Danantara Indonesia

PELNI

PELNI GOING EXTRA MILES:
BEYOND THE TARGET



PT PELNI (Persero)

Laporan Tahunan 2025 *Annual Report*

SANGGAHAN DAN BATASAN TANGGUNG JAWAB
DISCLAIMER AND LIMITATION OF LIABILITY

Laporan Tahunan ini memuat sejumlah pernyataan mengenai kondisi keuangan, hasil operasi, proyeksi, rencana, strategi, kebijakan, hingga tujuan Perseroan, yang digolongkan sebagai pernyataan ke depan dalam pengertian peraturan dan perundang-undangan yang berlaku. Pernyataan-pernyataan tersebut bersifat prospektif serta memiliki risiko dan ketidakpastian, sehingga dapat menghadirkan perbedaan material terhadap perkembangan aktual.

Seluruh pernyataan prospektif di dalam laporan tahunan ini disusun berdasarkan kondisi terkini dan berbagai asumsi mengenai kondisi mendatang terkait lingkungan bisnis Perseroan. Perseroan tidak menjamin bahwa informasi prospektif serta tindakan yang diambil berdasarkan informasi tersebut akan menghadirkan hasil yang seluruhnya sesuai dengan yang dinyatakan.

Laporan ini memuat kata "Perusahaan", "Perseroan", "PT PELNI (Persero)", serta "PELNI" yang seluruhnya merujuk pada PT Pelayaran Nasional Indonesia (Persero).

This Annual Report contains various statements regarding the Company's financial condition, operating results, projections, plans, strategies, policies, and objectives, which are classified as forward-looking statements within the meaning of applicable laws and regulations. These statements are prospective in nature and involve risks and uncertainties that may cause actual developments to differ materially from those anticipated.

All forward-looking statements contained in this Annual Report are prepared based on current conditions and various assumptions regarding future conditions related to the Company's business environment. The Company does not guarantee that the forward-looking information and any actions taken based on such information will fully achieve the results stated.

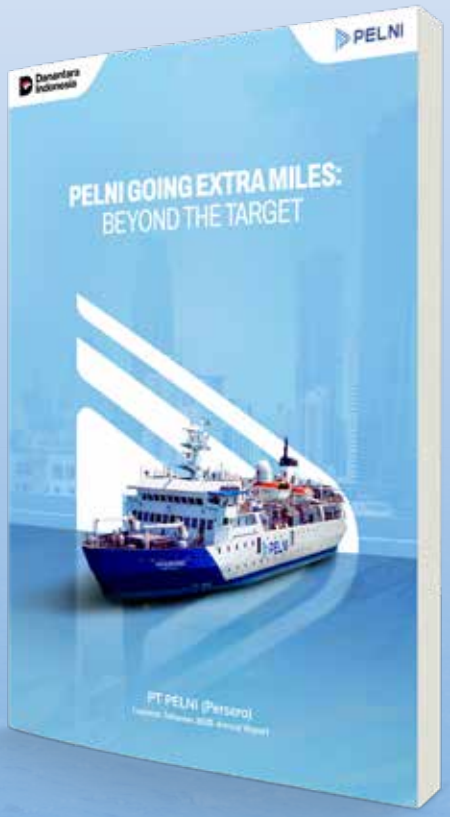
This report uses the terms "Company," "Corporation," "PT PELNI (Persero)," and "PELNI," all of which refer to PT Pelayaran Nasional Indonesia (Persero).

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TEMA LAPORAN TAHUNAN 2025
2025 ANNUAL REPORT THEME

2025

PELNI GOING EXTRA MILES: BEYOND THE TARGET



Tahun 2025 menjadi bukti nyata kemampuan PELNI untuk melampaui target yang telah ditetapkan. Di tengah berbagai tantangan operasional dan dinamika industri transportasi, Perseroan tidak hanya berhasil mencapai sasaran kinerja, tetapi juga mencatatkan berbagai pencapaian yang memberikan nilai lebih bagi para pemangku kepentingan. Melalui perluasan layanan, penguatan konektivitas antarpulau, peningkatan kualitas pengalaman pelanggan, serta komitmen terhadap transformasi berkelanjutan, PELNI terus melangkah lebih jauh dari sekadar memenuhi ekspektasi. Semangat *Going Extra Miles* mencerminkan tekad Perseroan untuk selalu memberikan upaya terbaik, menciptakan dampak yang lebih besar, dan menghadirkan manfaat yang lebih luas bagi Indonesia.

The year 2025 stands as clear evidence of PELNI's ability to go beyond its established targets. Amid operational challenges and the dynamic landscape of the transportation industry, the Company not only achieved its performance objectives but also delivered a range of accomplishments that created added value for stakeholders. Through service expansion, strengthened inter-island connectivity, enhanced customer experience, and a continued commitment to sustainable transformation, PELNI advanced far beyond merely meeting expectations. The spirit of Going Extra Miles reflects the Company's determination to consistently deliver its best, create greater impact, and generate broader benefits for Indonesia.

KESINAMBUNGAN TEMA
THEME CONTINUITY

2024



EXCELLENT SERVICES FOR INDONESIA'S CONNECTIVITY

LAYANAN PRIMA UNTUK KONEKTIVITAS NUSANTARA

2023



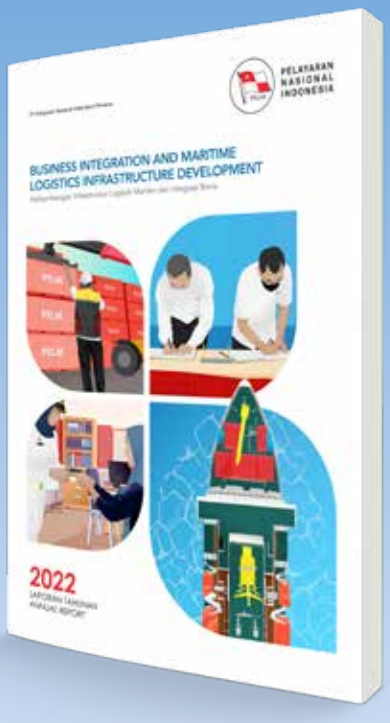
ACCELERATING GROWTH THROUGH TRANSFORMATION

AKSELERASI PERTUMBUHAN MELALUI TRANSFORMASI

KESINAMBUNGAN TEMA
THEME CONTINUITY

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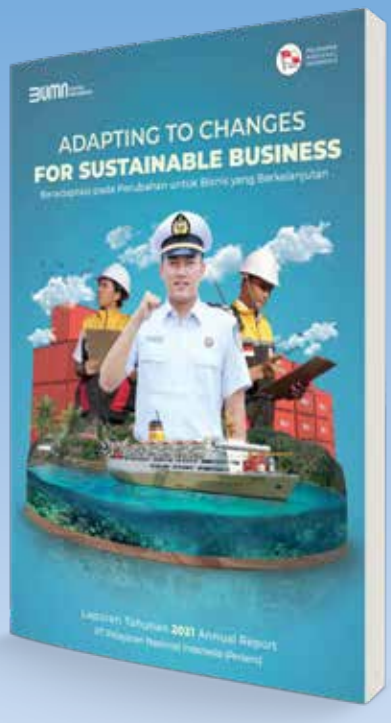
2022



BUSINESS INTEGRATION AND MARITIME LOGISTICS INFRASTRUCTURE DEVELOPMENT

PERKEMBANGAN INFRASTRUKTUR LOGISTIK MARITIM DAN INTEGRASI BISNIS

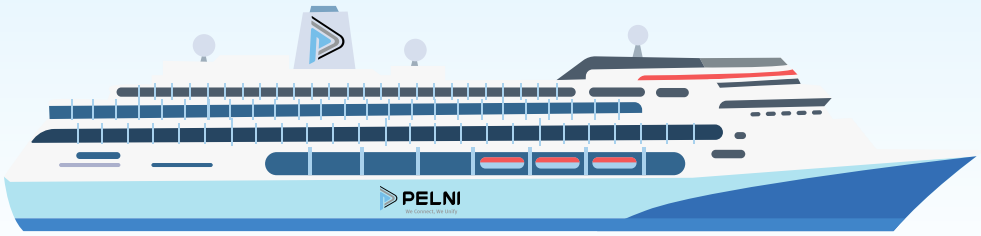
2021



ADAPTING TO CHANGES FOR SUSTAINABLE BUSINESS

BERADAPTASI PADA PERUBAHAN UNTUK BISNIS YANG BERKELANJUTAN

PENCAPAIAN PENTING 2025
2025 KEY ACHIEVEMENT



Jumlah penumpang meningkat **1,12%** menjadi **5,15** juta orang.

The number of passengers increased by **1.12%** to **5.15** million passengers.

Tahun 2025, PT PELNI (Persero) membukukan laba tahun berjalan sebesar **Rp202,29 miliar**, meningkat **4,14%** dari tahun sebelumnya.

In 2025, PT PELNI (Persero) recorded a profit for the year amounting to **Rp202.29 billion**, an increase of **4.14%** compared to the previous year.

Jumlah ekuitas PT PELNI (Persero) tahun 2025 meningkat **32,04%** menjadi **Rp11,25 triliun**.

PT PELNI (Persero)'s total equity in 2025 increased by **32.04%** to **Rp11.25 trillion**.



PENCAPAIAN PENTING 2025
2025 KEY ACHIEVEMENT

Pendapatan usaha PT PELNI (Persero) tahun 2025 sebesar **Rp6,24 triliun**, meningkat **1,07%** dibandingkan tahun sebelumnya.

PT PELNI (Persero)'s operating revenue in 2025 amounted to **Rp6.24 trillion**, an increase of **1.07%** compared to the previous year.

Jumlah aset PT PELNI (Persero) tahun 2025 meningkat **28,65%** menjadi **Rp12,97 triliun**.

PT PELNI (Persero)'s total assets in 2025 increased by **28.65%** to **Rp12.97 trillion**.





Skor *Assessment* GCG Tahun Buku 2025
87,136
dengan predikat
"Sangat Baik"

GCG Assessment Score for Fiscal Year 2025
87.136
with the predicate
"Very Good"



"Most Trusted Company"

PT PELNI (Persero) meraih predikat tertinggi pada Program Award Corporate Governance Perception Index (CGPI) Tahun 2025 yang diselenggarakan IICG Bersama Majalah SWA.

PT PELNI (Persero) achieved the highest predicate in the 2025 Corporate Governance Perception Index (CGPI) Award Program organized by IICG in collaboration with SWA Magazine.

VISI DAN MISI PERUSAHAAN
COMPANY VISION AND MISSION

PENETAPAN VISI DAN MISI

Visi dan Misi PT PELNI (Persero) telah disahkan melalui Risalah Rapat Umum Pemegang Saham Tahunan No. 01.29/01/ BA/090/2021 tentang Pengesahan Rencana Kerja dan Anggaran Perusahaan Tahun 2021. Visi dan Misi tersebut juga dievaluasi oleh Dewan Komisaris secara periodik.

ESTABLISHMENT OF THE VISION AND MISSION

The Vision and Mission of PT PELNI (Persero) were approved through the Minutes of the Annual General Meeting of Shareholders No. 01.29/01/BA/090/2021 concerning the Approval of the 2021 Company Work Plan and Budget. The Vision and Mission are also periodically evaluated by the Board of Commissioners.

VISI
VISION

Menjadi Perusahaan Pelayaran yang Unggul dan Berdaya Saing Global dalam Mendukung Konektivitas dan Pertumbuhan Ekosistem Logistik Maritim Indonesia.

To Become a Leading and Globally Competitive Shipping Company that Supports National Connectivity and the Growth of Indonesia's Maritime Logistics Ecosystem.

MAKNA VISI PT PELNI (PERSERO)

UNGGUL
Komitmen untuk mencapai "keunggulan" operasional dan layanan, dengan fokus pada efisiensi, efektivitas, dan jaminan kualitas bagi pelanggan.

EXCELLENCE
A commitment to achieving operational and service excellence through a strong focus on efficiency, effectiveness, and quality assurance in delivering value to customers.

MEANING OF PT PELNI (PERSERO)'S VISION

BERDAYA SAING GLOBAL
Komitmen untuk terus berinovasi dari segala aspek baik layanan, operasional, maupun teknologi, sesuaidengan tren pelayaran secara global untuk meningkatkan daya saing diantara pemain pelayaran lainnya.

GLOBAL COMPETITIVENESS
A commitment to continuously innovate across all aspects of the business, including services, operations, and technology, in line with global shipping industry trends, thereby enhancing the Company's competitiveness among industry players.

VISI DAN MISI PERUSAHAAN
COMPANY VISION AND MISSION

KONEKTIVITAS
Komitmen meningkatkan "konektivitas" antar wilayah di Indonesia dengan menyediakan layanan yang menjangkau seluruh pelosok negeri dan meningkatkan aksesiblitas di daerah Tertinggal, Terdepan, Terluar, dan Perbatasan (3TP).

KONEKTIVITAS
A commitment to strengthening connectivity across regions in Indonesia by providing services that reach all parts of the archipelago and improving accessibility in Disadvantaged, Frontier, Outermost, and Border Areas (3TP).

PERTUMBUHAN EKOSISTEM LOGISTIK MARITIM INDONESIA
Menegaskan kontribusi PELNI pada pertumbuhan dengan bekerja sama dengan pemerintah, asosiasi, BUMN, dan sektor swasta untuk meningkatkan pergerakan barang dan pertumbuhan ekonomi pada wilayah-wilayah yang dilayani

GROWTH OF INDONESIA'S MARITIME LOGISTICS ECOSYSTEM
A commitment to contributing to the growth of Indonesia's maritime logistics ecosystem through collaboration with the Government, industry associations, state-owned enterprises, and private-sector partners to enhance the movement of goods and stimulate economic growth in the regions served by the Company.

MISI
MISSION

1. Menjamin konektivitas antar pulau dan aksesibilitas masyarakat dengan mengelola angkutan laut untuk menunjang terwujudnya Wawasan Nusantara.
2. Mengelola layanan angkutan pelayaran yang handal, terpercaya, dan aman melalui operasional dan layanan yang unggul, serta inovasi yang berkelanjutan.
3. Memberikan kontribusi yang positif terhadap negara, meningkatkan kompetensi dan produktivitas karyawan, serta mencapai pertumbuhan perusahaan yang berkesinambungan.

1. To ensure inter-island connectivity and public accessibility by providing maritime transportation services that support the realization of the Indonesian Archipelagic Vision (Wawasan Nusantara).
2. To deliver reliable, trusted, and safe maritime transportation services through operational excellence, superior service quality, and continuous innovation.
3. To create positive value for the nation, enhance employee competence and productivity, and achieve sustainable corporate growth.

JEJAK LANGKAH
MILESTONES



1950

Terbitnya Surat Keputusan Bersama (SKB) antara Menteri Perhubungan dan Menteri Pekerjaan Umum tanggal 5 September 1950 yang isinya mendirikan Yayasan Penguasaan Pusat Kapal-kapal (PEPUSKA).

The Joint Decree (SKB) issued by the Minister of Transportation and the Minister of Public Works on September 5, 1950, established the Yayasan Penguasaan Pusat Kapal-kapal (PEPUSKA).

1952

PT PELNI (Persero) resmi didirikan berdasarkan Surat Keputusan Menteri Perhubungan R. Djuanda No. 2/1/2 tanggal 23 Februari 1952.

PT PELNI (Persero) was officially established based on the Decree of the Minister of Transportation, R. Djuanda, No. 2/1/2 dated February 23, 1952.

1953

Perubahan status hukum PT PELNI (Persero) menjadi Perusahaan Negara (PN) dan menjadikan PT PELNI (Persero) sebagai Agen Pemerintah (*Government Agency*).

The legal status of PT PELNI (Persero) was changed into a State-Owned Enterprise (Perusahaan Negara/PN), and the Company was appointed as a Government Agency.

1975

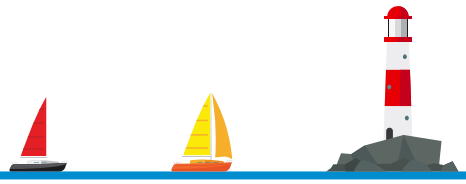
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PT PELNI (Persero) was officially established based on the Decree of the Minister of Transportation, R. Djuanda, No. 2/1/2 dated February 23, 1952.

1981

Penyerahan pengelolaan pelayaran Perintis kepada PT PELNI (Persero) dengan mengoperasikan 35 unit Kapal Perintis.

The management of Pioneer Shipping services was entrusted to PT PELNI (Persero), with the operation of 35 Pioneer Ships.



2017

PT PELNI (Persero) menetapkan Tata Nilai (*Integrity, Continuous Improvement, Customer Focus, Competitive*), Budaya Perusahaan (Peduli, Ekselen, Inovasi) dan Perilaku "JUARA" (Jujur, Unggul, Adaptasi, Ramah, Akurat).

PT PELNI (Persero) established its Corporate Values (Integrity, Continuous Improvement, Customer Focus, Competitive), Corporate Culture (Care, Excellence, Innovation), and "JUARA" Behaviors (Honest, Superior, Adaptive, Friendly, Accurate).

2016

PT PELNI (Persero) meningkatkan kapasitas armadanya dengan mengoperasikan 80 (delapan puluh) kapal.

PT PELNI (Persero) increased its fleet capacity by operating 80 vessels.

2015



Penunjukan PT PELNI (Persero) oleh Pemerintah RI sebagai operator Kapal Perintis, Kapal Tol Laut dan Kapal Ternak yang menjangkau di wilayah Indonesia.

PT PELNI (Persero) was appointed by the Government of the Republic of Indonesia as the operator of Pioneer Ships, Sea Toll Ships, and Livestock Ships serving various regions across Indonesia.

2014

PT PELNI (Persero) mulai menggelar paket wisata Let's Go dan Event on board.

PT PELNI (Persero) began offering Let's Go tour packages and onboard events.

JEJAK LANGKAH
MILESTONES

2018

PT PELNI (Persero) menerapkan strategi bisnis berupa sinergi BUMN dan sistem operasi berbasis digital.

PT PELNI (Persero) implemented a business strategy based on SOE synergy and a digital-based operating system.

2019

PT PELNI (Persero) menetapkan Visi 2020 – 2024: "enjadi Perusahaan Pelayaran yang Unggul dan Berdaya Saing Global dalam Mendukung Konektivitas dan Pertumbuhan Ekosistem Logistik Maritim Indonesia."

PT PELNI (Persero) established its 2020–2024 Vision: "To Become a Leading and Globally Competitive Shipping Company that Supports National Connectivity and the Growth of Indonesia's Maritime Logistics Ecosystem."

2020

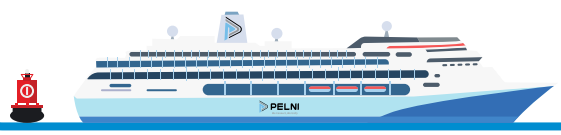
PT PELNI (Persero) mengimplementasikan Budaya Perusahaan sesuai dengan Surat Menteri BUMN No. SE-7/MBU/07/2020 tentang Nilai–Nilai Utama Sumber Daya Manusia BUMN yaitu AKHLAK (Amanah, Kompeten, Harmonis, Loyal, Adaptif dan Kolaboratif).

PT PELNI (Persero) implemented the Company Culture in accordance with the Ministry of SOEs Circular Letter No. SE-7/MBU/07/2020 concerning the Core Values of SOE Human Capital, namely AKHLAK (Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative).

2021

Perusahaan memiliki strategi sesuai dengan RJPP Transformasi Perusahaan yang meliputi Visi, Misi dan *Roadmap* tahun 2020-2024 Perubahan yang disahkan melalui RUPS RKAP Perseroan No. 01.29/01/BA/090/2021 tentang Pengesahan Rencana Kerja dan Anggaran Perusahaan Tahun 2021.

The Company established a strategy in line with the Corporate Transformation Long-Term Corporate Plan (RJPP), which includes the Vision, Mission, and Roadmap for 2020–2024 Amendments approved through the Company's GMS RKAP No. 01.29/01/BA/090/2021 concerning the Approval of the 2021 Company Work Plan and Budget.



2025

PT PELNI (Persero) mendorong pelaksanaan transformasi dan standarisasi operasional perusahaan secara *end-to-end* untuk mencapai *operational* dan *service excellence* melalui penerapan Strategi "*Quantum7*" yang mencakup tujuh pilar strategis yang memiliki sasaran, strategi turunan, serta program strategis pendukungnya.

PT PELNI (Persero) promotes the implementation of end-to-end transformation and operational standardization to achieve operational and service excellence through the implementation of the "Quantum7" Strategy, which consists of seven strategic pillars with specific targets, supporting strategies, and strategic programs.

2024

PT PELNI (Persero) menetapkan Visi 2025 – 2029 yaitu "Menjadi Perusahaan Pelayaran yang Unggul dan Berdaya Saing Global dalam Mendukung Konektivitas dan Pertumbuhan Ekosistem Logistik Maritim Indonesia".

PT PELNI (Persero) established its 2025–2029 Vision: "To Become an Excellent and Globally Competitive Shipping Company in Supporting Connectivity and the Growth of Indonesia's Maritime Logistics Ecosystem."

2023

PELNI
We Connect, We Unify

PT Pelayaran Nasional Indonesia atau PT PELNI (Persero) resmi meluncurkan logo baru beserta *tagline* baru "*We Connect, We Unify*".

PT Pelayaran Nasional Indonesia or PT PELNI (Persero) officially launched its new logo along with the new tagline, "We Connect, We Unify."

2022

Perusahaan menerapkan pengembangan layanan bagi pelanggan, antara lain dengan mengadakan paket City Tour bagi penumpang kelas ekonomi. Di samping itu, Perusahaan juga telah menyediakan layanan Super Apps (aplikasi pemesanan digital) pada 28 September 2022 (Google Playstore) dan 15 Oktober 2022 (Apps Store).

The Company implemented service development initiatives for customers, including providing City Tour packages for economy-class passengers. In addition, the Company launched its Super Apps (digital booking application) on September 28, 2022, on Google Play Store and on October 15, 2022, on the App Store.

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01



KILAS KINERJA

PERFORMANCE HIGHLIGHTS

IKHTISAR KEUANGAN
FINANCIAL HIGHLIGHTS

LAPORAN POSISI KEUANGAN KONSOLIDASIAN
CONSOLIDATED STATEMENT OF FINANCIAL POSITION

Dalam jutaan Rupiah, kecuali dinyatakan lain
In millions of Rupiah, unless otherwise stated

Uraian Description	2025	2024	2023	2022	2021
Aset Lancar Current Assets	9.934.118	7.137.809	5.062.044	4.564.963	4.123.284
Aset Tidak Lancar Non-Current Assets	3.038.748	2.946.079	2.973.988	3.149.015	3.293.457
Jumlah Aset Total Assets	12.972.866	10.083.888	8.036.032	7.713.978	7.416.741
Liabilitas Jangka Pendek Current Liabilities	1.518.479	1.422.771	1.012.238	884.410	760.896
Liabilitas Jangka Panjang Non-Current Liabilities	200.429	138.067	200.053	143.743	232.610
Jumlah Liabilitas Total Liabilities	1.718.908	1.560.838	1.212.291	1.028.153	993.507
Jumlah Ekuitas Total Equity	11.253.958	8.523.050	6.823.741	6.685.825	6.423.235
Total Liabilitas dan Ekuitas Total Liabilities and Equity	12.972.866	10.083.888	8.036.032	7.713.978	7.416.741

LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN
STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

Dalam jutaan Rupiah, kecuali dinyatakan lain
In millions of Rupiah, unless otherwise stated

Uraian Description	2025	2024	2023	2022	2021
Pendapatan Usaha Bersih Net Operating Revenue	6.243.123	6.177.057	5.766.619	4.906.600	4.330.266
Beban Pokok Usaha Cost of Revenue	(5.247.539)	(5.130.011)	(4.894.058)	(4.118.494)	(3.877.717)
Laba (Rugi) Kotor Gross Profit (Loss)	995.584	1.047.045	872.561	788.106	452.549
Beban Pemasaran dan Distribusi Marketing and Distribution Expenses	(23.564)	(24.615)	(21.181)	15.088	21.613
Beban Umum dan Administrasi General and Administrative Expenses	(905.624)	(828.674)	(732.264)	666.989	443.958
Laba (Rugi) Usaha Operating Profit (Loss)	66.396	193.757	119.116	106.030	(13.023)
Pendapatan (Beban) Non Usaha Bersih Net Non-Operating Income (Expenses)	213.676	108.669	179.405	168.366	104.662
Laba Sebelum Pajak Profit Before Tax	280.072	302.426	298.521	274.396	91.639
Beban Pajak Tax Expense	(77.784)	(108.175)	(96.890)	(100.777)	(50.538)

IKHTISAR KEUANGAN
FINANCIAL HIGHLIGHTS

Dalam jutaan Rupiah, kecuali dinyatakan lain
In millions of Rupiah, unless otherwise stated

Uraian Description	2025	2024	2023	2022	2021
Pos-Pos yang Tidak Akan Direklasifikasi ke Laba Rugi Items That Will Not Be Reclassified to Profit or Loss					
Keuntungan (Kerugian) Aktuarial Periode Berjalan Actuarial Gain (Loss) for the Current Period	30.451	4.201	(69.937)	88.909	555
Keuntungan (Kerugian) Nilai Wajar Properti Investasi Fair Value Gain (Loss) on Investment Property	(1.828)	855	6.165	-	-
Jumlah Laba Komprehensif Tahun Berjalan Total Comprehensive Income for the Year	230.911	199.307	137.859	262.528	41.656
Laba Tahun Berjalan yang Dapat Diatribusikan Kepada: Profit for the Year Attributable to:					
Pemilik Entitas Induk Owners of the Parent Entity	202.377	193.873	201.202	173.248	40.928
Pemilik Non Pengendali Non-Controlling Interests	(89)	377	429	371	173
Laba Tahun Berjalan Profit for the Year	202.288	194.250	201.631	173.619	41.101
Penghasilan Komprehensif Lain Other Comprehensive Income	28.623	5.057	(63.772)	88.945	41.656
Laba Komprehensif yang Dapat Diatribusikan Kepada: Comprehensive Income Attributable to:					
Pemilik Entitas Induk Owners of the Parent Entity	231.004	198.927	137.428	262.145	41.483
Pemilik Non Pengendali Non-Controlling Interests	(93)	380	431	383	173
Laba Bersih Per Saham Dasar dalam (Rp) Basic Earnings Per Share (Rp)Basic Earnings Per Share (Rp)	22.157	25.459	26.426	22.755	5.365

LAPORAN ARUS KAS KONSOLIDASIAN
CONSOLIDATED STATEMENT OF CASH FLOWS

Dalam jutaan Rupiah
In million Rupiah

Uraian Description	2025	2024	2023	2022	2021
Arus Kas Bersih dari Aktivitas Operasi Net Cash Flows from Operating Activities	156.371	670.364	88.197	1.007.468	317.591
Arus Kas Bersih dari Aktivitas Investasi Net Cash Flows from Investing Activities	(149.379)	(16.148)	(55.062)	(126.778)	(46.290)
Arus Kas Bersih dari Aktivitas Pendanaan Net Cash Flows from Financing Activities	(10.395)	(34.050)	20.667	(4.624)	8.542
Kenaikan (Penurunan) Bersih Kas dan Setara Kas Net Increase (Decrease) in Cash and Cash Equivalents	(3.403)	620.166	53.802	876.066	279.843

IKHTISAR KEUANGAN
FINANCIAL HIGHLIGHTS

Dalam jutaan Rupiah
In million Rupiah

Uraian Description	2025	2024	2023	2022	2021
Kas dan Setara Kas Awal Tahun Cash and Cash Equivalents at the Beginning of the Year	4.114.739	3.494.573	3.440.771	2.564.705	2.284.862
Kas dan Setara Kas Akhir Tahun Cash and Cash Equivalents at the End of the Year	4.111.335	4.114.739	3.494.573	3.440.771	2.564.705

RASIO KEUANGAN
FINANCIAL RATIOS

Dalam %, kecuali dinyatakan lain
In percentage (%), unless otherwise stated

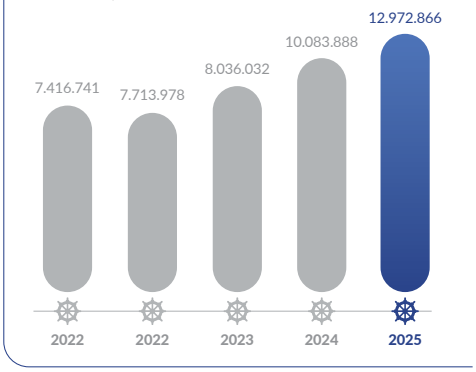
Uraian Description	2025	2024	2023	2022	2021
Rasio Likuiditas Liquidity Ratios					
Rasio Lancar Current Ratio	654,22	501,68	500,08	516,16	541,90
Rasio Kas Cash Ratio	270,75	289,21	345,23	389,05	337,06
Rasio Cepat Quick Ratio	279,85	298,05	356,97	397,45	413,04
Rasio *Leverage* Leverage Ratios					
Rasio Liabilitas atas Aset Debt to Assets Ratio	13,25	15,48	15,09	13,33	13,40
Rasio Liabilitas atas Ekuitas Debt to Equity Ratio	15,27	18,31	17,77	15,38	15,47
Rasio Liabilitas Jangka Panjang atas Ekuitas Long-Term Debt to Equity Ratio	1,78	1,62	2,93	2,15	3,62
Rasio Aktivitas Activity Ratios					
Rasio Perputaran Persediaan (dalam satuan kali) Inventory Turnover Ratio (times)	12	14	14	12	10
Rasio Perputaran Aset Asset Turnover Ratio	54,15	68,18	73,23	64,86	59,04
Rasio Penagihan Rata-rata (dalam satuan hari) Average Collection Period Ratio (days)	8	7	8	6	49
Rasio Profitabilitas Profitability Ratios					
Laba (Rugi) Terhadap Jumlah Aset Return on Assets	1,56	1,93	2,51	2,25	0,55
Laba (Rugi) Terhadap Ekuitas Return on Equity	1,80	2,28	2,95	2,60	0,64
Imbalan terhadap Investasi Return on Investment	6,23	8,24	10,97	9,47	7,17

IKHTISAR KEUANGAN
FINANCIAL HIGHLIGHTS

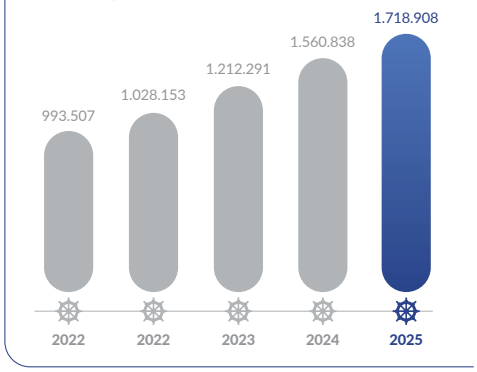
Dalam %, kecuali dinyatakan lain
In percentage (%), unless otherwise stated

Uraian Description	2025	2024	2023	2022	2021
Margin Laba Kotor atas Penjualan Gross Profit Margin on Sales	15,95	16,95	15,13	16,06	10,45
Margin Laba Bersih atas Penjualan Net Profit Margin on Sales	3,24	3,14	3,50	3,54	0,95
Rasio EBITDA atas Aset EBITDA to Assets Ratio	5,50	7,07	9,59	8,39	6,43

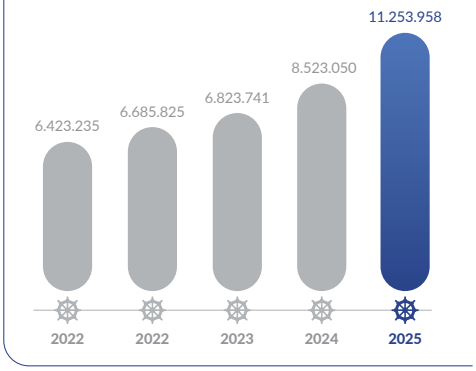
Jumlah Aset
Total Assets
(Rp juta | Rp million)



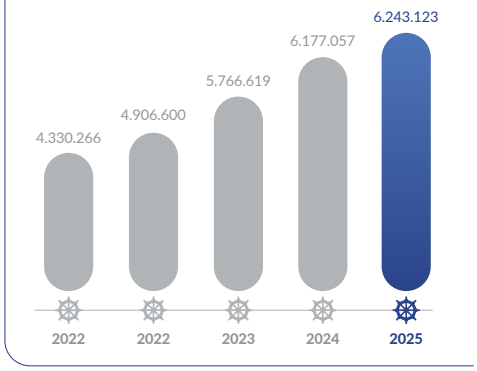
Jumlah Liabilitas
Total Liabilities
(Rp juta | Rp million)



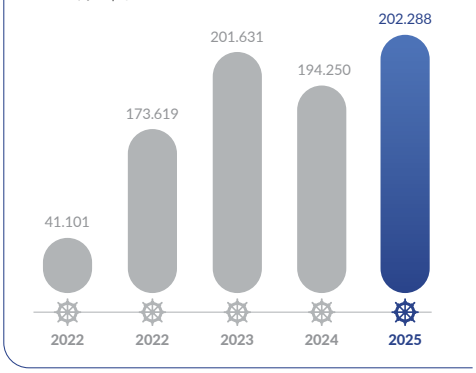
Jumlah Ekuitas
Total Equity
(Rp juta | Rp million)



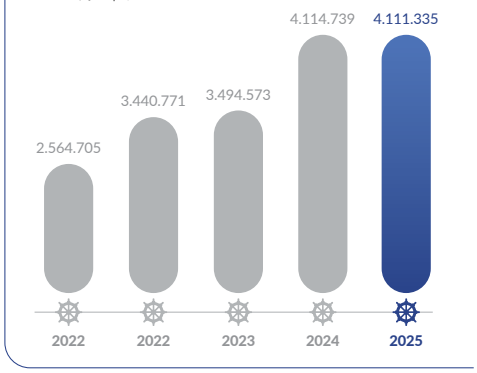
Pendapatan Usaha Bersih
Net Operating Revenue
(Rp juta | Rp million)



Laba Tahun Berjalan
Profit for the Year
(Rp juta | Rp million)



Kas dan Setara Kas Akhir Tahun
Cash and Cash Equivalents at the End of the Year
(Rp juta | Rp million)



IKHTISAR OPERASI
OPERATIONAL HIGHLIGHTS

Perihal Matter	Satuan Item	2025	2024	2023	2022	2021
Kapal yang Dioperasikan Operated Vessels	Kapal Vessel	84	82	102	106	106
Gross Register Tonnage (GRT)	Ton	329.279	329.095	356.174	384.886	384.886
	Hari Day	20.444	20.358	23.974	25.008	22.880
Frekuensi *Voyage* Voyage Frequency	Voyage	1.617	1.573	1.091	1.879	1.625
Jumlah Penumpang Number of Passengers	Orang Person	5.153.846	5.095.725	5.262.689	4.241.357	2.284.089
Jumlah Muatan Barang Total Cargo Volume	Ton/m^3	117.617	115.338	139.283	127.398	100.287
Jumlah Muatan *Container* Total Container Cargo	TEUs	23.838	23.117	24.758	25.782	24.387
Jumlah Kendaraan Number of Vehicles	Unit	5.984	11.146	11.339	12.886	10.870
Jumlah Muatan *Red Pack* Total Red Pack Cargo	Kg	578.980	1.085.168	992.122	967.080	
Jumlah Muatan Hewan Ternak Total Livestock Cargo	Ekor Head	7.134	4.699	7.308	7.886	7.374

IKHTISAR SAHAM
SHARE HIGHLIGHTS

Perseroan beroperasi dengan modal dasar sejumlah 13.000.000 saham dengan nominal Rp1.000.000 per saham yang terbagi atas 1 (satu) saham seri A Dwiwarna dengan nilai nominal sebesar Rp1.000.000 dan 12.999.999 saham seri B sebesar Rp12.999.999.000.000. Pada tahun 2025, sesuai dengan akta Nomor 10 tanggal 04 Juli 2025 oleh Notaris Emmy Yatmini yang telah disahkan melalui Menteri Hukum Republik Indonesia No.AHU.AH.01.03 0175733, dari modal tersebut ditempatkan sejumlah 9.129.900 lembar saham dengan nilai nominal sebesar Rp9.129.900.000.000 yang terdiri dari 1 saham seri A Dwiwarna dengan nominal Rp1.000.000 dan 9.129.899 saham seri B dengan nominal sebesar Rp9.129.899.000.000. Sampai dengan 31 Desember 2025, Perseroan tidak melakukan pencatatan saham pada bursa mana pun. Sehingga tidak terdapat informasi terkait:

1. Jumlah saham yang beredar;
2. Kapitalisasi pasar berdasarkan harga pada bursa efek tempat saham dicatatkan;

The Company operates with an authorized capital of 13,000,000 shares with a nominal value of Rp1,000,000 per share, consisting of 1 (one) Series A Dwiwarna share with a nominal value of Rp1,000,000 and 12,999,999 Series B shares with a total nominal value of Rp12,999,999,000,000. In 2025, based on Deed No. 10 dated July 4, 2025, prepared by Notary Emmy Yatmini and approved by the Minister of Law of the Republic of Indonesia No. AHU.AH.01.03-0175733, a total of 9,129,900 shares with a nominal value of Rp9,129,900,000,000 were issued and fully paid, consisting of 1 (one) Series A Dwiwarna share with a nominal value of Rp1,000,000 and 9,129,899 Series B shares with a total nominal value of Rp9,129,899,000,000. As of December 31, 2025, the Company had not listed its shares on any stock exchange. Therefore, there is no information regarding:

1. The number of outstanding shares;
2. Market capitalization based on the stock exchange where the shares are listed;

IKHTISAR SAHAM
SHARE HIGHLIGHTS

3. Harga saham tertinggi, terendah, dan penutupan berdasarkan harga pada bursa efek tempat saham dicatatkan; dan
4. Volume perdagangan pada bursa efek tempat saham dicatatkan.

3. The highest, lowest, and closing share prices based on the stock exchange where the shares are listed; and
4. Trading volume on the stock exchange where the shares are listed.

AKSI KORPORASI
CORPORATE ACTIONS

Sepanjang tahun 2025, Perseroan melaksanakan sejumlah aksi korporasi yang memperkuat struktur permodalan dan mendukung program peremajaan armada nasional. Pada 20 Maret 2025, Perseroan meningkatkan modal ditempatkan dan disetor penuh dari Rp7,63 triliun menjadi Rp9,13 triliun, sekaligus melakukan penyesuaian struktur kepemilikan saham. Seluruh Saham Seri B Perseroan dialihkan kepada PT Danantara Aset Management dengan porsi 99,99999%, sementara Negara Republik Indonesia tetap memegang 1 (satu) lembar Saham Seri A Dwi Warna sebagai golden share. Aksi ini menandai bergabungnya Perseroan ke dalam ekosistem pengelolaan investasi di bawah Danantara.

Pada 30 Desember 2025, Perseroan menerima tambahan Penyertaan Modal Negara (PMN) sebesar Rp2,5 triliun berdasarkan Peraturan Pemerintah Nomor 53 Tahun 2025, yang disalurkan melalui Badan Pengelola Investasi Daya Anagata Nusantara. PMN ini diperuntukkan bagi pengadaan 3 (tiga) unit kapal penumpang kelas ekonomi dengan melibatkan industri galangan kapal dalam negeri, guna memperkuat konektivitas dan aksesibilitas antarwilayah serta mendukung peremajaan armada nasional.

Throughout 2025, the Company undertook several corporate actions aimed at strengthening its capital structure and supporting the national fleet rejuvenation program. On 20 March 2025, the Company increased its issued and fully paid-up capital from Rp7.63 trillion to Rp9.13 trillion, while also restructuring its shareholding composition. All Series B Shares of the Company were transferred to PT Danantara Asset Management, representing 99.99999% ownership, while the Government of the Republic of Indonesia retained one (1) Series A Dwiwarna Share as a golden share. This corporate action marked the Company's integration into the investment management ecosystem under Danantara.

On 30 December 2025, the Company received an additional State Capital Injection (PMN) amounting to IDR 2.5 trillion pursuant to Government Regulation Number 53 of 2025, which was channeled through the Daya Anagata Nusantara Investment Management Agency (Danantara Indonesia). The PMN is designated for the procurement of three economy-class passenger vessels, with the involvement of domestic shipbuilding industries, to strengthen interregional connectivity and accessibility, while supporting the national fleet rejuvenation program.

INFORMASI OBLIGASI, SUKUK, DAN/ATAU OBLIGASI KONVERSI
INFORMATION ON BONDS, SUKUK, AND/OR CONVERTIBLE BONDS

Hingga akhir tahun 2025, Perusahaan tidak pernah menerbitkan obligasi/sukuk/obligasi konversi, maupun efek bersifat utang lainnya, baik yang bersifat publik maupun privat.

As of the end of 2025, the Company had never issued bonds, sukuk, convertible bonds, or any other debt securities, whether public or private.

PENGHARGAAN DAN SERTIFIKASI
AWARD AND CERTIFICATION

PENGHARGAAN
AWARD

Penghargaan dari Kementerian Perhubungan RI
Award from the Ministry of Transportation of the Republic of Indonesia



Tanggal Perolehan Date Received	9 Januari 2025 9 January 2025
Kategori Penghargaan Award Category	Penghargaan Kepada Operator Dengan Pelayanan Terbaik Pada Program Tiket Gratis Angkutan Laut Natal 2024 dan Tahun Baru 2025 Award for the Operator with Best Service in the Free Ticket Program for 2024 Christmas and 2025 New Year Sea Transportation
Lembaga yang memberikan Issuing Institution	Kementerian Perhubungan RI Ministry of Transportation of the Republic of Indonesia

Indonesia Leading Women Awards 2025



Tanggal Perolehan Date Received	20 Maret 2025 20 March 2025
Kategori Penghargaan Award Category	Kategori BUMN : Atas Keberhasilan Dalam Membangun Digital Corporate Brand State-Owned Enterprise Category: For Success in Building a Digital Corporate Brand
Lembaga yang memberikan Issuing Institution	Info Ekonomi

Top Digital Corporate Brand Award 2025



Tanggal Perolehan Date Received	15 Mei 2025 15 May 2025
Kategori Penghargaan Award Category	Outstanding Transformation for Maritime Award
Lembaga yang memberikan Issuing Institution	CNN Indonesia

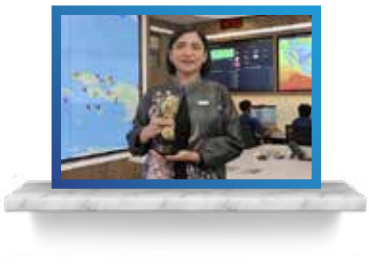
TJSL dan CSR Awards 2025



Tanggal Perolehan Date Received	25 Juni 2025 25 June 2025
Kategori Penghargaan Award Category	Pilar Ekonomi dan Pilar Lingkungan Economic Pillar and Environmental Pillar
Lembaga yang memberikan Issuing Institution	BUMN Track

PENGHARGAAN DAN SERTIFIKASI
AWARD AND CERTIFICATION

RA Kartini Awards 2025



Tanggal Perolehan Date Received	26 Juni 2025 26 June 2025
Kategori Penghargaan Award Category	Visionary Leader in Digital Transformation
Lembaga yang memberikan Issuing Institution	Trans TV

Indonesia Public Relations Summit 2025



Tanggal Perolehan Date Received	8 Agustus 2025 8 August 2025
Kategori Penghargaan Award Category	50 Popular PR Person Awards 2025
Lembaga yang memberikan Issuing Institution	The Iconomics

TOP GRC Awards 2025



Tanggal Perolehan Date Received	9 September 2025 9 September 2025
Kategori Penghargaan Award Category	Top GRC Awards 2025 #STAR5 dan The Most Committed GRC Leader 2025
Lembaga yang memberikan Issuing Institution	Top Business

The Best Contact Center Indonesia 2025



Tanggal Perolehan Date Received	25 September 2025 25 September 2025
Kategori Penghargaan Award Category	The Best People Development
Lembaga yang memberikan Issuing Institution	Indonesia Contact Center Awards

PENGHARGAAN DAN SERTIFIKASI
AWARD AND CERTIFICATION

Indonesian In-House Counsel Summit & Awards 2025



Tanggal Perolehan Date Received	3 Oktober 2025 3 October 2025
Kategori Penghargaan Award Category	Indonesia's Most Innovative In-House Counsel Team 2025 sektor industri Transportation (Logistics & Deliveries, Aviation, Shipping etc.)
Lembaga yang memberikan Issuing Institution	Hukumonline & Indonesian Corporate Counsel Association (ICCA)

Indonesia Best CMO Awards 2025



Tanggal Perolehan Date Received	31 Oktober 2025 31 October 2025
Kategori Penghargaan Award Category	Best CMO 2025 in Promoting Sustainable Logistics Growth through Technology-Driven Sea Toll Service (Category : Shipping Industry)
Lembaga yang memberikan Issuing Institution	Warta Ekonomi

Top Human Capital Awards 2025



Tanggal Perolehan Date Received	4 November 2025 4 November 2025
Kategori Penghargaan Award Category	"TOP Human Capital Awards 2025 #Stars 4" dan "The Most Committed Top Leader on Human Capital 2025 untuk Direktur Utama PELNI"
Lembaga yang memberikan Issuing Institution	Top Business

Bisnis Indonesia Logistics Award (BILA) 2025



Tanggal Perolehan Date Received	5 November 2025 5 November 2025
Kategori Penghargaan Award Category	Excellence in Tol Laut Service Innovation
Lembaga yang memberikan Issuing Institution	Bisnis Indonesia

PENGHARGAAN DAN SERTIFIKASI
AWARD AND CERTIFICATION

Indonesia Kita Awards 2025



Tanggal Perolehan Date Received	10 November 2025 10 November 2025
Kategori Penghargaan Award Category	Outstanding in Public Transportation Services
Lembaga yang memberikan Issuing Institution	Garuda TV

Women in SDG's Action Awards 2025



Tanggal Perolehan Date Received	11 November 2025 11 November 2025
Kategori Penghargaan Award Category	Kategori SDG 9 – Industri, Inovasi, dan Infrastruktur SDG 9 Category – Industry, Innovation, and Infrastructure
Lembaga yang memberikan Issuing Institution	Garuda TV

Terbaik II Kategori Media Sosial



Tanggal Perolehan Date Received	12 November 2025 12 November 2025
Kategori Penghargaan Award Category	Terbaik II Kategori Media Sosial 2nd Best in Social Media Category
Lembaga yang memberikan Issuing Institution	Kementerian Komunikasi dan Digital (Kemkomdigi)

Indonesia Logistic & Transportasi Award (ILTA) 2025



Tanggal Perolehan Date Received	14 November 2025 14 November 2025
Kategori Penghargaan Award Category	Infrastructure Development & Multimoda Connectivity" dan "Women's Leadership in Logistic and Transport" "Infrastructure Development & Multimodal Connectivity" and "Women's Leadership in Logistics and Transport"
Lembaga yang memberikan Issuing Institution	Economic Review

PENGHARGAAN DAN SERTIFIKASI
AWARD AND CERTIFICATION

Detikcom Awards 2025



Tanggal Perolehan Date Received	25 November 2025 25 November 2025
Kategori Penghargaan Award Category	Anugerah Pertumbuhan Ekonomi dan Ekosistem Digital: Inovasi Digitalisasi Layanan Penumpang Economic Growth and Digital Ecosystem Award: Passenger Service Digitalization Innovation
Lembaga yang memberikan Issuing Institution	Detikcom

Corporate Governance Perception Index (CGPI) Award 2025



Tanggal Perolehan Date Received	25 November 2025 25 November 2025
Kategori Penghargaan Award Category	Trusted Company Based on Corporate Governance Perception Index (CGPI)
Lembaga yang memberikan Issuing Institution	Indonesia Institute for Corporate Governance (IICG) bekerja sama dengan majalah SWA Indonesia Institute for Corporate Governance (IICG) in collaboration with SWA Magazine

Corporate Governance Perception Index (CGPI) Award 2025



Tanggal Perolehan Date Received	27 November 2025 27 November 2025
Kategori Penghargaan Award Category	"The Best CONCERNED of QHSE" serta "The Best Leadership QHSE" "The Best CONCERNED of QHSE" and "The Best Leadership QHSE"
Lembaga yang memberikan Issuing Institution	Majalah Business Asia Indonesia

BUMN Branding & Marketing Award 2025



Tanggal Perolehan Date Received	3 Desember 2025 3 December 2025
Kategori Penghargaan Award Category	Kategori Brand Strategy Excellence "Brand Strategy Relevance" GOLD serta Kategori Transformation Brand and Marketing in Digital Era "Best Digital Branding Transformation" Brand Strategy Excellence Category "Brand Strategy Relevance" GOLD and Transformation Brand and Marketing in Digital Era Category "Best Digital Branding Transformation"
Lembaga yang memberikan Issuing Institution	BUMN Track

PENGHARGAAN DAN SERTIFIKASI
AWARD AND CERTIFICATION

TOP Digital Awards 2025



Tanggal Perolehan Date Received	4 Desember 2025 4 December 2025
Kategori Penghargaan Award Category	Top Digital Implementation 2025 #Level Stars 5. dan Top Leader on Digital Implementation 2025
Lembaga yang memberikan Issuing Institution	IT Works

TOP 100 CEO & The Next Future Leaders 2025



Tanggal Perolehan Date Received	8 Desember 2025 8 December 2025
Kategori Penghargaan Award Category	TOP 100 CEO 2025 - Direktur Utama Ibu Tri Andayani The Next Future Leaders 2025 - Direktur Usaha Angkutan Penumpang Ibu Nuraini Dessy"
Lembaga yang memberikan Issuing Institution	Majalah Infobank

Indonesia CEO Excellence Awards 2025



Tanggal Perolehan Date Received	18 Desember 2025 18 December 2025
Kategori Penghargaan Award Category	Indonesia CEO Excellence 2025 for Driving Customer - Centric Maritime Service Excellence through Digital Transformation - Direktur Utama Ibu Tri Andayani Indonesia CEO Excellence 2025 for Driving Customer-Centric Maritime Service Excellence through Digital Transformation - President Director Ms. Tri Andayani
Lembaga yang memberikan Issuing Institution	Warta Ekonomi.co.id

SERTIFIKASI KAPAL
VESSEL CERTIFICATION

Data Sertifikat Kapal Penumpang Tahun 2025
Passenger Vessel Certificate Data Year 2025

No No	Nama Kapal Vessel Name	Sertifikat Garis Muat Load Line Certificate				
		Nomor Sertifikat Certificate Number	Tanggal Date		Nomor Sertifikat Certificate Number	
			Dikeluarkan Issued	Jatuh Tempo Expiry Date		
1	KM AWU	48366	3 Maret 2026 3 March 2026	12 Februari 2031 12 February 2031	51610	
2	KM BUKIT RAYA	40415	20 Oktober 2023 20 October 2023	30 Desember 2028 30 December 2028	60173	
3	KM BINAIYA	42367	22 Juni 2024 22 June 2024	25 Maret 2029 25 March 2029	61463	
4	KM BUKIT SIGUNTANG	34091	5 April 2021 5 April 2021	23 Mei 2026 23 May 2026	051031	
5	KM CIREMAI	039851	15 Agustus 2023 15 August 2023	1 Agustus 2028 1 August 2028	64610	
6	KM DOBONSOLO	039102	19 Mei 2023 19 May 2023	10 Maret 2028 10 March 2028	60022	
7	KM DOROLONDA	36582	20 Mei 2022 20 May 2022	11 Juli 2026 11 July 2026	52470	
8	KM EGON	22066	20 Oktober 2025 20 October 2025	29 Juni 2030 29 June 2030	48726	
9	KM GUNUNG DEMPO	039431	27 Juni 2023 27 June 2023	20 Juni 2028 20 June 2028	59970	
10	KM KELIMUTU	45705	14 Mei 2024 14 May 2024	4 Februari 2030 4 February 2030	47123	
11	KM KELUD	40448	30 Oktober 2023 30 October 2023	28 September 2028 28 September 2028	60681	
12	KM LAWIT	43353	8 Oktober 2024 8 October 2024	31 Agustus 2029 31 August 2029	66399	
13	KM LEUSER	039464	4 Juli 2023 4 July 2023	28 Mei 2028 28 May 2028	41031	
14	KM LAMBELU	36234	22 Maret 2022 22 March 2022	15 Mei 2027 15 May 2027	54120	
15	KM LABOBAR	43382	13 Oktober 2024 13 October 2024	26 Juni 2029 26 June 2029	65963	
16	KM NGGAPULU	36381	17 April 2022 17 April 2022	5 April 2027 5 April 2027	55345	
17	KM PANGRANGO	23125	16 Mei 2026 16 May 2026	9 November 2026 9 November 2026	53502	
18	KM SIRIMAU	46060	17 Juni 2025 17 June 2025	17 Mei 2030 17 May 2030	68421	
19	KM SINABUNG	36585	19 Mei 2022 19 May 2022	18 April 2027 18 April 2027	63344	
20	KM SANGIANG	46086	24 Juni 2025 24 June 2025	12 Mei 2029 12 May 2029	43477	

PENGHARGAAN DAN SERTIFIKASI
AWARD AND CERTIFICATION

Sertifikat Lambung Hull Certificate			Sertifikat Mesin Engine Certificate			Penerbit Issuer
	Tanggal Date		Nomor Sertifikat Certificate Number	Tanggal Date		
	Dikeluarkan Issued	Jatuh Tempo Expiry Date		Dikeluarkan Issued	Jatuh Tempo Expiry Date	
	12 Agustus 2021 12 August 2021	8 Juni 2026 8 June 2026	33783	12 Agustus 2021 12 August 2021	8 Juni 2026 8 June 2026	PT Biro Klasifikasi Indonesia
	4 Februari 2024 4 February 2024	30 Desember 2028 30 December 2028	39325	4 Februari 2024 4 February 2024	30 Desember 2028 30 December 2028	PT Biro Klasifikasi Indonesia
	9 Juli 2024 9 July 2024	25 Maret 2029 25 March 2029	40149	9 Juli 2024 9 July 2024	25 Maret 2029 25 March 2029	PT Biro Klasifikasi Indonesia
	27 Mei 2021 27 May 2021	23 Mei 2026 23 May 2026	033434	27 Mei 2021 27 May 2021	23 Mei 2026 23 May 2026	PT Biro Klasifikasi Indonesia
	27 Februari 2025 27 February 2025	1 Agustus 2028 1 August 2028	39658	2 April 2024 2 April 2024	1 Agustus 2028 1 August 2028	PT Biro Klasifikasi Indonesia
	19 Januari 2024 19 January 2024	10 Maret 2028 10 March 2028	39245	19 Januari 2024 19 January 2024	10 Maret 2028 10 March 2028	PT Biro Klasifikasi Indonesia
	18 November 2021 18 November 2021	11 Juli 2026 11 July 2026	34351	18 November 2021 18 November 2021	11 Juli 2026 11 July 2026	PT Biro Klasifikasi Indonesia
	19 Agustus 2020 19 August 2020	25 Juli 2026 25 July 2026	31953	19 Agustus 2020 19 August 2020	25 Juli 2026 25 July 2026	PT Biro Klasifikasi Indonesia
	13 Januari 2024 13 January 2024	20 Juni 2028 20 June 2028	39209	13 Januari 2024 13 January 2024	20 Juni 2028 20 June 2028	PT Biro Klasifikasi Indonesia
	20 Maret 2020 20 March 2020	10 September 2026 10 September 2026	30856	20 Maret 2020 20 March 2020	10 September 2026 10 September 2026	PT Biro Klasifikasi Indonesia
	2 April 2024 2 April 2024	27 Oktober 2028 27 October 2028	39661	2 April 2024 2 April 2024	27 Oktober 2028 27 October 2028	PT Biro Klasifikasi Indonesia
	4 Agustus 2025 4 August 2025	31 Agustus 2029 31 August 2029	43155	4 Agustus 2025 4 August 2025	31 Agustus 2029 31 August 2029	PT Biro Klasifikasi Indonesia
	13 Maret 2024 13 March 2024	16 Oktober 2026 16 October 2026	26669	13 Maret 2024 13 March 2024	16 Oktober 2026 16 October 2026	PT Biro Klasifikasi Indonesia
	28 Mei 2022 28 May 2022	15 Mei 2027 15 May 2027	35466	28 Mei 2022 28 May 2022	15 Mei 2027 15 May 2027	PT Biro Klasifikasi Indonesia
	18 Juni 2025 18 June 2025	26 Juni 2029 26 June 2029	42871	18 Juni 2025 18 June 2025	26 Juni 2029 26 June 2029	PT Biro Klasifikasi Indonesia
	8 Oktober 2022 8 October 2022	5 April 2027 5 April 2027	36229	8 Oktober 2022 8 October 2022	5 April 2027 5 April 2027	PT Biro Klasifikasi Indonesia
	12 Maret 2022 12 March 2022	9 November 2026 9 November 2026	35003	12 Maret 2022 12 March 2022	9 November 2026 9 November 2026	PT Biro Klasifikasi Indonesia
	28 November 2025 28 November 2025	17 Mei 2030 17 May 2030	44455	28 November 2025 28 November 2025	17 Mei 2030 17 May 2030	PT Biro Klasifikasi Indonesia
	29 November 2024 29 November 2024	18 April 2027 18 April 2027	35558	20 Juni 2022 20 June 2022	18 April 2027 18 April 2027	PT Biro Klasifikasi Indonesia
	18 April 2019 18 April 2019	2 Juni 2026 2 June 2026	28372	18 April 2019 18 April 2019	2 Juni 2026 2 June 2026	PT Biro Klasifikasi Indonesia

PENGHARGAAN DAN SERTIFIKASI
AWARD AND CERTIFICATION

No No	Nama Kapal Vessel Name	Sertifikat Garis Muat Load Line Certificate				
		Nomor Sertifikat Certificate Number	Tanggal Date		Nomor Sertifikat Certificate Number	
			Dikeluarkan Issued	Jatuh Tempo Expiry Date		
21	KM TILONGKABILA	44898	24 Februari 2025 24 February 2025	4 Maret 2030 4 March 2030	65524	
22	KM TATAMAILAU	45928	10 Juni 2025 10 June 2025	25 Maret 2030 25 March 2030	47312	
23	KM TIDAR	36417	20 April 2022 20 April 2022	26 November 2026 26 November 2026	54374	
24	KM UMSINI	31745	30 April 2020 30 April 2020	31 Maret 2025 31 March 2025	47672	
25	KM WILIS	44409	24 Desember 2024 24 December 2024	25 Oktober 2029 25 October 2029	68271	
26	KM JET LINER	40300	9 Oktober 2023 9 October 2023	4 Juni 2028 4 June 2028	60921	

Data Sertifikat Kapal Ternak Tahun 2025
Livestock Vessel Certificate Data Year 2025

No No	Nama Kapal Vessel Name	Sertifikat Garis Muat Load Line Certificate				
		Nomor Sertifikat Certificate Number	Tanggal Date		Nomor Sertifikat Certificate Number	
			Dikeluarkan Issued	Jatuh Tempo Expiry Date		
1	KM CAMARA NUSANTARA 1	15755	16 November 2020 16 November 2020	9 Juli 2026 9 July 2026	50468	

Data Sertifikat Kapal Tol Laut Tahun 2025
Sea Toll Vessel Certificate Data Year 2025

No No	Nama Kapal Vessel Name	Sertifikat Garis Muat Load Line Certificate				
		Nomor Sertifikat Certificate Number	Tanggal Date		Nomor Sertifikat Certificate Number	
			Dikeluarkan Issued	Jatuh Tempo Expiry Date		
1	KM LOGISTIK NUSANTARA 1	34249	26 April 2021 26 April 2021	24 April 2026 24 April 2026	51137	
2	KM LOGISTIK NUSANTARA 2	40182	28 September 2023 28 September 2023	16 September 2027 16 September 2027	58758	
3	KM LOGISTIK NUSANTARA 3	47171	13 Oktober 2025 13 October 2025	3 Juli 2029 3 July 2029	44651	
4	KM LOGISTIK NUSANTARA 4	039611	25 Juli 2019 25 July 2019	4 Juni 2028 4 June 2028	60018	
5	KM LOGISTIK NUSANTARA 5	039513	12 Juli 2023 12 July 2023	10 Februari 2028 10 February 2028	58801	
6	KM LOGISTIK NUSANTARA 6	48300	24 Februari 2026 24 February 2026	13 Februari 2031 13 February 2031	48771	

PENGHARGAAN DAN SERTIFIKASI
AWARD AND CERTIFICATION

Sertifikat Lambung Hull Certificate			Sertifikat Mesin Engine Certificate			Penerbit Issuer
	Tanggal Date		Nomor Sertifikat Certificate Number	Tanggal Date		
	Dikeluarkan Issued	Jatuh Tempo Expiry Date		Dikeluarkan Issued	Jatuh Tempo Expiry Date	
	21 April 2025 10 June 2025	4 Maret 2030 4 March 2030	42589	21 April 2025 21 April 2025	4 Maret 2030 4 March 2030	PT Biro Klasifikasi Indonesia
	7 April 2020 7 April 2020	26 Agustus 2026 26 August 2026	30982	7 April 2020 7 April 2020	26 Agustus 2026 26 August 2026	PT Biro Klasifikasi Indonesia
	27 Juni 2022 27 June 2022	26 November 2026 26 November 2026	35612	27 Juni 2022 27 June 2022	26 November 2026 26 November 2026	PT Biro Klasifikasi Indonesia
	30 April 2020 30 April 2020	31 Maret 2025 31 March 2025	31242	30 April 2020 30 April 2020	31 Maret 2025 31 March 2025	PT Biro Klasifikasi Indonesia
	20 November 2025 20 November 2025	25 Oktober 2029 25 October 2029	44354	20 November 2025 20 November 2025	25 Oktober 2029 25 October 2029	PT Biro Klasifikasi Indonesia
	13 Mei 2024 13 May 2024	4 Juni 2028 4 June 2028	39806	13 Mei 2024 13 May 2024	4 Juni 2028 4 June 2028	PT Biro Klasifikasi Indonesia

Sertifikat Lambung Hull Certificate			Sertifikat Mesin Engine Certificate			Penerbit Issuer
	Tanggal Date		Nomor Sertifikat Certificate Number	Tanggal Date		
	Dikeluarkan Issued	Jatuh Tempo Expiry Date		Dikeluarkan Issued	Jatuh Tempo Expiry Date	
	13 Maret 2021 13 March 2021	9 Oktober 2026 9 October 2026	33066	13 Maret 2021 13 March 2021	9 Oktober 2026 9 October 2026	PT Biro Klasifikasi Indonesia

Sertifikat Lambung Hull Certificate			Sertifikat Mesin Engine Certificate			Penerbit Issuer
	Tanggal Date		Nomor Sertifikat Certificate Number	Tanggal Date		
	Dikeluarkan Issued	Jatuh Tempo Expiry Date		Dikeluarkan Issued	Jatuh Tempo Expiry Date	
	7 Juni 2021 7 June 2021	24 April 2026 24 April 2026	33508	7 Juni 2021 7 June 2021	24 April 2026 24 April 2026	PT Biro Klasifikasi Indonesia
	26 September 2023 26 September 2023	16 September 2027 16 September 2027	38424	28 September 2023 28 September 2023	16 September 2027 16 September 2027	PT Biro Klasifikasi Indonesia
	25 Juli 2019 25 July 2019	3 November 2026 3 November 2026	29163	25 Juli 2019 25 July 2019	3 November 2026 3 November 2026	PT Biro Klasifikasi Indonesia
	17 Januari 2024 17 January 2024	4 Juni 2028 4 June 2028	39241	17 Januari 2024 17 January 2024	4 Juni 2028 4 June 2028	PT Biro Klasifikasi Indonesia
	29 September 2023 29 September 2023	10 Februari 2028 10 February 2028	38419	29 September 2023 29 September 2023	10 Februari 2028 10 February 2028	PT Biro Klasifikasi Indonesia
	26 Agustus 2020 26 August 2020	12 Agustus 2026 12 August 2026	31981	26 Agustus 2020 26 August 2020	12 Agustus 2026 12 August 2026	PT Biro Klasifikasi Indonesia

PENGHARGAAN DAN SERTIFIKASI
AWARD AND CERTIFICATION

Data Sertifikat Kapal Perintis Tahun 2025
Pioneer Vessel Certificate Data Year 2025

No No	Nama Kapal Vessel Name	Sertifikat Garis Muat Load Line Certificate				
		Nomor Sertifikat Certificate Number	Tanggal Date		Nomor Sertifikat Certificate Number	
			Dikeluarkan Issued	Jatuh Tempo Expiry Date		
1	KM SABUK NUSANTARA 48	20602	15 Januari 2025 15 January 2025	8 Oktober 2029 8 October 2029	64769	
2	KM SABUK NUSANTARA 42	20105	14 Oktober 2024 14 October 2024	31 Desember 2029 31 December 2029	46518	
3	KM SABUK NUSANTARA 52	20626	22 Januari 2025 22 January 2025	2 September 2029 2 September 2029	46256	
4	KM SABUK NUSANTARA 53	20791	27 Februari 2025 27 February 2025	5 Desember 2029 5 December 2029	69049	
5	KM SABUK NUSANTARA 58	16586	7 Oktober 2021 7 October 2021	27 Juni 2026 27 June 2026	52546	
6	KM SABUK NUSANTARA 63	16611	21 Oktober 2021 21 October 2021	7 Oktober 2026 7 October 2026	52485	
7	KM SABUK NUSANTARA 80	017572	10 Oktober 2022 10 October 2022	8 Oktober 2027 8 October 2027	05538	
8	KM SABUK NUSANTARA 85	018278	5 Juni 2023 5 June 2023	22 Januari 2028 22 January 2028	057611	
9	KM SABUK NUSANTARA 86	018373	11 Juli 2023 11 July 2023	5 April 2028 5 April 2028	59337	
10	KM SABUK NUSANTARA 95	018283	8 Juni 2023 8 June 2023	21 Maret 2028 21 March 2028	058127	
11	KM SABUK NUSANTARA 96	18002	23 Maret 2023 23 March 2023	30 April 2028 30 April 2028	058601	
12	KM SABUK NUSANTARA 97	018393	17 Juli 2023 17 July 2023	21 Maret 2028 21 March 2028	45126	
13	KM SABUK NUSANTARA 98	058366	13 Juli 2023 13 July 2023	13 April 2028 13 April 2028	41914	
14	KM SABUK NUSANTARA 100	018453	1 Agustus 2023 1 August 2023	8 Maret 2028 8 March 2028	58880	
15	KM SABUK NUSANTARA 106	18709	5 Oktober 2023 5 October 2023	13 April 2028 13 April 2028	58938	
16	KM SABUK NUSANTARA 112	18618	12 September 2023 12 September 2023	27 April 2028 27 April 2028	58662	
17	KM SABUK NUSANTARA 104	018565	5 September 2023 5 September 2023	20 April 2028 20 April 2028	58894	
18	KM SABUK NUSANTARA 105	018378	7 Desember 2023 7 December 2023	24 April 2028 24 April 2028	58975	
19	KM SABUK NUSANTARA 81	017890	2 Februari 2023 2 February 2023	26 Oktober 2027 26 October 2027	056353	
20	KM SABUK NUSANTARA 68	18697	4 Oktober 1023 4 October 1023	1 Agustus 2028 1 August 2028	68886	
21	KM SABUK NUSANTARA 93	18424	24 Juli 2023 24 July 2023	12 Juli 2028 12 July 2028	58244	

PENGHARGAAN DAN SERTIFIKASI
AWARD AND CERTIFICATION

Sertifikat Lambung Hull Certificate			Sertifikat Mesin Engine Certificate			Penerbit Issuer
	Tanggal Date		Nomor Sertifikat Certificate Number	Tanggal Date		
	Dikeluarkan Issued	Jatuh Tempo Expiry Date		Dikeluarkan Issued	Jatuh Tempo Expiry Date	
	5 Maret 2025 5 March 2025	8 Oktober 2029 8 October 2029	42130	5 Maret 2025 5 March 2025	8 Oktober 2029 8 October 2029	PT Biro Klasifikasi Indonesia
	17 Januari 2020 17 January 2020	9 Oktober 2026 9 October 2026	30433	17 Januari 2020 17 January 2020	9 Oktober 2026 9 October 2026	PT Biro Klasifikasi Indonesia
	20 Desember 2019 20 December 2019	15 Oktober 2026 15 October 2026	30269	20 Desember 2019 20 December 2019	15 Oktober 2026 15 October 2026	PT Biro Klasifikasi Indonesia
	22 Januari 2026 22 January 2026	5 Desember 2029 5 December 2029	44848	22 Januari 2026 22 January 2026	5 Desember 2029 5 December 2029	PT Biro Klasifikasi Indonesia
	16 November 2021 16 November 2021	27 Juni 2026 27 June 2026	34317	16 November 2021 16 November 2021	27 Juni 2026 27 June 2026	PT Biro Klasifikasi Indonesia
	16 November 2021 16 November 2021	7 Oktober 2026 7 October 2026	34338	23 November 2021 23 November 2021	7 Oktober 2026 7 October 2026	PT Biro Klasifikasi Indonesia
	13 Oktober 2022 13 October 2022	8 Oktober 2027 8 October 2027	036257	13 Oktober 2022 13 October 2022	8 Oktober 2027 8 October 2027	PT Biro Klasifikasi Indonesia
	26 Juni 2023 26 June 2023	22 Januari 2028 22 January 2028	037668	26 Juni 2023 26 June 2023	22 Januari 2028 22 January 2028	PT Biro Klasifikasi Indonesia
	14 November 2023 14 November 2023	5 April 2028 5 April 2028	38787	14 November 2023 14 November 2023	5 April 2028 5 April 2028	PT Biro Klasifikasi Indonesia
	9 Agustus 2023 9 August 2023	21 Maret 2028 21 March 2028	037988	9 Agustus 2023 9 August 2023	21 Maret 2028 21 March 2028	PT Biro Klasifikasi Indonesia
	13 September 2023 13 September 2023	30 April 2028 30 April 2028	038313	13 September 2023 13 September 2023	30 April 2028 30 April 2028	PT Biro Klasifikasi Indonesia
	30 Agustus 2019 30 August 2019	21 Maret 2028 21 March 2028	29482	30 Agustus 2019 30 August 2019	21 Maret 2028 21 March 2028	PT Biro Klasifikasi Indonesia
	24 Agustus 2023 24 August 2023	13 April 2028 13 April 2028	27269	24 Agustus 2023 24 August 2023	13 April 2028 13 April 2028	PT Biro Klasifikasi Indonesia
	3 Oktober 2023 3 October 2023	8 Maret 2028 8 March 2028	38482	3 Oktober 2023 3 October 2023	8 Maret 2028 8 March 2028	PT Biro Klasifikasi Indonesia
	5 Oktober 2023 5 October 2023	13 April 2028 13 April 2028	38536	5 Oktober 2023 5 October 2023	13 April 2028 13 April 2028	PT Biro Klasifikasi Indonesia
	12 September 2023 12 September 2023	27 April 2028 27 April 2028	38360	12 September 2023 12 September 2023	27 April 2028 27 April 2028	PT Biro Klasifikasi Indonesia
	4 Oktober 2023 4 October 2023	20 April 2028 20 April 2028	38505	4 Oktober 2023 4 October 2023	20 April 2028 20 April 2028	PT Biro Klasifikasi Indonesia
	12 Oktober 2023 12 October 2023	24 April 2028 24 April 2028	38562	12 Oktober 2023 12 October 2023	24 April 2028 24 April 2028	PT Biro Klasifikasi Indonesia
	2 Februari 2023 2 February 2023	26 Oktober 2027 26 October 2027	036902	2 Februari 2023 2 February 2023	26 Oktober 2027 26 October 2027	PT Biro Klasifikasi Indonesia
	4 Oktober 2023 4 October 2023	1 Agustus 2028 1 August 2028	38494	4 Oktober 2023 4 October 2023	1 Agustus 2028 1 August 2028	PT Biro Klasifikasi Indonesia
	16 Agustus 2023 16 August 2023	12 Juli 2028 12 July 2028	38063	16 Agustus 2023 16 August 2023	12 Juli 2028 12 July 2028	PT Biro Klasifikasi Indonesia

PENGHARGAAN DAN SERTIFIKASI
AWARD AND CERTIFICATION

No No	Nama Kapal Vessel Name	Sertifikat Garis Muat Load Line Certificate				
		Nomor Sertifikat Certificate Number	Tanggal Date		Nomor Sertifikat Certificate Number	
			Dikeluarkan Issued	Jatuh Tempo Expiry Date		
22	KM SABUK NUSANTARA 92	18577	8 September 2023 8 September 2023	10 Agustus 2028 10 August 2028	59205	
23	KM SABUK NUSANTARA 69	19122	16 Januari 2024 16 January 2024	14 November 2028 14 November 2028	60284	
24	KM SABUK NUSANTARA 94	18590	9 September 2023 9 September 2023	12 Juli 2028 12 July 2028	59055	
25	KM SABUK NUSANTARA 71	018044	3 April 2023 3 April 2023	27 Februari 2028 27 February 2028	056826	
26	KM SABUK NUSANTARA 78	018180	12 Mei 2023 12 May 2023	7 Maret 2028 7 March 2028	59395	
27	KM SABUK NUSANTARA 75	19350	21 Maret 2024 21 March 2024	26 Maret 2029 26 March 2029	61572	
28	KM SABUK NUSANTARA 90	18756	17 Oktober 2023 17 October 2023	19 Desember 2028 19 December 2028	59837	
29	KM SABUK NUSANTARA 91	19243	19 Februari 2024 19 February 2024	27 Februari 2029 27 February 2029	60508	
30	KM SABUK NUSANTARA 108	18818	7 November 2023 7 November 2023	6 Agustus 2028 6 August 2028	60276	
31	KM. Gandha Nusantara 4	17347	5 Juli 2022 5 July 2022	22 Juni 2027 22 June 2027	54892	
32	KM. Gandha Nusantara 7	17594	18 Oktober 2022 18 October 2022	26 Juli 2027 26 July 2027	55408	
33	KM. Gandha Nusantara 8	17593	19 Oktober 2022 19 October 2022	26 Juli 2027 26 July 2027	55741	
34	KM. Gandha Nusantara 10	17280	14 Juni 2022 14 June 2022	22 Juni 2027 22 June 2027	55341	
35	KM. Gandha Nusantara 15	16884	28 Januari 2022 28 January 2022	28 Januari 2027 28 January 2027	53580	
36	KM. Gandha Nusantara 16	17192	15 Mei 2022 15 May 2022	25 Maret 2027 25 March 2027	54006	
37	KM. Gandha Nusantara 13	21006	27 Maret 2025 27 March 2025	27 Februari 2030 27 February 2030	66774	
38	KM. Gandha Nusantara 18	21005	27 Maret 2025 27 March 2025	10 Maret 2030 10 March 2030	66896	
39	KM. Gandha Nusantara 6	20278	11 November 2024 11 November 2024	15 Juli 2029 15 July 2029	67995	
40	KM. Gandha Nusantara 9	18420	24 Juli 2023 24 July 2023	22 Juni 2027 22 June 2027	57805	
41	KM. Gandha Nusantara 12	017818	13 Januari 2023 13 January 2023	22 Juni 2027 22 June 2027	056161	
42	KM. Gandha Nusantara 19	17068	24 Februari 2022 24 February 2022	24 Februari 2027 24 February 2027	53672	
43	KM. Gandha Nusantara 20	17186	4 Mei 2022 4 May 2022	24 Februari 2027 24 February 2027	53970	
44	KM. Gandha Nusantara 5	20825	4 Maret 2025 4 March 2025	10 Maret 2030 10 March 2030	67173	

PENGHARGAAN DAN SERTIFIKASI
AWARD AND CERTIFICATION

Sertifikat Lambung Hull Certificate			Sertifikat Mesin Engine Certificate			Penerbit Issuer
	Tanggal Date		Nomor Sertifikat Certificate Number	Tanggal Date		
	Dikeluarkan Issued	Jatuh Tempo Expiry Date		Dikeluarkan Issued	Jatuh Tempo Expiry Date	
	2 November 2023 2 November 2023	10 Agustus 2028 10 August 2028	38704	2 November 2023 2 November 2023	10 Agustus 2028 10 August 2028	PT Biro Klasifikasi Indonesia
	16 Februari 2024 16 February 2024	14 November 2028 14 November 2028	39398	16 Februari 2024 16 February 2024	14 November 2028 14 November 2028	PT Biro Klasifikasi Indonesia
	19 Oktober 2023 19 October 2023	12 Juli 2028 12 July 2028	38604	19 Oktober 2023 19 October 2023	12 Juli 2028 12 July 2028	PT Biro Klasifikasi Indonesia
	31 Maret 2023 31 March 2023	27 Februari 2028 27 February 2028	037186	31 Maret 2023 31 March 2023	27 Februari 2028 27 February 2028	PT Biro Klasifikasi Indonesia
	23 November 2023 23 November 2023	7 Maret 2028 7 March 2028	38832	23 November 2023 23 November 2023	7 Maret 2028 7 March 2028	PT Biro Klasifikasi Indonesia
	16 Juli 2024 16 July 2024	26 Maret 2029 26 March 2029	40210	16 Juli 2024 16 July 2024	26 Maret 2029 26 March 2029	PT Biro Klasifikasi Indonesia
	4 Januari 2024 4 January 2024	19 Desember 2028 19 December 2028	39116	4 Januari 2024 4 January 2024	19 Desember 2028 19 December 2028	PT Biro Klasifikasi Indonesia
	18 Maret 2024 18 March 2024	27 Februari 2029 27 February 2029	39551	18 Maret 2024 18 March 2024	27 Februari 2029 27 February 2029	PT Biro Klasifikasi Indonesia
	17 Februari 2024 17 February 2024	6 Agustus 2028 6 August 2028	39399	17 Februari 2024 17 February 2024	6 Agustus 2028 6 August 2028	PT Biro Klasifikasi Indonesia
	21 Agustus 2022 21 August 2022	22 Juni 2027 22 June 2027	35932	21 Agustus 2022 21 August 2022	22 Juni 2027 22 June 2027	PT Biro Klasifikasi Indonesia
	18 Oktober 2022 18 October 2022	26 Juli 2027 26 July 2027	36275	18 Oktober 2022 18 October 2022	26 Juli 2027 26 July 2027	PT Biro Klasifikasi Indonesia
	19 Oktober 2022 19 October 2022	26 Juli 2027 26 July 2027	36496	19 Oktober 2022 19 October 2022	26 Juli 2027 26 July 2027	PT Biro Klasifikasi Indonesia
	10 Oktober 2022 10 October 2022	22 Juni 2027 22 June 2027	36226	10 Oktober 2022 10 October 2022	22 Juni 2027 22 June 2027	PT Biro Klasifikasi Indonesia
	17 Maret 2022 17 March 2022	28 Januari 2027 28 January 2027	35055	17 Maret 2022 17 March 2022	28 Januari 2027 28 January 2027	PT Biro Klasifikasi Indonesia
	15 Mei 2022 15 May 2022	25 Maret 2027 25 March 2027	35387	15 Mei 2022 15 May 2022	25 Maret 2027 25 March 2027	PT Biro Klasifikasi Indonesia
	9 September 2025 9 September 2025	27 Februari 2030 27 February 2030	43415	9 September 2025 9 September 2025	27 Februari 2030 27 February 2030	PT Biro Klasifikasi Indonesia
	19 September 2025 19 September 2025	10 Maret 2030 10 March 2030	43489	19 September 2025 19 September 2025	10 Maret 2030 10 March 2030	PT Biro Klasifikasi Indonesia
	9 November 2025 9 November 2025	15 Juli 2029 15 July 2029	44180	9 November 2025 9 November 2025	15 Juli 2029 15 July 2029	PT Biro Klasifikasi Indonesia
	24 Juli 2023 24 July 2023	22 Juni 2027 22 June 2027	37782	24 Juli 2023 24 July 2023	22 Juni 2027 22 June 2027	PT Biro Klasifikasi Indonesia
	12 Januari 2023 12 January 2023	22 Juni 2027 22 June 2027	036760	12 Januari 2023 12 January 2023	22 Juni 2027 22 June 2027	PT Biro Klasifikasi Indonesia
	4 April 2022 4 April 2022	24 Februari 2027 24 February 2027	53672	4 April 2022 4 April 2022	24 Februari 2027 24 February 2027	PT Biro Klasifikasi Indonesia
	4 Mei 2022 4 May 2022	24 Februari 2027 24 February 2027	35359	4 Mei 2022 4 May 2022	24 Februari 2027 24 February 2027	PT Biro Klasifikasi Indonesia
	3 Oktober 2025 3 October 2025	10 Maret 2030 10 March 2030	43665	3 Oktober 2025 3 October 2025	10 Maret 2030 10 March 2030	PT Biro Klasifikasi Indonesia

PENGHARGAAN DAN SERTIFIKASI
AWARD AND CERTIFICATION

No No	Nama Kapal Vessel Name	Sertifikat Garis Muat Load Line Certificate				
		Nomor Sertifikat Certificate Number	Tanggal Date		Nomor Sertifikat Certificate Number	
			Dikeluarkan Issued	Jatuh Tempo Expiry Date		
45	KM. Gandha Nusantara 14	21577	31 Juli 2025 31 July 2025	18 Juli 2030 18 July 2030	68453	
46	KM. Gandha Nusantara 17	20723	13 Februari 2025 13 February 2025	20 Maret 2030 20 March 2030	47612	
47	KM. Gandha Nusantara 03	18412	20 Juli 2023 20 July 2023	4 Juli 2028 4 July 2028	57752	
48	KM. Gandha Nusantara 11	21246	5 Juni 2025 5 June 2025	8 Januari 2030 8 January 2030	00019-MS/ B1.S/2025- Perp.I	

PENGHARGAAN DAN SERTIFIKASI
AWARD AND CERTIFICATION

Sertifikat Lambung Hull Certificate			Sertifikat Mesin Engine Certificate			Penerbit Issuer
	Tanggal Date		Nomor Sertifikat Certificate Number	Tanggal Date		
	Dikeluarkan Issued	Jatuh Tempo Expiry Date		Dikeluarkan Issued	Jatuh Tempo Expiry Date	
	4 Desember 2025 4 December 2025	18 Juli 2030 18 July 2030	44474	4 Desember 2025 4 December 2025	18 Juli 2030 18 July 2030	PT Biro Klasifikasi Indonesia
	28 April 2020 28 April 2020	2 September 2026 2 September 2026	31190	28 April 2020 28 April 2020	2 September 2026 2 September 2026	PT Biro Klasifikasi Indonesia
	20 Juli 2023 20 July 2023	4 Juli 2028 4 July 2028	37759	20 Juli 2023 20 July 2023	4 Juli 2028 4 July 2028	PT Biro Klasifikasi Indonesia
	3 Juli 2025 3 July 2025	8 Agustus 2026 8 August 2026	00019-MS/ B1.S/2025-Perp.I	3 Juli 2025 3 July 2025	8 Agustus 2026 8 August 2026	PT Biro Klasifikasi Indonesia

PERISTIWA PENTING 2025
2025 SIGNIFICANT EVENTS

	Tanggal Date	Lokasi Location	Judul Acara Event Title
	6 Januari 2025 6 January 2025	Tanjung Priok, Jakarta Tanjung Priok, Jakarta	Pelayaran Perdana Tol Laut KM Logistik Nusantara 4 di Tanjung Priok Inaugural Sea Toll Voyage of KM Logistik Nusantara 4 at Tanjung Priok
	8 Januari 2025 8 January 2025	Kantor Pusat, Jakarta Head Office, Jakarta	Penutupan Posko Nataru 2024/2025 PT PELNI (Persero) Closing of PT PELNI (Persero) 2024/2025 Christmas and New Year Command Post
	10 Januari 2025 10 January 2025	Jakarta Jakarta	Media Briefing Bersama Direktur Utama PELNI Media Briefing with PELNI's President Director
	24 Januari 2025 24 January 2025	Kantor Pusat, Jakarta Head Office, Jakarta	Entry Meeting Assessment Good Corporate Governance 2024
	30 Januari 2025 30 January 2025	ST. Regis, Jakarta St. Regis, Jakarta	RUPS PT PELNI (Persero) General Meeting of Shareholders (GMS) of PT PELNI (Persero)
	5 Februari 2025 5 February 2025	Jakarta Jakarta	ESG Award Anugerah Avirama Nawasena ESG Award - Avirama Nawasena
	6 Februari 2025 6 February 2025	Jakarta Jakarta	Penandatanganan MoU PT PELNI (Persero) & ID Survey Signing of MoU between PT PELNI (Persero) & ID Survey
	6 Februari 2025 6 February 2025	Aceh Aceh	Konservasi Penyu di Aceh Sea Turtle Conservation in Aceh

PERISTIWA PENTING 2025
2025 SIGNIFICANT EVENTS

	Tanggal Date	Lokasi Location	Judul Acara Event Title
	12 Februari 2025 12 February 2025	Kantor Pusat, Jakarta Head Office, Jakarta	Town Hall Meeting 2025
	17-18 Februari 2025 17-18 February 2025	Jakarta Jakarta	Ambidextrous Leadership (Program Pengembangan Tim Counterpart Budaya PELNI) Ambidextrous Leadership (PELNI Culture Counterpart Team Development Program)
	18 Februari 2025 18 February 2025	SICC, Bogor	Sosialisasi Aplikasi SITOLAUT SITOLAUT Application Socialization
	18 Februari 2025 18 February 2025	Kantor Pusat, Jakarta Head Office, Jakarta	Persiapan Angkutan Lebaran 2025 PELNI PELNI 2025 Eid al-Fitr Transportation Preparation
	19-21 Februari 2025 19-21 February 2025	Jakarta Jakarta	Rapat Pimpinan Semester I PELNI Tahun 2025 PELNI 2025 First Semester Leadership Meeting
	20 Februari 2025 20 February 2025	Jakarta Jakarta	Meeting with Caterpillar Marine Asia Pacific
	7 Maret 2025 7 March 2025	Hotel Borobudur, Jakarta Hotel Borobudur, Jakarta	Konferensi Pers Angkutan Laut Lebaran 2025 Press Conference on 2025 Eid al-Fitr Sea Transportation
	13 Maret 2025 13 March 2025	Kantor Pusat, Jakarta Head Office, Jakarta	Doa Bersama Angkutan Lebaran PT PELNI (Persero) Joint Prayer for PT PELNI (Persero) Eid al-Fitr Transportation

PERISTIWA PENTING 2025
2025 SIGNIFICANT EVENTS

	Tanggal Date	Lokasi Location	Judul Acara Event Title
	14 Maret 2025 14 March 2025	Nusa Tenggara Barat West Nusa Tenggara	TJSL Sobat Aksi Ramadan BUMN PELNI di NTB PELNI SOE CSR Ramadan Action Program in West Nusa Tenggara
	17 Maret 2025 17 March 2025	Kantor Pusat, Jakarta Head Office, Jakarta	Pembukaan Posko Angkutan Lebaran 2025 Opening of 2025 Eid al-Fitr Transportation Command Post
	19 Maret 2025 19 March 2025	Kantor Pusat, Jakarta Head Office, Jakarta	Penandatanganan Kerja Sama PT PELNI (Persero) dan Mitsubishi Corporation Signing of Cooperation Agreement between PT PELNI (Persero) and Mitsubishi Corporation
	20 Maret 2025 20 March 2025	Hotel Sultan, Jakarta Hotel Sultan, Jakarta	Penghargaan Info Ekonomi Top Digital Corporate Brand Award 2025 Info Ekonomi Top Digital Corporate Brand Award 2025
	21 Maret 2025 21 March 2025	Kantor Wisma Bisnis Indonesia, Jakarta Bisnis Indonesia Building Office, Jakarta	Pelepasan Tim Jelajah Lebaran 2025 - Bisnis Indonesia Dispatch of Bisnis Indonesia 2025 Eid Exploration Team
	24 Maret 2025 24 March 2025	Pelabuhan Tanjung Priok, Jakarta Port of Tanjung Priok, Jakarta	Pelepasan Mudik Gratis TJSL Free Homecoming Trip CSR Dispatch
	7 April 2025 7 April 2025	Kantor Pusat, Jakarta Head Office, Jakarta	Kunjungan Wakil Presiden Bapak Gibran Rakabuming ke Kantor Pusat PELNI Visit by Vice President Mr. Gibran Rakabuming to PELNI Headquarters
	15 April 2025 15 April 2025	Kantor Pusat, Jakarta Head Office, Jakarta	In House Training Pemilahan Sampah In-House Training on Waste Sorting

PERISTIWA PENTING 2025
2025 SIGNIFICANT EVENTS

	Tanggal Date	Lokasi Location	Judul Acara Event Title
	16 April 2025 16 April 2025	Kantor Pusat, Jakarta Head Office, Jakarta	Penutupan Posko Angkutan Lebaran 1446 H Tahun 2025 Closing of 1446 H / 2025 Eid al-Fitr Transportation Command Post
	28 April 2025 28 April 2025	Kantor Pusat, Jakarta Head Office, Jakarta	Tasyakuran HUT 73 PELNI 73rd Anniversary Thanksgiving Ceremony of PELNI
	29 April 2025 29 April 2025	Kantor Pusat, Jakarta Head Office, Jakarta	Penandatanganan Kerja Bersama PT PELNI (Persero) tahun 2025 Signing of Collective Labor Agreement of PT PELNI (Persero) 2025
	7 Mei 2025 7 May 2025	TK dan SD Pantai Indah, Cilincing, Jakarta Pantai Indah Kindergarten and Elementary School, Cilincing, Jakarta	Bakti BUMN (Direksi Mengajar) SDS Pantai Indah Cilincing SOE Community Service (Directors Teach) at SDS Pantai Indah Cilincing
	8 Mei 2025 8 May 2025	Kantor Pusat PT Temas Tbk, Jakarta PT Temas Tbk Head Office, Jakarta	Penandatanganan Perjanjian Kerja Sama PELNI & PT TEMAS Signing of Cooperation Agreement between PELNI and PT TEMAS
	14 Mei 2025 14 May 2025	JIExpo Kemayoran Jakarta JIExpo Kemayoran, Jakarta	SEA Indonesia Exhibition
	14 Mei 2025 14 May 2025	Kantor Pusat, Jakarta Head Office, Jakarta	Rapat Teknis RUPS Laporan Manajemen Audited tahun 2024 Technical Meeting of GMS for 2024 Audited Management Report
	15 Mei 2025 15 May 2025	Kantor Pusat, Jakarta Head Office, Jakarta	Penandatanganan Kerja Sama PELNI dan PT PBM Sarana Bandar Nasional Signing of Cooperation Agreement between PELNI and PT PBM Sarana Bandar Nasional

PERISTIWA PENTING 2025
2025 SIGNIFICANT EVENTS

	Tanggal Date	Lokasi Location	Judul Acara Event Title
	15 Mei 2025 15 May 2025	Auditorium Menara Bank Mega, Jakarta Auditorium of Menara Bank Mega, Jakarta	Penghargaan Outstanding Transformation for Maritime Award dalam gelaran Indonesia Leading Women Awards yang diselenggarakan CNN Indonesia Outstanding Transformation for Maritime Award at the Indonesia Leading Women Awards organized by CNN Indonesia
	16 Mei 2025 16 May 2025	Kantor Pusat, Jakarta Head Office, Jakarta	Serah Terima Sertifikat SMAP dan Kepatuhan Handover of SMAP and Compliance Certificates
	19 Mei 2025 19 May 2025	Jakarta Jakarta	Penandatanganan Kerja Sama Notional Pooling antara PELNI dan BRI Signing of Notional Pooling Cooperation Agreement between PELNI and BRI
	21 Mei 2025 21 May 2025	Jakarta Jakarta	Program Pelatihan Pengembangan untuk Pimpinan dan Kepala Cabang PT PELNI (Persero) Development Training Program for Leaders and Branch Heads of PT PELNI (Persero)
	23 Mei 2025 23 May 2025	Kantor Pusat, Jakarta Head Office, Jakarta	Sosialisasi Pencegahan Anti Korupsi PT PELNI (Persero) oleh KPK Anti-Corruption Prevention Socialization of PT PELNI (Persero) by the Corruption Eradication Commission (KPK)
	25 Mei 2025 25 May 2025	Taman Mini Indonesia Indah, Jakarta Beautiful Indonesia Miniature Park, Jakarta	Puncak HUT 73 PELNI - PELNI Fun Walk Fest 2025 73rd Anniversary Celebration of PELNI - PELNI Fun Walk Fest 2025
	2 Juni 2025 2 June 2025	Surabaya Surabaya	Penandatanganan Perjanjian Kerja Sama PT PELNI (Persero) dan PT Meratus Line Signing of Cooperation Agreement between PT PELNI (Persero) and PT Meratus Line
	4 Juni 2025 4 June 2025	Jakarta Jakarta	Konferensi Pers Stimulus Ekonomi Diskon Tiket Kapal PELNI Press Conference on PELNI Ship Ticket Discount Economic Stimulus

PERISTIWA PENTING 2025
2025 SIGNIFICANT EVENTS

	Tanggal Date	Lokasi Location	Judul Acara Event Title
	12 Juni 2025 12 June 2025	Jakarta Jakarta	International Conference Infrastructure 2025
	20 Juni 2025 20 June 2025	Pelabuhan Tanjung Priok, Jakarta Port of Tanjung Priok, Jakarta	*Press Conference* Kuota Stimulus Ekonomi Diskon Tiket Kapal PELNI Press Conference on PELNI Ship Ticket Discount Economic Stimulus Quota
	23 Juni 2025 23 June 2025	Jakarta Jakarta	FGD Proposal Pengadaan Kapal Melalui Dana PMN FGD on Vessel Procurement Proposal through State Capital Investment Funds
	23 Juni 2025 23 June 2025	Jakarta Jakarta	RUPS PT PELNI (Persero) Tahun Buku 2024 General Meeting of Shareholders (GMS) of PT PELNI (Persero) for Fiscal Year 2024
	25 Juni 2025 25 June 2025	Hotel Borobudur, Jakarta Hotel Borobudur, Jakarta	TJSL dan CSR Awards 2025 TJSL and CSR Awards 2025
	30 Juni 2025 30 June 2025	Jakarta Jakarta	RUPS Pengesahan Laporan Tahunan 2024 GMS for Approval of the 2024 Annual Report
	10 Juli 2025 10 July 2025	Kantor Pusat, Jakarta Head Office, Jakarta	*Kick Off Meeting* dan *Gap Analysis* dalam Rangka Implementasi Sistem Manajemen Terintegrasi PT PELNI (Persero) Tahun 2025 Kick-Off Meeting and Gap Analysis for the Implementation of PT PELNI (Persero)'s Integrated Management System in 2025
	17 Juli 2025 17 July 2025	Kantor Pusat. Jakarta Head Office, Jakarta	CFO Talks & Seminar RWP 2025 CFO Talks & RWP Seminar 2025

PERISTIWA PENTING 2025
2025 SIGNIFICANT EVENTS

	Tanggal Date	Lokasi Location	Judul Acara Event Title
	18 Juli 2025 18 July 2025	Balai Warga RW 01, Kec. Koja, Jakarta Utara RW 01 Community Hall, Koja District, North Jakarta	Penyerahan Bantuan Peralatan UMKM TJSL Handover of CSR Equipment Assistance for SMEs
	24 Juli 2025 24 July 2025	Pelabuhan Tanjung Priok, Jakarta Port of Tanjung Priok, Jakarta	Konferensi Pers Angkutan Logistik PELNI Press Conference on PELNI Logistics Transportation
	30 Juli 2025 30 July 2025	Ternate Ternate	Pembukaan pengabdian masyarakat TJSL PELNI dan Komet 94 dan Audiensi bersama Gubernur Ternate Opening of PELNI and Komet 94 CSR Community Service Program and Audience with the Governor of Ternate
	31 Juli 2025 31 July 2025	Ternate Ternate	Kolaborasi Komet 94 dengan TJSL PELNI, Monitoring KM Nggapulu, Peresmian Taman Baca Kecamatan Sasa Collaboration of Komet 94 with PELNI CSR, Monitoring of KM Nggapulu, Inauguration of Reading Park in Sasa Sub-district
	1-2 Agustus 2025 1-2 August 2025	Hotel Four Season, Kota Bandung Four Seasons Hotel, Bandung City	Rapat Koordinasi BPH Migas & PELNI Coordination Meeting of BPH Migas & PELNI
	4 Agustus 2025 4 August 2025	Kantor Pusat, Jakarta Head Office, Jakarta	*Entry Meeting* Icorpax Bersama BPKP Pusat Entry Meeting of Icorpax with Central BPKP
	6-8 Agustus 2025 6-8 August 2025	Jakarta Jakarta	Rapat Pimpinan Semester II PELNI Tahun 2025 PELNI 2025 Second Semester Leadership Meeting
	18-22 Agustus 2025 18-22 August 2025	KM Kelud KM Kelud	Study On Board SMKN 2 Subang di KM Kelud (Medan-Jakarta) On-Board Study from SMKN 2 Subang on KM Kelud (Medan-Jakarta)

PERISTIWA PENTING 2025
2025 SIGNIFICANT EVENTS

	Tanggal Date	Lokasi Location	Judul Acara Event Title
	19-29 Agustus 2025 19-29 August 2025	Kantor Pusat, Hotel Bahtera, KM Kelud Head Office, Hotel Bahtera, KM Kelud	Diklat Orientasi PKWT Tahun 2025 2025 Orientation Training for Fixed-Term Contract Employees
	20 Agustus 2025 20 August 2025	Desa Pandanrejo, Batu Pandanrejo Village, Batu	Bantuan Program Pemberdayaan Petani Sayuran di Desa Pandanrejo, Batu Assistance for Vegetable Farmer Empowerment Program in Pandanrejo Village, Batu
	29 Agustus 2025 29 August 2025	Kantor Pusat, Jakarta Head Office, Jakarta	Peresmian Toko Koperasi Bina Sejahtera Inauguration of Bina Sejahtera Cooperative Store
	8 September 2025	Hotel Raffles, Jakarta Raffles Hotel, Jakarta	TOP GRC Awards 2025
	11 September 2025	Kantor Pusat, Jakarta Head Office, Jakarta	Kunjungan Bapak Rio (Rakyat Merdeka) ke Kantor Pusat PELNI Visit by Mr. Rio (Rakyat Merdeka) to PELNI Headquarters
	16 September 2025	Kantor Pusat, Jakarta Head Office, Jakarta	Exit Meeting dan Sosialisasi Evaluasi atas Akuntabilitas Kinerja dan Keuangan BUMN Tahun Buku 2024 pada PT PELNI (Persero) Exit Meeting and Socialization of Performance and Financial Accountability Evaluation for SOEs Fiscal Year 2024 at PT PELNI (Persero)
	25 September 2025	Balai Sarbini, Jakarta Balai Sarbini, Jakarta	Awarding Ceremony The Best Contact Center Indonesia 2025
	25 September 2025	Jakarta Jakarta	PELNI Customer Appreciation 2025

PERISTIWA PENTING 2025
2025 SIGNIFICANT EVENTS

	Tanggal Date	Lokasi Location	Judul Acara Event Title
	2 Oktober 2025 2 October 2025	Jakarta Jakarta	Penandatanganan Perjanjian Kerja Sama KM Sinabung Sebagai Hotel Terapung di Teluk Wondana Signing of Cooperation Agreement for KM Sinabung as a Floating Hotel in Wondana Bay
	7 Oktober 2025 7 October 2025	Kantor Pusat, Jakarta Head Office, Jakarta	Workshop Penyusunan & Finalisasi RJPP 2026-2030 PELNI Workshop on Drafting & Finalizing PELNI's Long-Term Business Plan 2026-2030
	16 Oktober 2025 16 October 2025	Kantor Pusat BASARNAS, Jakarta BASARNAS Head Office, Jakarta	Workshop Implementasi dan Rencana Aksi bersama Keselamatan Pelayaran Workshop on Implementation and Action Plan for Maritime Safety
	18 Oktober 2025 18 October 2025	Pelabuhan Tanjung Priok, Jakarta Port of Tanjung Priok, Jakarta	Pengangkutan Kendaraan Taktis Maung Dengan KM Ciremai Transportation of Maung Tactical Vehicles Using KM Ciremai
	22 Oktober 2025 22 October 2025	Jakarta Jakarta	PKS Kegiatan Keimigrasian di Atas Alat Angkut Kapal Pesiar PKS on Immigration Activities on Cruise Ships
	22 Oktober 2025 22 October 2025	Jakarta Jakarta	PKS dengan Pertamina International Shipping dan PT PELNI (Persero) PKS with Pertamina International Shipping and PT PELNI (Persero)
	31 Oktober 2025 31 October 2025	The Sultan Hotel & Residence Jakarta The Sultan Hotel & Residence Jakarta	CMO Award 2025
	4 November 2025 4 November 2025	Hotel Raffles Jakarta Raffles Hotel Jakarta	Top Human Capital Awards 2025

PERISTIWA PENTING 2025
2025 SIGNIFICANT EVENTS

	Tanggal Date	Lokasi Location	Judul Acara Event Title
	5 November 2025	Kantor Pusat, Jakarta Head Office, Jakarta	Workshop Kewirausahaan Entrepreneurship Workshop
	10 November 2025 10 November 2025	Kuningan, Jakarta Kuningan, Jakarta	Indonesia Kita Awards 2025
	11 November 2025 November 11, 2025	Hotel Santika Premiere Slipi, Jakarta Hotel Santika Premiere Slipi, Jakarta	Women in SDG's Action Awards 2025
	12 November 2025 12 November 2025	Hotel Borobudur, Jakarta Pusat Hotel Borobudur, Jakarta Pusat	Anugerah Media Humas (AMH) 2025 Public Relations Media Award (AMH) 2025
	14 November 2025 14 November 2025	Dompak, Kepulauan RIau Dompak, Riau Islands	Program TJSL Penanaman Seagrass di Dompak, Kepulauan Riau. CSR Seagrass Planting Program in Dompak, Riau Islands.
	14 November 2025 14 November 2025	Auditorium lt. 2 - Perpustakaan Nasional RI, Jakarta Auditorium 2nd Floor - National Library of RI, Jakarta	Indonesia Logistic & Transportasi Award (ILTA) 2025
	19 November 2025 19 November 2025	Hotel Grand Mercure Kemayoran, Jakarta Hotel Grand Mercure Kemayoran, Jakarta	Presentasi Uji Publik PPID PPID Public Review Presentation
	21 November 2025 21 November 2025	Kantor Pusat, Jakarta Head Office, Jakarta	Kunjungan Duta Besar Estonia Visit by the Estonian Ambassador

PERISTIWA PENTING 2025
2025 SIGNIFICANT EVENTS

	Tanggal Date	Lokasi Location	Judul Acara Event Title
	25 November 2025 25 November 2025	Westin Hotel Kuningan, Jakarta Westin Hotel Kuningan, Jakarta	Detikcom Awards 2025
	26 November 2025 26 November 2025	Aroem Resto & Ballroom, Jakarta Aroem Resto & Ballroom, Jakarta	Sosialisasi Stimulus Ekonomi Nataru 2025 Socialization of 2025 Christmas and New Year Economic Stimulus
	27 November 2025 27 November 2025	Hotel Sultan, Jakarta Hotel Sultan, Jakarta	Indonesia QHSE Sustainability Awards 2025
	3 Desember 2025 3 December 2025	Hotel Borobudur, Jakarta Hotel Borobudur, Jakarta	BUMN Brand & Marketing Award 2025 SOE Brand & Marketing Award 2025
	4 Desember 2025 4 December 2025	Hotel Raffles, Jakarta Raffles Hotel, Jakarta	Top Digital Awards 2025


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02



LAPORAN MANAJEMEN

MANAGEMENT REPORT

LAPORAN DEWAN KOMISARIS
REPORT OF THE BOARD OF COMMISSIONERS

Dewan Komisaris memandang bahwa prospek industri pelayaran nasional masih cukup positif didukung oleh karakteristik Indonesia sebagai negara kepulauan terbesar di dunia yang memiliki ketergantungan tinggi terhadap transportasi laut. Penguatan konektivitas nasional, pertumbuhan perdagangan domestik, serta pengembangan ekosistem logistik maritim nasional akan terus menjadi pendorong utama pertumbuhan industri pelayaran dalam jangka panjang.

The Board of Commissioners believes that the outlook for the national shipping industry remains positive, supported by Indonesia's unique characteristics as the world's largest archipelagic nation with a strong dependence on maritime transportation. Strengthening national connectivity, growing domestic trade activities, and the development of the national maritime logistics ecosystem are expected to remain key drivers of long-term growth in the shipping industry.

Pemegang Saham dan Pemangku Kepentingan yang kami hormati,
Dear Shareholders and Stakeholders,

Puji syukur kami panjatkan ke hadirat Tuhan Yang Maha Esa atas rahmat dan karunia-Nya sehingga PT PELNI (Persero) mampu melalui tahun 2025 dengan tetap menjaga kesinambungan operasional dan kinerja perusahaan di tengah dinamika industri pelayaran dan ketidakpastian ekonomi global. Tahun 2025 menjadi periode penting bagi Perseroan dalam melanjutkan agenda transformasi bisnis dan penguatan tata kelola guna memperkuat posisi sebagai perusahaan pelayaran nasional yang andal dan berdaya saing.

First and foremost, we extend our gratitude to Almighty God for His blessings and grace, which enabled PT PELNI (Persero) to successfully navigate 2025 while maintaining operational continuity and corporate performance amid the dynamics of the shipping industry and ongoing global economic uncertainties. The year 2025 marked an important period for the Company in continuing its business transformation agenda and strengthening corporate governance to reinforce its position as a reliable and competitive national shipping company.

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Soenarko Gatie Atmodjo

Komisaris Utama
President Commissioner

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Dewan Komisaris memandang bahwa Direksi telah menunjukkan komitmen yang baik dalam menjalankan pengelolaan Perseroan, menjaga kualitas layanan publik, memperkuat transformasi operasional dan digital, serta menjaga kinerja perusahaan secara positif. Dengan dukungan seluruh pemangku kepentingan, Perseroan mampu menjalankan mandat strategis dalam mendukung konektivitas nasional dan distribusi logistik di seluruh wilayah Indonesia.

The Board of Commissioners views that the Board of Directors has demonstrated a strong commitment in managing the Company, maintaining the quality of public services, advancing operational and digital transformation initiatives, and sustaining positive corporate performance. With the support of all stakeholders, the Company has successfully carried out its strategic mandate in supporting national connectivity and logistics distribution throughout Indonesia.

KONDISI EKONOMI DAN INDUSTRI PELAYARAN TAHUN 2025

Dewan Komisaris memandang bahwa kondisi ekonomi global sepanjang tahun 2025 masih dibayangi ketidakpastian akibat tingginya suku bunga global, ketegangan geopolitik, dan perlambatan perdagangan internasional. Situasi tersebut berdampak terhadap meningkatnya volatilitas harga energi dan biaya logistik global yang secara langsung memengaruhi industri transportasi dan pelayaran. Selain itu, gangguan rantai pasok dan perubahan pola perdagangan internasional juga menciptakan tekanan terhadap efisiensi operasional perusahaan pelayaran.

Di tengah kondisi global tersebut, perekonomian Indonesia menunjukkan ketahanan yang cukup baik dengan pertumbuhan ekonomi sebesar 5,11%. Stabilitas inflasi, pertumbuhan investasi, serta meningkatnya aktivitas perdagangan domestik menjadi faktor penting yang menjaga momentum pertumbuhan ekonomi nasional. Dewan Komisaris menilai bahwa kondisi tersebut memberikan peluang bagi sektor transportasi laut dan logistik nasional untuk terus berkembang.

Dari sisi industri, sektor pelayaran nasional menghadapi tantangan berupa peningkatan biaya operasional, fluktuasi harga bahan bakar, kebutuhan modernisasi armada, serta tuntutan peningkatan standar keselamatan dan kualitas layanan. Persaingan usaha di sektor transportasi dan logistik juga semakin kompetitif seiring meningkatnya ekspektasi pelanggan terhadap layanan yang lebih cepat, aman, dan berbasis digital.

Namun demikian, Dewan Komisaris memandang bahwa prospek industri pelayaran nasional masih cukup positif didukung oleh karakteristik Indonesia sebagai negara

ECONOMIC CONDITIONS AND THE SHIPPING INDUSTRY IN 2025

The Board of Commissioners observes that global economic conditions throughout 2025 continued to be overshadowed by uncertainty stemming from elevated global interest rates, geopolitical tensions, and the slowdown in international trade. These conditions contributed to increased volatility in energy prices and global logistics costs, directly affecting the transportation and shipping industries. In addition, supply chain disruptions and shifts in international trade patterns created further pressure on the operational efficiency of shipping companies.

Amid these global challenges, Indonesia's economy demonstrated solid resilience, recording economic growth of 5.11%. Stable inflation, continued investment growth, and increasing domestic trade activities were key factors in maintaining the momentum of national economic growth. The Board of Commissioners believes that these conditions provide favorable opportunities for the continued development of the national maritime transportation and logistics sectors.

From an industry perspective, the national shipping sector faced challenges including rising operating costs, fuel price fluctuations, fleet modernization requirements, and increasing demands for higher safety standards and service quality. Competition within the transportation and logistics sectors also became increasingly intense as customer expectations continued to evolve toward faster, safer, and more digitally enabled services.

Nevertheless, the Board of Commissioners believes that the outlook for the national shipping industry remains positive, supported by Indonesia's unique characteristics

kepulauan terbesar di dunia yang memiliki ketergantungan tinggi terhadap transportasi laut. Penguatan konektivitas nasional, pertumbuhan perdagangan domestik, serta pengembangan ekosistem logistik maritim nasional akan terus menjadi pendorong utama pertumbuhan industri pelayaran dalam jangka panjang.

Selain itu, arah kebijakan Pemerintah dalam memperkuat sektor maritim melalui program Tol Laut, Kapal Perintis, pengembangan kawasan industri, hilirisasi, dan efisiensi rantai pasok nasional memberikan peluang strategis bagi Perseroan untuk terus memperkuat perannya sebagai operator pelayaran nasional yang mendukung pemerataan pembangunan dan pertumbuhan ekonomi Indonesia.

PELAKSANAAN FUNGSI PENGAWASAN DEWAN KOMISARIS

Sepanjang tahun 2025, Dewan Komisaris melaksanakan fungsi pengawasan dan pemberian nasihat kepada Direksi secara aktif, independen, dan profesional sesuai dengan ketentuan Anggaran Dasar Perseroan, peraturan perundang-undangan yang berlaku, serta prinsip *Good Corporate Governance* (GCG). Pelaksanaan fungsi pengawasan dilakukan untuk memastikan bahwa pengelolaan Perseroan berjalan sesuai strategi Perseroan, target RKAP, RJPP, mandat penugasan Pemerintah, serta prinsip kehati-hatian dan keberlanjutan usaha. Dewan Komisaris memandang bahwa pengawasan yang efektif merupakan elemen penting dalam menjaga kesinambungan usaha, meningkatkan kualitas tata kelola, dan memastikan Perseroan mampu beradaptasi terhadap dinamika industri pelayaran dan logistik nasional.

Sepanjang tahun berjalan, Dewan Komisaris secara aktif melakukan pengawasan terhadap implementasi strategi perusahaan, khususnya pelaksanaan fase awal RJPP 2025–2029 dengan tema "*Quality-Assured Shipping Operator*". Pengawasan difokuskan pada pelaksanaan transformasi operasional, peningkatan keandalan armada, penguatan kualitas layanan publik, pengembangan bisnis logistik dan usaha pendukung, serta implementasi transformasi digital dan tata kelola perusahaan. Dewan Komisaris juga memberikan perhatian terhadap efektivitas

as the world's largest archipelagic nation with a strong dependence on maritime transportation. Strengthening national connectivity, growing domestic trade activities, and the development of the national maritime logistics ecosystem are expected to remain key drivers of long-term growth in the shipping industry.

Furthermore, the Government's policy direction in strengthening the maritime sector through initiatives such as the Sea Toll Program, pioneer shipping services, industrial estate development, downstream industrialization, and national supply chain efficiency presents strategic opportunities for the Company to further strengthen its role as a national shipping operator that supports equitable development and Indonesia's economic growth.

IMPLEMENTATION OF THE SUPERVISORY FUNCTION OF THE BOARD OF COMMISSIONERS

Throughout 2025, the Board of Commissioners carried out its supervisory and advisory functions to the Board of Directors in an active, independent, and professional manner in accordance with the Company's Articles of Association, prevailing laws and regulations, and the principles of Good Corporate Governance (GCG). The supervisory function was undertaken to ensure that the Company's management was conducted in line with its corporate strategy, Annual Work Plan and Budget (RKAP), Long-Term Corporate Plan (RJPP), Government assignments, as well as the principles of prudence and business sustainability. The Board of Commissioners believes that effective oversight is a critical element in maintaining business continuity, enhancing governance quality, and ensuring the Company's ability to adapt to the dynamics of the national shipping and logistics industries.

Throughout the year, the Board of Commissioners actively supervised the implementation of the Company's strategies, particularly the initial phase of the 2025–2029 Long-Term Corporate Plan (RJPP) under the theme "Quality-Assured Shipping Operator." Oversight efforts focused on operational transformation initiatives, enhancement of fleet reliability, improvement of public service quality, development of logistics and supporting businesses, as well as the implementation of digital transformation and corporate governance initiatives.

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pelaksanaan penugasan Pemerintah melalui layanan Kapal Penumpang, Kapal Perintis, Kapal Tol Laut, Kapal Rede, dan Kapal Ternak yang menjadi bagian penting dalam mendukung konektivitas nasional dan distribusi logistik di wilayah Tertinggal, Terdepan, Terluar, dan Perbatasan (3TP).

The Board of Commissioners also paid close attention to the effectiveness of Government assignments through passenger vessel services, pioneer vessels, Sea Toll vessels, rede vessels, and livestock carriers, all of which play a vital role in supporting national connectivity and logistics distribution in Disadvantage, Frontier, Outermost, and Border Areas (3TP) regions.

Dalam menjalankan fungsi pengawasan, Dewan Komisaris secara berkala melakukan pembahasan dan evaluasi terhadap realisasi RKAP, pencapaian *Key Performance Indicators* (KPI), kondisi keuangan Perseroan, efektivitas operasional armada, pelaksanaan program strategis, serta pengembangan usaha Perseroan. Dewan Komisaris juga melakukan monitoring terhadap pencapaian target operasional dan keuangan Perseroan, termasuk pengawasan terhadap implementasi strategi efisiensi operasional, pengendalian biaya, dan penguatan struktur keuangan perusahaan. Melalui mekanisme tersebut, Dewan Komisaris memastikan bahwa pelaksanaan strategi Perseroan berjalan sesuai sasaran yang telah ditetapkan.

In carrying out its supervisory role, the Board of Commissioners regularly reviewed and evaluated the realization of the RKAP, achievement of Key Performance Indicators (KPIs), the Company's financial condition, fleet operational effectiveness, implementation of strategic programs, and business development initiatives. The Board of Commissioners also monitored the achievement of operational and financial targets, including oversight of operational efficiency strategies, cost control measures, and efforts to strengthen the Company's financial structure. Through these mechanisms, the Board of Commissioners ensured that the Company's strategic initiatives remained aligned with established objectives.

Mekanisme pengawasan dilakukan melalui rapat internal Dewan Komisaris, rapat gabungan dengan Direksi, rapat bersama komite-komite di bawah Dewan Komisaris, serta penelaahan berbagai laporan berkala Perseroan. Dewan Komisaris juga melakukan evaluasi terhadap laporan operasional, laporan keuangan, laporan manajemen risiko, laporan kepatuhan, serta perkembangan implementasi berbagai program transformasi Perseroan. Selain itu, Dewan Komisaris turut memonitor tindak lanjut atas hasil audit internal dan eksternal guna memastikan efektivitas perbaikan berkelanjutan di seluruh lini organisasi.

The supervisory process was conducted through internal Board of Commissioners meetings, joint meetings with the Board of Directors, meetings with committees under the Board of Commissioners, and reviews of various periodic corporate reports. The Board of Commissioners also evaluated operational reports, financial reports, risk management reports, compliance reports, and the progress of various corporate transformation programs. In addition, the Board monitored the follow-up actions taken in response to internal and external audit findings to ensure the effectiveness of continuous improvement efforts throughout the organization.

Dewan Komisaris secara aktif memberikan nasihat dan rekomendasi kepada Direksi terkait penguatan efisiensi operasional, optimalisasi utilisasi armada, penguatan *cash management*, pengendalian biaya operasional, peningkatan kualitas pelayanan, percepatan transformasi digital, serta penguatan budaya keselamatan dan tata kelola perusahaan. Dewan Komisaris juga mendorong Direksi untuk terus memperkuat pengembangan bisnis logistik dan diversifikasi usaha guna meningkatkan daya saing dan keberlanjutan usaha Perseroan di tengah persaingan industri yang semakin kompetitif.

The Board of Commissioners actively provided advice and recommendations to the Board of Directors regarding operational efficiency enhancement, fleet utilization optimization, strengthened cash management, operating cost control, service quality improvement, accelerated digital transformation, and the reinforcement of safety culture and corporate governance practices. The Board of Commissioners also encouraged the Board of Directors to continue strengthening logistics business development and business diversification initiatives to enhance the Company's competitiveness and long-term sustainability amid increasingly intense industry competition.

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Dalam aspek tata kelola dan kepatuhan, Dewan Komisaris mendorong Direksi untuk terus memperkuat implementasi *Good Corporate Governance* (GCG), manajemen risiko, dan sistem pengendalian internal di seluruh proses bisnis Perseroan. Dewan Komisaris memberikan perhatian khusus terhadap penguatan budaya integritas, kepatuhan, anti *fraud*, serta implementasi *Whistleblowing System* (WBS) sebagai bagian dari upaya membangun budaya perusahaan yang profesional dan berintegritas. Dewan Komisaris juga memantau pelaksanaan kepatuhan Perseroan terhadap regulasi nasional maupun standar operasional pelayaran yang berlaku.

From a governance and compliance perspective, the Board of Commissioners encouraged the Board of Directors to continuously strengthen the implementation of Good Corporate Governance (GCG), risk management, and internal control systems across all business processes. Particular attention was given to reinforcing a culture of integrity, compliance, anti-fraud initiatives, and the implementation of the Whistleblowing System (WBS) as part of the Company's efforts to foster a professional and ethical corporate culture. The Board of Commissioners also monitored the Company's compliance with national regulations and applicable maritime operational standards.

Dewan Komisaris turut melakukan pengawasan terhadap pengelolaan investasi, optimalisasi aset, dan penguatan struktur keuangan Perseroan guna memastikan seluruh keputusan investasi dan pengembangan usaha dilakukan secara *prudent*, terukur, dan mendukung pertumbuhan jangka panjang Perseroan. Pengawasan tersebut juga mencakup evaluasi terhadap efektivitas penggunaan sumber daya Perseroan, penguatan likuiditas, serta optimalisasi produktivitas aset guna mendukung transformasi dan pengembangan bisnis Perseroan ke depan.

The Board of Commissioners also supervised investment management, asset optimization, and the strengthening of the Company's financial structure to ensure that all investment and business development decisions were undertaken prudently, systematically, and in support of long-term growth objectives. Such oversight included evaluating the effectiveness of resource utilization, strengthening liquidity, and optimizing asset productivity to support the Company's future transformation and business expansion initiatives.

Selain itu, Dewan Komisaris juga memberikan perhatian terhadap implementasi aspek keberlanjutan dan *Environmental, Social, and Governance* (ESG) dalam pengelolaan Perseroan. Dewan Komisaris mendorong Direksi untuk terus memperkuat implementasi program efisiensi energi, pengelolaan lingkungan, penguatan keselamatan pelayaran, serta pelaksanaan program Tanggung Jawab Sosial dan Lingkungan (TJSL) yang memberikan manfaat nyata bagi masyarakat dan lingkungan sekitar wilayah operasional Perseroan.

Furthermore, the Board of Commissioners paid close attention to the implementation of sustainability principles and Environmental, Social, and Governance (ESG) aspects in the Company's operations. The Board encouraged the Board of Directors to continue strengthening energy efficiency initiatives, environmental management programs, maritime safety enhancement efforts, and the implementation of Social and Environmental Responsibility (TJSL) programs that deliver tangible benefits to communities and the environment surrounding the Company's operational areas.

Secara umum, Dewan Komisaris menilai bahwa pelaksanaan fungsi pengawasan sepanjang tahun 2025 telah berjalan dengan baik dan efektif. Sinergi yang konstruktif antara Dewan Komisaris dan Direksi menjadi faktor penting dalam menjaga keberlangsungan operasional, mendukung transformasi Perseroan, meningkatkan kualitas tata kelola, serta memastikan pencapaian target Perseroan secara berkelanjutan di tengah dinamika industri pelayaran nasional dan global.

Overall, the Board of Commissioners believes that the implementation of its supervisory function throughout 2025 was carried out effectively and satisfactorily. The constructive synergy between the Board of Commissioners and the Board of Directors served as an important factor in maintaining operational continuity, supporting corporate transformation, enhancing governance quality, and ensuring the sustainable achievement of the Company's objectives amid the dynamics of both the national and global shipping industries.

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PENILAIAN KINERJA DIREKSI

Dewan Komisaris menilai bahwa Direksi telah menjalankan tugas pengurusan Perseroan dengan baik sepanjang tahun 2025 di tengah dinamika industri pelayaran dan tantangan ekonomi global yang cukup kompleks. Ketidakpastian ekonomi global, fluktuasi harga bahan bakar, peningkatan biaya operasional, perubahan pola distribusi logistik, serta tuntutan peningkatan kualitas layanan dan keselamatan pelayaran menjadi tantangan yang harus dihadapi Perseroan sepanjang tahun berjalan. Di tengah kondisi tersebut, Direksi dinilai mampu menjaga kesinambungan operasional Perseroan, memastikan pelayanan publik tetap berjalan optimal, serta melanjutkan agenda transformasi bisnis dan penguatan tata kelola perusahaan secara konsisten dan terarah.

Dari sisi strategis, Dewan Komisaris menilai Direksi berhasil mengimplementasikan fase awal Rencana Jangka Panjang Perusahaan (RJPP) 2025–2029 dengan tema "*Quality-Assured Shipping Operator*". Fokus strategi yang diarahkan pada penguatan kualitas operasional, peningkatan keandalan armada, penguatan keselamatan pelayaran, pengembangan bisnis logistik, serta percepatan transformasi digital dinilai telah berjalan dengan baik dan menjadi fondasi penting bagi pengembangan Perseroan ke depan. Dewan Komisaris juga memandang bahwa implementasi kerangka strategis "*Quantum7 to Drive Sustainable Business Growth*" telah memberikan arah transformasi yang lebih terstruktur dalam mendukung pertumbuhan usaha yang berkelanjutan dan peningkatan daya saing Perseroan.

Dewan Komisaris menilai bahwa Direksi berhasil menerjemahkan strategi Perseroan ke dalam berbagai program kerja yang terukur dan terintegrasi di seluruh lini organisasi. Implementasi program transformasi operasional, penguatan layanan pelanggan, pengembangan sistem digital, optimalisasi pengelolaan armada, serta penguatan budaya keselamatan kerja dilakukan secara konsisten untuk meningkatkan kualitas layanan dan efektivitas operasional Perseroan. Selain itu, Direksi juga dinilai mampu menjaga koordinasi dan sinergi antar direktorat serta entitas anak dalam mendukung pelaksanaan strategi Perseroan secara menyeluruh.

ASSESSMENT OF THE PERFORMANCE OF THE BOARD OF DIRECTORS

The Board of Commissioners believes that the Board of Directors performed its management duties effectively throughout 2025 amid the dynamics of the shipping industry and increasingly complex global economic challenges. Global economic uncertainty, fuel price fluctuations, rising operating costs, changes in logistics distribution patterns, and increasing demands for higher service quality and maritime safety constituted significant challenges faced by the Company during the year. Despite these conditions, the Board of Directors successfully maintained business continuity, ensured the optimal delivery of public services, and consistently advanced the Company's business transformation agenda and governance enhancement initiatives.

From a strategic perspective, the Board of Commissioners believes that the Board of Directors successfully implemented the initial phase of the 2025–2029 Long-Term Corporate Plan (RJPP) under the theme "Quality-Assured Shipping Operator." The strategic focus on strengthening operational excellence, enhancing fleet reliability, improving maritime safety, developing logistics businesses, and accelerating digital transformation was implemented effectively and has established a solid foundation for the Company's future growth. The Board of Commissioners also considers that the implementation of the "Quantum7 to Drive Sustainable Business Growth" strategic framework has provided a more structured transformation roadmap to support sustainable business growth and strengthen the Company's competitiveness.

The Board of Commissioners believes that the Board of Directors successfully translated the Company's strategic objectives into measurable and integrated work programs across all organizational levels. The implementation of operational transformation initiatives, customer service enhancement programs, digital system development, fleet management optimization, and occupational safety culture strengthening was carried out consistently to improve service quality and operational effectiveness. Furthermore, the Board of Directors successfully maintained coordination and synergy among directorates and subsidiaries to support the comprehensive execution of the Company's strategies.

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Dari sisi operasional, Dewan Komisaris menilai Direksi berhasil menjaga kualitas layanan transportasi laut dan konektivitas nasional melalui pengoperasian armada secara optimal di seluruh wilayah Indonesia. Pada tahun 2025, Perseroan mengoperasikan sebanyak 84 unit kapal, dimana sebagian besar armada melayani penugasan pemerintah melalui layanan Kapal Penumpang, Kapal Perintis, Kapal Tol Laut, Kapal Rede, dan Kapal Ternak. Direksi dinilai mampu menjaga keandalan operasional armada, meningkatkan kualitas pelayanan pelanggan, serta memastikan pelaksanaan penugasan pemerintah berjalan dengan baik, termasuk dalam mendukung distribusi logistik dan mobilitas masyarakat di wilayah Tertinggal, Terdepan, Terluar, dan Perbatasan (3TP).

From an operational standpoint, the Board of Commissioners believes that the Board of Directors successfully maintained the quality of maritime transportation services and national connectivity through the optimal operation of the Company's fleet across Indonesia. In 2025, the Company operated a total of 84 vessels, the majority of which were deployed to support Government assignments through passenger services, pioneer shipping services, Sea Toll services, rede vessel services, and livestock transportation services. The Board of Directors successfully maintained fleet operational reliability, enhanced customer service quality, and ensured the effective implementation of Government assignments, including supporting logistics distribution and public mobility in Disadvantage, Frontier, Outermost, and Border Areas (3TP) regions.

Sepanjang tahun 2025, Direksi juga berhasil menjaga pertumbuhan volume layanan operasional Perseroan. Jumlah penumpang yang diangkut Perseroan meningkat sebesar 2,29% menjadi 4,47 juta orang dibandingkan tahun sebelumnya. Peningkatan tersebut menunjukkan bahwa layanan Perseroan masih menjadi pilihan utama masyarakat dalam mendukung mobilitas antarpulau. Selain layanan penumpang, Perseroan juga terus memperkuat layanan logistik dan angkutan barang guna mendukung distribusi kebutuhan pokok dan pertumbuhan aktivitas perdagangan domestik di berbagai wilayah Indonesia.

Throughout 2025, the Board of Directors also succeeded in maintaining growth in the Company's operational service volume. The number of passengers transported increased by 2.29% to 4.47 million compared to the previous year. This achievement demonstrates that the Company's services continue to serve as a preferred mode of inter-island transportation for the Indonesian public. In addition to passenger services, the Company continued to strengthen its logistics and cargo transportation services to support the distribution of essential goods and the growth of domestic trade activities across various regions of Indonesia.

Dari sisi transformasi bisnis, Dewan Komisaris menilai Direksi telah menunjukkan komitmen yang kuat dalam mempercepat implementasi transformasi digital dan modernisasi operasional Perseroan. Pengembangan sistem informasi terintegrasi, digitalisasi layanan pelanggan, penguatan monitoring operasional berbasis data, serta peningkatan efektivitas pengambilan keputusan menjadi langkah strategis yang dinilai mampu meningkatkan efisiensi operasional dan kualitas pelayanan Perseroan. Direksi juga dinilai berhasil memperkuat budaya kerja yang lebih adaptif dan kolaboratif dalam mendukung agenda transformasi Perseroan.

In terms of business transformation, the Board of Commissioners believes that the Board of Directors demonstrated a strong commitment to accelerating digital transformation and operational modernization. The development of integrated information systems, digitalization of customer services, enhancement of data-driven operational monitoring, and improvement of decision-making effectiveness represented strategic initiatives that contributed to greater operational efficiency and service quality. The Board of Directors also successfully fostered a more adaptive and collaborative work culture in support of the Company's transformation agenda.

Dalam aspek keuangan, Dewan Komisaris menilai Direksi berhasil menjaga kinerja Perseroan secara positif di tengah tekanan industri pelayaran nasional. Perseroan berhasil membukukan pendapatan usaha sebesar Rp6,24

From a financial perspective, the Board of Commissioners believes that the Board of Directors successfully maintained positive corporate performance amid pressures within the national shipping industry. The

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triliun atau meningkat dibandingkan tahun sebelumnya. Sementara itu, laba tahun berjalan tercatat sebesar Rp202,29 miliar atau meningkat 4,14% dibandingkan tahun sebelumnya. Dewan Komisaris memandang bahwa capaian tersebut mencerminkan keberhasilan Direksi dalam menjaga keseimbangan antara pertumbuhan usaha, pengendalian biaya operasional, dan efektivitas pengelolaan keuangan Perseroan.

Company recorded operating revenues of Rp6.24 trillion, representing an increase compared to the previous year. Meanwhile, profit for the year reached Rp202.29 billion, an increase of 4.14% compared to the previous year. The Board of Commissioners considers these achievements as evidence of the Board of Directors' success in balancing business growth, operational cost management, and effective financial management.

Dewan Komisaris juga memberikan apresiasi atas keberhasilan Direksi dalam melampaui target laba RKAP Tahun 2025 sebesar Rp186,70 miliar. Selain itu, peningkatan total aset menjadi Rp12,97 triliun dan peningkatan ekuitas menjadi Rp11,25 triliun menunjukkan penguatan fundamental keuangan dan struktur permodalan Perseroan. Penguatan likuiditas, pengendalian biaya secara disiplin, optimalisasi utilisasi armada, serta penguatan *cash management* dinilai menjadi faktor penting yang mendukung pencapaian kinerja keuangan Perseroan sepanjang tahun berjalan.

The Board of Commissioners also expresses its appreciation for the Board of Directors' success in exceeding the 2025 RKAP profit target of Rp186.70 billion. Furthermore, the increase in total assets to Rp12.97 trillion and growth in equity to Rp11.25 trillion reflect the strengthening of the Company's financial fundamentals and capital structure. Improved liquidity, disciplined cost control, optimized fleet utilization, and strengthened cash management were key factors supporting the Company's financial performance throughout the year.

Dalam aspek tata kelola, Dewan Komisaris menilai Direksi telah menunjukkan komitmen yang baik dalam memperkuat implementasi *Good Corporate Governance* (GCG), manajemen risiko, sistem pengendalian internal, serta budaya integritas dan kepatuhan di seluruh lini organisasi. Direksi juga dinilai aktif dalam memperkuat implementasi *Environmental, Social, and Governance* (ESG) sebagai bagian dari strategi keberlanjutan Perseroan, termasuk penguatan budaya keselamatan pelayaran, efisiensi energi, pengelolaan lingkungan, serta pelaksanaan program Tanggung Jawab Sosial dan Lingkungan (TJSL).

In terms of governance, the Board of Commissioners believes that the Board of Directors demonstrated a strong commitment to enhancing the implementation of Good Corporate Governance (GCG), risk management, internal control systems, and a culture of integrity and compliance throughout the organization. The Board of Directors also played an active role in strengthening the implementation of Environmental, Social, and Governance (ESG) principles as part of the Company's sustainability strategy, including the reinforcement of maritime safety culture, energy efficiency initiatives, environmental management programs, and the implementation of Social and Environmental Responsibility (TJSL) programs.

Secara keseluruhan, Dewan Komisaris menilai bahwa Direksi telah menunjukkan kepemimpinan, responsivitas, dan komitmen yang baik dalam menjalankan strategi Perseroan, menjaga keseimbangan antara fungsi bisnis dan pelayanan publik, serta memperkuat daya saing dan keberlanjutan usaha Perseroan. Dewan Komisaris meyakini bahwa fondasi transformasi dan penguatan tata kelola yang telah dibangun sepanjang tahun 2025 akan menjadi modal penting bagi Perseroan untuk terus tumbuh secara sehat, adaptif, dan berkelanjutan di masa mendatang.

Overall, the Board of Commissioners believes that the Board of Directors demonstrated strong leadership, responsiveness, and commitment in executing the Company's strategies, maintaining a balance between commercial objectives and public service obligations, and strengthening the Company's competitiveness and long-term sustainability. The Board of Commissioners is confident that the transformation initiatives and governance enhancements implemented throughout 2025 have established a solid foundation for the Company to continue growing in a healthy, adaptive, and sustainable manner in the years ahead.

PANDANGAN ATAS PENERAPAN TATA KELOLA PERUSAHAAN

Dewan Komisaris memandang bahwa penerapan *Good Corporate Governance* (GCG) di lingkungan Perseroan sepanjang tahun 2025 telah berjalan dengan baik, konsisten, dan semakin kuat sebagai fondasi utama dalam mendukung keberlangsungan usaha dan transformasi Perseroan. Perseroan terus menunjukkan komitmen terhadap penerapan prinsip Transparansi, Akuntabilitas, Responsibilitas, Independensi, dan Kewajaran (TARIF) dalam seluruh aktivitas bisnis dan pengambilan keputusan Perseroan. Dewan Komisaris menilai bahwa implementasi tata kelola yang baik menjadi faktor penting dalam menjaga kepercayaan pemegang saham, regulator, pelanggan, dan seluruh pemangku kepentingan di tengah dinamika industri pelayaran dan tantangan ekonomi global yang terus berkembang.

Dewan Komisaris menilai bahwa Direksi telah melakukan berbagai penyempurnaan kebijakan, mekanisme tata kelola, dan sistem kepatuhan guna meningkatkan efektivitas pengelolaan Perseroan. Penguatan tata kelola dilakukan melalui optimalisasi peran organ Perseroan, komite-komite pendukung, penyempurnaan kebijakan internal, *Standard Operating Procedures* (SOP), serta penguatan mekanisme pengawasan dan pelaporan Perseroan. Dewan Komisaris juga memandang bahwa koordinasi dan sinergi antar organ Perseroan berjalan semakin efektif melalui pelaksanaan rapat Direksi, rapat gabungan Dewan Komisaris dan Direksi, serta rapat komite secara berkala yang mendukung proses pengawasan dan pengambilan keputusan yang lebih objektif, *prudent*, dan terukur.

Selain itu, Dewan Komisaris menilai bahwa Perseroan terus memperkuat implementasi tata kelola yang adaptif terhadap perkembangan bisnis dan transformasi Perseroan, termasuk dalam mendukung penguatan manajemen risiko, transformasi digital, dan implementasi *Environmental, Social, and Governance* (ESG). Penguatan tata kelola juga dilakukan melalui peningkatan kualitas keterbukaan informasi, pelaporan Perseroan, serta pemanfaatan teknologi informasi dalam mendukung

VIEWS ON THE IMPLEMENTATION OF CORPORATE GOVERNANCE

The Board of Commissioners believes that the implementation of Good Corporate Governance (GCG) throughout 2025 was carried out effectively, consistently, and with increasing maturity as a fundamental pillar supporting the Company's sustainability and transformation agenda. The Company continued to demonstrate its commitment to upholding the principles of Transparency, Accountability, Responsibility, Independence, and Fairness in all business activities and decision-making processes. The Board of Commissioners considers sound corporate governance to be a critical factor in maintaining the trust of shareholders, regulators, customers, and other stakeholders amid the evolving dynamics of the shipping industry and global economic challenges.

The Board of Commissioners believes that the Board of Directors undertook various improvements to governance policies, compliance mechanisms, and management systems to enhance the effectiveness of corporate management. Governance strengthening initiatives were implemented through the optimization of the roles of corporate organs and supporting committees, refinement of internal policies and standard operating procedures (SOPs), as well as the enhancement of corporate monitoring and reporting mechanisms. The Board of Commissioners also observed that coordination and synergy among corporate organs became increasingly effective through the regular conduct of Board of Directors meetings, joint meetings between the Board of Commissioners and the Board of Directors, and committee meetings, all of which supported a more objective, prudent, and measurable decision-making process.

Furthermore, the Board of Commissioners believes that the Company continued to strengthen governance practices that are adaptive to business developments and corporate transformation initiatives, including those related to risk management enhancement, digital transformation, and the implementation of Environmental, Social, and Governance (ESG) principles. Governance strengthening efforts were also carried out through improving the quality of information disclosure, corporate

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efektivitas pengawasan, pengendalian, dan pengambilan keputusan berbasis data. Langkah tersebut dinilai mampu meningkatkan transparansi, efisiensi, dan kualitas pengelolaan Perseroan secara menyeluruh.

reporting, and the utilization of information technology to support more effective monitoring, control, and data-driven decision-making. These initiatives contributed to greater transparency, efficiency, and overall quality of corporate management.

Dewan Komisaris juga memandang bahwa budaya integritas dan kepatuhan di lingkungan Perseroan terus mengalami penguatan melalui implementasi kode etik Perseroan, *Whistleblowing System* (WBS), sosialisasi anti *fraud*, pengendalian benturan kepentingan, serta internalisasi budaya AKHLAK di seluruh lini organisasi. Perseroan juga terus mendorong peningkatan awareness seluruh insan Perseroan terhadap pentingnya etika bisnis, kepatuhan terhadap regulasi, dan penerapan budaya kerja yang profesional serta berintegritas. Langkah tersebut menjadi bagian penting dalam membangun budaya Perseroan yang sehat, transparan, dan akuntabel.

The Board of Commissioners also observes that the culture of integrity and compliance within the Company continued to strengthen through the implementation of the Company's Code of Conduct, the Whistleblowing System (WBS), anti-fraud awareness programs, conflict-of-interest controls, and the internalization of the AKHLAK core values throughout the organization. The Company also continuously promoted greater awareness among its employees regarding the importance of business ethics, regulatory compliance, and the adoption of a professional and ethical work culture. These efforts represent an essential part of fostering a healthy, transparent, and accountable corporate culture.

Dalam aspek pengawasan, Dewan Komisaris menilai bahwa implementasi fungsi pengawasan internal dan sistem pengendalian Perseroan telah berjalan secara efektif melalui peran Satuan Pengawasan Internal (SPI), fungsi kepatuhan, dan fungsi manajemen risiko. Perseroan secara berkala melakukan monitoring terhadap hasil audit internal, tindak lanjut rekomendasi audit, evaluasi kepatuhan, serta penguatan pengendalian internal guna memastikan seluruh aktivitas Perseroan berjalan sesuai ketentuan yang berlaku dan prinsip kehati-hatian.

From a supervisory perspective, the Board of Commissioners believes that the implementation of internal oversight functions and the internal control system was carried out effectively through the roles of the Internal Audit Unit (SPI), compliance functions, and risk management functions. The Company regularly monitored internal audit results, the implementation of audit recommendations, compliance evaluations, and the strengthening of internal controls to ensure that all corporate activities were conducted in accordance with applicable regulations and prudent business practices.

Dewan Komisaris juga memberikan perhatian terhadap penguatan implementasi tata kelola pada seluruh proses bisnis dan pengelolaan penugasan Pemerintah yang dijalankan Perseroan. Sebagai Perseroan pelayaran nasional yang menjalankan fungsi bisnis sekaligus fungsi pelayanan publik, Perseroan dituntut untuk menjaga keseimbangan antara efektivitas operasional, akuntabilitas pengelolaan usaha, dan kualitas pelayanan kepada masyarakat. Oleh karena itu, penguatan tata kelola dinilai menjadi elemen penting dalam mendukung keberlanjutan usaha dan peningkatan kualitas layanan Perseroan.

The Board of Commissioners also paid particular attention to strengthening governance implementation across all business processes and Government-assigned services carried out by the Company. As a national shipping company that fulfills both commercial and public service functions, the Company is required to maintain a balance between operational effectiveness, business accountability, and service quality for the public. Accordingly, governance enhancement remains a crucial element in supporting business sustainability and improving service quality.

Atas komitmen dan konsistensi implementasi tata kelola perusahaan yang baik, Perseroan berhasil memperoleh

In recognition of its commitment and consistency in implementing sound corporate governance practices, the

skor *assessment* GCG Tahun Buku 2024 sebesar 87,136 dengan predikat "Sangat Baik". Selain itu, Perseroan juga meraih penghargaan "*Most Trusted Company*" dalam ajang Corporate Governance Perception Index (CGPI) Tahun 2025 yang diselenggarakan oleh Indonesian Institute for Corporate Governance (IICG) bekerja sama dengan Majalah SWA. Dewan Komisaris memandang bahwa capaian tersebut mencerminkan kualitas penerapan tata kelola Perseroan yang semakin baik, profesional, dan terpercaya.

Ke depan, Dewan Komisaris mendorong Direksi untuk terus memperkuat implementasi GCG secara konsisten dan berkelanjutan, termasuk melalui penguatan budaya integritas, peningkatan kualitas pengawasan, penguatan sistem kepatuhan, serta pengembangan tata kelola yang adaptif terhadap transformasi bisnis dan perkembangan industri. Dewan Komisaris meyakini bahwa tata kelola perusahaan yang kuat dan berintegritas akan menjadi fondasi utama dalam menjaga daya saing, keberlangsungan usaha, dan penciptaan nilai tambah jangka panjang bagi seluruh pemangku kepentingan Perseroan.

Company achieved a GCG Assessment Score of 87.136 for Fiscal Year 2024, earning the predicate of "Excellent." In addition, the Company received the "Most Trusted Company" award in the 2025 Corporate Governance Perception Index (CGPI), organized by the Indonesian Institute for Corporate Governance (IICG) in collaboration with SWA Magazine. The Board of Commissioners believes that these achievements reflect the Company's increasingly robust, professional, and trustworthy governance practices.

Going forward, the Board of Commissioners encourages the Board of Directors to continue strengthening the implementation of GCG in a consistent and sustainable manner, including through the reinforcement of integrity culture, enhancement of supervisory effectiveness, strengthening of compliance systems, and the development of governance practices that are adaptive to business transformation and industry developments. The Board of Commissioners firmly believes that strong and ethical corporate governance will serve as the primary foundation for maintaining competitiveness, ensuring business sustainability, and creating long-term value for all stakeholders.

PANDANGAN ATAS PENERAPAN MANAJEMEN RISIKO

Dewan Komisaris memandang bahwa penerapan manajemen risiko di lingkungan Perseroan sepanjang tahun 2025 telah berjalan secara memadai dan semakin terintegrasi dengan proses bisnis Perseroan. Direksi dinilai telah memperkuat pengelolaan risiko strategis, operasional, keuangan, hukum, keselamatan pelayaran, hingga risiko teknologi informasi secara lebih sistematis dan proaktif.

Dewan Komisaris menilai bahwa Perseroan telah melakukan identifikasi, mitigasi, dan monitoring risiko secara berkala melalui penyusunan profil risiko, pemantauan indikator risiko utama, serta penguatan mekanisme mitigasi risiko di seluruh unit kerja. Pendekatan berbasis *risk awareness* juga semakin terinternalisasi dalam proses pengambilan keputusan Perseroan.

VIEWS ON THE IMPLEMENTATION OF RISK MANAGEMENT

The Board of Commissioners believes that the implementation of risk management throughout 2025 was adequate and increasingly integrated with the Company's business processes. The Board of Directors successfully strengthened the management of strategic, operational, financial, legal, maritime safety, and information technology risks through a more systematic and proactive approach.

The Board of Commissioners notes that the Company continuously carried out risk identification, mitigation, and monitoring through the preparation of risk profiles, monitoring of key risk indicators, and the enhancement of risk mitigation mechanisms across all business units. Furthermore, a risk-aware culture has become increasingly embedded in the Company's decision-making processes.

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Dalam menghadapi dinamika industri pelayaran dan ketidakpastian ekonomi global, Dewan Komisaris memandang bahwa penguatan manajemen risiko menjadi faktor penting dalam menjaga ketahanan bisnis dan keberlangsungan operasional Perseroan. Oleh karena itu, Dewan Komisaris terus mendorong penguatan budaya risiko dan peningkatan kualitas mitigasi risiko di seluruh lini organisasi.

In responding to the dynamics of the shipping industry and ongoing global economic uncertainties, the Board of Commissioners believes that robust risk management is essential to maintaining business resilience and operational continuity. Accordingly, the Board of Commissioners continues to encourage the strengthening of risk culture and the enhancement of risk mitigation capabilities throughout the organization.

Ke depan, Dewan Komisaris mendorong Direksi untuk terus meningkatkan integrasi manajemen risiko dengan strategi Perseroan, transformasi digital, serta implementasi ESG guna memastikan Perseroan mampu menghadapi berbagai tantangan bisnis secara adaptif dan berkelanjutan.

Going forward, the Board of Commissioners encourages the Board of Directors to further integrate risk management with the Company's strategic initiatives, digital transformation programs, and ESG implementation to ensure that the Company remains capable of responding to business challenges in an adaptive and sustainable manner.

PANDANGAN ATAS PENERAPAN SISTEM PENGENDALIAN INTERNAL

Dewan Komisaris memandang bahwa sistem pengendalian internal Perseroan telah berjalan secara memadai dan mendukung efektivitas pengelolaan Perseroan. Peran Satuan Pengawasan Internal (SPI) dinilai telah berjalan secara independen dan efektif dalam melakukan fungsi pengawasan dan evaluasi terhadap proses bisnis Perseroan.

VIEWS ON THE IMPLEMENTATION OF THE INTERNAL CONTROL SYSTEM

The Board of Commissioners believes that the Company's internal control system has been implemented adequately and has effectively supported sound corporate management. The Internal Audit Unit (SPI) has carried out its supervisory and evaluation functions independently and effectively across the Company's business processes.

Dewan Komisaris juga menilai bahwa Direksi telah melakukan tindak lanjut secara baik terhadap hasil audit internal maupun eksternal guna memperkuat efektivitas pengendalian dan perbaikan berkelanjutan terhadap proses bisnis Perseroan. Koordinasi antara fungsi pengawasan internal, manajemen risiko, dan kepatuhan juga dinilai semakin baik.

The Board of Commissioners also believes that the Board of Directors has appropriately followed up on the findings of both internal and external audits to strengthen control effectiveness and promote continuous improvement across the Company's operations. Coordination among the internal audit, risk management, and compliance functions has also shown continuous improvement.

Dewan Komisaris juga akan terus mendorong Direksi untuk memperkuat sistem pengendalian internal berbasis teknologi informasi, meningkatkan kualitas monitoring dan evaluasi, serta memastikan efektivitas pengendalian internal dalam mendukung transformasi dan pertumbuhan Perseroan.

Going forward, the Board of Commissioners will continue to encourage the Board of Directors to strengthen technology-based internal control systems, enhance the quality of monitoring and evaluation processes, and ensure the effectiveness of internal controls in supporting the Company's transformation and growth initiatives.

PANDANGAN ATAS PENERAPAN ASPEK KEBERLANJUTAN

Dewan Komisaris memandang bahwa implementasi aspek keberlanjutan di lingkungan Perseroan terus menunjukkan perkembangan yang positif. Perseroan telah mengintegrasikan prinsip *Environmental, Social, and Governance* (ESG) ke dalam strategi bisnis dan pengelolaan Perseroan secara bertahap dan berkelanjutan.

Dalam aspek lingkungan, Dewan Komisaris menilai bahwa Perseroan telah menjalankan berbagai program efisiensi energi, pengelolaan limbah operasional, penguatan keselamatan pelayaran, serta peningkatan kepatuhan terhadap standar perlindungan lingkungan maritim. Langkah tersebut menjadi bagian penting dalam mendukung operasional yang lebih aman dan ramah lingkungan.

Dalam aspek sosial, Dewan Komisaris mengapresiasi pelaksanaan program TJSL yang berfokus pada pemberdayaan masyarakat, pendidikan, kesehatan, pengembangan UMKM, dan dukungan terhadap wilayah kepulauan dan pesisir. Program tersebut dinilai memberikan kontribusi positif bagi masyarakat dan mendukung pemerataan pembangunan nasional.

Dewan Komisaris memandang bahwa implementasi ESG yang konsisten akan menjadi faktor penting dalam menjaga keberlanjutan usaha dan meningkatkan daya saing Perseroan. Oleh karena itu, Dewan Komisaris mendorong Direksi untuk terus memperkuat integrasi aspek keberlanjutan dalam strategi dan operasional Perseroan ke depan.

PENILAIAN ATAS KINERJA KOMITE DI BAWAH DEWAN KOMISARIS

Dewan Komisaris menilai bahwa komite-komite di bawah Dewan Komisaris telah menjalankan tugas dan tanggung jawabnya dengan baik sepanjang tahun 2025 dalam mendukung efektivitas fungsi pengawasan Perseroan.

VIEWS ON THE IMPLEMENTATION OF SUSTAINABILITY ASPECTS

The Board of Commissioners believes that the implementation of sustainability principles within the Company continued to demonstrate positive progress throughout 2025. The Company has gradually and consistently integrated Environmental, Social, and Governance (ESG) principles into its business strategy and corporate management practices.

From an environmental perspective, the Board of Commissioners believes that the Company has implemented various energy efficiency initiatives, operational waste management programs, maritime safety enhancement efforts, and measures to strengthen compliance with environmental protection standards in the maritime sector. These initiatives represent important steps toward supporting safer and more environmentally responsible operations.

From a social perspective, the Board of Commissioners appreciates the implementation of Social and Environmental Responsibility (TJSL) programs focusing on community empowerment, education, healthcare, MSME development, and support for island and coastal communities. These programs have generated positive contributions to society while supporting equitable national development.

The Board of Commissioners believes that the consistent implementation of ESG principles will remain a key factor in ensuring business sustainability and enhancing the Company's competitiveness. Therefore, the Board encourages the Board of Directors to continue strengthening the integration of sustainability aspects into the Company's strategy and operations in the years ahead.

ASSESSMENT OF THE PERFORMANCE OF COMMITTEES UNDER THE BOARD OF COMMISSIONERS

The Board of Commissioners believes that the committees under the Board of Commissioners effectively carried out their duties and responsibilities throughout 2025 in supporting the effectiveness of the Company's

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Komite-komite tersebut berperan aktif dalam memberikan telaahan, masukan, dan rekomendasi kepada Dewan Komisaris terkait berbagai aspek strategis Perseroan.

Komite Audit dinilai telah menjalankan fungsi pengawasan terhadap pelaporan keuangan, efektivitas pengendalian internal, kepatuhan, dan tindak lanjut hasil audit secara baik. Sementara itu, Komite Manajemen Risiko dan Investasi turut memberikan dukungan dalam pengawasan implementasi manajemen risiko dan pengelolaan investasi Perseroan.

Komite Nominasi dan Remunerasi juga dinilai telah mendukung penguatan kualitas SDM dan tata kelola organisasi melalui evaluasi sistem remunerasi, pengembangan kompetensi, dan penguatan organisasi Perseroan. Selain itu, komite-komite lainnya juga berperan aktif dalam mendukung pengawasan terhadap implementasi strategi dan transformasi Perseroan.

Secara keseluruhan, Dewan Komisaris menilai bahwa kinerja komite-komite di bawah Dewan Komisaris telah berjalan efektif dan memberikan kontribusi positif dalam mendukung pelaksanaan fungsi pengawasan dan penguatan tata kelola perusahaan.

PANDANGAN ATAS PROSPEK USAHA

Dewan Komisaris memandang bahwa prospek usaha Perseroan ke depan masih cukup positif seiring dengan proyeksi pertumbuhan ekonomi nasional yang tetap terjaga, meningkatnya kebutuhan konektivitas antarpulau, serta berkembangnya sektor logistik dan transportasi maritim nasional. Meskipun kondisi ekonomi global pada tahun 2026 diperkirakan masih dibayangi oleh ketidakpastian akibat dinamika geopolitik, volatilitas harga energi, dan perlambatan perdagangan internasional, Dewan Komisaris meyakini bahwa fundamental ekonomi Indonesia yang relatif kuat akan menjadi penopang utama pertumbuhan sektor transportasi dan logistik nasional. Pertumbuhan konsumsi domestik, investasi, pembangunan infrastruktur, serta penguatan sektor industri dan perdagangan diperkirakan akan terus

supervisory function. These committees played an active role in providing reviews, insights, and recommendations to the Board of Commissioners on various strategic aspects of the Company's operations and development.

The Audit Committee effectively performed its oversight function with respect to financial reporting, internal control effectiveness, compliance, and the follow-up of audit findings. Meanwhile, the Risk Management and Investment Committee provided valuable support in overseeing the implementation of risk management practices and the management of the Company's investments.

The Nomination and Remuneration Committee also contributed significantly to strengthening human capital quality and organizational governance through the evaluation of remuneration systems, competency development programs, and organizational enhancement initiatives. In addition, other committees actively supported the oversight of the Company's strategic execution and transformation programs.

Overall, the Board of Commissioners believes that the committees under its supervision performed effectively and made positive contributions to the implementation of the supervisory function and the strengthening of corporate governance throughout the Company.

VIEWS ON BUSINESS PROSPECT

The Board of Commissioners believes that the Company's business prospects remain positive, supported by the projected resilience of Indonesia's economic growth, increasing inter-island connectivity needs, and the continued development of the national logistics and maritime transportation sectors. Although global economic conditions in 2026 are expected to remain affected by geopolitical uncertainties, energy price volatility, and the slowdown in international trade, the Board of Commissioners is confident that Indonesia's relatively strong economic fundamentals will continue to support the growth of the transportation and logistics sectors. Growth in domestic consumption, investment, infrastructure development, and the expansion of industrial and trade activities are expected to drive

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mendorong peningkatan mobilitas masyarakat dan distribusi logistik di berbagai wilayah Indonesia.

Sebagai negara kepulauan terbesar di dunia, Indonesia memiliki ketergantungan yang tinggi terhadap transportasi laut dalam mendukung konektivitas nasional dan distribusi barang antardaerah. Dewan Komisaris memandang bahwa kebutuhan terhadap layanan pelayaran penumpang, angkutan barang, dan logistik maritim akan terus meningkat dalam jangka panjang, khususnya seiring penguatan aktivitas perdagangan domestik, pengembangan kawasan industri, hilirisasi industri nasional, serta peningkatan aktivitas ekonomi di wilayah timur Indonesia dan kawasan Tertinggal, Terdepan, Terluar, dan Perbatasan (3TP). Program Pemerintah dalam memperkuat konektivitas nasional melalui Tol Laut, Kapal Perintis, pengembangan pelabuhan, serta efisiensi rantai pasok nasional juga diperkirakan akan terus menjadi pendorong utama pertumbuhan industri pelayaran dan logistik nasional.

Dewan Komisaris memandang bahwa posisi PT PELNI (Persero) sebagai BUMN pelayaran nasional memberikan peluang strategis yang besar untuk terus memperkuat perannya dalam mendukung konektivitas nasional dan distribusi logistik nasional. Dengan pengalaman operasional yang luas, jaringan layanan yang menjangkau seluruh wilayah Indonesia, serta dukungan Pemerintah dalam pelaksanaan penugasan publik, Perseroan memiliki landasan yang kuat untuk terus berkembang dan meningkatkan kontribusinya terhadap perekonomian nasional. Pengoperasian armada penumpang, Kapal Perintis, Kapal Tol Laut, Kapal Rede, dan Kapal Ternak yang dijalankan Perseroan menjadi bagian penting dalam mendukung pemerataan pembangunan dan pertumbuhan ekonomi nasional.

Dewan Komisaris juga memandang bahwa transformasi bisnis yang dijalankan Perseroan sepanjang tahun 2025 telah menjadi fondasi yang baik dalam meningkatkan daya saing Perseroan ke depan. Implementasi fase awal RJPP 2025–2029 dengan tema "*Quality-Assured Shipping Operator*", penguatan strategi "*Quantum7 to Drive Sustainable Business Growth*", pengembangan bisnis logistik, transformasi digital, modernisasi operasional, serta penguatan tata kelola perusahaan dinilai akan

increasing public mobility and logistics distribution across various regions of Indonesia.

As the world's largest archipelagic nation, Indonesia relies heavily on maritime transportation to support national connectivity and interregional distribution of goods. The Board of Commissioners believes that demand for passenger shipping, cargo transportation, and maritime logistics services will continue to grow over the long term, particularly in line with the expansion of domestic trade activities, industrial estate development, downstream industrialization initiatives, and increasing economic activities in Eastern Indonesia and Disadvantage, Frontier, Outermost, and Border Areas (3TP) regions. Government programs aimed at strengthening national connectivity through the Sea Toll Program, pioneer shipping services, port development, and national supply chain efficiency are also expected to remain key drivers of growth in the national shipping and logistics industries.

The Board of Commissioners believes that PT PELNI (Persero)'s position as a state-owned national shipping company provides significant strategic opportunities to further strengthen its role in supporting national connectivity and logistics distribution. With extensive operational experience, a service network that reaches all regions of Indonesia, and strong Government support in carrying out public service assignments, the Company possesses a solid foundation for continued growth and enhanced contributions to the national economy. The operation of passenger vessels, pioneer vessels, Sea Toll vessels, rede vessels, and livestock carriers remains an essential component of efforts to support equitable development and national economic growth.

The Board of Commissioners also believes that the business transformation initiatives implemented throughout 2025 have established a strong foundation for enhancing the Company's future competitiveness. The implementation of the initial phase of the 2025–2029 Long-Term Corporate Plan (RJPP) under the theme "Quality-Assured Shipping Operator," the strengthening of the "Quantum7 to Drive Sustainable Business Growth" strategy, logistics business development,

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menjadi faktor penting dalam mendukung pertumbuhan usaha yang lebih sehat dan berkelanjutan. Penguatan keandalan armada, peningkatan kualitas layanan pelanggan, pengembangan sistem digital terintegrasi, serta optimalisasi pengelolaan operasional juga dipandang mampu meningkatkan efektivitas dan efisiensi Perseroan dalam menghadapi dinamika industri yang semakin kompetitif.

digital transformation, operational modernization, and governance enhancement are expected to serve as key drivers of healthier and more sustainable business growth. Improvements in fleet reliability, customer service quality, integrated digital systems, and operational management optimization are also expected to enhance the Company's effectiveness and efficiency in navigating an increasingly competitive industry landscape.

Selain itu, Dewan Komisaris memandang bahwa pengembangan sektor logistik nasional dan transformasi rantai pasok domestik membuka peluang yang semakin besar bagi Perseroan untuk memperluas bisnis logistik dan usaha pendukung lainnya. Penguatan layanan multimoda, distribusi logistik maritim, serta sinergi dengan entitas anak dan ekosistem BUMN dinilai dapat menjadi sumber pertumbuhan baru bagi Perseroan di masa mendatang. Dewan Komisaris juga menilai bahwa percepatan transformasi digital dan pemanfaatan teknologi informasi akan menjadi faktor penting dalam meningkatkan kualitas layanan, efisiensi operasional, serta pengalaman pelanggan.

Furthermore, the Board of Commissioners believes that the development of the national logistics sector and the transformation of domestic supply chains present growing opportunities for the Company to expand its logistics and supporting businesses. Strengthening multimodal services, maritime logistics distribution, and synergies with subsidiaries and the broader SOE ecosystem are expected to become new sources of growth in the future. The Board of Commissioners also believes that accelerating digital transformation and leveraging information technology will be critical factors in enhancing service quality, operational efficiency, and customer experience.

Namun demikian, Dewan Komisaris juga mengingatkan Direksi untuk tetap mewaspadai berbagai tantangan dan risiko yang berpotensi memengaruhi kinerja Perseroan ke depan. Fluktuasi harga bahan bakar, peningkatan biaya operasional, perubahan regulasi, perkembangan teknologi, persaingan usaha, kondisi cuaca ekstrem, serta risiko global yang dapat memengaruhi sektor transportasi dan logistik nasional perlu terus dimitigasi secara *prudent* dan terukur. Oleh karena itu, Dewan Komisaris mendorong Direksi untuk terus memperkuat efisiensi operasional, manajemen risiko, pengendalian biaya, modernisasi armada, serta pengembangan inovasi layanan guna menjaga daya saing dan ketahanan bisnis Perseroan.

Nevertheless, the Board of Commissioners reminds the Board of Directors to remain vigilant regarding various challenges and risks that may affect the Company's future performance. Fuel price fluctuations, rising operating costs, regulatory changes, technological developments, industry competition, extreme weather conditions, and global risks affecting the transportation and logistics sectors must continue to be mitigated prudently and systematically. Therefore, the Board of Commissioners encourages the Board of Directors to further strengthen operational efficiency, risk management, cost control, fleet modernization, and service innovation to maintain the Company's competitiveness and business resilience.

Dewan Komisaris juga memandang bahwa implementasi *Environmental, Social, and Governance* (ESG), penguatan budaya keselamatan pelayaran, peningkatan kualitas sumber daya manusia, serta penguatan tata kelola perusahaan akan menjadi faktor penting dalam menjaga keberlanjutan usaha Perseroan. Oleh karena itu, Direksi diharapkan terus memperkuat implementasi prinsip keberlanjutan dalam seluruh aktivitas operasional dan pengembangan usaha Perseroan agar Perseroan mampu

The Board of Commissioners also believes that the implementation of Environmental, Social, and Governance (ESG) principles, the strengthening of maritime safety culture, the enhancement of human capital quality, and the reinforcement of corporate governance practices will be key factors in ensuring the Company's long-term sustainability. Accordingly, the Board of Directors is expected to continue strengthening the integration of sustainability principles across all operational activities

tumbuh secara sehat, bertanggung jawab, dan adaptif terhadap perubahan lingkungan bisnis.

Dengan fondasi bisnis yang semakin kuat, dukungan Pemerintah dan pemegang saham, transformasi Perseroan yang berjalan secara konsisten, serta komitmen seluruh insan PELNI Group dalam meningkatkan kualitas layanan dan operasional, Dewan Komisaris optimis PT PELNI (Persero) mampu menjaga pertumbuhan usaha yang sehat dan berkelanjutan, memperkuat daya saing Perseroan, serta memberikan kontribusi yang semakin besar bagi konektivitas nasional, pertumbuhan ekonomi, dan kesejahteraan masyarakat Indonesia.

PERUBAHAN KOMPOSISI DEWAN KOMISARIS

Tahun 2025, susunan Dewan Komisaris PELNI mengalami 2 (dua) kali perubahan, yaitu berdasarkan:

1. Keputusan Para Pemegang Saham Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia Nomor 72 Tahun 2025 dan SK.089/DI-DAM/DO/2025 tanggal 11 Desember 2025 tentang Pemberhentian, Pengalihan Tugas, dan Pengangkatan Anggota-Anggota Dewan Komisaris Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia, dengan Keputusan pada pokoknya sebagai berikut:
   a. Mengukuhkan pemberhentian dengan hormat nama-nama sebagai berikut:
      1) Muhammad Awaluddin sebagai Komisaris Utama merangkap Komisaris Independen.
      2) Eddy Susanto Soepadmo sebagai Komisaris.
      3) Kristia Budiyarto sebagai Komisaris Independen.
   b. Mengalihkan penugasan Raden Suhartono semula sebagai Komisaris menjadi Komisaris Independen.
   c. Mengangkat nama-nama sebagai berikut:
      1) Raden Mas Aris Santosa sebagai Komisaris Utama.
      2) Moekhlas Sidik sebagai Komisaris.
2. Keputusan Para Pemegang Saham Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia Nomor 109 Tahun 2025 dan SK.107/DI-DAM/DO/2025 tanggal 29 Desember 2025 tentang

and business development initiatives to ensure that the Company grows in a healthy, responsible, and adaptive manner.

With an increasingly solid business foundation, strong support from the Government and shareholders, consistent implementation of corporate transformation initiatives, and the commitment of all PELNI Group personnel to enhancing service quality and operational excellence, the Board of Commissioners remains optimistic that PT PELNI (Persero) will be able to sustain healthy and sustainable growth, strengthen its competitiveness, and make even greater contributions to national connectivity, economic growth, and the welfare of the Indonesian people.

CHANGES IN THE COMPOSITION OF THE BOARD OF COMMISSIONERS

In 2025, the composition of PELNI's Board of Commissioners underwent two changes, based on the following resolutions:

1. Resolution of the Shareholders of PT Pelayaran Nasional Indonesia (Persero) No. 72 of 2025 and Decree No. SK.089/DI-DAM/DO/2025 dated December 11, 2025, concerning the Dismissal, Reassignment, and Appointment of Members of the Board of Commissioners of PT Pelayaran Nasional Indonesia (Persero), with the principal resolutions as follows:
   a. Ratifying the honorable dismissal of the following individuals:
      1) Muhammad Awaluddin as President Commissioner and Independent Commissioner.
      2) Eddy Susanto Soepadmo as Commissioner.
      3) Kristia Budiyarto as Independent Commissioner.
   b. Reassigning Raden Suhartono from his previous position as Commissioner to Independent Commissioner.
   c. Appointing the following individuals:
      1) Raden Mas Aris Santosa as President Commissioner.
      2) Moekhlas Sidik as Commissioner.
2. Resolution of the Shareholders of PT Pelayaran Nasional Indonesia (Persero) No. 109 of 2025 and Decree No. SK.107/DI-DAM/DO/2025 dated December 29, 2025, concerning the Dismissal

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Pemberhentian dan Pengangkatan Anggota-Anggota Dewan Komisaris Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia. dengan Keputusan pada pokoknya sebagai berikut:

a. Memberhentikan dengan hormat Raden Suhartono sebagai Komisaris Independen.
b. Mengangkat Sosialisman Hidayat Hasibuan sebagai Komisaris Independen.

and Appointment of Members of the Board of Commissioners of PT Pelayaran Nasional Indonesia (Persero), with the principal resolutions as follows:

a. Honorably dismissing Raden Suhartono from his position as Independent Commissioner.
b. Appointing Sosialisman Hidayat Hasibuan as Independent Commissioner.

Dengan demikian, komposisi anggota Dewan Komisaris PELNI pada 31 Desember 2025 adalah sebagai berikut:

Accordingly, the composition of PELNI's Board of Commissioners as of December 31, 2025, was as follows:

Raden Mas Aris Santosa	:	Komisaris Utama President Commissioner
Faturohman	:	Komisaris Commissioner
Budi Mantoro	:	Komisaris Commissioner
Moekhlas Sidik	:	Komisaris Commissioner
Sosialisman Hidayat Hasibuan	:	Komisaris Independen Independent Commissioner

Pada 30 Januari 2026, komposisi Dewan Komisaris PELNI kembali mengalami perubahan berdasarkan Keputusan Para Pemegang Saham Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia Nomor: 107 Tahun 2026 dan Nomor: SK.045/DI-DAM/DO/2026, tanggal 30 Januari 2026 yang memberhentikan dengan hormat Raden Mas Aris Santosa sebagai Komisaris Utama dan mengangkat Soenarko Gatie Atmodjo sebagai Komisaris Utama, sehingga komposisi Dewan Komisaris pada saat laporan ini diterbitkan adalah sebagai berikut:

On January 30, 2026, the composition of PELNI's Board of Commissioners underwent another change pursuant to the Joint Resolution of the Shareholders of PT Pelayaran Nasional Indonesia (Persero) No. 107 of 2026 and No. SK.045/DI-DAM/DO/2026 dated January 30, 2026. The principal resolution approved the honorable dismissal of Raden Mas Aris Santosa from his position as President Commissioner and the appointment of Soenarko Gatie Atmodjo as President Commissioner. Accordingly, the composition of the Board of Commissioners as of the date of this report was as follows:

Soenarko Gatie Atmodjo	:	Komisaris Utama President Commissioner
Faturohman	:	Komisaris Commissioner
Budi Mantoro	:	Komisaris Commissioner
Moekhlas Sidik	:	Komisaris Commissioner
Sosialisman Hidayat Hasibuan	:	Komisaris Independen Independent Commissioner

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Atas nama PT PELNI (Persero), kami memberikan apresiasi dan ucapan terima kasih kepada Muhammad Awaluddin, Eddy Susanto Soepadmo, Kristia Budiarto, Raden Suhartono dan Raden Mas Aris Santosa atas dedikasi dan kontribusi yang diberikan selama menjabat sebagai anggota Dewan Komisaris Perseroan.

APRESIASI DAN PENUTUP

Dewan Komisaris menyampaikan apresiasi dan penghargaan yang setinggi-tingginya kepada Pemerintah Republik Indonesia selaku Pemegang Saham, Kementerian BUMN, PT Danantara Asset Management (Persero), Direksi, regulator, mitra usaha, pelanggan, serta seluruh pemangku kepentingan atas dukungan dan kepercayaan yang diberikan kepada PT PELNI (Persero) sepanjang tahun 2025.

Penghargaan khusus juga kami sampaikan kepada seluruh insan PELNI Group yang telah menunjukkan dedikasi, profesionalisme, dan semangat kerja tinggi dalam menjaga keberlangsungan operasional perusahaan dan pelayanan kepada masyarakat di seluruh wilayah Indonesia.

Ke depan, Dewan Komisaris akan terus mendukung Direksi dalam memperkuat transformasi bisnis, tata kelola perusahaan, pengelolaan risiko, serta implementasi keberlanjutan guna memastikan Perseroan mampu tumbuh secara sehat, berdaya saing, dan berkelanjutan dalam mendukung konektivitas dan pertumbuhan ekonomi Indonesia.

On behalf of PT PELNI (Persero), we would like to express our sincere appreciation and gratitude to Muhammad Awaluddin, Eddy Susanto Soepadmo, Kristia Budiyarto, Raden Suhartono, and Raden Mas Aris Santosa for their dedication and valuable contributions during their tenure as members of the Board of Commissioners.

APPRECIATION AND CLOSING

The Board of Commissioners extends its highest appreciation and gratitude to the Government of the Republic of Indonesia as the Shareholder, the Ministry of State-Owned Enterprises, PT Danantara Asset Management (Persero), the Board of Directors, regulators, business partners, customers, and all stakeholders for their continued support and trust in PT PELNI (Persero) throughout 2025.

We would also like to express our special appreciation to all members of the PELNI Group for their dedication, professionalism, and unwavering commitment in maintaining the continuity of the Company's operations and delivering services to communities across Indonesia.

Going forward, the Board of Commissioners will continue to support the Board of Directors in strengthening business transformation, corporate governance, risk management, and sustainability implementation to ensure that the Company continues to grow in a healthy, competitive, and sustainable manner while supporting Indonesia's connectivity and economic growth.

Jakarta, 21 Mei 2026
Jakarta, May 21, 2026

Atas Nama Dewan Komisaris
On behalf of the Board of Commissioner
PT PT PELNI (Persero)



Soenarko Gatie Atmodjo
Komisaris Utama
President Commissioner

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Dalam pelaksanaan fungsi pengurusan, Direksi memastikan bahwa setiap program strategis diterjemahkan ke dalam indikator kinerja yang jelas dan terukur melalui *Key Performance Indicators* (KPI), target operasional, target layanan, dan indikator keuangan perusahaan. Monitoring pelaksanaan strategi dilakukan secara berkala melalui rapat Direksi, rapat koordinasi lintas fungsi, evaluasi realisasi RKAP, serta pemantauan pencapaian KPI perusahaan dan unit kerja.

In carrying out its management function, the Board of Directors ensured that each strategic initiative was translated into clear and measurable performance indicators through Key Performance Indicators (KPIs), operational targets, service targets, and financial performance indicators. Strategy implementation was monitored regularly through Board of Directors meetings, cross-functional coordination meetings, evaluations of RKAP realization, and reviews of the achievement of corporate and departmental KPIs.

Pemegang Saham dan Pemangku Kepentingan yang kami hormati,
Dear Shareholders and Stakeholders,

Puji dan syukur kami panjatkan ke hadirat Tuhan Yang Maha Esa atas rahmat dan karunia-Nya sehingga PT PELNI (Persero) mampu melalui tahun 2025 dengan kinerja yang tetap terjaga di tengah dinamika industri pelayaran dan kondisi ekonomi global yang masih penuh ketidakpastian. Tahun 2025 menjadi periode penting bagi Perseroan dalam memperkuat transformasi bisnis dan operasional guna mewujudkan visi sebagai Perseroan pelayaran dan logistik maritim terkemuka di Asia Tenggara.

First and foremost, we express our gratitude to Almighty God for His blessings and grace, which enabled PT PELNI (Persero) to navigate 2025 while maintaining solid performance amid the dynamics of the shipping industry and ongoing global economic uncertainty. The year 2025 marked an important period for the Company in strengthening its business and operational transformation initiatives to realize its vision of becoming a leading maritime shipping and logistics company in Southeast Asia.

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Tri Andayani

Direktur Utama
President Director

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Sepanjang tahun 2025, Perseroan terus menjalankan peran strategis sebagai operator pelayaran nasional yang mendukung konektivitas nusantara, distribusi logistik nasional, serta pelayanan publik melalui penugasan pemerintah. Dengan dukungan seluruh pemangku kepentingan, Perseroan mampu menjaga kesinambungan operasional, meningkatkan kualitas layanan, memperkuat tata kelola perusahaan, serta membukukan kinerja keuangan yang positif dan bertumbuh dibandingkan tahun sebelumnya.

Throughout 2025, the Company continued to carry out its strategic role as a national shipping operator supporting archipelagic connectivity, national logistics distribution, and public services through Government assignments. With the support of all stakeholders, the Company successfully maintained operational continuity, enhanced service quality, strengthened corporate governance, and delivered positive financial performance with growth compared to the previous year.

ANALISIS KONDISI EKONOMI DAN INDUSTRI PELAYARAN TAHUN 2025

Tahun 2025 ditandai oleh kondisi perekonomian global yang masih berada dalam fase pertumbuhan moderat dengan tingkat ketidakpastian yang relatif tinggi. International Monetary Fund (IMF) dalam World Economic Outlook memproyeksikan pertumbuhan ekonomi dunia sebesar 3,3%, relatif stagnan dibandingkan tahun sebelumnya dan masih berada di bawah rata-rata historis jangka panjang. Kondisi tersebut dipengaruhi oleh tingginya suku bunga global yang bertahan lebih lama, tensi geopolitik di berbagai kawasan, fragmentasi perdagangan internasional, serta perlambatan ekonomi di beberapa negara utama seperti Tiongkok dan kawasan Eropa. Situasi tersebut berdampak pada volatilitas harga energi, peningkatan biaya logistik global, serta terganggunya stabilitas rantai pasok internasional yang turut memengaruhi sektor transportasi dan pelayaran dunia.

ANALYSIS OF ECONOMIC CONDITIONS AND THE SHIPPING INDUSTRY IN 2025

The year 2025 was characterized by a global economy that remained in a phase of moderate growth amid relatively high levels of uncertainty. In its World Economic Outlook, the International Monetary Fund (IMF) projected global economic growth of 3.3%, relatively unchanged from the previous year and still below the long-term historical average. This condition was influenced by persistently high global interest rates, geopolitical tensions across various regions, fragmentation of international trade, and economic slowdowns in several major economies, including China and Europe. These developments contributed to volatility in energy prices, rising global logistics costs, and disruptions to international supply chain stability, all of which affected the global transportation and shipping sectors.

Selain itu, dinamika geopolitik dan ketidakpastian perdagangan global turut menyebabkan perubahan pola perdagangan internasional dan arus distribusi logistik. Meskipun tekanan inflasi global mulai menunjukkan tren penurunan, biaya operasional industri transportasi dan pelayaran masih berada pada level yang relatif tinggi akibat kenaikan harga bahan bakar, biaya *docking*, biaya pemeliharaan armada, serta penyesuaian tarif jasa kepelabuhanan. Di tengah kondisi tersebut, perusahaan-perusahaan pelayaran global dituntut untuk meningkatkan efisiensi operasional, memperkuat digitalisasi layanan, dan menjaga fleksibilitas bisnis guna mempertahankan daya saing.

In addition, geopolitical developments and uncertainty in global trade led to shifts in international trade patterns and logistics flows. Although global inflationary pressures showed signs of easing, operating costs within the transportation and shipping industries remained relatively high due to increases in fuel prices, docking expenses, vessel maintenance costs, and adjustments in port service tariffs. Under these circumstances, global shipping companies were required to improve operational efficiency, accelerate service digitalization, and maintain business flexibility to preserve their competitiveness.

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Di tengah tantangan global tersebut, perekonomian Indonesia menunjukkan resiliensi yang cukup baik. Berdasarkan data Badan Pusat Statistik (BPS), ekonomi Indonesia tumbuh sebesar 5,11% pada tahun 2025, meningkat dibandingkan tahun sebelumnya sebesar 5,03%. Pertumbuhan tersebut didukung oleh konsumsi rumah tangga yang tetap kuat, peningkatan investasi, serta aktivitas perdagangan dan industri yang terus tumbuh positif. Dari sisi eksternal, Indonesia juga mencatat surplus neraca perdagangan sebesar US$41,05 miliar, yang memberikan bantalan terhadap stabilitas ekonomi nasional dan mendukung ketahanan sektor usaha.

Amid these global challenges, Indonesia's economy demonstrated strong resilience. According to data from Statistics Indonesia (BPS), Indonesia's economy grew by 5.11% in 2025, compared to 5.03% in the previous year. This growth was supported by strong household consumption, increasing investment, and continued positive growth in trade and industrial activities. From an external perspective, Indonesia also recorded a trade surplus of USD41.05 billion, providing a buffer for national economic stability and supporting the resilience of the business sector.

Stabilitas makroekonomi nasional turut menjadi faktor penting dalam menjaga iklim usaha sepanjang tahun 2025. Tingkat inflasi nasional tercatat sebesar 2,92% atau masih berada dalam rentang sasaran pemerintah dan Bank Indonesia. Sementara itu, sektor perbankan tetap menunjukkan kinerja yang solid dengan pertumbuhan kredit sebesar 9,69%, terutama didorong oleh pertumbuhan kredit investasi yang meningkat lebih dari 21%. Kondisi tersebut menunjukkan tingkat kepercayaan dunia usaha terhadap prospek ekonomi nasional yang tetap positif dan mendukung peningkatan aktivitas bisnis dan logistik domestik.

National macroeconomic stability also played an important role in sustaining a favorable business climate throughout 2025. Inflation was recorded at 2.92%, remaining within the target range set by the Government and Bank Indonesia. Meanwhile, the banking sector continued to demonstrate solid performance, with credit growth reaching 9.69%, primarily driven by investment lending growth of more than 21%. These conditions reflected strong business confidence in the positive outlook of the national economy and supported the continued growth of domestic business and logistics activities.

Dari sisi industri, sektor pelayaran nasional pada tahun 2025 menghadapi tantangan berupa kenaikan biaya operasional, fluktuasi harga bahan bakar minyak (BBM), peningkatan biaya pemeliharaan kapal, persaingan tarif angkutan, serta tuntutan peningkatan kualitas layanan dan keselamatan pelayaran. Tantangan tersebut semakin kompleks dengan adanya kebutuhan modernisasi armada dan peningkatan standar keselamatan serta keamanan pelayaran sesuai ketentuan regulator nasional maupun internasional. Di sisi lain, meningkatnya aktivitas perdagangan domestik, pertumbuhan sektor logistik, serta penguatan konektivitas antardaerah memberikan peluang pertumbuhan yang cukup besar bagi industri pelayaran nasional.

From an industry perspective, the national shipping sector faced challenges in 2025, including rising operating costs, fuel price fluctuations, increasing vessel maintenance expenses, freight rate competition, and growing demands for higher service quality and maritime safety standards. These challenges became increasingly complex due to the need for fleet modernization and the enhancement of maritime safety and security standards in accordance with national and international regulations. At the same time, growing domestic trade activities, the expansion of the logistics sector, and stronger interregional connectivity created significant growth opportunities for the national shipping industry.

Pemerintah Indonesia juga terus memperkuat pembangunan sektor maritim sebagai bagian dari strategi penguatan konektivitas nasional dan efisiensi logistik. Melalui program Tol Laut, kapal perintis, serta pengembangan ekosistem logistik nasional, Pemerintah

The Government of Indonesia also continued to strengthen maritime sector development as part of its strategy to enhance national connectivity and logistics efficiency. Through programs such as the Sea Toll Program, pioneer shipping services, and the development

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mendorong pemerataan distribusi barang dan mobilitas masyarakat hingga ke wilayah Tertinggal, Terdepan, Terluar, dan Perbatasan (3TP). Kebijakan tersebut memberikan ruang pertumbuhan yang positif bagi industri pelayaran nasional, khususnya bagi Perseroan yang memiliki peran strategis dalam mendukung pelayanan publik dan konektivitas nusantara.

of the national logistics ecosystem, the Government promoted equitable distribution of goods and public mobility, including in Disadvantage, Frontier, Outermost, and Border Areas (3TP) regions. These policies created positive growth opportunities for the national shipping industry, particularly for the Company, which plays a strategic role in supporting public services and archipelagic connectivity.

Sebagai BUMN yang menjalankan mandat strategis negara di sektor transportasi laut, PT PELNI (Persero) terus memainkan peran penting dalam mendukung mobilitas masyarakat dan distribusi logistik nasional. Sepanjang tahun 2025, Perseroan mengoperasikan armada penumpang, Kapal Perintis, Kapal Tol Laut, serta layanan logistik yang menjadi bagian penting dalam mendukung pemerataan pembangunan nasional. Perseroan juga terus memperkuat kualitas layanan dan keandalan operasional guna memastikan kesinambungan konektivitas antarpulau di Indonesia.

As a state-owned enterprise entrusted with a strategic national mandate in the maritime transportation sector, PT PELNI (Persero) continued to play an important role in supporting public mobility and national logistics distribution. Throughout 2025, the Company operated passenger vessels, pioneer vessels, Sea Toll vessels, and logistics services that served as essential components in supporting equitable national development. The Company also continued to strengthen service quality and operational reliability to ensure uninterrupted inter-island connectivity throughout Indonesia.

Selain itu, tren digitalisasi layanan, penguatan aspek *Environmental*, *Social*, *and Governance* (ESG), serta peningkatan standar keselamatan dan keamanan pelayaran menjadi faktor penting yang mendorong transformasi industri pelayaran nasional. Pelanggan kini semakin menuntut layanan yang cepat, aman, terintegrasi, dan berbasis digital. Oleh karena itu, Perseroan terus mempercepat transformasi digital melalui pengembangan layanan tiket *online*, digitalisasi operasional, penguatan sistem informasi terintegrasi, serta peningkatan layanan pelanggan berbasis teknologi.

Furthermore, trends in service digitalization, the strengthening of Environmental, Social, and Governance (ESG) principles, and increasing maritime safety and security standards became important drivers of transformation within the national shipping industry. Customers increasingly demanded services that are fast, secure, integrated, and digitally enabled. In response, the Company accelerated its digital transformation initiatives through the development of online ticketing services, operational digitalization, integrated information systems, and technology-based customer service enhancements.

Di sisi keberlanjutan, industri pelayaran juga menghadapi tuntutan global untuk menerapkan operasional yang lebih ramah lingkungan dan efisien energi. Perseroan memandang bahwa implementasi prinsip ESG, penguatan budaya keselamatan, efisiensi penggunaan energi, serta peningkatan tata kelola perusahaan menjadi faktor penting dalam menjaga keberlangsungan usaha jangka panjang. Perseroan meyakini bahwa Perseroan pelayaran yang mampu beradaptasi melalui peningkatan kualitas layanan, efisiensi operasional, inovasi digital, dan penguatan tata kelola akan memiliki daya saing yang lebih kuat di masa mendatang.

From a sustainability perspective, the shipping industry also faces growing global expectations for environmentally friendly and energy-efficient operations. The Company believes that the implementation of ESG principles, the strengthening of safety culture, energy efficiency initiatives, and enhanced corporate governance are critical factors in ensuring long-term business sustainability. The Company remains confident that shipping companies capable of adapting through improved service quality, operational efficiency, digital innovation, and stronger governance will be better positioned to maintain competitiveness in the future.

STRATEGI DAN KEBIJAKAN STRATEGIS PERSEROAN TAHUN 2025

Tahun 2025 merupakan fase awal implementasi Rencana Jangka Panjang Perusahaan (RJPP) PT PELNI (Persero) Tahun 2025–2029 dengan tema fase "*Quality-Assured Shipping Operator*". Fase ini menjadi fondasi penting dalam transformasi Perseroan menuju Perseroan pelayaran dan logistik maritim yang unggul dan berdaya saing global. Fokus utama pada fase ini diarahkan pada penguatan kualitas operasional, standarisasi layanan di seluruh wilayah operasional, peningkatan keselamatan dan keamanan pelayaran, penguatan budaya keselamatan (*safety culture*), serta pengembangan portofolio bisnis yang lebih kompetitif dan berkelanjutan. Strategi tersebut disusun sejalan dengan visi Perseroan untuk menjadi Perseroan pelayaran yang unggul dalam mendukung konektivitas dan pertumbuhan ekosistem logistik maritim Indonesia.

Dalam mendukung implementasi strategi tersebut, Perseroan mengembangkan kerangka strategis "*Quantum7 to Drive Sustainable Business Growth*" yang menjadi landasan transformasi bisnis Perseroan sepanjang periode RJPP 2025–2029. Melalui kerangka "*Quantum7*", Perseroan menetapkan tujuh pilar utama yang mencakup penguatan *core business* pelayaran, pengembangan bisnis logistik dan maritim, transformasi digital, penguatan *human capital*, peningkatan tata kelola dan manajemen risiko, optimalisasi aset dan investasi, serta pengembangan kolaborasi dan kemitraan strategis. Pada tahun 2025, implementasi strategi tersebut diterjemahkan ke dalam berbagai program strategis dan 56 Rencana Kerja Manajemen (RKM) yang melibatkan seluruh direktorat dan entitas dalam PELNI Group.

Pada aspek operasional, Perseroan memprioritaskan peningkatan keandalan armada guna memastikan kelancaran operasional dan kualitas pelayanan kepada masyarakat. Langkah strategis yang dilakukan meliputi penguatan program *preventive maintenance*, optimalisasi jadwal *docking* dan pemeliharaan kapal, peningkatan utilisasi armada, serta penguatan pengawasan operasional pelayaran di seluruh wilayah kerja Perseroan. Selain itu, Perseroan terus meningkatkan implementasi standar

STRATEGY AND STRATEGIC POLICIES IN 2025

The year 2025 marked the initial phase of the implementation of PT PELNI (Persero)'s 2025–2029 Long-Term Corporate Plan (RJPP), under the theme "Quality-Assured Shipping Operator." This phase serves as a critical foundation for the Company's transformation toward becoming a world-class maritime shipping and logistics company with strong competitiveness. The primary focus during this phase is directed toward strengthening operational excellence, standardizing services across all operational regions, enhancing maritime safety and security, reinforcing a strong safety culture, and developing a more competitive and sustainable business portfolio. These strategies are aligned with the Company's vision of becoming a leading shipping company that supports connectivity and the growth of Indonesia's maritime logistics ecosystem.

To support the implementation of this strategy, the Company developed the "Quantum7 to Drive Sustainable Business Growth" strategic framework, which serves as the cornerstone of its business transformation throughout the 2025–2029 RJPP period. Through the Quantum7 framework, the Company established seven key strategic pillars covering the strengthening of its core shipping business, development of logistics and maritime businesses, digital transformation, human capital development, enhancement of governance and risk management, optimization of assets and investments, and the expansion of strategic collaborations and partnerships. In 2025, these strategic priorities were translated into a series of strategic initiatives and 56 Management Work Plans (RKM) involving all directorates and entities within the PELNI Group.

From an operational perspective, the Company prioritized the enhancement of fleet reliability to ensure smooth operations and high-quality services for the public. Strategic initiatives included strengthening preventive maintenance programs, optimizing docking schedules and vessel maintenance activities, improving fleet utilization, and enhancing operational supervision across all operational areas. In addition, the Company continued to strengthen the implementation of maritime safety

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keselamatan dan keamanan pelayaran melalui penguatan kepatuhan terhadap regulasi nasional dan internasional, peningkatan kompetensi awak kapal, serta pengembangan budaya keselamatan kerja secara berkelanjutan.

Dalam mendukung layanan transportasi laut nasional, Perseroan pada tahun 2025 mengoperasikan sebanyak 84 unit kapal, dimana 83 unit kapal atau sekitar 97,64% melayani trayek penugasan Pemerintah, termasuk kapal penumpang, kapal perintis, kapal Tol Laut, kapal rede, dan kapal ternak. Operasional armada tersebut menjadi bagian penting dalam mendukung konektivitas antarpulau, distribusi logistik nasional, serta pemerataan pembangunan di wilayah Tertinggal, Terdepan, Terluar, dan Perbatasan (3TP). Perseroan juga terus meningkatkan kualitas pelayanan penumpang melalui penguatan layanan digital, peningkatan kenyamanan kapal, pengembangan sistem *ticketing online*, serta penguatan layanan pelanggan melalui *contact center* dan kanal layanan digital lainnya.

Di sektor bisnis logistik, Perseroan memperkuat pengembangan layanan angkutan barang dan kontainer sebagai bagian dari strategi diversifikasi usaha dan pengembangan ekosistem logistik maritim nasional. Perseroan terus mendorong peningkatan kontribusi bisnis logistik melalui penguatan layanan multimoda, optimalisasi jaringan distribusi, serta pengembangan bisnis pendukung yang terintegrasi dengan layanan pelayaran. Selain itu, Perseroan juga memperkuat sinergi dengan entitas anak dan mitra strategis guna memperluas jangkauan layanan dan meningkatkan kontribusi pendapatan non-penugasan terhadap total pendapatan Perseroan.

Perseroan turut menjalankan kebijakan transformasi digital sebagai bagian dari agenda modernisasi Perseroan. Transformasi digital dilakukan melalui pengembangan sistem informasi terintegrasi untuk mendukung operasional armada, pengelolaan keuangan, pengelolaan SDM, sistem pengadaan, hingga pengambilan keputusan berbasis data. Perseroan juga memperkuat digitalisasi layanan pelanggan melalui pengembangan aplikasi dan *platform* layanan yang lebih mudah diakses, cepat, dan terintegrasi. Langkah tersebut dilakukan guna meningkatkan efisiensi operasional, transparansi proses bisnis, serta kualitas pengalaman pelanggan.

and security standards through stricter compliance with national and international regulations, competency development for crew members, and the continuous reinforcement of occupational safety culture.

To support national maritime transportation services, the Company operated 84 vessels during 2025, of which 84 vessels, or approximately 97.64%, served Government-assigned routes, including passenger vessels, pioneer vessels, Sea Toll vessels, rede vessels, and livestock carriers. These operations played an important role in supporting inter-island connectivity, national logistics distribution, and equitable development in Disadvantaged, Frontier, Outermost and Border Areas (3TP) regions. The Company also continued to enhance passenger services through strengthened digital services, improved onboard comfort, expanded online ticketing systems, and enhanced customer support through contact centers and other digital service channels.

Within the logistics business segment, the Company strengthened the development of cargo and container transportation services as part of its business diversification strategy and efforts to support the national maritime logistics ecosystem. The Company continued to increase the contribution of its logistics business through the expansion of multimodal services, optimization of distribution networks, and the development of supporting businesses integrated with shipping services. Furthermore, the Company strengthened synergies with subsidiaries and strategic partners to expand service coverage and increase the contribution of non-assignment revenues to total corporate income.

The Company also pursued digital transformation as part of its corporate modernization agenda. Digital transformation initiatives included the development of integrated information systems supporting fleet operations, financial management, human capital management, procurement systems, and data-driven decision-making processes. The Company also enhanced customer service digitalization through the development of more accessible, faster, and integrated service applications and platforms. These initiatives were undertaken to improve operational efficiency, strengthen business process transparency, and enhance the overall customer experience.

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Pada aspek sumber daya manusia, Perseroan terus memperkuat pengembangan kompetensi pegawai melalui berbagai program pelatihan, sertifikasi, pengembangan kepemimpinan, serta internalisasi budaya AKHLAK dan budaya keselamatan kerja. Perseroan meyakini bahwa transformasi bisnis yang berkelanjutan harus didukung oleh SDM yang profesional, adaptif, dan memiliki orientasi pelayanan yang kuat. Oleh karena itu, penguatan *human capital* menjadi salah satu prioritas strategis Perseroan dalam menghadapi dinamika industri pelayaran yang semakin kompetitif.

In the area of human capital, the Company continued to strengthen employee competency development through various training programs, professional certifications, leadership development initiatives, and the internalization of AKHLAK core values and occupational safety culture. The Company believes that sustainable business transformation must be supported by professional, adaptive, and service-oriented human resources. Accordingly, human capital development remains one of the Company's strategic priorities in responding to the increasingly competitive dynamics of the shipping industry.

Dalam aspek keuangan, Perseroan menerapkan kebijakan pengendalian biaya secara disiplin melalui optimalisasi struktur biaya operasional, penguatan *cash management*, efisiensi penggunaan energi dan bahan bakar, serta pengelolaan investasi secara selektif dan *prudent*. Perseroan juga terus menjaga kesehatan struktur keuangan Perseroan melalui penguatan likuiditas, optimalisasi pendanaan, serta pengendalian risiko keuangan di tengah volatilitas industri dan dinamika ekonomi global. Sepanjang tahun 2025, Perseroan juga terus mendorong optimalisasi aset dan peningkatan produktivitas investasi guna mendukung pertumbuhan usaha jangka panjang.

From a financial perspective, the Company implemented disciplined cost-control policies through the optimization of operating cost structures, strengthened cash management, improved energy and fuel efficiency, and selective and prudent investment management. The Company also continued to maintain a healthy financial structure by strengthening liquidity, optimizing funding strategies, and managing financial risks amid industry volatility and global economic uncertainty. Throughout 2025, the Company also continued to optimize asset utilization and improve investment productivity to support long-term business growth.

Selain itu, Perseroan memperkuat implementasi prinsip *Environmental, Social, and Governance* (ESG) sebagai bagian integral dari strategi bisnis berkelanjutan. Dalam aspek lingkungan, Perseroan menjalankan berbagai program efisiensi energi, pengelolaan limbah operasional, pengurangan emisi, serta peningkatan kepatuhan terhadap aspek keselamatan dan perlindungan lingkungan pelayaran. Pada aspek sosial, Perseroan melaksanakan berbagai program Tanggung Jawab Sosial dan Lingkungan (TJSL) yang berfokus pada pemberdayaan masyarakat, pendidikan, kesehatan, bantuan sosial, dan pengembangan wilayah kepulauan. Sementara itu, pada aspek tata kelola, Perseroan terus memperkuat implementasi *Good Corporate Governance* (GCG), manajemen risiko, sistem pengendalian internal, serta budaya integritas dan kepatuhan di seluruh lini organisasi.

In addition, the Company strengthened the implementation of Environmental, Social, and Governance (ESG) principles as an integral component of its sustainable business strategy. From an environmental perspective, the Company implemented various energy efficiency initiatives, operational waste management programs, emissions reduction efforts, and measures to enhance compliance with maritime safety and environmental protection standards. On the social front, the Company carried out various Social and Environmental Responsibility (TJSL) programs focusing on community empowerment, education, healthcare, social assistance, and the development of island and coastal regions. Meanwhile, from a governance perspective, the Company continued to strengthen the implementation of Good Corporate Governance (GCG), risk management, internal control systems, and a culture of integrity and compliance across all organizational levels.

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Melalui berbagai strategi dan kebijakan tersebut, Perseroan optimis mampu memperkuat daya saing Perseroan, meningkatkan kualitas layanan dan operasional, serta menciptakan pertumbuhan usaha yang sehat dan berkelanjutan. Direksi meyakini bahwa transformasi yang dijalankan secara konsisten akan memperkuat posisi PELNI sebagai Perseroan pelayaran nasional yang modern, andal, dan berdaya saing tinggi dalam mendukung konektivitas dan pertumbuhan ekonomi Indonesia.

Through these strategic initiatives and policies, the Company remains confident in its ability to strengthen its competitiveness, enhance service and operational excellence, and generate healthy and sustainable business growth. The Board of Directors believes that the consistent implementation of transformation initiatives will further strengthen PELNI's position as a modern, reliable, and highly competitive national shipping company supporting Indonesia's connectivity and economic development.

PERAN DIREKSI DALAM PERUMUSAN STRATEGI DAN MONITORING PELAKSANAAN STRATEGI

Direksi berperan aktif dalam merumuskan arah strategis Perseroan melalui penyusunan Rencana Kerja dan Anggaran Perusahaan (RKAP) serta Rencana Jangka Panjang Perusahaan (RJPP) yang disusun secara selaras dengan kebijakan Pemerintah, arahan Pemegang Saham, kebutuhan penugasan nasional, serta dinamika industri pelayaran nasional dan global. Dalam proses perumusannya, Direksi mempertimbangkan berbagai faktor strategis, antara lain kondisi makroekonomi, perkembangan industri logistik dan maritim, kebutuhan konektivitas nasional, perkembangan teknologi, hingga tantangan keberlanjutan usaha. Seluruh strategi Perseroan diarahkan untuk mendukung pertumbuhan usaha yang sehat, peningkatan kualitas layanan, penguatan daya saing, serta penciptaan nilai jangka panjang bagi seluruh pemangku kepentingan.

Pada tahun 2025, Direksi memimpin implementasi fase awal RJPP 2025–2029 dengan tema "*Quality-Assured Shipping Operator*" yang difokuskan pada penguatan kualitas operasional, standarisasi layanan, peningkatan keselamatan pelayaran, serta pengembangan bisnis logistik maritim yang berkelanjutan. Dalam mendukung implementasi strategi tersebut, Direksi menetapkan berbagai sasaran strategis yang dituangkan ke dalam program kerja Perseroan dan Rencana Kerja Manajemen (RKM) di seluruh unit kerja dan entitas anak Perseroan. Melalui pendekatan tersebut, setiap direktorat memiliki arah kerja yang terukur dan terintegrasi untuk mendukung pencapaian target Perseroan secara keseluruhan.

ROLE OF THE BOARD OF DIRECTORS IN FORMULATING AND MONITORING STRATEGY IMPLEMENTATION

The Board of Directors plays an active role in formulating the Company's strategic direction through the preparation of the Annual Work Plan and Budget (RKAP) and the Long-Term Corporate Plan (RJPP), which are developed in alignment with Government policies, Shareholder directives, national service mandates, and the dynamics of both the domestic and global shipping industries. In formulating these plans, the Board of Directors takes into consideration various strategic factors, including macroeconomic conditions, developments in the logistics and maritime industries, national connectivity requirements, technological advancements, and sustainability challenges. All corporate strategies are designed to support healthy business growth, enhance service quality, strengthen competitiveness, and create long-term value for all stakeholders.

In 2025, the Board of Directors led the implementation of the initial phase of the 2025–2029 Long-Term Corporate Plan (RJPP) under the theme "Quality-Assured Shipping Operator," focusing on strengthening operational excellence, service standardization, maritime safety enhancement, and the development of a sustainable maritime logistics business. To support the execution of this strategy, the Board of Directors established various strategic objectives that were translated into corporate work programs and Management Work Plans (RKM) across all business units and subsidiaries. Through this approach, each directorate was provided with measurable and integrated work priorities to support the achievement of the Company's overall objectives.

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Dalam pelaksanaan fungsi pengurusan, Direksi memastikan bahwa setiap program strategis diterjemahkan ke dalam indikator kinerja yang jelas dan terukur melalui *Key Performance Indicators* (KPI), target operasional, target layanan, dan indikator keuangan Perseroan. Monitoring pelaksanaan strategi dilakukan secara berkala melalui rapat Direksi, rapat koordinasi lintas fungsi, evaluasi realisasi RKAP, serta pemantauan pencapaian KPI Perseroan dan unit kerja. Direksi juga melakukan evaluasi berkala terhadap efektivitas program strategis, pengelolaan biaya, produktivitas armada, serta kualitas pelayanan guna memastikan seluruh program berjalan sesuai target dan memberikan kontribusi optimal terhadap kinerja Perseroan.

In carrying out its management function, the Board of Directors ensured that each strategic initiative was translated into clear and measurable performance indicators through Key Performance Indicators (KPIs), operational targets, service targets, and financial performance indicators. Strategy implementation was monitored regularly through Board of Directors meetings, cross-functional coordination meetings, evaluations of RKAP realization, and reviews of the achievement of corporate and departmental KPIs. The Board of Directors also conducted periodic evaluations of strategic program effectiveness, cost management, fleet productivity, and service quality to ensure that all initiatives remained on track and contributed optimally to corporate performance.

Direksi turut melakukan pengawasan intensif terhadap implementasi transformasi bisnis dan digitalisasi Perseroan guna memastikan seluruh inisiatif strategis berjalan secara efektif dan tepat sasaran. Penguatan transformasi dilakukan melalui pengembangan sistem informasi terintegrasi, digitalisasi layanan pelanggan, peningkatan efektivitas operasional armada, serta penguatan pengambilan keputusan berbasis data. Untuk meningkatkan efektivitas implementasi strategi, Direksi juga memperkuat koordinasi lintas direktorat dan mendorong budaya kolaboratif di seluruh lini organisasi agar proses pengambilan keputusan dapat berjalan lebih cepat, responsif, dan adaptif terhadap perubahan lingkungan usaha.

The Board of Directors also exercised intensive oversight over the implementation of business transformation and digitalization initiatives to ensure that all strategic programs were executed effectively and delivered the intended outcomes. Transformation efforts were reinforced through the development of integrated information systems, the digitalization of customer services, improvements in fleet operational effectiveness, and the strengthening of data-driven decision-making processes. To further enhance the effectiveness of strategy execution, the Board of Directors strengthened cross-directorate coordination and promoted a collaborative culture throughout the organization, enabling faster, more responsive, and more adaptive decision-making in response to changes in the business environment.

Selain itu, Direksi secara aktif melakukan komunikasi dan koordinasi dengan Dewan Komisaris, regulator, kementerian terkait, pemerintah daerah, serta berbagai pemangku kepentingan lainnya guna memastikan keselarasan strategi Perseroan dengan mandat penugasan negara dan arah kebijakan nasional. Koordinasi tersebut dilakukan dalam rangka mendukung kelancaran pelaksanaan penugasan pelayanan publik, pengembangan konektivitas maritim nasional, serta penguatan ekosistem logistik nasional. Direksi juga memastikan bahwa setiap kebijakan dan keputusan strategis Perseroan senantiasa dilaksanakan dengan mengedepankan prinsip tata kelola perusahaan yang baik, manajemen risiko yang *prudent*, serta keberlanjutan usaha jangka panjang.

Furthermore, the Board of Directors actively maintained communication and coordination with the Board of Commissioners, regulators, relevant ministries, regional governments, and other stakeholders to ensure alignment between the Company's strategies, state service mandates, and national policy directions. Such coordination was undertaken to support the effective implementation of public service obligations, the development of national maritime connectivity, and the strengthening of the national logistics ecosystem. The Board of Directors also ensured that all strategic policies and decisions were implemented in accordance with the principles of Good Corporate Governance, prudent risk management practices, and long-term business sustainability.

TANTANGAN YANG DIHADAPI DAN LANGKAH PENYELESAIANNYA

Sepanjang tahun 2025, Perseroan menghadapi berbagai tantangan yang berasal dari dinamika eksternal maupun internal Perseroan. Dari sisi eksternal, ketidakpastian ekonomi global, fluktuasi harga bahan bakar minyak (BBM), peningkatan biaya logistik dan pemeliharaan kapal, serta perubahan pola perdagangan dan mobilitas masyarakat memberikan tekanan terhadap industri pelayaran nasional. Di samping itu, kondisi cuaca ekstrem di sejumlah wilayah perairan Indonesia juga memengaruhi kelancaran operasional pelayaran, ketepatan jadwal perjalanan, serta efektivitas distribusi logistik. Persaingan usaha di sektor transportasi dan logistik yang semakin kompetitif turut menuntut Perseroan untuk terus meningkatkan kualitas layanan, efisiensi operasional, dan daya saing bisnis secara berkelanjutan.

Selain tantangan eksternal, Perseroan juga menghadapi tantangan internal berupa kebutuhan peningkatan keandalan armada, penguatan sistem keselamatan pelayaran, percepatan transformasi digital, serta peningkatan kualitas sumber daya manusia. Sebagai Perseroan pelayaran nasional yang mengemban mandat pelayanan publik dan konektivitas nasional, Perseroan dituntut untuk mampu menjaga keseimbangan antara aspek pelayanan, keberlanjutan operasional, dan pencapaian kinerja keuangan Perseroan. Perubahan pola mobilitas masyarakat serta meningkatnya kebutuhan distribusi logistik nasional juga mendorong Perseroan untuk lebih adaptif dalam mengembangkan layanan dan model bisnis yang relevan dengan kebutuhan pasar.

Untuk menghadapi tantangan tersebut, Perseroan menjalankan berbagai langkah strategis yang difokuskan pada penguatan efisiensi operasional dan optimalisasi utilisasi armada. Perseroan melakukan pengendalian biaya secara disiplin melalui optimalisasi penggunaan bahan bakar, efisiensi biaya operasional kapal, penguatan pengelolaan rantai pasok, serta peningkatan efektivitas pemeliharaan kapal melalui program *preventive maintenance* yang lebih terencana. Selain itu, Perseroan juga melakukan optimalisasi pola operasi kapal dan penyesuaian jadwal pelayaran guna menjaga produktivitas layanan dan meningkatkan tingkat utilisasi armada secara optimal.

CHALLENGES AND MITIGATION

Throughout 2025, the Company faced various challenges arising from both external and internal factors. From an external perspective, global economic uncertainty, fluctuations in fuel prices, rising logistics and vessel maintenance costs, as well as changes in trade patterns and public mobility created pressure on the national shipping industry. In addition, extreme weather conditions in several Indonesian waters affected shipping operations, schedule reliability, and the effectiveness of logistics distribution. Increasingly intense competition within the transportation and logistics sectors also required the Company to continuously improve service quality, operational efficiency, and business competitiveness.

Beyond external challenges, the Company also faced internal challenges related to enhancing fleet reliability, strengthening maritime safety systems, accelerating digital transformation, and improving human capital quality. As a national shipping company entrusted with public service and national connectivity responsibilities, the Company is required to maintain a balance between service obligations, operational sustainability, and financial performance. Changes in public mobility patterns and increasing demand for national logistics distribution also encouraged the Company to adopt a more adaptive approach in developing services and business models that align with evolving market needs.

To address these challenges, the Company implemented a range of strategic initiatives focused on improving operational efficiency and optimizing fleet utilization. Cost-control measures were implemented through optimized fuel consumption, improved vessel operating efficiency, strengthened supply chain management, and enhanced vessel maintenance effectiveness through more structured preventive maintenance programs. In addition, the Company optimized vessel deployment patterns and adjusted sailing schedules to maintain service productivity and maximize fleet utilization.

Perseroan juga memperkuat sistem perencanaan operasional dan manajemen risiko guna meningkatkan ketahanan bisnis terhadap dinamika eksternal. Penguatan manajemen risiko dilakukan melalui identifikasi dan mitigasi risiko strategis, operasional, keuangan, keselamatan pelayaran, serta risiko teknologi informasi secara lebih terintegrasi. Di sisi lain, Perseroan terus memperkuat implementasi aspek keselamatan dan keamanan pelayaran melalui peningkatan pengawasan operasional, penguatan budaya keselamatan kerja (*safety culture*), peningkatan kompetensi awak kapal, serta kepatuhan terhadap standar keselamatan nasional maupun internasional. Langkah tersebut menjadi bagian penting dalam menjaga kontinuitas operasional dan kualitas pelayanan kepada masyarakat.

The Company also strengthened operational planning systems and risk management practices to enhance business resilience amid external uncertainties. Risk management initiatives included more integrated identification and mitigation of strategic, operational, financial, maritime safety, and information technology risks. At the same time, the Company continued to reinforce maritime safety and security through enhanced operational supervision, the strengthening of safety culture, competency development for crew members, and strict compliance with national and international safety standards. These measures play an important role in maintaining operational continuity and ensuring consistent service quality for the public.

Di samping itu, Perseroan mempercepat implementasi transformasi digital dan pengembangan kompetensi SDM guna mendukung peningkatan kualitas layanan, efektivitas operasional, dan daya saing Perseroan secara berkelanjutan. Transformasi digital dilakukan melalui pengembangan sistem informasi terintegrasi, digitalisasi layanan tiket dan pelanggan, penguatan pengelolaan data operasional, serta peningkatan sistem monitoring operasional armada secara *real time*. Perseroan juga terus meningkatkan kompetensi pegawai melalui program pelatihan, sertifikasi, pengembangan kepemimpinan, dan internalisasi budaya AKHLAK agar seluruh insan Perseroan mampu beradaptasi terhadap perubahan industri dan mendukung agenda transformasi Perseroan secara optimal. Dengan berbagai langkah strategis tersebut, Perseroan optimis mampu menjaga keberlangsungan usaha dan memperkuat posisi sebagai Perseroan pelayaran nasional yang andal dan berdaya saing.

Furthermore, the Company accelerated digital transformation initiatives and human capital development programs to support continuous improvements in service quality, operational effectiveness, and corporate competitiveness. Digital transformation efforts included the development of integrated information systems, the digitalization of ticketing and customer services, enhanced operational data management, and the implementation of real-time fleet monitoring systems. The Company also continued to strengthen employee competencies through training programs, professional certifications, leadership development initiatives, and the internalization of AKHLAK core values to ensure that all employees remain adaptive to industry developments and fully support the Company's transformation agenda. Through these strategic measures, the Company remains confident in its ability to maintain business continuity and strengthen its position as a reliable and competitive national shipping company.

KINERJA PERSEROAN TAHUN 2025, TERMASUK PERBANDINGAN TARGET DAN REALISASI

Sepanjang tahun 2025, PT PELNI (Persero) berhasil menjaga kinerja usaha secara positif di tengah dinamika industri pelayaran yang penuh tantangan. Ketidakpastian ekonomi global, fluktuasi harga bahan bakar, peningkatan biaya operasional, serta perubahan pola mobilitas dan distribusi logistik nasional tidak mengurangi

COMPANY PERFORMANCE IN 2025, INCLUDING COMPARISON BETWEEN TARGETS AND REALIZATION

Throughout 2025, PT PELNI (Persero) successfully maintained positive business performance amid the challenging dynamics of the shipping industry. Global economic uncertainty, fuel price volatility, rising operating costs, and changes in mobility patterns and national logistics distribution did not diminish the Company's ability

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kemampuan Perseroan dalam menjaga keberlangsungan operasional dan meningkatkan kinerja usaha. Melalui penguatan efisiensi operasional, optimalisasi armada, serta peningkatan kualitas layanan, Perseroan mampu mempertahankan perannya sebagai operator pelayaran nasional yang andal dalam mendukung konektivitas dan distribusi logistik nasional.

to sustain operations and improve business performance. Through strengthened operational efficiency, optimized fleet utilization, and continuous improvements in service quality, the Company maintained its role as a reliable national shipping operator supporting connectivity and logistics distribution across Indonesia.

Dari sisi operasional, Perseroan berhasil mempertahankan kualitas layanan transportasi laut melalui pengoperasian armada secara optimal di seluruh wilayah Indonesia. Pada tahun 2025, Perseroan mengoperasikan sebanyak 85 unit kapal, dimana 83 unit kapal melayani berbagai trayek penugasan pemerintah, termasuk Kapal Penumpang, Kapal Perintis, Kapal Tol Laut, Kapal Rede, dan Kapal Ternak. Operasional tersebut menjadi bagian penting dalam mendukung konektivitas antarpulau, distribusi logistik nasional, serta pelayanan masyarakat di wilayah Tertinggal, Terdepan, Terluar, dan Perbatasan (3TP). Perseroan juga terus menjaga tingkat keandalan operasional melalui penguatan program pemeliharaan kapal, peningkatan keselamatan pelayaran, serta penguatan pengawasan operasional di seluruh wilayah kerja Perseroan.

From an operational perspective, the Company successfully maintained the quality of its maritime transportation services through the optimal deployment of its fleet across Indonesia. In 2025, the Company operated a total of 85 vessels, of which 83 vessels served various Government-assigned routes, including passenger vessels, pioneer vessels, Sea Toll vessels, rede vessels, and livestock carriers. These operations played an important role in supporting inter-island connectivity, national logistics distribution, and public services in Disadvantage, Frontier, Outermost, and Border Areas (3TP) regions. The Company also maintained a high level of operational reliability through strengthened vessel maintenance programs, enhanced maritime safety measures, and reinforced operational oversight across all operational areas.

Sepanjang tahun 2025, jumlah penumpang yang diangkut Perseroan meningkat sebesar 2,29% menjadi 4,47 juta orang dibandingkan tahun sebelumnya. Peningkatan tersebut mencerminkan kepercayaan masyarakat yang tetap tinggi terhadap layanan transportasi laut Perseroan sebagai moda transportasi yang aman, andal, dan terjangkau. Selain layanan penumpang, Perseroan juga terus memperkuat layanan logistik dan angkutan barang guna mendukung pertumbuhan aktivitas perdagangan domestik dan distribusi kebutuhan pokok di berbagai wilayah Indonesia. Pengembangan layanan logistik dan usaha pendukung lainnya turut memberikan kontribusi positif terhadap pendapatan Perseroan.

Throughout 2025, the number of passengers transported by the Company increased by 2.29% to 4.47 million passengers compared to the previous year. This increase reflects the continued trust of the public in the Company's maritime transportation services as a safe, reliable, and affordable mode of transportation. In addition to passenger services, the Company continued to strengthen its logistics and cargo transportation services to support the growth of domestic trade activities and the distribution of essential goods across various regions of Indonesia. The development of logistics services and other supporting businesses also contributed positively to the Company's revenue growth.

Dari sisi keuangan, Perseroan membukukan pendapatan usaha sebesar Rp6,24 triliun atau meningkat 1,07% dibandingkan tahun sebelumnya. Peningkatan tersebut didukung oleh pertumbuhan layanan angkutan penumpang, kontribusi angkutan barang dan logistik, serta peningkatan pendapatan dari usaha pendukung lainnya. Di tengah tekanan biaya operasional akibat

From a financial perspective, the Company recorded operating revenues of Rp6.24 trillion, representing an increase of 1.07% compared to the previous year. This growth was supported by increased passenger transportation services, contributions from cargo and logistics operations, and higher revenues from supporting business activities. Despite pressure from rising fuel prices

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kenaikan harga bahan bakar dan biaya pemeliharaan armada, Perseroan tetap mampu menjaga efisiensi dan produktivitas operasional sehingga kinerja usaha tetap tumbuh secara positif.

and fleet maintenance costs, the Company successfully maintained operational efficiency and productivity, enabling it to sustain positive business growth.

Perseroan juga berhasil membukukan laba tahun berjalan sebesar Rp202,29 miliar atau meningkat 4,14% dibandingkan tahun sebelumnya. Capaian tersebut mencerminkan keberhasilan Perseroan dalam menjaga keseimbangan antara pertumbuhan usaha, pengendalian biaya operasional, serta optimalisasi pengelolaan keuangan Perseroan. Penguatan *cash management*, disiplin pengendalian biaya, optimalisasi utilisasi armada, serta efisiensi operasional menjadi faktor penting yang mendukung peningkatan profitabilitas Perseroan di tengah tekanan industri pelayaran nasional.

The Company also recorded profit for the year of Rp202.29 billion, an increase of 4.14% compared to the previous year. This achievement reflects the Company's success in maintaining a balance between business growth, operational cost management, and effective financial administration. Strengthened cash management, disciplined cost control, optimized fleet utilization, and operational efficiency initiatives were key factors supporting the improvement in profitability amid the challenges facing the national shipping industry.

Struktur keuangan Perseroan pada tahun 2025 juga menunjukkan kondisi yang semakin kuat dan sehat. Total aset Perseroan meningkat sebesar 28,65% menjadi Rp12,97 triliun, sedangkan total ekuitas meningkat sebesar 32,04% menjadi Rp11,25 triliun. Peningkatan tersebut menunjukkan kemampuan Perseroan dalam memperkuat fundamental keuangan dan kapasitas usaha guna mendukung pengembangan bisnis dan investasi jangka panjang. Kondisi likuiditas dan struktur permodalan yang semakin baik juga menjadi modal penting bagi Perseroan dalam menghadapi dinamika industri serta mendukung agenda transformasi Perseroan.

The Company's financial structure also demonstrated increasing strength and resilience throughout 2025. Total assets increased by 28.65% to Rp12.97 trillion, while total equity grew by 32.04% to Rp11.25 trillion. These increases demonstrate the Company's ability to strengthen its financial fundamentals and business capacity to support long-term business development and investment initiatives. Improved liquidity and a stronger capital structure also provide an important foundation for navigating industry dynamics and supporting the Company's transformation agenda.

Dari sisi pencapaian target RKAP 2025, Perseroan berhasil menunjukkan kinerja yang melampaui target yang telah ditetapkan. Berdasarkan RKAP Tahun 2025, Perseroan menargetkan laba konsolidasi sebesar Rp186,70 miliar. Dengan realisasi laba sebesar Rp202,29 miliar, Perseroan berhasil melampaui target laba yang ditetapkan. Selain itu, Perseroan juga berhasil menjaga realisasi operasional dan kualitas pelayanan sesuai sasaran strategis Perseroan. Capaian tersebut menunjukkan efektivitas implementasi strategi operasional, pengendalian biaya, serta pengelolaan Perseroan yang dilakukan secara disiplin dan terukur sepanjang tahun berjalan.

In terms of the achievement of the 2025 RKAP targets, the Company delivered performance that exceeded established targets. Under the 2025 RKAP, the Company targeted consolidated profit of Rp186.70 billion. With actual profit reaching Rp202.29 billion, the Company successfully surpassed its profit target. In addition, the Company maintained operational performance and service quality in line with its strategic objectives. These achievements demonstrate the effectiveness of the Company's operational strategies, cost-control measures, and disciplined corporate management practices throughout the year.

Selain pencapaian kinerja keuangan, Perseroan juga berhasil menjaga kualitas layanan operasional, keselamatan pelayaran, serta pelaksanaan penugasan

Beyond its financial achievements, the Company also successfully maintained operational service quality, maritime safety standards, and the effective execution

pemerintah secara optimal. Perseroan terus memastikan terpenuhinya standar keselamatan dan keamanan pelayaran melalui penguatan budaya keselamatan kerja, peningkatan kompetensi awak kapal, serta kepatuhan terhadap standar operasional dan regulasi yang berlaku. Perseroan juga terus memperkuat transformasi digital melalui pengembangan layanan berbasis teknologi informasi guna meningkatkan kualitas pelayanan kepada pelanggan dan efektivitas operasional Perseroan.

of Government assignments. The Company continuously ensured compliance with maritime safety and security standards through the reinforcement of safety culture, competency enhancement programs for crew members, and strict adherence to applicable operational standards and regulations. The Company also continued to advance its digital transformation initiatives through the development of information technology-based services to improve customer experience and operational effectiveness.

Capaian kinerja tahun 2025 tersebut menjadi bukti komitmen Perseroan dalam menjalankan fungsi bisnis sekaligus fungsi pelayanan publik secara berimbang. Dengan dukungan seluruh insan Perseroan, pemegang saham, regulator, dan pemangku kepentingan lainnya, Perseroan optimis dapat terus memperkuat kinerja usaha, meningkatkan daya saing, serta menciptakan pertumbuhan yang berkelanjutan di masa mendatang.

The Company's achievements in 2025 reflect its commitment to balancing its commercial objectives with its public service responsibilities. With the support of all employees, shareholders, regulators, and other stakeholders, the Company remains optimistic about its ability to further strengthen business performance, enhance competitiveness, and generate sustainable growth in the years ahead.

PENERAPAN TATA KELOLA PERUSAHAAN

Perseroan terus memperkuat implementasi *Good Corporate Governance* (GCG) sebagai fondasi utama dalam menjalankan bisnis secara profesional, transparan, akuntabel, dan berkelanjutan. Penerapan GCG dilakukan secara konsisten dengan mengacu pada prinsip Transparansi, Akuntabilitas, Responsibilitas, Independensi, dan Kewajaran (TARIF), serta berpedoman pada berbagai ketentuan peraturan perundang-undangan, termasuk Undang-Undang BUMN, Undang-Undang Perseroan Terbatas, Peraturan Menteri BUMN terkait tata kelola dan organ Perseroan, serta Pedoman Umum Governansi Korporat Indonesia (PUGKI). Perseroan meyakini bahwa tata kelola perusahaan yang baik merupakan elemen penting dalam menjaga keberlangsungan usaha, meningkatkan kepercayaan pemangku kepentingan, serta mendukung pencapaian kinerja Perseroan secara berkelanjutan.

CORPORATE GOVERNANCE IMPLEMENTATION

The Company continues to strengthen the implementation of Good Corporate Governance (GCG) as a fundamental pillar in conducting its business in a professional, transparent, accountable, and sustainable manner. GCG implementation is carried out consistently in accordance with the principles of Transparency, Accountability, Responsibility, Independence, and Fairness, while adhering to applicable laws and regulations, including the State-Owned Enterprises Law, the Limited Liability Company Law, regulations issued by the Ministry of State-Owned Enterprises concerning corporate governance and corporate organs, as well as the Indonesian Code of Good Corporate Governance (PUGKI). The Company believes that sound corporate governance is an essential element in maintaining business sustainability, enhancing stakeholder trust, and supporting the achievement of sustainable corporate performance.

Sepanjang tahun 2025, Perseroan terus melakukan penyempurnaan kebijakan dan mekanisme tata kelola guna mendukung peningkatan efektivitas pengawasan dan pengambilan keputusan Perseroan. Penguatan tata kelola dilakukan melalui optimalisasi peran Dewan

Throughout 2025, the Company continued to refine its governance policies and mechanisms to enhance the effectiveness of corporate oversight and decision-making processes. Governance strengthening initiatives were undertaken through the optimization of the roles of the

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Komisaris, Direksi, serta komite-komite pendukung dalam menjalankan fungsi pengawasan dan pengurusan Perseroan secara profesional dan independen. Perseroan juga terus meningkatkan kualitas penerapan kebijakan internal, *Standard Operating Procedures* (SOP), dan sistem kepatuhan guna memastikan seluruh aktivitas Perseroan berjalan sesuai regulasi dan prinsip tata kelola yang baik.

Board of Commissioners, the Board of Directors, and supporting committees in carrying out their supervisory and management functions in a professional and independent manner. The Company also continued to improve the quality of internal policies, standard operating procedures (SOPs), and compliance systems to ensure that all corporate activities are conducted in accordance with applicable regulations and sound governance principles.

Dalam mendukung efektivitas penerapan GCG, Perseroan memperkuat koordinasi dan sinergi antar organ Perseroan melalui pelaksanaan rapat Direksi, rapat gabungan dengan Dewan Komisaris, serta rapat komite secara berkala. Mekanisme tersebut menjadi sarana penting dalam melakukan evaluasi kinerja Perseroan, monitoring implementasi strategi, pembahasan risiko usaha, serta pengambilan keputusan strategis secara objektif dan terukur. Perseroan juga terus mendorong budaya pengambilan keputusan yang berbasis prinsip kehati-hatian, transparansi, dan akuntabilitas di seluruh tingkatan organisasi.

To support the effective implementation of GCG, the Company strengthened coordination and synergy among its corporate organs through regular Board of Directors meetings, joint meetings with the Board of Commissioners, and committee meetings. These mechanisms serve as important platforms for evaluating corporate performance, monitoring strategy execution, discussing business risks, and making strategic decisions in an objective and measurable manner. The Company also continued to promote a decision-making culture based on prudence, transparency, and accountability across all organizational levels.

Perseroan juga memperkuat implementasi manajemen risiko terintegrasi guna memastikan seluruh risiko strategis, operasional, keuangan, hukum, kepatuhan, keselamatan pelayaran, hingga risiko teknologi informasi dapat diidentifikasi, diukur, dimitigasi, dan dimonitor secara efektif. Penerapan manajemen risiko dilakukan secara terintegrasi pada seluruh proses bisnis Perseroan dengan pendekatan yang lebih proaktif dan berbasis *risk awareness*. Evaluasi risiko dilakukan secara berkala melalui pemantauan profil risiko Perseroan, penyusunan peta risiko, monitoring indikator risiko utama, serta penguatan mekanisme mitigasi guna menjaga ketahanan bisnis Perseroan di tengah dinamika industri pelayaran dan ketidakpastian ekonomi global.

The Company further strengthened the implementation of integrated risk management to ensure that strategic, operational, financial, legal, compliance, maritime safety, and information technology risks are effectively identified, measured, mitigated, and monitored. Risk management is implemented across all business processes through a proactive and risk-aware approach. Risk evaluations are conducted periodically through risk profile monitoring, risk mapping exercises, key risk indicator assessments, and the enhancement of mitigation mechanisms to safeguard business resilience amid the dynamics of the shipping industry and global economic uncertainty.

Dalam aspek pengendalian internal, Perseroan memastikan fungsi pengawasan internal berjalan secara independen dan efektif melalui peran Satuan Pengawasan Internal (SPI). SPI secara berkala melaksanakan audit operasional, audit kepatuhan, audit keuangan, serta audit investigatif terhadap berbagai aktivitas Perseroan dan entitas anak. Hasil audit internal beserta rekomendasi perbaikan dimonitor secara berkala oleh manajemen guna memastikan efektivitas tindak lanjut dan perbaikan

In terms of internal control, the Company ensures that internal oversight functions operate independently and effectively through the Internal Audit Unit (SPI). The SPI regularly conducts operational audits, compliance audits, financial audits, and investigative audits across the Company and its subsidiaries. The results of internal audits and related recommendations are monitored periodically by management to ensure effective follow-up actions and continuous improvements to the Company's internal

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berkelanjutan terhadap sistem pengendalian internal Perseroan. Selain itu, Perseroan juga terus memperkuat koordinasi antara fungsi pengawasan internal, manajemen risiko, dan kepatuhan guna meningkatkan efektivitas pengendalian Perseroan secara menyeluruh.

control system. Furthermore, the Company continues to strengthen coordination among internal audit, risk management, and compliance functions to improve the overall effectiveness of corporate controls.

Perseroan turut memperkuat budaya etika dan kepatuhan melalui implementasi kode etik Perseroan, penguatan *Whistleblowing System* (WBS), sosialisasi anti *fraud*, serta internalisasi budaya integritas dan kepatuhan kepada seluruh insan Perseroan. Perseroan memastikan tersedianya mekanisme pelaporan pelanggaran yang aman, independen, dan dapat diakses oleh seluruh pemangku kepentingan. Selain itu, berbagai program sosialisasi dan pelatihan terkait GCG, kepatuhan, anti korupsi, benturan kepentingan, serta budaya AKHLAK terus dilaksanakan guna membangun budaya Perseroan yang berintegritas dan profesional.

The Company also reinforced its ethics and compliance culture through the implementation of the Company's Code of Conduct, the strengthening of the Whistleblowing System (WBS), anti-fraud awareness programs, and the internalization of integrity and compliance values across the organization. The Company ensures the availability of a secure, independent, and accessible reporting mechanism for all stakeholders. In addition, various socialization and training programs related to GCG, compliance, anti-corruption, conflict of interest management, and the AKHLAK core values continued to be implemented to foster a professional and ethical corporate culture.

Dalam mendukung transparansi dan akuntabilitas Perseroan, Perseroan juga terus meningkatkan kualitas keterbukaan informasi dan pelaporan Perseroan kepada pemegang saham, regulator, dan pemangku kepentingan lainnya. Perseroan memastikan bahwa penyampaian informasi Perseroan dilakukan secara tepat waktu, akurat, dan sesuai ketentuan yang berlaku. Penguatan tata kelola juga dilakukan melalui peningkatan pemanfaatan teknologi informasi dalam proses pengawasan, pengendalian, dan pengelolaan data Perseroan guna mendukung pengambilan keputusan yang lebih efektif dan berbasis data.

To support transparency and accountability, the Company continued to improve the quality of information disclosure and corporate reporting to shareholders, regulators, and other stakeholders. The Company ensures that all corporate information is disclosed in a timely, accurate, and compliant manner. Governance strengthening efforts were also supported by increased utilization of information technology in monitoring, control, and corporate data management processes to facilitate more effective and data-driven decision-making.

Atas komitmen dan konsistensi dalam penerapan tata kelola perusahaan yang baik, Perseroan memperoleh skor assessment GCG Tahun Buku 2024 sebesar 87,136 dengan predikat "Sangat Baik". Selain itu, Perseroan juga meraih penghargaan "*Most Trusted Company*" dalam ajang Corporate Governance Perception Index (CGPI) Tahun 2025 yang diselenggarakan oleh Indonesian Institute for Corporate Governance (IICG) bekerja sama dengan Majalah SWA. Pencapaian tersebut menjadi bukti bahwa implementasi tata kelola perusahaan di lingkungan PELNI telah berjalan secara konsisten dan mendapat pengakuan positif dari berbagai pihak.

In recognition of its commitment and consistency in implementing sound corporate governance practices, the Company achieved a GCG Assessment Score of 87.136 for Fiscal Year 2024, earning the predicate of "Excellent." In addition, the Company received the "Most Trusted Company" award in the 2025 Corporate Governance Perception Index (CGPI), organized by the Indonesian Institute for Corporate Governance (IICG) in collaboration with SWA Magazine. These achievements reflect the consistency and quality of governance implementation across the PELNI Group and represent positive recognition from various stakeholders.

Ke depan, Perseroan akan terus memperkuat implementasi GCG, manajemen risiko, dan sistem pengendalian internal sebagai bagian integral dari transformasi dan pengembangan Perseroan. Perseroan meyakini bahwa tata kelola perusahaan yang kuat dan berintegritas akan menjadi fondasi penting dalam menjaga keberlanjutan usaha, meningkatkan daya saing, serta menciptakan nilai tambah yang berkelanjutan bagi negara, masyarakat, dan seluruh pemangku kepentingan.

Going forward, the Company will continue to strengthen the implementation of GCG, risk management, and internal control systems as integral components of its transformation and development agenda. The Company believes that strong and ethical corporate governance will serve as a critical foundation for sustaining business continuity, enhancing competitiveness, and creating sustainable value for the State, society, and all stakeholders.

PENERAPAN ASPEK KEBERLANJUTAN

Perseroan meyakini bahwa keberlanjutan merupakan bagian integral dari strategi bisnis jangka panjang dan fondasi penting dalam menjaga pertumbuhan usaha yang sehat dan berkelanjutan. Oleh karena itu, Perseroan terus mengintegrasikan prinsip *Environmental*, *Social*, *and Governance* (ESG) dalam pengelolaan usaha dan pengambilan keputusan bisnis. Sebagai Perseroan pelayaran nasional yang memiliki peran strategis dalam mendukung konektivitas dan distribusi logistik nasional, Perseroan berkomitmen untuk menciptakan nilai ekonomi sekaligus memberikan kontribusi sosial dan lingkungan secara berkelanjutan.

IMPLEMENTATION OF SUSTAINABILITY ASPECTS

The Company believes that sustainability is an integral part of its long-term business strategy and a fundamental pillar for maintaining healthy and sustainable growth. Accordingly, the Company continues to integrate Environmental, Social, and Governance (ESG) principles into its business management and decision-making processes. As a national shipping company with a strategic role in supporting connectivity and logistics distribution across Indonesia, the Company is committed to creating economic value while delivering sustainable social and environmental contributions.

Pada aspek lingkungan, Perseroan terus memperkuat komitmen terhadap operasional yang aman dan ramah lingkungan melalui berbagai program efisiensi energi, optimalisasi penggunaan bahan bakar, pengelolaan limbah operasional, serta peningkatan kepatuhan terhadap standar keselamatan dan perlindungan lingkungan pelayaran. Perseroan juga terus mendorong implementasi budaya keselamatan kerja (*safety culture*), peningkatan *awareness* HSSE, serta penguatan pengawasan operasional guna memastikan aktivitas Perseroan berjalan secara aman, efisien, dan berkelanjutan.

From an environmental perspective, the Company continues to strengthen its commitment to safe and environmentally responsible operations through various energy-efficiency initiatives, fuel optimization programs, operational waste management, and enhanced compliance with maritime safety and environmental protection standards. The Company also continues to promote a strong safety culture, improve HSSE awareness, and strengthen operational oversight to ensure that all business activities are conducted safely, efficiently, and sustainably.

Di bidang sosial, Perseroan melaksanakan berbagai program Tanggung Jawab Sosial dan Lingkungan (TJSL) yang berfokus pada pemberdayaan masyarakat, pendidikan, kesehatan, bantuan sosial, pengembangan UMKM, serta dukungan terhadap pembangunan wilayah pesisir dan kepulauan. Sebagai bagian dari peran strategisnya, Perseroan juga terus mendukung aksesibilitas masyarakat terhadap transportasi laut

From a social perspective, the Company implements various Social and Environmental Responsibility (TJSL) programs focusing on community empowerment, education, healthcare, social assistance, MSME development, and support for the development of coastal and island communities. As part of its strategic role, the Company also continues to improve public access to maritime transportation and logistics distribution services,

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dan distribusi logistik, khususnya di wilayah Tertinggal, Terdepan, Terluar, dan Perbatasan (3TP), guna mendukung pemerataan pembangunan nasional.

Pada aspek tata kelola, Perseroan terus memperkuat implementasi *Good Corporate Governance* (GCG), manajemen risiko, kepatuhan, serta budaya integritas di seluruh lini organisasi. Seluruh program keberlanjutan yang dijalankan Perseroan diselaraskan dengan *Sustainable Development Goals* (SDGs) dan diarahkan untuk menciptakan manfaat jangka panjang bagi masyarakat, lingkungan, serta seluruh pemangku kepentingan. Perseroan meyakini bahwa implementasi ESG yang konsisten akan memperkuat daya saing Perseroan sekaligus mendukung keberlanjutan usaha di masa mendatang.

PROSPEK USAHA PERSEROAN

Direksi memandang bahwa prospek perekonomian Indonesia pada tahun 2026 masih menunjukkan arah yang positif meskipun dibayangi oleh ketidakpastian global yang diperkirakan masih berlanjut. International Monetary Fund (IMF) memproyeksikan pertumbuhan ekonomi global tetap berada pada level moderat, sementara Indonesia diperkirakan mampu mempertahankan pertumbuhan ekonomi di kisaran 5% yang didukung oleh konsumsi domestik, investasi, pembangunan infrastruktur, serta penguatan sektor industri dan perdagangan nasional. Stabilitas inflasi, peningkatan aktivitas investasi, dan pertumbuhan sektor logistik nasional diperkirakan akan terus menjadi faktor penopang utama aktivitas ekonomi dan dunia usaha pada tahun 2026.

Dari sisi industri, sektor pelayaran nasional diproyeksikan masih memiliki prospek yang cukup baik seiring meningkatnya kebutuhan konektivitas antarpulau, pertumbuhan perdagangan domestik, serta pengembangan ekosistem logistik maritim nasional. Program Pemerintah dalam memperkuat konektivitas nasional, pengembangan kawasan industri dan hilirisasi, serta optimalisasi rantai pasok dan distribusi logistik nasional akan memberikan peluang yang besar bagi pertumbuhan industri pelayaran. Selain itu, meningkatnya kebutuhan distribusi barang dan mobilitas masyarakat

particularly in Disadvantage, Frontier, Outermost, and Border Areas (3TP) regions, thereby supporting equitable national development.

From a governance perspective, the Company continues to strengthen the implementation of Good Corporate Governance (GCG), risk management, compliance, and a culture of integrity throughout the organization. All sustainability initiatives are aligned with the Sustainable Development Goals (SDGs) and are designed to generate long-term benefits for society, the environment, and all stakeholders. The Company believes that the consistent implementation of ESG principles will strengthen its competitiveness while supporting long-term business sustainability.

BUSINESS PROSPECTS

The Board of Directors believes that Indonesia's economic outlook for 2026 remains positive despite the continuation of global uncertainties. The International Monetary Fund (IMF) projects that global economic growth will remain at a moderate level, while Indonesia is expected to maintain economic growth of around 5%, supported by domestic consumption, investment, infrastructure development, and the continued strengthening of the industrial and trade sectors. Inflation stability, increasing investment activities, and the growth of the national logistics sector are expected to remain key drivers of economic and business activities throughout 2026.

From an industry perspective, the national shipping sector is expected to maintain positive growth prospects, driven by increasing inter-island connectivity needs, growing domestic trade activities, and the continued development of the national maritime logistics ecosystem. Government initiatives to strengthen national connectivity, develop industrial estates and downstream industries, and optimize national supply chains and logistics distribution will create substantial opportunities for the shipping industry. Furthermore, increasing demand for goods distribution and public mobility across Indonesia's archipelagic regions

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di wilayah kepulauan Indonesia diperkirakan akan terus mendorong permintaan terhadap layanan transportasi laut dan logistik maritim.

is expected to continue driving demand for maritime transportation and logistics services.

Direksi memandang bahwa posisi PT PELNI (Persero) sebagai BUMN pelayaran nasional memberikan peluang strategis untuk terus memperkuat peran dalam mendukung konektivitas nasional dan pertumbuhan ekonomi Indonesia. Sebagai negara kepulauan terbesar di dunia, Indonesia memiliki kebutuhan transportasi laut dan distribusi logistik yang akan terus meningkat dalam jangka panjang. Kondisi tersebut menjadi peluang bagi Perseroan untuk memperluas layanan, meningkatkan kualitas operasional, serta memperkuat kontribusi dalam mendukung pemerataan pembangunan nasional, khususnya di wilayah Tertinggal, Terdepan, Terluar, dan Perbatasan (3TP).

The Board of Directors believes that PT PELNI (Persero)'s position as a state-owned national shipping company provides significant strategic opportunities to further strengthen its role in supporting national connectivity and Indonesia's economic growth. As the world's largest archipelagic nation, Indonesia's demand for maritime transportation and logistics distribution is expected to continue growing over the long term. These conditions present opportunities for the Company to expand its services, improve operational quality, and strengthen its contribution to equitable national development, particularly in Disadvantage, Frontier, Outermost, and Border Areas (3TP) regions.

Dalam mendukung pertumbuhan usaha ke depan, Perseroan akan terus memperkuat posisi sebagai operator pelayaran nasional yang andal melalui peningkatan kualitas layanan, modernisasi armada, penguatan keandalan operasional, serta pengembangan bisnis logistik dan usaha pendukung lainnya. Perseroan juga akan terus mendorong transformasi digital melalui pengembangan sistem informasi terintegrasi, digitalisasi layanan pelanggan, serta penguatan pengambilan keputusan berbasis data guna meningkatkan efisiensi operasional, kualitas layanan, dan daya saing Perseroan.

To support future business growth, the Company will continue to strengthen its position as a reliable national shipping operator through service quality enhancement, fleet modernization, improved operational reliability, and the development of logistics and other supporting businesses. The Company will also continue to accelerate digital transformation through the development of integrated information systems, customer service digitalization, and enhanced data-driven decision-making processes to improve operational efficiency, service quality, and competitiveness.

Perseroan juga melihat bahwa pengembangan sektor logistik nasional dan transformasi rantai pasok domestik membuka ruang ekspansi bisnis yang lebih luas, khususnya pada layanan angkutan barang, kontainer, dan logistik maritim terintegrasi. Oleh karena itu, Perseroan akan terus memperkuat sinergi dengan entitas anak, mitra strategis, dan ekosistem BUMN guna meningkatkan kontribusi bisnis non-penugasan dan memperkuat struktur pendapatan Perseroan secara berkelanjutan.

The Company also sees substantial growth opportunities arising from the development of the national logistics sector and the transformation of domestic supply chains, particularly in cargo transportation, container shipping, and integrated maritime logistics services. Accordingly, the Company will continue to strengthen synergies with subsidiaries, strategic partners, and the broader SOE ecosystem to increase the contribution of non-assignment businesses and further strengthen its revenue structure on a sustainable basis.

Di samping itu, Perseroan akan terus memperkuat implementasi *Environmental, Social, and Governance* (ESG) dan tata kelola perusahaan guna memastikan pertumbuhan usaha yang berkelanjutan dan bertanggung jawab. Penguatan budaya keselamatan pelayaran, efisiensi

In addition, the Company will continue to strengthen the implementation of Environmental, Social, and Governance (ESG) principles and corporate governance practices to ensure sustainable and responsible business growth. Strengthening maritime safety culture, energy efficiency,

energi, pengelolaan risiko, pengembangan kompetensi SDM, serta internalisasi budaya AKHLAK akan menjadi faktor penting dalam menjaga keberlangsungan bisnis dan mendukung agenda transformasi Perseroan ke depan.

Dengan landasan bisnis yang semakin kuat, dukungan Pemerintah dan pemegang saham, serta komitmen seluruh insan Perseroan dalam menjalankan transformasi secara konsisten, Direksi optimis PT PELNI (Persero) mampu terus bertumbuh secara berkelanjutan, meningkatkan daya saing, serta memberikan kontribusi yang lebih besar bagi konektivitas nasional, pertumbuhan ekonomi, dan kesejahteraan masyarakat Indonesia.

PERUBAHAN KOMPOSISI DIREKSI

Tahun 2025 komposisi Direksi PELNI tidak mengalami perubahan, yaitu sebagai berikut:

risk management, human capital development, and the internalization of the AKHLAK core values will remain important factors in maintaining business sustainability and supporting the Company's transformation agenda.

With an increasingly solid business foundation, strong support from the Government and shareholders, and the commitment of all Company personnel to consistently execute transformation initiatives, the Board of Directors remains optimistic that PT PELNI (Persero) will continue to grow sustainably, strengthen its competitiveness, and make even greater contributions to national connectivity, economic growth, and the welfare of the Indonesian people.

CHANGES IN THE COMPOSITION OF THE BOARD OF DIRECTORS

There were no changes in the composition of the Board of Directors of PT PELNI (Persero) throughout 2025. Accordingly, the composition of the Board of Directors remained as follows:

Tri Andayani	:	Direktur Utama President Director
Anik Hidayati	:	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management
Heri Purnomo	:	Direktur Sumber Daya Manusia dan Umum Director of Human Resources and General Affairs
Robert M.P. Sinaga	:	Direktur Armada dan Teknik Director of Fleet and Engineering
Nuraini Dessy W	:	Direktur Usaha Angkutan Penumpang Director of Passenger Transportation Business
Kokok Susanto	:	Direktur Usaha Angkutan Barang dan Tol Laut Director of Cargo Transportation and Sea Toll Business

APRESIASI DAN PENUTUP

Direksi menyampaikan apresiasi dan penghargaan yang setinggi-tingginya kepada Pemerintah Republik Indonesia selaku Pemegang Saham, Badan Pengurusan Badan Usaha Milik Negara, PT Danantara Asset Management (Persero), Dewan Komisaris, regulator, mitra usaha, pelanggan, serta seluruh pemangku kepentingan atas dukungan, arahan, dan kepercayaan yang diberikan kepada PT PELNI (Persero) sepanjang tahun 2025. Dukungan dan sinergi yang terjalin secara konstruktif

APPRECIATION AND CLOSING

The Board of Directors extends its highest appreciation and gratitude to the Government of the Republic of Indonesia as the Shareholder, the State-Owned Enterprises Management Agency, PT Danantara Asset Management (Persero), the Board of Commissioners, regulators, business partners, customers, and all stakeholders for their continued support, guidance, and trust in PT PELNI (Persero) throughout 2025. The constructive support and synergy established among stakeholders have been

LAPORAN DIREKSI
REPORT OF THE BOARD OF DIRECTORS

menjadi faktor penting dalam menjaga keberlangsungan operasional dan mendukung transformasi Perseroan di tengah dinamika industri pelayaran dan tantangan ekonomi global.

Penghargaan dan terima kasih yang tulus juga kami sampaikan kepada seluruh insan PELNI Group yang telah menunjukkan dedikasi, loyalitas, profesionalisme, dan semangat kerja yang tinggi dalam menjalankan tugas dan tanggung jawabnya. Berkat kerja keras dan komitmen seluruh insan Perseroan, Perseroan mampu menjaga kualitas layanan, memastikan konektivitas nasional tetap berjalan dengan baik, serta mempertahankan kinerja Perseroan secara positif sepanjang tahun 2025.

Ke depan, Direksi berkomitmen untuk terus memperkuat transformasi bisnis, meningkatkan kualitas layanan, memperkuat tata kelola perusahaan, serta menciptakan nilai tambah yang berkelanjutan bagi negara, masyarakat, dan seluruh pemangku kepentingan. Dengan semangat kolaborasi, inovasi, dan budaya kerja yang adaptif, Perseroan optimis mampu terus tumbuh menjadi Perseroan pelayaran nasional yang unggul, modern, dan berdaya saing global dalam mendukung konektivitas dan pertumbuhan ekonomi Indonesia.

instrumental in maintaining operational continuity and advancing the Company's transformation agenda amid the dynamics of the shipping industry and global economic challenges.

We also extend our sincere appreciation and gratitude to all members of the PELNI Group for their dedication, loyalty, professionalism, and strong commitment in carrying out their duties and responsibilities. Through the hard work and commitment of all employees, the Company has successfully maintained service quality, ensured the continuity of national connectivity, and sustained positive corporate performance throughout 2025.

Going forward, the Board of Directors remains committed to further strengthening business transformation, enhancing service quality, reinforcing corporate governance, and creating sustainable value for the State, society, and all stakeholders. Through a spirit of collaboration, innovation, and an adaptive work culture, the Company remains confident in its ability to continue growing as a leading, modern, and globally competitive national shipping company that supports Indonesia's connectivity and economic growth.

Jakarta, 21 Mei 2026
Jakarta, May 21, 2026

Atas nama Direksi
For and on Behalf of the Board of Directors
PT PT PELNI (Persero)



Tri Andayani
Direktur Utama
President Director

SURAT PERNYATAAN ANGGOTA DEWAN KOMISARIS DAN DIREKSI TENTANG TANGGUNG JAWAB ATAS LAPORAN TAHUNAN 2025 PT PELAYARAN NASIONAL INDONESIA (PERSERO)

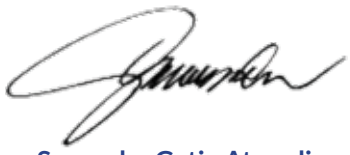
STATEMENT OF RESPONSIBILITY OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS FOR THE 2025 ANNUAL REPORT OF PT PELAYARAN NASIONAL INDONESIA (PERSERO)

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT Pelayaran Nasional Indonesia (Persero) tahun 2025 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan dan Laporan Keuangan Perusahaan.

Demikian pernyataan ini dibuat dengan sebenarnya.

Jakarta, 21 Mei 2026

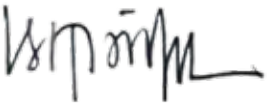
DEWAN KOMISARIS
BOARD OF COMMISSIONERS



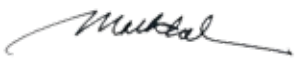
Soenarko Gatie Atmodjo
Komisaris Utama
President Commissioner



Faturohman
Komisaris
Commissioner



Budi Mantoro
Komisaris
Commissioner



Moekhlas Sidik
Komisaris
Commissioner



Sosialisman Hidayat Hasibuan
Komisaris Independen
Independent Commissioner

SURAT PERNYATAAN ANGGOTA DEWAN KOMISARIS DAN DIREKSI TENTANG TANGGUNG JAWAB ATAS LAPORAN TAHUNAN 2025 PT PELAYARAN NASIONAL INDONESIA (PERSERO)

STATEMENT OF RESPONSIBILITY OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS FOR THE 2025 ANNUAL REPORT OF PT PELAYARAN NASIONAL INDONESIA (PERSERO)

We, the undersigned, hereby declare that all information in the 2025 Annual Report of PT Pelayaran Nasional Indonesia (Persero) has been fully disclosed and we bear full responsibility for the accuracy of the contents of the Annual Report and the Financial Statements.

This statement is made truthfully.

Jakarta, May 21, 2026

DIREKTUR
BOARD OF DIRECTORS



Tri Andayani
Direktur Utama
President Director



Anik Hidayati
Direktur Keuangan dan Manajemen Risiko
Director of Finance and Risk Management



Nuraini Dessy W
Direktur Usaha Angkutan Penumpang
Director of Passenger Transportation Business



Heri Purnomo
Direktur Sumber Daya Manusia dan Umum
Director of Human Resources and General Affairs



Robert M.P. Sinaga
Direktur Armada dan Teknik
Director of Fleet and Engineering



Kokok Susanto
Direktur Usaha Angkutan Barang dan Tol Laut
Director of Cargo Transportation and Sea Toll Business



03



PROFIL PERUSAHAAN

COMPANY PROFILE

IDENTITAS PERUSAHAAN
COMPANY IDENTITY

Nama Perusahaan
Company Name
Perusahaan Perseroan (Persero)
PT Pelayaran Nasional Indonesia

Nama Panggilan
Trade Name
PELNI

Badan Hukum
Legal Entity
Perseroan Terbatas
Limited Liability Company

Bidang Usaha
Business Sector
Pelayaran
Shipping

Tanggal Pendirian
Date of Establishment
28 April 1952
April 28, 1952

Tanggal Operasi
Date of Operations
28 April 1952
April 28, 1952

Dasar Pendirian
Deed of Establishment
Akta pendirian No. 92 tanggal 28 April 1952 yang dibuat di hadapan Raden Kadiran Notaris di Jakarta
Establishment Act No. 92 dated April 28, 1952, drawn up before Raden Kadiran, Notary in Jakarta

Status Perusahaan
Company Status
Badan Usaha Milik Negara (BUMN)
State-Owned Enterprise (SOE)

Modal Dasar
Authorized Capital
Rp13.000.000.000.000

Kepemilikan Saham
Share Ownership
Negara Republik Indonesia sebanyak 1 lembar Saham Seri A Dwiwarna dan Perusahaan Perseroan (Persero) PT Danantara Asset Management sebanyak 9.129.899 lembar Saham Seri B
The Government of the Republic of Indonesia holds 1 Series A Dwiwarna Share, while PT Danantara Asset Management (Persero) holds 9,129,899 Series B Shares.



Modal Ditempatkan dan Disetor Penuh
Issued and Paid-Up Capital
Rp9.129.900.000.000

Alamat dan Kontak Perusahaan
Company Address and Contact
Jl. Gajah Mada No. 14 Jakarta Pusat 10130

Nomor Pokok Wajib Pajak (NPWP)
Taxpayer Identification Number (NPWP)
01.001.637.6-093.000

Telepon
Telephone
(021) 6334342

Nomor Induk Berusaha (NIB)
Business Identification Number (NIB)
8120113210736

Faksimili
Facsimile
(021) 63854130

Surat Izin Usaha Perusahaan Angkutan Laut (SIUPAL)
Maritime Transport Business License (SIUPAL)
AL.010/640/DA-2025

Email
Email
infopelni162@pelni.co.id

Jumlah Karyawan (31 Desember 2025)
Number of Employees (as of December 31, 2025)
4.393 Karyawan
4,393 Employees

Situs Web
Website
www.pelni.co.id



RIWAYAT SINGKAT PERUSAHAAN
BRIEF HISTORY OF THE COMPANY



Sejarah PT PELNI (Persero) dimulai melalui dikeluarkannya Surat Keputusan Bersama (SKB) antara Menteri Perhubungan dan Menteri Pekerjaan Umum tanggal 5 September 1950 sebagai dasar hukum pendirian Yayasan Penguasaan Pusat Kapal-kapal (PEPUSKA).

The history of PT PELNI (Persero) began with the issuance of a Joint Decree (SKB) between the Minister of Transportation and the Minister of Public Works dated September 5, 1950, which served as the legal basis for the establishment of Yayasan Penguasaan Pusat Kapal-kapal (PEPUSKA).

Yayasan PEPUSKA didirikan sebagai tindak lanjut atas penolakan pemerintah Belanda terhadap permintaan Indonesia untuk mengubah status maskapai pelayaran Belanda, yaitu N.V. K.P.M (Koninklijke Paketvaart Matschappij), menjadi Perseroan Terbatas. Di samping itu, Pemerintah Indonesia juga menginginkan agar kapal-kapal KPM menggunakan bendera merah-putih dalam beroperasi di perairan Indonesia. Pemerintah Belanda kembali menolak permintaan yang diajukan oleh Pemerintah Indonesia.

The PEPUSKA Foundation was established following the refusal of the Dutch Government to Indonesia's request to change the status of the Dutch shipping company, N.V. K.P.M (Koninklijke Paketvaart Maatschappij), into a limited liability company. In addition, the Government of Indonesia also requested that KPM vessels operate under the Indonesian red-and-white flag while sailing in Indonesian waters. However, the Dutch Government rejected the request submitted by the Government of Indonesia.

Dengan 8 (delapan) unit kapal dengan total tonase 4.800 DWT (*Dead Weight Tonnage*) sebagai modal awal, PEPUSKA berlayar berdampingan dengan armada KPM yang telah berpengalaman lebih dari setengah abad. Persaingan tersebut bukanlah persaingan yang seimbang, karena selain telah berpengalaman, armada KPM juga berjumlah lebih banyak serta memiliki kontrak-kontrak monopoli.

With 8 (eight) vessels totaling 4,800 DWT (Dead Weight Tonnage) as its initial capital, PEPUSKA operated alongside the KPM fleet, which had more than half a century of experience. The competition was not balanced, as KPM not only had extensive experience but also operated a larger fleet and held monopoly contracts.

Kemudian, pada 28 April 1952, Yayasan PEPUSKA resmi dibubarkan. Pada saat yang sama, PT PELNI (Persero) didirikan berdasarkan Surat Keputusan Menteri

Subsequently, on April 28, 1952, the PEPUSKA Foundation was officially dissolved. At the same time, PT PELNI (Persero) was established based on the Decree

RIWAYAT SINGKAT PERUSAHAAN
BRIEF HISTORY OF THE COMPANY



Perhubungan Nomor M.2/1/2 tanggal 28 Februari 1952 dan No. A.2/1/2 tanggal 19 April 1952, serta Berita Negara Republik Indonesia No. 50 tanggal 20 Juni 1952.R. Ma'moen Soemadipraja diangkat sebagai Presiden Direktur pertama PT PELNI (Persero) (1952- 1955).

of the Minister of Transportation No. M.2/1/2 dated February 28, 1952, and No. A.2/1/2 dated April 19, 1952, as well as the State Gazette of the Republic of Indonesia No. 50 dated June 20, 1952. R. Ma'moen Soemadipraja was appointed as the first President Director of PT PELNI (Persero) for the period 1952–1955.

Sebagai modal awal, Yayasan PEPUSKA menyerahkan 8 (delapan) unit kapal yang dimiliki kepada PT PELNI (Persero). Sebagai tambahan, Bank Ekspor Impor menyediakan dana yang kemudian digunakan untuk memesan 45 *coaster* dari Eropa Barat. Sembari menunggu datangnya *coaster* tersebut, PT PELNI (Persero) mencarter kapal-kapal asing yang terdiri dari kapal dengan berbagai macam bendera. Langkah tersebut diambil untuk mengisi trayek-trayek yang ditinggalkan KPM. Setelah itu, satu per satu kapal yang dicarter tersebut diganti dengan yang dipesan dari Eropa, ditambah dengan kapal-kapal rampasan perang dari Jepang.

As initial capital, the PEPUSKA Foundation transferred its 8 (eight) vessels to PT PELNI (Persero). In addition, the Export-Import Bank provided funding that was later used to order 45 coaster vessels from Western Europe. While waiting for the arrival of the vessels, PT PELNI (Persero) chartered foreign ships of various nationalities to serve routes previously operated by KPM. Gradually, the chartered vessels were replaced with ships ordered from Europe, along with several war-reparation vessels from Japan.

Sampai dengan saat ini, PT PELNI (Persero) telah mengalami 2 (dua) kali perubahan status. Pertama, pada tahun 1961, Pemerintah Indonesia menetapkan

To date, PT PELNI (Persero) has undergone 2 (two) changes in legal status. First, in 1961, the Government of Indonesia changed the Company's status from a

RIWAYAT SINGKAT PERUSAHAAN
BRIEF HISTORY OF THE COMPANY

perubahan status dari Perusahaan Perseroan menjadi Perusahaan Negara (PN), yang dicantumkan dalam Lembaran Negara RI No. LN 1961. Kemudian, pada tahun 1975, status PT PELNI (Persero) diubah dari Perusahaan Negara menjadi Perseroan Terbatas (PT) sesuai Akta Pendirian Nomor 31 tanggal 30 Oktober 1975. Perubahan tersebut termuat di dalam Berita Negara RI Nomor 562- 1976 dan Tambahan Berita Negara RI Nomor 60 tanggal 27 Juni 1976.

limited liability company into a State-Owned Enterprise (Perusahaan Negara/PN), as stated in the State Gazette of the Republic of Indonesia No. LN 1961. Later, in 1975, the status of PT PELNI (Persero) was changed from a State-Owned Enterprise into a Limited Liability Company (PT) in accordance with Deed of Establishment Number 31 dated October 30, 1975. This amendment was published in the State Gazette of the Republic of Indonesia Number 562-1976 and Supplement to the State Gazette of the Republic of Indonesia Number 60 dated June 27, 1976.

Seiring perkembangan usaha, PT PELNI (Persero) mengalami beberapa kali perubahan bentuk badan usaha. Pada tahun 1975, PT PELNI (Persero) beroperasi sebagai badan usaha Perseroan sesuai Akta Pendirian Nomor 31 tanggal 30 Oktober 1975 dan Akta Perubahan Nomor 22 tanggal 4 Maret 1998 tentang Anggaran Dasar PT PELNI (Persero) yang diumumkan dalam Berita Negara Republik Indonesia tanggal 16 April 1999 Nomor 31 tambahan Berita Negara Nomor 2203.

In line with business development, PT PELNI (Persero) underwent several changes in its corporate structure. In 1975, PT PELNI (Persero) officially operated as a limited liability company in accordance with Deed of Establishment Number 31 dated October 30, 1975, and Amendment Deed Number 22 dated March 4, 1998, concerning the Articles of Association of PT PELNI (Persero), which was published in the State Gazette of the Republic of Indonesia dated April 16, 1999, Number 31 Supplement No. 2203.

Kemudian, seiring perkembangan usaha, PT PELNI (Persero) tidak hanya melayani jasa transportasi kapal laut. Dengan dukungan Program Tol Laut oleh Pemerintah Indonesia, saat ini PT PELNI (Persero) mengoperasikan 8 (delapan) Kapal Tol Laut yang melayani angkutan/muatan kontainer berupa bahan makanan pokok maupun bahan bangunan untuk pembangunan infrastruktur. Lebih dari itu, PT PELNI (Persero) juga memiliki layanan keagenan kapal yang siap memenuhi beragam kebutuhan kapal selama berada di perairan Indonesia. PT PELNI (Persero) telah menghadirkan dukungan terhadap pengembangan pariwisata bahari Indonesia dengan memberikan layanan paket wisata bahari ke pulau-pulau yang memiliki keindahan bawah laut dan pemandangan alam yang mengagumkan, antara lain Kepulauan Raja Ampat, Wakatobi, Banda Neira, Pulau Komodo, Takabonerate, Karimun Jawa, Bunaken, Anambas, Derawan dan Tomini.

Over time, PT PELNI (Persero) expanded beyond sea transportation services. Supported by the Government of Indonesia's Sea Toll Program, PT PELNI (Persero) currently operates 8 (eight) Sea Toll vessels serving container cargo transportation, including staple food supplies and construction materials for infrastructure development. In addition, PT PELNI (Persero) also provides ship agency services to support various vessel requirements while operating in Indonesian waters. PT PELNI (Persero) has also contributed to the development of Indonesia's marine tourism sector by offering marine tourism packages to islands known for their underwater beauty and natural scenery, including Raja Ampat Islands, Wakatobi, Banda Neira, Komodo Island, Takabonerate, Karimun Jawa, Bunaken, Anambas, Derawan, and Tomini.

Sampai dengan saat ini, PT PELNI (Persero) mengoperasikan armada kapal penumpang, kapal cepat dan armada kapal barang. PT PELNI (Persero) melayani rute perjalanan domestik dan telah menyinggahi lebih dari 94 pelabuhan di seluruh pelosok kepulauan Nusantara. Fasilitas dan layanan yang disediakan pada armada kapal

Currently, PT PELNI (Persero) operates passenger vessels, fast vessels, and cargo vessels. PT PELNI (Persero) serves domestic routes and has called at more than 94 ports throughout the Indonesian archipelago. The facilities and services provided on PT PELNI (Persero)'s fleet are designed to ensure safety and comfort standards for all

RIWAYAT SINGKAT PERUSAHAAN
BRIEF HISTORY OF THE COMPANY

PT PELNI (Persero) dirancang untuk menjamin standar keselamatan dan kenyamanan seluruh pelanggan dan kru laut, dengan didukung oleh keberadaan Sumber Daya Manusia yang profesional dan senantiasa mengutamakan kepuasan pelanggan.

customers and crew members, supported by professional human capital that consistently prioritizes customer satisfaction.

Sebagai entitas BUMN, PT PELNI (Persero) beroperasi seiring penerapan *core values* "AKHLAK" berdasarkan Surat Menteri BUMN Nomor SE-7/MBU/07/2020 tentang Nilai-Nilai Inti Sumber Daya Manusia BUMN. "AKHLAK" merupakan singkatan dari Amanah, Kompeten, Harmonis, Loyal, Adaptif dan Kolaboratif, sebagai nilai-nilai budaya yang diterapkan oleh seluruh insan PT PELNI (Persero).

As a State-Owned Enterprise, PT PELNI (Persero) operates in line with the implementation of the "AKHLAK" core values based on the Ministry of SOEs Circular Letter Number SE-7/MBU/07/2020 concerning the Core Values of SOE Human Capital. "AKHLAK" stands for Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative, which serve as the cultural values adopted by all PT PELNI (Persero) personnel.

Sejak 2015, PT PELNI (Persero) dipercaya oleh Pemerintah Republik Indonesia sebagai operator Kapal Perintis, Kapal Tol Laut, dan Kapal Ternak yang menjangkau sejumlah titik terjauh di wilayah Indonesia.

Since 2015, PT PELNI (Persero) has been entrusted by the Government of the Republic of Indonesia as the operator of Pioneer Ships, Sea Toll Ships, and Livestock Ships serving remote areas across Indonesia.

Pada tahun 2023, PT Pelayaran Nasional Indonesia atau PT PELNI (Persero) resmi meluncurkan logo baru beserta *tagline* baru "*We Connect, We Unify*".

In 2023, PT Pelayaran Nasional Indonesia or PT PELNI (Persero) officially launched its new logo along with the new tagline, "We Connect, We Unify."

PT PELNI (Persero) sebagai Perusahaan Badan Usaha Milik Negara yang bergerak di bidang jasa pelayaran saat ini mengoperasikan 26 Kapal Penumpang yang melayani 1.058 ruas dan menyinggahi 71 pelabuhan.

As a State-Owned Enterprise engaged in shipping services, PT PELNI (Persero) currently operates 26 passenger vessels serving 1,058 routes and calling at 71 ports.

Selain angkutan penumpang, PT PELNI (Persero) juga melayani 42 trayek Kapal Perintis yang menjadi sarana aksesibilitas bagi mobilitas penduduk di wilayah Tertinggal, Terdepan, Terluar, dan Perbatasan (3TP), di mana Kapal Perintis menyinggahi 273 pelabuhan dengan total 3.495 ruas. PT PELNI (Persero) juga mengoperasikan sebanyak 16 Kapal Rede. Untuk pelayanan bisnis logistik, saat ini PT PELNI (Persero) mengoperasikan 10 trayek Tol Laut serta 1 trayek khusus untuk Kapal Ternak.

In addition to passenger transportation, PT PELNI (Persero) also operates 42 Pioneer Ship routes that support accessibility and mobility in Indonesia's Disadvantage, Frontier, Outermost, and Border Areas (3TP) regions. These Pioneer Ships call at 273 ports across a total of 3,495 routes. PT PELNI (Persero) also operates 16 Rede vessels. For logistics services, PT PELNI (Persero) currently operates 10 Sea Toll routes and 1 dedicated Livestock Ship route.

INFORMASI PERGANTIAN NAMA PERUSAHAAN

Sejak awal berdiri Perseroan hingga akhir tahun 2025, PT PELNI (Persero) tidak pernah melakukan perubahan nama perusahaan.

INFORMATION ON CHANGES TO THE COMPANY NAME

Since its establishment until the end of 2025, PT PELNI (Persero) has never changed its company name.

PENJELASAN LOGO PERUSAHAAN
COMPANY LOGO EXPLANATION



FILOSOFI LOGO

Logo PT PELNI (Persero) terinspirasi dari pergerakan maju kapal yang membelah laut sehingga menciptakan pergerakan ombak yang membentuk elemen garis lengkung arus air di sekitar kapal. Garis arus air tersebut kemudian dipadukan dengan huruf "P" yang menggambarkan simbol layar kapal serta menjadi inisial nama Perseroan. Dari hasil perpaduan kedua elemen tersebut, logo PT PELNI (Persero) mempresentasikan komitmen Perseroan untuk konsisten berinovasi dan maju sebagai perusahaan yang unggul di bidang pelayaran dan logistik maritim di kawasan Asia Tenggara.

Pemilihan gradasi warna biru menggambarkan warna laut, sekaligus menjadi simbol dari nilai-nilai perusahaan, yakni stabilitas, kekuatan, keseriusan, integritas, profesionalisme, kepercayaan, dan keandalan.

Dengan tambahan tagline "*We Connect, We Unify*" pada logo PT PELNI (Persero), menunjukkan komitmen Perseroan dalam menyatukan dan menghubungkan Nusantara, sekaligus memperluas aksesibilitas untuk seluruh masyarakat.

LOGO PHILOSOPHY

The PT PELNI (Persero) logo is inspired by the forward movement of a ship cutting through the sea, creating ocean waves represented by curved water-flow lines surrounding the vessel. These water-flow lines are combined with the letter "P," which symbolizes a ship's sail and also represents the initial of the Company's name. The combination of these two elements reflects PT PELNI (Persero)'s commitment to continuously innovate and progress as a leading company in the shipping and maritime logistics industry in Southeast Asia.

The use of blue gradient colors represents the sea and symbolizes the Company's values, namely stability, strength, seriousness, integrity, professionalism, trust, and reliability.

The addition of the tagline "We Connect, We Unify" to the PT PELNI (Persero) logo reflects the Company's commitment to connecting and unifying the Indonesian archipelago, while also expanding accessibility for the wider community.

PENJELASAN LOGO PERUSAHAAN
COMPANY LOGO EXPLANATION

WARNA PRIMER DAN SEKUNDER LOGO

Warna primer dan sekunder yang digunakan pada logo PT PELNI (Persero) dapat diterapkan pada semua media adalah sebagai berikut:

PRIMARY AND SECONDARY LOGO COLORS

The primary and secondary colors used in the PT PELNI (Persero) logo, which may be applied across all media, are as follows:

PELNI
We Connect, We Unify

Biru Primer
Primary Blue
R: 42 G: 67 B: 138
C: 98 M: 88 Y:16 K: 0
Pantone: P 2728 C

Biru Sekunder
Secondary Blue
R: 68 G: 127 B: 193
C: 75 M: 54 Y: 0 K: 0
Pantone: P 2172 C

Biru Tertier
Tertiary Blue
R: 117 G: 190 B: 233
C: 50 M: 10 Y: 0 K: 0
Pantone: P 2190 C

Abu-Abu
Gray
R: 150 G: 153 B: 15
C: 45 M: 35 Y: 35 K: 0
Pantone: P Cool Gray 7 C

NILAI-NILAI PERUSAHAAN
COMPANY VALUES

Sebagai Perusahaan Badan Usaha Milik Negara (BUMN), nilai-nilai perusahaan PT PELNI (Persero) mengacu pada Surat Menteri Badan Usaha Milik Negara Nomor: SE-7/MBU/07/2020 tentang Nilai-Nilai Utama (*Core Values*) Sumber Daya Manusia (SDM) Badan Usaha Milik Negara, dimana Kementerian BUMN melakukan transformasi SDM untuk memperkuat peran BUMN sebagai mesin pertumbuhan. Transformasi ini diwujudkan dengan menetapkan nilai-nilai utama, yaitu "AKHLAK" (Amanah, Kompeten, Harmonis, Loyal, Adaptif, Kolaboratif), yang harus dijalankan sebagai Budaya Perusahaan di seluruh BUMN.

Maksud dan tujuan penetapan Nilai-Nilai Utama (*Core Values*) AKHLAK di lingkungan PT PELNI (Persero) adalah sebagai berikut:

1. Agar seluruh insan PT PELNI (Persero) mengetahui, mengimplementasikan, dan menginternalisasikan Nilai- Nilai Utama (*Core Values*) AKHLAK secara sungguh-sungguh, konsisten dan konsekuen sehingga melahirkan perilaku keseharian dan membentuk budaya kerja PT PELNI (Persero) yang selaras dengan Nilai-Nilai Utama (*Core Values*) tersebut;
2. Membantu seluruh insan PT PELNI (Persero) agar berperilaku secara benar, baik secara hukum maupun secara etis dalam rangka menjaga dan meningkatkan citra perusahaan;
3. Membentuk insan PT PELNI (Persero) berintegritas kuat dan perilaku yang beretika, diharapkan Perusahaan akan memperoleh kepercayaan yang terus-menerus dari para *stakeholders*;
4. Memberikan kejelasan dalam bersikap dan berperilaku bagi insan PT PELNI (Persero) dalam menjalankan aktivitas kerjanya sehingga menghasilkan reputasi yang baik, yang pada akhirnya mewujudkan keberhasilan usaha dalam jangka panjang;
5. Membentuk karakter insan PT PELNI (Persero) yang bertanggungjawab dan beretika dalam berinteraksi baik dengan sesama insan PT PELNI (Persero) maupun dengan pihak di luar Perusahaan;
6. Menciptakan suasana dan lingkungan kerja yang sehat dan nyaman dengan menjunjung tinggi Nilai-Nilai Utama (*Core Values*) AKHLAK sehingga akan mendukung peningkatan kinerja secara berkelanjutan.

As a State-Owned Enterprise (SOE), PT PELNI (Persero)'s corporate values refer to the Ministry of State-Owned Enterprises Circular Letter Number SE-7/MBU/07/2020 concerning the Core Values of State-Owned Enterprise Human Capital. Through this policy, the Ministry of SOEs initiated a Human Capital transformation to strengthen the role of SOEs as engines of growth. This transformation was implemented through the establishment of the core values "AKHLAK" (Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative), which must be adopted as the corporate culture across all SOEs.

The objectives of implementing the AKHLAK Core Values within PT PELNI (Persero) are as follows:

1. To ensure that all PT PELNI (Persero) personnel understand, implement, and internalize the AKHLAK Core Values sincerely, consistently, and responsibly, thereby shaping daily behavior and establishing a work culture aligned with these Core Values.
2. To assist all PT PELNI (Persero) personnel in acting properly, both legally and ethically, in order to maintain and enhance the Company's image.
3. To build PT PELNI (Persero) personnel with strong integrity and ethical behavior, thereby strengthening the trust of stakeholders in the Company.
4. To provide clear guidance on attitudes and behavior for PT PELNI (Persero) personnel in carrying out their work activities, resulting in a positive reputation that ultimately supports long-term business success.
5. To develop PT PELNI (Persero) personnel who are responsible and ethical in their interactions, both with fellow employees and with external parties.
6. To create a healthy and comfortable work environment by upholding the AKHLAK Core Values, which in turn supports sustainable performance improvement.

NILAI-NILAI PERUSAHAAN
COMPANY VALUES

Sebagai bentuk komitmen Perseroan pada nilai-nilai perusahaan, PT PELNI (Persero) melakukan *launching* budaya perusahaan pada tanggal 27 Agustus 2020 dan sosialisasi kepada seluruh pegawai pada tanggal 4 September 2020 melalui media daring. Nilai-nilai perusahaan tersebut juga telah ditetapkan dalam SK Direksi Nomor: 10.07/01/ SK/ HKO.01/2020 tentang Penetapan Nilai-Nilai Utama (*Core Values*) Sumber Daya Manusia Badan Usaha Milik Negara di Lingkungan PT PELNI (Persero).

As a form of the Company's commitment to these corporate values, PT PELNI (Persero) officially launched its corporate culture on August 27, 2020, followed by a socialization program for all employees on September 4, 2020, through online media. These corporate values were also formalized through Board of Directors Decree Number 10.07/01/SK/HKO.01/2020 concerning the Establishment of the Core Values of State-Owned Enterprise Human Capital within PT PELNI (Persero).

Untuk memastikan implementasi nilai-nilai perusahaan dipatuhi oleh seluruh insan Perseroan, PT PELNI (Persero) secara aktif melakukan sosialisasi ke seluruh unit kerja, anak perusahaan serta perusahaan yang terafiliasi.

To ensure that the corporate values are implemented consistently by all Company personnel, PT PELNI (Persero) actively conducts socialization programs across all work units, subsidiaries, and affiliated companies.



