Long-Term Corporate Plan (RJPP) and the Annual Work Plan and Budget (RKAP), as well as other significant matters.	15%	98
6	Keahlian Expertise	Memiliki pengetahuan yang memadai di bidang usaha perusahaan. Memiliki pemahaman terhadap fungsi manajemen, tata kelola perusahaan serta tugas-tugas Dewan Komisaris. Possesses adequate knowledge of the Company's business sector. Has a sound understanding of management functions, corporate governance, and the duties and responsibilities of the Board of Commissioners.	15%	99
	Total Nilai Total Score		**100%**	**98,7**

Ket : Sangat Baik (>95-100), Baik (>80-95), Cukup (>65 sd 80), Kurang (>50-65), Sangat Kurang (≤50)
Note: Very Good (>95-100), Good (>80-95), Sufficient (>65 to 80), Poor (>50-65), Very Poor (≤50)

Penilaian Dewan Komisaris PT Pelindo Multi Terminal Tahun 2025
2025 Assessment of Board of Commissioners of PT Pelindo Multi Terminal
(Aan Rusdianto)

	Aspek Penilaian Assessment Aspects		Bobot Weight	Nilai Score
1	Integritas Integrity	Memiliki komitmen terhadap penerapan prinsip-prinsip tata kelola perusahaan yang baik (GCG) dan pedoman perilaku (*code of conduct*). Tidak pernah terlibat dalam tindakan *fraud*, pelanggaran hukum, rekayasa atau perbuatan menyimpang (tidak jujur) yang merugikan kepentingan perusahaan. Demonstrates a commitment to implementing the principles of Good Corporate Governance (GCG) and the Code of Conduct. Has never been involved in fraud, legal violations, manipulation, or other misconduct (dishonest acts) that could harm the interests of the Company.	20%	99
2	*Leadership*	Mampu memberikan semangat dan motivasi kepada Direksi dan Organ Dewan Komisaris untuk mampu melaksanakan tugas-tugasnya dengan baik dalam rangka mencapai tujuan perusahaan. Able to inspire and motivate the Board of Directors and the Board of Commissioners to perform their duties effectively in order to achieve the Company's objectives.	17%	99
3	Dedikasi Dedication	Memiliki kemauan yang kuat, antusias dan dedikasi yang tinggi untuk memajukan dan mengembangkan perusahaan. Possesses strong commitment, enthusiasm, and dedication to advancing and developing the Company	17%	98
4	Kerjasama Tim Teamwork	Mampu mengkomunikasikan ide-ide dan tujuan strategis perusahaan dengan berbagai pihak untuk bersama-sama bersinergi dalam mencapai tujuan yang telah ditetapkan. Able to communicate the Company's ideas and strategic objectives effectively to various stakeholders in order to foster synergy in achieving the established goals.	16%	98
5	Efektivitas Kinerja Performance Effectiveness	Mampu memberikan arahan, saran dan pendapat dalam pembahasan program-program strategis perusahaan, pencapaian kinerja keuangan, laporan auditor independen, penyusunan RJPP/RKAP dan hal-hal penting lainnya. Able to provide direction, recommendations, and opinions in discussions on the Company's strategic programs, financial performance achievements, independent auditor's reports, the preparation of the Long-Term Corporate Plan (RJPP) and the Annual Work Plan and Budget (RKAP), as well as other significant matters.	15%	98
6	Keahlian Expertise	Memiliki pengetahuan yang memadai di bidang usaha perusahaan. Memiliki pemahaman terhadap fungsi manajemen, tata kelola perusahaan serta tugas-tugas Dewan Komisaris. Possesses adequate knowledge of the Company's business sector. Has a sound understanding of management functions, corporate governance, and the duties and responsibilities of the Board of Commissioners.	15%	99
	Total Nilai Total Nilai		**100%**	**98,7**

Penilaian Kinerja Direksi

Kebijakan Umum

1. Pemegang Saham/RUPS mengesahkan dan menetapkan indikator penilaian kinerja Direksi, yaitu *Key Performance Indicator* Direksi yang tertuang dalam Kontrak Manajemen yang memuat indikator kinerja utama, target, bobot, dan pedoman kamus penilaiannya;

2. Dewan Komisaris mengevaluasi capaian kinerja Direksi (kolegial dan individu) untuk kemudian disampaikan ke Pemegang Saham/RUPS;
3. Hasil evaluasi terhadap kinerja Direksi secara keseluruhan dan kinerja masing-masing anggota Direksi secara individual merupakan bagian tak terpisahkan dalam skema kompensasi dan pemberian insentif bagi anggota Direksi.

Kebijakan Penilaian Direksi Perusahaan

Kebijakan Penilaian Direksi Perusahaan mengacu pada Peraturan Direksi PT Pelindo Multi Terminal Nomor PW.06.02/21/6/1/KJPR/DIRU/PLMT-24 tanggal 21 Juni 2024 tentang Pedoman Pengelolaan Kinerja Perusahaan di Lingkungan PT Pelindo Multi Terminal. Berdasarkan pedoman tersebut, Perusahaan menetapkan kebijakan penilaian kinerja Direksi secara kolegial dan individu dengan mengacu pada peraturan yang berlaku, aspirasi Pemegang Saham, RJPP, RKAP, serta capaian KPI Perusahaan pada tahun sebelumnya.

Penetapan KPI Direksi dilakukan melalui proses penyusunan oleh Divisi Perencanaan Strategis Kantor Pusat bersama unit penanggung jawab KPI, kemudian dibahas bersama Direksi dan Komite Audit Dewan Komisaris. Selanjutnya, usulan KPI disampaikan kepada perwakilan Pemegang Saham untuk memperoleh masukan sebelum ditetapkan dalam RUPS dan dituangkan dalam Kontrak Manajemen Tahunan Direksi.

Penyesuaian KPI Direksi dapat dilakukan apabila terdapat perubahan pada RJPP, RKAP, maupun arahan lainnya dari Pemegang Saham. Penyesuaian tersebut dilakukan melalui usulan kepada Pemegang Saham dan memperoleh persetujuan RUPS atau ditetapkan oleh Pemegang Saham dalam Kontrak Manajemen.

Penilaian KPI Direksi diawali dengan pemetaan sumber data dan unit pemilik data, yang dilanjutkan dengan penyusunan kertas kerja pengukuran KPI oleh Divisi Perencanaan Strategis Kantor Pusat. Unit pemilik data menyampaikan realisasi KPI beserta justifikasi dan dokumen pendukung apabila terdapat indikator yang belum mencapai target. Hasil pengukuran capaian KPI selanjutnya dilaporkan secara berkala sebagai bagian yang tidak terpisahkan dari Laporan Manajemen.

Laporan capaian KPI Direksi yang menjadi bagian dari Laporan Manajemen dievaluasi oleh Komite Audit, kemudian Dewan Komisaris menyampaikan tanggapan kepada Direksi atas hasil

Board of Directors Performance Appraisal

General Policy

1. The Shareholders/GMS authorizes and determines the performance appraisal indicators, namely the Key Performance Indicators (KPI) of Board of Directors as stated in the Management Contract which contains key performance indicators, targets, weights and dictionary guidelines for assessment
2. Board of Commissioners evaluates the performance achievements of Board of Directors (collegial and individual) to be submitted to the GMS.
3. The evaluation results regarding the overall performance of Board of Directors and individual performance of each member of Board of Directors are an integral part of the compensation and incentive scheme for members of Board of Directors.

Company Board of Directors Assessment Policy

The Company Board of Directors Assessment Policy is based on PT Pelindo Multi Terminal Board of Directors Regulation No. PW.06.02/21/6/1/KJPR/DIRU/PLMT-24 dated June 21, 2024, regarding Guidelines for Corporate Performance Management at PT Pelindo Multi Terminal. Based on these guidelines, the Company establishes a policy for the performance evaluation of the Board of Directors on a collegial and individual basis, taking into account applicable regulations, shareholder aspirations, the RJPP, the RKAP, and the Company's KPI achievements from the previous year.

The Board of Directors' KPIs are established through a process led by the Strategic Planning Division at Head Office in collaboration with the units responsible for the KPIs, followed by discussions with the Board of Directors and the Audit Committee of the Board of Commissioners. Subsequently, the proposed KPIs are submitted to shareholder representatives for input before being finalized at the General Meeting of Shareholders (GMS) and incorporated into the Board of Directors' Annual Management Contract.

Adjustments to the Board of Directors' KPIs may be made if there are changes to the RJPP, RKAP, or other directives from Shareholders. Such adjustments are made through a proposal to the Shareholders and require approval by the GMS or are stipulated by the Shareholders in the Management Contract.

The evaluation of the Board of Directors' KPIs begins with mapping data sources and data-owning units, followed by the preparation of KPI measurement working papers by the Strategic Planning Division at Head Office. Data-owning units submit their KPI results along with justifications and supporting documents if any indicators have not met their targets. The results of the KPI achievement measurements are then reported periodically as an integral part of the Management Report.

The report on the Board of Directors' KPI performance, which forms part of the Management Report, is evaluated by the Audit Committee; subsequently, the Board of Commissioners

capaian KPI tersebut. Penilaian KPI Direksi secara tahunan dilakukan berdasarkan hasil pengukuran yang mengacu pada hasil audit Auditor Eksternal atas Laporan Keuangan Perusahaan pada tahun yang bersangkutan.

Prosedur Pelaksanaan Penilaian Kinerja dan Kriteria yang Digunakan

Evaluasi kinerja Direksi dilakukan oleh Dewan Komisaris dengan mengacu pada mekanisme penilaian yang ditetapkan oleh Pemegang Saham melalui PT Pelabuhan Indonesia (Persero) selaku *Holding*. Proses evaluasi dilakukan berdasarkan pencapaian *Key Performance Indicators* (KPI) yang telah disusun dan ditetapkan pada awal tahun buku. Adapun kriteria evaluasi kinerja Direksi yang diajukan oleh Direksi dan ditetapkan dalam RUPS sekurang-kurangnya mencakup hal-hal sebagai berikut:

1. Nilai Ekonomi dan Sosial untuk Indonesia;
2. Inovasi Model Bisnis;
3. Kepemimpinan Tekonologi;
4. Peningkatan Investasi;
5. Pengembangan Talenta.

Pihak yang Melakukan Penilaian dan Hasil Penilaian

Proses evaluasi dan penilaian kinerja Direksi dilaksanakan oleh Dewan Komisaris, kemudian disampaikan kepada Pemegang Saham untuk menjadi bahan pertimbangan RUPS dalam penyusunan berbagai rekomendasi strategis yang berkaitan dengan pengembangan sumber daya manusia, kebijakan remunerasi, serta pertimbangan terkait penugasan atau kelanjutan masa jabatan Direksi.

provides feedback to the Board of Directors regarding these KPI results. The annual assessment of the Board of Directors' KPIs is conducted based on measurement results that reference the findings of the External Auditor's audit of the Company's Financial Statements for the relevant year.

Assessment Procedure and Criteria Used

The performance assessment of Board of Directors is conducted by the Board of Commissioners in accordance with the evaluation mechanism determined by the Shareholders through PT Pelabuhan Indonesia (Persero) as the holding Company. The evaluation process is based on the achievement of Key Performance Indicators (KPIs) that have been formulated and established at the beginning of the fiscal year. The criteria for evaluating the Board of Directors' performance, which are proposed by the Board of Directors and established at the GMS, include at least the following:

1. Economic and Social Value for Indonesia;
2. Business Model Innovation;
3. Technology Leadership;
4. Investment Enhancement;
5. Talent Development.

Evaluating Party and Assessment Results

Board of Directors' performance evaluation and assessment are conducted by the Board of Commissioners and subsequently submitted to the Shareholders for consideration by the GMS in formulating various strategic recommendations related to human capital development, remuneration policy, and considerations regarding the assignment or continuation of Board of Directors' tenure.

KPI Kolegial Direksi Tahun 2025
Board of Directors' Collegial KPIs for 2025

No	KPI	Satuan Unit	Target	Bobot Weight	Realisasi Realization	Capaian Achievement	Skor Score
A.	Nilai Ekonomi dan Sosial untuk Indonesia Economic and Social Value for Indonesia			58			
Finansial							
1	EBITDA	Rp Miliar Rp Billion	1.207,67	9	759,17	62,86	5,66
2	Pendapatan Revenue	Rp Miliar Rp Billion	6.288,02	8	5.669,65	90,17	7,21
3	BOPO	%	86,43	8	89,32	96,76	7,74
Operasional Operational							
1	Capaian *Non-Container Throughput* *Non-Container Throughput Performance*	%	100	11	105,00	105,00	11,55
2	Capaian Produktivitas (T/S/D Curah Cair dan Curah Cair) Productivity Performance (T/S/D Liquid Bulk and Liquid Bulk)	%	100	11	116,04	110,00	12,10

KPI Kolegial Direksi Tahun 2025
Board of Directors' Collegial KPIs for 2025

No	KPI	Satuan Unit	Target	Bobot Weight	Realisasi Realization	Capaian Achievement	Skor Score
3	Implementasi Program Kerja K3 OHS Work Program Implementation	%	100	6	110,00	110,00	6,60
Sosial Social							
1	Implementasi Program Tanggung Jawab Sosial dan Lingkungan Social and Environmental Responsibility Program Implementation	%	100	5	112,50	110,00	5,50
B.	Inovasi Model Bisnis Business Model Innovation			15			
1	Penyelesaian Pemurnian Bisnis Completion of business refinement	%	100	5	97,82	97,82	4,89
2	Pengembangan Pengelolaan TUKS dan Pelabuhan K/L Development of TUKS and K/L Port Management	%	100	5	100,00	100,00	5,00
3	*Market Share* Bongkar Muat (Curah Cair & Curah Kering) Market Share of Loading and Unloading (Liquid Bulk & Dry Bulk)	%	59	5	65	110,00	5,50
C.	Kepemimpinan Teknologi Technology Leadership			10			
1	Standardisasi dan Digitalisasi Layanan Non Petikemas Standardization and Digitalization of NonContainer Services	Jumlah	7	5	8	110,00	5,50
2	Implementasi Program Investasi Investment Program Implementation	%	70	5	80,10	110,00	5,50
D.	Peningkatan Investasi Investment Growth			12			
1	Pengembangan Layanan Bongkar Muat *Ship to Ship Handling* *Development of Ship-to-Ship Handling Services*	%	100	6	100,00	100,00	6,00
2	Penambahan Layanan Oil & Gas Terminal Addition of Oil & Gas Terminal Services	%	100	6	100,00	100,00	6,00
E.	Pengembangan Talenta Talent Development			5			
1	Pengelolaan Talent Pelindo Pelindo Talent Management	%	100	5	106,40	106,40	5,32
Total				**100**			**100,07**

Keterangan:

Capaian KPI > 100% | / KPI Achievement > 100%
Capaian KPI > 100% | / KPI Achievement > 100%

KPI INDIVIDUAL DIREKSI TAHUN 2025

BOARD OF DIRECTORS' INDIVIDUAL KPIS FOR 2025

Realisasi KPI Individu Direksi Tahun 2025 Direktur Utama
Realization of 2025 Board of Directors Individual KPI President Director

NO.	INDIKATOR INDICATOR	SATUAN UNIT	TARGET 2025 TARGET 2025	ESG/C	PERIODE PENGUKURAN MEASUREMENT PERIOD	POLARITAS POLARITY	BOBOT WEIGHT		S.D. TRW IV 2025 UNTIL Q4 2025		
							SUB	TOTAL	REALISASI REALIZATION	CAPAIAN ACHIEVEMENT	SKOR SCORE
A. Nilai Ekonomi dan Sosial Untuk Indonesia A. Economic and Social Value for Indonesia								**58**			
1	EBITDA	Rupiah Milyar Billions of Rupiah	1207,67	C	Triwulanan Quarterly	Positif Positive	9		759,17	62,86	5,66
2	Pendapatan	Rupiah Milyar Billions of Rupiah	6288,02	C	Triwulanan Quarterly	Positif Positive	8		5669,65	90,17	7,21
3	BOPO	%	86,43	C	Triwulanan Quarterly	Negatif Negative	8		89,32	96,76	7,74
4	Capaian *Non Container Throughput* Non-Container Throughput Achievement	%	100	C	Triwulanan Quarterly	Positif Positive	11		105,00	105,00	11,55
5	Capaian Produktivitas (T/S/D Curah Cair dan Curah Kering) Productivity Achievement (Liquid Bulk and Dry Bulk T/S/D)	%	100	C	Triwulanan Quarterly	Positif Positive	11		116,04	110,00	12,10
6	Implementasi Program Kerja K3 OHS Work Program Implementation	%	100	S	Triwulanan Quarterly	Positif Positive	6		110,00	110,00	6,60
7	Implementasi Program Tanggung Jawab Sosial dan Lingkungan Social and Environmental Responsibility Program Implementation	%	100	S	Tahunan Annually	Positif Positive	5		112,5	110	5,5
B. Inovasi Model Bisnis B. Business Model Innovation								**15**			
8	Penyelesaian pemurnian bisnis Completion of business refinement	%	100	C	Triwulanan Quarterly	Positif Positive	5		97,82	97,82	4,89
9	Pengembangan Pengelolaan TUKS dan Pelabuhan K/L Development of TUKS and K/L Port Management	%	100	C	Triwulanan Quarterly	Positif Positive	5		100,00	100,00	5,00
10	*Market Share* Bongkar Muat (Curah Cair & Curah Kering) Market Share of Loading and Unloading (Liquid Bulk & Dry Bulk)	%	59	C	Triwulanan Quarterly	Positif Positive	5		65,00	110,00	5,50
C. Kepemimpinan Teknologi C. Technology Leadership								**10**			
11	Standardisasi dan Digitalisasi Layanan Non Petikemas Standardization and Digitalization of Non-Container Services	Jumlah Amount	7	G	Triwulanan Quarterly	Positif Positive	5		8	110,00	5,50
12	Implementasi Program Investasi Investment Program Implementation	%	70	E	Triwulanan Quarterly	Positif Positive	5		80,10	110,00	5,50

Realisasi KPI Individu Direksi Tahun 2025 Direktur Utama
Realization of 2025 Board of Directors Individual KPI President Director

NO.	INDIKATOR INDICATOR	SATUAN UNIT	TARGET 2025 TARGET 2025	ESG/C	PERIODE PENGUKURAN MEASUREMENT PERIOD	POLARITAS POLARITY	BOBOT WEIGHT		S.D. TRW IV 2025 UNTIL Q4 2025		
							SUB	TOTAL	REALISASI REALIZATION	CAPAIAN ACHIEVEMENT	SKOR SCORE
D. Peningkatan Investasi D. Increased Investment								12			
13	Pengembangan Layanan Bongkar Muat Development of Ship-to-Ship Handling Services	%	100	C	Triwulanan Quarterly	Positif Positive	6		100,00	100,00	6,00
14	Penambahan Layanan Oil & Gas Terminal Addition of Oil & Gas Terminal Services	%	100	C	Triwulanan Quarterly	Positif Positive	6		100,00	100,00	6,00
E. Pengembangan Talenta E. Talent Development								5			
15	Pengelolaan *Talent* Pelindo Pelindo Talent Management	%	100	S	Semesteran Semiannually	Positif Positive	5		106,4	106,40	5,32
								100			100,07

Realisasi KPI Individu Direksi Tahun 2025 Direktur SDM
Realization of 2025 Board of Directors Individual KPI HC Director

NO.	INDIKATOR INDICATOR	SATUAN UNIT	TARGET 2025 TARGET 2025	ESG/C	PERIODE PENGUKURAN MEASUREMENT PERIOD	POLARITAS POLARITY	BOBOT WEIGHT		S.D. TRW IV 2025 UNTIL Q4 2025		
							SUB	TOTAL	REALISASI REALIZATION	CAPAIAN ACHIEVEMENT	SKOR SCORE
A. KPI Bersama Direksi A. Board of Directors Joint KPI								40			
1	EBITDA	Rupiah Milyar Billions of Rupiah	1207,67	C	Triwulanan Quarterly	Positif Positive	8		759,17	63	5,03
2	Pendapatan Revenue	Rupiah Milyar Billions of Rupiah	6288,02	C	Triwulanan Quarterly	Positif Positive	6		5669,65	90	5,41
3	BOPO	%	86,43	C	Triwulanan Quarterly	Positif Positive	8		89,32	97	7,74
4	Capaian *Non Container Throughput* Non-Container Throughput Achievement	%	100,00	C	Triwulanan Quarterly	Positif Positive	5		105,00	105	5,25
5	Implementasi Program Kerja K3 OHS Work Program Implementation	%	100,00	S	Triwulanan Quarterly	Positif Positive	7		110,00	110	7,70
6	Standardisasi dan Digitalisasi Layanan Non Petikemas Standardization and Digitalization of Non-Container Services	%	7	G	Triwulanan Quarterly	Positif Positive	6		8	110	6,60
B. KPI *Shared* & Individual Direksi B. Shared & Individual KPIs of Directors								60			
7	Pengelolaan *Talent* Pelindo Pelindo Talent Management	%	100	S	Tahunan Annually	Positif Positive	10		106,4	106	10,64

Realisasi KPI Individu Direksi Tahun 2025 Direktur SDM
Realization of 2025 Board of Directors Individual KPI HC Director

NO.	INDIKATOR INDICATOR	SATUAN UNIT	TARGET 2025 TARGET 2025	ESG/C	PERIODE PENGUKURAN MEASUREMENT PERIOD	POLARITAS POLARITY	BOBOT WEIGHT		S.D. TRW IV 2025 UNTIL Q4 2025		
							SUB	TOTAL	REALISASI REALIZATION	CAPAIAN ACHIEVEMENT	SKOR SCORE
8	Pengelolaan Kinerja Individu Individual	%	100	S	Triwulanan Quarterly	Positif Positive	10		100	100	10,00
9	Jumlah Pengadaan Bersama Number of Joint Procurements	Jumlah Amount	1	C	Tahunan Annually	Positif Positive	10		4	110	11,00
10	Implementasi Program Inovasi Implementation of Innovation Programs	%	100	S	Tahunan Annually	Positif Positive	10		100	100	10,00
11	Ketersediaan dokumen legal perusahaan Availability of Company Legal Documents	%	100	G	Triwulanan Quarterly	Positif Positive	10		100	100	10,00
12	Implementasi Program Tanggung Jawab Sosial dan Lingkungan Implementation of Social and Environmental Responsibility Programs	%	100	S	Tahunan Annually	Positif Positive	10		112,5	110	11,00
TOTAL								**100**			**100,37**

Realisasi KPI Individu Direksi Tahun 2025 Direktur Operasi
Realization of 2025 Board of Directors Individual KPI Operations Director

NO.	INDIKATOR INDICATOR	SATUAN UNIT	TARGET 2025 TARGET 2025	ESG/C	PERIODE PENGUKURAN MEASUREMENT PERIOD	POLARITAS POLARITY	BOBOT WEIGHT		S.D. TRW IV 2025 UNTIL Q4 2025		
							SUB	TOTAL	REALISASI REALIZATION	CAPAIAN ACHIEVEMENT	SKOR SCORE
A. KPI Bersama Direksi A. Board of Directors Joint KPI								**40**			
1	EBITDA	Rupiah Milyar Billions of Rupiah	1207,67	C	Triwulanan Quarterly	Positif Positive	8		759,17	62,86	5,03
2	Pendapatan Revenue	Rupiah Milyar Billions of Rupiah	6288,02	C	Triwulanan Quarterly	Positif Positive	6		5669,65	90,17	5,41
3	BOPO	%	86,43	C	Triwulanan Quarterly	Negatif Negative	8		89,32	96,76	7,74
4	Capaian *Non Container Throughput* Non-Container Throughput Achievement	%	100,00	C	Triwulanan Quarterly	Positif Positive	5		105,00	105,00	5,25
5	Implementasi Program Kerja K3 OHS Work Program Implementation	%	100,00	S	Triwulanan Quarterly	Positif Positive	6		110,00	110,00	6,60

Realisasi KPI Individu Direksi Tahun 2025 Direktur Operasi
Realization of 2025 Board of Directors Individual KPI Operations Director

NO.	INDIKATOR INDICATOR	SATUAN UNIT	TARGET 2025 TARGET 2025	ESG/C	PERIODE PENGUKURAN MEASUREMENT PERIOD	POLARITAS POLARITY	BOBOT WEIGHT		S.D. TRW IV 2025 UNTIL Q4 2025		
							SUB	TOTAL	REALISASI REALIZATION	CAPAIAN ACHIEVEMENT	SKOR SCORE
6	Standardisasi dan Digitalisasi Layanan Non Petikemas Standardization and Digitalization of Non-Container Services	%	7	G	Triwulanan Quarterly	Positif Positive	7		8	110,00	7,70
B. KPI Shared & Individual Direksi B. Shared & Individual KPIs of Directors								60			
7	Capaian Produktivitas (T/S/D Curah Cair dan Curah Kering) Productivity Achievements (Liquid Bulk and Dry Bulk T/S/D)	%	100,00	C	Triwulanan Quarterly	Positif Positive	12		116,04	110,00	13,20
8	Produktivitas Bongkar Muat Terminal Kendaraan Vehicle Terminal Loading and Unloading Productivity	%	100	C	Triwulanan Quarterly	Positif Positive	10		298,00	110,00	11,00
9	Terminalisasi Pelabuhan Port Terminalization	Jumlah Amount	12	C	Triwulanan Quarterly	Positif Positive	12		12,00	100,00	12,00
10	Evaluasi Pasca Standarisasi dan Digitalisasi Pelabuhan Evaluation on Post-Standardization and Digitalization of the Port	%	100	G	Triwulanan Quarterly	Positif Positive	10		100	100,00	10,00
11	Pengelolaan Sistem Manajemen Terpadu (Audit Sisman Mutu, Lingkungan, K3 dan Anti Penyuapan) Integrated Management System Management (Quality, Environmental, OHS, and Anti-Bribery System Audits)	%	100	G	Triwulanan Quarterly	Positif Positive	10		100	100,00	10,00
12	*Value Creation* Optimalisasi Aset Value Creation and Asset Optimization	Rupiah Milyar	10,3	C	Triwulanan Quarterly	Positif Positive	6		17,25	110,00	6,60
TOTAL								**100**			**100,53**

Realisasi KPI Individu Direksi Tahun 2025 Direktur Keuangan dan Manajemen Risiko
Realization of 2025 Board of Directors Individual KPI Finance and Risk Management Director

NO.	INDIKATOR INDICATOR	SATUAN UNIT	TARGET 2025 TARGET 2025	ESG/C	PERIODE PENGUKURAN MEASUREMENT PERIOD	POLARITAS POLARITY	BOBOT WEIGHT		S.D. TRW IV 2025 UNTIL Q4 2025		
							SUB	TOTAL	REALISASI REALIZATION	CAPAIAN ACHIEVEMENT	SKOR SCORE
A. KPI Bersama Direksi A. Board of Directors Joint KPI								40			
1	EBITDA	Rupiah Milyar Billions of Rupiah	1207,67	C	Triwulanan Quarterly	Positif Positive	9		759,17	62,86	5,66
2	Pendapatan Revenue	Rupiah Milyar Billions of Rupiah	6288,02	C	Triwulanan Quarterly	Positif Positive	6		5669,65	90,17	5,41
3	BOPO	%	86,43	C	Triwulanan	Negatif Negative	9		89,32	96,76	8,71
4	Capaian *Non Container Throughput* Non-Container Throughput Achievement	%	100,00	C	Triwulanan Quarterly	Positif Positive	5		105,00	105,00	5,25
5	Implementasi Program Kerja K3 OHS Work Program Implementation	%	100,00	S	Triwulanan Quarterly	Positif Positive	5		110,00	110,00	5,50
6	Standardisasi dan Digitalisasi Layanan Non Petikemas Standardization and Digitalization of Non-Container Services	%	7	G	Triwulanan Quarterly	Positif Positive	6		8	110	6,6
B. KPI Shared & Individual Direksi B. Shared & Individual KPIs of Directors								60			
7	Profil Risiko Korporat Corporate Risk Profile	%	100	G	Triwulanan Quarterly	Positif Positive	10		100	100,00	10,00
8	Pemenuhan Kompetensi Organ Pengelola Risiko Fulfillment of Risk Management Organ Competencies	%	90	G	Tahunan Annually	Positif Positive	8		97	107,78	8,62
9	Hasil Opini KAP KAP Opinion Results	%	100	C	Triwulanan Quarterly	Positif Positive	10		100	100,00	10,00
10	*Current Ratio*	Kali Times	2,03	C	Triwulanan Quarterly	Positif Positive	10		1,54	75,86	7,59
11	Tingkat Pencairan Piutang Receivables Disbursement Rate	%	85	C	Triwulanan Quarterly	Positif Positive	12		99,05	110,00	13,20
12	Implementasi *Autocollection & Supply Chain Financing* pada *Branch* Implementation of Autocollection & Supply Chain Financing at Branches	%	100	C	Triwulanan Quarterly	Positif Positive	10		100	100,00	10,00
TOTAL								100			96,53

Realisasi KPI Individu Direksi Tahun 2025 Direktur Teknik
Realization of 2025 Board of Directors Individual KPI Technical Director

NO.	INDIKATOR INDICATOR	SATUAN UNIT	TARGET 2025 TARGET 2025	ESG/C	PERIODE PENGUKURAN MEASUREMENT PERIOD	POLARITAS POLARITY	BOBOT WEIGHT		S.D. TRW IV 2025 UNTIL Q4 2025		
							SUB	TOTAL	REALISASI REALIZATION	CAPAIAN ACHIEVEMENT	SKOR SCORE
A. KPI Bersama Direksi A. Board of Directors Joint KPI								40			
1	EBITDA	Rupiah Milyar Billions of Rupiah	1207,67	C	Triwulanan Quarterly	Positif Positive	8		759,17	62,86	5,03
2	Pendapatan Revenue	Rupiah Milyar Billions of Rupiah	6288,02	C	Triwulanan Quarterly	Positif Positive	6		5.669,65	90,17	5,41
3	BOPO	%	86,43	C	Triwulanan Quarterly	Negatif Negative	8		89,32	96,76	7,74
4	Capaian *Non Container Throughput* Non-Container Throughput Achievement	%	100,00	C	Triwulanan Quarterly	Positif Positive	5		105,00	105,00	5,25
5	Implementasi Program Kerja K3 OHS Work Program Implementation	%	100,00	S	Triwulanan Quarterly	Positif Positive	7		110,00	110,00	7,70
6	Standardisasi dan Digitalisasi Layanan Non Petikemas Standardization and Digitalization of Non-Container Services	%	7	G	Triwulanan Quarterly	Positif Positive	6		8	110,00	6,60
B. KPI Shared & Individual Direksi B. Shared & Individual KPIs of Directors								60			
7	Kesiapan Fasilitas Facility Readiness	%	85	C	Triwulanan Quarterly	Positif Positive	10		91,8	108,00	10,80
8	Kesiapan Peralatan Equipment Readiness	%	86	C	Triwulanan Quarterly	Positif Positive	10		91,26	106,12	10,61
9	*Value Creation* Optimalisasi Aset Value Creation and Asset Optimization	Rupiah Milyar Billions of Rupiah	10,3	C	Triwulanan Quarterly	Positif Positive	10		17,25	110,00	11,00
10	Implementasi Program Investasi Investment Program Implementation	%	70	E	Triwulanan Quarterly	Positif Positive	10		80,10	110,00	11,00
11	Penyediaan Sistem dan Infrastruktur IT Pada *Branch* Serah Operasi PMT Provision of IT Systems and Infrastructure at SPMT Operational Handover Branch	%	100	C	Triwulanan Quarterly	Positif Positive	10		100	100,00	10,00
12	Capaian Produktivitas (T/S/D Curah Cair dan Curah Kering) Productivity Achievement (Liquid Bulk and Dry Bulk T/S/D)	%	100,00	C	Triwulanan Quarterly	Positif Positive	10		116,04	110,00	11,00
TOTAL								**100**			**102,14**

Realisasi KPI Individu Direksi Tahun 2025 Direktur Strategi dan Komersial
Realization of 2025 Board of Directors Individual KPI Strategy and Commercial Director

NO.	INDIKATOR INDICATOR	SATUAN UNIT	TARGET 2025 TARGET 2025	ESG/C	PERIODE PENGUKURAN MEASUREMENT PERIOD	POLARITAS POLARITY	BOBOT WEIGHT		S.D. TRW IV 2025 UNTIL Q4 2025		
							SUB	TOTAL	REALISASI REALIZATION	CAPAIAN ACHIEVEMENT	SKOR SCORE
A. KPI Bersama Direksi A. Board of Directors Joint KPI								40			
1	EBITDA	Rupiah Milyar Billions of Rupiah	1207,67	C	Triwulanan Quarterly	Positif Positive	8		759,17	62,86	5,03
2	Pendapatan Revenue	Rupiah Milyar Billions of Rupiah	6288,02	C	Triwulanan Quarterly	Positif Positive	7		5.669,65	90,17	6,31
3	BOPO	%	86,43	C	Triwulanan Quarterly	Negatif Negative	8		89,32	96,76	7,74
4	Capaian Non Container Throughput Non-Container Throughput Achievement	%	100,00	C	Triwulanan Quarterly	Positif Positive	6		105,00	105,00	6,30
5	Implementasi Program Kerja K3 OHS Work Program Implementation	%	100,00	S	Triwulanan Quarterly	Positif Positive	5		110,00	110,00	5,50
6	Standardisasi dan Digitalisasi Layanan Non Petikemas Standardization and Digitalization of Non-Container Services	%	7	G	Triwulanan Quarterly	Positif Positive	6		8	110,00	6,60
B. KPI Shared & Individual Direksi B. Shared & Individual KPIs of Directors								60			
7	Penyelesaian pemurnian bisnis Completion of Business Refinement	%	100	C	Triwulanan Quarterly	Positif Positive	10		97,82	97,82	9,78
8	Pengembangan Pengelolaan TUKS dan Pelabuhan K/L Development of UKS and K/L Port Management	%	100	C	Triwulanan Quarterly	Positif Positive	10		100,00	100,00	10,00
9	*Market Share* Bongkar Muat (Curah Cair & Curah Kering) Market Share for Loading and Unloading (Liquid Bulk & Dry Bulk)	%	59	C	Triwulanan Quarterly	Positif Positive	10		65,00	110,00	11,00
10	Pengembangan Layanan Bongkar Muat *Ship to Ship Handling* Development of Ship-to-Ship Handling Services	%	100	C	Triwulanan Quarterly	Positif Positive	10		100,00	100,00	10,00
11	Penambahan Layanan Oil & Gas Terminal Addition of Oil & Gas Terminal Services	%	100	C	Triwulanan Quarterly	Positif Positive	10		100,00	100,00	10,00
12	Penyusunan RJPP 2025-2029 Preparation of the 2025-2029 RJPP	%	100	C	Triwulanan Quarterly	Positif Positive	10		100	100,00	10,00
TOTAL								**100**			**98,26**

NOMINASI DEWAN KOMISARIS DAN DIREKSI

Nominasi Dewan Komisaris dan Direksi dilaksanakan oleh Komite Nominasi dan Remunerasi yang bertugas di bawah Dewan Komisaris. Keberadaan komite ini berperan penting dalam membantu Dewan Komisaris melakukan kajian dan memberikan rekomendasi terkait kebutuhan kepemimpinan Perusahaan.

Perusahaan senantiasa menjaga kesinambungan proses regenerasi dan kaderisasi kepemimpinan guna mendukung stabilitas kinerja serta pencapaian tujuan jangka panjang. Dengan demikian, proses suksesi kepemimpinan dijalani secara terukus dan selaras dengan kebutuhan strategis Perusahaan.

Persyaratan untuk Menjadi Dewan Komisaris

Calon anggota Dewan Komisaris harus merupakan individu yang memiliki kemampuan hukum untuk melakukan perbuatan hukum serta memenuhi persyaratan integritas, kompetensi, dan reputasi yang baik sesuai dengan ketentuan peraturan perundang-undangan yang berlaku.

Namun, seseorang tidak dapat diangkat sebagai anggota Dewan Komisaris apabila dalam jangka waktu 5 (lima) tahun sebelum pengangkatannya pernah mengalami kondisi atau peristiwa tertentu sebagaimana diatur dalam ketentuan yang berlaku, antara lain sebagai berikut:

1. Dinyatakan pailit;
2. Menjadi anggota Direksi atau anggota Dewan Komisaris atau anggota Dewan Pengawas yang dinyatakan bersalah menyebabkan suatu perusahaan atau Perum dinyatakan pailit; atau
3. Dihukum karena melakukan tindak pidana yang merugikan keuangan negara dan/atau yang berkaitan dengan sektor keuangan.

Pemenuhan persyaratan pengangkatan anggota Dewan Komisaris dibuktikan melalui surat pernyataan yang ditandatangani oleh calon anggota Dewan Komisaris, dan akan disimpan sebagai arsip resmi Perusahaan. Selain persyaratan administratif, calon anggota Dewan Komisaris juga wajib memenuhi sejumlah persyaratan material sebagai berikut:

1. Integritas dan moral dalam arti yang bersangkutan tidak pernah terlibat:
    a. Perbuatan rekayasa dan praktek-praktek menyimpang, dalam pengurusan BUMN/Anak Perusahaan/ Perusahaan/Lembaga tempat yang bersangkutan bekerja sebelum pencalonan (berbuat tidak jujur);
    b. Perbuatan cidera janji yang dapat dikategorikan tidak memenuhi komitmen yang telah disepakati dengan BUMN/Anak Perusahaan/Perusahaan/ Lembaga tempat yang bersangkutan bekerja sebelum pencalonan (berperilaku tidak baik);
    c. Perbuatan yang dikategorikan dapat memberikan keuntungan secara melawan hukum kepada yang bersangkutan dan/atau pihak lain sebelum pencalonan (berperilaku tidak baik);

BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS NOMINATIONS

Nominations for Board of Commissioners and Board of Directors are carried out by the Nomination and Remuneration Committee, which operates under the Board of Commissioners. This committee plays a vital role in assisting the Board of Commissioners in conducting reviews and providing recommendations regarding the Company's leadership needs.

The Company consistently maintains a continuous process of leadership renewal and succession planning to support performance stability and the achievement of long-term goals. Thus, the leadership succession process is carried out systematically and in alignment with the Company's strategic needs.

Board of Commissioners Requirements

Prospective members of Board of Commissioners must be individuals who possess the legal capacity to perform legal acts and meet the requirements of integrity, competence, and good reputation in accordance with applicable laws and regulations.

However, a person cannot be appointed as a member of Board of Commissioners if, within a period of 5 (five) years prior to their appointment, they have experienced certain conditions or events as stipulated in applicable regulations, including the following:

1. Declared bankrupt;
2. Being a member of Board of Directors or a member of Board of Commissioners or a member of Supervisory Board who is found guilty of causing a Company or Public Corporation to be declared bankrupt; or
3. Convicted of a criminal offense that is detrimental to state finances and/or related to the financial sector.

Compliance with the requirements for appointment of members of Board of Commissioners is evidenced by a written statement signed by the prospective member of Board of Commissioners, which will be kept as an official record of the Company. In addition to administrative requirements, prospective members of Board of Commissioners must also meet the following material requirements:

1. Integrity and morality in the sense that the person concerned has never been involved in:
    a. Engineering actions and deviant practices, in the management of SOEs/Subsidiaries/Companies/ Institutions where he/she worked prior to nomination (dishonest behavior);
    b. Acts of breach of promise that can be categorized as not fulfilling the commitments agreed upon with the SOEs/Subsidiaries/Companies/Institutions where the person concerned worked before the nomination (misbehaving);
    c. Actions that can be categorized as providing unlawful benefits to the person concerned and/or other parties before the nomination (misbehavior);

d. Perbuatan yang dapat dikategorikan sebagai pelanggaran terhadap ketentuan yang berkaitan dengan prinsip-prinsip pengurusan perusahaan yang sehat (perilaku tidak baik).
2. Dedikasi;
3. Memahami masalah-masalah manajemen Perusahaan yang berkaitan dengan salah satu fungsi manajemen;
4. Memiliki pengetahuan yang memadai di bidang usaha perusahaan di mana yang bersangkutan dicalonkan;
5. Dapat menyediakan waktu yang cukup untuk melaksanakan tugasnya;
6. Memiliki kemauan yang kuat (antusias) untuk memajukan dan mengembangkan Perusahaan di mana yang bersangkutan dicalonkan.

Persyaratan lainnya bagi Dewan Komisaris adalah:
1. Bukan pengurus Partai Politik dan/atau anggota legislatif, dan/atau tidak sedang mencalonkan diri sebagai calon anggota legislatif;
2. Bukan kepala/wakil kepala daerah dan/atau tidak sedang mencalonkan diri sebagai calon kepala/wakil kepala daerah;
3. Tidak sedang menduduki jabatan yang berpotensi menimbulkan benturan kepentingan dengan perusahaan yang bersangkutan kecuali menandatangani surat pernyataan bersedia mengundurkan diri dari jabatan tersebut jika terpilih sebagai anggota Dewan Komisaris;
4. Tidak sedang menduduki jabatan yang berdasarkan peraturan perundang-undangan dilarang untuk dirangkap dengan jabatan anggota Dewan Komisaris, kecuali menandatangani surat pernyataan bersedia mengundurkan diri dari jabatan tersebut jika terpilih sebagai anggota Dewan Komisaris;
5. Tidak menjabat sebagai anggota Dewan Komisaris pada perusahaan yang bersangkutan selama 2 (dua) periode berturut-turut;
6. Sehat jasmani dan rohani (tidak sedang menderita suatu penyakit yang dapat menghambat pelaksanaan tugas sebagai anggota Dewan Komisaris yang dibuktikan dengan surat keterangan sehat dari rumah sakit pemerintah.

Persyaratan khusus bagi Dewan Komisaris adalah:
1. Selain memenuhi persyaratan umum, pengangkatan anggota Dewan Komisaris harus pula memenuhi persyaratan lain yang ditetapkan oleh instansi teknis berdasarkan ketentuan peraturan perundang-undangan yang berlaku.
2. Pengangkatan anggota Dewan Komisaris dilakukan dengan mempertimbangkan integritas, dedikasi, memahami masalah-masalah manajemen Perusahaan yang berkaitan dengan salah satu fungsi manajemen, memiliki pengetahuan yang memadai di bidang usaha Perusahaan, dan dapat menyediakan waktu yang cukup untuk melaksanakan tugasnya serta persyaratan lain berdasarkan ketentuan peraturan perundang-undangan yang berlaku.

d. Actions that can be categorized as violations of provisions relating to the principles of sound corporate management (bad behavior).

2. Dedication;
3. Understanding Company management issues related to one of the management functions;
4. Having adequate knowledge in the business field of the Company in which the person concerned is nominated;
5. Can provide sufficient time to carry out their duties;
6. Have a strong will (enthusiasm) to advance and develop the Company where the person concerned is nominated.

Other requirements for Board of Commissioners are:
1. Not an administrator of a political party and/or legislative member, and/or not currently running as a candidate for legislative member;
2. Not a head/deputy regional head and/or not currently running as a candidate for head/deputy regional head;
3. Not currently holding a position that has the potential to cause a conflict of interest with the Company concerned unless signing a statement letter willing to resign from the position if elected as a member of Board of Commissioners;
4. Not currently holding a position that is prohibited by law to be concurrent with the position of a member of Board of Commissioners, unless signing a statement letter willing to resign from such position if elected as a member of Board of Commissioners;
5. Not serving as a member of Board of Commissioners in the Company concerned for 2 (two) consecutive periods;
6. Physically and mentally healthy (not suffering from an illness that may hinder the performance of duties as a member of Board of Commissioners as evidenced by a health certificate from a government hospital.

Specific requirements for Board of Commissioners are:
1. In addition to fulfilling the general requirements, the appointment of members of Board of Commissioners must also fulfill other requirements stipulated by technical agencies based on the provisions of the prevailing laws and regulations.
2. Appointment of members of Board of Commissioners is made by considering integrity, dedication, understanding of Company management issues related to one of the management functions, having adequate knowledge in the Company's business field, and being able to provide sufficient time to carry out their duties and other requirements based on the provisions of the prevailing laws and regulations.

Pemberhentian dan Pengunduran Diri Dewan Komisaris

Anggota Dewan Komisaris dapat diberhentikan sewaktu-waktu berdasarkan keputusan RUPS dengan disertai alasan pemberhentian sesuai ketentuan yang berlaku. Sebelum keputusan tersebut ditetapkan, Pemegang Saham terlebih dahulu menyampaikan pemberitahuan mengenai rencana pemberhentian kepada anggota Dewan Komisaris yang bersangkutan, baik secara lisan maupun tertulis.

Pemberhentian dilakukan apabila anggota Dewan Komisaris dinilai tidak lagi memenuhi ketentuan, tanggung jawab, atau persyaratan jabatan berdasarkan kondisi dan pertimbangan tertentu, antara lain sebagai berikut:

1. Tidak dapat melaksanakan tugasnya dengan baik;
2. Tidak melaksanakan ketentuan peraturan perundang-undangan dan/atau ketentuan Anggaran Dasar ini;
3. Terlibat dalam tindakan yang merugikan Perusahaan dan/atau Negara;
4. Melakukan tindakan yang melanggar etika dan/atau kepatutan yang seharusnya dihormati sebagaimana anggota Dewan Komisaris;
5. Dinyatakan bersalah dengan putusan Pengadilan yang mempunyai kekuatan hukum yang tetap;
6. Memiliki hubungan keluarga sampai dengan derajat ketiga, baik menurut garis lurus maupun garis ke samping, termasuk hubungan yang timbul karena perkawinan antara anggota Direksi dengan anggota Dewan Komisaris;
7. Telah ditetapkan sebagai tersangka atau terdakwa oleh pihak yang berwenang dalam tindakan yang merugikan Perusahaan dan/atau keuangan Negara;
8. Berdasarkan alasan lainnya yang dinilai tepat oleh RUPS demi kepentingan dan tujuan Perusahaan;
9. Mengundurkan diri.

Pemberhentian anggota Dewan Komisaris berdasarkan alasan sebagaimana dimaksud pada poin 3 dan 5 dikategorikan sebagai pemberhentian tidak dengan hormat sesuai ketentuan yang berlaku.

Namun demikian, keputusan pemberhentian terkait alasan sebagaimana tercantum pada poin 1,2,3,4,6, dan 7 dapat dilakukan setelah anggota Dewan Komisaris yang bersangkutan diberikan kesempatan untuk menyampaikan pembelaan diri. Proses tersebut dilaksanakan melalui mekanisme sebagai berikut:

1. Pada saat forum RUPS, apabila rencana pemberhentian tersebut dilakukan dalam forum RUPS; atau
2. Secara tertulis, apabila rencana pemberhentian tersebut dilakukan di luar forum RUPS, dalam waktu 14 hari terhitung sejak tanggal pemberitahuan.

Selama rencana pemberhentian masih dalam proses, anggota Dewan Komisaris yang bersangkutan wajib untuk tetap melaksanakan tugasnya sebagaimana mestinya.

Lebih lanjut, Anggota Dewan Komisaris berhak mengundurkan diri dengan ketentuan sebagai berikut:

1. Memberitahukan secara tertulis mengenai maksudnya tersebut kepada Pemegang Saham, anggota Dewan

Board of Commissioners Dismissal and Resignation

Members of Board of Commissioners can be dismissed at any time by resolution of the GMS, accompanied by the grounds for dismissal in accordance with applicable regulations. Before such a resolution is adopted, the Shareholders must first provide notice of the planned dismissal to the relevant member of Board of Commissioners, either verbally or in writing.

Dismissal shall occur if a member of Board of Commissioners is deemed to no longer meet the provisions, responsibilities, or requirements of the position based on certain conditions and considerations, including the following:

1. Unable to carry out his/her duties properly;
2. Does not implement the provisions of laws and regulations and/or the provisions of the Articles of Association;
3. Involved in actions that are detrimental to the Company and/or the State;
4. Conducting actions that violate ethics and/or propriety that should be respected as a member of Board of Commissioners;
5. Declared guilty by a Court verdict that has permanent legal force;
6. Has a family relationship up to the third degree, either in a direct or collateral line, including relationships arising from marriage, between members of the Board of Directors and members of the Board of Commissioners;
7. Has been designated as a suspect or defendant by the competent authorities in an act detrimental to the Company and/or state finances;
8. Based on other reasons deemed appropriate by the GMS for the interests and objectives of the Company;
9. Resigned.

The dismissal of member of Board of Commissioners based on the grounds referred to in points 3 and 5 is classified as a dismissal without honor in accordance with applicable regulations.

However, a decision to dismiss a member based on the grounds listed in points 1,2,3,4,6, dan 7 may be made only after the member of Board of Commissioners concerned has been given the opportunity to present a defense. This process is carried out through the following mechanisms:

1. During the GMS forum, if the dismissal plan is carried out in the GMS forum; or
2. In writing, if the dismissal plan is carried out outside the GMS forum, within 14 days from the date of notification.

While the planned dismissal is still pending, the relevant member of Board of Commissioners is required to continue performing their duties as usual.

Furthermore, members of Board of Commissioners have the right to resign subject to the following conditions:

1. Notify in writing of his/her intention to the Shareholders, other members of Board of Commissioners and Board

Komisaris lainnya, dan Direksi paling lambat 30 hari sebelum tanggal pengunduran dirinya. Apabila dalam surat pengunduran diri disebutkan tanggal efektif kurang dari 30 hari dari tanggal surat diterima, maka dianggap tidak menyebutkan tanggal efektif pengunduran diri.

2. Apabila sampai dengan tanggal yang diminta oleh anggota Dewan Komisaris yang bersangkutan atau dalam waktu 30 (tiga puluh) hari sejak tanggal surat permohonan diri diterima dalam hal tidak disebutkan tanggal efektif pengunduran diri, maka anggota Dewan Komisaris tersebut berhenti dengan sendirinya pada tanggal yang diminta tersebut di atas atau dengan lewatnya 30 hari sejak tanggal surat permohonan pengunduran diri diterima tanpa memerlukan persetujuan RUPS.
3. Pengunduran diri anggota Dewan Komisaris dapat kurang dari 30 hari, apabila secara peraturan perundangan tidak memperbolehkan yang bersangkutan merangkap jabatan.
4. Dalam hal anggota Dewan Komisaris tidak mengundurkan diri dan secara peraturan perundangan tidak memperbolehkan yang bersangkutan merangkap jabatan, maka anggota Dewan Komisaris tersebut dianggap telah mengundurkan diri dan RUPS hanya menetapkan atau meratifikasi pengunduran diri tersebut telah menjadi efektif berdasarkan peraturan perundang-undangan.

Prosedur Pencalonan Hingga Pengangkatan Dewan Komisaris

Sebagai entitas yang berada dalam Holding BUMN Kepelabuhanan, proses nominasi anggota Dewan Komisaris Perusahaan dilaksanakan dengan mengacu pada kebijakan dan ketentuan yang berlaku di lingkungan PT Pelabuhan Indonesia (Persero) selaku pemegang saham. Proses pencalonan, pengusulan, hingga penetapan anggota Dewan Komisaris dilakukan sesuai mekanisme yang ditetapkan oleh Pelindo. Penetapan dan pengesahan anggota Dewan Komisaris selanjutnya dilaksanakan melalui RUPS sebagai forum pengambilan keputusan tertinggi di Perusahaan.

Persyaratan untuk Menjadi Direksi

Direksi harus memenuhi persyaratan untuk dapat diangkat sebagai anggota Direksi sebagai berikut:

1. Persyaratan Formal
   Orang yang dapat diangkat sebagai anggota Direksi adalah orang perseorangan yang cakap melakukan perbuatan hukum, kecuali dalam waktu 5 (lima) tahun sebelum pengangkatannya pernah:
   a. Dinyatakan pailit;
   b. Menjadi anggota Direksi atau Dewan Komisaris yang dinyatakan bersalah menyebabkan suatu perusahaan dinyatakan pailit; atau
   c. Dihukum karena melakukan tindak pidana yang merugikan keuangan Negara dan/atau yang berkaitan dengan sektor keuangan.
2. Persyaratan Materiil
   Persyaratan materiil terhadap Calon Direksi, yaitu meliputi:

   a. Pengalaman, dalam arti yang bersangkutan memiliki rekam jejak (*track record*) yang menunjukkan keberhasilan dalam pengurusan BUMN/Anak Perusahaan/Perusahaan/Lembaga tempat yang bersangkutan bekerja sebelum pencalonan.

of Directors at the latest 30 days prior to the date of his/her resignation. If the resignation letter states an effective date of less than 30 days from the date the letter is received, it shall be deemed not to state the effective date of resignation.

2. If until the date requested by the member of Board of Commissioners concerned or within 30 (thirty) days from the date the letter of resignation is received in the case of no mention of the effective date of resignation, the member of Board of Commissioners shall automatically resign on the date requested above or with the lapse of 30 days from the date the letter of resignation is received without requiring the GMS approval.
3. The resignation of a member of Board of Commissioners may be less than 30 days, if the laws and regulations do not allow him/her to hold concurrent positions.
4. In the event that a member of Board of Commissioners does not resign and the laws and regulations do not allow him/her to hold concurrent positions, member of Board of Commissioners shall be deemed to have resigned and the GMS shall only determine or ratify the resignation as having become effective based on the laws and regulations.

Procedures for Board of Commissioners Nomination and Appointment

As an entity within the State-Owned Port Holding Company, the nomination process for members of the Company's Board of Commissioners is conducted in accordance with the policies and regulations in effect at PT Pelabuhan Indonesia (Persero) as the shareholder. The process of nominating, proposing, and appointing members of Board of Commissioners is carried out in accordance with the mechanisms established by Pelindo. The determination and ratification of members of Board of Commissioners are subsequently carried out through the GMS as the Company's highest decision-making forum.

Board of Directors Requirements

Board of Directors must fulfill the requirements to be appointed as a member of Board of Directors as follows:

1. Formal Requirements
   A person who can be appointed as a member of Board of Directors is an individual who is capable of performing legal acts, unless within 5 (five) years prior to his/her appointment has:
   a. Declared bankrupt;
   b. Being a member of Board of Directors or Board of Commissioners who is found guilty of causing a Company to be declared bankrupt; or
   c. Convicted of a criminal offense that is detrimental to the State's finances and/or related to the financial sector.
2. Material Requirements
   Material requirements for candidates for Board of Directors, which include:
   a. Experience, in the sense that the person concerned has a track record that shows success in the management of SOEs/Subsidiaries/Companies/Institutions where he/she worked before nomination.

b. Keahlian, dalam arti yang bersangkutan:
   i) Memiliki pengetahuan yang memadai di bidang usaha perusahaan yang bersangkutan;
   ii) Memiliki pemahaman terhadap manajemen dan tata kelola perusahaan;
   iii) Memiliki kemampuan untuk merumuskan dan melaksanakan kebijakan strategis dalam rangka pengembangan perusahaan.
c. Integritas, dalam arti yang bersangkutan tidak pernah terlibat:
   i) Perbuatan rekayasa dan praktik-praktik menyimpang pada tempat yang bersangkutan bekerja sebelum pencalonan (berbuat tidak jujur);
   ii) Perbuatan cedera janji yang dapat dikategorikan tidak memenuhi komitmen yang telah disepakati pada tempat yang bersangkutan bekerja sebelum pencalonan (berperilaku tidak baik);
   iii) Perbuatan yang dikategorikan dapat memberikan keuntungan secara melawan hukum kepada yang bersangkutan dan/atau pihak lain sebelum pencalonan (berperilaku tidak baik);
   iv) Perbuatan yang dapat dikategorikan sebagai pelanggaran terhadap ketentuan yang berkaitan dengan prinsip-prinsip pengurusan perusahaan yang sehat (berperilaku tidak baik).
d. Kepemimpinan, dalam arti yang bersangkutan memiliki kemampuan untuk:
   i) Memformulasikan dan mengartikulasikan visi Perusahaan;
   ii) Mengarahkan pejabat dan pekerja Perusahaan agar mampu melakukan sesuatu untuk mewujudkan tujuan Perusahaan;
   iii) Membangkitkan semangat (memberi energi baru) dan memberikan motivasi kepada pejabat dan pekerja Perusahaan untuk mampu mewujudkan tujuan Perusahaan.
e. Memiliki kemauan yang kuat (antusias) dan dedikasi yang tinggi untuk memajukan dan mengembangkan Perusahaan.

3. Persyaratan Lain
   a. Bukan pengurus partai politik dan/atau anggota legislatif, dan/atau tidak sedang mencalonkan diri sebagai calon anggota legislatif;
   b. Bukan kepala/wakil kepala daerah dan/atau tidak sedang mencalonkan diri sebagai calon kepala/wakil kepala daerah;
   c. Berusia tidak melebihi 58 tahun ketika akan menjabat Direksi;
   d. Tidak sedang menjabat sebagai pejabat pada Lembaga, anggota Dewan Komisaris/Dewan Pengawas pada BUMN, anggota Direksi pada BUMN, Anak Perusahaan dan/atau Perusahaan, kecuali menandatangani surat pernyataan bersedia mengundurkan diri dari jabatan tersebut jika terpilih sebagai anggota Direksi Anak Perusahaan;
   e. Tidak sedang menduduki jabatan yang berdasarkan peraturan perundang-undangan dilarang untuk dirangkap dengan jabatan anggota Direksi, kecuali

b. Expertise, in the sense that the person concerned:
   i) Has adequate knowledge in the business field of the Company concerned;
   ii) Has an understanding of management and corporate governance;
   iii) Having the ability to formulate and implement strategic policies in the context of Company development.
c. Integrity, in the sense that the person concerned has never been involved in:
   i) Engineering actions and deviant practices at the place of work before the nomination (dishonest behavior)
   ii) Actions that can be categorized as not fulfilling the commitments that have been agreed upon where the person concerned worked before the nomination (bad behavior);
   iii) Actions that can be categorized as providing unlawful benefits to the person concerned and/or other parties before the nomination (misbehaving);
   iv) Actions that can be categorized as violations of provisions relating to the principles of sound corporate management (misbehavior).
d. Leadership, in the sense that the person concerned has the ability to:
   i) Formulate and articulate the Company's vision;
   ii) Directing the Company's officials and workers to be able to do something to realize the Company's goals;
   iii) Raise the spirit (give new energy) and provide motivation to the Company's officials and workers to be able to realize the Company's goals.
e. Having a strong will (enthusiasm) and high dedication to advance and develop the Company.

3. Other Requirements
   a. Not a political party administrator and/or legislative member, and/or not currently running as a candidate for legislative member;
   b. Not a head/deputy head of the region and/or not currently running as a candidate for head/deputy head of the region;
   c. Not exceeding 58 years old when serving on Board of Directors;
   d. Not currently serving as an official at an institution, member of Board of Commissioners/Supervisory Board at SOE, member of Board of Directors at SOE, Subsidiary and/or Company, unless signing a statement letter willing to resign from such position if elected as a member of Board of Directors of Subsidiary;
   e. Not currently holding a position that based on laws and regulations is prohibited to be concurrent with the position of member of Board of Directors, unless

menandatangani surat pernyataan bersedia mengundurkan diri dari jabatan tersebut jika terpilih sebagai anggota Direksi;

f. Tidak menjabat sebagai anggota Direksi pada perusahaan yang bersangkutan selama 2 (dua) periode berturut-turut;
g. Memiliki dedikasi dan menyediakan waktu yang cukup untuk melakukan tugasnya yang dinyatakan dengan surat pernyataan yang bersangkutan;
h. Sehat jasmani dan rohani (tidak sedang menderita suatu penyakit yang dapat menghambat pelaksanaan tugas sebagai anggota Direksi) yang dibuktikan dengan surat keterangan sehat dari rumah sakit pemerintah;
i. Memiliki Nomor Pokok Wajib Pajak (NPWP) dan telah melaksanakan kewajiban membayar pajak selama dua tahun terakhir yang dibuktikan dengan Surat Pemberitahuan Tahunan Pajak Penghasilan Wajib Pajak Orang Pribadi.

4. Persyaratan Khusus
Persyaratan khusus merupakan rincian dari kompetensi dan hal-hal lain yang disyaratkan bagi Anggota Direksi sesuai kebutuhan Perusahaan. Persyaratan khusus merupakan salah satu substansi dari sistem dan prosedur nominasi serta seleksi yang dikembangkan oleh Tim Evaluasi untuk diajukan kepada RUPS agar disahkan.

Pemberhentian dan Pengunduran Diri Direksi

Pemberhentian Direksi harus memenuhi ketentuan sebagai berikut:

1. RUPS dapat memberhentikan jabatan anggota Direksi sewaktu-waktu sebelum masa jabatannya berakhir dengan menyebutkan alasannya. Alasan pemberhentian Anggota Direksi dilakukan apabila berdasarkan kenyataan, anggota Direksi yang bersangkutan antara lain:
   a. Tidak dapat memenuhi kewajibannya yang telah disepakati dalam kontrak manajemen;
   b. Tidak dapat menjalankan tugasnya dengan baik;
   c. Tidak melaksanakan peraturan perundang-undangan dan/atau ketentuan Anggaran Dasar;
   d. Terlibat dalam tindakan yang merugikan Perusahaan dan/atau Negara;
   e. Dinyatakan bersalah dengan putusan Pengadilan yang mempunyai kekuatan hukum yang tetap; atau
   f. Melakukan tindakan yang melanggar etika dan/atau kepatutan yang seharusnya dihormati sebagai Direksi;
   g. Mengundurkan diri;
   h. Alasan lainnya yang dinilai tepat oleh RUPS demi kepentingan dan tujuan Perusahaan.
2. Rencana pemberhentian Direksi sebelum masa jabatannya berakhir wajib diberitahukan terlebih dahulu kepada Direksi yang bersangkutan baik secara lisan atau tertulis.
3. Keputusan pemberhentian sebagaimana dimaksud pada bagian 1, 2, 3, 4, dan 8, diambil setelah yang bersangkutan diberi kesempatan membela diri.

Anggota Direksi dapat mengajukan pengunduran diri dari jabatannya dengan menyampaikan pemberitahuan secara tertulis kepada Pemegang Saham dan ditembuskan kepada

signing a statement letter willing to resign from the position if elected as a member of Board of Directors;

f. Not serving as a member of Board of Directors in the Company concerned for 2 (two) consecutive periods;
g. Have dedication and provide sufficient time to perform his/her duties as stated in the relevant statement letter;
h. Physically and mentally healthy (not suffering from an illness that may hinder the performance of duties as a member of Board of Directors) as evidenced by a health certificate from a government hospital;
i. Has a Taxpayer Identification Number (NPWP) and has carried out the obligation to pay taxes for the last two years as evidenced by the Individual Taxpayer Income Tax Return.

4. Special Requirements
Special requirements are details of competencies and other matters required for Members of Board of Directors according to the Company's needs. Special requirements are one of the substances of the nomination and selection system and procedures developed by the Evaluation Team to be submitted to the GMS for ratification.

Board of Directors Dismissal and Resignation

Board of Directors dismissal must fulfill the following provisions:

1. The GMS may dismiss a member of Board of Directors at any time before his/her tenure ends by stating the reasons. The reason for the dismissal of a member of Board of Directors is carried out if based on reality, the member of Board of Directors concerned, among others:
   a. Unable to fulfill his/her obligations that have been agreed upon in the management contract;
   b. Unable to perform his/her duties properly;
   c. Not implementing laws and regulations and/or provisions of Articles of Association;
   d. Involved in actions that are detrimental to the Company and/or the State;
   e. Declared guilty by a Court verdict that has permanent legal force; or
   f. Conducting actions that violate ethics and/or propriety that should be respected as Board of Directors;
   g. Resign;
   h. Other reasons deemed appropriate by the Board of Directors;
2. The plan to dismiss Board of Directors before the end of his/her tenure must be notified in advance to the Board of Directors concerned either orally or in writing;
3. The decision to dismiss as referred to in sections 1, 2, 3, 4 and 8, shall be taken after the person concerned has been given an opportunity to defend himself.

A member of Board of Directors may resign from his/her position by submitting written notice to the Shareholders, with a copy to the Board of Commissioners, no later than 30 days

Dewan Komisaris paling lambat 30 hari sebelum tanggal efektif pengunduran diri. Ketentuan tersebut dimaksudkan untuk memberikan waktu yang cukup bagi Perusahaan dalam menyiapkan proses transisi kepemimpinan dan keberlanjutan pengelolaan usaha.

Dalam hal surat pengunduran diri mencantumkan tanggal efektif kurang dari 30 hari sejak surat diterima, maka tanggal efektif tersebut dianggap tidak dicantumkan. Apabila hingga tanggal yang diajukan atau dalam waktu 30 hari sejak surat diterima tidak terdapat keputusan RUPS, maka pengunduran diri tetap berlaku secara otomatis pada tanggal yang dimaksud atau setelah lewat 30 hari tanpa memerlukan persetujuan lebih lanjut dari RUPS.

Namun demikian, pengunduran diri dapat dilakukan dalam waktu kurang dari 30 hari apabila terdapat ketentuan peraturan perundang-undangan yang melarang anggota Direksi merangkap jabatan.

Kebijakan Suksesi Direksi: Prosedur Pencalonan Hingga Pengangkatan Direksi

Sebagai bagian dari *Holding* BUMN Kepelabuhanan, pelaksanaan kebijakan suksesi Direksi Perusahaan mengacu pada ketentuan dan mekanisme yang berlaku di lingkungan PT Pelabuhan Indonesia (Persero) selaku pemegang saham. Proses tersebut dilakukan untuk memastikan kesinambungan kepemimpinan dan pengelolaan Perusahaan tetap berjalan sesuai arah strategis grup.

Perusahaan juga menerapkan kebijakan perencanaan suksesi (*succession planning*) bagi anggota Direksi sebagai bagian dari pengelolaan talenta dan keberlanjutan organisasi. Kebijakan ini bertujuan memastikan tersedianya calon-calon pemimpin yang memiliki kompetensi, integritas, pengalaman, dan kesiapan untuk mengisi posisi strategis apabila terjadi pergantian kepemimpinan, baik karena berakhirnya masa jabatan, kebutuhan organisasi, maupun kondisi lainnya.

Selama proses pengusulan dan pencalonan Direksi, Pelindo juga dapat mempertimbangkan sumber daya internal Perusahaan melalui *talent pool* yang dimiliki. Dalam hal ini, pejabat setingkat Senior Vice President atau BOD-1 berpeluang untuk diusulkan sebagai calon anggota Direksi sesuai kebutuhan organisasi dan hasil evaluasi kompetensi.

Perencanaan suksesi tersebut didukung melalui proses identifikasi dan pengembangan talenta, evaluasi kinerja dan kompetensi secara berkala, serta penyusunan *talent pool* yang menjadi dasar dalam mempersiapkan calon-calon pemimpin pada level Direksi maupun manajemen kunci. Dengan demikian, proses regenerasi kepemimpinan dapat berlangsung secara terencana, objektif, dan selaras dengan kebutuhan bisnis serta strategi jangka panjang Perusahaan.

Adapun penetapan dan pengesahan anggota Direksi dilakukan melalui RUPS sebagai forum pengambilan keputusan tertinggi di Perusahaan.

prior to the effective date of the resignation. This provision is intended to allow the Company sufficient time to prepare for the leadership transition and ensure the continuity of business management.

If the resignation letter specifies an effective date less than 30 days from the date the letter is received, such effective date shall be deemed not to have been specified. If, by the proposed date or within 30 days of the letter's receipt, no resolution has been passed by the GMS, the resignation shall automatically take effect on the specified date or after 30 days have elapsed, without requiring further approval from the GMS.

However, resignation may take effect in less than 30 days if there are statutory provisions prohibiting members of Board of Directors from holding concurrent positions.

Board of Directors Succession Policy: Procedures for Nomination and Appointment of Directors

As part of the Port SOE Holding, implementation of the Company's Board of Directors succession policy is based on the provisions and mechanisms in effect at PT Pelabuhan Indonesia (Persero) as the shareholder. This process is conducted to ensure continuity in the Company's leadership and management, keeping them aligned with the Group's strategic direction.

The Company also implements a succession planning policy for members of Board of Directors as part of talent management and organizational sustainability. This policy aims to ensure the availability of prospective leaders with the competence, integrity, experience, and readiness to fill strategic positions in the event of a leadership change, whether due to the end of a term, organizational needs, or other circumstances.

During the process of proposing and nominating Members of Board of Directors, Pelindo may also consider the Company's internal resources through its talent pool. In this regard, executives at the Senior Vice President or BOD-1 level have the opportunity to be nominated as prospective Members of Board of Directors based on organizational needs and the results of competency evaluations.

This succession planning is supported by a talent identification and development process, regular performance and competency evaluations, and the development of a talent pool that serves as the basis for preparing prospective leaders at Board of Directors and key management levels. This ensures that the leadership regeneration process can proceed in a planned, objective manner, and align with the Company's business needs and long-term strategy.

The determination and ratification of Members of Board of Directors are carried out through the GMS as the Company's highest decision-making forum.

REMUNERASI DEWAN KOMISARIS DAN DIREKSI

Prosedur Pengusulan Hingga Penetapan Remunerasi Dewan Komisaris dan Direksi

Kebijakan remunerasi bagi Dewan Komisaris dan Direksi Perusahaan ditetapkan oleh Pemegang Saham sesuai mekanisme yang berlaku di lingkungan PT Pelabuhan Indonesia (Persero). Penetapan tersebut dilakukan melalui proses internal *holding* dengan mempertimbangkan ketentuan, struktur organisasi, serta kebijakan pengelolaan SDM yang berlaku di grup usaha. Besaran dan bentuk remunerasi yang telah ditetapkan selanjutnya disahkan melalui RUPS sesuai kewenangan Pemegang Saham di lingkungan Perusahaan.

Struktur Remunerasi Dewan Komisaris dan Direksi

Struktur remunerasi Dewan Komisaris dan Direksi Perusahaan mengacu pada Keputusan Para Pemegang Saham di Luar Rapat Umum Pemegang Saham PT Pelindo Multi Terminal (RUPS Sirkuler) Nomor SK.03/30/9/10/SPAP/UTMA/PLND-24 dan Nomor SK.03/30/9/10/HKP/DRU/PSD-24 tentang Penetapan Penyesuaian Besaran Penghasilan Tahun 2024 dan Pemberian Tantiem Tahun Buku 2023 bagi Direksi dan Dewan Komisaris PT Pelindo Multi Terminal. Berdasarkan ketentuan tersebut, penghasilan Dewan Komisaris dan Direksi terdiri atas beberapa komponen remunerasi sebagai berikut:

BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS REMUNERATION

Procedures for Proposing and Determining the Remuneration of Board of Commissioners and Board of Directors

The remuneration policy for the Company's Board of Commissioners and Board of Directors is determined by the Shareholders in accordance with the mechanisms in effect at PT Pelabuhan Indonesia (Persero). This determination is made through an internal holding Company process, taking into account the applicable regulations, organizational structure, and human capital management policies within the business group. The amount and form of the remuneration that has been determined are subsequently approved by the GMS in accordance with the Shareholders' authority within the Company.

Board of Commissioners and Board of Directors Remuneration Structure

The remuneration structure of Board of Commissioners and Board of Directors refers to Shareholders Resolution in lieu of General Meeting of Shareholders of PT Pelindo Multi Terminal (Circular GMS) Number: SK.03/30/9/10/SPAP/UTMA/PLND-24 and Number: SK.03/30/9/10/HKP/DRU/PSD-24 concerning the Determination of Adjustments to the Amount of Income in 2024 and the Provision of Tantiem for 2023 Fiscal Year for Board of Directors and Board of Commissioners of PT Pelindo Multi Terminal. Based on these regulations, the components of income for Board of Directors and Board of Commissioners consist of:

Struktur Remunerasi Dewan Komisaris
Board of Commissioners Remuneration Structure

No	Jenis Penghasilan Type of Income	Keputusan RUPS GMS Resolution	Keterangan Description
1	Honorarium	1. Komisaris Utama: Rp 107.550.000,- 2. Komisaris: Rp 96.795.000,- 1. President Commissioner: Rp107,550,000 2. Commissioner: Rp96,795,000	1. Komisaris Utama: 45% dari gaji Direktur Utama per bulan. 2. Komisaris: 90% dari honorarium Komisaris Utama per bulan. 1. President Commissioner: 45% of the President Director's salary per month. 2. Commissioner: 90% of the President Commissioner's honorarium per month.
2	Tunjangan Allowance		
	1. Tunjangan Hari Raya 1. Holiday Allowance	1. Sebesar 1 (satu) bulan Honorarium, per tahun. 2. Dibayarkan setelah pembayaran Tunjangan Hari Raya Pekerja Perseroan atau selambat-lambatnya 1 (satu) minggu sebelum Hari Raya Keagamaan yang bersangkutan. 3. Tidak diberikan kepada Dewan Komisaris yang berasal dari PT Pelabuhan Indonesia (Persero) dan Grup Bisnis Perusahaan, yang masih berstatus aktif sebagai Direksi/Dewan Komisaris/ Pekerja. 1. Amounting to 1 (one) month Honorarium, per year. 2. Paid after payment of the Company's Workers' Holiday Allowance or no later than 1 (one) week before the relevant Religious Holiday. 3. Not given to the Board of Commissioners from PT Pelabuhan Indonesia (Persero) and the Company's Business Group, who are still active as Directors/Board of Commissioners/ Employees.	Perhitungan besaran THR dilakukan secara proporsional sesuai dengan masa kerja aktif sejak pembayaran THR tahun sebelumnya. The calculation of the THR amount is carried out proportionally according to the active work period since the THR payment in the previous year.

Struktur Remunerasi Dewan Komisaris
Board of Commissioners Remuneration Structure

No	Jenis Penghasilan Type of Income	Keputusan RUPS GMS Resolution	Keterangan Description
	2. Tunjangan Transportasi 2. Transportation Allowance	1. Tunjangan Transportasi ditetapkan sebesar 20% dari honorarium masing-masing Dewan Komisaris, yaitu: a. Komisaris Utama: Rp21.510.000,- b. Komisaris: Rp19.359.000,- 2. Bagi Dewan Komisaris yang mendapatkan fasilitas kendaraan tidak diberikan tunjangan transportasi. 3. Tidak diberikan kepada Dewan Komisaris yang berasal dari PT Pelabuhan Indonesia (Persero) dan Grup Bisnis Perusahaan, yang masih berstatus aktif sebagai Direksi/Dewan Komisaris/ Pekerja. 1. Transportation allowance is set at 20% of the honorarium of each Board of Commissioners, namely: a. President Commissioner: Rp21,510,000 b. Commissioner: Rp19,359,000 2. For Board of Commissioners who receive vehicle facilities, transportation allowance is not given. 3. Not given to Board of Commissioners from PT Pelabuhan Indonesia (Persero) and the Company's Business Group, who are still active as Directors/Board of Commissioners/ Employees.	Sesuai dengan Peraturan Direksi PT Pelabuhan Indonesia (Persero) Nomor: HK.01/16/2/2/ SPAP/UTMA/PLND-24 tanggal 16 Februari 2024 tentang Pedoman Penetapan Penghasilan Direksi dan Dewan Komisaris Subholding, Anak Perusahaan, dan Perusahaan Terafiliasi serta Dewan Pengurus dan Dewan Pengawas Kerja Sama Operasi (KSO) di Lingkungan Grup Bisnis Perusahaan. In accordance with PT Pelabuhan Indonesia (Persero) Board of Directors Regulation No. HK.01/16/2/2/SPAP/UTMA/PLND-24 dated February 16, 2024, regarding Guidelines for Determining the Remuneration of Board of Directors and Board of Commissioners of Subholdings, Subsidiaries, and Affiliated Companies, as well as the Executive Board and Supervisory Board of Joint Operations (KSO) within the Company's Business Group
	3. Asuransi Purna Jabatan 3. Post-Employment Insurance	1. Diberikan selama menjabat (mulai diangkat sampai berhenti) dengan premi bulanan. 2. Premi asuransi paling banyak 25% dari honorarium dalam satu tahun. 3. Pemilihan program untuk Asuransi Purna Jabatan ditetapkan oleh masing-masing Dewan Komisaris. 4. Sudah termasuk Jaminan Kecelakaan Kerja, Jaminan Kematian, Jaminan Hari Tua, dan Jaminan Pensiun yang kesemuanya didaftarkan pada BPJS Ketenagakerjaan, di mana pembayaran iuran BPJS Ketenagakerjaan dimaksud merupakan bagian dari Asuransi Purna Jabatan yang bersangkutan. 5. Asuransi Purna Jabatan tidak diberikan bagi Dewan Komisaris yang berasal dari PT Pelabuhan Indonesia (Persero) dan Grup Bisnis Perusahaan, yang masih berstatus aktif sebagai Direksi/ Dewan Komisaris/Pekerja. 1. Given during the term of office (from the time of appointment until termination) with a monthly premium. 2. The insurance premium is a maximum of 25% of the salary in one year. 3. The program selection for Post-Employment Insurance is determined by each Director. 4. Includes Work Accident Insurance, Death Insurance, Old Age Insurance and Pension Insurance, all of which are registered with BPJS Ketenagakerjaan where the payment of BPJS Ketenagakerjaan contributions is part of the relevant PostEmployment Insurance. 5. Post-Employment Insurance is not given to Board of Commissioners from PT Pelabuhan Indonesia (Persero) and the Company's Business Group, who are still active as Directors/Board of Commissioners/Employees.	Sesuai dengan Peraturan Direksi PT Pelabuhan Indonesia (Persero) Nomor: HK.01/16/2/2/ SPAP/UTMA/PLND-24 tanggal 16 Februari 2024 tentang Pedoman Penetapan Penghasilan Direksi dan Dewan Komisaris *Subholding*, Anak Perusahaan, dan Perusahaan Terafiliasi serta Dewan Pengurus dan Dewan Pengawas Kerja Sama Operasi (KSO) di Lingkungan Grup Bisnis Perusahaan. In accordance with PT Pelabuhan Indonesia (Persero) Board of Directors Regulation No. HK.01/16/2/2/SPAP/UTMA/PLND-24 dated February 16, 2024, regarding Guidelines for Determining the Remuneration of Board of Directors and Board of Commissioners of Subholdings, Subsidiaries, and Affiliated Companies, as well as the Executive Board and Supervisory Board of Joint Operations (KSO) within the Company's Business Group

Struktur Remunerasi Dewan Komisaris
Board of Commissioners Remuneration Structure

No	Jenis Penghasilan Type of Income	Keputusan RUPS GMS Resolution	Keterangan Description
3	Fasilitas Facilities		
	1. Kesehatan 1. Health	1. Fasilitas kesehatan dalam bentuk asuransi kesehatan atau penggantian biaya pengobatan (*at cost*). 2. Untuk yang bersangkutan dan 1 (satu) orang istri/suami dan maksimal 3 (tiga) orang anak yang belum mencapai usia 25 tahun (belum pernah menikah atau belum pernah bekerja). 3. Fasilitas kesehatan diberikan berupa: a. Program jaminan kesehatan yang diselenggarakan oleh Badan Penyelenggara Jaminan Sosial (BPJS); b. Rawat jalan dan obat; c. Rawat inap dan obat setara dengan kelas VIP; dan d. *Medical check up*. 4. Tidak diberikan kepada Dewan Komisaris yang berasal dari PT Pelabuhan Indonesia (Persero) dan Grup Bisnis Perusahaan, yang masih berstatus aktif sebagai Direksi/Dewan Komisaris/ Pekerja. 1. Health Facilities in the form of health insurance or reimbursement of medical expenses (at cost). 2. For the person concerned and 1 (one) wife/husband and a maximum of 3 (three) children who have not reached the age of 25 years (have never been married or have never worked). 3. Health Facilities are provided in the form of: a. Health insurance program organized by the Social Security Administering Agency (BPJS); b. Outpatient and Medication; c. Inpatient and Medication equivalent to VIP class; and 4. Medical Check Up. 5. Not given to Board of Commissioners from PT Pelabuhan Indonesia (Persero) and the Company's Business Group, who are still active as Directors/Board of Commissioners/ Employees.	Sesuai dengan Peraturan Direksi PT Pelabuhan Indonesia (Persero) Nomor: HK.01/16/2/2/ SPAP/UTMA/PLND-24 tanggal 16 Februari 2024 tentang Pedoman Penetapan Penghasilan Direksi dan Dewan Komisaris *Subholding*, Anak Perusahaan, dan Perusahaan Terafiliasi serta Dewan Pengurus dan Dewan Pengawas Kerja Sama Operasi (KSO) di Lingkungan Grup Bisnis Perusahaan. In accordance with PT Pelabuhan Indonesia (Persero) Board of Directors Regulation No. HK.01/16/2/2/SPAP/UTMA/PLND-24 dated February 16, 2024, regarding Guidelines for Determining the Remuneration of Board of Directors and Board of Commissioners of Subholdings, Subsidiaries, and Affiliated Companies, as well as the Executive Board and Supervisory Board of Joint Operations (KSO) within the Company's Business Group
	2. Bantuan Hukum 2. Legal Aid	1. Diberikan dalam hal terjadi tindakan/perbuatan untuk dan atas nama jabatannya yang berkaitan dengan maksud dan tujuan serta kegiatan usaha Perusahaan. 2. Dewan Komisaris yang akan menggunakan Fasilitas Bantuan Hukum, wajib membuat surat pernyataan di atas kertas bermaterai cukup yang menerangkan posisi yang bersangkutan dalam kasus tertentu bukan sebagai pribadi dan bersedia mengembalikan Fasilitas Bantuan Hukum tersebut kepada Perseroan apabila ternyata terbukti posisi yang bersangkutan dalam kasus tersebut adalah sebagai pribadi. 3. Diberikan dalam bentuk pembiayaan Jasa Kantor Pengacara/ Konsultan Hukum yang meliputi proses pemeriksaan sebagai Saksi, Tersangka, dan Terdakwa di Lembaga Peradilan. 4. Perusahaan tidak menanggung biaya Pengacara/Konsultan Hukum dalam hal Dewan Komisaris Perusahaan menjadi Saksi, Tersangka, atau Terdakwa karena proses pidana yang dilaporkan oleh Grup Bisnis Perusahaan, PT Pelabuhan Indonesia (Persero), Negara (Negara sebagai Badan Hukum atau Lembaga Negara atau Lembaga Pemerintah). 1. Given in the event of an action/deed for and on behalf of his/ her position related to the purposes, objectives and business activities of the Company. 2. Board of Directors who will use the Legal Aid Facility, must make a statement on sufficiently stamped paper explaining the position of the person concerned in a particular case not as an individual and is willing to return the Legal Aid Facility to the Company if it is proven that the position of the person concerned in the case is as an individual. 3. Given in the form of financing for Lawyer/Legal Consultant Office Services which includes the examination process as a Witness, Suspect and Defendant in the Judicial Institution. 4. The Company does not bear the costs of Lawyers/Legal Consultants in the event that Board of Directors of the Company becomes a Witness, Suspect, or Defendant due to a Criminal process reported by the Company's Business Group, PT Pelabuhan Indonesia (Persero), the State (the State as a Legal Entity or State Institution or Government Institution).	Sesuai dengan Peraturan Direksi PT Pelabuhan Indonesia (Persero) Nomor: HK.01/16/2/2/ SPAP/UTMA/PLND-24 tanggal 16 Februari 2024 tentang Pedoman Penetapan Penghasilan Direksi dan Dewan Komisaris *Subholding*, Anak Perusahaan, dan Perusahaan Terafiliasi serta Dewan Pengurus dan Dewan Pengawas Kerja Sama Operasi (KSO) di Lingkungan Grup Bisnis Perusahaan. In accordance with PT Pelabuhan Indonesia (Persero) Board of Directors Regulation No. HK.01/16/2/2/SPAP/UTMA/PLND-24 dated February 16, 2024, regarding Guidelines for Determining the Remuneration of Board of Directors and Board of Commissioners of Subholdings, Subsidiaries, and Affiliated Companies, as well as the Executive Board and Supervisory Board of Joint Operations (KSO) within the Company's Business Group

Struktur Remunerasi Dewan Komisaris
Board of Commissioners Remuneration Structure

No	Jenis Penghasilan Type of Income	Keputusan RUPS GMS Resolution	Keterangan Description
4	Biaya Operasional Operational Costs		
	1. Pakaian Seragam 1. Uniforms	1. Sesuai dengan pengeluaran (*at cost*) dalam bentuk natura, sesuai anggaran dalam RKAP, dengan batas maksimal ditetapkan melalui persetujuan Dewan Komisaris Perusahaan. 2. Tidak diberikan kepada Dewan Komisaris yang berasal dari Unsur Pemegang Saham, yang masih berstatus aktif sebagai Direksi/ Dewan Komisaris/Pekerja. 1. In accordance with expenses (at cost) in kind, in accordance with the budget in the RKAP, with a maximum limit determined through the approval of the Company's Board of Commissioners. 2. Not given to members of Board of Commissioners representing shareholders who are still active as members of Board of Directors/Board of Commissioners/Employees.	Hanya diberikan bagi Perusahaan yang menerapkan ketentuan pemakaian seragam, dengan memperhatikan kondisi dan kemampuan Perusahaan. This allowance is provided only to companies that require employees to wear uniforms, taking into account the Company's conditions and financial capacity.
	2. Keanggotaan Perkumpulan Profesi 2. Professional Association Membership	1. Sesuai anggaran dalam RKAP, dengan batas maksimal tertentu per bulan yang kesemuanya ditetapkan melalui persetujuan Dewan Komisaris Perusahaan. 2. Tidak diberikan kepada Dewan Komisaris yang berasal dari Unsur Pemegang Saham, yang masih berstatus aktif sebagai Direksi/ Dewan Komisaris/Pekerja. 1. In accordance with the budget in the RKAP, with a certain maximum limit per month, all of which are determined through the approval of the Company's Board of Commissioners. 2. Not given to members of Board of Commissioners representing shareholders who are still active as members of Board of Directors/Board of Commissioners/Employees.	

Struktur Remunerasi Direksi
Board of Directors Remuneration Structure

No	Jenis Penghasilan Type of Income	Keputusan RUPS GMS Resolution	Keterangan Description
1	Gaji Salary	1. Direktur Utama: Rp239.000.000,- 2. Direktur lain: Rp203.150.000,- 1. President Director: Rp239,000,000 2. Other Directors: Rp203,150,000	1. Direktur Utama: 100%, per bulan; 2. Direktur lain: 85% dari Gaji Direktur Utama, per bulan. Sesuai dengan Peraturan Direksi PT Pelabuhan Indonesia (Persero) Nomor: HK.01/16/2/2/SPAP/ UTMA/ PLND-24 tanggal 16 Februari 2024 tentang Pedoman Penetapan Penghasilan Direksi dan Dewan Komisaris *Subholding*, Anak Perusahaan, dan Perusahaan Terafiliasi serta Dewan Pengurus dan Dewan Pengawas Kerja Sama Operasi (KSO) di Lingkungan Grup Bisnis Perusahaan. 1. President Director: 100%, per month; 2. Other Directors: 85% of the President Director's Salary, per month. In accordance with PT Pelabuhan Indonesia (Persero) Board of Directors Regulation No. HK.01/16/2/2/SPAP/UTMA/PLND-24 dated February 16, 2024, regarding Guidelines for Determining the Remuneration of Board of Directors and Board of Commissioners of Subholdings, Subsidiaries, and Affiliated Companies, as well as the Executive Board and Supervisory Board of Joint Operations (KSO) within the Company's Business Group.

Struktur Remunerasi Direksi
Board of Directors Remuneration Structure

No	Jenis Penghasilan Type of Income	Keputusan RUPS GMS Resolution	Keterangan Description
2	Tunjangan Allowance		
	1. Tunjangan Hari Raya 1. Holiday Allowance	1. Sebesar 1 (satu) bulan Gaji, per tahun. 2. Dibayarkan setelah pembayaran Tunjangan Hari Raya Pekerja Perseroan atau selambat-lambatnya 1 (satu) minggu sebelum Hari Raya Keagamaan yang bersangkutan. 1. Amounting to 1 (one) month's salary, per year. 2. Paid after payment of the Company's Employee Holiday Allowance or no later than 1 (one) week before the relevant Religious Holiday.	1. Perhitungan besaran THR dilakukan secara proporsional sesuai dengan masa kerja aktif sejak pembayaran THR tahun sebelumnya. 2. Bagi Direksi yang bukan berasal dari Pekerja PT Pelabuhan Indonesia (Persero), THR secara proporsional dimaksud di atas tidak diberikan bagi Direksi yang tidak lagi menjabat sebagai Direksi pada Grup Bisnis Perusahaan dalam kurun waktu lebih dari 30 (tiga puluh) hari kalender sebelum hari raya keagamaan. 1. The calculation of the THR amount is carried out proportionally according to the active work period since the payment of THR in the previous year. 2. For Directors who are not from PT Pelabuhan Indonesia (Persero) Employees, the proportional THR referred to above is not given to Directors who are no longer serving as Directors in the Company's Business Group within a period of more than 30 (thirty) calendar days before the religious holiday.
	2. Tunjangan Perumahan 2. Housing Allowance	1. Direktur Utama: Rp20.000.000,- 2. Direktur lain: Rp20.000.000,- 1. President Director: Rp20,000,000 2. Other Directors: Rp20,000,000	1. 40% dari Gaji dengan maksimal besaran Rp 20.000.000,-. 2. Sesuai dengan Peraturan Direksi PT Pelabuhan Indonesia (Persero) Nomor: HK.01/16/2/2/SPAP/ UTMA/ PLND-24 tanggal 16 Februari 2024 tentang Pedoman Penetapan Penghasilan Direksi dan Dewan Komisaris *Subholding*, Anak Perusahaan, dan Perusahaan Terafiliasi serta Dewan Pengurus dan Dewan Pengawas Kerja Sama Operasi (KSO) di Lingkungan Grup Bisnis Perusahaan. 1. 40% of Salary with a maximum amount of Rp20,000,000 2. In accordance with PT Pelabuhan Indonesia (Persero) Board of Directors Regulation No. HK.01/16/2/2/SPAP/UTMA/PLND-24 dated February 16, 2024, regarding Guidelines for Determining the Remuneration of Board of Directors and Board of Commissioners of Subholdings, Subsidiaries, and Affiliated Companies, as well as the Executive Board and Supervisory Board of Joint Operations (KSO) within the Company's Business Group

Struktur Remunerasi Direksi
Board of Directors Remuneration Structure

No	Jenis Penghasilan Type of Income	Keputusan RUPS GMS Resolution	Keterangan Description
	3. Asuransi Purna Jabatan 3. Post-Employment Insurance	1. Diberikan selama menjabat (mulai diangkat sampai berhenti) dengan premi bulanan. 2. Premi asuransi paling banyak 25% dari Gaji dalam satu tahun. 3. Pemilihan program untuk Asuransi Purna Jabatan ditetapkan oleh masing-masing Direksi. 4. Sudah termasuk Jaminan Kecelakaan Kerja, Jaminan Kematian, Jaminan Hari Tua dan Jaminan Pensiun yang kesemuanya didaftarkan pada BPJS Ketenagakerjaan di mana pembayaran iuran BPJS Ketenagakerjaan dimaksud merupakan bagian dari Asuransi Purna Jabatan yang bersangkutan. 5. Asuransi Purna Jabatan tidak diberikan bagi Direksi yang berasal dari Unsur Pemegang Saham, yang masih berstatus aktif sebagai Pekerja, namun terhadap Direksi yang merupakan Pekerja Penugasan PT Pelabuhan Indonesia (Persero) dan Grup Bisnis Perusahaan, besaran iuran BPJS Ketenagakerjaan dan BPJS Kesehatan didasarkan pada Gaji yang diterima sebagai Direksi sesuai dengan ketentuan dan mekanisme yang berlaku pada BPJS Ketenagakerjaan dan BPJS Kesehatan. 1. Given during the term of office (from the time of appointment until termination) with a monthly premium. 2. The insurance premium is a maximum of 25% of the salary in one year. 3. The selection of the program for Post-Employment Insurance is determined by each Director. 4. Includes Work Accident Insurance, Death Insurance, Old Age Insurance and Pension Insurance, all of which are registered with BPJS Ketenagakerjaan where the payment of BPJS Ketenagakerjaan contributions is part of the relevant PostEmployment Insurance. 5. Post-Employment Insurance is not given to Directors who come from Shareholder Elements, who still have active status as Workers, but for Directors who are Assigned Workers of PT Pelabuhan Indonesia (Persero) and the Company's Business Group, the amount of BPJS Ketenagakerjaan and BPJS Kesehatan contributions is based on the Salary received as Directors in accordance with the provisions and mechanisms applicable to BPJS Ketenagakerjaan and BPJS Kesehatan.	1. Definisi dari Unsur Pemegang Saham adalah Direksi dan Dewan Komisaris PT Pelabuhan Indonesia (Persero), Direksi dan Dewan Komisaris *Subholding*, Pekerja PT Pelabuhan Indonesia (Persero), Pekerja *Subholding*, Pekerja Anak Perusahaan, Pekerja Perusahaan Terafiliasi, Pekerja KSO. 2. Grup Bisnis Perusahaan didefinisikan sebagai kumpulan unit kerja di bawah naungan PT Pelabuhan Indonesia (Persero) yang terdiri dari *Subholding*, Anak Perusahaan, KSO, Dana Pensiun, dan Perusahaan Terafiliasi. Sesuai dengan Peraturan Direksi PT Pelabuhan Indonesia (Persero) Nomor: HK.01/16/2/2/SPAP/ UTMA/ PLND-24 tanggal 16 Februari 2024 tentang Pedoman Penetapan Penghasilan Direksi dan Dewan Komisaris *Subholding*, Anak Perusahaan, dan Perusahaan Terafiliasi serta Dewan Pengurus dan Dewan Pengawas Kerja Sama Operasi (KSO) di Lingkungan Grup Bisnis Perusahaan. 1. Definition of Shareholder Elements are Board of Directors and Board of Commissioners of PT Pelabuhan Indonesia (Persero), Board of Directors and Board of Commissioners of Subholding, Workers of PT Pelabuhan Indonesia (Persero), Workers of Subholding, Workers of Subsidiaries, Workers of Affiliated Companies, Workers of JO. 2. The Company's Business Group is defined as a collection of work units under the auspices of PT Pelabuhan Indonesia (Persero) consisting of Subholding, Subsidiaries, JO, Pension Funds, and Affiliated Companies. In accordance with PT Pelabuhan Indonesia (Persero) Board of Directors Regulation No. HK.01/16/2/2/SPAP/UTMA/PLND-24 dated February 16, 2024, regarding Guidelines for Determining the Remuneration of Board of Directors and Board of Commissioners of Subholdings, Subsidiaries, and Affiliated Companies, as well as the Executive Board and Supervisory Board of Joint Operations (KSO) within the Company's Business Group

Struktur Remunerasi Direksi
Board of Directors Remuneration Structure

No	Jenis Penghasilan Type of Income	Keputusan RUPS GMS Resolution	Keterangan Description
3	Fasilitas Facilities		
	1. Kendaraan Dinas 1. Official Vehicles	1. 1 (satu) unit beserta biaya pemeliharaan dan biaya operasional, dengan memperhatikan kondisi keuangan Perusahaan. 2. Kendaraan Dinas disediakan dalam bentuk natura yang spesifikasi dan jenis kendaraannya diatur oleh Dewan Komisaris dengan batas maksimal 2.500 cc untuk kendaraan berbahan bakar minyak atau batas maksimal 75 kWh untuk kendaraan bermotor berbasis listrik di luar biaya bahan bakar, biaya parkir dan biaya toll yang disediakan secara *at cost* dengan pengaturan batasan maksimal. 3. Bahan bakar secara *at cost* (dalam bentuk penggantian) dengan batasan maksimal biaya bahan bakar per bulan setara dengan 500 (lima ratus) liter pertamax atau yang setara untuk Direktur Utama dan 450 (empat ratus lima puluh) liter pertamax atau yang setara untuk anggota Direksi lainnya. 4. Pengaturan biaya penggunaan kendaraan bermotor berbasis listrik secara *at cost* (dalam bentuk penggantian) dengan batasan maksimal biaya disetarakan dengan biaya bahan bakar minyak dimaksud butir 3) di atas. 1. 1 (one) unit along with maintenance costs and operational costs, taking into account the Company's financial condition. 2. Official vehicles are provided in kind with specifications and types of vehicles regulated by the Board of Commissioners with a maximum limit of 2,500 cc for fuel-powered vehicles or a maximum limit of 75 kwh for electric-based motor vehicles excluding fuel costs, parking fees and toll fees provided at cost with maximum limit settings. 3. Fuel at cost (in the form of reimbursement) with a maximum limit of fuel costs per month equivalent to 500 (five hundred) liters of Pertamax or equivalent for President Director and 450 (four hundred and fifty) liters of Pertamax or equivalent for other members of Board of Directors. 4. Regulation of the cost of using electric-based motor vehicles at cost (in the form of reimbursement) with a maximum cost limit equal to the cost of fuel referred to in point 3) above.	Sesuai dengan Peraturan Direksi PT Pelabuhan Indonesia (Persero) Nomor: HK.01/16/2/2/SPAP/ UTMA/ PLND-24 tanggal 16 Februari 2024 tentang Pedoman Penetapan Penghasilan Direksi dan Dewan Komisaris *Subholding*, Anak Perusahaan, dan Perusahaan Terafiliasi serta Dewan Pengurus dan Dewan Pengawas Kerja Sama Operasi (KSO) di Lingkungan Grup Bisnis Perusahaan. In accordance with PT Pelabuhan Indonesia (Persero) Board of Directors Regulation No. HK.01/16/2/2/SPAP/UTMA/PLND-24 dated February 16, 2024, regarding Guidelines for Determining the Remuneration of Board of Directors and Board of Commissioners of Subholdings, Subsidiaries, and Affiliated Companies, as well as the Executive Board and Supervisory Board of Joint Operations (KSO) within the Company's Business Group

Struktur Remunerasi Direksi
Board of Directors Remuneration Structure

No	Jenis Penghasilan Type of Income	Keputusan RUPS GMS Resolution	Keterangan Description
	2. Kesehatan 2. Health	1. Fasilitas Kesehatan dalam bentuk asuransi kesehatan atau penggantian biaya pengobatan (*at cost*). 2. Untuk yang bersangkutan dan 1 (satu) orang istri/suami dan maksimal 3 (tiga) orang anak yang belum mencapai usia 25 tahun (belum pernah menikah atau belum pernah bekerja). 3. Fasilitas Kesehatan diberikan berupa: a. Program jaminan kesehatan yang diselenggarakan oleh Badan Penyelenggara Jaminan Sosial (BPJS); b. Rawat Jalan dan Obat; c. Rawat Inap dan Obat setara dengan kelas VIP; dan d. *Medical Check Up*. 4. Dalam hal Direksi merangkap jabatan sebagai Dewan Komisaris/ Dewan Pengawas pada unit lain dalam Grup Bisnis Perusahaan, maka kepada yang bersangkutan hanya diberikan satu Fasilitas Kesehatan, yaitu Fasilitas Kesehatan sebagai Direksi Perusahaan. 5. Bagi Direksi yang berasal dari Pekerja Penugasan PT Pelabuhan Indonesia (Persero) dan Grup Bisnis Perusahaan, maka kepada yang bersangkutan hanya diberikan satu Fasilitas Kesehatan, yaitu Fasilitas Kesehatan sebagai Direksi Perusahaan. 1. Health Facilities in the form of health insurance or reimbursement of medical expenses (at cost). 2. For the person concerned and 1 (one) wife/husband and a maximum of 3 (three) children who have not reached the age of 25 years (have never been married or have never worked). 3. Health Facilities are provided in the form of: a. Health insurance program organized by the Social Security Administering Agency (BPJS); b. Outpatient and Medication; c. Inpatient and Medication equivalent to VIP class; and d. Medical Check Up. 4. In the event that the Directors concurrently hold positions as Board of Commissioners/Supervisory Board in other units within the Company's Business Group, then the person concerned will only be given one Health Facility, namely Health Facility as the Company's Director. 5. For Directors who come from Assignment Workers of PT Pelabuhan Indonesia (Persero) and the Company's Business Group, then the person concerned will only be given one Health Facility, namely Health Facility as the Company's Director.	

Struktur Remunerasi Direksi
Board of Directors Remuneration Structure

No	Jenis Penghasilan Type of Income	Keputusan RUPS GMS Resolution	Keterangan Description
	3. Bantuan Hukum 3. Legal Aid	1. Diberikan dalam hal terjadi tindakan/perbuatan untuk dan atas nama jabatannya yang berkaitan dengan maksud dan tujuan serta kegiatan usaha Perusahaan. 2. Direksi yang akan menggunakan Fasilitas Bantuan Hukum, wajib membuat surat pernyataan di atas kertas bermaterai cukup yang menerangkan posisi yang bersangkutan dalam kasus tertentu bukan sebagai pribadi dan bersedia mengembalikan Fasilitas Bantuan Hukum tersebut kepada Perusahaan apabila ternyata terbukti posisi yang bersangkutan dalam kasus tersebut adalah sebagai pribadi. 3. Diberikan dalam bentuk pembiayaan Jasa Kantor Pengacara/ Konsultan Hukum yang meliputi proses pemeriksaan sebagai Saksi, Tersangka dan Terdakwa di Lembaga Peradilan. 4. Perusahaan tidak menanggung biaya Pengacara/Konsultan Hukum dalam hal Direksi Perusahaan menjadi Saksi, Tersangka, atau Terdakwa karena proses Pidana yang dilaporkan oleh Grup Bisnis Perusahaan, PT Pelabuhan Indonesia (Persero), Negara (Negara sebagai Badan Hukum atau Lembaga Negara atau Lembaga Pemerintah). 1. Given in the event of an action/deed for and on behalf of his/her position related to the purposes, objectives and business activities of the Company. 2. Board of Directors who will use the Legal Aid Facility, must make a statement on sufficiently stamped paper explaining the position of the person concerned in a particular case not as an individual and is willing to return the Legal Aid Facility to the Company if it is proven that the position of the person concerned in the case is as an individual. 3. Given in the form of financing for Lawyer/Legal Consultant Office Services which includes the examination process as a Witness, Suspect and Defendant in the Judicial Institution. 4. The Company does not bear the costs of Lawyers/Legal Consultants in the event that Board of Directors of the Company becomes a Witness, Suspect, or Defendant due to a Criminal process reported by the Company's Business Group, PT Pelabuhan Indonesia (Persero), the State (the State as a Legal Entity or State Institution or Government Institution).	Sesuai dengan Peraturan Direksi PT Pelabuhan Indonesia (Persero) Nomor: HK.01/16/2/2/SPAP/ UTMA/ PLND-24 tanggal 16 Februari 2024 tentang Pedoman Penetapan Penghasilan Direksi dan Dewan Komisaris *Subholding*, Anak Perusahaan, dan Perusahaan Terafiliasi serta Dewan Pengurus dan Dewan Pengawas Kerja Sama Operasi (KSO) di Lingkungan Grup Bisnis Perusahaan. In accordance with PT Pelabuhan Indonesia (Persero) Board of Directors Regulation No. HK.01/16/2/2/SPAP/UTMA/PLND-24 dated February 16, 2024, regarding Guidelines for Determining the Remuneration of Board of Directors and Board of Commissioners of Subholdings, Subsidiaries, and Affiliated Companies, as well as the Executive Board and Supervisory Board of Joint Operations (KSO) within the Company's Business Group
4	Biaya Operasional Operational Costs		
	1. Biaya Komunikasi 1. Communication Costs	Sesuai dengan pengeluaran (*at cost*) dengan batas maksimal sebesar Rp3.000.000,- untuk Direktur Utama dan Rp2.700.000,- untuk anggota Direksi lainnya. In accordance with expenses (at cost) with a maximum limit of Rp3,000,000 for President Director and Rp2,700,000 for other members of Board of Directors.	Dengan memperhatikan kondisi dan kemampuan Perusahaan. By considering the condition and capability of the Company.
	2. Pakaian Seragam 2. Uniforms	Sesuai dengan pengeluaran (*at cost*) dalam bentuk natura, sesuai anggaran dalam RKAP, dengan batas maksimal ditetapkan melalui persetujuan Dewan Komisaris Perusahaan. In accordance with expenses (at cost) in kind, in accordance with the budget in the RKAP, with a maximum limit determined through the approval of the Company's Board of Commissioners.	Hanya diberikan bagi Perseroan yang menerapkan ketentuan pemakaian seragam, dengan memperhatikan kondisi dan kemampuan Perusahaan. Only given to Companies that implement uniform usage provisions, by considering the condition and capability of the Company
	3. Keanggotaan Perkumpulan Profesi 3. Professional Association Membership	Sesuai anggaran dalam RKAP, dengan batas maksimal tertentu per bulan yang kesemuanya ditetapkan melalui persetujuan Dewan Komisaris Perusahaan. In accordance with the budget in the RKAP, with a certain maximum limit per month, all of which are determined through the approval of the Company's Board of Commissioners.	Dengan memperhatikan kondisi dan kemampuan Perusahaan. By considering the condition and capability of the Company.
	4. *Club Corporate Membership*	Sesuai anggaran dalam RKAP, dengan batas maksimal tertentu per bulan yang kesemuanya ditetapkan melalui persetujuan Dewan Komisaris Perusahaan. In accordance with the budget in the RKAP, with a certain maximum limit per month, all of which are determined through the approval of the Company's Board of Commissioners.	Dengan memperhatikan kondisi dan kemampuan Perusahaan. By considering the condition and capability of the Company.

Struktur Remunerasi Direksi
Board of Directors Remuneration Structure

No	Jenis Penghasilan Type of Income	Keputusan RUPS GMS Resolution	Keterangan Description
5.	Biaya Representasi Representation Costs	Sesuai anggaran dalam RKAP, dengan batas maksimal tertentu per bulan yang kesemuanya ditetapkan melalui persetujuan Dewan Komisaris Perusahaan. In accordance with the budget in the RKAP, with a certain maximum limit per month, all of which are determined through the approval of the Company's Board of Commissioners.	Dalam bentuk *corporate credit card*, dengan memperhatikan kondisi dan kemampuan Perusahaan. In the form of a corporate credit card, taking into account the Company's conditions and capabilities.

Transparansi Remunerasi Dewan Komisaris dan Direksi Tahun 2025

Informasi jumlah nominal remunerasi bagi Dewan Komisaris dan Direksi adalah sebagai berikut:

Transparency of Board of Commissioners and Board of Directors Remuneration for 2025

The nominal amounts of Board of Commissioners and Board of Directors remuneration are as follows:

Realisasi Remunerasi Masing-Masing Dewan Komisaris Tahun 2025
Remuneration Realization of Each Member of the Board of Commissioners for 2025

Dewan Komisaris Board of Commissioners	Masa Menjabat Period	Gaji Salary	Tunjangan Allowance	Tantiem Tahun Buku 2024, yang Dibayarkan di Tahun 2025 Tantiem for 2024 Fiscal Year, Paid in 2025	Tunjangan Hari Raya Keagamaan Religious Holiday Allowance	Asuransi Purna Jabatan Post-Employment Insurance	Jumlah Remunerasi Tahun 2025 Total Remuneration in 2025
Darwanto (Komisaris Utama merangkap sebagai Komisaris Independen) (President Commissioner and Independent Commissioner)	1 Januari – 31 Desember 2025 January 1 – December 31, 2025	√	√	-	√	√	1.822.972.500
Arman Depari (Komisaris) (Commissioner)	1 Januari – 31 Desember 2025 January 1 – December 31, 2025	√	√	-	√	√	1.640.675.250
Ahmad Perwira Mulia Tarigan (Komisaris) (Commissioner)	1 Januari – 31 Desember 2025 January 1 – December 31, 2025	√	√	-	√	√	1.640.675.250
Thanon Aria Dewangga* (Komisaris) (Commissioner)	1 Januari – 27 Agustus 2025 January 1 – August 27, 2025	√	√	-	√	√	1.079.264.250
Herbert Timbo Parluhutan Siahaan (Komisaris Independen) (Independent Commissioner)	1 Januari – 31 Desember 2025 January 1 – December 31, 2025	√	√	-	√	√	1.640.675.250
Aan Rusdianto (Komisaris Independen) (Independent Commissioner)	1 Januari – 31 Desember 2025 January 1 – December 31, 2025	√	√	-	√	√	1.640.675.250

Realisasi Remunerasi Masing-Masing Direksi Tahun 2025
Remuneration Realization for Each Member of Board of Directors in 2025

Dewan Komisaris Board of Commissioners	**Masa Menjabat** Period	**Gaji** Salary	**Tunjangan** Allowance	**Tantiem Tahun Buku 2024, yang Dibayarkan di Tahun 2025** Tantiem for 2024 Fiscal Year, Paid in 2025	**Tunjangan Hari Raya Keagamaan** Religious Holiday Allowance	**Asuransi Purna Jabatan** Post-Employment Insurance	**Jumlah Remunerasi Tahun 2025** Total Remuneration in 2025
Ary Henryanto (Direktur Utama) (President Director)	1 Januari – 31 Desember 2025 January 1 – December 31, 2025	√	√	-	√	√	3.745.250.000
Yarham Harid (Direktur Teknik) (Technical Director)	1 Januari – 31 Desember 2025 January 1 – December 31, 2025	√	√	-	√	√	3.216.462.500
Rizki Kurniawan (Direktur Strategi dan Komersial) (Strategy and Commercial Director)	1 Januari – 31 Desember 2025 January 1 – December 31, 2025	√	√	-	√	√	3.216.462.500
Arif Rusman Yulianto (Direktur Operasi) (Operations Director)	1 Januari – 31 Desember 2025 January 1 – December 31, 2025	√	√	-	√	√	3.216.462.500
Edi Priyanto (Direktur SDM) (HC Director)	1 Januari – 31 Desember 2025 January 1 – December 31, 2025	√	√	-	√	√	3.216.462.500
Yoni Setiawan (Direktur Keuangan dan Manajemen Risiko) (Finance and Risk Management Director)	1 Januari – 31 Desember 2025 January 1 – December 31, 2025	√	√	-	√	√	3.216.462.500

KEBIJAKAN PEMBERIAN KOMPENSASI JANGKA PANJANG BERBASIS KINERJA KEPADA MANAJEMEN DAN/ATAU KARYAWAN YANG DIMILIKI OLEH PERUSAHAAN (JIKA ADA), ANTARA LAIN BERUPA PROGRAM KEPEMILIKAN SAHAM OLEH MANAJEMEN (MANAGEMENT STOCK OWNERSHIP PROGRAM/MSOP) DAN/ATAU PROGRAM KEPEMILIKAN SAHAM OLEH KARYAWAN (EMPLOYEE STOCK OWNERSHIP PROGRAM/ESOP)

Sampai dengan akhir tahun 2025, Perusahaan belum memiliki program kompensasi berbasis kepemilikan saham, seperti *Management Stock Ownership Program* (MSOP) maupun *Employee Stock Ownership Program* (ESOP). Hal tersebut sejalan dengan status Perusahaan yang masih merupakan perusahaan non-terbuka.

Meski demikian, kebijakan remunerasi yang diterapkan tetap diarahkan untuk mendukung keberlanjutan kinerja dan pencapaian target jangka panjang Perusahaan.

Kebijakan *Long Term Incentive*

Perusahaan belum menerapkan skema *Long Term Incentive* (LTI) dalam bentuk kepemilikan saham maupun instrumen insentif jangka panjang lainnya. Namun demikian, kebijakan remunerasi telah dirancang untuk mendorong pencapaian sasaran strategis jangka panjang melalui pengukuran kinerja yang selaras dengan Rencana Jangka Panjang Perusahaan (RJPP), keberlanjutan usaha, penerapan tata kelola perusahaan yang baik, serta penciptaan nilai bagi pemegang saham dan pemangku kepentingan.

Pendekatan tersebut tercermin melalui beberapa aspek berikut:

1. Penetapan kompensasi manajemen dan karyawan berdasarkan capaian *Key Performance Indicators* (KPI) yang diselaraskan dengan target jangka menengah dan panjang Perusahaan sebagaimana tercantum dalam Rencana Jangka Panjang Perusahaan (RJPP);
2. Evaluasi kinerja tahunan Direksi dan manajemen yang dilakukan oleh Dewan Komisaris dan/atau Komite Nominasi dan Remunerasi, dengan memperhatikan kinerja operasional, efisiensi biaya, pertumbuhan usaha, serta kontribusi terhadap implementasi transformasi dan tata kelola yang berkelanjutan;

Kebijakan Tantiem

Sebagai bagian dari sistem remunerasi yang mendukung pencapaian sasaran usaha, Perusahaan juga menerapkan kebijakan pemberian insentif jangka pendek (*short-term incentive*) dalam bentuk tantiem. Kebijakan ini dirancang untuk memberikan apresiasi atas kinerja yang dicapai selama satu tahun buku sekaligus mendorong terciptanya kinerja yang berkelanjutan dan selaras dengan kepentingan jangka panjang Perusahaan. Pemberian tantiem sebagai bentuk kompensasi variabel (*short-term incentive*) yang disetujui melalui mekanisme korporat dan dikaitkan dengan hasil

LONG-TERM PERFORMANCE-BASED COMPENSATION POLICY FOR MANAGEMENT AND/OR EMPLOYEES OF THE COMPANY (IF ANY), INCLUDING MANAGEMENT STOCK OWNERSHIP PROGRAM (MSOP) AND/OR AN EMPLOYEE STOCK OWNERSHIP PROGRAM (ESOP)

As of the end of 2025, the Company does not yet have any equity-based compensation programs, such as a Management Stock Ownership Program (MSOP) or an Employee Stock Ownership Program (ESOP). This is in line with the Company's status as a privately held Company.

Nevertheless, the Company's remuneration policy remains designed to support sustainable performance and the achievement of its long-term objectives.

Long-Term Incentive Policy

The Company has not implemented a Long-Term Incentive (LTI) scheme in the form of share ownership or other long-term incentive instruments. However, the remuneration policy has been designed to encourage the achievement of long-term strategic goals through performance measurements aligned with the Company's Long-Term Plan (RJPP), business sustainability, the implementation of good corporate governance, and value creation for shareholders and stakeholders.

This approach is reflected in the following aspects:

1. Determination of management and employee compensation based on the achievement of Key Performance Indicators (KPI) that are aligned with the Company's medium and long-term targets as stated in the Company's Long-Term Plan (RJPP);
2. Annual performance evaluation of Board of Directors and management conducted by the Board of Commissioners and/or the Nomination and Remuneration Committee, taking into account operational performance, cost efficiency, business growth, and contribution to the implementation of transformation and sustainable governance;

Tantiem Policy

As part of a compensation system designed to support the achievement of business objectives, the Company also implements a policy of providing short-term incentives in the form of profit-sharing. This policy is designed to recognize performance achieved during a fiscal year while encouraging sustainable performance aligned with the Company's long-term interests. The distribution of tantiem, as a form of variable compensation (short-term incentive), is approved through corporate mechanisms and is linked to the results of performance evaluations for the current fiscal year, while

evaluasi atas pencapaian kinerja tahun berjalan, namun dengan pertimbangan kontribusi terhadap pertumbuhan berkelanjutan.

Pemberian tantiem dilakukan berdasarkan kinerja Perusahaan dan pencapaian target yang telah ditetapkan, dengan tetap memperhatikan kemampuan keuangan Perusahaan serta ketentuan yang berlaku. Besaran tantiem ditetapkan melalui mekanisme tata kelola yang berlaku dan memperoleh persetujuan sesuai kewenangan yang diatur dalam Anggaran Dasar maupun keputusan Rapat Umum Pemegang Saham (RUPS).

Kebijakan Pensiun

Sebagai bagian dari komitmen Perusahaan dalam memberikan perlindungan dan kesejahteraan bagi karyawan secara berkelanjutan, Perusahaan juga menerapkan kebijakan penyelenggaraan program pensiun. Kebijakan ini merupakan bagian dari strategi pengelolaan sumber daya manusia yang bertujuan memberikan kepastian manfaat kepada karyawan setelah memasuki masa purna tugas, sekaligus mendukung terciptanya hubungan kerja yang berkesinambungan. Perusahaan menyediakan program pensiun bagi karyawan sesuai dengan ketentuan peraturan perundang-undangan dan kebijakan yang berlaku di lingkungan Pelindo Grup. Program tersebut bertujuan memberikan perlindungan kesejahteraan bagi karyawan setelah memasuki masa purna tugas sebagai bagian dari strategi pengelolaan sumber daya manusia yang berkelanjutan. Hak dan manfaat pensiun diberikan sesuai dengan masa kerja, kepesertaan, serta ketentuan program pensiun yang berlaku.

Selain aspek remunerasi, Perusahaan juga berfokus pada penguatan retensi dan pengembangan kompetensi karyawan melalui berbagai program pengembangan SDM. Upaya tersebut dilakukan melalui pelatihan, pengembangan karier, serta penerapan sistem manajemen kinerja individu yang terintegrasi dengan pengelolaan SDM Perusahaan.

Sejalan dengan arah strategis Pelindo Grup, Perusahaan akan terus melakukan evaluasi terhadap kebijakan penghargaan dan pengelolaan SDM agar tetap relevan dengan kebutuhan bisnis dan perkembangan organisasi. Pengembangan kebijakan tersebut juga tetap memperhatikan karakteristik usaha Perusahaan serta penerapan prinsip Tata Kelola Perusahaan yang Baik.

PENGUNGKAPAN HUBUNGAN AFILIASI ANTARA DIREKSI, DEWAN KOMISARIS, DAN PEMEGANG SAHAM HINGGA ENTITAS PEMILIK AKHIR

Informasi Tentang Pemegang Saham Utama, Pemegang Saham Pengendali, hingga Nama Pemilik Akhir

Pemegang Saham Pengendali Perusahaan wajib senantiasa memenuhi persyaratan kemampuan dan kepatutan sesuai ketentuan yang berlaku. Evaluasi terhadap pemenuhan persyaratan tersebut dapat dilakukan sewaktu-waktu apabila terdapat indikasi bahwa Pemegang Saham Pengendali tidak

also taking into account contributions to sustainable growth.

Bonus payments are made based on the Company's performance and the achievement of predetermined targets, while taking into account the Company's financial capacity and applicable regulations. The amount of the bonus is determined through applicable governance mechanisms and is approved in accordance with the authority stipulated in the Articles of Association and the resolutions of the General Meeting of Shareholders (GMS).

Pension Policy

As part of the Company's commitment to providing ongoing protection and welfare for its employees, the Company also implements a pension program policy. This policy is part of the human resources management strategy aimed at providing certainty of benefits to employees after they retire, while also supporting the creation of sustainable employment relationships. The Company provides a pension program for employees in accordance with applicable laws and regulations and policies within the Pelindo Group. The program aims to provide welfare protection for employees after they retire as part of a sustainable human resources management strategy. Pension entitlements and benefits are granted based on length of service, participation in the program, and the applicable pension program provisions.

In addition to remuneration aspects, the Company also focuses on strengthening employee retention and competency development through various human capital development programs. These efforts are carried out through training, career development, and the implementation of an individual performance management system that is integrated with the Company's human capital management.

In line with Pelindo Group's strategic direction, the Company shall continue to evaluate its compensation policies and HC management to ensure they remain relevant to business needs and organizational developments. The development of these policies also takes into account the Company's business characteristics and implementation of the Good Corporate Governance principles.

DISCLOSURE OF AFFILIATION BETWEEN BOARD OF DIRECTORS, BOARD OF COMMISSIONERS, AND SHAREHOLDERS UP TO ULTIMATE OWNER ENTITY

Information on Major Shareholders, Controlling Shareholders, and the Names of Ultimate Owner

The Company's Controlling Shareholders must at all times meet the competence and compliance requirements in accordance with applicable regulations. An evaluation of compliance with these requirements may be conducted at any time if there are indications that the Controlling Shareholder

lagi memenuhi kriteria yang dipersyaratkan, baik berdasarkan hasil analisis, pemeriksaan, maupun pengaduan yang diterima. Pemegang Saham Utama sekaligus Pengendali Perusahaan adalah PT Pelabuhan Indonesia (Persero) yang memiliki kepemilikan saham Perusahaan sebesar 100,00% secara langsung maupun tidak langsung. Adapun seluruh saham PT Pelabuhan Indonesia (Persero) dimiliki oleh Pemerintah Republik Indonesia, sehingga entitas pemilik akhir Perusahaan adalah Pemerintah Republik Indonesia.

Pengungkapan Hubungan Afiliasi Antara Direksi, Dewan Komisaris, dan Pemegang Saham Utama/Pengendali

Pemegang Saham Pengendali, Dewan Komisaris, dan Direksi menjalankan fungsi masing-masing berdasarkan prinsip saling menghormati kewenangan dan tanggung jawab sesuai ketentuan peraturan perundang-undangan serta Anggaran Dasar Perusahaan. Hubungan kerja antarorgan Perusahaan dilaksanakan secara profesional untuk menjaga keseimbangan fungsi pengawasan, pengelolaan, dan pengambilan keputusan di lingkungan Perusahaan.

Sebagai pedoman dalam pelaksanaan tugas tersebut, Dewan Komisaris dan Direksi telah memiliki pedoman dan tata tertib kerja yang mengatur hak, kewajiban, tanggung jawab, serta kewenangan masing-masing organ Perusahaan.

Dalam penerapan tata kelola perusahaan, Perusahaan juga melakukan pengungkapan hubungan afiliasi yang mencakup hubungan keluarga maupun hubungan keuangan. Hubungan keuangan dapat berupa piutang, utang, kerja sama usaha, atau bentuk hubungan ekonomi lainnya, sedangkan hubungan keluarga mencakup hubungan karena pertalian darah maupun perkawinan, seperti hubungan suami/istri, orang tua, anak, saudara kandung, maupun hubungan keluarga lainnya.

no longer meets the required criteria, whether based on the results of an analysis, an audit, or a complaint received. The Company's major shareholder as well as controlling shareholder is PT Pelabuhan Indonesia (Persero), which holds 100.00% of the Company's shares, either directly or indirectly. All shares of PT Pelabuhan Indonesia (Persero) are owned by the Government of the Republic of Indonesia; therefore, the Company's ultimate owner is the Government of the Republic of Indonesia.

Disclosure of Affiliation between Board of Directors, Board of Commissioners, and Major/Controlling Shareholders

The Controlling Shareholder, Board of Commissioners, and Board of Directors carry out their respective functions based on the principle of mutual respect for authority and responsibility, in accordance with applicable laws and regulations as well as the Company's Articles of Association. Working relationships among the Company's governing organs are conducted professionally to maintain a balance between supervisory, management, and decision-making functions within the Company.

As a guide in carrying out these duties, Board of Commissioners and Board of Directors have established guidelines and rules of procedure that govern the rights, obligations, responsibilities, and authorities of each corporate organ.

In implementing corporate governance, the Company also discloses affiliations, including family and financial relationships. Financial relationships may take the form of receivables, payables, business partnerships, or other economic relationships, while family relationships include those based on blood or marriage, such as spouses, parents, children, siblings, and other family members.

	Hubungan Afiliasi dengan Affiliation with			
	Dewan Komisaris Board of Commissioners	**Direksi** Board of Directors	**PT Pelabuhan Indonesia (Persero) (Pemegang Saham Utama/ Pengendali Perusahaan)** (Major/Controlling Shareholder of the Company)	**Pemerintah Indonesia (Entitas Pemilik Akhir)** Indonesia Government (Ultimate Owner Entity)
Dewan Komisaris Board of Commissioners				
Darwanto (Komisaris Utama merangkap sebagai Komisaris Independen) (President Commissioner and Independent Commissioner)	x	x	x	x
Arman Depari (Komisaris) (Commissioner)	x	x	x	x
Ahmad Perwira Mulia Tarigan (Komisaris) (Commissioner)	x	x	x	x
Herbert Timbo Parluhutan Siahaan (Komisaris Independen) (Independent Commissioner)	x	x	x	x
Aan Rusdianto (Komisaris Independen) (Independent Commissioner)	x	x	x	x
Direksi Board of Directors				
Ary Henryanto (Direktur Utama) (President Director)	x	x	x	x
Yarham Harid (Direktur Teknik) (Technical Director)	x	x	x	x
Rizki Kurniawan (Direktur Strategi dan Komersial) (Strategy and Commercial Director)	x	x	x	x
Arif Rusman Yulianto (Direktur Operasi) (Operations Director)	x	x	x	x
Edi Priyanto (Direktur SDM) (HC Director)	x	x	x	x
Yoni Setiawan (Direktur Keuangan dan Manajemen Risiko) (Finance and Risk Management Director)	x	x	x	x

√ = terdapat adanya hubungan | x = tidak terdapat adanya hubungan
√ = an affiliation| x = no affiliation

PENGUNGKAPAN RANGKAP JABATAN DEWAN KOMISARIS DAN DIREKSI

Berikut ini tabel yang menunjukan rangkap jabatan Dewan Komisaris dan Direksi:

DISCLOSURE OF BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS CONCURRENT POSITIONS

The following table shows the concurrent position of Board of Commissioners and Board of Directors:

	Di Dalam Perusahaan In the Company	Kepengurusan pada Perusahaan/Institusi Lain Management in Other Companies/Institutions		
		Sebagai Anggota Dewan Komisaris As a Member of Board of Commissioners	Sebagai Anggota Direksi As a Member of Board of Directors	Jabatan Lainnya Other Position
Dewan Komisaris Board of Commissioners				
Darwanto (Komisaris Utama merangkap sebagai Komisaris Independen) (President Commissioner and Independent Commissioner)	v	x	x	x
Arman Depari (Komisaris) (Commissioner)	v	x	x	x
Ahmad Perwira Mulia Tarigan (Komisaris) (Commissioner)	v	x	x	x
Herbert Timbo Parluhutan Siahaan (Komisaris Independen) (Independent Commissioner)	v	x	x	x
Aan Rusdianto (Komisaris Independen) (Independent Commissioner)	v	x	x	x
Direksi Board of Directors				
Ary Henryanto (Direktur Utama) (President Director)	x	x	x	x
Yarham Harid (Direktur Teknik) (Technical Director)	x	v	x	x
Rizki Kurniawan (Direktur Strategi dan Komersial) (Strategy and Commercial Director)	x	v	x	x
Arif Rusman Yulianto (Direktur Operasi) (Operations Director)	x	v	x	x
Edi Priyanto (Direktur SDM) (HC Director)	x	v	x	x
Yoni Setiawan (Direktur Keuangan dan Manajemen Risiko) (Finance and Risk Management Director)	x	v	x	x

√ = ada | x = tidak ada
√ = yes | x = no

Penjelasan terkait kepengurusan pada perusahaan/institusi lain adalah sebagai berikut:

Explanations related to management in other companies/ institutions are as follows:

Dewan Komisaris dan Direksi Board of Commissioners and Board of Directors	Jabatan di Perusahaan Position in the Company	Jabatan pada Perusahaan/Instansi Lain Position in Other Companies/Institutions
Dewan Komisaris Board of Commissioners		
Darwanto (Komisaris Utama merangkap sebagai Komisaris Independen) (President Commissioner and Independent Commissioner)	Ketua Komite Pemantau Risiko Chairman of Risk Monitoring Committee	Tidak ada None
Arman Depari (Komisaris) (Commissioner)	Wakil Ketua Komite Audit Vice Chairman of Audit Committee	Tidak ada None
Ahmad Perwira Mulia Tarigan (Komisaris) (Commissioner)	Wakil Ketua Komite Nominasi dan Remunerasi Vice Chairman of the Nomination and Remuneration Committee	Tidak ada None

Dewan Komisaris dan Direksi Board of Commissioners and Board of Directors	Jabatan di Perusahaan Position in the Company	Jabatan pada Perusahaan/Instansi Lain Position in Other Companies/Institutions
Herbert Timbo Parluhutan Siahaan (Komisaris Independen) (Independent Commissioner)	Ketua Komite Nominasi dan Remunerasi Chairman of Nomination and Remuneration Committee	Tidak ada None
Aan Rusdianto (Komisaris Independen) (Independent Commissioner)	Ketua Komite Audit Chairman of Audit Committee	Tidak ada None
Direksi Board of Directors		
Ary Henryanto (Direktur Utama) (President Director)	Tidak ada None	Tidak ada None
Yarham Harid (Direktur Teknik) (Technical Director)	Tidak ada None	Komisaris PT Terminal Curah Utama (2022 - sekarang) Commissioner of PT Terminal Curah Utama (2022-present)
Rizki Kurniawan (Direktur Strategi dan Komersial) (Strategy and Commercial Director)	Tidak ada None	Komisaris Utama PT Prima Terminal Petikemas (2023 - sekarang) President Commissioner of PT Prima Terminal Petikemas (2023 – present)
Arif Rusman Yulianto (Direktur Operasi) (Operations Director)	Tidak ada None	1. Komisaris Utama PT Prima Indonesia Logistik (PIL) (2023 - Sekarang) 2. Komisaris PT Berlian Kawasan Manyar Sejahtera (BKMS) (2024 - sekarang) 1. President Commissioner of PT Prima Indonesia Logistik (PIL) (2023 – present) 2. Commissioner of PT Berlian Kawasan Manyar Sejahtera (BKMS) (2024-present)
Edi Priyanto (Direktur SDM) (HC Director)	Tidak ada None	Komisaris PT Jasamarga Bali Tol (2020 - sekarang) Commissioner of PT Jasamarga Bali Tol (2020–present)
Yoni Setiawan (Direktur Keuangan dan Manajemen Risiko) (Finance and Risk Management Director)	Tidak ada None	Komisaris Utama PT Equiport Inti Indonesia (2022 - sekarang) President Commissioner of PT Equiport Inti Indonesia (2022–present)

PENGUNGKAPAN TRANSAKSI DAN KEPEMILIKAN SAHAM PERUSAHAAN OLEH DEWAN KOMISARIS DAN DIREKSI

Perusahaan menerapkan keterbukaan informasi terkait kepemilikan saham anggota Dewan Komisaris dan Direksi, baik atas saham Perusahaan maupun saham pada perusahaan lain. Informasi tersebut disampaikan secara berkala melalui daftar kepemilikan saham sebagai bagian dari penerapan prinsip transparansi dan pengelolaan potensi benturan kepentingan.

Selain itu, setiap anggota Dewan Komisaris dan Direksi wajib melaporkan transaksi pembelian maupun penjualan surat berharga kepada Sekretaris Perusahaan dan Otoritas Jasa Keuangan paling lambat 10 hari setelah transaksi dilakukan sesuai ketentuan yang berlaku.

Sebagai upaya menjaga independensi dalam pelaksanaan fungsi pengawasan, anggota Dewan Komisaris Independen tidak diperkenankan memiliki saham Perusahaan, baik secara langsung maupun tidak langsung, sebagaimana diatur dalam *Board Manual* Perusahaan.

DISCLOSURE OF TRANSACTIONS AND SHARE OWNERSHIP OF THE COMPANY BY BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

The Company implements a policy of information disclosure regarding the share ownership of members of Board of Commissioners and Board of Directors, both in the Company's shares and in shares of other companies. This information is disclosed periodically through a shareholding register as part of the implementation of transparency principles and the management of potential conflicts of interest.

In addition, each member of Board of Commissioners and Board of Directors is required to report the purchase or sale of securities to the Corporate Secretary and the Financial Services Authority no later than 10 days after the transaction is conducted, in accordance with applicable regulations.

To ensure independence in the performance of their supervisory functions, members of Independent Commissioners are not permitted to hold shares in the Company, either directly or indirectly, as stipulated in the Company's Board Manual.

Kepemilikan Saham Dewan Komisaris dan Direksi Per 31 Desember 2025
Board of Commissioners and Board of Directors Share Ownership as of December 31, 2025

	Kepemilikan Saham Share Ownership	
	PMT	**Perusahaan Lain >5%** Other Company >5%
Dewan Komisaris Board of Commissioners		
Darwanto (Komisaris Utama merangkap sebagai Komisaris Independen) (President Commissioner and Independent Commissioner)	Nihil Nil	Nihil Nil
Arman Depari (Komisaris) (Commissioner)	Nihil Nil	Nihil Nil
Ahmad Perwira Mulia Tarigan (Komisaris) (Commissioner)	Nihil Nil	Nihil Nil
Herbert Timbo Parluhutan Siahaan (Komisaris Independen) (Independent Commissioner)	Nihil Nil	Nihil Nil
Aan Rusdianto (Komisaris Independen) (Independent Commissioner)	Nihil Nil	Nihil Nil
Direksi Board of Directors		
Ary Henryanto (Direktur Utama) (President Director)	Nihil Nil	Nihil Nil
Yarham Harid (Direktur Teknik) (Technical Director)	Nihil Nil	Nihil Nil
Rizki Kurniawan (Direktur Strategi dan Komersial) (Strategy and Commercial Director)	Nihil Nil	Nihil Nil
Arif Rusman Yulianto (Direktur Operasi) (Operations Director)	Nihil Nil	Nihil Nil
Edi Priyanto (Direktur SDM) (HC Director)	Nihil Nil	Nihil Nil
Yoni Setiawan (Direktur Keuangan dan Manajemen Risiko) (Finance and Risk Management Director)	Nihil Nil	Nihil Nil

Hingga akhir tahun 2025, Perusahaan belum melakukan Penawaran Umum Saham serta tidak memiliki program kepemilikan saham bagi manajemen, termasuk *Management Stock Ownership Program* (MSOP). Sejalan dengan kondisi tersebut, tidak terdapat anggota Dewan Komisaris maupun Direksi yang memiliki saham Perusahaan.

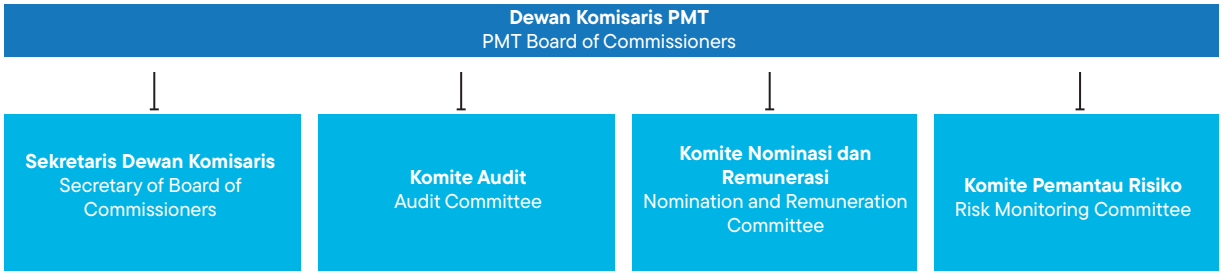
As of the end of 2025, the Company had not conducted a public offering of shares and did not have a management share ownership program, including a Management Stock Ownership Program (MSOP). In light of these circumstances, no member of Board of Commissioners or Board of Directors held shares in the Company.

Organ Pendukung Dewan Komisaris
Supporting Organs of Board of Commissioners



Fungsi pengawasan Dewan Komisaris didukung oleh beberapa organ yang memiliki peran sesuai bidang tugas masing-masing. Hingga akhir tahun 2025, organ pendukung Dewan Komisaris terdiri atas Sekretaris Dewan Komisaris, Komite Audit, Komite Nominasi dan Remunerasi, serta Komite Pemantau Risiko.

The Board of Commissioners' supervisory function is supported by several organs with roles according to their respective areas of responsibility. By the end of 2025, the Board of Commissioners' supporting organs consisted of Secretary of Board of Commissioners, Audit Committee, Nomination and Remuneration Committee, and Risk Monitoring Committee.



Setiap komite di bawah Dewan Komisaris dibentuk berdasarkan Keputusan Dewan Komisaris dan menjalankan tugasnya untuk mendukung pelaksanaan fungsi pengawasan Dewan Komisaris. Pelaksanaan tugas, fungsi, dan kewenangan masing-masing komite diatur dalam pedoman kerja (*charter*) yang menjadi acuan dalam pelaksanaan kegiatan, termasuk penyampaian hasil telaah, pengawasan, dan rekomendasi kepada Dewan Komisaris secara berkala.

Each committee under the Board of Commissioners is established based on a Board of Commissioners Decree and carries out its duties directly under the coordination of Board of Commissioners. The implementation of duties, functions, and authorities of each committee are regulated in work guidelines or charters, which serve as a reference for implementing oversight activities and providing recommendations.

Pembentukan komite-komite Dewan Komisaris Perusahaan telah mengacu pada ketentuan sebagai berikut:

1. Peraturan Menteri BUMN No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan BUMN. Pasal 45 dan 46 secara eksplisit mengatur kewajiban pembentukan komite pendukung pengawasan, serta tugas, wewenang, dan tanggung jawab komite tersebut.
2. Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas yang menjadi landasan umum struktur organ perseroan (RUPS, Direksi, Dewan Komisaris), termasuk pembentukan komite sebagai bagian dari pelaksanaan tugas pengawasan.
3. Pedoman *Good Corporate Governance* di Lingkungan PT Pelindo Multi Terminal yang disusun selaras dengan prinsip-prinsip TARIFT, nilai AKHLAK dan ETAK.

KEBIJAKAN PEMBENTUKAN KOMITE ORGAN PENDUKUNG DEWAN KOMISARIS

Ketentuan mengenai penerapan tata kelola perusahaan diatur dalam Peraturan Direksi PT Pelindo Multi Terminal Nomor SK.01.01/28/2/3/HLTK/DIRU/PLMT-24 tanggal 28 Februari 2024. Dalam pedoman tersebut dijelaskan bahwa:

1. Dalam menjalankan tugas pengawasan dan fungsi pemberian nasihat, Dewan Komisaris wajib membentuk Komite Audit dan dapat membentuk Komite Nominasi dan Remunerasi Sekretariat Dewan Komisaris, dan satu komite lain, jika diperlukan.
2. Komite-komite yang dibentuk mempunyai tugas yang berkaitan dengan fungsi pengawasan Dewan Komisaris antara lain namun tidak terbatas pada aspek sistem pengendalian internal, fungsi nominasi dan remunerasi bagi Direksi dan Dewan Komisaris, penerapan manajemen risiko, dan penerapan prinsip-prinsip GCG sesuai peraturan yang berlaku;
3. Ketua maupun anggota Komite diangkat dan diberhentikan oleh Dewan Komisaris, dan dilaporkan kepada RUPS. Ketua Komite adalah anggota Dewan Komisaris. Salah seorang anggota Komite memiliki pengetahuan dan pengalaman kerja yang cukup di bidang tugas masing-masing;
4. Anggota Komite harus berasal dari pihak di luar Perusahaan dan tidak mempunyai kaitan dengan manajemen, kaitan kepemilikan, dan/atau kaitan dengan kegiatan usaha Perusahaan;
5. Pedoman kerja atau *Charter* dari masing-masing Komite Dewan Komisaris diatur lebih lanjut dalam/dengan Peraturan/Surat Keputusan Dewan Komisaris.

The establishment of the Company's Board of Commissioners committees has referred to the following provisions:

1. Minister of SOE Regulation No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of SOEs. Articles 45 and 46 explicitly regulate the obligation to form a supervisory support committee, as well as the duties, authorities and responsibilities of the committee.
2. Law No. 40 of 2007 on Limited Liability Companies which provides the general basis for the Company's organ structure (GMS, Board of Directors, Board of Commissioners), including the establishment of committees as part of the implementation of supervisory duties.
3. Guidelines for Good Corporate Governance within PT Pelindo Multi Terminal which are aligned with TARIFT principles, AKHLAK values and ETAK.

ESTABLISHMENT POLICY OF BOARD OF COMMISSIONERS SUPPORTING ORGAN COMMITTEE

Provisions regarding the implementation of corporate governance are regulated in the Regulation of Board of Directors of PT Pelindo Multi Terminal Number SK.01.01/28/2/3/HLTK/DIRU/PLMT-24 dated February 28, 2024. The guidelines explain that:

1. In carrying out its supervisory duties and advisory functions, Board of Commissioners shall form an Audit Committee and may form a Nomination and Remuneration Committee, Board of Commissioners Secretariat, and one other committee, if necessary.
2. The committees formed have duties related to the supervisory function of Board of Commissioners, including but not limited to aspects of internal control systems, nomination and remuneration functions for Board of Directors and Board of Commissioners, implementation of risk management and implementation of GCG principles in accordance with applicable regulations;
3. The Chairman and the Committee members are appointed and dismissed by the Board of Commissioners, and reported to the GMS. The Committee Chairman is a member of Board of Commissioners. One of the Committee members has sufficient knowledge and working experience in their respective fields of work;
4. Committee members must come from outside the Company and have no connection with the management, ownership and/or business activities of the Company;
5. The Charter of each Board of Commissioners Committee shall be further regulated in a Regulation/Decree of Board of Commissioners.

Komite Audit
Audit Committee



PEMBENTUKAN KOMITE AUDIT

Pembentukan Komite Audit Perusahaan telah mengacu pada ketentuan yang berlaku terkait organ pendukung Dewan Komisaris di lingkungan BUMN, termasuk Peraturan Menteri BUMN Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara serta Peraturan Menteri BUMN Nomor PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara.

Komite Audit dibentuk oleh Dewan Komisaris untuk mendukung pelaksanaan fungsi pengawasan, khususnya terhadap aspek pelaporan keuangan, efektivitas pengendalian internal, pelaksanaan audit, serta penerapan manajemen risiko di lingkungan Perusahaan. Keberadaan Komite Audit juga menjadi bagian dari penguatan penerapan tata kelola perusahaan yang baik di PT Pelindo Multi Terminal.

KUALIFIKASI MENJADI ANGGOTA KOMITE AUDIT

Persyaratan Komite Audit:
1. Wajib memiliki integritas yang tinggi, kemampuan, pengetahuan, pengalaman sesuai dengan bidang pekerjaannya, serta mampu berkomunikasi dengan baik.
2. Wajib memahami laporan keuangan, bisnis Perusahaan khususnya yang terkait dengan layanan jasa atau kegiatan usaha Perusahaan, proses audit, manajemen risiko, dan peraturan perundang-undangan terkait.

ESTABLISHMENT OF AUDIT COMMITTEE

The establishment of the Company's Audit Committee complies with applicable provisions regarding supporting organs of the Board of Commissioners within SOEs, including Minister of SOE Regulation No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises and Minister of SOE Regulation No. PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises.

Audit Committee is established by the Board of Commissioners to support the implementation of its oversight function, particularly regarding financial reporting, internal control effectiveness, audit implementation, and risk management implementation within the Company. Audit Committee also serves as a strengthening element of good corporate governance at PT Pelindo Multi Terminal.

AUDIT COMMITTEE MEMBER QUALIFICATIONS

Audit Committee Requirements
1. Must have high integrity, ability, knowledge, experience in accordance with the work area, and able to communicate well.
2. Must understand the financial statements, the Company's business, especially those related to the Company's services or business activities, audit processes, risk management, and related laws and regulations.

3. Wajib mematuhi kode etik Komite Audit yang ditetapkan oleh Perusahaan.
4. Bersedia meningkatkan kompetensi secara terus menerus melalui pendidikan dan pelatihan.
5. Salah seorang dari anggota Komite Audit memiliki latar belakang pendidikan akuntansi dan/atau keuangan.
6. Bukan merupakan orang dalam Kantor Akuntan Publik, Kantor Konsultan Hukum, Kantor Jasa Penilai Publik atau pihak lain yang memberi jasa *assurance*, jasa *non-assurance*, jasa penilai, dan/atau jasa konsultasi lain kepada Perusahaan yang bersangkutan dalam waktu 6 (enam) bulan terakhir.
7. Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Perusahaan dalam waktu 6 (enam) bulan terakhir, kecuali Komisaris Independen.
8. Tidak mempunyai saham baik langsung maupun tidak langsung pada Perusahaan. Dalam hal anggota Komite Audit memperoleh saham akibat suatu peristiwa hukum, maka dalam jangka waktu paling lama 6 (enam) bulan setelah diperolehnya saham tersebut wajib dialihkan kepada pihak lain.
9. Tidak mempunyai hubungan Afiliasi dengan anggota Dewan Komisaris, anggota Direksi, atau Pemegang Saham Utama Perusahaan.
10. Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perusahaan.
11. Memiliki kecakapan untuk berinteraksi dan berkomunikasi baik secara lisan maupun tertulis secara efektif.
12. Wajib menjaga kerahasiaan informasi dan/atau data Perusahaan terkait dengan pelaksanaan tugas dan tanggung jawab Komite Audit kecuali diwajibkan berdasarkan peraturan perundangan atau penetapan/putusan pengadilan.
13. Memahami prinsip-prinsip Tata Kelola Perusahaan yang Baik dan manajemen risiko.

PENGANGKATAN, PEMBERHENTIAN, DAN MASA JABATAN

1. Ketua Komite Audit diangkat dan diberhentikan oleh Dewan Komisaris dan dilaporkan kepada Rapat Umum Pemegang Saham.
2. Pengangkatan dan pemberhentian anggota Komite Audit dilakukan oleh Dewan Komisaris dengan mempertimbangkan pendapat Ketua Komite Audit dan dengan memperhatikan kompetensi, kriteria, dan latar belakang (calon) anggota Komite Audit.
3. Masa tugas anggota Komite Audit tidak boleh lebih lama dari masa jabatan Dewan Komisaris sebagaimana diatur dalam Anggaran Dasar Perusahaan dan dapat dipilih kembali hanya untuk satu periode berikutnya.

3. Must comply with the Audit Committee code of conduct established by the Company.
4. Willing to improve competence continuously through education and training.
5. One of Audit Committee members has accounting and/or finance education background.
6. Not an insider of Public Accounting Firm, Legal Consultant Firm, Public Appraisal Service Office or other parties that provide assurance services, non-assurance services, appraisal services and/or other consulting services to the Company within the last 6 (six) months.
7. Not a person who works or has the authority and responsibility to plan, lead, control, or supervise the activities of the Company within the last 6 (six) months except for Independent Commissioner
8. Does not have shares either directly or indirectly in the Company. In the event that a member of Audit Committee obtains shares as a result of a legal event, then within a maximum period of 6 (six) months after the acquisition of such shares must be transferred to another party.
9. Has no affiliation with members of Board of Commissioners, members of Board of Directors, or Major Shareholders of the Company.
10. Has no direct or indirect business relationship related to the Company's business activities.
11. Have the ability to interact and communicate both orally and in writing effectively.
12. Must maintain the confidentiality of the Company's information and/or data related to the duties and responsibilities of Audit Committee unless required by laws and regulations or court decisions.
13. Understand the principles of good corporate governance and risk management.

APPOINTMENT, DISMISSAL AND TENURE

1. The Chairman of Audit Committee is appointed and dismissed by Board of Commissioners and reported to the General Meeting of Shareholders.
2. The appointment and dismissal of Audit Committee members is carried out by Board of Commissioners by considering the opinion of Audit Committee Chairman and by taking into account the competence, criteria and background of (prospective) Audit Committee members.
3. The tenure of Audit Committee members shall not be longer than the tenure of Board of Commissioners as stipulated in the Company's Articles of Association and may be re-elected only for one subsequent period.

JUMLAH, KOMPOSISI, DAN SUSUNAN KOMITE AUDIT TAHUN 2025

Berdasarkan Piagam Komite Audit Perusahaan, Komite Audit sekurang-kurangnya terdiri atas 3 (tiga) orang anggota yang berasal dari Dewan Komisaris dan pihak independen di luar Perusahaan. Komite Audit dipimpin oleh seorang Ketua Komite Audit yang dijabat oleh Komisaris Independen dan berkedudukan di Kantor Pusat Perusahaan.

Dalam menjalankan tugasnya, Komite Audit bertanggung jawab secara struktural kepada Dewan Komisaris serta memiliki hubungan kerja fungsional dengan Satuan Pengawasan Internal (SPI) dalam mendukung pelaksanaan fungsi pengawasan Perusahaan.

Hingga 31 Desember 2025, Komite Audit Perusahaan berjumlah 4 (empat) orang yang terdiri atas 2 (dua) anggota Dewan Komisaris dan 2 (dua) anggota independen dari luar Perusahaan. Adapun susunan dan komposisi Komite Audit adalah sebagai berikut:

NUMBER, COMPOSITION, AND STRUCTURE OF AUDIT COMMITTEE IN 2025

According to the Company's Audit Committee Charter, Audit Committee shall consist of at least three members from the Board of Commissioners and an independent party from outside the Company. The Audit Committee is led by a Chairman, an Independent Commissioner, and is located at the Company's Head Office.

In carrying out its duties, Audit Committee is structurally responsible to the Board of Commissioners and maintains a functional working relationship with the Internal Audit Unit (SPI) in supporting the implementation of the Company's oversight function.

As of December 31, 2025, the Company's Audit Committee comprises 4 (four) members: 2 (two) members from the Board of Commissioners and 2 (two) independent members from outside the Company. The composition of Audit Committee is as follows:

Susunan Komite Audit per 31 Desember 2025
Audit Committee Composition as of December 31, 2025

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Masa Jabatan Tenure	Periode Jabatan Period
Aan Rusdianto	Ketua Komite Audit/ Komisaris Independen Chairman of Audit Committee/Independent Commissioner	Keputusan Dewan Komisaris PT Pelindo Multi Terminal Nomor: KP 13 tahun 2024 tanggal 17 Desember tentang Pembagian Tugas Dewan Komisaris PT Pelindo Multi Terminal Decree of Board of Commissioners of PT Pelindo Multi Terminal Number: KP 13 YEAR 2024 dated December 17 Concerning the Division of Duties of Board of Commissioners of PT Pelindo Multi Terminal	Mengikuti masa jabatan sebagai Dewan Komisasris Following the term of office as Board of Commissioners	
Arman Depari	Wakil Ketua Komite Audit/Komisaris Vice Chairman of Audit Committee/ Commissioner	Surat Keputusan Dewan Komisaris No. KP 03 Tahun 2021 tanggal 1 Oktober 2021 tentang Pengangkatan Anggota Komite Audit PT Pelindo Multi Terminal Decree of Board of Commissioners No. KP 03 of 2021 dated October 1, 2021 on Appointment of Audit Committee Members of PT Pelindo Multi Terminal		
Saiful Bahri	Anggota Komite Audit/ Pihak Independen Audit Committee Member/Independent Party	Surat Keputusan Dewan Komisaris No. KP 03 Tahun 2021 tanggal 1 Oktober 2021 tentang Pengangkatan Anggota Komite Audit PT Pelindo Multi Terminal Decree of Board of Commissioners No. KP 03 of 2021 dated October 1, 2021 on Appointment of Audit Committee Members of PT Pelindo Multi Terminal	1 Oktober 2021 s.d 1 Oktober 2026 October 1, 2021 to October 1, 2026	Ke- 1 1st
Rimba Simanjuntak	Anggota Komite Audit/ Pihak Independen Audit Committee Member/Independent Party	Surat Keputusan Dewan Komisaris No. KP 03 TAHUN 2021 tanggal 1 Oktober 2021 tentang Pengangkatan Anggota Komite Audit PT Pelindo Multi Terminal Decree of Board of Commissioners No. KP 03 of 2021 dated October 1, 2021 on Appointment of Audit Committee Members of PT Pelindo Multi Terminal	1 Oktober 2021 s.d 1 Oktober 2026 October 1, 2021 to October 1, 2026	Ke- 1 1st

PROFIL KOMITE AUDIT

AUDIT COMMITTEE PROFILE

Aan Rusdianto
Ketua Komite Audit/Komisaris
Chairman of Audit Committee/Commissioner

Profil Ketua Komite Audit Aan Rusdianto dapat dilihat bagian profil Dewan Komisaris pada bab Profil Perusahaan dalam Laporan Tahunan ini.
The profile of Chairman of Audit Committee Aan Rusdianto can be seen in the Board of Commissioners profile section in the Company Profile chapter of this Annual Report.

Arman Depari

Wakil Ketua Komite Audit/Komisaris
Vice Chairman of Audit Committee/Commissioner

Profil Wakil Ketua Komite Audit Arman Depari dapat dilihat bagian profil Dewan Komisaris pada bab Profil Perusahaan dalam Laporan Tahunan ini.
The profile of Vice Chairman of Audit Committee Audit Arman Depari can be seen in the Board of Commissioners profile section in the Company Profile chapter of this Annual Report.

Saiful Bahri

Anggota Komite Audit | Audit Committee Member
Periode Jabatan: 1 Oktober 2021 s.d 1 Oktober 2026 Periode Ke-1
Term of Office: October 1, 2021, until October 1, 2026 1st Period

Data Pribadi

Warga Negara Indonesia
Usia : 50 tahun
Kelahiran : Bogor, 21 januari 1975
Domisili : Bogor, Jawa barat, Indonesia

Personal Data

Indonesian citizen
Age : 50 years old
Born in : Bogor, January 21, 1975
Domiciled in : Bogor City, West Java, Indonesia

Riwayat Pendidikan

Sarjana Ekonomi jurusan Akuntansi dari Universitas Gadjah Mada Yogyakarta (2000)

Education History

Bachelor of Economics majoring in Accounting from Gadjah Mada University Yogyakarta (2000)

Sertifikasi Profesi yang Dimiliki dan Masih Berlaku

1. *Certified Auditor*, dari Badan Pemeriksa Keuangan Republik Indonesia (BPK RI).
2. *Certified Public Accountant* (CPA), dari Institut Akuntan Publik Indonesia (IAPI).
3. *Qualified Risk Governance Professional* (QRGP), dari Lembaga Sertifikasi Profesi (LSP) MKS.

Valid Professional Certifications

1. Certified Auditor, from the Supreme Audit Agency of the Republic of Indonesia (BPK RI).
2. Certified Public Accountant (CPA), from the Indonesian Institute of Certified Public Accountants (IAPI).
3. Qualified Risk Governance Professional (QRGP), from the MKS Professional Certification Institute (LSP).

Riwayat Jabatan

1. Wakil Ketua Komite Audit
2. Komisaris PT Pelindo Multi Terminal
3. Komite Audit, PT Pelabuhan Indonesia I – Sumatera Utara, (2019 - 2021)
4. Komite Audit, PT Perkebunan Nusantara I – Aceh, (2014 - 2019)
5. Area Internal Auditor PT Bahana Artha Ventura, (2011- sekarang)
6. Branch Operational Manager PT Finansia Multi Finance, (2007 - 2011)

Work Experience

1. Vice Chairman of Audit Committee
2. Commissioner of PT Pelindo Multi Terminal
3. Audit Committee, PT Pelabuhan Indonesia I - North Sumatra, (2019 - 2021)
4. Audit Committee, PT Perkebunan Nusantara I - Aceh, (2014 - 2019)
5. Area Internal Auditor PT Bahana Artha Ventura, (2011 - present)
6. Branch Operational Manager PT Finansia Multi Finance, (2007-2011)

Rangkap Jabatan

Di dalam Perusahaan:
Tidak ada.

Di luar Perusahaan:
1. Komite Audit, PT Pelabuhan Indonesia I – Sumatera Utara, (2019 – 2021),
2. Area internal Auditor PT Bahana Artha Ventura, (2011 - sekarang)

Concurrent Positions

Within the Company:
None.

Outside the Company:
1. Audit Committee, PT Pelabuhan Indonesia I - North Sumatra, (2019 - 2021)
2. Area internal Auditor of PT Bahana Artha Ventura, (2011- present)

Hubungan Afiliasi

Tidak memiliki hubungan afiliasi baik kepada anggota Direksi, Dewan Komisaris, maupun dengan PT Pelabuhan Indonesia (Persero) selaku pemegang saham utama/pengendali serta Pemerintah Indonesia selaku entitas pemilik akhir Perusahaan.

Affiliations

Does not have any affiliation with members of Board of Directors, Board of Commissioners, or PT Pelabuhan Indonesia (Persero) as the major/controlling shareholder and the Government of Indonesia as the ultimate owner of the Company.

Rimba Simanjuntak
Anggota Komite Audit | Audit Committee Member
Periode Jabatan: 1 Oktober 2021 s.d 1 Oktober 2026 Periode Ke-1
Term of Office: October 1, 2021, until October 1, 2026 1st Period

Data Pribadi	**Personal Data**
Warga Negara Indonesia Usia : 66 tahun Kelahiran : Bandung, 20 Agustus 1970 Domisili : Jakarta Selatan, DKI Jakarta, Indonesia	Indonesian citizen Age : 66 years old Born in : Bandung, August 20, 1970 Domiciled in : South Jakarta, DKI Jakarta, Indonesia
Riwayat Pendidikan	**Education History**
Sarjana Ekonomi, Akuntansi, Universitas Sumatra Utara, (1996)	Bachelor of Economics, Accounting, University of North Sumatra, (1996)
Sertifikasi Profesi yang Dimiliki dan Masih Berlaku	**Valid Professional Certifications**
1. *Certified Auditor*, dari Badan Pemeriksa Keuangan Republik Indonesia (BPK RI). 2. *Certified Public Accountant* (CPA), dari Institut Akuntan Publik Indonesia (IAPI). 3. *Qualified Risk Governance Professional* (QRGP), dari Lembaga Sertifikasi Profesi (LSP) MKS.	1. Certified Auditor, from the Supreme Audit Agency of the Republic of Indonesia (BPK RI). 2. Certified Public Accountant (CPA), from the Indonesian Institute of Certified Public Accountants (IAPI). 3. Qualified Risk Governance Professional (QRGP), from the MKS Professional Certification Institute (LSP).
Riwayat Jabatan	**Work Experience**
1. President Director, PT Rimba Editha Jelajah Semesta & PT Rimba Emperor Guntur Semesta, (2010) 2. Assistant Accounting Manager, PT Medcopapua Industri Lestari, PT Medcopapua Alam Lestari & PT Selaras Inti Seesta, (2007) 3. Accounting Manager, PT Jarosite, (2006) 4. Finance Manager, World Relief Indonesia (Non Profit Organisation), (2006)	1. President Director, PT Rimba Editha Jelajah Semesta & PT Rimba Emperor Guntur Semesta, (2010) 2. Assistant Accounting Manager, PT Medcopapua Industri Lestari, PT Medcopapua Alam Lestari & PT Selaras Inti Seesta, (2007) 3. Accounting Manager, PT Jarosite, (2006) 4. Finance Manager, World Relief Indonesia (Nonprofit Organization), (2006)
Rangkap Jabatan	**Concurrent Positions**
Di dalam Perusahaan: Tidak ada. **Di luar Perusahaan:** Tidak ada.	**Within the Company:** None. **Outside the Company:** None.
Hubungan Afiliasi	**Affiliations**
Tidak memiliki hubungan afiliasi baik kepada anggota Direksi, Dewan Komisaris, maupun dengan PT Pelabuhan Indonesia (Persero) selaku pemegang saham utama/pengendali serta Pemerintah Indonesia selaku entitas pemilik akhir Perusahaan.	Does not have any affiliation with members of Board of Directors, Board of Commissioners, or PT Pelabuhan Indonesia (Persero) as the major/controlling shareholder and the Government of Indonesia as the ultimate owner of the Company.

PERNYATAAN INDEPENDENSI KOMITE AUDIT

Anggota Komite Audit wajib memenuhi ketentuan independensi sesuai peraturan dan pedoman internal Perusahaan. Ketentuan tersebut mencakup tidak adanya hubungan afiliasi dengan Perusahaan maupun dengan manajemen yang dapat memengaruhi objektivitas dalam pelaksanaan tugas pengawasan.

Sebagai bagian dari penerapan prinsip independensi dan integritas, seluruh anggota Komite Audit Perusahaan telah menyampaikan pernyataan independensi. Dokumen pernyataan tersebut disajikan sebagaimana terlampir di bawah ini:

AUDIT COMMITTEE INDEPENDENCE STATEMENT

Audit Committee members are required to comply with independence requirements as stipulated in the Company's internal regulations and guidelines. These requirements include the absence of any affiliation with the Company or management that could affect their objectivity in carrying out their supervisory duties.

As part of the implementation of the principles of independence and integrity, all members of the Company's Audit Committee have submitted a statement of independence. The statement document is presented below:

Pernyataan Independensi Independence Statement	**Aan Rusdianto (Ketua Komite Audit)** (Chairman of Audit Committee)	**Arman Depari (Wakil Ketua Komite Audit)** (Vice Chairman of Audit Committee)	**Saiful Bahri (Anggota Komite Audit)** (Audit Committee Member)	**Rimba Simanjuntak (Anggota Komite Audit)** (Audit Committee Member)
Tidak memiliki hubungan bisnis atau kepentingan keuangan dengan Perusahaan atau dengan Manajemen Perusahaan. Has no business relationship or financial interest with the Company or with the Company's Management.	√	√	√	√
Tidak memiliki hubungan keluarga dengan Manajemen Perusahaan yang dapat mempengaruhi independensi dalam menjalankan tugas sebagai Komite Audit. Has no family relationship with the Company's Management that may affect the independence in performing duties as Audit Committee	√	√	√	√
Memiliki pengetahuan dan keterampilan yang cukup untuk melaksanakan tugas dan tanggung jawab sebagai Komite Audit. Has sufficient knowledge and skills to carry out duties and responsibilities as Audit Committee.	√	√	√	√
Akan melaksanakan tugas dan tanggung jawab secara objektif dan independen. Has sufficient knowledge and skills to carry out duties and responsibilities as Audit Committee.	√	√	√	√
Tidak akan memanfaatkan posisi pada Perusahaan, baik secara langsung maupun tidak langsung untuk kepentingan pribadi, keluarga dan kerabat, maupun golongan tertentu. Will not utilize the position in the Company, either directly or indirectly for personal interests, family and relatives, or certain groups.	√	√	√	√
Berkomitmen untuk menjaga independensi dan integritas sebagai Anggota Komite Audit dalam menjalankan tugas dan tanggung jawab. Will not utilize the position in the Company, either directly or indirectly for personal interests, family and relatives, or certain groups.	√	√	√	√

PIAGAM KOMITE AUDIT

Pelaksanaan tugas dan fungsi Komite Audit mengacu pada Piagam Komite Audit (*Audit Committee Charter*) yang telah ditetapkan melalui Surat Penetapan Dewan Komisaris No. KA-01/DK/PLMT/X/2021 tanggal 1 Oktober 2021 tentang Piagam Komite Audit pada PT Pelindo Multi Terminal.

Piagam tersebut disusun dengan mengacu pada Peraturan Menteri BUMN Nomor PER-2/MBU/03/2023 serta prinsip-prinsip Tata Kelola Perusahaan yang Baik sebagai pedoman dalam pelaksanaan fungsi pengawasan oleh Komite Audit. Dokumen ini mengatur peran, kewenangan, tanggung jawab, dan tata kerja Komite Audit agar pelaksanaan tugas dapat berjalan secara objektif, transparan, dan independen.

AUDIT COMMITTEE CHARTER

The Audit Committee's duties and functions are carried out in accordance with the Audit Committee Charter, established through the Board of Commissioners' Decree No. KA-01/DK/PLMT/X/2021 dated October 1, 2021, concerning the Audit Committee Charter at PT Pelindo Multi Terminal.

The charter was prepared in accordance with the Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 and the principles of Good Corporate Governance as guidelines for the Audit Committee's oversight function. This document regulates the roles, authorities, responsibilities, and work procedures of the Audit Committee to ensure its duties are carried out objectively, transparently, and independently.

Secara umum, Piagam Komite Audit memuat ketentuan antara lain sebagai berikut:

1. Latar Belakang;
2. Dasar Hukum;
3. Pembentukan Komite Audit:
   a. Komposisi dan Struktur Organisasi;
   b. Pengangkatan, Pemberhentian, dan Masa Tugas;
   c. Persyaratan Komite Audit.
4. Tugas, Tanggung Jawab dan Wewenang;
5. Rapat Komite Audit dan Pelaporan;
6. Kerja Sama Komite Audit; dan
7. Penutup.

Piagam Komite Audit ditelaah secara berkala untuk memastikan kesesuaiannya dengan perkembangan regulasi, kebutuhan organisasi, serta dinamika bisnis Perusahaan. Penyesuaian terhadap piagam dapat dilakukan apabila diperlukan guna mendukung efektivitas pelaksanaan tugas dan fungsi Komite Audit.

TUGAS DAN TANGGUNG JAWAB KOMITE AUDIT

Sebagai upaya mendukung efektivitas pelaksanaan fungsi Komite Audit, Perusahaan telah menetapkan pengaturan mengenai tugas, tanggung jawab, dan kewenangan Komite sebagai pedoman dalam menjalankan aktivitas pengawasan.

Tugas

1. Penelaahan atas Informasi Keuangan
   Penelaahan atas informasi keuangan seperti laporan keuangan yang akan dipublikasikan, proyeksi, dan informasi keuangan lainnya dilakukan untuk mendorong agar informasi keuangan yang akan dipublikasikan oleh Perusahaan akurat, handal, dan dapat dipercaya. Penelaahan dapat dilakukan melalui:
   a. Reviu atas hasil pemeriksaan auditor independen.
   b. Reviu proses penyiapan informasi keuangan yang akan dipublikasikan.
2. Kepatuhan erhadap Peraturan Perundangan
   Komite Audit memantau untuk memastikan bahwa kegiatan operasi Perusahaan dijalankan dengan mematuhi peraturan perundangan yang berkaitan dengan kegiatan operasi Perusahaan.
3. Memastikan bahwa manajemen memberikan representasi tertulis yang menyatakan bahwa:
   a. Manajemen bertanggung jawab atas kepatuhan Perusahaan terhadap peraturan perundangan;
   b. Manajemen tidak melakukan pelanggaran terhadap peraturan perundangan.
4. Pemantauan dapat dilakukan melalui:
   a. Reviu atas laporan manajemen atau penasihat hukum Perusahaan yang berkaitan dengan peraturan perundangan yang berlaku.
   b. Reviu atas temuan atau hasil pemeriksaan yang dilakukan oleh badan regulasi, auditor independen, dan Satuan Pengawasan Internal.

In general, the Audit Committee Charter contains the following provisions:

1. Background;
2. Legal Basis;
3. Establishment of Audit Committee:
   a. Composition and Organizational Structure;
   b. Appointment, Dismissal, and Term of Office;
   c. Audit Committee Requirements.
4. Duties, Responsibilities, and Authorities;
5. Audit Committee Meetings and Reporting;
6. Audit Committee Cooperation; and
7. Closing.

The Audit Committee Charter is reviewed periodically to ensure its compliance with regulatory developments, organizational needs, and the Company's business dynamics. Adjustments to the charter may be made if necessary to support the effective implementation of the Audit Committee's duties and functions.

AUDIT COMMITTEE DUTIES AND RESPONSIBILITIES

To support the effective implementation of the Audit Committee's functions, the Company has established regulations regarding the Committee's duties, responsibilities, and authorities as guidelines for carrying out its oversight activities.

Duties

1. Review of Financial Information.
   The review of financial information such as financial statements to be published, projections, and other financial information is carried out to encourage that the financial information to be published by the Company is accurate, reliable, and trustworthy. The review can be done through:
   a. Review of the independent auditor's examination results.
   b. Review of the preparation process of financial information to be published.
2. Compliance with laws and regulations.
   Audit Committee monitors to ensure that the Company's operations are carried out in compliance with laws and regulations relating to the Company's operations.
3. Ensure that management provides written representation stating that:
   a. Management is responsible for the Company's compliance with laws and regulations;
   b. Management has not violated any laws and regulations.
4. Monitoring may be conducted through:
   a. Review of reports from management or the Company's legal counsel relating to applicable laws and regulations;
   b. Review of the findings or results of examinations conducted by regulatory bodies, independent auditors, and Internal Audit.

c. Jika diperoleh petunjuk bahwa telah terjadi pelanggaran terhadap peraturan perundangan, Komite Audit dapat memperluas reviunya dengan audit investigasi untuk menentukan dampak dan besarnya kerugian akibat pelanggaran tersebut. Untuk melaksanakan audit investigasi tersebut Komite Audit dapat meminta bantuan pihak Satuan Pengawasan Internal atau eksternal auditor yang akan ditunjuk oleh Komite Audit.

5. Seleksi, Penunjukkan, dan Pengawasan Pekerjaan Auditor Independen.
   Pelaksanaan audit umum (*general audit*) atas laporan keuangan Perusahaan dilakukan oleh Komite Audit melalui peran berikut:
   a. Seleksi dan Penunjukkan Auditor Independen:
      i) Komite Audit menyeleksi dan merekomendasikan calon auditor independen yang akan mengaudit laporan keuangan Perusahaan kepada Dewan Komisaris;
      ii) Dalam proses seleksi auditor independen, Komite Audit harus mengacu pada ketentuan-ketentuan mengenai legalitas, kompetensi, ruang lingkup penugasan, biaya (*fee*), dan independensi akuntan publik yang berlaku di Indonesia.
6. Pengawasan Pekerjaan Auditor Independen:
   a. Melakukan reviu Audit Planning dan kecukupan program audit serta memantau pelaksanaan audit di lapangan;
   b. Memantau pembahasan temuan audit yang dilakukan oleh Satuan Pengawasan Internal dengan manajemen dan hal penting lainnya yang perlu mendapat perhatian, jika ada, harus dilaporkan kepada Dewan Komisaris secara tertulis;
   c. Memastikan agar auditor independen mengkomunikasikan hal-hal tersebut di bawah ini, yaitu:
      i) Tingkat tanggung jawab auditor terhadap pengendalian internal dalam penyajian laporan keuangan;
      ii) Perubahan kebijakan akuntansi yang signifikan;
      iii) Kelemahan signifikan dalam desain dan penerapan pengendalian internal;
      iv) Metode pencatatan, pelaporan, dan dampak dari transaksi luar biasa yang signifikan terhadap laporan keuangan;
      v) *Fraud* dan penyimpangan terhadap peraturan perundangan yang dilakukan oleh manajemen atau karyawan yang berdampak salah saji material dalam laporan keuangan;
      vi) Koreksi audit yang signifikan;
      vii) Prosedur yang dilaksanakan oleh auditor terhadap laporan tahunan yang berisi laporan keuangan auditan;
      viii) Ketidaksepakatan dengan manajemen tentang penetapan prinsip akuntansi, lingkup audit, pengungkapan dalam laporan keuangan, dan kata-kata yang digunakan auditor dalam laporan auditnya;

c. If there are indications that there has been a violation of laws and regulations, Audit Committee may expand its review with an investigative audit to determine the impact and amount of loss due to the violation. To carry out the investigative audit, Audit Committee may request assistance from Internal Audit or external auditors who will be appointed by the Audit Committee.

5. Selection, Appointment, and Supervision of Independent Auditor Work.
   In the framework of general audit of the Company's financial statements, Audit Committee has the role to carry out:
   a. Selection and Appointment of Independent Auditor
      i) Audit Committee selects and recommends candidates for independent auditors who will audit the Company's financial statements to the Board of Commissioners;
      ii) Selection process of independent auditors, Audit Committee shall refer to the provisions regarding legality, competence, scope of assignment, fees and independence of public accountants applicable in Indonesia.
6. Supervision of Independent Auditor's Work
   a. Reviewing Audit Planning and the adequacy of audit programs and monitoring the audit implementation in the field;
   b. Monitor the discussion of audit findings conducted by the Internal Audit Unit with management and other important matters that need attention, if any, must be reported to the Board of Commissioners in writing;
   c. Ensure that the independent auditor communicates the following matters, namely:
      i) The auditor's level of responsibility for internal control in the presentation of financial statements;
      ii) Significant changes in accounting policies;
      iii) Significant weaknesses in the design and implementation of internal control;
      iv) Methods of recording, reporting and the impact of significant extraordinary transactions on the financial statements;
      v) Fraud and violations of laws and regulations committed by management or employees that have an impact on material misstatement in the financial statements;
      vi) Significant audit corrections;
      vii) Procedures performed by the auditor on the annual report containing audited financial statements;
      viii) Disagreements with management on the determination of accounting principles, audit scope, disclosures in the financial statements and the wording used by the auditor in their audit report;

ix) Konsultasi yang dilakukan manajemen dengan Kantor Akuntan Publik lain dan pendapat auditor terhadap masalah yang dikonsultasikan tersebut; dan
x) Hambatan dalam pelaksanaan audit.

d. Memastikan konsep laporan keuangan auditan diterima 10 (sepuluh) hari sebelum diterbitkan untuk direviu oleh Komite Audit; dan
e. Komite Audit dapat mengusulkan pemutusan hubungan kerja dengan auditor independen kepada Dewan Komisaris jika terdapat indikasi kuat bahwa independensi auditor dapat terganggu atau terbukti bahwa auditor tidak melaksanakan pemeriksaan sesuai dengan standar pemeriksaan akuntan publik.

7. Pemberian pendapat independen
Dalam hal terjadi perbedaan pendapat antara manajemen dan auditor independen atas jasa yang diberikannya, maka Komite Audit akan memberikan pendapat independen atas perbedaan tersebut. Dalam hal ini Komite Audit dapat meminta pihak ketiga untuk membantu pemberian pendapat ini.

8. Persetujuan Awal (*Pre-Approval*) Jasa Non-Audit
Melakukan evaluasi untuk memberikan persetujuan awal (*pre-approval*) terhadap jasa non-audit yang akan ditugaskan kepada auditor independen yang sedang ditugasi untuk memberikan jasa audit, untuk mengevaluasi independensinya. Berkaitan dengan aspek independensi, Komite Audit harus memperhatikan jasa-jasa non-audit yang menurut ketentuan perundangan yang berlaku di Indonesia maupun di Perusahaan dapat mengganggu independensi auditor independen. Jasa-jasa non-audit yang mengganggu independensi adalah:
a. Jasa pembukuan atau jasa-jasa lain yang berhubungan dengan catatan akuntansi atau laporan keuangan.
b. Jasa desain dan implementasi sistem informasi keuangan.
c. Jasa pengawasan internal.
d. Jasa konsultasi manajemen.
e. Jasa konsultasi sumber daya manusia.
f. Jasa penasihat keuangan.
g. Jasa perpajakan, kecuali telah memperoleh persetujuan terlebih dahulu dari Komite Audit. Persetujuan Komite Audit tersebut tidak termasuk jasa perpajakan untuk mewakili Perusahaan di dalam maupun di luar pengadilan perpajakan dan/atau bertindak untuk dan atas nama Perusahaan dalam perhitungan dan pelaporan perpajakan; atau
h. Jasa-jasa lain yang dapat menimbulkan benturan kepentingan.
i. Jasa non-audit selain dari jasa-jasa non-audit seperti yang disebutkan di atas dapat ditugaskan kepada auditor independen setelah mendapat persetujuan awal (*pre-approval*) dari Komite Audit dan harus dilaksanakan dengan cara sebagai berikut:

i) Direksi menyampaikan kepada Komite Audit (melalui Dewan Komisaris) uraian secara rinci mengenai jenis jasa yang akan ditugaskan kepada auditor independen;

ix) Consultations made by management with other Public Accounting Firms and the auditor's opinion on the matter consulted; and
x) Obstacles in the audit.

d. Ensure that the draft audited financial statements are received 10 (ten) days prior to publication for review by the Audit Committee; and
e. Audit Committee may propose termination of employment with the independent auditor to the Board of Commissioners if there is a strong indication that the auditor's independence may be impaired or it is proven that the auditor did not conduct the audit in accordance with the public accountant examination standards.

7. Providing independent opinion In the event of a difference of opinion between management and the independent auditor on the services provided, the Audit Committee will provide an independent opinion on the difference. In this case, Audit Committee may request a third party to assist in providing this opinion.

8. Pre-Approval of Non-Audit Services Conduct an evaluation to provide pre-approval of non-audit services that will be assigned to independent auditors who are assigned to provide audit services, to evaluate their independence. In relation to the independence aspect, Audit Committee must pay attention to non-audit services that according to the prevailing laws and regulations in Indonesia and in the Company may interfere with the independence of independent auditors. Non-audit services that interfere with independence are:
a. Bookkeeping services or other services related to accounting records or financial statements.
b. Financial information system design and implementation services.
c. Internal control services.
d. Management consulting services.
e. Human capital consulting services.
f. Financial advisory services.
g. Taxation services, unless prior approval has been obtained from the Audit Committee. The Audit Committee approval does not include taxation services to represent the Company inside and outside the tax court and/or act for and on behalf of the Company in tax calculation and reporting; or
h. Other services that may give rise to aconflict of interest..
i. Other services that may cause conflict of interest. Non-audit services other than the non-audit services as mentioned above may be assigned to independent auditors after obtaining pre-approval from Audit Committee and must be carried out in the following manner:
i) Board of Directors shall submit to Audit Committee (through Board of Commissioners) a detailed description of the type of services to be assigned to the independent auditor;

ii) Dalam proses *pre-approval*, Komite Audit harus melakukan evaluasi dan analisa untuk menentukan apakah jasa non-audit yang akan ditugaskan kepada auditor independen akan mengganggu independensi atau menimbulkan benturan kepentingan; dan

iii) *Pre-approval* dari Komite Audit hanya dapat diberikan jika berdasarkan hasil evaluasi dan analisa jasa non-audit tersebut tidak akan mengganggu independensi atau menimbulkan benturan kepentingan. *Pre-approval* dari Komite Audit terhadap jasa non-audit yang ditugaskan kepada auditor independen dapat dikecualikan jika nilai seluruh jasa non-audit yang diberikan oleh auditor independen kepada Perusahaan tidak lebih dari 5% dari total nilai biaya audit dibayarkan oleh Perusahaan kepada auditor independen dalam tahun fiskal dimana jasa non-audit diberikan.

9. Efektivitas Pengendalian Internal
Komite Audit melakukan penelaahan terhadap desain dan pelaksanaan kebijakan dan prosedur untuk memperoleh keyakinan yang memadai efektivitas pengendalian internal agar salah saji material laporan keuangan, penyalahgunaan aset, dan perbuatan melanggar peraturan perundangan dapat dicegah. Adapun penelaahan yang dilakukan meliputi:
   a. Pemahaman pengendalian internal diperoleh dari presentasi manajemen Perusahaan mengenai desain dan implementasi pengendalian internal.
   b. Komite Audit wajib meminta laporan Pemeriksaan Internal secara triwulan dari Satuan Pengawasan Internal sebagai bahan untuk mengidentifikasi kemungkinan adanya kelemahan pengendalian internal.
   c. Untuk meningkatkan efektivitas pengendalian internal, Komite Audit dapat memberikan masukan kepada manajemen Perusahaan dalam rangka peningkatan kinerja Satuan Pengawasan Internal.
   d. Komite Audit harus berkoordinasi dengan Satuan Pengawasan Internal untuk:
      i) Mengadakan pertemuan reguler (misalnya setiap bulan) untuk membahas temuan Satuan Pengawasan Internal dan/atau hal-hal lain yang mengandung indikasi mengenai kelemahan pengendalian internal, termasuk kekeliruan penerapan standar akuntansi;
      ii) Jika diperlukan, Komite Audit dapat meminta Satuan Pengawasan Internal untuk memperluas reviunya untuk menilai sifat, lingkup, besaran, dan dampak kelemahan signifikan pengendalian internal serta pengaruhnya terhadap laporan keuangan;
      iii) Melakukan pengawasan atas tindak lanjut oleh Direksi terhadap temuan Satuan Pengawasan Internal.

ii) In the pre-approval process, Audit Committee shall conduct an evaluation and analysis to determine whether the non-audit services to be assigned to the independent auditor will impair independence or create a conflict of interest; and

iii) Pre-approval from the Audit Committee can only be granted if based on the results of evaluation and analysis, the non-audit services will not interfere with independence or create a conflict of interest. Pre-approval from the Audit Committee for non-audit services assigned to independent auditors may be excluded if the value of all non-audit services provided by independent auditors to the Company is not more than 5% of the total value of audit fees paid by the Company to independent auditors in the fiscal year in which non-audit services are provided.

9. Effectiveness of Internal Control Audit Committee reviews the design and implementation of policies and procedures to obtain reasonable assurance of effectiveness of internal control so that material misstatement of financial statements, misuse of assets and violations of laws and regulations can be prevented.
   a. Understanding of internal control is obtained from the Company's management presentation on the design and implementation of internal control.
   b. Audit Committee shall request quarterly Internal Audit reports from the Internal Audit Unit as material to identify possible internal control weaknesses.
   c. To improve the effectiveness of internal control, Audit Committee may provide input to the Company's management in order to improve the Internal Audit Unit's performance.
   d. Audit Committee shall coordinate with Internal Audit Unit to:
      i) Hold regular meetings (e.g. every month) to discuss the Internal Audit Unit findings and or other matters that contain indications of internal control weaknesses, including errors in the application of accounting standards;
      ii) If necessary, Audit Committee may request Internal Audit Unit to expand its review to assess the nature, scope, magnitude and impact of significant internal control weaknesses and their effect on the financial statements;
      iii) Supervise the follow-up by the Board of Directors on the Internal Audit Unit findings.

e. Dalam proses penelaahan terhadap efektivitas pengendalian internal, Komite Audit dapat mempergunakan laporan dari auditor independen untuk melakukan identifikasi kemungkinan adanya kelemahan pengendalian internal.
f. Setiap awal tahun Komite Audit mereviu dan memberikan masukan atas PKPT (Program Kerja Pemeriksaan Tahunan) yang disusun oleh Satuan Pengawasan Internal.
g. Pemberitahuan maupun penunjukkan Kerja Pengawasan Internal atau perubahan struktur organisasi Satuan Pengawasan Internal dengan memperhatikan saran Dewan Komisaris/Komite Audit.

10. Penanganan pengaduan atau pelaporan sehubungan dengan proses akuntansi dan dugaan pelanggaran terkait pelaporan keuangan:
    a. Syarat pengaduan:
        i) Pengaduan disampaikan secara tertulis;
        ii) Jika pelapor menyebutkan identitasnya, Komite Audit merahasiakan jati diri pelapor; dan
        iii) Memberikan petunjuk mengenai adanya penyimpangan standar akuntansi, kelemahan pengendalian internal dan *fraud*, serta perilaku manajemen yang tidak terpuji yang dapat mengganggu Perusahaan.
    b. Penelaahan pengaduan
    Dalam menangani pengaduan yang disampaikan oleh pihak ketiga, Komite Audit dapat meminta dilakukannya audit investigasi dengan bekerja sama dengan Satuan Pengawasan Internal dan/atau manajemen dan/atau menugaskan konsultan atau tenaga ahli dari luar Perusahaan yang independen.
    c. Hasil penelaahan
    Jika dari hasil penelaahan terbukti bahwa pengaduan yang disampaikan ternyata benar, maka:
        i) Komite Audit meneruskan hasil penelaahan kepada Dewan Komisaris; dan
        ii) Komite Audit memantau tindak lanjut dari hasil penelaahan, jika diminta oleh Dewan Komisaris.

11. Benturan Kepentingan
    Menelaah dan memberikan saran kepada Dewan Komisaris terkait dengan adanya potensi benturan kepentingan PT Pelindo Multi Terminal.
12. Pelaksanaan Tugas Khusus:
    a. Pemberian tugas khusus kepada Komite Audit oleh Dewan Komisaris dilakukan melalui perintah tertulis yang menerangkan:
        i) Nama anggota Komite Audit yang diberi tugas;
        ii) Sifat dan lingkup pekerjaan;
        iii) Tujuan dan sasaran pekerjaan;
        iv) Waktu penugasan; dan
        v) Hal-hal administratif yang berkaitan dengan tugas khusus ini.
    b. Tugas khusus dapat mencakup tetapi tidak terbatas pada pemeriksaan terhadap dugaan adanya kesalahan dalam keputusan Direksi atau penyimpangan dalam pelaksanaan hasil keputusan Direksi.

e. In the process of reviewing the effectiveness of internal control, Audit Committee may utilize reports from independent auditors to identify possible internal control weaknesses.
f. At the beginning of each year, Audit Committee reviews and provides input on the PKPT (Annual Audit Work Program) prepared by Internal Audit Unit.
g. Notification or appointment of Internal Audit Work or changes in the organizational structure of Internal Audit Unit by taking into account the Board of Commissioners/Audit Committee Suggestions.

10. Handling of complaints or reporting in relation to accounting processes and alleged violations related to financial reporting
    a. Complaint requirements
        i) Complaints are submitted in writing;
        ii) If the complainant states his/her identity, Audit Committee shall keep the identity of complainant confidential; and
        iii) Provide guidance on the existence of accounting standard deviations, internal control weaknesses and fraud and management behavior that is not commendable that can disrupt the Company.
    b. Review of complaints
    In handling complaints submitted by third parties. Audit Committee may request an investigation audit in cooperation with the Internal Audit Unit and/or management and or assign consultants or experts from outside the Company who are independent.
    c. Review result
    If the review results prove that the complaint submitted is true, then
        i) Audit Committee forwards the review results to Board of Commissioners; and
        ii) Audit Committee monitors the follow-up of the review results, if requested by the Board of Commissioners.

11. Conflict of Interest
    Review and provide advice to Board of Commissioners related to the potential conflict of interest of PT Pelindo Multi Terminal.
12. Implementation of Special Tasks
    a. The assignment of special tasks to Audit Committee by Board of Commissioners is carried out through a written order that explains:
        i) The name of Audit Committee member assigned;
        ii) Nature and scope of work;
        iii) Purpose and objectives of the work;
        iv) Assignment time; and
        v) Administrative matters related to this special assignment.
    b. Special assignments may include but are not limited to the examination of allegations of errors in the Board of Directors' decrees or irregularities in the implementation of Board of Directors' decrees.

c. Pelaksanaan tugas khusus Komite Audit antara lain dapat:
   i) Dilakukan melalui reviu terhadap semua pencatatan, dokumen, dan informasi lainnya yang diperlukan termasuk Notulen Rapat Direksi dan Komisaris;
   ii) Mengajukan pertanyaan kepada Direksi dan stafnya yang hasilnya dituangkan dalam Berita Acara Tanya Jawab yang ditandatangani oleh pihak terkait; dan
   iii) Jika dianggap perlu, melakukan audit investigasi yang dilaksanakan melalui kerja sama dengan Satuan Kerja Satuan Pengawasan Internal atau dengan eksternal auditor.

d. Komite Audit harus menyampaikan laporan pelaksanaan tugas khusus dengan tingkat kerahasiaan maksimal terbatas pada anggota Komite Audit dan anggota Dewan Komisaris.

13. Pemeriksaan Keputusan Rapat Direksi
    Atas permintaan Dewan Komisaris, Komite Audit dapat melakukan pemeriksaan terhadap dugaan adanya kesalahan dalam keputusan rapat Direksi atau penyimpangan dalam pelaksanaan hasil keputusan Direksi.
14. Menjaga Kerahasiaan Dokumen
    Anggota Komite Audit wajib menjaga kerahasiaan dokumen, data, dan informasi Perusahaan.
15. Melaksanakan *Self-Assessment* Pelaksanaan Tugas Komite Audit
    Komite Audit melakukan *self-assessment* terhadap efektivitas pelaksanaan tugasnya, dan memutakhirkan secara periodik Piagam Komite Audit (*Audit Committee Charter*).

Tanggung Jawab

1. Komite Audit bertanggung jawab kepada Dewan Komisaris.
2. Pertanggungjawaban Komite Audit kepada Dewan Komisaris disampaikan dalam laporan sebagai berikut:
   a. Laporan tahunan pelaksanaan tugas Komite Audit;
   b. Laporan triwulanan pelaksanaan tugas Komite Audit;
   c. Laporan untuk setiap pelaksanaan tugas khusus Komite Audit.
3. Komite Audit bertanggung jawab menjaga kerahasiaan dokumen, data, dan informasi Perusahaan.

Wewenang

Dalam melaksanakan tugasnya Komite Audit mempunyai wewenang sebagal berlkut:

1. Mengakses secara penuh, bebas, dan tidak terbatas terhadap dokumen, data, dan informasi, karyawan, dana, aset, dan sumber daya Perusahaan yang diperlukan, yang berkaitan dengan pelaksanaan tugasnya dan wajib bekerja sama dengan Satuan Pengawasan Internal dan/atau manajemen.

c. The special duties of Audit Committee, among others, can be:
   i) Conducted through a review of all records, documents and other necessary information including Minutes of Board of Directors and Commissioners Meetings;
   ii) Ask questions to the Board of Directors and its staff, the results of which are set forth in the Minutes of the Q&A signed by the relevant parties; and
   iii) If deemed necessary, conduct investigative audits carried out in cooperation with the Internal Audit Unit or with external auditors.

d. Audit Committee must submit a report on the implementation of special tasks with a maximum level of confidentiality limited to members of Audit Committee and members of Board of Commissioners.

13. Examination of the Board of Directors Meeting Decision
    at the Board of Commissioners' request, Audit Committee may conduct an examination of alleged errors in the Board of Directors' meeting decisions or irregularities in the implementation of Board of Directors' decisions.
14. Maintain Document Confidentiality
    Audit Committee members shall maintain the confidentiality of the Company's documents, data and information.
15. Carry out Self Assessment of Audit Committee Duties Implementation
    The Audit Committee conducts a self-assessment of the effectiveness of the implementation of its duties, and periodically updates the Audit Committee Charter.

Responsibilities

1. Audit Committee is responsible to Board of Commissioners.
2. Audit Committee's accountability to Board of Commissioners is submitted in the following report:
   a. Annual report on the implementation of Audit Committee duties;
   b. Quarterly report on the implementation of Audit Committee duties;
   c. Report for each special task implementation of Audit Committee.
3. Audit Committee is responsible for maintaining the confidentiality of documents, data and information of the Company.

Authorities

In carrying out its duties, Audit Committee has the following authority:

1. Full, free and unrestricted access to documents, data and information, employees, funds, assets and resources of the Company required, relating to the implementation of its duties and shall cooperate with the Internal Audit Unit and/or management.

2. Berkomunikasi langsung dengan karyawan, termasuk Direksi dan pihak yang menjalankan fungsi Pemeriksaan Internal, manajemen risiko, dan Akuntan terkait tugas dan tanggung jawab Komite Audit.
3. Mekanisme kerja sebagaimana butir 2 di atas harus mengikuti prosedur kerja sesuai peraturan yang berlaku.
4. Jika diperlukan melibatkan pihak independen di luar anggota Komite Audit untuk membantu pelaksanaan tugasnya dengan persetujuan Komisaris dan melakukan kewenangan lain yang diberikan oleh Dewan Komisaris.
5. Apabila diperlukan, dengan persetujuan Dewan Komisaris, Komite Audit dapat mempekerjakan tenaga ahli dan/atau konsultan untuk membantu Komite Audit, atas biaya Perusahaan.
6. Mengkaji independensi, objektivitas, serta merekomendasikan eksternal auditor yang akan dipilih oleh Perusahaan untuk mengaudit laporan keuangan Perusahaan, untuk mengaudit laporan keuangan Perusahaan maupun anak Perusahaan.

2. Communicate directly with employees, including Board of Directors and those who carry out the function of Internal Audit, risk management, and Accountants related to Audit Committee duties and responsibilities.
3. The work mechanism as point 2 above must follow the work procedures in accordance with applicable regulations.
4. If necessary, involve independent parties outside Audit Committee members to assist in carrying out their duties with the Board of Commissioners' approval and perform other authorities granted by the Board of Commissioners.
5. If necessary, with the Board of Commissioners' approval, Audit Committee may hire experts and/or consultants to assist the Audit Committee, on the Company's expense.
6. Review the independence, objectivity and recommend the external auditor that will be selected by the Company to audit the Company's financial statements, to audit the financial statements of the Company and its subsidiaries.

PELATIHAN DAN/ATAU PENINGKATAN KOMPETENSI KOMITE AUDIT

Perusahaan memberikan kesempatan kepada anggota Komite Audit untuk mengikuti program pelatihan dan pengembangan kompetensi guna mendukung pelaksanaan fungsi pengawasan yang efektif. Kegiatan tersebut dapat diselenggarakan oleh internal Perusahaan maupun lembaga eksternal, dengan seluruh biaya pelaksanaan ditanggung oleh Perusahaan.

Bagi anggota Komite Audit yang berasal dari anggota Dewan Komisaris, informasi mengenai pelatihan dan pengembangan kompetensi telah disampaikan pada subbab Pengembangan Kompetensi Dewan Komisaris.

Adapun sepanjang tahun 2025, anggota Komite Audit yang berasal dari pihak independen di luar Dewan Komisaris juga mengikuti sejumlah program pelatihan dan pengembangan kompetensi sebagaimana berikut:

AUDIT COMMITTEE TRAINING AND/OR COMPETENCY DEVELOPMENT

The Company provides opportunities for Audit Committee members to participate in training and competency development programs to support the effective implementation of their oversight function. These activities can be organized internally by the Company or externally, with all costs borne by the Company.

For Audit Committee members from the Board of Commissioners, information regarding training and competency development is presented in the Competency Development subsection of the Board of Commissioners.

Throughout 2025, Audit Committee members from independent parties outside the Board of Commissioners also participated in a number of training and competency development programs, as follows:

Nama dan Jabatan Name and Position	Materi Topic	Waktu Pelaksanaan Date and Time	Penyelenggara Organizer
Saiful Bahri (Anggota Komite Audit) Audit Committee members	GRC Summit International Conference	21-22 Agustus 2025 August 21–22, 2025	CRMS Indonesia
Rimba Simanjuntak (Anggota Komite Audit) Audit Committee members	-	-	-

RAPAT KOMITE AUDIT

Kebijakan

Piagam Komite Audit telah mengatur penyelenggaraan rapat secara berkala, yang dilakukan dengan mekanisme sebagai berikut:

1. Komite Audit mengadakan rapat secara berkala paling kurang satu kali dalam 3 (tiga) bulan.
2. Rapat Komite Audit hanya dapat dilaksanakan apabila dihadiri oleh lebih dari 1/2 jumlah anggota.

AUDIT COMMITTEE MEETINGS

Policy

The Audit Committee Charter regulates the holding of regular meetings, which are conducted using the following mechanisms:

1. Audit Committee shall hold regular meetings at least once every 3 (three) months.
2. Audit Committee meetings can only be held if attended by more than 1/2 of the members.

3. Keputusan rapat Komite Audit diambil berdasarkan musyawarah untuk mufakat.
4. Keputusan rapat Komite Audit dianggap sah apabila disetujui oleh lebih dari 1/2 jumlah anggota Komite Audit yang hadir.
5. Rapat Komite Audit dipimpin oleh Ketua Komite Audit atau anggota Komite Audit yang paling senior, apabila Ketua Komite Audit berhalangan hadir.
6. Jika dipandang perlu, Komite Audit dapat mengundang pihak lain yang terkait dengan materi rapat untuk hadir dalam rapat Komite Audit. Setiap rapat Komite Audit dituangkan dalam risalah rapat, termasuk apabila terdapat perbedaan pendapat (*dissenting opinions*), yang ditandatangani oleh seluruh anggota Komite Audit yang hadir dan disampaikan kepada Dewan Komisaris.

3. Audit Committee meeting decisions are made based on deliberation for consensus.
4. Audit Committee meeting decisions are considered valid if approved by more than 1/2 of Audit Committee members present.
5. Audit Committee meetings are chaired by Chairman of Audit Committee or the most senior member of Audit Committee, if the Chairman of Audit Committee is absent.
6. If deemed necessary, Audit Committee may invite other parties related to the meeting material to attend the Audit Committee meeting. Each Audit Committee meeting is set forth in the minutes of meeting, including any dissenting opinions, signed by all members of Audit Committee present and submitted to the Board of Commissioners.

Pelaksanaan Frekuensi Rapat dan Tingkat Kehadiran Anggota Komite Audit

Sepanjang tahun 2025, Komite Audit telah menyelenggarakan rapat sebanyak 33 kali. Adapun risalah rapat serta tingkat kehadiran anggota Komite Audit pada rapat tersebut disampaikan sebagaimana terlampir di bawah ini:

Audit Committee Meeting Frequency and Member Attendance

Throughout 2025, the Audit Committee held 33 meetings. The minutes of these meetings and the attendance of Audit Committee members are presented below:

Tingkat Kehadiran Komite Audit pada Rapat
Audit Committee Attendance Level at Meetings

Komite Audit Audit Committee	Jumlah Wajib Rapat Number of Mandatory Meetings	Jumlah Kehadiran Number of Attendance	Kehadiran Attendance (%)
Aan Rusdianto (Ketua) | (Chairman)	33	33	100%
Arman Depari (Wakil Ketua) | (Vice Chairman)	33	33	100%
Saiful Bahri (Anggota) | (Member)	33	33	100%
Rimba Simanjuntak (Anggota) | (Member)	33	33	100%
Rata-rata Average			**100%**

Risalah Rapat Komite Audit
Minutes of Audit Committee Meeting

No	Hari/Tanggal Day/Date	Pukul Time	Agenda Rapat Meeting Agenda
1	Selasa, 7 Januari 2025 Tuesday, January 7, 2025	10.00 s.d 13.00 10.00 to 13.00	Rapat Pembahasan Usulan PKPT 2025 SPI dan Piagam Audit Internal Perusahaan. Meeting to Discuss the Proposed 2025 Internal Audit Work Plan and the Company's Internal Audit Charter.
2	Selasa, 14 Januari 2025 Tuesday, January 14, 2025	10.00 s.d 12.00 10.00 to 12.00	Pembahasan Laporan Hasil Pemeriksaan Audit Interim Laporan Keuangan Konsolidasian Tahun 2024 PT Pelindo Multi Terminal periode sampai dengan 30 September 2024. Discussion of the Interim Audit Report of 2024 Consolidated Financial Statements of PT Pelindo Multi Terminal for the period up to September 30, 2024.
3	Selasa, 14 Januari 2025 Tuesday, January 14, 2025	13.30 s.d 16.00 13.30 to 16.00	Rapat Pembahasan Finalisasi Laporan *Asessment* GCG Tahun Buku 2023. Meeting to Discuss the Finalization of GCG Assessment Report for 2023 Fiscal Year.
4	Rabu, 15 Januari 2025 Wednesday, January 15, 2025	10.00 s.d 14.00 10.00 to 14.00	Rapat Tindak Lanjut Pembahasan Usulan PKPT 2025 SPI dan Piagam Audit Internal Perusahaan. Follow-up Meeting to Discuss the Proposed 2025 Internal Audit Work Plan and the Company's Internal Audit Charter.
5	Kamis, 16 Januari 2025 Thursday, January 16, 2025	10.00 s.d 11.30 10.00 to 11.30	Rapat Pembahasan *Update Draft* RJP PMT Tahun 2025-2029. Meeting to Discuss the Update Draft of 2025-2029 PMT Long-Term Plan.