AMANAH
Panduan Perilaku
a. Memenuhi janji dan komitmen.
b. Bertanggung jawab atas tugas, keputusan, dan tindakan yang dilakukan.
c. Berpegang teguh kepada nilai moral dan etika.

TRUSTWORTY
Behavioral Guidelines
a. Fulfill promises and commitments.
b. Take responsibility for tasks, decisions, and actions.
c. Uphold moral values and ethics.

KOMPETEN
Panduan Perilaku
a. Meningkatkan kompetensi diri untuk menjawab tantangan yang selalu berubah.
b. Membantu orang lain belajar.
c. Menyelesaikan tugas dengan kualitas terbaik.

COMPETENT
Behavioral Guidelines
a. Continuously improve personal skills to face changing challenges.
b. Help others learn and grow.
c. Complete tasks with the highest quality.

HARMONIS
Panduan Perilaku
a. Menghargai setiap orang apa pun latar belakangnya.
b. Suka menolong orang lain.
c. Membangun lingkungan kerja yang kondusif.

HARMONIOUS
Behavioral Guidelines
a. Respect everyone regardless of their background.
b. Be willing to help others.
c. Create a positive and supportive work environment.

LOYAL
Panduan Perilaku
a. Menjaga nama baik sesama karyawan, pimpinan, BUMN, dan Negara.
b. Rela berkorban untuk mencapai tujuan yang lebih besar.
c. Patuh kepada pimpinan sepanjang tidak bertentangan dengan hukum dan etika.

LOYAL
Behavioral Guidelines
a. Maintain the good reputation of fellow employees, leaders, SOEs, and the country.
b. Be willing to make sacrifices for greater goals.
c. Obey leaders as long as it does not conflict with law and ethics.

ADAPTIF
Panduan Perilaku
a. Cepat menyesuaikan diri untuk menjadi lebih baik.
b. Terus-menerus melakukan perbaikan mengikuti perkembangan teknologi
c. Bertindak proaktif.

ADAPTIVE
Behavioral Guidelines
a. Adapt quickly to become better.
b. Continuously improve by keeping up with technological developments.
c. Act proactively.

KOLABORATIF
Panduan Perilaku
a. Memberi kesempatan kepada berbagai pihak untuk berkontribusi.
b. Terbuka dalam bekerja sama untuk menghasilkan nilai tambah.
c. Menggerakkan pemanfaatan berbagai sumber daya untuk tujuan bersama.

COLLABORATIVE
Behavioral Guidelines
a. Provide opportunities for various parties to contribute.
b. Be open to cooperation to create added value.
c. Encourage the effective use of resources for shared goals.

BIDANG USAHA
BUSINESS ACTIVITIES



KEGIATAN USAHA PERSEROAN MENURUT ANGGARAN DASAR

Sesuai Anggaran Dasar Perusahaan yang terakhir, yang tertuang dalam Akta Nomor 1, tanggal 2 Februari 2026, yang dibuat dihadapan Ida Adiningsih, SH., Notaris di Jakarta, maksud dan tujuan PT PELNI (Persero) adalah melakukan usaha di bidang pelayaran serta melakukan optimalisasi pemanfaatan sumber daya berdasarkan prinsip tata kelola perusahaan yang baik.

COMPANY BUSINESS ACTIVITIES ACCORDING TO THE ARTICLES OF ASSOCIATION

In accordance with the latest Articles of Association of the Company, as stated in Deed Number 1 dated 2 February 2026, drawn up before Ida Adiningsih, S.H., Notary in Jakarta, the purpose and objective of PT PELNI (Persero) are to conduct business in the shipping sector and to optimize the utilization of resources based on the principles of good corporate governance

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BIDANG USAHA
BUSINESS ACTIVITIES

KEGIATAN USAHA YANG DIJALANKAN

Untuk mencapai maksud dan tujuan tersebut, Perseroan melaksanakan kegiatan usaha utama sebagai berikut:

1. Angkutan Laut Dalam Negeri *Liner* dan *Tramper* untuk Penumpang;
2. Angkutan Laut Perairan Pelabuhan Dalam Negeri untuk Penumpang;
3. Angkutan Laut Dalam Negeri untuk Wisata;
4. Angkutan Laut Dalam Negeri Perintis untuk Penumpang;
5. Angkutan Laut Luar Negeri *Liner* dan *Tramper* untuk Penumpang;
6. Angkutan Laut Luar Negeri untuk Wisata;
7. Angkutan Laut Dalam Negeri untuk Barang Umum;
8. Angkutan Laut Perairan Pelabuhan Dalam Negeri untuk Barang;
9. Angkutan Laut Dalam Negeri untuk Barang Khusus;
10. Angkutan Laut Dalam Negeri Perintis untuk Barang;
11. Angkutan Laut Luar Negeri untuk Barang Umum;
12. Angkutan Laut Luar Negeri untuk Barang Khusus;
13. Aktivitas Penunjang Pertambangan dan Penggalian Lainnya;
14. Pengadaan armada dan kelengkapannya untuk menyelenggarakan pengangkutan penumpang dan barang.

Selain kegiatan usaha utama sebagaimana dimaksud di atas, PELNI dapat melakukan kegiatan usaha lain dalam rangka optimalisasi pemanfaatan sumber daya yang dimiliki/dikuasai PELNI, yaitu:

1. Real estat yang dimiliki sendiri atau sewa;
2. Penyewaan Venue Penyelenggaraan Aktifitas MICE dan Event Khusus;
3. Hotel Bintang;
4. Hotel Melati;
5. Penyediaan Akomodasi Jangka Pendek;
6. Penyediaan Akomodasi Lainnya;
7. Penyelenggara Pertemuan, Perjalanan Insentif, Konferensi dan Pameran (MICE);
8. Jasa Penyelenggara Event Khusus (Special Event);
9. Aktivitas Agen Perjalanan Wisata;
10. Aktivitas Agen Perjalanan Lainnya;

BUSINESS ACTIVITIES CONDUCTED

To achieve these purposes and objectives, the Company carries out the following main business activities:

1. Domestic liner and tramper sea transportation for passengers;
2. Domestic port water transportation for passengers;
3. Domestic sea transportation for tourism;
4. Domestic pioneer sea transportation for passengers;
5. International liner and tramper sea transportation for passengers;
6. International sea transportation for tourism;
7. Domestic sea transportation for general cargo;
8. Domestic port water transportation for goods;
9. Domestic sea transportation for special cargo;
10. Domestic pioneer sea transportation for goods;
11. International sea transportation for general cargo;
12. International sea transportation for special cargo;
13. Other mining and quarrying support activities;
14. Procurement of fleets and supporting equipment for passenger and cargo transportation services.

In addition to the principal business activities described above, PELNI may undertake other business activities to optimize the utilization of resources owned or controlled by PELNI, including the following:

1. Ownership and Leasing of Real Estate Properties;
2. Venue Rental Services for MICE Activities and Special Events;
3. Star-Rated Hotel Operations;
4. Budget Hotel Operations (Non-Star-Rated Hotels);
5. Provision of Short-Term Accommodation Services;
6. Provision of Other Accommodation Services;
7. Meetings, Incentives, Conferences, and Exhibitions (MICE) Organizing Services;
8. Special Event Organizing Services;
9. Travel Agency Services;
10. Other Travel Agency Services;

BIDANG USAHA
BUSINESS ACTIVITIES

11. Aktivitas Biro Perjalanan Wisata;
12. Aktivitas Biro Perjalanan Lainnya;
13. Jasa Informasi Pariwisata;
14. Jasa Informasi Daya Tarik Wisata;
15. Jasa Pramuwisata;
16. Jasa Interpreter Wisata;
17. Jasa Reservasi Lainnya.

11. Tour Operator Services;
12. Other Tour Operator Services;
13. Tourism Information Services;
14. Tourist Attraction Information Services;
15. Tour Guide Services;
16. Tour Interpreter Services;
17. Other Reservation Services.

JASA PERKAPALAN

Kapal 2 *IN* 1

Kapal jenis 2 *in* 1 merupakan kapal yang dirancang untuk mengangkut penumpang dan kontainer, yang beroperasi untuk memenuhi kebutuhan masyarakat Indonesia bagian tengah dan timur seperti kebutuhan pokok masyarakat setempat. Kapal ini dirancang oleh Meyer Welf dan dibangun di galangan Papenburg, Jerman, dengan kapasitas 1.583 penumpang dan 98 kontainer, dengan salah satu unitnya bernama KM Gunung Dempo. KM Gunung Dempo dibangun sejak 2006, dengan panjang 146,80 meter, kapal KM Gunung Dempo dapat melaju lebih dari 20 knot.

KAPAL:
KM Gunung Dempo
KM Dobonsolo
KM Ciremai
KM Nggapulu
KM Dorolonda
KM Sinabung
KM Kelud
KM Bukit Siguntang
KM Tidar
KM Lambelu
KM Umsini

SHIPPING SERVICES

2-in-1 Vessels

The 2-in-1 vessel is a type of ship designed to transport both passengers and containers. These vessels operate to meet the needs of communities in Central and Eastern Indonesia, particularly for the distribution of essential goods. The vessels were designed by Meyer Werft and built at the Papenburg shipyard in Germany, with a capacity of 1,583 passengers and 98 containers. One of these vessels is KM Gunung Dempo. KM Gunung Dempo was built in 2006. With a length of 146.80 meters, the vessel is capable of sailing at speeds of more than 20 knots.

VESSELS:
KM Gunung Dempo
KM Dobonsolo
KM Ciremai
KM Nggapulu
KM Dorolonda
KM Sinabung
KM Kelud
KM Bukit Siguntang
KM Tidar
KM Lambelu
KM Umsini

BIDANG USAHA
BUSINESS ACTIVITIES



Kapal Penumpang Serbaguna

Kapal jenis 3 in 1 merupakan jenis kapal penumpang serbaguna yang dapat mengangkut penumpang, kontainer, dan kendaraan secara bersamaan, seperti KM Dobonsolo dan KM Ciremai yang telah dimodifikasi menjadi kapal jenis 3 in 1. Kemampuannya mengangkut kontainer dan kendaraan secara langsung mendukung program pemerataan, dengan mendistribusikan barang-barang pokok dari pusat distribusi utama (Jakarta, Surabaya, Makassar) ke daerah-daerah terpencil di bagian timur Indonesia, sehingga membantu menjaga stabilitas harga dan ketersediaan barang.

Multipurpose Passenger Vessels

The 3-in-1 vessel is a type of multipurpose passenger ship capable of transporting passengers, containers, and vehicles simultaneously. Examples include KM Dobonsolo and KM Ciremai, which have been modified into 3-in-1 vessels. The ability to transport containers and vehicles directly supports the government's equal distribution program by delivering essential goods from major distribution centers such as Jakarta, Surabaya, and Makassar to remote areas in Eastern Indonesia. This helps maintain price stability and the availability of goods.

BIDANG USAHA
BUSINESS ACTIVITIES



Kapal Barang

Kapal barang merupakan kapal yang berfokus pada pengangkutan kargo bervolume besar untuk keperluan distribusi barang logistik ke seluruh wilayah Indonesia. PELNI melayani pengangkutan kargo volume besar melalui kapal barang yang disediakan dengan pelayan terbaik dan SDM yang profesional.

Pada 2025, PT PELNI (Persero) memiliki 6 kapal barang dengan kapasitas muat yang berbeda-beda untuk mengangkut kargo volume besar dengan layanan terbaik dan dukungan SDM profesional, dengan rincian sebagai berikut:

1. Logistik Nusantara 1, dibangun pada tahun 1998 dengan 10822 DWT.
2. Logistik Nusantara 2, dibangun pada tahun 2006 dengan 3893 DWT.
3. Logistik Nusantara 3, dibangun pada tahun 2008 dengan 3901 DWT.

Cargo Vessels

Cargo vessels are ships specifically focused on transporting large-volume cargo for logistics distribution throughout Indonesia. PELNI provides large-scale cargo transportation services through cargo vessels supported by excellent service and professional human resources.

In 2025, PT PELNI (Persero) operates 6 cargo vessels with various loading capacities for transporting large-volume cargo, as detailed below:

1. Logistik Nusantara 1, built in 1998 with a capacity of 10,822 DWT.
2. Logistik Nusantara 2, built in 2006 with a capacity of 3,893 DWT.
3. Logistik Nusantara 3, built in 2008 with a capacity of 3,901 DWT.

BIDANG USAHA
BUSINESS ACTIVITIES

4. Logistik Nusantara 4, dibangun pada tahun 2007 dengan 3901 DWT.
5. Logistik Nusantara 5, dibangun pada tahun 2008 dengan 11184 DWT
6. Logistik Nusantara 6, dibangun pada 2008 dengan 9.021 DWT

Kapal Tol Laut

Kapal Tol Laut dioperasikan merujuk pada:

1. Peraturan Presiden RI Nomor 70 Tahun 2017 Tentang Penyelenggaraan Kewajiban Publik Untuk Angkutan Barang di Laut.
2. Peraturan Presiden RI Nomor 71 Tahun 2015 Tentang Penetapan dan Penyimpanan Barang Kebutuhan Pokok dan Barang Penting.
3. Peraturan Menteri Perhubungan Nomor PM 4 Tahun 2016 tentang Perubahan Atas Peraturan Menteri Perhubungan Nomor PM 161 Tahun 2015 tentang Penyelenggaraan Kewajiban Pelayanan Publik Untuk Angkutan Barang di Laut.
4. Peraturan Menteri Perhubungan Nomor 17 Tahun 2017 tentang Tarif Angkutan Barang di Laut dalam Rangka Pelaksanaan Kewajiban Pelayanan Publik (*Public Service Obligation*).

Saat ini, PT PELNI (Persero) mengoperasikan 9 armada Kapal Tol Laut, yaitu KM Logistik Nusantara I, II, III, IV, V, dan VI, serta KM Kendhaga Nusantara 07, 08, dan 11.

Jenis Muatan Kapal Tol Laut:

Kategorisasi muatan Kapal Tol Laut berlandaskan pada Peraturan Presiden Nomor 59 Tahun 2020 Tentang Penetapan dan Penyimpanan Barang Kebutuhan Pokok dan Barang Penting serta Peraturan Kementerian Perdagangan (Permendag) Nomor 53 tahun 2020, dengan penjabaran sebagai berikut:

4. Logistik Nusantara 4, built in 2007 with a capacity of 3,901 DWT.
5. Logistik Nusantara 5, built in 2008 with a capacity of 11,184 DWT.
6. Logistik Nusantara 6, built in 2008 with a capacity of 9,021 DWT.

Sea Toll Vessels

Sea Toll vessels are operated based on the following regulations:

1. Presidential Regulation of the Republic of Indonesia No. 70 of 2017 concerning the Implementation of Public Service Obligations for Sea Freight Transportation.
2. Presidential Regulation Number 71 of 2015 concerning the Determination and Storage of Essential Goods and Important Goods.
3. Minister of Transportation Regulation Number PM 4 of 2016 concerning Amendments to Minister of Transportation Regulation Number PM 161 of 2015 regarding the Implementation of Public Service Obligations for Sea Freight Transportation.
4. Minister of Transportation Regulation Number 17 of 2017 concerning Sea Freight Tariffs in the Implementation of Public Service Obligations (Public Service Obligation).

Currently, PT PELNI (Persero) operates 9 Sea Toll vessels, namely KM Logistik Nusantara I, II, III, IV, V, and VI, as well as KM Kendhaga Nusantara 07, 08, and 11.

Types of Sea Toll Cargo

The categorization of Sea Toll cargo refers to Presidential Regulation Number 59 of 2020 concerning the Determination and Storage of Essential Goods and Important Goods, as well as Ministry of Trade Regulation Number 53 of 2020, with the details as follows:

BIDANG USAHA
BUSINESS ACTIVITIES

Barang Kebutuhan Pokok Basic Necessities		
Barang Kebutuhan Pokok Hasil Pertanian, antara lain: 1. Beras 2. Kedelai bahan baku tahu dan tempe 3. Cabai 4. Bawang Merah	Barang Kebutuhan Pokok Hasil Industri, antara lain: 1. Gula 2. Minyak Goreng 3. Tepung Terigu	Barang Kebutuhan Pokok Hasil Peternakan dan Perikanan, antara lain: 1. Daging Sapi 2. Daging ayam ras 3. Telur ayam ras 4. Ikan segar yaitu bandeng, kembung dan tongkol/tuna/ cakalang
Essential Agricultural Products include: 1. Rice 2. Soybeans for tofu and tempeh production 3. Chili peppers 4. Shallots	Essential Industrial Products include: 1. Sugar 2. Cooking oil 3. Wheat flour	Essential Livestock and Fisheries Products include: 1. Beef 2. Broiler chicken meat 3. Chicken eggs 4. Fresh fish such as milkfish, mackerel, and bonito/tuna/ skipjack

Barang Penting Essential Goods	
1. Benih yaitu benih padi, jagung, dan kedelai 2. Pupuk 3. Gas Elpiji 3 (tiga) kilogram 4. Triplek 5. Semen 6. Besi baja konstruksi 7. Baja ringan	1. Seeds, namely rice, corn, and soybean seeds 2. Fertilizer 3. 3-kilogram LPG (Liquefied Petroleum Gas) cylinder 4. Plywood 5. Cement 6. Structural steel 7. Light steel

Sedangkan Sesuai Permendag Nomor 38 tahun 2018 Jenis Barang sebagaimana dimaksud dalam Pasal 2 ayat (1) huruf b ditetapkan sebagai berikut:

Meanwhile, according to Ministry of Trade Regulation Number 38 of 2018, the types of goods referred to in Article 2 paragraph (1) letter b are defined as follows:

Barang Kebutuhan Pokok Basic Necessities		
1. Air mineral 2. Bawang putih 3. Garam 4. Kacang hijau 5. Kacang tanah 6. Margarin 7. Mie instan 8. Minuman ringan 9. Obat-obatan 10. Sayuran	11. Susu 12. Teh 13. Kopi 14. Ikan kemasan kaleng 15. Biskuit 16. Pakaian jadi 17. Popok bayi dan dewasa 18. Deterjen/sabun/pasta gigi 19. Alat tulis/peralatan sekolah 20. Gas elpiji 12 kg	21. Pakan ternak atau pakan ikan 22. Asbes/gypsum 23. Paku 24. Seng 25. Aspal
1. Bottled mineral water 2. Garlic 3. Salt 4. Green beans 5. Peanuts 6. Margarine 7. Instant noodles 8. Soft drinks 9. Medicines 10. Vegetables	11. Milk 12. Tea 13. Coffee 14. Canned fish 15. Biscuits 16. Ready-made clothes 17. Baby and adult diapers 18. Detergent/soap/toothpaste 19. Stationery/school supplies 20. 12 kg LPG cylinder	21. Animal feed or fish feed 22. Asbestos/gypsum 23. Nails 24. Zinc 25. Asphalt

BIDANG USAHA
BUSINESS ACTIVITIES

Sesuai Surat Edaran Direktorat Jenderal Perhubungan Laut (Dirjen Hubla) Nomor SE II tahun 2019, Kapal Tol Laut juga memuat produk muatan balik potensi daerah, dengan perincian sebagai berikut:

According to Circular Letter from the Directorate General of Sea Transportation (Dirjen Hubla) Number SE II of 2019, rollon/ roll-off ships also carry potential regional cargo, detailed as follows:

Barang Kebutuhan Pokok Basic Necessities		
1. Abu batu	24. Hasil perindustrian	47. Kulit hewan
2. Alumina	25. Hasil laut	48. Kulit kayu
3. Alumunium	26. Hasil pertambangan	49. Pakan ternak
4. Ammonia	27. Hasil pertanian	50. Melinjo
5. Arang	28. Ikan asin	51. Minyak daun cengkeh
6. Asam	29. Inti sawit	52. Minyak sawit
7. Bahan baku kertas	30. Jagung	53. Nikel
8. Bantalan kayu	31. Jambu	54. Pala
9. Barang kerajinan	32. Jambu mete	55. Pasir
10. Batu	33. Jengkol	56. Pisang
11. Bauksit	34. Kaca	57. Rempah-rempah
12. Besi	35. Kacang-kacangan	58. Rotan
13. Besi tua	36. Kapas	59. Rumput laut
14. Beton	37. Karet	60. Tembaga
15. Biji besi	38. Karung goni	61. Tembakau
16. Biji kokoa/coklat	39. Kawat	62. Tepung sagu
17. Biji sawit	40. Kayu	63. Tepung tapioka
18. Buah-buahan	41. Kedelai	64. Udang
19. Cangkang	42. Kelapa	65. Urea
20. *Furniture*	43. Kemiri	66. Wood chips
21. Gaplek	44. Kerosin	67. Wood pulp
22. Garam	45. Kertas	
23. Hasil hutan	46. Kopra	
1. Crushed stone	24. Industrial products	47. Animal skins
2. Alumina	25. Marine products	48. Bark
3. Aluminum	26. Mining products	49. Animal feed
4. Ammonia	27. Agricultural products	50. Melinjo
5. Charcoal	28. Salted fish	51. Clove leaf oil
6. Acid	29. Palm kernel	52. Palm oil
7. Paper raw materials	30. Corn	53. Nickel
8. Wooden pallets	31. Guava	54. Nutmeg
9. Handicrafts	32. Cashew nuts	55. Sand
10. Stone	33. Jengkol (dogfruit)	56. Bananas
11. Bauxite	34. Glass	57. Spices
12. Iron	35. Nuts	58. Rattan
13. Scrap iron	36. Cotton	59. Seaweed
14. Concrete	37. Rubber	60. Copper
15. Iron ore	38. Jute sacks	61. Tobacco
16. Cocoa beans/chocolate	39. Wire	62. Sago flour
17. Palm seeds	40. Wood	63. Tapioca flour
18. Fruits	41. Soybeans	64. Shrimp
19. Shells	42. Coconut	65. Urea
20. Furniture	43. Candlenut	66. Wood chips
21. Cassava flour	44. Kerosene	67. Wood pulp
22. Salt	45. Paper	
23. Forest products	46. Copra	

PRODUK DAN JASA
PRODUCTS AND SERVICES



KAPAL TERNAK

PT PELNI (Persero) mengoperasikan 1 (satu) armada Kapal Ternak yaitu KM Camara Nusantara I dengan Rute Kupang - Wini - Tanjung Priok - Panjang - Kupang. Kehadiran Kapal Ternak bertujuan untuk membantu Pemerintah menekan harga daging dan menyejahterakan para peternak di sentra peternakan sapi dalam negeri.

KAPAL PERINTIS

Selain mengelola Kapal Tol Laut dan Kapal Ternak, PT PELNI (Persero) juga diberikan mandat oleh Pemerintah untuk mengoperasikan Armada Kapal Perintis, dengan landasan hukum pengelolaan Kapal Perintis antara lain:

1. Peraturan Presiden Nomor 2 Tahun 2016 Tentang Penyelenggaraan Kewajiban Pelayanan Publik Kapal Perintis Milik Negara.
2. Peraturan Menteri Perhubungan Republik Indonesia Nomor PM 55 Tahun 2019 tentang Komponen Biaya dan Pendapatan yang Diperhitungkan dalam Kegiatan Pelayanan Publik Perintis Negara.

LIVESTOCK VESSEL

PT PELNI (Persero) currently operates 1 (one) livestock vessel, namely KM Camara Nusantara I, on the Kupang - Wini - Tanjung Priok - Panjang - Kupang. route. The operation of the livestock vessel is intended to assist the Government in reducing meat prices and supporting the welfare of local cattle farmers.

PIONEER VESSELS

In addition to operating Sea Toll Vessels and Livestock Vessels, PT PELNI (Persero) has also been assigned by the Government to operate Pioneer Vessel fleets. The legal basis for the management of Pioneer Vessels includes:

1. Presidential Regulation No. 2 of 2016 concerning the Implementation of Public Service Obligations for State-Owned Pioneer Vessels.
2. Regulation of the Minister of Transportation of the Republic of Indonesia No. PM 55 of 2019 concerning Cost and Revenue Components Considered in State Pioneer Public Service Activities.

3. Keputusan Direktur Jenderal Perhubungan Laut Nomor KP.998/DJPL/2021 tanggal 9 November 2021 tentang Jaringan Trayek Angkutan Laut Perintis Tahun Anggaran 2022.
4. PT PELNI (Persero) mengoperasikan 30 (tiga puluh) Kapal Perintis yang menjangkau daerah terpencil di seluruh Indonesia.

Armada Kapal Perintis merupakan bagian dari penugasan Pemerintah kepada PT PELNI (Persero) selain Kapal Tol Laut dan Kapal Ternak. PT PELNI (Persero) mengoperasikan 30 (tiga puluh) Kapal Perintis yang menjangkau daerah terpencil di seluruh Indonesia.

KAPAL REDE

Kapal rede merupakan bagian dari penugasan pemerintah kepada PT PELNI (Persero) dengan mengoperasikan 18 (delapan belas) kapal rede yang tersebar di seluruh Indonesia.

FASILITAS KAPAL

PT PELNI (Persero) berkomitmen untuk menyediakan SDM yang profesional serta fasilitas terbaik guna menjamin kenyamanan perjalanan penumpang, meliputi:

1. Fasilitas Umum:
   a. Live Music;
   b. Charging Spot;
   c. Kasur Ekonomi;
   d. Toilet;
   e. Mushola;
   f. Klinik;
   g. Hot Water;
   h. Cleaning Service;
   i. TV.
2. Fasilitas Berbayar:
   a. Mini Theatre;
   b. Add On (Sprei, Selimut, Bantal, dan Amenities);
   c. Supplement Food (Susu UHT, biskuit, jus buah kemasan).

3. Decree of the Director General of Sea Transportation No. KP.998/DJPL/2021 dated 9 November 2021 concerning the Pioneer Sea Transportation Route Network for Fiscal Year 2022.
4. PT PELNI (Persero) operates 30 (thirty) Pioneer Vessels serving remote areas throughout Indonesia.

The Pioneer Vessel fleet is part of the Government's assignment to PT PELNI (Persero), in addition to Sea Toll Vessels and Livestock Vessels. PT PELNI (Persero) operates 30 (thirty) Pioneer Vessels serving remote regions across Indonesia.

REDE VESSELS

Rede vessels are also part of the Government's assignment to PT PELNI (Persero). The Company operates 18 (eighteen) rede vessels located throughout Indonesia.

SHIP FACILITIES

PT PELNI (Persero) is committed to providing professional human resources and the best facilities to ensure passenger comfort during travel, including:

1. General Facilities
   a. Live music;
   b. Charging spots;
   c. Economy-class beds;
   d. Toilets;
   e. Prayer room;
   f. Clinic;
   g. Hot water;
   h. Cleaning service;
   i. Television.
2. Paid Facilities
   a. Mini theatre;
   b. Add-on services (bedsheets, blankets, pillows, and amenities);
   c. Supplementary food and beverages (UHT milk, biscuits, and packaged fruit juice).

PRODUK DAN JASA
PRODUCTS AND SERVICES

3. Fasilitas Permakanan
   a. Restoran (Ruang Makan Penumpang Kelas);
   b. *Bread Toaster*;
   c. *Combi Oven*;
   d. Menu Makan (*bento box*);
   e. Air Minum dalam Kemasan Branding PELNI.
4. Produk komersial angkutan penumpang atau *Commercial on Board* (COB by PELNI) terdiri dari:
   a. PELNI *TRAFFIC* merupakan pengelompokan layanan komersial angkutan penumpang yang menawarkan konsep B2B seperti branding, promosi, sewa *space*, dan iklan di kapal;
   b. PELNI *EXPERIENCE* merupakan pengelompokan layanan komersial angkutan penumpang yang menawarkan pengalaman (*experience*) pelanggan di Kapal PELNI dengan mengoptimalkan berbagai kegiatan MICE (*Meeting on Board*, *Tour on Board*, *Study on Board*, *Event on Board*), Kapal Phinisi, wisata dan perjalanan (*traveling*);
   c. PELNI PLUS merupakan pengelompokan layanan komersial angkutan penumpang yang memberikan nilai tambah (*added value*) pada pelanggan dengan berbagai layanan penunjang selama berlayar seperti Layanan Tambahan (*Add on*), Layanan Internet Komersial dan Layanan Antarmoda.
5. Keagenan Kapal Jenis Layanan Keagenan:
   a. *Clearance in & out*;
   b. *Bunker*, *Fresh Water*, *Provision Supply*;
   c. *Crew & Guest Attendance*;
   d. *Protecting Agent*;
   e. *Custom & Immigration Clearance*;
   f. Layanan *Sea Pollution*; dan
   g. Layanan *Garbage Removal*.

MANAJEMEN KESELAMATAN

- Regulasi IMO:
  a. SOLAS 1974 Consolidated 2004 (Chapter IX:ISM Code);
  b. MARPOL 78 Consolidated 2006;
  c. STCW 95 (KM. 70 tahun 1998, PP Nomor 7 Tahun 2000 tentang Kepelautan);
  d. COLREG 72 (Collision Regulation tahun 72).
- *International Load Line Convention* (ILLC) 1966;

3. Food Service Facilities
   a. Restaurant (Dining Room for Class Passengers);
   b. Bread toaster;
   c. Combi oven;
   d. Meal menu (bento box);
   e. PELNI-branded bottled drinking water.
4. Commercial Passenger Transportation Products (Commercial on Board/COB by PELNI)
   a. PELNI TRAFFIC is a group of commercial passenger transportation services offering B2B concepts such as branding, promotions, space rental, and onboard advertising.
   b. PELNI EXPERIENCE is a group of commercial passenger transportation services designed to provide customer experiences onboard PELNI ships by optimizing various MICE activities, including Meeting on Board, Tour on Board, Study on Board, and Event on Board, as well as Phinisi ship tours, tourism, and travel activities.
   c. PELNI PLUS is a group of commercial passenger transportation services that provides added value to customers through various supporting services during voyages, such as add-on services, commercial internet services, and intermodal transportation services.
5. Ship Agency Services
   a. Clearance in and out
   b. Bunker, fresh water, and provision supply
   c. Crew and guest attendance
   d. Protecting agent services
   e. Customs and immigration clearance
   f. Sea pollution services
   g. Garbage removal services

SAFETY MANAGEMENT

- IMO Regulations
  a. SOLAS 1974 Consolidated 2004 (Chapter IX: ISM Code)
  b. MARPOL 78 Consolidated 2006
  c. STCW 95 (Ministerial Decree Number 70 of 1998 and Government Regulation Number 7 of 2000 concerning Seafarers)
  d. COLREG 72 (Collision Regulations 1972)
- International Load Line Convention (ILLC) 1966

PRODUK DAN JASA
PRODUCTS AND SERVICES

- Peraturan Pemerintah (PP) Nomor 50 Tahun 2012 tentang Penerapan Sistem Manajemen Keselamatan Dan Kesehatan Kerja;
- The International Organization for Standardization (ISO) 45001 - Sistem Manajemen Keselamatan Dan Kesehatan Kerja.

Usaha Sampingan & Penunjang *Tour*

1. Tour Paket Kapal Pinisi:
   a. Wisata Pulau Padar;
   b. Wisata Pulau Rinca;
   c. Wisata Pulau Komodo.

Hotel Bahtera

Hotel Bahtera dibentuk untuk dapat digunakan sebagai acara rapat dan pusat pelatihan, yang dilengkapi dengan fasilitas ruang rapat berkapasitas lebih dari 200 orang dan fasilitas penunjang lainnya.

Galangan Surya

Berdiri sejak 20 Mei 1996 dan mengerjakan kapal PT PELNI (Persero) tipe 500, yaitu KM Sangiang, KM Pangrango, KM Wilis. PT PELNI (Persero) *Maintenance Facilities* (PMF), proyeksi strategis yang dapat menjamin space dok dan perbaikan bagi seluruh kapal (termasuk kapal besar) yang dioperasikan oleh PT PELNI (Persero).

Bisnis Properti

PT PELNI (Persero) juga bergerak di bisnis properti dengan menyewakan ruang kantor dari aset gedung PT PELNI (Persero) yang tersebar di seluruh cabang PT PELNI (Persero). Selain itu, bisnis properti juga meliputi persewaan ruang beriklan di atas kapal PT PELNI (Persero) serta persewaan toko dan kafe di atas kapal.

Chartering

Kegiatan penyewaan atau pengoperasian kapal bukan milik beserta awak kapal dan peralatannya.

Broking

Broking adalah kegiatan usaha perantara jual beli kapal dan/ atau sewa kapal.

- Government Regulation (PP) Number 50 of 2012 concerning the Implementation of Occupational Health and Safety Management Systems
- ISO 45001 – Occupational Health and Safety Management System

Supporting and Tourism Businesses

1. Phinisi Ship Tour Packages
   a. Padar Island Tour
   b. Rinca Island Tour
   c. Komodo Island Tour

Hotel Bahtera

Hotel Bahtera was established to serve as a venue for meetings and training centers. It is equipped with meeting facilities that can accommodate more than 200 people, along with other supporting facilities.

Galangan Surya

Established on 20 May 1996, Galangan Surya has worked on PT PELNI (Persero)'s 500-type vessels, namely KM Sangiang, KM Pangrango, and KM Wilis. PT PELNI (Persero) Maintenance Facilities (PMF) is a strategic projection aimed at ensuring dock space and maintenance services for all vessels operated by PT PELNI (Persero), including large ships.

Property Business

PT PELNI (Persero) is also engaged in the property business by leasing office spaces from PT PELNI (Persero)'s building assets located across its branch offices. In addition, the property business includes advertising space rentals on board PT PELNI (Persero) vessels, as well as the rental of shops and cafés on board the ships.

Chartering

Chartering is the activity of leasing or operating vessels that are not owned by the company, including their crew and equipment.

Broking

Broking is a business activity that acts as an intermediary in the sale and purchase of vessels and/or vessel charter services.

JARINGAN TRAYEK KAPAL PENUMPANG 2025
2025 PASSENGER SHIP ROUTE NETWORK



25
Kapal Penumpang
Passenger Ship

74 **Pelabuhan** Port
511 **Ruas** sections
1.359 **Trayek** Route

JARINGAN TRAYEK KAPAL PENUMPANG 2025
2025 PASSENGER SHIP ROUTE NETWORK



JARINGAN TRAYEK KAPAL TOL LAUT 2025
2025 SEA TOLL SHIP ROUTE NETWORK



08 Trayek Route

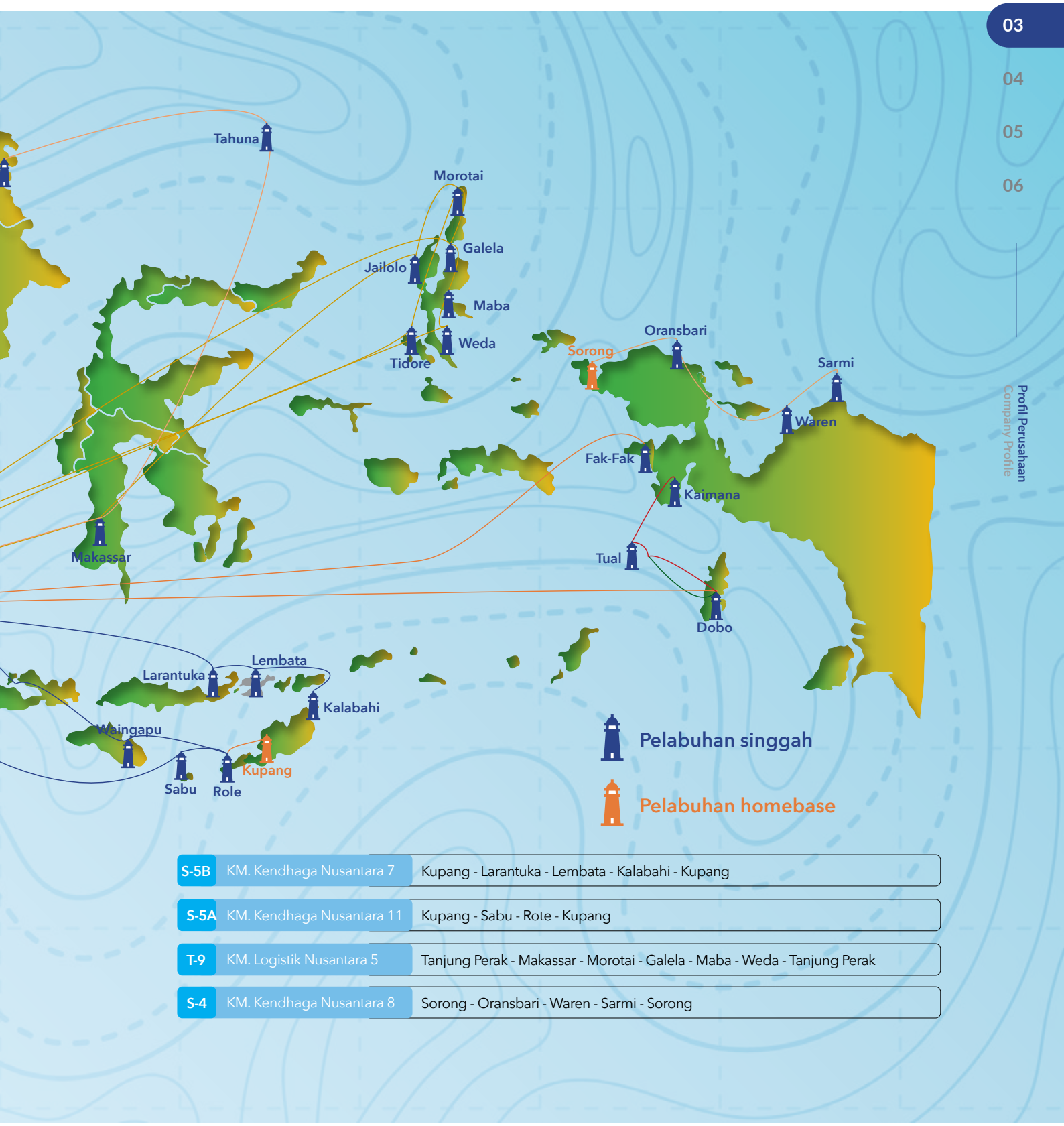
42 Pelabuhan Singgah Port of Call

5 Unit KM Logistik Nusantara

3 Unit KM Kendhaga Nusantara

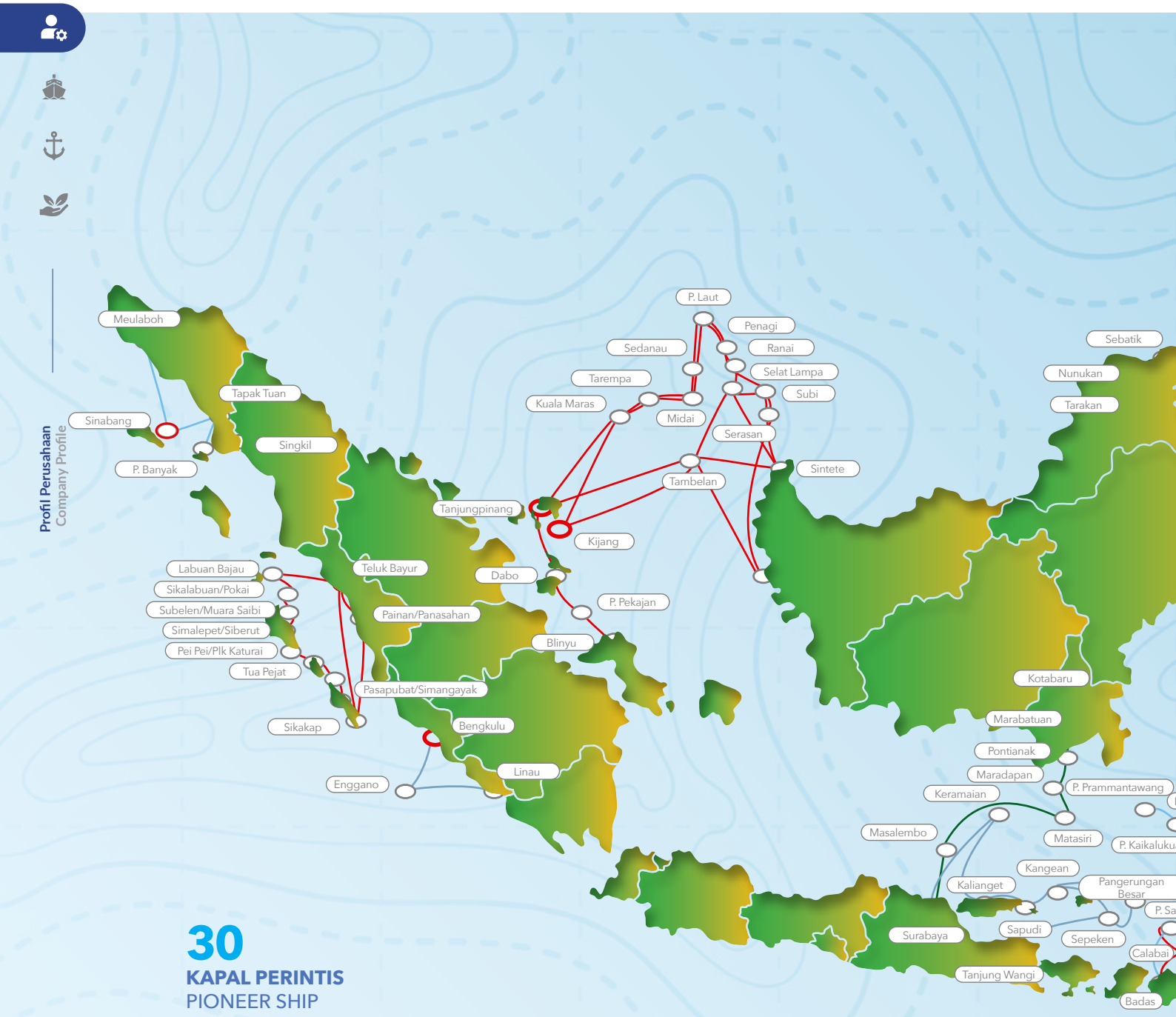
H-1	KM. Logistik Nusantara 2	Tanjung Perak - Makassar - Tahuna - Nunukan - Tanjung Perak
T-2	KM. Logistik Nusantara 4	Tanjung Priok - Tanjung Uban - Letung - Tarempa - Selat Lampa - Subi - Serasan - Midai - Tanjung Uban - Tanjung Priok
T-6	KM. Logistik Nusantara 3	Tanjung Perak - Tidore - Jailolo - Tanjung Perak
T-26	KM. Logistik Nusantara 1	Tanjung Perak - Fak-Fak - Kaimana - Dobo - Tual - Tanjung Perak

JARINGAN TRAYEK KAPAL TOL LAUT 2025
2025 SEA TOLL SHIP ROUTE NETWORK



S-5B	KM. Kendhaga Nusantara 7	Kupang - Larantuka - Lembata - Kalabahi - Kupang
S-5A	KM. Kendhaga Nusantara 11	Kupang - Sabu - Rote - Kupang
T-9	KM. Logistik Nusantara 5	Tanjung Perak - Makassar - Morotai - Galela - Maba - Weda - Tanjung Perak
S-4	KM. Kendhaga Nusantara 8	Sorong - Oransbari - Waren - Sarmi - Sorong

JARINGAN TRAYEK NASIONAL KAPAL PERINTIS 2025
2025 NATIONAL PIONEER SHIP ROUTE NETWORK



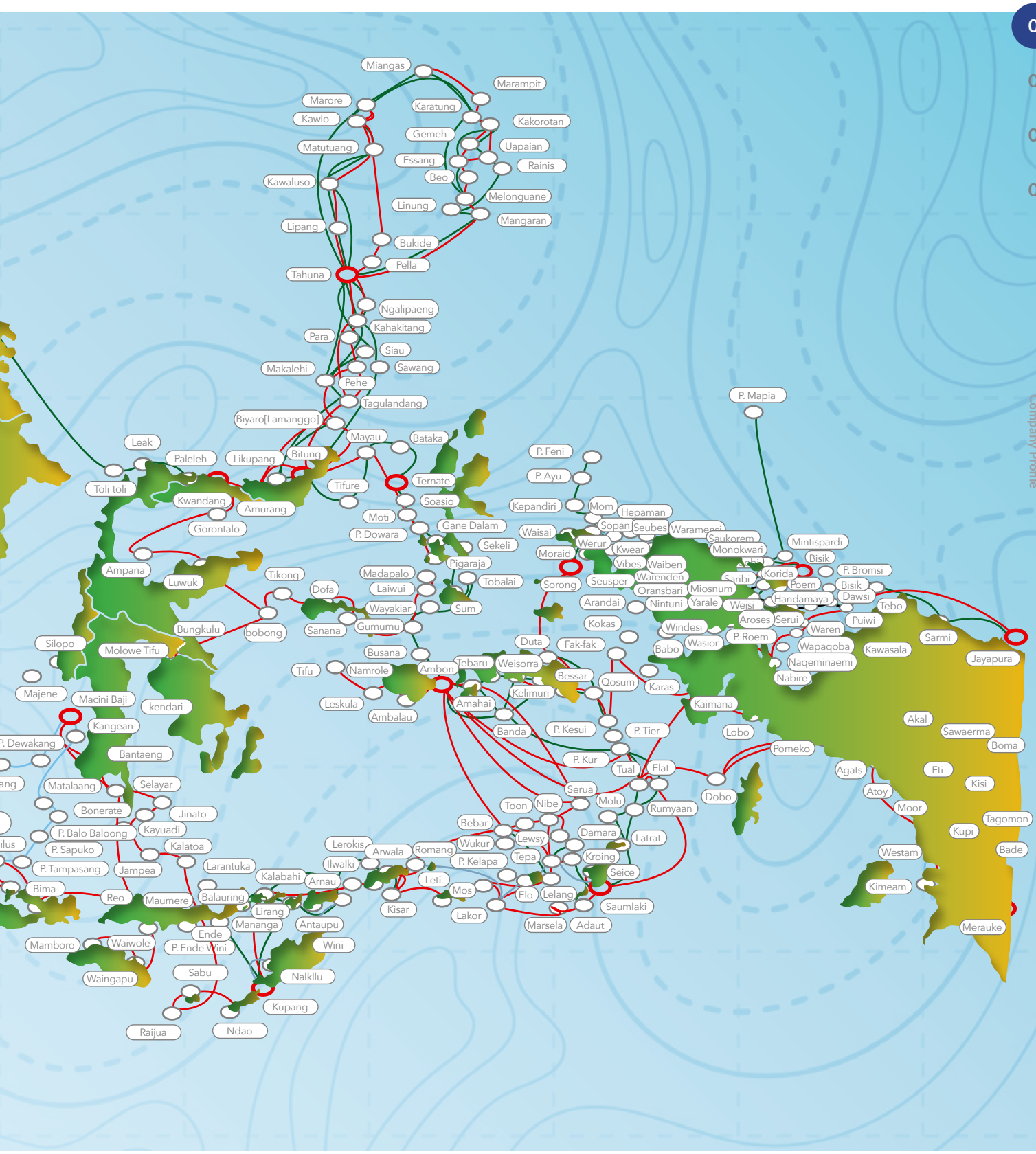
30
KAPAL PERINTIS
PIONEER SHIP

230 **Pelabuhan** Port

526 **Ruas** sections

2.720 **Trayek** Route

JARINGAN TRAYEK NASIONAL KAPAL PERINTIS 2025
2025 NATIONAL PIONEER SHIP ROUTE NETWORK



RUTE KAPAL TERNAK 2025
2025 LIVESTOCK SHIP ROUTES



RUTE KAPAL TERNAK 2025
2025 LIVESTOCK SHIP ROUTES



NAMA DAN ALAMAT ANAK PERUSAHAAN, KANTOR CABANG, DAN KANTOR PERWAKILAN

NAMES AND ADDRESSES OF SUBSIDIARIES, BRANCH OFFICES, AND REPRESENTATIVE OFFICES

PT PELNI (PERSERO)	
Kantor Pusat / Head Office Jl. Gajah Mada No. 14, DKI Jakarta 10130 T. +6221 6334 342 F. +6221 6385 4130 E. humas@pelni.co.id W. www.pelni.co.id	Pemasaran / Marketing Jl. Gajah Mada No. 14, DKI Jakarta 10130 T. +6221 6385 50962 E. divisi.pemasaran@pelni.co.id
ANAK PERUSAHAAN SUBSIDIARIES	
PT PBM Sarana Bandar Nasional (PT PBM SBN) Jl. Cempaka Putih Tengah II B.13-144, Cempaka Putih, DKI Jakarta – 10510 T. +6221 4287 9000 F. +6221 4287 8389 E. info@ptsbn.co.id W. www.ptsbn.co.id	PT Pelita Indonesia Djaya (PT PID) Ruko Cempaka Mas Gedung Pelni Kemayoran Jl. Angkasa No. 18 Gunung Sahari Selatan Jakarta Pusat 10610 T. +6221 4393 3184 F. +6221 4393 1623 E. pt.pidc@gmail.com
CABANG KELAS 1 BRANCH CLASS 1	
Tg Priok Jl. Palmas No. 2, Tanjung Priok, Jakarta Utara T. +6221 4393 3184 F. +6221 4393 1623 E. tg-priok@pelni.co.id	Surabaya Jl. Pahlawan No.112-114, Surabaya T. +6231 3293 197 F. +6231 3538 958, +6231 3293 195 E. surabaya@pelni.co.id
Makassar Jl. Sawerigading No. 14, Makassar T. +62411 3614 861 F. +62411 3631 395, +62411 3614 788 E. makassar@pelni.co.id	Ambon Jl. D.I. Panjaitan No. 19, Ambon T. +62911 3482 19, +62911 3531 61, +62911 3423 28 F. +62911 3520 49 E. ambon@pelni.co.id
CABANG KELAS 2 BRANCH CLASS 2	
Jayapura Jl. Argapura No. 15, Jayapura Selatan, Papua T. +62967 5332 70, +62967 5330 70, +62967 5314 12 F. +62967 5319 21, +62967 5333 70 E. jayapura@pelni.co.id	Balikpapan Jl. Yos Sudarso No. 1 Balikpapan T. +62542 4241 71, +62542 4224 10 F. +62542 7350 09 E. balikpapan@pelni.co.id
Sorong Jl. Jend. A. Yani, Kompleks Pelabuhan, Sorong T. +62951 3218 60 F. +62951 323873 E. sorong@pelni.co.id	Kupang Jl. Pahlawan No.7 Kel. Fatufeto – Kec. Alak Kupang, NTT T. +62380 8219 44, +62380 8238 98 F. +62380 8336 46 E. kupang@pelni.co.id
Bau-Bau Jl. Pahlawan No.1, Bau-bau Sulawesi Tenggara T. +62402 2821 258, +62402 2821 905, +62402 2822 705 F. +62402 2821 188 E. bau-bau@pelni.co.id	Bitung Jl. Sam Ratulangi No. 7 Bitung, Bitung Kota – Sulawesi Utara T. +62438 3635 2, +62438 3581 8 F. +62438 3358 8 E. bitung@pelni.co.id
Manokwari Jl. Siliwangi No. 24 Manokwari, Papua Barat T. +62986 2151 66, +62986 2151 67, +62986 2151 65 F. +62986 2151 68 E. manokwari@pelni.co.id	

NAMA DAN ALAMAT ANAK PERUSAHAAN, KANTOR CABANG, DAN KANTOR PERWAKILAN
NAMES AND ADDRESSES OF SUBSIDIARIES, BRANCH OFFICES, AND REPRESENTATIVE OFFICES

CABANG KELAS 3 BRANCH CLASS 3	
Batam Jl. DR. Cipto Mangunkusumo No. 4, Tanjung Pinggir, Sekupang, Pulau Batam T. +62778 3221 81, +62778 3210 70 F. +62778 3210 85, +62778 3255 86 E. batam@pelni.co.id	Sampit Jl. Ahmad Yani No 70, Mentawa Baru Ketapang, Kotawaringin Timur, Kalimantan Tengah 74322 T. (0531) 22006 F. (0531) 24502 E. sampit@pelni.co.id
Pare-Pare Jl. Lasiming No. 44 Pare-pare, Sulawesi Selatan T. +62421 2101 7, +62421 2470 9 F. +62421 2307 9 E. pare-pare@pelni.co.id	Denpasar Jl. Raya Kuta No 299, Kuta, Badung, Bali 80361 T. (0361) 763963 F. (0361) 763964 E. denpasar@pelni.co.id
Nabire Jl. Frans Kaisepo No. 14, Nabire, Papua T. +62984 2285 0, +62984 2318 1, +62984 2507 2 F. +62984 2135 0 E. nabire@pelni.co.id	Maumere Jl. Don Juan No.6, Alok, Sikka, Flores, Nusa Tenggara Timur 96613 T. (0382) 21013 F. (0382) 22020 E. maumere@pelni.co.id
Ternate Jl. Jend.A.Yani, Kompleks Pelabuhan, Ternate,Maluku Utara T. +62921 3121 434, +62921 4124 434, +62921 3125 474 F. +62921 3121 276 E. ternate@pelni.co.id	Larantuka Jl. Don Lorenzo Dvg, Lohayong, Larantuka, Flores Timur, Nusa Tenggara Timur 86216 T. 6285342515038 / (0383) 21155 F. (0383) 21153 E. larantuka@pelni.co.id
Medan/Belawan Jl. Gunung Krakatau No. 17A, Medan T. +6261 4206 5268 F. +6261 4206 5267 E. belawan@pelni.co.id	Namlea Jl. BTN Tatanggo, Namlea, Buru, Maluku 97571 T. (0913) 21069 E. namlea@pelni.co.id
Pontianak Jl. ST. Abdurahman No.12 Pontianak, Kalimantan Barat T. +62561 7481 24, +62561 7481 29 F. +62561 7481 31 E. pontianak@pelni.co.id	Fak Fak Jl. D.I. Panjaitan Fak Fak, Papua Barat 98612 T. (0956) 23230 / (0956) 23371 F. (0956) 22556
Kumai Jl. Sudirman, SH No. 16 Pangkalan Bun/Kumai, Kalimantan Tengah T. +62532 2442 0 F. +62532 2407 3 E. kumai@pelni.co.id	Tual Jl. Ahmad Yani No.2, Lodar El, Tual, Maluku 97713 T. (0916) 22520 F. (0916) 21181 E. tual@pelni.co.id
Tarakan Jl. Kusuma Bangsa No. 100, Gunung Lingkas, Tarakan Kota T. +62551 5116 9, +62551 2544 0 F. +62551 21529 E. tarakan@pelni.co.id	Biak Jl. Jend. Sudirman No. 37, Burokub, Biak Kota, Biak Numfor, Papua 98115 T. (0981) 23255 F. (0981) 22225 E. biak@pelni.co.id
Nunukan Jl. A. Yani No. 11, Nunukan, Kalimantan Tenggara T. +62556 2130 9, +62556 2298 4 F. +62556 2102 9 E. nunukan@pelni.co.id	Serui Jl. Dr. Wahidin Sudirohusodo, Kep. Yapen, Serui, Papua 98211 T. (0983) 32309 / (0983) 23256 F. (0983) 31552 E. serui@pelni.co.id
Semarang Jl. Mpu Tantular 25-27, Semarang T. +6224 3540 238, +6224 3546 722 F. +6224 3555 156 E. semarang@pelni.co.id	Tg. Pinang Jl. Jend. A. Yani No. 06 Tg. Pinang Kepulauan Riau T. +62771 2151 3, +62771 2193 3 F. +62771 2342 7 E. tg-pinang@pelni.co.id

NAMA DAN ALAMAT ANAK PERUSAHAAN, KANTOR CABANG, DAN KANTOR PERWAKILAN
NAMES AND ADDRESSES OF SUBSIDIARIES, BRANCH OFFICES, AND REPRESENTATIVE OFFICES

CABANG KELAS 4 BRANCH CLASS 4	
Kota Baru / Batulicin Jl. Pelabuhan Samudera No. 125, Batulicin, Tanah Bumbu, Kalimantan Selatan 72211 T. (0518) 70822 F. (0518) 71419 E. kotabaru@pelni.co.id	Waingapu Jl. Hasanuddin No.1, Waingapu, Sumba Timur, Nusa Tenggara Timur 87116 T. (0387) 61665 F. (0387) 61027 E. waingapu@pelni.co.id
Bima Jl. Kesatria No.2, Penatoi, Mpunda, Bima, Nusa Tenggara Barat 84116 T. 6282144523577 / (0374) 42046 F. (0374) 42625 E. bima@pelni.co.id	Kendari Jl. Mayjen Sutoyo No. 75e, Watu-Watu, Kendari Barat, Kendari, Sulawesi Tenggara T. 6282328887525 / (0401) 3121935 F. (0401) 3122156 E. kendari@pelni.co.id
Palu Jl. Ra Kartini No.96, Palu Timur, Palu, Sulawesi Tengah 94111 T. (0451) 421696 F. (0451) 423237 E. palu@pelni.co.id	Luwuk Jl. Sungai Limboto No. 74, Bungin, Luwuk, Banggai, Sulawesi Tengah 94713 T. (0461) 23013 / (0461) 23013 F. (0461) 21888 E. luwuk@pelni.co.id
Labuan Bajo Jl. Trans Flores, Pasar Baru, Manggarai Barat, Nusa Tenggara Timur 86754 T. (0385) 2440304	Kaimana Jl. Diponegoro, Kaimana, Papua Barat 98113 T. (0957) 21009 F. (0957) 21464 E. kaimana@pelni.co.id
Ende JL. Katedral No.2, Potulando, Ende, Nusa Tenggara Timur 86316 T. (0381) 21043 F. (0381) 21419 E. pelniende@pelni.co.id	Timika Jl. R.A. Kartini No.5, Inauga, Mimika Baru, Papua 99962 T. 6281344833431 / (0901) 3126660 F. (0901) 321106 E. timika@pelni.co.id
Merauke JL. Sabang No. 318, Merauke, Papua Selatan 99114 T. (0971) 321591 F. (0971) 321631 E. merauke@pelni.co.id	Dobo Jl. Yos Sudarso No.22, Galai Dubu, Kep. Aru, Dobo, Maluku 97613 T. (0917) 21300 F. (0917) 21500 E. dobo@pelni.co.id
Ende Jl. Katedral No.2, Potulando, Ende, Nusa Tenggara Timur 86316 T. (0381) 21043 F. (0381) 21419 E. pelniende@pelni.co.id	Merauke Jl. Sabang No. 318, Merauke, Papua Selatan 99114 T. (0971) 321591 F. (0971) 321631 E. merauke@pelni.co.id
USAHA PENUNJANG SUPPORTING BUSINESSES	
Hotel Bahtera Cipayung Jl. Raya Puncak Cipayung, No. 256, Bogor T. +6251 8254 251, +6251 8257 451 F. +6251 8256 663 E. hotelbahtera@hotelbahterapelni.co.id	

KEANGGOTAAN PERUSAHAAN DI DALAM ASOSIASI/ ORGANISASI INDUSTRI

COMPANY MEMBERSHIP IN INDUSTRY ASSOCIATIONS/ORGANIZATIONS

Hingga akhir tahun 2025, PELNI aktif berpartisipasi dalam beberapa asosiasi atau organisasi industri, dengan rincian sebagai berikut:

As of the end of 2025, PELNI actively participated in several industry associations and organizations, as detailed below:

Asosiasi atau Organisasi Association or Organization	Alamat Address	Posisi di Asosiasi atau Organisasi Position in the Association or Organization
Indonesian National Shipowners Association (INSA)	DPP INSA SECRETARIAT Wisma BSG, Lantai 3A #M04-05 Jl. Abdul Muis No.40 Jakarta Pusat, 10160-Indonesia Wisma BSG, 3rd Floor #M04-05 Jl. Abdul Muis No.40 Central Jakarta, 10160, Indonesia P:+62 21 3514348 F: +62 21 351 4347	Anggota Member
Forum Human Capital Indonesia (FHCI)	Plaza Mandiri, Jl. Gatot Subroto No. Kav 36-38 Lt. 28, Senayan, Kebayoran Baru, Jakarta Selatan 12190-Indonesia Mandiri Plaza, 36-38 Gatot Subroto Street, No. Kav, 28th Floor, Senayan, Kebayoran Baru, South Jakarta 12190, Indonesia. T: +62 21 2709543	Anggota Member

STRUKTUR ORGANISASI
ORGANIZATIONAL STRUCTURE

Struktur Organisasi PT PELNI (Persero) disahkan melalui Surat Keputusan Direksi No. 01.30/01/SK/HKO.01/2025 tanggal 30 Januari 2025 Tentang Struktur Organisasi, Tugas Pokok, dan Fungsi Kantor Pusat di PT PELNI (Persero) tertanggal 30 Januari 2025.

The organizational structure of PT PELNI (Persero) was approved through Board of Directors Decree No. 01.30/01/SK/HKO.01/2025 dated 30 January 2025, concerning the Organizational Structure, Main Duties, and Functions of the Head Office of PT PELNI (Persero), issued on 30 January 2025.



STRUKTUR ORGANISASI
ORGANIZATIONAL STRUCTURE



PROFIL DIREKSI
PROFILE OF THE BOARD OF DIRECTORS



Tri Andayani
Direktur Utama
President Director

Usia Age	52 tahun 52 years old
Tempat dan Tanggal Lahir Place and Date of Birth	Jakarta, 29 Juli 1973 Jakarta, 29 July 1973
Kewarganegaraan Nationality	Indonesia Indonesia
Domisili Domicile	Jakarta Jakarta

Riwayat Pendidikan Educational Background	• Pascasarjana (S2), Magister Manajemen, Universitas Gadjah Mada (2000) • Sarjana (S1), Sarjana Akuntansi, STIE Perbanas (1996) • Postgraduate (S2), Master of Management, Gadjah Mada University (2000) • Undergraduate (S1), Bachelor of Accounting, STIE Perbanas (1996)
Riwayat Pekerjaan Work Experience	• Direktur Marketing PT Phapros Tbk (2021-2022) • Komisaris Independen PT Sarana Bandar Nasional (2018-2022) • Direktur Keuangan PT PELNI (Persero) (2017-2019) • Direktur Operasi PT Len Industri (Persero) (2016-2017) • Direktur Keuangan PT Len Industri (Persero) (2015-2016) • Marketing Director of PT Phapros Tbk (2021–2022) • Independent Commissioner of PT Sarana Bandar Nasional (2018–2022) • Finance Director of PT PELNI (Persero) (2017–2019) • Operations Director of PT Len Industri (Persero) (2016–2017) • Finance Director of PT Len Industri (Persero) (2015–2016)
Jabatan Lainnya Other Positions	Tidak merangkap jabatan sebagai pejabat pada perusahaan atau instansi lain Does not hold concurrent positions as an official at other companies or institutions
Dasar Hukum Pengangkatan Legal Basis of Appointment	Keputusan Menteri Badan Usaha Milik Negara (BUMN) Nomor: SK-57/MBU/ 02/2022 tanggal 25 Februari 2022 Decree of the Minister of State-Owned Enterprises (SOEs) Number: SK-57/MBU/02/2022 dated 25 February 2022
Hubungan Afiliasi Affiliation Relationship	Tidak memiliki hubungan afiliasi dengan anggota Direksi Lainnya, Dewan Komisaris, dan Pemegang Saham Has no affiliation relationship with other members of the Board of Directors, Board of Commissioners, and Shareholders
Periode Jabatan Term of Office	Periode Pertama First Term

PROFIL DIREKSI
PROFILE OF THE BOARD OF DIRECTORS



Anik Hidayati
Direktur Keuangan dan Manajemen Risiko
Director of Finance and Risk Management

Usia Age	59 tahun 59 years old
Tempat dan Tanggal Lahir Place and Date of Birth	Gresik, 20 Oktober 1966 Gresik, 20 October 1966
Kewarganegaraan Nationality	Indonesia Indonesia
Domisili Domicile	Jakarta Jakarta

Riwayat Pendidikan Educational Background	• Pascasarjana (S2), Magister Manajemen, Universitas Airlangga (2002) • Sarjana (S1), Perikanan, Universitas Brawijaya (1989) • Postgraduate (S2), Master of Management, Airlangga University (2002) • Undergraduate (S1), Fisheries, Brawijaya University (1989)
Riwayat Pekerjaan Work Experience	• *Senior Executive Vice President, Directorate Of Operation* PT Bank Rakyat Indonesia (Persero) Tbk (2022) • *Temporary Substitute, Senior Executive Vice President, Directorate Of Internal Audit* PT Bank Rakyat Indonesia (Persero) Tbk (2022) • *Chief Regional Audit* Jakarta 2, PT Bank Rakyat Indonesia (Persero) Tbk (2021 - 2022) • Direktur Pemasaran & Bisnis Syariah, PT Asuransi BRI Life (2018 - 2021) • *Senior Vice President, Mass Funding Division*, PT Bank Rakyat Indonesia (Persero) Tbk (2016 - 2018) • *Regional Business Head* BRI Surabaya (2016) • *Regional Business Head* BRI Malang (2014 - 2016) • *Vice President, Procurement Logistic Management Division*, PT Bank Rakyat Indonesia (Persero) Tbk (2012- 2014) • Senior Executive Vice President, Directorate of Operations, PT Bank Rakyat Indonesia (Persero) Tbk (2022) • Temporary Substitute, Senior Executive Vice President, Directorate of Internal Audit, PT Bank Rakyat Indonesia (Persero) Tbk (2022) • Chief Regional Audit Jakarta 2, PT Bank Rakyat Indonesia (Persero) Tbk (2021–2022) • Director of Marketing & Sharia Business, PT Asuransi BRI Life (2018–2021) • Senior Vice President, Mass Funding Division, PT Bank Rakyat Indonesia (Persero) Tbk (2016–2018) • Regional Business Head BRI Surabaya (2016) • Regional Business Head BRI Malang (2014–2016) • Vice President, Procurement Logistic Management Division, PT Bank Rakyat Indonesia (Persero) Tbk (2012–2014)
Jabatan Lainnya Other Positions	Tidak merangkap jabatan sebagai pejabat pada perusahaan atau instansi lain Does not hold concurrent positions as an official at other companies or institutions
Dasar Hukum Pengangkatan Legal Basis of Appointment	Keputusan Menteri Badan Usaha Milik Negara (BUMN) Nomor: SK-263/MBU/ 11/2022 tanggal 21 November 2022 Decree of the Minister of State-Owned Enterprises (SOEs) Number: SK-263/MBU/11/2022 dated 21 November 2022
Hubungan Afiliasi Affiliation Relationship	Tidak memiliki hubungan afiliasi dengan anggota Direksi Lainnya, Dewan Komisaris, dan Pemegang Saham Has no affiliation relationship with other members of the Board of Directors, Board of Commissioners, and Shareholders
Periode Jabatan Term of Office	Periode Pertama First Term

PROFIL DIREKSI
PROFILE OF THE BOARD OF DIRECTORS



Heri Purnomo
Direktur Sumber Daya Manusia dan Umum
Director of Human Capital and General Affairs

Usia Age	54 tahun 54 years old
Tempat dan Tanggal Lahir Place and Date of Birth	Kudus, 27 Februari 1971 Kudus, 27 February 1971
Kewarganegaraan Nationality	Indonesia Indonesia
Domisili Domicile	Jakarta Jakarta

Riwayat Pendidikan Educational Background	• Magister Manajemen dari Institut Bisnis dan Informatika Indonesia (2006) • Sarjana Ekonomi dari Universitas Sebelas Maret (1994) • Master of Management from the Indonesian Business and Informatics Institute (2006) • Bachelor of Economics from Sebelas Maret University (1994)
Riwayat Pekerjaan Work Experience	• Asisten Deputi Bidang Industri Mineral Dan Batubara (Juni 2020 – 8 Januari 2024) • Plt. Deputi Bidang Usaha Pertambangan, Industri Strategis dan Media (18 November 2019 - 8 Juni 2020) • Asisten Deputi Usaha Pertambangan, Industri Strategis dan Media II (Januari 2019- Juni 2020) • Asisten Deputi Usaha Konstruksi dan Sarana dan Prasarana Perhubungan I (18 September 2017- 2 Januari 2019) • Asisten Deputi Usaha Konstruksi dan Sarana dan Prasarana Perhubungan III (30 Juni 2016- 8 Januari 2019) • Kabid Usaha Konstruksi dan Sarana dan Prasarana Perhubungan IIIa (Oktober 2015-Juni 2016) • Kabag Organisasi dan Reformasi Birokrasi (Mei 2014-Oktober 2015) • Kabid Jasa III C, Deputi Bidang Usaha Perbankan, Jasa Keuangan, Konstruksi dan Jasa Lainnya (September 2014-Mei 2014) • Kabid Jasa III B, Deputi Bidang Usaha Jasa (Oktober 2010-September 2014) • Komisaris PT Pelindo Multi Terminal (1 Maret 2023- 8 Januari 2024) • Komisaris PT Pelindo Solusi Logistik (September 2021-1 Maret 2023) • Komisaris PT Pelabuhan Indonesia IV (Oktober 2017-September 2021) • Komisaris PT Pos Indonesia (Persero) (Januari 2017- Oktober 2017) • Komisaris PT Taman Wisata Candi Borobudur, Prambanan dan Ratu Boko (Persero) (Juli 2014-Januari 2017) • Komisaris PT Jalantol Lingkarluar Jakarta (Maret 2012- Juli 2014)

PROFIL DIREKSI
PROFILE OF THE BOARD OF DIRECTORS

	• Deputy Assistant for Mineral and Coal Industry (June 2020 – 8 January 2024) • Acting Deputy for Mining Business, Strategic Industries, and Media (18 November 2019 – 8 June 2020) • Deputy Assistant for Mining Business, Strategic Industries, and Media II (January 2019 – June 2020) • Deputy Assistant for Construction Business and Transportation Infrastructure I (18 September 2017 – 2 January 2019) • Deputy Assistant for Construction Business and Transportation Infrastructure III (30 June 2016 – 8 January 2019) • Head of Construction Business and Transportation Infrastructure IIIa (October 2015 – June 2016) • Head of Organization and Bureaucratic Reform Division (May 2014 – October 2015) • Head of Services III C, Deputy for Banking, Financial Services, Construction, and Other Services Business (September 2014 – May 2014) • Head of Services III B, Deputy for Services Business (October 2010 – September 2014) • Commissioner of PT Pelindo Multi Terminal (1 March 2023 – 8 January 2024) • Commissioner of PT Pelindo Solusi Logistik (September 2021 – 1 March 2023) • Commissioner of PT Pelabuhan Indonesia IV (October 2017 – September 2021) • Commissioner of PT Pos Indonesia (Persero) (January 2017 – October 2017) • Commissioner of PT Taman Wisata Candi Borobudur, Prambanan dan Ratu Boko (Persero) (July 2014 – January 2017) • Commissioner of PT Jalantol Lingkarluar Jakarta (March 2012 – July 2014)
Jabatan Lainnya Other Positions	Tidak merangkap jabatan sebagai pejabat pada perusahaan atau instansi lain Does not hold concurrent positions as an official at other companies or institutions
Dasar Hukum Pengangkatan Legal Basis of Appointment	Keputusan Menteri Badan Usaha Milik Negara (BUMN) Nomor: SK-6/MBU/ 01/2024 tanggal 9 Januari 2024 Decree of the Minister of State-Owned Enterprises (SOEs) Number: SK-6/MBU/01/2024 dated 9 January 2024
Hubungan Afiliasi Affiliation Relationship	Tidak memiliki hubungan afiliasi dengan anggota Direksi Lainnya, Dewan Komisaris, dan Pemegang Saham Has no affiliation relationship with other members of the Board of Directors, Board of Commissioners, and Shareholders
Periode Jabatan Term of Office	Periode Pertama First Term

PROFIL DIREKSI
PROFILE OF THE BOARD OF DIRECTORS



Robert M.P. Sinaga
Direktur Armada dan Teknik
Director of Fleet and Engineering

Usia Age	58 tahun 58 years old
Tempat dan Tanggal Lahir Place and Date of Birth	Medan, 29 Desember 1967 Medan, 29 December 1967
Kewarganegaraan Nationality	Indonesia Indonesia
Domisili Domicile	Jakarta Jakarta

Riwayat Pendidikan Educational Background	• Pascasarjana (S2), Manajemen Logistik dan Teknik Transportasi, University of Lille I (1998) • Sarjana (S1), Teknik Industri, Institut Teknologi Bandung (1992) • Postgraduate (S2), Logistics Management and Transportation Engineering, University of Lille I (1998) • Undergraduate (S1), Industrial Engineering, Bandung Institute of Technology (1992)
Riwayat Pekerjaan Work Experience	• Direktur Utama, PT Prima Multi Terminal (2018-2021) • Presiden Direktur Projek Organisasi Pengembangan Kuala Tanjung (2017-2018) • Komisaris PT Prima Husada Cipta Medan (2016-2017) • *Senior Manager*, Bina Usaha (2015-2017) • *General Manager*, Terminal Peti Kemas Domestik Belawan (2014-2015) • President Director, PT Prima Multi Terminal (2018–2021) • Project President Director of Kuala Tanjung Development Organization (2017–2018) • Commissioner of PT Prima Husada Cipta Medan (2016–2017) • Senior Manager, Bina Usaha (2015–2017) • General Manager, Belawan Domestic Container Terminal (2014–2015)
Jabatan Lainnya Other Positions	Tidak merangkap jabatan sebagai pejabat pada perusahaan atau instansi lain Does not hold concurrent positions as an official at other companies or institutions
Dasar Hukum Pengangkatan Legal Basis of Appointment	Keputusan Menteri Badan Usaha Milik Negara (BUMN) Nomor: SK-12/MBU/ 01/2021 tanggal 12 Januari 2021 Decree of the Minister of State-Owned Enterprises (SOEs) Number: SK-12/MBU/01/2021 dated 12 January 2021
Hubungan Afiliasi Affiliation Relationship	Tidak memiliki hubungan afiliasi dengan anggota Direksi Lainnya, Dewan Komisaris, dan Pemegang Saham Has no affiliation relationship with other members of the Board of Directors, Board of Commissioners, and Shareholders
Periode Jabatan Term of Office	Periode Pertama First Term

PROFIL DIREKSI
PROFILE OF THE BOARD OF DIRECTORS



Nuraini Dessy W
Direktur Usaha Angkutan Penumpang
Director of Passenger Transport Business

Usia Age	50 tahun 50 years old
Tempat dan Tanggal Lahir Place and Date of Birth	Sukabumi, 8 Desember 1975 Sukabumi, 8 December 1975
Kewarganegaraan Nationality	Indonesia Indonesia
Domisili Domicile	Bogor Bogor

Riwayat Pendidikan Educational Background	Sarjana (S1), Manajemen Transportasi Laut, Sekolah Tinggi Manajemen Transportasi Trisakti (2010) Undergraduate (S1), Sea Transport Management, Trisakti Transport Management College (2010)
Riwayat Pekerjaan Work Experience	• *Vice President* Pengawakan PT PELNI (Persero) (2023) • Kepala PT PELNI (Persero) Cabang Tg. Priok Jakarta (2021 - 2023) • *Vice President* Operasi & Layanan Operasional PT PELNI (Persero) (2021) • Pjs. *Vice President* Operasi & Layanan Operasional PT PELNI (Persero) (2020 - 2021) • Vice President of Crewing, PT PELNI (Persero) (2023) • Head of PT PELNI (Persero) Tanjung Priok Jakarta Branch (2021–2023) • Vice President of Operations & Operational Services, PT PELNI (Persero) (2021) • Acting Vice President of Operations & Operational Services, PT PELNI (Persero) (2020–2021)
Jabatan Lainnya Other Positions	Tidak merangkap jabatan sebagai pejabat pada perusahaan atau instansi lain Does not hold concurrent positions as an official at other companies or institutions
Dasar Hukum Pengangkatan Legal Basis of Appointment	Keputusan Menteri Badan Usaha Milik Negara (BUMN) Nomor: SK-262/MBU/ 09/2023 tanggal 21 September 2023 Decree of the Minister of State-Owned Enterprises (SOEs) Number: SK-262/MBU/09/2023 dated 21 September 2023
Hubungan Afiliasi Affiliation Relationship	Tidak memiliki hubungan afiliasi dengan anggota Direksi Lainnya, Dewan Komisaris, dan Pemegang Saham Has no affiliation relationship with other members of the Board of Directors, Board of Commissioners, and Shareholders
Periode Jabatan Term of Office	Periode Pertama First Term

PROFIL DIREKSI
PROFILE OF THE BOARD OF DIRECTORS



Kokok Susanto
Direktur Usaha Angkutan Barang dan Tol Laut
Director of Cargo Transport and Sea Toll Business

Usia Age	49 tahun 49 years old
Tempat dan Tanggal Lahir Place and Date of Birth	Semarang, 31 Mei 1976 Semarang, 31 May 1976
Kewarganegaraan Nationality	Indonesia Indonesia
Domisili Domicile	Jakarta Jakarta

Riwayat Pendidikan Educational Background	Magister Universitas Airlangga tahun 2000 Master's Degree from Airlangga University, 2000
Riwayat Pekerjaan Work Experience	• Direktur Strategi & Komersial PT Pelindo Multi Terminal (2023 - 2024) • Direktur Komersial & Teknik PT Solusi Logistik (2022 - 2023) • Direktur Komersial PT Pelindo Solusi Logistik (2021 - 2022) • Direktur Transformasi dan Pengembangan Bisnis PT Pelabuhan Indonesia III (2020-2021) • Direktur Utama PT Pelindo Energi Logistik (2018-2020) • Direktur Utama PT Pelindo Properti Indonesia (2017-2018) • Senior Manajer Supervisi Teknik PT Pelabuhan Indonesia III (2016-2017) • Director of Strategy & Commercial, PT Pelindo Multi Terminal (2023–2024) • Director of Commercial & Engineering, PT Solusi Logistik (2022–2023) • Commercial Director, PT Pelindo Solusi Logistik (2021–2022) • Director of Transformation and Business Development, PT Pelabuhan Indonesia III (2020–2021) • President Director, PT Pelindo Energi Logistik (2018–2020) • President Director, PT Pelindo Properti Indonesia (2017–2018) • Senior Manager of Technical Supervision, PT Pelabuhan Indonesia III (2016–2017)
Jabatan Lainnya Other Positions	Tidak merangkap jabatan sebagai pejabat pada perusahaan atau instansi lain Does not hold concurrent positions as an official at other companies or institutions
Dasar Hukum Pengangkatan Legal Basis of Appointment	Keputusan Menteri Badan Usaha Milik Negara (BUMN) Nomor: SK-70/MBU/03/2024 tanggal 18 Maret 2024 Decree of the Minister of State-Owned Enterprises (SOEs) Number: SK-70/MBU/03/2024 dated 18 March 2024
Hubungan Afiliasi Affiliation Relationship	Tidak memiliki hubungan afiliasi dengan anggota Direksi Lainnya, Dewan Komisaris, dan Pemegang Saham Has no affiliation relationship with other members of the Board of Directors, Board of Commissioners, and Shareholders
Periode Jabatan Term of Office	Periode Pertama First Term

PERUBAHAN KOMPOSISI DIREKSI
CHANGES IN THE COMPOSITION OF THE BOARD OF DIRECTORS

Pada tahun 2025, tidak terdapat perubahan susunan pada komposisi Direksi Perseroan.

In 2025, there were no changes to the composition of the Company's Board of Directors.

PROFIL DEWAN KOMISARIS
PROFILE OF THE BOARD OF COMMISSIONERS



Raden Mas Aris Santosa, S.E., M.M., CHRMP, CGRE, FRMP
Komisaris Utama
President Commissioner

Usia Age	58 tahun 58 years old
Tempat dan Tanggal Lahir Place and Date of Birth	Surakarta, 5 Juli 1967 Surakarta, 5 Juli 1967
Kewarganegaraan Nationality	Indonesia Indonesia
Domisili Domicile	Jakarta Jakarta

Riwayat Pendidikan Educational Background	• Sarjana (S1) melalui program double degree, Universitas Negeri Jakarta(2003) • Pascasarjana (S2), Master of Management, University Negeri Jakarta (2019) • Undergraduate (S1) through a double degree program, Jakarta State University (2003) • Postgraduate (S2), Master of Management, Jakarta State University (2019)
Riwayat Pekerjaan Work Experience	• Kepala Bagian Mutasi dan Pemberhentian, BPKP (2019) • Koordinator Mutasi dan Pemberhentian, BPKP (2020) • Kepala Biro Umum dan Pengadaan Barang/Jasa pada Badan Pengawasan Keuangan dan Pembangunan (BPKP) (2022) • Kepala Biro Sumber Daya Manusia (2023) • Sekretaris Utama BPKP (sejak Agustus 2025) • Head of Transfer and Dismissal Division, BPKP (2019) • Coordinator of Transfer and Dismissal, BPKP (2020) • Head of General Affairs and Procurement Bureau at the Financial and Development Supervisory Agency (BPKP) (2022) • Head of Human Resources Bureau (2023) • Secretary General of BPKP (since August 2025)
Jabatan Lainnya Other Positions	Sekretaris Utama, BPKP (Agustus 2025 – sekarang) Secretary General, BPKP (August 2025 – present)
Dasar Hukum Pengangkatan Legal Basis of Appointment	Keputusan Para Pemegang Saham Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia Nomor: 72 Tahun 2025 dan Nomor: SK.089/DI-DAM/DO/2025 tanggal 11 Desember 2025 Resolution of Shareholders of PT Pelayaran Nasional Indonesia Number: 72 Year 2025 and Number: SK.089/DI-DAM/DO/2025 dated 11 December 2025
Hubungan Afiliasi Affiliation Relationship	Tidak memiliki hubungan afiliasi dengan anggota Direksi Lainnya, Dewan Komisaris, dan Pemegang Saham Has no affiliation relationship with other members of the Board of Directors, Board of Commissioners, and Shareholders
Periode Jabatan Term of Office	Periode Pertama First Term

PROFIL DEWAN KOMISARIS
PROFILE OF THE BOARD OF COMMISSIONERS



Faturohman
Komisaris
Commissioner

Usia Age	49 tahun 49 years old
Tempat dan Tanggal Lahir Place and Date of Birth	Tangerang, 26 Juni 1976 Tangerang, 26 June 1976
Kewarganegaraan Nationality	Indonesia Indonesia
Domisili Domicile	Bekasi Bekasi

Riwayat Pendidikan Educational Background	• Magister Jurusan Manajemen, IPB (2018) • Sarjana Jurusan Akuntansi, Universitas Indonesia (2001) • Master's in Management, IPB University (2018) • Bachelor of Accounting, University of Indonesia (2001)
Riwayat Pekerjaan Work Experience	• Asisten Deputi Bidang Industri Perkebunan dan Kehutanan, Kementerian BUMN (Januari 2024-sekarang) • PLT Kepala Biro Hubungan Masyarakat dan Fasilitas Dukungan Strategis, di Kementerian BUMN (2022-Januari 2024) • Koordinator Keasdepan Jasa Infrastruktur, Kementerian BUMN (2020-2022) • Kepala Bidang Usaha Konstruksi dan Sarana Perhubungan, Kementerian BUMN (2019-2020) • Komisaris PELNI (Persero) (2021-sekarang) • Komisaris PT Hotel Indonesia Natour (2019-2021) • Komisaris/Anggota Dewan Pengawas, PT Angkasa Pura Hotels (2016-2019) • Deputy Assistant for Plantation and Forestry Industry, Ministry of SOEs (January 2024 – present) • Acting Head of Public Relations and Strategic Support Facilities Bureau, Ministry of SOEs (2022 – January 2024) • Coordinator of Infrastructure Services Deputy Assistantship, Ministry of SOEs (2020–2022) • Head of Construction Business and Transportation Facilities Sector, Ministry of SOEs (2019–2020) • Commissioner of PELNI (Persero) (2021 – present) • Commissioner of PT Hotel Indonesia Natour (2019–2021) • Commissioner / Supervisory Board Member, PT Angkasa Pura Hotels (2016–2019)
Jabatan Lainnya Other Positions	Asisten Deputi Bidang Industri Perkebunan dan Kehutanan, Badan Pengaturan BUMN (Januari 2024-sekarang) Deputy Assistant for Plantation and Forestry Industry, SOE Regulatory Agency (January 2024 – present)
Dasar Hukum Pengangkatan Legal Basis of Appointment	Keputusan Menteri Badan Usaha Milik Negara (BUMN) Nomor: SK-121/MBU/ 05/2022 tanggal 19 Mei 2022 Decree of the Minister of State-Owned Enterprises (SOEs) Number: SK-121/MBU/05/2022 dated 19 May 2022
Hubungan Afiliasi Affiliation Relationship	Tidak memiliki hubungan afiliasi dengan anggota Direksi Lainnya, Dewan Komisaris, dan Pemegang Saham Has no affiliation relationship with other members of the Board of Directors, Board of Commissioners, and Shareholders
Periode Jabatan Term of Office	Periode Pertama First Term

PROFIL DEWAN KOMISARIS
PROFILE OF THE BOARD OF COMMISSIONERS



Budi Mantoro
Komisaris
Commissioner

Usia Age	53 tahun 53 years old
Tempat dan Tanggal Lahir Place and Date of Birth	Magelang, 15 September 1972 Magelang, 15 September 1972
Kewarganegaraan Nationality	Indonesia Indonesia
Domisili Domicile	Jakarta Jakarta

Riwayat Pendidikan Educational Background	• S2 Ilmu Administrasi, Universitas Syekh Islam Yusuf (2010) • Diploma IV Jurusan Nautika, STIP Jakarta (2001) • Diploma III Jurusan Nautika, BPLP Semarang (1996) • Master's in Administrative Science, Syekh Islam Yusuf University (2010) • Diploma IV in Nautical Studies, STIP Jakarta (2001) • Diploma III in Nautical Studies, BPLP Semarang (1996)
Riwayat Pekerjaan Work Experience	• Direktur Kenavigasian, Direktorat Jenderal Perhubungan Laut, Kementerian Perhubungan (2022-sekarang) • Kepala Distrik Navigasi Tipe A Kelas I Tanjung Pinang, Direktorat Jenderal Perhubungan Laut, Kementerian Perhubungan (2021-2022) • Kepala Bagian Administrasi Akademik dan Ketarunaan, Badan Pengembangan Sumber Daya Manusia Perhubungan, Kementerian Perhubungan (2020 - 2021) • Kepala Subdirektorat Angkutan Laut Dalam Negeri, Direktorat Jenderal Perhubungan Laut, Kementerian Perhubungan (2018-2020) • Kepala Subdirektorat Angkutan Laut Khusus dan Usaha Jasa terkait, Direktorat Jenderal Perhubungan Laut, Kementerian Perhubungan (2018) • Director of Navigation, Directorate General of Sea Transportation, Ministry of Transportation (2022 – present) • Head of Type A Class I Navigation District of Tanjung Pinang, Directorate General of Sea Transportation, Ministry of Transportation (2021–2022) • Head of Academic and Cadet Administration Division, Transportation Human Resources Development Agency, Ministry of Transportation (2020–2021) • Head of Domestic Sea Transportation Sub-Directorate, Directorate General of Sea Transportation, Ministry of Transportation (2018–2020) • Head of Special Sea Transportation and Related Services Sub-Directorate, Directorate General of Sea Transportation, Ministry of Transportation (2018)
Jabatan Lainnya Other Positions	Direktur Kenavigasian, Ditjen Hubla Kemenhub (2022 sampai dengan Sekarang) Director of Navigation, Directorate General of Sea Transportation, Ministry of Transportation (2022 to present)
Dasar Hukum Pengangkatan Legal Basis of Appointment	Keputusan Menteri Badan Usaha Milik Negara (BUMN) Nomor: SK-9/MBU/01/2024 tanggal 16 Januari 2024 Decree of the Minister of State-Owned Enterprises (SOEs) Number: SK-9/MBU/01/2024 dated 16 January 2024
Hubungan Afiliasi Affiliation Relationship	Tidak memiliki hubungan afiliasi dengan anggota Direksi Lainnya, Dewan Komisaris, dan Pemegang Saham Has no affiliation relationship with other members of the Board of Directors, Board of Commissioners, and Shareholders
Periode Jabatan Term of Office	Periode Pertama First Term

PROFIL DEWAN KOMISARIS
PROFILE OF THE BOARD OF COMMISSIONERS



Moekhlas Sidik, M.P.A
Komisaris
Commissioner

Usia Age	72 tahun 72 years old
Tempat dan Tanggal Lahir Place and Date of Birth	Jombang, 12 Juli 1953 Jombang, 12 July 1953
Kewarganegaraan Nationality	Indonesia Indonesia
Domisili Domicile	Jakarta Jakarta

Riwayat Pendidikan Educational Background	• Akademi Angkatan Laut (1977) • Sekolah Lanjutan Perwira (1985) • Sekolah Staf dan Komando Angkatan Laut (1994) • Sekolah Staf dan Komando TNI (1999) • Naval Academy (1977) • Advanced Officer School (1985) • Naval Staff and Command School (1994) • Indonesian National Armed Forces Command and Staff College (1999)
Riwayat Pekerjaan Work Experience	• Staf Ahli Manajemen Nasional, Lemhanas (2005) • Panglima Koarmabar (2006) • Panglima Koarmatim (2006) • SOPS Kasal/As (2007) • Wakil Kepala Staf TNI Angkatan Laut (2008) • KOMANDAN Sekolah Staf dan Komando TNI (2011) • Expert Staff on National Management, Lemhanas (2005) • Commander of Western Fleet Command (2006) • Commander of Eastern Fleet Command (2006) • SOPS Chief of Naval Staff (2007) • Deputy Chief of Staff of the Indonesian Navy (2008) • Commander of the TNI Staff and Command School (2011)
Jabatan Lainnya Other Positions	Tidak merangkap jabatan sebagai pejabat pada perusahaan atau instansi lain Does not hold concurrent positions as an official at other companies or institutions
Dasar Hukum Pengangkatan Legal Basis of Appointment	Keputusan Para Pemegang Saham Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia Nomor: 72 Tahun 2025 dan Nomor: SK.089/DI-DAM/DO/2025 tanggal 11 Desember 2025 Resolution of Shareholders of PT Pelayaran Nasional Indonesia Number: 72 Year 2025 and Number: SK.089/DI-DAM/DO/2025 dated 11 December 2025
Hubungan Afiliasi Affiliation Relationship	Tidak memiliki hubungan afiliasi dengan anggota Direksi Lainnya, Dewan Komisaris, dan Pemegang Saham Has no affiliation relationship with other members of the Board of Directors, Board of Commissioners, and Shareholders
Periode Jabatan Term of Office	Periode Pertama First Term

PROFIL DEWAN KOMISARIS
PROFILE OF THE BOARD OF COMMISSIONERS



Sosialisman Hidayat Hasibuan
Komisaris Independen
Independent Commissioner

Usia Age	42 tahun 42 years old
Tempat dan Tanggal Lahir Place and Date of Birth	Sorong, 20 Desember 1983 Sorong, 20 December 1983
Kewarganegaraan Nationality	Indonesia Indonesia
Domisili Domicile	Bogor Bogor

Riwayat Pendidikan Educational Background	• Sarjana (S1) Sekolah Tinggi Ilmu Ekonomi Tamansiswa Jakarta (2009) • Pendidikan Lemhanas (2014) • Undergraduate (S1), Tamansiswa School of Economics Jakarta (2009) • Lemhanas Education (2014)
Riwayat Pekerjaan Work Experience	• Tenaga Ahli Wakil Ketua DPR RI bidang Politik dan Keamanan (2019-2020) • Direktur Utama CV Sanding Berkah Utama (2021-2023) • Expert Staff of the Deputy Speaker of the House of Representatives (DPR RI) for Politics and Security (2019–2020) • President Director of CV Sanding Berkah Utama (2021–2023)
Jabatan Lainnya Other Positions	Tidak merangkap jabatan sebagai pejabat pada perusahaan atau instansi lain Does not hold concurrent positions as an official at other companies or institutions
Dasar Hukum Pengangkatan Legal Basis of Appointment	Keputusan Para Pemegang Saham Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia Nomor: 109 Tahun 2025 dan Nomor: SK.107/DI-DAM/DO/2025, tanggal 29 Desember 2025 Resolution of Shareholders of PT Pelayaran Nasional Indonesia Number: 109 Year 2025 and Number: SK.107/DI-DAM/DO/2025 dated 29 December 2025
Hubungan Afiliasi Affiliation Relationship	Tidak memiliki hubungan afiliasi dengan anggota Direksi Lainnya, Dewan Komisaris, dan Pemegang Saham Has no affiliation relationship with other members of the Board of Directors, Board of Commissioners, and Shareholders
Periode Jabatan Term of Office	Periode Pertama First Term

PROFIL DEWAN KOMISARIS
PROFILE OF THE BOARD OF COMMISSIONERS



Soenarko Gatie Atmodjo
Komisaris Utama
President Commissioner

Usia Age	75 tahun 75 years old
Tempat dan Tanggal Lahir Place and Date of Birth	Lamongan, 10 Oktober 1950 Lamongan, 10 October 1950
Kewarganegaraan Nationality	Indonesia Indonesia
Domisili Domicile	Surabaya Surabaya

Riwayat Pendidikan Educational Background	• Akademi Angkatan Laut (1973) • Sekolah Staf dan Komando Angkatan Laut (1991) • Sekolah Staf dan Komando ABRI (1997) • Universitas Narotama (1995) • Universitas Terbuka (1998) • Naval Academy (1973) • Naval Staff and Command College (1991) • Indonesian Armed Forces Staff and Command College (1997) • Narotama University (1995) • Open University (Universitas Terbuka) (1998)
Riwayat Pekerjaan Work Experience	TNI Angkatan Laut dengan berbagai pengalaman penugasan baik di dalam maupun luar negeri selama kurang lebih 32 tahun di bidang militer dan pernah menduduki berbagai jabatan: • Wakil Komandan Komando Pembinaan Doktrin, Pendidikan dan Latihan TNI Angkatan Laut • Komandan Pusat Polisi Militer Angkatan Laut • Staf Ahli Panglima TNI Bidang Intekmil Served in the Indonesian Navy for approximately 32 years, with extensive assignments both domestically and internationally. Throughout his military career, he held various strategic positions, including: • Vice Commander of the Indonesian Navy Doctrine, Education and Training Command (Kodiklatal) • Commander of the Naval Military Police Center • Expert Staff to the Commander of the Indonesian National Armed Forces (TNI) for Military Science and Technology Affairs
Jabatan Lainnya Other Positions	Tidak merangkap jabatan sebagai pejabat pada perusahaan atau instansi lain Does not hold concurrent positions as an official at other companies or institutions
Dasar Hukum Pengangkatan Legal Basis of Appointment	Keputusan Para Pemegang Saham Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia Nomor: 107 Tahun 2026 dan Nomor: SK.045/DI-DAM/DO/2026, tanggal 30 Januari 2026 Resolution of the Shareholders of PT Pelayaran Nasional Indonesia (Persero) No. 107 of 2026 and No. SK.045/DI-DAM/DO/2026 dated 30 January 2026
Hubungan Afiliasi Affiliation Relationship	Tidak memiliki hubungan afiliasi dengan anggota Direksi Lainnya, Dewan Komisaris, dan Pemegang Saham Has no affiliation relationship with other members of the Board of Directors, Board of Commissioners, and Shareholders
Periode Jabatan Term of Office	Periode Pertama First Term

PERUBAHAN KOMPOSISI DEWAN KOMISARIS
CHANGES IN THE COMPOSITION OF THE BOARD OF COMMISSIONERS

Susunan Dewan Komisaris PELNI Tahun 2025 merujuk pada Keputusan Para Pemegang Saham Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia Nomor 72 Tahun 2025 dan SK.089/DI-DAM/DO/2025 tanggal 11 Desember 2025 tentang Pemberhentian, Pengalihan Tugas, dan Pengangkatan Anggota-Anggota Dewan Komisaris Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia, dan Keputusan Para Pemegang Saham Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia Nomor 109 Tahun 2025 dan SK.107/DI-DAM/DO/2025 tanggal 29 Desember 2025 tentang Pemberhentian dan Pengangkatan Anggota-Anggota Dewan Komisaris Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia, yakni sebagai berikut:

The composition of the Board of Commissioners of PELNI for 2025 is based on the Shareholders' Resolutions of PT Pelayaran Nasional Indonesia (Persero) Number 72 of 2025 and Number SK.089/DI-DAM/DO/2025 dated 11 December 2025 concerning the Dismissal, Reassignment of Duties, and Appointment of Members of the Board of Commissioners of PT Pelayaran Nasional Indonesia (Persero), as well as the Shareholders' Resolutions of PT Pelayaran Nasional Indonesia (Persero) Number 109 of 2025 and Number SK.107/DI-DAM/DO/2025 dated 29 December 2025 concerning the Dismissal and Appointment of Members of the Board of Commissioners of PT Pelayaran Nasional Indonesia (Persero). The composition is as follows:

No	Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment
1	Raden Mas Aris Santosa	Komisaris Utama President Commissioner	SK.089/DI-DAM/DO/2025 tanggal 11 Desember 2025 SK.089/DI-DAM/DO/2025 dated 11 December 2025
2	Sosialisman Hidayat Hasibuan	Komisaris Commissioner	SK.107/DI-DAM/DO/2025 tanggal 29 Desember 2025 SK.107/DI-DAM/DO/2025 dated 29 December 2025
3	Faturohman	Komisaris Commissioner	SK-121/MBU/05/2022 tanggal 19 Mei 2022 SK-121/MBU/05/2022 dated 19 May 2022
4	Budi Mantoro	Komisaris Commissioner	SK-9/MBU/01/2024 tanggal 16 Januari 2024 SK-9/MBU/01/2024 dated 16 January 2024
5	Moekhlas Sidik	Komisaris Commissioner	SK.089/DI-DAM/DO/2025 tanggal 11 Desember 2025 SK.089/DI-DAM/DO/2025 dated 11 December 2025

PERUBAHAN KOMPOSISI DEWAN KOMISARIS DAN DIREKSI SETELAH TAHUN BUKU BERAKHIR

Berdasarkan Keputusan Para Pemegang Saham Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia Nomor: 107 Tahun 2026 dan Nomor SK.045/DI-DAM/DO/2026, tanggal 30 Januari 2026, tentang Pemberhentian dan Pengangkatan Komisaris Utama Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia, dan telah di Akta Notariskan Nomor: 3, tanggal 9 Februari 2026, Notaris Ida Adiningsih, SH, susunan Dewan Komisaris menjadi sebagai berikut:

CHANGES IN THE COMPOSITION OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS AFTER THE END OF THE FINANCIAL YEAR

Based on the Decree of the Shareholders of PT Pelayaran Nasional Indonesia (Persero) Number 107 of 2026 and Number SK.045/DI-DAM/DO/2026 dated 30 January 2026, concerning the dismissal and appointment of the President Commissioner of PT Pelayaran Nasional Indonesia (Persero), and as notarized in Deed Number 3 dated 9 February 2026 by Notary Ida Adiningsih, SH, the composition of the Board of Commissioners is as follows:

Soenarko Gatie Atmodjo	:	Komisaris Utama	President Commissioner
Sosialisman Hidayat Hasibuan	:	Komisaris Independen	Independent Commissioner
Moekhlas Sidik	:	Komisaris	Commissioner
Faturohman	:	Komisaris	Commissioner
Budi Mantoro	:	Komisaris	Commissioner

PEJABAT EKSEKUTIF
EXECUTIVE OFFICERS



Fitri Reckita Dewi
Vice President Akuntansi dan Manajemen Keuangan
Vice President of Accounting and Financial Management

Usia Age	42 tahun 42 years old
Tempat dan Tanggal Lahir Place and Date of Birth	Jakarta, 19 Maret 1984 Jakarta, 19 March 1984
Kewarganegaraan Nationality	Indonesia Indonesia
Domisili Domicile	Jakarta Timur East Jakarta

Riwayat Pendidikan Educational Background	S1 Akuntansi (25-06-2005) Bachelor of Accounting (25-06-2005)
Riwayat Pekerjaan Work Experience	• *Vice President* Akuntansi dan Manajemen Keuangan, 01.08/06/SK/HKO.01/2026 (08-01-2026) • Pjs. *Vice President* Akuntansi, 11.10/01/SK/HKO.01/2023 (11-10-2023) • Manager Akuntansi Keuangan, 11.30/02/SK/ HKO.01/2021 (30-11-2021) • Senior Supervisor Area I ,09.04/05/S/040/2017 (01-10-2017) • Junior Supervisor Verifikasi Cabang AREA 1, 12.16/1/SK/HKO.01/2015 (16-12-2015) • Vice President of Accounting and Financial Management, 01.08/06/SK/HKO.01/2026 (08-01-2026) • Acting Vice President of Accounting, 11.10/01/SK/HKO.01/2023 (11-10-2023) • Financial Accounting Manager, 11.30/02/SK/HKO.01/2021 (30-11-2021) • Senior Supervisor Area I, 09.04/05/S/040/2017 (01-10-2017) Junior Supervisor Branch Verification Area 1, 12.16/1/SK/HKO.01/2015 (16-12-2015)
Dasar Hukum Pengangkatan Legal Basis of Appointment	01.08/06/SK/HKO.01/2026 01.08/06/SK/HKO.01/2026

PEJABAT EKSEKUTIF
EXECUTIVE OFFICERS



Fauziah Ferryna
Vice President Treasury dan TJSL
Vice President of Treasury and CSR

Usia Age	41 tahun 41 years old
Tempat dan Tanggal Lahir Place and Date of Birth	Pekalongan, 29 Februari 1984 Pekalongan, 29 February 1984
Kewarganegaraan Nationality	Indonesia Indonesia
Domisili Domicile	Pekalongan Pekalongan

Riwayat Pendidikan Educational Background	S1 Akuntansi (22-04-2006) Bachelor of Accounting (22-04-2006)
Riwayat Pekerjaan Work Experience	• Pjs. *Vice President* Treasury dan TJSL, 01.08/06/SK/HKO.01/2026 (08-01-2026) • Pjs. *Vice President* Treasury, 05.08/01/SK/HKO.01/2023 (08-05-2023) • Manager Administrasi Keuangan, 07.04/01/SK/HKO.01/2018 (04-07-2018) • Senior Supervisor Pembayaran & Transaksi Kas, 09.22/28/S/040/2017 (21-11-2017) • Junior Supervisor Pembayaran & Transaksi Kas, 12.16/1/SK/HKO.01/2015 (16-12-2015) • Acting Vice President of Treasury and CSR, 01.08/06/SK/HKO.01/2026 (08-01-2026) • Acting Vice President of Treasury, 05.08/01/SK/HKO.01/2023 (08-05-2023) • Financial Administration Manager, 07.04/01/SK/HKO.01/2018 (04-07-2018) • Senior Supervisor of Payment & Cash Transactions, 09.22/28/S/040/2017 (21-11-2017) • Junior Supervisor of Payment & Cash Transactions, 12.16/1/SK/HKO.01/2015 (16-12-2015)
Dasar Hukum Pengangkatan Legal Basis of Appointment	01.08/06/SK/HKO.01/2026 01.08/06/SK/HKO.01/2026

PEJABAT EKSEKUTIF
EXECUTIVE OFFICERS



Indra Maulana
Vice President PSO dan Subsidi
Vice President of PSO and Subsidy

Usia Age	50 tahun 50 years old
Tempat dan Tanggal Lahir Place and Date of Birth	Jakarta, 26 April 1975 Jakarta, 26 April 1975
Kewarganegaraan Nationality	Indonesia Indonesia
Domisili Domicile	Jakarta Timur East Jakarta

Riwayat Pendidikan Educational Background	Magister Manajemen (15-01-2014) Master of Management (15-01-2014)
Riwayat Pekerjaan Work Experience	• *Vice President* PSO dan Subsidi, 06.09/01/SK/HKO.01/2023 (09-06-2023) • *Vice President* Pengelolaan PSO & Subsidi, 07.07/03/SK/HKO.01/2022 (07-07-2022) • Kepala Cabang Semarang, 02.22/01/SK/HKO.01/2021 (22-02-2022) • Kepala Cabang Kota Baru, 01.21/01/SK/HKO.01/2020 (21-01-2020) • Manager Monitoring Terminal & Pelabuhan, 05.04/03/SK/HKO.01/2017 (04-05-2017) • Vice President of PSO and Subsidy, 06.09/01/SK/HKO.01/2023 (09-06-2023) • Vice President of PSO & Subsidy Management, 07.07/03/SK/HKO.01/2022 (07-07-2022) • Head of Semarang Branch, 02.22/01/SK/HKO.01/2021 (22-02-2022) • Head of Kota Baru Branch, 01.21/01/SK/HKO.01/2020 (21-01-2020) • Terminal & Port Monitoring Manager, 05.04/03/SK/HKO.01/2017 (04-05-2017)
Dasar Hukum Pengangkatan Legal Basis of Appointment	06.09/01/SK/HKO.01/2023 06.09/01/SK/HKO.01/2023

PEJABAT EKSEKUTIF
EXECUTIVE OFFICERS



Tatang Ruskianta Dasuki
Vice President Manajemen Risiko dan ESG
Vice President of Risk Management and ESG

Usia Age	54 tahun 54 years old
Tempat dan Tanggal Lahir Place and Date of Birth	Semarang, 07 Mei 1971 Semarang, 07 May 1971
Kewarganegaraan Nationality	Indonesia Indonesia
Domisili Domicile	Bogor Bogor

Riwayat Pendidikan Educational Background	S1 Pendidikan (02-11-1994) Bachelor of Education (02-11-1994)
Riwayat Pekerjaan Work Experience	• *Vice President* Manajemen Risiko dan ESG 07.19/01/SK/HKO.01/2024 (22-07-2024) • *Vice President* Manajemen Risiko dan Kepatuhan, 05.25/01/SK/HKO.01/2022 (25-05-2022) • *Vice President* SMK3LH, 11.30/02/SK/HKO.01/2021 (30-11-2021) • *Vice President* SMK3 & Lingkungan Hidup, 01.21/01/SK/HKO.01/2020 (21-01-2020) • Manager Pengelolaan Risiko & Proses Bisnis, 05.04/03/SK/HKO.01/2017 (04-05-2017) • Vice President of Risk Management and ESG, 07.19/01/SK/HKO.01/2024 (22-07-2024) • Vice President of Risk Management and Compliance, 05.25/01/SK/HKO.01/2022 (25-05-2022) • Vice President of SMK3LH (OHS & Environment), 11.30/02/SK/HKO.01/2021 (30-11-2021) • Vice President of OHS & Environment, 01.21/01/SK/HKO.01/2020 (21-01-2020) • Risk Management & Business Process Manager, 05.04/03/SK/HKO.01/2017 (04-05-2017)
Dasar Hukum Pengangkatan Legal Basis of Appointment	07.19/01/SK/HKO.01/2024 07.19/01/SK/HKO.01/2024

PEJABAT EKSEKUTIF
EXECUTIVE OFFICERS



Angga Krisora
Vice President Teknologi Informasi
Vice President of Information Technology

Usia Age	40 tahun 40 years old
Tempat dan Tanggal Lahir Place and Date of Birth	Bengkulu, 06 April 1985 Bengkulu, 06 April 1985
Kewarganegaraan Nationality	Indonesia Indonesia
Domisili Domicile	Jakarta Jakarta

Riwayat Pendidikan Educational Background	S2 Magister Teknologi Informasi (03-02-2018) Master of Information Technology (03-02-2018)
Riwayat Pekerjaan Work Experience	• *Vice President* Teknologi Informasi 01.08/06/SK/HKO.01/2026 (08-01-2026) • Pjs. *Vice President* Teknologi Informasi, 05.08/01/SK/HKO.01/2023 (08-05-2023) • Manager Perencanaan & Tata Kelola Teknologi Informasi, 05.04/03/SK/HKO.01/2017 (04-05-2017) • Pjs. Manager Application Support, 10.07/3/SK/HKO.01/2015 (07-10-2015) • Pjs. Manager Pengendalian Teknologi Informasi, 04.30/1/SK/HKO.01/2015 (30-04-2015) • Vice President of Information Technology, 01.08/06/SK/HKO.01/2026 (08-01-2026) • Acting Vice President of Information Technology, 05.08/01/SK/HKO.01/2023 (08-05-2023) • IT Planning & Governance Manager, 05.04/03/SK/HKO.01/2017 (04-05-2017) • Acting Application Support Manager, 10.07/3/SK/HKO.01/2015 (07-10-2015) • Acting IT Control Manager, 04.30/1/SK/HKO.01/2015 (30-04-2015)
Dasar Hukum Pengangkatan Legal Basis of Appointment	01.08/06/SK/HKO.01/2026 01.08/06/SK/HKO.01/2026

PEJABAT EKSEKUTIF
EXECUTIVE OFFICERS



Opik Taupik
Vice President SDM
Vice President of Human Resources

Usia Age	43 tahun 43 years old
Tempat dan Tanggal Lahir Place and Date of Birth	Garut, 06 Januari 1982 Garut, 06 January 1982
Kewarganegaraan Nationality	Indonesia Indonesia
Domisili Domicile	Jakarta Selatan South Jakarta

Riwayat Pendidikan Educational Background	S1 Sistem Komputer (30-04-2008) Bachelor of Computer Systems (30-04-2008)
Riwayat Pekerjaan Work Experience	• *Vice President* SDM, 11.10/01/SK/HKO.01/2023 (10-11-2023) • Kepala Kesekretariatan Perusahaan, 06.23/01/SK/HKO.01/2023 (24-05-2023) • Kepala Kesekretariatan Perusahaan, 06.21/01/SK/HKO.01/2022 (21-08-2022) • Pjs. Kepala Kesekretariatan Perusahaan, 03.21/01/SK/HKO.01/2022 (21-03-2022) • Pjs. Kepala Kesekretariatan Perusahaan, 01.28/01/SK/HKO.01/2021 (01-02-2021) • Vice President of Human Resources, 11.10/01/SK/HKO.01/2023 (10-11-2023) • Head of Corporate Secretariat, 06.23/01/SK/HKO.01/2023 (24-05-2023) • Head of Corporate Secretariat, 06.21/01/SK/HKO.01/2022 (21-08-2022) • Acting Head of Corporate Secretariat, 03.21/01/SK/HKO.01/2022 (21-03-2022) • Acting Head of Corporate Secretariat, 01.28/01/SK/HKO.01/2021 (01-02-2021)
Dasar Hukum Pengangkatan Legal Basis of Appointment	11.10/01/SK/HKO.01/2023 11.10/01/SK/HKO.01/2023

PEJABAT EKSEKUTIF
EXECUTIVE OFFICERS



Simon
Vice President Pengawakan
Vice President of Crewing

Usia Age	50 tahun 50 years old
Tempat dan Tanggal Lahir Place and Date of Birth	Tator, 27 September 1975 Tator, 27 September 1975
Kewarganegaraan Nationality	Indonesia Indonesia
Domisili Domicile	Jakarta Utara North Jakarta

Riwayat Pendidikan Educational Background	Ahli Nautika Tk. II (23-10-2013) Nautical Expert Level II (23-10-2013)
Riwayat Pekerjaan Work Experience	• *Vice President* Pengawakan, 07.19/01/SK/HKO.01/2024 (22-07-2024) • *Vice President* Operasi Angkutan Penumpang, 05.20/01/SK/HKO.01/2024 (21-05-2024) • Pjs. *Vice President* Operasi Angkutan Penumpang, 11.10/01/SK/HKO.01/2023 (10-11-2023) • Pengawas ISM & ISPS Code, 07.07/03/SK/HKO.01/2022 (07-07-2017) • Pengawas ISM-Code, 05.04/03/SK/HKO.01/17 (21-03-2017) • Vice President of Crewing, 07.19/01/SK/HKO.01/2024 (22-07-2024) • Vice President of Passenger Transport Operations, 05.20/01/SK/HKO.01/2024 (21-05-2024) • Acting Vice President of Passenger Transport Operations, 11.10/01/SK/HKO.01/2023 (10-11-2023) • ISM & ISPS Code Supervisor, 07.07/03/SK/HKO.01/2022 (07-07-2017) • ISM Code Supervisor, 05.04/03/SK/HKO.01/17 (21-03-2017)
Dasar Hukum Pengangkatan Legal Basis of Appointment	07.19/01/SK/HKO.01/2024 01.08/06/SK/HKO.01/2026

PEJABAT EKSEKUTIF
EXECUTIVE OFFICERS



Mardiyanto
Vice President Umum
Vice President of General Affairs

Usia Age	57 tahun 57 years old
Tempat dan Tanggal Lahir Place and Date of Birth	Jakarta, 04 September 1968 Jakarta, 04 September 1968
Kewarganegaraan Nationality	Indonesia Indonesia
Domisili Domicile	Jakarta Selatan South Jakarta

Riwayat Pendidikan Educational Background	Magister Manajemen (13-06-2011) Master of Management (13-06-2011)
Riwayat Pekerjaan Work Experience	• *Vice President* Umum, 06.09/01/SK/HKO.01/2023 (09-06-2023) • *Vice President* Umum, 07.07/03/SK/HKO.01/2022 (07-07-2022) • Manager Pengembangan SDM, 05.04/03/SK/HKO.01/2017 (04-05-2017) • Staff Madya Bid. Perencanaan & Evaluasi, 11.30/02/SK/HKO.01/2021 (07-10-2015) • Manager Strategic Planning, 06/HKO.01/DIR/I/2014 (13-01-2014) • Vice President of General Affairs, 06.09/01/SK/HKO.01/2023 (09-06-2023) • Vice President of General Affairs, 07.07/03/SK/HKO.01/2022 (07-07-2022) • HR Development Manager, 05.04/03/SK/HKO.01/2017 (04-05-2017) • Mid-Level Staff – Planning & Evaluation Division, 11.30/02/SK/HKO.01/2021 (07-10-2015) • Strategic Planning Manager, 06/HKO.01/DIR/I/2014 (13-01-2014)
Dasar Hukum Pengangkatan Legal Basis of Appointment	06.09/01/SK/HKO.01/2023 06.09/01/SK/HKO.01/2023

PEJABAT EKSEKUTIF
EXECUTIVE OFFICERS



Otto Van Muller
Vice President Pengadaan
Vice President of Procurement

Usia Age	52 tahun 52 years old
Tempat dan Tanggal Lahir Place and Date of Birth	Medan, 22 Oktober 1973 Medan, 22 October 1973
Kewarganegaraan Nationality	Indonesia Indonesia
Domisili Domicile	Jakarta Timur East Jakarta

Riwayat Pendidikan Educational Background	Magister Manajemen (16-10-2014) Master of Management (16-10-2014)
Riwayat Pekerjaan Work Experience	• *Vice President* Pengadaan, 06.02/01/SK/HKO.01/2025 (02-06-2025) • *Vice President* Bahan Bakar, 07.07/03/SK/HKO.01/2022 (07-07-2022) • Pjs. *Vice President* Pengelolaan Bahan Bakar, 11.01/01/SK/HKO.01/2021 (01-11-2021) • Manager Monitoring & Evaluasi Perbaikan Kapal, 10.07/02/SK/HKO.01/2020 (07-10-2020) • Manager Perencanaan Strategis & Kajian BIsnis, 05.04/03/SK/HKO.01/2017 (04-05-2021) • Manager Pengembangan Bisnis, 07.30/01/SK/HKO.01/2015 (30-07-2015) • Vice President of Procurement, 06.02/01/SK/HKO.01/2025 (02-06-2025) • Vice President of Fuel, 07.07/03/SK/HKO.01/2022 (07-07-2022) • Acting Vice President of Fuel Management, 11.01/01/SK/HKO.01/2021 (01-11-2021) • Vessel Repair Monitoring & Evaluation Manager, 10.07/02/SK/HKO.01/2020 (07-10-2020) • Strategic Planning & Business Review Manager, 05.04/03/SK/HKO.01/2017 (04-05-2021) • Business Development Manager, 07.30/01/SK/HKO.01/2015 (30-07-2015)
Dasar Hukum Pengangkatan Legal Basis of Appointment	06.02/01/SK/HKO.01/2025 06.02/01/SK/HKO.01/2025

PEJABAT EKSEKUTIF
EXECUTIVE OFFICERS



A.A.N Budi Tresnawan
Vice President Pengamanan
Vice President of Security

Usia Age	54 tahun 54 years old
Tempat dan Tanggal Lahir Place and Date of Birth	Denpasar, 24 Maret 1971 Denpasar, 24 March 1971
Kewarganegaraan Nationality	Indonesia Indonesia
Domisili Domicile	Bali Bali

Riwayat Pendidikan Educational Background	Magister Manajemen (M.M) (01-02-2003) Master of Management (M.M) (01-02-2003)
Riwayat Pekerjaan Work Experience	• *Vice President* Pengamanan, 07.19/01/SK/HKO.01/2024 (22-07-2024) • *Vice President* Usaha Barang Non-Komersial, 11.10/01/SK/HKO.01/2023 (10-11-2023) • Kepala Satuan Pengawas Intern, 06.21/01/SK/HKO.01/2022 (21-08-2022) • Kepala Satuan Pengawas Intern, 07.07/03/SK/HKO.01/2022 (07-07-2022) • *Vice President* Umum, 10.11/01/S/040/2017 (11-10-2017) • Kepala Satuan Pengawas Intern, 01.20/01/SK/HKO.01/2016 (20-01-2016) • Kacab. PELNI Jayapura, 07.30/1/SK/HKO.01/2015 (30-07-2015) • Plt. Mgr. Operasi Kpl Barang, 04.01/5/SK/HKO.01/2015 (01-04-2015) • *Vice President* SDM, 10.01/1/SK/HKO.01/2014 (01-10-2014) • GM Cabang Semarang, 06.30/1/SK/HKO.01/2014. (30-06-2014) • GM Keagenan , 06/HKO.01/DIR/I/2014 (13-01-2014) • STAF AHLI DIR. OPERASI, 99/HK0.01/DIR/XI/2013 (04-11-2013) • GM Cabang Sorong, 30/HK0.01/DIR/II-2011 (24-02-2011) • Vice President of Security, 07.19/01/SK/HKO.01/2024 (22-07-2024) • Vice President of Non-Commercial Cargo Business, 11.10/01/SK/HKO.01/2023 (10-11-2023) • Head of Internal Audit Unit, 06.21/01/SK/HKO.01/2022 (21-08-2022) • Head of Internal Audit Unit, 07.07/03/SK/HKO.01/2022 (07-07-2022) • VP of General Affairs, 10.11/01/S/040/2017 (11-10-2017) • Head of Internal Audit Unit, 01.20/01/SK/HKO.01/2016 (20-01-2016) • Head of PELNI Jayapura Branch, 07.30/1/SK/HKO.01/2015 (30-07-2015) • Acting Cargo Vessel Operations Manager, 04.01/5/SK/HKO.01/2015 (01-04-2015) • Vice President of Human Resources, 10.01/1/SK/HKO.01/2014 (01-10-2014) • GM of Semarang Branch, 06.30/1/SK/HKO.01/2014 (30-06-2014) • GM of Agency, 06/HKO.01/DIR/I/2014 (13-01-2014) • Expert Staff of Operations Director, 99/HK0.01/DIR/XI/2013 (04-11-2013) • GM of Sorong Branch, 30/HK0.01/DIR/II-2011 (24-02-2011)
Dasar Hukum Pengangkatan Legal Basis of Appointment	07.19/01/SK/HKO.01/2024 07.19/01/SK/HKO.01/2024

PEJABAT EKSEKUTIF
EXECUTIVE OFFICERS



Budi Hardiansyah
Vice President Teknik
Vice President of Engineering

Usia Age	39 tahun 39 years old
Tempat dan Tanggal Lahir Place and Date of Birth	Tasikmalaya, 18 Juni 1986 Tasikmalaya, 18 June 1986
Kewarganegaraan Nationality	Indonesia Indonesia
Domisili Domicile	Bekasi Bekasi

Riwayat Pendidikan Educational Background	Magister Manajemen (2022) Master of Management (2022)
Riwayat Pekerjaan Work Experience	• *Vice President* Teknik , 01.08/06/SK/HKO.01/2026 (08-01-2026) • *Vice President* Teknik, 11.10/01/SK/HKO.01/2023 (10-11-2023) • Pjs. *Vice President* Surveyor, 05.31/01/SK/HKO.01/2022 (31-05-2022) • Koordinator Surveyor, 02.22/01/SK/HKO.01/2021 (22-02-2021) • Vice President of Engineering, 01.08/06/SK/HKO.01/2026 (08-01-2026) • Vice President of Engineering, 11.10/01/SK/HKO.01/2023 (10-11-2023) • Acting Vice President of Surveyor, 05.31/01/SK/HKO.01/2022 (31-05-2022) • Surveyor Coordinator, 02.22/01/SK/HKO.01/2021 (22-02-2021)
Dasar Hukum Pengangkatan Legal Basis of Appointment	01.08/06/SK/HKO.01/2026 01.08/06/SK/HKO.01/2026

PEJABAT EKSEKUTIF
EXECUTIVE OFFICERS



Tomi Santoso
Vice President Nautika
Vice President of Nautical Affairs

Usia Age	38 tahun 38 years old
Tempat dan Tanggal Lahir Place and Date of Birth	Trenggalek, 13 Januari 1987 Trenggalek, 13 January 1987
Kewarganegaraan Nationality	Indonesia Indonesia
Domisili Domicile	Kota Depok Depok City

Riwayat Pendidikan Educational Background	S1 Teknik Perkapalan (04-05-2010) Bachelor of Naval Architecture (04-05-2010)
Riwayat Pekerjaan Work Experience	• VP Nautika, 01.08/06/SK/HKO.01/2026 (08-01-2026) • *Vice President* Nautika, 11.10/01/SK/HKO.01/2024 (10-11-2024) • Pengawas Administrasi & Evaluasi , 05.25/01/SK/HKO.01/2022 (25-05-2022) • Kepala Bagian Operasi dan Pelayanan Cabang Makassar, 11.01/01/SK/HKO.01/2021 (11-11-2021) • Manager Perencanaan & Pengendalian BBM & Pelumas Kapal, 08.07/01/SK/HKO.01/2020 (07-08-2020) • Manager Monitoring & Evaluasi Perbaikan Kapal, 05.04/03/SK/HKO.01/2017 (04-05-2017) • VP of Nautical Affairs, 01.08/06/SK/HKO.01/2026 (08-01-2026) • Vice President of Nautical Affairs, 11.10/01/SK/HKO.01/2024 (10-11-2024) • Administration & Evaluation Supervisor, 05.25/01/SK/HKO.01/2022 (25-05-2022) • Head of Operations and Services Division, Makassar Branch, 11.01/01/SK/HKO.01/2021 (11-11-2021) • Vessel Fuel & Lubricant Planning & Control Manager, 08.07/01/SK/HKO.01/2020 (07-08-2020) • Vessel Repair Monitoring & Evaluation Manager, 05.04/03/SK/HKO.01/2017 (04-05-2017)
Dasar Hukum Pengangkatan Legal Basis of Appointment	01.08/06/SK/HKO.01/2026 01.08/06/SK/HKO.01/2026

PEJABAT EKSEKUTIF
EXECUTIVE OFFICERS



Romadhoni
Vice President Bahan Bakar
Vice President of Fuel

Usia Age	40 tahun 40 years old
Tempat dan Tanggal Lahir Place and Date of Birth	Lamongan, 04 Juni 1985 Lamongan, 04 June 1985
Kewarganegaraan Nationality	Indonesia Indonesia
Domisili Domicile	Bogor Bogor

Riwayat Pendidikan Educational Background	Magister Manajemen Transportasi (13-08-2018) Master of Transportation Management (13-08-2018)
Riwayat Pekerjaan Work Experience	• *Vice President* Bahan Bakar, 02.07/01/SK/HKO.01/2025 (07-02-2025) • Kepala Cabang Medan, 07.19/01/SK/HKO.01/2024 (22-07-2024) • Kepala Cabang Pontianak, 02.03/01/SK/HKO.01/2023 (03-02-2023) • Manager Operasi Kapal Penumpang , 07.07/03/SK/HKO.01/2022 (07-07-2022) • Manager Perencanaan & P'dalian Ops. Kpl Pnp, 02.21/01/SK/HKO.01/2019 (21-02-2019) • Vice President of Fuel, 02.07/01/SK/HKO.01/2025 (07-02-2025) • Head of Medan Branch, 07.19/01/SK/HKO.01/2024 (22-07-2024) • Head of Pontianak Branch, 02.03/01/SK/HKO.01/2023 (03-02-2023) • Passenger Vessel Operations Manager, 07.07/03/SK/HKO.01/2022 (07-07-2022) • Passenger Vessel Operations Planning & Control Manager, 02.21/01/SK/HKO.01/2019 (21-02-2019)
Dasar Hukum Pengangkatan Legal Basis of Appointment	02.07/01/SK/HKO.01/2025 02.07/01/SK/HKO.01/2025

PEJABAT EKSEKUTIF
EXECUTIVE OFFICERS



Albar
Vice President Surveyor
Vice President of Surveyor

Usia Age	53 tahun 53 years old
Tempat dan Tanggal Lahir Place and Date of Birth	Lamunre, 23 Desember 1972 Lamunre, 23 December 1972
Kewarganegaraan Nationality	Indonesia Indonesia
Domisili Domicile	Jakarta Timur East Jakarta

Riwayat Pendidikan Educational Background	Ahli Teknika Tingkat I (13-12-2011) Engineering Expert Level I (13-12-2011)
Riwayat Pekerjaan Work Experience	• *Vice President* Surveyor, 07.09/01/SK/HKO.01/2025 (10-07-2025) • General Manager Galangan Pelni Surya, 11.10/01/SK/HKO.01/2023 (10-11-2023) • *Vice President* Teknik, 02.22/01/SK/HKO.01/2021 (22-02-2021) • Manager Pemeliharaan & Perbaikan Kapal Penumpang, 05.04/03/SK/HKO.01/17 (16-07-2017) • Manager Passenger Ship Repair & Maintenance, 03.21/02/SK/HKO.01/2017 (21-03-2017) • Manager Passenger Ship Repair & Maintenance, 04.30/1/SK/HKO.01/2015 (30-04-2015) • Vice President of Surveyor, 07.09/01/SK/HKO.01/2025 (10-07-2025) • General Manager of Pelni Surya Shipyard, 11.10/01/SK/HKO.01/2023 (10-11-2023) • Vice President of Engineering, 02.22/01/SK/HKO.01/2021 (22-02-2021) • Passenger Vessel Maintenance & Repair Manager, 05.04/03/SK/HKO.01/17 (16-07-2017) • Manager Passenger Ship Repair & Maintenance, 03.21/02/SK/HKO.01/2017 (21-03-2017) • Manager Passenger Ship Repair & Maintenance, 04.30/1/SK/HKO.01/2015 (30-04-2015)
Dasar Hukum Pengangkatan Legal Basis of Appointment	07.09/01/SK/HKO.01/2025 07.09/01/SK/HKO.01/2025

PEJABAT EKSEKUTIF
EXECUTIVE OFFICERS



Berryl A. Insanul Firdaus
Vice President Usaha Komersial
Berryl A. Insanul Firdaus Vice President of Commercial Business

Usia Age	39 tahun 39 years old
Tempat dan Tanggal Lahir Place and Date of Birth	Bandung, 20 Januari 1986 Bandung, 20 January 1986
Kewarganegaraan Nationality	Indonesia Indonesia
Domisili Domicile	Kota Depok Depok City

Riwayat Pendidikan Educational Background	S1 Manajemen (26-08-2009) Bachelor of Management (26-08-2009)
Riwayat Pekerjaan Work Experience	• *Vice President* Usaha Komersial, 06.02/01/SK/HKO.01/2025 (02-06-2025) • *Vice President* Usaha Penumpang Komersial & Penunjang, 07.07/03/SK/HKO.01/2022 (07-07-2023) • Kepala Cabang Fak Fak, 01.28/01/SK/HKO.01/2021 (28-01-2021) • Manager Perencanaan & Evaluasi Pemasaran Angkutan Penumpang, 05.15/01/SK/HKO.01/2019 (15-05- 2021) • Manager Pengelolaan Penghasilan Angkutan Penumpang, 05.04/03/SK/HKO.01/2017 (04-05-2021) • *Revenue Management Manager*, 03.21/02/SK/HKO.01/2017 (21-03-2017) • Vice President of Commercial Business, 06.02/01/SK/HKO.01/2025 (02-06-2025) • Vice President of Commercial Passenger and Support Business, 07.07/03/SK/HKO.01/2022 (07-07-2023) • Head of Fak Fak Branch, 01.28/01/SK/HKO.01/2021 (28-01-2021) • Passenger Transport Marketing Planning & Evaluation Manager, 05.15/01/SK/HKO.01/2019 (15-05-2021) • Passenger Transport Revenue Management Manager, 05.04/03/SK/HKO.01/2017 (04-05-2021) • Revenue Management Manager, 03.21/02/SK/HKO.01/2017 (21-03-2017)
Dasar Hukum Pengangkatan Legal Basis of Appointment	06.02/01/SK/HKO.01/2025 06.02/01/SK/HKO.01/2025

PEJABAT EKSEKUTIF
EXECUTIVE OFFICERS



Presda Simangasing
Vice President Usaha Penumpang Non Komersial
Vice President of Non-Commercial Passenger Business

Usia Age	54 tahun 54 years old
Tempat dan Tanggal Lahir Place and Date of Birth	Surabaya, 2 Februari 1971 Surabaya, 2 February 1971
Kewarganegaraan Nationality	Indonesia Indonesia
Domisili Domicile	Bekasi Bekasi

Riwayat Pendidikan Educational Background	S1 Hukum Pidana (24-05-1995) Bachelor of Criminal Law (24-05-1995)
Riwayat Pekerjaan Work Experience	• *Vice President* Usaha Penumpang Non-Komersial, 07.07/03/SK/HKO.01/2022 (07-07-2022) • Kepala Satuan Pengawasan Intern, 11.23/01/SK/HKO.01/2020 (21-11-2020) • Kepala Satuan Pengawasan Intern, 02.21/02/SK/HKO.01/2019 (21-02-2019) • Kepala Cabang Surabaya, 123/HKO.01/DIR/XII/2013 (10-12-2013) • Kepala Cabang Bau-Bau, 49/HK0.01/DIR/IV-2012 (30-04-2012) • Vice President of Non-Commercial Passenger Business, 07.07/03/SK/HKO.01/2022 (07-07-2022) • Head of Internal Audit Unit, 11.23/01/SK/HKO.01/2020 (21-11-2020) • Head of Internal Audit Unit, 02.21/02/SK/HKO.01/2019 (21-02-2019) • Head of Surabaya Branch, 123/HKO.01/DIR/XII/2013 (10-12-2013) • Head of Bau-Bau Branch, 49/HK0.01/DIR/IV-2012 (30-04-2012)
Dasar Hukum Pengangkatan Legal Basis of Appointment	07.07/03/SK/HKO.01/2022 07.07/03/SK/HKO.01/2022

PEJABAT EKSEKUTIF
EXECUTIVE OFFICERS



Ari Prihatnanto
Vice President Operasi Angkutan Penumpang
Vice President of Passenger Transport Operations

Usia Age	47 tahun 47 years old
Tempat dan Tanggal Lahir Place and Date of Birth	Magelang, 24 Mei 1978 Magelang, 24 May 1978
Kewarganegaraan Nationality	Indonesia Indonesia
Domisili Domicile	Kota Surabaya Surabaya City

Riwayat Pendidikan Educational Background	Ahli Nautika Tk.I (31-07-2015) Nautical Expert Level I (31-07-2015)
Riwayat Pekerjaan Work Experience	• *Vice President* Operasi Angkutan Penumpang, 07.19/01/SK/HKO.01/2024 (22-07-2024) • Nakhoda, 07.13/01/SK/HKO.01/2017 (21-09-2017) • Mualim I, 11.03/01/ND/310/2016 (03-11-2016) • Mualim III Sr, 88/HK0.01/DIR/VII-2010 (01-07-2010) • Mualim III, PY698/232/SY/01 (25-09-2001) • Vice President of Passenger Transport Operations, 07.19/01/SK/HKO.01/2024 (22-07-2024) • Captain, 07.13/01/SK/HKO.01/2017 (21-09-2017) • Chief Officer, 11.03/01/ND/310/2016 (03-11-2016) • Senior Third Officer, 88/HK0.01/DIR/VII-2010 (01-07-2010) • Third Officer, PY698/232/SY/01 (25-09-2001)
Dasar Hukum Pengangkatan Legal Basis of Appointment	07.19/01/SK/HKO.01/2024 07.19/01/SK/HKO.01/2024

PEJABAT EKSEKUTIF
EXECUTIVE OFFICERS



Repona Indah Pertiwi
Vice President Pelayanan Angkutan Penumpang
Vice President of Passenger Transport Services

Usia Age	37 tahun 37 years old
Tempat dan Tanggal Lahir Place and Date of Birth	Cilacap, 10 November 1988 Cilacap, 10 November 1988
Kewarganegaraan Nationality	Indonesia Indonesia
Domisili Domicile	Cilacap Cilacap

Riwayat Pendidikan Educational Background	S1 Ilmu Komunikasi (11-04-2013) Bachelor of Communication Studies (11-04-2013)
Riwayat Pekerjaan Work Experience	• *Vice President* Pelayanan Angkutan Penumpang, 11.04/04/SK/HKO.01/2024 (04-11-2024) • Pjs. *Vice President* Pelayanan Angkutan Penumpang, 11.10/01/SK/HKO.01/2023 (10-11-2023) • Manager Kesekretariatan Direksi dan Komisaris, 06.09/01/SK/HKO.01/2023 (09-06-2023) • Manager Kesekretariatan Direksi & Komisaris, 07.07/03/SK/HKO.01/2022 (07-07-2022) • Manager Pengelolaan Penjualan ABKPP, 03.21/01/SK/HKO.01/2022 (21-03-2022) • Vice President of Passenger Transport Services, 11.04/04/SK/HKO.01/2024 (04-11-2024) • Acting Vice President of Passenger Transport Services, 11.10/01/SK/HKO.01/2023 (10-11-2023) • Board of Directors and Commissioners Secretariat Manager, 06.09/01/SK/HKO.01/2023 (09-06-2023) • Board of Directors & Commissioners Secretariat Manager, 07.07/03/SK/HKO.01/2022 (07-07-2022) • ABKPP Sales Management Manager, 03.21/01/SK/HKO.01/2022 (21-03-2022)
Dasar Hukum Pengangkatan Legal Basis of Appointment	11.04/04/SK/HKO.01/2024 11.04/04/SK/HKO.01/2024

PEJABAT EKSEKUTIF
EXECUTIVE OFFICERS



Muhammad Ardiansyah
Vice President Usaha Barang Komersial & Penunjang
Vice President of Commercial Cargo and Support Business

Usia Age	35 tahun 35 years old
Tempat dan Tanggal Lahir Place and Date of Birth	Jakarta, 15 Januari 1990 Jakarta, 15 January 1990
Kewarganegaraan Nationality	Indonesia Indonesia
Domisili Domicile	Bekasi Selatan South Bekasi

Riwayat Pendidikan Educational Background	S1 Manajemen Transportasi Laut (27-11-2012) Bachelor of Sea Transportation Management (27-11-2012)
Riwayat Pekerjaan Work Experience	• VP Usaha Barang Komersial & Penunjang, 12.09/01/SK/HKO.01/2025 (09-12-2025) • *Vice President* Keagenan, 05.20/01/SK/HKO.01/2024 (21-05-2024) • Pjs. *Vice President* Keagenan, 11.10/01/SK/HKO.01/2023 (10-11-2023) • Kepala Cabang Denpasar/Bali, 06.09/01/SK/HKO.01/2023 (09-06-2023) • Manager Perencanaan & Evaluasi Pemasaran Angkutan Kapal Barang, 11.30/02/SK/HKO.01/2021 (07-12-2021) • VP of Commercial Cargo and Support Business, 12.09/01/SK/HKO.01/2025 (09-12-2025) • Vice President of Agency, 05.20/01/SK/HKO.01/2024 (21-05-2024) • Acting Vice President of Agency, 11.10/01/SK/HKO.01/2023 (10-11-2023) • Head of Denpasar/Bali Branch, 06.09/01/SK/HKO.01/2023 (09-06-2023) • Cargo Vessel Transport Marketing Planning & Evaluation Manager, 11.30/02/SK/HKO.01/2021 (07-12-2021)
Dasar Hukum Pengangkatan Legal Basis of Appointment	12.09/01/SK/HKO.01/2025 12.09/01/SK/HKO.01/2025

PEJABAT EKSEKUTIF
EXECUTIVE OFFICERS



Sauban Muksin
Vice President Usaha Barang Non-Komersial
Vice President of Non-Commercial Cargo Business

Usia Age	51 tahun 51 years old
Tempat dan Tanggal Lahir Place and Date of Birth	Banjarmasin, 13 Juni 1974 Banjarmasin, 13 June 1974
Kewarganegaraan Nationality	Indonesia Indonesia
Domisili Domicile	Kabupaten Malang Malang Regency

Riwayat Pendidikan Educational Background	Sarjana Ekonomi Manajemen (05-09-1998) Bachelor of Management Economics (05-09-1998)
Riwayat Pekerjaan Work Experience	• *Vice President* Usaha Barang Non-Komersial, 07.19/01/SK/HKO.01/2024 (22-07-2024) • *Vice President* PEMASARAN & PENGEMBANGAN BISNIS, SBN/SK/DIR/05.I/003/2023 (21-01-2023) • Eksekutif Manager Operasi & Pengurus Usaha SBU Pelni Mart, 07.04/06/ND-R/041/2019 (21-09-2020) • Kepala cabang PT SBN Sorong, 046/SK/DIR/SBN/X/2014 (26-09-2014) • Manager Usaha Logistik & Distri, 08/SK/DIR/SBN/I/2014 (09-01-2014) • Vice President of Non-Commercial Cargo Business, 07.19/01/SK/HKO.01/2024 (22-07-2024) • Vice President of Marketing & Business Development, SBN/SK/DIR/05.I/003/2023 (21-01-2023) • Executive Manager of Operations & Business Management SBU Pelni Mart, 07.04/06/ND-R/041/2019 (21-09-2020) • Head of PT SBN Sorong Branch, 046/SK/DIR/SBN/X/2014 (26-09-2014) • Logistics & Distribution
Dasar Hukum Pengangkatan Legal Basis of Appointment	07.19/01/SK/HKO.01/2024 07.19/01/SK/HKO.01/2024

PEJABAT EKSEKUTIF
EXECUTIVE OFFICERS



Alamsyah Halauwet
Vice President Operasi Angkutan Barang
Vice President of Cargo Transport Operations

Usia Age	53 tahun 53 years old
Tempat dan Tanggal Lahir Place and Date of Birth	Ujung Pandang, 15 Maret 1972 Ujung Pandang, 15 March 1972
Kewarganegaraan Nationality	Indonesia Indonesia
Domisili Domicile	Bekasi Bekasi

Riwayat Pendidikan Educational Background	Ahli Nautika Tk I (06-09-2016) Nautical Expert Level I (06-09-2016)
Riwayat Pekerjaan Work Experience	• *Vice President* Operasi Angkutan Barang 01.08/06/SK/HKO.01/2026 (08-01-2026) • *Vice President* Operasi Angkutan Barang, 11.10/01/SK/HKO.01/2023 (10-11-2023) • Nakhoda, 05.05/01/SK/HKO.01/2021 (21-05-2021) • Mualim I, 11.03/01/ND/310/2016 (03-11-2016) • Mualim II Yr, 548/DIV.SDM/ADM.PERS/XII/2010 (01-01-2011) • Mualim III, 6578/PL/M/XII (05-12-2000) • Vice President of Cargo Transport Operations, 01.08/06/SK/HKO.01/2026 (08-01-2026) • Vice President of Cargo Transport Operations, 11.10/01/SK/HKO.01/2023 (10-11-2023) • Captain, 05.05/01/SK/HKO.01/2021 (21-05-2021) • Chief Officer, 11.03/01/ND/310/2016 (03-11-2016) • Second Officer, 548/DIV.SDM/ADM.PERS/XII/2010 (01-01-2011) • Third Officer, 6578/PL/M/XII (05-12-2000)
Dasar Hukum Pengangkatan Legal Basis of Appointment	01.08/06/SK/HKO.01/2026 01.08/06/SK/HKO.01/2026

PEJABAT EKSEKUTIF
EXECUTIVE OFFICERS



Yusuf Hanura
Vice President Keagenan
Vice President of Agency

Usia Age	35 tahun 35 years old
Tempat dan Tanggal Lahir Place and Date of Birth	Sukabumi, 17 Mei 1990 Sukabumi, 17 May 1990
Kewarganegaraan Nationality	Indonesia Indonesia
Domisili Domicile	Kota Sukabumi Sukabumi City

Riwayat Pendidikan Educational Background	Sains Terapan Pelayaran (19-09-2012) Applied Nautical Science (19-09-2012)
Riwayat Pekerjaan Work Experience	• Pjs. *Vice President* Keagenan, 12.09/01/SK/HKO.01/2025 (09-12-2025) • Manager Penjualan Komersial, 11.04/04/SK/HKO.01/2024 (04-11-2024) • Manager Penjualan Komersial , 02.03/01/SK/HKO.01/2023 (03-02-2023) • Manager Pemasaran Komersial, 07.07/03/SK/HKO.01/2022 (07-07-2022) • Manager Perencanaan & Evaluasi PABKPP, 05.25/01/SK/HKO.01/2022 (27-05-2022) • Acting Vice President of Agency, 12.09/01/SK/HKO.01/2025 (09-12-2025) • Commercial Sales Manager, 11.04/04/SK/HKO.01/2024 (04-11-2024) • Commercial Sales Manager, 02.03/01/SK/HKO.01/2023 (03-02-2023) • Commercial Marketing Manager, 07.07/03/SK/HKO.01/2022 (07-07-2022) • PABKPP Planning & Evaluation Manager, 05.25/01/SK/HKO.01/2022 (27-05-2022)
Dasar Hukum Pengangkatan Legal Basis of Appointment	12.09/01/SK/HKO.01/2025 12.09/01/SK/HKO.01/2025

PEJABAT EKSEKUTIF
EXECUTIVE OFFICERS



Ralna Ayu Utami
Kepala Pengawasan Intern
Head of Internal Audit

Usia Age	46 tahun 46 years old
Tempat dan Tanggal Lahir Place and Date of Birth	Jakarta, 09 September 1979 Jakarta, 09 September 1979
Kewarganegaraan Nationality	Indonesia Indonesia
Domisili Domicile	Jakarta Barat West Jakarta

Riwayat Pendidikan Educational Background	S2 Ilmu Hukum S1 Ilmu Hukum Master of Law (S2) Bachelor of Law (S1)
Riwayat Pekerjaan Work Experience	• Kepala Satuan Pengawasan Intern PT PELNI (Persero) (2023-sekarang) • Ditugaskan Sebagai Pejabat di PT SBN, 01.26/01/SK/HKO.01/2024 (26-01-2024) • Pengawas Investigasi, 05.25/01/SK/HKO.01/2022 (27-05-2022) • Tenaga Ahli Divisi Pengadaan/PIDC, 01.28/01/SK/HKO.01/2021 (01-02-2021) • Manager Perikatan Hukum, 05.04/03/SK/HKO.01/17 (16-07-2017) • Head of Internal Audit Unit, PT PELNI (Persero) (2023–present) • Assigned as Official at PT SBN, 01.26/01/SK/HKO.01/2024 (26-01-2024) • Investigation Supervisor, 05.25/01/SK/HKO.01/2022 (27-05-2022) • Expert Staff of Procurement Division/PIDC, 01.28/01/SK/HKO.01/2021 (01-02-2021) • Legal Engagement Manager, 05.04/03/SK/HKO.01/17 (16-07-2017)
Dasar Hukum Pengangkatan Legal Basis of Appointment	03.27/01/SK/HKO.01/2025 03.27/01/SK/HKO.01/2025

PEJABAT EKSEKUTIF
EXECUTIVE OFFICERS



Aldrin Dalimunte
Kepala DPA-QHSSE
Head of DPA-QHSSE

Usia Age	56 tahun 56 years old
Tempat dan Tanggal Lahir Place and Date of Birth	Jakarta, 17 Oktober 1969 Jakarta, 17 October 1969
Kewarganegaraan Nationality	Indonesia Indonesia
Domisili Domicile	Jakarta Timur East Jakarta

Riwayat Pendidikan Educational Background	S3 Ilmu Manajemen (13-03-2023) Ahli Nautika Tingkat 1 (19-10-2010) Doctorate in Management Science (13-03-2023) Nautical Expert Level 1 (19-10-2010)
Riwayat Pekerjaan Work Experience	• Kepala DPA QHSSE, 07.24/01/SK/HKO.01/2025 (24-07-2025) • PMO Safety Deck , 08.16/01/PKWT/DS/2024 (21-09-2024) • Head of DPA QHSSE, 07.24/01/SK/HKO.01/2025 (24-07-2025) • PMO Safety Deck, 08.16/01/PKWT/DS/2024 (21-09-2024)
Dasar Hukum Pengangkatan Legal Basis of Appointment	11 07.24/01/SK/HKO.01/2025.10/01/SK/HKO.01/2023 11 07.24/01/SK/HKO.01/2025.10/01/SK/HKO.01/2023

PEJABAT EKSEKUTIF
EXECUTIVE OFFICERS



Ditto Pappilanda
Pjs. Sekretaris Perusahaan
Acting Corporate Secretary

Usia Age	46 tahun 46 years old
Tempat dan Tanggal Lahir Place and Date of Birth	Jakarta, 19 Juni 1986 Jakarta, 19 June 1986
Kewarganegaraan Nationality	Indonesia Indonesia
Domisili Domicile	Depok Depok

Riwayat Pendidikan Educational Background	S2 Magister Administrasi Bisnis S1 Ilmu Komunikasi (02-08-2011) Master of Business Administration (MBA) Bachelor of Communication (02-08-2011)
Riwayat Pekerjaan Work Experience	• Pjs. Kepala Kesekretariatan Perusahaan, 12.16/02/SK/HKO.01/2025 (16-12-2025) • Manager Komunikasi Korporasi, 07.19/01/SK/HKO.01/2024 (22-07-2024) • Manager Komunikasi Internal dan Eksternal, 06.23/01/SK/HKO.01/2023 (24-05-2023) • Manager Komunikasi Internal & Eksternal, 07.07/03/SK/HKO.01/2022 (07-07-2022) • Manager Humas & Kelembagaan, 05.25/01/SK/HKO.01/2022 (27-05-2022) • Acting Head of Corporate Secretariat, 12.16/02/SK/HKO.01/2025 (16-12-2025) • Corporate Communications Manager, 07.19/01/SK/HKO.01/2024 (22-07-2024) • Internal and External Communications Manager, 06.23/01/SK/HKO.01/2023 (24-05-2023) • Internal & External Communications Manager, 07.07/03/SK/HKO.01/2022 (07-07-2022) • Public Relations & Institutional Manager, 05.25/01/SK/HKO.01/2022 (27-05-2022)
Dasar Hukum Pengangkatan Legal Basis of Appointment	12.16/02/SK/HKO.01/2025 12.16/02/SK/HKO.01/2025

PEJABAT EKSEKUTIF
EXECUTIVE OFFICERS



Evan Aryanto
Vice President Pengembangan Bisnis
Vice President of Business Development

Usia Age	36 tahun 36 years old
Tempat dan Tanggal Lahir Place and Date of Birth	Jakarta, 15 Agustus 1989 Jakarta, 15 August 1989
Kewarganegaraan Nationality	Indonesia Indonesia
Domisili Domicile	Surabaya Surabaya

Riwayat Pendidikan Educational Background	S1 Teknik Perkapalan (02-08-2011) Bachelor of Naval Architecture (02-08-2011)
Riwayat Pekerjaan Work Experience	• *Vice President* Pengembangan Bisnis, 12.09/01/SK/HKO.01/2025 (09-12-2025) • Pjs. Kepala Kesekretariatan Perusahaan, 11.10/01/SK/HKO.01/2023 (10-11-2023) • Koordinator *Executive Assistant*, 07.07/03/SK/HKO.01/2022 (07-07-2022) • Staff Madya Divisi Kesekretariatan Perusahaan, 05.24/01/SK/HKO.01/2022 (27-05-2022) • Manajer Perencanaan & Pengendalian Bahan Bakar & Pelumas Kapal (01-12-2021) • Senior Personal Assistant, 03.19/01/SK/HKO.01/2019 (09-10-2019) • Vice President of Business Development, 12.09/01/SK/HKO.01/2025 (09-12-2025) • Acting Head of Corporate Secretariat, 11.10/01/SK/HKO.01/2023 (10-11-2023) • Executive Assistant Coordinator, 07.07/03/SK/HKO.01/2022 (07-07-2022) • Mid-Level Staff of Corporate Secretariat Division, 05.24/01/SK/HKO.01/2022 (27-05-2022) • Vessel Fuel & Lubricant Planning & Control Manager (01-12-2021) • Senior Personal Assistant, 03.19/01/SK/HKO.01/2019 (09-10-2019)
Dasar Hukum Pengangkatan Legal Basis of Appointment	12.09/01/SK/HKO.01/2025 12.09/01/SK/HKO.01/2025

PEJABAT EKSEKUTIF
EXECUTIVE OFFICERS



Fathurrahman Ramadhani A. A.
Vice President Perencanaan & Manajemen Terintegrasi
Vice President of Planning & Integrated Management

Usia Age	40 tahun 40 years old
Tempat dan Tanggal Lahir Place and Date of Birth	Sengkang, 08 Juni 1985 Sengkang, 08 June 1985
Kewarganegaraan Nationality	Indonesia Indonesia
Domisili Domicile	Jakarta Selatan South Jakarta

Riwayat Pendidikan Educational Background	S1 Manajemen (03-11-2007) Bachelor of Management (03-11-2007)
Riwayat Pekerjaan Work Experience	• *Vice President* Perencanaan dan Transformasi Perusahaan, SK 12.09/01/SK/HKO.01/2025 (09-12-2025) • Perencanaan & Transformasi Perusahaan, SK 12.09/01/SK/HKO.01/2025 (09-12-2025) • Bagian Operasi & Pelayanan, 07.19/01/SK/HKO.01/2024 (19-07-2024) • Bagian Operasi & Pelayanan, 06.14/02/SK/HKO.01/2023 (14-06-2023) • CEO *Office*, 07.07/03/SK/HKO.01/2022 (07-07-2022) • Vice President of Corporate Planning and Transformation, SK 12.09/01/SK/HKO.01/2025 (09-12-2025) • Corporate Planning & Transformation, 03.27/01/SK/HKO.01/2025 ((09-12-2025) • Operations & Services Division, 07.19/01/SK/HKO.01/2024 (22-07-2024) • Operations & Services Division, 06.14/02/SK/HKO.01/2023 (03-07-2023) • CEO Office, 07.07/03/SK/HKO.01/2022 (07-07-2022)
Dasar Hukum Pengangkatan Legal Basis of Appointment	12.09/01/SK/HKO.01/2025 12.09/01/SK/HKO.01/2025

PEJABAT EKSEKUTIF
EXECUTIVE OFFICERS



Agustinus Prima Wicaksono
Vice President Hukum
Vice President of Legal Affairs

Usia Age	40 tahun 40 years old
Tempat dan Tanggal Lahir Place and Date of Birth	Mojokerto, 27 Maret 1985 Mojokerto, 27 March 1985
Kewarganegaraan Nationality	Indonesia Indonesia
Domisili Domicile	Jakarta Pusat Central Jakarta

Riwayat Pendidikan Educational Background	S1 Hukum Perdata (29-03-2008) Bachelor of Civil Law (29-03-2008)
Riwayat Pekerjaan Work Experience	• *Vice President* Hukum dan Kepatuhan, 01.08/06/SK/HKO.01/2026 (08-01-2026) • Pjs. *Vice President* Hukum, 11.10/01/SK/HKO.01/2023 (10-11-2023) • Kepala Cabang Nabire, 05.25/01/SK/HKO.01/2022 (27-05-2022) • Kepala Cabang Kendari, 01.28/01/SK/HKO.01/2021 (01-02-2021) • Manager Peraturan & Bantuan Hukum, 02.21/01/SK/HKO.01/2019 (04-05-2017) • Pjs. Manager Peraturan & Bantuan Hukum, 05.04/03/SK/HKO.01/2017 (02-02-2015) • Vice President of Legal Affairs and Compliance, 01.08/06/SK/HKO.01/2026 (08-01-2026) • Acting Vice President of Legal Affairs, 11.10/01/SK/HKO.01/2023 (10-11-2023) • Head of Nabire Branch, 05.25/01/SK/HKO.01/2022 (27-05-2022) • Head of Kendari Branch, 01.28/01/SK/HKO.01/2021 (01-02-2021) • Regulations & Legal Assistance Manager, 02.21/01/SK/HKO.01/2019 (04-05-2017) • Acting Regulations & Legal Assistance Manager, 05.04/03/SK/HKO.01/2017 (02-02-2015)
Dasar Hukum Pengangkatan Legal Basis of Appointment	01.08/06/SK/HKO.01/2026 01.08/06/SK/HKO.01/2026

PEJABAT EKSEKUTIF
EXECUTIVE OFFICERS



Taufik M.R
Ketua *Project Management Office* Kapal PMN
Head of Project Management Office for PMN Vessels

Usia Age	40 tahun 40 years old
Tempat dan Tanggal Lahir Place and Date of Birth	Lubuk Sikaping, 15 Februari 1985 Lubuk Sikaping, 15 February 1985
Kewarganegaraan Nationality	Indonesia Indonesia
Domisili Domicile	Tangerang Selatan South Tangerang

Riwayat Pendidikan Educational Background	Master of Science in Maritime Affairs (02-12-2012) Master of Science in Maritime Affairs (02-12-2012)
Riwayat Pekerjaan Work Experience	• Ketua *Project Management Office* Kapal PMN, 12.09/01/SK/HKO.01/2025 (09-12-2025) • *Vice President* Perencanaan dan Transformasi Perusahaan, 11.10/01/SK/HKO.01/2023 (10-11-2023) • *Vice President* Usaha Barang Komersial & Penunjang, 07.07/03/SK/HKO.01/2022 (07-07-2022) • *Vice President* Pemasaran Angkutan Barang Kapal Penumpang & Perintis, 05.25/01/SK/HKO.01/2022 (27-05-2022) • Kepala Cabang Nabire, 07.01/01/SK/HKO.01/2021 (01-07-2021) • Manager Pengelolaan Penjualan Angkutan Kapal Barang, 05.15/01/SK/HKO.01/2019 (21-05-2019) • Head of Project Management Office for PMN Vessels, 12.09/01/SK/HKO.01/2025 (09-12-2025) • Vice President of Corporate Planning and Transformation, 11.10/01/SK/HKO.01/2023 (10-11-2023) • Vice President of Commercial Cargo and Support Business, 07.07/03/SK/HKO.01/2022 (07-07-2022) • Vice President of Passenger Vessel Cargo & Pioneer Transport Marketing, 05.25/01/SK/HKO.01/2022 (27-05-2022) • Head of Nabire Branch, 07.01/01/SK/HKO.01/2021 (01-07-2021) • Cargo Vessel Transport Sales Management Manager, 05.15/01/SK/HKO.01/2019 (21-05-2019)
Dasar Hukum Pengangkatan Legal Basis of Appointment	12.09/01/SK/HKO.01/2025 12.09/01/SK/HKO.01/2025

PEJABAT EKSEKUTIF
EXECUTIVE OFFICERS



Abdul Gaffar
Ketua Project Management Office Bidang Safety Deck
Head of Project Management Office for Safety Deck

Usia Age	54 tahun 54 years old
Tempat dan Tanggal Lahir Place and Date of Birth	Jakarta Selatan, 2 Februari 1971 Jakarta Selatan, 2 February 1971
Kewarganegaraan Nationality	Indonesia Indonesia
Domisili Domicile	Maros Maros

Riwayat Pendidikan Educational Background	Ahli Nautika Tk. I (05-10-2009) Bachelor of Civil Law (29-03-2008)
Riwayat Pekerjaan Work Experience	• Ketua *Project Management Office* Bidang *Safety Deck*, 07.24/01/SK/HKO.01/2025 (01-09-2025) • Nakhoda, 07.16/01/SK/HKO.01/2020 (21-06-2020) • Mualim I, 0672/PL/M/II/ (05-02-2001) • Mualim II, 5326/PL/MN/X/00 (07-10-2000) • Mualim III, 5061/PL/M/X/00 (30-09-2000) • Head of Project Management Office for Safety Deck, 07.24/01/SK/HKO.01/2025 (01-09-2025) • Captain, 07.16/01/SK/HKO.01/2020 (21-06-2020) • Chief Officer, 0672/PL/M/II/ (05-02-2001) • Second Officer, 5326/PL/MN/X/00 (07-10-2000) • Third Officer, 5061/PL/M/X/00 (30-09-2000)
Dasar Hukum Pengangkatan Legal Basis of Appointment	07.24/01/SK/HKO.01/2025 07.24/01/SK/HKO.01/2025

PEJABAT EKSEKUTIF
EXECUTIVE OFFICERS



Rooshardianti Suryandari, dr.
Vice President Pembelajaran dan Pengembangan
Vice President of Learning and Development

Usia Age	49 tahun 49 years old
Tempat dan Tanggal Lahir Place and Date of Birth	Jakarta, 23 Januari 1976 Jakarta, 23 January 1976
Kewarganegaraan Nationality	Indonesia Indonesia
Domisili Domicile	Jakarta Selatan South Jakarta

Riwayat Pendidikan Educational Background	S1 Kedokteran Umum (09-08-2000) Bachelor of General Medicine (09-08-2000)
Riwayat Pekerjaan Work Experience	• *Vice President* Pembelajaran dan Pengembangan, 02.07/01/SK/HKO.01/2025 (07-02-2025) • General Manager Hotel Bahtera, 11.10/01/SK/HKO.01/2023 (10-11-2023) • Direktur Operasi PT PIDC, 02.15/01/SK/HKO.01/2021 (21-03-2021) • Kepala Bagian Manajemen Kinerja & Akreditasi RS PELNI, 810/PUM/XI-2003 (01-11-2003) • Vice President of Learning and Development, 02.07/01/SK/HKO.01/2025 (07-02-2025) • General Manager of Hotel Bahtera, 11.10/01/SK/HKO.01/2023 (10-11-2023) • Operations Director of PT PIDC, 02.15/01/SK/HKO.01/2021 (21-03-2021) • Head of Performance Management & Accreditation Division, PELNI Hospital, 810/PUM/XI-2003 (01-11-2003)
Dasar Hukum Pengangkatan Legal Basis of Appointment	02.07/01/SK/HKO.01/2025 02.07/01/SK/HKO.01/2025

SUMBER DAYA MANUSIA
HUMAN CAPITAL

Sumber Daya Manusia (SDM) merupakan aset terpenting bagi PT PELNI dalam mewujudkan visi menjadi pemimpin utama di sektor pelayaran nasional pada tahun 2025. Di tengah tantangan transformasi digital, ekspansi Tol Laut, dan optimalisasi armada, SDM PT PELNI telah menunjukkan dedikasi tinggi melalui peningkatan kompetensi dan adaptasi terhadap dinamika industri maritim.

KOMITMEN DAN KEBIJAKAN PENGELOLAAN SDM

PT PELNI menegaskan komitmen kuat dalam pengelolaan SDM sebagai fondasi utama untuk mewujudkan visi menjadi pemimpin pelayaran nasional terdepan dan misi menyediakan layanan transportasi laut yang aman, andal, serta berkelanjutan. Pengelolaan SDM tidak hanya dilihat sebagai fungsi administratif, melainkan sebagai investasi strategis yang mendukung transformasi perusahaan menuju era digital dan hijau di tahun 2025.

Komitmen ini diwujudkan melalui program pengembangan talenta komprehensif, termasuk pelatihan berbasis kompetensi untuk awak kapal dan staf darat, serta penerapan sistem manajemen kinerja berorientasi hasil. PT PELNI secara konsisten meningkatkan kapabilitas SDM melalui kerja sama dengan lembaga sertifikasi internasional, memastikan setiap karyawan memiliki kualifikasi yang selaras dengan standar maritim global, sehingga mampu mengoptimalkan operasional Tol Laut dan armada modern.

Lebih lanjut, Perseroan menerapkan prinsip *good corporate governance* dalam pengelolaan SDM dengan fokus pada kesejahteraan, inklusivitas, dan retensi talenta terbaik. Melalui inisiatif seperti program suksesi kepemimpinan dan budaya kerja berbasis meritokrasi, PT PELNI memastikan SDM tidak hanya berkontribusi pada pencapaian target finansial, tetapi juga memperkuat daya saing jangka panjang, mewujudkan nilai-nilai korporasi yang berorientasi pada pelayanan masyarakat Indonesia.

Human Capital is the most important asset for PT PELNI in realizing its vision to become the leading player in Indonesia's national shipping sector by 2025. Amid the challenges of digital transformation, the expansion of the Sea Toll program, and fleet optimization, PT PELNI's human capital has demonstrated strong dedication through continuous competency improvement and adaptation to the dynamics of the maritime industry.

COMMITMENT AND HUMAN CAPITAL MANAGEMENT POLICY

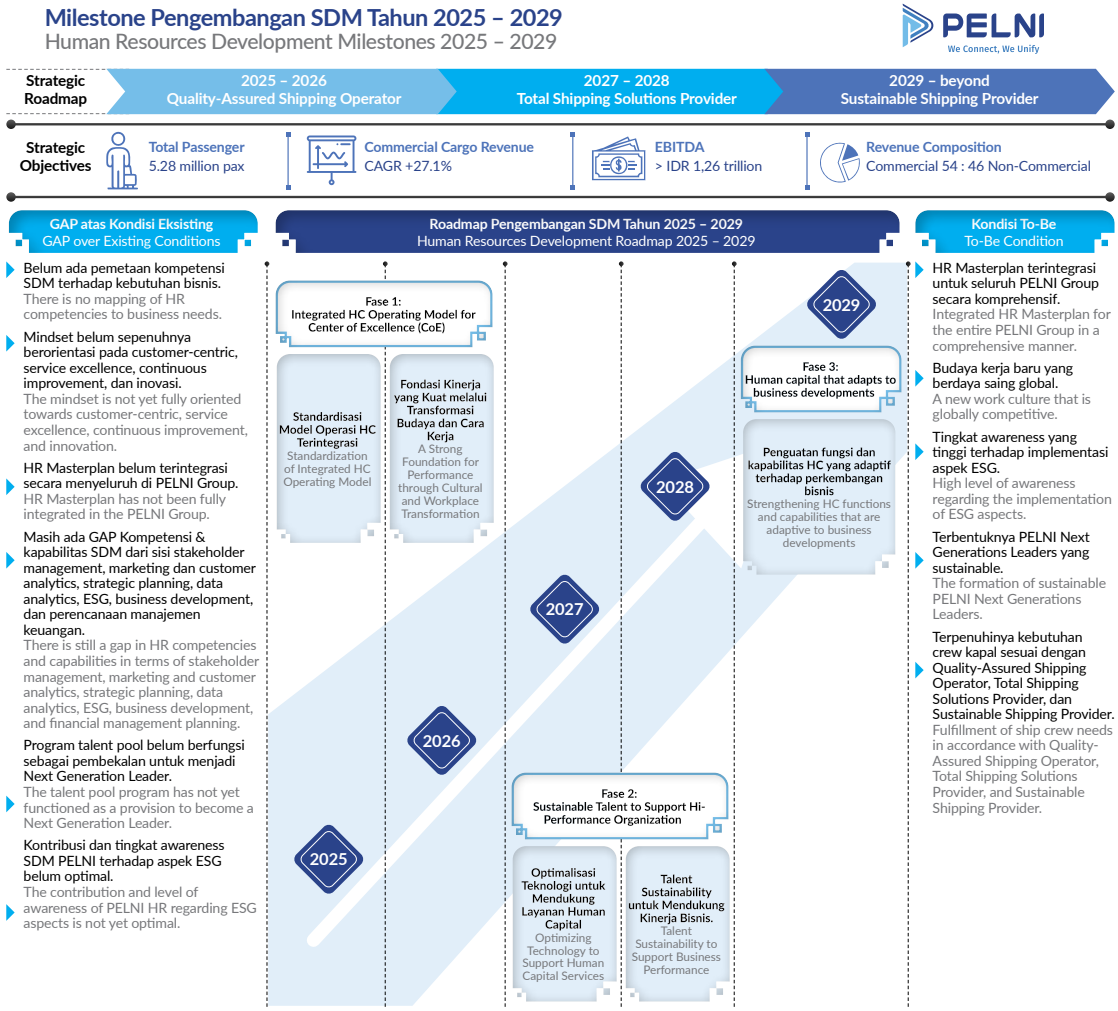
PT PELNI affirms its strong commitment to human capital management as a key foundation for achieving its vision of becoming a leading national shipping company and its mission of providing safe, reliable, and sustainable sea transportation services. Human capital management is not only viewed as an administrative function, but also as a strategic investment that supports the company's transformation toward a digital and green era in 2025.

This commitment is implemented through comprehensive talent development programs, including competency-based training for ship crews and shore-based staff, as well as the implementation of a performance management system focused on results. PT PELNI consistently enhances human capital capabilities through collaboration with international certification institutions, ensuring that each employee holds qualifications aligned with global maritime standards, enabling optimal operation of the Sea Toll program and modern fleet.

Furthermore, the Company applies the principles of good corporate governance in human capital management, with a focus on employee welfare, inclusivity, and talent retention. Through initiatives such as leadership succession programs and a merit-based work culture, PT PELNI ensures that its human capital not only contributes to achieving financial targets but also strengthens long-term competitiveness, while upholding corporate values oriented toward serving the Indonesian public.

PETA JALAN PENGELOLAAN SDM

HUMAN CAPITAL MANAGEMENT ROADMAP



Sebagaimana tergambar dalam peta jalan di atas, tahun 2025 diposisikan sebagai fase integrasi model operasi SDM sehingga fokus utama kami tahun ini adalah membenahi infrastruktur dasar seperti tata kelola, sistem LMS, dan kurikulum teknis (TLD) sebelum melangkah ke fase akselerasi dan ekspansi kapabilitas di tahun-tahun mendatang. Divisi Pembelajaran dan Pengembangan (*Learning & Development*) berperan vital sebagai *Strategic Enabler* untuk memastikan kesiapan modal manusia (*Human Capital Readiness*) dalam menopang pilar-pilar strategis perusahaan sehingga perusahaan menghadapi tantangan nyata berupa kesenjangan kompetensi (*competency gap*) antara kapabilitas SDM eksisting dengan tuntutan bisnis masa depan.

As illustrated in the roadmap above, 2025 is positioned as a phase of integrating the Human Capital operating model. Therefore, the main focus this year is to strengthen the basic infrastructure, such as governance, the Learning Management System (LMS), and the technical curriculum (TLD), before moving into the acceleration and capability expansion phase in the coming years. The Learning & Development Division plays a vital role as a strategic enabler in ensuring Human Capital Readiness to support the company's strategic pillars. In doing so, the Company addresses the real challenge of a competency gap between existing workforce capabilities and future business requirements.

SUMBER DAYA MANUSIA
HUMAN CAPITAL

PROGRAM KERJA UTAMA DIVISI HUMAN CAPITAL

Sepanjang tahun 2025, PT PELNI (Persero) telah melaksanakan berbagai program pelatihan dan pendidikan, sebagai berikut:

MAIN WORK PROGRAMS OF THE HUMAN CAPITAL DIVISION

Throughout 2025, PT PELNI (Persero) has implemented various training and education programs, as follows:

No	Uraian Description	Nama Program Program Name	Sasaran Target
		PEGAWAI DARAT LAND-BASED EMPLOYEES	
1	Orientasi Pegawai Employee Orientation	Diklat Orientasi Pegawai PKWT PT PELNI (Persero) Tahun 2025 pada tanggal 19-29 Agustus 2025 Orientation Training for Fixed-Term Contract Employees of PT PELNI (Persero) Year 2025, August 19–29, 2025	*Knowledge and Skill*
		Diklat Teknis EBS Finance Dalam Rangkaian On Boarding Pegawai PKWT Tahun 2025 pada tanggal 01-04 September 2025 EBS Finance Technical Training as Part of PKWT Employee On-Boarding 2025, September 1–4, 2025	
		Diklat Teknis EBS Finance Dalam Rangkaian On Boarding Pegawai PKWT Tahun 2025 pada tanggal 01-04 September 2025 EBS Finance Technical Training as Part of PKWT Employee On-Boarding 2025, September 1–4, 2025	
2	Diklat Penjenjangan Graded Training	Diklat Tingkat Lanjut (*Staff Development Program*) Angkatan XVII PT PELNI (Persero) pada tanggal 07-11 Juli 2025 Advanced Training (Staff Development Program) Class XVII PT PELNI (Persero), July 7–11, 2025	*Knowledge, Skill, and Attitude*
		Diklat Managerial Tingkat Muda Angkatan XVIII PT PELNI (Persero) Tahun 2025 / *Virtual Learning* : 06 - 09 Oktober & *Offline Class* : 21 - 23 Oktober 2025 Junior Managerial Training Class XVIII PT PELNI (Persero) 2025 / Virtual Learning: Oct 6–9 & Offline Class: Oct 21–23, 2025	
		Diklat Managerial Tingkat Madya Angkatan XVII PT PELNI (Persero) Tahun 2025 / *Virtual Learning* : 13 - 17 Oktober & *Offline Class* : 28 - 30 Oktober 2025 Intermediate Managerial Training Class XVII PT PELNI (Persero) 2025 / Virtual Learning: Oct 13–17 & Offline Class: Oct 28–30, 2025	
		Diklat Managerial Muda Angkatan XIX pada tanggal 06 November 2025 Junior Managerial Training Class XIX, November 6, 2025	
3	*In-House Training*	Pelatihan Sistem Manajemen Pergudangan pada tanggal 21 - 22 Januari 2025 Warehouse Management System Training, January 21–22, 2025	*Knowledge and Skill*
		Pelatihan dan Gathering Social Media Rangers 162 PELNI Group Tahun 2025 pada tanggal 23-24 Januari 2025 Training and Gathering for PELNI Group Social Media Rangers 162, Year 2025, January 23–24, 2025	
		In House Training Perangkat Pelayanan Penumpang di 25 (Dua Puluh Lima) Kapal Penumpang PT PELNI (Persero) Tahun 2025 pada tanggal 24 Januari 2025 In-House Training on Passenger Service Equipment for 25 (Twenty-Five) Passenger Vessels of PT PELNI (Persero) for the Year 2025, held on January 24, 2025	
		Internalisasi E-Procurement pada tanggal 13 - 16 Januari 2025 E-Procurement Internalization, January 13–16, 2025	

SUMBER DAYA MANUSIA
HUMAN CAPITAL

No	Uraian Description	Nama Program Program Name	Sasaran Target
		Webinar Safety Talk dengan Tema "Keselamatan dan Keamanan Kapal di Area Pelabuhan" Tahun 2025 Pada tanggal 20 Januari 2025 Safety Talk Webinar on the Theme "Vessel Safety and Security in Port Areas" Year 2025, January 20, 2025	
		In House Training Aplikasi E-Procurement Divisi Pengadaan pada tanggal 5-6 Februari 2025 In-House Training on the E-Procurement Application for the Procurement Division, conducted on February 5–6, 2025	
		Kegiatan Peringatan Bulan K3 Tahun 2025 " Webinar Waspada Gempa Megathrust" pada tanggal 11 Februari 2025 Occupational Health and Safety Month Commemoration 2025 – "Megathrust Earthquake Awareness Webinar", February 11, 2025	
		Training Penyusunan Sustainability Report pada tanggal 13 Februari 2025 Training on the Preparation of the Sustainability Report, conducted on February 13, 2025	
		Ambidextrous Leadership pada tanggal 17-18 Februari 2025DJ5 Ambidextrous Leadership, February 17–18, 2025	
		Training Refreshment Alur Operasional SIPARSEL di PT PELNI (Persero) Pada tanggal 17-18 Februari 2025 Refresher Training on the SIPARSEL Operational Process at PT PELNI (Persero), conducted on February 17–18, 2025	
		Workshop ERM ISO 31000 dan Implementasi RMIS pada tanggal 25-27 Februari 2025 ERM ISO 31000 Workshop and RMIS Implementation, February 25–27, 2025	
		Webinar ESG PELNI SPEKTRA Series-1 Pada tanggal 14 Maret 2025 ESG PELNI SPEKTRA Series-1 Webinar, March 14, 2025	
		Pelatihan Project Management Pembangunan Kapal PMN PT PELNI (Persero) pada tanggal 21 - 25 April 2025 Project Management Training for PMN Vessel Construction at PT PELNI (Persero), April 21–25, 2025	
		Pelatihan Pengaplikasian Cat Merk Jotun untuk Kapal Penumpang PT PELNI (Persero) pada tanggal 16-17 April 2025 Training on Application of Jotun Brand Paint for PT PELNI (Persero) Passenger Vessels, April 16–17, 2025	
		In House Training Program Pilah Sampah PT PELNI (Persero) pada tanggal 15 April 2025 In-House Training on the Waste Segregation Program of PT PELNI (Persero), conducted on April 15, 2025	
		Pembekalan Change Coordinator pada tanggal 24 - 25 April 2025 Change Coordinator Briefing, April 24–25, 2025	
		Pelatihan Service Excellence dan Market Expansion pada tanggal 06 - 07 Mei 2025 Service Excellence and Market Expansion Training, May 6–7, 2025	
		Sosialisasi Pembuatan Kode Item Siparsel dan Integrasi dengan e-Procurement Pada tanggal 06 Mei 2025 Socialization on Creating Siparsel Item Codes and Integration with e-Procurement, May 6, 2025	
		Pembekalan Change Agent PT PELNI (Persero) Tahun 2025 pada tanggal 08 - 09 Mei 2025 Change Agent Briefing at PT PELNI (Persero) Year 2025, May 8–9, 2025	
		Program Training Dasar Emisi Gas Rumah Kaca PT PELNI (Persero) Tahun 2025 pada tanggal 08 Mei 2025 PT PELNI (Persero) Basic Greenhouse Gas Emissions Training Program 2025, conducted on May 8, 2025	

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No	Uraian Description	Nama Program Program Name	Sasaran Target
		Pelatihan Kompetensi Teknis dan Perilaku di Lingkungan PT PELNI (Persero) pada tanggal 14 Mei 2025 Technical and Behavioral Competency Training at PT PELNI (Persero), May 14, 2025	
		Program Training Audit Berbasis Risiko (Risk-Based Audit) pada tanggal 15 Mei 2025 Training Program on Risk-Based Auditing, conducted on May 15, 2025	
		Pelatihan Pengembangan Fungsi Front Office untuk Pimpinan dan Kepala Cabang pada tanggal 21 - 24 Mei 2025 Front Office Function Development Training for Leaders and Branch Heads, May 21–24, 2025	
		Pembekalan Change Coordinator pada tanggal 24 - 25 April 2025 Change Coordinator Briefing, April 24–25, 2025	
		Sharing Session Leadership untuk Kepala Cabang pada tanggal 24 Mei 2025 Leadership Sharing Session for Branch Heads, May 24, 2025	
		Pelatihan Kearsipan Tingkat Lanjut PT PELNI (Persero) Tahun [Hybrid] pada tanggal 27 - 28 Mei 2025 Advanced Archiving Training at PT PELNI (Persero) [Hybrid], May 27–28, 2025	
		Webinar Safety Talk Sosialisasi dan Implementasi SRS dan DSC terhadap Nakhoda, Perwira Dek dan Radio Officer dalam Peningkatan Keselamatan Bernavigasi pada tanggal 9 Mei 2025 Safety Talk Webinar on Socialization and Implementation of SRS and DSC for Captains, Deck Officers, and Radio Officers to Improve Navigation Safety, May 9, 2025	
		Training Behavioral Event Interview (BEI) pada tanggal 11 - 13 Juni 2025 Training on Behavioral Event Interview (BEI), conducted on June 11–13, 2025	
		Pelatihan Pembuatan Dashboard Menggunakan Platform Grafana untuk kebutuhan Perusahaan PT PELNI (Persero) pada tanggal 13 Juni 2025 Dashboard Creation Training Using Grafana Platform for PT PELNI (Persero) Needs, June 13, 2025	
		Pelatihan Pembahasan dan Penyesuaian Perubahan ISO 37001:2016 menjadi ISO 37001:2025 serta pelatihan ISO 37301:2021 Sistem Manajemen Kepatuhan pada tanggal 13 - 14 Juni 2025 Training on Discussion and Adjustment of ISO 37001:2016 to ISO 37001:2025 Changes and ISO 37301:2021 Compliance Management System Training, June 13–14, 2025	
		Training Self Assessment Risk Maturity Index (RMI) PT PELNI (Persero) pada tanggal 13 Juni 2025 Training on Self-Assessment of the Risk Maturity Index (RMI) at PT PELNI (Persero), conducted on June 13, 2025	
		Sosialisasi Penggunaan Aplikasi Pemrosesan Invoice E-Billing di Kantor Cabang pada tanggal 13 - 27 Juni 2025 Socialization on the Use of E-Billing Invoice Processing Application at Branch Offices, June 13–27, 2025	
		Webinar PELNI - SPEKTRA (Sustainability of PELNI for Environmental, Knowledge and Transformation) Talks Series-2 Beyond the Waves: Menyelami Krisis Laut dan Solusinya pada tanggal 19 Juni 2025 PELNI SPEKTRA Webinar Talks Series-2: Beyond the Waves – Exploring Ocean Crisis and Its Solutions, June 19, 2025	
		Simulasi dan Latihan Penanganan Keadaan Darurat Kebakaran Gedung Kemayoran dan Gudang Persmart PT PELNI (Persero) Tahun 2025 pada tanggal 24 - 25 Juni 2025 Fire Emergency Response Simulation and Drill for Kemayoran Building and Persmart Warehouse at PT PELNI (Persero) Year 2025, June 24–25, 2025	

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No	Uraian Description	Nama Program Program Name	Sasaran Target
		Pelatihan Ship Design Engineering Review dalam Mendukung Pembangunan Kapal Baru PT PELNI (Persero) pada tanggal 23 -27 Juni 2025 Ship Design Engineering Review Training to Support New Vessel Construction at PT PELNI (Persero), June 23–27, 2025	
		Webinar Sosialisasi Pedoman Perlindungan Data Pribadi PT PELNI (Persero) pada tanggal 25 Juni 2025 Webinar on Socialization of PT PELNI (Persero) Personal Data Protection Guidelines, June 25, 2025	
		Pelatihan Tentang Mesin Diesel Daihatsu, Mesin Pendingin, Pompa dan Compressor untuk Kapal PT PELNI (Persero) Tahun 2025 pada tanggal 16-19 Juni 2025 Training on Daihatsu Diesel Engines, Cooling Machines, Pumps, and Compressors for PT PELNI (Persero) Vessels Year 2025, June 16–19, 2025	
		Pelatihan Dasar Coating Cat International pada tanggal 10-11 Juli 2025 Basic International Paint Coating Training, July 10–11, 2025	
		Sosialisasi Polis Asuransi Marine Hull, Wreck Removal Oil and Pollution untuk Masa Polis 2025 - 2026 dan Rekonsiliasi Polis pada tanggal 24-26 Juli 2025 Socialization of Marine Hull, Wreck Removal, Oil and Pollution Insurance Policies for Policy Period 2025–2026 and Policy Reconciliation, July 24–26, 2025	
		Sosialisasi dan Pelatihan Presensi dengan Metode Face Recognition di Lingkungan PT PELNI (Persero) Tahun 2025 [Hybrid] pada tanggal 25 Juli 2025 Socialization and Training on Face Recognition Attendance Method at PT PELNI (Persero) Year 2025 [Hybrid], July 25, 2025	
		Briefing Vice President sebagai Observer Program Coaching & Mentoring pada tanggal 29 Juli 2025 Vice President Briefing as Observer of the Coaching & Mentoring Program, July 29, 2025	
		Briefing Kepala Cabang Program Coaching & Mentoring pada tanggal 30 Juli 2025 Branch Head Briefing for the Coaching & Mentoring Program, July 30, 2025	
		Webinar Sosialisasi Rencana Strategis Teknologi Informasi (RSTI) PT PELNI (Persero) Periode 2025-2029 pada tanggal 01 Agustus 2025 Webinar on Socialization of PT PELNI (Persero) Information Technology Strategic Plan (RSTI) for the Period 2025–2029, August 1, 2025	
		Pelatihan Pra Purnabakti Pegawai Darat PT PELNI (Persero) Tahun 2025 Pada tanggal 12-15 Agustus 2025 Pre-Retirement Training for Land-Based Employees of PT PELNI (Persero) Year 2025, August 12–15, 2025	
		Pelatihan Creating Value Through Risk-Based Planning: Persiapan Penyusunan Rencana Kerja Dan Anggaran Perusahaan (RKAP) Tahun 2026 Berbasis Risiko bersama Danantara Indonesia Pada Tanggal 19-20 Agustus 2025 Creating Value Through Risk-Based Planning Training: Preparation for Risk-Based Annual Work and Budget Plan (RKAP) 2026 with Danantara Indonesia, August 19–20, 2025	
		Training Awareness Sistem Manajemen Terintegrasi PT PELNI (Persero) pada tanggal 19-21 Agustus 2025 Training on Integrated Management System Awareness at PT PELNI (Persero), conducted on August 19–21, 2025	
		Coaching & Mentoring Kepala Cabang PT PELNI (Persero) Periode Agustus 2025 pada tanggal 19-21 Agustus 2025 Coaching & Mentoring for PT PELNI (Persero) Branch Heads, August 2025 Period, August 19–21, 2025	

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No	Uraian Description	Nama Program Program Name	Sasaran Target
		Webinar PELNI-SPEKTRA (Sustainability of PELNI for Environmental, Knowledge and Transformation) Talks #Series-3 Our Waste, Our Responsibility : Jebakan Plastik dan Apa yang bisa kita lakukan pada tanggal 22 Agustus 2025 PELNI SPEKTRA Webinar Talks #Series-3: Our Waste, Our Responsibility – The Plastic Trap and What We Can Do, August 22, 2025	
		Seminar Teknikal Tentang Mesin Diesel Daihatsu Untuk Kapal - Kapal PT PELNI (Persero) Tahun 2025 pada tanggal 29 Agustus 2025 Technical Seminar on Daihatsu Diesel Engines for PT PELNI (Persero) Vessels Year 2025, August 29, 2025	
		Webinar Internalisasi Keterbukaan Informasi Publik PT PELNI (Persero) Tahun 2025 pada tanggal 04 September 2025 Webinar on Internalization of Public Information Disclosure at PT PELNI (Persero) Year 2025, September 4, 2025	
		Bimbingan Teknis Penguatan Layanan Informasi PT PELNI (Persero) Tahun 2025 [Hybrid] pada tanggal 11 September 2025 Technical Guidance on Strengthening Information Services at PT PELNI (Persero) Year 2025 [Hybrid], September 11, 2025	
		Training Internal Audit Sistem Manajemen Terintegrasi serta Awareness Anti Fraud dan Anti Corruption pada tanggal 15-17 September 2025	
		Pelatihan Pengembangan Fungsi Front Office untuk Kepala Operasi dan Pelayanan PT PELNI (Persero) pada tanggal 26 - 27 September 2025 Front Office Function Development Training for Operations and Service Heads at PT PELNI (Persero), September 26–27, 2025	
		Webinar Sosialisasi Refreshment GoFluent pada tanggal 13 Oktober 2025 GoFluent Refreshment Socialization Webinar, October 13, 2025	
		Workshop Sosialisasi dan Training Aplikasi ITSM Modul Change Management PT PELNI (Persero) Tahun 2025 pada tanggal 17 Oktober 2025 Workshop on Socialization and Training of the ITSM Change Management Module Application at PT PELNI (Persero) 2025, conducted on October 17, 2025	
		Pelatihan dan Sertifikasi Aplikasi Coretax pada tanggal 28 Oktober 2025 Coretax Application Training and Certification, October 28, 2025	
		Pelatihan PSAK 118 dan PSPK pada tanggal 30 - 31 Oktober 2025 PSAK 118 and PSPK Training, October 30–31, 2025	
		Pre Self Assessment GCG dan Pelatihan Pengisian Lembar Kerja Self Assessment GCG PT PELNI (Persero) Tahun 2025 pada tanggal 08 - 10 Oktober 2025 Pre-Self Assessment of GCG and Training on Filling in the GCG Self Assessment Worksheet at PT PELNI (Persero) Year 2025, October 8–10, 2025	
		Workshop Kewirausahaan PT PELNI (Persero) Tahun 2025, 04 November 2025 Entrepreneurship Workshop at PT PELNI (Persero) Year 2025, November 4, 2025	
		Pelatihan Pengukuran Minyak di Dalam Tangki Kapal (Sounding) dan Pembacaan Tabel Sounding - Batch I, 05 - 06 November 2025 Training on Oil Measurement in Vessel Tanks (Sounding) and Sounding Table Reading – Batch I, November 5–6, 2025	
		Webinar Security Awareness, 06 November 2025 Security Awareness Webinar, November 6, 2025	
		Training untuk Self Assessment IT Maturity Level PT PELNI (Persero) Tahun 2025, 07 November 2025	

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No	Uraian Description	Nama Program Program Name	Sasaran Target
		Workshop Business Process Mapping (BPM) dan Risk Control Matrix (RCM) Internal Control Over Financial Reporting (ICOFR) PT PELNI (Persero), 10-14 November 2025 Workshop on Business Process Mapping (BPM) and Risk Control Matrix (RCM) for Internal Control Over Financial Reporting (ICOFR) at PT PELNI (Persero), November 10–14, 2025	
		Webinar ESG PELNI SPEKTRA Talks #Series-4, 14 November 2025 ESG PELNI SPEKTRA Talks Webinar #Series-4, November 14, 2025	
		Pelatihan Pertolongan Pertama pada Kecelakaan (P3K) dan Pelatihan Kebakaran Kelas D PT PELNI (Persero) Batch I Group A, 17-22 November 2025 First Aid Training (P3K) and Class D Fire Training at PT PELNI (Persero) Batch I Group A, November 17–22, 2025	
		Pelatihan Pengukuran Minyak di Dalam Tangki Kapal (Sounding) dan Pembacaan Tabel Sounding - Batch II, 21-22 November 2025 Training on Oil Measurement in Vessel Tanks (Sounding) and Sounding Table Reading – Batch II, November 21–22, 2025	
		Pelatihan Penyusunan Laporan Emisi Gas Rumah Kaca PT PELNI (Persero) Tahun 2025, 20 November 2025 Greenhouse Gas Emissions Report Preparation Training at PT PELNI (Persero) Year 2025, November 20, 2025	
		Pelatihan Pertolongan Pertama pada Kecelakaan (P3K) dan Pelatihan Kebakaran Kelas D PT PELNI (Persero) Batch II Group B, 24-29 November 2025 First Aid Training (P3K) and Class D Fire Training at PT PELNI (Persero) Batch II Group B, November 24–29, 2025	
		Enterprise Architecture dan Data Governance (EADG), 08-09 Desember 2025 Enterprise Architecture and Data Governance (EADG), December 8–9, 2025	
		Workshop dan Bimbingan Teknis Pengisian Kertas Kerja Self Assessment IACM SPI, 11-12 Desember 2025 Workshop and Technical Guidance on Filling in IACM SPI Self Assessment Worksheets, December 11–12, 2025	
		Pelatihan Aplikasi Manajemen QHSSE, 16-17 Desember 2025 QHSSE Management Application Training, December 16–17, 2025	
		Pelatihan Penggunaan Alat Electromagnetic Flow Meters M2000 dan Portable Pocket pH pada tanggal 18 Desember 2025 Training on the Use of Electromagnetic Flow Meters M2000 and Portable Pocket pH, December 18, 2025	
		Webinar Soft Launching New LMS PELNI SAILearning, 23 Desember 2025 Webinar: Soft Launching of New PELNI SAILearning LMS, December 23, 2025	
		Sosialisasi Penagihan dan Pembahasan RAB Trayek Penyelenggaraan Kegiatan Pelayanan Publik Kapal Perintis,22-23 Desember 2025 Socialization on Billing and Budget Discussion for Pioneer Vessel Public Service Route Operations, December 22–23, 2025	
		Pelatihan Mandatori E-Learning, November-Desember 2025 Mandatory E-Learning Training, November–December 2025	
		Pelatihan Finance for Non-Finance (FINON) PT PELNI (Persero) Tahun 2025, November-Desember 2025 Finance for Non-Finance (FINON) Training at PT PELNI (Persero) Year 2025, November–December 2025	
4	Program Pengembangan Talent BOD-1 & BOD-2 BOD-1 & BOD-2 Talent Development Program	Strategic Leadership Development Program PT PELNI (Persero) Tahun 2025 -Fase 0 Batch I pada tanggal 04-05 Agustus 2025 Strategic Leadership Development Program PT PELNI (Persero) Year 2025 – Phase 0 Batch I, August 4–5, 2025	Knowledge, Skill, and Attitude

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No	Uraian Description	Nama Program Program Name	Sasaran Target
		Strategic Leadership Development Program PT PELNI (Persero) Tahun 2025 -Fase 0 Batch II pada tanggal 11-12 Agustus 2025 Strategic Leadership Development Program PT PELNI (Persero) Year 2025 – Phase 0 Batch II, August 11–12, 2025	
		Pelatihan dan Sertifikasi Operator Radio Umum Reguler Non Pelaut pada tanggal 8-26 Februari 2025 Regular Non-Seafarer General Radio Operator Training and Certification, February 8–26, 2025	Knowledge and Skill
		PBJ Level-1 MOOC 2025 pada tanggal 11 Februari-28 Februari 2025 PBJ Level-1 MOOC 2025, February 11–28, 2025	
		Strategic Leadership Development Program (SLDP) Fase 1 Batch I, 13 - 15 Oktober 2025 Strategic Leadership Development Program (SLDP) Phase 1 Batch I, October 13–15, 2025	Knowledge, Skill, and Attitude
		Strategic Leadership Development Program (SLDP) Fase 1 Batch II, 20 - 22 Oktober 2025 Strategic Leadership Development Program (SLDP) Phase 1 Batch II, October 20–22, 2025	
		Strategic Leadership Development Program Fase 2 Batch I, 10-12 November 2025 Strategic Leadership Development Program Phase 2 Batch I, November 10–12, 2025	
		Strategic Leadership Development Program (SLDP) Fase 2 Batch II, 17-19 November 2025 Strategic Leadership Development Program (SLDP) Phase 2 Batch II, November 17–19, 2025	
		Pelatihan Pengembangan Karakter, Kedisiplinan, dan Kesamaptaan (Bela Negara) Tahun 2025, 24-28 November 2025 Character, Discipline, and Physical Fitness Development Training (National Defense) Year 2025, November 24–28, 2025	
		Strategic Leadership Development Program (SLDP) Fase 3 Batch I, 01-02 Desember 2025 Strategic Leadership Development Program (SLDP) Phase 3 Batch I, December 1–2, 2025	
		Strategic Leadership Development Program (SLDP) Fase 3 Batch II, 03-04 Desember 2025 Strategic Leadership Development Program (SLDP) Phase 3 Batch II, December 3–4, 2025	
5	Sertifikasi Pegawai Darat Land-Based Employee Certification	Pelatihan dan Sertifikasi ISO 14064 GHG Accounting Lead Verifier Certification Program Pada tanggal 13 - 16 Januari 2025 an. Balan Aji Bramantyo ISO 14064 GHG Accounting Lead Verifier Certification Program Training, January 13–16, 2025 – Balan Aji Bramantyo	Knowledge and Skill
		Pelatihan dan Sertifikasi Qualified Risk Management Analyst (QRMA) pada tanggal 11 - 14 Februari 2025 an. Rita dan Herni Qualified Risk Management Analyst (QRMA) Training and Certification, February 11–14, 2025 – Rita and Herni	
		Pelatihan dan Sertifikasi Operator Radio Umum Reguler Non Pelaut pada tanggal 8-26 Februari 2025 an. Inang Wijayanto Regular Non-Seafarer General Radio Operator Training and Certification, February 8–26, 2025 – Inang Wijayanto	
		PBJ Level-1 MOOC 2025 pada tanggal 11 Februari-28 Februari 2025 an. Arifiningtyas Widyaningrum PBJ Level-1 MOOC 2025, February 11–28, 2025 – Arifiningtyas Widyaningrum	

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No	Uraian Description	Nama Program Program Name	Sasaran Target
		Pelatihan dan Sertifikasi Qualified Risk Management Professional (QRMP) pada tanggal 17-21 Februari 2025 an. M. Gavin Rio Iskandar Qualified Risk Management Professional (QRMP) Training and Certification, February 17–21, 2025 – M. Gavin Rio Iskandar	
		Pelatihan dan Sertifikasi QIA Tingkat Lanjutan pada tanggal 17 Februari - 1 Maret 2025 an. Lumaksono Gito Kusumo Advanced Level QIA Training and Certification, February 17 – March 1, 2025 – Lumaksono Gito Kusumo	
		Pelatihan dan Sertifikasi Qualified Risk Management Analyst (QRMA) pada tanggal 10 - 13 Maret 2025 an. Medy Misran dan Muhammad Alif Qualified Risk Management Analyst (QRMA) Training and Certification, March 10–13, 2025 – Medy Misran and Muhammad Alif	
		Pelatihan Certified Legal Audit (CLA) pada tanggal 17 - 20 Maret 2025 an. Anugerah Edys Certified Legal Audit (CLA) Training, March 17–20, 2025 – Anugerah Edys	
		Pelatihan Pengelolaan Limbah B3 pada tanggal 18 - 21 Maret 2025 an. Handi Awaludin Hazardous Waste Management Training, March 18–21, 2025 – Handi Awaludin	
		Qualified Risk Management Analyst (QRMA) pada tanggal 14 - 16 April 2025 an. Budi Agustian Qualified Risk Management Analyst (QRMA), April 14–16, 2025 – Budi Agustian	
		Sertifikasi Designated Person Ashore (DPA) untuk Pegawai Divisi DPA -QHSSE pada tanggal 14 -16 April 2025 an. Syaiful Amiruddin, Lalu Edi Sarwan dan Ichsan Suryansyah Designated Person Ashore (DPA) Certification for DPA-QHSSE Division Employees, April 14–16, 2025 – Syaiful Amiruddin, Lalu Edi Sarwan, and Ichsan Suryansyah	
		Pelatihan Internal Auditor ISM Code pada tanggal 14-16 April 2025 an. Hary Wicaksono ISM Code Internal Auditor Training, April 14–16, 2025 – Hary Wicaksono	
		Pelatihan Internal Auditor ISPS Code Untuk Pegawai Divisi DPA - QHSSE pada tanggal 14 - 16 April 2025 an. Indra ISPS Code Internal Auditor Training for DPA-QHSSE Division Employees, April 14–16, 2025 – Indra	
		Pelatihan Company Security Officer (CSO) untuk Pegawai Divisi DPA QHSSE pada tanggal 21 - 23 April 2025 an. Nandika Bagus dan Yoga Cakra Company Security Officer (CSO) Training for DPA QHSSE Division Employees, April 21–23, 2025 – Nandika Bagus and Yoga Cakra	
		Certified Risk Management Professional pada tanggal 05 - 08 Mei dan 14 - 15 Mei 2025 an. Prima Insan Certified Risk Management Professional, May 5–8 and May 14–15, 2025 – Prima Insan	
		Certificates Sustainability for Finances (CertSF) pada tanggal 10 - 25 Mei 2025 an. Balan Aji Sustainability for Finances Certificate (CertSF), May 10–25, 2025 – Balan Aji	
		Pelatihan dan Sertifikasi Perancang Kontrak (Certified Contract Drafter) pada tanggal 14 - 17 Mei 2025 an. Uly dan Nanda Contract Designer (Certified Contract Drafter) Training and Certification, May 14–17, 2025 – Uly and Nanda	
		Pelatihan Qualified Internal Auditor (QIA) - Tingkat Lanjutan pada tanggal 19 Mei -03 Juni 2025 an. Herni Qualified Internal Auditor (QIA) – Advanced Level Training, May 19 – June 3, 2025 – Herni	

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No	Uraian Description	Nama Program Program Name	Sasaran Target
		Certified Compliance Professional (CCP) pada tanggal 16 - 19 Juni 2025 an. Susidawati Certified Compliance Professional (CCP), June 16–19, 2025 – Susidawati	
		Qualified Internal Auditor (QIA) - Tingkat Manajerial pada tanggal 16 - 25 Juni 2025 an. Anisa Mega Pratiwi, Khariz Arighi Qualified Internal Auditor (QIA) – Managerial Level, June 16–25, 2025 – Anisa Mega Pratiwi, Khariz Arighi	
		Qualified Internal Auditor (QIA) - Tingkat Lanjutan pada tanggal 30 Juni - 12 Juli 2025 an. Anwar sanusi dan Budi Agustian Qualified Internal Auditor (QIA) – Advanced Level, June 30 – July 12, 2025 – Anwar Sanusi and Budi Agustian	
		Sertifikasi Designated Person Ashore (DPA) pada tanggal 02 - 04 Juni 2025 an. Ichsan Suryansyah Designated Person Ashore (DPA) Certification, June 2–4, 2025 – Ichsan Suryansyah	
		Sertifikasi Designated Person Ashore (DPA) a.n Aldrin Dalimunte pada tanggal 02 - 04 Juni 2025 Designated Person Ashore (DPA) Certification – Aldrin Dalimunte, June 2–4, 2025	
		Pelatihan Company Security Officer (CSO) untuk Pegawai Divisi DPA QHSSE pada tanggal 11 - 13 Juni 2025 an. Hary Wicaksono dan Ichsan Suryansyah Company Security Officer (CSO) Training for DPA QHSSE Division Employees, June 11–13, 2025 – Hary Wicaksono and Ichsan Suryansyah	
		Sertifikasi Kompetensi Public Relations 2025 kategori Multimedia Content Visual Specialist pada tanggal 18 dan 25 Juni 2025 an.Andi Sudaryanto Public Relations Competency Certification 2025 – Multimedia Content Visual Specialist Category, June 18 and 25, 2025 – Andi Sudaryanto	
		Pelatihan dan Sertifikasi Operator Radio Umum Reguler Non Pelaut pada tanggal 07-23 Juli 2025 an. Darwin Kartiko Regular Non-Seafarer General Radio Operator Training and Certification, July 7–23, 2025 – Darwin Kartiko	
		Pelatihan Qualified Internal Auditor (QIA) - Tingkat Manajerial pada tanggal 14-21 Juli 2025 an. Isnawati dan Rinna Qualified Internal Auditor (QIA) – Managerial Level Training, July 14–21, 2025 – Isnawati and Rinna	
		Pelatihan Qualified Internal Auditor (QIA) - Tingkat Dasar pada tanggal 14-19 Juli 2025 an. Fariz Qualified Internal Auditor (QIA) – Basic Level Training, July 14–19, 2025 – Fariz	
		Pelatihan Qualified Internal Auditor (QIA) - Tingkat Manajerial pada tanggal 19-26 Agustus 2025 an. Della Marda dan Linda Polontalo Qualified Internal Auditor (QIA) – Managerial Level Training, August 19–26, 2025 – Della Marda and Linda Polontalo	
		Pendidikan Khusus Profesi Advokat (PKPA) pada tanggal 13-28 Agustus 2025 an. Perdana Adhinata, Midi Fardyah Special Advocate Professional Education (PKPA), August 13–28, 2025 – Perdana Adhinata, Midi Fardyah	
		Pelatihan dan Sertifikasi ISO 22301 BCM Lead Implementer pada tanggal 11-15 Agustus 2025 an. M.Gavin Rio Iskandar ISO 22301 BCM Lead Implementer Training and Certification, August 11–15, 2025 – M. Gavin Rio Iskandar	
		Sertifikasi Kompetensi Public Relations Angkatan XI pada tanggal 19 dan 26 Agustus 2025 an. Fuad Hasan dan Titin Public Relations Competency Certification Class XI, August 19 and 26, 2025 – Fuad Hasan and Titin	

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No	Uraian Description	Nama Program Program Name	Sasaran Target
		Sertifikat Qualified Risk Management Officer (QRMO) tanggal 30 September 2025 a.n Prima Insan Kumala Qualified Risk Management Officer (QRMO) Certificate, September 30, 2025 – Prima Insan Kumala	
		Sertifikasi BNSP Level Supervisor dan Staff SDM tanggal 29 September - 17 Oktober 2025 a.n Erik Maulana dan Listianto Wijaya BNSP Level Certification for HR Supervisor and Staff, September 29 – October 17, 2025 – Erik Maulana and Listianto Wijaya	
		Pelatihan Qualified Internal Auditor (QIA) - Tingkat Dasar pada tanggal 15-20 September 2025 a.n Widyaningrum Zunita Qualified Internal Auditor (QIA) – Basic Level Training, September 15–20, 2025 – Widyaningrum Zunita	
		Sertifikasi IMDG Code di Timika pada tanggal 17-19 September 2025 an. Sandi dan Ilal Khaeril IMDG Code Certification in Timika, September 17–19, 2025 – Sandi and Ilal Khaeril	
		Sertifikasi Marine Superintendent pada tanggal 15-19 September 2025 an. Hariyanto Marine Superintendent Certification, September 15–19, 2025 – Hariyanto	
		QIA Tingkat Manajerial pada tanggal 22-29 September 2025 a.n Rega Pratama Putra QIA Managerial Level, September 22–29, 2025 – Rega Pratama Putra	
		Pelatihan Teknisi Keselamatan dan Kesehatan Kerja (K3) Listrik pada tanggal 22-28 September 2025 an. Anis Pribadi Electrical Occupational Health and Safety (K3) Technician Training, September 22–28, 2025 – Anis Pribadi	
		Ujian Perpanjangan Sertifikat QRMO pada tanggal 30 September 2025 a.n Prima Insan Kumala QRMO Certificate Renewal Examination, September 30, 2025 – Prima Insan Kumala	
		Internal Auditor ISPS Code a.n Aldrin Dalimunte, Eko Sudradjat, dan Rochman Hardi Prasetio pada tanggal 06-08 Oktober ISPS Code Internal Auditor – Aldrin Dalimunte, Eko Sudradjat, and Rochman Hardi Prasetio, October 6–8	
		Sertifikasi International Maritime Dangerous Goods Code (IMDG Code) di Ternate pada tanggal 06 - 10 Oktober 2025 a.n Roni Asnur International Maritime Dangerous Goods Code (IMDG Code) Certification in Ternate, October 6–10, 2025 – Roni Asnur	
		Sertifikasi Internal Auditor ISM Code pada tanggal 13 - 15 Oktober 2025 a.n Aldrin Dalimunte ISM Code Internal Auditor Certification, October 13–15, 2025 – Aldrin Dalimunte	
		Sertifikasi Certified Procurement Specialist (CPSp) pada tanggal 06 - 24 Oktober 2025 a.n Kemas Abdul Karim Certified Procurement Specialist (CPSp) Certification, October 6–24, 2025 – Kemas Abdul Karim	
		Sertifikasi Supervisor Sumber Daya Manusia - BNSP pada tanggal 06 - 24 Oktober 2025 a.n Erik Maulana dan Andriani Christine Buaton Human Resources Supervisor Certification – BNSP, October 6–24, 2025 – Erik Maulana and Andriani Christine Buaton	
		Sertifikasi Staff Pelatihan dan Pengembangan pada tanggal 06 - 24 Oktober 2025 a.n Bayu Listiyanto Training and Development Staff Certification, October 6–24, 2025 – Bayu Listiyanto	

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No	Uraian Description	Nama Program Program Name	Sasaran Target
		Sertifikasi International Maritime Dangerous Goods Code (IMDG Code) [Sertifikasi Initial] di Gresik pada tanggal 06 - 10 Oktober 2025 a.n Fahmi Rinaldi dan Muhammad Bafani Akbar International Maritime Dangerous Goods Code (IMDG Code) [Initial Certification] in Gresik, October 6–10, 2025 – Fahmi Rinaldi and Muhammad Bafani Akbar	
		Sertifikasi GRI Certified Training Course pada tanggal 07 - 09 Oktober 2025 a.n Balan Aji Bramantyo GRI Certified Training Course, conducted on October 7–9, 2025, for Balan Aji Bramantyo	
		Sertifikasi International Maritime Dangerous Goods Code (IMDG Code) di Makassar pada tanggal 13 - 17 Oktober 2025 International Maritime Dangerous Goods Code (IMDG Code) Certification in Makassar, October 13–17, 2025	
		Certified Procurement Officer pada tanggal 13-31 Oktober 2025 a.n Fauziah Azhara Hartono Putri dan Nurul Maghfiroh Certified Procurement Officer, October 13–31, 2025 – Fauziah Azhara Hartono Putri and Nurul Maghfiroh	
		Sertifikasi Qualified Risk Management Professional (QRMP) [Perpanjangan] pada tanggal 14-17 Oktober 2025 a.n Prima Insan Kumala Qualified Risk Management Professional (QRMP) Certification [Renewal], October 14–17, 2025 – Prima Insan Kumala	
		Sertifikasi Marine Surveyor pada tanggal 20 - 24 Oktober 2025 a.n Deniar F N dan Intan Nur Muthi Marine Surveyor Certification, October 20–24, 2025 – Deniar F N and Intan Nur Muthi	
		Sertifikasi International Maritime Dangerous Goods Code (IMDG Code) di Samarinda pada tanggal 29 - 31 Oktober 2025 a.n Reno Bisa Simanjuntak International Maritime Dangerous Goods Code (IMDG Code) Certification in Samarinda, October 29–31, 2025 – Reno Bisa Simanjuntak	
		Pelatihan Pendidikan dan Sertifikasi Auditor Hukum (Certified Legal Auditor) pada tanggal 28 Oktober - 4 November 2025 a.n Agustinus Prima Wicaksono dan Yogi Prasetya Legal Auditor Education and Certification (Certified Legal Auditor), October 28 – November 4, 2025 – Agustinus Prima Wicaksono and Yogi Prasetya	
		IMDG Code - Batam AN Dedek Prayudi dan Ahmad, 10-13 November IMDG Code – Batam – Dedek Prayudi and Ahmad, November 10–13	
		Marine Superintendent AN Niko Pardamean Purba, 10-14 November Marine Superintendent – Niko Pardamean Purba, November 10–14	
		Petugas K3 Kimia AN Tasya Leonita dan Dhika Ghozy Alhafsy, 17 - 21, 24 Chemical OHS (K3) Officer – Tasya Leonita and Dhika Ghozy Alhafsy, November 17–21, 24	
		IMDG Code - Jakarta AN Aldo Yusdar, Adam Izzuddin dan Audi Aulia Aginta Ginting, 24-28 November IMDG Code – Jakarta – Aldo Yusdar, Adam Izzuddin, and Audi Aulia Aginta Ginting, November 24–28	
		Certified Procurement Officer a.n Sidhiq, Nini, dan Anang 1-19 Desember 2025 Certified Procurement Officer – Sidhiq, Nini, and Anang, December 1–19, 2025	
		Pelatihan dan Sertifikasi Kompetensi Kepatuhan Berbasis ISO 37301, a.n Fitri Cynthia Haeny, 8-11 Desember 2025 ISO 37301-Based Compliance Competency Training and Certification – Fitri Cynthia Haeny, December 8–11, 2025	

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No	Uraian Description	Nama Program Program Name	Sasaran Target
		Penanggung Jawab Pengendalian Pencemaran Udara (PPPU) a,n Bery Romadhon, 12-13 Desember 2025 Person Responsible for Air Pollution Control (PPPU) – Bery Romadhon, December 12–13, 2025	
		Penanggung Jawab Operasional Instalasi Pengendalian Pencemaran Udara (POPU) a.n Anis Pribadi, 12-13 Desember 2025 Person Responsible for Operational Air Pollution Control Installation (POPU) – Anis Pribadi, December 12–13, 2025	
		Designated Person Ashore (DPA) ISM Code, a.n Bagus Setyo Budianto 15-17 Desember 2025 Designated Person Ashore (DPA) ISM Code – Bagus Setyo Budianto, December 15–17, 2025	
		Qualified Internal Auditor (QIA)-Tingkat Dasar a.n Vino Maulana, 15-20 Desember 2025 Qualified Internal Auditor (QIA) – Basic Level – Vino Maulana, December 15–20, 2025	
		Certified Governance Risk and Compliance Professional (CGRCP) a.n Rahman Saefuddin Syukri, 16-19 Desember 2025 Certified Governance Risk and Compliance Professional (CGRCP) – Rahman Saefuddin Syukri, December 16–19, 2025	
6	Public Training (Seminar, Workshop, Conference, Online Training) Public Training (Seminar, Workshop, Conference, Online Training)	Pelatihan Pajak Terkait Coretax System "Maksimalkan Kepatuhan PPh Pot-Put" Pada tanggal 5-16 Januari 2025 An Pajar Aji Tax Training on Coretax System "Maximizing PPh Withholding Tax Compliance", January 5–16, 2025 – Pajar Aji	Knowledge and Skill
		Pelatihan Pajak Terkait Coretax System "Transformasi Digital PPN" pada tanggal 13-14 Januari 2025 an. Fahreza Fajar Tax Training on Coretax System "VAT Digital Transformation", January 13–14, 2025 – Fahreza Fajar	
		Pelatihan Pajak Terkait Coretax System "Strategi Efektif Pemanfaatan Coretax PPh Pasal 21" pada tanggal 13-14 Januari 2025 an. Devi Rama Tax Training on Coretax System "Effective Strategy for Utilizing Coretax Article 21 Income Tax", January 13–14, 2025 – Devi Rama	
		Indonesia CX Summit 2025 pada tanggal 30 Januari 2025 an. Repona Ayu, Kartika Cara, Idayu Adi, Halbert Kay Indonesia CX Summit 2025, conducted on January 30, 2025, attended by Repona Ayu, Kartika Cara, Idayu Adi, and Halbert Kay	
		Pelatihan Internal Control Over Financial Reporting (ICOFR) pada tanggal 18-19 Februari 2025 an. Medy Misran , Chicih Nurliyan, Ruli Bestari Internal Control Over Financial Reporting (ICOFR) Training, February 18–19, 2025 – Medy Misran, Chicih Nurliyan, Ruli Bestari	
		Pelatihan Learning Impact Evaluation pada tanggal 18-19 Februari 2025 an. Andriani Christine Buaton Learning Impact Evaluation Training, February 18–19, 2025 – Andriani Christine Buaton	
		Pelatihan Sustainability Information Ecosystem pada tanggal 19-20 Februari 2025 an. Balan Aji Bramantyo Sustainability Information Ecosystem Training, February 19–20, 2025 – Balan Aji Bramantyo	

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No	Uraian Description	Nama Program Program Name	Sasaran Target
		Seminar Hukum Ikastara Legal : Tanggung Jawab Direksi Dan Dewan Komisaris Atas Keputusan Yang Diambil Suatu Perseroan Terbatas pada tanggal 25 Februari 2025 an. Perdana Adhinata Sitepu Ikastara Legal Seminar: Liability of Board of Directors and Board of Commissioners for Decisions Made by a Limited Liability Company, February 25, 2025 – Perdana Adhinata Sitepu	
		Pelatihan Finance for Non Finance Professionals pada tanggal 05 - 06 Maret 2025 an. Mawar Hanimastuti dan Siti Nurjannah Finance for Non-Finance Professionals Training, March 5–6, 2025 – Mawar Hanimastuti and Siti Nurjannah	
		Pelatihan Risk Assessment Technique pada tanggal 15-17 April 2025 an. Yusman Sugeng Risk Assessment Technique Training, April 15–17, 2025 – Yusman Sugeng	
		Pelatihan Fraud Risk Management pada tanggal 14 -15 April 2025 an. Arifiningtiyas Widyaningrum dan Chicih Nurliyan Fraud Risk Management Training, April 14–15, 2025 – Arifiningtiyas Widyaningrum and Chicih Nurliyan	
		Pelatihan Training of Trainer (ToT) IMC 6.09 pada tanggal 28 April - 7 Mei 2025 Training of Trainers (ToT) IMC 6.09, conducted from April 28 to May 7, 2025	
		Workshop Influencer AI tanggal 1-2 februari 2025 an Titin Rohmawati dan Ghois Riyadh AI Influencer Workshop, February 1–2, 2025 – Titin Rohmawati and Ghois Riyadh	
		Program Intermediate Insan Legal BUMN 05-14 Februari 2025 an Yogi Prasetya dan Kemas Abdul Karim SOE Legal Intermediate Program, February 5–14, 2025 – Yogi Prasetya and Kemas Abdul Karim	
		Internal Control Over Financial Reporting (ICOFR) pada tanggal 05 - 06 Mei 2025 an. Tatang R Dasuki dan Ni wayan Trisna Internal Control Over Financial Reporting (ICOFR), May 5–6, 2025 – Tatang R. Dasuki and Ni Wayan Trisna	
		Designing Management Development Program pada tanggal 07 - 08 Mei 2025 an. Ahmad Ezat Designing Management Development Program, May 7–8, 2025 – Ahmad Ezat	
		Training Persiapan Sertifikasi AMPP/NACE CIP Level 1 pada tanggal 06 - 08 Mei dan 19 - 24 Mei 2025 Training for the Preparation of AMPP/NACE CIP Level 1 Certification, conducted on May 6–8 and May 19–24, 2025	
		Pelatihan Risk Modelling for Better Performance Pada tanggal 26 - 27 Mei 2025 an. Gavin dan Aullia Risk Modelling for Better Performance Training, May 26–27, 2025 – Gavin and Aullia	
		Pelatihan Risk Modelling for Better Performance Pada tanggal 26 - 27 Mei 2025 an. Siti Parwita Risk Modelling for Better Performance Training, May 26–27, 2025 – Siti Parwita	
		Workshop Komunikasi : "Komunikasi Media Sosial melalui Optimasi AI" pada tanggal 27 - 28 Mei 2025 an. Najib Aditya Sifa, Maisarah, Rifqi Fairuz Dhayana Communication Workshop: "Social Media Communication through AI Optimization", May 27–28, 2025 – Najib Aditya Sifa, Maisarah, Rifqi Fairuz Dhayana	

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No	Uraian Description	Nama Program Program Name	Sasaran Target
		Pelatihan BSE Masterclass "Global Trade Tensions : Turning Crisis into Opportunity" pada tanggal 28 Mei 2025 an. Nurul Rizky Hamza, Tatang R dasuki BSE Masterclass Training "Global Trade Tensions: Turning Crisis into Opportunity", May 28, 2025 – Nurul Rizky Hamza, Tatang R. Dasuki	
		Pelatihan Surat Permintaan Penjelasan atas Data dan/atau Keterangan (SP2DK) dan Pemeriksaan Pajak pada tanggal 25 - 26 Juni 2025 an. Prista Tin Training on Request for Explanation on Data and/or Information (SP2DK) and Tax Examination, June 25–26, 2025 – Prista Tin	
		Pelatihan Administrasi PPh Pasal 21 dan Pelaporan SPT Masa PPh Pasal 21 Era Coretax pada tanggal 26 Juni 2025 an. Devi Rama Yanti Article 21 Income Tax Administration and Periodic Article 21 Income Tax Return Reporting in the Coretax Era Training, June 26, 2025 – Devi Rama Yanti	
		Pelatihan Workshop Update Manajemen Pajak Pertambahan Nilai (PPN) pada tanggal 18 - 20 Juni 2025 an. Fahreza Fajar Value Added Tax (VAT) Management Update Workshop Training, June 18–20, 2025 – Fahreza Fajar	
		Pelatihan Berbasis SKKNI Bidang Hubungan Industrial pada tanggal 25 - 26 Juni 2025 an. Yusuf Sutrisno, Adi Cahyono SKKNI-Based Training in Industrial Relations, June 25–26, 2025 – Yusuf Sutrisno, Adi Cahyono	
		Pelatihan Medical Check Up (MCU) & Fit To Work pada tanggal 01 - 03 Juli 2025 an. Dewi Tri Setyaningsih Medical Check-Up (MCU) & Fit To Work Training, July 1–3, 2025 – Dewi Tri Setyaningsih	
		Konferensi Auditor Internal (KAI) dan Musyawarah Nasional Forum Komunikasi Satuan Pengawasan Internal (Munas FKSPI) Tahun 2025 pada tanggal 01-04 Juli 2025 atas nama Ralna Ayu Utami Internal Auditor Conference (KAI) and National Deliberation of Internal Audit Communication Forum (Munas FKSPI) Year 2025, July 1–4, 2025 – Ralna Ayu Utami	
		Seminar Ikatan Komite Audit Indonesia (IKAI) pada tanggal 15 Juli 2025 an. Ralna Ayu Utami Indonesian Audit Committee Association (IKAI) Seminar, July 15, 2025 – Ralna Ayu Utami	
		Workshop Komunikasi : "Komunikasi Media Sosial melalui Optimasi AI" / 17-18 Juli 2025 an. Hanny Annisa Ramdhani Communication Workshop: "Social Media Communication through AI Optimization", July 17–18, 2025 – Hanny Annisa Ramdhani	
		Pelatihan Social Return On Investment (SROI) Tahun 2025 pada tanggal 12-14 Agustus 2025 an. Septiani Khadijah Social Return On Investment (SROI) Training Year 2025, August 12–14, 2025 – Septiani Khadijah	
		Workshop Komunikasi : "Komunikasi Media Sosial melalui Optimasi AI" di Regional Sumatera Utara pada tanggal 13-14 Agustus 2025 an. Edward Harry Dirgahayu Indonesia Hutagalung Communication Workshop: "Social Media Communication through AI Optimization" in North Sumatra Region, August 13–14, 2025 – Edward Harry Dirgahayu Indonesia Hutagalung	
		Pelatihan Procurement Audit pada tanggal 27-28 Agustus 2025 an. Chichi Nurliyan Procurement Audit Training, August 27–28, 2025 – Chichi Nurliyan	

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No	Uraian Description	Nama Program Program Name	Sasaran Target
		Pelatihan Strategi dan Teknik Menghadapi Sengketa Pajak: SP2DK, Pemeriksaan, dan Litigasi Pajak (Batch 9) pada tanggal 21 Agustus 2025 an. Prista Tin Puspita Strategy and Technique Training for Handling Tax Disputes: SP2DK, Examination, and Tax Litigation (Batch 9), August 21, 2025 – Prista Tin Puspita	
		Pelatihan dan Seminar GRC Summit Resilience To Sustainability: Leading Through GRC in The Post-Digital Era Pada tanggal 21-22 Agustus 2025 an. Budi Purnomo GRC Summit Training and Seminar: Resilience To Sustainability – Leading Through GRC in The Post-Digital Era, August 21–22, 2025 – Budi Purnomo	
		Program Star Track Cohort 1 pada tanggal 27 Agustus 2025 an. Repona Indah Program Star Track Cohort 1 pada tanggal 27 Agustus 2025 an. Repona Indah	
		Pelatihan Risk Management for the Rest of Us: A Casual Conversation on How to Start Managing Risks Before They Become Real Problems pada tanggal 28 Agustus 2025 an. Medy Misran, Ni Wayan Trisna, Prima Insan Kumala Training titled Risk Management for the Rest of Us: A Casual Conversation on How to Start Managing Risks Before They Become Real Problems', conducted on August 28, 2025, attended by Medy Misran, Ni Wayan Trisna, and Prima Insan Kumala	
		Pelatihan Cyber Risk Management Fundamentals tanggal 25-26 September 2025 a.n Niken Nur Khasanah Cyber Risk Management Fundamentals Training, September 25–26, 2025 – Niken Nur Khasanah	
		Workshop Nasional Pertanahan terkait Ketentuan Terbaru (Permen ATR/ BPN No. 2 Tahun 2025) Pelimpahan Kewenangan Penetapan Hak Atas Tanah dan Kegiatan Pendaftaran Tanah pada tanggal 11 September 2025 a.n DHEATANTRA DIMAS WIBISONO National Land Workshop on Latest Regulations (ATR/BPN Ministerial Regulation No. 2/2025) on Delegation of Authority for Land Rights Determination and Land Registration Activities, September 11, 2025 – Dheatantra Dimas Wibisono	
		Tools for Lead Auditors pada tanggal 15-17 September 2025 an. Arifningtyas widyaningrum Training on Tools for Lead Auditors, conducted on September 15–17, 2025, attended by Arifningtyas Widyaningrum	
		Workshop Komunikasi : "Komunikasi Media Sosial melalui Optimasi AI" di Yogyakarta pada tanggal 17-20 September 2025 An. Fuad Hasan dan M Febrian Ardani Communication Workshop: "Social Media Communication through AI Optimization" in Yogyakarta, September 17–20, 2025 – Fuad Hasan and M Febrian Ardani	
		Pelatihan dan Sertifikasi Manajer Energi di Sektor Maritim pada tanggal 23-26 September 2025 an. Balan Aji Energy Manager Certification Training in the Maritime Sector, September 23–26, 2025 – Balan Aji	
		Pelatihan dan Sertifikasi Container Terminal Operasional (CTO) pada tanggal 19-21 Agustus 2025 an. M.Rizko, Raihan Mahdy, Radix Wibowo Container Terminal Operational (CTO) Training and Certification, August 19–21, 2025 – M. Rizko, Raihan Mahdy, Radix Wibowo	
		Pelatihan Environmental, Social & Governance (ESG) Implementation pada tanggal 01 - 03 Oktober 2025 a.n Handi Hawaludin Jamil Training on Environmental, Social & Governance (ESG) Implementation, conducted on October 1–3, 2025, attended by Handi Hawaludin Jamil	

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No	Uraian Description	Nama Program Program Name	Sasaran Target
		Pelatihan Risk Appetite Statement: Establishment, Implementation, and Evaluation pada tanggal 02 - 03 Oktober 2025 a.n Aullia Dinda Rachmawati Risk Appetite Statement: Establishment, Implementation, and Evaluation Training, October 2–3, 2025 – Aullia Dinda Rachmawati	
		Seminar dan Indonesian In-House Counsel Summit and Awards 2025 pada tanggal 02 -03 Oktober 2025 a.n Agustinus Prima Wicaksono dan Yogi Prasetya Seminar and Indonesian In-House Counsel Summit and Awards 2025, October 2–3, 2025 – Agustinus Prima Wicaksono and Yogi Prasetya	
		Pelatihan Integrated Risk Based Internal Auditing pada tanggal 06 - 07 Oktober 2025 a.n Siti Parwita Eka Kirana Integrated Risk Based Internal Auditing Training, October 6–7, 2025 – Siti Parwita Eka Kirana	
		Indonesia International Sustainability (IISF) Forum 2025 pada tanggal 10 - 11 Oktober 2025 a.n Oki Trisna Sekar Arum, Balan Aji Bramantyo, dan Handi Awaludin Jamil Indonesia International Sustainability Forum (IISF) 2025, conducted on October 10–11, 2025, attended by Oki Trisna Sekar Arum, Balan Aji Bramantyo, and Handi Awaludin Jamil	
		Pelatihan Pajak Tentang Antisipasi Temuan Pemeriksaan PPh Badan 2025 & Strategi Pelaporannya pada tanggal 15 - 16 Oktober 2025 a.n Pajar Aji Prabanadi dan Prista Tin Puspita Tax Training on Anticipating Corporate Income Tax Audit Findings 2025 & Reporting Strategies, October 15–16, 2025 – Pajar Aji Prabanadi and Prista Tin Puspita	
		Pelatihan Procurement Audit pada tanggal 16 - 17 Oktober 2025 a.n Chicih Nurliyan Procurement Audit Training, October 16–17, 2025 – Chicih Nurliyan	
		Pelatihan Business Continuity Management Based on ISO 22301 pada tanggal 20 - 22 Oktober 2025 a.n Ni Wayan Trisna Yundhari Business Continuity Management Based on ISO 22301 Training, October 20–22, 2025 – Ni Wayan Trisna Yundhari	
		Pelatihan Legal For Non Legal Professional pada tanggal 30 - 31 Oktober 2025 a.n Evan Eryanto Legal For Non-Legal Professional Training, October 30–31, 2025 – Evan Eryanto	
		Seminar “Beyond Productivity: Mental Health and Safe Work Culture” pada tanggal 10 Oktober a.n Rissa Ashila Seminar "Beyond Productivity: Mental Health and Safe Work Culture", October 10 – Rissa Ashila	
		Risk Control Self Assessment AN Budi Purnomo, 03-04 November Risk Control Self-Assessment training, conducted on November 3–4, attended by Budi Purnomo	
		Workshop Penanganan Kekerasan dalam Satuan Pendidikan dan Lingkungan oleh APSIFOR AN Mufli Auliya Moesa, Danu Pazar Utama, dan Adi Cahyono , 09 November 2025 Workshop on Handling Violence in Educational Units and Environment by APSIFOR – Mufli Auliya Moesa, Danu Pazar Utama, and Adi Cahyono, November 9, 2025	
		Master Class Risk governance a.n Budi Purnomo, 03 Desember 2025 Master Class Risk governance a.n Budi Purnomo, 03 Desember 2025	
		Pelatihan Perlindungan Data Pribadi Berbasis ISO 27701:2019 a.n Fitriana Ghonny Rakhmawati & Nabila Els Nur Azizah, 16 Desember 2025 ISO 27701:2019-Based Personal Data Protection Training – Fitriana Ghonny Rakhmawati & Nabila Els Nur Azizah, December 16, 2025	

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No	Uraian Description	Nama Program Program Name	Sasaran Target
		KPI KRI KCI Integration a.n Niken Nur Khasanah & Aullia Dinda Rachmawati, 22-23 Desember 2025 Training on KPI, KRI, and KCI Integration, conducted on December 22–23, 2025, attended by Niken Nur Khasanah and Aullia Dinda Rachmawati	
		CSR Sustainability Reporting, a.n Fauziah Ferryna, 22-23 Desember 2025 Training on CSR Sustainability Reporting, conducted on December 22–23, 2025, attended by Fauziah Ferryna	
7	Program Beasiswa Scholarship Program	Pembukaan Program Beasiswa S2 Pegawai Darat dalam Negeri 12 November - 08 Desember 2025 Opening of Domestic S2 Scholarship Program for Land-Based Employees, November 12 – December 8, 2025	Knowledge and Skill
8	Program Purnabakti Pre-Retirement Program	Diklat Purnabakti Pegawai Darat pada tanggal 12-15 Agustus 2025 Pre-Retirement Training for Land-Based Employees, August 12–15, 2025	Knowledge
9	Pengembangan e-Learning dan Knowledge Management "Development of e-Learning and Knowledge Management Systems."	Sosialisasi Implementasi Linkedin Learning berjalan selama 2025 Socialization of LinkedIn Learning Implementation throughout 2025	Knowledge and Skill
10	Program Bahasa Asing Foreign Language Program	Sosialisasi Implementasi GoFluent, tanggal 16 Desember 2024 Socialization of GoFluent Implementation, December 16, 2024	Knowledge and Skill
		PEGAWAI LAUT SEA-BASED EMPLOYEES	
1	Orientasi Pegawai Employee Orientation	Training Refreshment Pegawai Laut Jabatan Jenang Kapal Penumpang PT PELNI (Persero) pada tanggal 19-23 Mei 2025 Refresher Training for Sea Personnel in the Jenang Position on PT PELNI (Persero) Passenger Vessels, conducted on May 19–23, 2025	Knowledge and Skill
		Training Refreshment Pegawai Laut Jabatan Jenang Kapal Penumpang PT PELNI (Persero) pada tanggal 18 Juni 2025 Refresher Training for Sea Personnel in the Jenang Position on PT PELNI (Persero) Passenger Vessels, conducted on June 18, 2025	
		Training Refreshment Pegawai Laut Jabatan Jenang Kapal Penumpang PT PELNI (Persero) pada tanggal 28 Agustus 2025 Refresher Training for Sea Personnel in the Jenang Position on PT PELNI (Persero) Passenger Vessels, conducted on August 28, 2025	
		Diklat Orientasi dan Familiarisasi Jenang Penempatan Kapal Penumpang Tahun 2025 pada tanggal 2 - 10 Oktober, 13 - 17 Oktober, dan 20 Oktober 2025 Orientation and Familiarization Training for Passenger Vessel Steward Placement Year 2025, October 2–10, 13–17, and 20, 2025	
2	Manajerial Perwira Kapal Ship Officer Managerial	Strategic Leadership Development Program PT PELNI (Persero) Tahun 2025 -Fase 0 Batch I pada tanggal 04-05 Agustus 2025 Strategic Leadership Development Program PT PELNI (Persero) Year 2025 – Phase 0 Batch I, August 4–5, 2025	Knowledge and Skill
		SLDP Matrikulasi SDM Laut pada tanggal 11-15 Agustus 202 SLDP Sea Human Resources Matriculation, August 11–15, 2025	
		Program Pengembangan untuk Jabatan Masinis Kapal Penumpang PT PELNI (Persero) a.n Joko Prihandono, 13 November 2025 Development Program for Passenger Vessel Engineer Position at PT PELNI (Persero) – Joko Prihandono, November 13, 2025	

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No	Uraian Description	Nama Program Program Name	Sasaran Target
3	Workshop Keselamatan Kapal Vessel Safety Workshop	Workshop Keselamatan Kapal di KM. Egon Pada tanggal 10-19 Januari 2025 Vessel Safety Workshop on KM Egon, January 10–19, 2025	Knowledge and Skill
		Workshop Keselamatan Kapal di KM. Bukit Siguntang Pada tanggal 11-25 Januari 2025 Vessel Safety Workshop on KM Bukit Siguntang, January 11–25, 2025	
		Workshop Keselamatan Kapal di KM. Sinabung Pada tanggal 11-13 Februari 2025 Vessel Safety Workshop on KM Sinabung, February 11–13, 2025	
		Workshop Keselamatan Kapal di KM. Lambelu Pada tanggal 23-25 Februari 2025 Vessel Safety Workshop on KM Lambelu, February 23–25, 2025	
		Workshop Keselamatan Kapal di KM Lawit pada tanggal 21-24 April 2025 Vessel Safety Workshop on KM Lawit, April 21–24, 2025	
		Workshop Keselamatan Kapal di KM Tilongkabila pada tanggal 1-2 Mei 2025 Vessel Safety Workshop on KM Tilongkabila, May 1–2, 2025	
		Workshop Keselamatan Kapal KM Awu pada tanggal 26-28 Mei 2025 Vessel Safety Workshop on KM Awu, May 26–28, 2025	
		Workshop Keselamatan Kapal KM Nggapulu pada tanggal 12-13 Juni 2025 Vessel Safety Workshop on KM Nggapulu, June 12–13, 2025	
		Workshop Keselamatan Kapal PT PELNI (Persero) Tahun 2025 di KM Dorolonda, 09-10 Juli 2025 PT PELNI (Persero) Vessel Safety Workshop Year 2025 on KM Dorolonda, July 9–10, 2025	
		Workshop Keselamatan Kapal KM Jet Liner Kendari - Wanci - Kendari, 21-22 Juli 2025 Vessel Safety Workshop on KM Jet Liner – Kendari–Wanci–Kendari, July 21–22, 2025	
		Workshop Keselamatan Kapal PT PELNI (Persero) Tahun 2025 di KM Tidar, 11-13 Agustus 2025 PT PELNI (Persero) Vessel Safety Workshop Year 2025 on KM Tidar, August 11–13, 2025	
		Workshop Keselamatan KM Binaiya pada tanggal 09-11 September 2025 KM Binaiya Safety Workshop, September 9–11, 2025	
		Workshop Tatamailau pada tanggal 28-29 September 2025 KM Tatamailau Safety Workshop, September 28–29, 2025	
		Workshop Keselamatan Kapal Mandiri - KM Kelimutu pada tanggal 07 - 09 Oktober 2025 Independent Vessel Safety Workshop – KM Kelimutu, October 7–9, 2025	
		Workshop Keselamatan Kapal Mandiri -KM Leuser pada tanggal 28 - 30 Oktober 2025 Independent Vessel Safety Workshop – KM Leuser, October 28–30, 2025	
		Workshop Keselamatan Kapal Mandiri -KM. Labobar : Jakarta - Surabaya pada tanggal 03-06 November 2025 Independent Vessel Safety Workshop – KM Labobar: Jakarta–Surabaya, November 3–6, 2025	
		Workshop Keselamatan Kapal Mandiri -KM. Sirimau : Ambon - Sorong pada tanggal 10-12 November 2025 Independent Vessel Safety Workshop – KM Sirimau: Ambon–Sorong, November 10–12, 2025	

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No	Uraian Description	Nama Program Program Name	Sasaran Target
		Workshop Keselamatan Kapal Mandiri -KM Wilis : Batulicin pada tanggal 18 - 19 November 2025 (Portstay) Independent Vessel Safety Workshop – KM Wilis: Batulicin, November 18–19, 2025 (Portstay)	
		Workshop Keselamatan Kapal Mandiri -KM. Sangiang : Bitung pada tanggal 25 -27 November 2025 (Portstay) Independent Vessel Safety Workshop – KM Sangiang: Bitung, November 25–27, 2025 (Portstay)	
4	Sertifikasi Pegawai Laut (STCW Amandemen Manila 10) Sea-Based Employee Certification (STCW Manila Amendment 10)	Revalidasi Sertifikat STCW 1978 Amandemen Manila 2010 Pegawai Laut (ABK) Bulan Januari 2025 Revalidation of STCW 1978 Manila Amendment 2010 Certificate for Sea Employees (Crew), January 2025	Knowledge and Skill
		Revalidasi Sertifikat STCW 1978 Amandemen Manila 2010 Pegawai Laut (ABK) Bulan Februari 2025 Revalidation of STCW 1978 Manila Amendment 2010 Certificate for Sea Employees (Crew), February 2025	
		Revalidasi Sertifikat STCW 1978 Amandemen Manila 2010 Pegawai Laut (ABK) PIP Semarang Bulan Maret 2025 Revalidation of STCW 1978 Manila Amendment 2010 Certificate for Sea Employees (Crew) at PIP Semarang, March 2025	
		Revalidasi Sertifikat STCW 1978 Amandemen Manila 2010 Pegawai Laut (ABK) Poltektrans Palembang Bulan Maret 2025 Revalidation of STCW 1978 Manila Amendment 2010 Certificate for Sea Employees (Crew) at Poltektrans Palembang, March 2025	
		Revalidasi Sertifikat STCW 1978 Amandemen Manila 2010 Pegawai Laut (ABK) STIP Jakarta Bulan Maret 2025 Revalidation of STCW 1978 Manila Amendment 2010 Certificate for Sea Employees (Crew) at STIP Jakarta, March 2025	
		Reimbursement Revalidasi Sertifikat STCW 1978 Amandemen Manila 2010 Pegawai Laut (ABK) Bulan Maret 2025 (Mandiri) Reimbursement for STCW 1978 Manila Amendment 2010 Certificate Revalidation for Sea Employees (Crew), March 2025 (Self-Funded)	
		Reimbursement Revalidasi Sertifikat STCW 1978 Amandemen Manila 2010 Pegawai Laut (ABK) Bulan April 2025 (Mandiri) Reimbursement for STCW 1978 Manila Amendment 2010 Certificate Revalidation for Sea Employees (Crew), April 2025 (Self-Funded)	
		Reimbursement Revalidasi Sertifikat STCW 1978 Amandemen Manila 2010 Pegawai Laut (ABK) Bulan Mei 2025 (Mandiri) Reimbursement for STCW 1978 Manila Amendment 2010 Certificate Revalidation for Sea Employees (Crew), May 2025 (Self-Funded)	
		Revalidasi Sertifikat STCW 1978 Amandemen Manila 2010 Pegawai Laut (ABK) Bulan Juni 2025 Revalidation of STCW 1978 Manila Amendment 2010 Certificate for Sea Employees (Crew), June 2025	
		Reimbursement Revalidasi Sertifikat STCW 1978 Amandemen Manila 2010 Pegawai Laut (ABK) Bulan Juli 2025 (Mandiri) Reimbursement for STCW 1978 Manila Amendment 2010 Certificate Revalidation for Sea Employees (Crew), July 2025 (Self-Funded)	
		Diklat Sertifikasi Pengelasan/Welding Untuk ABK PT PELNI (Persero) Batch II Tahun 2025 pada tanggal 21-26 Juli 2025 Welding/Welding Certification Training for PT PELNI (Persero) Crew Batch II Year 2025, July 21–26, 2025	

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No	Uraian Description	Nama Program Program Name	Sasaran Target
		Diklat Marine Superintendent Tahun 2025, 21-25 Juli 2025 Marine Superintendent Training Year 2025, July 21–25, 2025	
		Sertifikasi Kolektif Poltektrans SDP pada tanggal Juli 2025 Collective Certification at Poltektrans SDP, July 2025	
		Revalidasi Sertifikat STCW 1978 Amandemen Manila 2010 Pegawai Laut (ABK) Poltekpel Banten Bulan Juli 2025 Revalidation of STCW 1978 Manila Amendment 2010 Certificate for Sea Employees (Crew) at Poltekpel Banten, July 2025	
		Reimbursement Biaya Revalidasi Sertifikat STCW 1978 Amandemen Manila 2010 Pegawai Laut (ABK) Bulan Agustus 2025 Reimbursement of STCW 1978 Manila Amendment 2010 Certificate Revalidation Costs for Sea Employees (Crew), August 2025	
		Revalidasi Sertifikat STCW 1978 Amandemen Manila 2010 Pegawai Laut (ABK) Revalidation of STCW 1978 Manila Amendment 2010 Certificate for Sea Employees (Crew)	
		Refreshment dan Praktik STCW bersama Poltektrans SDP Palembang, KM. BUKIT RAYA STCW Refreshment and Practice with Poltektrans SDP Palembang on KM Bukit Raya	
		Refreshment dan Praktik STCW bersama Poltektrans SDP Palembang, KM. KELUD STCW Refreshment and Practice with Poltektrans SDP Palembang on KM Kelud	
		REIMBURSEMENT BIAYA REVALIDASI SERTIFIKASI STCW 1978 AMANDEMEN MANILA 2010 Bulan Desember 2025 Reimbursement of STCW 1978 Manila Amendment 2010 Certification Revalidation Costs, December 2025	
5	Sertifikasi Non STCW Non-STCW Certification	Sertifikasi Kolektif Rating Dek Poltektrans SDP pada tanggal 5-7 Mei 2025 Collective Deck Rating Certification at Poltektrans SDP, May 5–7, 2025	Knowledge and Skill
		Sertifikasi Kolektif Rating Mesin Poltektrans SDP pada tanggal 5-7 Mei 2025 Collective Engine Rating Certification at Poltektrans SDP, May 5–7, 2025	
		Diklat Sertifikasi Pengelasan/Welding Untuk ABK PT PELNI (Persero) Batch II Tahun 2025 pada tanggal 21-26 Juli 2025 Welding/Welding Certification Training for PT PELNI (Persero) Crew Batch II Year 2025, July 21–26, 2025	
		Sertifikasi Kolektif Poltektrans SDP pada tanggal Juli 2025 Collective Certification at Poltektrans SDP, July 2025	
		Sertifikasi SDSD - POLTEKTRANS SDP Palembang pada tanggal 23 Oktober 2025 SDSD Certification at POLTEKTRANS SDP Palembang, October 23, 2025	
		Sertifikasi SAT - POLTEKTRANS SDP Palembang pada tanggal 23 Oktober 2025 a.n ALMISBAH ROBBI MAULANA SAT Certification at POLTEKTRANS SDP Palembang, October 23, 2025 – Almisbah Robbi Maulana	
		Sertifikasi IMDG Code - POLTEKTRANS SDP Palembang pada tanggal 27 Oktober 2025 a.n HENDRA AGUSTINUS S. SIHITE IMDG Code Certification at POLTEKTRANS SDP Palembang, October 27, 2025 – Hendra Agustinus S. Sihite	
		Sertifikasi ERM - POLTEKTRANS SDP Palembang pada tanggal 30 Oktober 2025 ERM Certification at POLTEKTRANS SDP Palembang, October 30, 2025	

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No	Uraian Description	Nama Program Program Name	Sasaran Target
		Sertifikasi MFA - POLTEKTRANS SDP Palembang pada tanggal 28 Oktober 2025 MFA Certification at POLTEKTRANS SDP Palembang, October 28, 2025	
		Sertifikasi MC - POLTEKTRANS SDP Palembang pada tanggal 29 Oktober 2025 MC Certification at POLTEKTRANS SDP Palembang, October 29, 2025	
		Revalidasi Sertifikat BST - POLTEKTRANS SDP Palembang pada tanggal 24 Oktober 2025 BST Certificate Revalidation at POLTEKTRANS SDP Palembang, October 24, 2025	
6	In-House Training (Pengayaan : Seminar & Workshop) In-House Training (Enrichment Program: Seminar & Workshop)	Webinar Safety Talk dengan Tema "Keselamatan dan Keamanan Kapal di Area Pelabuhan" Tahun 2025 Pada tanggal 20 Januari 2025 Safety Talk Webinar on the Theme "Vessel Safety and Security in Port Areas" Year 2025, January 20, 2025	Knowledge and Skill
		Sosialisasi dan Training Aplikasi SIPARSEL Modul Aset di Kapal Penumpang PT PELNI (Persero) Tahun 2025 pada tanggal 15 Januari 2025 Socialization and Training on the SIPARSEL Application Asset Module for PT PELNI (Persero) Passenger Vessels in 2025, conducted on January 15, 2025	
		Kegiatan Peringatan Bulan K3 Tahun 2025 " Webinar Waspada Gempa Megathrust" pada tanggal 11 Februari 2025 Occupational Health and Safety Month Commemoration 2025 – "Megathrust Earthquake Awareness Webinar", February 11, 2025	
		Ambidextrous Leadership pada tanggal 17-18 Februari 2025 Ambidextrous Leadership, February 17–18, 2025	
		Webinar ESG PELNI SPEKTRA Series-1 Pada tanggal 14 Maret 2025 ESG PELNI SPEKTRA Series-1 Webinar, March 14, 2025	
		Pelatihan Pengaplikasian Cat Merk Jotun untuk Kapal Penumpang PT PELNI (Persero) pada tanggal 16-17 April 2025 Training on Application of Jotun Brand Paint for PT PELNI (Persero) Passenger Vessels, April 16–17, 2025	
		Pembekalan Change Coordinator pada tanggal 24 - 25 April 2025 Change Coordinator Briefing, April 24–25, 2025	
		Self Learning Training Officer Pegawai Laut Tahun 2025 - pada tanggal 28 April -5 Mei 2025 Self-Learning Training Program for Sea Staff Officers in 2025, conducted from April 28 to May 5, 2025	
		Pembekalan Change Agent PT PELNI (Persero) Tahun 2025 pada tanggal 08 - 09 Mei 2025 Change Agent Briefing at PT PELNI (Persero) Year 2025, May 8–9, 2025	
		Webinar Safety Talk Sosialisasi dan Implementasi SRS dan DSC terhadap Nakhoda, Perwira Dek dan Radio Officer dalam Peningkatan Keselamatan Bernavigasi pada tanggal 9 Mei 2025 Safety Talk Webinar on Socialization and Implementation of SRS and DSC for Captains, Deck Officers, and Radio Officers to Improve Navigation Safety, May 9, 2025	
		Webinar PELNI - SPEKTRA (Sustainability of PELNI for Environmental, Knowledge and Transformation) Talks Series-2 Beyond the Waves: Menyelami Krisis Laut dan Solusinya pada tanggal 19 Juni 2025 PELNI SPEKTRA Webinar Talks Series-2: Beyond the Waves – Exploring Ocean Crisis and Its Solutions, June 19, 2025	

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No	Uraian Description	Nama Program Program Name	Sasaran Target
		Webinar Sosialisasi Pedoman Perlindungan Data Pribadi PT PELNI (Persero) pada tanggal 25 Juni 2025 Webinar on Socialization of PT PELNI (Persero) Personal Data Protection Guidelines, June 25, 2025	
		Offline Training Officer Pegawai Laut Tahun 2025 pada tanggal 4-5 Juni 2025 Offline Training Program for Sea Staff Officers in 2025, conducted on June 4–5, 2025	
		Pelatihan Tentang Mesin Diesel Daihatsu, Mesin Pendingin, Pompa dan Compressor untuk Kapal PT PELNI (Persero) Tahun 2025 pada tanggal 16-19 Juni 2025 Training on Daihatsu Diesel Engines, Cooling Machines, Pumps, and Compressors for PT PELNI (Persero) Vessels Year 2025, June 16–19, 2025	
		Webinar Sosialisasi Rencana Strategis Teknologi Informasi (RSTI) PT PELNI (Persero) Periode 2025-2029 pada tanggal 01 Agustus 2025 Webinar on Socialization of PT PELNI (Persero) Information Technology Strategic Plan (RSTI) for the Period 2025–2029, August 1, 2025	
		Webinar PELNI-SPEKTRA (Sustainability of PELNI for Environmental, Knowledge and Transformation) Talks #Series-3 Our Waste, Our Responsibility : Jebakan Plastik dan Apa yang bisa kita lakukan pada tanggal 22 Agustus 2025 PELNI SPEKTRA Webinar Talks #Series-3: Our Waste, Our Responsibility – The Plastic Trap and What We Can Do, August 22, 2025	
		Seminar Teknikal Tentang Mesin Diesel Daihatsu Untuk Kapal - Kapal PT PELNI (Persero) Tahun 2025 pada tanggal 29 Agustus 2025 Technical Seminar on Daihatsu Diesel Engines for PT PELNI (Persero) Vessels Year 2025, August 29, 2025	
		Webinar Internalisasi Keterbukaan Informasi Publik PT PELNI (Persero) Tahun 2025 pada tanggal 04 September 2025 Webinar on Internalization of Public Information Disclosure at PT PELNI (Persero) Year 2025, September 4, 2025	
		Hospitality KM Kelud pada tanggal 27 September 2025 KM Kelud Hospitality Training, September 27, 2025	
		Training dan Sertifikasi HACCP KM. Awu pada tanggal 1 Oktober 2025 "HACCP Training and Certification Program for KM. Awu, conducted on October 1, 2025."	
		Food Safety Training dan Sertifikasi Penjamah Makanan (Food Handler) pada tanggal 6 - 9 Oktober 2025 "Food Safety Training and Food Handler Certification Program, conducted on October 6–9, 2025."	
		Pelatihan Hospitality Anak Buah Kapal (ABK) Penumpang PT PELNI (Persero) Tahun 2025 KM Tidar pada tanggal 13 Oktober 2025 Hospitality Training for PT PELNI (Persero) Passenger Vessel Crew Year 2025 on KM Tidar, October 13, 2025	
		Webinar Sosialisasi Refreshment GoFluent pada tanggal 13 Oktober 2025 GoFluent Refreshment Socialization Webinar, October 13, 2025	
		Training dan Sertifikasi HACCP KM. Dorolonda pada tanggal 14-15 Oktober 2025 HACCP Training and Certification Program for KM. Dorolonda, conducted on October 14–15, 2025	
		Workshop Kewirausahaan PT PELNI (Persero) Tahun 2025, 04 November 2025 Entrepreneurship Workshop at PT PELNI (Persero) Year 2025, November 4, 2025	

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No	Uraian Description	Nama Program Program Name	Sasaran Target
		Diklat Penanggulangan Kebakaran dan Kebocoran Kapal di KODIKLAT-AL - 30 orang 4 - 6 November 2025 Vessel Fire and Leakage Response Training at KODIKLAT-AL – 30 participants, November 4–6, 2025	
		Webinar Security Awareness, 06 November 2025 Security Awareness Webinar, November 6, 2025	
		Webinar ESG PELNI SPEKTRA Talks #Series 4, 14 November 2025 ESG Webinar – PELNI SPEKTRA Talks #Series 4, conducted on November 14, 2025	
		Pelatihan Pra Purnabakti Laut 2025 18 - 21 November 2025 Sea Employee Pre-Retirement Training 2025, November 18–21, 2025	
		Pelatihan Communication Skills untuk Perwira Kapal, 20 November 2025 Communication Skills Training for Ship Officers, November 20, 2025	
		Refreshment Bridge Resource Management (BRM) 2025 - 22 orang 25 - 27 November 2025 Bridge Resource Management (BRM) Refreshment 2025 – 22 participants, November 25–27, 2025	
		Webinar Series - Customer Service Excellence untuk Service Leader Kapal Penumpang 2025 Batch I, 11 Desember 2025 Webinar Series – Customer Service Excellence for Passenger Vessel Service Leaders 2025 Batch I, December 11, 2025	
		Webinar Series - Customer Service Excellence untuk Service Leader Kapal Penumpang 2025 Batch III, 16 Desember 2025 Webinar Series – Customer Service Excellence for Passenger Vessel Service Leaders 2025 Batch III, December 16, 2025	
		Webinar Series - Customer Service Excellence untuk Service Leader Kapal Penumpang 2025 Batch IV, 16 Desember 2025 Webinar Series – Customer Service Excellence for Passenger Vessel Service Leaders 2025 Batch IV, December 16, 2025	
7	Public Training	Pelatihan Training of Trainer (ToT) IMC 6.09 pada tanggal 28 April - 7 Mei 2025 Training of Trainers (ToT) IMC 6.09 Program, conducted from April 28 to May 7, 2025	Knowledge and Skill
		Pelatihan Electro Technical Rating pada 28 April -15 Mei 2025 Electro Technical Rating Training, April 28 – May 15, 2025	
		Tenaga Kerja Bangunan Tinggi Batch 1 pada 28-30 April 2025 High-Rise Construction Worker Training Batch 1, April 28–30, 2025	
		Pelatihan dan Sertifikasi Pengelasan/Welding untuk Anak Buah Kapal (ABK) Tahun 2025 Batch 1 pada tanggal 12 - 17 Mei 2025 Welding Training and Certification for Vessel Crew Year 2025 Batch 1, May 12–17, 2025	
		Uji Kompetensi Food Handler (HACCP) pada tanggal 26 Mei 2025 Food Handler (HACCP) Competency Test, May 26, 2025	
		Pelatihan Training of Trainer (ToT) IMC 6.09 PADA TANGGAL 10-18 Juni 2025 Training of Trainers (ToT) IMC 6.09 Program, conducted from June 10–18, 2025	
		Training Sertifikasi Hazard Analysis Critical Control Point (HACCP) di KM Ciremai Tahun 2025 pada tanggal 27 Mei 2025 HACCP Certification Training on KM Ciremai in 2025, conducted on May 27, 2025	
		Training Sertifikasi Hazard Analysis Critical Control Point (HACCP) di KM Lambelu Tahun 2025 pada tanggal 20 - 22 Mei 2025 HACCP Certification Training on KM Lambelu in 2025, conducted on May 20–22, 2025	

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No	Uraian Description	Nama Program Program Name	Sasaran Target
		Training Sertifikasi Hazard Analysis Critical Control Point (HACCP) di KM Lambelu Tahun 2025 pada tanggal 19-21 Agustus 2025 HACCP Certification Training on KM Lambelu in 2025, conducted on August 19–21, 2025	
		Training Sertifikasi Hazard Analysis Critical Control Point (HACCP) di KM Bukit Raya Tahun 2025 pada tanggal 20-22 Agustus 2025 HACCP Certification Training on KM Bukit Raya in 2025, conducted on August 20–22, 2025	
		Marine Superintendent pada tanggal 15-19 September 2025 a.n AKHMAD WAHYUDI, FERI FEBRIANTO, OKKY AWANG MARJAT SAMODRA Marine Superintendent, September 15–19, 2025 – Akhmad Wahyudi, Feri Febrianto, Okky Awang Marjat Samodra	
		HACCP Bukit Siguntang pada tanggal 06 September 2025 HACCP Training on KM Bukit Siguntang, September 6, 2025	
		TOT 6.09 KM Kelud pada tanggal 22-30 September 2025 TOT 6.09 on KM Kelud, September 22–30, 2025	
		Sertifikasi Welding pada tanggal 11-17 September 2025 Welding Certification, September 11–17, 2025	
8	Program Beasiswa Scholarship Program	Interview dan Pembekalan Calon Penerima Beasiswa Pegawai Laut 2025 Tanggal 20 - 23 Oktober 2025 Interview and Briefing for Sea Employee Scholarship Candidates 2025, October 20–23, 2025	*Knowledge and* Skillbeasiswa
		Penyiapan Administrasi Beasiswa Laut 2025 Preparation of Sea Scholarship Administration 2025	
9	Program Purnabakti Pre-Retirement Program	Pelatihan Purnabakti Pegawai Laut PT PELNI (Persero) Tahun 2025 pada tanggal 18-21 November 2025 Pre-Retirement Training for Sea Employees of PT PELNI (Persero) Year 2025, November 18–21, 2025	Digital Talent BUMN pada tahun 2024 Knowledge and skill

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PROGRAM PENGEMBANGAN KOMPETENSI SDM

Program pengembangan kompetensi menjadi pilar strategis bagi PELNI dalam memperkuat kapabilitas SDM menghadapi dinamika industri pelayaran nasional yang semakin kompetitif. Melalui pendekatan terintegrasi yang mencakup pelatihan berbasis teknologi digital, sertifikasi maritim internasional, serta program *leadership development* untuk awak kapal dan staf operasional, Perusahaan berhasil meningkatkan indeks kompetensi karyawan dibanding tahun sebelumnya. Inisiatif ini tidak hanya menjawab kebutuhan transformasi Tol Laut dan armada ramah lingkungan, tetapi juga memastikan SDM PELNI siap mendukung visi menjadi pemimpin pelayaran terdepan dengan standar global.

Program pelatihan pada 2025 terbagi menjadi beberapa jenis pelatihan, dengan penjelasan sebagai berikut:

1. Diklat Orientasi
   Pelatihan Orientasi diadakan sebagai sarana pengenalan ruang lingkup perusahaan, fungsi, dan tugas jabatan yang akan diberikan kepada pegawai baru. Dengan demikian, diharapkan para pegawai yang baru masuk dapat memiliki pengetahuan, pemahaman, dan sikap-sikap dasar untuk dapat beradaptasi dengan budaya perusahaan sehingga dapat mempercepat kesiapan kerja mereka untuk mendukung perwujudan visi dan misi perusahaan.

   Pada tahun 2025, PT PELNI (Persero) melakukan program Diklat Orientasi, dengan program sebagai berikut:
   a. Pelatihan Pembentukan Karakter, Kedisiplinan, dan Kesamaptaan PT PELNI (Persero) Tahun 2025
   b. Program Diklat Orientasi Pegawai Baru Tahun 2025
   c. Program Diklat Orientasi dan Familiarisasi Jenang *Batch* I Tahun 2025

HUMAN CAPITAL DEVELOPMENT PROGRAMS

The competency development program is a strategic pillar for PELNI in strengthening its human capital capabilities to face the increasingly competitive dynamics of the national shipping industry. Through an integrated approach that includes digital-based training, international maritime certification, and leadership development programs for ship crews and operational staff, the Company has successfully improved employee competency indices compared to the previous year. These initiatives not only address the needs of the Sea Toll transformation and the development of an environmentally friendly fleet, but also ensure that PELNI's human capital is ready to support its vision of becoming a leading shipping company with global standards.

The 2025 training program is divided into several categories, as described below:

1. Orientation Training (Diklat Orientasi)
   Orientation Training is conducted to introduce new employees to the company's scope of work, functions, and assigned job responsibilities. It is expected that new employees will gain the necessary knowledge, understanding, and basic attitudes to adapt to the company culture, thereby accelerating their readiness to work and supporting the achievement of the company's vision and mission.

   In 2025, PT PELNI (Persero) implemented the following Orientation Training programs:
   a. Character Building, Discipline, and Physical Fitness Training Program 2025
   b. New Employee Orientation Training Program 2025
   c. Orientation and Familiarization Program for Jenang Batch I 2025

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2. Program Pengembangan Pimpinan (*Leadership Development Program*)
   Program Pengembangan Pimpinan merupakan program pendukung transformasi organisasi untuk meningkatkan kapasitas kepemimpinan yang mampu menjawab kompleksitas, mengintegrasikan lintas fungsi, dan mendorong perubahan berkelanjutan dengan mengacu pada 10 kompetensi Direksi BUMN. Pada tahun 2025, target peserta program pengembangan pimpinan adalah pegawai level jabatan BoD-1 dengan target pengembangan kompetensi fokus pada:
   a. *Digital Leadership*;
   b. *Customer Focus*;
   c. *Strategic Orientation*;
   d. *Driving Innovation*; dan
   e. *Developing Organizational Capabilities*.

   Selain dari pengembangan kompetensi, dalam program pengembangan pimpinan juga dilakukan pengembangan *Professional Qualification* (PQ) yang terbagi menjadi:
   a. *Financial;*
   b. *Commercial;*
   c. *People;*
   d. *Operation;* dan
   e. *Technology*.

3. Diklat Penjenjangan
   Pelatihan Penjenjangan diadakan bagi para pejabat pelaksana hingga pejabat struktural/ fungsional untuk mengembangkan kompetensi mereka agar mampu menjalankan fungsi dan tugas pokok dari jabatan-jabatan tersebut. Pelatihan Penjenjangan yang dilaksanakan pada tahun 2025, yaitu:
   a. Pelatihan Tingkat Lanjut
      Pelatihan yang wajib diikuti oleh pegawai kelas jabatan 11-10 agar optimal dalam menjalankan tugas & fungsinya yang bersifat semi analisa, teknis, dan mengacu kepada *value chain* perusahaan. Pelatihan Tingkat Lanjut pada tahun 2025 dilaksanakan sebanyak 1 *batch* yakni Diklat Teknis Tingkat Lanjut Angkatan XVII.

2. Leadership Development Program

   The Leadership Development Program supports organizational transformation by enhancing leadership capacity to address complexity, integrate cross-functional operations, and drive sustainable change, based on the 10 core competencies of State-Owned Enterprise (SOE) directors. In 2025, the program targeted employees at BoD-1 level, with competency development focusing on:

   a. Digital Leadership
   b. Customer Focus
   c. Strategic Orientation
   d. Driving Innovation
   e. Developing Organizational Capabilities

   In addition to competency development, the program also includes Professional Qualification (PQ) development, which consists of:

   a. Financial
   b. Commercial
   c. People
   d. Operations
   e. Technology

3. Graded Training
   Graded Training is conducted for operational and structural/functional officers to develop competencies required to perform their duties effectively. The 2025 programs include:

   a. Advanced Training
      Mandatory for employees at job grades 11–10 to support semi-analytical and technical functions aligned with the company's value chain. In 2025, this program was conducted in one batch: Advanced Technical Training Batch XVII.

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b. Pelatihan Manajerial Tingkat Muda
Pelatihan manajerial yang wajib diikuti oleh pegawai kelas jabatan 9-8 agar optimal dalam menjalankan tugas & fungsinya. Pelatihan Manajerial Tingkat Muda pada tahun 2025 dilaksanakan sebanyak 2 batch yakni Diklat Manajerial Tingkat Muda Angkatan XVIII dan Diklat Manajerial Tingkat Muda Angkatan XIX.

c. Pelatihan Manajerial Tingkat Madya
Pelatihan manajerial yang wajib diikuti oleh pegawai kelas jabatan 7-5 agar optimal dalam menjalankan tugas & fungsinya. Pelatihan Manajerial Tingkat Madya pada tahun 2025 dilaksanakan sebanyak 1 *batch* yakni Diklat Manajerial Tingkat Madya Angkatan XVII.

4. Diklat Pengayaan
Pelatihan pengayaan diadakan sebagai sarana untuk membekali para pegawai dengan pengetahuan, pemahaman, keterampilan, dan sikap-sikap yang diperlukan dalam pekerjaan agar pegawai dapat mengantisipasi dan beradaptasi dengan perubahan lingkungan bisnis serta kemajuan teknologi. Dengan demikian, pelatihan pengayaan tersebut diharapkan dapat menunjang keberhasilan pegawai tersebut dalam menjalankan fungsi dan tanggung pokok pada jabatan yang didudukinya. Pelatihan pengayaan dapat dibagi ke dalam 2 (dua) jenis, yaitu:

a. Public *Training*
Pelatihan yang diadakan oleh penyelenggara eksternal dan terbuka untuk publik. Peserta pelatihan dapat berasal dari berbagai organisasi dan perusahaan yang mendaftarkan para pegawainya. Materi dan topik yang diberikan untuk setiap peserta dari berbagai perusahaan juga sama dan dilaksanakan pada tanggal dan waktu yang sama.

Pada tahun 2025, PT PELNI (Persero) telah melakukan *Public Training* dengan program-program sebagai berikut:

- Pelatihan Internalisasi *E-Procurement* Tahun 2025
- Program Sosialisasi dan *Training* Aplikasi SIPARSEL Modul Aset di Kapal Penumpang PT PELNI (Persero) Tahun 2025

b. Junior Managerial Training
Mandatory for employees at job grades 9–8 to strengthen managerial capabilities. In 2025, this program was conducted in two batches: Junior Managerial Training Batch XVIII and Batch XIX.

c. Middle Managerial Training
Mandatory for employees at job grades 7–5 to enhance managerial competencies. In 2025, this program was conducted in one batch: Middle Managerial Training Batch XVII.

4. Enrichment Training
Enrichment training is conducted as a means of equipping employees with the knowledge, understanding, skills, and attitudes required in their work, so that they are able to anticipate and adapt to changes in the business environment as well as technological advancements. Accordingly, this training is expected to support employees in successfully performing their functions and key responsibilities in their respective positions. Enrichment training is divided into two types, namely:

a. Public Training
Public Training is conducted by external providers and open to participants from various organizations. The materials and schedules are standardized across participants.

In 2025, PT PELNI (Persero) conducted the following Public Training programs:

- E-Procurement Internalization Training 2025
- SIPARSEL Application Socialization and Training (Ship Asset Module) 2025

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• Pelatihan Sistem Manajemen Pergudangan	• Warehouse Management System Training
• Webinar *Safety Talk*: Keselamatan dan Keamanan Kapal di Area Pelabuhan PT PELNI (Persero) Tahun 2025	• Safety Talk Webinar: Ship Safety and Security in Port Areas 2025
• Evaluasi Pelatihan dan *Gathering Social Media Rangers* 162 PELNI Group 2025	• Social Media Rangers 162 Evaluation and Gathering 2025
• *Training E-Procurement* Lanjutan Divisi Pengadaan Tahun 2025	• Advanced E-Procurement Training – Procurement Division 2025
• Webinar Bulan K3 "Kewaspadaan Terhadap Gempa Megathrust dan Mitigasinya"	• K3 Month Webinar: Awareness of Megathrust Earthquakes and Mitigation
• *Refreshment* Aplikasi SIPARSEL	• SIPARSEL Application Refreshment
• Pelatihan Penyusunan *Sustainability Reporting* PT PELNI (Persero)	• Sustainability Reporting Preparation Training PT PELNI (Persero)
• Pelatihan Ambidextrous Leadership PT PELNI (Persero) Tahun 2025	• Ambidextrous Leadership Training 2025
• Pelatihan *In-House Training Project Management* Pengembangan Kapal PMN PT PELNI (Persero)	• In-House Project Management Training for PMN Ship Development
• *Workshop Risk Management* ISO 31000:2018 dan Implementasi RMIS Tahun 2025	• Risk Management Workshop ISO 31000:2018 and RMIS Implementation 2025
• Pelatihan Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) Tahun 2024 Angkatan 1	• Occupational Safety and Health Management System (SMK3) Training Batch I 2024
• Webinar ESG PELNI SPEKTRA (*Sustainability* PELNI *for Environment, Knowledge and Transformation*) *Talks #Series*-2.	• ESG SPEKTRA Talks Series 2
• Webinar ESG PELNI-SPEKTRA *Series*-3: "*Our Waste, Our Responsibility*: Jebakan Plastik dan Apa Yang Bisa Kita Lakukan"	• ESG SPEKTRA Series 3: "Our Waste, Our Responsibility"
• Webinar PELNI SPEKTRA *#Series*-4	• ESG SPEKTRA Series 4 Webinar
• *In-House Training Project Management* Pembangunan Kapal PMN PT PELNI (Persero) Tahun 2025	• In-House Training: PMN Ship Development Project Management 2025
• Pelatihan dan Sertifikasi *Training of Trainer* (ToT) 6.09	• Training of Trainer (ToT) Certification 6.09
• Pengembangan Fungsi *Front Office* bagi Pimpinan dan Kepala Cabang	• Front Office Function Development for Leaders and Branch Heads
• Program Pengembangan Fungsi *Office* untuk Kepala Operasi dan Pelayanan PT PELNI (Persero) Tahun 2025	• Office Function Development Program for Operations and Service Heads 2025
• Webinar *Safety Talk* "Sosialisasi & Implementasi SRS dan DSC Terhadap Nahkoda, Perwira *Deck* dan *Radio Officer* dalam Peningkatan Keselamatan Bernavigasi" Tahun 2025	• Safety Talk Webinar on SRS and DSC Implementation 2025
• Program Pelatihan Pembuatan *Dashboard* Menggunakan *Platform* Grafana	• Grafana Dashboard Development Training

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• Pelatihan Kearsipan Tingkat Lanjut PT PELNI (Persero) Tahun 2025	• Advanced Archiving Training 2025
• *Sharing Session Leadership* bagi Kepala Cabang PT PELNI (Persero)	• Leadership Sharing Session for Branch Managers
• *Training Behavioral Event Interview* (BEI) PT PELNI (Persero)	• Behavioral Event Interview (BEI) Training
• Pelatihan Pembahasan dan Penyesuaian Perubahan ISO 37001:2016 menjadi ISO 37001:2025 serta Pelatihan ISO 37301:2021 Sistem Manajemen Kepatuhan (SMK)	• ISO 37001:2016 to ISO 37001:2025 Transition and ISO 37301 Compliance Management Training
• Pelatihan *Self-Assessment Risk Maturity Index* (RMI) PT PELNI (Persero)	• Risk Maturity Index (RMI) Self-Assessment Training
• Webinar Sosialisasi Pedoman Perlindungan Data Pribadi PT PELNI (Persero)	• Personal Data Protection Policy Webinar
• Pelatihan Dasar *Coating Cat International* Tahun 2025	• Basic International Coating Training 2025
• Sosialisasi dan Pelatihan Presensi *Face Recognition* PT PELNI (Persero) Tahun 2025	• Face Recognition Attendance System Training
• Webinar Sosialisasi Dokumen Rencana Strategis Teknologi Informasi Periode 2025-2029 PT PELNI (Persero)	• IT Strategic Plan 2025–2029 Webinar
• *Training* Pendukung Implementasi Manajemen Terintegrasi PT PELNI (Persero)	• Integrated Management System Implementation Training
• Pelatihan *Creating Value Through Risk-Based Planning* Tahun 2026 Berbasis Risiko bersama Danantara Indonesia	• Risk-Based Planning Value Creation Training 2026
• Webinar Internalisasi Keterbukaan Informasi Publik PT PELNI (Persero)	• Public Information Disclosure Webinar
• Bimbingan Teknis Penguatan Layanan Informasi PT PELNI (Persero) Tahun 2025	• Information Service Strengthening Technical Guidance 2025
• Pelaksanaan Pelatihan Pertolongan Pertama pada Kecelakaan (P3K) dan Pelatihan Kebakaran Kelas D - *Batch* I	• First Aid (P3K) and Fire Training Class D – Batch I
• Pelatihan Pertolongan Pertama pada Kecelakaan (P3K) dan Pelatihan Kebakaran Kelas D - *Batch* II	• First Aid (P3K) and Fire Training Class D – Batch II
• Pelatihan Pengukuran Minyak di Dalam Tangki Kapal (*Sounding*) dan Pembacaan Tabel *Sounding Batch* I	• Ship Oil Sounding and Table Reading Training Batch I
• Pelatihan Pengukuran Minyak di Dalam Tangki Kapal (*Sounding*) dan Pembacaan Tabel *Sounding Batch* II	• Ship Oil Sounding and Table Reading Training Batch II
• Sosialisasi dan *Training* Aplikasi ITSM Modul *Change Management* PT PELNI (Persero) Tahun 2025	• ITSM Change Management Module Training
• Webinar Sosialisasi *Refreshment GoFluent*	• GoFluent Refreshment Webinar

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- Pelatihan Pembentukan Karakter, Kedisiplinan, dan Kesamaptaan PT PELNI (Persero) Tahun 2025
- Sosialisasi dan Pelatihan Aplikasi Coretax untuk Pegawai PT PELNI (Persero)
- Pelatihan Penanggulangan Kebakaran dan Kebocoran Kapal di KODIKLAT-AL 2025
- Pelatihan PSAK 118 dan PSPK
- Webinar *Security Awareness*: "Meningkatkan Kepatuhan dan Tanggung Jawab Pegawai Terhadap Keamanan Informasi Perusahaan"
- Pelatihan Penyusunan Laporan Emisi Gas Rumah Kaca
- *Training* Untuk *Self-Assessment IT Maturity Level* PT PELNI (Persero) Tahun 2025"
- *Workshop Business Process Mapping* (BPM) dan *Risk Control Matrix* (RCM) *Internal Control Over Financial Reporting* (ICOFR)
- Pelatihan *Finance for Non Financial Person* Tahun 2025
- Webinar *Series Service Excellence* (Level Dasar dan Menengah) oleh PT PELNI (Persero)
- Pelatihan *Enterprise Architecture* dan Data *Governance* (EADG) yang diselenggarakan oleh PT PELNI (Persero)
- Pelatihan Aplikasi Manajemen QHSSE

b. *In-House Training*

Pelatihan yang diadakan oleh perusahaan dan diikuti oleh pegawai perusahaan yang menyelenggarakan. Peserta pelatihan dapat berasal dari suatu divisi tertentu atau gabungan dari berbagai macam divisi/unit kerja. Materi dan topik yang diberikan untuk setiap peserta merupakan materi yang sudah disesuaikan dengan kebutuhan peserta/perusahaan yang menyelenggarakan.

Pada tahun 2025, PT. PELNI (Persero) telah melakukan *Leadership Development Program* Berbentuk *In-house Training* dengan program-program sebagai berikut:

- *Strategic Leadership Development Program* Fase 0: *Batch* 1
- *Strategic Leadership Development Program* Fase 0: *Batch* 2
- *Strategic Leadership Development Program* Fase 1: *Batch* 1

- Character Building and Discipline Training 2025
- Coretax Application Training
- Fire and Leak Response Training at KODIKLAT-AL 2025
- PSAK 118 and PSPK Training
- Security Awareness Webinar on Information Security
- Greenhouse Gas Emission Reporting Training
- IT Maturity Self-Assessment Training 2025
- BPM and RCM Workshop (ICOFR)
- Finance for Non-Finance Training 2025
- Service Excellence Webinar Series
- Enterprise Architecture and Data Governance Training
- QHSSE Management Application Training

b. In-House Training

In-house training is conducted internally by the company and attended by employees from one or multiple divisions. The content is tailored to the specific needs of the organization.

In 2025, PT PELNI (Persero) implemented the following Leadership Development in-house programs:

- Strategic Leadership Development Program Phase 0: Batch 1
- Strategic Leadership Development Program Phase 0: Batch 2
- Strategic Leadership Development Program Phase 1: Batch 1

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- *Strategic Leadership Development Program* Fase 1: *Batch* 2
- *Strategic Leadership Development Program* Fase 2: *Batch* 1
- *Strategic Leadership Development Program* Fase 2: *Batch* 2
- *Strategic Leadership Development Program* Fase 3: *Batch* 1
- *Strategic Leadership Development Program* Fase 3: *Batch* 2

5. Sertifikasi Profesi

   Sertifikasi profesi merupakan suatu pengakuan profesional secara non-formal yang diberikan berdasarkan keahlian tertentu, untuk profesi tertentu, berdasarkan peraturan perundang- undangan, peraturan pemerintah, atau ketentuan International Maritime Organization (IMO) yang berlaku dan bersifat *mandatory*, serta diterbitkan oleh lembaga yang *qualified*. Sertifikasi profesi terdiri dari 2 (dua) jenis yaitu:

   a. Sertifikasi Profesi Pegawai Darat

      Sertifikasi pegawai darat adalah pelatihan dengan suatu penetapan yang diberikan oleh organisasi profesional tertentu terhadap pegawai darat untuk menunjukkan bahwa pegawai tersebut mampu untuk melakukan suatu pekerjaan atau tugas spesifik.

      Beberapa Sertifikasi Pegawai Darat yang dilakukan PT PELNI (Persero) pada tahun 2025 adalah sebagai berikut:

      - *Training* dan Sertifikasi ISO 14064 GHG Accounting Lead Verifier Certification Program Tahun 2025
      - Sertifikasi Qualified Risk Management Analysis (QRMA)
      - Pelatihan & Sertifikasi Qualified Risk Management Professional (QRMP)
      - Pelatihan dan Sertifikasi Operator Radio Umum (ORU) Reguler Non Pelaut
      - Pelatihan dan Sertifikasi QIA Tingkat Dasar
      - Pelatihan dan Sertifikasi QIA Tingkat Lanjutan
      - Pelatihan dan Sertifikasi QIA Tingkat Manajerial
      - Pelatihan dan Sertifikasi Certified Legal Audit (CLA)

- Strategic Leadership Development Program Phase 1: Batch 2
- Strategic Leadership Development Program Phase 2: Batch 1
- Strategic Leadership Development Program Phase 2: Batch 2
- Strategic Leadership Development Program Phase 3: Batch 1
- Strategic Leadership Development Program Phase 3: Batch 2

5. Professional Certification

   Professional certification is a formal recognition of expertise in specific fields, issued in accordance with applicable regulations, government rules, or International Maritime Organization (IMO) standards, and issued by qualified institutions. It consists of two categories:

   a. Land-Based Employee Certification

      This certification recognizes the competency of shore-based employees in performing specific roles or tasks.