Risalah Rapat Komite Audit
Minutes of Audit Committee Meeting

No	Hari/Tanggal Day/Date	Pukul Time	Agenda Rapat Meeting Agenda
6	Senin, 20 Januari 2025 Monday, January 20, 2025	10.00 s.d 11.30 10.00 to 11.30	Rapat Pembahasan Lanjutan terkait Usulan Piagam Audit Internal (*Internal Audit Charter*) dan Laporan Implementasi Manajemen Risiko Triwulan IV Tahun 2024. Further Discussion Meeting regarding the Proposed Internal Audit Charter and the Risk Management Implementation Report for Quarter IV of 2024.
7	Kamis, 23 Januari 2025 Thursday, January 23, 2025	10.00 s.d 12.00 10.00 to 12.00	Pembahasan Usulan RKAP 2025. Discussion of the proposed 2025 RKAP.
8	Jumat, 31 Januari 2025 Friday, January 31, 2025	09.00 s.d 12.00 09.00 to 12.00	Rapat Teknis Persiapan Rakomdir Laporan Kinerja dan Keuangan s.d Bulan Desember 2024. Technical Meeting to Prepare the Board Coordination Meeting for the Performance and Financial Reports until December 2024.
9	Selasa, 4 Februari 2025 Tuesday, February 4, 2025	10.00 s.d 12.00 10.00 to 12.00	Rapat Teknis Persiapan Rakomdir Laporan Kinerja s.d Bulan Desember 2024 (khusus untuk Investasi dan Keuangan). Technical Meeting to Prepare the Board Coordination Meeting for Performance Reports until December 2024 (specifically for Investment and Finance).
10	Senin, 17 Februari 2025 Monday, February 17, 2025	10.00 s.d 12.00 10.00 to 12.00	1. Hal-hal yang Perlu Mendapat Perhatian atas Konsep Temuan BPK; 2. *Update* profil dan strategi risiko tahun 2025; 3. *Update* pembahasan RJPP *Subholding* dan *Holding* 2025-2029; 4. Pembahasan Tata Kelola/Kebijakan terkait Mekanisme Pengambilan Keputusan Strategis; 5. Isu-isu Strategis Lainnya. 1. Matters Requiring Attention Regarding BPK's Conceptual Findings; 2. Update on the 2025 risk profile and strategy; 3. Update on the discussion of 2025-2029 Subholding and Holding Long-Term Plan; 4. Discussion on Governance/Policies Related to Strategic Decision-Making Mechanisms; 5. Other Strategic Issues.
11	Kamis, 27 Februari 2025 Thursday, February 27, 2025	10.30 s.d 12.00 10.30 to 12.00	Rapat Laporan Triwulan IV Tahun 2024 SPI dan Manajemen Risiko. Fourth Quarter 2024 Report Meeting for Internal Audit and Risk Management.
12	Senin, 14 April 2025 Monday, April 14, 2025	10.00 s.d 12.00 10.00 to 12.00	Rapat Teknis pembahasan Strategi Risiko dan Profil Risiko Korporat PMT Tahun 2025. Technical Meeting to discuss the Risk Strategy and Corporate Risk Profile for the 2025 PMT.
13	Senin, 28 April 2025 Monday, April 28, 2025	10.00 s.d 12.00 10.00 to 12.00	Rapat Teknis Persiapan Rakomdir Bulan April 2025. Technical Meeting to Prepare for the April 2025 Board Coordination Meeting.
14	Rabu, 7 Mei 2025 Wednesday, May 7, 2025	10.00 s.d 12.00 10.00 to 12.00	Rapat Diskusi Persiapan Agenda Rapat Komite Tata Kelola Terintegrasi (KTKT) Triwulan I 2025. Discussion Meeting to Prepare the Agenda for the First Quarter 2025 Integrated Governance Committee (KTKT) Meeting.
15	Jumat, 23 Mei 2025 Friday, May 23, 2025	09.00 s.d 11.00 09.00 to 11.00	Rapat Tindak Lanjut Rakomdir khusus HSSE dan SDM. Follow-up Meeting for the HSSE and HC Coordination Meeting.
16	Senin, 26 Mei 2025 Monday, May 26, 2025	10.00 s.d 12.00 10.00 to 12.00	1. *Update* Pembahasan Tindak Lanjut Insiden Kemacetan Tanjung Priok; 2. *Update* Laporan Hasil Implementasi Sistem Manajemen Anti Penyuapan Tahun 2024; 3. *Update* terkait Arahan Pelaksanaan RUPS dan Aksi Korporasi BUMN/ Anak Usaha BUMN dari Danantara; 4. Isu-isu Strategis Lainnya. 1. Update on the Discussion on Follow-up to Tanjung Priok Traffic Jam Incident; 2. Update on the 2024 Anti-Bribery Management System Implementation Report; 3. Update on the Directions for the Implementation of GMS and Corporate Actions for SOEs/SOE Subsidiaries from Danantara; 4. Other Strategic Issues.
17	Rabu, 4 Juni 2025 Wednesday, June 4, 2025	13.30 s.d 16.00 13.30 to 16.00	Permohonan Persetujuan Pelaksanaan Aksi Korporasi Pembelian 1 (satu) Unit HMC milik PT PIL. Request for Approval for the Implementation of Corporate Action of Purchasing 1 (one) HMC Unit belonging to PT PIL.

Risalah Rapat Komite Audit
Minutes of Audit Committee Meeting

No	Hari/Tanggal Day/Date	Pukul Time	Agenda Rapat Meeting Agenda
18	Kamis, 26 Juni 2025 Thursday, June 26, 2025	15.00 s.d 17.00 15.00 to 17.00	Pembahasan Tindak Lanjut terkait Hasil *Workshop* Penguatan Tata Kelola Pengawasan Berbasis Pengendalian Internal untuk Meningkatkan Integritas dan Kualitas Pelaporan Keuangan. Follow-up discussion regarding the results of the Workshop on Strengthening Internal Control-Based Supervisory Governance to Improve the Integrity and Quality of Financial Reporting.
19	Jumat, 8 Agustus 2025 Thursday, June 26, 2025	10.30 s.d 11.30 10.30 to 11.30	Pembahasan Usulan Revisi Investasi PMT Grup Tahun 2025. Discussion of the Proposed Revision of 2025 PMT Group Investment Plan.
20	Jumat, 8 Agustus 2025 Friday, August 8, 2025	08.00 s.d 10.00 08.00 to 10.00	Rapat Pembahasan Formulasi dan Pemantauan *Key Risk Indicator* (KRI) Risiko Utama Tahun 2025. Meeting to Discuss the Formulation and Monitoring of Key Risk Indicators (KRI) for Key Risks in 2025.
21	Senin, 11 Agustus 2025 Monday, August 11, 2025	10.00 s.d 12.00 10.00 to 12.00	Pembahasan Implementasi Manajemen Risiko s.d Triwulan II Tahun 2025 dan *Update* Progres Penyusunan Profil Risiko RKAP Tahun 2026. Discussion of Risk Management Implementation until the Second Quarter of 2025 and Update on the Progress of Preparing the 2026 RKAP Risk Profile.
22	Senin, 11 Agustus 2025 Monday, August 11, 2025	13.00 s.d 16.00 13.00 to 16.00	Pembahasan profil dan strategi risiko tahun 2025 serta isu-isu strategis (persiapan rapat KTKT *Holding*). Discussion of the 2025 risk profile and strategy, as well as strategic issues (preparation for the KTKT Holding meeting).
23	Kamis, 14 Agustus 2025 Thursday, August 14, 2025	10.00 s.d 12.00 10.00 to 12.00	1. Evaluasi Risiko Utama Triwulan II Tahun 2025; 2. Profil Risiko Utama Tahun 2026; 3. *Update* Hasil Pembahasan *Joint Procurement* KAP Tahun Buku 2025; 4. Hal-hal strategis lainnya. 1. Evaluation of Key Risks for the Second Quarter of 2025; 2. Profile of Key Risks for 2026; 3. Update on the Results of Joint Procurement KAP Discussion for Fiscal Year 2025; 4. Other strategic matters.
24	Senin, 25 Agustus 2025 Monday, August 25, 2025	09.00 s.d 11.00 09.00 to 11.00	Pembahasan usulan revisi RKAP Investasi tahun 2025 PT Pelindo Multi Terminal. Discussion of the proposed revision of 2025 RKAP Investment Plan for PT Pelindo Multi Terminal.
25	Jumat, 12 September 2025 Monday, August 25, 2025	09.00 s.d 12.00 09.00 to 12.00	Sinkronisasi Penyusunan Usulan RKAP 2026 PT Pelindo Multi Terminal. Synchronization of Preparation of Proposed RKAP 2026 PT Pelindo Multi Terminal.
26	Rabu, 24 September 2025 Wednesday, September 24, 2025	10.00 s.d 12.00 10.00 to 12.00	Rapat Teknis Persiapan Rakomdir Pembahasan Kinerja s.d Agustus 2025. Technical Meeting to Prepare for the Board Coordination Meeting on Performance Discussion until August 2025.
27	Kamis, 23 Oktober 2025 Thursday, October 23, 2025	14.00 s.d 16.00 14.00 to 16.00	Rapat Teknis Persiapan Rakomdir Pembahasan Kinerja s.d September 2025. Technical Meeting to Prepare for the Board Coordination Meeting on Performance Discussion until September 2025.
28	Jumat, 14 November 2025 Thursday, October 23, 2025	09.30 s.d 11.30 09.30 to 11.30	Pembahasan *Update* Perencanaan Risiko RKAP Tahun 2026. Discussion on the 2026 RKAP Risk Planning Update.
29	Senin, 17 November 2025 Monday, November 17, 2025	10.00 s.d 12.00 10.00 to 12.00	1. Pembahasan Laporan Triwulan III SPI Tahun 2025; 2. Pembahasan Laporan Hasil Audit (LHA) *Branch* Tahun 2025. 1. Discussion on the 2025 SPI Quarterly Report; 2. Discussion on the 2025 Branch Audit Result Report (LHA).
30	Selasa, 18 November 2025 Tuesday, November 18, 2025	10.00 s.d 12.00 10.00 to 12.00	1. *Update* Profil Risiko Triwulan III 2025. 2. *Update* Perencanaan Manajemen Risiko pada RKAP 2026. 3. *Update* Hasil Temuan Audit Internal s.d. Triwulan III 2025; 4. Hal-hal strategis lainnya. 1. Risk Profile Update for the 2025 Quarterly. 2. Risk Management Planning Update for the 2026 RKAP. 3. Internal Audit Findings Update until the 3rd Quarter of 2025; 4. Other strategic matters.
31	Rabu, 19 November 2025 Wednesday, November 19, 2025	09.00 sd 17.00 09.00 to 17.00	Pembahasan Usulan RKAP Investasi Tahun 2026 pada Divisi Peralatan dan Fasilitas Pelabuhan. Discussion of the Proposed 2026 Investment RKAP for the Port Equipment and Facilities Division.
32	Kamis, 20 November 2025 Thursday, November 20, 2025	09.00 sd 17.00 09.00 to 17.00	Pembahasan Investasi pada Divisi IT dan PT IKT Discussion of Investments in the IT Division and PT IKT.
33	Selasa, 16 Desember 2025 Tuesday, December 16, 2025	14.00 s.d 16.00 14.00 to 16.00	Persiapan Rakomdir Pembahasan Kinerja s.d November 2025. Preparation for the Board Coordination Meeting on Performance Discussion until November 2025.

EVALUASI KINERJA KOMITE AUDIT

Pelaksanaan evaluasi kinerja Komite Audit mengacu pada ketentuan yang diatur dalam Piagam Komite Audit. Penilaian dilakukan setiap tahun melalui mekanisme *self-assessment*, baik terhadap kinerja masing-masing anggota maupun Komite Audit secara kolektif.

Hasil evaluasi tersebut disampaikan kepada Dewan Komisaris sebagai bagian dari laporan tahunan pelaksanaan kegiatan Komite Audit dan menjadi bahan penelaahan atas efektivitas pelaksanaan fungsi pengawasan selama tahun berjalan.

LAPORAN SINGKAT PELAKSANAAN TUGAS DAN KEGIATAN KOMITE AUDIT TAHUN 2025

Komite Audit menjalankan fungsi pengawasan untuk mendukung Dewan Komisaris dalam memantau pengelolaan Perusahaan. Pelaksanaan tugas tersebut mengacu pada Piagam Komite Audit yang menjadi pedoman kerja dalam menjalankan fungsi, kewenangan, dan tanggung jawab Komite Audit sesuai ketentuan yang berlaku.

Ruang lingkup pengawasan Komite Audit mencakup penelaahan atas pelaporan keuangan, efektivitas pengendalian internal, pelaksanaan audit internal dan eksternal, kepatuhan terhadap regulasi, penerapan manajemen risiko, serta implementasi Tata Kelola Perusahaan yang Baik.

Selama tahun 2025, Komite Audit telah melaksanakan sejumlah kegiatan dan tugas sebagai berikut:

1. Menyelenggarakan rapat-rapat Komite Audit secara berkala paling kurang satu kali dalam 3 (tiga) bulan untuk membahas laporan pengawasan, hasil reviu, serta isu-isu strategis yang memerlukan tindak lanjut;
2. Menyusun dan melaporkan realisasi Program Kerja Komite Audit Tahun 2025 kepada Dewan Komisaris sebagai bentuk pertanggungjawaban dan evaluasi kinerja;
3. Menelaah Laporan Manajemen Perusahaan tahun 2025, termasuk hasil audit internal dan rekomendasi tindak lanjutnya;
4. Melakukan penelaahan atas surat dan Nota Dinas Direksi yang berkaitan dengan aspek keuangan, pengendalian internal, risiko, dan hal-hal yang berada dalam ruang lingkup fungsi Komite Audit;
5. Melakukan penelaahan kepatuhan terhadap ketentuan peraturan perundang-undangan yang relevan dengan kegiatan usaha dan operasional Perusahaan;
6. Menelaah dan memberikan rekomendasi atas pengaduan atau laporan yang diterima melalui kanal pelaporan internal (*whistleblowing system*) yang berkaitan dengan dugaan pelanggaran di lingkungan Perusahaan;

AUDIT COMMITTEE PERFORMANCE EVALUATION

The Audit Committee's performance is evaluated in accordance with the provisions stipulated in the Audit Committee Charter. The assessment is conducted annually through a self-assessment mechanism, both for the performance of individual members and Audit Committee as a whole.

The results of this evaluation are submitted to the Board of Commissioners as part of the annual report on the Audit Committee's activities and serve as a basis for reviewing the effectiveness of its oversight function during the year.

BRIEF REPORT ON THE IMPLEMENTATION OF AUDIT COMMITTEE'S DUTIES AND ACTIVITIES IN 2025

Audit Committee carries out its oversight function to support the Board of Commissioners in monitoring the Company's management. The implementation of these duties is based on the Audit Committee Charter, which serves as a working guideline for carrying out the Audit Committee's functions, authorities, and responsibilities in accordance with applicable regulations.

The scope of the Audit Committee's oversight includes reviewing financial reporting, effectiveness of internal controls, implementation of internal and external audits, regulatory compliance, risk management implementation, and implementation of Good Corporate Governance.

During 2025, Audit Committee carried out the following activities and duties:

1. Held regular Audit Committee meetings at least once every three months to discuss supervisory reports, review results, and strategic issues requiring follow-up;
2. Prepared and reported the implementation of the 2025 Audit Committee Work Program to the Board of Commissioners as a form of accountability and performance evaluation;
3. Reviewed the Company's 2025 Management Report, including internal audit results and follow-up recommendations;
4. Reviewed letters and official memos from the Board of Directors relating to financial aspects, internal control, risk, and matters within the scope of the Audit Committee's functions;
5. Reviewed compliance with laws and regulations relevant to the Company's business and operational activities;
6. Reviewed and provided recommendations on complaints or reports received through the internal reporting channel (whistleblowing system) relating to alleged violations within the Company;

7. Menyusun dan menyampaikan materi dalam rapat internal Dewan Komisaris yang berhubungan dengan temuan dan pandangan Komite Audit atas pelaksanaan fungsi pengawasan selama tahun berjalan.

Seluruh pelaksanaan tugas tersebut dilakukan dengan prinsip independensi, obyektivitas, dan kehati-hatian, guna memastikan bahwa tata kelola perusahaan berjalan secara efektif dan sejalan dengan prinsip transparansi serta akuntabilitas.

TANGGUNG JAWAB KOMITE AUDIT DALAM PEMBERIAN REKOMENDASI ATAS PENUNJUKAN DAN PEMBERHENTIAN AUDITOR EKSTERNAL

Komite Audit turut melakukan penelaahan dalam proses penunjukan auditor eksternal guna memastikan auditor yang dipilih memiliki kompetensi, independensi, dan integritas yang memadai dalam mendukung kualitas pelaporan keuangan Perusahaan.

Sepanjang tahun 2025, Komite Audit juga melakukan evaluasi serta memberikan rekomendasi terkait penunjukan maupun pemberhentian auditor eksternal dengan mengacu pada Peraturan Menteri BUMN Nomor PER-01/MBU/2011 sebagaimana telah diubah melalui Peraturan Menteri BUMN Nomor PER-09/MBU/2021 serta Surat Edaran Menteri BUMN Nomor SE-09/MBU/12/2020 tentang Komite Audit.

Dalam pelaksanaan tanggung jawab tersebut, Komite Audit menjalankan kegiatan antara lain sebagai berikut:
1. Menilai kinerja auditor eksternal pada periode sebelumnya, mencakup kualitas hasil audit, kepatuhan terhadap standar audit yang berlaku, ketepatan waktu pelaporan, serta efektivitas komunikasi dengan manajemen;

2. Mengevaluasi independensi dan objektivitas auditor eksternal, termasuk melakukan telaah terhadap potensi konflik kepentingan atau hubungan afiliasi yang dapat memengaruhi kualitas audit;
3. Melakukan kajian atas ruang lingkup dan pendekatan audit untuk memastikan kesesuaian dengan karakteristik usaha dan kompleksitas operasional Perusahaan; dan
4. Menyusun dan menyampaikan rekomendasi tertulis kepada Dewan Komisaris sebagai dasar pertimbangan dalam menyampaikan usulan kepada Pemegang Saham.

Komite Audit juga dapat memberikan rekomendasi kepada Dewan Komisaris terkait tidak diperpanjangnya masa penugasan atau penghentian auditor eksternal. Rekomendasi tersebut dapat diberikan berdasarkan hasil evaluasi atas kualitas audit, pemenuhan prinsip independensi, maupun pertimbangan lain yang relevan dengan kebutuhan dan kepentingan Perusahaan.

Pelaksanaan proses evaluasi tersebut dilakukan secara objektif dan independen dengan tetap mengedepankan prinsip kehati-hatian. Mekanisme yang diterapkan mengacu pada Piagam Komite Audit Perusahaan serta selaras dengan ketentuan tata kelola yang berlaku di lingkungan Pelindo Group dan praktik Tata Kelola Perusahaan yang Baik.

7. Prepared and presented materials at internal Board of Commissioners meetings relating to the Audit Committee's findings and views on the implementation of its supervisory function during the year.

All these duties were carried out with the principles of independence, objectivity, and prudence, to ensure that corporate governance is effective and in line with the principles of transparency and accountability.

AUDIT COMMITTEE RESPONSIBILITIES IN PROVIDING RECOMMENDATIONS ON THE APPOINTMENT AND DISMISSAL OF EXTERNAL AUDITORS

Audit Committee also reviews the external auditor appointment process to ensure that the selected auditor possesses sufficient competence, independence, and integrity to support the quality of the Company's financial reporting.

Throughout 2025, Audit Committee also evaluated and provided recommendations regarding the appointment and dismissal of external auditors, referring to Minister of State-Owned Enterprises Regulation No. PER-01/MBU/2011, as amended by Minister of State-Owned Enterprises Regulation No. PER-09/MBU/2021 and Minister of State-Owned Enterprises Circular No. SE-09/MBU/12/2020 concerning Audit Committees.

In carrying out these responsibilities, Audit Committee carries out the following activities:
1. Assessing the performance of external auditors in the previous period, including the quality of audit results, compliance with applicable audit standards, timeliness of reporting, and effectiveness of communication with management
2. Evaluate the independence and objectivity of external auditors, including reviewing potential conflicts of interest or affiliated relationships that may affect audit quality;

3. Review the scope and approach of audit to ensure compliance with the characteristics of the Company's business and operational complexity;
4. Prepare and submit written recommendations to the Board of Commissioners as a basis for consideration in submitting proposals to Shareholders.

Audit Committee may also recommend to the Board of Commissioners whether to terminate or not extend the assignment of external auditors. These recommendations may be based on evaluations of audit quality, compliance with the principle of independence, or other considerations relevant to the Company's needs and interests.

The evaluation process is conducted objectively and independently, while prioritizing the principle of prudence. The mechanisms implemented refer to the Company's Audit Committee Charter and align with applicable governance provisions within Pelindo Group and Good Corporate Governance practices.

Komite Nominasi dan Remunerasi
Nomination and Remuneration Committee

PEMBENTUKAN KOMITE NOMINASI DAN REMUNERASI

Komite Nominasi dan Remunerasi (KNR) dibentuk untuk membantu Dewan Komisaris dalam menjalankan fungsi pengawasan, khususnya yang berkaitan dengan kebijakan nominasi, evaluasi, serta remunerasi bagi Direksi, Dewan Komisaris, dan manajemen kunci Perusahaan. Dalam menjalankan tugasnya, Komite mengedepankan prinsip profesionalisme, objektivitas, independensi, dan Tata Kelola Perusahaan yang Baik.

Pembentukan Komite Nominasi dan Remunerasi telah mengacu pada Peraturan Menteri BUMN Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara serta Peraturan Menteri BUMN Nomor PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara. Selain itu, pelaksanaan fungsi komite juga mengacu pada Pedoman Governansi Korporat Pelindo Group dan Piagam Komite Nominasi dan Remunerasi yang berlaku di lingkungan Perusahaan.

Pembentukan Komite ditetapkan melalui keputusan Dewan Komisaris dan menjadi bagian dari upaya Perusahaan dalam mendukung proses nominasi dan pengelolaan remunerasi yang lebih terstruktur, transparan, dan selaras dengan kebutuhan organisasi.

KUALIFIKASI MENJADI ANGGOTA KOMITE NOMINASI DAN REMUNERASI

Persyaratan keanggotaan:
1. Memiliki integritas yang baik dan pengetahuan yang cukup di bidang nominasi dan remunerasi.
2. Tidak memiliki kepentingan/keterkaitan pribadi yang dapat menimbulkan dampak negatif dan benturan kepentingan terhadap Perusahaan.
3. Mampu bekerja sama dan berkomunikasi secara efektif.
4. Sehat secara jasmani dan rohani.
5. Dapat menyediakan waktu yang cukup untuk menyelesaikan tugasnya.
6. Bekerja secara independen dan berdedikasi terhadap kepentingan Perusahaan.
7. Bersedia meningkatkan kompetensi secara terus-menerus melalui pendidikan dan pelatihan.
8. Bersedia menandatangani pakta integritas yang merupakan pernyataan dan komitmen untuk mematuhi segala ketentuan peraturan perundang-undangan dan prinsip-prinsip GCG.

ESTABLISHMENT OF NOMINATION AND REMUNERATION COMMITTEE

Nomination and Remuneration Committee (NRC) was established to assist the Board of Commissioners in carrying out its oversight function, particularly with regard to the nomination, evaluation, and remuneration policies for the Board of Directors, Board of Commissioners, and key management of the Company. In carrying out its duties, the Committee prioritizes the principles of professionalism, objectivity, independence, and Good Corporate Governance.

The establishment of Nomination and Remuneration Committee is in accordance with the Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises and the Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises. Furthermore, the committee's functions are also in accordance with Pelindo Group Corporate Governance Guidelines and Nomination and Remuneration Committee Charter, which are applicable within the Company.

The establishment of the Committee was determined by a Board of Commissioners decision and is part of the Company's efforts to support a more structured, transparent, and aligned remuneration nomination and management process that aligns with organizational needs.

NOMINATION AND REMUNERATION COMMITTEE MEMBER QUALIFICATIONS

Membership requirements:
1. Have good integrity and sufficient knowledge in the field of nomination and remuneration.
2. Have no personal interest/relationship that may cause negative impact and conflict of interest to the Company.
3. Able to communicate effectively.
4. Physically and mentally healthy.
5. Can provide sufficient time to complete his/her duties.
6. Work independently and dedicated to the Company's interests.
7. Willing to improve competence continuously through education and training.
8. Willing to sign an integrity pact which is a statement and commitment to comply with all provisions of laws and regulations and GCG principles.

MASA JABATAN

Jangka waktu penugasan anggota komite ditetapkan oleh Dewan Komisaris dengan masa jabatan paling lama 3 (tiga) tahun. Setelah masa jabatan berakhir, anggota komite dapat diangkat kembali untuk periode paling lama 2 (dua) tahun sesuai kebutuhan dan hasil evaluasi Dewan Komisaris. Sejalan dengan pengangkatan, Dewan Komisaris jugamemiliki kewenangan untuk memberhentikan anggota komite sewaktu-waktu sesuai ketentuan yang berlaku.

TENURE

The tenure for committee members is determined by the Board of Commissioners, with a maximum term of 3 (three) years. Upon expiration of the term, committee members may be reappointed for a maximum period of 2 (two) years based on the needs and the results of the Board of Commissioners' evaluation. In line with the appointment, the Board of Commissioners also has the authority to dismiss committee members at any time in accordance with applicable regulations.

JUMLAH, KOMPOSISI, DAN SUSUNAN KOMITE NOMINASI DAN REMUNERATION TAHUN 2025

Berdasarkan Pedoman Tata Kelola Organ Pendukung Dewan Komisaris di lingkungan PT Pelindo Multi Terminal, Komite Nominasi dan Remunerasi terdiri atas paling sedikit 1 (satu) orang anggota yang berasal dari Dewan Komisaris dan paling banyak 2 (dua) orang anggota yang berasal dari luar Dewan Komisaris.

Adapun susunan Komite Nominasi dan Remunerasi PT Pelindo Multi Terminal per 31 Desember 2025 adalah sebagai berikut:

NUMBER, COMPOSITION, AND STRUCTURE OF NOMINATION AND REMUNERATION COMMITTEE IN 2025

Based on the Governance Guidelines for Supporting Organs of Board of Commissioners at PT Pelindo Multi Terminal, the Nomination and Remuneration Committee consists of at least 1 (one) member from the Board of Commissioners and a maximum of 2 (two) members from outside the Board of Commissioners.

The composition of Nomination and Remuneration Committee of PT Pelindo Multi Terminal as of December 31, 2025, is as follows:

Susunan Komite Nominasi dan Remunerasi per 31 Desember 2025
Composition of Nomination and Remuneration Committee as of December 31, 2025

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Masa Jabatan Term of Office	Periode Jabatan Period of Office
Herbert Timbo Parluhutan Siahaan	Ketua/Komisaris Period of Office	Surat Keputusan Dewan Komisaris No. KP 03 Tahun 2025 tanggal 26 September 2025 tentang Pembagian Tugas Dewan Komisaris PT Pelindo Multi Terminal Decree of Board of Commissioners No. KP 03 of 2025 dated September 26, 2025 concerning the Division of Duties of the Board of Commissioners of PT Pelindo Multi Terminal	Sesuai dengan masa jabatan sebagai Dewan Komisasris In accordance with the term of office as Board of Commissioners	
Ahmad Perwira Mulia Tarigan	Wakil Ketua/Komisaris Independen Vice Chairman/ Independent Commissioner	Surat Keputusan Dewan Komisaris No. KP 03 Tahun 2025 tanggal 26 September 2025 tentang Pembagian Tugas Dewan Komisaris PT Pelindo Multi Terminal Decree of Board of Commissioners No. KP 03 of 2025 dated September 26, 2025 concerning the Division of Duties of the Board of Commissioners of PT Pelindo Multi Terminal		
Emi Wakhyuni	Anggota/Pihak Independen Member/Independent Party	Surat Keputusan Dewan Komisaris No. KP 03 Tahun 2024 tanggal 25 Januari 2024 tentang Pemberhentian dan Pengangkatan Anggota Komite Nominasi Remunerasi dan Manajemen Risiko PT Pelindo Multi Terminal Decree of Board of Commissioners No. KP 03 of 2024 dated January 25, 2024 concerning the Dismissal and Appointment of Members of Nomination and Remuneration Committee of PT Pelindo Multi Terminal	25 Januari 2024 s.d 28 Januari 2028 January 25, 2024 to January 28, 2028	Ke- 1 1st

PROFIL KOMITE NOMINASI DAN REMUNERASI

NOMINATION AND REMUNERATION COMMITTEE PROFILE

Herbert Timbo Parluhutan Siahaan
Ketua Komite Nominasi dan Remunerasi/Komisaris
Chairman of Nomination and Remuneration Committee/Commissioner

Profil Ketua Komite Nominasi dan Remunerasi Herbert Timbo Parluhutan Siahaan dapat dilihat bagian Profil Dewan Komisaris pada bab Profil Perusahaan dalam Laporan Tahunan ini.
The profile of Chairman of Nomination and Remuneration Committee Herbert Timbo Parluhutan Siahaan can be seen in the Board of Commissioners Profile section in the Company Profile chapter of this Annual Report.

Ahmad Perwira Mulia Tarigan

Wakil Ketua Komite Nominasi dan Remunerasi/Komisaris Independen
Vice Chairman of Nomination and Remuneration Committee/Independent Commissioner

Profil Wakil Ketua Komite Nominasi dan Remunerasi Ahmad Perwira Mulia Tarigan dapat dilihat bagian Profil Dewan Komisaris pada bab Profil Perusahaan dalam Laporan Tahunan ini.
The profile of Vice Chairman of Nomination and Remuneration Committee Ahmad Perwira Mulia Tarigan can be seen in the Board of Commissioners Profile section in the Company Profile chapter of this Annual Report.

Emi Wakhyuni

Anggota Komite Nominasi dan Remunerasi | Member of Nomination and Remuneration Committee
Periode Jabatan: 25 Januari 2024 s.d 28 Januari 2028, Periode Ke-1
Member of Nomination and Remuneration Committee

Data Pribadi

Warga Negara Indonesia
Usia : 53 tahun
Kelahiran : Medan, 9 Oktober 1972
Domisili : Medan, Sumatera Utara, Indonesia

Personal Data

Indonesian citizen
Age : 53 years old
Born in : Medan, October 9, 1972
Domisili : Medan, North Sumatra, Indonesia

Riwayat Pendidikan

1. Sarjana Ilmu Manajemen, Sekolah Tinggi Ilmu Manajemen, (2008);
2. Pascasarjana, Ilmu Manajemen, Universitas Sumatera Utara, (2006);
3. Program Doktoral Ekonomi Syariah, UIN Sumatera Utara, (2023).

Education History

1. Bachelor of Management Science, College of Management Science (2008);
2. Postgraduate Degree in Management Science, University of North Sumatra (2006);
3. Doctoral Program in Islamic Economics, UIN North Sumatra (2023).

Sertifikasi Profesi yang Dimiliki dan Masih Berlaku

1. *Certified International Trainier, base on* ISO 21001 – SMOP, BPSDM IPB – QUANTUM HRM INTERNASIONAL;
2. *Certified International Person Assesor, based on* ISO 17024, Quantum HRM International;
3. *Certified Fundamental and Advance Hypnotherapy*, LPKN;
4. *Certified Great Leadership*, IEEEL Institute;
5. *Certified Professional Human Capital Management*, IHRCI;
6. *Certified International Human Capital Management*, Quantum HRM International
7. *Internal Audit of* ISO 14001 2015 & OHSAS 18001 2007, Vidya Consultants;
8. *Internal Audit* SMK3, LSP Training Consulting;
9. Sertifikasi Ahli K3 Umum, SGS Indonesia.

Valid Professional Certifications

1. Certified International Trainer, based on ISO 21001 – SMOP, BPSDM IPB – QUANTUM HRM INTERNATIONAL;
2. Certified International Personnel Assessor, based on ISO 17024, Quantum HRM International;
3. Certified in Fundamental and Advanced Hypnotherapy, LPKN;
4. Certified in Great Leadership, IEEEL Institute;
5. Certified Professional in Human Capital Management, IHRCI;
6. Certified International Human Capital Management, Quantum HRM International
7. Internal Audit of ISO 14001:2015 & OHSAS 18001:2007, Vidya Consultants;
8. SMK3 Internal Audit, LSP Training Consulting;
9. Certified General Occupational Safety and Health (K3) Expert, SGS Indonesia.

Riwayat Jabatan

1. Customer Service & Contact Center Supervisor, PT INDOSAT (1992 - 2010);
2. Marketing & Sales Support PT INDOSAT (2010 - 2014);
3. Facility Management Services - Building Manager, PT INDOSAT (2014 - 2022);
4. Dosen Tetap Program Studi Manajemen (Konsentrasi MSDM), Universitas Pembangunan Panca Budi (2010 – Saat ini);
5. Associate Trainer dan Consultant QIMS INTRASINDO dan SMES KONSULINDO MANAJEMEN (2020 – Saat ini);
6. Founder & Director PT Duta Cendikia Indonesia (2023 – Saat ini).

Work Experience

1. Customer Service & Contact Center Supervisor, PT INDOSAT (1992 - 2010);
2. Marketing & Sales Support PT INDOSAT (2010 - 2014);
3. Facility Management Services - Building Manager, PT INDOSAT (2014 - 2022);
4. Permanent Lecturer in the Management Study Program (Concentration in Human Resources), Pembangunan Panca Budi University (2010 – Present);
5. Associate Trainer and Consultant at QIMS INTRASINDO and SMES KONSULINDO MANAJEMEN (2020 – Present);
6. Founder & Director of PT Duta Cendikia Indonesia (2023 – Present).

Rangkap Jabatan

Di dalam Perusahaan
Tidak ada.

Di luar Perusahaan:
1. Dosen Tetap Program Studi Manajemen (Konsentrasi MSDM), Universitas Pembangunan Panca Budi (2010 – Saat ini);
2. Associate Trainer dan Consultant QIMS INTRASINDO dan SMES KONSULINDO MANAJEMEN (2020 – Saat ini);
3. Founder & Director PT Duta Cendikia Indonesia (2023 – Saat ini).

Concurrent Positions

Within the Company:
None.

Outside the Company:
1. Permanent Lecturer in the Management Study Program (Concentration in Human Resources), Panca Budi Development University (2010 – Present);
2. Associate Trainer and Consultant at QIMS INTRASINDO and SMES KONSULINDO MANAJEMEN (2020 – Present);
3. Founder & Director of PT Duta Cendikia Indonesia (2023 – Present).

Hubungan Afiliasi

Tidak memiliki hubungan afiliasi baik kepada anggota Direksi, Dewan Komisaris, maupun dengan PT Pelabuhan Indonesia (Persero) selaku pemegang saham utama/pengendali serta Pemerintah Indonesia selaku entitas pemilik akhir Perusahaan.

Affiliations

Has no affiliation with members of Board of Directors, Board of Commissioners, or PT Pelabuhan Indonesia (Persero) as the major/controlling shareholder and the Government of Indonesia as the ultimate owner of the Company.

PERNYATAAN INDEPENDENSI KOMITE NOMINASI DAN REMUNERASI

Anggota Komite Nominasi dan Remunerasi wajib memenuhi ketentuan independensi sesuai kebijakan dan peraturan yang berlaku. Ketentuan tersebut mencakup tidak adanya hubungan afiliasi dengan Perusahaan maupun dengan manajemen yang berpotensi memengaruhi objektivitas dalam pelaksanaan tugas dan pemberian rekomendasi.

Sebagai bagian dari penerapan prinsip independensi dan integritas, seluruh anggota Komite Nominasi dan Remunerasi telah menyampaikan pernyataan independensi yang terdokumentasi dan disajikan sebagaimana terlampir di bawah ini:

NOMINATION AND REMUNERATION COMMITTEE INDEPENDENCE STATEMENT

Members of Nomination and Remuneration Committee are required to meet independence requirements in accordance with applicable policies and regulations. These requirements include the absence of any affiliation with the Company or management that could potentially affect their objectivity in carrying out their duties and making recommendations.

As part of the implementation of the principles of independence and integrity, all members of Nomination and Remuneration Committee have submitted a documented independence statement, which is presented as attached below:

Pernyataan Independensi Independence Statement	**Herbert Timbo Parluhutan Siahaan (Ketua Komite Nominasi dan Remunerasi)** (Chairman of Nomination and Remuneration Committee)	**Ahmad Perwira Mulia Tarigan (Wakil Ketua Komite Nominasi dan Remunerasi)** (Vice Chairman of Nomination and Remuneration Committee)	**Emi Wakhyuni (Anggota Komite Nominasi dan Remunerasi)** (Nomination and Remuneration Committee Member)
Tidak memiliki hubungan bisnis atau kepentingan keuangan dengan Perusahaan atau dengan Manajemen Perusahaan. Has no business relationship or financial interest with the Company or with the Company's Management.	√	√	√
Tidak memiliki hubungan keluarga dengan Manajemen Perusahaan yang dapat mempengaruhi independensi dalam menjalankan tugas sebagai Komite Nominasi dan Remunerasi. Has no family relationship with the Company's Management that may affect independence in carrying out duties as the Nomination and Remuneration Committee.	√	√	√
Memiliki pengetahuan dan keterampilan yang cukup untuk melaksanakan tugas dan tanggung jawab sebagai Komite Nominasi dan Remunerasi. Has sufficient knowledge and skills to carry out duties and responsibilities as the Nomination and Remuneration Committee.	√	√	√
Akan melaksanakan tugas dan tanggung jawab secara objektif dan independen. Will carry out duties and responsibilities objectively and independently	√	√	√
Tidak akan memanfaatkan posisi pada Perusahaan, baik secara langsung maupun tidak langsung untuk kepentingan pribadi, keluarga dan kerabat, maupun golongan tertentu. Will not utilize the position in the Company, either directly or indirectly for personal interests, family and relatives, or certain groups.	√	√	√
Berkomitmen untuk menjaga independensi dan integritas sebagai Anggota Komite Nominasi dan Remunerasi dalam menjalankan tugas dan tanggung jawab. Committed to maintaining independence and integrity as a Member of Nomination and Remuneration Committee in carrying out duties and responsibilities.	√	√	√

PIAGAM KOMITE NOMINASI DAN REMUNERASI

Piagam Komite Nominasi dan Remunerasi telah ditetapkan melalui Surat Penetapan Dewan Komisaris No. KNR-01/DK/PLMT/III/2023 tanggal 20 Maret 2023 tentang Piagam Komite Nominasi dan Remunerasi pada PT Pelindo Multi Terminal. Pedoman tersebut menjadi acuan dalam pelaksanaan fungsi, kewenangan, serta mekanisme kerja Komite Nominasi dan Remunerasi di lingkungan Perusahaan.

NOMINATION AND REMUNERATION COMMITTEE CHARTER

The Nomination and Remuneration Committee Charter was established through the Board of Commissioners' Decree No. KNR-01/DK/PLMT/III/2023 dated March 20, 2023, concerning the Nomination and Remuneration Committee Charter at PT Pelindo Multi Terminal. These guidelines serve as a reference for implementing the functions, authorities, and working mechanisms of the Nomination and Remuneration Committee within the Company.

TUGAS DAN TANGGUNG JAWAB

Komite Nominasi dan Remunerasi bertugas dan bertanggung jawab untuk memberikan pendapatan profesional dan independen kepada Dewan Komisaris terhadap laporan atau hal-hal yang disampaikan oleh Direksi, dan melaksanakan tugas-tugas lain yang berkaitan dengan tugas Dewan Komisaris. Agar Komite Nominasi dan Remunerasi dapat berperan secara efisien dan efektif, maka tugas, tanggung jawab, dan kewenangannya diatur seperti di bawah ini.

The Nomination and Remuneration Committee is tasked with and responsible for providing professional and independent advice to the Board of Commissioners regarding reports or matters submitted by the Board of Directors, and for carrying out other duties related to the responsibilities of the Board of Commissioners. To ensure that the Nomination and Remuneration Committee can function efficiently and effectively, its duties, responsibilities, and authorities are set forth below.

Tugas

Fungsi Komite Nominasi dan Remunerasi

1. Fungsi Nominasi dan Remunerasi
   a. Melakukan *review* secara berkala atas Sistem Pengelolaan Talenta (*Talent Management System*) perusahaan serta *monitoring* dan evaluasi atas pelaksanaannya.
   b. Melakukan evaluasi terhadap sistem dan prosedur Pengklasifikasian Talenta (*Talent Classification*) yang dilakukan oleh Direksi.
   c. Melakukan validasi dan kalibrasi atas Talenta yang diusulkan oleh Direksi kepada Dewan Komisaris (*Selected Talent*), untuk menghasilkan daftar Talenta yang akan dinominasikan oleh Dewan Komisaris kepada RUPS (*Nominated Talent*).
   d. Melakukan evaluasi terhadap Calon Wakil Perseroan yang akan diusulkan sebagai anggota Direksi atau anggota Dewan Komisaris perusahaan anak, sebelum diajukan kepada RUPS.
   e. Melakukan evaluasi atas usulan *Key Performance Indicators* Individu anggota Direksi.
   f. Menyiapkan usulan sistem evaluasi kinerja individu bagi anggota Direksi dan/atau anggota Dewan Komisaris.
   g. Menyiapkan usulan program pengembangan bagi anggota Direksi dan/atau anggota Dewan Komisaris.
   h. Melakukan evaluasi atas kebijakan remunerasi bagi pegawai yang membutuhkan persetujuan/tanggapan dari Dewan Komisaris.
   i. Melakukan evaluasi atas usulan Direksi mengenai struktur organisasi perusahaan.
   j. Melakukan pengawasan dan evaluasi kinerja HSSE (*Health Safety, Security and Environment*) agar tercapai target pencegahan *incident*, baik

Duties

Functions of Nomination and Remuneration Committee

1. Nomination and Remuneration Function
   a. Conducting periodic reviews of the Company's Talent Management System and monitoring and evaluating its implementation.
   b. Evaluating the Talent Classification system and procedures implemented by the Board of Directors.
   c. Validating and calibrating Talents proposed by the Board of Directors to the Board of Commissioners (Selected Talent), to produce a list of Talents to be nominated by the Board of Commissioners to the GMS (Nominated Talent).
   d. Evaluating Candidates for Company Representatives proposed as members of the Board of Directors or members of the Board of Commissioners of subsidiaries, prior to submission to the GMS.
   e. Evaluating the proposed Key Performance Indicators for Individual members of the Board of Directors.
   f. Prepare proposals for individual performance evaluation systems for members of the Board of Directors and/or members of the Board of Commissioners.
   g. Prepare proposals for development programs for members of the Board of Directors and/or members of the Board of Commissioners.
   h. Evaluate remuneration policies for employees requiring approval/response from the Board of Commissioners.
   i. Evaluate the Board of Directors' proposals regarding the company's organizational structure.
   j. Monitor and evaluate HSSE (Health, Safety, Security, and Environment) performance to achieve targets for preventing incidents—including fatalities, accidents,

fatality, accident, nearmiss, melindungi lingkungan, meningkatkan produktivitas, dan membangun reputasi perusahaan.

2. Fungsi HSSE
   a. Melakukan *review* dan memberikan rekomendasi atas efektivitas implementasi HSSE di perusahaan melalui pertemuan secara berkala maupun cara lainnya untuk membahas progres dari tahapan tahapan tugas dan tanggung jawab yang dilakukan oleh Divisi HSSE.
   b. Melakukan pengawasan atas kegiatan Divisi HSSE dalam memantau pelaksanaan mitigasi resiko kecelakaan kerja yang dilaporkan oleh unit-unit kerja terkait.Melakukan pengawasan atas pelaksanaan rekomendasi oleh Divisi HSSE.
   c. Melakukan evaluasi atas informasi *Unsafe Action*, *Unsafe Condition* dan kecelakaan kerja yang disampaikan oleh Divisi Manajemen HSSE dalam laporan laporan rutin berkala triwulanan, tahunan dan laporan non rutin.
   d. Melakukan pembahasan atas potensi risiko-risiko kecelakaan kerja, rencana mitigasi dan implementasi "*Safety Culture*" baik di lingkungan internal perusahaan sesuai kebutuhan, termasuk dengan pihak ketiga/eksternal yang dalam lingkup kewenangan pengawasan Dewan Komisaris.

Tanggung Jawab

1. Komite Nominasi dan Remunerasi bertanggung jawab kepada Dewan Komisaris.
2. Pertanggungjawaban Komite Nominasi dan Remunerasi kepada Dewan Komisaris disampaikan dalam laporan sebagai berikut:
   a. Laporan tahunan pelaksanaan tugas Komite Nominasi dan Remunerasi;
   b. Laporan triwulanan pelaksanaan tugas Komite Nominasi dan Remunerasi;
   c. Laporan untuk setiap pelaksanaan tugas khusus Komite Nominasi dan Remunerasi.
3. Komite Nominasi dan Remunerasi bertanggung jawab menjaga kerahasiaan dokumen, data dan informasi Perusahaan.

Wewenang

1. Komite mempunyai wewenang mengakses dokumen, data, dan informasi Perusahaan tentang karyawan, dana, aset, dan sumber daya Perusahaan yang diperlukan berkaitan dengan pelaksanaan tugasnya.
2. Apabila diperlukan, Komite dapat melibatkan tenaga ahli dan/atau konsultan/pihak independen di luar anggota Komite yang diperlukan untuk membantu pelaksanaan tugasnya, atas biaya Perusahaan, dengan persetujuan tertulis dari Dewan Komisaris.
3. Jika diperlukan, dalam melaksanakan tugasnya, Komite dapat membentuk suatu tim yang bersifat *adhoc*, dengan kriteria dan periode penugasannya disesuaikan dengan kebutuhan dan jenis pekerjaannya.
4. Komite dapat memiliki kewenangan lain yang diberikan oleh Dewan Komisaris.
5. Komite mempunyai wewenang berkomunikasi langsung dengan karyawan, termasuk Direksi dan pihak lain yang terkait dengan pelaksanaan tugasnya.

and near misses—protecting the environment, improving productivity, and building the company's reputation.

2. HSSE Functions
   a. Review and provide recommendations on the effectiveness of HSSE implementation within the company through regular meetings or other means to discuss the progress of the various stages of tasks and responsibilities carried out by the HSSE Division.
   b. Oversee the HSSE Division's activities in monitoring the implementation of workplace accident risk mitigation measures reported by relevant work units. Oversee the HSSE Division's implementation of recommendations.
   c. Evaluate information regarding Unsafe Actions, Unsafe Conditions, and workplace accidents submitted by the HSSE Management Division in quarterly, annual, and ad hoc reports.
   d. Discuss potential workplace accident risks, mitigation plans, and the implementation of a "Safety Culture" both within the company as needed, including with third parties/external entities falling under the Board of Commissioners' supervisory authority.

Responsibilities

1. Nomination and Remuneration Committee is accountable to the Board of Commissioners.
2. Nomination and Remuneration Committee's accountability to the Board of Commissioners is conveyed in the following reports:
   a. Annual report on the implementation of the Nomination and Remuneration Committee's duties;
   b. Quarterly report on the implementation of the Nomination and Remuneration Committee's duties;
   c. Report for each specific task of Nomination and Remuneration Committee.
3. Nomination and Remuneration Committee is responsible for maintaining the confidentiality of Company documents, data, and information.

Authorities

1. The Committee has the authority to access Company documents, data, and information regarding employees, funds, assets, and resources as needed in connection with the implementation of its duties.
2. If necessary, the Committee may involve experts and/or consultants/independent parties outside the Committee members to assist in carrying out its duties, at the Company's expense, with written approval from the Board of Commissioners.
3. If necessary, in carrying out its duties, the Committee may form an ad hoc team, with criteria and assignment periods tailored to the needs and type of work.
4. The Committee may have other authorities granted by the Board of Commissioners.
5. The Committee has the authority to communicate directly with employees, including the Board of Directors, and other parties related to the implementation of its duties.

6. Menerima secara rutin laporan Divisi SDM, Divisi Manajemen Risiko, dan Divisi terkait lainnya secara periodik, baik bulanan, triwulanan, dan tahunan sesuai kebutuhan penugasan.
7. Memperoleh masukan dari pihak eksternal atau independen yang profesional dalam rangka pelaksanaan tugas dan peningkatan kemampuan anggota Komite apabila diperlukan atas biaya Perusahaan.

6. Regularly receive reports from the HC Division, Risk Management Division, and other related Divisions on a monthly, quarterly, and annual basis, as needed, as needed.
7. Obtain input from external or independent professional parties in carrying out its duties and improving the capabilities of Committee members, if necessary, at the Company's expense.

PELATIHAN DAN/ATAU PENINGKATAN KOMPETENSI KOMITE NOMINASI DAN REMUNERASI

Perusahaan memberikan dukungan terhadap peningkatan kompetensi anggota Komite Nominasi dan Remunerasi melalui partisipasi dalam berbagai program pelatihan dan pengembangan, baik yang diselenggarakan secara internal maupun oleh lembaga eksternal.

Bagi anggota Komite Nominasi dan Remunerasi yang berasal dari unsur Dewan Komisaris, informasi mengenai program pengembangan kompetensi telah disampaikan pada subbab Pengembangan Kompetensi Dewan Komisaris.

Adapun sepanjang tahun 2025, anggota Komite Nominasi dan Remunerasi yang berasal dari luar Dewan Komisaris turut mengikuti sejumlah pelatihan dan program pengembangan kompetensi sebagaimana terlampir berikut ini:

TRAINING AND/OR COMPETENCY DEVELOPMENT FOR NOMINATION AND REMUNERATION COMMITTEE

The Company supports the competency development of Nomination and Remuneration Committee members through participation in various training and development programs, both internally and externally organized.

For Nomination and Remuneration Committee members from the Board of Commissioners, information regarding competency development programs is presented in the subsection of Competency Development of Board of Commissioners.

Throughout 2025, Nomination and Remuneration Committee members from outside the Board of Commissioners participated in a number of training and competency development programs, as outlined below:

Nama dan Jabatan Name and Title	Materi Subject	Waktu Pelaksanaan Date	Penyelenggara Organizer
Emi Wakhyuni (Anggota Komite Nominasi dan Remunerasi) (Member of Nomination and Remuneration Committee)	*Certified Enterprise Risk Analyst*	4 Januari 2025 January 4, 2025	Academy of Finance and Management Australia
	Webinar "*Scanning-Diagnozing Organization, Human Capital* Pendekatan Penelitian Kualitatif" Webinar "Scanning-Diagnosticating Organization, Human Capital Qualitative Research Approach"	22 Januari 2025 January 22, 2025	Quantum HRM Internasional
	Webinar "*Building Corporate Culture*"	24 Januari 2025 January 24, 2025	PT Magnet Solusi Integra
	Webinar "*Adaptive Learning : New People Development Era*"	31 Januari 2025 January 31, 2025	PT Magnet Solusi Integra
	Webinar "*Strategic Human Capital Management*"	12 Juli 2025 July 12, 2025	HR Wikipedia Indonesia

RAPAT KOMITE NOMINASI DAN REMUNERASI

Kebijakan

Ketentuan mengenai pelaksanaan rapat Komite Nominasi dan Remunerasi telah diatur pada Piagam/*Charter*, di mana pedoman tersebut mencakup mekanisme dan tata cara penyelenggaraan rapat Komite Nominasi dan Remunerasi. Adapun ketentuan yang dimaksud yaitu:

1. Rapat komite diselenggarakan secara berkala paling kurang 1 (satu) kali dalam 3 (tiga) bulan.
2. Jika dipandang perlu, Komite dapat mengundang pihak lain yang terkait dengan materi rapat untuk hadir dalam

REMUNERATION AND NOMINATION COMMITTEE MEETINGS

Policy

Provisions regarding the implementation of Remuneration and Nomination Committee meetings are stipulated in the Charter, which includes guidelines for the mechanism and procedures for holding Nomination and Remuneration Committee meetings. These provisions are as follows:

1. Committee meetings are held periodically, at least once every three months.
2. If deemed necessary, the Committee may invite other parties related to the meeting material to attend with

rapat dengan persetujuan terlebih dahulu dari Dewan Komisaris.

3. Rapat dipimpin oleh Ketua Komite dan bilamana diperlukan dapat didelegaslkan kepada salah satu anggota yang hadir.
4. Rapat dapat dilakukan melalui media telekonferensi, video konferensi, atau sarana media elektronik lainnya yang memfasilitasi semua peserta rapat Komite saling melihat dan mendengar secara langsung serta berpartisipasi dalam rapat.
5. Keputusan rapat komite diambil berdasarkan musyawarah untuk mufakat. Dalam hal keputusan musyawarah untuk mufakat tidak tercapai, maka pengambilan keputusan diambil berdasarkan suara terbanyak.
6. Keputusan rapat dinyatakan sah apabila dihadiri oleh paling kurang 51% dari jumlah anggota Komite termasuk Ketua Komite.
7. Segala sesuatu yang dibicarakan dan diputuskan dalam rapat Komite termasuk pendapat yang berbeda *(dissenting opinions)* dituangkan dalam risalah rapat yang dituangkan dalam bentuk tertulis yang ditandatangani oleh seluruh anggota Komite yang hadir, sebagai bukti yang sah atas keputusan yang diambil dalam rapat, dan disampaikan kepada Dewan Komisaris.
8. Setiap anggota Komite diberi kebebasan seluas-luasnya untuk menyampai kan pendapat profesionalnya dalam pembahasan setiap agenda rapat tanpa intervensi siapapun.
9. Setiap anggota Komite berhak menerima salinan risalah rapat meskipun yang bersangkutan tidak hadir dalam rapat tersebut.

prior approval from the Board of Commissioners.

3. Meetings are chaired by the Committee Chairman and, if necessary, may be delegated to one of the attending members.
4. Meetings may be held via teleconference, videoconference, or other electronic means that facilitate the direct viewing and hearing of all Committee meeting participants and their participation.
5. Committee meeting decisions are made by deliberation to reach consensus. If deliberation to reach consensus is not reached, decisions are made by majority vote.
6. Meeting decisions are declared valid if attended by at least 51% of the Committee members, including the Committee Chairman.
7. Everything discussed and decided at Committee meetings, including dissenting opinions, is recorded in written minutes of the meeting, signed by all Committee members present, as valid evidence of the decisions made at the meeting, and submitted to the Board of Commissioners.
8. Each Committee member is given the broadest possible freedom to express their professional opinions in the discussion of each meeting agenda without any intervention.
9. Each Committee member has the right to receive a copy of the meeting minutes, even if they are not present at the meeting.

PELAKSANAAN FREKUENSI RAPAT DAN TINGKAT KEHADIRAN ANGGOTA KOMITE NOMINASI DAN REMUNERASI

Selama tahun 2025, Komite Nominasi dan Remunerasi telah menyelenggarakan rapat sebanyak 33 kali. Adapun risalah rapat serta rekapitulasi tingkat kehadiran anggota Komite Nominasi dan Remunerasi sepanjang tahun buku disajikan sebagaimana terlampir di bawah ini:

MEETING FREQUENCY AND ATTENDANCE OF NOMINATION AND REMUNERATION COMMITTEE MEMBERS

During 2025, the Nomination and Remuneration Committee held 33 meetings. The minutes of these meetings and a summary of attendance of the Nomination and Remuneration Committee members throughout the fiscal year are presented below:

Tingkat Kehadiran Komite Nominasi dan Remunerasi pada Rapat
Nomination and Remuneration Committee Attendance Level at Meetings

Komite Nominasi dan Remunerasi Nomination and Remuneration Committee	Jumlah Wajib Rapat Number of Mandatory Meetings	Jumlah Kehadiran Number of Attendance	Kehadiran Attendance (%)
Herbert Timbo Parluhutan Siahaan (Ketua) | (Chairman)	33	33	100%
Ahmad Perwira Mulia Tarigan (Wakil Ketua) | (Vice Chairman)	33	33	100%
Emi Wakhyuni (Anggota) | (Member)	33	33	100%
Rata-rata Average			**100%**

Risalah Rapat Komite Nominasi dan Remunerasi
Minutes of Nomination and Remuneration Committee Meeting

No	Hari/Tanggal Day/Date	Pukul Time	Agenda Rapat Meeting Agenda
1	Selasa, 7 Januari 2025 Tuesday, January 7, 2025	10.00 s.d 13.00 10.00 to 13.00	Rapat Pembahasan Usulan PKPT 2025 SPI dan Piagam Audit Internal Perusahaan. Meeting to Discuss the Proposed 2025 Internal Audit Work Plan and the Company's Internal Audit Charter.

Risalah Rapat Komite Nominasi dan Remunerasi
Minutes of Nomination and Remuneration Committee Meeting

No	Hari/Tanggal Day/Date	Pukul Time	Agenda Rapat Meeting Agenda
2	Selasa, 14 Januari 2025 Tuesday, January 14, 2025	10.00 s.d 12.00 10.00 to 12.00	Pembahasan Laporan Hasil Pemeriksaan Audit Interim Laporan Keuangan Konsolidasian Tahun 2024 PT Pelindo Multi Terminal periode sampai dengan 30 September 2024. Discussion of the Interim Audit Report of 2024 Consolidated Financial Statements of PT Pelindo Multi Terminal for the period up to September 30, 2024.
3	Selasa, 14 Januari 2025 Tuesday, January 14, 2025	13.30 s.d 16.00 13.30 to 16.00	Rapat Pembahasan Finalisasi Laporan *Asessment* GCG Tahun Buku 2023. Meeting to Discuss the Finalization of GCG Assessment Report for 2023 Fiscal Year.
4	Rabu, 15 Januari 2025 Wednesday, January 15, 2025	10.00 s.d 14.00 10.00 to 14.00	Rapat Tindaklanjut Pembahasan Usulan PKPT 2025 SPI dan Piagam Audit Internal Perusahaan. Follow-up Meeting to Discuss the Proposed 2025 Internal Audit Work Plan and the Company's Internal Audit Charter.
5	Kamis, 16 Januari 2025 Thursday, January 16, 2025	10.00 s.d 11.30 10.00 to 11.30	Rapat Pembahasan *Update Draft* RJP SPMT Tahun 2025-2029 . Meeting to Discuss the Update Draft of 2025-2029 SPMT Long-Term Plan.
6	Senin, 20 Januari 2025 Monday, January 20, 2025	10.00 s.d 11.30 10.00 to 11.30	Rapat Pembahasan Lanjutan terkait Usulan Piagam Audit Internal (*Internal Audit Charter*) dan Laporan Implementasi Manajemen Risiko Triwulan IV Tahun 2024. Further Discussion Meeting regarding the Proposed Internal Audit Charter and the Risk Management Implementation Report for Quarter IV of 2024.
7	Kamis, 23 Januari 2025 Thursday, January 23, 2025	10.00 s.d 12.00 10.00 to 12.00	Pembahasan usulan RKAP 2025. Discussion of the proposed 2025 RKAP.
8	Jumat, 31 Januari 2025 Friday, January 31, 2025	09.00 s.d 12.00 09.00 to 12.00	Rapat Teknis Persiapan Rakomdir Laporan Kinerja dan Keuangan s.d Bulan Desember 2024. Technical Meeting to Prepare the Board Coordination Meeting for the Performance and Financial Reports until December 2024.
9	Selasa, 4 Februari 2025 Tuesday, February 4, 2025	10.00 s.d 12.00 10.00 to 12.00	Rapat Teknis Persiapan Rakomdir Laporan Kinerja s.d Bulan Desember 2024 (khusus untuk Investasi dan Keuangan). Technical Meeting to Prepare the Board Coordination Meeting for Performance Reports until December 2024 (specifically for Investment and Finance).
10	Senin, 17 Februari 2025 Monday, February 17, 2025	10.00 s.d 12.00 10.00 to 12.00	1. Hal-hal yang Perlu Mendapat Perhatian atas Konsep Temuan BPK; 2. *Update* profil dan strategi risiko tahun 2025; 3. *Update* pembahasan RJPP *Subholding* dan *Holding* 2025-2029; 4. Pembahasan Tata Kelola/Kebijakan terkait Mekanisme Pengambilan Keputusan Strategis; 5. Isu-isu Strategis Lainnya. 1. Matters Requiring Attention Regarding BPK's Conceptual Findings; 2. Update on the 2025 risk profile and strategy; 3. Update on the discussion of 2025-2029 Subholding and Holding Long-Term Plan; 4. Discussion on Governance/Policies Related to Strategic Decision-Making Mechanisms; 5. Other Strategic Issues.
11	Kamis, 27 Februari 2025 Thursday, February 27, 2025	10.30 s.d 12.00 10.30 to 12.00	Rapat Laporan Triwulan IV Tahun 2024 SPI dan Manajemen Risiko. Fourth Quarter 2024 Report Meeting for Internal Audit and Risk Management.
12	Senin, 14 April 2025 Monday, April 14, 2025	10.00 s.d 12.00 10.00 to 12.00	Rapat Teknis pembahasan Strategi Risiko dan Profil Risiko Korporat SPMT Tahun 2025. Technical Meeting to discuss the Risk Strategy and Corporate Risk Profile for the 2025 SPMT.
13	Senin, 28 April 2025 Monday, April 28, 2025	10.00 s.d 12.00 10.00 to 12.00	Rapat Teknis Persiapan Rakomdir Bulan April 2025. Technical Meeting to Prepare for the April 2025 Board Coordination Meeting.
14	Rabu, 7 Mei 2025 Wednesday, May 7, 2025	10.00 s.d 12.00 10.00 to 12.00	Rapat Diskusi Persiapan Agenda Rapat Komite Tata Kelola Terintegrasi (KTKT) Triwulan I 2025. Discussion Meeting to Prepare the Agenda for the First Quarter 2025 Integrated Governance Committee (KTKT) Meeting.
15	Jumat, 23 Mei 2025 Friday, May 23, 2025	09.00 s.d 11.00 09.00 to 11.00	Rapat Tindak Lanjut Rakomdir khusus HSSE dan SDM. Follow-up Meeting for the HSSE and HC Coordination Meeting.
16	Senin, 26 Mei 2025 Monday, May 26, 2025	10.00 s.d 12.00 10.00 to 12.00	1. *Update* Pembahasan Tindak Lanjut Insiden Kemacetan Tanjung Priok; 2. *Update* Laporan Hasil Implementasi Sistem Manajemen Anti Penyuapan Tahun 2024; 3. *Update* terkait Arahan Pelaksanaan RUPS dan Aksi Korporasi BUMN/Anak Usaha BUMN dari Danantara; 4. Isu-isu Strategis Lainnya. 1. Update on the Discussion on Follow-up to Tanjung Priok Traffic Jam Incident; 2. Update on the 2024 Anti-Bribery Management System Implementation Report; 3. Update on the Directions for the Implementation of GMS and Corporate Actions for SOEs/ SOE Subsidiaries from Danantara; 4. Other Strategic Issues.
17	Rabu, 4 Juni 2025 Wednesday, June 4, 2025	13.30 s.d 16.00 13.30 to 16.00	Permohonan Persetujuan Pelaksanaan Aksi Korporasi Pembelian 1 (satu) Unit HMC milik PT PIL. Request for Approval for the Implementation of Corporate Action of Purchasing 1 (one) HMC Unit belonging to PT PIL.
18	Kamis, 26 Juni 2025 Thursday, June 26, 2025	15.00 s.d 17.00 15.00 to 17.00	Pembahasan Tindak Lanjut terkait Hasil *Workshop* Penguatan Tata Kelola Pengawasan Berbasis Pengendalian Internal untuk Meningkatkan Integritas dan Kualitas Pelaporan Keuangan. Follow-up discussion regarding the results of the Workshop on Strengthening Internal Control-Based Supervisory Governance to Improve the Integrity and Quality of Financial Reporting.

Risalah Rapat Komite Nominasi dan Remunerasi
Minutes of Nomination and Remuneration Committee Meeting

No	Hari/Tanggal Day/Date	Pukul Time	Agenda Rapat Meeting Agenda
19	Jumat, 8 Agustus 2025 Friday, August 8 2025	10.30 s.d 11.30 10.30 to 11.30	Pembahasan Usulan Revisi Investasi SPMT Grup Tahun 2025. Discussion of the Proposed Revision of 2025 SPMT Group Investment Plan.
20	Jumat, 8 Agustus 2025 Friday, August 8, 2025	08.00 s.d 10.00 08.00 to 10.00	Rapat Pembahasan Formulasi dan Pemantauan *Key Risk Indicator* (KRI) Risiko Utama Tahun 2025. Meeting to Discuss the Formulation and Monitoring of Key Risk Indicators (KRI) for Key Risks in 2025.
21	Senin, 11 Agustus 2025 Monday, August 11, 2025	10.00 s.d 12.00 10.00 to 12.00	Pembahasan Implementasi Manajemen Risiko s.d Triwulan II Tahun 2025 dan *Update* Progres Penyusunan Profil Risiko RKAP Tahun 2026. Discussion of Risk Management Implementation until the Second Quarter of 2025 and Update on the Progress of Preparing the 2026 RKAP Risk Profile.
22	Senin, 11 Agustus 2025 Monday, August 11, 2025	13.00 s.d 16.00 13.00 to 16.00	Pembahasan profil dan strategi risiko tahun 2025 serta isu-isu strategis (persiapan rapat KTKT *Holding*). Discussion of the 2025 risk profile and strategy, as well as strategic issues (preparation for the KTKT Holding meeting).
23	Kamis, 14 Agustus 2025 Thursday, August 14, 2025	10.00 s.d 12.00 10.00 to 12.00	1. Evaluasi Risiko Utama Triwulan II Tahun 2025; 2. Profil Risiko Utama Tahun 2026; 3. *Update* Hasil Pembahasan *Joint Procurement* KAP Tahun Buku 2025; 4. Hal-hal strategis lainnya. 1. Evaluation of Key Risks for the Second Quarter of 2025; 2. Profile of Key Risks for 2026; 3. Update on the Results of Joint Procurement KAP Discussion for Fiscal Year 2025; 4. Other strategic matters.
24	Senin, 25 Agustus 2025 Monday, August 25, 2025	09.00 s.d 11.00 09.00 to 11.00	Pembahasan usulan revisi RKAP Investasi tahun 2025 PT Pelindo Multi Terminal. Discussion of the proposed revision of 2025 RKAP Investment Plan for PT Pelindo Multi Terminal.
25	Jumat, 12 September 2025 Friday, September 12, 2025	09.00 s.d 12.00 09.00 to 12.00	Sinkronisasi Penyusunan Usulan RKAP 2026 PT Pelindo Multi Terminal. Synchronization of Preparation of Proposed RKAP 2026 PT Pelindo Multi Terminal.
26	Rabu, 24 September 2025 Wednesday, September 24, 2025	10.00 s.d 12.00 10.00 to 12.00	Rapat Teknis Persiapan Rakomdir Pembahasan Kinerja s.d Agustus 2025. Technical Meeting to Prepare for the Board Coordination Meeting on Performance Discussion until August 2025.
27	Kamis, 23 Oktober 2025 Thursday, October 23, 2025	14.00 s.d 16.00 14.00 to 16.00	Rapat Teknis Persiapan Rakomdir Pembahasan Kinerja s.d September 2025. Technical Meeting to Prepare for the Board Coordination Meeting on Performance Discussion until September 2025.
28	Jumat, 14 November 2025 Friday, November 14, 2025	09.30 s.d 11.30 09.30 to 11.30	Pembahasan *Update* Perencanaan Risiko RKAP Tahun 2026. Discussion on the 2026 RKAP Risk Planning Update.
29	Senin, 17 November 2025 Monday, November 17, 2025	10.00 s.d 12.00 10.00 to 12.00	1. Pembahasan Laporan Triwulan III SPI Tahun 2025; 2. Pembahasan Laporan Hasil Audit (LHA) *Branch* Tahun 2025. 1. Discussion on the 2025 SPI Quarterly Report; 2. Discussion on the 2025 Branch Audit Result Report (LHA).
30	Selasa, 18 November 2025 Tuesday, November 18, 2025	10.00 s.d 12.00 10.00 to 12.00	1. *Update* Profil Risiko Triwulan III 2025. 2. *Update* Perencanaan Manajemen Risiko pada RKAP 2026. 3. *Update* Hasil Temuan Audit Internal s.d. Triwulan III 2025; 4. Hal-hal strategis lainnya. 1. Risk Profile Update for the 2025 Quarterly. 2. Risk Management Planning Update for the 2026 RKAP. 3. Internal Audit Findings Update until the 3rd Quarter of 2025; 4. Other strategic matters.
31	Rabu, 19 November 2025 Wednesday, November 19, 2025	09.00 sd 17.00 09.00 to 17.00	Pembahasan Usulan RKAP Investasi Tahun 2026 pada Divisi Peralatan dan Fasilitas Pelabuhan. Discussion of the Proposed 2026 Investment RKAP for the Port Equipment and Facilities Division.
32	Kamis, 20 November 2025 Thursday, November 20, 2025	09.00 sd 17.00 09.00 to 17.00	Pembahasan Investasi pada Divisi IT dan PT IKT Discussion of Investments in the IT Division and PT IKT.
33	Selasa, 16 Desember 2025 Tuesday, December 16, 2025	14.00 s.d 16.00 14.00 to 16.00	Persiapan Rakomdir Pembahasan Kinerja s.d November 2025. Preparation for the Board Coordination Meeting on Performance Discussion until November 2025.

LAPORAN SINGKAT PELAKSANAAN TUGAS DAN KEGIATAN KOMITE NOMINASI DAN REMUNERASI TAHUN 2025

Sepanjang tahun 2025, Komite Nominasi dan Remunerasi menjalankan fungsi pendukung Dewan Komisaris dalam aspek nominasi dan remunerasi bagi Direksi, Dewan Komisaris, serta manajemen kunci di lingkungan Perusahaan sesuai dengan praktik Tata Kelola Perusahaan yang Baik.

Pada aspek nominasi, Komite melakukan penelaahan dan memberikan rekomendasi terkait pengisian jabatan, penugasan pegawai, kebutuhan struktur organisasi, serta penguatan organ Perusahaan yang disampaikan kepada induk perusahaan sesuai kewenangan yang berlaku. Komite juga memberikan masukan atas proses nominasi calon Direksi dan Komisaris anak perusahaan, Kepala Satuan Pengawasan Intern, dan Sekretaris Perusahaan sesuai penugasan Dewan Komisaris.

Sementara itu, pada aspek remunerasi, Komite melakukan evaluasi terhadap kebijakan penghasilan dan berbagai komponen kesejahteraan pegawai maupun manajemen, termasuk tunjangan, bonus kinerja, bantuan pendidikan, dan penghasilan lainnya. Penelaahan tersebut dilakukan untuk menjaga keselarasan antara sistem remunerasi, tingkat tanggung jawab jabatan, dan kebutuhan bisnis Perusahaan.

Komite juga memantau pelaksanaan program pengembangan SDM, antara lain pelatihan, sertifikasi, asesmen kompetensi, serta program pengembangan talenta dan regenerasi kepemimpinan. Peningkatan kompetensi yang dilakukan bertujuan untuk mendorong pengembangan karier serta memperkuat *knowledge management* sebagai bagian dari pengelolaan pengetahuan dan pembelajaran berkelanjutan. Selain itu, Komite juga mendukung penguatan budaya kerja melalui internalisasi nilai AKHLAK melalui komunikasi internal dan *change management* di seluruh entitas Perusahaan.

Dengan demikian, sepanjang tahun 2025 Komite Nominasi dan Remunerasi telah menjalankan fungsi pengawasan dan pemberian rekomendasi secara konsisten dalam mendukung penguatan tata kelola SDM dan efektivitas organisasi di lingkungan Perusahaan.

BRIEF REPORT ON THE IMPLEMENTATION OF DUTIES AND ACTIVITIES OF REMUNERATION AND NOMINATION COMMITTEE IN 2025

Throughout 2025, Nomination and Remuneration Committee supported the Board of Commissioners in the nomination and remuneration of Board of Directors, Board of Commissioners, and key management within the Company in accordance with Good Corporate Governance practices.

In terms of nominations, the Committee reviewed and provided recommendations regarding position filling, employee assignments, organizational structure requirements, and strengthening of the Company's organs, which were submitted to the parent company in accordance with applicable authority. The Committee also provided input on the nomination process for candidates for Directors and Commissioners of subsidiaries, Head the Internal Audit Unit, and Corporate Secretary, as assigned by the Board of Commissioners.

Meanwhile, in terms of remuneration, the Committee evaluated the remuneration policy and various components of employee and management welfare, including allowances, performance bonuses, educational assistance, and other benefits. This review was conducted to maintain alignment between the remuneration system, the level of job responsibility, and the Company's business needs.

The Committee also monitored the implementation of human capital development programs, including training, certification, competency assessments, and talent development and leadership regeneration programs. The competency enhancement efforts aimed to encourage career development and strengthen knowledge management as part of knowledge management and continuous learning. Furthermore, the Committee supported the strengthening of work culture by internalizing AKHLAK values through internal communication and change management across all Company entities.

Therefore, throughout 2025, Nomination and Remuneration Committee has consistently carried out its supervisory and recommendation functions to strengthen HC governance and organizational effectiveness within the Company.

Komite Pemantau Risiko
Risk Monitoring Committee

PEMBENTUKAN KOMITE PEMANTAU RISIKO

Komite Pemantau Risiko dibentuk untuk mendukung Dewan Komisaris dalam menjalankan fungsi pengawasan, khususnya yang berkaitan dengan penerapan manajemen risiko, tata kelola perusahaan, dan kepatuhan terhadap kebijakan maupun ketentuan yang berlaku di lingkungan Perusahaan.

Pembentukan komite ini telah mengacu pada Peraturan Menteri BUMN Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara serta Peraturan Menteri BUMN Nomor PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara. Selain itu, pelaksanaan fungsi Komite Pemantau Risiko juga merujuk pada Pedoman Governansi Korporat Pelindo Grup sebagai pedoman internal.

Dalam pelaksanaan tugasnya, Komite Pemantau Risiko melakukan penelaahan terhadap efektivitas penerapan manajemen risiko, kecukupan pengendalian internal, kepatuhan terhadap regulasi, serta implementasi tata kelola perusahaan di lingkungan operasional Perusahaan. Komite juga memberikan masukan dan rekomendasi kepada Dewan Komisaris terkait langkah mitigasi risiko dan penguatan tata kelola secara berkelanjutan.

KUALIFIKASI MENJADI ANGGOTA KOMITE PEMANTAU RISIKO

Persyaratan keanggotaan:
1. Memiliki integritas yang baik dan pengetahuan serta pengalaman kerja yang cukup di bidang manajemen risiko.
2. Tidak memiliki kepentingan/keterkaitan pribadi yang dapat menimbulkan dampak negatif dan benturan kepentingan terhadap Perusahaan.
3. Memiliki pengetahuan yang memadai di bidang usaha Perusahaan dan dapat menyediakan waktu yang cukup untuk menyelesaikan tugasnya.
4. Mampu bekerja sama dan berkomunikasi secara efektif.
5. Bersedia meningkatkan kompetensi secara terus menerus melalui pelatihan dan sertifikasi sesuai ketentuan/peraturan perusahaan dan perundang-undangan yang berlaku.
6. Bersedia menandatangani pakta integritas yang merupakan pernyataan dan komitmen untuk mematuhi segala ketentuan peraturan perundang-undangan dan prinsip-prinsip tata kelola perusahaan yang baik (*good corporate governance*).

ESTABLISHMENT OF RISK MONITORING COMMITTEE

Risk Monitoring Committee was established to support the Board of Commissioners in carrying out its oversight function, particularly with regard to the implementation of risk management, corporate governance, and compliance with applicable policies and regulations within the Company.

The establishment of this committee is based on Regulation of the Minister of State-Owned Enterprises Number PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises and Regulation of the Minister of State-Owned Enterprises Number PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises. Furthermore, the Risk Monitoring Committee's functions are guided by Pelindo Group Corporate Governance Guidelines as an internal guideline.

In carrying out its duties, Risk Monitoring Committee reviews the effectiveness of risk management implementation, the adequacy of internal controls, regulatory compliance, and the implementation of corporate governance within the Company's operations. The Committee also provides input and recommendations to the Board of Commissioners regarding risk mitigation measures and the ongoing strengthening of corporate governance.

QUALIFICATIONS OF RISK MONITORING COMMITTEE MEMBERS

Membership requirements:
1. Possesses strong integrity and sufficient knowledge and work experience in the field of risk management.
2. Have no personal interest/relationship that may cause negative impact and conflict of interest to the Company.
3. Possess adequate knowledge of the Company's business and be able to devote sufficient time to completing their duties.
4. Be able to collaborate and communicate effectively.
5. Be willing to continuously improve their competencies through training and certification in accordance with company policies and regulations and applicable laws and regulations.
6. Be willing to sign an integrity pact, which is a statement and commitment to comply with all applicable laws and regulations and the principles of good corporate governance.

MASA JABATAN

Masa penugasan anggota Komite ditetapkan oleh Dewan Komisaris dengan jangka waktu paling lama 3 (tiga) tahun. Setelah masa jabatan tersebut berakhir, anggota komite dapat ditunjuk kembali untuk periode berikutnya paling lama 2 (dua) tahun sesuai kebutuhan Perusahaan dan hasil evaluasi kinerja. Kemudian, pemberhentian anggota Komite dapat dilakukan oleh Dewan Komisaris sewaktu-waktu sesuai ketentuan yang berlaku.

TENURE

The tenure of Committee members is determined by the Board of Commissioners, with a maximum term of 3 (three) years. Upon expiration of the term, Committee members may be reappointed for a maximum of 2 (two) years, based on the Company's needs and the results of performance evaluations. Furthermore, the Board of Commissioners may dismiss Committee members at any time in accordance with applicable regulations.

JUMLAH, KOMPOSISI, DAN SUSUNAN KOMITE PEMANTAU RISIKO TAHUN 2025

Berdasarkan Pedoman Tata Kelola Organ Pendukung Dewan Komisaris di lingkungan PT Pelindo Multi Terminal, Komite Pemantau Risiko terdiri atas paling sedikit 1 (satu) anggota yang berasal dari Dewan Komisaris dan paling banyak 2 (dua) anggota yang berasal dari luar Dewan Komisaris. Adapun susunan anggota Komite Pemantau Risiko adalah sebagai berikut:

NUMBER, COMPOSITION, AND STRUCTURE OF RISK MONITORING COMMITTEE IN 2025

Based on the Guidelines for Governance of Supporting Organs of Board of Commissioners at PT Pelindo Multi Terminal, the Risk Monitoring Committee consists of at least 1 (one) member from Board of Commissioners and a maximum of 2 (two) members from outside Board of Commissioners. The composition of Risk Monitoring Committee is as follows:

Susunan Komite Pemantau Risiko per 31 Desember 2025
Composition of Risk Monitoring Committee as of December 31, 2025

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Masa Jabatan Term of Office	Periode Jabatan Period of Office
Darwanto	Ketua/Komisaris Utama merangkap Komisaris Independen Chairman/President Commissioner and Independent Commissioner	Surat Keputusan Dewan Komisaris No. KP 03 Tahun 2025 tanggal 26 September 2025 tentang Pembagian Tugas Dewan Komisaris PT Pelindo Multi Terminal Board of Commissioners Decision No. KP 03 of 2025, dated September 26, 2025, regarding the Division of Duties of the Board of Commissioners of PT Pelindo Multi Terminal	Sesuai dengan masa jabatan sebagai Dewan Komisasris In accordance with the term of office as Board of Commissioners	
Nasrul Chair	Anggota/Pihak Independen Member/Independent Party	Surat Keputusan Dewan Komisaris No. KP 05 Tahun 2023 tanggal 2 Maret 2023 tentang Pengangkatan Anggota Komite Tata Kelola Terintegrasi dan Pemantau Risiko PT Pelindo Multi Terminal Decree of Board of Commissioners No. KP 05 of 2023 dated March 2, 2023 on Appointment of Members of Integrated Governance and Risk Monitoring Committee of PT Pelindo Multi Terminal	2 Maret 2023 s.d 2 Maret 2026 March 2, 2023 to March 2, 2026	Ke- 1 1st
Bernardin Nainggolan	Anggota/Pihak Independen Member/Independent Party	Surat Keputusan Dewan Komisaris No. KP 05 Tahun 2023 tanggal 2 Maret 2023 tentang Pengangkatan Anggota Komite Tata Kelola Terintegrasi dan Pemantau Risiko PT Pelindo Multi Terminal Decree of Board of Commissioners No. KP 05 of 2023 dated March 2, 2023 on Appointment of Members of Integrated Governance and Risk Monitoring Committee of PT Pelindo Multi Terminal	2 Maret 2023 s.d 2 Maret 2026 March 2, 2023 to March 2, 2026	Ke- 1 1st

PROFIL KOMITE PEMANTAU RISIKO

PROFILE OF RISK MONITORING COMMITTEE

Darwanto

Ketua Komite Pemantau Risiko/Komisaris Utama merangkap Komisaris Independen
Chairman of Risk Monitoring Committee/President Commissioner and Independent Commissioner

Profil Ketua Komite Pemantau Risiko Darwanto dapat dilihat bagian Profil Dewan Komisaris pada bab Profil Perusahaan dalam Laporan Tahunan ini.
The profile of Vice Chairman of Risk Monitoring Committee Darwanto can be seen in the Board of Commissioners Profile section in the Company Profile chapter of this Annual Report.

Nasrul Chair

Anggota Komite Pemantau Risiko | Risk Monitoring Committee Members
Periode Jabatan: 2 Maret 2023 s.d 2 Maret 2026, Periode Ke-1
Period of Office: March 2, 2023 to March 2, 2026, 1st Period

Data Pribadi

Warga Negara Indonesia
Usia : 52 tahun
Kelahiran : Jakarta, 23 Oktober 1973
Domisili : Tangerang Selatan, Banten, Indonesia

Personal Data

Indonesian citizen
Age : 52 years old
Born in : Jakarta, October 23, 1973
Domiciled in : South Tangerang, Banten, Indonesia

Riwayat Pendidikan

1. Sarjana Akuntansi, Akuntansi,Sekolah Tinggi Akuntansi Negara, (2000);
2. Magister Management, Strategic and General Management¸ Binus University, (2010).

Education History

1. Bachelor of Accounting, Accounting, State College of Accountancy, (2000)
2. Master of Management, Strategic and General Management¸ Binus University, (2010)

Sertifikasi Profesi yang Dimiliki dan Masih Berlaku

1. *Certified Risk Governance Professional* (CRGP), dari Lembaga Sertifikasi Profesi Manajemen Risiko (LSPMR);
2. *Certified Risk Professional* (CRP), dari Lembaga Sertifikasi Profesi Pasar Modal (LSPPM);
3. *Certification in Audit Committee Practices* (CACP), dari Ikatan Komite Audit Indonesia (IKAI).

Valid Professional Certifications

1. Certified Risk Governance Professional (CRGP), from the Risk Management Professional Certification Institute (LSPMR)
2. Certified Risk Professional (CRP), from the Capital Market Professional Certification Institute (LSPPM)
3. Certification in Audit Committee Practices (CACP), from the Indonesian Audit Committee Association (IKAI)

Riwayat Jabatan

1. Komite Nominasi Remunerasi & Manajemen Risiko, PT Pelindo I (Persero), (2019);
2. Partner, ETC Consulting, (2018);
3. Chief Special Project, PT Jaringan Prima Global, (2016);
4. Chief Operation Officer, PT B-Generasi Asia, (2013);
5. President Director & CEO, PT Lintasindo Operator, (2012);
6. General Manager, PT Semesta Marga Raya, (2007);
7. Senior Manager, PT Cakrawala Andalas Televisi, (2004);
8. Audit & Cost Controller Manager, Capital Managers Asia, (2002);
9. Auditor, Badan Pengawasan Keuangan dan Pembangunan, (1996).

Work Experience

1. Nomination Remuneration & Risk Management Committee, PT Pelindo I (Persero), (2019);
2. Partner, ETC Consulting, (2018);
3. Chief Special Project, PT Jaringan Prima Global, (2016);
4. Chief Operation Officer, PT B-Generasi Asia, (2013);
5. President Director & CEO, PT Lintasindo Operator, (2012);
6. General Manager, PT Semesta Marga Raya, (2007);
7. Senior Manager, PT Cakrawala Andalas Televisi, (2004);
8. Audit & Cost Controller Manager, Capital Managers Asia, (2002);
9. Auditor, Financial and Development Supervisory Agency, (1996).

Rangkap Jabatan

Di dalam Perusahaan
Tidak ada.

Di luar Perusahaan:
Tidak ada.

Concurrent Positions

Within the Company:
None.

Outside the Company:
None.

Hubungan Afiliasi

Tidak memiliki hubungan afiliasi baik kepada anggota Direksi, Dewan Komisaris, maupun dengan PT Pelabuhan Indonesia (Persero) selaku pemegang saham utama/pengendali serta Pemerintah Indonesia selaku entitas pemilik akhir Perusahaan.

Affiliations

Has no affiliation with members of Board of Directors, Board of Commissioners, or PT Pelabuhan Indonesia (Persero) as the major/controlling shareholder and the Government of Indonesia as the ultimate owner of the Company.

Bernardin Nainggolan

Anggota Komite Pemantau Risiko | Member of the Risk Monitoring Committee
Periode Jabatan: 2 Maret 2023 s.d 2 Maret 2026, Periode Ke-1
Period of Office: March 2, 2023 to March 2, 2026, 1st Period

Data Pribadi	**Period of Office: March 2, 2023 to March 2, 2026, 1st Period**
Warga Negara Indonesia	Indonesian citizen
Usia : 52 tahun	Age : 52 years old
Kelahiran : Jakarta, 21 September 1973	Born in : Jakarta, September 21, 1973
Domisili : Jakarta Barat, DKI Jakarta, Indonesia	Domiciled in : West Jakarta, DKI Jakarta, Indonesia
Riwayat Pendidikan	**Education History**
1. Sarjana Teknik, Urban & Regional Planning, Institut Teknologi Bandung, (2001); 2. Pasca Sarjana Magister Manajemen, Financial Management, Universitas Pelita Harapan, (2005).	1. Bachelor of Engineering, Urban & Regional Planning, Bandung Institute of Technology, (2001) 2. Postgraduate Master of Management, Financial Management, Pelita Harapan University, (2005)
Sertifikasi Profesi yang Dimiliki dan Masih Berlaku	**Valid Professional Certifications**
1. *Certified Risk Governance Professional* (CRGP), dari Lembaga Sertifikasi Profesi Manajemen Risiko (LSPMR); 2. *Certified Risk Management Professional* (CRMP), dari Lembaga Sertifikasi Profesi Manajemen Risiko (LSPMR); 3. *Financial Risk Manager* (FRM®), dari Global Association of Risk Professionals (GARP).	1. Certified Risk Governance Professional (CRGP), from the Risk Management Professional Certification Institute (LSPMR). 2. Certified Risk Management Professional (CRMP), from the Risk Management Professional Certification Institute (LSPMR). 3. Financial Risk Manager (FRM®), from the Global Association of Risk Professionals (GARP).
Riwayat Jabatan	**Work Experience**
1. Komite Nominasi Remunerasi & Manajemen Risiko, PT Pelindo I (Persero), (2021); 2. Komite Nominasi Remunerasi & Manajemen Risiko, PT Pelindo Multi Terminal, (2021); 3. Konsultan Independen Manajemen Risiko, PT Hutama Karya (Persero), (2019); 4. Konsultan Independen Manajemen Risiko, PT Pelindo III (Persero), (2017); 5. Konsultan Independen Manajemen Risiko, PT Antam (Persero) Tbk, (2017).	1. Remuneration & Risk Management Nomination Committee, PT Pelindo I (Persero), (2021) 2. Remuneration & Risk Management Nomination Committee, PT Pelindo Multi Terminal, (2021 3. Independent Risk Management Consultant, PT Hutama Karya (Persero) (2019) 4. Independent Risk Management Consultant, PT Pelindo III (Persero), (2017) 5. Independent Risk Management Consultant, PT Antam (Persero), Tbk, (2017)
Rangkap Jabatan	**Concurrent Positions**
Di dalam Perusahaan Tidak ada.	**Within the Company:** None.
Di luar Perusahaan: Tidak ada.	**Outside the Company:** None.
Hubungan Afiliasi	**Affiliations**
Tidak memiliki hubungan afiliasi baik kepada anggota Direksi, Dewan Komisaris, maupun dengan PT Pelabuhan Indonesia (Persero) selaku pemegang saham utama/pengendali serta Pemerintah Indonesia selaku entitas pemilik akhir Perusahaan.	Has no affiliation with members of Board of Directors, Board of Commissioners, or PT Pelabuhan Indonesia (Persero) as the major/controlling shareholder and the Government of Indonesia as the ultimate owner of the Company.

PERNYATAAN INDEPENDENSI KOMITE PEMANTAU RISIKO

Seluruh anggota Komite Pemantau Risiko wajib memenuhi ketentuan independensi sesuai kebijakan dan peraturan yang berlaku. Ketentuan tersebut mencakup tidak adanya hubungan afiliasi dengan Perusahaan maupun dengan manajemen yang dapat memengaruhi objektivitas dalam pelaksanaan fungsi pengawasan risiko.

Sebagai bentuk penerapan prinsip independensi dan integritas, seluruh anggota Komite Pemantau Risiko telah menyampaikan pernyataan independensi yang terdokumentasi dan disajikan sebagaimana terlampir di bawah ini:

RISK MONITORING COMMITTEE INDEPENDENCE STATEMENT

All members of Risk Monitoring Committee are required to comply with independence requirements in accordance with applicable policies and regulations. These requirements include the absence of any affiliation with the Company or management that could affect the objectivity of the risk oversight function.

To demonstrate the application of the principles of independence and integrity, all members of Risk Monitoring Committee have submitted a documented independence statement, which is presented as attached below:

Pernyataan Independensi Independence Statement	Darwanto (Ketua Komite Pemantau Risiko) (Chairman of Risk Monitoring Committee)	Nasrul Chair (Anggota Komite Pemantau Risiko) (Risk Monitoring Committee Member)	Bernadin Nainggolan (Anggota Komite Pemantau Risiko) (Risk Monitoring Committee Member)
Tidak memiliki hubungan bisnis atau kepentingan keuangan dengan Perusahaan atau dengan Manajemen Perusahaan. (Risk Monitoring Committee Member)	√	√	√
Tidak memiliki hubungan keluarga dengan Manajemen Perusahaan yang dapat mempengaruhi independensi dalam menjalankan tugas sebagai Komite Pemantau Risiko. Has no family relationship with the Company's Management that may affect independence in carrying out duties as Risk Monitoring Committee	√	√	√
Memiliki pengetahuan dan keterampilan yang cukup untuk melaksanakan tugas dan tanggung jawab sebagai Komite Pemantau Risiko. Has sufficient knowledge and skills to carry out duties and responsibilities as Risk Monitoring Committee.	√	√	√
Akan melaksanakan tugas dan tanggung jawab secara objektif dan independen. Will carry out duties and responsibilities objectively and independently	√	√	√
Tidak akan memanfaatkan posisi pada Perusahaan, baik secara langsung maupun tidak langsung untuk kepentingan pribadi, keluarga dan kerabat, maupun golongan tertentu. Will not utilize the position in the Company, either directly or indirectly for personal interests, family and relatives, or certain groups	√	√	√
Berkomitmen untuk menjaga independensi dan integritas sebagai Anggota Komite Pemantau Risiko dalam menjalankan tugas dan tanggung jawab. Committed to maintaining independence and integrity as a Member of Risk Monitoring Committee in carrying out duties and responsibilities.	√	√	√

PIAGAM KOMITE PEMANTAU RISIKO

Pelaksanaan tugas dan fungsi Komite Pemantau Risiko berpedoman pada Piagam Komite Pemantau Risiko yang ditetapkan melalui Surat Penetapan Dewan Komisaris Nomor KPR-01/DK/PLMT/V/2024 tanggal 7 Mei 2024 tentang Piagam Komite Pemantau Risiko PT Pelindo Multi Terminal.

TUGAS DAN TANGGUNG JAWAB

Tugas dan Tanggung Jawab

1. Melakukan pemantauan dan penelaahan terhadap laporan Manajemen Risiko dan laporan lainnya terkait penerapan Manajemen Risiko baik Perusahaan Induk maupun Anak Perusahaan;
2. Melakukan pemantauan dan evaluasi atas kesesuaian penerapan kebijakan dan strategi Manajemen Risiko Perusahaan Induk dan Anak Perusahaan;
3. Memberikan rekomendasi kepada Dewan Komisaris atas hal yang mendukung efektivitas penerapan Manajemen Risiko dan kesesuaian antara kebijakan Manajemen Risiko Perusahaan Induk dan Manajemen Risiko Anak Perusahaan;

RISK MONITORING COMMITTEE CHARTER

The duties and functions of Risk Monitoring Committee are guided by the Risk Monitoring Committee Charter, established through the Board of Commissioners' Decree No. KPR-01/DK/PLMT/V/2024 dated May 7, 2024, concerning the Risk Monitoring Committee Charter of PT Pelindo Multi Terminal.

DUTIES AND RESPONSIBILITIES

Duties and Responsibilities

1. Monitor and review Risk Management reports and other reports related to the implementation of Risk Management for both the Parent Company and Subsidiaries;
2. Monitor and evaluate the appropriateness of the implementation of Risk Management policies and strategies for the Parent Company and Subsidiaries;
3. Provide recommendations to the Board of Commissioners on matters that support the effectiveness of Risk Management implementation and the alignment between the Parent Company's Risk Management policies and those of its Subsidiaries;

4. Melakukan analisis atas kajian risiko yang disampaikan Direksi terhadap aksi korporasi, rencana investasi yang material, rencana kerjasama dengan pihak ketiga atau rencana strategis perusahaan lainnya yang dalam lingkup kewenangan pengawasan Dewan Komisaris.
5. Melakukan analisis atas kajian risiko RJPP dan RKAP yang diajukan oleh Direksi.
6. Melakukan evaluasi atas informasi risiko yang disampaikan oleh Divisi Manajemen Risiko dalam laporan laporan triwulanan, laporan tahunan dan laporan non rutin lainnya.
7. Melaksanakan pemantauan dan evaluasi terhadap pelaksanaan fungsi Manajemen Risiko lainnya sesuai dengan ketentuan peraturan perundang-undangan, anggaran dasar, dan/atau keputusan RUPS/Menteri
8. Membantu Dewan Komisaris terkait dengan fungsi pengawasan/pemberian nasihat terhadap pelaksanaan tata kelola terintegrasi Perusahaan.

Wewenang

1. Mengakses seluruh informasi yang relevan tentang Perusahaan terkait dengan tugas dan fungsi komite pemantau risiko.
2. Melakukan komunikasi dengan kepala unit kerja, karyawan, Direksi dan pihak lain dalam Perusahaan untuk memperoleh informasi, klarifikasi serta meminta dokumen dan laporan yang diperlukan
3. Apabila diperlukan Komite dapat melibatkan tenaga ahli dan/atau konsultan/pihak independen di luar anggota Komite yang diperlukan untuk membantu pelaksanaan tugasnya, atas biaya perusahaan, dengan persetujuan tertulis dari Dewan Komisaris.
4. Jika diperlukan, dalam melaksanakan tugasnya, Komite dapat membentuk suatu tim yang bersifat *adhoc*, dengan kriteria dan periode penugasannya disesuaikan dengan kebutuhan dan jenis pekerjaannya.
5. Menerima secara rutin laporan dari Divisi Manajemen Risiko dan Divisi terkait lainnya secara periodik baik bulanan, triwulanan dan tahunan sesuai kebutuhan penugasan.

PELATIHAN DAN/ATAU PENINGKATAN KOMPETENSI KOMITE PEMANTAU RISIKO

Perusahaan mendukung peningkatan kompetensi anggota Komite Pemantau Risiko melalui partisipasi dalam berbagai program pelatihan dan pengembangan, baik yang diselenggarakan secara internal maupun oleh lembaga eksternal. Seluruh biaya atas pelaksanaan kegiatan tersebut ditanggung oleh Perusahaan.

Bagi anggota Komite Pemantau Risiko yang berasal dari unsur Dewan Komisaris, informasi mengenai pelatihan dan pengembangan kompetensi telah disampaikan pada subbab Pengembangan Kompetensi Dewan Komisaris.

Adapun sepanjang tahun 2025, anggota Komite Pemantau Risiko yang berasal dari luar Dewan Komisaris turut mengikuti sejumlah program pelatihan dan pengembangan kompetensi sebagaimana terlampir berikut ini:

4. Analyze risk assessments submitted by the Board of Directors regarding corporate actions, material investment plans, planned collaborations with third parties, or other company strategic plans within the Board of Commissioners' supervisory authority.
5. Analyze the risk assessment of the RJPP and RKAP submitted by the Board of Directors.
6. Evaluate risk information submitted by the Risk Management Division in quarterly reports, annual reports, and other non-routine reports.
7. Monitor and evaluate the implementation of other Risk Management functions in accordance with laws and regulations, the articles of association, and/or GMS/ Ministerial decisions.
8. Assist the Board of Commissioners in its supervisory and advisory functions regarding the implementation of the Company's integrated governance.

Authorities

1. Access all relevant information about the Company related to the duties and functions of the risk monitoring committee.
2. Communicate with heads of work units, employees, the Board of Directors, and other parties within the Company to obtain information, clarification, and request necessary documents and reports.
3. If necessary, the Committee may engage experts and/or consultants/independent parties other than Committee members to assist in the implementation of its duties, at the Company's expense, with written approval from the Board of Commissioners.
4. If necessary, in carrying out its duties, the Committee may form an ad hoc team, with criteria and assignment periods tailored to the needs and type of work.
5. Regularly receive reports from the Risk Management Division and other relevant Divisions on a monthly, quarterly, and annual basis, as required by the assignment.

TRAINING AND/OR COMPETENCY DEVELOPMENT FOR RISK MONITORING COMMITTEE

The Company supports the competency development of Risk Monitoring Committee members through participation in various training and development programs, both internally and externally organized. All costs for these activities are borne by the Company.

For Risk Monitoring Committee members from the Board of Commissioners, information regarding training and competency development is presented in the subsection "Board of Commissioners Competency Development."

Throughout 2025, Risk Monitoring Committee members from outside the Board of Commissioners participated in several training and competency development programs, as outlined below:

Nama dan Jabatan Name and Title	Materi Pelatihan Training Subject	Waktu Pelaksanaan Date	Penyelenggara Organizer
Narsrul Chair	Konfrensi Nasional Professional Manajemen Risiko XI XI National Conference of Risk Management Professionals	27-28 November 2025 November 27-28, 2025	LSP Manajemen Risiko
Bernardin Nainggolan	Konfrensi Nasional Professional Manajemen Risiko XI XI National Conference of Risk Management Professionals	27-28 November 2025 November 27-28, 2025	LSP Manajemen Risiko

RAPAT KOMITE PEMANTAU RISIKO

Kebijakan

Ketentuan mengenai pelaksanaan rapat Komite Pemantau Risiko mengacu pada Piagam/*Charter* Komite. Pedoman tersebut mengatur mekanisme penyelenggaraan rapat sebagai bagian dari pelaksanaan fungsi pengawasan risiko dan tata kelola Perusahaan, dengan ketentuan sebagai berikut:

1. Rapat komite diselenggarakan secara berkala sekurang-kurangnya 1 (satu) kali dalam 3 (tiga) bulan.
2. Jika dipandang perlu, Komite dapat mengundang pihak lain yang terkait dengan materi rapat untuk hadir dalam rapat dengan persetujuan terlebih dahulu dari Dewan Komisaris.
3. Rapat dipimpin oleh Ketua Komite dan, bilamana diperlukan, dapat didelegasikan kepada salah satu anggota yang hadir.
4. Rapat dapat dilakukan melalui media telekonferensi, video konferensi, atau sarana media elektronik lainnya yang memfasilitasi semua peserta rapat Komite saling melihat dan mendengar secara langsung serta berpartisipasi dalam rapat.
5. Keputusan rapat komite diambil berdasarkan musyawarah untuk mufakat. Dalam hal keputusan musyawarah untuk mufakat tidak tercapai, maka pengambilan keputusan diambil berdasarkan suara terbanyak.
6. Keputusan rapat dinyatakan sah apabila dihadiri oleh paling kurang 51% dari jumlah anggota Komite, termasuk Ketua Komite.
7. Segala sesuatu yang dibicarakan dan diputuskan dalam rapat Komite, termasuk pendapat yang berbeda (*dissenting opinions*), dituangkan dalam risalah rapat yang dituangkan dalam bentuk tertulis yang ditandatangani oleh seluruh anggota Komite yang hadir, sebagai bukti yang sah atas keputusan yang diambil dalam rapat, dan disampaikan kepada Dewan Komisaris.
8. Setiap anggota Komite diberi kebebasan seluas-luasnya untuk menyampaikan pendapat profesionalnya dalam pembahasan setiap agenda rapat tanpa intervensi siapa pun.
9. Setiap anggota Komite berhak menerima salinan risalah rapat meskipun yang bersangkutan tidak hadir dalam rapat tersebut.

RISK MONITORING COMMITTEE MEETINGS

Policy

Provisions regarding the implementation of Risk Monitoring Committee meetings refer to the Committee Charter. These guidelines govern the mechanism for holding meetings as part of the Company's risk oversight and governance functions, with the following provisions:

1. Committee meetings are held periodically, at least once every three months.
2. If deemed necessary, the Committee may invite other parties related to the meeting material to attend with prior approval from the Board of Commissioners.
3. Meetings are chaired by the Committee Chairman and, if necessary, may be delegated to one of the attending members.
4. Meetings may be held via teleconference, videoconference, or other electronic means that facilitate the direct viewing and hearing of all Committee meeting participants and their participation.
5. Committee meeting decisions are made by deliberation to reach consensus. If deliberation to reach consensus is not reached, decisions are made by majority vote.
6. Meeting decisions are declared valid if attended by at least 51% of the Committee members, including the Committee Chairman.
7. Everything discussed and decided at Committee meetings, including dissenting opinions, is recorded in written minutes of the meeting, signed by all Committee members present, as valid evidence of the decisions made at the meeting, and submitted to the Board of Commissioners.
8. Each Committee member is given the broadest possible freedom to express their professional opinions in the discussion of each meeting agenda without any intervention.
9. Each Committee member has the right to receive a copy of the meeting minutes, even if they are not present at the meeting.

PELAKSANAAN FREKUENSI RAPAT DAN TINGKAT KEHADIRAN ANGGOTA PEMANTAU RISIKO

Sepanjang tahun 2025, Komite Pemantau Risiko melakukan rapat dengan frekuensi sebanyak 33 kali. Berikut risalah dan rekapitulasi kehadiran rapat-rapat Komite Pemantau Risiko sebagaimana terlampir di bawah ini:

MEETING FREQUENCY AND ATTENDANCE OF RISK MONITORING COMMITTEE MEMBERS

Throughout 2025, the Risk Monitoring Committee held 33 meeting. The minutes and attendance summary of the Risk Monitoring Committee meetings are attached below:

Tingkat Kehadiran Komite Pemantau Risiko pada Rapat
Risk Monitoring Committee Attendance Level at Meetings

Komite Pemantau Risiko Risk Monitoring Committee	Jumlah Wajib Rapat Number of Mandatory Meetings	Jumlah Kehadiran Number of Attendance	Kehadiran Attendance (%)
Thanon Aria Dewangga (Ketua)* | (Chairman)	24	24	100%
Darwanto (Ketua)** | (Chairman)	9	9	100%
Nasrul Chair (Anggota) | (Member)	33	33	100%
Bernadin Nainggolan (Anggota) | (Member)	33	33	100%
Rata-rata Average			**100%**

*) Berhenti menjabat sejak 27 Agustus 2025 | Stopped Serves since August 27, 2025.
**) Menjabat sejak 27 Agustus 2025 | Served since August 27, 2025.

Risalah Rapat Komite Pemantau Risiko
Minutes of Risk Monitoring Committee Meeting

No	Hari/Tanggal Day/Date	Pukul Time	Agenda Rapat Meeting Agenda
1	Selasa, 7 Januari 2025 Tuesday, January 7, 2025	10.00 s.d 13.00 10.00 to 13.00	Rapat Pembahasan Usulan PKPT 2025 SPI dan Piagam Audit Internal Perusahaan. Meeting to Discuss the Proposed 2025 Internal Audit Work Plan and the Company's Internal Audit Charter.
2	Selasa, 14 Januari 2025 Tuesday, January 14, 2025	10.00 s.d 12.00 10.00 to 12.00	Pembahasan Laporan Hasil Pemeriksaan Audit Interim Laporan Keuangan Konsolidasian Tahun 2024 PT Pelindo Multi Terminal periode sampai dengan 30 September 2024. Discussion of the Interim Audit Report of 2024 Consolidated Financial Statements of PT Pelindo Multi Terminal for the period up to September 30, 2024.
3	Selasa, 14 Januari 2025 Tuesday, January 14, 2025	13.30 s.d 16.00 13.30 to 16.00	Rapat Pembahasan Finalisasi Laporan *Asessment* GCG Tahun Buku 2023. Meeting to Discuss the Finalization of GCG Assessment Report for 2023 Fiscal Year.
4	Rabu, 15 Januari 2025 Wednesday, January 15, 2025	10.00 s.d 14.00 10.00 to 14.00	Rapat Tindak Lanjut Pembahasan Usulan PKPT 2025 SPI dan Piagam Audit Internal Perusahaan. Follow-up Meeting to Discuss the Proposed 2025 Internal Audit Work Plan and the Company's Internal Audit Charter.
5	Kamis, 16 Januari 2025 Thursday, January 16, 2025	10.00 s.d 11.30 10.00 to 11.30	Rapat Pembahasan *Update Draft* RJP SPMT Tahun 2025-2029 . Meeting to Discuss the Update Draft of 2025-2029 SPMT Long-Term Plan.
6	Senin, 20 Januari 2025 Monday, January 20, 2025	10.00 s.d 11.30 10.00 to 11.30	Rapat Pembahasan Lanjutan terkait Usulan Piagam Audit Internal (*Internal Audit Charter*) dan Laporan Implementasi Manajemen Risiko Triwulan IV Tahun 2024. Further Discussion Meeting regarding the Proposed Internal Audit Charter and the Risk Management Implementation Report for Quarter IV of 2024.
7	Kamis, 23 Januari 2025 Thursday, January 23, 2025	10.00 s.d 12.00 10.00 to 12.00	Pembahasan usulan RKAP 2025. Discussion of the proposed 2025 RKAP.
8	Jumat, 31 Januari 2025 Friday, January 31, 2025	09.00 s.d 12.00 09.00 to 12.00	Rapat Teknis Persiapan Rakomdir Laporan Kinerja dan Keuangan s.d Bulan Desember 2024. Technical Meeting to Prepare the Board Coordination Meeting for the Performance and Financial Reports until December 2024.
9	Selasa, 4 Februari 2025 Tuesday, February 4, 2025	10.00 s.d 12.00 10.00 to 12.00	Rapat Teknis Persiapan Rakomdir Laporan Kinerja s.d Bulan Desember 2024 (khusus untuk Investasi dan Keuangan). Technical Meeting to Prepare the Board Coordination Meeting for Performance Reports until December 2024 (specifically for Investment and Finance).

Risalah Rapat Komite Pemantau Risiko
Minutes of Risk Monitoring Committee Meeting

No	Hari/Tanggal Day/Date	Pukul Time	Agenda Rapat Meeting Agenda
10	Senin, 17 Februari 2025 Monday, February 17, 2025	10.00 s.d 12.00 10.00 to 12.00	1. Hal-hal yang Perlu Mendapat Perhatian atas Konsep Temuan BPK; 2. *Update* profil dan strategi risiko tahun 2025; 3. *Update* pembahasan RJPP *Subholding* dan *Holding* 2025-2029; 4. Pembahasan Tata Kelola/Kebijakan terkait Mekanisme Pengambilan Keputusan Strategis; 5. Isu-isu Strategis Lainnya. 1. Matters Requiring Attention Regarding BPK's Conceptual Findings; 2. Update on the 2025 risk profile and strategy; 3. Update on the discussion of 2025-2029 Subholding and Holding Long-Term Plan; 4. Discussion on Governance/Policies Related to Strategic Decision-Making Mechanisms; 5. Other Strategic Issues.
11	Kamis, 27 Februari 2025 Thursday, February 27, 2025	10.30 s.d 12.00 10.30 to 12.00	Rapat Laporan Triwulan IV Tahun 2024 SPI dan Manajemen Risiko. Fourth Quarter 2024 Report Meeting for Internal Audit and Risk Management.
12	Senin, 14 April 2025 Monday, April 14, 2025	10.00 s.d 12.00 10.00 to 12.00	Rapat Teknis pembahasan Strategi Risiko dan Profil Risiko Korporat SPMT Tahun 2025. Technical Meeting to discuss the Risk Strategy and Corporate Risk Profile for the 2025 SPMT.
13	Senin, 28 April 2025 Monday, April 28, 2025	10.00 s.d 12.00 10.00 to 12.00	Rapat Teknis Persiapan Rakomdir Bulan April 2025. Technical Meeting to Prepare for the April 2025 Board Coordination Meeting.
14	Rabu, 7 Mei 2025 Wednesday, May 7, 2025	10.00 s.d 12.00 10.00 to 12.00	Rapat Diskusi Persiapan Agenda Rapat Komite Tata Kelola Terintegrasi (KTKT) Triwulan I 2025. Discussion Meeting to Prepare the Agenda for the First Quarter 2025 Integrated Governance Committee (KTKT) Meeting.
15	Jumat, 23 Mei 2025 Friday, May 23, 2025	09.00 s.d 11.00 09.00 to 11.00	Rapat Tindak Lanjut Rakomdir khusus HSSE dan SDM. Follow-up Meeting for the HSSE and HC Coordination Meeting.
16	Senin, 26 Mei 2025 Monday, May 26, 2025	10.00 s.d 12.00 10.00 to 12.00	1. *Update* Pembahasan Tindak Lanjut Insiden Kemacetan Tanjung Priok; 2. *Update* Laporan Hasil Implementasi Sistem Manajemen Anti Penyuapan Tahun 2024; 3. *Update* terkait Arahan Pelaksanaan RUPS dan Aksi Korporasi BUMN/Anak Usaha BUMN dari Danantara; 4. Isu-isu Strategis Lainnya. 1. Update on the Discussion on Follow-up to Tanjung Priok Traffic Jam Incident; 2. Update on the 2024 Anti-Bribery Management System Implementation Report; 3. Update on the Directions for the Implementation of GMS and Corporate Actions for SOEs/SOE Subsidiaries from Danantara; 4. Other Strategic Issues.
17	Rabu, 4 Juni 2025 Wednesday, June 4, 2025	13.30 s.d 16.00 13.30 to 16.00	Permohonan Persetujuan Pelaksanaan Aksi Korporasi Pembelian 1 (satu) Unit HMC milik PT PIL. Request for Approval for the Implementation of Corporate Action of Purchasing 1 (one) HMC Unit belonging to PT PIL.
18	Kamis, 26 Juni 2025 Thursday, June 26, 2025	15.00 s.d 17.00 15.00 to 17.00	Pembahasan Tindak Lanjut terkait Hasil *Workshop* Penguatan Tata Kelola Pengawasan Berbasis Pengendalian Internal untuk Meningkatkan Integritas dan Kualitas Pelaporan Keuangan. Follow-up discussion regarding the results of the Workshop on Strengthening Internal Control-Based Supervisory Governance to Improve the Integrity and Quality of Financial Reporting.
19	Jumat, 8 Agustus 2025 Friday, August 8 2025	10.30 s.d 11.30 10.30 to 11.30	Pembahasan Usulan Revisi Investasi SPMT Grup Tahun 2025. Discussion of the Proposed Revision of 2025 SPMT Group Investment Plan.
20	Jumat, 8 Agustus 2025 Friday, August 8, 2025	08.00 s.d 10.00 08.00 to 10.00	Rapat Pembahasan Formulasi dan Pemantauan *Key Risk Indicator* (KRI) Risiko Utama Tahun 2025. Meeting to Discuss the Formulation and Monitoring of Key Risk Indicators (KRI) for Key Risks in 2025.
21	Senin, 11 Agustus 2025 Monday, August 11, 2025	10.00 s.d 12.00 10.00 to 12.00	Pembahasan Implementasi Manajemen Risiko s.d Triwulan II Tahun 2025 dan *Update* Progres Penyusunan Profil Risiko RKAP Tahun 2026. Discussion of Risk Management Implementation until the Second Quarter of 2025 and Update on the Progress of Preparing the 2026 RKAP Risk Profile.
22	Senin, 11 Agustus 2025 Monday, August 11, 2025	13.00 s.d 16.00 13.00 to 16.00	Pembahasan profil dan strategi risiko tahun 2025 serta isu-isu strategis (persiapan rapat KTKT *Holding*). Discussion of the 2025 risk profile and strategy, as well as strategic issues (preparation for the KTKT Holding meeting).

Risalah Rapat Komite Pemantau Risiko
Minutes of Risk Monitoring Committee Meeting

No	Hari/Tanggal Day/Date	Pukul Time	Agenda Rapat Meeting Agenda
23	Kamis, 14 Agustus 2025 Thursday, August 14, 2025	10.00 s.d 12.00 10.00 to 12.00	1. Evaluasi Risiko Utama Triwulan II Tahun 2025; 2. Profil Risiko Utama Tahun 2026; 3. *Update* Hasil Pembahasan *Joint Procurement* KAP Tahun Buku 2025; 4. Hal-hal strategis lainnya. 1. Evaluation of Key Risks for the Second Quarter of 2025; 2. Profile of Key Risks for 2026; 3. Update on the Results of Joint Procurement KAP Discussion for Fiscal Year 2025; 4. Other strategic matters.
24	Senin, 25 Agustus 2025 Monday, August 25, 2025	09.00 s.d 11.00 09.00 to 11.00	Pembahasan usulan revisi RKAP Investasi tahun 2025 PT Pelindo Multi Terminal. Discussion of the proposed revision of 2025 RKAP Investment Plan for PT Pelindo Multi Terminal.
25	Jumat, 12 September 2025 Friday, September 12, 2025	09.00 s.d 12.00 09.00 to 12.00	Sinkronisasi Penyusunan Usulan RKAP 2026 PT Pelindo Multi Terminal. Synchronization of Preparation of Proposed RKAP 2026 PT Pelindo Multi Terminal.
26	Rabu, 24 September 2025 Wednesday, September 24, 2025	10.00 s.d 12.00 10.00 to 12.00	Rapat Teknis Persiapan Rakomdir Pembahasan Kinerja s.d Agustus 2025. Technical Meeting to Prepare for the Board Coordination Meeting on Performance Discussion until August 2025.
27	Kamis, 23 Oktober 2025 Thursday, October 23, 2025	14.00 s.d 16.00 14.00 to 16.00	Rapat Teknis Persiapan Rakomdir Pembahasan Kinerja s.d September 2025. Technical Meeting to Prepare for the Board Coordination Meeting on Performance Discussion until September 2025.
28	Jumat, 14 November 2025 Friday, November 14, 2025	09.30 s.d 11.30 09.30 to 11.30	Pembahasan *Update* Perencanaan Risiko RKAP Tahun 2026. Discussion on the 2026 RKAP Risk Planning Update.
29	Senin, 17 November 2025 Monday, November 17, 2025	10.00 s.d 12.00 10.00 to 12.00	1. Pembahasan Laporan Triwulan III SPI Tahun 2025; 2. Pembahasan Laporan Hasil Audit (LHA) *Branch* Tahun 2025. 1. Discussion on the 2025 SPI Quarterly Report; 2. Discussion on the 2025 Branch Audit Result Report (LHA).
30	Selasa, 18 November 2025 Tuesday, November 18, 2025	10.00 s.d 12.00 10.00 to 12.00	1. *Update* Profil Risiko Triwulan III 2025. 2. *Update* Perencanaan Manajemen Risiko pada RKAP 2026. 3. *Update* Hasil Temuan Audit Internal s.d. Triwulan III 2025; 4. Hal-hal strategis lainnya. 1. Risk Profile Update for the 2025 Quarterly. 2. Risk Management Planning Update for the 2026 RKAP. 3. Internal Audit Findings Update until the 3rd Quarter of 2025; 4. Other strategic matters.
31	Rabu, 19 November 2025 Wednesday, November 19, 2025	09.00 sd 17.00 09.00 to 17.00	Pembahasan Usulan RKAP Investasi Tahun 2026 pada Divisi Peralatan dan Fasilitas Pelabuhan. Discussion of the Proposed 2026 Investment RKAP for the Port Equipment and Facilities Division.
32	Kamis, 20 November 2025 Thursday, November 20, 2025	09.00 sd 17.00 09.00 to 17.00	Pembahasan Investasi pada Divisi IT dan PT IKT Discussion of Investments in the IT Division and PT IKT.
33	Selasa, 16 Desember 2025 Tuesday, December 16, 2025	14.00 s.d 16.00 14.00 to 16.00	Persiapan Rakomdir Pembahasan Kinerja s.d November 2025. Preparation for the Board Coordination Meeting on Performance Discussion until November 2025.

LAPORAN SINGKAT PELAKSANAAN TUGAS DAN KEGIATAN KOMITE PEMANTAU RISIKO TAHUN 2025

Sepanjang tahun 2025, Komite Pemantau Risiko menjalankan fungsi pendukung Dewan Komisaris dalam melakukan pengawasan terhadap penerapan tata kelola terintegrasi dan manajemen risiko di lingkungan Perusahaan maupun entitas anak. Pelaksanaan fungsi tersebut dilakukan melalui penelaahan atas efektivitas pengendalian internal, pelaksanaan fungsi kepatuhan, serta penerapan kebijakan manajemen risiko secara terintegrasi.

BRIEF REPORT ON THE IMPLEMENTATION OF DUTIES AND ACTIVITIES OF RISK MONITORING COMMITTEE IN 2025

Throughout 2025, Risk Monitoring Committee supported the Board of Commissioners in overseeing the implementation of integrated governance and risk management within the Company and its subsidiaries. This function was implemented through reviews of the effectiveness of internal controls, compliance functions, and the implementation of integrated risk management policies.

Dalam menjalankan tugasnya, Komite Pemantau Risiko melakukan koordinasi dan komunikasi dengan berbagai unit kerja, antara lain Audit Internal, Hukum dan Kepatuhan, Keuangan dan Manajemen Risiko, Sumber Daya Manusia, serta fungsi operasional terkait lainnya sesuai kebutuhan pengawasan.

Komite juga melakukan pemantauan dan penelaahan terhadap laporan manajemen risiko dan laporan pendukung lainnya, baik pada Perusahaan Induk maupun Anak Perusahaan. Selain itu, Komite Pemantau Risiko turut mengevaluasi kesesuaian penerapan kebijakan manajemen risiko di seluruh entitas usaha serta memberikan rekomendasi kepada Dewan Komisaris guna mendukung efektivitas pengelolaan risiko dan penyelarasan kebijakan antarentitas di lingkungan Perusahaan.

In carrying out its duties, Risk Monitoring Committee coordinated and communicated with various work units, including Internal Audit, Legal and Compliance, Finance and Risk Management, Human Capital, and other relevant operational functions as needed for oversight.

The Committee also monitored and reviewed risk management reports and other supporting reports, both at the Parent Company and its subsidiaries. In addition, Risk Monitoring Committee evaluated the appropriateness of the implementation of risk management policies across all business entities and provided recommendations to the Board of Commissioners to support the effectiveness of risk management and the alignment of policies between entities within the Company.

Sekretaris Dewan Komisaris
Secretary of Board of Commissioners

Sekretaris Dewan Komisaris bertugas untuk mendukung Dewan Komisaris dalam memberikan dukungan administratif dan kesekretariatan guna menunjang kelancaran pelaksanaan kegiatan serta koordinasi Dewan Komisaris. Pengangkatan Sekretaris Dewan Komisaris dilakukan oleh Dewan Komisaris dengan biaya yang ditanggung oleh Perusahaan.

Secretary of Board of Commissioners is responsible for supporting the Board of Commissioners by providing administrative and secretarial support to ensure the smooth implementation of activities and coordination within the Board of Commissioners. Secretary of Board of Commissioners is appointed by the Board of Commissioners, with expenses borne by the Company.

KETENTUAN MASA JABATAN

Jangka waktu penugasan Sekretaris Dewan Komisaris ditetapkan oleh Dewan Komisaris dengan masa jabatan paling lama 3 (tiga) tahun. Setelah masa penugasan berakhir, yang bersangkutan dapat ditunjuk kembali untuk periode paling lama 2 (dua) tahun pada Perusahaan yang sama sesuai kebutuhan organisasi. Selain itu, Dewan Komisaris tetap memiliki kewenangan untuk melakukan pemberhentian sewaktu-waktu sesuai ketentuan yang berlaku.

TENURE

The tenure of Secretary of Board of Commissioners is determined by the Board of Commissioners, with a maximum term of three years. Upon expiration, the Secretary may be reappointed for a maximum period of two years within the same Company, as needed by the organization. Furthermore, the Board of Commissioners retains the authority to dismiss the Secretary at any time in accordance with applicable regulations.

PEJABAT SEKRETARIS DEWAN KOMISARIS

Sampai dengan 31 Desember 2025, jabatan Sekretaris Dewan Komisaris PT Pelindo Multi Terminal diemban oleh Triza Noviasari berdasarkan Surat Keputusan Dewan Komisaris Nomor KP 11 Tahun 2024 tanggal 11 November 2024 tentang Pemberhentian dan Pengangkatan Sekretaris Dewan Komisaris PT Pelindo Multi Terminal.

SECRETARY OF BOARD OF COMMISSIONERS OFFICIAL

Until December 31, 2025, the position of Secretary of Board of Commissioners of PT Pelindo Multi Terminal is held by Triza Noviasari, based on Board of Commissioners Decree Number KP 11 of 2024 dated November 11, 2024, concerning the Dismissal and Appointment of the Secretary of Board of Commissioners of PT Pelindo Multi Terminal.

Triza Noviasari

Sekretaris Dewan Komisaris | Secretary of Board of Commissioners
Menjabat Sejak 11 November 2024
In Office Since November 11, 2024

Data Pribadi

Warga Negara Indonesia
Usia : 39 tahun
Kelahiran : Padang, 1 Januari 1986
Domisili : Jakarta Barat, DKI Jakarta, Indonesia

Personal Data

Indonesian citizen
Age : 39 years old
Born in : Padang, January 1, 1986
Domiciled in : West Jakarta, DKI Jakarta, Indonesia

Riwayat Pendidikan

1. S2 Manajemen Keuangan, Universitas Indonesia;
2. S1 Ekonomi, Universitas Andalas.

Educational Background

1. Master of Financial Management, University of Indonesia
2. Bachelor of Economics, Andalas University

Riwayat Jabatan

1. Analis SDM Aparatur Muda pada Biro Perencanaan, Organisasi dan Kepegawaian (Agustus 2021 - Sekarang);
2. Subkoordinator Organisasi dan Tata Laksana pada Biro Perencanaan, Organisasi dan Kepegawaian (Juni 2021 - Sekarang);
3. Kepala Subbidang Usaha Konstruksi dan Sarana dan Prasarana Perhubungan IIa-1 (Juli 2017 - Juni 2020);
4. Kepala Subbagian Hubungan Antar Lembaga dan Masyarakat pada Bagian Humas dan Protokol (September 2016 - Juli 2017).

Work Experience

1. Junior Apparatus Human Resources Analyst at the Bureau of Planning, Organization and Personnel (August 2021-present)
2. Sub-coordinator of Organization and Administration at the Bureau of Planning, Organization and Personnel (June 2021-present)
3. Head of Construction Business Sub-Division and Transportation Facilities and Infrastructure IIa-1 (July 2017-June 2020)
4. Head of Inter-Institutional and Community Relations Sub-Division at the Public Relations and Protocol Section (September 2016-Jul9 2017)

Selain pengangkatan Sekretaris Dewan Komisaris, dalam rangka mendukung kelancaran pelaksanaan tugas administratif dan operasional, Dewan Komisaris juga menetapkan Staf Sekretariat Dewan Komisaris dan Staf Komite Dewan Komisaris, yang masing-masing beranggotakan 2 (dua) orang.

Penetapan Staf Sekretariat Dewan Komisaris dilakukan melalui Surat Keputusan Dewan Komisaris Nomor KP 01 Tahun 2025 tanggal 1 April 2025, dengan susunan sebagai berikut:

1. Amelya Rahma Maulida; dan
2. Muhammad Zidan Anugrah Sandi.

Sementara itu, penetapan Staf Komite Dewan Komisaris dilakukan melalui Surat Keputusan Dewan Komisaris Nomor KP 02 Tahun 2025 tanggal 1 April 2025, dengan susunan sebagai berikut:

1. Elysa Andelany Ayuningtias; dan
2. M. Resa Dio Putra.

TUGAS DAN TANGGUNG JAWAB SEKRETARIS DEWAN KOMISARIS

Sekretaris Dewan Komisaris menjalankan tugas-tugas sebagai berikut:

1. Mempersiapkan rapat, termasuk bahan rapat (*briefing sheet*) Dewan Komisaris;
2. Membuat risalah rapat Dewan Komisaris sesuai ketentuan;
3. Mengadministrasikan dokumen Dewan Komisaris, baik surat masuk, surat keluar, salinan risalah rapat, maupun dokumen lainnya;
4. Menyusun Rencana Kerja dan Anggaran Dewan Komisaris;
5. Menyusun rancangan laporan-laporan Dewan Komisaris; dan
6. Melaksanakan tugas lain dari Dewan Komisaris.
7. Sekretaris Dewan Komisaris juga melaksanakan tugas lain berupa:
8. Memastikan bahwa Dewan Komisaris mematuhi peraturan perundang-undangan serta menerapkan prinsip-prinsip GCG;
9. Memberikan informasi yang dibutuhkan oleh Dewan Komisaris secara berkala dan/atau sewaktu-waktu apabila diminta;
10. Mengoordinasikan anggota Komite, jika diperlukan dalam rangka memperlancar tugas Dewan Komisaris;
11. Sebagai penghubung (*liaison officer*) Dewan Komisaris dengan pihak lain;
12. Memastikan dokumen penyelenggaraan kegiatan tersimpan dengan baik di Perusahaan.

PELATIHAN DAN/ATAU PENGEMBANGAN KOMPETENSI SEKRETARIS DEWAN KOMISARIS

Perusahaan menyediakan dukungan bagi Sekretaris Dewan Komisaris untuk mengikuti berbagai program pengembangan kompetensi, seperti seminar, pelatihan, maupun kegiatan peningkatan kapasitas lainnya, dengan fasilitas yang ditanggung oleh Perusahaan.

In addition to appointing the Secretary of Board of Commissioners, to support the smooth implementation of administrative and operational duties, Board of Commissioners also appoints the Board of Commissioners Secretariat Staff and the Board of Commissioners Committee Staff, each consisting of two members.

The appointment of Board of Commissioners Secretariat Staff was conducted through Board of Commissioners Decree Number KP 01 of 2025 dated April 1, 2025, with the following composition:

1. Amelya Rahma Maulida; and
2. Muhammad Zidan Anugrah Sandi.

Meanwhile, the appointment of the Board of Commissioners Committee Staff was conducted through Board of Commissioners Decree Number KP 02 of 2025 dated April 1, 2025, with the following composition:

1. Elysa Andelany Ayuningtias; and
2. M. Resa Dio Putra.

SECRETARY OF BOARD OF COMMISSIONERS DUTIES AND RESPONSIBILITIES

Secretary of Board of Commissioners carries out the following duties:

1. Prepare the meetings, including the Board of Commissioners' briefing sheet;
2. Prepare the minutes of Board of Commissioners meeting in accordance with the provisions;
3. Administering the Board of Commissioners' documents, both incoming letters, outgoing letters, minutes of meetings and other documents;
4. Prepare the Board of Commissioners Work Plan and Budget;
5. Drafting the Board of Commissioners Reports.
6. Carry out other assignment from Board of Commissioners.
7. Secretary of Board of Commissioners also carries out other duties as follows:
8. Ensuring that Board of Commissioners complies with the laws and regulations and applies the principles of GCG;
9. Provide information needed by the Board of Commissioners periodically and/or at any time if requested;
10. Coordinate members of the Committee, if necessary, in order to expedite the Board of Commissioners duties;
11. Act as a liaison officer for the Board of Commissioners with other parties.
12. Ensure that documents for organizing activities are properly stored in the Company.

SECRETARY OF BOARD OF COMMISSIONERS TRAINING AND/ OR COMPETENCY DEVELOPMENT

The Company provides support for Secretary of Board of Commissioners to participate in various competency development programs, such as seminars, training, and other capacity-building activities, with facilities covered by the Company.

Adapun sepanjang tahun 2025, Sekretaris Dewan Komisaris turut mengikuti program pelatihan dan pengembangan kompetensi sebagaimana terlampir berikut ini:

Throughout 2025, the Secretary of Board of Commissioners also participated in a training and competency development program, as outlined below:

Nama dan Jabatan Name and Title	Materi Pelatihan Training Subject	Waktu Pelaksanaan Date	Penyelenggara Organizer
Triza Noviasari (Sekretaris Dewan Komisaris) (Secretary of Board of Commissioners)	Pelatihan *Regulatory Impact Assessment* Regulatory Impact Assessment Training	29-31 Oktober 2025 October 29-31, 2025	Lembaga Penyelidikan Ekonomi dan Masyarakat Fakultas Ekonomi dan Bisnis, Universitas Indonesia (LPEM FEB UI) Institute for Economic and Social Research, Faculty of Economics and Business, Universitas Indonesia (LPEM FEB UI)

LAPORAN PELAKSANAAN TUGAS TAHUN 2025

1. Memberikan dukungan tugas dalam pengesahan rencana kerja.
2. Memberikan dukungan tugas dalam administrasi dan pelaksanaan program kerja/kegiatan Dewan Komisaris.
3. Memberikan dukungan tugas dalam pemberian persetujuan/tanggapan Dewan Komisaris.
4. Memberikan dukungan tugas dalam kegiatan pengawasan Dewan Komisaris.

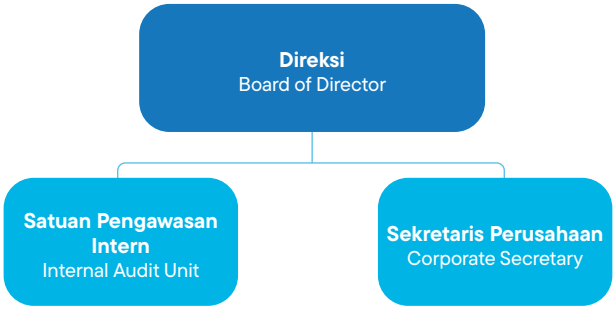
2025 ACTIVITY REPORT

1. Provided support in the approval of the work plan.
2. Provided support in the administration and implementation of the Board of Commissioners' work programs/activities.
3. Provided support in providing approvals/responses to the Board of Commissioners.
4. Provided support in the oversight activities of the Board of Commissioners.

Organ Pendukung Direksi
Supporting Organs of Board of Directors

Sebagai upaya mengoptimalkan pelaksanaan tata kelola perusahaan, Direksi dibantu oleh 2 (dua) organ pendukung, yang terdiri atas Sekretaris Perusahaan dan Satuan Pengawasan Intern.

In its efforts to optimize the implementation of corporate governance, the Board of Directors is supported by 2 (two) supporting organs, comprising the Corporate Secretary and the Internal Audit Unit.



SEKRETARIS PERUSAHAAN

Sebagai upaya memperkuat penerapan Tata Kelola Perusahaan yang Baik, Sekretaris Perusahaan memegang peran sebagai penghubung utama antara Perusahaan dengan para pemangku kepentingan. Fungsi ini tidak hanya mencakup koordinasi antarorgan Perusahaan, tetapi juga memastikan komunikasi dengan pemegang saham, regulator, dan publik berjalan secara efektif dan selaras dengan kepentingan Perusahaan.

CORPORATE SECRETARY

To strengthen the implementation of Good Corporate Governance, Corporate Secretary serves as the primary liaison between the Company and its stakeholders. This function encompasses not only coordination between the Company's organs but also ensures effective communication with shareholders, regulators, and the public and aligns with the Company's interests.

Sekretaris Perusahaan juga berperan dalam menjaga kepatuhan terhadap ketentuan yang berlaku, sekaligus mendukung keterbukaan informasi dan pengelolaan komunikasi korporasi. Dengan keterlibatan pada berbagai informasi strategis dan material Perusahaan, Sekretaris Perusahaan turut mendukung terciptanya tata kelola yang transparan, akuntabel, dan responsif terhadap dinamika bisnis.

Pihak yang Mengangkat dan Memberhentikan Sekretaris Perusahaan

Sekretaris Perusahaan berada di bawah koordinasi langsung Direksi dalam mendukung pelaksanaan fungsi tata kelola dan komunikasi korporasi Perusahaan. Pengangkatan maupun pemberhentian Sekretaris Perusahaan dilakukan melalui Keputusan Direksi sesuai mekanisme internal yang berlaku, dengan memperhatikan persetujuan dari Dewan Komisaris.

Pengangkatan dan Profil Pejabat Sekretaris Perusahaan

Hingga akhir tahun 2025, jabatan Sekretaris Perusahaan diemban oleh Finan Syaifullah selaku Senior Vice President Sekretariat Perusahaan. Penetapan tersebut dilakukan berdasarkan Surat Keputusan Direksi Nomor KP.10.05/1/8/3/RKTK/SDMA/PLND-24.

Corporate Secretary also plays a role in maintaining compliance with applicable regulations, while supporting information transparency and corporate communications management. By participating in various strategic and material Company information, Corporate Secretary contributes to the creation of transparent, accountable, and responsive corporate governance to business dynamics.

Appointment and Dismissal of Corporate Secretary

Corporate Secretary is directly coordinated by the Board of Directors in supporting the implementation of the Company's corporate governance and communications functions. The appointment and dismissal of Corporate Secretary is made through a Board of Directors Decree in accordance with applicable internal mechanisms, with approval from the Board of Commissioners.

Appointment and Profile of Corporate Secretary

Until the end of 2025, the position of Corporate Secretary is held by Finan Syaifullah, Senior Vice President of Corporate Secretariat. This determination was made based on the Board of Directors Decree Number KP.10.05/1/8/3/RKTK/SDMA/PLND-24.

Finan Syaifullah

Senior Vice President Sekretariat Perusahaan | Senior Vice President Corporate Secretariat
Menjabat Sejak 1 Agustus 2024
In office since August 1, 2024

Data Pribadi

Warga Negara Indonesia
Usia : 44 tahun
Kelahiran : Bogor, 10 Maret 1981
Domisili : Bogor, Jawa Barat, Indonesia

Personal Data

Indonesian citizen
Age : 44 years old
Born in : Bogor, March 10, 1981
Domiciled in : Bogor, West Java, Indonesia

Bergabung di PMT

1 Agustus 2024

Joining PMT

August 1, 2024

Riwayat Pendidikan

1. S2 International Transport & Logistics, Shanghai Maritime University-Shanghai (2014);
2. S2 Manajemen Pemasaran, Universitas Trisakti Jakarta (2009);
3. D4 Tatalaksana Angkatan Laut dan Kepelabuhanan, STIP Jakarta (2003).

Educational History

1. Master of International Transport & Logistics, Shanghai Maritime University-Shanghaii (2014)
2. Master of Marketing Management, Trisakti University Jakarta (2009)
3. D4 Naval and Port Management, STIP Jakarta (2003)

Riwayat Jabatan

1. SVP PT Pelindo Multi Terminal (2024 - Sekarang);
2. SM Sekretaris Perusahaan PT Pelabuhan Tanjung Priok (2023 – 2024);
3. SM Pengembangan Usaha PT Pelabuhan Tanjung Priok (2021 – 2023);
4. Corporate Secretary & Hubungan Eksternal IPC Terminal Petikemas (2017 – 2020);
5. Pj. Asman. Kesekretariatan & Antar Lembaga PTP (2014 – 2017);
6. Staf Hubungan Antar Lembaga Senior (2012);
7. Staf Hubungan Antar Lembaga Senior (2009).

Work Experience

1. SVP of PT Pelindo Multi Terminal (2024-present)
2. SVP Corporate Secretary & External Relations of PT Pelabuhan Tanjung Priok (2022-2024)
3. SVP Business Development PT Pelabuhan Tanjung Priok (2020-2022)
4. Corporate Secretary & External Relations IPC Terminal Petikemas (2017-2020)
5. Act. Asst Manager Secretariat & Inter-Agency of PTP (2014-2016)
6. Senior Inter-Agency Relations Officer (2012)
7. Senior Inter-Agency Relations Officer (2009)

Struktur Organisasi Sekretaris Perusahaan

Sebagai gambaran mengenai ruang lingkup fungsi dan pelaksanaan tugas Sekretaris Perusahaan, berikut disajikan struktur organisasi Sekretariat Perusahaan PT Pelindo Multi Terminal per 31 Desember 2025:

Corporate Secretary Organizational Structure

To illustrate the scope of the Corporate Secretary's functions and duties, the following is the organizational structure of Corporate Secretariat of PT Pelindo Multi Terminal as of December 31, 2025:

Struktur Organisasi Divisi Sekretariat Perusahaan
Corporate Secretary Division Organizational Structure



Hingga akhir tahun 2025, jumlah karyawan yang tergabung dalam unit Sekretariat Perusahaan sebanyak 22 orang.

By the end of 2025, the number of employees in the Corporate Secretariat unit was 22 people.

Jabatan Position	**Jumlah (orang)** Amount (people)
SVP Sekretariat Perusahaan SVP Corporate Secretary	1
VP Korporasi Komunikasi dan Protokoler VP Corporate Communications and Protocol	1
VP Tata Kelola, Hubungan Lembaga dan Investor VP Governance, Institutional and Investor Relations	1
VP Tanggung Jawab Sosial dan Lingkungan VP Social and Environmental Responsibility	1
Staf Komunikasi Korporasi dan Protokoler Corporate Communication and Protocol Staf	6
Sekretaris Direksi* Secretary of Board of Directors*	6
Personal Assistant Direksi Personal Assistant of Board of Directors	1
Staf Tata Kelola, Hubungan Lembaga dan Investor Governance, Institutional Relations and Investors Staf	2
Staf Tanggung Jawab Sosial dan Lingkungan Social and Environmental Responsibility Staf	3
Jumlah Total	**22**

* terhitung sejak 1 oktober s.d 31 desember 2025, perusahaan tidak memiliki personil yang menduduki jabatan sekretaris direksi
* From 1 October to 31 December 2025, the Company did not have personnel holding the position of Corporate Secretary.

Tugas dan Tanggung Jawab Sekretaris Perusahaan

1. Bertanggung jawab untuk menyusun kebijakan, Standar Prosedur Operasi (SPO), Program Kerja dan KPI sehubungan dengan tugas pokok dan tanggung jawabnya terkait komunikasi Perusahaan, penerapan tata kelola korporasi, protokoler dan tata usaha Direksi, hubungan lembaga dan tanggung jawab sosial;
2. Bertanggung jawab untuk memastikan ketaatan dalam mematuhi peraturan tentang persyaratan keterbukaan informasi sejalan dengan penerapan prinsip-prinsip tata kelola Perusahaan yang baik;
3. Bertanggung jawab untuk memberikan informasi yang dibutuhkan oleh Direksi dan Dewan Komisaris secara berkala dan/atau sewaktu-waktu apabila diminta;
4. Bertanggung jawab untuk mengoordinasikan penyusunan Laporan Manajemen Triwulan dan Tahunan, termasuk dalam mengikuti *Annual Report Award* (ARA) sesuai dengan ketentuan yang berlaku;
5. Bertanggung jawab sebagai penghubung (*liaison officer*) untuk membina hubungan dengan lembaga/instansi Pemerintah dan/atau non Pemerintah pada skala nasional;
6. Bertanggung jawab dalam penyelenggaraan rapat Direksi, pengadaan bahan rapat Direksi, dan penyusunan risalah rapat Direksi;
7. Bertanggung jawab menatausahakan serta menyimpan dokumen yang meliputi: Daftar Pemegang Saham, Daftar Khusus dan risalah rapat Direksi, rapat Dewan Komisaris dan risalah RUPS Perusahaan;
8. Bertanggung jawab untuk melakukan program pengenalan Perusahaan kepada anggota Direksi dan Dewan Komisaris yang baru diangkat;
9. Bertanggung jawab terhadap pembentukan citra Perusahaan baik pada internal maupun eksternal;
10. Bertanggung jawab menyusun dan mengimplementasikan pedoman *Good Corporate Governance* (GCG), pedoman hubungan Direksi dan Dewan Komisaris (*Board Manual*), Kode Etik Perusahaan, *Whistleblowing System* (WBS);
11. Bertanggung jawab terhadap pengelolaan program kegiatan Tanggung Jawab Sosial dan Lingkungan (TJSL);
12. Bertanggung jawab terhadap pengelolaan tata usaha Direksi dan Dewan Komisaris;
13. Bertanggung jawab terhadap pengelolaan hubungan lembaga dengan Instansi Pemerintah dan/atau non Pemerintah Nasional, termasuk memfasilitasi komunikasi dengan calon mitra/investor;
14. Bertanggung jawab untuk menindaklanjuti rekomendasi atas temuan dari Satuan Pengawasan Intern; dan
15. Bertanggung jawab untuk melakukan pelaporan kepada Direktur Utama atas pelaksanaan tugas pokok dan tanggung jawabnya.

Pelatihan dan/atau Peningkatan Kompetensi Sekretaris Perusahaan

Dalam mendukung peningkatan kapabilitas, Perusahaan memberikan kesempatan kepada Sekretaris Perusahaan untuk mengikuti berbagai program pengembangan kompetensi, seperti seminar, pelatihan, *workshop*, maupun kegiatan peningkatan wawasan lainnya. Seluruh pelaksanaan kegiatan

Corporate Secretary Duties and Responsibilities

1. Responsible for formulating policies, Standard Operating Procedures (SPO), Work Programs and KPIs in relation to their main duties and responsibilities related to corporate communications, implementation of corporate governance, protocol and administration of the Board of Directors, institutional relations and social responsibility;
2. Responsible for ensuring compliance with regulations regarding information disclosure requirements in line with the application of the principles of good corporate governance;
3. Responsible for providing information needed by Board of Directors and Board of Commissioners periodically and/or at any time when requested;
4. Responsible for coordinating the preparation of Quarterly and Annual Management Reports, including participating in the Annual Report Award (ARA) in accordance with applicable regulations;
5. Responsible as a liaison officer to foster relations with government and/or non-government agencies/agencies on a national scale;
6. Responsible for organizing Board of Directors meetings, procuring Board of Directors meeting materials and preparing minutes of Directors meetings;
7. Responsible for administering and storing documents which include: Register of Shareholders, Special List and minutes of meetings of Board of Directors, meetings of Board of Commissioners and minutes of the Company's GMS;
8. Responsible for conducting Company introduction programs to newly appointed members of Board of Directors and Board of Commissioners;
9. Responsible for the formation of the Company's image both internally and externally;
10. Responsible for compiling and implementing Good Corporate Governance (GCG) guidelines, guidelines for the relationship between Board of Directors and Board of Commissioners (Board Manual), Company Code of Conduct, Whistle Blowing System (WBS).
11. Responsible for managing the Social and Environmental Responsibility (CSR) activity program;
12. Responsible for managing the administration of Board of Directors and Board of Commissioners;
13. Responsible for managing institutional relations with National Government and/or non-Government Agencies, including facilitating communication with potential partners/investors;
14. Responsible for following up recommendations on findings from the Internal Audit Unit; and
15. Responsible for reporting to the President Director on the implementation of their main duties and responsibilities.

TRAINING AND/OR COMPETENCY DEVELOPMENT OF CORPORATE SECRETARY

To support capability enhancement, the Company provides opportunities for Corporate Secretaries to participate in various competency development programs, such as seminars, training, workshops, and other insight-enhancing activities. All of these activities are facilitated by the

tersebut difasilitasi oleh Perusahaan sebagai bagian dari penguatan fungsi tata kelola dan komunikasi korporasi. Adapun kegiatan pengembangan kompetensi yang diikuti oleh Sekretaris Perusahaan selama tahun 2025 adalah sebagai berikut:

Company as part of strengthening corporate governance and communication functions. The competency development activities participated in by Corporate Secretary during 2025 are as follows:

Nama dan Jabatan Name and Position	**Materi** Subject	**Waktu Pelaksanaan** Date	**Penyelenggara** Organizer
Finan Syaifullah	• *Enrollment Cancellation of Assignment Course Podcast Leadership Forum Vol.* 6 "*Felt Leadership* - Peran *Leader* Dalam Perubahan Budaya" • *Podcast Leadership Forum Vol.* 6 "*Felt Leadership* - Peran *Leader* Dalam Perubahan Budaya" • Enrollment Cancellation of Assignment Course Leadership Forum Podcast Vol. 6 "Felt Leadership - The Role of Leaders in Cultural Change" • Leadership Forum Podcast Vol. 6 "Felt Leadership - The Role of Leaders in Cultural Change"	07 Maret 2025 March 7, 2025	Pelindo
	BERLABUH : *Investing for Tomorrow* "Mengatur Keuangan dan Investasi untuk Masa Depan yang Stabil" BERLABUH: Investing for Tomorrow "Managing Finances and Investments for a Stable Future"	12 Maret 2025 March 12, 2025	PMLI
	Sosialisasi Surat Edaran tentang Ketentuan Penundaan Pembayaran Penghasilan Bulanan atas Ketidakhadiran Pekerja dan Mekanisme Pelaporan Ketidakhadiran Pekerja di Lingkungan SPJM. Dissemination of the Circular Letter on the Provisions for Postponing Monthly Income Payments for Employee Absences and the Mechanism for Reporting Employee Absences within SPJM Environment.	12 Maret 2025 March 12, 2025	PJM
	BREATH Session series 17 "Keuangan Sehat, Hidup Berkah: Stop Judi *Online*" BREATH Session Series 17 "Healthy Finances, Blessed Life: Stop Online Gambling"	13 Maret 2025 March 13, 2025	PMLI
	J-Well "Menjadi Pribadi yang Berarti - Menyelaraskan Diri dengan Tujuan Ilahi" J-Well "Becoming a Meaningful Person - Aligning Yourself with Your Divine Purpose"	18 Maret 2025 March 18, 2025	PT Jasa Armada Indonesia Tbk
	Workshop Awareness Coaching, Mentoring dan *Counseling* Awareness Coaching, Mentoring, and Counseling Workshop	20 Maret 2025 March 20, 2025	PMLI
	BERLABUH Edisi Spesial : *Ask the* CEO BERLABUH Special Edition: Ask the CEO	16 April 2025 April 16, 2025	PMLI
	E-Learning Peningkatan Pemahaman Gratifikasi Tahun 2025 untuk Insan Pelindo E-Learning: Improving Understanding of Gratuities in 2025 for Pelindo Employees	12 Mei 2025 May 12, 2025	KPK RI
	Senior Leader Forum: tema "*Key Risk Indicator*" Senior Leader Forum: with the theme "Key Risk Indicator"	20 Mei 2025 May 20, 2025	PMT
	BREATH Session Series 21 "*Well-Connected, Well-Being*: Menguatkan Kesejahteraan Sosial di Tempat Kerja" BREATH Session Series 21 "Well-Connected, Well-Being: Strengthening Social Welfare in the Workplace"	17 Juli 2025 July 17, 2025	PMT
	Workshop "ESG Leadership for Port Business Excellence" "ESG Leadership for Port Business Excellence" Workshop	05 Agustus 2025 August 5, 2025	PMT
	AKHLAK *Talk Sharing Session* 12: Strategi Negosiasi Bisnis Kepelabuhanan AKHLAK Talk Sharing Session 12: Port Business Negotiation Strategies	07 Agustus 2025 August 7, 2025	Pelindo Corpu University
	Talk forward: Ask the CEO, *Raise the Voice of Generation*	07 Agustus 2025 August 7, 2025	PMLI
	BREATH Session Series 22 "Gizi Seimbang untuk Meningkatkan Produktivitas Pekerja" BREATH Session Series 22: "Balanced Nutrition to Increase Worker Productivity"	13 Agustus 2025 August 13, 2025	PT Pelindo Multi Terminal
	"*Continous Learning*" Pengelolaan Klinik K3 di Lingkungan PT Pelindo (Persero) "Continuous Learning": Occupational Health and Safety Clinic Management at PT Pelindo (Persero)	15 Agustus 2025 August 15, 2025	Pelindo Corpu University
	Accelerated Leadership Program for Pelabuhan Indonesia (ALPI) *Cycle* 2 – *Graduation & Awarding*	19 Agustus 2025 August 19, 2025	PMLI
	PINTER (PJM *Talk and Interactive Session*) "*Loyal at Heart, True to Purpose*"	22 Agustus 2025 August 22, 2025	PMLI

Nama dan Jabatan Name and Position	Materi Subject	Waktu Pelaksanaan Date	Penyelenggara Organizer
	BERLABUH : "Kinerja Merdeka : Bukan Sekedar Jam Kerja, Tapi Semangat Membawa Perubahan" BERLABUH: "Independent Performance: Not Just Working Hours, But the Spirit of Bringing Change"	22 Agustus 2025 August 22, 2025	PMLI
	NGOPI Vol.5 *Collaboration for Successful* IMS *Implementation*	22 Agustus 2025 August 22, 2025	PT Pelindo Solusi Logistik
	AKHLAK *Talk Sharing Session* 13: *Why Digital Leadership* Penting dalam Menghadapi Tantangan Bisnis? AKHLAK Talk Sharing Session 13: Why is Digital Leadership Important in Facing Business Challenges?	22 Agustus 2025 August 22, 2025	Corpu Pelindo
	Impactful Identity: Membangun Personal Branding yang Kuat untuk Pertumbuhan Karier & Perusahaan Impactful Identity: Building a Strong Personal Brand for Career & Company Growth	25 Agustus 2025 August 25, 2025	Corpu Pelindo
	Legal Coaching Clinic: Data Terlindungi, Reputasi Terjaga: Pelindungan Data Pribadi Dalam Korporasi Legal Coaching Clinic: Protected Data, Protected Reputation: Protection of Personal Data in Corporations	28 Agustus 2025 August 28, 2025	Corpu Pelindo
	BERLABUH : "Kinerja Merdeka : Bukan Sekedar Jam Kerja, Tapi Semangat Membawa Perubahan" BERLABUH : "Independent Performance: Not Just Working Hours, But Passion to Bring Change"	28 Agustus 2025 August 28, 2025	PMLI
	"*Leading with Sustainability, Building a Brighter Future Together*"	28 Agustus 2025 August 28, 2025	Pelindo Corpu University
	KPI *Mastery for Leaders*	30 Agustus 2025 August 30, 2025	Pelindo Corpu University
	WEBINAR Sistem Manajemen Anti Penyuapan Tim Fungsi Kepatuhan Anti Penyuapan (FKAP) X COP Hukum. *Port Without Fraud: "Integrity-Driven Breakthroughs for Global Competitiveness*" WEBINAR: Anti-Bribery Management System: Anti-Bribery Compliance Function Team (FKAP) X Legal Office. Port Without Fraud: "Integrity-Driven Breakthroughs for Global Competitiveness"	10 September 2025 September 10 2025	PT Pelindo Multi Terminal
	Sharing Session terkait *Lean Six Sigma* Sharing Session on Lean Six Sigma	06 Oktober 2025 October 06, 2025	PMT
	Pelatihan Pendampingan Penyusunan *Business Process Mapping* (BPM) dan *Risk Control Matrices* (Tingkat Pengendalian : *Transaction Level Control* (TLC) Training on Mentoring in the Preparation of Business Process Mapping (BPM) and Risk Control Matrices (Transaction Level Control (TLC))	13 Oktober 2025 October 13, 2025	PMT
	Workshop Rencana Strategi Pra RJP PMT 2026-2030 Workshop on Strategic Planning for the Pre-RJP SPMT 2026-2030	15 Oktober 2025 October 15, 2025	PMT

PENGELOLAAN AKSES INFORMASI DAN DATA PERUSAHAAN

Sebagai bentuk penerapan keterbukaan informasi, Perusahaan menyediakan berbagai kanal komunikasi untuk memastikan pemangku kepentingan memperoleh informasi yang relevan, akurat, dan terkini mengenai kegiatan usaha serta perkembangan korporasi. Penyampaian informasi dilakukan melalui laporan resmi Perusahaan, siaran pers, serta publikasi pada media lokal maupun nasional.

Selain itu, Perusahaan juga menyediakan akses informasi digital melalui situs resmi PT Pelindo Multi Terminal dengan alamat www.pelindomultiterminal.co.id, yang memuat berbagai informasi korporasi, antara lain profil Perusahaan, layanan dan aktivitas usaha, informasi keuangan, serta informasi pendukung lainnya yang dapat diakses oleh pemangku kepentingan dan masyarakat secara luas.

Adapun saluran akses informasi lainnya dapat dilihat pada:

1. Situs Web Resmi Perusahaan
   Perusahaan telah memiliki media untuk penyediaan Informasi Publik berupa situs web yang ditangani secara langsung oleh Sekretaris Perusahaan. Situs web ini dapat diakses melalui link www.pelindomultiterminal.co.id. Situs web ini merupakan media daring yang ditujukan untuk publik yang memuat berbagai informasi dan data mengenai Perusahaan, seperti produk layanan, berita, rilis media, dan informasi penting lainnya yang ditujukan untuk seluruh pemangku kepentingan.

   Situs web Perusahaan telah memublikasikan kebijakan dan informasi penting Perusahaan. Dalam situs web tersebut terdapat informasi tentang Sejarah singkat Perusahaan, prinsip-prinsip Perusahaan, kegiatan usaha Perusahaan, Laporan Tahunan dan Laporan Keuangan. Berbagai kebijakan telah dipublikasikan dalam situs web Perusahaan, antara lain mencakup Etika dan Komitmen Perusahaan, Kebijakan GCG dan Pedoman Perilaku.

2. Akses Informasi dan Data Perusahaan kepada Pihak Internal
   Pengembangan saluran informasi serta akses data Perusahaan kepada pihak internal adalah sebagai berikut:
   a. Instagram: @pelindomultiterminal
   b. Youtube: Pelindo Multi Terminal
   c. Facebook: PTPelindoMultiTerminal
   d. X: @Pelindo_PMT
   e. *Website*: pelindomultiterminal.co.id
   f. Tiktok: pelindomultiterminal
   g. Threads: pelindomultiterminal

3. Akses Informasi dan Data Perusahaan kepada Pihak Eksternal
   Pengembangan saluran informasi serta akses data Perusahaan kepada pihak eksternal adalah sebagai berikut:

MANAGEMENT OF ACCESS TO COMPANY INFORMATION AND DATA

As part of its commitment to information transparency, the Company provides various communication channels to ensure stakeholders receive relevant, accurate, and up-to-date information regarding business activities and corporate developments. Information is disseminated through official Company reports, press releases, and publications in local and national media.

In addition, the Company provides digital information access through PT Pelindo Multi Terminal's official website, www.pelindomultiterminal.co.id, which contains various corporate information, including the Company profile, services and business activities, financial information, and other supporting information accessible to stakeholders and the public.

Other information access channels can be found at:

1. Company Official Website
   The Company has a media for the provision of Public Information in the form of a website handled directly by Corporate Secretary. This website can be accessed through the link www. pelindomultiterminal.co.id. This website is an online media intended for the public that contains various information and data about the Company, such as service products, news, media releases, and other important information intended for all stakeholders.

   The Company's website has published the Company's policies and important information. The website contains information on the Company's brief history, corporate principles, business activities, Annual Report and Financial Statements. Various policies have been published on the Company's website, including the Company's Ethics and Commitments, GCG Policy and Code of Conduct.

2. Access to Company Information and Data to Internal Parties
   The development of information channels and access to Company data for internal parties are as follows:
   a. Instagram : @pelindomultiterminal
   b. Youtube : Pelindo Multi Terminal
   c. Facebook : PTPelindoMultiTerminal
   d. Twitter : @Pelindo_PMT
   e. Website : pelindomultiterminal.co.id
   f. Tiktok: pelindomultiterminal
   g. Threads: pelindomultiterminal

3. Access to Company Information and Data to External Parties
   The development of information channels and access to Company data to external parties are as follows:

a. Korespondensi dan Laporan Berkala
Sebagai bentuk transparansi, Perusahaan secara berkala menyebarluaskan informasi material mengenai aktivitas dan kinerja Perusahaan. Informasi keuangan dan nonkeuangan Perusahaan telah disusun dan dilaporkan secara transparan kepada pemegang saham, pemangku kepentingan, dan lembaga lain yang dipersyaratkan. Informasi dilaporkan sesuai target waktu, tersajikan dengan lengkap dan akurat, terkini, utuh, dan memadai sesuai dengan tata cara, jenis, dan cakupan sebagaimana diatur dalam ketentuan tentang Transparansi Kondisi Keuangan Perusahaan.

b. Hubungan Media
Sepanjang tahun 2025, Perusahaan telah melakukan kegiatan *Media Relations*, yaitu siaran pers sebanyak 440 kali.

4. Ragam Media kepada Pemegang Saham dan Pemangku Kepentingan
Di bawah ini tabel yang menggambarkan ragam media komunikasi yang digunakan Perusahaan untuk menyampaikan data dan informasi terkait aktivitas operasional, proses usaha dan capaian-capaian kinerja yang telah diraih Perusahaan.

a. Correspondence and Periodic Reports
As a form of transparency, the Company periodically disseminates material information regarding the Company's activities and performance. The Company's financial and non-financial information has been compiled and reported transparently to shareholders, stakeholders and other required institutions. Information is reported according to time targets, presented completely and accurately, up to date, intact and adequate in accordance with the procedures, types and scope as stipulated in the provisions on Transparency of the Company's Financial Condition. Information is presented through reports in the form of:

b. Media Relations
Throughout 2025, the Company has conducted Media Relations activities, namely press releases as many as 440 times, as follows:

4. Media Variety to Shareholders and Stakeholders
The following table illustrates the variety of communication media used by the Company to convey data and information related to operational activities, business processes and performance achievements that have been achieved by the Company.

Pemangku Kepentingan Stakeholders	**Bentuk-Bentuk Media** Media Forms
Regulator Regulators	Melalui *Holding* Through Holding
Pemegang Saham Shareholders	Surat, RUPS, Pelindo Forum, *Branch Performance Review* (BPR) Shareholders
Lembaga Publik Public Institutions	Rapat Pertemuan Meetings
Konsumen Customer	Sosialisasi, *Customer Gathering* Socialization, Customer Gathering
Karyawan Employees	*Sharing Session*, *Employee Gathering*, *Helpdesk* SDM Sharing Session, Employee Gathering, HC Helpdesk
Perusahaan Sejenis Lainnya Other Similar Companies	Surat Menyurat Correspondence
Mitra Kerja dan Rekanan Business Partners and Associates	Surat Menyurat Correspondence
Organisasi Profesi Professional Organizations	Surat Menyurat Correspondence
Masyarakat/Umum Society/Publi	Surat Menyurat Correspondence

PELAKSANAAN TUGAS SEKRETARIS PERUSAHAAN TAHUN 2025

Sepanjang tahun 2025, Sekretaris Perusahaan telah melaksanakan beberapa tugas dan kegiatan sebagai berikut:

1. Departemen Komunikasi Korporasi & Protokoler
   a. *All Year* 2025 *Media Report* PMT Grup
   Sepanjang tahun 2025, kinerja komunikasi menunjukkan peningkatan signifikan. Media massa mencatat 21.688 pemberitaan dengan kenaikan 283 persen, didukung 440

DUTIES IMPLEMENTATION OF CORPORATE SECRETARY IN 2025

Throughout 2025, the Corporate Secretary carried out the following duties and activities:

1. Corporate Communications & Protocol Department
   a. PMT Group All-Year 2025 Media Report
   Throughout 2025, communications performance showed significant improvement. Mass media recorded 21,688 news reports, a 283 percent increase,

rilis yang tumbuh 168 persen. Capaian ini mencerminkan konsistensi strategi kehumasan, penguatan isu positif, serta meningkatnya kepercayaan media.

Di sisi sosial media, performa juga melonjak. Tercatat 6.266 postingan meningkat 177 persen dan menghasilkan 234.972 *like* atau naik 144 persen. Angka tersebut menandakan tingginya keterlibatan audiens, efektivitas konten, serta keberhasilan memperluas jangkauan komunikasi digital.

supported by 440 releases, representing a 168 percent increase. This achievement reflects the consistency of public relations strategies, the amplification of positive issues, and increased media trust.

On social media, performance also surged. 6,266 posts recorded a 177 percent increase and generated 234,972 likes, a 144 percent increase. These figures indicate high audience engagement, content effectiveness, and the successful expansion of digital communication reach.

Ikhtisar Summary		2025	2024	Kenaikan/Penurunan Increase/Decrease (%)
Media Massa Mass Media	Total Pemberitaan Total News	21.688	5.659	283% ↑
	Total Rilis Total Releases	440	164	168% ↑
Sosial Media Social Media	Total *Posting* Total Posts	6.266	2.257	177% ↑
	Total *Like* Total Likes	234.972	96.052	144% ↑

b. Sebaran Data

Sepanjang tahun 2025, *data monitoring* media menunjukkan bahwa pemberitaan mengenai PMT berasal dari Kantor Pusat PMT, IPCC, PTP, serta seluruh *Branch* PMT. Masing-masing entitas berkontribusi dalam penyampaian informasi terkait operasional, layanan, dan kegiatan strategis perusahaan melalui berbagai media massa.

Pada kanal media sosial, PMT, IPCC, dan PTP mengelola akun resmi di berbagai *platform*, meliputi Instagram, Facebook, Twitter (X), Threads, LinkedIn, YouTube, dan TikTok.

Sementara itu, *Branch* PMT pada umumnya mengelola Instagram sebagai kanal utama, dengan beberapa *branch* mulai mengembangkan pengelolaan Facebook, Threads, dan TikTok untuk memperluas jangkauan komunikasi.

b. Data Distribution

Throughout 2025, media monitoring data shows that news coverage regarding PMT originated from PMT Head Office, IPCC, PTP, and all PMT Branches. Each entity contributes to disseminating information regarding the company's operations, services, and strategic activities through various media outlets.

On social media, PMT, IPCC, and PTP maintain official accounts on various platforms, including Instagram, Facebook, Twitter (X), Threads, LinkedIn, YouTube, and TikTok.

Meanwhile, PMT Branches generally maintain Instagram as their primary channel, with some branches beginning to expand their management of Facebook, Threads, and TikTok to expand their communication reach.

Media Massa
Mass Media

Sumber Source	Rilis Releases		Berita News		B/R
HO PMT	105	28% ↑	11.827	212% ↑	112
IPCC	51	59% ↑	2.168	169% ↑	42
PTP	82	173% ↑	1.815	85% ↑	22
Branch PMT	202	910% ↑	5.878	6.153% ↑	29

Media Sosial
Social Media

Sumber Source	Post		Likes		L/P
HO PMT	1.155	31% ↑	75.006	21% ↑	65
IPCC	794	36% ↑	22.144	-1,3% ↓	27
PTP	760	68% ↑	22.519	68% ↑	29
Branch PMT	2.523	639% ↑	115.284	6.661% ↑	45
SMR	1.034	-	19	-	00,2

c. Kinerja Bulanan

Data menunjukkan peningkatan pemberitaan yang signifikan secara konsolidasi mulai April hingga Agustus 2025, menandai fase akselerasi eksposur media yang kuat. Periode ini mencerminkan meningkatnya intensitas aktivitas dan efektivitas penyebaran narasi kepada publik.

Meskipun terjadi penurunan pemberitaan hingga November, tren tersebut bersifat sementara. Pada Desember 2025, pemberitaan berhasil *rebound* dan mencatatkan angka tertinggi sepanjang tahun.

Peningkatan ini didorong oleh lonjakan pemberitaan dari *Branch* PMT, yang pada Desember untuk kedua kalinya setelah Juli menjadi sumber pemberitaan tertinggi pada tahun 2025, menegaskan potensi besar *branch* sebagai penggerak utama eksposur media.

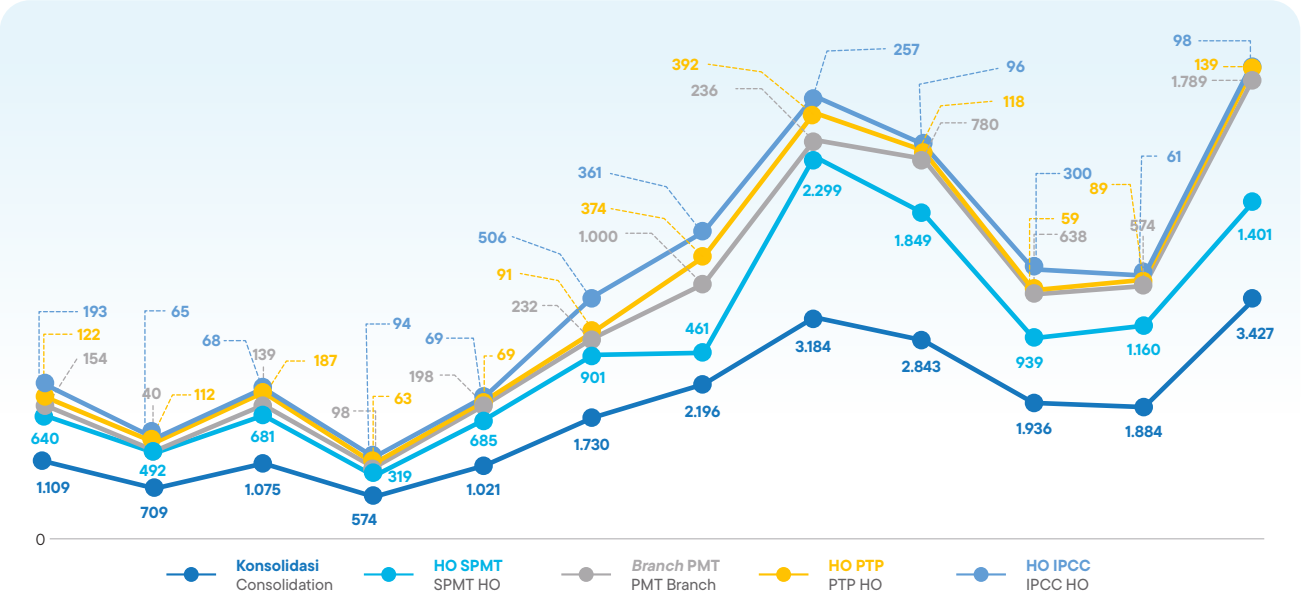
c. Monthly Performance

Data shows a significant increase in news coverage on a consolidated basis from April to August 2025, marking a strong acceleration phase of media exposure. This period reflects the increasing intensity of activity and the increasing effectiveness of disseminating narratives to the public.

Although there was a decline in news coverage until November, this trend was temporary. In December 2025, news coverage rebounded and reached its highest level throughout the year.

This increase was driven by a surge in news coverage from Branch PMT, which in December became the highest news source in 2025 for the second time after July, confirming the branch's significant potential as a key driver of media exposure.

Grafik Kinerja Bulanan
Monthly Performance



d. *Branch* Bersuara

Sepanjang tahun 2025, program komunikasi PMT diarahkan untuk mendorong *branch* agar mampu menyusun dan mendistribusikan rilis pemberitaan secara mandiri. Pendekatan ini bertujuan membuka ruang bagi *branch* untuk menyampaikan langsung cerita operasional, layanan, dan perannya di wilayah masing-masing.

Implementasi program tersebut menunjukkan hasil yang positif. Sepanjang tahun, *branch* berhasil menghasilkan 202 rilis pemberitaan. Capaian ini tidak hanya mencerminkan peningkatan kapasitas komunikasi di tingkat *branch*, tetapi juga mengungkap besarnya potensi isu dan cerita yang bisa digali lebih mendalam.

Upaya ini sekaligus menunjukkan kesungguhan *branch* dalam menyuarakan aktivitas dan kontribusinya secara lebih aktif kepada publik.

d. Voices of the Branch

Throughout 2025, PMT communications program was aimed at encouraging branches to independently compile and distribute press releases. This approach aimed to create a space for branches to directly share stories about their operations, services, and roles in their respective regions.

This program has brought positive results. Throughout the year, branches successfully produced 202 press releases. This achievement not only reflects increased communication capacity at the branch level but also reveals the vast potential for issues and stories that can be explored more deeply.

This effort also demonstrates the branch's commitment to more actively communicating its activities and contributions to the public.

Sumber Source	**Rilis** Releases	**Pemberitaan** News	**P/R**
Tanjung Emas	20	389	19,5
Tanjungpinang	16	580	36,3
Bumiharjo Bg.	11	256	23,3
Malahayati	8	317	39,6
Janirah	4	134	33,5
Parepare	18	311	17,3
Lhokseumawe	15	697	46,5
Tj. Balai Karimun	9	160	17,8
Tanjung Wangi	8	408	51
Belawan	3	132	44
Gresik	17	284	16,7
Sibolga	15	352	23,5
Tanjung Intan	9	160	17,8
Bima Badas	5	125	25
Benoa	1	13	13
Lembar	16	624	-
Dumai	13	322	-
Balikpapan	8	15	1,9
Trisakti	5	432	86,4
Makassar	1	1	1

e. Pemberitaan Entitas Pelindo
Data menunjukkan peningkatan pemberitaan yang konsisten pada seluruh entitas Pelindo Group. Secara regional, Regional 2 mencatat volume pemberitaan tertinggi, diikuti Regional 1, Regional 3, dan Regional 4 yang menunjukkan tren pertumbuhan stabil.

Di tingkat Anak Usaha, PMT menempati posisi teratas dalam total pemberitaan versi kurasi, melampaui PTP dan PSL. Capaian ini mencerminkan konsistensi dan efektivitas pengelolaan komunikasi PMT sebagai kontributor utama eksposur media di lingkungan Pelindo Grup.

Sebagai catatan, data kinerja entitas non-PMT diperoleh dari *raw data* aplikasi Kurasi HO. Oleh karena itu, tingkat akurasi data dimungkinkan masih mengalami penyesuaian dan dapat berbeda dengan refined data yang akan dirilis pada periode berikutnya.

e. Pelindo Entity News
Data shows a consistent increase in news coverage across all Pelindo Group entities. Regionally, Region 2 recorded the highest news volume, followed by Region 1, Region 3, and Region 4, which showed a steady growth trend.

At the Subsidiary level, PMT topped the total curated news coverage, surpassing SPTP and SPSL. This achievement reflects the consistency and effectiveness of PMT's communications management as a major contributor to media exposure within Pelindo Group.

For the records, non-PMT entity performance data was obtained from raw data from the HO Curation application. Therefore, the accuracy of data may still be subject to adjustments and may differ from the refined data to be released in the next period.

Regional 2	34.006
PMT	21.688
PTP	17.611
Regional 1 Regional 1	15.924
Regional 3 Regional 3	15.543
Regional 4 Regional 4	12.437
PSL	6.285
PJM	3.947

2. Departemen Tata Kelola, Hub. Lembaga dan Investor

a. Penyelenggaraan Rapat
i) Rapat Direksi

2. Governance, Institutional and Investor Relations Department

a. Meeting Implementation
i) Board of Directors Meetings

No	Periode Period	Jumlah Rapat Number of Meetings	Jumlah Agenda Rapat Number of Meeting Agendas
1	Januari January	2	4
2	Februari February	0	0
3	Maret March	2	4
4	April	1	1
5	Mei May	1	5
6	Juni June	2	3
7	Juli July	4	6
8	Agustus August	1	2
9	September	1	2

No	Periode Period	Jumlah Rapat Number of Meetings	Jumlah Agenda Rapat Number of Meeting Agendas
10	Oktober October	1	4
11	November	1	4
12	Desember December	1	6
Jumlah Total		**17**	**41**

ii) Rapat Dewan Komisaris

ii) Board of Commissioners Meeting

No	Periode Period	Jumlah Rapat Number of Meetings	Jumlah Arahan Number of Directives
1	Januari January	0	0
2	Februari February	2	10
3	Maret March	1	6
4	April	1	4
5	Mei May	1	5
6	Juni June	1	4
7	Juli July	1	7
8	Agustus August	1	8
9	September	1	6
10	Oktober October	1	7
11	November	1	4
12	Desember December	1	5
Jumlah Total		**12**	**66**

iii) RUPS

- RUPS Pengesahan RKAP Tahun 2025, dilaksanakan tanggal 24 Januari 2025.
- RUPS Tahunan tentang Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Tahun Buku 2024 PT Pelindo Multi Terminal, telah dilaksanakan pada tanggal 19 Juni 2025.

b. Pelaporan Korporasi

i) Triwulanan

- *Business Performance Review*;
- Laporan Manajemen (Tindak Lanjut Arahan RUPS);
- Laporan Kinerja Berkelanjutan;
- Laporan Pelaksaanaan Kegiatan Bina Hubungan Lembaga.

iii) GMS

- GMS for Ratification of the 2025 Work Plan and Budget (RKAP), held on January 24, 2025.
- Annual GMS concerning Approval of the Annual Report and Ratification of the Financial Statements for the 2024 Fiscal Year of PT Pelindo Multi Terminal, held on June 19, 2025.

b. Corporate Reporting

i) Quarterly

- Business Performance Review;
- Management Report (Follow-up to GMS Directives);
- Sustainability Performance Report;
- Report on Implementation of Institutional Relations Activities.

ii) Semesteran
- Laporan Tata Kelola Terintegrasi dan Rencana Tata Kelola Terintegrasi Tahun 2026;
- Laporan Pemberian Suap dan Gratifikasi.

iii) Tahunan
- *Annual Report;*
- *Sustainability Report;*
- Laporan Bulan GCG;
- Laporan Pelaksanaan HAKORDIA;
- Agenda Perencanaan Hubungan Lembaga dan Investor Tahun 2026.

c. Penguatan Infrastruktur Tata Kelola

i) Daftar Peraturan Direksi
- Peraturan Direksi GCG;
- Peraturan Direksi Penerapan Tata Kelola Terintegrasi;
- Peraturan Direksi Pedoman Tata Laksana Kerja hubungan Dewan Komisaris dan Direksi (*Board Manual*);
- Peraturan Direksi Pedoman Kode Etik;
- Peraturan Direksi Benturan Kepentingan Terintegrasi;
- Peraturan Direksi Pembentukan FKAP;
- Peraturan Direksi Tata Kelola SMAP;
- Peraturan Direksi Pedoman *Anti-Fraud;*
- Peraturan Direksi Pedoman Pengendalian Gratifikasi;
- Peraturan Direksi Pedoman *Whistleblowing System.*

ii) Daftar Prosedur
- SOP Hubungan Antar Kelembagaan;
- SOP Implementasi SMAP;
- SOP Pengelolaan Gratifikasi;
- SOP Pengelolaan WBS;
- SOP Pelaksanaan Rapat Direksi;
- SOP Permintaan Salinan Risalah Rapat Direksi;
- SOP *Monitoring* Rencana Aksi Rapat Direksi.

d. Program Penguatan Perangkat GCG

i) *Whistleblowing System;*
ii) Anti Suap, Pungli dan Gratifikasi;
iii) Survei GCG dan SMAP;
iv) Penandatangan Pakta Integritas;
v) Penyampaian Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) bagi Penyelenggara Negara/Wajib Lapor;
vi) GCG;
vii) *Anti-Fraud*;
viii) SMAP;

ii) Semiannual
- Integrated Governance Report and the 2026 Integrated Governance Plan;
- Report on Bribery and Gratuities.

iii) Annual
- Annual Report;
- Sustainability Report;
- Monthly GCG Report;
- HAKORDIA Implementation Report;
- 2026 Institutional and Investor Relations Planning Agenda.

c. Strengthening Governance Infrastructure

i) List of Board of Directors' Regulations
- Board of Directors' Regulation on Good Corporate Governance (GCG);
- Board of Directors' Regulation on the Implementation of Integrated Governance;
- Board of Directors' Regulation on the Board Manual Governing the Working Procedures of Board of Commissioners and Board of Directors;
- Board of Directors' Regulation on the Code of Conduct;
- Board of Directors' Regulation on Integrated Conflict of Interest;
- Board of Directors' Regulation on the Establishment of FKAP;
- Board of Directors' Regulation on the Governance of the Anti-Bribery Management System (SMAP);
- Board of Directors' Regulation on the Anti-Fraud Guidelines;
- Board of Directors' Regulation on the Gratification Control Guidelines;
- Board of Directors' Regulation on the Whistleblowing System Guidelines.

ii) List of Procedures
- Inter-Institutional Relations Standard Operating Procedures (SOP);
- SMAP Implementation Standard Operating Procedures (SOP);
- SOP for Gratification Management;
- SOP for WBS Management;
- SOP for Implementing Board of Directors Meetings;
- SOP for Requesting Copies of Board of Directors Meeting Minutes;
- SOP for Monitoring Board of Directors Meeting Action Plans.

d. GCG Instrument Strengthening Program

i) Whistleblowing System;
ii) Anti-Bribery, Extortion, and Gratification;
iii) GCG Survey and SMAP;
iv) Signing of the Integrity Pact;
v) Submission of the State Officials' Asset Report (LHKPN) by State Officials/Mandatory Reporting Parties;
vi) GCG;
vii) Anti-Fraud;
viii) SMAP;

ix) Banturan Kepentingan;
x) Hakordia;
xi) Duta Anti-Penyuapan;
xii) MATCHA - Time.

e. Pelaksanaan *Assessment* GCG
Penilaian penerapan GCG Perusahaan dilakukan dengan mekanisme *self-assessment* pada 14 Agustus 2025 hingga 13 September 2025.

f. Program Kinerja Berkelanjutan Berbasis ESG
i) Sosialisasi
Sosialisasi Pengisian Kertas Kerja Kinerja Berkelanjutan pada tanggal 8 Agustus 2025 yang diadakan secara *online*.
ii) Pelatihan
Pelatihan Penggunaan Platform Pelaporan Kinerja Keberlanjutan *Sustainability Data Management System* (SDMS) di 4 Wilayah.
iii) *Monitoring*
Monitoring Pengisian Kertas Kerja Kinerja Berkelanjutan.
iv) Pelaporan
Pelaporan Kertas Kerja Kinerja Berkelanjutan setiap tanggal 6 bulan berjalan.
v) Forum ESG
Workshop ESG X *Senior Leader Forum* pada tanggal 5-6 Agustus 2025 yang diadakan di Ruang Selat Malaka Medan.

3. Departemen Tanggung Jawab Sosial dan Lingkungan PT Pelindo Multi Terminal menunjukkan kinerja penyerapan anggaran yang sangat progresif dan melampaui target tahunan untuk program Tanggung Jawab Sosial dan Lingkungan (TJSL) tahun 2025. Hasil tersebut menunjukkan tingginya aktivitas program di lapangan dan komitmen Perusahaan.

ix) Interest Assistance;
x) Hakordia;
xi) Anti-Bribery Ambassador;
xii) MATCHA - Time.

e. GCG Assessment
The Company's GCG implementation is assessed using a self-assessment mechanism from August 14, 2025, to September 13, 2025.

f. ESG-Based Sustainable Performance Program
i) Socialization
Socialization of the Sustainability Performance Working Paper Completion on August 8, 2025, held online.
ii) Training
Training on the Use of the Sustainability Data Management System (SDMS) Sustainability Performance Reporting Platform in 4 Regions.
iii) Monitoring
Monitoring of the Sustainability Performance Working Paper Completion.
iv) Reporting
Reporting of the Sustainability Performance Working Paper every 6th of the month.
v) ESG Forum
ESG Workshop X Senior Leader Forum on August 5-6, 2025, held at Selat Malaka Room, Medan.

3. Social and Environmental Responsibility Department PT Pelindo Multi Terminal demonstrated highly progressive budget absorption performance and exceeded the annual target for the 2025 Social and Environmental Responsibility (CSR) program. These results demonstrate the program's high level of activity in the field and the Company's commitment.

PENILAIAN KINERJA SEKRETARIS PERUSAHAAN

Sebagai bagian dari penerapan pengelolaan kinerja yang terukur, Perusahaan melakukan evaluasi terhadap pelaksanaan fungsi Sekretaris Perusahaan berdasarkan *Key Performance Indicators* (KPI). Berikut disampaikan hasil penilaian kinerja Sekretaris Perusahaan tahun 2025 berdasarkan KPI yang telah ditetapkan:

CORPORATE SECRETARY PERFORMANCE ASSESSMENT

As part of measurable performance management, the Company evaluates the implementation of the Corporate Secretary's function based on Key Performance Indicators (KPIs). The following presents the results of the 2025 Corporate Secretary performance assessment based on the established KPIs:

No	KPI	Perspektif Perspective	Bobot Weight	Satuan Unit	Target	Realisasi Realization	Skor Score	Pencapaian Achievement (%)
1	EBITDA	Keuangan Finance	5	Rp Miliar Rp Billion	1.207	780,28	3,23	64,61
2	Pendapatan Revenue	Keuangan Finance	5	Rp Miliar Rp Billion	6.288	5.669	4,51	90,15
3	BOPO	Keuangan Finance	5	%	86,43	88,99	4,86	97,12
4	*Actual Cost/Budget Cost*	Keuangan Finance	5	%	100	85	5,5	117,65
5	Tindak Lanjut Temuan SPI Follow-up of SPI Findings	Proses Bisnis Internal Internal Business Process	5	%	100	100	5	100,00

No	KPI	Perspektif Perspective	Bobot Weight	Satuan Unit	Target	Realisasi Realization	Skor Score	Pencapaian Achievement (%)
6	Implementasi Manajemen Risiko Proses Bisnis Internal Internal Business Process	Proses Bisnis Internal Internal Business Process	5	%	100	107	5,35	107,00
7	Implementasi ESG ESG Implementation	Proses Bisnis Internal Internal Business Process	15	Jumlah Total	100	100	15	100,00
8	Program Komunikasi/ Branding Perusahaan Corporate Communication/ Branding Program	Pelanggan Customer	10	Jumlah Total	6	8	11	133,33
9	*Corporate Image Management*	Pelanggan Customer	15	%	85	99	16,5	116,47
10	Implementasi Manajemen *Stakeholder* Stakeholder Management Implementation	Pelanggan Customer	10	%	100	100	10	100,00
11	Implementasi Program Tanggung Jawab Sosial dan Lingkungan Social and Environmental Responsibility Program Implementation	Pelanggan Customer	15	%	100	112,50	16,5	112,50
12	Jumlah Ide Inovasi Number of Innovation Ideas	*Learning & Growth*	5	Number	1	1	5	100,00
Total Skor Tertimbang Total Weighted Score								**102,43**

AUDIT INTERNAL/SATUAN PENGAWASAN INTERN

Satuan Pengawasan Intern (SPI) merupakan organ Perusahaan di bawah naungan Direksi yang bertugas untuk memantau pelaksanaan kegiatan operasional maupun aspek keuangan Perusahaan. Pengawasan tersebut penting untuk memastikan proses bisnis berjalan sesuai kebijakan, target kinerja tercapai, serta pengelolaan perusahaan dapat dipertanggungjawabkan kepada pemegang saham.

Secara rinci, SPI berperan melakukan kegiatan *assurance* dan konsultasi untuk menilai efektivitas pengendalian internal, penerapan manajemen risiko, serta pelaksanaan tata kelola perusahaan di berbagai lini operasional.

Fungsi pengawasan dilakukan melalui pemberian rekomendasi perbaikan dan masukan kepada manajemen guna mendukung penguatan sistem pengendalian secara berkelanjutan.

Pihak yang Mengangkat dan Memberhentikan Kepala Satuan Pengawasan Intern

Satuan Pengawasan Intern dipimpin oleh seorang Kepala SPI yang bertanggung jawab atas pelaksanaan kegiatan pengawasan internal serta penyampaian hasil evaluasi kepada Direksi.

INTERNAL AUDIT/INTERNAL AUDIT UNIT

Internal Audit Unit (SPI) is a corporate organ under the supervision of the Board of Directors, responsible for monitoring the implementation of the Company's operational activities as well as its financial aspects. This oversight is essential to ensure that business processes are carried out in accordance with established policies, performance targets are achieved, and the Company's management is accountable to the shareholders.

In detail, SPI performs assurance and consulting activities to assess the effectiveness of internal controls, the implementation of risk management, and the execution of corporate governance across various operational functions.

The oversight function is carried out by providing recommendations for improvement and input to management in order to support the continuous strengthening of internal control system.

Appointment and Dismissal of Head of Internal Audit Unit

Internal Audit Unit is headed by the Head of SPI, who is responsible for the implementation of internal audit activities and the submission of evaluation results to the Board of Directors.

Pengangkatan dan pemberhentian Kepala SPI dilakukan oleh Direktur Utama dengan terlebih dahulu memperoleh persetujuan dari Dewan Komisaris sesuai ketentuan tata kelola yang berlaku di lingkungan Perusahaan.

The appointment and dismissal of Head of SPI are carried out by the President Director upon obtaining prior approval from the Board of Commissioners in accordance with the corporate governance provisions applicable within the Company.

Profil Kepala Satuan Pengawasan Intern

Sepanjang tahun 2025, fungsi Satuan Pengawasan Intern dipimpin oleh Mhd. Zulpan selaku Senior Vice President Satuan Pengawasan Intern. Penetapan tersebut dilakukan berdasarkan Surat Keputusan Direksi PT Pelabuhan Indonesia (Persero) Nomor KP.10.02/5/8/1/RKTK/SDMA/PLND-24 tanggal 5 Agustus 2024 tentang Alih Tugas/Jabatan Pekerja di Lingkungan PT Pelabuhan Indonesia (Persero).

Profile of Head of Internal Audit Unit

Throughout 2025, Internal Audit Unit was led by Mhd. Zulpan as Senior Vice President of Internal Audit Unit. This appointment was made based on the Board of Directors' Decree of PT Pelabuhan Indonesia (Persero) Number KP.10.02/5/8/1/RKTK/SDMA/PLND-24 dated 5 August 2024 concerning the Transfer of Duties/Position of Employees within PT Pelabuhan Indonesia (Persero).

Mhd. Zulpan

Senior Vice President Satuan Pengawasan Intern | Senior Vice President of Internal Audit Unit
Menjabat Sejak 5 Agustus 2024
In office since August 5, 2024

Data Pribadi		**Personal Data**	
Warga Negara Indonesia		Indonesian citizen	
Usia	: 55 tahun	Age	: 55 years old
Kelahiran	: Medan, 12 Agustus 1970	Born in	: Medan, August 12, 1970
Domisili	: Medan, Sumatra Utara, Indonesia	Domiciled in	: Medan, North Sumatra, Indonesia

Bergabung di PMT
5 Agustus 2024

Joining PMT
August 5, 2024

Riwayat Pendidikan
Sarjana Teknik Sipil, Universitas Tri Karya, (2001)

Educational History
Bachelor of Civil Engineering, Tri Karya University (2001)

Riwayat Jabatan

1. SVP SPI PT Pelindo Multi Terminal, Agustus 2024 sd Sekarang;
2. SVP Fasilitas Pelabuhan PT Pelindo Multi Terminal, Agustus 2023 sd Agustus 2024;
3. Division Head Teknik Regional 1 PT Pelabuhan Indonesia (Persero), Oktober 2021 sd Agustus 2023;
4. Project Manager Fasilitas PT Pelabuhan Indonesia I (Persero), Oktober 2019 sd Oktober 2021;
5. SVP Fasilitas PT Pelabuhan Indonesia I (Persero), Desember 2018 sd Oktober 2019.

Bachelor of Civil Engineering, Tri Karya University (2001)

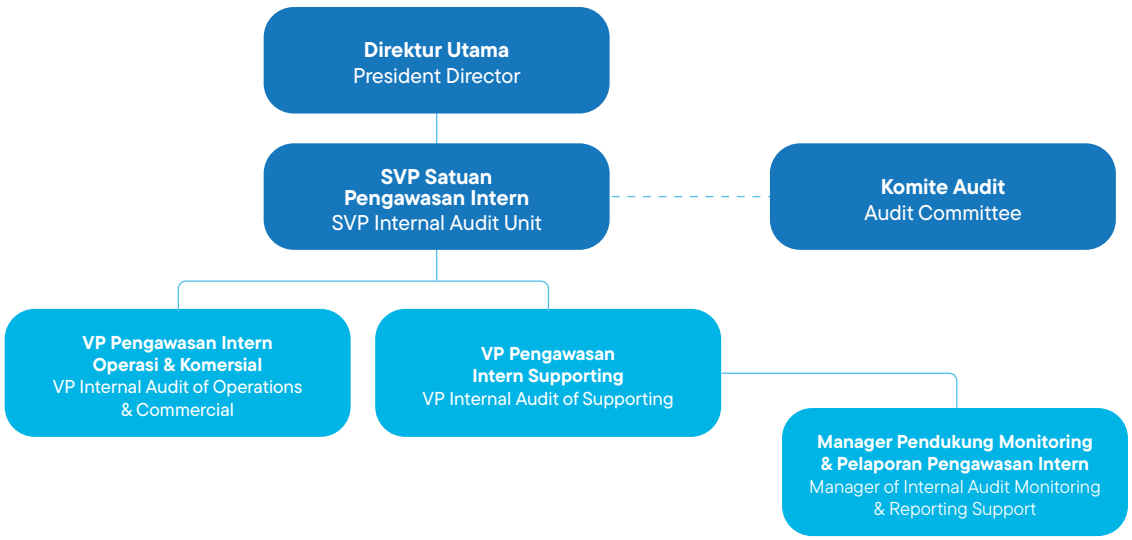
1. Senior Vice President of Internal Audit, PT Pelindo Multi Terminal, August 2024 to Present;
2. SVP of Port Facilities, PT Pelindo Multi Terminal, August 2023 to August 2024;
3. Division Head of Regional Engineering 1, PT Pelabuhan Indonesia (Persero), October 2021 to August 2023;
4. Project Manager of Facilities, PT Pelabuhan Indonesia I (Persero), October 2019 to October 2021;
5. SVP of Facilities, PT Pelabuhan Indonesia I (Persero), December 2018 to October 2019.

Struktur dan Kedudukan Audit Internal

Agar dapat menggambarkan kedudukan serta cakupan fungsi SPI, berikut disampaikan struktur organisasi SPI per 31 Desember 2025:

Internal Audit Unit Organizational Structure

In order to illustrate the scope of SPI's functions, following is SPI organizational structure as of December 31, 2025:



Hingga 31 Desember 2025, Satuan Pengawasan Intern didukung oleh 15 personel yang terdiri atas 4 pejabat struktural, 10 auditor, dan 1 Junior Officer Pendukung Monitoring dan Pelaporan. Adapun rincian kualifikasi dan sertifikasi masing-masing personel Satuan Pengawasan Intern disajikan pada tabel berikut:

As of December 31, 2025, the Internal Audit Unit is supported by 15 personnel, consisting of 4 structural officials, 10 auditors, and 1 Junior Monitoring and Reporting Support Officer. Details of the qualifications and certifications of each Internal Audit Unit personnel are presented in the following table:

No	Nama Name	Jabatan Position	Latar Belakang Pendidikan Educational Background		Sertifikasi Certifications
			S1 Bachelor Degree	S2 Master Degree	
1	Mhd. Zulpan	Senior Vice President Satuan Pengawasan Intern Senior Vice President of Internal Audit	Teknik Sipil Civil Engineering		*Qualified Internal Auditor* (QIA)
2	Andri Lesmana	Vice President Pengawasan Intern Operasi & Komersial Vice President of Operations & Commercial Internal Audit	Ekonomi/Manajemen Economics/ Management	Magister Hukum Master of Laws	*Qualified Internal Auditor* (QIA)
3	Riza Nasution	Vice President Pengawasan Intern Supporting Vice President of Supporting Internal Audit	Akuntansi Accounting	Magister Manajemen Master of Management	*Qualified Internal Auditor* (QIA)
4	T. Irfansyah	Manager Pendukung Monitoring dan Pelaporan Manager of Monitoring and Reporting Support	Hukum Law		DASAR BASIC
5	Serepina Tambunan	Auditor Utama Pengawasan Intern Operasi & Komersial Senior Auditor of Operations & Commercial Internal Audit	Tatalaksana Administration	Magister Hukum Master of Laws	*Qualified Internal Auditor* (QIA)
6	Yonia Chairul	Auditor Utama Pengawasan Intern Supporting Senior Auditor of Supporting Internal Audit	Ekonomi/Manajemen Economics/ Management		*Qualified Internal Auditor* (QIA)
7	Patria Prihanggadi	Auditor Madya Pengawasan Intern Operasi & Komersial Middle-Level Auditor of Operations & Commercial Internal Audit	Teknik Perkapalan Naval Engineering		*Qualified Internal Auditor* (QIA)
8	Wina Anggreni	Auditor Pertama Pengawasan Intern Supporting Senior Auditor of Supporting Internal Audit	Ekonomi/Akuntansi Economics/ Accounting		LANJUTAN ADVANCED
9	Syariful Mahya	Auditor Pertama Pengawasan Intern Supporting	Manajemen Management		LANJUTAN ADVANCED
10	Rudiansyah	Auditor Pertama Pengawasan Intern Supporting First Level Auditor of Internal Audit Supporting	Manajemen Management		DASAR BASIC
11	M. Eriansyah	Auditor Utama Pengawasan Intern Supporting Senior Auditor of Internal Audit Supporting	Ekonomi/ Manajemen Economics/ Management		LANJUTAN ADVANCED
12	Tanjung Halomoan Ambarita	Auditor Utama Pengawasan Intern Operasi & Komersial Lead Auditor: Operational & Commercial Internal Audit	Teknik Engineering		*Qualified Internal Auditor* (QIA)
13	Ratih Widyastuti	Auditor Muda Pengawasan Intern Supporting Junior Auditor of Internal Audit Supporting	Ekonomi/Manajemen Economics/ Management		DASAR BASIC

No	Nama Name	Jabatan Position	Latar Belakang Pendidikan Educational Background		Sertifikasi Certifications
			S1 Bachelor Degree	S2 Master Degree	
14	Indra Ardiansah	Auditor Muda Pengawasan Intern Supporting Junior Auditor of Internal Audit Supporting	Teknik Sipil Civil Engineering		*Qualified Internal Auditor* (QIA)
15	Ean Ferogey	Junior Officer Pendukung Monitoring dan Pelaporan Junior Officer of Monitoring and Reporting Support	Perpajakan Taxation		DASAR BASIC

Pedoman Audit Internal

Pelaksanaan fungsi dan kegiatan Satuan Pengawasan Intern mengacu pada Piagam Audit Internal yang ditetapkan melalui Keputusan Bersama Dewan Komisaris dan Direksi dalam Peraturan Direksi PT Pelindo Multi Terminal Nomor HK.01/8/5/2/MPPI/DIRU/PLMT-25 tanggal 08 Mei 2025 tentang Piagam Satuan Pengawasan Intern PT Pelindo Multi Terminal.

Tugas dan Tanggung Jawab

1. Membantu Direktur Utama dan/atau Dewan Komisaris dalam melakukan pengawasan dengan cara menjabarkan secara operasional baik perencanaan dan pelaksanaan audit, maupun pemantauan hasil audit.
2. Melakukan pengawasan atas efisiensi dan efektivitas di semua Divisi, Cabang, Anak Perusahaan, dan Perusahaan terafiliasi dalam pengelolaan operasional Perusahaan.
3. Memberikan saran perbaikan dan informasi yang obyektif terhadap hasil pemeriksaan dalam bentuk laporan hasil audit dan disampaikan kepada Direktur Utama, Dewan Komisaris, dan *auditee*.
4. Memberikan jasa konsultasi internal Perusahaan untuk memberikan nilai tambah dan perbaikan kualitas pengendalian, pengelolaan risiko, dan tata kelola perusahaan, selama tidak mempengaruhi independensi dan objektivitas Satuan Pengawasan Internal, serta didukung dengan sumber daya yang memadai.
5. Melaksanakan pemantauan hasil audit dan melaporkan kepada Direktur Utama dan Dewan Komisaris secara periodik.
6. Melakukan audit pendalaman, audit tujuan tertentu sesuai permintaan Direktur Utama, sebagai tindak lanjut hasil audit rutin yang berpotensi mengandung indikasi pelanggaran atau kecurangan apabila diperlukan.

SVP SPI juga bertanggung jawab untuk:

1. Menyusun Program Kerja Pengawasan Tahunan (PKPT) yang fleksibel dengan menggunakan metodologi berbasis risiko (*risk based*) yang disetujui oleh Direktur Utama.
2. Melaksanakan Program Kerja Pengawasan Tahunan (PKPT) yang telah disetujui oleh Direktur Utama serta melaksanakan penugasan lainnya sesuai dengan permintaan Direktur Utama.
3. Menjaga profesionalitas auditor dengan pengetahuan, keterampilan, dan pengalaman yang cukup, serta sertifikasi profesional.