      In 2025, PT PELNI (Persero) implemented the following certifications:

      - ISO 14064 GHG Accounting Lead Verifier Certification Program Training and Certification 2025
      - Qualified Risk Management Analysis (QRMA) Certification
      - Qualified Risk Management Professional (QRMP) Training & Certification
      - General Radio Operator (ORU) Training and Certification for Non-Seafarers
      - QIA Basic Level Training and Certification
      - QIA Advanced Level Training and Certification
      - QIA Managerial Level Training and Certification
      - Certified Legal Audit (CLA) Training and Certification

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• Sertifikasi Designated Person Ashore (DPA)	• Designated Person Ashore (DPA) Certification
• *Training* Company Security Officer ISPS Code	• ISPS Code Company Security Officer Training
• *Training* & Sertifikasi IA ISM Code	• IA ISM Code Training & Certification
• *Training* & Sertifikasi IA ISPS Code	• IA ISPS Code Training & Certification
• *Training* & Sertifikasi Certificates Sustainability for Finances (CertSF)	• Certificates Sustainability for Finances (CertSF) Training & Certification
• Pelatihan dan Sertifikasi Perancang Kontrak (Certified Contract Drafter)	• Certified Contract Drafter Training and Certification
• Pelatihan dan Sertifikasi Certified Compliance Professional (CCP)	• Certified Compliance Professional (CCP) Training and Certification
• Pelatihan dan Sertifikasi Pelatihan Pengelolaan Limbah B3	• Hazardous Waste Management Training and Certification
• Persiapan Sertifikasi AMPP/NACE CIP Level 1	• AMPP/NACE CIP Level 1 Certification Preparation
• Pelaksanaan Pelatihan & Uji Kompetensi/ Sertifikasi BNSP Bidang HC	• HC Competency Training & BNSP Competency Certification Implementation
• Persiapan Sertifikasi Kompetensi Public Relations 2025	• Public Relations Competency Certification Preparation 2025
• Pelatihan dan Sertifikasi ISO 22301 BCM Lead Implementer	• ISO 22301 BCM Lead Implementer Training and Certification
• Pelatihan dan Sertifikasi Pendidikan Khusus Profesi Advokat (PKPA)	• Special Advocate Profession Education (PKPA) Training and Certification
• Pelatihan dan Sertifikasi IMDG Code	• IMDG Code Training and Certification
• Pelatihan dan Sertifikasi Marine Superintendent	• Marine Superintendent Training and Certification
• Pelatihan dan Sertifikasi Brevet Pajak A dan B	• Tax Brevet A and B Training and Certification
• Ujian Perpanjangan Sertifikat Qualified Risk Management Officer (QRMO)	• Qualified Risk Management Officer (QRMO) Certificate Renewal Examination
• Pelatihan dan Sertifikasi Certified Procurement Specialist (CPSp) dan Certified Procurement Officer (CPOf)	• Certified Procurement Specialist (CPSp) and Certified Procurement Officer (CPOf) Training and Certification
• Pelatihan dan Sertifikasi Marine Surveyor	• Marine Surveyor Training and Certification
• Ujian Perpanjangan Sertifikat Qualified Risk Management Officer (QRMO)	• Qualified Risk Management Officer (QRMO) Certificate Renewal Examination
• Pelatihan dan Sertifikasi Petugas Keselamatan dan Kesehatan Kerja (K3) Kimia	• Chemical Occupational Safety and Health (K3) Officer Training and Certification
• Pelatihan dan Sertifikasi Penanggung Jawab Pengendalian Pencemaran Udara (PPPU) dan Penanggung Jawab Operasional Instalasi Pengendalian Pencemaran Udara (POPU)	• Air Pollution Control Responsible Person (PPPU) and Air Pollution Control Installation Operational Responsible Person (POPU) Training and Certification
• Pelatihan dan Sertifikasi GRI Certified *Training* Course	• GRI Certified Training Course
• Pelatihan dan Sertifikasi Kompetensi Kepatuhan Berbasis ISO 37301 Sistem Manajemen Kepatuhan	• ISO 37301 Compliance Management System Competency Training and Certification

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b. Sertifikasi Profesi Pegawai Laut
Sertifikasi pegawai laut adalah pelatihan yang harus dilaksanakan oleh pegawai laut merujuk kepada ketentuan dari *Standards of Training Certification and Watchkeeping* (STCW) sebagai prasyarat untuk dapat berlayar.
Beberapa Sertifikasi Pegawai Laut yang dilakukan PT PELNI (Persero) pada tahun 2025 adalah sebagai berikut:

- Revalidasi Sertifikat Keterampilan Pelaut (*Certificate of Proficiency* atau CoP) dan Pengukuhan Sertifikat Keahlian Pelaut (*Certificate of Competency* atau CoC) sesuai STCW 1978 Amandemen 2010 Manila bagi Awak Kapal PT PELNI (Persero) Tahun 2025
- Sertifikasi Pengelasan/Welding untuk Anak Buah Kapal (ABK) Tahun 2024
- Program Food Safety *Training* dan Sertifikasi Penjamah Makanan (Food Handler) Tahun 2025
- Pelatihan dan Sertifikasi *Training* on Trainer (ToT) IMC 6.09
- Pelatihan Marine Superintendent
- Pelatihan Tenaga Kerja Pada Ketinggian (TKPK) Tingkat II Tahun 2025
- Pelatihan Electro Technical Rating (ETR) Untuk Pegawai Laut (ABK)

6. Pelatihan Purnabakti
Pelatihan Purnabakti diadakan sebagai sarana untuk membekali para pegawai yang hendak memasuki masa pensiun. Para pegawai dibekali dengan pengetahuan, keterampilan, sikap mental/spiritual, dan kemampuan kewirausahaan untuk menghadapi masa pensiun. Dengan demikian, para pegawai tersebut diharapkan siap/mampu mandiri dan tetap produktif pada saat masa pensiunnya.

PT PELNI (Persero) telah melaksanakan program Pelatihan Purnabakti yang terbagi menjadi dua, sebagai berikut:

b. Sea-Based Employee Certification
This certification is mandatory for seafarers in accordance with the Standards of Training, Certification and Watchkeeping (STCW) requirements as a prerequisite for sea duty.

In 2025, PT PELNI (Persero) conducted the following certifications:

- Revalidation of Seafarer Certificates of Proficiency (CoP) and Endorsement of Certificates of Competency (CoC) in accordance with STCW 1978 as amended by the 2010 Manila Amendments for PT PELNI (Persero) Ship Crew in 2025
- Welding Certification for Ship Crew Members (ABK) 2024
- Food Safety Training and Food Handler Certification Program 2025

- Training and Certification for Training on Trainer (ToT) IMC 6.09
- Marine Superintendent Training
- Working at Height Level II Training Program 2025
- Electro Technical Rating (ETR) Training for Sea-Based Employees (ABK)

6. Retirement Preparation Training (Purnabakti)
Retirement Preparation Training is designed to equip employees approaching retirement with knowledge, skills, mental and spiritual readiness, and entrepreneurial capabilities. It aims to ensure employees remain independent and productive after retirement.

In 2025, PT PELNI (Persero) implemented the following programs:

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a. Diklat Purnabakti Pegawai Darat, yang dilakukan pada Agustus 2025, dengan dihadiri 30 orang pegawai yang terdiri 30 pasangan suami istri Pegawai PT PELNI (Persero) khusus Pegawai Darat Kantor Pusat dan Kantor Cabang (Level Supervisor/setara, *staff* dan *officer*) yang memasuki masa usia 53 tahun ke atas.
b. Diklat Purnabakti Pegawai Laut, yang dilakukan pada November 2025, dengan dihadiri 30 orang pegawai yang terdiri 30 pasangan suami istri Pegawai PT PELNI (Persero) khusus Pegawai Darat Kantor Pusat dan Kantor Cabang (Level Supervisor/setara, *staff* dan *officer*) yang memasuki masa usia 53 tahun ke atas.

a. Shore-Based Employee Retirement Training, held in August 2025 for 30 employees and their spouses (employees aged 53 and above from head office and branches, supervisor level and above).

b. Sea-Based Employee Retirement Training, held in November 2025 for 30 employees and their spouses (employees aged 53 and above from head office and branches, supervisor level and above).

7. Program Beasiswa
   Program Beasiswa diadakan sebagai sarana untuk mengembangkan pengetahuan, keahlian, pengalaman, dan sikap pegawai yang berkaitan dengan pekerjaan dan berorientasi pada tujuan jangka panjang. Pegawai yang mendapatkan program beasiswa dapat menjalankan studinya di institusi/lembaga pendidikan tertentu berdasarkan persyaratan yang berlaku dalam perusahaan.

   Program Beasiswa yang dijalankan PT PELNI (Persero) pada tahun 2025, terbagi menjadi dua, yaitu:

   a. Beasiswa SDM Darat, dan
   b. Beasiswa SDM Laut.

7. Scholarship Program
   The Scholarship Program is designed as a means to develop employees' knowledge, expertise, experience, and work-related attitudes with a long-term orientation. Employees who receive scholarships are given the opportunity to pursue their studies at designated educational institutions in accordance with the company's applicable requirements.

   The Scholarship Program implemented by PT PELNI (Persero) in 2025 is divided into two categories, namely:
   a. Shore-Based Employee Scholarship
   b. Sea-Based Employee Scholarship

JUMLAH PEGAWAI YANG MENDAPATKAN PELATIHAN

Sepanjang tahun 2025, PELNI telah menyelenggarakan dan mengikutsertakan pegawainya pada berbagai program pengembangan kompetensi, baik yang dilakukan secara *in-house* maupun oleh pihak eksternal.

Tahun 2025, akumulasi karyawan yang mengikut program pelatihan dan pengembangan kompetensi adalah sebanyak 3.156 peserta dengan realisasi anggaran mencapai Rp19,15 miliar.

NUMBER OF EMPLOYEES RECEIVING TRAINING

Throughout 2025, PELNI organized and enrolled its employees in various competency development programs, both through in-house training and external programs.

In 2025, a total of 3,156 employees participated in training and competency development programs, with a realized budget of Rp19.15 billion.

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Kategori Category	Jumlah Pegawai yang Mendapat Pelatihan Number of Employees Receiving Training	Jam Pelatihan Training Hours	Rata-rata Jam Pelatihan per Pegawai Average Training Hours per Employee
Jenis Kelamin Gender			
Laki-laki Male	151.435	164.800	53.35
Perempuan Female	40.885	27.520	62.97
Jumlah Tingkat Jabatan Level Number of Employees by Position Level			
EVP			
Vice President (BOD-1)	72	5.098	70.81
Manager (BOD-2)	146	21.194	145.16
SPV	217	21.781	100.37
Staff	530	52.923	99.85
Officer	291	20.874	71.73
Clerk	12	160	13.33
Nakhoda/KKM Captain/Chief Engineer	52	6.099	96.81
Perwira Officers	405	20.138	44.85
Bintara Non-Commissioned Officers	260	12.346	42.87
Tamtama Crew Members	1.171	31.707	21.75
Total Total	**3.156**	**192.320**	**54.54**

PROFIL SUMBER DAYA MANUSIA

Pada tahun 2025, jumlah pegawai PELNI mencapai sebanyak 4.393 orang. Jumlah tersebut menunjukkan penurunan jumlah pegawai sebesar 12,16% dibanding tahun sebelumnya, yang berjumlah 4.533 pegawai. Penurunan jumlah pegawai tersebut sejalan dengan perkembangan usaha Perseroan dan juga untuk mendukung pencapaian rencana jangka menengah dan panjang Perseroan.

PT PELNI (Persero) menjamin bahwa pelaksanaan sistem rekrutmen dan pengembangan karier bagi karyawan dilandasi prinsip keadilan dan kesetaraan. Prinsip ini diterapkan secara konsisten tanpa praktik diskriminasi berdasarkan identitas individu, termasuk tetapi tidak terbatas pada jenis kelamin, suku bangsa, agama, ras, ataupun keterbatasan fisik.

HUMAN CAPITAL PROFILE

In 2025, the total number of PELNI employees reached 4,393 people. This figure represents a decrease of 12.16% compared to the previous year, which recorded 4,533 employees. The decrease in the number of employees was in line with the Company's business developments and also aimed at supporting the achievement of the Company's medium- and long-term plans.

PT PELNI (Persero) ensures that the implementation of its recruitment system and employee career development is based on the principles of fairness and equal opportunity. These principles are consistently applied without discrimination based on individual identity, including but not limited to gender, ethnicity, religion, race, or physical disability.

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Berikut penjabaran terkait komposisi pegawai PELNI berdasarkan jenis kelamin, tingkat pendidikan, usia, level jabatan, hingga status kepegawaian.

The following section describes the composition of PELNI employees based on gender, education level, age, job level, and employment status.

Komposisi Pegawai Berdasarkan Jenis Kelamin

Komposisi pegawai PELNI berdasarkan jenis kelamin didominasi oleh lelaki sebanyak 88,96% dari total pegawai, atau menurun dibanding persentase tahun 2024 yang sebesar 89,65%. Meskipun persentase pegawai laki-laki lebih tinggi dikarenakan tingginya minat dan kesesuaian terhadap pekerjaan operasional seperti di kapal dan cabang, Perseroan berkomitmen untuk memastikan prinsip kesetaraan kesempatan bagi semua pegawai, baik laki-laki maupun perempuan, dalam mengembangkan karier di lingkungan perusahaan.

Employee Composition by Gender

The composition of PELNI employees by gender is dominated by male employees, accounting for 88.96% of the total workforce, slightly lower than the 89.65% recorded in 2024. Although the percentage of male employees remains higher due to stronger interest and suitability for operational roles such as ship and branch operations, the Company remains committed to ensuring equal opportunities for both male and female employees in developing their careers within the organization.

Uraian Description	2025		2024	
	Laki-laki Male	Perempuan Female	Laki-laki Male	Perempuan Female
Pegawai Darat Land Based Employee	880	446	891	427
Pegawai Laut Sea Based Employee	3.028	39	3.173	42
Jumlah Total	**3.908**	**485**	**4.064**	**469**

Komposisi Pegawai Berdasarkan Tingkat Pendidikan

Pada tahun 2025 jumlah pegawai lulusan Sarjana mengalami peningkatan sebesar 1,50% dari 934 orang pada tahun 2024 menjadi 957 orang. Peningkatan tersebut bisa menciptakan pegawai yang unggul, kompeten dan berdaya saing. Perseroan juga menyediakan pelatihan dan pengembangan kompetensi yang dapat meningkatkan keahlian pegawai dalam menjalankan tugas dan tanggung jawabnya. Melalui pelatihan yang diselenggarakan, Perseroan melihat pengembangan SDM ini sebagai bentuk investasi jangka panjang yang dapat meningkatkan kinerja Perseroan di masa depan.

Employee Composition by Education Level

In 2025, the number of employees holding a bachelor's degree increased by 1.50%, from 934 employees in 2024 to 957 employees. This increase is expected to support the development of a highly capable, competent, and competitive workforce. The Company also provides training and competency development programs to enhance employees' skills in carrying out their duties and responsibilities. Through these training programs, the Company views human capital development as a long-term investment that can improve the Company's performance in the future.

SUMBER DAYA MANUSIA
HUMAN CAPITAL

Uraian Description	2025		2024	
	Jumlah Total	Komposisi Composition	Jumlah Total	Komposisi Composition
Pascasarjana (S2) Postgraduate Degree (Master's Degree/S2)	37	0,84%	68	1,50%
Sarjana Bachelor's Degree	957	21,78%	934	20,60%
Diploma	535	12,18%	383	8,45%
< SLTA Below Senior High School Level	1.885	42,91%	2.242	49,46%
ANT I	65	1,48%	57	1,26%
ANT II	115	2,62%	90	1,99%
ANT III	190	4,33%	207	4,57%
< ANT IV Below ANT IV	104	2,37%	98	2,16%
ATT I	44	1,00%	27	0,60%
ATT II	98	2,23%	89	1,96%
ATT III	217	4,94%	223	4,92%
< ATT IV Below ATT IV	146	3,32%	115	2,54%
Jumlah Total	**4.393**	**100,00%**	**4.533**	**100,00%**

Komposisi Pegawai Berdasarkan Usia

Komposisi pegawai PELNI berdasarkan usia didominasi oleh kelompok umur yang berada pada rentang 31-39 tahun, dengan persentase sebesar 29,93%. Komposisi secara umum pada tahun 2025 menunjukkan bahwa pegawai yang berusia di bawah 50 tahun sebesar 73,29%, meningkat dibandingkan dengan tahun 2024 yang sebesar 68,85%. Terkait hal tersebut, sebagai upaya peremajaan tenaga kerja, PELNI secara konsisten mempersiapkan regenerasi personil untuk menggantikan posisi pegawai yang berusia di atas 50 tahun.

Employee Composition by Age

The composition of PELNI employees by age is dominated by the 31–39 year age group, which accounts for 29.93% of the total workforce. Overall, in 2025, employees under the age of 50 represented 73.29% of total employees, an increase compared to 68.85% in 2024. In this regard, as part of its workforce rejuvenation efforts, PELNI consistently prepares the next generation of personnel to replace employees who are over 50 years of age.

Uraian Description	2025		2024	
	Jumlah Total	Komposisi Composition	Jumlah Total	Komposisi Composition
> 55	13	0,30%	280	6,18%
50 – 55	1.160	26,41%	1.132	24,97%
40 – 49	671	15,27%	543	11,98%
31 - 39	1.315	29,93%	1.455	32,10%
< 30	1.234	28,09%	1.123	24,77%
Jumlah Total Total	**4.393**	**100,00%**	**4.533**	**100,00%**

SUMBER DAYA MANUSIA
HUMAN CAPITAL

Komposisi Pegawai Berdasarkan Level Jabatan

Berdasarkan level organisasi, pegawai PELNI didominasi oleh personil pada jenjang tamtama (setara staf/ pelaksana) sebesar 40,79%. Hal ini sejalan dengan model bisnis Perseroan yang lebih banyak menyerap tenaga kerja operasional di kapal.

Employee Composition by Job Level

Based on organizational level, PELNI employees are predominantly personnel at the non-commissioned/staff level, accounting for 40.79% of the total workforce. This is in line with the Company's business model, which requires a larger number of operational personnel on board ships.

No.	Uraian Description	2025	2024	Komposisi Composition
Pegawai Darat Land Based Employee				
A	Direksi Board of Directors	6	6	
	2 - 4 (Manajer tingkat atas) 2–4 (Senior Management Level)	64	68	1,46%
	5 - 7 (Manajer tingkat menengah) 5–7 (Middle Management Level)	193	203	4,39%
	8 - 9 (Manajer tingkat bawah) 8–9 (Lower Management Level)	216	216	4,92%
	10 - 13 Staf & Pejabat 10–13 Staff & Officers	775	731	17,64%
	14 - 16 Staf 14–16 Staff	76	95	1,73%
	Jumlah Total Total	**1.324**	**1.319**	**30,14%**
Pegawai Laut Sea Based Employee				
B	3 - 9 (Perwira) 3–9 (Officers)	946	932	21,53%
	10 - 12 (Bintara) 10–12 (Non-Commissioned Officers)	331	288	7,53%
	13 - 15 (Tamtama) 13–15 (Crew Members)	1.792	1994	40,79%
	Jumlah Total Total	**3.069**	**3214**	**69,86%**
	Jumlah Keseluruhan Overall	**4.393**	**4533**	**100,00%**

*) Tidak mencakup Pegawai Darat (Anak Perusahaan)
*) Not included Land Based Employee (Subsidiaries)

SUMBER DAYA MANUSIA
HUMAN CAPITAL

Komposisi Pegawai Berdasarkan Wilayah Kerja dan Status Kepegawaian

Secara umum pegawai perusahaan terdiri dari pegawai tetap atau organik dan pegawai kontrak atau Non-Organik. Komposisi pegawai PELNI didominasi oleh pegawai tetap dengan persentase 62,55%.

Employee Composition by Work Area and Employment Status

In general, the Company's workforce consists of permanent (organic) employees and contract (non-organic) employees. The composition of PELNI employees is dominated by permanent employees, accounting for 62.55% of the total workforce.

Uraian Description	2025			2024		
	Non-Organik Non-Organic	Organik Organic	Jumlah Total	Non-Organik Non-Organic	Organik Organic	Jumlah Total
Pegawai Darat Land Based Employee	315	1.011	1.326	375	943	1.318
Pegawai Laut Sea Based Employee	1.330	1.737	3.067	1.611	1.604	3.215
Jumlah Total	**1.645**	**2.748**	**4.393**	**1.986**	**2.547**	**4.533**

RENCANA PENGEMBANGAN SDM 2026

PT PELNI (Persero) telah merencanakan program pelatihan dan pengembangan SDM melalui hasil rapat pembahasan RKAP bersama Direktur Keuangan dan Manajemen Risiko, anggaran pelatihan yang telah disetujui dapat dipetakan sebagai berikut:

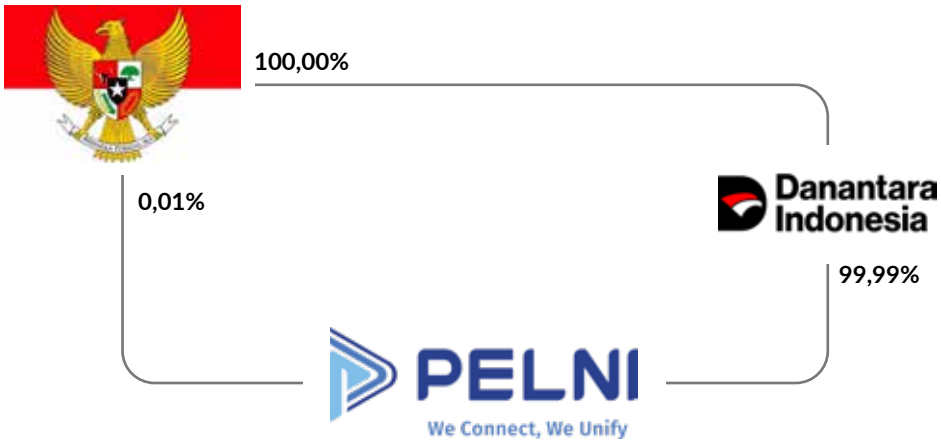
1. Pada Divisi SDM terdapat biaya pengembangan Sumber Daya Manusia (Pegawai) sebesar Rp2.500 juta.
2. Pada Divisi Kesekretariatan Perusahaan terdapat biaya pendidikan dan pelatihan Direktur dan Komisaris untuk mendukung peningkatan kompetensi Direktur dan Komisaris sebesar Rp950 juta.
3. Pada Divisi Pembelajaran dan Pengembangan terdapat biaya pengembangan untuk pegawai berupa kegiatan pelatihan dan diklat untuk mendukung peningkatan kompetensi pegawai sebesar Rp14.827 juta.

HUMAN CAPITAL DEVELOPMENT PLAN FOR 2026

PT PELNI (Persero) has prepared Human Capital training and development programs based on the results of the RKAP discussion meeting with the Finance Director and Risk Management. The approved training budget is allocated as follows:

1. The Human Capital Division has allocated Rp2.5 billion for employee Human Capital development programs.
2. The Corporate Secretariat Division has allocated Rp950 million for education and training programs for the Board of Directors and Board of Commissioners to support competency enhancement.
3. The Learning and Development Division has allocated Rp14.827 billion for employee development activities, including training and educational programs aimed at improving employee competencies.

INFORMASI PEMEGANG SAHAM
SHAREHOLDERS INFORMATION



KOMPOSISI PEMEGANG SAHAM

PELNI merupakan Badan Usaha Milik Negara (BUMN) yang dimiliki oleh Negara Republik Indonesia, melalui Badan Pengaturan BUMN dan PT Danantara Asset Management (Persero), dengan komposisi sebagai berikut:

SHAREHOLDER COMPOSITION

PELNI is a State-Owned Enterprise (SOE) owned by the Government of the Republic of Indonesia through the State-Owned Enterprises Authority and PT Danantara Asset Management (Persero), with the following composition:

Nama Pemegang Saham Name of Shareholders	Jenis Saham Type of Share	Jumlah Saham Total Shares	Nominal	Persentase Kepemilikan Ownership Percentage
Negara Republik Indonesia c.q BP BUMN	Seri A Dwi Warna A Dwi Warna Series	1	Rp1.000.000	0,00001095%
PT Danantara Asset Management (Persero)	Seri B B Series	9.129.899	Rp9.129.899.000.000	99,99998905%
Jumlah Total		9.129.900	**Rp9.129.900.000.000**	**100,00%**

KOMPOSISI PEMEGANG SAHAM YANG MEMILIKI 5% ATAU LEBIH SAHAM

COMPOSITION OF SHAREHOLDERS HOLDING 5% OR MORE OF SHARES

Nama Pemegang Saham Name of Shareholders	Jenis Saham Type of Share	Jumlah Saham Total Shares	Nominal	Persentase Kepemilikan Ownership Percentage
PT Danantara Asset Management (Persero)	Seri B B Series	9.129.899	Rp9.129.899.000.000	99,99998905%

INFORMASI PEMEGANG SAHAM
SHAREHOLDERS INFORMATION

PERSENTASE KEPEMILIKAN TIDAK LANGSUNG ATAS SAHAM OLEH ANGGOTA DIREKSI DAN ANGGOTA DEWAN KOMISARIS

Sampai dengan 31 Desember 2025, tidak terdapat anggota Direksi dan Dewan Komisaris Perseroan yang memiliki saham.

JUMLAH PEMEGANG SAHAM DAN PERSENTASE KEPEMILIKAN PER AKHIR TAHUN BUKU BERDASARKAN KLASIFIKASI

PELNI merupakan Badan Usaha Milik Negara (BUMN) yang dimiliki oleh Negara Republik Indonesia, melalui Badan Pengaturan BUMN dan PT Danantara Asset Management (Persero). Dengan demikian, sampai dengan 31 Desember 2025, tidak terdapat jumlah pemegang saham dan persentase kepemilikan per akhir tahun buku berdasarkan klasifikasi:

1. Kepemilikan institusi lokal;
2. Kepemilikan institusi asing;
3. Kepemilikan individu lokal; dan
4. Kepemilikan individu asing.

INFORMASI MENGENAI PEMEGANG SAHAM UTAMA DAN PENGENDALI

Pemegang saham utama dan pengendali PT PELNI (Persero) berada di bawah PT Danantara Asset Management dan BP BUMN yang menjadi kuasa dari Pemerintah Republik Indonesia.

PERCENTAGE OF INDIRECT SHARE OWNERSHIP BY MEMBERS OF THE BOARD OF DIRECTORS AND BOARD OF COMMISSIONERS

As of 31 December 2025, none of the members of the Company's Board of Directors or Board of Commissioners held shares in the Company.

NUMBER OF SHAREHOLDERS AND PERCENTAGE OF OWNERSHIP AT YEAR-END BY CLASSIFICATION

PELNI is a State-Owned Enterprise (SOE) owned by the Government of the Republic of Indonesia through the State-Owned Enterprises Authority and PT Danantara Asset Management (Persero). Therefore, as of 31 December 2025, there was no classification of shareholders and ownership percentages at year-end under the following categories:

1. Local institutional ownership
2. Foreign institutional ownership
3. Local individual ownership
4. Foreign individual ownership

INFORMATION ON MAJOR AND CONTROLLING SHAREHOLDERS

The major and controlling shareholders of PT PELNI (Persero) are under PT Danantara Asset Management and the State-Owned Enterprises Authority, acting on behalf of the Government of the Republic of Indonesia.

ENTITAS ANAK DAN ENTITAS ASOSIASI
SUBSIDIARIES AND ASSOCIATED ENTITIES

Daftar entitas anak dan entitas asosiasi PT PELNI (Persero) pada 31 Desember 2025 dapat dilihat melalui tabel di bawah ini:

The list of subsidiaries and associated entities of PT PELNI (Persero) as of 31 December 2025 can be seen in the table below:

No	Nama Perusahaan Company Name	Persentase Kepemilikan Ownership Percentage	Bidang Usaha Line of Business	Status Operasi Operational Status	Total Aset 31 Desember 2025 Total of Assets as of 31 December 2025
1	PT PBM Sarana Bandar Nasional (PT PBM SBN)	99,47%	Angkutan transportasi, bongkar muat, pengiriman barang, pergudangan, operator terminal laut, truk, *custom clearance*, pedalaman depo. Transportation services, loading and unloading services, freight forwarding, warehousing, marine terminal operations, trucking services, customs clearance, and inland depot services.	Beroperasi Operating	Rp531,70 miliar Rp531.70 billion
2	PT Pelita Indonesia Djaya (PT PID)	99,50%	Jasa perdagangan umum, jasa kepelabuhan, perusahaan pengutusan kepabeanan, jasa kebersihan, jasa pengamanan, jasa pengelolaan kasur, jasa penyediaan air minum dalam kemasan, jasa pengelolaan hotel, jasa penyediaan hiburan atas kapal. General trading services, port services, customs brokerage services, cleaning services, security services, mattress management services, bottled drinking water supply services, hotel management services, and onboard entertainment services.	Beroperasi Operating	Rp461,74 miliar Rp461.74 billion

PT PBM SARANA BANDAR NASIONAL (PT PBM SBN)

Bidang Usaha

PT PBM Sarana Bandar Nasional (PT PBM SBN) merupakan anak perusahaan PELNI yang beroperasi pada bidang usaha Angkutan transportasi, bongkar muat, pengiriman barang, pergudangan, operator terminal laut, truk, *custom clearance*, pedalaman depo/*transportation, loading, logistic, warehouse, marine terminal operator, truck, custom clearance, inland depo*.

PT PBM SARANA BANDAR NASIONAL (PT PBM SBN)

Business Activities

PT PBM Sarana Bandar Nasional (PT PBM SBN) is a subsidiary of PELNI operating in transportation services, loading and unloading services, freight forwarding, warehousing, marine terminal operations, trucking, customs clearance, inland depot transportation, logistics, and related port services.

ENTITAS ANAK DAN ENTITAS ASOSIASI
SUBSIDIARIES AND ASSOCIATED ENTITIES

Jumlah Aset dan Laba

Pada tahun 2025, PT PBM Sarana Bandar Nasional (PT PBM SBN) membukukan laba sebesar negatif Rp44,94 miliar.

Total Assets and Profit

In 2025, PT PBM Sarana Bandar Nasional (PT PBM SBN) recorded a net loss of Rp44.94 billion.

Susunan Manajemen

Susunan dan nama masing-masing anggota Dewan Komisaris dan Direksi PT PBM Sarana Bandar Nasional (PT PBM SBN) pada 31 Desember 2025 adalah sebagai berikut:

Management Composition

The composition and names of the members of the Board of Commissioners and Board of Directors of PT PBM Sarana Bandar Nasional (PT PBM SBN) as of 31 December 2025 are as follows:

Susunan Manajemen PT PBM Sarana Bandar Nasional (PT PBM SBN)
Management Composition of PT PBM Sarana Bandar Nasional (PT PBM SBN)

Dewan Komisaris Board of Commissioners	
Komisaris Utama President Commissioner	A.A.N. Budi Tresnawan
Komisaris Commissioner	Tatang R. Dasuki
Komisaris Commissioner	Rustam Amiruddin
Direksi Board of Director	
Direktur Utama President Director	Sukendra
Direktur Keuangan dan SDM Director of Finance and Human Resources	Affan Taufan
Direktur Operasi dan Komersial Director of Operations and Commercial	I Komang Budi Swastawan

Alamat dan Informasi Kontak
Address and Contact Information

Alamat Address	Jl. Cempaka Putih Tengah II B.13-14, Cempaka Putih, Jakarta - 10510
Informasi Kontak Contact Information	T : 021- 4287 9000 F : 021-4287 8389
Email	info@saranabandarlogistik.co.id
Situs Web Website	https://saranabandarlogistik.co.id

ENTITAS ANAK DAN ENTITAS ASOSIASI
SUBSIDIARIES AND ASSOCIATED ENTITIES

PT PELITA INDONESIA DJAYA (PT PID)

Bidang Usaha

PT Pelita Indonesia Djaya (PT PID) merupakan anak Perusahaan Perseroan yang bergerak di bidang Jasa perdagangan umum, jasa kepelabuhan, perusahaan pengutusan kepabeanan, jasa kebersihan, jasa pengamanan, jasa pengelolaan kasur, jasa penyediaan air minum dalam kemasan, jasa pengelolaan hotel, jasa penyediaan hiburan atas kapal.

Jumlah Aset dan Laba

Pada tahun 2025, PT Pelita Indonesia Djaya (PT PID) membukukan aset sejumlah Rp461,74 miliar, dengan perolehan laba mencapai Rp33,22 miliar.

Susunan Manajemen

Susunan dan nama masing-masing anggota Dewan Komisaris dan Direksi PT Pelita Indonesia Djaya (PT PID) pada 31 Desember 2025 adalah sebagai berikut:

PT PELITA INDONESIA DJAYA (PT PID)

Business Activities

PT Pelita Indonesia Djaya (PT PID) is a subsidiary of the Company engaged in general trading services, port services, customs brokerage services, cleaning services, security services, mattress management services, bottled drinking water supply services, hotel management services, and onboard entertainment services.

Total Assets and Profit

In 2025, PT Pelita Indonesia Djaya (PT PID) recorded total assets of Rp461.74 billion, with a net profit of Rp33.22 billion.

Management Composition

The composition and names of the members of the Board of Commissioners and Board of Directors of PT Pelita Indonesia Djaya (PT PID) as of 31 December 2025 are as follows:

Susunan Manajemen PT Pelita Indonesia Djaya (PT PID)
Management Composition of PT Pelita Indonesia Djaya (PT PID)

Dewan Komisaris Board of Commissioners	
Komisaris Utama President Commissioner	Mardiyanto
Komisaris Commissioner	Yoni Agung Triharto
Direksi Board of Director	
Direktur Utama President Director	Didik Martono
Direktur Keuangan dan SDM Director of Finance and Human Resources	Suparno
Direktur Operasi dan Komersial Director of Operations and Commercial	Hana Suhardi

Alamat dan Informasi Kontak
Address and Contact Information

Alamat Address	Gedung Pelni Kemayoran Jl. Angkasa No. 18 Gunung Sahari Selatan Jakarta Pusat 10610.
Informasi Kontak Contact Information	T: 021-42883740
Email	corporate@pidc.co.id
Situs Web Website	www.pelniservices.co.id

STRUKTUR GRUP PERUSAHAAN
COMPANY GROUP STRUCTURE

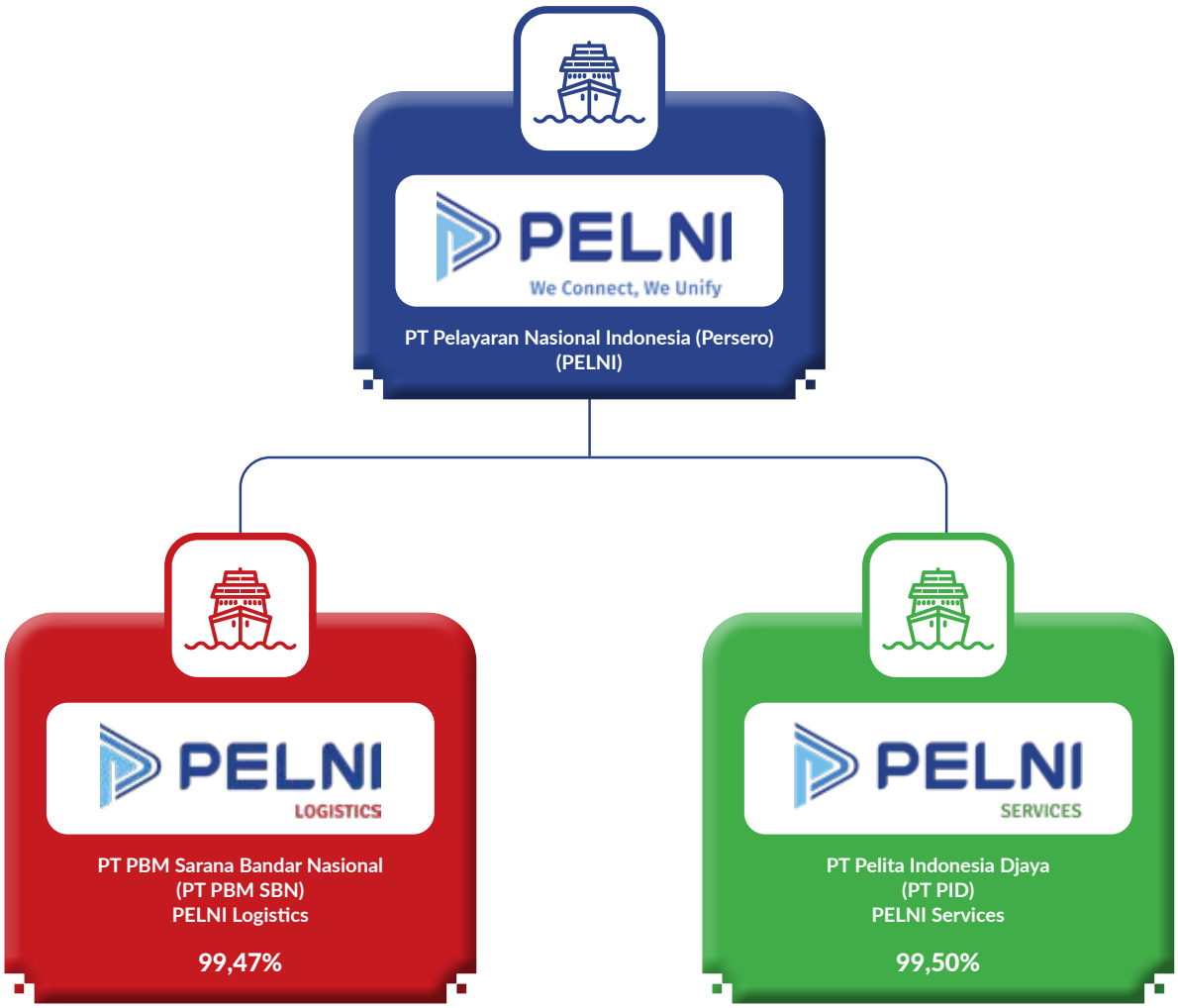
Sampai dengan 31 Desember 2025, PELNI beroperasi dengan kepemilikan terhadap 2 (dua) anak perusahaan yaitu PT PBM Sarana Bandar Nasional (PT PBM SBN) dengan kepemilikan saham 99,47% dan PT Pelita Indonesia Djaya (PT PID) dengan kepemilikan saham 99,50%.

Struktur grup PT PELNI (Persero) pada 31 Desember 2025 dapat dilihat pada bagan di bawah ini:

As of 31 December 2025, PELNI operated with ownership in 2 (two) subsidiaries, namely PT PBM Sarana Bandar Nasional (PT PBM SBN) with a share ownership of 99.47%, and PT Pelita Indonesia Djaya (PT PID) with a share ownership of 99.50%.

The group structure of PT PELNI (Persero) as of 31 December 2025 can be seen in the chart below:

STRUKTUR GRUP PELNI
PELNI GROUP STRUCTURE



KRONOLOGI PENCATATAN SAHAM
CHRONOLOGY OF SHARE LISTING

Sebagai Badan Usaha Milik Negara yang tidak mencatatkan sahamnya di Bursa Efek Indonesia, kronologi berikut menyajikan riwayat pencatatan dan perubahan modal saham Perseroan sejak pendirian hingga tahun buku 2025.

As a State-Owned Enterprise whose shares are not listed on the Indonesia Stock Exchange, the following chronology presents the history of the Company's share capital recording and changes from its establishment through the 2025 financial year.

Tanggal Date	Keterangan Description	Modal Ditempatkan & Disetor (Rp) Issued & Paid-up Capital (Rp)
30 Okt 1975 Oct 30, 1975	Perubahan status menjadi Perseroan Terbatas berdasarkan Akta Pendirian No. 31. Change of legal status to a Limited Liability Company under Establishment Deed No. 31.	–
1 Feb 2016 Feb 1, 2016	Penetapan modal ditempatkan dan disetor penuh sebesar Rp7.629.900.000.000, seluruhnya milik Negara RI — terdiri atas setoran modal lama Rp7.065.092.000.000 (Akta No. 1/2016), konversi utang SLA kepada Negara Rp564.807.589.000 (PP No. 87 Tahun 2016), dan kapitalisasi cadangan Rp411.000. Determination of issued and fully paid-up capital of Rp7,629,900,000,000, wholly owned by the Republic of Indonesia — comprising old capital deposit of Rp7,065,092,000,000 (Deed No. 1/2016), conversion of SLA debt to the State of Rp564,807,589,000 (Gov. Reg. No. 87/2016), and capitalization of reserves of Rp411,000.	7.629.900.000.000
2024 2024	Penerimaan Penyertaan Modal Negara (PMN) sebesar Rp1.500.000.000.000 berdasarkan PP No. 53 Tahun 2024; tercatat pada pos PMN dan belum dikapitalisasi menjadi modal saham. Receipt of State Capital Contribution (SCC) of Rp1,500,000,000,000 under Gov. Reg. No. 53/2024; recorded under SCC, not yet capitalized into share capital.	7.629.900.000.000
20 Mar 2025 Mar 20, 2025	Kapitalisasi PMN 2024 sehingga modal ditempatkan dan disetor meningkat menjadi Rp9.129.900.000.000 (Akta Notaris Ida Adiningsih, S.H., No. 7). Kepemilikan beralih menjadi PT Danantara Aset Management 9.129.899 lembar Saham Seri B (99,99999%) dan Badan Pengatur BUMN 1 lembar Saham Seri A Dwi Warna (0,00001%). Capitalization of the 2024 SCC, increasing issued and paid-up capital to Rp9,129,900,000,000 (Notarial Deed of Ida Adiningsih, S.H., No. 7). Ownership transferred to PT Danantara Aset Management with 9,129,899 Series B shares (99.99999%) and the SOE Regulatory Agency holding 1 Series A Dwi Warna share (0.00001%).	9.129.900.000.000
4 Jul 2025 Jul 4, 2025	Perubahan terakhir Anggaran Dasar (Akta No. 10, Notaris Emmy Yatmini, S.H.), disahkan Menkumham No. AHU-AH.01.09-0307058 tanggal 5 Juli 2025. Latest amendment to the Articles of Association (Deed No. 10, Notary Emmy Yatmini, S.H.), approved by MoLHR No. AHU-AH.01.09-0307058 dated July 5, 2025.	9.129.900.000.000

KRONOLOGI PENCATATAN SAHAM
CHRONOLOGY OF SHARE LISTING

Tanggal Date	Keterangan Description	Modal Ditempatkan & Disetor (Rp) Issued & Paid-up Capital (Rp)
30 Des 2025 Dec 30, 2025	Penerimaan tambahan PMN sebesar Rp2.500.000.000.000 berdasarkan PP No. 53 Tahun 2025, disalurkan melalui Badan Pengelola Investasi Daya Anagata Nusantara (Danantara) untuk pengadaan 3 unit kapal penumpang kelas ekonomi; tercatat pada pos PMN Rp2.500.143.585.642 dan belum dikapitalisasi. Receipt of additional SCC of Rp2,500,000,000,000 under Gov. Reg. No. 53/2025, channeled through the Daya Anagata Nusantara Investment Management Agency (Danantara) for procurement of 3 economy-class passenger ships; recorded under SCC at Rp2,500,143,585,642, not yet capitalized.	9.129.900.000.000
2 Feb 2026 Feb 2, 2026 Peristiwa setelah tanggal pelaporan Subsequent event	Persetujuan pengalihan saham, perubahan struktur permodalan, dan perubahan Anggaran Dasar (Akta No. 1, Notaris Ida Adiningsih, S.H.); tercatat No. AHU-0039032.AH.01.11 Tahun 2026 tanggal 23 Februari 2026. Approval of share transfer, changes in capital structure, and amendment to the Articles of Association (Deed No. 1, Notary Ida Adiningsih, S.H.); recorded No. AHU-0039032.AH.01.11 of 2026 dated February 23, 2026.	-

KRONOLOGI PENCATATAN EFEK LAINNYA
CHRONOLOGY OF OTHER SECURITIES LISTING

Sampai dengan 31 Desember 2025, PELNI tidak melakukan pencatatan efek lainnya. Dengan demikian, tidak terdapat informasi apa pun terkait nama efek, nilai penawaran, nama bursa pencatatan saham, hingga peringkat efek untuk diungkapkan di dalam Laporan Tahunan ini.

As of 31 December 2025, PELNI had not listed any other securities. Therefore, there is no information regarding the name of securities, offering value, stock exchange listing, or securities rating to be disclosed in this Annual Report.

LEMBAGA DAN PROFESI PENUNJANG PASAR MODAL
CAPITAL MARKET SUPPORTING INSTITUTIONS AND PROFESSIONS

Kantor Akuntan Publik
Public Accounting Firm

Nama KAP Name of KAP	Djoko, Sidik & Indra
Nama AP Name of AP	Indra Soesetiawan, M.H., Ak., CPA., CA., Asean CPA., CFI., CACP NRAP
Alamat Address	Graha Mandiri d/h Plaza Bumi Daya 17th Floor Jl. Imam Bonjol No. 61 Jakarta Pusat 10310 Indonesia.
NIUKAP	959/KM.1/2014
Biaya Jasa Audit Audit Service Fee	Rp620.000.000 (exc PPN) Rp620.000.000 (exc PPN)
Jasa yang Diberikan Services Provided	Jasa Audit Laporan Keuangan konsolidasian PT Pelayaran Nasionai Indonesia (Persero) dan Entitas Anak ("Grup"), serta Jasa Audit Kepatuhan, Jasa Laporan Key Performance Indicators dan Jasa Laporan Penyertaan Modal Negara (PMN). Audit of the Consolidated Financial Statements of PT Pelayaran Nasional Indonesia (Persero) and its Subsidiaries (the "Group"), together with Compliance Audit Services, Key Performance Indicators (KPI) Reporting Services, and State Capital Injection (PMN) Reporting Services.

Kantor Akuntan Publik
Public Accounting Firm

Nama KAP Name of KAP	Djoko, Sidik & Indra
Nama AP Name of AP	Indra Soesetiawan, M.H., Ak., CPA., CA., Asean CPA., CFI., CACP NRAP
Alamat Address	Graha Mandiri d/h Plaza Bumi Daya 17th Floor Jl. Imam Bonjol No. 61 Jakarta Pusat 10310 Indonesia.
NIUKAP	959/KM.1/2014
Biaya Jasa Audit Audit Service Fee	Rp620.000.000 (exc PPN) Rp620.000.000 (exc PPN)
Jasa yang Diberikan Services Provided	Jasa Audit Laporan Keuangan konsolidasian PT Pelayaran Nasionai Indonesia (Persero) dan Entitas Anak ("Grup"), serta Jasa Audit Kepatuhan, Jasa Laporan Key Performance Indicators dan Jasa Laporan Penyertaan Modal Negara (PMN). Audit of the Consolidated Financial Statements of PT Pelayaran Nasional Indonesia (Persero) and its Subsidiaries (the "Group"), together with Compliance Audit Services, Key Performance Indicators (KPI) Reporting Services, and State Capital Injection (PMN) Reporting Services.
Periode Penugasan Engagement Period	2025
Jasa lain yang diberikan Other Services Provided	Tidak ada None

LEMBAGA DAN PROFESI PENUNJANG PASAR MODAL
CAPITAL MARKET SUPPORTING INSTITUTIONS AND PROFESSIONS

Notaris
Notary

Nama Lembaga Institution Name	Kantor Notaris Ida Adiningsih, S.H.
Alamat Address	Jl. Kembang Raya No.15A 7, RT.7/RW.4, Kwitang, Kecamatan Senen, Kota Jakarta Pusat

Nama Lembaga Institution Name	Kantor Notaris & PPAT Emmy Yatmini Noordjasmani, S.H.
Alamat Address	Jl. Panglima Polim Raya No.107D, Jakarta Selatan

Nama Lembaga Institution Name	Kantor Notaris Dr. Buntario Tigris, S.H., S.E., M.H.
Alamat Address	Jl. Batu Ceper No.19 D, E, F, RT.1/RW.2, Kb. Klp., Kecamatan Gambir, Kota Jakarta Pusat, Daerah Khusus Ibukota Jakarta 10120

Konsultan Hukum
Legal Consultant

Nama Lembaga Institution Name	Kantor Hukum Toni Hendarto, S.H., M.H., MM & Rekan
Alamat Address	Jl. Pemuda Nomor 14B, Pulogadung, Jakarta Timur

Nama Lembaga Institution Name	Destivano Wibowo & Associates
Alamat Address	Menara Karya Lantai 7, Unit B & C, Jl. H. R. Rasuna Said Block X-5 Kav 1-2, Jakarta

Nama Lembaga Institution Name	RBP Law Firm
Alamat Address	The H Tower, 19th Floor, Suite E Jl. H. R . Rasuna Said Kav. C. 20-21, Jakarta 12940, Indonesia

Nama Lembaga Institution Name	Hansel Partnership
Alamat Address	Equity Tower, 26th Floor H, Suite 2610, SCBD, Jakarta Selatan, Jakarta, Indonesia 12190

Nama Lembaga Institution Name	Persekutuan Dewi Djalal & Partners
Alamat Address	Pakuwon Tower, Jl. Raya Casablanca Raya No.Kav. 88 15th Floor, RT.3/RW.14, Menteng Dalam, Kec. Tebet, Kota Jakarta Selatan, Daerah Khusus Ibukota Jakarta 12870

Nama Lembaga Institution Name	36 Sovereign Chambers
Alamat Address	Sovereign Plaza, Jl. TB Simatupang No.Kav. 36 Lantai 21, RT.1/RW.2, Cilandak Bar., Kec. Cilandak, Kota Jakarta Selatan, Daerah Khusus Ibukota Jakarta 12560

LEMBAGA DAN PROFESI PENUNJANG PASAR MODAL
CAPITAL MARKET SUPPORTING INSTITUTIONS AND PROFESSIONS

Nama Lembaga Institution Name	Tumbuan & Partners
Alamat Address	Jl. Gandaria Tengah III No.8, RT.3/RW.1, Kramat Pela, Kec. Kby. Baru, Jakarta, Daerah Khusus Ibukota Jakarta 12130

Nama Lembaga Institution Name	Namora Sabungan Law Firm Advokat & Konsultan Hukum
Alamat Address	Cassia, AA20, Jakarta Garden City, Cakung, Jakarta Timur

Nama Lembaga Institution Name	ADP Counsellors At Law
Alamat Address	Plaza Simatupang 6th Floor Kav. IS No. 01, Jl. T.B. Simatupang, Pd. Pinang, Kebayoran Lama, Jakarta Selatan

Nama Lembaga Institution Name	Kantor Advokat Dr. Budi Kusumaning Atik, S.H., M.H. & Associates
Alamat Address	Jl. Margorejo Indah No. 12D, Margorejo, Wonocolo, Surabaya

BIRO ADMINISTRASI EFEK

Sampai dengan 31 Desember 2025, PELNI tidak mencatatkan saham ataupun efek lain pada bursa mana pun.

SHARE REGISTRAR

As of 31 December 2025, PELNI had not listed its shares or any other securities on any stock exchange.

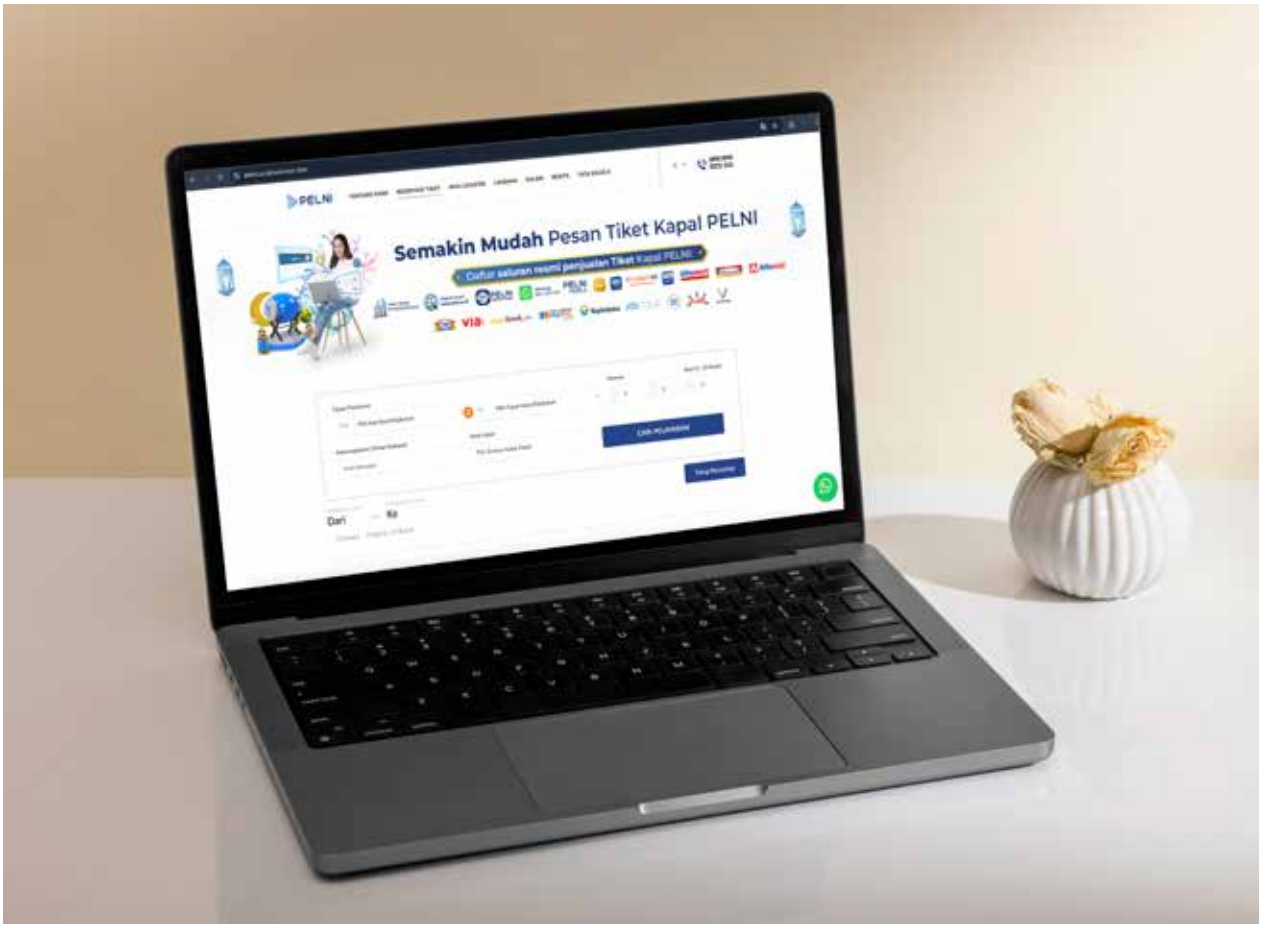
PERUSAHAAN PEMERINGKAT EFEK

Sampai dengan 31 Desember 2025, PELNI tidak mencatatkan saham ataupun efek lain pada bursa mana pun.

SECURITIES RATING AGENCY

As of 31 December 2025, PELNI had not listed its shares or any other securities on any stock exchange.

INFORMASI PADA SITUS WEB PERUSAHAAN
INFORMATION AVAILABLE ON THE COMPANY WEBSITE



Sebagai wujud komitmen terhadap transparansi, PELNI menyediakan informasi secara transparan, terbuka serta akurat. Hal tersebut diwujudkan salah satunya dengan menyediakan situs web resmi PELNI yang dapat diakses pada **https://www.pelni.co.id/** yang dapat diakses khalayak umum, pemangku kepentingan serta pemegang saham.

Informasi yang tersedia pada situs web PELNI mengacu pada standar penerapan terbaik *Good Corporate Governance* (GCG), serta ketentuan yang terdapat di dalam Kriteria Penilaian *Annual Report Award* serta Peraturan OJK Nomor 8/POJK.04/2015 tentang Situs *Web* Emiten atau Perusahaan Publik. Berikut beberapa informasi yang dapat diakses melalui situs *web* PELNI, antara lain:

1. Nama, alamat dan kontak kantor pusat dan/atau kantor perwakilan;
2. Riwayat singkat;

As part of its commitment to transparency, PELNI provides information in a transparent, open, and accurate manner. This commitment is implemented through the provision of PELNI's official website, accessible at **https://www.pelni.co.id/**, which can be accessed by the public, stakeholders, and shareholders.

The information available on the PELNI website refers to best practices in the implementation of Good Corporate Governance (GCG), as well as the provisions set out in the Annual Report Award Assessment Criteria and OJK Regulation Number 8/POJK.04/2015 concerning the Websites of Issuers or Public Companies. The following are some of the information available on the PELNI website:

1. Name, address, and contact details of the head office and/or representative offices;
2. Brief company history;

INFORMASI PADA SITUS WEB PERUSAHAAN
INFORMATION AVAILABLE ON THE COMPANY WEBSITE

3. Struktur organisasi;
4. Informasi Pemegang Saham;
5. Isi Kode Etik (Etika Bisnis);
6. Informasi Rapat Umum Pemegang Saham (RUPS);
7. Profil Direksi dan Dewan Komisaris;
8. Piagam/*Charter* Dewan Komisaris, Direksi, Komite-komite, Sekretaris Perusahaan dan Audit Internal.
9. Dokumen Anggaran Dasar.

3. Organizational structure;
4. Shareholder information;
5. Code of Conduct (Business Ethics);
6. General Meeting of Shareholders (GMS) information;
7. Profiles of the Board of Directors and Board of Commissioners;
8. Charters of the Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit;
9. Articles of Association documents.

Selain informasi yang disebutkan di atas, *website* PT PELNI (Persero) juga membuat informasi yang lebih spesifik, yaitu:

In addition to the information mentioned above, the PT PELNI (Persero) website also provides more specific information, including:

Tentang Kami About Us	Profil Perusahaan • BOD/BOC	Company Profile • BOD/BOC
	Sejarah	History
	Visi & Misi	Vision & Mission
	Penghargaan	Awards
	Keterbukaan Informasi • Laporan Tahunan • Pemegang Saham • Struktur Organisasi • Nilai Perusahaan	Information Disclosure • Annual Reports • Shareholders • Organizational Structure • Corporate Values
Reservasi Tiket Ticket Reservation	Reservasi Tiket PT PELNI (Persero)	PT PELNI (Persero) Ticket Reservations
Jasa Logistik Logistics Services	• Tol Laut • Kapal Ternak	• Sea Toll Program • Livestock Vessel Services
Layanan Services	Gaya Hidup • Wisata Bahari • MICE	Lifestyle • Marine Tourism • MICE Services
Galeri Gallery	Layanan Lainnya • Hotel Bahtera • Galangan Kapal • Keagenan Kapal • PELNI Aset	Other Services • Bahtera Hotel • Shipyard Services • Ship Agency Services • PELNI Assets
Berita News	Berita *Press Release*	News Press Release
	Event	Event
Tata Kelola Perusahaan Corporate Governance	• Pedoman *Board Manual* • Pedoman CoC • Pedoman Gratifikasi • Pedoman WBS • Pedoman UPG • E – LHKPN • Pedoman Sistem Manajemen terintegrasi • Pedoman Pengadaan Barang dan Jasa • Piagam Audit Internal • Laporan GCG	• Board Manual Guidelines • Code of Conduct (CoC) Guidelines • Gratification Guidelines • Whistleblowing System (WBS) Guidelines • Gratification Control Unit (UPG) Guidelines • E-LHKPN • Integrated Management System Guidelines • Procurement of Goods and Services Guidelines • Internal Audit Charter • GCG Report



04



ANALISIS DAN PEMBAHASAN MANAJEMEN

MANAGEMENT DISCUSSION AND ANALYSIS

TINJAUAN PEREKONOMIAN DAN INDUSTRI
ECONOMY AND INDUSTRY OVERVIEW



KONDISI PEREKONOMIAN GLOBAL DAN INDONESIA

Tahun 2025 ditandai oleh kondisi perekonomian global yang masih berada dalam fase pertumbuhan moderat dengan tingkat ketidakpastian yang tetap tinggi. *International Monetary Fund* memproyeksikan pertumbuhan ekonomi dunia sebesar 3,3%, relatif stabil dibanding tahun sebelumnya, namun masih berada di bawah rata-rata historis jangka panjang. Kondisi ini mencerminkan bahwa pemulihan ekonomi global berlangsung secara bertahap, tetapi belum sepenuhnya merata. Sejumlah faktor seperti suku bunga tinggi yang bertahan lebih lama, tensi geopolitik, fragmentasi perdagangan, serta perlambatan di beberapa negara utama masih menjadi penghambat akselerasi pertumbuhan dunia.

Di kawasan *emerging markets*, arus modal global sepanjang 2025 bergerak lebih sensitif terhadap arah kebijakan moneter negara maju, khususnya *Federal Reserve System*. Hal ini menyebabkan nilai tukar dan pasar keuangan

GLOBAL AND INDONESIAN ECONOMIC CONDITIONS

In 2025, the global economy remained in a phase of moderate growth amid persistently high levels of uncertainty. The International Monetary Fund projected global economic growth at 3.3%, relatively stable compared to the previous year, yet still below the long-term historical average. This condition reflects that the global economic recovery has been progressing gradually, although not yet evenly distributed. Several factors, including prolonged high interest rates, geopolitical tensions, trade fragmentation, and economic slowdowns in several major countries, continued to hinder the acceleration of global growth.

Across emerging markets, global capital flows throughout 2025 became increasingly sensitive to the monetary policy direction of advanced economies, particularly the Federal Reserve System. As a result, exchange rates and

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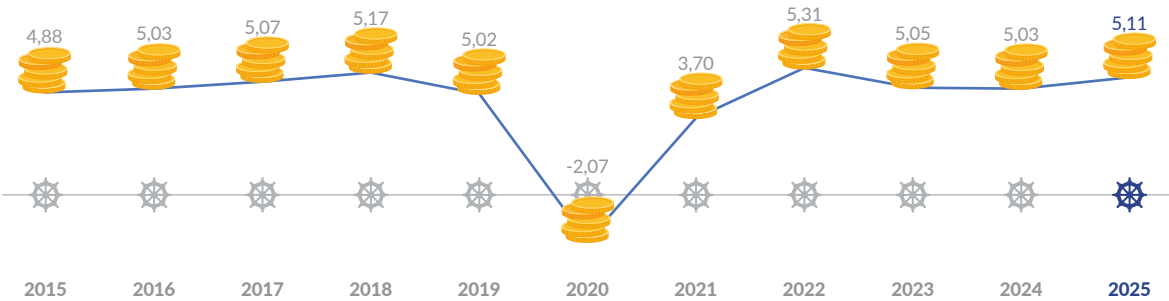
di negara berkembang mengalami fluktuasi periodik. Dalam konteks tersebut, fundamental domestik menjadi faktor pembeda utama dalam menarik investasi dan menjaga stabilitas pasar. Negara dengan inflasi terkendali, cadangan devisa memadai, dan prospek pertumbuhan positif memperoleh persepsi risiko yang lebih baik dari investor global.

Indonesia menunjukkan resiliensi yang kuat di tengah tantangan eksternal tersebut. Berdasarkan data Badan Pusat Statistik, ekonomi Indonesia tahun 2025 tumbuh sebesar 5,11%, meningkat dibanding 2024 sebesar 5,03%. Capaian ini menegaskan bahwa mesin pertumbuhan domestik tetap solid, terutama ditopang konsumsi rumah tangga, investasi, serta ekspor yang masih bertumbuh positif. Dari sudut pandang korporasi, pertumbuhan di atas 5% menunjukkan bahwa daya beli masyarakat, aktivitas bisnis, dan permintaan pasar domestik tetap terjaga sehingga menciptakan ruang ekspansi usaha yang sehat.

financial markets in developing countries experienced periodic fluctuations. In this context, domestic economic fundamentals became the key differentiating factor in attracting investment and maintaining market stability. Countries with controlled inflation, adequate foreign exchange reserves, and positive growth prospects gained more favorable risk perceptions from global investors.

Indonesia demonstrated strong resilience amid these external challenges. Based on data from Statistics Indonesia (BPS), Indonesia's economy grew by 5.11% in 2025, improving from 5.03% in 2024. This achievement confirms that domestic growth drivers remained solid, primarily supported by household consumption, investment, and exports, which continued to record positive growth. From a corporate perspective, economic growth above 5% indicates that public purchasing power, business activities, and domestic market demand remained well maintained, thereby creating healthy opportunities for business expansion.

Pertumbuhan Produk Domestik Bruto (PDB), 2015-2025
Gross Domestic Product (GDP) Growth, 2015-2025
Persen | Percentage



Stabilitas makroekonomi nasional juga menjadi penopang utama iklim usaha sepanjang 2025. Inflasi tahunan tercatat 2,92%, berada dalam kisaran sasaran kebijakan moneter, yang berarti tekanan biaya terhadap rumah tangga maupun dunia usaha relatif terkendali. Sementara itu, surplus neraca perdagangan sebesar US$41,05 miliar mencerminkan daya saing ekspor Indonesia yang tetap baik dan memberikan bantalan kuat terhadap stabilitas eksternal. Bagi dunia usaha, kombinasi inflasi rendah dan

National macroeconomic stability also became a key pillar supporting the business climate throughout 2025. Annual inflation was recorded at 2.92%, remaining within the target range of monetary policy, indicating that cost pressures on both households and businesses were relatively well controlled. Meanwhile, the trade balance surplus of US$41.05 billion reflected Indonesia's continued export competitiveness and provided a strong buffer for external stability. For businesses, the combination of low

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surplus perdagangan merupakan sinyal positif karena mendukung kestabilan nilai tukar, biaya impor bahan baku, serta kepastian perencanaan bisnis.

inflation and a trade surplus served as a positive signal, as it supported exchange rate stability, raw material import costs, and greater certainty in business planning.

Sektor keuangan nasional juga memperlihatkan fungsi intermediasi yang terus menguat. Pertumbuhan kredit perbankan sebesar 9,69% pada akhir 2025, terutama didorong kredit investasi yang tumbuh lebih dari 21%, menunjukkan meningkatnya kepercayaan pelaku usaha terhadap prospek ekonomi ke depan. Hal ini penting karena pertumbuhan kredit investasi umumnya berkorelasi dengan ekspansi kapasitas produksi, pembangunan fasilitas baru, dan peningkatan produktivitas. Dengan kata lain, sektor swasta tetap menunjukkan *appetite* untuk bertumbuh.

The national financial sector also demonstrated strengthening intermediation functions. Banking credit growth of 9.69% by the end of 2025, particularly driven by investment loans growing by more than 21%, indicated rising business confidence in future economic prospects. This is important because investment credit growth generally correlates with production capacity expansion, development of new facilities, and productivity improvement. In other words, the private sector continued to show a strong appetite for growth.

Dari sisi ketenagakerjaan, penurunan Tingkat Pengangguran Terbuka menjadi 4,74% menandakan pasar tenaga kerja yang semakin membaik. Bagi korporasi, kondisi ini merefleksikan meningkatnya aktivitas ekonomi dan bertambahnya peluang pasar konsumsi. Namun, pada saat yang sama, perusahaan juga perlu mengantisipasi persaingan memperoleh talenta berkualitas, khususnya di bidang digital, teknologi, *supply chain*, dan manajemen risiko.

From the employment perspective, the decline in the Open Unemployment Rate to 4.74% signaled an improving labor market. For corporations, this condition reflected increasing economic activity and expanding consumer market opportunities. However, at the same time, companies also needed to anticipate intensifying competition in acquiring qualified talent, particularly in digital, technology, supply chain, and risk management sectors.

Secara strategis, tahun 2025 menunjukkan bahwa Indonesia berada pada posisi yang relatif kuat dibanding banyak negara lain. Saat ekonomi global bergerak terbatas, Indonesia mampu menjaga momentum pertumbuhan, stabilitas harga, serta kepercayaan investor. Bagi korporasi, kondisi ini membuka peluang untuk mempercepat ekspansi, memperkuat efisiensi operasional, dan melakukan investasi jangka panjang. Meski demikian, kewaspadaan tetap diperlukan terhadap risiko eksternal seperti perlambatan global, perubahan suku bunga internasional, volatilitas komoditas, dan dinamika geopolitik yang dapat memengaruhi permintaan serta arus modal.

Strategically, 2025 demonstrated that Indonesia remained in a relatively strong position compared to many other countries. While the global economy experienced limited movement, Indonesia succeeded in maintaining growth momentum, price stability, and investor confidence. For corporations, these conditions created opportunities to accelerate expansion, strengthen operational efficiency, and undertake long-term investments. Nevertheless, vigilance remained necessary regarding external risks such as global economic slowdown, changes in international interest rates, commodity price volatility, and geopolitical dynamics that could affect demand and capital flows.

Dengan fondasi makroekonomi yang solid, tahun 2025 dapat dipandang sebagai momentum penting bagi perusahaan-perusahaan di Indonesia untuk bertransformasi dari fase bertahan menuju fase pertumbuhan yang lebih agresif dan berkelanjutan.

With solid macroeconomic fundamentals, 2025 may be viewed as an important momentum for companies in Indonesia to transform from a survival phase toward a more aggressive and sustainable growth phase.

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KONDISI INDUSTRI PELAYARAN

Industri pelayaran Indonesia pada tahun 2025 menunjukkan perkembangan yang positif sejalan dengan meningkatnya aktivitas ekonomi nasional, penguatan distribusi logistik domestik, serta tingginya kebutuhan konektivitas antarpulau. Sebagai negara kepulauan, sektor pelayaran tetap menjadi infrastruktur ekonomi yang sangat vital, baik untuk pengangkutan barang maupun mobilitas penumpang. Pertumbuhan ekonomi nasional yang tetap solid turut mendorong peningkatan arus perdagangan domestik dan kebutuhan transportasi laut di berbagai wilayah.

Berdasarkan data Badan Pusat Statistik dalam publikasi Perkembangan Transportasi Indonesia Desember 2025, jumlah barang yang diangkut melalui angkutan laut domestik selama Januari–Desember 2025 mencapai 508,4 juta ton, meningkat 16,56% dibandingkan tahun sebelumnya. Sementara itu, jumlah penumpang angkutan laut domestik mencapai 30,5 juta orang, tumbuh 16,48% secara tahunan. Kinerja ini menunjukkan bahwa moda laut tetap menjadi tulang punggung distribusi nasional dan memiliki peran penting dalam menopang pertumbuhan ekonomi Indonesia.

Pertumbuhan volume barang tersebut mencerminkan meningkatnya aktivitas pengiriman komoditas strategis seperti energi, bahan baku industri, pangan, hasil tambang, serta barang konsumsi antarwilayah. Pelabuhan-pelabuhan utama seperti Pelabuhan Tanjung Priok, Pelabuhan Tanjung Perak, Pelabuhan Makassar, dan Pelabuhan Balikpapan terus menjadi simpul penting rantai pasok nasional. Secara kumulatif, Tanjung Priok membukukan arus barang 16,6 juta ton, Tanjung Perak 14,2 juta ton, dan Makassar 4,5 juta ton sepanjang 2025.

Dari sisi operasional bulanan, pada Desember 2025 jumlah penumpang angkutan laut meningkat signifikan sebesar 21,69% dibanding bulan sebelumnya menjadi 2,6 juta orang, mencerminkan tingginya mobilitas masyarakat menjelang libur akhir tahun. Pada periode yang sama, volume barang tercatat 46,4 juta ton, meskipun turun tipis 1,88% secara bulanan setelah mencatat kenaikan pada bulan-bulan sebelumnya. Hal ini menunjukkan bahwa permintaan penumpang memiliki pola musiman yang kuat,

SHIPPING INDUSTRY CONDITIONS

Indonesia's shipping industry in 2025 demonstrated positive development in line with increasing national economic activity, strengthening domestic logistics distribution, and rising inter-island connectivity needs. As an archipelagic country, the shipping sector continues to serve as highly vital economic infrastructure, both for cargo transportation and passenger mobility. Sustained national economic growth also contributed to increased domestic trade flows and maritime transportation demand across various regions.

Based on data from Statistics Indonesia (BPS) in the Indonesia Transportation Development December 2025 publication, the volume of goods transported through domestic sea transportation during January–December 2025 reached 508.4 million tons, an increase of 16.56% compared to the previous year. Meanwhile, the number of domestic sea transportation passengers reached 30.5 million people, growing by 16.48% year-on-year. This performance indicates that sea transportation remains the backbone of national distribution and plays an important role in supporting Indonesia's economic growth.

The increase in cargo volume reflected growing shipment activities of strategic commodities such as energy, industrial raw materials, food products, mining products, and consumer goods across regions. Major ports such as Tanjung Priok Port, Tanjung Perak Port, Makassar Port, and Balikpapan Port continued to serve as key nodes in the national supply chain. Cumulatively, Tanjung Priok recorded cargo throughput of 16.6 million tons, Tanjung Perak 14.2 million tons, and Makassar 4.5 million tons throughout 2025.

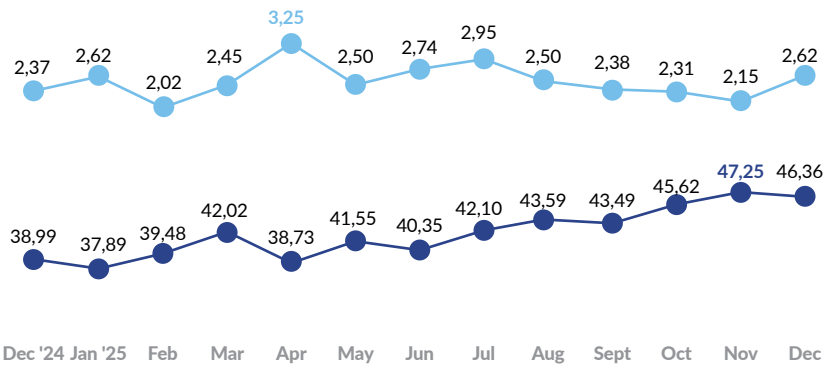
From a monthly operational perspective, the number of sea transportation passengers in December 2025 increased significantly by 21.69% compared to the previous month, reaching 2.6 million people, reflecting high public mobility ahead of the year-end holiday season. During the same period, cargo volume reached 46.4 million tons, although it slightly declined by 1.88% month-to-month after recording increases in previous months. This indicates that passenger demand follows a strong seasonal pattern,

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sementara angkutan barang cenderung mengikuti siklus distribusi industri dan perdagangan.

while cargo transportation tends to follow industrial and trade distribution cycles.

Transportasi Laut, Desember 2024-Desember 2025
Maritime Transportation, December 2024-December 2025
Persen | Percentage



Penumpang Angkutan Laut
2,6 juta orang
Sea Transportation Passengers
2.6 million people
21,69%
Desember 2025 (*m-to-m*)
December 2025 (m-to-m)

Barang Angkutan Laut
46,4 juta ton
Sea Freight
2.6 million tons
1,88%
Desember 2025 (*m-to-m*)
December 2025 (m-to-m)

Khusus pada segmen angkutan penumpang, moda kapal laut tetap memiliki posisi strategis sebagai sarana transportasi massal yang terjangkau dan menjangkau wilayah yang belum sepenuhnya dilayani moda darat maupun udara. PT Pelayaran Nasional Indonesia (Persero) tetap menjadi operator utama angkutan laut jarak jauh yang melayani rute nasional hingga kawasan timur Indonesia. Selain itu, layanan penyeberangan yang dioperasikan PT ASDP Indonesia Ferry (Persero) juga berperan penting dalam konektivitas antar pulau utama.

Particularly in the passenger transportation segment, sea transportation continues to hold a strategic position as an affordable mass transportation mode capable of reaching areas that are not yet fully served by land or air transportation. PT Pelayaran Nasional Indonesia (Persero) remains the primary operator of long-distance sea transportation serving national routes, including eastern Indonesia. In addition, ferry services operated by PT ASDP Indonesia Ferry (Persero) also play a crucial role in inter-island connectivity across major islands.

Data BPS juga menunjukkan bahwa segmen penyeberangan/sungai/danau mengalami pertumbuhan kuat. Jumlah penumpang angkutan sungai, danau, dan penyeberangan selama Januari–Desember 2025 mencapai 51,8 juta orang, meningkat 12,02% dibanding tahun sebelumnya. Rute utama seperti Pelabuhan Merak mencatat 10,4 juta penumpang, sedangkan Pelabuhan Bakauheni mencapai 10,1 juta penumpang. Ini menegaskan pentingnya konektivitas Jawa–Sumatera sebagai koridor transportasi nasional paling sibuk.

BPS data also showed strong growth in the river, lake, and ferry transportation segment. The number of passengers transported through river, lake, and ferry services during January–December 2025 reached 51.8 million people, increasing by 12.02% compared to the previous year. Major routes such as Merak Port recorded 10.4 million passengers, while Bakauheni Port reached 10.1 million passengers. This further confirms the importance of Java–Sumatra connectivity as the busiest national transportation corridor.

TINJAUAN PEREKONOMIAN DAN INDUSTRI
ECONOMY AND INDUSTRY OVERVIEW

Bagi pelaku industri, perkembangan 2025 menunjukkan peluang pertumbuhan yang semakin besar, terutama pada pengangkutan logistik domestik, distribusi energi, layanan ferry, dan mobilitas masyarakat. Namun demikian, sektor pelayaran masih menghadapi tantangan berupa fluktuasi harga bahan bakar, kebutuhan modernisasi armada, kepadatan di pelabuhan utama, efisiensi waktu bongkar muat, serta kebutuhan digitalisasi operasional. Perusahaan yang mampu meningkatkan keandalan armada, efisiensi biaya, dan kualitas layanan diperkirakan akan memiliki daya saing lebih kuat.

Secara keseluruhan, industri pelayaran Indonesia pada tahun 2025 menunjukkan fundamental yang semakin solid. Pertumbuhan dua digit pada angkutan barang maupun penumpang menegaskan bahwa sektor ini bukan hanya sarana transportasi, tetapi juga pendorong integrasi ekonomi nasional. Dengan dukungan investasi pelabuhan, transformasi digital, dan penguatan armada nasional, industri pelayaran diproyeksikan tetap menjadi salah satu pilar penting pertumbuhan ekonomi Indonesia ke depan.

For industry players, developments in 2025 indicate increasingly significant growth opportunities, particularly in domestic logistics transportation, energy distribution, ferry services, and public mobility. Nevertheless, the shipping sector continues to face challenges including fuel price fluctuations, fleet modernization requirements, congestion at major ports, loading and unloading efficiency, and the need for operational digitalization. Companies capable of improving fleet reliability, cost efficiency, and service quality are expected to gain stronger competitiveness.

Overall, Indonesia's shipping industry in 2025 demonstrated increasingly solid fundamentals. Double-digit growth in both cargo and passenger transportation reaffirmed that the sector serves not only as a transportation medium but also as a driver of national economic integration. Supported by port investments, digital transformation, and the strengthening of the national fleet, the shipping industry is projected to remain one of the key pillars of Indonesia's future economic growth.

KEBIJAKAN STRATEGIS PERUSAHAAN
COMPANY STRATEGIC POLICY

STRATEGI UTAMA

Strategi utama PT PELNI (Persero) pada tahun 2025 diarahkan pada pelaksanaan transformasi bisnis jangka panjang melalui implementasi fase pertama RJPP 2025–2029 dengan tema *Quality-Assured Shipping Operator*. Strategi ini menjadi fondasi penting dalam memperkuat posisi Perseroan sebagai perusahaan pelayaran nasional yang unggul, terpercaya, dan berdaya saing global dalam mendukung konektivitas serta pertumbuhan ekosistem logistik maritim Indonesia. Pada fase awal transformasi ini, Perseroan berfokus pada pembentukan operasional yang terstandarisasi, peningkatan kualitas layanan, penguatan keselamatan pelayaran, serta optimalisasi bisnis secara berkelanjutan.

Dalam menjalankan strategi tersebut, Perseroan mengembangkan kerangka transformasi melalui tujuh pilar strategis *Quantum7 to Drive Sustainable Business Growth* yang menjadi panduan utama pengembangan perusahaan. Ketujuh pilar tersebut meliputi penguatan operasional dan layanan (*Operational & Service Excellence*), penguatan bisnis dan ekspansi usaha (*Business Strengthening & Expansion*), transformasi bisnis berkelanjutan (*Sustainable Business Growth*), peningkatan efektivitas proses bisnis (*Effective & Efficient Process*), penguatan kualitas sumber daya manusia (*Agile Workforce & Human Resources*), pengembangan teknologi dan digitalisasi (*Advanced Technology Enablers*), serta penguatan tata kelola perusahaan (*Corporate Governance*). Melalui pendekatan tersebut, Perseroan berupaya menciptakan pertumbuhan bisnis yang lebih sehat, adaptif, dan berkelanjutan.

Pada aspek operasional, strategi utama Perseroan difokuskan pada peningkatan kualitas layanan dan keandalan armada guna mendukung konektivitas nasional. Perseroan melakukan penguatan standar keselamatan dan keamanan pelayaran melalui peningkatan implementasi HSSE, revitalisasi armada, peningkatan kualitas pemeliharaan kapal, serta penguatan budaya keselamatan (*safety culture*). Selain itu, Perseroan juga menjalankan transformasi layanan angkutan penumpang dan barang berbasis *service & operational excellence* untuk meningkatkan kenyamanan pelanggan, ketepatan layanan, serta efektivitas operasional di seluruh wilayah pelayanan Perseroan.

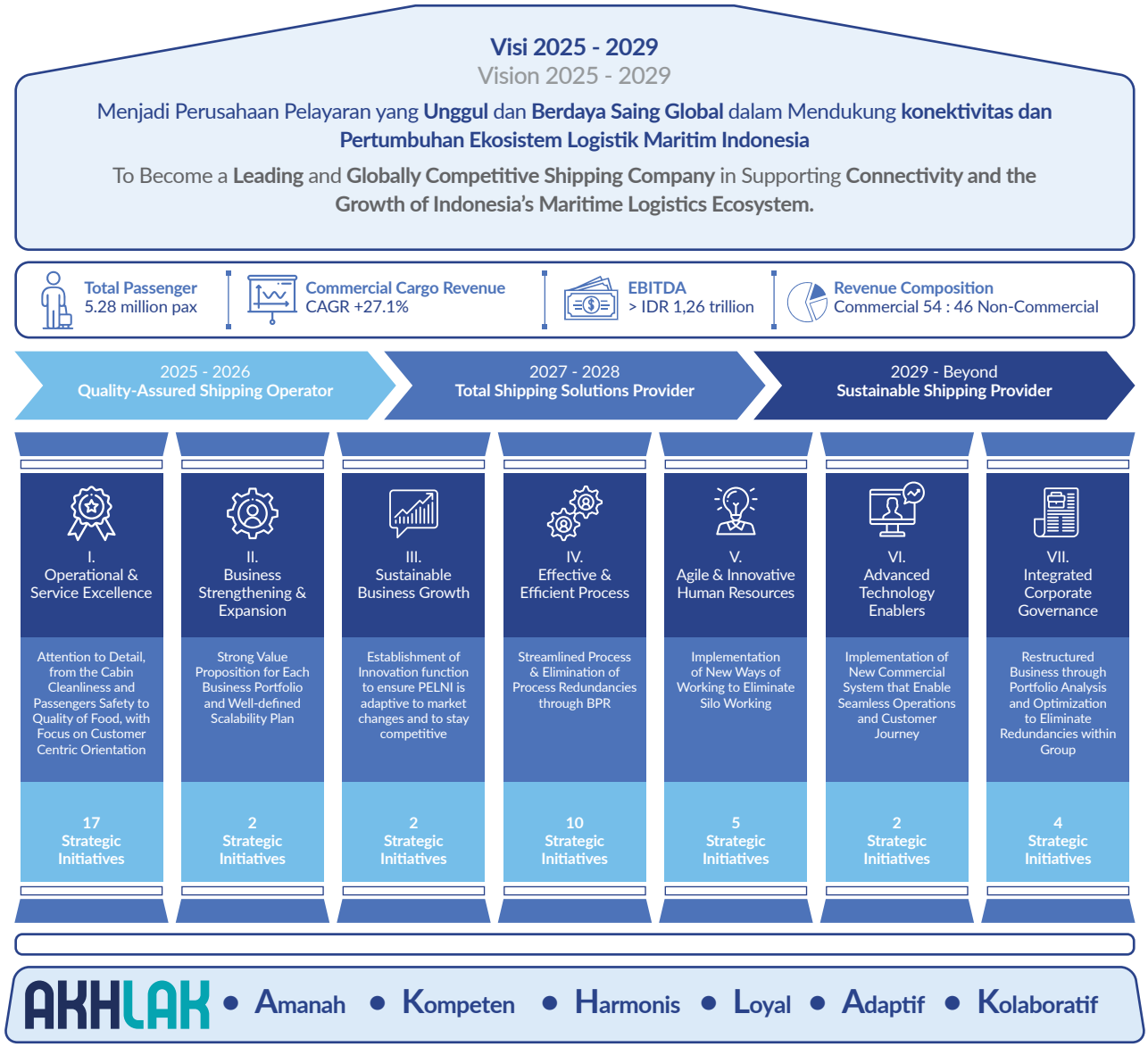
MAIN STRATEGY

The main strategy of PT PELNI (Persero) in 2025 was directed toward the implementation of long-term business transformation through the execution of the first phase of the 2025–2029 Long-Term Corporate Plan (RJPP) under the theme Quality-Assured Shipping Operator. This strategy serves as an important foundation in strengthening the Company's position as a leading, reliable, and globally competitive national shipping company in supporting connectivity and the growth of Indonesia's maritime logistics ecosystem. During this initial phase of transformation, the Company focused on establishing standardized operations, improving service quality, strengthening shipping safety, and optimizing business operations sustainably.

In implementing this strategy, the Company developed a transformation framework through seven strategic pillars known as Quantum7 to Drive Sustainable Business Growth, which serve as the primary guideline for corporate development. These seven pillars include strengthening operations and services (Operational & Service Excellence), strengthening business and business expansion (Business Strengthening & Expansion), sustainable business transformation (Sustainable Business Growth), enhancing business process effectiveness (Effective & Efficient Process), strengthening human resource quality (Agile Workforce & Human Resources), developing technology and digitalization (Advanced Technology Enablers), and strengthening corporate governance (Corporate Governance). Through this approach, the Company aims to create healthier, more adaptive, and sustainable business growth.

From an operational perspective, the Company's main strategy was focused on improving service quality and fleet reliability to support national connectivity. The Company strengthened shipping safety and security standards through enhanced HSSE implementation, fleet revitalization, improvement in vessel maintenance quality, and reinforcement of safety culture. In addition, the Company also carried out the transformation of passenger and cargo transportation services based on service & operational excellence to improve customer convenience, service punctuality, and operational effectiveness across all areas of the Company's operations.

KEBIJAKAN STRATEGIS PERUSAHAAN
COMPANY STRATEGIC POLICY



Strategy House PELNI 2025 - 2029

Pada aspek bisnis, Perseroan menjalankan strategi pengembangan bisnis pelayaran komersial baik pada segmen penumpang maupun angkutan barang guna memperkuat struktur pendapatan non-penugasan. Strategi tersebut dilakukan melalui pengembangan rute komersial, optimalisasi jaringan trayek, pengembangan bisnis logistik maritim, serta peningkatan kualitas layanan pelanggan. Perseroan juga terus memperluas peluang usaha melalui pengembangan bisnis pendukung dan sinergi dengan anak perusahaan guna meningkatkan kontribusi bisnis komersial terhadap kinerja perusahaan secara keseluruhan.

From a business perspective, the Company implemented strategies to develop commercial shipping businesses in both passenger and cargo transportation segments in order to strengthen its non-assignment revenue structure. These strategies were executed through the development of commercial routes, optimization of route networks, development of maritime logistics businesses, and enhancement of customer service quality. The Company also continued to expand business opportunities through the development of supporting businesses and synergies with subsidiaries to increase the contribution of commercial businesses to the Company's overall performance.

KEBIJAKAN STRATEGIS PERUSAHAAN
COMPANY STRATEGIC POLICY

Di bidang transformasi digital, Perseroan mempercepat implementasi berbagai inisiatif strategis seperti Business Process Reengineering, pengembangan *New Commercial System* PELNI, serta penguatan *Enterprise Architecture* perusahaan. Digitalisasi dilakukan untuk meningkatkan efektivitas proses bisnis, memperkuat pengelolaan layanan pelanggan, meningkatkan kualitas pengambilan keputusan berbasis data, serta menciptakan proses operasional yang lebih efisien dan terintegrasi. Penguatan teknologi informasi dan keamanan siber juga menjadi bagian penting dari strategi perusahaan dalam menghadapi dinamika industri pelayaran yang semakin kompetitif dan berbasis teknologi.

In the area of digital transformation, the Company accelerated the implementation of various strategic initiatives such as Business Process Reengineering, the development of the New Commercial System PELNI, and the strengthening of the Company's Enterprise Architecture. Digitalization was carried out to improve business process effectiveness, strengthen customer service management, enhance data-driven decision-making quality, and create more efficient and integrated operational processes. Strengthening information technology and cybersecurity also became an important part of the Company's strategy in responding to the increasingly competitive and technology-driven shipping industry dynamics.

Selain itu, strategi Perseroan tahun 2025 juga diselaraskan dengan arah kebijakan strategis Kementerian BUMN Tahun 2024–2034 yang menitikberatkan pada peran BUMN sebagai Pelopor Ekonomi Hijau, Inovator Teknologi Digital, Pendukung Infrastruktur Berkelas Dunia, dan Pemimpin Inklusi Sosial. Implementasi strategi tersebut diwujudkan melalui modernisasi armada yang mempertimbangkan aspek keberlanjutan, penguatan implementasi ESG, peningkatan konektivitas nasional, serta pengembangan layanan transportasi laut yang inklusif dan mampu menjangkau seluruh wilayah Indonesia. Dengan strategi tersebut, Perseroan optimistis mampu memperkuat daya saing perusahaan sekaligus meningkatkan kontribusinya terhadap pembangunan ekonomi dan konektivitas nasional secara berkelanjutan.

Furthermore, the Company's 2025 strategy was aligned with the strategic policy direction of the Ministry of State-Owned Enterprises for 2024–2034, which emphasizes the role of SOEs as Pioneers of the Green Economy, Digital Technology Innovators, Supporters of World-Class Infrastructure, and Leaders of Social Inclusion. The implementation of these strategies was reflected through fleet modernization that considers sustainability aspects, strengthening ESG implementation, enhancing national connectivity, and developing inclusive sea transportation services capable of reaching all regions of Indonesia. Through these strategies, the Company remains optimistic about strengthening its competitiveness while increasing its contribution to sustainable economic development and national connectivity.

TINJAUAN OPERASI PER SEGMEN USAHA
OPERATIONAL REVIEW BY BUSINESS SEGMENT

Pembahasan kinerja operasional Perseroan dalam laporan ini disajikan sesuai dengan pembagian segmen pada Laporan Keuangan Konsolidasian, yang disusun sesuai dengan PSAK 5 (Segmen Operasi). Segmen merupakan unit bisnis dari Perseroan dan Entitas Anak yang terlibat dalam kegiatan operasional Perseroan, baik yang dikategorikan berdasarkan produk dan jasa (segmen usaha) maupun berdasarkan lingkungan ekonomi tertentu tempat beroperasinya (segmen geografis). Setiap segmen usaha memiliki perbedaan pada risiko dan imbalan yang didapatkan oleh masing-masing segmen.

Sesuai dengan tujuan manajemen, segmen usaha Perseroan dibagi menjadi dua segmen yang dikelola secara independen berdasarkan produk dan jasanya masing-masing. Evaluasi kinerja segmen dilihat berdasarkan pada laba rugi bruto dan diukur secara konsisten dengan laba rugi bruto pada laporan keuangan konsolidasi. Grup juga melakukan segmentasi pelaporan berdasarkan informasi keuangan yang digunakan oleh pengambil keputusan operasi utama dalam mengevaluasi kinerja segmen dan menentukan alokasi sumber daya yang dimilikinya. Direksi adalah pengambil Keputusan operasional Grup.

PT PELNI (Persero) membagi segmen usaha menjadi 2 (dua) segmen, yakni :
1. Segmen Penugasan;
2. Segmen Non-Penugasan;

The discussion of the Company's operational performance in this report is presented in accordance with the segment classification in the Consolidated Financial Statements, which are prepared in compliance with PSAK 5 (Operating Segments). Segments represent business units of the Company and its Subsidiaries involved in the Company's operational activities, categorized either based on products and services (business segments) or based on the specific economic environment in which they operate (geographical segments). Each business segment has different levels of risk and return characteristics.

In line with management objectives, the Company's business segments are divided into two segments that are managed independently based on their respective products and services. Segment performance evaluation is assessed based on gross profit or loss and measured consistently with the gross profit or loss presented in the consolidated financial statements. The Group also performs reporting segmentation based on financial information used by the chief operating decision maker in evaluating segment performance and determining resource allocation. The Board of Directors acts as the Group's chief operating decision maker.

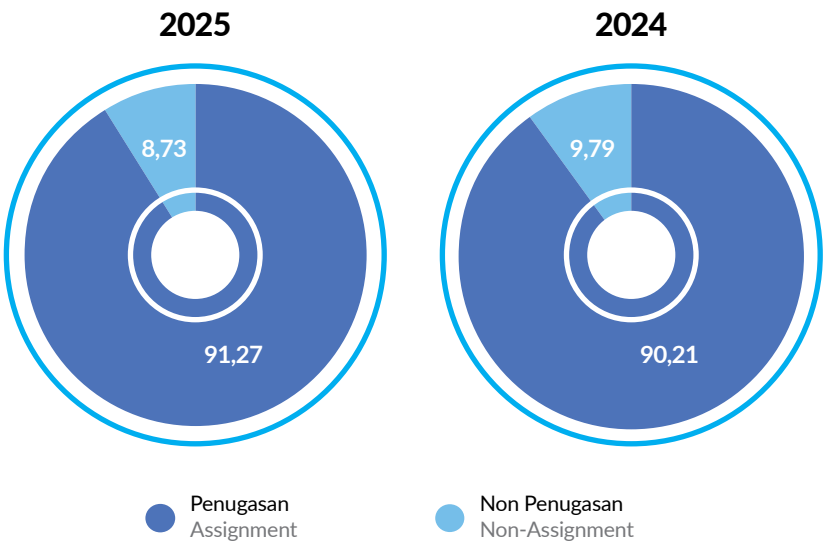
PT PELNI (Persero) classifies its business segments into 2 (two) segments, namely:
1. Assignment Segment;
2. Non-Assignment Segment;

Sumber Pendapatan dan Kontribusinya terhadap Pendapatan Konsolidasian
Revenue Sources and Their Contribution to Consolidated Revenue

Dalam jutaan Rupiah (kecuali dinyatakan lain) | In millions of Rupiah (unless otherwise stated)

Pendapatan Revenue	2025		2024		Kenaikan/Penurunan Increase/Decrease	
	Jumlah Total	Kontribusi Contribution (%)	Jumlah Total	Kontribusi Contribution (%)	Jumlah Total	Kontribusi Contribution (%)
Penugasan Assignment Segment	5.698.316	91,27	5.572.186	82,19	621.375	12,24
Non-Penugasan Non-Assignment Segment	474.918	8,73	604.870	17,81	(625.198)	(56,83)
Pendapatan Usaha Bersih Konsolidasian Consolidated Operating Revenues, Netto	6.243.123	100,00	6.177.057	100,00	66.066	1,07

TINJAUAN OPERASI PER SEGMEN USAHA
OPERATIONAL REVIEW BY BUSINESS SEGMENT



Dilihat dari tabel di atas, pada tahun 2025, pendapatan segmen penugasan berkontribusi paling besar terhadap pendapatan konsolidasian Perusahaan, sebesar 91,27%. Berikut rincian terkait kegiatan usaha dan pencapaian kinerja dari masing-masing segmen usaha.

PENUGASAN

PT PELNI (Persero) mengemban tugas dari Pemerintah Republik Indonesia untuk menjalankan peran sebagai jembatan nusantara sekaligus agen pembangunan yang melayani kebutuhan transportasi laut seluruh masyarakat Indonesia. Melalui penugasan tersebut, PT PELNI (Persero) memperoleh kompensasi melalui Kementerian Perhubungan – Direktorat Jenderal Perhubungan Laut atas penyelenggaraan penugasan Kewajiban Pelayanan Publik (*Public Service Obligation* - PSO) dan subsidi berdasarkan kontrak penugasan yang meliputi:

1. Angkutan laut untuk penumpang kelas ekonomi;
2. Kegiatan pengoperasian kapal ternak;
3. Angkutan barang di laut (tol laut);
4. Kapal perintis milik negara; dan
5. Kapal rede

As shown in the table above, in 2025 the Assignment Segment contributed the largest share to the Company's consolidated revenue, accounting for 91.27% of total consolidated revenue. The following section provides details of the business activities and performance achievements of each business segment.

ASSIGNMENT

PT PELNI (Persero) is entrusted by the Government of the Republic of Indonesia to serve as the nation's maritime bridge and a development agent in meeting the sea transportation needs of communities across the archipelago. Through this assignment, the Company receives compensation from the Ministry of Transportation – Directorate General of Sea Transportation for the implementation of Public Service Obligation (PSO) programs and subsidies under assignment contracts covering:

1. Sea transportation services for economy-class passengers;
2. Livestock vessel operations;
3. Sea freight transportation services (Sea Toll Program);
4. State-owned pioneer vessels; and
5. Rede vessels.

TINJAUAN OPERASI PER SEGMEN USAHA
OPERATIONAL REVIEW BY BUSINESS SEGMENT

Kinerja Operasi Segmen Penugasan
Assignment Segment Operational Performance

No.	Uraian Description	Realisasi 2025 2025 Realization	Realisasi 2024 2024 Realization	Anggaran 2025 2025 Budget	Perubahan (YoY) Change (yoy)	Pemenuhan Anggaran 2025 2025 Budget Realization
	Kapal Penumpang Passenger Vessel					
1	Unit	25	25	25	0,00%	100,00%
2	Jumlah Voyage Total Voyage	607	602	599	0,83%	101,34%
3	Penumpang (Orang) Passenger (People)	4.472.918	4.372.811	4.100.000	2,29%	109,10%
4	Muatan Cargo					
	Barang (Ton/M3) Goods (Ton/M3)	26.929	36.188	21.583	-25,59%	124,77%
	Container (TEUs)	10.696	10.688	12.520	0,07%	85,43%
	Kendaraan (Unit) Vehicles (Unit)	5.984	11.146	12.778	-46,31%	46,83%
	Redpack (Kg)	578.980	1.085.168	1.078.712	-46,65%	53,67%
5	Pendapatan PSO (Rp-Juta) PSO Income (Rp-Million)	3.186.910	3.089.915	2.930.246	3,14%	108,76%
	Kapal Perintis Perintis Vessel					
1	Unit	30	30	30	0,00%	100,00%
2	Jumlah Voyage Total Voyage	884	837	795	5,62%	111,19%
3	Penumpang (Orang) Passenger (People)	680.928	722.914	652.417	-5,81%	104,37%
4	Muatan Cargo					
	Barang (Ton/M3) Goods (Ton/M3)	90.688	79.150	64.275	14,58%	141,09%
5	Pendapatan Subsidi (Rp-Juta) Subsidy Income (Rp-Million)	401.253	408.522	442.050	-1,78%	90,77%
	Kapal Barang Tol Laut Sea Toll Cargo Vessel					
1	Unit	8	8	8	0,00%	100,00%
2	Jumlah Voyage Total Voyage	110	120	104	-8,33%	105,77%
3	Penumpang (Orang) Passenger (People)	-	-	-		
4	Muatan Cargo					
	Container (TEUs)	13.142	12.429	11.247	5,74%	116,85%
5	Pendapatan Subsidi (Rp-Juta) Subsidy Income (Rp-Million)	162.829	172.005	216.403	-5,33%	75,24%

TINJAUAN OPERASI PER SEGMEN USAHA
OPERATIONAL REVIEW BY BUSINESS SEGMENT

Kinerja Operasi Segmen Penugasan
Assignment Segment Operational Performance

No.	Uraian Description	Realisasi 2025 2025 Realization	Realisasi 2024 2024 Realization	Anggaran 2025 2025 Budget	Perubahan (YoY) Change (yoy)	Pemenuhan Anggaran 2025 2025 Budget Realization
	Kapal Ternak Cattle Vessel					
1	Unit	1	1	1	0,00%	100,00%
2	Jumlah Voyage Total Voyage	16	14	15	14,29%	106,67%
3	Penumpang (Orang) Passenger (People)	-	-	-		
4	Muatan Cargo					
	Ternak (Ekor) Livestock (Cattle)	7.134	4.699	7.125	51,82%	100,13%
5	Pendapatan Subsidi (Rp-Juta) Subsidy Income (Rp-Million)	10.350	10.877	11.638	-4,84%	88,94%
	Kapal Rede Kapal Rede					
1	Unit	18	16	18	12,50%	100,00%
2	Jumlah Voyage Total Voyage	-	-	-	-	-
3	Penumpang (Orang) Passenger (People)	-	-	-	-	-
4	Muatan Cargo	-	-	-	-	-
	Barang (Ton/M3) Goods (Ton/M3)	-	-	-	-	-
5	Pendapatan Subsidi (Rp-Juta) Subsidy Income (Rp-Million)	55.533	51.485	55.052	7,86%	100,87%

Kapal Penumpang Kelas Ekonomi

PT PELNI (Perseroan) menyediakan jasa kegiatan angkutan laut untuk penumpang dengan pengoperasian armada Kapal Penumpang, yang melayani rute perjalanan domestik yang menyinggahi lebih dari 74 pelabuhan di seluruh area Indonesia. Perseroan menyediakan fasilitas dan layanan terbaik yang dirancang khusus dengan standar keamanan dan kenyamanan tinggi bagi seluruh penumpang, serta didukung oleh Sumber Daya Manusia (SDM) yang profesional. Sepanjang tahun 2025, PT PELNI (Persero) mengoperasikan 25 unit Kapal Penumpang dengan jumlah *voyage* sebanyak 607 dan berhasil mengangkut 4,47 juta penumpang.

Economy-Class Passenger Vessels

PT PELNI (Persero) provides sea transportation services for passengers through the operation of its Passenger Vessel fleet, serving domestic routes that call at more than 74 ports across Indonesia. The Company offers high-quality facilities and services specifically designed to meet stringent safety and comfort standards for all passengers, supported by professional and competent human resources. Throughout 2025, the Company operated 25 Passenger Vessels, completing a total of 607 voyages and successfully transporting 4.47 million passengers.

TINJAUAN OPERASI PER SEGMEN USAHA
OPERATIONAL REVIEW BY BUSINESS SEGMENT

Nilai perjanjian penyelenggaraan kegiatan subsidi pengoperasian angkutan laut untuk penumpang tahun anggaran 2025 sebesar Rp2.826.535.319.723 dibebankan pada Daftar Isian Pelaksanaan Anggaran (DIPA) Bagian Anggaran Bendahara Umum Negara Belanja Pemerintah Pusat (BABUN-BPP) Tahun Anggaran 2025 Nomor: SP DIPA- 999.07.1.985120/2025 pada tanggal 19 Desember 2024.

The value of the agreement for the implementation of subsidies for passenger sea transportation operations in Fiscal Year 2025 amounted to Rp2,826,535,319,723. The funding was allocated under the Budget Implementation List (Daftar Isian Pelaksanaan Anggaran – DIPA) of the State General Treasurer Budget Section for Central Government Expenditure (BABUN-BPP) Fiscal Year 2025, Number SP DIPA-999.07.1.985120/2025 dated December 19, 2024.

Selain angkutan laut untuk penumpang, Perseroan juga menyediakan jasa pengangkutan barang menggunakan kapal yang sama dengan Kapal Penumpang. Kegiatan Angkutan Barang di Kapal Penumpang melayani pengangkutan muatan ke seluruh pelabuhan singgah kapal PT PELNI (Persero), yang mencakup jasa angkut muatan *container (dry container dan reefer container)*, *general cargo*, *red pack*, serta kendaraan. total estimasi voyage yang dihasilkan pada kegiatan ini kurang lebih dari 14 hari pp sebanyak 607 voyage, yang dilengkapi dengan kemudahan layanan pemesanan lewat aplikasi MYCARGOO!. Sepanjang tahun 2025, kapal penumpang telah membawa 26.929 ton/m^3 barang, 10.696 TEUs *container* dan 5.984 unit kendaraan.

In addition to passenger transportation services, the Company also provides cargo transportation services utilizing the same vessels. Cargo transportation activities on passenger vessels serve freight shipments to all ports of call served by the Company's passenger fleet, including the transportation of containers (dry containers and reefer containers), general cargo, red pack shipments, and vehicles. During 2025, these services generated approximately 607 round-trip voyages with an average voyage duration of around 14 days and were supported by convenient booking services through the MYCARGOO! application. Throughout 2025, the passenger vessel fleet transported 26,929 tons/m^3 of cargo, 10,696 TEUs of containers, and 5,984 units of vehicles.

Kapal Perintis

Kapal Perintis PELNI merupakan armada angkutan laut yang dioperasikan oleh PT PELNI untuk melayani rute khusus ke wilayah 3TP (Tertinggal, Terdepan, Terluar, dan Perbatasan). Kapal ini berfungsi sebagai jembatan ekonomi dan konektivitas bagi pulau-pulau kecil, dengan kapasitas angkut sekitar 500 orang per kapal. Sepanjang tahun 2025, PT PELNI (Persero) mengoperasikan 30 unit Kapal Perintis dengan jumlah *voyage* sebanyak 884. Kapal Perintis PELNI telah mengangkut penumpang sebanyak 680.928 orang, serta total muatan barang yang berhasil dibawa sebanyak 90.668 ton/m^3.

Pioneer Vessels

PELNI Pioneer Vessels are sea transportation fleets operated by PT PELNI (Persero) to serve special routes to the 3TP regions (Disadvantage, Frontier, Outermost, and Border Areas). These vessels function as a bridge for economic activity and connectivity for small islands, with a carrying capacity of approximately 500 passengers per vessel. Throughout 2025, PT PELNI (Persero) operated 30 Pioneer Vessels with a total of 884 voyages. The PELNI Pioneer Vessels transported 680,928 passengers and carried a total cargo volume of 90,668 tons/m^3.

Pendapatan penugasan penyelenggaraan kegiatan pelayanan publik Kapal Perintis milik negara didasarkan pada Perjanjian Penyelenggaraan Kegiatan Pelayanan Publik Kapal Perintis Milik Negara Tahun Anggaran 2025 Nomor: KTRK.01/PERINTIS/LALA- 2024 dan Nomor TH.12.31-02/KNP/2024 tanggal 31 Desember 2024, yang di amandemen sebanyak 4 (empat) kali dengan Nomor: ADD.04/PERINTIS/2025 pada tanggal 27 November 2025.

Revenue from the assignment for the provision of public service operations of state-owned pioneer vessels was based on the Public Service Operation Agreement for State-Owned Pioneer Vessels for Fiscal Year 2025 Number: KTRK.01/PERINTIS/LALA-2024 and Number TH.12.31-02/KNP/2024 dated December 31, 2024, which was amended four (4) times, with Amendment Number ADD.04/PERINTIS/2025 dated November 27, 2025.

TINJAUAN OPERASI PER SEGMEN USAHA
OPERATIONAL REVIEW BY BUSINESS SEGMENT

Besaran anggaran yang disepakati dalam perjanjian operasional pelayanan publik Kapal Perintis milik pemerintah untuk tahun anggaran 2025 adalah sebesar Rp429.143.168.000, yang dibebankan pada Daftar Isian Pelaksanaan Anggaran (DIPA) Satuan Kerja Peningkatan Keselamatan Lalu Lintas Angkutan Laut Pusat Nomor : SP DIPA-022.04.1.439454/2024 pada tanggal 02 Desember 2024.

The agreed budget for the public service operation of government-owned Pioneer Vessels for Fiscal Year 2025 amounted to Rp429,143,168,000, charged to the Budget Implementation List (DIPA) of the Central Sea Transportation Traffic Safety Improvement Work Unit Number: SP DIPA-022.04.1.439454/2024 dated December 2, 2024.

Kapal Barang Tol Laut

Tol laut merupakan program Pemerintah yang diterapkan dengan tujuan mendistribusikan logistik ke daerah-daerah tertinggal, terpencil, terluar, dan perbatasan. Hal tersebut dilakukan guna menjamin ketersediaan barang di daerah terpencil, yang dapat mengurangi kesenjangan harga, sehingga dapat meningkatkan kesejahteraan rakyat Indonesia. PT PELNI (Persero) menyediakan jasa angkutan barang di laut sebagai upaya kerja sama Perseroan dengan Pemerintah dalam membangun konektivitas yang efektif, dari barat hingga timur wilayah Indonesia.

Pada tahun 2025, Kapal Barang Tol Laut yang beroperasi sebanyak 8 unit dengan jumlah *voyage* sebanyak 110. Kapal Barang Tol Laut juga berhasil membawa muatan *container* sebanyak 13.142 TEUs. Nilai perjanjian penyelenggaraan kegiatan subsidi pengoperasian Angkutan Barang di Laut (Tol Laut) tahun anggaran 2025 sebesar Rp210.127.992.178, dibebankan pada Daftar Isian Pelaksanaan Anggaran (DIPA) Nomor SP DIPA-022.04.1.439454/2024 tanggal 24 November 2023 Revisi ke 5 dengan Nomor ADD.05/KTRK/TL-PELNI/XI/2025 tanggal 28 November 2025.

Sea Toll Cargo Vessels

The Sea Toll Program is a government initiative implemented to distribute logistics to underdeveloped, remote, outermost, and border regions. This program is intended to ensure the availability of goods in remote areas, reduce price disparities, and ultimately improve the welfare of the Indonesian people. PT PELNI (Persero) provides sea freight transportation services as part of the Company's collaboration with the Government in developing effective connectivity from the western to the eastern regions of Indonesia.

In 2025, a total of 8 Sea Toll cargo vessels were in operation, completing 110 voyages. These vessels successfully transported 13,142 TEUs of container cargo. The value of the subsidy agreement for the operation of Sea Freight Transportation Services (Sea Toll Program) for Fiscal Year 2025 amounted to Rp210,127,992,178, charged to the Budget Implementation List (DIPA) Number SP DIPA-022.04.1.439454/2024 dated November 24, 2023, Revision 5, with Amendment Number ADD.05/KTRK/TL-PELNI/XI/2025 dated November 28, 2025.

Kapal Ternak

Kegiatan Pengoperasian Kapal Ternak Pekerjaan penyelenggaraan kegiatan subsidi pengoperasian kapal ternak tahun anggaran 2025 dilakukan berdasarkan Perjanjian Penyelenggaraan Kegiatan Subsidi Pengoperasian Kapal Ternak Trayek RT-1 Tahun Anggaran 2025 Nomor: KTRK.01/RT-1/LALA-2024 dan Nomor: TH.12.31-05/KNP/2024 pada tanggal 31 Desember 2024, yang di amandemen sebanyak 3 kali dengan Nomor: ADD.03/RT-1/2025 pada tanggal 1 Desember 2025.

Livestock Vessel

The implementation of the Livestock Vessel Operating Subsidy Program for Fiscal Year 2025 was carried out based on the Agreement for the Implementation of the Livestock Vessel Operating Subsidy Program for Route RT-1 Fiscal Year 2025 Number: KTRK.01/RT-1/LALA-2024 and Number: TH.12.31-05/KNP/2024 dated December 31, 2024, which was amended three times, with Amendment Number ADD.03/RT-1/2025 dated December 1, 2025.

TINJAUAN OPERASI PER SEGMEN USAHA
OPERATIONAL REVIEW BY BUSINESS SEGMENT

Lama waktu pelayaran kapal maksimal dalam 1 (satu) *round voyage* sesuai dengan trayek yang ditetapkan dalam Surat Keputusan Direktur Jenderal Perhubungan Laut, terhitung dimulai sejak kapal tiba di pelabuhan pangkal (*home base*) sampai dengan kapal tiba kembali di pelabuhan pangkal, setelah berlayar menurut urutan pelabuhan yang telah ditetapkan.

The maximum voyage duration for the vessel within one round voyage follows the route stipulated in the Decree of the Director General of Sea Transportation, calculated from the vessel's arrival at the home base port until its return to the home base port after sailing through the designated sequence of ports.

Kapal yang digunakan dalam penyelenggaraan kegiatan subsidi tahun anggaran 2025 untuk pengoperasian kapal ternak adalah KM. Camara Nusantara 1, tanpa menggunakan kapal pengganti dengan Trayek: RT-1 Kupang - 99 - Wini - 1103 - Tanjung Priok - 119 - Panjang - 1206 - Kupang. Waktu pelaksanaan kegiatan KM. Camara Nusantara 1 dengan target frekuensi per tanggal 1 Januari 2025 sampai dengan 31 Desember 2025.

The vessel utilized for the implementation of the Fiscal Year 2025 subsidy program was KM Camara Nusantara I, without the use of a replacement vessel, serving the route: RT-1 Kupang – Wini – Tanjung Priok – Panjang – Kupang. The operational period of KM Camara Nusantara I was from January 1, 2025, to December 31, 2025, in accordance with the targeted voyage frequency.

Nilai perjanjian penyelenggaraan kegiatan subsidi pengoperasian Kapal Ternak tahun anggaran 2025 sebesar Rp14.170.950.700 dibebankan pada Daftar Isian Pelaksanaan Anggaran (DIPA) Nomor: SP DIPA-022.04.1.439454/2025 pada tanggal 02 Desember 2024.

The value of the subsidy agreement for the operation of the Livestock Vessel for Fiscal Year 2025 amounted to Rp14,170,950,700, charged to the Budget Implementation List (DIPA) Number: SP DIPA-022.04.1.439454/2025 dated December 2, 2024.

PT PELNI (Persero) mengoperasikan 1 (satu) armada Kapal Ternak yaitu KM Camara Nusantara I dengan rute Kupang – Wini – Tg. Priok – Panjang – Kupang . Kehadiran Kapal Ternak bertujuan untuk membantu Pemerintah dalam menekan harga daging dan menyejahterakan peternak di sentra peternakan sapi dalam negeri. Jumlah ternak yang berhasil diangkut sepanjang 2025 adalah 7.134 ekor.

PT PELNI (Persero) operated one livestock vessel, KM Camara Nusantara I, serving the route Kupang – Wini – Tanjung Priok – Panjang – Kupang. The Livestock Vessel program aims to support the Government's efforts to stabilize meat prices and improve the welfare of livestock farmers in Indonesia's cattle production centers. Throughout 2025, a total of 7,134 head of livestock were transported.

Kapal Rede

Sepanjang tahun 2025, PT PELNI (Persero) mengoperasikan 18 unit Kapal Rede. Nilai perjanjian penyelenggaraan kegiatan pelayanan angkutan perairan pelabuhan dengan menggunakan Kapal Milik Negara (Kapal Rede) tahun anggaran 2025 adalah sejumlah Rp59.298.361.374, yang dibebankan pada Daftar Isian Pelaksanaan Anggaran (DIPA) Satuan Kerja Peningkatan Keselamatan Lalu Lintas Angkutan Laut Pusat Nomor SP-DIPA 022.04.1.439454/2025 pada tanggal 02 Desember 2024 dan Revisi ke-4 dengan Nomor ADD.04/REDE/XII/LALA-2025 tanggal 17 Desember 2025.

Rede Vessels

Throughout 2025, PT PELNI (Persero) operated 18 Rede Vessels. The value of the agreement for the provision of port water transportation services using State-Owned Vessels (Rede Vessels) for Fiscal Year 2025 amounted to Rp59,298,361,374, charged to the Budget Implementation List (DIPA) of the Central Sea Transportation Traffic Safety Improvement Work Unit Number SP-DIPA 022.04.1.439454/2025 dated December 2, 2024, and its 4th Amendment under Number ADD.04/REDE/XII/LALA-2025 dated December 17, 2025.

TINJAUAN OPERASI PER SEGMEN USAHA
OPERATIONAL REVIEW BY BUSINESS SEGMENT

Kinerja Segmen Penugasan
Assignment Segment Performance

Dalam jutaan Rupiah (kecuali dinyatakan lain) | In millions of Rupiah (unless otherwise stated)

Uraian Description	2025	2024	Kenaikan (Penurunan) Increase (Decrease)	
			Rp Juta Rp Million	%
Pendapatan Usaha Bersih Net Operating Revenue	5.698.316	5.572.186	126.130	2,26
Beban Pokok Usaha Operating Expenses	(4.928.788)	(4.777.887)	(150.901)	3,16
Laba Bruto Gross Profit	769.528	794.300	(24.772)	(3,12)
Laba (Rugi) Usaha Operating Profit or (Loss)	257.758	339.456	(81.698)	(24,07)
Laba Tahun Berjalan Profit for the Current Year	182.731	256.713	(73.982)	(28,82)

Segmen penugasan pada tahun 2025 mencatatkan kinerja yang tetap solid di tengah dinamika operasional dan peningkatan biaya pelaksanaan proyek. Pendapatan usaha bersih tercatat sebesar Rp5,70 triliun atau meningkat 2,26% dibandingkan tahun 2024 sebesar Rp5,57 triliun. Peningkatan pendapatan tersebut mencerminkan masih terjaganya permintaan terhadap pelaksanaan penugasan serta kemampuan Perseroan dalam menjaga kesinambungan proyek dan penyelesaian pekerjaan secara tepat waktu.

The Assignment Segment recorded solid performance in 2025 despite operational challenges and increasing project execution costs. Net operating revenue reached Rp5.70 trillion, representing an increase of 2.26% compared to Rp5.57 trillion in 2024. This revenue growth reflects sustained demand for assignment-related services and the Company's ability to maintain project continuity and complete assignments in a timely manner.

Di sisi lain, beban pokok usaha meningkat sebesar 3,16% menjadi Rp4,93 triliun sejalan dengan meningkatnya biaya operasional, harga material, biaya logistik, serta kebutuhan percepatan pelaksanaan pekerjaan pada sejumlah proyek strategis. Kondisi tersebut menyebabkan laba bruto mengalami penurunan sebesar 3,12% menjadi Rp769,53 miliar dari sebelumnya Rp794,30 miliar pada tahun 2024.

On the other hand, cost of revenue increased by 3.16% to Rp4.93 trillion, in line with rising operational costs, material prices, logistics expenses, and the need to accelerate the execution of several strategic projects. As a result, gross profit declined by 3.12% to Rp769.53 billion from Rp794.30 billion in 2024.

Peningkatan tekanan biaya operasional turut memengaruhi laba usaha yang tercatat sebesar Rp257,76 miliar atau menurun 24,07% dibandingkan tahun sebelumnya sebesar Rp339,46 miliar. Sementara itu, laba tahun berjalan tercatat sebesar Rp182,73 miliar, turun 28,82% dibandingkan tahun 2024 sebesar Rp256,71 miliar. Penurunan profitabilitas tersebut terutama dipengaruhi oleh meningkatnya biaya pelaksanaan pekerjaan dan efisiensi yang belum optimal pada beberapa proyek penugasan.

The increase in operational cost pressures also affected operating profit, which amounted to Rp257.76 billion, a decrease of 24.07% compared to Rp339.46 billion in the previous year. Meanwhile, profit for the year reached Rp182.73 billion, down 28.82% from Rp256.71 billion in 2024. The decline in profitability was primarily attributable to higher project execution costs and suboptimal efficiency levels in several assignment projects.

TINJAUAN OPERASI PER SEGMEN USAHA
OPERATIONAL REVIEW BY BUSINESS SEGMENT

Meskipun demikian, Perseroan memandang bahwa segmen penugasan tetap memberikan kontribusi penting terhadap keberlangsungan usaha dan penguatan peran strategis Perseroan dalam mendukung program pembangunan nasional. Ke depan, Perseroan akan terus mendorong peningkatan efektivitas pengelolaan proyek, pengendalian biaya, optimalisasi produktivitas operasional, serta penguatan manajemen risiko guna meningkatkan profitabilitas dan keberlanjutan kinerja segmen penugasan.

NON-PENUGASAN

Segmen usaha non-penugasan merupakan pendapatan yang diterima Perseroan selain daripada kompensasi yang diterima dari Pemerintah Republik Indonesia Perhubungan - Direktorat Jenderal Perhubungan Laut atas penyelenggaraan penugasan Kewajiban Pelayanan Publik (*Public Service Obligation*/PSO) dan subsidi, di mana Segmen Non-Penugasan, meliputi:

1. Usaha Perkapalan Non-Penugasan
   - Kapal Komersial
     Usaha *Charter* kapal merupakan salah satu usaha yang ditawarkan oleh Perseroan. Penumpang dapat memilih rute dan jenis kapal yang diinginkan sehingga dapat memberikan kesan tersendiri serta eksklusifitas bagi penumpangnya.
     Sepanjang tahun 2025, usaha *charter* kapal mencatatkan pendapatan sebesar Rp46,54 miliar, nilai ini mengalami peningkatan dari tahun sebelumnya yang sebesar Rp15,67 miliar.
2. Usaha Sampingan
   - Keagenan
     Usaha keagenan merupakan salah satu usaha andalan PT PELNI (Persero) yang dimulai sejak tahun 1960 yang meliputi jasa keagenan kapal-kapal baik domestik maupun luar negeri. Jenis jasa yang dilakukan untuk mendukung segmen usaha ini meliputi *Full Port Agency*, *Husbandry Services*, serta *Other Services*. Keagenan kapal yang banyak diageni oleh PT PELNI (Persero) merupakan kapal barang lokal dan kapal barang dari luar negeri.
     Saat ini, PT PELNI (Persero) melayani keagenan kapal terutama pada keagenan kapal lokal ataupun kapal barang dari luar negeri, dikarenakan kapal *cruise* belum ada jadwal beroperasi ke Indonesia

Nevertheless, the Company believes that the Assignment Segment continues to make a significant contribution to business sustainability and strengthens the Company's strategic role in supporting national development programs. Going forward, the Company will continue to enhance project management effectiveness, strengthen cost control measures, optimize operational productivity, and reinforce risk management practices to improve profitability and ensure the sustainable performance of the Assignment Segment.

NON-ASSIGNMENT

The Non-Assignment Segment represents revenue earned by the Company other than compensation received from the Government of the Republic of Indonesia through the Ministry of Transportation – Directorate General of Sea Transportation for the implementation of Public Service Obligation (PSO) assignments and subsidy programs. The Non-Assignment Segment comprises the following activities:

1. Non-Assignment Shipping Business
   - Commercial Vessel
     Vessel charter services are one of the business offerings provided by the Company. Customers may select their preferred routes and vessel types, enabling a more exclusive and customized travel experience.
     Throughout 2025, the vessel charter business recorded revenue of Rp46.54 billion, representing a significant increase compared to Rp15.67 billion in the previous year.
2. Ancillary Business Activities
   - Agency Services
     Agency services are one of the flagship business activities of PT PELNI (Persero), which have been operated since 1960 and include agency services for both domestic and international vessels. The services provided under this business segment include Full Port Agency, Husbandry Services, and Other Services. The majority of vessels represented by PT PELNI (Persero) are domestic cargo vessels and international cargo vessels.
     Currently, PT PELNI (Persero) primarily provides agency services for domestic vessels and international cargo vessels, as cruise ships have not yet resumed regular operations to

TINJAUAN OPERASI PER SEGMEN USAHA
OPERATIONAL REVIEW BY BUSINESS SEGMENT

(hanya ada kegiatan kapal wisata lokal seperti pinisi dan kapal wisata kecil seperti *yacht*).
Realisasi produksi Tahun 2025 adalah sebesar 2.435 *call* kapal mencapai 123,04% dari target Tahun 2025 yang telah ditetapkan. Sedangkan pencapaian penghasilan Tahun 2025 *Audited* sebesar Rp11,04 miliar nilai ini mencapai 157,33% dari target Tahun 2025.

- Pengusahaan Aset
  Pengusahaan Aset adalah Departemen yang mengelola aset berupa tanah dan bangunan yang ada di bawah Divisi Umum. Di mana Departemen Pengusahaan Aset ini berfokus untuk mengoptimalisasikan aset tanah dan bangunan milik PT PELNI (Persero) yang ada di seluruh Indonesia yang bertujuan untuk membantu meningkatkan penghasilan perusahaan selain dari bisnis perkapalan. Sepanjang tahun 2025 usaha penugasan aset membukukan pendapatan sebesar Rp11,16 miliar meningkat dari tahun sebelumnya yang sebesar Rp8,65 miliar.
- MICE & *Life Style*
  Usaha *lifestyle* merupakan salah satu produk pengembangan usaha komersial dari PT PELNI (Persero) yang meliputi *Study on Board*, *Tour on Board*, *MICE on Board* dan *Virtual on Board*. Salah satu jenis layanan yang disediakan oleh Perusahaan adalah paket Kapal Phinisi yang menyediakan paket-paket ke berbagai destinasi di Labuan Bajo.

  Produksi *lifestyle* (MICE, Wisata Bahari & City Tour) Tahun 2025 adalah sebanyak 64 kegiatan. Sedangkan produksi layanan tambahan (*add on*) Tahun 2025 dengan jumlah peserta sebanyak 69.913 orang.

3. Usaha Penunjang
   - Hotel Bahtera Cipayung
     Usaha perhotelan adalah sewa ruangan wisma yang dilakukan oleh *Strategic Business Unit* PT PELNI (Persero) yakni Hotel Bahtera Hotel dengan fasilitas untuk acara rapat dan pusat pelatihan dilengkapi dengan fasilitas ruang rapat berkapasitas lebih dari 200 orang dan fasilitas penunjang lainnya.

Indonesia. Existing activities are limited to local tourism vessels such as phinisi boats and smaller recreational vessels such as yachts. The production realization in 2025 reached 2,435 vessel calls, achieving 123.04% of the established 2025 target. Meanwhile, audited revenue in 2025 amounted to Rp11.04 billion, representing 157.33% of the 2025 target.

- Asset Management
  Asset Management is the department responsible for managing land and building assets under the General Division. The department focuses on optimizing the utilization of PT PELNI (Persero)'s land and building assets located throughout Indonesia, with the objective of generating additional revenue beyond the Company's core shipping business.
  Throughout 2025, the asset management business recorded revenue of Rp11.16 billion, an increase from Rp8.65 billion in the previous year.

- MICE & Lifestyle
  The lifestyle business is one of the commercial business development products of PT PELNI (Persero), encompassing Study on Board, Tour on Board, MICE on Board, and Virtual on Board services. One of the services offered by the Company is the Phinisi Vessel Package, which provides travel packages to various destinations in Labuan Bajo.
  In 2025, lifestyle business activities, including MICE, Marine Tourism, and City Tour programs, recorded a total of 64 events. Meanwhile, additional (add-on) services were utilized by 69,913 participants during the year.

3. Supporting Businesses
   - Bahtera Hotel Cipayung
     The hotel business consists of accommodation and function room rental services operated through the Strategic Business Unit of PT PELNI (Persero), namely Bahtera Hotel. The facility provides meeting and training center services, supported by meeting rooms with a capacity of more than 200 participants and various supporting facilities.

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OPERATIONAL REVIEW BY BUSINESS SEGMENT

Sepanjang tahun 2025, Hotel Bahtera mampu membukukan pendapatan sebesar Rp- miliar mengalami penurunan dari tahun sebelumnya yang sebesar Rp5,38 miliar.

Throughout 2025, Bahtera Hotel recorded revenue of Rp– billion, a decrease from Rp5.38 billion in the previous year.

4. Usaha Anak Perusahaan
   Pendapatan yang dihasilkan dari usaha anak Perusahaan PT PBM Sarana Bandar Nasional di tahun 2025 adalah sebesar Rp381,58 miliar sedangkan PT Pelita Indonesia Djaya mampu menghasilkan pendapatan sebesar Rp45,55 miliar.

4. Subsidiary Businesses
   Revenue generated by the Company's subsidiary businesses in 2025 amounted to Rp381.58 billion from PT PBM Sarana Bandar Nasional, while PT Pelita Indonesia Djaya generated revenue of Rp45.55 billion.

Kinerja Segmen Non-Penugasan
Non-Assignment Segment Performance

Dalam jutaan Rupiah (kecuali dinyatakan lain) | In millions of Rupiah (unless otherwise stated)

Uraian Description	2025	2024	Kenaikan (Penurunan) Increase (Decrease)	
			Rp Juta Rp Million	%
Pendapatan Usaha Bersih Net Operating Revenue	474.918	604.870	(129.952)	(21,48)
Beban Pokok Usaha Operating Expenses	(248.779)	(352.124)	103.345	(29,35)
Laba Bruto Gross Profit	226.139	252.746	(26.607)	(10,53)
Laba (Rugi) Usaha Operating Profit or (Loss)	(191.363)	(145.699)	(45.664)	31,34)
Laba Tahun Berjalan Profit for the Current Year	19.557	(62.463)	82.020	(131,31)

Segmen non penugasan pada tahun 2025 menghadapi tantangan berupa penurunan aktivitas usaha yang berdampak pada penurunan pendapatan. Pendapatan usaha bersih tercatat sebesar Rp474,92 miliar, menurun 21,48% dibandingkan tahun 2024 sebesar Rp604,87 miliar. Penurunan tersebut terutama dipengaruhi oleh berkurangnya volume pekerjaan pada beberapa lini usaha non penugasan serta penyesuaian strategi bisnis Perseroan dalam menjaga kualitas portofolio proyek dan selektivitas terhadap kontrak yang dijalankan.

The Non-Assignment Segment faced challenges in 2025 due to a decline in business activities, which resulted in lower revenue generation. Net operating revenue amounted to Rp474.92 billion, representing a decrease of 21.48% compared to Rp604.87 billion in 2024. This decline was primarily attributable to reduced work volumes across several non-assignment business lines, as well as the Company's business strategy adjustments aimed at maintaining the quality of its project portfolio and exercising greater selectivity in contract execution.

TINJAUAN OPERASI PER SEGMEN USAHA
OPERATIONAL REVIEW BY BUSINESS SEGMENT

Sejalan dengan penurunan pendapatan, Perseroan berhasil melakukan pengendalian beban pokok usaha yang turun lebih besar, yakni sebesar 29,35% menjadi Rp248,78 miliar dibandingkan tahun sebelumnya sebesar Rp352,12 miliar. Efisiensi tersebut mencerminkan upaya Perseroan dalam melakukan optimalisasi biaya operasional, pengendalian penggunaan sumber daya, serta peningkatan efektivitas pelaksanaan proyek. Dengan demikian, laba bruto tetap mampu dipertahankan pada level yang cukup baik sebesar Rp226,14 miliar meskipun mengalami penurunan 10,53% dibandingkan tahun sebelumnya.

In line with the decline in revenue, the Company successfully controlled its cost of revenue, which decreased by a larger margin of 29.35% to Rp248.78 billion from Rp352.12 billion in the previous year. This efficiency reflects the Company's efforts to optimize operating costs, improve resource utilization, and enhance project execution effectiveness. As a result, gross profit was maintained at a relatively solid level of Rp226.14 billion, despite a decrease of 10.53% compared to the previous year.

Pada tingkat laba usaha, segmen non penugasan masih membukukan rugi usaha sebesar Rp191,36 miliar, meningkat dibandingkan rugi usaha tahun 2024 sebesar Rp145,70 miliar. Kondisi ini terutama dipengaruhi oleh masih tingginya beban operasional dan beban administrasi yang belum sepenuhnya dapat diimbangi oleh pertumbuhan pendapatan. Namun demikian, Perseroan berhasil mencatatkan perbaikan signifikan pada laba tahun berjalan menjadi positif sebesar Rp19,56 miliar dibandingkan rugi tahun berjalan sebesar Rp62,46 miliar pada tahun sebelumnya. Perbaikan tersebut menunjukkan efektivitas langkah efisiensi, pengelolaan biaya yang lebih disiplin, serta adanya kontribusi pendapatan dan pengelolaan non-operasional yang lebih baik selama tahun berjalan.

At the operating profit level, the Non-Assignment Segment still recorded an operating loss of Rp191.36 billion, compared to an operating loss of Rp145.70 billion in 2024. This condition was mainly driven by the continued burden of operating and administrative expenses, which could not yet be fully offset by revenue growth. Nevertheless, the Company achieved a significant improvement in profit for the year, recording a positive result of Rp19.56 billion compared to a loss of Rp62.46 billion in the previous year. This improvement demonstrates the effectiveness of the Company's efficiency initiatives, more disciplined cost management, and stronger contributions from revenue generation and non-operational activities during the year.

Ke depan, Perseroan akan terus memperkuat strategi pengembangan bisnis non penugasan melalui diversifikasi sumber pendapatan, peningkatan produktivitas operasional, optimalisasi struktur biaya, serta penguatan kualitas eksekusi proyek guna meningkatkan kinerja dan profitabilitas segmen secara berkelanjutan.

Going forward, the Company will continue to strengthen its non-assignment business development strategy through revenue diversification, enhanced operational productivity, cost structure optimization, and improved project execution quality in order to achieve sustainable growth and profitability within the segment.


KELUD
PELNI

ASPEK PEMASARAN
MARKETING ASPECTS

STRATEGI PEMASARAN

Strategi bisnis berpusat pada aktivitas komersial dan operasional bisnis sehingga mampu mendorong pertumbuhan dan menjaga kelangsungan bisnis PT PELNI (Persero). Berikut strategi bisnis PT PELNI (Persero) 2025-2029 yang mengacu pada strategi korporat dan sasarannya:

a. Memperbaharui armada untuk meningkatkan kinerja operasional;
b. Melakukan transformasi layanan di setiap portofolio bisnis;
c. Memastikan standarisasi operasional layanan di seluruh area operasional;
d. Memperkuat standar keselamatan dan keamanan pelayaran;
e. Memperluas pangsa pasar melalui pengembangan bisnis pelayaran komersial dan pasar *non-captive*
f. Mengimplementasikan *continuous improvement* untuk memastikan pemberian layanan yang terus berorientasi pada inovasi sesuai tren; dan
g. Memaksimalkan potensi penyelenggaraan penugasan dengan menyeimbangkan aspek komersial.

MARKETING STRATEGY

The Company's business strategy is centered on commercial and operational business activities to drive growth and ensure the sustainability of PT PELNI (Persero). The following are PT PELNI (Persero)'s business strategies for 2025–2029, which are aligned with the Company's corporate strategy and objectives:

a. Renewing the fleet to enhance operational performance;
b. Implementing service transformation across all business portfolios;
c. Ensuring the standardization of operational services throughout all operational areas;
d. Strengthening shipping safety and security standards;
e. Expanding market share through the development of commercial shipping businesses and non-captive markets;
f. Implementing continuous improvement initiatives to ensure service delivery remains innovation-driven and responsive to evolving market trends; and
g. Maximizing the potential of assignment-based services while maintaining an appropriate balance between public service obligations and commercial considerations.

Mitra Penjualan PT PELNI (Persero) 2025
PT PELNI (Persero) Sales Partners in 2025

Banking	e-money	Modern Outlet	Online Travel	Lainnya Others
Livin by Mandiri	OVO	Alfamart	easybook.com	MyTelkomsel
BRImo	Gopay	Alfamidi	via.com	Topindoku
BCA mobile		Indomaret	ATA TOUR	
myBCA		OMI	Darmawisata Indonesia	
BNI agen46		FastPay	MMBC	
BRILink Agen			Versa Technology	

Travel *Agent* Penjualan PT PELNI (Persero) 2025
PT PELNI (Persero) Travel Agents in 2025

No	Cabang Branch	Jumlah Travel Agent Total Number of Travel Agents	No	Cabang Branch	Jumlah Travel Agent Total Number of Travel Agents
1	144 (Medan / Belawan)	7	21	805 (Samarinda)	2
2	251 (Tanjung Pinang)	6	22	808 (Tarakan)	9
3	256 (Pulau Batam)	7	23	809 (Nunukan)	4

ASPEK PEMASARAN
ASPEK PEMASARAN

Travel *Agent* Penjualan PT PELNI (Persero) 2025
PT PELNI (Persero) Travel Agents in 2025

No	Cabang Branch	Jumlah Travel Agent Total Number of Travel Agents	No	Cabang Branch	Jumlah Travel Agent Total Number of Travel Agents
4	266 (Tanjung Balai Karimun)	3	24	835 (Bitung)	1
5	335 (Pangkal Pinang/Muntok)	2	25	863 (Palu)	3
6	431 (Tanjung Priok)	3	26	868 (Luwuk)	1
7	494 (Semarang)	7	27	892 (Pare-Pare)	8
8	563 (Surabaya)	14	28	893 (Makassar)	6
9	613 (Denpasar)	2	29	921 (Baubau)	14
10	655 (Bima)	3	30	946 (Ambon)	2
11	662 (Labuan Bajo)	1	31	949 (Tual)	1
12	681 (Kupang)	1	32	951 (Namlea)	1
13	683 (Maumere)	3	33	971 (Sorong)	3
14	685 (Waingapu)	1	34	972 (Manokwari)	3
15	687 (Larantuka)	3	35	974 (Jayapura)	4
16	714 (Pontianak)	3	36	975 (Serui)	1
17	746 (Sampit)	5	37	976 (Fak-Fak)	1
18	747 (Kumai)	4	38	982 (Nabire)	1
19	773 (Kotabaru)	3	39	983 (Timika)	1
20	803 (Balikpapan)	13			
	Sub Total	91		Sub Total	66
	Total	157			

PANGSA PASAR

Pangsa pasar PT PELNI (Persero) terutamanya adalah penumpang menengah ke bawah dengan barang bawaan (kargo) yang signifikan, dan penumpang yang memiliki tujuan ke daerah tanpa ada layanan transportasi udara, juga untuk ruas jarak pendek-menengah. Perseroan juga memiliki pangsa pasar yang lain, yaitu *shipper* yang membutuhkan alat angkut terjadwal.

MARKET SHARE

The primary market served by PT PELNI (Persero) consists of middle- to lower-income passengers traveling with significant amounts of baggage or cargo, as well as passengers whose destinations are not served by air transportation and those traveling on short- to medium-distance routes. In addition, the Company also serves another market segment, namely shippers that require reliable and scheduled transportation services for cargo distribution.

Uraian Description	2025
Penumpang Pelayaran Domestik Domestic Cruisers	30,5 juta 30,5 million
Penumpang PT PELNI (Persero) PELNI (Persero) Passengers	5,15 juta 5,15 million
Pangsa Pasar PT PELNI (Persero) (Pelayaran) PELNI (Persero) Market Share (Shipping)	16,89%

Sumber: Badan Pusat Statistik | Source: Statistics Indonesia

PENELITIAN DAN PENGEMBANGAN
RESEARCH AND DEVELOPMENT

Sepanjang tahun 2025 PT PELNI (Persero) melakukan kajian internal dan eksternal mengenai :

1. Kajian Pengajuan Penyertaan Modal Negara (PMN) APBN Tahun 2026 Pada PT PELNI (Persero)
2. Kajian Pola Operasi *Hub and Spoke* Angkutan Penumpang dan Barang pada Angkutan Laut Nasional
3. Kajian kapabilitas galangan kapal nasional dalam mendukung pembangunan kapal baru PT PELNI (Persero)
4. Kajian Rencana Usulan Optimalisasi Skema PSO dan Subsidi PT PELNI (Persero)
5. Proposal Pengadaan Kapal Baru PT PELNI (Persero) dengan Keterlibatan Galangan Nasional
6. Kajian Evaluasi Kapabilitas Galangan Kapal Internasional Rencana Pembangunan Kapal Penumpang
7. Kajian Pasar Pelayaran Kapal Drybulk PT PELNI (Persero)
8. Kajian Investasi Pelayaran Kapal Drybulk PT PELNI (Persero)
9. Kajian Dampak Penugasan PSO PT PELNI (Persero) Tahun 2025

Throughout 2025, PT PELNI (Persero) conducted a number of internal and external studies to support strategic decision-making and the Company's long-term business development, including:

1. Study on the Proposed State Capital Injection (PMN) from the State Budget (APBN) for Fiscal Year 2026 for PT PELNI (Persero);
2. Study on the Hub-and-Spoke Operating Model for Passenger and Cargo Transportation in the National Sea Transportation Network;
3. Study on the Capability of Domestic Shipyards to Support the Construction of New Vessels for PT PELNI (Persero);
4. Study on the Proposed Optimization Scheme for PSO and Subsidy Programs of PT PELNI (Persero);
5. Proposal for the Procurement of New Vessels for PT PELNI (Persero) with the Involvement of Domestic Shipyards;
6. Evaluation Study of International Shipyard Capabilities for the Planned Construction of New Passenger Vessels;
7. Market Study of the Dry Bulk Shipping Business of PT PELNI (Persero);
8. Investment Study for the Dry Bulk Shipping Business of PT PELNI (Persero); and
9. Study on the Impact of PT PELNI (Persero)'s Public Service Obligation (PSO) Assignments in 2025.

TINJAUAN KEUANGAN
FINANCIAL REVIEW

Pembahasan kinerja keuangan dalam Laporan Tahunan ini merujuk pada Laporan Keuangan Konsolidasian PT Pelayaran Nasional Indonesia (Persero) dan Entitas Anak ("Grup") untuk tahun-tahun yang berakhir pada 31 Desember 2025 dan 2024. Laporan Keuangan Konsolidasian PELNI telah diaudit oleh Kantor Akuntan Publik (KAP) Djoko, Sidik & Indra sesuai dengan Laporan Audit 00179/2.0999/AU.1/06/0139-5/1/III/2026 tanggal 31 Maret 2026, dengan opini disajikan secara wajar, dalam semua hal yang material posisi keuangan konsolidasian Grup tanggal 31 Desember 2025, serta kinerja keuangan konsolidasian dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

The financial performance discussion presented in this Annual Report refers to the Consolidated Financial Statements of PT Pelayaran Nasional Indonesia (Persero) and its Subsidiaries (the "Group") for the years ended December 31, 2025 and 2024. PELNI's Consolidated Financial Statements were audited by Kantor Akuntan Publik Djoko, Sidik & Indra in accordance with Audit Report Number 00179/2.0999/AU.1/06/0139-5/1/III/2026 dated March 31, 2026. The auditor issued an unmodified opinion, stating that the consolidated financial position of the Group as of December 31, 2025, and its consolidated financial performance and consolidated cash flows for the year then ended, were presented fairly, in all material respects, in accordance with Indonesian Financial Accounting Standards.

LAPORAN POSISI KEUANGAN KONSOLIDASIAN
CONSOLIDATED STATEMENT OF FINANCIAL POSITION

Kinerja Posisi Keuangan Secara Keseluruhan, Periode 2024-2025
Overall Financial Position Performance, Period 2024-2025

Dalam jutaan Rupiah (kecuali dinyatakan lain) | In millions of Rupiah (unless otherwise stated)

Uraian Description	2025	2024	Kenaikan (Penurunan) Increase (Decrease)	
			Rp Juta Rp Million	%
Aset Assets				
Jumlah Aset Total Assets	12.972.866	10.083.888	2.888.978	28,65
Liabilitas dan Ekuitas Liabilities and Equity				
Jumlah Liabilitas Total Liabilities	1.718.908	1.560.838	158.070	10,13
Jumlah Ekuitas Total Equity	11.253.958	8.523.050	2.730.908	32,04
Jumlah Liabilitas dan Ekuitas Total Liabilities and Equity	12.972.866	10.083.888	2.888.978	28,65

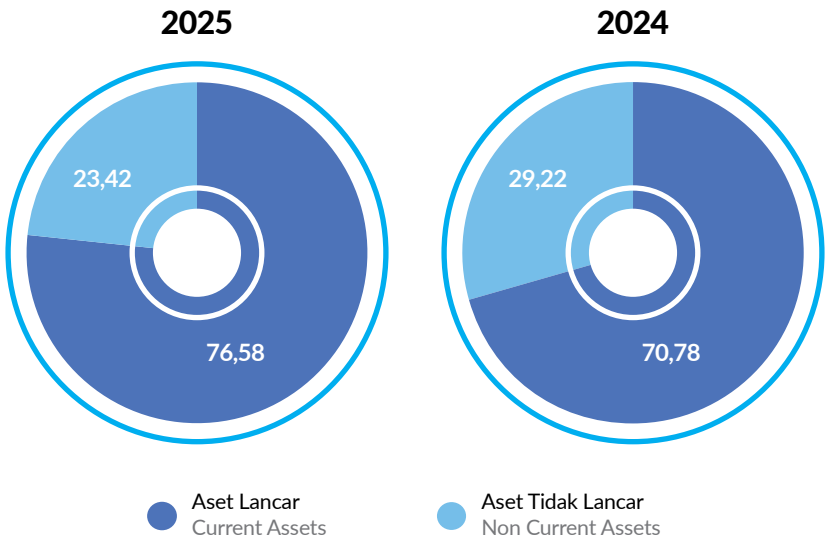
TINJAUAN KEUANGAN
FINANCIAL REVIEW

ASET KONSOLIDASIAN

CONSOLIDATED ASSETS

Dalam jutaan Rupiah (kecuali dinyatakan lain) | In millions of Rupiah (unless otherwise stated)

Uraian Description	2025		2024		Kenaikan(Penurunan) Increase (Decrease)	
	Jumlah Total	Kontribusi (%) Contribution (%)	Jumlah Total	Kontribusi (%) Contribution (%)	Jumlah Total	Kontribusi (%) Contribution (%)
Aset Lancar Current Assets	9.934.118	76,58	7.137.809	70,78	2.796.309	39,18
Aset Tidak Lancar Non-Current Assets	3.038.748	23,42	2.946.079	29,22	92.669	3,15
Jumlah Aset Total Assets	12.972.866	100,00	10.083.888	100,00	2.888.978	28,65



Jumlah aset Perseroan pada 31 Desember 2025 tercatat sebesar Rp12,97 triliun, meningkat 28,65% atau senilai Rp2,89 triliun dari tahun 2024 yang sebesar Rp10,08 triliun. Peningkatan tersebut terutama disebabkan oleh kenaikan pada Aset Lancar sebesar 39,18% atau senilai Rp2,80 triliun. Begitu juga dengan jumlah Aset Tidak Lancar yang mengalami peningkatan sebesar 3,15% atau senilai Rp92,67miliar sebagaimana dijelaskan di bawah ini.

As of December 31, 2025, the Company's total assets amounted to Rp12.97 trillion, representing an increase of 28.65%, or Rp2.89 trillion, compared to Rp10.08 trillion in 2024. This increase was primarily attributable to the growth in Current Assets, which rose by 39.18%, or Rp2.80 trillion. In addition, Non-Current Assets also increased by 3.15%, or Rp92.67 billion, as further described below.

TINJAUAN KEUANGAN
FINANCIAL REVIEW

Aset Lancar Konsolidasian
Consolidated Current Assets

Dalam jutaan Rupiah (kecuali dinyatakan lain) | In millions of Rupiah (unless otherwise stated)

Uraian Description	2025	2024	Kenaikan (Penurunan) Increase (Decrease)	
			Rp Juta Rp Million	%
Kas dan Setara Kas Cash and Cash Equivalents	4.111.335	4.114.739	(3.404)	(0,08)
Piutang Usaha Accounts Receivables	138.076	125.898	12.178	9,67
Aset Keuangan Lancar Lainnya Other Current Financial Assets	4.795.618	2.053.078	2.742.540	133,58
Persediaan Inventories	580.125	482.190	97.935	20,31
Pajak Dibayar di Muka Prepaid Taxes	72.217	56.360	15.857	28,14
Uang Muka Advances Payment	170.749	223.880	(53.131)	(23,73)
Biaya Dibayar di Muka Prepaid Expenses	60.997	81.664	(20.667)	(25,31)
Jumlah Aset Lancar Total Current Assets	9.934.118	7.137.809	2.796.309	39,18

Aset Tidak Lancar Konsolidasian
Consolidated Non-Current Assets

Dalam jutaan Rupiah (kecuali dinyatakan lain) | In millions of Rupiah (unless otherwise stated)

Uraian Description	2025	2024	Kenaikan (Penurunan) Increase (Decrease)	
			Rp Juta Rp Million	%
Investasi pada Entitas Asosiasi Investment in Associate	227.402	218.729	8.673	3,97
Properti Investasi Investment Properties	222.221	208.542	13.679	6,56
Alat Produksi Production Equipment	2.088.539	2.089.723	(1.184)	(0,06)
Aset Tetap Production Equipment	393.348	337.057	56.291	16,70
Aset Tak Berwujud Intangible Assets	20.947	18.946	2.001	10,56
Aset Hak Guna Right of Use Assets	1.461	5.074	(3.613)	(71,21)
Aset Pajak Tangguhan Deferred Tax Assets	84.760	67.852	16.908	24,92
Aset Tidak Lancar Lainnya Other Non-Current Assets	69	155	(86	(55,48)
Jumlah Aset Tidak Lancar Total Non-Current Assets	3.038.748	2.946.079	92.669	3,15

TINJAUAN KEUANGAN
FINANCIAL REVIEW

Jumlah aset tidak lancar Perseroan di akhir tahun 2025 mencapai Rp3,04 triliun, meningkat 3,15% atau setara Rp92,67 miliar dibandingkan tahun sebelumnya sebesar Rp2,95 triliun. Peningkatan aset tidak lancar utamanya disebabkan oleh kenaikan aset tetap sebesar Rp56,29 miliar atau 16,70% menjadi Rp393,35 miliar, yang mencerminkan adanya penambahan investasi Perseroan pada sarana dan prasarana operasional guna mendukung peningkatan kapasitas dan efektivitas kegiatan usaha.

The Company's Non-Current Assets at the end of 2025 amounted to Rp3.04 trillion, representing an increase of 3.15% or Rp92.67 billion compared to Rp2.95 trillion in the previous year. The increase in non-current assets was primarily attributable to the growth in Production Equipment, which increased by Rp56.29 billion, or 16.70%, to Rp393.35 billion. This increase reflects additional investments made by the Company in operational facilities and infrastructure to support greater capacity and enhance the effectiveness of its business activities.

Selain itu, peningkatan juga berasal dari kenaikan aset pajak tangguhan sebesar Rp16,91 miliar atau 24,92% menjadi Rp84,76 miliar, serta kenaikan properti investasi sebesar Rp13,68 miliar atau 6,56% menjadi Rp222,22 miliar. Investasi pada entitas asosiasi turut mengalami peningkatan sebesar 3,97% menjadi Rp227,40 miliar, menunjukkan adanya penguatan nilai investasi Perseroan pada perusahaan asosiasi yang memberikan kontribusi positif terhadap pengembangan usaha jangka panjang.

In addition, the increase was also driven by a rise in Deferred Tax Assets of Rp16.91 billion, or 24.92%, to Rp84.76 billion, as well as an increase in Investment Properties of Rp13.68 billion, or 6.56%, to Rp222.22 billion. Investment in Associate also increased by 3.97% to Rp227.40 billion, indicating a strengthening of the Company's investment value in associate companies that contribute positively to its long-term business development.

Sementara itu, alat produksi relatif stabil pada posisi Rp2,09 triliun, yang menunjukkan Perseroan tetap menjaga keberlangsungan aset produktif utama secara optimal. Di sisi lain, aset hak guna mengalami penurunan seiring berkurangnya nilai tercatat aset sewa akibat amortisasi selama tahun berjalan. Secara keseluruhan, peningkatan aset tidak lancar mencerminkan komitmen Perseroan dalam menjaga kesinambungan investasi jangka panjang serta mendukung penguatan operasional dan pertumbuhan usaha secara berkelanjutan.

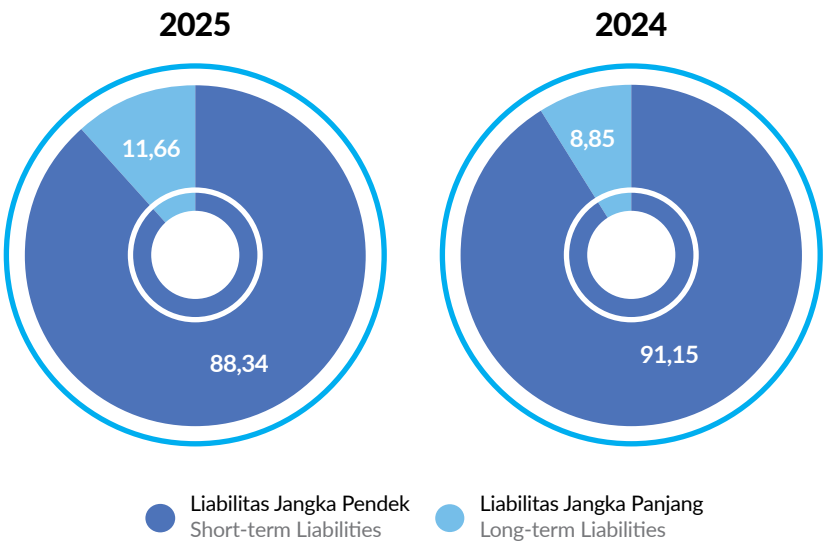
Meanwhile, Production Equipment remained relatively stable at Rp2.09 trillion, demonstrating the Company's commitment to maintaining its key productive assets at an optimal level. On the other hand, Right of Use Assets decreased in line with the reduction in the carrying value of leased assets due to amortization during the year. Overall, the increase in non-current assets reflects the Company's commitment to maintaining the continuity of long-term investments while supporting operational strengthening and sustainable business growth.

LIABILITAS KONSOLIDASIAN
CONSOLIDATED LIABILITIES

Dalam jutaan Rupiah (kecuali dinyatakan lain) | In millions of Rupiah (unless otherwise stated)

Uraian Description	2025		2024		Kenaikan (Penurunan) Increase (Decrease)	
	Jumlah Total	Kontribusi (%) Contribution (%)	Jumlah Total	Kontribusi (%) Contribution (%)	Jumlah Total	Kontribusi (%) Contribution (%)
Liabilitas Jangka Pendek Short-term Liabilities	1.518.479	88,34	1.422.771	91,15	95.708	6,73
Liabilitas Jangka Panjang Long-term Liabilities	200.429	11,66	138.067	8,85	62.362	45,17
Jumlah Liabilitas Total Liabilities	1.718.908	100,00	1.560.838	100,00	158.070	10,13

TINJAUAN KEUANGAN
FINANCIAL REVIEW



Jumlah liabilitas PT PELNI (Persero) pada 31 Desember 2025 tercatat sebesar Rp1,72 triliun, meningkat 10,13% atau senilai Rp158,07 miliar dari tahun 2024 sebesar Rp1,56 triliun. Peningkatan jumlah liabilitas ini disebabkan oleh kenaikan pada Liabilitas Jangka Panjang Perseroan sebesar 45,17% atau setara Rp62,36 miliar, Liabilitas Jangka Pendek Perseroan juga mengalami peningkatan sebesar 6,73% atau setara Rp95,71 miliar, sebagaimana dijelaskan di bawah ini.

As of December 31, 2025, PT PELNI (Persero)'s total liabilities amounted to Rp1.72 trillion, representing an increase of 10.13%, or Rp158.07 billion, compared to Rp1.56 trillion in 2024. This increase in total liabilities was attributable to a rise in the Company's Long-term Liabilities of 45.17%, equivalent to Rp62.36 billion. In addition, the Company's Short-term Liabilities increased by 6.73%, or Rp95.71 billion, as further explained below.

Liabilitas Jangka Pendek Konsolidasian
Consolidated Short-term Liabilities

Dalam jutaan Rupiah (kecuali dinyatakan lain) | In millions of Rupiah (unless otherwise stated)

Uraian Description	2025	2024	Kenaikan (Penurunan) Increase (Decrease	
			Rp Juta Rp Million	%
Pinjaman Jangka Pendek Short-Term Loans	7.000	7.000	0	0,00
Utang Usaha Trade Payable	454.488	218.134	236.354	108,35
Beban Akrual Accrued Expenses	818.625	918.686	(100.061)	(10,89)
Liabilitas kontrak Contract Liability	96.908	91.695	5.213	5,69
Utang Pajak Tax Payables	49.141	31.200	17.941	57,50
Bagian Lancar atas: Current Portion of:				
Utang Kepada Negara Debt to the State	4.174	3.560	614	17,25

TINJAUAN KEUANGAN
FINANCIAL REVIEW

Liabilitas Jangka Pendek Konsolidasian
Consolidated Short-term Liabilities

Dalam jutaan Rupiah (kecuali dinyatakan lain) | In millions of Rupiah (unless otherwise stated)

Uraian Description	2025	2024	Kenaikan (Penurunan) Increase (Decrease	
			Rp Juta Rp Million	%
Liabilitas Jangka Panjang Long-Term Liabilities	1.854	3.047	(1.193)	(39,15)
Liabilitas Keuangan Jangka Pendek Lainnya Other-Short Term Financial Liabilities	86.288	149.448	(63.160)	(42,26)
Jumlah Liabilitas Jangka Pendek Total Short-term Liabilities	1.518.479	1.422.771	95.708	6,73

Jumlah liabilitas jangka pendek Perseroan pada 31 Desember 2025 tercatat sebesar Rp1,52 triliun, meningkat 6,73% atau setara Rp95,71 miliar dibandingkan tahun 2024 sebesar Rp1,42 triliun. Peningkatan tersebut terutama disebabkan oleh kenaikan utang usaha sebesar Rp236,35 miliar atau 108,35% menjadi Rp454,49 miliar dibandingkan tahun sebelumnya sebesar Rp218,13 miliar. Kenaikan utang usaha tersebut mencerminkan meningkatnya aktivitas operasional dan pengadaan barang maupun jasa untuk mendukung pelaksanaan kegiatan usaha dan proyek Perseroan selama tahun berjalan.

The Company's Total Short-term Liabilities as of December 31, 2025 amounted to Rp1.52 trillion, representing an increase of 6.73%, or Rp95.71 billion, compared to Rp1.42 trillion in 2024. The increase was primarily driven by a rise in Trade Payables of Rp236.35 billion, or 108.35%, to Rp454.49 billion, compared to Rp218.13 billion in the previous year. The increase in Trade Payables reflects higher operational activities and the procurement of goods and services to support the Company's business operations and project execution during the year.

Selain itu, peningkatan juga dipengaruhi oleh kenaikan utang pajak sebesar Rp17,94 miliar atau 57,50% menjadi Rp49,14 miliar serta peningkatan liabilitas kontrak sebesar 5,69% menjadi Rp96,91 miliar. Kondisi ini menunjukkan adanya peningkatan kewajiban perpajakan dan penerimaan pembayaran dimuka atas kontrak pekerjaan yang masih berjalan pada akhir periode pelaporan.

In addition, the increase was influenced by a rise in Tax Payables of Rp17.94 billion, or 57.50%, to Rp49.14 billion, as well as an increase in Contract Liability of 5.69% to Rp96.91 billion. These developments indicate higher tax obligations and increased advance payments received for contracts that remained in progress at the end of the reporting period.

Di sisi lain, Perseroan berhasil melakukan pengelolaan kewajiban secara lebih efisien yang tercermin dari penurunan beban akrual sebesar 10,89% menjadi Rp818,63 miliar serta penurunan liabilitas keuangan jangka pendek lainnya sebesar 42,26% menjadi Rp86,29 miliar. Penurunan tersebut turut membantu menjaga struktur liabilitas jangka pendek tetap terkendali di tengah meningkatnya aktivitas usaha Perseroan sepanjang tahun 2025.

On the other hand, the Company successfully managed its obligations more efficiently, as reflected by a decrease in Accrued Expenses of 10.89% to Rp818.63 billion and a decline in Other Short-Term Financial Liabilities of 42.26% to Rp86.29 billion. These reductions helped maintain a well-controlled short-term liability structure amid the increase in the Company's business activities throughout 2025.

TINJAUAN KEUANGAN
FINANCIAL REVIEW

Liabilitas Jangka Panjang Konsolidasian
Consolidated Long Term Liabilities

Dalam jutaan Rupiah (kecuali dinyatakan lain) | In millions of Rupiah (unless otherwise stated)

Uraian Description	2025	2024	Kenaikan (Penurunan) Increase (Decrease	
			Rp Juta Rp Million	%
Utang Kepada Negara Debt to the State	25.042	24.923	119	0,48
Liabilitas Jangka Panjang Long-term Liabilities	1.012	10.114	(9.102)	(89,99)
Liabilitas Imbalan Pasca Kerja Jangka Panjang Employee Benefits	104.991	103.029	1.962	1,90
Pendapatan Bunga Ditangguhkan Deffered Interest Income	69.384	0	69.384	100,00
Jumlah Liabilitas Jangka Panjang Total Long-term Liabilities	200.429	138.067	62.362	45,17

Nilai liabilitas jangka panjang Perseroan per 31 Desember 2025 tercatat sebesar Rp200,43 miliar, meningkat 45,17% atau setara Rp62,36 miliar dibandingkan tahun sebelumnya sebesar Rp138,07 miliar. Peningkatan ini terutama disebabkan oleh pengakuan pendapatan bunga ditangguhkan sebesar Rp69,38 miliar pada tahun 2025, yang menjadi kontributor utama terhadap kenaikan total liabilitas jangka panjang Perseroan.

The Company's Total Long-term Liabilities as of December 31, 2025 amounted to Rp200.43 billion, representing an increase of 45.17%, or Rp62.36 billion, compared to Rp138.07 billion in the previous year. This increase was primarily attributable to the recognition of Deferred Interest Income amounting to Rp69.38 billion in 2025, which was the main contributor to the increase in the Company's total long-term liabilities.

Selain itu, liabilitas imbalan pascakerja jangka panjang juga mengalami peningkatan sebesar 1,90% menjadi Rp104,99 miliar dibandingkan tahun 2024 sebesar Rp103,03 miliar. Kenaikan tersebut sejalan dengan penyesuaian kewajiban manfaat kerja karyawan berdasarkan hasil perhitungan aktuaria dan peningkatan masa kerja pegawai selama tahun berjalan.

In addition, Employee Benefits increased by 1.90% to Rp104.99 billion, compared to Rp103.03 billion in 2024. The increase was in line with adjustments to employee benefit obligations based on actuarial valuation results and the increase in employees' years of service during the year.

Di sisi lain, Perseroan berhasil menurunkan saldo liabilitas jangka panjang lainnya sebesar 89,99% menjadi Rp1,01 miliar dari sebelumnya Rp10,11 miliar, yang mencerminkan adanya penyelesaian kewajiban jangka panjang secara bertahap. Secara keseluruhan, struktur liabilitas jangka panjang Perseroan tetap berada pada level yang terkendali dan mencerminkan kemampuan Perseroan dalam mengelola kewajiban jangka panjang secara prudent dan berkesinambungan.

On the other hand, the Company successfully reduced its other long-term liabilities balance by 89.99% to Rp1.01 billion from Rp10.11 billion in the previous year, reflecting the gradual settlement of long-term obligations. Overall, the Company's long-term liability structure remained at a manageable level and demonstrates its ability to prudently and sustainably manage long-term obligations.

TINJAUAN KEUANGAN
FINANCIAL REVIEW

EKUITAS KONSOLIDASIAN

CONSOLIDATED EQUITY

Dalam jutaan Rupiah (kecuali dinyatakan lain) | In millions of Rupiah (unless otherwise stated)

Uraian Description	2025	2024	Kenaikan (Penurunan) Increase (Decrease	
			Rp Juta Rp Million	%
Modal Saham Shares Capital	9.129.900	7.629.900	1.500.000	19,66
Penyertaan Modal Pemerintah State Capital Contribution	2.500.144	1.500.144	1.000.000	66,66
Tambahan Modal Disetor Additional paid in Capital	397.879	397.879	0	0,00
Cadangan Appropriated Related Earnings	1.543.867	1.543.867	0	0,00
Saldo Laba (Defisit) Accumulated Deficit	(2.258.089)	(2.460.466)	202.377	(8,23)
Komponen Ekuitas Lainnya Other Equity Component	(63.914)	(92.537)	28.623	(30,93)
Jumlah Ekuitas yang dapat diatribusikan kepada: Total equity attributable to:				
Pemilik Entitas Induk Owners of The Company	11.249.786	8.518.786	2.731.000	32,06
Kepentingan Non-Pengendali Non-Controlling Interest	4.171	4.264	(93)	(2,18)
Jumlah Ekuitas Total Equity	11.253.958	8.523.050	2.730.908	32,04%

Pada 31 Desember 2025, saldo ekuitas Perseroan tercatat sebesar Rp11,25 triliun, meningkat 32,04% atau setara Rp2,73 triliun dibandingkan posisi tahun 2024 sebesar Rp8,52 triliun. Peningkatan tersebut terutama dikontribusikan oleh kenaikan modal saham sebesar Rp1,50 triliun atau 19,66% menjadi Rp9,13 triliun, sejalan dengan penguatan struktur permodalan Perseroan untuk mendukung pengembangan usaha dan peningkatan kapasitas operasional perusahaan.

Selain itu, peningkatan ekuitas juga berasal dari bertambahnya Penyertaan Modal Pemerintah (PMN) sebesar Rp1,00 triliun atau 66,66% menjadi Rp2,50 triliun dibandingkan tahun sebelumnya sebesar Rp1,50 triliun. Tambahan PMN tersebut mencerminkan dukungan pemegang saham terhadap penguatan fundamental Perseroan serta peningkatan kemampuan Perseroan dalam menjalankan mandat strategis dan ekspansi usaha ke depan.

As of December 31, 2025, the Company's Total Equity amounted to Rp11.25 trillion, representing an increase of 32.04%, or Rp2.73 trillion, compared to Rp8.52 trillion in 2024. The increase was primarily attributable to the growth in Share Capital, which increased by Rp1.50 trillion, or 19.66%, to Rp9.13 trillion. This increase reflects the strengthening of the Company's capital structure to support business development and enhance its operational capacity.

In addition, the increase in equity was driven by the growth in State Capital Contribution, which increased by Rp1.00 trillion, or 66.66%, to Rp2.50 trillion, compared to Rp1.50 trillion in the previous year. The additional State Capital Contribution reflects the shareholder's support for strengthening the Company's fundamentals and enhancing its ability to carry out strategic mandates and future business expansion.

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Di sisi lain, saldo defisit Perseroan mengalami perbaikan sebesar Rp202,38 miliar atau 8,23%, dari defisit Rp2,46 triliun pada tahun 2024 menjadi Rp2,26 triliun pada tahun 2025. Perbaikan tersebut menunjukkan adanya peningkatan kinerja Perseroan yang berdampak positif terhadap penguatan posisi keuangan perusahaan. Komponen ekuitas lainnya juga mengalami perbaikan sebesar 30,93% menjadi negatif Rp63,91 miliar dibandingkan tahun sebelumnya negatif Rp92,54 miliar.

Secara keseluruhan, peningkatan ekuitas pada tahun 2025 mencerminkan semakin kuatnya struktur permodalan Perseroan yang didukung oleh tambahan modal dari pemegang saham serta perbaikan kinerja keuangan, sehingga memberikan fondasi yang lebih baik bagi Perseroan dalam menjaga keberlanjutan usaha dan mendukung strategi pertumbuhan jangka panjang.

On the other hand, the Company's Accumulated Deficit improved by Rp202.38 billion, or 8.23%, from a deficit of Rp2.46 trillion in 2024 to a deficit of Rp2.26 trillion in 2025. This improvement indicates enhanced corporate performance, which positively contributed to strengthening the Company's financial position. Other Equity Component also improved by 30.93%, to a negative balance of Rp63.91 billion compared to a negative balance of Rp92.54 billion in the previous year.

Overall, the increase in equity in 2025 reflects the Company's stronger capital structure, supported by additional capital contributions from shareholders and improved financial performance. This provides a stronger foundation for the Company to maintain business sustainability and support its long-term growth strategy.

LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

Dalam jutaan Rupiah (kecuali dinyatakan lain) | In millions of Rupiah (unless otherwise stated)

Uraian Description	2025	2024	Kenaikan (Penurunan) Increase (Decrease	
			Rp Juta Rp Million	%
Pendapatan Usaha, Bersih Operating Revenues, Netto	6.243.123	6.177.057	66.066	1,07
Beban Pokok Usaha Operating Expenses	(5.247.539)	(5.130.011)	(117.528)	2,29
Laba (Rugi) Kotor Gross Profit	995.584	1.047.046	(51.462)	(4,91)
Beban Pemasaran dan Distribusi Distribution and Marketing Expenses	(23.564)	(24.615)	1.051	(4,27)
Beban Umum dan Administrasi General and Administrative Expenses	(905.624)	(828.674)	(76.950)	9,29
Laba (Rugi) Usaha Operating Profit or (Loss)	66.396	193.757	(127.361)	(65,73)
Pendapatan (Beban) Non Usaha Bersih Non-Operating Income - Net	213.676	108.669	105.007	96,63
Laba Sebelum Pajak Profit Before Tax	280.072	302.426	(22.354)	(7,39)
Beban Pajak Tax Expenses	(77.784)	(108.175)	30.391	(28,09)
Laba Tahun Berjalan Profit for the Current Year	202.288	194.250	8.038	4,14

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Dalam jutaan Rupiah (kecuali dinyatakan lain) | In millions of Rupiah (unless otherwise stated)

Uraian Description	2025	2024	Kenaikan (Penurunan) Increase (Decrease	
			Rp Juta Rp Million	%
Jumlah Penghasilan Komprehensif Lain Total Other Comprehensive Income	28.623	5.057	23.566	466,01
Jumlah Laba Komprehensif Tahun Berjalan Total Comprehensive Income of The Current Year	230.911	199.307	31.604	15,86
Laba Tahun Berjalan yang Dapat Diatribusikan Kepada: Profit for the Current Year Attributable to:				
Pemilik Entitas Induk Owner of the Company	202.377	193.873	8.504	4,39
Pemilik Non Pengendali Non-Controlling Interest	(89)	377	(466)	(123,61)
	202.288	194.250	8.038	4,14
Laba Komprehensif yang Dapat Diatribusikan Kepada: Total Comprehensive Income Attributable to:				
Pemilik Entitas Induk Owner of the Company	231.004	198.927	32.077	16,13
Pemilik Non Pengendali Non-Controlling Interest	(93)	380	(473)	(124,47)
	230.911	199.307	31.604	15,86
Laba Bersih Per Saham Dasar (dalam Rp) Basic Earnings Per Share (In Rp)	22.156	25.459	(3.303)	(12,97)

PENDAPATAN USAHA BERSIH

Pendapatan usaha bersih PT PELNI (Persero) pada tahun 2025 tercatat sebesar Rp6,24 triliun, meningkat 1,07% atau setara Rp66,07 miliar dibandingkan tahun sebelumnya sebesar Rp6,18 triliun. Kenaikan ini utamanya disebabkan oleh meningkatnya aktivitas operasional dan mobilitas masyarakat yang mendorong pertumbuhan pendapatan dari layanan angkutan penumpang, logistik, dan jasa pendukung lainnya. Selain itu, optimalisasi utilisasi armada, penguatan konektivitas antardaerah, serta peningkatan kualitas layanan turut memberikan kontribusi positif terhadap pertumbuhan pendapatan Perseroan selama tahun berjalan.

OPERATING REVENUE NETTO

PT PELNI (Persero)'s Operating Revenue Netto in 2025 amounted to Rp6.24 trillion, representing an increase of 1.07%, or Rp66.07 billion, compared to Rp6.18 trillion in the previous year. The increase was primarily driven by higher operational activities and greater public mobility, which contributed to revenue growth from passenger transportation services, logistics services, and other supporting services. In addition, the optimization of fleet utilization, strengthening of interregional connectivity, and improvements in service quality also contributed positively to the Company's revenue growth during the year.

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BEBAN POKOK USAHA

OPERATING EXPENSES

Dalam jutaan Rupiah (kecuali dinyatakan lain) | In millions of Rupiah (unless otherwise stated)

Uraian Description	2025	2024	Kenaikan (Penurunan) Increase (Decrease	
			Rp Juta Rp Million	%
Perkapalan Shipping	1.738.447	1.755.186	(16.739)	(0,95)
Pemeliharaan dan Perbaikan Maintenance and Repair	1.155.233	1.094.568	60.665	5,54
Penumpang Passenger	693.762	608.931	84.831	13,93
Pegawai Employee	703.270	762.188	(58.918)	(7,73)
Penyusutan dan Amortisasi Depreciation and Amortization	381.463	371.038	10.425	2,81
Sewa Rent	46.328	17.801	28.527	160,26
Asuransi Insurance	45.463	52.181	(6.718)	(12,87)
Muatan dan Ternak Livestock Cargo	5.321	6.362	(1.041)	(16,36)
Pemasaran dan Penjualan Marketing and Sales	27.094	23.810	3.284	13,79
Perbengkelan Workshop	18.875	16.540	2.335	14,12
Pokok Keuangan Financial Matters	10.395	2.514	7.881	313,48
Wisata Bahari Marine Tourism	2.966	4.717	(1.751)	(37,12)
Kendali Mutu Pelayanan Quality Service Control	10.199	10.213	(14)	(0,14)
Perhotelan Hospitality	2.782	1.446	1.336	92,32
Beban Pokok Lainnya Other Cost of Revenues	1.747	2.442	(695)	(28,43)
Jumlah Total	5.247.539	5.130.011	117.528	2,29%

Beban Pokok Usaha Perseroan pada tahun 2025 tercatat sebesar Rp5,25 triliun, meningkat 2,29% atau setara Rp117,53 miliar dibandingkan tahun 2024 sebesar Rp5,13 triliun. Kenaikan Beban Pokok Usaha ini terutama disebabkan oleh meningkatnya beban pemeliharaan dan perbaikan sebesar 5,54% menjadi Rp1,16 triliun seiring intensifikasi perawatan armada untuk menjaga keandalan operasional kapal dan kualitas layanan. Selain itu, kenaikan juga dipengaruhi oleh meningkatnya beban

The Company's Cost of Revenues in 2025 amounted to Rp5.25 trillion, representing an increase of 2.29%, or Rp117.53 billion, compared to Rp5.13 trillion in 2024. This increase was primarily attributable to higher Maintenance and Repair expenses, which increased by 5.54% to Rp1.16 trillion, in line with intensified fleet maintenance activities aimed at preserving vessel reliability and service quality. In addition, the increase was driven by higher Passenger expenses, which rose by 13.93% to Rp693.76 billion, an

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penumpang sebesar 13,93% menjadi Rp693,76 miliar, kenaikan beban sewa sebesar 160,26% menjadi Rp46,33 miliar, serta peningkatan beban pemasaran dan penjualan sebesar 13,79% menjadi Rp27,09 miliar sejalan dengan meningkatnya aktivitas operasional dan pelayanan Perseroan sepanjang tahun berjalan.

Di sisi lain, Perseroan berhasil melakukan efisiensi pada beberapa komponen biaya, antara lain beban pegawai yang turun 7,73% menjadi Rp703,27 miliar, beban asuransi yang menurun 12,87%, serta beban perkapalan yang relatif stabil dengan penurunan tipis sebesar 0,95%. Secara keseluruhan, peningkatan Beban Pokok Usaha mencerminkan komitmen Perseroan dalam menjaga kualitas layanan, keandalan armada, dan kesinambungan operasional transportasi laut nasional di tengah dinamika biaya operasional selama tahun 2025.

increase in Rent expenses of 160.26% to Rp46.33 billion, and higher Marketing and Sales expenses of 13.79% to Rp27.09 billion, reflecting the growth in the Company's operational and service activities throughout the year.

On the other hand, the Company successfully achieved efficiencies in several cost components, including Employee expenses, which decreased by 7.73% to Rp703.27 billion, and Insurance expenses, which declined by 12.87%. Meanwhile, Shipping expenses remained relatively stable, recording a slight decrease of 0.95%. Overall, the increase in Cost of Revenues reflects the Company's commitment to maintaining service quality, fleet reliability, and the continuity of national maritime transportation operations amid the dynamic operating cost environment throughout 2025.

BEBAN PEMASARAN DAN DISTRIBUSI

MARKETING AND DISTRIBUTION EXPENSES

Dalam jutaan Rupiah (kecuali dinyatakan lain) | In millions of Rupiah (unless otherwise stated)

Uraian Description	2025	2024	Kenaikan (Penurunan) Increase (Decrease	
			Rp Juta Rp Million	%
Kehumasan Public Relations	11.739	14.212	(2.473)	(17,40)
Promosi dan Periklanan Promotion and Advertising	6.207	3.967	2.240	56,47
Penjualan Sales	3.666	3.176	490	15,43
Pemasaran Lainnya Others Marketing	1.951	3.260	(1.309)	(40,15)
Jumlah Total	23.564	24.615	(1.051)	(4,27)

Perseroan membukukan beban pemasaran dan distribusi sepanjang tahun 2025 sebesar Rp23,56 miliar, menurun 4,27% dibandingkan tahun sebelumnya sebesar Rp24,61 miliar. Penurunan ini terutama disebabkan oleh berkurangnya beban kehumasan sebesar 17,40% menjadi Rp11,74 miliar serta penurunan beban pemasaran lainnya sebesar 40,15% menjadi Rp1,95 miliar. Penurunan tersebut mencerminkan upaya Perseroan dalam melakukan pengendalian biaya dan optimalisasi aktivitas komunikasi serta pemasaran secara lebih efektif dan efisien selama tahun berjalan.

The Company recorded Marketing and Distribution Expenses of Rp23.56 billion in 2025, representing a decrease of 4.27% compared to Rp24.61 billion in the previous year. The decline was primarily attributable to lower Public Relations expenses, which decreased by 17.40% to Rp11.74 billion, as well as a reduction in Others Marketing expenses of 40.15% to Rp1.95 billion. This decrease reflects the Company's efforts to control costs and optimize its communication and marketing activities more effectively and efficiently throughout the year.

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Di sisi lain, Perseroan tetap meningkatkan aktivitas promosi dan penguatan penjualan yang tercermin dari kenaikan beban promosi dan periklanan sebesar 56,47% menjadi Rp6,21 miliar serta kenaikan beban penjualan sebesar 15,43% menjadi Rp3,67 miliar. Langkah tersebut dilakukan untuk mendukung penguatan *brand awareness*, peningkatan layanan, serta menjaga daya saing Perseroan di tengah dinamika industri transportasi dan logistik nasional.

On the other hand, the Company continued to strengthen its promotional and sales activities, as reflected in the increase in Promotion and Advertising expenses of 56.47% to Rp6.21 billion and the increase in Sales expenses of 15.43% to Rp3.67 billion. These initiatives were undertaken to support brand awareness enhancement, improve service offerings, and maintain the Company's competitiveness amid the dynamic national transportation and logistics industry.

BEBAN UMUM DAN ADMINISTRASI

GENERAL AND ADMINISTRATIVE EXPENSES

Dalam jutaan Rupiah (kecuali dinyatakan lain) | In millions of Rupiah (unless otherwise stated)

Uraian Description	2025	2024	Kenaikan (Penurunan) Increase (Decrease	
			Rp Juta Rp Million	%
Pegawai Employees	528.429	545.918	(17.489)	(3,20)
Pemeliharaan dan Perbaikan Maintenance and Repair	39.557	48.166	(8.609)	(17,87)
Konsultan dan Audit Audit and Consultant	60.187	46.077	14.110	30,62
Penyusutan dan Amortisasi Amortization and Depreciation	51.915	37.577	14.338	38,16
Administrasi Perkantoran Office Administration	22.635	23.871	(1.236)	(5,18)
Rumah Tangga Household	19.992	18.350	1.642	8,95
Sewa Rent	15.768	16.979	(1.211)	(7,14)
Imbalan Pasca Kerja Post Employment Benefits	40.084	16.529	23.555	142,50
Provisi Penurunan Nilai Piutang Provision of Impairment of Receivables	71.141	14.948	56.193	375,92
PKBL PKBL	8.766	8.461	305	3,59
Asuransi Insurance	10.637	8.429	2.208	26,20
Pajak dan Retribusi Taxes and Levies	11.738	7.196	4.542	63,10
Pengurangan Penugasan Pemerintah Reduction in Government Spending	5.000	10.000	(5.000)	(50,00)
Keamanan dan Keselamatan Security and Safety	1.980	2.224	(244)	(11,02)
Perencanaan dan Pengembangan Development and Planning	2.575	1.361	1.214	89,20
Olahraga dan Kesenian Sport and Art	1.831	1.182	649	54,82

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Dalam jutaan Rupiah (kecuali dinyatakan lain) | In millions of Rupiah (unless otherwise stated)

Uraian Description	2025	2024	Kenaikan (Penurunan) Increase (Decrease	
			Rp Juta Rp Million	%
Sumbangan Donations	483	375	108	28,53
Denda/Klaim Penalties / Claims	263	37	226	627,78
Lainnya Others	12.643	20.994	(8.351)	(39,78)
Jumlah Total	905.624	828.674	76.950	9,29

Beban umum dan administrasi Perseroan pada tahun 2025 tercatat sebesar Rp905,62 miliar, meningkat 9,29% atau setara Rp76,95 miliar dibandingkan tahun 2024 sebesar Rp828,67 miliar. Kenaikan tersebut utamanya disebabkan oleh meningkatnya provisi penurunan nilai piutang sebesar 375,92% menjadi Rp71,14 miliar sebagai langkah kehati-hatian Perseroan dalam pengelolaan risiko piutang, serta kenaikan beban imbalan pascakerja sebesar 142,50% menjadi Rp40,08 miliar, beban penyusutan dan amortisasi sebesar 38,16% menjadi Rp51,92 miliar, dan beban konsultan dan audit sebesar 30,62% menjadi Rp60,19 miliar. Di sisi lain, Perseroan tetap melakukan pengendalian biaya pada sejumlah pos pengeluaran, antara lain beban pegawai yang turun 3,20% menjadi Rp528,43 miliar serta beban pemeliharaan dan perbaikan yang menurun 17,87%, sehingga peningkatan beban umum dan administrasi masih dapat dikelola secara terkendali guna mendukung penguatan operasional dan tata kelola perusahaan sepanjang tahun 2025.

The Company's General and Administrative Expenses in 2025 amounted to Rp905.62 billion, representing an increase of 9.29%, or Rp76.95 billion, compared to Rp828.67 billion in 2024. The increase was primarily attributable to a rise in the Provision of Impairment of Receivables, which increased by 375.92% to Rp71.14 billion, reflecting the Company's prudent approach in managing receivable risks. In addition, Post Employment Benefits expenses increased by 142.50% to Rp40.08 billion, Amortization and Depreciation expenses rose by 38.16% to Rp51.92 billion, and Audit and Consultant expenses increased by 30.62% to Rp60.19 billion. On the other hand, the Company continued to exercise cost control over several expenditure components, including Employees expenses, which decreased by 3.20% to Rp528.43 billion, and Maintenance and Repair expenses, which declined by 17.87%. As a result, the increase in General and Administrative Expenses remained manageable and supported the strengthening of the Company's operations and corporate governance throughout 2025.

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PENDAPATAN (BEBAN) NON-USAHA BERSIH

NON-OPERATING INCOME (EXPENSES) NETTO

Dalam jutaan Rupiah (kecuali dinyatakan lain) | In millions of Rupiah (unless otherwise stated)

Uraian Description	2025	2024	Kenaikan (Penurunan) Increase (Decrease	
			Rp Juta Rp Million	%
Pendapatan Non Usaha Non-Operating Revenues	345.914	304.741	41.173	13,51
Beban Non Usaha Non-Operating Expenses	132.238	196.072	(63.834)	(32,56)
Jumlah Pendapatan Non-Usaha Bersih Total Non-Operating Income - Net	213.676	108.670	105.006	96,63

Perseroan mencatat Pendapatan Non-Usaha Bersih sebesar Rp213,68 miliar. Jumlah ini meningkat sebesar Rp105,01 miliar atau sebesar 96,63% dibandingkan tahun sebelumnya yang sebesar Rp108,67 miliar. Pendapatan non-usaha yang diperoleh Perseroan adalah sebesar Rp345,91 miliar yang berasal dari pendapatan bunga, pemulihan cadangan pegawai, pemulihan cadangan imbalan pasca kerja, jasa administrasi dan lain-lain. Sedangkan beban non-usaha yang dicatatkan Perseroan adalah sebesar Rp132,24 miliar yang berasal dari administrasi bank, kerugian selisih kurs, beban keuangan, dan lainnya.

The Company recorded Net Non-Operating Income of Rp213.68 billion in 2025. This amount increased by Rp105.01 billion, or 96.63%, compared to Rp108.67 billion in the previous year. The Company's Non-Operating Income amounted to Rp345.91 billion, primarily derived from interest income, recovery of employee provisions, recovery of post-employment benefit provisions, administrative service income, and other non-operating income. Meanwhile, the Company recorded Non-Operating Expenses of Rp132.24 billion, mainly consisting of bank administration expenses, foreign exchange losses, finance costs, and other non-operating expenses.

BEBAN PAJAK

Jumlah beban pajak yang menjadi kewajiban Perseroan pada tahun 2025 tercatat sebesar Rp77,78 miliar, menurun 28,09% atau setara Rp30,39 miliar dibandingkan tahun sebelumnya sebesar Rp108,17 miliar. Penurunan ini terutama disebabkan oleh menurunnya laba sebelum pajak Perseroan pada tahun berjalan, sehingga berdampak pada lebih rendahnya kewajiban pajak penghasilan yang harus dibayar. Selain itu, Perseroan juga terus melakukan pengelolaan perpajakan secara optimal dan sesuai ketentuan yang berlaku, termasuk melalui pengendalian biaya fiskal dan pemanfaatan pengakuan pajak tangguhan secara tepat, sehingga beban pajak Perseroan dapat dikelola secara lebih efisien sepanjang tahun 2025.

TAX EXPENSE

The Company's Tax Expense in 2025 amounted to Rp77.78 billion, representing a decrease of 28.09%, or Rp30.39 billion, compared to Rp108.17 billion in the previous year. This decline was primarily attributable to lower profit before tax recorded during the year, which resulted in a reduction in the Company's income tax obligations. In addition, the Company continued to manage its tax affairs prudently and in compliance with applicable regulations, including through fiscal cost control measures and the appropriate recognition of deferred tax assets and liabilities. As a result, the Company was able to manage its tax expense more efficiently throughout 2025.

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LABA (RUGI) TAHUN BERJALAN

Perseroan membukukan laba tahun berjalan sebesar Rp202,29 miliar pada tahun 2025, meningkat 4,14% atau setara Rp8,04 miliar dibandingkan tahun sebelumnya sebesar Rp194,25 miliar. Peningkatan ini utamanya disebabkan oleh kenaikan pendapatan usaha bersih yang mencapai Rp6,24 triliun, peningkatan signifikan pendapatan non usaha bersih sebesar 96,63% menjadi Rp213,68 miliar, serta penurunan beban pajak sebesar 28,09% menjadi Rp77,78 miliar. Meskipun Perseroan menghadapi peningkatan beban pokok usaha dan beban umum administrasi selama tahun berjalan, Perseroan tetap mampu menjaga profitabilitas melalui optimalisasi pendapatan, pengelolaan biaya yang lebih efektif, serta penguatan kontribusi pendapatan non operasional.

PROFIT FOR THE CURRENT YEAR

The Company recorded Profit for the Current Year of Rp202.29 billion in 2025, representing an increase of 4.14%, or Rp8.04 billion, compared to Rp194.25 billion in the previous year. This improvement was primarily driven by the increase in Net Operating Revenue, which reached Rp6.24 trillion, the significant growth in Net Non-Operating Income of 96.63% to Rp213.68 billion, and the decline in Tax Expense of 28.09% to Rp77.78 billion. Although the Company faced increases in both Cost of Revenues and General and Administrative Expenses during the year, it was able to maintain profitability through revenue optimization, more effective cost management, and stronger contributions from non-operating income.

PENGHASILAN KOMPREHENSIF LAIN

Di tahun 2025, Perseroan mencatat jumlah Penghasilan Komprehensif Lain sebesar Rp28,62 miliar, meningkat signifikan dibandingkan tahun sebelumnya yang mencatat Beban Komprehensif Lain sebesar Rp5,06 miliar. Penghasilan Komprehensif Lain di tahun 2025 terutama berasal dari perubahan positif atas pengukuran kembali liabilitas imbalan pascakerja, penyesuaian nilai wajar atas aset keuangan tertentu, serta dampak perubahan asumsi aktuaria yang memberikan pengaruh positif terhadap komponen ekuitas Perseroan. Kondisi tersebut mencerminkan perbaikan posisi keuangan dan pengelolaan kewajiban jangka panjang Perseroan yang lebih baik sepanjang tahun berjalan.

OTHER COMPREHENSIVE INCOME

In 2025, the Company recorded Other Comprehensive Income of Rp28.62 billion, a significant improvement compared to the Other Comprehensive Loss of Rp5.06 billion recorded in the previous year. The Other Comprehensive Income in 2025 was primarily attributable to favorable changes arising from the remeasurement of post-employment benefit obligations, fair value adjustments on certain financial assets, and changes in actuarial assumptions that positively affected the Company's equity components. This performance reflects an improvement in the Company's financial position and more effective management of its long-term obligations throughout the year..

LABA KOMPREHENSIF TAHUN BERJALAN

Pada tahun 2025, Perseroan membukukan adanya laba komprehensif tahun berjalan sebesar Rp230,91 miliar, nilai ini meningkat 15,86% atau senilai Rp31,60 miliar dari tahun sebelumnya yang sebesar Rp199,31 miliar.

TOTAL COMPREHENSIVE INCOME OF THE CURRENT YEAR

In 2025, the Company recorded Total Comprehensive Income of the Current Year of Rp230.91 billion, representing an increase of 15.86%, or Rp31.60 billion, compared to Rp199.31 billion in the previous year.

LABA BERSIH PER SAHAM

Perseroan mencatatkan laba bersih per saham dasar pada tahun 2025 sebesar Rp22.156 (Rupiah penuh), nilai ini mengalami penurunan dari tahun sebelumnya yang sebesar Rp25.459 (Rupiah penuh).

BASIC EARNINGS PER SHARE

The Company recorded Basic Earnings per Share of Rp22,156 (full Rupiah) in 2025. This figure decreased compared to Rp25,459 (full Rupiah) recorded in the previous year.

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LAPORAN ARUS KAS KONSOLIDASIAN

CONSOLIDATED CASH FLOW STATEMENT

Dalam jutaan Rupiah (kecuali dinyatakan lain) | In millions of Rupiah (unless otherwise stated)

Uraian Description	2025	2024	Kenaikan (Penurunan) Increase (Decrease	
			Rp Juta Rp Million	%
Arus Kas Bersih dari Aktivitas Operasi Net Cash Flows from Operating Activities	156.371	670.364	(513.993)	(76,67)
Arus Kas Bersih dari Aktivitas Investasi Net Cash Flows used to Investment Activities	(149.379)	(16.148)	(133.231)	825,06
Arus Kas Bersih dari Aktivitas Pendanaan Net Cash Flows from Financing Activities	(10.395)	(34.050)	23.655	(69,47)
Kenaikan (Penurunan) Bersih Kas dan Setara Kas Net Increase in Cash and Cash Equivalent	(3.403)	620.166	(623.569)	(100,55)
Kas dan Setara Kas Saldo Awal Tahun Cash and Cash Equivalent Beginning Balance	4.114.739	3.494.573	620.166	17,75
Kas dan Setara Kas Saldo Akhir Tahun Cash and Cash Equivalent Ending Balance	4.111.335	4.114.739	(3.404)	(0,08)

Per 31 Desember 2025, PT PELNI (Persero) mencatat kas dan setara kas sebesar Rp4,11 triliun, menurun 0,08% atau setara Rp3,40 miliar dibandingkan tahun sebelumnya sebesar Rp4,11 triliun. Penurunan kas dan setara kas ini terutama disebabkan oleh menurunnya arus kas bersih dari aktivitas operasi sebesar 76,67% menjadi Rp156,37 miliar dibandingkan tahun 2024 sebesar Rp670,36 miliar, seiring meningkatnya kebutuhan modal kerja dan pembayaran operasional Perseroan selama tahun berjalan. Selain itu, arus kas bersih dari aktivitas investasi juga mengalami peningkatan pengeluaran menjadi negatif Rp149,38 miliar dibandingkan negatif Rp16,15 miliar pada tahun sebelumnya, yang mencerminkan adanya peningkatan investasi dan pengeluaran untuk pengembangan serta pemeliharaan aset operasional Perseroan.

As of December 31, 2025, PT PELNI (Persero) recorded Cash and Cash Equivalents of Rp4.11 trillion, representing a slight decrease of 0.08%, or Rp3.40 billion, compared to Rp4.11 trillion in the previous year. This decrease was primarily attributable to the decline in Net Cash Provided by Operating Activities, which decreased by 76.67% to Rp156.37 billion from Rp670.36 billion in 2024, in line with increased working capital requirements and higher operational payments during the year. In addition, Net Cash Used in Investing Activities increased to a negative Rp149.38 billion compared to a negative Rp16.15 billion in the previous year, reflecting higher investments and expenditures related to the development and maintenance of the Company's operational assets.

Di sisi lain, arus kas bersih dari aktivitas pendanaan menunjukkan perbaikan dengan penurunan arus kas keluar sebesar 69,47% menjadi negatif Rp10,40 miliar dibandingkan tahun sebelumnya negatif Rp34,05 miliar. Meskipun terjadi penurunan kas dan setara kas secara tipis, Perseroan tetap mampu menjaga posisi likuiditas pada level yang sangat memadai untuk mendukung kebutuhan operasional, investasi, serta keberlangsungan kegiatan usaha Perseroan secara berkelanjutan.

On the other hand, Net Cash Used in Financing Activities showed improvement, with cash outflows declining by 69.47% to a negative Rp10.40 billion compared to a negative Rp34.05 billion in the previous year. Despite the slight decrease in Cash and Cash Equivalents, the Company maintained a strong liquidity position, which remains more than adequate to support its operational requirements, investment activities, and the sustainable continuity of its business operations.

TINJAUAN KEUANGAN
FINANCIAL REVIEW

ARUS KAS DARI AKTIVITAS OPERASI

NET CASH FLOWS FROM OPERATING ACTIVITIES

Dalam jutaan Rupiah (kecuali dinyatakan lain) | In millions of Rupiah (unless otherwise stated)

Uraian Description	2025	2024	Kenaikan (Penurunan) Increase (Decrease	
			Rp Juta Rp Million	%
Penerimaan Kas dari Pelanggan Receipt from Customers	3.256.554	3.042.912	213.642	7,02
Penerimaan dari Penugasan Pemerintah Receipt from Government Assignments	3.708.508	3.992.715	(284.207)	(7,12)
Penerimaan dari Aktivitas Operasi Lainnya Receipt of Other Operating Activities	50.114	41.622	8.492	20,41
Pembayaran Kepada Pemasok Payment to Suppliers	(4.465.656)	(4.128.524)	(337.132)	8,17
Pembayaran Biaya Operasional Payment of Operating Expenses	(485.993)	(592.976)	106.983	(18,04)
Pembayaran Biaya Overhead Payment of Overhead Expenses	(405.698)	(341.569)	(64.131)	18,78
Pembayaran Kepada Pegawai Payment to Employee	(939.972)	(838.442)	(101.530)	12,11
Pengeluaran dari Aktivitas Operasi Lainnya Payment of Other Operating Expenses	(90.718)	(56.536)	(34.182)	60,46
Pembayaran Pajak Tax Payments	(470.769)	(448.839)	(21.930)	4,89
Jumlah Total	156.371	670.364	(513.993)	(76,67)

Di tahun 2025, Perusahaan mencatat arus kas yang diperoleh dari aktivitas operasi sebesar Rp156,37 miliar, menurun 76,67% atau setara dengan Rp513,99 miliar dibandingkan arus kas yang diperoleh dari aktivitas operasi tahun 2024 sebesar Rp670,36 miliar. Penurunan ini terutama disebabkan karena pencairan Penugasan Pemerintah tahun 2025 yang lebih kecil jika dibandingkan dengan pencairan tahun 2024 sebesar Rp3.708.508 juta untuk tahun 2025 dan RpRp3.992.715 juta untuk tahun 2024.

In 2025, the Company recorded Net Cash Provided by Operating Activities of Rp156.37 billion, representing a decrease of 76.67%, or Rp513.99 billion, compared to Rp670.36 billion in 2024. This decline was primarily attributable to lower disbursements of Government Assignment funds in 2025 compared to the previous year, amounting to Rp3,708,508 million in 2025 versus Rp3,992,715 million in 2024.

TINJAUAN KEUANGAN
FINANCIAL REVIEW

ARUS KAS DARI AKTIVITAS INVESTASI

NET CASH FLOWS USED TO INVESTMENT ACTIVITIES

Dalam jutaan Rupiah (kecuali dinyatakan lain) | In millions of Rupiah (unless otherwise stated)

Uraian Description	2025	2024	Kenaikan (Penurunan) Increase (Decrease	
			Rp Juta Rp Million	%
Penjualan Aset Tetap Sale of Fixed Assets	0	11.345	(11.345)	(100,00)
Penerimaan Bunga Penempatan Interest Income	158.947	154.143	4.804	3,12
Penerimaan (Pengeluaran) Dividen Dividend Receipt (Payments)	0	7.707	(7.707)	(100,00)
Perolehan Aset Tetap Acquisition of Fixed Assets	(204.441)	(169.893)	(34.548)	20,34
Perolehan Aset Dalam Konstruksi Acquisition of Construction in Progress	(101.709)	(19.450)	(82.259)	422,93
Perolehan Aset Tak Berwujud Acquisition Intangible Assets	(2.177)	0	(2.177)	(100,00)
Jumlah Total	(149.379)	(16.148)	(133.231)	825,06

Sepanjang tahun 2025, jumlah arus kas bersih yang digunakan untuk Perseroan untuk aktivitas investasi adalah sejumlah Rp149,38 miliar. Jumlah tersebut mengalami peningkatan sebesar 825,06% dari tahun sebelumnya yang sejumlah Rp16,15 miliar. Peningkatan arus kas bersih dari aktivitas operasi Perseroan terutama disebabkan karena terdapat pengeluaran atas pemeliharaan Gedung kantor pusat dan kantor cabang pada tahun 2025.

Throughout 2025, the Company recorded Net Cash Used in Investing Activities of Rp149.38 billion. This amount increased by 825.06% compared to Rp16.15 billion in the previous year. The increase in net cash used in investing activities was primarily attributable to expenditures related to the maintenance of the head office building and branch office facilities during 2025.

ARUS KAS DARI AKTIVITAS PENDANAAN

NET CASH FLOWS FROM FINANCING ACTIVITIES

Dalam jutaan Rupiah (kecuali dinyatakan lain) | In millions of Rupiah (unless otherwise stated)

Uraian Description	2025	2024	Kenaikan (Penurunan) Increase (Decrease	
			Rp Juta Rp Million	%
Penerimaan Pinjaman Bank Receipt from Bank Loan	1.044.900	451.000	593.900	131,69
Pembayaran Pinjaman Bank Payment of Bank Loan	(1.044.900)	(485.050)	(559.850)	115,42
Pembayaran Bunga Pinjaman Interest Receipt	(9.395)	0	(9.395)	(100,00)
Pembayaran Provisi Bank Bank Provision	(1.000)	0	(1.000)	(100,00)

TINJAUAN KEUANGAN
FINANCIAL REVIEW

Dalam jutaan Rupiah (kecuali dinyatakan lain) | In millions of Rupiah (unless otherwise stated)

Uraian Description	2025	2024	Kenaikan (Penurunan) Increase (Decrease	
			Rp Juta Rp Million	%
Penerimaan Penyertaan Modal Negara Receipt of State Capital Contributions	1.500.000	0	1.500.000	100,00
Penempatan Kas dan Setara Kas Dibatasi Penggunaannya The Placement of Cash and Cash Equivalents is Restricted	(1.500.000)	0	(1.500.000)	(100,00)
Jumlah Total	(10.395)	(34.050)	23.655	(69,47)

Perseroan mencatatkan arus kas bersih yang digunakan untuk aktivitas pendanaan pada tahun 2025 sebesar Rp10,39 miliar, lebih rendah dibandingkan penggunaan kas bersih pada tahun 2024 sebesar Rp34,05 miliar. Kondisi ini terutama disebabkan oleh adanya penerimaan Penyertaan Modal Negara (PMN) sebesar Rp1,50 triliun pada tahun 2025 yang memperkuat struktur permodalan dan likuiditas Perseroan. Selain itu, Perseroan juga mencatat peningkatan penerimaan pinjaman bank menjadi Rp1,04 triliun dibandingkan Rp451,00 miliar pada tahun sebelumnya untuk mendukung kebutuhan pendanaan operasional dan investasi perusahaan.

The Company recorded Net Cash Used in Financing Activities of Rp10.39 billion in 2025, lower than the net cash outflow of Rp34.05 billion recorded in 2024. This condition was primarily attributable to the receipt of State Capital Contribution (PMN) amounting to Rp1.50 trillion during 2025, which strengthened the Company's capital structure and liquidity position. In addition, the Company recorded an increase in bank loan proceeds to Rp1.04 trillion, compared to Rp451.00 billion in the previous year, to support operational funding requirements and corporate investment activities.

Di sisi lain, Perseroan tetap melakukan pembayaran pinjaman bank sebesar Rp1,04 triliun, pembayaran bunga pinjaman sebesar Rp9,40 miliar, serta pembayaran provisi bank sebesar Rp1,00 miliar selama tahun berjalan. Perseroan juga melakukan penempatan kas dan setara kas yang dibatasi penggunaannya sebesar Rp1,50 triliun sejalan dengan pengelolaan dana PMN dan kebutuhan pendanaan tertentu. Secara keseluruhan, kondisi ini menunjukkan kemampuan Perseroan dalam menjaga keseimbangan struktur pendanaan dan pengelolaan arus kas secara prudent sepanjang tahun 2025.

On the other hand, the Company continued to make bank loan repayments amounting to Rp1.04 trillion, interest payments of Rp9.40 billion, and bank provision payments of Rp1.00 billion during the year. The Company also placed Rp1.50 trillion in restricted cash and cash equivalents in line with the management of PMN funds and certain financing requirements. Overall, these conditions demonstrate the Company's ability to maintain a balanced financing structure and manage cash flows prudently throughout 2025.

KEMAMPUAN MENGHASILKAN KEUNTUNGAN
PROFIT GENERATING ABILITY

Perseroan menggunakan beberapa rasio untuk mengukur kemampuan menghasilkan keuntungan, beberapa rasio tersebut dapat digolongkan ke dalam rasio profitabilitas sebagai berikut:

The Company uses several ratios to measure its ability to generate profits. These ratios are classified as profitability ratios, as follows:

Dalam %| In %

Rasio Profitabilitas Profitability Ratios	2025 (%)	2024 (%)	Kenaikan (Penurunan) Increase (Decrease)
Imbalan terhadap Aset Return on Asset	1,56	1,93	(21,24)
Imbalan terhadap Ekuitas Return on Equity	1,80	2,28	(24,56)
Imbalan terhadap Investasi Return on Investment	6,23	8,24	(24,39)
Margin Laba Kotor Gross Profit Margin	15,95	16,95	(5,90)
Margin Laba Bersih Net Profit Margin	3,24	3,14	3,18
Perputaran Jumlah Aset Total Asset Turnover	54,15	68,18	(20,58)

Rasio profitabilitas merupakan rasio perhitungan yang digunakan dalam mengukur tingkat kemampuan perusahaan dalam memperoleh laba, serta mengukur efektivitas manajemen dalam mengelola perusahaan. PELNI mengukur rasio profitabilitas melalui perhitungan (1) rasio imbalan terhadap aset, (2) imbalan terhadap ekuitas, (3) imbalan terhadap investasi, (4) margin laba kotor, dan (5) margin laba bersih yang masing-masing sebesar 1,56%, 1,80%, 6,23%, 15,59%, dan 3,24% pada 2025.

Profitability Ratios are financial metrics used to measure a company's ability to generate profits and to assess management's effectiveness in managing the business. PELNI measures its profitability through the calculation of (1) Return on Assets, (2) Return on Equity, (3) Return on Investment, (4) Gross Profit Margin, and (5) Net Profit Margin, which amounted to 1.56%, 1.80%, 6.23%, 15.59%, and 3.24%, respectively, in 2025.

Hasil tersebut memperlihatkan kemampuan yang tetap baik dalam memperoleh laba pada tahun 2025. Di samping itu, hasil tersebut memperlihatkan manajemen tetap mampu mempertahankan efektivitas yang baik pada tahun 2025.

These results demonstrate the Company's continued ability to generate profits during 2025. In addition, they indicate that management remained effective in maintaining sound operational and financial performance throughout the year.

KEMAMPUAN MEMBAYAR UTANG
DEBT REPAYMENT ABILITY

Untuk mengukur kemampuan Perseroan dalam memenuhi kewajibannya, baik jangka pendek maupun jangka panjang, Perseroan menggunakan rasio likuiditas dan rasio solvabilitas, sebagaimana dijelaskan di bawah ini.

To measure the Company's ability to meet its obligations, both short-term and long-term, the Company uses liquidity ratios and solvency ratios, as described below.

RASIO LIKUIDITAS

Rasio Likuiditas merupakan rasio yang digunakan untuk mengukur kemampuan Perseroan untuk melunasi semua kewajiban yang harus segera dipenuhi (liabilitas jangka pendek). Dalam analisis kemampuan membayar utang jangka pendek, Perseroan menggunakan rasio lancar dan rasio kas.

LIQUIDITY RATIOS

Liquidity Ratios are financial metrics used to measure the Company's ability to settle all obligations that are due in the short term (short-term liabilities). In analyzing its ability to meet short-term debt obligations, the Company uses the Current Ratio and Cash Ratio.

Dalam %| In %

Rasio Likuiditas Liquidity Ratios	2025 (%)	2024 (%)	Kenaikan (Penurunan) Increase (Decrease)
Rasio Lancar Current Ratio	654,22	501,68	1,52
Rasio Kas Cash Ratio	270,75	289,21	(0,18)

Sepanjang tahun 2025, Perseroan tetap mampu mempertahankan posisi keuangan yang solid. Hal ini dapat dilihat dari sisi likuiditas, di mana rasio lancar dan rasio kas tetap terjaga dengan baik. Pada akhir tahun 2025, rasio lancar dan rasio kas PT PELNI (Persero) adalah sebesar 654,22% dan 270,75%, di mana hal ini menunjukkan bahwa Perseroan memiliki tingkat likuiditas yang baik untuk membayar utang usaha yang dimiliki.

Throughout 2025, the Company maintained a solid financial position. This is reflected in its liquidity performance, with both the Current Ratio and Cash Ratio remaining at healthy levels. As of the end of 2025, PT PELNI (Persero)'s Current Ratio and Cash Ratio stood at 654.22% and 270.75%, respectively, demonstrating the Company's strong liquidity position and its ability to meet its trade and other short-term obligations as they become due.

RASIO SOLVABILITAS

Rasio Solvabilitas merupakan rasio yang digunakan untuk mengukur kemampuan Perseroan dalam memenuhi seluruh kewajiban jangka panjang. Perseroan menggunakan rasio solvabilitas yang diukur dengan membuat perbandingan liabilitas terhadap aset dan perbandingan liabilitas terhadap ekuitas.

SOLVENCY RATIOS

Solvency Ratios are financial metrics used to measure the Company's ability to meet all of its long-term obligations. The Company assesses solvency by comparing liabilities to assets and liabilities to equity.

KEMAMPUAN MEMBAYAR UTANG
DEBT REPAYMENT ABILITY

Rasio solvabilitas dapat menunjukkan kemampuan Perseroan dalam memenuhi kewajiban-kewajiban jangka panjangnya yang dapat diukur melalui rasio liabilitas terhadap ekuitas, yang dihitung dengan cara membandingkan jumlah liabilitas dengan jumlah ekuitas, dan rasio liabilitas terhadap aset, yang dihitung dengan cara membandingkan jumlah liabilitas dengan jumlah aset. Rasio solvabilitas Perseroan dapat dilihat pada tabel di bawah ini:

Solvency ratios indicate the Company's capacity to fulfill its long-term obligations and are measured through the Debt-to-Equity Ratio, which is calculated by comparing total liabilities to total equity, and the Debt-to-Assets Ratio, which is calculated by comparing total liabilities to total assets. The Company's solvency ratios are presented in the table below.

Dalam %| In %

Rasio Solvabilitas Solvency Ratio	2025 (%)	2024 (%)	Kenaikan (Penurunan) Increase (Decrease)
Liabilitas terhadap Ekuitas Liabilities to Equity	17,77	18,31	(30,26)
Liabilitas terhadap Aset Liabilities to Assets	15,09	15,48	(14,41)
Ekuitas terhadap Aset Equity to Assets	84,91	84,52	2,64

TINGKAT KOLEKTIBILITAS PIUTANG
RECEIVABLES COLECTABILITY

Rasio Kolektibilitas Collectibility Ratio	Satuan Unit	2025	2024	Kenaikan (Penurunan) % Increase (Decrease) %
% Piutang usaha % Accounts receivable	Rp-Juta Rp. Million	138.076	125.898	9,67
Rata-rata tingkat penagihan piutang Average receivables collection rate	hari day	8,07	7,46	0,63

Perseroan mencatat rata-rata kolektibilitas piutang di tahun 2025 adalah 8,07 hari berselisih 0,63 hari dibandingkan dengan periode 2024 yang sejumlah 7,46 hari. Hal ini membuktikan bahwa Perseroan memiliki sistem pengelolaan piutang yang baik dan tergolong lancar. Perseroan juga tidak membentuk cadangan provisi atas penurunan nilai, karena Manajemen menyimpulkan bahwa jumlah piutang yang dimiliki dapat tertagih.

Tingkat kolektabilitas piutang usaha dan piutang lain-lain ditinjau secara berkala oleh Perseroan. Tinjauan tersebut meliputi piutang yang diketahui tidak tertagih akan dihapuskan secara langsung dengan mengurangi nilai tercatatnya, akun-akun penyisihan akan digunakan ketika terdapat bukti yang objektif bahwa Perseroan tidak dapat menagih seluruh nilai terutang sesuai dengan persyaratan awal piutang. Serta kesulitan keuangan signifikan yang dialami debitur seperti , kemungkinan debitur dinyatakan pailit, melakukan reorganisasi keuangan dan gagal bayar, atau menunggak pembayaran dapat dijadikan sebagai indikator penurunan nilai piutang.

The Company recorded an average accounts receivable collection period of 8.07 days in 2025, an increase of 0.63 days compared to 7.46 days in 2024. This performance demonstrates that the Company maintains a sound and efficient receivables management system. The Company did not establish an allowance for impairment losses, as Management concluded that the outstanding receivables were fully collectible.

The collectability of trade receivables and other receivables is reviewed periodically by the Company. Such reviews include receivables that are known to be uncollectible being written off directly by reducing their carrying amount. Allowance accounts are utilized when there is objective evidence that the Company will be unable to collect the full amount due in accordance with the original terms of the receivables. In addition, significant financial difficulties experienced by a debtor, the possibility that a debtor may be declared bankrupt, undergo financial reorganization, default on its obligations, or become delinquent in making payments may be considered indicators of impairment of receivables.

STRUKTUR MODAL DAN DASAR KEBIJAKAN MANAJEMEN ATAS STRUKTUR MODAL PERUSAHAAN

CAPITAL STRUCTURE AND MANAGEMENT'S POLICY BASIS ON THE COMPANY'S CAPITAL STRUCTURE

STRUKTUR MODAL

Struktur modal didefinisikan sebagai proporsi antara liabilitas dan ekuitas. Perseroan meyakini bahwa struktur modal yang optimal dapat memaksimalkan nilai perusahaan. Pengelolaan struktur modal dilakukan Perseroan untuk mempertahankan rasio modal yang sehat guna menunjang kelangsungan usaha dan memberikan manfaat bagi pemangku kepentingan. Proses pengelolaan struktur modal dilakukan secara optimal dengan mempertimbangkan laba perusahaan tahun ini dengan proyeksi laba tahun mendatang, proyeksi arus kas operasi, proyeksi investasi barang modal dan proyeksi peluang investasi yang strategis.

Struktur modal Perseroan per 31 Desember 2025 dapat dijelaskan dalam tabel di bawah ini:

CAPITAL STRUCTURE

Capital Structure is defined as the proportion of liabilities and equity used to finance the Company's operations. The Company believes that an optimal capital structure can maximize corporate value. Capital structure management is undertaken to maintain healthy capital ratios that support business sustainability and create value for stakeholders. The capital structure management process is carried out optimally by taking into consideration the Company's current-year profit, projected future earnings, projected operating cash flows, projected capital expenditures, and potential strategic investment opportunities.

The Company's capital structure as of December 31, 2025 is presented in the table below:

Dalam jutaan Rupiah (kecuali dinyatakan lain) | In millions of Rupiah (unless otherwise stated)

Uraian Description	2025		2024		Kenaikan/ Penurunan Increase (Decrease)	
	Jumlah Total	Kontribusi (%) Contribution (%)	Jumlah Total	Kontribusi (%) Contribution (%)	Jumlah Total	Kontribusi (%) Contribution (%)
Liabilitas Jangka Pendek Short-term Liabilities	1.518.479	11,71	1.422.771	14,11	95.708	6,73
Liabilitas Jangka Panjang Long-term Liabilities	200.429	1,54	138.067	1,37	62.362	45,17
Jumlah Liabilitas Total Liabilities	1.718.908	13,25	1.560.838	15,48	158.070	10,13
Ekuitas Equity	11.253.958	86,75	8.523.050	84,52	2.730.908	32,04
Total Liabilitas dan Ekuitas Total Liabilities and Equity	12.972.866	100,00	10.083.888	100,00	2.888.978	28,65

Hingga akhir 2025, struktur modal Perseroan didominasi oleh permodalan sendiri yakni sebesar 86,75% berasal dari ekuitas dan 13,25% berasal dari liabilitas. Struktur modal ini mengalami sedikit pergeseran persentase dibandingkan dengan 2024 yang terdiri atas 15,48% liabilitas dan 84,52% ekuitas.

As of the end of 2025, the Company's capital structure was predominantly financed by equity, with 86.75% derived from equity and 13.25% from liabilities. This capital structure reflects a slight shift compared to 2024, when liabilities accounted for 15.48% and equity accounted for 84.52% of the Company's total capital structure.

STRUKTUR MODAL DAN DASAR KEBIJAKAN MANAJEMEN ATAS STRUKTUR MODAL PERUSAHAAN
CAPITAL STRUCTURE AND MANAGEMENT'S POLICY BASIS ON THE COMPANY'S CAPITAL STRUCTURE

KEBIJAKAN STRUKTUR MODAL

Kebijakan struktur modal Perseroan menetapkan prioritas pada penggunaan dana internal sebagai sumber pembiayaan utama untuk kebutuhan modal kerja dan pengembangan usaha. Kebijakan ini didasarkan pada tujuan strategis Perseroan dalam menjaga kelangsungan usaha, memberikan nilai optimal bagi pemegang saham, serta menciptakan manfaat bagi seluruh pemangku kepentingan. Selain itu, upaya mempertahankan struktur permodalan yang optimal juga dilakukan guna menekan biaya modal.

Dalam mengelola struktur permodalannya, Perseroan senantiasa melakukan penyesuaian terhadap perubahan kondisi ekonomi. Penyesuaian struktur modal tersebut dapat dilakukan melalui penyesuaian dividen kepada pemegang saham, menerbitkan saham baru atau mengusahakan pendanaan melalui pinjaman.

DASAR PENENTUAN KEBIJAKAN STRUKTUR MODAL

Dalam mengevaluasi struktur permodalan, Perseroan berpatokan pada rasio utang terhadap modal (*gearing ratio*), sebagaimana dengan praktik umum yang berlaku. Penghitungan rasio utang dilakukan dengan pembagian antara utang neto (jumlah liabilitas dikurangi jumlah kas dan setara kas) dengan modal. Modal tersebut mencakup seluruh ekuitas, baik yang menjadi hak pemegang saham pengendali maupun non-pengendali.

Kebijakan struktur modal Perseroan ditetapkan berdasarkan pertimbangan-pertimbangan utama sebagai berikut:

1. Perseroan senantiasa berupaya menetapkan target struktur modal yang optimal
2. Penggunaan proporsi utang yang lebih besar (dari ekuitas) dapat dilakukan bila risiko usaha lebih kecil.
3. Struktur modal senantiasa ditinjau dengan mempertimbangkan keseimbangan antara risiko keuangan dan tingkat pengembalian dalam upaya meningkatkan nilai perusahaan.
4. Struktur modal diusahakan memberi kontribusi optimal dengan mengatur kombinasi utang dan modal sendiri (ekuitas) yang dapat memaksimalkan nilai Perseroan.

CAPITAL STRUCTURE POLICY

The Company's capital structure policy prioritizes the use of internal funds as the primary source of financing for working capital requirements and business development. This policy is based on the Company's strategic objectives of maintaining business continuity, delivering optimal value to shareholders, and creating benefits for all stakeholders. In addition, efforts to maintain an optimal capital structure are undertaken to minimize the cost of capital.

In managing its capital structure, the Company continuously adjusts to changes in economic conditions. Such adjustments may be made through changes in dividend distributions to shareholders, the issuance of new shares, or obtaining financing through borrowings.

BASIS FOR DETERMINING CAPITAL STRUCTURE POLICY

In evaluating its capital structure, the Company refers to the gearing ratio, in line with generally accepted market practice. The gearing ratio is calculated by dividing net debt (total liabilities less cash and cash equivalents) by total capital. Capital includes total equity attributable to both controlling and non-controlling interests.

The Company's capital structure policy is established based on the following key considerations:

1. The Company continuously strives to maintain an optimal target capital structure.
2. A higher proportion of debt relative to equity may be utilized when business risks are considered lower.
3. The capital structure is regularly reviewed by taking into account the balance between financial risk and return in an effort to enhance corporate value.
4. The capital structure is designed to provide an optimal contribution through an appropriate combination of debt and equity that can maximize the value of the Company.

IKATAN MATERIAL UNTUK INVESTASI BARANG MODAL
MATERIAL COMMITMENTS FOR CAPITAL GOODS INVESTMENT

PT PELNI (Persero) tidak memiliki ikatan material terkait investasi barang modal. Investasi barang modal dilakukan secara langsung menggunakan dana yang telah dianggarkan.

PT PELNI (Persero) does not have any material commitments related to capital investment. Capital investments are made directly using allocated funds.

REALISASI INVESTASI BARANG MODAL
REALIZATION OF CAPITAL GOODS INVESTMENT

Investasi barang modal atau *capital expenditure* (CapEx) merupakan aktivitas pembelian sejumlah aset tetap atau untuk menambah nilai aset tetap yang diharapkan dapat memberikan nilai manfaat di masa yang akan datang.

Investasi barang modal yang dilakukan Perseroan sepanjang tahun 2025 berupa penggantian suku cadang permesinan utama kapal. Perseroan telah menganggarkan dana investasi sebesar Rp1,57 triliun pada RKAP 2025, per 31 Desember 2025 Perseroan telah merealisasikan investasi terhadap barang modal sebesar Rp489,12miliar, atau 31,08% terhadap anggaran.

Capital expenditure (CapEx) refers to investments made for the acquisition of fixed assets or expenditures incurred to enhance the value of existing fixed assets, which are expected to generate future economic benefits.

The capital expenditure undertaken by the Company throughout 2025 primarily consisted of the replacement of major vessel machinery spare parts. The Company allocated a capital expenditure budget of Rp1.57 trillion under its 2025 Corporate Work Plan and Budget (RKAP). As of December 31, 2025, the Company had realized capital expenditures amounting to Rp489.12 billion, representing 31.08% of the approved budget.

Realisasi Investasi Investment Realization	Nilai Investasi 2025 (Rp Juta) Investment Value in 2025 (Rp Million)	Nilai Investasi 2024 (Rp Juta) Investment Value in 2024 (Rp Million)	Tujuan Investasi Investment Objectives
Alat Produksi Production Equipment			
Repowering Kapal Vessels Repowering	372.375	286.361	Mendukung pencapaian rencana bisnis Perseroan dan menghasilkan kinerja operasional yang optimal To support the achievement of the Company's business plan and deliver optimal operational performance
Alat Produksi Lainnya Other Production Equipment	5.521	25.321	Mendukung pencapaian rencana bisnis Perseroan dan menghasilkan kinerja operasional yang optimal To support the achievement of the Company's business plan and deliver optimal operational performance
Jumlah Investasi Alat Produksi Total Production Equipment Investment	377.896	311.682	
Sarana Penunjang Supporting Facilities			
Bangunan Perkantoran Office Building	83.480	40.957	Mendukung kegiatan operasional Perseroan To support the Company's operational activities
Tanah & Sertifikat Tanah Land & Land Certificate	509	350	Mendukung kegiatan operasional Perseroan To support the Company's operational activities

REALISASI INVESTASI BARANG MODAL
REALISASI INVESTASI BARANG MODAL

Realisasi Investasi Investment Realization	Nilai Investasi 2025 (Rp Juta) Investment Value in 2025 (Rp Million)	Nilai Investasi 2024 (Rp Juta) Investment Value in 2024 (Rp Million)	Tujuan Investasi Investment Objectives
Kendaraan Bermotor Motored Vehicle	800	436	Mendukung kegiatan operasional Perseroan To support the Company's operational activities
Investasi Perkantoran Office Investment	26.430	28.905	Mendukung kegiatan operasional Perseroan To support the Company's operational activities
Jumlah Investasi Sarana Penunjang Total Total Supporting Facilities Investment	111.219	70.648	
Jumlah Investasi Total Investment	489.115	382.330	

Total investasi barang modal yang direalisasikan Perseroan sepanjang tahun 2025 berjumlah Rp489,12 miliar. Dimana atas investasi tersebut dikelompokkan menjadi 2 (dua) jenis investasi, yaitu investasi alat produksi dan investasi sarana penunjang, yang masing- masing telah terealisasi sejumlah Rp377,90 miliar dan Rp111,22 miliar. Nilai ini mengalami peningkatan dari tahun 2024 yang sebesar Rp382,33 miliar.

The total capital expenditure realized by the Company throughout 2025 amounted to Rp489.12 billion. These investments were classified into two categories, namely Production Equipment investments and Supporting Facilities investments, with realizations of Rp377.90 billion and Rp111.22 billion, respectively. This amount represents an increase compared to the capital expenditure realization of Rp382.33 billion recorded in 2024..

INFORMASI TENTANG DAMPAK NILAI TUKAR MATA UANG ASING
INFORMATION ON THE IMPACT OF FOREIGN EXCHANGE RATE

Perseroan mencatat pendapatan dan beban Grup dalam mata uang Rupiah, sehingga tidak terdapat dampak nilai tukar mata uang asing terhadap Perseroan.

The Company records the Group's revenue and expenses in Indonesian Rupiah. Accordingly, there was no material impact of foreign exchange fluctuations on the Company during the reporting period.

INFORMASI DAN FAKTA MATERIAL YANG TERJADI SETELAH TANGGAL LAPORAN AKUNTAN

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a) Perubahan Anggaran Dasar Perseroan

Berdasarkan Akta No. 1, tanggal 2 Februari 2026, Notaris Ida Adiningsih, SH., tentang Salinan Keputusan Para Pemegang Saham PT Pelayaran Nasional Indonesia (Persero), No. 34 Tahun 2026 dan No. SK.031/DI-DAM/DO/2026, tanggal 5 Januari 2026, tentang Persetujuan Pengalihan Saham, Perubahan Struktur Permodalan dan Perubahan Anggaran Dasar PT Pelayaran Nasional Indonesia (Persero), dan telah mendapatkan telah tercatat pada Sistem Administrasi Hukum Kementerian Hukum Republik Indonesia No. AHU-0039032.AH.01.11 Tahun 2026, tanggal 23 Februari 2026, berikut perubahan Anggaran Dasar Perseroan, terkait maksud dan tujuan serta kegiatan usaha, dan modal saham:

Pasal 3

Maksud dan Tujuan serta Kegiatan Usaha

1. Maksud dan tujuan Perseroan adalah melakukan usaha di bidang Pelayaran, serta melakukan optimalisasi pemanfaatan sumber daya Perseroan berdasarkan prinsip tata kelola perusahaan yang baik.
2. Untuk mencapai maksud dan tujuan sebagaimana dimaksud pada ayat 1, Perseroan melaksanakan kegiatan usaha utama sebagai berikut:
   a. Angkutan Laut Dalam Negeri Liner dan Tramper untuk Penumpang;
   b. Angkutan Laut Perairan Pelabuhan Dalam Negeri untuk Penumpang;
   c. Angkutan Laut Dalam Negeri untuk Wisata;
   d. Angkutan Laut Dalam Negeri Perintis untuk Penumpang;
   e. Angkutan Laut Luar Negeri Liner dan Tramper untuk Penumpang;
   f. Angkutan Laut Luar Negeri untuk Wisata;
   g. Angkutan Laut Dalam Negeri untuk Barang Umum;
   h. Angkutan Laut Perairan Pelabuhan Dalam Negeri untuk Barang;
   i. Angkutan Laut Dalam Negeri untuk Barang Khusus;

a) Amendments to the Company's Articles of Association

Based on Deed No. 1 dated 2 February 2026, drawn up before Notary Ida Adiningsih, S.H., concerning the Copy of the Resolutions of the Shareholders of PT Pelayaran Nasional Indonesia (Persero), No. 34 of 2026 and No. SK.031/DI-DAM/DO/2026 dated 5 January 2026 regarding the Approval of Share Transfer, Changes in Capital Structure, and Amendments to the Articles of Association of PT Pelayaran Nasional Indonesia (Persero), which have been duly recorded in the Legal Administration System of the Ministry of Law of the Republic of Indonesia under No. AHU-0039032. AH.01.11 of 2026 dated 23 February 2026, the following amendments were made to the Company's Articles of Association concerning the Company's purposes and objectives, business activities, and share capital:

Article 3

Purpose, Objectives, and Business Activities

1. The purposes and objectives of the Company are to engage in the shipping business and to optimize the utilization of the Company's resources in accordance with the principles of Good Corporate Governance.
2. To achieve the purposes and objectives referred to in paragraph (1), the Company carries out the following principal business activities:
   a. Domestic Liner and Tramp Sea Transportation for Passengers;
   b. Domestic Port Water Transportation for Passengers;
   c. Domestic Marine Tourism Transportation;
   d. Pioneer Domestic Sea Transportation for Passengers;
   e. International Liner and Tramp Sea Transportation for Passengers;
   f. International Marine Tourism Transportation;
   g. Domestic Sea Transportation for General Cargo;
   h. Domestic Port Water Transportation for Cargo;
   i. Domestic Sea Transportation for Special Cargo;

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j. Angkutan Laut Dalam Negeri Perintis untuk Barang;
k. Angkutan Laut Luar Negeri untuk Barang Umum;
l. Angkutan Laut Luar Negeri untuk Barang Khusus;
m. Aktivitas Penunjang Pertambangan dan Penggalian Lainnya;
n. Pengadaan armada dan kelengkapannya untuk menyelenggarakan pengangkutan penumpang dan barang;
o. Pergudangan dan Penyimpanan;
p. Aktivitas *Cold Storage*;
q. Aktivitas *Bounded Warehousing* atau Wilayah Kawasan Berikat;
r. Pengelola Gudang Sistem Resi Gudang;
s. Pergudangan dan Penyimpanan Lainnya;
t. Aktivitas Pelayanan Kepelabuhanan Laut;
u. Aktivitas Pengelolaan Kapal;
v. Aktivitas Penunjang Angkutan Perairan Lainnya;
w. Jasa Pengurusan Transportasi (JPT);
x. Aktivitas Ekspedisi Muatan Kapal (EMKL);
y. Angkutan Multimoda;
z. Jasa Keagenan Kapal/ Agen Perkapalan Perusahaan Pelayaran;
aa. Aktivitas Penunjang Angkutan Lainnya YTDL;
ab. Portal Web dan/atau *Platform* Digital Dengan Tujuan Komersial;
ac. Perdagangan Besar atas Dasar Balas Jasa (*Fee*) atau Kontrak;
ad. Perdagangan Besar Hasil Perikanan;
ae. Perdagangan Besar Beras;
af. Perdagangan Besar Buah-Buahan;
ag. Perdagangan Besar Sayuran;
ah. Perdagangan Besar Kopi, Teh dan Kakao;
ai. Perdagangan Besar Bahan Makanan dan Minuman Hasil Pertanian Lainnya;
aj. Perdagangan Besar Daging Sapi dan Daging Sapi Olahan;
ak. Perdagangan Besar Daging Ayam dan Daging Ayam Olahan;
al. Perdagangan Besar Daging dan Daging Olahan Lainnya;
am. Perdagangan Besar Hasil Olahan Perikanan;

j. Pioneer Domestic Sea Transportation for Cargo;
k. International Sea Transportation for General Cargo;
l. International Sea Transportation for Special Cargo;
m. Other Mining and Quarrying Support Activities;
n. Procurement of vessels and related equipment for passenger and cargo transportation services;
o. Warehousing and Storage;
p. Cold Storage Activities;
q. Bounded Warehousing Activities or Bonded Zone Operations;
r. Warehouse Receipt System Management;
s. Other Warehousing and Storage Activities;
t. Marine Port Service Activities;
u. Ship Management Activities;
v. Other Water Transportation Supporting Activities;
w. Freight Forwarding Services;
x. Sea Cargo Expedition Services (EMKL);
y. Multimodal Transportation Services;
z. Ship Agency Services for Shipping Companies;
aa. Other Transportation Support Activities N.E.C. (Not Elsewhere Classified);
ab. Commercial Web Portal and/or Digital Platform Activities;
ac. Wholesale Trade on a Fee or Contract Basis;
ad. Wholesale of Fishery Products;
ae. Wholesale of Rice;
af. Wholesale of Fruits;
ag. Wholesale of Vegetables;
ah. Wholesale of Coffee, Tea, and Cocoa;
ai. Wholesale of Other Agricultural Food and Beverage Products;
aj. Wholesale of Beef and Processed Beef Products;
ak. Wholesale of Poultry Meat and Processed Poultry Products;
al. Wholesale of Other Meat and Processed Meat Products;
am. Wholesale of Processed Fishery Products;

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an. Perdagangan Besar Telur dan Hasil Olahan Telur;
ao. Perdagangan Besar Susu dan Produk Susu;
ap. Perdagangan Besar Minyak dan Lemak Hewani;
aq. Perdagangan Besar Makanan dan Minuman Lainnya;
ar. Perdagangan Eceran Hasil Perikanan;
as. Perdagangan Eceran Hasil Pertanian Lainnya;
at. Perdagangan Eceran Beras;
au. Reparasi Mesin untuk Keperluan Umum;
av. Reparasi Kapal, Perahu dan Bangunan Terapung;
aw. Aktivitas Konsultasi Pariwisata;
ax. Aktivitas Konsultasi Transportasi; dan
ay. Kegiatan Penunjang Pendidikan.

3. Selain kegiatan usaha utama sebagaimana dimaksud pada ayat 2, Perseroan dapat melakukan kegiatan usaha lain dalam rangka optimalisasi pemanfaatan sumber daya yang dimiliki/dikuasai Perseroan, yaitu:
   a. Real estat yang dimiliki sendiri atau sewa;
   b. Penyewaan *Venue* Penyelenggaraan Aktifitas MICE dan *Event* Khusus;
   c. Hotel Bintang;
   d. Hotel Melati;
   e. Penyediaan Akomodasi Jangka Pendek;
   f. Penyediaan Akomodasi Lainnya;
   g. Penyelenggara Pertemuan, Perjalanan Insentif, Konferensi dan Pameran (MICE);
   h. Jasa Penyelenggara Event Khusus (*Special Event*);
   i. Aktivitas Agen Perjalanan Wisata;
   j. Aktivitas Agen Perjalanan Lainnya;
   k. Aktivitas Biro Perjalanan Wisata;
   l. Aktivitas Biro Perjalanan Lainnya;
   m. Jasa Informasi Pariwisata;
   n. Jasa Informasi Daya Tarik Wisata;
   o. Jasa Pramuwisata;
   p. Jasa Interpreter Wisata;
   q. Jasa Reservasi Lainnya.

an. Wholesale of Eggs and Processed Egg Products;
ao. Wholesale of Milk and Dairy Products;
ap. Wholesale of Animal Oils and Fats;
aq. Wholesale of Other Food and Beverage Products;
ar. Retail Trade of Fishery Products;
as. Retail Trade of Other Agricultural Products;
at. Retail Trade of Rice;
au. Repair of General-Purpose Machinery;
av. Repair of Ships, Boats, and Floating Structures;
aw. Tourism Consultancy Services;
ax. Transportation Consultancy Services; and
ay. Educational Support Activities.

3. In addition to the principal business activities referred to in paragraph (2), the Company may undertake other business activities to optimize the utilization of the resources owned or controlled by the Company, including:
   a. Owner-occupied or leased real estate;
   b. Venue rental services for Meetings, Incentives, Conferences, and Exhibitions (MICE) and special events;
   c. Star-rated hotels;
   d. Non-star hotels;
   e. Short-term accommodation services;
   f. Other accommodation services;
   g. Meetings, Incentives, Conferences, and Exhibitions (MICE) organizing services;
   h. Special Event organizing services;
   i. Travel agency services;
   j. Other travel agency activities;
   k. Tour operator services;
   l. Other tour operator activities;
   m. Tourism information services;
   n. Tourist attraction information services;
   o. Tour guide services;
   p. Tourist interpreter services; and
   q. Other reservation services.

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Pasal 4
Modal

1. Modal dasar Perseroan ini ditetapkan sebesar Rp13.000.000.000.000 (tiga belas triliun rupiah), yang terbagi atas:
   a. 130.000 (seratus tiga puluh ribu) lembar saham seri A Dwiwarna dengan nilai nominal sebesar Rp1.000.000 (satu juta rupiah) atau seluruhnya dengan nilai nominal Rp130.000.000.000 (seratus tiga puluh miliar rupiah);
   b. 12.870.000 (dua belas juta delapan ratus tujuh puluh ribu) lembar saham seri B, masing-masing saham dengan nilai nominal sebesar Rp1.000.000 (satu juta rupiah) atau seluruhnya dengan nilai nominal Rp12.870.000.000.000 (dua belas triliun delapan ratus tujuh puluh miliar rupiah);
2. Dari modal dasar tersebut telah ditempatkan dan diambil bagian oleh Para Pemegang Saham sebanyak 11.629.900 (sebelas juta enam ratus dua puluh sembilan ribu sembilan ratus) lembar saham atau seluruhnya sebesar Rp11.629.900.000.000 (sebelas triliun enam ratus dua puluh sembilan miliar sembilan ratus juta rupiah) yang terdiri dari:
   a. 116.299 (seratus enam belas ribu dua ratus sembilan puluh sembilan) lembar saham seri A Dwiwarna, masing-masing saham dengan nilai nominal sebesar Rp1.000.000 (satu juta rupiah) sehingga keseluruhannya menjadi Rp116.299.000.000 (seratus enam belas miliar dua ratus sembilan puluh sembilan juta rupiah); dan
   b. 11.513.601 (sebelas juta lima ratus tiga belas juta enam ratus satu) lembar saham seri B, masing-masing saham dengan nilai nominal sebesar Rp1.000.000 (satu juta rupiah) sehingga keseluruhannya menjadi senilai Rp11.513.601.000.000 (sebelas triliun lima ratus tiga belas miliar enam ratus satu juta rupiah).
3. 100% (seratus persen) dari nilai setiap saham yang ditempatkan tersebut di atas, atau seluruhnya berjumlah Rp11.629.900.000.000 (sebelas triliun enam ratus dua puluh sembilan miliar sembilan ratus juta rupiah) telah disetor penuh oleh Para Pemegang Saham dengan perincian sebagai berikut:

Article 4
Capital

1. The authorized capital of the Company is determined at Rp13,000,000,000,000 (thirteen trillion Rupiah), consisting of:
   a. 130,000 (one hundred thirty thousand) Series A Dwiwarna shares, each with a nominal value of Rp1,000,000 (one million Rupiah), representing a total nominal value of Rp130,000,000,000 (one hundred thirty billion Rupiah);
   b. 12,870,000 (twelve million eight hundred seventy thousand) Series B shares, each with a nominal value of Rp1,000,000 (one million Rupiah), representing a total nominal value of Rp12,870,000,000,000 (twelve trillion eight hundred seventy billion Rupiah).
2. Of the authorized capital, 11,629,900 (eleven million six hundred twenty-nine thousand nine hundred) shares, with a total value of Rp11,629,900,000,000 (eleven trillion six hundred twenty-nine billion nine hundred million Rupiah), have been subscribed and issued by the Shareholders, consisting of::
   a. 116,299 (one hundred sixteen thousand two hundred ninety-nine) Series A Dwiwarna shares, each with a nominal value of Rp1,000,000, representing a total nominal value of Rp116,299,000,000 (one hundred sixteen billion two hundred ninety-nine million Rupiah); and
   b. 11,513,601 (eleven million five hundred thirteen thousand six hundred one) Series B shares, each with a nominal value of Rp1,000,000, representing a total nominal value of Rp11,513,601,000,000 (eleven trillion five hundred thirteen billion six hundred one million Rupiah).
3. One hundred percent (100%) of the nominal value of all issued shares, amounting to Rp11,629,900,000,000 (eleven trillion six hundred twenty-nine billion nine hundred million Rupiah), has been fully paid up by the Shareholders, as follows:

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a. Negara Republik Indonesia sebanyak 116.299 (seratus enam belas ribu dua ratus sembilan puluh sembilan) lembar saham Seri A Dwiwarna, dengan nilai nominal seluruhnya Rp116.299.000.000 (seratus enam belas miliar dua ratus sembilan puluh sembilan juta rupiah); dan
b. PT Danantara Asset Management (Persero) sebanyak 11.513.601 (sebelas juta lima ratus tiga belas juta enam ratus satu) lembar saham Seri B, dengan nilai nominal seluruhnya Rp11.513.601.000.000 (sebelas triliun lima ratus tiga belas miliar enam ratus satu juta rupiah).

a. The Republic of Indonesia, holding 116,299 Series A Dwiwarna shares, with a total nominal value of Rp116,299,000,000 (one hundred sixteen billion two hundred ninety-nine million Rupiah); and
b. PT Danantara Asset Management (Persero), holding 11,513,601 Series B shares, with a total nominal value of Rp11,513,601,000,000 (eleven trillion five hundred thirteen billion six hundred one million Rupiah).

b) Perubahan Susunan Dewan Komisaris
Berdasarkan Keputusan Para Pemegang Saham Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia Nomor 107 Tahun 2026 dan Nomor SK.045/DI-DAM/DO/2026, tanggal 30 Januari 2026, tentang Pemberhentian dan Pengangkatan Komisaris Utama Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia, dan telah di Akta Notariskan Nomor 3, tanggal 9 Februari 2026, Notaris Ida Adiningsih, SH, susunan Dewan Komisaris menjadi sebagai berikut:

b) Changes in the Composition of the Board of Commissioners
Based on the Resolution of the Shareholders of PT Pelayaran Nasional Indonesia (Persero) Number 107 of 2026 and Number SK.045/DI-DAM/DO/2026 dated 30 January 2026 concerning the Dismissal and Appointment of the President Commissioner of PT Pelayaran Nasional Indonesia (Persero), as notarized under Deed Number 3 dated 9 February 2026 before Notary Ida Adiningsih, the composition of the Board of Commissioners became as follows:

Jabatan Position	Nama Name
Komisaris Utama President Commissioner	Soenarko Gatie Atmodjo
Komisaris Independen Independent Commissioner	Sosialisman Hidayat Hasibuan
Komisaris Commissioner	H. Moekhlas Sidik, MPA
Komisaris Commissioner	Faturohman
Komisaris Commissioner	Budi Mantoro

c) Pembubaran Dana Pensiun PT.PELNI (Persero)
Sebagai tindak lanjut atas Surat Menteri BUMN No.S-560/MBU/09/2022, tanggal 05 September 2022, tentang Evaluasi Tingkat Kesehatan dan Pengelolaan Dana Pensiun di Lingkungan Badan Usaha Milik Negara, PT PELNI (Persero) melaksanakan uji tuntas/ *due diligence* terkait evaluasi tingkat kesehatan

c) Dissolution of the PELNI Pension Fund
As a follow-up to the Letter of the Minister of State-Owned Enterprises No. S-560/MBU/09/2022 dated 5 September 2022 concerning the Evaluation of the Health Level and Management of Pension Funds within State-Owned Enterprises, PT PELNI (Persero) conducted due diligence on the management of its

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pengelolaan dana pensiun pegawai meliputi aspek hukum, keuangan dan perpajakan serta aktuaria pada Dana Pensiun PELNI.

Berdasarkan hasil uji tuntas/*due diligence* yang telah dilaksanakan, ditunjuklah konsultan untuk menyusun *roadmap* penyehatan Dana Pensiun PELNI dengan hasil keputusan, yaitu Manajemen akan membayarkan manfaat pensiun sekaligus, kemudian untuk peserta yang tersisa akan dialihkan dari Program Pensiun Manfaat Pasti (PPMP) menjadi Program Pensiun Iuran Pasti (PPIP).

Sebagai tindak lanjut atas keputusan tersebut, pada tahun 2025, Manajemen PT PELNI (Persero) menyetujui pembubaran Dana Pensiun PELNI.

Selanjutnya, Direksi PT Pelayaran Nasional Indonesia (Persero) selaku Pendiri Dana Pensiun PELNI melalui surat Nomor: 09.11/05/S-B/DU/2025, tanggal 11 September 2025, perihal Permohonan Persetujuan Pembubaran Dana Pensiun PELNI dan dokumen kelengkapan terakhir yang disampaikan pada tanggal 15 Desember 2025, telah mengajukan permohonan pembubaran Dana Pensiun PELNI dan mengajukan Likuidator.

Mendasar pada surat Direksi PT Pelayaran Nasional Indonesia (Persero) tersebut diatas, Otoritas Jasa Keuangan menerbitkan Keputusan Anggota Dewan Komisioner Otoritas Jasa Keuangan Nomor: KEP-1/D.05/2026, tanggal 05 Januari 2026, tentang Pembubaran Dana Pensiun PELNI, memutuskan antara lain:

a. Membubarkan Dana Pensiun PELNI terhitung efektif sejak tanggal 30 September 2025.
b. Sejak tanggal Keputusan ini ditetapkan, Dana Pensiun PELNI dalam proses penyelesaian likuidasi dan wajib mencantumkan frasa "dalam likuidasi" di belakang nama Dana Pensiun.

Peristiwa penting setelah periode pelaporan tersebut tidak berdampak pada penyesuaian terhadap laporan keuangan konsolidasian PT Pelayaran Nasional Indonesia (Persero) dan Entitas Anak tanggal 31 Desember 2025 dan untuk tahun yang berakhir pada tanggal tersebut.

employee pension fund, covering legal, financial, taxation, and actuarial aspects of the PELNI Pension Fund.

Based on the results of the due diligence, a consultant was appointed to prepare a restructuring roadmap for the PELNI Pension Fund. The resulting decision was that Management would make lump-sum pension benefit payments, and the remaining participants would be transferred from the Defined Benefit Pension Program (DBPP) to the Defined Contribution Pension Program (DCPP).

As a follow-up to this decision, in 2025 the Management of PT PELNI (Persero) approved the dissolution of the PELNI Pension Fund.

Subsequently, the Board of Directors of PT Pelayaran Nasional Indonesia (Persero), as the Founder of the PELNI Pension Fund, through Letter No. 09.11/05/S-B/DU/2025 dated 11 September 2025 regarding the Application for Approval of the Dissolution of the PELNI Pension Fund, together with the final supporting documents submitted on 15 December 2025, formally applied for the dissolution of the PELNI Pension Fund and proposed the appointment of a Liquidator.

Based on the above application, the Financial Services Authority (OJK) issued the Decree of the Member of the Board of Commissioners of the Financial Services Authority No. KEP-1/D.05/2026 dated 5 January 2026 concerning the Dissolution of the PELNI Pension Fund, which resolved, among other things, as follows:

a. The PELNI Pension Fund is dissolved, effective as of 30 September 2025; and
b. From the date this Decree was issued, the PELNI Pension Fund entered into the liquidation process and is required to include the phrase "in liquidation" after its name.

The significant events occurring after the reporting period did not result in any adjustments to the consolidated financial statements of PT Pelayaran Nasional Indonesia (Persero) and its Subsidiaries as of 31 December 2025 and for the year then ended.

PERBANDINGAN TARGET DAN REALISASI TAHUN 2025
COMPARISON OF TARGET AND REALIZATION 2025

ASUMSI-ASUMSI YANG DIGUNAKAN DALAM PROSES PERUMUSAN TARGET TAHUN 2025

Rencana Kerja dan Anggaran (RKAP) PT PELNI (Persero) tahun 2025 disusun dengan pertimbangan pokok dan asumsi-asumsi sebagai berikut:

- Jumlah Kapal yang dioperasikan tahun 2025 diprognosakan sejumlah 85 unit tidak termasuk 1 unit kapal Penumpang yang belum beroperasi yaitu KM. Umsini.
- Harga BBM Subsidi sebesar Rp6.800,- / liter dan BBM non subsidi sebesar Rp24.000,- / liter, serta minyak pelumas Rp35.000,- / liter.
- Kurs USD 1 = Rp16.000,-Suku Bunga 7,0% dan Inflasi sebesar 2,5%

ASSUMPTIONS USED IN THE FORMULATION OF THE 2025 TARGETS

The 2025 Work Plan and Budget (RKAP) of PT PELNI (Persero) was prepared based on the following key considerations and assumptions:

- The number of vessels to be operated in 2025 is projected at 85 vessels, excluding one passenger vessel, KM Umsini, which has not yet commenced operations.
- The subsidized fuel price is assumed at Rp6,800 per liter, while the non-subsidized fuel price is assumed at Rp24,000 per liter, with lubricating oil priced at Rp35,000 per liter.
- The exchange rate is assumed at USD 1 = Rp16,000, with an interest rate of 7.0% and an inflation rate of 2.5%.

PERBANDINGAN TARGET DAN REALISASI 2025

PT PELNI (Persero) senantiasa melakukan evaluasi terhadap hasil operasional yang dicapai selama tahun buku. Evaluasi tersebut dilakukan secara berkala, dengan mengukur kinerja Perseroan berdasarkan perbandingan antara target atau Rencana Kerja dan Anggaran Perusahaan (RKAP) yang ditetapkan pada awal tahun dengan realisasi pada tahun anggaran. Perbandingan antara target dan realisasi pada 2025 dapat dilihat pada tabel berikut:

COMPARISON OF TARGETS AND REALIZATION FOR 2025

PT PELNI (Persero) continuously evaluates its operational performance throughout each financial year. Such evaluations are conducted on a regular basis by measuring the Company's performance through a comparison between the targets set in the Work Plan and Budget (RKAP) at the beginning of the year and the actual results achieved during the fiscal year. The comparison between the 2025 targets and actual results is presented in the following table:

Keterangan Description	RKAP 2025 2025 Work Plan and Budget	Realisasi 2025 2025 Realization	Pencapaian % Achievement (%)
Operasional Operational			
Kapal Milik Ships Owned	2	0	0,00%
Kapal Penumpang Passenger Vessels	26	25	96,15%
Kapal Perintis Pioneer Vessels	30	30	100,00%
Kapal Tol Laut Sea Toll Vessels	9	8	88,89%
Kapal Ternak Cattle Vessel	1	1	100,00%
Kapal Rede Rede Vessels	18	18	100,00%
Jumlah Kapal Beroperasi Total Operating Vessels	84	82	97,62%

PERBANDINGAN TARGET DAN REALISASI TAHUN 2025
COMPARISON OF TARGET AND REALIZATION 2025

Keterangan Description	RKAP 2025 2025 Work Plan and Budget	Realisasi 2025 2025 Realization	Pencapaian % Achievement (%)
Produksi Production			
Angkutan Penumpang (orang) Passenger Transport (person)	4.857.789	5.153.846	108,45%
Angkutan Barang (Ton/M3) Cargo Transport (Ton/M3)	96.572	117.617	136,99%
Container (Teus) Container (Teus)	21.852	23.838	100,30%
Kendaraan (unit) Vehicle (unit)	8.178	5.984	46,83%
Red Pack (Kg) Red Pack (Kg)	1.078.712	578.980	53,67%
Ternak (ekor) Livestock (Cattle)	7.125	7.134	100,13%
Efisiensi Operasional Operational Efficiency			
Commission Day (hari layar) Commission Day (sailing days)	22.282	20.444	91,75%
Frekuensi (pelayaran) Frequency (voyage)	1.714	1.617	106,87%
Gross Profit Margin (%) Gross Profit Margin (%)	14,94	15,95	106,76%
Net Profit Margin (%) Net Profit Margin (%)	2,64	3,24	122,73%
Keuangan Financial			
Laba Konsolidasi (Rp juta) Consolidated Income (Rp million)	721.369	772.057	107,03%
Imbalan terhadap Ekuitas (%) Return to Equity (%)	1,47	1.80	122,45%
Imbalan terhadap Investasi (%) Return to Investment (%)	6,30	6,32	100,32%
Rasio Lancar (%) Current Ratio (%)	476,29	6,54	1,37%
Rasio Kas (%) Cash Ratio (%)	326,72	2,71	0,83%

TINGKAT KESEHATAN PERUSAHAAN
CORPORATE HEALTH LEVEL

Sebagai bagian dari BUMN, PELNI berupaya meratifikasi berbagai ketentuan yang dikeluarkan oleh Menteri BUMN RI. Salah satunya adalah Peraturan Menteri BUMN RI No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara, di mana disebutkan bahwa penilaian tingkat kesehatan BUMN dinilai menggunakan peringkat (*rating*) yang didasarkan pada pemeringkatan yang dilakukan oleh perusahaan pemeringkat nasional, perusahaan pemeringkat internasional, atau perusahaan pemeringkat nasional yang terafiliasi dengan perusahaan pemeringkat internasional, yang telah memenuhi berbagai kualifikasi sebagaimana dijelaskan dalam Peraturan Menteri BUMN RI No. PER-2/MBU/03/2023. Pemeringkatan ini dilakukan dalam rangka membantu BUMN dan kelompok usaha meningkatkan kredibilitasnya dan mempermudah aksesibilitas kepada sumber pendanaan yang kompetitif.

Di tahun 2025, PT Fitch Ratings Indonesia menetapkan peringkat untuk Tingkat Kesehatan Perusahaan sebagai berikut:

1. Peringkat Nasional Jangka Panjang 'AAA (idn)'; Outlook Stabil. Peringkat Nasional Jangka Pendek 'F1+(idn)'.
2. 'AAA (idn)' Peringkat ini mencerminkan kekuatan keuangan, risiko gagal bayar yang paling rendah.
3. 'F1+(idn)' Peringkat ini mencerminkan profil likuiditas yang sangat kuat.

As a State-Owned Enterprise (SOE), PT PELNI (Persero) strives to comply with various regulations issued by the Minister of State-Owned Enterprises of the Republic of Indonesia. One such regulation is Minister of SOE Regulation No. PER-2/MBU/03/2023 concerning Guidelines on Corporate Governance and Significant Corporate Activities of State-Owned Enterprises, which stipulates that the health level of SOEs shall be assessed through a rating system based on evaluations conducted by a national credit rating agency, an international credit rating agency, or a national credit rating agency affiliated with an international credit rating agency, provided that such agencies meet the qualifications set forth in the regulation. This rating assessment is intended to assist SOEs and their business groups in enhancing their credibility and improving access to competitive sources of financing.

In 2025, PT Fitch Ratings Indonesia assigned the following ratings to the Company's Corporate Health Level:

1. National Long-Term Rating: 'AAA(idn)'; Outlook: Stable. National Short-Term Rating: 'F1+(idn)'.
2. 'AAA(idn)' reflects exceptionally strong financial strength and the lowest expectation of default risk.
3. 'F1+(idn)' reflects a very strong liquidity profile and the strongest capacity for timely payment of financial commitments.

KEY PERFORMANCE INDICATOR
KEY PERFORMANCE INDICATOR

Pengukuran *Key Performance Indicators* (KPI) PT Pelayaran Nasional Indonesia (Persero) mengacu kepada Peraturan Menteri BUMN Nomor PER-08/ MBU/08/2020 tentang Rencana Strategis Kementerian Badan Usaha Milik Negara, Peraturan Menteri BUMN Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara, serta Aspirasi Pemegang Saham Nomor: S-491/MBU/09/2023 perihal Aspirasi Pemegang Saham untuk Penyusunan Rencana Kerja dan Anggaran Perusahaan Tahun 2025 dimana perspektif yang dipakai berdasarkan pada 5 (lima) Formulasi Prioritas Kementerian BUMN. Adapun KPI PT PELNI (Persero) tahun 2025, yaitu:

The measurement of the Key Performance Indicators (KPIs) of PT Pelayaran Nasional Indonesia (Persero) refers to Minister of SOE Regulation No. PER-08/MBU/08/2020 concerning the Strategic Plan of the Ministry of State-Owned Enterprises, Minister of SOE Regulation No. PER-2/MBU/03/2023 concerning Guidelines on Corporate Governance and Significant Corporate Activities of State-Owned Enterprises, and the Shareholders' Aspirations Letter No. S-491/MBU/09/2023 regarding Shareholders' Aspirations for the Preparation of the 2025 Work Plan and Budget (RKAP). The KPI framework is based on the five priority formulations of the Ministry of State-Owned Enterprises. The Key Performance Indicators (KPIs) of PT PELNI (Persero) for 2025 are as follows:

No.	KPI	Satuan Unit	Bobot Weight	Capaian Achievement
A.	Nilai Ekonomi dan Sosial Untuk Indonesia Economic and Social Value for Indonesia		50,00	52,55
Finansial Financial			18	18,00
1	EBITDA	Rp Miliar Rp Billion	7,00	7,70
2	ROIC ≥ WACC	%	7,00	6,30
3	Penyelesaian dan Penyampaian Laporan keuangan Audit Tahun 2025 Completion and Submission of 2025 Audited Financial Report	%	4,00	4,00
Operasional Operational			17 ,00	18,45
4	Vessel Speed (On Time Performance)	%	8,00	8,55
5	Average Utilization of Vessel (Pax Factor)	%	9,00	9,90
Sosial Social			10	11,00
6	Pemenuhan Jumlah Voyage Kapal Penumpang & Tol Laut Achievement of Passenger Vessel and Sea Toll Voyage Targets	%	5,00	5,50
7	Economic Internal Rate of Return	%	5,00	5,50
Safety			5,00	5,10
8	Safety Rate	%	5,00	5,10
B.	Inovasi Model Bisnis Business Model Innovation		15,00	15,80
9	Standarisasi Proses Bisnis Melalui Business Process Reengineering Business Process Standardization through Business Process Reengineering	Kajian Study	7,00	7,00
10	Implementasi Sinergi dan Integrasi Logistik Ekosistem BUMN Implementation of Logistics Synergy and Integration within the SOE Ecosystem	Instansi Institution	8,00	8,80

KEY PERFORMANCE INDICATOR
KEY PERFORMANCE INDICATOR

No.	KPI	Satuan Unit	Bobot Weight	Capaian Achievement
C.	Kepemimpinan Teknologi Technology Leadership		15,00	15,70
11	Sistem Aplikasi Monitoring PSO Berbasis Artificial Intelligence Artificial Intelligence-Based PSO Monitoring Application System	%	7,00	7,70
12	Pengembangan New Commercial System Development of a New Commercial System	%	8,00	8,00
D.	Pengembangan Investasi Investment Growth		12,00	9,02
13	Implementasi Investasi Penggantian Suku Cadang Permesinan Utama Kapal Implementation of Investment for the Replacement of Main Ship Machinery Spare Parts	%	7,00	7,70
14	Pencapaian KPI PMN Achievement of State Capital Injection (PMN) KPIs	%	5,00	1,32
E.	Pengembangan Talenta Talent Development		8,00	8,74
15	HC Transformation	%	8,00	8,74
Jumlah Total			**100,00**	**101,81**

RINCIAN MASALAH YANG TERJADI DI TAHUN 2025
ISSUES ARISING IN 2025

Berikut ini merupakan rincian terkait masalah yang dialami Perseroan sepanjang Tahun 2025:

1. Beberapa kapal mengalami *emergency docking* dan keterlambatan penyelesaian *docking* regular, antara lain KM Egon (18 hari), KM Tilongkabila (21 hari), dan KM Dorolonda (23 hari akibat kebakaran). Hal ini menyebabkan omisi pelabuhan dan penurunan hari operasional efektif;
2. Realisasi muatan kendaraan hanya 46,83% dari target, muatan RedPack 53,67%, dan container 85,43%. Penyebab utama adalah tarif tidak kompetitif, jadwal kapal yang berdekatan, serta penutupan *car deck* untuk lonjakan penumpang NATARU;
3. Kinerja kapal barang mencatat rugi kotor Rp 50,19 miliar. Penyerapan subsidi Tol Laut hanya 78,80% dari RAB karena terdapat biaya yang tidak dapat ditagihkan akibat ketidaksesuaian dokumen dengan Petunjuk Mekanisme (PM);
4. Pendapatan *charter* hanya tercapai 74,41% dari target, terutama akibat penurunan kebutuhan batubara PLTU, pemberlakuan syarat BSAC oleh mitra, dan pelemahan harga *freight* di pasar batubara;
5. Aset-aset idle dalam kondisi rusak berat memerlukan investasi perbaikan besar sehingga sulit dipasarkan. Nilai sewa yang ditetapkan belum mencapai harga pasar akibat kondisi fisik aset yang belum memadai;
6. Laba kotor Hotel Bahtera Cipayung hanya 83,58% dari target. Kendala utama: efisiensi anggaran instansi pemerintah, *force majeure* (demo/kerusuhan) Agustus 2025, persaingan tarif yang tidak sehat, serta kondisi bangunan dan fasilitas yang sudah tidak layak;

The following are details of the challenges faced by the Company throughout 2025:

1. Several vessels experienced emergency docking and delays in the completion of scheduled docking activities, including KM Egon (18 days), KM Tilongkabila (21 days), and KM Dorolonda (23 days due to a fire incident). These conditions resulted in port omissions and a reduction in effective operating days.
2. Vehicle cargo volume achieved only 46.83% of the target, while RedPack cargo volume reached 53.67% and container cargo volume reached 85.43% of target. The primary contributing factors were uncompetitive tariff rates, overlapping vessel schedules, and the temporary closure of vehicle decks to accommodate the surge in passenger traffic during the Christmas and New Year holiday period (NATARU).
3. The cargo vessel business segment recorded a gross loss of Rp50.19 billion. The realization of Sea Toll subsidies reached only 78.80% of the budget allocation due to certain costs being ineligible for reimbursement as a result of documentation discrepancies with the applicable Operational Mechanism Guidelines.
4. Charter revenue reached only 74.41% of the target, mainly due to reduced coal transportation demand from coal-fired power plants (PLTUs), the implementation of BSAC requirements by business partners, and weakening freight rates in the coal transportation market.
5. Several idle assets are in severely deteriorated condition and require substantial rehabilitation investments, making them difficult to market. In addition, the rental values established for these assets have not yet reached market levels due to their inadequate physical condition.
6. Gross profit generated by Hotel Bahtera Cipayung reached only 83.58% of the target. Key challenges included budget efficiency measures implemented by government institutions, force majeure events (demonstrations and civil disturbances) in August 2025, unhealthy pricing competition, and aging buildings and facilities that no longer meet market expectations.

RINCIAN MASALAH YANG TERJADI DI TAHUN 2025
ISSUES ARISING IN 2025

7. PT Sarana Bandar Nasional selaku anak perusahaan membukukan rugi tahun berjalan Rp44,94 miliar (target laba Rp60,91 miliar). Pendapatan usaha hanya 61,38% dari target, disebabkan lemahnya pemasaran, tarif tidak kompetitif, dan sinergi bisnis yang belum optimal;
8. Terdapat kendala pada anak perusahaan yaitu PT Pelita Indonesia Djaya berupa kekurangan tenaga kerja (*manpower*), biaya operasional tinggi di wilayah Timur (Merauke), distribusi bahan *chemical* masih terpusat di Jakarta, dan kinerja kapal Pinisi yang masih rendah.

7. PT Sarana Bandar Nasional, a subsidiary of the Company, recorded a net loss of Rp44.94 billion for the year, compared with a profit target of Rp60.91 billion. Operating revenue reached only 61.38% of the target, primarily due to weak marketing performance, uncompetitive pricing, and suboptimal business synergies.
8. PT Pelita Indonesia Djaya, another subsidiary, encountered several operational challenges, including manpower shortages, high operating costs in Eastern Indonesia (particularly Merauke), centralized distribution of chemical supplies from Jakarta, and the underperformance of its Pinisi vessel operations.

KEBIJAKAN DIVIDEN DAN PEMBAGIANNYA
DIVIDEND POLICY AND DISTRIBUTION

DASAR KEBIJAKAN PEMBAGIAN DIVIDEN PERSEROAN

Kebijakan pembagian dividen Perseroan mengacu pada Undang-undang RI Nomor 40 Tahun 2007 tentang Perseroan Terbatas, di mana dividen hanya boleh dibagikan apabila Perseroan mempunyai "saldo laba yang positif". Pembagian dividen kepada para pemegang saham akan dicatat sebagai liabilitas pada laporan keuangan konsolidasian Perseroan pada Laporan Keuangan tahun buku pembagian dividen dilakukan.

PEMBAGIAN DIVIDEN YANG DILAKUKAN DI TAHUN 2025

Pada periode tahun buku 2024 dan 2025, PT PELNI (Persero) tidak membagikan dividen sesuai dengan risalah RUPST yang menetapkan untuk mencadangkan seluruh laba bersih Perseroan.

BASIS OF THE COMPANY'S DIVIDEND DISTRIBUTION POLICY

The Company's dividend distribution policy refers to Law of the Republic of Indonesia Number 40 of 2007 concerning Limited Liability Companies, which stipulates that dividends may only be distributed if the Company has a positive retained earnings balance. Dividend distributions to shareholders are recognized as liabilities in the Company's consolidated financial statements in the financial year in which the dividend distribution is declared.

DIVIDEND DISTRIBUTION IN 2025

For the financial years 2024 and 2025, PT PELNI (Persero) did not distribute dividends. In accordance with the resolutions of the Annual General Meeting of Shareholders (AGMS), the Company resolved to appropriate the entirety of its net profit to reserves.

PERPAJAKAN DAN PNBP LAINNYA; KONTRIBUSI TERHADAP NEGARA

TAXATION AND OTHER NON-TAX STATE REVENUES (PNBP); CONTRIBUTION TO THE STATE

Kontribusi PT PELNI (Persero) terhadap negara dan pembangunan nasional, salah satunya diwujudkan melalui pemenuhan kewajiban perpajakan dan setoran Pendapatan Negara Bukan Pajak (PNBP). Selain PNBP, Perseroan juga telah melakukan pembayaran pajak yang meliputi Pajak Penghasilan (PPh) Potong/Pungut, Pajak Pertambahan Nilai (PPN), Pajak Bumi dan Bangunan (PBB), serta pajak daerah lainnya.

Sampai dengan 31 Desember 2025, Perseroan telah melakukan pembayaran pajak sebesar Rp537,20 miliar dan PNBP sebesar Rp16,71 miliar, meningkat dari tahun sebelumnya yang sebesar Rp489,97 miliar untuk kontribusi pajak dan Rp14,88 miliar untuk setoran PNBP.

Berikut disampaikan kontribusi pajak dan setoran PNBP yang dilakukan Perseroan.

PT PELNI (Persero)'s contribution to the State and national development is reflected, among others, through the fulfillment of its tax obligations and the payment of Non-Tax State Revenue (PNBP). In addition to PNBP contributions, the Company has also made various tax payments, including Withholding and Collection Income Tax (PPh), Value Added Tax (VAT), Land and Building Tax (PBB), and other regional taxes.

As of 31 December 2025, the Company had paid a total of Rp537.20 billion in taxes and Rp16.71 billion in PNBP, representing an increase compared to the previous year, which amounted to Rp489.97 billion in tax contributions and Rp14.88 billion in PNBP payments.

The Company's tax contributions and PNBP payments are presented below.

Dalam jutaan Rupiah (kecuali dinyatakan lain) | In millions of Rupiah (unless otherwise stated)

Uraian Description	2025	2024	Kenaikan (Penurunan) Increase (Decrease	
			Rp Juta Rp Million	%
Pajak Tax				
Pajak Penghasilan (PPh) Income Tax (PPh)	193.691	193.712	(21)	(0,01)
Pajak Pertambahan Nilai (PPN) & Pajak Penjualan atas Barang Mewah (PPnBM) Value Added Tax (VAT) & Luxury Goods Sales Tax (PPnBM)	305.987	269.180	36.807	13,67
Bea Masuk/Keluar, Bea & Cukai, dan Bea Materai Import/Exit Duty, Customs & Excise, and Stamp Duty	19.207	20.390	(1.183)	(5,80)
Pajak Daerah dan Retribusi Daerah (PDRD) termasuk PBB P2 (Perkotaan dan Pedesaan) Regional Taxes and Regional Retributions (PDRD) including PBB P2 (Urban and Rural)	18.312	6.692	11.620	173,64
PNBP Non-Tax State Revenue (PNBP)				
Dividen	-	-	-	-
PNBP Lainnya Other PNBP	16.709	14.885	1.824	12,25

INFORMASI TENTANG PENGGUNAAN DANA HASIL PENAWARAN UMUM
INFORMATION ON THE USE OF PROCEEDS FROM THE PUBLIC OFFERING

Sampai dengan 31 Desember 2025, Perseroan tidak menawarkan sahamnya kepada publik melalui Penawaran Umum Perdana (PUP). Oleh sebab itu, Perseroan tidak memiliki informasi tentang realisasi penggunaan dana hasil penawaran umum.

As of 31 December 2025, the Company had not offered its shares to the public through an Initial Public Offering (IPO). Accordingly, the Company has no information to disclose regarding the utilization of proceeds from a public offering.

LAPORAN PENGGUNAAN TAMBAHAN DANA PENYERTAAN MODAL NEGARA
REPORT ON THE USE OF ADDITIONAL PMN (STATE CAPITAL INJECTION)

Pemerintah Republik Indonesia melakukan penambahan Penyertaan Modal Negara Republik Indonesia ke dalam modal saham Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia yang bersumber dari Anggaran Pendapatan dan Belanja Negara Tahun Anggaran 2015, melalui Peraturan Pemerintah Republik Indonesia Nomor 111 Tahun 2015 dengan nilai dana PMN sebesar Rp500.000.000.000 (lima ratus Juta rupiah) yang telah dicairkan pada tanggal 31 Desember 2015. Dalam pelaksanaan penggunaan tambahan dana PMN Tahun 2015 PT Pelayaran Nasional Indonesia (Persero) diperuntukan untuk kegiatan pengadaan 6 (enam) unit kapal barang.

The Government of the Republic of Indonesia increased its State Capital Injection (PMN) in the share capital of PT Pelayaran Nasional Indonesia (Persero) through funds sourced from the 2015 State Budget (APBN), pursuant to Government Regulation of the Republic of Indonesia Number 111 of 2015. The PMN amounted to Rp500,000,000,000 (five hundred billion Rupiah) and was disbursed on 31 December 2015. The additional PMN funds received in 2015 were allocated for the procurement of 6 (six) cargo vessels.

Berikut disampaikan realisasi penggunaan tambahan dana PMN sampai dengan Triwulan IV 2025:

The realization of the utilization of the additional PMN funds up to the fourth quarter of 2025 is presented below:

Sisa Dana PMN
Remaining State Capital Injection (PMN) Funds

No.	Kapal Vessels	Kapasitas Capacity	Tipe Type	Tanggal Date		Jumlah Total
				Serah Terima Handover	Operasi Operate	
1	KM Logistik Nusantara 1	318 Teus	Cargo Container	10 Feb 2017 Feb 10, 2017	01 Jul 2017 Jul 01, 2017	68.106.636.976,00
2	KM Logistik Nusantara 2	142 Teus	Cargo Container	18 Sep 2017 Sep 18, 2017	17 Okt 2017 Oct 17, 2017	48.158.821.013,00
3	KM Logistik Nusantara 3	142 Teus	Cargo Container	07 Nov 2017 Nov 07, 2017	12 Des 2017 Dec 12, 2017	51.442.466.140,00
4	KM Logistik Nusantara 4	142 Teus	Cargo Container	12 Des 2017 Dec 12, 2017	22 Feb 2018 Feb 22, 2018	50.777.508.455,00

LAPORAN PENGGUNAAN TAMBAHAN DANA PENYERTAAN MODAL NEGARA
REPORT ON THE USE OF ADDITIONAL PMN (STATE CAPITAL INJECTION)

Sisa Dana PMN
Remaining State Capital Injection (PMN) Funds

No.	Kapal Vessels	Kapasitas Capacity	Tipe Type	Tanggal Date		Jumlah Total
				Serah Terima Handover	Operasi Operate	
5	KM Logistik Nusantara 5	372 Teus	Cargo Container	23 Mei 2018 May 23, 2018	13 Jul 2018 Jul 13, 2018	92.549.796.275,00
6	KM Logistik Nusantara 6	434 Teus	Cargo Container	2 Ags 2019 Ags 02, 2019	18 Okt 2019 Oct 18, 2019	97.997.421.832,00
Total Penggunaan Dana PMN Total Use of PMN Funds						409.032.650.691,00
Total Penerimaan Dana PMN Total PMN Fund Receipts						500.000.000.000,00
Sisa Pokok Dana PMN Remaining Principal of PMN Funds						90.967.349.309,21
Net Bunga PMN Penempatan Deposito dan Giro Net PMN Interest on Deposits and Giro Placements						103.415.181.142,42
Sisa Pokok Dana PMN + Bunga Remaining PMN Principal + Interest						194.382.530.451,63

TAMBAHAN DANA PMN TA 2024

Tahun 2024, Pemerintah Republik Indonesia melakukan penambahan Penyertaan Modal Negara ke dalam modal saham PELNI yang bersumber dari APBN Tahun Anggaran 2024, melalui Peraturan Pemerintah Republik Indonesia Nomor 53 Tahun 2024 dengan nilai dana PMN sebesar Rp1.500.000.000.000 (satu triliun lima ratus miliar rupiah) yang telah dicairkan tanggal 2 Januari 2025.

Berdasarkan Surat Menteri BUMN Nomor: S-96/MBU/02/2025 tanggal 26 Februari 2025 tentang Penggunaan Dana Penyertaan Modal Negara (PMN) PT Pelayaran Nasional Indonesia (Persero) Tahun Anggaran 2024, Dana PMN tersebut digunakan untuk pembayaran uang muka pembelian 3 (tiga) unit kapal penumpang.

Realisasi penggunaan tambahan dana PMN Triwulan IV 2025 adalah sebagai berikut:

ADDITIONAL STATE CAPITAL INJECTION (PMN) FOR FISCAL YEAR 2024

In 2024, the Government of the Republic of Indonesia increased its State Capital Injection (PMN) into the share capital of PELNI through Government Regulation of the Republic of Indonesia No. 53 of 2024. The PMN amounted to Rp1,500,000,000,000 (one trillion five hundred billion rupiah) and was disbursed on January 2, 2025.

Based on the Letter of the Minister of State-Owned Enterprises Number S-96/MBU/02/2025 dated February 26, 2025, regarding the Utilization of the 2024 State Capital Injection (PMN) Funds for PT Pelayaran Nasional Indonesia (Persero), the PMN funds were allocated for the down payment for the purchase of three passenger vessels.

The realization of the utilization of the additional PMN funds as of the fourth quarter of 2025 is as follows:

LAPORAN PENGGUNAAN TAMBAHAN DANA PENYERTAAN MODAL NEGARA
REPORT ON THE USE OF ADDITIONAL PMN (STATE CAPITAL INJECTION)

Uraian Desrciption	Jumlah Total
Total Penerimaan Dana PMN Total PMN Funds Received	1.500.000.000.000,00
Sisa Pokok Dana PMN Remaining Principal PMN Funds	1.500.000.000.000,00
Net Bunga PMN Penempatan Giro Net Interest Earned from PMN Funds Deposited in Current Accounts	69.384.018.488,00
Sisa Pokok Dana PMN + Bunga Total Remaining Principal PMN Funds and Interest	1.569.384.018.488,00

a. Dana PMN yang diterima Rp1.500.000.000.000 (satu triliun lima ratus miliar rupiah).
b. Sisa saldo akhir dana PMN tahun 2024 per 31 Desember 2025 sebesar Rp1.500.000.000.000 (satu triliun lima ratus miliar rupiah).
c. Nett Bunga PMN yang diperoleh dari penempatan giro per 31 Desember 2025 sebesar Rp69.384.018.488 (enam puluh sembilan miliar tiga ratus delapan puluh empat juta delapan belas ribu empat ratus delapan puluh delapan rupiah.
d. Atas pengembangan dana PMN TA 2024, dicatat pada pos Liabilitas jangka panjang yaitu pengembangan dana PMN ditangguhkan sehingga total pokok dana PMN dan pengembangan sebesar Rp1.569.384.018.488 (satu triliun enam puluh sembilan miliar tiga ratus delapan puluh empat juta delapan belas ribu empat ratus delapan puluh delapan rupiah).

a. PMN funds amounting to Rp1,500,000,000,000 (one trillion five hundred billion rupiah).
b. As of December 31, 2025, the remaining balance of the 2024 PMN funds amounted to Rp1,500,000,000,000 (one trillion five hundred billion rupiah).
c. The net interest earned from the placement of PMN funds in current accounts as of December 31, 2025, amounted to Rp69,384,018,488 (sixty-nine billion three hundred eighty-four million eighteen thousand four hundred eighty-eight rupiah).
d. The proceeds generated from the development of the FY2024 PMN funds were recorded under long-term liabilities as deferred PMN fund development. Accordingly, the total principal PMN funds and accumulated proceeds amounted to Rp1,569,384,018,488 (one trillion five hundred sixty-nine billion three hundred eighty-four million eighteen thousand four hundred eighty-eight rupiah).