Internal Audit Charter

The implementation of the functions and activities of the Internal Audit Unit refers to the Internal Audit Charter established through a Joint Decree of Board of Commissioners and Board of Directors in PT Pelindo Multi Terminal Board of Directors Regulation No. HK.01/8/5/2/MPPI/DIRU/PLMT-25 dated May 8, 2025, concerning the Internal Audit Unit Charter of PT Pelindo Multi Terminal.

Duties and Responsibilities

1. Assisting the President Director and/or Board of Commissioners in conducting supervision by describing operationally both planning and conducting audits, as well as monitoring audit results.
2. Supervise the efficiency and effectiveness in all Divisions, Branches, Subsidiaries and affiliated companies in managing the Company's operations.
3. Provide suggestions for improvement and objective information on the audit results in the form of an audit report and submitted to the President Director, Board of Commissioners and auditee.
4. Provide internal consulting services to the Company to provide added value and improve the quality of control, risk management and corporate governance, as long as it does not affect the independence and objectivity of Internal Audit, and is supported by adequate resources.
5. Implementing the monitoring of audit results and reporting to President Director and Board of Commissioners periodically.
6. Conduct deepening audits, specific purpose audits at the President Director's request, as a follow-up to routine audits that have the potential to contain indications of violations or fraud if necessary.

SVP SPI is also responsible for:

1. Developing a flexible Annual Supervisory Work Program (PKPT) using a risk-based methodology approved by the President Director.
2. Implementing the Annual Supervisory Work Program (PKPT) that has been approved by the President Director and carrying out other assignments in accordance with the President Director's request.
3. Maintain auditor professionalism with sufficient knowledge, skills and experience, as well as professional certification.

4. Melaporkan rangkuman hasil audit secara periodik kepada Direktur Utama dan Komite Audit.
5. Memberikan jasa konsultasi kepada manajemen, di mana auditor di dalam pelaksanaannya tidak mengambil alih tugas dan tanggung jawab manajemen.
6. Melaksanakan Program Jaminan Kualitas dan Peningkatan (*Quality Assurance and Improvement Program*) untuk mengevaluasi kualitas Satuan Pengawasan Intern. Hasil pelaksanaan program tersebut dilaporkan kepada Direktur Utama, Dewan Komisaris, dan/atau Komite Audit.
7. Melakukan koordinasi dan pengawasan terhadap fungsi kontrol dan pengawasan lainnya.

4. Report the summary of audit results periodically to the President Director and Audit Committee.
5. Provide consulting services to management where the auditor in its implementation does not take over the duties and responsibilities of management.
6. Implement the Quality Assurance and Improvement Program to evaluate the quality of Internal Audit Unit. The program implementation results are reported to President Director, Board of Commissioners and/or Audit Committee.
7. Coordinating and supervising other control and supervisory functions.

Pelatihan dan/atau Pengembangan Kompetensi Satuan Pengawasan Intern

Penguatan fungsi pengawasan internal tidak hanya dilakukan melalui sistem dan metodologi audit, tetapi juga melalui peningkatan kapasitas sumber daya manusia yang menjalankannya. Oleh karena itu, Perusahaan mendorong seluruh personel Satuan Pengawasan Intern untuk terus memperbarui kompetensi dan wawasannya melalui berbagai program pendidikan dan pelatihan. Adapun rincian kegiatan pengembangan kompetensi yang diikuti sepanjang tahun 2025 adalah sebagai berikut:

Internal Audit Unit Training and/or Competency Development

Strengthening the internal oversight function is not only achieved through audit systems and methodologies, but also through capacity building of the human capital responsible for carrying them out. Therefore, the Company encourages all Internal Audit Unit personnel to continuously update their competencies and insights through various education and training programs. The details of competency development activities undertaken throughout 2025 are as follows:

No	Nama Name	Jabatan Position	Materi Pelatihan Training Subject	Waktu Pelaksanaan Date	Penyelenggara Organizer
1	Fawida Hanum	VP Pengawasan Intern Supporting VP Internal Audit Supporting	Pelatihan ICOFR ICOFR Training	18-19 Februari 2025 February 18-19, 2025	PMLI
2	Wina Anggreni	Auditor Pertama Pengawasan Intern Supporting First Level Auditor for Internal Audit Supporting	Pelatihan ICOFR ICOFR Training	18-19 Februari 2025 February 18-19, 2025	PMLI
3	M. Eriansyah	Auditor Utama Pengawasan Intern Supporting Senior Auditor for Internal Audit Supporting	QIA Tingkat Dasar QIA Basic Level	21 April - 5 Mei 2025 April 21 - May 5, 2025	YPIA
4	Seluruh SDM Divisi SPI All SPI Division HC		Pengembangan Kompetensi Auditor Internal Internal Auditor Competency Development	19 - 21 Mei 2025 May 19 – 21, 2025	BPKP SUMUT
5	Seluruh SDM Divisi SPI All SPI Division HC		*Risk Based Audit*	22 Mei 2025 May 22, 2025	Komite Risiko Risk Committee
6	Wina Anggreni	Auditor Pertama Pengawasan Intern Supporting First Level Auditor for Internal Audit Supporting	QIA Tingkat Lanjutan QIA Advanced Level	30 Juni - 12 Juli 2025 June 30 - July 12, 2025	YPIA
7	Ratih Widyastuti	Auditor Muda Pengawasan Intern Supporting Junior Auditor for Internal Audit Supporting	QIA Tingkat Dasar QIA Basic Level	14-19 Juli 2025 July 14-19, 2025	YPIA
8	Mhd Zulpan	SVP Satuan Pengawasan Intern SVP of Internal Audit	Konferensi Auditor Internal (KAI) Auditor Conference (IAC)	2-3 Juli 2025 July 2-3, 2025	YPIA
9	Andri Lesmana	VP Pengawasan Intern Operasi & Komersial VP of Operations & Commercial Internal Audit	Konferensi Auditor Internal (KAI) Auditor Conference (IAC)	2-3 Juli 2025 July 2-3, 2025	YPIA

No	Nama Name	Jabatan Position	Materi Pelatihan Training Subject	Waktu Pelaksanaan Date	Penyelenggara Organizer
10	Tanjung Halomoan Ambarita	Auditor Utama Pengawasan Intern Operasi & Komersial Senior Auditor of Operations & Commercial Internal Audit	Konferensi Auditor Internal (KAI) Auditor Conference (IAC)	2-3 Juli 2025 July 2-3, 2025	YPIA
11	M. Eriansyah	Auditor Utama Pengawasan Intern Supporting Senior Auditor of Supporting Internal Audit	QIA Tingkat Lanjutan QIA Advanced Level	8-13 Desember 2025 December 8-13, 2025	YPIA
12	Seluruh SDM Divisi SPI All SPI Division HC		Bimtek Penilaian Mandiri SPI SPI Self-Assessment Technical Guidance	8-10 Desember 2025 December 8-10, 2025	BPKP SUMUT
13	Riza Nasution	VP Pengawasan Intern Supporting VP of Internal Audit Supporting	QIA Tingkat Menejerial QIA Managerial Level	15-23 Desember 2025 December 15-23, 2025	YPIA

RAPAT SATUAN PENGAWASAN INTERN

Kebijakan dan Frekuensi Rapat

SPI secara aktif terlibat dalam berbagai rapat bersama Direksi, Dewan Komisaris, dan/atau Komite Audit, baik yang dilaksanakan secara rutin maupun berdasarkan kebutuhan tertentu sebagai bagian dari proses diskusi dan pengambilan langkah perbaikan di lingkungan Perusahaan.

Forum rapat dimanfaatkan sebagai sarana untuk menyampaikan hasil audit, membahas perkembangan tindak lanjut atas temuan pengawasan, serta menyelaraskan rencana kerja audit dengan prioritas dan risiko bisnis Perusahaan.

Sepanjang tahun 2025, SPI telah mengikuti rapat bersama Direksi, Dewan Komisaris, dan/atau Komite Audit sebanyak 4 kali. Agenda yang dibahas antara lain mencakup program kerja audit tahunan, laporan hasil pengawasan triwulanan, serta pemantauan tindak lanjut rekomendasi audit. Adapun rincian waktu dan agenda rapat disajikan sebagai berikut:

INTERNAL AUDIT UNIT MEETINGS

Meeting Policy and Frequency

Internal Audit Unit (SPI) actively participates in various meetings with the Board of Directors, Board of Commissioners, and/or Audit Committee, both routinely and as needed, as part of the discussion process and to identify corrective actions within the Company.

These meetings are used as a means to convey audit results, discuss follow-up progress on supervisory findings, and align the audit work plan with the Company's business priorities and risks.

Throughout 2025, the Internal Audit Unit (SPI) attended 4 meetings with the Board of Directors, Board of Commissioners, and/or Audit Committee. The agenda items discussed included the annual audit work program, quarterly supervisory reports, and monitoring of follow-up to audit recommendations. The meeting schedules and agendas are as follows:

Pelaksanaan Rapat yang Diikuti SPI di Tahun 2025
Meetings Attended by SPI in 2025

No	Waktu Pelaksanaan Date	Agenda
1	7 Januari 2025 January 7, 2025	Usulan PKPT Tahun 2025 dan Piagam Audit. Proposed 2025 PKPT and Audit Charter.
2	27 Februari 2025 February 27, 2025	Pembahasan Laporan Satuan Pengawasan Intern Triwulan IV Tahun 2024. Discussion of the Internal Audit Unit Report for Quarter IV, 2024.
3	17 November 2025 November 17, 2025	Laporan SPI Triwulan III. SPI Report for Quarter III.
4	11 Desember 2025 December 11, 2025	Usulan PKPT Tahun 2026. Proposed 2026 PKPT.

LAPORAN SINGKAT PELAKSANAAN TUGAS SATUAN PENGAWASAN INTERNAL TAHUN 2025

Sepanjang tahun 2025, SPI telah melaksanakan berbagai penugasan audit yang mencakup evaluasi kepatuhan, efektivitas proses bisnis, pengendalian internal, hingga pengelolaan risiko di sejumlah unit kerja dan aktivitas operasional Perusahaan. Rekapitulasi pelaksanaan audit tersebut disajikan sebagai berikut:

BRIEF REPORT ON THE IMPLEMENTATION OF INTERNAL AUDIT UNIT DUTIES IN 2025

Throughout 2025, Internal Audit Unit (SPI) carried out various audit assignments, including compliance evaluations, business process effectiveness, internal controls, and risk management across several work units and operational activities of the Company. A summary of these audits is presented below:

Rekapitulasi Pelaksanaan Audit Tahun 2025 Satuan Pengawasan Intern
Recapitulation of Audit Implementation of Internal Audit Unit

No	*Auditee*	Dasar Pelaksanaan/Surat Perintah Basis for Implementation/Order Letter	Waktu Pelaksanaan Audit Audit Implementation Time
1	*Branch* Tanjung Emas Tanjung Emas Branch	PW.02.01/16/4/1/MPPI/DIRU/PL MT-25 tanggal 16 April 2025 PW.02.01/16/4/1/MPPI/DIRU/PL MT-25 dated April 16, 2025	16 April sd 6 Mei 2025 April 16 to May 6, 2025
2	*Branch* Gresik Gresik Branch	PW.02.01/19/5/1/MPPI/DIRU/PL MT-25 tanggal 19 Mei 2025 PW.02.01/19/5/1/MPPI/DIRU/PL MT-25 dated May 19, 2025	22 Mei sd 04 Juli 2025 May 22 to July 4, 2025
3	*Branch* Trisakti Trisakti Branch	PW.02.01/27/7/2/MPPI/DIRU/PL MT-25 tanggal 27 Juli 2025 PW.02.01/27/7/2/MPPI/DIRU/PL MT-25 dated July 27, 2025	28 Juli sd 29 Agustus 2025 July 28 to August 29, 2025
4	*Branch* Balikpapan Balikpapan Branch	PW.02.01/27/7/1/MPPI/DIRU/PL MT-25 tanggal 27 Juli 2025 PW.02.01/27/7/1/MPPI/DIRU/PL MT-25 dated July 27, 2025	28 Juli sd 29 Agustus 2025 July 28 to August 29, 2025
5	PT Pelabuhan Tanjung Priok	PW.02.01/10/10/1/MPPI//-25 tanggal 10 Oktober 2025 PW.02.01/10/10/1/MPPI//-25 dated October 10, 2025	13 Oktober sd 12 November 2025 October 13 to November 12, 2025
6	Kantor Pusat PMT PMT Head Office	PW.02.01/12/12/1/MPPI/DIRU/PL MT-25 tanggal 12 Desember 2025 PW.02.01/12/12/1/MPPI/DIRU/PL MT-25 dated December 12, 2025	15 Desember 2025 sd 15 Januari 2026 December 15, 2025 to January 15, 2026

PENILAIAN KINERJA SPI

Berikut disampaikan penilaian kinerja Satuan Pengawasan Internal tahun 2025, berdasarkan KPI Satuan Pengawasan Internal:

INTERNAL AUDIT UNIT PERFORMANCE ASSESSMENT

The following is the 2025 Internal Audit Unit performance assessment, based on the Internal Audit Unit's KPIs:

No	Indikator Indicator	Perspektif Perspective	Bobot Weight	Satuan Unit	Target	Realisasi Realization	Skor Score	Pencapaian Achievement (%)
1	EBITDA	Keuangan Finance	5	Rp Miliar Rp Billion	1.207,67	780,28	3,23	64,61
2	Pendapatan Revenue	Keuangan Finance	5	Rp Miliar Rp Billion	6.288,02	5.669,51	4,51	90,16
3	BOPO	Keuangan Finance	5	%	86,43	88,99	4,86	97,12
4	*Actual Cost/Budget Cost*	Keuangan Finance	5	%	100	99	5,05	101,01
5	Implementasi Manajemen Risiko Implementation of Risk Management	Proses Bisnis Internal Internal Business Processes	5	%	100	110	5,50	110
6	Penyelesaian Rekomendasi Temuan Audit Internal Resolution of Recommendations from Internal Audit Findings	Proses Bisnis Internal Internal Business Processes	15	%	80	87	16,31	108,75
7	Penyelesaian Rekomendasi Temuan Audit Eksternal Resolution of Recommendations from External Audit Findings	Proses Bisnis Internal Internal Business Processes	10	%	75	100	11	110

No	Indikator Indicator	Perspektif Perspective	Bobot Weight	Satuan Unit	Target	Realisasi Realization	Skor Score	Pencapaian Achievement (%)
8	Kegiatan Audit Internal sesuai PKPT terintegrasi dan sinergi audit Internal Audit Activities in accordance with the PKPT, featuring integrated and synergistic audits	Proses Bisnis Internal Internal Business Processes	20	%	100	100	20	100
9	Penyelesaian atas permintaan *review* dari unit kerja Resolution of a review request from a work unit	Proses Bisnis Internal Internal Business Processes	15	%	4	5	16,50	110
10	Penilaian kapabilitas SPI SPI Capability Assessment	Pelanggan Customers	10	%	100	100	10,00	100
11	Jumlah Ide Inovasi Number of Innovative Ideas	*Learning & Growth*	5	Number	1	1	5	100
Total Skor Tertimbang Total Weighted Score								**101,96**

Komite di Bawah Direksi
Committees under the Board of Director

Dalam melaksanakan tugas pengelolaan Perusahaan, Direksi membentuk komite di bawah Direksi, yaitu Komite Keberlanjutan (ESG) dan Komite Tata Kelola, Manjemen Risiko, dan Kepatuhan ("Komite GRC"). Latar belakang pembentukan, ruang lingkup, tugas dan tanggung jawab masing-masing komite dijelaskan di bawah ini.

KOMITE KEBERLANJUTAN (ESG)

Komite Keberlanjutan (ESG) PT Pelindo Multi Terminal dibentuk berdasarkan Keputusan Direksi PT Pelindo Multi Terminal Nomor TL.01/12/12/2/TJSK/DIRU/PLMT-25 tanggal 12 Desember 2025 tentang Pembentukan, Tugas, dan Mekanisme Kerja Komite Keberlanjutan (ESG) PT Pelindo Multi Terminal. Pembentukan Komite ini dilatarbelakangi kebutuhan Perusahaan untuk mendukung pencapaian Tujuan Pembangunan Berkelanjutan (TPB) serta meningkatkan kinerja bisnis dengan memperhatikan aspek Lingkungan, Sosial, dan Tata Kelola (ESG), guna membantu Direksi dalam mengawasi dan memastikan strategi serta implementasi ESG berjalan efektif, terintegrasi, dan memberikan nilai tambah berkelanjutan bagi Perusahaan dan para pemangku kepentingan.

KUALIFIKASI MENJADI ANGGOTA KOMITE KEBERLANJUTAN (ESG)

Berdasarkan Piagam Komite Keberlanjutan (ESG), kualifikasi keanggotaan Komite ditentukan berdasarkan jenjang jabatan struktural di Perusahaan, dengan ketentuan sebagai berikut:

1. Ketua Komite merupakan salah seorang anggota Direksi yang ditunjuk.
2. Anggota Komite merupakan pejabat setingkat Senior Vice President (BOD-1) atau Vice President (BOD-2).
3. Pengarah Komite adalah Dewan Direksi PT Pelindo Multi Terminal.

PENGANGKATAN, PEMBERHENTIAN, DAN MASA JABATAN

Keanggotaan Komite Keberlanjutan (ESG) ditetapkan secara *ex officio*, yaitu melekat pada jabatan yang diduduki oleh pejabat terkait di lingkungan PT Pelindo Multi Terminal. Dengan demikian, pengangkatan maupun berakhirnya keanggotaan seseorang dalam Komite mengikuti status jabatannya, tanpa memerlukan penetapan pengangkatan atau pemberhentian secara tersendiri di luar Keputusan Direksi ini.

In carrying out its duties in managing the Company, the Board of Directors has established committees under the Board of Directors, namely the ESG Committee and the GRC Committee. The background for the establishment, scope, duties and responsibilities of each committee are described below.

THE ESG COMMITTEE

The ESG Committee of PT Pelindo Multi Terminal was established pursuant to the Board of Directors' Decree of PT Pelindo Multi Terminal No. TL.01/12/12/2/TJSK/DIRU/PLMT-25 dated December 12, 2025, concerning the Establishment, Duties, and Working Mechanism of ESG Committee of PT Pelindo Multi Terminal. The establishment of the Committee was driven by the Company's need to support the achievement of the Sustainable Development Goals (SDG's) and enhance business performance by incorporating Environmental, Social, and Governance (ESG) aspects, thereby assisting the Board of Directors in overseeing and ensuring that the Company's ESG strategy and implementation are carried out effectively, in an integrated manner, and generate sustainable value for the Company and its stakeholders.

QUALIFICATIONS FOR MEMBERSHIP OF ESG COMMITTEE

Based on the ESG Committee Charter, the qualifications for Committee membership are determined according to the structural position held within the Company, with the following provisions:

1. The Committee Chairman shall be one of the appointed members of Board of Directors.
2. Committee members shall be officials at the level of Senior Vice President (BOD-1) or Vice President (BOD-2).
3. The Steering Committee shall consist of Board of Directors of PT Pelindo Multi Terminal.

APPOINTMENT, DISMISSAL, AND TERM OF OFFICE

Membership of the ESG Committee is determined on an ex officio basis, meaning that it is attached to the structural position held by the relevant official within PT Pelindo Multi Terminal. Accordingly, the appointment and termination of an individual's Committee membership follow the status of the position held, without requiring a separate appointment or dismissal outside this Board of Directors' Decree.

JUMLAH KOMPOSISI DAN SUSUNAN KOMITE KEBERLANJUTAN (ESG) TAHUN 2025

Berdasarkan Keputusan Direksi Nomor TL.01/12/12/2/TJSK/DIRU/PLMT-25 tanggal 12 Desember 2025, susunan keanggotaan Komite Keberlanjutan (ESG) PT Pelindo Multi Terminal terdiri dari 1 (satu) Pengarah dan 11 (sebelas) anggota dengan komposisi sebagai berikut:

COMPOSITION AND STRUCTURE OF ESG COMMITTEE IN 2025

Based on the Board of Directors' Decree No. TL.01/12/12/2/TJSK/DIRU/PLMT-25 dated December 12, 2025, the ESG Committee of PT Pelindo Multi Terminal consists of 1 (one) Steering Committee member and 11 (eleven) Committee members, with the following composition:

No.	Jabatan Position	Posisi Position in Committee
Pengarah Advisor	Dewan Direksi PT Pelindo Multi Terminal Board of Directors of PT Pelindo Multi Terminal	
1	Direktur yang membawahi fungsi Keberlanjutan Director in Charge of Sustainability	Ketua Chairman
2	Senior Vice President Sekretariat Perusahaan Senior Vice President of Corporate Secretariat	Wakil Ketua Vice Chairman
3	Vice President TJSL Vice President of TJSL	Sekretaris 1 Secretary 1
4	Vice President Tata Kelola, Hubungan Lembaga dan Investor Vice President of Corporate Governance, Institutional and Investor Relations	Sekretaris 2 Secretary 2
5	Senior Vice President Sistem Manajemen Senior Vice President of Management Systems	Anggota Member
6	Senior Vice President Manajemen Risiko Senior Vice President of Risk Management	Anggota Member
7	Senior Vice President Perencanaan Strategis Senior Vice President of Strategic Planning	Anggota Member
8	Senior Vice President Pengelolaan Operasi Senior Vice President of Operations Management	Anggota Member
9	Senior Vice President Layanan SDM dan HSSE Senior Vice President of Human Capital Services and HSSE	Anggota Member
10	Senior Vice President Hukum Senior Vice President of Legal Affairs	Anggota Member
11	Senior Vice President Perencanaan dan Pengelolaan SDM Senior Vice President of Human Capital Planning and Management	Anggota Member
12	Senior Vice President Anggaran, Akuntansi, dan Pelaporan Senior Vice President of Budgeting, Accounting, and Reporting	Anggota Member

PROFIL KOMITE KEBERLANJUTAN (ESG)

Informasi detail mengenai anggota Komite Keberlanjutan (ESG) termuat dalam bab Profil Perusahaan pada bagian Profil Direksi dan Profil Pejabat Eksekutif. Adapun profil Vice President TJSL dan Vice President Tata Kelola, Hubungan Lembaga dan Investor, yang menjalankan fungsi sebagai Sekretaris Komite Keberlanjutan (ESG), disajikan sebagai berikut.

ESG COMMITTEE PROFILE

Detailed information regarding the members of ESG Committee is contained in the Company Profile chapter, under the Board of Directors' Profile and Executive Officers' Profile sections. The profile of the Vice President of Corporate Social Responsibility (CSR) & Institutional and Investor Relations, who serves as Secretary of ESG Committee, is presented below.

ZULHENDRI

Vice President TJSL | Vice President of TJSL
Menjabat sejak 2025 – saat ini
Employed since 2025 – present

Data Pribadi	Personal Data
Warga Negara Indonesia	Indonesian citizen
Usia : 53 Tahun	Age : 53 Years Old
Kelahiran : Maninjau	Born in : Maninjau
Domisili : Medan	Domiciled in : Medan
Riwayat Pendidikan	**Educational History**
S1 Teknik Industri, Universitas Harapan Medan (2005)	S1 Teknik Industri, Universitas Harapan Medan (2005)
Sertifikasi Profesi	**Professional Certification**
Tidak ada	None
Pengalaman Kerja	**Work Experience**
1. Vice President Kinerja Perusahaan, PT Pelindo Multi Terminal (2021-2025) 2. Vice President Pengembangan Pembelajaran, PT Pelabuhan Indonesia I (2019-2021)	1. Vice President of Corporate Performance, PT Pelindo Multi Terminal (2021-2025) 2. Vice President of Learning Development, PT Pelabuhan Indonesia I (2019-2021)
Rangkap Jabatan	**Concurrent Position**
Tidak ada	None
Dasar Hukum Pengangkatan	**Legal Basis for Appointment**
Menjabat sebagai Vice President TJSL berdasarkan Keputusan Direksi Nomor TL.01/12/12/2/TJSK/DIRU/PLMT-25 tanggal 12 Desember 2025	Served as Vice President of CSR & Institutional and Investor Relations based on Board of Directors Decree Number TL.01/12/12/2/TJSK/DIRU/PLMT-25 dated December 12, 2025

LESTARI UTAMI

Vice President Tata Kelola, Hubungan Lembaga dan Investor | Vice President of Corporate Governance, Institutional and Investor Relations
Menjabat sejak 2025 – saat ini
Employed since 2025 – present

Data Pribadi	Personal Data
Warga Negara Indonesia	Indonesian citizen
Usia : 37 Tahun	Age : 37 Years Old
Kelahiran : Medan	Born in : Medan
Domisili : Tangerang	Domiciled in : Tangerang
Riwayat Pendidikan	**Educational History**
1. S2 Manajemen, Telkom University (2024) 2. S1 Teknik Informatika, Universitas Harapan Medan (2011)	1. S2 Manajemen, Telkom University (2024) 2. S1 Teknik Informatika, Universitas Harapan Medan (2011)
Sertifikasi Profesi	**Professional Certification**
1. *Certificate ESG Risk Management* 2. *Certified Financial Risk Management Professional* (CFRMP) 3. Brevet Pajak 4. Sertifikasi *Implementing* GRC (*Governance, Risk Management & Complience*	1. Certificate ESG Risk Management 2. Certified Financial Risk Management Professional (CFRMP) 3. Brevet Pajak 4. Certificate Implementing GRC (Governance, Risk Management & Complience
Pengalaman Kerja	**Work Experience**
Plt. Assistant Senior Manager Manajemen Risiko (2024-2025)	Acting Senior Assistant Manager of Risk Management (2024-2025)
Rangkap Jabatan	**Concurrent Position**
Komite Audit PT Prima Husada Cipta Medan (2025-sekarang)	Audit Committee PT Prima Husada Cipta Medan (2025-present)
Dasar Hukum Pengangkatan	**Legal Basis for Appointment**
Menjabat sebagai Vice President Tata Kelola, Hubungan Lembaga dan Investor berdasarkan Keputusan Direksi Nomor TL.01/12/12/2/TJSK/DIRU/PLMT-25 tanggal 12 Desember 2025	Served as Vice President of CSR & Institutional and Investor Relations based on Board of Directors Decree Number TL.01/12/12/2/TJSK/DIRU/PLMT-25 dated December 12, 2025

PERNYATAAN INDEPENDENSI KOMITE KEBERLANJUTAN (ESG)

Dalam menjalankan tugas dan tanggung jawabnya, Komite Keberlanjutan (ESG) berpedoman pada prinsip objektivitas, profesionalisme, dan integritas. Setiap anggota Komite melaksanakan tugas secara independen dalam pengambilan pertimbangan dan rekomendasi, serta menghindari segala bentuk benturan kepentingan yang dapat memengaruhi objektivitas pelaksanaan tugas.

ESG COMMITTEE INDEPENDENCE STATEMENT

In carrying out its duties and responsibilities, the Sustainability (ESG) Committee is guided by the principles of objectivity, professionalism, and integrity. Each member of the Committee performs their duties independently in forming judgments and recommendations, and avoids any form of conflict of interest that may affect the objectivity of the performance of their duties.

PIAGAM KOMITE KEBERLANJUTAN (ESG)

Dalam melaksanakan tugas dan tanggung jawabnya, Komite Keberlanjutan (ESG) berpedoman pada Piagam Komite Keberlanjutan (ESG) sebagaimana tercantum dalam Keputusan Direksi Nomor TL.01/12/12/2/TJSK/DIRU/PLMT-25 tanggal 12 Desember 2025. Piagam ini mengatur fungsi, tugas, tanggung jawab, wewenang, dan mekanisme kerja Komite.

TUGAS DAN TANGGUNG JAWAB KOMITE KEBERLANJUTAN (ESG)

Berdasarkan Piagam Komite Keberlanjutan (ESG), tugas dan tanggung jawab Komite adalah sebagai berikut:

1. Tugas
   a. Merumuskan dan mengembangkan strategi keberlanjutan jangka panjang dan jangka pendek yang selaras dengan Peta Jalan (*Roadmap*) ESG Induk Perusahaan dan Rencana Jangka Panjang Perusahaan (RJPP);
   b. Memantau dan mengevaluasi kinerja keberlanjutan Perusahaan, termasuk indikator kinerja kunci terkait isu-isu lingkungan, sosial, dan tata Kelola;
   c. Merekomendasikan tujuan dan target keberlanjutan yang terukur untuk ditetapkan oleh Direksi;
   d. Mengidentifikasi, menganalisis, dan mengembangkan strategi mitigasi atas risiko dan peluang keberlanjutan yang dihadapi Perusahaan;
   e. Memastikan proses penyusunan Laporan Keberlanjutan tahunan dilaksanakan secara transparan, akurat, dan sesuai dengan standar pelaporan yang relevan;
   f. Memastikan Perusahaan mematuhi standar keberlanjutan yang relevan, seperti ISO 14001;
   g. Mendorong keterlibatan aktif dari para pemangku kepentingan dalam proses pengambilan keputusan terkait keberlanjutan Perusahaan;
   h. Mendorong promosi inovasi dan riset dalam praktik keberlanjutan untuk menghadapi tantangan yang semakin kompleks;
   i. Mengarahkan upaya komunikasi dan edukasi keberlanjutan, baik secara internal maupun eksternal, untuk meningkatkan kesadaran dan pemahaman;
   j. Memantau kepatuhan Perusahaan terhadap peraturan perundang-undangan terkait keberlanjutan.
2. Tanggung Jawab
   a. Komite Keberlanjutan (ESG) bertanggung jawab langsung kepada Direksi Perusahaan.
   b. Secara periodik melaporkan hasil kinerja dan pelaksanaan tugas keberlanjutan kepada Direksi.
   c. Menjaga kerahasiaan data dan informasi Perusahaan yang bersifat sensitif yang diperoleh dalam pelaksanaan tugasnya.

ESG COMMITTEE CHARTER

In carrying out its duties and responsibilities, ESG Committee is guided by the ESG Committee Charter as stipulated in Board of Directors Decree No. TL.01/12/12/2/TJSK/DIRU/PLMT-25 dated December 12, 2025. This Charter regulates the Committee's functions, duties, responsibilities, authorities, and working mechanisms.

DUTIES AND RESPONSIBILITIES OF ESG COMMITTEE

Based on the ESG Committee Charter, the Committee's duties and responsibilities are as follows:

1. Duties
   a. Formulating and developing long-term and short-term sustainability strategies aligned with the Parent Company's ESG Roadmap and the Company's Long-Term Plan (RJPP);
   b. Monitoring and evaluating the Company's sustainability performance, including key performance indicators related to environmental, social, and governance issues;
   c. Recommend measurable sustainability goals and targets to be established by the Board of Directors;
   d. Identify, analyze, and develop mitigation strategies for sustainability risks and opportunities facing the Company;
   e. Ensure the annual Sustainability Report preparation process is carried out transparently, accurately, and in accordance with relevant reporting standards;
   f. Ensure the Company complies with relevant sustainability standards, such as ISO 14001;
   g. Encourage active stakeholder involvement in the Company's sustainability decision-making process;
   h. Encourage the promotion of innovation and research in sustainability practices to address increasingly complex challenges;
   i. Direct sustainability communication and education efforts, both internally and externally, to increase awareness and understanding;
   j. Monitor the Company's compliance with sustainability laws and regulations.
2. Responsibilities
   a. The ESG Committee reports directly to the Board of Directors.
   b. Periodically report on the results of its performance and implementation of sustainability duties to the Board of Directors.
   c. Maintain the confidentiality of sensitive Company data and information obtained in the course of its duties.

PELATIHAN DAN/ATAU PENINGKATAN KOMPETENSI KOMITE KEBERLANJUTAN (ESG)

Dalam rangka mendukung peningkatan kompetensi anggota Komite GRC, Perusahaan memberikan kesempatan kepada anggota Komite GRC untuk mengikuti berbagai program pengembangan kapasitas, seperti seminar, pelatihan, *workshop*, dan kegiatan peningkatan wawasan lainnya. Adapun kegiatan pengembangan kompetensi yang diikuti oleh anggota Komite GRC selama tahun 2025 adalah sebagai berikut:

TRAINING AND/OR COMPETENCY DEVELOPMENT FOR ESG COMMITTEE

To support the competency improvement of GRC Committee members, the Company provides opportunities for GRC Committee members to participate in various capacity development programs, such as seminars, training, workshops, and other insight-building activities. The competency development activities participated in by GRC Committee members during 2025 are as follows:

Nama dan Jabatan Name and Position	**Materi** Subject	**Waktu Pelaksanaan** Date	**Penyelenggara** Organizer
Edi Priyanto (Direktur SDM) (Human Capital Director)	Internalisasi Keberlanjutan dan Pelaporan Keberlanjutan Internalizing Sustainability and Sustainability Reporting	26 Mei 2025 May 26, 2025	PT PMLI (Pelindo)
	Urgensi Resiliensi Pada Unit Bisnis Melalui Pembangunan *Busniness Continuity Management* (BCM) Urgency of Resilience in Business Units Through the Development of Business Continuity Management (BCM)	07 Juli 2025 July 7, 2025	PT PMLI (Pelindo)
Finan Syaifullah (Senior Vice President Sekretariat Perusahaan) (Senior Vice President of Corporate Secretary)	*Workshop "ESG Leadership for Port Business Excellence*" "ESG Leadership for Port Business Excellence" Workshop	05 Agustus 2025 August 5, 2025	PMT
	"*Leading with Sustainability, Building a Brighter Future Together*"	28 Agustus 2025 August 28, 2025	Pelindo Corpu University
Zulhendri (Vice President TJSL) (Vice President of TJSL)	ESG Forum ESG Forum	5 Agustus 2025 August 5, 2025	PMT
	Penyusunan Program Pemberdayaan Masyarakat Development of a community empowerment program	9 Agustus 2025 August 9, 2025	PMLI
Lestari Utami (Vice President Tata Kelola, Hubungan Lembaga dan Investor) (Vice President of Corporate Governance, Institutional and Investor Relations)	*Contingency Plan Based Shareholder Aspiration*: memahami pentingnya peran *Contingency plan* dalam konsep rencana keberlangsungan usaha/BCM sesuai APS BUMN tahun 2025 Contingency Plan Based on Shareholder Aspirations: Understanding the Importance of Contingency Plans in the Concept of Business Continuity Management (BCM) in Accordance with the 2025 APS for State-Owned Enterprises	14 Mei 2025 May 14, 2025	PMLI
	Resilience Forum bertajuk "Kesiapan Menghadapi Krisis Multilevel: Kolaborasi dan Integrasi Yang Efektif" Resilience Forum titled "Preparedness for Multilevel Crises: Effective Collaboration and Integration"	2 Mei 2025 May 2, 2025	PMLI

RAPAT KOMITE KEBERLANJUTAN (ESG)

Kebijakan

Berdasarkan Piagam Komite Keberlanjutan (ESG), Komite mengadakan rapat secara berkala, sekurang-kurangnya 2 (dua) kali dalam setahun, atau sesuai dengan kebutuhan. Setiap pelaksanaan rapat dituangkan dalam risalah rapat yang ditandatangani oleh seluruh anggota Komite yang hadir, dan hasil rapat beserta rekomendasi Komite selanjutnya disampaikan secara tertulis kepada Direksi Perusahaan.

Pelaksanaan Frekuensi Rapat dan Tingkat Kehadiran Komite Keberlanjutan (ESG)

Di tahun 2025, Komite Keberlanjutan (ESG) masih dalam tahap inisiasi dan operasionalisasi, sehingga rapat komite belum diselenggarakan.

LAPORAN SINGKAT PELAKSANAAN TUGAS DAN KEGIATAN KOMITE KEBERLANJUTAN (ESG) TAHUN 2025

Sepanjang tahun 2025 Komite Keberlanjutan ESG telah melaksanakan semua tugas dan tanggung jawabnya dengan baik, diantaranya:

1. Menyusun database konsumsi energi di seluruh wilayah operasional PMT, termasuk anak perusahaan dan *branch*.
2. Menyusun perencanaan program kerja terkait keberlanjutan.
3. Menginisiasi *roadmap* keberlanjutan ESG.
4. Melaksanakan penyusunan laporan keberlanjutan berdasarkan arahan dari Pemegang Saham atau Induk Perusahaan.

KOMITE GRC

Komite Tata Kelola, Manajemen Risiko, dan Kepatuhan (Komite GRC) dibentuk berdasarkan Keputusan Direksi PT Pelindo Multi Terminal Nomor PW.05/02/1/4/2/RINO/DIRU/PLMT-24 tanggal 1 April 2024 tentang Pembentukan dan Mekanisme Kerja Komite Tata Kelola, Manajemen Risiko, dan Kepatuhan PT Pelindo Multi Terminal. Pembentukan Komite ini dilatarbelakangi kebutuhan Perusahaan untuk mendukung peningkatan kinerja dan transformasi bisnis dengan memperhatikan aspek Tata Kelola Perusahaan yang Baik, manajemen risiko, dan kepatuhan dalam proses pengambilan keputusan Perusahaan, khususnya terkait pengelolaan investasi, kebijakan strategis operasional Perusahaan, serta pengendalian kegiatan strategis usaha Perusahaan dan Grup Perusahaan.

KUALIFIKASI MENJADI ANGGOTA KOMITE GRC

Kualifikasi untuk menjadi anggota Komite GRC ditentukan berdasarkan jenjang jabatan struktural di Perusahaan. Ketua dan Wakil Ketua Komite GRC merupakan Pejabat Struktural 1 (satu) tingkat di bawah Direksi, sedangkan Sekretaris merupakan Pejabat Struktural 1 (satu) atau 2 (dua) tingkat di bawah Direksi. Adapun Anggota Komite GRC merupakan Pejabat Struktural 1 (satu) tingkat di bawah Direktur terkait.

SUSTAINABILITY (ESG) COMMITTEE MEETINGS

Policy

Based on the Sustainability (ESG) Committee Charter, the Committee holds regular meetings, at least twice a year, or as needed. Each meeting is documented in minutes signed by all attending Committee members. The meeting results, along with the Committee's recommendations, are then submitted in writing to the Company's Board of Directors.

Meeting Frequency and Attendance of Sustainability (ESG) Committee

In 2025, Sustainability (ESG) Committee was still in its initiation and operationalization phase, and therefore no committee meetings were held.

BRIEF REPORT ON DUTIES IMPLEMENTATION AND ACTIVITIES OF ESG COMMITTEE IN 2025

Throughout 2025, the ESG Sustainability Committee has carried out all of its duties and responsibilities effectively, including:

1. Compiling a database of energy consumption across all PMT operational areas, including subsidiaries and branches.
2. Developing work plans related to sustainability.
3. Initiating an ESG sustainability roadmap.
4. Preparing sustainability reports based on directives from shareholders or the holding company.

GRC COMMITTEE

Governance, Risk Management, and Compliance Committee (GRC Committee) was established pursuant to the Board of Directors' Decree of PT Pelindo Multi Terminal No. PW.05/02/1/4/2/RINO/DIRU/PLMT-24 dated April 1, 2024, concerning the Establishment and Working Mechanism of Governance, Risk Management, and Compliance Committee of PT Pelindo Multi Terminal. The Committee was established to support the Company's performance improvement and business transformation by incorporating the principles of Good Corporate Governance, risk management, and compliance into the Company's decision-making process, particularly in relation to investment management, strategic operational policies, and the control of the Company's and the Group's strategic business activities.

QUALIFICATIONS FOR MEMBERSHIP OF GRC COMMITTEE

The qualifications for membership of GRC Committee are determined based on the structural position held within the Company. The Chairman and Vice Chairman of GRC Committee shall be Structural Officials one level below the Board of Directors, while the Secretary shall be a Structural Official one or two levels below the Board of Directors. The members of GRC Committee shall be Structural Officials one level below the respective Director.

PENGANGKATAN, PEMBERHENTIAN, DAN MASA JABATAN

Ketua, Wakil Ketua, Sekretaris, dan Anggota Komite GRC diangkat dan diberhentikan oleh Direksi melalui Keputusan Direksi. Setiap pengangkatan dan pemberhentian Ketua, Sekretaris, dan Anggota Komite GRC selanjutnya dilaporkan kepada Dewan Komisaris.

Adapun keanggotaan Komite GRC bersifat melekat atau *ex officio* pada Pejabat Struktural sesuai jabatannya, sehingga status keanggotaan seseorang dalam Komite GRC mengikuti masa jabatannya pada posisi struktural terkait di Perusahaan. Apabila terdapat kekosongan jabatan pada suatu divisi yang termasuk dalam keanggotaan Komite GRC, maka pelaksana harian atau pelaksana tugas tidak dapat menggantikan keanggotaan pada Komite GRC.

APPOINTMENT, DISMISSAL, AND TERM OF OFFICE

The Chairman, Vice Chairman, Secretary, and members of GRC Committee are appointed and dismissed by the Board of Directors through a Board of Directors' Decree. Each appointment and dismissal of the Chairman, Secretary, and members of GRC Committee shall subsequently be reported to the Board of Commissioners.

Membership of GRC Committee is attached to the relevant structural position (ex officio). Accordingly, an individual's membership in GRC Committee shall follow the term of office of the relevant structural position within the Company. If a vacancy occurs in a division represented on GRC Committee, the acting officer or officer-in-charge may not assume membership in GRC Committee.

JUMLAH KOMPOSISI DAN SUSUNAN KOMITE GRC TAHUN 2025

Berdasarkan Keputusan Direksi PT Pelindo Multi Terminal Nomor PW.05/02/1/4/2/RINO/DIRU/PLMT-24 tanggal 1 April 2024, Komite GRC beranggotakan 12 (dua belas) orang dengan susunan sebagai berikut:

COMPOSITION AND STRUCTURE OF GRC COMMITTEE IN 2025

Based on the Board of Directors' Decree of PT Pelindo Multi Terminal No. PW.05/02/1/4/2/RINO/DIRU/PLMT-24 dated April 1, 2024, GRC Committee consists of 12 (twelve) members with the following composition:

Susunan Keanggotaan Komite GRC per 31 Desember 2025
Composition of GRC Committee as of December 31, 2025

No.	Jabatan Position	Posisi Position in Committee
1	Senior Vice President Perencanaan Strategis Senior Vice President of Strategic Planning	Ketua Chairman
2	Senior Vice President Hukum Senior Vice President of Legal Affairs	Wakil Ketua Vice Chairman
3	Vice President Perencanaan Perusahaan Vice President of Corporate Planning	Sekretaris Secretary
4	Senior Vice President Manajemen Risiko Senior Vice President of Risk Management	Anggota Member
5	Senior Vice President Kerjasama Usaha & Pembinaan Anak Perusahaan Senior Vice President of Business Partnerships & Subsidiary Development	Anggota Member
6	Senior Vice President Anggaran, Akuntansi, & Pelaporan Senior Vice President of Budgeting, Accounting, & Reporting	Anggota Member
7	Senior Vice President Pengelolaan Keuangan & Perpajakan Senior Vice President of Financial Management & Taxation	Anggota Member
8	Senior Vice President Sekretariat Perusahaan Senior Vice President of Corporate Secretary	Anggota Member
9	Senior Vice President Perencanaan dan Pengelolaan SDM Senior Vice President of Human Capital Planning and Management	Anggota Member
10	Senior Vice President Fasilitas Pelabuhan Senior Vice President of Port Facilities	Anggota Member
11	Senior Vice President Peralatan Pelabuhan Senior Vice President of Port Equipment	Anggota Member
12	Senior Vice President Teknologi Informasi Senior Vice President of Information Technology	Anggota Member

PROFIL KOMITE GRC

Informasi detail mengenai anggota Komite GRC termuat dalam bab Profil Perusahaan pada bagian Profil Pejabat Eksekutif. Adapun profil Vice President Perencanaan Perusahaan, yang menjalankan fungsi sebagai Sekretaris Komite GRC, disajikan sebagai berikut.

GRC COMMITTEE PROFILE

Detailed information regarding the GRC Committee members is contained in the Company Profile chapter, under Executive Officer Profiles. The profile of the Vice President of Corporate Planning, who serves as Secretary of GRC Committee, is presented below.

Ahmad Fauzi
Vice President Perencanaan Perusahaan | Vice President Perencanaan Perusahaan
Menjabat sejak 2024 – saat ini
Served since 2024 – present

Data Pribadi	**Personal Data**
Warga Negara Indonesia Usia : 39 tahun Kelahiran : P. Berandan Domisili : Medan	Indonesian citizen Age : 39 years old Born in : P. Berandan Domiciled in : Medan
Riwayat Pendidikan	**Educational History**
S1, Teknik Sipil, Universitas Sriwijaya (2006)	Bachelor of Science in Civil Engineering, Sriwijaya University (2006)
Sertifikasi Profesi	**Professional Certification**
Tidak ada	None
Pengalaman Kerja	**Work Experience**
1. Vice President Kerja Sama Usaha PT Pelindo Multi Terminal (2021-2024) 2. Vice President Pengembangan Bisnis PT Pelindo Multi Terminal (2019-2021)	1. Vice President of Business Cooperation at PT Pelindo Multi Terminal (2021–2024) 2. Vice President of Business Development at PT Pelindo Multi Terminal (2019–2021)
Rangkap Jabatan	**Concurrent Position**
Tidak Ada	None
Dasar Hukum Pengangkatan	**Legal Basis for Appointment**
Menjabat sebagai Vice President Perencanaan Perusahaan berdasarkan Keputusan Direksi PT Pelindo Multi Terminal Nomor PW.05/02/1/4/2/RINO/DIRU/PLMT-24 tanggal 1 April 2024	Served as Vice President of Corporate Planning based on the Decree of Board of Directors of PT Pelindo Multi Terminal Number PW.05/02/1/4/2/RINO/DIRU/PLMT-24 dated April 1, 2024

PERNYATAAN INDEPENDENSI KOMITE GRC

Dalam melaksanakan tugas dan tanggung jawabnya, Komite GRC senantiasa menjunjung tinggi prinsip objektivitas, integritas, dan profesionalisme. Setiap anggota Komite melaksanakan tugas secara bebas dari benturan kepentingan serta memberikan rekomendasi kepada Direksi berdasarkan pertimbangan yang objektif dan mengutamakan kepentingan Perusahaan.

GRC COMMITTEE INDEPENDENCE STATEMENT

In carrying out its duties and responsibilities, the GRC Committee consistently upholds the principles of objectivity, integrity, and professionalism. Each member of the Committee performs their duties free from conflicts of interest and provides recommendations to the Board of Directors based on objective considerations, prioritizing the best interests of the Company.

PIAGAM KOMITE GRC

Dalam menjalankan tugas dan tanggung jawabnya, Komite GRC mengacu pada Keputusan Direksi PT Pelindo Multi Terminal Nomor PW.05/02/1/4/2/RINO/DIRU/PLMT-24 tanggal 1 April 2024. Keputusan ini mengatur fungsi, tugas, kewenangan, tanggung jawab, keanggotaan, serta mekanisme kerja Komite GRC sebagai pedoman dalam mendukung proses pengambilan keputusan Direksi sesuai dengan prinsip tata kelola perusahaan yang baik, manajemen risiko, dan kepatuhan.

GRC COMMITTEE CHARTER

In carrying out its duties and responsibilities, GRC Committee refers to the Decree of Board of Directors of PT Pelindo Multi Terminal No. PW.05/02/1/4/2/RINO/DIRU/PLMT-24 dated April 1, 2024. This Decree regulates the functions, duties, authorities, responsibilities, membership, and working mechanisms of GRC Committee as a guideline in supporting the Board of Directors' decision-making process in accordance with the principles of good corporate governance, risk management, and compliance.

TUGAS DAN TANGGUNG JAWAB KOMITE GRC

Berdasarkan Keputusan Direksi PT Pelindo Multi Terminal Nomor PW.05/02/1/4/2/RINO/DIRU/PLMT-24 tanggal 1 April 2024, tugas dan tanggung jawab Komite GRC adalah sebagai berikut:

1. Melaksanakan tugasnya secara kolektif dalam membantu Direksi.
2. Memastikan kesesuaian dan kelengkapan dokumen tata kelola, Manajemen Risiko dan Kepatuhan atas usulan program Investasi Perusahaan, kebijakan strategis operasional Perusahaan, dan pengendalian kegiatan strategis usaha Perusahaan.
3. Memberikan opini atas kelengkapan dan kesesuaian usulan program Investasi Perusahaan, kebijakan strategis operasional Perusahaan, dan pengendalian kegiatan strategis usaha Perusahaan terkait dengan tata kelola, Manajemen Risiko dan Kepatuhan terhadap peraturan perundang-undangan.
4. Harus bersikap independen dan objektif serta profesional dalam melaksanakan tugasnya maupun dalam laporan dan bertanggung jawab langsung kepada Direksi.
5. Melakukan identifikasi terhadap hal-hal yang memerlukan perhatian dari Direksi, sebelum keputusan/kebijakan strategis akan ditetapkan oleh Perusahaan dengan ruang lingkup Investasi/Proyek Strategis Perusahaan minimal memenuhi salah satu dari kriteria sebagai berikut:
   a. Proyek Investasi atau aksi korporasi dengan nilai lebih besar dari Rp100.000.000.000.-;
   b. Proyek Investasi yang melibatkan koordinasi dan kerjasama dengan banyak instansi pemerintahan;
   c. Proyek Investasi yang dipertimbangkan dan ditetapkan oleh Direksi sebagai Investasi strategis; atau
   d. Proyek Strategis Nasional dan/atau percepatan pembangunan nasional yang ditugaskan oleh pemerintah kepada Perusahaan.
6. Melaksanakan Tugas Khusus dari Direksi dengan pengaturan sebagai berikut:
   a. Pemberian tugas khusus kepada Komite GRC oleh Direksi dilakukan dengan perintah tertulis yang memuat:
      i) Nama yang diberi tugas;
      ii) Sifat penugasan;
      iii) Lingkup pekerjaan;
      iv) Tujuan dan sasaran pekerjaan; dan
      v) Jangka waktu penugasan.
   b. Lingkup pekerjaan tugas khusus bagi Komite GRC sepenuhnya ditentukan oleh Direksi sepanjang tidak bertentangan dengan peraturan perundangan yang berlaku;
   c. Dalam melaksanakan tugas khusus Komite GRC dapat:
      i) Melakukan *review* terhadap semua catatan, dokumen dan informasi lainnya yang diperlukan termasuk notulen rapat Direksi, serta dapat meminta notulen rapat Dewan Komisaris (jika dianggap perlu dan diperbolehkan Dewan Komisaris);

DUTIES AND RESPONSIBILITIES OF GRC COMMITTEE

Based on the Decree of Board of Directors of PT Pelindo Multi Terminal No. PW.05/02/1/4/2/RINO/DIRU/PLMT-24 dated April 1, 2024, the duties and responsibilities of GRC Committee are as follows:

1. Carrying out its duties collectively to assist the Board of Directors.
2. Ensuring the suitability and completeness of governance, Risk Management, and Compliance documents for the Company's proposed investment programs, the Company's strategic operational policies, and the control of the Company's strategic business activities.
3. Provide opinions on the completeness and suitability of the Company's proposed investment program, the Company's strategic operational policies, and the control of the Company's strategic business activities related to governance, risk management, and compliance with laws and regulations.
4. Must be independent, objective, and professional in carrying out their duties and in reporting, and be directly accountable to the Board of Directors.
5. Identify matters requiring the attention of the Board of Directors before strategic decisions/policies are established by the Company, with the scope of the Company's Investments/Strategic Projects meeting at least one of the following criteria:
   a. Investment projects or corporate actions with a value higher than Rp100,000,000,000;
   b. Investment projects involving coordination and cooperation with multiple government agencies;
   c. Investment projects considered and designated by the Board of Directors as strategic investments; or
   d. National strategic projects and/or national development acceleration assigned to the Company by the government.
6. Carry out special tasks assigned by the Board of Directors with the following provisions:
   a. The assignment of special tasks to GRC Committee by the Board of Directors is carried out by a written order containing:
      i) The name of the person assigned;
      ii) Nature of the assignment;
      iii) Scope of work;
      iv) Objectives and targets of the work; and
      v) Duration of the assignment.
   b. The scope of GRC Committee's specific tasks is fully determined by the Board of Directors, provided they do not conflict with applicable laws and regulations;
   c. In carrying out its specific tasks, GRC Committee may:
      i) Review all necessary records, documents, and other information, including minutes of Board of Directors meetings, and may request minutes of Board of Commissioners meetings (if deemed necessary and permitted by the Board of Commissioners);

ii) Melakukan analisis dan evaluasi, bekerja sama dengan struktural unit kerja terkait atau dengan Komite dibawah Dewan Komisaris, serta dapat meminta bantuan tenaga ahli atau konsultan untuk membantu Komite GRC dengan beban Perusahaan

d. Komite GRC menyampaikan laporan pelaksanaan tugas khusus kepada Direksi, dan apabila berhubungan dengan Dewan Komisaris, maka laporannya wajib ditembuskan ke Dewan Komisaris.

ii) Conduct analysis and evaluation, collaborating with related structural work units or with Committees under the Board of Commissioners, and may request the assistance of experts or consultants to assist GRC Committee with Company-related responsibilities.

d. GRC Committee submits a report on the implementation of its specific tasks to the Board of Directors, and if related to the Board of Commissioners, a copy of the report must be forwarded to the Board of Commissioners.

PELATIHAN DAN/ATAU PENINGKATAN KOMPETENSI KOMITE GRC

Dalam rangka mendukung peningkatan kompetensi anggota Komite GRC, Perusahaan memberikan kesempatan kepada anggota Komite GRC untuk mengikuti berbagai program pengembangan kapasitas, seperti seminar, pelatihan, *workshop*, dan kegiatan peningkatan wawasan lainnya. Adapun kegiatan pengembangan kompetensi yang diikuti oleh anggota Komite GRC selama tahun 2025 adalah sebagai berikut:

GRC COMMITTEE TRAINING AND/ OR COMPETENCY DEVELOPMENT

To support the competency improvement of GRC Committee members, the Company provides opportunities for GRC Committee members to participate in various capacity building programs, such as seminars, training, workshops, and other insight-enhancing activities. The competency development activities that GRC Committee members participated in during 2025 are as follows:

Nama dan Jabatan Name and Position	Materi Subject	Waktu Pelaksanaan Date	Penyelenggara Organizer
Imron Eryandy (Senior Vice President Perencanaan Strategis) (Senior Vice President of Strategic Planning) Daddy Sumartono (Senior Vice President Hukum) (Senior Vice President of Legal Affairs) Ahmad Fauzi (Vice President Perencanaan Perusahaan) (Vice President of Corporate Planning)	• LenKa *Sharing Session* SPSL & Regional 2: Berlabuh ft. Ngopi "Tantangan Kepatuhan, Target Bisnis, dan Pengelolaan Risiko" LenKa Sharing Session on SPSL & Regional 2: Berlabuh ft. Ngopi "Compliance Challenges, Business Goals, and Risk Management"	• 3 Februari 2025 February 3, 2025	PMLI
	• Resilience Forum bertajuk "Kesiapan Menghadapi Krisis Multilevel: Kolaborasi dan Integrasi Yang Efektif" Resilience Forum titled "Preparedness for Multilevel Crises: Effective Collaboration and Integration"	• 14 Mei 2025 May 14, 2025	PMLI

RAPAT KOMITE GRC

Kebijakan

Penyelenggaraan rapat Komite GRC dipimpin oleh Ketua Komite GRC dan dianggap sah apabila dihadiri oleh Ketua dan 3 (tiga) orang anggota. Jika dipandang perlu, Komite GRC dapat mengundang Pejabat Struktural satu tingkat di bawah Direksi yang terkait dengan materi rapat, dan setiap pelaksanaan rapat dituangkan dalam risalah rapat yang ditandatangani oleh seluruh anggota yang hadir.

Pelaksanaan Frekuensi Rapat dan Tingkat Kehadiran Komite GRC

Sepanjang tahun 2025, Komite GRC melakukan rapat dengan frekuensi sebanyak 2 kali. Berikut risalah dan rekapitulasi kehadiran rapat-rapat Komite GRC sebagaimana terlampir di bawah ini:

GRC COMMITTEE MEETINGS

Policy

GRC Committee meetings are chaired by the GRC Committee Chairman and are considered valid if attended by the Chairman and three (3) members. If deemed necessary, GRC Committee may invite structural officials one level below the Board of Directors related to the meeting material. Each meeting's proceedings are documented in meeting minutes signed by all members present.

GRC Committee Meeting Frequency and Attendance

Throughout 2025, GRC Committee held meetings with a frequency of 2 times. The minutes and attendance summary of GRC Committee meetings are attached below:

Tingkat Kehadiran Komite GRC pada Rapat
GRC Committee Meeting Attendance

Komite GRC GRC Committee	Jumlah Wajib Rapat Number of Mandatory Meetings	Jumlah Kehadiran Number of Attendance	Kehadiran Attendance (%)
Imron Eryandy (Senior Vice President Perencanaan Strategis) (Senior Vice President Strategic Planning)	2	2	100%
Daddy Sumartono (Senior Vice President Hukum) (Senior Vice President of Legal Affairs)	2	2	100%
Ahmad Fauzi (Vice President Perencanaan Perusahaan) Vice President of Corporate Planning	2	2	100%
Emilda Andayani (Senior Vice President Manajemen Risiko) (Senior Vice President of Risk Management)	2	2	100%
I Wayan Wirawan (Senior Vice President Kerjasama Usaha & Pembinaan Anak Perusahaan) (Senior Vice President of Business Partnerships & Subsidiary Development)	2	2	100%
Endar Dwi Sutristiono (Plt) (Senior Vice President Anggaran, Akuntansi, & Pelaporan) (Acting) (Senior Vice President of Budgeting, Accounting, & Reporting)	2	2	100%
Maslakhodima Siregar (Senior Vice President Pengelolaan Keuangan & Perpajakan) (Senior Vice President of Financial Management & Taxation)	2	2	100%
Finan Syaifullah (Senior Vice President Sekretariat Perusahaan) (Senior Vice President of Corporate Secretary)	2	2	100%
Budy Setiawan (Senior Vice President Perencanaan dan Pengelolaan SDM) (Senior Vice President of Human Capital Planning and Management)	2	2	100%
Bernas P.D. Nababan (Senior Vice President Fasilitas Pelabuhan) (Senior Vice President of Port Facilities)	2	2	100%
Nurwahyudi Panca (Senior Vice President Peralatan Pelabuhan) (Senior Vice President of Port Equipment)	2	2	100%
Indra Siregar (Senior Vice President Teknologi Informasi) (Senior Vice President of Information Technology)	2	2	100%

Agenda Rapat Komite GRC
Agenda Rapat Komite GRC

No	Tanggal Date	Agenda
1	8 September 2025 September 8, 2025	Pembahasan Final Usulan Investasi RKAP Tahun 2026 oleh Komite GRC PT Pelindo Multi Terminal Final Discussion of the 2026 RKAP Investment Proposal by the GRC Committee of PT Pelindo Multi Terminal
2	6 Oktober 2025 October 6, 2025	Pembahasan Komite GRC terkait Usulan Investasi Tahun 2026 Pelindo Grup (PMT) Discussion by the GRC Committee on the Proposed 2026 Investment Plan of Pelindo Group (PMT

LAPORAN SINGKAT PELAKSANAAN TUGAS DAN KEGIATAN KOMITE GRC TAHUN 2025

Sepanjang tahun 2025 Komite GRC telah melaksanakan semua tugas dan tanggung jawabnya dengan baik, diantaranya:

1. Menyusun perencanaan investasi di seluruh wilayah operasional PMT, termasuk anak perusahaan dan *branch*.
2. Mengusulkan perencanaan Investasi.
3. Telah dilakukan Pembahasan Komite GRC terkait Usulan Investasi Tahun 2026 Pelindo Group (PMT).

BRIEF REPORT ON GRC COMMITTEE'S DUTIES IMPLEMENTATION AND ACTIVITIES IN 2025

Throughout 2025, the GRC Committee has successfully carried out all of its duties and responsibilities, including:

1. Developing investment plans across all of PMT's operational areas, including subsidiaries and branches.
2. Proposing investment plans.
3. The GRC Committee has held discussions regarding the Pelindo Group (PMT) Investment Proposals for 2026

Auditor Eksternal
External Auditor

Perusahaan melibatkan akuntan publik independen untuk melakukan audit atas laporan keuangan tahunan. Selama proses audit tersebut, akuntan publik memberikan opini mengenai kesesuaian penyajian laporan keuangan dengan Standar Akuntansi Keuangan (SAK) yang berlaku di Indonesia.

Pelaksanaan audit dilakukan secara profesional, objektif, dan independen sesuai Standar Profesional Akuntan Publik serta ruang lingkup penugasan yang telah disepakati bersama Perusahaan. Kehadiran auditor eksternal juga menjadi bagian penting dalam mendukung transparansi, akuntabilitas, dan kualitas pelaporan keuangan Perusahaan.

KEPATUHAN TERHADAP STANDAR AKUNTANSI KEUANGAN INDONESIA

Penyusunan dan penyajian laporan keuangan merupakan tanggung jawab manajemen sebagai bentuk pertanggungjawaban atas pengelolaan kegiatan usaha Perusahaan. Laporan keuangan disusun dengan mengacu pada Standar Akuntansi Keuangan (SAK) yang berlaku di Indonesia dan ditetapkan oleh Ikatan Akuntan Indonesia (IAI)).

PROSEDUR AUDIT EKSTERNAL DAN STANDAR AUDIT

1. Audit atas laporan keuangan Perusahaan dilakukan sesuai dengan standar profesional Akuntan Publik yang mencakup seluruh prosedur audit yang dipandang perlu sesuai dengan keadaan.
2. Audit meliputi pengujian dan evaluasi terhadap sistem pengendalian intern, serta pemeriksaan, atas dasar pengujian, bukti-bukti yang mendukung jumlah-jumlah dan pengungkapan dalam laporan keuangan. Audit juga akan meliputi penilaian atas prinsip akuntansi yang digunakan dan estimasi signifikan yang dibuat oleh manajemen, serta penilaian atas penyajian laporan keuangan secara keseluruhan sesuai dengan Pernyataan Standar Akuntansi Keuangan (PSAK) yang dikeluarkan oleh IAI.
3. Sebagai bagian dari proses audit, Kantor Akuntan Publik (KAP) juga melakukan tanya jawab kepada manajemen mengenai pernyataan manajemen yang disajikan dalam laporan keuangan.
4. Audit mengandung risiko inheren bahwa jika terdapat kekeliruan dan ketidakberesan yang material. Jika terdapat hal tersebut, KAP akan menyampaikan kepada manajemen.
5. Manajemen menyetujui kertas kerja pemeriksaan KAP atas Perusahaan untuk di-*review* oleh badan atau otoritas terkait.

The Company engages an independent public accountant to audit its annual financial statements. During the audit process, the public accountant provides an opinion on the conformity of the presentation of financial statements with the Financial Accounting Standards (SAK) applicable in Indonesia.

The audit is conducted professionally, objectively, and independently in accordance with the Professional Standards for Public Accountants and the scope of the assignment agreed upon with the Company. The presence of an external auditor is also essential in supporting the transparency, accountability, and quality of the Company's financial reporting.

COMPLIANCE WITH INDONESIAN FINANCIAL ACCOUNTING STANDARDS

The preparation and presentation of financial statements is the responsibility of management as a form of accountability for the management of the Company's business activities. The financial statements are prepared in accordance with the Financial Accounting Standards (SAK) applicable in Indonesia and established by the Indonesian Institute of Accountants (IAI).

EXTERNAL AUDIT PROCEDURES AND AUDIT STANDARDS

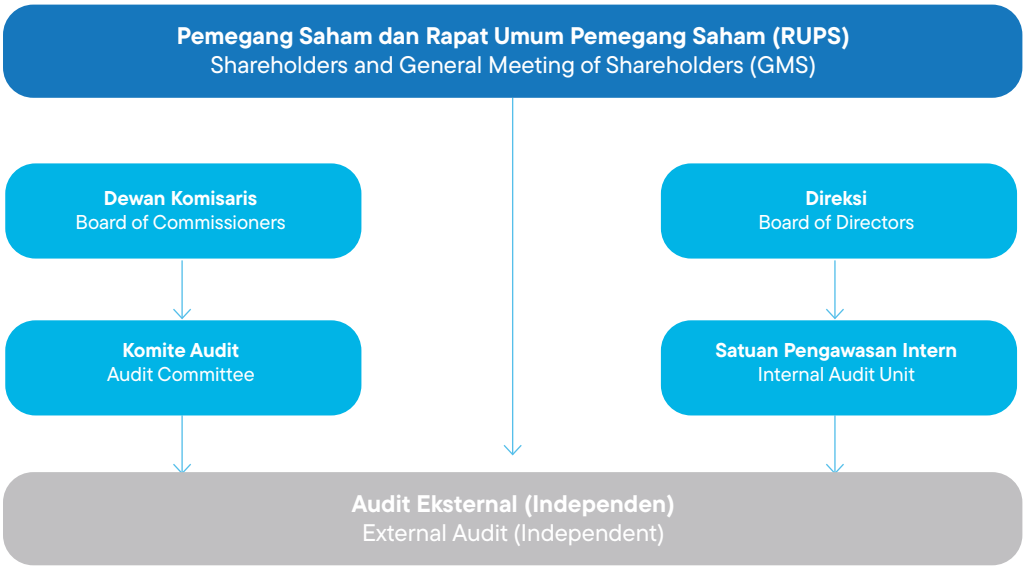
1. The audit of the Company's financial statements is conducted in accordance with the professional standards of Public Accountants which includes all audit procedures deemed necessary in accordance with the circumstances.
2. Audit includes testing and evaluating the internal control system, and examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit will also include an assessment of the accounting principles used and significant estimates made by management, as well as an assessment of overall presentation of the financial statements in accordance with the Statement of Financial Accounting Standards (PSAK) issued by IAI.
3. As part of the audit process, Public Accounting Firms (KAP) also question management regarding management's assertions presented in the financial statements.
4. An audit contains inherent risks that material misstatements and irregularities may exist. If such misstatements or irregularities exist, the KAP will report them to management.
5. Management approves the working paper of KAP's audit of the Company for review by the relevant body or authority.

Apabila audit yang dilakukan berkaitan dengan penggunaan bantuan keuangan Pemerintah Republik Indonesia, pelaksanaannya juga mengikuti Standar Pemeriksaan Keuangan Negara (SPKN) yang diterbitkan oleh Badan Pemeriksa Keuangan (BPK) Republik Indonesia.

Koordinasi antara auditor eksternal dengan organ internal Perusahaan dilakukan untuk mendukung kelancaran proses audit serta memastikan keandalan data. Adapun hubungan kerja auditor eksternal dengan organ internal Perusahaan dapat dilihat pada bagan berikut:

If the audit relates to the utilization of financial assistance from the Government of the Republic of Indonesia, its implementation also follows the State Financial Audit Standards (SPKN) issued by the Audit Board of the Republic of Indonesia (BPK).

Coordination between the external auditor and the Company's internal organs is carried out to support the smooth implementation of audit process and to ensure the reliability of data. The working relationship between the external auditor and the Company's internal organs is illustrated in the following diagram:



Penunjukan Auditor Eksternal dilakukan melalui mekanisme RUPS sebagai bagian dari kewenangan pemegang saham dalam memastikan terselenggaranya audit laporan keuangan yang independen dan objektif. Kemudian, Auditor Eksternal berkoordinasi dengan Satuan Pengawasan Intern (SPI) di bawah Direksi serta Komite Audit yang mendukung fungsi pengawasan Dewan Komisaris.

The appointment of External Auditor is carried out through the GMS mechanism as part of the shareholder's authority to ensure that an independent and objective financial report audit is carried out. Afterward, External Auditor coordinates with Internal Audit Unit (SPI) under the Board of Directors and Audit Committee which supports the supervisory function of Board of Commissioners.

MEKANISME PENUNJUKAN AKUNTAN PUBLIK

Tahapan mekanisme penunjukan KAP:

1. Dewan Komisaris melalui Komite Audit melakukan proses penunjukan calon Auditor eksternal dengan meminta bantuan Direksi dalam proses penunjukannya sesuai dengan ketentuan pengadaan barang/jasa.

2. Dewan Komisaris dapat melakukan penunjukan kembali auditor eksternal dengan berdasarkan pada hasil evaluasi atas kinerja auditor eksternal untuk melakukan audit atas laporan keuangan.
3. Dewan Komisaris menyampaikan alasan pencalonan tersebut kepada RUPS dan besarnya honorarium/imbalan jasa yang diusulkan untuk eksternal auditor tersebut.

PUBLIC ACCOUNTANT APPOINTMENT MECHANISM

The stages of KAP appointment mechanism:

1. Board of Commissioners through Audit Committee conducts the appointment process of external Auditor candidates by requesting assistance from the Board of Directors in the appointment process in accordance with the provisions of goods/services procurement.
2. Board of Commissioners may reappoint the external auditor based on the evaluation results of the external auditor's performance to conduct an audit of the financial statements
3. Board of Commissioners shall submit the reasons for nomination to the GMS and the amount of honorarium/service fee proposed for external auditor.

4. Usulan kepada RUPS tersebut dapat disampaikan melalui surat tersendiri yang merupakan bagian dari surat tanggapan Dewan Komisaris atas kinerja tahunan perusahaan.
5. Dewan Komisaris mengevaluasi kinerja auditor eksternal melalui Komite Audit sesuai dengan ketentuan dan standar yang berlaku.
6. Untuk proses penunjukan calon auditor eksternal dan/atau penunjukan kembali auditor eksternal yang dilakukan oleh RUPS, Dewan Komisaris cukup memberikan kuasa kepada RUPS untuk menetapkan auditor tersebut.

4. The proposal to the GMS can be submitted through a separate letter which is part of the response letter of Board of Commissioners on the Company's annual performance
5. Board of Commissioners evaluates the performance of external auditors through the Audit Committee in accordance with the prevailing regulations and standards.
6. For the process of appointing external auditor candidates and or reappointing external auditors carried out by the GMS, Board of Commissioners is sufficient to authorize the GMS to determine the auditor.

Mekanisme Penunjukan Hingga Penetapan Akuntan Publik
Mechanism of Appointment Until Determination of Public Accountant



AKUNTAN PUBLIK TAHUN 2025

Berdasarkan Keputusan RUPS Tahunan Tahun Buku 2024 yang diselenggarakan pada tanggal 19 Juni 2025 pemegang saham menyetujui penunjukan Kantor Akuntan Publik (KAP) dalam melakukan audit Laporan Keuangan Tahun Buku 2025 adalah KAP Purwanto, Susanti dan Surja. Menindaklanjuti hasil keputusan tersebut, Perusahaan mengeluarkan surat penunjukan melalui Surat No. PW.02.03/22/10/1/AKTS/AKPJ/PLND-25.

PUBLIC ACCOUNTANT FOR 2025

Based on the Resolution of Annual General Meeting of Shareholders for the 2024 Fiscal Year held on June 19, 2025, shareholders approved the appointment of a Public Accounting Firm (KAP) to audit the Financial Statements for the 2025 Fiscal Year, namely KAP Purwanto, Sungkoro, and Surja. Following this decision, the Company issued a letter of appointment through Letter No. PW.02.03/22/10/1/AKTS/AKPJ/PLND-25.

Kantor Akuntan Publik Public Accounting Firm	Purwantono, Susanti & Surja (EY) No Reg. KMK: 603/KM.1/2015
Akuntan Accountant	Damestar Hutagalung
Tahun Audit Accountant	Tahun Buku 2025 Fiscal Year 2025
Periode Penugasan Assignment	21 Oktober 2025 - 30 April 2026 October 21, 2025 - April 30, 2026

Jasa Services	Audit Laporan Keuangan Konsolidasian Periode 31 Desember 2025 Audited Consolidated Financial Statements for the Period Ended December 31, 2025
Biaya Jasa Audit Services	Rp3.815.000.000
Jasa Lainnya Services	-
Biaya Fees	-

Berdasarkan hasil audit atas laporan keuangan tahun buku 2025, KAP Purwantono, Susanti & Surja memberikan opini bahwa laporan keuangan konsolidasian Perusahaan telah disajikan secara wajar, dalam semua hal yang material, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Hasil mencerminkan bahwa posisi keuangan konsolidasian per 31 Desember 2025, termasuk kinerja keuangan dan arus kas konsolidasian untuk tahun buku yang berakhir pada tanggal tersebut, telah disusun dan disajikan sesuai prinsip akuntansi yang berlaku.

Based on the audit results of the 2025 financial statements, Public Accounting Firm Purwantono, Susanti & Surja issued an opinion that the Company's consolidated financial statements are presented fairly, in all material respects, in accordance with Indonesian Financial Accounting Standards.

The results reflect that the consolidated financial position as of December 31, 2025, including the consolidated financial performance and cash flows for the fiscal year then ended, has been prepared and presented in accordance with applicable accounting principles.

DAFTAR AKUNTAN PUBLIK DAN BIAYA SEJAK PERUSAHAAN BERDIRI

Perusahaan mengungkapkan informasi mengenai Kantor Akuntan Publik, akuntan publik yang melakukan audit, serta besaran biaya audit atas laporan keuangan Perusahaan sejak awal operasional pada tahun 2021, sebagai bagian dari penerapan prinsip transparansi dan akuntabilitas.

Adapun rincian Kantor Akuntan Publik, akuntan publik, dan biaya audit dimaksud disajikan sebagai berikut:

LIST OF PUBLIC ACCOUNTANTS AND FEES SINCE THE COMPANY'S ESTABLISHMENT

The Company discloses information regarding the Public Accounting Firm, the public accountant who performed the audit, and the amount of audit fees for the Company's financial statements since the commencement of operations in 2021, as part of its implementation of the principles of transparency and accountability.

The details of the Public Accounting Firm, the public accountant, and the audit fees are presented as follows:

Tahun Buku Fiscal Year	**Kantor Akuntan Publik** Accountant Firm	**Akuntan** Accountant	**Jasa** Services	**Jasa Lainnya** Other Services	**Biaya** Fees **(Rp)**
2025	Purwantono, Susanti & Surja (EY) No Reg. KMK: 603/ KM.1/2015	Damestar Hutagalung *Registration*: AP.1609	Audit Laporan Keuangan Konsolidasian Periode 31 Desember 2025 Audit of Consolidated Financial Statements as of December 31, 2025	-	Rp3.815.000.000
2024	Purwantono, Sungkoro & Surja (EY) No Reg. KMK: 603/ KM.1/2015	Moch. Dadang Syachruna *Registration*: AP.0697	Audit Laporan Keuangan Konsolidasian Periode 31 Desember 2024 Audit of Consolidated Financial Statements as of December 31, 2024	-	Rp3.598.560.000 tidak termasuk PPN excluding VAT
2023	Purwantono, Sungkoro & Surja (EY) No Reg. KMK: 603/ KM.1/2015	Moch. Dadang Syachruna *Registration*: AP.0697	Audit Laporan Keuangan Konsolidasian Periode 31 Desember 2023 Audit of Consolidated Financial Statements as of December 31, 2024	-	3.220.000.000
2022	Purwantono, Sungkoro & Surja (EY) No Reg. KMK: 603/ KM.1/2015	Moch. Dadang Syachruna *Registration*: AP.0697	Audit Laporan Keuangan Konsolidasian Periode 31 Desember 2022 Audit of Consolidated Financial Statements as of December 31, 2022	-	3.335.550.000
2021	Purwantono, Sungkoro & Surja (EY) No Reg. KMK: 603/ KM.1/2015	Moch. Dadang Syachruna *Registration*: AP.0697	Audit Laporan Keuangan Konsolidasian Periode 31 Desember 2021 Audit of Consolidated Financial Statements as of December 31, 2021	-	255.427.761

Proses penunjukan Auditor Eksternal dilakukan dengan mengacu pada Peraturan Menteri Keuangan Nomor 17/ PMK.01/2008 tentang Jasa Akuntan Publik, khususnya Pasal 3 yang mengatur mengenai pemberian jasa audit oleh Akuntan Publik dan Kantor Akuntan Publik.

The External Auditor appointment process is conducted in accordance with Minister of Finance Regulation Number 17/PMK.01/2008 concerning Public Accounting Services, specifically Article 3, which regulates the provision of audit services by Public Accountants and Public Accounting Firms.

Sistem Pengendalian Internal
Internal Control System

DESKRIPSI UMUM SISTEM PENGENDALIAN INTERNAL

Perusahaan memahami bahwa sistem pengendalian internal adalah fondasi untuk menjaga keberlanjutan usaha. Menghadapi kompleksitas bisnis jasa kepelabuhanan dan logistik yang terus berkembang, Perusahaan senantiasa menjaga proses bisnis tetap terarah, responsif terhadap risiko, serta mendukung pengambilan keputusan yang lebih akurat.

Penerapan sistem pengendalian internal dilakukan dengan mengacu pada kerangka Committee of Sponsoring Organizations of the Treadway Commission (COSO) 2013 yang mencakup 5 (lima) elemen, yaitu lingkungan pengendalian, penilaian risiko, aktivitas pengendalian, informasi dan komunikasi, serta kegiatan pemantauan.

Secara operasional, kerangka pengendalian internal Perusahaan dirancang untuk memastikan efektivitas proses bisnis, keandalan pelaporan, kepatuhan terhadap ketentuan yang berlaku, serta pengelolaan risiko yang lebih terukur di seluruh lini organisasi. Adapun penerapan sistem pengendalian internal tersebut mencakup 3 (tiga) aspek sebagai berikut:

1. Pengendalian Keuangan
   Perusahaan menerapkan pengendalian keuangan secara menyeluruh melalui mekanisme otorisasi anggaran, verifikasi dan validasi transaksi, rekonsiliasi data keuangan, serta penyusunan laporan keuangan yang akurat dan tepat waktu. Seluruh aktivitas ini dilaksanakan dalam kerangka pengendalian yang memastikan akuntabilitas dan efisiensi penggunaan sumber daya Perusahaan.

2. Pengendalian Operasional
   Untuk menjamin efektivitas proses bisnis, Perusahaan mengimplementasikan *Standard Operational Procedure* (SOP) di setiap unit kerja, melakukan pengawasan berkala terhadap pelaksanaan kegiatan operasional, serta melaksanakan audit proses bisnis secara sistematis. Upaya ini bertujuan untuk mengurangi potensi kesalahan, meningkatkan efisiensi, dan memastikan tercapainya target operasional Perusahaan.

3. Kepatuhan terhadap Peraturan
   Perusahaan memastikan kepatuhan terhadap peraturan perundang-undangan nasional, regulasi BUMN, serta kebijakan dan pedoman internal Pelindo Group. Sistem pengendalian internal mendukung penguatan budaya kepatuhan melalui pengawasan terhadap penerapan aturan perilaku, pengelolaan konflik kepentingan, serta pelaporan dugaan pelanggaran melalui *Whistleblowing System*.

GENERAL DESCRIPTION OF INTERNAL CONTROL SYSTEM

The Company understands that an internal control system is the foundation for maintaining business sustainability. Facing the ever-growing complexity of the port and logistics services business, the Company consistently maintains business processes that remain focused, responsive to risks, and support more accurate decision-making.

The internal control system is carried out in accordance with the 2013 Committee of Sponsoring Organizations of the Treadway Commission (COSO) framework, which encompasses 5 (five) elements: control environment, risk assessment, control activities, information and communication, and monitoring activities.

Operationally, the Company's internal control framework is designed to ensure the effectiveness of business processes, reliability of reporting, compliance with applicable regulations, and more measurable risk management across the organization. The implementation of the internal control system covers 3 (three) aspects:

1. Financial Control
   The Company implements comprehensive financial controls through budget authorization mechanisms, transaction verification and validation, financial data reconciliation, and the preparation of accurate and timely financial reports. All of these activities are carried out within a control framework that ensures accountability and efficient use of the Company's resources.

2. Operational Control
   To ensure the effectiveness of business processes, the Company implements Standard Operating Procedures (SOPs) in each work unit, conducts regular monitoring of operational activities, and conducts systematic business process audits. These efforts aim to reduce potential errors, increase efficiency, and ensure the achievement of the Company's operational targets.

3. Compliance with Regulations
   The Company ensures compliance with national laws and regulations, state-owned enterprise regulations, and Pelindo Group internal policies and guidelines. The internal control system supports the strengthening of a culture of compliance by monitoring the implementation of rules of conduct, managing conflicts of interest, and reporting suspected violations through the Whistleblowing System.

PEDOMAN DAN TUJUAN PENERAPAN SISTEM PENGENDALIAN INTERNAL

Sebagai landasan dalam penerapan pengendalian internal, Perusahaan telah menetapkan Pedoman Sistem Pengendalian Internal melalui Peraturan Direksi Nomor HK-01/27/12/2/MPPI/DIRU/PLMT-21 tanggal 27 Desember 2021 tentang Pedoman Sistem Pengendalian Internal PT Pelindo Multi Terminal.

Pedoman tersebut menempatkan pengendalian internal sebagai bagian yang melekat dalam setiap aktivitas Perusahaan, sehingga penerapannya tidak hanya menjadi tanggung jawab fungsi pengawasan, tetapi juga dijalankan secara berkelanjutan oleh seluruh Insan Perusahaan sesuai peran dan kewenangannya masing-masing.

Perusahaan berupaya memastikan setiap kegiatan operasional maupun nonoperasional berjalan sesuai prosedur serta meminimalkan potensi risiko yang dapat memengaruhi kinerja Perusahaan. Adapun tujuan penerapan sistem pengendalian internal di lingkungan Perusahaan meliputi hal-hal sebagai berikut:

1. Menjaga dan mengamankan aset Perusahaan;
2. Mengurangi dampak kerugian penyimpanan termasuk kecurangan/*fraud*;
3. Menjamin pelaksanaan semua kegiatan bisnis Perusahaan sesuai dengan ketentuan dan undang-undangan yang berlaku;
4. Menyediakan informasi keuangan dan manajemen yang benar akurat lengkap dan tepat waktu;
5. Meningkatkan efisiensi efektivitas dan keekonomisan dalam kegiatan operasional Perusahaan; dan
6. Meningkatkan efektivitas budaya risiko (*risk culture*) pada organisasi secara menyeluruh.

Sebagai upaya membangun sistem pengendalian internal yang lebih terukur dan adaptif terhadap risiko bisnis, Perusahaan mengacu pada kerangka pengendalian internal berbasis Committee of Sponsoring Organizations of the Treadway Commission tahun 2013.

Kerangka ini menjadi acuan dalam merancang, menerapkan, dan mengevaluasi efektivitas pengendalian di seluruh proses bisnis Perusahaan. Lebih lanjut, kerangka COSO 2013 terdiri atas 5 (lima) komponen pengendalian, yaitu:

1. Lingkungan Pengendalian.
2. Penilaian Risiko.
3. Kegiatan Pengendalian.
4. Informasi dan Komunikasi.
5. Kegiatan Pemantauan.

PENERAPAN SISTEM PENGENDALIAN INTERNAL PERUSAHAAN

Sesuai dengan standar COSO, penerapan pengendalian internal di Perusahaan dapat dijelaskan sebagai berikut:

GUIDELINES AND OBJECTIVES OF IMPLEMENTING AN INTERNAL CONTROL SYSTEM

As a foundation for implementing internal control, the Company has established Internal Control System Guidelines through Board of Directors Regulation No. HK-01/27/12/2/MPPI/DIRU/PLMT-21 dated December 27, 2021, concerning the Internal Control System Guidelines of PT Pelindo Multi Terminal.

These guidelines establish internal control as an integral part of every Company activity. Therefore, its implementation is not solely the responsibility of the supervisory function but is also carried out continuously by all Company personnel according to their respective roles and authorities.

The Company strives to ensure that all operational and non-operational activities are carried out according to procedures and minimize potential risks that could impact the Company's performance. The objectives of implementing an internal control system within the Company include the following:

1. Maintain and secure the Company's assets;
2. Reduce the impact of storage losses including cheating/fraud;
3. Ensure the implementation of all business activities of the Company in accordance with applicable laws and regulations;
4. Provide correct accurate complete and timely financial and management information;
5. Improving the efficiency effectiveness and economy in the Company's operational activities; and
6. Increase the effectiveness of risk culture in the organization as a whole.

In an effort to build a more measurable and adaptive internal control system to business risks, the Company adheres to the 2013 COSO-based internal control framework of the Committee of Sponsoring Organizations of the Treadway Commission.

This framework serves as a reference for designing, implementing, and evaluating the effectiveness of controls across the Company's business processes. Furthermore, the 2013 COSO framework consists of five control components:

1. Control Environment.
2. Risk Assessment.
3. Control Activities.
4. Information and Communication.
5. Monitoring Activities.

THE COMPANY'S INTERNAL CONTROL SYSTEM IMPLEMENTATION

In accordance with COSO standards, internal control implementation at the Company can be described as follows:

1. Lingkungan Pengendalian (*Control Environment*)
   Lingkungan pengendalian merupakan faktor yang memengaruhi keseluruhan perusahaan dan menjadi atmosfer insan PMT dalam melakukan aktivitas dan tanggung jawab pengendalian yang menjadi bagiannya, yang terdiri dari 5 (lima) prinsip, yaitu:
   a. Komitmen terhadap integritas dan nilai etikaTujuan suatu organisasi dan bagaimana tujuan tersebut dicapai didasarkan pada preferensi, pertimbangan nilai-nilai dan gaya manajemen. Preferensi dan pertimbangan nilai-nilai yang kemudian diterjemahkan ke dalam standar perilaku, mencerminkan integritas manajemen dan komitmennya terhadap nilai-nilai etika.

      Mengingat reputasi yang baik dari suatu organisasi sangat berharga, standar perilaku harus lebih dari sekadar mentaati hukum dan peraturan. Dalam menghargai reputasi kepada perusahaan-perusahaan terbaik, masyarakat menuntut lebih dari sekadar mematuhi peraturan. Efektivitas pengendalian internal tidak dapat ditingkatkan tanpa nilai-nilai etika dan integritas orang-orang yang menciptakan, mengelola, dan memantaunya. Integritas dan nilai-nilai etika merupakan unsur yang penting dalam lingkungan pengendalian, mempengaruhi rancangan, pengelolaan dan memantau komponen pengendalian internal lainnya.

      Integritas merupakan syarat bagi perilaku etis dalam seluruh aspek kegiatan dalam organisasi. Nilai-nilai yang dianut manajemen tertinggi harus seimbang dengan kepedulian organisasi dan pemegang kepentingan yang lainnya di mana prinsip tersebut diselenggarakan dengan:
      i) Adanya "*tone at the top*".
         Pimpinan mendorong pekerja untuk melaksanakan aturan perilaku dengan cara memberikan keteladanan dalam tindakan, ucapan, maupun himbauan.
      ii) Menetapkan standar perilaku:
         - Penyusunan dan penerapan aturan perilaku kepada seluruh Insan PMT, dengan penandatanganan pernyataan komitmen Insan PMT untuk mematuhi aturan perilaku;
         - Secara berkala pejabat yang ditetapkan menandatangani pakta integritas;
         - Setiap pekerja yang kegiatannya berpotensi mempunyai benturan kepentingan diwajibkan untuk menandatangani pernyataan tidak memiliki benturan kepentingan, dan harus mengundurkan diri dari penugasan apabila memiliki potensi benturan kepentingan.
      iii) Mengevaluasi kepatuhan terhadap standar perilaku:
         - Menetapkan mekanisme pemantauan atas kepatuhan, membentuk unit pemantau, dan menerapkan ketentuan penegakan etika secara konsisten;

1. Control Environment
   The control environment is a factor that affects the entire Company and becomes the atmosphere for PMT personnel in carrying out the control activities and responsibilities that are part of it, which consists of 5 (five) principles, namely:
   a. Commitment to integrity and ethical values
      The goals of an organization and how these goals are achieved are based on preferences, values considerations and management styles. Preferences and considerations of values which are then translated into standards of behavior, reflect the integrity of management and its commitment to ethical values.

      Given that the good reputation of an organization is valuable, standards of conduct must go beyond compliance with laws and regulations. In rewarding reputations to the best companies, society demands more than compliance with regulations. The effectiveness of internal control cannot be enhanced without the ethical values and integrity of the people who create, manage and monitor it. Integrity and ethical values are important elements in the control environment, influencing the design, management and monitoring of other internal control components.

      Integrity is a requirement for ethical behavior in all aspects of the organization's activities. The values espoused by top management must be balanced with the concerns of the organization and other stakeholders where the principle is carried out by:

      i) A "tone at the top".
         Leaders encourage workers to implement the rules of conduct by setting an example in actions, words, and appeals.

      ii) Establishing standards of behavior:
         - Preparation and application of rules of conduct to all PMT personnel, with the signing of a statement of commitment of PMT personnel to comply with the rules of conduct;
         - Periodically, the appointed officials sign an integrity pact;
         - Every employee whose activities have the potential to have a conflict of interest is required to sign a statement of no conflict of interest, and must resign from the assignment if it has a potential conflict of interest.

      iii) Evaluating compliance with standards of conduct:

         - Establish a monitoring mechanism for compliance, establish a monitoring unit, and consistently apply ethics enforcement provisions;

- Melakukan evaluasi pimpinan dan karyawan atas standar perilaku yang telah ditetapkan.

iv) Menindaklanjuti penyimpangan secara tepat waktu:
- Menegakkan tindakan disiplin yang tepat atas seluruh penyimpangan terhadap kebijakan dan prosedur dan/atau pelanggaran terhadap aturan perilaku;
- Tindakan disiplin dikenakan, diumumkan sehingga menimbulkan efek jera. Mekanisme dan prosedur penegakan disiplin diatur dalam aturan tersendiri.

b. Independensi Dewan Komisaris

Untuk mendorong diterapkannya prinsip governansi korporat di dalam Perusahaan, Dewan Komisaris dapat melakukan tugas pengawasan dan pemberian nasihat kepada Direksi secara efektif dan lebih memberikan nilai tambah bagi Perusahaan.

Agar dapat menjalankan fungsi pengawasan terhadap kebijakan Direksi dalam menjalankan perusahaan, Dewan Komisaris tidak terafiliasi dengan Direksi dari hubungan bisnis atau hubungan lainnya yang dapat mempengaruhi kemampuannya untuk bertindak independen atau bertindak semata-mata demi kepentingan Perusahaan, di mana prinsip-prinsip tersebut diselenggarakan dengan:

i) Menetapkan tanggung jawab pengawasan oleh Dewan Komisaris
ii) Berkaitan dengan fungsi pengawasan dan penasihat perlu ditetapkan tugas dan/atau kewajiban dalam melakukan pengawasan terhadap kebijakan pengurusan, jalannya pengurusan pada umumnya baik mengenai Perusahaan maupun usaha Perusahaan yang dilakukan Direksi termasuk pengawasan terhadap pelaksanaan RJPP, RKAP serta ketentuan Anggaran Dasar dan RUPS, serta perundang-undangan yang berlaku untuk kepentingan Perusahaan dan sesuai dengan maksud dan tujuan Perusahaan.
iii) Kepemilikan keahlian Dewan Komisaris
iv) Untuk menjamin Komisaris memiliki kinerja sesuai yang diharapkan maka Perusahaan perlu menetapkan kriteria dan komposisi Dewan Komisaris disesuaikan dengan ketentuan yang berlaku.
v) Independensi Dewan Komisaris
vi) Agar dapat melaksanakan tugas secara obyektif dan bebas dari tekanan dan kepentingan dari pihak manapun, termasuk dalam hubungan satu sama lain maupun hubungannya dengan Direksi, maka perlu penetapan Komisaris Independen dan mendefinisikannya.
vii) Pelaksanaan fungsi pengawasan oleh Dewan Komisaris

- Conducting leadership and employee evaluations of the established standards of behavior.

iv) Follow up on deviations in a timely manner:
- Enforce appropriate disciplinary action for all deviations from policies and procedures and/or violations of rules of conduct;
- Disciplinary action is imposed, announced so as to create a deterrent effect. Disciplinary enforcement mechanisms and procedures are regulated in separate rules.

b. Board of Commissioners independence

To encourage the implementation of GCG principles in the Company, Board of Commissioners can perform supervisory and advisory duties to Board of Directors effectively and provide more added value to the Company.

In order to perform its supervisory function over the Board of Directors' policies in running the Company, Board of Commissioners is not affiliated with Board of Directors from business relationships or other relationships that may affect its ability to act independently or act solely in the interest of the Company, where such principles are organized by:

i) Establishing supervisory responsibilities by the Board of Commissioners
ii) In connection with the supervisory and advisory functions, it is necessary to determine the duties and/or obligations in supervising the management policy, the course of management in general both regarding the Company and the Company's business carried out by the Board of Directors including supervision of the implementation of RJPP, RKAP as well as the provisions of Articles of Association and GMS, as well as applicable legislation for the benefit of the Company and in accordance with the Company purposes and objectives.
iii) Expertise Ownership of Board of Commissioners
iv) To ensure that the Board of Commissioners has the expected performance, the Company needs to establish the criteria and composition of Board of Commissioners in accordance with applicable regulations.
v) Board of Commissioners independence
vi) In order to carry out its duties objectively and free from pressure and interests from any party, including in its relationship with each other and its relationship with the Board of Directors, it is necessary to determine and define the independence of Board of Commissioners.
vii) Implementation of the supervisory function by Board of Commissioners

viii) Dalam melaksanakan fungsinya sebagai pengawas jalannya Perusahaan, maka Dewan Komisaris diberikan hak dan wewenang untuk mengetahui jalannya Perusahaan yang dikelola Direksi.

c. Struktur organisasi yang kondusif

Struktur organisasi berkontribusi terhadap kemampuan suatu entitas untuk memenuhi tujuan dengan menyediakan kerangka kerja menyeluruh atas perencanaan, pelaksanaan, pengendalian, dan pemantauan aktivitas suatu entitas. Struktur organisasi entitas biasanya digambarkan dalam suatu bagan organisasi yang harus secara akurat merefleksikan garis wewenang dan hubungan pelaporan dan dilaksanakan dengan:

i) Membentuk struktur organisasi.
Pembentukan struktur organisasi yang tepat di lingkungan perusahaan, dilakukan dengan menyesuaikan dengan ukuran dan sifat kegiatan perusahaan maka perlu dirancang suatu struktur organisasi yang adaptif.

ii) Menetapkan jalur pelaporan yang dilaksanakan melalui pembentukan struktur organisasi yang memperhatikan aspek-aspek tertentu.

iii) Memberikan kejelasan mengenai uraian pekerjaan (*job description*) pada semua pegawai dan memberikan kejelasan hubungan jenjang pelaporan internal di lingkungan Perusahaan.
Penetapan, pemberian, dan pembatasan kewenangan dan tanggung jawab:

- Perusahaan menyusun uraian tugas untuk masing-masing jabatan di lingkungan Perusahaan memerhatikan hal-hal sebagai berikut:
  - » Wewenang diberikan kepada pejabat struktural, pejabat fungsional, dan pelaksana yang tepat sesuai dengan tingkat tanggung jawabnya melalui *job description* dan ketentuan otorisasi Perusahaan;
  - » Pejabat struktural, pejabat fungsional, dan pelaksana harus memahami bahwa wewenang dan tanggung jawab yang diberikan mempunyai keterkaitan dengan unit kerja lain di lingkungan perusahaan;
  - » Pejabat struktural, pejabat fungsional, dan pelaksana harus memahami bahwa pelaksanaan tanggung jawab dan wewenangnya terkait dengan penerapan Sistem Pengendalian Intern Perusahaan.

- Perusahaan menyusun uraian tugas dengan mempertimbangkan pemisahan fungsi antar bagian/departemen dan jalur koordinasi dan penetapan kewenangannya.
- Perusahaan melakukan reviu berkala atas struktur organisasi untuk menyesuaikan dengan kebutuhan/perkembangan Perusahaan. Pembentukan struktur organisasi yang sesuai dengan kebutuhan Perusahaan

viii) In carrying out its function as supervisor of the Company, Board of Commissioners is given the right and authority to know the course of the Company managed by the Board of Directors.

c. Conducive organizational structure

Organizational structure contributes to an entity's ability to meet its objectives by providing an overarching framework for planning, implementing, controlling and monitoring an entity's activities. An entity's organizational structure is usually depicted in an organizational chart that should accurately reflect lines of authority and reporting relationships and be implemented by:

i) Establishing an organizational structure.
The formation of an appropriate organizational structure in the Company environment is carried out by adjusting to the size and nature of the Company's activities, it is necessary to design an adaptive organizational structure.

ii) Establish reporting lines that are implemented through the formation of an organizational structure that takes into account certain aspects.

iii) Provide clarity on job descriptions for all employees and provide clarity on the relationship between internal reporting levels within the Company.
Determining, granting, and limiting authority and responsibility:

- The Company prepares job descriptions for each position within the Company taking into account the following:
  - » Authority is given to appropriate structural officials, functional officials, and executors in accordance with their level of responsibility through job descriptions and Company authorization provisions;
  - » Structural officials, functional officials, and executors must understand that the authority and responsibilities given are related to other work units within the Company;
  - » Structural officials, functional officials, and executors must understand that the implementation of their responsibilities and authorities is related to the implementation of the Company's Internal Control System.
- The Company prepares job descriptions by considering the separation of functions between sections/departments and lines of coordination and determination of authority.
- The Company conducts periodic reviews of the organizational structure to adjust to the needs/development of the Company. The establishment of an organizational structure in accordance with the needs of the Company

secara terus menerus dipantau, dievaluasi, dan dilaporkan pelaksanaannya. Hasil pemantauan dan evaluasi diharapkan dapat memberikan umpan balik guna lebih menyempurnakan lagi struktur organisasi di masa datang.

d. Menunjukkan komitmen untuk menarik, mengembangkan, dan mempertahankan individu yang kompeten.

Pegawai yang cakap adalah pegawai yang mampu melaksanakan tugas, tanggung jawab, dan wewenang yang dibebankan kepadanya, sehingga tujuan perusahaan dapat dicapai dengan efektif dan efisien. Pekerja yang cakap untuk suatu pekerjaan bukan berarti pekerja yang tingkat pendidikannya tinggi, sehingga gajinya juga besar tetapi mungkin dengan pendidikan menengah sudah cukup, yang penting adalah latar belakang pendidikannya cukup memadai untuk pekerjaan-pekerjaan yang dilakukannya.

Hal ini perlu dipertimbangkan agar dapat diperoleh pekerja yang cakap tetapi juga ekonomis. Untuk memperoleh pegawai yang cakap sesuai dengan kebutuhan Perusahaan, diperlukan adanya usaha-usaha yang tepat mencakup:

i) Kebijakan dan praktik SDM:
- Perusahaan membuat kebijakan rekrutmen pekerja. Penetapan kebijakan dan prosedur dari tahap rekrutmen sampai dengan pemberhentian dan purnabakti (pensiun) pekerja yang mencakup antara lain; pengadaan formasi (rekrutmen), pendidikan dan pelatihan, pengangkatan dalam pangkat dan jabatan, penilaian dan penghargaan atas prestasi karyawan, disiplin, penggajian, serta pemberhentian dan pensiun.
- Proses rekrutmen pekerja dilaksanakan sesuai dengan kebijakan rekrutmen. Penelusuran latar belakang calon pekerja dalam proses rekrutmen berpedoman pada peraturan perundang-undangan yang berlaku.

ii) Komitmen terhadap kompetensi:
- Perusahaan membuat kebijakan mengenai persyaratan minimal yang harus dipenuhi untuk suatu jabatan.
- Perusahaan menempatkan pekerja sesuai dengan kebijakan persyaratan minimal.
- Perusahaan menyusun analisis beban kerja dan analisis jabatan.
- Perusahaan selalu memutakhirkan uraian jabatan untuk mengidentifikasikan dan mendefinisikan tugas khusus.

iii) Memperoleh, membangun, dan mempertahankan pekerja:
- Perusahaan mengikutsertakan pekerja pada program pelatihan sesuai kebutuhan Perusahaan.
- Perusahaan membuat kebijakan tentang pola karier.
- Perusahaan melaksanakan kebijakan pola karier.

is continuously monitored, evaluated, and reported on its implementation. The results of monitoring and evaluation are expected to provide feedback to further improve the organizational structure in the future.

d. Demonstrate commitment to attracting, developing, and retaining competent individuals.

A competent employee is an employee who is able to carry out the duties, responsibilities and authorities assigned to him/her, so that the Company's objectives can be achieved effectively and efficiently. A competent worker for a job does not mean a worker with a high level of education, so that his salary is also large, but perhaps with a secondary education is sufficient, the important thing is that his educational background is sufficient for the work he does.

This needs to be considered in order to obtain workers who are capable but also economical. To obtain capable employees in accordance with the needs of the Company, appropriate efforts are needed including:

i) HC policies and practices
- The Company establishes a worker recruitment policy. Determination of policies and procedures from the recruitment stage to the dismissal and retirement of employees which include, among others; procurement of formations (recruitment), education and training, appointment in rank and position, assessment and appreciation of employee achievement, discipline, payroll, and dismissal and retirement.
- The employee recruitment process is carried out in accordance with the recruitment policy. Background tracing of prospective workers in the recruitment process is guided by applicable laws and regulations.

ii) Commitment to competence
- The Company makes a policy regarding the minimum requirements that must be met for a position.
- The Company places workers in accordance with the minimum requirements policy.
- The Company prepares a workload analysis and job analysis.
- The Company updates job descriptions to identify and define specific tasks.

iii) Acquiring, developing and retaining workers
- The Company includes workers in training programs according to the needs of the Company.
- The Company makes policies on career patterns.
- The Company implements the career pattern policy.

iv) Merencanakan dan mempersiapkan suksesi:
Perusahaan mengalokasikan anggaran yang cukup untuk peningkatan kompetensi pekerja dalam Rencana Kerja dan Anggaran Perusahaan, melakukan assesmen terhadap pekerja untuk setiap level jabatan yang ada.

e. Mendorong individu mengemban akuntabilitas atas tanggung jawabnya terhadap pengendalian internal.
i) Menjunjung tinggi akuntabilitas melalui struktur, kewenangan dan tanggung jawab:
ii) Menetapkan pengukuran kinerja, insentif, dan penghargaan.
iii) Evaluasi pengukuran kinerja, insentif dan penghargaan untuk menjaga relevansinya.
iv) Mempertimbangkan adanya "tekanan" yang berlebihan.
v) Mengevaluasi kinerja, memberi penghargaan dan mengenakan hukum.

2. Penilaian Risiko (*Risk Assessment*)
a. Menetapkan tujuan dengan kejelasan yang cukup untuk memungkinkan identifikasi dan penilaian risiko.
i) Tujuan operasi tecermin dalam struktur, industri dan kinerja organisasi.
Penetapan tujuan dan sasaran operasinya dengan mempertimbangkan struktur, industri dan kinerja Perusahaan. Seluruh tingkatan manajemen di lingkungan Perusahaan mempunyai tanggung jawab untuk menerapkan manajemen risiko dan membangun budaya sadar risiko sesuai dengan fungsi, tugas dan tanggung jawab masing-masing. Mempertimbangkan toleransi risiko.
ii) Perusahaan menetapkan risiko yang bisa ditoleransi untuk setiap sasaran operasi. Pemilik risiko (*risk owner*) bertanggung jawab untuk mengelola risiko pada unit kerja yang menjadi tanggung jawabnya dan setiap pimpinan unit kerja bertanggung jawab atas pelaksanaan pedoman dan prosedur manajemen risiko di bawah kendalinya.
iii) Mencakup tujuan operasi dan kinerja keuangan.
Sasaran operasi meliputi target kinerja operasi dan keuangan. Perusahaan harus dapat mengidentifikasi (mengenali) semua risiko yang penting (signifikan) yang berpengaruh pada pencapaian sasaran/tujuan pada semua unit kerja di lingkungan perusahaan, yang selanjutnya dikelola dan dikaji ulang secara berkala dengan mempertimbangkan manfaat dan biaya dalam pengelolaannya.
iv) Membentuk dasar untuk mengalokasikan sumber daya.
Memastikan tersedianya struktur organisasi, uraian tugas, dan mekanisme kerja yang memadai dan jelas yang berhubungan dengan manajemen risiko, tersedianya sumber daya manusia yang kompeten serta memiliki pengetahuan dan keterampilan yang dibutuhkan untuk menyelenggarakan manajemen risiko.

iv) Planning and preparing for succession The Company allocates sufficient budget to improve worker competencies in the Company's Work Plan and Budget, conducts assessments of workers for each level of existing positions.

e. Encourage individuals to take accountability for their responsibility for internal control.
i) Uphold accountability through structure, authority and responsibility
ii) Establish performance measurement, incentives and rewards.
iii) Evaluate performance measurements, incentives and rewards to maintain their relevance.
iv) Consider any excessive 'pressure'.

v) Evaluate performance, reward and penalize.
The Company conducts individual performance evaluations, rewards and sanctions.

2. Risk Assessment
a. Set objectives with sufficient clarity to enable identification and assessment of risks
i) Operating objectives are reflected in the structure, industry and performance of the organization.
Establishment of operating goals and objectives taking into account the structure, industry and performance of the Company. All levels of management within the Company have the responsibility to implement risk management and build a risk-aware culture in accordance with their respective functions, duties and responsibilities.

ii) Considering risk tolerance.
The Company sets tolerable risks for each operational objective. Risk owners are responsible for managing risks in their respective work units, and each work unit leader is responsible for implementing risk management guidelines and procedures under their control.

iii) Includes operating and financial performance objectives.
Operating objectives include operating and financial performance targets. The Company must be able to identify (recognize) all important (significant) risks that affect the achievement of goals/objectives in all work units within the Company, which are then managed and reviewed regularly by considering the benefits and costs of managing them.

iv) Forming the basis for allocating resources.
Ensure the availability of an adequate and clear organizational structure, job descriptions, and work mechanisms related to risk management, the availability of competent Human Capital who have the knowledge and skills needed to carry out risk management.

v) Patuh terhadap standar akuntansi.
Direksi menetapkan kebijakan akuntansi dan pedoman pembukuan sesuai Standar Akuntansi Keuangan yang berlaku dan pelaporan keuangan disusun sesuai standar yang sudah ditetapkan.

vi) Mempertimbangkan materialitas.
Dalam menentukan kewajaran laporan keuangan aspek materialitas menjadi pertimbangan baik secara kualitatif maupun kuantitatif yang dapat mempengaruhi pengukuran (*measurement*) dan pengungkapan (*disclosure*) atas seluruh informasi yang disajikan dalam laporan keuangan.

vii) Mencerminkan aktivitas entitas organisasi.
Memastikan laporan keuangan yang disajikan merupakan hasil aktivitas perusahaan yang disusun untuk memberikan informasi yang dibutuhkan sesuai tujuan penyusunan laporan keuangan. Batas-batas (*cut off*) dari suatu aktivitas dapat diketahui dengan jelas agar hasil dari aktivitas perusahaan dapat diukur dan dinilai secara jelas.

b. Mengidentifikasi risiko pencapaian tujuan di seluruh entitas dan menganalisa risiko sebagai dasar untuk menentukan bagaimana risiko harus dikelola.
   i) Mematuhi standar dan *frameworks* yang ditetapkan pihak eksternal.
   ii) Mempertimbangkan tingkat presisi pelaporan non keuangan eksternal yang diharapkan.
   iii) Menyajikan aktivitas entitas organisasi pada laporan non keuangan.
   iv) Mencerminkan pilihan manajemen.
   v) Mempertimbangkan tingkat presisi pelaporan keuangan internal yang diharapkan.
   vi) Menyajikan aktivitas entitas organisasi terkait pelaporan keuangan internal.
   vii) Mematuhi ketentuan hukum dan perundangan yang berlaku.
   viii) Mempertimbangkan toleransi terhadap risiko.
   ix) Kepatuhan terhadap hukum mencakup Perusahaan, Divisi, Cabang, Unit Operasional, tingkat fungsional, Anak Perusahaan dan atau Perusahaan Terafiliasi:
      - Perusahaan melakukan identifikasi dan penilaian risiko untuk setiap tingkatan Perusahaan;
      - Perusahaan melakukan identifikasi dan penilaian risiko untuk setiap tingkatan manajemen;
      - Proses identifikasi risiko melalui proses penaksiran signifikansi potensi risiko.
   x) Menganalisis faktor internal dan eksternal.
   xi) Mengikutsertakan peran serta setiap level manajemen yang sesuai.
   xii) Mengestimasi signifikansi risiko yang teridentifikasi.
   xiii) Menetapkan bagaimana risiko akan direspon.

v) Adherence to accounting standards.
Board of Directors establishes accounting policies and bookkeeping guidelines in accordance with applicable Financial Accounting Standards and financial financial reporting is prepared in accordance with established standards.

vi) Considering materiality.
In determining the fairness of financial statements, materiality aspects are taken into consideration both qualitatively and quantitatively which can affect the measurement and disclosure of all information presented in the financial statements.

vii) Reflect the activities of organizational entities.
Ensuring that the financial statements presented are the result of Company activities that are prepared to provide the information needed for the purpose of preparing financial statements. The boundaries (cut off) of an activity can be clearly identified so that the results of the Company's activities can be clearly measured and assessed.

b. Identify risks to achieving entity-wide objectives and analyze risks as a basis for determining how risks should be managed.
   i) Comply with standards and frameworks set by external parties.
   ii) Consider the expected level of precision of external non-financial reporting.
   iii) Presenting the activities of organizational entities in non-financial reports.
   iv) Reflect management choices.
   v) Consider the expected level of internal financial reporting precision.
   vi) Present the activities of organizational entities related to internal financial reporting.
   vii) Complying with applicable laws and regulations.
   viii) Considering tolerance to risk.
   Compliance with the law covers the Company, Divisions, Branches, Operational Units, functional levels, Subsidiaries and/or Affiliated Companies:
      - The Company conducts risk identification and assessment for each level of the Company;
      - The Company conducts risk identification and assessment for each level of management;
      - Risk identification process through the process of assessing the significance of potential risks.
   ix) Analyzing internal and external factors.
   x) Include the participation of every appropriate level of management.
   xi) Estimating the significance of identified risks.
   xii) Determine how the risk will be responded to.

c. Mempertimbangkan potensi terjadinya *fraud* dalam menilai risiko terhadap pencapaian tujuan:
   i) Mempertimbangkan berbagai kemungkinan terjadinya kecurangan.
   ii) Menilai dorongan dan tekanan yang menyebabkan terjadinya *fraud*.
   iii) Menilai perilaku dan rasionalitas terjadinya *fraud*.
d. Mengidentifikasi dan mengevaluasi perubahan yang dapat mempengaruhi sistem pengendalian internal secara signifikan:
   i) Menilai perubahan lingkungan di luar organisasi.
   ii) Menilai perubahan model bisnis.
   iii) Menilai perubahan kepemimpinan.

3. Aktivitas Pengendalian (*Control Activities*)
   a. Memilih dan mengembangkan kegiatan pengendalian yang berkontribusi memitigasi risiko sampai tingkat yang dapat diterima:
      i) Mengintegrasikan kegiatan pengendalian dengan penilaian risiko. Perusahaan memilih dan membangun kegiatan pengendalian berdasarkan karakteristik, sifat dan lingkup operasional dan bisnis proses perusahaan untuk memitigasi risiko.
      ii) Menetapkan proses bisnis yang relevan.
      iii) Mempertimbangkan faktor spesifik entitas.
      iv) Mengevaluasi tipe pengendalian yang memiliki sifat berganda.
      v) Mempertimbangkan pada level mana kegiatan pengendalian diterapkan.
      vi) Melakukan pembagian kewenangan.
   b. Memilih dan mengembangkan kegiatan pengendalian umum atas teknologi informasi untuk mendukung tercapainya tujuan:
      i) Menetapkan ketergantungan antara penggunaan teknologi informasi dalam proses bisnis dan pengendalian umum teknologi informasi:
         • Perusahaan mereviu infrastruktur teknologi informasi perusahaan untuk menjamin kelengkapan, ketepatan dan ketersediaan informasi.
         • Reviu laporan keuangan yang dihasilkan Teknologi Informasi telah dilakukan untuk mempertahankan akurasi.
      ii) Menerapkan infrastruktur teknologi kegiatan pengendalian yang relevan.
      iii) Menerapkan kegiatan pengendalian proses manajemen keamanan yang relevan.
      iv) Menerapkan kegiatan pengendalian proses perolehan, pengembangan, dan pemeliharaan teknologi yang relevan.
   c. Menerapkan kegiatan pengendalian melalui kebijakan yang menetapkan apa yang diharapkan dan prosedur untuk menerapkan kebijakan:
      i) Menetapkan kebijakan dan prosedur untuk menjalankan perintah dan arahan Direksi.
      ii) Menetapkan tanggung jawab dan akuntabilitas dalam rangka pelaksanaan kebijakan dan prosedur.

c. Consider the potential for fraud to occur in assessing risks to achieving objectives:
   i) Consider the various possibilities of fraud.
   ii) Assess the motivation and pressure that lead to fraud.
   iii) Assess the behavior and rationality of fraud.
d. Identify and evaluate changes that could significantly affect the internal control system:
   i) Assess changes in the environment outside the organization.
   ii) Assess changes in the business model.
   iii) Assess changes in leadership.

3. Control Activities
   a. Select and develop control activities that contribute to mitigating risks to an acceptable level:
      i) Integrate control activities with risk assessment. The Company selects and develops control activities based on the characteristics, nature and scope of the Company's operations and business processes to mitigate risks.
      ii) Establish relevant business processes.
      iii) Consider entity-specific factors.
      iv) Evaluate the type of control that has multiple characteristics.
      v) Considering the level at which control activities are implemented.
      vi) Perform division of authority
   b. Select and develop general control activities over information technology to support the achievement of objectives:
      i) Determine the dependency between the use of information technology in business processes and general control of information technology:
         • The Company reviews the Company's information technology infrastructure to ensure completeness, accuracy and availability of information.
         • Review of financial statements generated by Information Technology has been conducted to maintain accuracy.
      ii) Implement technology infrastructure relevant control activities.
      iii) Implement relevant security management process control activities.
      iv) Implement relevant technology acquisition, development, and maintenance process control activities.
   c. Implement control activities through policies that define what is expected and procedures for implementing policies:
      i) Establish policies and procedures for carrying out the orders and directives of Board of Directors.
      ii) Establish responsibility and accountability in order to implement policies and procedures.

iii) Personil yang kompeten melaksanakan kegiatan pengendalian dengan berhati-hati dan fokus secara terus-menerus.
iv) Personil yang bertanggung jawab melaksanakan kegiatan pengendalian sesuai dengan jadwal waktu yang ditetapkan dalam kebijakan dan prosedur.
v) Petugas yang bertanggung jawab menginvestigasi dan bertindak seperlunya dalam hal terjadi kasus tertentu sebagai akibat dari pelaksanaan kegiatan pengendalian.
vi) Manajemen mereviu kegiatan pengendalian secara periodik, untuk menentukan relevansi, kesesuaian kegiatan pengendalian sesuai dengan kebutuhan.

4. Informasi dan Komunikasi (*Information & Communication*)
   a. Memperoleh atau menghasilkan dan menggunakan informasi yang berkualitas dan relevan untuk mendukung berfungsinya seluruh komponen pengendalian internal:
      i) Mengidentifikasi persyaratan informasi yang diperlukan.
      ii) Mendapatkan data dari sumber internal maupun eksternal.
      iii) Memproses data menjadi informasi yang relevan.
      iv) Memelihara kualitas informasi selama pemrosesan informasi.
      v) Mempertimbangkan analisis biaya-manfaat.
   b. Mengomunikasikan informasi secara internal, termasuk tujuan dan tanggung jawab pengendalian internal, yang diperlukan untuk mendukung fungsi pengendalian internal:
      i) Menyelenggarakan komunikasi tentang pengendalian internal kepada personel yang bertanggung jawab.
      ii) Menyelenggarakan jalur komunikasi antara Direksi dan Komisaris yang efektif.
      iii) Menyediakan jalur komunikasi khusus yang terpisah (*whistle-blower*).
      iv) Menetapkan metode komunikasi yang relevan.
   c. Berkomunikasi dengan pihak luar mengenai hal terkait dengan berbagai hal yang dapat mempengaruhi berfungsinya seluruh komponen pengendalian internal:
      i) Komunikasi kepada pihak eksternal.
      ii) Menyelenggarakan komunikasi internal organisasi.
      iii) Komunikasi dengan Dewan Direksi.
      iv) Menyediakan jalur komunikasi khusus yang terpisah (*whistle-blower*).
      v) Menetapkan metode komunikasi yang relevan.

5. Aktivitas Pemantauan (*Monitoring Activities*)
   a. Memilih, mengembangkan, dan melakukan evaluasi berkelanjutan dan/atau terpisah untuk memastikan apakah komponen pengendalian internal eksis dan berfungsi baik.
      i) Manajemen melakukan evaluasi berkelanjutan dan evaluasi terpisah secara seimbang.

iii) Competent personnel carry out control activities with care and focus on an ongoing basis.
iv) Responsible personnel carry out control activities in accordance with the time schedule set out in policies and procedures.
v) Responsible personnel investigate and act as necessary in the event that specific cases occur as a result of the implementation of control activities.
vi) Management reviews control activities periodically, to determine the relevance, suitability of control activities as needed.

4. Information & Communication
   a. Obtaining or generating and using quality and relevant information to support the functioning of all components of internal control:
      i) Identify the necessary information requirements.
      ii) Obtain data from internal and external sources.
      iii) Processing data into relevant information.
      iv) Maintaining information quality during information processing.
      v) Considering cost-benefit analysis
   b. Internally communicate information, including internal control objectives and responsibilities, necessary to support the internal control function.
      i) Organize communication about internal control to responsible personnel.
      ii) Organizing effective communication channels between Board of Directors and Board of Commissioners.
      iii) Providing a separate dedicated communication line (whistle-blow).
      iv) Establish relevant communication methods.
   c. Communicate with outsiders on matters related to various matters that may affect the functioning of all components of internal control.
      i) Communication to external parties.
      ii) Organizing internal organizational communication.
      iii) Communication with Board of Directors.
      iv) Providing a separate dedicated communication line (whistle-blower).
      v) Establish relevant communication methods

5. Monitoring Activities
   a. Select, develop, and conduct ongoing and/or separate evaluations to ascertain whether internal control components exist and are functioning properly.
      i) Management conducts ongoing and separate evaluations in a balanced manner.

ii) Manajemen mempertimbangkan tingkat perubahan dalam bisnis dan proses bisnis dalam melakukan evaluasi berkelanjutan dan evaluasi terpisah.
iii) Rancangan dan kondisi sistem pengendalian digunakan sebagai bahan untuk melakukan evaluasi berkelanjutan dan evaluasi terpisah.
iv) Evaluator yang melaksanakan evaluasi berkelanjutan dan evaluasi terpisah memiliki pengetahuan yang memadai dan memahami hal yang dievaluasi.
v) Evaluasi berkelanjutan diterapkan secara terintegrasi atau "*built-in*" dengan proses bisnis dan selalu disesuaikan dalam hal terjadi perubahan.
vi) Manajemen mempertimbangkan berbagai alternatif ruang lingkup dan frekuensi evaluasi terpisah sesuai dengan risiko entitas.
vii) Evaluasi terpisah dilaksanakan secara periodik untuk dapat memberikan umpan balik yang obyektif.

b. Mengevaluasi dan mengkomunikasikan kekurangan pengendalian internal secara tepat waktu kepada pihak-pihak yang bertanggung jawab untuk mengambil tindakan korektif, termasuk manajemen senior dan Direksi.
i) Direksi me-*review* dan menilai hasil evaluasi berkelanjutan maupun terpisah.
ii) Setiap kelemahan disampaikan kepada pihak yang bertanggung jawab untuk dilakukan tindakan perbaikan dan paling tidak harus disampaikan kepada manajemen satu tingkat di atasnya.
iii) Manajemen memonitor apakah semua kelemahan telah diperbaiki dalam jangka waktu yang ditentukan.

TINJAUAN ATAS EFEKTIVITAS SISTEM PENGENDALIAN INTERNAL

Perusahaan menerapkan pemantauan pengendalian internal untuk memastikan setiap mekanisme kontrol tetap berjalan efektif seiring perkembangan aktivitas usaha dan dinamika risiko Perusahaan. Pelaksanaan pemantauan dilakukan melalui fungsi pengawasan internal. Adapun pengawasan terhadap efektivitas sistem pengendalian internal dilakukan melalui mekanisme sebagai berikut:

1. Satuan Pengawasan Intern (SPI) yang secara independen melaksanakan audit internal berbasis risiko atas unit-unit operasional, keuangan, dan pendukung strategis.
2. Audit eksternal oleh Kantor Akuntan Publik (KAP), yang menilai kewajaran laporan keuangan serta efektivitas aspek pengendalian keuangan.
3. Pemantauan manajerial oleh Direksi dan unit kerja terkait terhadap pelaksanaan prosedur dan kebijakan internal.

ii) Management considers the degree of change in the business and business processes in conducting continuous and separate evaluations.
iii) The design and condition of control system are used as materials for conducting continuous evaluation and separate evaluation.
iv) Evaluators who carry out continuous evaluations and separate evaluations have sufficient knowledge and understand the matters being evaluated.
v) Continuous evaluation is applied in an integrated or 'bulit-irl' manner with business processes and is always adjusted in the event of changes.
vi) Management considers various alternatives for the scope and frequency of separate evaluations in accordance with the entity's risks.
vii) Separate evaluations are conducted periodically to provide objective feedback.

b. Evaluate and communicate internal control deficiencies in a timely manner to those responsible for taking corrective action, including senior management and Board of Directors.
i) Board of Directors reviews and assesses the results of continuous and separate evaluations.
ii) Any weaknesses are communicated to the responsible party for corrective action and must be communicated to at least one level of management above.
iii) Management monitors whether all weaknesses have been corrected within the specified time period.

REVIEW OF INTERNAL CONTROL SYSTEM EFFECTIVENESS

The Company applies internal control monitoring to ensure that all control mechanisms remain effective in line with evolving business activities and the Company's risk dynamics. Monitoring is carried out through the internal oversight function. Oversight of the effectiveness of internal control system is carried out through the following mechanisms:

1. Internal Audit Unit (SPI), which independently conducts risk-based internal audits of operational, financial, and strategic support units.
2. External audit by a Public Accounting Firm (KAP), which assesses the fairness of financial reports and the effectiveness of financial control aspects.
3. Managerial monitoring by the Board of Directors and relevant work units regarding the implementation of internal procedures and policies.

Hasil penelaahan atas penerapan sistem pengendalian internal sepanjang tahun 2025 menunjukkan bahwa mekanisme pengendalian yang dijalankan Perusahaan telah berfungsi dengan baik dan tidak ditemukan permasalahan material yang berdampak signifikan terhadap pelaporan keuangan, operasional Perusahaan, maupun aspek kepatuhan.

Meski demikian, Perusahaan tetap melakukan penyempurnaan guna menjaga efektivitas pengendalian di tengah perkembangan bisnis dan operasional. Upaya tersebut dilakukan sesuai dengan Pedoman Sistem Pengendalian Internal yang ditetapkan, yang diterapkan pada seluruh lini fungsional berdasarkan ruang lingkup masing-masing.

PERNYATAAN DIREKSI DAN/ATAU DEWAN KOMISARIS ATAS KECUKUPAN SISTEM PENGENDALIAN INTERNAL PERUSAHAAN

Direksi dan Dewan Komisaris memandang sistem pengendalian internal sebagai bagian penting dalam menjaga kualitas pengelolaan Perusahaan, mulai dari keandalan pelaporan keuangan, efektivitas operasional, hingga kepatuhan terhadap regulasi dan kebijakan internal. Penerapan sistem tersebut dilakukan dengan mengacu pada standar internasional serta pedoman internal yang berlaku di lingkungan Perusahaan.

Hingga akhir tahun 2025, penilaian menyeluruh secara formal atas efektivitas sistem pengendalian internal memang belum dilaksanakan. Namun demikian, proses pengendalian di berbagai fungsi bisnis telah berjalan secara konsisten melalui dukungan audit internal, pengawasan oleh Satuan Pengawasan Intern (SPI), serta pemantauan rutin oleh manajemen.

Berdasarkan hasil evaluasi dan pengawasan yang dilakukan selama tahun berjalan, tidak terdapat kelemahan material yang memberikan dampak signifikan terhadap kegiatan operasional maupun pelaporan Perusahaan. Dengan kondisi tersebut, Direksi dan Dewan Komisaris menilai bahwa sistem pengendalian internal yang diterapkan saat ini telah cukup memadai dalam mendukung pencapaian target usaha, menjaga efektivitas proses bisnis, serta memastikan kepatuhan terhadap ketentuan yang berlaku.

Atas capaian tersebut, Perusahaan akan terus memperkuat sistem pengendalian internal melalui penyempurnaan proses, penguatan pengawasan, dan pengembangan sistem pendukung sebagai bagian dari komitmen terhadap Tata Kelola Perusahaan yang Baik.

The review results of the implementation of internal control system throughout 2025 indicate that the Company's control mechanisms have functioned effectively, and no material issues were identified that had a significant impact on financial reporting, the Company's operations, or compliance aspects.

Nevertheless, the Company continues to make improvements to maintain the effectiveness of its internal controls amid evolving business and operational developments. These efforts are carried out in accordance with the established Internal Control System Guidelines, which are implemented across all functional areas based on their respective scopes of responsibility.

BOARD OF DIRECTORS AND/OR BOARD OF COMMISSIONERS STATEMENT ON THE ADEQUACY OF THE COMPANY'S INTERNAL CONTROL SYSTEM

The Board of Directors and Board of Commissioners regard the internal control system as an essential component in maintaining the quality of the Company's management, ranging from the reliability of financial reporting and operational effectiveness to compliance with regulations and internal policies. The system implementation is carried out in accordance with international standards and the internal guidelines applicable within the Company.

As of the end of 2025, a comprehensive formal assessment of the effectiveness of internal control system had not yet been conducted. Nevertheless, control processes across various business functions have been implemented consistently through the support of internal audits, oversight by the Internal Audit Unit (SPI), and regular monitoring by management.

Based on the results of evaluations and oversight conducted throughout the year, no material weaknesses were identified that had a significant impact on the Company's operations or reporting. Accordingly, the Board of Directors and Board of Commissioners consider that the current internal control system is sufficiently adequate to support the achievement of business objectives, maintain the effectiveness of business processes, and ensure compliance with the applicable regulations.

Building on these achievements, the Company will continue to strengthen its internal control system through process improvements, enhanced oversight, and the development of supporting systems as part of its commitment to Good Corporate Governance.

Manajemen Risiko
Risk Management

GAMBARAN UMUM SISTEM MANAJEMEN RISIKO PERUSAHAAN

Perusahaan menempatkan manajemen risiko sebagai bagian yang tidak terpisahkan dari proses pengelolaan bisnis dan pengambilan keputusan perusahaan. Di tengah dinamika industri kepelabuhanan dan logistik yang terus berkembang, pengelolaan risiko menjadi instrumen penting untuk menjaga kesinambungan operasional, ketahanan usaha, serta pencapaian target korporasi secara berkelanjutan.

Sebagai bagian dari Pelindo Grup, penerapan manajemen risiko di lingkungan Perusahaan mengacu pada Peraturan Menteri BUMN Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara. Ketentuan tersebut kemudian diimplementasikan lebih lanjut melalui Peraturan Direksi Nomor HK.01/30/12/1/RINO/DIRU/PLMT-24 tanggal 30 Desember 2024 sebagai pedoman teknis penerapan manajemen risiko di lingkungan Perusahaan.

Pedoman tersebut mengatur proses pengelolaan risiko secara menyeluruh, mulai dari identifikasi, analisis, evaluasi, penanganan, hingga pemantauan risiko di seluruh entitas usaha Perusahaan. Implementasinya mencakup Kantor Pusat, 32 *branch*, 5 satelit dan 3 anak perusahaan yang masing-masing telah memiliki profil risiko dan dimonitor secara berkala sesuai perkembangan kondisi bisnis dan operasional.

Untuk memperkuat efektivitas penerapannya, Perusahaan juga mengadopsi standar ISO 31000:2018 sebagai acuan dalam membangun sistem manajemen risiko yang lebih terstruktur, adaptif, dan terintegrasi dengan tata kelola perusahaan. Pendekatan ini mendukung Perusahaan dalam mengantisipasi risiko secara lebih proaktif sekaligus menjaga keberlangsungan strategi bisnis jangka panjang.

Secara umum, proses manajemen risiko di lingkungan Perusahaan dan anak perusahaan terbagi ke dalam 2 (dua) tahapan, yaitu proses perencanaan serta proses pemantauan dan evaluasi, yang masing-masing terdiri atas:

1. Proses perencanaan, meliputi:
   a. Proses penetapan strategi Risiko;
   b. Proses penetapan rencana sasaran;
   c. Proses penilaian Risiko yang terdiri dari identifikasi Risiko, kuantifikasi Risiko, rencana perlakuan Risiko, dan prioritisasi Risiko; dan
   d. Proses penetapan perencanaan strategis.
2. Proses pemantauan dan evaluasi, meliputi:
   a. Proses pemantauan dan evaluasi atas pelaksanaan perlakuan Risiko
   b. Proses pelaporan; dan
   c. Proses evaluasi kinerja.

GENERAL OVERVIEW OF THE COMPANY'S RISK MANAGEMENT SYSTEM

The Company regards risk management as an integral part of its business management and corporate decision-making processes. Amid the continuously evolving dynamics of the port and logistics industry, risk management serves as an essential instrument for maintaining operational continuity, business resilience, and the sustainable achievement of corporate objectives.

As part of Pelindo Group, the implementation of risk management within the Company refers to the Regulation of Minister of SOE Number PER-2/MBU/03/2023 concerning the Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises. These provisions are further implemented through the Board of Directors' Regulation Number HK.01/30/12/1/RINO/DIRU/PLMT-24 dated 30 December 2024, which serves as the technical guideline for implementing risk management within the Company.

The guideline governs the end-to-end risk management process, covering risk identification, analysis, evaluation, treatment, and monitoring across all of the Company's business entities. Its implementation encompasses the Head Office, 32 branches, 5 satellites and 3 subsidiaries, each of which has its own risk profile and is monitored periodically in accordance with developments in business and operational conditions.

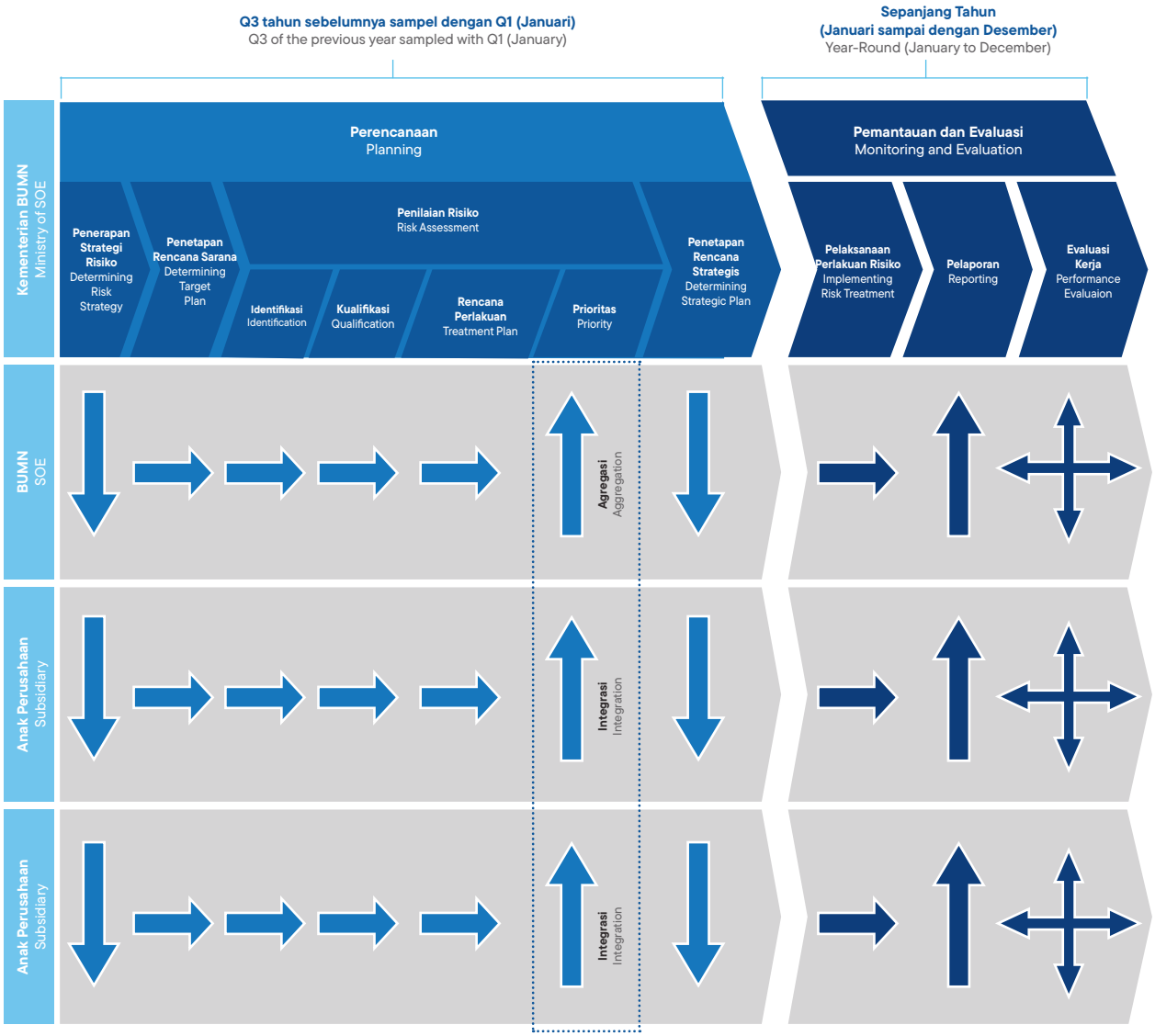
To strengthen the effectiveness of its implementation, the Company has also adopted ISO 31000:2018 as the reference standard for establishing a more structured, adaptive, and integrated risk management system aligned with corporate governance. This approach enables the Company to anticipate risks more proactively while safeguarding the sustainability of its long-term business strategy.

In general, the risk management process within the Company and its subsidiaries is divided into 2 (two) stages, namely planning process and monitoring and evaluation process, each consisting of the following:

1. Planning Process, comprising:
   a. Risk strategy formulation process;
   b. Objective-setting process;
   c. Risk assessment process, consisting of risk identification, risk quantification, risk treatment planning, and risk prioritization; and
   d. Strategic planning process.
2. Monitoring and Evaluation Process, comprising:
   a. Monitoring and evaluation of the implementation of risk treatment;
   b. Reporting process; and
   c. Performance evaluation process.

Seluruh proses tersebut digambarkan dalam diagram sebagai berikut:

The entire process is illustrated in the following diagram:



Keterangan:

1. Rangkaian proses Manajemen Risiko dilakukan secara integrasi antara Risiko Perusahaan Terafiliasi dan anak perusahaan pada Risiko Perusahaan, sesuai dengan Taksonomi Risiko yang telah ditetapkan.
2. Pada proses penilaian Risiko dilakukan proses integrasi Risiko Perusahaan Terafiliasi dan anak perusahaan dengan Risiko Perusahaan berdasarkan pada eksposur risikonya.
3. Rangkaian perencanaan meliputi penetapan strategi Risiko, penetapan rencana sasaran, penilaian Risiko serta penetapan perencanaan strategis (RKAP dan RJP). Perencanaan strategis tersebut sudah dilakukan berbasis Risiko.
4. Pemantauan dan evaluasi merupakan proses yang dilakukan secara berkala dalam satu tahun yang meliputi pelaksanaan perlakuan Risiko, pelaporan dan evaluasi kinerja.

Notes:

1. The Risk Management process is integrated between Affiliated Company and Subsidiary Risk and Corporate Risk, in accordance with the established Risk Taxonomy.
2. The Risk Assessment process integrates Affiliated Company and Subsidiary Risk with Corporate Risk based on their risk exposures.
3. The planning process includes establishing a Risk strategy, establishing target plans, assessing Risk, and establishing strategic plans (RKAP and RJP). This strategic planning is based on Risk.
4. Monitoring and evaluation are processes conducted periodically throughout the year, encompassing the implementation of Risk treatment, reporting, and performance evaluation.

ROADMAP MANAJEMEN RISIKO

Perusahaan telah memiliki *roadmap* penguatan *Enterprise Risk Management* (ERM) periode 2025-2029 sebagai panduan dalam meningkatkan maturitas pengelolaan risiko, memperkuat integrasi risiko ke dalam proses bisnis, serta mendorong budaya sadar risiko di seluruh lini organisasi.

RISK MANAGEMENT ROADMAP

The Company has a roadmap for strengthening Enterprise Risk Management (ERM) for the 2025-2029 period as a guide for improving risk management maturity, strengthening risk integration into business processes, and fostering a risk-aware culture throughout the organization.

No	Dimensi Dimensions	2025 ***RISK ENHANCEMENT*** **Penguatan ERM framework, Organ Pengelola Risiko, Kapabilitas, dan Metodelogi Analisis Risiko** Strengthening the ERM framework, Risk Management Organ, Capabilities, and Risk Analysis Methodology	2026 ***RISK INTEGRATED & COLLABORATIVE PLANNING*** **Penerapan terintegrasi Strategi Risiko dan Strategi Bisnis pada Induk dan Anak Perusahaan** Integrated implementation of Risk Strategy and Business Strategy at the Parent Company and Subsidiaries
1	**Budaya & Kapabilitas Risiko** Risk Culture & Capabilities		
a.	Budaya Risiko Risk Culture	**Program budaya risiko secara rutin (minimal 1x per tahun) dengan peran aktif dari Direksi** **Regular risk culture program (at least once a year) with an active role from the Board of Directors**	Pengembangan program budaya risiko dengan pengawasan aktif dari Direksi dan Dekom Development of a risk culture program with active supervision from the Board of Directors and the Board of Commissioners
b.	Kapabilitas Risiko Risk Capability	• **Tindak lanjut RMI dilengkapi dengan detail inisiatif, *timeline* dan penanggung jawab** • **Sosialisasi hasil RMI kepada seluruh Organ Pengelola Risiko** • **Program pengembangan kapabilitas risiko bersifat wajib dan rutin setiap tahun** • **RMI follow-up includes detailed initiatives, timelines, and responsible parties.** • **RMI results are disseminated to all Risk Management Organs.** • **The risk capability development program is mandatory and routinely conducted annually.**	• Penilaian RMI oleh seluruh Anak Perusahaan secara rutin (setiap tahun) • Program pengembangan kapabilitas bersifat komprehensif mencakup seluruh dimensi MR • RMI assessments by all subsidiaries are conducted regularly (annually) • Comprehensive capability development programs encompass all dimensions of MR
2.	**Organisasi & Tata Kelola Risiko** Organization & Risk Governance		
a.	Organ Pengelola Risiko Risk Management Organ	• **Fungsi assurance bersifat independen dan bertugas memastikan manajemen dan kontrol risiko dilakukan secara efektif (internal audit)** • **Pengambilan Keputusan mempertimbangkan selera risiko** • **Seluruh Organ Pengelola Risiko telah tersertifikasi Manajemen Risiko** • **The assurance function is independent and tasked with ensuring effective risk management and control (internal audit).** • **- Decision-making takes risk appetite into account.** • **- All risk management bodies have received risk management certification.**	• Terdapat pimpinan khusus di setiap risiko utama (misal pimsus untuk risiko proyek, risiko pasar, dll) yang selaras dengan konteks bisnisnya • Akuntabilitas Direktur Keuangan dan Manajemen Risiko disampaikan kepada Komite Pemantau Risiko dengan alur pelaporan yang jelas • Pengambilan Keputusan mempertimbangkan selera risiko dan memberikan kontribusi terhadap kinerja • There is a dedicated leader for each key risk (e.g., a special leadership team for project risk, market risk, etc.) that aligns with the business context. • The Director of Finance and Risk Management's accountability is communicated to the Risk Monitoring Committee with a clear reporting line. • Decision-making takes risk appetite into account and contributes to performance.

2027	2028	2029
RISK OPTIMIZATION **Optimalisasi peran Manajemen Risiko dalam rangka pengelolaan peluang, pencapaian Sasaran dan Inisiatif Strategis Perusahaan** Optimizing the role of Risk Management in managing opportunities and achieving the Company's Strategic Goals and Initiatives	***RISK RESILIENCE*** **Penerapan Manajemen Risiko oleh seluruh lini secara kuat meskipun di tengah kondisi terburuk (worst case)** Strong implementation of Risk Management across all levels, even in worst-case scenarios	***RISK CONTINOUS IMPROVEMENT*** **Penerapan Praktik Terbaik Manajemen Risiko secara konsisten dan berkesinambungan** Consistent and sustainable implementation of Risk Management Best Practices
Integrasi budaya risiko ke dalam budaya perusahaan yang tertanam di seluruh lini perusahaan Integration of risk culture into the corporate culture that is embedded throughout the company	Pengembangan budaya risiko melekat pada jabatan di semua lini The development of a risk culture is embedded in positions at all levels	Implementasi sistem penunjang program budaya risiko beserta pengukuran kinerja atas program budaya risiko Implementation of a risk culture program support system along with performance measurement of the risk culture program
• Pemantauan tindak lanjut rekomendasi RMI terdokumentasi dengan baik • Dokumentasi feedback pegawai atas program pengembangan kapabilitas • Monitoring of follow-up to RMI recommendations is well documented. • Documentation of employee feedback on capability development programs.	• Kinerja implementasi rekomendasi RMI terdokumentasi dengan baik • Analisis keberhasilan program pengembangan dan pengembangan kapabilitas tahap lanjut • Well-documented implementation performance of RMI recommendations • Analysis of the success of the development program and advanced capability development	• Verifikasi/audit Penilaian RMI oleh pihak independen sebagai "check-and-balance" untuk meminimalisir potensi bias penilaian • Kolaborasi pengembangan kapabilitas dengan lembaga pendidikan terkemuka • Verification/audit of RMI assessments by an independent party as a "check and balance" to minimize potential assessment bias. • Collaboration on capability development with leading educational institutions.
• Struktur tata kelola risiko yang jelas untuk setiap Unit Bisnis di bawah Pelindo Multi Terminal • Fungsi risiko memiliki keterampilan dalam pengendalian dan pemodelan risiko sebagai dasar pengambilan keputusan mempertimbangkan selera risiko dan memberikan kontribusi terhadap kinerja. • A clear risk governance structure for each Business Unit under Pelindo Multi Terminal • The risk function has expertise in risk control and modeling as a basis for decision-making, considering risk appetite and contributing to performance.	• Telah ada bukti yang jelas atas kinerja optimalisasi struktur tata kelola risiko • Akuntabilitas kepala Unit Bisnis kepada Direktur Keuangan dan Manajemen Risiko untuk mendapatkan persetujuan strategi risiko dan implementasinya di Unit Bisnis • Praktik terbaik tata kelola risiko diterapkan di Induk dan seluruh anak perusahaan. • There is clear evidence of the performance of the optimized risk governance structure. • Business Unit heads are accountable to the Director of Finance and Risk Management for approval of the risk strategy and its implementation in the Business Unit. • Risk governance best practices are implemented across the Parent Company and all subsidiaries.	• Direktur Keuangan dan Manajemen Risiko pusat memiliki hak veto dalam pemberian persetujuan strategi risiko dan implementasinya di Unit Bisnis • Direktur Keuangan dan Manajemen Risiko memiliki pengalaman industri yang luas di bidang Manajemen Risiko • Keefektifan penerapan Manajemen Risiko ditinjau secara berkala oleh pihak independen dan dilakukan penyesuaian atau peningkatan. • The Director of Finance and Risk Management at the central level has veto power in approving risk strategies and their implementation in Business Units. • The Director of Finance and Risk Management has extensive industry experience in Risk Management. • The effectiveness of Risk Management implementation is periodically reviewed by an independent party and adjustments or improvements are made

No	Dimensi Dimensions	2025 ***RISK ENHANCEMENT*** **Penguatan ERM framework, Organ Pengelola Risiko, Kapabilitas, dan Metodelogi Analisis Risiko** Strengthening the ERM framework, Risk Management Organ, Capabilities, and Risk Analysis Methodology	2026 ***RISK INTEGRATED & COLLABORATIVE PLANNING*** **Penerapan terintegrasi Strategi Risiko dan Strategi Bisnis pada Induk dan Anak Perusahaan** Integrated implementation of Risk Strategy and Business Strategy at the Parent Company and Subsidiaries
b.	Peran & Tanggung Jawab Organ Pengelola Risiko Roles & Responsibilities of the Risk Management Organ	• **Telah ada ambang eskalasi yang jelas dari Direksi ke Dekom terkait kegiatan MR yang bersifat regulatori dan krusial** • **Dekom menyetujui Kebijakan untuk Risiko, Manajemen Risiko, dan kepatuhan; Daftar Risiko utama; Kode etik** • **Sebagian besar Dekom memiliki keahlian MR untuk secara efektif mengawasi strategi MR** • **There is a clear escalation threshold from the Board of Directors to the Board of Commissioners regarding regulatory and crucial MR activities.** • **The Board of Commissioners approves the Risk, Risk Management, and Compliance Policy; the Register of Key Risks; and the Code of Ethics.** • **Most Board of Commissioners have MR expertise to effectively oversee the MR strategy.**	• Dekom secara rutin terlibat dalam kegiatan sosialisasi risiko di perusahaan. • Dekom membuat keputusan independen dan berbasis fakta untuk permasalahan yang dieskalasikan. • Semua Dekom memiliki keahlian MR untuk secara efektif mengawasi strategi MR. • The Board of Commissioners is regularly involved in risk socialization activities within the company. • The Board of Commissioners makes independent, fact-based decisions on escalated issues. • All Board of Commissioners possess MR expertise to effectively oversee the MR strategy.
c.	Model Tata Kelola Risiko Tiga Lini dan Tata Kelola Risiko Terintegrasi	• **Self-assurance/self-checking dilakukan di Lini Pertama dalam hal pengelolan risiko** • **Kesamaan pemahaman manajemen senior mengenai risiko perusahaan, emerging risk, atau risiko baru** • **Lini Pertama memperhatikan kebijakan risiko dalam penetapan target/ sasaran Unit Risiko mereviu dan memantau profil Risiko, peta Risiko, realisasi perhitungan Risiko inheren dan Risiko residual, dan realisasi pelaksanaan perlakuan** • **Risiko dan biaya agar sesuai dengan target penyelesaian dan memberi tanggapan secara formal** • **Lini Kedua melakukan internal control testing secara berkala** • **Rekomendasi perbaikan dari Lini 3 atas hasil evaluasi efektivitas pelaksanaan pengendalian intern, manajemen risiko, dan proses tata kelola perusahaan telah dijalankan sebagian besar (>50%) oleh manajemen** • **SPI Pelindo Multi Terminal Induk menentukan strategi pelaksanaan Audit Intern Anak Perusahaan, merumuskan prinsip Audit Intern yang mencakup metodologi audit dan langkah Pelaksanaan pengendalian mutu, serta memantau pelaksanaan Audit Intern pada Anak Perusahaan** • **Terdapat alur pelaporan yang jelas untuk fungsi risiko di seluruh organisasi, termasuk dari fungsi risiko di anak perusahaan**	Review efektivitas tata kelola risiko tiga lini secara berkala Perusahaan memiliki kesadaran akan kepemilikan risiko atas mitra dan kompetitor yang berada dalam rantai nilai Perusahaan Lini kedua menerapkan apresiasi dan hukuman kepada Lini Pertama dalam pengelolaan risiko Pelaksanaan pengawasan intern secara aktif dilaksanakan sesuai dengan rencana audit tahunan, memastikan auditee menyusun rencana tindakan perbaikan dan berkurangnya jumlah temuan Rekomendasi perbaikan atas hasil evaluasi efektivitas pelaksanaan pengendalian intern, Manajemen Risiko, dan proses tata kelola perusahaan telah dijalankan hamper seluruhnya (>90%) oleh manajemen Terdapat bukti perusahaan melakukan reviu secara berkala untuk memastikan apakah mandat, kerangka kerja, kebijakan/ prosedu risiko yang diturunkan dari fungsi risiko pusat telah diimplementasikan dengan baik ke seluruh lini perusahaan (termasuk Unit Bisnis/anak perusahaan)

2027	2028	2029
RISK OPTIMIZATION **Optimalisasi peran Manajemen Risiko dalam rangka pengelolaan peluang, pencapaian Sasaran dan Inisiatif Strategis Perusahaan** Optimizing the role of Risk Management in managing opportunities and achieving the Company's Strategic Goals and Initiatives	***RISK RESILIENCE*** **Penerapan Manajemen Risiko oleh seluruh lini secara kuat meskipun di tengah kondisi terburuk (worst case)** Strong implementation of Risk Management across all levels, even in worst-case scenarios	***RISK CONTINOUS IMPROVEMENT*** **Penerapan Praktik Terbaik Manajemen Risiko secara konsisten dan berkesinambungan** Consistent and sustainable implementation of Risk Management Best Practices
• Dekom terlibat secara formal dalam penyusunan strategi Risiko, rencana transformasi ERM, dan memastikan bahwa semua keputusan strategis yang diambil oleh perusahaan didukung oleh analisis risiko yang memadai. • Semua Dekom memiliki kapabilitas MR yang tinggi untuk secara efektif mengawasi strategi MR. • The Board of Commissioners is formally involved in the development of the Risk strategy and ERM transformation plan, and ensures that all strategic decisions made by the company are supported by adequate risk analysis. • All Board of Commissioners have strong MR capabilities to effectively oversee the MR strategy.	• Dekom telah diikutsertakan dalam pelatihan untuk Dekom. • Dekom merespon dan membuat keputusan dengan cepat saat ada permasalahan yang dieskalasikan dengan merujuk ambang batas materialitas yang telah ditetapkan. (Catatan: Potongan kalimat Anda "pengambilan keputusan untuk isu-isu yang membutuhkan eskalasi..." mengarah pada konteks ambang batas eskalasi ke Dekom ini). • Adanya tim audit khusus yang bertanggung jawab mengawasi risiko-risiko yang berkembang (misal IT audit) untuk mendukung upaya Dekom dalam melakukan pengawasan. • The Board of Commissioners has participated in training for the Board of Commissioners. • The Board of Commissioners responds and makes decisions quickly when issues are escalated, referring to the established materiality threshold. (Note: Your sentence fragment "decision-making for issues requiring escalation..." refers to the context of the escalation threshold to the Board of Commissioners.) • A dedicated audit team is responsible for overseeing emerging risks (e.g., IT audit) to support the Board of Commissioners' oversight efforts.	• Terdokumentasinya kinerja keterlibatan aktif Dekom dalam MR perusahaan terutama saat periode kritis. • Dekom merespon dan membuat keputusan dengan cepat saat ada permasalahan yang dieskaliasikan terutama saat periode kritis • Setiap risiko utama Organisasi dialokasikan kepada setidaknya 1 komite di bawah Dekom • Terdapat bukti bahwa komite berinteraksi dengan manajemen secara proaktif • Documented performance of the Board of Commissioners' active involvement in the company's risk management, especially during critical periods. • The Board of Commissioners responds and makes decisions quickly when issues are escalated, especially during critical periods. • Each key organizational risk is allocated to at least one committee under the Board of Commissioners. • Evidence that committees proactively interact with management.
Review efektivitas tata kelola risiko tiga lini oleh setiap lini sebagai upaya perbaikan berkelanjutan Lini Pertama telah memperhatikan kebijakan risiko dalam penetapan target/ sasaran unit kerja dan terdapat KPI risiko di Lini Pertama Kepemilikan kuat risiko oleh Lini Pertama Telah dilakukan pemantauan risiko utama oleh lini kedua yang menyebabkan kinerja perusahaan tercapai melebihi target Pelaksanaan pengawasan intern secara aktif dilaksanakan sesuai dengan rencana audit tahunan dan tidak terdapat temuan berulang Rekomendasi perbaikan atas hasil evaluasi efektivitas pelaksanaan pengendalian intern, Manajemen Risiko, dan proses tata kelola perusahaan telah dijalankan seluruhnya (100%) oleh manajemen Terdapat interaksi yang efektif dan harmonis antara fungsi risiko pusat dan divisi-divisi lain dalam hierarki Manajemen Risiko (termasuk fungsi risiko di anak perusahaan)	- Telah ada bukti yang jelas atas kinerja implementasi Model Tata Kelola Risiko Tiga Lini - Kepemilikan risiko dipahami dengan baik dan memengaruhi keputusan penting (misal keputusan strategis) - Lini Kedua menyusun laporan Manajemen Risiko secara bulanan kepada Direksi - Interaksi antara fungsi Assurance dan Risiko sangat kolaboratif (misal fungsi Risiko mempertimbangkan masukan dari fungsi Assurance sebagai bagian dari perbaikan berkesinambungan).	Lini Pertama menjadi pemilik penuh risiko dan kontrol relevan di lini yang diemban. Telah ada otomatisasi kontrol Lini Kedua memastikan tindak lanjut penyelesaian perbaikan dari RMI untuk dapat diselesaikan pada unit kerja Dekom telah secara optimal melaksanakan pengawasan dan pemberian nasihat terhadap pelaksanaan fungsi TKT lainnya sesuai dengan ketentuan UU, AD, dan/atau keputusan RUPS/Menteri.

No	Dimensi Dimensions	2025 ***RISK ENHANCEMENT*** **Penguatan ERM framework, Organ Pengelola Risiko, Kapabilitas, dan Metodelogi Analisis Risiko** Strengthening the ERM framework, Risk Management Organ, Capabilities, and Risk Analysis Methodology	2026 ***RISK INTEGRATED & COLLABORATIVE PLANNING*** **Penerapan terintegrasi Strategi Risiko dan Strategi Bisnis pada Induk dan Anak Perusahaan** Integrated implementation of Risk Strategy and Business Strategy at the Parent Company and Subsidiaries
c.	Three Lines of Risk Governance Model and Integrated Risk Governance	• **Self-assurance/self-checking is conducted at the First Line in terms of risk management.** • **Common understanding of senior management regarding company risks, emerging risks, or new risks.** • **The First Line considers risk policies in setting targets/ goals. The Risk Unit reviews and monitors the Risk profile, Risk map, the calculation of inherent and residual Risk, and the implementation of treatment measures.** • **Risks and costs are aligned with settlement targets and formally respond.** • **The Second Line conducts periodic internal control testing.** • **Improvement recommendations from the Third Line based on the evaluation of the effectiveness of internal control, risk management, and corporate governance processes have been largely implemented (>50%) by management.** • **The Internal Audit Unit of Pelindo Multi Terminal Parent determines the strategy for implementing Internal Audits for Subsidiaries, formulates Internal Audit principles that include audit methodology and quality control implementation steps, and monitors the implementation of Internal Audits in Subsidiaries.** • **There is a clear reporting line for the risk function throughout the organization, including from the risk function in subsidiaries.**	• Periodic review of the effectiveness of three lines of risk governance • The company is aware of the risk ownership of partners and competitors within the company's value chain • The second line applies rewards and penalties to the first line in risk management • Internal oversight is actively implemented in accordance with the annual audit plan, ensuring that auditees develop corrective action plans and reduce the number of findings • Recommendations for improvement based on the evaluation of the effectiveness of internal control, risk management, and corporate governance processes have been implemented almost entirely (>90%) by management • There is evidence that the company conducts periodic reviews to ensure that the mandate, framework, and risk policies/procedures derived from the central risk function have been properly implemented throughout the company (including business units/subsidiaries)
3.	**Kerangka Risiko & Kepatuhan** Risk & Compliance Framework		
b.	Strategi Risiko Risk Strategy	• **Terdapat kerangka kerja ERM yang ditetapkan secara formal sebagai acuan Manajemen** • **Risiko yang terintegrasi dengan aktivitas pencapaian sasaran strategis** • **Strategi perusahaan dan strategi risiko diselaraskan secara rutin** • **Pertimbangan risiko (Kapasitas, Selera, Toleransi, Limit) diakomodir dalam penyusunan rencana strategis perusahaan** • **Evaluasi peran MR terhadap** • **pencapaian target RKAP memiliki kerangka kerja formal** • **Prosedur dan analisis penyusunan Kapasitas, Selera, Toleransi, dan Limit Risiko telah ditetapkan secara formal** • **Selera risiko dan strategi risiko menjadi bagian inti dari materi komunikasi investor dan pemangku kepentingan eksternal (misal tercantum di laman web dan laporan tahunan)** • **A formally established ERM framework serves as a management reference.** • **Risk is integrated with strategic goal achievement activities.** • **Corporate strategy and risk strategy are routinely aligned.** • **Risk considerations (Capacity, Appetite, Tolerance, Limits) are incorporated into the company's strategic plan.** • **Evaluation of the MR's role in achieving RKAP targets has a formal framework.** • **Procedures and analysis for preparing Risk Capacity, Appetite, Tolerance, and Limits have been formally established.** • **Risk appetite and risk strategy are a core part of investor and external stakeholder communications (e.g., included on the website and in the annual report).**	• Evaluasi efektivitas kerangka kerja MR secara berkala dan diperbaharui, • Pembahasan formal • dan pengusulan peningkatan kerangka ERM • Rencana transformasi ERM untuk jangka panjang, dapat ditindaklanjuti, dan mendetail • Rencana strategis sepenuhnya mempertimbangkan risiko secara sistematis dan terukur • Evaluasi secara efektif membantu PMT memperbaiki praktik MR untuk RKAP berikutnya serta memiliki langkah perbaikan yang jelas • Prosedur dan analisis Kapasitas, Selera, Toleransi, dan Limit Risiko ditinjau setiap tahun dan dikomunikasikan kepada seluruh pihak • Selera Risiko secara efektif diterapkan di perusahaan serta terbukti secara jelas atas kinerja implementasi selera risiko • Regularly evaluate and update the effectiveness of the MR framework. • Formal discussions and proposals for improvements to the ERM framework. • Long-term, actionable, and detailed ERM transformation plan. • Strategic plans fully consider risks in a systematic and measurable manner. • Evaluations effectively help PMT improve MR practices for the next RKAP and provide clear improvement steps. • Procedures and analyses of Risk Capacity, Appetite, Tolerance, and Limits are reviewed annually and communicated to all parties. • Risk appetite is effectively implemented within the company and clearly demonstrated through its implementation performance.

2027	2028	2029
RISK OPTIMIZATION **Optimalisasi peran Manajemen Risiko dalam rangka pengelolaan peluang, pencapaian Sasaran dan Inisiatif Strategis Perusahaan** Optimizing the role of Risk Management in managing opportunities and achieving the Company's Strategic Goals and Initiatives	***RISK RESILIENCE*** **Penerapan Manajemen Risiko oleh seluruh lini secara kuat meskipun di tengah kondisi terburuk (worst case)** Strong implementation of Risk Management across all levels, even in worst-case scenarios	***RISK CONTINOUS IMPROVEMENT*** **Penerapan Praktik Terbaik Manajemen Risiko secara konsisten dan berkesinambungan** Consistent and sustainable implementation of Risk Management Best Practices
• Review of the effectiveness of three lines of risk governance by each line as an effort for continuous improvement. • The First Line has considered risk policies in setting work unit targets/goals, and there are risk KPIs in the First Line. • Strong risk ownership by the First Line. • Key risk monitoring has been conducted by the Second Line, resulting in company performance exceeding targets. • Internal oversight is actively implemented in accordance with the annual audit plan, with no recurring findings. • Recommendations for improvement based on the evaluation of the effectiveness of internal control, risk management, and corporate governance processes have been fully implemented (100%) by management. • Effective and harmonious interaction exists between the central risk function and other divisions within the risk management hierarchy (including risk functions in subsidiaries).	• There is clear evidence of the performance of the Three-Lines Risk Governance Model implementation. • Risk ownership is well understood and influences key decisions (e.g., strategic decisions). • The Second Line prepares monthly Risk Management reports to the Board of Directors. • The interaction between the Assurance and Risk functions is highly collaborative (e.g., the Risk function considers input from the Assurance function as part of continuous improvement).	• The First Line assumes full ownership of relevant risks and controls within its assigned line. • Control automation is in place. • The Second Line ensures follow-up on RMI improvements and their resolution within the work unit. • The Board of Commissioners has optimally monitored and provided advice on the implementation of other TKT functions in accordance with the provisions of the Law, the Articles of Association, and/or GMS/Ministerial Decisions.
• Inisiatif peningkatan kerangka ERM telah dijalankan dengan pengukuran dampak yang jelas secara kuantitatif dan kualitatif • Transformasi ESG yang meliputi : risiko ESG/ Iklim tercantum dalam taksonomi, implikasi risiko telah dimasukkan ke dalam kerangka kerja ERM, memiliki tim khusus, telah dianalisis dampaknya kepada portofolio, memiliki analisis dan data • Terdapat bukti dan dokumentasi bahwa fungsi risiko dan strategi bekerja sama membahas dan menyusun strategi risiko dan strategi perusahaan • Analisis Strategis MR bersifat current dan backward looking • Kapasitas risiko mencakup identifikasi dan pengelolaan berbagai jenis risiko relevan (operasional, keuangan, lingkungan, reputasi, dll) • Pemangku kepentingan utama memahami dan menerima selera dan strategi risik • ERM framework improvement initiatives have been implemented with clear quantitative and qualitative impact measurements. • ESG transformation includes: ESG/ climate risks are listed in the taxonomy, risk implications are incorporated into the ERM framework, a dedicated team is established, their impact on the portfolio has been analyzed, and analysis and data are available. • Evidence and documentation exists that the risk and strategy functions collaborate to discuss and develop risk strategy and corporate strategy. • Strategic MR analysis is current and backward-looking. • Risk capacity includes the identification and management of various types of relevant risks (operational, financial, environmental, reputational, etc.). • Key stakeholders understand and accept the risk appetite and strategy.	• Evaluasi efektivitas kerangka kerja MR beserta kebijakan, prosedur, dsb secara berkala dan diperbaharui, serta telah dilaporkan kepada pimpinan • Ruang lingkup transformasi ERM jauh melampaui regulasi dan didasarkan pada benchmark • Transformasi ESG memiliki target khusus dan memiliki rencana jangka panjang untuk mencapai target • Unit Bisnis memahami pertimbangan risiko dalam perencanaan strategis • Analisis Strategi MR bersifat backward dan forward looking • Dilakukan kaji ulang/reviu rutin terhadap RAS (misal tahunan) sebagai bagian dari proses formal • Dilakukan pembahasan secara aktif mengenai selera dan strategi risiko bersama pemangku kepentingan utama (misal dibahas dalam rapat triwulanan pemegang saham) • Evaluate the effectiveness of the MR framework, including policies, procedures, etc., regularly and update them, and report them to management. • The scope of the ERM transformation goes beyond regulations and is based on benchmarks. • The ESG transformation has specific targets and a long-term plan to achieve them. • Business units understand risk considerations in strategic planning. • MR strategy analysis is both backward and forward-looking. • Regular reviews of the RAS (e.g., annually) are conducted as part of a formal process. • Active discussions on risk appetite and strategy are held with key stakeholders (e.g., discussed at quarterly shareholder meetings).	• Program transformasi ERM diperbarui secara rutin • Ada tim khusus yang bertanggung jawab terhadap transformasi. Unit bisnis dan fungsi lainnya terlibat dalam rencana transformasi. • Pengukuran yang jelas atas estimasi value-at-stake dari program transformasi (fokus bergeser dari kepatuhan ke value capture) • Perusahaan menggali peluang bisnis baru dan pertumbuhan dari agenda ESG/Iklim • Terdapat bukti atas kinerja penerapan Manajemen Risiko dalam penyusunan rencana strategis • Pemangku kepentingan utama (termasuk Unit Bisnis) dapat menjelaskan RAS dan alasan-alasannya, dan sepenuhnya menyepakatinya • The ERM transformation program is regularly updated • A dedicated team is responsible for the transformation. Business units and other functions are involved in the transformation plan. • Clear measurement of the estimated value-at-stake of the transformation program (focus shifts from compliance to value capture) • The company explores new business and growth opportunities from the ESG/Climate agenda • Evidence of the implementation of Risk Management in the development of strategic plans • Key stakeholders (including Business Units) can explain the RAS and its rationale, and fully agree on it

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3.	**Kerangka Risiko & Kepatuhan** Risk & Compliance Framework		
c.	Kebijakan dan Prosedur Policies and Procedures	• **Terdapat proses/alur untuk mengelola Risiko utama sesuai dengan selera Risiko** • **Telah ada proses dan kontrol risiko untuk setiap elemen dalam kerangka ERM yang bersifat formal yang telah dikomunikasikan ke seluruh lini perusahaan.** • **Fase Praktik yang Baik** • **Rencana kontingensi disusun melebihi kriteria yang diprasyaratkan regulator dan terdokumentasi** • **Reviu dan stress test rutin (misal tahunan) dilakukan pada sebagian prosedur dan SOP utama terkait risiko utama perusahaan, dengan identifikasi area perbaikan.** • **Manajemen senior terlibat aktif dalam reviu dan kritik stress test, meskipun sebagian besar pelaksanaannya dilakukan oleh unit kerja.** • **A process/flow exists to manage key risks in accordance with risk appetite.** • **A formal risk process and controls are in place for each element of the ERM framework that has been communicated throughout the company.** • **Good Practice Phase** • **Contingency plans are developed that exceed regulatory requirements and are documented.** • **Routine (e.g., annual) reviews and stress tests are conducted on key procedures and SOPs related to the company's key risks, with areas for improvement identified.** • **Senior management is actively involved in the review and critique of stress tests, although most of the implementation is carried out by work units.**	• Kebijakan memuat rencana kontingensi yang terperinci dan terdefinisi dengan baik, dengan alur spesifik atas langkah yang dibutuhkan • Prosedur risiko dan standar pendukungnya secara efektif tertanam dan diterapkan di Perusahaan • Dilakukan pengujian terhadap rencana keberlangsungan bisnis dan manajemen krisis secara berkala (misal satu kali dalam setahun) yang melibatkan manajemen senior untuk mereviu, mengkritisi dan memperbaiki kualitasnya • Reviu dan stress test rutin dilakukan secara tahunan pada sebagian besar prosedur dan SOP utama terkait risiko utama perusahaan, dengan identifikasi area perbaikan. • Policies contain detailed and well-defined contingency plans, with a specific flow of required steps. • Risk procedures and supporting standards are effectively embedded and implemented throughout the company. • Business continuity and crisis management plans are tested periodically (e.g., annually), involving senior management to review, critique, and improve their quality. • Routine annual reviews and stress tests are conducted on most key procedures and SOPs related to the company's key risks, with areas for improvement identified.
3.	**Kerangka Risiko & Kepatuhan** Risk & Compliance Framework		
c.	Fungsi Kepatuhan Compliance Function	**Kegiatan kepatuhan berfokus pada kebijakan perusahaan, bukan hanya persyaratan regulator.** **Compliance activities focus on company policies, not just regulatory requirements.**	• Pendekatan bottom-up digunakan untuk memeriksa pemenuhan • persyaratan kepatuhan terhadap regulator dan praktik industri terbaik • Harmonious linkages between operational risk, compliance, and audit processes, including risk identification, assessment, and limit management, as well as the use of risk taxonomies and common information systems. • Best Practices Phase

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RISK OPTIMIZATION **Optimalisasi peran Manajemen Risiko dalam rangka pengelolaan peluang, pencapaian Sasaran dan Inisiatif Strategis Perusahaan** Optimizing the role of Risk Management in managing opportunities and achieving the Company's Strategic Goals and Initiatives	***RISK RESILIENCE*** **Penerapan Manajemen Risiko oleh seluruh lini secara kuat meskipun di tengah kondisi terburuk (worst case)** Strong implementation of Risk Management across all levels, even in worst-case scenarios	***RISK CONTINOUS IMPROVEMENT*** **Penerapan Praktik Terbaik Manajemen Risiko secara konsisten dan berkesinambungan** Consistent and sustainable implementation of Risk Management Best Practices
• Kebijakan risiko dikaji ulang secara rutin (sekurang-kurangnya satu kali dalam dua tahun) • Fase Praktik yang • Kontrol risiko memuat metode untuk mengontrol risiko keberlangsungan bisnis dan mempertimbangkan eksposur risiko dan selera risiko perusahaan, termasuk titik pemicu (trigger point) yang didefinisikan sebelumnya untuk pelaksanaan prosedur kontingensi Lebih Baik • Telah ada kebijakan dan prosedur untuk melindungi informasi digital • Manajemen senior terlibat aktif dalam reviu dan kritik melalui stress test setidaknya sekali dalam setahun, termasuk dalam simulasi krisis dan analisis root-cause. • Risk policies are reviewed regularly (at least once every two years) • Practice Phase • Risk controls contain methods for controlling business continuity risks and consider the company's risk exposure and risk appetite, including pre-defined trigger points for implementing contingency procedures. • Policies and procedures are in place to protect digital information. • Senior management is actively involved in the review and critique through stress testing at least once a year, including crisis simulations and root-cause analysis.	• Tidak ditemukan kekurangan serius pada proses-proses yang berkaitan dengan pengelolaan risiko utama • Kebijakan dan prosedur risiko diimplementasikan secara efektif, dan keefektifannya dikaji secara periodik melalui kegiatan yang terdokumentasi • Dilakukan pengujian terhadap rencana keberlangsungan bisnis dan manajemen krisis secara berkala (misal setahun dua kali) yang melibatkan manajemen senior untuk mereviu, mengkritisi dan memperbaiki kualitasnya • Setiap pemangku kepentingan (termasuk Unit Bisnis) memahami dan menerima peran dan tanggung jawabnya dalam kondisi krisis melalui change management • Dilakukan perbaikan berkesinambungan pada prosedur, benchmarking terhadap praktik terbaik, dan sosialisasi di seluruh lini perusahaan sepanjang waktu. • No serious deficiencies were identified in the processes related to managing key risks. • Risk policies and procedures are implemented effectively, and their effectiveness is reviewed periodically through documented activities. • Business continuity and crisis management plans are tested periodically (e.g., twice a year), involving senior management to review, critique, and improve them. • Each stakeholder (including Business Units) understands and accepts their roles and responsibilities in a crisis through change management. • Continuous improvement of procedures, benchmarking against best practices, and dissemination throughout the company are carried out over time.	• Fungsi Risiko secara rutin memanfaatkan analisis yang relevan dan terperinci dalam memberikan wawasan terkait arah kegiatan usaha • Keefektifan didukung oleh bukti kinerja penurunan/pemertahanan jumlah kasus dan kerugian yang disebabkan oleh kebocoran data secara year-on-year • Rencana keberlangsungan bisnis pernah diterapkan dengan baik pada kejadian-kejadian krisis di masa lampau • Terdapat database terpusat yang mudah diakses untuk SOP terbaru, misalnya melalui intranet atau solusi manajemen SOP. • The Risk Function routinely utilizes relevant and detailed analysis to provide insights into the direction of business activities. • Effectiveness is supported by evidence of year-on-year reduction/maintenance in the number of data breach cases and losses. • The business continuity plan has been successfully implemented in past crises. • A centralized database is readily accessible for the latest SOPs, for example through an intranet or SOP management solution.
• Keterkaitan harmonis antara proses risiko operasional, kepatuhan, dan audit, termasuk identifikasi, penilaian, pengelolaan limit risiko, serta pemanfaatan taksonomi risiko dan sistem informasi umum. • Fase Praktik Terbaik • Harmonious linkages between operational risk, compliance, and audit processes, including risk identification, assessment, and limit management, as well as the use of risk taxonomies and common information systems. • Best Practices Phase	Kepatuhan terhadap Kebijakan perusahaan dievaluasi secara rutin dan acak sepanjang tahun. Compliance with Company Policy is evaluated regularly and randomly throughout the year.	Fungsi kepatuhan dapat berperan sebagai advisory yang efektif, memberikan saran berkualitas dalam menangani isu-isu sulit, The compliance function can play an effective advisory role, providing quality advice in dealing with difficult issues,

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d.	Efektivitas Manajemen Risiko dan Pengendalian Intern Effectiveness of Risk Management and Internal Control	• **Perusahaan memiliki kerangka ERM yang mencakup semua langkah MR dan memenuhi standar internasional seperti ISO 31000:2018** • **Telah dilakukan kaji ulang atau reviu efektif, independen, dan objektif terhadap prosedur penilaian kegiatan operasional, sistem informasi MR dan penanganan kelemahan PMT yang bersifat material. Kaji ulang dilakukan secara berkala dan berkesinambungan.** • **The company has an ERM framework that covers all MR steps and complies with international standards such as ISO 31000:2018** • **An effective, independent, and objective review has been conducted of the procedures for assessing operational activities, the MR information system, and the handling of material PMT weaknesses. The review is conducted periodically and on an ongoing basis.**	• Terdapat kerangka transformasi ERM, namun hanya untuk memenuhi persyaratan regulator. • Kerangka ERM direview dan disesuaikan secara rutin/tiap tahun • Pengujian dan kaji ulang atau reviu memadai terhadap sistem informasi MR • Tindaklanjut atas hasil kaji ulang/reviu telah selesai dilakukan dan terdapat dokumentasi atas tindak lanjut. Penyelesaian tindak lanjut 100%. • An ERM transformation framework is in place, but only to meet regulatory requirements. • The ERM framework is reviewed and updated regularly/ annually. • Adequate testing and review of the MR information system. • Follow-up on the results of the review has been completed, and documentation of the follow-up is available. 100% of follow-up actions have been completed
4.	**Proses & Kontrol Risiko** Risk Process and Control		
a.	Identifikasi Risiko Risk Identification	• **Terdapat taksonomi risiko yang terhubung dengan bisnis, dan mencakup risiko-risiko dasar dan risiko kompleks, serta mencakuprisiko yang akan muncul (emerging risk)** • **Terdapat metodologi identifikasi risiko yang mempertimbangkan risiko pada proses bisnis PMT dan target risiko residual secara bottom-up dan top-down, yang biasanya dilakukan di setiap triwulan** • **Dilakukan analisis proses identifikasi risiko** • **Bahasa atau istilah yang digunakan dalam proses identifikasi risiko sudah konsisten dan tidak rancu antara risiko dengan penyebab risiko, potensi dampak, atau potensi dampak yang disebabkan pengendalian risiko yang tidak efektif** • **A business-related risk taxonomy is in place, encompassing basic and complex risks, as well as emerging risks.** • **A risk identification methodology is in place that considers risks in PMT business processes and residual risk targets in a bottom-up and top-down manner, typically conducted quarterly.** • **A risk identification process analysis is conducted.** • **The language or terminology used in the risk identification process is consistent and does not confuse risk with risk causes, potential impacts, or potential impacts caused by ineffective risk controls.**	• Terdapat taksonomi risiko integrasian yang terhubung dengan bisnis, dan mencakup risiko dasar dan risiko kompleks, serta mencakup risiko yang akan muncul (emerging risk) termasuk risiko-risiko masa depan (forward-looking risks) (misal ESG, siber) • Taksonomi risiko secara konsisten diterapkan di seluruh Anper(jika relevan) • There is an integrated risk taxonomy linked to the business, covering both basic and complex risks, as well as emerging risks, including forward-looking risks (e.g., ESG, cyber). • The risk taxonomy is consistently applied across the Anper (where relevant).

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RISK OPTIMIZATION **Optimalisasi peran Manajemen Risiko dalam rangka pengelolaan peluang, pencapaian Sasaran dan Inisiatif Strategis Perusahaan** Optimizing the role of Risk Management in managing opportunities and achieving the Company's Strategic Goals and Initiatives	***RISK RESILIENCE*** **Penerapan Manajemen Risiko oleh seluruh lini secara kuat meskipun di tengah kondisi terburuk (worst case)** Strong implementation of Risk Management across all levels, even in worst-case scenarios	***RISK CONTINOUS IMPROVEMENT*** **Penerapan Praktik Terbaik Manajemen Risiko secara konsisten dan berkesinambungan** Consistent and sustainable implementation of Risk Management Best Practices
• Perusahaan memiliki rencana transformasi ERM yang mendetail, mencakup lini masa, kebutuhan sumber daya, pengawasan program, dan lainnya. • Transformasi ERM perusahaan melibatkan inisiatif yang melampaui persyaratan regulator, menjadi bagian dari perbaikan berkelanjutan. • The company has a detailed ERM transformation plan, including a timeline, resource requirements, program oversight, and more. • The company's ERM transformation involves initiatives that go beyond regulatory requirements and are part of its continuous improvement efforts.	• Fase Praktik Terbaik • Tim khusus bertanggung jawab atas pelaksanaan dan kesuksesan rencana transformasi, dengan keterlibatan Unit Bisnis dan fungsi lainnya dalam perancangan dan pelaksanaan tahapannya. • Best Practices Phase • A dedicated team is responsible for the implementation and success of the transformation plan, with Business Units and other functions involved in the design and execution of its phases.	• Hasil penilaian benchmarking dilakukan terhadap praktik terbaik global/eksternal, mengidentifikasi kesenjangan dan area yang perlu ditingkatkan, dengan bukti penyesuaian kerangka ERM berdasarkan hasil analisis. • Fokus ERM bergeser dari "kepatuhan" ke "value capture". • Tindaklanjut atas hasil kaji ulang/ reviu telah selesai dilakukan dan terdapat dokumentasi atas tindak lanjut. Penyelesaian tindak lanjut 100% minimal 3 tahun terakhir. • The benchmarking assessment compared practices to global/external best practices, identified gaps and areas for improvement, and provided evidence of adjustments to the ERM framework based on the analysis results. • The focus of ERM has shifted from "compliance" to "value capture." • Follow-up actions on the review results have been completed, and documentation of these actions is available. At least 100% of follow-up actions have been completed over the past three years.
• Taksonomi risiko secara konsisten diterapkan di ketiga lini, serta terdapat kerangka dan sistem Manajemen Risiko Perusahaan yang komprehensif • Telah ada gambaran umum eksposur risiko, yang dicatat pada risk register. • The risk taxonomy is consistently applied across all three lines, and a comprehensive Enterprise Risk Management framework and system is in place. • An overview of risk exposures is established, recorded in the risk register.	• Terdapat metodologi identifikasi risiko yang mempertimbangkan risiko-risiko pada proses bisnis PMT dan target risiko residual secara bottom-up di level bisnis, dan topdown yang dipimpin tim pusat. • Identifikasi risiko dilakukan melalui pendekatan top-down berdasarkan input dari tingkat Unit Bisnis dan didefinisikan di tingkat pusat • Telah ada bukti yang jelas atas kinerja penerapan taksonomi risiko • A risk identification methodology exists that considers risks within PMT business processes and residual risk targets, both bottom-up at the business level and top-down, led by the central team. • Risk identification is conducted through a top-down approach based on input from the Business Unit level and defined at the central level. • There is clear evidence of the effectiveness of the risk taxonomy implementation.	Dilakukan pengkinian terhadap taksonomi risiko dan secara rutin dikaji ulang (sekurang-kurangnya satu kali dalam setahun) The risk taxonomy is updated and regularly reviewed (at least once a year)

No	Dimensi Dimensions	2025	2026
		RISK ENHANCEMENT **Penguatan ERM framework, Organ Pengelola Risiko, Kapabilitas, dan Metodelogi Analisis Risiko** Strengthening the ERM framework, Risk Management Organ, Capabilities, and Risk Analysis Methodology	***RISK INTEGRATED & COLLABORATIVE PLANNING*** **Penerapan terintegrasi Strategi Risiko dan Strategi Bisnis pada Induk dan Anak Perusahaan** Integrated implementation of Risk Strategy and Business Strategy at the Parent Company and Subsidiaries
b.	Pengukuran dan Pioritisasi Risko Risk Measurement and Prioritization	• **Telah ada penerapan metode kuantitatif dan kualitatif untuk proses penilaian risiko (misal terdapat kriteria kuantitatif dan kualitatif untuk penilaian dampak), namun sebagian besar penilaian masih menggunakan metode kualitatif** • **Penilaian dan prioritisasi Risiko diimplementasikan dengan baik oleh Lini Pertama dan Kedua** • **Telah terdapat perlakuan risiko (kurangi/transfer/ hindari), indikator risiko utama/KRI, dan limit risiko dari setiap risiko.** • **Proses integrasi risiko biasanya dilakukan setiap tahun oleh Unit Bisnis dan unit risiko pusat** • **Proses integrasi dilakukan secara bottom up sehingga risiko utama perusahaan dapat ditentukan.** • **Quantitative and qualitative methods have been implemented in the risk assessment process (e.g., quantitative and qualitative criteria exist for impact assessment), but most assessments still use qualitative methods.** • **Risk assessment and prioritization are well implemented by the First and Second Lines.** • **Risk treatment (reduce/transfer/avoid), key risk indicators (KRIs), and risk limits for each risk are in place.** • **The risk integration process is usually conducted annually by Business Units and the central risk unit.** • **The integration process is conducted bottom-up to determine the company's key risks.**	• Telah ada penerapan metode yang berimbang antara kuantitatif dan kualitatif untuk proses penilaian risiko • Telah ada evaluasi kesesuaian metode asesmen risiko setidaknya setiap tahun • Telah ada prosedur formal saat peringatan muncul/limit Risiko terlampaui • Selera risiko (risk appetite) tersebut menjadi salah satu dasar dalam menyusun kriteria pengukuran risiko. Kriteria pengukuran risiko telah digunakan secara konsisten dan terbukti untuk melakukan pengukuran risiko. • A balanced application of quantitative and qualitative methods for the risk assessment process has been implemented. • The suitability of the risk assessment method has been evaluated at least annually. • Formal procedures exist for when warnings are issued/risk limits are exceeded. • The risk appetite serves as one of the foundations for developing risk measurement criteria. The risk measurement criteria have been used consistently and proven to be effective in measuring risk.

2027	2028	2029
RISK OPTIMIZATION **Optimalisasi peran Manajemen Risiko dalam rangka pengelolaan peluang, pencapaian Sasaran dan Inisiatif Strategis Perusahaan** Optimizing the role of Risk Management in managing opportunities and achieving the Company's Strategic Goals and Initiatives	***RISK RESILIENCE*** **Penerapan Manajemen Risiko oleh seluruh lini secara kuat meskipun di tengah kondisi terburuk (worst case)** Strong implementation of Risk Management across all levels, even in worst-case scenarios	***RISK CONTINOUS IMPROVEMENT*** **Penerapan Praktik Terbaik Manajemen Risiko secara konsisten dan berkesinambungan** Consistent and sustainable implementation of Risk Management Best Practices
• Proses penilaian risiko telah dilaksanakan secara cukup efektif, termasuk: a. Penilaian dilaksanakan setidaknya setiap triwulan (misal penilaian awal dan penilaian terkini setiap triwulan) b. Kerangka dan proses penilaian cukup efektif untuk menilai risiko, walaupun masih ada realisasi dampak kuantitatif dan kualitatif yang untuk beberapa jenis risiko yang melebihi dampak yang telah diperkirakan saat penilaian awal tahun c. Kerangka dan proses penilaian telah dilakukan, namun masih ada beberapa realisasi peristiwa risiko signifikan yang belum dinilai pada saat penilaian awal tahun • The risk assessment process has been implemented effectively, including: a. Assessments are conducted at least quarterly (e.g., initial and updated assessments every quarter). b. The assessment framework and process are effective in assessing risks, although some quantitative and qualitative impacts for some risk types exceed those estimated at the beginning of the year assessment. c. The assessment framework and process have been implemented, but some significant risk events have not been assessed at the beginning of the year assessment.	• Telah ada penerapan metode yang berimbang antara kuantitatif dan kualitatif untuk proses risiko, antara lain: a. Telah ada kriteria kuantitatif dan kualitatif untuk penilaian dampak b. Penerapan metode kualitatif melibatkan pengumpulan opini dari pakar internal (misal lokakarya, self assessment) dan pakar eksternal yaitu (perspektif "outside-in") c. Penerapan metode kuantitatif melibatkan penggunaan data historis (misal loss event database), dilengkapi dengan data pasar dan perkiraan forward looking lainnya • Hasil pengukuran risiko dikomunikasikan kepada pimpinan unit kerja/fungsi dan pimpinan perusahaan, guna divalidasi untuk selanjutnya digunakan secara konsisten sebagai salah satu pertimbangan dalam proses pengambilan keputusan di perusahaan. • A balanced mix of quantitative and qualitative methods has been implemented for the risk process, including: a. Quantitative and qualitative criteria are in place for impact assessment. b. The application of qualitative methods involves gathering opinions from internal experts (e.g., workshops, self-assessments) and external experts (e.g., from an "outside-in" perspective). c. The application of quantitative methods involves the use of historical data (e.g., loss event databases), supplemented by market data and other forward-looking estimates. • Risk measurement results are communicated to work unit/function leaders and company management for validation and consistent use as a consideration in the company's decision-making process.	• Telah ada evaluasi kesesuaian metode penilaian risiko secara lebih sering (lebih dari sekali setiap tahun) sebagai bagian dari peningkatan berkelanjutan dari proses penilaian risiko dan sebagian besar risiko utama dapat dinilai secara Kuantitatif • Metode penilaian risiko kuantitatif dan kualitatif sepenuhnya terstandardisasi/ konsisten di seluruh jenis risiko di antara Unit Bisnis/anak perusahaan yang berbeda untuk memfasilitasi integrasi dampak risiko • Telah ada proses sistematis untuk mengidentifikasi dan menganalisis risiko-risiko yang akan muncul • (emerging risk) di luar kerangka risiko yang telah ada seperti risiko operasional, keuangan, dan kepatuhan serta risiko-risiko tersebut dipertimbangkan dalam proses pengambilan keputusan serta menjadi input dalam proses penilaian risiko yang dilakukan secara rutin • Hasil pengukuran risiko dikomunikasikan kepada pimpinan unit kerja/fungsi dan pimpinan perusahaan, guna divalidasi untuk selanjutnya sebagai salah satu pertimbangan pengambilan keputusan • There has been a more frequent evaluation of the suitability of risk assessment methods (more than once annually) as part of the continuous improvement of the risk assessment process, and most key risks can be assessed quantitatively. • Quantitative and qualitative risk assessment methods are fully standardized/consistent across risk types among different Business Units/ subsidiaries to facilitate the integration of risk impacts. • A systematic process is in place to identify and analyze emerging risks outside the existing risk framework, such as operational, financial, and compliance risks. These risks are considered in the decision-making process and serve as input into the routine risk assessment process. • Risk measurement results are communicated to the heads of work units/functions and the company leadership for validation and subsequent consideration in decision-making.

No	Dimensi Dimensions	2025 ***RISK ENHANCEMENT*** **Penguatan ERM framework, Organ Pengelola Risiko, Kapabilitas, dan Metodelogi Analisis Risiko** Strengthening the ERM framework, Risk Management Organ, Capabilities, and Risk Analysis Methodology	2026 ***RISK INTEGRATED & COLLABORATIVE PLANNING*** **Penerapan terintegrasi Strategi Risiko dan Strategi Bisnis pada Induk dan Anak Perusahaan** Integrated implementation of Risk Strategy and Business Strategy at the Parent Company and Subsidiaries
4.	**Proses & Kontrol Risiko** Risk Process and Control		
c.	Perlakuan Risiko Risk Treatment	• **Rencana mitigasi risiko disusun dengan mempertimbangkan keterkaitan risiko antar unit kerja/ fungsi, agar penanganan risiko tidak terduplikasi dan lebih efektif.** • **Dalam menentukan rencana mitigasi risiko, perusahaan memperhatikan manfaat yang dapat tercipta dan sumber daya yang dikeluarkan untuk menangani suatu risiko dan dikomunikasikan kepada fungsi manajemen risiko** • **Telah ada proses terstruktur untuk menyusun strategi penanganan ketidaksesuaian antara eksposur risiko aktual dan selera risiko, antara lain:** **1. Menyusun basis fakta/data mengenai risiko** **2. Fase Praktik yang Baik** **3. Melakukan analisis risiko** **4. Memaparkan opsi-opsi kepada jajaran manajemen** • **Risk mitigation plans are developed by considering the interrelationships between risk units/functions, ensuring that risk management is not duplicated and is more effective.** • **In determining risk mitigation plans, the company considers the potential benefits and resources required to address a risk, which are communicated to the risk management function.** • **A structured process is in place to develop strategies for addressing discrepancies between actual risk exposure and risk appetite, including:** **a. Developing a fact/data base regarding risks** **b. Good Practice Phase** **c. Conducting risk analysis** **d. Presenting options to management**	• Telah ada rencana kontingensi yang terdefinisi dengan baik untuk setiap risiko utama • Setiap pegawai memahami dan menerima peran dan tanggung jawabnya yang berkaitan dengan kebijakan dan proses pengelolaan risiko-risiko utama • Telah ada perhitungan dampak risiko residual yang akan dikorelasikan dengan targetnya. • Strategi yang ada saat ini telah efektif menjaga eksposur risiko agar tetap di level yang diinginkan (misal tidak ditemui bukti mengenai risiko yang melampaui ambang batasnya) • A well-defined contingency plan is in place for each major risk. • Each employee understands and accepts their roles and responsibilities related to the policies and processes for managing these major risks. • The residual risk impact has been calculated and correlated with the target. • The current strategy is effective in maintaining risk exposure at the desired level (e.g., there is no evidence of risks exceeding thresholds).
4.	**Proses & Kontrol Risiko** Risk Process and Control		
d.	Pelaporan Risiko Risk Reporting	• **Pelaporan risiko dilakukan secara rutin (misal laporan triwulanan menunjukkan dengan jelas ambang batas risiko yang telah terlampaui)** • **Pelaporan risiko menyertakan sejumlah leading indicator** • **Telah ada pelaporan di tingkat Unit Bisnis dan tingkat grup, termasuk anak perusahaan (jika relevan** • **Risk reporting is conducted routinely (e.g., quarterly reports clearly indicate risk thresholds that have been exceeded).** • **Risk reporting includes a number of leading indicators.** • **Reporting is in place at the Business Unit and Group levels, including subsidiaries (where relevant).**	Pelaporan risiko dilakukan secara rutin (misal laporan triwulanan) dan dilengkapi dengan rekomendasi tindak lanjut perbaikan, dan analisis tambahan Risk reporting is carried out routinely (e.g. quarterly reports) and is accompanied by recommendations for follow-up improvements and additional analysis.
5.	**Model, Data, dan Teknologi Risiko** Risk Models, Data, and Technology		

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Proses terstruktur untuk menyusun strategi penanganan ketidaksesuaian antara eksposur risiko aktual dan selera risiko yang dibahas setiap bulan A structured process for developing strategies for handling mismatches between actual risk exposure and risk appetite that is discussed monthly.	Dilakukan penyelarasan antara perusahaan induk dan anak perusahaan/Unit Bisnis untuk memastikan bahwa analisis eksposur risiko telah mencakup seluruh risiko dari anak perusahaan/Unit Bisnis. Alignment is carried out between the parent company and subsidiaries/Business Units to ensure that the risk exposure analysis covers all risks from the subsidiaries/Business Units.	
Pelaporan risiko mencakup ringkasan semua risiko utama di semua kategori risiko, kejadian-kejadian penting dengan analisis pasca kejadian, leading indicator, dan rekomendasi yang dapat ditindaklanjuti. Risk reporting includes a summary of all major risks across all risk categories, significant events with post-event analysis, leading indicators, and actionable recommendations.	Pelaporan dilakukan menggunakan toolkit otomatis dan hasil pelaporan dapat diakses secara real-time Reporting is done using an automated toolkit and reporting results can be accessed in real-time.	

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a.	Pemodelan dan Teknologi Risiko Risk Modeling and Technology	• **Model risiko diterapkan untuk kuantifikasi risiko namun belum secara rutin dan tidak terintegrasi dalam pengambilan keputusan** • **Aplikasi Advanced Analytics untuk Manajemen Risiko masih dalam pengembangan** • **Risk models are applied for risk quantification, but are not routinely used and are not integrated into decision-making.** • **Advanced Analytics applications for Risk Management are still under development.**	• Telah ada model risiko untuk kuantifikasi risiko, namun, model hanya tersedia untuk sebagian jenis risiko/ diterapkan pada tingkat tinggi tanpa analisis granular • Telah ada aplikasi Advanced Analytics untuk Manajemen Risiko, namun masih dalam tahap awal, misal terdapat Early Warning System (EWS) yang baru dikembangkan. • Fase Praktik yang Baik • Risk models for risk quantification exist, however, they are only available for certain types of risks or are applied at a high level without granular analysis. • Advanced Analytics applications for Risk Management exist, but are still in their infancy. For example, the newly developed Early Warning System (EWS). • Good Practice Phase
b.	Data Risiko Risk Data	**Solusi TI memuat informasi mengenai eksposur risiko, kebijakan dan prosedur MR, serta limit risiko.** **IT solution contains information on risk exposures, risk management policies and procedures, and risk limits.**	Diterapkan otomatisasi pengumpulan data operasional untuk pelaporan risiko Automation of operational data collection for risk reporting has been implemented.

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• Telah ada model risiko untuk kuantifikasi risiko sebagian besar risiko utama perusahaan, dengan analisis dampak berbasis risiko yang dikonsolidasikan ke dampak tingkat integrasian (misal P/L, arus kas) • Telah ada aplikasi Advanced Analytics untuk Manajemen Risiko namun dengan tingkat kematangan berbeda (missal EWS telah matang, namun anti-fraud analytics baru dikembangkan) • Telah ada aplikasi EWS yang telah matang, yang secara otomatis memperbarui dan mengambil data. • Telah ada tim risk model and analytics in-house khusus yang memiliki kapabilitas Manajemen Risiko dan kemampuan manajemen model khusus di beberapa. • Risk models exist to quantify the risk of most of the company's key risks, with risk-based impact analysis consolidated to integration-level impacts (e.g., P/L, cash flow). • Advanced Analytics applications exist for Risk Management, but at varying levels of maturity (e.g., the EWS is mature, but anti-fraud analytics are still under development). • Mature EWS applications exist, automatically updating and capturing data. • A dedicated in-house risk model and analytics team exists, with Risk Management capabilities and specialized model management capabilities across several sectors.	• Model risiko secara rutin divalidasi, namun keakuratannya bervariasi (misal banyak model masih memiliki GINI rendah kurang dari 30%) • Teknik pemodelan risiko tidak diterapkan secara konsisten di seluruh Unit Bisnis/anak Perusahaan • Manajemen model dilakukan secara manual dan tersebar di beberapa risk owner tanpa dokumentasi yang baik dan sistem penyimpanan terpusat • Seluruh sistem yang berada di masing-masing unit bisnis terintegrasi dengan sistem informasi Manajemen Risiko • Risk models are routinely validated, but their accuracy varies (e.g., many models still have a low GINI of less than 30%). • Risk modeling techniques are not consistently applied across all Business Units/Subsidiaries. • Model management is manual and spread across multiple risk owners without proper documentation and a centralized storage system. • All systems in each business unit are integrated with the Risk Management information system.	• Data risiko digunakan dan menjadi input otomatis untuk setiap analisis dan model. • Telah ada lebih dari satu implementasi aplikasi Advanced Analytics Manajemen Risiko yang telah matang • Penerapan teknologi dan algoritma Artificial Intelligence/Machine Learning (AI/ML) dalam model risiko, termasuk prosedur untuk mengurangi potensi penyalahgunaan/ketidakpastian/ bias dari penggunaan • Teknik pemodelan risiko yang diterapkan secara konsisten di seluruh Unit Bisnis/anak Perusahaan • Digitalisasi dan otomatisasi terhadap manajemen model di seluruh siklus hidup model • Risk data is used and automatically input into every analysis and model. • Multiple mature Advanced Analytics Risk Management applications have been implemented. • Artificial Intelligence/Machine Learning (AI/ML) technology and algorithms are implemented in risk models, including procedures to mitigate potential misuse, uncertainty, and bias. • Risk modeling techniques are consistently applied across all Business Units/Subsidiaries. • Digitization and automation of model management throughout the model lifecycle.
Kualitas data risiko sangat baik dan konsisten di seluruh lini Perusahaan Risk data quality is excellent and consistent across the company.	Telah ada pengelolaan kualitas data secara otomatis dan pemanfaatan teknologi (misal teknik berbasis AI/ML) untuk mempercepat identifikasi dan remediasi masalah kualitas data) Automated data quality management and the use of technology (e.g., AI/ML-based techniques) have been implemented to accelerate the identification and remediation of data quality issues.	

APLIKASI PRIMA: SISTEM INFORMASI MANAJEMEN RISIKO

Perusahaan memanfaatkan aplikasi PRiMa sebagai platform manajemen risiko untuk mendukung pengelolaan risiko yang lebih terintegrasi. Penggunaan sistem ini membuat proses pengelolaan risiko dapat dilakukan secara lebih terstruktur, cepat, dan terdokumentasi dengan baik.

Sejak mulai diimplementasikan secara aktif pada awal tahun 2023, PRiMa telah digunakan oleh seluruh unit kerja untuk menyusun dan memantau profil risiko masing-masing secara berkala. Kehadiran platform ini juga membantu Perusahaan dalam meningkatkan kualitas *monitoring* serta memperkuat koordinasi pengelolaan risiko di berbagai lini operasional.

Dengan pendekatan yang lebih sistematis dan adaptif, penerapan manajemen risiko di Perusahaan sekaligus menjadi bagian dari strategi dalam menjaga ketahanan bisnis dalam menghadapi berbagai tantangan usaha, termasuk isu yang berkaitan dengan aspek *Environment, Social, and Governance* (ESG).