Progress Pemanfaatan Sisa Dana PMN TA 2024

Proyek pembangunan kapal baru terdiri dari beberapa tahapan diantaranya:

1. Proses kajian/*feasibility study*;
2. Perencanaan meliputi penyusunan desain kapal, penunjukkan konsultan pendamping, konsultan hukum dan konsultan lainnya, penyusunan kajian kapabilitas galangan;
3. Pengadaan galangan;
4. Konstruksi kapal dan instalasi;
5. *Testing and commissioning*;
6. *Delivery*.

Progress on the Utilization of the Remaining FY2024 PMN Funds

Progress of the Vessel Procurement Project

The new vessel construction project consists of several stages, including:

1. Feasibility study;
2. Planning, including vessel design development, appointment of technical, legal, and other consultants, and preparation of shipyard capability assessments;
3. Shipyard procurement and selection;
4. Vessel construction and installation;
5. Testing and commissioning; and
6. Delivery.

LAPORAN PENGGUNAAN TAMBAHAN DANA PENYERTAAN MODAL NEGARA
REPORT ON THE USE OF ADDITIONAL PMN (STATE CAPITAL INJECTION)

Hingga Triwulan IV Tahun 2025, beberapa proses yang sedang dilakukan diantaranya:

As of the fourth quarter of 2025, several activities are currently underway, including:

No	Uraian Kegiatan Activity Description	Tindak Lanjut Follow Up
1	Melakukan kunjungan ke galangan-galangan dan *Benchmarking* ke beberapa perusahaan dalam negeri; Conducted visits to several shipyards and benchmarked practices against various domestic companies.	Menambah wawasan dan *insight* bagi PT PELNI (Persero) dalam merencanakan proyek pembangunan kapal. To enhance PT PELNI (Persero)'s knowledge and insights in planning new vessel construction projects.
2	Kajian Kapabilitas Galangan Nasional yang telah direviu BPKP; Completed the National Shipyard Capability Assessment, which has been reviewed by BPKP.	Telah disampaikan kepada Menteri Keuangan Republik Indonesia pada tanggal 29 Juni 2025 dengan nomor surat 06.29/04/S-B/DU/2025. The proposal was submitted to the Minister of Finance of the Republic of Indonesia on June 29, 2025, under Letter No. 06.29/04/S-B/DU/2025.
3	Proposal Pengadaan Kapal dengan Keterlibatan Galangan Kapal Nasional beserta Laporan Hasil Reviu BPKP; Prepared the Vessel Procurement Proposal involving national shipyards, along with the BPKP Review Report;	• Telah disampaikan kepada Menteri Keuangan Republik Indonesia pada tanggal 29 Juni 2025 dengan nomor surat 06.29/04/S-B/DU/2025. • Telah dilakukan pembahasan proposal dengan KBUMN pada tanggal 18 Juli 2025 Telah dilakukan pembahasan proposal dengan Kementerian Keuangan pada tanggal 7 Agustus 2025. • Telah dilakukan pembahasan proposal dengan Kementerian Keuangan, KBUMN, Danantara, Kementerian Perindustrian, Kementerian Perhubungan, BPKP pada tanggal 13 Agustus 2025 Dilakukan Rapat Pembahasan Penggunaan PMN PT Pelni (Persero) TW II Tahun 2025 dengan Kementerian Keuangan, KBUMN, dan Danantara. • The proposal was submitted to the Minister of Finance of the Republic of Indonesia on June 29, 2025, under Letter No. 06.29/04/S-B/DU/2025. • Discussions on the proposal were held with the Ministry of State-Owned Enterprises (SOEs) on July 18, 2025. Discussions on the proposal were held with the Ministry of Finance on August 7, 2025. • A meeting to discuss the utilization of PT PELNI (Persero)'s State Capital Injection (PMN) funds for Quarter II of 2025 was held with the Ministry of Finance, the Ministry of State-Owned Enterprises (SOEs), and Danantara.
4	Proses persiapan dokumen Pengadaan Konsultan Desain; Undertaken the preparation of procurement documents for the Design Consultant;	Dokumen pengadaan Konsultan Desain telah lengkap dan untuk selanjutnya akan dilakukan proses pengadaan internasional. The procurement documents for the Design Consultant have been completed and are ready to proceed to the international procurement process.
5	Proses persiapan dokumen Pengadaan Konsultan Pendamping; Undertaken the preparation of procurement documents for the Technical Advisory Consultant;	Dokumen pegadaan Konsultan Pendamping telah lengkap dan untuk selanjutnya akan dilakukan proses pengadaan. The procurement documents for the Supervisory Consultant have been completed and are ready to proceed to the procurement process.
6	Proses persiapan dokumen Pengadaan Konsultan Hukum Internasional; Undertaken the preparation of procurement documents for the International Legal Consultant;	Dokumen pegadaan Konsultan Hukum telah lengkap dan untuk selanjutnya dilakukan proses pengadaan. The procurement documents for the International Legal Consultant have been completed and are ready to proceed to the procurement process.
7	Audiensi dengan Badan Klasifikasi Kapal anggota IACS tentang pembangunan kapal baru; Held discussions with International Association of Classification Societies (IACS) member classification societies regarding the construction of new vessels;	Menambah wawasan dan insight bagi PT PELNI (Persero) dalam merencanakan proyek pembangunan kapal. To enhance PT PELNI (Persero)'s knowledge and insights in planning new vessel construction projects.

LAPORAN PENGGUNAAN TAMBAHAN DANA PENYERTAAN MODAL NEGARA
REPORT ON THE USE OF ADDITIONAL PMN (STATE CAPITAL INJECTION)

No	Uraian Kegiatan Activity Description	Tindak Lanjut Follow Up
8	Korespondensi dengan beberapa Konsultan Desain Internasional; Conducted correspondence with several International Design Consultants;	Menambah wawasan dan *insight* bagi PT PELNI (Persero) dalam merencanakan proyek pembangunan kapal. To enhance PT PELNI (Persero)'s knowledge and insights in planning new vessel construction projects.
9	Audiensi dengan Konsultan Pengadaan Held discussions with Procurement Consultants.	Menambah wawasan dan *insight* bagi PT PELNI (Persero) dalam proses pengadaan kapal baru. To enhance PT PELNI (Persero)'s knowledge and insights in the procurement process for new vessels.
10	Menghadiri Webinar *Marine Cyber Security* dengan Badan Klasifikasi Kapal anggota IACS pada tanggal 7 Mei 2025; Participated in the Marine Cyber Security Webinar organized by an IACS member classification society on May 7, 2025;	Menambah wawasan dan *insight* bagi PT PELNI (Persero) dalam merencanakan proyek pembangunan kapal. To enhance PT PELNI (Persero)'s knowledge and insights in planning new vessel construction projects.
11	Pertemuan dengan *Engine Maker* dan Lembaga Pembiayaan pada tanggal 21 Mei 2025; Held meetings with engine manufacturers and financing institutions on May 21, 2025;	Menambah wawasan dan *insight* bagi PT PELNI (Persero) dalam merencanakan proyek pembangunan kapal. To enhance PT PELNI (Persero)'s knowledge and insights in planning new vessel construction projects.
12	Monev oleh Itjen Kemenkeu ke KM Kelimutu dan KM Umsini pada tanggal 22 – 24 Juli 2025; Facilitated monitoring and evaluation activities conducted by the Inspectorate General of the Ministry of Finance aboard KM Kelimutu and KM Umsini on July 22–24, 2025;	Memenuhi ketentuan/regulasi yang berlaku di Kemenkeu atas Penggunaan Dana PMN. To comply with the applicable regulations of the Ministry of Finance regarding the utilization of PMN funds.
13	Mengumpulkan Aspirasi dari ABK Kapal PELNI Gathered feedback and aspirations from PELNI vessel crew members.	Mengumpulkan aspirasi dari ABK PELNI terkait usulan desain kapal baru To gather input and aspirations from PELNI crew members regarding the proposed design of the new vessels.
14	Audiensi dengan BPKP di Yogyakarta pada tanggal 23 Agustus 2025. Held a meeting with BPKP in Yogyakarta on August 23, 2025.	BPKP merekomendasikan bahwa sebelum ada persetujuan penggunaan Dana PMN dari Kementerian Keuangan, PELNI dapat menggunakan anggaran perusahaan terlebih dahulu untuk pengadaan Konsultan BPKP recommended that, pending approval from the Ministry of Finance on the utilization of PMN funds, PELNI may use its own corporate budget to procure the required consultants.

Kendala

Berdasarkan surat Menteri Keuangan Republik Indonesia Nomor S-4/MK.06/2025 tanggal 2 Januari 2025 perihal Penggunaan Penyertaan Modal Negara (PMN) pada PT PELNI (Persero) Tahun 2024, terdapat ketentuan yang mengatur penggunaan dana PMN, khususnya dalam pengadaan kapal. Salah satu ketentuan tersebut menyatakan bahwa PT PELNI (Persero) diwajibkan menyampaikan proposal pengadaan kapal yang melibatkan industri galangan kapal nasional (dalam negeri) kepada Menteri BUMN dan Menteri Keuangan paling lambat 6 bulan setelah PP PMN ditetapkan. Proposal tersebut juga harus melampirkan hasil reviu dari Badan Pengawas Keuangan dan Pembangunan (BPKP).

Challenges

Based on the Letter of the Minister of Finance of the Republic of Indonesia Number S-4/MK.06/2025 dated January 2, 2025, regarding the Utilization of State Capital Injection (PMN) Funds for PT PELNI (Persero) in 2024, specific provisions govern the use of PMN funds, particularly for vessel procurement. One of these provisions requires PT PELNI (Persero) to submit a vessel procurement proposal involving the national shipbuilding industry (domestic shipyards) to the Minister of State-Owned Enterprises (SOEs) and the Minister of Finance no later than six months after the issuance of the Government Regulation on PMN. The proposal must also be accompanied by a review report from the Finance and Development Supervisory Agency (BPKP).

LAPORAN PENGGUNAAN TAMBAHAN DANA PENYERTAAN MODAL NEGARA
REPORT ON THE USE OF ADDITIONAL PMN (STATE CAPITAL INJECTION)

Adapun Proposal Pengadaan Kapal dengan Keterlibatan Galangan Kapal Nasional beserta Laporan Hasil Reviu BPKP telah dikirimkan oleh PT PELNI (Persero) kepada Menteri Keuangan Republik Indonesia pada tanggal 29 Juni 2025 dengan Surat Nomor: 06.29/04/S-B/DU/2025, Menteri Menteri BUMN Surat Nomor: 06.29/05/S-B/DU/2025 tanggal 29 Juni 2025 dan PT Danantara Asset Management Surat Nomor: 06.29/06/S-B/DU/2025 tanggal 29 Juni 2025.

Sehubungan dengan hal tersebut, maka proses pengadaan konsultan mengalami penundaan karena penggunaan dana PMN harus menunggu persetujuan Kementerian Keuangan sesuai prosedur/ketentuan yang berlaku.

TAMBAHAN DANA PMN TA 2025

Pemerintah Republik Indonesia melakukan penambahan Penyertaan Modal Negara Republik Indonesia ke dalam modal saham Badan Pengelola Investasi Data Anagata Nusantara dalam rangka pelaksanaan Penugasan oleh Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia yang bersumber dari Anggaran Pendapatan dan Belanja Negara Tahun Anggaran 2025, melalui Peraturan Pemerintah Republik Indonesia Nomor 53 Tahun 2025 dengan nilai dana PMN sebesar Rp2.500.000.000.000,00 (dua triliun lima ratus miliar rupiah) yang telah dicairkan tanggal 30 Desember 2025.

Berdasarkan Surat Menteri Keuangan Republik Indonesia Nomor: S-917/MK.07/2025 tanggal 31 Desember 2025 tentang Penggunaan Penyertaan Modal Negara pada PT Pelayaran Nasional Indonesia (Persero) Tahun 2025. Dana PMN tersebut merupakan satu rangkaian dengan penambahan PMN Tahun Aanggaran 2024 yang digunakan untuk pelunasan pembelian 3 (tiga) unit kapal penumpang yang penggunaannya tetap berpedoman pada penyerapan PMN TA 2024.

The Vessel Procurement Proposal Involving National Shipyards, together with the BPKP Review Report, was submitted by PT PELNI (Persero) to the Minister of Finance of the Republic of Indonesia on June 29, 2025, under Letter Number 06.29/04/S-B/DU/2025. The proposal was also submitted to the Minister of State-Owned Enterprises under Letter Number 06.29/05/S-B/DU/2025 dated June 29, 2025, and to PT Danantara Asset Management under Letter Nmber 06.29/06/S-B/DU/2025 dated June 29, 2025.

As a result, the consultant procurement process experienced delays, as the utilization of PMN funds must first obtain approval from the Ministry of Finance in accordance with the applicable procedures and regulations.

ADDITIONAL STATE CAPITAL INJECTION (PMN) FOR FISCAL YEAR 2025

The Government of the Republic of Indonesia provided an additional State Capital Injection (Penyertaan Modal Negara/PMN) through an equity contribution to the share capital of the Daya Anagata Nusantara Investment Management Agency in support of the assignment carried out by PT Pelayaran Nasional Indonesia (Persero). The funding was sourced from the State Budget (APBN) for Fiscal Year 2025 and was stipulated under Government Regulation of the Republic of Indonesia Number 53 of 2025. The PMN amounted to Rp2,500,000,000,000 (two trillion five hundred billion rupiah) and was disbursed on 30 December 2025.

Based on the Letter of the Minister of Finance of the Republic of Indonesia Number S-917/MK.07/2025 dated 31 December 2025 regarding the Utilization of State Capital Injection in PT Pelayaran Nasional Indonesia (Persero) for Fiscal Year 2025, the PMN forms part of a single funding package together with the additional PMN allocated in Fiscal Year 2024. The funds are designated for the settlement of the acquisition of 3 (three) passenger vessels, and their utilization remains subject to the provisions governing the absorption and use of the Fiscal Year 2024 PMN.

INFORMASI MATERIAL MENGENAI INVESTASI, EKSPANSI, DIVESTASI, PENGGABUNGAN USAHA, AKUISISI, DAN/ATAU RESTRUKTURISASI UTANG/MODAL

MATERIAL INFORMATION REGARDING INVESTMENT, EXPANSION, DIVESTMENT, BUSINESS MERGER, ACQUISITION, AND/OR DEBT/CAPITAL RESTRUCTURING

INVESTASI

Pada tahun 2025, Perseroan melakukan investasi berupa penyertaan pada entitas asosiasi dengan pengungkapan sebagai berikut:

INVESTMENT

In 2025, the Company made an investment in an associate entity, with the following disclosure:

Dalam jutaan Rupiah (kecuali dinyatakan lain) | In millions of Rupiah (unless otherwise stated)

Uraian Description	2025	2024	Kenaikan (Penurunan) Increase (Decrease)	
			Rp Juta Rp Million	%
PT Rumah Sakit Pelni	227.402	218.729	8.673	3,97
Jumlah Total	227.402	218.729	8.673	3,97

EKSPANSI

PT PELNI (Persero) tidak melakukan ekspansi pada 2025. Dengan demikian, informasi mengenai hal tersebut tidak tersedia untuk diungkapkan pada bagian ini.

EXPANSION

PT PELNI (Persero) did not undertake any expansion activities in 2025. Accordingly, no information is available for disclosure under this section.

DIVESTASI

PT PELNI (Persero) tidak melakukan divestasi pada 2025. Dengan demikian, informasi mengenai hal tersebut tidak tersedia untuk diungkapkan pada bagian ini.

DIVESTMENT

PT PELNI (Persero) did not carry out any divestment activities in 2025. Accordingly, no information is available for disclosure under this section.

PENGGABUNGAN/PELEBURAN USAHA

PT PELNI (Persero) tidak melakukan penggabungan/peleburan usaha pada 2025. Dengan demikian, informasi mengenai hal tersebut tidak tersedia untuk diungkapkan pada bagian ini.

MERGER/BUSINESS COMBINATION

PT PELNI (Persero) did not engage in any merger or business combination activities in 2025. Accordingly, no information is available for disclosure under this section.

AKUISISI

PT PELNI (Persero) tidak melakukan akuisisi pada 2025. Dengan demikian, informasi mengenai hal tersebut tidak tersedia untuk diungkapkan pada bagian ini.

ACQUISITION

PT PELNI (Persero) did not undertake any acquisitions in 2025. Accordingly, no information is available for disclosure under this section.

RESTRUKTURISASI UTANG/MODAL

PT PELNI (Persero) tidak melakukan restrukturisasi utang/modal pada 2025. Dengan demikian, informasi mengenai hal tersebut tidak tersedia untuk diungkapkan pada bagian ini.

DEBT/CAPITAL RESTRUCTURING

PT PELNI (Persero) did not carry out any debt or capital restructuring activities in 2025. Accordingly, no information is available for disclosure under this section.

INFORMASI TRANSAKSI MATERIAL YANG MENGANDUNG BENTURAN KEPENTINGAN DAN/ ATAU TRANSAKSI DENGAN PIHAK AFILIASI/PIHAK BERELASI

MATERIAL TRANSACTION INFORMATION CONTAINING CONFLICTS OF INTEREST AND/OR TRANSACTION WITH AFFILIATED PARTIES/RELATED PARTIES

Transaksi dengan pihak berelasi yang dilakukan Perseroan berdasarkan pada kebijakan dan syarat yang telah disepakati bersama, dengan memastikan transaksi-transaksi dilakukan secara wajar tanpa adanya benturan kepentingan.

The Company's transactions with related parties are conducted based on mutually agreed policies and terms, ensuring that such transactions are carried out on an arm's-length basis and without any conflict of interest.

Grup Perseroan melakukan transaksi dengan pihak-pihak berelasi sebagaimana didefinisikan dalam PSAK 7, Pengungkapan Pihak-pihak Berelasi.

The Group engages in transactions with related parties as defined under PSAK 7 – Related Party Disclosures.

Pihak-pihak berelasi adalah orang atau Entitas yang terkait dengan Entitas pelapor:

1. Orang atau anggota keluarga terdekat mempunyai relasi dengan entitas pelapor, jika orang tersebut:
   a. Memiliki pengendalian atau pengendalian bersama atas entitas pelapor;
   b. Memiliki pengaruh signifikan atas entitas pelapor; atau
   c. Personal manajemen kunci entitas pelapor atau entitas induk entitas pelapor.
2. Suatu entitas berelasi dengan entitas pelapor jika memenuhi salah satu hal berikut:
   a. Entitas dan entitas pelapor adalah anggota dari kelompok usaha yang sama (artinya entitas induk, entitas anak, dan entitas anak berikutnya saling berelasi dengan entitas lainnya).
   b. Satu entitas adalah entitas asosiasi atau ventura bersama dari entitas lain (atau entitas asosiasi atau ventura bersama yang merupakan anggota suatu kelompok usaha yang mana entitas lain tersebut adalah anggotanya).
   c. Kedua entitas tersebut adalah ventura bersama dari pihak ketiga yang sama.
   d. Satu entitas adalah ventura bersama dari entitas ketiga dan entitas yang lain adalah entitas asosiasi dari entitas ketiga.
   e. Entitas tersebut adalah suatu program imbalan pasca kerja untuk imbalan kerja dari salah satu entitas pelapor atau entitas yang terkait dengan entitas pelapor. Jika entitas pelapor adalah entitas yang menyelenggarakan program tersebut, maka entitas sponsor juga berelasi dengan entitas pelapor.

Related parties are persons or entities that are related to the reporting entity as follows:

1. A person or a close member of that person's family is related to the reporting entity if that person:
   a. Has control or joint control over the reporting entity;
   b. Has significant influence over the reporting entity; or
   c. Is a member of the key management personnel of the reporting entity or of a parent of the reporting entity.
2. An entity is related to the reporting entity if any of the following conditions applies:
   a. The entity and the reporting entity are members of the same group (which means that each parent, subsidiary, and fellow subsidiary is related to the others).
   b. One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member).
   c. Both entities are joint ventures of the same third party.
   d. One entity is a joint venture of a third entity, and the other entity is an associate of the third entity.
   e. The entity is a post-employment benefit plan for the benefit of employees of either the reporting entity or an entity related to the reporting entity. If the reporting entity itself is such a plan, the sponsoring employers are also related to the reporting entity.

INFORMASI TRANSAKSI MATERIAL YANG MENGANDUNG BENTURAN KEPENTINGAN DAN/ ATAU TRANSAKSI DENGAN PIHAK AFILIASI/PIHAK BERELASI

MATERIAL TRANSACTION INFORMATION CONTAINING CONFLICTS OF INTEREST AND/OR TRANSACTION WITH AFFILIATED PARTIES/RELATED PARTIES

f. Entitas yang dikendalikan atau dikendalikan bersama oleh orang yang diidentifikasi dalam butir (a).
g. Orang yang diidentifikasi dalam butir (a) angka (1) memiliki pengaruh signifikan terhadap entitas atau personil manajemen kunci entitas (atau entitas induk dari entitas).
h. Entitas atau anggota dari kelompok yang mana entitas merupakan bagian dari kelompok tersebut menyediakan jasa personil manajemen kunci kepada entitas pelapor atau kepada entitas induk dari entitas pelapor.

f. The entity is controlled or jointly controlled by a person identified in item (a).
g. A person identified in item (1)(a) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).
h. The entity, or any member of a group of which it is a part, provides key management personnel services to the reporting entity or to the parent of the reporting entity.

Seluruh transaksi yang signifikan dengan pihak-pihak berelasi telah diungkapkan dalam catatan atas laporan keuangan konsolidasian.

All significant transactions with related parties have been disclosed in the notes to the consolidated financial statements.

SIFAT HUBUNGAN DAN TRANSAKSI DENGAN PIHAK BERELASI

Daftar pihak berelasi beserta sifat hubungan dan jenis transaksi dijabarkan sebagai berikut:

NATURE OF TRANSACTIONS WITH RELATED PARTIES

The list of related parties and the nature of the relationship and types of transactions is described as follows:

No.	Pihak-pihak Berelasi Related Parties	Sifat Hubungan Pihak-pihak Berelasi Nature of Relationship with Related Parties	Transaksi Transactions
1	PT Bank Mandiri (Persero), Tbk	Institusi Keuangan yang Dikendalikan oleh Pemerintah RI Financial Institution Controlled by Government of The Republic of Indonesia	Setara Kas - Aset Keuangan Lancar Lainnya Cash Equivalent - Other Current Financial Asset
2	PT Bank Negara Indonesia (Persero), Tbk	Institusi Keuangan yang Dikendalikan oleh Pemerintah RI Financial Institution Controlled by Government of The Republic of Indonesia	Setara Kas Cash Equivalent
3	PT Bank Rakyat Indonesia (Persero), Tbk	Institusi Keuangan yang Dikendalikan oleh Pemerintah RI Financial Institution Controlled by Government of The Republic of Indonesia	Setara Kas - Aset Keuangan Lancar Lainnya Cash Equivalent - Other Current Financial Asset
4	PT Bank Tabungan Negara (Persero) Tbk	Institusi Keuangan yang Dikendalikan oleh Pemerintah RI Financial Institution Controlled by Government of The Republic of Indonesia	Setara Kas Cash Equivalent
5	PT Bank Syariah Indonesia, Tbk	Institusi Keuangan yang Dikendalikan oleh Pemerintah RI Financial Institution Controlled by Government of The Republic of Indonesia	Setara Kas Cash Equivalent
6	PT Bank Tabungan Negara (Persero), Tbk	Institusi Keuangan yang Dikendalikan Oleh Pemerintah RI Financial Institution Controlled by Government of The Republic of Indonesia	Setara Kas Cash Equivalent
7	PT Bank Pembangunan Daerah Jawa Barat dan Banten, Tbk	Institusi Keuangan yang Dikendalikan Oleh Pemerintah RI Financial Institution Controlled by Government of The Republic of Indonesia	Setara Kas Cash Equivalent

INFORMASI TRANSAKSI MATERIAL YANG MENGANDUNG BENTURAN KEPENTINGAN DAN/ ATAU TRANSAKSI DENGAN PIHAK AFILIASI/PIHAK BERELASI

MATERIAL TRANSACTION INFORMATION CONTAINING CONFLICTS OF INTEREST AND/OR TRANSACTION WITH AFFILIATED PARTIES/RELATED PARTIES

No.	Pihak-pihak Berelasi Related Parties	Sifat Hubungan Pihak-pihak Berelasi Nature of Relationship with Related Parties	Transaksi Transactions
8	PT Adhi Persada Beton	Entitas yang dikelola oleh Pemerintah RI Controlled by the Government of The Republic of Indonesia	Piutang Receivable
9	PT Rumah Sakit Pelni	Entitas yang dikelola oleh Pemerintah RI Controlled by the Government of The Republic of Indonesia	Piutang - Utang Receivable - Payable
10	PT Adhi Persada Gedung	Entitas yang dikelola oleh Pemerintah RI Controlled by the Government of The Republic of Indonesia	Piutang Receivable
11	Yayasan Kesehatan Pensiunan Pelni	Personil Kunci Common Key Management	Piutang - Aset Keuangan Lancar Lainnya – Utang Receivable - Other Current Financial Asset - Payable
12	PT Adhi Karya (Persero), Tbk	Entitas yang dikelola oleh Pemerintah RI Controlled by the Government of The Republic of Indonesia	Piutang Receivable
13	PT Jasa Prima Logistik	Entitas yang dikelola oleh Pemerintah RI Controlled by the Government of The Republic of Indonesia	Piutang Receivable
14	PT Jembatan Nusantara	Entitas yang dikelola oleh Pemerintah RI Controlled by the Government of The Republic of Indonesia	Piutang Receivable
15	PT Semen Indogreen Sentosa	Entitas yang dikelola oleh Pemerintah RI Controlled by the Government of The Republic of Indonesia	Piutang Receivable
16	PT Pelayaran Bahtera Adhiguna	Entitas yang dikelola oleh Pemerintah RI Controlled by the Government of The Republic of Indonesia	Piutang Receivable
17	Kemen Perhubungan CQ Direktorat Lalu Lintas Angkutan Laut	Entitas yang dikelola oleh Pemerintah RI Controlled by the Government of The Republic of Indonesia	Piutang Receivable
18	PT Telekomunikasi Selular	Entitas yang dikelola oleh Pemerintah RI Controlled by the Government of The Republic of Indonesia	Piutang Receivable
19	Hotel Bahtera Pelni	Entitas yang dikelola oleh Pemerintah RI Controlled by the Government of The Republic of Indonesia	Piutang Receivable
20	PT Waskita Karya	Entitas yang dikelola oleh Pemerintah RI Controlled by the Government of The Republic of Indonesia	Piutang Receivable
21	Bank Indonesia	Entitas yang dikelola oleh Pemerintah RI Controlled by the Government of The Republic of Indonesia	Piutang Receivable
22	PT Krakatau Steel (Persero) Tbk	Entitas yang dikelola oleh Pemerintah RI Controlled by the Government of The Republic of Indonesia	Piutang Receivable
23	PT ASDP Indonesia Ferry (Persero)	Entitas yang dikelola oleh Pemerintah RI Controlled by the Government of The Republic of Indonesia	Piutang Receivable
24	PT PINDAD Internasional	Entitas yang dikelola oleh Pemerintah RI Controlled by the Government of The Republic of Indonesia	Piutang Receivable

INFORMASI TRANSAKSI MATERIAL YANG MENGANDUNG BENTURAN KEPENTINGAN DAN/ ATAU TRANSAKSI DENGAN PIHAK AFILIASI/PIHAK BERELASI

MATERIAL TRANSACTION INFORMATION CONTAINING CONFLICTS OF INTEREST AND/OR TRANSACTION WITH AFFILIATED PARTIES/RELATED PARTIES

No.	Pihak-pihak Berelasi Related Parties	Sifat Hubungan Pihak-pihak Berelasi Nature of Relationship with Related Parties	Transaksi Transactions
25	PT PP Urban	Entitas yang dikelola oleh Pemerintah RI Controlled by the Government of The Republic of Indonesia	Piutang Receivable
26	PT Elnusa	Entitas yang dikelola oleh Pemerintah RI Controlled by the Government of The Republic of Indonesia	Piutang Receivable
27	PT Hutama Karya	Entitas yang dikelola oleh Pemerintah RI Controlled by the Government of The Republic of Indonesia	Piutang Receivable
28	PT Pindad Enjiniring Indonesia	Entitas yang dikelola oleh Pemerintah RI Controlled by the Government of The Republic of Indonesia	Utang Payable
29	PT Biro Klasifikasi Indonesia (Persero)	Entitas yang dikelola oleh Pemerintah RI Controlled by the Government of The Republic of Indonesia	Utang Payable
30	Sigma Cipta Caraka	Entitas yang dikelola oleh Pemerintah RI Controlled by the Government of The Republic of Indonesia	Utang Payable
31	PT Sucofindo (Persero)	Entitas yang dikelola oleh Pemerintah RI Controlled by the Government of The Republic of Indonesia	Utang Payable
32	Kepala Operasi QQ Pelabuhan	Entitas yang dikelola oleh Pemerintah RI Controlled by the Government of The Republic of Indonesia	Utang Payable
33	PT Pelabuhan Indonesia (Persero)	Entitas yang dikelola oleh Pemerintah RI Controlled by the Government of The Republic of Indonesia	Utang - Liabilitas Keuangan Jangka Pendek Lainnya Payable - Other Short Term Financial Liabilities
34	PT Pertamina Patra Niaga	Entitas yang dikelola oleh Pemerintah RI Controlled by the Government of The Republic of Indonesia	Utang Payable
35	PT Kereta Api Pariwisata	Entitas yang dikelola oleh Pemerintah RI Controlled by the Government of The Republic of Indonesia	Utang Payable
36	PT Perusahaan Listrik Negara	Entitas yang dikelola oleh Pemerintah RI Controlled by the Government of The Republic of Indonesia	Utang Payable
37	PT Jasa Raharja Putera	Entitas yang dikelola oleh Pemerintah RI Controlled by the Government of The Republic of Indonesia	Liabilitas Keuangan Jangka Pendek Lainnya Other Short Term Financial Liabilities
38	PT Jasa Raharja (Persero)	Entitas yang dikelola oleh Pemerintah RI Controlled by the Government of The Republic of Indonesia	Liabilitas Keuangan Jangka Pendek Lainnya Other Short Term Financial Liabilities
39	PT Pelindo Multi Terminal	Entitas yang dikelola oleh Pemerintah RI Controlled by the Government of The Republic of Indonesia	Liabilitas Keuangan Jangka Pendek Lainnya Other Short Term Financial Liabilities

INFORMASI TRANSAKSI MATERIAL YANG MENGANDUNG BENTURAN KEPENTINGAN DAN/ ATAU TRANSAKSI DENGAN PIHAK AFILIASI/PIHAK BERELASI

MATERIAL TRANSACTION INFORMATION CONTAINING CONFLICTS OF INTEREST AND/OR TRANSACTION WITH AFFILIATED PARTIES/RELATED PARTIES

Jumlah transaksi dengan pihak-pihak berelasi tahun 2025 dan 2024 sebagai berikut:

Total transactions with related parties in 2025 and 2024 are as follows:

No.	Pihak-pihak Berelasi Related Parties	Transaksi Transaksi	Jumlah Total	
			2025	2024
1.	PT Bank Mandiri (Persero) Tbk	Kas dan Setara Kas Cash and CashEquivalents	347.409.183.811	314.934.424.911
		Kas dan Setara Kas yang Dibatasi Penggunaannya Restricted Cash and Cash Equivalent	197.077.093.309	187.076.944.823
2	PT Bank Rakyat Indonesia (Persero) Tbk	Kas dan Setara Kas Cash and CashEquivalents	586.546.728.668	861.761.700.152
		Kas dan Setara Kas yang Dibatasi Penggunaannya Restricted Cash and Cash Equivalent	4.069.384.018.488	1.500.000
		Piutang Usaha *Accounts Receivable*	195.326.903	802.136.870
3	PT Bank Negara Indonesia	Kas dan Setara Kas Cash and Cash Equivalents	883.208.477.025	585.287.997.327
4	PT Bank Tabungan Negara (Persero), Tbk	Kas dan Setara Kas Cash and Cash Equivalents	771.805.529.169	731.621.660.858
5	PT Bank Syariah Indonesia, Tbk	Kas dan Setara Kas Cash and Cash Equivalents	1.517.093.429.482	1.615.523.288.321
6	PT Adhi Karya	Piutang Usaha Accounts Receivable	7.900.167.736	30.219.016.239
7	PT Jembatan Nusantara	Piutang Usaha Accounts Receivable	5.139.302.729	5.252.492.526
8	Yayasan Kesehatan Pensiunan PELNI	Piutang Usaha Accounts Receivable	829.194.618	8.122.532.777
		Utang Usaha Account Payable	625.816.555	239.427.329
		Aset Keuangan Lancar Lainnya Aset Keuangan Lancar Lainnya	1.530.400.369	1.530.400.369
9	PT Rumah Sakit PELNI	Piutang Usaha Accounts Receivable	1 7.982.101.100	17.980.184.411
		Utang Usaha Account Payable	0	1.037.383.484
10	PT Bank Pembangunan Daerah	Kas dan Setara Kas Cash and CashEquivalents	7.574.506	391.673.465
11	PT Telekomunikasi Seluler (Persero)	Piutang Usaha Accounts Receivable	1.037.383.484	2.614.260.530
		Utang Usaha Account Payable	1.339.173.550	582.245.929
12	PT Pelabuhan Indonesia (Persero)	Utang Usaha Account Payable	3.460.782.488	3.561.323.180
		Liabilitas Keuangan Jangka Pendek Lainnya Other Short Term Financial Liabilities	6.603.133.726	11.333.543.882
13	PT PP Urban	Piutang Usaha Accounts Receivable	612.975.495	687.171.496

INFORMASI TRANSAKSI MATERIAL YANG MENGANDUNG BENTURAN KEPENTINGAN DAN/ ATAU TRANSAKSI DENGAN PIHAK AFILIASI/PIHAK BERELASI

MATERIAL TRANSACTION INFORMATION CONTAINING CONFLICTS OF INTEREST AND/OR TRANSACTION WITH AFFILIATED PARTIES/RELATED PARTIES

No.	Pihak-pihak Berelasi Related Parties	Transaksi Transaksi	Jumlah Total	
			2025	2024
14	PT Waskita Karya	Piutang Usaha Accounts Receivable	1.067.443.000	1.067.443.000
15	PT Krakatau Steel (Persero) Tbk	Piutang Usaha Accounts Receivable	860.817.498	860.817.498
16	PT Jasa Prima Logistik	Piutang Usaha Accounts Receivable	5.462.987.525	648.281.446
17	PT PINDAD Internasional	Piutang Usaha Accounts Receivable	700.000.000	700.000.000
18	PT Semen Indogreen Sentosa	Piutang Usaha Accounts Receivable	3.735.085.726	7.899.847.912
19	PT Adhi Persada Beton	Piutang Usaha Accounts Receivable	6.207.957.784	0
20	PT Pelayaran Bahtera Adhiguna	Piutang Usaha Accounts Receivable	3.134.536.869	3.000.961.987
21	PT Adhi Persada Gedung	Piutang Usaha Accounts Receivable	10.453.452.991	3.509.028.009
22	PT Pertamina Patra Niaga	Utang Usaha Account Payable	1.458.740.907	1.619.081.607
23	PT Biro Klasifikasi Indonesia (Persero)	Utang Usaha Account Payable	6.858.521.555	1.483.691.265
24	Kementerian Perhubungan CQ Direktorat Lalu Lintas Angkutan Laut	Piutang Usaha Accounts Receivable	1.634.778.579	142.489.365
25	PT Sucofindo (Persero)	Utang Usaha Account Payable	4.429.415.753	537.915.000
26	Kepala Operasi QQ Pelabuhan	Utang Usaha Account Payable	3.890.504.836	1.023.757.967
27	Hotel Bahtera Pelni	Piutang Usaha Accounts Receivable	1.277.279.295	808.120
28	PT Jasa Raharja Putera	Liabilitas Keuangan Jangka Pendek Lainnya Other Short Term Financial Liabilities	1.926.175.219	1.983.539.151
29	PT Jasa Raharja (Persero)	Liabilitas Keuangan Jangka Pendek Lainnya/ Other Short Term Financial Liabilities	849.743.200	1.684.944.545
30	Bank Indonesia	Piutang Usaha Accounts Receivable	954.932.463	332.459.432
31	PT ASDP Indonesia Ferry	Piutang Usaha Accounts Receivable	707.051.760	5.800
32	PT Elnusa	Piutang Usaha Accounts Receivable	592.900.790	683.786.320
33	PT Hutama Karya	Piutang Usaha Accounts Receivable	570.102.558	-
34	PT Pindad Enjiniring Indonesia	Utang Usaha Account Payable	7.745.330.471	-
35	PT Sigma Cipta Caraka	Utang Usaha Account Payable	4.715.156.054	495.033.335
36	PT Kereta Api Pariwisata	Utang Usaha Account Payable	985.933.904	-

INFORMASI TRANSAKSI MATERIAL YANG MENGANDUNG BENTURAN KEPENTINGAN DAN/ ATAU TRANSAKSI DENGAN PIHAK AFILIASI/PIHAK BERELASI

MATERIAL TRANSACTION INFORMATION CONTAINING CONFLICTS OF INTEREST AND/OR TRANSACTION WITH AFFILIATED PARTIES/RELATED PARTIES

No.	Pihak-pihak Berelasi Related Parties	Transaksi Transaksi	Jumlah Total	
			2025	2024
37	PT Perusahaan Listrik Negara	Utang Usaha Account Payable	510.652.938	1.873.453
38	PT Pelindo Multi Terminal	Liabilitas Keuangan Jangka Pendek Lainnya/ Other Short Term Financial Liabilities	767.513.268	-

ALASAN DILAKUKANNYA TRANSAKSI AFILIASI

Transaksi-transaksi yang dilakukan antara Perseroan dengan pihak-pihak berelasi dilandaskan pada prinsip profesionalitas dan kondisi saling membutuhkan, dengan tujuan untuk menciptakan nilai tambah dan keuntungan bagi masing-masing pihak.

REASONS FOR CONDUCTING AFFILIATED PARTY TRANSACTIONS

Transactions between the Company and its related parties are carried out based on the principles of professionalism and mutual business needs, with the objective of creating added value and benefits for each party involved.

PERNYATAAN KEWAJARAN TRANSAKSI OLEH DIREKSI

Direksi telah memastikan bahwa transaksi afiliasi yang dilakukan pada 2025 telah melalui prosedur yang memadai untuk memastikan masing-masing transaksi dilakukan sesuai prinsip *arm's length principle*.

STATEMENT OF FAIRNESS OF TRANSACTIONS BY THE BOARD OF DIRECTORS

The Board of Directors has ensured that all affiliated party transactions conducted in 2025 were subject to adequate procedures to ensure that each transaction was carried out in accordance with the arm's length principle.

KEBIJAKAN PERUSAHAAN TERKAIT MEKANISME *REVIEW* TERHADAP TRANSAKSI

Seluruh transaksi yang dilakukan Perseroan telah melalui proses audit yang dilakukan oleh Dewan Komisaris bersama dengan Komite Audit, di samping proses audit yang dilakukan oleh akuntan publik sebagai auditor eksternal. Mekanisme audit tersebut dilaksanakan sesuai dengan PSAK 7 (revisi 2014) tentang "Pengungkapan Pihak-Pihak Berelasi". Manajemen menarik kesimpulan dari hasil *review* yang dilakukan pada tahun buku 2024 & 2025, bahwa seluruh transaksi dengan pihak berelasi yang dilakukan selama tahun-tahun tersebut telah memenuhi aturan dan ketentuan yang berlaku.

Peninjauan yang dilakukan Dewan Komisaris bersama Komite Audit dalam memastikan seluruh transaksi afiliasi telah dilakukan sesuai dengan praktik bisnis yang berlaku umum (*best practices*), dengan memenuhi prinsip transaksi yang wajar (*arms-length principle*).

COMPANY POLICY REGARDING THE TRANSACTION REVIEW MECHANISM

All transactions undertaken by the Company are subject to an audit process conducted by the Board of Commissioners in conjunction with the Audit Committee, in addition to the audit performed by the public accounting firm acting as the external auditor. Such audit mechanisms are carried out in accordance with PSAK 7 (Revised 2014) – Related Party Disclosures. Based on the reviews conducted for the 2024 and 2025 financial years, Management concluded that all related-party transactions carried out during those years complied with the applicable laws, regulations, and requirements.

The review conducted by the Board of Commissioners together with the Audit Committee is intended to ensure that all affiliated party transactions are executed in accordance with generally accepted business practices (best practices) and comply with the arm's length principle, thereby ensuring fairness and transparency in such transactions.

INFORMASI KEUANGAN YANG MENGANDUNG KEJADIAN YANG BERSIFAT LUAR BIASA DAN JARANG TERJADI
FINANCIAL INFORMATION CONTAINING EXTRAORDINARY AND UNUSUAL EVENTS

Pada 2025, tidak terdapat kejadian luar biasa dan jarang terjadi yang berpengaruh terhadap kinerja keuangan Perseroan.

In 2025, there is no occurrence of extraordinary and rare events which affects the Company's financial performance.

DAMPAK PERUBAHAN HARGA TERHADAP PENDAPATAN DAN LABA PERUSAHAAN
PRICE CHANGES EFFECTS ON THE COMPANY'S REVENUE AND INCOME

DAMPAK PERUBAHAN TARIF PENUMPANG

Tidak terdapat perubahan tarif angkutan penumpang PT PELNI (Persero) pada 2025. Dengan demikian, tidak terdapat informasi dampak perubahan tarif penumpang terhadap pendapatan dan laba perusahaan untuk diungkapkan pada bagian ini.

IMPACT OF CHANGES IN PASSENGER FARES

There were no changes to PT PELNI (Persero)'s passenger transportation fares in 2025. Accordingly, there is no information regarding the impact of passenger fare changes on the Company's revenue and profit to be disclosed in this section.

DAMPAK PERUBAHAN HARGA BAHAN BAKAR

Sepanjang tahun 2025 tidak terdapat perubahan harga bahan bakar yang berdampak signifikan terhadap kinerja keuangan Perseroan.

IMPACT OF CHANGES IN FUEL PRICES

Throughout 2025, there were no changes in fuel prices that had a significant impact on the Company's financial performance.

PERUBAHAN PERATURAN PERUNDANG-UNDANGAN YANG BERPENGARUH SIGNIFIKAN TERHADAP PERSEROAN

CHANGES IN LAWS AND REGULATION THAT SIGNIFICANTLY AFFECT THE COMPANY

Terdapat beberapa perubahan Peraturan Perundang-Undangan yang berpengaruh terhadap Perseroan sepanjang tahun 2025, dengan rincian sebagai berikut:

Several changes in laws and regulations affected the Company during 2025. Details of these regulatory changes are presented as follows:

No.	Undang-undang Laws	Tanggal Berlaku Effective Date	Dampak Terhadap Perusahaan Impact on the Company
1	Undang-Undang Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara sebagaimana telah beberapa kali diubah terakhir dengan Undang-Undang Nomor 16 Tahun 2025 tentang Badan Usaha Milik Negara Law Number 19 of 2003 concerning State-Owned Enterprises, as amended from time to time, most recently by Law Number 16 of 2025 concerning State-Owned Enterprises	06 Oktober 2025 October 6, 2025	1. Penyesuaian Struktur Kepemilikan Modal Perusahaan yang semula dimiliki oleh Negara menjadi dimiliki oleh Negara dengan Saham Seri A Dwiwarna dan PT Danantara Asset Management (Persero) dengan Saham Seri B. 2. Penyesuaian nomenklatur dari Menteri Badan Usaha Milik Negara menjadi Badan Pengaturan Badan Usaha Milik Negara. 3. Perusahaan selaku BUMN dapat melakukan hapus buku dan/atau hapus tagih atas aset BUMN dengan persetujuan dan pelaporan kepada Badan Pengelola Investasi Daya Anagata Nusantara. 4. Adanya jaminan hukum dalam hal pemberian Penugasan Khusus oleh Pemerintah Pusat kepada Perusahaan sebagai BUMN apabila secara finansial tidak fisibel, maka Pemerintah Pusat harus memberikan kompensasi atas semua biaya yang telah dikeluarkan, termasuk margin yang diharapkan sepanjang dalam tingkat kewajaran sesuai dengan penugasan yang diberikan. 1. Adjustment to the Company's shareholding structure, whereby ownership that was previously held solely by the State is now structured with the State holding Series A Dwiwarna Shares and PT Danantara Asset Management (Persero) holding Series B Shares. 2. Adjustment of the nomenclature from the Minister of State-Owned Enterprises to the State-Owned Enterprises Regulatory Authority. 3. As a State-Owned Enterprise (SOE), the Company is permitted to carry out write-offs and/or debt forgiveness of SOE assets, subject to approval from and reporting to the Daya Anagata Nusantara Investment Management Agency. 4. The provision of legal assurance that, where the Central Government assigns a Special Assignment to the Company in its capacity as a State-Owned Enterprise (SOE) and such assignment is not financially feasible, the Central Government shall provide compensation for all costs incurred, including a reasonable profit margin commensurate with the scope of the assignment.

PERUBAHAN KEBIJAKAN AKUNTANSI DAN DAMPAKNYA TERHADAP PERSEROAN

CHANGES IN ACCOUNTING POLICIES AND THE IMPACT ON THE COMPANY

Tahun 2025, terdapat penerapan dari standar dan amandemen terhadap standar akuntansi yang berlaku efektif sejak tanggal 1 Januari 2025 pada laporan keuangan Perseroan. Namun, penerapan tersebut tidak menyebabkan perubahan atas kebijakan akuntansi Perusahaan dan tidak memberikan dampak terhadap jumlah yang dilaporkan di laporan keuangan tahun berjalan dan tahun sebelumnya:

- PSAK 117, "Kontrak Asuransi";
- Amendemen PSAK 117, "Kontrak Asuransi" tentang Penerapan Awal PSAK 117 dan PSAK 109 -Informasi Komparatif.
- Amendemen PSAK 221, "Pengaruh Perubahan Kurs Valuta Asing" terkait Kekurangan Ketertukaran.
- PSAK 370: "Akuntansi Aset dan Liabilitas Pengampunan Pajak" dan ISAK 335: "Penyajian Laporan Keuangan Entitas Berorientasi Non-laba" – Amendemen konsekuensial karena berlaku efektifnya SAK Indonesia untuk Entitas Privat.

In 2025, several accounting standards and amendments to accounting standards became effective for the Company's financial statements as of 1 January 2025. However, the adoption of these standards and amendments did not result in any changes to the Company's accounting policies and had no impact on the amounts reported in either the current year's or the prior year's financial statements.

- PSAK 117, "Insurance Contracts"
- Amendments to PSAK 117, "Insurance Contracts" regarding the Initial Implementation of PSAK 117 and PSAK 109 - Comparative Information
- Amendment to PSAK 221, "The Effect of Changes in Foreign Exchange Rates" regarding Exchangeability Shortfalls.
- PSAK 370: "Accounting for Tax Amnesty Assets and Liabilities" and ISAK 335: "Presentation of Financial Statements of Non-Profit Oriented Entities" - Consequential amendments due to the effectiveimplementation of Indonesian SAK for Private Entities.

Beberapa PSAK juga diamendemen yang merupakan amendemen konsekuensial karena berlakunya PSAK 117: Kontrak Asuransi, yaitu:

- PSAK 103: Kombinasi Bisnis;
- PSAK 105: Aset Tidak Lancar yang Dikuasai untuk Dijual dan Operasi yang Dihentikan;
- PSAK 107: Instrumen Keuangan: Pengungkapan;
- PSAK 109: Instrumen Keuangan;
- PSAK 115: Pendapatan dari Kontrak dengan Pelanggan;
- PSAK 201: Penyajian Laporan Keuangan;
- PSAK 207: Laporan Arus Kas;
- PSAK 216: Aset Tetap;
- PSAK 219: Imbalan Kerja;
- PSAK 228: Investasi pada Entitas Asosiasi dan Ventura Bersama;
- PSAK 232: Instrumen Keuangan: Penyajian;
- PSAK 236: Penurunan Nilai Aset;
- PSAK 237: Provisi, Liabilitas Kontijensi dan Aset Kontijensi;
- PSAK 238: Aset Tak Berwujud;
- PSAK 240: Properti Investasi.

Several PSAKs were also amended which are consequential amendments due to the enactment of PSAK 117: Insurance Contracts, namely:

- PSAK 103: "Business Combinations";
- PSAK 105: "Non-Current Assets Held for Sale and Discontinued Operations";
- PSAK 107: "Financial Instruments: Disclosures";
- PSAK 109: "Financial Instruments";
- PSAK 115: "Revenue from Contracts with Customers";
- PSAK 201: "Presentation of Financial Statements";
- PSAK 207: "Statement of Cash Flows";
- PSAK 216: "Property, Plant and Equipment";
- PSAK 219: "Employee Benefits";
- PSAK 228: "Investments in Associates and Joint Ventures";
- PSAK 232: "Financial Instruments: Presentation";
- PSAK 236: "Impairment of Assets";
- PSAK 237: "Provisions, Contingent Liabilities, and Contingent Assets";
- PSAK 238: "Intangible Assets";
- PSAK 240: "Investment Property"

INFORMASI KELANGSUNGAN USAHA
INFORMATION ON BUSINESS CONTINUITY

HAL-HAL YANG BERPOTENSI BERPENGARUH SIGNIFIKAN TERHADAP KELANGSUNGAN USAHA PERUSAHAAN

Dalam menjalankan operasional usahanya, Perseroan menghadapi berbagai tantangan, yang beberapa di antaranya berpotensi memberikan pengaruh signifikan terhadap kelangsungan usaha Perseroan pada tahun buku 2025. Beberapa tantangan tersebut adalah sebagai berikut:

1. Risiko tidak tertagihnya biaya penugasan PSO dan subsidi, khususnya terkait kelengkapan dokumen pendukung, proses verifikasi, serta potensi selisih biaya yang tidak dapat ditagihkan kepada Pemerintah. Risiko ini penting mengingat sebagian kegiatan operasional PELNI berkaitan erat dengan penugasan pelayanan publik dan subsidi angkutan laut.
2. Risiko keselamatan operasional kapal, termasuk potensi kecelakaan kapal yang dapat berdampak terhadap kontinuitas layanan, reputasi, beban keuangan, serta pencapaian target *zero accident*. Oleh karena itu, penguatan pengendalian operasional, pelatihan keselamatan, dan pemantauan berkala menjadi aspek penting dalam menjaga keberlangsungan usaha.
3. Risiko kontribusi pendapatan anak Perseroan yang belum optimal, yang dapat memengaruhi penguatan portofolio usaha dan kinerja konsolidasi PELNI Group. Risiko ini memerlukan evaluasi menyeluruh serta perencanaan strategi yang matang untuk meningkatkan kontribusi pendapatan anak Perseroan secara berkelanjutan.

ASSESSMENT MANAJEMEN ATAS HAL-HAL YANG BERPOTENSI BERPENGARUH SIGNIFIKAN TERHADAP KELANGSUNGAN USAHA PERUSAHAAN

Dalam menghadapi berbagai risiko yang berpotensi memengaruhi kelangsungan usaha Perseroan, Manajemen PT PELNI (Persero) telah menerapkan sejumlah langkah mitigasi dan penguatan pengendalian secara terintegrasi, antara lain sebagai berikut:

1. Penguatan pengelolaan penugasan PSO dan subsidi Pemerintah dilakukan melalui peningkatan kualitas administrasi dan dokumentasi operasional, percepatan

MATTERS WITH POTENTIAL TO SIGNIFICANTLY AFFECT THE COMPANY'S BUSINESS CONTINUITY

In conducting its business operations, the Company faces various challenges, some of which may have a significant impact on the Company's business continuity in the 2025 financial year. These challenges include the following:

1. Risk of uncollectible PSO compensation and subsidy receivables, particularly those arising from incomplete supporting documentation, verification processes, and potential cost discrepancies that may not be reimbursable by the Government. This risk is significant given that a substantial portion of PELNI's operations is closely related to public service obligation (PSO) assignments and sea transportation subsidies.
2. Operational vessel safety risk, including the possibility of maritime accidents that could affect service continuity, corporate reputation, financial performance, and the achievement of the Company's zero-accident target. Accordingly, strengthening operational controls, enhancing safety training, and conducting regular monitoring remain critical to maintaining business continuity.
3. Risk of suboptimal revenue contribution from subsidiaries, which may affect the strengthening of the Company's business portfolio and the consolidated performance of the PELNI Group. Addressing this risk requires comprehensive evaluation and well-planned strategic initiatives to sustainably improve the revenue contribution of subsidiaries.

THE MANAGEMENT'S ASSESSMENT ON MATTERS WITH POTENTIAL TO SIGNIFICANTLY AFFECT THE COMPANY'S BUSINESS CONTINUITY

To address the various risks that may affect the Company's business continuity, the Management of PT PELNI (Persero) has implemented a number of integrated mitigation measures and control enhancement initiatives, including the following:

1. Strengthening the management of PSO assignments and government subsidies through improvements in the quality of operational administration and documentation,

INFORMASI KELANGSUNGAN USAHA
INFORMATION ON BUSINESS CONTINUITY

proses rekonsiliasi data dengan kementerian/lembaga terkait, serta penguatan koordinasi lintas unit agar proses pengajuan dan pencairan subsidi dapat berjalan tepat waktu dan sesuai ketentuan. Selain itu, Perseroan juga melakukan monitoring berkala terhadap realisasi biaya penugasan untuk meminimalkan potensi selisih biaya yang tidak dapat diklaim kepada Pemerintah.

2. Peningkatan aspek keselamatan dan keandalan operasional kapal dilakukan melalui penerapan standar HSSE (*Health, Safety, Security, and Environment*) secara konsisten, pelaksanaan *docking* dan pemeliharaan armada secara berkala, peningkatan kompetensi awak kapal, serta penguatan sistem pengawasan operasional berbasis teknologi. Perseroan juga terus melakukan evaluasi terhadap kejadian operasional dan menjalankan program mitigasi risiko guna menjaga keselamatan pelayaran, ketepatan waktu layanan, dan keberlangsungan operasional armada.
3. Optimalisasi kinerja dan kontribusi anak Perseroan dilakukan melalui penguatan sinergi bisnis dalam grup PELNI, evaluasi model bisnis anak Perseroan, pengembangan usaha *non-captive* dan komersial, serta peningkatan efisiensi operasional dan tata kelola perusahaan anak. Manajemen juga mendorong pengembangan inovasi bisnis dan diversifikasi layanan untuk memperluas sumber pendapatan konsolidasi dan meningkatkan daya saing grup usaha secara berkelanjutan.

Seluruh langkah mitigasi tersebut dijalankan sejalan dengan penerapan manajemen risiko terintegrasi dan strategi transformasi Perseroan melalui program "*Quantum 7 to Drive Sustainable Business Growth*" yang menekankan *operational excellence*, penguatan bisnis, transformasi proses, pengembangan SDM, pemanfaatan teknologi, dan penguatan tata kelola perusahaan.

ASUMSI YANG DIGUNAKAN MANAJEMEN DALAM MELAKUKAN PENGKAJIAN

Penyusunan Rencana Kerja dan Anggaran Perusahaan (RKAP) PT PELNI (Persero) untuk tahun 2025 mengacu pada pendekatan *Risk Based Budgeting*, di mana anggaran disusun dengan mempertimbangkan peta risiko yang telah diidentifikasi.

acceleration of data reconciliation processes with relevant ministries and government agencies, and enhanced cross-functional coordination to ensure that subsidy claims and disbursements are processed in a timely manner and in compliance with applicable regulations. In addition, the Company conducts periodic monitoring of assignment-related costs to minimize the risk of cost variances that may not be reimbursable by the Government.

2. Enhancing vessel safety and operational reliability through the consistent implementation of HSSE (Health, Safety, Security, and Environment) standards, regular docking and fleet maintenance programs, continuous competency development for ship crews, and the strengthening of technology-based operational monitoring systems. The Company also continuously evaluates operational incidents and implements risk mitigation programs to maintain maritime safety, service punctuality, and the sustainability of fleet operations.
3. Optimizing the performance and contribution of subsidiaries through stronger business synergies within the PELNI Group, evaluation of subsidiary business models, development of non-captive and commercial business opportunities, and improvements in operational efficiency and corporate governance within subsidiaries. Management also promotes business innovation and service diversification initiatives to broaden sources of consolidated revenue and sustainably enhance the competitiveness of the Group.

All of these mitigation measures are implemented in line with the Company's integrated risk management framework and corporate transformation strategy under the "Quantum 7 to Drive Sustainable Business Growth" program, which emphasizes operational excellence, business strengthening, process transformation, human capital development, technology utilization, and enhanced corporate governance.

ASSUMPTIONS USED BY THE MANAGEMENT FOR THE ASSESSMENT

The preparation of PT PELNI (Persero)'s 2025 Work Plan and Budget (RKAP) was based on a Risk-Based Budgeting approach, whereby the budget was formulated by taking into account the risk profile and risk map that had been previously identified.

INFORMASI KELANGSUNGAN USAHA
INFORMATION ON BUSINESS CONTINUITY

Beberapa asumsi yang digunakan Perseroan dalam melakukan penyusunan RKAP 2025 yang memiliki kaitan dengan kelangsungan usaha PT PELNI (Persero) di antaranya ekonomi makro, kondisi industri pelayaran nasional serta kebijakan Pemerintah. Adapun data asumsi tersebut sebagai berikut:

Several assumptions used by the Company in preparing the 2025 RKAP that are relevant to the business continuity of PT PELNI (Persero) include macroeconomic conditions, developments in the national shipping industry, and Government policies. The details of these assumptions are presented as follows:

Indikator Ekonomi Economic Indicator	Asumsi APBN 2025 2025 APBN (State Budget) Assumption
Pertumbuhan ekonomi Economic Growth	5,2%
Tingkat inflasi Inflation Rate	2,5%
Tingkat Bunga SUN 10 Tahun Interest Rate of 10-Year Government Securities	7,1%
Tingkat Suku Bunga Interest Rate	6,2%
Harga Minyak Oil Price	USD 82 per Barel USD82/barrel
Lifting Minyak Oil Lifting	605 ribu Barel per hari 605 thousand barrels/day
Lifting Gas Gas Lifting	1.005 juta barel setara minyak per hari 1.005 thousand barrels of oil equivalents/day

Asumsi tersebut juga didukung oleh peran PT PELNI (Persero) dalam beberapa aspek, antara lain:

- Infrastruktur Negara
  PT PELNI (Persero) menyediakan akses transportasi publik antar pulau (daerah yang sudah dan sedang berkembang) termasuk angkutan transmigrasi dan TKI (Tenaga Kerja Indonesia).
- Agen Pembangunan
  PT PELNI (Persero) menyediakan akses transportasi publik ke wilayah pulau terpencil dan terluar guna mempercepat pembangunan dan membuka isolasi geografis.
- Sistem Logistik
  PT PELNI (Persero) mengangkut kebutuhan pokok dan kebutuhan lainnya bagi masyarakat seluruh Indonesia termasuk di pulau-pulau terpencil dan terluar guna stabilisasi.
- Kedaulatan NKRI
  PT PELNI (Persero) menyediakan akses untuk keperluan sosial politik Negara dan pertahanan nasional melalui kunjungan reguler antar-pulau.

These assumptions are further supported by the role of PT PELNI (Persero) in several key areas, including:

- National Infrastructure
  PT PELNI (Persero) provides inter-island public transportation services connecting both developed and developing regions, including transportation services for transmigrants and Indonesian migrant workers (TKI).
- Development Agent
  PT PELNI (Persero) provides public transportation access to remote and outer islands to accelerate regional development and reduce geographic isolation.
- Logistics System
  PT PELNI (Persero) transports essential commodities and other necessities for communities throughout Indonesia, including those residing in remote and outer islands, thereby supporting supply stability and distribution.
- National Sovereignty
  PT PELNI (Persero) provides transportation access to support the State's socio-political activities and national defense through regular inter-island services.

INFORMASI KELANGSUNGAN USAHA
INFORMATION ON BUSINESS CONTINUITY

- Tanggap Darurat
  PT PELNI (Persero) menyediakan angkutan dengan kapasitas besar, cepat dan andal ke seluruh pelosok nusantara untuk kondisi darurat nasional.

- Emergency Response
  PT PELNI (Persero) provides large-capacity, fast, and reliable transportation services throughout the Indonesian archipelago to support national emergency response efforts.

ASSESSMENT ATAS KELANGSUNGAN USAHA

Assessment terhadap kelangsungan usaha Perseroan pada tahun 2025 dilakukan oleh Manajemen, salah satunya dengan menggunakan metode *Z-score* yang merupakan model yang dikembangkan atas kombinasi beberapa formula analisis risiko keuangan.

Hasil *assessment* kelangsungan usaha Perseroan pada tahun 2025 adalah sebagai berikut:

ASSESSMENT OF BUSINESS CONTINUITY

The assessment of the Company's ability to continue as a going concern in 2025 was conducted by Management, one of the methods being the Z-score model, which is a financial risk assessment model developed based on a combination of several financial analysis formulas.

The results of the Company's going concern assessment for 2025 are as follows:

Rasio Ratio	Altman Z-Score	
	2025	2024
Likuiditas Liquidity	4,26	3,72
Profitabilitas Profitability	(0,18)	(0,30)
Profitabilitas Profitability	0,15	0,20
Solvabilitas Solvability	6,87	5,73
Jumlah Total	11,.10	9,36

Berdasarkan hasil perhitungan *Z-Score* model pada tahun berjalan diperoleh skor sebesar 11,10 sehingga mengindikasikan sangat jauh diatas batas aman dari kepailitan (Z >2,60) atau dapat diartikan bahwa, dalam menjalankan aktivitasnya, perusahaan dan entitas anaknya secara konsolidasi sangat mampu menjaga kelangsungan usahanya.

Based on the results of the Z-Score model calculation for the current year, the Company achieved a score of 11.10, indicating a position well above the safe threshold for bankruptcy risk (Z > 2.60). This result suggests that the Company and its subsidiaries, on a consolidated basis, are highly capable of maintaining their business continuity and sustaining their operations as a going concern.

PROSPEK USAHA TAHUN 2026
BUSINESS OUTLOOK IN 2026



Prospek usaha PT PELNI (Persero) pada tahun 2026 dipandang masih sangat positif seiring meningkatnya kebutuhan masyarakat terhadap layanan konektivitas nasional dan penguatan ekosistem logistik maritim Indonesia. Sebagai BUMN yang memiliki peran strategis dalam mendukung transportasi laut nasional, Perseroan memiliki peluang besar untuk terus memperkuat posisinya melalui optimalisasi layanan angkutan penumpang, logistik, serta pengembangan bisnis komersial dan usaha penunjang. Dukungan Pemerintah terhadap penguatan konektivitas antarwilayah, khususnya di daerah Tertinggal, Terluar, Terdepan, dan Perbatasan (3TP), juga menjadi faktor penting yang mendukung keberlanjutan usaha Perseroan.

Pada tahun 2026, Perseroan memasuki fase pertama transformasi bisnis "*Quality-Assured Shipping Operator*" yang berfokus pada peningkatan *operational* dan *service excellence* melalui standarisasi operasional, penguatan

The business outlook of PT PELNI (Persero) for 2026 remains highly positive, driven by the growing demand for national connectivity services and the strengthening of Indonesia's maritime logistics ecosystem. As a state-owned enterprise with a strategic role in supporting national sea transportation, the Company has significant opportunities to further strengthen its position through the optimization of passenger transportation services, logistics operations, as well as the development of commercial and supporting businesses. Government support for enhancing interregional connectivity, particularly in Disadvantage, Frontier, Outermost, and Border Areas (3TP), also serves as an important factor supporting the sustainability of the Company's business.

In 2026, the Company will enter the first phase of its business transformation program, "Quality-Assured Shipping Operator," which focuses on enhancing operational and service excellence through the

PROSPEK USAHA TAHUN 2026
BUSINESS OUTLOOK IN 2026

kualitas layanan, peningkatan keselamatan pelayaran, serta pengembangan budaya kerja yang *customer-centric*. Strategi tersebut diarahkan untuk memperkuat daya saing Perseroan, meningkatkan keandalan layanan, serta mendukung pertumbuhan bisnis yang lebih sehat dan berkelanjutan.

Selain itu, prospek usaha Perseroan juga didukung oleh peluang pertumbuhan sektor logistik dan pelayaran nasional yang masih terbuka luas sejalan dengan target pertumbuhan ekonomi Indonesia tahun 2026 sebesar 5,4% serta meningkatnya aktivitas distribusi barang dan mobilitas masyarakat. Perseroan juga terus memperkuat sinergi antar entitas dalam grup usaha, optimalisasi aset, pengembangan usaha sampingan, serta pemanfaatan teknologi digital untuk meningkatkan efisiensi operasional dan kualitas layanan kepada pelanggan.

Dari sisi operasional, Perseroan merencanakan pengoperasian 85 unit kapal pada tahun 2026 yang terdiri dari Kapal Penumpang, Kapal Perintis, Kapal Logistik Nusantara, Kapal Rede, Kapal Ternak, serta Kapal Komersial. Dengan dukungan armada tersebut, Perseroan menargetkan angkutan penumpang mencapai lebih dari 5 juta orang dan peningkatan berbagai indikator produksi lainnya sebagai bagian dari upaya optimalisasi utilisasi armada dan penguatan konektivitas nasional.

Di bidang keuangan, Perseroan menargetkan pendapatan konsolidasi sebesar Rp7,23 triliun dan laba konsolidasi sebesar Rp205,99 miliar pada tahun 2026. Target tersebut mencerminkan optimisme manajemen terhadap prospek usaha Perseroan yang didukung oleh peningkatan produktivitas, penguatan pengelolaan bisnis, efisiensi operasional, serta implementasi program-program strategis perusahaan secara konsisten.

standardization of operations, strengthening service quality, improving maritime safety, and fostering a customer-centric corporate culture. This strategy is aimed at reinforcing the Company's competitiveness, improving service reliability, and supporting healthier and more sustainable business growth.

In addition, the Company's business prospects are supported by growth opportunities in the national logistics and shipping sectors, which remain substantial in line with Indonesia's targeted economic growth of 5.4% in 2026 and the anticipated increase in goods distribution activities and public mobility. The Company also continues to strengthen synergies among entities within its business group, optimize asset utilization, develop ancillary businesses, and leverage digital technology to improve operational efficiency and service quality for customers.

From an operational perspective, the Company plans to operate 85 vessels in 2026, consisting of Passenger Vessels, Pioneer Vessels, Nusantara Logistics Vessels, Rede Vessels, Livestock Vessels, and Commercial Vessels. Supported by this fleet, the Company targets the transportation of more than 5 million passengers and improvements across various other production indicators as part of its efforts to optimize fleet utilization and strengthen national connectivity.

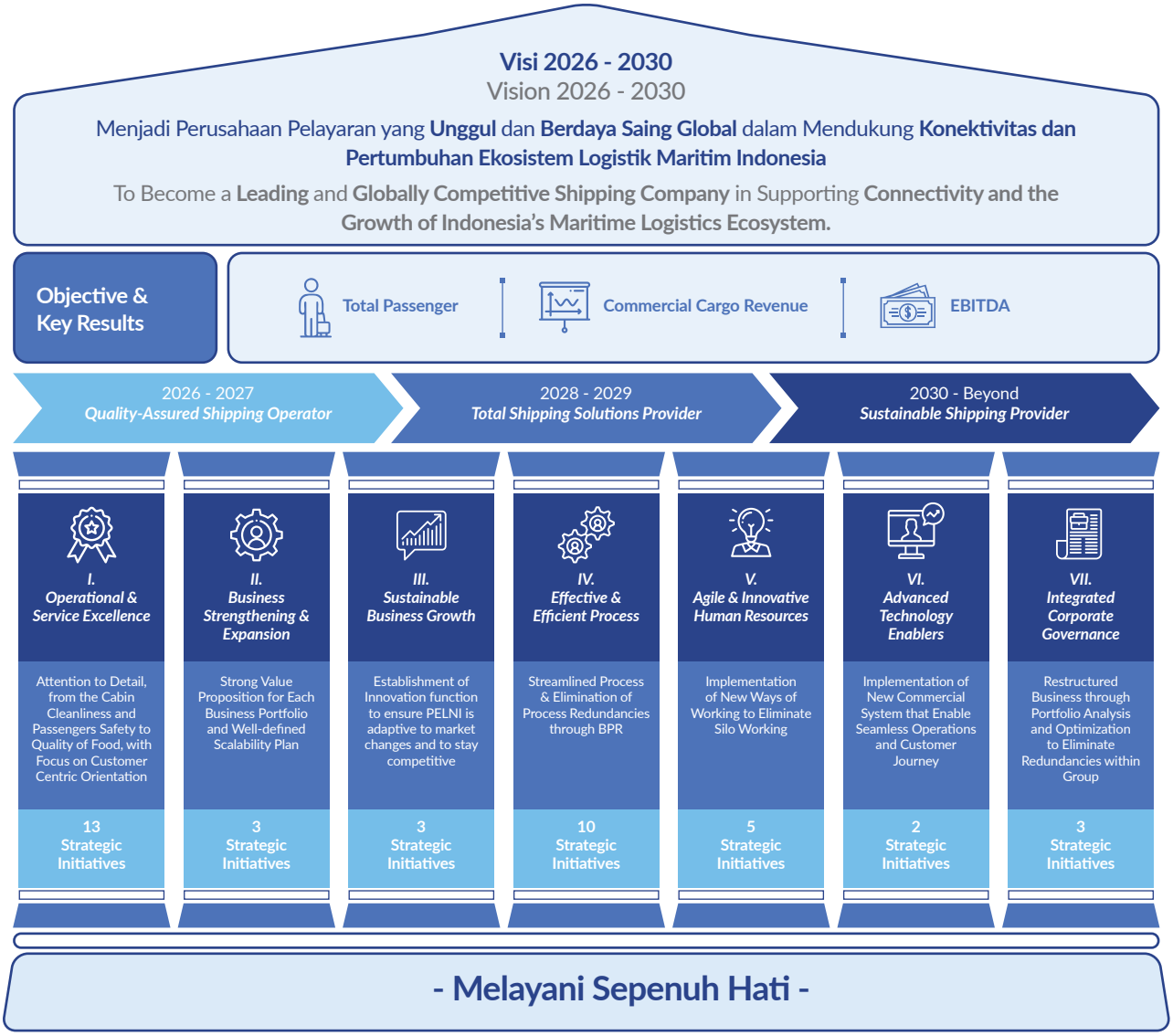
From a financial perspective, the Company targets consolidated revenue of Rp7.23 trillion and consolidated profit of Rp205.99 billion in 2026. These targets reflect Management's optimism regarding the Company's business prospects, supported by increased productivity, strengthened business management, operational efficiency, and the consistent implementation of the Company's strategic programs.

RENCANA STRATEGIS DAN PROYEKSI KINERJA PERUSAHAAN TAHUN 2026

THE COMPANY'S STRATEGIC PLAN AND PERFORMANCE PROJECTIONS FOR 2026

Rencana strategis PT PELNI (Persero) tahun 2026 disusun sebagai bagian dari implementasi transformasi bisnis Perseroan untuk memperkuat posisi Perseroan sebagai perusahaan pelayaran nasional yang unggul, berdaya saing, dan berkelanjutan. Strategi Perseroan diarahkan untuk mendukung visi baru Perseroan, yaitu menjadi perusahaan pelayaran yang unggul dan berdaya saing global dalam mendukung konektivitas dan pertumbuhan ekosistem logistik maritim Indonesia. Dalam mendukung pencapaian visi tersebut, Perseroan berfokus pada peningkatan kualitas layanan, penguatan konektivitas nasional, pengembangan bisnis logistik maritim, serta penerapan tata kelola dan transformasi operasional yang lebih terintegrasi.

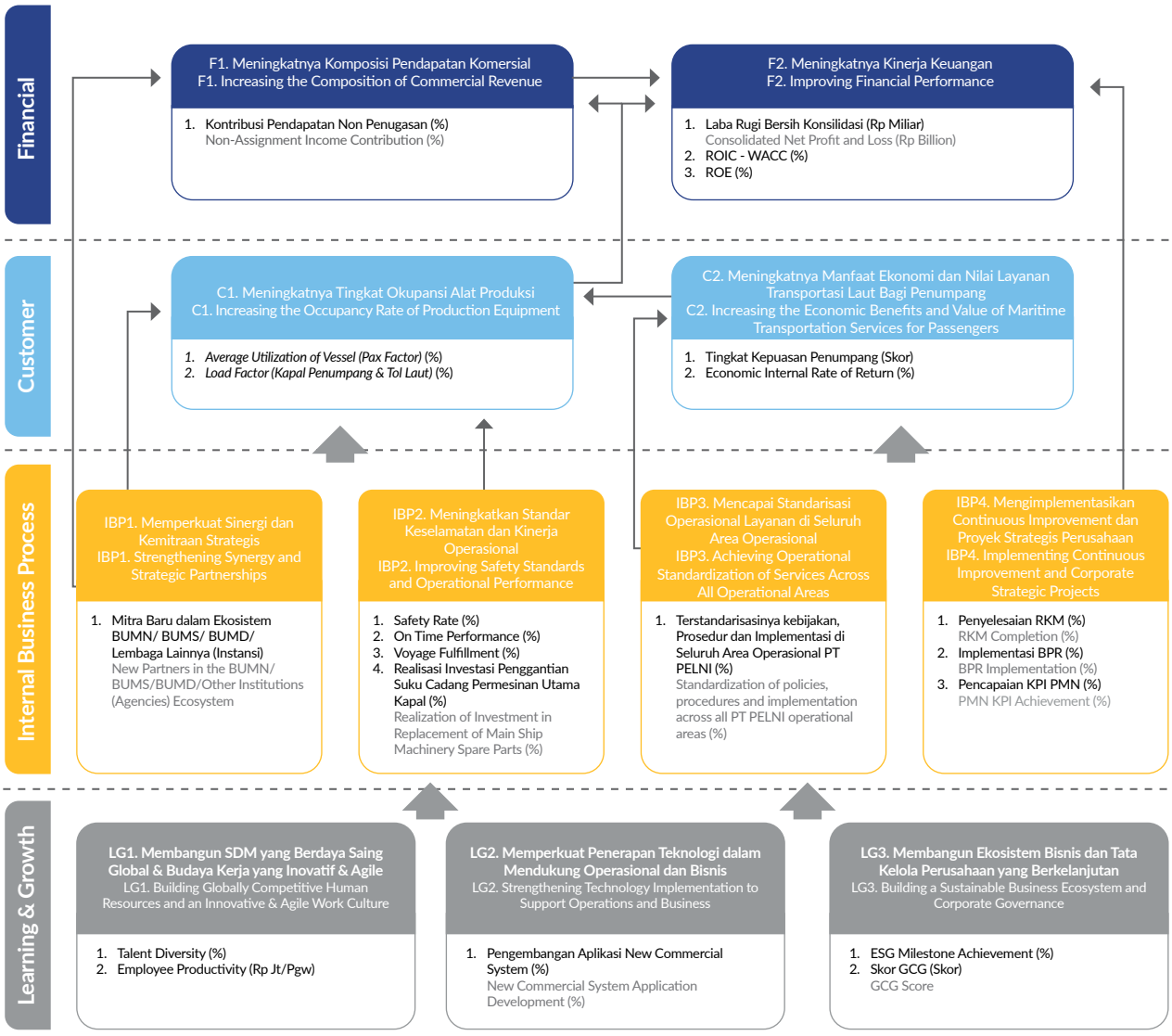
The strategic plan of PT PELNI (Persero) for 2026 has been formulated as part of the implementation of the Company's business transformation initiative aimed at strengthening its position as a leading, competitive, and sustainable national shipping company. The Company's strategy is directed toward supporting its renewed vision of becoming a world-class and globally competitive shipping company that contributes to connectivity and the growth of Indonesia's maritime logistics ecosystem. To support the achievement of this vision, the Company focuses on enhancing service quality, strengthening national connectivity, developing its maritime logistics business, and implementing more integrated governance and operational transformation initiatives.



RENCANA STRATEGIS DAN PROYEKSI KINERJA PERUSAHAAN TAHUN 2026
THE COMPANY'S STRATEGIC PLAN AND PERFORMANCE PROJECTIONS FOR 2026

Pada tahun 2026, Perseroan memasuki Fase 1 transformasi perusahaan yaitu *Quality-Assured Shipping Operator* yang menitikberatkan pada terciptanya operasional yang terstandarisasi, peningkatan kualitas layanan, penguatan budaya keselamatan pelayaran, serta pengembangan portofolio bisnis yang lebih kompetitif. Strategi tersebut diwujudkan melalui berbagai program strategis yang mencakup *operational and service excellence*, optimalisasi proses bisnis, penguatan digitalisasi, peningkatan *customer experience*, pengembangan SDM yang *agile* dan inovatif, serta penguatan tata kelola perusahaan dan manajemen risiko.

In 2026, the Company enters Phase 1 of its corporate transformation, namely the "Quality-Assured Shipping Operator" phase, which focuses on establishing standardized operations, enhancing service quality, strengthening the culture of maritime safety, and developing a more competitive business portfolio. This strategy is implemented through various strategic initiatives encompassing operational and service excellence, business process optimization, accelerated digitalization, enhancement of customer experience, development of agile and innovative human capital, as well as the strengthening of corporate governance and risk management.



RENCANA STRATEGIS DAN PROYEKSI KINERJA PERUSAHAAN TAHUN 2026
THE COMPANY'S STRATEGIC PLAN AND PERFORMANCE PROJECTIONS FOR 2026

Selain memperkuat bisnis inti angkutan laut penumpang dan logistik, Perseroan juga terus mendorong pengembangan usaha komersial dan usaha penunjang guna memperluas sumber pendapatan perusahaan. Penguatan sinergi dengan anak perusahaan, optimalisasi aset, pengembangan bisnis *non-captive*, serta kolaborasi dengan berbagai pemangku kepentingan menjadi bagian penting dari strategi pertumbuhan usaha Perseroan dalam mendukung pengembangan ekosistem logistik maritim nasional.

In addition to strengthening its core passenger sea transportation and logistics businesses, the Company continues to promote the development of commercial and supporting businesses to diversify and expand its sources of revenue. Strengthening synergies with subsidiaries, optimizing asset utilization, developing non-captive businesses, and fostering collaboration with various stakeholders constitute important components of the Company's growth strategy in supporting the development of the national maritime logistics ecosystem.

Sejalan dengan rencana strategis tersebut, Perseroan menetapkan berbagai target operasional dan keuangan pada tahun 2026. Dari sisi operasional, Perseroan merencanakan pengoperasian sebanyak 85 unit kapal yang terdiri dari Kapal Penumpang, Kapal Logistik Nusantara, Kapal Perintis, Kapal Rede, Kapal Ternak, dan Kapal Komersial. Melalui armada tersebut, Perseroan menargetkan layanan angkutan penumpang sebesar 5.035.955 orang, angkutan barang sebanyak 101.157 ton/m^3, angkutan peti kemas sebesar 21.801 TEUs, kendaraan sebanyak 5.856 unit, Redpack sebesar 660.774 kg, serta angkutan ternak sebanyak 6.000 ekor.

In line with this strategic plan, the Company has established various operational and financial targets for 2026. From an operational perspective, the Company plans to operate 85 vessels, consisting of Passenger Vessels, Nusantara Logistics Vessels, Pioneer Vessels, Rede Vessels, Livestock Vessels, and Commercial Vessels. Through this fleet, the Company targets the transportation of 5,035,955 passengers, 101,157 tons/m^3 of cargo, 21,801 TEUs of containers, 5,856 vehicles, 660,774 kilograms of Redpack cargo, and 6,000 head of livestock.

Dari sisi keuangan, Perseroan menargetkan pendapatan usaha secara konsolidasi sebesar Rp7,23 triliun dengan laba konsolidasi sebesar Rp205,99 miliar pada tahun 2026. Selain itu, total aset Perseroan diproyeksikan mencapai Rp12,97 triliun dengan belanja modal sebesar Rp1,59 triliun yang akan digunakan untuk mendukung pengembangan armada, peningkatan kualitas layanan, penguatan infrastruktur operasional, serta transformasi digital perusahaan. Proyeksi tersebut mencerminkan optimisme manajemen terhadap prospek usaha Perseroan yang didukung oleh peningkatan efisiensi operasional, optimalisasi aset, penguatan layanan, serta implementasi strategi bisnis secara konsisten dan berkelanjutan.

From a financial perspective, the Company targets consolidated operating revenue of Rp7.23 trillion and consolidated profit of Rp205.99 billion in 2026. In addition, the Company's total assets are projected to reach Rp12.97 trillion, with capital expenditure of Rp1.59 trillion allocated to support fleet development, service quality improvements, strengthening of operational infrastructure, and the Company's digital transformation initiatives. These projections reflect Management's optimism regarding the Company's business prospects, supported by enhanced operational efficiency, asset optimization, service improvements, and the consistent and sustainable implementation of its business strategies.

RENCANA STRATEGIS DAN PROYEKSI KINERJA PERUSAHAAN TAHUN 2026
THE COMPANY'S STRATEGIC PLAN AND PERFORMANCE PROJECTIONS FOR 2026

Keterangan Description	RKAP 2026 2026 Work Plan and Budget	Realisasi 2025 2025 Realization	Target Pertumbuhan Growth Target
Alat Produksi Production Tools			
Kapal Komersil Commercial Vessel	1	-	0,00%
Kapal Penumpang Passenger Vessel	26	25	96,15%
Kapal Perintis Pioneer Vessel	30	30	100,00%
Kapal Tol Laut Sea Toll Vessel	9	8	88,89%
Kapal Ternak Cattle Vessel	1	1	100,00%
Kapal Rede Rede Vessel	18	18	100,00%
Jumlah Kapal Beroperasi Total Operating Vessels	85	82	96,47%
Produksi Production			
Angkutan Penumpang (orang) Passenger Transport (person)	5.035.955	5.153.846	102,34%
Angkutan Barang (Ton/M3) Cargo Transport (Ton/M3)	101.157	117.617	116,27%
Container (Teus) Container (Teus)	21.801	23.838	109,34%
Kendaraan (unit) Vehicle (unit)	5.856	5.984	102,19%
Red Pack (Kg) Red Pack (Kg)	660.774	578.980	87,62%
Ternak (ekor) Livestock (Cattle)	6.000	7.134	118,90%
Efisiensi Operasional Operational Efficiency			
Commission Day (hari layar) Commission Day (sailing days)	20.448	20.444	99,98%
Frekuensi (pelayaran) Frequency (voyage)	1.573	1.617	102,80%
Gross Profit Margin (%) Gross Profit Margin (%)	15,68	13,84	88,27%
Net Profit Margin (%) Net Profit Margin (%)	2,85	2,21	77,54%
Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian Consolidated Profit or Loss and Other Comprehensive Income			
Pendapatan Usaha Bersih (Rp-Juta) Net Revenue (Rp million)	7.228.296	6.243.123	86,37%
Laba Konsolidasi (Rp juta) Consolidated Income (Rp million)	205.998	202.288	98,20%

RENCANA STRATEGIS DAN PROYEKSI KINERJA PERUSAHAAN TAHUN 2026
THE COMPANY'S STRATEGIC PLAN AND PERFORMANCE PROJECTIONS FOR 2026

Keterangan Description	RKAP 2026 2026 Work Plan and Budget	Realisasi 2025 2025 Realization	Target Pertumbuhan Growth Target
Posisi Keuangan Konsolidasian dan Struktur Modal Consolidated Financial Position and Capital Structure			
Aset (Rp-Juta) Assets (Rp million)	12.966.342	12.972.866	100,05%
Liabilitas (Rp-Juta) Liabilities (Rp million)	1.545.101	1.718.908	111,25%
Ekuitas (Rp-Juta) Equity (Rp million)	11.421.241	11.253.958	98,54%
Rasio Ratio			
Imbalan terhadap Ekuitas (%) Return to Equity (%)	1,80	1,80	100%
Rasio Lancar (x) Current Ratio (%)	5,96	6,54	(8,87%)
Rasio Kas (x) Cash Ratio (%)	2,37	2,71	(12,55%)


TOL LAUT



05



TATA KELOLA PERUSAHAAN

GOOD CORPORATE GOVERNANCE

KOMITMEN PENERAPAN GCG
COMMITMENT TO GCG IMPLEMENTATION

Penerapan tata kelola perusahaan yang baik (*Good Corporate Governance*/GCG) merupakan fondasi utama dalam memastikan PT PELNI (Persero) menjalankan peran strategisnya sebagai perusahaan pelayaran nasional yang andal dan berdaya saing. Sepanjang tahun 2025, Perseroan terus memperkuat komitmen terhadap prinsip transparansi, akuntabilitas, responsibilitas, independensi, dan kewajaran dalam setiap aspek pengelolaan usaha. Komitmen ini tidak hanya ditujukan untuk memenuhi ketentuan peraturan perundang-undangan yang berlaku, tetapi juga untuk membangun kepercayaan para pemangku kepentingan serta mendukung keberlanjutan usaha jangka panjang.

The implementation of Good Corporate Governance (GCG) serves as a fundamental pillar in ensuring that PT PELNI (Persero) fulfills its strategic role as a reliable and competitive national shipping company. Throughout 2025, the Company continued to strengthen its commitment to the principles of transparency, accountability, responsibility, independence, and fairness in every aspect of its business operations. This commitment is aimed not only at complying with applicable laws and regulations but also at building stakeholder trust and supporting long-term business sustainability.

Dalam menghadapi dinamika industri pelayaran, tantangan operasional, serta tuntutan transformasi layanan dan digitalisasi, penerapan tata kelola yang efektif menjadi semakin krusial. PELNI memastikan bahwa fungsi pengawasan oleh Dewan Komisaris dan pelaksanaan pengurusan oleh Direksi berjalan secara profesional, independen, dan saling melengkapi. Berbagai perangkat tata kelola, termasuk komite-komite pendukung, sistem pengendalian internal, manajemen risiko, serta mekanisme kepatuhan dan pelaporan, terus disempurnakan guna menjaga integritas dan kinerja Perseroan.

Amid the dynamics of the shipping industry, operational challenges, and the growing demands for service transformation and digitalization, the implementation of effective corporate governance has become increasingly important. PELNI ensures that the supervisory function of the Board of Commissioners and the management function of the Board of Directors are carried out professionally, independently, and in a complementary manner. Various governance instruments, including supporting committees, internal control systems, risk management practices, as well as compliance and reporting mechanisms, continue to be enhanced to safeguard the Company's integrity and performance.

Seiring dengan agenda transformasi dan penguatan layanan publik pada tahun 2025, Perseroan juga mendorong internalisasi budaya etika dan kepatuhan di seluruh lini organisasi. Implementasi kode etik, penguatan *Whistleblowing System*, serta peningkatan kompetensi insan perusahaan menjadi bagian integral dari upaya membangun tata kelola yang berintegritas dan adaptif. Dengan landasan tata kelola yang kokoh, PELNI optimis mampu menciptakan nilai tambah yang berkelanjutan bagi negara, pelanggan, dan seluruh pemangku kepentingan.

In line with the Company's transformation agenda and efforts to strengthen public services in 2025, PELNI also promotes the internalization of ethical values and compliance throughout the organization. The implementation of the Code of Conduct, the strengthening of the Whistleblowing System, and the continuous development of employee competencies form an integral part of the Company's efforts to build governance that is both ethical and adaptive. With a strong governance foundation, PELNI remains confident in its ability to create sustainable value for the nation, customers, and all stakeholders.

KOMITMEN PENERAPAN GCG
COMMITMENT TO GCG IMPLEMENTATION

DASAR HUKUM PENERAPAN GCG

Implementasi GCG di lingkungan PELNI berpedoman pada peraturan perundang-undangan yang berlaku, ketentuan internal perusahaan, serta melakukan *benchmark* terhadap *best practices* dalam penerapan GCG. Beberapa peraturan yang menjadi acuan PELNI dalam penyusunan kebijakan Tata Kelola Perusahaan yang Baik, diantaranya:

a. Undang-Undang Republik Indonesia Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara.
b. Undang-Undang Republik Indonesia Nomor 40 Tahun 2007 tentang Perseroan Terbatas.
c. Undang-Undang Republik Indonesia Nomor 14 Tahun 2008 tentang Keterbukaan Informasi publik.
d. Undang-Undang Republik Indonesia Nomor 17 Tahun 2008 tentang Pelayaran.
e. Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor PER-1/MBU/03/2023 tentang Penugasan Khusus dan Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara.
f. Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara.
g. Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara.
h. Pedoman Umum Governansi Korporat Indonesia (PUGKI) 2021 yang dikeluarkan oleh Komite Nasional Kebijakan *Governance* tahun 2021.
i. Pedoman Sistem Pelaporan Pelanggaran *Whistleblowing System* (WBS) dikeluarkan oleh Komite Nasional Kebijakan *Governance* Tahun 2008.
j. Akta Pendirian PT PELNI (Persero) Nomor 31 tanggal 30 Oktober 1975 yang dibuat dihadapan Soeleman Ardjasasmita, S.H., Notaris di Jakarta dan Akta Nomor 1 tanggal 02 Februari 2026 tentang Persetujuan Pengalihan Saham, Perubahan Struktur Permodalan dan Perubahan Anggaran Dasar PT Pelayaran Nasional Indonesia (Persero) dibuat dihadapan Ida Adiningsih, S.H., Notaris di Jakarta, beserta perubahan

LEGAL BASIS FOR GCG IMPLEMENTATION

The implementation of GCG within PELNI is guided by applicable laws and regulations, internal company policies, and benchmarking against best practices in corporate governance. The following regulations serve as key references in the formulation of the Company's Good Corporate Governance policies:

a. Law of the Republic of Indonesia Number 19 of 2003 concerning State-Owned Enterprises.
b. Law of the Republic of Indonesia Number 40 of 2007 concerning Limited Liability Companies.
c. Law of the Republic of Indonesia Number 14 of 2008 concerning Public Information Disclosure.
d. Law of the Republic of Indonesia Number 17 of 2008 concerning Shipping.
e. Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-1/MBU/03/2023 concerning Special Assignments and Social and Environmental Responsibility Programs of State-Owned Enterprises.
f. Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-2/MBU/03/2023 concerning Corporate Governance Guidelines and Significant Corporate Actions of State-Owned Enterprises.
g. Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-3/MBU/03/2023 concerning the Organs and Human Resources of State-Owned Enterprises.
h. Indonesian Corporate Governance Guidelines (PUGKI) 2021 were issued by the National Committee on Governance Policy.
i. Whistleblowing System (WBS) Guidelines were issued by the National Committee on Governance Policy in 2008.
j. Deed of Establishment of PT PELNI (Persero) No. 31 dated 30 October 1975, drawn up before Soeleman Ardjasasmita, S.H., Notary in Jakarta, and Deed No. 1 dated 2 February 2026 concerning the Approval of Share Transfer, Changes in the Capital Structure, and Amendment to the Articles of Association of PT Pelayaran Nasional Indonesia (Persero), drawn up before Ida Adiningsih, S.H., Notary in Jakarta,

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terakhir Akta Pernyataan Keputusan Para Pemegang Saham Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia Nomor 41 tanggal 22 Juni 2026 yang dibuat dihadapan Emmy Yatmini Noordjasmani, S.H., Notaris di Jakarta

including its latest amendment under the Deed of Statement of the Shareholders' Resolution of PT Pelayaran Nasional Indonesia (Persero) No. 41 dated 22 June 2026, drawn up before Emmy Yatmini Noordjasmani, S.H., Notary in Jakarta.

PRINSIP UMUM GCG

Sebagai pedoman dalam menerapkan tata kelola perusahaan yang baik (GCG), PELNI berpegang pada lima prinsip dasar umum guna menjalankan bisnis dengan standar etika tertinggi. Ke lima prinsip tersebut dijabarkan pada tabel di bawah ini:

GENERAL PRINCIPLES OF GCG

As a guideline for implementing Good Corporate Governance (GCG), PELNI adheres to five fundamental principles to conduct its business according to the highest ethical standards. These five principles are described in the table below.

Prinsip Principle	Penjelasan Explanation	Bentuk Implementasi di PELNI Implementation at PELNI
Transparansi Transparency	Transparansi (*transparency*), yaitu keterbukaan dalam melaksanakan proses pengambilan keputusan dan keterbukaan dalam mengungkapkan informasi material dan relevan mengenai perusahaan. Transparency refers to openness in the decision-making process and the disclosure of material and relevant information regarding the Company.	Pengungkapan informasi yang transparan dilakukan oleh PELNI dengan tetap mematuhi perundang-undangan yang berlaku dan sesuai dengan prinsip-prinsip GCG. Dalam pelaksanaannya, PELNI membuat kebijakan tentang klasifikasi informasi yang bersifat terbuka atau tertutup sebagai panduan pelaksanaan bagi seluruh Insan PELNI. Transparansi ini diwujudkan PELNI dengan selalu mengungkapkan informasi baik keuangan maupun non keuangan kepada pihak- pihak yang berkepentingan dan relevan. Transparansi diartikan terhadap Pemegang Saham dan juga kepada seluruh stakeholders Perusahaan. PELNI implements transparency in accordance with applicable laws and regulations and the principles of Good Corporate Governance (GCG). To support its implementation, PELNI has established policies on information classification, distinguishing between public and confidential information as guidance for all PELNI employees. PELNI demonstrates transparency by consistently disclosing both financial and non-financial information to relevant stakeholders and interested parties. Transparency is applied not only to shareholders but also to all of the Company's stakeholders.
Akuntabilitas Accountability	Akuntabilitas (*accountability*), yaitu kejelasan fungsi, pelaksanaan dan pertanggungjawaban Organ Persero sehingga pengelolaan perusahaan terlaksana secara efektif. Accountability refers to the clarity of the functions, implementation, and responsibilities of the Company's governing bodies, ensuring that the Company is managed effectively.	Persiapan akuntabilitas mengharuskan pimpinan Perusahaan mempertanggungjawabkan kinerjanya secara transparan dan wajar. Hal tersebut dilaksanakan dengan menetapkan rincian peran dan tanggung jawab masing-masing Organ Perusahaan dan Karyawan dengan menetapkan rincian peran dan tanggung jawab masing-masing Organ Perusahaan dan Karyawan secara jelas sesuai dengan visi, misi, sasaran dan strategi Perusahaan. PELNI meyakini bahwa akuntabilitas berhubungan dengan keberadaan sistem yang mengatur hubungan antara individu dan/atau organ yang ada di Perusahaan. The principle of accountability requires the Company's management to be accountable for its performance in a transparent and fair manner. This is achieved by clearly defining the roles and responsibilities of each corporate organ and employee in line with the Company's vision, mission, objectives, and strategy. PELNI believes that accountability is supported by the existence of systems and mechanisms that regulate the relationships among individuals and corporate organs within the Company.

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Prinsip Principle	Penjelasan Explanation	Bentuk Implementasi di PELNI Implementation at PELNI
Pertanggungjawaban **Responsibility**	Pertanggungjawaban (*responsibility*), yaitu kesesuaian di dalam pengelolaan perusahaan terhadap ketentuan peraturan perundang-undangan dan prinsip korporasi yang sehat. Responsibility refers to compliance in the management of the Company with applicable laws and regulations, as well as sound corporate principles.	Pertanggungjawaban diwujudkan dengan dipenuhinya antara lain kewajiban PELNI dalam menjalankan peraturan perundang-undangan yang berlaku dari Pemerintah Pusat dan Daerah yang terkait dengan bidang usaha korporasi antara lain ketentuan yang berkaitan dengan ketenagakerjaan, kewajiban perpajakan, kesehatan dan keselamatan kerja dan persaingan usaha. Responsibility is demonstrated through, among other things, PELNI's compliance with applicable laws and regulations issued by both central and regional governments that are relevant to its business activities. These include regulations related to employment, taxation, occupational health and safety, and fair business competition.
Kemandirian **Independence**	Kemandirian (*independency*), yaitu keadaan di mana perusahaan dikelola secara profesional tanpa Benturan Kepentingan dan pengaruh/ tekanan dari pihak manapun yang tidak sesuai dengan ketentuan peraturan perundang-undangan dan prinsip korporasi yang sehat. Independence refers to a condition in which the Company is managed professionally, free from conflicts of interest and any influence or pressure from parties that is inconsistent with applicable laws and regulations and sound corporate principles.	Dalam pelaksanaannya, kemandirian dapat diwujudkan dengan selalu menghormati hak & kewajiban, tugas & tanggung jawab serta wewenang masing-masing Organ. The principle of independence is implemented by respecting the rights and obligations, duties and responsibilities, as well as the authority of each corporate organ in carrying out its respective functions.

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Prinsip Principle	Penjelasan Explanation	Bentuk Implementasi di PELNI Implementation at PELNI
Kewajaran Fairness	Kewajaran (*fairness*), yaitu keadilan dan kesetaraan di dalam memenuhi hak pemangku kepentingan yang timbul berdasarkan perjanjian dan ketentuan peraturan perundang-undangan. Fairness refers to the equitable and equal treatment of stakeholders in fulfilling their rights arising from agreements and applicable laws and regulations.	Keadilan dapat tercermin dalam pemberian kesempatan kepada pihak-pihak yang berkepentingan dalam memberi masukan, saran dan pendapat bagi kepentingan Perseroan. Sedangkan kesetaraan dapat terwujud dalam pola karir tanpa membedakan suku, agama, ras, jenis kelamin dan juga diberlakukan sistem pengadaan barang dan jasa sesuai dengan peraturan perundang-undangan yang berlaku. Penerapan prinsip Tata Kelola Perusahaan yang Baik paling sedikit diwujudkan dalam: 1. Pelaksanaan tugas dan tanggung jawab RUPS/ Menteri, Dewan Komisaris, dan Direksi; 2. Kelengkapan dan pelaksanaan tugas komite yang menjalankan fungsi pengendalian intern; 3. Penerapan fungsi kepatuhan, Audit Intern, dan Audit Ekstern; 4. Penerapan Manajemen Risiko; 5. Pedoman Benturan Kepentingan; 6. Transparansi kondisi keuangan dan non keuangan; dan 7. Pedoman perilaku etika (*code of conduct*). Fairness is reflected in providing stakeholders with opportunities to submit input, suggestions, and opinions for the benefit of the Company. Equality is demonstrated through career development practices that do not discriminate based on ethnicity, religion, race, or gender. In addition, the procurement of goods and services is carried out in accordance with applicable laws and regulations. The implementation of Good Corporate Governance (GCG) principles is reflected, at a minimum, in the following: 1. The implementation of the duties and responsibilities of the GMS/Minister, the Board of Commissioners, and the Board of Directors; 2. The adequacy and effectiveness of committees that perform internal control functions; 3. The implementation of Compliance, Internal Audit, and External Audit functions; 4. The implementation of Risk Management; 5. The application of Conflict of Interest Guidelines; 6. Transparency of financial and non-financial information; and 7. The implementation of a Code of Conduct.

Selain itu, Perseroan juga mengacu pada 4 (empat) pilar governansi korporat dalam penerapan GCG, sebagaimana diatur dalam Pedoman Umum Governansi Korporat Indonesia (PUGKI) yang diterbitkan oleh Komite Nasional Kebijakan Governansi (KNKG) dan telah disempurnakan pada tahun 2021. Pilar-pilar tersebut mencakup perilaku Etika, Transparansi, Akuntabilitas, Keberlanjutan (ETAK), yang diuraikan sebagai berikut:

In addition, the Company also refers to the four pillars of corporate governance in implementing GCG, as stipulated in the Indonesian Corporate Governance Guidelines (PUGKI) issued by the National Committee on Governance Policy (KNKG) and updated in 2021. These pillars consist of Ethical Behavior, Accountability, Transparency, and Sustainability, collectively known by the acronym ETAK. Each pillar is described as follows:

Perilaku Beretika Ethical Conduct	Perusahaan senantiasa mengedepankan kejujuran, memperlakukan semua pihak dengan hormat (*respect*), memenuhi komitmen, membangun serta menjaga nilai- nilai moral dan kepercayaan secara konsisten. Perusahaan memperhatikan kepentingan pemegang saham dan pemangku kepentingan lainnya berdasarkan asas kewajaran dan kesetaraan (*fairness*) dan dikelola secara independen sehingga masing-masing organ perusahaan tidak saling mendominasi dan tidak dapat diintervensi oleh pihak lain. The Company consistently upholds honesty, treats all parties with respect, fulfills its commitments, and continuously builds and maintains moral values and trust. The Company considers the interests of shareholders and other stakeholders based on the principles of fairness and equality and is managed independently to ensure that no corporate body dominates another and that no external party can improperly influence its decisions.

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Akuntabilitas Accountability	Perusahaan dapat mempertanggungjawabkan kinerjanya secara transparan dan wajar sehingga harus dikelola secara benar, terukur, dan sesuai dengan kepentingan perusahaan dengan tetap memperhitungkan kepentingan pemegang saham dan pemangku kepentingan. Akuntabilitas merupakan prasyarat yang diperlukan untuk mencapai kinerja yang berkelanjutan. The Company is accountable for its performance transparently and fairly. Therefore, it is managed properly, measurably, and in accordance with the Company's interests, while taking into account the interests of shareholders and other stakeholders. Accountability is a fundamental requirement for achieving sustainable performance.
Transparansi Transparency	Dalam menjaga objektivitas menjalankan bisnis, perusahaan menyediakan informasi material dan relevan dengan cara yang mudah diakses dan dipahami oleh pemangku kepentingan. Perusahaan berinisiatif mengungkapkan tidak hanya masalah yang disyaratkan oleh peraturan perundang-undangan, tetapi juga hal penting untuk pengambilan keputusan pemegang saham, kreditur, dan pemangku kepentingan lainnya. To maintain objectivity in conducting its business, the Company provides material and relevant information in a manner that is easily accessible and understandable to stakeholders. The Company proactively discloses not only information required by laws and regulations but also other important information that may influence the decision-making of shareholders, creditors, and other stakeholders.
Keberlanjutan Sustainability	Perusahaan mematuhi peraturan perundang-undangan serta berkomitmen melaksanakan tanggung jawab terhadap masyarakat dan lingkungan agar berkontribusi pada pembangunan berkelanjutan melalui kerja sama dengan semua pemangku kepentingan terkait untuk meningkatkan kehidupan mereka dengan cara yang selaras dengan kepentingan bisnis dan agenda pembangunan berkelanjutan. The Company complies with all applicable laws and regulations and is committed to fulfilling its responsibilities toward society and the environment. Through collaboration with relevant stakeholders, the Company contributes to sustainable development and seeks to improve the quality of life in ways that are aligned with its business objectives and the Sustainable Development Agenda.

TUJUAN PENERAPAN GCG

Tujuan Penerapan prinsip Tata Kelola Perusahaan yang Baik di PELNI adalah untuk:

1. Mengoptimalkan nilai Perseroan agar memiliki daya saing yang kuat, baik secara nasional maupun internasional, sehingga mampu mempertahankan keberadaannya dan hidup berkelanjutan untuk mencapai maksud dan tujuan PELNI.
2. Mendorong pengelolaan PELNI secara profesional, efisien, dan efektif, serta memberdayakan fungsi dan meningkatkan kemandirian Organ Persero;
3. Mendorong agar Organ Persero 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 PELNI terhadap pemangku kepentingan maupun kelestarian lingkungan di sekitar PELNI;
4. Meningkatkan kontribusi PELNI dalam perekonomian nasional; dan
5. Meningkatkan iklim yang kondusif bagi perkembangan investasi nasional.

OBJECTIVES OF GCG IMPLEMENTATION

The objectives of implementing the principles of Good Corporate Governance (GCG) at PELNI are to:

1. Optimize the Company's value to strengthen its competitiveness at both the national and international levels, enabling it to sustain its operations and achieve long-term growth in line with PELNI's vision and objectives.
2. Promote the professional, efficient, and effective management of PELNI, while empowering the functions and enhancing the independence of the Company's governing bodies.
3. Encourage the Company's governing bodies to make decisions and take actions based on high ethical standards, compliance with applicable laws and regulations, and awareness of PELNI's social responsibility toward its stakeholders and the preservation of the surrounding environment.
4. Increase PELNI's contribution to the national economy.
5. Foster a favorable environment for the growth and development of national investment.

ROADMAP GCG
GCG ROADMAP

Roadmap Good Corporate Governance (GCG) PT PELNI (Persero) Tahun 2025–2029 disusun sebagai pedoman strategis perusahaan dalam memperkuat implementasi tata kelola perusahaan yang baik secara terintegrasi, adaptif, dan berkelanjutan. Penyusunan *roadmap* ini bertujuan untuk memastikan bahwa seluruh proses bisnis, pengambilan keputusan, pengelolaan risiko, kepatuhan, hingga pengembangan budaya perusahaan berjalan sesuai prinsip transparansi, akuntabilitas, responsibilitas, independensi, dan kewajaran. *Roadmap* tersebut juga menjadi bagian penting dalam mendukung transformasi PT PELNI menuju perusahaan pelayaran yang unggul, berdaya saing global, serta mampu memberikan nilai tambah berkelanjutan bagi pemegang saham dan para pemangku kepentingan.

Roadmap GCG PT PELNI disusun selaras dengan Rencana Jangka Panjang Perusahaan (RJPP) 2025–2029 dan mengedepankan konsep *Good Governance Integrated*, yaitu integrasi fungsi tata kelola perusahaan, manajemen risiko, kepatuhan, pengendalian internal, teknologi informasi, pengembangan SDM, serta implementasi ESG dan *sustainability* secara menyeluruh di lingkungan perusahaan maupun grup usaha. Melalui *roadmap* ini, Perseroan menargetkan terciptanya tata kelola yang lebih efektif, efisien, terdigitalisasi, dan mampu mendukung pencapaian kinerja perusahaan secara berkelanjutan.

Pada tahap awal tahun 2025, fokus utama diarahkan pada penguatan fondasi tata kelola melalui penyusunan dan penyempurnaan kebijakan, pedoman, dan struktur pengelolaan GCG terintegrasi. Perseroan juga melakukan penguatan pengendalian internal, penyusunan strategi tata kelola TI, pengembangan budaya perusahaan berbasis AKHLAK, implementasi ESG *awareness*, serta peningkatan efektivitas fungsi pengawasan internal dan manajemen risiko. Tahapan ini menjadi fondasi penting dalam membangun sistem tata kelola yang lebih terintegrasi dan terstandarisasi.

The Good Corporate Governance (GCG) Roadmap of PT PELNI (Persero) for 2025–2029 has been developed as the Company's strategic guideline for strengthening the implementation of good corporate governance in an integrated, adaptive, and sustainable manner. The roadmap aims to ensure that all business processes, decision-making, risk management, compliance activities, and corporate culture development are carried out in accordance with the principles of transparency, accountability, responsibility, independence, and fairness. It also serves as a key component in supporting PT PELNI's transformation into a leading shipping company with global competitiveness and the ability to create sustainable value for shareholders and stakeholders.

The PT PELNI GCG Roadmap is aligned with the Company's Long-Term Corporate Plan (RJPP) 2025–2029 and adopts the concept of Integrated Good Governance. This approach integrates corporate governance, risk management, compliance, internal control, information technology, human capital development, and the implementation of ESG and sustainability practices across the Company and its business group. Through this roadmap, the Company aims to establish a governance system that is more effective, efficient, digitalized, and capable of supporting sustainable business performance.

In the initial phase in 2025, the primary focus is on strengthening the governance foundation through the development and enhancement of policies, guidelines, and structures for integrated GCG management. The Company will also strengthen internal controls, develop an IT governance strategy, promote the AKHLAK corporate culture, increase ESG awareness, and improve the effectiveness of internal oversight and risk management functions. This phase serves as a critical foundation for building a more integrated and standardized governance system.

ROADMAP GCG
GCG ROADMAP

Pada periode 2026–2027, Perseroan berfokus pada implementasi dan penguatan integrasi tata kelola melalui peningkatan maturitas manajemen risiko, penguatan *Three Lines Model*, implementasi ISO 27001:2022, pengembangan *cyber security awareness*, penguatan tata kelola ESG, hingga pembentukan Komite ESG Perseroan. Selain itu, Perseroan juga mendorong transformasi budaya kerja, pengembangan *human capital* berbasis digital dan data, serta penguatan sistem pengendalian dan pengawasan secara berkelanjutan.

Selanjutnya pada periode 2028–2029, roadmap diarahkan pada fase optimalisasi dan *continuous improvement* guna mencapai tata kelola perusahaan yang semakin matang dan berkelas dunia. Fokus pengembangan meliputi integrasi berbagai standar internasional seperti ISO 9001:2015, ISO 45001:2018,ISO 37001:2025,ISO 37301:2021, ISO 27001:2022 dan ISO 55001:2024, penguatan *Integrated Sustainable Risk Management*, pengembangan sistem ESG & *Sustainability* terintegrasi, optimalisasi *risk management information system*, hingga penyusunan *roadmap* GCG dan ESG periode berikutnya. Melalui tahapan tersebut, PT PELNI menargetkan terciptanya sistem tata kelola yang semakin *agile*, resilien, terdigitalisasi, dan mampu mendukung pertumbuhan bisnis yang berkelanjutan di tengah dinamika industri pelayaran dan logistik nasional maupun global.

During the 2026–2027 period, the Company will focus on implementation and governance integration. Key initiatives include enhancing risk management maturity, strengthening the Three Lines Model, implementing ISO 27001:2022, increasing cybersecurity awareness, improving ESG governance, and establishing the Company's ESG Committee. In addition, the Company will continue to drive workplace culture transformation, develop digital and data-driven human capital capabilities, and strengthen control and oversight systems on an ongoing basis.

In the 2028–2029 period, the roadmap will enter the optimization and continuous improvement phase to achieve a more mature, world-class governance system. Key initiatives include integrating international standards such as ISO 9001:2015, ISO 45001:2018,ISO 37001:2025,ISO 37301:2021, ISO 27001:2022 dan ISO 55001:2024; strengthening Integrated Sustainable Risk Management; developing an integrated ESG and Sustainability framework; optimizing the Risk Management Information System; and preparing the next GCG and ESG roadmap. Through these initiatives, PT PELNI aims to establish a governance system that is increasingly agile, resilient, and digitalized, while supporting sustainable business growth amid the evolving dynamics of the national and global shipping and logistics industries.

ROADMAP GCG
GCG ROADMAP

Tahun Year	Fokus Strategi Strategic Focus	Program Utama Main Program
2025	Foundation & Governance Strengthening	Penyusunan GCG terintegrasi, penguatan SPI, *IT Governance*, *ESG awareness*, budaya AKHLAK, penguatan *risk management* Development of an integrated GCG framework, strengthening of the SPI, IT Governance enhancement, ESG awareness initiatives, promotion of the AKHLAK corporate culture, and strengthening of Risk Management.
2026	Implementation & Integration	Implementasi *audit charter* terintegrasi, ISO 27001, DRP, *cyber security awareness*, CAP budaya perusahaan. Implementation of an integrated Audit Charter, ISO 27001 adoption, DRP implementation, cybersecurity awareness programs, and implementation of the CAP for corporate culture.
2027	Maturity Development	Integrasi ESG, penguatan *Three Lines Model, digital human capital, enterprise architecture, ESG rating preparation.* ESG integration, strengthening of the Three Lines Model, digital human capital development, enterprise architecture enhancement, and preparation for ESG ratings.
2028	Optimization & Standardization	Integrasi multi-ISO, *integrated sustainable risk management, employee well-being, sustainability governance.* Integration of multiple ISO standards, implementation of integrated sustainable risk management, employee well-being initiatives, and strengthening of sustainability governance.
2029	Maturity Development	Optimalisasi *risk management system, roadmap* ESG & GCG baru, *sustainability information system, strategic leadership development.* Optimization of the Risk Management System, development of a new ESG and GCG roadmap, implementation of a Sustainability Information System, and strategic leadership development.

PENINGKATAN KUALITAS PENERAPAN GCG SECARA BERKELANJUTAN

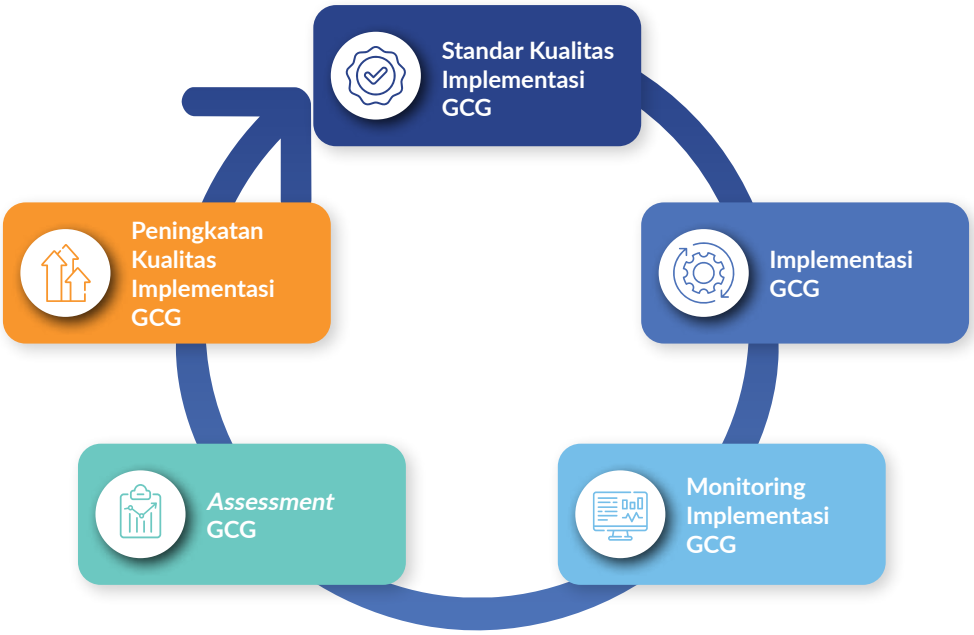
CONTINUOUS IMPROVEMENT OF GCG IMPLEMENTATION QUALITY

Penerapan GCG di lingkungan PELNI menunjukkan kemajuan yang signifikan dari waktu ke waktu. Perseroan telah memperoleh berbagai manfaat nyata, antara lain pertumbuhan skala usaha, peningkatan kinerja operasional, serta meningkatnya kepercayaan para pemangku kepentingan. Hal tersebut menegaskan bahwa implementasi prinsip-prinsip GCG memberikan kontribusi strategis terhadap pertumbuhan yang sehat dan keberlanjutan bisnis Perseroan. Atas dasar itu, PELNI terus berkomitmen untuk memperkuat dan menyempurnakan kualitas penerapan GCG di seluruh lini organisasi.

Untuk memastikan konsistensi dan efektivitas tata kelola, Perseroan secara berkala melakukan peninjauan dan pembaruan kebijakan internal agar senantiasa selaras dengan dinamika regulasi yang berlaku. Selain itu, PELNI melakukan penguatan berkelanjutan terhadap struktur dan mekanisme tata kelola, baik dari aspek *soft structure* seperti kebijakan, pedoman, dan budaya perusahaan, maupun dari aspek infrastruktur yang mencakup sistem, prosedur, dan perangkat pendukung implementasi GCG.

The implementation of Good Corporate Governance (GCG) within PELNI has shown significant progress over time. The Company has achieved various tangible benefits, including business growth, improved operational performance, and increased trust from stakeholders. These achievements demonstrate that the implementation of GCG principles makes a strategic contribution to the Company's sustainable growth and long-term business sustainability. Therefore, PELNI remains committed to continuously strengthening and enhancing the quality of GCG implementation across all levels of the organization.

To ensure consistency and effectiveness in governance practices, the Company regularly reviews and updates its internal policies to remain aligned with evolving regulatory requirements. In addition, PELNI continuously strengthens its governance structure and mechanisms, both in terms of soft structures—such as policies, guidelines, and corporate culture—and supporting infrastructure, including systems, procedures, and tools that facilitate the effective implementation of GCG.



PENINGKATAN KUALITAS PENERAPAN GCG SECARA BERKELANJUTAN
CONTINUOUS IMPROVEMENT OF GCG IMPLEMENTATION QUALITY

Sebagai Badan Usaha Milik Negara (BUMN), PELNI menjadikan Peraturan Menteri BUMN Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan BUMN sebagai acuan utama dalam pelaksanaan GCG. Perseroan juga mengadopsi berbagai standar dan praktik terbaik di tingkat nasional dan internasional, seperti Pedoman Umum Governansi Korporat Indonesia (PUGKI) yang diterbitkan Komite Nasional Kebijakan Governansi (KNKG) serta ASEAN *Corporate Governance Scorecard*. Seluruh standar tersebut menjadi pedoman bagi organ tata kelola dalam menjalankan perannya secara optimal, di mana Dewan Komisaris melaksanakan fungsi pengawasan secara efektif, Direksi mengelola Perseroan secara profesional dan bertanggung jawab, serta organ pendukung lainnya bekerja secara sinergis untuk memastikan seluruh kegiatan operasional berjalan sesuai prinsip tata kelola yang baik dan ketentuan peraturan perundang-undangan yang berlaku.

As a State-Owned Enterprise (SOE), PELNI adopts the Regulation of the Minister of State-Owned Enterprises Number PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of SOEs as the primary reference for the implementation of Good Corporate Governance (GCG). The Company also adopts various national and international standards and best practices, including the Indonesian Corporate Governance Guidelines (PUGKI) issued by the National Committee on Governance Policy (KNKG) and the ASEAN Corporate Governance Scorecard. These standards serve as guidance for all governance bodies in carrying out their roles effectively. The Board of Commissioners performs its oversight function effectively, the Board of Directors manages the Company professionally and responsibly, and other supporting governance bodies work in synergy to ensure that all operational activities are conducted in accordance with the principles of good corporate governance and applicable laws and regulations.

KERANGKA PENERAPAN TATA KELOLA PERUSAHAAN
CORPORATE GOVERNANCE FRAMEWORK

Tata Kelola Perusahaan merupakan struktur dan mekanisme yang mengatur pengelolaan perusahaan untuk meningkatkan keberhasilan usaha dan untuk mewujudkan nilai perusahaan dalam jangka panjang dengan tetap memperhatikan kepentingan *stakeholders* perusahaan dengan berlandaskan peraturan perundang-undangan dan nilai etika usaha.

Penerapan GCG di PELNI mengacu pada peraturan perundang-undangan yang berlaku dan *best practices* yang berlaku di dunia usaha. Tujuan dari penerapan GCG di PELNI adalah untuk meraih penilaian positif dan kepercayaan dari seluruh pemangku kepentingan. Kepercayaan yang tinggi dapat dicapai apabila Perseroan menunjukkan kinerja yang baik, seperti kinerja operasional dan kinerja keuangan yang kuat dan berkelanjutan.

Untuk dapat dipercaya, Perseroan juga perlu menjaga nama baik melalui persaingan industri secara sehat. Pengawasan tidak hanya muncul dari regulator, namun juga dari masyarakat luas. Untuk itu, pengelolaan perusahaan harus sejalan dengan seluruh prinsip GCG dengan tujuan untuk menuju warga usaha yang baik (*good corporate citizen*).

Untuk mencapai tujuan tersebut, PELNI telah menyusun kerangka penerapan GCG yang secara umum dapat dibagi menjadi 3 (tiga) bagian, yaitu:

1. Struktur Tata Kelola
   yaitu struktur tata kelola yang terdiri dari organ utama dan organ pendukung.

2. Proses Tata Kelola
   yaitu proses dan mekanisme kerja dari organ tata kelola.
3. Hasil Tata Kelola
   yaitu hasil dari penerapan tata kelola.

Corporate Governance refers to the structure and mechanisms that regulate the management of a company to enhance business performance and create long-term corporate value, while taking into account the interests of stakeholders and adhering to applicable laws, regulations, and business ethics.

The implementation of Good Corporate Governance (GCG) at PELNI is based on applicable laws and regulations as well as best practices in the business sector. The objective of implementing GCG is to gain positive assessments and maintain the trust of all stakeholders. A high level of trust can be achieved when the Company demonstrates strong and sustainable performance, including operational excellence and sound financial results.

To maintain stakeholder confidence, the Company must also uphold its reputation by competing fairly within the industry. Oversight comes not only from regulators but also from the broader public. Therefore, the Company's management practices must be aligned with all GCG principles to support its role as a responsible and respected corporate citizen.

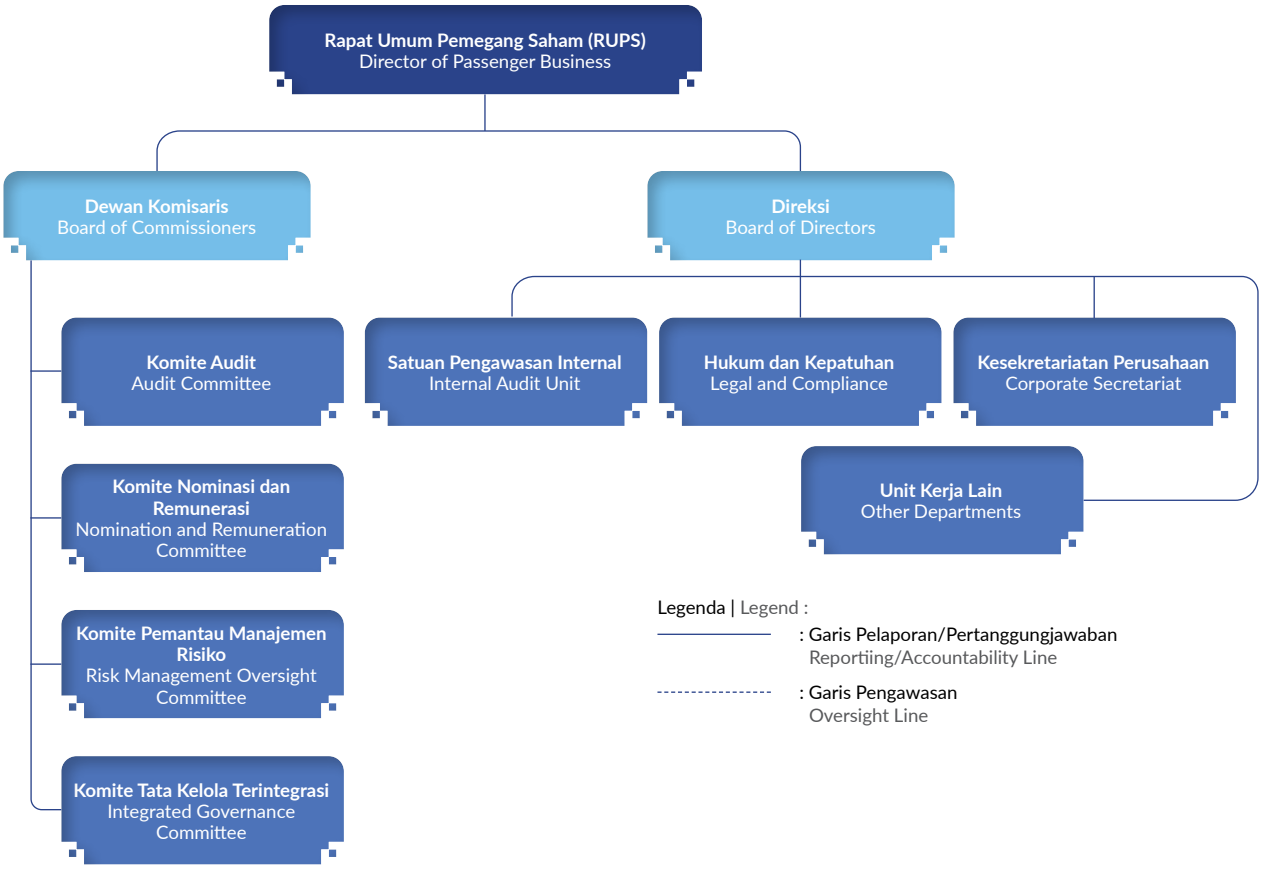
To achieve these objectives, PELNI has established a Corporate Governance Framework, which can generally be divided into three main components:

1. Governance Structure
   The governance structure consists of the Company's main governing bodies and supporting governance bodies.
2. Governance Process
   It is the procedures, mechanisms, and working practices of the governance bodies.
3. Governance Outcome
   It is the effective implementation of corporate governance.

KERANGKA PENERAPAN TATA KELOLA PERUSAHAAN
CORPORATE GOVERNANCE FRAMEWORK

STRUKTUR TATA KELOLA

GOVERNANCE STRUCTURE



Struktur Organ Tata Kelola Perusahaan merupakan seperangkat organ yang dibentuk untuk menunjang efektivitas penerapan *Good Corporate Governance* (GCG) di lingkungan Perseroan. Pembentukan struktur tersebut merupakan wujud kepatuhan terhadap ketentuan peraturan perundang-undangan yang berlaku sekaligus instrumen strategis dalam memastikan implementasi GCG berjalan secara optimal. Dalam hal ini, PELNI menyusun struktur tata kelola yang mencakup organ utama Perseroan beserta organ-organ pendukung yang dibentuk sesuai kebutuhan internal guna menyempurnakan praktik tata kelola perusahaan.

The Corporate Governance Structure consists of a set of governance bodies established to support the effective implementation of Good Corporate Governance (GCG) within the Company. The establishment of this structure reflects compliance with applicable laws and regulations while also serving as a strategic instrument to ensure that GCG principles are implemented effectively. In this regard, PELNI has developed a governance structure that includes the Company's main governing bodies as well as supporting bodies established in accordance with internal requirements to strengthen corporate governance practices.

KERANGKA PENERAPAN TATA KELOLA PERUSAHAAN
CORPORATE GOVERNANCE FRAMEWORK

Struktur Organ Tata Kelola PELNI disusun dengan mengacu pada Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas serta Anggaran Dasar Perseroan. Struktur tersebut terdiri atas Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris, dan Direksi sebagai organ utama Perseroan. Untuk memperkuat pelaksanaan fungsi, tugas, dan tanggung jawab masing-masing organ utama, Perseroan juga membentuk organ pendukung yang berperan dalam menunjang efektivitas pengawasan dan pengelolaan perusahaan. Seluruh organ, baik utama maupun pendukung, menjadi elemen fundamental dalam memastikan keberhasilan implementasi GCG secara konsisten dan berkelanjutan.

Organ pendukung dalam Struktur Tata Kelola PELNI terbagi menjadi dua kelompok, yakni organ pendukung Dewan Komisaris dan organ pendukung Direksi. Organ pendukung Dewan Komisaris dibentuk di bawah koordinasi Dewan Komisaris untuk membantu pelaksanaan fungsi pengawasan dan pemberian nasihat kepada Direksi. Organ ini meliputi Komite Audit, Komite Nominasi dan Remunerasi, Komite Pemantau Manajemen Risiko, Komite Tata Kelola Terintegrasi, serta Sekretariat Dewan Komisaris. Sementara itu, organ pendukung Direksi dibentuk di bawah Direksi dan terdiri atas Divisi Kesekretariatan Perusahaan sebagai pelaksana fungsi Sekretaris Perusahaan, Satuan Pengawasan Internal yang berada di bawah kewenangan Direktorat Utama, serta Divisi Hukum dan Kepatuhan yang juga berada di bawah kewenangan Direktorat Utama.

The Governance Structure of PELNI is established in accordance with Law Number 40 of 2007 concerning Limited Liability Companies and the Company's Articles of Association. The structure comprises the General Meeting of Shareholders (GMS), the Board of Commissioners, and the Board of Directors as the Company's principal governing bodies. To enhance the effectiveness of the functions, duties, and responsibilities of these principal bodies, the Company has also established supporting governance bodies that assist in strengthening oversight and management functions. Both the principal and supporting bodies play a fundamental role in ensuring the consistent and sustainable implementation of GCG.

The supporting bodies within PELNI's Governance Structure are divided into two groups: supporting bodies of the Board of Commissioners and supporting bodies of the Board of Directors. The supporting bodies of the Board of Commissioners operate under the coordination of the Board of Commissioners and assist in carrying out its oversight and advisory functions. These bodies include the Audit Committee, the Nomination and Remuneration Committee, the Risk Management Monitoring Committee, the Integrated Governance Committee, and the Board of Commissioners Secretariat. Meanwhile, the supporting bodies of the Board of Directors operate under the authority of the Board of Directors and include the Corporate Secretariat Division, which performs the Corporate Secretary function; the Internal Audit Unit, which reports directly to the President Director; and the Legal and Compliance Division, which is also under the authority of the President Director.

PROSES TATA KELOLA

Setiap organ tata kelola memiliki fungsi, tugas dan tanggung jawab yang berbeda. Agar organ tata kelola dapat berjalan dengan baik, maka dibutuhkan perangkat kebijakan yang dapat memberikan kerangka acuan dan standarisasi pelaksanaan tugas dari setiap organ GCG yang dimiliki Perseroan serta seluruh insan PELNI.

GOVERNANCE PROCESS

Each governance body has distinct functions, duties, and responsibilities. To ensure that these bodies operate effectively, the Company has established a set of policies that provide guidance and standardization for the implementation of the duties and responsibilities of each GCG body, as well as for all PELNI personnel.

KERANGKA PENERAPAN TATA KELOLA PERUSAHAAN
CORPORATE GOVERNANCE FRAMEWORK

PELNI memiliki *governance soft structure* yang berperan sebagai pedoman dalam menjalankan kegiatan operasional Perseroan. Tujuannya adalah untuk memastikan seluruh kegiatan operasional yang dijalankan Perseroan berlandaskan pada prinsip-prinsip tata kelola perusahaan yang baik. *Governance soft structure* yang dimiliki PELNI, antara lain:

1. Pedoman Umum Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*);
2. Pedoman Perilaku dan Etika (*Code of Conduct*);
3. Pedoman Tata Laksana Kerja (*Board Manual*) Direksi dan Dewan Komisaris;
4. Pedoman Pengendalian Gratifikasi;
5. Pedoman Sistem Penanganan Pengaduan Dugaan Pelanggaran (*Whistle Blowing System*);
6. Pedoman Unit Pengendalian Gratifikasi (UPG);

HASIL TATA KELOLA

Efektivitas penerapan GCG di lingkungan Perseroan tercermin dari *governance outcome* yang telah diperoleh. Perseroan dan para pemangku kepentingan telah mendapatkan manfaat dari penerapan GCG dengan dicapainya kinerja keuangan maupun operasional yang baik di tahun 2025 sebagai berikut:

- Pendapatan usaha Perseroan tahun 2025 meningkat 1,07% menjadi sebesar Rp6,24 triliun.
- Laba tahun berjalan meningkat 4,14% menjadi sebesar Rp202,29 miliar.
- Jumlah aset meningkat 28,65% menjadi Rp12,97 triliun.
- Skor *Assessment* GCG Tahun Buku 2024 mencapai 87,136 dengan predikat "Sangat Baik"
- Meraih predikat "*Most Trusted Company*" pada Program Award Corporate Governance Perception Index (CGPI) Tahun 2025

PELNI has developed a governance soft structure that serves as a guideline for conducting the Company's operational activities. Its purpose is to ensure that all business activities are carried out in accordance with the principles of Good Corporate Governance. The Company's governance soft structure includes, among others:

1. Good Corporate Governance (GCG) Guidelines;
2. Code of Conduct and Ethics;
3. Board Manual for the Board of Directors and the Board of Commissioners;
4. Gratification Control Guidelines;
5. Whistleblowing System Guidelines;
6. Gratification Control Unit (GCU) Guidelines;

GOVERNANCE OUTCOMES

The effectiveness of Good Corporate Governance (GCG) implementation within the Company is reflected in the governance outcomes achieved. Both the Company and its stakeholders have benefited from the implementation of GCG, as demonstrated by the Company's strong financial and operational performance in 2025, including the following achievements:

- Operating revenue increased by 1.07% to Rp6.24 trillion.
- Profit for the year increased by 4.14% to Rp202.29 billion.
- Total assets increased by 28.65% to Rp12.97 trillion.
- Achieved a GCG Assessment Score of 87.136 for Fiscal Year 2024, earning the rating of "Very Good."
- Received the "Most Trusted Company" award in the 2025 Corporate Governance Perception Index (CGPI) Award Program.

RAPAT UMUM PEMEGANG SAHAM
GENERAL MEETING OF SHAREHOLDERS

Rapat Umum Pemegang Saham (RUPS) merupakan organ tertinggi pada Perseroan yang memiliki kewenangan yang tidak diserahkan kepada Direksi atau Dewan Komisaris. Meski berkedudukan tertinggi, RUPS tidak dapat mengintervensi tugas, fungsi, dan wewenang Dewan Komisaris maupun Direksi dalam mengelola Perseroan, selama tidak bertentangan dengan Anggaran Dasar Perseroan dan peraturan perundang-undangan yang berlaku.

The General Meeting of Shareholders (GMS) is the highest governing body of the Company and holds authority that is not delegated to the Board of Directors or the Board of Commissioners. Despite its position as the highest corporate body, the GMS may not intervene in the duties, functions, and authorities of the Board of Commissioners or the Board of Directors in managing the Company, provided that such duties are carried out in accordance with the Company's Articles of Association and applicable laws and regulations.

RUPS menjadi forum tertinggi pada Perseroan, yang menjadi wadah Para Pemegang Saham untuk mengambil keputusan penting bagi Perseroan, serta sebagai pemenuhan hak dari Para Pemegang Saham. Setiap keputusan RUPS harus diambil secara wajar dan transparan, serta berorientasi pada kepentingan jangka panjang Perseroan.

The GMS serves as the highest decision-making forum within the Company, providing shareholders with a platform to exercise their rights and make important decisions concerning the Company. All resolutions of the GMS must be made fairly, transparently, and in the best long-term interests of the Company.

INFORMASI PEMEGANG SAHAM

PELNI merupakan Badan Usaha Milik Negara (BUMN) yang susunan kepemilikannya adalah sebagai berikut:

- Negara Republik Indonesia sebanyak 116.299 (seratus enam belas ribu dua ratus sembilan puluh sembilan) lembar saham seri A Dwiwarna; dan
- PT Danantara Asset Management (Persero) sebanyak 11.513.601 lembar saham seri B.

SHAREHOLDING INFORMATION

PELNI is a State-Owned Enterprise (SOE), with the following shareholding composition:

* The Government of the Republic of Indonesia holds 116,299 (one hundred sixteen thousand two hundred ninety-nine) Series A Dwiwarna shares; and
* PT Danantara Asset Management (Persero) holds 11,513,601 Series B shares.

HAK PEMEGANG SAHAM

1. PELNI melindungi dan memfasilitasi pelaksanaan hak pemegang saham;
2. PELNI memastikan perlakuan yang adil terhadap pemegang saham, termasuk pemegang saham minoritas;
3. Hak pemegang saham sebagaimana dimaksud dalam angka 1 meliputi:
    a. Menghadiri dan memberikan suara dalam suatu RUPS, khusus bagi pemegang saham Persero, dengan ketentuan 1 (satu) saham memberi hak kepada pemegangnya untuk mengeluarkan satu suara;
    b. Memperoleh informasi material mengenai PELNI, secara tepat waktu, terukur, dan teratur;

SHAREHOLDERS' RIGHTS

1. PELNI protects and facilitates the exercise of shareholders' rights.
2. PELNI ensures fair and equitable treatment of all shareholders, including minority shareholders.

3. The shareholders' rights referred to in point 1 include:

    a. Attend and vote at a General Meeting of Shareholders (GMS). For shareholders of a Persero company, each share entitles its holder to one vote.

    b. Obtain material information regarding PELNI in a timely, measurable, and regular manner.

RAPAT UMUM PEMEGANG SAHAM
GENERAL MEETING OF SHAREHOLDERS

c. Menerima pembagian dari keuntungan PELNI yang diperuntukkan bagi pemegang saham bentuk dividen, dan sisa kekayaan hasil likuidasi, sebanding dengan jumlah saham/modal yang dimilikinya;
d. Hak semua pemegang saham dari seri yang sama dalam satu kelas saham untuk diperlakukan setara yang didukung aturan dan prosedur PELNI, atau hak untuk menerima pengungkapan aturan dan prosedur tersebut serta pengungkapan struktur modal dan pengaturan yang memungkinkan pemegang saham tertentu memperoleh pengaruh atau kendali yang tidak proporsional dengan kepemilikan sahamnya;
e. PELNI memiliki kebijakan komunikasi yang memfasilitasi dan mendorong partisipasi pemegang saham atau investor;
f. PELNI memastikan bahwa kebijakan Tata Kelola Perusahaan yang Baik berlaku bagi entitas anak dan entitas pengendali;
g. PELNI memiliki aturan dan prosedur yang mengatur penggabungan, pengambilalihan, peleburan, pemisahan, pembubaran, likuidasi, dan transaksi luar biasa yang substansial untuk memastikan transaksi terjadi secara transparan dan dalam kondisi yang wajar serta melindungi hak semua pemegang saham sesuai dengan kelasnya; dan
h. hak lainnya berdasarkan anggaran dasar dan ketentuan peraturan perundang-undangan.

4. Hak dimiliki pemegang saham yang namanya tercatat dalam daftar pemegang saham.
5. Hak pemegang saham sebagaimana dimaksud pada huruf a dan huruf c, berlaku sepanjang tidak diatur lain dalam undang-undang yang mengatur perseroan terbatas.
6. Pemegang saham melalui RUPS/Menteri harus memastikan perusahaan dijalankan berdasarkan Tata Kelola Perusahaan yang Baik.

c. Receive a share of PELNI's profits in the form of dividends and a share of any remaining assets upon liquidation, in proportion to the number of shares or amount of capital owned.
d. Ensure that all shareholders holding shares of the same series within a class of shares are treated equally, supported by PELNI's rules and procedures. Shareholders also have the right to receive disclosure of such rules and procedures, as well as disclosure of the capital structure and any arrangements that enable certain shareholders to exercise influence or control disproportionate to their share ownership.
e. PELNI has a communication policy that facilitates and encourages shareholder and investor participation.
f. PELNI ensures that its Good Corporate Governance policies are implemented by its subsidiaries and controlling entities.
g. PELNI has rules and procedures governing mergers, acquisitions, consolidations, demergers, dissolution, liquidation, and other significant extraordinary transactions to ensure that such transactions are conducted transparently, under fair conditions, and in a manner that protects the rights of all shareholders according to their respective share classes.
h. Exercise any other rights provided under the Articles of Association and applicable laws and regulations.

4. Rights held by shareholders whose names are recorded in the shareholders register.
5. The shareholders' rights referred to in letters a and c shall apply unless otherwise stipulated by the laws and regulations governing limited liability companies.
6. Through the General Meeting of Shareholders (GMS)/the Minister, shareholders shall ensure that the Company is managed in accordance with Good Corporate Governance principles.

RAPAT UMUM PEMEGANG SAHAM
GENERAL MEETING OF SHAREHOLDERS

WEWENANG PEMEGANG SAHAM

RUPS memiliki kewenangan tertinggi dalam Perseroan yang tidak dapat diserahkan kepada Dewan Komisaris ataupun Direksi. Wewenang Para Pemegang Saham dilaksanakan pada RUPS, sebagai berikut:

1. Mengangkat dan memberhentikan anggota Direksi dan Dewan Komisaris. Pengangkatan Komisaris dan anggota Direksi dilakukan melalui mekanisme Uji Kelayakan dan Kepatuhan (*Fit And Proper Test*).
2. Mengambil keputusan mengenai:
   a. Perubahan jumlah modal.
   b. Perubahan Anggaran Dasar.
   c. Rencana penggunaan laba.
   d. Penggabungan, peleburan, pengambilalihan, pemisahan, serta pembubaran Perusahaan.
   e. Investasi dan pembiayaan jangka Panjang.
   f. Kerja sama Perusahaan.
   g. Pembentukan Anak Perusahaan atau penyertaan.
   h. Pengalihan aktiva.
3. Menetapkan pembagian tugas dan wewenang pengurusan di antara anggota Direksi apabila RUPS tidak menetapkan, pembagian tugas dan wewenang anggota Direksi ditetapkan berdasarkan Keputusan Direksi.
4. Menetapkan besar dan jenis penghasilan Direksi dan Dewan Komisaris.
5. Menunjuk dan menetapkan Auditor Eksternal Perusahaan dari calon yang diajukan Dewan Komisaris berdasarkan usul Komite Audit.
6. Mengesahkan Rencana Jangka Panjang Perusahaan (RJPP) dan Rencana Kerja dan Anggaran Perusahaan (RKAP) beserta perubahannya.
7. Memberikan persetujuan/keputusan atas usulan aksi korporasi yang perlu mendapat persetujuan/ keputusan RUPS.
8. Menetapkan aturan perangkapan jabatan Dewan Komisaris bagi anggota Komisaris.

AUTHORITY OF SHAREHOLDERS

The General Meeting of Shareholders (GMS) holds the highest authority in the Company, which cannot be delegated to the Board of Commissioners or the Board of Directors. Shareholders exercise their authority through the GMS, including the following:

1. Appoint and dismiss members of the Board of Directors and the Board of Commissioners. The appointment of Commissioners and Directors shall be conducted through a Fit and Proper Test process.
2. Make decisions regarding:
   a. Changes to the Company's capital structure.
   b. Amendments to the Articles of Association.
   c. Plans for the appropriation and use of profits.
   d. Mergers, consolidations, acquisitions, demergers, and the dissolution of the Company.
   e. Long-term investments and financing.
   f. Corporate cooperation and partnership arrangements.
   g. The establishment of Subsidiaries or equity participation in other entities.
   h. The transfer or disposal of assets.
3. The allocation of duties and authorities among members of the Board of Directors. If the GMS does not determine such allocation, it shall be determined by a Board of Directors Resolution.
4. The amount and types of remuneration for members of the Board of Directors and the Board of Commissioners.
5. The appointment of the Company's External Auditor from candidates proposed by the Board of Commissioners based on recommendations from the Audit Committee.
6. The approval of the Company's Long-Term Plan (RJPP) and Annual Work Plan and Budget (RKAP), including any amendments thereto.
7. Approval of, or decisions on, proposed corporate actions that require GMS approval or resolution.
8. Policies regarding multiple positions held by members of the Board of Commissioners.

RAPAT UMUM PEMEGANG SAHAM
GENERAL MEETING OF SHAREHOLDERS

9. Anggaran Dasar Perseroan dapat mengatur adanya 1 (satu) orang atau lebih Komisaris Independen dan 1 (satu) orang Komisaris Utusan.

10. Direksi menyusun dan menyampaikan kepada Dewan Komisaris mengenai pencapaian kinerja perusahaan berdasarkan target-target kolegial Direksi.

11. Direksi wajib menandatangani Kontrak Manajemen Tahunan yang memuat target KPI Direksi secara kolegial dan KPI Direksi secara individual.

12. Selain ditandatangani oleh Direksi, Kontrak Manajemen Tahunan yang memuat target KPI Direksi secara kolegial, ditandatangani juga oleh Dewan Komisaris dan RUPS/Menteri.

13. RUPS/Menteri dapat memberikan kuasa dengan hak substitusi kepada Wakil Menteri untuk masing-masing BUMN yang berada di bawah pembinaannya guna menandatangani Kontrak Manajemen Tahunan yang memuat target KPI Direksi secara kolegial.
14. Kontrak Manajemen Tahunan yang memuat target KPI Direksi secara individual ditandatangani oleh anggota Direksi dengan Direktur Utama dan Komisaris Utama.

15. Memberikan keputusan yang diperlukan untuk menjaga kepentingan usaha Perusahaan dalam jangka panjang dan jangka pendek sesuai dengan peraturan perundang-undangan dan/atau Anggaran Dasar.
16. Dewan Komisaris perusahaan melakukan penilaian terhadap proses pengangkatan Direksi dan Dewan Komisaris Anak Perusahaan/Perusahaan Patungan, serta memberikan penetapan tertulis (setuju atau tidak setuju) terhadap proses pengangkatan Direksi dan Dewan Komisaris Anak Perusahaan/ Perusahaan Patungan Memberikan persetujuan Laporan Tahunan termasuk pengesahan laporan keuangan serta tugas pengawasan Dewan Komisaris sesuai peraturan perundang-undangan dan/atau Anggaran Dasar:

9. The Company's Articles of Association may provide for the appointment of one or more Independent Commissioners and one Representative Commissioner.
10. The Board of Directors shall prepare and submit reports to the Board of Commissioners on the Company's performance achievements based on the collective performance targets of the Board of Directors.
11. The Board of Directors shall sign an Annual Management Contract containing both collective Key Performance Indicator (KPI) targets for the Board of Directors and individual KPI targets for each Director.
12. In addition to being signed by the Board of Directors, the Annual Management Contract containing the collective KPI targets of the Board of Directors shall also be signed by the Board of Commissioners and the GMS/Minister.
13. The GMS/Minister may grant authority, with substitution rights, to the Vice Minister responsible for the relevant State-Owned Enterprise (SOE) to sign the Annual Management Contract containing the collective KPI targets of the Board of Directors.
14. The Annual Management Contract containing individual KPI targets shall be signed by each Director, the President Director, and the President Commissioner.
15. Make decisions necessary to safeguard the Company's business interests in both the short and long term, in accordance with applicable laws and regulations and/or the Articles of Association.
16. The Board of Commissioners shall assess the appointment process of Directors and Commissioners of Subsidiaries and Joint Venture Companies and provide a written determination (approval or disapproval) regarding such appointments. Approve the Annual Report, including the ratification of the financial statements and the supervisory duties report of the Board of Commissioners, in accordance with applicable laws and regulations and/or the Articles of Association:

RAPAT UMUM PEMEGANG SAHAM
GENERAL MEETING OF SHAREHOLDERS

a. Memberikan penilaian terhadap kinerja Direksi dan kinerja Dewan Komisaris;
b. Menetapkan gaji/honorarium, tunjangan, fasilitas dan tantiem/insentif kinerja untuk Direksi dan Dewan Komisaris;
c. Menetapkan Auditor Eksternal yang mengaudit Laporan Keuangan Perusahaan;
d. Persetujuan Laporan Tahunan termasuk pengesahan laporan Keuangan serta laporan tugas pengawasan Dewan Komisaris dilakukan oleh RUPS;
e. Menetapkan penggunaan laba bersih;
f. Pengumuman neraca dan laporan laba rugi dilakukan paling lambat 7 (tujuh) hari setelah mendapat Pengesahan RUPS.

17. Mengambil keputusan melalui proses yang terbuka dan adil serta dapat dipertanggungjawabkan;
18. Melaksanakan Tata Kelola Perusahaan yang Baik sesuai dengan wewenang dan tanggung jawabnya;
    a. Memberikan arahan/pembinaan penerapan Tata Kelola Perusahaan yang Baik kepada Direksi dan Dewan Komisaris;
    b. Memberikan arahan terhadap Direksi atas implementasi rencana dan kebijakan Perusahaan;
    c. Tidak mencampuri kegiatan operasional Perusahaan yang menjadi tanggung jawab Direksi;
    d. Merespon informasi yang diterima dari Direksi dan/atau Dewan Komisaris mengenai gejala penurunan kinerja dan kerugian Perusahaan yang signifikan.

PERLAKUAN SETARA PARA PEMEGANG SAHAM

Perseroan menerapkan equal treatment, yaitu dengan memperlakukan Pemegang saham yang memiliki saham dengan klasifikasi yang sama secara setara.

a. Evaluate the performance of the Board of Directors and the Board of Commissioners.
b. Determine the salaries/honoraria, allowances, facilities, and performance incentives (tantiem) for the Board of Directors and the Board of Commissioners.
c. Appoint the External Auditor responsible for auditing the Company's Financial Statements.
d. The approval of the Annual Report, including the ratification of the Financial Statements and the Board of Commissioners' supervisory report, shall be carried out by the General Meeting of Shareholders (GMS).
e. Determine the allocation and use of net profit.
f. The balance sheet and profit and loss statement shall be published no later than 7 (seven) days after receiving approval from the GMS.

17. Make decisions through a process that is transparent, fair, and accountable.
18. Implement Good Corporate Governance in accordance with their authority and responsibilities.
    a. Provide direction and guidance to the Board of Directors and the Board of Commissioners regarding the implementation of Good Corporate Governance.
    b. Guide the Board of Directors in implementing the Company's plans and policies.
    c. Refrain from interfering in the Company's day-to-day operations, which are the responsibility of the Board of Directors.
    d. Respond to information received from the Board of Directors and/or the Board of Commissioners regarding indications of declining performance or significant losses incurred by the Company.

EQUAL TREATMENT OF SHAREHOLDERS

The Company applies the principle of equal treatment by ensuring that shareholders holding shares of the same class are treated equally.

RAPAT UMUM PEMEGANG SAHAM
GENERAL MEETING OF SHAREHOLDERS

AKUNTABILITAS PEMEGANG SAHAM

1. Perseroan melindungi dan memfasilitasi pelaksanaan hak pemegang saham dan memastikan perlakukan yang adil terhadap pemegang saham, termasuk pemegang saham minoritas. Perseroan memastikan bahwa sesuai dengan aturan perundangan berlaku, pemegang saham memiliki kesempatan untuk mendapatkan ganti rugi yang efektif atas pelanggaran hak-hak mereka.
2. Pemegang saham melaksanakan Tata Kelola Perusahaan yang Baik sesuai dengan wewenang dan tanggung jawabnya.
3. Kegiatan operasional perusahaan menjadi tanggung jawab Direksi, tidak dicampuri pemegang saham.

JENIS RUPS

1. Rapat Umum Pemegang Saham (RUPS) terdiri dari:

   a. RUPS Tahunan
   Rapat Umum Pemegang Saham Tahunan diadakan tiap-tiap tahun meliputi:
      i. Rapat Umum Pemegang Saham mengenai persetujuan laporan tahunan;
      ii. Rapat Umum Pemegang Saham mengenai persetujuan Rencana Kerja dan Anggaran Perusahaan.

   RUPS/Menteri memberikan persetujuan laporan tahunan telah diaudit (*audited*) termasuk pengesahan atas laporan keuangan tahunan paling lambat 6 (enam) bulan setelah tahun buku yang bersangkutan berakhir dan dalam Rapat tersebut Direksi menyampaikan:
      a. Laporan Tahunan.
      b. Usulan penggunaan Laba Bersih Perseroan.
      c. Hal-hal lain yang perlu persetujuan RUPS untuk kepentingan Perseroan.

SHAREHOLDER ACCOUNTABILITY

1. The Company protects and facilitates the exercise of shareholders' rights and ensures fair treatment of all shareholders, including minority shareholders. The Company also ensures that, in accordance with applicable laws and regulations, shareholders have access to effective remedies for any violation of their rights.
2. Shareholders shall implement Good Corporate Governance in accordance with their respective authority and responsibilities.
3. The day-to-day operations of the Company are the responsibility of the Board of Directors and shall not be interfered with by shareholders.

TYPES OF GENERAL MEETINGS OF SHAREHOLDERS

1. The General Meeting of Shareholders (GMS) consists of:
   a. Annual GMS
   The Annual General Meeting of Shareholders shall be held every year and includes:
      i. A General Meeting of Shareholders to approve the Annual Report.
      ii. A General Meeting of Shareholders to approve the Company's Work Plan and Budget (RKAP).

   The GMS/Minister shall approve the audited Annual Report, including the ratification of the annual financial statements, no later than 6 (six) months after the end of the relevant financial year. At this meeting, the Board of Directors shall present:
      a. The Annual Report.
      b. The proposed appropriation of the Company's Net Profit.
      c. Other matters requiring GMS approval for the benefit of the Company.

RAPAT UMUM PEMEGANG SAHAM
GENERAL MEETING OF SHAREHOLDERS

RUPS memberikan pengesahan atas rancangan RKAP paling lambat 30 (tiga puluh) hari setelah tahun anggaran berjalan dan dalam rapat tersebut Direksi menyampaikan:

i. Rancangan Rencana Kerja dan Anggaran Perusahaan termasuk proyeksi laporan keuangan.
ii. Hal-hal yang perlu persetujuan Rapat Umum Pemegang Saham untuk kepentingan Perseroan yang belum dicantumkan dalam rancangan Rencana Kerja dan Anggaran Perusahaan.

2. RUPS Luar Biasa
RUPS Luar Biasa dapat diadakan setiap waktu, jika dianggap perlu, berdasarkan kebutuhan untuk kepentingan Perseroan. RUPS Luar Biasa dapat dilakukan secara *on paper* (sirkuler), yaitu pengambilan keputusan oleh Pemegang Saham tanpa melakukan rapat secara fisik.

Tempat dan Pemanggilan RUPS, Ketua dan Berita Acara RUPS, Kuorum, Hak Suara dan Keputusan diatur dalam Anggaran Dasar.

The GMS shall approve the proposed RKAP no later than 30 (thirty) days after the commencement of the fiscal year. At this meeting, the Board of Directors shall present:

i. The proposed Company Work Plan and Budget, including financial statement projections.

ii. Matters requiring approval by the General Meeting of Shareholders for the benefit of the Company that have not been included in the proposed Company Work Plan and Budget.

2. Extraordinary General Meeting of Shareholders
An Extraordinary GMS may be held at any time, whenever deemed necessary for the interests of the Company.An Extraordinary GMS may also be conducted through a written resolution (circular resolution), whereby shareholders make decisions without holding a physical meeting.

Venue and Notice of GMS, Chairperson and Minutes of the GMS, Quorum, Voting Rights, and Resolutions

PELAKSANAAN RUPS DI TAHUN 2025

Sepanjang tahun 2025, Perseroan menyelenggarakan 2 (dua) kali RUPS yaitu RUPS RKAP 2025, dan RUPS Tahun Buku 2024.

RUPS RKAP Tahun 2025

Tahapan Penyelenggaraan RUPS Pengesahan RKAP Tahun 2025

IMPLEMENTATION OF GMS IN 2025

Throughout 2025, the Company held 2 (two) GMS, namely the GMS for the approval of the 2025 Company Work Plan and Budget (RKAP) and the GMS for the 2024 Financial Year.

2025 RKAP GMS

Stages in the Conduct of the GMS for the Approval of the 2025 RKAP

Pemanggilan RUPS Notice of GMS	Perihal Surat Undangan kepada RUPS adalah Undangan RUPS Pengesahan RKAP Tahun 2025 PT PELNI (Persero). The invitation concerns the General Meeting of Shareholders (GMS) for the approval of the 2025 RKAP of PT PELNI (Persero).

RAPAT UMUM PEMEGANG SAHAM
GENERAL MEETING OF SHAREHOLDERS

Pelaksanaan RUPS Implementation of GMS	1. RUPS Pengesahan RKAP Tahun 2025 dilaksanakan pada hari Kamis, tanggal 30 Januari 2025 di Caroline Astor Ballroom St. Regis Hotel Jakarta. 2. RUPS Pengesahan RKAP Tahun 2025 dipimpin oleh Ibu Desty Arlaini (Asisten Deputi Bidang Jasa Logistik Kementerian BUMN) selaku wakil Pemerintah sebagai Pemegang Saham. 1. The GMS for the approval of the 2025 RKAP was held on Thursday, 30 January 2025, at the Caroline Astor Ballroom, St. Regis Jakarta. 2. The GMS was chaired by Ms. Desty Arlaini, Assistant Deputy for Logistics Services at the Ministry of State-Owned Enterprises (SOEs), acting as the Government's representative in its capacity as Shareholder.
Risalah RUPS Minutes of GMS	Risalah RUPS RKAP Tahun 2025 diaktakan dalam Akta Nomor 20 tanggal 30 Januari 2025, mengenai Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2025 yang dibuat di hadapan Notaris Emmy Yatmini, S.H. di Jakarta. The minutes of the GMS for the Approval of the 2025 RKAP were notarized under Deed Number 20 dated 30 January 2025 concerning the Approval of the 2025 Corporate Work Plan and Budget (RKAP), drawn up before Notary Emmy Yatmini, S.H., in Jakarta.

Peserta RUPS Pengesahan RKAP Tahun 2025
Participants of the GMS for the Ratification of the 2025 RKAP

Pemegang Saham Shareholders	Desty Arlaini (Asisten Deputi Bidang Jasa Logistik Kementerian BUMN), sebagaimana Surat Kuasa Menteri BUMN Nomor: SKU-8/MBU/01/2025 tanggal 24 Januari 2025.	Desty Arlaini (Assistant Deputy for Logistics Services, Ministry of State-Owned Enterprises), pursuant to the Power of Attorney of the Minister of State-Owned Enterprises Number SKU-8/MBU/01/2025 dated 24 January 2025
Dewan Komisaris Board of Commissioners	Hadir: 1. Muhammad Awaluddin 2. Budi Mantoro 3. Eddy Susanto Soepadmo 4. Kristia Budiyarto 5. Faturohman 6. Raden Suhartono Tidak Hadir: Nihil	Present: 1. Muhammad Awaluddin 2. Budi Mantoro 3. Eddy Susanto Soepadmo 4. Kristia Budiyarto 5. Faturohman 6. Raden Suhartono Absent: None
Direksi Directors	Hadir: 1. Tri Andayani 2. Heri Purnomo 3. Robert MP Sinaga 4. Kokok Susanto 5. Anik Hidayati 6. Nuraini Dessy Winiastuty Tidak Hadir: Nihil	Present: 1. Tri Andayani 2. Heri Purnomo 3. Robert MP Sinaga 4. Kokok Susanto 5. Anik Hidayati 6. Nuraini Dessy Winiastuty Absent: None

Kuorum Kehadiran RUPS Pengesahan RKAP Tahun 2025

Kuorum pada RUPS Pengesahan RKAP Tahun 2025 telah terpenuhi dengan dihadiri seluruh anggota Dewan Komisaris dan Direksi serta perwakilan Pemegang Saham, sebagaimana yang disyaratkan dalam anggaran dasar serta peraturan perundang-undangan yang berlaku.

Quorum of Attendance at the GMS for the Approval of the 2025 RKAP

The quorum requirements for the GMS for the Approval of the 2025 RKAP were duly met, with all members of the Board of Commissioners and the Board of Directors in attendance, together with representatives of the Shareholders, as required by the Articles of Association and applicable laws and regulations.

RAPAT UMUM PEMEGANG SAHAM
GENERAL MEETING OF SHAREHOLDERS

Pelibatan Pihak Eksternal dalam RUPS Pengesahan RKAP Tahun 2025

Dalam penyelenggaraan RUPS Pengesahan RKAP Tahun 2025, PT PELNI (Persero) melibatkan pihak eksternal independen, yaitu Notaris Emi Yatmini, S.H. selaku pihak yang menyusun notulensi rapat dan mengesahkan akta RUPS.

Participation of External Parties in the GMS for the Approval of the 2025 RKAP

In conducting the GMS for the Approval of the 2025 RKAP, PT PELNI (Persero) engaged an independent external party, Ms. Emi Yatmini, S.H., Notary, to prepare the minutes of the meeting and notarize the GMS resolution deed.

Keputusan RUPS Pengesahan RKAP Tahun 2025
Resolutions of the GMS for the Approval of the 2025 RKAP.

Agenda Pertama First Agenda	
Agenda Agenda	Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2025 termasuk Rencana Kerja dan Anggaran Dewan Komisaris Tahun 2025 Ratification of the Company Work Plan and Budget (RKAP) for Year 2025, including the Board of Commissioners' Work Plan and Budget for Year 2025
Hasil Keputusan Decision Results	Mengesahkan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2025 termasuk Rencana Kerja dan Anggaran Dewan Komisaris PT Pelayaran Nasional Indonesia (Persero) Tahun 2025, dengan pokok-pokok sebagai berikut: 1. Laba (Rugi) Konsolidasi - Pendapatan sebesar Rp6.292.997.903.126, (enam triliun dua ratus sembilan puluh dua miliar sembilan ratus sembilan puluh tujuh juta sembilan ratus tiga ribu seratus dua puluh enam rupiah). - Laba Usaha sebesar Rp989.728.767.664, (sembilan ratus delapan puluh sembilan miliar tujuh ratus dua puluh delapan juta tujuh ratus enam puluh tujuh ribu enam ratus enam puluh empat rupiah). - EBITDA sebesar Rp579.232.903.572,- (lima ratus tujuh puluh sembilan miliar dua ratus tiga puluh dua juta sembilan ratus tiga ribu lima ratus tujuh puluh dua rupiah). - Laba Bersih sebesar Rp186.829.809.473, (seratus delapan puluh enam miliar delapan ratus dua puluh sembilan juta delapan ratus sembilan ribu empat ratus tujuh puluh tiga rupiah). - Laba Bersih (Atribusi Induk) sebesar Rp186.697.220.699,- (seratus delapan puluh enam miliar enam ratus sembilan puluh tujuh juta dua ratus dua puluh ribu enam ratus sembilan puluh sembilan rupiah). 2. Posisi Keuangan Konsolidasi - Total Aset sebesar Rp12.676.015.049.345, - (dua belas triliun enam ratus tujuh puluh enam miliar lima belas juta empat puluh sembilan ribu tiga ratus empat puluh lima rupiah). - Total Liabilitas Rp1.452.995.855.315,- (satu triliun empat ratus lima puluh dua miliar sembilan ratus Sembilan puluh lima juta delapan ratus lima puluh lima ribu tiga ratus lima belas rupiah). - Ekuitas sebesar Rp 11.223.019.194.030, (sebelas triliun dua ratus dua puluh tiga miliar sembilan belas juta seratus sembilan puluh empat ribu tiga puluh rupiah). - *Interest Bearing Debt* sebesar Rp 261.985.283.643, (dua ratus enam puluh satu miliar sembilan ratus delapan puluh lima juta dua ratus delapan puluh tiga ribu enam ratus empat puluh tiga rupiah) 3. *Net Operating Cash Flow* sebesar Rp231.547.397.553,- (dua ratus tiga puluh satu miliar lima ratus empat puluh tujuh juta tiga ratus sembilan puluh tujuh ribu lima ratus lima puluh tiga rupiah). 4. *Capital Expenditure* sebesar Rp1.573.749.556.842,- (satu triliun lima ratus tujuh puluh tiga miliar tujuh ratus empat puluh sembilan juta lima ratus lima puluh enam ribu delapan ratus empat puluh dua rupiah).

RAPAT UMUM PEMEGANG SAHAM
GENERAL MEETING OF SHAREHOLDERS

	To ratify the Company Work Plan and Budget (RKAP) for Year 2025, including the Board of Commissioners' Work Plan and Budget of PT Pelayaran Nasional Indonesia (Persero) for Year 2025, with the following key points: 1. Consolidated Profit (Loss) - Revenue of Rp6,292,997,903,126 (six trillion two hundred ninety-two billion nine hundred ninety-seven million nine hundred three thousand one hundred twenty-six rupiah). \Operating Profit of Rp989,728,767,664 (nine hundred eighty-nine billion seven hundred twenty-eight million seven hundred sixty-seven thousand six hundred sixty-four rupiah). - EBITDA of Rp579,232,903,572 (five hundred seventy-nine billion two hundred thirty-two million nine hundred three thousand five hundred seventy-two rupiah). - Net Profit of Rp186,829,809,473 (one hundred eighty-six billion eight hundred twenty-nine million eight hundred nine thousand four hundred seventy-three rupiah). - Net Profit (Parent Attribution) of Rp186,697,220,699 (one hundred eighty-six billion six hundred ninety-seven million two hundred twenty thousand six hundred ninety-nine rupiah). 2. Consolidated Financial Position - Total Assets of Rp12,676,015,049,345 (twelve trillion six hundred seventy-six billion fifteen million forty-nine thousand three hundred forty-five rupiah). - Total Liabilities of Rp1,452,995,855,315 (one trillion four hundred fifty-two billion nine hundred ninety-five million eight hundred fifty-five thousand three hundred fifteen rupiah). - Equity of Rp11,223,019,194,030 (eleven trillion two hundred twenty-three billion nineteen million one hundred ninety-four thousand thirty rupiah). - Interest Bearing Debt of Rp261,985,283,643 (two hundred sixty-one billion nine hundred eighty-five million two hundred eighty-three thousand six hundred forty-three rupiah) 3. Net Operating Cash Flow of Rp231,547,397,553 (two hundred thirty-one billion five hundred forty-seven million three hundred ninety-seven thousand five hundred fifty-three rupiah). 4. Capital Expenditure of Rp1,573,749,556,842 (one trillion five hundred seventy-three billion seven hundred forty-nine million five hundred fifty-six thousand eight hundred forty-two rupiah).
Agenda Kedua **Second Agenda**	
Agenda Agenda	Pengesahan Rencana Kerja dan Anggaran Program Tanggung Jawab Sosial dan Lingkungan (RKA-TJSL) Tahun 2025 (dua ribu dua puluh lima); Ratification of the Work Plan and Budget for the Corporate Social and Environmental Responsibility Program (RKA-TJSL) for Year 2025.
Hasil Keputusan Decision Results	Mengesahkan Rencana Kerja dan Anggaran Program Tanggung Jawab Sosial dan Lingkungan (RKA-TJSL) Tahun 2025 dengan Total Program Pendanaan Usaha Mikro dan Kecil (PUMK) sebesar Rp700.000.000 (tujuh ratus juta rupiah) dan *Community Involvement Development* (CID) Non-PUMK sebesar Rp7.400.000.000 (tujuh miliar empat ratus juta rupiah). To ratify the Work Plan and Budget for the Corporate Social and Environmental Responsibility Program (RKA-TJSL) for Year 2025, with a total Micro and Small Business Funding Program (PUMK) of Rp700,000,000 (seven hundred million rupiah) and Community Involvement Development (CID) Non-PUMK of Rp7,400,000,000 (seven billion four hundred million rupiah).
Agenda Ketiga **Third Agenda**	
Agenda Agenda	Penetapan Kontrak Manajemen Tahunan yang memuat target *Key Performance Indicator* (KPI) Direksi secara Kolegial dan Dewan Komisaris Tahun 2025; Determination of the Annual Management Contract containing the collegial Key Performance Indicator (KPI) targets for the Board of Directors and Board of Commissioners for 2025.

RAPAT UMUM PEMEGANG SAHAM
GENERAL MEETING OF SHAREHOLDERS

Hasil Keputusan Decision Results	Menetapkan Kontrak Manajemen Tahunan yang memuat target *Key Performance Indicators* (KPI) Direksi secara Kolegial dan Dewan Komisaris Tahun 2025 (dua ribu dua puluh lima), sebagaimana terlampir yang merupakan bagian tidak terpisahkan dari keputusan ini. KPI meliputi: - KPI Kolegial Direksi, - KPI PMN TA 2024, - KPI PMN TA 2025; dan - KPI Dewan Komisaris To establish the Annual Management Contract containing the collegial Key Performance Indicators (KPI) targets for the Board of Directors and Board of Commissioners for Year 2025, as attached hereto as an integral part of this resolution. KPI includes: - Collegial Board of Directors KPI, - PMN KPI for FY 2024, - PMN KPI for FY 2025; and - Board of Commissioners KPI
Agenda Keempat Fourth Agenda	
Agenda Agenda	Persetujuan pelimpahan kewenangan kepada Dewan Komisaris untuk memberikan persetujuan, apabila terdapat tindakan-tindakan yang mengakibatkan perubahan alokasi anggaran investasi dengan nilai - maksimum 10% (sepuluh persen) dari nilai masing-masing program investasi sepanjang tidak mengubah total nilai investasi; Approval of delegation of authority to the Board of Commissioners to grant approval in the event of actions resulting in changes to investment budget allocation by a maximum of 10% (ten percent) of the value of each investment program, provided the total investment value is not changed.
Hasil Keputusan Decision Results	Menyetujui pelimpahan kewenangan kepada Dewan Komisaris untuk memberikan persetujuan apabila terdapat tindakan-tindakan yang mengakibatkan perubahan alokasi anggaran investasi dengan nilai maksimum 10% (sepuluh persen) dari nilai masing-masing program investasi sepanjang tidak mengubah total nilai investasi. To approve the delegation of authority to the Board of Commissioners to grant approval in the event of actions resulting in changes to the investment budget allocation by a maximum of 10% (ten percent) of the value of each investment program, provided that the total investment value is not changed.
Agenda Kelima Fifth Agenda	
Agenda Agenda	Persetujuan Rencana Penugasan Khusus Perseroan pada Tahun 2025; Approval of the Company's Special Assignment Plan for Year 2025.
Hasil Keputusan Decision Results	Menyetujui rencana penugasan khusus PT Pelayaran Nasional Indonesia (Persero) tahun 2025 dalam rangka: a. Penyelenggaraan kewajiban pelayanan publik angkutan di perairan untuk daerah masih tertinggal dan/atau wilayah terpencil; b. Penyelenggaraan kegiatan pelayanan publik kapal - perintis milik negara; dan c. Penyelenggaraan kewajiban pelayanan publik untuk angkutan barang di laut dari dan ke daerah-- Tertinggal, Terpencil, Terluar, dan Perbatasan. - Persetujuan tersebut dengan tetap memperhatikan ketentuan Pasal 66 Undang-Undang Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara dan ketentuan peraturan perundang-undangan lainnya yang berlaku, - yang mengatur bahwa apabila penugasan tersebut secara finansial tidak fisibel, Pemerintah harus memberikan kompensasi atas semua biaya yang telah dikeluarkan oleh BUMN, termasuk margin yang diharapkan sepanjang dalam tingkat kewajaran sesuai - dengan penugasan yang diberikan. To approve the special assignment plan of PT Pelayaran Nasional Indonesia (Persero) for year 2025 in the framework of: a. Implementation of the public service obligation for water transportation in underdeveloped and/or remote areas; b. Implementation of public service activities for state-owned pioneer vessels; and c. Implementation of the public service obligation for sea cargo transportation to and from Underdeveloped, Remote, Outermost, and Border areas. Such approval shall be granted with due regard to the provisions of Article 66 of Law Number 19 of 2003 on State-Owned Enterprises and other applicable laws and regulations, which stipulate that if the assignment is not financially feasible, the Government must provide compensation for all costs incurred by the State-Owned Enterprise, including a reasonable margin.

RAPAT UMUM PEMEGANG SAHAM
GENERAL MEETING OF SHAREHOLDERS

Arahan RUPS Pengesahan RKAP Tahun 2025 dan Tindak Lanjutnya

Dalam melaksanakan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2025, Dewan Komisaris dan Direksi diminta memperhatikan hal-hal sebagai berikut:

Directions from the GMS for the Approval of the 2025 RKAP and Their Follow-Up Actions

In implementing the 2025 Company Work Plan and Budget (RKAP), the Board of Commissioners and the Board of Directors are requested to pay due attention to the following matters:

No..	Arahan Pemegang Saham Shareholders Direction	Tindak Lanjut Follow Up
1	Memaksimalkan kondisi kapal yang ada saat ini, mengingat berkurangnya jumlah kapal akibat insiden kebakaran KM Umsini. Perawatan dan pemeliharaan kapal agar dilaksanakan secara komprehensif, mencakup kesiapan suku cadang, kesesuaian *timeline*, serta kesiapan SDM yang terlibat. Maximize the condition of the existing fleet, given the reduction in vessels due to the KM Umsini fire incident. Ship maintenance and upkeep must be carried out comprehensively, covering spare parts readiness, timeline compliance, and the competency of involved personnel.	Sudah ditindaklanjuti Followed Up
2	PT PELNI tidak bisa lagi hanya memetakan potensi bisnis dan pasar, namun perlu segera mengimplementasikan program komersial serta mengambil peluang bisnis yang tersedia, termasuk angkutan barang dan pemanfaatan *idle capacity* kapal, agar target pendapatan dalam RKAP dapat terlampaui. PT PELNI can no longer merely map business and market potential; it must immediately implement commercial programs and seize available business opportunities, including cargo transport and utilization of idle vessel capacity, to surpass the revenue targets in the RKAP.	Sudah ditindaklanjuti Followed Up
3	Memastikan kelancaran operasional dan layanan, serta mitigasi risiko agar PT PELNI tidak menanggung kerugian dari penugasan PSO yang tidak seluruhnya mendapat penggantian dari pemerintah. Hubungan dengan Kementerian Perhubungan harus dikelola dengan baik. Ensure smooth operations and services, and mitigate risks so that PT PELNI does not incur losses from PSO assignments not fully reimbursed by the government. Relations with the Ministry of Transportation must be managed well.	Sudah ditindaklanjuti Followed Up
4	Perlu dicermati peningkatan biaya yang tidak ada padanan peningkatan pendapatannya. Dewan Komisaris diminta untuk melakukan pengawalan atas efisiensi biaya secara ketat pada operasional perusahaan sehari-hari. Cost increases that are not matched by corresponding revenue growth must be scrutinized. The Board of Commissioners is requested to closely oversee cost efficiency in the company's day-to-day operations.	Sudah ditindaklanjuti Followed Up
5	Aspek keselamatan merupakan prioritas. Inspeksi, perawatan, dan pemeliharaan armada harus terus ditingkatkan, disertai koordinasi proaktif dengan Kementerian Perhubungan, BMKG, dan BNPB mengingat operasional PT PELNI sangat dipengaruhi oleh cuaca. Safety is a top priority. Fleet inspection, maintenance, and upkeep must be continuously improved, accompanied by proactive coordination with the Ministry of Transportation, BMKG, and BNPB given that PT PELNI's operations are highly weather-dependent.	Sudah ditindaklanjuti Followed Up
6	PT PELNI diharapkan berperan aktif bersama BUMN logistik lain melalui Program Sinergi dan Integrasi Logistik untuk mendorong integrasi antar moda, meningkatkan *trade flows* nasional, serta menekan biaya logistik nasional di bawah 10% (dari saat ini 14%). PT PELNI is expected to play an active role together with other logistics SOEs through the Logistics Synergy and Integration Program to promote inter-modal integration, boost national trade flows, and reduce national logistics costs to below 10% (currently at 14%).	Sudah ditindaklanjuti Followed Up
7	PMN TA 2024 sudah diterima namun ada catatan yang harus diselesaikan sebelum dapat dimanfaatkan. Untuk PMN TA 2025 dan seterusnya, Direksi diminta menyusun *stress test* alternatif pembiayaan dengan beberapa skenario, termasuk kemungkinan tidak adanya PMN di tahun 2025. PMN FY 2024 has been received but there are conditions to be fulfilled before utilization. For PMN FY 2025 and beyond, the Board of Directors is required to prepare a stress test on financing alternatives under several scenarios, including the possibility of no PMN in 2025.	Sudah ditindaklanjuti Followed Up

RAPAT UMUM PEMEGANG SAHAM
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No..	Arahan Pemegang Saham Shareholders Direction	Tindak Lanjut Follow Up
8	Direksi perlu menyusun kajian *sustainability* secara komprehensif mencakup kebutuhan pengadaan kapal jangka panjang, strategi pendanaan, dan skema operasi optimal. Kajian dapat melibatkan konsultan dan pembentukan *Project Management Office* (PMO). The Board of Directors must prepare a comprehensive sustainability study covering long-term vessel procurement needs, financing strategies, and optimal operational schemes. The study may involve consultants and the formation of a Project Management Office (PMO).	Sudah ditindaklanjuti Followed Up
9	Sesuai arahan Menteri BUMN, PT PELNI agar melakukan langkah-langkah persiapan dalam rangka pelaksanaan program Integrasi Ekosistem Maritim Lingkup BUMN sebagai kelanjutan program klasterisasi dan penataan BUMN. In accordance with the Minister of SOEs' directives, PT PELNI shall take preparatory steps for the implementation of the SOE Maritime Ecosystem Integration Program as a continuation of the SOE clustering and restructuring program.	Sudah ditindaklanjuti Followed Up
10	RKAP yang disahkan merupakan pedoman bagi Direksi dalam menjalankan kegiatan usaha dan pedoman bagi Dewan Komisaris dalam pengawasan. RKAP agar dirinci menjadi program dan target bulanan serta triwulanan, di-*cascade* ke seluruh jajaran, dan berpedoman pada prinsip GCG. The approved RKAP serves as a guideline for the Board of Directors in conducting business activities and for the Board of Commissioners in oversight. The RKAP must be broken down into monthly and quarterly programs and targets, cascaded throughout the organization, and guided by GCG principles.	Sudah ditindaklanjuti Followed Up
11	Direksi agar menindaklanjuti dan menyelesaikan secara tuntas temuan serta saran dan rekomendasi auditor, baik auditor eksternal (BPK RI dan/atau KAP) maupun auditor internal (SPI), dan dilaporkan secara tertulis kepada Pemegang Saham. The Board of Directors must follow up on and fully resolve audit findings, recommendations from both external auditors (BPK RI and/or KAP) and internal auditors (SPI), and report these in writing to the Shareholders.	Sudah ditindaklanjuti Followed Up
12	Menyampaikan Laporan Tahunan Perseroan termasuk Laporan Keuangan Tahun Buku 2025 yang telah diaudit oleh Kantor Akuntan Publik selambat-lambatnya tanggal 15 April 2025. Submit the Company's Annual Report including the Audited Financial Statements for Fiscal Year 2025 by the Public Accounting Firm no later than 15 April 2025.	Sudah ditindaklanjuti Followed Up

RUPS TAHUNAN
ANNUAL GMS

Tahapan Penyelenggaraan RUPS Tahunan Tahun Buku 2024
Stages of Annual GMS Implementation for Fiscal Year 2024

Pemanggilan RUPS GMS Convening	Perihal Surat Undangan adalah Undangan Rapat Umum Pemegang Saham (RUPS) Persetujuan dan Pengesahan Laporan Tahunan PT PELNI (Persero) Tahun Buku 2024. The subject of the invitation letter is the invitation to the General Meeting of Shareholders (GMS) for the approval and ratification of the PT PELNI (Persero) Annual Report for the 2024 financial year.
Pelaksanaan RUPS GMS Implementation	1. RUPS Tahunan Tahun Buku 2024 dilaksanakan pada hari Senin, tanggal 23 Juni 2025 pukul 15.30 WIB di Hotel Borobudur Jakarta. 2. RUPS Tahunan Tahun Buku 2024 dipimpin oleh Ibu Desty Arlaini selaku perwakilan dari PT Danantara Asset Management. 1. The Annual GMS for Fiscal Year 2024 was held on Monday, 23 June 2025 at 15:30 WIB at Hotel Borobudur Jakarta. 2. The Annual GMS for Fiscal Year 2024 was chaired by Ms. Desty Arlaini as the representative of PT Danantara Asset Management.
Risalah RUPS GMS Minutes	Risalah RUPS Tahunan Tahun Buku 2024 diaktakan dalam Akta Nomor 40 tanggal 23 Juni 2025 mengenai Berita Acara Rapat Umum Pemegang Saham Perusahaan PT PELNI (Persero) yang dibuat di hadapan Notaris Emmy Yatmini, S.H. di Jakarta. The Minutes of the Annual GMS for Fiscal Year 2024 were notarized in Deed Number 40 dated 23 June 2025 concerning the Minutes of the General Meeting of Shareholders of PT PELNI (Persero), drawn up before Notary Emmy Yatmini, S.H. in Jakarta.

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Peserta RUPS Tahunan Tahun Buku 2024
Participants of the Annual GMS for Fiscal Year 2024

Pemegang Saham Shareholders	Endra Gunawan (Plt. Asisten Deputi Bidang Jasa Logistik Kementerian BUMN), sebagaimana Surat Kuasa Menteri BUMN Nomor: SKU-64/MBU/06/2025, tertanggal 23 Juni 2025. PT Danantara Asset Management (Persero), yang diwakili oleh Desty Arliani, sebagaimana Surat Kuasa Khusus Nomor : SKK.012/DI-DAM/DO/2025, tertanggal 20 Juni 2025.	Endra Gunawan (Acting Deputy Assistant for Logistics Services, Ministry of SOEs), as per Power of Attorney of the Minister of SOEs Number: SKU-64/MBU/06/2025, dated 23 June 2025. PT Danantara Asset Management (Persero), represented by Desty Arliani, as per Special Power of Attorney Number: SKK.012/DI-DAM/DO/2025, dated 20 June 2025.
Dewan Komisaris Board of Commissioners	Hadir: 1. Kristia Budiyarto 2. Faturohman 3. Budi Mantoro 4. Raden Suhartono Tidak Hadir: Nihil	Present: 1. Kristia Budiyarto 2. Faturohman 3. Budi Mantoro Raden 4. Suhartono Absent: None
Direksi Directors	Hadir: 1. Tri Andayani 2. Heri Purnomo 3. Anik Hidayati 4. Kokok Susanto 5. Nuraini Dessy Winiastuty 6. Robert MP Sinaga Tidak Hadir: Nihil	Present: 1. Tri Andayani 2. Heri Purnomo 3. Anik Hidayati 4. Kokok Susanto 5. Nuraini Dessy Winiastuty 6. Robert MP Sinaga Absent: None

Kuorum Kehadiran RUPS Tahunan Tahun Buku 2024

RUPS Tahunan Tahun Buku 2024 telah dihadiri oleh seluruh anggota Dewan Komisaris dan Direksi serta perwakilan Pemegang Saham. Kuorum kehadiran dan Keputusan RUPS Tahunan Tahun Buku 2024 tersebut telah terpenuhi sebagaimana yang disyaratkan dalam anggaran dasar serta peraturan perundang-undangan yang berlaku.

Attendance Quorum of the Annual GMS for the 2024 Financial Year

The Annual GMS for the 2024 Financial Year was attended by all members of the Board of Commissioners and the Board of Directors, as well as representatives of the Shareholders. The attendance quorum and resolutions of the Annual GMS for the 2024 Financial Year satisfied the requirements set forth in the Articles of Association and applicable laws and regulations.

Pelibatan Pihak Eksternal dalam RUPS Tahunan Tahun Buku 2024

Dalam penyelenggaraan RUPS Tahunan Tahun Buku 2024, PT PELNI (Persero) melibatkan pihak eksternal independen, yaitu Notaris Emmy Yatmini, S.H sebagai penyusun notulensi rapat dan akta RUPS.

Participation of External Parties in the Annual GMS for the 2024 Financial Year

In conducting the Annual GMS for the 2024 Financial Year, PT PELNI (Persero) engaged an independent external party, Ms. Emmy Yatmini, S.H., Notary, to prepare the minutes of the meeting and the notarial deed of the GMS.

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Keputusan RUPS Tahunan Tahun Buku 2024

Resolutions of the Annual GMS for the 2024 Financial Year

Agenda Pertama First Agenda	
Agenda Agenda	Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Konsolidasian Perseroan, Persetujuan Laporan Tugas Pengawasan Dewan Komisaris serta Pengesahan Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) untuk Tahun Buku 2024, sekaligus Pemberian Pelunasan dan Pembebasan Tanggungjawab sepenuhnya (*Volledig - Acquit et de Charge*) kepada Direksi - atas Tindakan Pengurusan Perseroan dan Dewan Komisaris atas Tindakan Pengawasan Perseroan yang Telah Dijalankan selama Tahun Buku 2024; Approval of the Annual Report and Ratification of the Company's Consolidated Financial Statements, Approval of the Board of Commissioners' Supervisory Report, and Ratification of the Financial Statements of the Micro and Small Business Funding Program (PUMK) for Fiscal Year 2024, together with the granting of full discharge and release of liability (Volledig Acquit et de Charge) to the Board of Directors for their management actions and to the Board of Commissioners for their supervisory actions carried out during Fiscal Year 2024.
Hasil Keputusan Decision Results	1. Menyetujui Laporan Tahunan Perseroan termasuk Laporan Tugas Pengawasan Dewan Komisaris Perseroan untuk Tahun Buku 2024 yang berakhir pada 31 Desember 2024 2. Mengesahkan: a. Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2024 yang berakhir pada tanggal 31 Desember 2024, yang telah diaudit oleh Kantor Akuntan Publik (KAP) Djoko, Sidik, & Indra sesuai laporannya Nomor: 00126/2.0999/AU.1/06/0139-4/I/IV/2025 tanggal 08 April 2025 dengan opini "wajar dalam semua hal yang material". b. Laporan Keuangan Program PUMK Tahun Buku 2024 yang berakhir pada- tanggal 31 Desember 2024) yang telah diaudit oleh Kantor Akuntan Publik (KAP) Djoko, Sidik, & Indra sesuai 00130/2.0999/AU. 2/11 /0139-4/0/IV/2025 tanggal 08 April 2025 dengan opini "wajar dalam semua hal yang material". 3. Dengan telah disetujuinya Laporan Tahunan Perseroan termasuk Laporan Tugas Pengawasan Dewan Komisaris, dan disahkannya Laporan Keuangan Perseroan serta Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK), seluruhnya untuk Tahun Buku 2024 yang berakhir pada tanggal 31 Desember 2024, maka RUPS memberikan; pelunasan dan pembebasan tanggung jawab sepenuhnya (*volledig acquit et de charge*) kepada seluruh anggota Direksi atas tindakan pengurusan Perseroan dan kepada seluruh anggota Dewan Komisaris atas tindakan pengawasan Perseroan yang telah dijalankan selama Tahun Buku 2024 yang berakhir pada tanggal 31 Desember 2024, sepanjang Tindakan tersebut bukan merupakan tindakan pidana dan/atau melanggar ketentuan peraturan Perundang-Undangan dan prosedur hukum yang berlaku, dan telah tercermin dalam laporan-laporan tersebut di atas.
	1. To approve the Company's Annual Report, including the Board of Commissioners' Supervisory Duty Report for Fiscal Year 2024 ending 31 December 2024. 2. To ratify: a. The Company's Consolidated Financial Statements for Fiscal Year 2024 ending 31 December 2024, which have been audited by the Public Accounting Firm (KAP) Djoko, Sidik, & Indra pursuant to Report Number: 00126/2.0999/AU.1/06/0139-4/I/IV/2025 dated 8 April 2025 with an opinion of "fair in all material respects". b. The PUMK Program Financial Statements for Fiscal Year 2024 ending 31 December 2024, which have been audited by the Public Accounting Firm (KAP) Djoko, Sidik, & Indra pursuant to Report Number: 00130/2.0999/AU.2/11/0139-4/0/IV/2025 dated 8 April 2025 with an opinion of "fair in all material respects". 3. With the approval of the Company's Annual Report including the Board of Commissioners' Supervisory Duty Report, and the ratification of the Company's Financial Statements and the Financial Statements of the Micro and Small Business Funding Program (PUMK), all for Fiscal Year 2024 ending 31 December 2024, the GMS grants full discharge and release of liability (volledig acquit et de charge) to all members of the Board of Directors for their management actions and to all members of the Board of Commissioners for their supervisory actions carried out during Fiscal Year 2024 ending 31 December 2024, insofar as such actions do not constitute criminal acts and/or violations of applicable laws and regulations and legal procedures, and are reflected in the aforementioned reports.

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Agenda Kedua **Second Agenda**	
Agenda Agenda	Penetapan Penggunaan Laba Bersih Perseroan untuk Tahun Buku 2024; Determination of the Use of the Company's Net Profit for Fiscal Year 2024.
Hasil Keputusan Decision Results	Menetapkan penggunaan Laba Tahun Berjalan yang Dapat Diatribusikan kepada Pemilik Entitas Induk Perseroan Tahun Buku 2024 sebesar Rp193.873.273.327 (Seratus Sembilan Puluh Tiga Miliar Delapan Ratus Tujuh Puluh Tiga Juta Dua Ratus Tujuh Puluh Tiga Ribu Tiga Ratus Dua Puluh Tujuh Rupiah) seluruhnya sebagai laba ditahan untuk menutup akumulasi kerugian. To determine the use of the Current Year's Profit Attributable to the Owners of the Parent Entity of the Company for Fiscal Year 2024 amounting to Rp193,873,273,327 (one hundred ninety-three billion eight hundred seventy-three million two hundred seventy-three thousand three hundred twenty-seven rupiah), entirely as retained earnings to cover accumulated losses.
Agenda Ketiga **Third Agenda**	
Agenda Agenda	Penetapan Gaji/Honorarium berikut Fasilitas dan Tunjangan untuk Direksi dan Dewan Komisaris Perseroan Tahun Buku 2025 serta Tantiem/Insentif Kinerja/Insentif Khusus bagi anggota Direksi dan Dewan Komisaris Perseroan atas Kinerja Tahun Buku 2024; Determination of Salary/Honorarium along with Facilities and Allowances for the Company's Board of Directors and Board of Commissioners for Fiscal Year 2025, as well as Tantiem/Performance Incentive/ Special Incentive for members of the Board of Directors and Board of Commissioners for Fiscal Year 2024 performance.
Hasil Keputusan Decision Results	Penetapan Tantiem/Insentif Kinerja/Insentif Khusus Tahun Buku 2024, Gaji untuk Direksi dan Honorarium untuk Dewan Komisaris berikut Fasilitas dan Tunjangan Lainnya untuk Tahun 2025, akan ditetapkan secara tersendiri oleh Pemegang Saham Seri B. Determination of Tantiem/Performance Incentive/Special Incentive for Fiscal Year 2024, Salary for the Board of Directors and Honorarium for the Board of Commissioners along with Other Facilities and Allowances for 2025 shall be determined separately by the Series B Shareholders.
Agenda Keempat **Fourth Agenda**	
Agenda Agenda	Penetapan Kantor Akuntan Publik. (KAP) untuk Melaksanakan Audit Laporan Keuangan Konsolidasian, Audit Kepatuhan PSA 62, Audit Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) terkait Program Tanggung jawab Sosial dan Lingkungan, dan penerapan prosedur yang disepakati atas Laporan Hasil Evaluasi Kinerja KPI Korporat dan KPI Direksi Individual serta Laporan Evaluasi Komposit Risiko Tahun Buku 2025; Appointment of a Public Accounting Firm (KAP) to conduct the Consolidated Financial Statement Audit, PSA 62 Compliance Audit, Financial Statement Audit of the Micro and Small Business Funding Program (PUMK) related to the Corporate Social and Environmental Responsibility Program, and the application of agreed-upon procedures for the Corporate KPI and Individual Board of Directors KPI Performance Evaluation Report and the Composite Risk Evaluation Report for Fiscal Year 2025.

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Hasil Keputusan Decision Results	1) Menetapkan Kantor Akuntan Publik Djoko, Sidik, dan Indra sebagai Kantor Akuntan Publik yang akan melaksanakan Audit Laporan Keuangan Konsolidasian, Audit Kepatuhan PSA 62, Audit Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) terkait Program Tanggung Jawab Sosial dan Lingkungan dan penerapan prosedur yang disepakati atas Laporan Hasil Evaluasi Kinerja KPI Korporat dan KPI Direksi Individual serta Laporan Hasil Evaluasi Komposit Risiko Tahun Buku 2025; 2) Melimpahkan wewenang kepada Dewan Komisaris Perseroan untuk menetapkan besaran imbalan jasa Audit Kantor Akuntan Publik yang telah disetujui pada keputusan angka 1 (satu) di atas dan penambahan ruang lingkup pekerjaan yang diperlukan dan persyaratan lainnya yang wajar bagi Kantor Akuntan Publik tersebut; 3) Melimpahkan wewenang kepada Dewan Komisaris Perseroan setelah terlebih dahulu mendapatkan-persetujuan tertulis Pemegang Saham Seri B untuk menetapkan: a. Kantor Akuntan Publik pengganti apabila Kantor Akuntan Publik yang telah ditunjuk tidak dapat melanjutkan atau melaksanakan tugas karena sebab apapun; dan b. Kondisi persyaratan penunjukan dan honorarium Kantor Akuntan Publik pengganti. 1) To appoint the Public Accounting Firm of Djoko, Sidik, and Indra to conduct the Consolidated Financial Statement Audit, PSA 62 Compliance Audit, Financial Statement Audit of the Micro and Small Business Funding Program (PUMK) related to the Corporate Social and Environmental Responsibility Program, and the application of agreed-upon procedures for the Corporate KPI and Individual Board of Directors KPI Performance Evaluation Report, and the Composite Risk Evaluation Report for Fiscal Year 2025. 2) To delegate authority to the Company's Board of Commissioners to determine the amount of audit service fees for the Public Accounting Firm approved in resolution number 1 above, and any additional scope of work required, and other reasonable requirements for said Public Accounting Firm. 3) To delegate authority to the Company's Board of Commissioners, after first obtaining written approval from Series B Shareholders, to determine: a. A substitute Public Accounting Firm in the event that the appointed Public Accounting Firm is unable to continue or carry out its duties for any reason; and b. The terms and conditions for the appointment and honorarium of the substitute Public Accounting Firm.
Agenda Kelima Fifth Agenda	
Agenda Agenda	Laporan Realisasi Penggunaan Tambahan Dana Penyertaan Modal Negara Report on the Realization of the Use of Additional State Capital Injection Funds
Hasil Keputusan Decision Results	Menerima Laporan Realisasi Penggunaan Tambahan Dana Penyertaan Modal Negara (PMN) yang berasal dari APBN Tahun Anggaran 2015 dan 2024 untuk periode Tahun Buku 2024 dengan ketentuan semua kegiatan dan penggunaan telah sesuai dengan Kajian Bersama PMN dan Peraturan Menteri BUMN Nomor: PER-2/MBU/03/2024 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara, sepanjang tidak ditemukan adanya penyimpangan di kemudian hari. To accept the Report on the Realization of the Use of Additional State Capital Injection (PMN) funds from the State Budget for Fiscal Years 2015 and 2024 for the Fiscal Year 2024 period, provided that all activities and uses are in accordance with the Joint PMN Review and the Minister of SOEs Regulation Number: PER-2/MBU/03/2024 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, insofar as no deviations are found in the future.

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Agenda Keenam Sixth Agenda	
Agenda Agenda	Perubahan Anggaran Dasar Perseroan. Amendment to the Company's Articles of Association.
Hasil Keputusan Decision Results	1) Menyetujui perubahan pasal 4 ayat (3) Anggaran Dasar Perseroan dalam hal ini perubahan nama Pemegang Saham Perseroan yang sebelumnya adalah PT Biro Klasifikasi Indonesia (Persero) menjadi Perusahaan Perseroan (Persero) PT Danantara Asset Management, sehingga susunan Pemegang Saham Perseroan menjadi sebagai berikut: a. Negara Republik Indonesia sebanyak 1 (satu) lembar saham Seri A Dwiwarna dengan nilai nominal seluruhnya Rp1.000.000 (satu juta Rupiah); dan a. Perusahaan Perseroan (Persero) PT Danantara Asset Management sebanyak 9.129.899 (sembilan juta seratus dua puluh sembilan ribu delapan ratus sembilan puluh sembilan) lembar saham Seri B, dengan nilai nominal seluruhnya Rp9.129.899.000.000 (sembilan triliun seratus dua puluh sembilan miliar delapan ratus sembilan puluh sembilan juta Rupiah). 2) Memberikan kuasa dan wewenang kepada direksi dengan hak substitusi untuk melakukan segala tindakan yang diperlukan berkaitan dengan keputusan agenda Rapat ini, termasuk menyusun dan menyatakan kembali seluruh Anggaran Dasar dalam suatu Akta Notaris dan menyampaikan kepada instansi yang berwenang untuk mendapatkan persetujuan dan/atau tanda penerimaan pemberitahuan perubahan Anggaran Dasar Perseroan, melakukan segala sesuatu yang dipandang perlu dan berguna untuk keperluan tersebut dengan tidak ada satu pun yang dikecualikan, termasuk untuk mengadakan penambahan dan/atau perubahan dalam perubahan Anggaran Dasar tersebut jika hal tersebut dipersyaratkan oleh instansi yang berwenang. 1) To approve the amendment of Article 4 paragraph (3) of the Company's Articles of Association, namely the change of the Company's Shareholder name from PT Biro Klasifikasi Indonesia (Persero) to PT Danantara Asset Management (Persero), so that the Company's Shareholder composition becomes as follows: a. The Republic of Indonesia, holding 1 (one) Series A Dwiwarna share with a total nominal value of Rp1,000,000 (one million rupiah); and b. PT Danantara Asset Management (Persero), holding 9,129,899 (nine million one hundred twenty-nine thousand eight hundred ninety-nine) Series B shares with a total nominal value of Rp9,129,899,000,000 (nine trillion one hundred twenty-nine billion eight hundred ninety-nine million rupiah). 2) To grant power and authority to the Board of Directors with the right of substitution to take all necessary actions related to the resolutions of this Meeting's agenda, including to compile and re-declare the entire Articles of Association in a Notarial Deed and to submit it to the competent authority for approval and/or receipt of notification of the amendment to the Company's Articles of Association, to do all things deemed necessary and useful for such purposes without exception, including to make additions and/or amendments to the said amendment to the Articles of Association if required by the competent authority.

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GENERAL MEETING OF SHAREHOLDERS

Keputusan RUPS Sirkuler Tahun 2025
Resolution of Circular GMS Year 2025

Salinan
Akta Pernyataan
Persetujuan Menteri Badan Usaha Milik Negara
Selaku Rapat Umum Pemegang Saham Perusahaan Perseroan (Persero)
" PT Pelayaran Nasional Indonesia "
Nomor. 6
Tanggal 20 Maret 2025
Copy
Deed of Declaration
Approval of the Minister of State-Owned Enterprises As the General Meeting of Shareholders of a State-Owned Enterprise (Persero) "
PT Pelayaran Nasional Indonesia "
Number 6
Date: 20 March 2025

Agenda Agenda	Perubahan Struktur Permodalan pada Anggaran Dasar PT Pelayaran Nasional Indonesia (Persero) pasca Penyertaan Modal Negara Tahun Anggaran 2024 Amendment to the Capital Structure in the Articles of Association of PT Pelayaran Nasional Indonesia (Persero) following the State Capital Injection for Fiscal Year 2024
Hasil Keputusan Decision Results	1. Menyetujui pengeluaran saham dalam simpanan sebanyak 1.500.000 (satu juta lima ratus ribu) saham, masing-masing saham dengan nominal sebesar Rp1.000.000 (satu juta rupiah) sehingga seluruhnya seharga Rp1.500.000.000.000 (satu triliun lima ratus miliar rupiah) yang seluruhnya diambil bagian oleh Negara Republik Indonesia. 2. Menyetujui penambahan modal yang ditempatkan dan disetor pada Perseroan sebesar Rp1.500.000.000.000 (satu triliun lima ratus miliar rupiah) sehingga modal ditempatkan dan disetor yang semula sebesar Rp7.629.900.000.000 (tujuh triliun enam ratus dua puluh sembilan milyar sembilan ratus juta rupiah) menjadi sebesar Rp9.129.900.000.000 (sembilan triliun seratus dua puluh sembilan miliar sembilan ratus juta rupiah) yang bersumber dari Penambahan Penyertaan Modal Negara berdasarkan Peraturan Pemerintah Republik Indonesia Nomor 53 Tahun 2024 tentang Penambahan Penyertaan Modal Negara Republik Indonesia ke dalam Modal Saham Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia. 3. Mengubah Pasal 4 ayat (2) dan (3) Anggaran Dasar PT Pelayaran Nasional Indonesia (Persero) menjadi berbunyi sebagai berikut: **MODAL** **Pasal 4** 1. Dari modal dasar tersebut telah ditempatkan dan diambil bagian oleh Negara Republik Indonesia sebanyak 9.129.900 (sembilan juta seratus dua puluh sembilan ribu sembilan ratus) saham atau seluruhnya sebesar Rp9.129.900.000.000 (sembilan triliun seratus dua puluh sembilan miliar sembilan ratus juta rupiah). 2. 100% (seratus) persen dari nilai nominal setiap saham yang ditempatkan tersebut di atas, atau seluruhnya berjumlah sebesar Rp9.129.900.000.000 (sembilan triliun seratus dua puluh sembilan miliar sembilan ratus juta rupiah) telah disetor penuh oleh Negara Republik Indonesia (pemegang saham) dengan cara sebagai berikut: • Sebesar Rp7.629.900.000.000 (tujuh triliun enam ratus dua puluh sembilan miliar sembilan ratus juta rupiah) merupakan setoran modal lama sesuai dengan akta nomor 2, tanggal 07 April 2017, yang dibuat di hadapan Notaris Ida Adiningsih, Sarjana Hukum, yang telah memperoleh pengesahan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia Nomor: AHU-AH.01.03-0126086, tanggal 11 April 2017. • Sebesar Rp1.500.000.000.000 (satu triliun lima ratus miliar rupiah) yang berasal dari Anggaran Pendapatan dan Belanja Negara Tahun Anggaran 2024 sebagaimana ditetapkan dalam Peraturan Pemerintah Republik Indonesia Nomor 53 Tahun 2024. 3. Memberi kuasa dengan hak substitusi kepada Direksi PT Pelayaran Nasional Indonesia (Persero) untuk menyatakan segala sesuatu yang diputuskan dalam Keputusan ini, termasuk menyusun dan menyatakan kembali seluruh Anggaran Dasar dalam bentuk otentik di hadapan Notaris atau pejabat yang berwenang, dan melakukan penyesuaian atau perbaikan-perbaikan yang diperlukan apabila dipersyaratkan oleh pihak yang berwenang untuk memperoleh pengesahan atas perubahan anggaran dasar Perseroan dimaksud. 4. Mewajibkan Direksi Perseroan untuk melaporkan secara tertulis kepada kami atas pelaksanaan Keputusan ini

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	1. To approve the issuance of 1,500,000 (one million five hundred thousand) shares from the Company's treasury, each with a nominal value of Rp1,000,000 (one million rupiah), totaling Rp1,500,000,000,000 (one trillion five hundred billion rupiah), all of which are subscribed by the State of the Republic of Indonesia. 2. To approve the increase of the Company's issued and paid-up capital by Rp1,500,000,000,000 (one trillion five hundred billion rupiah), so that the issued and paid-up capital, which was originally Rp7,629,900,000,000 (seven trillion six hundred twenty-nine billion nine hundred million rupiah), becomes Rp9,129,900,000,000 (nine trillion one hundred twenty-nine billion nine hundred million rupiah), sourced from the Additional State Capital Injection pursuant to Government Regulation of the Republic of Indonesia Number 53 of 2024 concerning the Additional State Capital Injection of the Republic of Indonesia into the Share Capital of PT Pelayaran Nasional Indonesia (Persero). 3. To amend Article 4 paragraphs (2) and (3) of the Articles of Association of PT Pelayaran Nasional Indonesia (Persero) to read as follows: **CAPITAL** **Article 4** 1. From the authorized capital, a total of 9,129,900 (nine million one hundred twenty-nine thousand nine hundred) shares have been subscribed and taken up by the Republic of Indonesia, representing an aggregate value of Rp9,129,900,000,000 (nine trillion one hundred twenty-nine billion nine hundred million rupiah). 2. One hundred percent (100%) of the nominal value of the subscribed shares referred to above, amounting in total to Rp9,129,900,000,000 (nine trillion one hundred twenty-nine billion nine hundred million rupiah), has been fully paid by the Republic of Indonesia (the shareholder) as follows: • Rp7,629,900,000,000 (seven trillion six hundred twenty-nine billion nine hundred million rupiah) constitutes the existing capital contribution as stated in Deed Number 2 dated 7 April 2017, executed before Notary Ida Adiningsih, Bachelor of Law, and approved by the Minister of Law and Human Rights of the Republic of Indonesia under Decree Number AHU-AH.01.03-0126086 dated 11 April 2017. • Rp1,500,000,000,000 (one trillion five hundred billion rupiah) originates from the State Budget for Fiscal Year 2024, as stipulated in Government Regulation of the Republic of Indonesia Number 53 of 2024. 3. To grant authority, with the right of substitution, to the Board of Directors of PT Pelayaran Nasional Indonesia (Persero) to formalize all matters resolved under this Resolution, including restating and executing the entire Articles of Association in the form of a notarial deed before a Notary or other authorized official, and to make any adjustments or amendments required by the relevant authorities in order to obtain approval for the amendments to the Company's Articles of Association. 4. To require the Board of Directors of the Company to submit a written report to us on the implementation of this Resolution.

RAPAT UMUM PEMEGANG SAHAM
GENERAL MEETING OF SHAREHOLDERS

Salinan Akta Pernyataan Persetujuan Menteri Badan Usaha Milik Negara Selaku Rapat Umum Pemegang Saham Perusahaan Perseroan (Persero) " PT Pelayaran Nasional Indonesia " Nomor. 7 Tanggal 20 Maret 2025 Copy Deed of Declaration Approval of the Minister of State-Owned Enterprises As the General Meeting of Shareholders of a State-Owned Enterprise (Persero) "PT Pelayaran Nasional Indonesia " Number 7 Date: 20 March 2025	
Agenda Agenda	Perubahan Jenis Saham dan Perubahan Anggaran Dasar PT Pelayaran Nasional Indonesia (Persero) Change of Share Class and Amendment to the Articles of Association of PT Pelayaran Nasional Indonesia (Persero)
Hasil Keputusan Decision Results	1. Menetapkan perubahan jenis saham pada PT Pelayaran Nasional Indonesia (Persero) yang semula tanpa Seri menjadi terdiri dari saham Seri A Dwiwarna dan saham Seri B. 2. Menetapkan hak-hak istimewa saham Seri A Dwiwarna yang tidak dimiliki oleh saham Seri B, yaitu hak untuk melakukan: a. Hak untuk menyetujui dalam RUPS; b. Hak untuk mengusulkan agenda RUPS; c. Hak untuk meminta dan mengakses data dan dokumen Perusahaan sesuai dengan peraturan perundang-undangan; d. Hak untuk menetapkan pedoman/kebijakan strategis dalam bidang: 1) Akuntansi dan Keuangan; 2) Pengembangan dan Investasi; 3) Operasional dan pengadaan barang dan/atau jasa; 4) Informasi teknologi; 5) Sumber daya manusia; 6) Manajemen risiko dan pengawasan internal; 7) Hukum dan Kepatuhan; 8) Program Tanggung Jawab Sosial dan Lingkungan; dan 9) Program *Environmental, Social and Governance* (ESG) e. Hak untuk mengangkat dan memberhentikan Direksi dan Dewan Komisaris atas persetujuan Presiden. Dengan mekanisme penggunaan hak dimaksud sesuai dengan ketentuan dalam Anggaran dasar dan peraturan perundang-undangan. 3. Mengubah Pasal 4 ayat (1), dan ayat (2), menambah satu ayat pada pasal 4 yaitu ayat (11), mengubah Pasal 5 secara keseluruhan Anggaran Dasar PT pelayaran Nasional Indonesia (Perseroan) untuk disesuaikan dengan angka 1, angka 2, dan angka 3 tersebut di atas, menjadi berbunyi sebagai berikut: **MODAL** **Pasal 4** 1. Modal Dasar Perseroan ini sebesar Rp13.000.000.000.000 (tiga belas triliun rupiah) yang terbagi atas: a. 1 (satu) saham seri A Dwiwarna dengan nilai nominal sebesar Rp1.000.000 (satu juta rupiah); dan b. 12.999.999 (dua belas juta sembilan ratus sembilan puluh sembilan ribu sembilan ratus sembilan puluh sembilan) saham Seri B, masing-masing dengan nilai nominal sebesar Rp1.000.000 (satu juta rupiah) atau seluruhnya dengan jumlah nilai nominal Rp12.999.999.000.000 (dua belas triliun sembilan ratus sembilan puluh sembilan miliar sembilan- ratus sembilan puluh sembilan juta rupiah). 2. Dari modal dasar tersebut telah ditempatkan dan diambil bagian oleh Negara Republik Indonesia sejumlah 9.129.900 (sembilan juta seratus dua puluh sembilan ribu sembilan ratus) lembar saham dengan nilai- nominal seluruhnya sebesar Rp9.129.900.000.000 (sembilan triliun seratus dua puluh sembilan miliar sembilan ratus juta rupiah), yang- terdiri dari: a. 1 (satu) saham seri A Dwiwarna dengan nilai nominal seluruhnya Rp1.000.000 (satu juta rupiah); dan b. 9.129.899 (sembilan juta seratus dua puluh sembilan ribu delapan ratus sembilan puluh sembilan) saham seri B, masing- masing dengan nilai nominal Rp1.000.000 (satu juta rupiah) atau seluruhnya dengan nilai nominal Rp9.129.899.000.000 (sembilan triliun seratus dua puluh sembilan miliar delapan ratus sembilan puluh Sembilan juta rupiah). 11. Rapat Umum Pemegang Saham sebagaimana dimaksud dalam Pasal ini harus dihadiri oleh Pemegang Saham Seri A Dwiwarna dan Keputusan rapat tersebut harus disetujui oleh Pemegang Saham Seri A Dwiwarna.

RAPAT UMUM PEMEGANG SAHAM
GENERAL MEETING OF SHAREHOLDERS

SAHAM
Pasal 5

1. Saham-saham Perseroan adalah saham-saham atas nama dan dikeluarkan atas nama pemiliknya yang terdaftar dalam Daftar Pemegang Saham yang terdiri dari:
   a. Saham Seri A Dwiwarna yang hanya khusus dapat dimiliki Negara Republik Indonesia, dan
   b. Saham Seri B yang dapat dimiliki oleh Negara Republik Indonesia dan/atau masyarakat.
2. Dalam Anggaran Dasar yang dimaksud dengan "saham" ialah saham Seri A Dwiwarna, saham Seri B, yang dimaksud dengan "Pemegang Saham" ialah pemegang saham Seri A Dwiwarna dan pemegang saham Seri B, kecuali apabila dengan tegas dinyatakan lain.
3. Perseroan hanya mengakui seorang atau satu badan hukum sebagai pihak yang berwenang menjalankan hak-hak yang diberikan oleh hukum atas saham.
4. a. Sepanjang dalam Anggaran Dasar tidak ditetapkan lain, maka Pemegang Saham Seri A Dwiwarna, Pemegang Saham Seri B mempunyai hak yang sama dan setiap 1 (satu) saham memberikan 1 (satu) hak suara;
   b. Menurut Anggaran Dasar ini, Saham Seri A Dwiwarna adalah saham yang memberikan kepada pemegangnya hak-hak istimewa yang ditetapkan dalam Anggaran Dasar ini dan hanya dimiliki khusus oleh c. Negara Republik Indonesia sebagai Pemegang Saham Seri A Dwiwarna;
   c. Hak-hak istimewa saham Seri A Dwiwarna yang dimaksud huruf b adalah mengenai hal-hal sebagai berikut:
      c.1 Hak untuk menyetujui dalam RUPS;
      c.2 Hak untuk mengusulkan agenda RUPS;
      c.3 Hak untuk meminta dan mengakses data dan dokumen perusahaan sesuai dengan peraturan perundang-undangan;
      c. 4 Hak untuk menetapkan pedoman/kebijakan strategis dalam bidang:
         c.4.1 Akuntansi dan Keuangan;
         c.4.2 Pengembangan dan Investasi;
         c.4.3 Operasional dan pengadaan barang dan/atau jasa;
         c.4.4 Informasi teknologi;
         c.4.5 Sumber daya manusia;
         c.4.6 Manajemen risiko dan pengawasan internal;
         c.4.7 Hukum dan kepatuhan;
         c.4.8 Program tanggung jawab sosial dan lingkungan; dan;
         c.4.9 Program environmental, social and governance (ESG).
         c.5 Hak untuk mengangkat dan memberhentikan Direksi dan Dewan Komisaris atas persetujuan Presiden;
         dengan mekanisme penggunaan hak dimaksud sesuai dengan ketentuan dalam Anggaran Dasar dan peraturan perundang-undangan.
5. Jikalau suatu saham pindah tangan karena warisan atau didasarkan sebab-sebab lain menjadi milik lebih dari 1 (satu) orang, maka mereka yang memiliki bersama-sama tersebut diwajibkan untuk menunjuk seorang diantara mereka dan yang ditunjuk itulah yang dicatat sebagai wakil mereka bersama dalam Daftar Pemegang Saham, yang berhak untuk mempergunakan hak-hak yang diberikan oleh hukum kepada saham tersebut.
6. Dalam hal para pemilik bersama itu lalai untuk memberitahukan secara tertulis kepada Perseroan mengenai penunjukan wakil bersama itu, Perseroan memperlakukan Pemegang Saham yang namanya terdaftar dalam Daftar Pemegang Saham Perseroan sebagai satu-satunya pemegang yang sah atas saham (saham) tersebut.
7. Setiap Pemegang Saham menurut hukum harus tunduk kepada Anggaran Dasar Perusahaan dan semua keputusan yang diambil dengan sah dalam Rapat Umum Pemegang Saham serta peraturan perundang-undangan.

RAPAT UMUM PEMEGANG SAHAM
GENERAL MEETING OF SHAREHOLDERS

	1. To determine the change of share class at PT Pelayaran Nasional Indonesia (Persero) from originally without Series to consisting of Series A Dwiwarna shares and Series B shares. 2. To establish the special rights of Series A Dwiwarna shares not held by Series B shares, namely the right to: a. The right to approve at the GMS. b. The right to propose the GMS agenda. c. The right to request and access Company data and documents in accordance with applicable laws and regulations. d. The right to establish strategic guidelines/policies in the following areas: 1) Accounting and Finance; 2) Development and Investment; 3) Operational and procurement of goods and/or services; 4) Information technology; 5) Human resources; 6) Risk management and internal supervision; 7) Law and Compliance; 8) Corporate Social and Environmental Responsibility Program; and 9) Environmental, Social and Governance (ESG) Program e. The right to appoint and dismiss the Board of Directors and Board of Commissioners with the approval of the President. The exercise of such rights shall be undertaken in accordance with the procedures set forth in the Articles of Association and the applicable laws and regulations. 3. To amend Article 4 paragraphs (1) and (2), add one paragraph to Article 4 namely paragraph (11), and amend Article 5 in its entirety in the Articles of Association of PT Pelayaran Nasional Indonesia (Persero) to align with items 1, 2, and 3 above, to read as follows: **CAPITAL** **Article 4** 1. The authorized capital of the Company is Rp13,000,000,000,000 (thirteen trillion rupiah), divided into: a. 1 (one) Series A Dwiwarna share with a nominal value of Rp1,000,000 (one million rupiah); and b. 12,999,999 (twelve million nine hundred ninety-nine thousand nine hundred ninety-nine) Series B shares, each having a nominal value of Rp1,000,000 (one million rupiah), with an aggregate nominal value of Rp12,999,999,000,000 (twelve trillion nine hundred ninety-nine billion nine hundred ninety-nine million rupiah). 2. From the authorized capital, a total of 9,129,900 (nine million one hundred twenty-nine thousand nine hundred) shares have been subscribed and taken up by the Republic of Indonesia, with an aggregate nominal value of Rp9,129,900,000,000 (nine trillion one hundred twenty-nine billion nine hundred million rupiah), consisting of: a. 1 (one) Series A Dwiwarna share with a total nominal value of Rp1,000,000 (one million rupiah); and b. 9,129,899 (nine million one hundred twenty-nine thousand eight hundred ninety-nine) Series B shares, each having a nominal value of Rp1,000,000 (one million rupiah), with an aggregate nominal value of Rp9,129,899,000,000 (nine trillion one hundred twenty-nine billion eight hundred ninety-nine million rupiah).

RAPAT UMUM PEMEGANG SAHAM
GENERAL MEETING OF SHAREHOLDERS

SHARES
Article 5

1. The Company's shares are registered shares issued in the name of their owners as registered in the Shareholders Register, consisting of:
   a. Series A Dwiwarna shares which may only be owned by the State of the Republic of Indonesia, and
   b. Series B shares which may be owned by the State of the Republic of Indonesia and/or the public.
2. In these Articles of Association, "shares" refers to Series A Dwiwarna shares and Series B shares, and "Shareholders" refers to Series A Dwiwarna shareholders and Series B shareholders, unless expressly stated otherwise.
3. The Company only recognizes one person or one legal entity as the party authorized to exercise the rights granted by law over the shares.
4. a. Unless otherwise stipulated in the Articles of Association, Series A Dwiwarna Shareholders and Series B Shareholders shall have equal rights, and each 1 (one) share shall carry 1 (one) voting right.
   b. According to these Articles of Association, Series A Dwiwarna shares are shares that grant their holder the special rights stipulated in these Articles of Association and are owned exclusively by the State of the Republic of Indonesia as the Series A Dwiwarna Shareholder.
   c. The special rights of Series A Dwiwarna shares referred to in point b concern the following matters:
      c.1 The right to approve at the GMS;
      c.2 The right to propose the GMS agenda;
      c.3 The right to request and access company data and documents in accordance with applicable laws and regulations;
      c.4 The right to establish strategic guidelines/policies in the following areas:
         c.4.1 Accounting and finance
         c.4.2 Development and Investment;
         c.4.3 Operational and procurement of goods and/or services;
         c.4.4 Information technology;
         c.4.5 Human resources;
         c.4.6 Risk management and internal supervision;
         c.4.7 Law and compliance;
         c.4.8 Corporate social and environmental responsibility program; and
         c.4.9 Environmental, Social and Governance (ESG) program.
      c.5 The right to appoint and dismiss the Board of Directors and Board of Commissioners with the approval of the President;
      The exercise of such rights shall be carried out in accordance with the procedures set forth in the Articles of Association and the applicable laws and regulations.
5. In the event that any share is transferred by inheritance or otherwise becomes jointly owned by more than one person, the joint owners shall appoint one among them to act as their representative. Such appointed representative shall be recorded in the Register of Shareholders as the joint representative and shall be entitled to exercise all rights attached to the share(s) as provided by law.
6. If the joint owners fail to notify the Company in writing of the appointment of such joint representative, the Company shall recognize the shareholder whose name is recorded in the Company's Register of Shareholders as the sole lawful holder of the relevant share(s).
7. Every shareholder shall be bound by and comply with the Company's Articles of Association, all resolutions validly adopted by the General Meeting of Shareholders, and the prevailing laws and regulations.

RAPAT UMUM PEMEGANG SAHAM
GENERAL MEETING OF SHAREHOLDERS

Salinan Akta Pernyataan Persetujuan Menteri Badan Usaha Milik Negara Selaku Rapat Umum Pemegang Saham Perusahaan Perseroan (Persero) " PT Pelayaran Nasional Indonesia " Nomor. 1 Tanggal 11 April 2025 Copy Deed of Declaration Approval of the Minister of State-Owned Enterprises As the General Meeting of Shareholders of a State-Owned Enterprise (Persero) "PT Pelayaran Nasional Indonesia " Number 1 Date: 11 April 2025	
Agenda Agenda	Persetujuan Pengalihan Saham PT Pelayaran Nasional Indonesia (Persero) Approval of Share Transfer of PT Pelayaran Nasional Indonesia (Persero)
Hasil Keputusan Decision Results	1. Menyetujui pengalihan seluruh saham Seri B milik Negara Republik Indonesia pada Perseroan kepada PT Biro Klasifikasi Indonesia (Persero) untuk dijadikan sebagai tambahan penyertaan modal Negara Republik Indonesia pada PT Biro Klasifikasi Indonesia (Persero) sebanyak 9.129.899 (sembilan juta seratus dua puluh sembilan ribu delapan ratus sembilan- puluh sembilan) lembar saham dengan nilai sementara sesuai Peraturan Pemerintah Nomor 15 Tahun 2025 senilai Rp9.129.899.000.000 (sembilan triliun seratus dua puluh sembilan miliar delapan ratus sembilan puluh sembilan juta rupiah), dengan masing-masing saham bernilai nominal Rp1.000.000 (satu juta rupiah). 2. Nilai definitif dari pengalihan saham sebagaimana dimaksud angka 1 ditetapkan setelah diterbitkannya penetapan dari Menteri BUMN. 3. Dengan pengalihan sebagaimana dimaksud angka 1, maka Pemegang Saham Perseroan adalah Negara Republik Indonesia dan PT Biro Klasifikasi Indonesia (Persero). 4. Memberi kuasa dengan hak substitusi kepada Direksi Perseroan untuk menuangkan dan menyatakan segala sesuatu yang diputuskan dalam surat ini dalam bentuk akta notaris serta menghadap Notaris atau pejabat yang berwenang lainnya, dan melakukan penyesuaian atau perbaikan perbaikan yang diperlukan apabila dipersyaratkan oleh pihak yang berwenang untuk keperluan pelaksanaan isi keputusan dalam surat ini. 1. To approve the transfer of all Series B shares owned by the Republic of Indonesia in the Company to PT Biro Klasifikasi Indonesia (Persero), to be treated as an additional capital contribution of the Republic of Indonesia to PT Biro Klasifikasi Indonesia (Persero), comprising 9,129,899 (nine million one hundred twenty-nine thousand eight hundred ninety-nine) shares with a provisional value, in accordance with Government Regulation Number 15 of 2025, of Rp9,129,899,000,000 (nine trillion one hundred twenty-nine billion eight hundred ninety-nine million rupiah), with each share having a nominal value of Rp1,000,000 (one million rupiah). 2. The final value of the share transfer referred to in item 1 shall be determined upon the issuance of a determination by the Minister of State-Owned Enterprises. 3. Following the transfer referred to in item 1, the shareholders of the Company shall be the Republic of Indonesia and PT Biro Klasifikasi Indonesia (Persero). 4. To grant authority, with the right of substitution, to the Board of Directors of the Company to set forth and formalize all matters resolved in this letter in the form of a notarial deed, to appear before a Notary or other authorized official, and to make any adjustments or amendments required by the competent authorities for the purpose of implementing the resolutions contained in this letter.

RAPAT UMUM PEMEGANG SAHAM
GENERAL MEETING OF SHAREHOLDERS

Salinan
Akta Pernyataan
Keputusan Para Pemegang Saham Perusahaan Perseroan (Persero)
"PT Pelayaran Nasional Indonesia "
Nomor. 4
Tanggal 17 April 2025
Copy
Deed of Declaration
Resolution of Shareholders of a State-Owned Enterprise (Persero)
"PT Pelayaran Nasional Indonesia "
Number 4
Date: 17 April 2025

Agenda Agenda	Perubahan Anggaran Dasar Amendment to the Articles of Association
Hasil Keputusan Decision Results	KESATU: Menyetujui perubahan struktur pemegang saham Perseroan sebagai akibat dari pengalihan seluruh saham seri B Negara Republik Indonesia kepada dan dalam rangka penambahan penyertaan modal Negara Republik Indonesia pada PT Biro Klasifikasi Indonesia (Persero) yakni 9.129.899 (sembilan juta seratus dua puluh sembilan ribu delapan ratus sembilan puluh sembilan) lembar saham Seri B dengan nilai nominal sebesar Rp1.000.000 (satu juta rupiah) per lembar saham dengan nilai total Rp9.129.899.000.000 (sembilan triliun seratus dua puluh sembilan miliar delapan ratus sembilan puluh sembilan juta rupiah); KEDUA: Perubahan struktur pemegang saham sebagaimana dimaksud diktum KESATU meliputi pemenuhan total modal ditempatkan dan disetor Perseroan sejumlah Rp9.129.900.000.000 (sembilan triliun seratus dua puluh sembilan miliar sembilan ratus juta rupiah) oleh para pemegang saham sebagai berikut: 1. Rp 1.000.000,00 (satu juta rupiah) oleh Negara RI merupakan setoran modal lama Saham Seri A Dwiwarna. 2. Rp 9.129.899.000.000 (sembilan triliun seratus dua puluh sembilan miliar delapan ratus sembilan puluh sembilan juta rupiah) oleh PT Biro Klasifikasi Indonesia (Persero) merupakan setoran modal yang berasal dari pengalihan seluruh saham Seri B Negara RI pada Perseroan. KETIGA Menyetujui perubahan ketentuan mengenai kewenangan Direksi PT Pelayaran Nasional Indonesia (Persero) untuk menetapkan kebijakan kepengurusan Perseroan dengan ketentuan bahwa terhadap kebijakan di bidang Akuntansi dan Keuangan, Pengembangan dan Investasi, Operasional dan Pengadaan barang dan/atau jasa, Informasi Teknologi, Sumber Daya Manusia, Manajemen Risiko dan Pengawasan Internal, Hukum dan Kepatuhan, Program tanggung jawab sosial dan lingkungan, dan- program *Environmental, Social and Governance* (ESG), agar selalu- selaras dan sesuai dengan kebijakan dan peraturan yang berlaku pada Pemegang Saham Seri B terbanyak, Direksi wajib berpedoman pada kebijakan yang ditetapkan oleh Pemegang Saham Seri A Dwiwarna atau yang diberikan kuasa. KEEMPAT Menyetujui perubahan Pasal 4 ayat (2) dan ayat (3), Pasal 11 ayat (2) huruf a angka 1 Anggaran Dasar Perseroan menjadi berbunyi sebagai berikut: **MODAL** **Pasal 4** 2. Dari modal dasar tersebut telah ditempatkan dan diambil bagian oleh Para Pemegang Saham sebanyak 9.129.900 (sembilan juta seratus dua puluh sembilan ribu sembilan ratus) lembar saham dengan nilai nominal seluruhnya sebesar Rp9.129.900.000.000 (sembilan triliun seratus dua puluh sembilan miliar sembilan ratus juta rupiah) yang terdiri dari: a. 1 (satu) lembar saham seri A Dwiwarna dengan nilai nominal seluruhnya Rp1.000.000 (satu juta rupiah);- dan b. 9.129.899 (sembilan juta seratus dua puluh sembilan ribu delapan ratus sembilan puluh sembilan) lembar saham seri B, masing-masing dengan nilai nominal sebesar Rp1.000.000 (satu juta rupiah), sehingga keseluruhannya menjadi senilai Rp 9.129.899.000.000 (sembilan triliun seratus dua puluh sembilan miliar delapan ratus sembilan puluh sembilan juta rupiah); 3. 100% (seratus persen) dari nilai nominal setiap saham yang ditempatkan tersebut di atas, atau seluruhnya berjumlah Rp 9.129.900.000.000 (sembilan triliun seratus dua puluh sembilan miliar sembilan ratus juta rupiah) telah disetor penuh oleh Para Pemegang Saham dengan perincian sebagai berikut:- a. Negara Republik Indonesia sebanyak 1 (satu) lembar saham seri A Dwiwarna dengan nilai nominal seluruhnya Rp1.000.000 (satu juta rupiah); dan b. PT Biro Klasifikasi Indonesia (Persero) sebanyak 9.129.899 (sembilan juta seratus dua puluh sembilan ribu delapan ratus sembilan puluh sembilan) lembar saham seri B, masing-masing dengan nilai nominal sebesar Rp1.000.000 (satu juta rupiah), sehingga keseluruhannya menjadi senilai Rp9.129.899.000.000 (sembilan triliun seratus dua puluh sembilan miliar delapan ratus sembilan puluh sembilan juta rupiah).

RAPAT UMUM PEMEGANG SAHAM
GENERAL MEETING OF SHAREHOLDERS

TUGAS, WEWENANG DAN KEWAJIBAN DIREKSI
Pasal 11

2. Dalam melaksanakan tugas sebagaimana dimaksud pada ayat- 1 Pasal ini, maka:
   a. Direksi berwenang untuk:
      1) Menetapkan kebijakan kepengurusan Perseroan dengan ketentuan bahwa terhadap kebijakan di bidang Akuntansi dan Keuangan, Pengembangan dan Investasi, Operasional dan Pengadaan barang dan/atau jasa, Informasi Teknologi, Sumber Daya Manusia, Manajemen Risiko dan Pengawasan Internal, Hukum dan Kepatuhan, Program tanggung jawab sosial dan lingkungan, dan program *Environmental, Social and Governance* (ESG), serta kebijakan strategis lainnya agar selalu selaras dan sesuai dengan kebijakan dan peraturan yang berlaku pada pemegang saham seri B terbanyak, Direksi wajib berpedoman pada kebijakan yang ditetapkan oleh Pemegang Saham Seri A, Dwiwarna atau yang diberikan kuasa;

KELIMA
Memberi kuasa kepada Direksi Perseroan dengan hak substitusi untuk menuangkan dan menyatakan segala sesuatu yang diputuskan dalam surat keputusan ini, termasuk menyusun dan menyatakan kembali seluruh Anggaran Dasar dalam bentuk akta notaris serta menghadap Notaris atau pejabat yang berwenang lainnya, dan melakukan penyesuaian atau perbaikan-perbaikan yang diperlukan apabila dipersyaratkan oleh pihak yang berwenang untuk keperluan pelaksanaan isi Keputusan dalam surat Keputusan ini.

KEENAM
Keputusan ini mulai berlaku pada tanggal ditetapkan, yaitu tanggal Pemegang Saham yang terakhir menandatangani, dengan ketentuan bahwa apabila di kemudian hari terdapat kekeliruan di dalamnya akan diadakan pembetulan seperlunya.

FIRST
To approve the change in the Company's shareholder structure as a result of the transfer of all Series B shares of the State of the Republic of Indonesia to PT Biro Klasifikasi Indonesia (Persero) in the framework of additional State capital injection, namely 9,129,899 (nine million one hundred twenty-nine thousand eight hundred ninety-nine) Series B shares with a nominal value of Rp1,000,000 (one million rupiah) per share, with a total value of Rp9,129,899,000,000 (nine trillion one hundred twenty-nine billion eight hundred ninety-nine million rupiah).

SECOND
The change in shareholder structure as referred to in the FIRST dictum includes the fulfillment of the Company's total issued and paid-up capital of Rp9,129,900,000,000 (nine trillion one hundred twenty-nine billion nine hundred million rupiah) by the shareholders as follows:
a. Rp1,000,000 (one million rupiah) by the State of the Republic of Indonesia constitutes the original paid-up capital for the Series A Dwiwarna Share.
b. Rp9,129,899,000,000 (nine trillion one hundred twenty-nine billion eight hundred ninety-nine million rupiah) by PT Biro Klasifikasi Indonesia (Persero) constitutes paid-up capital originating from the transfer of all Series B shares of the State of RI in the Company.

THIRD
To approve the amendment of the provisions concerning the authority of the Board of Directors of PT Pelayaran Nasional Indonesia (Persero) to establish company management policies, with the provision that policies in the areas of Accounting and Finance, Development and Investment, Operations and Procurement of goods and/or services, Information Technology, Human Resources, Risk Management and Internal Supervision, Law and Compliance, Corporate Social and Environmental Responsibility Program, and Environmental, Social and Governance (ESG) program shall always be aligned with the policies and regulations applicable to the majority Series B Shareholders, and the Board of Directors shall be guided by the policies established by the Series A Dwiwarna Shareholders or their authorized representatives.

FOURTH
To approve the amendment of Article 4 paragraphs (2) and (3), and Article 11 paragraph (2) letter a item 1 of the Company's Articles of Association, to read as follows:

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CAPITAL
Article 4

2. From the authorized capital, a total of 9,129,900 (nine million one hundred twenty-nine thousand nine hundred) shares have been subscribed and taken up by the Shareholders, with an aggregate nominal value of Rp9,129,900,000,000 (nine trillion one hundred twenty-nine billion nine hundred million rupiah), consisting of:
   a. 1 (one) Series A Dwiwarna share with a total nominal value of Rp1,000,000 (one million rupiah); and
   b. 9,129,899 (nine million one hundred twenty-nine thousand eight hundred ninety-nine) Series B shares, each having a nominal value of Rp1,000,000 (one million rupiah), with an aggregate nominal value of Rp9,129,899,000,000 (nine trillion one hundred twenty-nine billion eight hundred ninety-nine million rupiah).
3. One hundred percent (100%) of the nominal value of all subscribed shares referred to above, amounting in total to Rp9,129,900,000,000 (nine trillion one hundred twenty-nine billion nine hundred million rupiah), has been fully paid up by the Shareholders, as follows:
   a. The Republic of Indonesia, holding 1 (one) Series A Dwiwarna share with a total nominal value of Rp1,000,000 (one million rupiah); and
   b. PT Biro Klasifikasi Indonesia (Persero), holding 9,129,899 (nine million one hundred twenty-nine thousand eight hundred ninety-nine) Series B shares, each having a nominal value of Rp1,000,000 (one million rupiah), with an aggregate nominal value of Rp9,129,899,000,000 (nine trillion one hundred twenty-nine billion eight hundred ninety-nine million rupiah).

DUTIES, AUTHORITIES, AND OBLIGATIONS OF THE BOARD OF DIRECTORS
Article 11

2. In carrying out its duties as referred to in paragraph (1) of this Article:
   a. The Board of Directors shall have the authority to:
      1) Determine the management policies of the Company, provided that, with respect to policies in the areas of Accounting and Finance, Business Development and Investment, Operations and Procurement of Goods and/or Services, Information Technology, Human Resources, Risk Management and Internal Control, Legal and Compliance, Social and Environmental Responsibility Programs, Environmental, Social and Governance (ESG) Programs, and other strategic policies, the Board of Directors shall ensure that such policies remain aligned with and comply with the policies and regulations applicable to the majority holder of Series B shares. In this regard, the Board of Directors shall be guided by the policies established by, or through a proxy authorized by, the holder of the Series A Dwiwarna share.

FIFTH
To grant power of attorney to the Company's Board of Directors with the right of substitution to document and declare all matters resolved in this decree, including to compile and re-declare the entire Articles of Association in the form of a notarial deed and to appear before a Notary or other authorized official, and to make any necessary adjustments or corrections as may be required by the competent authority for the implementation of the contents of this Decree.

SIXTH
This Resolution shall come into force on the date of determination, namely the date of the last Shareholder's signature, with the provision that should any error be found in the future, corrections shall be made as necessary.

RAPAT UMUM PEMEGANG SAHAM
GENERAL MEETING OF SHAREHOLDERS

Akta Pernyataan keputusan Rapat Umum Pemegang Saham Perusahaan Perseroan (Perseroan) PT Pelayaran Nasional Indonesia Nomor 10 Tanggal 4 Juli 2025 Deed of Declaration of Resolution General Meeting of Shareholders of a State-Owned Enterprise (Persero) PT Pelayaran Nasional Indonesia Number 10 Date: 4 July 2025	
Agenda Agenda	Perubahan Anggaran Dasar Perseroan. Amendment to the Company's Articles of Association.
Hasil Keputusan Decision Results	**AGENDA 6** **PERUBAHAN ANGGARAN DASAR PERSEROAN.** **KEPUTUSAN RUPS AGENDA 6** 1) Menyetujui perubahan pasal 4 ayat (3) Anggaran Dasar Perseroan dalam hal ini perubahan nama Pemegang Saham Perseroan yang sebelumnya adalah PT Biro Klasifikasi Indonesia (Persero) menjadi Perusahaan Perseroan (Persero) PT Danantara Asset Management, sehingga susunan Pemegang Saham Perseroan menjadi sebagai berikut: a. Negara Republik Indonesia sebanyak 1 (satu) lembar saham Seri A Dwiwarna dengan nilai nominal seluruhnya Rp1.000.000 (satu juta Rupiah); dan b. Perusahaan Perseroan (Persero) PT Danantara Asset Management sebanyak 9.129.899 (sembilan juta seratus dua puluh sembilan ribu delapan ratus sembilan puluh sembilan) lembar saham Seri B, dengan nilai nominal seluruhnya Rp9.129.899.000.000 (sembilan triliun seratus dua puluh sembilan miliar delapan ratus sembilan puluh sembilan juta Rupiah). 2) Memberikan kuasa dan wewenang kepada Direksi dengan hak substitusi untuk melakukan segala tindakan yang diperlukan berkaitan dengan keputusan agenda Rapat ini, termasuk menyusun dan menyatakan kembali seluruh Anggaran Dasar dalam suatu Akta Notaris dan menyampaikan kepada instansi yang berwenang untuk mendapatkan persetujuan dan/atau tanda penerimaan pemberitahuan perubahan Anggaran Dasar Perseroan, melakukan segala sesuatu yang dipandang perlu dan berguna untuk keperluan tersebut dengan tidak ada satu pun yang dikecualikan, termasuk untuk mengadakan penambahan dan/atau perubahan dalam perubahan Anggaran Dasar tersebut jika hal tersebut dipersyaratkan oleh instansi yang berwenang. Sehingga selanjutnya, Pasal 4 ayat (3) Anggaran Dasar Perseroan menjadi berbunyi sebagai berikut: **MODAL** **Pasal 4** 100% (seratus persen) dari nilai nominal setiap saham yang ditempatkan tersebut di atas, atau seluruhnya berjumlah Rp9.129.900.000.000 (sembilan triliun seratus dua puluh sembilan miliar sembilan ratus juta Rupiah) telah disetor penuh oleh Para Pemegang Saham dengan perincian sebagai berikut: 1. Negara Republik Indonesia sebanyak 1 (satu) lembar saham Seri A Dwiwarna dengan nilai nominal seluruhnya Rp1.000.000 (satu juta Rupiah); dan 2. Perusahaan Perseroan (Persero) PT Danantara Asset Management sebanyak 9.129.899 (sembilan juta seratus dua puluh sembilan ribu delapan ratus sembilan puluh sembilan) lembar saham Seri B, masing-masing dengan nilai nominal Rp1.000.000,00 (satu juta Rupiah), sehingga seluruhnya menjadi senilai Rp9.129.899.000.000 (sembilan triliun seratus dua puluh sembilan miliar delapan ratus sembilan puluh sembilan juta Rupiah).

RAPAT UMUM PEMEGANG SAHAM
GENERAL MEETING OF SHAREHOLDERS

	AGENDA 6 **AMENDMENT TO THE COMPANY'S ARTICLES OF ASSOCIATION.** **GMS RESOLUTION AGENDA 6** 1) To approve the amendment of Article 4 paragraph (3) of the Company's Articles of Association, namely the change of the Company's Shareholder name from PT Biro Klasifikasi Indonesia (Persero) to PT Danantara Asset Management (Persero), so that the Company's Shareholder composition becomes as follows: a. The Republic of Indonesia, holding 1 (one) Series A Dwiwarna share with a total nominal value of Rp1,000,000 (one million rupiah); and b. PT Danantara Asset Management (Persero), holding 9,129,899 (nine million one hundred twenty-nine thousand eight hundred ninety-nine) Series B shares with a total nominal value of Rp9,129,899,000,000 (nine trillion one hundred twenty-nine billion eight hundred ninety-nine million rupiah). 2) To grant power and authority to the Board of Directors with the right of substitution to take all necessary actions related to the resolutions of this Meeting's agenda, including to compile and re-declare the entire Articles of Association in a Notarial Deed and to submit it to the competent authority for approval and/or receipt of notification of the amendment to the Company's Articles of Association, to do all things deemed necessary and useful for such purposes without exception, including to make additions and/or amendments to the said amendment to the Articles of Association if required by the competent authority. As a result, Article 4 paragraph (3) of the Company's Articles of Association shall read as follows: **CAPITAL** **Article 4** One hundred percent (100%) of the nominal value of all subscribed shares referred to above, amounting in total to Rp9,129,900,000,000 (nine trillion one hundred twenty-nine billion nine hundred million rupiah), has been fully paid up by the Shareholders, as follows: 1. The Republic of Indonesia, holding 1 (one) Series A Dwiwarna share with a total nominal value of Rp1,000,000 (one million rupiah); and 2. PT Danantara Asset Management (Persero), holding 9,129,899 (nine million one hundred twenty-nine thousand eight hundred ninety-nine) Series B shares, each having a nominal value of Rp1,000,000 (one million rupiah), with an aggregate nominal value of Rp9,129,899,000,000 (nine trillion one hundred twenty-nine billion eight hundred ninety-nine million rupiah).

RAPAT UMUM PEMEGANG SAHAM
GENERAL MEETING OF SHAREHOLDERS

Salinan
Akta Pernyataan Keputusan
Para Pemegang Saham Perusahaan Perseroan (Persero)
"PT Pelayaran Nasional Indonesia"
Nomor: 4.
Tanggal: 15 Desember 2025
Copy
Deed of Declaration of Resolution
Shareholders of a Limited Liability Company (Persero)
"PT Pelayaran Nasional Indonesia"
Number: 4
Date: 15 December 2025

Agenda Agenda	Perubahan Data Perseroan Amendment to Company Data
Hasil Keputusan Decision Results	KESATU Mengukuhkan pemberhentian dengan hormat nama-nama tersebut di bawah ini sebagai Anggota Dewan Komisaris Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia:

No.	Nama	Jabatan
1	Muhammad Awaluddin	Komisaris Utama merangkap Komisaris Independen
2	Eddy Susanto Soepadmo	Komisaris
3	Kristia Budiyarto	Komisaris Independen

yang diangkat berdasarkan Keputusan Menteri Badan Usaha Milik Negara Nomor SK-9/MBU/01/2024 tanggal 16 Januari 2024, Nomor SK-84/MBU/03/2020 tanggal 19 Maret 2020, dan Nomor SK-354/MBU/11/2020 tanggal 2 November 2020, masing-masing terhitung sejak tanggal 27 Mei 2025, 19 Maret 2025, 2 November 2025, dengan ucapan terima kasih atas segala sumbangan tenaga dan pikirannya selama memangku jabatan jabatan tersebut.

KEDUA
Mengalihkan penugasan Sdr. Raden Suhartono semula sebagai Komisaris menjadi Komisaris Independen Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia yang berdasarkan Keputusan Menteri Badan Usaha Milik Negara Nomor SK-121/MBU/05/2022 tanggal 19 Mei 2022, dengan masa jabatan meneruskan sisa masa jabatannya sesuai dengan Keputusan Menteri Badan Usaha Milik Negara tersebut.

KETIGA
Mengangkat nama-nama tersebut di bawah ini sebagai anggota Dewan Komisaris Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia:

No.	Nama	Jabatan
1	Raden Mas Aris Santosa	Komisaris Utama
2	Moekhlas Sidik	Komisaris

KEEMPAT
Masa jabatan anggota-anggota Dewan Komisaris yang diangkat sebagaimana dimaksud pada Diktum KETIGA, paling lama sampai- dengan penutupan RUPS Tahunan ke-5 (lima) sejak ditetapkannya Keputusan ini, tanpa mengurangi hak RUPS untuk memberhentikan sewaktu-waktu.

KELIMA
Bagi anggota-anggota Dewan Komisaris yang diangkat sebagaimana dimaksud pada Diktum KETIGA Keputusan ini yang masih menjabat pada jabatan lain yang dilarang oleh peraturan perundang-undangan untuk dirangkap dengan jabatan Dewan Komisaris Badan Usaha Milik Negara, maka yang bersangkutan harus mengundurkan diri atau diberhentikan dari jabatan-jabatan tersebut.

RAPAT UMUM PEMEGANG SAHAM
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KEENAM
Memberikan kuasa kepada Direksi Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia dengan hak substitusi- untuk menyatakan yang diputuskan dalam Keputusan ini dalam bentuk otentik di hadapan notaris atau pejabat yang berwenang.

KETUJUH
Keputusan ini mulai berlaku pada tanggal ditetapkan, yaitu tanggal Pemegang Saham yang terakhir menandatangani, dengan ketentuan bahwa apabila di kemudian hari terdapat kekeliruan di dalamnya akan diadakan pembetulan seperlunya.

FIRST
To confirm the honorable dismissal of the following individuals as Members of the Board of Commissioners of PT Pelayaran Nasional Indonesia (Persero):

No.	Name	Position
1	Muhammad Awaluddin	President Commissioner concurrently Independent Commissioner
2	Eddy Susanto Soepadmo	Commissioner
3	Kristia Budiyarto	Independent Commissioner

who were appointed pursuant to Decree of the Minister of SOEs Number SK-9/MBU/01/2024 dated 16 January 2024, Number SK-84/MBU/03/2020 dated 19 March 2020, and Number SK-354/MBU/11/2020 dated 2 November 2020, effective respectively from 27 May 2025, 19 March 2025, and 2 November 2025, with gratitude for all their contributions and dedication during their tenures.

SECOND
To reassign Mr. Raden Suhartono from Commissioner to Independent Commissioner of PT Pelayaran Nasional Indonesia (Persero), based on the Decree of the Minister of SOEs Number SK-121/MBU/05/2022 dated 19 May 2022, with the term of office continuing the remainder of his term in accordance with said Ministerial Decree.

THIRD
To appoint the following individuals as members of the Board of Commissioners of PT Pelayaran Nasional Indonesia (Persero):

No.	Name	Position
1	Raden Mas Aris Santosa	President Commissioner
2	Moekhlas Sidik	Commissioner

FOURTH
The term of office of Board of Commissioners members appointed as referred to in the THIRD Dictum shall be a maximum of until the closing of the 5th (fifth) Annual GMS since the determination of this Resolution, without prejudice to the right of the GMS to dismiss at any time.

FIFTH
Members of the Board of Commissioners appointed as referred to in the THIRD Dictum of this Resolution who still hold other positions prohibited by laws and regulations from being concurrently held with the position of Commissioner of a State-Owned Enterprise shall resign or be dismissed from such positions.

SIXTH
To grant power of attorney to the Board of Directors of PT Pelayaran Nasional Indonesia (Persero) with the right of substitution to declare the matters resolved in this Resolution in authentic form before a notary or authorized official. SEVENTH Keputusan ini mulai berlaku pada tanggal ditetapkan, yaitu tanggal Pemegang Saham yang terakhir menandatangani, dengan ketentuan bahwa apabila di kemudian hari terdapat kekeliruan di dalamnya akan diadakan pembetulan seperlunya.

RAPAT UMUM PEMEGANG SAHAM
GENERAL MEETING OF SHAREHOLDERS

Salinan
Akta Pernyataan
Keputusan Para Pemegang Saham Perusahaan Perseroan (Persero)
" PT Pelayaran Nasional Indonesia "
Nomor. 8
Tanggal 31 Desember 2025
Copy
Deed of Declaration
Resolution of Shareholders of a State-Owned Enterprise (Persero)
"PT Pelayaran Nasional Indonesia "
Number 8
Date: 31 December 2025

Agenda Agenda	Perubahan Data Perseroan Amendment to Company Data
Hasil Keputusan Decision Results	KESATU Memberhentikan dengan hormat Sdr. Raden Suhartono sebagai- Komisaris Independen Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia yang diangkat berdasarkan Keputusan Menteri Badan Usaha Milik Negara Nomor SK-121/MBU/05/2022 tanggal 19 Mei 2022 jo. Nomor 72 TAHUN 2025 dan SK.089/DI-DAM/DO/2025 tanggal 11 Desember 2025, dengan ucapan terima kasih atas segala sumbangan tenaga dan pikirannya selama memangku jabatan tersebut. KEDUA Mengangkat Sdr. Sosialisman Hidayat Hasibuan sebagai Komisaris Independen Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia. KETIGA Masa jabatan anggota Dewan Komisaris yang diangkat sebagaimana dimaksud pada Diktum KEDUA, paling lama sampai- dengan penutupan RUPS Tahunan ke-5 (lima) sejak ditetapkannya Keputusan ini, tanpa mengurangi hak RUPS untuk memberhentikan sewaktu-waktu. KEEMPAT Bagi anggota Dewan Komisaris yang diangkat sebagaimana dimaksud pada Diktum KEDUA Keputusan ini yang masih menjabat pada jabatan lain yang dilarang oleh peraturan perundang-undangan untuk dirangkap dengan jabatan Dewan Komisaris Badan Usaha Milik Negara, maka yang bersangkutan harus mengundurkan diri atau diberhentikan dari jabatan tersebut. KELIMA Memberikan kuasa kepada Direksi Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia dengan hak substitusi untuk menyatakan yang diputuskan dalam Keputusan ini dalam bentuk otentik di hadapan notaris atau pejabat yang berwenang. KEENAM Keputusan ini mulai berlaku pada tanggal ditetapkan, yaitu tanggal pemegang saham yang terakhir menandatangani, dengan ketentuan bahwa apabila di kemudian hari terdapat kekeliruan di dalamnya akan diadakan pembetulan seperlunya. Sehingga dengan Keputusan-Keputusan tersebut diatas, maka Para Penghadap- yang bertindak sebagaimana tersebut diatas, dengan ini menyatakan kembali Susunan Dewan Komisaris Perseroan yang baru, sedangkan susunan Direksi Perseroan tetap seperti susunan sebelumnya, masing-masing sebagai berikut: DEWAN KOMISARIS : Komisaris Utama : Tuan R.M.Aris Santosa Komisaris : Tuan H. Moekhlas Sidik.MPA Komisaris Independen : Tuan Sosialisman Hidayat Hasibuan Komisaris : Tuan Faturohman Komisaris : Tuan Budi Mantoro DIREKSI Direktur Utama : Nyonya Tri Andayani Direktur SDM dan Umum : Tuan Heri Purnomo Direktur Armada dan Teknik : Tuan Robert MP Sinaga Direktur Usaha Angkutan Barang dan Tol Laut : Tuan Kokok Susanto Direktur Keuangan dan Manajemen Risiko : Nyonya Anik Hidayati Direktur Usaha Angkutan Penumpang : Nyonya Nuraini Dessy Winiastuty

RAPAT UMUM PEMEGANG SAHAM
GENERAL MEETING OF SHAREHOLDERS

FIRST
To honorably discharge Mr. Raden Suhartono from his position as Independent Commissioner of PT Pelayaran Nasional Indonesia (Persero), to which he was appointed pursuant to the Decree of the Minister of State-Owned Enterprises No. SK-121/MBU/05/2022 dated 19 May 2022, as amended by Decree Number 72 of 2025 and Decree Number SK.089/DI-DAM/DO/2025 dated 11 December 2025, with appreciation and gratitude for his valuable contributions and services during his tenure.

SECOND
To appoint Mr. Sosialisman Hidayat Hasibuan as Independent Commissioner of PT Pelayaran Nasional Indonesia (Persero).

THIRD
The term of office of the member of the Board of Commissioners appointed as referred to in the SECOND Dictum shall expire at the closing of the fifth (5th) Annual General Meeting of Shareholders following the date of this Resolution, without prejudice to the right of the General Meeting of Shareholders to dismiss him at any time.

FOURTH
If the member of the Board of Commissioners appointed as referred to in the SECOND Dictum of this Resolution is still holding another position that, under the prevailing laws and regulations, may not be concurrently held with a position as a member of the Board of Commissioners of a State-Owned Enterprise, the person concerned must resign from or be dismissed from such position.

FIFTH
To grant authority, with the right of substitution, to the Board of Directors of PT Pelayaran Nasional Indonesia (Persero) to formalize the matters resolved in this Resolution in the form of an authentic deed before a Notary or other authorized official.

SIXTH
This Resolution shall become effective on the date of its adoption, being the date on which it is signed by the last shareholder, provided that if any error is subsequently discovered, the necessary corrections shall be made accordingly.

Pursuant to the foregoing resolutions, the Appearing Parties, acting in their respective capacities as stated above, hereby restate the new composition of the Company's Board of Commissioners, while the composition of the Board of Directors remains unchanged, as follows:

BOARD OF COMMISSIONERS

President Commissioner	:	R.M. Aris Santosa
Commissioner	:	H. Moekhlas Sidik, MPA
Independent Commissioner	:	Sosialisman Hidayat Hasibuan
Commissioner	:	Faturohman
Commissioner	:	Budi Mantoro

BOARD OF DIRECTORS

President Director	:	Tri Andayani
Director of Human Resources and General Affairs	:	Heri Purnomo
Director of Fleet and Engineering	:	Robert MP Sinaga
Director of Cargo Transportation and Sea Toll Business	:	Kokok Susanto
Director of Finance and Risk Management	:	Anik Hidayati
Director of Passenger Transportation Business	:	Nuraini Dessy Winiastuty

RAPAT UMUM PEMEGANG SAHAM
GENERAL MEETING OF SHAREHOLDERS

Arahan RUPS Tahunan Tahun Buku 2024 dan Tindak Lanjutnya

Dewan Komisaris dan Direksi diminta memperhatikan hal-hal sebagai berikut:

Directions from the Annual GMS for the 2024 Financial Year and Their Follow-Up Actions

The Board of Commissioners and the Board of Directors are requested to pay due attention to the following matters:

Arahan RUPS Tahunan Tahun Buku 2024 dan Tindak Lanjutnya

Directions from the Annual GMS for the 2024 Financial Year and Their Follow-Up Actions

No.	Arahan Pemegang Saham Shareholder Directives	Tindak Lanjut Follow-Up
1	Pelaksanaan Investasi agar sesuai dengan *timeline* dan berpedoman pada rencana termasuk memastikan kesesuaian teknis kapal dengan infrastruktur Pelabuhan, baik untuk pengadaan kapal penumpang dan komersial termasuk melakukan akselerasi pemanfaatan sisa dana tambahan Penyertaan Modal Negara Tahun Anggaran 2025, agar dapat segera berdampak terhadap peningkatan kapasitas operasional dan mendukung pelayanan perusahaan. Investment implementation shall be in accordance with the timeline and guided by the plan, including ensuring the technical compatibility of vessels with port infrastructure, for both passenger and commercial vessel procurement, including accelerating the utilization of remaining additional State Capital Injection funds for Fiscal Year 2025, so as to promptly impact the improvement of operational capacity and support company services.	PBS: PT PELNI (Persero) telah menerima Penyertaan Modal Negara Tahun 2024 dan Tahun 2025 untuk pengadaan 3 (tiga) unit kapal penumpang, namun dalam proses pelaksanaannya terdapat ketentuan atas pengadaan kapal, yaitu PT PELNI (Persero) diharuskan menyusun Proposal Pengadaan Kapal Baru dengan Keterlibatan Galangan Kapal Nasional disertai dengan hasil reviu BPKP. Selanjutnya, PT PELNI (Persero) telah disampaikan kepada BP BUMN, KEMENKEU dan Danantara. Saat ini, Proposal dimaksud sedang dalam proses reviu oleh Danantara. PGN: Proses pengadaan konsultan desain kapal Penumpang PMN sesuai *schedule* dan perencanaan. Proses pengadaan kapal komersial saat ini menunggu finalisasi SK Pedoman Pengadaan Kapal BUkan baru PMO PMN: Proses pengadaan kapal penumpang 1000 pax dengan pemanfaatan PMN saat ini memasuki tahapan *beauty contest* pengadaan konsultan desain. Apabila merujuk pada *timeline* yang disusun, proses tersebut masih *on the track* dan sesuai perencanaan. PBS: PT PELNI (Persero) has received State Capital Injection for Years 2024 and 2025 for the procurement of 3 (three) passenger vessels. However, in the implementation process, there are requirements for vessel procurement, namely that PT PELNI (Persero) is required to prepare a New Vessel Procurement Proposal involving National Shipyards, accompanied by the results of a BPKP review. This proposal has been submitted to BP BUMN, KEMENKEU, and Danantara. Currently, the proposal is under review by Danantara. PGN: The procurement process for PMN Passenger Vessel Design Consultants is on schedule and in accordance with the plan. The commercial vessel procurement process is currently awaiting the finalization of the Non-New Vessel Procurement Guidelines Decree. PMO PMN: The procurement process for 1,000-pax passenger vessels utilizing PMN funds is currently entering the beauty contest stage for design consultant procurement. Based on the established timeline, the process is still on track and in accordance with the plan.

RAPAT UMUM PEMEGANG SAHAM
GENERAL MEETING OF SHAREHOLDERS

No.	Arahan Pemegang Saham Shareholder Directives	Tindak Lanjut Follow-Up
2	Direksi dengan pengawasan Dewan Komisaris diminta untuk memastikan agar dana tambahan PMN yang diterima oleh Perseroan digunakan sesuai dengan peruntukan yang telah ditetapkan, memastikan pemenuhan aspek legalitas, taat prosedur, dan kehati-hatian, serta memenuhi target dalam KPI PMN. The Board of Directors, under the supervision of the Board of Commissioners, is requested to ensure that the additional PMN funds received by the Company are used in accordance with the designated purposes, to ensure compliance with legality requirements, procedural compliance, and prudence, and to meet the targets in the PMN KPI.	PBS: PT PELNI (Persero) telah mendapatkan dana tambahan PMN TA 2025 sesuai dengan PP Nomor 53 Tahun 2025 tanggal 30 Desember 2025 senilai 2,5 Triliun untuk Pelunasan 3 (tiga) unit kapal penumpang yang uang mukanya telah diterima pada PMN TA 2024. Untuk penggunaan dana PMN TA 2024 dan PMN TA 2025 belum dapat digunakan karena belum adanya keputusan dan/atau arahan dari *stakeholder* dan/atau *shareholder*. Dalam rangka mendukung penerapan prinsip *Good Corporate Governance* (GCG), PT PELNI (Persero) melakukan penyampaian laporan atas penggunaan dana PMN setiap triwulan kepada *shareholder* dan/atau *stakeholder*. PMO PMN : Dana tambahan PMN 2025 yang cair 30 Desember 2025 dianggarkan untuk tambahan permodalan pembangunan 3 kapal penumpang 1000 pax dan dalam rangka memastikan pemenuhan spek legalitas, taat prosedur, kehati - hatian dalam pemenuhan target KPI PMN tersebut, PMO Kapal PMN akan bekerja sama dengan berbagai *stakeholder* terkait dan *hire* beberapa konsultan teknis untuk memastikan penggunaan PMN sesuai kebutuhan dan GCG perusahaan. PBS: PT PELNI (Persero) has received additional PMN funds for FY 2025 in accordance with Government Regulation Number 53 of 2025 dated 30 December 2025 amounting to Rp2.5 trillion for the settlement of 3 (three) passenger vessels whose down payments were received under PMN FY 2024. The PMN FY 2024 and PMN FY 2025 funds have not yet been utilized due to the absence of a decision and/or direction from stakeholders and/or shareholders. In support of Good Corporate Governance (GCG) principles, PT PELNI (Persero) submits quarterly reports on the use of PMN funds to shareholders and/or stakeholders. PMO PMN: The additional PMN 2025 funds disbursed on 30 December 2025 are budgeted for additional capital for the construction of 3 passenger vessels of 1,000 pax capacity. In order to ensure compliance with legality requirements, procedural adherence, and prudence in meeting the PMN KPI targets, the PMN Vessel PMO will cooperate with various relevant stakeholders and hire several technical consultants to ensure PMN usage aligns with company needs and GCG principles.

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No.	Arahan Pemegang Saham Shareholder Directives	Tindak Lanjut Follow-Up
3	Direksi dengan pengawasan Dewan Komisaris diminta untuk memastikan pembangunan kapal yang didanai dari tambahan PMN dapat berjalan sesuai rencana, serta mengantisipasi potensi risiko dan kendala yang dapat menyebabkan keterlambatan penyerapan dana tambahan PMN, termasuk mengantisipasi potensi risiko atas kehandalan kapal eksisting (KM Umsini, KM Lawit, KM Kelimutu) akibat potensi keterlambatan pembangunan kapal baru. The Board of Directors, under the supervision of the Board of Commissioners, is requested to ensure that vessel construction funded by the additional PMN proceeds according to plan, and to anticipate potential risks and obstacles that may cause delays in the absorption of additional PMN funds, including anticipating potential risks to the reliability of existing vessels (KM Umsini, KM Lawit, KM Kelimutu) due to potential delays in new vessel construction.	PBS: PT PELNI (Persero) telah menerima Penyertaan Modal Negara Tahun 2024 dan Tahun 2025 untuk pengadaan 3 (tiga) unit kapal penumpang, namun dalam proses pelaksanaannya terdapat ketentuan atas pengadaan kapal, yaitu PT PELNI (Persero) diharuskan menyusun Proposal Pengadaan Kapal Baru dengan Keterlibatan Galangan Kapal Nasional disertai dengan hasil reviu BPKP. Selanjutnya, PT PELNI (Persero) telah disampaikan kepada BP BUMN, KEMENKEU dan Danantara. Saat ini, Proposal dimaksud sedang dalam proses reviu oleh Danantara. PMO PMN : *Timeline* desain kapal yang saat ini disusun merupakan target yang telah disesuaikan dengan hasil survei dan audiensi dengan berbagai konsultan desain sehingga pembangunan kapal PMN dapat berjalan sesuai rencana. MRE: Departemen Manajemen Risiko sebagai lini kedua akan mendampingi *risk owner* dan memantau realisasi rencana mitigasi yang telah disusun oleh lini pertama (*risk owner*) agar dapat mengantisipasi risiko potensi keterlambatan pembangunan kapal baru serta kehandalan armada (KM Umsini, KM Lawit, KM Kelimutu) PBS: PT PELNI (Persero) has received State Capital Injection for Years 2024 and 2025 for the procurement of 3 (three) passenger vessels. However, in the implementation process, there are requirements for vessel procurement, namely that PT PELNI (Persero) is required to prepare a New Vessel Procurement Proposal involving National Shipyards, accompanied by the results of a BPKP review. This proposal has been submitted to BP BUMN, KEMENKEU, and Danantara. Currently, the proposal is under review by Danantara. PMO PMN: The vessel design timeline currently being compiled is a target that has been adjusted based on survey results and audiences with various design consultants so that PMN vessel construction can proceed according to plan. MRE: The Risk Management Department as the second line will accompany the risk owner and monitor the realization of mitigation plans prepared by the first line (risk owner) in order to anticipate the risk of potential delays in new vessel construction and fleet reliability (KM Umsini, KM Lawit, KM Kelimutu).

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No.	Arahan Pemegang Saham Shareholder Directives	Tindak Lanjut Follow-Up
4	Direksi agar perbaikan tata Kelola penugasan untuk menjaga *sustainability* perusahaan dengan tetap memperhatikan keseimbangan antara kepentingan Pemerintah dalam memberikan pelayanan kepada masyarakat dengan kapasitas usahaan kondisi keuangan BUMN. The Board of Directors shall improve the governance of assignments to maintain company sustainability while maintaining a balance between the Government's interest in providing public services and the business capacity and financial condition of the SOE.	Divisi Hukum dan Kepatuhan, dengan berkoordinasi bersama Divisi terkait, melakukan komunikasi dan koordinasi dengan Kementerian Perhubungan dalam rangka memastikan kejelasan dasar hukum, ruang lingkup, mekanisme pelaksanaan, serta pertanggungjawaban atas penugasan yang diberikan kepada PT PELNI (Persero), yang meliputi: 1. Penyelenggaraan Kewajiban Pelayanan Publik/*Public Service Obligation* (PSO) Bidang Angkutan Laut Penumpang Kelas Ekonomi; 2. Penyelenggaraan Kegiatan Pelayaran-Perintis -Setiap penugasan dilaksanakan berdasarkan penetapan resmi Pemerintah cq. Kementerian Perhubungan yang dituangkan dalam Perjanjian Kerja Sama antara PT PELNI (Persero) dan Kementerian Perhubungan yang sekurang-kurangnya mengatur ruang lingkup pekerjaan, standar pelayanan, mekanisme pembiayaan dan pembayaran, jangka waktu, indikator kinerja, mekanisme pengawasan dan pelaporan, serta pertanggungjawaban. Dalam hal terdapat perubahan kebijakan, ruang lingkup, alokasi anggaran, atau kondisi operasional, perubahan dilakukan melalui adendum Perjanjian Kerja Sama berdasarkan kesepakatan para pihak dengan tetap memperhatikan ketentuan peraturan perundang-undangan dan prinsip *Good Corporate Governance* (GCG) The Legal and Compliance Division, in coordination with relevant Divisions, communicates and coordinates with the Ministry of Transportation to ensure clarity of the legal basis, scope, implementation mechanism, and accountability for assignments given to PT PELNI (Persero). PELNI (Persero), which includes: 1. Implementation of the Public Service Obligation (PSO) in the Field of Economy Class Sea Passenger Transportation; 2. Implementation of Pioneer Shipping Activities – Each assignment is carried out based on an official Government decree via the Ministry of Transportation, as outlined in a Cooperation Agreement between PT PELNI (Persero) and the Ministry of Transportation, covering at minimum the scope of work, service standards, financing and payment mechanisms, timeframe, performance indicators, supervision and reporting mechanisms, and accountability. In the event of changes in policy, scope, budget allocation, or operational conditions, amendments shall be made through an addendum to the Cooperation Agreement based on the agreement of the parties, while continuing to observe the provisions of applicable laws and regulations and the principles of Good Corporate Governance (GCG).

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No.	Arahan Pemegang Saham Shareholder Directives	Tindak Lanjut Follow-Up
5	Direksi dan Dewan Komisaris diminta untuk segera menindaklanjuti temuan, catatan, dan saran/rekomendasi dari auditor, baik internal maupun eksternal (KAP dan BPK-RI) pada tahun 2024 dan tahun-tahun sebelumnya yang belum selesai, termasuk memonitor tindak lanjut temuan, catatan, dan saran/rekomendasi dari auditor di anak Perusahaan, serta senantiasa mengusahakan agar tidak menjadi temuan yang berulang dari periode berikutnya. The Board of Directors and Board of Commissioners are requested to immediately follow up on findings, notes, and recommendations from auditors, both internal and external (KAP and BPK-RI), from 2024 and previous years that have not been resolved, including monitoring the follow-up of findings, notes, and recommendations from auditors at subsidiaries, and to continuously strive to prevent recurring findings in subsequent periods.	SPI senantiasa melakukan monitoring *progress* tindak lanjut hasil pemeriksaan internal maupun eksternal (BPK, Itjen Kemenkeu dan KAP) dan menyampaikan *reminder* permintaan tindak lanjut kepada PIC terkait melalui nota dinas secara berkala serta memberikan asistensi kepada PIC yang membutuhkan terkait penyelesaian rekomendasi yang ada. Terkait temuan berulang, upaya yang sudah dan akan SPI terus lakukan adalah setiap pelaksanaan audit selesai, Auditor meminta rencana aksi kepada *auditee*/PIC sebagai komitmen untuk menindaklanjuti temuan serta mencegah temuan terjadi secara berulang di unit kerjanya masing-masing pada periode pemeriksaan berikutnya The Internal Audit Unit (SPI) continuously monitors the progress of follow-up on internal and external audit findings (BPK, Kemenkeu Inspectorate, and KAP) and periodically sends follow-up reminders to relevant PICs through official memoranda, as well as providing assistance to PICs in resolving existing recommendations. Regarding recurring findings, the effort that SPI has made and will continue to make is that upon completion of each audit, the Auditor requests an action plan from the auditee/PIC as a commitment to follow up on findings and prevent them from recurring in their respective work units in the next examination period.
6	Direksi agar menyampaikan kepada Pemegang saham Laporan Tahunan Perusahaan termasuk laporan keuangan konsolidasian, Kepatuhan PSA 62, Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) terkait program Tanggung Jawab Sosial, dan penerapan prosedur yang disepakati atas laporan hasil evaluasi Kinerja Korporat dan KPI Direksi Individual serta laporan evaluasi komposit risiko tahun Buku 2025 yang telah diaudit oleh kantor Akuntan Publik secara tepat waktu sesuai dengan ketentuan yaitu paling lambat lima belas April 2026. Oleh karena itu, Direksi dan Dewan Komisaris diminta untuk memastikan laporan dan proses audit dapat disiapkan sedini mungkin, termasuk memastikan anak-anak perusahaan dapat menyelesaikan Laporan Keuangan *audited* secara tepat waktu. The development and implementation of ESG at PT PELNI (Persero) are demonstrated by the issuance of the ESG Guidelines through Board of Directors Decree No. 10.30/01/SK/HKO.01/2025 concerning Environmental, Social, and Governance (ESG) Guidelines. These guidelines serve as the Company's official reference for integrating ESG principles into its strategic planning and future business development plans. In line with this initiative, the Risk Management & ESG Division has prepared an ESG Baseline Assessment as an initial evaluation of the Company's ESG implementation level. The ESG Baseline is used to identify the Company's current ESG performance, assess gaps against best practices and sustainability standards, and identify ESG-related risks and opportunities relevant to the Company's business activities.	AKT: Dalam rangka memenuhi ketentuan terkait pelaporan Laporan Keuangan kepada Pemegang Saham, telah dilakukan perikatan dengan Kantor Akuntan Publik Djoko Sidik Indra sebagai penyedia jasa pemeriksa Laporan Keuangan Konsolidasian dan Program PUMK PT PELNI (Persero) Tahun Buku 2025. Dapat disampaikan juga, bersama dengan Satuan Pengawas Internal (SPI) sebagai *counterpart* audit, dilakukan monitoring dan pendampingan atas kegiatan pemeriksaan laporan keuangan baik di induk maupun PELNI Grup sehingga dapat menyelesaikan pemeriksaan dan menyampaikan dengan tepat waktu. TRS : Divisi Treasury dan TJSL melalui Departemen Tanggung Jawab Sosial dan Lingkungan bersama Divisi Akuntansi mengawal dan menyelesaikan Laporan Keuangan Konsolidasian dan Program PUMK PT PELNI (Persero) Tahun Buku 2025 dengan bekerjasama dengan Kantor Akuntan Publik Djoko Sidik Indra sebagai penyedia jasa pemeriksa Laporan Keuangan sehingga dapat menyelesaikan Laporan Keuangan audited secara tepat Waktu. AKT: In order to fulfill the requirements related to Financial Statement reporting to Shareholders, an engagement has been made with the Public Accounting Firm Djoko Sidik Indra as the service provider. TRS: The Treasury and CSR Division through the Corporate Social and Environmental Responsibility Department together with the Accounting Division is overseeing and completing the Consolidated Financial Statements and PUMK Program of PT PELNI (Persero) for Fiscal Year 2025, in cooperation with the Public Accounting Firm Djoko Sidik Indra as the Financial Statement audit service provider, so as to complete the audited Financial Statements in a timely manner.

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No.	Arahan Pemegang Saham Shareholder Directives	Tindak Lanjut Follow-Up
7	Dalam rangka memperkuat aspek legal, serta untuk memastikan setiap transaksi dan hubungan bisnis perusahaan terlindungi secara hukum, Direksi dengan pengawasan Dewan Komisaris diminta untuk melakukan identifikasi terhadap ketersediaan perjanjian dan kontrak, meningkatkan kualitas perjanjian dan kontrak, dan meningkatkan pengawasan terhadap seluruh proses penyusunan dan penandatangan kontrak agar dapat memastikan ketersediaan dan keabsahan setiap perjanjian serta mengurangi potensi risiko hukum yang bisa diambil di masa depan In order to strengthen the legal aspect and to ensure that every transaction and business relationship of the company is legally protected, the Board of Directors, under the supervision of the Board of Commissioners, is requested to identify the availability of agreements and contracts, improve the quality of agreements and contracts, and enhance supervision of the entire process of drafting and signing contracts in order to ensure the availability and validity of every agreement and reduce potential legal risks in the future.	Dalam Rangka memperkuat Aspek Legal khususnya pada Perikatan Pengadaan Barang dan Jasa antara PT PELNI (Persero) dan Vendor, Telah dilakukan proses Digitalisasi Kontrak Pengadaan Barang dan jasa, dimana proses Pendaftaran dan Verifikasi Pejabat yang menandatangani Kontrak dibantu oleh PERUM PERURI dan keabsahan Penandatanganan Kontrak dapat dilakukan verifikasi melalui Komdigi. Adapun untuk meningkatkan pengawasan dalam proses Penyusunan sampai Penerbitan Kontrak, dilakukan Drafting dan Sirkulir Review secara elektronik oleh Pihak-Pihak Terkait baik dari Internal PELNI (Divisi Hukum dan Kepatuhan dan Divisi Terkait (*User*) maupun *Review* dan *Approval* oleh Vendor. In order to strengthen the Legal Aspect, particularly in Procurement Contracts between PT PELNI (Persero) and Vendors, a Digitalization process for Procurement Contracts has been implemented, where the Registration and Verification process of Officials signing the Contract is assisted by PERUM PERURI, and the validity of Contract Signing can be verified through Komdigi. To improve supervision in the process from Contract Drafting to Issuance, electronic Drafting and Circular Review is carried out by Relevant Parties from within PELNI (Legal and Compliance Division and Relevant User Division) as well as Review and Approval by the Vendor.

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No.	Arahan Pemegang Saham Shareholder Directives	Tindak Lanjut Follow-Up
8	Direksi dengan pengawasan Dewan Komisaris perlu melakukan penguatan manajemen risiko melalui langkah-langkah identifikasi yang tajam terhadap risiko Utama beserta mitigasi risiko dari masing-masing risiko Utama tersebut cara tepat sasaran. The Board of Directors, under the supervision of the Board of Commissioners, needs to strengthen risk management through precise identification of Key Risks along with targeted risk mitigation measures for each Key Risk.	Dalam rangka menguatkan manajemen risiko yang dapat melakukan identifikasi risiko secara tajam dan penentuan mitigasi risiko yang tepat sasaran, PT PELNI (Persero) melakukan: 1) *Risk Assessment* terhadap sasaran strategis dan KPI masing-masing divisi dan cabang pada awal tahun sesuai dengan yang telah ditentukan oleh Divisi Perencanaan Perusahaan & Manajemen Terintegrasi 2) Melakukan *monitoring* bersama dengan *risk owner* dengan mengevaluasi realisasi risiko di setiap triwulan. Termasuk didalamnya memonitoring keefektifan rencana mitigasi risiko dan pelaksanaannya dimana hal tersebut berpengaruh dalam perhitungan KPI Pengelolaan Risiko masing-masing unit kerja. Selain hal tersebut diatas, PT PELNI (Persero) sedang melakukan penyusunan program risk talent untuk pelatihan di setiap jenjang organisasi. Penyusunan program risk talent tersebut bertujuan untuk membangun budaya sadar risiko, meningkatkan kompetensi SDM dalam mengidentifikasi dan mengelola risiko secara efektif, serta memastikan pengambilan keputusan yang selaras dengan strategi dan keberlanjutan perusahaan. In order to strengthen risk management capable of sharp risk identification and targeted risk mitigation determination, PT PELNI (Persero) undertakes the following: 1) Risk Assessment of the strategic targets and KPIs of each division and branch at the beginning of the year in accordance with what has been determined by the Corporate Planning & Integrated Management Division. 2) Conducting monitoring together with the risk owner by evaluating risk realization every quarter, including monitoring the effectiveness of risk mitigation plans and their implementation. In addition to the above, PT PELNI (Persero) is currently developing a risk talent program for training at every organizational level. The risk talent program aims to build a risk-aware culture, improve HR competency in identifying and managing risks effectively, and ensure decision-making that is aligned with the company's strategy and sustainability.

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No.	Arahan Pemegang Saham Shareholder Directives	Tindak Lanjut Follow-Up
9	Direksi beserta jajaran perusahaan maupun anak perusahaan agar melaksanakan bisnis secara *prudent* dan berpedoman pada ketentuan/peraturan perundang-undangan yang berlaku dan menerapkan prinsip-prinsip GCG. The Board of Directors and all levels of the company and its subsidiaries shall conduct business prudently, guided by applicable laws and regulations, and implement GCG principles.	Pengembangan dan penerapan *Good Corporate Governance* (GCG) merupakan wujud komitmen perusahaan, untuk meningkatkan keberhasilan usaha dan akuntabilitas dalam jangka panjang yang diharapkan dapat meningkatkan nilai perusahaan berupa peningkatan kinerja (*performance*) dan penciptaan citra perusahaan yang baik (*good corporate image*). Dalam hal ini PELNI Group sudah memiliki pedoman tata kelola perusahaan yang baik (GCG) dan telah melakukan implementasi pada tahun 2024 PELNI Group sudah melakukan pelaksanaan penilaian implementasi tata kelola perusahaan yang baik secara *Assessment* GCG dengan pihak eksternal BPKP DKI Jakarta. Dari hasil pelaksanaan *Assessment* GCG tersebut untuk nilai penerapan pada masing - masing PELNI Grup antara lain: 1. PT PELNI (Persero) dengan skor 87,136 dengan kategori sangat baik 2. PT PBM SBN dengan skor 73,109 dengan kategori cukup baik 3. PT PID dengan skor 72,4 dengan kategori cukup baik 4. Dan untuk tahun 2025 saat ini PELNI Group masih proses untuk penilaian *Self Assessment* GCG dengan Pendampingan oleh BPKP DKI. The development and implementation of Good Corporate Governance (GCG) is a manifestation of the company's commitment to enhancing long-term business success and accountability, which is expected to increase company value through improved performance and the creation of a good corporate image. In this regard, the PELNI Group already has Good Corporate Governance (GCG) guidelines and has implemented them. In 2024, the PELNI Group conducted a GCG implementation assessment with the external party BPKP DKI Jakarta. From the results of the GCG Assessment, the implementation scores for each PELNI Group entity are as follows: 1. PT PELNI (Persero) with a score of 87.136 in the Very Good category 2. PT PBM SBN with a score of 73.109 in the Good Enough category 3. PT PID with a score of 72.4 in the Good Enough category For year 2025, the PELNI Group is currently in the process of conducting a GCG Self-Assessment with assistance from BPKP DKI.

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No.	Arahan Pemegang Saham Shareholder Directives	Tindak Lanjut Follow-Up
10	Direksi perlu memastikan bahwa prinsip ESG menjadi bagian integral dalam strategi jangka Panjang perusahaan, Hal ini mencakup pengembangan kebijakan dan program yang mendukung keberlanjutan lingkungan, tanggungjawab sosial serta tata Kelola yang transparan dan akuntabel, yang sejalan dengan tren global dan harapan pemangku kepentingan. The Board of Directors needs to ensure that ESG principles become an integral part of the company's long-term strategy. This includes the development of policies and programs that support environmental sustainability, social responsibility, and transparent and accountable governance.	Pengembangan dan penerapan ESG di PT PELNI (Persero) dibuktikan dengan telah ditetapkannya Pedoman ESG melalui Surat Keputusan Direksi Nomor 10.30/01/SK/HKO.01/2025 tentang Pedoman Lingkungan, Sosial, dan Tata Kelola. Pedoman tersebut menjadi acuan resmi perusahaan dalam mengintegrasikan prinsip ESG ke dalam perencanaan strategis dan rencana pengembangan perusahaan ke depan. Sejalan dengan hal tersebut, Divisi Manajemen Risiko & ESG telah melakukan penyusunan ESG *Baseline* sebagai dasar penilaian awal terhadap tingkat penerapan ESG perusahaan. ESG *Baseline* ini digunakan untuk mengidentifikasi kondisi eksisting, kesenjangan (*gap*) terhadap praktik terbaik dan standar keberlanjutan, serta risiko dan peluang ESG yang relevan dengan kegiatan usaha perusahaan. The development and implementation of ESG at PT PELNI (Persero) is evidenced by the establishment of the ESG Guidelines through Board of Directors Decree Number 10.30/01/SK/HKO.01/2025 concerning Environmental, Social, and Governance Guidelines. These guidelines serve as the Company's official reference in integrating ESG principles into its strategic planning and future corporate development initiatives. In line with this commitment, the Risk Management & ESG Division has developed an ESG Baseline as a foundation for the initial assessment of the Company's ESG implementation maturity. The ESG Baseline is utilized to identify the Company's current ESG performance and practices, assess gaps against sustainability standards and industry best practices, and evaluate ESG-related risks and opportunities that are material to the Company's business operations.

PELAKSANAAN RUPS TAHUN SEBELUMNYA (2024)

Selama tahun 2024, PT PELNI (Persero) menyelenggarakan 2 (dua) kali RUPS yaitu RUPS RKAP 2024, dan RUPS Tahun Buku 2023.

RUPS RKAP Tahun 2024

Tahapan Penyelenggaraan RUPS Pengesahan RKAP Tahun 2024.

IMPLEMENTATION OF GMS IN THE PREVIOUS YEAR (2024)

During 2024, PT PELNI (Persero) held 2 (two) GMS, namely the GMS for the approval of the 2024 RKAP and the GMS for the 2023 Financial Year.

2024 RKAP GMS

Stages in the Conduct of the GMS for the Approval of the 2024 RKAP.

Pemanggilan RUPS Notice of GMS	Pemanggilan RUPS Pengesahan RKAP Tahun 2024 kepada Menteri BUMN selaku Pemegang Saham PT PELNI (Persero) disampaikan melalui Undangan Rapat Umum Pemegang Saham (RUPS) PT PELNI (Persero) Nomor 01.12/03/S-B/DU/2024 tanggal 12 Januari 2024 perihal Undangan RUPS Pengesahan RKAP Tahun 2024 PT PELNI (Persero). The notice for the GMS for the Approval of the 2024 Corporate Work Plan and Budget (RKAP) was submitted to the Minister of State-Owned Enterprises as the Shareholder of PT PELNI (Persero) through Notice of the General Meeting of Shareholders of PT PELNI (Persero) Number 01.12/03/S-B/DU/2024 dated 12 January 2024 regarding the GMS for the Approval of the 2024 RKAP of PT PELNI (Persero).
Pelaksanaan RUPS Implementation of GMS	1. RUPS Pengesahan RKAP Tahun 2024 dilaksanakan pada hari Senin, tanggal 29 Januari 2024 di Hotel Aryaduta. 2. RUPS Pengesahan RKAP Tahun 2024 dipimpin oleh Ibu Desty Arlaini (Asisten Deputi Bidang Jasa Logistik Kementerian BUMN) selaku wakil Pemerintah sebagai Pemegang Saham. 1. The GMS for the Approval of the 2024 RKAP was held on Monday, 29 January 2024, at Hotel Aryaduta. 2. The GMS for the Approval of the 2024 RKAP was chaired by Ms. Desty Arlaini (Assistant Deputy for Logistics Services, Ministry of State-Owned Enterprises), acting as the representative of the Government as Shareholder.

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Risalah RUPS Minutes of GMS	Risalah RUPS RKAP Tahun 2024 diaktakan dalam Akta No. 48 tanggal 29 Januari 2024 mengenai Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2024 yang dibuat di hadapan Notaris Emmy Yatmini, S.H. di Jakarta. The minutes of the GMS for the Approval of the 2024 RKAP were notarized under Deed No. 48 dated 29 January 2024 concerning the Approval of the 2024 Corporate Work Plan and Budget (RKAP), drawn up before Notary Emmy Yatmini, S.H. in Jakarta.

Peserta RUPS Pengesahan RKAP Tahun 2024
Participants of the 2024 GMS for the Ratification of the RKAP

Pemegang Saham Shareholders	Desty Arlaini (Asisten Deputi Bidang Jasa Logistik Kementerian BUMN), sebagaimana Surat Kuasa Menteri BUMN Nomor: SKU-25/MBU/01/2024 tanggal 26 Januari 2024. Desty Arlaini (Assistant Deputy for Logistics Services, Ministry of State-Owned Enterprises), pursuant to the Power of Attorney of the Minister of State-Owned Enterprises Number SKU-25/MBU/01/2024 dated 26 January 2024.
Dewan Komisaris Board of Commissioners	Hadir: 1. Muhammad Awaluddin (Komisaris Utama merangkap Komisaris Independen) 2. Raden Suhartono diwakili oleh Muhammad Awaluddin sebagaimana Surat Kuasa tanggal 29 Januari 2024. 3. Budi Mantoro (Komisaris) 4. Eddy Susanto Soepadmo (Komisaris) 5. Kristia Budiyarto (Komisaris Independen) 6. Faturohman (Komisaris) Tidak Hadir: Nihil Present: 1. Muhammad Awaluddin (President Commissioner and Independent Commissioner) 2. Raden Suhartono was represented by Muhammad Awaluddin pursuant to a Power of Attorney dated 29 January 2024. 3. Budi Mantoro (Commissioner) 4. Eddy Susanto Soepadmo (Commissioner) 5. Kristia Budiyarto (Independent Commissioner) 6. Faturohman (Commissioner) Absent: None
Direksi Directors	Hadir: 1. Tri Andayani (Direktur Utama) 2. Heri Purnomo (Direktur Sumber Daya Manusia dan Umum) 3. Nuraini Dessy Winiastuty (Direktur Usaha Angkutan Penumpang) 4. Robert MP Sinaga (Direktur Armada dan Teknik) 5. Yossianis Marciano (Direktur Usaha Angkutan Barang dan Tol Laut) 6. Anik Hidayati (Direktur Keuangan dan Manajemen Risiko) Tidak Hadir: Nihil Present: 1. Tri Andayani (President Director) 2. Heri Purnomo (Director of Human Resources and General Affairs) 3. Nuraini Dessy Winiastuty (Director of Passenger Transportation Business) 4. Robert MP Sinaga (Director of Fleet and Engineering) 5. Yossianis Marciano (Director of Cargo Transportation and Sea Toll Business) 6. Anik Hidayati (Director of Finance and Risk Management) Absent: None

RAPAT UMUM PEMEGANG SAHAM
GENERAL MEETING OF SHAREHOLDERS

Kuorum Kehadiran RUPS Pengesahan RKAP Tahun 2024

RUPS Pengesahan RKAP Tahun 2024 telah dihadiri seluruh anggota Dewan Komisaris dan Direksi serta perwakilan Pemegang Saham. Kuorum kehadiran dan keputusan RUPS Pengesahan RKAP Tahun 2024 tersebut telah terpenuhi sebagaimana yang disyaratkan dalam anggaran dasar serta peraturan perundang-undangan yang berlaku.

Attendance Quorum of the GMS for the Approval of the 2024 RKAP

The General Meeting of Shareholders (GMS) for the Approval of the 2024 RKAP was attended by all members of the Board of Commissioners, the Board of Directors, and representatives of the Shareholders. The attendance quorum and resolutions of the GMS for the Approval of the 2024 RKAP met the requirements set forth in the Company's Articles of Association and the prevailing laws and regulations.

Pelibatan Pihak Eksternal dalam RUPS Pengesahan RKAP Tahun 2024

Dalam penyelenggaraan RUPS Pengesahan RKAP Tahun 2024, PT PELNI (Persero) melibatkan pihak eksternal independen, yaitu Notaris Emi Yatmini, S.H. selaku pihak yang menyusun notulensi rapat dan mengesahkan akta RUPS.

Involvement of External Parties in the GMS for the Approval of the 2024 RKAP

In the conduct of the GMS for the Approval of the 2024 RKAP, PT PELNI (Persero) engaged an independent external party, namely Notary Emi Yatmini, S.H., who was responsible for preparing the minutes of meeting and notarizing the GMS deed.

Keputusan RUPS Pengesahan RKAP Tahun 2024.

Resolutions of the GMS for the Approval of the 2024 RKAP

Agenda Pertama First Agenda	
Agenda Agenda	Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2024 serta Rencana Kerja dan Anggaran Dewan Komisaris Tahun 2024. Approval of the 2024 Corporate Work Plan and Budget (RKAP) and the 2024 Board of Commissioners' Work Plan and Budget
Hasil Keputusan Decision Result	Mengesahkan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2024 serta Rencana Kerja dan Anggaran Dewan Komisaris Tahun 2024 PT Pelayaran Nasional Indonesia (Persero), dengan pokok-pokok sebagai berikut: 1. Laba (Rugi) Konsolidasi • Pendapatan sebesar Rp6.498.772.913.550 • Laba Usaha sebesar Rp196.178.163.497 • EBITDA sebesar Rp663.243.314.004 • Laba Bersih sebesar Rp185.256.582.480 • Laba Bersih (Atribusi Induk) sebesar Rp184.390.359.507 2. Posisi Keuangan Konsolidasi • Total Aset sebesar Rp11.423.870.959.453 • Ekuitas sebesar Rp10.254.964.883.443 • *Interest Bearing Debt* sebesar Rp218.835.977.925 • *Net Operating Cashflow* sebesar Rp352.136.870.369 • *Capital Expenditure* sebesar Rp1.322.053.344.800 To approve the 2024 Corporate Work Plan and Budget (RKAP) and the 2024 Board of Commissioners' Work Plan and Budget of PT Pelayaran Nasional Indonesia (Persero), with the following key targets: 1. Consolidated Profit and Loss • Revenue: Rp6,498,772,913,550 • Operating Profit: Rp196,178,163,497 • EBITDA: Rp663,243,314,004 • Net Profit: Rp185,256,582,480 • Net Profit Attributable to the Parent Company: Rp184,390,359,507 2. Consolidated Financial Position • Total Assets: Rp11,423,870,959,453 • Equity: Rp10,254,964,883,443 • Interest-Bearing Debt: Rp218,835,977,925 • Net Operating Cash Flow: Rp352,136,870,369 • Capital Expenditure: Rp1,322,053,344,800

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Agenda Kedua Second Agenda	
Agenda Agenda	Pengesahan Rencana Kerja dan Anggaran Program Tanggung Jawab Sosial dan Lingkungan (RKA-TJSL) Tahun 2024. Approval of the 2024 Social and Environmental Responsibility Program Work Plan and Budget (RKA-TJSL)
Hasil Keputusan Decision Result	Mengesahkan Rencana Kerja dan Anggaran Program Tanggung Jawab Sosial dan Lingkungan (RKA-TJSL) Tahun 2024 PT Pelayaran Nasional Indonesia (Persero), dengan Total Pendanaan PUMK sebesar Rp1.200.000.000 dan *Community Involvement & Development* (CID) sebesar Rp6.900.000.000 To approve the 2024 Social and Environmental Responsibility Program Work Plan and Budget (RKA-TJSL) of PT Pelayaran Nasional Indonesia (Persero), with total funding of Rp1,200,000,000 for the Partnership Program (PUMK) and Rp6,900,000,000 for Community Involvement and Development (CID).
Agenda Ketiga Third Agenda	
Agenda	Penetapan Kontrak Manajemen Tahunan yang memuat target *Key Performance Indicator* (KPI) Direksi secara Kolegial dan Dewan Komisaris Tahun 2024. Approval of the Annual Management Contract Containing the 2024 Key Performance Indicator (KPI) Targets for the Board of Directors and the Board of Commissioners on a Collective Basis
Hasil Keputusan Decision Result	Menetapkan Kontrak Manajemen Tahunan yang memuat target *Key Performance Indicator* (KPI) antara Direksi dan Dewan Komisaris secara kolegial Tahun 2024, sebagaimana terlampir yang merupakan bagian tidak terpisahkan dari Keputusan ini. **KPI Direksi, dengan pokok-pokoknya:** a. Nilai Ekonomi dan Sosial untuk Indonesia, total 50 (lima puluh); b. Inovasi Model Bisnis, total 15 (lima belas); c. Kepemimpinan Teknologi, total 10 (sepuluh); d. Peningkatan Investasi, total 10 (sepuluh); e. Pengembangan Talenta, total 15 (lima belas); Dengan total KPI Direksi sebanyak 100 (seratus). (Tabel KPI Direksi, terlampir). **KPI Dewan Komisaris, dengan pokok-pokoknya:** a. Aspek Perencanaan, total 10 (sepuluh); b. Aspek Pengawasan dan Nasehat, total 60 (enam puluh); c. Aspek Pelaporan, total 15 (lima belas); d. Aspek Dinamis, total 15 (lima belas); Dengan total KPI Dewan Komisaris sebanyak 100 (seratus). (Tabel KPI Dewan Komisaris, terlampir). To approve the Annual Management Contract containing the Key Performance Indicator (KPI) targets for 2024 between the Board of Directors and the Board of Commissioners on a collective basis, as attached hereto and forming an integral part of this Resolution. **Board of Directors' KPIs, consisting of the following key aspects** a. Economic and Social Value for Indonesia, weighted at 50 (fifty); b. Business Model Innovation, weighted at 15 (fifteen); c. Technology Leadership, weighted at 10 (ten); d. Investment Enhancement, weighted at 10 (ten); e. Talent Development, weighted at 15 (fifteen). The total Board of Directors' KPI score is 100 (one hundred). (Board of Directors' KPI Table attached). **Board of Commissioners' KPIs, consisting of the following key aspect** a. Planning Aspect, weighted at 10 (ten); b. Oversight and Advisory Aspect, weighted at 60 (sixty); c. Reporting Aspect, weighted at 15 (fifteen); d. Dynamic Aspect, weighted at 15 (fifteen). The total Board of Commissioners' KPI score is 100 (one hundred). (Board of Commissioners' KPI Table attached).
Agenda Keempat Fourth Agenda	
Agenda Agenda	Persetujuan pelimpahan kewenangan kepada Dewan Komisaris untuk memberikan persetujuan apabila terdapat tindakan-tindakan yang mengakibatkan perubahan alokasi anggaran investasi dengan nilai maksimum 10% (sepuluh persen) dari nilai masing-masing program investasi sepanjang tidak mengubah total nilai investasi. Approval of the the delegation of authority to the Board of Commissioners to grant approval for actions resulting in changes to the allocation of the investment budget of up to a maximum of 10% (ten percent) of the value of each investment program, provided that the total investment value remains unchanged.

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Hasil Keputusan Decision Result	Menyetujui pelimpahan kewenangan kepada Dewan Komisaris untuk memberikan persetujuan apabila terdapat tindakan-tindakan yang mengakibatkan perubahan alokasi anggaran investasi dengan nilai maksimum 10% (sepuluh persen) dari nilai masing-masing program investasi sepanjang tidak mengubah total nilai investasi. To approve the delegation of authority to the Board of Commissioners to grant approval for actions resulting in changes to the allocation of the investment budget of up to a maximum of 10% (ten percent) of the value of each investment program, provided that the total investment value remains unchanged.
Agenda Kelima **Fifth Agenda**	
Agenda Agenda	Persetujuan Rencana Penugasan Khusus Perseroan pada Tahun 2024. Approval of the Company's Special Assignment Plan for 2024
Hasil Keputusan Decision Result	Menyetujui rencana penugasan khusus PT Pelayaran Nasional Indonesia (Persero) tahun 2024 dalam rangka: a. Penyelenggaraan kewajiban pelayanan public angkutan di perairan untuk daerah masih tertinggal dan/ atau wilayah terpencil; b. Penyelenggaraan kegiatan pelayanan publik kapal perintis milik negara; dan c. Penyelenggaraan kewajiban pelayanan publik untuk angkutan barang di laut dari dan ke daerah Tertinggal, Terpencil, Terluar dan Perbatasan. Persetujuan tersebut dengan tetap memperhatikan ketentuan Pasal 66 Undang-Undang Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara dan ketentuan peraturan perundang-undangan lainnya yang berlaku, yang mengatur bahwa apabila penugasan tersebut secara finansial tidak fisibel, Pemerintah harus memberikan kompensasi atas semua biaya yang telah dikeluarkan oleh BUMN, termasuk margin yang diharapkan sepanjang dalam tingkat kewajaran sesuai dengan penugasan yang diberikan. To approve the 2024 special assignment plan of PT Pelayaran Nasional Indonesia (Persero) in connection with: a. The provision of public service obligations for water transportation services to underdeveloped and/or remote areas; b. The provision of public services through state-owned pioneer vessels; and c. The provision of public service obligations for sea freight transportation to and from underdeveloped, remote, outermost, and border areas. Such approval shall be granted with due regard to the provisions of Article 66 of Law No. 19 of 2003 on State-Owned Enterprises and other applicable laws and regulations, which stipulate that if the assignment is not financially feasible, the Government shall provide compensation for all costs incurred by the State-Owned Enterprise, including the expected margin, provided that such margin is reasonable and commensurate with the assignment given.

Arahan RUPS Pengesahan RKAP Tahun 2024 dan Tindak Lanjutnya

Dalam melaksanakan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2024, Dewan Komisaris dan Direksi diminta memperhatikan hal-hal sebagai berikut:

Directions from the GMS for the Approval of the 2024 RKAP and Their Follow-Up Actions

In implementing the 2024 Corporate Work Plan and Budget (RKAP), the Board of Commissioners and the Board of Directors are requested to take into consideration the following matters:

No.	Arahan Pemegang Saham Shareholders Direction	Tindak Lanjut Follow up
1	Program komersialisasi melalui pemanfaatan kapal pengganti untuk penugasan Tol Laut agar dilaksanakan dengan mempertimbangkan potensi *value added* berupa kontribusi tambahan pendapatan bagi Perusahaan yang disertai dengan jaminan untuk memberikan kepastian bahwa apabila kapal pengganti dibutuhkan untuk penugasan Tol Laut maka PT PELNI menjamin ketersediaan kapal dimaksud. In implementing the commercialization program through the utilization of replacement vessels for the Sea Toll assignment, the Company shall take into account the potential added value in the form of additional revenue contributions. Such implementation shall also be supported by a guarantee ensuring that, whenever a replacement vessel is required for the Sea Toll assignment, PT PELNI will ensure the availability of the vessel concerned.	Sudah ditindaklanjuti Followed Up

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No.	Arahan Pemegang Saham Shareholders Direction	Tindak Lanjut Follow up
2	Pelaksanaan investasi agar sesuai dengan *timeline*, dengan berpedoman pada rencana (*cost & schedule*), utamanya untuk pengadaan 1 (satu) unit Kapal RoRo yang sumber dananya berasal dari sisa dana PMN TA 2015, sehingga dapat diselesaikan sesuai dengan targetnya. The implementation of investments shall be carried out in accordance with the established timeline and based on the approved cost and schedule plans, particularly for the procurement of 1 (one) RoRo vessel financed from the remaining State Capital Injection (PMN) funds for Fiscal Year 2015, so that the procurement can be completed in accordance with the targeted schedule.	Sudah ditindaklanjuti Followed Up
3	Direksi agar meningkatkan pembinaan pada anak Perusahaan mengingat adanya peningkatan target yang cukup signifikan untuk tahun 2024, sehingga kinerja anak Perusahaan dapat tumbuh dan mencapai target. The Board of Directors shall strengthen the supervision and development of the Company's subsidiaries, considering the significant increase in performance targets for 2024, to ensure that the subsidiaries can grow and achieve their respective targets.	Sudah ditindaklanjuti Followed Up
4	Dalam rangka perbaikan tata kelola penugasan untuk menjaga *sustainability* Perusahaan, Direksi agar melakukan reviu skema penugasan secara menyeluruh dan menyusun perbaikan yang harus dilakukan, dalam pelaksanaannya agar tetap memperhatikan keseimbangan antara kepentingan Pemerintah untuk memberikan pelayanan kepada masyarakat dengan kapasitas usaha dan kondisi keuangan BUMN agar dapat berjalan beriringan, pelaksanaan perbaikan skema tersebut termasuk yang mendukung program penggantian kapal secara mandiri dalam jangka Panjang. To improve the governance of public service assignments and maintain the Company's sustainability, the Board of Directors shall conduct a comprehensive review of the assignment scheme and formulate the necessary improvements. In doing so, the Board of Directors shall maintain a balance between the Government's interest in providing public services and the business capacity and financial condition of the SOE, so that both objectives can be achieved simultaneously. Such improvements shall also support the long-term program for independently replacing the Company's vessels.	Sudah ditindaklanjuti Followed Up
5	Direksi agar menyusun rencana jangka panjang secara komprehensif yang selanjutnya dapat dirinci ke dalam program-program, termasuk *roadmap* investasi kapal serta rencana pembiayaannya. The Board of Directors shall prepare a comprehensive long-term plan, which shall be further elaborated into specific programs, including a vessel investment roadmap and the related financing plan.	Sudah ditindaklanjuti Followed Up
6	Melakukan langkah-langkah strategis dalam rangka memperluas jangkauan market kegiatan usaha Perusahaan melalui optimalisasi pelaksanaan strategi marketing serta intensif melaksanakan *canvasing* kepada *potential partners*. The Company shall undertake strategic measures to expand the market reach of its business activities through the optimization of marketing strategies and by intensifying canvassing activities with potential business partners.	Sudah ditindaklanjuti Followed Up
7	Atas rencana inisiatif strategis *spin off Strategic Business Unit* (SBU) Galangan PELNI Surya menjadi bagian dari anak Perusahaan (PT Pelita Indonesia Djaya) dalam rangka pengembangan bisnis *shipchandler*, Direksi agar menyusun kajian yang komprehensif atas rencana dimaksud dan selanjutnya disampaikan kepada Menteri BUMN untuk mendapatkan persetujuan. With respect to the strategic initiative to spin off the Strategic Business Unit (SBU) Galangan Pelni Surya and integrate it into a subsidiary company (PT Pelita Indonesia Djaya) as part of the development of the ship chandling business, the Board of Directors shall prepare a comprehensive study of the proposed initiative and submit it to the Minister of State-Owned Enterprises for approval.	Sudah ditindaklanjuti Followed Up

RAPAT UMUM PEMEGANG SAHAM
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No.	Arahan Pemegang Saham Shareholders Direction	Tindak Lanjut Follow up
8	RKAP yang disahkan merupakan pedoman bagi Direksi dalam menjalankan kegiatan usaha dan pedoman bagi Dewan Komisaris dalam melaksanakan tugas pengawasan perusahaan Tahun 2024 dan berkomitmen untuk mencapai target-target RKAP 2024 dan *Key Performance Indicators* (KPI) tahun 2024. RKAP tersebut agar dirinci menjadi program dan target bulanan dan triwulanan untuk memudahkan monitoring dan evaluasi pencapaiannya, dan dilakukan *cascading* ke seluruh jajaran Perusahaan, serta dalam pelaksanaannya senantiasa berpedoman pada prinsip *Good Corporate Governance* (GCG). The approved RKAP shall serve as a guideline for the Board of Directors in conducting the Company's business activities and for the Board of Commissioners in carrying out its supervisory duties during 2024. The Board of Directors and the Board of Commissioners shall commit to achieving the 2024 RKAP targets and the 2024 Key Performance Indicators (KPIs). The RKAP shall be further broken down into monthly and quarterly programs and targets to facilitate monitoring and evaluation, cascaded throughout the organization, and implemented in accordance with the principles of Good Corporate Governance (GCG).	Sudah ditindaklanjuti Followed Up
9	Direksi agar menindaklanjuti dan menyelesaikan secara tuntas temuan, serta saran dan rekomendasi auditor, baik auditor eksternal (BPK RI dan/atau KAP) maupun auditor internal (SPI) di tahun 2023 maupun tahun-tahun sebelumnya. Tindak lanjut penyelesaian temuan/saran auditor agar dibahas secara komprehensif dengan Dewan Komisaris dan dilaporkan secara tertulis kepada Pemegang Saham. The Board of Directors shall follow up on and fully resolve all audit findings, recommendations, and suggestions issued by external auditors (the Audit Board of the Republic of Indonesia (BPK RI) and/or Public Accounting Firms (KAP)) as well as internal auditors (Internal Audit Unit/SPI), both for 2023 and previous years. The follow-up actions and resolution of audit findings and recommendations shall be discussed comprehensively with the Board of Commissioners and reported in writing to the Shareholder.	Sudah ditindaklanjuti Followed Up
10	Menyampaikan Laporan Tahunan Perseroan termasuk Laporan Keuangan Tahun Buku 2023 yang telah diaudit oleh Kantor Akuntan Publik selambat-lambatnya minggu ke-1 April 2024 dan melakukan *Audit Upon Procedure* (AUP) atas paket informasi laporan audit dan selanjutnya menyampaikan beserta laporan audit paling lambat minggu ke-2 April 2024. The Company shall submit its Annual Report, including the audited Financial Statements for Financial Year 2023, audited by a Public Accounting Firm, no later than the first week of April 2024. The Company shall also conduct an Audit Upon Procedures (AUP) of the audit information package and submit the results together with the audit report no later than the second week of April 2024.	Sudah ditindaklanjuti Followed Up
11	Surat Menteri BUMN Nomor: 491/MBU/09/2023 tanggal 29 September 2023 perihal Aspirasi Pemegang Saham untuk Penyusunan RKAP Tahun 2024, Buku RKAP 2024, surat Dewan Komisaris Nomor: 01/DK/ PI/I-2024 tanggal 3 Januari 2024 perihal Tanggapan atas Usulan RKAP Tahun 2024, *Key Performance Indicators* (KPI) Direksi secara Kolegial yang tertuang dalam Kontrak Manajemen dan KPI Dewan Komisaris, serta Risalah Rapat TJSL Nomor: RIS-18/DSI. MBU.B/12/2023 merupakan bagian yang tidak terpisahkan dari keputusan ini dan agar mendapat perhatian serius serta ditindaklanjuti. The Minister of State-Owned Enterprises' Letter Number 491/MBU/09/2023 dated 29 September 2023 regarding Shareholder Aspirations for the Preparation of the 2024 RKAP, the 2024 RKAP Book, the Board of Commissioners' Letter Number 01/DK/PI/I-2024 dated 3 January 2024 regarding Comments on the Proposed 2024 RKAP, the collective Key Performance Indicators (KPIs) of the Board of Directors as set out in the Management Contract and the KPIs of the Board of Commissioners, as well as the Minutes of the Social and Environmental Responsibility Program (TJSL) Meeting Number RIS-18/DSI.MBU.B/12/2023, shall form an integral and inseparable part of this Resolution and shall receive due attention and follow-up action.	Sudah ditindaklanjuti Followed Up

RAPAT UMUM PEMEGANG SAHAM
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RUPS TAHUNAN MENGENAI PERSETUJUAN LAPORAN TAHUNAN TAHUN BUKU 2023

ANNUAL GMS ON THE APPROVAL OF THE ANNUAL REPORT FOR FINANCIAL YEAR 2023

Tahapan Penyelenggaraan RUPS Tahunan Tahun Buku 2023

Stages of the Annual GMS for Financial Year 2023

Pemanggilan RUPS Notice of GMS	Pemanggilan RUPS Tahunan Tahun Buku 2023 kepada Menteri BUMN selaku Pemegang Saham PT PELNI (Persero) disampaikan melalui Undangan Rapat Umum Pemegang Saham (RUPS) Persetujuan dan Pengesahan Laporan Tahunan Perusahaan Tahun Buku 2023 PT PELNI (Persero) Nomor 05.20/01/S-B/DU/2024 tanggal 20 Mei 2024 perihal Undangan RUPS Persetujuan dan Pengesahan Laporan Tahunan Perusahaan Tahun Buku 2023. The notice for the Annual GMS for Financial Year 2023 was addressed to the Minister of State-Owned Enterprises as the Shareholder of PT PELNI (Persero), submitted through Notice of the General Meeting of Shareholders for the Approval and Ratification of the 2023 Annual Report of PT PELNI (Persero) Number 05.20/01/S-B/DU/2024 dated May 20, 2024, regarding the Invitation to the GMS for the Approval and Ratification of the Company's Annual Report for Financial Year 2023.
Pelaksanaan RUPS Implementation of GMS	1. RUPS Tahunan Tahun Buku 2023 dilaksanakan pada hari Selasa, tanggal 04 Juni 2024 pukul 15.30 WIB di Hotel Indonesia Kempinski Jakarta. 2. RUPS Tahunan Tahun Buku 2023 dipimpin oleh Ibu Desty Arlaini (Asisten Deputi Bidang Jasa Logistik Kementerian BUMN) selaku wakil Pemerintah sebagai Pemegang Saham. 1. The Annual GMS for Financial Year 2023 was held on Tuesday, June 4, 2024 at 15.30 Western Indonesia Time (WIB) at Hotel Indonesia Kempinski, Jakarta. 2. The Annual GMS for Financial Year 2023 was chaired by Ms. Desty Arlaini (Deputy Assistant for Logistics Services, Ministry of State-Owned Enterprises) as the representative of the Government in its capacity as Shareholder.
Risalah RUPS Minutes of GMS	Risalah RUPS Tahunan Tahun Buku 2023 diaktakan dalam Akta No. 01 tanggal 04 Juni 2024 mengenai Berita Acara Rapat Umum Pemegang Saham Perusahaan PT PELNI (Persero) yang dibuat di hadapan Notaris Emmy Yatmini, S.H. di Jakarta. The minutes of the Annual GMS for Financial Year 2023 were notarised in Deed No. 01 dated June 4, 2024 concerning the Minutes of the General Meeting of Shareholders of PT PELNI (Persero), executed before Notary Emmy Yatmini, S.H., in Jakarta.

Peserta RUPS Tahunan Tahun Buku 2023
Participants of the Annual GMS for Financial Year 2023

Pemegang Saham Shareholders	Desty Arlaini (Asisten Deputi Bidang Jasa Logistik Kementerian BUMN), sebagaimana Surat Kuasa Menteri BUMN Nomor: SKU-64/MBU/05/2024 tanggal 31 Mei 2024. Desty Arlaini (Deputy Assistant for Logistics Services, Ministry of State-Owned Enterprises), pursuant to the Power of Attorney of the Minister of State-Owned Enterprises Number: SKU-64/MBU/05/2024 dated May 31, 2024.

RAPAT UMUM PEMEGANG SAHAM
GENERAL MEETING OF SHAREHOLDERS

Dewan Komisaris Board of Commissioners	Hadir: 1. Muhammad Awaluddin (Komisaris Utama merangkap Komisaris Independen) 2. Budi Mantoro (Komisaris) 3. Eddy Susanto Soepadmo (Komisaris) diwakili oleh Bapak Budi Mantoro sebagaimana Surat Kuasa tanggal 03 Juni 2024 4. Kristia Budiyarto (Komisaris Independen) 5. Faturohman (Komisaris) diwakili oleh Bapak Kristia Budiyarto sebagaimana Surat Kuasa tanggal 03 Juni 2024 6. Raden Suhartono (Komisaris) Tidak Hadir: Nihil Present: 1. Muhammad Awaluddin (President Commissioner concurrently serving as Independent Commissioner) 2. Budi Mantoro (Commissioner) 3. Eddy Susanto Soepadmo (Commissioner), represented by Mr. Budi Mantoro pursuant to a Power of Attorney dated 3 June 2024 4. Kristia Budiyarto (Independent Commissioner) 5. Faturohman (Commissioner), represented by Mr. Kristia Budiyarto pursuant to a Power of Attorney dated 3 June 2024 6. Raden Suhartono (Commissioner) Absent: None
Direksi Directors	Hadir: 1. Tri Andayani (Direktur Utama) 2. Heri Purnomo (Direktur Sumber Daya Manusia dan Umum) 3. Nuraini Dessy Winiastuty (Direktur Usaha Angkutan Penumpang) 4. Robert MP Sinaga (Direktur Armada dan Teknik) 5. Yossianis Marciano (Direktur Usaha Angkutan Barang dan Tol Laut) 6. Anik Hidayati (Direktur Keuangan dan Manajemen Risiko) Tidak Hadir: Nihil Present: 1. Tri Andayani (President Director) 2. Heri Purnomo (Director of Human Resources and General Affairs) 3. Nuraini Dessy Winiastuty (Director of Passenger Transport Business) 4. Robert MP Sinaga (Director of Fleet and Engineering) 5. Yossianis Marciano (Director of Cargo Transport and Toll Sea Business) 6. Anik Hidayati (Director of Finance and Risk Management) Absent: None

Kuorum Kehadiran RUPS Tahunan Tahun Buku 2023

RUPS Tahunan Tahun Buku 2023 telah dihadiri oleh seluruh anggota Dewan Komisaris dan Direksi serta perwakilan Pemegang Saham. Kuorum kehadiran dan Keputusan RUPS Tahunan Tahun Buku 2023 tersebut telah terpenuhi sebagaimana yang disyaratkan dalam anggaran dasar serta peraturan perundang-undangan yang berlaku.

Quorum of the Annual GMS for Financial Year 2023

The Annual GMS for Financial Year 2023 was attended by all members of the Board of Commissioners and the Board of Directors, as well as the representative of the Shareholder. The attendance quorum and the resolutions of the Annual GMS for Financial Year 2023 were duly fulfilled in accordance with the requirements set out in the Articles of Association and applicable laws and regulations.

RAPAT UMUM PEMEGANG SAHAM
GENERAL MEETING OF SHAREHOLDERS

Pelibatan Pihak Eksternal dalam RUPS Tahunan Tahun Buku 2023

Dalam penyelenggaraan RUPS Tahunan Tahun Buku 2023, PT PELNI (Persero) melibatkan pihak eksternal independen, yaitu Notaris Emmy Yatmini, S.H sebagai penyusun notulensi rapat dan akta RUPS.

Involvement of External Parties in the Annual GMS for Financial Year 2023

In the conduct of the Annual GMS for Financial Year 2023, PT PELNI (Persero) engaged an independent external party, namely Notary Emmy Yatmini, S.H., as the preparer of the meeting minutes and the GMS deed.

Keputusan RUPS Tahunan Tahun Buku 2023

Resolutions of the Annual GMS for Financial Year 2023

Agenda Pertama First Agenda	
Agenda Agenda	Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Konsolidasian Perseroan, Persetujuan Laporan Tugas Pengawasan Dewan Komisaris serta Pengesahan Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) untuk Tahun Buku 2023, sekaligus Pemberian Pelunasan dan Pembebasan Tanggungjawab sepenuhnya (*Volledig Acquit et de Charge*) kepada Direksi atas Tindakan Pengurusan Perseroan dan Dewan Komisaris atas Tindakan Pengawasan Perseroan yang Telah Dijalankan selama Tahun Buku 2023; Approval of the Annual Report and Ratification of the Company's Consolidated Financial Statements, Approval of the Board of Commissioners' Supervisory Report, and Ratification of the Financial Statements of the Micro and Small Enterprise Funding Programme (PUMK) for Financial Year 2023, along with the Grant of Full Discharge and Release of Liability (Volledig Acquit et de Charge) to the Board of Directors for the Management of the Company and to the Board of Commissioners for the Supervision of the Company Carried Out during Financial Year 2023;
Hasil Keputusan Decision Result	1. Menyetujui Laporan Tahunan Perseroan termasuk Laporan Tugas Pengawasan Dewan Komisaris Perseroan untuk Tahun Buku 2023 yang berakhir pada 31 Desember 2023. 2. Mengesahkan: a. Laporan Keuangan Konsolidasi Perseroan Tahun Buku 2023 yang berakhir pada 31 Desember 2023, yang telah diaudit oleh Kantor Akuntan Publik (KAP) Djoko, Sidik dan Indra sesuai Laporannya Nomor: 00056/2.0999/ AU.1/06/0139-3/1/IV/2024 tanggal 1 April 2024 dengan opini "wajar dalam semua hal yang material": b. Laporan Keuangan Program PUMK untuk Tahun Buku 2023 (dua ribu dua puluh tiga) yang berakhir pada tiga puluh satu Desember dua ribu dua puluh tiga (31-12-2023), yang menjadi bagian dari Laporan Tanggung Jawab Sosial dan Lingkungan yang telah diaudit oleh Kantor Akuntan Publik (KAP) Djoko, Sidik dan Indra sesuai laporannya Nomor: 00045/2.0999/AU.2/06/0139-3/1/III/2024 tanggal sembilan belas Maret dua ribu dua puluh empat (19-03-2024) dengan opini "wajar dalam semua hal yang material". Pokok-pokok Laporan Keuangan Konsolidasian PT Pelayaran Nasional Indonesia (Persero) Tahun Buku 2023 (dua ribu dua puluh tiga) adalah sebagai berikut: • Laporan Posisi Keuangan Konsolidasian Laporan Posisi Keuangan Konsolidasian PT Pelayaran Nasional Indonesia (Persero) untuk tahun yang berakhir tanggal 31 Desember 2023 ditutup dengan: - Total Aset sebesar Rp8.036.032.497.605 - Total Liabilitas sebesar Rp1.212.291.504.600 - Ekuitas sebesar Rp6.823.740.993.005 • Laporan Laba (Rugi) Konsolidasian Laba Bersih setelah Pajak Konsolidasian PT Pelayaran Nasional Indonesia (Persero) untuk tahun yang berakhir tanggal 31 Desember 2023 sebesar Rp201.631.226.495. • Laporan Posisi Keuangan Posisi Keuangan Program TJSL per 31 Desember 2023 ditutup dengan jumlah Aset Bersih sebesar Rp7.407.812.803. • Efektivitas Penyaluran Dana Program PUMK Realisasi dana Program PUMK per 31 Desember 2023 ditutup dengan jumlah Dana Tersedia sebesar Rp1.809.793.376 dan Dana Disalurkan sebesar Rp1.650.000.000. 3. Memberikan Pelunasan dan Pembebasan Tanggung Jawab sepenuhnya (*Volledig Acquit et de Charge*) kepada seluruh anggota Direksi atas tindakan pengurusan Perseroan dan kepada seluruh anggota Dewan Komisaris atas tindakan pengawasan Perseroan yang telah dijalankan selama Tahun Buku 2023 yang berakhir pada 31 Desember 2023 sepanjang Tindakan tersebut bukan merupakan tindak pidana dan/atau melanggar ketentuan peraturan perundang-undangan dan prosedur hukum yang berlaku, dan tercermin dalam buku-buku laporan Perseroan.

RAPAT UMUM PEMEGANG SAHAM
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	1. Approved the Company's Annual Report, including the Supervisory Report of the Company's Board of Commissioners for Financial Year 2023 ending December 31, 2023. 2. Ratified: a. The Company's Consolidated Financial Statements for Financial Year 2023 ending December 31, 2023, which were audited by Public Accounting Firm (KAP) Djoko, Sidik dan Indra in accordance with their Report Number: 00056/2.0999/AU.1/06/0139-3/1/IV/2024 dated April 1, 2024, with an opinion of "fair in all material respects,": b. The Financial Statements of the Partnership and Community Development Program (PUMK) for Fiscal Year 2023, ended 31 December 2023, which form part of the Social and Environmental Responsibility (TJSL) Report, were audited by the Public Accounting Firm (KAP) Djoko, Sidik and Indra, as stated in its report No. 00045/2.0999/AU.2/06/0139-3/1/III/2024 dated 19 March 2024, with an opinion that the financial statements are "fairly presented, in all material respects. • Consolidated Statement of Financial Position The Consolidated Statement of Financial Position of PT Pelayaran Nasional Indonesia (Persero) for the year ending December 31, 2023 was closed with: - Total Assets of Rp8,036,032,497,605 - Total Liabilities of Rp1,212,291,504,600 - Equity of Rp6,823,740,993,005 • Consolidated Statement of Profit or Loss PT Pelayaran Nasional Indonesia (Persero) recorded Consolidated Net Profit After Tax for the year ended 31 December 2023 amounting to IDR 201,631,226,495. • Statement of Financial Position The Financial Position of the TJSL Programme as of December 31, 2023 was closed with Net Assets of Rp7,407,812,803. • Effectiveness of PUMK Programme Fund Distribution The realisation of PUMK Programme funds as of December 31, 2023 was closed with Available Funds of Rp1,809,793,376 and Distributed Funds of Rp1,650,000,000. 3. Granted full Discharge and Release of Liability (Volledig Acquit et de Charge) to all members of the Board of Directors for the management of the Company and to all members of the Board of Commissioners for the supervision of the Company carried out during Financial Year 2023 ending December 31, 2023, provided that such actions do not constitute criminal offences and/or violations of applicable laws, regulations, and legal procedures, and are duly reflected in the Company's books and reports.
Agenda Kedua **Second Agenda**	
Agenda Agenda	Penetapan Penggunaan Laba Bersih Perseroan untuk Tahun Buku 2023; Determination of the Appropriation of the Company's Net Profit for Financial Year 2023
Hasil Keputusan Decision Result	Menetapkan penggunaan Laba Bersih Atribusi Pemilik Entitas Induk Perseroan Tahun Buku 2023 sebesar Rp201.201.847.651 seluruhnya sebagai Cadangan. Resolved to appropriate the entire Net Profit Attributable to Owners of the Parent Entity for Financial Year 2023, amounting to Rp201,201,847,651, as Retained Earnings (Reserve).
Agenda Ketiga **Third Agenda**	
Agenda Agenda	Penetapan Remunerasi (gaji/honorarium, fasilitas, dan tunjangan) Tahun 2024 dan Tantiem Tahun Buku 2023 bagi Direksi dan Dewan Komisaris Perseroan; Determination of Remuneration (salary/honorarium, facilities, and allowances) for 2024 and Tantiem for Financial Year 2023 for the Board of Directors and Board of Commissioners
Hasil Keputusan Decision Result	Penetapan Tantiem bagi Dewan Komisaris dan Direksi atas kinerja Tahun Buku 2023, Gaji bagi Direksi, Honorarium bagi Dewan Komisaris, berikut fasilitas dan tunjangan untuk Tahun Buku 2024 ditetapkan tersendiri. The determination of Tantiem for the Board of Commissioners and Board of Directors based on performance for Financial Year 2023, the Salary for the Board of Directors, the Honorarium for the Board of Commissioners, along with facilities and allowances for Financial Year 2024, shall be determined separately.

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Agenda Keempat Fourth Agenda	
Agenda	Penunjukan Akuntan Publik (AP) dan/atau Kantor Akuntan Publik (KAP) untuk mengaudit Laporan Keuangan Konsolidasi Perseroan dan Laporan Keuangan Program Pendanaan Usaha Mikro dan Kecil (PUMK) serta Non PUMK untuk Tahun Buku 2024; Appointment of a Public Accountant (AP) and/or Public Accounting Firm (KAP) to Audit the Company's Consolidated Financial Statements and the Financial Statements of the Micro and Small Enterprise Funding Programme (PUMK) and Non-PUMK for Financial Year 2024
Hasil Keputusan Decision Result	1. Menunjuk Kantor Akuntan Publik (KAP) Djoko, Sidik dan Indra untuk melakukan audit umum atas Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2024 dan Laporan Keuangan Program Pendanaan Usaha Mikro dan Kecil (PUMK) Perseroan serta Non-PUMK untuk Tahun Buku 2024. 2. Memberikan wewenang dan kuasa kepada Dewan Komisaris Perseroan untuk menunjuk Kantor Akuntan Publik dan/atau Akuntan Publik untuk melakukan audit atas Laporan Keuangan Perseroan periode lainnya pada Tahun Buku 2024 untuk tujuan dan kepentingan Perseroan. 3. Memberikan pelimpahan kewenangan kepada Dewan Komisaris untuk menetapkan besaran imbalan jasa audit, penambahan ruang lingkup pekerjaan yang diperlukan dan persyaratan lainnya yang wajar bagi Kantor Akuntan Publik tersebut, serta menetapkan Kantor Akuntan Publik pengganti dalam hal Kantor Akuntan Publik (KAP) Djoko, Sidik dan Indra, karena sebab apapun tidak dapat menyelesaikan audit. Laporan Keuangan Konsolidasian Perseroan serta Laporan Keuangan dan Pelaksanaan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) dan laporan lainnya untuk Tahun Buku 2024 termasuk menetapkan imbalan jasa audit dan persyaratan lainnya bagi Kantor Akuntan Publik pengganti tersebut. 1. Appointed Public Accounting Firm (KAP) Djoko, Sidik dan Indra to conduct a general audit of the Company's Consolidated Financial Statements for Financial Year 2024 and the Financial Statements of the Company's Micro and Small Enterprise Funding Programme (PUMK) and Non-PUMK for Financial Year 2024. 2. Granted authority and power of attorney to the Company's Board of Commissioners to appoint a Public Accounting Firm and/or Public Accountant to conduct audits of the Company's Financial Statements for other periods within Financial Year 2024, for the purposes and interests of the Company. 3. Delegated authority to the Board of Commissioners to determine the audit fee, any necessary additions to the scope of work, and other reasonable terms and conditions for the said Public Accounting Firm, as well as to appoint a replacement Public Accounting Firm in the event that Public Accounting Firm (KAP) Djoko, Sidik dan Indra is, for any reason, unable to complete the audit of the Company's Consolidated Financial Statements, the Financial Statements and Implementation Report of the Micro and Small Enterprise Funding Programme (PUMK), and other reports for Financial Year 2024, including determining the audit fee and other terms and conditions for such replacement Public Accounting Firm.

Agenda Kelima Fifth Agenda	
Agenda Agenda	Laporan Realisasi Penggunaan Tambahan Dana Penyertaan Modal Negara. Report on the Realisation of the Use of Additional State Capital Participation Funds
Hasil Keputusan Decision Result	Menerima Laporan Realisasi Penggunaan Tambahan Dana Penyertaan Modal Negara (PMN) yang berasal dari APBN Tahun Anggaran 2015 untuk periode Tahun Buku 2023 dengan ketentuan semua kegiatan dan penggunaan telah sesuai dengan Kajian Bersama PMN dan Peraturan Menteri BUMN Nomor: PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara, sepanjang tidak ditemukan adanya penyimpangan di kemudian hari. Accepted the Report on the Realisation of the Use of Additional State Capital Participation (PMN) Funds sourced from the State Budget (APBN) for the 2015 Fiscal Year, covering the period of Financial Year 2023, on the condition that all activities and uses have been carried out in accordance with the Joint Review of PMN and the Regulation of the Minister of State-Owned Enterprises Number PER-2/MBU/03/2023 concerning Guidelines for Corporate Governance and Significant Corporate Activities of SOEs, provided that no irregularities are identified at a later date.

Arahan RUPS Tahunan Tahun Buku 2023 dan Tindak Lanjutnya

Dewan Komisaris dan Direksi diminta memperhatikan hal-hal sebagai berikut:

Directions from the 2023 Annual GMS and Their Follow-Up Actions

The Board of Commissioners and the Board of Directors are requested to pay attention to the following matters:

Arahan RUPS Tahunan Tahun Buku 2023 dan Tindak Lanjutnya	Directions from the 2023 Annual GMS and Their Follow-Up Actions

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No.	Arahan Pemegang Saham Shareholders Direction	Tindak Lanjut Follow Up
1	Direksi agar mengupayakan peningkatan pendapatan usaha pada seluruh segmen usaha utamanya yang belum mencapai target, termasuk pendapatan dari usaha sampingan, usaha penunjang, dan anak perusahaan, serta melakukan inovasi dalam pengembangan bisnis komersial perusahaan secara konsisten dan optimal, guna mengurangi ketergantungan terhadap PSO dan subsidi. The Board of Directors shall strive to increase operating revenue across all main business segments that have not yet achieved their targets, including revenue from ancillary businesses, supporting businesses, and subsidiaries. The Board shall also consistently and optimally pursue innovations in the development of the Company's commercial business activities to reduce dependence on Public Service Obligation (PSO) funding and subsidies.	Sudah ditindaklanjuti Followed Up
2	Direksi agar senantiasa melakukan evaluasi atas pelayanan perusahaan, khususnya pada masa puncak liburan (Angkutan Lebaran dan Nataru), dengan melakukan koordinasi bersama pihak/instansi terkait agar ke depan kualitas pelayanan terus meningkat, termasuk kesiapan armada kapal dan aplikasi pemesanan tiket. The Board of Directors shall continuously evaluate the Company's services, particularly during peak holiday periods (Eid Transportation and Christmas–New Year Transportation), by coordinating with relevant stakeholders and agencies to ensure continuous improvements in service quality, including the readiness of the vessel fleet and ticket reservation applications.	Sudah ditindaklanjuti Followed Up
3	Melakukan evaluasi secara menyeluruh atas pelaksanaan perawatan armada kapal (*docking*), termasuk optimalisasi jadwal dan mekanisme *docking*, agar aktivitas operasional berjalan secara optimal. The Board of Directors shall conduct a comprehensive evaluation of vessel fleet maintenance (docking), including the optimization of docking schedules and mechanisms, to ensure that operational activities run effectively and efficiently.	Sudah ditindaklanjuti Followed Up
4	Direksi agar meningkatkan langkah-langkah efisiensi di seluruh bidang serta memperkuat pengendalian biaya, khususnya Biaya *Overhead*, dengan tetap menjaga produktivitas dan kualitas pelayanan. The Board of Directors shall enhance efficiency measures across all business areas and strengthen cost control, particularly with respect to overhead expenses, while maintaining productivity and service quality.	Sudah ditindaklanjuti Followed Up
5	Menyusun langkah-langkah strategis untuk memperluas jangkauan pasar kegiatan usaha perusahaan, khususnya angkutan barang, melalui optimalisasi strategi pemasaran serta pelaksanaan *canvassing* dan kunjungan langsung (*site visit*) kepada calon pelanggan. The Board of Directors shall develop strategic initiatives to expand the market reach of the Company's business activities, particularly in the cargo transportation segment, through the optimization of marketing strategies and the implementation of canvassing activities and direct site visits to prospective customers.	Sudah ditindaklanjuti Followed Up
6	Meningkatkan penyerapan investasi, khususnya investasi yang berdampak langsung terhadap pendapatan dan bersifat produktif, seperti kapal RoRo dan kapal tongkang-*tugboat*, agar berkontribusi terhadap peningkatan kapasitas operasional dan mendukung pelayanan perusahaan. Termasuk di dalamnya adalah percepatan pemanfaatan sisa dana Penyertaan Modal Negara (PMN) tahun 2025 serta pelaporan realisasinya secara berkala sesuai ketentuan Peraturan Menteri BUMN Nomor: PER-02/MBU/03/2023. The Board of Directors shall improve investment absorption, particularly for productive investments that have a direct impact on revenue generation, such as RoRo vessels and tugboat-barge fleets, in order to enhance operational capacity and support the Company's services. This includes accelerating the utilization of the remaining 2025 State Capital Injection (PMN) funds and reporting their realization periodically in accordance with the provisions of Minister of State-Owned Enterprises Regulation Number PER-02/MBU/03/2023.	Sudah ditindaklanjuti Followed Up
7	Meningkatkan pembinaan terhadap anak perusahaan dan cabang yang belum mencapai target, melalui langkah-langkah strategis untuk peningkatan pelayanan dan percepatan tindak lanjut kerja sama, sehingga kinerja mereka dapat meningkat dan memberikan kontribusi positif bagi perusahaan induk. The Board of Directors shall strengthen oversight and development of subsidiaries and branch offices that have not achieved their targets through strategic measures aimed at improving services and accelerating the follow-up of business cooperation initiatives, thereby enhancing their performance and contribution to the parent company.	Sudah ditindaklanjuti Followed Up

RAPAT UMUM PEMEGANG SAHAM
GENERAL MEETING OF SHAREHOLDERS

No.	Arahan Pemegang Saham Shareholders Direction	Tindak Lanjut Follow Up
8	Dalam rangka peningkatan kualitas dan kenyamanan sistem dan aplikasi bagi pengguna, Direksi agar senantiasa melakukan evaluasi serta meningkatkan keamanan seluruh sistem dan aplikasi yang telah dikembangkan, dengan memperhatikan umpan balik dan ulasan dari pengguna. To improve the quality, reliability, and user convenience of the Company's systems and applications, the Board of Directors shall continuously evaluate and enhance the security of all developed systems and applications, taking into account user feedback and reviews.	Sudah ditindaklanjuti Followed Up
9	Direksi agar memastikan seluruh kegiatan usaha perusahaan dilaksanakan dengan mengedepankan prinsip-prinsip *Good Corporate Governance* (GCG) secara konsisten dan berkelanjutan, dengan berpedoman pada ketentuan dan peraturan yang berlaku. The Board of Directors shall ensure that all business activities are carried out in accordance with the principles of Good Corporate Governance (GCG) in a consistent and sustainable manner, while complying with all applicable laws and regulations.	Sudah ditindaklanjuti Followed Up
10	Direksi agar menindaklanjuti dan menyelesaikan setiap temuan, catatan, serta saran/rekomendasi dari auditor eksternal (Kantor Akuntan Publik), Badan Pengawasan Keuangan dan Pembangunan (BPKP), Badan Pemeriksa Keuangan Republik Indonesia (BPK-RI), serta auditor internal dan instansi pengawasan lainnya yang belum diselesaikan. Progres tindak lanjut agar dibahas secara komprehensif dengan Dewan Komisaris dan dilaporkan secara tertulis dan berkala kepada Pemegang Saham. The Board of Directors shall follow up on and resolve all outstanding findings, observations, and recommendations issued by external auditors (Public Accounting Firms), the Financial and Development Supervisory Agency (BPKP), the Audit Board of the Republic of Indonesia (BPK-RI), internal auditors, and other supervisory authorities. Progress on the follow-up actions shall be discussed comprehensively with the Board of Commissioners and reported to the Shareholders in writing on a periodic basis.	Sudah ditindaklanjuti Followed Up
11	Direksi agar menjaga konsistensi dalam melakukan monitoring dan pemutakhiran data pada Portal BUMN, yaitu Portal Silaba, Portal *Human Capital* (HC), Portal TJSL, dan Portal Publik. Perkembangan pemutakhiran data agar dilaporkan dalam laporan manajemen triwulanan dan laporan tahunan. The Board of Directors shall maintain consistency in monitoring and updating data on the SOE Portal, including the Silaba Portal, Human Capital (HC) Portal, TJSL Portal, and Public Portal. Progress on data updates shall be reported in the quarterly management reports and annual reports.	Sudah ditindaklanjuti Followed Up
12	Direksi agar menindaklanjuti hal-hal yang menjadi rekomendasi dari Dewan Komisaris PT Pelayaran Nasional Indonesia (Persero) sebagaimana disampaikan dalam surat Nomor: 77/DK/V/2024 tanggal 13 Mei 2024 perihal Tanggapan Dewan Komisaris atas Laporan Keuangan *Audited* PT Pelayaran Nasional Indonesia (Persero). The Board of Directors shall follow up on the recommendations of the Board of Commissioners of PT Pelayaran Nasional Indonesia (Persero) as conveyed in Letter Number 77/DK/V/2024 dated 13 May 2024 concerning the Board of Commissioners' response to the Audited Financial Statements of PT Pelayaran Nasional Indonesia (Persero).	Sudah ditindaklanjuti Followed Up
13	Direksi agar menindaklanjuti hasil pembahasan laporan keuangan dan pelaksanaan program TJSL Tahun Buku 2023 (dua ribu dua puluh tiga) dengan Asisten Deputi TJSL sebagaimana Risalah Rapat Pembahasan Nomor: RIS-47/DSI.MBU.B/5/2024 tanggal tujuh belas Mei dua ribu dua puluh empat (17-05-2024) dengan pengawasan Dewan Komisaris. The Board of Directors shall follow up on the outcomes of the discussions regarding the 2023 Financial Statements and the implementation of the TJSL Program for Fiscal Year 2023 with the Assistant Deputy for TJSL, as documented in Meeting Minutes Number RIS-47/DSI.MBU.B/5/2024 dated 17 May 2024, under the supervision of the Board of Commissioners.	Sudah ditindaklanjuti Followed Up

DIREKSI
BOARD OF DIRECTORS

Direksi adalah organ perusahaan yang bertanggung jawab penuh atas pengurusan dan pengelolaan Perseroan. Direksi bertugas dan bertanggung jawab secara kolektif kolegial dalam mengelola Perseroan demi tercapainya tujuan Perseroan dengan tetap tunduk dan patuh terhadap setiap ketentuan yang berlaku. Masing-masing anggota Direksi melaksanakan tugas dan mengambil keputusan sesuai dengan pembagian tugas, wewenang, dan hal-hal lain yang terkait dengan jabatannya sesuai dengan anggaran dasar dan peraturan perundang-undangan yang berlaku.

The Board of Directors is the corporate organ fully responsible for the management and administration of the Company. The Board of Directors carries out its duties and responsibilities collectively in managing the Company to achieve its objectives while complying with all applicable laws and regulations. Each member of the Board of Directors performs their duties and makes decisions in accordance with the division of responsibilities, authority, and other matters related to their position as stipulated in the Articles of Association and prevailing laws and regulations.

PEDOMAN KERJA DIREKSI

PELNI telah memiliki Pedoman Tata Laksana Kerja (Board Manual) yang menjadi acuan bagi Direksi dalam menjalankan tugas, tanggung jawab, dan kewenangannya guna memenuhi kepentingan Pemegang Saham serta Pemangku Kepentingan lainnya. *Board Manual* Direksi tersebut ditetapkan melalui Salinan Surat Keputusan Bersama Direksi dan Dewan Komisaris PT PELNI (Persero) Nomor 11.15/01/SK/HKO.01/2023 tanggal 15 November 2023 tentang Pedoman Tata Laksana Kerja (*Board Manual*) Direksi dan Dewan Komisaris PT PELNI (Persero). Dokumen ini juga telah dipublikasikan melalui situs resmi Perseroan sebagai bentuk transparansi dan keterbukaan informasi.

Secara umum, *Board Manual* Dewan Komisaris dan Direksi memuat ketentuan yang mengatur tata laksana pelaksanaan tugas masing-masing organ, termasuk mekanisme hubungan kerja antara Dewan Komisaris dan Direksi. Pedoman ini menjadi landasan dalam memastikan hubungan kerja yang terstruktur, efektif, dan selaras dengan prinsip tata kelola perusahaan yang baik, sekaligus mengatur tata laksana kerja Direksi dalam menjalankan pengelolaan Perseroan. Berikut beberapa aspek yang diatur dalam *Board Manual* Dewan Komisaris dan Direksi:

1. Kebijakan Umum
2. Pengaturan Rangkap Jabatan
3. Pengangkatan dan Pemberhentian Direksi
4. Pengunduran Diri Direksi
5. Pelaksanaan Tugas Anggota Direksi yang Lowong

BOARD OF DIRECTORS CHARTER

PELNI has established a Board Manual that serves as a guideline for the Board of Directors in carrying out its duties, responsibilities, and authorities to safeguard the interests of Shareholders and other Stakeholders. The Board Manual was enacted through a copy of the Joint Decree of the Board of Directors and Board of Commissioners of PT PELNI (Persero) No. 11.15/01/SK/HKO.01/2023 dated 15 November 2023 concerning the Board Manual of the Board of Directors and Board of Commissioners of PT PELNI (Persero). The document has also been published on the Company's official website as part of its commitment to transparency and information disclosure.

In general, the Board Manual of the Board of Commissioners and Board of Directors contains provisions governing the implementation of the duties of each governing body, including the working relationship mechanism between the Board of Commissioners and the Board of Directors. The Manual serves as the foundation for ensuring a structured and effective working relationship aligned with the principles of Good Corporate Governance (GCG), while also regulating the working procedures of the Board of Directors in managing the Company. The following are some of the aspects regulated in the Board Manual of the Board of Commissioners and Board of Directors:

1. General Policies
2. Multiple Positions Policy
3. Appointment and Dismissal of Directors
4. Resignation of Directors
5. Performance of Duties in the Event of a Vacancy on the Board of Directors

DIREKSI
BOARD OF DIRECTORS

6. Program Pengenalan dan Peningkatan Kapabilitas
7. Tanggung Jawab Direksi
8. Tugas Direksi
9. Direktur Penanggung jawab GCG
10. Wewenang Direksi
11. Kewajiban Direksi
12. Hak-Hak Direksi
13. Etika Jabatan
14. Penetapan Kebijakan
15. Pengelolaan Perusahaan Oleh Direksi
16. Komposisi dan Pembidangan Tugas Direksi
17. Rapat Direksi
18. Organ Pendukung Direksi

Selain itu, *Board Manual* juga mengatur perihal mekanisme hubungan kerja antara Dewan Komisaris dengan Direksi.

MASA JABATAN DIREKSI

Masa Jabatan anggota Direksi adalah 5 (lima) tahun dengan tidak mengurangi hak RUPS untuk memberhentikan anggota Direksi sewaktu-waktu. Setelah masa jabatannya berakhir, Anggota Direksi dapat diangkat kembali oleh RUPS untuk 1 (satu) kali masa jabatan oleh RUPS.

KOMPOSISI ANGGOTA DIREKSI

1. Perusahaan diurus dan dipimpin oleh suatu Direksi yang terdiri dan paling sedikit (dua) orang anggota Direksi, seorang di antaranya diangkat sebagai Direktur Utama.
2. Anggota Direksi diangkat dan diberhentikan oleh Rapat Umum Pemegang Saham.
3. Anggota Direksi diangkat dari calon yang diusulkan oleh Pemegang Saham dan pencalonan tersebut mengikat bagi RUPS.

6. Induction and Capacity-Building Programs
7. Responsibilities of the Board of Directors
8. Duties of the Board of Directors
9. Director Responsible for Good Corporate Governance (GCG)
10. Authorities of the Board of Directors
11. Obligations of the Board of Directors
12. Rights of the Board of Directors
13. Code of Ethics
14. Policy Formulation
15. Corporate Management by the Board of Directors
16. Composition and Division of Duties of the Board of Directors
17. Meetings of the Board of Directors
18. Supporting Organs of the Board of Directors

In addition, the Board Manual also regulates the working relationship mechanism between the Board of Commissioners and the Board of Directors.

TERM OF OFFICE OF THE BOARD OF DIRECTORS

The term of office of each member of the Board of Directors is 5 (five) years, without prejudice to the right of the General Meeting of Shareholders (GMS) to dismiss any member of the Board of Directors at any time. Upon the expiry of their term, a member of the Board of Directors may be reappointed by the GMS for one additional term.

COMPOSITION OF THE BOARD OF DIRECTORS

1. The Company is managed and led by a Board of Directors consisting of at least 2 (two) members, one of whom shall be appointed as President Director.
2. Members of the Board of Directors are appointed and dismissed by the General Meeting of Shareholders.
3. Members of the Board of Directors are appointed from candidates proposed by the Shareholders, and such nominations shall be binding on the General Meeting of Shareholders.

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4. Dalam hal Direksi terdiri atas 2 (dua) anggota Direksi atau lebih, pembagian tugas dan wewenang pengurusan di antara anggota Direksi ditetapkan berdasarkan keputusan RUPS.

5. Dalam hal RUPS sebagaimana dimaksud pada penjelasan di atas tidak menetapkan, pembagian tugas dan wewenang anggota Direksi ditetapkan berdasarkan keputusan Direksi.

4. If the Board of Directors consists of 2 (two) or more members, the division of management duties and authorities among the members shall be determined by a resolution of the General Meeting of Shareholders.
5. If the General Meeting of Shareholders does not determine such division of duties and authorities, the allocation shall be determined by a resolution of the Board of Directors.

Pada tahun 2025, komposisi Direksi PELNI tidak mengalami perubahan, yaitu dengan komposisi sebagai berikut:

In 2025, there were no changes to the composition of PELNI's Board of Directors, which consisted of the following members:

No	Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment
1.	Tri Andayani	Direktur Utama President Director	Keputusan Menteri Badan Usaha Milik Negara (BUMN) Nomor: SK-57/ MBU/02/2022 tanggal 25 Februari 2022 Decree of the Minister of State-Owned Enterprises (SOEs) Number SK-57/MBU/02/2022 dated 25 February 2022
2.	Anik Hidayati	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	Keputusan Menteri Badan Usaha Milik Negara (BUMN) Nomor: SK-263/ MBU/11/2022 tanggal 21 November 2022 Decree of the Minister of State-Owned Enterprises (SOEs) Number SK-263/MBU/11/2022 dated 21 November 2022
3.	Nuraini Dessy W	Direktur Usaha Angkutan Penumpang Director of Passenger Transportation Business	Keputusan Menteri Badan Usaha Milik Negara (BUMN) Nomor: SK-262/ MBU/09/2023 tanggal 21 September 2023 Decree of the Minister of State-Owned Enterprises (SOEs) Number SK-262/MBU/09/2023 dated 21 September 2023
4.	Robert M.P. Sinaga	Direktur Armada dan Teknik Director of Fleet and Engineering	Keputusan Menteri Badan Usaha Milik Negara (BUMN) Nomor: SK-12/ MBU/01/2021 tanggal 12 Januari 2021 Decree of the Minister of State-Owned Enterprises (SOEs) Number SK-12/MBU/01/2021 dated 12 January 2021
5.	Heri Purnomo	Direktur Sumber Daya Manusia dan Umum Director of Human Capital and General Affairs	Keputusan Menteri Badan Usaha Milik Negara (BUMN) Nomor: SK-6/MBU/ 01/2024 tanggal 9 Januari 2024 Decree of the Minister of State-Owned Enterprises (SOEs) Number SK-6/MBU/01/2024 dated 9 January 2024
6.	Kokok Susanto	Direktur Usaha Angkutan Barang dan Tol Laut Director of Cargo Transportation and Sea Toll Business	Keputusan Menteri Badan Usaha Milik Negara (BUMN) Nomor: SK-70/ MBU/03/2024 tanggal 18 Maret 2024 Decree of the Minister of State-Owned Enterprises (SOEs) Number SK-70/MBU/03/2024 dated 18 March 2024

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WEWENANG DIREKSI

Direksi memiliki kewenangan untuk:

1. Menetapkan kebijakan pengurusan Perusahaan;
2. Mengatur penyerahan kekuasaan Direksi kepada seorang atau beberapa orang anggota Direksi untuk mengambil keputusan dan atas nama Direksi atau mewakili Perusahaan di dalam dan di luar pengadilan;
3. Mengatur penyerahan kekuasaan Direksi kepada seorang atau beberapa orang pekerja Perusahaan baik sendiri-sendiri maupun bersama-sama atau kepada orang lain, untuk mewakili Perusahaan di dalam dan di luar Pengadilan;
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, dengan ketentuan penetapan gaji, pensiun atau jaminan hari tua dan penghasilan lain bagi pekerja yang melampaui kewajiban yang ditetapkan peraturan perundang-undangan, harus mendapat persetujuan terlebih dahulu dari RUPS;
5. Mengangkat dan memberhentikan pekerja Perusahaan berdasarkan peraturan kepegawaian Perusahaan dan peraturan perundang-undangan yang berlaku;
6. Mengangkat dan memberhentikan Sekretaris Perusahaan;
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.

AUTHORITY OF THE BOARD OF DIRECTORS

The Board of Directors has the authority to:

1. Establish policies for the management of the Company;
2. Delegate the authority of the Board of Directors to one or more members of the Board of Directors to make decisions on behalf of the Board of Directors or to represent the Company both in and outside court proceedings;
3. Delegate the authority of the Board of Directors to one or more employees of the Company, either individually or jointly, or to other parties, to represent the Company both in and outside court proceedings;
4. Establish employment policies, including the determination of salaries, pensions or retirement benefits, and other compensation for employees in accordance with prevailing laws and regulations, provided that any compensation exceeding statutory requirements must obtain prior approval from the General Meeting of Shareholders (GMS);
5. Appoint and dismiss employees in accordance with the Company's employment regulations and applicable laws and regulations;
6. Appoint and dismiss the Corporate Secretary;
7. Perform all other actions and legal acts relating to the management and ownership of the Company's assets, bind the Company with other parties and/or other parties with the Company, and represent the Company both in and outside court proceedings in all matters and circumstances, subject to the limitations stipulated by applicable laws and regulations, the Articles of Association, and/or resolutions of the GMS.

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TUGAS DAN TANGGUNG JAWAB DIREKSI

Tugas Umum Direksi

1. Direksi bertugas menjalankan segala tindakan yang berkaitan dengan pengurusan Perseroan untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan serta mewakili Perseroan baik di dalam maupun di luar pengadilan tentang segala hal dan segala kejadian dengan pembatasan-pembatasan sebagaimana diatur dalam Peraturan Perundang-undangan, Anggaran Dasar dan/atau Keputusan RUPS.
2. Setiap Anggota Direksi wajib dengan itikad baik dan penuh tanggung jawab menjalankan tugas untuk kepentingan dan usaha Perseroan dengan mengindahkan perundang-undangan yang berlaku.
3. Direksi bertanggung jawab penuh atas pelaksanaan kepengurusan Perusahaan.
4. Direksi wajib mengelola Perusahaan sesuai dengan kewenangan dan tanggung jawab Direksi sebagaimana diatur dalam anggaran dasar dan ketentuan peraturan perundang-undangan.
5. Salah seorang anggota Direksi ditunjuk oleh rapat Direksi sebagai penanggung jawab dalam penerapan dan pemantauan Tata Kelola Perusahaan yang Baik di Perusahaan.
6. Direksi wajib menindaklanjuti temuan dan rekomendasi dari:
   a. Fungsi Manajemen Risiko, Kepatuhan, dan Audit Intern;
   b. Temuan Auditor Eksternal;
   c. Nasihat dan hasil pengawasan Dewan Komisaris;
   d. Laporan BPK;
   e. Laporan BPKP; dan/atau
   f. Temuan dan rekomendasi lainnya yang wajib ditindaklanjuti Direksi berdasarkan ketentuan peraturan perundang-undangan.
7. Anggota Direksi dilarang memberikan kuasa umum kepada pihak lain yang mengakibatkan pengalihan tugas dan fungsi Direksi.
8. Direksi wajib mempertanggungjawabkan pelaksanaan tugas kepada RUPS/Menteri.

DUTIES AND RESPONSIBILITIES OF THE DIRECTORS

General Duties of the Directors

1. The Directors are responsible for conducting all actions related to the management of the Company for the benefit of the Company, in accordance with the Company's purposes and objectives, and representing the Company both in and out of court on all matters and events with the limitations as stipulated in laws, the Articles of Association, and/or the decisions of the General Meeting of Shareholders (RUPS).
2. Each member of the Board of Directors is required to carry out their duties in good faith and full responsibility for the interest and business of the Company, in compliance with applicable laws and regulations.
3. The Directors are fully responsible for the management of the Company.
4. The Directors must manage the Company in accordance with their authority and responsibilities as outlined in the Articles of Association and statutory regulations.
5. One member of the Board of Directors is appointed by the Board meeting to be responsible for the implementation and monitoring of Good Corporate Governance in the Company.
6. The Directors must follow up on findings and recommendations from:
   a. Risk Management, Compliance, and Internal Audit functions;
   b. External Auditor findings;
   c. Advice and supervision results from the Board of Commissioners;
   d. Audit Board (BPK) reports;
   e. Financial and Development Supervisory Agency (BPKP) reports; and/or
   f. Other findings and recommendations that must be followed up by the Directors as required by statutory regulations.
7. Members of the Board of Directors are prohibited from granting general powers to others that result in the transfer of the duties and functions of the Directors.
8. The Directors must be accountable for their duties to the RUPS/Minister.

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9. Melakukan segala tindakan dan perbuatan lainnya, mengenai pengurusan maupun pemilikan kekayaan Perseroan, mengikat Perseroan dengan pihak lain dan/atau pihak lain dengan Perseroan, serta mewakili Perseroan di dalam dan diluar Pengadilan tentang segala hal dan segala kejadian, dengan pembatasan-pembatasan sebagaimana diatur dalam peraturan perundang-undangan, Anggaran Dasar dan/atau keputusan RUPS.
10. Menetapkan struktur organisasi sampai dengan satu tingkat dibawah Direksi.
11. Untuk memenuhi syarat akuntabilitas, keterbukaan, dan tertib administrasi sesuai dengan ketentuan peraturan perundang-undangan, Direksi wajib:
    a. Membuat daftar pemegang saham, daftar khusus, risalah RUPS/surat Menteri, dan risalah rapat Direksi;
    b. Membuat laporan tahunan dan dokumen keuangan perusahaan;
    c. Memelihara seluruh daftar, risalah, dan dokumen keuangan perusahaan dan dokumen lainnya; dan
    d. Menyimpan di tempat kedudukan perusahaan, seluruh daftar, risalah, dokumen keuangan perusahaan, dan dokumen lainnya.
12. Dalam menjalankan kewajiban sebagaimana dimaksud pada poin 11. a atas permohonan tertulis dari pemegang saham, Direksi memberi izin kepada pemegang saham untuk memeriksa daftar pemegang saham, daftar khusus, risalah RUPS/surat Menteri dan laporan tahunan serta mendapatkan Salinan risalah RUPS dan laporan tahunan.
13. Dalam menjalankan kewajiban sebagaimana dimaksud pada poin 11. d, Direksi bertanggung jawab terhadap pengelolaan arsip di lingkungan Perusahaan.
14. Setiap anggota Direksi bertanggung jawab penuh secara pribadi atas kerugian Perseroan apabila yang bersangkutan bersalah atau lalai menjalankan tugasnya sesuai dengan ketentuan.
15. Pembagian tugas dan wewenang setiap Anggota Direksi ditetapkan oleh Rapat Umum Pemegang Saham. Dalam hal Rapat Umum Pemegang Saham tidak menetapkan pembagian tugas dan wewenang tersebut, maka pembagian tugas dan wewenang di antara Direksi ditetapkan berdasarkan keputusan Direksi.
16. Memberikan penjelasan tentang segala hal yang ditanyakan atau yang diminta anggota Dewan Komisaris dan para pemegang saham.

9. Perform all other actions and deeds regarding the management or ownership of the Company's assets, binding the Company with other parties and/or other parties with the Company, and representing the Company both in and out of court on all matters and events, with the limitations as stipulated in laws, the Articles of Association, and/ or the decisions of the RUPS.
10. Establish the organizational structure up to one level below the Board of Directors.
11. To meet the requirements of accountability, transparency, and orderly administration in accordance with statutory regulations, the Directors must:
    a. Create a list of shareholders, a special register, minutes of RUPS/Ministerial letters, and minutes of Directors' meetings;
    b. Prepare annual reports and financial documents of the company;
    c. Maintain all lists, minutes, and financial documents of the company and other documents; and
    d. Store all lists, minutes, financial documents, and other documents at the company's domicile.
12. In carrying out the obligations referred to in point 11.a, upon written request from a shareholder, the Directors must allow the shareholder to inspect the list of shareholders, special register, minutes of RUPS/ Ministerial letters, and annual reports, and obtain copies of the minutes of RUPS and annual reports.
13. In fulfilling the obligations referred to in point 11.d, the Directors are responsible for the management of archives within the Company.
14. Each member of the Board of Directors is fully personally responsible for the Company's losses if they are at fault or negligent in performing their duties in accordance with regulations.
15. The division of duties and authorities of each member of the Board of Directors is determined by the General Meeting of Shareholders. If the General Meeting of Shareholders does not determine the division of duties and authorities, the division of duties and authorities among the Directors shall be determined by the decision of the Board of Directors.
16. Provide explanations on any matters asked or requested by members of the Board of Commissioners and shareholders.

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Berikut adalah tugas dan tanggung jawab Direksi menurut *Board Manual* PT PELNI (Persero):

1. Tugas Direksi terkait Hubungan dengan RUPS.
2. Tugas Direksi terkait dengan Strategi dan Rencana Kerja.
3. Tugas Direksi terkait dengan Penyusunan RJPP.
4. Tugas Direksi terkait dengan Penyusunan RKAP.
5. Tugas Direksi terkait dengan Penyusunan Laporan Tahunan.
6. Tugas Direksi terkait dengan Laporan Triwulanan.
7. Tugas Direksi terkait dengan Keterbukaan dan Kerahasiaan Informasi.
8. Tugas Direksi terkait dengan Etika Berusaha dan Anti Korupsi.
9. Tugas Direksi Kebijakan Operasional dan SOP.
10. Tugas Direksi terkait Manajemen Risiko.
11. Tugas Direksi terkait dengan Pengendalian Internal.
12. Tugas Direksi terkait dengan Perubahan Lingkungan Bisnis dan Permasalahan yang Berdampak Besar bagi Usaha dan Kinerja Perusahaan.
13. Tugas Direksi terkait dengan Sistem Akuntansi dan Pembukuan.
14. Tugas Direksi terkait Informasi Perseroan kepada *Stakeholder*.
15. Tugas Direksi terkait dengan Pemenuhan Target Kinerja.
16. Tugas Direksi terkait dengan Teknologi Informasi (TI).
17. Tugas Direksi terkait dengan Mutu dan Pelayanan.
18. Tugas Direksi terkait dengan Pengadaan Barang Jasa.
19. Tugas Direksi terkait dengan Tanggung Jawab Sosial Perusahaan.
20. Tugas Direksi terkait dengan Sumber Daya Manusia (SDM).
21. Tugas Direksi terkait dengan Anak Perusahaan (*Subsidiary* Perusahaan) dan/atau Perusahaan Patungan.
22. Tugas Direksi terkait dengan Pengendalian Operasional dan Keuangan.
23. Tugas Direksi terkait dengan Pengurusan Perseroan.
24. Tugas Direksi terkait dengan *Stakeholder*.
25. Tugas Direksi terkait dengan Benturan Kepentingan.

The following are the duties and responsibilities of the Directors according to the Board Manual of PT PELNI (Persero):

1. Directors' duties related to the relationship with the RUPS.
2. Directors' duties related to strategy and work plans.
3. Directors' duties related to the preparation of the Long-Term Corporate Plan (RJPP).
4. Directors' duties related to the preparation of the Work Plan and Budget (RKAP).
5. Directors' duties related to the preparation of the annual report.
6. Directors' duties related to the preparation of quarterly reports.
7. Directors' duties related to transparency and confidentiality of information.
8. Directors' duties related to business ethics and anti-corruption.
9. Directors' duties related to operational policies and Standard Operating Procedures (SOP).
10. Directors' duties related to risk management.
11. Directors' duties related to internal control.
12. Directors' duties related to changes in the business environment and issues significantly impacting the business and performance of the Company.
13. Directors' duties related to the accounting and bookkeeping system.
14. Directors' duties related to providing information to stakeholders.
15. Directors' duties related to meeting performance targets.
16. Directors' duties related to information technology (IT).
17. Directors' duties related to quality and service.
18. Directors' duties related to procurement of goods and services.
19. Directors' duties related to corporate social responsibility.
20. Directors' duties related to human resources (HR).
21. Directors' duties related to subsidiaries and/or joint ventures.
22. Directors' duties related to operational and financial control.
23. Directors' duties related to company management.
24. Directors' duties related to stakeholders.
25. Directors' duties related to conflicts of interest.

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Dalam rangka meningkatkan efektivitas dan efisiensi pengelolaan Perseroan, Direksi dapat melakukan pembidangan tugas, dengan tetap tidak menghilangkan tanggung jawab Direksi secara kolektif dalam pengurusan Perseroan. Pembidangan tugas Direksi ditetapkan oleh RUPS, dalam hal RUPS tidak menetapkan, maka pembidangan tugas dan wewenang anggota Direksi ditetapkan berdasarkan keputusan Direksi, dan apabila terjadi perubahan struktur organisasi, sebelum ditetapkan harus mendapat persetujuan tertulis dan Dewan Komisaris. Pembidangan tugas masing-masing anggota Direksi per 31 Desember 2025 sebagai berikut:

To enhance the effectiveness and efficiency of the Company's management, the Directors may assign task areas while maintaining collective responsibility for the Company's management. The division of tasks among the Directors is determined by the RUPS; if the RUPS does not determine the task division, it will be determined by the Directors' decision. Any organizational structure changes must be approved in writing by the Board of Commissioners before implementation. The task division for each member of the Board of Directors as of December 31, 2025, is as follows:

No.	Nama Name	Jabatan Position	Tugas Duties
1	Tri Andayani	Direktur Utama President Director	1. Menjalankan pengurusan Perusahaan sesuai dengan peraturan yang berlaku bagi perusahaan dan melakukan tugas lain sesuai dengan yang ditetapkan oleh Pemegang Salam; 2. Mengendalikan pelaksanaan kebijakan Direksi yang diselenggarakan oleh para Direktur; 3. Mengendalikan pelaksanaan tugas Internal Audit, DPA- QHSSE, *Corporate Secretary, Corporate Planning & Risk Management*, Legal, bersama dengan para Direktur dalam kedudukannya selaku Direksi perusahaan mengendalikan pelaksanaan fungsi staf Kantor Pusat; 4. Mengendalikan pelaksanaan kebijakan Direksi yang diselenggarakan oleh unit kerja Kapal dan Kantor Cabang/*Terminal Point* serta Unit Bisnis Strategis/*Strategic Business Unit* (SBU) perusahaan secara menyeluruh. 1. To manage the Company in accordance with applicable regulations and perform other tasks as determined by the Shareholders. 2. To oversee the implementation of the Board of Directors' policies executed by the Directors. 3. To oversee the execution of Internal Audit, DPA-QHSSE, Corporate Secretary, Corporate Planning & Risk Management, and Legal functions. Together with the Directors, manage the staff functions at the Head Office. 4. To control the implementation of the Board of Directors' policies carried out by the Ship and Branch Office/Terminal Point units and the company's Strategic Business Units (SBUs).
2	Anik Hidayati	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	Membina pengelolaan keuangan perusahaan yang meliputi pengelolaan kegiatan akuntansi, perbendaharaan, serta kewajiban layanan publik (*Public Service Obligation*/PSO) dan subsidi sesuai dengan ketentuan yang berlaku agar dicapai kinerja pengelolaan keuangan, serta PSO dan subsidi yang optimal, pengelolaan teknologi informasi, serta manajemen risiko dan kepatuhan. To oversee the financial management of the company, which includes accounting activities, treasury, public service obligations (PSO), and subsidies, ensuring compliance with prevailing regulations to achieve optimal financial management performance, and the efficient management of PSO and subsidies, information technology, risk management, and compliance.

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No.	Nama Name	Jabatan Position	Tugas Duties
3	Nuraini Dessy W	Direktur Usaha Angkutan Penumpang Director of Passenger Transportation Business	Membina pengelolaan pemasaran, operasi dan pelayanan kapal penumpang dan perintis serta ke agenan & *tour* agar dicapai kinerja citra produk jasa (*brand image*), pangsa pasar (*market share*), volume penjualan jasa, pertumbuhan pelanggan jasa perusahaan, pendapatan usaha jasa angkutan penumpang perusahaan yang optimal serta mengutamakan kinerja keselamatan pelayaran, kualitas layanan jasa dan kepuasan pengguna jasa yang optimal. To oversee the management of marketing, operations, and services of passenger and pioneering vessels, as well as agency and tour services, to achieve optimal performance in brand image, market share, service sales volume, customer growth, and revenue. Prioritize optimal performance in maritime safety, service quality, and customer satisfaction.
4	Robert M.P. Sinaga	Direktur Armada dan Teknik Director of Fleet and Engineering	Membina pengelolaan kegiatan penyediaan dan penyiapan pakai sertifikat, fasilitas serta peralatan nautika, teknika, penyediaan dan modifikasi kapal, bahan bakar kapal dan surveyor serta parenting SBU Galangan PT PELNI (Persero) Surya Surabaya agar dicapai kinerja kelaikan laut (*seaworthiness*), kesiapan pakai (*semi capability performance*), keandalan (*reliability performance*), efektivitas dan efisiensi penyediaan serta penyiapan pakai alat produksi jasa angkutan laut perusahaan yang optimal. To supervise the activities related to the provision and preparation of certificates, facilities, and nautical and technical equipment, the provision and modification of vessels, fuel supply, and surveyors. Also, to parent the PT PELNI (Persero) Surya Surabaya shipyard SBU to achieve optimal performance in seaworthiness, readiness, reliability, and the effective and efficient provision and preparation of maritime transportation production tools.
5	Rainoc	Direktur Sumber Daya Manusia dan Umum Director of Human Resources and General Affairs	Membina kegiatan pengelolaan sumber daya manusia dan organisasi, administrasi dan pelayanan umum kerumahtanggaan kantor, pengamanan di wilayah kerja perusahaan serta pengelolaan aset dan sebagai parenting untuk SBU Hotel Bahtera sesuai dengan ketentuan yang berlaku agar dicapai kinerja produktivitas sumber daya manusia dan organisasi, peningkatan kualitas sumber daya manusia, pengelolaan pengawakan, ketertiban dan kelancaran penyelenggaraan administrasi serta layanan umum kerumahtanggaan kantor, pengamanan dan ketertiban umum serta pemanfaatan aset pada wilayah kerja perusahaan yang optimal, serta pengadaan barang dan jasa. To oversee the management of human resources and organization, administration and general office housekeeping services, security within the company's working area, asset management, and the parenting of the Bahtera Hotel SBU in compliance with applicable regulations. Ensure optimal productivity and organizational performance, improve human resource quality, manage staffing, maintain order and smooth administrative operations, and provide general housekeeping services, security, public order, asset utilization, and procurement of goods and services.
6	Kokok Susanto	Direktur Usaha Angkutan Barang dan Tol Laut Director of Freight and Sea Toll Business	Membina pengelolaan kegiatan pemasaran angkutan barang kapal penumpang & perintis, pemasaran kapal tol laut dan ternak, operasi dan pelayanan kapal tol laut & ternak serta pengembangan usaha angkutan barang & tol laut sesuai dengan ketentuan yang berlaku agar dapat dicapai kinerja citra produk jasa (*brand image*), pangsa pasar (*market share*), volume penjualan jasa, pertumbuhan pelanggan jasa perusahaan, pendapatan usaha jasa angkutan barang perusahaan yang optimal serta mengutamakan kinerja keselamatan pelayaran, kualitas layanan jasa dan kepuasan pengguna jasa yang optimal. To manage the marketing of cargo transport for passenger and pioneering vessels, the marketing of sea toll and livestock vessels, the operations and services of sea toll and livestock vessels, and the development of cargo and sea toll transport business in accordance with applicable regulations. Aim to achieve optimal performance in brand image, market share, service sales volume, customer growth, and cargo transport business revenue, while prioritizing optimal performance in maritime safety, service quality, and customer satisfaction.

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DIREKTUR PENANGGUNGJAWAB GCG

Salah seorang Direksi ditunjuk sebagai penanggung jawab dalam penerapan dan pemantauan GCG di Perusahaan, dalam hal ini Direktur yang ditunjuk menjadi penanggung jawab GCG. Dengan tugas sebagai berikut:

1. Menyusun rencana kerja yang diperlukan untuk memastikan Perusahaan memenuhi Pedoman Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Perusahaan dan peraturan perundang-undangan lainnya dalam rangka melaksanakan prinsip-prinsip tata kelola perusahaan yang baik;
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.

Direktur Penanggung Jawab GCG juga berkewajiban untuk membuat laporan pelaksanaan GCG minimal setahun sekali, disampaikan kepada Dewan Komisaris dan Pemegang Saham, dengan muatan laporan, sebagai berikut:

1. Rencana Kerja (*action plan*) untuk penerapan GCG;
2. Pemantauan kepatuhan terhadap ketentuan yang berlaku dan komitmen kepada *stakeholders*.

Berdasarkan Surat Keputusan Direksi PT PELNI (Persero) Nomor 09.05/01/SK/HKO.01/2024 tentang Penetapan dan Penunjukan Direktur Sebagai Penanggung Jawab Dalam Penerapan Dan Pemantauan *Good Corporate Governance* (GCG) PT PELNI (Persero) ditunjuk Direktur Keuangan dan Manajemen Risiko sebagai Direktur Penanggung Jawab GCG.

DIRECTOR RESPONSIBLE FOR GCG

One of the Directors is appointed as the person responsible for the implementation and monitoring of GCG within the Company, in this case, the appointed Director is responsible for GCG. The responsibilities are as follows:

1. Developing a work plan necessary to ensure the Company complies with the Guidelines for Good Corporate Governance Implementation and other regulations to implement good corporate governance principles;
2. Monitoring and ensuring that the Company's business activities do not deviate from the applicable provisions;
3. Monitoring and ensuring the Company's compliance with all agreements and commitments made with third parties.

The Director responsible for GCG is also required to prepare an annual GCG implementation report, submitted to the Board of Commissioners and Shareholders, containing the following:

1. Work Plan (action plan) for GCG implementation;
2. Monitoring of compliance with applicable provisions and commitments to stakeholders.

Based on the Decree of the Board of Directors of PT PELNI (Persero) Number 09.05/01/SK/HKO.01/2024 concerning the Appointment and Designation of a Director Responsible for the Implementation and Monitoring of Good Corporate Governance (GCG), the Director of Finance and Risk Management was appointed as the Director in Charge of GCG at PT PELNI (Persero).

KEPUTUSAN DIREKSI YANG PERLU MENDAPAT PERSETUJUAN DEWAN KOMISARIS

Perbuatan-perbuatan Direksi di bawah ini harus mendapat persetujuan tertulis dari Dewan Komisaris untuk:

1. Mengagunkan aktiva tetap untuk penarikan kredit jangka pendek;
2. Mengadakan kerja sama dengan badan usaha atau pihak lain berupa kerja sama lisensi, kontrak manajemen, menyewakan aset, Kerja Sama Operasi (KSO), Bangun Guna Serah (*Build Operate Transfer*/ BOT), Bangun Milik Serah (*Build Own Transfer*/ BOwT), Bangun Serah Guna (*Build Transfer Operate*/ BTO) dan kerjasama lainnya dengan nilai atau jangka waktu tertentu yang ditetapkan RUPS;
3. Menerima atau memberikan pinjaman jangka menengah/panjang, kecuali pinjaman (utang atau piutang) yang timbul karena transaksi bisnis dan pinjaman yang diberikan kepada Anak Perusahaan dengan ketentuan pinjaman kepada Anak Perusahaan dilaporkan kepada Dewan Komisaris;
4. Menghapuskan dari pembukuan piutang macet dan persediaan barang mati;
5. Melepaskan aktiva tetap bergerak dengan umur ekonomis yang lazim berlaku dalam industri pada umumnya sampai dengan 5 (lima) tahun;
6. Menetapkan struktur organisasi 1 (satu) tingkat di bawah Direksi;

PENYELENGGARAAN RAPAT DIREKSI

Kebijakan Penyelenggaraan Rapat Direksi

Rapat Direksi merupakan rapat yang wajib dilaksanakan oleh Direksi setiap 1 (satu) bulan sekali, serta dapat dilakukan sewaktu-waktu jika dianggap perlu. Kebijakan penyelenggaraan rapat Direksi diatur dalam Salinan Surat Keputusan Bersama antara Direksi PT PELNI (Persero) dengan Dewan Komisaris PT PELNI (Persero) Nomor: 11.15/01/SK/HKO.01/2023 tanggal 15 November 2023 tentang Pedoman Tata Laksana Kerja (*Board Manual*) Direksi dan Dewan Komisaris PT PELNI (Persero).

BOARD OF DIRECTORS DECISIONS REQUIRING APPROVAL FROM THE BOARD OF COMMISSIONERS

The following actions of the Board of Directors require prior written approval from the Board of Commissioners:

1. Pledging fixed assets as collateral for short-term borrowings;
2. Entering into cooperation agreements with business entities or other parties in the form of licensing agreements, management contracts, asset leasing, Joint Operations (KSO), Build Operate Transfer (BOT), Build Own Transfer (BOwT), Build Transfer Operate (BTO), and other forms of cooperation with values or terms determined by the GMS;
3. Obtaining or providing medium-term or long-term loans, except for loans (payables or receivables) arising from business transactions and loans provided to subsidiaries, provided that such loans to subsidiaries are reported to the Board of Commissioners;
4. Writing off uncollectible receivables and obsolete inventories;
5. Disposing of movable fixed assets with an economic useful life generally applicable in the industry of up to 5 (five) years;
6. Establishing the organizational structure one level below the Board of Directors;

CONDUCT OF BOARD OF DIRECTORS MEETINGS

Policy on Board of Directors Meetings

Board of Directors Meetings are mandatory meetings held at least once every month and may also be convened at any time when deemed necessary. The policy governing the conduct of Board of Directors Meetings is stipulated in the Joint Decree of the Board of Directors and Board of Commissioners of PT PELNI (Persero) Number 11.15/01/SK/HKO.01/2023 dated 15 November 2023 concerning the Board Manual of the Board of Directors and Board of Commissioners of PT PELNI (Persero).

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Secara umum, rapat Direksi dipimpin oleh Direktur Utama, apabila Direktur Utama tidak hadir atau berhalangan, rapat dapat dipimpin oleh seorang anggota Direksi yang ditunjuk sebagai pemimpin rapat oleh Direktur Utama. Rapat Direksi bersifat sah dan berhak mengambil keputusan, apabila rapat dihadiri oleh lebih dari 50% jumlah anggota Direksi, dengan mekanisme pengambilan keputusan yang terdiri dari 1) pengambilan keputusan melalui rapat Direksi; (2) pengambilan keputusan di luar rapat (melalui sirkuler dan lain-lain).

In general, meetings of the Board of Directors are chaired by the President Director. In the absence of the President Director, the meeting may be chaired by another member of the Board of Directors appointed by the President Director. A Board of Directors Meeting is deemed valid and authorized to make decisions if attended by more than 50% of the total members of the Board of Directors. Decision-making mechanisms consist of: Decisions made during Board of Directors Meetings; and Decisions made outside meetings (through circular resolutions or other mechanisms).

Dalam hal Direksi mengambil keputusan yang mengikat di Rapat Direksi secara fisik, maka keputusan tersebut harus disetujui secara tertulis oleh semua anggota Direksi. Keputusan Direksi tersebut mempunyai daya mengikat dengan ketentuan hukum yang sama dengan keputusan Direksi yang dihasilkan Rapat Direksi secara fisik. Direksi juga dapat mengambil keputusan di luar rapat atau secara sirkuler, asalkan pengambilan keputusan tersebut dan usul yang akan diputuskan disetujui secara tertulis dan ditandatangani oleh semua Direksi.

Where the Board of Directors adopts a binding resolution outside a physical meeting, such resolution must be approved in writing by all members of the Board of Directors. Such resolution shall have the same legal effect as a resolution adopted at a physical Board of Directors Meeting. The Board of Directors may also make decisions by circular resolution, provided that the proposed resolution is approved and signed in writing by all members of the Board of Directors.

Pengambilan keputusan pada rapat Direksi maupun di luar rapat Direksi sesuai dengan tingkat kesegeraan dalam jangka waktu 14 (empat belas) hari kerja sejak diterimanya usulan yang diajukan kepada Direksi dan/atau disetujui secara tertulis oleh semua anggota Direksi dalam hal Direksi mengambil keputusan yang mengikat di luar Rapat Direksi secara fisik (sirkuler).

Decisions of the Board of Directors, whether made during meetings or outside meetings, shall be taken according to the required level of urgency and within 14 (fourteen) working days from the date the proposal is received by the Board of Directors and/or approved in writing by all members of the Board of Directors in the case of decisions made outside a physical meeting (circular resolutions).

Setiap hasil keputusan Direksi harus disampaikan kepada pihak-pihak di dalam organisasi yang berkaitan dengan Keputusan tersebut. Penyampaian tersebut wajib dilakukan dalam jangka waktu maksimal 7 (tujuh) hari kerja sejak tanggal pengesahan atau penandatanganan keputusan.

All resolutions of the Board of Directors must be communicated to the relevant parties within the organization. Such communication shall be made no later than 7 (seven) working days from the date the resolution is approved or signed.

Realisasi Penyelenggaraan Rapat Direksi Tahun 2025

Selama tahun 2025, Direksi PT PELNI (Persero) menyelenggarakan rapat sebanyak 62 (enam puluh dua) kali, sesuai dengan jumlah Rapat Direksi yang direncanakan dalam Rencana Kerja dan Anggaran (RKA) Direksi. Frekuensi dan tingkat kehadiran masing-masing anggota Direksi dalam rapat disampaikan sebagai berikut:

Realization of Board of Directors Meetings in 2025

During 2025, the Board of Directors of PT PELNI (Persero) held 62 (sixty-two) meetings, in line with the number of Board of Directors Meetings planned in the Board of Directors' Work Plan and Budget (RKA). The meeting frequency and attendance rate of each member of the Board of Directors are presented as follows:

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Frekuensi dan Tingkat Kehadiran Direksi dalam Rapat Direksi
Frequency and Level of Attendance of Directors in Board of Directors Meetings

No	Nama Name	Jabatan Position	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	Tingkat Kehadiran Attendance Level
1.	Tri Andayani	Direktur Utama President Director	62	58	94%
2.	Anik Hidayati	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	62	58	94%
3.	Nuraini Dessy W	Direktur Usaha Angkutan Penumpang Director of Passenger Transportation Business	62	59	95%
4.	Robert M.P. Sinaga	Direktur Armada dan Teknik Director of Fleet and Engineering	62	56	90%
5.	Heri Purnomo	Direktur Sumber Daya Manusia dan Umum Director of Human Capital and General Affairs	62	62	100%
6.	Kokok Susanto	Direktur Usaha Angkutan Barang dan Tol Laut Director of Cargo Transportation and Sea Toll Business	62	59	95%

Risalah Rapat Direksi
Risalah rapat Direksi yang dilakukan selama tahun 2025, yang memuat waktu pelaksanaan rapat, agenda rapat, dan daftar Direksi yang hadir, adalah sebagai berikut:

Board of Directors Meeting Minutes
The Board of Directors meeting minutes conducted throughout 2025, containing the time of meeting implementation, meeting agenda, and the list of attending Directors, are as follows:

No.	Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Rapat Direksi Board of Directors Meeting Participants
1	02 Januari 2025 January 02, 2025	Rapat Pimpinan Leadership Meeting	1. Tri Andayani 2. Anik Hidayati 3. Nuraini Dessy W 4. Kokok Susanto 5. Robert MP Sinaga 6. Heri Purnomo
2	07 Januari 2025 January 07, 2025	1. Pemaparan *Sail Agent* 2. Progres PMN 3. Pemaparan SK Tim Pembangunan Kapal 1. Sail Agent Presentation 2. PMN Progress 3. Presentation of Vessel Construction Team Decree	1. Tri Andayani 2. Anik Hidayati 3. Nuraini Dessy W 4. Kokok Susanto 5. Robert MP Sinaga 6. Heri Purnomo
3	14 Januari 2025 January 14, 2025	1. *Homestatement Closing* 2. Pembahasan Materi RKAP 2025 1. Home Statement Closing 2. Discussion of RKAP 2025 Materials	1. Tri Andayani 2. Anik Hidayati 3. Nuraini Dessy W 4. Kokok Susanto 5. Robert MP Sinaga 6. Heri Purnomo
4	16 Januari 2025 January 16, 2025	1. Audiensi Wamenhub 2. *Progress Report* Tongkang *Tugboat*, Roro Bukan Baru 3. Penyesuaian Struktur Organisasi Kantor Pusat 4. Evaluasi Formasi Kantor Cabang 1. Audience with the Deputy Minister of Transportation 2. Progress Report on Barge Tugboat, Non-New Ro-Ro 3. Head Office Organizational Structure Adjustment 4. Branch Office Formation Evaluation	1. Tri Andayani 2. Anik Hidayati 3. Nuraini Dessy W 4. Kokok Susanto 5. Robert MP Sinaga 6. Heri Purnomo

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No.	Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Rapat Direksi Board of Directors Meeting Participants
5	21 Januari 2025 January 21, 2025	1. Investasi Tongkang & *Tugboat* 2. Penyesuaian Struktur Organisasi Kantor Pusat 1. Barge & Tugboat Investment 2. Head Office Organizational Structure Adjustment	1. Tri Andayani 2. Anik Hidayati 3. Nuraini Dessy W 4. Kokok Susanto 5. Robert MP Sinaga 6. Heri Purnomo
6	31 Januari 2025 January 31, 2025	Rapat Terbatas Direksi Restricted Board of Directors Meeting	1. Tri Andayani 2. Anik Hidayati 3. Nuraini Dessy W 4. Kokok Susanto 5. Robert MP Sinaga 6. Heri Purnomo
7	04 Februari 2025 February 04, 2025	1. Perencanaan Perawatan dan Perbaikan Kapal Tahun 2025 2. Pengelolaan Galangan Surya oleh PID 3. Pembahasan KPI Manajemen Anak Usaha 4. *Mapping Potential Customer* 5. Aset Bermasalah : Gajah Mada No.14 dan Pelindo 6. Kajian Formasi Kantor Cabang 1. Vessel Maintenance and Repair Planning Year 2025 2. Management of Surya Shipyard by PID 3. Discussion of Subsidiary Management KPI Potential Customer 4. Mapping Problematic Customer 5. Assets: Gajah Mada No.14 and Pelindo 6. Branch Office Formation Study	1. Tri Andayani 2. Anik Hidayati 3. Nuraini Dessy W 4. Kokok Susanto 5. Robert MP Sinaga 6. Heri Purnomo
8	11 Februari 2025 February 11, 2025	1. *Roadmap* & implementasi ESG di PT PELNI (K) • sesi 1 : Konsultan CESGS Unair • sesi 2 : Komite *Sustainability* 2. Kajian modifikasi *double tier* (K) 3. Pembahasan draft pedoman pengadaan kapal baru (K) 1. ESG Roadmap & Implementation at PT PELNI (K) • Session 1: CESGS Unair Consultant • Session 2: Sustainability Committee 2. Double Tier Modification Study (K) 3. Discussion of Draft New Vessel Procurement Guidelines (K)	1. Tri Andayani 2. Anik Hidayati 3. Nuraini Dessy W 4. Kokok Susanto 5. Robert MP Sinaga 6. Heri Purnomo
9	17 Februari 2025 February 17, 2025	1. KPI anak perusahaan (Remidi) 2. Laporan Manajemen Bulan Januari 2025 3. Rencana dan Strategi Pengadaan Kapal PMN 1. Subsidiary KPI (Remedial) 2. Management Report for January 2025 P 3. MN Vessel Procurement Plan and Strategy	1. Tri Andayani 2. Anik Hidayati 3. Nuraini Dessy W 4. Kokok Susanto 5. Robert MP Sinaga 6. Heri Purnomo
10	25 Februari 2025 February 25, 2025	1. Paparan *Market Drybulk* 2. Progres SOP Pengadaan Kapal Baru 3. Pembahasan Bipartit 1. Dry Bulk Market Presentation 2. New Vessel Procurement SOP Progress 3. Bipartite Discussion	1. Tri Andayani 2. Anik Hidayati 3. Nuraini Dessy W 4. Kokok Susanto 5. Robert MP Sinaga 6. Heri Purnomo

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No.	Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Rapat Direksi Board of Directors Meeting Participants
11	04 Maret 2025 March 04, 2025	1. Pembahasan *draft* SOP Pengadaan Kapal (K) 2. Pemutakhiran SOP • STO Cabang kelas 1 • Kinerja Anak Perusahaan • Pemilihan *Talent Pool* Pelni untuk *Cluster Committee Talent* (CTC) 3. Persetujuan penempatan SDM di Singapore 4. Pembahasan *draft* PKB 1. Discussion of the draft SOP for Vessel Procurement (K). 2. Updates to the SOPs: • STO for Class I Branches • Subsidiary Performance • Selection of PELNI Talent Pool Candidates for the Cluster Talent Committee (CTC) 3. Approval of Human Resource Placement in Singapore. 4. Discussion of the draft Collective Labor Agreement (CLA)	1. Tri Andayani 2. Anik Hidayati 3. Nuraini Dessy W 4. Kokok Susanto 5. Robert MP Sinaga 6. Heri Purnomo
12	11 Maret 2025 March 11, 2025	1. Pembahasan Pemberian Tunjangan Hari Raya 2. Persetujuan Usulan WFA. 3. Pembahasan SK Sanksi Disiplin 1. Discussion of Eid Allowance Distribution 2. Approval of WFA Proposal. 3. Discussion of Disciplinary Sanction Decree	1. Tri Andayani 2. Anik Hidayati 3. Nuraini Dessy W 4. Kokok Susanto 5. Robert MP Sinaga 6. Heri Purnomo
13	18 Maret 2025 March 18, 2025	1. Persiapan *Belief* Audit: Kajian Integrasi Ekosistem Maritim 2. Laporan Manajemen Bulan Februari 2025 3. *Belief* Audit : Kajian Integrasi Ekosistem Maritim (K). 4. Pembahasan SOP Pengadaan Kapal 5. Pembahasan Alat Persediaan Air Tawar/ Kerjasama SWRO 6. Pembahasan SDM 1. Belief Audit Preparation: Maritime Ecosystem Integration 2. Study Management Report for February 2025 3. Belief Audit: Maritime Ecosystem Integration Study (K). 4. Discussion of Vessel Procurement SOP 5. Discussion of Fresh Water Supply Equipment / SWRO Cooperation Discussion of Human Resources	1. Tri Andayani 2. Anik Hidayati 3. Nuraini Dessy W 4. Kokok Susanto 5. Robert MP Sinaga 6. Heri Purnomo
14	26 Maret 2025 March 26, 2025	1. Pembahasan Laporan Keuangan Audited Tahun 2024 2. Penyampaian Hasil Kajian Penyehatan Dana Pensiun 1. Discussion of 2024 Audited Financial Statements 2. Submission of Pension Fund Recovery Study Results	1. Tri Andayani 2. Anik Hidayati 3. Nuraini Dessy W 4. Kokok Susanto 5. Robert MP Sinaga 6. Heri Purnomo
15	15 April 2025 April 15, 2025	1. Pembahasan Laporan Manajemen sd Maret 2025 2. Pemaparan Kajian Pasar Pelayaran Barang *Dry Bulk* PT PELNI (Persero) 3. Tindaklanjut penanganan Muatan KM Logistik Nusantara 6 Voyage 03.2025 (T-9) 4. Usulan Perubahan Pola Karir & Penyesuaian Remunerasi Kru Organik di Kapal Barang 5. Pembahasan *Owner Requirement* Kapal PMN sebagai dasar untuk pembuatan Desain Kapal 6. Progres Pengajuan Usulan Tambahan PMN TA 2025 dan 2026 1. Discussion of Management Report up to March 2025 2. Presentation of PT PELNI (Persero) Dry Bulk Cargo Shipping Market Study 3. Follow-Up on Handling of KM Logistik Nusantara 6 Cargo Voyage 03.2025 (T-9) 4. Proposal for Career Pattern Change & Remuneration Adjustment for Organic Crew on Cargo Vessels Discussion of PMN 5. Vessel Owner Requirements as the Basis for Vessel Design Progress of Proposal for Additional PMN for FY 2025 and 2026	1. Tri Andayani 2. Anik Hidayati 3. Nuraini Dessy W 4. Kokok Susanto 5. Robert MP Sinaga 6. Heri Purnomo

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No.	Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Rapat Direksi Board of Directors Meeting Participants
16	24 April 2025 April 24, 2025	1. Pembahasan Usulan PELNI atas PM 55 dan PM 22 2. Pembahasan Performa dan Kinerja Kapal Barang Logistik Nusantara dalam 3 tahun terakhir 3. Usulan Penambahan Kapasitas GC di *Deck* KM Ciremai dan KM Dobonsolo 1. Discussion of PELNI's Proposal on PM 55 and PM 22 2. Discussion of Performance and Operations of Logistik Nusantara Cargo Vessels in the Last 3 Years 3. Proposal for Additional GC Capacity on Deck of KM Ciremai and KM Dobonsolo	1. Tri Andayani 2. Nuraini Dessy W 3. Kokok Susanto 4. Robert MP Sinaga 5. Heri Purnomo
17	25 April 2025 April 25, 2025	1. SOP Pengadaan Kapal Bukan Baru 2. *Progress Report* Tata Kelola Hubungan Industrial 3. Laporan Manajemen 2024 *Audited* 4. Pembahasan Pengadaan Layanan Sistem Komunikasi Kapal 1. Non-New Vessel Procurement SOP 2. Industrial Relations Governance Progress 3. Report 2024 Audited Management Report 4. Discussion of Vessel Communication System Service Procurement.	1. Tri Andayani 2. Anik Hidayati 3. Nuraini Dessy W 4. Kokok Susanto 5. Robert MP Sinaga 6. Heri Purnomo
18	29 April 2025 April 29, 2025	Pembahasan Usulan PELNI atas PM 55 dan PM 22 Discussion of PELNI's Proposal on PM 55 and PM 22	1. Tri Andayani 2. Anik Hidayati 3. Nuraini Dessy W 4. Kokok Susanto 5. Robert MP Sinaga 6. Heri Purnomo
19	30 April 2025 April 20, 2025	1. Kajian Kapabilitas Galangan Kapal (Tim Konsultan ITS). 2. Proposal Pembangunan Kapal Penumpang dengan Galangan Nasional (Tim Konsultan Danareksa). 3. Pembahasan *Owner Requirement* Kapal PMN sebagai Dasar untuk Pembuatan Desain Kapal. 1. Shipyard Capability Study (ITS Consultant Team). Passenger Vessel Construction 2. Proposal with National Shipyard (Danareksa Consultant Team). 3. Discussion of PMN Vessel Owner Requirements as the Basis for Vessel Design.	1. Tri Andayani 2. Anik Hidayati 3. Nuraini Dessy W 4. Kokok Susanto 5. Robert MP Sinaga 6. Heri Purnomo
20	2 Mei 2025 May 2, 2025	1. Pemaparan Kajian *Dry Bulk* (remidi) 2. Pemaparan Kajian Ekosistem Maritim oleh Konsultan BCG 1. Presentation of Dry Bulk Study (Remedial) 2. Presentation of Maritime Ecosystem Study by BCG Consultant	1. Tri Andayani 2. Anik Hidayati 3. Nuraini Dessy W 4. Kokok Susanto 5. Robert MP Sinaga 6. Heri Purnomo
21	6 Mei 2025 May 6, 2025	1. Pemaparan Kajian *Dry Bulk* (remidi) 1. TI-Prioritisasi Pengembangan Aplikasi.pdf 1. Presentation of Dry Bulk Study (Remedial) 2. IT-Application Development Prioritization.pdf	1. Tri Andayani 2. Anik Hidayati 3. Kokok Susanto 4. Robert MP Sinaga 5. Heri Purnomo
22	9 Mei 2025 May 9, 2025	1. *Grand Design* SDM 2. Monitoring Program Strategis 1. HR Grand Design 2. Strategic Program Monitoring	1. Tri Andayani 2. Anik Hidayati 3. Nuraini Dessy W 4. Kokok Susanto 5. Robert MP Sinaga 6. Heri Purnomo

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No.	Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Rapat Direksi Board of Directors Meeting Participants
23	15 Mei 2025 May 15, 2025	1. Usulan Program Strategis 2. Pembahasan Materi Danantara bersama Tim SDU 3. Laporan Manajemen Bulan April 2025 1. Strategic Program Proposals Discussion of 2. Danantara Materials with SDU Team 3. Management Report for April 2025	1. Tri Andayani 2. Anik Hidayati 3. Nuraini Dessy W 4. Kokok Susanto 5. Robert MP Sinaga 6. Heri Purnomo
24	20 Mei 2025 May 20, 2025	1. Kajian Kebutuhan Kapal Nasional (Tim Konsultan Pustral UGM) 2. Perencanaan Program Kurikulum Pelatihan/Pendidikan Pegawai Darat dan Laut 3. SOP Pengadaan Kapal Bukan Baru 4. Pengenalan LO Pengamanan 5. Pembahasan *Owner Requirement* Kapal PMN sebagai Dasar untuk Pembuatan Desain Kapal 6. Pemaparan RSTI 2025 - 2029 (Konsultan IT)" 1. National Vessel Needs Study (Pustral UGM Consultant Team) 2. Planning for Land and Sea Employee Training/Education Curriculum Program 3. Non-New Vessel Procurement SOP 4. Introduction of Security Liaison Officer 5. (LO) Discussion of PMN Vessel Owner Requirements as the Basis for Vessel 6. Design Presentation of RSTI 2025–2029 (IT Consultant)	1. Tri Andayani 2. Anik Hidayati 3. Nuraini Dessy W 4. Kokok Susanto 5. Robert MP Sinaga 6. Heri Purnomo
25	04 Juni 2025 June 04, 2025	1. Pembahasan Materi Diseminasi Proses Pengusulan Kegiatan Pinjaman Luar Negeri 2. Pembahasan Materi RUPS 2024 3. Pembahasan Kinerja dan Strategis Bisnis PT PBM SBN Grup 4. Pembahasan Kinerja Divisi UBNK. 1. Discussion of Dissemination Materials for the Foreign Loan Activity Proposal Process 2. Discussion of 2024 GMS Materials 3. Discussion of PT PBM SBN Group's Business Performance and Strategy Discussion of UBNK Division Performance.	1. Tri Andayani 2. Anik Hidayati 3. Nuraini Dessy W 4. Kokok Susanto 5. Robert MP Sinaga 6. Heri Purnomo
26	10 Juni 2025 June 10, 2025	1. Perubahan SK Sanksi Disiplin 2. Pembahasan Kinerja dan Strategi Bisnis PT PID Grup Tahun 2025 3. Pembahasan LHA 4. Usulan Jasa Produksi. 1. Amendment of Disciplinary Sanction 2. Decree Discussion of PT PID Group's Business Performance and Strategy Year 2025 3. Discussion of Audit Report (LHA) 4. Production Services Proposal.	1. Tri Andayani 2. Anik Hidayati 3. Nuraini Dessy W 4. Kokok Susanto 5. Robert MP Sinaga 6. Heri Purnomo
27	17 Juni 2025 June 17, 2025	Pembahasan Laporan Manajemen s.d Mei 2025 Discussion of Management Report up to May 2025	1. Tri Andayani 2. Anik Hidayati 3. Nuraini Dessy W 4. Kokok Susanto 5. Robert MP Sinaga 6. Heri Purnomo
28	1 Juli 2025 July 1, 2025	1. Pembahasan WLA SDM Laut dengan Konsultan 2. Pola Rekrutmen Nakhoda & ABK 3. Laporan Hasil FGD BPKP tentang SOP Pengadaan Kapal dengan Konsultan Badranaya 1. Discussion of Sea HR WLA with Consultant 2. Captain & Crew Recruitment Pattern 3. Report on Results of BPKP FGD on Vessel Procurement with Badranaya Consultant	1. Tri Andayani 2. Anik Hidayati 3. Nuraini Dessy W 4. Kokok Susanto 5. Robert MP Sinaga 6. Heri Purnomo

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No.	Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Rapat Direksi Board of Directors Meeting Participants
29	2 Juli 2025 July 2, 2025	1. Pembahasan Progress Rencana Perbaikan KM Umsini 2. Pembahasan Prognosa Laporan Keuangan 2025 3. Pembahasan Jaspro 2024. 1. Discussion of KM Umsini Repair Plan 2. Progress Discussion of 2025 Financial Statement Forecast 3. Discussion of 2024 Production Services.	1. Tri Andayani 2. Anik Hidayati 3. Nuraini Dessy W 4. Kokok Susanto 5. Robert MP Sinaga 6. Heri Purnomo
30	3 Juli 2025 July 3, 2025	1. KPI BoD-1 (SDM) 2. Pengembangan BoD-1 (LND, SDM, PWK) 1. BoD-1 KPI (HR) 2. BoD-1 Development (LND, HR, PWK)	1. Tri Andayani 2. Anik Hidayati 3. Nuraini Dessy W 4. Kokok Susanto 5. Robert MP Sinaga 6. Heri Purnomo
31	8 Juli 2025 July 8, 2025	1. Program Pengembangan BoD-1 2. Pembahasan Sanksi Disiplin (Remedial) 3. Penyampaian Kajian Kebutuhan Kapal oleh Konsultan Pustral UGM 4. Laporan Progress Pembubaran Dapen 5. *Financial Contingency Plan*. 1. BoD-1 Development Program Discussion of 2. Disciplinary Sanctions (Remedial) 3. Submission of Vessel Needs Study by Pustral UGM Consultant Pension Fund 4. Dissolution Progress Report 5. Financial Contingency Plan.	1. Tri Andayani 2. Anik Hidayati 3. Nuraini Dessy W 4. Kokok Susanto 5. Robert MP Sinaga 6. Heri Purnomo
32	9 Juli 2025 July 9, 2025	1. Laporan Manajemen s.d Juni 2025 2. *Mapping* SDM Darat & Laut (Terbatas). 1. Management Report up to June 2025 2. Land & Sea HR Mapping (Restricted).	1. Tri Andayani 2. Anik Hidayati 3. Nuraini Dessy W 4. Kokok Susanto 5. Robert MP Sinaga 6. Heri Purnomo
33	15 Juli 2025 July 15, 2025	1. Strategi pencapaian target sd akhir tahun 2025 2. Pembahasan Progres Program Strategis Tahun 2025 3. Pembahasan KPI 4. Pembahasan SOP Pengadaan Umum oleh Konsultan AHP" 1. Strategy for Achieving Targets until End of Year 2025 2. Discussion of Year 2025 Strategic Program Progress 3. Discussion of KPI 4. Discussion of General Procurement SOP by AHP Consultant	1. Anik Hidayati 2. Nuraini Dessy W 3. Kokok Susanto 4. Robert MP Sinaga 5. Heri Purnomo
34	21 Juli 2025 July 21, 2025	1. *Kick Off Strategic Leadership Development Program* 2025 2. Finalisasi *Mapping* SDM. 1. Kick-Off of Strategic Leadership Development Program 2025 2. Finalization of HR Mapping.	1. Tri Andayani 2. Anik Hidayati 3. Nuraini Dessy W 4. Kokok Susanto 5. Heri Purnomo
35	28 Juli 2025 July 28, 2025	1. Pengesahan Laporan Tahunan Dapen Tahun 2024 2. Konsep RAPIM Semester II Tahun 2025 PT PELNI (Persero) 3. Konsep Lomba Kemerdekaan 1. Ratification of 2024 Pension Fund Annual 2. Report PT PELNI (Persero) Leadership Meeting Concept for Semester II Year 2025 3. Independence Day Competition Concept	1. Tri Andayani 2. Anik Hidayati 3. Kokok Susanto 4. Heri Purnomo
36	20 Juli 2025 July 20, 2025	*Kick Off Meeting Business Process Reengineering* oleh Konsultan Kick-Off Meeting for Business Process Reengineering by Consultant	1. Tri Andayani 2. Kokok Susanto 3. Heri Purnomo

DIREKSI
BOARD OF DIRECTORS

No.	Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Rapat Direksi Board of Directors Meeting Participants
37	04 Agustus 2025 August 04, 2025	Pembahasan KPI dan *Performance Report* Discussion of KPI and Performance Report	1. Tri Andayani 2. Anik Hidayati 3. Nuraini Dessy W 4. Kokok Susanto 5. Robert MP Sinaga 6. Heri Purnomo
38	12 Agustus 2025 August 12, 2025	1. Usulan Penerapan *Job Evaluation* dan *Person Evaluation* oleh konsultan FED 2. Usulan Penyesuaian Gaji Pegawai 3. Laporan Manajemen s/d Juli 2025 1. Proposal for Job Evaluation and Person Evaluation Implementation by FED Consultant 2. Proposal for Employee Salary Adjustment 3. Management Report up to July 2025	1. Tri Andayani 2. Anik Hidayati 3. Nuraini Dessy W 4. Kokok Susanto 5. Heri Purnomo
39	13 Agustus 2025 August 13, 2025	1. Laporan Hasil FGD BPKP tentang SOP Pengadaan Kapal Bukan Baru 2. Persetujuan Pemberian Insentif Kinerja Dapen 2024 1. Report on Results of BPKP FGD on Non-New Vessel Procurement SOP 2. Approval of Pension Fund 2024 Performance Incentive	1. Tri Andayani 2. Anik Hidayati 3. Nuraini Dessy W 4. Kokok Susanto 5. Robert MP Sinaga 6. Heri Purnomo
40	26 Agustus 2025 August 26, 2025	1. Pembahasan SOP Pengadaan Umum Oleh Konsultan AHP 2. Final Penyampaian Kajian Kebutuhan Kapal Oleh Divisi oleh Divisi PBS 3. Serah Terima Kapal Penugasan Barang PELNI dan Djakarta Lloyd 1. Discussion of General Procurement SOP by AHP Consultant 2. Final Submission of Vessel Needs Study by PBS Division 3. Handover of PELNI and Djakarta Lloyd Cargo Assignment Vessels	1. Tri Andayani 2. Nuraini Dessy W 3. Kokok Susanto 4. Robert MP Sinaga 5. Heri Purnomo
41	1 September 2025 September 1, 2025	1. Penyesuaian Gaji Pegawai 2. Penyesuaian Fasilitas Kesehatan Former Direksi 3. *Mapping* Pejabat Struktural 4. Kajian Teknis dan Financial Penugasan 4 Unit Kapal Barang Tol Laut 1. Employee Salary Adjustment 2. Health Facility Adjustment for Former BOD 3. Structural Official Mapping 4. Technical and Financial Study on the Assignment of 4 Sea Toll Cargo Vessels	1. Tri Andayani 2. Anik Hidayati 3. Nuraini Dessy W 4. Kokok Susanto 5. Robert MP Sinaga 6. Heri Purnomo
42	2 September 2025 September 2, 2025	1. Penyesuaian Gaji Pegawai (Remedial) 2. Akselerasi Proses Pengadaan PMN 2024 a. Konsep *Design* Gudang PID Surabaya b. SOP Proses Bisnis Permakanan 1. Employee Salary Adjustment (Remedial) 2. Acceleration of PMN 2024 Procurement Process a. PID Surabaya Warehouse Design Concept b. Food Catering Business Process SOP	1. Tri Andayani 2. Anik Hidayati 3. Nuraini Dessy W 4. Kokok Susanto 5. Robert MP Sinaga 6. Heri Purnomo
43	10 September 2025 September 10, 2025	1. *Progress* Kajian Usulan Skema PSO 2. Laporan Manajemen s/d Agustus 2025 1. Progress of PSO Scheme Proposal Study 2. Management Report up to August 2025	1. Anik Hidayati 2. Nuraini Dessy W 3. Kokok Susanto 4. Robert MP Sinaga 5. Heri Purnomo

DIREKSI
BOARD OF DIRECTORS

No.	Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Rapat Direksi Board of Directors Meeting Participants
44	18 September 2025 September 18, 2025	1. Usulan Penyesuaian Gaji Pegawai 2. Pembahasan Pedoman & SOP Pengadaan Umum oleh AHP 3. Pembahasan Investasi PELNI • Kapal PMN 2024 & 2025 • Kapal Tongkang & Tugboat • Kapal Komersial 1. Proposal for Employee Salary Adjustment 2. Discussion of General Procurement Guidelines & SOP by AHP 3. Discussion of PELNI Investment • PMN Vessels 2024 & 2025 • Barges & Tugboats • Commercial Vessels	1. Tri Andayani 2. Anik Hidayati 3. Nuraini Dessy W 4. Kokok Susanto 5. Robert MP Sinaga 6. Heri Purnomo
45	23 September 2025 September 23, 2025	1. Pembahasan RKAP 2026 2. Pembahasan *Grand Design* SDM (Remedial) 3. Mapping SDM 4. Komersialisasi Trayek Tol Laut dan Depo Kontainer di Morotai dan Weda 5. Kinerja Penugasan Kapal Tol Laut PELNI 2025 1. Discussion of RKAP 2026 2. Discussion of HR Grand Design (Remedial) 3. HR Mapping 4. Commercialization of Sea Toll Routes and Container Depots in Morotai and Weda 5. PELNI Sea Toll Vessel Assignment Performance 2025	1. Tri Andayani 2. Anik Hidayati 3. Nuraini Dessy W 4. Kokok Susanto 5. Robert MP Sinaga 6. Heri Purnomo
46	26 September 2025 September 26, 2025	Pembahasan RKAP 2026 Discussion of RKAP 2026	1. Tri Andayani 2. Anik Hidayati 3. Nuraini Dessy W 4. Kokok Susanto 5. Robert MP Sinaga 6. Heri Purnomo
47	9 Oktober 2025 October 9, 2025	1. Pembahasan Pengadaan Konsultan Desain Kapal Penumpang PMN 2. Pembahasan Dispensasi *Peak Season* Nataru 2025 dan Lebaran 2026 3. Finalisasi RJPP 2026-2030 PT PELNI (Persero) 4. Laporan SPI 1. Discussion of PMN Passenger Vessel Design Consultant Procurement 2. Discussion of Peak Season Exemption for Christmas/New Year 2025 and Eid 2026 3. Finalization of PT PELNI (Persero) Long-Term Business Plan 2026–2030 4. Internal Audit Unit Report	1. Tri Andayani 2. Anik Hidayati 3. Nuraini Dessy W 4. Robert MP Sinaga 5. Heri Purnomo
48	14 Oktober 2025 October 14, 2025	Rapat Pimpinan Leadership Meeting	1. Tri Andayani 2. Nuraini Dessy W 3. Robert MP Sinaga 4. Heri Purnomo
49	14 Oktober 2025 October 14, 2025	Laporan Manajemen s.d September Management Report up to September	1. Tri Andayani 2. Anik Hidayati 3. Nuraini Dessy W 4. Robert MP Sinaga 5. Heri Purnomo

DIREKSI
BOARD OF DIRECTORS

No.	Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Rapat Direksi Board of Directors Meeting Participants
50	21 Oktober 2025 October 21, 2025	1. Penentuan Honorarium Tim Likuidasi Dapen 2. Ke-SDM-an 3. Finalisasi Kajian Kebutuhan Kapal Nasional 1. Determination of Honorarium for Pension Fund Liquidation Team 2. Human Resources Matters 3. Finalization of National Vessel Needs Study	1. Tri Andayani 2. Anik Hidayati 3. Nuraini Dessy W 4. Kokok Susanto 5. Robert MP Sinaga 6. Heri Purnomo
51	23 Oktober 2025 October 23, 2025	Pembahasan RKAP 2025 Discussion of RKAP 2025	1. Tri Andayani 2. Anik Hidayati 3. Nuraini Dessy W 4. Kokok Susanto 5. Robert MP Sinaga 6. Heri Purnomo
52	28 Oktober 2025 October 28, 2025	Rencana Kerja dan Anggaran Perusahaan Company Work Plan and Budget	1. Tri Andayani 2. Anik Hidayati 3. Nuraini Dessy W 4. Kokok Susanto 5. Robert MP Sinaga 6. Heri Purnomo
53	29 Oktober 2025 October 29, 2025	1. Pembahasan Materi Audiensi dengan Danantara 2. Hasil Kajian Skema PSO - Danareksa, YCP Solidance dan AHP 1. Discussion of Audience Materials with Danantara 2. Results of PSO Scheme Study – Danareksa, YCP Solidance, and AHP	1. Tri Andayani 2. Anik Hidayati 3. Nuraini Dessy W 4. Kokok Susanto 5. Robert MP Sinaga 6. Heri Purnomo
54	06 November 2025 November 06, 2025	Progres Peningkatan Pelayanan Publik Public Service Improvement Progress	1. Tri Andayani 2. Anik Hidayati 3. Nuraini Dessy W 4. Kokok Susanto 5. Robert MP Sinaga 6. Heri Purnomo
55	07 November 2025 November 07, 2025	*Masterplan* Transportasi Laut Sea Transportation Masterplan	1. Tri Andayani 2. Anik Hidayati 3. Nuraini Dessy W 4. Kokok Susanto 5. Robert MP Sinaga 6. Heri Purnomo
56	11 November 2025 November 11, 2025	Rapat Pimpinan Leadership Meeting	1. Tri Andayani 2. Anik Hidayati 3. Nuraini Dessy W 4. Kokok Susanto 5. Robert MP Sinaga 6. Heri Purnomo
57	11 November 2025 November 11, 2025	Laporan Manajemen s.d Oktober 2025 Management Report up to October 2025	1. Tri Andayani 2. Anik Hidayati 3. Nuraini Dessy W 4. Kokok Susanto 5. Robert MP Sinaga 6. Heri Purnomo

DIREKSI
BOARD OF DIRECTORS

No.	Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Rapat Direksi Board of Directors Meeting Participants
58	19 November 2025 November 19, 2025	1. Kajian Kapal Komersial oleh BDO 2. Kajian Dampak Sosial Ekonomi oleh LMFEB UI 3. Kajian *Advisory* dan Pendampingan Kapal Tongkang Tugboat oleh ITS Tecno 1. Commercial Vessel Study by BDO 2. Socioeconomic Impact Study by LMFEB UI 3. Advisory and Assistance Study for Barge Tugboat by ITS Tecno	1. Anik Hidayati 2. Nuraini Dessy W 3. Kokok Susanto 4. Heri Purnomo
59	25 November 2025 November 25, 2025	Persiapan Kunjungan CEO DAM KM Nggapulu Surabaya Preparation for CEO DAM Visit to KM Nggapulu Surabaya	1. Anik Hidayati 2. Nuraini Dessy W 3. Kokok Susanto 4. Heri Purnomo
60	02 Desember 2025 December 02, 2025	1. Pembahasan Kajian WLA Kapal dengan PT Proxsis Consulting (Remedial) 2. *Mapping* SDM 3. Pengadaan Konsultan Designer Kapal Baru - ADW (Remedial) 1. Discussion of Vessel WLA Study with PT Proxsis Consulting (Remedial); 2. HC Mapping 3. New Vessel Design Consultant Procurement – ADW (Remedial);	1. Tri Andayani 2. Anik Hidayati 3. Nuraini Dessy W 4. Kokok Susanto 5. Robert MP Sinaga 6. Heri Purnomo
61	09 Desember 2025 December 09, 2025	1. Kajian Terminal Poin 2. Pedoman Standarisasi Area Layanan & Seragam *Frontliner* Cabang 3. Pembahasan RJPP 2026 - 2030 4. Penugasan Kapal Perintis TA 2026 1. Terminal Point Study 2. Guidelines for Standardization of Service Areas & Branch Frontliner Uniforms 3. Discussion of Long-Term Business Plan 2026–2030 4. Pioneer Vessel Assignment FY 2026	1. Tri Andayani 2. Anik Hidayati 3. Nuraini Dessy W 4. Kokok Susanto 5. Robert MP Sinaga 6. Heri Purnomo
62	15 Desember 2025 December 15, 2025	1. Laporan Manajemen s.d. November 2025 2. Pengadaan tahun 2026 yang menggunakan biaya PSO 1. Management Report up to November 2025 2. 2026 Procurement Using PSO Funds	1. Tri Andayani 2. Anik Hidayati 3. Nuraini Dessy W 4. Kokok Susanto 5. Robert MP Sinaga 6. Heri Purnomo
63	16 Desember 2025 December 16, 2025	Pembahasan Skema PSO dengan Konsultan Danareksa dan AHP Discussion of PSO Scheme with Danareksa and AHP Consultants	1. Tri Andayani 2. Anik Hidayati 3. Nuraini Dessy W 4. Kokok Susanto 5. Robert MP Sinaga 6. Heri Purnomo
64	23 Desember 2025 December 23, 2025	Progres Pengadaan Konsultan Desain Kapal Penumpang. Progress of Passenger Vessel Design Consultant Procurement.	1. Tri Andayani 2. Anik Hidayati 3. Nuraini Dessy W 4. Kokok Susanto 5. Robert MP Sinaga 6. Heri Purnomo

RAPAT GABUNGAN DENGAN ANGGOTA DEWAN KOMISARIS

Selama tahun 2025, Direksi PT PELNI (Persero) mengikuti rapat gabungan bersama anggota Dewan Komisaris sebanyak 12 (dua belas) kali.

JOINT MEETINGS WITH THE BOARD OF COMMISSIONERS

During 2025, the Board of Directors of PT PELNI (Persero) participated in 12 (twelve) joint meetings with the Board of Commissioners.

FREKUENSI DAN TINGKAT KEHADIRAN DIREKSI DALAM RAPAT GABUNGAN ANTARA DEWAN KOMISARIS DAN ANGGOTA DIREKSI

Berikut ini merupakan frekuensi dan tingkat kehadiran masing-masing anggota Direksi dalam Rapat Gabungan antara Dewan Komisaris dan Anggota Direksi yang diselenggarakan selama tahun 2025:

FREQUENCY AND ATTENDANCE RATE OF THE BOARD OF DIRECTORS AT JOINT MEETINGS WITH THE BOARD OF COMMISSIONERS

The following table presents the frequency of attendance and attendance rate of each member of the Board of Directors at the Joint Meetings between the Board of Commissioners and the Board of Directors held during 2025:

No	Nama Name	Jabatan Position	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	Tingkat Kehadiran Attendance Level
1.	Tri Andayani	Direktur Utama President Director	12	10	83%
2.	Anik Hidayati	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	12	11	92%
3.	Nuraini Dessy W	Direktur Usaha Angkutan Penumpang Director of Passenger Transportation Business	12	12	100%
4.	Robert M.P. Sinaga	Direktur Armada dan Teknik Director of Fleet and Engineering	12	9	75%
5.	Heri Purnomo	Direktur Sumber Daya Manusia dan Umum Director of Human Capital and General Affairs	12	12	100%
6.	Kokok Susanto	Direktur Usaha Angkutan Barang dan Tol Laut Director of Cargo Transportation and Sea Toll Business	12	12	100%

Risalah Rapat Gabungan Antara Dewan Komisaris dan Anggota Direksi

Joint Meeting Minutes of the Board of Commissioners and Members of the Board of Directors

No.	Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Rapat Direksi Board of Directors Meeting Participants
1	22 Januari 2025 January 22, 2025	1. Pembahasan Tindaklanjut RTP dan *List Of Concern* Dewan Komisaris atas Kinerja Unaudited 2024 2. Agenda Lain - Lain 1. Discussion of Follow-Up on RTP and Board of Commissioners' List of Concern on Unaudited 2024 Performance Other 2. Agenda Items	1. Tri Andayani 2. Heri Purnomo 3. Anik Hidayati 4. Kokok Susanto 5. Nuraini Dessy W 6. Robert MP Sinaga

DIREKSI
BOARD OF DIRECTORS

No.	Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Rapat Direksi Board of Directors Meeting Participants
2	26 Februari 2025 February 26, 2025	1. Pembahasan Direksi terkait Program Utama Perseroan Tahun 2025 yang mengacu pada RJPP 2024 – 2029 2. Pembahasan Tindaklanjut RTP dan Penyampaian *List Of Concern* Dewan Komisaris 3. Tindaklanjut atas Arahan RUPS RKAP Tahun 2025 4. Pembahasan Kinerja Januari 2025 1. Board of Directors Discussion on the Company's Main Programs for Year 2025 referring to the Long-Term Business Plan 2024–2029 2. Discussion of Follow-Up on RTP and Submission of Board of Commissioners' List of Concern 3. Follow-Up on GMS Directives for RKAP Year 2025 4. Discussion of January 2025 Performance	1. Tri Andayani 2. Heri Purnomo 3. Anik Hidayati 4. Kokok Susanto 5. Nuraini Dessy W 6. Robert MP Sinaga
3	26 Maret 2025 March 26, 2025	1. Pembahasan Progres 9 (sembilan) Program Strategis PT PELNI (Persero) Tahun 2025 2. Pembahasan Tindaklanjut RTP dan Penyampaian *List Of Concern* Dewan Komisaris 3. Pembahasan Kinerja YTD Februari 2025 4. Lain-lain 1. Discussion of Progress of 9 (nine) PT PELNI (Persero) Strategic Programs Year 2025 2. Discussion of Follow-Up on RTP and Submission of Board of Commissioners' List of Concern 3. Discussion of YTD February 2025 Performance 4. Other Matters	1. Tri Andayani 2. Heri Purnomo 3. Anik Hidayati 4. Kokok Susanto 5. Nuraini Dessy W 6. Robert MP Sinaga
4	29 April 2025 April 29, 2025	1. Pembahasan Program Strategis Tahun 2025 2. Pembahasan Tindaklanjut RTP dan Penyampaian *List Of Concern* Dewan Komisaris 3. Pembahasan Kinerja s.d Tw I Tahun 2025 4. Penjelasan Mengenai Dampak Perubahan Struktur Kepemilikan PT PELNI (Persero) 5. Lain-lain 1. Discussion of Year 2025 Strategic Program 2. Discussion of Follow-Up on RTP and Submission of Board of Commissioners' List of Concern 3. Discussion of Performance up to Q1 Year 2025 4. Explanation of the Impact of Changes in the Ownership Structure of PT PELNI (Persero) 5. Other Matters	1. Nuraini Dessy W 2. Kokok Susanto 3. Robert MP Sinaga 4. Heri Purnomo
5	27 Mei 2025 May 27, 2025	1. Progres Program Strategis Tahun 2025 2. Pembahasan Tindaklanjut RTP dan Penyampaian *List Of Concern* Dewan Komisaris 3. Pembahasan Kinerja s.d April Tahun 2025 4. Lain-lain 1. Year 2025 Strategic Program Progress 2. Discussion of Follow-Up on RTP and Submission of Board of Commissioners' List of Concern 3. Discussion of Performance up to April Year 2025 4. Other Matters	1. Tri Andayani 2. Anik Hidayati 3. Nuraini Dessy W 4. Kokok Susanto 5. Heri Purnomo

DIREKSI
BOARD OF DIRECTORS

No.	Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Rapat Direksi Board of Directors Meeting Participants
6	25 Juni 2025 June 25, 2025	1. Progres Program Strategis Tahun 2025 2. Pembahasan Tindaklanjut RTP dan Penyampaian *List Of Concern* Dewan Komisaris 3. Pembahasan Kinerja s.d Mei Tahun 2025 4. Pembahasan Mengenai Progres PMN Tahun 2024 5. Lain-lain 1. 2025 Strategic Program Progress 2. Discussion of Follow-Up on RTP and Submission of Board of Commissioners' List of Concern 3. Discussion of Performance up to May Year 2025 4. Discussion of PMN Year 2024 Progress 5. Other Matters	1. Tri Andayani 2. Heri Purnomo 3. Anik Hidayati 4. Kokok Susanto 5. Nuraini Dessy W 6. Robert MP Sinaga
7	Senin, 28 Juli 2025 Monday, July 28, 2025	1. Progres Program Strategis Tahun 2025 2. Pembahasan Tindaklanjut RTP dan Penyampaian *List Of Concern* Dewan Komisaris 3. Pembahasan Kinerja s.d Juni Tahun 2025 4. Lain-lain 1. 2025 Strategic Program Progress 2. Discussion of Follow-Up on RTP and Submission of Board of Commissioners' List of Concern 3. Discussion of Performance up to June Year 2025 4. Other Matters	1. Tri Andayani 2. Heri Purnomo 3. Anik Hidayati 4. Kokok Susanto 5. Nuraini Dessy W
8	Selasa, 26 Agustus 2025 Tuesday, August 26, 2025	1. Progres Program Strategis Tahun 2025 2. Pembahasan Tindaklanjut RTP dan Penyampaian *List Of Concern* Dewan Komisaris 3. Pembahasan Kinerja YTD Juli Tahun 2025 4. Lain -lain 1. 2025 Strategic Program Progress 2. Discussion of Follow-Up on RTP and Submission of Board of Commissioners' List of Concern 3. Discussion of YTD July Year 2025 Performance 4. Other Matters	1. Tri Andayani 2. Heri Purnomo 3. Anik Hidayati 4. Kokok Susanto 5. Nuraini Dessy W 6. Robert MP Sinaga
9	Rabu, 24 September 2025 Wednesday, 24 September 2025	1. Progres Program Strategis Tahun 2025 2. Pembahasan Tindaklanjut RTP dan Penyampaian *List Of Concern* Dewan Komisaris 3. Pembahasan Kinerja YTD Agustus Tahun 2025 4. Lain -lain 1. 2025 Strategic Program Progress 2. Discussion of Follow-Up on RTP and Submission of Board of Commissioners' List of Concern 3. Discussion of YTD August Year 2025 Performance 4. Other Matters	1. Tri Andayani 2. Heri Purnomo 3. Anik Hidayati 4. Kokok Susanto 5. Nuraini Dessy W 6. Robert MP Sinaga
10	Senin, 27 Oktober 2025 Monday, October 27, 2025	1. Progres Program Strategis Tahun 2025 2. Pembahasan Tindaklanjut RTP dan Penyampaian *List Of Concern* Dewan Komisaris 3. Pembahasan Kinerja YTD September Tahun 2025 4. Lain -lain 1. 2025 Strategic Program Progress 2. Discussion of Follow-Up on RTP and Submission of Board of Commissioners' List of Concern 3. Discussion of YTD September Year 2025 Performance 4. Other Matters	1. Tri Andayani 2. Heri Purnomo 3. Anik Hidayati 4. Kokok Susanto 5. Nuraini Dessy W 6. Robert MP Sinaga

DIREKSI
BOARD OF DIRECTORS

No.	Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Rapat Direksi Board of Directors Meeting Participants
11	Rabu, 26 November 2025 Wednesday, November 26, 2025	1. Progres Program Strategis Tahun 2025 2. Pembahasan Tindaklanjut RTP dan Penyampaian *List Of Concern* Dewan Komisaris 3. Pembahasan Kinerja YTD Oktober Tahun 2025 4. Lain -lain 1. 2025 Strategic Program Progress 2. Discussion of Follow-Up on RTP and Submission of Board of Commissioners' List of Concern 3. Discussion of YTD October Year 2025 Performance 4. Other Matters	1. Heri Purnomo 2. Anik Hidayati 3. Kokok Susanto 4. Nuraini Dessy W
12	Senin, 29 Desember 2025 Monday, December 29, 2025	1. Progres Program Strategis Tahun 2025 2. Pembahasan Tindaklanjut RTP dan Penyampaian *List Of Concern* Dewan Komisaris 3. Pembahasan Kinerja YTD November Tahun 2025 4. Lain -lain 1. 2025 Strategic Program Progress 2. Discussion of Follow-Up on RTP and Submission of List Of 3. Discussion of YTD November Year 2025 Performance 4. Other Matters	1. Tri Andayani 2. Heri Purnomo 3. Anik Hidayati 4. Kokok Susanto 5. Nuraini Dessy W 6. Robert MP Sinaga

Kehadiran Anggota Direksi Dalam RUPS

Tahun 2025, PELNI menyelenggarakan RUPS sebanyak 2 (dua) kali. Adapun kehadiran Direksi dalam RUPS tersebut adalah sebagai berikut:

Seluruh anggota Direksi hadir pada saat RUPS Pengesahan RKAP 2025 dan RUPS Tahunan Tahun Buku 2024.

Attendance of the Board of Directors at GMS

In 2025, PELNI held 2 (two) GMS. The attendance of the Board of Directors at these meetings was as follows:

All members of the Board of Directors attended the GMS for the Approval of the 2025 Corporate Work Plan and Budget (RKAP) and the Annual GMS for Fiscal Year 2024.

PENETAPAN KEBIJAKAN PENGELOLAAN PERUSAHAAN OLEH DIREKSI

Seluruh kebijakan pengelolaan Perseroan harus ditetapkan ke dalam kebijakan tertulis, yang ditetapkan oleh Direksi, baik dengan keputusan Direksi atau keputusan Direksi terkait. Kebijakan-kebijakan tersebut, seperti Surat Keputusan dan lain- lain, diatur dalam Dokumen Perusahaan tersendiri.

Kebijakan terkait pengelolaan PELNI yang ditetapkan oleh Direksi selama tahun 2025 adalah sebagai berikut:

ESTABLISHMENT OF CORPORATE MANAGEMENT POLICIES BY THE BOARD OF DIRECTORS

All policies related to the management of the Company must be formalized in written policies issued by the Board of Directors, either through resolutions of the Board of Directors or other relevant Board decisions. Such policies, including Board Resolutions and other directives, are governed under separate Company documents.

The policies related to the management of PELNI established by the Board of Directors during 2025 are as follows:

DIREKSI
BOARD OF DIRECTORS

No.	No. SK Decree No.	Keterangan Description
1	01.02/01/SE/HKO.04/2025	Kurs Pembukuan Valuta Asing Per 31 Desember 2024 Foreign Currency Bookkeeping Rate as of 31 December 2024
2	01.17/05/SK/HKO.01/2025	Penetapan Penghapusbukuan dan Pemindahtanganan Aktiva Tetap KM. Caraka Jaya Niaga III-22 Milik PT PELNI (Persero) Determination of Write-Off and Transfer of Fixed Asset KM Caraka Jaya Niaga III-22 Owned by PT PELNI (Persero)
3	01.06/01/SK/HKO.01/2025	Surat Keputusan Bersama antara Dewan Komisaris PT PELNI (Persero) dengan Direksi PT PELNI (Persero) tentang *Risk Appetite Statement* PT PELNI (Persero) Joint Decree between the Board of Commissioners of PT PELNI (Persero) and the Board of Directors of PT PELNI (Persero) concerning the Risk Appetite Statement of PT PELNI (Persero)
4	01.03/02/SK/HKO.01/2025	Tim Verifikasi Muatan General Cargo di PT PELNI (Persero) PT PELNI (Persero) General Cargo Verification Team
5	02.03/01/SE/HKO.04/2025	Kurs Pembukuan Valuta Asing Per 31 Januari 2025 Foreign Currency Bookkeeping Rate as of 31 January 2025
6	01.10/01/SK/HKO.01/2025	Peraturan Dinas Awak Kapal PT PELNI (Persero) Official Regulations for PT PELNI (Persero) Vessel Crew
7	02.10/02/SK/HKO.01/2025	Pedoman *Risk Appetite Statement* PT PELNI (Persero) Risk Appetite Statement Guidelines of PT PELNI (Persero)
8	02.05/02/SK/HKO.01/2025	*Standard Operating Procedure* Pengembangan Organisasi PT PELNI (Persero) Standard Operating Procedure for PT PELNI (Persero) Organizational Development
9	01.10/01/SK/HKO.01/2025	Peraturan Dinas Awak Kapal PT PELNI (Persero) Official Regulations for PT PELNI (Persero) Vessel Crew
10	03.03/01/SE/HKO.04/2025	Kurs Pembukuan Valuta Asing per 28 Februari 2025 Foreign Currency Bookkeeping Rate as of 28 February 2025
11	03.14/01/SE/HKO.04/2025	Petunjuk Pelaksanaan Penggunaan Anggaran Dengan Mekanisme Alih Anggaran (*Transfer Budget*) pada Sistem Aplikasi *Enterprise Business Suite* (EBS) Oracle Implementation Guidelines for Budget Utilization with Transfer Budget Mechanism on the Oracle Enterprise Business Suite (EBS) Application System
12	03.19/01/INS/HKO.01/2025	Larangan Gratifikasi Terkait Momen Hari Raya Idul Fitri Tahun 1446 H Prohibition on Gratification Related to the Eid al-Fitr 1446 H Celebration
13	03.18/06/SK/HKO.01/2025	Penetapan Standar Operasional Prosedur Pengelolaan Kartu Kredit Perubahan *Corporate Credit Card* Untuk Pimpinan Divisi/Biro PT PELNI (Persero) Determination of Standard Operating Procedure for Corporate Credit Card Management Amendment for Division/Bureau Heads of PT PELNI (Persero)
14	03.13/01/SK/HKO.01/2025	Tim Pelaksana Pengendalian Internal Atas Pelaporan Keuangan (*Internal Control Over Financial Reporting*) PT PELNI (Persero) PT PELNI (Persero) Internal Control Over Financial Reporting (ICOFR) Implementation Team
15	03.21/01/SK/HKO.01/2025	Metode dan Tarif Penyusutan dan Amortisasi, Umur Manfaat, dan Nilai Residu Aset Tetap dan Properti Investasi PT PELNI (Persero) Depreciation and Amortization Methods and Rates, Useful Life, and Residual Value of Fixed Assets and Investment Properties of PT PELNI (Persero)
16	03.26/01/SK/HKO.01/2025	Tim Posko Angkutan Lebaran (1446 H) Tahun 2025 di PT PELNI (Persero) PT PELNI (Persero) Eid al-Fitr (1446 H) Year 2025 Transportation Command Post Team
17	04.10/01/SK/HKO.01/2025	Klasifikasi Pencatatan Atas Penyertaan Modal Negara (PMN) di PT PELNI (Persero) Recording Classification of State Capital Injection (PMN) at PT PELNI (Persero)
18	04.11/01/SE/HKO.04/2025	Kurs Pembukuan Valuta Asing Per 27 Maret 2025 Foreign Currency Bookkeeping Rate as of 27 March 2025
19	01.30/02/SK/HKO.01/2025	Formasi Unit Kerja dan Jabatan pada Lingkup Kantor Pusat Formation of Work Units and Positions within the Head Office Scope

DIREKSI
BOARD OF DIRECTORS

No.	No. SK Decree No.	Keterangan Description
20	01.30/01/SK/HKO.01/2025	Struktur Organisasi, Tugas Pokok, dan Fungsi Kantor Pusat di PT PELNI (Persero) Organizational Structure, Main Duties, and Functions of the Head Office at PT PELNI (Persero)
21	04.15/02/SK/HKO.01/2025	Kategori dan Klasifikasi Risiko PT Pelita Indonesia Djaya Risk Categories and Classifications of PT Pelita Indonesia Djaya
22	04.14/01/SK/HKO.01/2025	Kategori dan Klasifikasi Risiko PT PELNI (Persero) Risk Categories and Classifications of PT PELNI (Persero)
23	04.15/01/SK/HKO.01/2025	Kategori dan Klasifikasi Risiko PT PBM Sarana Bandar Nasional Risk Categories and Classifications of PT PBM Sarana Bandar Nasional
24	05.05/01/SE/HKO.04/2025	Kurs Pembukuan Valuta Asing Per 30 April 2025 Foreign Currency Bookkeeping Rate as of 30 April 2025
25	05.09/02/SK/HKO.01/2025	Komite *Sustainability* PT PELNI (Persero) Sustainability Committee of PT PELNI (Persero)
26	05.26/01/SK/HKO.01/2025	Tim *Counterpart* Implementasi Sistem Manajemen Terintegrasi PT PELNI (Persero) PT PELNI (Persero) Integrated Management System Implementation Counterpart Team
27	01.10/01/SK/HKO.01/2025	Peraturan Dinas Awak Kapal PT PELNI (Persero) Official Regulations for PT PELNI (Persero) Vessel Crew
28	06.04/01/SE/HKO.04/2025	Kurs Pembukuan Valuta Asing Per 28 Mei 2025 Foreign Currency Bookkeeping Rate as of 28 May 2025
29	06.04/01/SE/HKO.06/2025	Penurunan Drum Kosong Bekas Minyak Pelumas Kapal PT PELNI (Persero) Off-Loading of Used Empty Lubricating Oil Drums from PT PELNI (Persero) Vessels
30	05.26/04/SK/HKO.01/2025	*Standard Operating Procedure* Asuransi Kapal PT PELNI (Persero) Standard Operating Procedure for PT PELNI (Persero) Vessel Insurance
31	06.05/01/SK/HKO.01/2025	Rencana Strategis Teknologi Informasi (RSTI) Periode 2025 - 2029 PT PELNI (Persero) Information Technology Strategic Plan (RSTI) for the Period 2025–2029 of PT PELNI (Persero)
32	06.12/01/SK/HKO.01/2025	Standar Pelayanan Minimal Penumpang PT PELNI (Persero) Minimum Passenger Service Standard of PT PELNI (Persero)
33	06.17/02/SK/HKO.01/2025	Perubahan Atas Surat Keputusan Direksi Nomor: 01.12/01/SK/HKO.01/2021 Tentang Kelola Penanganan Barang Bawaan (Bagasi) Penumpang PT Pelayaran Nasional Indonesia (Persero) Amendment to Board of Directors Decree Number: 01.12/01/SK/HKO.01/2021 concerning Management of Passenger Baggage (Luggage) of PT Pelayaran Nasional Indonesia (Persero)
34	06.16/01/SK/HKO.01/2025	Pedoman Perlindungan Data Pribadi PT PELNI (Persero) Personal Data Protection Guidelines of PT PELNI (Persero)
35	07.14/01/SK/HKO.01/2025	Tarif Angkutan *Dry Container* dan *Reefer Container* Dengan Menggunakan Kapal Penumpang Milik PT PELNI (Persero) Dry Container and Reefer Container Transport Tariff Using PT PELNI (Persero) Passenger Vessels
36	07.03/01/SE/HKO.04/2025	Kurs Pembukuan Valuta Asing Per 30 Juni 2025 Foreign Currency Bookkeeping Rate as of 30 June 2025
37	07.07/01/SK/HKO.01/2025	Tim *Counterpart Self Assessment Good Corporate Governance* (GCG) Tahun 2025 di PT PELNI (Persero) PT PELNI (Persero) Good Corporate Governance (GCG) Self-Assessment Counterpart Team Year 2025
38	07.21/02/SK/HKO.01/2025	*Standard Operating Procedure Ship Broking* PT PELNI (Persero) Standard Operating Procedure for PT PELNI (Persero) Ship Broking
39	08.05/01/SK/HKO.01/2025	Pedoman Pengadaan Kapal Baru PT PELNI (Persero) New Vessel Procurement Guidelines of PT PELNI (Persero)

DIREKSI
BOARD OF DIRECTORS

No.	No. SK Decree No.	Keterangan Description
40	08.04/01/SE/HKO.04/2025	Kurs Pembukuan Valuta Asing Per 31 Juli 2025 Foreign Currency Bookkeeping Rate as of 31 July 2025
41	08.07/01/SK/HKO.01/2025	*Standard Operating Procedure Notional Pooling* PT PELNI (Persero) Standard Operating Procedure for PT PELNI (Persero) Notional Pooling
42	08.12/03/SK/HKO.01/2025	*Digital Agent* PT PELNI (Persero) Digital Agent of PT PELNI (Persero)
43	08.05/02/SK/HKO.01/2025	*Project Management Office* (PMO) Kapal PMN Project Management Office (PMO) for PMN Vessels
44	08.12/04/SK/HKO.01/2025	Tim Penghapusbukuan dan Pemindahtanganan Inventaris Kantor Pusat PT PELNI (Persero) Tahun 2025 PT PELNI (Persero) Head Office Inventory Write-Off and Transfer Team Year 2025
45	08.12/05/SK/HKO.01/2025	Harga Jual Minimum Inventaris Kantor Pusat PT PELNI (Persero) Minimum Selling Price of Head Office Inventory of PT PELNI (Persero)
46	08.01/01/INS/HKO.04/2025	*Go Live* Implementasi Aplikasi *E-Billing* Pada Kantor Cabang PT PELNI (Persero) Tahap I Go Live Implementation of E-Billing Application at PT PELNI (Persero) Branch Offices Phase I
47	08.27/02/SK/HKO.01/2025	Alokasi Penjualan *General Cargo* pada 8 (Delapan) Kapal Penumpang di PT PELNI (Persero) General Cargo Sales Allocation on 8 (Eight) Passenger Vessels at PT PELNI (Persero)
48	08.29/03/SK/HKO.01/2025	Tarif Layanan Tambahan (*Seaplus & Seapremium*) Untuk Penumpang Kapal PT PELNI (Persero) Additional Service Tariff (Seaplus & Seapremium) for PT PELNI (Persero) Vessel Passengers
49	09.12/05/SK/HKO.01/2025	Komite Pengarah Teknologi Informasi (*IT Steering Committee*) PT PELNI (Persero) Information Technology Steering Committee (IT Steering Committee) of PT PELNI (Persero)
50	09.12/01SE/HKO.04/2025	Kurs Pembukuan Valuta Asing Per 29 Agustus 2025 Foreign Currency Bookkeeping Rate as of 29 August 2025
51	09.26/01/SK/HKO.01/2025	Ketentuan dan Tarif Muatan Berlabel *RedPack* Terms and Tariff for RedPack-Labelled Cargo
52	09.25/01/SK/HKO.01/2025	Pedoman Tata Kelola Teknologi Informasi PT PELNI (Persero) Information Technology Governance Guidelines of PT PELNI (Persero)
53	09.25/01/INS/HKO.04/2025	Go Live Implementasi Aplikasi *Risk Management Information System* (RMIS) Tahap 2 Go Live Implementation of Risk Management Information System (RMIS) Application Phase 2
54	10.07/01SE/HKO.04/2025	Kurs Pembukuan Valuta Asing Per 30 September 2025 Foreign Currency Bookkeeping Rate as of 30 September 2025
55	10.07/01/SK/HKO.01/2025	Tarif Over Bagasi Penumpang di PT PELNI (Persero) Passenger Excess Baggage Tariff at PT PELNI (Persero)
56	10.07/02/SK/HKO.01/2025	Tim *Counterpart* Budaya PT PELNI (Persero) PT PELNI (Persero) Culture Counterpart Team
57	09.17/02/SK/HKO.01/2025	Standar Biaya Jasa Kepelabuhan Kapal - Kapal Perintis PT PELNI (Persero) Standard Port Service Cost for PT PELNI (Persero) Pioneer Vessels
58	10.14/03/SK/HKO.01/2025	Hak - Hak Kesejahteraan Pegawai PT PELNI (Persero) Employee Welfare Rights of PT PELNI (Persero)
59	10.27/02/SK/HKO.01/2025	Pengurus Persekutuan Oikumene Umat Kristiani PT PELNI (Persero) Periode 2025-2027 Management of the Christian Ecumenical Fellowship of PT PELNI (Persero) for the Period 2025–2027
60	10.30/01/SK/HKO.01/2025	Pedoman Lingkungan (*Environmental*), Sosial (*Social*), dan Tata Kelola (*Governance* (ESG)) PT PELNI (Persero) Environmental, Social, and Governance (ESG) Guidelines of PT PELNI (Persero)
61	11.07/03/SK/HKO.01/2025	Tim Tanggap Insiden Siber PT PELNI (Persero) PT PELNI (Persero) Cyber Incident Response Team

DIREKSI
BOARD OF DIRECTORS

No.	No. SK Decree No.	Keterangan Description
62	11.07/04/SK/HKO.01/2025	Pemberian Biaya Kompensasi Kendaraan Dinas Bagi Pimpinan Unit Kerja Di Lingkungan Kantor Pusat PT PELNI (Persero) Grant of Official Vehicle Compensation Allowance for Work Unit Heads within PT PELNI (Persero) Head Office
63	10.23/01/SK/HKO.01/2025	*Standard Operating Procedure* Layanan Permakanan PT PELNI (Persero); Standard Operating Procedure for PT PELNI (Persero) Catering Services;
64	11.06/01/SE/HKO.01/2025	Program Budaya Perusahaan di Lingkungan PT PELNI (Persero) Corporate Culture Program within PT PELNI (Persero)
65	11.18/01/INS/HKO.01/2025	Larangan Gratifikasi Terkait Momen Hari Raya Natal 2025 dan Tahun Baru 2026 Prohibition on Gratification Related to the Christmas 2025 and New Year 2026 Celebrations
66	11.24/01/INS/HKO.05/2025	Batas Waktu Pemesanan (Reservasi) dan Batas Waktu Pembayaran (*Payment*) Tiket di *Channel* Reservasi Tiket Kapal Penumpang PT PELNI (Persero) Ticket Booking (Reservation) Deadline and Ticket Payment Deadline on PT PELNI (Persero) Passenger Vessel Ticket Reservation Channels
67	11.25/01/SK/HKO.01/2025	Struktur Organisasi Srikandi PELNI dan Pengurus Srikandi PELNI Periode 2025 - 2027 Organizational Structure of Srikandi PELNI and Srikandi PELNI Management for the Period 2025–2027
68	11.26/01/DPP/SP.Pelni/2025	Pengangkatan Pengurus Pimpinan Pusat Serikat Pekerja Pelni Masa Bakti Tahun 2025 - 2028 Appointment of the Central Executive Board of the PELNI Workers' Union for the 2025–2028 Term of Service
69	11.24/01/SK/HKO.01/2025	*Internal Audit Charter* PT PELNI (Persero) Internal Audit Charter of PT PELNI (Persero)
70	12.16/01/SK/HKO.01/2025	Transaksi Berkeliling dan Jasa Layanan Antar Produk Mitra di Atas Kapal PT PELNI (Persero); Roving Transactions and Partner Product Delivery Services on Board PT PELNI (Persero) Vessels;
71	12.11/01/INS/HKO.04/2025	Pengurangan Penggunaan Air Minum Dalam Kemasan Plastik Sekali Pakai di Lingkungan Perkantoran PT PELNI (Persero) Reduction of Single-Use Plastic Bottled Drinking Water in PT PELNI (Persero) Office Environments

PROGRAM PENGENALAN DIREKSI

PELNI memiliki Kebijakan terkait program pengenalan yang diatur dalam Salinan Surat Keputusan Bersama antara Direksi PT PELNI (Persero) dengan Dewan Komisaris PT PELNI (Persero) Nomor: 11.15/01/SK/HKO.01/2023 tanggal 15 November 2023 tentang Pedoman Tata Laksana Kerja (*Board Manual*) Direksi dan Dewan Komisaris PT PELNI (Persero) dan telah dipublikasikan di website resmi Perseroan.

Program Pengenalan Direksi

Perseroan menyediakan program pengenalan bagi anggota Direksi yang baru diangkat dengan tujuan agar Direksi yang berasal dari berbagai latar belakang dan pengalaman dapat mengenal dan memahami kegiatan dan kondisi Perseroan. Penetapan kebijakan program pengenalan bagi anggota Direksi yang baru dilakukan oleh Direksi yang dilaksanakan selambat-lambatnya 3 (tiga) bulan setelah pengangkatan anggota Direksi baru. Tanggung jawab penyelenggaraan program tersebut berada pada Sekretaris Perusahaan atau pejabat yang menjalankan fungsi Sekretaris Perusahaan.

Materi program pengenalan setidaknya memuat:

1. Pelaksanaan prinsip Tata Kelola Perusahaan yang Baik oleh Perusahaan;
2. 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 strategis lainnya;
3. Keterangan berkaitan dengan kewenangan yang didelegasikan, Audit Intern dan Audit Ekstern, sistem dan kebijakan pengendalian internal, termasuk komite audit; dan
4. Keterangan mengenai tugas dan tanggung jawab Direksi serta hal yang tidak diperbolehkan.

Pada tahun 2025, tidak terdapat pengangkatan anggota Direksi baru, sehingga program pengenalan Direksi tidak dilaksanakan.

BOARD OF DIRECTORS INDUCTION PROGRAM

PELNI has established a policy on the induction program, as stipulated in the Joint Decree of the Board of Directors and the Board of Commissioners of PT PELNI (Persero) Number 11.15/01/SK/HKO.01/2023 dated 15 November 2023 concerning the Board Manual of the Board of Directors and the Board of Commissioners of PT PELNI (Persero). The policy has also been published on the Company's official website.

Board of Directors Induction Program

The Company provides an induction program for newly appointed members of the Board of Directors, enabling directors with diverse backgrounds and experiences to understand the Company's business activities and overall condition. The policy governing the induction program for newly appointed directors is established by the Board of Directors and must be implemented no later than 3 (three) months after the appointment of a new director. The Corporate Secretary, or the officer performing the Corporate Secretary function, is responsible for organizing the program.

The induction program materials shall include at least the following:

1. The implementation of Good Corporate Governance (GCG) principles within the Company;
2. An overview of the Company, including its objectives, nature and scope of business activities, financial and operational performance, strategies, short-term and long-term business plans, competitive position, risks, and other strategic issues;
3. Information regarding delegated authorities, Internal Audit and External Audit functions, internal control systems and policies, including the Audit Committee; and
4. Information regarding the duties and responsibilities of the Board of Directors, as well as prohibited actions.

In 2025, there were no new appointments to the Board of Directors. Therefore, no induction program for directors was conducted during the year.

DIREKSI
BOARD OF DIRECTORS

PROGRAM PENINGKATAN KAPASITAS DIREKSI

Kebijakan terkait peningkatan kapabilitas diatur dalam Pedoman Tata Laksana Kerja (*Board Manual*) Direksi dan Dewan Komisaris PELNI.

Program Peningkatan Kapabilitas menjadi penting agar Anggota Direksi dapat selalu memperbaharui informasi tentang perkembangan terkini dari aktivitas bisnis perusahaan dan pengetahuan-pengetahuan lain yang terkait dengan pelaksanaan tugas Direksi.

Pada tahun 2025, program pengembangan kompetensi yang diikuti oleh Direksi Perseroan adalah sebagai berikut:

BOARD OF DIRECTORS CAPACITY DEVELOPMENT PROGRAM

The policy on capacity development is governed by the Board Manual of the Board of Directors and the Board of Commissioners of PELNI.

Capacity development programs are essential to ensure that members of the Board of Directors continuously update their knowledge of the latest developments in the Company's business activities, as well as other knowledge relevant to the effective performance of their duties.

In 2025, the competency development programs attended by members of the Board of Directors were as follows:

No.	Nama dan Jabatan Name and Position	Tanggal Date	Nama Pelatihan Training Name	Penyelenggara Organizer
1.	**Tri Andayani** Direktur Utama President Director	21 - 22 Agustus 2025 August 21 - 22, 2025	*GRC Summit 2025 "Resilience to Sustainability: Leading through GRC in the Post-Digital Era"*	*Center for Risk Management & Sustainability (CRMS)*
		16 - 17 Oktober 2025 October 16 - 17, 2025	*ACGF Innovative Finance Clinic: Green and Resilient Ports in Southeast Asia*	ADB
		3 & 16 Desember 2025 December 3 & 17, 2025	*Coaching Executive*	Daya Dimensi Indonesia
2.	**Anik Hidayati** Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	16 - 25 Januari 2025 January 16 - 25, 2025	Sertifikasi Akuntan Profesional Tingkat Lanjutan Advanced Level Professional Accountant Certification	BSE School of Excellent bersama Ikatan Akuntan Indonesia BSE School of Excellence in collaboration with the Indonesian Institute of Accountants
		19 Maret 2025 March 19, 2025	*Webinar IAI-CIMA: Resilient Business Models: Thriving in Uncertainty Through Agile Innovation*	AIA & CIMA
		5 Juni 2025 June 5, 2025	Sertifikasi Piagam Beregister Akuntan Registered Accountant Charter Certification	Pusat Pembinaan Profesi Keuangan (PPPK) Financial Profession Development Center (PPPK)
		11 - 13 Juni 2025 June 11 - 13, 2025	Aspek Akuntansi, Perpajakan dan Legal Untuk *Merger*, Akuisisi dan *Spin-Off* Badan Usaha Accounting, Tax, and Legal Aspects for Business Merger, Acquisition, and Spin-Off	IKATAN AKUNTAN INDONESIA INDONESIAN INSTITUTE OF ACCOUNTANTS
		21 - 22 Agustus 2025 August 21 - 22, 2025	*Program GRC Summit 2025 "Resilience To Sustainability: Leading Through GRC In The Post-Digital Era* GRC Summit 2025 Program "Resilience To Sustainability: Leading Through GRC In The Post-Digital Era"	Center Risk Management & Sustainability (CRMS)
		16 - 17 Oktober 2025 October 16 - 17, 2025	*ACGF Innovative Finance Clinic: Green and Resilient Ports in Southeast Asia*	ADB

DIREKSI
BOARD OF DIRECTORS

No.	Nama dan Jabatan Name and Position	Tanggal Date	Nama Pelatihan Training Name	Penyelenggara Organizer
3.	**Nuraini Dessy W** Direktur Usaha Angkutan Penumpang Director of Passenger Transport Business	18 - 19 Juni 2025 18 - 19 June 2025	*New Corporate Governance Leadership Program Internalizing Integrated Mindset Toward Sustainable Long-Term Value Creation*	Yayasan Indonesian Institute For Corporate Directorship Indonesian Institute for Corporate Directorship Foundation
		21 - 22 Agustus 2025 21 - 22 August 2025	*Resilience To Sustainability: Leading Through GRC In The Post-Digital Era*	Center for Risk Management & Sustainability
		10 November 2025 November 10, 2025	*Overview Of Implementation Internal Control Over Financial Reporting (ICOFR) PT PELNI*	Parker Russel Parker Russell
		3 & 16 Desember 2025 December 3 & 17, 2025	*Coaching Executive*	Daya Dimensi Indonesia
4.	**Robert M.P. Sinaga** Direktur Armada dan Teknik Director of Fleet and Engineering	4 - 5 Desember 2025 December 4 - 5, 2025	*Risk Beyond International Conference 2025 ("RiskOdyssey: Engineering Momentum, Building a Resilient Risk DNA")*	Enterprise Risk Management Academy (ERMA)
		27 - 28 November 2025 November 27 - 28, 2025	Konferensi Nasional Professional Manajemen Risiko XI ("*Toward Golden Indonesia 2045: Risk Management as a Competitive Edge in a Complex World, Preparedness, Agility and Adaptation*") National Professional Risk Management Conference XI ("Toward Golden Indonesia 2045: Risk Management as a Competitive Edge in a Complex World, Preparedness, Agility and Adaptation")	LSP Manajemen Risiko (LSPMR) Risk Management Professional Certification Body (LSPMR)
		3 & 16 Desember 2025 December 3 & 17, 2025	*Coaching Executive*	Daya Dimensi Indonesia
5.	**Heri Purnomo** Direktur Sumber Daya Manusia dan Umum Director of Human Capital and General Affairs	10 November 2025 November 10, 2025	*Overview* atas Implementasi *Internal Control Over Financial Reporting* (ICoFR)	KAP Heliantono dan Rekan
		23 - 24 Juli 2025 July 23 - 24, 2025	Program *Master Class Compliance Management (with* CCCO CCOP Certification*)* Master Class Compliance Management Program (with CCCO/CCOP Certification)	Center Risk Management & Sustainability (CRMS)
		21 - 22 Agustus 2025 August 21 - 22, 2025	*GRC Summit 2025 - Resilience To Sustainability: Leading Through GRC In The Post - Digital Era*	Center for Risk Management & Sustainability (CRMS)
		3 & 16 Desember 2025 December 3 & 17, 2025	*Coaching Executive*	Daya Dimensi Indonesia
		10-18 Desember 2025 10-18 December 2025	*Danantara Strategic Human Capital Directors Certificate Program*	PPM Manajemen dan Danantara Indonesia PPM Management and Danantara Indonesia

DIREKSI
BOARD OF DIRECTORS

No.	Nama dan Jabatan Name and Position	Tanggal Date	Nama Pelatihan Training Name	Penyelenggara Organizer
6.	**Kokok Susanto** Direktur Usaha Angkutan Barang dan Tol Laut Director of Cargo Transport and Sea Toll Business	22 Mei 2025 May 22, 2025	Business Indonesia BUMN Forum 2025 Business Indonesia SOE Forum 2025	Bisnis Indonesia
		24 Mei 2025 May 24, 2025	Kuliah Umum: Strategi dan Inovasi Layanan Logistik di Sektor Pelayaran di Era Transformasi Digital Public Lecture: Logistics Service Strategy and Innovation in the Shipping Sector in the Digital Transformation Era	Fakultas Teknik Industri Universitas Islam Indonesia Faculty of Industrial Engineering, Islamic University of Indonesia
		21 - 22 Agustus 2025 August 21 - 22, 2025	*GRC Summit: Resilience To Sustainability Leading Through GRC in The Post-Digital Era*	CRMS
		13 November 2025 November 13, 2025	*Bact Conference "Indonesian Digital Logistics Infrastructure Forum 2025: Connecting Indonesia to The World"*	ALFI Convex
		24 - 25 November 2025 November 24 - 25, 2025	*Investment Strategies and Portfolio Management*	The Capital Market Indonesia
		2 - 4 Desember 2025 December 2 - 4, 2025	CERG *(Certified in Enterprise Risk Governance)*	ERMA
		27 - 28 November 2025 November 27 - 28, 2025	*Expansive Leadership Program*	CLDI Managed by MSE
		3 & 16 Desember 2025 December 3 & 17, 2025	*Coaching Executive*	Daya Dimensi Indonesia

PENILAIAN KINERJA TERHADAP KINERJA KOMITE YANG MENDUKUNG PELAKSANAAN TUGAS DIREKSI

Pada tahun 2025, Direksi tidak memiliki Komite di bawah Direksi sehingga tidak terdapat informasi terkait:

1. Prosedur penilaian kinerja; dan
2. Kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat.

PERFORMANCE EVALUATION OF COMMITTEES SUPPORTING THE BOARD OF DIRECTORS

In 2025, the Board of Directors did not have any committees established under its authority. Therefore, there is no information to disclose regarding:

1. Performance evaluation procedures; and
2. Evaluation criteria include performance achievements during the fiscal year, competency, and meeting attendance.

DEWAN KOMISARIS
BOARD OF COMMISSIONERS

Dewan Komisaris merupakan organ Perseroan yang melakukan pengawasan dan memberikan arahan kepada Direksi dalam menjalankan kepengurusan Perseroan. Disamping melaksanakan fungsi pengawasan, Dewan Komisaris juga turut melakukan pemantauan terhadap efektivitas implementasi GCG yang dilakukan Perseroan sesuai dengan Anggaran Dasar Perusahaan.

The Board of Commissioners is the governing body of the Company responsible for supervising and providing guidance to the Board of Directors in managing the Company. In addition to its supervisory function, the Board of Commissioners also monitors the effectiveness of the implementation of Good Corporate Governance (GCG) practices within the Company in accordance with the Company's Articles of Association.

PEDOMAN KERJA DEWAN KOMISARIS

PELNI memiliki Pedoman Tata Laksana Kerja (*Board Manual*) yang menjadi acuan bagi Dewan Komisaris dalam melaksanakan tugas, tanggung jawab, dan wewenangnya guna memenuhi kepentingan Pemegang Saham serta para Pemangku Kepentingan lainnya. *Board Manual* tersebut ditetapkan melalui Salinan Surat Keputusan Bersama Direksi dan Dewan Komisaris PT PELNI (Persero) Nomor 11.15/01/SK/HKO.01/2023 tanggal 15 November 2023 tentang Pedoman Tata Laksana Kerja (*Board Manual*) Direksi dan Dewan Komisaris PELNI, serta telah dipublikasikan melalui situs resmi Perseroan sebagai bentuk transparansi.

Board Manual bagi Dewan Komisaris dan Direksi merupakan pedoman yang memuat ketentuan umum mengenai tata laksana kerja masing-masing organ serta mekanisme hubungan kerja antara Dewan Komisaris dan Direksi. Pedoman ini disusun secara terstruktur dan sistematis agar mudah dipahami dan diterapkan dalam pelaksanaan tugas sesuai dengan peran dan fungsinya, sehingga tercipta pengelolaan Perusahaan yang profesional, transparan, dan efisien.

Tata Laksana Kerja Dewan Komisaris dalam *Board Manual* diatur dalam Bab 3, yang mengatur hal-hal sebagai berikut:

1. Kebijakan Umum;
2. Pengaturan Rangkap Jabatan;
3. Pengangkatan dan Pemberhentian Dewan Komisaris;
4. Pengunduran Diri Dewan Komisaris;
5. Pengisian Anggota Dewan Komisaris yang Lowong;
6. Komisaris Independen;

BOARD OF COMMISSIONERS CHARTER

PELNI has established a Board Manual that serves as a guideline for the Board of Commissioners in carrying out its duties, responsibilities, and authorities to safeguard the interests of Shareholders and other Stakeholders. The Board Manual was enacted through the Joint Decree of the Board of Directors and the Board of Commissioners of PT PELNI (Persero) Number 11.15/01/SK/HKO.01/2023 dated 15 November 2023 concerning the Board Manual of the Board of Directors and the Board of Commissioners of PT PELNI (Persero). The document has also been published on the Company's official website as part of the Company's commitment to transparency.

The Board Manual serves as a guideline containing general provisions governing the working procedures of the Board of Commissioners and the Board of Directors, as well as the working relationship mechanism between the two governing bodies. The Manual is structured systematically to ensure ease of understanding and implementation in carrying out their respective duties and functions, thereby promoting professional, transparent, and efficient corporate management.

The provisions governing the Board of Commissioners are set out in Chapter 3 of the Board Manual and cover the following matters:

1. General Policies;
2. Multiple Positions Policy;
3. Appointment and Dismissal of Members of the Board of Commissioners;
4. Resignation of Members of the Board of Commissioners;
5. Filling Vacancies on the Board of Commissioners;
6. Independent Commissioners;

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7. Program Pengenalan dan Peningkatan Kapabilitas;
8. Indikator Pencapaian Kinerja Dewan Komisaris;
9. Tanggung Jawab Dewan Komisaris;
10. Tugas Dewan Komisaris;
11. Wewenang Dewan Komisaris;
12. Hak Dewan Komisaris;
13. Etika Jabatan;
14. Rapat Dewan Komisaris;
15. Organ Pendukung Dewan Komisaris.

Selain itu, dalam *Board Manual* tersebut juga mengatur mekanisme hubungan kerja antara Dewan Komisaris dengan Direksi.

MASA JABATAN

Masa jabatan Dewan Komisaris adalah 5 (lima) tahun dengan tidak mengurangi hak Rapat Umum Pemegang Saham untuk memberhentikan para anggota Dewan Komisaris sewaktu-waktu, dengan menyebutkan alasannya. Setelah masa jabatannya berakhir, anggota Dewan Komisaris dapat diangkat kembali oleh RUPS untuk 1 (satu) kali masa jabatan berikutnya.

KOMPOSISI ANGGOTA DEWAN KOMISARIS

1. Dewan Komisaris terdiri atas 1 (satu) orang anggota atau lebih;
2. Dalam hal anggota Dewan Komisaris lebih dari satu, salah satu anggota Dewan Komisaris diangkat sebagai Komisaris Utama.
3. Komposisi Dewan Komisaris paling sedikit 20% (dua puluh persen) merupakan anggota Dewan Komisaris independen yang ditetapkan dalam keputusan pengangkatannya.
4. Komposisi Dewan Komisaris harus dibentuk sedemikian rupa sehingga anggota-anggotanya secara kelompok mencerminkan keberagaman dalam hal kemampuan, keahlian, pengetahuan, pengalaman, usia, latar belakang budaya, dan gender yang dibutuhkan untuk memenuhi secara tepat peran Dewan Komisaris.

7. Induction and Capacity Development Programs;
8. Performance Indicators of the Board of Commissioners;
9. Responsibilities of the Board of Commissioners;
10. Duties of the Board of Commissioners;
11. Authorities of the Board of Commissioners;
12. Rights of the Board of Commissioners;
13. Code of Ethics;
14. Meetings of the Board of Commissioners; and
15. Supporting Organs of the Board of Commissioners.

In addition, the Board Manual also regulates the working relationship mechanism between the Board of Commissioners and the Board of Directors.

TERM OF OFFICE

The term of office of the members of the Board of Commissioners is 5 (five) years, without prejudice to the right of the General Meeting of Shareholders (GMS) to dismiss any member of the Board of Commissioners at any time, provided the reasons for such dismissal are stated. Upon the expiry of their term of office, members of the Board of Commissioners may be reappointed by the GMS for one additional term.

COMPOSITION OF THE BOARD OF COMMISSIONERS

1. The Board of Commissioners shall consist of 1 (one) or more members.
2. Where the Board of Commissioners consists of more than one member, one of the members shall be appointed as President Commissioner.
3. At least 20% (twenty percent) of the composition of the Board of Commissioners shall consist of Independent Commissioners, as stipulated in their appointment resolutions.
4. The composition of the Board of Commissioners shall be structured in such a way that, collectively, its members reflect diversity in terms of competencies, expertise, knowledge, experience, age, cultural background, and gender required to effectively fulfill the role of the Board of Commissioners.

DEWAN KOMISARIS
BOARD OF COMMISSIONERS

5. Jumlah Dewan Komisaris maksimal sama dengan jumlah Anggota Direksi;
6. Pembagian tugas Dewan Komisaris ditetapkan dengan keputusan Dewan Komisaris.

5. The number of members of the Board of Commissioners shall not exceed the number of members of the Board of Directors.
6. The division of duties among members of the Board of Commissioners shall be determined by a resolution of the Board of Commissioners.

Struktur Komposisi Dewan Komisaris disesuaikan dengan tepat guna menjamin efektivitas, ketepatan, dan kecepatan dalam pengambilan keputusan. Selain itu, setiap anggota harus menjaga independensi dengan tidak memiliki kepentingan yang dapat mengganggu kinerja kinerja mandiri dan sikap kritis mereka, baik antar anggota maupun dalam hubungan dengan Direksi. Masa jabatan Dewan Komisaris ditetapkan selama 5 (lima) tahun dan dapat diangkat kembali untuk 1 (satu) kali masa jabatan.

The composition of the Board of Commissioners is designed to ensure effectiveness, accuracy, and timeliness in decision-making. In addition, each member is required to maintain independence and must not have any interests that could impair their objectivity, independent judgment, or critical perspective, either in relation to fellow Commissioners or in their interactions with the Board of Directors.The term of office of the Board of Commissioners is five (5) years and members may be reappointed for one additional term.

Tahun 2025, komposisi Dewan Komisaris PELNI mengalami perubahan sesuai dengan Keputusan Para Pemegang Saham Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia Nomor 72 Tahun 2025 SK.089/DI-DAM/DO.2025 tanggal 11 Desember 2025 dan Nomor 109 Tahun 2025 SK.107/DI-DAM/DO/2025 tanggal 29 Desember 2025, dan Keputusan Para Pemegang Saham Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia Nomor: 109 Tahun 2025 dan Nomor: SK.107/DI-DAM/DO/2025, tanggal 29 Desember 2025.

In 2025, the composition of PELNI's Board of Commissioners changed in accordance with the Shareholders' Resolutions of PT Pelayaran Nasional Indonesia (Persero), namely Resolution Number 72 of 2025 and No. SK.089/DI-DAM/DO.2025 dated 11 December 2025, as well as Resolution Number 109 of 2025 and No. SK.107/DI-DAM/DO.2025 dated 29 December 2025.

Adapun Dewan Komisaris yang menjabat selama tahun 2025 adalah sebagai berikut:

The members of the Board of Commissioners who served during 2025 were as follows:

No	Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Keterangan Description
1.	Muhammad Awaluddin	Komisaris Utama Merangkap Komisaris Independen President Commissioner Concurrent Independent Commissioner	Keputusan Menteri Badan Usaha Milik Negara (BUMN) Nomor: SK-9/MBU/01/2024 tanggal 16 Januari 2024. Decree of the Minister of State-Owned Enterprises (SOEs) Number SK-9/MBU/01/2024 dated 16 January 2024.	Berhenti menjabat pada 11 Desember 2025 berdasarkan Keputusan Para Pemegang Saham Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia Nomor 72 Tahun 2025 SK.089/DI-DAM/DO.2025 Ceased to hold office on 11 December 2025 pursuant to the Shareholders' Resolution of PT Pelayaran Nasional Indonesia (Persero) Number 72 of 2025 and No. SK.089/DI-DAM/DO.2025.

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No	Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Keterangan Description
2.	Kristia Budiyarto	Komisaris Independen Independent Commissioner	Keputusan Menteri Badan Usaha Milik Negara (BUMN) Nomor: SK-354/ MBU/11/2020 tanggal 2 November 2020. Decree of the Minister of State-Owned Enterprises (SOEs) Number SK-354/ MBU/11/2020 dated 2 November 2020.	Berhenti menjabat pada 11 Desember 2025 berdasarkan Keputusan Para Pemegang Saham Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia Nomor 72 Tahun 2025 SK.089/DI-DAM/DO.2025. Ceased to hold office on 11 December 2025 pursuant to the Shareholders' Resolution of PT Pelayaran Nasional Indonesia (Persero) Number 72 of 2025 and No. SK.089/DI-DAM/DO.2025.
3.	Faturohman	Komisaris Commissioner	Keputusan Menteri Badan Usaha Milik Negara (BUMN) Nomor: SK-121/ MBU/05/2022 tanggal 19 Mei 2022. Decree of the Minister of State-Owned Enterprises (SOEs) Number SK-121/ MBU/05/2022 dated 19 May 2022.	
4.	Budi Mantoro	Komisaris Commissioner	Keputusan Menteri Badan Usaha Milik Negara (BUMN) Nomor: SK-9/ MBU/01/2024 tanggal 16 Januari 2024. Decree of the Minister of State-Owned Enterprises (SOEs) Number SK-9/ MBU/01/2024 dated 16 January 2024.	
5.	Raden Suhartono	Komisaris Commissioner	Keputusan Menteri Badan Usaha Milik Negara (BUMN) Nomor: SK-121/ MBU/05/2022 tanggal 19 Mei 2022. Decree of the Minister of State-Owned Enterprises (SOEs) Number SK-121/ MBU/05/2022 dated 19 May 2022.	Berhenti menjabat pada 29 Desember 2025 berdasarkan Keputusan Para Pemegang Saham Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia Nomor: 109 Tahun 2025 dan Nomor: SK.107/DI-DAM/ DO/2025. Ceased to hold office on 29 December 2025 pursuant to the Shareholders' Resolution of PT Pelayaran Nasional Indonesia (Persero) Number 109 of 2025 and No. SK.107/DI-DAM/DO/2025.
		Komisaris Independen Independent Commissioner	Keputusan Para Pemegang Saham Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia Nomor 72 Tahun 2025 SK.089/DI- DAM/DO.2025 tanggal 11 Desember 2025. Shareholders' Resolution of PT Pelayaran Nasional Indonesia (Persero) Number 72 of 2025 and Number SK.089/DI-DAM/ DO.2025 dated 11 December 2025.	
6	Eddy Susanto Soepadmo	Komisaris Commissioner	Keputusan Menteri Badan Usaha Milik Negara (BUMN) Nomor 84/ MBU/03/2020 tanggal 19 Maret 2020. Decree of the Minister of State-Owned Enterprises (SOEs) Number 84/ MBU/03/2020 dated 19 March 2020.	Berhenti menjabat pada 11 Desember 2025 berdasarkan Keputusan Para Pemegang Saham Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia Nomor 72 Tahun 2025 SK.089/DI-DAM/DO.2025 Ceased to hold office on 11 December 2025 pursuant to the Shareholders' Resolution of PT Pelayaran Nasional Indonesia (Persero) Number 72 of 2025 and Number SK.089/DI-DAM/ DO.2025.

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No	Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Keterangan Description
7	Raden Mas Aris Santosa	Komisaris Utama President Commissioner	Keputusan Para Pemegang Saham Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia Nomor: 72 Tahun 2025 dan Nomor: SK.089/DI-DAM/DO/2025 tanggal 11 Desember 2025. Shareholders' Resolution of PT Pelayaran Nasional Indonesia (Persero) Number 72 of 2025 and Number SK.089/DI-DAM/DO.2025 dated 11 December 2025.	Berhenti menjabat pada 30 Januari 2026 berdasarkan Keputusan Para Pemegang Saham Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia Nomor: 107 Tahun 2026 dan Nomor: SK.045/DI-DAM/DO/2026. Ceased to hold office on 30 January 2026 pursuant to the Shareholders' Resolution of PT Pelayaran Nasional Indonesia (Persero) Number 107 of 2026 and Number SK.045/DI-DAM/DO/2026.
8	Moekhlas Sidiq	Komisaris Commissioner	Keputusan Para Pemegang Saham Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia Nomor: 72 Tahun 2025 dan Nomor: SK.089/DI-DAM/DO/2025 tanggal 11 Desember 2025. Shareholders' Resolution of PT Pelayaran Nasional Indonesia (Persero) Number 72 of 2025 and Number SK.089/DI-DAM/DO.2025 dated 11 December 2025.	
9	Sosialisman Hidayat Hasibuan	Komisaris Independen Independent Commissioner	Keputusan Para Pemegang Saham Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia Nomor: 109 Tahun 2025 dan Nomor: SK.107/DI-DAM/DO/2025, Tanggal 29 Desember 2025. Shareholders' Resolution of PT Pelayaran Nasional Indonesia (Persero) Number 109 of 2025 and Number SK.107/DI-DAM/DO/2025 dated 29 December 2025.	
10	Soenarko Gatie Atmodjo	Komisaris Utama President Commissioner	Keputusan Para Pemegang Saham Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia Nomor: 107 Tahun 2026 dan Nomor: SK.045/DI-DAM/DO/2026, tanggal 30 Januari 2026. Shareholders' Resolution of PT Pelayaran Nasional Indonesia (Persero) Number 107 of 2026 and Number SK.045/DI-DAM/DO/2026 dated 30 January 2026.	

KOMISARIS INDEPENDEN

Komisaris Independen adalah anggota Dewan Komisaris yang tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham, dan/atau hubungan keluarga dengan anggota Dewan Komisaris lainnya, anggota Direksi, dan/atau pemegang saham pengendali atau hubungan dengan BUMN yang bersangkutan yang berpotensi mengganggu kemampuannya untuk bertindak secara independen dan objektif.

INDEPENDENT COMMISSIONERS

An Independent Commissioner is a member of the Board of Commissioners who has no financial, management, share ownership, and/or family relationship with other members of the Board of Directors, and/or controlling shareholders, or any relationship with the relevant State-Owned Enterprise (SOE) that could impair their ability to act independently and objectively.

DEWAN KOMISARIS
BOARD OF COMMISSIONERS

Komposisi Anggota Komisaris Independen

Komposisi anggota Komisaris Independen telah diatur dalam Peraturan Menteri Negara BUMN Nomor Peraturan Menteri BUMN PER-2/MBU/03/2023 pasal 15 ayat 3, dimana Komposisi Komisaris Independen paling sedikit 20% (dua puluh persen) dari total anggota Dewan Komisaris yang ditetapkan dalam keputusan pengangkatannya. Jumlah anggota Komisaris Independen PT PELNI (Persero) yang menjabat selama tahun 2025 telah memenuhi batas minimum jumlah anggota Dewan Komisaris Independen.

Composition of Independent Commissioners

The composition of Independent Commissioners is governed by Article 15 paragraph (3) of the Minister of State-Owned Enterprises Regulation Number PER-2/MBU/03/2023, which stipulates that Independent Commissioners must constitute at least 20% (twenty percent) of the total members of the Board of Commissioners as determined in the appointment resolution. The number of Independent Commissioners serving at PT PELNI (Persero) during 2025 met the minimum requirement for Independent Commissioners on the Board of Commissioners.

Persyaratan Komisaris Independen

PT PELNI (Persero) telah mengatur persyaratan bagi Komisaris Independen dalam *Board Manual* dengan mengacu pada Keputusan Sekretaris Kementerian BUMN Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan BUMN. Berikut merupakan pemenuhan persyaratan dari Komisaris Independen PT PELNI (Persero) pada tahun 2025:

Requirements for Independent Commissioners

PT PELNI (Persero) has established requirements for Independent Commissioners in its Board Manual, with reference to the Minister of State-Owned Enterprises Regulation Number PER-2/MBU/03/2023 concerning Guidelines on Governance and Significant Corporate Actions of State-Owned Enterprises. The following outlines the fulfillment of the requirements for Independent Commissioners of PT PELNI (Persero) in 2025:

Persyaratan komisaris independen Requirement of Independent Commissioner	Komisaris independen PT PELNI (Persero) Tahun 2025 Independent Commissioner of PT PELNI (Persero) 2025
	Sosialisman Hidayat Hasibuan
Memiliki Kompetensi di bidang auditing, keuangan, dan akuntansi Possesses expertise in auditing, finance, and accounting.	√
Tidak menjabat sebagai Direksi Perusahaan yang bersangkutan sekurang-kurangnya 1 (satu) tahun. Has not served as a member of the Board of Directors of the Company for at least one (1) year prior to appointment.	√
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 untuk pengangkatan kembali sebagai Komisaris Independen pada periode berikutnya. Is not a person who, within the last 6 (six) months, has worked for or had the authority and responsibility to plan, lead, control, or supervise the Company's activities, except for reappointment as an Independent Commissioner for the subsequent term.	√
Tidak mempunyai saham baik langsung maupun tidak langsung pada Perusahaan. Does not own, directly or indirectly, any shares in the Company.	√
Tidak mempunyai afiliasi dengan Perusahaan, anggota Dewan Komisaris, anggota Direksi, atau pemegang saham utama Perusahaan. Has no affiliation with the Company, members of the Board of Commissioners, members of the Board of Directors, or the Company's major shareholders.	√
Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha perusahaan. Has no direct or indirect business relationship related to the Company's business activities.	√

DEWAN KOMISARIS
BOARD OF COMMISSIONERS

PERNYATAAN INDEPENDENSI DEWAN KOMISARIS
STATEMENT OF BOARD OF COMMISSIONER INDEPENDENCE

AKHLAK

PELNI
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SURAT PERNYATAAN TELAH BERTINDAK INDEPENDEN DALAM PELAKSANAAN PENGELOLAAN OPERASIONAL PERUSAHAAN

Guna mewujudkan prinsip *Good Corporate Governance* dan untuk memenuhi peraturan perundang-undangan serta peraturan hukum lainnya sebagaimana tercantum dalam:

1. Undang-Undang Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara (BUMN), Pasal 25 tentang Rangkap Jabatan;
2. Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas, Pasal 97 terkait pertanggungjawaban dan Pasal 99 terkait dengan mewakili Perseroan;
3. Peraturan Menteri Badan Usaha Milik Negara Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara, Bab II tentang Prinsip Tata Kelola Badan Usaha Milik Negara; dan
4. Akta Pendirian PT PELNI (Persero) Nomor 31 tanggal 30 Oktober 1975 yang dibuat dihadapan Soeleman Ardjasasmita, S.H., Notaris di Jakarta, Akta Nomor 10 tanggal 19 Desember 2008 tentang Penyesuaian Anggaran Dasar PT PELNI (Persero) dibuat dihadapan Raden Mas Soediarto Soenarto, S.H. Sp.N., Notaris di Jakarta dan Akta Nomor 2 tanggal 7 Februari 2022 Tentang Perubahan Anggaran Dasar PT Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia dibuat dihadapan Ida Adiningsih, S.H., Notaris di Jakarta beserta perubahan terakhir Akta Pernyataan Keputusan Menteri Badan Usaha Milik Negara selaku Rapat Umum Pemegang Saham Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia Nomor 8 Tanggal 25 Maret 2024 yang dibuat dihadapan Ida Adiningsih, S.H., Notaris di Jakarta.

Maka dengan ini saya:

Nama : Muhammad Awaluddin
Jabatan : Komisaris Utama PT PELNI (Persero)

Menyatakan bahwa selama periode Januari 2024 sampai dengan Desember 2024 tidak memiliki benturan kepentingan yang berpengaruh pada proses pengambilan keputusan operasional perusahaan, termasuk tetapi tidak terbatas pada:

1. Tidak menerima dan memberikan sesuatu apapun kepada pihak lain yang mempengaruhi independensi;
2. Tidak mempunyai hubungan keluarga sedarah sampai derajat ke-3, baik menurut garis lurus maupun garis ke samping ataupun hubungan yang timbul karena perwakilan dengan anggota Dewan Komisaris lainnya atau dengan anggota Direksi; dan
3. Tidak memangku jabatan rangkap sebagai:
   a. Anggota Direksi pada BUMN, BUMD atau Badan Usaha Milik Swasta;
   b. Pengurus Partai Politik dan/atau calon/anggota legislatif dan/atau calon kepala daerah/wakil kepala daerah; dan
   c. Pejabat lain sesuai dengan ketentuan peraturan perundang-undangan.

Jakarta, 31 Desember 2024



Muhammad Awaluddin

PT Pelayaran Nasional Indonesia (Persero)
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Telp. 021-6334342
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www.pelni.co.id

DEWAN KOMISARIS
BOARD OF COMMISSIONERS

AKHLAK
AMANAH KOMPETEN HARMONIS
LOYAL ADAPTIF KOLABORATIF

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Maka dengan ini saya:

Nama : Kristia Budiyarto
Jabatan : Komisaris PT PELNI (Persero)

Menyatakan bahwa selama periode Januari 2024 sampai dengan Desember 2024 tidak memiliki benturan kepentingan yang berpengaruh pada proses pengambilan keputusan operasional perusahaan, termasuk tetapi tidak terbatas pada:

1. Tidak menerima dan memberikan sesuatu apapun kepada pihak lain yang mempengaruhi independensi;
2. Tidak mempunyai hubungan keluarga sedarah sampai derajat ke-3, baik menurut garis lurus maupun garis ke samping ataupun hubungan yang timbul karena perwakilan dengan anggota Dewan Komisaris lainnya atau dengan anggota Direksi; dan
3. Tidak memangku jabatan rangkap sebagai:
   a. Anggota Direksi pada BUMN, BUMD atau Badan Usaha Milik Swasta;
   b. Pengurus Partai Politik dan/atau calon/anggota legislatif dan/atau calon kepala daerah/wakil kepala daerah; dan
   c. Pejabat lain sesuai dengan ketentuan peraturan perundang-undangan.

Jakarta, 31 Desember 2024



Kristia Budiyarto

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4. Akta Pendirian PT PELNI (Persero) Nomor 31 tanggal 30 Oktober 1975 yang dibuat dihadapan Soeleman Ardjasasmita, S.H., Notaris di Jakarta, Akta Nomor 10 tanggal 19 Desember 2008 tentang Penyesuaian Anggaran Dasar PT PELNI (Persero) dibuat dihadapan Raden Mas Soediarto Soenarto, S.H. Sp.N., Notaris di Jakarta dan Akta Nomor 2 tanggal 7 Februari 2022 Tentang Perubahan Anggaran Dasar PT Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia dibuat dihadapan Ida Adiningsih, S.H., Notaris di Jakarta beserta perubahan terakhir Akta Pernyataan Keputusan Menteri Badan Usaha Milik Negara selaku Rapat Umum Pemegang Saham Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia Nomor 8 Tanggal 25 Maret 2024 yang dibuat dihadapan Ida Adiningsih, S.H., Notaris di Jakarta.

Maka dengan ini saya:

Nama : Raden Suhartono
Jabatan : Komisaris PT PELNI (Persero)

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1. Tidak menerima dan memberikan sesuatu apapun kepada pihak lain yang mempengaruhi independensi;
2. Tidak mempunyai hubungan keluarga sedarah sampai derajat ke-3, baik menurut garis lurus maupun garis ke samping ataupun hubungan yang timbul karena perwakilan dengan anggota Dewan Komisaris lainnya atau dengan anggota Direksi; dan
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   c. Pejabat lain sesuai dengan ketentuan peraturan perundang-undangan.

Jakarta, 31 Desember 2024



Raden Suhartono

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Maka dengan ini saya:

Nama : Eddy Susanto Soepadmo
Jabatan : Komisaris PT PELNI (Persero)

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Eddy Susanto Soepadmo

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Maka dengan ini saya:

Nama : Faturohman
Jabatan : Komisaris PT PELNI (Persero)

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Faturohman

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Maka dengan ini saya:

Nama : Budi Mantoro
Jabatan : Komisaris PT PELNI (Persero)

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TUGAS DAN TANGGUNG JAWAB DEWAN KOMISARIS

Secara umum, tugas dan tanggung jawab Dewan Komisaris adalah mengawasi Direksi dalam menjalankan kepengurusan Perusahaan dan memberikan nasihat kepada Direksi. Dalam menjalankan tugas dan tanggung jawabnya, Dewan Komisaris berlandaskan pada prinsip-prinsip sebagai berikut:

1. Dewan Komisaris bertanggung jawab dan berwenang melakukan pengawasan atas kebijakan pengurusan, jalannya pengurusan pada umumnya, baik mengenai Perusahaan maupun usaha PT PELNI (Persero) dan memberikan nasihat kepada Direksi.
2. Pengawasan dan pemberian nasihat, dilakukan untuk kepentingan Perusahaan dan sesuai dengan maksud dan tujuan Perusahaan, dan tidak dimaksudkan untuk kepentingan pihak atau golongan tertentu.
3. Dalam melaksanakan pengawasan, Dewan Komisaris dilarang ikut serta dalam pengambilan keputusan kegiatan operasional Perusahaan kecuali ditetapkan dalam anggaran dasar Perusahaan atau ketentuan peraturan perundang-undangan.
4. Pengambilan keputusan kegiatan operasional Perusahaan oleh Dewan Komisaris merupakan bagian dari tugas pengawasan oleh Dewan Komisaris sehingga tidak meniadakan tanggung jawab Direksi atas pelaksanaan kepengurusan Perusahaan.
5. Dalam melakukan pengawasan, Dewan Komisaris bertindak secara kolektif dan tidak dapat bertindak sendiri-sendiri.
6. Pengawasan yang dilaksanakan Dewan Komisaris tidak boleh berubah menjadi pelaksanaan tugas-tugas eksekutif dan pengambilan keputusan operasional yang menjadi tugas Direksi, kecuali dalam hal Perusahaan tidak mempunyai Direksi, dengan kewajiban dalam waktu selambat lambatnya 30 (tiga puluh) hari setelah tidak ada Direksi harus memanggil RUPS untuk mengangkat Direksi.
7. Pengawasan dilaksanakan kepada keputusan-keputusan yang sudah diambil atau terhadap putusan-putusan yang akan diambil yang dimintakan persetujuan/rekomendasinya kepada Dewan Komisaris.

DUTIES AND RESPONSIBILITIES OF THE BOARD OF COMMISSIONERS

In general, the Board of Commissioners is responsible for supervising the Board of Directors in managing the Company and providing advice to the Board of Directors. In carrying out its duties and responsibilities, the Board of Commissioners adheres to the following principles:

1. The Board of Commissioners is responsible for and authorized to supervise management policies, the overall management of the Company and PT PELNI (Persero)'s business activities, and to provide advice to the Board of Directors.
2. Supervision and advisory functions are carried out in the best interests of the Company and in accordance with its purposes and objectives, and are not intended to serve the interests of any particular individual or group.
3. In performing its supervisory duties, the Board of Commissioners is prohibited from participating in operational decision-making, except as stipulated in the Company's Articles of Association or applicable laws and regulations.
4. Any operational decisions made by the Board of Commissioners are considered part of its supervisory function and do not relieve the Board of Directors of its responsibility for managing the Company.
5. The Board of Commissioners acts collectively in carrying out its supervisory duties and may not act individually.
6. The supervisory function of the Board of Commissioners must not extend to executive duties or operational decision-making, which are the responsibility of the Board of Directors, except when the Company has no serving Directors. In such circumstances, a General Meeting of Shareholders (GMS) must be convened within 30 (thirty) days to appoint Directors.
7. Supervision is exercised over decisions that have been made or proposed decisions requiring the approval or recommendation of the Board of Commissioners.

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8. Apabila anggota Dewan Komisaris Perusahaan terdiri dari 2 (dua) anggota Dewan Komisaris PT PELNI (Persero) atau lebih, tanggung terhadap kerugian BUMN yang disebabkan kesalahan atau kelalaian anggota Dewan Komisaris Perusahaan yang bersangkutan dalam menjalankan tugasnya, berlaku secara tanggung renteng bagi setiap anggota Dewan Komisaris.

8. If the Board of Commissioners consists of 2 (two) or more members, liability for losses incurred by the SOE due to errors or negligence in the performance of their duties shall be borne jointly and severally by all members of the Board of Commissioners.

Adapun tugas Dewan Komisaris secara umum adalah sebagai berikut:

1. Dewan Komisaris bertanggung jawab dan berwenang melakukan pengawasan atas kebijakan pengurusan, jalannya pengurusan pada umumnya, baik mengenai Perusahaan maupun usaha PT PELNI (Persero) dan memberikan nasihat kepada Direksi.
2. Meneliti dan menelaah serta menandatangani RJPP dan RKAP Perseroan yang disiapkan Direksi, sesuai dengan ketentuan Anggaran Dasar.
3. Memberikan pendapat dan saran kepada RUPS mengenai RJPP dan RKAP mengenai alasan Dewan Komisaris menandatangani RJPP dan RKAP.
4. Mengikuti perkembangan kegiatan Perseroan, memberikan pendapat dan saran kepada RUPS mengenai setiap masalah yang dianggap penting bagi kepengurusan Perseroan.
5. Melaporkan dengan segera kepada RUPS apabila terjadi gejala menurunnya kinerja Perseroan.
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.
10. Mengusulkan Akuntan Publik kepada RUPS.
11. Membuat risalah rapat Dewan Komisaris dan menyimpan salinannya.
12. Melaporkan kepada Perseroan mengenai kepemilikan sahamnya dan/atau keluarganya pada Perseroan tersebut dan Perseroan lain;

The general duties of the Board of Commissioners are as follows:

1. Supervise management policies and the overall management of the Company and PT PELNI (Persero)'s business activities, and provide advice to the Board of Directors.
2. Review, evaluate, and sign the Long-Term Corporate Plan (RJPP) and the Annual Work Plan and Budget (RKAP) prepared by the Board of Directors in accordance with the Articles of Association.
3. Provide opinions and recommendations to the GMS regarding the RJPP and RKAP, including the reasons for approving and signing such plans.
4. Monitor the Company's business developments and provide opinions and recommendations to the GMS on matters considered important to the management of the Company.
5. Report promptly to the GMS any indications of a decline in the Company's performance.
6. Review periodic reports and annual reports prepared by the Board of Directors and sign the annual report.
7. Provide explanations, opinions, and recommendations regarding the annual report to the GMS when requested.
8. Prepare an annual work program and incorporate it into the RKAP.
9. Establish an Audit Committee.
10. Propose the appointment of a Public Accountant to the GMS.
11. Prepare minutes of Board of Commissioners meetings and maintain copies thereof.
12. Report to the Company any share ownership held by the Commissioners and/or their family members in the Company or other companies.

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13. Memberikan laporan tentang tugas pengawasan yang telah dilakukan selama tahun buku yang baru lampau kepada RUPS.
14. Melaksanakan kewajiban lainnya dalam rangka tugas pengawasan dan pemberian nasihat, sepanjang tidak bertentangan dengan peraturan perundang-undangan, Anggaran Dasar, dan/atau keputusan RUPS.
15. Dalam melaksanakan tugasnya, Dewan Komisaris harus mematuhi ketentuan peraturan perundang-undangan dan/atau anggaran dasar.
16. Beritikad baik, kehati-hatian, dan bertanggung jawab dalam menjalankan tugas pengawasan dan pemberian nasihat kepada Direksi.
17. Memantau dan memastikan bahwa Tata Kelola Perusahaan yang Baik telah diterapkan secara efektif dan berkelanjutan.
18. Mengevaluasi kinerja auditor eksternal sesuai ketentuan dan standar yang berlaku.
19. Dewan Komisaris melakukan penilaian terhadap proses pengangkatan Direksi dan Dewan Komisaris Anak Perusahaan/Perusahaan Patungan, serta memberikan penetapan tertulis (setuju atau tidak setuju) terhadap proses pengangkatan Direksi dan Dewan Komisaris Anak Perusahaan/Perusahaan Patungan.
20. Dewan Komisaris mengusulkan calon Anggota Direksi kepada Pemegang Saham sesuai kebijakan dan kriteria seleksi yang ditetapkan.
21. Dewan Komisaris menilai Direksi dan melaporkan hasil penilaian tersebut kepada Pemegang Saham.
22. Dewan Komisaris mengusulkan remunerasi Direksi sesuai ketentuan yang berlaku dan penilaian kinerja Direksi.
23. Menelaah laporan-laporan dari komite-komite yang ada dibawah Dewan Komisaris.

13. Submit a report to the GMS on supervisory activities carried out during the previous financial year.
14. Perform other duties related to supervision and advisory functions, provided such duties do not conflict with applicable laws and regulations, the Articles of Association, and/or resolutions of the GMS.
15. Comply with all applicable laws, regulations, and the Articles of Association in carrying out their duties.
16. Act in good faith, with due care and responsibility, in supervising and advising the Board of Directors.
17. Monitor and ensure the effective and sustainable implementation of Good Corporate Governance (GCG).
18. Evaluate the performance of external auditors in accordance with applicable regulations and standards.
19. Assess the appointment process of Directors and Boards of Commissioners of subsidiaries and joint venture companies, and provide written approval or disapproval of such appointments.
20. Propose candidates for the Board of Directors to the Shareholders in accordance with established policies and selection criteria.
21. Evaluate the performance of the Board of Directors and report the results to the Shareholders.
22. Propose remuneration for the Board of Directors in accordance with applicable regulations and performance evaluations.
23. Review reports submitted by committees under the Board of Commissioners.

Berikut adalah tugas dan tanggung jawab Dewan Komisaris menurut *Board Manual* PT PELNI (Persero):

1. Tugas Pengawasan.
2. Tugas Dewan Komisaris terkait Pemberian Arahan dan Persetujuan Atas Rancangan RJPP.
3. Tugas Dewan Komisaris terkait Pemberian Arahan dan Persetujuan Atas Rancangan RKAP.

Duties and Responsibilities under the Board Manual of PT PELNI (Persero). The duties and responsibilities of the Board of Commissioners include:

1. Supervisory duties.
2. Providing guidance and approval for the draft Long-Term Corporate Plan (RJPP).
3. Providing guidance and approval for the draft Annual Work Plan and Budget (RKAP).

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4. Tugas Arahan terkait dengan Perubahan Lingkungan Bisnis.
5. Tugas Arahan terkait dengan Hubungan *Stakeholder*.
6. Tugas Arahan terkait Sistem Pengendalian Internal.
7. Tugas Arahan terkait Manajemen Risiko.
8. Tugas Arahan terkait Sistem Teknologi Informasi.
9. Tugas Arahan terkait Kebijakan dan Pelaksanaan Pengembangan Karir.
10. Tugas Arahan terkait Kebijakan Akuntansi dan Penyusunan Laporan Keuangan.
11. Tugas Arahan terkait Pengadaan Barang dan/atau Jasa.
12. Tugas Arahan terkait Mutu dan Pelayanan.
13. Tugas Pengawasan terkait Kepatuhan Direksi dalam Menjalankan Peraturan Perundangan yang Berlaku dan Perjanjian Dengan Pihak Ketiga.
14. Tugas Pengawasan terkait Kepatuhan Direksi Sesuai RKAP dan/atau RJPP.
15. Tugas Pengawasan terkait Persetujuan Atas Transaksi.
16. Tugas Pengawasan terkait Pengajuan Calon Auditor Eksternal.
17. Tugas Pengawasan Efektivitas Audit Internal dan Audit Eksternal.
18. Tugas Pengawasan terkait Gejala Menurunnya Kinerja Perusahaan.
19. Tugas Pengawasan terkait Kebijakan Pengelolaan Anak Perusahaan/Perusahaan Patungan.
20. Tugas Pengawasan terkait Pencalonan Anggota Direksi, Penilaian Kinerja Direksi (Individu Dan Kolegial) dan Pengajuan Usulan Tantiem/Insentif Kinerja Sesuai Ketentuan yang Berlaku dan Mempertimbangkan Kinerja Direksi.
21. Tugas Pengawasan terkait Potensi Benturan Kepentingan yang Menyangkut Dewan Komisaris.
22. Tugas Pengawasan terkait Praktik Tata Kelola Perusahaan yang Baik.

4. Providing guidance related to changes in the business environment.
5. Providing guidance related to stakeholder relations.
6. Providing guidance related to the internal control system.
7. Providing guidance related to risk management.
8. Providing guidance related to information technology systems.
9. Providing guidance related to career development policies and implementation.
10. Providing guidance related to accounting policies and the preparation of financial statements.
11. Providing guidance related to the procurement of goods and/or services.
12. Providing guidance related to quality and customer service.
13. Supervising the Board of Directors' compliance with applicable laws, regulations, and agreements with third parties.
14. Supervising the Board of Directors' compliance with the RKAP and/or RJPP.
15. Supervising approvals of transactions.
16. Supervising the nomination of external auditors.
17. Supervising the effectiveness of internal and external audits.
18. Supervising indications of declining corporate performance.
19. Supervising policies concerning subsidiaries and joint venture companies.
20. Supervising the nomination of Directors, evaluating the performance of the Board of Directors (both individually and collectively), and proposing tantiem and performance incentives in accordance with applicable regulations and performance achievements.
21. Supervising potential conflicts of interest involving the Board of Commissioners.
22. Supervising the implementation of Good Corporate Governance practices.

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Untuk meningkatkan efektivitas dan efisiensi dalam fungsi pengawasan, Dewan Komisaris dapat membagi tugas ke dalam bidang-bidang tertentu, tanpa mengurangi tugas dan tanggung jawabnya secara kolektif. Penetapan pembidangan tugas serta wewenang anggota Dewan Komisaris dilakukan melalui rapat internal Dewan Komisaris, dengan memperhatikan kompetensi yang dimiliki oleh masing-masing Dewan Komisaris dan pembagian per Direktorat Direksi.

To enhance the effectiveness and efficiency of its supervisory function, the Board of Commissioners may allocate duties among specific areas of responsibility without diminishing its collective duties and responsibilities. The allocation of duties and authority among members of the Board of Commissioners is determined through internal Board meetings, taking into account the competencies of each Commissioner and the corresponding areas of responsibility within the Board of Directors.

Adapun pembagian tugas Dewan Komisaris pada tahun 2025 telah ditetapkan dalam Surat Keputusan Dewan Komisaris Nomor: KEP-4/DK/II-2024 tanggal 15 Februari 2024 tentang Pembagian Tugas Anggota Dewan Komisaris PT Pelayaran Nasional Indonesia (Persero), dengan uraian sebagai berikut:

The allocation of duties of the Board of Commissioners in 2025 was determined through Board of Commissioners Decree Number KEP-4/DK/II-2024 dated 15 February 2024 concerning the Allocation of Duties of Members of the Board of Commissioners of PT Pelayaran Nasional Indonesia (Persero), as described below:

No	Nama Name	Jabatan Position	Tugas dan Tanggung Jawab Dusties and Responsibilities
1.	Raden Mas Aris Santosa	Komisaris Utama President Commissioner	Melaksanakan tugas pengawasan dan pemberian arahan kepada Direksi mengenai pengurusan usaha Perusahaan bidang akuntansi, keuangan dan anggaran serta pengawasan internal. Sekaligus merangkap sebagai Ketua Komite Audit. Supervising and provides direction to the Board of Directors regarding the Company's business management in the areas of accounting, finance, budgeting, and internal audit. Also serves concurrently as Chairperson of the Audit Committee.
2.	Faturohman	Komisaris Commissioner	Melaksanakan tugas pengawasan dan pemberian arahan kepada Direksi mengenai pengurusan usaha Perusahaan bidang sumber daya manusia, hukum dan organisasi. Sekaligus merangkap sebagai Anggota Komite Audit and Anggota Komite Nominasi dan Remunerasi. Carries out supervisory duties and provides direction to the Board of Directors regarding the Company's business management in the areas of human resources, legal affairs, and organizational matters. Also concurrently serves as Member of Audit Committee and Nomination and Remuneration Committee.
3.	Budi Mantoro	Komisaris Commissioner	Melaksanakan tugas pengawasan dan pemberian arahan kepada Direksi mengenai pengurusan usaha Perusahaan dalam bidang *core business* dan komersial serta pengelolaan teknologi informasi. Sekaligus merangkap sebagai Ketua Komite Pemantau Manajemen Risiko. Carries out supervisory duties and provides direction to the Board of Directors regarding the Company's business management in the areas of core business, commercial operations, and information technology management. Also concurrently serves as Chairperson of the Risk Monitoring Committee.
4.	Moekhlas Sidik	Komisaris Commissioner	Melaksanakan tugas pengawasan dan pemberian arahan kepada Direksi mengenai pengurusan usaha dalam bidang transformasi perusahaan, pengelolaan Anak Perusahaan dan non-core business. Supervising and providing direction to the Board of Directors regarding the management of corporate transformation, subsidiary management, and non-core business operations.

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No	Nama Name	Jabatan Position	Tugas dan Tanggung Jawab Dusties and Responsibilities
5.	Sosialisman Hidayat Hasibuan	Komisaris Independen Independent Commissioner	Mengkoordinir semua pelaksanaan tugas dan kegiatan pengawasan Dewan Komisaris serta memberikan arahan kepada Direksi mengenai hal-hal strategis dan *good corporate governance*. Coordinates all supervisory duties and activities of the Board of Commissioners and provides direction to the Board of Directors on strategic matters and good corporate governance.

WEWENANG DEWAN KOMISARIS

Dewan Komisaris berwenang untuk:

1. Melihat buku-buku, surat-surat, serta dokumen-dokumen lainnya, memeriksa kas untuk keperluan verifikasi dan lain-lain surat berharga dan memeriksa kekayaan Perseroan;
2. Memasuki pekarangan, gedung, dan kantor yang dipergunakan oleh Perseroan;
3. Meminta penjelasan dari Direksi dan/atau pejabat lainnya mengenai segala persoalan yang menyangkut pengelolaan Perseroan;
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;
8. Membentuk Komite-komite lain selain Komite Audit, jika dianggap perlu dengan memperhatikan kemampuan Perseroan;
9. Menggunakan tenaga ahli untuk hal tertentu dan dalam jangka waktu tertentu atas beban Perseroan, jika dianggap perlu;
10. Melakukan tindakan pengurusan Perseroan dalam keadaan tertentu untuk jangka waktu tertentu sesuai dengan ketentuan Anggaran Dasar;
11. Menghadiri rapat Direksi dan memberikan pandangan-pandangan terhadap hal-hal yang dibicarakan;

AUTHORITY OF THE BOARD OF COMMISSIONERS

The Board of Commissioners is authorized to:

1. Examine books, correspondence, and other documents, inspect cash holdings for verification purposes, review securities, and inspect the Company's assets.
2. Enter premises, buildings, and offices used by the Company.
3. Request explanations from the Board of Directors and/or other officers regarding matters related to the management of the Company.
4. Obtain information on all policies and actions that have been or will be implemented by the Board of Directors.
5. Request the attendance of members of the Board of Directors and/or other officers under the Board of Directors, with the knowledge of the Board of Directors, at Board of Commissioners meetings.
6. Appoint the Corporate Secretary to the Board of Commissioners.
7. Temporarily suspend members of the Board of Directors in accordance with the provisions of the Articles of Association.
8. Establish committees other than the Audit Committee, if deemed necessary and subject to the Company's capabilities.
9. Engage external experts for specific matters and for a specified period at the Company's expense, if deemed necessary.
10. Carry out management actions on behalf of the Company under certain circumstances and for a specified period in accordance with the Articles of Association.
11. Attend meetings of the Board of Directors and provide views on matters being discussed.

12. Melaksanakan kewenangan pengawasan lainnya sepanjang tidak bertentangan dengan peraturan perundang-undangan, Anggaran Dasar, dan/atau keputusan RUPS;
13. Dalam rangka mendukung efektivitas pelaksanaan tugas dan tanggung jawab pengawasan, Dewan Komisaris wajib membentuk paling sedikit:
    a. Sekretariat Dewan Komisaris;
    b. Komite Audit;
    c. Komite Nominasi dan Remunerasi atau nomenklatur lain dengan fungsi yang sama; dan
    d. Komite lain, jika diperlukan.
14. Dengan suara terbanyak, memberhentikan untuk sementara waktu seorang atau lebih Anggota Direksi, jikalau mereka bertindak bertentangan dengan Anggaran Dasar atau melalaikan kewajibannya atau terdapat alasan mendesak bagi Perusahaan sesuai dengan ketentuan yang berlaku.

12. Exercise other supervisory authorities, provided they do not conflict with applicable laws and regulations, the Articles of Association, and/or resolutions of the General Meeting of Shareholders (GMS).
13. To support the effective implementation of its supervisory duties and responsibilities, the Board of Commissioners must establish at least the following:
    a. A Board of Commissioners Secretariat.
    b. An Audit Committee.
    c. A Nomination and Remuneration Committee, or another committee with equivalent functions.
    d. Other committees, if necessary.
14. By majority vote, the Board of Commissioners may temporarily suspend one or more members of the Board of Directors if they act contrary to the Articles of Association, fail to perform their duties, or if there are urgent circumstances affecting the Company, in accordance with applicable regulations.

PENYELENGGARAAN RAPAT DEWAN KOMISARIS

Kebijakan Penyelenggaraan Rapat Dewan Komisaris

Rapat Dewan Komisaris merupakan rapat yang wajib dilaksanakan oleh Dewan Komisaris setiap 1 (satu) bulan sekali, serta dapat dilakukan sewaktu-waktu jika dianggap perlu. Kebijakan penyelenggaraan rapat Dewan Komisaris diatur dalam Salinan Surat Keputusan Bersama antara Direksi PT PELNI (Persero) dengan Dewan Komisaris PT PELNI (Persero) Nomor: 11.15/01/SK/HKO.01/2023 tanggal 15 November 2023 tentang Pedoman Tata Laksana Kerja (Board Manual) Direksi dan Dewan Komisaris PT PELNI (Persero).

Secara umum, rapat Dewan Komisaris dipimpin oleh Komisaris Utama, apabila Komisaris Utama tidak hadir atau berhalangan, rapat dapat dipimpin oleh seorang anggota Dewan Komisaris yang ditunjuk sebagai pemimpin rapat oleh Komisaris Utama. Mekanisme pengambilan keputusan Rapat Direksi dilakukan dengan musyawarah untuk mufakat, dan apabila tidak tercapai kesepakatan maka keputusan ditetapkan dengan suara terbanyak (*voting*). Setiap anggota Dewan Komisaris berhak untuk mengeluarkan 1 (satu) suara dan ditambah 1 (satu) suara untuk Anggota Dewan Komisaris yang diwakilinya. Dalam

BOARD OF COMMISSIONERS MEETINGS

Policy on Board of Commissioners Meetings

The Board of Commissioners is required to hold meetings at least once every month and may convene additional meetings whenever necessary. The policy governing Board of Commissioners meetings is set out in the Joint Decree of the Board of Directors and the Board of Commissioners of PT PELNI (Persero) Number 11.15/01/SK/HKO.01/2023 dated 15 November 2023 concerning the Board Manual of the Board of Directors and Board of Commissioners of PT PELNI (Persero).

In general, meetings of the Board of Commissioners are chaired by the President Commissioner. In the absence of the President Commissioner, the meeting may be chaired by another member of the Board of Commissioners appointed by the President Commissioner. Decisions at Board of Commissioners meetings are made based on deliberation to reach consensus. If consensus cannot be achieved, decisions are made by majority vote. Each member of the Board of Commissioners is entitled to 1 (one) vote and an additional 1 (one) vote for each member represented by proxy. If the number of votes in favor and

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pengambilan keputusan Rapat Dewan Komisaris, apabila suara yang setuju dan tidak setuju sama banyaknya, maka keputusan rapat adalah yang sama dengan pendapat pimpinan rapat, dengan tetap memperhatikan ketentuan mengenai pertanggungjawaban.

against a proposal is equal, the resolution shall follow the opinion of the chairperson of the meeting, while still observing applicable accountability provisions.

Suara blanko (*abstain*) dianggap menyetujui usul yang diajukan dalam Rapat Dewan Komisaris. Suara yang tidak sah dianggap tidak ada dan tidak dihitung dalam menentukan jumlah suara yang dikeluarkan dalam rapat. Standar kesegeraan waktu dalam pengambilan keputusan Dewan Komisaris yaitu maksimal 14 (empat belas) hari kerja sejak dimintakan pengambilan keputusan oleh pihak terkait. Jika terdapat Anggota Dewan Komisaris yang mempunyai pendapat yang berbeda terhadap keputusan yang dibuat, maka pendapat tersebut harus dicantumkan dalam Risalah Rapat sebagai bentuk dari *dissenting opinion*.

Abstentions are deemed to constitute approval of the proposal under consideration at the meeting. Invalid votes are considered null and void and are not counted in determining the total number of votes cast. The standard turnaround time for Board of Commissioners decisions is no later than 14 (fourteen) working days from the date a decision is requested by the relevant party. If a member of the Board of Commissioners has a differing opinion regarding a decision, such opinion must be recorded in the minutes of the meeting as a dissenting opinion.

Dewan Komisaris dapat juga mengambil keputusan yang sah dan mengikat tanpa mengadakan Rapat dengan ketentuan semua anggota Dewan Komisaris telah diberitahu secara tertulis mengenai usul keputusan yang dimaksud dan seluruh anggota Dewan Komisaris memberikan persetujuan mengenai usul-usul yang bersangkutan dan semua anggota Dewan Komisaris memberikan persetujuan mengenai usul yang diajukan secara tertulis serta menandatangani persetujuan tersebut.

The Board of Commissioners may also take valid and binding decisions without holding a meeting, provided that all members of the Board of Commissioners have been notified in writing of the proposed decision in question, and all members of the Board of Commissioners have given their approval of the relevant proposals, and all members of the Board of Commissioners have given their approval of the proposal submitted in writing and have signed such approval.

Realisasi Penyelenggaraan Rapat Dewan Komisaris Tahun 2025

Sepanjang tahun 2025, Dewan Komisaris PELNI telah menyelenggarakan rapat dengan mengundang Komite di Bawah Dewan Komisaris sebanyak 12 (dua belas) kali, sesuai dengan jumlah Rapat Dewan Komisaris dan Komite di Bawah Dewan Komisaris yang direncanakan dalam Rencana Kerja dan Anggaran (RKA) Dewan Komisaris.

Implementation of Board of Commissioners Meetings in 2025

Throughout 2025, the Board of Commissioners of PELNI held 12 (twelve) meetings attended by the Committees under the Board of Commissioners. This was in accordance with the number of Board of Commissioners and Committee meetings planned in the Board of Commissioners' Work Plan and Budget (RKA).

Frekuensi dan tingkat kehadiran masing-masing anggota Dewan Komisaris dalam rapat disampaikan sebagai berikut:

The frequency of meetings and attendance rate of each member of the Board of Commissioners are presented as follows:

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No	Nama Name	Jabatan Position	Periode Menjabat Term of Office	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	Tingkat Kehadiran Attendance Level
1	Raden Mas Aris Santosa	Komisaris Utama President Commissioner	11 Desember 2025- 30 Januari 2026 11 December 2025 – 30 January 2026	1	1	100%
2	Muhammad Awaluddin	Komisaris Utama Merangkap Komisaris Independen President Commissioner Concurrent Independent Commissioner	16 Januari 2024 – 11 Desember 2025 16 January 2024 – 11 December 2025	5	5	100%
3	Kristia Budiyarto	Komisaris Independen Independent Commissioner	2 November 2020- 11 Desember 2025 2 November 2020 – 11 December 2025	10	9	90%
4	Faturohman	Komisaris Commissioner	19 Mei 2022 – Sekarang 19 May 2022 – Present	12	12	100%
5	Budi Mantoro	Komisaris Commissioner	16 Januari 2024 - Sekarang 16 January 2024 – Present	12	11	91%
6	Raden Suhartono	Komisaris Commissioner	19 Mei 2022- 29 Desember 2025 19 May 2022 – 29 December 2025	12	11	91%
7	Moekhlas Sidik	Komisaris Commissioner	11 Desember 2025-- Sekarang 11 December 2025 – Present	1	1	100%
8	Sosialisman Hidayat Hasibuan	Komisaris Independen Independent Commissioner	29 Desember 2025 - Sekarang 29 December 2025 – Present	-	-	-
9	Eddy Susanto Soepadmo	Komisaris Commissioner	19 Maret 2020- 11 Desember 2025 19 March 2020 – 11 December 2025	2	2	100%

Risalah Rapat Dewan Komisaris dan Komite Di Bawah Dewan Komisaris

Risalah Rapat Dewan Komisaris dan Komite di Bawah Dewan Komisaris yang dilakukan selama tahun 2025, yang memuat waktu pelaksanaan rapat, agenda rapat, dan daftar Direksi yang hadir, adalah sebagai berikut:

Minutes of Meetings of the Board of Commissioners and Committees under the Board of Commissioners

The minutes of meetings of the Board of Commissioners and the Committees under the Board of Commissioners held during 2025, which include the meeting dates, meeting agendas, and the list of attending Directors, are presented as follows:

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No.	Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Participants
1	20 Januari 2025 January 20, 2025	Rapat pembahasan mengenai penghapusbukuan aset Pelni di wilayah Pelindo Meeting on the Write-Off of PELNI Assets in the Pelindo Region	1. M Awaluddin 2. Faturohman 3. Eddy Susanto Soepadmo 4. Raden Suhartono
2	26 Februari 2025 February 26, 2025	Rapat dengan SPI terkait pembuatan SOP PSO Meeting with Internal Audit Unit regarding the Drafting of PSO SOP	1. M Awaluddin 2. Kristia Budiyarto 3. Faturohman 4. Budi Mantoro 5. Eddy Susanto Soepadmo
3	26 Maret 2025 March 26, 2025	Pembahasan SPI TW IV 2024 dan PKAT 2025 Discussion of Internal Audit Unit Q4 2024 and 2025 Annual Audit Plan (PKAT)	1. M Awaluddin 2. Kristia Budiyarto 3. Faturohman 4. Budi Mantoro 5. Eddy Susanto Soepadmo
4	29 April 2025 April 29, 2025	Pembahasan SPI TW I 2025 Discussion of Internal Audit Unit Q1 2025	1. M Awaluddin 2. Kristia Budiyarto 3. Faturohman 4. Budi Mantoro 5. Raden Suhartono
5	27 Mei 2025 May 27, 2025	Rapat Program Prioritas Priority Program Meeting	1. M Awaluddin 2. Kristia Budiyarto 3. Faturohman 4. Budi Mantoro 5. Raden Suhartono
6	20 Juni 2025 June 20, 2025	Undangan Rapat Penggunaan Dana PMN Invitation to Meeting on PMN Fund Utilization	1. Kristia Budiyarto 2. Faturohman 3. Budi Mantoro 4. Raden Suhartono
7	21 Juli 2025 July 21, 2025	Rapat Program Prioritas Priority Program Meeting	1. Kristia Budiyarto 2. Faturohman 3. Budi Mantoro 4. Raden Suhartono
8	26 Agustus 2025 August 26, 2025	Rapat Tematik Bulan Agustus atas Lapmen Bulan Juli Thematic Meeting for August on July Management Report	1. Kristia Budiyarto 2. Faturohman 3. Budi Mantoro 4. Raden Suhartono
9	24 September 2025 September 24, 2025	Rapat Tematik Bulan September atas Lapmen Bulan Agustus Thematic Meeting for September on August Management Report	1. Kristia Budiyarto 2. Faturohman 3. Budi Mantoro 4. Raden Suhartono
10	22 Oktober 2025 October 22, 2025	Rapat Tematik Bulan Oktober atas Lapmen Bulan September Thematic Meeting for October on September Management Report	1. Kristia Budiyarto 2. Faturohman 3. Budi Mantoro 4. Raden Suhartono
11	26 November 2025 November 26, 2025	Rapat Tematik Bulan November terkait PSO, Akuntansi, SPI Thematic Meeting for November on PSO, Accounting, and Internal Audit Unit	1. Kristia Budiyarto 2. Faturohman 3. Budi Mantoro 4. Raden Suhartono

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No.	Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Participants
12	23 Desember 2025 December 23, 2025	Rapat Tematik Bulan Desember terkait Keuangan, Anak Perusahaan, dan IT kinerja November Thematic Meeting for December on Finance, Subsidiaries, and IT Performance November	1. Raden Mas Aris 2. Faturohman 3. Budi Mantoro 4. Raden Suhartono 5. Mochlas Sidik

Rapat Gabungan Antara Dewan Komisaris dan Anggota Direksi

Selama tahun 2025, Dewan Komisaris PT PELNI (Persero) menyelenggarakan rapat gabungan bersama anggota Direksi sebanyak 12 (dua belas) kali, sesuai dengan jumlah Rapat Gabungan antara Dewan Komisaris dan anggota Direksi yang direncanakan dalam Rencana Kerja dan Anggaran (RKA) Dewan Komisaris.

Berikut ini merupakan frekuensi dan tingkat kehadiran masing-masing anggota Dewan Komisaris dalam Rapat Gabungan antara Dewan Komisaris dan Anggota Direksi yang diselenggarakan selama tahun 2025:

Joint Meetings of the Board of Commissioners and the Board of Directors

During 2025, the Board of Commissioners of PT PELNI (Persero) held 12 (twelve) joint meetings with the Board of Directors, in accordance with the number of joint meetings planned in the Board of Commissioners' Work Plan and Budget (RKA).

The frequency of meetings and attendance rate of each member of the Board of Commissioners at the Joint Meetings of the Board of Commissioners and the Board of Directors held during 2025 are presented as follows:

No	Nama Name	Jabatan Position	Periode Menjabat Term of Office	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	Tingkat Kehadiran Attendance Level
1	Raden Mas Aris Santosa	Komisaris Utama President Commissioner	11 Desember 2025- 30 Januari 2026 11 Desember 2025- 30 Januari 2026	1	1	100,00%
2	Muhammad Awaluddin	Komisaris Utama Merangkap Komisaris Independen President Commissioner Concurrent Independent Commissioner	1 Januari – 11 Desember 2025 1 January - 11 December 11, 2025	5	5	100,00%
3	Kristia Budiyarto	Komisaris Independen Independent Commissioner	2 November 2020 - 11 Desember 2025 November 2, 2020 - December 11, 2025	10	9	90,00%
4	Faturohman	Komisaris Commissioner	19 Mei 2022 – Sekarang May 19, 2022 - Present	12	12	100,00%
5	Budi Mantoro	Komisaris Commissioner	16 Januari 2024 - Sekarang January 16, 2024 - Present	12	11	91,66%
6	Raden Suhartono	Komisaris Commissioner	19 Mei 2022- 29 Desember 2025 May 19, 2022 - December 19, 2025	12	12	100,00%

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No	Nama Name	Jabatan Position	Periode Menjabat Term of Office	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	Tingkat Kehadiran Attendance Level
7	Moekhlas Sidik	Komisaris Independen Independent Commissioner	11 Desember 2025 - Sekarang December 11, 2025 - Present	1	1	100,00%
8	Sosialisman Hidayat Hasibuan	Komisaris Independen Independent Commissioner	29 Desember 2025 - Sekarang December 29, 2025 - Present	1	1	100,00%
9	Eddy Susanto Soepadmo	Komisaris Commissioner	19 Maret 2020- 11 Desember 2025 March 19, 2020 - December 11, 2025	2	2	100,00%

Risalah Rapat Gabungan Antara Dewan Komisaris Dan Anggota Direksi

Informasi terkait risalah Rapat Gabungan antara Dewan Komisaris dan Anggota Direksi tercantum dalam Bab Tata Kelola Perusahaan bagian Direksi.

Minutes of Joint Meetings of the Board of Commissioners and the Board of Directors

Information regarding the minutes of the Joint Meetings of the Board of Commissioners and the Board of Directors is presented in the Corporate Governance chapter under the Board of Directors section.

Kehadiran Anggota Dewan Komisaris dalam RUPS

Tahun 2025, PELNI menyelenggarakan RUPS sebanyak 2 (dua) kali. Seluruh anggota Dewan Komisaris hadir pada penyelenggaran RUPS Pengesahan RKAP 2025 dan RUPS Tahunan Tahun Buku 2024.

Attendance of the Board of Commissioners at General Meetings of Shareholders (GMS)

In 2025, PELNI held 2 (two) General Meetings of Shareholders (GMS). All members of the Board of Commissioners attended the GMS for the approval of the 2025 Annual Work Plan and Budget (RKAP) and the Annual GMS for the 2024 financial year.

PENYAMPAIAN LAPORAN DEWAN KOMISARIS KEPADA PEMEGANG SAHAM

Sepanjang tahun 2025, Dewan Komisaris PELNI telah menyusun beberapa laporan dan menyampaikannya kepada Pemegang Saham, antara lain:

1. Laporan Tugas Pengawasan Periode Semester I Tahun 2025 Dewan Komisaris Semester I Tahun 2025 Dewan Komisaris PT Pelayaran Nasional Indonesia (Persero)
2. Laporan Tugas Pengawasan Periode Semester II Tahun 2025 Dewan Komisaris Semester I Tahun 2025 Dewan Komisaris PT Pelayaran Nasional Indonesia (Persero)

SUBMISSION OF REPORTS BY THE BOARD OF COMMISSIONERS TO SHAREHOLDERS

Throughout 2025, the Board of Commissioners of PELNI prepared and submitted several reports to the Shareholders, including:

1. Supervisory Report of the Board of Commissioners for the First Semester of 2025 of PT Pelayaran Nasional Indonesia (Persero)
2. Supervisory Report of the Board of Commissioners for the Second Semester of 2025 of PT Pelayaran Nasional Indonesia (Persero)

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3. Tanggapan atas Agenda Rapat Umum Pemegang Saham Tahunan Tahun Buku 2024 PT PELNI (Persero)
4. Tanggapan atas Laporan Manajemen Triwulan I Tahun 2025 PT PELNI (Persero)
5. Tanggapan atas Laporan Manajemen Triwulan II Tahun 2025 PT PELNI (Persero)
6. Tanggapan atas Laporan Manajemen Triwulan III Tahun 2025 PT PELNI (Persero)
7. Tanggapan atas Laporan Manajemen Triwulan IV Tahun 2025 PT PELNI (Persero)

3. Response to the Agenda of the Annual General Meeting of Shareholders for Fiscal Year 2024 of PT PELNI (Persero)
4. Response to the First Quarter 2025 Management Report of PT PELNI (Persero)
5. Response to the Second Quarter 2025 Management Report of PT PELNI (Persero)
6. Response to the Third Quarter 2025 Management Report of PT PELNI (Persero)
7. Response to the Fourth Quarter 2025 Management Report of PT PELNI (Persero)

PROGRAM PENGENALAN DEWAN KOMISARIS

Kebijakan terkait program pengenalan diatur dalam Salinan Surat Keputusan Bersama antara Direksi PT PELNI (Persero) dengan Dewan Komisaris PT PELNI (Persero) Nomor: 11.15/01/SK/HKO.01/2023 tanggal 15 November 2023 tentang Pedoman Tata Laksana Kerja (*Board Manual*) Direksi dan Dewan Komisaris PT PELNI (Persero) dan telah dipublikasikan di website resmi Perseroan.

Perseroan menyediakan program pengenalan bagi anggota Dewan Komisaris yang baru diangkat dengan tujuan agar Dewan Komisaris yang berasal dari berbagai latar belakang dan pengalaman dapat mengenal dan memahami kegiatan dan kondisi Perseroan. Penetapan kebijakan program pengenalan bagi anggota Dewan Komisaris yang baru dilakukan oleh Dewan Komisaris yang dilaksanakan selambat-lambatnya 3 (tiga) bulan setelah pengangkatan anggota Dewan Komisaris baru. Tanggung jawab penyelenggaraan program tersebut berada pada Sekretaris Perusahaan atau pejabat yang menjalankan fungsi Sekretaris Perusahaan.

Materi program pengenalan setidaknya memuat:

1. Pelaksanaan prinsip Tata Kelola Perusahaan yang Baik oleh Perusahaan;
2. 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 strategis lainnya;

INDUCTION PROGRAM FOR THE BOARD OF COMMISSIONERS

The policy governing the induction program is stipulated in the Joint Decree of the Board of Directors and the Board of Commissioners of PT PELNI (Persero) Number 11.15/01/SK/HKO.01/2023 dated 15 November 2023 concerning the Board Manual of the Board of Directors and Board of Commissioners of PT PELNI (Persero), and has been published on the Company's official website.

The Company provides an induction program for newly appointed members of the Board of Commissioners to enable them, regardless of their backgrounds and experience, to gain an understanding of the Company's business activities and overall condition. The policy regarding the induction program for newly appointed Commissioners is established by the Board of Commissioners and must be implemented no later than 3 (three) months after the appointment of a new Commissioner. Responsibility for organizing the program rests with the Corporate Secretary or the officer performing the Corporate Secretary function.

The induction program materials include at least the following:

1. The implementation of Good Corporate Governance principles within the Company.
2. An overview of the Company, including its objectives, nature and scope of business activities, financial and operational performance, strategy, short-term and long-term business plans, competitive position, risks, and other strategic issues.

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3. Keterangan berkaitan dengan kewenangan yang didelegasikan, Audit Intern dan Audit Ekstern, sistem dan kebijakan pengendalian internal, termasuk komite audit; dan
4. Keterangan mengenai tugas dan tanggung jawab Dewan Komisaris serta hal yang tidak diperbolehkan.

3. Information regarding delegated authority, Internal Audit and External Audit functions, internal control systems and policies, including the Audit Committee.
4. Information regarding the duties and responsibilities of the Board of Commissioners, as well as prohibited actions.

Sehubungan dengan adanya perubahan susunan Dewan Komisaris pada akhir tahun buku 2025, pelaksanaan program orientasi dilaksanakan pada awal tahun 2026. Program orientasi diberikan kepada Bapak Soenarko Gatie Atmodjo, Bapak Moekhlas Sidik, dan Bapak Sosialisman Hidayat Hasibuan pada tanggal 3 Februari 2026, serta kepada Bapak Raden Mas Aris Santosa pada tanggal 12 Januari 2026.

Following the changes in the composition of the Board of Commissioners at the end of the 2025 financial year, the orientation program was conducted in early 2026. The program was provided to Mr. Soenarko Gatie Atmodjo, Mr. Moekhlas Sidik, and Mr. Sosialisman Hidayat Hasibuan on 3 February 2026, and to Mr. Raden Mas Aris Santosa on 12 January 2026.

PROGRAM PENGEMBANGAN KOMPETENSI DEWAN KOMISARIS

PELNI memberikan kesempatan kepada anggota Dewan Komisaris untuk mengikuti program Peningkatan Kapabilitas yang terkait:
1. Pengetahuan terkait dengan prinsip-prinsip hukum korporasi dan pengkinian peraturan perundang-undangan yang berhubungan dengan kegiatan usaha Perusahaan, serta sistem pengendalian internal;
2. Pengetahuan berkaitan dengan manajemen strategis dan formulasinya;
3. Pengetahuan berkaitan dengan manajemen risiko;
4. Pengetahuan terkait dengan pelaporan keuangan yang berkualitas.

Pada tahun 2025, program pengembangan kompetensi yang diikuti oleh Dewan Komisaris Perseroan adalah sebagai berikut:

COMPETENCY DEVELOPMENT PROGRAM FOR THE BOARD OF COMMISSIONERS

PELNI provides members of the Board of Commissioners with opportunities to participate in competency development programs related to:
1. Knowledge of corporate law principles and updates to laws and regulations relevant to the Company's business activities, as well as internal control systems.
2. Knowledge of strategic management and strategy formulation.
3. Knowledge of risk management.
4. Knowledge related to high-quality financial reporting.

In 2025, the competency development programs attended by members of the Company's Board of Commissioners were as follows:

No.	Nama dan Jabatan Name and Position	Tanggal Date	Nama Pelatihan Training Name	Penyelenggara Organizer
1.	**Raden Mas Aris Santosa** Komisaris Utama President Commissioner	-	-	-
2.	**Faturohman** Komisaris Commissioner	15 - 16 Oktober 2025 October 15 - 16, 2025	*Qualified Risk Oversight Professional* (QROP)	Ikatan Komite Audit Indonesia Indonesian Audit Committee Association

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No.	Nama dan Jabatan Name and Position	Tanggal Date	Nama Pelatihan Training Name	Penyelenggara Organizer
		23 - 24 Oktober 2025 October 23 - 24, 2025	*Digital Leadership & Governance* Meningkatkan Peran Strategis dalam tata Kelola Teknologi Informasi Digital Leadership & Governance: Enhancing the Strategic Role in Information Technology Governance	Center for Leadership Development & Innovation
3.	**Budi Mantoro** Komisaris Commissioner	15 Mei 2025 May 15, 2025	*Risk-Based Audit Training Program* Risk-Based Audit Training Program	Crowe Global Crowe Global
		4 - 15 Agustus 2025 August 4 - 15, 2025	*E-Learning* Dewan Pengawas BLU Angkatan I Tahun 2025 E-Learning for BLU Supervisory Board Batch I Year 2025	Pusat Pendidikan dan Pelatihan Anggaran dan Perbendaharaan Center for Budget and Treasury Education and Training
		10 November 2025 November 10, 2025	*"Overview of the Implementation of Internal Control Over Financial Reporting (ICOFR) at* PT Pelayaran Nasional Indonesia (Persero)*"*	KAP Heliantono dan Rekan
4.	**Moekhlas Sidik** Komisaris Commissioner	-	-	-
5.	**Sosialisman Hidayat Hasibuan** Komisaris Independen Independent Commissioner	-	-	-
6	**Muhammad Awaluddin** Komisaris Utama President Commissioner	10 - 13 Maret 2025 March 10 - 13, 2025	*Junior Cyber Security*	Ozami Inti Solusi
		23 - 24 Mei 2025 May 23 - 24, 2025	*Profesional Recognition Program (PRP) for QIA (Qualified Internal Auditor) Certification*	Yayasan Pendidikan Internal Audit (YPIA) Internal Audit Education Foundation (YPIA)
7	**Kristia Budiyarto** Komisaris Independen Independent Commissioner	7 - 8 Agustus 2025 August 7 - 8, 2025	*Expansive Leadership Program for BOD/ BOC*	PT Mediatama Sinergi Emas
		23 - 24 Oktober 2025 October 23 - 24, 2025	*Digital Leadership & Governance* Meningkatkan Peran Strategis dalam tata Kelola Teknologi Informasi Digital Leadership & Governance: Enhancing the Strategic Role in Information Technology Governance	Center for Leadership Development & Innovation
8	**Raden Suhartono**	17 - 19 Juni 2025 June 17 - 19, 2025	*Certification in Auditee Committee Practices*	Ikatan Komite Audit Indonesia Indonesian Audit Committee Association
		15 Mei 2025 May 15, 2025	*Risk-Based Audit Training Program*	Crowe Global
		15 - 16 Oktober 2025 October 15 - 16, 2025	*Qualified Risk Oversight Professional* (QROP)	Ikatan Komite Audit Indonesia Indonesian Audit Committee Association

PENILAIAN KINERJA DIREKSI DAN DEWAN KOMISARIS SERTA MASING-MASING ANGGOTA DIREKSI DAN ANGGOTA DEWAN KOMISARIS

Penilaian Kinerja Direksi

Prosedur Pelaksanaan Penilaian Kinerja

1. Prosedur Penilaian Kinerja Direksi dilakukan oleh Dewan Komisaris dan hasil penilaian tersebut dilaporkan kepada Pemegang Saham.
2. Menyusun kebijakan Dewan Komisaris mengenai penilaian kinerja Direksi dan pelaporan kepada Pemegang Saham.
3. Menyusun rencana Dewan Komisaris mengenai pemantauan kinerja Direksi dan pelaporan kepada Pemegang Saham.
4. Direksi wajib menjabarkan KPI Direksi secara kolegial menjadi KPI Direksi secara individual dan menyampaikan kepada Dewan Komisaris untuk mendapat persetujuan.
5. Direksi PT PELNI (Persero) melakukan pemantauan dan melaporkan pencapaian target kinerja kepada Dewan Komisaris Perusahaan c.q. Komite Nominasi dan Remunerasi setiap tahun.
6. Pencapaian KPI Direksi secara kolegial dilaporkan dalam laporan triwulanan dan laporan tahunan.
7. Perhitungan pencapaian KPI Direksi secara kolegial dan secara individual direviu oleh kantor akuntan publik yang mengaudit laporan keuangan perusahaan.

Kriteria Penilaian Kinerja Direksi secara Kolegial

Kinerja Direksi Perseroan diukur menggunakan Indikator Kinerja Utama (*Key Performance Indicators*/KPI) yang mencakup lima perspektif berikut:

1. Nilai Ekonomi dan Sosial untuk Indonesia
2. Inovasi Model Bisnis
3. Kepemimpinan Teknologi
4. Peningkatan Investasi
5. Pengembangan Talenta

PERFORMANCE EVALUATION OF THE BOARD OF DIRECTORS AND THE BOARD OF COMMISSIONERS, INCLUDING INDIVIDUAL MEMBERS OF THE BOARD OF DIRECTORS AND BOARD OF COMMISSIONERS

Performance Evaluation of the Board of Directors

Performance Evaluation Procedure

1. The performance evaluation of the Board of Directors is conducted by the Board of Commissioners, and the results of the evaluation are reported to the Shareholders.
2. The Board of Commissioners establishes policies regarding the performance evaluation of the Board of Directors and the reporting of evaluation results to the Shareholders.
3. The Board of Commissioners prepares a plan for monitoring the performance of the Board of Directors and reporting the results to the Shareholders.
4. The Board of Directors is required to translate the collective Key Performance Indicators (KPIs) of the Board of Directors into individual KPIs for each Director and submit them to the Board of Commissioners for approval.
5. The Board of Directors of PT PELNI (Persero) monitors and reports the achievement of performance targets to the Board of Commissioners, c.q. the Nomination and Remuneration Committee, on an annual basis.
6. The achievement of the Board of Directors' collective KPIs is reported through quarterly reports and the annual report.
7. The calculation of the achievement of both the collective and individual KPIs of the Board of Directors is reviewed by the public accounting firm that audits the Company's financial statements.

Criteria for the Collective Performance Evaluation of the Board of Directors

The performance of the Company's Board of Directors is measured using Key Performance Indicators (KPIs) that encompass the following five perspectives:

1. Economic and Social Value for Indonesia.
2. Business Model Innovation.
3. Technology Leadership.
4. Investment Enhancement.
5. Talent Development.



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Hasil Penilaian Kinerja Direksi
Result of the Board of Directors Performance Assessment

Nomor Number			
Perspektif Perspective	**Indikator** Indicator	**Uraian** Description	**Satuan** Unit
A		Nilai Ekonomi dan Sosial Untuk Indonesia Economic and Social Value for Indonesia	
	Finansial Financial		
	1	EBITDA EBITDA	Rupiah (Miliar) Rupiah (Billion)
	2	ROIC-WACC ROIC-WACC	Persen Percent
	3	Penyelesaian dan Penyampaian Laporan Keuangan Audit Tahun 2024 Completion and Submission of the 2024 Audited Financial Statements	Persen Percent
	Operasional Operational		
	4	*Vessel Speed* (*On Time Performance*) Vessel Speed (On Time Performance)	Persen Percent
	5	*Average Utilization of Vessel* (*Pax Factor*) Average Utilization of Vessel (Pax Factor)	Persen Percent
	Sosial Social		
	6	Pemenuhan Jumlah *Voyage* Kapal Penumpang Fulfillment of Passenger Vessel Voyage Count	Persen Percent
	7	*Economic Internal Rate of Return* (EIRR) Economic Internal Rate of Return (EIRR)	Persen Percent
	Safety Safety		
	8	*Safety Rate* Safety Rate	Persen Percent
Jumlah Nilai Ekonomi dan Sosial Untuk Indonesia Number of Economic and Social Value for Indonesia			
B	INOVASI MODEL BISNIS BUSINESS MODEL INNOVATION		
	9	Standarisasi Proses Bisnis Melalui *Business Process Reengineering* Business Process Standardization through Business Process Reengineering	Kajian Study
	10	Implementasi Sinergi dan Integrasi Logistik Ekosistem BUMN Implementation of SOE Ecosystem Logistics Synergy and Integration	Instansi Institution
Jumlah Inovasi Model Bisnis Number of Business Model Innovations			

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	Bobot Weight	RKAP 2025 RKAP 2025	Realisasi Tahun 2025 Year 2025 Realization	Nilai Capaian Tahun 2025 Year 2025 Achievement Score	Nilai Capaian Maksimal Tahun 2025 Maximum Achievement Score Year 2025	Skor KPI 2025 2025 KPI Score
	A	B	C	D=C:B	E	F
	18,00					18,00
	7,00	579,23	713,63	123,20%	110,00%	7,70
	7,00	(0,32%)	(1,24%)	90,00%	90,00%	6,30
	4,00	100,00%	100,00%	100,00%	100,00%	4,00
	17,00					18,45
	8,00	90,00%	96,24%	106,93%	106,93%	8,55
	9,00	68,00%	76,41%	112,37%	110,00%	9,90
	10,00					11,00
	5,00	85,00%	101,99%	119,99%	110,00%	5,50
	5,00	9,01%	87,38%	969,76%	110,00%	5,50
	5,00					5,10
	5,00	98,00%	99,88%	101,91%	101,91%	5,10
	50,00					52,55
	7,00	1,00	1,00	100,00%	100,00%	7,00
	8,00	5,00	6,00	120,00%	110,00%	8,80
	15,00					15,80

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Nomor Number			
Perspektif Perspective	**Indikator** Indicator	**Uraian** Description	**Satuan** Unit
C	Kepemimpinan Teknologi Technology Leadership		
	11	Sistem Aplikasi Monitoring PSO Berbasis *Artificial Intelligence* Artificial Intelligence-Based PSO Monitoring Application System	Persen Percent
	12	Implementasi Sinergi dan Integrasi Logistik Ekosistem BUMN Implementation of SOE Ecosystem Logistics Synergy and Integration	Persen Percent
Jumlah Kepemimpinan Teknologi Number of Technology Leadership Initiatives			
D	Peningkatan Investasi Investment Improvement		
	13	Implementasi Investasi Penggantian Suku Cadang Permesinan Utama Kapal Implementation of Vessel Main Machinery Spare Parts Replacement Investment	Persen Percent
	14	Pencapaian KPI PMN PMN KPI Achievement	Persen Percent
	Jumlah Pengembangan Investasi Number of Investment Development Initiatives		
E	Pengembangan Talenta Talent Development		
	15	HC Transformation HC Transformation	Persen Percent
	Jumlah Pengembangan Talenta Number of Talent Development Initiatives		
	Jumlah Total		

Total skor *Key Performance Indicators* (KPI) Direksi Secara Kolegial (Kontrak Manajemen) PT PELNI (Persero) Tahun 2025 *Audited* secara keseluruhan dari total bobot 100,00 tercapai sebesar 105,99

The audited total score of the collective Key Performance Indicators (KPIs) (Management Contract) of the Board of Directors of PT PELNI (Persero) for 2025 reached 105.99 out of a total weighting of 100.00.

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	Bobot Weight	RKAP 2025 RKAP 2025	Realisasi Tahun 2025 Year 2025 Realization	Nilai Capaian Tahun 2025 Year 2025 Achievement Score	Nilai Capaian Maksimal Tahun 2025 Maximum Achievement Score Year 2025	Skor KPI 2025 2025 KPI Score
	A	B	C	D=C:B	E	F
	7,00	75,00%	100,00%	133,33%	110,00%	7,70
	8,00	100,00%	100,00%	100,00%	100,00%	8,00
	15,00					15,70
	7,00	80,00%	96,90%	121,12%	110,00%	7,70
	5,00	10,00%	13,84%	138,40%	110,00%	5,50
	12,00					13,20
	8,00	100,00%	109,24%	109,24%	109,24%	8,74
	8,00					8,74
	100,00					105,99

Prosedur Penilaian Kinerja Direksi Secara Individu

Prosedur penilaian kinerja Direksi secara individu menggunakan KPI dengan format yang tertuang dalam Salinan Keputusan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor SK-306/MBU/11/2023 tentang Petunjuk Teknis Penyusunan Indikator Kinerja Utama (*Key Performance Indicator*) Pada Badan Usaha Milik Negara

Hasil Penilaian Kinerja Direksi Secara Individu

Sesuai dengan Peraturan Nomor PER-02/MBU-03/2023 Pasal 105 yang menyatakan bahwa "Perhitungan pencapaian KPI Direksi secara kolegial dan secara individual direviu oleh Kantor Akuntan Publik yang mengaudit Laporan Keuangan Perusahaan", pelaksanaan asesmen atau audit hasil pencapaian KPI Individu Direksi dilakukan dengan perhitungan pencapaian KPI Direksi Individu yang dilakukan oleh Kantor Akuntan Publik (KAP) Djoko, Sidik & Indra.

Skor akhir untuk masing-masing KPI Individu Direksi PT PELNI (Persero) tahun 2025 adalah sebagai berikut:

Procedure for Individual Performance Assessment of the Board of Directors

The individual performance assessment of the Board of Directors is conducted using Key Performance Indicators (KPIs) based on the format stipulated in the Decree of the Minister of State-Owned Enterprises of the Republic of Indonesia No. SK-306/MBU/11/2023 concerning the Technical Guidelines for the Preparation of Key Performance Indicators (KPIs) for State-Owned Enterprises.

Results of the Individual Performance Assessment of the Board of Directors

In accordance with Article 105 of Regulation Number PER-2/MBU/03/2023, which states that "the calculation of the achievement of the Board of Directors' collective and individual KPIs shall be reviewed by the Public Accounting Firm that audits the Company's Financial Statements," the assessment and audit of the achievement of the individual KPIs of the Board of Directors were carried out through a review conducted by the Public Accounting Firm (KAP) Djoko, Sidik & Indra.

The final scores for the individual KPIs of each member of the Board of Directors of PT PELNI (Persero) for 2025 are presented as follows:

No.	Direksi Board of Directors	Skor Akhir KPI Final Score of KPI
1	Usaha Angkutan Barang & Tol Laut Cargo Transportation and Sea Toll Business	103,89
2	Usaha Angkutan Penumpang Passenger Transportation Business	103,05
3	Armada & Teknik Fleet & Engineering	102,54
4	Keuangan & Manajemen Risiko Finance and Risk Management	102,30
5	SDM & Umum Human Human Capital and General Affairs	101,20

PENILAIAN KINERJA DEWAN KOMISARIS

Penilaian kinerja Dewan Komisaris dilakukan secara berkala oleh Pemegang Saham dalam Rapat Umum Pemegang Saham (RUPS) bersamaan dengan penyampaian Laporan Tugas Pengawasan Dewan Komisaris selama tahun buku. Evaluasi dan penilaian kinerja Dewan Komisaris dilakukan secara keseluruhan berdasarkan pertimbangan kinerja kolegial maupun individual.

Hasil evaluasi kinerja Dewan Komisaris oleh RUPS juga menjadi dasar penentuan remunerasi dan kompensasi, serta menjadi pertimbangan Perseroan dalam penunjukan kembali anggota Dewan Komisaris yang bersangkutan. Penilaian tersebut juga menjadi salah satu bahan bagi perbaikan dan peningkatan efektivitas Dewan Komisaris di masa mendatang.

Prosedur Penilaian Kinerja Dewan Komisaris

Penilaian atas kinerja Dewan Komisaris yang dilakukan selama tahun buku dilakukan secara mandiri atau *self assessment* atau *peer evaluation*. Penilaian ini menggunakan Indikator Pencapaian Kinerja (KPI) yang ditetapkan oleh Dewan Komisaris beserta target pencapaiannya, yang kemudian disetujui oleh RUPS setiap tahun berdasarkan usulan dari Dewan Komisaris yang bersangkutan.

KPI berfungsi sebagai alat ukur untuk menilai tingkat keberhasilan Dewan Komisaris dalam menjalankan tugas pokoknya, yaitu melaksanakan pengawasan dan memberikan nasihat, sebagaimana diamanatkan oleh peraturan perundang-undangan dan/atau anggaran dasar.

Adapun kebijakan penyusunan KPI Dewan Komisaris dilakukan sebagai berikut:

1. Sebagai bagian dari pengendalian pelaksanaan Rencana Kerja dan Anggaran Tahunan, Dewan Komisaris mengukur pencapaian kinerja/KPI berdasarkan sasaran yang ditetapkan dalam Rencana Kerja dan Anggaran Tahunan dan KPI Tahunan Dewan Komisaris;

PERFORMANCE EVALUATION OF THE BOARD OF COMMISSIONERS

The performance of the Board of Commissioners is evaluated periodically by the Shareholders at the General Meeting of Shareholders (GMS), together with the submission of the Board of Commissioners' Supervisory Report for the relevant financial year. The evaluation and assessment of the Board of Commissioners' performance are conducted comprehensively, taking into account both collective and individual performance.

The results of the performance evaluation conducted by the GMS also serve as the basis for determining remuneration and compensation, as well as a consideration for the reappointment of the respective members of the Board of Commissioners. The evaluation also provides input for improving and enhancing the effectiveness of the Board of Commissioners in the future.

Procedure for the Performance Evaluation of the Board of Commissioners

The performance evaluation of the Board of Commissioners during the financial year is conducted through a self-assessment and/or peer evaluation process. The evaluation is based on Key Performance Indicators (KPIs) and their achievement targets, which are established by the Board of Commissioners and approved annually by the GMS based on the Board of Commissioners' proposal.

The KPIs serve as a performance measurement tool to assess the effectiveness of the Board of Commissioners in carrying out its primary duties, namely supervision and the provision of advice, as mandated by applicable laws and regulations and/or the Articles of Association.

The policy for the preparation of the Board of Commissioners' KPIs is as follows:

1. As part of the monitoring and control of the implementation of the Annual Work Plan and Budget, the Board of Commissioners measures KPI achievement based on the targets set out in the Annual Work Plan and Budget and the annual KPIs of the Board of Commissioners.

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2. KPI Dewan Komisaris dirancang untuk mengukur efektivitas dan keberhasilan pelaksanaan fungsi pengawasan, pengarahan dan penasehatan, dalam hal:
   a. Pelaksanaan GCG;
   b. Kepatuhan terhadap peraturan perundang-undangan;
   c. Pelaksanaan RJPP dan RKAP;
   d. Operasional kerja/bidang;
   e. Penyusunan laporan perusahaan.

2. The KPIs of the Board of Commissioners are designed to measure the effectiveness and success of its supervisory, guidance, and advisory functions in relation to:
   a. The implementation of Good Corporate Governance (GCG);
   b. Compliance with applicable laws and regulations;
   c. The implementation of the Long-Term Corporate Plan (RJPP) and the Annual Work Plan and Budget (RKAP);
   d. Operational performance and functional areas; and
   e. The preparation of corporate reports.

Sebagai bentuk akuntabilitas, Dewan Komisaris menyampaikan laporan perkembangan realisasi KPI secara triwulanan kepada Pemegang Saham. Hasil penilaian kinerja Dewan Komisaris dilaporkan dalam Laporan Pelaksanaan Tugas Pengawasan Dewan Komisaris. Penyampaian laporan tersebut dapat dilakukan melalui RUPS atau secara sirkuler.

As part of its accountability, the Board of Commissioners submits quarterly reports on the progress of KPI achievement to the Shareholders. The results of the Board of Commissioners' performance evaluation are presented in the Supervisory Report of the Board of Commissioners. Such reports may be submitted through the GMS or by way of a circular resolution.

Kriteria Yang Digunakan Untuk Penilaian Kinerja Dewan Komisaris

1. Aspek Perencanaan
2. Aspek Pengawasan dan Nasihat
3. Aspek Pelaporan
4. Aspek Dinamis

Criteria Used for the Performance Assessment of the Board of Commissioners

1. Planning Aspect
2. Supervision and Advisory Aspect
3. Reporting Aspect
4. Dynamic Aspect

Hasil Penilaian Kinerja Dewan Komisaris

Hasil penilaian Dewan Komisaris Perseroan berdasarkan KPI selama tahun 2025 dijabarkan pada tabel berikut:

Results of the Performance Assessment of the Board of Commissioners

The results of the performance evaluation of the Company's Board of Commissioners based on the KPIs for 2025 are presented in the following table:

No.	Key Performance Indicators	Periode Period	Satuan Output Output Unit	Bobot Weight	Output 2025 2025 Output		%
					Rencana Plan	Realisasi Realization	
Aspek Perencanaan Planning Aspect							
1	Menyusun Rencana Kerja dan Anggaran serta KPI Dewan Komisaris 2025 Preparing the Work Plan and Budget and Board of Commissioners KPI 2025	Tahunan Annual	Dokumen Document	10%	1 Dokumen 1 Document	1 Dokumen 1 Document	100%
Sub Total I Sub Total I				10,0%			100%

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No.	Key Performance Indicators	Periode Period	Satuan Output Output Unit	Bobot Weight	Output 2025 2025 Output		%
					Rencana Plan	Realisasi Realization	
Aspek Pengawasan dan Nasehat Supervision and Advisory Aspect							
1	Memberikan tanggapan/rekomendasi kepada Pemegang Saham terhadap: Providing responses/recommendations to Shareholders regarding:						
	a. Rencana Kerja dan Anggaran Perusahaan Company Work Plan and Budget	Tahunan Annual	Surat Letter	5%	1 Surat 1 Letter	1 Surat 1 Letter	100%
	b. Laporan Tahunan Annual Report	Tahunan Annual	Surat Letter	5%	1 Surat 1 Letter	1 Surat 1 Letter	100%
	c. Analisis Kinerja Triwulanan Quarterly Performance Analysis	Triwulanan Quarterly	Surat Letter	5%	3 Surat 3 Letter	3 Surat 3 Letter	100%
2	Memberi Nasehat kepada Direksi sesuai Bidang Tugas Dewan Komisaris Providing Advice to the Board of Directors in Accordance with the Board of Commissioners' Areas of Duty	Tahunan Annual	Surat/risalah Letter/Minutes	10%	12 Risalah/ Surat 12 Minutes/ Letters	12 Risalah/ Surat 12 Minutes/ Letters	100%
3	Rapat Dewan Komisaris Board of Commissioners Meeting						
	a. Jumlah Rapat Number of Meetings	Bulanan Monthly	Kali Times	10%	12 Kali 12 Times	12 Kali 12 Times	100%
	b. Kehadiran Rapat Meeting Attendance	Bulanan Monthly	%	5%	90%	100%	100%
	c. Penyelesaian Risalah Rapat Completion of Meeting Minutes	Bulanan Monthly	Risalah Minutes	5%	12 Risalah/ Surat 12 Minutes/ Letters	12 Risalah/ Surat 12 Minutes/ Letters	100%
4	Rapat Komite Dewan Komisaris Board of Commissioners Committee Meeting	Tahunan Annual	Risalah Minutes	5%	36 Risalah 36 Minutes	36 Risalah 36 Minutes	100%
5	Kunjungan Kerja Dewan Komisaris dan Komite Board of Commissioners and Committee Working Visit	Tahunan Annual	Kunjungan Visit	5%	4 Kunjungan 4 Visit	30 Kunjungan 30 Visit	100%
6	Realisasi Rencana Kerja Dewan Komisaris Realization of Board of Commissioners Work Plan	Tahunan Annual	%	5%	100%		100%
Sub Total II Sub Total II				60,0%			100%
Aspek Pelaporan Reporting Aspect							
1	Laporan Tugas Pengawasan Dewan Komisaris Board of Commissioners Supervisory Duty Report	Tahunan Annual	Laporan Report	10%	4 Laporan 4 Report	4 Laporan 4 Report	100%
Sub Total III Sub Total III				15,0%			100%

DEWAN KOMISARIS
BOARD OF COMMISSIONERS

No.	Key Performance Indicators	Periode Period	Satuan Output Output Unit	Bobot Weight	Output 2025 2025 Output		%
					Rencana Plan	Realisasi Realization	
Aspek Dinamis Dynamic Aspect							
1	Pengusulan Kantor Akuntan Publik kepada Pemegang Saham Proposing a Public Accounting Firm to Shareholders	Tahunan Annual	Surat Letter	4%	1 Surat 1 Letter	1 Surat 1 Letter	100%
2	Peningkatan Kompetensi melalui Seminar, Workshop, dll Competency Enhancement through Seminars, Workshops, etc.	Setahun Per Year	Kali Times	4%	4 Kali 4 Times	4 Kali 4 Times	100%
3	Hasil *Assessment* GCG Dewan Komisaris (*self assessment*/BPK) Board of Commissioners GCG Assessment Results (self-assessment/ BPK)	Tahunan Annual	Skor Score	4%	90 Skor 90 Score	91,42 Skor 91,42 Score	100%
4	Tanggapan terhadap Tindak Lanjut Temuan Auditor/SPI Response to Follow-Up on Auditor/ Internal Audit Findings	Setahun Per Year	Surat Letter	3%	1 Surat 1 Letter	1 Surat 1 Letter	100%
Sub Total IV Sub Total IV				15,0%			100%
Jumlah Total				**100%**			100%

PENILAIAN DEWAN KOMISARIS TERHADAP KINERJA KOMITE YANG MENDUKUNG PELAKSANAAN TUGAS DEWAN KOMISARIS

Penilaian Kinerja Komite Audit

Prosedur Penilaian Kinerja Komite Audit

Kinerja Komite Audit dinilai menggunakan pembobotan dengan membandingkan realisasi program terhadap Rencana Kerja Komite yang telah disusun untuk tahun 2025.

Kriteria yang Digunakan untuk Penilaian Kinerja Komite audit

1. Aspek Perencanaan (25%)
2. Aspek Pelaksanaan (25%)
3. Aspek Pelaporan (25%)
4. Aspek Dinamis (25%)

ASSESSMENT BY THE BOARD OF COMMISSIONERS OF THE PERFORMANCE OF COMMITTEES SUPPORTING THE BOARD OF COMMISSIONERS

Performance Assessment of the Audit Committee

Performance Assessment Procedure

The performance of the Audit Committee is assessed using a weighted scoring method by comparing the realization of its work programs against the Committee Work Plan established for 2025.