STRATEGI RISIKO

Strategi risiko disusun dengan tujuan untuk menjadi dasar dalam menetapkan berbagai pilihan sasaran dan strategi yang akan menjadi usulan dalam rancangan RJPP (Rencana Jangka Panjang Perusahaan) ataupun RKAP (Rencana Kerja dan Anggaran Perusahaan). Dengan memperhatikan Peraturan Menteri BUMN Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola Kegiatan Korporasi Signifikan Badan Usaha Milik Negara dan Strategi Risiko PT Pelabuhan Indonesia (Persero), Strategi Risiko PT Pelindo Multi Terminal terdiri dari:

1. Pernyataan Selera Risiko (*Risk Appetite Statement*);
2. Nilai Ambang Risiko di Level Korporat;
3. Metrik Strategi Risiko.

PERNYATAAN SELERA RISIKO

Dalam rangka menciptakan dan melindungi nilai serta mendukung pertumbuhan bisnis yang berkelanjutan sesuai dengan implementasi Rencana Jangka Panjang Perusahaan Tahun 2025-2029, Perusahaan memiliki strategi risiko yang dituangkan dalam Pernyataan Selera Risiko atau *Risk Appetite Statement* sebagaimana tercantum di bawah ini:

PRIMA APPLICATION: RISK MANAGEMENT INFORMATION SYSTEM

The Company utilizes the PRiMa application as a risk management platform to support more integrated risk management. The use of this system enables risk management processes to be carried out in a more structured, efficient, and well-documented manner.

Since its active implementation at the beginning of 2023, PRiMa has been used by all work units to develop and periodically monitor their respective risk profiles. The platform has also assisted the Company in improving the quality of risk monitoring and strengthening coordination of risk management across various operational functions.

Through a more systematic and adaptive approach, the implementation of risk management within the Company also forms part of its strategy to maintain business resilience in addressing various business challenges, including issues related to Environmental, Social, and Governance (ESG) aspects.

RISK STRATEGY

The risk strategy is formulated to serve as the basis for determining various target and strategic options that will be proposed in the draft RJPP (Corporate Long-Term Plan) or RKAP (Corporate Work Plan and Budget). In accordance with Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 concerning Guidelines for Governance of Significant Corporate Activities of State-Owned Enterprises and the Risk Strategy of PT Pelabuhan Indonesia (Persero), PT Pelindo Multi Terminal's Risk Strategy consists of:

1. Risk Appetite Statement;
2. Corporate-Level Risk Threshold;
3. Risk Strategy Metrics.

RISK APPETITE STATEMENT

To create and protect value and support sustainable business growth in accordance with the implementation of the Company's 2025-2029 Long-Term Plan, the Company has a risk strategy outlined in the Risk Appetite Statement, as set out below:

Sikap Terhadap Risiko* Attitude Toward Risk*	**Pernyataan Selera Risiko *(Risk Appetite Statement)*** *Risk Appetite Statement*
Tidak Toleran Intolerant	1. PT Pelindo Multi Terminal tidak memberikan ruang terhadap *fatality accident* atas kegiatan yang memiliki hubungan kerja dengan PMT, pelanggaran terhadap peraturan perundang-undangan, termasuk tindakan melanggar kode etik perusahaan, perusakan terhadap lingkungan mencegah terjadinya komplain atau tuntutan masyarakat sekitar pelabuhan; 2. PT Pelindo Multi Terminal mewajibkan seluruh unit kerja dan entitas anak perusahaan untuk menjalankan bisnis dengan menerapkan tata kelola perusahaan yang baik dan manajemen risiko yang terintegrasi, melengkapi dan menjalankan organ pengelola risiko secara aktif dan *prudent* serta menjunjung tinggi core value AKHLAK. 1. PT Pelindo Multi Terminal will not tolerate fatal accidents resulting from activities related to the port's operations, violations of laws and regulations, including violations of the company's code of conduct, environmental damage, and the prevention of complaints or claims from the community surrounding the port; 2. PT Pelindo Multi Terminal requires all work units and subsidiaries to conduct their business by implementing good corporate governance and integrated risk management, equipping and operating risk management bodies actively and prudently, and upholding the core values of AKHLAK.
Konservatif	3. PT Pelindo Multi Terminal berupaya untuk menurunkan jumlah piutang macet; 4. PT Pelindo Multi Terminal akan berupaya untuk meningkatkan efisiensi biaya dalam menjalankan kegiatan bisnis; 5. PT Pelindo Multi Terminal akan meningkatkan kualitas layanan jasa kepelabuhanan dan memperhatikan aspek ESG; 6. PT Pelindo Multi Terminal berupaya untuk menjaga akurasi pencatatan laporan keuangan demi melindungi nilai perusahaan dari kerugian finansial yang signifikan dan memastikan kestabilan operasional. 3. PT Pelindo Multi Terminal strives to reduce the number of bad debts; 4. PT Pelindo Multi Terminal will strive to improve cost efficiency in conducting its business activities; 5. PT Pelindo Multi Terminal will improve the quality of its port services and pay attention to ESG aspects; 6. PT Pelindo Multi Terminal strives to maintain accurate financial reporting to protect the company's value from significant financial losses and ensure operational stability.l.
Moderat	7. PT Pelindo Multi Terminal berupaya untuk mencapai target trafik dan produksi non petikemas; 8. PT Pelindo Multi Terminal berupaya mengembangkan kapabilitas dan kualitas SDM agar sesuai dengan kebutuhan bisnis Perusahaan. 7. PT Pelindo Multi Terminal strives to achieve non-container traffic and production targets; 8. PT Pelindo Multi Terminal strives to develop the capabilities and quality of its human resources to meet the Company's business needs.
Strategis	9. PT Pelindo Multi Terminal senantiasa berupaya mengembangkan bisnis secara vertikal dan horizontal yang menjaga keekonomian harga pokok produksi; 10. PT Pelindo Multi Terminal akan berupaya untuk meningkatkan kualitas layanan melalui optimalisasi aset dan meningkatkan daya saing; 11. PT Pelindo Multi Terminal menjaga kontribusi nilai Anak Perusahaan sesuai dengan target yang ditetapkan; 12. PT Pelindo Multi Terminal proaktif mengelola ketidakpastian ekonomi global dengan berinovasi dan mendiversifikasi bisnis untuk pertumbuhan jangka panjang 9. PT Pelindo Multi Terminal continuously strives to develop its business vertically and horizontally while maintaining economical production costs; 10. PT Pelindo Multi Terminal will strive to improve service quality by optimizing assets and increasing competitiveness; 11. PT Pelindo Multi Terminal maintains the value contribution of its subsidiaries in accordance with established targets; 12. PT Pelindo Multi Terminal proactively manages global economic uncertainty by innovating and diversifying its business for long-term growth.

Sikap Terhadap Risiko* Attitude Toward Risk*	Pernyataan Selera Risiko *(Risk Appetite Statement)* *Risk Appetite Statement*
*Keterangan: 1. Tidak Toleran: a. Sangat berhati-hati dalam mengambil risiko dan lebih memilih menjaga stabilitas dan konsistensi dalam operasi bisnis. b. Keputusan bisnis didasarkan pada pemeliharaan modal. 2. Konservatif: a. Berhati-hati dalam mengambil risiko, dengan memilih beberapa risiko yang terkendali tetapi tetap memprioritaskan kestabilan usaha. b. Keputusan bisnis didasarkan pada upaya untuk melindungi nilai dari risiko besar yang tidak terduga termasuk di dalamnya menghindari paparan terhadap fluktuasi pasar yang signifikan serta dapat menanggung beban yang kecil. 3. Moderat: a. Bersedia mengambil risiko dalam batas tertentu untuk mencapai pertumbuhan dan keuntungan, tetapi tetap memperhatikan perlindungan terhadap kerugian besar. b. Keputusan bisnis mempertimbangkan peluang pertumbuhan dan dampak risiko secara bersamaan dan dapat menanggung beban yang sedang. 4. Strategis: a. Secara aktif menerapkan strategi yang melibatkan pengelolaan risiko sebagai bagian integral dari rencana bisnis, mengambil risiko lebih tinggi dalam rangka mencapai pertumbuhan dan inovasi yang lebih besar. b. Keputusan bisnis didasarkan pada analisis risiko dan potensi pengembalian investasi jangka panjang serta dapat menanggung beban yang besar.	*Note: 1. Intolerant: a. Very cautious in taking risks and preferring to maintain stability and consistency in business operations. b. Business decisions are based on capital preservation. 2. Conservative: a. Cautious in taking risks, choosing a few controlled risks but still prioritizing business stability. b. Business decisions are based on efforts to hedge against large, unexpected risks, including avoiding exposure to significant market fluctuations and being able to bear small risks. 3. Moderate: a. Willing to take a certain level of risk to achieve growth and profit, but still mindful of protecting against large losses. b. Business decisions consider growth opportunities and the impact of risks simultaneously and are able to bear moderate risks. 4. Strategic: a. Actively implements strategies that involve risk management as an integral part of the business plan, taking higher risks in order to achieve greater growth and innovation. b. Business decisions are based on risk analysis and potential long-term investment returns and are able to bear large risks.

NILAI AMBANG RISIKO

Perusahaan telah menyusun Nilai Ambang Risiko yang dipandang optimal dengan rumusan sebagaimana tercantum di bawah ini:

RISK THRESHOLD VALUE

The Company has established a Risk Threshold Value that is considered optimal, as formulated below:

Ambang Risiko Risk Threshold	Penjelasan Explanation	Nilai (Dalam Miliar Rp) Value (In Billions of Rupiah)
Kapasitas Risiko Risk Capacity	Merupakan maksimum nilai risiko yang dapat ditanggung Perusahaan. Dihitung sesuai dengan formulasi arahan Dewan Komisaris dengan memperhatikan kinerja Finansial tahun 2024 (Surat Dewan Komisaris nomor PW.05.01/035/DK/PLMT/IV/2025 tanggal 17 April 2025 perihal Tanggapan Dewan Komisaris Atas Strategi Risiko dan Profil Risiko Korporat PT Pelindo Multi Terminal Tahun 2025). This is the maximum risk the Company can bear. Calculated in accordance with the Board of Commissioners' directives, taking into account 2024 financial performance (Board of Commissioners Letter No. PW.05.01/035/DK/PLMT/IV/2025 dated April 17, 2025, concerning the Board of Commissioners' Response to the Risk Strategy and Corporate Risk Profile of PT Pelindo Multi Terminal for 2025).	930
Selera Risiko Risk Appetite	Merupakan nilai batasan keseluruhan risiko yang bersedia diambil untuk mendapatkan hasil yang diharapkan. The overall risk limit the Company is willing to take to achieve the desired results.	279 (30% dari Kapasitas) (30% of Capacity)
Toleransi Risiko Risk Tolerance	Merupakan nilai batasan risiko yang dapat ditoleransi dari nilai Selera Risiko yang bersedia diambil. Nilai ini lebih besar dari nilai Selera Risiko. The tolerable risk limit based on the Risk Appetite value that the Company is willing to take. This value is greater than the Risk Appetite value	326 (35% dari Kapasitas)
Batasan/ Limit Risiko Risk Limit	Merupakan nilai batasan risiko yang didistribusikan Holding kepada seluruh entitas bisnis dan menjadi acuan bagi unit pemilik risiko. Nilai Limit ini juga akan menjadi Target Eksposur Residual pada akhir tahun. Surat Nomor: PW.05.01/24/1/2/PPSR/MRTK/PLND-25 tanggal 24 Januari 2025 Perihal Penyampaian Strategi Risiko dan Risiko Utama PT Pelabuhan Indonesia (Persero). The risk limit distributed by the Holding to all business entities and serves as a reference for risk-holding units. This Limit value will also serve as the Residual Exposure Target at the end of the year. Letter Number: PW.05.01/24/1/2/PPSR/MRTK/PLND-25 dated January 24, 2025 Regarding Submission of Risk Strategy and Main Risks of PT Pelabuhan Indonesia (Persero).	206

METRIK STRATEGI RISIKO

Metrik strategi risiko digunakan sebagai dasar dalam menetapkan berbagai pilihan sasaran dan strategi yang menjadi usulan dalam rancangan RKAP. Suatu pilihan sasaran dan strategi dapat diterima (*accept*) apabila dampak risiko yang ditimbulkan tidak melebihi metriks strategi risiko atau dapat dihindari (*avoid*) apabila dampak yang ditimbulkan melebihi limit yang dapat diterima oleh Perusahaan walaupun imbal hasil (*return*) tinggi sebagaimana tercantum di bawah ini:

RISK STRATEGY METRICS

Risk strategy metrics are used as the basis for determining various target and strategy options proposed in the draft RKAP. A target and strategy option is acceptable if the resulting risk impact does not exceed the risk strategy metrics, or can be avoided if the resulting impact exceeds the Company's acceptable limit, even if the return is high, as listed below:

No	Taksonomi Risiko Risk Taxonomy	Sikap Terhadap Risiko Attitude Toward Risk	Parameter Parameter	Satuan Ukuran Unit of Measurement	Nilai Batasan/ Limit Limit Value	Polaritas Polarity
1	3.6.10 Risiko Industri Umum - Pasar & Makroekonomi 3.6.10 General Industry Risk - Market & Macroeconomic	Moderat Moderate	Ketidaktercapaian Realisasi Dibandingkan dengan target trafik nonpetikemas. Unachieved Actual Performance Compared to Non-Container Traffic Targets.	%	5	Negatif Negative
2	3.6.16 Risiko Industri Umum - Operasional 3.6.16 General Industry Risk - Operational	Tidak toleran Intolerant	*Compliance Ratio*/Rasio Pemenuhan Kepatuhan pada rencana mitigasi risiko kecelakaan kerja. Ratio/Compliance with the Workplace Accident Risk Mitigation Plan	%	90	Positif Positive
3	3.6.9 Risiko Industri Umum - Formulasi Strategis 3.6.9 General Industry Risk - Strategic Formulation	Strategis Strategic	Pencapaian Realisasi Dibandingkan dengan Target. Actual Performance Compared to Targets.	%	95	Positif Positive
4	3.6.9 Risiko Industri Umum - Formulasi Strategis 3.6.9 General Industry Risk - Strategic Formulation	Strategis Strategic	Realisasi pencapaian harga Keenomian tarif/ rencana penyesuaian tarif. Realization of achieving economic tariff prices/tariff adjustment plans.	%	10	Negatif Negative
5	3.6.16 Risiko Industri Umum - Operasional 3.6.16 General Industry Risk - Operational	Strategis Strategic	Aset *Idle* (Alat). Idle assets (equipment).	%	30	Negatif Negative
6	3.6.11 Risiko Industri Umum - Keuangan 3.6.11 General Industry Risk - Financial	Konservatif Conservative	Rasio piutang macet terhadap total piutang. Ratio of bad debts to total receivables.	%	5	Negatif Negative
7	3.6.11 Risiko Industri Umum - Keuangan 3.6.11 General Industry Risk - Financial	Konservatif Conservative	BOPO.	%	84	Negatif Negative
8	3.6.15 Risiko Industri Umum - Sosial & Lingkungan 3.6.15 General Industry Risks - Social & Environmental	Tidak toleran Intolerant	Pemenuhan baku mutu lingkungan yang telah ditetapkan. Compliance with established environmental quality standards.	%	100	Positif Positive

No	Taksonomi Risiko Risk Taxonomy	Sikap Terhadap Risiko Attitude Toward Risk	Parameter Parameter	Satuan Ukuran Unit of Measurement	Nilai Batasan/ Limit Limit Value	Polaritas Polarity
9	3.6.12 Risiko Industri Umum - Reputasi & Kepatuhan 3.6.12 General Industry Risks - Reputation & Compliance	Tidak toleran Intolerant	*Compliance Ratio*/Rasio Pemenuhan Kepatuhan pada rencana mitigasi risiko *fraud* yang didapatkan dari evaluasi *internal control.* Compliance Ratio/ Compliance with the fraud risk mitigation plan as determined by the internal control evaluation.	%	95	Positif Positive
10	3.6.15 Risiko Industri Umum - Sosial & Lingkungan 3.6.15 General Industry Risks - Social & Environmental	Tidak toleran Intolerant	Rasio realisasi PROPER terhadap target. PROPER realization ratio to target.	%	90	Positif Positive
11	2.4.7 Risiko Struktur -Struktur Korporasi 2.4.7 Structure Risks - Corporate Structure	Strategis Strategic	Tingkat pencapaian target pendapatan anak perusahaan. Subsidiary revenue target achievement rate.	%	95	Positif Positive
12	1.2.4. Risiko Kebijakan -SDM 1.2.4. Policy Risks - HC	Moderat	Rasio pemenuhan persyaratan jabatan. Job requirement fulfillment ratio.	%	90	Positif Positive
13	3.6.16 Risiko Industri Umum - Operasional 3.6.16 General Industry Risks - Operational	Konservatif Conservative	Pencapaian *Recovery Time Objective* (RTO). Recovery Time Objective (RTO) achievement.	%	90	Positif Positive
14	3.6.11 Risiko Industri Umum - Keuangan 3.6.11 General Industry Risks - Financial	Konservatif Conservative	Persentase Laporan Keuangan Akurat. Percentage of Accurate Financial Reports.	%	95	Positif Positive
15	3.6.10 Risiko Industri Umum - Pasar & Makroekonomi 3.6.10 General Industry Risks - Market & Macroeconomic	Strategis Strategic	Realisasi Produksi Ekspor Impor PMT. Realized of PMT Export and Import Production	%	95	Positif Positive

JENIS RISIKO DAN CARA PENGELOLAANNYA

Perusahaan secara berkala melakukan proses identifikasi, pengukuran, dan evaluasi atas risiko-risiko strategis yang berpotensi memengaruhi pencapaian target. Hingga akhir tahun 2025, terdapat 15 risiko korporat signifikan yang teridentifikasi melalui proses pengelolaan risiko terintegrasi, yang mencerminkan kompleksitas operasional Perusahaan di sektor jasa terminal non-petikemas. Proses ini dilakukan secara *top-down* dan *bottom-up*, melibatkan unit kerja dan manajemen di seluruh entitas dalam lingkungan Perusahaan. Adapun profil risiko korporat PMT 2025, sebagaimana terlampir:

TYPES OF RISKS AND THEIR MANAGEMENT

The Company periodically conducts the identification, measurement, and evaluation of strategic risks that have the potential to affect the achievement of its targets. As of the end of 2025, a total of 15 significant corporate risks had been identified through the integrated risk management process, reflecting the complexity of the Company's operations in the non-container terminal services sector. This process is carried out using both top-down and bottom-up approaches, involving work units and management across all entities within the Company. The 2025 PMT corporate risk profile is presented as attached.

Profil Risiko Utama Tahun 2025
Key Risk Profile for 2025

No	Sub-Kategori Risiko/Peristiwa Risiko Risk Sub-Category/Risk Event	Level Risiko Risk Level	
		Awal Tahun Beginning of Year	Target Akhir Tahun End of Year Target
1	**Pergerakan Komoditas** Penurunan Produksi Non Petikemas **Commodity Movement** Decrease in Non-Containerized Production	High 24	Moderate 13
2	**Keselamatan dan Kesehatan Kerja (OP3)** Kecelakaan Kerja pada Pekerja Perusahaan **Occupational Safety and Health (OP3)** Workplace Accidents Among Company Employees	Moderate to High 19	Low to Moderate 6
3	**Pengembangan Bisnis Baru** Kegagalan Meraih Market Baru **New Business Development** Failure to Reach New Markets	High 24	Moderate to High 18
4	**Penetapan Tarif** Kegagalan Penyesuaian Tarif **Tariff Determination** Failure to Adjust Tariffs	High 24	Moderate to High 18
5	**Sales and Marketing (OP4)** Kegagalan Komersialisasi Aset Idle **Sales and Marketing (OP4)** Failure to Commercialize Idle Assets	Moderate to High 19	Low to Moderate 6
6	**Cashflow** Piutang macet dan piutang bermasalah **Cash Flow** Bad and non-performing receivables	Moderate to High 19	Low to Moderate 8
7	**Peningkatan Biaya (KE6)** Inefisiensi Biaya Cost Increases (KE6) Cost Inefficiencies	Moderate to High 19	Low to Moderate 6
8	**Pencemaran Lingkungan** Pencemaran Lingkungan **Environmental Pollution** Environmental Pollution	Moderate to High 18	Low to Moderate 6
9	**Pelanggaran Kode Etik (Fraud, Penyuapan, dll)** Pelanggaran Kode Etik (Fraud/ Penyuapan/ Gratifikasi/ lainnya) **Violations of the Code of Ethics (Fraud, Bribery, etc.)** Violations of the Code of Ethics (Fraud/Bribery/Gratuities/ others	Moderate to High 18	Moderate 15
10	**Environtmental, Social, Government** Tidak terpenuhinya ketentuan mandatory untuk implementasi Enviroment Social Government **Environmental, Social, and Governance** Failure to comply with mandatory requirements for the implementation of Environmental, Social, and Governance	Moderate 14	Low to Moderate 6
11	**Pengelolaan Anak Perusahaan & Afiliasi** Kerugian Signifikan Anak Perusahaan **Management of Subsidiaries & Affiliates** Significant Losses in Subsidiaries	Moderate to High 19	Low to Moderate 8
12	**Ketersediaan Tenaga Terampil** Ketidaksesuaian Kualifikasi Pekerja **Availability of Skilled Workers** Worker Qualification Mismatch	Moderate 14	Low to Moderate 6
13	**Keamanan Jaringan** Gangguan layanan **Network Security** Service Disruptions	Moderate 14	Low to Moderate 8

Profil Risiko Utama Tahun 2025
Key Risk Profile for 2025

No	Sub-Kategori Risiko/Peristiwa Risiko Risk Sub-Category/Risk Event	Level Risiko Risk Level	
		Awal Tahun Beginning of Year	Target Akhir Tahun End of Year Target
14	**Integritas Proses Pelaporan Keuangan** Ketidakakuratan pencatatan laporan keuangan **Integrity of the Financial Reporting Process** Financial Reporting Inaccuracies	High 24	Low to Moderate 8
15	**Pergerakan Komoditas** Ketidakpastian Ekonomi Global **Commodity Movements** Global Economic Uncertainty	Moderate to High 19	Low to Moderate 6

Berdasarkan setiap risiko yang teridentifikasi, Perusahaan menerapkan pendekatan pengelolaan risiko yang meliputi:
1. Identifikasi Risiko secara menyeluruh berdasarkan proses bisnis dan inisiatif strategis.
2. Pengukuran Risiko menggunakan matriks probabilitas dan dampak untuk menentukan prioritas penanganan.
3. Evaluasi Risiko, untuk menilai efektivitas pengendalian yang telah ada dan menentukan kebutuhan perbaikan.
4. Penanganan Risiko, melalui penetapan rencana mitigasi yang dituangkan dalam Rencana Kerja Manajemen (RKM).
5. Pemantauan Risiko, dengan menggunakan indikator risiko utama (*Key Risk Indicator*/KRI), *loss event management*, dan pelaporan berkala melalui aplikasi PRiMa.

REALISASI RENCANA KERJA MANAJEMEN

Sepanjang tahun 2025, Divisi Manajemen Risiko menjalankan berbagai program dan Rencana Kerja Manajemen (RKM) sebagaimana berikut ini:

Based on each identified risk, the Company implements a risk management approach that includes:
1. Comprehensive risk identification based on business processes and strategic initiatives.
2. Risk measurement using a probability and impact matrix to determine treatment priorities.
3. Risk evaluation, to assess the effectiveness of existing controls and determine the need for improvement.
4. Risk management, through establishing a mitigation plan outlined in the Management Work Plan (RKM).
5. Risk monitoring, using key risk indicators (KRI), loss event management, and periodic reporting through the PRiMa application.

REALIZATION OF THE MANAGEMENT WORK PLAN

Throughout 2025, the Risk Management Division implemented various programs and the Management Work Plan (RKM) as follows:

Rencana Pengelolaan Risiko dan Realisasinya
Risk Management Plan and Realization

No	Judul RKM RKM Title	*Deliverable*	Target	Realisasi Realization
1	Evaluasi RKM yang berdampak pada pencapaian target finansial RKAP 2025 Evaluation of the RKM that impacts the achievement of the 2025 RKAP financial targets	*Monitoring* dan evaluasi realisasi RKM. Monitoring and evaluation of RKM realization.	Desember 2025 December 2025	Telah dilaksanakan pembahasan realisasi RKM s.d. triwulan IV tahun 2025 terkait RKM *Shadow*. Discussions regarding the implementation of the RKM (Regional Work Plan) until the fourth quarter of 2025 regarding the Shadow RKM have been held.
2	Pemenuhan Kualifikasi Organ Pengelola Risiko sesuai PER-2 KBUMN Fulfillment of Risk Management Organ Qualifications in accordance with PER-2 KBUMN	Laporan *Monitoring* & Evaluasi. Monitoring and Evaluation Report.	Desember 2025 December 2025	Telah dilaksanakan program Pelatihan *Risk Management* (PRISMA) dan implementasi *Quick Win* Program PRISMA. The Risk Management Training (PRISMA) program and PRISMA Quick Win Program have been carried out.
3	Penguatan Fungsi dan Implementasi Manajemen Risiko Strengthening Risk Management Functions and Implementation	1. Struktur organisasi manajemen risiko yang direvisi. 2. Program pengembangan kompetensi Organ Pengelola Risiko. 1. Revised risk management organizational structure. 2. Competency development program for the Risk Management Organ.	Desember 2025 December 2025	Telah dilakukan riviu struktur organisasi Manajemen Risiko PMT. PMT Risk Management organizational structure has been reviewed.

Rencana Pengelolaan Risiko dan Realisasinya
Risk Management Plan and Realization

No	Judul RKM RKM Title	*Deliverable*	Target	Realisasi Realization
4	Peningkatan pengetahuan Kajian risiko dalam pembuatan RCSA yang melibatkan pemilik Risiko Increasing knowledge of risk assessments in the preparation of RCSAs involving risk owners	Kajian Risiko. Risk Assessment.	Desember 2025 December 2025	Telah dilakukan pendampingan penyusunan profil risiko SPO pada Divisi. Telah dilakukan *monitoring* pengisian realisasi mitigasi profil risiko *Branch*, Korporat, dan Divisi pada aplikasi PriMa. Assistance has been provided to the Division in preparing SOP risk profiles. Monitoring has been conducted on the implementation of mitigation for Branch, Corporate, and Division risk profiles in the PriMa application.
5	Penilaian *Risk Maturity Index* (RMI) Tahun 2025 Risk Maturity Index (RMI) Assessment for 2025	Laporan Penilaian RMI. RMI Assessment Report.	Desember 2025 December 2025	Telah dilaksanakan penilaian *Risk Maturity Index* di PMT Group. The Risk Maturity Index assessment has been conducted at PMT Group.
6	Pelaksanaan *Monitoring* Implementasi Manajemen Risiko The Risk Maturity Index assessment has been conducted at PMT Group.	Dokumentasi *feedback.* *Feedback documentation.*	Desember 2025 December 2025	Telah dilakukan pelaksanaan *monitoring* profil risiko utama Korporat, *Branch,* dan Anak Perusahaan pada tahun 2025. Monitoring of the main risk profiles of the Corporation, Branches, and Subsidiaries has been carried out in 2025.
7	Perencanaan & Pelaporan Manajemen Risiko Risk Management Planning & Reporting	Laporan Manajemen Triwulanan. Quarterly Management Report.	Desember 2025 December 2025	Telah disusun laporan Manajemen Risiko Trw I-IV 2025 dan disampaikan ke Holding. The Risk Management Report for Quarters I-IV 2025 has been prepared and submitted to the Holding.
8	Pelaksanaan *Internal Control Testing* PT Pelabuhan Indonesia (Persero) Internal Control Testing at PT Pelabuhan Indonesia (Persero)	Laporan *internal control testing.* *Internal control testing report.*	Desember 2025 December 2025	Telah dilaksanakan *internal control testing* dan disampaikan pada bahan LMPT triwulan IV. Internal control testing has been conducted and presented in the fourth quarter LMPT materials.
9	Peningkatan budaya risiko Improving Risk Culture	Laporan Program Budaya Risiko. Risk Culture Program Report.	Desember 2025 December 2025	Telah dilaksanakan program peningkatan budaya risiko melalui *flyer* dan Pelatihan *Risk Management.* The risk culture improvement program has been implemented through flyers and Risk Management Training.

EVALUASI ATAS EFEKTIVITAS SISTEM MANAJEMEN RISIKO

Evaluasi terhadap sistem manajemen risiko dilakukan untuk memberikan keyakinan yang memadai (*reasonable assurance*) kepada Direksi dan Dewan Komisaris mengenai kemampuan sistem manajemen risiko dalam mengantisipasi potensi risiko, menjaga stabilitas operasional, serta mendukung pengambilan keputusan yang lebih terukur. Penilaian juga dilakukan untuk melihat kesesuaian implementasi manajemen risiko dengan kebutuhan bisnis dan dinamika operasional Perusahaan.

Adapun evaluasi atas efektivitas Sistem Manajemen Risiko tahun 2025 dilaksanakan melalui mekanisme sebagai berikut:

1. Internal Audit oleh Divisi Satuan Pengawas Internal.
2. Pengukuran Tingkat Kematangan Manajemen Risiko (*Risk Maturity Index*) oleh BPKP.
3. Tanggapan oleh Komite Pemantau Risiko (KPR) Dewan Komisaris pada rapat terkait Implementasi Manajemen Risiko secara berkala. Topik utama yang dibahas meliputi:

EVALUATION OF THE EFFECTIVENESS OF RISK MANAGEMENT SYSTEM

The risk management system is evaluated to provide reasonable assurance to the Board of Directors and Board of Commissioners regarding the system's ability to anticipate potential risks, maintain operational stability, and support more informed decision-making. The assessment is also carried out to determine whether the implementation of risk management is aligned with the Company's business needs and operational dynamics.

The evaluation of the effectiveness of Risk Management System in 2025 was conducted through the following mechanisms:

1. Internal Audit by the Internal Audit Unit.
2. Risk Maturity Index (RMI) assessment conducted by BPKP.
3. Reviews by the Risk Monitoring Committee (KPR) of the Board of Commissioners during periodic meetings on the implementation of Risk Management. The main topics discussed included:

a. Profil Risiko Korporat: Pemutakhiran dan analisis risiko-risiko signifikan setiap triwulan.
b. Efektivitas Implementasi: Peninjauan atas kemajuan dan maturitas penerapan Manajemen Risiko.
c. Isu Strategis dan Eskalasi: Pembahasan isu-isu insidental yang memerlukan arahan dari Komite.

TINGKAT MATURITAS RISIKO

Pelaksanaan Penilaian Indeks Kematangan Risiko (*Risk Maturity Index*) di lingkungan PT Pelindo Multi Terminal dilakukan oleh Tim Penilai Independen pada periode 19 Mei 2025 sampai dengan 18 Juni 2025 dengan cakupan penilaian atas implementasi manajemen risiko tahun 2024. Berdasarkan hasil pengukuran tersebut, Perusahaan memperoleh skor keseluruhan sebesar 2,7 dengan skor Penilaian RMI berkisar antara 2,5 hingga 2,8 dari skala 5 yang berada pada fase berkembang (+). BUMN pada fase ini memiliki praktik Manajemen Risiko melampaui fase berkembang dan sedang dalam transisi menuju fase praktik yang baik.

PERNYATAAN DIREKSI DAN/ATAU DEWAN KOMISARIS ATAU KOMITE AUDIT ATAS KECUKUPAN SISTEM MANAJEMEN RISIKO

Berdasarkan hasil evaluasi yang dilakukan sepanjang tahun 2025, Direksi dan Dewan Komisaris menilai bahwa penerapan sistem manajemen risiko Perusahaan telah berjalan secara efektif dan mampu mendukung pengelolaan bisnis Perusahaan secara lebih terukur. Penilaian tersebut tercermin dari capaian skor *Risk Maturity Index* (RMI) sebesar 2,7 serta penyelesaian tindak lanjut atas seluruh temuan audit internal yang berhasil dilaksanakan dengan baik.

Penguatan manajemen risiko juga didukung oleh kesiapan infrastruktur yang semakin solid, mulai dari struktur organisasi, kerangka kerja, kebijakan, hingga pemanfaatan teknologi informasi melalui aplikasi PriMa sebagai platform pengelolaan risiko terintegrasi. Dukungan tersebut memungkinkan proses identifikasi, pemantauan, dan mitigasi risiko dilakukan secara lebih konsisten di seluruh lini Perusahaan.

Di sisi lain, budaya sadar risiko terus berkembang dan mulai menjadi bagian dari pola kerja organisasi. Integrasi antara manajemen risiko dan sistem manajemen kinerja menunjukkan bahwa pengelolaan risiko tidak lagi ditempatkan sebagai fungsi pengawasan semata, melainkan telah menjadi bagian penting dalam proses pengambilan keputusan strategis dan pencapaian target Perusahaan.

Ke depan, Perusahaan akan terus memperkuat penerapan manajemen risiko melalui penyempurnaan sistem, peningkatan kapabilitas organisasi, serta pengembangan budaya risiko yang adaptif. Langkah ini menjadi bagian dari komitmen berkelanjutan Perusahaan dalam menjaga ketahanan usaha dan menciptakan nilai jangka panjang bagi seluruh pemangku kepentingan.

a. Corporate Risk Profile: Updating and analyzing significant risks on a quarterly basis.
b. Implementation Effectiveness: Reviewing the progress and maturity of Risk Management implementation.
c. Strategic Issues and Escalation: Discussing incidental issues requiring direction from the Committee.

RISK MATURITY LEVEL

The Risk Maturity Index (RMI) Assessment within PT Pelindo Multi Terminal was conducted by an Independent Assessment Team from May 19, 2025 to June 18, 2025, covering the assessment of the implementation of risk management for 2024. Based on the assessment results, the Company obtained an overall score of 2.7, with RMI assessment scores ranging from 2.5 to 2.8 on a scale of 5, placing it in the Developing (+) phase. State-Owned Enterprises (SOEs) in this phase have Risk Management practices that exceed the Developing phase and are in transition toward the Good Practice phase.

STATEMENT OF BOARD OF DIRECTORS AND/OR BOARD OF COMMISSIONERS OR AUDIT COMMITTEE ON THE ADEQUACY OF RISK MANAGEMENT SYSTEM

Based on the evaluations conducted throughout 2025, the Board of Directors and Board of Commissioners concluded that the Company's risk management system has been implemented effectively and has adequately supported more structured business management. This assessment is reflected in the achievement of a Risk Maturity Index (RMI) score of 2.7, as well as the successful completion of follow-up actions on all internal audit findings.

The strengthening of risk management has also been supported by increasingly robust infrastructure, including the organizational structure, framework, policies, and the utilization of information technology through the PRiMa application as an integrated risk management platform. This support enables risk identification, monitoring, and mitigation processes to be carried out more consistently across all areas of the Company.

At the same time, a risk-aware culture continues to develop and has become an integral part of the Company's organizational practices. The integration of risk management with the performance management system demonstrates that risk management is no longer regarded merely as an oversight function but has become an essential component of strategic decision-making and the achievement of the Company's objectives.

Going forward, the Company will continue to strengthen its risk management practices through system enhancements, organizational capability development, and the cultivation of an adaptive risk culture. These initiatives form part of the Company's ongoing commitment to maintaining business resilience and creating long-term value for all stakeholders.

Perkara Hukum
Legal Proceedings

PERMASALAHAN HUKUM

PT Pelindo Multi Terminal menerima 1 (satu) Gugatan sebagai pihak Turut Tergugat II yang terdaftar dengan nomor register Perkara Nomor 891/Pdt.G/2025/PN.Mdn. Adapun keterangan atas gugatan tersebut sebagai berikut:

1. Penggugat adalah Bonar Wilmar Thyson Sinaga, melalui kuasanya Firma Lex Priority Law Firm
2. Para Pihak Tergugat, sebagai berikut:
   a. Tergugat I : Nirwanto
   b. Tergugat II : Aji Wirayuga
   c. Tergugat III : PT Bank Rakyat Indonesia kantor Cabang Gatot Subroto
   d. Turut Tergugat I : Gordon E. Harianja
   e. Turut Tergugat II : PT Pelindo Multi Terminal
   f. Turut Tergugat III : Susanto
3. Petitum Penggugat dalam Gugatannya:
   a. Menerima dan mengabulkan gugatan Penggugat untuk seluruhnya;
   b. Menyatakan Tergugat I dan Tergugat II telah Melakukan Perbuatan Melawan Hukum dalam hal Pembatalan dan Penutupan Cabang serta Pencabutan Kuasa PT Multi Karya Bisnis Perkara;
   c. Menyatakan Tergugat III telah Melakukan Perbuatan Melawan Hukum terkait penutupan rekening 0404-01-003162-56-2 atas nama PT Multi Karya Bisnis Perkasa;
   d. Menyatakan dan memerintahkan tergugat I dan Tergugat II untuk membayar Ganti rugi materiil kepada Penggugat;
   e. Menyatakan dan memerintahkan Tergugat I dan tergugat II untuk membayar Ganti rugi immaterial kepada Penggugat;
   f. Menyatakan sah dan berkekuatan hukum Akta Pembukaan Cabang dan Kuasa PT Multikarya Bisnis Perkasa yang dibuat di dalam Akta Notaris Nomor 33 tertanggal 15 Juli 2024 dihadapan Notaris Gordon E. Harianja., S.H;
   g. Menyatakan tidak sah dan tidak berkekuatan hukum Akta Notaris Nomor 22 tertanggal 23 Mei 2025 yang dibuat di hadapan Notaris Gordon E. Harianja., S.H tentang Pembatalan dan Penutupan Cabang serta pencabutan Kuasa;
   h. Menghukum Tergugat III untuk membuka kembali rekening bank BRI dengan Nomor rekening 0404-01-003162-56-2 atas nama PT Multi Karya Bisnis Perkasa;
   i. Memerintahkan Turut Tergugat III untuk membayarkan sisa pembayaran Termin Keempat dan Termin Kelima kepada Penggugat melalui rekening tersebut maupun rekening yang baru;
   j. Menghukum Tergugat I dan Tergugat II untuk membayar uang paksa (*dwangsom*) sebesar Rp 10.000.000,- (sepuluh juta rupiah) per hari bilamana Para Tergugat lalai dalam melaksanakan putusan ini;

LEGAL DISPUTE

PT Pelindo Multi Terminal is involved in one (1) lawsuit as Co-Defendant II, registered under Case Number 891/Pdt.G/2025/PN.Mdn. The details of the lawsuit are as follows:

1. Plaintiff
   Bonar Wilmar Thyson Sinaga, represented by his legal counsel, Lex Priority Law Firm.
2. Defendants
   a. Defendant I: Nirwanto
   b. Defendant II: Aji Wirayuga
   c. Defendant III: PT Bank Rakyat Indonesia, Gatot Subroto Branch Office
   d. Co-Defendant I: Gordon E. Harianja
   e. Co-Defendant II: PT Pelindo Multi Terminal
   f. Co-Defendant III: Susanto
3. Plaintiff's Claims (Petitum)
   a. To accept and grant the Plaintiff's claims in their entirety;
   b. To declare that Defendant I and Defendant II committed an unlawful act in relation to the cancellation and closure of the branch office and the revocation of the power of attorney of PT Multi Karya Bisnis Perkasa;
   c. To declare that Defendant III committed an unlawful act in relation to the closure of bank account number 0404-01-003162-56-2 in the name of PT Multi Karya Bisnis Perkasa;
   d. To declare and order Defendant I and Defendant II to pay material damages to the Plaintiff;
   e. To declare and order Defendant I and Defendant II to pay immaterial damages to the Plaintiff;
   f. To declare valid and legally binding the Deed of Branch Establishment and Power of Attorney of PT Multi Karya Bisnis Perkasa as set forth in Notarial Deed Number 33 dated 15 July 2024 before Notary Gordon E. Harianja, S.H.;
   g. To declare invalid and without legal effect Notarial Deed Number 22 dated 23 May 2025 executed before Notary Gordon E. Harianja, S.H. concerning the cancellation and closure of the branch office and the revocation of the power of attorney;
   h. To order Defendant III to reopen BRI bank account number 0404-01-003162-56-2 in the name of PT Multi Karya Bisnis Perkasa;
   i. To order Co-Defendant III to pay the remaining Fourth and Fifth Installment payments to the Plaintiff through the said account or a new account;
   j. To order Defendant I and Defendant II to pay a coercive fine (dwangsom) of Rp10,000,000 (ten million Rupiah) per day in the event that the Defendants fail to comply with the judgment;

k. Menyatakan putusan ini dapat dilaksanakan terlebih dahulu (*uitvoerbaar bij voorraad*) meskipun ada bantahan (*Verzet*), banding maupun kasasi;
l. Menghukum Tergugat untuk membayar biaya yang timbul dalam perkara ini; atau
m. Apabila ketua Pengadilan Negeri Medan C.q Majelis Hakim berpendapat lain, dalam peradilan yang baik Para Penggugat mohon putusan yang seadil-adilnya (*ex aequo et bono*).

4. Posisi saat ini (per Mei 2026): Agenda Penyampaian Konklusi pada tanggal 19 Mei 2026.

5. Nilai kemungkinan klaim: Bahwa PT Pelindo Multi Terminal dimintakan untuk membayarkan Termin IV dan Termin V atas nilai Pekerjaan Connecting Akses Jalan di IKD Belawan, dengan besaran sebagai berikut:
   a. Pembayaran Tahap IV sebesar Rp 770.487.746,21;
   b. Pembayaran Tahap V sebesar Rp 154.097.549,24.
6. Status kepada Perusahaan: Bahwa Penggugat sebelumnya DIrektur Cabang pada PT Multikarya Bisnis Perkasa, yang mana PT Multikarya Bisnis Perkasa adalah Pelaksana Pekerjaan pada Pekerjaan Pekerjaan Connecting Akses Jalan di IKD Belawan sebagaimana Perjanjian Nomor: PD.0 5.01/5/8/4/PRFL/FSPB/PLMT-24 tanggal 05 Agustus 2024 dan surat perjanjian tambahan (addendum) Nomor: PD.05.01/25/11/2/ PRFL/FSPB/PLMT-24 tanggal 25 November 2024, dengan nilai pelaksanaan pekerjaan adalah sebesar Rp 3.081.950.984,85 (tiga milyar delapan puluh satu juta sembilan ratus lima puluh ribu sembilan ratus delapan puluh empat koma delapan puluh lima rupiah) tidak termasuk PPN.

Atas pelaksanaan pekerjaan tersebut, PMT telah melakukan pembayaran Termin 1, 2 dan 3 kepada PT Multikarya Bisnis Perkasa sebesar Rp 2.157.365.689,39 (dua milliar seratus lima puluh tujuh juta tiga ratus enam puluh lima ribu enam ratus delapan puluh sembilan koma tiga puluh sembilan rupiah) belum termasuk PPN. Bahwa Pada dasarnya PMT telah mencadangkan anggaran untuk pembayaran atas pelaksanaan Pekerjaan *Connecting* Akses Jalan di IKD Belawan tersebut. Namun untuk pembayarannya kepada pihak yang berhak, PMT masih menunggu penyelesaian perselisihan dimaksud.

k. To declare that the judgment is provisionally enforceable (uitvoerbaar bij voorraad) notwithstanding any opposition (verzet), appeal, or cassation;
l. To order the Defendants to bear all costs incurred in this case; or
m. Should the Chief Judge of the Medan District Court c.q. the Panel of Judges hold a different opinion, to render a judgment that is fair and equitable (ex aequo et bono).

4. Current Status (as of May 2026)
   The case is at the conclusion submission stage, scheduled for 19 May 2026.
5. Potential Claim Amount
   PT Pelindo Multi Terminal has been requested to make the Fourth and Fifth Installment payments for the Connecting Access Road Project at IKD Belawan, consisting of:
   a. Fourth Installment Payment: Rp770,487,746.21;
   b. Fifth Installment Payment: Rp154,097,549.24.
6. Status with Respect to the Company
   The Plaintiff was previously the Branch Director of PT Multi Karya Bisnis Perkasa, which served as the contractor for the Connecting Access Road Project at IKD Belawan under Agreement Number PD.05.01/5/8/4/PRFL/FSPB/PLMT-24 dated 5 August 2024 and the Addendum Agreement Number PD.05.01/25/11/2/PRFL/FSPB/PLMT-24 dated 25 November 2024. The contract value amounted to Rp3,081,950,984.85 (three billion eighty-one million nine hundred fifty thousand nine hundred eighty-four Rupiah and eighty-five cents), excluding VAT.

In relation to the implementation of the project, PMT has made the First, Second, and Third Installment payments to PT Multi Karya Bisnis Perkasa totaling Rp2,157,365,689.39 (two billion one hundred fifty-seven million three hundred sixty-five thousand six hundred eighty-nine Rupiah and thirty-nine cents), excluding VAT. In principle, PMT has reserved the budget for the payment of the Connecting Access Road Project at IKD Belawan. However, payment to the entitled party will only be made after the resolution of the ongoing dispute.

PENGUNGKAPAN SANKSI ADMINISTRASI OLEH OTORITAS TERKAIT

Sepanjang tahun 2025 Perusahaan tidak mendapatkan adanya sanksi administrasi dari otoritas terkait.

KEPATUHAN ATAS KEWAJIBAN PENGUMUMAN *MATERIAL EVENT*

Sepanjang tahun 2025, Perusahaan tidak menerima sanksi dari regulator terkait keterlambatan maupun kelalaian dalam penyampaian informasi atau pengumuman atas peristiwa penting. Capaian tersebut selaras dengan komitmen Perusahaan dalam menjaga kepatuhan terhadap ketentuan pelaporan dan tata kelola informasi yang berlaku di lingkungan BUMN dan Pelindo Group.

DISCLOSURE OF ADMINISTRATIVE SANCTIONS BY RELEVANT AUTHORITIES

Throughout 2025, the Company did not receive any administrative sanctions from the relevant authorities.

COMPLIANCE WITH MATERIAL EVENT DISCLOSURE OBLIGATIONS

Throughout 2025, the Company did not receive any sanctions from regulators related to delays or failures in the submission of information or disclosures concerning material events. This achievement is in line with the Company's commitment to maintaining compliance with the applicable reporting requirements and information governance practices within SOEs and Pelindo Group.

Meskipun berstatus sebagai perusahaan non-terbuka dan tidak memiliki kewajiban keterbukaan informasi sebagaimana perusahaan publik di pasar modal, Perusahaan tetap menerapkan prinsip transparansi dan akuntabilitas dalam setiap proses pelaporan korporasi. Penyampaian informasi kepada pemegang saham, instansi pembina BUMN, maupun otoritas terkait dilakukan secara tepat waktu melalui mekanisme yang telah ditetapkan.

Selain itu, berbagai informasi strategis yang berpotensi memengaruhi operasional, aspek hukum, kepatuhan, maupun keberlangsungan usaha juga dikomunikasikan melalui sistem pelaporan internal Pelindo Grup serta koordinasi formal dengan regulator sesuai ketentuan perundang-undangan yang berlaku.

KEPATUHAN TERHADAP ATURAN DAN PERATURAN PENCATATAN

Sepanjang tahun 2025, Perusahaan tidak menemukan adanya indikasi maupun bukti pelanggaran terhadap ketentuan pencatatan dan pelaporan yang berlaku. Seluruh proses pencatatan, baik yang berkaitan dengan aspek keuangan, operasional, maupun administrasi, telah dilaksanakan sesuai pedoman internal Pelindo Grup serta regulasi yang relevan, termasuk ketentuan dari Kementerian BUMN dan instansi pembina terkait.

Perusahaan juga terus menjaga kualitas tata kelola data dan pelaporan melalui penerapan sistem pencatatan secara tertib, terdokumentasi, dan dapat ditelusuri. Dukungan sistem informasi yang terintegrasi turut membantu memastikan ketepatan pelaporan serta kemudahan proses *monitoring* dan pengawasan.

Selain itu, hasil pengawasan internal maupun pemeriksaan auditor eksternal selama periode pelaporan tidak menunjukkan adanya temuan material yang mengindikasikan ketidakpatuhan terhadap ketentuan pencatatan yang berlaku. Kondisi tersebut mencerminkan konsistensi Perusahaan dalam menjaga akuntabilitas proses bisnis serta memperkuat penerapan prinsip transparansi dan Tata Kelola Perusahaan yang Baik di seluruh lini organisasi.

Although has the status as non-listed entity and is not subject to disclosure obligations applicable to publicly listed companies in the capital market, the Company continues to uphold the principles of transparency and accountability in all corporate reporting processes. Information is submitted to shareholders, the Ministry of SOE as the supervising authority, and the relevant authorities in a timely manner through the established mechanisms.

In addition, various strategic information that may affect the Company's operations, legal matters, compliance, or business continuity is communicated through the Pelindo Group's internal reporting system and formal coordination with regulators in accordance with the prevailing laws and regulations.

COMPLIANCE WITH RECORD-KEEPING RULES AND REGULATIONS

Throughout 2025, the Company did not identify any indications or evidence of non-compliance with the applicable record-keeping and reporting requirements. All record-keeping processes, whether related to financial, operational, or administrative matters, were carried out in accordance with the Pelindo Group's internal guidelines and the relevant regulations, including those issued by the Ministry of State-Owned Enterprises and the relevant supervising authorities.

The Company also continues to maintain the quality of data governance and reporting through the implementation of orderly, well-documented, and traceable record-keeping systems. The support of integrated information systems further helps ensure the accuracy of reporting and facilitates monitoring and oversight processes.

Furthermore, the results of internal oversight and external auditor examinations during the reporting period did not reveal any material findings indicating non-compliance with the applicable record-keeping requirements. This reflects the Company's consistent commitment to maintaining accountability in its business processes and strengthening the implementation of the principles of transparency and Good Corporate Governance across all organizational functions.

Tata Kelola Teknologi Informasi
Information Technology Governance

Perusahaan secara berkelanjutan memperkuat pemanfaatan Teknologi Informasi (TI) sebagai bagian dari transformasi bisnis dan penguatan tata kelola perusahaan. Pengembangan teknologi diarahkan untuk mendukung efektivitas operasional dan peningkatan kinerja, seraya menciptakan proses kerja yang lebih transparan, terintegrasi, dan responsif terhadap kebutuhan bisnis. Pemanfaatan TI ini turut mendukung penerapan prinsip-prinsip governansi korporat, sehingga tercipta tata kelola yang semakin akuntabel, efisien, dan adaptif terhadap dinamika industri.

LANDASAN KEBIJAKAN DAN KERANGKA TATA KELOLA TI

Proses governansi atas risiko TI dijalankan secara terintegrasi melalui tiga landasan kebijakan Direksi yang saling melengkapi, yaitu Peraturan Direksi Nomor PER.0004/HK.01.06/PLMT-2021 tentang Pedoman Tata Kelola Bidang Teknologi Informasi (mencakup Pedoman Information Technology Governance dan Pedoman Tata Kelola Data), serta Peraturan Direksi Nomor PU.05.02/7/11/2/RINO/DIRU/PLMT-23 tanggal 7 November 2023 tentang Pedoman Business Continuity Management (BCM) yang mengacu pada standar internasional best practice ISO 22301:2019. Ketiga kebijakan ini memastikan risiko gangguan sistem (disruption), keamanan siber (cyber security), dan pemulihan bencana (disaster recovery) dikelola melalui satu siklus tata kelola yang utuh dan berlapis: identifikasi, analisis, mitigasi, pengujian, eskalasi, hingga pelaporan kepada Direksi.

ROADMAP TEKNOLOGI INFORMASI PERUSAHAAN

Pengembangan Teknologi Informasi (TI) di lingkungan Perusahaan dilakukan secara terarah dan selaras dengan agenda transformasi bisnis jangka panjang, yang mengacu pada Rencana Jangka Panjang Perusahaan (RJPP) periode 2021–2025 serta *roadmap* pengembangan TI Pelindo sebagai *Holding* BUMN Kepelabuhanan untuk periode 2022–2026.

Transformasi digital tersebut kemudian diterjemahkan ke dalam tema pengembangan 5 (lima) tahunan yang menjadi panduan implementasi berbagai inisiatif TI di lingkungan Perusahaan. Adapun gambaran transformasi digital dimaksud adalah sebagai berikut:

The Company continuously strengthens the use of Information Technology (IT) as part of its business transformation and strengthening corporate governance. Technology development is aimed at supporting operational effectiveness and improving performance, while creating more transparent, integrated, and responsive work processes to business needs. This IT utilization also supports the implementation of corporate governance principles, resulting in increasingly accountable, efficient, and adaptive governance that adapts to industry dynamics.

IT POLICY FOUNDATIONS AND GOVERNANCE FRAMEWORK

The IT risk governance process is carried out in an integrated manner through three complementary Board of Directors policy foundations, namely Board of Directors Regulation No. PER.0004/HK.01.06/PLMT-2021 concerning Guidelines for Information Technology Governance (covering the Information Technology Governance Guidelines and Data Governance Guidelines), as well as Board of Directors Regulation No. PU. 05.02/7/11/2/RINO/DIRU/PLMT-23 dated November 7, 2023, on Business Continuity Management (BCM) Guidelines, which reference the international best practice standard ISO 22301:2019. These three policies ensure that risks related to system disruption, cybersecurity, and disaster recovery are managed through a comprehensive, multi-layered governance cycle: identification, analysis, mitigation, testing, escalation, and reporting to the Board of Directors.

CORPORATE INFORMATION TECHNOLOGY ROADMAP

Information Technology (IT) development within the Company is carried out in a targeted manner and aligned with the long-term business transformation agenda, which refers to the Company's Long-Term Plan (RJPP) for the 2021–2025 period and Pelindo's IT development roadmap as a State-Owned Port Holding Company for the 2022–2026 period.

This digital transformation is then translated into five-year development themes that serve as guidelines for the implementation of various IT initiatives within the Company. The following is an overview of the digital transformation:

2022 *Business Transition and Restructurization*	2023 *Digital Transformation Foundation*	2024 *System Enhancement*	2025 *Business Optimization*	2026 *Advancing Business Sustainability*
ITMP PMT diawali dengan restrukturisasi organisasi Pelindo Group di mana terjadi merger, serah terima operasi bisnis yang pada akhirnya mendorong seluruh entitas di Pelindo Group untuk membuat pedoman dan perencanaan pengembangan TI (*digital transformation*) ITMP PMT begins with the implementation of Pelindo Group's organizational restructuring where there is a merger, handover of asset operations and handover of business operations which ultimately encourages all entities in Pelindo Group to make IT development guidelines & planning (digital transformation)	Pada tahun 2023, tema ITMP berfokus pada penguatan fondasi organisasi perusahaan serta pengingkatan budaya digital sehingga perusahaan dapat lebih siap mendorong transformasi di lingkungan PMT. In 2023, ITMP theme focuses on strengthening the Company's organizational foundation and improving digital culture so that the Company can be better prepared to drive transformation in PMT environment.	Memasuki tahun 2024 terjadi peningkatan kolaborasi dan strategi bisnis di lingkungan PMT serta Pelindo Group yang didukung oleh penguatan sistem dan teknologi yang digunakan. Penerapan sistem dan teknologi yang semakin modern akan membantu organisasi perusahaan agar semakin terbiasa dengan budaya digital. Entering 2024 there is an increase in collaboration and business strategies within PMT and Pelindo Group supported by strengthening the systems and technology used. The application of increasingly modern systems and technology will help Company organizations to become more accustomed to digital culture.	**Tema ITMP di tahun ini berfokus pada upaya optimalisasi nilai atau manfaat yang didapat melalui investasi terhadap inisiatif ITMP.** This year's ITMP theme focuses on efforts to optimize the value or benefits gained through investment in each ITMP initiative.	Sedangkan di tahun terakhir ini, tema ITMP berfokus untuk meningkatkan keberlanjutan bisnis perusahaan melalui *continuous improvement* atas masing-masing inisiatif, baik dari segi bisnis, infrastruktur TI, keamanan TI, maupun organisasi TI. While in this final year, the ITMP theme focuses on improving the Company's business sustainability through continuous improvement of each initiative, both in terms of business, IT infrastructure, IT stability and IT organization.

REALISASI PROGRAM KERJA TI TAHUN 2025

Sepanjang tahun 2025, pengembangan dan implementasi teknologi informasi difokuskan untuk pengamanan pendapatan dalam penyesuaian sistem-sistem pada *Branch* yang dilakukan Transformasi Digitalisasi, Serah Operasi serta *Switching Invoice* PTP. Adapun realisasi pengembangan dan implementasi teknologi informasi hingga akhir tahun 2025 meliputi hal-hal sebagai berikut:

1. Transformasi dan Digitalisasi: *Branch* Jamrud, Tj Wangi, Tj Intan, Bagendang, Bumiharjo, Makassar, Balikpapan, Dumai, Belawan, Trisakti, Lembar, Gilimas, Tj Emas, Gresik, Pare-pare, Tj. Balai Karimun;
2. *Switching Invoice*: *Branch* Tj. Pandan, Teluk Bayur, Tj. Priok, Jambi dan Pangkal Balam, *Branch* Panjang, Palembang, Kijing dan Banten;
3. Transformasi dan Digitalisasi Terminal di Lingkungan PT Pelabuhan Tanjung Priok.

Implementasi Aplikasi

1. Aplikasi *Back End*:
   a. Single ERP SAP telah diimplementasikan pada tanggal 1 Oktober 2024 di PT Pelindo Multi Terminal sebagai dukungan untuk pencatatan keuangan yang lebih efisien dan terintegrasi, guna meningkatkan transparansi, akurasi, serta kecepatan dalam proses pengelolaan data keuangan dan operasional. Implementasi ini juga bertujuan untuk mendukung transformasi digital perusahaan dalam mencapai tujuan bisnis jangka panjang;

REALIZATION OF THE 2025 INFORMATION TECHNOLOGY WORK PROGRAM

Throughout 2025, the development and implementation of information technology were focused on revenue assurance through system adjustments at branches undergoing Digital Transformation, Operational Handover, and PTP Invoice Switching. As of the end of 2025, the realization of information technology development and implementation included the following:

1. Transformation and Digitalization: Jamrud, Tanjung Wangi, Tanjung Intan, Bagendang, Bumiharjo, Makassar, Balikpapan, Dumai, Belawan, Trisakti, Lembar, Gilimas, Tanjung Emas, Gresik, Parepare, and Tanjung Balai Karimun Branches;
2. Invoice Switching: Tanjung Pandan, Teluk Bayur, Tanjung Priok, Jambi, Pangkal Balam, Panjang, Palembang, Kijing, and Banten Branches;
3. Transformation and Digitalization of Terminals within PT Pelabuhan Tanjung Priok.

Application Implementation

1. Back-End Applications:
   a. a. Single ERP SAP was implemented on 1 October 2024 at PT Pelindo Multi Terminal to support more efficient and integrated financial recording, thereby enhancing transparency, accuracy, and timeliness in the management of financial and operational data. This implementation also supports the Company's digital transformation in achieving its long-term business objectives;

b. Implementasi Aplikasi Surat Menyurat (PEO) sebagai aplikasi surat menyurat, pembuatan Berita Acara pada PT Pelindo Multi Terminal;
c. Implementasi aplikasi Absensi (My Intan) sebagai aplikasi absensi yang akan digunakan di wilayah kerja PT Pelindo Multi Terminal;
d. Implementasi aplikasi perjalanan dinas (My Travel) sebagai aplikasi perjalanan dinas yang akan digunakan di wilayah kerja PT Pelindo Multi Terminal;
e. Implementasi aplikasi kantin (My Canteen) sebagai aplikasi untuk mempermudah proses permakanan pekerja dengan pengelolaan *voucher* saldo dan akses untuk pembelian berbagai macam makanan dan minuman yang akan digunakan di wilayah kerja PT Pelindo Multi Terminal;
f. Implementasi Modul *Material Management* (MM) Centra sebagai aplikasi pengadaan di Lingkungan PT Pelindo Multi Terminal;
g. Implementasi Aplikasi Prima (Pelindo Risk Management) sebagai system yang digunakan untuk memfasilitasi pengelolaan risiko operasional perusahaan;
h. Implementasi Aplikasi *Single Procurement System* (*Secure*) sebagai *system* yang digunakan untuk pelaksanaan lelang/tender secara *online*;
i. Implementasi Aplikasi Portaverse sebagai system yang digunakan untuk mengelola hal-hal terkait dengan *performance management system, training management system, learning management system*, dan *knowledge management system*;
j. Implementasi Aplikasi Cistle sebagai sebagai sistem yang digunakan untuk melakukan konsolidasi transaksi *intercompany* di PMT Group.

2. Aplikasi *Front End*:
   a. Pembuatan *Corporate Website* sebagai wadah informasi kepada pengguna jasa PT Pelindo Multi Terminal untuk mendapatkan informasi tentang PT Pelindo Multi Terminal;
   b. Implementasi Aplikasi GenC dan PTOS M sebagai aplikasi *Front End* pada Cabang PT Pelindo Multi Terminal yang terintegrasi dengan SAP dan aplikasi lainnya;
   c. Implementasi Aplikasi Spinner untuk mendukung adanya layanan baru petikemas;
   d. Penerapan Sistem *Gate* Timbangan;
   e. Implementasi Aplikasi PTOS PK (petikemas) sebagai aplikasi *Front End* pada Cabang PT Pelindo Multi Terminal yang terintegrasi dengan SAP dan aplikasi lainnya.

Penerapan Sistem Gate Timbangan

1. Pembuatan *Dashboard* Fasilitas sebagai *dashboard* manajemen untuk Bidang Fasilitas;
2. Pemeliharaan *Corporate Email* sebagai *email* PT Pelindo Multi Terminal;
3. *Office Supply* terkait Perangkat Teknologi Informasi untuk perangkat kerja untuk pegawai yang ditempatkan di PMT dalam mendukung pekerjaannya.

b. Implementation of the Correspondence Application (PEO) as the official correspondence and Minutes of Meeting application at PT Pelindo Multi Terminal;
c. Implementation of the Attendance Application (My Intan) as the attendance system to be used across PT Pelindo Multi Terminal's operational areas;
d. Implementation of the Business Travel Application (My Travel) as the official business travel application to be used across PT Pelindo Multi Terminal's operational areas;
e. Implementation of the Canteen Application (My Canteen) to facilitate employee meal services through voucher balance management and access for purchasing various food and beverages across PT Pelindo Multi Terminal's operational areas;
f. Implementation of the Material Management (MM) Centra Module as the procurement application within PT Pelindo Multi Terminal;
g. Implementation of the PRiMa (Pelindo Risk Management) Application as the system used to facilitate the management of the Company's operational risks;
h. Implementation of the Single Procurement System (Secure) as the system used to conduct online procurement and tender processes;
i. Implementation of the Portaverse Application as the system used to manage the performance management system, training management system, learning management system, and knowledge management system;
j. Implementation of the Cistle Application as the system used to consolidate intercompany transactions within the PMT Group.

2. Front-End Applications:
   a. Development of the Corporate Website as an information portal for PT Pelindo Multi Terminal's service users to obtain information about the Company;
   b. Implementation of the GenC and PTOS M Applications as front-end applications at PT Pelindo Multi Terminal branches, integrated with SAP and other applications;
   c. Implementation of the Spinner Application to support the new container service;
   d. Implementation of the Weighbridge Gate System;
   e. Implementation of the PTOS PK (Container) Application as a front-end application at PT Pelindo Multi Terminal branches, integrated with SAP and other applications.

Implementation of the Weighbridge Gate System

1. Development of the Facilities Dashboard as a management dashboard for the Facilities Division;
2. Maintenance of the Corporate Email System for PT Pelindo Multi Terminal;
3. Provision of Office Supplies related to Information Technology Equipment to support employees assigned to PMT in carrying out their duties.

Tata Kelola

1. Peraturan Direksi tentang Pedoman Tata Kelola Bidang TI sebagai dasar pelaksanaan Tata Kelola di lingkungan PT Pelindo Multi Terminal;
2. Keputusan Direksi tentang Information Technology Steering Commite untuk mempercepat proses perencanaan dan pengembangan Teknologi Informasi di lingkungan PT Pelindo Multi Terminal;
3. Dokumen Standar Prosedur Operasi (SPO) Divisi Teknologi Informasi.

PENGENDALIAN KETAHANAN DAN KEAMANAN SIBER

Perusahaan terus memperkuat pengelolaan dan pengembangan sistem Teknologi Informasi (TI) dengan menempatkan keamanan informasi sebagai salah satu prioritas utama. Penerapan sistem keamanan dilakukan untuk menjaga kerahasiaan data (*confidentiality*), keutuhan informasi (*integrity*), ketersediaan sistem (*availability*), serta kesiapan pemulihan ketika terjadi gangguan atau kondisi darurat (*disaster recovery*).

IDENTIFIKASI DAN MANAJEMEN RISIKO TEKNOLOGI INFORMASI

Identifikasi dan pengelolaan risiko TI dilaksanakan melalui proses manajemen risiko yang terstruktur dalam tujuh tahap, meliputi penetapan konteks, identifikasi risiko, analisis risiko, evaluasi risiko, penanganan risiko, komunikasi dan konsultasi, serta pemantauan risiko secara berkelanjutan. Proses ini dijalankan oleh Departemen Pengendalian Sistem, dengan penetapan tingkat risiko menggunakan matriks risiko berbasis kombinasi kemungkinan (probabilitas) dan dampak (severitas), serta opsi penanganan risiko yang mencakup *accept*, *avoid*, *control/mitigate*, dan *transfer*. Manajemen memastikan adanya kesadaran risiko (*risk awareness*) secara eksplisit pada tingkat pejabat eksekutif dan Direksi, sehingga akuntabilitas atas risiko TI yang signifikan tidak berhenti pada level teknis, melainkan menjadi bagian dari kesadaran manajemen puncak.

Sebagai mekanisme pengujian independen atas efektivitas pengendalian TI, Perusahaan melaksanakan audit TI secara berkala minimal satu kali dalam setahun, dilakukan oleh Satuan Pengawas Intern dan/atau auditor eksternal yang independen dan kompeten. Resume hasil audit TI dilaporkan kepada manajemen dan disosialisasikan oleh Senior Vice President Teknologi Informasi, dengan tindak lanjut korektif dan preventif yang dimonitor oleh Departemen Pengendalian Sistem melalui Laporan Monitoring Rekomendasi hingga tuntas sebelum tanggal target penyelesaian. Laporan-laporan strategis terkait TI, termasuk hasil audit dan rencana penggunaan TI, disetujui secara berjenjang oleh Senior Vice President Teknologi Informasi serta Direksi, memastikan risiko dan kinerja pengendalian TI senantiasa berada dalam pengawasan manajemen puncak.

Governance

1. Board of Directors' Regulation on Information Technology Governance Guidelines as the basis for IT governance implementation within PT Pelindo Multi Terminal;
2. Board of Directors' Decree on the Information Technology Steering Committee to accelerate the planning and development of Information Technology within PT Pelindo Multi Terminal;
3. Standard Operating Procedure (SOP) Documents of the Information Technology Division.

CYBER RESILIENCE AND SECURITY MANAGEMENT

The Company continues to strengthen the management and development of its Information Technology (IT) systems by placing information security as one of its key priorities. Security measures are implemented to safeguard data confidentiality, information integrity, system availability, and disaster recovery readiness in the event of disruptions or emergency situations.

IDENTIFICATION AND MANAGEMENT OF INFORMATION TECHNOLOGY RISK

Identification and management of IT risk is carried out through a structured risk management process comprising seven stages: context establishment, risk identification, risk analysis, risk evaluation, risk treatment, communication and consultation, and continuous risk monitoring. This process is carried out by the System Control Department, with risk levels determined using a risk matrix based on a combination of likelihood (probability) and impact (severity), and risk treatment options including accept, avoid, control/mitigate, and transfer. Management ensures explicit risk awareness at the executive and Board of Directors level, so that accountability for significant IT risks does not stop at the technical level but becomes part of top management's awareness.

As an independent testing mechanism for the effectiveness of IT controls, the Company conducts IT audits periodically at least once a year, carried out by the Internal Audit Unit and/or independent and competent external auditors. A summary of the IT audit results is reported to management and communicated by the Senior Vice President of Information Technology, with corrective and preventive follow-up actions monitored by the System Control Department through a Recommendation Monitoring Report until completion prior to the target resolution date. Strategic IT-related reports, including audit results and IT utilization plans, are approved in a tiered manner by the Senior Vice President of Information Technology and the Board of Directors, ensuring that IT risk and control performance remain under the continuous oversight of top management.

KEAMANAN SIBER DAN SISTEM MANAJEMEN PENGAMANAN INFORMASI

Pada aspek keamanan informasi, Direksi menunjukkan kepemimpinan dan komitmen secara eksplisit melalui penerapan Sistem Manajemen Pengamanan Informasi (SMPI), antara lain dengan memastikan keselarasan tujuan dan kebijakan pengamanan informasi dengan arahan strategis Perusahaan, serta ketersediaan sumber daya yang memadai. Manajemen Risiko Pengamanan Informasi (MRPI) diselenggarakan secara terintegrasi dan selaras dengan proses Enterprise Risk Management (ERM) Perusahaan, dengan asesmen risiko pengamanan informasi yang dilakukan secara rutin setiap enam bulan atau lebih cepat apabila terdapat perubahan proses bisnis yang berdampak signifikan terhadap profil risiko. Hasil asesmen dituangkan dalam Risk Treatment Plan (RTP) Keamanan Informasi yang disosialisasikan kepada stakeholder terkait untuk membangun kesadaran, keterlibatan, dan kepemilikan atas risiko keamanan informasi di seluruh lini organisasi.

Pada level operasional, penanganan insiden TI — termasuk insiden yang dikategorikan sebagai insiden keamanan siber — mengikuti jalur eskalasi berjenjang: penanganan awal oleh Departemen Pemeliharaan Sistem dan Data Manajemen sebagai *first level*, eskalasi kepada *Second Layer Support* apabila tidak dapat diselesaikan, hingga eskalasi kepada Vice President Pemeliharaan Sistem dan Manajemen Data untuk insiden yang dikategorikan sebagai insiden pengamanan informasi. Dengan mekanisme ini, setiap indikasi ancaman siber dapat ditangani secara terstruktur sekaligus diukur tingkat keparahannya sebelum ditentukan perlu tidaknya eskalasi lebih lanjut ke prosedur kontinuitas bisnis.

BUSINESS CONTINUITY MANAGEMENT (BCM) DAN DISASTER RECOVERY PLAN (DRP)

Kesiapan pemulihan bencana dikelola melalui mekanisme kontinuitas TI yang secara eksplisit melibatkan Direksi: Direksi menetapkan tim penyusun kontinuitas TI untuk menyusun *Disaster Recovery Plan* (DRP), yang didasarkan pada *Business Impact Analysis* (BIA) untuk menetapkan *Recovery Time Objective*/RTO dan *Recovery Point Objective*/RPO, serta *Risk Assessment* untuk menentukan strategi dan arsitektur kontinuitas yang memadai. Direksi selanjutnya melakukan reviu dan menetapkan kebijakan DRP sebagai referensi pengendalian risiko bencana, sementara pengujian DRP dilaksanakan secara berkala minimal satu kali dalam setahun untuk memastikan kecukupan rencana pemulihan sekaligus menghasilkan *lesson learned* bagi penyempurnaan berkelanjutan.

Secara kelembagaan, kesiapan menghadapi gangguan atau bencana diatur melalui struktur *Business Continuity Management* (BCM) yang terdiri dari empat tingkatan (BCM Level), disesuaikan dengan tingkat dampak gangguan terhadap layanan dan reputasi Perusahaan. Insiden yang dikategorikan sebagai kejadian luar biasa atau *disaster* akan dieskalasi langsung ke prosedur DRP, dan penanganan gangguan TI secara teknis dijalankan oleh

CYBERSECURITY AND THE INFORMATION SECURITY MANAGEMENT SYSTEM

In the area of information security, the Board of Directors demonstrates explicit leadership and commitment through the implementation of the Information Security Management System (ISMS), including by ensuring alignment of information security objectives and policies with the Company's strategic direction, as well as the availability of adequate resources. Information Security Risk Management (ISRM) is conducted in an integrated manner and aligned with the Company's Enterprise Risk Management (ERM) process, with information security risk assessments carried out regularly every six months, or more frequently in the event of business process changes that significantly affect the risk profile. The assessment results are set out in an Information Security Risk Treatment Plan (RTP), which is communicated to relevant stakeholders to build awareness, engagement, and ownership of information security risk across all levels of the organization.

At the operational level, IT incident handling — including incidents categorized as cybersecurity incidents — follows a tiered escalation path: initial handling by the System Maintenance and Data Management Department as the first level, escalation to Second Layer Support if unresolved, and further escalation to the Vice President of System Maintenance and Data Management for incidents categorized as information security incidents. Through this mechanism, any indication of a cyber threat can be handled in a structured manner while its severity is assessed to determine whether further escalation to the business continuity procedure is required.

BUSINESS CONTINUITY MANAGEMENT (BCM) AND DISASTER RECOVERY PLAN (DRP)

Disaster recovery readiness is managed through an IT continuity mechanism that explicitly involves the Board of Directors: the Board of Directors appoints the IT continuity planning team to develop the Disaster Recovery Plan (DRP), which is based on a Business Impact Analysis (BIA) to determine the Recovery Time Objective (RTO) and Recovery Point Objective (RPO), as well as a Risk Assessment to determine an adequate continuity strategy and architecture. The Board of Directors subsequently reviews and establishes the DRP policy as a reference for disaster risk control, while DRP testing is conducted periodically at least once a year to ensure the adequacy of the recovery plan and to generate lessons learned for continuous improvement.

Institutionally, readiness to face disruptions or disasters is governed through a Business Continuity Management (BCM) structure consisting of four levels (BCM Levels), calibrated to the level of impact of the disruption on the Company's services and reputation. Incidents categorized as extraordinary events or disasters are escalated directly to the DRP procedure, and technical handling of IT disruptions is carried out by

Tim Pemulihan IT dalam struktur Tim Penanganan Gangguan BCM, yang bertanggung jawab melakukan *damage assessment*, memastikan DRP berjalan efektif, serta menyatakan kesiapan sistem untuk kembali beroperasi normal.

PROSES IDENTIFIKASI HINGGA ESKALASI DAN PELAPORAN KEPADA DIREKSI

Untuk memastikan risiko TI yang teridentifikasi dikelola dan dilaporkan secara berjenjang kepada Direksi, setiap gangguan dideklarasikan sesuai tingkatan BCM Level oleh pejabat yang berwenang: Branch Manager untuk BCM Level 4, *Senior Vice President* terkait untuk BCM Level 3, Direktur Teknis untuk BCM Level 2, hingga gangguan pada tingkat tertinggi (BCM Level 1), yaitu yang berdampak pada reputasi Perusahaan, yang dideklarasikan dan ditetapkan langsung oleh Direktur Utama. Struktur ini memastikan bahwa semakin besar dampak suatu gangguan, semakin tinggi pula tingkat pejabat yang terlibat dalam pengambilan keputusan, dengan Direksi menjadi titik akhir eskalasi untuk risiko yang paling signifikan.

Keterhubungan antara fungsi teknis TI dengan Direksi turut diperkuat melalui Komite Pengarah TI (*IT Steering Committee*), yang berperan memberikan rekomendasi kepada Direksi atas Master Plan TI serta melakukan verifikasi sebelum Direksi menetapkannya, sekaligus menjadi pihak yang menyetujui perubahan-perubahan besar (mayor) atas sistem dan infrastruktur TI Perusahaan. Melalui rangkaian mekanisme ini, manajemen risiko tujuh tahap, audit TI tahunan, asesmen risiko keamanan informasi semesteran, pengujian DRP tahunan, eskalasi BCM berjenjang hingga Direktur Utama, dan pengawasan Komite Pengarah TI, Perusahaan memastikan bahwa risiko utama TI, baik yang bersifat operasional, keamanan siber, maupun bencana, senantiasa terverifikasi secara berkala dan bukan sekadar kebijakan yang statis.

PENELITIAN DAN PENGEMBANGAN

Perusahaan saat ini tengah memperkuat koordinasi dengan PT Pelabuhan Indonesia (Persero) dalam mendukung pengembangan kawasan strategis nasional di Kawasan Industri Terpadu Batang (KITB). Dalam proyek tersebut, Perusahaan diproyeksikan berperan sebagai operator terminal multipurpose nonpetikemas yang akan mendukung aktivitas logistik dan distribusi di kawasan industri dimaksud.

Sebagai subholding yang berfokus pada layanan terminal multipurpose, Perusahaan menyiapkan dukungan operasional melalui pengembangan suprastruktur serta sistem teknologi informasi yang dirancang untuk menunjang kelancaran aktivitas bongkar muat dan operasional pelabuhan secara terintegrasi.

Terminal tersebut diperkirakan akan melayani berbagai jenis muatan strategis, antara lain pasir silika untuk kebutuhan industri kaca, material baja, serta gas. Saat ini, Perusahaan masih melakukan kajian internal terkait potensi bisnis dan kebutuhan operasional, sekaligus menjalin komunikasi dan penjajakan dengan calon pengguna jasa sebagai bagian dari persiapan pengembangan layanan di kawasan tersebut.

the IT Recovery Team within the BCM Disruption Handling Team structure, which is responsible for conducting damage assessments, ensuring the DRP is effectively implemented, and confirming system readiness to resume normal operations.

PROCESS FROM IDENTIFICATION TO ESCALATION AND REPORTING TO THE BOARD OF DIRECTORS

To ensure that identified IT risks are managed and reported in a tiered manner to the Board of Directors, each disruption is declared according to its BCM Level by the authorized officer: the Branch Manager for BCM Level 4, the relevant Senior Vice President for BCM Level 3, the Technical Director for BCM Level 2, up to the highest level of disruption (BCM Level 1), namely one that impacts the Company's reputation, which is declared and determined directly by the President Director. This structure ensures that the greater the impact of a disruption, the higher the level of officer involved in decision-making, with the Board of Directors serving as the final point of escalation for the most significant risks.

The connection between the technical IT function and the Board of Directors is further strengthened through the IT Steering Committee, which provides recommendations to the Board of Directors on the IT Master Plan and conducts verification prior to its adoption by the Board of Directors, while also serving as the party that approves major changes to the Company's IT systems and infrastructure. Through this series of mechanisms, seven-stage risk management, annual IT audits, semi-annual information security risk assessments, annual DRP testing, tiered BCM escalation up to the President Director, and oversight by the IT Steering Committee, the Company ensures that key IT risks, whether operational, cybersecurity, or disaster-related, are continuously verified on a regular basis rather than remaining static policy.

RESEARCH AND DEVELOPMENT

The Company is currently strengthening its coordination with PT Pelabuhan Indonesia (Persero) to support the development of the National Strategic Area at the Batang Integrated Industrial Estate (KITB). Under this project, the Company is expected to serve as the operator of a multipurpose non-container terminal supporting logistics and distribution activities within the industrial estate.

As a subholding focused on multipurpose terminal services, the Company is preparing operational support through the development of superstructure facilities and information technology systems designed to facilitate integrated cargo handling and port operations.

The terminal is expected to handle various strategic cargoes, including silica sand for the glass industry, steel materials, and gas. The Company is currently conducting internal studies on business potential and operational requirements while engaging in discussions and market outreach with prospective customers as part of the preparations for developing services in the industrial estate.

Kode Etik
Code of Conduct

Perusahaan menempatkan etika bisnis sebagai bagian penting dari penerapan governansi korporat di seluruh lini organisasi demi membangun budaya kerja yang sehat dan profesional. Perusahaan meyakini bahwa keberhasilan usaha tidak hanya ditentukan oleh pencapaian kinerja, tetapi juga oleh cara Perusahaan menjalankan bisnis secara bertanggung jawab.

Setiap insan Perusahaan didorong untuk menjalankan tugas dan pengambilan keputusan dengan menjunjung kepatuhan terhadap regulasi yang berlaku serta menjaga kepercayaan para pemangku kepentingan. Pendekatan ini menjadi fondasi dalam membangun hubungan kerja yang profesional, baik di lingkungan internal maupun dalam interaksi dengan mitra usaha, pelanggan, regulator, dan masyarakat.

Sebagai wujud komitmen tersebut, Perusahaan menerapkan Pedoman Kode Etik Bisnis yang menjadi acuan perilaku bagi seluruh Insan Perusahaan dalam menjalankan aktivitas sehari-hari. Pedoman tersebut mengatur standar etika kerja guna memperkuat penerapan prinsip Tata Kelola Perusahaan yang Baik agar tetap selaras dengan visi, misi, dan arah pertumbuhan jangka panjang Perusahaan.

The Company regards business ethics as an essential component of corporate governance implementation across all levels of the organization in order to foster a healthy and professional work culture. The Company believes that business success is determined not only by performance achievements but also by the way it conducts its business responsibly.

All Company personnel are encouraged to perform their duties and make decisions while upholding compliance with applicable laws and regulations and maintaining the trust of stakeholders. This approach serves as the foundation for building professional working relationships, both within the organization and in interactions with business partners, customers, regulators, and the public.

As part of this commitment, the Company implements a Code of Conduct, which serves as the behavioral guideline for all Company personnel in carrying out their daily activities. The guideline establishes standards of ethical conduct to strengthen the implementation of Good Corporate Governance principles while ensuring alignment with the Company's vision, mission, and long-term growth direction.

VISI, MISI, DAN TATA NILAI SEBAGAI FONDASI KODE ETIK PERUSAHAAN

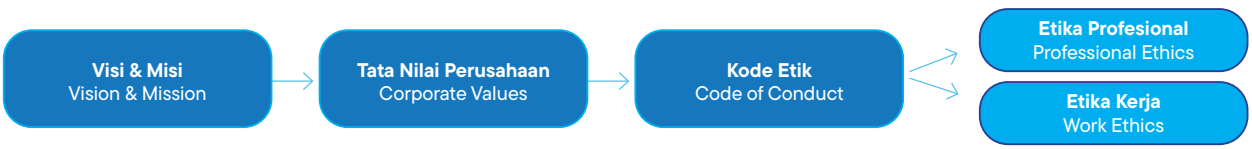
Perusahaan telah menetapkan Kode Etik Bisnis sebagai pedoman perilaku yang selaras dengan visi, misi, dan nilai-nilai Perusahaan. Penerapan kode etik dilakukan secara menyeluruh di seluruh tingkat organisasi. Sejak proses perekrutan, pemahaman terhadap Kode Etik Bisnis telah menjadi bagian dari komitmen kerja yang dituangkan dalam kontrak kerja karyawan. Dengan demikian, setiap karyawan memiliki tanggung jawab untuk menerapkannya dalam aktivitas sehari-hari.

Dalam rangka menjaga konsistensi implementasi, Perusahaan secara berkala melakukan sosialisasi dan penguatan pemahaman terkait kode etik melalui berbagai kegiatan internal. Langkah ini dilakukan agar nilai-nilai integritas, profesionalisme, dan kepatuhan tertanam dalam budaya kerja Perusahaan serta terus terinternalisasi dalam setiap proses bisnis dan pengambilan keputusan.

VISION, MISSION AND VALUES AS THE FOUNDATION OF THE COMPANY'S CODE OF CONDUCT

The Company has established a Code of Conduct as a guideline for behavior aligned with its vision, mission, and values. The Code of Conduct is implemented comprehensively at all levels of the organization. From the recruitment process, understanding the Code of Conduct has become part of the work commitment outlined in employee employment contracts. Therefore, every employee has a responsibility to implement the code in their daily activities.

To maintain consistent implementation, the Company regularly socializes and strengthens understanding of the Code of Conduct through various internal activities. This step is taken to ensure that the values of integrity, professionalism, and compliance are embedded in the Company's work culture and continuously internalized in every business process and decision-making process.



PEDOMAN KODE ETIK DAN POKOK-POKOK ISI KODE ETIK

Pedoman Kode Etik Bisnis yang telah disahkan melalui Peraturan Direksi No. HK.01/4/3/4/HLTK/DIRU/PLMT-24 tanggal 4 Maret 2024 tentang Pedoman Kode Etik Bisnis Pada PT Pelindo Multi Terminal telah mengatur beberapa aspek, meliputi:

1. Pendahuluan
   a. Latar Belakang;
   b. Maksud dan Tujuan;
   c. Manfaat;
   d. Landasan Penyusunan;
   e. Visi dan Misi;
   f. Nilai Perusahaan;
   g. Pelaporan dan Kepatuhan.
2. Etika Profesional
   a. Hubungan dengan Pekerja;
   b. Hubungan dengan Pemegang Saham;
   c. Hubungan dengan Serikat Pekerja;
   d. Hubungan dengan Pelanggan;
   e. Hubungan dengan Vendor;
   f. Hubungan dengan Kreditur;
   g. Hubungan dengan Debitur;
   h. Hubungan dengan Investor dan Lembaga Keuangan;
   i. Hubungan dengan Pesaing;
   j. Hubungan dengan Masyarakat, Komunitas dan Lingkungan;
   k. Hubungan dengan Regulator dan Aparatur Pemerintah;
   l. Hubungan dengan Branch, Anak Perusahaan dan/atau Perusahaan Terafiliasi;
   m. Hubungan dengan Pemangku Kepentingan Lain.
3. Etika Kerja
   a. Kepatuhan Terhadap Hukum, Peraturan Perundang-undangan dan Ketentuan Lainnya;
   b. Benturan Kepentingan;
   c. Korupsi dan Suap;
   d. Anti Kecurangan (*Anti-Fraud*);
   e. Pencurian dan Penyelewengan Sejenisnya;
   f. Pencucian Uang;
   g. Gratifikasi (Pemberian dan Penerimaan Hadiah atau Imbalan, Jamuan, Hiburan dan Donasi;
   h. Kesempatan yang Sama untuk Mendapatkan Pekerjaan dan Promosi;
   i. Pendokumentasian dan Pencatatan Perusahaan;
   j. Integritas Laporan Keuangan;
   k. Kerahasiaan Data dan/atau Informasi;
   l. Media, Komunikasi, dan Penyebaran Informasi;
   m. Pengelolaan Arsip;
   n. Perlindungan Harta Perusahaan;
   o. Pengendalian Internal;
   p. Perjalanan Dinas;
   q. Hak atas Kekayaan Intelektual (HAKI);
   r. Aktivitas Politik dan Sosial;
   s. Perilaku Etis Terhadap Sesama Pekerja;
   t. Pelanggaran *Insider Trading*.
4. Penegakan Pedoman Kode Etik Bisnis
   a. Komitmen Penegakan Pedoman Kode Etik Bisnis;

CODE OF CONDUCT GUIDELINES AND PRINCIPLES

The Code of Conduct that has been ratified through Board of Directors Regulation No. HK.01/4/3/4/HLTK/DIRU/PLMT-24 dated March 4, 2024 concerning the Code of Conduct at PT Pelindo Multi Terminal have regulated several aspects, including:

1. Introduction
   a. Background
   b. Purpose and Objectives
   c. Benefits
   d. Foundation for Preparation
   e. Vision and Mission
   f. Company Values
   g. Reporting and Compliance
2. Professional Ethics
   a. Relationships with Employees;
   b. Relationships with Shareholders;
   c. Relationships with Labor Unions;
   d. Relationships with Customers;
   e. Relationships with Vendors;
   f. Relationships with Creditors;
   g. Relationships with Debtors;
   h. Relationships with Investors and Financial Institutions;
   i. Relationships with Competitors;
   j. Relationships with the Public, Communities, and the Environment;
   k. Relationships with Regulators and Government Officials;
   l. Relationships with Branches, Subsidiaries, and/or Affiliated Companies;
   m. Relationships with Other Stakeholders.
3. Work Ethics
   a. Compliance with Laws, Regulations and Other Provisions
   b. Conflict of Interest
   c. Corruption and Bribery
   d. Anti-Fraud
   e. Theft and Similar Misappropriation
   f. Money Laundering
   g. Gratification (Giving and Receiving Gifts or rewards, Meals, Entertainment and Donations)
   h. Equal Opportunity for Employment and Promotion
   i. Company Documentation and Records
   j. Financial Reporting Integrity
   k. Confidentiality of Data and/or Information
   l. Media, Communication, and Information Dissemination
   m. Archive Management
   n. Protection of Company Assets
   o. Internal Control
   p. Official Travel
   q. Intellectual Property Rights (IPR)
   r. Political and Social Activities
   s. Ethical Behavior towards Fellow Workers
   t. Insider Trading Violation
4. Enforcement of Code of Conduct Guidelines
   a. Commitment to Enforcement of Code of Conduct Guidelines

b. Sosialisasi dan Internalisasi;
c. Pelanggaran;
d. Mekanisme pelaporan pelanggaran;
e. Sanksi atas pelanggaran.

PEMBERLAKUAN KODE ETIK BAGI SELURUH LEVEL ORGANISASI

Pedoman Etika Perusahaan menjadi landasan perilaku bagi seluruh Insan Perusahaan, mulai dari karyawan, Direksi, Dewan Komisaris, hingga organ pendukung lainnya, dalam menjalankan tugas dan aktivitas bisnis sehari-hari, dengan harapan terciptanya budaya kerja yang profesional, bertanggung jawab, serta menjunjung tinggi integritas dalam setiap hubungan kerja maupun hubungan usaha. Oleh karena itu, implementasi kode etik Perusahaan diarahkan sebagai upaya untuk:

1. Sebagai komitmen bersama untuk mewujudkan visi dan melaksanakan misi Perusahaan secara profesional dan beretika dalam melakukan usaha.
2. Sebagai panduan perilaku bagi seluruh Insan Perusahaan yang harus dipatuhi dalam melaksanakan segala aktivitas bisnis.
3. Sebagai landasan etis untuk bertindak dan berpikir serta mengambil keputusan yang terkait dengan Perusahaan.
4. Mengembangkan hubungan yang harmonis, sinergi dan saling menguntungkan antara Insan Perusahaan serta stakeholders lainnya dengan berlandaskan prinsip-prinsip korporasi yang sehat dan beretika, agar menjadi perusahaan yang berdaya saing tinggi.

Upaya Penyebaran dan Penegakan Etika Bisnis, Etika Kerja serta Perilaku

Pemahaman Kode Etik menjadi tanggung jawab dasar bagi seluruh Insan Perusahaan sebagai bentuk komitmen terhadap prinsip Tata Kelola Perusahaan yang Baik. Namun, penerapan kode etik tidak berhenti pada aspek kepatuhan, tetapi juga menjadi fondasi dalam membangun budaya perusahaan yang sehat dan berkelanjutan. Sebagai upaya mendukung implementasi tersebut, Perusahaan mewajibkan seluruh Insan Perusahaan untuk:

1. Seluruh Insan Perusahaan wajib menandatangani Pakta Integritas dan Janji Pedoman Kode Etik Bisnis yang merupakan komitmen Insan Perusahaan untuk melaksanakan Pedoman Kode Etik Bisnis yang diperbarui setiap tahun.
2. Pedoman Kode Etik Bisnis harus disosialisasikan dan dipahami oleh Insan Perusahaan.
3. Pakta Integritas, Janji Pedoman Kode Etik Bisnis dan Pernyataan Benturan Kepentingan Dewan Komisaris dan Direksi dibuat dan ditandatangani dalam satu rangkap dan disimpan di Sekretaris Perusahaan.
4. Pakta Integritas dan Janji Pedoman Kode Etik Bisnis Pekerja Perusahaan dibuat dan ditandatangani dalam satu rangkap dan disimpan di Sekretaris Perusahaan untuk Kantor Pusat dan di Bagian SOM masing-masing Unit Kerja.
5. Departemen yang menangani tata kelola perusahaan melakukan *monitoring*, membuat laporan dan rekapitulasi Pekerja Perusahaan yang melaksanakan penandatanganan

b. Socialization and Internalization
c. Violations
d. Mechanism for reporting violations;
e. Sanctions for violations.

CODE OF CONDUCT ENFORCEMENT FOR ALL LEVELS OF ORGANIZATION

The Company's Code of Conduct serves as the basis for the behavior of all Company Personnel, from employees, Directors, Board of Commissioners, to other supporting organs, in carrying out daily business tasks and activities, with the hope of creating a professional, responsible work culture that upholds integrity in every work relationship and business relationship. Therefore, the implementation of the Company's code of conducted is directed as an effort to:

1. As a joint commitment to realize the vision and carry out the mission of the Company in a professional and ethical manner in conducting business;
2. Is a behavioral guide for all Company employees who must be obeyed in carrying out all business activities;
3. As an ethical basis for acting and thinking as well as making decisions related to the Company;
4. Developing harmonious, synergistic and mutually beneficial relationships between the Company's personnel and other stakeholders based on sound and ethical corporate principles, in order to become a highly competitive Company.

Efforts to Disseminate and Enforce Business Ethics, Work Ethics and Behavior

Understanding the Code of Conduct is a fundamental responsibility for all Company personnel as a commitment to the principles of Good Corporate Governance. However, implementing the Code of Conduct goes beyond compliance and serves as the foundation for building a healthy and sustainable corporate culture. To support this implementation, the Company requires all Company personnel to:

1. All Company personnel are required to sign the Integrity Pact and Pledge of the Code of Conduct Guidelines which is a commitment of Company personnel to implement the Code of Conduct Guidelines which is renewed annually.
2. Code of Conduct must be socialized and understood by the Company's personnel.
3. The Integrity Pact, Pledge of Code of Conduct Guidelines and Conflict of Interest Statement of Board of Commissioners and Board of Directors are made and signed in one copy and kept at the Corporate Secretary.
4. The Pact of Integrity and Pledge of Code of Conduct for Company Personnel are made and signed in one copy and kept at the Corporate Secretary for the Head Office and at the SOM Section of each Work Unit.
5. The department in charge of corporate governance shall monitor, make reports and recapitulate the Company's Personnel who sign the Pact of Integrity in their respective

Pakta Integritas di wilayah kerjanya masing-masing setiap tahunnya, untuk kemudian disampaikan kepada Sekretaris Perusahaan.

working areas every year, to be submitted to the Corporate Secretary.

Seluruh Pimpinan Unit Kerja sampai dengan pimpinan 2 (dua) level di bawahnya bertanggung jawab dan memberi keteladanan bagi bawahannya atas penerapan Pedoman Kode Etik Bisnis ini.

All Working Unit Leaders up to 2 (two) levels below are responsible and set an example for their subordinates for the implementation of this Code of Conduct.

SOSIALISASI KODE ETIK

Perusahaan secara aktif melakukan sosialisasi Kode Etik Perusahaan kepada seluruh Insan Perusahaan agar nilai-nilai perusahaan dapat diterapkan secara konsisten dalam aktivitas kerja sehari-hari. Sepanjang tahun 2025, salah satu bentuk implementasi yang dilakukan adalah publikasi *flyer* tentang "Pedoman Kode Etik" melalui Media Sosial Instagram Perusahaan, yaitu @pelindomultiterminal pada 9 Oktober 2025. Perusahaan senantiasa memastikan bahwa sosialisasi tersebut menjangkau pihak internal Perusahaan maupun pihak eksternal, sehingga informasi dapat diterima secara cepat dan merata.

CODE OF CONDUCT SOCIALIZATION

The Company actively conducts socialization of the Company's Code of Conduct to all Company personnel to ensure that the Company's values are consistently applied in their daily work activities. Throughout 2025, one of the implementation initiatives was the publication of a flyer on the "Code of Conduct" through the Company's Instagram social media account, @pelindomultiterminal, on October 9, 2025. The Company continuously ensures that such socialization reaches both internal and external stakeholders, enabling the information to be disseminated promptly and comprehensively.



PENEGAKAN DAN PELAPORAN PELANGGARAN ETIKA

Perusahaan menyediakan mekanisme pelaporan bagi seluruh Insan Perusahaan maupun pihak berkepentingan untuk menyampaikan dugaan pelanggaran terhadap Pedoman Kode Etik Bisnis maupun tindakan lain yang termasuk dalam ruang lingkup *Whistleblowing System* (WBS).

Penyampaian laporan dapat dilakukan melalui berbagai saluran yang telah disediakan, antara lain surat tertulis, faksimili, SMS, maupun melalui situs web aplikasi pengaduan (WBS) milik entitas induk Perusahaan.

Mekanisme WBS ini difokuskan untuk menangani laporan yang berkaitan dengan pelanggaran etika, penyimpangan, maupun tindakan yang berpotensi merugikan Perusahaan. Oleh karena itu, sarana pengaduan tersebut tidak digunakan untuk menyampaikan kepentingan atau keluhan yang bersifat pribadi di luar ruang lingkup pengelolaan pengaduan Perusahaan.

ENFORCEMENT AND REPORTING OF ETHICAL VIOLATIONS

The Company provides a reporting mechanism for all Company personnel and interested parties to report suspected violations of the Code of Conduct or other actions within the scope of the Whistleblowing System (WBS).

Reports can be submitted through various channels, including written letters, faxes, SMS, or through the parent entity's WBS website.

This WBS mechanism focuses on handling reports related to ethical violations, irregularities, or actions that could potentially harm the Company. Therefore, this reporting platform is not used to convey personal interests or complaints outside the scope of the Company's complaint management.

SANKSI ATAS PELANGGARAN

Perusahaan menerapkan prinsip akuntabilitas dalam pelaksanaan Kode Etik Bisnis dengan memastikan setiap pelanggaran ditindaklanjuti sesuai ketentuan yang berlaku. Setiap insan Perusahaan yang terbukti melakukan pelanggaran terhadap kode etik akan dikenakan tindakan melalui mekanisme indisipliner.

Pemberian sanksi kepada karyawan dilakukan berdasarkan hasil penelaahan dan rekomendasi dari tim yang dibentuk Direksi, sebelum kemudian ditetapkan lebih lanjut oleh Direksi sesuai tingkat dan bentuk pelanggaran yang terjadi. Dewan Komisaris dan/atau Direksi juga dapat menetapkan langkah pembinaan, tindakan korektif, maupun upaya pencegahan yang pelaksanaannya dilakukan oleh atasan langsung pada unit kerja terkait.

Sementara itu, apabila pelanggaran dilakukan oleh anggota Direksi atau Dewan Komisaris, keputusan mengenai tindakan dan sanksi ditetapkan melalui mekanisme Rapat Umum Pemegang Saham (RUPS).

Penerapan kepatuhan terhadap kode etik juga berlaku bagi mitra usaha dan pemangku kepentingan lainnya. Apabila ditemukan pelanggaran yang dilakukan oleh pihak eksternal, penyelesaiannya dilakukan berdasarkan ketentuan dalam kontrak kerja sama maupun peraturan lain yang relevan. Apabil pelanggaran berkaitan dengan unsur tindak pidana, Perusahaan dapat meneruskannya kepada pihak berwenang sesuai peraturan perundang-undangan yang berlaku.

SANCTIONS FOR VIOLATIONS

The Company applies the principle of accountability in implementing the Code of Conduct by ensuring that all violations are followed up in accordance with applicable regulations. Any Company employee found to have violated the Code of Conduct will be subject to disciplinary action through the mechanism.

Sanctions imposed on employees are based on the review results and recommendations of a team formed by the Board of Directors, before being further determined by the Board of Directors according to the level and form of the violation. The Board of Commissioners and/or the Board of Directors may also establish coaching, corrective, and preventive measures, which are implemented by the direct supervisor of the relevant work unit.