Criteria Used for the Performance Assessment of the Audit Committee

1. Planning Aspect (25%)
2. Implementation Aspect (25%)
3. Reporting Aspect (25%)
4. Dynamic Aspect (25%)

Hasil Penilaian Kinerja Komite Audit

Hasil penilaian kinerja Komite Audit adalah 100%.

Results of the Performance Assessment of the Audit Committee

The Audit Committee achieved a performance assessment score of 100%.

PENILAIAN KINERJA KOMITE NOMINASI DAN REMUNERASI

Prosedur Penilaian Kinerja Komite Nominasi dan Remunerasi

Kinerja Komite Nominasi dan Remunerasi dinilai menggunakan pembobotan dengan membandingkan realisasi program terhadap Rencana Kerja Komite yang telah disusun untuk tahun 2025.

Kriteria yang Digunakan untuk Penilaian Kinerja Komite Nominasi dan Remunerasi

1. Aspek Perencanaan (30%)
2. Aspek Pelaksanaan (40%)
3. Aspek Pelaporan (30%)

Hasil Penilaian Kinerja Komite Nominasi dan Remunerasi

Hasil penilaian kinerja Komite Nominasi dan Remunerasi adalah 100%.

PERFORMANCE ASSESSMENT OF THE NOMINATION AND REMUNERATION COMMITTEE

Performance Assessment of the Nomination and Remuneration Committee Procedure

The performance of the Nomination and Remuneration Committee is assessed using a weighted scoring method by comparing the realization of its work programs against the Committee Work Plan established for 2025.

Criteria Used for the Performance Assessment of the Nomination and Remuneration Committee

1. Planning Aspect (30%)
2. Implementation Aspect (40%)
3. Reporting Aspect (30%)

Results of the Performance Assessment of the Nomination and Remuneration Committee

The Nomination and Remuneration Committee achieved a performance assessment score of 100%.

PENILAIAN KINERJA KOMITE PEMANTAU MANAJEMEN RISIKO

Prosedur Penilaian Kinerja Komite Pemantau Manajemen Risiko

Kinerja Komite Pemantau Manajemen Risiko dinilai menggunakan pembobotan dengan membandingkan realisasi program terhadap Rencana Kerja Komite yang telah disusun untuk tahun 2025.

Kriteria yang Digunakan untuk Penilaian Kinerja Komite Pemantau Manajemen Risiko

1. Aspek Perencanaan (30%)
2. Aspek Pelaksanaan (40%)
3. Aspek Pelaporan (30%)

PERFORMANCE ASSESSMENT OF THE RISK MANAGEMENT MONITORING COMMITTEE

Performance Assessment of the Risk Management Monitoring Committee Procedure

The performance of the Risk Management Monitoring Committee is assessed using a weighted scoring method by comparing the realization of its work programs against the Committee Work Plan established for 2025.

Criteria Used for the Performance Assessment of the Risk Management Monitoring Committee

1. Planning Aspect (30%)
2. Implementation Aspect (40%)
3. Reporting Aspect (30%)

Hasil Penilaian Kinerja Komite Pemantau Manajemen Risiko

Hasil penilaian kinerja Komite Pemantau Manajemen Risiko adalah 100%.

PENILAIAN KINERJA KOMITE TATA KELOLA TERINTEGRASI

Prosedur Penilaian Kinerja Komite Tata Kelola Terintegrasi

Kinerja Komite Tata Kelola Terintegrasi dinilai menggunakan pembobotan dengan membandingkan realisasi program terhadap Rencana Kerja Komite yang telah disusun untuk tahun 2025.

Kriteria yang Digunakan untuk Penilaian Kinerja Komite Tata Kelola Terintegrasi

1. Aspek Perencanaan (30%)
2. Aspek Pelaksanaan (40%)
3. Aspek Pelaporan (30%)

Hasil Penilaian Kinerja Komite Tata Kelola Terintegrasi

Hasil penilaian kinerja Komite Tata Kelola Terintegrasi adalah 100%.

Results of the Performance Assessment of the Risk Management Monitoring Committee

The Risk Management Monitoring Committee achieved a performance assessment score of 100%.

PERFORMANCE ASSESSMENT OF THE INTEGRATED GOVERNANCE COMMITTEE

Performance Assessment of the Integrated Governance Committee Procedure

The performance of the Integrated Governance Committee is assessed using a weighted scoring method by comparing the realization of its work programs against the Committee Work Plan established for 2025.

Criteria Used for the Performance Assessment of the Integrated Governance Committee

1. Planning Aspect (30%)
2. Implementation Aspect (40%)
3. Reporting Aspect (30%)

Results of the Performance Assessment of the Integrated Governance Committee

The Integrated Governance Committee achieved a performance assessment score of 100%.

TRANSPARANSI DAN INDEPENDENSI DEWAN KOMISARIS DAN DIREKSI

TRANSPARENCY AND INDEPENDENCE OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

Sesuai dengan ketentuan peraturan perundang-undangan yang berlaku, dalam menjalankan tugas dan tanggung jawabnya, Dewan Komisaris dan Direksi wajib menjaga independensi serta bebas dari benturan kepentingan. Oleh karena itu, PELNI memastikan bahwa setiap anggota Dewan Komisaris dan Direksi menjalankan fungsinya secara objektif dan profesional. Berikut adalah informasi terkait independensi Dewan Komisaris dan Direksi PELNI.

In accordance with applicable laws and regulations, the Board of Commissioners and the Board of Directors are required to maintain their independence and avoid any conflicts of interest in carrying out their duties and responsibilities. Therefore, PELNI ensures that each member of the Board of Commissioners and the Board of Directors performs their functions objectively and professionally. The following information outlines the independence of PELNI's Board of Commissioners and Board of Directors.

PENGELOLAAN BENTURAN KEPENTINGAN

Perseroan telah menetapkan mekanisme untuk mencegah terjadinya benturan kepentingan, baik terhadap anggota Dewan Komisaris maupun Direksi. Adapun ketentuan yang telah ditetapkan PELNI adalah sebagai berikut:

Pengelolaan Benturan Kepentingan Dewan Komisaris

Dewan Komisaris wajib senantiasa menghindari terjadinya benturan kepentingan dalam menjalankan fungsi pengawasannya. Upaya pencegahan benturan kepentingan tersebut antara lain dilakukan dengan:

1. Anggota Dewan Komisaris dilarang melakukan transaksi yang mempunyai benturan kepentingan;
2. Melaporkan kepada Perusahaan mengenai kepemilikan sahamnya dan/atau keluarganya pada Perseroan tersebut dan perusahaan lain, termasuk setiap perubahannya.
3. Anggota Dewan Komisaris wajib melakukan pengungkapan dalam hal terjadi benturan kepentingan, dan Anggota Dewan Komisaris yang bersangkutan tidak boleh melibatkan diri dalam proses pengambilan keputusan Komisaris yang berkaitan dengan hal tersebut.

Pengelolaan Benturan Kepentingan Direksi

Direksi memonitor dan mengelola potensi benturan kepentingan dengan cara sebagai berikut:

CONFLICT OF INTEREST MANAGEMENT

The Company has established mechanisms to prevent conflicts of interest involving members of both the Board of Commissioners and the Board of Directors. The provisions implemented by PELNI are as follows:

Conflict of Interest Management for the Board of Commissioners

The Board of Commissioners is required to avoid any conflicts of interest in carrying out its supervisory duties. Conflict of interest prevention measures include:

1. Members of the Board of Commissioners are prohibited from engaging in transactions that involve conflicts of interest.
2. Members of the Board of Commissioners must report their share ownership, as well as that of their family members, in the Company and other companies, including any changes thereto.
3. Members of the Board of Commissioners must disclose any conflict of interest that arises and must not participate in the Board of Commissioners' decision-making process related to the matter.

Conflict of Interest Management for the Board of Directors

The Board of Directors monitors and manages potential conflicts of interest through the following measures:

TRANSPARANSI DAN INDEPENDENSI DEWAN KOMISARIS DAN DIREKSI
TRANSPARENCY AND INDEPENDENCE OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

1. Menyampaikan laporan kepemilikan Saham pada Perusahaan lainnya kepada Perusahaan (Sekretaris Perusahaan) untuk dicatat dalam daftar khusus;
2. Menandatangani Pakta Integritas yang dilampirkan dalam Usulan Tindakan Direksi yang harus mendapatkan persetujuan dari Dewan Komisaris dan/atau rekomendasi dari Dewan Komisaris dan persetujuan RUPS;
3. Tidak terdapat pengambilan keputusan transaksional yang mengandung benturan kepentingan.

1. Submitting reports on share ownership in other companies to the Company (through the Corporate Secretary) for recording in a special register.
2. Signing an Integrity Pact attached to proposed Board of Directors actions that require approval from the Board of Commissioners and/or recommendation from the Board of Commissioners and approval from the General Meeting of Shareholders (GMS).
3. Ensuring that no transactional decisions involve conflicts of interest.

PENGELOLAAN RANGKAP JABATAN

PELNI telah menetapkan ketentuan rangkap jabatan bagi anggota Dewan Komisaris dan Direksi sesuai dengan ketentuan perundang-undangan yang berlaku. Ketentuan tersebut dituangkan dalam *Board Manual* Dewan Komisaris dan Direksi PELNI. Adapun kebijakan rangkap jabatan bagi anggota Dewan Komisaris ditetapkan sebagai berikut:

Rangkap Jabatan Dewan Komisaris

1. Dewan Komisaris Perusahaan dapat merangkap jabatan sebagai Dewan Komisaris pada badan usaha lainnya, dengan ketentuan mengacu pada ketentuan peraturan perundang-undangan sektoral.
2. Dewan Komisaris Perusahaan yang merangkap jabatan sebagai Dewan Komisaris pada badan usaha lainnya sebagaimana dimaksud pada poin 1 harus memenuhi persentase kehadiran dalam rapat Dewan Komisaris Perusahaan selama 1 (satu) tahun paling sedikit 75% (tujuh puluh lima persen) kehadiran, sebagai persyaratan untuk memperoleh Tantiem/Insentif Kinerja/Insentif Khusus bagi yang bersangkutan.
3. Anggota Dewan Komisaris Perusahaan dilarang memangku jabatan rangkap sebagai anggota Dewan Komisaris Perusahaan, kecuali berdasarkan penugasan khusus dari Menteri.
4. Anggota Dewan Komisaris dilarang memangku jabatan rangkap sebagai anggota Direksi pada Perusahaan, badan usaha lainnya atau menduduki jabatan yang berdasarkan peraturan perundang-undangan dilarang untuk dirangkap dengan

MULTIPLE POSITIONS POLICY

PELNI has established policies regarding multiple positions held by members of the Board of Commissioners and the Board of Directors in accordance with applicable laws and regulations. These provisions are set out in the Board Manual of the Board of Commissioners and Board of Directors. The policy governing multiple positions for members of the Board of Commissioners is as follows:

Multiple Positions of the Board of Commissioners

1. Members of the Company's Board of Commissioners may concurrently serve as commissioners in other business entities, provided that such appointments comply with applicable sectoral regulations.
2. Members of the Company's Board of Commissioners who hold concurrent positions as commissioners in other business entities, as referred to in point 1, must maintain at least a 75% attendance rate at Board of Commissioners meetings during a one-year period as a requirement for receiving tantiem, performance incentives, or special incentives.
3. Members of the Company's Board of Commissioners are prohibited from holding concurrent positions as members of the Board of Commissioners of another SOE, except when appointed under a special assignment from the Minister.
4. Members of the Board of Commissioners are prohibited from holding concurrent positions as members of the Board of Directors of the Company or other business entities, or from occupying positions that are prohibited by law from being held

TRANSPARANSI DAN INDEPENDENSI DEWAN KOMISARIS DAN DIREKSI
TRANSPARENCY AND INDEPENDENCE OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

jabatan anggota Dewan Komisaris Perusahaan, atau jabatan yang dapat menimbulkan benturan kepentingan dengan Perusahaan yang bersangkutan, serta menandatangani surat pernyataan bersedia mengundurkan diri dari jabatan tersebut jika terpilih sebagai anggota Dewan Komisaris Perusahaan.

5. Masa jabatan anggota Dewan Komisaris Perusahaan yang memangku jabatan rangkap sebagaimana dimaksud pada poin 3 dan 4, berakhir karena hukum sejak anggota Dewan Komisaris BUMN bersangkutan lainnya atau anggota Direksi atau RUPS/Menteri mengetahui perangkapan jabatan sebagaimana dimaksud.
6. Dalam jangka waktu paling lambat 7 (tujuh) hari terhitung sejak diketahui perangkapan jabatan sebagaimana dimaksud pada poin 3 dan 4, anggota Dewan Komisaris BUMN bersangkutan lainnya atau anggota Direksi BUMN, harus menyampaikan pemberitahuan kepada RUPS/Menteri terkait perangkapan jabatan dimaksud, untuk selanjutnya dilakukan proses penetapan pemberhentian.
7. Perbuatan hukum yang dilakukan untuk dan atas nama BUMN oleh anggota Dewan Komisaris BUMN setelah berakhir karena hukum sebagaimana dimaksud pada poin 5 adalah tidak sah dan menjadi tanggung jawab pribadi anggota Dewan Komisaris BUMN yang bersangkutan.
8. Ketentuan sebagaimana dimaksud pada poin 7 tidak mengurangi tanggung jawab anggota Dewan Komisaris BUMN yang bersangkutan terhadap kerugian BUMN yang disebabkan kesalahan atau kelalaian anggota Dewan Komisaris BUMN yang bersangkutan dalam menjalankan tugasnya.
9. Apabila anggota Dewan Komisaris Perusahaan terdiri dari 2 (dua) anggota Dewan Komisaris BUMN atau lebih, tanggung jawab sebagaimana dimaksud pada poin 8 berlaku secara tanggung renteng bagi setiap anggota Dewan Komisaris Perusahaan.

Pada tahun 2025, terdapat Dewan Komisaris yang merangkap jabatan.

concurrently with a Board of Commissioners position, or positions that may create conflicts of interest with the Company. Candidates must sign a statement declaring their willingness to resign from such positions if elected as members of the Company's Board of Commissioners.

5. The term of office of a Board of Commissioners member who holds concurrent positions as referred to in points 3 and 4 shall automatically terminate by operation of law once the concurrent position becomes known to another SOE Board of Commissioners member, a Board of Directors member, the GMS, or the Minister.
6. Within no later than 7 (seven) days after becoming aware of the concurrent position referred to in points 3 and 4, the relevant SOE Board of Commissioners member or Board of Directors member must notify the GMS or the Minister so that the dismissal process can be initiated.
7. Any legal actions carried out on behalf of the SOE by a Board of Commissioners member whose term has automatically ended by operation of law, as referred to in point 5, shall be invalid and shall become the personal responsibility of the respective Board of Commissioners member.
8. The provision referred to in point 7 does not reduce the liability of the respective Board of Commissioners member for any losses suffered by the SOE due to errors or negligence in the performance of their duties.
9. If the Company's Board of Commissioners consists of 2 (two) or more SOE Board of Commissioners members, the liability referred to in point 8 shall apply jointly and severally to each member of the Company's Board of Commissioners.

In 2025, there were members of the Board of Commissioners who held concurrent positions.

TRANSPARANSI DAN INDEPENDENSI DEWAN KOMISARIS DAN DIREKSI
TRANSPARENCY AND INDEPENDENCE OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

Nama Name	Jabatan Position	Rangkap Jabatan Concurrent Position
Budi Mantoro	Komisaris Commissioner	Direktur Lalu Lintas Laut Kementerian Perhubungan Director of Sea Traffic, Ministry of Transportation
Faturohman	Komisaris Commissioner	Kepala Biro SDM BP BUMN Head of the Human Capital Bureau, Danantara Indonesia

Rangkap Jabatan Direksi

1. Para Anggota Direksi dilarang memangku jabatan rangkap sebagaimana tersebut di bawah ini, yaitu:
   a. Direksi pada BUMN dan badan usaha lainnya;
   b. Dewan Komisaris/Dewan Pengawas pada BUMN lainnya;
   c. Jabatan struktural dan fungsional lainnya pada instansi/lembaga pemerintah pusat dan/atau daerah;
   d. Jabatan lainnya sesuai dengan ketentuan dalam peraturan perundangan-undangan;
   e. Pengurus partai politik, anggota legislatif dan/atau calon kepala daerah/wakil kepala daerah;
   f. Jabatan lain yang dapat menimbulkan benturan kepentingan; dan/atau
   g. Calon legislatif atau calon kepala daerah/wakil kepala daerah.
2. Selain jabatan rangkap sebagaimana dimaksud di atas, Anggota Direksi dilarang memangku jabatan rangkap sebagai Anggota Dewan Komisaris pada badan usaha lain, kecuali:
   a. Dewan Komisaris pada Anak Perusahaan BUMN/perusahaan terafiliasi BUMN yang bersangkutan, selain sebagai Komisaris Utama; dan
   b. Dewan Komisaris pada badan usaha lain untuk mewakili/memperjuangkan kepentingan BUMN sepanjang memperoleh izin dari Menteri.
3. Masa Jabatan Anggota Direksi BUMN yang memangku jabatan rangkap sebagaimana dimaksud di atas sebagai anggota Direksi BUMN berakhir terhitung sejak terjadinya perangkapan jabatan tersebut.

Concurrent Positions of the Board of Directors

1. Members of the Board of Directors are prohibited from holding concurrent positions in the following capacities:
   a. As a director in another SOE or other business entity;
   b. As a member of the Board of Commissioners or Supervisory Board of another SOE;
   c. In structural or functional positions within central and/or regional government institutions or agencies;
   d. In other positions prohibited under applicable laws and regulations;
   e. As officials of a political party, members of the legislature, and/or candidates for regional head or deputy regional head;
   f. In positions that may give rise to conflicts of interest; and/or
   g. As legislative candidates or candidates for regional head/deputy regional head.
2. In addition to the restrictions above, members of the Board of Directors are prohibited from holding concurrent positions as members of the Board of Commissioners in other business entities, except in the following circumstances:
   a. Serving as a member of the Board of Commissioners of an SOE subsidiary or affiliated company, provided that they do not serve as President Commissioner; and
   b. Serving on the Board of Commissioners of another business entity to represent or safeguard the interests of the SOE, subject to approval from the Minister.
3. The term of office of an SOE Director who holds concurrent positions as described above shall automatically terminate as of the date the concurrent position is assumed.

TRANSPARANSI DAN INDEPENDENSI DEWAN KOMISARIS DAN DIREKSI
TRANSPARENCY AND INDEPENDENCE OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

4. Berakhirnya jabatan Direksi BUMN sebagaimana dimaksud pada poin 1 huruf a, huruf b, dan huruf d dikukuhkan pemberhentiannya dengan Keputusan Menteri atau RUPS.

4. The termination of an SOE Director's position as referred to in point 1(a), 1(b), and 1(d) shall be formalized through a Ministerial Decree or a resolution of the General Meeting of Shareholders (GMS).

Tahun 2025, seluruh anggota Direksi PELNI tidak memiliki rangkap jabatan.

In 2025, none of PELNI's Directors held concurrent positions.

KEPEMILIKAN SAHAM DEWAN KOMISARIS DAN DIREKSI

Setiap anggota Dewan Komisaris dan Direksi PELNI memiliki kewajiban untuk melaporkan kepada Perseroan mengenai kepemilikan saham baik pribadi atau keluarganya di PT PELNI (Persero) maupun perusahaan lain. Sepanjang tahun 2025, tidak terdapat kepemilikan saham oleh Dewan Komisaris dan Direksi dan keluarganya, baik pada Perseroan maupun pada entitas perusahaan lainnya.

SHARE OWNERSHIP OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

Each member of PELNI's Board of Commissioners and Board of Directors is required to report to the Company any share ownership held by themselves or their family members in PT PELNI (Persero) or other companies. Throughout 2025, neither the members of the Board of Commissioners and Board of Directors nor their family members held shares in the Company or in any other corporate entities.

HUBUNGAN AFILIASI DEWAN KOMISARIS, DIREKSI DAN PEMEGANG SAHAM UTAMA/PENGENDALI

Tahun 2025, seluruh anggota Dewan Komisaris dan Direksi PELNI tidak memiliki hubungan afiliasi dengan:

1. Hubungan afiliasi antara sesama anggota Dewan Komisaris;
2. Hubungan afiliasi antara anggota Dewan Komisaris dengan anggota Direksi;
3. Hubungan afiliasi antara anggota Dewan Komisaris dengan Pemegang Saham Utama dan/atau Pengendali.

AFFILIATION RELATIONSHIPS AMONG THE BOARD OF COMMISSIONERS, BOARD OF DIRECTORS, AND MAJOR/ CONTROLLING SHAREHOLDERS

In 2025, none of PELNI's Board of Commissioners or Directors had any affiliation relationships with:

1. Affiliation relationships among members of the Board of Commissioners;
2. Affiliation relationships between members of the Board of Commissioners and members of the Board of Directors; and
3. Affiliation relationships between members of the Board of Commissioners and the Company's major and/or controlling shareholders.

NOMINASI DAN REMUNERASI DIREKSI DAN DEWAN KOMISARIS
NOMINATION AND REMUNERATION OF THE BOARD OF DIRECTORS AND THE BOARD OF COMMISSIONERS

PROSEDUR NOMINASI DEWAN KOMISARIS DAN/ATAU DIREKSI

Proses nominasi dan pengangkatan calon anggota Dewan Komisaris dan Direksi PELNI dilaksanakan dengan tetap memperhatikan kepatuhan terhadap peraturan perundang-undangan yang mengatur tata cara dan persyaratan pengangkatan organ perusahaan, antara lain sebagai berikut:

1. Peraturan Menteri BUMN Nomor PER-2/MBU/03/2023 tanggal 3 Maret 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara;

2. Peraturan Menteri BUMN Nomor PER-3/MBU/03/2023 tanggal 20 Maret 2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara;

Pengangkatan dan Pemberhentian Dewan Komisaris

Persyaratan

Untuk menduduki posisi Dewan Komisaris, setiap calon Dewan Komisaris wajib memenuhi 3 (tiga) persyaratan, yang mencakup persyaratan materiil, persyaratan formal, dan persyaratan lain, yang dijabarkan sebagai berikut:

a. Syarat Materiil

   Untuk dapat diangkat sebagai anggota Dewan Komisaris PT PELNI (Persero), seseorang harus memenuhi syarat materiil yaitu:

   1) Integritas;
   2) Dedikasi;
   3) Memahami masalah-masalah manajemen perusahaan yang berkaitan dengan salah satu fungsi manajemen;
   4) Memiliki pengetahuan yang memadai di bidang usaha di mana yang bersangkutan dicalonkan; dan
   5) Dapat menyediakan waktu yang cukup untuk melaksanakan tugasnya.

NOMINATION PROCEDURES FOR THE BOARD OF COMMISSIONERS AND/OR THE BOARD OF DIRECTORS

The nomination and appointment process for candidates of the Board of Commissioners and the Board of Directors of PELNI is carried out with due regard to compliance with prevailing laws and regulations governing the procedures and requirements for the appointment of corporate organs, including the following:

1. Regulation of the Minister of State-Owned Enterprises Number PER-2/MBU/03/2023 dated March 3, 2023 concerning Guidelines on Governance and Significant Corporate Activities of State-Owned Enterprises;
2. Regulation of the Minister of State-Owned Enterprises Number PER-3/MBU/03/2023 dated March 20, 2023 concerning Organs and Human Resources of State-Owned Enterprises.

Appointment and Dismissal of the Board of Commissioners

Requirements

To hold a position on the Board of Commissioners, each candidate must fulfill 3 (three) categories of requirements, namely material requirements, formal requirements, and other requirements, as described below:

a. Material Requirements

   To be appointed as a member of the Board of Commissioners of PT PELNI (Persero), an individual must fulfill the following material requirements:

   1) Integrity;
   2) Dedication;
   3) Understanding of corporate management issues related to one of the management functions;
   4) Adequate knowledge in the business sector relevant to the proposed position; and
   5) Ability to allocate sufficient time to carry out duties.

NOMINASI DAN REMUNERASI DIREKSI DAN DEWAN KOMISARIS
NOMINATION AND REMUNERATION OF THE BOARD OF DIRECTORS AND THE BOARD OF COMMISSIONERS

b. Syarat Formal

Selain memenuhi kriteria sebagaimana dimaksud pada poin a, untuk dapat diangkat sebagai anggota Dewan Komisaris PT PELNI (Persero), seseorang harus memenuhi syarat formal sebagai berikut:

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 yang dinyatakan bersalah menyebabkan suatu BUMN, 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, BUMN, Anak Perusahaan, badan usaha lainnya dan/atau yang berkaitan dengan sektor keuangan dalam waktu 5 (lima) tahun sebelum pengangkatan.

b. Formal Requirements

In addition to fulfilling the criteria referred to in point a, to be appointed as a member of the Board of Commissioners of PT PELNI (Persero), an individual must fulfill the following formal requirements:

1) An individual person;
2) Legally competent to perform legal acts;
3) Never declared bankrupt within 5 (five) years prior to appointment;
4) Never served as a member of the Board of Directors or Board of Commissioners who was found guilty of causing a State-Owned Enterprise, Subsidiary, and/or other business entity to be declared bankrupt within 5 (five) years prior to appointment; and
5) Never convicted of a criminal offense causing losses to state finances, State-Owned Enterprises, Subsidiaries, other business entities, and/or offenses related to the financial sector within 5 (five) years prior to appointment.

c. Syarat lain

1) Untuk dapat diangkat sebagai anggota Dewan Komisaris Perusahaan, selain memenuhi syarat materiil sebagaimana dimaksud poin a dan b, seseorang juga harus memenuhi syarat lain sebagai berikut:
   a) Bukan pengurus partai politik, calon anggota legislatif, dan/atau anggota legislatif pada Dewan Perwakilan Rakyat, Dewan Perwakilan Daerah, Dewan Perwakilan Rakyat Provinsi, dan Dewan Perwakilan Rakyat Daerah Kabupaten/Kota;
   b) bukan calon kepala/wakil kepala daerah dan/atau kepala/wakil kepala daerah, termasuk pejabat kepala/ wakil kepala daerah;
   c) tidak sedang menduduki jabatan yang berpotensi menimbulkan benturan kepentingan dengan Perusahaan;
   d) tidak menjabat sebagai anggota Dewan Komisaris pada Perusahaan atau Dewan Komisaris pada Anak Perusahaan selama 2 (dua) periode;

c. Other Requirements

1) To be appointed as a member of the Company's Board of Commissioners, in addition to fulfilling the material and formal requirements referred to in points a and b, an individual must also fulfill the following additional requirements:
   a) Not serving as a political party official, legislative candidate, and/or member of the legislature in the House of Representatives, Regional Representative Council, Provincial House of Representatives, or Regency/ Municipal House of Representatives;
   b) Not serving as a candidate for regional head/deputy regional head and/or regional head/deputy regional head, including acting regional head/deputy regional head;
   c) Not currently holding a position that may potentially create a conflict of interest with the Company;
   d) Not serving as a member of the Board of Commissioners of the Company or Board of Commissioners of a Subsidiary for 2 (two) consecutive terms;

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e) tidak sedang menduduki jabatan yang berdasarkan peraturan perundang-undangan dilarang untuk dirangkap dengan jabatan anggota Dewan Komisaris;
f) sehat jasmani dan rohani, yang tidak sedang menderita suatu penyakit yang dapat menghambat pelaksanaan tugas sebagai anggota Dewan Komisaris, yang dibuktikan dengan surat keterangan sehat dari rumah sakit; dan
g) memiliki Nomor Pokok Wajib Pajak (NPWP) dan telah melaksanakan kewajiban membayar pajak selama 2 (dua) tahun terakhir.

2) Selain memenuhi kriteria pada poin 1) di atas, anggota Dewan Komisaris juga harus memenuhi syarat lain sebagai berikut:

a) bagi bakal calon dari kementerian teknis atau instansi pemerintah lain, harus berdasarkan surat usulan dari pimpinan instansi yang bersangkutan; dan

b) bagi bakal calon anggota Dewan Komisaris yang berasal dari penyelenggara Negara harus melaporkan Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) selama 2 (dua) tahun terakhir yang dibuktikan dengan bukti lapor LHKPN kepada institusi yang berwenang.

Pengangkatan Dewan Komisaris

1. RUPS/Menteri dapat menetapkan calon yang telah dinyatakan memenuhi syarat formal dan syarat lain serta telah dilakukan penilaian dengan kriteria 'Disarankan' menjadi anggota Dewan Komisaris Perusahaan;

   a. Penetapan seseorang menjadi anggota Dewan Komisaris Perusahaan dapat dilakukan setelah dinyatakan lulus penilaian sesuai ketentuan sektoral;

e) Not currently holding a position prohibited by prevailing laws and regulations from being concurrently held with the position of member of the Board of Commissioners;
f) Physically and mentally healthy, and not suffering from any illness that may hinder the performance of duties as a member of the Board of Commissioners, as evidenced by a medical certificate issued by a hospital; and
g) Possessing a Taxpayer Identification Number (NPWP) and having fulfilled tax payment obligations for the last 2 (two) years.

2) In addition to fulfilling the criteria referred to in point 1) above, members of the Board of Commissioners must also fulfill the following additional requirements:
a) Prospective candidates originating from technical ministries or other government institutions must be supported by a nomination letter from the head of the relevant institution; and
b) Prospective members of the Board of Commissioners originating from state officials must have submitted the State Officials' Wealth Report (LHKPN) for the last 2 (two) years, as evidenced by proof of submission to the authorized institution.

Appointment of the Board of Commissioners

1. The General Meeting of Shareholders/Minister may appoint candidates who have been declared to fulfill the formal and other requirements and have obtained an assessment result with the criteria of "Recommended" as members of the Company's Board of Commissioners;
   a. The appointment of an individual as a member of the Company's Board of Commissioners may be carried out after the individual has been declared to have passed the assessment in accordance with sectoral regulations;

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b. Dalam hal penetapan anggota Dewan Komisaris Perusahaan dilakukan sebelum UKK sesuai ketentuan sektoral maka tindakan, tugas, dan fungsi sebagai anggota Dewan Komisaris Perusahaan terhitung sejak dinyatakan lulus UKK sesuai ketentuan sektoral;

c. Anggota Dewan Komisaris Perusahaan memiliki masa jabatan yang berlaku efektif sejak ditetapkan oleh RUPS/Menteri;

d. Dalam hal anggota Dewan Komisaris Perusahaan dinyatakan tidak lulus UKK sesuai dengan ketentuan sektoral, RUPS/Menteri dapat memberhentikan anggota Dewan Komisaris Perusahaan tersebut dengan memperhatikan ketentuan sektoral;

e. Penetapan seseorang menjadi anggota Dewan Komisaris Perusahaan dapat dilakukan melalui cara Keputusan Menteri selaku RUPS/pemilik modal;

f. Penetapan Anggota Dewan Komisaris oleh RUPS/Pemegang Saham selambat-lambatnya 30 (tiga puluh) hari sejak masa jabatan tersebut berakhir;

g. Pengangkatan Anggota Dewan Komisaris tidak bersamaan waktunya dengan pengangkatan Anggota Direksi;

h. Sebelum ditetapkan menjadi anggota Dewan Komisaris Perusahaan, yang bersangkutan harus menandatangani surat pernyataan mengundurkan diri dari jabatan lain yang dilarang untuk dirangkap dengan jabatan anggota Dewan Komisaris Perusahaan terhitung sejak yang bersangkutan diangkat menjadi anggota Dewan Komisaris;

b. In the event that the appointment of members of the Company's Board of Commissioners is carried out prior to the Fit and Proper Test (UKK) in accordance with sectoral regulations, the actions, duties, and functions as members of the Company's Board of Commissioners shall become effective upon being declared to have passed the Fit and Proper Test in accordance with sectoral regulations;

c. Members of the Company's Board of Commissioners shall have a term of office effective from the date determined by the General Meeting of Shareholders/Minister;

d. In the event that a member of the Company's Board of Commissioners is declared not to have passed the Fit and Proper Test in accordance with sectoral regulations, the General Meeting of Shareholders/Minister may dismiss the relevant member of the Board of Commissioners by taking into consideration the applicable sectoral regulations;

e. The appointment of an individual as a member of the Company's Board of Commissioners may be carried out through a Ministerial Resolution acting as the General Meeting of Shareholders/capital owner;

f. The appointment of members of the Board of Commissioners by the General Meeting of Shareholders/Shareholders shall be conducted no later than 30 (thirty) days from the expiration of the relevant term of office;

g. The appointment of members of the Board of Commissioners shall not be conducted simultaneously with the appointment of members of the Board of Directors;

h. Prior to being appointed as a member of the Company's Board of Commissioners, the relevant individual must sign a statement letter declaring resignation from any other position prohibited from being concurrently held with the position of member of the Company's Board of Commissioners, effective from the date of appointment as a member of the Board of Commissioners;

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i. Dalam hal yang bersangkutan tidak mengundurkan diri dalam jangka waktu sebagaimana diatur dalam peraturan perundang-undangan maka jabatannya sebagai anggota Dewan Komisaris Perusahaan berakhir pada batas waktu tersebut;

j. Dalam hal keputusan pengangkatan dilakukan dengan Keputusan Menteri atau keputusan seluruh pemegang saham secara sirkuler maka setelah keputusan ditetapkan, Deputi memproses penyerahan surat keputusan kepada anggota Dewan Komisaris Perusahaan terpilih.

k. Dalam proses penyerahan, Wakil Menteri atau Deputi dibantu oleh pejabat pejabat pimpinan tinggi pratama yang bertanggung jawab di bidang hukum, Asisten Deputi, dan Asisten Deputi Sektor;

l. Setelah penyerahan dilakukan, seluruh dokumen diserahkan kepada Deputi untuk diadministrasikan;

m. Dalam hal pengangkatan akan ditetapkan dalam RUPS, penyampaian hasil penilaian kepada Menteri disertai dengan surat penetapan calon dan surat kuasa untuk menghadiri dan mengambil keputusan dalam RUPS;

n. Setelah RUPS dilaksanakan, seluruh dokumen diserahkan kepada Deputi untuk diadministrasikan;

o. Proses administrasi oleh Deputi termasuk dokumentasi proses pengangkatan dan penilaian;

p. Anggota Dewan Komisaris Perusahaan terpilih menandatangani surat pernyataan yang berisi kesanggupan untuk menjalankan tugas dengan baik dan bersedia diberhentikan sewaktu-waktu berdasarkan pertimbangan Menteri/RUPS, sebagaimana tercantum dalam Lampiran VII yang merupakan bagian tidak terpisahkan dari Peraturan Menteri BUMN Nomor PER3-/MBU/2023/03;

i. In the event that the relevant individual does not resign within the period stipulated under prevailing laws and regulations, their position as a member of the Company's Board of Commissioners shall automatically terminate upon the expiration of such period;

j. In the event that the appointment resolution is carried out through a Ministerial Resolution or a circular resolution of all shareholders, following the issuance of the resolution, the Deputy shall process the handover of the resolution letter to the elected members of the Company's Board of Commissioners;

k. In the handover process, the Vice Minister or Deputy shall be assisted by high-ranking officials responsible for legal affairs, Assistant Deputies, and Sector Assistant Deputies;

l. Following the completion of the handover process, all documents shall be submitted to the Deputy for administration purposes;

m. In the event that the appointment is to be determined at the General Meeting of Shareholders, the submission of the assessment results to the Minister shall be accompanied by a candidate determination letter and a power of attorney to attend and make decisions at the General Meeting of Shareholders;

n. Following the implementation of the General Meeting of Shareholders, all documents shall be submitted to the Deputy for administration purposes;

o. The administration process conducted by the Deputy includes documentation of the appointment and assessment process;

p. Elected members of the Company's Board of Commissioners shall sign a statement letter containing a commitment to properly perform their duties and willingness to be dismissed at any time based on the consideration of the Minister/General Meeting of Shareholders, as stipulated in Appendix VII, which constitutes an inseparable part of the Regulation of the Minister of State-Owned Enterprises Number PER-3/MBU/2023/03;

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q. Anggota Dewan Komisaris Perusahaan mulai menjabat secara efektif terhitung sejak tanggal penyerahan keputusan;

r. Penetapan Anggota Dewan Komisaris oleh RUPS/Pemegang Saham selambat-lambatnya 30 (tiga puluh) hari sejak masa jabatan tersebut berakhir;

s. Pengangkatan Anggota Dewan Komisaris tidak bersamaan waktunya dengan pengangkatan Anggota Direksi;

t. Dalam hal RUPS tidak menentukan saat mulai berlakunya pengangkatan, pengangkatan Anggota Dewan Komisaris mulai berlaku sejak ditutupnya RUPS;

u. Pengangkatan Anggota Dewan Komisaris yang tidak memenuhi persyaratan sebagaimana telah diatur, batal karena hukum sejak saat Anggota Dewan Komisaris lainnya atau Direksi mengetahui tidak terpenuhinya persyaratan;

v. Perbuatan hukum yang telah dilakukan oleh Anggota Dewan Komisaris untuk dan atas nama Dewan Komisaris sebelum pengangkatannya batal, tetap mengikat dan menjadi tanggung jawab Perseroan;

w. Ketentuan sebagaimana dimaksud pada poin 23 tidak mengurangi tanggung jawab Anggota Dewan Komisaris yang bersangkutan terhadap kerugian Perseroan;

x. Penetapan pengangkatan Dewan Komisaris melalui RUPS/Pelantikan Dewan Komisaris yang didukung dengan Berita Acara RUPS/ Pelantikan Dewan Komisaris.

q. Members of the Company's Board of Commissioners shall officially assume office effectively as of the date of delivery of the appointment resolution;

r. The appointment of members of the Board of Commissioners by the General Meeting of Shareholders/Shareholders shall be conducted no later than 30 (thirty) days from the expiration of the relevant term of office;

s. The appointment of members of the Board of Commissioners shall not be conducted simultaneously with the appointment of members of the Board of Directors;

t. In the event that the General Meeting of Shareholders does not stipulate the effective date of the appointment, the appointment of members of the Board of Commissioners shall become effective upon the closing of the General Meeting of Shareholders;

u. The appointment of members of the Board of Commissioners who do not fulfill the stipulated requirements shall be null and void by operation of law from the moment such non-fulfillment becomes known to other members of the Board of Commissioners or the Board of Directors;

v. Legal actions undertaken by members of the Board of Commissioners for and on behalf of the Board of Commissioners prior to the annulment of their appointment shall remain valid and binding and shall remain the responsibility of the Company;

w. The provisions referred to in point 23 shall not diminish the liability of the relevant member of the Board of Commissioners for losses incurred by the Company;

x. The determination of the appointment of the Board of Commissioners through the General Meeting of Shareholders/Inauguration of the Board of Commissioners shall be supported by Minutes of the General Meeting of Shareholders/ Inauguration of the Board of Commissioners.

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Pemberhentian Dewan Komisaris

1. Anggota Dewan Komisaris sewaktu-waktu dapat diberhentikan berdasarkan keputusan Rapat Umum Pemegang Saham dengan menyebutkan alasannya;

2. Jabatan Anggota Dewan Komisaris berakhir apabila: meninggal dunia, masa jabatannya berakhir, diberhentikan berdasarkan RUPS, dan/ atau tidak lagi memenuhi persyaratan sebagai Anggota Dewan Komisaris berdasarkan Anggaran Dasar dan peraturan perundang-undangan lainnya;

3. Bagi Anggota Dewan Komisaris yang berhenti sebelum maupun pada masa jabatannya berakhir kecuali berhenti karena meninggal dunia, maka yang bersangkutan tetap bertanggung jawab atas tindakan-tindakannya yang belum diterima pertanggungjawabannya oleh RUPS;
4. Pemberhentian anggota Dewan Komisaris sebagaimana dimaksud pada poin 3 dilakukan apabila berdasarkan kenyataan, anggota Dewan Komisaris yang bersangkutan, antara lain:

    a. Tidak dapat melakukan tugasnya dengan baik;
    b. Tidak melaksanakan ketentuan peraturan perundang-undangan dan/atau ketentuan Anggaran Dasar;
    c. Terlibat dalam tindakan yang merugikan Perseroan dan/atau Negara;
    d. Dinyatakan bersalah dengan putusan pengadilan yang mempunyai kekuatan hukum yang tetap;
    e. Melakukan tindakan yang melanggar dengan etika dan/atau kepatutan yang seharusnya dihormati sebagai Anggota Dewan Komisaris;
    f. Mengundurkan diri;
    g. Telah ditetapkan sebagai tersangka atau terdakwa oleh pihak yang berwenang dalam tindakan yang merugikan BUMN dan/atau keuangan Negara; atau
    h. Alasan lainnya yang dinilai tepat oleh RUPS demi kepentingan dan tujuan Perseroan.

Dismissal of the Board of Commissioners

1. Members of the Board of Commissioners may be dismissed at any time based on a resolution of the General Meeting of Shareholders by stating the reasons therefor;
2. The term of office of a member of the Board of Commissioners shall terminate if: the member passes away, the term of office expires, the member is dismissed based on a General Meeting of Shareholders resolution, and/or the member no longer fulfills the requirements as a member of the Board of Commissioners pursuant to the Articles of Association and other prevailing laws and regulations;
3. Members of the Board of Commissioners who cease to hold office before or upon the expiration of their term of office, except due to death, shall remain responsible for their actions for which accountability has not yet been accepted by the General Meeting of Shareholders;
4. The dismissal of members of the Board of Commissioners as referred to in point 3 shall be carried out if, based on factual circumstances, the relevant member of the Board of Commissioners, among others:
    a. Is unable to properly perform duties;
    b. Does not comply with prevailing laws and regulations and/or the provisions of the Articles of Association;
    c. Is involved in actions detrimental to the Company and/or the State;
    d. Is declared guilty by a court decision having permanent legal force;
    e. Commits acts violating ethics and/or propriety that should be upheld as a member of the Board of Commissioners;
    f. Resigns;
    g. Has been designated as a suspect or defendant by the authorized authority in actions detrimental to State-Owned Enterprises and/or state finances; or
    h. Other reasons deemed appropriate by the General Meeting of Shareholders for the interests and objectives of the Company.

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5. Rencana Pemberhentian anggota Dewan Komisaris sebagaimana dimaksud pada poin 4 diberitahukan kepada Anggota Dewan Komisaris yang bersangkutan secara lisan atau tertulis oleh Pemegang Saham;
6. Keputusan pemberhentian karena alasan sebagaimana dimaksud poin 4 a, b, dan h diambil setelah yang bersangkutan diberi kesempatan membela diri;
7. Dalam hal pemberhentian dilakukan di luar forum RUPS, maka pembelaan diri sebagaimana dimaksud di atas disampaikan secara tertulis kepada Pemegang Saham dalam waktu 14 (empat belas) hari terhitung sejak Anggota Dewan Komisaris yang bersangkutan diberitahu sebagaimana dimaksud tersebut di atas;
8. Selama rencana pemberhentian sebagaimana dimaksud pada poin 4, maka Anggota Dewan Komisaris yang bersangkutan wajib melaksanakan tugasnya sebagaimana mestinya.
9. Pemberhentian karena alasan sebagaimana dimaksud pada poin 4 c dan ini merupakan pemberhentian secara tidak hormat;
10. Antara para Anggota Direksi dengan Anggota Dewan Komisaris tidak boleh ada hubungan keluarga sedarah atau hubungan karena perkawinan sampai dengan sampai dengan derajat ketiga, baik menurut garis lurus maupun garis ke samping;
11. Dalam hal terjadi keadaan sebagaimana dimaksud maka RUPS berwenang memberhentikan salah seorang diantara mereka;
12. Selain alasan pemberhentian anggota Dewan Komisaris Perusahaan sebagaimana dimaksud pada poin 4, anggota Dewan Komisaris Perusahaan dapat diberhentikan oleh RUPS/Menteri berdasarkan alasan lainnya yang dinilai tepat oleh RUPS/Menteri demi kepentingan dan tujuan BUMN, antara lain:
    a. Dalam rangka restrukturisasi perusahaan;
    b. Dalam rangka penataan susunan keanggotaan Dewan Komisaris Perusahaan; atau

5. The plan for dismissal of a member of the Board of Commissioners as referred to in point 4 shall be notified to the relevant member of the Board of Commissioners verbally or in writing by the Shareholders;
6. A dismissal decision for the reasons referred to in points 4 a, b, and h shall be made after the relevant individual has been given the opportunity to provide a defense;
7. In the event that the dismissal is carried out outside the General Meeting of Shareholders forum, the defense as referred to above shall be submitted in writing to the Shareholders within 14 (fourteen) days from the date the relevant member of the Board of Commissioners is notified as referred to above;
8. During the dismissal process as referred to in point 4, the relevant member of the Board of Commissioners shall remain obligated to perform duties properly;
9. Dismissal for the reasons referred to in point 4 c constitutes a dishonorable dismissal;
10. Members of the Board of Directors and members of the Board of Commissioners shall not have family relationships by blood or marriage up to the third degree, either in a direct lineage or collateral lineage;
11. In the event that the circumstances referred to above occur, the General Meeting of Shareholders shall have the authority to dismiss one of the relevant parties;
12. In addition to the dismissal reasons of members of the Company's Board of Commissioners as referred to in point 4, members of the Company's Board of Commissioners may also be dismissed by the General Meeting of Shareholders/Minister for other reasons deemed appropriate by the General Meeting of Shareholders/Minister for the interests and objectives of the State-Owned Enterprise, including:
    a. In relation to corporate restructuring;
    b. In relation to the restructuring of the composition of the Company's Board of Commissioners membership; or

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c. Memasuki masa usia pensiun dari aparatur sipil negara, untuk anggota Dewan Komisaris Perusahaan yang merupakan penerima penugasan dari kementerian teknis atau instansi pemerintah lain.

c. Upon reaching retirement age as a civil servant, for members of the Company's Board of Commissioners who are assigned by technical ministries or other government institutions.

Pengangkatan dan Pemberhentian Direksi

Persyaratan

Untuk menduduki posisi Direksi, setiap calon Direksi wajib memenuhi 3 (tiga) persyaratan, yang mencakup persyaratan materiil, persyaratan formal, dan persyaratan lain, yang dijabarkan sebagai berikut:

a. Persyaratan Materiil
   Untuk dapat diangkat sebagai Direksi BUMN seseorang harus memenuhi persyaratan materiil, yaitu:
   1) Keahlian;
   2) Integritas;
   3) Kepemimpinan;
   4) Pengalaman;
   5) Jujur;
   6) Perilaku yang baik; dan
   7) Dedikasi yang tinggi untuk memajukan dan mengembangkan perusahaan.

b. Persyaratan Formal
   Selain memenuhi kriteria sebagaimana dimaksud pada point a, untuk dapat diangkat sebagai Direksi Persero, seseorang harus memenuhi syarat formal sebagai berikut:
   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 BUMN, Anak Perusahaan dan/atau badan usaha lainnya dinyatakan pailit dalam waktu 5 (lima) tahun sebelum pengangkatan; dan

Appointment and Dismissal of the Board of Directors

Requirements

To hold a position on the Board of Directors, each candidate for the Board of Directors must fulfill 3 (three) categories of requirements, namely material requirements, formal requirements, and other requirements, which are described as follows:

a. Material Requirements
   To be appointed as a member of the Board of Directors of a State-Owned Enterprise (BUMN), an individual must fulfill the following material requirements:
   1) Expertise;
   2) Integrity;
   3) Leadership;
   4) Experience;
   5) Honesty;
   6) Good conduct; and
   7) High dedication to advancing and developing the Company.

b. Formal Requirements
   In addition to fulfilling the criteria referred to in point a, to be appointed as a member of the Board of Directors of a Persero, an individual must fulfill the following formal requirements:
   1) An individual person;
   2) Legally competent to perform legal acts;
   3) Never declared bankrupt within 5 (five) years prior to appointment;
   4) Never served as a member of the Board of Directors or Board of Commissioners/ Supervisory Board who was found guilty of causing a State-Owned Enterprise, Subsidiary, and/or other business entity to be declared bankrupt within 5 (five) years prior to appointment; and

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5) Tidak pernah dihukum karena melakukan tindak pidana yang merugikan keuangan Negara, BUMN, Anak Perusahaan, badan usaha lainnya dan/atau yang berkaitan dengan sektor keuangan dalam waktu 5 (lima) tahun sebelum pengangkatan.

c. Persyaratan Lain
Untuk dapat diangkat sebagai Direksi BUMN, selain memenuhi syarat materiil dan syarat formal, seseorang juga harus memenuhi syarat lain sebagai berikut:

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 pejabat kepala/wakil kepala daerah;
3) Tidak menjabat sebagai anggota Direksi pada BUMN atau Anak Perusahaan yang bersangkutan selama 2 (dua) periode;
4) Tidak sedang menjabat sebagai pejabat pada kementerian/Lembaga, anggota Dewan Komisaris/Dewan Pengawas pada BUMN lain, anggota Direksi pada BUMN lain, anggota Direksi pada Anak Perusahaan dan/atau badan usaha lainnya;
5) Tidak sedang menduduki jabatan yang berdasarkan peraturan perundang-undangan dilarang untuk dirangkap dengan jabatan anggota Direksi;
6) Memiliki dedikasi dan menyediakan waktu sepenuhnya untuk melakukan tugasnya, yang dinyatakan dengan surat pernyataan dari yang bersangkutan;
7) Sehat jasmani dan rohani, yakni tidak sedang menderita suatu penyakit yang dapat menghambat pelaksanaan tugas sebagai anggota Direksi, yang dibuktikan dengan surat keterangan sehat dari rumah sakit; dan

5) Never convicted of a criminal offense causing losses to state finances, State-Owned Enterprises, Subsidiaries, other business entities, and/or offenses related to the financial sector within 5 (five) years prior to appointment.

c. Other Requirements
To be appointed as a member of the Board of Directors of a State-Owned Enterprise, in addition to fulfilling the material and formal requirements, an individual must also fulfill the following additional requirements:
1) Not serving as a political party official, legislative candidate, and/or member of the legislature in the House of Representatives, Regional Representative Council, Provincial Regional House of Representatives, or Regency/Municipal Regional House of Representatives;
2) Not serving as a candidate for regional head/deputy regional head and/or regional head/deputy regional head, including acting regional head/deputy regional head;
3) Not serving as a member of the Board of Directors of the relevant State-Owned Enterprise or Subsidiary for 2 (two) consecutive terms;
4) Not currently serving as an official within a ministry/institution, member of the Board of Commissioners/Supervisory Board of another State-Owned Enterprise, member of the Board of Directors of another State-Owned Enterprise, member of the Board of Directors of a Subsidiary, and/or other business entities;
5) Not currently holding a position prohibited by prevailing laws and regulations from being concurrently held with the position of member of the Board of Directors;
6) Possessing dedication and fully allocating time to perform duties, as evidenced by a statement letter from the relevant individual;
7) Physically and mentally healthy, namely not suffering from any illness that may hinder the performance of duties as a member of the Board of Directors, as evidenced by a medical certificate issued by a hospital; and

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8) Memiliki Nomor Pokok Wajib Pajak (NPWP) dan telah melaksanakan kewajiban membayar pajak selama 2 (dua) tahun terakhir.

Penetapan daftar dan pemeriksaan rekam jejak Direksi atau calon Direksi Perusahaan dilakukan dengan proses berikut:

1. Pengumpulan data daftar dan rekam jejak;
2. Validasi data daftar dan rekam jejak; dan
3. Penetapan daftar dan rekam jejak.

Manajemen Talenta dilaksanakan melalui proses:

1. Penjaringan dan pemilihan Talenta;
2. Penilaian Talenta;
3. Pengklasifikasian Talenta;
4. Pengembangan Talenta; dan
5. Perputaran Talenta.

Pengangkatan Direksi

1. RUPS/Menteri dapat menetapkan Kandidat yang diusulkan oleh Komite Suksesi menjadi anggota Direksi BUMN.
2. Bagi BUMN tertentu, penetapan seseorang menjadi anggota Direksi BUMN dapat dilakukan setelah dinyatakan lulus UKK sesuai ketentuan sektoral.
3. Dalam hal penetapan anggota Direksi BUMN dilakukan sebelum UKK sesuai ketentuan sektoral maka Direksi BUMN berwenang melakukan tindakan, tugas, dan fungsi sebagai anggota Direksi BUMN terhitung sejak dinyatakan lulus UKK sesuai ketentuan sektoral.
4. Anggota Direksi BUMN sebagaimana dimaksud pada angka 3 memiliki masa jabatan yang berlaku efektif sejak ditetapkan oleh RUPS/Menteri.

8) Possessing a Taxpayer Identification Number (NPWP) and having fulfilled tax payment obligations for the last 2 (two) years.

The determination of the list and background check of the Company's Board of Directors or prospective members of the Board of Directors is carried out through the following processes:

1. Collection of list and background check data;
2. Validation of list and background check data; and
3. Determination of list and background check results.

Talent Management is implemented through the following processes:

1. Talent sourcing and selection;
2. Talent assessment;
3. Talent classification;
4. Talent development; and
5. Talent rotation.

Appointment of the Board of Directors

1. The General Meeting of Shareholders/Minister may appoint candidates proposed by the Succession Committee as members of the Board of Directors of State-Owned Enterprises.
2. For certain State-Owned Enterprises, the appointment of an individual as a member of the Board of Directors may be carried out after the individual has been declared to have passed the Fit and Proper Test (UKK) in accordance with sectoral regulations.
3. In the event that the appointment of members of the Board of Directors of a State-Owned Enterprise is conducted prior to the Fit and Proper Test in accordance with sectoral regulations, the Board of Directors shall have the authority to perform actions, duties, and functions as members of the Board of Directors effective from the date they are declared to have passed the Fit and Proper Test in accordance with sectoral regulations.
4. Members of the Board of Directors of State-Owned Enterprises as referred to in point 3 shall have a term of office effective from the date determined by the General Meeting of Shareholders/Minister.

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5. Dalam hal anggota Direksi BUMN tertentu dinyatakan tidak lulus UKK sesuai dengan ketentuan sektoral, RUPS/Menteri dapat memberhentikan anggota Direksi BUMN tersebut dengan memperhatikan ketentuan sektoral.

6. Penetapan seseorang menjadi anggota Direksi BUMN dapat dilakukan melalui:
   1) Keputusan Menteri selaku RUPS/pemilik modal apabila seluruh saham/modal BUMN dimiliki oleh Negara; atau
   2) Keputusan RUPS atau keputusan seluruh pemegang saham secara sirkuler, apabila tidak seluruh saham dimiliki oleh Negara.

7. Sebelum ditetapkan menjadi anggota Direksi BUMN, yang bersangkutan harus menandatangani surat pernyataan mengundurkan diri dari jabatan lain yang dilarang untuk dirangkap dengan jabatan anggota Direksi BUMN terhitung sejak yang bersangkutan diangkat menjadi anggota Direksi BUMN.

8. Dalam hal yang bersangkutan tidak mengundurkan diri dalam jangka waktu sebagaimana diatur dalam peraturan perundang-undangan maka jabatannya sebagai anggota Direksi BUMN berakhir pada batas waktu tersebut.

9. Dalam hal keputusan pengangkatan dilakukan dengan Keputusan Menteri atau keputusan seluruh pemegang saham secara sirkuler maka Deputi memproses penyerahan Surat Keputusan kepada anggota Direksi BUMN terpilih setelah Keputusan ditetapkan.

10. Dalam proses penyerahan Surat Keputusan, Deputi dibantu oleh pejabat pimpinan tinggi pratama yang bertanggung jawab di bidang hukum, Asisten Deputi dan Asisten Deputi Sektor.
11. Setelah penyerahan Surat Keputusan dilakukan, seluruh dokumen diserahkan kepada Deputi untuk diadministrasikan.

5. In the event that members of the Board of Directors of certain State-Owned Enterprises are declared not to have passed the Fit and Proper Test in accordance with sectoral regulations, the General Meeting of Shareholders/Minister may dismiss the relevant members of the Board of Directors by taking into account the applicable sectoral regulations.
6. The appointment of an individual as a member of the Board of Directors of a State-Owned Enterprise may be carried out through:
   1) A Ministerial Resolution acting as the General Meeting of Shareholders/capital owner if all shares/capital of the State-Owned Enterprise are owned by the State; or
   2) A resolution of the General Meeting of Shareholders or a circular resolution of all shareholders if not all shares are owned by the State.
7. Prior to being appointed as a member of the Board of Directors of a State-Owned Enterprise, the relevant individual must sign a statement letter declaring resignation from any other position prohibited from being concurrently held with the position of member of the Board of Directors of a State-Owned Enterprise, effective from the date of appointment as a member of the Board of Directors.
8. In the event that the relevant individual does not resign within the period stipulated under prevailing laws and regulations, their position as a member of the Board of Directors of the State-Owned Enterprise shall automatically terminate upon the expiration of such period.
9. In the event that the appointment resolution is carried out through a Ministerial Resolution or a circular resolution of all shareholders, the Deputy shall process the handover of the Appointment Resolution Letter to the elected members of the Board of Directors of the State-Owned Enterprise after the resolution has been determined.
10. In the process of handing over the Appointment Resolution Letter, the Deputy shall be assisted by high-ranking officials responsible for legal affairs, Assistant Deputies, and Sector Assistant Deputies.
11. Following the handover of the Appointment Resolution Letter, all documents shall be submitted to the Deputy for administration purposes.

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12. Dalam hal pengangkatan akan ditetapkan dalam RUPS, penyampaian hasil UKK kepada Menteri disertai dengan surat penetapan calon dan surat kuasa untuk menghadiri dan mengambil keputusan dalam RUPS.

13. Setelah RUPS dilaksanakan, seluruh dokumen terkait dengan pengangkatan anggota Direksi BUMN diserahkan kepada Deputi untuk diadministrasikan.

14. Proses administrasi oleh Deputi sebagaimana dimaksud pada poin 11 dan poin 12 termasuk dokumentasi proses pengangkatan dan penilaian.

15. Anggota Direksi mulai menjabat secara efektif terhitung sejak tanggal yang ditetapkan dalam Keputusan Menteri/RUPS/seluruh pemegang saham secara sirkuler.

16. Format surat pernyataan yang berkaitan dengan pengangkatan dan pemberhentian Direksi sebagaimana tercantum dalam Lampiran IV yang merupakan bagian tidak terpisahkan dari Peraturan Menteri BUMN Nomor PER-3/MBU/2023/03.

Pemberhentian Direksi

1. Anggota Direksi BUMN dapat diberhentikan sewaktu-waktu berdasarkan keputusan RUPS/ Menteri dengan menyebutkan alasannya.

2. Alasan pemberhentian anggota Direksi BUMN sebagaimana dimaksud pada poin 1 adalah sebagai berikut:
   a. Tidak dapat memenuhi kewajibannya yang telah disepakati dalam Kontrak Manajemen dan/atau kontrak manajemen tahunan Direksi BUMN;
   b. Adanya perubahan strategi bisnis pada BUMN;
   c. Tidak dapat menjalankan tugasnya dengan baik;
   d. Terlibat dalam tindakan yang merugikan BUMN dan/atau keuangan Negara;
   e. Melanggar ketentuan peraturan perundang-undangan dan/atau anggaran dasar;

12. In the event that the appointment is to be determined at the General Meeting of Shareholders, the submission of the Fit and Proper Test results to the Minister shall be accompanied by a candidate determination letter and a power of attorney to attend and make decisions at the General Meeting of Shareholders.
13. Following the implementation of the General Meeting of Shareholders, all documents related to the appointment of members of the Board of Directors of the State-Owned Enterprise shall be submitted to the Deputy for administration purposes.
14. The administration process conducted by the Deputy as referred to in points 11 and 12 includes documentation of the appointment and assessment process.
15. Members of the Board of Directors shall officially assume office effectively as of the date stipulated in the Ministerial Resolution/General Meeting of Shareholders resolution/circular resolution of all shareholders.
16. The format of statement letters relating to the appointment and dismissal of the Board of Directors is set forth in Appendix IV, which constitutes an inseparable part of the Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/2023/03.

Dismissal of the Board of Directors

1. Members of the Board of Directors of State-Owned Enterprises may be dismissed at any time based on a resolution of the General Meeting of Shareholders/ Minister by stating the reasons therefor.
2. The reasons for the dismissal of members of the Board of Directors of State-Owned Enterprises as referred to in point 1 are as follows:
   a. Failure to fulfill obligations agreed upon in the Management Contract and/or annual management contract of the Board of Directors of the State-Owned Enterprise;
   b. Changes in the business strategy of the State-Owned Enterprise;
   c. Inability to properly perform duties;
   d. Involvement in actions detrimental to the State-Owned Enterprise and/or state finances;
   e. Violation of prevailing laws and regulations and/or the Articles of Association;

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f. Telah ditetapkan sebagai tersangka atau terdakwa oleh pihak yang berwenang dalam tindakan yang merugikan BUMN dan/atau keuangan Negara;
g. Melakukan tindakan yang melanggar etika dan/atau kepatutan;
h. Melakukan tindakan yang melanggar kode etik Direksi BUMN;
i. Dinyatakan bersalah dengan keputusan pengadilan yang mempunyai kekuatan hukum yang tetap; atau
j. Berhalangan tetap, termasuk sakit keras/sakit berkepanjangan.

3. Selain alasan pemberhentian Direksi BUMN sebagaimana dimaksud pada poin 2, anggota Direksi BUMN dapat diberhentikan berdasarkan alasan lain yang dinilai tepat oleh RUPS/Menteri demi kepentingan dan tujuan BUMN.

4. Selain alasan pemberhentian sebagaimana dimaksud pada poin 1 dan poin 2, pemberhentian Direksi BUMN memperhatikan alasan pemberhentian sebagaimana diatur dalam anggaran dasar BUMN yang bersangkutan.

5. Selain alasan tersebut di atas, RUPS berwenang memberhentikan Anggota Direksi apabila antara para Anggota Direksi dan antara Anggota Direksi dengan Anggota Dewan Komisaris memiliki hubungan keluarga sampai dengan derajat ketiga, baik menurut garis lurus maupun garis ke samping, termasuk hubungan yang timbul karena perkawinan.

6. Anggota Direksi dapat diberhentikan untuk sementara waktu oleh Dewan Komisaris apabila mereka bertindak bertentangan dengan Anggaran Dasar atau terdapat indikasi melakukan kerugian terhadap Perseroan atau melalaikan kewajibannya atau terdapat alasan yang mendesak bagi Perseroan.
7. Pemberhentian sementara harus diberitahukan secara tertulis kepada yang bersangkutan disertai alasan yang menyebabkan tindakan tersebut dengan tembusan kepada Pemegang Saham dan Direksi.

f. Being designated as a suspect or defendant by the authorized authority in actions detrimental to the State-Owned Enterprise and/or state finances;
g. Committing acts that violate ethics and/or propriety;
h. Committing acts that violate the code of ethics of the Board of Directors of the State-Owned Enterprise;
i. Being declared guilty by a court decision having permanent legal force; or
j. Permanent incapacity, including severe/prolonged illness.

3. In addition to the dismissal reasons of the Board of Directors of State-Owned Enterprises as referred to in point 2, members of the Board of Directors may be dismissed for other reasons deemed appropriate by the General Meeting of Shareholders/Minister for the interests and objectives of the State-Owned Enterprise.
4. In addition to the dismissal reasons referred to in points 1 and 2, the dismissal of members of the Board of Directors of State-Owned Enterprises shall also take into account the dismissal provisions stipulated in the Articles of Association of the relevant State-Owned Enterprise.
5. In addition to the reasons stated above, the General Meeting of Shareholders shall have the authority to dismiss members of the Board of Directors if among members of the Board of Directors, or between members of the Board of Directors and members of the Board of Commissioners, there exists a family relationship up to the third degree, either in a direct lineage or collateral lineage, including relationships arising from marriage.
6. Members of the Board of Directors may be temporarily suspended by the Board of Commissioners if they act contrary to the Articles of Association, there are indications of causing losses to the Company, neglecting their obligations, or if there are urgent reasons for the Company.
7. Temporary suspension must be notified in writing to the relevant individual, including the reasons for such action, with copies furnished to the Shareholders and the Board of Directors.

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8. Dalam waktu paling lambat 30 (tiga puluh) hari setelah pemberhentian sementara dimaksud, harus diselenggarakan Rapat Umum Pemegang Saham yang akan memutuskan apakah mencabut atau menguatkan pemberhentian sementara tersebut, Penyelenggaraan RUPS dilakukan oleh Dewan Komisaris. Dalam RUPS tersebut, anggota Direksi yang bersangkutan diberi kesempatan untuk membela diri.
9. Dalam hal jangka waktu 30 (tiga puluh) hari telah lewat dan RUPS di atas tidak diselenggarakan, atau RUPS tidak dapat mengambil keputusan, maka pemberhentian sementara tersebut menjadi batal

8. Within no later than 30 (thirty) days after the temporary suspension, a General Meeting of Shareholders must be convened to decide whether to revoke or confirm such temporary suspension. The General Meeting of Shareholders shall be convened by the Board of Commissioners. In such a meeting, the relevant member of the Board of Directors shall be given the opportunity to present a defense.
9. In the event that the 30 (thirty)-day period has elapsed and the aforementioned General Meeting of Shareholders is not convened, or the General Meeting of Shareholders is unable to reach a decision, the temporary suspension shall become null and void.

Kebijakan dan Proses Nominasi Anggota Direksi dan/Atau Anggota Dewan Komisaris

Kebijakan Dewan Komisaris dalam memberikan arahan dan pengawasan terkait perumusan serta pelaksanaan kebijakan pengembangan karir di Perseroan, adalah sebagai berikut:

1. Dewan Komisaris menugaskan Komite Dewan Komisaris terkait untuk melakukan telaah terhadap kualitas kebijakan suksesi manajemen dan penerapan untuk mendapatkan kualitas yang memadai atas arahan Dewan Komisaris tersebut.
2. Menyampaikan arahan tentang penerapan kebijakan suksesi manajemen perusahaan kepada Direksi.
3. Dewan Komisaris Perusahaan melalui Komite Nominasi dan Remunerasi melakukan evaluasi atas daftar Talenta Terseleksi (*selected talent*) berdasarkan kinerja dan kapasitas.
4. Memastikan bahwa seluruh permasalahan kebijakan suksesi manajemen dan pelaksanaannya dibahas dalam rapat Dewan Komisaris.

Proses penetapan daftar dan pemeriksaan rekam jejak bagi Direksi maupun calon Direksi Perusahaan dilakukan dengan mekanisme berikut ini:

Policies and Processes for the Nomination of Members of the Board of Directors and/or Members of the Board of Commissioners

The policies of the Board of Commissioners in providing direction and supervision related to the formulation and implementation of career development policies within the Company are as follows:

1. The Board of Commissioners assigns the relevant Committee under the Board of Commissioners to conduct a review of the quality of management succession policies and their implementation in order to ensure adequate quality in accordance with the directives of the Board of Commissioners.
2. Providing direction regarding the implementation of the Company's management succession policies to the Board of Directors.
3. The Company's Board of Commissioners, through the Nomination and Remuneration Committee, conducts evaluations of the Selected Talent list based on performance and capability.
4. Ensuring that all issues related to management succession policies and their implementation are discussed in meetings of the Board of Commissioners.

The process for determining the list and conducting background checks for the Board of Directors or prospective members of the Company's Board of Directors is carried out through the following mechanisms:

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1. Pengumpulan data daftar dan rekam jejak;
2. Validasi data daftar dan rekam jejak; dan
3. Penetapan daftar dan rekam jejak.

Manajemen Talenta dilaksanakan melalui proses:

1. Penjaringan dan pemilihan Talenta;
2. Penilaian Talenta;
3. Pengklasifikasian Talenta;
4. Pengembangan Talenta; dan
5. Perputaran Talenta.

Sumber bakal calon Dewan Komisaris PT PELNI (Persero) berasal dari:
1. Mantan Direksi BUMN;
2. Dewan Komisaris/Dewan Pengawas BUMN;
3. Pejabat struktural dan pejabat fungsional pemerintah;atau
4. Sumber lain.

Penjaringan
1. Menteri, Wakil Menteri, Sekretaris Kementerian, dan/atau Deputi mencari bakal calon dari berbagai sumber.
2. Semua bakal calon diadministrasikan oleh Deputi.

1. Collection of list and background check data;
2. Validation of list and background check data; and
3. Determination of list and background check results.

Talent Management is implemented through the following processes:
1. Talent sourcing and selection;
2. Talent assessment;
3. Talent classification;
4. Talent development; and
5. Talent rotation.

The sources of prospective candidates for the Board of Commissioners of PT PELNI (Persero) originate from:
1. Former Board of Directors of State-Owned Enterprises;
2. Members of the Board of Commissioners/Supervisory Board of State-Owned Enterprises;
3. Structural officials and functional officials within government institutions; or
4. Other sources.

Candidate Sourcing
1. The Minister, Vice Minister, Ministry Secretary, and/or Deputy seek prospective candidates from various sources.
2. All prospective candidates are administered by the Deputy.

PROSEDUR PENETAPAN REMUNERASI DIREKSI DAN DEWAN KOMISARIS

Penetapan Remunerasi Direksi dan Dewan Komisaris dilakukan oleh Dewan Komisaris yang dibantu Komite Nominasi dan Remunerasi untuk melakukan analisis terhadap pengusulan remunerasi Direksi. Besaran tantiem atau insentif kinerja diusulkan dengan mempertimbangkan capaian KPI Direksi dan memperhatikan tingkat kesehatan Perusahaan. Penyampaian usulan remunerasi (gaji, tunjangan, dan fasilitas serta tantiem/insentif kinerja) Direksi dilakukan oleh Dewan Komisaris dalam RUPS.

PROCEDURES FOR DETERMINING THE REMUNERATION OF THE BOARD OF DIRECTORS AND THE BOARD OF COMMISSIONERS

The determination of remuneration for the Board of Directors and the Board of Commissioners is carried out by the Board of Commissioners, assisted by the Nomination and Remuneration Committee in conducting an analysis of the proposed remuneration for the Board of Directors. The amount of tantiem or performance incentives is proposed by taking into consideration the achievement of the Board of Directors' Key Performance Indicators (KPIs) and the Company's level of soundness. The proposal for the remuneration of the Board of Directors (including

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Remunerasi Dewan Komisaris dan Direksi diberikan mengacu kepada:

1. Peraturan Menteri BUMN Nomor PER-3/MBU/03/2023 tanggal 20 Maret 2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara.
2. Surat Keputusan Menteri BUMN Nomor SK-197/MBU/08/2024 tanggal 22 Agustus 2024 tentang Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas Badan Usaha Milik Negara Tahun 2024, serta
3. Keputusan Rapat Umum Pemegang Saham PT PELNI (Persero) tentang Pengesahan Laporan Tahunan Tahun Buku 2024 yang disahkan pada tanggal RUPS Tahunan Tahun Buku 2024 tanggal 14 Mei 2025.

STRUKTUR REMUNERASI DIREKSI DAN DEWAN KOMISARIS

Penetapan Remunerasi Direksi dan Dewan Komisaris berdasarkan pada Surat Kementerian Badan Usaha Milik Negara Nomor: SR-37/Wk.MBU.11/08/2024, tanggal 23 Agustus 2024, perihal Penetapan Penghasilan Direksi dan Dewan Komisaris PT Pelayaran Nasional Indonesia (Persero) Tahun 2024, bahwa Gaji/Honorarium Direksi dan Dewan Komisaris PT Pelayaran Nasional Indonesia (Persero) Tahun 2025 sebagai berikut:

1. Gaji/Honorarium, Tunjangan, dan Fasilitas
   a. Gaji Direktur Utama ditetapkan sebesar 100%. Gaji Anggota Direksi lainnya sebesar 85% dari Gaji Direktur Utama.

salary, allowances, facilities, and tantiem/performance incentives) is submitted by the Board of Commissioners at the General Meeting of Shareholders.

The remuneration of the Board of Commissioners and the Board of Directors is provided with reference to:

1. Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023 dated March 20, 2023 concerning Organs and Human Resources of State-Owned Enterprises.
2. Decree of the Minister of State-Owned Enterprises No. SK-197/MBU/08/2024 dated August 22, 2024 concerning the Determination of Compensation for the Board of Directors, Board of Commissioners, and Supervisory Board of State-Owned Enterprises for 2024; and
3. Resolution of the General Meeting of Shareholders of PT PELNI (Persero) regarding the Ratification of the Annual Report for Fiscal Year 2024, approved at the Annual General Meeting of Shareholders for Fiscal Year 2024 held on May 14, 2025.

REMUNERATION STRUCTURE OF THE BOARD OF DIRECTORS AND THE BOARD OF COMMISSIONERS

The determination of the remuneration for the Board of Directors and the Board of Commissioners is based on the Letter of the Ministry of State-Owned Enterprises Number SR-37/Wk.MBU.11/08/2024 dated August 23, 2024 regarding the Determination of Compensation for the Board of Directors and Board of Commissioners of PT Pelayaran Nasional Indonesia (Persero) for 2024, stipulating that the Salary/Honorarium of the Board of Directors and Board of Commissioners of PT Pelayaran Nasional Indonesia (Persero) for 2025 is as follows:

1. Salary/Honorarium, Allowances, and Facilities
   a. The President Director's salary is set at 100%. The salary of other members of the Board of Directors is determined at 85% of the salary of the President Director.

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b. Honorarium Komisaris Utama ditetapkan sebesar 45% dari Gaji Direktur Utama, dan honorarium Komisaris ditetapkan sebesar 90% dari honorarium Komisaris Utama.

c. Tunjangan dan fasilitas bagi Direksi dan Dewan Komisaris.

b. The honorarium of the President Commissioner is determined at 45% of the salary of the President Director, while the honorarium of Commissioners is determined at 90% of the honorarium of the President Commissioner.

c. Allowances and facilities are provided to the Board of Directors and the Board of Commissioners.

Tunjangan dan Fasilitas Direksi
Allowances and Facilities for the Board of Directors

No.	Jenis Penghasilan Type of Compensation	Keputusan Determination	Keterangan Description
1	**Tunjangan** **Allowances**		
	Tunjangan Hari Raya Keagamaan Religious Holiday Allowance	1 (satu) kali gaji 1 (one) month salary	Sesuai PER-3/MBU/03/2023 In accordance with PER-3/MBU/03/2023
	Asuransi Purna Jabatan Post-Employment Insurance	Premi yang ditanggung oleh perusahaan sebesar maksimal 25% dari Gaji dalam 1 tahun Premium borne by the Company at a maximum of 25% of annual salary	Sesuai PER-3/MBU/03/2023 In accordance with PER-3/MBU/03/2023
	Tunjangan Perumahan Housing Allowance	Ya Yes	Sesuai PER-3/MBU/03/2023. Apabila Direksi BUMN masih mendapatkan fasilitas rumah dinas, maka tetap dapat menggunakan fasilitas tersebut paling lambat tanggal 31 Desember 2023. In accordance with PER-3/MBU/03/2023. If members of the Board of Directors of the State-Owned Enterprise are still provided with official residence facilities, such facilities may continue to be utilized no later than December 31, 2023.
2	**Fasilitas** **Facilities**		
	Fasilitas Kendaraan Vehicle Facility	1 (satu) unit beserta biaya pemeliharaan dan biaya operasional, dengan memperhatikan kondisi keuangan Perusahaan 1 (one) unit including maintenance and operational costs, taking into account the Company's financial condition	Spesifikasi dan jenis kendaraan diatur oleh Dewan Komisaris dengan batas maksimal 3.500 cc untuk kendaraan berbahan bakar minyak atau batas maksimal 100 kWh untuk kendaraan bermotor listrik berbasis baterai (*battery electric vehicle*) The specifications and type of vehicle shall be determined by the Board of Commissioners with a maximum limit of 3,500 cc for fuel-powered vehicles or a maximum of 100 kWh for battery electric vehicles.
	Fasilitas Kesehatan Healthcare Facility	Dalam bentuk asuransi kesehatan atau penggantian biaya pengobatan sebesar pemakaian (*at cost*) In the form of health insurance or reimbursement of medical expenses based on actual usage (at cost)	Sesuai PER-3/MBU/03/2023 In accordance with PER-3/MBU/03/2023
	Fasilitas Bantuan Hukum Legal Assistance Facility	Sebesar pemakaian (*at cost*) Based on actual usage (at cost)	Sesuai PER-3/MBU/03/2023 In accordance with PER-3/MBU/03/2023

NOMINASI DAN REMUNERASI DIREKSI DAN DEWAN KOMISARIS
NOMINATION AND REMUNERATION OF THE BOARD OF DIRECTORS AND THE BOARD OF COMMISSIONERS

Tunjangan dan Fasilitas Dewan Komisaris
Allowances and Facilities for the Board of Commissioners

No.	Jenis Penghasilan Type of Compensation	Keputusan Determination	Keterangan Description
1	**Tunjangan** Allowances		
	Tunjangan Hari Raya Keagamaan Religious Holiday Allowance	1 (satu) kali gaji 1 (one) month salary	Sesuai PER-3/MBU/03/2023 In accordance with PER-3/MBU/03/2023
	Asuransi Purna Jabatan Post-Employment Insurance	Premi yang ditanggung oleh perusahaan sebesar maksimal 25% dari Gaji dalam 1 tahun Premium borne by the Company at a maximum of 25% of annual honorarium within 1 year	Sesuai PER-3/MBU/03/2023 In accordance with PER-3/MBU/03/2023
	Tunjangan Perumahan Housing Allowance	20% dari honorarium per bulan 20% of monthly honorarium	Sesuai PER-3/MBU/03/2023 In accordance with PER-3/MBU/03/2023
2	**Fasilitas** Facilities		
	Fasilitas Kesehatan Healthcare Facility	Dalam bentuk asuransi kesehatan atau penggantian biaya pengobatan sebesar pemakaian (*at cost*) In the form of health insurance or reimbursement of medical expenses based on actual usage (at cost)	Sesuai PER-3/MBU/03/2023 In accordance with PER-3/MBU/03/2023
	Fasilitas Bantuan Hukum Legal Assistance Facility	Sebesar pemakaian (*at cost*) Based on actual usage (at cost)	Sesuai PER-3/MBU/03/2023 In accordance with PER-3/MBU/03/2023

d. Gaji/honorarium serta tunjangan dan fasilitas bagi Direksi dan Dewan Komisaris untuk tahun 2025 berlaku efektif sejak tanggal 1 Januari 2025.

2. Direksi yang merangkap jabatan sebagai Dewan Komisaris pada anak perusahaan/perusahaan patungan/perusahaan terafiliasi BUMN dilarang menerima seluruh penghasilan sebagai anggota Dewan Komisaris yang dirangkapnya di anak perusahaan/ patungan/perusahaan terafiliasi BUMN sebagaimana ketentuan Pasal 120 Peraturan Menteri BUMN Nomor PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara. Penghasilan dimaksud menjadi pendapatan lain-lain BUMN induk (*holding*) yang dibayarkan oleh anak perusahaan/perusahaan patungan/perusahaan terafiliasi BUMN.

d. The salary/honorarium as well as allowances and facilities for the Board of Directors and the Board of Commissioners for 2025 became effective as of January 1, 2025.

2. Members of the Board of Directors who concurrently serve as members of the Board of Commissioners in subsidiaries/joint venture companies/affiliated State-Owned Enterprises are prohibited from receiving any compensation as members of the Board of Commissioners in such subsidiaries/joint venture companies/affiliated State-Owned Enterprises, as stipulated under Article 120 of the Regulation of the Minister of State-Owned Enterprises Number PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises. Such compensation shall be recognized as other income of the parent State-Owned Enterprise (holding company) and paid by the subsidiary/joint venture company/affiliated State-Owned Enterprise.

NOMINASI DAN REMUNERASI DIREKSI DAN DEWAN KOMISARIS
NOMINATION AND REMUNERATION OF THE BOARD OF DIRECTORS AND THE BOARD OF COMMISSIONERS

3. BUMN dapat memberlakukan pedoman penetapan penghasilan yang diatur dalam Peraturan Menteri BUMN Nomor PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara, dalam menetapkan penghasilan Direksi dan Dewan Komisaris pada Anak Perusahaan BUMN yang bersangkutan.

3. State-Owned Enterprises may implement the compensation guidelines stipulated under the Regulation of the Minister of State-Owned Enterprises Number PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises in determining the compensation of the Board of Directors and Board of Commissioners of the relevant State-Owned Enterprise's subsidiaries.

NILAI REMUNERASI DEWAN KOMISARIS DAN DIREKSI TAHUN 2025

Rincian jumlah nominal remunerasi yang diterima oleh masing-masing Dewan Komisaris dan Direksi selama tahun 2025 adalah sebagai berikut:

REMUNERATION VALUE OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS IN 2025

The details of the remuneration amounts received by each member of the Board of Commissioners and the Board of Directors during 2025 are as follows:

Gaji Direksi Tahun 2025 per Bulan
Monthly Salary of the Board of Directors for 2025

No.	Nama Name	Jabatan Position	Gaji Pokok Basic Salary	Tunjangan Rumah Housing Allowance	Potongan Jamsostek Jamsostek Deduction		Jumlah yang Diterima Total Received
					JHT	JP	
1	Tri Andayani	Direktur Utama President Director	√	√	√	√	254.209.577
2	Anik Hidayati	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	√	√	√	√	220.105.577
3	Nuraini Dessy W	Direktur Usaha Angkutan Penumpang Director of Passenger Transportation Business	√	√	√	√	220.105.577
4	Robert M.P. Sinaga	Direktur Armada dan Teknik Director of Fleet and Engineering	√	√	√	√	220.105.577
5	Heri Purnomo	Direktur Sumber Daya Manusia dan Umum Director of Human Resources and General Affairs	√	√	√	√	220.105.577
6	Kokok Susanto	Direktur Usaha Angkutan Barang dan Tol Laut Director of Cargo Transportation and Sea Toll Business	√	√	√	√	220.105.577

NOMINASI DAN REMUNERASI DIREKSI DAN DEWAN KOMISARIS
NOMINATION AND REMUNERATION OF THE BOARD OF DIRECTORS AND THE BOARD OF COMMISSIONERS

Gaji Dewan Komisaris Tahun 2025 per Bulan
Monthly Honorarium of the Board of Commissioners for 2025

No.	Nama Name	Jabatan Position	Gaji Pokok Basic Salary	Tunjangan Rumah Housing Allowance	Potongan Jamsostek Jamsostek Deduction		Jumlah yang Diterima Total Received
					JHT	JP	
1	Raden Mas Aris Santosa	Komisaris Utama President Commissioner	√	√	√	√	122.673.977
2	Faturohman	Komisaris Commissioner	√	√	√	√	110.396.537
3	Budi Mantoro	Komisaris Commissioner	√	√	√	√	110.396.537
4	Moekhlas Sidik	Komisaris Commissioner	√	√	√	√	110.496.960
5	Sosialisman Hidayat Hasibuan	Komisaris Independen Independent Commissioner	√	√	√	√	110.496.960

KEBERAGAMAN DEWAN KOMISARIS DAN DIREKSI
DIVERSITY OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

Keberagaman komposisi Dewan Komisaris dan Direksi PT PELNI (Persero) tidak hanya sekedar memenuhi aspek kepatuhan, tetapi juga menjadi suatu strategi Perseroan dalam meningkatkan proses pengambilan keputusan yang lebih obyektif, komprehensif, optimal, serta keefektifan pengawasan dan pengelolaan Perseroan. Upaya tersebut selaras dengan perkembangan bisnis yang kian kompleks, sehingga Perseroan melihat keberadaan manajemen dengan latar belakang keilmuan yang beragam menjadi fondasi penting bagi keberlanjutan usaha Perseroan kedepannya.

The diversity of the composition of the Board of Commissioners and the Board of Directors of PT PELNI (Persero) is not merely intended to fulfill compliance aspects, but also constitutes part of the Company's strategy to enhance a more objective, comprehensive, optimal, and effective decision-making process, as well as to strengthen the effectiveness of the Company's supervision and management functions. Such efforts are aligned with the increasingly complex business environment, whereby the Company recognizes that management with diverse educational backgrounds serves as an important foundation for the sustainability of the Company's business in the future.

KEBERAGAMAN DEWAN KOMISARIS DAN DIREKSI
DIVERSITY OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

Dengan menghadirkan perspektif yang beragam dari berbagai latar belakang keahlian, pengalaman, dan disiplin ilmu, dapat memperkaya sudut pandang Dewan Komisaris dan Direksi dalam proses pengambilan keputusan strategis. Hal tersebut memungkinkan terciptanya keputusan yang lebih objektif, komprehensif, yang dapat berdampak positif pada kualitas pengawasan dan kinerja operasional Perseroan, serta pada penerapan praktik GCG di lingkup PT PELNI (Persero).

By incorporating diverse perspectives from various backgrounds of expertise, experience, and academic disciplines, the Board of Commissioners and the Board of Directors are able to enrich their viewpoints in the strategic decision-making process. This enables the formulation of more objective and comprehensive decisions, which may positively impact the quality of supervision, the Company's operational performance, and the implementation of Good Corporate Governance (GCG) practices within PT PELNI (Persero).

Hingga akhir tahun 2025, Perseroan belum memiliki kebijakan spesifik yang mengatur mengenai keberagaman dalam komposisi Dewan Komisaris dan Direksi. Namun, dalam kebijakan Tata Laksana Kerja (*Board Manual*) Direksi dan Dewan Komisaris PT PELNI (Persero) telah mengatur kriteria bagi anggota Dewan Komisaris dan Direksi, yang secara umum kebijakan tersebut mendorong terpilihnya orang-orang dari latar belakang yang beragam sebagai kandidat anggota Dewan Komisaris dan Direksi.

As of the end of 2025, the Company has not yet established a specific policy governing diversity within the composition of the Board of Commissioners and the Board of Directors. Nevertheless, the Working Procedures Guidelines (Board Manual) of the Board of Directors and the Board of Commissioners of PT PELNI (Persero) stipulate the criteria for members of the Board of Commissioners and the Board of Directors, which generally encourage the selection of individuals from diverse backgrounds as candidates for the Board of Commissioners and Board of Directors.

Indikator keberagaman Dewan Komisaris dan Direksi Perseroan dijabarkan berdasarkan pada kewarganegaraan, jenis kelamin, usia, pendidikan terakhir, dan keahlian/skill yang dimiliki oleh anggota Dewan Komisaris dan Direksi, sebagai berikut:

The diversity indicators of the Company's Board of Commissioners and Board of Directors are described based on nationality, gender, age, educational background, and expertise/skills possessed by members of the Board of Commissioners and Board of Directors, as follows:

Nama dan Jabatan Name and Position	Kewarganegaraan Nationality	Jenis Kelamin Gender	Usia (per 31 Desember 2025) Age (as of December 31, 2025)	Pendidikan Terakhir Latest Education	Keahlian Expertise
Dewan Komisaris Board of Commissioners					
Raden Mas Aris Santosa Komisaris Utama President Commissioner	WNI Indonesia Citizen	Laki-laki Male	58 Tahun 58 Years Old	S2 Master's Degree	Manajemen Management
Faturohman Komisaris Commissioner	WNI Indonesia Citizen	Laki-laki Male	49 Tahun 48 Years Old	S2 Master's Degree	Manajemen Management
Budi Mantoro Komisaris Commissioner	WNI Indonesia Citizen	Laki-laki Male	53 Tahun 53 Years Old	S2 Master's Degree	Ilmu Administrasi, Administrative Science,

KEBERAGAMAN DEWAN KOMISARIS DAN DIREKSI
DIVERSITY OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

Nama dan Jabatan Name and Position	Kewarganegaraan Nationality	Jenis Kelamin Gender	Usia (per 31 Desember 2025) Age (as of December 31, 2025)	Pendidikan Terakhir Latest Education	Keahlian Expertise
Moekhlas Sidik Komisaris Commissioner	WNI Indonesia Citizen	Laki-laki Male	72 Tahun 72 Years Old	Sesko TNI Indonesian National Armed Forces Command and Staff College	Pelayaran Shipping
Sosialisman Hidayat Hasibuan Komisaris Independen Independent Commissioner	WNI Indonesia Citizen	Laki-laki Male	42 Tahun 42 Years Old	S1 Bachelor's Degree	Ekonomi Economics
Direksi **Board of Directors**					
Tri Andayani Direktur Utama President Director	WNI Indonesia Citizen	Perempuan Female	52 Tahun 52 Years Old	S2 Master's Degree	Manajemen Management
Anik Hidayati Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	WNI Indonesia Citizen	Perempuan Female	59 Tahun 59 Years Old	S2 Master's Degree	Manajemen Management
Nuraini Dessy W Direktur Usaha Angkutan Penumpang Director of Passenger Transportation Business	WNI Indonesia Citizen	Perempuan Female	50 Tahun 50 Years Old	S1 Bachelor's Degree	Manajemen Transportasi Laut Sea Transportation Management
Robert M.P. Sinaga Direktur Armada dan Teknik Director of Fleet and Engineering	WNI Indonesia Citizen	Laki-laki Male	58 Tahun 58 Years Old	S2 Master's Degree	Manajemen Logistik dan Teknik Transportasi Logistics Management and Transport Engineering
Heri Purnomo Direktur Sumber Daya Manusia dan Umum Director of Human Resources and General Affairs	WNI Indonesia Citizen	Laki-laki Male	54 tahun 54 Years Old	S2 Master's Degree	Manajemen Management
Kokok Susanto Direktur Usaha Angkutan Barang dan Tol Laut Director of Cargo Transportation and Sea Toll Business	WNI Indonesia Citizen	Laki-laki Male	49 Tahun 49 Years Old	S2 Master's Degree	Ekonomi Economics

ORGAN DI BAWAH DEWAN KOMISARIS
ORGANS UNDER THE BOARD OF COMMISSIONERS

Mengacu pada Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara, Dewan Komisaris diberikan kewenangan untuk membentuk organ pendukung guna membantu pelaksanaan tugas dan tanggung jawabnya, khususnya dalam menjalankan fungsi pengawasan dan pemberian nasihat kepada Direksi. Ketentuan tersebut juga sejalan dengan Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara, yang mengatur pembentukan dan pengelolaan organ pendukung di lingkungan BUMN.

Pada tahun 2025, Dewan Komisaris Perseroan didukung oleh sejumlah organ pendukung, yaitu Komite Audit, Komite Nominasi dan Remunerasi, Komite Pemantau Manajemen Risiko, Komite Tata Kelola Terintegrasi, serta Sekretariat Dewan Komisaris, yang masing-masing berperan dalam memperkuat efektivitas pelaksanaan fungsi pengawasan dan tata kelola perusahaan.

Referring to the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, the Board of Commissioners is granted the authority to establish supporting organs to assist in carrying out its duties and responsibilities, particularly in performing its supervisory and advisory functions toward the Board of Directors. Such provisions are also in line with the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises, which governs the establishment and management of supporting organs within State-Owned Enterprises.

In 2025, the Company's Board of Commissioners was supported by several supporting organs, namely the Audit Committee, the Nomination and Remuneration Committee, the Risk Management Monitoring Committee, the Integrated Governance Committee, and the Board of Commissioners Secretariat, each of which plays a role in strengthening the effectiveness of supervisory functions and corporate governance implementation.

KOMITE AUDIT
AUDIT COMMITTEE

Komite Audit merupakan organ pendukung Dewan Komisaris yang dibentuk untuk membantu pelaksanaan fungsi pengawasan di Perseroan. Pembentukannya mengacu pada Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara.

Dalam menjalankan perannya, Komite Audit memiliki tanggung jawab untuk memastikan kualitas dan integritas laporan keuangan Perseroan, menilai efektivitas sistem pengendalian internal dan manajemen risiko, serta memastikan bahwa pelaksanaan audit internal maupun audit eksternal berlangsung secara objektif dan sesuai ketentuan yang berlaku. Komite Audit bekerja secara kolektif dan independen, baik dalam pelaksanaan tugas maupun dalam penyampaian laporan kepada Dewan Komisaris.

The Audit Committee is a supporting organ of the Board of Commissioners established to assist in the implementation of the Company's supervisory function. Its establishment refers to the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises.

In carrying out its role, the Audit Committee is responsible for ensuring the quality and integrity of the Company's financial statements, assessing the effectiveness of the internal control system and risk management, and ensuring that the implementation of both internal and external audits is conducted objectively and in accordance with prevailing regulations. The Audit Committee performs its duties collectively and independently, both in the execution of its responsibilities and in reporting to the Board of Commissioners.

PENGANGKATAN DAN PEMBERHENTIAN KOMITE AUDIT

Dewan Komisaris memiliki wewenang untuk mengangkat dan memberhentikan anggota Komite Audit melalui Surat Keputusan yang dikeluarkan oleh Dewan Komisaris yang kemudian dilaporkan kepada RUPS. Dalam proses pengangkatannya, Dewan Komisaris harus memastikan calon anggota Komite Audit memenuhi persyaratan yang ditetapkan sebagai berikut:

1. Pihak eksternal yang diangkat menjadi Komite Audit tidak mempunyai hubungan usaha maupun hubungan afiliasi dengan Perseroan, Direktur, Komisaris atau Pemegang Saham Mayoritas.
2. Memiliki integritas yang tinggi, kemampuan, pengetahuan dan pengalaman yang memadai dalam bidang tugasnya serta mampu berkomunikasi dengan baik
3. Salah seorang dari Anggota Komite Audit harus memiliki latar belakang Pendidikan Akuntansi atau Keuangan.

APPOINTMENT AND DISMISSAL OF THE AUDIT COMMITTEE

The Board of Commissioners has the authority to appoint and dismiss members of the Audit Committee through a Decree issued by the Board of Commissioners, which shall subsequently be reported to the General Meeting of Shareholders. In the appointment process, the Board of Commissioners must ensure that prospective members of the Audit Committee fulfill the following requirements:

1. External parties appointed as members of the Audit Committee must not have any business relationship or affiliated relationship with the Company, the Board of Directors, the Board of Commissioners, or the Majority Shareholders.
2. Possess high integrity, adequate capability, knowledge, and experience relevant to their field of duties, as well as the ability to communicate effectively.
3. At least one member of the Audit Committee must have an educational background in Accounting or Finance.

KOMITE AUDIT
AUDIT COMMITTEE

Anggota Komite Audit dapat diberhentikan jika masa jabatannya telah berakhir dan/atau jika Dewan Komisaris memutuskan pemberhentian akibat ketidakmampuan anggota dalam memenuhi kinerja atau menjalankan tugas dengan kompeten.

Members of the Audit Committee may be dismissed if their term of office has expired and/or if the Board of Commissioners decides to dismiss them due to the inability of such members to meet performance expectations or perform their duties competently.

KOMPOSISI KOMITE AUDIT

Sesuai dengan ketentuan pada Anggaran Dasar Perusahaan, masa jabatan Komite Audit tidak boleh lebih lama dari masa jabatan Dewan Komisaris, serta dapat dipilih kembali hanya untuk 1 (satu) periode berikutnya.

COMPOSITION OF THE AUDIT COMMITTEE

In accordance with the provisions of the Company's Articles of Association, the term of office of the Audit Committee shall not exceed the term of office of the Board of Commissioners and members may only be reappointed for 1 (one) subsequent term.

Dasar penetapan Komite Audit tertuang dalam Surat Keputusan Dewan Komisaris PT Pelayaran Nasional Indonesia (Persero) Nomor KEP-3/DK/VI/2025 tanggal 27 Juni 2025 tentang Pengangkatan Anggota Dewan Komisaris PT Pelayaran Nasional Indonesia (Persero) Sebagai Anggota Komite. Berikut ini adalah komposisi Komite Audit yang menjabat selama tahun buku 2025:

The basis for the appointment of the Audit Committee is stipulated in the Decree of the Board of Commissioners of PT Pelayaran Nasional Indonesia (Persero) Number KEP-3/DK/VI/2025 dated June 27, 2025 concerning the Appointment of Members of the Board of Commissioners of PT Pelayaran Nasional Indonesia (Persero) as Committee Members. The following is the composition of the Audit Committee serving during the 2025 financial year:

Komposisi Komite Audit Tahun 2025
Composition of the Audit Committee in 2025

Nama Name	Jabatan Position	Posisi di Perusahaan Position in the Company	Dasar Hukum Pengangkatan Legal Basis of Appointment	Masa Jabatan Term of Office
Raden Suhartono	Ketua Komite Audit Chairman of the Audit Committee	Komisaris Commissioner	Surat Keputusan Dewan Komisaris Nomor KEP-3/DK/VI/2025 Board of Commissioners Decree Number KEP-3/DK/VI/2025	27 Juni 2025 – Sekarang (periode 1) June 27, 2025 – Present (1st term)
Faturohman	Anggota Komite Audit Member of the Audit Committee	Komisaris Commissioner	Surat Keputusan Dewan Komisaris Nomor KEP-3/DK/VI/2025 Board of Commissioners Decree Number KEP-3/DK/VI/2025	27 Juni 2025 – Sekarang (periode 1) June 27, 2025 – Present (1st term)
Baliya Munadjat	Anggota Komite Audit Member of the Audit Committee	Pihak Eksternal External Party	Surat Keputusan Dewan Komisaris Nomor KEP-14/DK/XI-2020, sebagaimana diubah dengan Surat Keputusan Dewan Komisaris Nomor KEP-07/DK/VII/2022 Board of Commissioners Decree Number KEP-14/DK/XI-2020, as amended by Board of Commissioners Decree Number KEP-07/DK/VII/2022	30 Juli 2020 – Sekarang (periode 2) July 30, 2020 – Present (2nd term)
Maman Sulaeman	Anggota Komite Audit Member of the Audit Committee	Pihak Eksternal External Party	Surat Keputusan Dewan Komisaris Nomor KEP-08/ DK/VIII/204 Board of Commissioners Decree Number KEP-08/DK/VIII/2024	1 Agustus 2024 – Sekarang (periode 1) August 1, 2024 – Present (1st term)

KOMITE AUDIT
AUDIT COMMITTEE

Profil Komite Audit
Profile of the Audit Committee

Raden Suhartono
Ketua Komite Audit
Chairman of the Audit Committee

Dasar Hukum Pengangkatan
Legal Basis of Appointment

Surat Keputusan Dewan Komisaris No. KEP-3/DK/VI/2025
Board of Commissioners Decree No. KEP-3/DK/VI/2025

Profil lengkap Bapak Raden Suhartono telah diuraikan pada Profil Dewan Komisaris di Bab Profil Perusahaan dalam Laporan Tahunan ini.
The complete profile of Mr. Raden Suhartono has been presented in the Profile of the Board of Commissioners section under the Company Profile chapter of this Annual Report.

Faturohman
Anggota Komite Audit
Member of the Audit Committee

Dasar Hukum Pengangkatan
Legal Basis of Appointment

Surat Keputusan Dewan Komisaris No. KEP-3/DK/VI/2025
Board of Commissioners Decree No. KEP-3/DK/VI/2025

Profil lengkap Bapak Faturohman telah diuraikan pada Profil Dewan Komisaris di Bab Profil Perusahaan dalam Laporan Tahunan ini.
The complete profile of Mr. Faturohman has been presented in the Profile of the Board of Commissioners section under the Company Profile chapter of this Annual Report.

Baliya Munadjat
Anggota Komite Audit
Member of the Audit Committee

Dasar Hukum Pengangkatan
Legal Basis of Appointment

Surat Keputusan Dewan Komisaris No. KEP-14/DK/XI-2020, sebagaimana diubah dengan Surat Keputusan Dewan Komisaris Nomor KEP-07/DK/VII/2022
Board of Commissioners Decree No. KEP-14/DK/XI-2020, as amended by Board of Commissioners Decree Number KEP-07/DK/VII/2022

Usia Age	47 tahun 47 Years Old
Tempat dan Tanggal Lahir Place and Date of Birth	Balikpapan, 12 Januari 1977 Balikpapan, January 12, 1977
Kewarganegaraan Nationality	Indonesia
Domisili Domicile	Jakarta
Riwayat Pendidikan Educational Background	Magister Management Pamulang University (2017) Master of Management, Pamulang University (2017)
Riwayat Pekerjaan Work Experience	• Dosen Universitas Pamulang (2017 – Sekarang) • Anggota Komite Audit PT PELNI (Persero) (2020 – Sekarang) • Lecturer at Pamulang University (2017 – Present) • Member of the Audit Committee of PT PELNI (Persero) (2020 – Present)
Periode Jabatan Term of Office	30 Juli 2020 – Sekarang (2 periode) July 30, 2020 – Present (2 terms)

KOMITE AUDIT
AUDIT COMMITTEE

Maman Sulaeman
Anggota Komite Audit
Member of the Audit Committee

Dasar Hukum Pengangkatan
Legal Basis of Appointment

Surat Keputusan Dewan Komisaris No. KEP-08/DK/VIII/2024
Board of Commissioners Decree No. KEP-08/DK/VIII/2024

Usia Age	46 tahun 46 Years Old
Tempat dan Tanggal Lahir Place and Date of Birth	Kuningan, 27 Januari 1979 Kuningan, January 27, 1979
Kewarganegaraan Nationality	Indonesia
Domisili Domicile	Depok
Riwayat Pendidikan Educational Background	• S2 Magister Ilmu Administrasi • S2 Magister Manajemen Transportasi • S1 Ilmu Komputer • Master's Degree in Administrative Science • Master's Degree in Transportation Management • Bachelor's Degree in Computer Science
Riwayat Pekerjaan Work Experience	• Kepala Bagian Akuntansi, Biro Keuangan, Setjen, Kementerian Perhubungan (2023 - Sekarang • Anggota Dewan Pengawas Badan Layanan Umum Distrik Navigasi Tanjung Priok (2023 – 2024) • Kepala Sub Bagian Akuntansi Transportasi Laut, Bagian Akuntansi (2018 – 2023) • Head of Accounting Division, Bureau of Finance, Secretariat General, Ministry of Transportation (2023 – Present) • Member of the Supervisory Board of the Public Service Agency of Tanjung Priok Navigation District (2023 – 2024) • Head of Sea Transportation Accounting Subdivision, Accounting Division (2018 – 2023)
Sertifikasi Certification	• Certified GRC Executive Officer • Qualified Risk Oversight Professional (QROP) • Certified GRC Executive Officer • Qualified Risk Oversight Professional (QROP)
Periode Jabatan Term of Office	1 Agustus 2024 – Sekarang (periode 1) August 1, 2024 – Present (1st term)

KOMITE AUDIT
AUDIT COMMITTEE

PEDOMAN KERJA KOMITE AUDIT

Komite Audit PT PELNI (Persero) memiliki pedoman kerja yang menjadi pedoman Komite Audit dalam melaksanakan tugas dan tanggung jawabnya. Pedoman kerja tersebut cantum dalam Piagam Komite Audit Nomor: 01/DK/I/2016 yang disahkan tanggal 8 Januari 2016 dan diperbarui tanggal 30 September 2020 dengan Nomor: 96/DK/IX-2020, yang mengatur hal-hal mengenai Struktur Komite Audit, Persyaratan Keanggotaan, Tanggung Jawab Komite Audit, Tugas Komite Audit, Wewenang Komite Audit, Rapat Komite Audit, Tanggung Jawab Pelaporan dan Masa Tugas.

AUDIT COMMITTEE CHARTER

The Audit Committee of PT PELNI (Persero) has a working guideline that serves as a reference for the Audit Committee in carrying out its duties and responsibilities. The working guideline is stipulated in the Audit Committee Charter Number 01/DK/I/2016 ratified on January 8, 2016 and updated on September 30, 2020 under No. 96/DK/IX-2020, which regulates matters concerning the structure of the Audit Committee, membership requirements, responsibilities of the Audit Committee, duties of the Audit Committee, authority of the Audit Committee, Audit Committee meetings, reporting responsibilities, and term of office.

TUGAS DAN TANGGUNG JAWAB KOMITE AUDIT

Tugas Komite Audit berdasarkan prinsip-prinsip tata kelola perusahaan yang baik (*good corporate governance*) dan berpedoman pada Piagam Komite Audit PT PELNI (Persero) sebagai berikut:

1. Menilai efektivitas pelaksanaan Satuan Pengawasan Intern (SPI), yaitu
   a. Reviu perencanaan audit SPI (Program Kerja Pengawasan Tahunan atau Rencana Kerja dan Anggaran Tahunan) Tahun 2025, termasuk penentuan *sample auditee* berbasis risiko.
   b. Mereviu/menelaah pelaksanaan audit untuk memastikan bahwa audit SPI telah dilaksanakan sesuai rencana dan supervisi audit telah dilakukan secara memadai untuk menjamin mutu pelaksanaan audit.
   c. Mereviu pelaporan SPI terutama mengevaluasi Laporan Hasil Pemeriksaan (LHP) SPI dan secara uji petik menguji Kertas Kerja Pemeriksaannya untuk mendapat keyakinan bahwa Laporan Hasil Pemeriksaan yang disajikan telah didukung dengan bukti-bukti memadai.
   d. Memonitor tindak lanjut hasil audit untuk kemudian mengambil langkah-langkah yang diperlukan dalam hal *auditee* tidak menindaklanjuti laporan SPI.
   e. Melakukan komunikasi secara periodik dengan SPI dalam rangka mendiskusikan permasalahan-permasalahan yang menjadi perhatian Dewan Komisaris dan/atau Komite Audit.

DUTIES AND RESPONSIBILITIES OF THE AUDIT COMMITTEE

The duties of the Audit Committee are carried out based on the principles of good corporate governance and with reference to the Audit Committee Charter of PT PELNI (Persero), as follows:

1. Assessing the effectiveness of the implementation of the Internal Audit Unit (SPI), including:
   a. Reviewing the Internal Audit Unit's audit planning (Annual Supervisory Work Program or Annual Work Plan and Budget) for 2025, including the determination of risk-based auditee sampling.
   b. Reviewing/examining the implementation of audits to ensure that Internal Audit Unit audits have been conducted according to plan and that audit supervision has been adequately carried out to ensure the quality of audit implementation.
   c. Reviewing Internal Audit Unit reporting, particularly evaluating the Internal Audit Report (LHP) and conducting sample testing of audit working papers to obtain assurance that the presented audit reports are supported by sufficient evidence.
   d. Monitoring the follow-up of audit findings and taking necessary measures in the event that the auditee does not follow up on the Internal Audit Unit's reports.
   e. Conducting periodic communication with the Internal Audit Unit to discuss issues that are of concern to the Board of Commissioners and/or the Audit Committee.

KOMITE AUDIT
AUDIT COMMITTEE

2. Menelaah kualitas informasi keuangan yang disajikan oleh perusahaan seperti laporan bulanan, laporan triwulanan, laporan semesteran, dan laporan tahunan serta rencana kerja dan anggaran perusahaan (RKAP) dan informasi keuangan lainnya.
3. Menelaah efektivitas sistem pengendalian intern.
4. Menelaah tingkat kepatuhan perusahaan terhadap peraturan perundang- undangan yang berlaku.
5. Melaksanakan tugas-tugas lain yang diberikan Dewan Komisaris.

WEWENANG KOMITE AUDIT

1. Untuk melaksanakan tugas-tugasnya, Komite Audit berwenang untuk mengakses secara penuh, bebas, dan tidak terbatas terhadap catatan, karyawan, sumber daya dan dana serta aset perusahaan lainnya yang berkaitan dengan pelaksanaan tugasnya.
2. Dalam setiap penugasan yang berhubungan dengan permintaan data dan informasi kepada unit selain SPI, dilakukan dengan surat tugas yang ditandatangani Dewan Komisaris.

KEWAJIBAN KOMITE AUDIT

Komite Audit memiliki kewajiban yang dijalankan dalam menjalankan tugas dan tanggung jawabnya, kewajiban tersebut antara lain:

1. Mengikuti perkembangan kegiatan Perseroan, memberikan pendapat dan saran kepada Rapat Umum Pemegang Saham mengenai masalah yang dianggap penting bagi kepengurusan Perseroan melalui Dewan Komisaris.
2. Melaporkan dengan segera kepada Rapat Umum Pemegang Saham apabila terjadi gejala menurunnya Kinerja Perseroan.
3. Mengusulkan Akuntan Publik kepada Rapat Umum Pemegang Saham

2. Reviewing the quality of financial information presented by the Company, including monthly reports, quarterly reports, semi-annual reports, annual reports, the Company's Work Plan and Budget (RKAP), and other financial information.
3. Reviewing the effectiveness of the internal control system.
4. Reviewing the Company's level of compliance with prevailing laws and regulations.
5. Carrying out other duties assigned by the Board of Commissioners.

AUTHORITY OF THE AUDIT COMMITTEE

1. In carrying out its duties, the Audit Committee has the authority to obtain full, free, and unrestricted access to records, employees, resources, funds, and other Company assets related to the execution of its duties.
2. For every assignment involving requests for data and information from units other than the Internal Audit Unit (SPI), such requests shall be conducted through an assignment letter signed by the Board of Commissioners.

OBLIGATIONS OF THE AUDIT COMMITTEE

The Audit Committee has obligations that must be carried out in performing its duties and responsibilities, including the following:

1. Monitoring the development of the Company's activities and providing opinions and recommendations to the General Meeting of Shareholders through the Board of Commissioners regarding matters considered important for the management of the Company.
2. Promptly reporting to the General Meeting of Shareholders in the event of indications of a decline in the Company's performance.
3. Proposing a Public Accounting Firm to the General Meeting of Shareholders.

KOMITE AUDIT
AUDIT COMMITTEE

INDEPENDENSI KOMITE AUDIT

Dalam menjalankan fungsinya, Komite Audit harus bersifat independen dan profesional, tanpa adanya intervensi dari pihak manapun yang bertentangan dengan hukum yang berlaku. Kualifikasi independensi Komite Audit telah tercantum pada Piagam Komite Audit, dengan kriteria sebagai berikut:

INDEPENDENCE OF THE AUDIT COMMITTEE

In carrying out its functions, the Audit Committee must act independently and professionally, without any intervention from any party that is contrary to prevailing laws and regulations. The independence qualifications of the Audit Committee are stipulated in the Audit Committee Charter, with the following criteria:

Kriteria Independensi Komite Audit Independence Criteria of the Audit Committee of PT PELNI (Persero)	Komite Audit PT PELNI (Persero) Audit Committee of PT PELNI (Persero)			
	Raden Suhartono	Faturohman	Baliya Munadjat	Maman Sulaeman
Tidak memiliki hubungan keuangan dengan sesama anggota Dewan Komisaris maupun anggota Direksi. Does not have any financial relationship with fellow members of the Board of Commissioners or members of the Board of Directors.	√	√	√	√
Tidak memiliki hubungan kepengurusan di Perusahaan, Anak Perusahaan, maupun Perusahaan Afiliasi. Does not have any management relationship within the Company, Subsidiaries, or Affiliated Companies.	√	√	√	√
Tidak mempunyai saham langsung maupun tidak langsung pada Perusahaan. Does not directly or indirectly own shares in the Company.	√	√	√	√
Tidak memiliki hubungan usaha, baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perusahaan. Does not have any business relationship, either directly or indirectly, related to the Company's business activities.	√	√	√	√
Tidak menjabat sebagai pengurus partai politik, pejabat, dan pemerintah. Does not serve as a political party official, government official, or public officer.	√	√	√	√

PROGRAM PENGEMBANGAN KOMPETENSI KOMITE AUDIT

Selama tahun 2025, bagi anggota Komite Audit yang merupakan anggota Dewan Komisaris Perseroan, program pengembangan kompetensi yang diikuti selama tahun 2025 telah tercantum dalam Bab Tata Kelola Perusahaan bagian Dewan Komisaris. Sedangkan, selama tahun 2025, anggota Komite Audit dari eksternal Perseroan mengikuti program pengembangan kompetensi.

Berikut rincian program pengembangan kompetensi Komite Audit yang diikuti selama tahun 2025:

AUDIT COMMITTEE COMPETENCY DEVELOPMENT PROGRAM

During 2025, for members of the Audit Committee who also served as members of the Company's Board of Commissioners, the competency development programs attended during 2025 have been disclosed in the Corporate Governance chapter under the Board of Commissioners section. Meanwhile, during 2025, Audit Committee members from external parties participated in competency development programs.

The following are the details of the Audit Committee competency development programs attended during 2025:

KOMITE AUDIT
AUDIT COMMITTEE

No.	Nama dan Jabatan Name and Position	Tanggal Date	Nama Pelatihan Training Program	Penyelenggara Organizer
1	**Maman Sulaeman** Anggota Komite Audit Member of the Audit Committee	17 - 19 Juni 2025 June 17–19, 2025	*Certification in Audit Committee Practices*	Indonesian Institute of Audit Committee (IKAI)
		15 Mei 2025 May 15, 2025	*Risk-Based Audit Training Program*	Crowe Global
		15-16 Oktober 2025 October 15–16, 2025	*Qualified Risk Oversight Professional (QROP)*	Ikatan Komite Audit Indonesia Indonesian Institute of Audit Committee (IIAC)

RAPAT KOMITE AUDIT

Kebijakan Rapat Komite Audit

Kebijakan rapat Komite Audit telah ditetapkan pada Anggaran Dasar Perseroan, yaitu Komite Audit wajib mengadakan rapat sekurang-kurangnya sama dengan ketentuan minimal rapat Dewan Komisaris. Komite Audit juga diwajibkan mengadakan rapat koordinasi dengan SPI sekurang-kurangnya sekali dalam 3 (tiga) bulan.

Rapat Komite Audit dipimpin oleh Ketua Komite Audit, dan apabila Ketua Komite Audit berhalangan hadir, pimpinan rapat dapat digantikan oleh anggota Komite Audit yang paling senior. Komite Audit dapat mengundang pihak Manajemen untuk hadir dalam rapat Komite Audit apabila berkaitan dengan materi rapat. Hasil rapat Komite Audit dituangkan dalam risalah rapat yang ditandatangani oleh seluruh anggota Komite Audit yang hadir.

Penyelenggaraan Rapat Komite Audit Tahun 2025

Sepanjang tahun 2025, Komite Audit telah menyelenggarakan rapat internal sebanyak 22 (dua puluh dua) kali. Selain rapat internal, Komite Audit juga menghadiri Rapat Dewan Komisaris dan Organ di Bawah Dewan Komisaris serta Rapat Gabungan antara Dewan Komisaris dan Direksi, dengan frekuensi dan tingkat kehadiran masing-masing anggota Komite Audit dalam seluruh rapat yang diselenggarakan oleh internal Komite Audit maupun yang diikuti selama tahun 2025, sebagai berikut:

AUDIT COMMITTEE MEETINGS

Audit Committee Meeting Policy

The policy regarding Audit Committee meetings has been stipulated in the Company's Articles of Association, whereby the Audit Committee is required to convene meetings at least as frequently as the minimum meeting requirement of the Board of Commissioners. The Audit Committee is also required to hold coordination meetings with the Internal Audit Unit (SPI) at least once every 3 (three) months.

Audit Committee meetings are chaired by the Chairman of the Audit Committee, and in the event that the Chairman is unable to attend, the meeting may be chaired by the most senior member of the Audit Committee. The Audit Committee may invite Management to attend Audit Committee meetings when matters discussed are related to the meeting agenda. The results of Audit Committee meetings are documented in meeting minutes signed by all attending members of the Audit Committee.

Implementation of Audit Committee Meetings in 2025

Throughout 2025, the Audit Committee held 22 (twenty-two) internal meetings. In addition to internal meetings, the Audit Committee also attended meetings of the Board of Commissioners and Organs Under the Board of Commissioners, as well as Joint Meetings between the Board of Commissioners and the Board of Directors. The frequency and attendance level of each Audit Committee member in all meetings organized internally by the Audit Committee and attended throughout 2025 are as follows:

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AUDIT COMMITTEE

Nama Name	Jabatan Position	Jumlah Rapat Number of Meetings	Jumlah Kehadiran Attendance	Tingkat Kehadiran Attendance Rate
Raden Suhartono*	Ketua Komite Audit Chairman of the Audit Committee	22	22	100,00%
M Awaluddin**	Ketua Komite Audit Chairman of the Audit Committee	22	10	45,45%
Faturohman	Anggota Komite Audit Member of the Audit Committee	22	9	40,90%
Baliya Munadjat	Anggota Komite Audit Member of the Audit Committee	22	15	68,18%
Maman Sulaeman	Anggota Komite Audit Member of the Audit Committee	22	22	100,00%
Denny Purwanto	Anggota Komite Audit Member of the Audit Committee	22	7	77,27%
Arum Puspita M	Anggota Komite Audit Member of the Audit Committee	22	22	100,00%

Adapun agenda rapat internal Komite Audit diuraikan pada tabel berikut ini:

The agenda of the internal Audit Committee meetings is presented in the following table:

Tanggal Rapat Meeting Date	Agenda Rapat Meeting Agenda
20 Januari 2025 January 20, 2025	Rapat pembahasan mengenai penghapusbukuan aset PELNI di wilayah pelindo Meeting to discuss the write-off of PELNI assets in the Pelindo area
22 Januari 2025 January 22, 2025	Rapat Internal Komite Audit atas Laporan Manajemen 2024 Internal Audit Committee Meeting on the 2024 Monthly Report
25 Februari 2025 February 25, 2025	Rapat Pendahuluan Pendahuluan *Workshop* Preliminary Workshop Meeting
26 Februari 2025 February 26, 2025	Rapat dengan SPI terkait pembuatan SOP PSO Meeting with the Internal Audit Unit (SPI) regarding the preparation of the Public Service Obligation (PSO) SOP
24 Maret 2025 March 24, 2025	Rapat Internal Komite Audit atas Laporan Manajemen Januari 2025 Internal Audit Committee Meeting on the January 2025 Monthly Report
26 Maret 2025 March 26, 2025	Pembahasan SPI TW IV 2024 dan PKAT 2025 Discussion on the Q4 2024 Internal Audit Unit (SPI) Report and the 2025 Annual Audit Work Plan (PKAT)
24 April 2025 April 24, 2025	Rapat Internal Komite Audit atas Laporan Manajemen Februari 2025 Internal Audit Committee Meeting on the February 2025 Monthly Report
29 April 2025 April 29, 2025	Pembahasan SPI TW I 2025 Discussion on the Q1 2025 Internal Audit Unit (SPI) Report
7 Mei 2025 May 7, 2025	Rapat Internal Komite Audit atas Laporan Manajemen TW 1 (Bulan Maret) 2025 Internal Audit Committee Meeting on the Q1 Monthly Report (March 2025)
26 Mei 2025 May 26, 2025	Rapat Internal Komite Audit Mei atas Laporan Manajemen April 2025 Internal Audit Committee Meeting in May regarding the April 2025 Monthly Report
20 Juni 2025 June 20, 2025	Undangan Rapat Penggunaan Dana PMN Meeting Invitation regarding the Utilization of State Capital Injection (PMN) Funds
25 Juni 2025 June 25, 2025	Rapat Internal Komite Audit Juni atas Laporan Manajemen Bulan Mei 2025 Internal Audit Committee Meeting in June regarding the May 2025 Monthly Report
21 Juli 2025 July 21, 2025	Rapat Program Prioritas Priority Program Meeting

KOMITE AUDIT
AUDIT COMMITTEE

Tanggal Rapat Meeting Date	Agenda Rapat Meeting Agenda
28 Juli 2025 July 28, 2025	Rapat Internal Komite Audit Juli atas Laporan Manajemen Bulan Juni 2025 Internal Audit Committee Meeting in July regarding the June 2025 Monthly Report
22 Agustus 2025 August 22, 2025	Rapat SPI TW II 2025 Discussion on the Q2 2025 Internal Audit Unit (SPI) Report
26 Agustus 2025 August 26, 2025	Rapat Tematik Bulan Agustus atas Laporan Manajemen Bulan Juli Thematic Meeting in August regarding the July Monthly Report
19 September 2025 September 19, 2025	Rapat Internal Komite Audit Bulan September Internal Audit Committee Meeting in September
24 September 2025 September 24, 2025	Rapat Tematik Bulan September atas Laporan Manajemen Bulan Agustus Thematic Meeting in September regarding the August Monthly Report
22 Oktober 2025 October 22, 2025	Rapat Tematik Bulan Oktober atas Laporan Manajemen Bulan September Thematic Meeting in October regarding the September Monthly Report
20 November 2025 November 20, 2025	Rapat Evaluasi SPI TW III Evaluation Meeting of the Q3 Internal Audit Unit (SPI) Report
26 November 2025 November 26, 2025	Rapat Tematik Bulan November terkait PSO, Akuntansi, SPI Thematic Meeting in November regarding PSO, Accounting, and Internal Audit Unit (SPI)
23 Desember 2025 December 23, 2025	Rapat Tematik Bulan Desember terkait Keuangan, Anak Perusahaan, dan IT kinerja November Thematic Meeting in December regarding Finance, Subsidiaries, and IT Performance for November

Adapun agenda rapat Dewan Komisaris dengan Organ di Bawah Dewan Komisaris serta Rapat Gabungan antara Dewan Komisaris dan Direksi yang dihadiri oleh Komite Audit telah diuraikan pada Bab Tata Kelola Perusahaan dalam Laporan ini.

The agenda of the Board of Commissioners Meetings with Supporting Organs under the Board of Commissioners, as well as Joint Meetings between the Board of Commissioners and the Board of Directors attended by the Audit Committee, has been described in the Corporate Governance chapter of this Report.

LAPORAN PELAKSANAAN KINERJA KOMITE AUDIT

Pada tahun 2025, Komite Audit PT PELNI (Persero) telah menjalankan program dan kegiatan kerja, sebagai berikut:

1. Menyusun Rencana Program Kerja Tahun 2026
2. Mengadakan rapat internal Komite Audit untuk membahas capaian program kerja Komite Audit, penugasan dari Dekom dan isu-isu strategis yang terkait dengan perusahaan
3. Mengikuti rapat Dewan Komisaris dengan Komite-Komite Komisaris untuk membahas hasil telaah/ evaluasi Laporan Manajemen Bulanan/ Triwulanan/ Tahunan
4. Mengadakan Rapat dengan Satuan Pengawasan Internal (SPI)

REPORT ON THE IMPLEMENTATION OF AUDIT COMMITTEE DUTIES

In 2025, the Audit Committee of PT PELNI (Persero) carried out the following work programs and activities:

1. Prepared the 2026 Work Program Plan.
2. Conducted internal Audit Committee meetings to discuss the achievement of the Audit Committee work program, assignments from the Board of Commissioners, and strategic issues related to the Company.
3. Participated in meetings between the Board of Commissioners and the Committees under the Board of Commissioners to discuss the review and evaluation results of the Company's Monthly, Quarterly, and Annual Management Reports.
4. Conducted meetings with the Internal Audit Unit (SPI).

KOMITE AUDIT
AUDIT COMMITTEE

5. Membahas progres pelaksanaan Audit Eksternal atas Laporan Keuangan Tahun 2024 (1 kali, lanjutan dari 2024) dan Tahun 2025 (1 kali dan akan berlanjut ke 2025) bersama SPI dan Direksi serta Manajemen
6. Penugasan khusus dari Dewan Komisaris berupa rapat terintegrasi kunjungan kerja bersama ke Cabang dan Kapal Penumpang/ Barang/Ternak serta Anak Perusahaan.
7. Melakukan reviu atas kebijakan sistem pengendalian Intern Perusahaan.
8. Membantu Dewan Komisaris dalam menindaklanjuti dan memantau tindak lanjut *Area of Improvement Assessment* GCG.
9. Rapat penelaahan Piagam Komite Audit dan Piagam SPI.
10. Melaksanakan penilaian mandiri kinerja Komite Audit
11. Evaluasi Komite Audit atas Laporan Manajemen Bulanan Perusahaan.
12. Laporan Kinerja Triwulanan sepanjang tahun 2025.

5. Discussed the progress of the External Audit implementation for the 2024 Financial Statements (1 meeting, continuation from 2024) and the 2025 Financial Statements (1 meeting and to be continued into 2026) together with the Internal Audit Unit (SPI), the Board of Directors, and Management.
6. Carried out special assignments from the Board of Commissioners in the form of integrated meetings and joint working visits to Branch Offices, Passenger/ Cargo/Livestock Vessels, and Subsidiaries.
7. Conducted reviews of the Company's internal control system policies.
8. Assisted the Board of Commissioners in monitoring and following up on the implementation of the Good Corporate Governance (GCG) Assessment Area of Improvement (AoI).
9. Conducted review meetings on the Audit Committee Charter and the Internal Audit Charter.
10. Performed self-assessment of the Audit Committee's performance.
11. Evaluated the Company's Monthly Management Reports.
12. Prepared Quarterly Performance Reports throughout 2025.



KOMITE NOMINASI DAN REMUNERASI
NOMINATION AND REMUNERATION COMMITTEE

Komite Nominasi dan Remunerasi merupakan organ pendukung yang dibentuk dan berada di bawah Dewan Komisaris yang bertugas membantu Dewan Komisaris dalam menjalankan fungsi nominasi dan fungsi remunerasi bagi Direksi dan Dewan Komisaris dengan mengacu pada Surat Menteri Badan Usaha Milik Negara Nomor: S254/MBU/04/2020 tanggal 17 April 2020 perihal *Talent & Succession Management* Direksi BUMN. Pembentukan Komite Nominasi dan Remunerasi tertuang dalam Surat Keputusan Dewan Komisaris PT Pelayaran Nasional Indonesia (Persero) Nomor KEP- 02/DK/IV-2020 tanggal 20 April 2020 tentang Pembentukan Komite Nominasi dan Remunerasi pada Dewan Komisaris PT Pelayaran Nasional Indonesia (Persero), dengan berlandaskan pada Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara.

The Nomination and Remuneration Committee is a supporting organ established under the Board of Commissioners to assist the Board of Commissioners in carrying out nomination and remuneration functions for the Board of Directors and the Board of Commissioners, with reference to the Letter of the Minister of State-Owned Enterprises Number S-254/MBU/04/2020 dated April 17, 2020 concerning Talent & Succession Management for SOE Directors. The establishment of the Nomination and Remuneration Committee is stipulated in the Decree of the Board of Commissioners of PT Pelayaran Nasional Indonesia (Persero) Number KEP-02/DK/IV-2020 dated April 20, 2020 concerning the Establishment of the Nomination and Remuneration Committee under the Board of Commissioners of PT Pelayaran Nasional Indonesia (Persero), based on the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises.

KOMPOSISI KOMITE NOMINASI DAN REMUNERASI

Komposisi Keanggotaan Komite Nominasi dan Remunerasi PT PELNI (Persero) disusun berdasarkan pada Keputusan Dewan Komisaris PT PELNI (Persero) Nomor KEP-3/DK/VI/2025 tentang Pengangkatan Anggota Dewan Komisaris PT Pelayaran Nasional Indonesia (Persero) Sebagai Anggota Komite, Dengan Susunan Komposisi Anggota Sebagai Berikut:

COMPOSITION OF THE NOMINATION AND REMUNERATION COMMITTEE

The composition of the Nomination and Remuneration Committee of PT PELNI (Persero) is established based on the Decree of the Board of Commissioners of PT PELNI (Persero) No. KEP-3/DK/VI/2025 concerning the Appointment of Members of the Board of Commissioners of PT Pelayaran Nasional Indonesia (Persero) as Committee Members, with the following composition:

Komposisi Komite Nominasi dan Remunerasi Tahun 2025
Composition of the Nomination and Remuneration Committee in 2025

Nama Name	Jabatan Position	Posisi di Perusahaan Position in the Company	Dasar Hukum Pengangkatan Basis of Appointment	Masa Jabatan Term of Office
Kristia Budiyarto	Ketua Komite Nominasi dan Remunerasi Chairman of the Nomination and Remuneration Committee	Komisaris Independen Independent Commissioner	Surat Keputusan Dewan Komisaris No. KEP-3/DK/VI/2025 Decree of the Board of Commissioners No. KEP-3/DK/VI/2025	27 Juni 2025-Sekarang (Periode pertama) June 27, 2025 – Present (first term)
Faturohman	Anggota Komite Nominasi dan Remunerasi Member of the Nomination and Remuneration Committee	Komisaris Commissioner	Surat Keputusan Dewan Komisaris No. KEP-3/DK/VI/2025 Decree of the Board of Commissioners No. KEP-3/DK/VI/2025	27 Juni 2025-Sekarang (Periode pertama) June 27, 2025 – Present (first term)

KOMITE NOMINASI DAN REMUNERASI
NOMINATION AND REMUNERATION COMMITTEE

Komposisi Komite Nominasi dan Remunerasi Tahun 2025
Composition of the Nomination and Remuneration Committee in 2025

Nama Name	Jabatan Position	Posisi di Perusahaan Position in the Company	Dasar Hukum Pengangkatan Basis of Appointment	Masa Jabatan Term of Office
Murdiyoto	Anggota Komite Nominasi dan Remunerasi Member of the Nomination and Remuneration Committee	Pihak Eksternal External Party	Surat Keputusan Dewan Komisaris No. KEP-10/ DK/ VIII/2024 Decree of the Board of Commissioners No. KEP-10/ DK/VIII/2024	9 Agustus 2024 -Sekarang (periode 1) August 9, 2024 – Present (first term)

PROFIL KOMITE NOMINASI DAN REMUNERASI
PROFILE OF THE NOMINATION AND REMUNERATION COMMITTEE

Kristia Budiyarto
Ketua Komite Nominasi dan Remunerasi
Chairman of the Nomination and Remuneration Committee

Dasar Hukum Pengangkatan
Legal Basis of Appointment

Surat Keputusan Dewan Komisaris No. KEP-3/DK/VI/2025
Decree of the Board of Commissioners No. KEP-3/DK/VI/2025

Profil lengkap Bapak Kristia Budiyarto telah diuraikan pada Profil Dewan Komisaris di Bab Profil Perusahaan dalam Laporan Tahunan ini.
The complete profile of Mr. Kristia Budiyarto has been presented in the Board of Commissioners Profile section under the Company Profile chapter of this Annual Report.

Faturohman
Anggota Komite Nominasi dan Remunerasi
Member of the Nomination and Remuneration Committee

Dasar Hukum Pengangkatan
Legal Basis of Appointment

Surat Keputusan Dewan Komisaris No. KEP-3/DK/VI/2025
Decree of the Board of Commissioners No. KEP-3/DK/VI/2025

Profil lengkap Bapak Faturohman telah diuraikan pada Profil Dewan Komisaris di Bab Profil Perusahaan dalam Laporan Tahunan ini.
The complete profile of Mr. Faturohman has been presented in the Board of Commissioners Profile section under the Company Profile chapter of this Annual Report.

KOMITE NOMINASI DAN REMUNERASI
NOMINATION AND REMUNERATION COMMITTEE

Murdiyoto
Anggota Komite Nominasi dan Remunerasi
Member of the Nomination and Remuneration Committee

Dasar Hukum Pengangkatan
Legal Basis of Appointment

Surat Keputusan Dewan Komisaris No. KEP-10/DK/VIII/2024
Decree of the Board of Commissioners No. KEP-10/DK/VIII/2024

Dasar Hukum Pengangkatan Legal Basis of Appointment	Surat Keputusan Dewan Komisaris No. KEP-3/DK/VI/2025 Decree of the Board of Commissioners No. KEP-3/DK/VI/2025
Usia Age	59 tahun 59 Years Old
Tempat dan Tanggal Lahir Place and Date of Birth	Jakarta, 21 Maret 1966 Jakarta, March 21, 1966
Kewarganegaraan Nationality	Indonesia
Domisili Domicile	Jakarta
Riwayat Pendidikan Educational Background	• Magister Manajemen Universitas Artha Bodhi Iswara Surabaya (2014) • Sarjana dari Sekolah Tinggi Ilmu Pelayaran (1999) • Master of Management, Artha Bodhi Iswara University Surabaya (2014) • Bachelor's Degree from the College of Maritime Sciences (Sekolah Tinggi Ilmu Pelayaran) (1999)
Riwayat Pekerjaan Professional Experience	• Direktur Operasi PT PBM SBN (2013 – Sekarang) • Komisaris PT Sarana Bandar Indo Trading (2018 – 2022) • Kepala Cabang Surabaya PT PELNI (Persero) (2012 – 2013) • Director of Operations of PT PBM SBN (2013 – Present) • Commissioner of PT Sarana Bandar Indo Trading (2018 – 2022) • Head of Surabaya Branch of PT PELNI (Persero) (2012 – 2013)
Jabatan Lainnya Other Positions	Tidak Ada None
Periode Jabatan Term of Office	9 Agustus 2024 - Sekarang (periode 1) August 9, 2024 – Present (1st term)

INDEPENDENSI KOMITE NOMINASI DAN REMUNERASI

Dalam menjalankan tugas dan tanggung jawabnya, Komite Nominasi dan Remunerasi harus bersifat independen dan profesional. Hal tersebut ditujukan guna menjaga independensi dalam pelaksanaan tugas, terhindar dari campur tangan pihak lain yang dapat merugikan Perseroan, serta menciptakan anggota komite yang berkompeten.

Perseroan memiliki kriteria independensi terkait keahlian, pengalaman dan integritas yang dipersyaratkan dalam ketentuan yang berlaku bagi seluruh anggota Komite Nominasi dan Remunerasi. Berikut adalah tabel yang mengungkapkan independensi anggota Komite Nominasi dan Remunerasi hingga 31 Desember 2025.

INDEPENDENCE OF THE NOMINATION AND REMUNERATION COMMITTEE

In carrying out its duties and responsibilities, the Nomination and Remuneration Committee must act independently and professionally. This is intended to maintain independence in the execution of its duties, avoid interference from other parties that may adversely affect the Company, and ensure that committee members possess the required competencies.

The Company has established independence criteria concerning the expertise, experience, and integrity required under the prevailing regulations for all members of the Nomination and Remuneration Committee. The following table presents the independence status of the members of the Nomination and Remuneration Committee as of December 31, 2025.

KOMITE NOMINASI DAN REMUNERASI
NOMINATION AND REMUNERATION COMMITTEE

Kriteria Independensi Komite Nominasi dan Remunerasi Independence Criteria of the Nomination and Remuneration Committee	Komite Komite Nominasi dan Remunerasi PT PELNI (Persero) Komite Komite Nominasi dan Remunerasi PT PELNI (Persero)		
	Kristia Budiyarto	Faturohman	Murdiyoto
Tidak memiliki hubungan keuangan dengan sesama anggota Dewan Komisaris maupun anggota Direksi. Does not have any financial relationship with fellow members of the Board of Commissioners or members of the Board of Directors.	V	V	V
Tidak memiliki hubungan kepengurusan di Perusahaan, Anak Perusahaan, maupun Perusahaan Afiliasi. Does not have any management relationship within the Company, Subsidiaries, or Affiliated Companies.	V	V	V
Tidak mempunyai saham langsung maupun tidak langsung pada Perusahaan. Does not own shares, either directly or indirectly, in the Company.	V	V	V
Tidak memiliki hubungan usaha, baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perusahaan. Does not have any business relationship, either directly or indirectly, related to the Company's business activities.	V	V	V
Tidak menjabat sebagai pengurus partai politik, pejabat, dan pemerintah. Does not serve as a political party official, government official, or public officer.	V	V	V

PROGRAM PENGEMBANGAN KOMPETENSI KOMITE NOMINASI DAN REMUNERASI

Selama tahun 2025, anggota Komite Nominasi dan Remunerasi yang merupakan anggota Dewan Komisaris Perseroan, program pengembangan kompetensi yang diikuti selama tahun 2025 telah tercantum pada bab Tata Kelola Perusahaan dalam Laporan Tahunan ini. Sedangkan, selama tahun 2025, anggota Komite Nominasi dan Remunerasi dari eksternal Perseroan tidak mengikuti program pengembangan kompetensi.

COMPETENCY DEVELOPMENT PROGRAM OF THE NOMINATION AND REMUNERATION COMMITTEE

During 2025, the competency development programs attended by members of the Nomination and Remuneration Committee who also serve as members of the Company's Board of Commissioners have been disclosed in the Corporate Governance chapter of this Annual Report. Meanwhile, throughout 2025, external members of the Nomination and Remuneration Committee did not participate in any competency development programs.

TUGAS DAN TANGGUNG JAWAB KOMITE NOMINASI DAN REMUNERASI

Tugas dan tanggung jawab Komite Nominasi dan Remunerasi telah diatur dalam Piagam Komite Nominasi dan Remunerasi PT PELNI (Persero) Nomor 5/DK/IV-2021 tanggal 22 April 2021, dengan rincian sebagai berikut:

1. Menilai efektivitas pengelolaan Sumber Daya Manusia (SDM) yaitu:
   a. Mereviu perencanaan SDM terutama dengan cara:
      1) Mengevaluasi Program Kerja pengelolaan SDM;

DUTIES AND RESPONSIBILITIES OF THE NOMINATION AND REMUNERATION COMMITTEE

The duties and responsibilities of the Nomination and Remuneration Committee are stipulated in the Charter of the Nomination and Remuneration Committee of PT PELNI (Persero) Number 5/DK/IV-2021 dated April 22, 2021, as follows:

1. Evaluating the effectiveness of Human Resources (HR) management, including:
   a. Reviewing HR planning, particularly through:
      1) Evaluating HR management work programs;

KOMITE NOMINASI DAN REMUNERASI
NOMINATION AND REMUNERATION COMMITTEE

2) Mengevaluasi Kebijakan Manajemen terkait Pengelolaan SDM; dan
3) Memberikan saran dan rekomendasi terkait Perencanaan SDM.

b. Mereviu pelaksanaan pengelolaan SDM yang dilakukan Divisi SDM untuk memastikan bahwa pengelolaan SDM telah dilaksanakan sesuai rencana yang disepakati.
c. Memonitor dan menilai tindak lanjut hasil pengelolaan SDM. untuk kemudian mengambil langkah-langkah yang diperlukan dalam hal pengelolaan SDM yang lebih baik.
d. Melakukan komunikasi secara periodik dengan Divisi SDM dalam rangka mendiskusikan permasalahan-permasalahan yang menjadi perhatian Komite Nominasi dan Remunerasi

2. Menelaah efektivitas pengelolaan SDM.
3. Menelaah tingkat kepatuhan perusahaan terhadap peraturan perundang-undangan yang berlaku.
4. Melaksanakan tugas-tugas lain yang diberikan komisaris.

WEWENANG KOMITE NOMINASI DAN REMUNERASI

1. Untuk melaksanakan tugas-tugasnya, Komite Nominasi dan Remunerasi berwenang untuk mengakses secara penuh, bebas, dan tidak terbatas terhadap catatan, karyawan, sumber daya dan dana serta aset perusahaan lainnya yang berkaitan dengan pelaksanaan tugasnya.
2. Dalam setiap penugasan yang berhubungan dengan permintaan data dan informasi kepada unit/divisi selain SDM dengan surat tugas yang ditandatangani Komisaris.

PIAGAM KOMITE NOMINASI DAN REMUNERASI

Dalam menjalankan tugas dan tanggung jawabnya, Komite Nominasi dan Remunerasi memiliki piagam yang menjadi pedoman, yaitu Piagam Komite Nominasi dan Remunerasi PT PELNI (Persero) Nomor 5/DK/IV-2021 tanggal 22 April 2021.

2) Evaluating Management policies related to HR management; and
3) Providing suggestions and recommendations regarding HR planning.

b. Reviewing the implementation of HR management conducted by the HR Division to ensure that HR management has been carried out in accordance with the agreed plans.
c. Monitoring and evaluating follow-up actions on HR management results, and taking the necessary measures to improve HR management practices.

d. Conducting periodic communication with the HR Division to discuss issues that become the concern of the Nomination and Remuneration Committee.

2. Reviewing the effectiveness of HR management.
3. Reviewing the Company's level of compliance with prevailing laws and regulations.
4. Carrying out other duties assigned by the Board of Commissioners.

AUTHORITY OF THE NOMINATION AND REMUNERATION COMMITTEE

1. In carrying out its duties and responsibilities, the Nomination and Remuneration Committee is authorized to access records, employees, resources, funds, and other Company assets relevant to the execution of its duties.

2. For assignments related to requests for data and information from units/divisions other than the Human Resources Division, such requests shall be made through an assignment letter signed by the Commissioner.

CHARTER OF THE NOMINATION AND REMUNERATION COMMITTEE

In performing its duties and responsibilities, the Nomination and Remuneration Committee is guided by the Charter of the Nomination and Remuneration Committee of PT PELNI (Persero) Number 5/DK/IV-2021 dated April 22, 2021.

KOMITE NOMINASI DAN REMUNERASI
NOMINATION AND REMUNERATION COMMITTEE

KEBIJAKAN RAPAT KOMITE NOMINASI DAN REMUNERASI

Kebijakan rapat Komite Nominasi dan Remunerasi diatur pada Piagam Komite Nominasi dan Remunerasi PT PELNI (Persero) Nomor 5/DK/IV-2021 tanggal 22 April 2021.

MEETING POLICY OF THE NOMINATION AND REMUNERATION COMMITTEE

The meeting policy of the Nomination and Remuneration Committee is regulated under the Charter of the Nomination and Remuneration Committee of PT PELNI (Persero) Number 5/DK/IV-2021 dated April 22, 2021.

RAPAT KOMITE NOMINASI DAN REMUNERASI

Sepanjang tahun 2025, Komite Nominasi dan Remunerasi telah menyelenggarakan rapat internal sebanyak 12 (dua belas) kali. Selain rapat internal, Komite Nominasi dan Remunerasi juga menghadiri Rapat Dewan Komisaris dan Organ di Bawah Dewan Komisaris serta Rapat Gabungan antara Dewan Komisaris dan Direksi, dengan frekuensi dan tingkat kehadiran masing-masing anggota Komite Nominasi dan Remunerasi dalam seluruh rapat yang diselenggarakan oleh internal Komite Nominasi dan Remunerasi maupun yang diikuti selama tahun 2025, sebagai berikut:

MEETINGS OF THE NOMINATION AND REMUNERATION COMMITTEE

Throughout 2025, the Nomination and Remuneration Committee conducted 12 (twelve) internal meetings. In addition to internal meetings, the Nomination and Remuneration Committee also attended meetings of the Board of Commissioners and Supporting Organs under the Board of Commissioners, as well as Joint Meetings between the Board of Commissioners and the Board of Directors. The frequency of meetings and attendance rates of each member of the Nomination and Remuneration Committee in all meetings conducted internally by the Committee and attended throughout 2025 are presented as follows:

Nama Name	Jabatan Position	Jumlah Rapat Number of Meetings	Jumlah Kehadiran Attendance	Tingkat Kehadiran Attendance Rate
Kristia Budiyarto	Ketua Komite Nominasi dan Remunerasi Chairman of the Nomination and Remuneration Committee	12	12	100,00%
Faturohman	Anggota Komite Nominasi dan Remunerasi Member of the Nomination and Remuneration Committee	12	12	100,00%
Murdiyoto	Anggota Komite Nominasi dan Remunerasi Member of the Nomination and Remuneration Committee	12	12	100,00%

Adapun agenda rapat internal Komite Nominasi dan Remunerasi diuraikan pada tabel berikut ini:

The agenda of the internal meetings of the Nomination and Remuneration Committee is presented in the following table:

Tanggal Rapat Meeting Date	Agenda Rapat Meeting Agenda
15 Januari 2025 January 15, 2025	Rapat Tematik Bulanan KNR Direktur, Komisaris & VP Rasionalisasi SDM Cabang, Revitalisasi Aset Gedung Cabang tahun 2025 & Usulan Nakhoda/KKM dan Perwira kapal Monthly Thematic Meeting of the Nomination and Remuneration Committee with Directors, Commissioners & Vice Presidents regarding Branch HR Rationalization, Revitalization of Branch Office Assets in 2025, and the Proposed Appointment of Captains/Chief Engineers and Ship Officers.

KOMITE NOMINASI DAN REMUNERASI
NOMINATION AND REMUNERATION COMMITTEE

Tanggal Rapat Meeting Date	Agenda Rapat Meeting Agenda
14 Februari 2025 February 14, 2025	Rapat Tematik Bulanan KNR Direktur, Komisaris & VP Inisiatif Strategi 2025 dari direktorat SDM, Pengelolaan aset diatas kapal & *progress* tindak lanjut *crewing tenant* diatas kapal, inisiatif Strategi Transformasi digital 2025. Monthly Thematic Meeting of the Nomination and Remuneration Committee with Directors, Commissioners & Vice Presidents regarding the 2025 Strategic Initiatives of the Human Resources Directorate, Management of Onboard Assets and Follow-up Progress of Onboard Crewing Tenants, and the 2025 Digital Transformation Strategic Initiatives.
14 Maret 2025 March 14, 2025	Rapat Tematik Bulanan KNR Direktur, Komisaris & VP Optimalisasi Infrastruktur dan Teknologi-Implementasi *E-Procurement*, Peningkatan Partisipasi dan Validitas Vendor melalui Sosialisasi *E-Procurement* Monthly Thematic Meeting of the Nomination and Remuneration Committee with Directors, Commissioners & Vice Presidents regarding Infrastructure and Technology Optimization through E-Procurement Implementation and Enhancement of Vendor Participation and Validity through E-Procurement Socialization.
17 April 2025 April 17, 2025	Rapat Tematik Bulanan KNR Direktur, Komisaris & VP *Learning Development* Program bagi BOD-1 dan Pengembangan Kompetensi Perilaku, *Learning Culture* dan Pengembangan *Talent Acquisition & On Boarding*, Arsitektur *Corporate Learning and Development* PT PELNI (Persero). Monthly Thematic Meeting of the Nomination and Remuneration Committee with Directors, Commissioners & Vice Presidents regarding Learning Development Programs for BOD-1 and Behavioral Competency Development, Learning Culture and Talent Acquisition & Onboarding Development, as well as the Corporate Learning and Development Architecture of PT PELNI (Persero).
15 Mei 2025 May 15, 2025	Rapat Tematik Bulanan KNR Direktur, Komisaris & VP Pekerja PKL, PKWT, dan Organik, Digitalisasi SDM Laut Terpadu, Penempatan SDM di Kapal dan Cabang oleh PT PID dan PT PBN, Demografi Awak Kapal (ABK) PT. PBN. Monthly Thematic Meeting of the Nomination and Remuneration Committee with Directors, Commissioners & Vice Presidents regarding Internship Workers (PKL), Fixed-Term Contract Employees (PKWT), and Organic Employees, Integrated Digitalization of Maritime HR, Placement of Personnel on Vessels and Branches by PT PID and PT PBN, and the Demographics of PT PBN Ship Crews (ABK).
12 Juni 2025 June 12, 2025	Rapat Tematik Bulanan KNR Direktur, Komisaris & VP Pedoman dan SOP Pengadaan Kapal Baru dan Kapal Tidak Baru, Pedoman dan SOP Pengadaan Kapal Tidak Baru, Pedoman dan SOP Pengadaan Kapal Baru. Monthly Thematic Meeting of the Nomination and Remuneration Committee with Directors, Commissioners & Vice Presidents regarding Guidelines and Standard Operating Procedures for the Procurement of New and Pre-Owned Vessels.
11 Juli 2025 July 11, 2025	Rapat Tematik Bulanan KNR Direktur, Komisaris & VP Usulan Penyesuaian Kelas Jabatan (*Job Grade*) & Layanan dan Operasional Kapal Perintis. Monthly Thematic Meeting of the Nomination and Remuneration Committee with Directors, Commissioners & Vice Presidents regarding Proposed Adjustments to Job Grades and Pioneer Vessel Services and Operations.
19 Agustus 2025 August 19, 2025	Rapat Tematik Bulanan KNR Direktur, Komisaris & VP Progress *E-Procurement* & Progress Investasi/Renovasi Monthly Thematic Meeting of the Nomination and Remuneration Committee with Directors, Commissioners & Vice Presidents regarding E-Procurement Progress and Investment/Renovation Progress.
18 September 2025 September 18, 2025	Rapat Tematik Bulanan KNR Direktur, Komisaris & VP Progress Loc Triwulan I dan II & Kedudukan Terminal Point. Monthly Thematic Meeting of the Nomination and Remuneration Committee with Directors, Commissioners & Vice Presidents regarding the Progress of Location (Loc) for Quarter I and II and the Position of Terminal Points.
17 Oktober 2025 October 17, 2025	Rapat Tematik Bulanan KNR Direktur, Komisaris & VP Rencana Pengisian Formasi Kapal Komersial (*Dry Bulk & Tongkang Tugboat*), Peran, Tugas & Fungsi CSO & DCSO, Pengamanan Satpam Darat & Kapal & Pemberdayaan Pegawai di Luar Formasi. Monthly Thematic Meeting of the Nomination and Remuneration Committee with Directors, Commissioners & Vice Presidents regarding the Commercial Vessel Crew Formation Plan (Dry Bulk & Tugboat Barges), the Roles, Duties & Functions of CSO & DCSO, Security Management for Land and Vessel Security Personnel, and Employee Empowerment Outside Established Formations.

KOMITE NOMINASI DAN REMUNERASI
NOMINATION AND REMUNERATION COMMITTEE

Tanggal Rapat Meeting Date	Agenda Rapat Meeting Agenda
19 November 2025 November 19, 2025	Rapat Tematik Bulanan KNR Direktur, Komisaris & VP Optimalisasi Aset Non Produktif dan Aset Bermasalah & *Progress* Renovasi Kantor Pusat & Cabang. Monthly Thematic Meeting of the Nomination and Remuneration Committee with Directors, Commissioners & Vice Presidents regarding the Optimization of Non-Productive and Problematic Assets and the Progress of Headquarters and Branch Office Renovations.
18 Desember 2025 December 18, 2025	Rapat Tematik Bulanan KNR Direktur, Komisaris & VP Evaluasi SOP Pengadaan & Updating Proses *E-Procurement* & *Updating* Penanganan Aset Bermasalah GM 14 (Lahan Belakang Kantor Pusat) Monthly Thematic Meeting of the Nomination and Remuneration Committee with Directors, Commissioners & Vice Presidents regarding the Evaluation of Procurement SOPs, Updates on the E-Procurement Process, and Updates on the Handling of Problematic Assets of GM 14 (Land Behind the Headquarters Office).

Adapun agenda rapat Dewan Komisaris dengan Organ di Bawah Dewan Komisaris serta Rapat Gabungan antara Dewan Komisaris dan Direksi yang dihadiri oleh Komite Nominasi dan Remunerasi telah diuraikan pada Bab Tata Kelola Perusahaan dalam Laporan ini.

The agenda of the Board of Commissioners Meetings with Supporting Organs under the Board of Commissioners, as well as the Joint Meetings between the Board of Commissioners and the Board of Directors attended by the Nomination and Remuneration Committee, has been disclosed in the Corporate Governance chapter of this Report.

LAPORAN PELAKSANAAN KINERJA KOMITE NOMINASI DAN REMUNERASI

Sepanjang tahun 2025, Komite Nominasi dan Remunerasi PT PELNI (Persero) telah menjalankan program dan kegiatan kerja, sebagai berikut:

1. Penyusunan Rencana Kerja/Program Kerja.
2. Rapat Komite Nominasi dan Remunerasi dengan Manajemen.
3. Rapat Internal Komite Nominasi dan Remunerasi.
4. Penyusunan telaah dan rekomendasi atas kebijakan serta keputusan strategis perusahaan.
5. Koordinasi dengan unit kerja terkait.
6. Monitoring dan evaluasi atas tindak lanjut rekomendasi yang telah disampaikan.

REPORT ON THE IMPLEMENTATION OF THE DUTIES OF THE NOMINATION AND REMUNERATION COMMITTEE

Throughout 2025, the Nomination and Remuneration Committee of PT PELNI (Persero) carried out the following work programs and activities:

1. Preparation of the Work Plan/Work Program.
2. Meetings between the Nomination and Remuneration Committee and Management.
3. Internal Meetings of the Nomination and Remuneration Committee.
4. Preparation of reviews and recommendations regarding the Company's policies and strategic decisions.
5. Coordination with related work units.
6. Monitoring and evaluation of the follow-up actions on recommendations that have been submitted.

KOMITE PEMANTAU MANAJEMEN RISIKO
RISK MANAGEMENT MONITORING COMMITTEE

Komite Pemantau Manajemen Risiko merupakan salah satu organ pendukung yang dibentuk dan berada di bawah Dewan Komisaris, yang bertugas membantu Dewan Komisaris dalam memenuhi tanggung jawabnya dalam melaksanakan kewajiban pemantauan, pengawasan dan penilaian atas efektivitas manajemen risiko. Penugasan tersebut mengacu pada Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara dan Peraturan Menteri BUMN Nomor PER-5/MBU/09/2022 Tentang Penerapan Manajemen Risiko pada BUMN.

The Risk Management Monitoring Committee is one of the supporting organs established under the Board of Commissioners, tasked with assisting the Board of Commissioners in fulfilling its responsibilities in monitoring, supervising, and evaluating the effectiveness of risk management implementation. This assignment refers to the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises and the Regulation of the Minister of State-Owned Enterprises Number PER-5/MBU/09/2022 concerning the Implementation of Risk Management in State-Owned Enterprises.

Komite Pemantau Manajemen Risiko dibentuk berdasarkan Peraturan Menteri Badan Usaha Milik Negara Nomor: PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara.

The Risk Management Monitoring Committee was established based on the Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises.

KOMPOSISI KOMITE PEMANTAU MANAJEMEN RISIKO

Susunan komposisi anggota Komite Pemantau Manajemen Risiko dibentuk berdasarkan Surat Keputusan Dewan Komisaris Nomor : KEP-3/DK/VI/2025 tanggal 27 Juni 2025 tentang Pengangkatan Anggota Dewan Komisaris PT Pelayaran Nasional Indonesia (Persero) Sebagai Anggota Komite. Berikut merupakan susunan Komite Pemantau Manajemen Risiko berdasarkan keputusan tersebut pada tahun 2025:

COMPOSITION OF THE RISK MANAGEMENT MONITORING COMMITTEE

The composition of the members of the Risk Management Monitoring Committee was established based on the Decree of the Board of Commissioners No. KEP-3/DK/VI/2025 dated June 27, 2025 concerning the Appointment of Members of the Board of Commissioners of PT Pelayaran Nasional Indonesia (Persero) as Committee Members. The following is the composition of the Risk Management Monitoring Committee in 2025:

Nama Name	Jabatan Position	Posisi di Perusahaan Position in the Company	Dasar Hukum Pengangkatan Legal Basis Appointment	Masa Jabatan Term of Office
Budi Mantoro	Ketua Komite Pemantau Manajemen Risiko Chairman of the Risk Management Monitoring Committee	Komisaris Commissioner	Surat Keputusan Dewan Komisaris No. KEP-3/DK/VI/2025 Decree of the Board of Commissioners No. KEP-3/DK/VI/2025	27 Juni 2025 – Sekarang (1 periode) June 27, 2025 – Present (1st term)
Kristia Budiyarto	Anggota Komite Pemantau Manajemen Risiko Member of the Risk Management Monitoring Committee	Komisaris Independen Independent Commissioner	Surat Keputusan Dewan Komisaris No. KEP-3/DK/VI/2025 Decree of the Board of Commissioners No. KEP-3/DK/VI/2025	27 Juni 2025– Sekarang (1 periode) June 27, 2025 – Present (1st term)

KOMITE PEMANTAU MANAJEMEN RISIKO
RISK MANAGEMENT MONITORING COMMITTEE

Nama Name	Jabatan Position	Posisi di Perusahaan Position in the Company	Dasar Hukum Pengangkatan Legal Basis Appointment	Masa Jabatan Term of Office
Mahruddin Harahap	Anggota Manajemen Risiko Member of the Risk Management Monitoring Committee	Pihak Eksternal External Party	Surat Keputusan Dewan Komisaris No. KEP-1/ DK/ IV/ 2023 Decree of the Board of Commissioners No. KEP-1/ DK/IV/2023	18 April 2023-Sekarang (1 periode) April 18, 2023 – Present (1st term)
Reza Hertantyo	Anggota Komite Pemantau Manajemen Risiko Member of the Risk Management Monitoring Committee	Pihak Eksternal External Party	Surat Keputusan Dewan Komisaris No. KEP-09/ DK/VIII/2024 Decree of the Board of Commissioners No. KEP-09/DK/VIII/2024	1 Agustus 2024 – Sekarang (1 periode) August 1, 2024 – Present (1st term)

PROFIL KOMITE PEMANTAU MANAJEMEN RISIKO
PROFIL OF THE RISK MANAGEMENT MONITORING COMMITTEE

Budi Mantoro
Ketua Komite Pemantau Manajemen Risiko
Chairman of the Risk Management Monitoring Committee

Dasar Hukum Pengangkatan
Legal Basis of Appointment

Surat Keputusan Dewan Komisaris No. KEP-3/DK/VI/2025
Decree of the Board of Commissioners No. KEP-3/DK/VI/2025

Profil lengkap Bapak Budi Mantoro telah diuraikan pada Profil Dewan Komisaris di Bab Profil Perusahaan dalam Laporan Tahunan ini.
The complete profile of Mr. Budi Mantoro has been presented in the Board of Commissioners Profile section under the Company Profile chapter of this Annual Report.

Kristia Budiyarto
Anggota Komite Pemantau Manajemen Risiko
Member of the Risk Management Monitoring Committee

Dasar Hukum Pengangkatan
Legal Basis of Appointment

Surat Keputusan Dewan Komisaris No. KEP-3/DK/VI/2025
Decree of the Board of Commissioners No. KEP-3/DK/VI/2025

Profil lengkap Bapak Kristia Budiyarto telah diuraikan pada Profil Dewan Komisaris di Bab Profil Perusahaan dalam Laporan Tahunan ini.
The complete profile of Mr. Kristia Budiyarto has been presented in the Board of Commissioners Profile section under the Company Profile chapter of this Annual Report.

KOMITE PEMANTAU MANAJEMEN RISIKO
RISK MANAGEMENT MONITORING COMMITTEE

Mahruddin Harahap
Anggota Komite Pemantau Manajemen Risiko
Member of the Risk Management Monitoring Committee

Dasar Hukum Pengangkatan
Legal Basis of Appointment

Surat Keputusan Dewan Komisaris No Kep–1/DK/XI-2020, sebagaimana diubah dengan Surat Keputusan Dewan Komisaris No. KEP-01/DK/IV/2023
Decree of the Board of Commissioners No. KEP-1/DK/XI-2020, as amended by the Decree of the Board of Commissioners No. KEP-01/DK/IV/2023

Usia Age	45 tahun 45 Years Old
Tempat dan Tanggal Lahir Place and Date of Birth	Lubuk Pakam, Sumatera Utara 14 Oktober 1981 Lubuk Pakam, Sumatera Utara October 14, 1981
Kewarganegaraan Nationality	Indonesia
Domisili Domicile	Depok
Riwayat Pendidikan Educational Background	• Diploma III Sekolah Tinggi Akuntansi Negara/STAN Jakarta • Program Ekstensi Fakultas Ekonomi Universitas Indonesia • Magister Bisnis Sekolah Bisnis Institut Pertanian Bogor • Diploma III, State College of Accountancy (STAN) Jakarta • Extension Program, Faculty of Economics, University of Indonesia • Master of Business, IPB Business School
Riwayat Pekerjaan Professional Experience	• Staf Bagian Perencanaan Sekretariat Kementerian BUMN (Oktober 2010 - September 2013) • Pemeriksa Anggaran Inspektorat Kementerian BUMN (Oktober 2013 - Desember 2017) • Auditor Muda Kementerian BUMN (Januari 2018 - sekarang) • Planning Staff, Secretariat of the Ministry of State-Owned Enterprises (October 2010 – September 2013) • Budget Examiner, Inspectorate of the Ministry of State-Owned Enterprises (October 2013 – December 2017) • Junior Auditor, Ministry of State-Owned Enterprises (January 2018 – Present)
Sertifikasi Certifications	• *Qualified Risk Governance Professional* (QRGP) • *Master Class: Corporate Governance (with CGOP Certifications)* • Qualified Risk Governance Professional (QRGP) • Master Class: Corporate Governance (with CGOP Certifications)
Jabatan Lainnya Other Positions	Tidak Ada None
Periode Jabatan Term of Office	18 April 2023 – Sekarang April 18, 2023 – Present

KOMITE PEMANTAU MANAJEMEN RISIKO
RISK MANAGEMENT MONITORING COMMITTEE

Reza Hertantyo
Anggota Komite Pemantau Manajemen Risiko
Member of the Risk Management Monitoring Committee

Dasar Hukum Pengangkatan
Legal Basis of Appointment

Surat Keputusan Dewan Komisaris No. KEP-09/ DK/VIII/2024
Decree of the Board of Commissioners No. KEP-09/DK/VIII/2024

Usia Age	44 tahun 44 years old
Tempat dan Tanggal Lahir Place and Date of Birth	Semarang, 9 Juli 1981 Semarang, July 9, 1981
Kewarganegaraan Nationality	Indonesia
Domisili Domicile	Jakarta
Riwayat Pendidikan Educational Background	• Magister Manajemen (2016) • Sarjana Hukum Universitas Trisakti (2004) • Master of Management (2016) • Bachelor of Law, Trisakti University (2004)
Riwayat Pekerjaan Professional Experience	• Kepala Bagian Karier Sumber Daya Manusia Kementerian Perhubungan (2022 - Sekarang) • Kepala Bagian Mutasi, Kesejahteraan, dan Disiplin Pegawai (2022) • Kepala Bagian Kepegawaian Setditjen Hubla (2019 - 2022) • Kepala Bagian Tata Usaha (2019) • Kepala Sub-bagian Data dan Formasi Pegawai (2014 - 2019) • Kepala Sub-bagian Transportasi Darat, Laut dan Udara (2013 - 2014) • Head of Human Resources Career Division, Ministry of Transportation (2022 – Present) • Head of Employee Transfer, Welfare, and Discipline Division (2022) • Head of Personnel Division, Secretariat of the Directorate General of Sea Transportation (2019 – 2022) • Head of Administrative Division (2019) • Head of Employee Data and Formation Subdivision (2014 – 2019) • Head of Land, Sea, and Air Transportation Subdivision (2013 – 2014) • Head of Air Transportation Organization Subdivision (2011 – 2013) Kepala Sub-bagian Organisasi Transportasi Udara (2011 - 2013)
Jabatan Lainnya Other Positions	Tidak Ada None
Periode Jabatan Term of Office	1 Agustus 2024 – Sekarang (1 periode) August 1, 2024 – Present (1st term)

KOMITE PEMANTAU MANAJEMEN RISIKO
RISK MANAGEMENT MONITORING COMMITTEE

INDEPENDENSI KOMITE PEMANTAU MANAJEMEN RISIKO

Dalam menjalankan tugas dan tanggung jawabnya, Komite Pemantau Manajemen Risiko harus bersifat independen dan profesional. Hal tersebut ditujukan guna menjaga independensi dalam pelaksanaan tugas, terhindar dari campur tangan pihak lain yang dapat merugikan Perseroan, serta menciptakan anggota komite yang berkompeten.

Perseroan memiliki kriteria independensi terkait keahlian, pengalaman dan integritas yang dipersyaratkan dalam ketentuan yang berlaku bagi seluruh anggota Komite Pemantau Manajemen Risiko. Berikut adalah tabel yang mengungkapkan independensi anggota Komite Pemantau Manajemen Risiko hingga 31 Desember 2025.

INDEPENDENCE OF THE RISK MANAGEMENT MONITORING COMMITTEE

In carrying out its duties and responsibilities, the Risk Management Monitoring Committee must act independently and professionally. This is intended to maintain independence in the execution of its duties, avoid interference from other parties that may adversely affect the Company, and ensure that committee members possess the required competencies.

The Company has established independence criteria concerning the expertise, experience, and integrity required under the prevailing regulations for all members of the Risk Management Monitoring Committee. The following table presents the independence status of the members of the RiskManagement Monitoring Committee as of December 31, 2025.

Kriteria Independensi Komite Pemantau Manajemen Risiko Independence Criteria of the Risk Management Monitoring Committee	Komite Pemantau Manajemen Risiko PT PELNI (Persero) Risk Management Monitoring Committee of PT PELNI (Persero)			
	Budi Mantoro	Kristia Budiyarto	Mahruddin Harahap**	Reza Hertantyo
Tidak memiliki hubungan keuangan dengan sesama anggota Dewan Komisaris maupun anggota Direksi. No financial relationship with fellow members of the Board of Commissioners or members of the Board of Directors	V	V	V	V
Tidak memiliki hubungan kepengurusan di Perusahaan, Anak Perusahaan, maupun Perusahaan Afiliasi. No management relationship within the Company, Subsidiaries, or Affiliated Companies	V	V	V	V
Tidak mempunyai saham langsung maupun tidak langsung pada Perusahaan. No direct or indirect share ownership in the Company	V	V	V	V
Tidak memiliki hubungan usaha, baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perusahaan. No direct or indirect business relationship related to the Company's business activities	V	V	V	V
Tidak menjabat sebagai pengurus partai politik, pejabat, dan pemerintah. Not serving as a political party official, government official, or public officer	V	V	V	V

PROGRAM PENGEMBANGAN KOMPETENSI KOMITE PEMANTAU MANAJEMEN RISIKO

Selama tahun 2025, anggota Komite Pemantau Manajemen Risiko yang merupakan anggota Dewan Komisaris Perseroan, program pengembangan kompetensi

COMPETENCY DEVELOPMENT PROGRAM OF THE RISK MANAGEMENT MONITORING COMMITTEE

During 2025, competency development programs attended by members of the Risk Management Monitoring Committee who also serve as members

KOMITE PEMANTAU MANAJEMEN RISIKO
RISK MANAGEMENT MONITORING COMMITTEE

yang diikuti selama tahun 2025 telah tercantum pada bab Tata Kelola Perusahaan dalam Laporan Tahunan ini. Sedangkan bagi anggota Komite Pemantau Manajemen Risiko dari eksternal Perseroan tidak mengikuti program pengembangan kompetensi.

TUGAS DAN TANGGUNG JAWAB KOMITE PEMANTAU MANAJEMEN RISIKO

Tugas dan tanggung jawab Komite Pemantau Manajemen Risiko telah diatur dalam Surat Keputusan Dewan Komisaris PT Pelayaran Nasional Indonesia (Persero) Nomor KEP-04/DK/VIII/2017 tanggal 4 Desember 2017,dengan rincian sebagai berikut:

a. Memberikan masukan kepada Dewan Komisaris mengenai penyusunan dan perbaikan manajemen risiko yang berkaitan dengan pengendalian risiko semua bidang Perusahaan sebelum mendapat persetujuan Dewan Komisaris;
b. Melakukan diskusi dengan Direksi atau unit kerja yang terkait dengan manajemen risiko, jika diperlukan;
c. Mempelajari, mengkaji ulang kebijakan dan peraturan-peraturan tentang kebijakan manajemen risiko yang dibuat oleh Direksi;
d. Melakukan kaji ulang secara berkala terhadap kebijakan manajemen risiko beserta pedoman pelaksanaanya serta semua perubahan serta penyesuaian kebijakan manajemen risiko tersebut;
e. Melakukan evaluasi terhadap akurasi model dan validitas data yang digunakan untuk mengukur risiko; dan
f. Menyampaikan masukan kepada Dewan Komisaris atas hal-hal yang mendapat perhatian dan yang perlu dibicarakan dengan Direksi, agar melakukan tidak lanjut dari hasil evaluasi manajemen risiko oleh Komite.

PIAGAM KOMITE PEMANTAU MANAJEMEN RISIKO

Dalam menjalankan tugas dan tanggung jawabnya, Komite Pemantau Manajemen Risiko memiliki piagam yang menjadi pedoman, yaitu Piagam Komite Pemantau Manajemen Risiko yaitu 114/KPMR/ XII-2023.

of the Company's Board of Commissioners have been disclosed in the Corporate Governance chapter of this Annual Report. Meanwhile, external members of the Risk Management Monitoring Committee did not participate in any competency development programs during 2025.

DUTIES AND RESPONSIBILITIES OF THE RISK MANAGEMENT MONITORING COMMITTEE

The duties and responsibilities of the Risk Management Monitoring Committee are stipulated in the Decree of the Board of Commissioners of PT Pelayaran Nasional Indonesia (Persero) Number KEP-04/DK/VIII/2017 dated December 4, 2017, with details as follows:

a. Provide input to the Board of Commissioners regarding the formulation and improvement of risk management related to risk control across all areas of the Company prior to obtaining approval from the Board of Commissioners.
b. Conduct discussions with the Board of Directors or work units related to risk management, if necessary.
c. Review and reassess policies and regulations concerning risk management policies established by the Board of Directors.
d. Periodically review risk management policies along with their implementation guidelines, including all amendments and adjustments to such risk management policies.
e. Evaluate the accuracy of models and validity of data used in measuring risks.
f. Provide input to the Board of Commissioners on matters requiring attention and discussion with the Board of Directors to ensure appropriate follow-up on the results of risk management evaluations conducted by the Committee.

CHARTER OF THE RISK MANAGEMENT MONITORING COMMITTEE

In carrying out its duties and responsibilities, the Risk Management Monitoring Committee has a charter that serves as its working guideline, namely the Charter of the Risk Management Monitoring Committee No. 114/KPMR/XII-2023.

KOMITE PEMANTAU MANAJEMEN RISIKO
RISK MANAGEMENT MONITORING COMMITTEE

KEBIJAKAN RAPAT KOMITE PEMANTAU MANAJEMEN RISIKO

Kebijakan rapat Komite Pemantau Manajemen Risiko diatur pada Piagam Komite Pemantau Manajemen Risiko Nomor 114/KPMR/XII-2023.

RAPAT KOMITE PEMANTAU MANAJEMEN RISIKO

Sepanjang tahun 2025, Komite Pemantau Manajemen Risiko telah menyelenggarakan rapat internal sebanyak 12 (dua belas) kali. Selain rapat internal, Komite Pemantau Manajemen Risiko juga menghadiri Rapat Dewan Komisaris dan Organ di Bawah Dewan Komisaris serta Rapat Gabungan antara Dewan Komisaris dan Direksi, dengan frekuensi dan tingkat kehadiran masing-masing anggota Komite Pemantau Manajemen Risiko dalam seluruh rapat yang diselenggarakan oleh internal Komite Pemantau Manajemen Risiko maupun yang diikuti selama tahun 2025, sebagai berikut:

Berikut ini merupakan frekuensi dan tingkat kehadiran masing-masing anggota Komite Pemantau Manajemen Risiko dalam seluruh rapat yang diselenggarakan oleh internal Komite Pemantau Manajemen Risiko maupun yang diikuti selama tahun 2025:

MEETING POLICY OF THE RISK MANAGEMENT MONITORING COMMITTEE

The meeting policy of the Risk Management Monitoring Committee is regulated under the Charter of the Risk Management Monitoring Committee Number 114/KPMR/XII-2023.

MEETINGS OF THE RISK MANAGEMENT MONITORING COMMITTEE

Throughout 2025, the Risk Management Monitoring Committee conducted 12 (twelve) internal meetings. In addition to internal meetings, the Risk Management Monitoring Committee also attended meetings of the Board of Commissioners and Committees under the Board of Commissioners, as well as Joint Meetings between the Board of Commissioners and the Board of Directors. The frequency of meetings and attendance rate of each member of the Risk Management Monitoring Committee in all meetings conducted internally by the Committee and attended throughout 2025 are as follows:

The following table presents the frequency and attendance rate of each member of the Risk Management Monitoring Committee in all meetings organized internally by the Risk Management Monitoring Committee and attended throughout 2025:

Nama Name	Jabatan Position	Jumlah Rapat Number of Meetings	Jumlah Kehadiran Attendance	Tingkat Kehadiran Attendance Rate
Budi Mantoro	Ketua Komite Pemantau Manajemen Risiko Chairman of the Risk Management Monitoring Committee	12	12	100,00%
Kristia Budiyarto	Wakil Ketua Komite Pemantau Manajemen Risiko Vice Chairman of the Risk Management Monitoring Committee	12	12	100,00%
Mahruddin Harahap	Anggota Komite Pemantau Manajemen Risiko Member of the Risk Management Monitoring Committee	12	12	100,00%
Reza Hertantyo	Anggota Pemantau Manajemen Risiko Member of the Risk Management Monitoring Committee	12	12	100,00%
Sukirno Dwi Susilo	Anggota Komite Pemantau Manajemen Risiko Member of the Risk Management Monitoring Committee	12	12	100,00%

KOMITE PEMANTAU MANAJEMEN RISIKO
RISK MANAGEMENT MONITORING COMMITTEE

Adapun agenda rapat internal Komite Pemantau Manajemen Risiko diuraikan pada tabel berikut ini:

The agenda of the internal meetings of the Risk Management Monitoring Committee is presented in the following table:

Tanggal Rapat Meeting Date	Agenda Rapat Meeting Agenda
Jumat, 17 Januari 2025 Friday, January 17, 2025	Rapat Tematik - Prosedur Penanganan Keluhan Pelanggan Thematic Meeting – Customer Complaint Handling Procedures
Senin, 24 Februari 2025 Monday, February 24, 2025	Rapat Tematik - Pengadaan Kapal dan Strategi Bisnis a. *Progress* Perencanaan Kapal Tongkang dan *Tugboat* b. Rencana dan *Progress* Realisasi Dana PMN Thematic Meeting – Vessel Procurement and Business Strategy a. Progress of Barge and Tugboat Planning b. Plan and Progress of State Capital Injection (PMN) Fund Realization
Jumat, 14 Maret 2025 Friday, March 14, 2025	Rapat Tematik KPMR Risk Management Monitoring Committee Thematic Meeting
Senin, 21 April 2025 Monday, April 21, 2025	Rapat Tematik a. *Progress* Pengadaan Kapal PMN dan Komersial b. Pelaksanaan Bisnis Proses *Reengineering* c. *Progress* Program Transformasi Thematic Meeting a. Progress of PMN and Commercial Vessel Procurement b. Implementation of Business Process Reengineering c. Progress of Transformation Program
Senin, 19 Mei 2026 Monday, May 19, 2025	Rapat Tematik a. *Outline Risk Impact* Program Transformasi Perusahaan b. Progress KM Umsini Pasca Insiden Thematic Meeting a. Outline of Risk Impact of the Corporate Transformation Program b. Progress of KM Umsini Post-Incident Handling
Senin, 16 Juni 2026 Monday, June 16, 2025	Rapat Tematik a. *Progress Development System* Aplikasi Monitoring PSO berbasis AI b. *Progress* Kajian Usulan Skema PSO dan Subsidi c. *Progress Towing* KM Umsini Thematic Meeting a. Progress of AI-Based PSO Monitoring Application Development System b. Progress of Proposed PSO and Subsidy Scheme Assessment c. Progress of KM Umsini Towing
Jumat, 18 Juli 2025 Friday, July 18, 2025	Rapat Tematik a. *Progress* Transformasi Layanan Angkutan Penumpang dan Barang berorientasi *Service* dan *Operational Excellent* - Standarisasi Pelayanan -Peningkatan Layanan Muatan dan Barang -Implementasi Sinergi Logistik b. Persiapan Perencanaan Penyusunan RKAP 2026 Thematic Meeting a. Progress of Passenger and Cargo Transportation Service Transformation Oriented toward Service and Operational Excellence, including Service Standardization, Improvement of Cargo and Freight Services, and Logistics Synergy Implementation b. Preparation for the 2026 RKAP Formulation
Jumat, 22 Agustus 2025 Friday, August 22, 2025	Tindak Lanjut *Progress* Umsini, Tilongkabila, Dorolonda, dan Sinabung; Transformasi Layanan Angkutan Penumpang; Tindak Lanjut Capaian Program Prioritas dalam RJPP; serta Prosedur Kapal Tiba dan Berangkat Follow-up on the Progress of Umsini, Tilongkabila, Dorolonda, and Sinabung; Passenger Transportation Service Transformation; Follow-up on Priority Program Achievements in the RJPP; and Vessel Arrival and Departure Procedures
Jumat, 12 September 2025 Friday, September 12, 2025	a. Evaluasi Sistem dan Kepatuhan terhadap Regulasi Keselamatan Kapal b. Tindakan Preventif dan Mitigasi Risiko atas Fleet *Reliability & Accident* a. Evaluation of Systems and Compliance with Vessel Safety Regulations b. Preventive Measures and Risk Mitigation for Fleet Reliability & Accidents
Kamis, 16 Oktober 2025 Thursday, October 16, 2025	Rapat Tematik KPMR Risk Management Monitoring Committee Thematic Meeting

KOMITE PEMANTAU MANAJEMEN RISIKO
RISK MANAGEMENT MONITORING COMMITTEE

Tanggal Rapat Meeting Date	Agenda Rapat Meeting Agenda
Rabu, 19 November 2025 Wednesday, November 19, 2025	Rapat Tematik KPMR 1. Pelaksanaan Business *Process Reengineering* 2. Penguatan *Three Lines of Model* Risk Management Monitoring Committee Thematic Meeting a. Implementation of Business Process Reengineering b. Strengthening of the Three Lines Model
Kamis, 18 Desember 2025 Thursday, December 18, 2025	Rapat Tematik KPMR 1. Penyusunan Risk Talent Program - Div L&D 2. Progress Pengadaan Desain Kapal Penumpang Baru -PMO 3. Progress Pengadaan Kapal Komersial - Div UKP dan Div PBJ Risk Management Monitoring Committee Thematic Meeting 1. Formulation of Risk Talent Program by Learning & Development Division 2. Progress of New Passenger Vessel Design Procurement by PMO 3. Progress of Commercial Vessel Procurement by UKP Division and PBJ Division

Adapun agenda rapat Dewan Komisaris dengan Organ di Bawah Dewan Komisaris serta Rapat Gabungan antara Dewan Komisaris dan Direksi yang dihadiri oleh Komite Pemantau Manajemen Risiko telah diuraikan pada Bab Tata Kelola Perusahaan dalam Laporan ini.

Additionally, the agendas of the Board of Commissioners Meetings with Committees under the Board of Commissioners, as well as Joint Meetings between the Board of Commissioners and the Board of Directors attended by the Risk Management Monitoring Committee, have been disclosed in the Good Corporate Governance chapter of this Report.

LAPORAN PELAKSANAAN KINERJA KOMITE PEMANTAU MANAJEMEN RISIKO

Sepanjang tahun 2025, Komite Pemantau Manajemen Risiko PT PELNI (Persero) telah menjalankan program dan kegiatan kerja, sebagai berikut:

1. Mengadakan Rapat Internal Komite sebanyak 12 kali.
2. Melakukan Rapat dengan Unit Manajemen Risiko perusahaan sebanyak 12 kali.
3. Melakukan pertemuan dengan Direktorat dan Divisi sebanyak 12 kali.
4. Melakukan evaluasi Manajemen Risiko perusahaan sebanyak 4 kali.
5. Melakukan telaah terhadap Pedoman Manajemen Risiko perusahaan sebanyak 1 kali.
6. Melakukan evaluasi pengelolaan risiko secara langsung dilapangan pada kantor cabang sebanyak 11 kali.
7. Melakukan pemantauan terhadap Proses pelaksanaan Teknologi Informasi di Perusahaan sebanyak 1 kali.
8. Melakukan telaah terhadap sistem manajemen mutu perusahaan sebanyak 1 kali.
9. Melakukan telaah terhadap penerapan tata kelola terintegrasi sebanyak 1 kali.
10. Melaksanakan penugasan khusus dari Dewan Komisaris.

REPORT ON THE PERFORMANCE IMPLEMENTATION OF THE RISK MANAGEMENT MONITORING COMMITTEE

Throughout 2025, the Risk Management Monitoring Committee of PT PELNI (Persero) carried out the following work programs and activities::

1. Held 12 Internal Committee Meetings.
2. Conducted 12 meetings with the Company's Risk Management Unit.
3. Conducted 12 meetings with relevant Directorates and Divisions.
4. Performed 4 evaluations of the Company's risk management practices.
5. Conducted 1 review of the Company's Risk Management Policy and Guidelines.
6. Performed 11 field evaluations of risk management implementation at branch offices.
7. Conducted 1 review of the implementation of Information Technology governance and processes.
8. Conducted 1 review of the Company's Quality Management System.
9. Conducted 1 review of the implementation of Integrated Governance practices.
10. Undertook special assignments as directed by the Board of Commissioners.

KOMITE TATA KELOLA TERINTEGRASI
INTEGRATED GOVERNANCE COMMITTEE

Komite Tata Kelola Terintegrasi merupakan salah satu organ pendukung yang dibentuk dan berada di bawah Dewan Komisaris, yang bertugas membantu Dewan Komisaris memenuhi tanggung jawabnya dalam melaksanakan kewajiban pemantauan, pengawasan dan evaluasi atas penerapan Tata Kelola Terintegrasi. Penugasan tersebut mengacu pada Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara.

The Integrated Governance Committee is one of the supporting organs established under the Board of Commissioners to assist the Board of Commissioners in fulfilling its responsibilities in carrying out monitoring, supervisory, and evaluation duties over the implementation of Integrated Governance. The establishment of this committee refers to the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.

Komite Tata Kelola Terintegrasi dibentuk berdasarkan Peraturan Menteri Badan Usaha Milik Negara Nomor: PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara.

The Integrated Governance Committee was established based on the Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises..

KOMPOSISI KOMITE TATA KELOLA TERINTEGRASI

Susunan komposisi anggota Komite Tata Kelola Terintegrasi dibentuk berdasarkan Surat Keputusan Dewan Komisaris Nomor : Kep-05/DK/VIII/2023 tanggal 2 Agustus 2023 tentang Komite Tata Kelola Terintegrasi. Berikut merupakan susunan Komite Tata Kelola Terintegrasi berdasarkan keputusan tersebut pada tahun 2025:

1. Komite Pemantau Manajemen Risiko PT Pelayaran Nasional Indonesia (Persero), dengan keanggotaan:
   a. Ketua Komite Pemantau Manajemen Risiko sebagai Ketua Komite Tata Kelola Terintegrasi;
   b. Wakil Ketua Komite Pemantau Manajemen Risiko sebagai Wakil Ketua Komite Tata Kelola Terintegrasi;
   c. Anggota Komite Pemantau Manajemen Risiko sebagai Anggota Komite Tata Kelola Terintegrasi.
2. Komite Pemantau Manajemen Risiko PT PBM Sarana Bandar Nasional, dengan keanggotaan:
   a. Ketua Komite Pemantau Manajemen Risiko sebagai Anggota Komite Tata Kelola Terintegrasi;
   b. Anggota Komite Pemantau Manajemen Risiko sebagai Anggota Komite Tata Kelola Terintegrasi.

COMPOSITION OF THE INTEGRATED GOVERNANCE COMMITTEE

The composition of the Integrated Governance Committee members was established based on the Decree of the Board of Commissioners No. KEP-05/DK/VIII/2023 dated August 2, 2023 concerning the Integrated Governance Committee. The following is the composition of the Integrated Governance Committee based on the said decree in 2025:

1. Risk Management Monitoring Committee of PT Pelayaran Nasional Indonesia (Persero), consisting of:
   a. The Chairman of the Risk Management Monitoring Committee as Chairman of the Integrated Governance Committee;
   b. The Vice Chairman of the Risk Management Monitoring Committee as Vice Chairman of the Integrated Governance Committee; and
   c. Members of the Risk Management Monitoring Committee as Members of the Integrated Governance Committee.
2. Risk Management Monitoring Committee of PT PBM Sarana Bandar Nasional, consisting of:
   a. The Chairman of the Risk Management Monitoring Committee as Member of the Integrated Governance Committee; and
   b. Members of the Risk Management Monitoring Committee as Members of the Integrated Governance Committee.

KOMITE TATA KELOLA TERINTEGRASI
INTEGRATED GOVERNANCE COMMITTEE

3. Komite Pemantau Manajemen Risiko PT Pelita Indonesia Djaya, dengan keanggotaan:
   a. Ketua Komite Pemantau Manajemen Risiko sebagai Anggota Komite Tata Kelola Terintegrasi;
   b. Anggota Komite Pemantau Manajemen Risiko sebagai Anggota Komite Tata Kelola Terintegrasi.

3. Risk Management Monitoring Committee of PT Pelita Indonesia Djaya, consisting of:
   a. The Chairman of the Risk Management Monitoring Committee as Member of the Integrated Governance Committee;
   b. Members of the Risk Management Monitoring Committee as Members of the Integrated Governance Committee.

Nama Name	Jabatan Position	Posisi di Perusahaan Position in the Company	Dasar Hukum Pengangkatan Legal Basis of Appointment	Masa Jabatan Term of Office
Eddy Susanto Supadmo	Ketua Komite Tata Kelola Terintegrasi Chairman of the Integrated Governance Committee	Komisaris Commissioner	Surat Keputusan Dewan Komisaris No. KEP-05/DK/II/2024 Decree of the Board of Commissioners No. KEP-05/DK/II/2024	15 Februari 2024 – Sekarang (1 periode) February 15, 2024 – Present (1st term)
Luqmanul Hakim	Wakil Ketua Komite Tata Kelola Terintegrasi Vice Chairman of the Integrated Governance Committee	Pihak Eksternal External Party	Surat Keputusan Dewan Komisaris No. KEP-05/DK/II/2024 Decree of the Board of Commissioners No. KEP-05/DK/II/2024	30 September 2023- Sekarang (1 periode) September 30, 2023 – Present (1st term)

PROFIL KOMITE TATA KELOLA TERINTEGRASI
PROFILE OF THE INTEGRATED GOVERNANCE COMMITTEE

Eddy Susanto Soepadmo
Ketua Komite Tata Kelola Terintegrasi
Chairman of the Integrated Governance Committee

Dasar Hukum Pengangkatan
Legal Basis of Appointment

Surat Keputusan Dewan Komisaris No. KEP-05/DK/II/2024
Decree of the Board of Commissioners No. KEP-05/DK/II/2024

Profil lengkap Bapak Eddy Susanto Soepadmo telah diuraikan pada Bab Profil Perusahaan dalam Laporan Tahunan ini.
The complete profile of Mr. Eddy Susanto Soepadmo has been presented in the Company Profile chapter of this Annual Report.

KOMITE TATA KELOLA TERINTEGRASI
INTEGRATED GOVERNANCE COMMITTEE

Luqmanul Hakim
Anggota Komite Tata Kelola Terintegrasi
Member of the Integrated Governance Committee

Dasar Hukum Pengangkatan
Legal Basis of Appointment

Surat Keputusan Dewan Komisaris No. KEP-07/DK/IX-2023
Decree of the Board of Commissioners No. KEP-07/DK/IX-2023

Usia Age	60 tahun 60 Years Old
Tempat dan Tanggal Lahir Place and Date of Birth	Jember, 5 juni 1965 Jember, June 5, 1965
Kewarganegaraan Nationality	Indonesia
Domisili Domicile	Kota Tangerang, Banten Tangerang City, Banten
Riwayat Pendidikan Educational Background	S2 Master's Degree
Riwayat Pekerjaan Professional Experience	VP Aero Retail Management SBU Garuda Indonesia VP Aero Retail Management SBU Garuda Indonesia
Jabatan Lainnya Other Positions	Tidak ada None
Periode Jabatan Term of Office	30 September 2023- sekarang (periode 1) September 30, 2023 – Present (1st term)

INDEPENDENSI KOMITE TATA KELOLA TERINTEGRASI

Dalam menjalankan tugas dan tanggung jawabnya, Komite Tata Kelola Terintegrasi harus bersifat independen dan profesional. Hal tersebut ditujukan guna menjaga independensi dalam pelaksanaan tugas, terhindar dari campur tangan pihak lain yang dapat merugikan Perseroan, serta menciptakan anggota komite yang berkompeten.

Perseroan memiliki kriteria independensi terkait keahlian, pengalaman dan integritas yang dipersyaratkan dalam ketentuan yang berlaku bagi seluruh anggota Komite Tata Kelola Terintegrasi. Berikut adalah tabel yang mengungkapkan independensi anggota Komite Tata Kelola Terintegrasi hingga 31 Desember 2025.

INDEPENDENCE OF THE INTEGRATED GOVERNANCE COMMITTEE

In carrying out its duties and responsibilities, the Integrated Governance Committee must act independently and professionally. This is intended to maintain independence in the execution of its duties, avoid interference from any party that may adversely affect the Company, and ensure that committee members possess the required competence.

The Company has established independence criteria relating to the expertise, experience, and integrity required under the applicable regulations for all members of the Integrated Governance Committee. The following table presents the independence status of the members of the Integrated Governance Committee as of December 31, 2025.

KOMITE TATA KELOLA TERINTEGRASI
INTEGRATED GOVERNANCE COMMITTEE

Kriteria Independensi Komite Tata Kelola Terintegrasi Independence Criteria of the Integrated Governance Committee	Komite Tata Kelola Terintegrasi PT PELNI (Persero) Integrated Governance Committee of PT PELNI (Persero)	
	Eddy Susanto Soepadmo	Luqmanul Hakim
Tidak memiliki hubungan keuangan dengan sesama anggota Dewan Komisaris maupun anggota Direksi. Does not have any financial relationship with fellow members of the Board of Commissioners or members of the Board of Directors.	V	V
Tidak memiliki hubungan kepengurusan di Perusahaan, Anak Perusahaan, maupun Perusahaan Afiliasi. Does not have any management relationship within the Company, Subsidiaries, or Affiliated Companies.	V	V
Tidak mempunyai saham langsung maupun tidak langsung pada Perusahaan. Does not own shares, either directly or indirectly, in the Company.	V	V
Tidak memiliki hubungan usaha, baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perusahaan. Does not have any business relationship, either directly or indirectly, related to the Company's business activities.	V	V
Tidak menjabat sebagai pengurus partai politik, pejabat, dan pemerintah. Does not serve as a political party official, government official, or public officer.	V	V

PROGRAM PENGEMBANGAN KOMPETENSI KOMITE TATA KELOLA TERINTEGRASI

Selama tahun 2025, anggota Komite Tata Kelola Terintegrasi yang merupakan anggota Dewan Komisaris Perseroan, program pengembangan kompetensi yang diikuti selama tahun 2025 telah tercantum pada bab Tata Kelola Perusahaan dalam Laporan Tahunan ini. Sedangkan bagi anggota Komite Tata Kelola Terintegrasi dari eksternal Perseroan tidak mengikuti program pengembangan kompetensi.

COMPETENCY DEVELOPMENT PROGRAM OF THE INTEGRATED GOVERNANCE COMMITTEE

During 2025, competency development programs attended by members of the Integrated Governance Committee who concurrently served as members of the Board of Commissioners have been disclosed in the Corporate Governance chapter of this Annual Report. Meanwhile, external members of the Integrated Governance Committee did not participate in any competency development programs during 2025.

TUGAS DAN TANGGUNG JAWAB KOMITE TATA KELOLA TERINTEGRASI

1. Fungsi Manajemen Risiko:
   a. Melakukan evaluasi kebijakan serta strategi Manajemen Risiko;
   b. Melakukan evaluasi pertanggungjawaban Direksi atas pelaksanaan kebijakan dan strategi Manajemen Risiko sebagaimana dimaksud pada huruf a;
   c. Melaksanakan pengawasan dan pemberian nasihat terhadap pelaksanaan fungsi Manajemen Risiko sesuai dengan ketentuan peraturan perundang-undangan, anggaran dasar, dan/atau keputusan RUPS/Menteri;

DUTIES AND RESPONSIBILITIES OF THE INTEGRATED GOVERNANCE COMMITTEE

1. Risk Management Function:
   a. Evaluate risk management policies and strategies;
   b. Evaluate the accountability of the Board of Directors for the implementation of risk management policies and strategies as referred to above;
   c. Carry out oversight and provide advice regarding the implementation of the Risk Management function in accordance with prevailing laws and regulations, the Articles of Association, and/or resolutions of the General Meeting of Shareholders/Minister.

KOMITE TATA KELOLA TERINTEGRASI
INTEGRATED GOVERNANCE COMMITTEE

2. Fungsi Audit Intern:
   1) Memastikan bahwa Direksi BUMN dan Anak Perusahaan BUMN memiliki SPI yang menjalankan fungsi Audit Intern;
   2) Memberikan persetujuan atas pengangkatan dan pemberhentian kepala SPI yang diusulkan oleh Direksi;
   3) Memastikan SPI memiliki akses terhadap informasi dan/atau data mengenai BUMN yang perlu untuk melaksanakan tugasnya;
   4) Memberikan persetujuan atas piagam Audit Intern (internal audit *charter*) yang diusulkan oleh Direksi dengan memperhatikan usulan dari SPI;
   5) Mengkaji efektivitas dan efisiensi Sistem Pengendalian Intern berdasarkan informasi yang diperoleh dari SPI paling sedikit sekali dalam 1 (satu) tahun;
   6) Menunjuk pengendali mutu independen dari pihak eksternal untuk melakukan kaji ulang terhadap kinerja SPI (*quality assurance review*) paling sedikit sekali dalam 3 (tiga) tahun; dan
   7) Melaksanakan pengawasan dan pemberian nasihat terhadap pelaksanaan fungsi Audit Intern lainnya sesuai dengan ketentuan peraturan perundang-undangan, anggaran dasar, dan/atau keputusan RUPS/Menteri.

3. Fungsi Tata Kelola Terintegrasi:
   a. Melakukan evaluasi dan persetujuan kebijakan Tata Kelola Terintegrasi;
   b. Mengawasi penerapan Tata Kelola Terintegrasi pada Anak Perusahaan BUMN agar selaras dengan kebijakan Manajemen Risiko BUMN Induk;
   c. Mengawasi pelaksanaan tugas dan tanggung jawab Direksi BUMN Induk, serta memberikan arahan atau nasihat kepada Direksi BUMN Induk atas pelaksanaan kebijakan Tata Kelola Terintegrasi;
   d. Mengevaluasi kebijakan Tata Kelola Terintegrasi dan mengarahkan untuk penyempurnaan;
   e. Mengawasi penerapan Tata Kelola Terintegrasi pada Anak Perusahaan BUMN agar selaras dengan kebijakan Tata Kelola Terintegrasi BUMN Induk dan Anak Perusahaan BUMN; dan

2. Internal Audit Function:
   1) Ensure that the Board of Directors of the SOE and its Subsidiaries establish an Internal Audit Unit (SPI) to carry out the Internal Audit function;
   2) Provide approval for the appointment and dismissal of the Head of the Internal Audit Unit proposed by the Board of Directors;
   3) Ensure that the Internal Audit Unit has access to information and/or data relating to the SOE necessary for the performance of its duties;
   4) Provide approval for the Internal Audit Charter proposed by the Board of Directors by taking into account recommendations from the Internal Audit Unit;
   5) Review the effectiveness and efficiency of the Internal Control System based on information obtained from the Internal Audit Unit at least once a year;
   6) Appoint an independent external quality assurance reviewer to conduct a quality assurance review of the performance of the Internal Audit Unit at least once every 3 (three) years; and
   7) Carry out oversight and provide advice regarding the implementation of other Internal Audit functions in accordance with prevailing laws and regulations, the Articles of Association, and/or resolutions of the General Meeting of Shareholders/Minister.

3. Integrated Governance Function:
   a. Evaluate and approve Integrated Governance policies;
   b. Oversee the implementation of Integrated Governance within SOE Subsidiaries to ensure alignment with the risk management policies of the Parent SOE;
   c. Supervise the implementation of the duties and responsibilities of the Board of Directors of the Parent SOE and provide direction or advice regarding the implementation of Integrated Governance policies;
   d. Evaluate Integrated Governance policies and provide direction for improvement;
   e. Oversee the implementation of Integrated Governance within SOE Subsidiaries to ensure alignment between the Integrated Governance policies of the Parent SOE and its Subsidiaries; and

KOMITE TATA KELOLA TERINTEGRASI
INTEGRATED GOVERNANCE COMMITTEE

f. Melaksanakan pengawasan dan pemberian nasihat terhadap pelaksanaan fungsi Tata Kelola Terintegrasi lainnya sesuai dengan ketentuan peraturan perundang-undangan, anggaran dasar, dan/atau keputusan RUPS/ Menteri.

f. Carry out oversight and provide advice regarding the implementation of other Integrated Governance functions in accordance with prevailing laws and regulations, the Articles of Association, and/or resolutions of the General Meeting of Shareholders/Minister.

PIAGAM KOMITE TATA KELOLA TERINTEGRASI

Dalam menjalankan tugas dan tanggung jawabnya, Komite Tata Kelola Terintegrasi memiliki piagam yang menjadi pedoman, yaitu Piagam Komite Tata Kelola Terintegrasi Nomor 09/KTKT/XII-2023.

CHARTER OF THE INTEGRATED GOVERNANCE COMMITTEE

In carrying out its duties and responsibilities, the Integrated Governance Committee is guided by the Integrated Governance Committee Charter Number 09/KTKT/XII-2023.

KEBIJAKAN RAPAT KOMITE TATA KELOLA TERINTEGRASI

Kebijakan rapat Komite Tata Kelola Terintegrasi diatur dalam Bab 3. Poin B pasal 1 dan 2 Piagam Komite Tata Kelola Terintegrasi.

MEETING POLICY OF THE INTEGRATED GOVERNANCE COMMITTEE

The meeting policy of the Integrated Governance Committee is stipulated in Chapter 3, Point B, Articles 1 and 2 of the Integrated Governance Committee Charter.

RAPAT KOMITE TATA KELOLA TERINTEGRASI

Sepanjang tahun 2025, Komite Tata Kelola Terintegrasi telah menyelenggarakan rapat internal sebanyak 12 (dua belas) kali. Selain rapat internal, Komite Tata Kelola Terintegrasi juga menghadiri Rapat Dewan Komisaris dan Organ di Bawah Dewan Komisaris serta Rapat Gabungan antara Dewan Komisaris dan Direksi, dengan frekuensi dan tingkat kehadiran masing-masing anggota Komite Tata Kelola Terintegrasi dalam seluruh rapat yang diselenggarakan oleh internal Komite Tata Kelola Terintegrasi maupun yang diikuti selama tahun 2025, sebagai berikut:

MEETINGS OF THE INTEGRATED GOVERNANCE COMMITTEE

Throughout 2025, the Integrated Governance Committee conducted 12 (twelve) internal meetings. In addition to internal meetings, the Integrated Governance Committee also attended meetings of the Board of Commissioners and Committees Under the Board of Commissioners, as well as Joint Meetings between the Board of Commissioners and the Board of Directors. The frequency of meetings and attendance rates of each member of the Integrated Governance Committee in all meetings conducted internally by the Committee or attended throughout 2025 are as follows:

Nama Name	Jabatan Position	Jumlah Rapat Number of Meetings	Jumlah Kehadiran Attendance	Tingkat Kehadiran Attendance Rate
Eddy Susanto Supadmo	Ketua Komite Tata Kelola Terintegrasi Chairman of the Integrated Governance Committee	12	12	100%
Luqmanul Hakim	Anggota Komite Tata Kelola Terintegrasi Member of the Integrated Governance Committee	12	12	100%

KOMITE TATA KELOLA TERINTEGRASI
INTEGRATED GOVERNANCE COMMITTEE

Adapun agenda rapat internal Komite Tata Kelola Terintegrasi diuraikan pada tabel berikut ini:

The agenda of the internal meetings of the Integrated Governance Committee is presented in the following table:

Tanggal Rapat Meeting Date	Agenda Rapat Meeting Agenda
Jumat, 17 Januari 2025 Friday, January 17, 2025	Rapat Komite Pemantau Tata Kelola Terintegrasi Integrated Governance Monitoring Committee Meeting
Senin, 24 Februari 2025 Monday, February 24, 2025	Rapat Komite Pemantau Tata Kelola Terintegrasi Integrated Governance Monitoring Committee Meeting
Jumat, 14 Maret 2025 Friday, March 14, 2025	Rapat Komite Pemantau Tata Kelola Terintegrasi Integrated Governance Monitoring Committee Meeting
Senin, 21 April 2025 Monday, April 21, 2025	Rapat Komite Pemantau Tata Kelola Terintegrasi Integrated Governance Monitoring Committee Meeting
Rabu, 21 Mei 2025 Wednesday, May 21, 2025	Rapat Komite Pemantau Tata Kelola Terintegrasi Integrated Governance Monitoring Committee Meeting
Senin, 16 Juni 2026 Monday, June 16, 2025	Rapat Komite Pemantau Tata Kelola Terintegrasi Integrated Governance Monitoring Committee Meeting
Senin, 18 Juli 2025 Friday, July 18, 2025	Rapat Komite Pemantau Tata Kelola Terintegrasi Integrated Governance Monitoring Committee Meeting
Jumat, 22 Agustus 2025 Friday, August 22, 2025	Rapat Komite Pemantau Tata Kelola Terintegrasi Integrated Governance Monitoring Committee Meeting
Jumat, 12 September 2025 Friday, September 12, 2025	Rapat Komite Pemantau Tata Kelola Terintegrasi Integrated Governance Monitoring Committee Meeting
Kamis, 16 Oktober 2025 Thursday, October 16, 2025	Rapat Komite Pemantau Tata Kelola Terintegrasi Integrated Governance Monitoring Committee Meeting
Kamis, 20 November 2025 Thursday, November 20, 2025	Tinjauan terhadap Pelaksanaan ISO Manajemen Terintegrasi PELNI Group 2025 dan Persiapan ISO 37001:2025 Sistem Manajemen Anti Penyuapan pada PT PBM SBN dan PT PID Review of the Implementation of the PELNI Group Integrated Management ISO 2025 and Preparation for ISO 37001:2025 Anti-Bribery Management System at PT PBM SBN and PT PID
Jumat, 19 Desember 2025 Friday, December 19, 2025	Optimalisasi Pengelolaan Manajemen Risiko di Anak Perusahaan PT PELNI (Persero) Optimization of Risk Management Implementation in Subsidiaries of PT PELNI (Persero)

Adapun agenda rapat Dewan Komisaris dengan Organ di Bawah Dewan Komisaris serta Rapat Gabungan antara Dewan Komisaris dan Direksi yang dihadiri oleh Komite Tata Kelola Terintegrasi telah diuraikan pada Bab Tata Kelola Perusahaan dalam Laporan ini.

The agendas of the Board of Commissioners meetings with the Committees under the Board of Commissioners, as well as the Joint Meetings between the Board of Commissioners and the Board of Directors attended by the Integrated Governance Committee, have been presented in the Corporate Governance chapter of this Report.

KOMITE TATA KELOLA TERINTEGRASI
INTEGRATED GOVERNANCE COMMITTEE

LAPORAN PELAKSANAAN KINERJA KOMITE TATA KELOLA TERINTEGRASI

Sepanjang tahun 2025, Komite Tata Kelola Terintegrasi PT PELNI (Persero) telah menjalankan program dan kegiatan kerja, sebagai berikut:

1. Menyelenggarakan rapat Tematik bulanan.
2. Mengikuti Rapat Gabungan setiap bulan.
3. Membuat Laporan setiap Triwulan dan setiap Semester.
4. Monitoring kegiatan setiap bulan.
5. Melakukan telaah/kajian.
6. Membuat RKAP 2025.
7. Melaksanakan Penugasan khusus dari Dewan Komisaris.

REPORT ON THE PERFORMANCE IMPLEMENTATION OF THE INTEGRATED GOVERNANCE COMMITTEE

Throughout 2025, the Integrated Governance Committee of PT PELNI (Persero) carried out the following work programs and activities:

1. Conduct monthly thematic meetings.
2. Participate in monthly Joint Meetings.
3. Prepare quarterly and semi-annual committee reports.
4. Perform monthly monitoring of corporate activities and strategic initiatives.
5. Conduct reviews, evaluations, and assessments on matters within the Committee's scope of responsibility.
6. Prepare the 2025 Annual Work Plan and Budget (RKAP).
7. Undertake special assignments as directed by the Board of Commissioners.

SEKRETARIAT DEWAN KOMISARIS
BOARD OF COMMISSIONERS SECRETARIAT

Sekretariat Dewan Komisaris merupakan organ pendukung Dewan Komisaris yang bertugas membantu kelancaran tugas Dewan Komisaris, khususnya di bidang kesekretariatan dan penghubung Dewan Komisaris dengan pihak lain, termasuk Direksi.

The Board of Commissioners Secretariat is a supporting organ of the Board of Commissioners tasked with assisting the Board of Commissioners in the effective execution of its duties, particularly in secretarial functions and in facilitating communication between the Board of Commissioners and other parties, including the Board of Directors.

KEANGGOTAAN SEKRETARIAT DEWAN KOMISARIS

Sekretariat Dewan Komisaris Perseroan memiliki komposisi yang dipimpin oleh seorang Sekretaris Dewan Komisaris dan dibantu oleh seorang Staf Sekretariat Dewan Komisaris. Dewan Komisaris memiliki wewenang dalam mengangkat dan memberhentikan Sekretaris Dewan Komisaris serta Staf Sekretariat Dewan Komisaris. Dewan Komisaris juga menetapkan Masa jabatan Sekretaris Dewan Komisaris dan Staf Sekretariat Dewan Komisaris, yaitu maksimal 3 (tiga) tahun dan dapat

COMPOSITION OF THE BOARD OF COMMISSIONERS SECRETARIAT

The Company's Board of Commissioners Secretariat is composed of a Secretary to the Board of Commissioners and supported by a Staff of the Board of Commissioners Secretariat. The Board of Commissioners has the authority to appoint and dismiss the Secretary to the Board of Commissioners as well as the Staff of the Board of Commissioners Secretariat. The Board of Commissioners also determines the term of office of the Secretary to the Board of Commissioners and the Staff of the Board of Commissioners Secretariat, which shall be

SEKRETARIAT DEWAN KOMISARIS
BOARD OF COMMISSIONERS SECRETARIAT

diangkat kembali untuk paling lama 2 (dua) tahun dengan tidak mengurangi hak Dewan Komisaris/Dewan Pengawas untuk memberhentikannya sewaktu-waktu.

a maximum of 3 (three) years and may be reappointed for a further period of up to 2 (two) years, without prejudice to the right of the Board of Commissioners/Supervisory Board to dismiss them at any time.

Berdasarkan Keputusan Dewan Komisaris PT Pelayaran Nasional Indonesia (Persero) Nomor KEP-9/DK/VIII/2025 Tentang Pemberhentian Dan Pengangkatan Sekretaris Dewan Komisaris PT Pelayaran Nasional Indonesia (Persero) Berikut merupakan keanggotaan Sekretariat Dewan Komisaris Perseroan yang menjabat selama tahun 2025:

Based on the Decree of the Board of Commissioners of PT Pelayaran Nasional Indonesia (Persero) Number KEP-9/DK/VIII/2025 concerning the Dismissal and Appointment of the Secretary to the Board of Commissioners of PT Pelayaran Nasional Indonesia (Persero), the following are the members of the Company's Board of Commissioners Secretariat serving during 2025:

Keanggotaan Sekretariat Dewan Komisaris
Composition of the Board of Commissioners Secretariat

Nama Name	Jabatan Position	Dasar Hukum Pengangkatan Legal Basis of Appointment
Fanita Meilisa	Sekretaris Dewan Komisaris Secretary to the Board of Commissioners	Surat Keputusan Dewan Komisaris No. KEP-9/DK/VIII/2025 Decree of the Board of Commissioners No. KEP-9/DK/VIII/2025
Ajeng Eka Yandini	Staf Sekretariat Dewan Komisaris Staff of the Board of Commissioners Secretariat	Surat Keputusan Dewan Komisaris No. KEP-02/DK/I-2022 Decree of the Board of Commissioners No. KEP-02/DK/I-2022
Arum Puspita Maharani	Staf Sekretariat Dewan Komisaris Staff of the Board of Commissioners Secretariat	Surat Keputusan Dewan Komisaris No. KEP-12/DK/XI/2024 Decree of the Board of Commissioners No. KEP-12/DK/XI/2024
M. Amal Amrullah	Staf Sekretariat Dewan Komisaris Staff of the Board of Commissioners Secretariat	Surat Keputusan Dewan Komisaris No. KEP-04/DK/IV-2021 Decree of the Board of Commissioners No. KEP-04/DK/IV-2021
Ati Irawati	Staf Sekretariat Dewan Komisaris Staff of the Board of Commissioners Secretariat	Surat Keputusan Dewan Komisaris No. KEP-6/DK/VII/2022 Decree of the Board of Commissioners No. KEP-6/DK/VII/2022

PROFIL SEKRETARIS DEWAN KOMISARIS
PROFILE OF THE SECRETARY TO THE BOARD OF COMMISSIONERS

Fanita Meilisa
Sekretaris Dewan Komisaris
Secretary to the Board of Commissioners

Dasar Hukum Pengangkatan
Legal Basis of Appointment

Surat Keputusan Dewan Komisaris No. KEP-9/DK/VIII/2025
Decree of the Board of Commissioners No. KEP-9/DK/VIII/2025

SEKRETARIAT DEWAN KOMISARIS
BOARD OF COMMISSIONERS SECRETARIAT

Usia Age	38 tahun 38 Years Old
Tempat dan Tanggal Lahir Place and Date of Birth	Malang, 01 Mei 1987 Malang, May 1, 1987
Kewarganegaraan Nationality	Indonesia
Domisili Domicile	Bogor
Riwayat Pendidikan Educational Background	• Non-Degree, Jiangxi University Of Finance And Economics (2015) • S1 Akuntansi di Universitas Brawijaya Malang (2009) • Non-Degree Program, Jiangxi University of Finance and Economics (2015) • Bachelor's Degree in Accounting, Universitas Brawijaya Malang (2009)
Riwayat Pekerjaan Professional Experience	• Penata Kelola Perusahaan Negara Muda Unit Keasdepan Manajemen SDM BUMN di Kementerian BUMN (2021-Sekarang) • Anggota Komite Audit di PT Reasuransi Indonesia Utama (Persero) (2021-2025) • Sekretaris Dewan Komisaris di PT Asuransi Kredit Indonesia (Persero) (2018-2021) • Subkoordinator Unit Keasdepan Bidang Keuangan di Kementerian BUMN (2019-2020) • Pengendali Subfungsi Unit Keasdepan Bidang Keuangan di BUMN (2020) • Sekretaris Dewan Komisaris di PT PINDAD (Persero) (2016-2018) • Junior State-Owned Enterprise Governance Officer, Assistant Deputy for SOE Human Capital Management Unit at the Ministry of State-Owned Enterprises (2021–Present) • Member of the Audit Committee at PT Reasuransi Indonesia Utama (Persero) (2021–2025) • Secretary to the Board of Commissioners at PT Asuransi Kredit Indonesia (Persero) (2018–2021) • Sub-Coordinator of the Assistant Deputy Unit for Finance at the Ministry of State-Owned Enterprises (2019–2020) • Sub-Function Controller of the Assistant Deputy Unit for Finance in SOEs (2020) • Secretary to the Board of Commissioners at PT PINDAD (Persero) (2016–2018)
Jabatan Lainnya Other Positions	Tidak ada None
Sertifikasi Certification	• CACP (2023) • Manajemen Risiko/CRGP (2024) • CIAO (2025) • CACP (2023) • Risk Management/CRGP (2024) • CIAO (2025)

INFORMASI RANGKAP JABATAN SEKRETARIAT DEWAN KOMISARIS

Informasi mengenai rangkap jabatan Sekretariat Dewan Komisaris diatur dalam Peraturan Menteri BUMN Nomor PER-3/ MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara, dengan ketentuan Sekretariat Dewan Komisaris PT PELNI (Persero) tidak boleh merangkap sebagai:

1. Anggota Dewan Komisaris/Dewan Pengawas pada BUMN/ perusahaan lain;
2. Sekretaris/Staf Sekretariat Dewan Komisaris/ Dewan Pengawas pada BUMN/perusahaan lain;

INFORMATION ON CONCURRENT POSITIONS OF THE BOARD OF COMMISSIONERS SECRETARIAT

Information regarding concurrent positions held by the Board of Commissioners Secretariat is governed by the Regulation of the Minister of State-Owned Enterprises Number PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises, stipulating that the Board of Commissioners Secretariat of PT PELNI (Persero) is prohibited from concurrently serving as:

1. Members of the Board of Commissioners/Board of Supervisors in SOEs/other companies;
2. Secretary/Secretariat Staff of the Board of Commissioners/ Board of Supervisors in SOEs/other companies;

SEKRETARIAT DEWAN KOMISARIS
BOARD OF COMMISSIONERS SECRETARIAT

3. Anggota komite lain pada Perusahaan; dan/atau
4. Anggota komite pada BUMN/Perusahaan lain.

Seluruh anggota Sekretariat Dewan Komisaris PT PELNI (Persero) yang menjabat sepanjang tahun 2025 tidak memiliki rangkap jabatan yang dilarang dalam Peraturan Menteri BUMN Nomor PER- 3/MBU/03/2023.

TUGAS DAN TANGGUNG JAWAB SEKRETARIAT DEWAN KOMISARIS

Sekretariat Dewan Komisaris memiliki 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, risalah rapat maupun dokumen lainnya;
4. Menyusun Rencana Kerja dan Anggaran Dewan Komisaris;
5. Menyusun rancangan Laporan-Laporan Dewan Komisaris;
6. Melaksanakan tugas lain dari Dewan Komisaris.

Sekretariat Dewan Komisaris juga melaksanakan tugas lain berupa:
1. Memastikan bahwa Dewan Komisaris mematuhi peraturan perundang-undangan serta menerapkan prinsip-prinsip tata kelola perusahaan yang baik;
2. Memberikan informasi yang dibutuhkan oleh Dewan Komisaris secara berkala dan/atau sewaktu- waktu apabila diminta;
3. Mengkoordinasikan anggota Komite, jika diperlukan dalam rangka memperlancar tugas Dewan Komisaris;
4. Bertindak sebagai penghubung (*liaison officer*) Dewan Komisaris dengan pihak lain

3. Members of other committees within the Company; and/or
4. Members of committees in other SOEs/companies.

All members of the Board of Commissioners Secretariat of PT PELNI (Persero) serving throughout 2025 did not hold any concurrent positions prohibited under the Regulation of the Minister of State-Owned Enterprises Number PER-3/MBU/03/2023.

DUTIES AND RESPONSIBILITIES OF THE BOARD OF COMMISSIONERS SECRETARIAT

The Board of Commissioners Secretariat has the following duties:
1. Preparing meetings, including meeting materials (briefing sheets) for the Board of Commissioners;
2. Preparing minutes of meetings of the Board of Commissioners in accordance with applicable provisions;
3. Administering documents of the Board of Commissioners, including incoming letters, outgoing letters, meeting minutes, and other documents;
4. Preparing the Work Plan and Budget of the Board of Commissioners;
5. Preparing drafts of reports of the Board of Commissioners; and
6. Carrying out other duties assigned by the Board of Commissioners.

The Board of Commissioners Secretariat also performs additional duties, including:
1. Ensuring that the Board of Commissioners complies with laws and regulations and implements the principles of good corporate governance;
2. Providing information required by the Board of Commissioners periodically and/or at any time upon request;
3. Coordinating committee members, if necessary, in order to facilitate the duties of the Board of Commissioners; and
4. Acting as a liaison officer between the Board of Commissioners and other parties.

KESEKRETARIATAN PERUSAHAAN
CORPORATE SECRETARY

Kesekretariatan Perusahaan merupakan organ pendukung yang berada di bawah Direksi, yang bertugas sebagai pelaksana fungsi Sekretaris Perusahaan dalam rangka membantu Direksi dalam penerapan prinsip- prinsip GCG serta memenuhi ketentuan terhadap praktik GCG di PT PELNI (Persero). Kesekretariatan Perusahaan juga berperan sebagai penghubung antara Perseroan dengan pemegang saham, dewan komisaris, direksi, dan *stakeholders* eksternal.

Pembentukan Kesekretariatan Perusahaan merujuk pada Peraturan Menteri BUMN Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara.

The Corporate Secretariat is a supporting organ under the Board of Directors that serves as the executor of the Corporate Secretary function in assisting the Board of Directors in implementing the principles of Good Corporate Governance (GCG) and ensuring compliance with GCG practices within PT PELNI (Persero). The Corporate Secretariat also acts as a liaison between the Company and shareholders, the Board of Commissioners, the Board of Directors, and external stakeholders.

The establishment of the Corporate Secretariat refers to the 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.

PROFIL SEKRETARIS PERUSAHAAN

Hingga akhir tahun 2025, posisi Sekretaris Perusahaan dijabat oleh Bapak Ditto Pappilanda dengan dasar pengangkatan yang tertuang dalam Surat Keputusan Direksi Nomor: S-154/DK/XII-2025 tanggal 16 Desember 2025. Profil lengkap Bapak Ditto Pappilanda telah diuraikan pada Bab Profil Perusahaan dalam Laporan Tahunan ini.

PROFILE OF THE HEAD OF CORPORATE SECRETARIAT

As of the end of 2025, the position of Corporate Secretary was held by Mr. Ditto Pappilanda, pursuant to Board of Directors Decree Number S-154/DK/XII-2025 dated 16 December 2025. A complete profile of Mr. Ditto Pappilanda is presented in the Company Profile chapter of this Annual Report.

KEDUDUKAN DAN KEANGGOTAAN SEKRETARIS PERUSAHAAN

Kedudukan Sekretaris Perusahaan PT PELNI (Persero) secara struktural berada di bawah Direktorat Utama dipimpin oleh seorang Sekretaris Perusahaan. Direktur Utama memiliki wewenang dalam mengangkat dan memberhentikan Sekretaris Perusahaan yang dilakukan berdasarkan mekanisme internal Perusahaan dengan persetujuan Dewan Komisaris. Dalam pelaksanaan tugasnya, Sekretaris Perusahaan menyampaikan laporan secara berkala kepada Direktur Utama, serta dapat memberikan laporan kepada Dewan Komisaris apabila diminta.

POSITION AND MEMBERSHIP OF THE CORPORATE SECRETARIAT

Structurally, the Corporate Secretariat of PT PELNI (Persero) is under the President Director Directorate and is led by a Head of Corporate Secretariat. The President Director has the authority to appoint and dismiss the Head of Corporate Secretariat through the Company's internal mechanism with the approval of the Board of Commissioners. In carrying out duties, the Head of Corporate Secretariat submits periodic reports to the President Director and may also provide reports to the Board of Commissioners upon request.

Divisi Kesekretariatan Perusahaan PT PELNI (Persero) terdiri dari 5 (lima) departemen, yaitu Departemen Kesekretariatan Direksi dan Komisaris, Departemen Komunikasi Pemasaran, Departemen CEOO, Departemen Informasi Publik, dan Departemen Komunikasi Korporasi. Hingga akhir tahun

The Corporate Secretary Division of PT PELNI (Persero) is organized into five departments, namely the Board of Directors and Board of Commissioners Secretariat Department, Marketing Communications Department, CEO Office Department, Public Information Department,

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2025, Jumlah anggota Kesekretariatan Perusahaan sebanyak 43 (empat puluh tiga) karyawan.

and Corporate Communications Department. As of 31 December 2025, the Corporate Secretary Function was supported by 43 (forty-three) employees.

FUNGSI DAN TUGAS POKOK SEKRETARIS PERUSAHAAN

Sekretaris Perusahaan memiliki fungsi sebagai berikut:
1. Memastikan bahwa BUMN mematuhi peraturan tentang persyaratan terbukaan sejalan dengan prinsip-prinsip GCG.
2. Memberikan informasi yang dibutuhkan oleh Direksi dan Dewan Komisaris secara berkala dan/ atau sewaktu-waktu apabila diminta;
3. Sebagai penghubung (*liaison officer*) dengan pemangku kepentingan; dan
4. Menatausahakan serta menyimpan dokumen perusahaan, termasuk tetapi tidak terbatas pada daftar pemegang saham, daftar khusus dan risalah rapat Direksi, rapat Dewan Komisaris dan RUPS/ Menteri.

Dalam pelaksanaan tugasnya, Sekretaris Perusahaan menyampaikan laporan secara berkala kepada Direktur Utama, serta dapat memberikan laporan kepada Dewan Komisaris apabila diminta.

Di luar dari fungsi pokok di atas, Sekretaris Perusahaan juga menjalankan tugas-tugas sebagai berikut:
1. Menghadiri Rapat Direksi dan membuat risalah rapat;
2. Menyiapkan Daftar Khusus;
3. Membuat Daftar Pemegang Saham;
4. Mempersiapkan bahan-bahan yang diperlukan berkaitan dengan laporan-laporan/kegiatan rutin Direksi yang akan disampaikan kepada pihak luar;
5. Mempersiapkan bahan-bahan/materi yang diperlukan berkaitan dengan hal-hal yang harus mendapatkan keputusan Direksi berkenaan dengan pengelolaan Perusahaan;
6. Memfasilitasi rapat-rapat dalam lingkungan Direksi, baik yang bersifat rutin maupun non-rutin;
7. Menindaklanjuti setiap keputusan Direksi dengan jalan mencatat setiap keputusan yang dihasilkan dalam rapat Direksi dan memantau serta mengecek tindak lanjut hasil rapat.

FUNCTIONS AND MAIN DUTIES OF THE CORPORATE SECRETARIAT

The Corporate Secretary has the following functions:
1. Ensuring that the SOE complies with disclosure requirements in line with the principles of Good Corporate Governance (GCG).
2. Providing information required by the Board of Directors and the Board of Commissioners periodically and/or at any time upon request.
3. Acting as a liaison officer with stakeholders.
4. Administering and maintaining corporate documents, including but not limited to the shareholders register, special register, and minutes of meetings of the Board of Directors, Board of Commissioners, and General Meeting of Shareholders/Minister.

In carrying out his duties, the Corporate Secretary submits periodic reports to the President Director and may also provide reports to the Board of Commissioners upon request.

In addition to the primary functions described above, the Corporate Secretary also performs the following duties:
1. Attending Board of Directors meetings and preparing meeting minutes;
2. Preparing the Special Register;
3. Maintaining the Shareholders Register;
4. Preparing materials required in relation to reports/ routine activities of the Board of Directors to be submitted to external parties;
5. Preparing materials/documents required in relation to matters requiring decisions of the Board of Directors concerning the management of the Company;
6. Facilitating meetings within the Board of Directors environment, both routine and non-routine meetings;
7. Following up on every decision of the Board of Directors by recording all decisions made during Board meetings and monitoring as well as reviewing the implementation of meeting resolutions.

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Sebagai atasan Sekretaris Perusahaan, Direksi memiliki tanggung jawab dalam menjaga dan mengevaluasi kualitas fungsi sekretaris Perusahaan.

As the superior of the Corporate Secretary, the Board of Directors is responsible for maintaining and evaluating the quality of the Corporate Secretary function.

PELATIHAN SEKRETARIS PERUSAHAAN

Sepanjang tahun 2025, Sekretaris Perusahaan telah mengikuti program pelatihan dengan rincian sebagai berikut:

CORPORATE SECRETARY TRAINING

Throughout 2025, the Corporate Secretary participated in training programs with the following details:

No.	Nama dan Jabatan Name and Position	Tanggal Date	Nama Pelatihan Training Program	Penyelenggara Organizer
1	Evan Eryanto - Sekretaris Perusahaan Evan Eryanto – Corporate Secretary	30-31 Oktober 2025 October 30–31, 2025	Legal for Non Legal Profesional Legal for Non-Legal Professionals	Markshare People Development
2	Evan Eryanto - Sekretaris Perusahaan Evan Eryanto – Corporate Secretary	5-8 November 2025 November 5–8, 2025	Executive Development Program : Live Virtual Training Finnon: Profit Planning & Capital Budgeting	PPM Manajemen

LAPORAN PELAKSANAAN TUGAS SEKRETARIS PERUSAHAAN

Selama tahun 2025, Kesekretariatan Perusahaan telah melakukan berbagai kegiatan, sebagai berikut:

REPORT ON THE IMPLEMENTATION OF CORPORATE SECRETARY DUTIES

Throughout 2025, the Corporate Secretary Division carried out various activities, as follows:

No.	Program/Kegiatan Program/Activity	Deskripsi Ringkas Brief Description
	Kegiatan dan Program Kerja Departemen Kesekretariatan Direksi dan Komisaris Kegiatan dan Program Kerja Departemen Kesekretariatan Direksi dan Komisaris	
1	Penyusunan Laporan Tahunan Perusahaan Preparation of the Company Annual Report	Penyusunan Laporan Tahunan Perusahaan yang dilakukan Departemen Kesekretariatan Direksi dan Komisaris merupakan program kerja rutin. Pada tahun 2025, Departemen Kesekretariatan Direksi dan Komisaris membuat Annual Report PT PELNI (Persero) tahun buku 2024. Laporan–laporan tersebut dibuat dengan mengacu GRI (*Global reporting Index*) yang berlaku. Kegiatan penyusunan ini dimulai pada bulan Januari sampai dengan bulan Juli mengingat tenggat waktu penyelesaian pelaporan ke publik diharuskan sebelum semester II dimulai pada tahun berjalan. The preparation of the Company Annual Report conducted by the Department of Board of Directors and Board of Commissioners Secretariat is part of the routine work program. In 2025, the Department prepared the 2024 Annual Report of PT PELNI (Persero). The reports were prepared in accordance with the applicable GRI (Global Reporting Initiative) standards. The preparation process commenced in January and continued through July, considering that the deadline for public disclosure reporting must be completed before the second semester of the current year.
2	Pengelolaan Remunerasi bagi Direksi & Komisaris Remuneration Management for the Board of Directors and Board of Commissioners	Departemen Kesekretariatan Direksi dan Komisaris sebagaimana tugasnya melakukan layanan umum rumah tangga kantor Direksi dan Komisaris diantaranya yaitu melakukan pengelolaan Remunerasi Direksi dan Komisaris PT PELNI (Persero). Pengelolaan tersebut meliputi pengelolaan penghasilan, pengelolaan tunjangan Asuransi Purna, pengelolaan Tantiem dan Dana Tantiem yang Ditangguhkan bagi Direksi dan Dewan Komisaris TA 2023. Kegiatan pengelolaan Remunerasi Direksi dan Komisaris dilaksanakan sepanjang tahun sedangkan untuk pengelolaan dana tantiem yang ditangguhkan dilaksanakan pada bulan November sampai dengan Desember 2025.

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No.	Program/Kegiatan Program/Activity	Deskripsi Ringkas Brief Description
		In accordance with its duties, the Department of Board of Directors and Board of Commissioners Secretariat provides general administrative and household services for the offices of the Board of Directors and Board of Commissioners, including the management of remuneration for the Board of Directors and Board of Commissioners of PT PELNI (Persero). Such management includes salary administration, post-employment insurance allowance management, tantiem management, and deferred tantiem fund management for the Board of Directors and Board of Commissioners for Fiscal Year 2023. Remuneration management activities were carried out throughout the year, while the management of deferred tantiem funds was implemented from November to December 2025.
3	Pengelolaan Fasilitas bagi Direksi & Komisaris Facilities Management for the Board of Directors and Board of Commissioners	Sesuai dengan Peraturan Menteri Badan Usaha Milik Negara Nomor PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara, disebutkan bahwa Fasilitas bagi Direksi dan Dewan Komisaris adalah penghasilan berupa sarana dan/atau kemanfaatan dan/atau penjaminan digunakan/dimanfaatkan oleh Direksi dan Dewan Komisaris BUMN dalam rangka pelaksanaan tugas, wewenang, kewajiban dan tanggungjawab berdasarkan peraturan perundang-undangan. Fasilitas bagi Direksi yaitu fasilitas kesehatan, fasilitas kendaraan dan fasilitas bantuan hukum. Sedangkan fasilitas bagi Dewan Komisaris yaitu fasilitas kesehatan dan fasilitas bantuan hukum. Pelaksanaan pengelolaan fasilitas bagi Direksi dan Komisaris telah dilakukan oleh Departemen Kesekretariatan Direksi dan Komisaris sepanjang tahun sehingga Direksi dan Komisaris diharapkan dapat terpenuhi segala kebutuhan penunjangnya guna untuk melakukan pekerjaan lebih optimal. In accordance with the Regulation of the Minister of State-Owned Enterprises Number PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises, facilities for the Board of Directors and Board of Commissioners are defined as benefits in the form of infrastructure, utilities, and/or guarantees utilized by the Board of Directors and Board of Commissioners in carrying out their duties, authorities, obligations, and responsibilities in accordance with prevailing laws and regulations. Facilities provided to the Board of Directors include healthcare facilities, vehicle facilities, and legal assistance facilities, while facilities for the Board of Commissioners include healthcare facilities and legal assistance facilities. The management of such facilities was carried out by the Department of Board of Directors and Board of Commissioners Secretariat throughout 2025 to support the Board of Directors and Board of Commissioners in performing their duties more effectively and optimally.
4	Digitalisasi Risalah Rapat/e-risalah Digitalization of Meeting Minutes/e-Minutes	Pada tahun 2025, Departemen Kesekretariatan Direksi dan Komisaris sejalan dengan program kerja transformasi, telah efektif menggunakan Risalah Rapat berbasis Teknologi dengan berkolaborasi bersama Departemen Teknologi dan Informasi. Kegiatan ini dilakukan secara bertahap pada tahap awal hanya digunakan pada rapat terbatas Direksi, kemudian Departemen Kesekretariatan Direksi dan Komisaris melakukan diskusi dengan Departemen Teknologi dan Informasi guna meningkatkan kehandalan aplikasi agar dapat digunakan secara optimal. In line with the corporate transformation program, in 2025 the Department of Board of Directors and Board of Commissioners Secretariat effectively implemented technology-based meeting minutes through collaboration with the Information Technology Department. The implementation was conducted gradually, initially limited to restricted Board of Directors meetings. Subsequently, the Department coordinated with the Information Technology Department to enhance the reliability of the application to enable more optimal utilization.
5	Pengelolaan Penyelenggaraan Rapat Dinas PT PELNI (Persero) Management of PT PELNI (Persero) Official Meetings	Pada tahun 2025, agenda korporasi dalam hal penyelenggaraan Rapat Dinas diantaranya: 1) Rapat Direksi; 2) Rapat Gabungan Direksi dan Dewan Komisaris; 3) Rapat Integrasi Direksi dan Dewan Komisaris; 4) Rapat Pra RUPS & RUPS PT PELNI (Persero); 5) Rapat Pra RUPS & RUPS Anak Perusahaan; 6) Rapat Teknis Pembahasan Kinerja dengan Kementerian BUMN; 7) Rapat Pimpinan PT PELNI (Persero); dan Rapat dengan K/L. In 2025, the corporate agenda related to the organization of official meetings included: 1) Board of Directors Meetings; 2) Joint Meetings of the Board of Directors and the Board of Commissioners; 3) Integration Meetings of the Board of Directors and the Board of Commissioners; 4) Pre-General Meeting of Shareholders and General Meeting of Shareholders of PT PELNI (Persero); 5) Pre-General Meeting of Shareholders and General Meeting of Shareholders of Subsidiaries; 6) Technical Performance Discussion Meetings with the Ministry of State-Owned Enterprises; 7) PT PELNI (Persero) Management Meetings; and 8) Meetings with Ministries/Institutions.

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No.	Program/Kegiatan Program/Activity	Deskripsi Ringkas Brief Description
	Kegiatan dan Program Kerja Departemen Komunikasi Korporasi Work Programs and Activities of the Corporate Communication Department	
6	Townhall Meeting	Pada tahun 2025 Divisi Kesekretariatan Perusahaan melalui Departemen Komunikasi Korporasi, mengadakan kegiatan Townhall Meeting sebanyak dua kali dalam satu tahun. Pertama dilaksanakan pada tanggal 12 Februari 2025 pelaksanaan *Townhall Meeting* ini mengambil tema "PELNI Going Extra Miles : Beyond The Target" difokuskan pada bahasan strategi perusahaan dalam satu tahun kedepan serta penjabaran terkait Rencana Kerja dan Anggaran Perusahaan (RKAP) tahun 2025. Harapannya agar seluruh karyawan mampu memahami strategi manajemen untuk kemudian dapat diinterpretasikan ke dalam program-program kerja tiap Direktorat, Divisi, Maupun Departemen. In 2025, the Corporate Secretary Division through the Corporate Communication Department organized Townhall Meetings twice during the year. The first Townhall Meeting was held on February 12, 2025 under the theme "PELNI Going Extra Miles: Beyond The Target," focusing on the Company's strategy for the upcoming year as well as the explanation of the 2025 Company Work Plan and Budget (RKAP). Through this activity, all employees were expected to gain a comprehensive understanding of management strategies and subsequently translate them into work programs within each Directorate, Division, and Department.
7	Media Relation	Tahun 2025 Kegiatan public relation dilaksanakan oleh Departemen komunikasi korporasi sepanjang tahun. Kegiatan *public relation* yang dilakukan meliputi *Media setting*, *Media Tour*, *Media briefing*, Konferensi pers/*media expose*, *Talkshow* Televisi, *Press release*. Kegiatan *media relations* PELNI tahun 2025 terselenggara dengan baik dan menghasilkan pemberitaan positif untuk Perusahaan. Tercatat hingga Desember, Perusahaan memiliki sebanyak 22.509 ekspose pemberitaan positif. Throughout 2025, public relations activities were carried out by the Corporate Communication Department on an ongoing basis. Such activities included media setting, media tours, media briefings, press conferences/media exposés, television talk shows, and press releases. The implementation of PELNI's media relations activities during 2025 was conducted effectively and generated positive media coverage for the Company. As of December 2025, the Company recorded 22,509 positive media exposures.
8	HUT Ke-73 PELNI PELNI 73rd Anniversary	Peringatan hari jadi perusahaan merupakan momentum penting untuk merefleksikan perjalanan panjang yang telah dilalui bersama. Berbagai pencapaian yang diraih hingga saat ini merupakan hasil dari dedikasi, kerja keras, dan kolaborasi seluruh insan perusahaan. Di sisi lain, berbagai tantangan yang dihadapi sepanjang perjalanan tersebut juga menjadi pembelajaran berharga yang memperkuat fondasi Perseroan dalam menghadapi masa depan. Pada tahun 2025, PELNI memperingati hari jadinya yang ke-73. Perayaan ini tidak hanya menjadi sarana untuk mensyukuri berbagai pencapaian yang telah diraih, tetapi juga menjadi momentum introspeksi dan evaluasi atas perjalanan serta kontribusi Perseroan selama lebih dari tujuh dekade melayani masyarakat Indonesia. Sebagai bagian dari rangkaian perayaan, Perseroan menyelenggarakan program Layar Kreasi PELNI yang berlangsung pada 4–28 Agustus 2025. Kegiatan ini diisi dengan berbagai perlombaan olahraga dan permainan tradisional dalam rangka memperingati Hari Ulang Tahun ke-80 Republik Indonesia. Selain menjadi ajang kebersamaan, kegiatan tersebut juga bertujuan mempererat hubungan kerja sama dan meningkatkan semangat kolaborasi di antara seluruh karyawan. PELNI juga menyelenggarakan kegiatan tasyakuran dan doa bersama pada 28 April 2025 sebagai wujud rasa syukur atas rahmat dan keberkahan yang telah diberikan Tuhan Yang Maha Esa kepada Perseroan sepanjang perjalanannya. Sementara itu, puncak perayaan hari jadi ke-73 PELNI dilaksanakan pada 25 Mei 2025 dengan melibatkan berbagai unsur insan PELNI. Kegiatan tersebut menjadi sarana untuk mempererat hubungan antarkaryawan sekaligus menumbuhkan rasa kebersamaan dan kebanggaan terhadap perusahaan dalam mendukung keberlanjutan pertumbuhan PELNI di masa mendatang.

KESEKRETARIATAN PERUSAHAAN
CORPORATE SECRETARY

No.	Program/Kegiatan Program/Activity	Deskripsi Ringkas Brief Description
		The Company's anniversary serves as an important occasion to reflect on the journey that has been undertaken together. The achievements attained over the years are the result of the dedication, hard work, and collaboration of all Company personnel. At the same time, the challenges encountered throughout this journey have provided valuable lessons that have strengthened the Company's foundation in navigating future opportunities and challenges. In 2025, PELNI celebrated its 73rd anniversary. The celebration not only served as an opportunity to express gratitude for the accomplishments achieved but also as a moment for introspection and evaluation of the Company's journey and contributions over more than seven decades of serving the Indonesian people. As part of the anniversary celebration, the Company organized the Layar Kreasi PELNI program from August 4 to August 28, 2025. The program featured a variety of sports competitions and traditional games held in commemoration of the 80th Anniversary of the Republic of Indonesia. In addition to fostering a spirit of celebration, the activities were intended to strengthen teamwork and enhance collaboration among employees across the organization. PELNI also held a thanksgiving and joint prayer gathering on April 28, 2025, as an expression of gratitude for the blessings and guidance bestowed by Almighty God throughout the Company's history. The peak anniversary celebration was subsequently held on May 25, 2025, bringing together various elements of the PELNI community. The event served as a platform to strengthen relationships among employees while fostering a sense of unity, pride, and shared commitment in supporting the Company's sustainable growth in the years ahead.
9	Komunikasi Internal – (Obrolan *Deck* 7) Internal Communication – (Obrolan Deck 7)	Pada Tahun 2025 dalam upaya memastikan komunikasi perusahaan berjalan dengan baik Departemen Komunikasi Korporasi mengemas model komunikasi internal dengan membuat sebuah acara (*podcast*) yang berjudul "Obrolan *Deck* 7". Pada *podcast* tersebut tiap episode nya membawakan tema yang berbeda dimulai dari tema ringan sampai dengan diskusi terkait strategi perusahaan dalam menjalankan bisnisnya. Program ini dikemas semenarik mungkin dengan membawakan pembahasan strategi dalam obrolan ringan. Harapannya dengan dibawakan secara ringan dan *fun*, pesan yang akan disampaikan dapat diterima dengan baik terutama terkait pembahasan strategi bisnis perusahaan dapat di *capture* dengan baik oleh karyawan yang saat ini mayoritas terdiri dari para generasi milenial. In 2025, as part of efforts to ensure effective corporate communication, the Corporate Communication Department developed an internal communication platform in the form of a podcast program entitled "Obrolan Deck 7." Each episode discussed different topics, ranging from light discussions to strategic discussions regarding the Company's business operations and strategies. The program was packaged in an engaging and interactive format by delivering strategic discussions through casual conversations. Through this approach, the Company expected the messages delivered, particularly those related to the Company's business strategies, to be well understood by employees, the majority of whom belong to the millennial generation.
	Kegiatan dan Program Kerja Departemen Informasi Publik Activities and Work Programs of the Public Information Department	
10	Pengelolaan Arsip dan Dokumen Perusahaan Corporate Archive and Document Management	Pada tahun 2025, Departemen Informasi Publik selaku departemen yang memiliki tanggung jawab atas arsip dan dokumen Perusahaan telah melaksanakan program pengelolaan arsip dan dokumen untuk memastikan ketersediaan informasi yang autentik, tertib, dan mudah diakses sesuai dengan ketentuan perundang-undangan serta kebijakan internal Perusahaan. In 2025, the Public Information Department, as the unit responsible for the Company's archives and corporate documents, implemented archive and document management programs to ensure the availability of authentic, orderly, and easily accessible information in accordance with applicable laws and regulations as well as the Company's internal policies.
11	Implementasi Layanan Informasi Publik Public Information Service Implementation	Di tahun 2025, layanan informasi publik PT PELNI (Persero) mengalami peningkatan permohonan informasi dimana hal ini menunjukkan bahwa masyarakat mulai memiliki kepercayaan akan transparansi Perusahaan. Adapun permohonan informasi yang masuk melalui PPID PT PELNI (Persero) pada tahun 2025 adalah 75 permohonan dengan informasi diberikan adalah 67 dan ditolak adalah 12. Pada bulan Desember 2025, PT PELNI (Persero) memperoleh peringkat ke-19 dari 39 BUMN dengan predikat Informatif dalam Anugerah Keterbukaan Informasi Publik Tahun 2025 yang diselenggarakan oleh Komisi Informasi Pusat. In 2025, PT PELNI (Persero)'s public information services experienced an increase in information requests, reflecting growing public trust in the Company's transparency. Throughout 2025, the PPID of PT PELNI (Persero) received 75 information requests, of which 67 requests were fulfilled and 12 requests were rejected. In December 2025, PT PELNI (Persero) achieved 19th place out of 39 State-Owned Enterprises with an "Informative" predicate in the 2025 Public Information Disclosure Awards organized by the Central Information Commission.

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No.	Program/Kegiatan Program/Activity	Deskripsi Ringkas Brief Description
12	Survei Kepuasan Pelanggan Customer Satisfaction Survey	Melaksanakan survei terhadap 24 armada kapal penumpang dan 3 kapal perintis untuk peningkatan kualitas layanan. Conducted surveys across 24 passenger vessels and 3 pioneer vessels to support service quality improvement initiatives.
13	*Quality Service Management Index* Quality Service Management Index	QSMI dirancang secara spesifik untuk mengukur validitas, akurasi, dan konsistensi informasi yang disampaikan oleh para agen kami. Tujuan utamanya adalah *Zero Error Information*; memastikan bahwa setiap jawaban yang keluar dari *Contact Center* adalah informasi yang presisi, sehingga pelanggan terhindar dari kebingungan atau kesalahan pengambilan keputusan akibat misinformasi. The Quality Service Management Index (QSMI) was specifically designed to measure the validity, accuracy, and consistency of information delivered by the Company's agents. Its primary objective is to achieve Zero Error Information, ensuring that every response provided by the Contact Center contains precise and reliable information, thereby preventing customer confusion or incorrect decision-making resulting from misinformation.
	Program Kerja Departemen Komunikasi Pemasaran Work Programs of the Marketing Communication Department	
14	Aktivasi Brand (*Brand Activation*) Brand Activation	Pada Tahun 2025, dalam rangka meningkatkan posisi dan daya saing PT PELNI (Persero) di pasar serta meningkatkan *awareness* konsumen terhadap produk dan layanan, PELNI telah melaksanakan berbagai kegiatan aktivasi merek di sejumlah wilayah cabang. Selain itu, sebagai upaya penguatan kapasitas branding. In 2025, as part of efforts to strengthen PT PELNI (Persero)'s market positioning and competitiveness, as well as to increase customer awareness of the Company's products and services, PELNI carried out various brand activation activities across several branch areas. In addition, these initiatives were also implemented as part of efforts to strengthen the Company's branding capacity.
15	Relasi Pelanggan Customer Relations	Pada Tahun 2025, Departemen Komunikasi Pemasaran melaksanakan berbagai program relasi pelanggan dengan fokus pada peningkatan *engagement* dan apresiasi kepada pelanggan. Jenis-jenis program relasi pelanggan yang dilaksanakan antara lain: In 2025, the Marketing Communication Department implemented various customer relations programs focusing on enhancing customer engagement and appreciation. The customer relations programs implemented included the following:

SATUAN PENGAWASAN INTERN
INTERNAL AUDIT UNIT

Satuan Pengawasan Intern (SPI) merupakan unit kerja dalam organisasi BUMN yang menjalankan fungsi Audit Intern dan diketuai oleh Kepala SPI. SPI dibentuk sebagai bentuk komitmen Perseroan dalam menerapkan prinsip-prinsip GCG, dengan mengacu pada Bab VI Undang-Undang Republik Indonesia Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara, Peraturan Pemerintah Nomor 12 tahun 1998 tentang Perusahaan Perseroan (Persero), Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara.

The Internal Audit Unit (IAU) is a work unit within the State-Owned Enterprise (SOE) organization that carries out the Internal Audit function and is headed by the Head of the Internal Audit Unit. The IAU was established as part of the Company's commitment to implementing the principles of Good Corporate Governance (GCG), with reference to Chapter VI of Law of the Republic of Indonesia Number 19 of 2003 concerning State-Owned Enterprises, Government Regulation Number 12 of 1998 concerning Limited Liability State-Owned Enterprises (Persero), and Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.

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INTERNAL AUDIT UNIT

LANDASAN HUKUM SPI

1) Undang-Undang Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara sebagaimana telah beberapa kali diubah terakhir dengan Undang-Undang Nomor 1 Tahun 2025 (Lembaran Negara Tahun 2025 Nomor 25, Tambahan Lembaran Negara Nomor 7097
2) Undang-Undang Nomor 40 Tahun 2007 Tentang Perseroan Terbatas (Lembaran Negara Tahun 2007 Nomor 106, Tambahan Lembaran Negara Nomor 4756);
3) Undang-Undang Nomor 17 Tahun 2008 sebagaimana telah beberapa kali diubah terakhir dengan Undang-Undang Nomor 66 Tahun 2024 tentang Pelayaran (Lembaran Negara Tahun 2024 Nomor 252, Tambahan Lembaran Negara Nomor 7003);
4) Undang-Undang Nomor 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang Nomor 2 Tahun 2022 tentang Cipta Kerja menjadi Undang-Undang (Lembaran Negara Tahun 2023 Nomor 41, Tambahan Lembaran Negara Nomor 6856);
5) Peraturan Menteri Badan Usaha Milik Negara Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola Dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara
6) Akta Pendirian PT PELNI (Persero) Nomor 31 tanggal 30 Oktober 1975 yang dibuat di hadapan Soeleman Ardjasasmita S.H., Notaris di Jakarta, Akta Nomor 10 tanggal 19 Desember 2008 tentang Penyesuaian Anggaran Dasar PT PELNI (Persero) yang dibuat di hadapan Raden Mas Soediarto Soenarto, S.H., Sp.N, Notaris di Jakarta, Akta Nomor 10 tanggal 04 Juli 2025 tentang Perubahan Anggaran Dasar Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia dibuat di hadapan Emmy Yatmini, S.H., Notaris di Jakarta;
7) Surat Keputusan Direksi Nomor 09.14/01/SK/HKO.01/2017 tanggal 14 September 2017 Tentang Pendoman Pengelolaan Unit Kerja Satuan Pengawasan Intern (SPI) di Lingkungan PT Pelayaran Nasional Indonesia (Persero);
8) Surat Keputusan Direksi Nomor 05.17/01/SK/HKO.01/2023 tanggal 17 Mei 2023 Tentang Standar Operasional Prosedur (SOP) Pemantauan Tindak Lanjut Rekomendasi Hasil Pemeriksaan Auditor Internal dan Eksternal di Lingkungan PT PELNI (Persero);

LEGAL BASIS OF THE INTERNAL AUDIT UNIT

1) Law Number 19 of 2003 concerning State-Owned Enterprises, as amended several times, most recently by Law Number 1 of 2025 (State Gazette of 2025 Number 25, Supplement to State Gazette Number 7097);
2) Law Number 40 of 2007 concerning Limited Liability Companies (State Gazette of 2007 Number 106, Supplement to State Gazette Number 4756);
3) Law Number 17 of 2008, as amended several times, most recently by Law Number 66 of 2024 concerning Shipping (State Gazette of 2024 Number 252, Supplement to State Gazette Number 7003);
4) Law Number 6 of 2023 concerning the Enactment of Government Regulation in Lieu of Law Number 2 of 2022 concerning Job Creation into Law (State Gazette of 2023 Number 41, Supplement to State Gazette Number 6856);
5) 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;
6) Deed of Establishment of PT PELNI (Persero) Number 31 dated October 30, 1975 drawn up before Soeleman Ardjasasmita, S.H., Notary in Jakarta; Deed Number 10 dated December 19, 2008 concerning Amendments to the Articles of Association of PT PELNI (Persero) drawn up before Raden Mas Soediarto Soenarto, S.H., Sp.N., Notary in Jakarta; and Deed Number 10 dated July 4, 2025 concerning Amendments to the Articles of Association of PT Pelayaran Nasional Indonesia (Persero) drawn up before Emmy Yatmini, S.H., Notary in Jakarta;
7) Board of Directors Decree Number 09.14/01/SK/HKO.01/2017 dated September 14, 2017 concerning Guidelines for the Management of the Internal Audit Unit within PT Pelayaran Nasional Indonesia (Persero);
8) Board of Directors Decree No. 05.17/01/SK/HKO.01/2023 dated May 17, 2023 concerning Standard Operating Procedures (SOP) for Monitoring Follow-Up Actions on Recommendations Resulting from Internal and External Audit Findings within PT PELNI (Persero);

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9) Surat Keputusan Bersama Antara Dewan Komisaris PT PELNI (Persero) dengan Direksi PT PELNI (Persero) Nomor: 11.15/02/SK/HKO.01/2023 tanggal 15 November 2023 tentang Pedoman Tata Kelola Perusahaan yang Baik *(Good Corporate Governance)* di Lingkungan PT PELNI (Persero);
10) Surat Keputusan Direksi Nomor: 11.15/03/SK/HKO.01/2023 tanggal 15 November 2023 tentang Pedoman Perilaku dan Etika *(Code of Conduct)* di Lingkungan PT PELNI (Persero).

FUNGSI, TUGAS DAN TANGGUNG JAWAB SPI

Fungsi
SPI bertugas memberikan *assurance* dan *advisory* yang independen dan objektif dalam meningkatkan efektivitas pengendalian internal, manajemen risiko, dan tata kelola perusahaan, guna mendukung pencapaian tujuan perusahaan.

Tugas dan Tanggung Jawab
Secara umum tugas dan tanggung jawab SPI adalah sebagai berikut:
1. Menyusun Rencana Kerja dan Anggaran, Program Kerja Pengawasan Tahunan (PKPT) serta program kerja audit berbasis risiko (*Risk Based Audit*);
2. Melakukan penyusunan dan pengkajian piagam Audit Intern secara periodik;
3. Melakukan penyusunan rencana audit tahunan dan alokasi anggaran untuk pelaksanaan fungsi pengawasan intern;
4. Memastikan pelaksanaan pengawasan intern sesuai dengan rencana;
5. Mengevaluasi integritas, kehandalan informasi dan sarana yang digunakan untuk mengidentifikasikan, mengukur, mengklasifikasikan dan melaporkan informasi tersebut;
6. Mengevaluasi sistem yang diciptakan untuk menjamin kepatuhan terhadap kebijakan, rencana kerja, prosedur, peraturan perundangan yang memiliki dampak besar terhadap organisasi perusahaan;
7. Melakukan evaluasi atas efektivitas pelaksanaan pengendalian internal, manajemen risiko, dan proses

9) Joint Decree between the Board of Commissioners of PT PELNI (Persero) and the Board of Directors of PT PELNI (Persero) No. 11.15/02/SK/HKO.01/2023 dated November 15, 2023 concerning Guidelines for the Implementation of Good Corporate Governance within PT PELNI (Persero); and
10) Board of Directors Decree No. 11.15/03/SK/HKO.01/2023 dated November 15, 2023 concerning the Code of Conduct and Ethics within PT PELNI (Persero).

FUNCTIONS, DUTIES, AND RESPONSIBILITIES OF THE INTERNAL AUDIT UNIT

Function
The Internal Audit Unit (IAU) is tasked with providing independent and objective assurance and advisory services to enhance the effectiveness of internal control, risk management, and corporate governance processes, in order to support the achievement of the Company's objectives.

Duties and Responsibilities
In general, the duties and responsibilities of the IAU are as follows:
1. Preparing the Work Plan and Budget, Annual Audit Work Program (PKPT), as well as risk-based audit programs (Risk Based Audit);
2. Preparing and periodically reviewing the Internal Audit Charter;
3. Preparing annual audit plans and budget allocations for the implementation of the internal audit function;
4. Ensuring the implementation of internal audits in accordance with the established plans;
5. Evaluating the integrity, reliability of information, and the systems used to identify, measure, classify, and report such information;
6. Evaluating systems established to ensure compliance with policies, work plans, procedures, and prevailing laws and regulations that have significant impacts on the Company's organization;
7. Evaluating the effectiveness of the implementation of internal control, risk management, and corporate

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tata kelola perusahaan, sesuai dengan peraturan perundang- undangan dan kebijakan perusahaan;
8. Melakukan pemeriksaan dan penilaian atas efisiensi dan efektivitas di bidang keuangan, akuntansi, komersial, operasional, sumber daya manusia, pemasaran, teknologi informasi dan penggunaan aset/ alat produksi serta kegiatan lainnya;
9. Melakukan audit atas Anak Perusahaan dan Perusahaan Terafiliasi, atas perintah Direktur Utama dan laporan disampaikan kepada Direktur Utama;
10. Melakukan audit terhadap objek audit Yayasan atau Lembaga Keuangan Non Bank yang didirikan oleh PT PELNI (Persero) dan atau PELNI Group atas perintah Direktur Utama dan laporan disampaikan kepada Direktur Utama;
11. Memberikan saran perbaikan dan informasi yang objektif tentang kegiatan yang diperiksa pada semua tingkatan manajemen;
12. Membuat laporan hasil audit dan menyampaikan laporan tersebut kepada Direktur Utama dan Dewan Komisaris, up. Komite Audit;
13. Membuat laporan dan evaluasi hasil *monitoring* tindak lanjut rekomendasi hasil audit.
14. Memantau, menganalisa dan melaporkan pelaksanaan tindak lanjut perbaikan yang telah disarankan oleh SPI dan/atau Auditor Eksternal;
15. Melaporkan temuan yang signifikan kepada Direktur Utama dan Dewan Komisaris, *up*. Komite Audit untuk dilakukan tindakan perbaikan dalam waktu yang cepat;
16. Memantau tindakan perbaikan atas temuan yang signifikan;
17. Melaporkan hasil pemantauan tindak lanjut perbaikan atas temuan yang signifikan kepada Direktur Utama dan Dewan Komisaris, *up*. Komite Audit;
18. Menjaga kerahasiaan informasi dan/atau data BUMN terkait dengan pelaksanaan tugas dan tanggung jawab Audit Intern, kecuali diperbolehkan berdasarkan ketentuan peraturan perundang-undangan dan/atau putusan pengadilan;
19. Menjaga informasi rahasia yang diperoleh sewaktu menjabat sesuai dengan ketentuan peraturan perundang-undangan;
20. Melakukan evaluasi mutu kegiatan dan hasil audit sesuai standar audit;

governance processes in accordance with prevailing laws and regulations and Company policies;
8. Conducting audits and assessments on efficiency and effectiveness in the areas of finance, accounting, commercial, operations, human resources, marketing, information technology, utilization of assets/ production equipment, and other activities;
9. Conducting audits of Subsidiaries and Affiliated Companies upon the instruction of the President Director, with reports submitted to the President Director;
10. Conducting audits of foundations or non-bank financial institutions established by PT PELNI (Persero) and/or the PELNI Group upon the instruction of the President Director, with reports submitted to the President Director;
11. Providing recommendations for improvement and objective information regarding audited activities at all levels of management;
12. Preparing audit reports and submitting such reports to the President Director and the Board of Commissioners, cq. the Audit Committee;
13. Preparing reports and evaluations on the monitoring results of follow-up actions regarding audit recommendations;
14. Monitoring, analyzing, and reporting the implementation of follow-up corrective actions recommended by the IAU and/or External Auditors;
15. Report significant findings to the President Director and the Board of Commissioners, cq. the Audit Committee, for prompt corrective actions;
16. Monitor corrective actions taken on significant findings;
17. Report the results of monitoring follow-up corrective actions on significant findings to the President Director and the Board of Commissioners, cq. the Audit Committee;
18. Maintain the confidentiality of SOE information and/ or data related to the implementation of Internal Audit duties and responsibilities, unless otherwise permitted by laws and regulations and/or court decisions;
19. Maintain the confidentiality of information obtained during the term of office in accordance with prevailing laws and regulations;
20. Conduct quality evaluations of audit activities and audit results in accordance with audit standards;

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21. Melakukan Audit Khusus, atas :
    - Perintah Direktur Utama;
    - Pengembangan hasil audit sebelumnya;
    - Menindaklanjuti hasil temuan audit eksternal;
22. Melakukan kegiatan konsultasi berkaitan dengan pengelolaan risiko, sistem pengendalian intern, serta praktik GCG dalam upaya meningkatkan kinerja dan nilai perusahaan secara berkesinambungan;
23. Melakukan konsultasi dan keyakinan terkait hal yang bersifat strategis baik pada saat perencanaan maupun pada saat pelaksanaan kegiatan operasional
24. Bertindak sebagai *counterpart* dengan pihak Auditor Eksternal dan Komite Audit dalam kegiatan Pemeriksaan di Perusahaan;
25. Meningkatkan pengetahuan, keahlian dan kemampuan Auditor Internal di SPI secara profesional dengan sertifikasi;
26. Memastikan anggota SPI mengikuti pengembangan profesional berkelanjutan serta pelatihan lain sesuai dengan perkembangan kompleksitas dan kegiatan usaha BUMN;
27. Memastikan pelaksanaan fungsi pengawasan intern sesuai dengan standar profesional Audit Intern dan kode etik Audit Intern;
28. Melakukan pemilihan sumber daya manusia yang kompeten sesuai dengan kebutuhan dalam pelaksanaan tugas SPI;
29. Memastikan dalam hal terdapat penggunaan jasa pihak eksternal untuk aktivitas pengawasan intern:
    - Terselenggaranya transfer pengetahuan antara pihak eksternal kepada anggota SPI mengingat penggunaan jasa ahli pihak ekstern bersifat sementara;
    - Penggunaan jasa pihak eksternal tidak memengaruhi independensi dan objektivitas fungsi SPI; dan
    - Pihak eksternal mematuhi piagam Audit Intern BUMN;
30. Sebagai SPI BUMN Induk:
    - Menentukan strategi pelaksanaan Pengawasan Intern Anak Perusahaan BUMN;
    - Merumuskan prinsip Pengawasan Intern yang mencakup metodologi audit dan langkah pelaksanaan pengendalian mutu; dan
    - Memantau pelaksanaan Pengawasan Intern pada masing-masing Anak Perusahaan BUMN.

21. Conduct Special Audits based on:
    - Instructions from the President Director;
    - Development of previous audit findings;
    - Follow-up on external audit findings;
22. Conduct consulting activities related to risk management, internal control systems, and GCG practices in an effort to continuously improve the Company's performance and value;
23. Provide consultation and assurance on strategic matters both during the planning stage and operational implementation stage;
24. Act as a counterpart to External Auditors and the Audit Committee in audit activities within the Company;
25. Enhance the knowledge, expertise, and capabilities of Internal Auditors within the Internal Audit Unit professionally through certifications;
26. Ensure that members of the Internal Audit Unit participate in continuous professional development and other training programs in line with the increasing complexity and business activities of SOEs;
27. Ensure the implementation of the internal audit function is carried out in accordance with professional Internal Audit standards and the Internal Audit code of ethics;
28. Conduct the selection of competent human resources in accordance with the needs of SPI duties and responsibilities;
29. Ensure that in the event external parties are engaged for internal audit activities:
    - Kknowledge transfer from external parties to SPI members is carried out, considering that the use of external expert services is temporary in nature;
    - The engagement of external parties does not affect the independence and objectivity of the SPI function; and
    - External parties comply with the SOE Internal Audit Charter;
30. As the SPI of the SOE Holding Company:
    - Determine the implementation strategy for Internal Audit activities within SOE Subsidiaries;
    - Formulate Internal Audit principles covering audit methodology and quality control implementation procedures; and
    - Monitor the implementation of Internal Audit activities in each SOE Subsidiary.

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WEWENANG

SPI mempunyai wewenang sebagai berikut:

a. Mengakses seluruh informasi yang relevan tentang Perusahaan/obyek yang diperiksa terkait dengan pelaksanaan tugas dan fungsinya;
b. Melakukan komunikasi secara langsung dengan Direksi, Dewan Komisaris, dan Komite Audit serta anggota dari Direksi, Dewan Komisaris dan/atau Komite Audit;
c. Melakukan penyelenggaraan rapat secara berkala dan insidentil dengan Direksi. Dewan Komisaris dan/atau Komite Audit;
d. Melakukan koordinasi kegiatan dengan Auditor Eksternal;
e. Meminta kerjasama dengan seluruh jajaran personel dan elemen di dalam perusahaan dalam rangka pelaksanaan tugas dan fungsi SPI;
f. Meminta bantuan tenaga ahli/profesional, jika dianggap perlu, baik dari dalam maupun dari luar perusahaan;
g. Mengelola kegiatan koordinasi dan pengawasan atas Anak Perusahaan dan Perusahaan Terafiliasi;
h. Menetapkan dan mengelola rencana anggaran biaya dan kerja pengawasan tahunan;
i. Menentukan dan menetapkan ruang lingkup, metode, cara, teknik, strategi dan pendekatan audit;
j. Dalam hal *Auditee* tidak menyediakan atau menolak permintaan dokumen dan data dari SPI, maka dimungkinkan untuk dibuat sebuah surat pernyataan penolakan permintaan data dari *Auditee* yang akan dijadikan oleh SPI sebagai acuan proses audit selanjutnya.

LINGKUP PEKERJAAN

Ruang lingkup pekerjaan SPI meliputi pemeriksaan dan penilaian yang sistematis atas pengendalian intern, kualitas SDM, manajemen risiko, dan tata kelola perusahaan untuk memberikan keyakinan bahwa:

a. Pengendalian intern telah dijalankan sesuai peraturan dan ketentuan yang berlaku;
b. Risiko telah diidentifikasi, dianalisis dan dikelola secara memadai;
c. Terlaksananya kegiatan pemeriksaan internal yang berbasis risiko *(Risk Based Audit)* secara berkesinambungan;

AUTHORITY

SPI has the following authorities:

a. To access all relevant information concerning the Company/object being audited in relation to the implementation of its duties and functions;
b. To communicate directly with the Board of Directors, the Board of Commissioners, and the Audit Committee, as well as members of the Board of Directors, Board of Commissioners, and/or Audit Committee;
c. To organize periodic and incidental meetings with the Board of Directors, Board of Commissioners, and/or Audit Committee;
d. To coordinate activities with External Auditors;
e. To request cooperation from all personnel and elements within the Company in the implementation of SPI duties and functions;
f. To request assistance from experts/professionals, if deemed necessary, both from within and outside the Company;
g. To manage coordination and supervision activities over Subsidiaries and Affiliated Companies;
h. To determine and manage the annual supervisory work plan and budget;
i. To determine and establish the scope, methods, procedures, techniques, strategies, and audit approaches;
j. In the event that the Auditee does not provide or refuses requests for documents and data from SPI, SPI may prepare a statement letter regarding the refusal of data requests from the Auditee, which shall be used by SPI as a reference for the subsequent audit process.

SCOPE OF WORK

The scope of work of SPI includes systematic examination and assessment of internal controls, human resource quality, risk management, and corporate governance to provide assurance that:

a. Internal controls have been implemented in accordance with applicable laws and regulations;
b. Risks have been identified, analyzed, and managed adequately;
c. Risk-Based Audit activities have been carried out continuously;

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d. Proses Tata Kelola Perusahaan telah berjalan memadai sesuai prinsip-prinsip GCG;

e. Sinergi antara fungsi Internal Audit dengan fungsi tata kelola/kepatuhan, manajemen risiko serta pengendalian intern atas pelaporan keuangan;
f. Informasi keuangan, manajerial dan operasional telah akurat, dapat dihandalkan dan disajikan tepat waktu;
g. *Information technology* telah berjalan sesuai dengan proses bisnis dan efektif;
h. Kegiatan Perusahaan telah dilaksanakan sesuai dengan kebijakan, standar, prosedur, peraturan atau perundang-undangan yang berlaku, serta terlaksana dengan konsisten;
i. Sumber daya diperoleh dengan ekonomis, dimanfaatkan dengan efektif dan efisien serta dilindungi secara memadai;
j. Program dan Rencana Perusahaan telah disusun selaras dengan tujuan Perusahaan dan dilaksanakan dengan efektif dan efisien;
k. Terjaganya penilaian atas kualitas *(quality assessment review)* secara independen dan berkelanjutan;
l. Peraturan atau perundang-undangan yang berlaku telah dipatuhi dan diterapkan perusahaan, pegawai serta pelaksana lainnya.

d. Corporate Governance processes have been adequately implemented in accordance with GCG principles;
e. Synergy exists between the Internal Audit function and governance/compliance functions, risk management, as well as internal control over financial reporting;
f. Financial, managerial, and operational information is accurate, reliable, and presented in a timely manner;
g. Information technology operates in line with business processes and effectively;
h. Company activities have been conducted in accordance with applicable policies, standards, procedures, regulations, and laws, and are implemented consistently;
i. Resources are acquired economically, utilized effectively and efficiently, and adequately safeguarded;

j. Company programs and plans have been prepared in alignment with corporate objectives and implemented effectively and efficiently;
k. Quality assessment reviews are maintained independently and continuously; and
l. Applicable laws and regulations have been complied with and implemented by the Company, employees, and other implementing parties.

PROFIL KEPALA SATUAN PENGAWASAN INTERN

SPI dipimpin oleh seorang Kepala Satuan Pengawasan Intern yang bertanggung jawab kepada Direktur Utama dan diangkat melalui mekanisme korporat yang ketat. Pengangkatan dan pemberhentian Kepala Satuan Pengawasan Intern merupakan wewenang Direktur Utama, dengan persetujuan dari Dewan Komisaris.

Pada tahun 2025, posisi Kepala Satuan Pengawasan Intern dijabat Ibu Ralna Ayu Utami, dengan dasar pengangkatan tertuang dalam Surat Keputusan Direksi Nomor: 03.27/01/SK/HKO.01/2025 tanggal 10 November 2023. Adapun profil lengkap beliau telah diuraikan pada Bab Profil Perusahaan dalam Laporan Tahunan ini.

PROFILE OF THE HEAD OF INTERNAL AUDIT UNIT

SPI is headed by the Head of Internal Audit Unit, who is responsible to the President Director and appointed through a strict corporate mechanism. The appointment and dismissal of the Head of Internal Audit Uni are under the authority of the President Director, with the approval of the Board of Commissioners.

In 2025, the position of Head of Internal Audit Uni was held by Mrs. Ralna Ayu Utami, based on the Decree of the Board of Directors Number 03.27/01/SK/HKO.01/2025 dated November 10, 2023. Her complete profile has been presented in the Company Profile chapter of this Annual Report.

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Dalam melaksanakan tugas dan tanggung jawabnya, KaSPI dibantu oleh Pengawas Intern Area I, Pengawas Intern Area II, Pengawas investigasi, Pengawas Administrasi & Evaluasi. Hingga akhir tahun 2025, pegawai SPI Perseroan berjumlah 21 (dua puluh satu) orang dengan susunan internal auditor Perseroan per 31 Desember 2025 adalah sebagai berikut:

In carrying out her duties and responsibilities, the Head of SPI is supported by the Internal Supervisors for Area I, Internal Supervisors for Area II, Investigation Supervisors, and Administration & Evaluation Supervisors. As of the end of 2025, the Company's SPI consisted of 21 (twenty-one) employees, with the composition of the Company's internal auditors as of December 31, 2025, as follows:

No.	Nama Name	Jabatan Position
1	Ralna Ayu Utami	Kepala Satuan Pengawasan Intern Head of Internal Audit Unit
2	Lumaksono G. K	Pengawas Intern Area I Internal Supervisor Area I
3	Suwadi	Pengawas Intern Area II Internal Supervisor Area II
4	Sundari	Pengawas Investigasi Investigation Supervisor
5	Widyaningrum Zunita	Pengawas Pengembangan dan Pengendalian Mutu Audit Audit Development and Quality Control Supervisor
6	Isnawati Septi Santoso Rega Pratama Putra Anta Turun Fauqonur	Analis Pengembangan dan Pengendalian Mutu Audit Analyst of Audit Development and Quality Control
7	Rita Mahfudiah Fariz Ardiansyah	Pemeriksa Utama Area I Senior Auditor, Area I Senior Auditor, Area I
8	Susidawati Siti Parawita Eka Kirana	Pemeriksa Utama Area II Senior Auditor, Area II Senior Auditor, Area II
9	Linda Polontalo Herni Ismartanti	Pemeriksa Utama Investigasi Senior Investigation Auditor
10	Anisa Mega Pratiwi	Pemeriksa Madya Intern I Intermediate Internal Auditor I
11	-	Pemeriksa Madya Intern II Intermediate Internal Auditor II
12	Rinna Oktantia	Pemeriksa Madya Investigasi Intermediate Investigation Auditor
13	Arifiningtiyas Widyaningrum	Pemeriksa Muda Intern Area I Junior Internal Auditor Area I
14	Chicih Nurliyan	Pemeriksa Muda Intern Area II Junior Internal Auditor Area II
15	Khariz Arighi	Pemeriksa Muda Investigasi Junior Investigation Auditor
16	Vino Maulana	Pemeriksa Pratama Area I Junior Auditor Area I
17	Della Marda Hakiky	Pemeriksa Pratama Area II Junior Auditor Area II
18	-	Pemeriksa Pratama Investigasi Junior Investigation Auditor

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SERTIFIKASI INTERNAL AUDITOR

Per 31 Desember 2025, seluruh karyawan SPI telah memiliki beberapa sertifikasi sebagai Internal Auditor, sebagai berikut:

INTERNAL AUDITOR CERTIFICATION

As of December 31, 2025, all employees of the Internal Audit Unit (SPI) had obtained several certifications as Internal Auditors, as follows:

No.	Nama Sertifikasi Certification Name	Jabatan Position
1	Audit Internal 1 Akuntansi & Keuangan Internal Internal Audit 1 – Internal Accounting & Finance	1
2	QIA - Tingkat Dasar QIA – Basic Level	18
3	QIA - Tingkat Lanjutan QIA – Advanced Level	14
4	QIA - Tingkat Manajerial QIA – Managerial Level	8
5	Pencegahan dan Pendeteksian *Fraud* Fraud Prevention and Detection	1
6	QRM – *Analyst* QRM – Analyst	14
7	QRM - Professional QRM – Professional	3
8	*Certified Internal Auditor Executive* (CIAE) Certified Internal Auditor Executive (CIAE)	3
9	Pengetahuan Dasar di Bidang Dana Pensiun Basic Knowledge in Pension Fund	1
10	*Certified Governance Professional* (CGP) Certified Governance Professional (CGP)	1
11	*Certified Compliance Professional* (CCP) Certified Compliance Professional (CCP)	1
12	*Certified Legal Auditor* Certified Legal Auditor	1

PROGRAM PENGEMBANGAN KOMPETENSI SATUAN PENGAWASAN INTERN

Perseroan telah memfasilitasi pelatihan bagi para personil SPI guna meningkatkan efektivitas, efisiensi, dan kelancaran operasional audit dalam melakukan audit internal. Sepanjang tahun 2025, internal auditor Perseroan telah mengikuti beberapa pelatihan, dengan rincian sebagai berikut:

COMPETENCY DEVELOPMENT PROGRAM OF THE INTERNAL AUDIT UNIT

The Company has facilitated training programs for Internal Audit Unit (SPI) personnel in order to enhance the effectiveness, efficiency, and smooth operation of internal audit activities. Throughout 2025, the Company's internal auditors participated in several training programs, as detailed below:

No	Pelatihan atau Sertifikasi Training or Certification	Jumlah peserta Number of Participant
	Public Training	
1	*Fraud Risk Management & Anti Fraud Programs* Fraud Risk Management & Anti-Fraud Programs	8
2	*Performance Auditing: Ensuring Effective & Efficient Business Process*	6

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No	Pelatihan atau Sertifikasi Training or Certification	Jumlah peserta Number of Participant
3	*Certified Compliance Professional* (CCP)	1
4	*Effective Report Writing for Internal Auditor*	1
5	*Fundamental IT Audit*	1
6	*Continuous Auditing Continuous Monitoring: Concept & Best Practices*	1
	Pelatihan dan Sertifikasi Training and Certification	
1	*Qualified Internal Auditor* (QIA)	20
	a. Tingkat Dasar *Basic Level* a. Basic Level	8
	b. Tingkat Lanjutan *Advance Level* b. Advanced Level	4
	c. Tingkat Manajerial Managerial *Level* c. Managerial Level	8
2	*Certified Internal Audit Executive* (CIAE)	1
3	*Qualified Chief Risk Officer* (QCRO)	1
4	*Qualified Risk Management Analyst* (QRMA)	3
5	*Certified Compliance Professional* (CCP)	1
6	Pengadaan Barang & Jasa Procurement of Goods and Services	3
7	*Certified Legal Auditor*	1
	Workshop & FGD	
1	*Self Assessment* atas Kapabilitas Kinerja SPI Tahun 2025 & *Quality Assurance and Improvement Program* (QAIP) Tahun 2025 Self-Assessment of Internal Audit Unit Performance Capability for 2025 & Quality Assurance and Improvement Program (QAIP) 2025	21

KEDUDUKAN DAN KEANGGOTAAN SATUAN PENGAWASAN INTERN

Sebagai organ yang bertanggung jawab langsung kepada Direktur Utama, Satuan Pengawasan Intern (SPI) menempati posisi setara dalam struktur organisasi sesuai dengan peran dan tanggung jawabnya. Dalam mengungkapkan pandangan dan pemikiran terkait dengan pelaksanaan pengawasan kepada manajemen, SPI harus bersifat independen tanpa adanya pengaruh atau tekanan dari pihak mana pun di dalam organisasi Perusahaan.

Kedudukan Satuan Pengawasan Intern di Perseroan dijelaskan sebagai berikut:

1. SPI dipimpin oleh seorang Kepala Satuan Pengawasan Intern dan bertanggung jawab kepada Direktur Utama
2. Kepala SPI diangkat dan diberhentikan oleh Direktur Utama setelah mendapat persetujuan Dewan Komisaris

POSITION AND MEMBERSHIP OF THE INTERNAL AUDIT UNIT

As an organ directly responsible to the President Director, the Internal Audit Unit (SPI) holds an equivalent position within the organizational structure in accordance with its roles and responsibilities. In expressing views and opinions related to supervisory activities to management, the SPI must maintain independence without any influence or pressure from any party within the Company's organization.

The position of the Internal Audit Unit within the Company is described as follows:

1. The SPI is led by a Head of the Internal Audit Unit who is responsible to the President Director.
2. The Head of SPI is appointed and dismissed by the President Director upon obtaining approval from the Board of Commissioners.

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3. Dalam melakukan pemeriksaan, dibentuk Tim Audit dengan posisi fungsional tertentu dan waktu tertentu terdiri dari Pengawas, Ketua Tim dan Anggota Tim.

Berikut ini adalah Struktur Organisasi SPI pada tahun 2025:

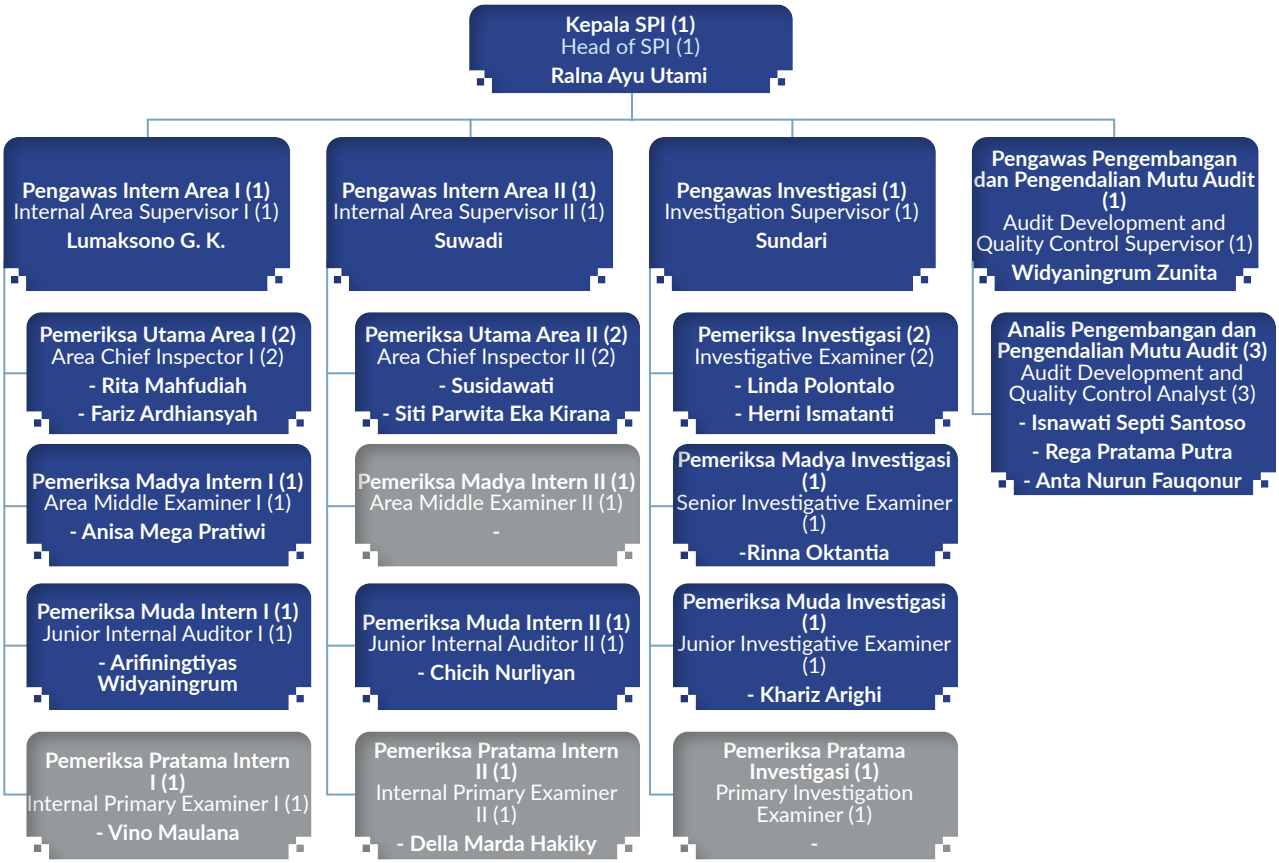
3. In conducting audits, an Audit Team is established with specific functional positions and assignment periods, consisting of Supervisors, Team Leaders, and Team Members.

The following is the organizational structure of the SPI in 2025:

Struktur Organisasi Satuan Pengawasan Intern PT PELNI (Persero) Eksisting
Existing Organizational Structure of PT PELNI (Persero) Internal Audit Unit

Jumlah Formasi Pegawai Sesuai Struktur Organisasi: 25
Pegawai Eksisting : 21

Number of Employee Positions According to Organizational Structure: 25
Existing Employees: 21



Kekosongan Formasi pada Posisi berikut:
- 1 Formasi Pemeriksa Madya Intern II,
- 1 Formasi Pemeriksa Pratama Intern I,
- 1 Formasi Pemeriksa Pratama Investigasi,

Vacancies in the following positions:
- 1 Intern II Middle Examiner,
- 1 Intern I First Examiner,
- 1 Investigation First Examiner,

Formasi kurang/ Masih Kosong
Lack of formation/ Still empty

Formasi sesuai struktur organisasi
Formation according to organizational structure

*Perlu dilakukan evaluasi atas struktur organisasi SPI eksisting karena dinilai sudah tidak relevan menyesuaikan dengan beban kerja dan tantangan yang dihadapi oleh SPI kedepannya
*An evaluation of the existing SPI organizational structure is necessary because it is considered no longer relevant to the workload and challenges faced by SPI in the future.

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PERSYARATAN SPI

Setiap personil SPI wajib ;

a. Memiliki pengetahuan peraturan perundang-undangan yang berlaku;
b. Mematuhi standar profesi yang dikeluarkan oleh Asosiasi Audit Internal;
c. Mematuhi kode etik Audit Internal;
d. Memahami prinsip-prinsip Tata Kelola Perusahaan yang baik dan Manajemen Risiko;
e. Memiliki/memperoleh pengetahuan, keterampilan dan kompetensi yang dibutuhkan untuk melaksanakan audit serta mengikuti pengembangan profesional berkelanjutan oleh badan penyelenggara yang berstandar nasional Indonesia;
f. Menerapkan kecermatan dan kewaspadaan terhadap kemungkinan terdapat penyimpangan, ketidakefektifan dan kelemahan pengendalian intern;
g. Memiliki integritas, profesionalisme, independen, jujur dan obyektif dalam pelaksanaan tugasnya;
h. Memiliki pengetahuan dan pengalaman mengenai teknis audit dan disiplin ilmu lain yang relevan dengan bidang tugasnya;
i. Memiliki kecakapan untuk berinteraksi dan berkomunikasi baik lisan maupun tertulis secara efektif;
j. Menjaga kerahasiaan informasi dan/atau data Perusahaan terkait dengan pelaksanaan tugas dan tanggung jawab Audit Internal kecuali diwajibkan berdasarkan peraturan perundang-undangan atau penetapan/putusan pengadilan.

INDEPENDENSI DAN OBJEKTIVITAS SPI

a. Kegiatan yang dilaksanakan SPI haruslah bebas dari pengaruh/gangguan maupun hambatan dari seluruh elemen di dalam organisasi perusahaan, termasuk dalam hal pemilihan objek audit, lingkup audit, prosedur, frekuensi, waktu ataupun muatan laporan untuk menjaga independensi di SPI.
b. SPI tidak memiliki tanggung jawab langsung ataupun kewenangan terhadap segala aktivitas yang dijalankan dalam perseroan, sesuai dengan hal tersebut. SPI tidak akan menjalankan *internal controL* pengembangan prosedur, pemasangan sistem, ataupun turut serta dalam segala kegiatan yang mungkin dapat menimbulkan gangguan dalam independensi SPI.

SPI REQUIREMENTS

Each SPI personnel is required to:

a. Have knowledge of the prevailing laws and regulations;
b. Comply with professional standards issued by the Internal Audit Association;
c. Comply with the Internal Audit code of ethics;
d. Understand the principles of Good Corporate Governance and Risk Management;
e. Possess/acquire the knowledge, skills, and competencies required to conduct audits and participate in continuing professional development organized by nationally accredited institutions in Indonesia;
f. Exercise due professional care and vigilance regarding the possibility of irregularities, ineffectiveness, and weaknesses in internal controls;
g. Possess integrity, professionalism, independence, honesty, and objectivity in carrying out their duties;
h. Have knowledge and experience in audit techniques and other disciplines relevant to their field of duties;
i. Have the ability to interact and communicate effectively, both verbally and in writing;
j. Maintain the confidentiality of Company information and/or data related to the implementation of Internal Audit duties and responsibilities, except as required by laws and regulations or court orders/decisions.

INDEPENDENCE AND OBJECTIVITY OF THE INTERNAL AUDIT UNIT

a. Activities carried out by the Internal Audit Unit (SPI) must be free from influence, interference, or obstruction from all elements within the Company's organization, including in the selection of audit objects, audit scope, procedures, frequency, timing, or report content, in order to maintain the independence of SPI.
b. SPI does not have direct responsibility or authority over any activities carried out within the Company. Accordingly, SPI shall not perform internal control procedures, system development, system installation, or participate in any activities that may impair the independence of SPI.

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c. SPI menjalankan sikap seobjektif mungkin dalam mengumpulkan, mengevaluasi dan mengkomunikasikan informasi terkait dengan aktivitas ataupun proses yang sedang dilakukan pemeriksaan. SPI dalam membuat suatu penilaian akan mengambil sikap berimbang terhadap semua hal dan kondisi yang berkaitan dan tidak akan terpengaruh oleh kepentingan pribadi ataupun pihak lain.

c. SPI upholds objectivity in collecting, evaluating, and communicating information related to activities or processes under examination. In making assessments, SPI shall maintain a balanced perspective on all related matters and conditions and shall not be influenced by personal interests or the interests of other parties.

PEDOMAN KERJA SATUAN PENGAWASAN INTERN

SPI memiliki pedoman kerja yang tertuang dalam Piagam Pengawasan Internal (*Internal Audit Charter*) yang telah ditetapkan dalam Surat Keputusan Direksi Nomor 11.24/01/SK/HKO.01/2025. Pedoman kerja tersebut dibuat sebagai landasan SPI dalam melaksanakan wewenang, tugas dan tanggung jawabnya secara kompeten, independen dan dapat dipertanggungjawabkan.

Piagam Pengawasan Internal memuat:
1. Latar Belakang
2. Visi dan Misi
3. Tujuan
4. Landasan Hukum
5. Definisi
6. Struktur dan Kedudukan
7. Persyaratan SPI
8. Akuntabilitas
9. Independensi dan Objektivitas
10. Fungsi
11. Tugas dan Tanggung Jawab
12. Wewenang
13. Lingkup Pekerjaan
14. Standar
15. Kode Etik
16. Larangan Rangkap Tugas
17. Hubungan dengan Direksi
18. Hubungan dengan *Auditee*
19. Hubungan dengan Auditor Eksternal
20. Hubungan dengan Komite Audit
21. Hubungan dengan Anak Perusahaan
22. Reviu Internal Audit *Charter*
23. Masa Berlaku dan Evaluasi

INTERNAL AUDIT UNIT WORK GUIDELINES

SPI has work guidelines set forth in the Internal Audit Charter, which was established through Directors' Decree Number 11.24/01/SK/HKO.01/2025. The work guidelines serve as the foundation for SPI in carrying out its authority, duties, and responsibilities in a competent, independent, and accountable manner.

The Internal Audit Charter contains the following:
1. Background
2. Vision and Mission
3. Objectives
4. Legal Basis
5. Definitions
6. Structure and Position
7. SPI Requirements
8. Accountability
9. Independence and Objectivity
10. Functions
11. Duties and Responsibilities
12. Authorities
13. Scope of Work
14. Standards
15. Code of Ethics
16. Prohibition of Dual Positions
17. Relationship with the Board of Directors
18. Relationship with Auditees
19. Relationship with External Auditors
20. Relationship with the Audit Committee
21. Relationship with Subsidiaries
22. Review of the Internal Audit Charter
23. Validity Period and Evaluation

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RAPAT SATUAN PENGAWASAN INTERN DENGAN DEWAN KOMISARIS, DIREKSI, DAN/ ATAU KOMITE AUDIT

SPI melakukan rapat untuk melakukan pembahasan terkait audit Perseroan bersama Dewan Komisaris, Direksi, dan/atau Komite Audit secara berkala melalui mekanisme rapat kerja. Sepanjang tahun 2025, SPI telah menyelenggarakan rapat sebanyak 7 (tujuh) kali, yang dihadiri oleh anggota Dewan Komisaris, Direksi, dan/atau Komite Audit. Uraian terkait rapat SPI adalah sebagai berikut:

INTERNAL AUDIT MEETINGS WITH THE BOARD OF COMMISSIONERS, BOARD OF DIRECTORS, AND/OR AUDIT COMMITTEE

The Internal Audit Unit (SPI) conducts meetings to discuss matters related to the Company's audit activities together with the Board of Commissioners, Board of Directors, and/or Audit Committee on a regular basis through working meeting mechanisms. Throughout 2025, SPI held 7 (seven) meetings attended by members of the Board of Commissioners, Board of Directors, and/or Audit Committee. The details of the SPI meetings are as follows:

No.	Tanggal Date	Agenda Pembahasan Discussion Agenda
1	19 Mei 2025 May 19, 2025	Rapat Program Kerja Audit Tahunan Satuan Pengawas Internal PT PELNI (Persero) Annual Audit Work Program Meeting of the Internal Audit Unit of PT PELNI (Persero)
2	7 Agustus 2025 August 7, 2025	1. Pembahasan Kinerja SPI TW II Tahun 2025 2. Pembahasan Draft Internal Audit *Charter* 1. Discussion on the Performance of the Internal Audit Unit for Quarter II of 2025 2. Discussion on the Draft Internal Audit Charter
3	19 Agustus 2025 August 19, 2025	Rapat Tematik terkait Pendalaman Kinerja PT PELNI (Persero) s.d. Juli Tahun 2025 bersama Komite Audit Thematic Meeting regarding the In-Depth Performance Review of PT PELNI (Persero) up to July 2025 together with the Audit Committee
4	18 September 2025 September 18, 2025	Rapat Tematik terkait Pendalaman Kinerja PT PELNI (Persero) s.d. Agustus Tahun 2025 bersama Komite Audit Thematic Meeting regarding the In-Depth Performance Review of PT PELNI (Persero) up to August 2025 together with the Audit Committee
5	20 Oktober 2025 October 20, 2025	Rapat Tematik terkait Pendalaman Kinerja PT PELNI (Persero) s.d. September Tahun 2025 bersama Komite Audit Thematic Meeting regarding the In-Depth Performance Review of PT PELNI (Persero) up to September 2025 together with the Audit Committee
6	19 November 2025 November 19, 2025	Rapat Tematik dan Permintaan Penjelasan Tertulis terkait Pendalaman Kinerja PT PELNI (Persero) s.d. Oktober Tahun 2025 bersama Komite Audit Thematic Meeting and Request for Written Clarification regarding the In-Depth Performance Review of PT PELNI (Persero) up to October 2025 together with the Audit Committee
7	15 Desember 2025 December 15, 2025	Rapat Tematik terkait Pendalaman Kinerja PT PELNI (Persero) s.d. November Tahun 2025 bersama Komite Audit Thematic Meeting regarding the In-Depth Performance Review of PT PELNI (Persero) up to November 2025 together with the Audit Committee

LAPORAN PELAKSANAAN TUGAS SATUAN PENGAWASAN INTERN

Sepanjang tahun 2025, SPI telah melakukan berbagai kegiatan, sebagai berikut:

1. Pemeriksaan sebanyak 13 (tiga belas) obyek audit pada Divisi Kantor Pusat;
2. Pemeriksaan sebanyak 12 (dua belas) obyek audit pada Kantor Cabang;

REPORT ON THE IMPLEMENTATION OF INTERNAL AUDIT UNIT DUTIES

Throughout 2025, the Internal Audit Unit (SPI) conducted various activities, as follows:

1. Conducted audits on 13 (thirteen) audit objects within Head Office Divisions;
2. Conducted audits on 12 (twelve) audit objects within Branch Offices;

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3. Pemeriksaan sebanyak 9 (sembilan) obyek audit pada Kapal Penumpang;
4. Pemeriksaan sebanyak 1 (satu) obyek audit pada Kapal Perintis;
5. Pemeriksaan/Audit Khusus pada 3 (tiga) obyek audit;
6. Reviu atas Penghasilan dan Biaya PSO Tahun Anggaran 2025;
7. Reviu atas Penyertaan Modal Negara Tahun Anggaran 2025;
8. Reviu Pengelolaan Manajemen Risiko Tahun 2024;
9. Penilaian *Risk Maturity Indeks* (RMI) PT PELNI (Persero) Tahun 2024;
10. Reviu Komposit Risiko Tahun 2024 dan 2025;
11. Evaluasi efektivitas sistem pengendalian internal;
12. Pendampingan auditor eksternal;
13. Sosialisasi dan konsultasi;
14. Penyusunan Perjanjian Kerja Sama Satuan Pengawasan Intern Terintegrasi SPI PELNI Group; dan
15. Pengembangan sistem audit *management*.

3. Conducted audits on 9 (nine) audit objects on Passenger Vessels;
4. Conducted audits on 1 (one) audit object on a Pioneer Vessel;
5. Conducted Special Audits on 3 (three) audit objects;
6. Conducted a Review of PSO Revenue and Expenses for Fiscal Year 2025;
7. Conducted a Review of State Capital Participation for Fiscal Year 2025;
8. Conducted a Review of Risk Management Implementation for 2024;
9. Conducted the Risk Maturity Index (RMI) Assessment of PT PELNI (Persero) for 2024;
10. Conducted a Composite Risk Review for 2024 and 2025;
11. Evaluated the effectiveness of the internal control system;
12. Assisted external auditors;
13. Conducted socialization and consultation activities;
14. Prepared the Integrated Internal Audit Unit Cooperation Agreement for PELNI Group SPI; and
15. Developed the audit management system.

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Sebagai upaya memperkuat kualitas penerapan Tata Kelola Perusahaan yang Baik (GCG), Perseroan melengkapi fungsi pengawasan internal dengan audit eksternal yang dilaksanakan oleh Kantor Akuntan Publik. Dalam pelaksanaan tugasnya, akuntan publik diharuskan untuk merencanakan dan melaksanakan audit agar memperoleh keyakinan memadai bahwa laporan keuangan bebas dari salah saji material. Hal tersebut merupakan standar *auditing* yang wajib dipenuhi dalam Standar Profesional Akuntan Publik (SPAP) yang ditetapkan oleh Institut Akuntan Publik Indonesia (IAPI).

As part of its efforts to strengthen the implementation of Good Corporate Governance (GCG), the Company complements its internal oversight function with external audits conducted by a Public Accounting Firm (KAP). In carrying out their duties, public accountants are required to plan and perform audits to obtain reasonable assurance that the financial statements are free from material misstatement. This requirement is in accordance with the auditing standards set forth in the Public Accountant Professional Standards (SPAP) issued by the Indonesian Institute of Certified Public Accountants (IAPI).

Kegiatan audit yang dilakukan meliputi pemeriksaan atas dasar pengujian, dan bukti-bukti yang mendukung jumlah-jumlah dan pengungkapan dalam laporan keuangan. Kegiatan audit juga meliputi penilaian atas prinsip akuntansi yang digunakan dan estimasi signifikan yang dibuat oleh manajemen, serta penilaian terhadap penyajian laporan keuangan secara menyeluruh dan independen.

The audit activities include examinations based on testing procedures and evidence supporting the amounts and disclosures presented in the financial statements. The audit also includes an assessment of the accounting principles applied and significant estimates made by management, as well as an overall and independent evaluation of the presentation of the financial statements.

MEKANISME PENUNJUKAN AKUNTAN PUBLIK

Mekanisme penunjukan Akuntan Publik dilakukan melalui Rapat Umum Pemegang Saham Tahunan (RUPST), bersamaan dengan penunjukan Kantor Akuntan Publik (KAP). Penunjukan tersebut dilakukan dengan mempertimbangkan rekomendasi dari Dewan Komisaris dan Komite Audit. Berdasarkan Keputusan RUPST Pengesahan Laporan Tahunan Tahun Buku 2024, Pemegang Saham menetapkan Kantor Akuntan Publik (KAP) Djoko, Sidik, & Indra untuk melakukan audit Laporan Keuangan Konsolidasian PT PELNI (Persero) dan Entitas Anaknya serta Laporan Keuangan Program Kemitraan dan Bina Lingkungan Perseroan Tahun Buku 2025 dan melimpahkan kewenangan kepada Dewan Komisaris Perseroan untuk menetapkan besaran imbalan jasa audit dan persyaratan penunjukan lainnya yang wajar bagi KAP tersebut.

MECHANISM FOR THE APPOINTMENT OF PUBLIC ACCOUNTANTS

The appointment of a Public Accountant is carried out through the Annual General Meeting of Shareholders (AGMS), simultaneously with the appointment of the Public Accounting Firm (KAP). The appointment is made based on the recommendations of the Board of Commissioners and the Audit Committee. Based on the AGMS Resolution approving the Annual Report for the 2024 financial year, the Shareholders appointed KAP Djoko, Sidik, & Indra to audit the Consolidated Financial Statements of PT PELNI (Persero) and its Subsidiaries, as well as the Financial Statements of the Company's Partnership and Community Development Program for the 2025 financial year. The AGMS also delegated authority to the Company's Board of Commissioners to determine the audit fees and other reasonable terms of appointment for the KAP.

Berdasarkan keputusan RUPS tersebut, Komite Audit menyusun draf Kerangka Acuan Kerja beserta rencana anggaran biaya untuk mendapatkan persetujuan Dewan Komisaris. Setelah mendapat persetujuan dari Dewan Komisaris, Manajemen melakukan proses pengadaan

Based on the AGMS resolution, the Audit Committee prepared the draft Terms of Reference and budget plan for approval by the Board of Commissioners. Following approval by the Board of Commissioners, Management conducted the procurement process through a direct

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melalui mekanisme Penunjukan langsung. Sepanjang proses penunjukan ini, Manajemen wajib memberikan laporan perkembangan secara rutin kepada Komite Audit hingga Perjanjian Audit resmi diterbitkan.

PENUGASAN KANTOR AKUNTAN PUBLIK DAN AKUNTAN PUBLIK TAHUN BUKU 2025

Mengacu pada mekanisme penunjukan KAP dan Akuntan Publik di atas, pada tahun 2025 PT PELNI (Persero) menugaskan KAP Djoko, Sidik, & Indra (*International member of Alliance of Independent Firms* (ANTEA)) dengan Nomor Surat Tanda Terdaftar (STTD) KAP di OJK STTD. KAP-00025/PM.22/2017 dan Akuntan Publik Indra Soesetiawan, Ak., CA., CPA., ACPA., CPI dengan Nomor Register Akuntan Publik (NRAP) AP. 0139 sebagai auditor eksternal yang bertugas untuk mengaudit Laporan Keuangan Konsolidasian PT PELNI (Persero) beserta Entitas Anaknya dan Laporan Keuangan Program Kemitraan dan Bina Lingkungan PELNI (Persero) untuk tahun buku yang berakhir pada tanggal 31 Desember 2025.

Dasar penunjukkan dan penugasan KAP Djoko Sidik & Indra dan Akuntan Publik Indra Soesetiawan, Ak., CA., CPA., ACPA., CPI, adalah Surat Perintah Kerja Nomor SPK: TH.11.17-01/SPK/2025.

JASA YANG DIBERIKAN OLEH KANTOR AKUNTAN PUBLIK DAN AKUNTAN PUBLIK TAHUN BUKU 2025 DAN PERIODE PENUGASANNYA

Jasa Utama

Jasa utama yang diberikan oleh KAP Djoko, Sidik, & Indra dan Akuntan Publik Indra Soesetiawan, Ak., CA., CPA., Asean CPA., CPI adalah melakukan audit dan reviu Laporan Keuangan Konsolidasian PT PELNI (Persero) beserta Entitas Anaknya untuk tahun buku yang berakhir pada tanggal 31 Desember 2025.

Akuntan Publik berkewajiban memberikan pendapat tentang kewajaran dan kesesuaian Laporan Keuangan dengan prinsip dan standar akuntansi yang berlaku umum di Indonesia.

appointment mechanism. Throughout the appointment process, Management was required to provide regular progress reports to the Audit Committee until the Audit Engagement Agreement was formally issued.

APPOINTMENT OF THE PUBLIC ACCOUNTING FIRM AND PUBLIC ACCOUNTANT FOR FINANCIAL YEAR 2025

In accordance with the appointment mechanism described above, PT PELNI (Persero) appointed KAP Djoko, Sidik, & Indra (an international member of the Alliance of Independent Firms (ANTEA)), registered with the Financial Services Authority (OJK) under Registration Certificate Number STTD.KAP-00025/PM.22/2017, and Public Accountant Indra Soesetiawan, Ak., CA., CPA., ACPA., CPI, with Public Accountant Registration Number (NRAP) AP.0139, as the external auditor. The external auditor was assigned to audit the Consolidated Financial Statements of PT PELNI (Persero) and its Subsidiaries, as well as the Financial Statements of PELNI's Partnership and Community Development Program, for the financial year ending 31 December 2025.

The appointment and engagement of KAP Djoko, Sidik, & Indra and Public Accountant Indra Soesetiawan, Ak., CA., CPA., ACPA., CPI were based on Work Order Number SPK: TH.11.17-01/SPK/2025.

SERVICES PROVIDED BY THE PUBLIC ACCOUNTING FIRM AND PUBLIC ACCOUNTANT IN FINANCIAL YEAR 2025 AND ENGAGEMENT PERIOD

Primary Services

The primary services provided by KAP Djoko, Sidik, & Indra and Public Accountant Indra Soesetiawan, Ak., CA., CPA., ASEAN CPA., CPI were the audit and review of the Consolidated Financial Statements of PT PELNI (Persero) and its Subsidiaries for the financial year ending 31 December 2025.

The Public Accountant is responsible for providing an opinion on whether the financial statements are fairly presented and prepared in accordance with generally accepted accounting principles and applicable accounting standards in Indonesia.

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Jasa Lainnya
Tahun 2025, KAP Djoko, Sidik, & Indra dan Akuntan Publik Indra Soesetiawan, Ak., CA., CPA., ACPA., CPI tidak memberikan jasa audit lain selain audit umum laporan keuangan PT PELNI (Persero) tahun buku 2025.

Other Services
In 2025, KAP Djoko, Sidik, & Indra and Public Accountant Indra Soesetiawan, Ak., CA., CPA., ACPA., CPI did not provide any audit-related services other than the statutory audit of PT PELNI (Persero)'s financial statements for the 2025 financial year.

Periode Penugasan
Tahun 2025, merupakan periode kelima bagi KAP Djoko, Sidik, & Indra dan Akuntan Publik Indra Soesetiawan, Ak., CA., CPA., ACPA., CPI dalam mengaudit laporan keuangan PT PELNI (Persero).

Engagement Period
The year 2025 marked the fifth consecutive year in which KAP Djoko, Sidik, & Indra and Public Accountant Indra Soesetiawan, Ak., CA., CPA., ACPA., CPI audited the financial statements of PT PELNI (Persero).

DAFTAR KANTOR AKUNTAN PUBLIK DAN AKUNTAN PUBLIK PERUSAHAAN DALAM LIMA TAHUN TERAKHIR

Penggunaan jasa KAP dalam hal Pemberian Jasa Audit Umum atas Laporan Keuangan dapat dilakukan paling lama untuk 6 (enam) tahun buku berturut-turut, sedangkan untuk penggunaan seorang Akuntan Publik paling lama untuk 3 (tiga) tahun buku berturut-turut. Hal tersebut diatur dalam Peraturan Menteri Keuangan Nomor 17/PMK.01/2008 tentang Jasa Akuntan Publik.

Berikut merupakan tabel yang berisi informasi terkait nama Kantor Akuntan Publik (KAP) dan Akuntan Publik (AP) yang mengaudit Laporan Keuangan PT PELNI (Persero) dalam 5 (lima) tahun terakhir:

LIST OF PUBLIC ACCOUNTING FIRMS AND PUBLIC ACCOUNTANTS ENGAGED BY THE COMPANY DURING THE LAST FIVE YEARS

The engagement of a Public Accounting Firm (KAP) to provide general audit services for financial statements may be carried out for a maximum of six consecutive financial years. Meanwhile, the engagement of an individual Public Accountant is limited to a maximum of three consecutive financial years. These provisions are stipulated in Minister of Finance Regulation Number 17/PMK.01/2008 concerning Public Accounting Services.

The table below presents information on the Public Accounting Firms (KAP) and Public Accountants (AP) that audited the financial statements of PT PELNI (Persero) over the last 5 (five) years.

Tahun Buku Financial Year	Nama KAP Name of KAP	Nama AP Name of AP	Biaya Audit (Rp) Audit Fee (Rp)	Opini Audit Audit Opinions
2025	Djoko, Sidik, & Indra	Indra Soesetiawan, Ak., CA., CPA., Asean CPA., CPI	620.000.000	Wajar, dalam semua hal yang material Fairly presented, in all material respects
2024	Djoko, Sidik, & Indra	Indra Soesetiawan, Ak., CA., CPA., Asean CPA., CPI	575.000.000	
2023	Djoko, Sidik, & Indra	Indra Soesetiawan, Ak., CA., CPA., Asean CPA., CPI	527.250.000	
2022	Djoko, Sidik, & Indra	Indra Soesetiawan, Ak., CA., CPA., Asean CPA., CPI	414.000.000	
2021	Djoko, Sidik, & Indra	Indra Soesetiawan Ak., CA., CPA	410.300.000	

SISTEM PENGENDALIAN INTERNAL
INTERNAL CONTROL SYSTEM

Sistem Pengendalian Internal merupakan sistem yang menjadi tumpuan utama tata kelola perusahaan (GCG) serta menjadi fondasi manajemen risiko. Perseroan menerapkan Sistem Pengendalian Internal secara terstruktur dan komprehensif di semua lini bisnis guna meminimalisir kesalahan, mencegah kecurangan, serta memberikan keyakinan bahwa tujuan perusahaan tercapai melalui operasi yang efektif dan efisien, laporan keuangan yang andal, pengamanan aset, dan kepatuhan terhadap peraturan perundang-undangan yang berlaku.

Direksi telah menetapkan sistem pengendalian internal yang ketat dalam mengimplementasikan Sistem Pengendalian Internal agar dapat berjalan secara efektif dan efisien. Langkah ini bertujuan untuk mengamankan investasi serta aset-aset Perseroan. Sistem pengendalian internal Perseroan memiliki lingkup kerja yang terdiri dari Lingkungan Pengendalian Internal, Pengkajian terhadap Pengelolaan Risiko Usaha (*risk assessment*), Aktivitas Pengendalian, Sistem Informasi dan Komunikasi, serta *Monitoring* terhadap Efektivitas Sistem Pengendalian Internal yang berjalan di Perseroan.

The Internal Control System is a key pillar of Good Corporate Governance (GCG) and serves as the foundation of risk management. The Company implements a structured and comprehensive Internal Control System across all business lines to minimize errors, prevent fraud, and provide reasonable assurance that corporate objectives are achieved through effective and efficient operations, reliable financial reporting, safeguarding of assets, and compliance with applicable laws and regulations.

The Board of Directors has established a robust Internal Control System to ensure its effective and efficient implementation. This measure is intended to safeguard the Company's investments and assets. The Company's Internal Control System encompasses the following components: Internal Control Environment, Risk Assessment, Control Activities, Information and Communication Systems, and Monitoring of the Effectiveness of the Internal Control System implemented throughout the Company.

PENGENDALIAN KEUANGAN DAN OPERASIONAL

Pengendalian Keuangan dan Operasional Sistem pengendalian internal yang diterapkan di Perseroan mencakup aktivitas pengendalian keuangan dan operasional, yaitu:

1. Pengendalian Keuangan
   Sistem pengendalian internal dalam hal keuangan dilakukan guna memberikan jaminan kebenaran informasi keuangan, efektivitas dan efisiensi proses pengelolaan Perseroan serta aspek kepatuhan terhadap peraturan perundang- undangan terkait. Direksi harus menetapkan suatu sistem pengendalian internal yang efektif untuk mengamankan investasi dan aset Perseroan.
2. Pengendalian Operasional
   Pengendalian dalam kegiatan operasional yang meliputi kegiatan produksi, penjualan, operasi maupun investasi dilakukan agar tercapainya target Perseroan yang terbebas dari kecurangan dan sesuai dengan peraturan di dalam Perseroan.

FINANCIAL AND OPERATIONAL CONTROLS

The Internal Control System implemented by the Company covers both financial and operational control activities, as described below:

1. Financial Controls
   Financial controls are implemented to ensure the accuracy of financial information, the effectiveness and efficiency of the Company's management processes, and compliance with applicable laws and regulations. The Board of Directors is responsible for establishing an effective Internal Control System to safeguard the Company's investments and assets.

2. Operational Controls
   Operational controls cover production, sales, operational, and investment activities to ensure the achievement of the Company's objectives, prevent fraud, and ensure compliance with the Company's internal policies and regulations.

SISTEM PENGENDALIAN INTERNAL
INTERNAL CONTROL SYSTEM

EFEKTIVITAS PELAKSANAAN SISTEM PENGENDALIAN INTERNAL TAHUN 2025

Efektivitas pelaksanaan Sistem Pengendalian Internal pada Perseroan menjadi tanggung jawab manajemen, dengan berlandaskan Manajemen Risiko. Selain itu, setiap tingkatan dalam organisasi berkewajiban untuk secara aktif membangun dan meningkatkan budaya kesadaran risiko.

Satuan Pengawasan Intern (SPI) memiliki tanggung jawab untuk melakukan peninjauan (*review*) terhadap pengendalian risiko di seluruh aktivitas dan unit kerja Perseroan. Untuk memastikan efektivitas pengendaliannya, SPI bekerja sama dengan Bagian Divisi Manajemen Risiko dan DPA QHSSE dalam melaksanakan audit baik di unit, proyek, Maupun Divisi Kantor Pusat.

Direksi memiliki tugas untuk memonitor dan menindaklanjuti hasil evaluasi dari Pengendalian Internal yang dilakukan oleh SPI. Berdasarkan evaluasi tersebut, Perseroan memastikan bahwa penerapan pengendalian internal selama periode 2025 telah berjalan efektif dan mencakup seluruh unsur sesuai standar yang berlaku. Seluruh temuan dari hasil evaluasi tersebut telah dilaporkan dan mendapat pembahasan untuk segera ditindaklanjuti guna menjamin kualitas pengendalian internal dapat terjaga secara berkesinambungan.

PERNYATAAN DEWAN KOMISARIS DAN DIREKSI ATAS KECUKUPAN SISTEM PENGENDALIAN INTERNAL

Berdasarkan evaluasi terkait pelaksanaan Sistem Pengendalian Internal pada tahun 2025, manajemen PT PELNI (Persero) menyimpulkan bahwa pengendalian internal telah dijalankan secara optimal, dengan didukung oleh infrastruktur dan kebijakan yang memadai. Sejumlah catatan perbaikan telah diidentifikasi sebagai *area for improvement* untuk segera ditindaklanjuti oleh SPI untuk periode 2026. Manajemen meyakini bahwa Sistem Pengendalian Internal yang berjalan secara efektif akan menjadi instrumen yang kuat dalam mendukung berbagai aksi korporasi yang telah direncanakan kedepannya.

EFFECTIVENESS OF THE INTERNAL CONTROL SYSTEM IMPLEMENTATION IN 2025

The effectiveness of the Company's Internal Control System is the responsibility of Management and is based on the principles of Risk Management. In addition, every level of the organization is responsible for actively fostering and strengthening a risk-aware culture.

The Internal Audit Unit (SPI) is responsible for reviewing risk controls across all Company activities and work units. To ensure the effectiveness of these controls, SPI collaborates with the Risk Management Division and the QHSSE Department in conducting audits at operational units, projects, and Head Office divisions.

The Board of Directors is responsible for monitoring and following up on the results of Internal Control evaluations conducted by SPI. Based on these evaluations, the Company concluded that the Internal Control System was implemented effectively throughout 2025 and covered all required elements in accordance with applicable standards. All findings identified through the evaluation process were reported and discussed to ensure timely follow-up actions and to maintain the continuous effectiveness of the Company's Internal Control System.

STATEMENT OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS ON THE ADEQUACY OF THE INTERNAL CONTROL SYSTEM

Based on the evaluation of the implementation of the Internal Control System in 2025, the management of PT PELNI (Persero) concluded that the Internal Control System operated effectively and was supported by adequate infrastructure and policies. Several improvement opportunities were identified and have been designated as areas for improvement to be followed up by the Internal Audit Unit (SPI) in 2026. Management believes that a well-functioning and effective Internal Control System will serve as a strong instrument in supporting the Company's future corporate actions and strategic initiatives.

MANAJEMEN RISIKO
RISK MANAGEMENT

Manajemen Risiko merupakan suatu proses terstruktur dan sistematis yang dilakukan oleh organisasi untuk mengidentifikasi, menilai, mengelola, memantau, dan mengkomunikasikan risiko yang dapat menghambat pencapaian tujuan strategis dan operasionalnya. Pentingnya pelaksanaan Manajemen Risiko bagi keberhasilan Perusahaan, maka PT PELNI (Persero) dalam mengelola risiko Perusahaan melakukan integrasi antara *Balance Scorecard* dengan *Risk Management Based on* ISO 31000:2018 sehingga dapat ditemukenali dan dilakukan pengelolaan *Key Performance Indicator* (KPI) Perusahaan yang berkualitas untuk mendorong kinerja organisasi dengan menetapkan *Key Risk Indicator* (KRI) sebagai *early warning system* untuk mengendalikan ancaman terhadap pencapaian *strategic objective* Perusahaan. Sehingga dapat dikendalikan dan diminimalisir faktor- faktor penghambat kegagalan pencapaian sasaran strategis Perusahaan.

Selain itu, *risk assessment* juga tetap dilakukan terhadap risiko-risiko di luar *integrated* BSC, yang ditetapkan sebagai Risiko Perusahaan (*Corporate Risk*) Untuk memastikan efektivitas manajemen risiko, sebuah kerangka kerja standar perlu dibangun dan diterapkan secara konsisten. Oleh karena itu, semua pemilik risiko maupun fasilitator manajemen risiko diharuskan untuk melaksanakan kerangka kerja dan proses manajemen risiko dengan basis prioritas. Direksi menetapkan risiko-risiko utama sebagai prioritas, yaitu risiko yang mempunyai dampak besar jika tidak ditangani secara baik. Penanganan risiko utama dapat ditambahkan seiring dengan meningkatnya kemampuan internal dalam menangani risiko.

Risk Management is a structured and systematic process undertaken by an organization to identify, assess, manage, monitor, and communicate risks that may hinder the achievement of its strategic and operational objectives. Recognizing the importance of Risk Management to the Company's success, PT PELNI (Persero) integrates the Balanced Scorecard (BSC) framework with Risk Management based on ISO 31000:2018. This integration enables the Company to identify and manage high-quality Key Performance Indicators (KPIs) that support organizational performance, while establishing Key Risk Indicators (KRIs) as an early warning system to monitor and control threats to the achievement of the Company's strategic objectives. Through this approach, factors that may hinder or prevent the achievement of the Company's strategic targets can be effectively managed and minimized.

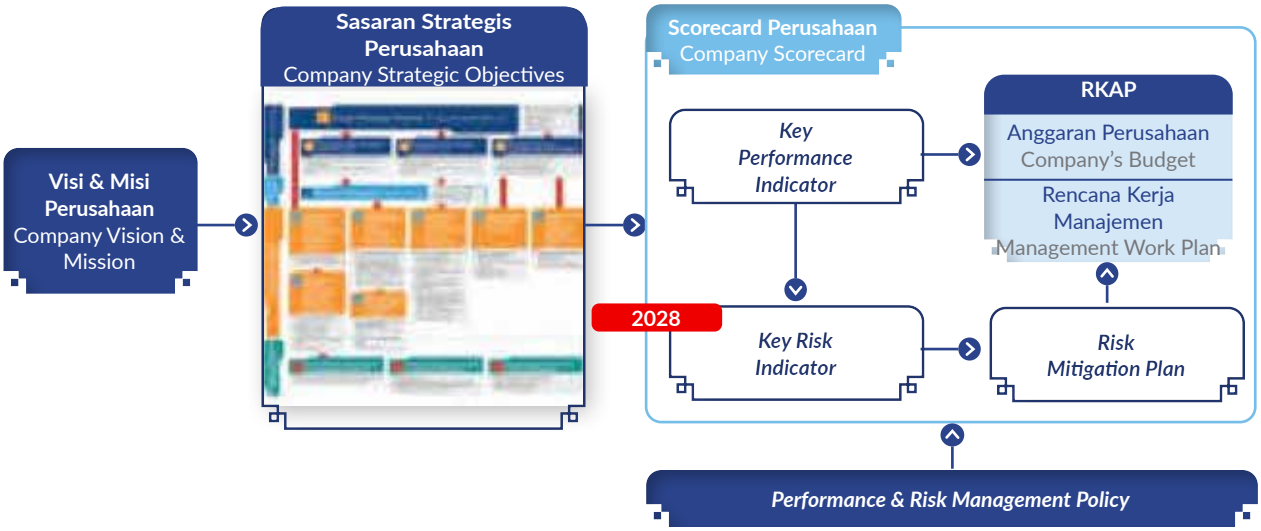
In addition, risk assessments are also conducted for risks that fall outside the integrated Balanced Scorecard framework. These risks are categorized as Corporate Risks and are managed through the Company's Enterprise Risk Management process. To ensure the effectiveness of Risk Management, a standardized framework must be established and implemented consistently throughout the organization. Therefore, all risk owners and risk management facilitators are required to implement the risk management framework and processes based on a priority approach. The Board of Directors determines key risks as the primary focus, namely risks that may have a significant impact on the Company if not properly managed. The scope of key risk management may be expanded over time as the Company's internal capabilities in managing risks continue to improve.

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MANAJEMEN RISIKO
RISK MANAGEMENT

Basis Integrasi *Balance Scorecard dengan Enterprise Risk Management*

Integration of the Balanced Scorecard and Enterprise Risk Management Framework



ROADMAP MANAJEMEN RISIKO

RISK MANAGEMENT ROADMAP

Roadmap Manajemen Risiko Tahun 2025- 2029
Risk Management Roadmap 2025-2029

2025

OPTIMIZED RISK MANAGEMENT

Perusahaan berusaha untuk mengoptimalkan penerapan ERM agar memberi manfaat optimalisasi bagi peningkatan kinerja

The company is trying to optimize the implementation of ERM to provide optimization benefits for improving performance.

2026

PRE INTEGRATED RISK MANAGEMENT

Perusahaan berusaha untuk merancang integrasi penerapan ERM agar dapat terintegrasi antar lini

The company is trying to design the integration of ERM implementation so that it can be integrated between lines.

2027

INTEGRATED RISK MANAGEMENT

Perusahaan mengintegrasikan penerapan ERM dengan seluruh proses Bisnis dan SOP

The company integrates ERM implementation with all business processes and SOPs.

2028

ENHANCEMENT INTEGRATED RISK MANAGEMENT

Pada tahap ini perusahaan diharapkan adanya peningkatan integrasi ERM dengan Anak Perusahaan

At this stage, the company expects to increase ERM integration with its subsidiaries.

2029

OPTIMIZED INTEGRATED RISK MANAGEMENT

Perusahaan melaksanakan optimalisasi dan evaluasi integrasi ERM

The company carries out optimization and evaluation of ERM integration.

MANAJEMEN RISIKO
RISK MANAGEMENT

TATA KELOLA MANAJEMEN RISIKO

Tata kelola manajemen risiko pada PT PELNI (Persero) dilakukan berdasarkan pada ISO 31000: 2018 yang tertuang dalam Pedoman Manajemen Risiko sesuai Surat Keputusan Direksi Nomor: 01.14/03/SK/HKO.01/2022 Tentang Pedoman Manajemen Risiko Berbasis ISO 31000:2018 PT PELNI (Persero). Pedoman Manajemen Risiko bertujuan memberikan jaminan yang memadai (*reasonable assurance*) bagi tercapainya tujuan perusahaan serta mempertahankan dan meningkatkan nilai pemegang saham. Untuk mewujudkannya, pedoman ini mengedepankan peningkatan kesadaran risiko di semua tingkat organisasi, penguatan ketahanan, pelaksanaan mitigasi risiko, dan pengendalian risiko sisa (*residual risk*) pada tingkat yang dapat diterima (*tolerable level*).

Pedoman Manajemen Risiko Perusahaan ini berlaku secara menyeluruh bagi semua pihak dan seluruh aktivitas bisnis di lingkungan PT PELNI (Persero). Ruang lingkup yang komprehensif ini bertujuan untuk memastikan daya saing (*competitiveness*) dan kelangsungan usaha (*going concern*) Perusahaan dapat terus terjaga.

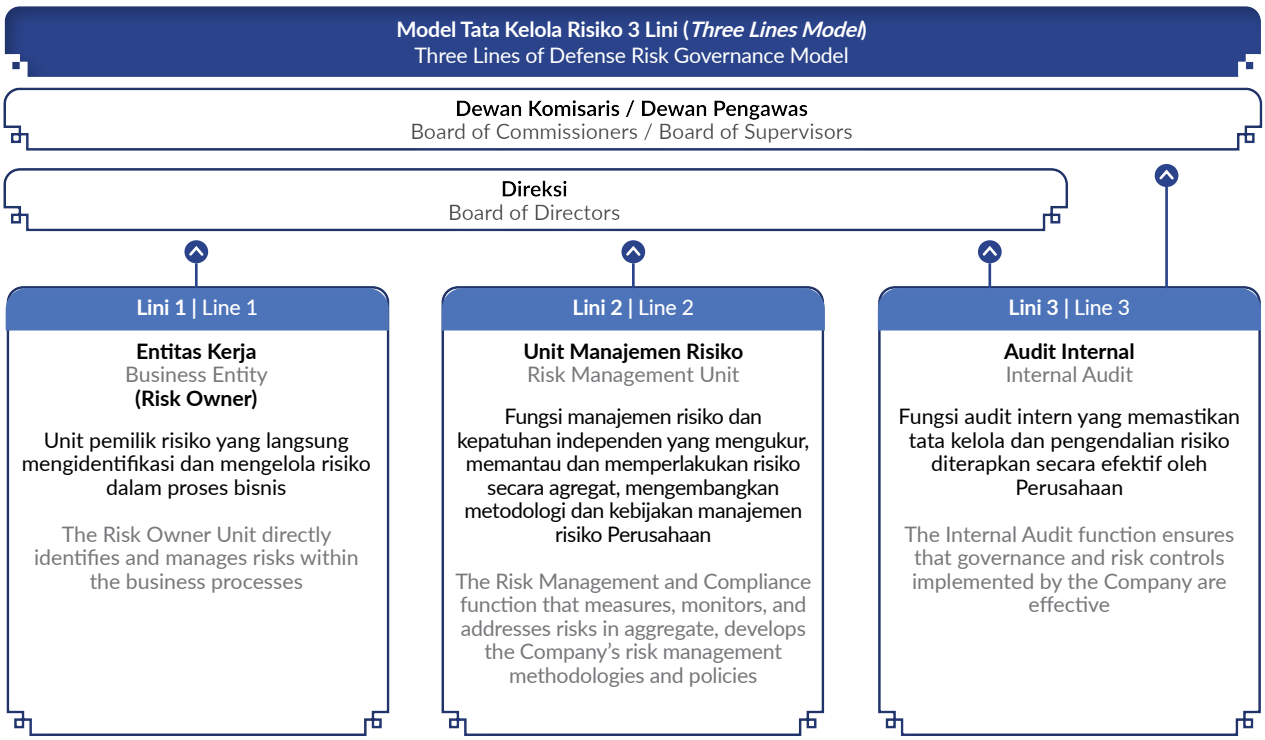
RISK MANAGEMENT GOVERNANCE

Risk Management Governance at PT PELNI (Persero) is implemented in accordance with ISO 31000:2018, as stipulated in the Company's Risk Management Guidelines under Board of Directors Decree No. 01.14/03/SK/HKO.01/2022 concerning ISO 31000:2018-Based Risk Management Guidelines of PT PELNI (Persero). The Risk Management Guidelines are designed to provide reasonable assurance regarding the achievement of the Company's objectives, while maintaining and enhancing shareholder value. To achieve these objectives, the guidelines emphasize increasing risk awareness at all levels of the organization, strengthening organizational resilience, implementing risk mitigation measures, and managing residual risks within acceptable tolerance levels.

These Risk Management Guidelines apply to all parties and all business activities within PT PELNI (Persero). This comprehensive scope is intended to ensure the Company's competitiveness and long-term business sustainability.

Three Lines Model

Three Lines Model



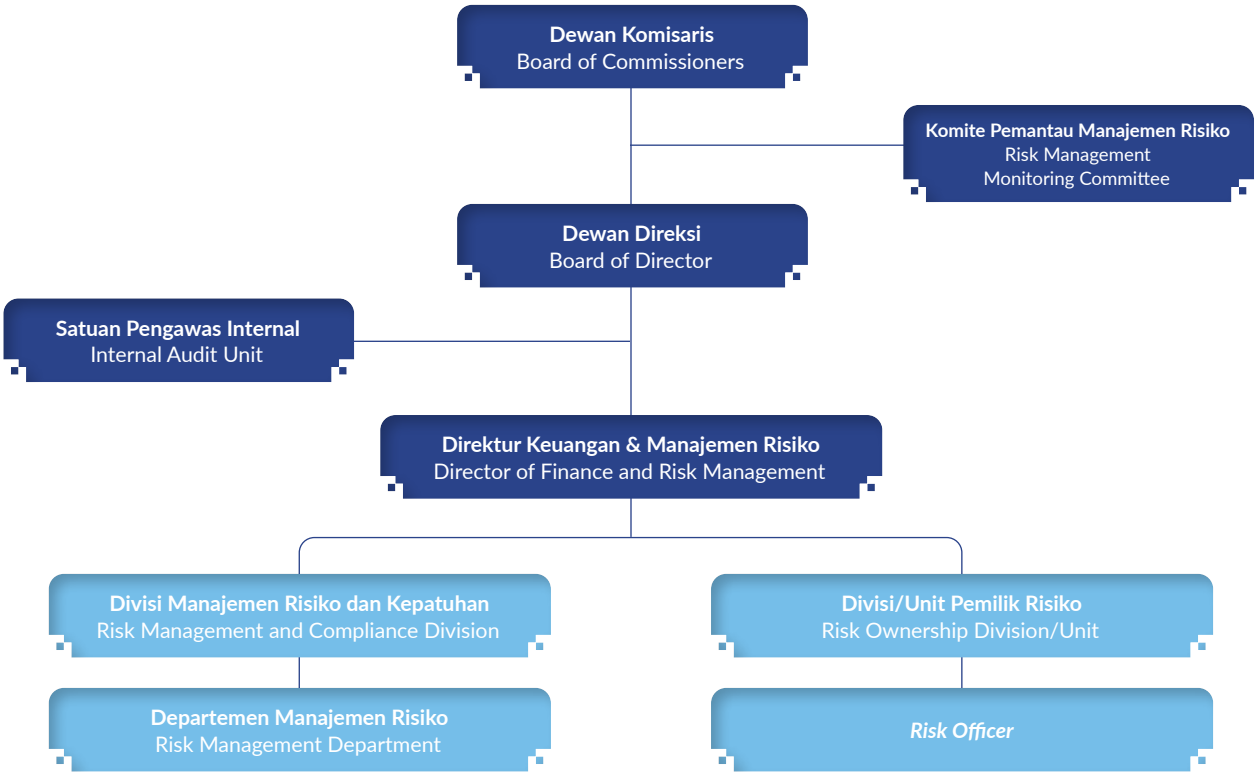
MANAJEMEN RISIKO
RISK MANAGEMENT

Penerapan *Three Lines Model* pada PT PELNI (Persero), sesuai dengan Petunjuk Teknis Komposisi dan Kualifikasi Organ Pengelola Risiko di Lingkungan Badan Usaha Milik Negara Nomor SK-3/ DKU.MBU/05/2023.

The Three Lines Model has been implemented at PT PELNI (Persero) in accordance with the Technical Guidelines on the Composition and Qualifications of Risk Management Functions within State-Owned Enterprises, as stipulated in Decree No. SK-3/DKU.MBU/05/2023.

Struktur Manajemen Risiko di PT PELNI (Persero)

Risk Management Structure of PT PELNI (Persero)



Dari masing-masing struktur manajemen risiko tersebut, memiliki peran dan tanggung jawab adalah sebagai berikut:

1. Dewan Komisaris
   a. Memberikan arahan atas kebijakan Manajemen Risiko.
   b. Melaksanakan pengawasan dan memberikan saran perbaikan kepada Dewan Direksi atas penerapan kebijakan Manajemen Risiko.
2. Komite Pemantau Manajemen Risiko (KPMR)
   Pembentukan Komite Pemantau Manajemen Risiko merupakan bagian dari upaya Perusahaan untuk memperkuat praktik pengawasan terhadap kebijakan dan sistem manajemen risiko di Perseroan sebagai bagian dari implementasi Tata Kelola Perusahaan yang Baik (GCG). Komite Pemantau Manajemen Risiko bertugas untuk:

The roles and responsibilities of each component within the Risk Management structure are as follows:

1. Board of Commissioners
   a. Provides direction on Risk Management policies.
   b. Supervises the implementation of Risk Management policies and provides recommendations for improvement to the Board of Directors.
2. Risk Management Monitoring Committee (KPMR)
   The establishment of the Risk Management Monitoring Committee forms part of the Company's efforts to strengthen oversight of risk management policies and systems as part of the implementation of Good Corporate Governance (GCG). The Committee is responsible for:

MANAJEMEN RISIKO
RISK MANAGEMENT

a. Memberikan masukan kepada Dewan Komisaris mengenai penyusunan perbaikan manajemen risiko yang berkaitan dengan pengendalian risiko semua bidang Perusahaan sebelum mendapat persetujuan Dewan Komisaris.
b. Melakukan diskusi dengan Dewan Direksi atau unit kerja yang terkait dengan manajemen risiko, jika diperlukan.
c. Dan lainnya sesuai pada pedoman manajemen risiko PT PELNI (Persero).

3. Dewan Direksi
   a. Menetapkan Kebijakan, Pedoman Penerapan Manajemen Risiko secara tertulis dan komprehensif.
   b. Menetapkan *risk appetite* dan batas toleransi risiko yang digunakan sebagai ukuran kriteria nilai risiko.
   c. Bertanggung jawab atas penerapan Kebijakan Manajemen Risiko.
   d. Dan lainnya sesuai pada pedoman manajemen risiko PT PELNI (Persero).
4. Direktur Keuangan dan Manajemen Risiko
   a. Memastikan bahwa organisasi yang dibentuk untuk mengelola Manajemen Risiko telah berfungsi secara independen.
   b. Melaksanakan evaluasi kebijakan Manajemen Risiko secara berkala untuk memastikan keakuratan metodologi asesmen risiko dan kecukupan implementasi *system*.
   c. Dan lainnya sesuai pada pedoman manajemen risiko PT PELNI (Persero).
5. Satuan Pengawas Intern (SPI)
   a. Memiliki fungsi pengawasan atas pelaksanaan manajemen risiko.
   b. Berperan dalam memastikan bahwa seluruh aktivitas dan proses bisnis yang dilakukan oleh *risk owner* telah sesuai dengan kebijakan, standar, prosedur kerja, dan manual yang ditetapkan oleh Direksi, termasuk di dalamnya kebijakan manajemen risiko.
   c. Dan lainnya sesuai pada pedoman manajemen risiko PT PELNI (Persero).
6. Divisi Manajemen Risiko dan Kepatuhan
   a. Menyusun dan mengusulkan Kebijakan, Pedoman dan Prosedur Penerapan Manajemen Risiko kepada Dewan Direksi.

a. Providing input to the Board of Commissioners regarding improvements to risk management related to risk control across all areas of the Company before approval by the Board of Commissioners.
b. Holding discussions with the Board of Directors or relevant work units concerning risk management matters, when necessary.
c. Performing other duties as stipulated in PT PELNI (Persero)'s Risk Management Guidelines.

3. Board of Directors
   a. Establishes comprehensive written Risk Management Policies and Guidelines.
   b. Determines the Company's risk appetite and risk tolerance limits as criteria for risk assessment.
   c. Is responsible for the implementation of Risk Management policies.
   d. Performs other duties as stipulated in PT PELNI (Persero)'s Risk Management Guidelines.
4. Director of Finance and Risk Management
   a. Ensures that the organizational structure established for Risk Management functions independently.
   b. Conducts periodic evaluations of Risk Management policies to ensure the accuracy of risk assessment methodologies and the adequacy of system implementation.
   c. Performs other duties as stipulated in PT PELNI (Persero)'s Risk Management Guidelines.
5. Internal Audit Unit (SPI)
   a. Performs oversight of Risk Management implementation.
   b. Ensures that all activities and business processes carried out by risk owners comply with the policies, standards, procedures, and manuals established by the Board of Directors, including Risk Management policies.
   c. Performs other duties as stipulated in PT PELNI (Persero)'s Risk Management Guidelines.
6. Risk Management and Compliance Division
   a. Develops and proposes Risk Management Policies, Guidelines, and Procedures to the Board of Directors.

MANAJEMEN RISIKO
RISK MANAGEMENT

b. Membangun arsitektur, SOP dan strategi manajemen risiko.
c. Memastikan proses manajemen risiko berjalan dengan efektif di seluruh lingkungan perusahaan.
d. Dan lainnya sesuai pada pedoman manajemen risiko PT PELNI (Persero).

7. Departemen Manajemen Risiko
   a. Melakukan penjabaran *risk appetite* dan *risk tolerance level* korporat.
   b. Melakukan penjabaran *risk tolerance* ke *level* unit kerja pemilik risiko sebagai acuan bagi pemilik risiko dalam memutuskan tentang seberapa besar risiko yang dapat diambil.
   c. Mengkoordinasikan dan mengintegrasikan semua upaya pengelolaan risiko diseluruh Perusahaan.
   d. Dan lainnya sesuai pada pedoman manajemen risiko PT PELNI (Persero).
8. Divisi/Unit Pemilik Risiko
   a. Mengelola risiko-risiko yang ada di unit kerjanya.
   b. Mengendalikan pengendalian risiko dan melaporkan hasilnya secara berkala.
   c. Bertanggung jawab atas kerugian dan risiko yang terjadi sebagai akibat penyimpangan dan/atau pelanggaran terhadap keputusan Direksi.
   d. Dan lainnya sesuai pada pedoman manajemen risiko PT PELNI (Persero).
9. *Risk Officer*
   1) Merupakan fungsi yang diintegrasikan dengan *risk performance management officer* pada jabatan setingkat manager serta dikukuhkan melalui SK Direksi.
   2) Penugasan fungsi *risk officer* dapat diberikan secara berkala.
   3) Menjadi pendamping para *risk owner* dan unit kerja untuk membantu proses implementasi manajemen risiko.
   4) Dan lainnya sesuai pada pedoman manajemen risiko PT PELNI (Persero).
10. Seluruh Pegawai
    Seluruh pegawai mempunyai peran dalam mewujudkan Manajemen Risiko yang efektif dan secara aktif berpartisipasi mengidentifikasi risiko potensial yang ada di lingkungannya dan membantu melaksanakan tindakan Penanganan Risiko yang tepat.

b. Develops the Risk Management architecture, Standard Operating Procedures (SOPs), and strategies.
c. Ensures that Risk Management processes are implemented effectively throughout the Company.
d. Performs other duties as stipulated in PT PELNI (Persero)'s Risk Management Guidelines.

7. Risk Management Department
   a. Translates the Company's risk appetite and risk tolerance levels into operational guidelines.
   b. Cascades risk tolerance levels to risk-owning work units as a reference for determining acceptable levels of risk.
   c. Coordinates and integrates all Risk Management efforts across the Company.
   d. Performs other duties as stipulated in PT PELNI (Persero)'s Risk Management Guidelines.
8. Risk Owner Divisions / Units
   a. Manage risks within their respective work units.
   b. Implement risk controls and report the results periodically.
   c. Are accountable for losses and risks arising from deviations from and/or violations of decisions made by the Board of Directors.
   d. Perform other duties as stipulated in PT PELNI (Persero)'s Risk Management Guidelines.
9. Risk Officer
   1) Serve as a function integrated with the Risk Performance Management Officer role at the managerial level and are formally appointed through a Board of Directors Decree.
   2) May be assigned on a periodic basis.
   3) Act as facilitators for risk owners and work units in implementing Risk Management processes.
   4) Perform other duties as stipulated in PT PELNI (Persero)'s Risk Management Guidelines.
10. All Employees
    All employees play a role in supporting effective Risk Management. They are expected to actively participate in identifying potential risks within their areas of responsibility and assist in implementing appropriate risk mitigation measures.

MANAJEMEN RISIKO
RISK MANAGEMENT

Dalam pengelolaan risiko di Perusahaan memperhatikan hal-hal sebagai berikut :

1. Membangun Kesadaran dan Budaya Risiko
   Risiko dapat timbul karena pemilik risiko tidak memahami atau tidak mengetahui secara utuh aktifitas proses bisnis yang dijalankan. Untuk jangka panjang, manajemen risiko dengan pendekatan kesadaran dan budaya risiko jauh lebih efektif dibandingkan pendekatan dengan cara lain.
2. Risiko Sebagai Tanggungjawab Bersama
   Sadar risiko merupakan bagian dari satu rangkaian proses yang dimulai dengan pengetahuan tentang manajemen risiko, dari pengetahuan lalu timbul kesadaran, terakhir menjadi komitmen dilaksanakan. Komitmen yang terus menerus diperagakan atau dilaksanakan akan menjadi budaya.
3. Integrasi Manajemen Risiko dengan Manajemen Kinerja
   Dalam Prinsip Risk Management ISO 31000:2018, tujuan Manajemen Risiko adalah menciptakan Nilai (*Value Creation*). Dalam upaya mencapai hal tersebut, maka melalui manajemen risiko dilakukan suatu langkah strategis yaitu proses integrasi antara *Balance Scorecard* dengan *Risk Management* ISO 31000:2018. Proses integrasi *performance* yang menggunakan alat *measurement*-nya KPI dengan *Risk Management* alat *measurement*-nya KRI maka Perusahaan akan mampu mencapai *Strategic Objective* Perusahaan secara efektif dan merubah risiko - risiko yang ada menjadi peluang bisnis Perusahaan.
4. Manajemen Risiko dan Manajemen Kinerja Mempunyai Orientasi kepada Sasaran Strategis Perusahaan dan Unit Kerja
   Manajemen kinerja mendorong *Critical Success Factor* untuk pencapaian Sasaran Strategis, sedangkan Manajemen Risiko adalah mengendalikan *Critical Risk Factor* agar Sasaran Strategis selamat dari ancaman risiko.
5. Audit Berbasis Risiko (*Risk-Based* Audit)
   Pendekatan audit ini berfokus dalam mengevaluasi risiko-risiko baik strategis, finansial, operasional, regulasi, dan lainnya yang dihadapi oleh Perusahaan. Pendekatan berbasis risiko ini meliputi kegiatan *assurance* dan konsultasi, dimana kesuksesan kedua kegiatan tersebut ditentukan oleh Manajemen Risiko, *internal control*, dan *Good Corporate Governance*.

In managing risks, the Company takes the following principles into consideration:

1. Building Risk Awareness and Risk Culture
   Risks may arise when risk owners do not fully understand the business processes and activities under their responsibility. In the long term, a Risk Management approach based on risk awareness and risk culture is more effective than other approaches.
2. Risk as a Shared Responsibility
   Risk awareness is part of a continuous process that begins with an understanding of Risk Management. Knowledge leads to awareness, which in turn develops into commitment. When such commitment is consistently demonstrated and implemented, it becomes part of the Company's culture.
3. Integration of Risk Management and Performance Management
   Under the principles of ISO 31000:2018, the primary objective of Risk Management is value creation. To achieve this objective, the Company has adopted a strategic approach by integrating the Balanced Scorecard (BSC) framework with Risk Management based on ISO 31000:2018. Through this integration, performance management measured by Key Performance Indicators (KPIs) is aligned with Risk Management measured by Key Risk Indicators (KRIs). This enables the Company to achieve its strategic objectives more effectively while transforming potential risks into business opportunities.
4. Risk Management and Performance Management Are Aligned with Strategic Objectives
   Performance Management supports the achievement of strategic objectives by driving Critical Success Factors (CSFs), while Risk Management focuses on controlling Critical Risk Factors (CRFs) to protect strategic objectives from potential threats.
5. Risk-Based Audit
   This audit approach focuses on evaluating the strategic, financial, operational, regulatory, and other risks faced by the Company. The risk-based approach includes both assurance and consulting activities, the effectiveness of which depends on sound Risk Management practices, strong internal controls, and the implementation of Good Corporate Governance (GCG).

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RISK MANAGEMENT

6. Anggaran Berbasis Risiko (*Risk-Based Budgeting*)
   Penyusunan Rencana Kerja dan Anggaran pada tingkat divisi sudah harus mempertimbangkan profil risiko di unitnya masing-masing yang disusun oleh masing-masing divisi. Demikian pula pada tingkat Direktorat dan Korporat, RJPP dan RKAP yang disusun oleh Divisi Manajemen Risiko dan Kepatuhan dan Divisi Treasury dan TJSL juga mempertimbangkan profil risiko di tingkat Direktorat dan Korporat.

7. Penetapan Selera Risiko (*Risk Appetite*) dan Toleransi Risiko (*Risk Tolerance*)
   Risk appetite atau selera risiko merupakan besaran risiko yang bersedia diambil Perusahaan dalam rangka mencapai target komersial yang ditetapkan. Toleransi risiko adalah besaran risiko tertentu yang boleh melewati *risk appetite* sampai limit tertentu. Rencana Kerja Tahunan Perusahaan wajib dibuat dengan memperhatikan batasan dari selera risiko dan toleransi risiko untuk memastikan Perusahaan dalam melaksanakan strategi tidak melampaui limit risiko.

6. Risk-Based Budgeting
   The preparation of work plans and budgets at the divisional level must take into account the risk profile of each respective division. Likewise, at the Directorate and Corporate levels, the Long-Term Corporate Plan (RJPP) and the Annual Work Plan and Budget (RKAP), prepared by the Risk Management and Compliance Division and the Treasury Division and TJSL, also consider risk profiles at the Directorate and Corporate levels.

7 Risk Appetite and Risk Tolerance

Risk appetite refers to the level of risk that the Company is willing to accept in pursuing its commercial objectives. Risk tolerance refers to the level of risk that may exceed the established risk appetite within specified limits. The Company's annual work plans must be developed with due consideration of risk appetite and risk tolerance limits to ensure that the implementation of corporate strategies remains within acceptable risk boundaries.

JENIS RISIKO DAN CARA PENGELOLAANNYA

Berdasarkan pemetaan risiko yang telah dilakukan didapatkan *top risk* PT PELNI (Persero) tahun 2025 dengan mitigasinya sebagai berikut:

TYPES OF RISKS AND THEIR MANAGEMENT

Based on the risk assessment conducted, PT PELNI (Persero) identified its top risks for 2025 and established the following mitigation measures:

No	Risiko dan Mitigasi Risk and Mitigation
1	Risiko : Terhambatnya Pencairan PSO & Subsidi Risk: Delays in the Disbursement of PSO and Subsidy Funds
	Mitigasi: 1. Penguatan Koordinasi dan Komunikasi Proaktif 2. Percepatan Proses Verifikasi dan Administrasi 3. Melakukan peningkatan terhadap kualitas dan ketepatan data dukung klaim PSO Mitigation: 1. Strengthening coordination and proactive communication with relevant stakeholders. 2. Accelerating verification and administrative processes. 3. Improving the quality and accuracy of supporting data for PSO claims.
2	Risiko: Biaya Penugasan Kapal Subsidi Tidak Dapat Ditagihkan Risk: Non-Recoverable Costs Related to Subsidized Vessel Assignments
	Mitigasi: 1. Melakukan peningkatan terhadap kualitas dan ketepatan data dukung dokumen pendukung 2. Melakukan penguatan pengendalian pencatatan biaya 3. Menetapkan *early warning system* untuk mengidentifikasi biaya berpotensi tidak tertagih sejak awal. Mitigation: 1. Improving the quality and accuracy of supporting documentation. 2. Strengthening controls over cost recording and monitoring. 3. Establishing an early warning system to identify potentially non-recoverable costs at an early stage.

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No	Risiko dan Mitigasi Risk and Mitigation
3	Risiko: *Potential Loss* Bisnis Kontainer di Kapal Penumpang Risk: Potential Losses in the Container Business on Passenger Vessels
	Mitigasi: 1. Melaksanakan analisis komprehensif terhadap model bisnis kontainer pada kapal penumpang untuk menentukan prioritas rute dan segmen pasar yang memiliki potensi terbesar 2. Meningkatkan program pelatihan *market analysis* serta CRM (*Customer Relationship Management*) untuk tim pemasaran dan penjualan. 3. Penguatan sistem digital untuk pemantauan muatan secara *real time* sehingga proses operasional menjadi lebih efisien dan akurat. Mitigation: 1. Conducting a comprehensive analysis of the container business model on passenger vessels to identify priority routes and market segments with the highest potential. 2. Enhancing market analysis and Customer Relationship Management (CRM) training programs for marketing and sales teams. 3. Strengthening digital systems for real-time cargo monitoring to improve operational efficiency and accuracy.
4	Risiko: Kontribusi Pendapatan Anak Perusahaan Tidak Optimal Risk: Suboptimal Revenue Contribution from Subsidiaries
	Mitigasi: 1. Diperlukan evaluasi menyeluruh terhadap keberlanjutan dan profitabilitas setiap lini usaha anak perusahaan. Segmen usaha dengan kinerja rendah secara berulang perlu ditinjau kembali dan menyusun strategi yang sesuai 2. Strategi pemasaran dan penetapan tarif perlu diperkuat agar lebih kompetitif dan sesuai dengan kondisi pasar 3. Diperlukan pemantauan kinerja dan risiko yang lebih disiplin dan terintegrasi agar potensi deviasi dapat terdeteksi lebih awal. Mitigation: 1. Conducting a comprehensive evaluation of the sustainability and profitability of each subsidiary business line. Business segments that consistently underperform will be reviewed, and appropriate improvement strategies will be developed. 2. Strengthening marketing strategies and pricing policies to enhance competitiveness and align with market conditions. 3. Implementing more disciplined and integrated performance and risk monitoring to enable the early detection of potential deviations.
5	Risiko: Kecelakaan Kapal Risk: Vessel Accidents
	Mitigasi: 1. Menggunakan strategi *risk sharing* bekerjasama dengan pihak asuransi dan membayar sejumlah premi yang disepakati. 2. *Manual* SMK telah direvisi dan mendapatkan *approval* dari Ditkapel (25 kapal penumpang) Melaksanakan Workshop Keselamatan Mandiri secara internal untuk Kapal Penumpang PT. PELNI (Persero) 20 dari 20 kapal dengan progress 100% (KM. Kelimutu, KM. Leuser, KM. Labobar, KM. Sirimau, KM. Wilis, KM. Sangiang) Mitigation: 1. Applying a risk-sharing strategy through cooperation with insurance providers and the payment of agreed insurance premiums. 2. Revising the Safety Management System (SMS) Manual and obtaining approval from the Directorate General of Sea Transportation (Ditkapel) for 25 passenger vessels. Conducting Internal Safety Workshops for PT PELNI (Persero) passenger vessels. The program has been completed for all 20 passenger vessels, achieving 100% implementation, including KM Kelimutu, KM Leuser, KM Labobar, KM Sirimau, KM Wilis, and KM Sangiang.
6	Risiko : Insiden Siber terkait Data Pribadi Risk: Cybersecurity Incidents Involving Personal Data
	Mitigasi : 1) Penyediaan Infrastruktur *Cloud* - Melakukan monitoring *web application firewall* 2) Menutup celah keamanan yang ditemukan pada *Penetration Testing & Vulnerability Assessment* layanan TI 3) Implementasi SMKI ISO 27001:2022 4) Implementasi Pedoman Perlindungan Data Pribadi 5) Pemenuhan prioritas keamanan siber berdasarkan SK Menteri BUMN nomor SK275/MBU/11/2024 - Implementasi *Security Operation Center* sebagai pusat deteksi dan pemantauan keamanan yang dapat mendeteksi ancaman secara *real-time* Mitigation: 1) Provision of cloud infrastructure - Continuous monitoring of the Web Application Firewall (WAF). 2) Addressing security vulnerabilities identified through Penetration Testing and Vulnerability Assessments of IT services. 3) Implementation of the Information Security Management System (ISMS) based on ISO 27001:2022. 4) Implementation of the Personal Data Protection Guidelines. 5) Compliance with cybersecurity priorities as stipulated in the Minister of State-Owned Enterprises Decree No. SK-275/MBU/11/2024 - Implementation of a Security Operations Center (SOC) as a centralized security monitoring and detection facility capable of identifying cybersecurity threats in real time.

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No	Risiko dan Mitigasi Risk and Mitigation
7	Risiko: Performa/*Speed* Kapal Menurun Risk: Declining Vessel Performance/Speed
	Mitigasi: Sampai dengan TW4 2025 : Telah terlaksananya Pengiriman Suku Cadang Mesin Induk sudah 46 PO dari 53 PO telah dikirim ke Indonesia, dari 46 PO Tersebut 27 PO telah tiba di kapal, 9 PO telah tiba digudang Presmat dan sisanya 10 PO proses di bea cukai Telah Terlaksananya Pengiriman Suku Cadang Mesin Bantu sudah 12 PO dari 14 PO dikirim ke Indonesia, diantara 14 PO yang sudah sampai di Indonesia tersebut 6 PO sudah diterima diatas kapal (Lawit, Siguntang, Nggapulu, Umsini)" Mitigation: As of Q4 2025: Delivery of main engine spare parts has progressed significantly. A total of 46 out of 53 purchase orders (POs) have been shipped to Indonesia. Of these, 27 POs have been delivered directly to vessels, 9 POs have arrived at the Presmat warehouse, and the remaining 10 POs are currently undergoing customs clearance. Delivery of auxiliary engine spare parts has also progressed, with 12 out of 14 purchase orders shipped to Indonesia. Of the spare parts received in Indonesia, 6 POs have been delivered to vessels, including KM Lawit, KM Bukit Siguntang, KM Nggapulu, and KM Umsini.
8	Risiko: Penyediaan Kualitas Layanan Tidak Optimal Risk: Suboptimal Service Quality Delivery
	Mitigasi: - Pengelolaan Anggaran dengan baik - Telah dilaksanakan Pengadaan Revitalisasi Kasur Penumpang Ekonomi di Kapal Penumpang PT PELNI (Persero) (data suplai Kasur Semester II terlampir) - Pelaksanaan Mandiri Pembasmian Serangga, Kecoa & Tikus (*Pest Control*) di Kapal Penumpang PT PELNI (Persero) sampai dengan bulan 11 Mei 2025 - Pelaksanaan Pembasmian Serangga , Kecoa & Tikus (*Pest Control*) di Kapal Penumpang PT PELNI (Persero) oleh PT. Sucofindo per tanggal 12 Mei 2025 - Implementasi SPM (Standar Pelayanan Minimum) Penyampaian Usulan Design ke BOD estimasi pada *Week* II Desember - Telah dilaksanakan sosialisasi SPM (Standar Pelayanan Minimum) melalui *zoom meeting* pada tanggal 12 November 2025 - Telah dilakukan implementasi SPM pada kegiatan *pre* dan *post on board* di Cabang dan di Kapal, sehingga monitoring pelaksanaan kegiatan melalui KPI Cabang dan KPI Kapal - Telah dilaksanakan revitalisasi Ruang Informasi di 8 Kapal Penumpang Tahun 2025 (KM. Tilongkabila, KM. Dobonsolo, KM. Lambelu, KM. Sinabung, KM. Binaiya, KM. Leuser, KM. Gunung Dempo dan KM. Ciremai) - Pelaksanaan COTS TW IV : KM. Ciremai, KM. Dobonsolo, KM. Kelud, KM. Bukit Siguntang, KM. Bukit Raya, KM. Kelimutu, KM. Awu, KM. Sangiang, KM. Egon, KM. Pangrango, KM. Jetliner Mitigation: - Effective budget management, including the procurement of replacement mattresses for Economy Class passengers on PT PELNI (Persero) passenger vessels. (Second Semester mattress supply data is available separately.) - Independent implementation of pest control activities, including the eradication of insects, cockroaches, and rodents on PT PELNI (Persero) passenger vessels through May 11, 2025. - Implementation of pest control services by PT Sucofindo on PT PELNI (Persero) passenger vessels starting May 12, 2025. - Implementation of the Minimum Service Standards (SPM), including the submission of design proposals to the Board of Directors, with completion targeted for the second week of December. - Socialization of the Minimum Service Standards (SPM) was conducted via Zoom meeting on November 12, 2025. - The Minimum Service Standards (SPM) have been implemented in both pre-on-board and post-on-board activities at branch offices and onboard vessels, enabling performance monitoring through Branch KPIs and Vessel KPIs. - Revitalization of Information Centers was completed on eight passenger vessels during 2025, namely KM Tilongkabila, KM Dobonsolo, KM Lambelu, KM Sinabung, KM Binaiya, KM Leuser, KM Gunung Dempo, and KM Ciremai. - Implementation of COTS activities in Q4 2025 on the following vessels: KM Ciremai, KM Dobonsolo, KM Kelud, KM Bukit Siguntang, KM Bukit Raya, KM Kelimutu, KM Awu, KM Sangiang, KM Egon, KM Pangrango, and KM Jetliner.
9	Risiko: Skema Baru PSO & Subsidi Tidak Dapat Disetujui Keseluruhan Risk: New PSO and Subsidy Scheme Not Fully Approved

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No	Risiko dan Mitigasi Risk and Mitigation
	Mitigasi: Berdasarkan Nota Dinas Plt. *Vice President* Pengembangan Bisnis Nomor : 12.22/01/NDB/PBS/2025 tanggal 22 Desember 2025 perihal *Weekly Meeting* Kajian Optimalisasi Skema PSO dan Subsidi bersama tim konsultan PT Danareksa (Persero), AHP, dan YCP *Solidiance* akan disampaikan ke Direksi dan ke stakeholder terkait Mitigation: Based on Memorandum Number 12.22/01/NDB/PBS/2025 dated December 22, 2025, issued by the Acting Vice President of Business Development regarding the Weekly Meeting on the Optimization Study of the PSO and Subsidy Scheme, conducted jointly with consultants from PT Danareksa (Persero), AHP, and YCP Solidiance, the study results will be submitted to the Board of Directors and relevant stakeholders for further consideration.
10	Risiko: Ketidakpastian Anggaran Subsidi Kapal Perintis Risk: Uncertainty in Pioneer Vessel Subsidy Budget Allocation
	Mitigasi: 1. Direksi berkoordinasi dengan Dirlala, Dirjen, dan menhub dengan Melakukan koordinasi dengan Kementerian Perhubungan perihal Perpanjangan Kontrak Subsidi Kapal Perintis dan persiapan Kapal Perintis TA 2026 2. Menghadiri Undangan Penandatanganan Terpadu Kerjasama Pelayaran-Perintis dan Penyelenggaraan Kewajiban Pelayanan Publik/PSO Tahun 2026 3. Direksi berkoordinasi dengan DPR 4. Penyusunan Rencana Anggaran Biaya Subsidi Perintis PT PELNI (Persero) s.d Desember 2025 5. Melakukan Pembahasan Kontrak Tahap Selanjutnya Mitigation: 1. The Board of Directors coordinates with the Director of Sea Traffic, the Director General, and the Minister of Transportation regarding the extension of Pioneer Vessel Subsidy Contracts and preparations for the 2026 Pioneer Vessel Program. 2. Attending the Integrated Signing Ceremony for Pioneer Shipping Cooperation Agreements and the Implementation of Public Service Obligation (PSO) Programs for 2026. 3. Coordinating with the House of Representatives (DPR) regarding subsidy-related matters. 4. Preparing the Pioneer Vessel Subsidy Budget Plan of PT PELNI (Persero) through December 2025. 5. Conducting discussions regarding the next phase of contract implementation.
11	Risiko: Ketidakpatuhan terhadap *Safety Regulation* Risk: Non-Compliance with Safety Regulations
	Mitigasi: 1. Telah dilaksanakan pelatihan Aplikasi Manajemen QHSSE sesuai ND 12.15/02/NDB/DS/2025 2. Melakukan *reminder* pemenuhan tindak lanjut temuan kepada PIC masing-masing. 3. Menambahkan lingkup pemeriksaan audit dalam pelaksanaan internal audit. Mitigation: 1. Conducting training on the QHSSE Management Application in accordance with Memorandum No. 12.15/02/NDB/DS/2025. 2. Issuing regular reminders to the respective Persons in Charge (PICs) regarding the completion of corrective actions for audit findings. 3. Expanding the scope of audit examinations within the internal audit program.
12	Risiko: Adanya Kejadian Kerusakan Lingkungan Risk: Environmental Damage Incidents
	Mitigasi: 1. Melaksanakan internal audit ke seluruh kapal sesuai dengan rencana program kerja Divisi. (TW 4 telah dilaksanakan internal audit di 12 kapal PT PELNI) 2. *Safety* Buletin edisi Desember telah diterbitkan dan dipublikasikan berdasarkan ND 12.18/11/NDB/SKP/2025 3. Meningkatkan pemahaman kru kapal terkait perawatan peralatan perlindungan pencemaran lingkungan kapal melalui program *Workshop* Keselamatan Mandiri. (KM. Kelimutu, KM. Leuser, KM. Labobar, KM. Sirimau, KM. Wilis, KM. Sangiang) Mitigation: 1. Conducting internal audits on all vessels in accordance with the Division's annual work program. During Q4 2025, internal audits were completed on 12 PT PELNI vessels. 2. Publishing and disseminating the December edition of the Safety Bulletin based on Memorandum No. 12.18/11/NDB/SKP/2025. 3. Enhancing crew awareness and competency regarding the maintenance of shipboard pollution prevention equipment through the Independent Safety Workshop Program, implemented on KM Kelimutu, KM Leuser, KM Labobar, KM Sirimau, KM Wilis, and KM Sangiang.

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No	Risiko dan Mitigasi Risk and Mitigation
13	Risiko: Pengadaan Kapal Komersial Terlambat Risk: Delays in Commercial Vessel Procurement
	Mitigasi: 1. Penyusunan SOP (Divisi Pengadaan telah mengirimkan ND permohonan reviu Pedoman dan SOP Pengadaan Kapal Tidak Baru kepada Divisi PPMT) 2. Update kondisi pasar/galangan Mitigation: 1. Developing Standard Operating Procedures (SOPs). The Procurement Division has submitted a memorandum requesting a review of the Guidelines and SOP for the Procurement of Pre-Owned Vessels to the PPMT Division. 2. Monitoring and updating information on market conditions and shipyard availability to support procurement planning and execution.

SERTIFIKASI MANAJEMEN RISIKO

Divisi manajemen risiko telah didukung oleh tenaga profesional yang telah memiliki sertifikasi profesi, hal tersebut diterapkan pada Perseroan berdasarkan Keputusan Deputi Bidang Keuangan dan Manajemen Risiko Kementerian Badan Usaha Milik Negara Republik Indonesia Nomor: SK-3/DKU.MBU/05/2023 Tentang Petunjuk Teknis Komposisi dan Kualifikasi Organ Pengelola Risiko di Lingkungan Badan Usaha Milik Negara. Berikut beberapa program pelatihan dan pengembangan kompetensi yang diikuti oleh manajemen risiko sepanjang tahun 2025:

RISK MANAGEMENT CERTIFICATION

The Risk Management Division is supported by professionals who hold relevant professional certifications. This requirement is implemented in the Company in accordance with the Decree of the Deputy for Finance and Risk Management of the Ministry of State-Owned Enterprises of the Republic of Indonesia Number SK-3/DKU.MBU/05/2023 concerning Technical Guidelines on the Composition and Qualifications of Risk Management Organs within State-Owned Enterprises. The following are several training and competency development programs attended by Risk Management personnel throughout 2025:

Jenis Sertifikasi Type of Certification	Jumlah Total
ERM Implementation: Qualified Chief of Risk Officer (QCRO)	1
Directorship Development Program	1
Qualified Risk Management Professional (QRMA)	6
Certified Compliance Professional (CCP)	1
Certified Governance Professional (CGP)	2

EVALUASI MANAJEMEN RISIKO TAHUN 2025

Dalam rangka memberikan evaluasi yang mendorong PELNI meningkatkan penerapan manajemen risiko yang mampu melindungi dan menciptakan nilai bagi perusahaan, PELNI melakukan penilaian peringkat komposit risiko. Perhitungan penentuan peringkat komposit risiko didasarkan pada dua variabel penilaian, yaitu:

1. Penilaian terhadap Kualitas Penerapan Manajemen Risiko; dan
2. Penilaian Terhadap Kinerja.

RISK MANAGEMENT EVALUATION IN 2025

To support the continuous improvement of risk management practices that protect and create value for the Company, PELNI conducts a Composite Risk Rating assessment. The Composite Risk Rating is determined based on the following two assessment variables:

1. Assessment of the Quality of Risk Management Implementation; and
2. Performance Assessment.

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Berikut disampaikan perhitungan Peringkat Komposit Risiko PELNI Tahun 2025:

The following presents PELNI's Composite Risk Rating calculation for 2025:

No	Parameter Parameters	Bobot Weight	Skala Scale	Standar Penilaian Assessment Standar	Hasil Penilaian Assessment Result
Indikator Pencapaian Kinerja Performance Achievement Indicators					
1	Capaian KPI Kolegial Collective KPI Achievement	30%	4	100	30
2	Capaian Kinerja Keuangan Financial Performance Achievement	30%	3	82,5	24,75
3	Capaian Kinerja Operasi/Produksi Utama Operational/Core Production Performance Achievement	40%	4	100	40
Total Nilai Total Value					94,75
Kinerja Performance					BAIK GOOD
Kualitas Penerapan Manajemen Risiko Quality of Risk Management Implementation					
1	Pencapaian Nilai Eksposur Risiko sesuai dengan target Risiko Residual Achievement of Risk Exposure Levels in accordance with Residual Risk targets	30%	1	90	27
2	Pencapaian output pelaksanaan kegiatan perlakuan Risiko sesuai dengan target Achievement of risk treatment activity outputs in accordance with established targets	20%	5	100	20
3	Realisasi anggaran pelaksanaan kegiatan perlakuan Risiko sesuai dengan anggaran Realization of the budget for risk treatment activities in accordance with the approved budget	20%	2	80	16
4	Ketepatan penilaian Risiko Accuracy of risk assessment	30%	2	80	24
Total Nilai Total Value					87
Kualitas Penerapan Manajemen Risiko Quality of Risk Management Implementation					Satisfactory

Pernyataan Direksi dan/atau Dewan Komisaris atau Komite Audit atas Kecukupan Sistem Manajemen Risiko

Direksi PT PELNI (Persero) meningkatkan kesadaran risiko di seluruh lapisan organisasi, membangun ketahanan dan melakukan mitigasi risiko serta menjaga risiko yang tersisa (*residual risk*) pada tingkat yang dapat ditoleransi (*tolerable level*) sesuai Pedoman Manajemen Risiko berbasis ISO

Statement of the Board of Directors and/or Board of Commissioners or Audit Committee on the Adequacy of the Risk Management System

The Board of Directors of PT PELNI (Persero) promotes risk awareness throughout all levels of the organization, strengthens organizational resilience, implements risk mitigation measures, and maintains residual risks within acceptable tolerance levels. These efforts are carried out

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31000:2018 dan berdasarkan pada ketentuan yang berlaku serta prinsip-prinsip *Good Corporate Governance* (GCG). Untuk meningkatkan kesadaran risiko, Direksi PT PELNI (Persero) menetapkan selera risiko sebagai berikut:

in accordance with the Company's Risk Management Guidelines based on ISO 31000:2018, applicable regulations, and the principles of Good Corporate Governance (GCG). To further strengthen risk awareness across the Company, the Board of Directors of PT PELNI (Persero) has established the following risk appetite:

Sikap Terhadap Risiko*) Risk Attitude*)	Pernyataan Selera Risiko Risk Appetite Statement
Tidak Toleran Intoleran	1. Direksi PT PELNI (Persero) tidak memberikan ruang pelanggaran terhadap peraturan perundang-undangan, termasuk perusakan terhadap lingkungan dan kelalaian terhadap keamanan siber dan perlindungan data pribadi. 2. Direksi PT PELNI (Persero) akan 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. The Board of Directors of PT PELNI (Persero) adopts a zero-tolerance approach toward violations of laws and regulations, including environmental damage, cybersecurity negligence, and failures in personal data protection. 2. The Board of Directors of PT PELNI (Persero) conducts the Company's business in accordance with the principles of Good Corporate Governance and integrated risk management, supported by effective risk governance structures and guided by the AKHLAK core values.
Konservatif Conservative	1. Direksi PT PELNI (Persero) akan mengerjakan penugasan pemerintah dalam bentuk proyek strategis nasional atau untuk menyelenggarakan fungsi kemanfaatan umum dengan ketentuan secara finansial fisibel atau apabila tidak fisibel secara finansial diberikan kompensasi/subsidi atau pembiayaan dari PMN untuk memperoleh margin yang wajar. 2. Direksi PT PELNI (Persero) memenuhi kewajiban keuangan dan mempertahankan struktur keuangan yang sehat dan menjaga keberlangsungan usaha secara berkesinambungan 3. Direksi PT PELNI (Persero) berfokus menjalankan kegiatan bisnis utamanya dengan kualitas terbaik serta menjaga aspek ESG. 1. The Board of Directors of PT PELNI (Persero) will undertake government assignments, including National Strategic Projects and public service obligations, provided that such assignments are financially feasible. Where financial feasibility cannot be achieved, adequate compensation, subsidies, or State Capital Injection (PMN) funding should be provided to ensure a reasonable return. 2. The Board of Directors of PT PELNI (Persero) is committed to fulfilling the Company's financial obligations, maintaining a sound financial structure, and ensuring sustainable business continuity. 3. The Board of Directors of PT PELNI (Persero) focuses on delivering its core business activities with the highest standards of quality while upholding Environmental, Social, and Governance (ESG) principles.
Moderat Moderate	1. Direksi PT PELNI (Persero) berkomitmen mengendalikan dampak volatilitas pasar dan makroekonomi untuk dimonetisasi melalui pengelolaan yang prudent dan terukur. 1. The Board of Directors of PT PELNI (Persero) is committed to managing the impacts of market and macroeconomic volatility through prudent and measured risk management practices to optimize value creation.
Strategis Strategic	1. Direksi PT PELNI (Persero) secara aktif dan dengan mempertimbangkan kalkulasi risiko yang matang sepadan dengan nilai kembalian investasi (*return*) untuk menciptakan nilai melalui transformasi yang tidak terbatas pada inovasi model bisnis, eksplorasi, dan pengembangan, optimalisasi penataan portofolio, dan pertumbuhan anorganik. 2. Direksi PT PELNI (Persero) berkomitmen untuk mengoptimalkan sumber daya *idle* atau yang belum memenuhi kapasitas usaha melalui berbagai upaya organik dan anorganik dengan menerima risiko bisnis yang wajar dan terukur. 1. The Board of Directors of PT PELNI (Persero) actively pursues value creation through transformation initiatives, supported by comprehensive risk assessments and balanced against expected investment returns. These initiatives include, but are not limited to, business model innovation, exploration and development, portfolio optimization, and inorganic growth opportunities. 2. The Board of Directors of PT PELNI (Persero) is committed to optimizing idle or underutilized resources through both organic and inorganic initiatives, while accepting reasonable and measurable business risks.

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Sikap Terhadap Risiko*) Risk Attitude*)	Pernyataan Selera Risiko 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 didalamnya menghindari paparan terhadap fluktuasi pasar yang signifikasi 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.

*) Description:
1. Risk-Averse
   a. Demonstrates a very low tolerance for risk and prioritizes stability and consistency in business operations.
   b. Business decisions are primarily based on capital preservation.
2. Conservative
   a. Exercises caution in taking risks, accepting only limited and controlled risks while prioritizing business stability.
   b. Business decisions are aimed at protecting value from significant unexpected risks, including avoiding exposure to substantial market fluctuations, and maintaining the ability to absorb only a low level of losses.
3. Moderate
   a. Willing to accept a reasonable level of risk to achieve growth and profitability while maintaining protection against significant losses.
   b. Business decisions take into account both growth opportunities and risk impacts, with the capacity to absorb a moderate level of losses.
4. Strategic
   a. Actively adopts strategies that integrate risk management as a key component of business planning, accepting higher levels of risk to achieve greater growth and innovation.
   b. Business decisions are based on risk analysis and long-term return on investment considerations, with the capacity to absorb a higher level of losses.

PERKARA PENTING YANG DIHADAPI
SIGNIFICANT LEGAL CASES

Per 31 Desember 2025, Perseroan mencatat beberapa perkara penting yang melibatkan Perseroan maupun Entitas Anak, antara lain:

As of December 31, 2025, the Company recorded several significant legal cases involving the Company and/or its Subsidiaries, as follows:

Pokok Perkara/ Gugatan Subject Matter/ Lawsuit	Status Penyelesaian Perkara/Gugatan per 31 Desember 2025 Status of Settlement/Lawsuit as of December 31,2025	Pengaruhnya Terhadap Kondisi Perusahaan Impact on the Company's Condition
Dugaan Tindak Pidana di Kantor PELNI Cabang Namlea Alleged Criminal Offense at PELNI Namlea Branch Office	1. Divisi Hukum dan Kepatuhan bersama Kuasa Hukum PT PELNI (Persero) telah berkoordinasi kepada Penyidik Kepolisian Resor Pulau Buru dan melaporkan dugaan tindak pidana di Kantor PELNI Cabang Namlea sebagaimana Laporan Polisi Nomor: LP/B/110/XII/2024/SPKT/POLRESBURU/POLDA MALUKU tanggal 05 Desember 2024 atas dugaan tindak pidana Pemalsuan dan Penggelapan sebagaimana dimaksud pada Pasal 263 dan atau 374 Undang-Undang Nomor 1 Tahun 1946 tentang KUHP yang terjadi di Kantor Cabang Namlea; 2. Penyidik Polres Buru telah meminta data dan dokumen serta keterangan Pegawai PT PELNI (Persero) sehubungan dengan pemeriksaan perkara dimaksud; 3. Perkara telah ditingkatkan ke tahap Penyidikan sebagaimana Surat Nomor: SP.Sidik/38/IX/RES.1.11./2025/SATRESKRIM tanggal 18 September 2025 hal Surat Perintah Penyidikan dan telah dilakukan penangkapan serta penahanan kepada 2 Tersangka sebagaimana Surat Kepolisian Nomor: B/40/XII/RES.1.11./2025/Satreskrim tanggal 09 Desember 2025 hal Surat Pemberitahuan Perkembangan Hasil Penyidikan (SP2HP); 4. Selanjutnya, terdapat penetapan Tersangka baru oleh Penyidik sebagaimana Surat Kepolisian Nomor B/40.a/XII/RES.1.11./2025/Satreskrim tanggal 22 Desember 2025 hal Surat Pemberitahuan Perkembangan Hasil Penyidikan (SP2HP). 1. The Legal and Compliance Division together with the legal counsel of PT PELNI (Persero) coordinated with investigators of the Buru Island Resort Police and reported the alleged criminal offense at the PELNI Namlea Branch Office as stated in Police Report Number: LP/B/110/XII/2024/SPKT/POLRESBURU/POLDA MALUKU dated December 5, 2024 regarding alleged forgery and embezzlement as referred to in Articles 263 and/or 374 of Law Number 1 of 1946 concerning the Criminal Code (KUHP) which occurred at the Namlea Branch Office. 2. The investigators of the Buru Resort Police requested data, documents, and statements from PT PELNI (Persero) employees in relation to the examination of the case. 3. The case has been escalated to the investigation stage pursuant to Letter Number: SP.Sidik/38/IX/RES.1.11./2025/SATRESKRIM dated September 18, 2025 concerning the Investigation Warrant, and arrests and detentions of 2 suspects have been carried out pursuant to Police Letter Number: B/40/XII/RES.1.11./2025/Satreskrim dated December 9, 2025 concerning the Notification Letter on Investigation Progress (SP2HP). 4. Furthermore, there has been the designation of additional suspects by investigators pursuant to Police Letter Number: B/40.a/XII/RES.1.11./2025/Satreskrim dated December 22, 2025 concerning the Notification Letter on Investigation Progress (SP2HP).	Perusahaan mengalami kerugian finansial atas perkara dimaksud The Company suffered financial losses arising from the case.

PERKARA PENTING YANG DIHADAPI
SIGNIFICANT LEGAL CASES

Pokok Perkara/ Gugatan Subject Matter/ Lawsuit	Status Penyelesaian Perkara/Gugatan per 31 Desember 2025 Status of Settlement/Lawsuit as of December 31,2025	Pengaruhnya Terhadap Kondisi Perusahaan Impact on the Company's Condition
Dugaan Tindak Pidana di KM Labobar Alleged Criminal Offense on KM Labobar	1. Penyidik Polda Papua sedang melakukan penyelidikan atas perkara dimaksud dan telah dilakukan permintaan keterangan kepada Pegawai PT PELNI (Persero); 2. Dalam perkembangannya, telah dilakukan pertemuan dengan Perwakilan Keluarga Korban dan Kuasa Hukum Korban dengan hasil penyelesaian perkara secara Restorative Justice (RJ) dan telah ditandatangani Surat Pernyataan dan Surat Kesepakatan Perdamaian; 3. Penyidik Polda Papua telah menerbitkan Surat Perintah Penghentian Penyelidikan Nomor: SPPP/59/III/RES.1.5/2025/Ditreskrimum tanggal 10 Maret 2025 yang pada pokoknya menghentikan perkara dimaksud. 1. Investigators of the Papua Regional Police were conducting an investigation into the case and have requested statements from employees of PT PELNI (Persero); 2. In its development, meetings were conducted with representatives of the victim's family and the victim's legal counsel, resulting in a settlement through a Restorative Justice (RJ) mechanism, and a Statement Letter and Settlement Agreement were signed; 3. Investigators of the Papua Regional Police subsequently issued an Order for Termination of Investigation Number: SPPP/59/III/RES.1.5/2025/ Ditreskrimum dated March 10, 2025, which essentially terminated the investigation of the case.	Akan adanya preseden buruk terhadap tata kelola di Perusahaan. Potential adverse precedent toward the Company's governance practices.
Dugaan Tindak Pidana terkait Perlindungan dan Pengelolaan Lingkungan Hidup Terhadap Limbah Alleged Criminal Offense Related to Environmental Protection and Management of Waste	1. Bahwa Ditreskrimsus Polda Sulawesi Selatan sedang melakukan pemeriksaan atas Dugaan Tindak Pidana terkait Perlindungan dan Pengelolaan Lingkungan Hidup terhadap Limbah dan meminta PT PELNI (Persero) untuk memberikan keterangan dan dokumen atas perkara dimaksud; 2. Menindaklanjuti hal tersebut, telah dilakukan koordinasi dengan Penyelidik Polda Sulawesi Selatan dan telah dilakukan pendampingan dalam permintaan dokumen dan keterangan dari Pegawai PT PELNI (Persero); 3. Dalam perkembangannya, berdasarkan Surat Direktur Reserse Kriminal Khusus Polda Sulawesi Selatan Nomor: B/0276/VII/RES.5/ 2025/Ditreskrimsus tanggal 04 Juli 2025 Hal Pemberitahuan Perkembangan Penyelidikan, Penyelidik Polda Sulawesi Selatan menyampaikan bahwa penyelidikan atas perkara dimaksud telah dihentikan karena belum ditemukannya perbuatan melawan hukum yang dimaksud dalam Undang-Undang Nomor 22 Tahun 2001 tentang Minyak dan Gas Bumi dan atau Undang-Undang Nomor 17 Tahun 2008 tentang Pelayaran dan atau Undang-Undang Nomor 32 Tahun 2009 tentang Perlindungan dan Pengelolaan Lingkungan Hidup. 1. The Special Criminal Investigation Directorate of the South Sulawesi Regional Police conducted an investigation into the alleged criminal offense related to environmental protection and management of waste and requested PT PELNI (Persero) to provide information and documents regarding the case. 2. In response, coordination was carried out with investigators of the South Sulawesi Regional Police, including assistance during the submission of documents and statements from employees of PT PELNI (Persero). 3. Based on the Letter of the Director of Special Criminal Investigation of the South Sulawesi Regional Police Number: B/0276/VII/RES.5/2025/ Ditreskrimsus dated July 4, 2025 regarding Notification on Investigation Progress, investigators informed that the investigation had been terminated due to the absence of any unlawful act as referred to in Law Number 22 of 2001 concerning Oil and Gas, Law Number 17 of 2008 concerning Shipping, and/or Law Number 32 of 2009 concerning Environmental Protection and Management.	Akan adanya preseden buruk terhadap tata kelola di Perusahaan. Potential negative precedent for corporate governance within the Company.

PERKARA PENTING YANG DIHADAPI
SIGNIFICANT LEGAL CASES

Pokok Perkara/ Gugatan Subject Matter/ Lawsuit	Status Penyelesaian Perkara/Gugatan per 31 Desember 2025 Status of Settlement/Lawsuit as of December 31,2025	Pengaruhnya Terhadap Kondisi Perusahaan Impact on the Company's Condition
Gugatan PHI dalam Perkara Nomor: 228/ Pdt.SusPHI/2024/ PN.Jkt.Pst a.n. Suyatno dkk Industrial Relations Court (PHI) Lawsuit in Case Number: 228/ Pdt.Sus-PHI/2024/ PN.Jkt.Pst filed by Suyatno et al.	1. Adanya gugatan yang didaftarkan pada Pengadilan Hubungan Industrial pada Pengadilan Negeri dengan Penggugat Suyatno dkk; 2. Telah dilaksanakan seluruh proses pemeriksaan perkara di Pengadilan, dan pada tanggal 16 Januari 2025, Majelis Hakim tingkat Pertama yang menangani perkara dimaksud telah memberikan Putusan dengan amar putusan Dalam Pokok Perkara yakni Menolak Gugatan Para Penggugat Untuk Seluruhnya dan menghukum Para Penggugat membayar biaya perkara sebesar Rp508.000,00 (lima ratus delapan ribu rupiah), sehingga berdasarkan Putusan Majelis Hakim PHI tersebut, maka PT PELNI (Persero) memenangkan perkara atas Gugatan Nomor: 228/Pdt.Sus PHI/2024/PN. Jkt.Pst yang diajukan oleh 47 Pensiunan; 3. Bahwa atas Putusan Majelis Hakim pada tingkat Pertama tersebut, Suyatno dkk mengajukan upaya hukum kasasi sebagaimana Akta Permohonan Kasasi Elektronik Nomor 228/Pdt.Sus-PHI/2024/PN.Jkt.Pst Jo. 8/Srt. Kas-PHI/2025/PN Jkt.Pst; 4. Telah dilaksanakan seluruh agenda persidangan pada tingkat Kasasi, dimana Majelis Hakim pada tingkat Kasasi telah memberikan Putusan Nomor: 818 K/Pdt.Sus-PHI/2025 tanggal 26 Agustus 2025, dengan amar putusan yakni Menolak Permohonan Kasasi Para Pemohon Kasasi dan Menghukum Para Pemohon Kasasi untuk membayar biaya perkara tingkat kasasi sebesar Rp500.000 (lima ratus ribu rupiah), sehingga berdasarkan Putusan Majelis Hakim pada Tingkat Kasasi tersebut, PT PELNI (Persero) telah memenangkan perkara yang diajukan oleh 47 Pensiunan. 1. A lawsuit was filed with the Industrial Relations Court at the District Court by Suyatno et al. as the Plaintiffs; 2. All stages of the court proceedings had been completed, and on January 16, 2025, the Panel of Judges at the first instance rendered a decision with the ruling in the principal case stating that the Plaintiffs' claims were entirely rejected and the Plaintiffs were ordered to pay court fees amounting to Rp508,000.00 (five hundred eight thousand Rupiah). Based on the decision of the Panel of Judges of the Industrial Relations Court, PT PELNI (Persero) prevailed in Case Number: 228/Pdt.Sus PHI/2024/PN.Jkt.Pst filed by 47 retirees; 3. Following the decision of the Panel of Judges at the first instance, Suyatno et al. filed a cassation appeal as stated in the Electronic Deed of Cassation Application Number 228/Pdt.Sus-PHI/2024/PN.Jkt.Pst Jo. 8/Srt.Kas-PHI/2025/PN Jkt.Pst; 4. All stages of the cassation proceedings had been completed, whereby the Panel of Judges at the cassation level rendered Decision Number: 818 K/Pdt. Sus-PHI/2025 dated August 26, 2025, with the ruling rejecting the cassation application of the Cassation Petitioners and ordering the Cassation Petitioners to pay cassation court fees amounting to Rp500,000 (five hundred thousand Rupiah). Based on the decision of the Panel of Judges at the cassation level, PT PELNI (Persero) prevailed in the case filed by 47 retirees.	Akan adanya preseden buruk terhadap tata kelola di Perusahaan. There would be a potential negative precedent for the Company's governance practices.

PERKARA PENTING YANG DIHADAPI
SIGNIFICANT LEGAL CASES

Pokok Perkara/ Gugatan Subject Matter/ Lawsuit	Status Penyelesaian Perkara/Gugatan per 31 Desember 2025 Status of Settlement/Lawsuit as of December 31,2025	Pengaruhnya Terhadap Kondisi Perusahaan Impact on the Company's Condition
Gugatan PHI dalam Perkara Nomor 279/ Pdt.Sus.PHI/2024/ PN.Jkt. Pst a.n Firdaus Dkk. Industrial Relations Court Lawsuit in Case Number 279/Pdt.Sus. PHI/2024/PN.Jkt.Pst in the name of Firdaus et al.	1. Adanya gugatan perkara perselisihan hubungan industrial yang didaftarkan oleh Firdaus dkk selaku Para Penggugat kepada PT PELNI (Persero) selaku Tergugat I di Pengadilan Hubungan Industrial pada Pengadilan Negeri; 2. Telah dilaksanakan seluruh agenda persidangan di Pengadilan, dan Majelis Hakim yang menangani perkara dimaksud memberikan putusan pada tanggal 03 Maret 2025 dengan amar putusan yakni Menolak Gugatan Para Penggugat untuk seluruhnya dan Menghukum Para Penggugat membayar Biaya Perkara sebesar Rp434.000 (empat ratus tiga puluh empat ribu rupiah), sehingga berdasarkan Putusan Majelis Hakim Pengadilan Hubungan Industrial pada Pengadilan Negeri Jakarta Pusat tersebut, PT PELNI (Persero) telah memenangkan perkara atas gugatan Nomor: 279/Pdt.Sus.PHI/2024/ PN.Jkt.Pst yang diajukan oleh 64 Pensiunan; 3. Atas Putusan Majelis Hakim tersebut, Firdaus, dkk mengajukan upaya hukum kasasi sebagaimana Akta Permohonan Kasasi Elektronik Nomor 279/Pdt.Sus. PHI/2024/PN. Jkt.Pst a.n Firdaus Dkk jo 22/Srt.KasPHI/2025/PN Jkt.Pst tanggal 17 Maret 2025; 4. Telah dilaksanakan seluruh agenda persidangan pada tingkat Kasasi, dimana Majelis Hakim pada tingkat Kasasi telah memberikan Putusan Nomor: 956 K/Pdt.Sus-PHI/2025 tanggal 17 September 2025, dengan amar putusan yakni Menolak Permohonan Kasasi Para Pemohon Kasasi dan Menghukum Para Pemohon Kasasi untuk membayar biaya perkara tingkat kasasi sebesar Rp 500.000,- (lima ratus ribu rupiah), sehingga berdasarkan Putusan Majelis Hakim pada Tingkat Kasasi tersebut, PT PELNI (Persero) telah memenangkan perkara yang diajukan oleh 64 Pensiunan. 1. There was an industrial relations dispute lawsuit filed by Firdaus et al. as the Plaintiffs against PT PELNI (Persero) as Defendant I at the Industrial Relations Court of the District Court. 2. All court proceedings had been conducted, and on March 3, 2025, the Panel of Judges handling the case rendered a decision stating that the Plaintiffs' claims were entirely rejected and the Plaintiffs were ordered to pay court fees amounting to Rp434,000 (four hundred thirty-four thousand Rupiah). Based on the decision of the Panel of Judges of the Industrial Relations Court at the Central Jakarta District Court, PT PELNI (Persero) prevailed in lawsuit Number: 279/Pdt.Sus.PHI/2024/PN.Jkt.Pst filed by 64 retirees. 3. Following the decision of the Panel of Judges, Firdaus et al. filed a cassation appeal as stated in the Electronic Cassation Petition Deed Number 279/ Pdt.Sus.PHI/2024/PN.Jkt.Pst in the name of Firdaus et al. jo 22/Srt. KasPHI/2025/PN Jkt.Pst dated March 17, 2025. 4. All hearing agendas at the cassation level had been completed, and the Panel of Judges at the cassation level rendered Decision Number: 956 K/Pdt.Sus-PHI/2025 dated September 17, 2025, with the ruling rejecting the cassation petition of the cassation applicants and ordering the cassation applicants to pay cassation court fees amounting to Rp500,000 (five hundred thousand Rupiah). Based on the decision of the Panel of Judges at the cassation level, PT PELNI (Persero) prevailed in the case filed by 64 retirees.	Akan adanya preseden buruk terhadap tata kelola di Perusahaan. There would be a potential negative precedent for corporate governance within the Company.

PERKARA PENTING YANG DIHADAPI
SIGNIFICANT LEGAL CASES

Pokok Perkara/ Gugatan Subject Matter/ Lawsuit	Status Penyelesaian Perkara/Gugatan per 31 Desember 2025 Status of Settlement/Lawsuit as of December 31,2025	Pengaruhnya Terhadap Kondisi Perusahaan Impact on the Company's Condition
Gugatan Perselisihan Hubungan Industrial (PHI) Nomor: 127/ Pdt.SusPHI/2025/ PN.Jkt.Pst Akan adanya preseden buruk terhadap tata kelola di Perusahaan.	1. Adanya gugatan PHI terkait PHK yang didaftarkan pada Pengadilan dengan Penggugat Anin Zainab dkk, sebagaimana Relaas Panggilan Sidang Nomor 514/PAN.PN.W10. U1/Pdt/ Ht.02./5/2025.Ags tanggal 14 Mei 2025 perihal Panggilan Sidang Perkara Gugatan Nomor: 127/Pdt.Sus-/PHI2025./PN.Jkt. Pst; 2. Bahwa atas gugatan tersebut, PT PELNI (Persero) c.q. Divisi Hukum dan Kepatuhan telah menghadiri agenda persidangan, dimana perkara telah diputuskan pada Majelis Hakim pada Pengadilan Tingkat Pertama tanggal 13 Oktober 2025; 3. Bahwa atas Putusan Majelis Hakim tersebut, Penggugat dalam hal ini Anin Zainab, dkk telah mengajukan upaya hukum kasasi sebagaimana Akta Permohonan Kasasi Elektronik Nomor 127/Pdt.Sus-PHI/2025/PN.Jkt.Pst. Jo. 141/Srt. KasPHI/2025/PN Jkt.Pst., tanggal 20 Oktober 2025, dimana PT PELNI (Persero) telah menerima dokumen Memori Kasasi yang diajukan oleh Pemohon Kasasi semula Penggugat (Anin Zainab, dkk) dan telah ditindaklanjuti oleh PT PELNI (Persero) dengan mengirimkan Kontra Memori Kasasi; 4. PT PELNI (Persero) selaku Tergugat turut menyatakan upaya hukum kasasi atas Putusan Majelis Hakim dimaksud yang diajukan pada tanggal 29 Oktober 2025 dan telah memberikan Memori Kasasi atas nama PT PELNI (Persero) serta telah ditindaklanjuti oleh Termohon Kasasi semula Penggugat (Anin Zainab, dkk) dengan mengirimkan dokumen Kontra Memori Kasasi; 5. Saat ini, Para Pihak sedang dalam tahap pelaksanaan Inzage sampai dengan tanggal 06 Januari 2026. 1. There was a PHI lawsuit related to employment termination (PHK) filed with the Court by Anin Zainab et al., as stated in the Court Summons Notification (Relaas Panggilan Sidang) Number 514/PAN.PN.W10.U1/Pdt/ Ht.02./5/2025.Ags dated May 14, 2025 regarding the Court Summons for Lawsuit Case Number: 127/Pdt.Sus-PHI/2025/PN.Jkt.Pst. 2. In response to the lawsuit, PT PELNI (Persero) c.q. Legal and Compliance Division attended the court proceedings, in which the case was decided by the Panel of Judges at the Court of First Instance on October 13, 2025. 3. Following the Panel of Judges' decision, the Plaintiffs, namely Anin Zainab et al., filed a cassation appeal as stated in the Electronic Cassation Petition Deed Number 127/Pdt.Sus-PHI/2025/PN.Jkt.Pst Jo. 141/Srt.KasPHI/2025/ PN Jkt.Pst dated October 20, 2025, whereby PT PELNI (Persero) received the Cassation Memorandum submitted by the Cassation Applicants/Plaintiffs (Anin Zainab et al.) and subsequently responded by submitting a Counter Cassation Memorandum. 4. PT PELNI (Persero), as the Defendant, also filed a cassation appeal against the Panel of Judges' decision on October 29, 2025 and submitted a Cassation Memorandum on behalf of PT PELNI (Persero), which was subsequently responded to by the Cassation Respondents/Plaintiffs (Anin Zainab et al.) through the submission of a Counter Cassation Memorandum. 5. Currently, the parties are in the inzage stage until January 6, 2026.	Akan adanya preseden buruk terhadap tata kelola di Perusahaan. There would be a potential negative precedent for corporate governance within the Company.

PERKARA PENTING YANG DIHADAPI
SIGNIFICANT LEGAL CASES

Pokok Perkara/ Gugatan Subject Matter/ Lawsuit	Status Penyelesaian Perkara/Gugatan per 31 Desember 2025 Status of Settlement/Lawsuit as of December 31,2025	Pengaruhnya Terhadap Kondisi Perusahaan Impact on the Company's Condition
Gugatan PHI Nomor: 142/Pdt.Sus. PHI/2025/PN.Jkt.Pst Industrial Relations Dispute (PHI) Lawsuit Number: 142/Pdt.Sus. PHI/2025/PN.Jkt.Pst	1. Adanya gugatan perselisihan terkait PHK yang didaftarkan pada Pengadilan Hubungan Industrial pada Pengadilan Negeri dengan Penggugat Sucipto sebagaimana Relaas Panggilan Sidang Nomor 610/PAN.03.W10. U1/HK.2.5/ VI/2025 tanggal 03 Juni 2025 perihal Panggilan Sidang Perkara Gugatan PHI Nomor: 142/Pdt.Sus.PHI/2025/ PN.Jkt.Pst; 2. Bahwa atas gugatan tersebut, PT PELNI (Persero) c.q. Divisi Hukum dan Kepatuhan telah menghadiri agenda persidangan, dimana perkara telah diputuskan pada Majelis Hakim pada Pengadilan Tingkat Pertama tanggal 05 November 2025; 3. Bahwa atas Putusan Majelis Hakim tersebut, Penggugat telah mengajukan upaya hukum kasasi sebagaimana Akta Permohonan Kasasi Elektronik Nomor 142/Pdt.Sus.PHI/2025/ PN.Jkt.Pst Jo. 169/Srt.KasPHI/2025/PN Jkt.Pst., tanggal 14 November 2025 dan telah mengirimkan dokumen Memori Kasasi yang telah ditindaklanjuti oleh PT PELNI (Persero) dengan mengirimkan dokumen Kontra Memori Kasasi; 4. Saat ini, dokumen Kontra Memori Kasasi tersebut adalah tahap verifikasi oleh pihak yang berwenang. 1. An industrial relations dispute lawsuit related to termination of employment was filed with the Industrial Relations Court at the District Court by Sucipto as the Plaintiff, as stated in Court Summons Letter No. 610/PAN.03.W10.U1/ HK.2.5/VI/2025 dated June 3, 2025 regarding the hearing summons for PHI Lawsuit Case No. 142/Pdt.Sus.PHI/2025/PN.Jkt.Pst; 2. In response to the lawsuit, PT PELNI (Persero) c.q. the Legal and Compliance Division attended the court proceedings, and the case was decided by the Panel of Judges at the First Level Court on November 5, 2025; 3. Following the Panel of Judges' decision, the Plaintiff filed a cassation appeal as stated in the Electronic Cassation Appeal Deed No. 142/Pdt.Sus.PHI/2025/ PN.Jkt.Pst Jo. 169/Srt.KasPHI/2025/PN Jkt.Pst., dated November 14, 2025, and submitted a Cassation Memorandum, which has been responded to by PT PELNI (Persero) through the submission of a Counter Cassation Memorandum; 4. Currently, the Counter Cassation Memorandum documents are under verification by the authorized parties.	Akan adanya preseden buruk terhadap tata kelola di Perusahaan. There would be a potential negative precedent for corporate governance within the Company.
Gugatan PHI Nomor: 306/Pdt. Sus-PHI/2025/PN.Jkt. Pst (17 orang mantan Pegawai pada PT PID) Industrial Relations Dispute Lawsuit (PHI) No. 306/Pdt.Sus-PHI/2025/PN.Jkt.Pst (17 Former Employees of PT PID)	1. Adanya gugatan perselisihan terkait PHK yang didaftarkan pada Pengadilan dengan Penggugat Sdr. Imanuel Rohi Bunga, dkk (17 orang mantan Pegawai pada PT PID) sebagaimana Relaas Panggilan Sidang Nomor: 1356/PAN.01. PN. W10-U1/HK2.5/X/2025 tanggal 15 Oktober 2025, perihal Panggilan Sidang Perkara Gugatan Nomor: 306/Pdt.SusPHI/2025/PN.Jkt. Pst, dimana PT PELNI (Persero) sebagai Tergugat II; 2. PT PELNI (Persero) c.q Divisi Hukum dan Kepatuhan telah menghadiri agenda persidangan sampai dengan agenda Pemeriksaan Ahli dan Penyampaian Bukti Surat Tambahan pada tanggal 17 Desember 2025; 3. Selanjutnya akan dilaksanakan persidangan kembali dengan agenda pemeriksaan Ahli dari PELNI selaku Tergugat II pada tanggal 07 Januari 2026. 1. There was an industrial relations dispute lawsuit related to termination of employment (PHK) filed with the Court by Mr. Imanuel Rohi Bunga, et al. (17 former employees of PT PID), as stated in Court Summons Letter No. 1356/ PAN.01.PN.W10-U1/HK2.5/X/2025 dated October 15, 2025, regarding the summons for hearings in Case No. 306/Pdt.SusPHI/2025/PN.Jkt.Pst, in which PT PELNI (Persero) acts as Defendant II; 2. PT PELNI (Persero) c.q. the Legal and Compliance Division has attended the court proceedings up to the stage of Expert Examination and Submission of Additional Documentary Evidence on December 17, 2025; 3. Furthermore, the hearings will continue with the agenda of examining the expert witness from PELNI as Defendant II on January 7, 2026.	Akan adanya preseden buruk terhadap tata kelola di Perusahaan. There would be a potential negative precedent for corporate governance within the Company.

PERKARA PENTING YANG DIHADAPI
SIGNIFICANT LEGAL CASES

Pokok Perkara/ Gugatan Subject Matter/ Lawsuit	Status Penyelesaian Perkara/Gugatan per 31 Desember 2025 Status of Settlement/Lawsuit as of December 31,2025	Pengaruhnya Terhadap Kondisi Perusahaan Impact on the Company's Condition
Gugatan PHI Nomor: 309/Pdt. Sus-PHI/2025/PN.Jkt. Pst (10 orang mantan Pegawai pada PT PID) Industrial Relations Dispute (PHI) Lawsuit Case No. 309/Pdt.Sus-PHI/2025/PN.Jkt.Pst (10 Former Employees of PT PID)	1. Adanya gugatan perselisihan terkait PHK yang didaftarkan pada Pengadilan dengan Penggugat Sdr. Toni Prastono, dkk (10 orang mantan Pegawai pada PT PID) sebagaimana Relaas Panggilan Sidang Nomor: 1374/PAN.01/W10.U1/HT.2.4/10/2025 tanggal 17 Oktober 2025, perihal Panggilan Sidang Perkara Gugatan PHI Nomor: 309/Pdt.SusPHI/2025/PN.Jkt.Pst, dimana PT PELNI (Persero) sebagai Tergugat II; 2. PT PELNI (Persero) c.q Divisi Hukum dan Kepatuhan telah menghadiri agenda persidangan sampai dengan agenda Penyampaian Bukti Surat pada tanggal 17 Desember 2025; 3. Selanjutnya, diagendakan pemeriksaan Saksi dari Tergugat I dan Ahli dari PELNI selaku Tergugat II pada tanggal 07 Januari 2026. 1. There was an industrial relations dispute lawsuit related to termination of employment (PHK) filed with the Court by Mr. Toni Prastono, et al. (10 former employees of PT PID), as stated in Court Summons Letter No. 1374/PAN.01/W10.U1/HT.2.4/10/2025 dated October 17, 2025 regarding the summons for the Industrial Relations Court Case No. 309/Pdt.SusPHI/2025/PN.Jkt.Pst, in which PT PELNI (Persero) acted as Defendant II; 2. PT PELNI (Persero) c.q. the Legal and Compliance Division attended the court proceedings up to the agenda for the Submission of Documentary Evidence on December 17, 2025; 3. Furthermore, the examination of witnesses from Defendant I and an expert witness from PELNI as Defendant II is scheduled for January 7, 2026.	Akan adanya preseden buruk terhadap tata kelola di Perusahaan. There would be a potential negative precedent for corporate governance within the Company.
Penanganan Aset yang terletak di Jl. Moh. Hatta, Kendari, Sulawesi Tenggara Handling of Assets Located on Jl. Moh. Hatta, Kendari, Southeast Sulawesi	1. Bahwa Sdr. Sukman Ali Putra menggugat PT PELNI (Persero) dengan gugatan Perbuatan Melawan Hukum terhadap aset Jl. Moh. Hatta. Kendari dengan perkara Nomor: 130/Pdt.G/2024/PN.Kdi; 2. Telah dilaksanakan seluruh agenda persidangan, dan pada tanggal 21 Agustus 2025, Majelis Hakim Pengadilan Negeri mengeluarkan putusan atas perkara Nomor: 130/Pdt.G/2024/PN Kdi, yang pada intinya Gugatan dari Penggugat yakni Sukma Ali dkk (pihak ketiga) tidak dapat diterima karena kurang pihak (PT PELNI memenangkan perkara dimaksud). 1. Mr. Sukman Ali Putra filed a lawsuit against PT PELNI (Persero) for an unlawful act related to the asset located on Jl. Moh. Hatta, Kendari, under Case Number: 130/Pdt.G/2024/PN.Kdi; 2. All court proceedings have been completed, and on August 21, 2025, the Panel of Judges of the District Court rendered a decision on Case Number: 130/Pdt.G/2024/PN.Kdi, which essentially stated that the lawsuit filed by the Plaintiff, namely Sukma Ali et al. (third parties), was declared inadmissible due to lack of parties, thereby resulting in PT PELNI (Persero) prevailing in the case.	Perusahaan tidak dapat memanfaatkan aset dan menimbulkan preseden buruk terhadap Perusahaan. The Company is unable to utilize the asset and the matter may create a negative precedent for the Company's governance.

PERKARA PENTING YANG DIHADAPI
SIGNIFICANT LEGAL CASES

Pokok Perkara/ Gugatan Subject Matter/ Lawsuit	Status Penyelesaian Perkara/Gugatan per 31 Desember 2025 Status of Settlement/Lawsuit as of December 31,2025	Pengaruhnya Terhadap Kondisi Perusahaan Impact on the Company's Condition
Penanganan Aset yang terletak di Jl. Moh. Faisal Nomor 6, Selong, NTB Handling of Assets Located at Jl. Moh. Faisal No. 6, Selong, West Nusa Tenggara (NTB)	1. PT PELNI (Persero) melakukan upaya hukum PMH di Pengadilan Negeri Selong Nomor: 111/Pdt.G/2022/PN.Selong tanggal 11 Oktober 2022 menggugat Irpandardiri, Zakiah, Sa adah dan Sahrizal (PT PELNI (Persero) menang atas perkara tersebut; 2. Irpandardiri dkk melakukan upaya hukum banding di Pengadilan Tinggi Mataram, sebagaimana putusan Nomor: 52/PDT/2023/PT MTR (PT PELNI (Persero)) kalah dalam perkara dimaksud; 3. PT PELNI (Persero) melakukan upaya hukum Kasasi atas putusan banding tersebut, sebagaimana nomor: 3844 K/PDT/2023, (PT PELNI (Persero)) Menang dalam perkara tersebut; 4. Pada tanggal 19 November 2024, Majelis Hakim memutuskan perkara Perdata terkait Putusan Peninjauan Kembali (PK) Nomor: 1312/PK/Pdt/2024 (347/HK/PK.HT.08.01.SK/ 9/2024/PN Sel) Menolak permohonan PK dari penggugat yakni Irpandardari dkk, (PT PELNI (Persero)) menang dalam perkara tersebut 1. PT PELNI (Persero) pursued a tort lawsuit (Perbuatan Melawan Hukum/PMH) at the Selong District Court under Case No. 111/Pdt.G/2022/PN.Selong dated October 11, 2022 against Irpandardiri, Zakiah, Sa'adah, and Sahrizal, in which PT PELNI (Persero) won the case; 2. Irpandardiri et al. filed an appeal to the Mataram High Court, as reflected in Decision No. 52/PDT/2023/PT MTR, in which PT PELNI (Persero) lost the case; 3. PT PELNI (Persero) subsequently filed a cassation appeal against the appellate decision under Case No. 3844 K/PDT/2023, in which PT PELNI (Persero) won the case; 4. On November 19, 2024, the Panel of Judges issued a decision regarding the Civil Judicial Review (Peninjauan Kembali/PK) under Decision No. 1312/PK/Pdt/2024 (347/HK/PK.HT.08.01.SK/9/2024/PN Sel), rejecting the judicial review petition filed by the plaintiffs, namely Irpandardiri et al., thereby confirming PT PELNI (Persero)'s victory in the case.	Perusahaan tidak dapat memanfaatkan aset dan menimbulkan preseden buruk terhadap Perusahaan. The Company is unable to utilize the asset and the matter may create a negative precedent for the Company's governance.
Peninjauan Kembali (PK) Nomor: 162 PK/TUN/2024 (PT PELNI sebagai Penggugat) Judicial Review (PK) No. 162 PK/TUN/2024 (PT PELNI as Plaintiff)	1. PT PELNI (Persero) mengajukan upaya hukum pada tingkat pertama, sebagaimana putusan Nomor: 8/G/2023/PTUN.BJM, Putusan Banding Nomor: 70/B/2023/PT TUN BJM, putusan Kasasi Nomor: 176 K/TUN 2024; 2. PT PELNI (Persero) telah mengajukan upaya hukum pada tingkat pertama sebagaimana putusan Nomor: 8/G/2023/PTUN.BJM, putusan Banding Nomor: 70/B/2023/PT.TUN.BJM, putusan kasasi Nomor: 176 K/TUN/2024; 3. Pada tanggal 12 Desember 2024, Majelis Hakim yang memeriksa perkara dimaksud telah memutus perkara dimana perkara Peninjauan Kembali (PK) Nomor: 162 PK/TUN/2024 dimenangkan oleh pihak Pemohon PK semula Penggugat. 1. PT PELNI (Persero) filed legal remedies at the first instance level as reflected in Decision No. 8/G/2023/PTUN.BJM, Appeal Decision No. 70/B/2023/PT.TUN.BJM, and Cassation Decision No. 176 K/TUN/2024; 2. PT PELNI (Persero) filed legal remedies at the first instance level as reflected in Decision No. 8/G/2023/PTUN.BJM, Appeal Decision No. 70/B/2023/PT.TUN.BJM, and Cassation Decision No. 176 K/TUN/2024; 3. On December 12, 2024, the Panel of Judges examining the case rendered a decision in the Judicial Review (PK) Case No. 162 PK/TUN/2024, in which the Judicial Review Applicant, formerly the Plaintiff, prevailed in the case.	Perusahaan tidak dapat memanfaatkan aset dan menimbulkan preseden buruk terhadap Perusahaan. The Company is unable to utilize the asset and the matter may create a negative precedent for the Company's governance.

PERKARA PENTING YANG DIHADAPI
SIGNIFICANT LEGAL CASES

Pokok Perkara/ Gugatan Subject Matter/ Lawsuit	Status Penyelesaian Perkara/Gugatan per 31 Desember 2025 Status of Settlement/Lawsuit as of December 31,2025	Pengaruhnya Terhadap Kondisi Perusahaan Impact on the Company's Condition
Peninjauan Kembali (PK) Nomor: 163 PK/ TUN/2024 (PT PELNI sebagai Tergugat) Judicial Review (PK) No. 163 PK/ TUN/2024 (PT PELNI as Defendant)	1. PT PELNI (Persero) telah melaksanakan upaya hukum pada tingkat pertama sebagaimana putusan Nomor: 7/G/2023/PTUN.BJM, putusan Banding Nomor: 69/B/2023/PTTUN.BJM, putusan kasasi Nomor: 178 K/TUN/2024; 2. Pada tanggal 20 Maret 2025 Majelis Hakim yang memeriksa perkara dimaksud telah memutus perkara dimana perkara Peninjauan Kembali (PK) Nomor: 163/PK/TUN/2024 yakni dimenangkan oleh PT PELNI (Persero). 1. PT PELNI (Persero) has undertaken legal remedies at the first instance level as reflected in Decision No. 7/G/2023/PTUN.BJM, Appellate Decision No. 69/B/2023/PT.TUN.BJM, and Cassation Decision No. 178 K/TUN/2024; 2. On March 20, 2025, the Panel of Judges examining the case rendered a decision in the Judicial Review (PK) Case No. 163 PK/TUN/2024, in which PT PELNI (Persero) prevailed in the case.	Perusahaan tidak dapat memanfaatkan aset dan menimbulkan preseden buruk terhadap Perusahaan. The Company may be unable to utilize the asset and such matter may create a negative precedent for the Company.
Gugatan Wanprestasi Nomor: 41/ Pdt.G/2025/PN. Jkt. Brt Breach of Contract Lawsuit Number: 41/ Pdt.G/2025/PN.Jkt. Brt	1. Bahwa terdapat Aset yang saat ini berstatus milik PT RS PELNI yang terletak di Jl. K.S Tubun III Nomor: 5B Kel, Slipi, Kec. Palmerah, Kota Jakarta Barat, DKI Jakarta (PT Rumah Sakit PELNI) dengan luas ± 395 m^2, dimana dalam perkembangannya terdapat pihak ketiga yang menguasai dan mengajukan gugatan wanprestasi kepada PT PELNI (Persero) dan PT RS PELNI, sebagaimana relaas panggilan sidang perkara Nomor: 41/Pdt.G/2025/ PN Jkt.Brt atas Gugatan Perdata (Wanprestasi) yang diajukan Sdr. Mugiri Soeprapto kepada PT PELNI (Persero) (Tergugat I); 2. PT PELNI (Persero) c.q Divisi Hukum dan Kepatuhan telah menghadiri agenda persidangan dan saat ini menunggu putusan atas perkara dimaksud. 1. There is an asset currently owned by PT RS PELNI located at Jl. K.S Tubun III No. 5B, Slipi Subdistrict, Palmerah District, West Jakarta City, DKI Jakarta (PT Rumah Sakit PELNI), covering an area of approximately 395 m^2, where in its development, a third party has occupied the asset and filed a breach of contract lawsuit against PT PELNI (Persero) and PT RS PELNI, as stated in the court summons for Case Number: 41/Pdt.G/2025/PN.Jkt.Brt concerning the Civil Lawsuit (Breach of Contract) filed by Mr. Mugiri Soeprapto against PT PELNI (Persero) (Defendant I). 2. PT PELNI (Persero) c.q. Legal and Compliance Division has attended the court proceedings and is currently awaiting the court's decision regarding the case.	Perusahaan tidak dapat memanfaatkan aset dan menimbulkan preseden buruk terhadap Perusahaan. The Company is unable to utilize the asset and the matter may create a negative precedent for the Company's governance.
Gugatan Perbuatan Melawan Hukum (PMH) Nomor: 621/ Pdt.G/2025/PN. Jkt Pst Lawsuit for Unlawful Act (Tort) Number: 621/Pdt.G/2025/ PN.Jkt.Pst	1. PT PELNI (Persero) memiliki aset di Jl. Gajah Mada No. 14, dimana dalam perkembangannya terdapat pihak ketiga yang menguasai sebagian aset dimaksud (Belakang Kantor Pusat), menindaklanjuti hal tersebut PT PELNI (Persero) telah melakukan gugatan PMH kepada pihak ketiga yang menguasai aset, di Pengadilan Negeri Jakarta Pusat sebagaimana nomor perkara: 621/ Pdt.G/2025/PN. Jkt Pst; 2. PT PELNI (Persero) bersama Tim Jaksa Pengacara (Jamdatun) menghadiri persidangan di Pengadilan Negeri Jakarta Pusat, pada tanggal 30 Desember 2025 hingga 27 Januari 2026 dengan agenda Pemanggilan Para Pihak; 3. Telah dilakukan Pembacaan Gugatan dan Pemberian Sebagian Jawaban Gugatan oleh Tergugat pada bulan Februari 2026. 1. PT PELNI (Persero) owns an asset located at Jl. Gajah Mada No. 14, where in its development a third party has occupied part of the asset (behind the Head Office). In response to this matter, PT PELNI (Persero) filed an Unlawful Act (PMH) lawsuit against the third party occupying the asset at the Central Jakarta District Court under case number: 621/Pdt.G/2025/PN.Jkt.Pst; 2. PT PELNI (Persero), together with the State Attorney Team (Jamdatun), attended the court hearing at the Central Jakarta District Court on December 30, 2025 to January 27, 2026, with the agenda of summoning the parties involved; 3. The Statement of Claim was presented, and a partial Statement of Defense was submitted by the Defendant during February 2026.	Perusahaan tidak dapat memanfaatkan aset dan menimbulkan preseden buruk terhadap Perusahaan. The Company is unable to utilize the asset and this may create a negative precedent for the Company's governance.

SANKSI ADMINISTRASI
ADMINISTRATIVE SANCTIONS

Selama periode tahun 2025, Perseroan tidak menerima sanksi administrasi baik yang dikenakan kepada perusahaan, anggota Dewan Komisaris maupun Direksi baik oleh Kementerian BUMN sebagai pemegang saham maupun otoritas lainnya yang terkait dengan Perseroan.

During the 2025 period, the Company did not receive any administrative sanctions imposed on the Company, members of the Board of Commissioners, or the Board of Directors, either by the Ministry of State-Owned Enterprises as the shareholder or by other authorities related to the Company.

AKSES INFORMASI DAN DATA PERUSAHAAN
ACCESS TO COMPANY INFORMATION AND DATA

Sebagai wujud komitmen terhadap transparansi, PT PELNI (Persero) secara berkala memperbarui serta mempermudah akses informasi terkait aktivitas dan kinerja Perusahaan bagi seluruh pemangku kepentingan (*stakeholders*). Hal ini bertujuan agar kondisi Perusahaan dapat diketahui secara jelas dan terbuka. Untuk mendukung hal tersebut, PT PELNI (Persero) menyediakan berbagai sarana yang berfungsi sebagai saluran pengungkapan informasi, di antaranya:

As a manifestation of its commitment to transparency, PT PELNI (Persero) regularly updates and facilitates access to information related to the Company's activities and performance for all stakeholders. This is intended to ensure that the Company's condition can be understood clearly and openly. To support this objective, PT PELNI (Persero) provides various channels that function as media for information disclosure, including:

Media Media	Keterangan Description
Email: info.corporate@pelni.co.id infopelni162@pelni.co.id	Email info.corporate@pelni.co.id dimanfaatkan untuk menyebarkan informasi seputar kebijakan (contoh Surat Keputusan Direksi) kepada seluruh pegawai. Email infopelni162@pelni.co.id dimanfaatkan untuk penyampaian keluhan pelanggan. The email address info.corporate@pelni.co.id is utilized to disseminate information regarding policies (such as Board of Directors Decrees) to all employees. Meanwhile, infopelni162@pelni.co.id is utilized for the submission of customer complaints.
Website: www.pelni.co.id	Biro Teknologi dan Informasi bertindak sebagai admin, dengan penyuplai konten dari tiap divisi yang berkepentingan. Sekretaris Perusahaan bertanggung jawab untuk konten Berita & Informasi. The Information and Technology Bureau acts as the administrator, while content is supplied by each relevant division. The Corporate Secretary is responsible for the News & Information content.
Portal BUMN BUMN Portal	Majalah Camar dengan 62 halaman diterbitkan secara berkala. Memuat informasi tentang peristiwa Perusahaan yang disebarkan ke kantor pusat, cabang dan kapal. Camar Magazine, consisting of 62 pages, is published periodically. It contains information regarding Company events and is distributed to the head office, branch offices, and vessels.

AKSES INFORMASI DAN DATA PERUSAHAAN
ACCESS TO COMPANY INFORMATION AND DATA

Selain itu, Perseroan juga menyediakan beragam akses informasi bagi pemegang saham dan pemangku kepentingan untuk memperoleh informasi relevan mengenai berita dan kinerja Perseroan melalui media-media berikut:

In addition, the Company also provides various channels of access to information for shareholders and stakeholders to obtain relevant information regarding the Company's news and performance through the following media:

- 021-162 atau 162
- PELNI162
- pelni162
- INFO PELNI162
- PELNI Point (Fan Page: Pelayaran Nasional Indonesia
- PT. PELNI (Persero)
- @pelni162_ID
- infopelni162@pelni.co.id

PEDOMAN PERILAKU DAN ETIKA
CODE OF CONDUCT AND ETHICS

Pedoman Perilaku dan Etika (*Code of Conduct*) merupakan acuan perilaku bagi seluruh insan Perseroan. PELNI memiliki Pedoman Perilaku dan Etika (*Code of Conduct*) yang disahkan dan telah diperbaharui melalui Surat Keputusan Direksi No. 11.15/03/SK/HKO.01/2023 tentang Pedoman Perilaku dan Etika (*Code of Conduct*) di Lingkungan PT PELNI (Persero).

The Code of Conduct and Ethics serves as a behavioral guideline for all personnel within the Company. PELNI has established a Code of Conduct and Ethics, which was approved and updated through Board of Directors Decree No. 11.15/03/SK/HKO.01/2023 concerning the Code of Conduct and Ethics within PT PELNI (Persero).

ISI PEDOMAN PERILAKU
CONTENT OF THE CODE OF CONDUCT

Perseroan dengan konsisten mengaitkan *Code of Conduct* dengan nilai-nilai utama Perusahaan, yaitu sebagai berikut:

BAB I Pendahuluan
1. Latar Belakang
2. Pengertian Pedoman Etika & Perilaku
3. Maksud & Tujuan Pedoman Etika & Perilaku
4. Landasan Hukum
5. Visi & Misi Perusahaan
6. Tata Nilai Utama PT PELNI (Persero)
7. Manfaat Pedoman Perilaku dan Etika
8. Daftar Istilah

BAB II Pedoman Etika Usaha
A. Etika yang Terkait dengan *Stakeholders*
   1. Hubungan dengan Pemegang Saham
   2. Hubungan dengan Karyawan
   3. Hubungan dengan Pelanggan
   4. Hubungan dengan Pemasok & Penyedia Barang dan Jasa
   5. Hubungan dengan Mitra Kerja
   6. Hubungan dengan Masyarakat & Lingkungan
   7. Hubungan dengan Kreditur
   8. Hubungan dengan Pemerintah
   9. Hubungan dengan *Principal* Kapal Keagenan
   10. Hubungan dengan Media Massa
   11. Kepatuhan terhadap Hukum dan Perundang-Undangan
   12. Persaingan Usaha
B. Standar Etika Pengelolaan Perusahaan
   1. Integritas Laporan Keuangan
   2. Penggunaan Aset Perusahaan
   3. Kesehatan, Keselamatan Kerja dan Lingkungan
   4. Pengelolaan Anak Perusahaan

BAB III Pedoman Kerja Etika Kerja
A. Menjaga Citra Perusahaan
B. Tanggung Jawab Terhadap Perusahaan
   1. Integritas
   2. Kepatuhan Terhadap Hukum & Peraturan Perundang-Undangan
   3. Kerahasiaan Informasi
   4. Pencatatan Data, Pelaporan & Dokumentasi
   5. Perlindungan Aset/Harta Perusahaan, Informasi Perusahaan dan *Intangible Asset*

The Company consistently aligns the Code of Conduct with the Company's core values, as follows:

CHAPTER I Introduction
1. Background
2. Definition of the Code of Ethics and Conduct
3. Purpose and Objectives of the Code of Ethics and Conduct
4. Legal Basis
5. Company Vision and Mission
6. Core Values of PT PELNI (Persero)
7. Benefits of the Code of Conduct and Ethics
8. Glossary

CHAPTER II Business Ethics Guidelines
A. Ethics Related to Stakeholders
   1. Relationship with Shareholders
   2. Relationship with Employees
   3. Relationship with Customers
   4. Relationship with Suppliers and Providers of Goods and Services
   5. Relationship with Business Partners
   6. Relationship with the Community and Environment
   7. Relationship with Creditors
   8. Relationship with the Government
   9. Relationship with Shipping Agency Principals
   10. Relationship with Mass Media
   11. Compliance with Laws and Regulations
   12. Business Competition
B. Ethical Standards in Corporate Management
   1. Integrity of Financial Statements
   2. Use of Company Assets
   3. Occupational Health, Safety, and Environment
   4. Subsidiary Management

CHAPTER III Code of Ethics and Conduct Guidelines
A. Maintaining the Company's Image
B. Responsibility Towards the Company
   1. Integrity
   2. Compliance with Laws and Regulations
   3. Confidentiality of Information
   4. Data Recording, Reporting & Documentation
   5. Protection of Company Assets/Property, Company Information, and Intangible Assets

ISI PEDOMAN PERILAKU
CONTENT OF THE CODE OF CONDUCT

6. Penggunaan Komunikasi Elektronik
7. Kepedulian terhadap Kesehatan dan keselamatan Kerja, serta Pelestarian dan Masyarakat
8. Penyalahgunaan Obat-Obatan dan Alkohol.
9. Keterlibatan Sosial dan Politik.

C. Benturan Kepentingan
1. Menghindari Benturan Kepentingan
2. Investasi dan Kepemilikan Saham Pribadi Karyawan
3. Kegiatan di Luar Perusahaan
4. Perlakuan Terhadap Keluarga dan Teman
5. Pemberian dan Penerimaan Suap, Hadiah, Jamuan, Hiburan dan Pemberian Donasi.

D. Hubungan Kerja
1. Lingkungan Kerja yang Bebas dari Diskriminasi, Pelecehan, Perbuatan Asusila, Ancaman dan Kekerasan.
2. Kerja sama Atasan dan Bawahan.

E. Hubungan Dengan Konsumen
1. Pelayanan Kepada Konsumen
2. Perlakuan Adil dan Tidak Diskriminatif

F. Perlakuan Terhadap Mitra Bisnis

G. Perlakuan Terhadap Pesaing

H. Hubungan Dengan Pemerintah
1. Kepatuhan terhadap Ketentuan/ Peraturan Terkait
2. Pola Hubungan dan Komunikasi

I. Hubungan Dengan Masyarakat
1. Pelayanan Masyarakat
2. Pemberian Donasi
3. Kesadaran akan Lingkungan Alam

BAB IV Penerapan Pedoman Perilaku dan Etika

A. Sosialisasi Pedoman.

B. Pernyataan Kepatuhan Insan PT PELNI (Persero).

C. Mekanisme Penegakan Pedoman Perilaku Termasuk Pelaporan atas Pelanggaran

D. Pelanggaran dan Sanksi Pedoman Perilaku dan Etika

E. Penghargaan atas Pelaksanaan Pedoman Perilaku dan Etika

BAB V Penutup

Lampiran

6. Use of Electronic Communications
7. Awareness of Occupational Health and Safety, Environmental Preservation, and Community Welfare
8. Abuse of Drugs and Alcohol
9. Social and Political Involvement

C. Conflict of Interest
1. Avoidance of Conflict of Interest
2. Employee Investment and Personal Share Ownership
3. Activities Outside the Company
4. Treatment of Family and Friends
5. Giving and Receiving Bribes, Gifts, Entertainment, Hospitality, and Donations

D. Employment Relations
1. Work Environment Free from Discrimination, Harassment, Immoral Conduct, Threats, and Violence
2. Cooperation Between Superiors and Subordinates

E. Relations with Consumers
1. Services to Consumers
2. Fair and Non-Discriminatory Treatment

F. Treatment of Business Partners

G. Treatment of Competitors

H. Relations with Government Institutions
1. Compliance with Relevant Regulations and Provisions
2. Relationship and Communication Patterns

I. Relations with the Community
1. Community Services
2. Provision of Donations
3. Environmental Awareness

CHAPTER IV Implementation of the Code of Conduct and Ethics

A. Dissemination of the Guidelines

B. Statement of Compliance by PT PELNI (Persero) Personnel

C. Enforcement Mechanism of the Code of Conduct, Including Reporting of Violations

D. Violations and Sanctions Related to the Code of Conduct and Ethics

E. Rewards for the Implementation of the Code of Conduct and Ethics

CHAPTER V Closing

Appendix

ISI PEDOMAN PERILAKU
CONTENT OF THE CODE OF CONDUCT

PENERAPAN DAN PENEGAKAN PEDOMAN PERILAKU DAN ETIKA

Sebagai bagian dari komitmen penerapan tata kelola perusahaan yang baik, Pedoman GCG dan Kode Etik (*Code of Conduct*) telah diunggah pada situs resmi PELNI di www.pelni.co.id serta dapat diunduh secara langsung. Seluruh insan PT PELNI (Persero) diwajibkan untuk menandatangani Surat Pernyataan Komitmen Kepatuhan terhadap Pedoman Perilaku dan Etika Perusahaan guna memastikan pelaksanaan prinsip-prinsip GCG secara berkelanjutan.

Setiap karyawan perusahaan yang mengetahui adanya indikasi pelanggaran terhadap Kode Etik wajib segera melaporkannya secara tertulis kepada atasan atau pimpinan di atasnya. Laporan harus disertai identitas pelapor serta bukti-bukti yang lengkap, valid, dan disampaikan dengan itikad baik tanpa unsur fitnah atau kepentingan pribadi. Perusahaan menjamin kerahasiaan identitas setiap karyawan PELNI yang melaporkan pelanggaran dan akan segera melakukan investigasi. Setiap Insan Perseroan yang terbukti melakukan pelanggaran terhadap *Code of Conduct* akan diberikan sanksi yang diatur dengan Peraturan perusahaan yang mengatur tentang sanksi disiplin. Namun, apabila laporan terbukti tidak benar, pelapor dapat dikenakan sanksi sesuai dengan ketentuan yang berlaku. Pemberian sanksi atas pelanggaran Kode Etik bertujuan untuk menegakkan *Code of Conduct* di lingkungan perusahaan.

SOSIALISASI PEDOMAN PERILAKU

Komitmen Perseroan terhadap penegakan Perilaku dan Etika (*code of conduct)*, dilakukan dengan menumbuhkan budaya korporasi yang memastikan bahwa seluruh anggota Direksi dan anggota Dewan Komisaris serta seluruh karyawannya memahami dan berkomitmen menjalankan tanggung jawab mereka untuk berperilaku yang sesuai pedoman tentang Perilaku dan Etika (*code of conduct*). Hal tersebut diwujudkan dengan melakukan sosialisasi Pedoman Perilaku Perusahaan kepada seluruh insan Perseroan. Direksi mengomunikasikan secara efektif pedoman tentang Perilaku dan Etika (*code of conduct*) kepada Dewan Komisaris dan seluruh karyawan.

IMPLEMENTATION AND ENFORCEMENT OF THE CODE OF CONDUCT AND ETHICS

As part of its commitment to implementing good corporate governance, the GCG Guidelines and Code of Conduct have been uploaded to PELNI's official website at www.pelni.co.id and can be directly downloaded. All employees of PT PELNI (Persero) are required to sign a Statement of Commitment to Compliance with the Company's Code of Conduct and Ethics to ensure the sustainable implementation of GCG principles.

Every employee who becomes aware of any indication of a violation of the Code of Conduct is required to immediately report it in writing to their superior or higher-level management. Reports must include the identity of the reporter and complete, valid evidence, and must be submitted in good faith without elements of defamation or personal interest. The Company guarantees the confidentiality of the identity of every PELNI employee who reports a violation and will promptly conduct an investigation. Any Company personnel proven to have violated the Code of Conduct will be subject to sanctions regulated under the Company regulations concerning disciplinary sanctions. However, if a report is proven to be false, the reporter may be subject to sanctions in accordance with the applicable regulations. The imposition of sanctions for violations of the Code of Conduct aims to enforce the Code of Conduct within the Company.

SOCIALIZATION OF THE CODE OF CONDUCT

The Company's commitment to enforcing the Code of Conduct and Ethics is carried out by fostering a corporate culture that ensures all members of the Board of Directors, Board of Commissioners, and employees understand and are committed to carrying out their responsibilities in accordance with the Code of Conduct and Ethics guidelines. This commitment is realized through the dissemination of the Company's Code of Conduct to all Company personnel. The Board of Directors effectively communicates the Code of Conduct and Ethics guidelines to the Board of Commissioners and all employees.

ISI PEDOMAN PERILAKU
CONTENT OF THE CODE OF CONDUCT

PT PELNI (Persero) menumbuhkan budaya korporasi yang memastikan bahwa seluruh anggota Direksi dan anggota Dewan Komisaris serta seluruh karyawannya memahami dan berkomitmen menjalankan tanggung jawab mereka untuk berperilaku yang sesuai pedoman tentang Perilaku dan Etika (*code of conduct*). Direksi mengomunikasikan secara efektif pedoman tentang Perilaku dan Etika (*code of conduct*) kepada Dewan Komisaris dan seluruh karyawan, karena sosialisasi merupakan tahapan penting dalam terciptanya insan PELNI yang berperilaku sesuai dengan Budaya Perusahaan. Seluruh insan Perseroan wajib menandatangani Pakta Integritas yang memuat komitmen pelaksanaan Pedoman Perilaku.

PT PELNI (Persero) fosters a corporate culture that ensures all members of the Board of Directors, Board of Commissioners, and employees understand and are committed to carrying out their responsibilities in accordance with the Code of Conduct and Ethics guidelines. The Board of Directors effectively communicates the Code of Conduct and Ethics guidelines to the Board of Commissioners and all employees, as socialization is an important stage in creating PELNI personnel who behave in accordance with the Company Culture. All Company personnel are required to sign an Integrity Pact containing a commitment to implementing the Code of Conduct.

Dalam ketentuan Bab IV mengenai sosialisasi Pedoman, disebutkan bahwa seluruh Insan PELNI harus membaca dan memahami dengan baik isi Buku Pedoman dan bertanggung jawab untuk menaatinya. Direktorat Utama khususnya Departemen Kepatuhan berkewajiban untuk mensosialisasikan Pedoman Perilaku kepada seluruh Insan PELNI dengan menyampaikan daftar baca.

Under the provisions of Chapter IV regarding the dissemination of the Guidelines, it is stated that all PELNI personnel must read and properly understand the contents of the Guidelines Book and are responsible for complying with it. The Main Directorate, particularly the Compliance Department, is responsible for disseminating the Code of Conduct to all PELNI personnel through the distribution of a mandatory reading list.

Setiap Insan PELNI dapat meminta penjelasan dari atasan langsung apabila kurang memahami kebijakan Pedoman Perilaku.

Every PELNI personnel may request clarification from their direct supervisor should they not fully understand the Code of Conduct policy.

KEBIJAKAN PENEGAKKAN DISIPLIN DAN PENANGANAN PELANGGARAN

Sebagai bentuk komitmen untuk mematuhi Pedoman Perilaku, seluruh insan PELNI diwajibkan menandatangani Surat Pernyataan Kepatuhan. Proses penandatanganan ini dilaksanakan secara berkala setiap tahun. Direktorat SDM dan Umum bertugas untuk mengarsipkan dokumen pernyataan tersebut, yang menjadi bagian integral dari sistem Pedoman Perilaku Perseroan.

Pemberian sanksi terhadap pelanggaran Pedoman Perilaku dijabarkan dalan Bab IV, yaitu dilakukan untuk menegakkan Pedoman Perilaku Perseroan. Setiap Insan PELNI yang terbukti melakukan pelanggaran terhadap Pedoman Perilaku diberikan sanksi. Pemberian sanksi akan diatur dengan peraturan tersendiri yang ditetapkan sesuai Peraturan Perseroan. sanksi akan diatur dengan peraturan tersendiri yang ditetapkan sesuai Peraturan Perseroan.

DISCIPLINARY ENFORCEMENT POLICY AND HANDLING OF VIOLATIONS

As part of the commitment to comply with the Code of Conduct, all PELNI personnel are required to sign a Statement of Compliance. The signing process is conducted periodically every year. The Human Resources and General Affairs Directorate is responsible for archiving the statement documents, which constitute an integral part of the Company's Code of Conduct system.

The imposition of sanctions for violations of the Code of Conduct is stipulated in Chapter IV and is carried out to enforce the Company's Code of Conduct. Every PELNI personnel proven to have violated the Code of Conduct shall be subject to sanctions. The imposition of sanctions shall be regulated in a separate regulation established in accordance with Company Regulations.

ISI PEDOMAN PERILAKU
CONTENT OF THE CODE OF CONDUCT

Setiap insan PELNI yang mengetahui suatu situasi yang diyakini berpotensi melanggar Pedoman Perilaku harus segera melaporkan kepada atasan langsung atau pimpinan yang lebih tinggi secara tertulis dengan mencantumkan identitas pelapor berdasarkan bukti-bukti yang lengkap dan dapat dipertanggungjawabkan serta tidak mengandung unsur fitnah dan kepentingan pribadi. Pelaporan pelanggaran juga dapat dilakukan melalui mekanisme *Whistleblowing System* (WBS) dan email: wbs@pelni. co.id dan nomor WhatsApp: 08112804162.

Perseroan akan melindungi kerahasiaan setiap insan PELNI yang telah melaporkan pelanggaran dan akan segera menindaklanjutinya, kecuali laporannya tidak benar dan kepada pelapor dapat dikenakan sanksi sesuai ketentuan yang berlaku.

EVALUASI EFEKTIVITAS PELAKSANAAN ETIKA PERUSAHAAN

Evaluasi atas pelaksanaan Pedoman Perilaku dilakukan secara berkala terhadap seluruh insan PELNI. Melalui evaluasi ini, diharapkan dapat menumbuhkan rasa kepemilikan serta meningkatkan kompetensi dan kemampuan karyawan yang berkelanjutan. Sebagai sebuah pedoman yang dinamis, Pedoman Perilaku juga akan ditinjau dan disempurnakan secara berkelanjutan.

JUMLAH PELANGGARAN ETIKA PERUSAHAAN TAHUN 2025

Pada tahun 2025, terdapat/tidak terdapat pelanggaran etika Perusahaan dan terdapat sanksi yang diberikan untuk pelanggaran etika Perusahaan.

Every PELNI personnel who becomes aware of a situation believed to potentially violate the Code of Conduct must immediately report it in writing to their direct supervisor or higher management by including the identity of the reporter, supported by complete and accountable evidence, and without any element of defamation or personal interest. Reporting of violations may also be conducted through the whistleblowing system (WBS) mechanism and via email at wbs@pelni.co.id and WhatsApp number : 08112804162.

The Company shall protect the confidentiality of every PELNI personnel who reports a violation and shall promptly follow up on the report, unless the report is proven to be false, in which case sanctions may be imposed on the reporter in accordance with the applicable regulations.

EVALUATION OF THE EFFECTIVENESS OF THE IMPLEMENTATION OF THE COMPANY'S CODE OF ETHICS

Evaluation of the implementation of the Code of Conduct is carried out periodically for all PELNI personnel. Through this evaluation, it is expected to foster a sense of ownership and continuously improve employees' competencies and capabilities. As a dynamic guideline, the Code of Conduct will also continue to be reviewed and refined on an ongoing basis.

NUMBER OF VIOLATIONS OF THE COMPANY'S CODE OF ETHICS IN 2025

In 2025, there were/were no violations of the Company's Code of Ethics, and sanctions were imposed for violations of the Company's Code of Ethics.

No.	Jenis Hukuman Type of Sanction	Pegawai Employees		Jumlah Total
		Darat Onshore	Laut Offshore	
1	Peringatan Lisan Verbal Warning	0	0	0
2	Peringatan Tertulis Written Warning	2	2	4
3	Peringatan Keras Severe Warning	5	5	10

No.	Jenis Hukuman Type of Sanction	Pegawai Employees		Jumlah Total
		Darat Onshore	Laut Offshore	
4	Skorsing Suspension	0	5	5
5	PHK Termination of Employment	2	4	6
Jumlah Total				25

PROGRAM KEPEMILIKAN SAHAM OLEH KARYAWAN/ MANAJEMEN (ESOP/ MSOP)

EMPLOYEE/MANAGEMENT STOCK OWNERSHIP PROGRAM (ESOP/MSOP)

Sampai dengan 31 Desember 2025, Perseroan tidak memiliki program kepemilikan saham oleh karyawan (*Employee Stock Ownership Program*/ESOP) dan/ atau program kepemilikan saham oleh manajemen (*Management Stock Ownership Program*/MSOP).

As of December 31, 2025, the Company did not have an Employee Stock Ownership Program (ESOP) and/or a Management Stock Ownership Program (MSOP).

KEBIJAKAN PENGUNGKAPAN INFORMASI MENGENAI KEPEMILIKAN SAHAM ANGGOTA DIREKSI DAN ANGGOTA DEWAN KOMISARIS

POLICY ON DISCLOSURE OF SHARE OWNERSHIP BY MEMBERS OF THE BOARD OF DIRECTORS AND BOARD OF COMMISSIONERS

Sampai dengan 31 Desember 2025, Perseroan tidak menawarkan sahamnya kepada publik melalui Penawaran Umum Perdana (IPO). Oleh sebab itu, Perseroan tidak memiliki kebijakan pengungkapan informasi mengenai kepemilikan saham anggota Direksi dan anggota Dewan Komisaris paling lambat 3 (tiga) hari kerja setelah terjadinya kepemilikan atau setiap perubahan kepemilikan atas saham Perusahaan Terbuka.

As of December 31, 2025, the Company had not offered its shares to the public through an Initial Public Offering (IPO). Therefore, the Company did not have a policy regarding disclosure of share ownership information by members of the Board of Directors and members of the Board of Commissioners within a maximum of 3 (three) working days after the occurrence of ownership or any changes in ownership of shares in a Public Company.

SISTEM PELAPORAN PELANGGARAN
WHISTLEBLOWING SYSTEM

PT PELNI (Persero) memiliki sistem pelaporan pelanggaran berupa *Whistleblowing System* (WBS), yang berfungsi sebagai untuk memproses pengaduan/pemberian informasi yang disampaikan baik secara langsung maupun tidak langsung sehubungan dengan adanya perbuatan yang melanggar perundang-undangan, peraturan/standar, kode etik, dan kebijakan, serta tindakan lain yang sejenis berupa ancaman langsung atas kepentingan umum, serta Korupsi, Kolusi, dan Nepotisme (KKN) yang terjadi di lingkungan PT PELNI (Persero).

Kebijakan Sistem Pelaporan Pelanggaran di PT PELNI (Persero) berlandaskan pada SK Pedoman WBS Nomor 11.15/04/SK/HKO.01/2023 tentang Pedoman Sistem Penanganan Pengaduan Dugaan Pelanggaran (*Whistle Blowing System*) di Lingkungan PT PELNI (Persero).

Berdasarkan pedoman tersebut, implementasi Sistem Pelaporan Pelanggaran (WBS) di PT PELNI (Persero) bertujuan untuk membangun, menerapkan, dan mengelola suatu sistem yang memungkinkan deteksi dini (*early warning system*) terhadap berbagai permasalahan di internal perusahaan yang tidak sesuai dengan standar etika dan peraturan perundang-undangan. Melalui WBS, Perseroan berupaya meminimalisir risiko yang timbul akibat pelanggaran, baik dari aspek keuangan, operasional, hukum, keselamatan kerja, maupun reputasi yang berdampak pada pengurangan biaya (*cost reduction*) dalam mengelola akibat dari terjadinya suatu pelanggaran.

PENYAMPAIAN LAPORAN PELANGGARAN

Pengaduan pelanggaran yang diduga dilakukan oleh pegawai dilakukan secara tertulis dan berjenjang, dengan mekanisme pada jenjang pertama dapat disampaikan melalui saluran penyampaian sebagai berikut:

- Website : www.pelni.co.id
- E-mail perusahaan : wbs@pelni.co.id
- Nomor Whatsapp : 0811-2804-162

PT PELNI (Persero) has implemented a Whistleblowing System (WBS) as a reporting mechanism to process complaints or information submitted either directly or indirectly in relation to acts that violate laws and regulations, standards, codes of conduct, company policies, and other similar actions, including direct threats to public interest, as well as Corruption, Collusion, and Nepotism (KKN) occurring within PT PELNI (Persero).

The Whistleblowing System Policy of PT PELNI (Persero) is based on the Decree concerning WBS Guidelines Number 11.15/04/SK/HKO.01/2023 regarding the Guidelines for Handling Reports of Alleged Violations (Whistleblowing System) within PT PELNI (Persero).

Based on these guidelines, the implementation of the Whistleblowing System (WBS) at PT PELNI (Persero) aims to establish, implement, and manage a system that enables early detection (early warning system) of various internal company issues that are inconsistent with ethical standards and applicable laws and regulations. Through the WBS, the Company seeks to minimize risks arising from violations, including financial, operational, legal, occupational safety, and reputational risks, which in turn contribute to cost reduction in managing the impacts of such violations.

SUBMISSION OF VIOLATION REPORTS

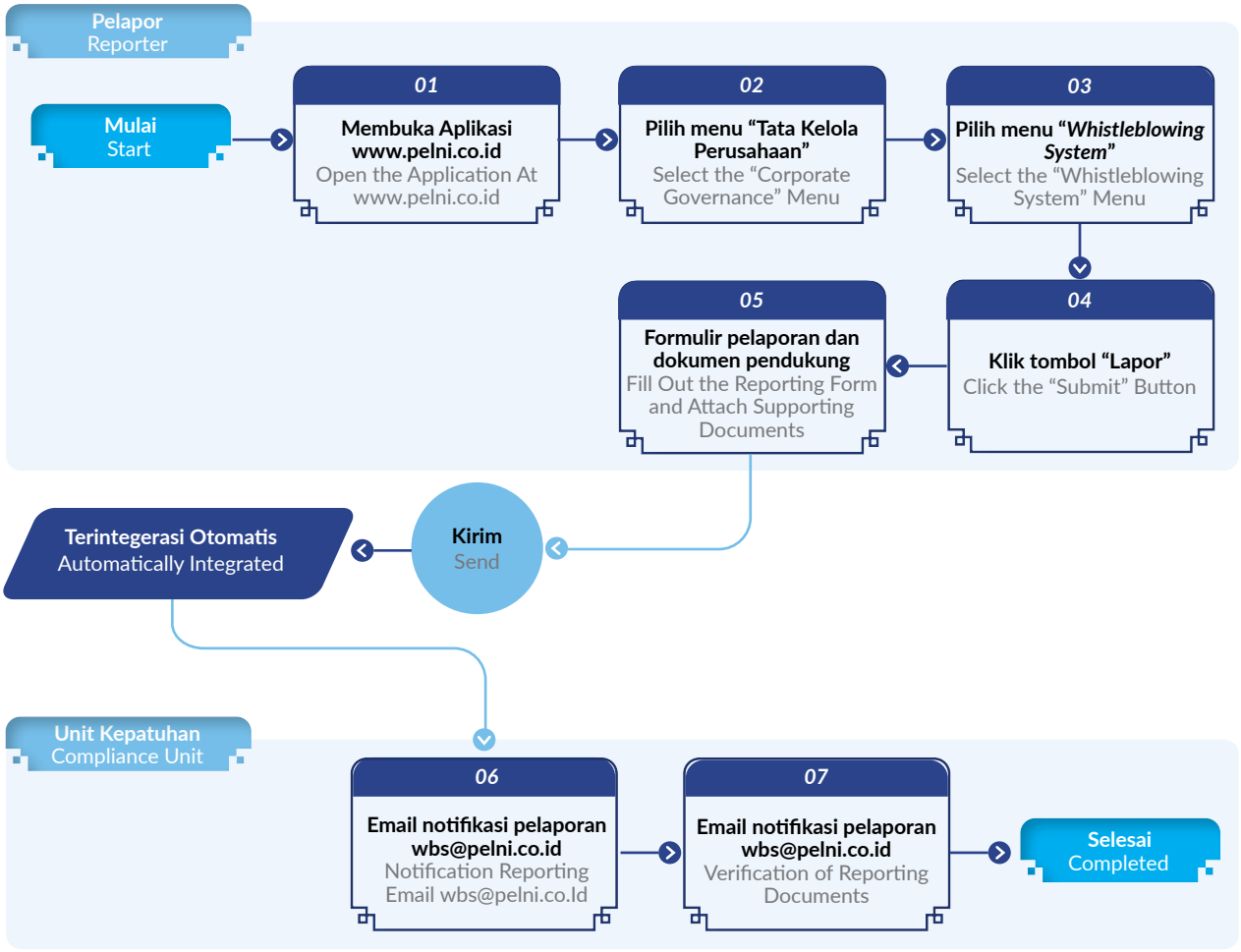
Reports of alleged violations committed by employees shall be submitted in writing and through hierarchical channels, with the first level of reporting being submitted through the following channels:

- Website : www.pelni.co.id
- Company E-mail : wbs@pelni.co.id
- WhatsApp Number: 0811-2804-162

SISTEM PELAPORAN PELANGGARAN
WHISTLEBLOWING SYSTEM

Setiap pengaduan yang menyangkut anggota Direksi atau Dewan Komisaris PT PELNI (Persero) wajib diteruskan oleh pengelola WBS internal perusahaan kepada pengelola WBS Kementerian BUMN.

Any report involving members of the Board of Directors or the Board of Commissioners of PT PELNI (Persero) must be forwarded by the Company's internal WBS administrator to the WBS administrator of the Ministry of State-Owned Enterprises.



FORMULIR PENYAMPAIAN PELAPORAN PELANGGARAN (WBS)

WHISTLEBLOWING SYSTEM (WBS) REPORTING FORM

Identitas Pelapor

NIK *		No. Hp / Whatsaap *	
Nama lengkap *		Email *	
Alamat *		Pekerjaan *	

Informasi Laporan

Upload Dokumen Pendukung

KTP Pelapor * (jpg)	Chosen File No file chosen
Dokumentasi Kejadian *	Chosen File No file chosen
Rekaman Audio	Chosen File No file chosen
Bukti Pendukung Lainnya	Chosen File No file chosen

Upload Dokumen Pendukung

KTP Pelapor * (jpg)	Chosen File No file chosen
Dokumentasi Kejadian *	Chosen File No file chosen
Rekaman Audio	Chosen File No file chosen
Bukti Pendukung Lainnya	Chosen File No file chosen

☐ * Dengan ini saya menyatakan bahwa laporan ini dibuat dengan penuh kesadaran dan dapat di pertanggungjawabkan serta bersedia untuk dihubungi untuk keterangan lebih lanjut

MEDIA PENYAMPAIAN PELAPORAN WBS
WBS REPORTING CHANNELS

1. Korupsi
2. Kecurangan
3. Perbuatan melanggar hukum (termasuk pencurian, penggunaan kekerasan terhadap Karyawan atau pimpinan, pemerasan, penggunaan narkoba, pelecehan, perbuatan kriminal lainnya);
4. Pelanggaran ketentuan perpajakan, atau perundang-undangan lainnya (lingkungan hidup, *mark up*, *under invoice*, ketenagakerjaan, dll);
5. Pelanggaran Pedoman Etika dan Perilaku Perusahaan atau pelanggaran norma-norma kesopanan pada umumnya;
6. Perbuatan yang membahayakan keselamatan dan kesehatan kerja, atau membahayakan keamanan Perusahaan;
7. Pelanggaran Prosedur operasi standar (SOP) Perusahaan, terutama terkait dengan pengadaan jasa, pemberian manfaat dan remunerasi;
8. Penyalahgunaan jabatan untuk kepentingan pribadi/golongan atau kepentingan lain di luar Perusahaan:
10. Pembocoran Rahasia;
11. Penerimaan dan/atau pemberian Gratifikasi;
12. Penyelewengan Aset;
13. Penggelapan Aset;
14. Penipuan
15. Kecurangan

Loading...

TAMPILAN PENYAMPAIAN PELAPORAN PELANGGARAN MELALUI WEBSITE PT PELNI (PERSERO)

DISPLAY OF WHISTLEBLOWING REPORT SUBMISSION THROUGH THE PT PELNI (PERSERO) WEBSITE



www.pelni.co.id

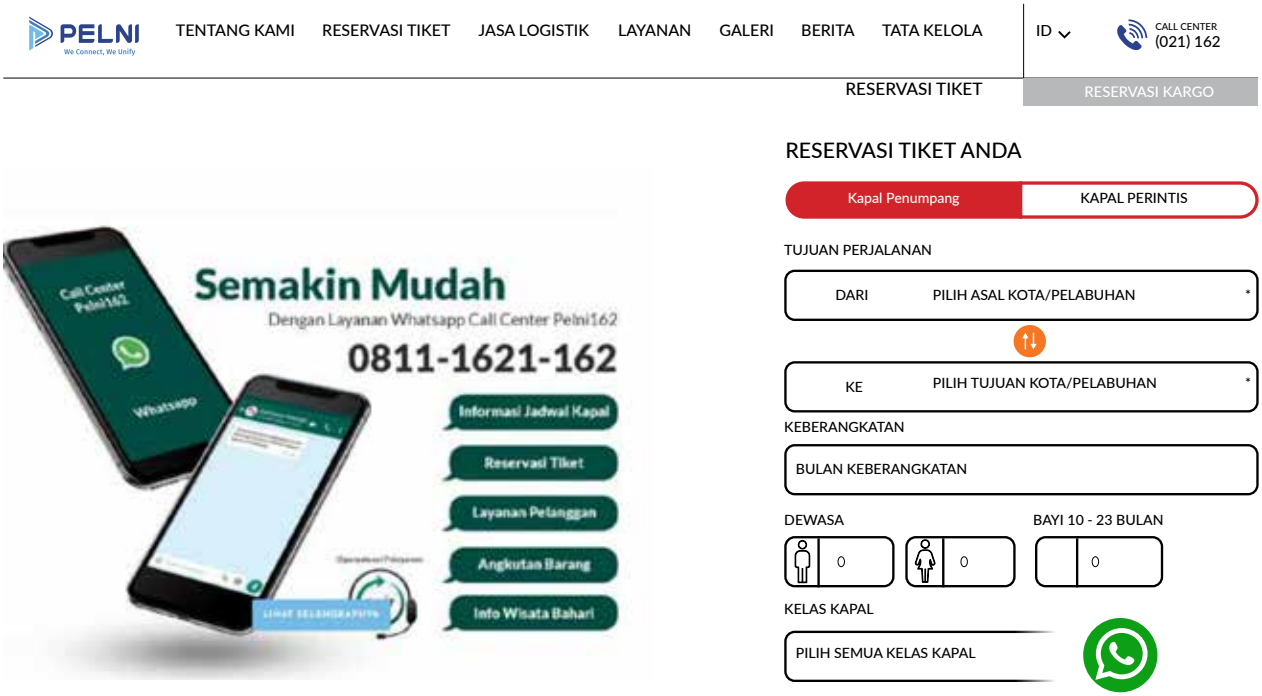
wbs@pelni.co.id

08112804162

Identitas pelapor terlindungi sesuai dengan Surat Keputusan Direksi Nomor 02.14/04/SK/HKO.01/2023 Tentang Pedoman Pengelolaan Pengaduan Pelanggaran *Whistleblowing System* di Lingkungan PT PELNI (Persero)

1. Pelapor diarahkan untuk membuka *website* PT PELNI (Persero), lalu klik "Tata Kelola Perusahaan"

1. Reporters are directed to access the official PT PELNI (Persero) website and then click on the "Corporate Governance" menu.



TAMPILAN PENYAMPAIAN PELAPORAN PELANGGARAN MELALUI WEBSITE PT PELNI (PERSERO)
DISPLAY OF WHISTLEBLOWING REPORT SUBMISSION THROUGH THE PT PELNI (PERSERO) WEBSITE

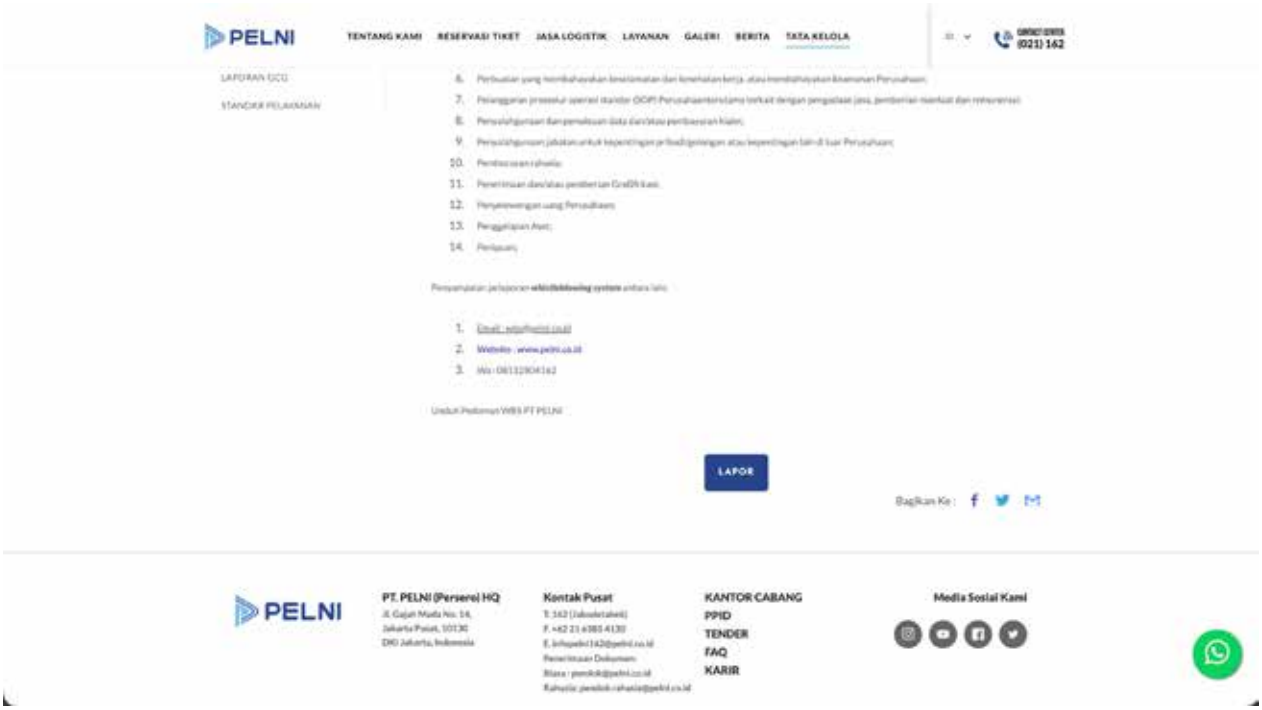
2. Pelapor diarahkan untuk memilih menu *Whistleblowing System* (WBS), lalu klik "*Whistleblowing System* (WBS)"

2. Reporters are directed to select the Whistleblowing System (WBS) menu, then click on "Whistleblowing System (WBS)".



3. Pelapor diarahkan untuk klik "Lapor"

3. Reporters are directed to click "Report"



TAMPILAN PENYAMPAIAN PELAPORAN PELANGGARAN MELALUI WEBSITE PT PELNI (PERSERO)

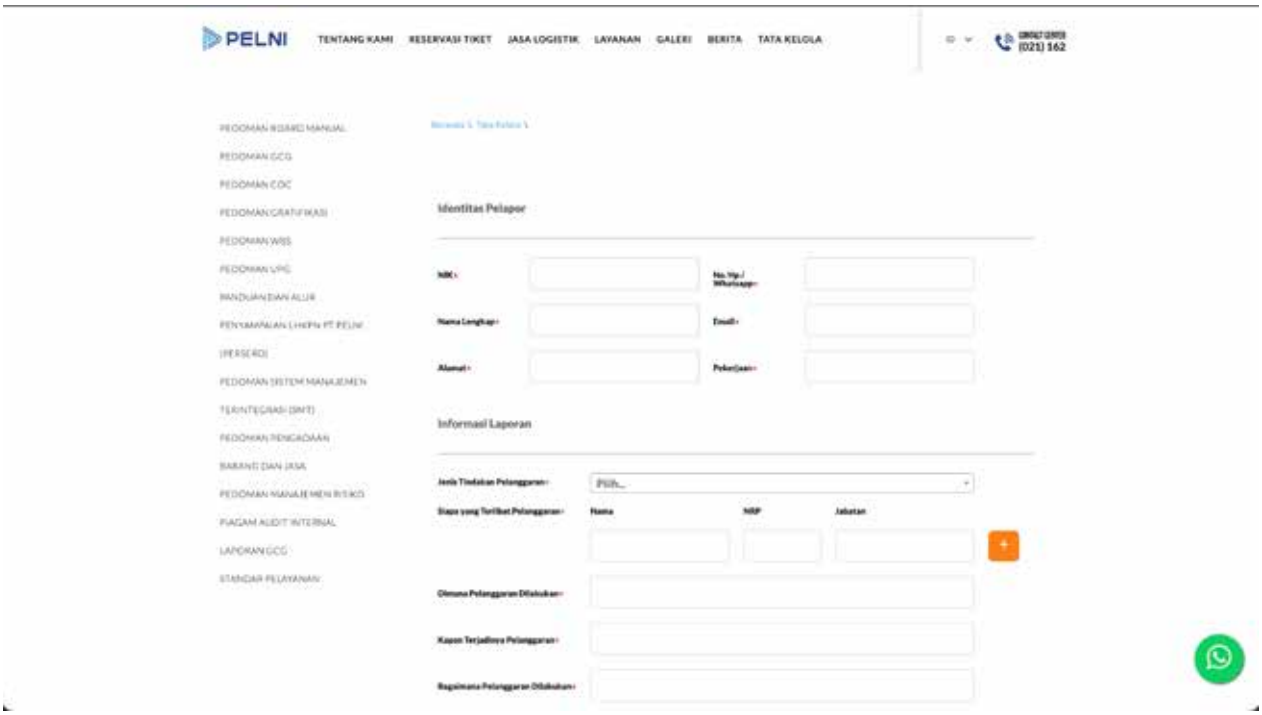
DISPLAY OF WHISTLEBLOWING REPORT SUBMISSION THROUGH THE PT PELNI (PERSERO) WEBSITE

4. Pelapor diarahkan untuk melengkapi formulir : Identitas Pelapor (NIK, Nama, Alamat lengkap, dan nomor telepon) Informasi Laporan
   - Perbuatan berindikasi pelanggaran yang diketahui?;
   - Darimana perbuatan tersebut dilakukan?;
   - Kapan Perbuatan tersebut dilakukan?;
   - Siapa saja yang terlibat dalam perbuatan tersebut?;
   - Bagaimana perbuatan tersebut dilakukan?;

Setelah lengkap maka, klik tombol “kirim” Laporan akan diterima oleh Tim pengelola Melalui email : wbs@pelni.co.id

4. The reporter is directed to complete the form Reporter Identity (Employee ID Number/NIK, Name, Full Address, and Telephone Number) Report Information
   - What violation-indicated act is known?
   - Where was the act committed?
   - When was the act committed?
   - Who were involved in the act?
   - How was the act committed?

After completing the form click the “submit” button The report will be received by the management team through email wbs@pelni.co.id



PERLINDUNGAN BAGI PELAPOR PELANGGARAN
PROTECTION FOR WHISTLEBLOWERS

Perseroan berkomitmen dalam memberikan jaminan rasa aman kepada pelapor pelanggaran atau saksi berupa perlindungan dari kemungkinan ancaman yang membahayakan diri, jiwa, dan/atau hartanya termasuk keluarganya.

The Company is committed to providing a sense of security to whistleblowers or witnesses through protection against potential threats that may endanger themselves, their lives, and/or their property, including their families.

Berdasarkan kebijakan perusahaan, PT PELNI (Persero) menjamin perlindungan bagi pelapor yang beritikad baik, mencakup aspek pekerjaan, keamanan fisik, remunerasi, serta fasilitas kerja. Dalam kondisi tertentu, Pelapor juga berhak mendapatkan perlindungan hukum sesuai ketentuan yang berlaku selama melaksanakan tugas kedinasan.

Based on the Company's policy, PT PELNI (Persero) guarantees protection for whistleblowers acting in good faith, covering aspects of employment, physical security, remuneration, and work facilities. Under certain conditions, whistleblowers are also entitled to legal protection in accordance with applicable regulations while carrying out their official duties.

PT PELNI (Persero) memiliki pedoman pengaduan pelanggaran dalam menyelenggarakan WBS, yang dapat digunakan untuk mendorong diadukannya perilaku yang melanggar ketentuan peraturan perundang-undangan atau tidak etis, yang di dalamnya mencakup juga suatu pedoman tentang bagaimana Perusahaan melindungi pengadu yang beritikad baik. Perlindungan bagi pelapor dan saksi dalam perkara tindak pidana pencucian uang wajib diberikan perlindungan khusus baik sebelum, selama maupun sesudah proses pemeriksaan perkara.

PT PELNI (Persero) has established a whistleblowing guideline in implementing the WBS, which may be used to encourage the reporting of conduct that violates laws and regulations or is deemed unethical, including guidelines on how the Company protects whistleblowers acting in good faith. Protection for whistleblowers and witnesses in money laundering criminal cases must be provided with special protection before, during, and after the investigation process.

Berikut merupakan beberapa langkah perusahaan dalam memberikan perlindungan kepada pelapor:

1. Perusahaan memiliki komitmen yang jelas dan tidak memihak untuk mendukung dan melindungi semua pelapor yang menginformasikan kejadian pelanggaran yang terjadi di perusahaan. Perusahaan memberikan fasilitas dan perlindungan sebagai berikut:
    a. Fasilitas saluran pelaporan (*website* perusahaan dengan alamat https://pelni.co.id, whatsapp nomor: 08112804162 dan *email*: wbs@pelni.co.id yang bebas dan rahasia;
    b. Perlindungan kerahasiaan identitas pelapor selama pelapor menjaga kerahasiaan pelanggaran yang diadukan kepada pihak manapun. Perlindungan ini diberikan bila pelapor memberikan identitas serta informasi yang dapat digunakan untuk menghubungi pelapor;
    c. Perlindungan atas tindakan balasan dari terlapor atau organisasi. Perlindungan dari tekanan, dari

The following are several measures undertaken by the Company in providing protection to whistleblowers:

1. The Company has a clear and impartial commitment to support and protect all whistleblowers who report violations occurring within the Company. The Company provides the following facilities and protections:
    a. Reporting channel facilities (Company website at https://pelni.co.id, WhatsApp number: 08112804162, and email: wbs@pelni.co.id) that are secure and confidential;
    b. Protection of the confidentiality of the whistleblower's identity as long as the whistleblower maintains the confidentiality of the reported violation from any party. This protection is provided if the whistleblower submits identity information and contact details that can be used to reach the whistleblower;
    c. Protection against retaliatory actions from the reported party or the organization, including

PERLINDUNGAN BAGI PELAPOR PELANGGARAN
PROTECTION FOR WHISTLEBLOWERS

penundaan kenaikan pangkat, pemecatan, gugatan hukum, harta benda, hingga tindakan fisik. Perlindungan ini tidak hanya untuk pelapor tetapi juga dapat diperluas hingga ke anggota keluarga pelapor;

d. Informasi pelaksanaan tindak lanjut, berupa kapan dan bagaimana serta kepada institusi mana tindak lanjut diserahkan. Informasi ini disampaikan secara rahasia kepada pelapor yang lengkap identitasnya;

e. Perlindungan terhadap pelapor juga berlaku bagi para pihak yang melaksanakan investigasi maupun pihak-pihak yang memberikan informasi terkait dengan pengaduan/ penyingkapan tersebut.

protection from intimidation, delays in promotion, dismissal, legal action, threats to property, and physical actions. Such protection applies not only to the whistleblower but may also be extended to the whistleblower's family members;

d. Information regarding the implementation of follow-up actions, including when, how, and to which institution the follow-up has been referred. Such information is delivered confidentially to whistleblowers whose identities are fully disclosed;

e. Protection for whistleblowers also applies to parties conducting investigations as well as parties providing information related to such complaints/disclosures.

PENANGANAN PENGADUAN

1. Tim Pengelola Pengaduan Pelanggaran melakukan verifikasi atas laporan yang masuk dan akan memutuskan perlu tidaknya dilakukan investigasi atas pengaduan pelanggaran dalam waktu 15 (lima belas) hari kerja dan dapat diperpanjang menjadi 30 (tiga puluh) hari kerja.
2. Apabila hasil verifikasi menunjukkan bahwa pengaduan tidak benar dan tidak ada bukti maka tidak akan diproses lebih lanjut.
3. Hasil verifikasi pengaduan pelanggaran yang melibatkan Karyawan Perusahaan yang memenuhi kriteria indikasi pelanggaran dilaporkan kepada Direktur Utama/Direktur yang ditunjuk untuk dilakukan investigasi.
4. Hasil verifikasi pengaduan pelanggaran yang melibatkan Direksi yang memenuhi kriteria indikasi pelanggaran, dilaporkan kepada Dewan Komisaris untuk dilakukan investigasi.
5. Hasil verifikasi pengaduan pelanggaran yang melibatkan Dewan Komisaris dan Organ Pendukung Komisaris, yang memenuhi kriteria indikasi pelanggaran, dilaporkan kepada Pemegang Saham/ Kementerian BUMN untuk dilakukan investigasi.

HANDLING OF COMPLAINTS

1. The Violation Complaint Management Team shall verify all incoming reports and determine whether an investigation is necessary within 15 (fifteen) working days, which may be extended to 30 (thirty) working days.
2. If the verification results indicate that the complaint is unfounded and unsupported by evidence, the report will not be processed further.
3. The verification results of violation complaints involving Company Employees that meet the criteria of alleged violations shall be reported to the President Director/designated Director for investigation.
4. The verification results of violation complaints involving members of the Board of Directors that meet the criteria of alleged violations shall be reported to the Board of Commissioners for investigation.
5. The verification results of violation complaints involving the Board of Commissioners and Supporting Organs of the Board of Commissioners that meet the criteria of alleged violations shall be reported to the Shareholders/Ministry of State-Owned Enterprises for investigation.

PERLINDUNGAN BAGI PELAPOR PELANGGARAN
PROTECTION FOR WHISTLEBLOWERS

PIHAK YANG MENGELOLA PENGADUAN

1. Tim Pengelola *Whistle Blowing System* Pengelola *Whistle Blowing System* adalah unit yang melekat pada Departement Kepatuhan. Tugas tim meliputi: menerima Pengaduan Pelanggaran, menindaklanjuti sesuai ketentuan, menyiapkan laporan, melakukan Evaluasi secara berkala dan melaksanakan sosialisasi WBS.
   Direktur utama PT PELNI (Persero) bertanggungjawab terhadap penyelenggaraan.
2. WBS pada Perusahaan yang dalam pelaksanaan tugas sehari-hari dibantu oleh pengelola WBS BUMN.
3. Untuk dugaan pelanggaran yang dilakukan oleh Karyawan, maka Direksi membentuk Tim yang ditetapkan oleh Direksi dengan susunan Tim sebagai berikut:
   a. Penanggung Jawab : Direktur Utama
   b. Pengawas : Direktur Keuangan dan Manajemen Risiko
   c. Ketua Tim : Kepala Satuan Internal
   d. Anggota :
      i. VP Manajemen Risiko & Kepatuhan
      ii. VP Hukum
      iii. VP SDM
      iv. Pengawas Investigasi
      v. *Manager* Penilaian Kinerja Pegawai
      vi. *Manager* Perencanaan SDM Darat
      vii. *Manager* Perencanaan SDM Laut
      viii. *Manager* Peraturan Bantuan Hukum
      ix. *Manager* Kepatuhan
4. Dalam hal terdapat pengaduan terkait anggota Direksi atau anggota Dewan Komisaris PT PELNI (Persero) maka pengelola WBS PT PELNI (Persero) wajib meneruskan pengaduan tersebut kepada pengelola WBS Kementerian BUMN.
5. Penanggung jawab WBS PT PELNI (Persero) menyampaikan laporan pelaksanaan penanganan pengaduan dugaan pelanggaran kepada pimpinan tinggi madya yang menyelenggarakan fungsi penanganan pengaduan di Kementerian BUMN secara periodik setiap semester, paling lambat 1 (satu) bulan setelah periodik tersebut berakhir.

THE PARTY RESPONSIBLE FOR MANAGING COMPLAINTS

1. The Whistleblowing System Management Team is a unit attached to the Compliance Department. The duties of the team include receiving reports of alleged violations, following up in accordance with applicable provisions, preparing reports, conducting periodic evaluations, and carrying out WBS socialization.
   The President Director of PT PELNI (Persero) is responsible for the implementation of the
2. WBS within the Company, whose daily implementation is assisted by the SOE WBS management team.
3. For alleged violations committed by Employees, the Board of Directors establishes a Team determined by the Board of Directors with the following composition:
   a. Person in Charge : President Director
   b. Supervisor : Director of Finance and Risk Management
   c. Chairperson : Head of Internal
   d. Members :
      i. VP of Risk Management & Compliance
      ii. VP of Legal
      iii. VP of Human Resources
      iv. Investigation Supervisor
      v. Manager of Employee Performance Assessment
      vi. Manager of Shore-Based Human Resources Planning
      vii. Manager of Sea-Based Human Resources Planning
      viii. Manager of Legal Aid Regulation
      ix. Compliance Manager
4. In the event that there is a complaint related to a member of the Board of Directors or a member of the Board of Commissioners of PT PELNI (Persero), the WBS management of PT PELNI (Persero) is required to forward the complaint to the WBS management of the Ministry of SOEs.
5. The person in charge of the WBS at PT PELNI (Persero) submits a report on the implementation of the handling of alleged violation complaints to the high-level official carrying out the complaint handling function at the Ministry of SOEs periodically every semester, no later than 1 (one) month after the end of the period.

PERLINDUNGAN BAGI PELAPOR PELANGGARAN
PROTECTION FOR WHISTLEBLOWERS

JUMLAH PENGADUAN YANG MASUK DAN DIPROSES PADA TAHUN BUKU TERAKHIR

Per 31 Desember 2025, terdapat 2 (dua) pengaduan tindakan pelanggaran (*Whistleblowing System*) yang diterima oleh Divisi Hukum & Kepatuhan.

SANKSI/TINDAK LANJUT ATAS PENGADUAN YANG TELAH SELESAI DIPROSES PADA TAHUN BUKU

Sampai dengan 31 Desember 2025, 2 (dua) pengaduan yang, dimana pertanggal 31 Desember 2025 ada 1 (satu) laporan pengaduan yang telah selesai ditindaklanjuti dan ada 1 (Satu) yang masih di proses.

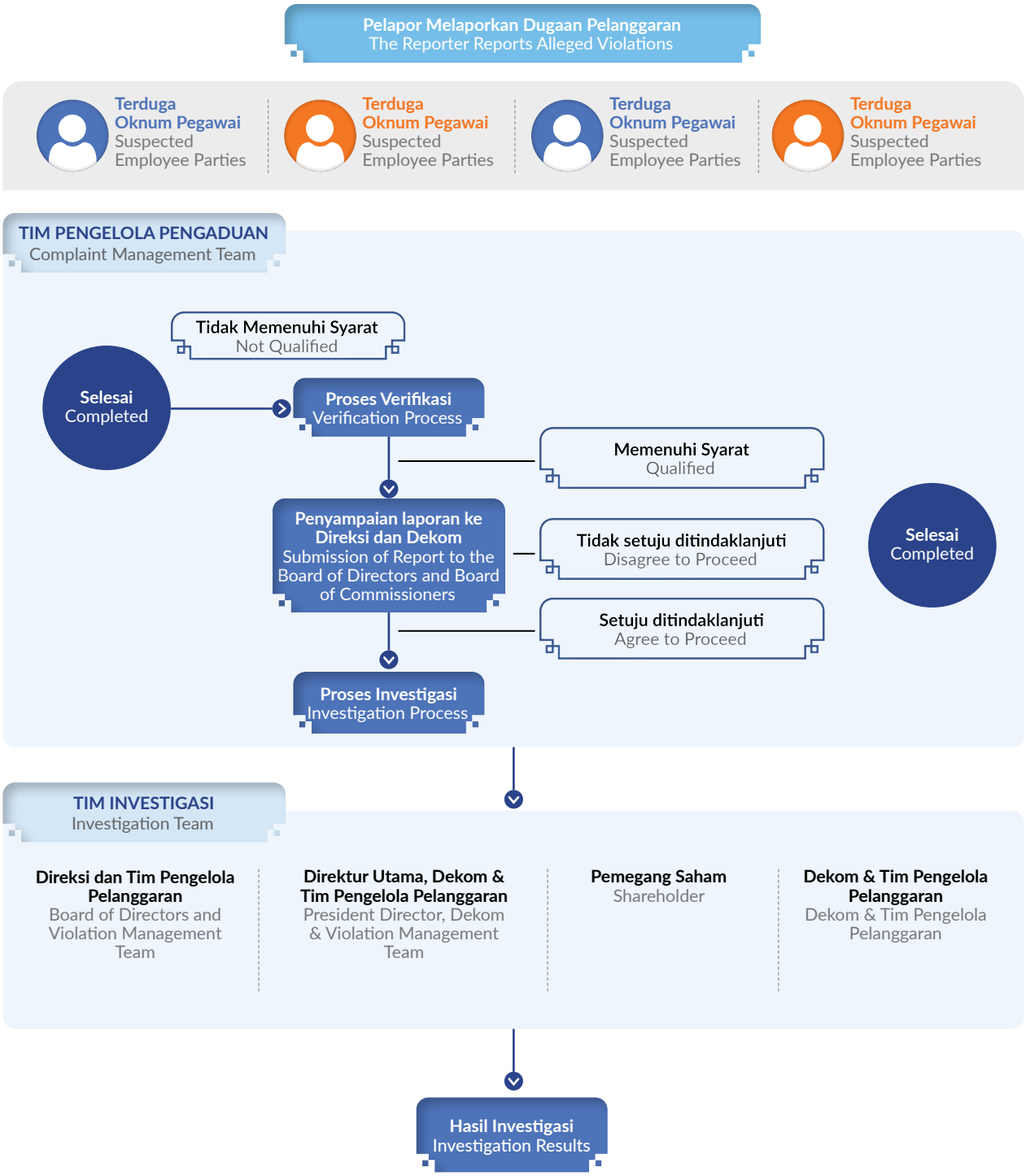
NUMBER OF COMPLAINTS RECEIVED AND PROCESSED IN THE LATEST FINANCIAL YEAR

As of December 31, 2025, there were 2 (two) whistleblowing complaints received by the Legal & Compliance Division.

SANCTIONS/FOLLOW-UP ON COMPLAINTS THAT HAVE BEEN RESOLVED DURING THE FINANCIAL YEAR

As of December 31, 2025, out of the 2 (two) complaints received, 1 (one) complaint report had been completed and followed up, while 1 (one) complaint was still in process.

ALUR PENGELOLAAN PELAPORAN PELANGGARAN (WBS)
WHISTLEBLOWING REPORTING MANAGEMENT FLOW (WBS)



KEBIJAKAN DAN PRAKTIK ANTI-KORUPSI
ANTI-CORRUPTION POLICIES AND PRACTICES

PROGRAM DAN PROSEDUR YANG DILAKUKAN DALAM MENGATASI PRAKTIK KORUPSI, BALAS JASA (*KICKBACKS*), *FRAUD*, SUAP DAN/ATAU GRATIFIKASI DALAM PERSEROAN

PT PELNI berkomitmen menjunjung tinggi integritas dan kejujuran kepada Pemegang Saham dan Pemangku Kepentingan. Komitmen ini diwujudkan melalui penerapan Sistem Manajemen Anti-Penyuapan (SMAP) berdasarkan ISO 37001:2016. Untuk itu, perusahaan telah menyusun pedoman SMAP yang menjadi acuan pelaksanaannya, guna memastikan seluruh proses bisnis berjalan selaras dengan prinsip-prinsip Tata Kelola Perusahaan yang Baik (GCG).

Perseroan menerapkan SMAP berdasarkan kebijakan internal yang disahkan melalui Keputusan Direksi Nomor 09.09/01/SK/HKO.01/2024 tentang Pedoman Sistem Manajemen Terintegrasi di Lingkungan PT PELNI (Persero).

DASAR PENERAPAN

Pedoman SMAP PT PELNI (Persero) diterapkan sesuai peraturan perundang-undangan dengan rincian sebagai berikut:

1. ISO 37001:2025 terkait Sistem Manajemen Anti Penyuapan (SMAP)
2. ISO 37301:2021 terkait Sistem Manajemen Kepatuhan
3. ISO 9001:2015 terkait Sistem Manajemen Mutu
4. ISO 45001:2018 tentang Sistem Manajemen K3
5. ISO 14001:2015 tentang Sistem Manajemen Lingkungan
6. Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia PER 02/MBU/03/2023 tentang Pedoman Tata Kelola dan kegiatan Korporasi Signifikan Badan Usaha Milik Negara
7. Indikator/Parameter Penilaian dan Evaluasi atas penerapan tata kelola perusahaan yang baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara
8. Peraturan Pemerintah Nomor 50 Tahun 212 tentang Penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja
9. Peraturan Menteri Perhubungan Nomor 45 Tahun 2012 tentang Sistem Manajemen Keselamatan

PROGRAMS AND PROCEDURES IMPLEMENTED TO ADDRESS CORRUPTION, KICKBACKS, FRAUD, BRIBERY, AND/OR GRATIFICATION PRACTICES WITHIN THE COMPANY

PT PELNI is committed to upholding integrity and honesty towards Shareholders and Stakeholders. This commitment is realized through the implementation of the Anti-Bribery Management System (ABMS) based on ISO 37001:2016. Accordingly, the Company has established ABMS guidelines as a reference for implementation to ensure that all business processes are carried out in line with the principles of Good Corporate Governance (GCG).

The Company implements the ABMS based on internal policies ratified through Board of Directors Decree Number 09.09/01/SK/HKO.01/2024 concerning the Guidelines for the Integrated Management System within PT PELNI (Persero).

BASIS OF IMPLEMENTATION

The ABMS Guidelines of PT PELNI (Persero) are implemented in accordance with the prevailing laws and regulations, with the details as follows:

1. ISO 37001:2025 concerning Anti-Bribery Management System (ABMS)
2. ISO 37301:2021 concerning Compliance Management System
3. ISO 9001:2015 concerning Quality Management System
4. ISO 45001:2018 concerning Occupational Health and Safety Management System
5. ISO 14001:2015 concerning Environmental Management System
6. Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia PER-02/MBU/03/2023 concerning Guidelines on Governance and Significant Corporate Activities of State-Owned Enterprises
7. Indicators/Parameters for Assessment and Evaluation of the Implementation of Good Corporate Governance in State-Owned Enterprises
8. Government Regulation Number 50 of 2012 concerning the Implementation of Occupational Safety and Health Management System
9. Regulation of the Minister of Transportation Number 45 of 2012 concerning Safety Management System

KEBIJAKAN DAN PRAKTIK ANTI-KORUPSI
ANTI-CORRUPTION POLICIES AND PRACTICES

SERTIFIKASI SISTEM MANAJEMEN ANTI-PENYUAPAN

PT PELNI (Persero) memiliki sertifikasi mengenai Sistem Manajemen Anti-Penyuapan, yang diwujudkan melalui pemerolehan *Self Assessment* Anti-Penyuapan SNI ISO 37001:2025, dan telah diperbaharui di Tahun 2025, yang berlaku sampai tanggal 2 Januari 2027, dengan auditor eksternal PT Tuvnord Indonesia.

ANTI-BRIBERY MANAGEMENT SYSTEM CERTIFICATION

PT PELNI (Persero) possesses certification related to the Anti-Bribery Management System, as demonstrated through the achievement of the SNI ISO 37001:2025 Anti-Bribery Self-Assessment certification, which was renewed in 2025 and is valid until January 2, 2027, with PT Tuvnord Indonesia serving as the external auditor.



TÜVNORD

Sertifikat

Sistem Manajemen Anti Penyuapan
SNI ISO 37001 : 2016

TÜVNORD
PT TUV NORD Indonesia
SNI ISO 37001
tuv-nord.com/id 1819 SA1

TÜV NORD Indonesia sebagai badan sertifikasi mengkonfirmasi dari hasil audit, penilaian dan keputusan berdasarkan ISO/IEC 17021-1:2015, menyatakan bahwa

PT PELAYARAN NASIONAL INDONESIA (Persero)
Jl. Gajah Mada No.14, Jakarta Pusat,
DKI Jakarta 10130 - Indonesia

telah mengoperasikan sistem manajemen sesuai dengan persyaratan SNI ISO 37001:2016 dan akan dinilai kesesuaiannya dalam jangka waktu 3 tahun validitas sertifikat.

Penerapan Sistem Manajemen Anti Penyuapan di Seluruh Proses Bisnis pada
Kantor Pusat PT PELNI (Persero)

Registrasi Sertifikat No. **03 13 A 24000006**
Laporan Audit No.**OD.NH.SA1.2311113**

Berlaku Dari **2024-01-13**
Berlaku Sampai **2027-01-02**
Sertifikasi Awal **2024-01-03**

UUID: edd62195

Jakarta, 2025-01-13

Badan Sertifikasi TÜV NORD Indonesia

TÜV NORD Indonesia
Arkadia Green Park, Tower F
6th Floor, Suite 602-604,
Jl. TB. Simatupang Kav. 88
Jakarta Selatan 12520

TÜV ®

KAN

TÜVNORDGROUP

KEBIJAKAN DAN PRAKTIK ANTI-KORUPSI
ANTI-CORRUPTION POLICIES AND PRACTICES

PELATIHAN/SOSIALISASI ANTI KORUPSI KEPADA KARYAWAN EMITEN ATAU PERUSAHAAN PUBLIK

PT PELNI (Persero) menyediakan program sosialisasi dan *workshop* kepada seluruh insan Perseroan terkait anti korupsi dalam kegiatan sosialisasi Pedoman *Soft Structure*, *Whistleblowing System*, dan Pengendalian Gratifikasi pada tanggal 23 Mei 2025.

ANTI-CORRUPTION TRAINING/ SOCIALIZATION FOR EMPLOYEES OF ISSUERS OR PUBLIC COMPANIES

PT PELNI (Persero) provides socialization programs and workshops to all Company personnel related to anti-corruption through the socialization activities of the Soft Structure Guidelines, Whistleblowing System, and Gratification Control held on May 23, 2025.

No.	Lokasi Location	Pelaksanaan Implementation	Tanggal Date
	Kapal Vessels		
1	KM. Leuser	Hybrid	23 Mei 2025 May 23, 2025
2	KM. Nggapulu	Hybrid	23 Mei 2025 May 23, 2025
3	KM. Sanus 106	Hybrid	23 Mei 2025 May 23, 2025
4	KM. Sanus 71	Hybrid	23 Mei 2025 May 23, 2025
5	KM. Gunung Dempo	Hybrid	23 Mei 2025 May 23, 2025
6	KM. Sanus 97	Hybrid	23 Mei 2025 May 23, 2025
7	KM. Sanus 75	Hybrid	23 Mei 2025 May 23, 2025
8	KM. Sanus 42	Hybrid	23 Mei 2025 May 23, 2025
	Kantor Cabang Branch Offices		
1	Galangan Pelni Surya Pelni Surya Shipyard	Hybrid	23 Mei 2025 May 23, 2025
2	Cabang Surabaya Surabaya Branch	Hybrid	23 Mei 2025 May 23, 2025
3	Cabang Tual Tual Branch	Hybrid	23 Mei 2025 May 23, 2025
4	Cabang Jayapura Jayapura Branch	Hybrid	23 Mei 2025 May 23, 2025
5	Cabang Biak Biak Branch	Hybrid	23 Mei 2025 May 23, 2025
6	Cabang Tarakan Tarakan Branch	Hybrid	23 Mei 2025 May 23, 2025

KEBIJAKAN DAN PRAKTIK ANTI-KORUPSI
ANTI-CORRUPTION POLICIES AND PRACTICES

No.	Lokasi Location	Pelaksanaan Implementation	Tanggal Date
7	Cabang Nunukan Nunukan Branch	Hybrid	23 Mei 2025 May 23, 2025
8	Cabang Nabire Nabire Branch	Hybrid	23 Mei 2025 May 23, 2025
9	Cabang Denpasar Denpasar Branch	Hybrid	23 Mei 2025 May 23, 2025
10	Cabang Sorong Sorong Branch	Hybrid	23 Mei 2025 May 23, 2025
11	Cabang Ambon Ambon Branch	Hybrid	23 Mei 2025 May 23, 2025
12	Cabang Jakarta Jakarta Branch	Hybrid	23 Mei 2025 May 23, 2025

PELAPORAN LHKPN
LHKPN REPORTING

PT PELNI (Persero) menunjukkan komitmen kuatnya terhadap penyelenggaraan negara yang bersih dengan menolak segala praktik Korupsi, Kolusi, dan Nepotisme (KKN). Perusahaan menyadari pentingnya penyampaian Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) yang dilaksanakan secara konsisten sesuai ketentuan hukum. Perusahaan menyadari pentingnya penyampaian Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) yang dilaksanakan dengan konsisten serta seusai ketentuan hukum, dipandang sebagai wujud akuntabilitas dan transparansi, sejalan dengan prinsip-prinsip *Good Corporate Governance* (GCG). Oleh karena itu, Untuk merealisasikan komitmen ini, PT PELNI telah menerbitkan kebijakan internal melalui Surat Keputusan Direksi Nomor 10.02/03/SK/HKO.01/2024 tentang Panduan dan Alur Penyampaian LHKPN.

PT PELNI (Persero) demonstrates its strong commitment to clean governance by rejecting all forms of Corruption, Collusion, and Nepotism (KKN). The Company recognizes the importance of submitting the State Officials Wealth Report (LHKPN), which is carried out consistently in accordance with applicable laws and regulations. The Company acknowledges that the submission of the State Officials Wealth Report (LHKPN), conducted consistently and in compliance with legal provisions, reflects accountability and transparency in line with the principles of Good Corporate Governance (GCG). Therefore, to realize this commitment, PT PELNI (Persero) has issued an internal policy through Board of Directors Decree Number 10.02/03/SK/HKO.01/2024 concerning Guidelines and Procedures for LHKPN Reporting.

DASAR PENERAPAN

Terdapat sejumlah peraturan perundang-undangan yang diterapkan pada Pelaporan LHKPN di lingkungan PT PELNI (Persero), sebagai berikut:

1. Undang-Undang Nomor 28 Tahun 1999 tentang Penyelenggaraan Negara yang Bersih dari Korupsi, Kolusi dan Nepotisme (KKN) (Lembaran Negara Republik Indonesia Tahun 1999 Nomor 75, Tambahan Lembaran Negara Republik Indonesia Nomor 3851);
2. Undang-Undang Nomor 31 tahun 1999 sebagaimana telah diubah dengan Undang-Undang Nomor 20 tahun 2001 Tentang Pemberantasan Tindak Pidana Korupsi (Lembaran Negara Republik Indonesia Tahun 2001 Nomor 134, Tambahan Lembaran Negara Republik Indonesia Nomor 4150);
3. Undang-Undang Nomor 30 Tahun 2002 tentang Komisi Pemberantasan Tindak Pidana Korupsi (Lembaran Negara RI Tahun 2002 Nomor 137, Tambahan Lembaran Negara RI Nomor 4250);
4. Undang-Undang Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara (Lembaran Negara RI Tahun 2003 Nomor 70, Tambahan Lembaran Negara Nomor 4297);

BASIS OF IMPLEMENTATION

Several laws and regulations serve as the basis for the implementation of LHKPN Reporting within PT PELNI (Persero), as follows:

1. Law Number 28 of 1999 concerning State Administration that is Clean and Free from Corruption, Collusion and Nepotism (KKN) (State Gazette of the Republic of Indonesia Year 1999 Number 75, Supplement to State Gazette of the Republic of Indonesia Number 3851);
2. Law Number 31 of 1999 as amended by Law Number 20 of 2001 concerning the Eradication of Criminal Acts of Corruption (State Gazette of the Republic of Indonesia Year 2001 Number 134, Supplement to State Gazette of the Republic of Indonesia Number 4150);
3. Law Number 30 of 2002 concerning the Corruption Eradication Commission (State Gazette of the Republic of Indonesia Year 2002 Number 137, Supplement to State Gazette of the Republic of Indonesia Number 4250);
4. Law Number 19 of 2003 concerning State-Owned Enterprises (State Gazette of the Republic of Indonesia Year 2003 Number 70, Supplement to State Gazette Number 4297);

PELAPORAN LHKPN
LHKPN REPORTING

5. Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas (Lembaran Negara Tahun 2007 Nomor 106, Tambahan Lembaran Negara Nomor 4756);
6. Undang-Undang Nomor 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang Nomor 2 Tahun 2022 tentang Cipta Kerja menjadi Undang-Undang (Lembaran Negara Tahun 2023 Nomor 41, Tambahan Lembaran Negara Nomor 6856);
7. Peraturan Menteri Badan Usaha Milik Negara Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara;
8. Instruksi Menteri Negara Badan Usaha Milik Negara Nomor INS-02/MBU/2007 tanggal 21 September 2007 tentang Penyelenggara Negara yang Wajib Menyampaikan Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) di Lingkungan Badan Usaha Milik Negara;
9. Peraturan Komisi Pemberantasan Korupsi Nomor 07 Tahun 2016 sebagaimana diubah dengan Peraturan Komisi Pemberantasan Korupsi Nomor 02 Tahun 2020 tentang Tata Cara Pendaftaran, Pengumuman, dan Pemeriksaan Harta Kekayaan Penyelenggara Negara;
10. Akta Pendirian PT PELNI (Persero) Nomor 31 tanggal 30 Oktober 1975 yang dibuat dihadapan Soeleman Ardjasasmita, S.H., Notaris di Jakarta, Akta Nomor 10 tanggal 19 Desember 2008 tentang Penyesuaian Anggaran Dasar PT PELNI (Persero) dibuat dihadapan Raden Mas Soediarto Soenarto, S.H. Sp.N., Notaris di Jakarta dan Akta Nomor 2 tanggal 7 Februari 2022 tentang Perubahan Anggaran Dasar Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia dibuat dihadapan Ida Adiningsih, S.H., Notaris di Jakarta beserta perubahan terakhir Akta Pernyataan Keputusan Menteri Badan Usaha Milik Negara selaku Rapat Umum Pemegang Saham Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia Nomor 8 Tanggal 25 Maret 2024 yang dibuat dihadapan Ida Adiningsih, S.H., Notaris di Jakarta;

5. Law Number 40 of 2007 concerning Limited Liability Companies (State Gazette of the Republic of Indonesia Year 2007 Number 106, Supplement to State Gazette Number 4756);
6. Law No. 6 of 2023 concerning the Enactment of Government Regulation in Lieu of Law Number 2 of 2022 on Job Creation into Law (State Gazette of the Republic of Indonesia of 2023 Number 41, Supplement to the State Gazette No. 6856);
7. Regulation of the Minister of State-Owned Enterprises Number PER-2/MBU/03/2023 concerning Guidelines on Corporate Governance and Significant Corporate Activities of State-Owned Enterprises;
8. Instruction of the Minister of State-Owned Enterprises Number INS-02/MBU/2007 dated 21 September 2007 concerning State Officials within State-Owned Enterprises Required to Submit Asset Disclosure Reports (LHKPN);
9. Corruption Eradication Commission Regulation Number 7 of 2016, as amended by Corruption Eradication Commission Regulation Number 2 of 2020, concerning Procedures for the Registration, Disclosure, and Examination of State Officials' Asset Disclosure Reports;
10. Deed of Establishment of PT PELNI (Persero) Number 31 dated 30 October 1975, drawn up before Soeleman Ardjasasmita, S.H., Notary in Jakarta; Deed Number 10 dated 19 December 2008 concerning the Amendment to the Articles of Association of PT PELNI (Persero), drawn up before Raden Mas Soediarto Soenarto, S.H., Sp.N., Notary in Jakarta; and Deed Number 2 dated 7 February 2022 concerning the Amendment to the Articles of Association of PT Pelayaran Nasional Indonesia (Persero), drawn up before Ida Adiningsih, S.H., Notary in Jakarta, including its latest amendment under Deed of Statement of Resolution of the Minister of State-Owned Enterprises acting as the General Meeting of Shareholders of PT Pelayaran Nasional Indonesia (Persero) Number 8 dated 25 March 2024, drawn up before Ida Adiningsih, S.H., Notary in Jakarta;

PELAPORAN LHKPN
LHKPN REPORTING

11. Surat Keputusan Direksi Nomor: 11.15/01/SK/HKO.01/2023 tanggal 15 November 2023 tentang Pedoman Tata Laksana Kerja (*Board Manual*) Direksi dan Dewan Komisaris PT PELNI (Persero);
12. Surat Keputusan Bersama antara Dewan Komisaris PT PELNI (Persero) dengan Direksi PT PELNI (Persero) Nomor: 11.15/02/SK/HKO.01/2023 tanggal 15 November 2023 tentang Pedoman Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) di Lingkungan PT PELNI (Persero);
13. Surat Keputusan Direksi Nomor: 11.15/03/SK/HKO.01/2023 tanggal 15 November 2023 tentang Pedoman Perilaku dan Etika (*Code of Conduct*) di Lingkungan PT PELNI (Persero);
14. Surat Keputusan Direksi Nomor: 04.17/01/SK/HKO.01/2024 tanggal 17 April 2024 tentang Struktur Organisasi, Tugas Pokok dan Fungsi Kantor Pusat di PT PELNI (Persero).

Lebih dari itu, pelaporan LHKPN PT PELNI (Persero) diterapkan sesuai sejumlah dasar hukum internal, dengan perincian sebagai berikut:

1. Pedoman Perilaku dan Etika PT PELNI (Persero) telah diperbarui dan disahkan melalui Surat Keputusan Direksi Nomor 11.15/03/SK/HKO.01/2023 tentang Pedoman Perilaku dan Etika (*Code of Conduct*) di Lingkungan PT PELNI (Persero).
2. Surat Keputusan Bersama Direksi dan Komisaris Nomor 11.15/02/SK/HKP.01/2023 tanggal 15 November 2023 tentang Pedoman Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) di lingkungan PT PELNI (Persero).
3. Struktur Organisasi disahkan dalam Surat Keputusan Direksi Nomor 01.27/01/SK/HKO.01/2023 tanggal 27 Januari 2023 sebagaimana diubah terakhir kali dengan Surat Keputusan Direksi Nomor 01.20/01/SK/HKO.01/2025 tanggal 30 Januari 2025 tentang Struktur Organisasi, Tugas Pokok, dan Fungsi Kantor Pusat di PT PELNI (Persero).

11. Board of Directors Decree Number 11.15/01/SK/HKO.01/2023 dated 15 November 2023 concerning the Board Manual of the Board of Directors and Board of Commissioners of PT PELNI (Persero);
12. Joint Decree of the Board of Commissioners and the Board of Directors of PT PELNI (Persero) Number 11.15/02/SK/HKO.01/2023 dated 15 November 2023 concerning Good Corporate Governance (GCG) Guidelines within PT PELNI (Persero);
13. Board of Directors Decree Number 11.15/03/SK/HKO.01/2023 dated 15 November 2023 concerning the Code of Conduct and Ethics Guidelines within PT PELNI (Persero);
14. Board of Directors Decree Number 04.17/01/SK/HKO.01/2024 dated 17 April 2024 concerning the Organizational Structure, Main Duties, and Functions of the Head Office of PT PELNI (Persero).

Furthermore, the implementation of LHKPN reporting at PT PELNI (Persero) is also based on several internal legal frameworks, with details as follows:

1. The Code of Conduct and Ethics of PT PELNI (Persero) has been updated and ratified through Board of Directors Decree Number 11.15/03/SK/HKO.01/2023 concerning the Code of Conduct and Ethics within PT PELNI (Persero).
2. Joint Decree of the Board of Directors and Board of Commissioners Number 11.15/02/SK/HKP.01/2023 dated November 15, 2023 concerning the Guidelines for Good Corporate Governance within PT PELNI (Persero).
3. The Organizational Structure was ratified through Board of Directors Decree Number 01.27/01/SK/HKO.01/2023 dated January 27, 2023, as most recently amended by Board of Directors Decree Number 01.20/01/SK/HKO.01/2025 dated Januari 30 2025 concerning the Organizational Structure, Main Duties, and Functions of the Head Office of PT PELNI (Persero).

PELAPORAN LHKPN
LHKPN REPORTING

PIHAK PENGELOLA LHKPN

PT PELNI (Persero) menetapkan sejumlah pihak pengelola pelaporan LHKPN dengan perincian sebagai berikut:

Ketua Koordinator: *Vice President* Hukum & Kepatuhan
Wakil Ketua 1 : *Vice President* Manajemen Risiko & ESG
Wakil Ketua 2 : Sekretaris Perusahaan
Sekretaris : *Vice President* SDM
Admin Instansi : Manager Kepatuhan
Admin Unit Kerja : Analis Departemen Kepatuhan

WAJIB LAPOR LHKPN

1. Pejabat Perusahaan yang wajib mengisi Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) adalah sebagai berikut:
   a. Komisaris PT PELNI (Persero);
   b. Direksi PT PELNI (Persero);
   c. Komisaris Anak Perusahaan PT PELNI (Persero);
   d. Direksi Anak Perusahaan PT PELNI (Persero);
   e. Komisaris Perusahaan terafiliasi yang mewakili kepentingan PT PELNI (Persero);
   f. Direksi Perusahaan terafiliasi yang mewakili kepentingan PT PELNI (Persero);
   g. Dewan Pengawas Dana Pensiun PT PELNI (Persero).
2. Pejabat 1 (satu) level di bawah Direksi yang wajib mengisi Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) adalah sebagai berikut:
   a. Kepala Satuan Pengawasan Intern;
   b. Kepala DPA-QHSSE;
   c. Sekretaris Perusahaan;
   d. *Senior Vice President*;
   e. *Vice President*;

THE PARTIES RESPONSIBLE FOR MANAGING LHKPN

PT PELNI (Persero) has appointed several parties responsible for managing LHKPN reporting with the following composition:
Chief Coordinator : Vice President of Legal & Compliance
Deputy Chairperson 1 : Vice President of Risk Management & ESG
Deputy Chairperson 2 : Head of Corporate Secretariat
Secretary : Vice President of Human Resources
Institution Administrator : Compliance Manager
Work Unit Administrators : Compliance Department Analyst

MANDATORY LHKPN REPORTING PARTIES

1. Company officials required to submit a State Officials' Asset Disclosure Report (LHKPN) are as follows:
   a. Members of the Board of Commissioners of PT PELNI (Persero);
   b. Members of the Board of Directors of PT PELNI (Persero);
   c. Members of the Board of Commissioners of PT PELNI (Persero)'s subsidiaries;
   d. Members of the Board of Directors of PT PELNI (Persero)'s subsidiaries;
   e. Members of the Board of Commissioners of affiliated companies representing the interests of PT PELNI (Persero);
   f. Members of the Board of Directors of affiliated companies representing the interests of PT PELNI (Persero);
   g. Members of the Supervisory Board of PT PELNI (Persero) Pension Fund.
2. Officials one level below the Board of Directors who are required to submit a State Officials' Asset Disclosure Report (LHKPN) are as follows:
   a. Head of Internal Audit Unit;
   b. Head of DPA-QHSSE;
   c. Corporate Secretary;
   d. Senior Vice Presidents;
   e. Vice Presidents;

PELAPORAN LHKPN
LHKPN REPORTING

f. *General Manager* Hotel Bahtera;
g. *General Manager* Galangan Pelni Surya;
h. Nakhoda Kapal Penumpang PT PELNI (Persero) dengan Kapasitas Penumpang 2000-3000 pax (>10.000 GT/*Gross Tonnage*);
i. Kepala Cabang PT PELNI (Persero) dengan ketentuan Kantor Cabang Kelas 1.

f. General Manager of Hotel Bahtera;
g. General Manager of Galangan Pelni Surya;
h. Masters of PT PELNI (Persero) Passenger Vessels with a passenger capacity of 2,000–3,000 passengers and a gross tonnage exceeding 10,000 GT;
i. Heads of PT PELNI (Persero) Branch Offices classified as Class I Branch Offices.

REALISASI PELAPORAN LHKPN 2025

Realisasi pelaporan LHKPN PT PELNI (Persero) untuk periode tahun 2025 adalah sebagai berikut:

REALIZATION OF 2025 LHKPN REPORTING

The realization of PT PELNI (Persero)'s LHKPN reporting for the 2025 period is as follows:

Uraian Description	Sudah Lapor Reported	Belum Lapor Not Yet Reported	Persentase Percentage
Dewan Komisaris Board of Commissioners	100%	0	100%
Direksi Board of Directors	100%	0	100%
Vice President Vice Presidents	100%	0	100%
Kepala Cabang Branch Heads	100%	0	100%

PENGENDALIAN GRATIFIKASI
GRATIFICATION CONTROL

PT PELNI (Persero) secara aktif menerapkan kebijakan pengendalian gratifikasi sebagai bagian dari upaya berkelanjutan untuk memberantas korupsi, meningkatkan nilai perusahaan, dan menjaga etika dalam hubungan bisnis. Pengendalian gratifikasi berpedoman pada Surat Keputusan Direksi Nomor 02.14/05/ SK/HKO.01/2023 tentang Pedoman Pengendalian Gratifikasi di Lingkungan PT PELNI (Persero) dan Surat Keputusan Direksi Nomor: 02.14/06/SK/HKO.01/2023 tentang Pedoman Unit Pengendalian Gratifikasi (UPG) di Lingkungan PT PELNI (Persero).

PT PELNI (Persero) actively implements a gratification control policy as part of its ongoing efforts to eradicate corruption, enhance corporate value, and uphold ethics in business relationships. Gratification control is guided by the Board of Directors Decree Number 02.14/05/ SK/HKO.01/2023 concerning Gratification Control Guidelines within PT PELNI (Persero) and the Board of Directors Decree Number: 02.14/06/SK/HKO.01/2023 concerning the Guidelines for the Gratification Control Unit (UPG) within PT PELNI (Persero).

Secara mendasar, kebijakan gratifikasi PT PELNI (Persero) disusun dan diterapkan dengan mengacu pada Peraturan Badan Usaha Milik Negara Nomor Peraturan Menteri Badan Usaha Milik Negara Nomor PER-9/MBU/06/2021 Tahun 2021 tentang Pelaporan Gratifikasi Di Lingkungan Kementerian Badan Usaha Milik Negara. Kebijakan Pengendalian Gratifikasi tersebut telah dipublikasikan dalam portal internal dan *website* Perusahaan.

Fundamentally, the gratification policy of PT PELNI (Persero) is formulated and implemented in reference to the Regulation of the Ministry of State-Owned Enterprises Number PER-9/MBU/06/2021 concerning Gratification Reporting within the Ministry of State-Owned Enterprises. The Gratification Control Policy has been published on the Company's internal portal and website.

UNIT PENGENDALIAN GRATIFIKASI

Sebagai upaya memperkuat pengendalian gratifikasi, PT PELNI (Persero) membentuk Unit Pengendalian Gratifikasi (UPG). Unit ini memiliki posisi independen dan secara struktural berada di bawah divisi Manajemen Risiko dan Kepatuhan.

Unit Pengendalian Gratifikasi PT PELNI (Persero) memiliki tugas sebagai berikut:

1. Menerima, menganalisis dan mengadministrasikan laporan penerimaan gratifikasi dari penerima gratifikasi di lingkungan PT PELNI (Persero);
2. Menerima dan mengadministrasikan laporan penolakan gratifikasi, dalam hal penerima gratifikasi melaporkan penolakan gratifikasi;
3. Meneruskan laporan penerimaan gratifikasi kepada Komisi;
4. Melaporkan rekapitulasi laporan penerimaan dan penolakan gratifikasi secara periodik kepada Komisi;
5. Menyampaikan hasil pengelolaan laporan penerimaan dan penolakan gratifikasi dan usulan kebijakan pengendalian gratifikasi kepada pimpinan instansi masing-masing.

GRATIFICATION CONTROL UNIT

As part of efforts to strengthen gratification control, PT PELNI (Persero) established a Gratification Control Unit (UPG). This unit operates independently and is structurally under the Risk Management and Compliance Division.

The Gratification Control Unit of PT PELNI (Persero) has the following duties:

1. Receiving, analyzing, and administering reports on gratification receipts from gratification recipients within PT PELNI (Persero);
2. Receiving and administering reports on gratification refusals, in the event that gratification recipients report the refusal of gratification;
3. Forwarding reports on gratification receipts to the Commission;
4. Reporting the recapitulation of gratification receipt and refusal reports periodically to the Commission;
5. Submitting the results of the management of gratification receipt and refusal reports and proposed gratification control policies to the management of the respective institution.

PENGENDALIAN GRATIFIKASI
GRATIFICATION CONTROL

6. Melakukan sosialisasi ketentuan gratifikasi kepada pihak internal dan eksternal;
7. Melakukan pemeliharaan barang gratifikasi sampai dengan adanya penetapan status barang tersebut;
8. Melakukan pemantauan dan evaluasi dalam rangka pengendalian gratifikasi di lingkungan PT PELNI (Persero).

Selain tugas utama tersebut di atas, UPG juga mempunyai tugas sebagai berikut:

1. Menyiapkan perangkat aturan terkait penerapan pengendalian praktik Gratifikasi di lingkungan Perusahaan;
2. Menyiapkan perangkat kerja dan fasilitas terkait pengendalian praktik Gratifikasi, baik dari penerimaan laporan Gratifikasi sampai dengan pengiriman Surat Keputusan Komisi Pemberantasan Korupsi kepada Penerima dan/ atau Pelapor serta penyimpanan bukti penyetoran uang yang diterima dari Gratifikasi apabila diputuskan oleh Komisi Pemberantasan Korupsi menjadi milik Negara;
3. Menindaklanjuti laporan dugaan praktik Gratifikasi yang berasal dan/atau bersumber dari WBS;
4. Menyusun rencana kerja UPG setiap tahunnya melalui Aplikasi GOL yang dikembangkan oleh KPK, termasuk melakukan pemetaan titik rawan penerimaan dan pemberian gratifikasi dan secara periodik setiap 1 (satu) tahun sekali;
5. Membuat laporan pelaksanaan tugas UPG setiap triwulan kepada Direktur Keuangan dan Manajemen Risiko.

MEKANISME PELAPORAN DAN PENETAPAN STATUS GRATIFIKASI

Mekanisme Pelaporan

1. Penerimaan, pemberian, permintaan, dan penolakan gratifikasi yang wajib dilaporkan kepada UPG PELNI dan dapat dilaporkan secara mandiri melalui Aplikasi GOL (Gratifikasi *Online*) KPK.
2. Gratifikasi *Online* (GOL) adalah aplikasi yang dikembangkan oleh KPK untuk memudahkan Insan PELNI dalam melaporkan penerimaan gratifikasi.
3. Insan PELNI dapat memilih metode pelaporan penerimaan gratifikasi secara individu maupun melalui UPG PELNI.

6. Conducting socialization of gratification provisions to internal and external parties;
7. Maintaining gratification items until the determination of the status of such items;
8. Conducting monitoring and evaluation in the context of gratification control within PT PELNI (Persero).

In addition to the main duties above, the GCU also has the following duties:

1. Preparing regulatory instruments related to the implementation of Gratification control practices within the Company;
2. Preparing work instruments and facilities related to the control of Gratification practices, ranging from receiving Gratification reports to submitting the Corruption Eradication Commission Decree Letter to the Recipient and/or Reporter as well as storing proof of deposit for money received from Gratification if decided by the Corruption Eradication Commission to become state property;
3. Following up reports of alleged Gratification practices originating and/or sourced from the WBS;
4. Preparing the annual GCU work plan through the GOL Application developed by the Corruption Eradication Commission, including conducting mapping of vulnerable points for the receipt and giving of gratification periodically once every 1 (one) year;
5. Preparing quarterly reports on the implementation of GCU duties to the Director of Finance and Risk Management.

GRATIFICATION REPORTING AND STATUS DETERMINATION MECHANISM

Reporting Mechanism

1. Receipt, giving, request, and refusal of gratuities that must be reported to the PELNI UPG and may also be reported independently through the KPK Gratification Online (GOL) Application.
2. Gratification Online (GOL) is an application developed by the KPK to facilitate PELNI Personnel in reporting the receipt of gratuities.
3. PELNI Personnel may choose the method of reporting gratuity receipts individually or through the PELNI UPG.

PENGENDALIAN GRATIFIKASI
GRATIFICATION CONTROL

4. Aplikasi GOL tersedia dalam versi *web* dan versi *mobile*, baik itu Android maupun iOS.
5. Untuk membuka *Website* Gratifikasi Online diakses mengikuti aplikasi yang dikembangkan oleh KPK melalui https://gol.kpk.go.id.
6. Insan PELNI apabila ingin melaporkan secara individu melalui aplikasi GOL dapat melakukan registrasi akun, kemudian Insan PELNI dapat memilih menu Pelapor yang akan mengarahkan pada pengisian identitas pelapor.
7. Apabila melalui UPG PELNI, maka UPG PELNI dapat menyampaikan laporan penerimaan gratifikasi disertai dengan dokumen pendukung kepada KPK paling lama 14 (empat belas) hari sejak tanggal penerimaan laporan gratifikasi.
8. UPG PELNI membuat rekapitulasi laporan penerimaan dan penolakan gratifikasi sesuai aplikasi GOL KPK dan melaporkannya kepada Direktur Penanggung Jawab *Good Corporate Governance* secara berkala setiap triwulan.
9. Untuk penerimaan yang merupakan barang yang mudah kedaluarsa, busuk, atau rusak dalam Batasan kewajaran (misal: makanan dan minuman), maka dapat diserahkan kepada panti asuhan, panti jompo, pihak-pihak yang membutuhkan, atau Lembaga Sosial lainnya selanjutnya melaporkan kepada UPG PELNI dengan melampirkan bukti tanda penyerahan kepada UPG PELNI selambat- lambatnya 14 (empat belas) hari setelah tanggal penerimaan sebagai dimaksud.
10. Untuk penerimaan yang merupakan barang yang tidak cepat kadaluwarsa (misal: uang, emas, dan lainnya) disimpan oleh penerima gratifikasi yang bersangkutan, sampai dengan ditentukannya status kepemilikan atas penerimaan tersebut oleh pihak Komisi Pemberantasan Korupsi (KPK), dengan menyampaikan laporan dan bukti tanda penyimpanan kepada UPG PELNI selambat- lambatnya 14 (empat belas) hari setelah tanggal penerimaan sebagaimana dimaksud.
11. Apabila diketahui adanya Insan PELNI menerima/ memberi gratifikasi yang tidak diperbolehkan atau berpotensi terjadinya penyalahgunaan wewenang/jabatan dan Insan PELNI dimaksud tidak melaporkannya maka dapat dilaporkan melalui mekanisme *Whistleblowing System* (WBS) PELNI dan saluran lainnya.

4. The GOL Application is available in both web and mobile versions, for Android and iOS.
5. Access to the Gratification Online Website follows the application developed by the KPK through https://gol.kpk.go.id.
6. PELNI Personnel who wish to report individually through the GOL application may register an account, after which PELNI Personnel may select the Reporter menu which will direct them to complete the reporter's identity information.
7. If reporting through the PELNI UPG, the PELNI UPG may submit reports of gratuity receipts along with supporting documents to the KPK no later than 14 (fourteen) days from the date of receipt of the gratuity report.
8. The PELNI UPG prepares a recapitulation of reports on the receipt and refusal of gratuities in accordance with the KPK GOL application and reports them periodically every quarter to the Director in charge of Good Corporate Governance.
9. For receipts in the form of perishable, spoiled, or easily damaged goods within reasonable limits (e.g. food and beverages), such goods may be donated to orphanages, nursing homes, parties in need, or other social institutions and subsequently reported to the PELNI UPG by attaching proof of handover no later than 14 (fourteen) days after the date of receipt.
10. For receipts in the form of non-perishable goods (e.g. money, gold, and others), such goods shall be retained by the gratuity recipient concerned until the ownership status of such receipt has been determined by the Corruption Eradication Commission (KPK), by submitting a report and proof of storage to the PELNI UPG no later than 14 (fourteen) days after the date of receipt.
11. If it is discovered that any PELNI Personnel receives/ gives prohibited gratuities or gratuities that may potentially result in abuse of authority/position and the respective PELNI Personnel fails to report such gratuities, the matter may be reported through the PELNI Whistleblowing System (WBS) mechanism and other available channels.

PENGENDALIAN GRATIFIKASI
GRATIFICATION CONTROL

12. Mekanisme pelaporan akan dituangkan lebih lanjut dalam Pedoman Unit Pengendali Gratifikasi (UPG PELNI).

12. The reporting mechanism shall be further stipulated in the Guidelines of the Gratification Control Unit (PELNI UPG).

LAPORAN PENERIMAAN GRATIFIKASI 2025

Selama tahun 2025, terdapat 2 (dua) laporan penerimaan gratifikasi dan telah disampaikan kepada Komisi Pemberantasan Korupsi melalui aplikasi Gratifikasi Online (GOL) serta telah ditindaklanjuti.

GRATIFICATION RECEIPT REPORT 2025

During 2025, there were 2 (two) reports of gratification receipts which had been submitted to the Corruption Eradication Commission through the Gratification Online (GOL) application and had been duly followed up.

PENGADAAN BARANG DAN JASA
PROCUREMENT OF GOODS AND SERVICES

Dalam menjalankan kegiatan usahanya, PT PELNI (Persero) melibatkan Perusahaan lain yang mencakup Perusahaan-Perusahaan penyedia barang dan jasa penunjang pada industri transportasi. Oleh karena itu, Perseroan menerapkan praktik pengadaan barang dan jasa dengan senantiasa mengacu pada peraturan perundang-undangan dan standar penerapan GCG yang berlaku.

Secara internal, proses pengadaan barang dan jasa di PT PELNI (Persero) berpedoman pada Prosedur Operasional Standar (POS) Pengadaan Barang dan Jasa perusahaan. POS ini ditetapkan melalui Surat Keputusan Direksi Nomor 10.23/01/SK/HKO.01/2019 yang telah diubah dengan SK Direksi Nomor 07.26/03/SK/HKO.01/2021. Kewenangan Direksi dalam proses pengadaan dan penggunaan anggaran diatur tersendiri dalam SK Direksi Nomor 01.17/3/SK/HKO.01/2017. Pada dasarnya, seluruh kebijakan pengadaan internal ini mengacu pada Peraturan Menteri BUMN Nomor PER-08/MBU/12/2019 tentang Pengadaan Barang dan Jasa.

In carrying out its business activities, PT PELNI (Persero) engages other companies, including providers of goods and services supporting the transportation industry. Therefore, the Company implements procurement practices for goods and services by consistently referring to applicable laws and regulations as well as prevailing GCG implementation standards.

Internally, the procurement process for goods and services at PT PELNI (Persero) is guided by the Company's Standard Operating Procedures (SOP) for Procurement of Goods and Services. The SOP was established through Board of Directors Decree Number 10.23/01/SK/HKO.01/2019, as amended by Board of Directors Decree Number 07.26/03/SK/HKO.01/2021. The authority of the Board of Directors in the procurement process and budget utilization is separately regulated under Board of Directors Decree Number 01.17/3/SK/HKO.01/2017. In principle, all internal procurement policies refer to the Regulation of the Minister of SOEs Number PER-08/MBU/12/2019 concerning Procurement of Goods and Services.

PENGADAAN BARANG DAN JASA
PROCUREMENT OF GOODS AND SERVICES

Dalam rangkaian manajemen rantai pasoknya, PT PELNI (Persero) melaksanakan penilaian (*assessment*) terhadap pemasok yang mencakup aspek kualitas (*quality*), ketepatan pengiriman (*delivery*), dan layanan (*service*) atau QDS. *Assessment* ini dilakukan dengan metode pengisian formulir penilaian oleh pihak pengguna (*user*) untuk pekerjaan yang bersifat *repeat order*.

As part of its supply chain management, PT PELNI (Persero) conducts assessments of suppliers covering aspects of quality, delivery, and service (QDS). These assessments are carried out through assessment forms completed by the users for repeat order activities.

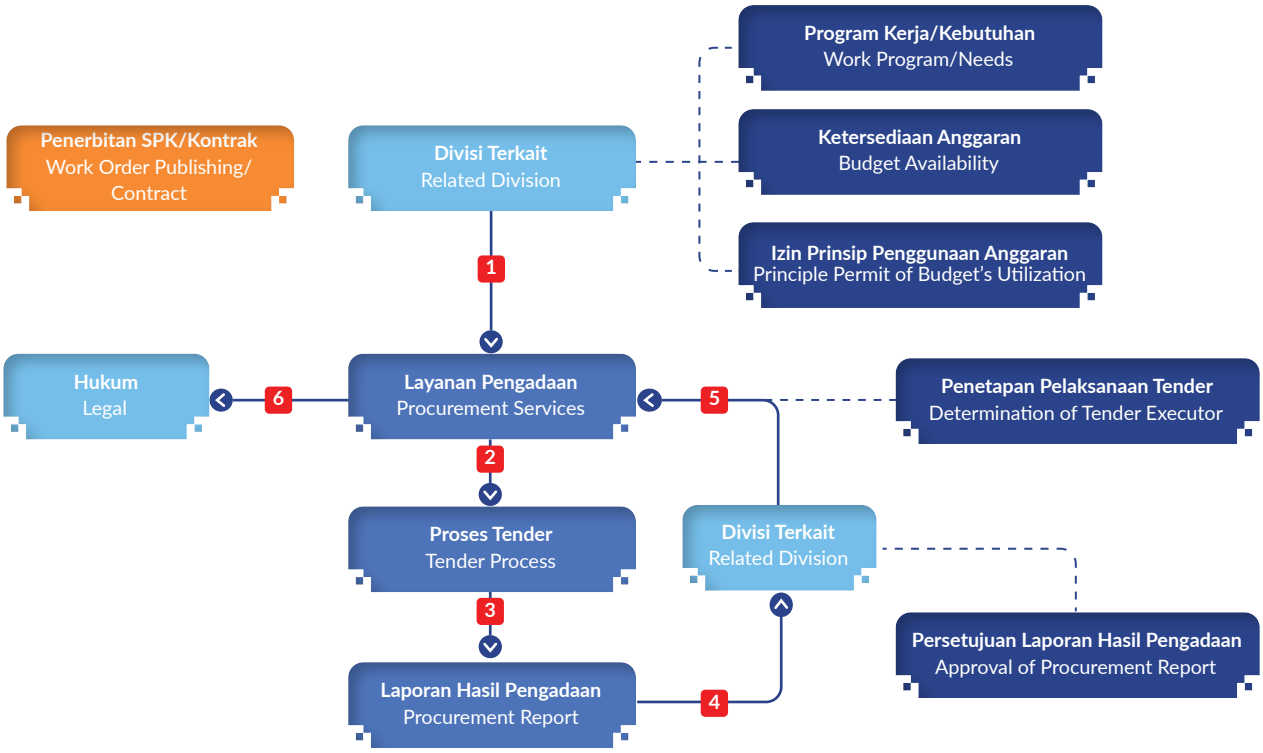
MEKANISME PENGADAAN BARANG DAN JASA

Berdasarkan Pedoman Pengadaan Barang dan Jasa yang berlaku di PT PELNI (Persero) yang diatur di dalam Surat Keputusan Direksi Nomor 05.27/01/SK/HKO.01/2022 tentang Perubahan Kedua Surat Keputusan Direksi Nomor 10.23/01/SK/HKO.01/2019 tentang Pedoman Pengadaan Barang dan Jasa, diagram alur pengadaan barang dan jasa Perseroan adalah sebagai berikut:

MECHANISM FOR PROCUREMENT OF GOODS AND SERVICES

Based on the Procurement Guidelines for Goods and Services applicable at PT PELNI (Persero), as stipulated in Board of Directors Decree Number 05.27/01/SK/HKO.01/2022 concerning the Second Amendment to Board of Directors Decree Number 10.23/01/SK/HKO.01/2019 regarding Guidelines for Procurement of Goods and Services, the flowchart of the Company's procurement mechanism for goods and services is as follows:

Mekanisme Pengadaan Barang dan Jasa PELNI
PELNI Goods and Services Procurement Mechanism



PENGADAAN BARANG DAN JASA
PROCUREMENT OF GOODS AND SERVICES

SOSIALISASI KEBIJAKAN PENGADAAN BARANG DAN JASA

PT PELNI (Persero) telah melakukan sosialisasi terkait pengadaan barang dan jasa pada tahun 2025, dengan rincian sebagai berikut:

Pelatihan Internalisasi *E-Procurement* Tahun 2025

Dasar

- Nota Dinas *Vice President* Pengadaan Nomor 01.03/03/ND-B/PGN/2025 tanggal 03 Januari 2025 perihal Pelatihan Internalisasi *E-Procurement* PT PELNI.
- Nota Dinas Vice President SDM Nomor 01.13/01/ND-I/SDM.01/2025 tanggal 13 Januari 2025 perihal Izin Prinsip *In House Training* Internalisasi *E-Procurement* PT PELNI (Persero).

Latar Belakang & Tujuan

Dalam rangka mendukung penerapan aplikasi E-Procurement di PT PELNI (Persero), pelatihan ini diselenggarakan untuk meningkatkan pemahaman dan kesiapan pegawai dalam mengoperasikan sistem pengadaan barang dan jasa secara efektif dan transparan.

Ruang Lingkup Materi

Materi berfokus pada simulasi penggunaan aplikasi, meliputi:

- *Overview* Sistem *E-Procurement* PT PELNI.
- Simulasi Peran *User* (Pembuatan PR, *Approval*).
- Simulasi Peran Pengadaan (*Sourcing*, Tender/Seleksi, PO).
- Manajemen Vendor dan Kontrak Digital.

Ruang Lingkup Pelaksanaan

Hari, Tanggal : -Batch 1: Senin - Selasa, 13 - 14 Januari 2025
-Batch 2: Rabu - Kamis, 15 - 16 Januari 2025.
Waktu : 08.00 – 17.00 WIB
Lokasi : Hotel Bahtera Cipayung
Peserta : 80 orang (42 orang Batch I dan 38 orang Batch II).

Peserta terdiri dari Tim Divisi Pengadaan (Operasional & Non-Operasional) dan Perwakilan User dari berbagai Divisi.

SOCIALIZATION OF GOODS AND SERVICES PROCUREMENT POLICY

PT PELNI (Persero) conducted socialization activities related to goods and services procurement in 2025, with the following details:

Internalization Training of E-Procurement 2025

Basis

- Official Memo of the Vice President of Procurement Number 01.03/03/ND-B/PGN/2025 dated January 3, 2025 regarding Internalization Training of E-Procurement PT PELNI.
- Official Memo of the Vice President of Human Resources Number 01.13/01/ND-I/SDM.01/2025 dated January 13, 2025 regarding Principle Approval for In-House Training on Internalization of E-Procurement PT PELNI (Persero).

Background & Objectives

In order to support the implementation of the E-Procurement application at PT PELNI (Persero), this training was conducted to improve employees' understanding and readiness in operating the goods and services procurement system effectively and transparently.

Scope of Materials

The materials focused on application usage simulations, including:

- Overview of PT PELNI E-Procurement System.
- Simulation of User Roles (PR Creation, Approval).
- Simulation of Procurement Roles (Sourcing, Tender/Selection, PO).
- Vendor Management and Digital Contracts.

Implementation Scope

Day, Date : -Batch 1: Monday – Tuesday, January 13 – 14, 2025
-Batch 2: Wednesday – Thursday, January 15 – 16, 2025
Time : 08.00 – 17.00 WIB
Location : Hotel Bahtera Cipayung
Participants : 80 participants (42 participants in Batch I and 38 participants in Batch II).

Participants consisted of the Procurement Division Team (Operational & Non-Operational) and User Representatives from various Divisions.

PENILAIAN PENERAPAN GCG
GCG IMPLEMENTATION ASSESSMENT

PT PELNI (Persero) telah menerapkan penilaian terhadap penerapan GCG untuk periode tahun 2025, yang dilakukan oleh BPKP untuk tahun buku 2025 dilakukan pada 29 Januari 2026 – 6 Maret 2026.

Aspek-aspek yang digunakan sebagai kriteria penilaian adalah sebagai berikut:

1. Komitmen Terhadap Penerapan Tata Kelola Perusahaan yang Baik Secara Berkelanjutan.
2. Pemegang Saham dan RUPS/Pemilik Modal.
3. Dewan Komisaris.
4. Direksi.
5. Pengungkapan Informasi dan Transparansi.
6. Lainnya.

PT PELNI (Persero) conducted an assessment of its GCG implementation for the 2025 period, which was carried out by BPKP for the 2025 fiscal year from January 29, 2026 to March 6, 2026.

The aspects used as the assessment criteria are as follows:

1. Commitment to the Sustainable Implementation of Good Corporate Governance.
2. Shareholders and GMS/Capital Owners.
3. Board of Commissioners.
4. Board of Directors.
5. Information Disclosure and Transparency.
6. Others.

HASIL PENILAIAN GCG

Atas penilaian GCG tersebut, PT PELNI (Persero) memperoleh hasil penilaian yang secara terperinci dapat dilihat pada tabel di bawah ini:

RESULTS OF THE GCG ASSESSMENT

Based on the GCG assessment, PT PELNI (Persero) obtained assessment results, the details of which can be seen in the table below:

No	Aspek Pengujian/Indikator/Parameter Assessment Aspect/Indicator/Parameter	Bobot Weight	Capaian tahun 2023 2023 Achievement %		Capaian tahun 2024 2024 Achievement Score		Capaian tahun 2025 2024 Achievement %	
			Skor Score	% Capaian Achievement	Skor Score	% Capaian Achievement	Skor Score	% Capaian Achievement
I	Komitmen Terhadap Penerapan Tata Kelola Perusahaan yang Baik secara Berkelanjutan Commitment to the Sustainable Implementation of Good Corporate Governance	7	6,816	97,373%	6,772	96,74%	6,966	99,517%
II	Pemegang Saham dan RUPS Shareholders and GMS	9	7,557	83,971%	7,549	83,87%	7,328	80,417%
III	Dewan Komisaris Board of Commissioners	35	32,153	91,865%	31,996	91,42%	31,475	89,929%
IV	Direksi Board of Directors	35	32,062	91,605%	32,014	91,47%	32,237	92,106%
V	Pengungkapan Informasi dan Transparansi Information Disclosure and Transparency	9	8,223	91,480%	8,180	90,88%	8,274	91,993%
Sub Total		95	86,821		86,511		86,190	
VI	Aspek Lainnya Other Aspect	5	-		0,625		1,250	25,00%
SKOR KESELURUHAN OVERALL SCORE			86,821	Baik Good	87,136	Sangat Baik Very Good	87,440	Sangat Baik Very Good

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Berdasarkan *Assessment* terhadap penerapan GCG untuk periode tahun 2025 oleh BPKP, dapat disimpulkan bahwa kondisi penerapan GCG Perusahaan mencapai skor 87,440. Capaian skor tersebut berada dalam kategori predikat "SANGAT BAIK".

Based on the GCG Assessment for the 2025 period conducted by BPKP, it can be concluded that the Company's GCG implementation achieved a score of 87.440. This score falls within the "VERY GOOD" category.

REKOMENDASI ATAS PENILAIAN GCG 2025

Terhadap kelemahan pelaksanaan GCG dan dalam upaya memperbaiki kinerja pencapaian praktik-praktik terbaik penerapan GCG, masih terdapat beberapa hal yang perlu menjadi prioritas tindak lanjut oleh organ Perseroan sebagai berikut:

Aspek Komitmen

Berdasarkan hasil *Self Assessment*, tidak terdapat rekomendasi pada aspek Komitmen Terhadap Penerapan Tata Kelola Perusahaan Secara Berkelanjutan. Perseroan diharapkan dapat mempertahankan penerapan GCG yang telah berjalan sangat baik secara konsisten dan berkelanjutan.

Aspek Pemegang Saham

Untuk meningkatkan kualitas penerapan Tata Kelola Perusahaan yang Baik pada aspek RUPS/Pemilik Modal, disarankan agar:

a. Pemegang Saham menetapkan aturan yang secara eksplisit mengatur batas maksimal rangkap jabatan Komisaris.
b. Pemegang Saham melakukan pembahasan terhadap rancangan RJPP serta memberikan persetujuan atas RJPP 2025-2029.
c. Pemegang Saham menyusun mekanisme formal tindak lanjut atas *area of improvement* hasil *self assessment* penerapan GCG.
d. Pemegang Saham memperkuat pengawasan terhadap implementasi rencana jangka panjang perusahaan.
e. Pemegang Saham memastikan arahan terkait penerapan GCG terdokumentasi secara memadai dalam risalah RUPS atau keputusan Pemegang Saham.

RECOMMENDATIONS FOR GCG ASSESSMENT 2025

Regarding the weaknesses identified in the implementation of GCG and in efforts to improve the achievement of best practices in GCG implementation, there are still several matters that need to become priorities for follow-up actions by the Company's organs, as follows:

Commitment Aspect

Based on the results of the Self Assessment, there are no recommendations under the Commitment to the Sustainable Implementation of Good Corporate Governance aspect. The Company is expected to maintain the implementation of GCG that has been running very well in a consistent and sustainable manner.

Shareholders Aspect

To improve the quality of Good Corporate Governance implementation in the General Meeting of Shareholders/ Capital Owners aspect, it is recommended that:

a. Shareholders establish regulations that explicitly govern the maximum limit for concurrent positions held by Commissioners.
b. Shareholders discuss the draft Long-Term Corporate Plan (RJPP) and approve the 2025–2029 RJPP.
c. Shareholders establish a formal mechanism for follow-up actions on areas of improvement resulting from the GCG implementation self-assessment.
d. Shareholders strengthen supervision over the implementation of the Company's long-term plan.
e. Shareholders ensure that directives related to GCG implementation are adequately documented in the minutes of the GMS or Shareholders' resolutions.

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Aspek Dewan Komisaris

Untuk meningkatkan kualitas penerapan Tata Kelola Perusahaan yang Baik pada aspek Dewan Komisaris/ Dewan Pengawas, disarankan agar:

a. Dewan Komisaris menyusun dan membahas rencana kerja serta anggaran tahunan Dewan Komisaris secara formal.
b. Dewan Komisaris melakukan evaluasi berkala terhadap kebijakan dan implementasi kebijakan anti *fraud* perusahaan.
c. Dewan Komisaris menunjuk penilai pengendali mutu independen untuk melakukan QA *review* paling sedikit sekali dalam tiga tahun.
d. Dewan Komisaris melibatkan pihak independen dalam penilaian kinerja Dewan Komisaris minimal sekali dalam masa jabatan.
e. Dewan Komisaris meningkatkan dokumentasi hasil pengawasan serta tindak lanjut rekomendasi kepada Direksi.

Aspek Direksi

Untuk meningkatkan kualitas penerapan Tata Kelola Perusahaan yang Baik pada aspek Direksi, disarankan agar:

a. Direksi memutakhirkan pedoman pola karir pegawai.
b. Direksi menyusun mekanisme analisa risiko dalam merespon peluang bisnis secara eksplisit.
c. Direksi memutakhirkan kebijakan *job placement*.
d. Direksi menyusun pedoman penilaian kinerja Direksi individu.
e. Direksi meningkatkan efektivitas pengendalian internal serta menyempurnakan hasil evaluasi dengan penetapan predikat efektivitas.
f. Direksi meningkatkan capaian evaluasi ICOFR secara berkelanjutan.
g. Direksi menyusun pedoman metode penilaian survei kepuasan karyawan.
h. Direksi memastikan penyampaian laporan manajemen kepada Dewan Komisaris sesuai ketentuan.
i. Direksi melengkapi Laporan Manajemen Tahunan dengan evaluasi terhadap Rencana Jangka Panjang.

Aspects of the Board of Commissioners

To improve the quality of Good Corporate Governance implementation in the aspect of the Board of Commissioners/ Supervisory Board, it is recommended that:

a. The Board of Commissioners formally prepare and discuss the annual work plan and budget of the Board of Commissioners.
b. The Board of Commissioners conduct periodic evaluations of the Company's anti-fraud policies and their implementation.
c. The Board of Commissioners appoint an independent quality control reviewer to conduct a QA review at least once every three years.
d. The Board of Commissioners involve an independent party in the performance assessment of the Board of Commissioners at least once during the term of office.
e. The Board of Commissioners improve the documentation of supervision results and follow-up recommendations submitted to the Board of Directors.

Aspects of the Board of Directors

To improve the quality of Good Corporate Governance implementation in the aspect of the Board of Directors, it is recommended that:

a. The Board of Directors update the employee career path guidelines.
b. The Board of Directors prepare an explicit risk analysis mechanism in responding to business opportunities.
c. The Board of Directors update the job placement policy.
d. The Board of Directors prepare guidelines for the individual performance assessment of the Board of Directors.
e. The Board of Directors improve the effectiveness of internal control and enhance the evaluation results by determining the effectiveness rating.
f. The Board of Directors continuously improve the achievement of the ICOFR evaluation.
g. The Board of Directors prepare guidelines for employee satisfaction survey assessment methods.
h. The Board of Directors ensure the submission of management reports to the Board of Commissioners in accordance with the applicable provisions.
i. The Board of Directors complete the Annual Management Report with an evaluation of the Long-Term Plan.

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Aspek Pengungkapan

Untuk meningkatkan kualitas penerapan Tata Kelola Perusahaan yang Baik pada aspek Pengungkapan dan Keterbukaan Informasi, disarankan agar:

a. Perseroan melengkapi Laporan Tahunan dengan Analisa dan Pembahasan Manajemen atas Kinerja Perusahaan terhadap Rencana Jangka Panjang.
b. Perseroan meningkatkan konsistensi pengungkapan informasi strategis perusahaan.
c. Perseroan memastikan keselarasan informasi antara laporan tahunan, *website*, dan media komunikasi Perusahaan.

Disclosure Aspect

To improve the quality of Good Corporate Governance implementation in the Disclosure and Information Transparency aspect, it is recommended that:

a. The Company complete the Annual Report with Management Discussion and Analysis on the Company's Performance against the Long-Term Plan.
b. The Company improve the consistency of disclosure of the Company's strategic information.
c. The Company ensure the alignment of information between the annual report, website, and the Company's communication media.

Aspek Lainnya

Untuk meningkatkan kualitas penerapan Tata Kelola Perusahaan yang Baik pada aspek lainnya, disarankan agar:

a. Perseroan meningkatkan konsistensi pencapaian praktik unggulan yang dapat menjadi *benchmark* nasional.
b. Perseroan memperluas pengakuan eksternal terhadap praktik tata kelola perusahaan.
c. Perseroan memperkuat dokumentasi kegiatan *benchmarking* dan *sharing best practices*.
d. Perseroan mengembangkan area unggulan perusahaan agar menjadi *leading practice* secara berkelanjutan.

Other Aspects

To improve the quality of Good Corporate Governance implementation in other aspects, it is recommended that:

a. The Company improve the consistency in achieving leading practices that can serve as national benchmarks.
b. The Company expand external recognition of the Company's governance practices.
c. The Company strengthen the documentation of benchmarking activities and sharing of best practices.
d. The Company develop the Company's areas of excellence to become sustainable leading practices.

Hasil *Area of Improvement* (AOI) atau rekomendasi atas pengukuran penerapan GCG tahun 2025 dapat dilihat pada tabel dibawah ini.

The results of the Areas of Improvement (AOI) or recommendations from the 2025 GCG implementation assessment are presented in the table below.

No.	Parameter Parameter	AOI AOI	Usulan Rekomendasi Recommended Action
1	47	Telah dilakukan penyusunan rencana kerja dan anggaran tahunan oleh Dewan Komisaris namun belum ada dokumen resmi mengenai pembahasan rencana kerja dan anggaran tahunan Dewan Komisaris The preparation of the Board of Commissioners' annual work plan and budget has been carried out, but there is no official document yet regarding the discussion of the Board of Commissioners' annual work plan and budget.	Mendokumentasikan undangan, daftar hadir dan assignment yang terkait dengan pembahasan RKAT Dewan Komisaris Documenting invitations, attendance lists, and assignments related to the discussion of the Board of Commissioners' Annual Work Plan and Budget (RKAT).
2	47	Penyusunan RKAT Dewan Komisaris sudah menggunakan perangkat Dewan Komisaris namun belum dilampirkan dokumen sesuai tahun berjalan The preparation of the Board of Commissioners' Annual Work Plan and Budget (RKAT) already uses the Board of Commissioners' tools, but documents for the current year have not yet been attached.	Optimalisasi peran Dewan Komisaris dan Komite dalam proses telaah penyusunan RKAT dibuktikan dengan dokumentasi diskusi (internal) terkait sesuai tahun berjalan Optimization of the role of the Board of Commissioners and Committees in the RKAT preparation review process, evidenced by documentation of related (internal) discussions for the current year.

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No.	Parameter Parameter	AOI AOI	Usulan Rekomendasi Recommended Action
3	53	Telah dilaksanakan peran pengawasan dan pemberian nasihat terhadap kebijakan/rancangan sistem pengendalian intern namun belum ada kajian mengenai: • Hasil evaluasi atas efektivitas pengendalian intern pada tingkat entitas • Hasil evaluasi atas efektivitas pengendalian intern pada tingkat operasional/aktivitas • *Internal control report* The supervisory and advisory functions over internal control policies and the design of the internal control system have been carried out. However, no assessment has yet been conducted regarding: • The results of the evaluation of the effectiveness of internal controls at the entity level; • The results of the evaluation of the effectiveness of internal controls at the operational/activity level; and • The Internal Control Report.	Diperlukan adanya kajian oleh Dewan Komisaris terkait evaluasi pengendalian intern pada tingkat entitas, tingkat operasional/aktivitas, serta pemenuhan dokumen *internal control report*. A review by the Board of Commissioners is needed regarding the evaluation of internal control at the entity level, operational/activity level, and the fulfillment of internal control report documents.
4	53	Belum lengkapnya kecukupan masukan Dewan Komisaris terhadap peningkatan efektivitas sistem pengenalian intern. Insufficient input from the Board of Commissioners regarding the improvement of internal control system effectiveness.	Dewan Komisaris melakukan analisa atas permasalahan yang dihadapi oleh perusahaan terkait *Internal Control* dan kualitas memadai terkait efektivitas *Internal Control* yang bersifat substansial. The Board of Commissioners conducts an analysis of the problems faced by the company related to Internal Control and the adequate quality regarding the substantial effectiveness of Internal Control.
5	62	Belum terdapat rencana Dewan Komisaris untuk melakukan evaluasi terhadap kebijakan dan implementasi kebijakan anti *fraud* perusahaan. There is no plan yet from the Board of Commissioners to evaluate the company's anti-fraud policy and implementation.	Penambahan rencana Dewan Komisaris untuk melakukan evaluasi terhadap kebijakan dan implementasi kebijakan anti *fraud* perusahaan. Adding a plan for the Board of Commissioners to evaluate the company's anti-fraud policy and implementation.
6	62	Belum dilakukan telaah Dewan Komisaris terhadap kebijakan dan implementasi kebijakan anti *fraud* perusahaan. The Board of Commissioners has not yet conducted a review of the company's anti-fraud policy and implementation.	Penyusunan telaah Dewan Komisaris terhadap kebijakan dan implementasi kebijakan anti *fraud* perusahaan. Preparation of the Board of Commissioners' review of the company's anti-fraud policy and implementation.
7	62	Belum adanya telaah Dewan Komisaris terhadap implementasi kebijakan anti *fraud* perusahaan yang mencakup tahap pencegahan, pelaporan dan penanganan *fraud*. There is no review yet by the Board of Commissioners on the implementation of the company's anti-fraud policy covering the stages of fraud prevention, reporting, and handling.	Dewan Komisaris melakukan telaah terhadap implementasi kebijakan anti *fraud* perusahaan yang mencakup tahap pencegahan, pelaporan dan penanganan *fraud*. The Board of Commissioners conducts a review of the implementation of the company's anti-fraud policy covering the stages of fraud prevention, reporting, and handling.
8	66	Belum terdokumentasi penyusunan hasil telaah bahwa Dewan Komisaris telah memastikan perusahaan dan Anak Perusahaan memiliki SPI yang menjalankan fungsi Audit Intern. The preparation of review results confirming that the Board of Commissioners has ensured that the company and its Subsidiaries have an Internal Audit Unit (SPI) performing the Internal Audit function has not yet been documented.	Menyusun hasil telaah bahwa Dewan Komisaris telah memastikan perusahaan dan Anak Perusahaan memiliki SPI yang menjalankan fungsi Audit Intern. Preparing review results confirming that the Board of Commissioners has ensured that the company and its Subsidiaries have an Internal Audit Unit (SPI) performing the Internal Audit function.

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No.	Parameter Parameter	AOI AOI	Usulan Rekomendasi Recommended Action
9	66	Tidak adanya penunjukan pengendali mutu indenpenden dari pihak eksternal untuk melakukan kaji ulang kinerja SPI (*Quality Assurance Review*). There is no appointment of an independent quality controller from an external party to conduct a review of the Internal Audit Unit's (SPI) performance (Quality Assurance Review).	Dilakukan penunjukan pengendali mutu indenpenden dari pihak eksternal untuk mengkaji ulang kinerja SPI paling sedikit sekali dalam 3 (tiga) tahun. An independent quality controller from an external party shall be appointed to review the Internal Audit Unit's (SPI) performance at least once every 3 (three) years.
10	75	Belum terdokumentasi laporan evaluasi tahunan yang berisi penilaian sendiri anggota Dewan Komisaris mengenai evaluasi pencapaian kinerja masing-masing anggota Dewan Komisaris dan dituangkan dalam risalah Rapat Dewan Komisaris sesuai pedoman. The annual evaluation report containing the self-assessment of Board of Commissioners members regarding the performance achievement evaluation of each Board of Commissioners member, set out in the Board of Commissioners Meeting minutes in accordance with the guidelines, has not yet been documented.	Adanya laporan evaluasi tahunan yang berisi penilaian sendiri anggota Dewan Komisaris mengenai evaluasi pencapaian kinerja masing-masing anggota Dewan Komisaris dan dituangkan dalam risalah Rapat Dewan Komisaris sesuai pedoman. There shall be an annual evaluation report containing the self-assessment of Board of Commissioners members regarding the performance achievement evaluation of each Board of Commissioners member, set out in the Board of Commissioners Meeting minutes in accordance with the guidelines.
11	75	Belum adanya keterlibatan konsultan eksternal independen secara berkala paling tidak sekali dalam masa jabatan untuk melaksanakan evaluasi kinerja Dewan Komisaris yang objektif dan jujur. There is no periodic involvement yet of an independent external consultant at least once during the term of office to carry out.	Terdapat keterlibatan konsultan eksternal independen secara berkala paling tidak sekali dalam masa jabatan untuk melaksanakan evaluasi kinerja Dewan Komisaris yang objektif dan jujur. There shall be periodic involvement of an independent external consultant at least once during the term of office to carry out an objective and honest performance evaluation of the Board of Commissioners.
12	77	Belum terdokumentasi surat kuasa yang dibuat oleh anggota Dewan Komisaris yang berhalangan hadir di dalam Rapat Internal Komisaris. The power of attorney made by Board of Commissioners members who are unable to attend Internal Commissioners' Meetings has not yet been documented.	Penambahan ketentuan perlu adanya surat kuasa yang dibuat oleh anggota Dewan Komisaris yang berhalangan hadir di dalam Rapat Internal Komisaris. Adding a provision for the need for a power of attorney made by Board of Commissioners members who are unable to attend Internal Commissioners' Meetings.
13	80	Evaluasi terhadap kinerja Sekretariat Dewan Komisaris/Dewan Pengawas belum menggunakan metode yang ditetapkan Dewan Komisaris/Dewan Pengawas BUMN. The evaluation of the performance of the Board of Commissioners/Supervisory Board Secretariat does not yet use the method established by the SOE Board of Commissioners/Supervisory Board.	Penentuan metode evaluasi kinerja Sekretariat Dewan Komisaris dengan ketatapan oleh Dewan Komisaris. Determination of the performance evaluation method of the Board of Commissioners Secretariat as established by the Board of Commissioners.
14	82	Pendokumentasian atas hasil rapat Dewan Komisaris/Dewan Pengawas telah dilakukan namun belum ada validasi risalah rapat sesuai tata tertib yang ditetapkan. Documentation of the results of the Board of Commissioners/Supervisory Board meetings has been carried out, but there is no validation of meeting minutes in accordance with established rules of procedure.	Kelengkapan validasi risalah rapat sesuai tata tertib (selambat-lambatnya 7 hari setelah rapat selesai). Completeness of meeting minutes validation in accordance with the rules of procedure (no later than 7 days after the meeting ends).

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No.	Parameter Parameter	AOI AOI	Usulan Rekomendasi Recommended Action
15	83	Belum terpenuhi pelaksanaan fungsi monitoring atas hal-hal yang harus mendapatkan persetujuan atau rekomendasi dari Dewan Komisaris sehubungan dengan pengelolaan perusahaan yang dilakukan oleh direksi. The implementation of the monitoring function for matters requiring approval or recommendation from the Board of Commissioners regarding company management carried out by the Board of Directors has not yet been fulfilled.	Pelaksanaan yang baik dalam menyelenggarakan monitoring atas hal-hal yang harus mendapatkan persetujuan atau rekomendasi dari Dewan Komisaris sehubungan dengan pengelolaan perusahaan yang dilakukan oleh direksi. Good implementation of monitoring for matters requiring approval or recommendation from the Board of Commissioners regarding company management carried out by the Board of Directors.
16	84	Dokomentasi laporan pengangkatan Ketua maupun anggota Komite belum disampaikan kepada RUPS/ Pemegang Saham. Documentation of the appointment report for the Chairman and members of the Committee has not yet been submitted to the GMS/Shareholders.	Terpenuhinya laporan pengangkatan Ketua maupun anggota Komite dan disampaikan kepada Pemilik Saham. The appointment report for the Chairman and members of the Committee shall be fulfilled and submitted to the Shareholders.
17	84	Belum adanya pelaporan berkala pelaksanaan tugas Komite telah berjalan dengan efektif kepada Dewan Komisaris. There is no periodic reporting yet on the effective implementation of the Committee's duties to the Board of Commissioners.	Pelaporan berkala pelaksanaan tugas Komite secara efektif kepada Dewan Komisaris. Periodic reporting on the effective implementation of the Committee's duties to the Board of Commissioners.
18	85	Dokumentasi SK Pengangkatan dan CV Anggota Komite belum terlaksana dengan baik. Documentation of the Appointment Decree and CVs of Committee Members has not yet been properly implemented.	Telah dilakukan dokumentasi SK Pengangkatan dan CV Anggota Komite dengan baik. Documentation of the Appointment Decree and CVs of Committee Members has been properly carried out.
19	86	Belum terdapat dokumentasi Program Kerja Tahunan dari Komite Pemantau Manajemen Risiko & Komite Tata Kelola Terintegrasi. There is no documentation yet of the Annual Work Program of the Risk Management Monitoring Committee & Integrated Governance Committee.	Penyusunan program kerja tahunan Komite Pemantau Manajemen Risiko & Komite Tata Kelola Terintegrasi serta disampaikan, disetujui dan ditetapkan oleh Dewan Komisaris. Preparation of the annual work program of the Risk Management Monitoring Committee & Integrated Governance Committee, which shall be submitted, approved, and established by the Board of Commissioners.

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No.	Parameter Parameter	AOI AOI	Usulan Rekomendasi Recommended Action
20	86	Program Kerja Komite Audit Tahun 2025 belum memuat telaah yang memastikan: • Efektivitas sistem pengendalian manajemen dan memberikan rekomendasi penyempurnaan sistem pengendalian manajemen beserta pelaksanaannya. • Telah ada prosedur review yang memuaskan terhadap segala informasi yang dikeluarkan oleh perusahaan. • *Self-assessment* kinerja Komite Audit. The 2025 Audit Committee Work Program has not yet incorporated reviews aimed at ensuring: • The effectiveness of the management control system, including the provision of recommendations for enhancing the system and monitoring its implementation; • The adequacy of review procedures over all information disclosed by the Company; and • The implementation of a self-assessment of the Audit Committee's performance.	Program Kerja Komite Audit Tahun 2025 minimal memuat telaah yang memastikan: • Efektivitas sistem pengendalian manajemen dan memberikan rekomendasi penyempurnaan sistem pengendalian manajemen beserta pelaksanaannya. • Efektivitas pelaksanaan tugas auditor eksternal dan SPI. • Menilai pelaksanaan kegiatan serta hasil audit yang dilaksanakan oleh auditor eksternal dan SPI. • Telah ada prosedur review yang memuaskan terhadap segala informasi yang dikeluarkan oleh perusahaan. • *Self-assessment* kinerja Komite Audit. The 2025 Audit Committee Work Program shall, at a minimum, include reviews to ensure: • The effectiveness of the management control system, including the provision of recommendations for improvements to the management control system and monitoring of its implementation; • The effectiveness of the performance of the External Auditor and the Internal Audit Unit (SPI); • The assessment of audit activities and audit results conducted by the External Auditor and the Internal Audit Unit (SPI); • The adequacy of review procedures over all information disclosed and issued by the Company; and • The implementation of a self-assessment of the Audit Committee's performance.
21	86	Belum adanya dokumentasi/laporan telah terpenuhinya kesesuaian program kerja tahunan komite sesuai dengan piagam komite. There is no documentation/report yet confirming the conformity of the committee's annual work program with the committee charter.	Tersusunnya kelengkapan dokumentasi/laporan telah terpenuhinya kesesuaian program kerja tahunan komite sesuai dengan piagam komite. Complete documentation/reporting confirming the conformity of the committee's annual work program with the committee charter shall be compiled.
22	86	Penyampaian piagam komite hanya disampaikan *soft file* kepada Sekretaris Perusahaan serta tidak disampaikan secara langsung kepada Direksi. The submission of the committee charter is only delivered as a soft file to the Corporate Secretary and is not submitted directly to the Board of Directors.	Penyampaian piagam berupa dokumen asli dan disampaikan secara langsung kepada Direksi. The charter shall be submitted as an original document and delivered directly to the Board of Directors.
23	88	Belum terpenuhinya laporan atas setiap pelaksanaan penugasan dalam periode tahun berjalan dan disampaikannya rekomendasi di setiap pelaksanaan penugasan dari Komite ke Dewan Komisaris. Reports on each assignment implementation during the current year period, and the submission of recommendations for each assignment implementation from the Committee to the Board of Commissioners, have not yet been fulfilled.	Pemenuhan laporan atas setiap pelaksanaan penugasan dalam periode tahun berjalan dan disampaikannya rekomendasi yang aplikatif di setiap pelaksanaan penugasan dari Komite ke Dewan Komisaris. Fulfillment of reports on each assignment implementation during the current year period, and the submission of applicable recommendations for each assignment implementation from the Committee to the Board of Commissioners.