Meanwhile, if a violation is committed by a member of Board of Directors or Board of Commissioners, decisions regarding actions and sanctions are determined through the General Meeting of Shareholders (GMS).

Compliance with the code of conduct also applies to business partners and other stakeholders. If violations are discovered by external parties, they will be resolved based on the provisions of the work contract or other relevant regulations. If the violations involve criminal elements, the Company may forward the matter to the authorities in accordance with applicable laws and regulations.

JUMLAH PELANGGARAN KODE ETIK

Sepanjang tahun 2025, tidak terdapat adanya pengaduan terkait pelanggaran Kode Etik di lingkup Perusahaan.

NUMBER OF CODE OF CONDUCT VIOLATIONS

Throughout 2025, there were no complaints regarding violations of the Code of Conduct within the Company.

Pengendalian Gratifikasi
Gratification Control

Integritas merupakan salah satu prinsip penting dalam menjalankan kegiatan usaha. Oleh karena itu, seluruh aktivitas bisnis di lingkungan Perusahaan dijalankan dengan komitmen untuk menjauhi praktik Korupsi, Kolusi, dan Nepotisme (KKN) serta senantiasa mengedepankan prinsip tata kelola perusahaan yang baik.

Integrity is one of the fundamental principles in conducting business activities. Therefore, all business activities within the Company are carried out with a commitment to avoiding Corruption, Collusion, and Nepotism (KKN) and consistently upholding the principles of Good Corporate Governance.

Bagi Perusahaan, kepercayaan para pemangku kepentingan merupakan aspek yang sangat penting dalam mengukur keberhasilan. Oleh karena itu, Perusahaan memegang teguh penerapan praktik usaha yang etis, transparan, dan bertanggung jawab. Nilai-nilai tersebut menjadi dasar dalam proses pengambilan keputusan maupun pelaksanaan operasional sehari-hari.

For the Company, stakeholder trust is a critical measure of success. Accordingly, the Company remains firmly committed to ethical, transparent, and responsible business practices. These values serve as the foundation for both decision-making processes and day-to-day operations.

PEDOMAN PENGENDALIAN GRATIFIKASI

Perusahaan memandang gratifikasi sebagai salah satu risiko yang perlu dikelola secara serius karena berpotensi menimbulkan benturan kepentingan dan memengaruhi objektivitas dalam pengambilan keputusan. Oleh sebab itu, pengendalian gratifikasi menjadi bagian penting dalam upaya menjaga integritas serta menciptakan praktik governansi korporat yang sehat dan transparan.

Sebagai wujud komitmen tersebut, Perusahaan telah menetapkan Pedoman Pengendalian Gratifikasi melalui Peraturan Direksi Nomor SK.01.01/29/2/2/HLTL/DIRU/PLMT-24 tanggal 29 Februari 2024 tentang Pedoman Pengendalian Gratifikasi di Lingkungan PT Pelindo Multi Terminal.

Adapun beberapa bentuk penggolongan gratifikasi yang diatur dalam pedoman tersebut antara lain sebagai berikut:
1. Hiburan;
2. Komisi;
3. Pinjaman tanpa bunga;
4. Pemberian barang;
5. Pemberian uang;
6. Rabat/*voucher*;
7. Fasilitas penginapan;
8. Perjalanan wisata;
9. Fasilitas pengobatan;
10. Tiket perjalanan; dan
11. Lain-Lain.

GRATIFICATION CONTROL GUIDELINES

The Company regards gratification as a risk that must be managed seriously because it has the potential to create conflicts of interest and impair objectivity in decision-making. Therefore, gratification control constitutes an essential part of the Company's efforts to maintain integrity and foster sound and transparent corporate governance practices.

As part of this commitment, the Company has established the Gratification Control Guidelines through Board of Directors Regulation No. SK.01.01/29/2/2/HLTL/DIRU/PLMT-24 dated 29 February 2024 concerning the Gratification Control Guidelines within PT Pelindo Multi Terminal.

The Guidelines classify gratification into, among others, the following categories:
1. Entertainment;
2. Commissions;
3. Interest-free loans;
4. Gifts in kind;
5. Cash gifts;
6. Rebates/vouchers;
7. Accommodation facilities;
8. Leisure travel;
9. Medical facilities;
10. Travel tickets; and
11. Others.

PEMBENTUKAN UNIT PENGENDALIAN GRATIFIKASI

Sebagai bagian dari penguatan budaya integritas dan penerapan sistem anti penyuapan, Perusahaan telah membentuk Unit Pengendalian Gratifikasi (UPG) berdasarkan Keputusan Direksi Nomor SK.01.01/1/7/2/HLTK/DIRU/PLMT-24 tanggal 1 Juli 2024. Unit ini tergabung dalam Tim Fungsi Kepatuhan Anti Penyuapan (FKAP) yang sekaligus menjalankan fungsi pengendalian gratifikasi, pengelolaan benturan kepentingan, dan penanganan *fraud* di lingkungan PT Pelindo Multi Terminal. UPG dibentuk oleh Direksi secara *ad hoc* dengan tugas utama mengawal implementasi, pengelolaan, dan pengawasan pengendalian gratifikasi di lingkungan Perusahaan.

Setiap Insan Perusahaan diwajibkan menolak secara sopan setiap pemberian, hadiah, cinderamata, maupun hiburan (*entertainment*) yang berpotensi menimbulkan benturan kepentingan atau memengaruhi independensi dalam bekerja. Penolakan tersebut selanjutnya dilaporkan kepada UPG sebagai bentuk kepatuhan terhadap kebijakan pengendalian gratifikasi yang berlaku.

Perusahaan juga mendorong Insan Perusahaan untuk memberikan pemahaman kepada pihak eksternal mengenai kebijakan gratifikasi yang berlaku. Dalam kondisi tertentu, Insan Perusahaan dapat meminta dukungan UPG untuk membantu memberikan penjelasan sebagai bagian dari sosialisasi dan edukasi kepada pihak terkait.

Selain larangan menerima gratifikasi, Perusahaan juga menegaskan bahwa Insan Perusahaan tidak diperkenankan memberikan hadiah, hiburan, atau bentuk gratifikasi lainnya kepada pihak yang memiliki hubungan bisnis maupun pesaing usaha dengan tujuan memperoleh keuntungan yang tidak semestinya, memengaruhi keputusan, ataupun mendapatkan informasi yang bertentangan dengan ketentuan peraturan perundang-undangan dan etika bisnis Perusahaan.

PROGRAM PENGENDALIAN GRATIFIKASI

Berikut adalah program pengendalian gratifikasi di lingkup Perusahaan yang dilakukan di sepanjang tahun 2025, yakni:

1. Penyampaian Surat/Nota Dinas kepada *Branch* dan Anak Perusahaan:
   a. Nomor: SK.01.01/13/3/1/HLTK/SKTR-25 tanggal 13 Maret 2025 tentang Larangan Pemberian dan Penerimaan Suap, Gratifikasi serta Pungutan Liar pada Perayaan Hari Raya Idul Fitri 1446 H / 2025;
   b. Nomor: SK.01.01/26/5/1/HLTK/SKTR-25 tanggal 26 Mei 2025 tentang Pemasangan Informasi terkait Larangan Pemberian dan Penerimaan Suap, Pungli dan Gratifikasi di Lingkungan Kerja PT Pelindo Multi Terminal.
2. Sosialisasi Larangan Permintaan, Pengiriman dan Penerimaan Suap, serta Gratifikasi Jelang Idul Fitri 2025 di Lingkungan PMT pada 24 Maret 2025;

ESTABLISHMENT OF GRATIFICATION CONTROL UNIT

As part of strengthening the culture of integrity and implementing the anti-bribery management system, the Company established the Gratification Control Unit (Unit Pengendalian Gratifikasi/UPG) pursuant to Board of Directors Decree No. SK.01.01/1/7/2/HLTK/DIRU/PLMT-24 dated 1 July 2024. The Unit forms part of the Anti-Bribery Compliance Function Team (FKAP), which also performs the functions of gratification control, conflict of interest management, and fraud handling within PT Pelindo Multi Terminal. The UPG was established by the Board of Directors on an ad hoc basis, with the primary responsibility of overseeing the implementation, management, and supervision of gratification control within the Company.

All Company personnel are required to politely decline any gifts, presents, souvenirs, or entertainment that may give rise to conflicts of interest or compromise their independence in performing their duties. Such refusals must subsequently be reported to the UPG as a form of compliance with the applicable gratification control policy.

The Company also encourages its personnel to explain the Company's gratification policy to external parties. Under certain circumstances, Company personnel may request assistance from the UPG in providing such explanations as part of socialization and educational efforts for the relevant parties.

In addition to prohibiting the acceptance of gratification, the Company also emphasizes that Company personnel are prohibited from offering gifts, entertainment, or any other form of gratification to parties having business relationships with the Company or to competitors with the intention of obtaining improper advantages, influencing decisions, or obtaining information contrary to applicable laws and regulations and the Company's business ethics.

GRATIFICATION CONTROL PROGRAMS

The following gratification control programs were carried out within the Company throughout 2025:

1. Distribution of Circulars/Internal Memoranda to Branches and Subsidiaries:
   a. No. SK.01.01/13/3/1/HLTK/SKTR-25 dated March 13, 2025 concerning the Prohibition of Giving and Receiving Bribes, Gratification, and Illegal Levies during the Eid al-Fitr 1446 H / 2025 Celebration;
   b. No. SK.01.01/26/5/1/HLTK/SKTR-25 dated May 26, 2025 concerning the Installation of Information on the Prohibition of Giving and Receiving Bribes, Illegal Levies, and Gratification within PT Pelindo Multi Terminal's Working Environment.
2. Socialization on the Prohibition of Soliciting, Giving, and Receiving Bribes and Gratification Prior to Eid al-Fitr 2025 within PMT on March 24, 2025;

3. Publikasi *Flyer* tentang "Gratifikasi? Seberapa Mahal Harganya?" pada 28 April 2025;
4. Publikasi *Flyer* tentang "Cara Menolak Saat Diberi Gratifikasi" pada 15 Mei 2025;
5. Publikasi *Flyer* tentang "Dilarang Memberi dan Menerima Suap, Pungli, dan Gratifikasi" pada 27 Mei 2025;
6. Pemasangan *Banner*, Poster atau Spanduk tentang Anti Suap, Pungli dan Gratifikasi di Lokasi Kantor, *Branch* maupun terminal yang dikelola oleh PMT pada Mei - Juni 2025;
7. Publikasi Video tentang "Larangan Tindakan Memberi, Menerima Suap, Pungli, dan Gratifikasi di Area Lingkungan Kerja PMT" pada 21 Juli 2025;
8. Publikasi Video tentang "Godaan Gratifikasi Lewat 'Tanda Terima Kasih'" pada 28 Agustus 2025;
9. Webinar Sistem Manajemen Anti Penyuapan dan Pengendalian Gratifikasi pada 10 September 2025;
10. Surat Edaran tentang "Larangan Suap, Pungli, dan Gratifikasi" pada 22 Desember 2025;
11. Publikasi *Flyer* tentang "Larangan Suap, Pungli, dan Gratifikasi" pada 23 Desember 2025.

PELAPORAN GRATIFIKASI DI LINGKUP PERUSAHAAN

Pada periode 1 Januari – 31 Desember 2025 tidak terdapat laporan (nihil) indikasi gratifikasi terkait PMT Grup.

3. Publication of the flyer "Gratification? How Expensive Is It?" on April 28, 2025;
4. Publication of the flyer "How to Decline Gratification" on May 15, 2025;
5. Publication of the flyer "Giving and Receiving Bribes, Illegal Levies, and Gratification Is Prohibited" on May 27, 2025;
6. Installation of banners, posters, and billboards promoting anti-bribery, anti-illegal levy, and anti-gratification messages at offices, branches, and terminals managed by PMT during May–June 2025;
7. Publication of the video "Prohibition of Giving and Receiving Bribes, Illegal Levies, and Gratification in PMT Workplace" on July 21, 2025;
8. Publication of the video "The Temptation of Gratification through 'Tokens of Appreciation'" on August 28, 2025;
9. Webinar on the Anti-Bribery Management System and Gratification Control on September 10, 2025;
10. Circular Letter on the "Prohibition of Bribery, Illegal Levies, and Gratification" on December 22, 2025; and
11. Publication of the flyer "Prohibition of Bribery, Illegal Levies, and Gratification" on December 23, 2025.

GRATIFICATION REPORTING WITHIN THE COMPANY

During the period from January 1 to December 31, 2025, there were no reports (none) of indications of gratuities related to the PMT Group

Informasi Pemberian Dana untuk Kegiatan Politik

Information on Political Contributions

Perusahaan menerapkan prinsip netralitas dalam aktivitas politik sebagai bagian dari komitmen menjaga profesionalisme dan integritas bisnis. Oleh karena itu, Perusahaan melarang keterlibatan individu yang bertindak atas nama Perusahaan dalam kegiatan politik praktis, termasuk pemberian donasi maupun dukungan untuk kepentingan politik tertentu.

Kebijakan tersebut juga menegaskan bahwa seluruh Insan Perusahaan tidak diperkenankan menggunakan fasilitas, aset, maupun sumber daya Perusahaan untuk kegiatan kampanye, penggalangan dana politik, ataupun bentuk partisipasi politik lainnya yang dapat menimbulkan konflik kepentingan maupun memengaruhi independensi Perusahaan. Ketentuan mengenai netralitas politik tersebut telah diatur dalam Pedoman Kode Etik Bisnis Perusahaan.

The Company adopts the principle of political neutrality as part of its commitment to maintaining professionalism and business integrity. Accordingly, the Company prohibits individuals acting on behalf of the Company from participating in practical political activities, including making donations or providing support for particular political interests.

The policy also stipulates that all Company personnel are prohibited from using the Company's facilities, assets, or resources for political campaigns, political fundraising, or any other form of political participation that may create conflicts of interest or compromise the Company's independence. The provisions regarding political neutrality are stipulated in the Company's Code of Conduct.

Kebijakan Pencegahan *Insider Trading*
Insider Trading Prevention Policy

Meskipun saham Perusahaan tidak diperdagangkan di pasar modal, Perusahaan tetap menerapkan kebijakan larangan *insider trading* bagi Dewan Komisaris, Direksi, dan seluruh karyawan. Ketentuan tersebut diatur dalam Pedoman Kode Etik dan Perilaku yang ditetapkan melalui Peraturan Direksi PT Pelindo Multi Terminal Nomor HK.01/4/3/4/HLTK/DIRU/PLMT-24 tanggal 4 Maret 2024 tentang Pedoman Kode Etik Bisnis PT Pelindo Multi Terminal.

Secara khusus, *insider trading* dipahami sebagai aktivitas jual beli efek yang dilakukan berdasarkan informasi material yang belum tersedia untuk publik, dengan tujuan memperoleh keuntungan tertentu secara tidak wajar. Oleh karena itu, Perusahaan menekankan pentingnya menjaga kerahasiaan informasi strategis dan mencegah penyalahgunaan informasi internal untuk kepentingan pribadi maupun kelompok.

Pada prinsipnya, Perusahaan tidak melarang Insan Perusahaan untuk melakukan investasi, termasuk memiliki saham atau instrumen efek lainnya di lingkungan PMT Grup maupun Pelindo Grup, sepanjang dilakukan sebagai investasi jangka panjang dan tetap mematuhi ketentuan peraturan perundang-undangan yang berlaku. Perusahaan juga mengingatkan agar aktivitas investasi tidak dilakukan secara spekulatif maupun memanfaatkan informasi internal yang bersifat material dan belum dipublikasikan.

Sesuai dengan ketentuan dalam peraturan pasar modal, suatu tindakan dapat dikategorikan sebagai insider trading apabila:
1. Adanya orang dalam;
2. Adanya informasi orang dalam yang bersifat material dan belum dipublikasikan kepada publik;
3. Adanya transaksi perdagangan efek oleh orang dalam berdasarkan informasinya tersebut.

Pemahaman terhadap unsur-unsur *insider trading* menjadi hal yang penting dalam menjaga kepatuhan dan integritas di lingkungan Perusahaan. Suatu tindakan baru dapat dikategorikan sebagai *insider trading* apabila seluruh unsur yang dipersyaratkan dalam ketentuan di atas terpenuhi. Oleh karena itu, pengetahuan dan pemahaman yang memadai mengenai praktik ini menjadi bagian penting dalam membangun kesadaran etika dan kepatuhan bagi seluruh Insan Perusahaan.

Sepanjang tahun 2025, tidak terdapat kasus *insider trading* yang terjadi di lingkungan PMT Grup. Perusahaan berkomitmen dalam menjaga kerahasiaan informasi serta memperkuat pengawasan terhadap potensi penyalahgunaan informasi material di lingkungan kerja.

Although the Company's shares are not traded on the capital market, the Company continues to enforce a policy prohibiting insider trading for members of Board of Commissioners, Board of Directors, and all employees. This provision is set forth in the Code of Conduct established through PT Pelindo Multi Terminal Board of Directors Regulation No. HK.01/4/3/4/HLTK/DIRU/PLMT-24 dated 4 March 2024 concerning the PT Pelindo Multi Terminal Code of Conduct.

Specifically, insider trading is understood as the buying or selling of securities based on material information that has not yet been disclosed to the public, with the intention of obtaining unfair advantages. Accordingly, the Company emphasizes the importance of safeguarding confidential strategic information and preventing the misuse of internal information for personal or group interests.

In principle, the Company does not prohibit Company personnel from making investments, including owning shares or other securities within PMT Group or Pelindo Group, provided that such investments are made for long-term investment purposes and remain in compliance with applicable laws and regulations. The Company also reminds its personnel that investment activities must not be speculative or based on material non-public information.

In accordance with the applicable capital market regulations, an act may be classified as insider trading if the following elements are present:
1. The existence of an insider;
2. The existence of material non-public insider information; and
3. A securities transaction conducted by the insider based on such information.

An understanding of the elements of insider trading is essential to maintaining compliance and integrity within the Company. An act may only be classified as insider trading if all of the required elements under the applicable regulations are fulfilled. Therefore, adequate knowledge and understanding of this practice constitute an important part of fostering ethical awareness and compliance among all Company personnel.

Throughout 2025, there were no cases of insider trading within PMT Group. The Company remains committed to safeguarding confidential information and strengthening oversight to prevent the misuse of material information within the workplace.

Kebijakan Anti Korupsi
Anti-Corruption Policy

KOMITMEN ANTI KORUPSI

Perusahaan menempatkan pencegahan korupsi yang diwujudkan melalui berbagai kebijakan dan perangkat pengendalian, antara lain Kode Etik Bisnis, pedoman *Whistleblowing System* (WBS), pedoman Pengendalian Gratifikasi, serta ketentuan terkait penyampaian Laporan Harta Kekayaan Penyelenggara Negara (LHKPN).

Kebijakan-kebijakan tersebut dirancang untuk membangun sistem pencegahan yang komprehensif, mulai dari penguatan budaya kepatuhan, mekanisme pelaporan pelanggaran, hingga pengendalian terhadap potensi benturan kepentingan dan praktik penyuapan di lingkungan Perusahaan. Langkah selaras dengan upaya Perusahaan dalam menciptakan lingkungan kerja yang transparan, profesional, dan menjunjung tinggi etika bisnis.

Perusahaan terus mendorong praktik usaha yang bersih dan bebas dari segala bentuk penyimpangan. Penguatan sistem tersebut juga didukung melalui penerapan *Whistleblowing System* (WBS) yang terintegrasi dengan Pelindo sebagai Holding BUMN Pelabuhan, sehingga proses pelaporan dan penanganan dugaan pelanggaran dapat dilakukan secara lebih terstruktur dan akuntabel.

Kode Etik Bisnis secara tegas melarang segala bentuk korupsi dan penyuapan. Korupsi dipandang sebagai tindakan melawan hukum yang dapat merugikan Perusahaan maupun negara, sementara penyuapan mencakup pemberian atau penerimaan imbalan dalam bentuk apa pun yang bertujuan memengaruhi keputusan, memperoleh perlakuan khusus, atau menciptakan keuntungan yang tidak semestinya dalam hubungan kerja maupun hubungan bisnis.

Sejalan dengan komitmen tersebut, Perusahaan mengharapkan seluruh Insan Perusahaan untuk:
1. Tidak memberi atau menerima semua hal yang telah disebutkan di atas dari pihak eksternal seperti pelanggan, pesaing dan vendor.
2. Apabila terdapat pihak eksternal yang memberikan penawaran atau mencoba untuk melakukan hal serupa, Insan Perusahaan perlu melaporkannya kepada atasan untuk menentukan tindakan yang pantas dilakukan dan/atau Tim Unit Pengendalian Gratifikasi.

SOSIALISASI ANTI KORUPSI

Perusahaan senantiasa melakukan sosialisasi terkait kebijakan anti korupsi di lingkungan kerja. Materi yang disampaikan mencakup pemahaman mengenai pengendalian gratifikasi, penerapan *Whistleblowing System* (WBS), serta berbagai ketentuan etika dan kepatuhan yang mendukung terciptanya praktik bisnis yang bersih dan transparan.

ANTI-CORRUPTION COMMITMENT

The Company places corruption prevention as a key priority, as reflected through various policies and control mechanisms, including the Code of Conduct, the Whistleblowing System (WBS) Guidelines, the Gratification Control Guidelines, and the provisions governing the submission of the State Officials' Asset Report (LHKPN).

These policies are designed to establish a comprehensive prevention system, ranging from strengthening the culture of compliance and providing mechanisms for reporting violations to controlling potential conflicts of interest and bribery practices within the Company. These measures are aligned with the Company's efforts to create a transparent, professional working environment that upholds the highest standards of business ethics.

The Company continuously promotes clean business practices that are free from all forms of misconduct. This framework is further reinforced through the implementation of a Whistleblowing System (WBS) integrated with Pelindo as the Port SOE Holding, enabling the reporting and handling of alleged violations to be carried out in a more structured and accountable manner.

The Code of Conduct firmly prohibits all forms of corruption and bribery. Corruption is regarded as an unlawful act that may cause losses to both the Company and the State, while bribery includes the giving or receiving of any form of benefit intended to influence decisions, obtain preferential treatment, or create undue advantages in employment or business relationships.

In line with this commitment, the Company expects all Company personnel to:
1. Refrain from giving or receiving any of the aforementioned benefits from external parties, such as customers, competitors, and vendors.
2. Report to their supervisor and/or the Gratification Control Unit Team if any external party offers or attempts to engage in such practices, so that appropriate actions can be determined.

ANTI-CORRUPTION SOCIALIZATION

The Company continuously conducts socialization programs regarding its anti-corruption policy within the workplace. The materials presented include an understanding of gratification control, the implementation of the Whistleblowing System (WBS), and various ethics and compliance provisions that support the creation of clean and transparent business practices.

Sepanjang tahun 2025, kegiatan sosialisasi dilaksanakan secara bertahap dan terstruktur dengan melibatkan tidak hanya Insan Perusahaan, tetapi juga para pemangku kepentingan eksternal yang berinteraksi dengan Perusahaan. Adapun rangkaian kegiatan sosialisasi yang telah dilaksanakan antara lain sebagai berikut:

1. Pengunggahan Menjelang HAKORDIA 2025 melalui Media Sosial
   Salah satu upaya yang dilakukan PMT Group dalam menyebarkan kesadaran mengenai Hari Anti Korupsi Sedunia (HAKORDIA) yang diperingati setiap 9 Desember sebagai wujud komitmen global dalam mencegah dan memberantas korupsi.
2. Pengunggahan Memperingati HAKORDIA 2025 melalui Media Sosial
   PMT Group memperingati Hari Antikorupsi Sedunia 2025 sebagai momentum memperkuat integritas, transparansi, dan akuntabilitas dalam setiap proses bisnis. Budaya bersih, jujur, dan bertanggung jawab adalah fondasi pelayanan kami kepada bangsa.
3. Pengunggahan Kuis Tebak Gambar dalam Memperingati Hakordia 2025 melalui Media Sosial
   Dalam rangka memperingati HAKORDIA 2025, PMT Grup membuat kuis tebak gambar yang jawabannya merupakan elemen penting dalam HAKORDIA.

4. Sosialisasi Pengendalian Korupsi di Korporasi oleh Direktorat Investigasi II BPKP Pusat
   Dalam rangka penguatan Tata Kelola Perusahaan (*Good Corporate Governance*) serta peningkatan efektivitas pengendalian risiko kecurangan (*fraud*) di lingkungan Perusahaan, Direktorat Keuangan dan Manajemen Risiko melakukan acara sosialisasi yang bekerja sama dengan Bidang Investigasi BPKP Pusat.
5. Pelaksanaan *Fraud Risk Assessment* (FRA) Unit Kerja Kantor Pusat dan *Branch* (Belawan) bersama Direktorat Investigasi II BPKP Pusat
   Fraud Risk Assessment (FRA) adalah proses sistematis untuk mengidentifikasi, menganalisis, dan menilai potensi risiko kecurangan (*fraud*) dalam suatu organisasi. FRA bertujuan untuk mengetahui area atau aktivitas yang memiliki kerawanan terhadap terjadinya *fraud*, mengevaluasi kecukupan pengendalian yang telah diterapkan, serta merumuskan langkah mitigasi yang tepat guna memperkuat Tata Kelola Perusahaan (*Good Corporate Governance*) dan meningkatkan efektivitas pengendalian risiko kecurangan.

Throughout 2025, these socialization activities were carried out in a phased and structured manner, involving not only Company personnel but also external stakeholders who interact with the Company. The activities conducted included the following:

1. Social Media Campaign Prior to National Anti-Corruption Day (HAKORDIA) 2025
   One of the initiatives undertaken by PMT Group to raise awareness of National Anti-Corruption Day (HAKORDIA), which is observed annually on December 9 as a reflection of the global commitment to preventing and combating corruption.
2. National Anti-Corruption Day (HAKORDIA) 2025 Social Media Campaign
   PMT Group commemorated National Anti-Corruption Day 2025 as an opportunity to reinforce integrity, transparency, and accountability in every business process. A culture of integrity, honesty, and responsibility serves as the foundation of our services to the nation.
3. "Guess the Picture" Quiz in Commemoration of HAKORDIA 2025 via Social Media
   To commemorate HAKORDIA 2025, PMT Group organized a "Guess the Picture" quiz, with the answers representing important elements of the National Anti-Corruption Day campaign.
4. Corporate Anti-Corruption Control Socialization by the Directorate of Investigation II of the Central BPKP
   In support of strengthening Good Corporate Governance and enhancing the effectiveness of fraud risk control within the Company, the Directorate of Finance and Risk Management organized a socialization program in collaboration with the Investigation Division of the Central BPKP.
5. Fraud Risk Assessment (FRA) for the Head Office and Belawan Branch Work Units in Collaboration with the Directorate of Investigation II of the Central BPKP
   Fraud Risk Assessment (FRA) is a systematic process for identifying, analyzing, and assessing potential fraud risks within an organization. The FRA aims to identify areas or activities that are vulnerable to fraud, evaluate the adequacy of existing controls, and formulate appropriate mitigation measures to strengthen Good Corporate Governance and improve the effectiveness of fraud risk management.

Laporan Harta Kekayaan Penyelenggara Negara (LHKPN)

State Officials' Asset Report (LHKPN)

PRINSIP DASAR LAPORAN HARTA KEKAYAAN PENYELENGGARA NEGARA

Sebagai bagian dari entitas usaha BUMN, Perusahaan memiliki komitmen untuk menjalankan seluruh aktivitas usaha sesuai dengan ketentuan peraturan perundang-undangan yang berlaku, termasuk dalam mendukung upaya pencegahan korupsi dan penguatan transparansi. Salah satu implementasi nyata dari komitmen tersebut adalah pelaksanaan kewajiban pelaporan Laporan Harta Kekayaan Penyelenggara Negara (LHKPN).

LHKPN merupakan instrumen pelaporan kekayaan yang ditetapkan oleh Komisi Pemberantasan Korupsi (KPK) melalui Keputusan KPK No. KEP 07/KPK/02/2005 tentang Tata Cara Pendaftaran, Pemeriksaan dan Pengumuman Laporan Harta Kekayaan Penyelenggara Negara.

Kewajiban tersebut sejalan dengan amanat berbagai regulasi, antara lain Undang-Undang Nomor 28 Tahun 1999 tentang Penyelenggara Negara yang Bersih dan Bebas dari Korupsi, Kolusi, dan Nepotisme, yang memandatkan setiap penyelenggara wajib melaporkan dan mengumumkan Harta Kekayaannya sebelum dan setelah memangku jabatan serta bersedia diperiksa kekayaannya sebelum dan setelah menjabat. Pejabat yang memiliki fungsi strategis, termasuk Dewan Komisaris, Direksi, dan pejabat struktural tertentu di lingkungan BUMN, diwajibkan untuk melaporkan harta kekayaannya.

Kemudian pada Undang-Undang Nomor 30 Tahun 2002 tentang Komisi Pemberantasan Tindak Pidana Korupsi. Kebijakan ini menyatakan bahwa KPK memiliki wewenang dalam melaksanakan langkah atau upaya pencegahan korupsi melalui pendaftaran dan pemeriksaan terhadap LHKPN.

Perusahaan menegaskan bahwa LHKPN tidak hanya menjadi kewajiban administratif, tetapi juga merupakan bentuk komitmen moral dalam membangun budaya integritas dan akuntabilitas di lingkungan kerja. Melalui pelaporan yang dilakukan secara jujur, lengkap, dan tepat waktu, Perusahaan mendukung upaya KPK dalam melakukan analisis, evaluasi, dan pengawasan terhadap kepatuhan penyelenggara negara.

Dengan penerapan LHKPN yang konsisten, Perusahaan berharap dapat memperkuat kepercayaan pemangku kepentingan sekaligus menciptakan lingkungan bisnis yang lebih transparan, profesional, dan bebas dari praktik Korupsi, Kolusi, dan Nepotisme (KKN).

FUNDAMENTAL PRINCIPLES OF THE STATE OFFICIALS' ASSET REPORT

As part of a State-Owned Enterprise (SOE), the Company is committed to conducting all of its business activities in accordance with the applicable laws and regulations, including supporting efforts to prevent corruption and strengthen transparency. One tangible implementation of this commitment is the fulfillment of the obligation to submit the State Officials' Asset Report (LHKPN).

The LHKPN is an asset reporting instrument established by the Corruption Eradication Commission (KPK) through KPK Decree No. KEP-07/KPK/02/2005 concerning the Procedures for the Registration, Examination, and Publication of State Officials' Asset Reports.

This obligation is in line with the mandates of various regulations, including Law No. 28 of 1999 concerning State Officials Who Are Free from Corruption, Collusion, and Nepotism, which requires every state official to report and disclose their assets before and after assuming office and to be willing to have their assets examined before and after holding office. Officials holding strategic positions, including members of Board of Commissioners, Board of Directors, and certain structural officials within SOEs, are required to submit their asset declarations.

Furthermore, Law No. 30 of 2002 concerning the Corruption Eradication Commission stipulates that the KPK is authorized to undertake corruption prevention measures through the registration and examination of LHKPN reports.

The Company emphasizes that the LHKPN is not merely an administrative obligation but also a moral commitment to fostering a culture of integrity and accountability within the workplace. Through honest, complete, and timely reporting, the Company supports the KPK's efforts to analyze, evaluate, and monitor the compliance of state officials.

Through the consistent implementation of the LHKPN, the Company expects to strengthen stakeholder confidence while fostering a more transparent, professional business environment that is free from Corruption, Collusion, and Nepotism (KKN).

DASAR HUKUM DAN PERATURAN DALAM MENERAPKAN LHKPN DI PERUSAHAAN

Penerapan LHKPN oleh Perusahaan dilakukan berdasarkan beberapa dasar hukum dan peraturan sebagai landasan cara pandang penerapan LHKPN di lingkungan Perusahaan. Dasar hukum tersebut yaitu:

1. Undang-Undang No. 28 Tahun 1999 tentang Penyelenggara Negara yang Bersih dan Bebas dari Korupsi, Kolusi, dan Nepotisme.
2. Undang-Undang No. 30 Tahun 2002 tentang Komisi Pemberantasan Tindak Pidana Korupsi.
3. Peraturan Menteri Negara BUMN No. PER-01/BUMN/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik pada BUMN, dan perubahannya.
4. Keputusan Sekretaris Menteri BUMN No. SK-16/S.MBU/2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan GCG yang baik.

PELAKSANAAN LHKPN PERUSAHAAN

Sebagai wujud komitmen terhadap transparansi dan penerapan Tata Kelola Perusahaan yang Baik, Perusahaan telah memiliki pedoman khusus terkait pelaksanaan pelaporan Laporan Harta Kekayaan Penyelenggara Negara (LHKPN). Pedoman tersebut ditetapkan melalui Peraturan Direksi Nomor HK.01/20/12/1/ADKS/UTMA/PLND-21 tanggal 20 Desember 2021 tentang Pedoman Pelaporan Harta Kekayaan bagi Direksi, Dewan Komisaris, dan Pejabat Struktural di Lingkungan PT Pelabuhan Indonesia.

Pedoman ini menjadi acuan dalam pelaksanaan kewajiban pelaporan harta kekayaan secara tertib, akuntabel, dan sesuai dengan ketentuan yang berlaku. Selain mengatur mekanisme pelaporan, pedoman tersebut juga menetapkan pihak-pihak yang termasuk dalam kategori wajib lapor LHKPN di lingkungan Perusahaan, yaitu sebagai berikut:

1. Kewajiban penyampaian LHKPN di lingkungan Perusahaan diberlakukan untuk wajib lapor sebagai berikut:
   a. Direksi dan Dewan Komisaris Perusahaan.
   b. Pejabat Struktural Perusahaan.
   c. Pekerja Perusahaan yang ditugaskan sebagai Direksi, Dewan Komisaris, dan Pejabat Struktural pada Subholding, Anak Perusahaan, Cucu Perusahaan, maupun Perusahaan Terafiliasi.

2. Kewajiban penyampaian LHKPN sebagaimana disebutkan dalam Peraturan Direksi ini juga diberlakukan bagi Direksi, Dewan Komisaris, serta Pejabat Struktural pada Subholding, Anak Perusahaan, Cucu Perusahaan, dan Perusahaan Terafiliasi yang ditetapkan dalam Rapat Umum Pemegang Saham (RUPS) masing-masing perusahaan atau mekanisme lainnya sesuai ketentuan yang berlaku.

LEGAL BASIS AND REGULATIONS FOR THE IMPLEMENTATION OF LHKPN WITHIN THE COMPANY

The Company's implementation of the LHKPN is based on the following laws and regulations, which serve as the foundation for the implementation of LHKPN within the Company:

1. Law No. 28 of 1999 concerning State Officials Who Are Free from Corruption, Collusion, and Nepotism.
2. Law No. 30 of 2002 concerning the Corruption Eradication Commission.
3. Regulation of the Minister of State-Owned Enterprises No. PER-01/BUMN/2011 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises, including its amendments.
4. Decree of the Secretary of the Ministry of State-Owned Enterprises No. SK-16/S.MBU/2012 concerning the Indicators/Parameters for the Assessment and Evaluation of Good Corporate Governance (GCG) Implementation.

IMPLEMENTATION OF LHKPN WITHIN THE COMPANY

As part of its commitment to transparency and the implementation of Good Corporate Governance, the Company has established specific guidelines governing the implementation of the State Officials' Asset Report (LHKPN). These guidelines were stipulated through the Board of Directors' Regulation No. HK.01/20/12/1/ADKS/UTMA/PLND-21 dated 20 December 2021 concerning the Guidelines for Asset Reporting for Board of Directors, Board of Commissioners, and Structural Officials within PT Pelabuhan Indonesia.

These guidelines serve as the reference for the orderly, accountable, and compliant implementation of asset declaration obligations. In addition to regulating the reporting mechanism, the guidelines also specify the parties within the Company who are required to submit LHKPN reports, as follows:

1. The obligation to submit LHKPN within the Company applies to the following reporting parties:
   a. Members of the Company's Board of Directors and Board of Commissioners;
   b. The Company's Structural Officials;
   c. Company employees assigned as members of Board of Directors, Board of Commissioners, or Structural Officials within the Subholding, Subsidiaries, Sub-subdiaries, or Affiliated Companies.
2. The obligation to submit LHKPN as stipulated in this Board of Directors' Regulation also applies to Board of Directors, Board of Commissioners, and Structural Officials of the Subholding, Subsidiaries, Sub-subdiaries, and Affiliated Companies appointed through their respective General Meetings of Shareholders (GMS) or through other mechanisms in accordance with the applicable regulations.

TRANSPARANSI LHKPN PEJABAT PERUSAHAAN TAHUN 2025

Berikut disampaikan transparansi penyampaian LHKPN pejabat Perusahaan wajib lapor di tahun 2025:

TRANSPARENCY OF THE 2025 LHKPN SUBMISSION BY COMPANY OFFICIALS

The following presents the transparency of LHKPN submissions by the Company's reporting officials for 2025:

Pengungkapan Penyampaian LHKPN Pejabat PMT Tahun 2025
Disclosure of the 2025 LHKPN Submission by PMT Officials

Pejabat Wajib LHKPN Officials Mandatory LHKPN	Jumlah Wajib Lapor Number of Mandatory Reporters	Telah Melaporkan Have Reported	
		Jumlah Amount	%
Dewan Komisaris Board of Commissioners	6	6	100,00
Direksi Board of Directors	6	6	100,00
Senior Vice President (1 Level di Bawah Direksi) Senior Vice President (1 Level below Board of Directors)	18	18	100,00
Pekerja Perusahaan yang ditugaskan sebagai Dewan Komisaris dan Direksi di Anak Perusahaan Employees of the Company assigned as Board of Commissioners and Board of Directors in Subsidiaries	16	16	100,00
Jumlah Total	**46**	**46**	**100,00**

Kebijakan Pengadaan Barang dan Jasa
Procurement Policy

Perusahaan menyadari bahwa proses pengadaan memiliki risiko yang cukup tinggi terhadap potensi penyimpangan, sehingga diperlukan sistem pengelolaan yang transparan, akuntabel, dan bebas dari praktik korupsi maupun suap. Oleh karena itu, Perusahaan telah menetapkan kebijakan pengadaan barang dan jasa melalui Peraturan Direksi Nomor HK.01/07/6/2/PGDN/DIRU/PLMT-24 tanggal 7 Juni 2024 tentang Pedoman Pengadaan Barang dan Jasa di Lingkungan PT Pelindo Multi Terminal beserta petunjuk teknis pelaksanaannya.

Pedoman ini tidak hanya mengatur mekanisme dan tata cara pengadaan secara menyeluruh, tetapi juga mengintegrasikan prinsip-prinsip Sistem Manajemen Anti Penyuapan ISO 37001:2016, khususnya terkait proses pengendalian pengadaan dan pengawasan terhadap penyedia eksternal. Standar yang diberlakukan pada pedoman tersebut bertujuan untuk memastikan setiap proses pengadaan berjalan secara objektif, profesional, dan terhindar dari benturan kepentingan, gratifikasi, maupun praktik lain yang bertentangan dengan prinsip *Good Corporate Governance* (GCG).

Dengan penerapan kebijakan yang terstruktur dan berorientasi pada integritas, Perusahaan terus mendorong terciptanya proses pengadaan yang sehat, kompetitif, dan mampu mendukung keberlanjutan bisnis secara jangka panjang.

The Company recognizes that the procurement process carries a significant risk of potential irregularities, necessitating a transparent, accountable management system free from corruption and bribery. Therefore, the Company has established a procurement policy through Board of Directors Regulation No. HK.01/07/6/2/PGDN/DIRU/PLMT-24 dated June 7, 2024, concerning Guidelines for Procurement of Goods and Services within PT Pelindo Multi Terminal and its technical implementation instructions.

These guidelines not only regulate the overall procurement mechanisms and procedures but also integrate the principles of the ISO 37001:2016 Anti-Bribery Management System, particularly regarding procurement control processes and oversight of external providers. The standards applied in these guidelines aim to ensure that every procurement process is conducted objectively and professionally, and free from conflicts of interest, bribery, or other practices that conflict with the principles of Good Corporate Governance (GCG).

By implementing structured, integrity-oriented policies, the Company continues to encourage a healthy, competitive procurement process that supports long-term business sustainability.

Whistleblowing System
Whistleblowing System

Whistleblowing System (WBS) merupakan salah satu instrumen penting dalam memperkuat penerapan Tata Kelola Perusahaan yang Baik di lingkungan Perusahaan. Kehadiran sistem ini mencerminkan komitmen Dewan Komisaris, Direksi, dan seluruh Insan Perusahaan dalam membangun budaya kerja yang menjunjung tinggi integritas, transparansi, dan kepatuhan terhadap etika bisnis.

WBS membuka ruang bagi seluruh pihak untuk berperan aktif dalam menjaga lingkungan kerja yang sehat dengan melaporkan dugaan pelanggaran, baik yang berkaitan dengan etika, penyimpangan perilaku, pelanggaran tata tertib, maupun ketentuan hukum yang berlaku. Sistem ini juga menjadi bagian dari dukungan Perusahaan terhadap semangat “Pelindo Bersih” yang diterapkan di lingkungan Pelindo Group.

WBS dirancang sebagai sarana pelaporan sekaligus sebagai bentuk perlindungan bagi pelapor yang menyampaikan informasi secara bertanggung jawab dan didukung bukti yang memadai. Perusahaan memastikan bahwa setiap laporan ditindaklanjuti secara profesional dan objektif, seraya menjaga kerahasiaan identitas pelapor.

Perusahaan juga menegaskan bahwa setiap individu memiliki hak yang sama untuk menyampaikan dugaan pelanggaran tanpa rasa khawatir terhadap potensi tekanan, diskriminasi, maupun tindakan balasan. Dengan budaya pelaporan yang sehat, Perusahaan berharap tercipta lingkungan kerja yang semakin transparan, akuntabel, dan berintegritas di seluruh lini organisasi.

DASAR KEBIJAKAN

Mekanisme pelaporan dugaan pelanggaran di lingkungan Perusahaan telah diatur secara jelas dalam Pedoman WBS yang mengacu pada Peraturan Direksi Nomor HK.01/4/3/3/HLTK/DIRU/PLMT-24 tanggal 4 Maret 2024 tentang Pedoman *Whistleblowing System* (WBS) PT Pelindo Multi Terminal.

LINGKUP KEBIJAKAN WBS

Terdapat 9 (sembilan) jenis pelanggaran yang dapat disampaikan dalam sistem WBS, di antaranya sebagai berikut:

1. Tindakan Curang (Tidak Adil)
   Adalah tindakan yang dilakukan oleh seseorang/sekelompok Insan Perusahaan dengan maksud untuk menguntungkan diri sendiri atau orang lain, dengan memakai nama palsu atau martabat palsu, dengan tipu muslihat ataupun rangkaian kebohongan ataupun menggerakkan orang lain untuk memberikan keuntungan kepadanya dengan cara-cara yang tidak benar dan melawan hukum.

The Whistleblowing System (WBS) is a crucial instrument for strengthening the implementation of Good Corporate Governance within the Company. This system reflects the commitment of Board of Commissioners, Board of Directors, and all Company personnel to building a work culture that upholds integrity, transparency, and adherence to business ethics.

The WBS provides a platform for all parties to play an active role in maintaining a healthy work environment by reporting suspected violations, whether related to ethics, behavioral irregularities, violations of rules, or applicable legal provisions. This system also serves as part of the Company's support for "Clean Pelindo" spirit implemented within Pelindo Group.

The WBS is designed as a reporting tool and provides protection for whistleblowers who submit information responsibly and with sufficient evidence. The Company ensures that every report is followed up professionally and objectively, while maintaining the confidentiality of the whistleblower's identity.

The Company also emphasizes that every individual has the equal right to report alleged violations without fear of potential pressure, discrimination, or retaliation. With a healthy reporting culture, the Company hopes to create a work environment that is increasingly transparent, accountable, and based on integrity across all levels of the organization.

POLICY BASIS

The reporting mechanism for alleged violations within the Company has been clearly regulated in the WBS Guidelines which refer to the Board of Directors Regulation Number HK.01/4/3/3/HLTK/DIRU/PLMT-24 dated March 4, 2024 concerning PT Pelindo Multi Terminal Whistleblowing System (WBS) Guidelines.

SCOPE OF WBS POLICY

There are 9 (nine) types of violations that can be submitted in the WBS system, including the following:

1. Fraudulent Action (Unfair)
   Is an action taken by a person/group of Company personnel with the intention of benefiting themselves or others, by using a false name or false dignity, by deception or a series of lies or moving others to provide benefits to them in ways that are not true and against the law.

Contoh dari tindakan curang:
a. Menyetujui pemberian order kepada *supplier* yang memiliki «hubungan istimewa»;
b. Membayar atau tidak membayar vendor yang memiliki "hubungan istimewa", yang secara langsung-tidak langsung memberi keuntungan komersial atau bentuk manfaat kompetitif lainnya bagi vendor lain;
c. Merekrut staf yang memiliki "hubungan istimewa" dengannya, sementara ada kandidat yang memiliki kualifikasi yang lebih baik.

2. Korupsi
Tindakan Insan Perusahaan, yang secara tidak wajar dan tidak legal memperkaya diri atau memperkaya orang-orang yang memiliki «hubungan istimewa» dengannya, dengan menyalahgunakan jabatan dan kekuasaan yang dipercayakan kepadanya.

Contoh dari tindakan korupsi:
a. Menyalahgunakan kekuasaan untuk kepentingan pribadi atau kelompok;
b. Menerima keuntungan (contohnya uang, hadiah, keramah-tamahan) yang bertentangan dengan tanggung jawab jabatan;
c. Menggunakan anggaran, harta, jasa pelayanan dan informasi Perusahaan dan Anak Perusahaan untuk aktivitas di luar kedinasan;
d. Menerima keuntungan (dalam bentuk apa pun) dari siapa pun selain dari gaji dan tunjangan yang berhak mereka terima.

3. Pencurian
Kegiatan/tindakan mengambil suatu barang, yang seluruhnya atau sebagian kepunyaan orang lain, dengan maksud untuk dimiliki secara melawan hukum (KUHP Pasal 362).

Contoh dari tindakan pencurian:
a. Mengambil hak milik orang lain tanpa persetujuan dari pemilik tersebut;
b. Menggunakan identitas diri orang lain untuk mendapatkan barang dan pelayanan;
c. Menjual benda-benda dan menyimpan hasil dari penjualan secara rahasia;
d. Menyalahgunakan/mengambil tanpa alasan hak uang/barang/data/dokumen milik perusahaan dan/atau nasabah di lingkungan kerja.

4. Pelanggaran Kebijakan dan Peraturan Perusahaan
Kegiatan/tindakan yang dilakukan oleh Insan Perusahaan baik disengaja maupun terencana yang bertentangan dengan kebijakan dan peraturan internal Perusahaan. Pelaku pelanggaran ini dapat diancam sanksi menurut ketentuan yang berlaku, baik internal maupun eksternal.

Contoh dari tindakan pelanggaran kebijakan dan peraturan Perusahaan:
a. Menjalankan tugas di luar prosedur dan instruksi yang telah ditetapkan;

Examples of fraudulent acts:
a. Agreeing to give orders to suppliers who have a "special relationship";
b. Paying or not paying a vendor with a "special relationship", which directly or indirectly provides a commercial or other form of competitive advantage
c. Recruiting staff with whom one has a "special relationship", while there are better qualified candidates.

2. Corruption
The act of a Company personnel, who improperly and illegally enriches himself or enriches people who have a "special relationship" with him/her, by abusing the position and power entrusted to him/her.

Examples of acts of corruption:
a. Abusing power for personal or group interests;
b. Receiving benefits (e.g. money, gifts, hospitality) that conflict with the position's responsibilities;
c. Using the budget, assets, services and information of the Company and its Subsidiaries for non-duty activities;
d. Receiving benefits (in any form) from anyone other than the salary and allowances they are entitled to receive.

3. Theft
The activity/action of taking an item, which wholly or partially belongs to another person, with the intention to be unlawfully possessed (Criminal Code Article 362).

Examples of acts of theft:
a. Taking another person's property without the owner's consent;
b. Using another person's identity to obtain goods and services;
c. Selling objects and keeping the proceeds of the sale in secret;
d. Misusing/taking without reason money/goods/data/documents belonging to the Company and/or customers in the work environment.

4. Violation of Company Policies and Regulations Activities/actions carried out by the Company's personnel either intentionally or planned that are contrary to the Company's internal policies and regulations. Perpetrators of these violations may be threatened with sanctions according to applicable regulations, both internal and external.

Examples of violations of Company policies and regulations:
a. Carrying out duties outside the established procedures and instructions;

b. Membocorkan informasi Perusahaan seperti: mengenai anggaran, penawaran dari pemasok, strategi bisnis dan lain sebagainya kepada orang-orang yang tidak berhak di luar kewenangannya;
c. Membuat dan/atau menggunakan dan/atau memberikan dan/atau mengubah dan/atau menyalin dan/atau menggandakan data dan/atau keterangan yang tidak sesuai dengan sebenarnya sehingga merugikan perusahaan dan/atau nasabah dan/atau investor/calon investor;
d. Pemberian fasilitas kredit atau perpanjangan waktu pembayaran kewajiban kepada pelanggan atau vendor/supplier yang terindikasi melanggar ketentuan dan berpotensi merugikan Perusahaan secara ekonomis.

5. Benturan Kepentingan
Sebuah situasi dan kondisi di mana Insan Perusahaan karena kedudukan atau jabatan di Perusahaan memiliki wewenang yang berpotensi disalahgunakan baik sengaja maupun tidak sengaja untuk kepentingan pribadinya sehingga menimbulkan adanya pertentangan antara kepentingan pribadi dan/atau kelompok dan/atau keluarga dengan kepentingan ekonomis Perusahaan.

Kondisi tersebut dapat mempengaruhi kualitas keputusan atas tugas yang diamanatkan kepadanya, sehingga kinerja hasil keputusan tersebut dapat merugikan Perusahaan.

Contoh dari tindakan benturan kepentingan:
a. Menerima hadiah dalam bentuk uang atau hiburan dari vendor atau *supplier*;
b. Menerima bantuan finansial atau non-finansial dari vendor atau *supplier*, di mana seseorang atau pasangannya melakukan tindakan yang memiliki kepentingan yang berbenturan dengan kegiatan bisnis di Perusahaan;
c. Pemberian keputusan penunjukan pihak tertentu sebagai penyedia barang/jasa di mana Insan Perusahaan tersebut mempunyai kepentingan ekonomis pada pihak yang ditunjuk tersebut.

6. Penyuapan/Gratifikasi
Suatu tindakan/kegiatan yang dilakukan secara sengaja dan sadar menerima sesuatu atau janji, sedangkan dia mengetahui atau patut dapat menduga bahwa pemberian sesuatu atau janji itu dimaksudkan supaya dia berbuat sesuatu atau tidak berbuat sesuatu dalam tugasnya yang berlawanan dengan kewenangan atau kewajibannya yang menyangkut kepentingan umum (Pasal 3 UU No. 11 Tahun 1980 tentang Tindak Pidana Suap).

Pemberian dalam arti luas, yakni meliputi pemberian uang, barang, rabat, komisi, pinjaman tanpa bunga, tiket perjalanan, fasilitas penginapan, perjalanan wisata, pengobatan cuma-cuma dan fasilitas lainnya (Pasal 128 UU No. 20 Tahun 2001 tentang Perubahan atas Undang-Undang No. 31 Tahun 1999 tentang Pemberantasan Tindak Pidana Korupsi).

b. Leaking Company information such as: regarding budgets, offers from suppliers, business strategies and so on to unauthorized people outside their authority;
c. Making and/or using and/or providing and/or changing and/or copying and/or duplicating data and/or information that is not in accordance with the truth so as to harm the Company and/or customers and/or investors/potential investors;
d. Providing credit facilities or extending the payment time of obligations to customers or vendors/suppliers that are indicated to violate the provisions and have the potential to harm the Company economically.

5. Conflict of Interest
A situation and condition in which Company personnel due to their position or position in the Company have the authority that has the potential to be misused intentionally or unintentionally for their personal interests, causing conflicts between personal and/or group and/or family interests and the economic interests of the Company.

These conditions can affect the quality of decisions on the duties mandated to him/her, so that the performance of the results of these decisions can be detrimental to the Company.

Examples of conflict of interest actions:
a. Receiving gifts in the form of money or entertainment from vendors or suppliers;
b. Receiving financial or non-financial assistance from vendors or suppliers, where a person or their spouse performs actions that have conflicting interests with business activities in the Company;
c. Granting a decision to appoint a particular party as a provider of goods/services where the Company's personnel have an economic interest in the appointed party.

6. Bribery/Gratification
An action/activity carried out intentionally and consciously accepting something or a promise, while he/she knows or reasonably can suspect that the provision of something or a promise is intended to make him/her do something or not do something in his/her duties that are contrary to his/her authority or obligations concerning the public interest (Article 3 of Law No. 11 of 1980 concerning the Crime of Bribery).

Giving in a broad sense, which includes giving money, goods, rebates, commissions, interest-free loans, travel tickets, lodging facilities, tourist trips, free medical treatment and other facilities {Article 128 of Law No. 20 of 2001 on the Amendment to Law No. 31 of 1999 on the Eradication of Corruption).

Contoh dari tindakan penyuapan/gratifikasi:
a. Menerima imbalan secara langsung maupun tidak langsung dalam bentuk apa pun dari pihak mana pun yang terkait dengan suatu transaksi bisnis Perusahaan;
b. Menerima keuntungan-keuntungan dalam bentuk apa pun yang mempengaruhi penilaian atau keputusan bisnis Perusahaan yang akan diambil.

Examples of bribery/gratuities:
a. Receiving direct or indirect rewards in any form from any party related to a business transaction of the Company;
b. Receiving benefits in any form that influence the Company's business judgment or decisions to be taken.

7. Penipuan
Kegiatan/tindakan yang dilakukan secara sengaja dan sadar dengan maksud untuk menguntungkan diri sendiri atau orang lain secara melawan hukum, dengan memakai nama palsu atau martabat palsu, dengan tipu muslihat ataupun rangkaian kebohongan, menggerakkan orang lain untuk menyerahkan barang sesuatu kepadanya atau supaya memberi hutang maupun menghapuskan piutang (KUHP Pasal 378).

7. Fraud
Activities/actions carried out intentionally and consciously with the intention to unlawfully benefit oneself or others, by using a false name or false dignity, by deception or a series of lies, moving others to hand over something to him/her or to give debts or write off receivables (Criminal Code Article 378).

Contoh dari tindakan penipuan:
a. Suatu tipu muslihat yang dipakai oleh salah satu pihak sehingga menyebabkan pihak lain menandatangani kontrak tersebut, padahal tanpa tipu muslihat tersebut pihak lain itu tidak akan menandatangani kontrak yang bersangkutan;
b. Dengan sengaja memberikan produk yang dalam kondisi rusak yang mengakibatkan kerugian dalam bentuk finansial;
c. Bekerja sendiri ataupun bekerja sama dengan pihak lain untuk menipu atasan atau Perusahaan dengan menggunakan tanda tangan palsu atau faktur palsu.

Examples of acts of fraud:
a. A trick used by one party to cause the other party to sign the contract, whereas without such trick the other party would not have signed the contract;
b. Knowingly delivering a product that is in a defective condition resulting in financial loss;
c. Working alone or in collaboration with others to defraud a superior or the Company by using forged signatures or false invoices.

8. Pemerasan
Kegiatan/tindakan yang dilakukan dengan maksud untuk menguntungkan diri sendiri atau orang lain secara melawan hukum, memaksa seorang dengan kekerasan atau ancaman kekerasan untuk memberikan barang sesuatu yang seluruhnya atau sebagian adalah kepunyaan orang itu atau orang lain atau supaya membuat hutang maupun menghapuskan piutang (KUHP Pasal 368).

8. Extortion
Activities/actions carried out with the intention of unlawfully benefiting oneself or others, forcing a person by force or threat of force to give something that wholly or partially belongs to that person or another person or to create debts or eliminate receivables (Criminal Code Article 368).

Contoh dari tindakan pemerasan:
a. Melakukan pungutan tidak sah dalam bentuk apa pun juga dalam menjalankan tugasnya untuk kepentingan pribadi/golongan/pihak lain;
b. Meminta sejumlah uang atau hadiah kepada calon supplier sebagai pengganti untuk sebuah pekerjaan;
c. Meminta sejumlah uang atau hadiah kepada pelanggan sebagai pengganti untuk sebuah pelayanan istimewa/khusus.

Examples of extortion:
a. Making unauthorized levies in any form whatsoever in carrying out their duties for the benefit of personal groups/other parties;
b. Requesting a sum of money or a gift to a prospective supplier in exchange for a job;
c. Requesting a sum of money or a gift to a customer as a substitute for a special service.

9. Penggelapan
Tindakan/kegiatan yang dilakukan dengan sengaja dan secara sadar melawan hukum untuk memiliki barang sesuatu yang seluruhnya atau sebagian adalah kepunyaan orang lain, yang saat ini ada dalam kekuasaannya bukan karena kejahatan (KUHP Pasal 372).

9. Embezzlement
Actions/activities carried out intentionally and knowingly against the law to possess something that wholly or partially belongs to another person, which is currently in his/her power not due to crime. (Criminal Code Article 372).

Contoh dari tindakan penggelapan:
a. Dengan sengaja dan melawan hukum memiliki suatu benda yang seluruhnya atau sebagian adalah milik

Examples of acts of embezzlement:
a. Intentionally and unlawfully possessing an object which wholly or partly belongs to a Company which

perusahaan yang dalam kekuasaannya baik karena jabatannya maupun bukan karena jabatannya.

b. Melakukan tindakan tidak jujur dengan menyembunyikan barang/harta perusahaan tanpa sepengetahuan perusahaan dengan tujuan untuk memiliki, menguasai atau digunakan untuk tujuan lain.

PIHAK YANG MENGELOLA PENGADUAN

Mekanisme pelaporan dugaan penyimpangan melalui *Whistleblowing System* (WBS) dilaksanakan secara terpusat pada entitas induk Perusahaan. Pengaturan ini bertujuan untuk memastikan bahwa setiap laporan dapat dikelola secara terintegrasi, sesuai dengan komitmen "Pelindo Bersih".

Sebagai bagian dari penguatan sistem tersebut, Perusahaan juga membentuk Tim WBS yang bertugas mengelola implementasi manajemen *anti-fraud* serta memastikan efektivitas penerapan WBS di lingkungan Perusahaan. Tim ini ditetapkan oleh Direksi sebagai unit pelaksana yang berperan dalam menjaga integritas proses pelaporan serta mendukung terciptanya lingkungan kerja yang bersih dan bebas dari praktik penyimpangan.

Adapun susunan Tim WBS Perusahaan adalah sebagai berikut:
1. Ketua: SVP Sekretariat Perusahaan;
2. Wakil Ketua: SVP Satuan Pengawasan Intern;
3. Anggota: SVP Hukum, SVP Perencanaan dan Pengelolaan SDM, serta VP Tata Kelola, Hubungan Lembaga dan Investor.

Tim WBS Perusahaan memiliki tugas dan tanggung jawab sebagai berikut:
1. Setiap anggota wajib menandatangani pakta integritas agar selalu menjaga kerahasiaan dalam menjalankan tugasnya;
2. Menerima laporan yang diteruskan Komite Pelindo Bersih Induk Perusahaan kepada Tim Whistleblowing System;
3. Memonitoring tindak lanjut atas laporan yang diteruskan oleh Komite Pelindo Bersih Induk Perusahaan;
4. Menindaklanjuti dan melakukan investigasi atas laporan yang diteruskan oleh Komite Pelindo Bersih Induk Perusahaan selama 30 (tiga puluh) hari kerja dengan dibantu oleh Tim Tindak Lanjut Laporan Komite Pelindo Bersih Induk Perusahaan setelah laporan diteruskan Komite Pelindo Bersih Induk Perusahaan dan melaporkannya kepada Komite Pelindo Bersih Induk Perusahaan;
5. Membuat laporan atas penyelesaian tindak lanjut laporan kepada Komite Pelindo Bersih Induk Perusahaan;
6. Membuat program dalam mensosialisasikan penggunaan saluran *Whistleblowing System* kepada internal dan eksternal beserta perlindungan dan *reward* bagi pelapor;
7. Membuat laporan berkala atas sosialisasi.

is in his power either because of his position or not because of his position.

b. Committing dishonest acts by hiding Company goods/assets without the knowledge of the Company with the aim of owning, controlling or using for other purposes.

PARTIES MANAGING THE WBS

The Whistleblowing System (WBS) reporting mechanism for alleged irregularities is implemented centrally within the Company's parent entity. This arrangement aims to ensure that each report can be managed in an integrated manner, in accordance with the "Clean Pelindo" commitment.

As part of strengthening this system, the Company has also established a WBS Team tasked with managing the implementation of anti-fraud management and ensuring the effectiveness of WBS implementation within the Company. This team is appointed by the Board of Directors as an implementing unit responsible for maintaining the integrity of the reporting process and supporting the creation of a clean work environment free from irregularities.

The composition of the Company's WBS Team is as follows:
1. Chairman : SVP Internal Audit Unit
2. Vice Chairman : SVP Corporate Secretariat
3. Members: SVP Legal, SVP Human Capital Planning and Management, and VP Governance, Institutional and Investor Relations.

The Company's WBS team has the following duties and responsibilities:
1. Each member is required to sign an integrity pact to maintain confidentiality in carrying out their duties;
2. Receive reports forwarded by the Parent Company's Pelindo Bersih Committee to the Whistleblowing System Team;
3. Monitor the follow-up on reports forwarded by the Parent Company's Pelindo Bersih Committee;
4. Follow up and investigate reports forwarded by the Parent Company's Pelindo Bersih Committee within 30 (thirty) working days, assisted by the Parent Company's Pelindo Bersih Committee's Report Follow-up Team, and report the report to the Parent Company's Pelindo Bersih Committee;
5. Prepare a report on the completion of follow-up actions to the Parent Company's Pelindo Bersih Committee;
6. Create a program to socialize the use of the Whistleblowing System channel internally and externally, along with protection and rewards for whistleblowers;
7. Prepare periodic reports on the socialization.

Perusahaan juga dapat menunjuk pihak eksternal KAP atau pihak eksternal lainnya untuk menangani pengelolaan WBS Perusahaan. Proses penunjukan tersebut akan mengikuti ketentuan yang berlaku.

MEDIA PELAPORAN WBS

Laporan dapat disampaikan melalui saluran milik Induk Perusahaan dengan salah satu cara di bawah ini:

1. Telepon
   Hotline dibuka selama 24 jam dalam 1 (satu) hari. Pelapor akan terhubung dengan operator *Contact Center* Pelindo Bersih yang akan menanyakan beberapa pertanyaan mengenai tindakan dugaan penyimpangan. Layanan ini bersifat anonim. Pelapor tidak akan diminta untuk memberitahukan identitas kecuali Pelapor bersedia.
2. Faksimili
   Pelapor diminta untuk memberikan informasi sebanyak mungkin mengenai tindakan dugaan pelanggaran pada formulir yang tersedia.
3. SMS & WhatsApp
   Pelapor diminta untuk memberikan informasi sebanyak mungkin sehubungan dengan tindakan yang dilaporkan dalam SMS Pelapor.
4. Surel
   Pelapor diminta untuk memberikan informasi sebanyak mungkin sehubungan dengan tindakan yang dilaporkan dalam surel Pelapor. Untuk menjaga kerahasiaan identitas diri Pelapor, akan lebih baik jika Pelapor menggunakan surel pribadi Pelapor dalam membuat pelaporan melalui surel.
5. Situs Web Pelindo Bersih
   Untuk membuat laporan secara *online*, dapat dilakukan melalui *link* https://pelindobersih.pelindo.co.id/ pada menu "Membuat Laporan" yang terletak pada halaman *website* Pelindo Bersih.
6. Surat melalui PO BOX
   Pelapor dapat mengirimkan surat melalui PO BOX yang ditetapkan dengan menggunakan formulir sebagaimana terlampir pada pedoman ini atau dapat diunduh pada situs web Pelindo Bersih.

MEKANISME PELAPORAN DAN PENANGANAN PELANGGARAN

Laporan dapat ditindaklanjuti bila memenuhi kriteria sebagai berikut:

1. Termasuk pada kriteria jenis-jenis pelanggaran yang telah ditentukan;
2. Laporan merupakan tindakan pelanggaran yang melibatkan Insan Perusahaan;
3. Laporan mempunyai dampak terhadap kinerja dan reputasi Perusahaan;
4. Manajemen akan memprioritaskan tindak lanjut laporan yang disampaikan oleh Pelapor yang menyebutkan identitas serta dilengkapi dengan 2 (dua) alat bukti pendukung.

Persyaratan laporan yang disampaikan sedikitnya memuat hal-hal di bawah ini:

The Company may also appoint an external Public Accounting Firm (KAP) or other external party to handle the management of the Company's WBS. The appointment process will comply with applicable regulations.

WBS REPORTING MEDIA

Reports can be submitted through the Company's channels in one of the following ways:

1. Phone
   The hotline is open for 24 hours in 1 (one) day. The reporter will be connected to the Pelindo Bersih Contact Center operator who will ask several questions regarding the alleged irregularities. This service is anonymous, the Whistleblower will not be asked to reveal the identity unless the Whistleblower is willing.
2. Facsimile
   The whistleblower is asked to provide as much information as possible regarding the alleged violation on the available form.
3. SMS & Whatsapp
   The whistleblower is requested to provide as much information as possible in relation to the reported action in the whistleblower SMS.
4. Email
   The whistleblower is requested to provide as much information as possible in relation to the reported action in the whistleblower's email. To maintain the confidentiality of the Whistleblower's identity, it would be better if the Whistleblower uses the Whistleblower's personal email in making a report via email.
5. Pelindo Bersih Website
   To make a report online, it can be done through the link https://pelindobersih.whistleblowing.pelindo.co.id/ on the "Make a Report" menu located on the Pelindo Bersih website page.
6. Letter via PO BOX
   The whistleblower can send a letter via the designated PO BOX using the form as attached to this guideline or can be downloaded on the Pelindo Bersih website.

VIOLATION REPORTING AND HANDLING MECHANISM

Reports can be followed up if they meet the following criteria:

1. Included in the criteria for the types of violations that have been determined;
2. The report is an act of violation involving the Company's employees;
3. The report has an impact on the Company's performance and reputation;
4. Management will prioritize the follow-up of reports submitted by the Whistleblower who states his/her identity and is equipped with 2 (two) supporting evidence.

The report requirements must at least include the following:

1. Identitas Pelapor
   Pelapor harus menyebutkan identitasnya agar Pelapor memperoleh perlindungan dari Perusahaan dan akan mempermudah tindak lanjut laporan dalam hal dibutuhkan data tambahan.
2. Uraian pelanggaran yang dilakukan dalam pelaporan sedikitnya memuat:
   a. Permasalahan: Pelanggaran yang diadukan merupakan pelanggaran yang terkait dengan aktivitas Perusahaan;
   b. Lokasi kejadian;
   c. Waktu kejadian.
3. Data terlapor dan pihak lain yang terlibat serta unitnya (bila ada);
4. Dokumen pendukung dan/atau bukti lainnya meliputi, namun tidak terbatas pada hal-hal sebagai berikut:
   a. Bukti tertulis berupa dokumen, surat, kuitansi atau nota tagihan yang dituangkan di atas kertas ataupun dalam bentuk data atau surat elektronik yang dapat dibaca dan dibuktikan secara hukum;
   b. Bukti tidak tertulis berupa saksi, rekaman suara (audio), rekaman visual atau gambar (video);
   c. Bukti lainnya sesuai dengan ketentuan yang berlaku.
5. Pengaduan yang akan diproses lebih lanjut adalah kejadian/peristiwa yang terjadi dalam kurun waktu 3 (tiga) tahun terakhir terhitung sejak tanggal diterimanya laporan oleh Komite Pelindo Bersih Induk Perusahaan.

1. Whistle Blower's identity
   The Whistleblower must state his/her identity so that the Whistleblower can obtain protection from the Company and will facilitate the follow-up of the report in the event that additional data is needed.
2. Description of violations committed with the reporting at least contains:
   a. Problems: The violation complained of is a violation related to the Company's activities;
   b. Location of the incident;
   c. Time of the incident.
3. Data on the reported party and other parties involved and their units (if any);
4. Supporting documents and/or other evidence including, but not limited to the following:
   a. Written evidence in the form of documents, letters, receipts or invoice notes set forth on paper or in the form of data or electronic mail that can be read and legally proven;
   b. Non-written evidence in the form of witnesses, sound recordings (audio), visual recordings or images (video);
   c. Other evidence in accordance with applicable provisions.
5. Complaints that will be processed further are events that occurred within the last 3 (three) years from the report receipt date by the Company's Pelindo Bersih Committee.

ALUR PROSES PELAPORAN WBS

Setelah Pelapor melaporkan, laporan tersebut akan dikaji dan ditindaklanjuti oleh Komite Pelindo Bersih Induk Perusahan dengan alur sebagai berikut:

WBS REPORTING PROCESS FLOW

After the Whistleblower submits a report, the report will be reviewed and followed up by the Parent Company's Pelindo Bersih Committee, through the following process:

No	Terlapor Reported	Diteruskan kepada Forwarded to
1	Komisaris Utama President Commissioner	1. Pemegang Saham (Dengan sepengetahuan Direktur Utama Perusahaan) 2. Tembusan: Direktur Utama Induk Perusahaan 1. Shareholders (With the knowledge of the Company's President Director) 2. Copy: President Director of the Parent Company
2	1. Direktur Utama; 2. Anggota Dewan Komisaris; 3. Komite dan Sektetaris Dewan Komisaris 1. President Director; 2. Members of Board of Commissioners; 3. Committees and Secretary of Board of Commissioners.	1. Komisaris Utama Perusahaan 2. Tembusan: Direktur Utama Induk Perusahaan 1. President Commissioner of the Company 2. Copy: President Director of the Parent Company
3	1. Direksi (selain Direktur Utama); 2. Komisaris Utama Anak Perusahaan; 3. Direktur Utama Anak Perusahaan; 4. Pekerja. 1. Directors (other than the President Director); 2. President Commissioner of a Subsidiary; 3. President Director of a Subsidiary; 4. Employees.	1. Direktur Utama Perusahaan 2. Tembusan: Direktur Utama Induk 3. Perusahaan 1. President Director of the Company 2. Copy: President Director of the Parent Company

No	Terlapor Reported	Diteruskan kepada Forwarded to
4	1. Anggota Dewan Komisaris Anak Perusahaan; 2. Direksi Anak Perusahaan (selain Direktur Utama); 3. Komite dan Sekretaris Dewan Komisaris Direksi Anak Perusahaan; 4. Komisaris Utama Perusahaan Afiliasi; 5. Direktur Utama Perusahaan Afiliasi; 6. Pekerja Anak Perusahaan. 1. Members of Board of Commissioners of a Subsidiary; 2. Directors of a Subsidiary (other than the President Director); 3. Committees and Secretary of Board of Commissioners of a Subsidiary; 4. President Commissioner of an Affiliated Company; 5. President Director of an Affiliated Company; 6. Employees of a Subsidiary.	1. Direktur Utama Anak Perusahaan 2. Tembusan: Direktur Utama Perusahaan 1. President Director of Subsidiary 2. Copy: President Director of the Company
5	1. Anggota Dewan Komisaris Perusahaan Terafiliasi; 2. Direksi Perusahaan Terafiliasi (selain Direktur Utama); 3. Komite dan Sekretaris Dewan Komisaris; 4. Pekerja Perusahaan Terafiliasi. 1. Members of Board of Commissioners of an Affiliated Company; 2. Directors of an Affiliated Company (other than the President Director); 3. Committees and Secretary of Board of Commissioners; 4. Employees of an Affiliated Company.	1. Direktur Utama Perusahaan Terafiliasi 2. Tembusan: Direktur Utama Anak Perusahaan 1. President Director of Affiliated Company 2. Copy: President Director of Subsidiary

PROSEDUR PENANGANAN PELAPORAN

1. Pengelolaan *Whistleblowing System* Pelindo Bersih Induk Perusahaan dibantu oleh Pengelola Eksternal yang merupakan pihak ketiga independen. Pengelolaan oleh pihak ketiga independen termasuk pada aktivitas penerimaan, administrasi dan konfirmasi kelengkapan laporan yang kemudian diteruskan kepada Komite Pelindo Bersih Induk Perusahaan;
2. Komite Pelindo Bersih Induk Perusahaan melakukan verifikasi terhadap laporan yang disampaikan oleh Pelapor untuk menentukan pemenuhan syarat/kriteria pengaduan;
3. Komite Pelindo Bersih Induk Perusahaan selanjutnya memformulasikan hasil verifikasi dan identifikasi laporan;
4. Hasil verifikasi dituangkan dalam laporan hasil verifikasi yang disusun secara sistematik, singkat, jelas, dan dapat dipertanggungjawabkan serta memuat kesimpulan serta dilengkapi data pendukung dan saran tindak lanjut;
5. Teknik verifikasi merupakan kerahasiaan dan kewenangan Komite Pelindo Bersih Induk Perusahaan dengan prinsip-prinsip proporsional sebanding atas materi yang dilaporkan;
6. Jika diperlukan investigasi lebih lanjut, maka Komite Pelindo Bersih Induk Perusahaan dapat meminta persetujuan Direktur Utama Induk Perusahaan untuk pelaksanaan investigasi oleh fungsi Satuan Pengawasan Intern;
7. Apabila pengaduan tidak memenuhi syarat maka Komite Pelindo Bersih Induk Perusahaan tidak menindaklanjuti dan pengaduan disimpan dalam file berkas pengaduan;
8. Terhadap pengaduan yang telah mendapat persetujuan Direktur Utama atau Direktur lainnya Induk Perusahaan, Tim Whistleblowing System Perusahaan melakukan tindak lanjut sesuai dengan tugas dan wewenangnya;
9. Hasil investigasi yang telah dibahas dan disepakati bersama Tim Whistleblowing System Perusahaan disampaikan kepada Direktur Utama Perusahaan dan/atau pihak terkait untuk ditindaklanjuti sesuai hasil evaluasi investigasi;

WHISTLEBLOWING REPORT HANDLING PROCEDURES

1. The management of Pelindo Bersih Whistleblowing System at the Parent Company is supported by an External Administrator, which is an independent third party. The third party is responsible for receiving reports, administering them, and confirming the completeness of the reports before forwarding them to Pelindo Bersih Committee of the Parent Company.
2. Pelindo Bersih Committee of the Parent Company verifies the reports submitted by the Whistleblower to determine whether they meet the reporting requirements and criteria.
3. Pelindo Bersih Committee of the Parent Company then formulates the results of the verification and identification of the report.
4. The verification results are documented in a verification report prepared systematically, concisely, clearly, and accountably, containing conclusions supported by relevant evidence and recommendations for follow-up actions.
5. Verification techniques are confidential and fall within the authority of Pelindo Bersih Committee of the Parent Company, applying proportionality principles according to the substance of the reported matter.
6. If further investigation is required, Pelindo Bersih Committee of the Parent Company may request the approval of President Director of the Parent Company for an investigation to be conducted by Internal Audit Unit.
7. If a report does not meet the required criteria, Pelindo Bersih Committee of the Parent Company will not proceed with further action, and the report will be archived in the complaint records.
8. For reports that have received approval from President Director or another Director of the Parent Company, the Company's Whistleblowing System Team follows up in accordance with its duties and authority.
9. Investigation results that have been discussed and agreed upon by the Company's Whistleblowing System Team are submitted to the Company's President Director and/or the relevant parties for follow-up based on the evaluation results.

10. Kepada pihak Terlapor yang terbukti bersalah dapat dijatuhi hukuman sesuai dengan peraturan yang berlaku di perusahaan dan/atau perundang-undangan. Penjatuhan hukuman dapat dilakukan oleh Tim Indisipliner. Tim *Whistleblowing System* Perusahaan melaporkannya kepada Komite Pelindo Bersih Induk Perusahaan;
11. Direksi Perusahaan tetap mempunyai kewenangan untuk mengambil tindakan di luar Tim Indisipliner dengan memperhatikan kepentingan Perusahaan terutama untuk menjaga nama baik perusahaan dan efektivitas penanganan pengaduan, tetapi tetap memberikan sanksi apabila terbukti bersalah.

KEWAJIBAN UNTUK MELAKUKAN PELAPORAN ATAS PELANGGARAN

Penerapan budaya yang transparan, jujur, dan didukung komunikasi yang terbuka menjadi komitmen Perusahaan. Oleh karena itu, Insan Perusahaan dan seluruh Stakeholder diimbau sekaligus diwajibkan untuk menyampaikan laporan melalui sistem yang independen apabila mengetahui adanya dugaan pelanggaran kepatuhan. Pelaporan yang dilakukan oleh Insan Perusahaan maupun *Stakeholder* atas dugaan pelanggaran turut mendukung terciptanya lingkungan kerja dan bisnis yang bersih serta kondusif bagi seluruh pihak yang berinteraksi dan bertransaksi. Selain itu, pelaporan tersebut juga berkontribusi dalam meminimalkan terjadinya tindakan curang, pencurian, dan korupsi di lingkungan kerja Perusahaan.

KERAHASIAAN DAN PERLINDUNGAN BAGI PELAPOR/*WHISTLEBLOWER*

Perusahaan menempatkan aspek perlindungan pelapor sebagai salah satu prinsip utama dalam pelaksanaan *Whistleblowing System* (WBS). Komitmen ini diwujudkan melalui jaminan kerahasiaan identitas Pelapor, kecuali apabila pengungkapan tersebut diwajibkan dalam rangka proses hukum atau penyidikan oleh pihak berwenang. Pada saat yang sama, identitas Terlapor juga tetap dijaga kerahasiaannya selama proses penanganan laporan berlangsung.

Laporan yang disampaikan tanpa mencantumkan identitas tetap akan diterima dan ditindaklanjuti. Namun demikian, setiap laporan akan terlebih dahulu dianalisis dari sisi kesungguhan isi, kelengkapan bukti pendukung, tingkat kredibilitas informasi, serta kemungkinan untuk dilakukan klarifikasi lebih lanjut.

Perusahaan juga memberikan perlindungan kepada Pelapor dari segala bentuk tuntutan hukum, baik pidana maupun perdata, serta dari tindakan intimidasi, tekanan, hukuman, maupun perlakuan yang tidak menyenangkan dari pihak mana pun atas laporan atau kesaksian yang disampaikan, baik yang akan, sedang, maupun telah diberikan. Perlindungan ini tidak berlaku apabila laporan terbukti disampaikan tanpa itikad baik atau mengandung unsur kesengajaan yang tidak sesuai dengan ketentuan.

10. Reported Parties found guilty may be subject to sanctions in accordance with the Company's regulations and/or the applicable laws and regulations. Such sanctions may be imposed by the Employee Discipline Team. The Company's Whistleblowing System Team reports the outcome to Pelindo Bersih Committee of the Parent Company.
11. The Company's Board of Directors retains the authority to take actions beyond those of the Employee Discipline Team by considering the Company's interests, particularly in safeguarding the Company's reputation and ensuring the effectiveness of complaint handling, while still imposing sanctions if wrongdoing is proven.

OBLIGATION TO REPORT VIOLATIONS

The Company is committed to implementing a culture of transparency, honesty, and open communication. Therefore, Company personnel and all stakeholders are encouraged and required to submit reports through an independent system if they become aware of any suspected compliance violations. Reporting of suspected violations by Company personnel and stakeholders contributes to the creation of a clean and conducive work and business environment for all parties interacting and transacting. Furthermore, such reporting also contributes to minimizing fraud, theft, and corruption in the Company's workplace.

CONFIDENTIALITY AND PROTECTION FOR WHISTLEBLOWERS

The Company places whistleblower protection as one of the fundamental principles in implementing its Whistleblowing System (WBS). This commitment is reflected in the guarantee of the confidentiality of the Whistleblower's identity, except where disclosure is required for legal proceedings or investigations conducted by the competent authorities. At the same time, the identity of the Reported Party is also kept confidential throughout the report handling process.

Reports submitted anonymously will still be accepted and processed. However, each report will first be assessed based on the seriousness of its content, the completeness of supporting evidence, the credibility of the information provided, and the possibility of conducting further clarification.

The Company also provides protection to Whistleblowers against all forms of legal claims, whether criminal or civil, as well as against intimidation, coercion, punishment, or any unfavorable treatment by any party arising from reports or testimony that have been, are being, or will be provided. Such protection does not apply if the report is proven to have been submitted in bad faith or contains deliberate falsehoods contrary to the applicable provisions.

Selain itu, Perusahaan juga menjamin perlindungan Pelapor dari berbagai potensi risiko lain yang mungkin timbul sebagai konsekuensi dari penyampaian laporan, sebagai berikut:
1. Pemecatan yang tidak adil;
2. Penurunan jabatan atas pangkat dengan alasan yang tidak jelas;
3. Catatan yang merugikan dalam file data pribadinya (*personal file record*).

Perusahaan menjamin kepentingan dan memberikan pendampingan hukum bagi pelapor pada saat sebelum dan setelah selesainya proses kasus terkait hal yang dilaporkan. Perusahaan juga memberikan hak kepada Pelapor untuk ikut serta dalam proses memilih dan menentukan bentuk perlindungan kepetingan dan pendampingan hukum sejauh tidak bertentangan dengan peraturan Perusahaan.

PENGHARGAAN DAN SANKSI

Perusahaan membuka ruang apresiasi bagi Pelapor yang menyampaikan laporan pengaduan melalui *Whistleblowing System* (WBS), khususnya apabila laporan tersebut dapat dibuktikan dan berkontribusi dalam mencegah potensi kerugian Perusahaan. Namun demikian, ketentuan ini tidak berlaku apabila Pelapor turut terlibat dalam indikasi pelanggaran yang dilaporkan.

Sebagai bentuk penghargaan, Pelapor yang tidak terlibat dalam pelanggaran dan memberikan kontribusi nyata melalui laporan yang valid dapat menerima apresiasi dari Perusahaan. Apresiasi tersebut dapat diberikan dalam bentuk piagam atau bentuk penghargaan lainnya yang ditetapkan oleh Komite Pelindo Bersih Induk Perusahaan.

Pemberian apresiasi ini dilaksanakan dengan mempertimbangkan ketentuan sebagai berikut:
1. Laporan yang dilaporkan terbukti benar berdasarkan hasil investigasi yang dilakukan;
2. Tidak terlibat dalam indikasi pelaporan yang dilaporkan;
3. Mencantumkan identitas diri saat melakukan pelaporan.

Perlakuan terhadap Pelapor *Whistleblowing System* yang terlibat dalam indikasi pelanggaran:
1. Perusahaan dapat memberikan perlakuan khusus kepegawaian kepada *Whistleblower* yang beritikad baik. Perlakuan khusus ini diberikan kepada *Whistleblower* yang terlibat secara sukarela maupun dipaksa dalam pelanggaran, namun kemudian beritikad baik untuk melaporkan pelanggaran tersebut;
2. Perlakuan khusus akan diberikan apabila yang bersangkutan dapat memberikan keterangan dan bukti-bukti yang signifikan sehingga auditor dapat mengungkap tindakan indikasi pelanggaran yang dimaksud secara efektif;
3. Atas bantuannya tersebut, terhadap yang bersangkutan dapat dipertimbangkan rekomendasi pemberian keringanan pengenaan sanksi kepegawaian;

In addition, the Company protects Whistleblowers from other potential risks that may arise as a consequence of submitting a report, including:
1. Unfair dismissal;
2. Demotion without clear justification; and
3. Adverse records in the employee's personal file.

The Company safeguards the interests of Whistleblowers and provides legal assistance before and after the completion of proceedings related to the reported matter. The Company also grants Whistleblowers the right to participate in selecting and determining the form of protection and legal assistance, provided that such arrangements do not conflict with the Company's regulations.

REWARDS AND SANCTIONS

The Company provides recognition to Whistleblowers who submit reports through the Whistleblowing System (WBS), particularly where such reports are substantiated and contribute to preventing potential losses to the Company. However, this provision does not apply where the Whistleblower is involved in the reported violation.

As a form of appreciation, Whistleblowers who are not involved in the violation and who make a meaningful contribution through valid reports may receive recognition from the Company. Such recognition may take the form of a certificate or other forms of appreciation determined by Pelindo Bersih Committee of the Parent Company.

Recognition is granted based on the following criteria:
1. The reported allegation is proven to be valid based on the investigation results;
2. The Whistleblower is not involved in the reported violation; and
3. The Whistleblower discloses their identity when submitting the report.

Treatment of Whistleblowers Involved in Reported Violations
1. The Company may provide special employment treatment to Whistleblowers acting in good faith. Such treatment may be granted to individuals who were voluntarily or involuntarily involved in a violation but subsequently reported the violation in good faith.
2. Special treatment may be granted if the individual provides significant information and evidence enabling auditors to effectively uncover the alleged violation.
3. Based on such assistance, the individual may be considered for a recommendation to receive a reduction in employment sanctions.

4. Pemberian keringanan pengenaan sanksi kepegawaian terhadap yang bersangkutan merupakan kewenangan Tim Indisipliner Kepegawaian sesuai lingkup unit kerja dan tingkatan jabatan pegawai yang melakukan pelanggaran disiplin atas rekomendasi hasil penyelidikan.

Setiap anggota Tim WBS maupun pihak lain yang mengungkapkan identitas Pelapor, informasi mengenai pelanggaran yang dilaporkan, atau informasi lain yang berkaitan dengan laporan WBS akan dikenai sanksi sesuai dengan ketentuan disiplin yang berlaku di Perusahaan.

PELAPORAN PELANGGARAN TAHUN 2025 DAN PENANGANANNYA

Sepanjang periode 1 Januari hingga Desember Tahun 2025, Terdapat 1 (satu) laporan/pengaduan yang disampaikan melalui saluran *Whistleblowing System* (WBS) di lingkungan PT Pelindo Multi Terminal. Laporan tersebut telah selesai ditindaklanjuti secara tuntas oleh Tim Whistleblowing System PT Pelindo Multi Terminal sesuai dengan ketentuan yang berlaku, sebagaimana dituangkan dalam Surat kepada Group Head Manajemen Risiko PT Pelabuhan Indonesia (Persero) Nomor: SK.01.01/27/7/1/HLTK/SKTR/PLMT-25 tanggal 27 Juli 2025 perihal Penyampaian Laporan Tindak Lanjut Pengaduan *Whistleblowing System* di Lingkungan PT Pelindo Multi Terminal.

4. The authority to grant a reduction in employment sanctions rests with the Employee Discipline Team, in accordance with the relevant work unit and the position level of the employee committing the disciplinary violation, based on the recommendations resulting from the investigation.

Any member of the WBS Team or other party who discloses the identity of the Whistleblower, information regarding the reported violation, or other information related to the WBS report will be subject to sanctions in accordance with the Company's disciplinary provisions.

WHISTLEBLOWING REPORTS AND THEIR RESOLUTION IN 2025

During the period from January 1 to December 2025, 1 (one) report/complaint was submitted through the Whistleblowing System (WBS) channel within PT Pelindo Multi Terminal. The report was fully investigated and resolved by PT Pelindo Multi Terminal Whistleblowing System Team in accordance with the applicable provisions, as documented in the Letter to Group Head of Risk Management of PT Pelabuhan Indonesia (Persero) No. SK.01.01/27/7/1/HLTK/SKTR/PLMT-25 dated July 27, 2025 concerning the Submission of the Follow-up Report on Whistleblowing System Complaints within PT Pelindo Multi Terminal.

Transparansi Praktik *Bad Governance*

Transparency of Bad Governance Practices

Perusahaan senantiasa menjalankan seluruh kegiatan dan aktivitas operasionalnya dengan berpedoman pada ketentuan serta peraturan perundang-undangan yang berlaku. Kepatuhan ini menjadi bagian penting dalam menjaga keberlangsungan usaha sekaligus memastikan penerapan prinsip tata kelola perusahaan yang baik di setiap lini organisasi.

Sepanjang tahun 2025, Perusahaan tidak menemukan adanya indikasi penyimpangan dalam praktik governansi korporat. Hal tersebut mencakup tidak adanya kasus tindak pidana korupsi yang melibatkan Direksi maupun Dewan Komisaris, tidak terdapat kejadian pencemaran lingkungan, tidak ada permohonan pailit, serta tidak terjadi pembekuan terhadap kegiatan usaha utama Perusahaan maupun peristiwa lain yang dapat mengganggu keberlangsungan operasional.

Capaian ini mencerminkan komitmen Perusahaan dalam menjaga integritas, kepatuhan, serta kesinambungan operasional secara berkelanjutan.

The Company consistently conducts all of its business activities and operations in accordance with the applicable laws and regulations. Such compliance constitutes an essential part of maintaining business sustainability while ensuring the implementation of Good Corporate Governance principles throughout the organization.

Throughout 2025, the Company identified no indications of misconduct in its corporate governance practices. This includes the absence of corruption cases involving members of Board of Directors or Board of Commissioners, no incidents of environmental pollution, no bankruptcy petitions, no suspension of the Company's core business activities, and no other events that could disrupt the continuity of its operations.

This achievement reflects the Company's commitment to maintaining integrity, compliance, and sustainable business continuity.

LAPORAN ATAS AKTIVITAS PERUSAHAAN YANG MENCEMARI LINGKUNGAN

Sepanjang tahun 2025, tidak ada laporan atas aktivitas Perusahaan yang mencemari lingkungan.

REPORT ON COMPANY ACTIVITIES CAUSING ENVIRONMENTAL POLLUTION

Throughout 2025, there were no reports of Company activities causing environmental pollution.

PENGUNGKAPAN PEMENUHAN KEWAJIBAN PERPAJAKAN

Sepanjang tahun 2025, Perusahaan telah memenuhi seluruh kewajiban perpajakannya secara tepat waktu, termasuk dalam penyampaian Surat Pemberitahuan (SPT) Pajak tanpa keterlambatan. Perusahaan turut memberikan kontribusi kepada negara melalui pembayaran pajak atas berbagai aktivitas usaha, dengan total setoran pajak secara konsolidasian mencapai Rp499.708.610.818.

Dalam menjaga kesinambungan kepatuhan fiskal, Perusahaan menerapkan prinsip kehati-hatian dalam setiap proses pengelolaan perpajakan. Selain itu, Perusahaan juga secara aktif membangun komunikasi yang konstruktif dengan otoritas perpajakan guna memastikan seluruh pelaporan dan pembayaran pajak dilaksanakan sesuai dengan ketentuan yang berlaku.

Dalam kurun waktu 3 (tiga) tahun terakhir, Perusahaan tidak memiliki catatan putusan bersalah dari pengadilan pajak atas perkara perpajakan apa pun. Hal ini menjadi salah satu indikator konsistensi Perusahaan dalam menjaga kepatuhan serta kualitas pengelolaan administrasi perpajakan.

Pengelolaan kepatuhan pajak tersebut tidak hanya dipandang sebagai kewajiban administratif, tetapi juga sebagai bagian integral dari strategi pengelolaan risiko dan tata kelola keuangan Perusahaan. Lebih jauh, hal ini mencerminkan komitmen Perusahaan dalam mendukung akuntabilitas fiskal serta berkontribusi secara berkelanjutan terhadap pembangunan nasional.

DISCLOSURE OF TAX COMPLIANCE

Throughout 2025, the Company fulfilled all of its tax obligations in a timely manner, including the submission of all Tax Returns (SPT) without delay. The Company also contributed to the State through tax payments arising from its various business activities, with total consolidated tax payments amounting to Rp499,708,610,818.

In maintaining sustainable tax compliance, the Company applies the prudence principle in all tax management processes. In addition, the Company actively maintains constructive communication with the tax authorities to ensure that all tax reporting and payments are carried out in accordance with the applicable regulations.

During the past 3 (three) years, the Company has not been subject to any adverse rulings by the tax court in relation to any tax disputes. This serves as one of the indicators of the Company's consistent commitment to maintaining compliance and ensuring the quality of its tax administration.

The Company views tax compliance not merely as an administrative obligation but also as an integral part of its risk management strategy and financial governance. Furthermore, this reflects the Company's commitment to supporting fiscal accountability and making sustainable contributions to national development.

Pembayaran Pajak 2025 (Konsolidasian)
2025 Tax Payments (Consolidated)

No	Jenis Pajak Tax Type	Jumlah Pembayaran Payment Amount
1	PPh Pasal 21 Income Tax Article 21	115.136.935.052
2	PPh Pasal 23 Income Tax Article 23	56.677.784.492
3	PPh Pasal 4 Ayat 2 Income Tax Article 4 Paragraph 2	6.814.643.674
4	PPh Pasal 15 Income Tax Article 15	349.125.705
5	PPh Pasal 26 Income Tax Article 26	1.310.728.769
6	PPh Pasal 25 Income Tax Article 25	93.096.305.578
7	Pajak Pertambahan Nilai Kurang (Lebih) Bayar Value Added Tax Underpayment (Overpayment)	154.082.619.154

Pembayaran Pajak 2025 (Konsolidasian)
2025 Tax Payments (Consolidated)

No	Jenis Pajak Tax Type	Jumlah Pembayaran Payment Amount
8	Bea Meterai Stamp Duty	443.600.000
9	Pajak Bumi dan Bangunan (PBB) Land and Building Tax (PBB)	38.383.874.220
10	Konsesi Concession	30.339.459.073
11	Surat Ketetapan Pajak Kurang Bayar (PPh) Tax Underpayment Assessment Letter (Income Tax)	60.547.938
12	Surat Ketetapan Pajak Kurang Bayar (PPN) Tax Underpayment Assessment Letter (Value Added Tax)	3.003.697.296
14	Surat Tagihan Pajak (PPh) Tax Bill (PPh)	9.289.867
Jumlah Total		**499.708.610.818**

KASUS TERKAIT DENGAN BURUH DAN/ATAU KARYAWAN

Hingga akhir tahun 2025, Perusahaan tidak mencatat adanya kasus ketenagakerjaan yang melibatkan buruh maupun karyawan. Seluruh pengelolaan Sumber Daya Manusia dalam kegiatan operasional dan usaha telah dilaksanakan dengan mengacu pada ketentuan peraturan perundang-undangan yang berlaku. Selain itu, Perusahaan juga memastikan penerapan standar praktik ketenagakerjaan, kesehatan kerja, dan keselamatan kerja secara konsisten di seluruh lini operasional.

CASES RELATED TO LABOR AND/OR EMPLOYEES

As of the end of 2025, the Company did not record any employment-related cases involving laborers or employees. All Human Capital management in operational and business activities has been carried out in accordance with the prevailing laws and regulations. In addition, the Company also ensures the consistent implementation of labor practices, occupational health, and occupational safety standards across all operational lines.

KETIDAKSESUAIAN PENYAJIAN LAPORAN TAHUNAN DAN LAPORAN KEUANGAN DENGAN PERATURAN YANG BERLAKU DAN STANDAR AKUNTASI KEUANGAN (SAK)

Laporan Tahunan digital Perusahaan baik yang disampaikan kepada Pemegang Saham, Pemangku Kepentingan, maupun yang telah diunggah pada situs resmi Perusahaan, telah sesuai dengan buku Laporan Tahunan yang dicetak.

NON-COMPLIANCE IN THE PRESENTATION OF ANNUAL REPORT AND FINANCIAL STATEMENTS WITH APPLICABLE REGULATIONS AND FINANCIAL ACCOUNTING STANDARDS (SAK)

The Company's digital Annual Report, whether submitted to Shareholders and Stakeholders or uploaded to the Company's official website, is consistent with the printed Annual Report.

Penerapan Pedoman Umum Governansi Korporat Indonesia (PUGKI)

Implementation of the Indonesian Code of Good Corporate Governance (PUGKI)

Prinsip Principle	Rekomendasi Recommendation	Panduan Guideline	Uraian Description	*Apply or Explain*	Keterangan Penerapan Implementation
1	**Peran dan Tanggung Jawab Direksi dan Dewan Komisaris** Roles and Responsibilities of the Board of Directors and Board of Commissioners				
	1.1	Peran dan Tanggung Jawab Direksi Roles and Responsibilities of the Board of Directors			
		1.1.1	Untuk mencapai penciptaan nilai yang berkelanjutan, Direksi menjalankan peran kepemimpinannya dan berupaya mencapai hasil governansi sebagai berikut: 1. Berdaya saing dan berfokus ke kinerja jangka panjang; 2. Beretika dan bertanggung jawab dalam menjalankan bisnis; 3. Berkontribusi positif terhadap masyarakat dan lingkungan; serta berkemampuan dalam bertahan dan bertumbuh (*corporate resilience*) To achieve sustainable value creation, the Board of Directors carried out the leadership role and strives to achieve the following governance results: 1. Competitive and focused on long-term performance; 2. Ethical and responsible in running business; 3. Contribute positively to society and the environment; as well as ability to survive and grow (corporate resilience)	√	Direksi menjalankan peran kepemimpinannya berdasarkan Anggaran Dasar dan keputusan RUPS, berpedoman pada Kode Etik Bisnis PMT (Perdir No. HK.01/4/3/4/ HLTK/DIRU/PLMT-24), memastikan manajemen risiko dan pengendalian internal berjalan efektif, integritas pelaporan keuangan (diaudit KAP Purwantono, Susanti & Surja dengan opini wajar tanpa pengecualian), serta penyusunan Laporan Keberlanjutan 2025. The Board of Directors exercises its leadership role under the Articles of Association and GMS resolutions, guided by PMT's Business Code of Conduct (BoD Regulation No. HK.01/4/3/4/HLTK/DIRU/PLMT-24), ensures effective risk management and internal control, financial reporting integrity (audited by KAP Purwantono, Susanti & Surja with an unqualified opinion), and the preparation of the 2025 Sustainability Report.
		1.1.1.1	Direksi mewujudkan standar etika bisnis yang tinggi dan memastikan pelaksanaan kode etik yang melahirkan budaya korporasi yang berintegritas. The Board of Directors embodies high standards of business ethics and ensures the implementation of a code of ethics that creates a corporate culture of integrity.	√	Direksi menjalankan peran kepemimpinannya berdasarkan Anggaran Dasar dan keputusan RUPS, berpedoman pada Kode Etik Bisnis PMT (Perdir No. HK.01/4/3/4/ HLTK/DIRU/PLMT-24), memastikan manajemen risiko dan pengendalian internal berjalan efektif, integritas pelaporan keuangan (diaudit KAP Purwantono, Susanti & Surja dengan opini wajar tanpa pengecualian), serta penyusunan Laporan Keberlanjutan 2025. The Board of Directors exercises its leadership role under the Articles of Association and GMS resolutions, guided by PMT's Business Code of Conduct (BoD Regulation No. HK.01/4/3/4/HLTK/DIRU/PLMT-24), ensures effective risk management and internal control, financial reporting integrity (audited by KAP Purwantono, Susanti & Surja with an unqualified opinion), and the preparation of the 2025 Sustainability Report.