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No.	Parameter Parameter	AOI AOI	Usulan Rekomendasi Recommended Action
24	88	Dokumentasi pengiriman laporan tahunan Komite Audit, Komite Pemantau Manajemen Risiko dan Komite Tata Kelola Terintegrasi Tahun 2025 kepada Dewan Komisaris belum ada. Documentation of the submission of the annual report of the Audit Committee, Risk Management Monitoring Committee	Memastikan penyusunan dan pengiriman laporan tahunan Komite Audit, Komite Pemantau Manajemen Risiko dan Komite Tata Kelola Terintegrasi Tahun 2025 kepada Dewan Komisaris dilaksanakan dalam kurun waktu yang disepakati bersama. Ensuring that the 2025 Annual Reports of the Audit Committee, Risk Management Oversight Committee, and Integrated Governance Committee are prepared and submitted to the Board of Commissioners within the mutually agreed timeline.
25	90	Kelengkapan dokumentasi pelaporan atau hasil pelatihan yang diikuti oleh masing-masing anggota Direksi masih perlu ditingkatkan. The completeness of documentation of reports or results of training attended by each member of the Board of Directors still needs improvement.	Memastikan kesekretariatan Direksi memuat pengarsipan dokumentasi pelaporan atau hasil pelatihan yang telah diikuti secara lengkap. Ensuring that the Board of Directors Secretariat includes complete archiving of documentation on reports or results of training that has been attended.
26	95	Pola penyampaian Rancangan/Draf RKAP kepada Dewan Komisaris belum sepenuhnya selaras dengan ketentuan GCG. The pattern of submitting the RKAP Draft to the Board of Commissioners is not yet fully aligned with GCG provisions.	Rancangan/Draf RKAP kepada Dewan Komisaris dilakukan sesuai dengan ketentuan yang berlaku, yaitu paling lambat 1–2 bulan sebelum penyampaian Rancangan/Draf RKAP kepada Pemegang Saham, sehingga Dewan Komisaris memiliki waktu yang memadai untuk melakukan penelaahan dan memberikan masukan sebelum dokumen tersebut disampaikan kepada Pemegang Saham. The submission of the RKAP Draft to the Board of Commissioners shall be carried out in accordance with applicable provisions, namely no later than 1–2 months before the submission of the RKAP Draft to the Shareholders, so that the Board of Commissioners has sufficient time to review and provide input before the document is submitted to the Shareholders.
27	96	Belum terdapat kebijakan/pedoman perusahaan terbaru terkait Pola Karir Pegawai yang memuat ketentuan lengkap mengenai manajemen karir di perusahaan, sistem dan prosedur promosi, demosi dan mutasi di perusahaan. There is no up-to-date company policy/ guideline regarding the Employee Career Pattern that contains complete provisions on career management in the company, and the systems and procedures for promotion, demotion, and transfer within the company.	Divisi SDM memastikan proses pemutakhiran dan finalisasi Pedoman Pola Karir Pegawai sehingga tersedia kebijakan yang komprehensif dan mutakhir sebagai acuan dalam pelaksanaan manajemen karir, termasuk mekanisme promosi, demosi, dan mutasi pegawai di perusahaan. The HR Division shall ensure the process of updating and finalizing the Employee Career Pattern Guidelines so that a comprehensive and up-to-date policy is available as a reference for career management implementation, including the mechanisms for employee promotion, demotion, and transfer within the company.

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No.	Parameter Parameter	AOI AOI	Usulan Rekomendasi Recommended Action
28	97	Perusahaan telah memiliki mekanisme dalam merespon setiap usulan peluang bisnis yang mengatur dokumentasi terhadap setiap proses yang dilakukan direksi dalam merespons usulan bisnis namun mekanisme tersebut belum mengatur kewajiban direksi melakukan analisa dengan memerhatikan risiko yang akan dihadapi dalam pemilihan peluang bisnis tersebut. The company already has a mechanism for responding to every business opportunity proposal that regulates the documentation of every process carried out by the Board of Directors in responding to business proposals, but this mechanism does not yet regulate the obligation of the Board of Directors to conduct analysis taking into account the risks to be faced in selecting such business opportunities.	Perlu ditetapkan mekanisme yang mengatur kewajiban Direksi dalam melakukan analisis yang memadai dengan mempertimbangkan aspek risiko yang berpotensi timbul dalam proses pengambilan keputusan atas pemilihan peluang bisnis. A mechanism needs to be established that regulates the obligation of the Board of Directors to conduct adequate analysis taking into account the risk aspects that may potentially arise in the decision-making process for selecting business opportunities.
29	106	Upaya peningkatan mutu produk dan pelayanan telah dilaksanakan namun dokumentasi yang menunjukkan bahwa pelaksanaan pelayanan telah memenuhi indikator Standar Pelayanan Minimal (SPM) belum tersedia secara lengkap. Efforts to improve product and service quality have been carried out, but documentation showing that service implementation has met the Minimum Service Standard (SPM) indicators is not yet fully available.	Memastikan ketersediaan dan kelengkapan dokumentasi yang memadai sebagai bukti atas pencapaian indikator Standar Pelayanan Minimal (SPM) dalam pelaksanaan pelayanan, sehingga proses pemantauan, evaluasi, dan akuntabilitas terhadap peningkatan mutu produk dan pelayanan dapat dilakukan secara optimal. Ensuring the availability and completeness of adequate documentation as evidence of the achievement of Minimum Service Standard (SPM) indicators in service implementation, so that the process of monitoring, evaluation, and accountability for improving product and service quality can be carried out optimally.
30	107	Setiap proses pengadaan barang dan jasa dilaksanakan via *Eproc* namun alur proses pelaksanaannya belum tercantum secara eksplisit di dalam Pedoman/SOP Pengadaan. Every goods and services procurement process is carried out via E-Procurement, but the implementation process flow has not been explicitly stated in the Procurement Guidelines/SOP.	Perlu adanya pemutakhiran/pembaruan/penambahan alur proses pelaksanaan E-Procurement di dalam Pedoman/SOP Pengadaan yang berlaku. It is necessary to update/renew/add the E-Procurement implementation process flow in the applicable Procurement Guidelines/SOP.
31	109	Perusahaan telah menyusun dan menetapkan kebijakan pada tingkat BUMN Induk yang diharmonisasikan dengan kebijakan pada tingkat Anak Perusahaan BUMN, tetapi dalam kebijakan tersebut belum memuat: 1. Pedoman penilaian kinerja Direksi individu. 2. Kebijakan komite Tata Kelola Terintegrasi pada Anak Perusahaan terhadap entitas dibawahnya. The Company has developed and implemented policies at the Parent SOE level that are aligned with the policies adopted by its subsidiaries. Nevertheless, the policies have not yet incorporated: 1. Guidelines for assessing the performance of individual Directors; and 2. Policies regarding the role and responsibilities of the Integrated Governance Committee at the subsidiary level in relation to entities under its supervision.	Perusahaan disarankan melakukan penyempurnaan terhadap kebijakan yang telah disusun dan ditetapkan pada tingkat BUMN Induk serta diharmonisasikan dengan kebijakan pada tingkat Anak Perusahaan BUMN dengan menambahkan pengaturan yang secara jelas memuat: 1. Pedoman penilaian kinerja Direksi secara individu 2. Kebijakan mengenai Komite Tata Kelola Terintegrasi pada Anak Perusahaan, termasuk pengaturan mengenai peran, fungsi, dan mekanisme pengawasan terhadap entitas di bawahnya. The Company is advised to enhance the policies that have been established at the Parent SOE level and harmonized with those implemented at the subsidiary level by incorporating provisions that clearly address: 1. Guidelines for the performance evaluation of individual members of the Board of Directors; and 2. Policies governing the Integrated Governance Committee at the subsidiary level, including its roles, responsibilities, and oversight mechanisms with respect to entities under its supervision.

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No.	Parameter Parameter	AOI AOI	Usulan Rekomendasi Recommended Action
32	112	Perusahaan telah melakukan evaluasi penilaian atas efektifitas pada tingkat entitas dan operasional namun hasil evaluasi tersebut belum menunjukkan predikat/nilai efektivitas pengendalian internal. The company has conducted an effectiveness evaluation at the entity and operational levels, but the evaluation results do not yet show a rating/ effectiveness value for internal control.	Perusahaan perlu menetapkan kriteria penilaian terukur/nilai efektivitas pada evaluasi pengendalian internal pada hasil evaluasi penilaian atas efektifitas pada tingkat entitas dan operasional. The company needs to establish measurable assessment criteria/effectiveness value in the internal control evaluation based on the effectiveness assessment results at the entity and operational levels.
33	112	Capaian evaluasi atas *Internal Control of Financial Report* (ICOFR) belum maksimal The achievement of the Internal Control of Financial Reporting (ICOFR) evaluation has not yet been maximized.	Penerbitan ICOFR yang mencakup: a. Pernyataan bahwa manajemen bertanggungjawab untuk menetapkan dan memelihara suatu struktur pengendalian intern dan prosedur pelaporan keuangan yang memadai. b. Pernyataan atas efektivitas struktur pengendalian intern dan prosedur pelaporan keuangan. Issuance of ICOFR, including: a. A statement affirming that management is responsible for establishing and maintaining an adequate internal control structure and financial reporting procedures. b. A statement on the effectiveness of the internal control structure and financial reporting procedures.
34	120	Perusahaan belum memiliki pedoman mengenai metode penilaian survei kepuasan karyawan. The company does not yet have guidelines on the employee satisfaction survey evaluation method.	Menerbitkan pedoman resmi mengenai metode penilaian survei kepuasan karyawan. Issuing official guidelines on the employee satisfaction survey evaluation method.
35	127	Direksi telah menyampaikan Laporan Manajemen triwulanan dan tahunan ke Dewan Komisaris namun waktu penyampaian laporan belum sesuai ketentuan. The Board of Directors has submitted the quarterly and annual Management Reports to the Board of Commissioners, but the submission timing does not yet comply with the provisions.	Direksi menyampaikan laporan tahunan kepada Dewan Komisaris tepat waktu (tepat waktu yakni sebelum batas waktu penyampaian kepada Pemegang Saham). Laporan disampaikan sebelum disampaikan kepada Pemegang Saham (untuk direviu Dewan Komisaris). The Board of Directors submits the annual report to the Board of Commissioners in a timely manner (timely meaning before the deadline for submission to Shareholders). The report shall be submitted to the Board of Commissioners for review prior to its submission to the Shareholders.
36	127	Penyampaian Laporan Tahunan ke Pemegang Saham belum tepat waktu (penyampaian laporan tahunan kepada Pemegang Saham paling lambat 5 (lima) bulan setelah tahun buku berakhir). The submission of the Annual Report to Shareholders is not yet timely (the annual report shall be submitted to Shareholders no later than 5 (five) months after the end of the fiscal year).	Direksi menyampaikan laporan tahunan kepada Pemegang Saham tepat waktu (Tepat waktu yakni laporan tahunan disampaikan paling lambat 5 (lima) bulan setelah tahun buku berakhir). The Board of Directors submits the annual report to Shareholders in a timely manner (timely meaning the annual report is submitted no later than 5 (five) months after the end of the fiscal year).

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No.	Parameter Parameter	AOI AOI	Usulan Rekomendasi Recommended Action
37	127	Laporan Manajemen Tahunan belum memuat evaluasi Rencana Jangka Panjang (RJP). The Annual Management Report does not yet include an evaluation of the Long-Term Plan (RJP).	Laporan Tahunan *unaudited* minimal memuat: a. Laporan keuangan tahunan; b. Laporan mengenai keadaan dan jalannya perusahaan serta realisasi selama tahun buku, termasuk sumber daya manusia; c. Rincian masalah yang timbul selama tahun buku yang memengaruhi kegiatan perusahaan; d. Analisis keuangan dan non-keuangan; e. Laporan pencapaian KPI; f. Laporan Manajemen Risiko; g. Pelaksanaan program tanggung jawab sosial dan lingkungan; h. Laporan penggunaan tambahan PMN, jika ada; i. Pelaksanaan proyek strategis nasional atau penugasan lain, jika ada; j. Laporan penyelenggaraan TI; k. Evaluasi RJP; dan l. Tindak lanjut terhadap temuan auditor dan keputusan RUPS tahun lalu. The unaudited Annual Report shall at a minimum include: a. Annual financial statements; b. A report on the Company's condition, operations, and performance realization during the financial year, including human capital matters; c. Details of issues arising during the financial year that affected the Company's operations; d. Financial and non-financial analysis; e. Key Performance Indicators (KPI) achievement report; f. Risk Management report; g. Implementation of Social and Environmental Responsibility (TJSL) programs; h. Report on the utilization of additional State Capital Injection (PMN), if any; i. Report on the implementation of National Strategic Projects (PSN) or other government assignments, if any; j. Information Technology (IT) implementation report; k. Evaluation of the Long-Term Corporate Plan (RJP); and l. Follow-up actions taken in response to auditors' findings and resolutions of the previous Annual General Meeting of Shareholders (GMS).
38	140	RUPS untuk pengesahan/persetujuan RJPP belum dilaksanakan selambat-lambatnya dalam waktu 60 (enam puluh) hari setelah diterimanya Rancangan RJPP secara lengkap atau sebelum periode RJPP berikutnya berjalan. The GMS for ratification/approval of the RJPP (Long-Term Business Plan) has not yet been held no later than 60 (sixty) days after the complete draft RJPP is received or before the next RJPP period begins.	Ketepatan waktu RUPS/Keputusan Pemilik Modal untuk pengesahan/persetujuan RJPP dilaksanakan selambat-lambatnya dalam waktu 60 (enam puluh) hari setelah diterimanya Rancangan RJPP secara lengkap atau sebelum periode RJPP berikutnya berjalan. The timeliness of the GMS/Capital Owner's Resolution for the ratification/approval of the RJPP (Long-Term Business Plan) shall be carried out no later than 60 (sixty) days after the complete draft RJPP is received or before the next RJPP period begins.

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No.	Parameter Parameter	AOI AOI	Usulan Rekomendasi Recommended Action
39	141	Belum ada penetapan mengenai gaji/honorarium, fasilitas, dan/atau tunjangan lain yang diterima oleh anggota Dewan Komisaris dan Direksi yang sedang menjabat oleh RUPS. There is no determination yet by the GMS regarding the salary/honorarium, facilities, and/or other allowances received by current Board of Commissioners and Board of Directors members.	RUPS Laporan Tahunan memuat informasi : a. Metode perhitungan dan penentuan gaji/honorarium, fasilitas dan/atau tunjangan lain bagi setiap anggota Dewan Komisaris dan Direksi. b. Rincian mengenai gaji/honorarium, fasilitas, dan/atau tunjangan lain yang diterima oleh anggota Dewan Komisaris dan Direksi yang sedang menjabat. The Annual Report GMS contains information regarding: a. The methodology for calculating and determining the salaries/honoraria, benefits, and/or other allowances for each member of the Board of Commissioners and the Board of Directors. b. Details of the salaries/honoraria, benefits, and/or other allowances received by the incumbent members of the Board of Commissioners and the Board of Directors.
40	22	Keputusan RUPS/Pemilik Modal memuat alasan pemberhentian anggota Direksi. The GMS/Capital Owner's Resolution shall contain the reasons for the dismissal of Board of Directors members.	Penambahan muatan alasan pemberhentian anggota Direksi pada Keputusan RUPS/Pemilik Modal. Addition of content regarding the reasons for the dismissal of Board of Directors members in the GMS/Capital Owner's Resolution.
41	29	Pemegang Saham /RUPS/Pemilik Modal memberikan pengesahan /persetujuan terhadap rancangan RJPP atau Revisi RJPP. The Shareholders/GMS/Capital Owner grants ratification/approval of the draft RJPP or RJPP Revision.	Pemegang Saham /RUPS/Pemilik Modal memberikan pengesahan /persetujuan terhadap rancangan RJPP atau Revisi RJPP. The Shareholders/GMS/Capital Owner grants ratification/approval of the draft RJPP or RJPP Revision.
42	30	Menteri selaku pemegang saham/Menteri menyampaikan tertulis kepada mengenai pemegang saham/Menteri sebagai pedoman dalam penyusunan RKAP. The Minister, in his/her capacity as the shareholder, shall provide written guidance to the Board of Directors regarding the shareholder's expectations as the basis for the preparation of the Corporate Work Plan and Budget (RKAP).	Menteri saham/Menteri secara tertulis mengenai aspirasi pemegang saham/Menteri sebagai pedoman dalam penyusunan RKAP minimal memuat: • Asumsi yang diperlukan dalam penyusunan RKAP; • Target yang hendak dicapai A written communication from the Shareholder/Minister outlining the Shareholder's/Minister's expectations as guidance for the preparation of the Annual Work Plan and Budget (RKAP), which shall at a minimum contain: • Key assumptions underlying the preparation of the RKAP; and • Performance targets to be achieved.
			Aspirasi pemegang saham/Menteri disampaikan paling lambat setiap akhir bulan September tahun buku sebelumnya. The aspirations of the shareholders/Minister are submitted no later than the end of September of the previous fiscal year.

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REKOMENDASI ATAS PENILAIAN GCG 2024

Komitmen Perusahaan dalam menyempurnakan penerapan GCG di antaranya dilakukan dengan menindaklanjuti setiap temuan dalam penilaian GCG yang menjadi rekomendasi dalam area peningkatan atau *Area of Improvement* pengukuran penerapan GCG. Hingga akhir tahun 2025, Perusahaan telah menindaklanjuti rekomendasi pengukuran penerapan GCG untuk tahun 2024 sebagaimana dapat dilihat di bawah ini.

RECOMMENDATION FOR GCG ASSESSMENT 2024

The Company's commitment to improving GCG implementation is demonstrated through the follow-up of all findings from the GCG assessment, which are issued as Areas of Improvement (AOI) recommendations. As of the end of 2025, the Company has completed the follow-up actions on the GCG assessment recommendations for 2024, as presented below.

No.	Parameter Parameter	AOI AOI	Usulan Rekomendasi Recommended Action	Tindak Lanjut Follow-Up	Status Status
			Komitmen Commitment		
1	2	SKB Direksi PT PELNI (Persero) Nomor 11.15/03/SK/HKO.01/2023 tanggal 15 November 2023 tentang Pedoman Perilaku (CoC) di Lingkungan PT PELNI (Persero) hanya disahkan oleh Direktur Utama yang seharusnya disahkan pula oleh Komisaris Utama, sebagai gambaran CoC disetujui hingga Dewan Komisaris. The Joint Board Decree of PT PELNI (Persero) Number 11.15/03/SK/HKO.01/2023 dated 15 November 2023 concerning the Code of Conduct (CoC) within PT PELNI (Persero) was only ratified by the President Director, whereas it should also be ratified by the President Commissioner, as the CoC should be approved up to the Board of Commissioners level.	Memastikan persetujuan pembaharuan pedoman/kebijakan internal PT PELNI (Persero) selanjutnya hingga ke Dewan Komisaris untuk Pedoman GCG, CoC, dan *Board Manual*. Ensuring that the approval of subsequent updates to PT PELNI (Persero)'s internal guidelines/policies extends to the Board of Commissioners for the GCG Guidelines, CoC, and Board Manual.	Pedoman GCG, CoC dan *Board Manual* telah diperbaharui dan proses sirkuler The GCG Guidelines, CoC, and Board Manual have been updated and are in the circular review process.	Tuntas Completed

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No.	Parameter Parameter	AOI AOI	Usulan Rekomendasi Recommended Action	Tindak Lanjut Follow-Up	Status Status
2	2	SKB Direksi PT PELNI (Persero) Nomor 11.15/03/SK/HKO.01/2023 tanggal 15 November 2023 tentang Pedoman Perilaku (CoC) di Lingkungan PT PELNI (Persero) belum mengatur larangan tindakan pencucian uang dan larangan pendanaan terorisme, baik dalam kegiatan perusahaan maupun secara individu insan PT PELNI (Persero). The Joint Board Decree of PT PELNI (Persero) Number 11.15/03/SK/HKO.01/2023 dated 15 November 2023 concerning the Code of Conduct (CoC) within PT PELNI (Persero) does not yet regulate the prohibition of money laundering and the prohibition of terrorism financing, either in company activities or individually by PT PELNI (Persero) personnel.	Pedoman Perilaku (CoC) di Lingkungan PT PELNI (Persero) ditambahkan muatannya tentang larangan tindakan pencucian uang dan larangan pendanaan terorisme, baik dalam kegiatan perusahaan maupun secara individu insan PT PELNI (Persero). The Code of Conduct (CoC) within PT PELNI (Persero) shall have its content supplemented with provisions on the prohibition of money laundering and the prohibition of terrorism financing, both in company activities and individually by PT PELNI (Persero) personnel.	Pedoman Perilaku (CoC) di Lingkungan PT PELNI (Persero) telah dimutakhirkan dan masih dalam proses sirkuler The Code of Conduct (CoC) within PT PELNI (Persero) has been updated and is currently in the circular review process.	Tuntas Completed
		Dewan Komisaris Board of Commissioners			
1	42	Dewan Komisaris telah memiliki kebijakan pelatihan bagi Dewan Komisaris tetapi kebijakan tersebut belum mengatur jumlah minimal jam pelatihan bagi setiap komisaris dan adanya analisa kebutuhan pelatihan. The Board of Commissioners already has a training policy for the Board of Commissioners, but the policy does not yet regulate the minimum number of training hours for each commissioner and the existence of a training needs analysis.	Menambah muatan kebijakan pelatihan bagi Dewan Komisaris yang mengatur jumlah minimal jam pelatihan bagi setiap komisaris dan adanya analisa kebutuhan pelatihan. Adding content to the Board of Commissioners' training policy that regulates the minimum number of training hours for each commissioner and the existence of a training needs analysis.	Nota Dinas (ND) terkait ketentuan pemenuhan jam pelatihan Dewan Komisaris sebanyak 20 (dua puluh) jam pelatihan. Official Memorandum (ND) regarding the provisions for fulfilling the Board of Commissioners' training hours of 20 (twenty) hours of training.	Tuntas Completed

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No.	Parameter Parameter	AOI AOI	Usulan Rekomendasi Recommended Action	Tindak Lanjut Follow-Up	Status Status
2	42	Rencana Kerja Dewan Komisaris belum memuat kegiatan untuk mengikuti program-program yang diselenggarakan Forum Human Capital Indonesia (FHCI) atau BUMN Center of Excellence (BCE) yang diperuntukan bagi Dewan Komisaris BUMN. The Board of Commissioners' Work Plan does not yet include activities for participating in programs organized by the Forum Human Capital Indonesia (FHCI) or BUMN Center.	Rencana Kerja Dewan Komisaris tahun berikutnya memuat kegiatan untuk mengikuti program yang diselenggarakan Forum Human Capital Indonesia (FHCI) atau BUMN Center of Excellence (BCE) yang diperuntukan bagi Dewan Komisaris BUMN. The next year's Board of Commissioners' Work Plan shall include activities for participating in programs organized by the Forum Human Capital Indonesia.	*Progress*	Belum Tuntas Not Yet Completed
3	42	Belum terdapat usulan pelatihan dari Komite Nominasi Remunerasi. There are no training proposals yet from the Nomination and Remuneration Committee.	Komite Nominasi Remunerasi menyusun usulan pelatihan Dewan Komisaris. The Nomination and Remuneration Committee prepares training proposals for the Board of Commissioners.	Telah dilakukan koordinasi dan disusun usulan pelatihan bagi Dewan Komisaris melalui Komite Nominasi dan Remunerasi (KNR) untuk pelaksanaan pada bulan Agustus dan Oktober Coordination has been carried out and training proposals for the Board of Commissioners have been prepared through the Nomination and Remuneration Committee (KNR) for implementation in August and October.	Tuntas Completed

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No.	Parameter Parameter	AOI AOI	Usulan Rekomendasi Recommended Action	Tindak Lanjut Follow-Up	Status Status
4	51	Dewan Komisaris telah melakukan kajian/telaah atas kebijakan/rancangan dan pelaksanaan sistem pengendalian intern tetapi belum ada telaah atas: - Hasil evaluasi atas efektivitas pengendalian intern pada tingkat entitas. - Hasil evaluasi atas efektivitas pengendalian intern pada tingkat operasional/aktivitas. - *Internal control report*. The Board of Commissioners has conducted a review/study of the policy/design and implementation of the internal control system, but reviews of the following have not yet been conducted: - Evaluation results on the effectiveness of internal control at the entity level. - Evaluation results on the effectiveness of internal control at the operational/activity level. - Internal control report.	Dewan Komisaris melakukan kajian/telaah atas: · Hasil evaluasi atas efektivitas pengendalian intern pada tingkat entitas. · Hasil evaluasi atas efektivitas pengendalian intern pada tingkat operasional/aktivitas. · *Internal control report*. The Board of Commissioners conducts a review/study of: · Evaluation results on the effectiveness of internal control at the entity level. · Evaluation results on the effectiveness of internal control at the operational/activity level. · Internal control report.	Surat Dewan Komisaris Nomor 133/DK/X-2025 tentang Efektivitas Pengendalian Internal dan Laporan Fungsi Pengawasan Internal Board of Commissioners Letter Number 133/DK/X-2025 concerning the Effectiveness of Internal Control and Internal Audit Function Report	Tuntas Completed
5	61	Dalam usulan auditor eksternal kepada Pemegang Saham belum mencantumkan besarnya honorarium /imbal jasa audit maupun imbal jasa non-audit auditor eksternal tersebut. The proposal for external auditor to Shareholders does not yet include the amount of honorarium/audit fees or non-audit fees for the external auditor.	Mencantumkan besaran honorarium/imbal jasa audit maupun imbal jasa non-audit untuk auditor eksternal pada usulan auditor eksternal kepada Pemegang Saham. Including the amount of honorarium/audit fees and non-audit fees for the external auditor in the external auditor proposal to Shareholders.	Surat Dewan Komisaris Nomor 63/DK/V-2025 tentang Evaluasi Pelaksanaan Audit Tahun Buku 2024 dan Usulan Kantor Akuntan Publik Tahun Buku 2025 Board of Commissioners Letter Number 63/DK/V-2025 concerning Evaluation of Audit Implementation for Fiscal Year 2024 and Proposal for Public Accounting Firm for Fiscal Year 2025	Tuntas Completed

PENILAIAN PENERAPAN GCG
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No.	Parameter Parameter	AOI AOI	Usulan Rekomendasi Recommended Action	Tindak Lanjut Follow-Up	Status Status
6	62	Belum terdapat dokumentasi atas penunjukan pengendali mutu independen dari pihak eksternal untuk melakukan kaji ulang terhadap kinerja SPI (*quality assurance review*). There is no documentation yet of the appointment of an independent quality controller from an external party to conduct a review of the Internal Audit Unit (SPI) performance (quality assurance review).	Dewan Komisaris menunjuk dan mendokumentasikan penunjukan pengendali mutu independen dari pihak eksternal untuk melakukan kaji ulang terhadap kinerja SPI (*quality assurance review*) paling sedikit sekali dalam 3 (tiga) tahun. The Board of Commissioners shall appoint and document the appointment of an independent quality controller from an external party to conduct a review of the Internal Audit Unit (SPI) performance (quality assurance review) at least once every 3 (three) years.	Sudah diterbitkan surat tanggapan Komite Audit nomor 67/K.Audit/IX-2025 tentang Tanggapan Laporan Hasil Asistensi *Self Assessment* dan *Quality Assurance* atas *Self Assessment* Kapabilitas Satuan Pengawasan Intern (SPI) PT PELNI (Persero) Tahun 2023 The Audit Committee's response letter Number 67/K.Audit/IX-2025 concerning the Response to the Self-Assessment Assistance and Quality Assurance Results Report on the Capability Self-Assessment of the Internal Audit Unit (SPI) of PT PELNI (Persero) Year 2023 has been issued.	Tuntas Completed
7	65	Belum terdapat dokumentasi Dewan Komisaris melakukan telaah atau kajian sebelum memberikan persetujuan atas permohonan calon Direksi/ Dekom anak perusahaan. There is no documentation yet of the Board of Commissioners conducting a review or study prior to	Mendokumentasikan telaah atau kajian sebelum memberikan persetujuan atas permohonan calon Direksi/ Dekom anak perusahaan. Documenting the review or study prior to granting approval for candidate	Surat Dewan Komisaris Nomor 66/DK/VI/2025 tentang Persetujuan Usulan Direksi dan Dewan Komisaris Anak Perusahaan PT PELNI (Persero) Board of Commissioners Letter Number 66/DK/VI/2025 concerning Approval of the Board of Directors and Board of Commissioners Proposals	Tuntas Completed
8	65	Belum terdapat dokumentasi Dewan Komisaris memberikan persetujuan pengangkatan Calon Anggota Direksi/dewan komisaris Anak Perusahaan paling lambat 15 (lima belas) hari terhitung sejak tanggal diterimanya permohonan atau penjelasan dan dokumen yang dibutuhkan secara lengkap dari Direksi. There is no documentation yet of the Board of Commissioners granting approval for the appointment of Candidate Members of the Board of Directors/ Board of Commissioners of Subsidiaries no later than 15 (fifteen) days from the date of receipt of the complete application or explanations and required documents from the Board of Directors.	Mendokumentasikan persetujuan Dewan Komisaris atas pengangkatan Calon Anggota Direksi/dewan komisaris Anak Perusahaan paling lambat 15 (lima belas) hari terhitung sejak tanggal diterimanya permohonan atau penjelasan dan dokumen yang dibutuhkan secara lengkap dari Direksi. Documenting the Board of Commissioners' approval for the appointment of Candidate Members of the Board of Directors/Board of Commissioners of Subsidiaries no later than 15 (fifteen) days from the date of receipt of the complete application or explanations and required documents from the Board of Directors.	Surat Dewan Komisaris Nomor 66/DK/VI/2025 tentang Persetujuan Usulan Direksi dan Dewan Komisaris Anak Perusahaan PT PELNI (Persero) Board of Commissioners Letter Number 66/DK/VI/2025 concerning Approval of the Board of Directors and Board of Commissioners Proposals for PT PELNI (Persero) Subsidiaries	Tuntas Completed

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9	71	Belum terdapat dokumentasi keterlibatan pihak independen dalam menilai kinerja Dewan Komisaris minimal sekali dalam masa jabatan Dewan Komisaris. There is no documentation yet of the involvement of an independent party in evaluating the Board of Commissioners' performance at least once during the Board of Commissioners' term of office.	Dewan Komisaris melibatkan konsultan eksternal independen secara berkala paling tidak sekali dalam masa jabatan, untuk memfasilitasi evaluasi kinerja Dewan Komisaris yang objektif dan jujur. The Board of Commissioners shall involve an independent external consultant periodically at least once during the term of office to facilitate an objective and honest evaluation of the Board of Commissioners' performance.	*Progress*	Belum Tuntas Not Yet Completed
10	79	Tugas pokok dan fungsi komite-komite di bawah Dewan Komisaris belum sepenuhnya sesuai dengan ketentuan pada Peraturan Menteri BUMN Nomor PER-2/MBU/03/2023, Peraturan Menteri BUMN Nomor PER-3/MBU/03/2023, dan aturan turunannya. The main duties and functions of the committees under the Board of Commissioners are not yet fully in accordance with the provisions of Minister of SOEs Regulation Number PER-2/MBU/03/2023, Minister of SOEs Regulation Number PER-3/MBU/03/2023, and their implementing regulations.	Melengkapi tugas pokok dan fungsi komite-komite di bawah Dewan Komisaris sepenuhnya sesuai dengan ketentuan pada Peraturan Menteri BUMN Nomor PER-2/MBU/03/2023, Peraturan Menteri BUMN Nomor PER-3/MBU/03/2023, dan aturan turunannya. Completing the main duties and functions of the committees under the Board of Commissioners fully in accordance with the provisions of Minister of SOEs Regulation Number PER-2/MBU/03/2023, Minister of SOEs Regulation Number PER-3/MBU/03/2023, and their implementing regulations.	Piagam Komite Dewan Komisaris telah diperbarui sebagaimana regulasi terakhir dan disetujui oleh dewan komisaris The Board of Commissioners Committee Charter has been updated in accordance with the latest regulations and approved by the Board of Commissioners.	Tuntas Completed
11	81	Asli piagam komite Dewan Komisaris belum disampaikan kepada Direksi untuk didokumentasikan. The original Board of Commissioners Committee Charter has not yet been submitted to the Board of Directors for documentation.	Asli piagam komite Dewan Komisaris disampaikan kepada Direksi BUMN untuk didokumentasikan. The original Board of Commissioners Committee Charter shall be submitted to the SOE Board of Directors for documentation.	Piagam Dewan Komisaris telah disampaikan ke direksi melalui Nota Dinas dari Sekdekom ke Sekper (ND-19/DK.S/IX-2025) The Board of Commissioners Charter has been submitted to the Board of Directors through an Official Memorandum from the Board of Commissioners Secretariat to the Corporate Secretary (ND-19/DK.S/IX-2025).	Tuntas Completed

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			Direksi Board of Directors		
1	84	Materi program pengenalan belum sempurna antara lain belum memuat tugas dan tanggung jawab Dewan Komisaris dan kewenangan yang didelegasikan. The orientation program materials are not yet complete, among other things they have not yet included the duties and responsibilities of the Board of Commissioners and delegated authorities.	Menambah muatan Materi program pengenalan yang minimal terdiri dari: – Prinsip-prinsip GCG; – Gambaran umum Pemegang Saham; – Keterangan berkaitan dengan kewenangan yang didelegasikan, Audit Intern dan Audit Ekstern, sistem dan kebijakan pengendalian internal, termasuk Komite Audit; – Tugas dan tanggung jawab Direksi dan Dewan komisaris Adding content to the orientation program materials that must at minimum consist of: - GCG Principles; - General overview of the Shareholders; - Information related to delegated authority, Internal Audit and External Audit, internal control systems and policies, including the Audit Committee; - Duties and responsibilities of the Board of Directors and Board of Commissioners	Materi program Pengenalan Direksi dan Dewan Komisaris telah ditambahkan materi terkait tugas dan tanggungjawab Direksi dan Dewan Komisaris The orientation program materials for the Board of Directors and Board of Commissioners have been supplemented with materials related to the duties and responsibilities of the Board of Directors and Board of Commissioners.	Tuntas Completed

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2	85	Kebijakan tentang pelatihan bagi anggota Direksi, belum mengatur program pengembangan selaras dengan usulan program pengembangan dari Komite Remunerasi dan Nominasi yang disusun dari kebutuhan perusahaan. The training policy for members of the Board of Directors does not yet regulate development programs aligned with development program proposals from the Remuneration and Nomination Committee, which are prepared based on company needs.	Dalam kebijakan tentang pelatihan bagi anggota Direksi, mengatur program pengembangan selaras dengan usulan program pengembangan dari Komite Remunerasi dan Nominasi yang disusun dari kebutuhan perusahaan. The training policy for members of the Board of Directors shall regulate development programs aligned with development program proposals from the Remuneration and Nomination Committee, which are prepared based on company needs.	1. Direksi telah meminta usulan pelatihan untuk Direksi 2. Dewan Komisaris (Komite Nominasi & Remunerasi) memberikan usulan Pelatihan 3. Kebijakan tentang pelatihan tertuang dalam *Board Manual* 1. The Board of Directors has requested training proposals for the Board of Directors. 2. The Board of Commissioners (Nomination & Remuneration Committee) submits training proposals. 3. The training policy is contained in the Board Manual.	Tuntas Completed
3	87	SOP yang telah dimutakhirkan selama tahun 2024 masih rendah jika dilihat dari prioritas reviu SOP Perusahaan. The number of SOPs updated during 2024 is still low when viewed from the company's SOP review priorities.	Melakukan pemutakhiran SOP sesuai dengan Penentuan prioritas reviu SOP PT PELNI (Persero) yang berdasarkan hal – hal sebagai berikut : – Masa berlaku SOP sama atau lebih dari 3 tahun; – Kategori proses bisnis dalam *value chain* (*core process*, *enabler process*, dan *support process*); – Adanya perubahan yang berkaitan dengan peraturan perundangan, proses bisnis perusahaan dan struktur organisasi. Updating SOPs in accordance with PT PELNI (Persero)'s SOP review priority determination based on the following: - The SOP validity period is 3 years or more; - Business process categories in the value chain (core process, enabler process, and support process); - Changes related to regulations, company business processes, and organizational structure.	Sampai dengan September 2025 Divisi Perencanaan Perusahaan & Manajemen Terintegrasi telah memfasilitasi penyusunan serta pemutakhiran Pedoman dan *Standard Operating Procedure* PT PELNI (Persero) sejumlah 13 Pedoman dan 97 *Standard Operating Procedure* dengan rincian sebagai berikut : 1. 3 Pedoman & 21 *Standard Operating Procedure* telah rilis; 2. 4 Pedoman & 3 *Standard Operating Procedure* dalam proses penerbitan; 3. 6 Pedoman & 73 *Standard Operating Procedure* dalam tahap *on progress* reviu & revisi As of September 2025, the Corporate Planning & Integrated Management Division has facilitated the drafting and updating of PT PELNI (Persero)'s Guidelines and Standard Operating Procedures, totaling 13 Guidelines and 97 Standard Operating Procedures, with the following breakdown: 1. 3 Guidelines & 21 Standard Operating Procedures have been released; 2. 4 Guidelines & 3 Standard Operating Procedures are in the publication process; 3. 6 Guidelines & 73 Standard Operating Procedures are in the on-progress review & revision stage.	Tuntas Completed

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4	91	Database pegawai perusahaan telah ada tetapi masih belum menjadi satu kesatuan dan belum terintegrasi (database terkait KPI, pelatihan, pengalaman kerja masih terpisah-pisah). The company employee database already exists.	Membuat *database* (*list*) tentang orang yang memiliki skill dan kompetensi serta pengalaman yang cukup untuk melakukan pekerjaan-pekerjaan yang ditargetkan dapat tersedia di setiap posisi/jabatan-jabatan di perusahaan. Daftar tersebut menyebutkan siapa saja yang dapat mengambil alih pekerjaan-pekerjaan utama apabila karyawan-karyawan berhenti, pensiun, meninggal dengan tak terduga. Creating a database (list) of people with the skills, competencies, and experience necessary to perform the targeted jobs can be made available for each position/title within the company. This list identifies who can take over key jobs if employees resign, retire, or die unexpectedly.	PT PELNI telah merangkum database BOD-1 dan BOD-2 secara lengkap dengan berisikan data KPI, pengalaman, pelatihan, kondite PT PELNI has compiled the BOD-1 and BOD database.	Tuntas Completed
5	92	Perencanaan Perusahaan dan Manajemen Terintegrasi/ Pengembangan Bisnis Corporate Planning and Integrated Management / Business Development	Menambah muatan pada SOP/ mekanisme dalam merespon setiap usulan peluang bisnis yang mengatur mengenai: - Dokumentasi terhadap setiap proses yang dilakukan oleh Direksi dalam merespon usulan bisnis. - Kewajiban Direksi untuk melakukan analisa dengan memperhatikan risiko yang akan dihadapi dalam memilih peluang bisnis. (SOP harus berisikan muatan diatas) Adding content to the SOP/ mechanism for responding to every business opportunity proposal that regulates: - Documentation of every process carried out by the Board of Directors in responding to business proposals. - The obligation of the Board of Directors to conduct analysis taking into account the risks to be faced when selecting business opportunities. (The SOP must contain the above content.)	Masih dalam proses sirkuler direksi terkait dengan proses penambahan muatan pada SOP usulan peluang bisnis Still in the Board of Directors circular review process regarding the addition of content to the business opportunity proposal SOP.	Belum Tuntas Not Yet Completed

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6	100	Dalam Pedoman Tata Kelola TI belum memuat pelaporan penyelenggaraan TI. The IT Governance Guidelines do not yet include reporting on IT management.	Menambah muatan dalam Pedoman Tata Kelola TI tentang pelaporan penyelenggaraan TI. Adding content to the IT Governance Guidelines regarding reporting on IT management.	Laporan penyelenggaraan Teknologi Informasi telah dituangkan dalam SK Direksi Nomor 09.25/01/SK/HKO.01/2025 tentang Pedoman Tata Kelola TI PT PELNI (Persero), Bab V Kebijakan Operasional, Bagian I mengenai Pemantauan dan Evaluasi Kinerja Teknologi Informasi. The IT management report has been included in Board of Directors Decree Number 09.25/01/SK/HKO.01/2025 concerning IT Governance Guidelines of PT PELNI (Persero), Chapter V Operational Policies, Section I on IT Performance Monitoring and Evaluation.	Tuntas Completed
7	101	Sosialisasi yang terdokumentasi terkait kebijakan kompensasi bila mutu pelayanan tidak terpenuhi kepada pelanggan. Documented socialization regarding the compensation policy when	Melakukan sosialisasi yang terdokumentasi terkait kebijakan kompensasi bila mutu pelayanan tidak terpenuhi kepada pelanggan. Carry out documented outreach regarding compensation policies if service quality is not met to customers.	Terkait dengan kebijakan kompensasi yang diberikan bila mutu pelayanan tidak terpenuhi kepada pelanggan telah dilakukan sosialisasi melalui kantor cabang PELNI dengan media poster yang ditempelkan pada loket penjualan tiket, sehingga para calon penumpang yang akan/telah membeli tiket dapat langsung melihat kebijakan kompensasi yang berlaku di PT PELNI (Persero). Terkait dengan kebijakan kompensasi yang diberikan bila mutu pelayanan tidak terpenuhi kepada pelanggan telah dilakukan sosialisasi melalui kantor cabang PELNI dengan media poster yang ditempelkan pada loket penjualan tiket, sehingga para calon penumpang yang akan/telah membeli tiket dapat langsung melihat kebijakan kompensasi yang berlaku di PT PELNI (Persero).	Tuntas Completed

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8	104	Kebijakan pada Tingkat BUMN Induk yang diharmonisasikan dengan Kebijakan Anak Perusahaan BUMN, tetapi dalam kebijakan tersebut belum memuat minimal Pedoman pengangkatan dan pemberhentian Direksi dan Dewan Komisaris; Sistem/ pedoman penilaian kinerja Direksi (kolegial dan individu) dan Dewan Komisaris (Kolegial); Kebijakan unit kerja Manajemen Risiko terintegrasi dan SPI terintegrasi; Kebijakan pelaksanaan fungsi Manajemen Risiko terintegrasi, kepatuhan terintegrasi, Audit Intern terintegrasi, dan audit eksternal; Pedoman gaji/ honorarium, tunjangan dan fasilitas Direksi dan Dewan Komisaris; Kebijakan pengelolaan benturan kepentingan dan Kebijakan strategis lainnya secara terintegrasi Policies at the Parent SOE Level have been harmonized with SOE Subsidiary Policies, but these policies do not yet at minimum include: Guidelines for appointment and dismissal of Board of Directors and Board of Commissioners; System/ guidelines for performance evaluation of the Board of Directors (collegial and individual) and Board of Commissioners (Collegial); Policy for integrated Risk Management work unit and integrated Internal Audit Unit (SPI); Policy for the implementation of integrated Risk Management, integrated compliance, integrated Internal Audit, and external audit functions; Guidelines for salary/honorarium, allowances and facilities for the Board of Directors and Board of Commissioners; Conflict of interest management policy and other integrated strategic policies.	Perusahaan menyusun dan menetapkan kebijakan pada tingkat BUMN Induk yang diharmonisasikan dengan kebijakan pada tingkat Anak Perusahaan BUMN, yang minimal mencakup: 1. Pedoman pengangkatan dan pemberhentian Direksi dan Dewan Komisaris; 2. Sistem/pedoman penilaian kinerja Direksi (kolegial dan individu) dan Dewan Komisaris (Kolegial); 3. Kebijakan unit kerja Manajemen Risiko terintegrasi dan SPI terintegrasi Komisaris; 4. Kebijakan Komite Tata Kelola Terintegrasi pada Anak Perusahaan terhadap entitas dibawahnya; 5. Kebijakan pelaksanaan fungsi Manajemen Risiko terintegrasi, kepatuhan terintegrasi, Audit Intern terintegrasi, dan audit eksternal; 6. Pedoman gaji/honorarium, tunjangan dan fasilitas Direksi dan Dewan Komisaris 7. Kebijakan pengelolaan benturan kepentingan dan Kebijakan strategis lainnya secara terintegrasi; The company shall prepare and establish policies at the Parent SOE level harmonized with policies at the SOE Subsidiary level, covering at minimum: 1. Guidelines for the appointment and dismissal of the Board of Directors and Board of Commissioners; 2. System/guidelines for performance evaluation of the Board of Directors (collegial and individual) and Board of Commissioners (Collegial); 3. Policy for integrated Risk Management work unit and integrated Internal Audit Unit (SPI);	Telah dilaksanakan rapat koordinasi bersama divisi terkait (SPI, Manrisk, SDM, Corsec) pada tanggal 12 September 2025, dengan hasil diskusi sebagai berikut: 1. Pedoman Pengangkatan dan Pemberhentian Direksi dan Dewan Komisaris saat ini mengacu pada PER- 03/MBU/03/2023 yang mana di dalamnya juga mengatur untuk Anak Perusahaan BUMN. Selain itu topik ini juga tertuang di dalam Pedoman Subsidiary Governance Bab V tentang Pengangkatan dan Pemberhentian Anggota Direksi, Anggota Dewan Komisaris dan Anggota Komite Non Dewan Komisaris Anak Perusahaan/ Perusahaan Patungan. 2. Untuk Sistem/pedoman penilaian kinerja Direksi (kolegial dan individu) dan Dewan Komisaris (Kolegial) juga termuat dalam Pedoman *Subsidiary Governance* Bab V tentang Pengangkatan dan Pemberhentian Anggota Direksi, Anggota Dewan Komisaris dan Anggota Komite Non Dewan Komisaris Anak Perusahaan/ Perusahaan Patungan. Selain itu di tahun ini telah disusun penyusunan petunjuk teknis untuk penyusunan Indikator Kinerja Utama (KPI) Anak Perusahaan. Adapun petunjuk teknis tersebut memuat pedoman penilaian kinerja Direksi (Kolegial dan Individu) dan telah disosialisasikan kepada Anak Perusahaan pada tanggal 22 Oktober 2025.	Belum Tuntas Not Yet Completed

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			4. Policy of the Integrated Governance Committee at the Subsidiary level towards entities below it; 5. Policy for the implementation of integrated Risk Management, integrated compliance, integrated Internal Audit, and external audit functions; 6. Guidelines for salary/ honorarium, allowances and facilities 7. Conflict of interest management policy and other strategic policies in an integrated manner;	3. Kebijakan unit kerja Manajemen Risiko terintegrasi dan SPI Terintegrasi dari fungsi manajemen risiko saat ini sebenarnya sudah ada pedoman yang dimiliki PT PELNI dan sudah diadopsi oleh Anak Perusahaan. Namun untuk lebih terealisasi dan terdokumentasi akan difasilitasi pada tahun 2026 sesuai dengan roadmap manajemen risiko 2025-2029 tema *pre-integrated risk management*. begitupula dengan SPI yang akan dibuatkan kebijakannya. 4. Kebijakan komite Tata Kelola Terintegrasi pada Anak Perusahaan terhadap entitas dibawahnya akan dilakukan koordinasi lebih lanjut bersama Divisi Hukum dan Kepatuhan. 5. Kebijakan pelaksanaan fungsi Manajemen Risiko terintegrasi, Kepatuhan terintegrasi, audit intern terintegrasi dan audit eksternal akan dilakukan koordinasi kembali bersama Divisi-divisi terkait 6. Pedoman gaji/honorarium, tunjangan dan fasilitas Direksi dan Dewan Komisaris sudah tertuang di Pedoman *Subsidiary Governance* di bab VI tentang penetapan penghasilan (remunerasi) Direksi, Dewan Komisaris, dan Komite Non Dewan Komisaris Anak Perusahaan/ Perusahaan Patungan di sub bab B poin C 7. Kebijakan pengelolaan benturan kepentingan akan dilakukan koordinasi lebih lanjut bersama Divisi Hukum dan Kepatuhan.	

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				8. Kebijakan strategis lainnya secara terintegrasi sudah tertuang dalam Pedoman *Subsidiary Governance* BAB IV tentang Manajemen Strategis namun rencana akan dilakukan pembaharuan pada SOP RKAP dan RJP PT PELNI yang didalamnya juga akan memuat kebijakan yang harus dilakukan oleh Anak Perusahaan. A coordination meeting with relevant divisions (Internal Audit, Risk Management, HR, Corporate Secretary) was held on 12 September 2025, with the following discussion outcomes: 1. The current Guidelines for the Appointment and Dismissal of the Board of Directors and Board of Commissioners refer to Regulation PER-03/MBU/03/2023, which also governs the appointment and dismissal of directors and commissioners of SOE subsidiaries. In addition, this subject is addressed in Chapter V of the Subsidiary Governance Guidelines concerning the Appointment and Dismissal of Members of the Board of Directors, Board of Commissioners, and Non-Board Committees of Subsidiaries/Joint Venture Companies.	

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				2. The performance evaluation system and guidelines for the Board of Directors (both collective and individual) and the Board of Commissioners (collective) are also set out in Chapter V of the Subsidiary Governance Guidelines concerning the Appointment and Dismissal of Members of the Board of Directors, Board of Commissioners, and Non-Board Committees of Subsidiaries/Joint Venture Companies. In addition, technical guidelines for the preparation of Key Performance Indicators (KPIs) for Subsidiaries were developed during the current year. These guidelines include procedures for evaluating the performance of the Board of Directors (both collective and individual) and were communicated to Subsidiaries on October 22, 2025. 3. Policies governing the Integrated Risk Management function and Integrated Internal Audit (SPI) are already in place at PT PELNI and have been adopted by its Subsidiaries. However, to ensure more effective implementation and documentation, further facilitation will be carried out in 2026 in accordance with the 2025–2029 Risk Management Roadmap under the theme of Pre-Integrated Risk Management. Similar policies will also be developed for the Internal Audit function. 4. The policy regarding Integrated Governance Committees within Subsidiaries and their oversight of lower-tier entities will be further coordinated with the Legal and Compliance Division.	

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				5. Policies governing the implementation of Integrated Risk Management, Integrated Compliance, Integrated Internal Audit, and External Audit functions will be further coordinated with the relevant divisions. 6. Guidelines on salaries/ honoraria, allowances, and facilities for the Board of Directors and Board of Commissioners are already stipulated in Chapter VI of the Subsidiary Governance Guidelines concerning the determination of remuneration for the Board of Directors, Board of Commissioners, and Non-Board Committees of Subsidiaries/Joint Venture Companies, specifically under Section B, Point C. 7. The policy on conflict of interest management will be further coordinated with the Legal and Compliance Division. 8. Other integrated strategic policies are already covered in Chapter IV of the Subsidiary Governance Guidelines concerning Strategic Management. However, updates are planned for PT PELNI's Annual Work Plan and Budget (RKAP) and Long-Term Corporate Plan (RJP) procedures, which will also include policies that must be implemented by Subsidiaries.	

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9	106	1. Belum ada piagam Dewan Komisaris. 2. Belum ada tata hubungan Dewan Komisaris BUMN Induk dan Dewan Komisaris Anak Perusahaan BUMN 1. There is no Board of Commissioners Charter yet. 2. There is no governance relationship yet between the Board of Commissioners of the Parent SOE and the Board of Commissioners of SOE Subsidiaries.	1. Membuat dan menetapkan piagam Dewan Komisaris. 2. Menetapkan tata hubungan Dewan Komisaris BUMN Induk dan Dewan Komisaris Anak Perusahaan BUMN. 1. Creating and establishing the Board of Commissioners Charter. 2. Establishing the governance relationship between the Board of Commissioners of the Parent SOE and the Board of Commissioners of SOE Subsidiaries.	Piagam Dewan Komisaris telah ditetapkan The Board of Commissioners Charter has been established.	Tuntas Completed
10	107	1. Perusahaan telah memiliki profil aset tetapi belum terperinci. 2. Persentase nilai aset non-produktif (*idle*) terhadap total aset belum mengalami penurunan. 1. The company already has an asset profile but it is not yet detailed. 2. The percentage of non-productive (idle) asset value to total assets has not yet decreased.	1. Membuat laporan profil aset yang rinci. 2. Melakukan "optimalisasi aset" (spesifiknya terkait bangunan dan tanah) untuk mengurangi persentase aset non produktif (*idle*). 3. Adanya *Report* Pemanfaatan *Asset/ Profiling Asset*. 1. Creating a detailed asset profile report. 2. Conducting "asset optimization" (specifically related to buildings and land) to reduce the percentage of non-productive (idle) assets. 3. The existence of an Asset Utilization Report / Asset Profiling.	Sudah dilaksanakan audit internal dan eksternal untuk sertifikasi ISO SIstem Manajemen Asset Terintegrasi 55001:2024 dengan Badan Sertifikasi PT Tuvnord Indonesia Internal and external audits for ISO 55001:2024 Integrated Asset Management System certification have been carried out with PT Tuvnord Indonesia as the certification body.	Tuntas Completed

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No.	Parameter Parameter	AOI AOI	Usulan Rekomendasi Recommended Action	Tindak Lanjut Follow-Up	Status Status
11	113	Perusahaan memiliki kebijakan mengenai perlindungan hak dan kepentingan kreditur, tetapi belum memuat terkait kebijakan *covenant* yaitu jaminan perusahaan untuk melakukan atau tidak melakukan sesuatu untuk melindungi kepentingan kreditur. The company has a policy on the protection of creditors' rights and interests, but it does not yet include a covenant policy, namely the company's guarantee to do or refrain from doing something to protect creditors' interests.	Perusahaan menetapkan kebijakan mengenai perlindungan hak dan kepentingan kreditur, antara lain: 1. Pemenuhan kewajiban kepada kreditur sesuai perjanjian; 2. Pengungkapan informasi secara transparan, akurat dan tepat waktu, baik pada saat permintaan maupun penggunaan pinjaman; 3. *Covenant* yaitu jaminan perusahaan untuk melakukan atau tidak melakukan sesuatu untuk melindungi kepentingan kreditur. The company establishes a policy on the protection of creditors' rights and interests, including: 1. Fulfillment of obligations to creditors in accordance with agreements; 2. Disclosure of information transparently, accurately, and in a timely manner, both at the time of requesting and using loans; 3. Covenant, namely the company's guarantee	Nota dinas PMT *Vice President* Perencanaan Perusahaan dan Manajemen Terintegrasi Nomor 12.08/02/ND-B/PMT/2025 perihal Permohonan Reviu *Draft Standard Operating Procedure* (SOP) SOP Pengelolaan Kredit Jangka Pendek, Menengah & Panjang pada Divisi Treasury & TJSL Official Memorandum from VP of Corporate Planning and Integrated Management Number 12.08/02/ND-B/PMT/2025 regarding Request for Review of Draft Standard Operating Procedure (SOP) for Short-, Medium- & Long-Term Credit Management at the Treasury & CSR Division	Belum Tuntas Not Yet Completed
12	120	1. Direksi menyampaikan laporan manajemen triwulanan dan tahunan kepada Dewan Komisaris terlambat yaitu bersamaan dengan penyampaian kepada Pemegang Saham. 2. Laporan Tahunan *Unaudited* belum memuat evaluasi RJP. 1. The Board of Directors submits quarterly and annual management reports to the Board of Commissioners late, i.e., simultaneously with the submission to Shareholders. 2. The Unaudited Annual Report does not yet include an evaluation of the Long-Term Plan (RJP).	1. Penyampaian laporan manajemen (triwulanan dan tahunan) dan laporan tahunan kepada Dewan Komisaris tepat waktu, yakni sebelum batas waktu penyampaian kepada Pemegang Saham. 2. Menambahkan muatan evaluasi RJP dalam Laporan Tahunan *Unaudited*. 1. The submission of management reports (quarterly and annual) and the annual report to the Board of Commissioners shall be timely, i.e., before the deadline for submission to Shareholders. 2. Adding RJP evaluation content to the Unaudited Annual Report.	Laporan Manajemen Triwulanan I, II, tahunan telah tepat waktu, sedangkan triwulan III masih bersamaan penyampaiannya ke Pemegang Saham. Quarterly Management Reports I and II and the annual report were submitted on time, while Quarter III was still submitted simultaneously with the submission to Shareholders.	Tuntas Completed

PENILAIAN PENERAPAN GCG
GCG IMPLEMENTATION ASSESSMENT

No.	Parameter Parameter	AOI AOI	Usulan Rekomendasi Recommended Action	Tindak Lanjut Follow-Up	Status Status
13	129	Laporan *assessment* atas program jaminan kualitas dan peningkatan fungsi pengawasan intern belum disampaikan kepada Dewan Komisaris. The assessment report on the quality assurance program and improvement of internal audit functions has not yet been submitted to the Board of Commissioners.	Menyampaikan laporan *assessment* atas program jaminan kualitas dan peningkatan fungsi pengawasan intern kepada Dewan Komisaris. Submitting the assessment report on the quality assurance program and improvement of internal audit functions to the Board of Commissioners.	Sudah disampaikan ke Komisaris dan Komite Audit sesuai Surat nomor: 05.22/01/S-B/SPI/2025 Tanggal 22 Mei 2025 Has been submitted to the Commissioners and Audit Committee pursuant to Letter Number: 05.22/01/S-B/SPI/2025 dated 22 May 2025.	Tuntas Completed
14	133	1. Substansi dalam panggilan RUPS RKAP dan RUPS Laporan Tahunan belum mencantumkan terkait bahan paparan/materi RUPS yang tersedia dan dapat diakses. 2. RUPS untuk pengesahan/ persetujuan RJPP belum dilaksanakan selambat-lambatnya dalam waktu 60 (enam puluh) hari setelah diterimanya Rancangan RJPP secara lengkap atau sebelum periode RJPP berikutnya berjalan. 1. The substance of the RKAP GMS and Annual Report GMS convening notice does not yet include information regarding available and accessible GMS presentation materials. 2. The GMS for ratification/ approval of the Long-Term Business Plan (RJPP) has not yet been held no later than 60 (sixty) days after the complete draft RJPP is received or before the next RJPP period begins.	1. Substansi dalam panggilan RUPS RKAP dan RUPS Laporan Tahunan agar mencantumkan terkait bahan paparan/materi RUPS yang tersedia dan dapat diakses. 2. RUPS untuk pengesahan/ persetujuan RJPP dilaksanakan selambat-lambatnya dalam waktu 60 (enam puluh) hari setelah diterimanya Rancangan RJPP secara lengkap atau sebelum periode RJPP berikutnya berjalan. 1. The substance of the RKAP GMS and Annual Report GMS convening notice shall include information regarding available and accessible GMS presentation materials. 2. The GMS for ratification/ approval of the Long-Term Business Plan (RJPP) shall be held no later than 60 (sixty) days after the complete draft RJPP is received or before the next RJPP period begins.	1. Substansi dalam panggilan RUPS RKAP dan RUPS Laporan Tahunan telah mencantumkan terkait bahan paparan/materi RUPS yang tersedia dan dapat diakses. 2. Belum ada RUPS untuk pengesahan/persetujuan RJPP 1. The substance of the RKAP GMS and Annual Report GMS convening notice has already included information regarding available and accessible GMS presentation materials. 2. There has been no GMS for ratification/approval of the Long-Term Business Plan (RJPP).	Tuntas Completed

PENILAIAN PENERAPAN GCG
GCG IMPLEMENTATION ASSESSMENT

No.	Parameter Parameter	AOI AOI	Usulan Rekomendasi Recommended Action	Tindak Lanjut Follow-Up	Status Status
		Pengungkapan Disclosure			
1	149	1. Laporan Tahunan 2023 telah memuat uraian mengenai aktivitas berkaitan dengan tanggung jawab sosial perusahaan terutama mengenai komitmen perusahaan terhadap perlindungan konsumen, tetapi belum mencantumkan biaya yang telah dikeluarkan. 2. Laporan Tahunan 2023 telah memuat uraian mengenai aktivitas dan biaya yang dikeluarkan berkaitan dengan tanggung jawab sosial perusahaan terutama mengenai "*community development program*" yang telah dilakukan dan aktivitas lingkungan, tetapi biaya yang dikeluarkan belum dirinci sesuai dengan masing-masing kegiatan. 1. The 2023 Annual Report included a description of activities related to the Company's social responsibility, particularly its commitment to consumer protection. However, it did not disclose the costs incurred for these activities. 2. The 2023 Annual Report included a description of activities and the related expenditures associated with the Company's social responsibility, particularly community development programs and environmental initiatives. However, the costs incurred were not presented separately for each activity.	1. Laporan Tahunan berikutnya agar memuat uraian mengenai aktivitas berkaitan dengan tanggung jawab sosial perusahaan terutama mengenai komitmen perusahaan terhadap perlindungan konsumen dan biaya yang telah dikeluarkan. 2. Laporan Tahunan berikutnya agar memuat uraian mengenai aktivitas dan biaya yang dikeluarkan berkaitan dengan tanggung jawab sosial perusahaan terutama mengenai "*community development program*" yang telah dilakukan dan aktivitas lingkungan serta biaya yang dikeluarkan dirinci sesuai dengan masing-masing kegiatan. 1. The 2023 Annual Report included a description of activities related to the Company's social responsibility, particularly its commitment to consumer protection. However, it did not disclose the costs incurred for these activities. 2. The 2023 Annual Report included a description of activities and the related expenditures associated with the Company's social responsibility, particularly community development programs and environmental initiatives. However, the costs incurred were not presented separately for each activity.	Laporan TJSL tertuang dalam Laporan SR yang tidak terpisahkan dari Laporan AR The CSR Report is contained in the Sustainability Report which	Tuntas Completed

TATA KELOLA TEKNOLOGI INFORMASI (TI)
INFORMATION TECHNOLOGY GOVERNANCE (IT)

Sepanjang tahun 2025, PELNI terus memperkuat peran teknologi informasi sebagai *enabler* utama dalam mendukung transformasi bisnis dan peningkatan kualitas layanan kepada pelanggan. Pemanfaatan sistem digital tidak hanya difokuskan pada optimalisasi operasional dan efisiensi proses bisnis, tetapi juga pada peningkatan keandalan data, penguatan keamanan siber, serta integrasi sistem yang mendukung pengambilan keputusan secara lebih cepat dan akurat. Sejalan dengan dinamika industri transportasi dan tuntutan layanan yang semakin berbasis digital, Perseroan secara berkelanjutan melakukan pengembangan infrastruktur dan aplikasi teknologi informasi guna memastikan keberlanjutan usaha, daya saing, serta terciptanya pengalaman layanan yang lebih baik bagi seluruh pemangku kepentingan.

Throughout 2025, PELNI continued to strengthen the role of information technology as a key enabler in supporting business transformation and improving service quality to customers. The utilization of digital systems was not only focused on operational optimization and business process efficiency, but also on enhancing data reliability, strengthening cybersecurity, and integrating systems to support faster and more accurate decision-making. In line with the dynamics of the transportation industry and increasingly digital-based service demands, the Company continuously developed its information technology infrastructure and applications to ensure business sustainability, competitiveness, and the creation of better service experiences for all stakeholders.

DIVISI TEKNOLOGI INFORMASI

Divisi Teknologi Informasi adalah unit kerja pengelola teknologi informasi di PT PELNI (Persero) yang berada di bawah Direktorat Keuangan dan Manajemen Informasi berdasarkan Surat Keputusan Direksi nomor: 04.17/01/SK/HKO.01/2024. Divisi Teknologi Informasi mempunyai fungsi penyiapan rumusan kebijakan, pelaksanaan, penelaahan, pengendalian dan pelaporan pengelolaan kegiatan penyediaan, penyiapan pakai, keamanan (*security*) dan kehandalan fasilitas, peralatan serta perangkat (*hardware* & *software*) teknologi informasi sesuai dengan ketentuan yang berlaku agar dapat dicapai kinerja kesiapan pakai (*serviceability performance*), keamanan (*security*) dan kehandalan (*reliability performance*) fasilitas, peralatan serta perangkat teknologi informasi perusahaan yang optimal. Dalam menjalankan fungsinya, Divisi Teknologi Informasi memiliki tugas-tugas pokok sebagai berikut:

1. Menyiapkan rencana kerja (jangka panjang, menengah dan pendek) dan program kerja perusahaan yang berkaitan dengan pengelolaan kegiatan penyediaan, penyiapan pakai, keamanan (*security*) dan kehandalan fasilitas, peralatan serta perangkat *(hardware & software)* teknologi informasi;
2. Menyiapkan konsep peraturan kebijakan dan sistem prosedur dalam pengelolaan kegiatan penyediaan, penyiapan pakai, keamanan (*security*) dan kehandalan fasilitas, peralatan serta perangkat *(hardware & software)* teknologi informasi yang menjamin dapat

INFORMATION TECHNOLOGY DIVISION

The Information Technology Division is the information technology management work unit at PT PELNI (Persero) under the Directorate of Finance and Information Management based on the Board of Directors Decree Number: 04.17/01/SK/HKO.01/2024. The Information Technology Division has the function of preparing policy formulations, implementation, review, control, and reporting of activities related to the provision, readiness for use, security, and reliability of information technology facilities, equipment, and devices (hardware & software) in accordance with applicable regulations in order to achieve optimal serviceability performance, security performance, and reliability performance of the Company's information technology facilities, equipment, and devices. In carrying out its functions, the Information Technology Division has the following main duties::

1. Preparing work plans (long-term, medium-term, and short-term) and company work programs related to the management of activities for the provision, readiness for use, security, and reliability of information technology facilities, equipment, and devices (hardware & software);
2. Preparing concepts of policies, regulations, and system procedures in managing activities related to the provision, readiness for use, security, and reliability of information technology facilities, equipment, and devices (hardware & software), which ensure the

TATA KELOLA TEKNOLOGI INFORMASI (TI)
INFORMATION TECHNOLOGY GOVERNANCE (IT)

dicapainya kinerja kesiapan pakai *(serviceability performance)* dan kehandalan *(reliability performance)* fasilitas, peralatan serta perangkat teknologi informasi perusahaan yang optimal;

3. Menyelenggarakan kegiatan penyediaan, perawatan, dan perbaikan untuk penyiapan pakai dan kehandalan fasilitas, peralatan serta perangkat *(hardware & software)* teknologi informasi perusahaan sesuai dengan ketentuan yang berlaku;
4. Memantau, mengkoordinir dan mengendalikan penyelenggaraan kegiatan penyediaan, penyiapan pakai dan kehandalan fasilitas, peralatan serta perangkat *(hardware & software)* teknologi informasi di Kantor Pusat, Kapal, Kantor Cabang, dan SBU;
5. Melakukan pengelolaan dan mitigasi risiko dalam pelaksanaan kegiatan penyediaan, penyiapan pakai, dan kehandalan fasilitas, peralatan, serta perangkat *(hardware & software)* teknologi informasi;
6. Menyiapkan laporan berkala dan atau laporan khusus kegiatan penyediaan, penyiapan pakai, dan kehandalan fasilitas, peralatan, serta perangkat *(hardware & software)* teknologi informasi perusahaan sesuai dengan ketentuan yang berlaku.

achievement of optimal serviceability performance and reliability performance of the Company's information technology facilities, equipment, and devices;

3. Conducting activities for the provision, maintenance, and repair to support the readiness for use and reliability of the Company's information technology facilities, equipment, and devices (hardware & software) in accordance with applicable regulations;
4. Monitoring, coordinating, and controlling the implementation of activities related to the provision, readiness for use, and reliability of information technology facilities, equipment, and devices (hardware & software) at the Head Office, Ships, Branch Offices, and SBUs;
5. Managing and mitigating risks in the implementation of activities related to the provision, readiness for use, and reliability of information technology facilities, equipment, and devices (hardware & software);
6. Preparing periodic reports and/or special reports regarding activities related to the provision, readiness for use, and reliability of the Company's information technology facilities, equipment, and devices (hardware & software) in accordance with applicable regulations.

TEMA STRATEGIS TEKNOLOGI INFORMASI TAHUN 2025-2029

PT PELNI (Persero) memiliki tema strategis perusahaan tahun 2025-2029, yaitu *Quality-Assured Shipping Operator* (2025-2026), *Total Shipping Solutions Provider* (2027-2028), *Sustainable Shipping Provider* (2029). Untuk mendukung tema strategis perusahaan tersebut, teknologi informasi perusahaan memiliki tema strategis yang diselaraskan yakni *Foundation of Digital Excellence and Core System Implementation* (2025-2026), *Accelerated Technology Enablement and Integrated Internal Operations Solutions* (2027-2028), *Sustained Business Resilience* (2029 – *beyond*). Adapun strategi-strategi yang mendukung tema strategis teknologi informasi dijabarkan pada tabel di bawah ini:

INFORMATION TECHNOLOGY STRATEGIC THEMES 2025-2029

PT PELNI (Persero) has established the Company's strategic themes for 2025-2029, namely Quality-Assured Shipping Operator (2025-2026), Total Shipping Solutions Provider (2027-2028), and Sustainable Shipping Provider (2029). To support these corporate strategic themes, the Company's information technology strategic themes have been aligned accordingly, namely Foundation of Digital Excellence and Core System Implementation (2025-2026), Accelerated Technology Enablement and Integrated Internal Operations Solutions (2027-2028), and Sustained Business Resilience (2029 – beyond). The strategies supporting the information technology strategic themes are described in the table below:

TATA KELOLA TEKNOLOGI INFORMASI (TI)
INFORMATION TECHNOLOGY GOVERNANCE (IT)

Tema Strategis Perusahaan Corporate Strategic Theme	Tema Strategis Teknologi Informasi Information Technology Strategic Theme	Tahun Year	Strategi Teknologi Informasi Information Technology Strategy
Quality Assured Shipping Operator (2025-2026)	*Foundation of Digital Execellence and Core System Implementation*	2025 – 2026	Fokus pada pembangunan fondasi digital untuk pengelolaan data perusahaan, sistem penumpang dan kargo, arsitektur perusahaan dan pemeliharaan armada Focus on building a digital foundation for corporate data management, passenger and cargo systems, enterprise architecture, and fleet maintenance
Total Shipping Solutions Provider (2027-2028)	*Accelerated Technology Enablement and Integrated Internal Operations Solutions*	2027 – 2028	Mempercepat pemanfaatan teknologi dan integrasi sistem internal dalam mengelola *human resources*, keuangan, pengadaan dan GRC serta meningkatkan keamanan layanan TI Accelerating technology utilization and internal system integration in managing human resources, finance, procurement, and GRC, as well as enhancing IT service security
Suistanable Shipping Provider (2029)	*Sustained Business Resilience*	2029 – *beyond*	Pembaruan dan peningkatan teknologi informasi untuk mendukung dan memperkuat bisnis perusahaan agar tumbuh dan berkelanjutan Renewal and enhancement of information technology to support and strengthen the Company's business in order to achieve sustainable growth

PENCAPAIAN KINERJA 2025

Divisi Teknologi Informasi menjalankan pekerjaan tahun 2025 berdasarkan RKAP 2025 dan Kontrak Kerja Manajemen tahun 2025. Pada RKAP 2025, Divisi Teknologi Informasi menjalankan berbagai program kerja yang diamanatkan baik melalui Rencana Strategis Teknologi Informasi PT PELNI (Persero) periode 2025-2029 maupun permintaan-permintaan dari unit kerja terkait.

Divisi Teknologi Informasi memiliki program-program kerja yang mampu mendukung percepatan transformasi digital perusahaan. Program-program kerja tersebut dikategorikan sebagai program kerja KPI Kontrak Manajemen, Program Strategis dan KPI Divisi TI. Program-program kerja yang termasuk dalam program kerja KPI Kontrak Manajemen, Program Strategis dan KPI Divisi TI adalah sebagai berikut:

2025 PERFORMANCE ACHIEVEMENT

The Information Technology Division carried out its activities in 2025 based on the 2025 RKAP and the 2025 Management Work Contract. Under the 2025 RKAP, the Information Technology Division implemented various work programs mandated through the PT PELNI (Persero) Information Technology Strategic Plan for the 2025–2029 period, as well as requests from related work units.

The Information Technology Division has work programs that support the acceleration of the Company's digital transformation. These work programs are categorized into Management Contract KPI work programs, Strategic Programs, and IT Division KPIs. The work programs included in the Management Contract KPI work programs, Strategic Programs, and IT Division KPIs are as follows:

TATA KELOLA TEKNOLOGI INFORMASI (TI)
INFORMATION TECHNOLOGY GOVERNANCE (IT)

No.	Program Kerja Work Program	Deskripsi Description	Kategori Program Kerja Work Program Category	Pencapaian Achievement
1	Pengembangan *New Commercial System* New Commercial System Development	Pengembangan *commercial system* PELNI menggunakan teknologi *microservices* yang mengakomodir pengelolaan seluruh produk bisnis PELNI. Development of PELNI's commercial system using microservices technology to accommodate the management of all PELNI business products.	KPI Kontrak Manajemen Tahun 2025 Management Contract KPI Year 2025	Pengembangan New *Commercial System (Ticketing System)* sudah dilakukan proses *Initial Go Live* pada Desember 2025. Selanjutnya akan dilakukan proses pengembangan aplikasi untuk *Cargo Management System* dan *Customer Relationship Management System*. The New Commercial System (Ticketing System) development underwent the Initial Go Live process in December 2025. Subsequently, application development will proceed for the Cargo Management System and Customer Relationship Management System.
2	Penerapan AI pada Proses Bisnis PSO Implementation of AI in PSO Business Processes	Pemanfaatan A*rtificial Intelligence (AI)* pada proses bisnis PSO & Subsidi, dimana untuk tahun 2025 proses pengembangan AI Preventif diterapkan pada aplikasi *E-Billing System*. Utilization of Artificial Intelligence (AI) in PSO & Subsidy business processes, where in 2025 the Preventive AI development process is applied to the E-Billing System application.	KPI Kontrak Manajemen Tahun 2025 Management Contract KPI Year 2025	Penerapan AI pada proses bisnis PSO telah rilis pada Desember 2025. Adapun fitur utamanya yakni: 1. Ekstraksi Dokumen dengan memanfaatkan teknologi *Computer Vision* untuk mengekstrak data dari dokumen lampiran tagihan dan otomatis terisi pada *form* e-billing 2. Sebagai *Virtual Assistant* (*Chatbot*) untuk memberikan *knowledge* seputar pedoman keuangan, *assistant* cara penggunaan *e-billing*, *assistant* informasi terkait tagihan. 3. Rekomendasi Pemilihan CoA: Memberikan rekomendasi pemilihan CoA berdasarkan data historis dengan memanfaatkan *machine learning*. 4. Notifikasi Kesalahan: Jika terdapat perbedaan kesalahan sistem akan mendeteksi *(detective)* dengan memberikan notifikasi kesalahan. The implementation of AI in PSO business processes was released in December 2025. The main features are: 1. Document Extraction utilizing Computer Vision technology to extract data from billing attachment documents and automatically populate the e-billing form. 2. As a Virtual Assistant (Chatbot) to provide knowledge about financial guidelines, assistance on how to use e-billing, and assistance with billing-related information. 3. CoA Selection Recommendation: Provides CoA selection recommendations based on historical data utilizing machine learning. 4. Error Notification: If there is a discrepancy, the system will detect (detective) it by providing an error notification.

TATA KELOLA TEKNOLOGI INFORMASI (TI)
INFORMATION TECHNOLOGY GOVERNANCE (IT)

No.	Program Kerja Work Program	Deskripsi Description	Kategori Program Kerja Work Program Category	Pencapaian Achievement
3	Pembangunan *Pecasy Mobile* Pecasy Mobile Development	Pembangunan *mobile apps* untuk proses bisnis penjualan muatan pada kapal perintis. Development of a mobile app for the cargo sales business process on pioneer vessels.	Program Strategis TI 2025 IT Strategic Program 2025	Dalam mendukung proses bisnis penjualan muatan kapal perintis, telah dikembangkan aplikasi Pecasy Mobile yang *go live* pada September 2025. In support of the pioneer vessel cargo sales business process, the Pecasy Mobile application was developed and go live process in September 2025.
4	*Redesign Website* Perusahaan *Company Website Redesign*	Pembaruan aplikasi *Website* Perusahaan dengan memanfaatkan teknologi *microservices*. Update of the Company Website application utilizing microservices technology.	Program Strategis TI 2025 IT Strategic Program 2025	Dalam mendukung proses optimalisasi *corporate branding*, pada tahun 2025 dilakukan proses *redesign website* perusahaan dengan tampilan baru yang lebih menonjolkan sisi komersial dan memberikan kemudahan kepada calon pengguna jasa PT PELNI (Persero). Adapun untuk proses *redesign website* perusahaan ini masih dalam tahapan proses pengembangan dan ditargetkan dapat *go live* pada tahun 2026. In support of the corporate branding optimization process, in 2025 the company website redesign process was carried out with a new look that better highlights the commercial aspect and provides ease of access to prospective PT PELNI (Persero) service users. The company website redesign process is still in the development stage and is targeted to go live in 2026.
5	Pengembangan *Financial Dashboard* Financial Dashboard Development	Pembangunan aplikasi *dashboard* yang menyajikan informasi terkait RKAP, Realisasi Biaya dan Produksi. Development of a dashboard application presenting information related to RKAP, Cost Realization, and Production.	Program Strategis TI 2025 IT Strategic Program 2025	PT PELNI (Persero) sedang melakukan proses pengembangan *Financial Dashboard* yang ditargetkan dapat *go live* di tahun 2026. *Dashboard* ini akan digunakan oleh seluruh kantor cabang untuk *monitoring* dan evaluasi secara periodik terhadap anggaran dan realisasi untuk pendapatan dan biaya. PT PELNI (Persero) is in the process of developing a Financial Dashboard targeted to go live in 2026. This dashboard will be used by all branch offices for periodic monitoring and evaluation of budgets and realization for revenue and costs.
6	Pengembangan *E-Billing* Cabang Branch E-Billing Development	Pengembangan *E-Billing* untuk pengelolaan, pengajuan, verifikasi tagihan pada proses bisnis di Cabang. Development of E-Billing for invoice management, submission, and verification in Branch business processes.	Program Strategis TI 2025 IT Strategic Program 2025	Aplikasi *Billing Management System (E-Billing System)* untuk proses bisnis di cabang telah rilis pada Agustus 2025 dan sudah diimplementasikan di 10 Cabang. Selanjutnya pada tahun 2026, akan dilakukan implementasi untuk seluruh cabang PT PELNI (Persero). The Billing Management System (E-Billing System) application for branch business processes was released in August 2025 and has been implemented at 10 Branches. Subsequently in 2026, implementation will be carried out for all PT PELNI (Persero) branches.

TATA KELOLA TEKNOLOGI INFORMASI (TI)
INFORMATION TECHNOLOGY GOVERNANCE (IT)

No.	Program Kerja Work Program	Deskripsi Description	Kategori Program Kerja Work Program Category	Pencapaian Achievement
7	*Enhancement* Aplikasi HRIS *HRIS Application Enhancement*	*Enhancement* aplikasi yang mengelola proses bisnis pengelolaan *human resources* (HRIS). *Enhancement* Aplikasi HRIS dilakukan pada modul: · *Personnel Administration* · *Organization Management* · *Employee Transfer* · *Payroll* Enhancement of the application managing human resources (HRIS) business processes. HRIS Application Enhancement is carried out on the following modules: - Personnel Administration - Organization - Management - Employee Transfer - Payroll	Program Strategis TI 2025 IT Strategic Program 2025	Dalam mendukung pengelolaan SDM yang optimal, pada tahun 2025 dilakukan *enhancement* pada aplikasi HRIS pada modul: · *Personnel Administration* · *Organization Management* · *Employee Transfer* · *Payroll* Adapun proses *enhancement* aplikasi HRIS ini masih dalam proses pengembangan dan ditargetkan dapat selesai pada tahun 2026. In support of optimal human resource management, in 2025 enhancements were made to the HRIS application for the following modules: - Personnel Administration - Organization - Management - Employee Transfer - Payroll The HRIS application enhancement process is still under development and is targeted for completion in 2026.
8	Pengembangan *Risk Management Information System* – Tahap 2 Risk Management Information System Development – Phase 2	Pengembangan lanjutan aplikasi *Risk Management Information* System. Adapun modul yang dikembangkan pada Tahap 2 ini meliputi: · Modul LED · Modul *Stress Test* · Modul Tingkat Kesehatan Perusahaan Further development of the Risk Management Information System application. The modules developed in Phase 2 include: - LED Module - Stress Test Module - Company Health Level Module	Program Strategis TI 2025 IT Strategic Program 2025	Pada Mei 2025, Aplikasi RMIS Tahap 2 sudah dilakukan proses *go live*. Aplikasi ini dirancang untuk memfasilitasi proses identifikasi, penilaian, mitigasi, hingga *monitoring* risiko secara *real-time*. In May 2025, the RMIS Phase 2 Application underwent the go live process. This application is designed to facilitate the processes of risk identification, assessment, mitigation, and real-time monitoring.
9	Pengembangan Aplikasi QHSSE *Management* PELNI Development of PELNI QHSSE Management Application	Pengembangan aplikasi yang digunakan untuk mengelola sistem manajemen keselamatan, keamanan, sistem mutu dan KL3H Development of an application used to manage safety, security, quality management systems, and KL3H (Occupational Health, Safety, and Environment).	Program Strategis TI 2025 IT Strategic Program 2025	QHSSE *Management System* telah *go live* pada November 2025 dan telah dilakukan *training* aplikasi pada 16 - 17 Desember 2025 yang dihadiri oleh Divisi DPA & QHSSE selaku BPO. Aplikasi ini mendukung pengelolaan sistem manajemen keselamatan, keamanan, sistem mutu dan KL3H. The QHSSE Management System went live in November 2025 and application training was conducted on 16–17 December 2025, attended by the DPA & QHSSE Division as BPO. This application supports the management of safety, security, quality management systems, and KL3H.

TATA KELOLA TEKNOLOGI INFORMASI (TI)
INFORMATION TECHNOLOGY GOVERNANCE (IT)

No.	Program Kerja Work Program	Deskripsi Description	Kategori Program Kerja Work Program Category	Pencapaian Achievement
10	Pengembangan *Warehouse Management System* Tahap - 2 Warehouse Management System Development – Phase 2	Pengembangan lanjutan aplikasi *Warehouse Management System* untuk mengelola proses kegiatan di gudang. Further development of the Warehouse Management System application for	Program Strategis TI 2025 IT Strategic Program 2025	Aplikasi *Warehouse Management System* (WMS) Tahap 2 telah rilis pada Agustus 2025 dan saat ini diimplementasikan di Gudang PELNI Tanjung Priok. Selanjutnya akan dilakukan proses implementasi di Gudang Surabaya dan Makassar. The Warehouse Management System (WMS) Phase 2 Application was released in August 2025 and is currently being implemented at PELNI Warehouses.
11	Pengembangan ITSM – *Change Management* ITSM – Change Management Development	*Pengembangan aplikasi yang digunakan untuk mengelola permintaan perubahan pada layanan-layanan TI.* *Development of an application used to manage change requests for IT services.*	KPI Divisi TI 2025 IT Division KPI 2025	Dalam mendukung proses pengelolaan perubahan pada layanan TI, telah dikembangkan Aplikasi ITSM – *Change Management* yang telah *go live* pada Oktober 2025. In support of the IT service change management process, the ITSM – Change Management Application was developed and went live in October 2025.

PEMENUHAN INISIATIF TI PADA RENCANA STRATEGIS TI TAHUN 2025

Sesuai Surat Keputusan Direksi Nomor: 06.05/01/SK/HKO.01/2025 tanggal 05 Juni 2025 tentang Rencana Strategis Teknologi Informasi (RSTI) Periode 2025-2029. Divisi Teknologi Informasi sebagai unit kerja pengelola teknologi informasi, menjalankan inisiatif-inisiatif yang telah ada pada *roadmap* rencana strategis tersebut. Berikut kami sampaikan pencapaian inisiatif tersebut:

FULFILLMENT OF IT INITIATIVES IN THE 2025 INFORMATION TECHNOLOGY STRATEGIC PLAN

In accordance with the Board of Directors Decree Number 06.05/01/SK/HKO.01/2025 dated June 5, 2025 regarding the Information Technology Strategic Plan (RSTI) for the 2025–2029 period, the Information Technology Division, as the unit responsible for managing information technology, implemented the initiatives set out in the strategic roadmap. The following presents the achievement of these initiatives:

No	Inisiatif Initiative	Status Status	Penjelasan Explanation
	Inisiatif Aplikasi/Sistem Informasi Application / Information System Initiatives		
1	*Fleet Management System* *Fleet Management System*	Sedang dilakukan In Progress	Pada tahun 2025 sedang dilakukan peningkatan pada pengembangan *Fleet Management System* yakni adanya pengembangan modul Pengelolaan Emplooi yang terdapat pada *New Commercial System*. Adapun pengembangan lanjutan akan dilaksanakan di tahun 2026. In 2025, improvements are being made to the Fleet Management System development, namely the development of the Emplooi Management module within the New Commercial System. Further development will be carried out in 2026.
2	*Executive & Corporate Dashboard* *Executive & Corporate Dashboard*	Sedang dilakukan In Progress	Saat ini sedang dilakukan proses pengembangan *Financial Dashboard* yang menyajikan informasi terkait RKAP, Realisasi, Biaya dan Produksi. Adapun aplikasi ini ditargetkan dapat *go live* di tahun 2026. Currently, the Financial Dashboard development process is being carried out, presenting information related to RKAP, Realization, Costs, and Production. This application is targeted to go live in 2026.

TATA KELOLA TEKNOLOGI INFORMASI (TI)
INFORMATION TECHNOLOGY GOVERNANCE (IT)

No	Inisiatif Initiative	Status Status	Penjelasan Explanation
3	New *Commercial System (Passenger Management System)* New Commercial System (Passenger Management System)	Sudah dilakukan Completed	Sudah dilakukan proses pengembangan aplikasi *New Commercial System* yang mengakomodir proses pengelolaan penjualan tiket kapal penumpang dan telah dilakukan proses *initial go live* pada Desember 2025. Selanjutnya, akan dilakukan proses pengembangan lanjutan di tahun 2026. The New Commercial System application development process has been carried out to accommodate the passenger vessel ticket sales management process, and the initial go-live process was conducted in December 2025. Subsequently, further development will be carried out in 2026.
4	*Enterprise Resource Planning* (ERP) *Enterprise Resource Planning (ERP)*	Sudah dilakukan Completed	- Pada tahun 2025 telah dilakukan beberapa *enhancement* pada Oracle EBS Finance di antara lain: · Pembayaran penjualan tiket kapal penumpang melalui BRILink · Penyesuaian *Report* dan Mekanisme Perhitungan · Penambahan *Category Accrual* Cabang dan *Accrual* Pusat, dan lain-lain. - In 2025, several enhancements were made to Oracle EBS Finance, including: · Passenger vessel ticket sales payment via BRILink · Report Adjustment and Calculation Mechanism · Addition of Branch Accrual Category and Head Office Accrual, and others.
5	*New Commercial System (Customer Relationship Management System)* *New Commercial System (Customer Relationship Management System)*	Sedang dilakukan In Progress	Saat ini sedang dilakukan proses penyusunan *Business Requirement Specification* (BRS) untuk pengembangan CRM. Adapun untuk pengembangan CRM akan dimulai pada tahun 2026 Currently, the process of drafting the Business Requirement Specification (BRS) for CRM development is being carried out. CRM development will begin in 2026.
6	*Data Management System* *Data Management System*	Sedang dilakukan In Progress	Saat ini sedang dilakukan proses integrasi data *warehouse* dari beberapa aplikasi seperti PPSS, MyCargoo, Bill of Lading, Portal-Emplooi, VMS, Sailink dan EBS Finance. Currently, the data warehouse integration process is being carried out from several applications such as PPSS, MyCargoo, Bill of Lading, Portal-Emplooi, VMS, Sailink, and EBS Finance.
7	*Administration Management System* (Inc. Aplikasi PSO & Subsidi) *Administration Management System (Inc. PSO & Subsidy Application)*	Sudah dilakukan Completed	Pada tahun 2025 sudah dilaksanakan proses pengembangan penerapan AI Preventif pada proses bisnis PSO & Subsidi (Fase 1) yang diterapkan pada aplikasi E-Billing System dengan fitur utama yakni: · Ekstraksi Dokumen (*Computer Vision*) · *Virtual Assistant (Chatbot)* · Notifikasi Kesalahan · Rekomendasi Pemilihan CoA (sudah rilis namun masih terdapat perbaikan) Selanjutnya akan dilakukan proses pengembangan AI lanjutan pada tahun 2026 In 2025, the development process for the implementation of Preventive AI in the PSO & Subsidy business processes (Phase 1) was carried out and applied to the E-Billing System application with the following main features: · Document Extraction (Computer Vision) · Virtual Assistant (Chatbot) · Error Notification Chart of Accounts (CoA) Selection Recommendation (already released but still undergoing improvements) Subsequently, the advanced AI development process will be carried out in 2026.

TATA KELOLA TEKNOLOGI INFORMASI (TI)
INFORMATION TECHNOLOGY GOVERNANCE (IT)

No	Inisiatif Initiative	Status Status	Penjelasan Explanation
8	*Human Resource Information System* *Human Resource Information System*	Sedang dilakukan In Progress	Sedang dilakukan *enhancement* aplikasi HRIS PELNI pada 4 modul dengan detail sebagai berikut · *Personnel Administration Done* · *Organization Management Done* · *Payroll On Progress* · *Employee Transfer On Progress* *Enhancement of the PELNI HRIS application is currently being carried out across 4 modules, with the following details:* · *Personnel Administration Done* · *Organization Management Done* · *Payroll In Progress* · *Employee Transfer In Progress*
9	Finance System Finance System	Sudah dilakukan Completed	Sudah dilakukan pengembangan aplikasi E-Billing System untuk pengelolaan proses bisnis keuangan di Cabang PT PELNI (Persero). Selanjutnya, akan dilanjutkan pengembangan E-Billing integrasi dengan MCM dan *Integrated* PSO & Subsidi System yang dimulai pada tahun 2026. The E-Billing System application has been developed for managing financial business processes at PT PELNI (Persero) branches. Subsequently, E-Billing development will continue with integration into MCM and the Integrated PSO & Subsidy System, starting in 2026.
	Inisiatif Teknologi Technology Initiatives		
1	*Application & Data Security* *Application & Data Security*	Sudah dilakukan Completed	Sudah dilakukan implementasi *Web Application Firewall* (WAF) pada aplikasi-aplikasi yang dimiliki oleh PT PELNI (Persero) untuk melindungi aplikasi dari serangan siber dengan memfilter dan memantau *traffic* HTTP/HTTPS seperti SQL *Injection*, XSS dan serangan berbasis web lainnya. Web Application Firewall (WAF) implementation has been carried out on applications owned by PT PELNI (Persero) to protect applications from cyber attacks by filtering and monitoring HTTP/HTTPS traffic such as SQL Injection, XSS, and other web-based attacks.
2	*Securing Data Access Control* *Securing Data Access Control*	Sudah dilakukan Completed	Sudah dilakukan implementasi *Firewall Fortigate* yang mendukung *securing data access control* dengan mengatur dan membatasi siapa yang boleh mengakses data melalui kebijakan *firewall*, segmentasi jaringan, autentikasi pengguna, serta pemantauan aktivitas, sehingga hanya pengguna atau sistem yang berwenang yang dapat mengakses data sensitif secara aman. Fortigate Firewall implementation has been carried out to support securing data access control by regulating and restricting who is allowed to access data through firewall policies, network segmentation, user authentication, and activity monitoring, ensuring that only authorized users or systems can securely access sensitive data.
3	*Security Training & Awareness* *Security Training & Awareness*	Sudah dilakukan Completed	Pada tahun 2025, telah dilakukan *security training & awareness* pada 01 November 2025 dengan tema "Meningkatkan Kepatuhan dan Tanggung Jawab Pegawai terhadap Keamanan Informasi Perusahaan". Adapun agenda *security training & awareness* merupakan agenda rutin yang dilakukan oleh Divisi TI tiap tahun. In 2025, a security training & awareness session was conducted on 1 November 2025 with the theme "Enhancing Employee Compliance and Responsibility towards Company Information Security". The security training & awareness agenda is a routine activity conducted by the IT Division each year.

TATA KELOLA TEKNOLOGI INFORMASI (TI)
INFORMATION TECHNOLOGY GOVERNANCE (IT)

No	Inisiatif Initiative	Status Status	Penjelasan Explanation
	Inisiatif Tata Kelola Governance Initiatives		
1	*Enterprise Architecture (EA) Management* *Enterprise Architecture (EA) Management*	Sudah dilakukan Completed	Penyusunan *Enterprise Architecture* PT PELNI (Persero), yang terdiri dari arsitektur bisnis, arsitektur data, arsitektur aplikasi arsitektur teknologi (*infrastructure & security*) sudah dilaksanakan. Selanjutnya akan dilakukan proses pengesahan dokumen pedoman tata kelola EA dan SOP turunannya. Adapun penyusunan *Enterprise Architecture* ini merupakan bagian dari rekomendasi perbaikan IT *Maturity Level* yakni pada domain APO03: *Managed Enterprise Architecture*. The drafting of the Enterprise Architecture of PT PELNI (Persero), consisting of business architecture, data architecture, application architecture, and technology architecture (infrastructure & security), has been completed. Subsequently, the process of ratifying the EA governance guideline document and its derivative SOPs will be carried out. This Enterprise Architecture drafting is part of the IT Maturity Level improvement recommendations, specifically in the domain APO03: Managed Enterprise Architecture.
2	*Post Implementation Review* *Post Implementation Review*	Sudah dilakukan Completed	Pada Oktober 2025, sudah dilaksanakan proses *Post Implementation Review* (PIR) untuk aplikasi *Risk Management Information System* (RMIS) sebagai bagian dari proses evaluasi yang bertujuan untuk memastikan bahwa sistem yang dibangun memenuhi ekspektasi perusahaan, mendukung pengelolaan risiko secara efektif, dan memberikan manfaat sesuai dengan tujuan pengembangan aplikasi. Pembuatan PIR ini merupakan bagian dari rekomendasi perbaikan IT *Maturity Level* yakni pada domain MEA01: *Managed Performance and Conformance Monitoring*. In October 2025, the Post Implementation Review (PIR) process for the Risk Management Information System (RMIS) application was carried out as part of an evaluation process aimed at ensuring that the system built meets company expectations, supports effective risk management, and delivers benefits in line with the application's development objectives. This PIR is part of the IT Maturity Level improvement recommendations, specifically in the domain MEA01: Managed Performance and Conformance Monitoring.

TATA KELOLA TEKNOLOGI INFORMASI (TI)
INFORMATION TECHNOLOGY GOVERNANCE (IT)

No	Inisiatif Initiative	Status Status	Penjelasan Explanation
3	*IT Governance* *IT Governance*	Sudah dilakukan Completed	Pada tahun 2025 sudah dilakukan beberapa pekerjaan terkait IT *Governance* sekaligus menjadi rekomendasi perbaikan IT *Maturity Level*, di antara lain · Penyusunan Kebijakan *Data Privacy & Data Protection* sesuai Undang-Undang Nomor 27 Tahun 2022 tentang Perlindungan Data Pribadi (APO014: *Managed Data*) · Surveillance ISO 27001:2022 (DSS05: *Managed Security Services* dan APO13:*Managed Security*) · Penyusunan Rencana Strategis Teknologi Informasi PT PELNI (Persero) periode 2025-2029 (EDM01: *Ensured Framework Setting and Maintenance*) · Penyusunan Pedoman Tata Kelola Teknologi Informasi PT PELNI (Persero) (EDM01: *Ensured Framework Setting and Maintenance*) · SK Direksi nomor: 11.07/03/SK/HKO.01/2025 tentang Penyusunan Tim Tanggap Insiden Siber PT PELNI (Persero) (DSS05: *Managed Security Services*) · SK Direksi nomor: 08.12/03/SK/HKO.01/2025 tentang *Digital Agent* PT PELNI (Persero) (APO08: *Managed Relationship*) In 2025, several tasks related to IT Governance were carried out, which also serve as IT Maturity Level improvement recommendations, including: · Drafting of Data Privacy & Data Protection Policy in accordance with Law Number 27 of 2022 concerning Personal Data Protection (APO014: Managed Data) · Surveillance ISO 27001:2022 (DSS05: Managed Security Services and APO13: Managed Security) · Drafting of Information Technology Strategic Plan of PT PELNI (Persero) for the period 2025–2029 (EDM01: Ensured Framework Setting and Maintenance) Drafting of Information Technology Governance Guidelines of PT PELNI (Persero) (EDM01: Ensured Framework Setting and Maintenance) · Board of Directors Decree Number: 11.07/03/SK/HKO.01/2025 concerning the Formation of the Cyber Incident Response Team of PT PELNI (Persero) (DSS05: Managed Security Services) · Board of Directors Decree Number: 08.12/03/SK/HKO.01/2025 concerning Digital Agent of PT PELNI (Persero) (APO08: Managed Relationship)
4	*Data Governance* *Data Governance*	Sudah dilakukan Completed	Penyusunan pedoman dan SOP *Data Governance* PT PELNI (Persero) sudah dilaksanakan. Selanjutnya akan dilakukan proses pengesahan dokumen pedoman dan SOP turunannya. Adapun penyusunan *Data Governance* ini merupakan salah satu bagian dari rekomendasi perbaikan IT *Maturity Level* yakni pada domain APO14: *Managed Data*. The drafting of the Data Governance guidelines and SOPs for PT PELNI (Persero) has been completed. Subsequently, the process of ratifying the guideline document and its derivative SOPs will be carried out. This Data Governance drafting is part of the IT Maturity Level improvement recommendations, specifically in the domain APO14: Managed Data.

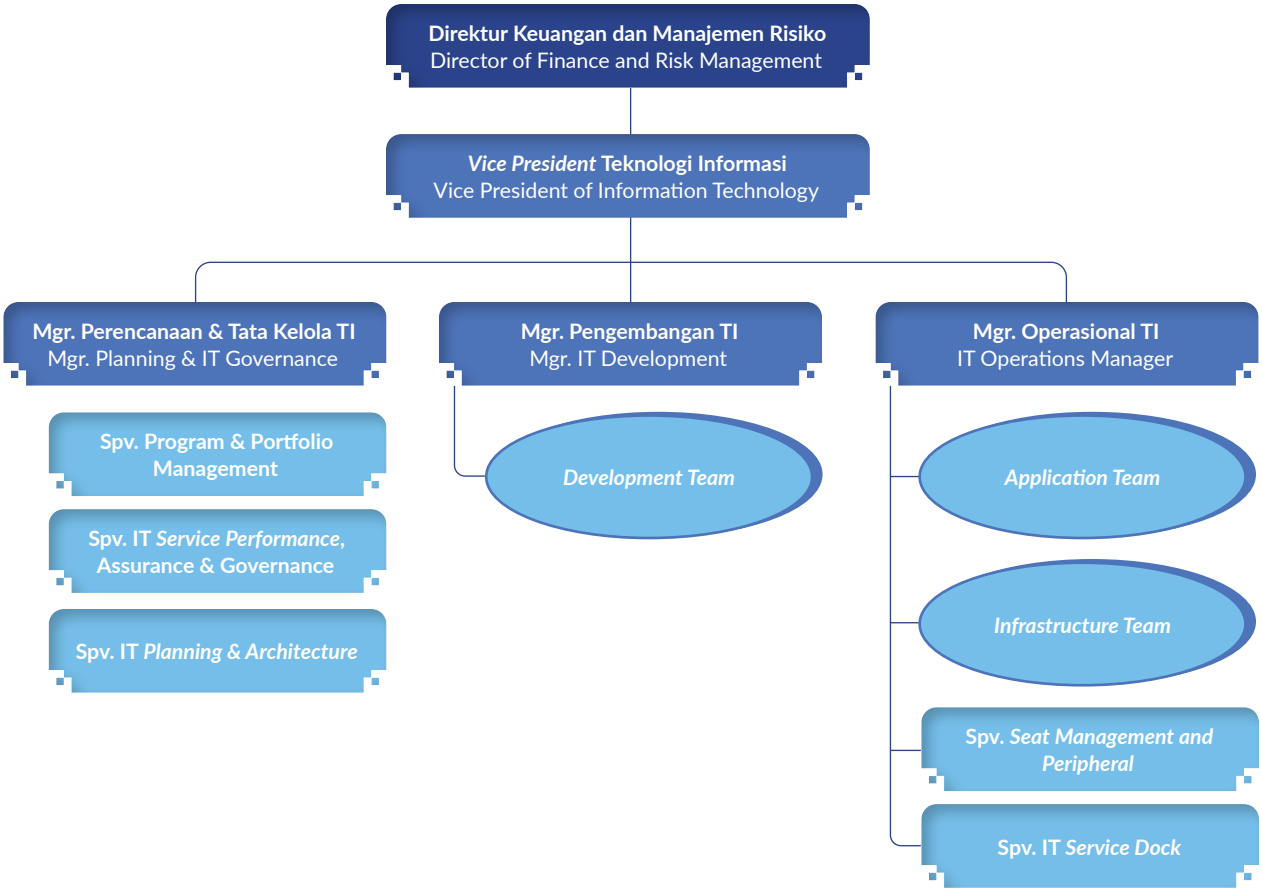
TATA KELOLA TEKNOLOGI INFORMASI (TI)
INFORMATION TECHNOLOGY GOVERNANCE (IT)

STRUKTUR ORGANISASI

Sesuai Surat Keputusan Direksi Nomor: 04.17/02/SK/HKO.01/2024 tentang Formasi Unit Kerja dan Jabatan pada Lingkup Kantor Pusat, berikut ini gambaran struktur organisasi Divisi Teknologi Informasi:

ORGANIZATIONAL STRUCTURE

In accordance with the Board of Directors Decree Number: 04.17/02/SK/HKO.01/2024 concerning the Work Unit and Position Formation within the Head Office, the following illustrates the organizational structure of the Information Technology Division:



JUMLAH SUMBER DAYA MANUSIA

Sampai dengan 31 Desember 2025, jumlah pegawai Divisi Teknologi Informasi sebanyak 45 orang, dengan 29 orang pegawai organik dan 11 orang pegawai non-organik serta 7 orang *manage service* (5 orang *Helpdesk*, 2 orang petugas NOC). Berdasarkan SK Direksi Nomor: 01.30/02/SK/HKO.01/2025 tentang Formasi Unit Kerja dan Jabatan pada Lingkup Kantor Pusat, Divisi TI memiliki 48 formasi pegawai (organik dan non-organik) tidak termasuk pegawai *manage service*. Oleh karena itu, pada tahun 2025 Divisi TI bekerja sama dengan Divisi SDM merencanakan rekrutmen untuk memenuhi formasi pegawai yang masih kosong.

NUMBER OF HUMAN RESOURCES

As of December 31, 2025, the Information Technology Division employed a total of 45 personnel, consisting of 29 permanent employees, 11 non-permanent employees, and 7 managed service personnel (5 Helpdesk officers and 2 NOC officers). Based on the Board of Directors Decree Number: 01.30/02/SK/HKO.01/2025 concerning Work Unit and Position Formation within the Head Office, the IT Division has a total of 48 personnel formations (permanent and non-permanent employees), excluding managed service personnel. Therefore, in 2025, the IT Division collaborated with the Human Resources Division to plan recruitment activities in order to fulfill the remaining vacant positions.

TATA KELOLA TEKNOLOGI INFORMASI (TI)
INFORMATION TECHNOLOGY GOVERNANCE (IT)

APLIKASI/SISTEM INFORMASI

Aplikasi-aplikasi dan sistem informasi yang ada di PT PELNI dibangun berdasarkan kebutuhan dari setiap unit kerja/fungsi bisnis yang ada di Perusahaan. Berdasarkan RKAP 2025 dan *roadmap* inisiatif aplikasi/sistem informasi pada tahun 2025 yang tercantum dalam Rencana Strategis Teknologi Informasi 2025-2029, ada beberapa aplikasi yang telah berhasil diimplementasikan dan ada beberapa aplikasi yang sudah masuk tahapan pembangunan. Berikut pencapaian pengembangan aplikasi-aplikasi penting di PT PELNI (Persero).

1. Pengembangan *New Commercial System*

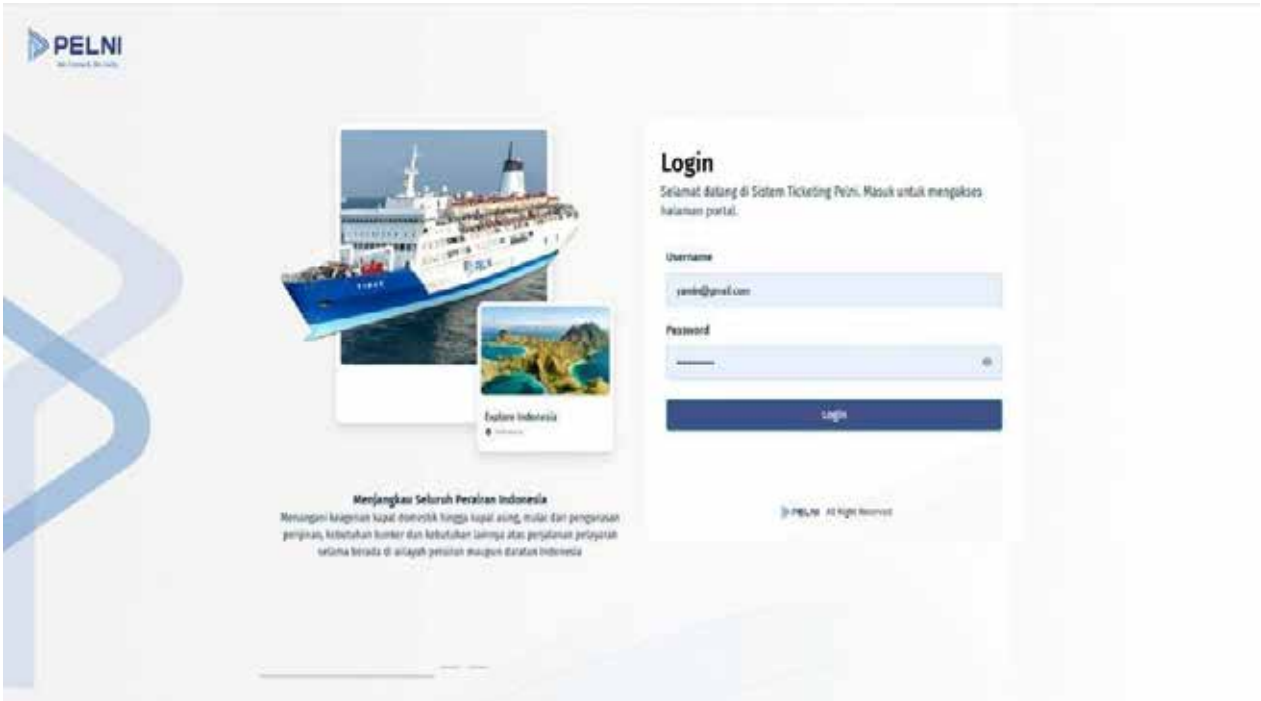
Pengembangan *Commercial System* PELNI menggunakan teknologi *microservices* yang mengakomodir pengelolaan seluruh produk bisnis PELNI (*ticketing services*, *cargo services*, *dll)* dengan fokus utama pada peningkatan *customer experience*. Pengembangan *New Commercial System* (*Ticketing System*) sudah dilakukan proses *Initial* Go *Live* pada Desember 2025. Selanjutnya pada tahun 2026 akan dilakukan proses pengembangan aplikasi untuk *Cargo Management System* dan *Customer Relationship Management System*.

APPLICATIONS/INFORMATION SYSTEMS

Applications and information systems within PT PELNI are developed based on the requirements of each work unit/business function within the Company. Based on the 2025 RKAP and the application/information system initiative roadmap for 2025 as outlined in the 2025–2029 Information Technology Strategic Plan, several applications have been successfully implemented, while others have entered the development stage. The following are the achievements related to the development of key applications within PT PELNI (Persero).

1. Development of the New Commercial System

The development of the PELNI Commercial System utilizes microservices technology that accommodates the management of all PELNI business products (ticketing services, cargo services, etc.), with a primary focus on enhancing customer experience. The New Commercial System (Ticketing System) development has completed the Initial Go Live process in December 2025. Furthermore, in 2026, application development processes will be carried out for the Cargo Management System and Customer Relationship Management System.



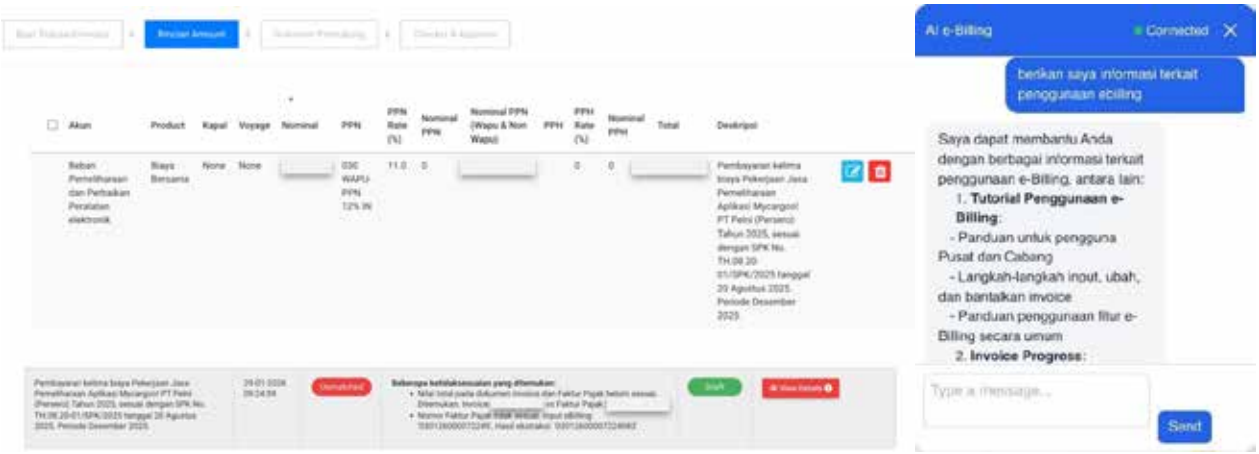
TATA KELOLA TEKNOLOGI INFORMASI (TI)
INFORMATION TECHNOLOGY GOVERNANCE (IT)

2. Penerapan AI pada Proses Bisnis PSO

Pada tahun 2025, PT PELNI (Persero) telah menerapkan teknologi *Artificial Intelligence* (AI) dalam proses bisnis PSO melalui pengembangan pada aplikasi e-*Billing System* yang *go live* pada Desember 2025, dengan tiga fitur utama yaitu ekstraksi dokumen berbasis *computer vision*, *chatbot/virtual assistant* untuk dukungan layanan, serta notifikasi otomatis atas kesalahan data guna meningkatkan akurasi dan efisiensi proses.

2. Implementation of AI in PSO Business Processes

In 2025, PT PELNI (Persero) implemented Artificial Intelligence (AI) technology in PSO business processes through the development of the e-Billing System application, which went live in December 2025, featuring three main capabilities, namely computer vision-based document extraction, chatbot/virtual assistant support services, and automatic notifications for data errors to improve process accuracy and efficiency.



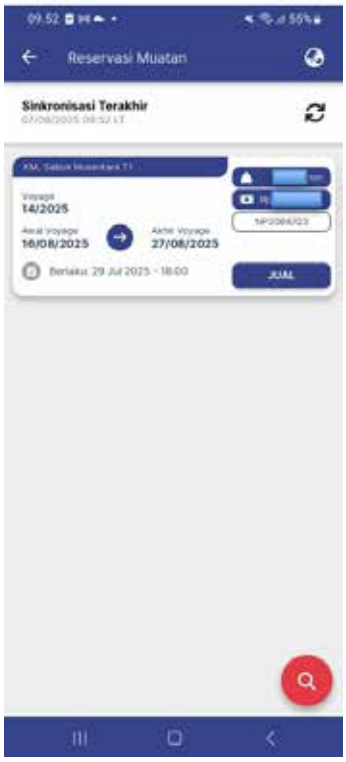
3. Pengembangan *Pecasy Mobile*

PECASY Mobile merupakan aplikasi yang dikembangkan untuk mendukung digitalisasi proses bisnis penjualan muatan pada kapal perintis, sehingga proses pencatatan, transaksi, dan pelaporan dapat dilakukan secara lebih cepat, akurat, dan transparan. Melalui aplikasi ini, pengelolaan data muatan menjadi lebih terintegrasi dan terdokumentasi dengan baik, sehingga meningkatkan efisiensi operasional serta meminimalkan potensi kesalahan manual. PECASY Mobile telah resmi *go live* pada September 2025 sebagai bagian dari komitmen perusahaan dalam mendorong transformasi digital dan peningkatan kualitas layanan.

3. Development of Pecasy Mobile

PECASY Mobile is an application developed to support the digitalization of cargo sales business processes on pioneer vessels, enabling recording, transaction, and reporting processes to be carried out more quickly, accurately, and transparently. Through this application, cargo data management becomes more integrated and well-documented, thereby improving operational efficiency and minimizing the potential for manual errors. PECASY Mobile officially went live in September 2025 as part of the Company's commitment to driving digital transformation and enhancing service quality.

TATA KELOLA TEKNOLOGI INFORMASI (TI)
INFORMATION TECHNOLOGY GOVERNANCE (IT)

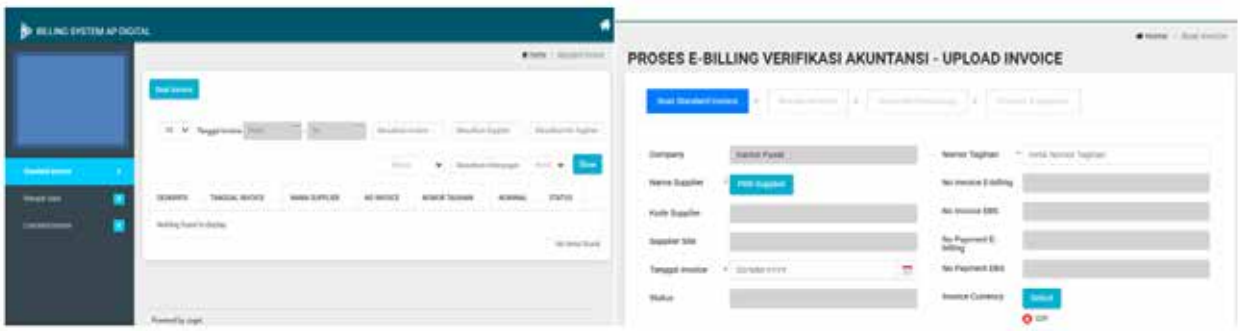


4. Pengembangan *E-Billing System Cabang*

Dalam mewujudkan digitalisasi sistem proses pengajuan, verifikasi dan pembayaran penagihan di PT PELNI (Persero), pada tahun 2023 telah dikembangkan aplikasi *E-Billing System*. Adapun pada tahun 2025, dikembangkan juga untuk pengelolaan proses bisnis di cabang yang telah diimplementasikan di 10 Cabang yakni Ambon, Bima, Bitung, Denpasar, Jakarta, Makassar, Manokwari, Namlea, Parepare dan Surabaya. Adapun pada tahun 2026 akan dilakukan proses implementasi untuk seluruh cabang PT PELNI (Persero).

4. Development of the Branch E-Billing System

In realizing the digitalization of the submission, verification, and billing payment process system at PT PELNI (Persero), the E-Billing System application was developed in 2023. In 2025, the system was further developed to support the management of business processes at branch offices and has been implemented in 10 Branch Offices, namely Ambon, Bima, Bitung, Denpasar, Jakarta, Makassar, Manokwari, Namlea, Parepare, and Surabaya. In 2026, the implementation process will be carried out across all PT PELNI (Persero) branch offices.



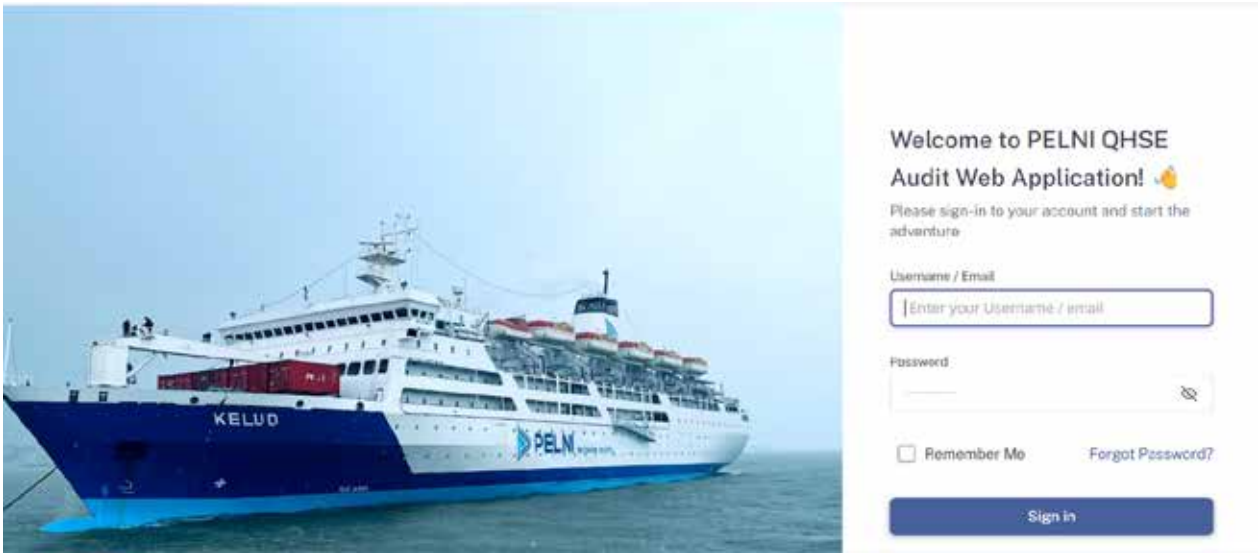
TATA KELOLA TEKNOLOGI INFORMASI (TI)
INFORMATION TECHNOLOGY GOVERNANCE (IT)

5. Pengembangan QHSSE *Management System*

QHSSE *Management System* merupakan sistem terintegrasi yang dirancang untuk mendukung pengelolaan aspek *Quality*, *Health*, *Safety*, *Security*, dan *Environment* secara lebih terstruktur dan terdokumentasi. Sistem ini bertujuan meningkatkan kepatuhan terhadap standar dan regulasi, memperkuat *monitoring* kinerja QHSSE, serta mempermudah pelaporan dan tindak lanjut atas temuan maupun insiden. Aplikasi ini telah resmi *go live* pada November 2025 dan telah dilakukan *training* aplikasi pada 16 - 17 Desember 2025 yang dihadiri oleh Divisi DPA & QHSSE selaku BPO, sebagai bagian dari komitmen perusahaan dalam meningkatkan tata kelola, mitigasi risiko operasional, serta budaya kerja yang aman dan berkelanjutan.

5. Development of the QHSSE Management System

Quality, Health, Safety, Security, and Environment (QHSSE) Management System is an integrated system designed to support the management of Quality, Health, Safety, Security, and Environment aspects in a more structured and well-documented manner. This system aims to improve compliance with applicable standards and regulations, strengthen QHSSE performance monitoring, and facilitate reporting as well as follow-up actions on findings and incidents. The application officially went live in November 2025, followed by application training conducted on 16–17 December 2025 attended by the DPA & QHSSE Division as the BPO, as part of the Company's commitment to strengthening governance, mitigating operational risks, and fostering a safe and sustainable work culture.



6. Pengembangan ITSM-*Change Management*

Aplikasi ITSM – *Change Management* merupakan alat penting dalam manajemen layanan TI yang digunakan untuk mengelola setiap permintaan perubahan pada layanan TI agar berjalan secara terkontrol dan terencana. Pengembangan Aplikasi ITSM – *Change Management* ini telah *go live* pada Oktober 2025 dan sudah digunakan oleh seluruh unit kerja PT PELNI (Persero)

6. Development of ITSM–Change Management

The ITSM – Change Management application is an important tool in IT service management used to manage every request for changes to IT services in a controlled and well-planned manner. The development of the ITSM – Change Management application officially went live in October 2025 and has been utilized by all work units of PT PELNI (Persero).

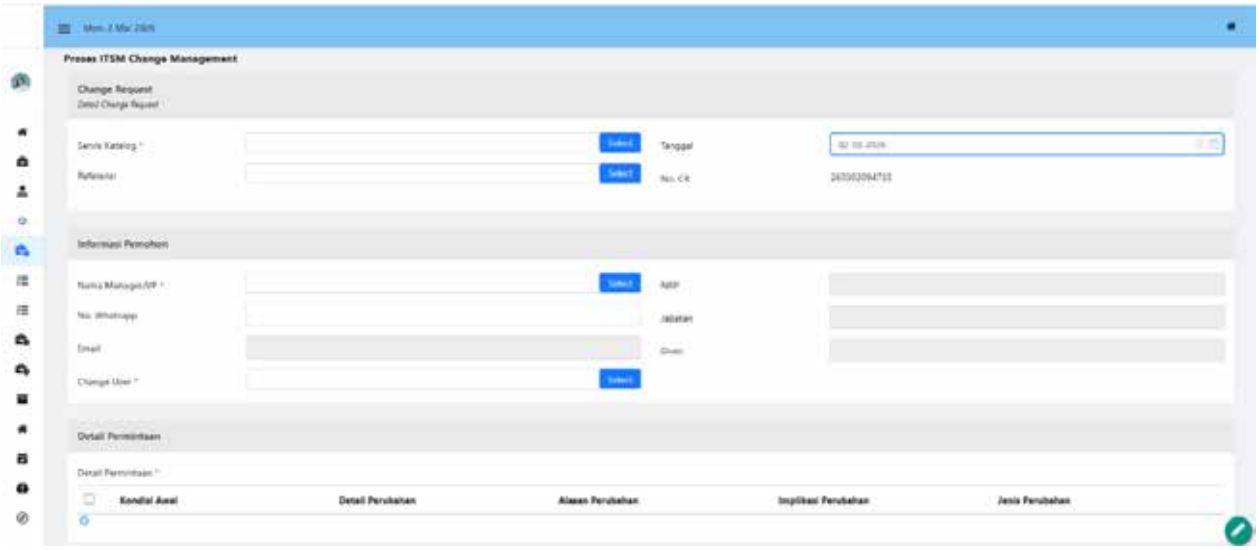
TATA KELOLA TEKNOLOGI INFORMASI (TI)
INFORMATION TECHNOLOGY GOVERNANCE (IT)

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TATA KELOLA TEKNOLOGI INFORMASI & MANAJEMEN RISIKO

Tata kelola teknologi informasi dan manajemen risiko teknologi informasi merupakan bagian penting dalam pengelolaan teknologi informasi di semua perusahaan. Tingkat kematangan tata kelola teknologi informasi yang tinggi akan mempengaruhi kinerja dan kualitas dari layanan teknologi informasi yang dihasilkan, sedangkan manajemen risiko yang baik akan melindungi pengelolaan layanan teknologi informasi perusahaan.

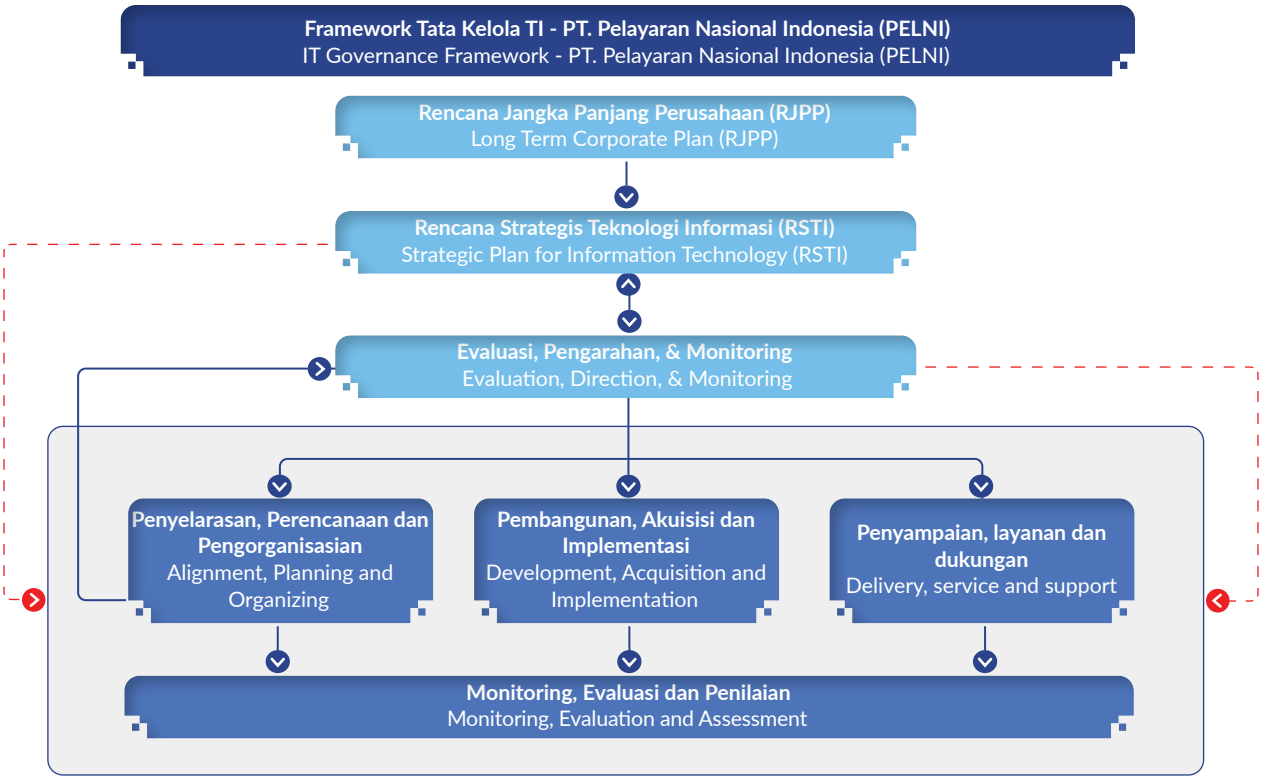
Sesuai Surat Keputusan Direksi nomor: 09.25/01/SK/HKO.01/2025 dan Peraturan Menteri BUMN PER-2/MBU/03/2023, tata kelola teknologi informasi PELNI mengadopsi proses-proses yang ada pada *framework* (kerangka kerja) COBIT 2019. Gambar berikut ini merupakan kerangka kerja tata kelola teknologi informasi di PELNI:

INFORMATION TECHNOLOGY GOVERNANCE & RISK MANAGEMENT

Information technology governance and information technology risk management are important components in the management of information technology across all companies. A high level of maturity in information technology governance will affect the performance and quality of the resulting information technology services, while proper risk management will protect the management of the Company's information technology services.

In accordance with Board of Directors Decree Number: 09.25/01/SK/HKO.01/2025 and Ministry of SOEs Regulation PER-2/MBU/03/2023, PELNI's information technology governance adopts the processes contained in the COBIT 2019 framework. The following figure illustrates the information technology governance framework at PELNI:

TATA KELOLA TEKNOLOGI INFORMASI (TI)
INFORMATION TECHNOLOGY GOVERNANCE (IT)



Framework Tata Kelola TI yang digambarkan di atas memperlihatkan keseluruhan proses tata kelola TI yang dilaksanakan oleh Divisi TI PELNI. Segala kegiatan yang dijalankan oleh segenap personil Divisi TI PELNI tidak terlepas dari tujuan dan strategi yang ditetapkan, yaitu strategi TI yang selaras dengan tujuan dan strategi bisnis PELNI.

The IT Governance Framework illustrated above demonstrates the overall IT governance processes implemented by PELNI's Information Technology Division. All activities carried out by the personnel of the PELNI IT Division are inseparable from the established objectives and strategies, namely IT strategies that are aligned with PELNI's business goals and strategies.

ASSESSMEN TINGKAT KEMATANGAN TATA KELOLA TI

Berdasarkan Peraturan Menteri BUMN Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara yang berisi setiap BUMN harus melaksanakan asesmen tingkat kematangan tata kelola TI secara mandiri (internal) atau secara independen melibatkan pihak eksternal.

Pada tahun 2023, Kementerian BUMN mensyaratkan setiap BUMN melakukan *assessment* dengan *framework* COBIT 5 atau COBIT 2019. Atas arahan tersebut, Divisi Teknologi Informasi telah melakukan *assessment* Tingkat Kematangan Tata Kelola TI pada November – Desember 2025.

ASSESSMENT OF IT GOVERNANCE MATURITY LEVEL

Based on the Regulation of the Minister of SOEs Number PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, each SOE is required to conduct an assessment of the IT governance maturity level independently (internally) or independently involving external parties.

In 2023, the Ministry of SOEs required every SOE to conduct an assessment using the COBIT 5 or COBIT 2019 framework. In response to this directive, the Information Technology Division conducted an assessment of the IT Governance Maturity Level in November – December 2025.

TATA KELOLA TEKNOLOGI INFORMASI (TI)
INFORMATION TECHNOLOGY GOVERNANCE (IT)

Kegiatan *assessment* dilakukan oleh *assesor independent* yaitu, PT Altha Dyanusa Consulting. Asesmen dilakukan menggunakan COBIT 2019 dan penilaian proses-proses tata kelola TI PELNI yang mencakup 24 kontrol minimum yang terdiri dari:

1. EDM01 – *Ensured Governance, Framework Setting, and Maintenance*
2. EDM02 – *Ensured Benefit Delivery*
3. APO01 – *Managed I&T Management Framework*
4. APO02 – *Managed Strategy*
5. APO03 – *Managed Enterprise Architecture*
6. APO05 – *Managed Portfolio*
7. APO06 – *Managed Budget & Cost*
8. APO09 – *Managed Service Agreements*
9. APO10 – *Managed Vendors*
10. APO12 – *Managed Risk*
11. APO13 – *Managed Security*
12. APO14 – *Managed Data*
13. BAI02 – *Managed Requirements Definition*
14. BAI03 – *Managed Solutions Identifications & Build*
15. BAI04 – *Managed Availability & Capacity*
16. BAI06 – *Managed IT Changes*
17. BAI07 – *Managed IT Change Acceptance & Transitioning*
18. BAI09 – *Managed Assets*
19. BAI11 – *Managed Projects*
20. DSS01 – *Managed Operations*
21. DSS02 – *Managed Service Request & Incidents*
22. DSS04 – *Managed Continuity*
23. DSS05 – *Managed Security Services*
24. MEA01 – *Managed Performance and Conformance Monitoring*

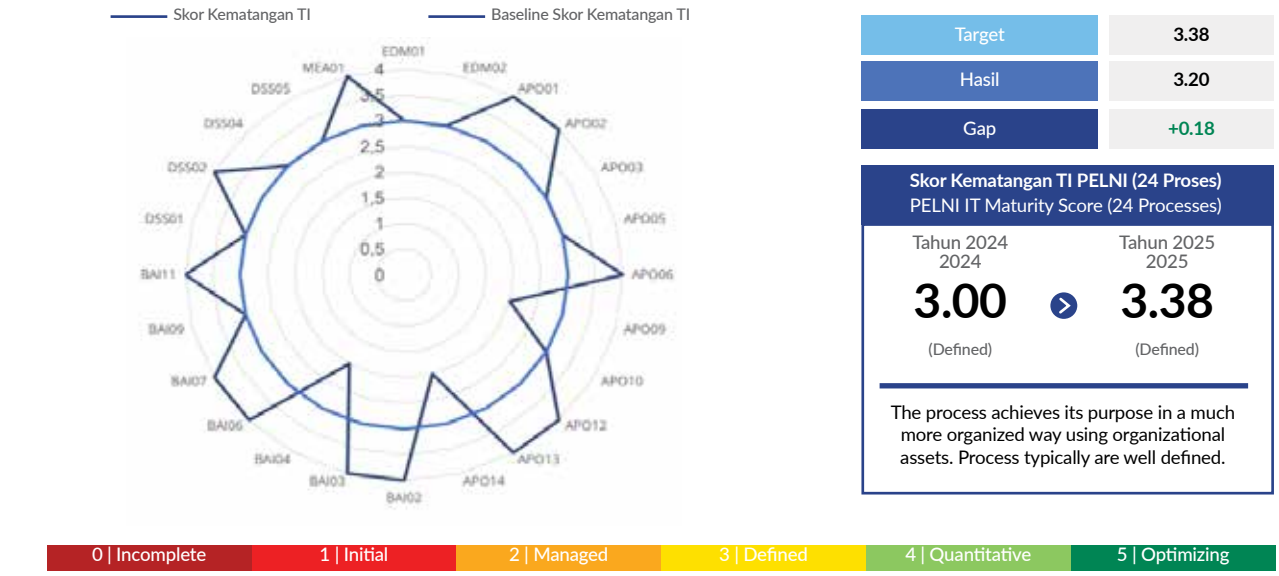
The assessment activity was carried out by an independent assessor, namely PT Altha Dyanusa Consulting. The assessment was conducted using COBIT 2019 and evaluated PELNI's IT governance processes covering 24 minimum controls consisting of:

1. EDM01 – Ensured Governance, Framework Setting, and Maintenance
2. EDM02 – Ensured Benefit Delivery
3. APO01 – Managed I&T Management Framework
4. APO02 – Managed Strategy
5. APO03 – Managed Enterprise Architecture
6. APO05 – Managed Portfolio
7. APO06 – Managed Budget & Cost
8. APO09 – Managed Service Agreements
9. APO10 – Managed Vendors
10. APO12 – Managed Risk
11. APO13 – Managed Security
12. APO14 – Managed Data
13. BAI02 – Managed Requirements Definition
14. BAI03 – Managed Solutions Identifications & Build
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21. DSS02 – Managed Service Request & Incidents
22. DSS04 – Managed Continuity
23. DSS05 – Managed Security Services
24. MEA01 – Managed Performance and Conformance Monitoring

TATA KELOLA TEKNOLOGI INFORMASI (TI)
INFORMATION TECHNOLOGY GOVERNANCE (IT)

Berikut pula Skor IT Maturity untuk 24 proses PT PELNI (Persero) dengan nilai sebesar 3.38 (Defined)
The following is the IT Maturity Score for 24 PT PELNI (Persero) processes with a value of 3.38 (Defined)

Persebaran Skor Kematangan TI PT Pelayaran Nasional Indonesia Sementara
Distribution of IT Maturity Scores of PT Pelayaran Nasional Indonesia



Target	3.38
Hasil	3.20
Gap	+0.18

Skor Kematangan TI PELNI (24 Proses)
PELNI IT Maturity Score (24 Processes)

Tahun 2024	Tahun 2025
3.00	3.38
(Defined)	(Defined)

The process achieves its purpose in a much more organized way using organizational assets. Process typically are well defined.

0 | Incomplete | 1 | Initial | 2 | Managed | 3 | Defined | 4 | Quantitative | 5 | Optimizing

Berdasarkan hasil penilaian IT *Maturity Level*, skor yang didapatkan pada tahun 2025 adalah 3.38. Skor ini meningkat sebesar 0.38 dari tahun sebelumnya (2024), yakni 3.00 dan melebihi target pada *roadmap* perbaikan nilai IT *Maturity Level* sebesar 0.18. Sehingga saat ini nilai kapabilitas proses TI di PT PELNI (Persero) berada pada level 3 (*Defined*).

Based on the results of the IT Maturity Level assessment, the score achieved in 2025 was 3.38. This score increased by 0.38 from the previous year (2024), which was 3.00, and exceeded the target set in the IT Maturity Level improvement roadmap by 0.18. Accordingly, the current IT process capability level at PT PELNI (Persero) is at Level 3 (Defined).

KEAMANAN SIBER TEKNOLOGI INFORMASI

PELNI secara berkelanjutan melakukan penguatan keamanan sistem informasi melalui berbagai langkah strategis. Salah satunya adalah pelaksanaan *penetration testing* secara rutin untuk mengidentifikasi potensi kerentanan pada sistem dan aplikasi yang digunakan, sehingga dapat dilakukan mitigasi secara proaktif sebelum terjadi eksploitasi oleh pihak yang tidak bertanggung jawab. Selain itu, PELNI secara giat melakukan *cybersecurity awareness* pada aplikasi Portal Pegawai dan melakukan *security training & awareness* pada 01 November 2025 dengan tema "Meningkatkan Kepatuhan dan Tanggung Jawab Pegawai terhadap Keamanan

INFORMATION TECHNOLOGY CYBERSECURITY

PELNI continuously strengthens information system security through various strategic initiatives. One of these initiatives is the regular implementation of penetration testing to identify potential vulnerabilities in the systems and applications used, enabling proactive mitigation before exploitation by unauthorized parties occurs. In addition, PELNI actively conducts cybersecurity awareness programs through the Employee Portal application and carried out a security training & awareness program on November 1, 2025, under the theme "Enhancing Employee Compliance and Responsibility towards Corporate Information Security" to improve

TATA KELOLA TEKNOLOGI INFORMASI (TI)
INFORMATION TECHNOLOGY GOVERNANCE (IT)

Informasi Perusahaan" guna meningkatkan kesadaran dan kepatuhan terhadap praktik keamanan informasi dalam operasional sehari-hari. Pada tahun 2025 juga, dilakukan *mandatory training* terkait Sistem Manajemen Keamanan Informasi untuk seluruh pegawai Divisi Teknologi Informasi.

awareness and compliance with information security practices in daily operations. In 2025, mandatory training related to the Information Security Management System was also conducted for all employees of the Information Technology Division.



Sebagai lapisan perlindungan tambahan, PELNI telah mengimplementasikan *Web Application Firewall* (WAF) untuk melindungi aplikasi berbasis web dari berbagai ancaman siber seperti serangan injeksi, *cross-site scripting*, dan upaya akses tidak sah. PELNI juga telah mulai menerapkan Sistem Manajemen Keamanan Informasi berbasis ISO 27001 dan mengimplementasikan prinsip-prinsip Perlindungan Data Pribadi (PDP) dalam pengelolaan data perusahaan guna memastikan bahwa pengumpulan, pengolahan, penyimpanan, dan penggunaan data dilakukan secara aman, bertanggung jawab, serta sesuai dengan ketentuan regulasi yang berlaku. Dengan berbagai upaya tersebut, keamanan informasi dan keandalan layanan digital perusahaan dapat terus terjaga.

As an additional layer of protection, PELNI has implemented a Web Application Firewall (WAF) to protect web-based applications from various cyber threats such as injection attacks, cross-site scripting, and unauthorized access attempts. PELNI has also begun implementing an Information Security Management System based on ISO 27001 and applying the principles of Personal Data Protection (PDP) in managing corporate data to ensure that the collection, processing, storage, and use of data are carried out securely, responsibly, and in accordance with applicable regulatory provisions. Through these various initiatives, the security of information and the reliability of the Company's digital services can continue to be maintained.

TATA KELOLA TEKNOLOGI INFORMASI (TI)
INFORMATION TECHNOLOGY GOVERNANCE (IT)

KUESIONER KEPUASAN LAYANAN TI *STAKEHOLDER*

Divisi Teknologi Informasi mengadakan kegiatan pengisian Kuesioner Kepuasan Layanan TI dengan jangka waktu pengisian tanggal 27 Oktober – 14 November 2025. Pengisian kuesioner ini bertujuan untuk mengetahui tingkat kepuasan *stakeholder* terhadap layanan aplikasi, jaringan, maupun infrastruktur yang disajikan oleh Divisi TI.

Berdasarkan hasil 3 (tiga) kategori survei di atas, rata-rata nilai survei tingkat kepuasan *stakeholder* layanan TI PELNI tahun 2025 adalah 4,57, meningkat sebesar 0,20 dari tahun 2025, yaitu sebesar 4,37. Nilai tahun 2025 sebesar 4,57 ini telah melampaui target KPI Divisi TI, yaitu 3,5. Hal tersebut dapat dilihat dari tabel berikut:

IT SERVICE SATISFACTION QUESTIONNAIRE FOR STAKEHOLDERS

The Information Technology Division conducted an IT Service Satisfaction Questionnaire survey with a survey period from October 27 to November 14, 2025. The purpose of this survey was to determine the level of stakeholder satisfaction with the application, network, and infrastructure services provided by the IT Division.

Based on the results of the 3 (three) survey categories above, the average stakeholder satisfaction score for PELNI's IT services in 2025 was 4.57, an increase of 0.20 from the 2024 score of 4.37. The 2025 score of 4.57 exceeded the IT Division KPI target of 3.5. The details are presented in the following table:

No	Nama Survei Survey Name	Jumlah Responden Number of Responden			Nilai Survei Survey Score		
		2024	2025	GAP	2024	2025	GAP
1	Tingkat Kepuasan Pegawai Terhadap Layanan TI PELNI Employee Satisfaction Level on PELNI IT Services	176	298	+122	4,15	4,11	-0.04
2	Tingkat Kepuasan Vendor Terhadap Layanan TI PELNI Vendor Satisfaction Level on PELNI IT Services	8	7	-1	4,35	4,79	+0.44
3	Tingkat Kepuasan Mitra Terhadap Layanan TI PELNI Partner Satisfaction Level on PELNI IT Services	14	7	-7	4.60	4,81	+0,21
Nilai Rata-Rata Keseluruhan Overall Average Score					4,37	4.57	+0,20

Hasil survei ini menjadi cerminan bagi Divisi TI untuk meningkatkan mutu layanan yang lebih baik lagi di masa mendatang. Walaupun nilai KPI tahun 2025 telah dilampaui, Divisi TI harus tetap meningkatkan layanan yang mengalami penurunan serta kinerja yang belum memenuhi harapan. Oleh karena itu, Divisi TI perlu melakukan berbagai strategi sesuai dengan yang telah disampaikan di atas.

The results of this survey serve as a reflection for the IT Division to further improve the quality of services in the future. Although the 2025 KPI target has been exceeded, the IT Division must continue to improve services that experienced a decline as well as performance areas that have not yet met expectations. Therefore, the IT Division needs to implement various strategies as outlined above.

TATA KELOLA TEKNOLOGI INFORMASI (TI)
INFORMATION TECHNOLOGY GOVERNANCE (IT)

PENGHARGAAN TOP DIGITAL AWARDS 2025

Pada tanggal 04 Desember 2025, PT PELNI (Persero) mendapatkan sejumlah penghargaan TOP DIGITAL Awards 2025 dengan tema *Driving Operational Excellence through Intelligent Digital Transformation*, untuk kategori:

TOP DIGITAL AWARDS 2025

On December 4, 2025, PT PELNI (Persero) received several TOP DIGITAL Awards 2025 with the theme Driving Operational Excellence through Intelligent Digital Transformation, in the following categories:

Kategori Penghargaan Award Category	Pemenang Penghargaan Award Recipient
Top Digital Implementation 2025 #Level Stars 5	PT PELNI (Persero)
Top Leader on Digital Implementation 2025	Direktur Keuangan & Manajemen Risiko PT PELNI (Persero) Anik Hidayati Director of Finance & Risk Management of PT PELNI (Persero) Anik Hidayati

Kegiatan TOP DIGITAL Awards 2025 ini diselenggarakan oleh majalah It Works yang bekerja sama dan didukung oleh beberapa Asosiasi dan Perusahaan Konsultan TI dan TELCO. Berikut ini foto penghargaan TOP DIGITAL Awards 2025 yang dimenangkan oleh PT PELNI (Persero).

The TOP DIGITAL Awards 2025 event was organized by IT Works magazine in collaboration with and supported by several IT and telecommunications associations and consulting firms. The following are photos of the TOP DIGITAL Awards 2025 received by PT PELNI (Persero).



TATA KELOLA TEKNOLOGI INFORMASI (TI)
INFORMATION TECHNOLOGY GOVERNANCE (IT)

MANAJEMEN RISIKO TEKNOLOGI INFORMASI

Manajemen risiko teknologi informasi dilakukan mengikuti implementasi perusahaan berdasarkan Surat Keputusan Direksi Nomor: 12.31/01/SK/HKO.01/2024 tentang Pedoman Manajemen Risiko Berbasis ISO 31000 di PT PELNI (Persero). Setiap unit kerja/cabang/SBU diminta menyampaikan laporan *risk register* dan *response plan* per triwulan kepada Divisi Manajemen Risiko dan ESG untuk dilaporkan kepada manajemen (Direksi dan Komisaris). Sesuai laporan *risk register* TW IV pada tahun 2025, terdapat 4 (empat) risiko beserta mitigasi risikonya yang ada pada teknologi informasi perusahaan, yaitu:

INFORMATION TECHNOLOGY RISK MANAGEMENT

Information technology risk management is carried out in accordance with the Company's implementation based on the Board of Directors Decree Number: 12.31/01/SK/HKO.01/2024 concerning Risk Management Guidelines Based on ISO 31000 at PT PELNI (Persero). Each work unit/branch/SBU is required to submit a quarterly risk register and response plan report to the Risk Management and ESG Division to be reported to management (Board of Directors and Board of Commissioners). Based on the Q4 risk register report in 2025, there were 4 (four) risks along with their mitigation measures within the Company's information technology operations, namely:

No.	Risk Risk	Consequences Consequences	Mitigation Plan Mitigation Plan
1	Insiden Siber terkait Data Pribadi Cyber Incident Related to Personal Data	· Hilangnya data dan informasi penting perusahaan · Reputasi perusahaan menurun - Loss of important company data and information - Company reputation declines	· Melakukan *monitoring web application firewall* · Menutup celah keamanan yang ditemukan pada *Penetration Testing & Vulnerability Assessment* Layanan TI · Implementasi SMKI ISO 27001:2022 · Implementasi Pedoman Perlindungan Data Pribadi · Implementasi *Security Operation Center* sebagai pusat deteksi dan pemantauan keamanan yang dapat mendeteksi ancaman secara *real-time* · Monitoring web application firewall Closing security vulnerabilities identified during · Penetration Testing & Vulnerability Assessment of IT Services · Implementation of Information Security Management System (ISMS) ISO 27001:2022 · Implementation of Personal Data Protection Guidelines · Implementation of a Security Operation Center as a security detection and monitoring center capable of detecting threats in real-time
2	Tidak Tersedianya Layanan TI Perusahaan Unavailability of Company IT Services	· Proses bisnis kurang efektif dan efisien · Layanan perusahaan terganggu · *Loss Opportunity* dalam potensi bisnis · *Downtime* pada aplikasi · *User experience* kurang optimal · Data *corrupt*/hilangnya informasi penting perusahaan · Kegagalan sistem/akses aplikasi - *Business processes are less effective and efficient* - Company services are disrupted - Loss of opportunity in business potential - Application downtime - Suboptimal user experience - Data corruption / loss of important company information - System/Application Access Failure	· Melakukan pemeriksaan secara menyeluruh dan menganalisis penyebab kendala pada layanan TI · Implementasi *incident management* · Melakukan penyediaan dan pemeliharaan terhadap layanan-layanan TI - Conducting thorough inspections and analyzing the root causes of IT service issues - Implementation of incident management - Providing and maintaining IT services

TATA KELOLA TEKNOLOGI INFORMASI (TI)
INFORMATION TECHNOLOGY GOVERNANCE (IT)

No.	Risk Risk	Consequences Consequences	Mitigation Plan Mitigation Plan
3	Kegagalan Implementasi AI pada Proses Bisnis PSO Failure to Implement AI in PSO Business Processes	· Proses bisnis kurang efektif dan efisien · Munculnya kendala pada aplikasi · Kualitas data yang kurang baik · Tidak akuratnya data realisasi PSO - Business processes are less effective and efficient - Emergence of application issues - Poor data quality Inaccurate PSO realization data	· Melakukan pengumpulan data pendukung dan pembuatan *Webservice* AI sebagai bahan proses pembelajaran AI · Melakukan *progress report* dan menyelesaikan kendala yang timbul - Collecting supporting data and developing an AI Webservice as material for the AI learning process - Submitting progress reports and resolving emerging issues
4	*Enterprise Architecture* (EA) Tidak Sesuai dengan Kebutuhan Bisnis *Enterprise Architecture (EA) Not Aligned with Business Needs*	· *Proses bisnis kurang efektif dan efisien* · *Kegagalan integrasi sistem/aplikasi* · *Redudansi data* - Business processes are less effective and efficient - System/Application Integration Failure - Data redundancy	· Melakukan penyusunan *Enterprise Architecture* (EA) (Arsitektur bisnis, aplikasi, teknologi dan data, dll) · Menyampaikan *progress report* pengembangan EA dan menyelesaikan kendala yang timbul - Developing Enterprise Architecture (EA) (Business architecture, application, technology and data architecture, etc.) - Submitting EA development progress reports and resolving emerging issues
5	Kegagalan Implementasi Aplikasi Komersial Failure to Implement Commercial Applications	· *Loss Opportunity* dalam potensi bisnis · Proses bisnis kurang efektif dan efisien · Munculnya kendala pada aplikasi · *Customer Experience* yang kurang baik - Loss of opportunity in business potential - Business processes are less effective and efficient - Emergence of application issues - Poor customer experience	· Melakukan pengembangan aplikasi dengan pihak ketiga · Melaksanakan UAT untuk modul yang telah selesai dikembangkan · Penyelesaian ITCR Pelni Mobile · Melakukan *progress report* dan menyelesaikan kendala yang timbul - Conducting application development with third parties - Conducting UAT (User Acceptance Testing) for modules that have been completed in development - Completion of ITCR Pelni Mobile - Submitting progress reports and resolving emerging issues



06



TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN

SOCIAL AND ENVIRONMENTAL RESPONSIBILITY

TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN
SOCIAL AND ENVIRONMENTAL RESPONSIBILITY

Sebagai perusahaan pelayaran nasional yang memiliki peran strategis dalam mendukung konektivitas dan distribusi logistik di seluruh wilayah Indonesia, PT PELNI (Persero) menyadari bahwa keberhasilan usaha tidak hanya diukur dari pencapaian kinerja finansial, tetapi juga dari kontribusi sosial dan lingkungan yang diberikan kepada masyarakat dan negara. Oleh karena itu, Perseroan terus berkomitmen menjalankan program Tanggung Jawab Sosial dan Lingkungan (TJSL) secara berkelanjutan sebagai bagian integral dari strategi perusahaan dan implementasi prinsip *Environmental, Social, and Governance* (ESG). Melalui pelaksanaan program TJSL, Perseroan berupaya menciptakan nilai tambah yang berkelanjutan bagi masyarakat, lingkungan, dan seluruh pemangku kepentingan.

As a national shipping company with a strategic role in supporting connectivity and logistics distribution throughout Indonesia, PT PELNI (Persero) recognizes that business success is not solely measured by financial performance achievements, but also by the social and environmental contributions provided to the community and the nation. Therefore, the Company remains committed to implementing Social and Environmental Responsibility (TJSL) programs sustainably as an integral part of the Company's strategy and the implementation of Environmental, Social, and Governance (ESG) principles. Through the implementation of TJSL programs, the Company strives to create sustainable added value for the community, the environment, and all stakeholders.

Sepanjang tahun 2025, Perseroan melaksanakan berbagai program TJSL yang difokuskan pada pemberdayaan masyarakat, pendidikan, kesehatan, bantuan sosial, pengembangan UMKM, serta dukungan terhadap pembangunan wilayah pesisir dan kepulauan, khususnya di wilayah operasional Perseroan dan daerah tertinggal, terdepan, dan terluar (3T). Pelaksanaan program TJSL dilakukan secara selaras dengan tujuan pembangunan berkelanjutan atau *Sustainable Development Goals* (SDGs), serta mendukung komitmen Perseroan dalam memperkuat peran sebagai perusahaan yang tidak hanya berorientasi pada pertumbuhan bisnis, tetapi juga pada penciptaan manfaat sosial dan lingkungan yang berkelanjutan bagi Indonesia.

Throughout 2025, the Company implemented various TJSL programs focused on community empowerment, education, healthcare, social assistance, MSME development, as well as support for the development of coastal and archipelagic areas, particularly within the Company's operational areas and disadvantaged, frontier, and outermost regions (3T). The implementation of TJSL programs was carried out in alignment with the Sustainable Development Goals (SDGs), while also supporting the Company's commitment to strengthening its role as an enterprise that is not only oriented toward business growth, but also toward the creation of sustainable social and environmental benefits for Indonesia.

TATA KELOLA TANGGUNG JAWAB SOSIAL
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PT PELNI (Persero) menerapkan tata kelola Tanggung Jawab Sosial dan Lingkungan (TJSL) secara terstruktur dan berkelanjutan sebagai bagian integral dari penerapan *Good Corporate Governance* (GCG) dan strategi keberlanjutan perusahaan. Pelaksanaan program TJSL dilakukan dengan mengacu pada berbagai peraturan perundang-undangan yang berlaku, antara lain Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas, Peraturan Menteri BUMN Nomor PER-1/MBU/03/2023 tentang Penugasan Khusus dan Program Tanggung Jawab Sosial dan

PT PELNI (Persero) implements Social and Environmental Responsibility (TJSL) governance in a structured and sustainable manner as an integral part of the implementation of Good Corporate Governance (GCG) and the Company's sustainability strategy. The implementation of TJSL programs is carried out in accordance with prevailing laws and regulations, including Law No. 40 of 2007 concerning Limited Liability Companies, Regulation of the Minister of State-Owned Enterprises Number PER-1/MBU/03/2023 concerning Special Assignments and

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Lingkungan Badan Usaha Milik Negara, serta ketentuan dan kebijakan internal perusahaan terkait pelaksanaan TJSL. Selain itu, pelaksanaan program TJSL juga diselaraskan dengan prinsip *Environmental*, *Social*, *and Governance* (ESG) serta tujuan pembangunan berkelanjutan atau *Sustainable Development Goals* (SDGs). Perseroan meyakini bahwa tata kelola TJSL yang baik merupakan bagian penting dalam memastikan program sosial dan lingkungan berjalan efektif, tepat sasaran, transparan, dan memberikan manfaat berkelanjutan bagi masyarakat dan lingkungan.

Social and Environmental Responsibility Programs of State-Owned Enterprises, as well as the Company's internal provisions and policies related to the implementation of TJSL. In addition, the implementation of TJSL programs is aligned with Environmental, Social, and Governance (ESG) principles and the Sustainable Development Goals (SDGs). The Company believes that sound TJSL governance constitutes an essential part of ensuring that social and environmental programs are implemented effectively, appropriately targeted, transparently, and capable of providing sustainable benefits to society and the environment.

Pengelolaan program TJSL di lingkungan Perseroan dilaksanakan melalui unit kerja yang bertanggung jawab dalam perencanaan, pelaksanaan, monitoring, dan evaluasi program secara terkoordinasi dengan fungsi-fungsi terkait di seluruh wilayah operasional perusahaan. Dalam pelaksanaannya, Perseroan memastikan bahwa setiap program TJSL disusun berdasarkan kebutuhan masyarakat, relevansi terhadap wilayah operasional, serta memperhatikan aspek keberlanjutan dan dampak jangka panjang. Program-program TJSL juga dijalankan dengan mengedepankan prinsip akuntabilitas, efektivitas penggunaan anggaran, serta kepatuhan terhadap kebijakan dan prosedur internal perusahaan.

The management of TJSL programs within the Company is carried out through a dedicated work unit responsible for the planning, implementation, monitoring, and evaluation of programs in coordination with related functions across all operational areas of the Company. In its implementation, the Company ensures that each TJSL program is developed based on community needs, relevance to operational areas, and consideration of sustainability aspects and long-term impacts. TJSL programs are also implemented by upholding the principles of accountability, effective budget utilization, as well as compliance with the Company's internal policies and procedures.

Untuk memastikan efektivitas pelaksanaan program, Perseroan melakukan monitoring dan evaluasi secara berkala terhadap realisasi kegiatan TJSL, termasuk pengukuran manfaat dan dampak program bagi masyarakat. Perseroan juga terus memperkuat koordinasi dengan pemangku kepentingan, pemerintah daerah, komunitas masyarakat, serta mitra strategis guna memastikan program TJSL dapat berjalan secara sinergis dan memberikan kontribusi nyata terhadap pembangunan sosial dan ekonomi masyarakat, khususnya di wilayah pesisir, kepulauan, dan daerah Tertinggal, Terdepan, Terluar, dan Perbatasan (3TP).

To ensure the effectiveness of program implementation, the Company conducts periodic monitoring and evaluation of the realization of TJSL activities, including the measurement of program benefits and impacts on society. The Company also continues to strengthen coordination with stakeholders, regional governments, community groups, and strategic partners to ensure that TJSL programs are implemented synergistically and provide tangible contributions to the social and economic development of communities, particularly in coastal areas, archipelagic regions, and Disadvantage, Frontier, Outermost, and Border Areas (3TP).

Selain itu, Perseroan terus mendorong penguatan integrasi aspek sosial dan lingkungan ke dalam proses bisnis dan pengambilan keputusan perusahaan. Melalui tata kelola TJSL yang baik, Perseroan berkomitmen untuk terus menciptakan nilai tambah yang berkelanjutan bagi masyarakat, lingkungan, dan seluruh pemangku

Furthermore, the Company continuously encourages the strengthening of the integration of social and environmental aspects into its business processes and corporate decision-making. Through sound TJSL governance, the Company is committed to continuously creating sustainable added value for society, the

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kepentingan, sekaligus memperkuat peran Perseroan sebagai BUMN pelayaran nasional yang bertanggung jawab dan berorientasi pada keberlanjutan.

PENANGGUNG JAWAB PENGELOLAAN PROGRAM TJSL DAN ESG

Pengelolaan program TJSL dan implementasi ESG di PELNI dilaksanakan secara terintegrasi dalam struktur organisasi perusahaan guna memastikan efektivitas pelaksanaan program keberlanjutan dan pengelolaan risiko perusahaan. Pelaksanaan fungsi tersebut berada di bawah koordinasi Direktur Keuangan dan Manajemen Risiko melalui *Vice President* Manajemen Risiko dan ESG dan *Vice President Treasury* yang bertanggung jawab dalam pengelolaan aspek manajemen risiko dan keberlanjutan perusahaan. Struktur organisasi tersebut menunjukkan komitmen Perseroan dalam mengintegrasikan aspek sosial, lingkungan, tata kelola, dan keberlanjutan ke dalam proses bisnis dan pengambilan keputusan perusahaan.

Dalam pelaksanaannya, pengelolaan program ESG dilakukan oleh Manajer Pengelolaan Lingkungan, Sosial, dan Tata Kelola (ESG) yang bertugas mengoordinasikan implementasi aspek ESG di lingkungan Perseroan, termasuk penguatan kebijakan keberlanjutan, pengelolaan aspek lingkungan dan sosial, serta integrasi prinsip keberlanjutan dalam strategi bisnis perusahaan. Sementara itu, pelaksanaan program Tanggung Jawab Sosial dan Lingkungan (TJSL) dikelola oleh Manajer Tanggung Jawab Sosial dan Lingkungan yang bertanggung jawab dalam perencanaan, pelaksanaan, monitoring, dan evaluasi berbagai program TJSL Perseroan kepada *Vice President Treasury*. Manajer TJSL bertanggung jawab agar program TJSL berjalan efektif, tepat sasaran, dan memberikan manfaat berkelanjutan bagi masyarakat dan lingkungan sekitar wilayah operasional perusahaan.

Melalui struktur pengelolaan yang terintegrasi tersebut, Perseroan memastikan bahwa pelaksanaan program TJSL dan ESG berjalan secara terkoordinasi, akuntabel,

environment, and all stakeholders, while strengthening the Company's role as a responsible and sustainability-oriented national state-owned shipping enterprise.

PERSON IN CHARGE OF TJSL AND ESG PROGRAM MANAGEMENT

The management of TJSL programs and ESG implementation within PELNI is carried out in an integrated manner within the Company's organizational structure to ensure the effectiveness of sustainability program implementation and corporate risk management. The implementation of such functions is conducted under the coordination of the Director of Finance and Risk Management through the Vice President of Risk Management and ESG and the Vice President of Treasury, who are responsible for managing the Company's risk management and sustainability aspects. This organizational structure reflects the Company's commitment to integrating social, environmental, governance, and sustainability aspects into its business processes and corporate decision-making.

In its implementation, the management of ESG programs is carried out by the Manager of Environmental, Social, and Governance (ESG) Management, who is responsible for coordinating the implementation of ESG aspects within the Company, including the strengthening of sustainability policies, management of environmental and social aspects, as well as the integration of sustainability principles into the Company's business strategy. Meanwhile, the implementation of Social and Environmental Responsibility (TJSL) programs is managed by the Manager of Social and Environmental Responsibility, who is responsible for the planning, implementation, monitoring, and evaluation of the Company's various TJSL programs under the coordination of the Vice President of Treasury. The TJSL Manager is responsible for ensuring that TJSL programs are implemented effectively, appropriately targeted, and capable of providing sustainable benefits to the community and the environment surrounding the Company's operational areas.

Through such an integrated management structure, the Company ensures that the implementation of TJSL and ESG programs is carried out in a coordinated,

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dan selaras dengan strategi perusahaan, prinsip *Good Corporate Governance* (GCG), serta tujuan pembangunan berkelanjutan atau *Sustainable Development Goals* (SDGs). Perseroan juga terus memperkuat koordinasi lintas fungsi dan pengawasan terhadap implementasi program TJSL dan ESG guna memastikan terciptanya nilai tambah yang berkelanjutan bagi perusahaan, masyarakat, dan seluruh pemangku kepentingan.

PERAN PROGRAM TJSL

Peran TJSL sangat penting dalam mendukung program-program sosial dan lingkungan yang dilaksanakan oleh BUMN. Peran TJSL untuk pembangunan dapat dirinci sebagai berikut:

1. Meningkatkan Tanggung Jawab Sosial: TJSL membantu BUMN untuk menjalankan fungsi sosialnya, memastikan bahwa perusahaan memberikan kontribusi positif kepada masyarakat
2. Mendukung Pembangunan Berkelanjutan: Program TJSL berfokus pada keberlanjutan lingkungan dan sosial, yang sejalan dengan tujuan pembangunan yang lebih luas
3. Memperkuat hubungan antara BUMN dan masyarakat: TJSL menjalankan program-program sosial yang berdampak positif seperti pendidikan, kesehatan dan lingkungan serta meningkatkan citra dan reputasi perusahaan di mata publik

Pelaksanaan Program TJSL BUMN berorientasi pada pencapaian Tujuan Pembangunan Berkelanjutan (TPB) serta berpedoman kepada ISO 26000 sebagai panduan pelaksanaan program, dengan harapan pelaksanaan Program TJSL BUMN yang lebih terukur, berdampak dan berkelanjutan. Perseroan sebagai salah satu BUMN jasa logistik turut serta mensukseskan program-program Tanggung Jawab Sosial Lingkungan yang sejalan dengan arahan dari Kementerian BUMN.

PILAR PROGRAM TJSL

PELNI sebagai perusahaan pelayaran nasional berkomitmen meningkatkan kesejahteraan rakyat melalui

accountable, and aligned manner with the Company's strategy, Good Corporate Governance (GCG) principles, and the Sustainable Development Goals (SDGs). The Company also continues to strengthen cross-functional coordination and supervision over the implementation of TJSL and ESG programs in order to ensure the creation of sustainable added value for the Company, society, and all stakeholders.

ROLE OF TJSL PROGRAMS

TJSL plays an important role in supporting the social and environmental programs implemented by State-Owned Enterprises (SOEs). The role of TJSL in development can be described as follows:

1. Enhancing Social Responsibility : TJSL assists SOEs in carrying out their social functions, ensuring that companies provide positive contributions to society.
2. Supporting Sustainable Development : TJSL programs focus on environmental and social sustainability, which are aligned with broader development objectives.
3. Strengthening the Relationship between SOEs and Society : TJSL implements social programs that generate positive impacts in areas such as education, healthcare, and the environment, while also enhancing the Company's image and reputation in the eyes of the public.

The implementation of SOE TJSL Programs is oriented toward achieving the Sustainable Development Goals (SDGs) and guided by ISO 26000 as the framework for program implementation, with the expectation that the implementation of SOE TJSL Programs will become more measurable, impactful, and sustainable. As one of the state-owned enterprises operating in the logistics services sector, the Company actively participates in supporting Social and Environmental Responsibility programs in line with the directives of the Ministry of State-Owned Enterprises.

TJSL PROGRAM PILLARS

As a national shipping company, PELNI is committed to improving public welfare through the PUMK (Micro and

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program PUMK (Pendanaan Usaha Mikro dan Kecil) dan menjaga lingkungan hidup secara berkesinambungan dan berkelanjutan baik di darat maupun di laut.

Sebagai BUMN Pembina, perusahaan dihadapkan pada risiko bisnis yang bersumber dari perubahan lingkungan internal maupun eksternal yang berkaitan dengan pengelolaan usahanya dan kebutuhan bisnis global. Hal ini sejalan dengan prinsip dan perencanaan TJSL yang harus berdasarkan analisa risiko dan proses bisnis perusahaan. TJSL merupakan bagian dari manajemen risiko pada ISO 31000 yang mengacu pada 7 *core subject* ISO 26000, 4 (empat) pilar utama yang merupakan penggolongan dari 17 Tujuan Pembangunan Berkelanjutan (SDGs), sehingga melalui TJSL perusahaan dapat memanfaatkan peluang dan mempersiapkan penanganan ancaman.

Selain mengacu pada 7 *cores subject* ISO 26000, Program TJSL PELNI juga mencakup 4 (empat) pilar utama yang merupakan penggolongan dari 17 Tujuan Pembangunan Berkelanjutan atau *Sustainable Development Goals* (SDGs) yaitu:

1. Pilar Sosial, untuk tercapainya pemenuhan hak dasar manusia yang berkualitas secara adil dan setara untuk meningkatkan kesejahteraan bagi seluruh masyarakat;
2. Pilar Lingkungan, untuk pengelolaan sumber daya alam dan lingkungan yang berkelanjutan sebagai penyangga seluruh kehidupan;
3. Pilar Ekonomi, untuk tercapainya pertumbuhan ekonomi berkualitas melalui keberlanjutan peluang kerja dan usaha, inovasi, industri inklusi, infrastruktur memadai, energi bersih yang terjangkau dan didukung kemitraan; dan
4. Pilar Hukum dan Tata Kelola, untuk terwujudnya kepastian hukum dan tata kelola yang efektif, transparan, akuntabel dan partisipatif untuk menciptakan stabilitas keamanan dan mencapai negara berdasarkan hukum.

ANGGARAN PROGRAM TJSL

Pelaksanaan program TJSL tahun 2025 berdasarkan RUPS dikelompokkan dalam 4 pilar TPB dengan anggaran sebagai berikut:

Small Business Funding) program and to preserving the environment in a continuous and sustainable manner, both on land and at sea.

As a supervising State-Owned Enterprise (SOE), the Company faces business risks arising from changes in both the internal and external environment related to business management and global business needs. This is aligned with the principles and planning of TJSL, which must be based on risk analysis and the Company's business processes. TJSL forms part of risk management under ISO 31000, which refers to the 7 core subjects of ISO 26000 and the 4 (four) main pillars that categorize the 17 Sustainable Development Goals (SDGs). Through TJSL, the Company is able to capitalize on opportunities while preparing mitigation measures against potential threats.

In addition to referring to the 7 core subjects of ISO 26000, the PELNI TJSL Program also encompasses 4 (four) main pillars representing the categorization of the 17 Sustainable Development Goals (SDGs), namely:

1. Social Pillar, aimed at achieving the fulfillment of quality basic human rights in a fair and equitable manner to improve the welfare of all communities;
2. Environmental Pillar, aimed at the sustainable management of natural resources and the environment as the foundation supporting all forms of life;
3. Economic Pillar, aimed at achieving quality economic growth through sustainable employment and business opportunities, innovation, inclusive industries, adequate infrastructure, affordable clean energy, and supported partnerships; and
4. Legal and Governance Pillar, aimed at establishing legal certainty and governance that are effective, transparent, accountable, and participatory in order to create security stability and achieve a law-based state.

TJSL PROGRAM BUDGET

The implementation of TJSL programs in 2025 based on the resolutions of the General Meeting of Shareholders (GMS) is categorized into the 4 SDG pillars with the following budget allocation:

No No	Jenis Category	Anggaran (Rp) Budget (Rp)
1	Pilar Sosial Social Pillar	42.782.667.554
2	Pilar Ekonomi Economic Pillar	2.125.200.000
3	Pilar Lingkungan Environmental Pillar	3.312.325.500
4	Pilar Hukum dan Tata Kelola Legal and Governance Pillar	2.999.200.000
Total		51.219.393.054

REALISASI PROGRAM TJSL
REALIZATION OF TJSL PROGRAMS

PROGRAM PUMK (PENDANAAN USAHA MIKRO & KECIL)

Sumber dana Program Pendanaan Usaha Mikro dan Kecil (PUMK) sampai dengan 31 Desember 2025 berasal dari pengembalian pinjaman mitra binaan dalam bentuk dana bergulir, yang terdiri atas angsuran pokok pinjaman dan jasa administrasi pinjaman, serta penerimaan jasa giro dan penerimaan lainnya. Pengelolaan dana tersebut dilakukan secara berkelanjutan guna mendukung kesinambungan pelaksanaan program pemberdayaan usaha mikro dan usaha kecil di lingkungan Perseroan.

Pelaksanaan penyaluran dana PUMK tahun 2025 mengacu pada Perjanjian Kerja Sama tentang Pelaksanaan Program Pendanaan Usaha Mikro dan Usaha Kecil dengan Nomor PKS PELNI: TH.02.06-04/KNP/2023 tanggal 6 Februari 2023. Berdasarkan Rencana Kerja dan Anggaran (RKA) Program PUMK Tahun 2025, Perseroan menetapkan rencana penyaluran dana sebesar Rp700.000.000 sebagai bentuk komitmen dalam mendukung pengembangan kapasitas dan keberlanjutan usaha mikro dan usaha kecil di berbagai wilayah operasional Perseroan.

PUMK PROGRAM (MICRO AND SMALL BUSINESS FUNDING)

The funding source for the Micro and Small Business Funding Program (PUMK) as of December 31, 2025 originated from the repayment of loans by fostered partners in the form of revolving funds, consisting of loan principal installments and loan administration service fees, as well as giro service income and other receipts. The management of such funds is carried out sustainably in order to support the continuity of micro and small business empowerment programs within the Company.

The implementation of PUMK fund distribution in 2025 refers to the Cooperation Agreement concerning the Implementation of the Micro and Small Business Funding Program under PELNI Agreement Number: TH.02.06-04/KNP/2023 dated February 6, 2023. Based on the 2025 PUMK Program Work Plan and Budget (RKA), the Company established a fund distribution plan amounting to Rp700,000,000 as part of its commitment to supporting capacity development and the sustainability of micro and small enterprises across various operational areas of the Company.

REALISASI PROGRAM TJSL
REALIZATION OF TJSL PROGRAMS

TUJUAN PEMBANGUNAN BERKELANJUTAN (TPB)

Sampai dengan 31 Desember 2025, realisasi penyaluran Program Tanggung Jawab Sosial dan Lingkungan (TJSL) Perseroan mencapai Rp8.100.000.000 yang disalurkan melalui empat pilar utama, yaitu Sosial, Ekonomi, Lingkungan, serta Hukum dan Tata Kelola. Pelaksanaan program tersebut merupakan wujud komitmen Perseroan dalam menciptakan manfaat sosial, ekonomi, dan lingkungan yang berkelanjutan bagi masyarakat dan pemangku kepentingan.

Dari total realisasi penyaluran tersebut, program pada Pilar Sosial terealisasi sebesar Rp3.498.474.500, Pilar Ekonomi sebesar Rp2.125.200.000, Pilar Lingkungan sebesar Rp2.302.125.500, serta Pilar Hukum dan Tata Kelola sebesar Rp174.200.000. Seluruh program TJSL dilaksanakan secara terarah dan berkelanjutan guna mendukung pemberdayaan masyarakat, pelestarian lingkungan, penguatan tata kelola, serta peningkatan kesejahteraan sosial di wilayah operasional Perseroan.

CREATING SHARED VALUE (CSV)

Program *Creating Shared Value* (CSV) merupakan inisiatif strategis Perseroan yang dirancang untuk menciptakan nilai bersama melalui pemberian manfaat sosial bagi masyarakat sekaligus menghasilkan nilai ekonomi bagi perusahaan. Melalui pendekatan ini, pelaksanaan program Tanggung Jawab Sosial dan Lingkungan (TJSL) tidak hanya berorientasi pada kegiatan filantropi semata, tetapi juga diintegrasikan dengan strategi dan proses bisnis perusahaan guna menciptakan dampak yang berkelanjutan bagi seluruh pemangku kepentingan.

Dalam implementasinya, Program Biogas memberikan manfaat langsung bagi masyarakat, khususnya peternak, melalui pemanfaatan limbah ternak menjadi sumber energi alternatif dan pupuk organik yang mampu menekan biaya operasional rumah tangga maupun usaha peternakan. Selain memberikan dampak sosial dan lingkungan yang positif, program tersebut juga mendukung peningkatan aktivitas distribusi ternak yang berkontribusi terhadap peningkatan muatan kapal ternak Perseroan. Sementara itu, Program Desa Mandiri difokuskan pada peningkatan

SUSTAINABLE DEVELOPMENT GOALS (SDGS)

As of December 31, 2025, the realization of the Company's Social and Environmental Responsibility (TJSL) Program distribution reached Rp8,100,000,000, which was distributed through four main pillars, namely Social, Economic, Environmental, and Legal & Governance. The implementation of such programs represents the Company's commitment to creating sustainable social, economic, and environmental benefits for society and stakeholders.

Of the total realized distribution, programs under the Social Pillar amounted to Rp3,498,474,500, the Economic Pillar amounted to Rp2,125,200,000, the Environmental Pillar amounted to Rp2,302,125,500, and the Legal & Governance Pillar amounted to Rp174,200,000. All TJSL programs were implemented in a focused and sustainable manner to support community empowerment, environmental preservation, governance strengthening, and the enhancement of social welfare within the Company's operational areas.

CREATING SHARED VALUE (CSV)

The Creating Shared Value (CSV) Program is a strategic initiative of the Company designed to create shared value by delivering social benefits to communities while simultaneously generating economic value for the Company. Through this approach, the implementation of Social and Environmental Responsibility (TJSL) programs is not solely oriented toward philanthropic activities, but is also integrated with the Company's business strategies and processes in order to create sustainable impacts for all stakeholders.

In its implementation, the Biogas Program provides direct benefits to communities, particularly livestock farmers, through the utilization of livestock waste as an alternative energy source and organic fertilizer capable of reducing household and livestock farming operational costs. In addition to generating positive social and environmental impacts, the program also supports increased livestock distribution activities, contributing to the increase in the Company's livestock vessel cargo. Meanwhile, the Independent Village Program is focused on enhancing

REALISASI PROGRAM TJSL
REALIZATION OF TJSL PROGRAMS

produktivitas petani dan efisiensi rantai pasok bahan pangan, khususnya komoditas sayuran dan buah-buahan. Melalui program tersebut, Perseroan dapat mendukung penguatan ekonomi masyarakat sekaligus meningkatkan efisiensi pengadaan kebutuhan perusahaan melalui pola pembelian langsung dari petani.

farmers' productivity and improving the efficiency of food supply chains, particularly for vegetable and fruit commodities. Through this program, the Company supports the strengthening of community economic activities while simultaneously improving the efficiency of the Company's procurement processes through direct purchasing schemes from farmers.

Secara keseluruhan, implementasi program *Creating Shared Value* (CSV) mencerminkan komitmen PT PELNI (Persero) dalam mengintegrasikan penciptaan nilai sosial, lingkungan, dan ekonomi secara berkelanjutan ke dalam strategi bisnis perusahaan. Perseroan meyakini bahwa sinergi antara pertumbuhan usaha dan pemberdayaan masyarakat akan menjadi fondasi penting dalam mendukung keberlanjutan bisnis dan memberikan manfaat jangka panjang bagi masyarakat, lingkungan, dan perusahaan.

Overall, the implementation of the Creating Shared Value (CSV) Program reflects PT PELNI (Persero)'s commitment to integrating the creation of sustainable social, environmental, and economic value into the Company's business strategy. The Company believes that the synergy between business growth and community empowerment will serve as an important foundation in supporting business sustainability and delivering long-term benefits to society, the environment, and the Company.

No No	Program Program	Realisasi Tahun 2025 (Rp) 2025 Realization (Rp)	Nilai Manfaat CSV Bagi Perusahaan CSV Benefit Value for the Company
1	Program Biogas Biogas Program	67.500.000	Melalui pengembangan *digester* biogas, program ini mampu mengurangi beban pembelian bahan bakar minyak atau gas untuk kebutuhan kandang dan rumah tangga peternak. Selain itu, pemanfaatan biogas juga menekan biaya pembelian pupuk bagi lahan pertanian serta mendorong pengembangan usaha kecil skala rumah tangga. Bagi PT PELNI (Persero), pelaksanaan program ini pada tahun 2025 memberikan dampak positif berupa peningkatan pendapatan muatan kapal ternak sebesar 51,18% atau senilai Rp1.876.522.200 dibandingkan dengan realisasi muatan kapal ternak tahun 2024. Through the development of biogas digesters, this program has been able to reduce the burden of purchasing fuel oil or gas for livestock facilities and household needs of farmers. In addition, the utilization of biogas also reduces fertilizer purchase costs for agricultural land while encouraging the development of small-scale household businesses. For PT PELNI (Persero), the implementation of this program in 2025 generated a positive impact in the form of an increase in livestock vessel cargo revenue by 51.18% or amounting to Rp1,876,522,200 compared to the realization of livestock vessel cargo revenue in 2024.

REALISASI PROGRAM TJSL
REALIZATION OF TJSL PROGRAMS

No No	Program Program	Realisasi Tahun 2025 (Rp) 2025 Realization (Rp)	Nilai Manfaat CSV Bagi Perusahaan CSV Benefit Value for the Company
2	Desa Mandiri PELNI Kota Batu Independent Village Program - Batu City	203.093.925	Program Desa Mandiri bertujuan tidak hanya untuk membantu petani dalam mengembangkan hasil produksinya, tetapi juga untuk meningkatkan efisiensi biaya perusahaan dalam penyediaan bahan makanan di atas kapal, khususnya komoditas sayuran dan buah-buahan. Melalui pelaksanaan program ini, yang telah dilaksanakan dari bulan Agustus, diperoleh efisiensi harga *purchase order* (PO) sayuran sebesar Rp287.861.280 selama 5 bulan dibandingkan dengan harga sebelum Program Desa Mandiri dilaksanakan. Efisiensi tersebut terjadi karena sebelumnya pengadaan sayuran PT PELNI tidak dilakukan secara langsung dari petani, melainkan melalui pihak perantara. The Independent Village Program aims not only to assist farmers in developing their production outputs, but also to improve the Company's cost efficiency in the procurement of food supplies onboard vessels, particularly vegetable and fruit commodities. Through the implementation of this program, which has been carried out since August, the Company achieved a purchase order (PO) price efficiency for vegetables amounting to Rp287,861,280 over a 5-month period compared to prices prior to the implementation of the Independent Village Program. Such efficiency was achieved because previously PT PELNI's vegetable procurement was not conducted directly from farmers, but through intermediary parties.

PROGRAM UNGGULAN

Pada tahun 2025, PT PELNI (Persero) melaksanakan empat program unggulan Tanggung Jawab Sosial dan Lingkungan (TJSL) yang difokuskan pada pengembangan sosial, pemberdayaan ekonomi masyarakat, serta pelestarian lingkungan. Program unggulan tersebut meliputi Program Beasiswa Pendidikan bagi mahasiswa pelayaran, Program Desa Adat Nelayan Wakatobi, Program Desa Mandiri Malang dan Desa Mandiri Cianjur, serta Program *Vending Machine* Botol Plastik dan Pemenuhan Pas Kecil bagi Nelayan.

Melalui program-program tersebut, Perseroan berupaya memberikan kontribusi nyata dalam mendukung peningkatan kualitas sumber daya manusia, pemberdayaan masyarakat pesisir dan pedesaan, penguatan ekonomi masyarakat, serta peningkatan kesadaran terhadap pengelolaan lingkungan yang berkelanjutan. Seluruh program unggulan TJSL tersebut juga dirancang selaras dengan strategi keberlanjutan perusahaan dan tujuan

FLAGSHIP PROGRAMS

In 2025, PT PELNI (Persero) implemented four flagship Social and Environmental Responsibility (TJSL) programs focused on social development, community economic empowerment, and environmental preservation. The flagship programs consisted of the Educational Scholarship Program for maritime students, the Wakatobi Fishermen Traditional Village Program, the Malang Independent Village and Cianjur Independent Village Programs, as well as the Plastic Bottle Vending Machine and Small Pass Fulfillment Program for Fishermen.

Through these programs, the Company strives to provide tangible contributions in supporting the improvement of human resource quality, the empowerment of coastal and rural communities, the strengthening of community economic resilience, as well as the enhancement of awareness regarding sustainable environmental management. All of these TJSL flagship programs are also designed in alignment with the Company's sustainability

REALISASI PROGRAM TJSL
REALIZATION OF TJSL PROGRAMS

pembangunan berkelanjutan atau *Sustainable Development Goals* (SDGs), sehingga mampu menciptakan manfaat sosial, ekonomi, dan lingkungan secara berkelanjutan bagi masyarakat dan pemangku kepentingan.

strategy and the Sustainable Development Goals (SDGs), thereby creating sustainable social, economic, and environmental benefits for society and stakeholders.

No	Nama Program Program Name	TPB SDGs	Anggaran Budget	Realisasi Realization	Lokasi Location	Jenis Bantuan Type of Assistance	Jumlah PM Number of Beneficiaries	Dampak bagi PM Impact on Beneficiaries
1	Beasiswa Pendidikan bagi mahasiswa pelayaran Educational Scholarship Program for Maritime Students	4	140.000.000	50.000.000	Surabaya, Jawa Timur Surabaya, East Java	Bantuan pendidikan bagi mahasiswa selama 2 semester Educational assistance for students for 2 semesters	8 Mahasiswa 8 Students	Memberikan keringanan bagi mahasiswa untuk membayar biaya pendidikannya Providing financial assistance for students in covering educational expenses
2	Pengembang-an Desa Adat Nelayan Wakatobi Wakatobi Fishermen Traditional Village Development Program	10	541.986.360	-	Wakatobi, Sulawesi Tenggara Wakatobi, Southeast Sulawesi	Pembuatan Demplot Budidaya Ikan Kerapu Development of Grouper Fish Farming Pelatihan dan Pendampingan Kelembagaan Teknologi Penangkapan Perikanan Ramah Lingkungan Wisata Masyarakat Demonstration Plots Institutional Training and Mentoring Environmentally Friendly Fishing Technology Community Tourism	Kelompok Nelayan di Desa Kabita Togo, Wakatobi Fishermen Groups in Kabita Togo Village, Wakatobi	Peningkatan potensi usaha perikanan berkelanjutan Increasing the potential of sustainable fisheries businesses Peningkatan diversifikasi produk berbasis kelautan dan perikanan Enhancing diversification of marine and fisheries-based products Peningkatan akses pasar dan keberlanjutan ekonomi Improving market access and economic sustainability

REALISASI PROGRAM TJSL
REALIZATION OF TJSL PROGRAMS

No	Nama Program Program Name	TPB SDGs	Anggaran Budget	Realisasi Realization	Lokasi Location	Jenis Bantuan Type of Assistance	Jumlah PM Number of Beneficiaries	Dampak bagi PM Impact on Beneficiaries
3	Pemberdayaan Desa Mandiri Malang Malang Independent Village Empowerment Program	10	425.500.000	-	Malang, Jawa Timur Malang, East Java	Pelatihan dan praktik teknik pembibitan sayuran Training and practical activities on vegetable seedling techniques Pelatihan pembuatan pupuk organik padat dan cair Training on the production of solid and liquid organic fertilizers Pelatihan dan praktik budidaya sayuran Training and practical activities on vegetable cultivation Pelatihan mekanisasi Pelatihan manajemen usaha tani Mechanization training Farm business management training	Kelompok Tani dan BUMDes setempat Local Farmer Groups and Village-Owned Enterprises (BUMDes)	Meningkatkan kemampuan petani dalam pembibitan dan pengolahan sayuran sehingga kualitasnya bertambah Improving farmers' capabilities in vegetable seedling and processing activities, resulting in better product quality Mengurangi risiko gagal panen Reducing the risk of crop failure Mengurangi operasional petani dari sisi pupuk, karena petani bisa mengolah pupuk sendiri Reducing farmers' operational fertilizer costs through self-produced fertilizers Memberikan nilai ekonomis bagi BUMDes dengan menjual bibit sayur dan pupuk Providing economic value for BUMDes through the sale of vegetable seeds and fertilizers

REALISASI PROGRAM TJSL
REALIZATION OF TJSL PROGRAMS

No	Nama Program Program Name	TPB SDGs	Anggaran Budget	Realisasi Realization	Lokasi Location	Jenis Bantuan Type of Assistance	Jumlah PM Number of Beneficiaries	Dampak bagi PM Impact on Beneficiaries
4	Pemberdayaan Desa Mandiri Cianjur Cianjur Independent Village Empowerment Program	10	570.000.000	285.000.000	Cianjur, Jawa Barat Cianjur, West Java	Pelatihan dan praktik pembuatan pupuk organik dan pestisida Training and practical activities on the production of organic fertilizers and pesticides Pelatihan dan praktik pembibitan sayuran Training and practical activities on vegetable seedling cultivation Pelatihan dan praktik budidaya sayuran Training and practical activities on vegetable cultivation Melakukan pengembangan komunitas Community development activities Pelatihan dan praktik penanganan pasca panen Training and practical activities on post-harvest handling	Kelompok Tani dan BUMDes setempat Local Farmer Groups and Village-Owned Enterprises (BUMDes)	Meningkatkan kemampuan petani dalam pembibitan dan pengolahan sayuran sehingga kualitasnya bertambah Improving farmers' capabilities in vegetable seedling and processing activities, resulting in better product quality Mengurangi risiko gagal panen Reducing the risk of crop failure Mengurangi operasional petani dari sisi pupuk, karena petani bisa mengolah pupuk sendiri Reducing farmers' operational fertilizer costs through self-produced fertilizers Memberikan nilai ekonomis bagi BUMDes dengan menjual bibit sayur dan pupuk Providing economic value for BUMDes through the sale of vegetable seeds and fertilizers

REALISASI PROGRAM TJSL
REALIZATION OF TJSL PROGRAMS

No	Nama Program Program Name	TPB SDGs	Anggaran Budget	Realisasi Realization	Lokasi Location	Jenis Bantuan Type of Assistance	Jumlah PM Number of Beneficiaries	Dampak bagi PM Impact on Beneficiaries
5	*Vending Machine* Botol Plastik Plastic Bottle Vending Machine Program	12	127.551.020	-	Kantor Pusat PELNI, Jakarta PELNI Headquarters, Jakarta	Penempatan satu unit *vending machine* botol plastik di kantor pusat Placement of one plastic bottle vending machine unit at the headquarters office	Seluruh pegawai di Kantor Pusat PELNI All employees at PELNI Headquarters	Mengurangi sampah botol plastik dan meningkatkan pengelolaan sampah secara berkelanjutan Reducing plastic bottle waste and improving sustainable waste management
6	Pemenuhan Pas Kecil bagi Nelayan Small Pass Fulfillment Program for Fishermen	16	88.700.000	53.220.000	Donggala, Sulawesi Tengah Donggala, Central Sulawesi	Pendampingan dalam memperoleh PAS Kecil bagi nelayan Assistance in obtaining Small Passes for fishermen	100 Nelayan 100 Fishermen	Nelayan dapat memperoleh pas kecil dan dapat mengakses bahan bakar subsidi dari pemerintah Fishermen are able to obtain Small Passes and access government-subsidized fuel



LAPORAN KEUANGAN KONSOLIDASIAN

CONSOLIDATED FINANCIAL REPORT

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PT PELAYARAN NASIONAL INDONESIA (PERSERO)
DAN / *AND*
ENTITAS ANAK / *ITS SUBSIDIARIES*
LAPORAN AUDITOR INDEPENDEN / *INDEPENDENT AUDITOR'S REPORT*
DAN / *AND*
LAPORAN KEUANGAN KONSOLIDASIAN / *CONSOLIDATED FINANCIAL STATEMENTS*

Tanggal 31 Desember 2025 dan
Untuk Tahun yang Berakhir pada Tanggal Tersebut
(Dengan Perbandingan Tanggal 31 Desember 2024 dan
untuk Tahun yang Berakhir pada Tanggal Tersebut)
As of December 31, 2025 and for The Year then Ended
(With Comparative as of December 31, 2024 and
for The Year then Ended)

Nomor / *Number* : 00179/2.0999/AU.1/06/0139-5/1/III/2026
Tanggal / *Date* : 31 Maret / *March 31, 2026.*

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SURAT PERNYATAAN DIREKSI /
DIRECTOR'S REPRESENTATIVE LETTER

Danantara Indonesia

PELNI

SURAT PERNYATAAN DIREKSI
TENTANG TANGGUNG JAWAB ATAS
LAPORAN KEUANGAN KONSOLIDASIAN
PER TANGGAL 31 DESEMBER 2025 DAN UNTUK
TAHUN YANG BERAKHIR 31 DESEMBER 2025
PT PELAYARAN NASIONAL INDONESIA (PERSERO)
DAN ENTITAS ANAK

DIRECTORS' STATEMENT LETTER
REGARDING THE RESPONSIBILITY
FOR THE CONSOLIDATED FINANCIAL STATEMENTS AS
AT DECEMBER 31, 2025
AND FOR THE YEARS ENDED
DECEMBER 31, 2025
PT PELAYARAN NASIONAL INDONESIA (PERSERO) AND
ITS SUBSIDIARIES

Kami yang bertanda tangan di bawah ini: / *We, the undersigned*

Nama	:	Tri Andayani	:	*Name*
Alamat Kantor	:	Jl. Gajah Mada No. 14 Jakarta, 10130	:	*Office Address*
NIK	:	3175076907730002	:	*ID Number*
Jabatan	:	Direktur Utama / *President Director*	:	*Position*
Nama	:	Anik Hidayati	:	*Name*
Alamat Kantor	:	Jl. Gajah Mada No. 14 Jakarta, 10130	:	*Office Address*
NIK	:	3578036010660003	:	*ID Number*
Jabatan	:	Direktur Keuangan dan Manajemen Risiko / *Finance and Risk Management Director*	:	*Position*

Menyatakan bahwa :

1. Kami bertanggung jawab atas penyusunan dan penyajian laporan keuangan konsolidasian PT Pelayaran Nasional Indonesia (Persero) dan Entitas Anak;
2. Laporan keuangan konsolidasian PT Pelayaran Nasional Indonesia (Persero) dan Entitas Anak telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia;
3. a. Semua informasi dalam laporan keuangan konsolidasian PT Pelayaran Nasional Indonesia (Persero) dan Entitas Anak telah dimuat secara lengkap dan benar;
   b. Laporan keuangan konsolidasian PT Pelayaran Nasional Indonesia (Persero) dan Entitas Anak tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material;
4. Kami bertanggung jawab atas sistem pengendalian internal dalam PT Pelayaran Nasional Indonesia (Persero) dan Entitas Anaknya untuk memungkinkan penyusunan Laporan Keuangan Konsolidasian bebas dari kesalahan penyajian material baik yang disebabkan oleh kecurangan maupun kesalahan.

State that :

1. *We are responsible for preparation and presentation of the consolidated financial statements of PT Pelayaran Nasional Indonesia (Persero) and its Subsidiaries;*
2. *The consolidated financial statements of PT Pelayaran Nasional Indonesia (Persero) and its Subsidiaries have been prepared and presented in accordance with Indonesian Financial Accounting Standards;*
3. *a. All information contained in the consolidated financial statements of PT Pelayaran Nasional Indonesia (Persero) and its Subsidiaries are complete and correct;*
   b. The consolidated financial statements of PT Pelayaran Nasional Indonesia (Persero) and its Subsidiaries do not contain misleading material information or facts, and do not omit material information and facts;
4. *We are responsible for the internal control system within PT Pelayaran Nasional Indonesia (Persero) and its Subsidiaries to enable the preparation of the Consolidated Financial Statements to be free from material misstatement, whether caused by fraud or error.*

Demikian pernyataan ini dibuat dengan sebenarnya. *This statement letter is made truthfully.*

Jakarta, 31 Maret 2026/ *March, 2026*
PT Pelayaran Nasional Indonesia (Persero)

Direktur Utama
/ President Director



Tri Andayani

Direktur Keuangan dan Manajemen Risiko
/ Finance and Risk Management Director

Anik Hidayati

PT Pelayaran Nasional Indonesia (Persero)
Jl. Gajah Mada No. 14 Jakarta Pusat
10130, DKI Jakarta, Indonesia
Telp. 021-6334342
Fax. 021-63854130
www.pelni.co.id

LAPORAN AUDITOR INDEPENDEN /
INDEPENDENT AUDITOR'S REPORT

DJOKO, SIDIK & INDRA
Audit, Tax, and Business Consultant
Registered Public Accountant

International member of:
Antea
Alliance of independent firms

Nomor : 00179/2.0999/AU.1/06/0139-5/1/III/2026 *Number :*

LAPORAN AUDITOR INDEPENDEN

Pemegang Saham, Dewan dan Direksi Komisaris
PT Pelayaran Nasional Indonesia (Persero)

Opini

Kami telah mengaudit laporan keuangan konsolidasian PT Pelayaran Nasional Indonesia (Persero) dan Entitas Anak ("Grup"), yang terdiri dari laporan posisi keuangan konsolidasian tanggal 31 Desember 2025, serta laporan laba rugi dan penghasilan komprehensif lain konsolidasian, laporan perubahan ekuitas konsolidasian, dan laporan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, serta catatan atas laporan keuangan konsolidasian, termasuk ikhtisar kebijakan akuntansi signifikan. Kami juga melakukan pengujian atas kepatuhan perusahaan terhadap peraturan perundang-undangan dan pengendalian intern yang berpengaruh langsung dan material terhadap penyajian laporan keuangan konsolidasian.

Menurut opini kami, laporan keuangan konsolidasian terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian Grup tanggal 31 Desember 2025, serta kinerja keuangan konsolidasian dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Basis Opini

Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Tanggung jawab kami menurut standar tersebut diuraikan lebih lanjut dalam paragraf Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan konsolidasian pada laporan kami. Kami independen terhadap Grup berdasarkan ketentuan etika yang relevan dalam audit kami atas Laporan Keuangan konsolidasian di Indonesia, dan kami telah memenuhi tanggung jawab etika lainnya berdasarkan ketentuan tersebut. Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini audit kami.

Hal lain

Audit kami atas laporan keuangan konsolidasian PT Pelayaran Nasional Indonesia (Persero) dan Entitas Anaknya pada tanggal 31 Desember 2025 dan untuk tahun yang berakhir pada tanggal tersebut terlampir dilaksanakan dengan tujuan merumuskan suatu opini atas laporan keuangan konsolidasian tersebut secara keseluruhan. Informasi keuangan tambahan PT Pelayaran Nasional Indonesia (entitas induk) terlampir, yang terdiri dari laporan posisi keuangan pada tanggal 31 Desember 2025, serta laporan laba rugi dan penghasilan komprehensif lain, laporan perubahan ekuitas, dan laporan arus kas untuk tahun yang berakhir pada tanggal tersebut (secara kolektif disebut sebagai "Informasi Keuangan Entitas Induk"), yang disajikan sebagai informasi tambahan terhadap laporan keuangan konsolidasian terlampir, disajikan untuk tujuan analisis tambahan dan bukan merupakan bagian dari laporan keuangan konsolidasian terlampir yang diharuskan menurut Standar Akuntansi Keuangan di Indonesia. Informasi keuangan Entitas Induk merupakan tanggung jawab manajemen serta dihasilkan dari dan berkaitan secara langsung dengan catatan akuntansi dan catatan lainnya yang mendasarinya yang digunakan untuk menyusun laporan keuangan konsolidasian terlampir. Informasi Keuangan Entitas Induk telah menjadi objek prosedur audit yang diterapkan dalam audit atas laporan keuangan konsolidasian terlampir berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Menurut opini kami, Informasi Keuangan Entitas Induk disajikan secara wajar, dalam semua hal yang material, berkaitan dengan laporan keuangan konsolidasian terlampir secara keseluruhan.

INDEPENDENT AUDITOR'S REPORT

Shareholders, Boards of Commissioners and Directors
PT Pelayaran Nasional Indonesia (Persero)

Opinion

We have audited the consolidated financial statements of PT Pelayaran Nasional Indonesia and its subsidiaries ("the Group"), which comprise the consolidated statement of financial position as at December 31, 2025, and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary ofsignificant accounting policies. We also conduct tests of adherence to laws and regulations and internal control direct and material effect on the consolidated financial statements.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as at December 31, 2025, and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with Indonesian Financial Accounting Standards.

Basis for Opinion

We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements paragraph of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Indonesia, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other matters

Our audit of the accompanying consolidated financial statements of the PT Pelayaran Nasional Indonesia (Persero) and its Subsidiaries as at December 31, 2025 and for the year then ended was petform ed for the purpose of forming an opinion on these consolidated financial statements taken as a whole. The accompanying financial information of PT Pelayaran Nasional Indonesia (parent entity only), which comprises the statement of financial position as at December 31, 2025, and the statements of profit or loss and other comprehensive income, changes in equity and cash flows for the year then ended (collectively referred to as the "Parent Entity Financial Information "), which is presented as a supplementary information to the accompanying consolidated financial statements, is presentedfor the purpose of additional analysis and is not a required part of the accompanying consolidated financial statements under Indonesian Financial Accounting Standards. The Parent Entity Financial Information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the accompanying consolidated financial statements. The Parent Entity Financial Information has been subjected to the auditing procedures applied in the audit of the accompanying consolidated financial statements in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. In our opinion, the Parent Entity Financial Information is fairly stated, in all material respects, in relation to the accompanying consolidated financial statements taken as a whole.

Tanggung Jawab Manajemen dan Pihak yang Bertanggung Jawab atas Tata Kelola Terhadap Laporan Keuangan Konsolidasian

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan konsolidasian tersebut sesuai dengan Standar Akuntansi Keuangan di Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan konsolidasian yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

Dalam penyusunan laporan keuangan konsolidasian, manajemen bertanggung jawab untuk menilai kemampuan Grup dalam mempertahankan kelangsungan usahanya, mengungkapkan, sesuai dengan kondisinya, hal-hal yang berkaitan dengan kelangsungan usaha, dan menggunakan basis akuntansi kelangsungan usaha, kecuali manajemen memiliki intensi untuk melikuidasi Grup atau menghentikan operasi, atau tidak memiliki alternatif yang realistis selain melaksanakannya.

Pihak yang bertanggung jawab atas tata kelola bertanggung jawab untuk mengawasi proses pelaporan keuangan Grup.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian

Tujuan kami adalah untuk memperoleh keyakinan memadai tentang apakah laporan keuangan konsolidasian secara keseluruhan bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan, dan untuk menerbitkan laporan auditor yang mencakup opini kami. Keyakinan memadai merupakan suatu tingkat keyakinan tinggi, namun bukan merupakan suatu jaminan bahwa audit yang dilaksanakan berdasarkan Standar Audit akan selalu mendeteksi kesalahan penyajian material ketika hal tersebut ada. Kesalahan penyajian dapat disebabkan oleh kecurangan maupun kesalahan dan dianggap material jika, baik secara individual maupun secara agregat, dapat diekspektasikan secara wajar akan memengaruhi keputusan ekonomi yang diambil oleh pengguna berdasarkan laporan keuangan konsolidasian tersebut.

Sebagai bagian dari suatu audit berdasarkan Standar Audit, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga:

- Mengidentifikasi dan menilai risiko kesalahan penyajian material dalam laporan keuangan konsolidasian, baik yang disebabkan oleh kecurangan maupun kesalahan, mendesain dan melaksanakan prosedur audit yang responsif terhadap risiko tersebut, serta memeroleh bukti audit yang cukup dan tepat untuk menyediakan basis bagi opini kami. Risiko tidak terdeteksinya kesalahan penyajian material yang disebabkan oleh kecurangan lebih tinggi dari yang disebabkan oleh kesalahan, karena kecurangan dapat melibatkan kolusi, pemalsuan, penghilangan secara sengaja, pernyataan salah, atau pengabaian pengendalian internal.
- Memeroleh suatu pemahaman tentang pengendalian internal yang relevan dengan audit untuk mendesain prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan opini atas keefektivitasan pengendalian internal Grup.
- Mengevaluasi ketepatan kebijakan akuntansi yang digunakan serta kewajaran estimasi akuntansi dan pengungkapan terkait yang dibuat oleh manajemen.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Standard on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with Standard on Auditing, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- *Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.*
- *Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.*
- *Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.*

- Menyimpulkan ketepatan penggunaan basis akuntansi kelangsungan usaha oleh manajemen dan, berdasarkan bukti audit yang diperoleh, apakah terdapat suatu ketidakpastian material yang terkait dengan peristiwa atau kondisi yang dapat menyebabkan keraguan signifikan atas kemampuan Grup untuk mempertahankan kelangsungan usahanya. Ketika kami menyimpulkan bahwa terdapat suatu ketidakpastian material, kami diharuskan untuk menarik perhatian dalam laporan auditor kami ke pengungkapan terkait dalam laporan keuangan konsolidasian atau, jika pengungkapan tersebut tidak memadai, harus menentukan apakah perlu untuk memodifikasi opini kami. Kesimpulan kami didasarkan pada bukti audit yang diperoleh hingga tanggal laporan auditor kami. Namun, peristiwa atau kondisi masa depan dapat menyebabkan Grup tidak dapat mempertahankan kelangsungan usaha.

- *Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.*

- Mengevaluasi penyajian, struktur, dan isi laporan keuangan konsolidasian secara keseluruhan, termasuk pengungkapannya, dan apakah laporan keuangan konsolidasian mencerminkan transaksi dan peristiwa yang mendasarinya dengan suatu cara yang mencapai penyajian wajar.

- *Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.*

- Memeroleh bukti audit yang cukup dan tepat terkait informasi keuangan entitas atau aktivitas bisnis dalam Grup untuk menyatakan opini atas laporan keuangan konsolidasian. Kami bertanggung jawab atas arahan, supervisi, dan pelaksanaan audit Grup. Kami tetap bertanggung jawab sepenuhnya atas opini audit kami.

- *Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.*

Kami mengomunikasikan kepada pihak yang bertanggung jawab atas tata kelola mengenai, antara lain, ruang lingkup dan saat yang direncanakan atas audit, serta temuan audit signifikan, termasuk setiap defisiensi signifikan dalam pengendalian internal yang teridentifikasi oleh kami selama audit.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

KANTOR AKUNTAN PUBLIK DJOKO, SIDIK & INDRA
DJOKO, SIDIK & INDRA REGISTERED PUBLIC ACCOUNTANTS

Indra Soesetiawan, M.H., Ak., CPA., CA., Asean CPA., CFI., CACP.
NRAP / *Public Accountant License* AP. 0139

31 Maret / *March 31,* 2026

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NOTICE TO READERS

The above auditor's report and the accompanying consolidated financial statements are English translations of the Indonesian auditor's report and consolidated financial statements enclosed prepared for and used in Indonesia. The accompanying consolidated financial statements were prepared using accounting principles, procedures and reporting practices generally accepted in Indonesia and are not intended to present the financial positions, financial performances and their cash flows in accordance with accounting principles and practices generally accepted in countries and jurisdictions other than Indonesia. The standards, procedures and practices utilized to audit such consolidated financial statements are conformity with Indonesian Financial Accounting Standards.

LAPORAN KEUANGAN KONSOLIDASIAN /
CONSOLIDATED FINANCIAL STATEMENTS

PT PELAYARAN NASIONAL INDONESIA (PERSERO)
LAPORAN POSISI KEUANGAN
KONSOLIDASIAN (NERACA)
Tanggal 31 Desember 2025
(Dengan Perbandingan Tanggal 31 Desember 2024)
(Dalam Rupiah Penuh, kecuali Dinyatakan Lain)

PT PELAYARAN NASIONAL INDONESIA (PERSERO)
CONSOLIDATED STATEMENTS OF
FINANCIAL POSITION (BALANCE SHEETS)
As of Desember 31, 2025
(With Comparative as of December 31, 2024)
(Expressed In Full Rupiah, Unless Otherwise Stated)

	Catatan/ *Notes*	**31 Des./ *Dec.* 31, 2025**	**31 Des./ *Dec.* 31, 2024**	
ASET				***ASSETS***
ASET LANCAR				***CURRENT ASSETS***
Kas dan Setara Kas	4c;4g;4h;4k;6	4.111.335.216.448	4.114.738.607.336	*Cash and Cash Equivalents*
Piutang Usaha	4g;4h;7	138.076.157.948	125.898.446.328	*Accounts Receivables*
(Setelah dikurangi provisi penurunan nilai tanggal 31 Desember 2025 dan 2024 masing - masing sebesar Rp118.572.833.619 dan Rp66.067.747.913)				*(Net of provision for impairment as of December 31, 2025 and 2024 amounting to Rp118,572,833,619 and Rp66,067,747,913, respectively)*
Aset Keuangan Lancar Lainnya	4g;4h;4l;8	4.795.617.528.516	2.053.078.385.342	*Other Current Financial Assets*
(Setelah dikurangi provisi penurunan nilai tanggal 31 Desember 2025 dan 2024 masing - masing sebesar Rp9.437.323.241 dan Rp7.005.188.441)				*(Net of provision for impairment as of December 31, 2025 and 2024 amounting to Rp9,437,323,241 and Rp7,005,188,441, respectively)*
Persediaan	4m;9	580.124.715.398	482.189.938.978	*Inventories*
Pajak Dibayar Dimuka	4y;10a	77.217.463.139	56.360.049.198	*Prepaid Taxes*
Uang Muka	4n;11	170.749.296.832	223.879.880.785	*Advances Payment*
Biaya Dibayar Dimuka	4n;12	60.997.418.040	81.663.773.832	*Prepaid Expenses*
Jumlah Aset Lancar		**9.934.117.796.321**	**7.137.809.081.799**	***Total Current Assets***
ASET TIDAK LANCAR				***NON-CURRENT ASSETS***
Investasi pada Entitas Asosiasi	4o;13	227.402.278.010	218.729.401.463	*Investment in Assosiate*
Properti Investasi	4p;4s;14	222.221.071.263	208.542.334.575	*Invesment Properties*
Alat Produksi	4q;4s;15	2.088.539.004.090	2.089.723.250.209	*Production Equipment*
(Setelah dikurangi akumulasi penyusutan tanggal 31 Desember 2025 dan 2024, masing - masing sebesar Rp7.825.257.256.215 dan Rp7.445.271.544.478)				*(Net of accumulated depreciation as of December 31, 2025 and 2024, amounting to Rp7,825,257,256,215 and Rp7,445,271,544,478 respectively)*
Aset Tetap	4q;4s;16	393.347.686.223	337.056.643.917	*Production Equipment*
(Setelah dikurangi akumulasi penyusutan tanggal 31 Desember 2025 dan 2024, masing - masing sebesar Rp297.097.757.534 dan Rp267.064.981.056)				*(Net of accumulated depreciation as of December 31, 2025 and 2024, amounting to Rp297,097,757,534 and Rp267,064,981,056, respectively)*
Aset Tak Berwujud	4r;4s;17	20.947.257.833	18.945.661.304	*Intangible Assets*
Aset Hak Guna	4u;18	1.461.453.260	5.074.483.144	*Right of Use Assets*
Aset Pajak Tangguhan	4y;10e	84.760.107.559	67.851.977.285	*Deferred Tax Assets*
Aset Tidak Lancar Lainnya	19	69.258.490	155.472.091	*Other Non-Current Assets*
Jumlah Aset Tidak Lancar		**3.038.748.116.728**	**2.946.079.223.988**	***Total Non-Current Assets***
JUMLAH ASET		**12.972.865.913.049**	**10.083.888.305.787**	***TOTAL ASSETS***

Catatan atas laporan keuangan konsolidasian merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan /
The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole

PT PELAYARAN NASIONAL INDONESIA (PERSERO)
LAPORAN POSISI KEUANGAN
KONSOLIDASIAN (NERACA)
Tanggal 31 Desember 2025
(Dengan Perbandingan Tanggal 31 Desember 2024)
(Dalam Rupiah Penuh, kecuali Dinyatakan Lain)

PT PELAYARAN NASIONAL INDONESIA (PERSERO)
CONSOLIDATED STATEMENTS OF
FINANCIAL POSITION (BALANCE SHEETS)
As of Desember 31, 2025
(With Comparative as of December 31, 2024)
(Expressed In Full Rupiah, Unless Otherwise Stated)

	Catatan/ *Notes*	31 Des./ *Dec.* 31, 2025	31 Des./ *Dec.* 31, 2024	
LIABILITAS DAN EKUITAS				***LIABILITIES AND EQUITY***
LIABILITAS JANGKA PENDEK				***SHORT-TERM LIABILITIES***
Pinjaman Jangka Pendek	4g;4i;20	7.000.000.000	7.000.000.000	*Short-Term Loans*
Utang Usaha	4g;4i;21	454.487.762.704	218.134.048.166	*Trade Payable*
Beban Akrual	4i;22	818.625.216.874	918.686.105.264	*Accrued Expenses*
Liabilitas Kontrak	4i;4t;23	96.908.089.108	91.695.235.130	*Contract Liability*
Utang Pajak	4y;10b	49.141.463.668	31.199.706.642	*Tax Payables*
Bagian Lancar atas:				*Current Portion of:*
Utang Kepada Negara	4g;4i;25	4.173.611.370	3.560.447.790	*Debt to the State*
Liabilitas Jangka Panjang	4i;4u;26	1.854.397.622	3.047.171.710	*Long-Term Liabilities*
Liabilitas Keuangan Jangka Pendek Lainnya	4i;24	86.288.496.579	149.448.170.961	*Other-Short Term Financial Liabilities*
Jumlah Liabilitas Jangka Pendek		**1.518.479.037.925**	**1.422.770.885.663**	***Total Short-term Liabilities***
LIABILITAS JANGKA PANJANG				***LONG-TERM LIABILITIES***
Utang Kepada Negara	4g;4i;25	25.041.668.220	24.923.134.530	*Debt to the State*
Liabilitas Jangka Panjang	4i;26	1.011.984.885	10.114.309.854	*Long-term Liabilities*
Liabilitas Imbalan Pasca Kerja Jangka Panjang	4v;27	104.991.283.009	103.029.481.167	*Long-term Employee Benefits*
Pendapatan Bunga Ditangguhkan	28	69.384.018.487	-	*Deffered Interest Income*
Jumlah Liabilitas Jangka Panjang		**200.428.954.601**	**138.066.925.551**	***Total Long-term Liabilities***
JUMLAH LIABILITAS		**1.718.907.992.526**	**1.560.837.811.214**	***TOTAL LIABILITIES***
EKUITAS				***EQUITY***
Modal Saham - nilai nominal Rp1.000.000 per saham. Modal dasar 13.000.000 saham Modal ditempatkan dan disetor penuh – per 31 Desember 2025 dan 2024 masing - masing sebesar 9.129.900 dan 7.629.900 saham.	29	9.129.900.000.000	7.629.900.000.000	*Shares Capital - par value of Rp1,000,000 per share. Authorized capital: 13,000,000 shares. Issued and fully paid-in capital as of December 31, 2025, and 2024 was 9,129,900 and 7,629,900 shares, respectively.*
Penyertaan Modal Negara	30	2.500.143.585.642	1.500.143.585.642	*State Capital Contribution*
Tambahan Modal Disetor	31	397.878.907.714	397.878.907.714	*Additional paid in Capital*
Cadangan	4z;32	1.543.866.979.147	1.543.866.979.147	*Appropriated Related Earnings*
Saldo Laba (Defisit)	4z;33	(2.258.089.208.206)	(2.460.466.230.027)	*Accumulated Deficit*
Komponen Ekuitas Lainnya	4v;34	(63.913.820.063)	(92.536.781.736)	*Other Equity Component*
Jumlah ekuitas yang dapat diatribusikan kepada pemilik entitas induk		**11.249.786.444.234**	**8.518.786.460.740**	***Total equity atributable to owners of the company***
Kepentingan Non Pengendali	4d;35	4.171.476.288	4.264.033.833	*Non Controlling Interest*
JUMLAH EKUITAS		**11.253.957.920.523**	**8.523.050.494.573**	***TOTAL EQUITY***
JUMLAH LIABILITAS DAN EKUITAS		**12.972.865.913.049**	**10.083.888.305.787**	***TOTAL LIABILITIES AND EQUITY***

Catatan atas laporan keuangan konsolidasian merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan /
The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole

PT PELAYARAN NASIONAL INDONESIA (PERSERO)
LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN
Untuk Tahun yang Berakhir pada Tanggal 31 Desember 2025
(Dengan Perbandingan untuk Tahun yang Berakhir pada Tanggal 31 Desember 2024)
(Dalam Rupiah Penuh, kecuali Dinyatakan Lain)

PT PELAYARAN NASIONAL INDONESIA (PERSERO)
CONSOLIDATED STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
For the Year Ended December 31, 2025
(With Comparative for The Year Ended December 31, 2024)
(Expressed In Full Rupiah, Unless Otherwise Stated)

	Catatan/ *Notes*	2025	2024	
Pendapatan Usaha, Bersih	4x;36	6.243.123.096.381	6.177.056.564.719	*Operating Revenues, Netto*
Beban Pokok Usaha	4x;37	5.247.538.828.463	5.130.011.101.665	*Operating Expenses*
Laba Kotor		**995.584.267.918**	**1.047.045.463.054**	***Gross Profit***
Beban Pemasaran dan Distribusi	4x;38	23.564.392.839	24.615.051.082	*Distribution and Marketing Expenses*
Beban Umum dan Administrasi	4x;39	905.623.880.611	828.673.798.430	*General and Administrative Expenses*
Laba (Rugi) Usaha		**66.395.994.468**	**193.756.613.542**	***Operating Profit or (Loss)***
Pendapatan Non Usaha - Bersih	4x;40	213.675.893.524	108.669.103.118	*Non Operating Income - Net*
Laba Sebelum Pajak		**280.071.887.992**	**302.425.716.660**	***Profit Before Tax***
Beban Pajak	4y;10c	(77.783.515.143)	(108.175.281.889)	*Tax Expenses*
Laba Tahun Berjalan		**202.288.372.849**	**194.250.434.771**	***Profit for the Current Year***
Penghasilan Komprehensif Lain				***Other Comprehensive Income***
Pos-Pos yang Tidak Akan Direklasifikasi ke Laba Rugi:				*Items That Will Not be Reclassified Subsequently To Profit or Loss:*
Keuntungan (Kerugian) Aktuarial Periode Berjalan	4v	30.451.382.404	4.201.114.453	*Actuarial Gain (Loss) for the Period*
Keuntungan (Kerugian) Nilai Wajar Properti Investasi		(1.828.420.731)	855.500.000	*Fair Value Gain (Loss) on Investment Property*
Jumlah Penghasilan Komprehensif Lain		**28.622.961.673**	**5.056.614.453**	***Total Other Comprehensive Income***
Jumlah Laba Komprehensif Tahun Berjalan		**230.911.334.522**	**199.307.049.224**	***Total Comprehensive Income of The Current Year***
Laba Tahun Berjalan yang Dapat Diatribusikan kepada:				***Profit for the Current Year Attributable to:***
Pemilik Entitas Induk		202.377.021.821	193.873.273.327	*Owner of the Company*
Kepentingan Non Pengendali		(88.648.972)	377.161.444	*Non Controlling Interest*
Jumlah		**202.288.372.849**	**194.250.434.771**	***Total***
Jumlah Laba Komprehensif yang Dapat Diatribusikan kepada:				***Total Comprehensive Income Attributable to:***
Pemilik Entitas Induk		231.003.892.066	198.927.435.431	*Owners of the Company*
Kepentingan Non Pengendali		(92.557.544)	379.613.793	*Non Controlling Interest*
Jumlah		**230.911.334.522**	**199.307.049.224**	***Total***
Laba Bersih Per Saham Dasar	4aa	**22.156,69**	**25.459,11**	***Basic Earnings Per Share***

Catatan atas laporan keuangan konsolidasian merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan/
The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole

PT PELAYARAN NASIONAL INDONESIA (PERSERO)
LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN
Untuk Tahun yang Berakhir pada Tanggal 31 Desember 2025
(Dengan Perbandingan untuk Tahun yang Berakhir pada Tanggal 31 Desember 2024)
(Dalam Rupiah Penuh, kecuali Dinyatakan Lain)

PT PELAYARAN NASIONAL INDONESIA (PERSERO)
CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY
For the Year Ended December 31, 2025
(With Comparative for The Year Ended December 31, 2024)
(Expressed In Full Rupiah, Unless Otherwise Stated)

	Catatan/ *Notes*	Modal Ditempatkan dan Disetor Penuh/ *Issued and Fully Paid of Shares Capital*	Penyertaan Modal Negara/ *State Capital Contribution*	Tambahan Modal Disetor/ *Additional Paid-in Capital*	Cadangan Ditentukan Penggunaannya/ *Appropriated Retained Earnings*	Saldo Rugi (Defisit)/ *Retained Earnings (Deficits)*	Komponen Ekuitas Lainnya/ *Other Equity Components*	Kepentingan Non-Pengendali/ *Non-Controlling Interest*	Jumlah Ekuitas/ *Total Equity*	
Saldo per 01 Januari 2024		**7.629.900.000.000**	**143.585.642**	**397.878.907.714**	**1.342.665.131.496**	**(2.453.137.655.703)**	**(97.593.396.189)**	**3.884.420.044**	**6.823.740.993.005**	***Balance as of January 01, 2024***
Laba Tahun Berjalan	4z;33	-	-	-	-	193.873.273.327	-	377.161.444	194.250.434.771	*Profit for the current year*
Cadangan	4z;32	-	-	-	201.201.847.651	(201.201.847.651)	-		-	*Reserve*
Keuntungan (Kerugian) Aktuaria		-	-	-	-	-	4.201.114.453	2.452.344	4.203.566.797	*Actuarial Gain (Loss)*
Keuntungan (Kerugian) Nilai Wajar Properti Investasi		-	-	-	-	-	855.500.000	-	855.500.000	*Fair Value Gain (Loss) on Investment Property*
Penambahan Penyertaan Modal Negara PP No. 53 Tahun 2024		-	1.500.000.000.000	-	-	-	-	-	1.500.000.000.000	*Increase State Capital Contribution PP No. 53 Tahun 2024*
Saldo per 31 Desember 2024		**7.629.900.000.000**	**1.500.143.585.642**	**397.878.907.714**	**1.543.866.979.147**	**(2.460.466.230.027)**	**(92.536.781.736)**	**4.264.033.832**	**8.523.050.494.573**	***Balance as of December 31, 2024***
Laba Tahun Berjalan	4z;33	-	-	-	-	202.377.021.821	-	(88.648.972)	202.288.372.849	*Profit for the current year*
Cadangan	4z;32	-	-	-	-	-	-		-	*Reserve*
Keuntungan (Kerugian) Aktuaria		-	-	-	-	-	30.451.382.404	(3.908.572)	30.447.473.832	*Actuarial Gain (Loss)*
Keuntungan (Kerugian) Nilai Wajar Properti Investasi		-	-	-	-	-	(1.828.420.731)	-	(1.828.420.731)	*Fair Value Gain (Loss) on Investment Property*
Penambahan Modal Ditempatkan dan Disetor Penuh	29	1.500.000.000.000	(1.500.000.000.000)	-	-	-	-	-	-	*Increase Issued and Fully Paid of Shares Capital*
Penambahan Penyertaan Modal Negara PP No. 53 Tahun 2025	30	-	2.500.000.000.000	-	-	-	-	-	2.500.000.000.000	*Increase State Capital Contribution PP No. 53 Tahun 2025*
Saldo per 31 Desember 2025		**9.129.900.000.000**	**2.500.143.585.642**	**397.878.907.714**	**1.543.866.979.147**	**(2.258.089.208.206)**	**(63.913.820.063)**	**4.171.476.288**	**11.253.957.920.523**	***Balance as of December 31, 2025***

Catatan atas laporan keuangan konsolidasian merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan/
The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole

PT PELAYARAN NASIONAL INDONESIA (PERSERO)
LAPORAN ARUS KAS KONSOLIDASIAN
Untuk Tahun yang Berakhir pada Tanggal 31 Desember 2025
(Dengan Perbandingan untuk Tahun yang
Berakhir pada Tanggal 31 Desember 2024)
(Dalam Rupiah Penuh, kecuali Dinyatakan Lain)

PT PELAYARAN NASIONAL INDONESIA (PERSERO)
CONSOLIDATED STATEMENTS OF CASH FLOWS
For the Year Ended December 31, 2025
(With Comparative for The Year
Ended December 31, 2024)
(Expressed In Full Rupiah, Unless Otherwise Stated)

	2025	2024	
ARUS KAS DARI AKTIVITAS OPERASI			***CASH FLOWS FROM OPERATING ACTIVITIES***
Penerimaan Kas dari Pelanggan	3.256.554.343.722	3.042.912.255.547	*Receipt from Customers*
Penerimaan dari Penugasan Pemerintah	3.708.508.145.598	3.992.715.323.628	*Receipt from Government Assignments*
Penerimaan dari Aktivitas Operasi Lainnya	50.114.460.400	41.621.610.503	*Receipt of Other Operating Activities*
Pembayaran Kepada Pemasok	(4.465.656.079.654)	(4.128.524.237.888)	*Payment to Suppliers*
Pembayaran Biaya Operasional	(485.993.109.804)	(592.975.594.424)	*Payment of Operating Expenses*
Pembayaran Biaya *Overhead*	(405.698.212.198)	(341.568.858.701)	*Payment of Overhead Expenses*
Pembayaran Kepada Pegawai	(939.971.533.869)	(838.441.618.428)	*Payment to Employee*
Pengeluaran dari Aktivitas Operasi Lainnya	(90.718.382.645)	(56.535.884.866)	*Payment of Other Operating Expenses*
Pembayaran Pajak	(470.768.784.761)	(448.838.995.834)	*Tax Payments*
Arus Kas Bersih dari Aktivitas Operasi	**156.370.846.789**	**670.363.999.537**	***Net Cash Flows from Operating Activities***
ARUS KAS DARI AKTIVITAS INVESTASI			***CASH FLOWS FROM INVESTING ACTIVITIES***
Penjualan Aset Tetap	-	11.345.255.653	*Sale of Fixed Assets*
Penerimaan Bunga Penempatan	158.947.197.931	154.142.775.836	*Interest Income*
Penerimaan (Pengeluaran) Dividen	-	7.707.055.925	*Dividend Receipt (Payments)*
Perolehan Aset Tetap	(204.440.701.071)	(169.893.179.075)	*Acquisition of Fixed Assets*
Perolehan Aset Takberwujud	(2.176.700.090)	-	*Acquisition Intangible Assets*
Perolehan Aset Dalam Konstruksi	(101.709.034.446)	(19.449.616.391)	*Acquisition of Construction in Progress*
Arus Kas Bersih untuk Aktivitas Investasi	**(149.379.237.676)**	**(16.147.708.052)**	***Net Cash Flows used to Investment Activities***
ARUS KAS DARI AKTIVITAS PENDANAAN			***CASH FLOWS FROM FINANCING ACTIVITIES***
Penerimaan Pinjaman Bank	1.044.900.000.000	451.000.000.000	*Receipt from Bank Loan*
Pembayaran Pinjaman Bank	(1.044.900.000.000)	(485.050.194.255)	*Payment of Bank Loan*
Pembayaran Bunga Pinjaman	(9.395.000.001)	-	*Interest Receipt*
Pembayaran Provisi Bank	(1.000.000.000)	-	*Bank Provision*
Penerimaan Penyertaan Modal Negara	1.500.000.000.000	-	*Receipt of State Capital Contributions*
Penempatan Kas dan Setara Kas Dibatasi Penggunaannya	(1.500.000.000.000)	-	*The Placement of Cash and* Cash Equivalents is Restricted
Arus Kas Bersih dari (untuk) Aktivitas Pendanaan	**(10.395.000.001)**	**(34.050.194.255)**	***Net Cash Flows from (used to) Financing Activities***
KENAIKAN BERSIH KAS DAN SETARA KAS	**(3.403.390.888)**	**620.166.097.230**	***NET INCREASE IN CASH AND CASH EQUIVALENT***
KAS DAN SETARA KAS - SALDO AWAL	**4.114.738.607.336**	**3.494.572.510.106**	***CASH AND CASH EQUIVALENT BEGINNING BALANCE***
KAS DAN SETARA KAS - SALDO AKHIR	**4.111.335.216.448**	**4.114.738.607.336**	***CASH AND CASH EQUIVALENT ENDING BALANCE***

Catatan atas laporan keuangan konsolidasian merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan/
The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole

CATATAN ATAS LAPORAN KEUANGAN KONSOLIDASIAN /
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

1. U M U M

1.1. Pendirian Perusahaan

Berdirinya PT PELNI (Persero) bermula dengan dikeluarkannya Surat Keputusan Bersama (SKB) antara Menteri Perhubungan dengan Menteri Pekerjaan Umum pada tanggal 5 September 1950 yang isinya mendirikan Yayasan Penguasaan Pusat Kapal-kapal (PEPUSKA).

Pada tanggal 28 April 1952 Yayasan Pepuska resmi dibubarkan. Pada saat yang sama didirikanlah PT PELNI (Persero) dengan berdasarkan Surat Keputusan Menteri Perhubungan No. M.2/1/2 tanggal 28 Februari 1952 dan No. A.2/1/2 tanggal 19 April 1952, serta Berita Negara Republik Indonesia No. 50 tanggal 20 Juni 1952.

Perusahaan mengalami beberapa kali perubahan bentuk Badan Usaha. Pada tahun 1961 pemerintah menetapkan perubahan status dari Perusahaan Perseroan menjadi Perusahaan Negara (PN) dan dicantumkan dalam Lembaran Negara RI No. LN 1961. Kemudian pada tahun 1975 status perusahaan diubah dari Perusahaan Negara (PN) menjadi Perseroan Terbatas (PT) PELNI sesuai dengan Akte Pendirian No. 31 tanggal 30 Oktober 1975. Perubahan tersebut dicantumkan dalam Berita Negara RI No. 562-1979 dan Tambahan Berita Negara RI No. 60 tanggal 27 Juni 1976. Dan Akte Perubahan No. 22 tanggal 4 Maret 1998 tentang Anggaran Dasar PT PELNI (Persero) yang diumumkan dalam Berita Negara Republik Indonesia tanggal 16 April 1999 No. 31 Tambahan Berita Negara No.2203.

Perubahan terakhir Anggaran Dasar Perseroan dituangkan dalam Akta No. 10, tanggal 04 Juli 2025, dihadapan Notaris Emmy Yatmini, S.H., notaris di Jakarta, yang telah mendapat pengesahan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No: AHU-AH.01.09-0307058.Tahun 2025, tanggal 05 Juli 2025.

1.2. Maksud dan Tujuan

Berdasarkan Akta Notaris Ida Adiningsih, SH.,No. 02 tanggal 7 Februari 2022, maksud dan tujuan Perseroan adalah bergerak dibidang:

a. Aktivitas jasa penunjang pertambangan;
b. Reparasi dan pemasangan mesin dan peralatan;

1. G E N E R A L

1.1. Company Establishment

The establishment of PT PELNI (Persero) began with the issuance of a Joint Decree (SKB) between the Minister of Transportation and the Minister of Public Works on September 5, 1950, which contained the establishment of the Ship Center Mastery Foundation (PEPUSKA).

On April 28, 1952 the Pepuska Foundation was officially dissolved. At the same time PT PELNI (Persero) was established based on the Decree of the Minister of Transportation No. M.2/1/2 dated February 28, 1952 and No. A.2/1/2 dated April 19, 1952, and State Gazette of the Republic of Indonesia No. 50 dated June 20, 1952.

The Company underwent several changes in the form of the Business Entity. In 1961 the government stipulated a change in status from a Company to a State Company (PN) and was included in the Indonesian State Gazette No. LN 1961. Then in 1975 the company's status was changed from State Company (PN) to Limited Liability Company (PT) PELNI in accordance with the Establishment Deed No. 31 dated October 30, 1975. The changes were included in the State Gazette of the Republic of Indonesia No. 562-1979 and Supplement to the State Gazette of the Republic of Indonesia No. 60 dated June 27, 1976. And Deed of Amendment No. 22 dated March 4, 1998 concerning the Articles of Association of PT PELNI (Persero) which was announced in the State Gazette of the Republic of Indonesia dated April 16, 1999 No. 31 Additional State Gazette No.2203.

The latest amendments to the Company's Articles of Association were set forth in Deed No. 10, dated July 4, 2025, executed before Notary Emmy Yatmini, S.H., a notary in Jakarta, and have been approved by the Minister of Law and Human Rights of the Republic of Indonesia under No. AHU-AH.01.09-0307058. In the year 2025, on July 5, 2025.

1.2. Purposes and Objectives

Based on the Notarial Deed of Ida Adiningsih, SH, No. 02 dated February 7, 2022, the purpose and objective of the Company is to engage in the field of:

a. Mining support service activities;
b. Repair and installation of machines and equipment;

1. U M U M (lanjutan)

1.2. Maksud dan Tujuan (lanjutan)

c. Perdagangan besar, bukan mobil dan sepeda motor;
d. Perdagangan eceran, bukan mobil dan motor;
e. Angkutan perairan;
f. Pergudangan dan aktivitas penunjang angkutan:
g. Penyediaan akomodasi;
h. Aktivitas jasa informasi;
i. *Real estate;*
j. Aktivitas kantor pusat dan konsultasi manajemen;
k. Aktivitas agen perjalanan, penyelenggara tur dan jasa reservasi lainnya;
l. Aktivitas administrasi kantor, aktivitas penunjang kantor dan aktivitas penunjang usaha lainnya;
m. Pendidikan.

Adapun untuk mencapai maksud dan tujuan tersebut diatas, Perseroan dapat melaksankan kegiatan usaha sebagai berikut:

a. Angkutan laut dalam negeri *liner* dan *tramper* untuk penumpang;
b. Angkutan laut perairan pelabuhan dalam negeri untuk penumpang;
c. Angkutan laut dalam negeri untuk wisata;
d. Angkutan laut dalam negeri perintis untuk penumpang;
e. Angkutan laut luar negeri *liner* dan *tramper* untuk penumpang;
f. Angkutan laut luar negeri untuk wisata;
g. Angkutan laut dalam negeri untuk umum;
h. Angkutan laut perairan pelabuhan dalam negeri untuk barang;
i. Angkutan laut dalam negeri untuk barang khusus;
j. Angkutan laut dalam negeri perintis untuk barang;
k. Angkutan laut luar negeri untuk barang umum;
l. Angkutan laut luar negeri untuk barang khusus;
m. Aktivitas penunjang pertambangan penggalian lainnya;
n. Pengadaan armada dan kelengkapannya untuk menyelenggarakan pengangkutan penumpang dan barang;
o. Pergudangan dan penyimpanan;
p. Aktivitas *cold storage* ;

1. G E N E R A L *(continued)*

1.2. Purposes and Objectives *(continued)*

c. Wholesale trade, not cars and motorcycles;
d. Retail trade, not cars and motorcycles;
e. Water transportation;
f. Warehousing and transportation support activities;
g. Provision of accommodation;
h. Information service activities;
i. Real estate;
j. Head office activities and management consulting;
k. Activities of travel agents, tour operators and other reservation services;
l. Office administration activities, office support activities and other business support activities;
m. *Education.*

In order to achieve the aforementioned purposes and objectives, the Company may carry out the following business activities:

a. Liner and tramper domestic sea transportation for passengers;
b. Domestic sea transportation for passengers;
c. Domestic sea transportation for tourism;
d. Pioneering domestic sea transportation for passengers;
e. Liner and tramper foreign sea transportation for passengers;
f. Overseas sea transportation for tourism;
g. Domestic sea transportation for the public;
h. Sea transportation of domestic port waters for goods;
i. Domestic sea transportation for special goods;
j. Pioneering domestic sea transportation for goods;
k. Overseas sea transportation for general goods;
l. Overseas sea transportation for special goods;
m. Other excavation mining supporting activities;
n. Procurement of the fleet and its equipment to carry out the transportation of passengers and goods;
o. Warehousing and storage;
p. Cold storage activities;

1. U M U M (lanjutan)

1.2. Maksud dan Tujuan (lanjutan)

q. Aktivitas *Bounded Warehousing* atau wilayah kawasan berikat;
r. Pengelola gudang sistem resi gudang;
s. Pergudangan dan penyimpanan lainnya;
t. Aktivitas pelayanan kepelabuhanan laut;
u. Aktivitas pengelolaan kapal;
v. Aktivitas penunjang angkutan perairan lainnya;
w. Jasa pengurusan transportasi (JPT);
x. Aktivitas ekspedisi muatan kapal (EMKL);
y. Angkutan multimoda;
z. Jasa keagenan kapal/agen perkapalan perusahaan pelayaran;
aa. Aktivitas penunjang angkutan lainnya YTDL;
ab. Portal *web* dan/atau *platform* digital dengan tujuan komersial;
ac. Perdagangan besar atas dasar balas jasa (fee) atau kontrak;
ad. Perdagangan besar hasil perikanan;
ae. Perdagangan besar beras;
af. Perdagangan besar buah-buahan;
ag. Perdagangan besar sayuran;
ah. Perdagangan besar kopi, teh dan kakao;
ai. Perdagangan besar bahan makanan dan minuman hasil pertanian lainnya;
aj. Perdagangan besar daging sapi dan daging sapi olahan;
ak. Perdagangan besar daging ayam dan daging ayam olahan;
al. Perdagangan besar daging dan daging olahan;
am Perdagangan besar hasil olahan perikanan;
an. Perdagangan besar telur dan hasil olahan telur;
ao. Perdagangan besar susu dan produk susu;
ap. Perdagangan besar minyak dan lemak hewani;
aq. Perdagangan besar makanan dan minuman lainnya;
ar. Perdagangan eceran hasil perikanan;
as. Perdagangan eceran hasil pertanian lainnya;
at. Perdagangan eceran beras;
au. Reparasi mesin untuk keperluan umum;
av. Reparasi kapal, perahu dan banguna terapung;
aw. Aktivitas konsultasi pariwisata;
ax. Aktivitas konsultasi transportasi, dan
ay. Kegiatan penunjang pendidikan;

1. G E N E R A L *(continued)*

1.2. Purposes and Objectives *(continued)*

q. Bounded Warehousing activities or bonded zone areas;
r. Warehouse manager of warehouse receipt system;
s. Warehousing and other storage;
t. Sea port service activities;
u. Ship management activities;
v. Other water transportation supporting activities;
w. Transportation management services (JPT);
x. Ship cargo expedition activities (EMKL);
y. Multimodal transportation;
z. Ship agency services/shipping agency shipping companies;
aa. Other transportation support activities YTDL;
ab. Web portals and/or digital platforms for commercial purposes;
ac. Large trading on the basis of fees or contracts;
ad. Wholesale trade of fishery products;
ae. Rice wholesale trade;
af. Wholesale trade of fruit;
ag. Wholesale trade of vegetables;
ah. Wholesaling of coffee, tea and cocoa;
ai. Wholesale trade of food and other agricultural products;
aj. Wholesale of beef and processed beef;
ak. Wholesale trade of chicken meat and processed chicken meat;
al. Wholesale of meat and processed meat;
am. Wholesale trade of processed fishery products;
an. Wholesale trade of eggs and processed eggs;
ao. Wholesale of milk and milk products;
ap. Wholesale trade of animal oils and fats;
aq. Wholesale trade of food and other beverages;
ar. Retail trade of fishery products;
as. Retail trade of other agricultural products;
at. Rice retail trade;
au. Repair of machines for general purposes;
av. Repair of ships, boats and floating structures;
aw. Tourism consulting activities;
ax. Transportation consulting activities, and
ay. Educational support activities;

1. U M U M (lanjutan)

1.2. Maksud dan Tujuan (lanjutan)

Selain kegiatan usaha utama, Perseroan dapat melakukan kegiatan usaha dalam rangka optimalisasi pemanfaatan sumber daya yang dimiliki untuk:

a. *Real estate* yang dimiliki sendiri atau sewa;
b. Penyewaan *venue* penyelenggaraan aktivitas MICE dan *event* khusus;
c. Hotel bintang;
d. Hotel melati;
e. Penyediaan akomodasi jangka pendek;
f. Penyediaan akomodasi lainnya;
g. Penyelenggara pertemuan, perjalanan insentif, konferensi dan pameran (MICE);
h. Jasa penyelenggara *event* khusus (*special event*);
i. Aktivitas agen perjalanan wisata;
j. Aktivitas agen perjalanan lainnya;
k. Aktivitas biro perjalanan wisata;
l. Aktivitas biro perjalanan lainnya;
m. Jasa informasi pariwisata;
n. Jasa informasi daya tarik wisata;
o. Jasa pramuwisata;
p. Jasa *interpreter* wisata;
q. Jasa reservasi lainnya;

1.3. Modal

Berdasarkan Akta Notaris Ida Adiningsih, SH.,No. 7, tanggal 20 Maret 2025, Pasal 4, tentang modal, dan Pasal 5, tentang Saham, berikut struktur pemegang saham dan jenis saham:

1. Modal Dasar Perseroan ini sebesar Rp13.000.000.000.000 (tiga belas triliun rupiah) yang terbagi atas:

   a. 1 (satu) saham Seri A Dwiwarna dengan nilai nominal sebesar Rp1.000.000 (satu juta rupiah); dan

   b. 12.999.999 (dua belas juta sembilan ratus sembilan puluh sembilan juta sembilan ratus sembilan puluh sembilan) saham Seri B, masing-masing dengan nilai nominal sebesar Rp1.000.000 (satu juta rupiah) atau seluruhnya dengan jumlah nilai nominal Rp12.999.999.000.000 (dua belas triliun sembilan ratus sembilan puluh sembilan miliar sembilan ratus sembilan puluh sembilan juta rupiah).

1. G E N E R A L *(continued)*

1.2. Purposes and Objectives *(continued)*

In addition to the main business activities, the Company can carry out business activities in order to optimize the utilization of its resources for:

a. Real estate owned or rented;
b. Rental of venues for organizing MICE activities and special events;
c. Star hotels;
d. Jasmine hotels;
e. Provision of short term accommodation;
f. Provision of other accommodations;
g. Organizers of meetings, incentive trips, conferences and exhibitions (MICE);
h. Special event organizer services;
i. Travel agent activities;
j. Other travel agency activities;
k. Tour and travel agency activities;
l. Other travel agency activities;
m. Tourism information services;
n. Information services on tourist attractions;
o. Tour guide services;
p. Travel interpreter services;
q. Other reservation services;

1.3. Capital

Based on Notary Deed No. 7, dated March 20, 2025, executed by Notary Ida Adiningsih, SH, Article 4 regarding capital and Article 5 regarding shares, the following is the shareholder structure and types of

1. The Company's authorized capital is Rp13,000,000,000,000 (thirteen trillion rupiah) divided into:

   a. 1 (one) Series A Dwiwarna share with a par value of Rp1,000,000 (one million rupiah); and

   b. 12.999.999 (twelve million nine hundred ninety-nine million nine hundred ninety-nine) Series B shares, each with a par value of Rp1,000,000 (one million rupiah) or a total nominal value of Rp12,999,999,000,000 (twelve trillion nine hundred ninety-nine billion nine hundred ninety-nine million rupiah).

1. U M U M (lanjutan)

1.3. Modal (lanjutan)

2. Dari modal dasar tersebut telah ditempatkan dan diambil bagian oleh Negara Republik Indonesia sejumlah 9.129.900 (sembilan juta seratus dua puluh sembilan ribu sembilan ratus) lembar saham dengan nilai nominal seluruhnya sebesar Rp9.129.900.000.000 (sembilan triliun seratus dua puluh sembilan miliar sembilan ratus juta rupiah), yang terdiri dari:

   a. 1 (satu) saham Seri A Dwiwarna dengan nilai nominal seluruhnya Rp1.000.000 (satu juta rupiah); dan

   b. 9.129.899 (sembilan juta seratus dua puluh sembilan ribu delapan ratus sembilan puluh sembilan) saham Seri B, masing-masing dengan nilai nominal Rp1.000.000 (satu juta rupiah) atau seluruhnya dengan nilai nominal Rp9.129.899.000.000 (sembilan triliun seratus dua puluh sembilan miliar delapan ratus sembilan puluh sembilan juta rupiah).

(lihat catatan 29)

1.4. Tempat dan Kedudukan

Perseroan berkedudukan di Jalan Gajah Mada No. 14, Jakarta Pusat.

Dalam menjalankan kegiatan usahanya, Perseroan memiliki Kantor Cabang, *Terminal Point*, Kantor Perwakilan dan Unit Bisnis Strategi, dengan rincian sebagai berikut:

a. 4 Cabang Kelas 1;
b. 7 Cabang Kelas 2;
c. 20 Cabang Kelas 3;
d. 12 Cabang Kelas 4;
e. 23 Terminal Penghubung Kelas A;
f. 297 Terminal Penghubung Kelas B; dan
g. 1 Kantor Perwakilan di Singapura.

1.5. Pengurus Perusahaan

Dewan Komisaris dan Direksi

Berdasarkan Keputusan Pemegang Saham Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia Nomor: 109 Tahun 2025 dan Nomor: SK.107/DI-DAM/DO/2025, tanggal 29 Desember 2025 dan Akta Notaris Ida Adiningsih, SH., No.8 tanggal 31 Desember 2025, susunan Dewan Komisaris untuk tahun 2025, sebagai berikut:

***1. G E N E R A L** (continued)*

***1.3. Capital** (continued)*

2. Of the authorized capital, the Republic of Indonesia has subscribed to and acquired 9,129,900 (nine million one hundred twenty-nine thousand nine hundred) shares with a total par value of Rp9,129,900,000,000 (nine trillion one hundred twenty-nine billion nine hundred million rupiah), consisting of:

   a. 1 (one) Series A Dwiwarna share with a total par value of Rp1,000,000 (one million rupiah); and

   b. 9,129,899 (nine million one hundred twenty-nine thousand eight hundred ninety-nine) Series B shares, each with a par value of Rp1,000,000 (one million rupiah) or a total par value of Rp9,129,899,000,000 (nine trillion one hundred twenty-nine billion eight hundred ninety-nine million rupiah).

(see note 29)

1.4. Place and Domicile

The Company domiciled at Jalan Gajah Mada No. 14, Central Jakarta.

In carrying out its business activities, the Company has Branch Offices, Terminal Points, Representative Offices and Strategic Business Units, with details as follows:

a. 4 Branches of Class 1
b. 7 Branches of Class 2
c. 20 Branches of Class 3
d. 12 Branches of Class 4
e. 23 Terminal Point of Class A
f. 297 Terminal Point of Class B
g. 1 Representative Office in Singapore

1.5. Management of Company

Boards of Commissioners and Directors

Based on the Shareholders' Resolution of the State-Owned Enterprise (Persero) PT Pelayaran Nasional Indonesia No. 109 of 2025 and No. SK.107/DI-DAM/DO/2025, dated December 29, 2025, and the Deed of Notary Ida Adiningsih, SH., No. 8 dated December 31, 2025, the composition of the Board of Commissioners for the year 2025 is as follows:

1. U M U M (lanjutan)

1.5. Pengurus Perusahaan (lanjutan)

Dewan Komisaris dan Direksi (lanjutan)

1. G E N E R A L *(continued)*

1.5. Management of Company *(continued)*

Boards of Commissioners and Directors *(continued)*

Komisaris Utama	:	R.M. Aris Santosa	:	*President Commisioner*
Komisaris Independen	:	Sosialisman Hidayat Hasibuan	:	*Independent Commissioner*
Komisaris	:	H. Moekhlas Sidik, MPA	:	*Commissioner*
Komisaris	:	Faturohman	:	*Commissioner*
Komisaris	:	Budi Mantoro	:	*Commissioner*

Berdasarkan Keputusan Menteri Badan Usaha Milik Negara Nomor SK-9/MBU/01/2024 tanggal 16 Januari 2024 dan Akta Notaris Ida Adiningsih, SH., No.8 tanggal 25 Maret 2024, susunan Dewan Komisaris untuk tahun 2024, sebagai berikut:

Based on the Decree of the Minister of State-Owned Enterprises Number SK-9/MBU/01/2024 dated January 16, 2024 and Notarial Deed of Ida Adiningsih, SH, No.8 dated March 25, 2024, the composition of the Board of Commissioners for 2024 is as follows:

Komisaris Utama	:	Muhammad Awaluddin	:	*President Commisioner*
Komisaris Independen	:	Kristia Budiyarto	:	*Independent Commissioner*
Komisaris	:	Eddy Susanto Soepadmo	:	*Commissioner*
Komisaris	:	Faturohman	:	*Commissioner*
Komisaris	:	Raden Suhartono	:	*Commissioner*
Komisaris	:	Budi Mantoro	:	*Commissioner*

Berdasarkan Keputusan Menteri Badan Usaha Milik Negara Nomor SK-6/MBU/01/2024 tanggal 9 Januari 2024 dan SK-70/MBU/03/2024 tanggal 18 Maret 2024 tentang Pemberhentian dan Pengangkatan Anggota Direksi Perusahaan Perseroan (persero) PT Pelayaran Nasional Indonesia dan Akta Pernyataan Keputusan Menteri Badan Usaha Milik Negara selaku Rapat Umum Pemegang Saham Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia, No. 8, tanggal 25 Maret 2024, susunan Direksi untuk tahun 2025 dan 2024 sebagai berikut:

Based on the Decree of the Minister of State-Owned Enterprises No. SK-6/MBU/01/2024 dated January 9, 2024 and SK-70/MBU/03/2024 dated March 18, 2024 concerning the Dismissal and Appointment of Members of the Board of Directors of the Company (Persero) PT Pelayaran Nasional Indonesia and Deed of Decree of the Minister of State-Owned Enterprises as the General Meeting of Shareholders of the Company (Persero) PT Pelayaran Nasional Indonesia, No. 8, dated March 25, 2024, the composition of the Board of Directors for 2025 and 2024 is as follows:

Direktur Utama	:	Tri Andayani	:	*President Director*
Direktur Usaha Angkutan Penumpang	:	Nuraini Dessy Winiastuty	:	*Director of Passenger Transportation*
Direktur Keuangan dan Manajemen Resiko	:	Anik Hidayati	:	*Director or Finance and Risk Management*
Direktur Usaha Angkutan Barang dan Tol Laut	:	Kokok Susanto	:	*Director of Maritime Goods and Toll Road Transport*
Direktur Sumber Daya Manusia dan Umum	:	Heri Purnomo	:	*ector of Human Resources and General Affairs*
Direktur Armada dan Teknik	:	Robert MP Sinaga	:	*Director of Fleet and Engineering*

1. U M U M (lanjutan)

1.5. Pengurus Perusahaan (lanjutan)

Dewan Komisaris dan Direksi (lanjutan)

Sesuai Surat Kementerian Badan Usaha Milik Negara Republik Indonesia No. SR-3/Wk.MBU.11/08/2024, tanggal 23 Agustus 2024, perihal Penetapan Penghasilan Direksi dan Dewan Komisaris PT. Pelayaran Nasional Indonesia (Persero) Tahun 2024, bahwa Gaji/Honorarium Direksi dan Dewan Komisaris PT Pelayaran Nasional Indonesia (Persero) Tahun 2025 serta Tantiem/Insentif Kerja atas kinerja Tahun Buku 2024 sebagai berikut:

a. Gaji Direktur Utama ditetapkan sebesar Rp232.000.0000 per bulan. Gaji Anggota Direksi lainnya sebesar 85% dari gaji Direktur Utama.

b. Honorarium Komisaris Utama ditetapkan sebesar 45% dari Gaji Direktur Utama, dan honorarium Komisaris ditetapkan 90% dari honorarium Komisaris Utama.

c. Tunjangan dan fasilitas Direksi sebagai berikut:
   1) Tunjangan Hari Raya Keagamaan sebesar 1 (satu) kali gaji;
   2) Asuransi Purna Jabatan, premi yang ditanggung Perusahaan sebesar maksimal 25% dari gaji dalam 1 tahun;
   3) Tunjangan Perumahan sebesar Rp27.500.000 per bulan;
   4) Fasilitas Kendaraan 1 (satu) unit beserta biaya pemeliharaan dan operasional, dengan memperhatikan kondisi keuangan perusahaan, dengan spesifikasi maksimal 3.500 cc;
   5) Fasilitas Kesehatan, dalam bentuk asuransi kesehatan atau penggantian biaya pengobatan sebesar pemakaian *(at cost)* ;
   6) Fasilitas Bantuan Hukum, sebesar pemakaian *(at cost)* ;

1. G E N E R A L *(continued)*

1.5. Management of Company *(continued)*

Boards of Commissioners and Directors *(continued)*

In accordance with the Letter of the Ministry of State-Owned Enterprises of the Republic of Indonesia No. SR-3/Wk.MBU.11/08/2024, dated August 23, 2024, regarding the Determination of the Income of the Board of Directors and the Board of Commissioners of PT Pelayaran Nasional Indonesia (Persero) in 2024, that the Salary/Honorarium of the Board of Directors and the Board of Commissioners of PT Pelayaran Nasional Indonesia (Persero) in 2025 and Tantiem/Work Incentives for the performance of the Fiscal Year 2024 are as follows:

a. The President Director's salary is Rp232,000,000 per month. The salary of the other members of the Board of Directors is 85% of the President Director's salary.

b. The honorarium of the President Commissioner is set at 45% of the salary of the President Director, and the honorarium of the Commissioners is set at 90% of the honorarium of the President Commissioner.

c. Directors' allowances and facilities are as follows:
   1) Religious Holiday Allowance of 1 (one) time salary;
   2) Post-employment insurance, the premium borne by the Company at a maximum of 25% of salary in 1 year;
   3) Housing Allowance of Rp27,500,000 per month;
   4) Vehicle facilities: 1 (one) unit along with maintenance and operational costs, taking into account the company's financial condition, with a maximum specification of 3.500 cc;
   5) Health Facilities, in the form of health insurance or reimbursement of medical costs at cost;
   6) Legal Aid Facilities, at cost;

1. U M U M (lanjutan)

1.5. Pengurus Perusahaan (lanjutan)

Dewan Komisaris dan Direksi (lanjutan)

d. Tunjangan dan fasilitas Dewan Komisaris sebagai berikut:

1) Tunjangan Hari Raya Keagamaan sebesar 1 (satu) kali honorarium;

2) Asuransi Purna Jabatan, ditanggung Perusahaan sebesar maksimal 25% dari honorarium dalam 1 tahun;

3) Tunjangan Transportasi, sebesar 20% dari honorarium per bulan;

4) Fasilitas Kesehatan, dalam bentuk asuransi kesehatan atau penggantian biaya pengobatan sebesar pemakaian *(at cost)* ;

5) Fasilitas Bantuan Hukum, sebesar pemakaian *(at cost)* ;

Dalam menunjang pelaksanaan fungsi dan efektivitas peran Dewan Komisaris, Dewan Komisaris dibantu oleh Sekretariat Dewan Komisaris yang beranggotakan Fanita Meilisa dan Tiolina Siagian.

Komite Audit

Komite Audit merupakan organ dari Dewan Komisaris yang dibentuk oleh Dewan Komisaris sesuai dengan yang diamanatkan oleh Undang-Undang Nomor 16 Tahun 2025, tentang Perubahan Keempat atas Undang-Undang Nomor 19 Tahun 2003, tentang Badan Usaha Milik Negara. Komite Audit berfungsi untuk membantu Dewan Komisaris dalam melaksanakan tugas pengawasannya. Komite Audit bersifat independen dan mandiri baik dalam pelaksanaan tugasnya maupun dalam pelaporan, dan bertanggung jawab langsung kepada Dewan Komisaris.

Anggota Komite Audit diangkat dan diberhentikan oleh Dewan Komisaris dan dilaporkan kepada RUPS. Masa tugas anggota Komite Audit tidak boleh lebih lama dari masa jabatan Dewan Komisaris sesuai ketentuan dalam Anggaran Dasar Perusahaan dan dapat dipilih kembali hanya untuk 1 (satu) periode berikutnya.

1. G E N E R A L *(continued)*

1.5. Management of Company *(continued)*

Boards of Commissioners and Directors *(continued)*

d. The allowances and facilities of the Board of Commissioners are as follows:

1) Religious Holiday Allowance of 1 (one) time honorarium;

2) Post-employment Insurance, borne by the Company at a maximum of 25% of the honorarium in 1 year;

3) Transportation Allowance, 20% of the honorarium per month;

4) Health Facilities, in the form of health insurance or reimbursement of medical costs at cost;

5) Legal Aid Facilities, at cost;

In supporting the Board of Commissioners in carrying out its functions and ensuring the effectiveness of its role, the Board of Commissioners is assisted by the Board of Commissioners' Secretariat, which consists of Fanita Meilisa and Tiolina Siagian.

The Audit Committee

The Audit Committee is a body of the Board of Commissioners established by the Board of Commissioners in accordance with the provisions of Law No. 16 of 2025, concerning the Fourth Amendment to Law No. 19 of 2003, on State-Owned Enterprises. The Audit Committee serves to assist the Board of Commissioners in carrying out its supervisory duties. The Audit Committee is independent and autonomous both in the performance of its duties and in its reporting, and is directly accountable to the Board of Commissioners.

Audit Committee members are appointed and dismissed by the Board of Commissioners and reported to the GMS. The term of office of the Audit Committee members may not exceed the term of office of the Board of Commissioners in accordance with the provisions in the Company's Articles of Association and may be re-elected only for the next 1 (one) period.

1. U M U M (lanjutan)

1.5. Pengurus Perusahaan (lanjutan)

Komite Audit

Berdasarkan Keputusan Dewan Komisaris PT Pelayaran Nasional Indonesia (Persero) No. KEP-5/DK/VII/2025, tanggal 15 Juli 2025, tentang Pemberhentian dan Pengangkatan Anggota Komite Audit PT Pelayaran Nasional Indonesia (Persero), susunan Komite Audit untuk tahun buku 2025 sebagai berikut:

1. G E N E R A L *(continued)*

1.5. Management of Company *(continued)*

The Audit Committee

Based on the Decision of the Board of Commissioners of PT Pelayaran Nasional Indonesia (Persero) No. KEP-5/DK/VII/2025, dated July 15, 2025, regarding the Dismissal and Appointment of Members of the Audit Committee of PT Pelayaran Nasional Indonesia (Persero), the composition of the Audit Committee for the 2025 fiscal year is as

Anggota	:	Maman Sulaeman	:	*Members*
Anggota	:	Denny Purwanto	:	*Members*
Staff	:	Arum Puspita Maharani	:	*Staff*

Berdasarkan Keputusan Dewan Komisaris PT Pelayaran Nasional Indonesia (Persero) No. KEP-12/DK/XI/2024, tanggal 11 November 2024, tentang Pemberhentian dan Pengangkatan Anggota Komite Audit PT Pelayaran Nasional Indonesia (Persero), susunan Komite Audit untuk tahun buku 2024 sebagai berikut:

Based on the Decision of the Board of Commissioners of PT Pelayaran Nasional Indonesia (Persero) No. KEP-12/DK/XI/2024, dated November 11, 2024, regarding the Dismissal and Appointment of Members of the Audit Committee of PT Pelayaran Nasional Indonesia (Persero), the composition of the Audit Committee for the 2024 fiscal year is as follows:

Ketua Komite Audit (juga selaku Dewan Komisaris)	:	Muhammad Awaluddin	:	*Chairman of Audit Committee (also as Commissioner)*
Wakil Ketua (juga selaku Dewan Komisaris)	:	Raden Suhartono	:	*Vice Chairman of the Audit Committee (also as Commissioner)*
Anggota	:	Baliya Munadjat	:	*Members*
Anggota	:	Maman Sulaeman	:	*Members*
Staff	:	Arum Puspita Maharani	:	*Staff*

Komite Pemantau Manajemen Risiko

Pembentukan Komite Pemantau Manajemen Risiko merupakan bagian dari upaya Perusahaan untuk menerapkan GCG. Terkait implementasi GCG, peran dan fungsi Komite Kebijakan Risiko menjadi sangat strategis untuk membantu dan meningkatkan peran Dewan Komisaris dalam menjalankan fungsi pengawasannya.

Berdasarkan perubahan terakhir serta Keputusan Dewan Komisaris PT Pelayaran Nasional Indonesia (Persero) No. KEP-11/DK/VIII/2025, tanggal 11 Agustus 2025, tentang Pemberhentian dan Pengangkatan Anggota Komite Pemantau Manajemen Risiko PT Pelayaran Nasional Indonesia (Persero), susunan Komite Pemantau Manajemen Risiko tahun buku 2025 sebagai berikut:

Risk Management Monitoring Committee

The establishment of the Risk Management Monitoring Committee is part of the Company's efforts to implement GCG. Regarding GCG implementation, the role and function of the Risk Policy Committee is very strategic to assist and enhance the role of the Board of Commissioners in carrying out its supervisory function.

Based on the latest changes and the Decision of the Board of Commissioners of PT Pelayaran Nasional Indonesia (Persero) No. KEP-11/DK/VIII/2025, dated August 11, 2025, regarding the Dismissal and Appointment of Members of the Risk Management Oversight Committee of PT Pelayaran Nasional Indonesia (Persero), the composition of the Risk Management Oversight Committee for the 2025 fiscal year is as follows:

1. U M U M (lanjutan)

1.5. Pengurus Perusahaan (lanjutan)

Komite Pemantau Manajemen Risiko (lanjutan)

Ketua Komite Pemantau Manajemen Risiko (merangkap Komisaris)	:	Budi Mantoro	:	Chairman of the Risk Policy Committee (also as Commissioner)
Anggota	:	Maizar Radjin	:	Members
Anggota	:	Muhammad Syaban Husein	:	Members
Staff	:	Luqmanul Hakim	:	Staff

Berdasarkan perubahan terakhir serta Keputusan Dewan Komisaris PT Pelayaran Nasional Indonesia (Persero) No. KEP-9/DK/VIII/2024, tanggal 1 Agustus 2024, tentang Pemberhentian dan Pengangkatan Anggota Komite Pemantau Manajemen Risiko PT Pelayaran Nasional Indonesia (Persero), susunan Komite Pemantau Manajemen Risiko tahun buku 2024 sebagai berikut:

Ketua Komite Pemantau Manajemen Risiko (merangkap Komisaris)	:	Eddy Susanto Soepadmo	:	Chairman of the Risk Policy Committee (also as Commissioner)
Wakil Ketua (merangkap Komisaris Independen)	:	Budi Mantoro	:	Vice Chairman (also as Commissioner Independent)
Anggota	:	Mahruddin Harahap	:	Members
Anggota	:	Reza Hertantyo	:	Members
Staff	:	M. Amal Amrullah	:	Staff

Komite Nominasi dan Remunerasi

Berdasarkan Surat Menteri Badan Usaha Milik Negara Nomor: S254/MBU/04/2020 tanggal 17 April 2020 perihal *Talent & Succession Management* Direksi BUMN, Dewan Komisaris membentuk Komite Nominasi dan Remunerasi berdasar Keputusan Dewan Komisaris PT Pelayaran Nasional Indonesia (Persero) No. KEP-02/DK/IV-2020 tanggal 20 April 2020 Tentang Pembentukan Komite Nominasi dan Remunerasi pada Dewan Komisaris PT Pelayaran Nasional Indonesia (Persero).

Berdasarkan perubahan terakhir serta Keputusan Dewan Komisaris PT Pelayaran Nasional Indonesia (Persero) No. KEP-10/DK/VIII/2024, tanggal 9 Agustus 2024, tentang Pemberhentian dan Pengangkatan Anggota Komite Nominasi dan Remunerasi PT Pelayaran Nasional Indonesia (Persero), maka susunan Komite Nominasi dan Remunerasi tahun buku 2025 sebagai berikut:

***1. G E N E R A L** (continued)*

***1.5. Management of Company** (continued)*

***Risk Management Monitoring Committee** (continued)*

Based on the latest changes and Decree of the Board of Commissioners of PT Pelayaran Nasional Indonesia (Persero) No. KEP-9/DK/VIII/2024, dated August 1, 2024, concerning the Dismissal and Appointment of Members of the Risk Management Monitoring Committee of PT Pelayaran Nasional Indonesia (Persero), the composition of the Risk Management Monitoring Committee for the fiscal years 2024 is as follows:

Nomination and Remuneration Committee

Based on the Letter of the Minister of State-Owned Enterprises Number: S254/MBU/04/2020 dated April 17, 2020 regarding Talent & Succession Management of the Board of Directors of SOEs, the Board of Commissioners formed a Nomination and Remuneration Committee based on the Decree of the Board of Commissioners of PT Pelayaran Nasional Indonesia (Persero) No. KEP-02/DK/IV-2020 dated April 20, 2020 concerning the Establishment of the Nomination and Remuneration Committee of the Board of Commissioners of PT Pelayaran Nasional Indonesia (Persero).

Based on the latest amendments and the Decision of the Board of Commissioners of PT Pelayaran Nasional Indonesia (Persero) No. KEP-10/DK/VIII/2024, dated August 9, 2024, regarding the Dismissal and Appointment of Members of the Nomination and Remuneration Committee of PT Pelayaran Nasional Indonesia (Persero), the composition of the Nomination and Remuneration Committee for the 2025 fiscal year is as follows:

1. U M U M (lanjutan)

1.5. Pengurus Perusahaan (lanjutan)

Komite Nominasi dan Remunerasi (lanjutan)

Ketua Komite Nominasi dan dan Remunerasi (merangkap Komisaris)	:	Faturohman	:	
Anggota	:	Murdiyoto	:	
Staff	:	Novianti Wahyuningsih AW	:	

Berdasarkan perubahan terakhir serta Keputusan Dewan Komisaris PT Pelayaran Nasional Indonesia (Persero) No. KEP-10/DK/VIII/2024, tanggal 9 Agustus 2024, tentang Pemberhentian dan Pengangkatan Anggota Komite Nominasi dan Remunerasi PT Pelayaran Nasional Indonesia (Persero), maka susunan Komite Nominasi dan Remunerasi tahun buku 2024 sebagai berikut:

Ketua Komite Nominasi dan dan Remunerasi (merangkap Komisaris Independen)	:	Kristia Budiyarto	:	
Wakil Ketua (merangkap Komisaris)	:	Faturohman	:	
Anggota	:	Murdiyoto	:	
Staff	:	Ati Irawati	:	

Komite Nominasi dan Remunerasi memiliki tugas dan tanggung jawab yang tercantum pada Keputusan Dewan Komisaris PT Pelayaran Nasional Indonesia (Persero) No.KEP-02/DK/IV-2020, tanggal 20 April 2020, tentang Pembentukan Komite Nominasi dan Remunerasi pada Dewan Komisaris PT Pelayaran Nasional Indonesia (Persero).

Komite Tata Kelola Terintegrasi

Berdasarkan Keputusan Dewan Komisaris PT Pelayaran Nasional Indonesia (Persero) No. KEP-07/DK/IX/2023, tanggal 30 September 2023, tentang Tenaga Pendukung Tata Kelola Terintegrasi PT Pelayaran Nasional Indonesia (Persero), susunan Komite Tata Kelola Terintegrasi tahun buku 2025 dan 2024 sebagai berikut:

Tenaga Pendukung Komite Tata Kelola Terintegrasi	:	Luqmanul Hakim	:	

***1. G E N E R A L** (continued)*

***1.5. Management of Company** (continued)*

Nomination and Remuneration Committee *(continued)*

Chairman of the Numeration and Remuneration Committee (also as Commissioner)	:	Faturohman	:	
Members	:	Murdiyoto	:	
Staff	:	Novianti Wahyuningsih AW	:	

Based on the latest changes and Decree of the Board of Commissioners of PT Pelayaran Nasional Indonesia (Persero) No. KEP-10/DK/VIII/2024, dated August 9, 2024, concerning the Dismissal and Appointment of Members of the Nomination and Remuneration Committee of PT Pelayaran Nasional Indonesia (Persero), the composition of the Nomination and Remuneration Committee for the fiscal year 2024 is as follows:

Chairman of the Numeration and Remuneration Committee (also as Independent Commissioner)	:	Kristia Budiyarto	:	
Vice Chairman (also as Commissioner)	:	Faturohman	:	
Members	:	Murdiyoto	:	
Staff	:	Ati Irawati	:	

The Nomination and Remuneration Committee has duties and responsibilities listed in the Decree of the Board of Commissioners of PT Pelayaran Nasional Indonesia (Persero) No.KEP-02/DK/IV-2020 dated April 20, 2020 concerning the Establishment of the Nomination and Remuneration Committee of the Board of Commissioners of PT Pelayaran Nasional Indonesia (Persero).

Integrated Good Governance Committee

Based on the Decision of the Board of Commissioners of PT Pelayaran Nasional Indonesia (Persero) No. KEP-07/DK/IX/2023, dated September 30, 2023, regarding the Integrated Governance Support Staff of PT Pelayaran Nasional Indonesia (Persero), the composition of the Integrated Governance Committee for the 2025 and 2024 fiscal years is as follows:

Support Personnel of Integrated Good Governance Committee	:	Luqmanul Hakim	:	

1. U M U M (lanjutan)

1.6. Bidang Usaha

Usaha pokok PT PELNI (Persero) adalah menyediakan jasa angkutan transportasi laut yang meliputi jasa angkutan penumpang dan jasa angkutan muatan barang antar pulau. Berdasarkan usaha pokok tersebut, bidang usaha yang dijalankan oleh PT PELNI (Persero) antara lain:

a. Jasa pengangkutan penumpang dan barang dengan jaringan pelayaran tetap teratur dan terjadwal maupun pelayaran yang melayani permintaan tertentu;
b. Jasa keagenan;
c. Jasa operasi terminal, pergudangan dan ekspedisi/*forwarding* ;
d. Jasa pemeliharaan kapal dan usaha dok atau reparasi kapal;
e. *Charter* dan *broker* kapal;
f. Jasa konsultan, pelatihan, dan usaha perhotelan.

Jasa Perkapalan

a. Kapal 2 in 1

Kapal jenis 2 in 1 adalah kapal yang dapat mengangkut penumpang dan sejumlah kontainer, dirancang oleh Meyer Welf dan dibangun di galangan Pepenburg, Jerman. Kapal 2 in 1 ini memiliki kapasitas 1.583 penumpang dan 98 kontainer. Salah satu Kapal tipe 2 in 1 ini secara resmi diberi nama KM Gunung Dempo, dibuat sejak pertengahan 2006 dengan panjang 146,80 dan kecepatan berlayar lebih dari 20 knot.

b. Kapal Penumpang Serbaguna

Kapal jenis 3 in 1 adalah jenis kapal penumpang serbaguna yang mampu mengangkut kontainer, penumpang dan kendaraan sekaligus. Kapal Motor Dobonsolo dan Kapal Motor Ciremai adalah kapal penumpang yang telah dimodifikasi menjadi kapal jenis 3 in 1, yaitu kapal serbaguna yang dapat mengangkut kontainer di bagian depan dan belakang serta penumpang dan kendaraan. Kapal ini telah dimodifikasi di galangan Sembawang Singapura.

c. Kapal Barang

PT PELNI (Persero) mengoperasikan 9 (sembilan) armada Kapal Tol Laut yaitu KM.Logistik Nusantara I, KM.Logistik Nusantara II, KM.Logistik Nusantara III, KM.Logistik Nusantara IV, KM.Logistik Nusantara V dan KM.Logistik Nusantara VI, KM Kendhaga Nusantara 08, KM Kendhaga Nusantara 07, KM Kendhaga Nusantara 11.

1. G E N E R A L *(continued)*

1.6. Business Field

The main business of PT PELNI (Persero) is to provide sea transportation services which include passenger transportation services and inter-island freight transportation services. Based on this main business, the business fields carried out by PT PELNI (Persero) include:

a. Transportation services for passengers and goods with a regular and scheduled fixed shipping network or shipping that serves certain requests;
b. Agency services;
c. Terminal operation, warehouse and expedition/forwarding services;
d. Ship maintenance and dock business or ship reparation services;
e. Ship charter and broker;
f. Consultant, training and hotel business.

Shipping Services

a. 2 in 1 Ship

The 2 in 1 is a ship that can carry passengers and a number of containers, designed by Meyer Welf and built at the Pepenburg shipyard in Germany. This 2 in 1 ship has a capacity of 1,583 passengers and 98 containers. One of these 2 in 1 type ships is officially named KM Gunung Dempo, built since mid-2006 with a length of 146.80 and a sailing speed of more than 20 knots.

b. Multipurpose Passenger Ship

A 3 in 1 ship is a type of multipurpose passenger ship that can carry containers, passengers and vehicles at the same time. Motorboat Dobonsolo and Motorboat Ciremai are passenger vessels that have been modified into 3-in-1 vessels, which are multipurpose vessels that can carry containers at the front and back as well as passengers and vehicles. These vessels have been modified at Singapore's Sembawang shipyard.

c. Cargo Ship

PT PELNI (Persero) operates 9 (nine) Sea Toll Ship fleets, namely KM.Logistik Nusantara I, KM.Logistik Nusantara II, KM.Logistik Nusantara III, KM.Logistik Nusantara IV, KM.Logistik Nusantara V and KM.Logistik Nusantara VI, KM Kendhaga Nusantara 08, KM Kendhaga Nusantara 07, KM Kendhaga Nusantara 11.

1. U M U M (lanjutan)

1.6. Bidang Usaha (lanjutan)

Jasa Perkapalan (lanjutan)

c. Kapal Barang (lanjutan)

Kapal Tol Laut dioperasikan merujuk pada Peraturan Presiden RI No. 70 Tahun 2017 tentang Penyelenggaraan Kewajiban Pelayanan Publik untuk Angkutan Barang dari dan ke daerah tertingal, terpencil, terluar, dan perbatasan dan Peraturan Menteri Perhubungan RI No. PM 65 Tahun 2018 tentang penyelenggarakan kewajiban pelayanan publik untuk angkutan barang di laut, PT PELNI (Persero) ditunjuk sebagai salah satu pelaksana penyelenggarakan kewajiban pelayanan publik tersebut atau yang disebut sebagai program Tol Laut (layanan angkutan barang yang terjadwal, tetap dan teratur).

d. Kapal Ternak

PT PELNI (Persero) mengoperasikan 1 (satu) armada Kapal Ternak yaitu KM Camara Nusantara I dengan rute Kupang – Waingapu – Bima – Lembar – Surabaya – Semarang – Cirebon – Tanjung Priok – Kupang. Kehadiran Kapal Ternak bertujuan untuk membantu Pemerintah menekan harga daging dan mensejahterakan para peternak di sentra peternakan sapi dalam negeri.

e. Kapal Perintis

Armada Kapal Perintis merupakan bagian dari penugasan Pemerintah kepada PT PELNI (Persero) selain Kapal Tol Laut dan Kapal Ternak.

PT PELNI (Persero) mengoperasikan 30 (tiga puluh) Kapal Perintis yang menjangkau daerah terpencil di seluruh Indonesia.

f. Kapal Rede

Kapal rede merupakan bagian dari penugasan pemerintah kepada PT PELNI (Persero) dengan mengoperasikan 18 (delapan belas) kapal rede yang tersebar diseluruh Indonesia.

1. G E N E R A L *(continued)*

1.6. Business Field *(continued)*

Shipping Services (continued)

c. Cargo Ship (continued)

The Tol Laut ship is operated referring to the Presidential Regulation of the Republic of Indonesia No. 70 of 2017 concerning the Implementation of Public Service Obligations for the Transport of Goods from and to the most remote, remote, outermost and border areas and Regulation of the Minister of Transportation of the Republic of Indonesia No. PM 65 of 2018 concerning the implementation of public service obligations for transportation of goods at sea, PT PELNI (Persero) is appointed as one of the implementers of the implementation of these public service obligations or what is referred to as the Tol Laut program (scheduled, fixed and regular freight transportation services).

d. Cattle Ship

PT PELNI (Persero) operates 1 (one) Livestock Ship fleet, namely KM Camara Nusantara I with the route Kupang - Waingapu - Bima - Lembar - Surabaya - Semarang - Cirebon - Tanjung Priok - Kupang. The presence of the Livestock Ship aims to help the Government reduce meat prices and prosper farmers in domestic cattle breeding centers.

e. Pioneer Ship

The Pioneer Ship fleet is part of the Government's assignment to PT PELNI (Persero) in addition to the Sea Toll Ship and Livestock Ship.

PT PELNI (Persero) operates 30 (thirty) Pioneer Ships that reach remote areas throughout Indonesia.

f. Rede Ship

The rede ship is part of the government's assignment to PT PELNI (Persero) by operating 18 (eighteen) rede ships spread throughout Indonesia.

1. U M U M (lanjutan)

1.6. Bidang Usaha (lanjutan)

Unit Usaha Lainnya

a. Keagenan Kapal

Jenis keagenan kapal meliputi:
1) *Clearance in / out*
2) *Bunker, Fresh Water and Provision Supply*
3) *Crew Attendance*
4) *Protecting Agent*
5) *Custom Clearance*
6) Layanan *Sea Pollution*
7) Layanan *Garbage Removal*

b. Pengusahaan Aset

Persewaan gedung atau ruang kantor dari aset gedung perusahaan yang tersebar di seluruh cabang PT PELNI (Persero). Selain itu, bisnis properti juga meliputi persewaan ruang beriklan di atas kapal PELNI serta persewaaan toko dan cafe di atas kapal.

PT PELNI (Persero) dalam menjalankan kegiatan operasinya memiliki Kantor Cabang yang terdiri dari:

***1. G E N E R A L** (continued)*

***1.6. Business Field** (continued)*

Others Business Unit

a. Ship Agency

Type of Agency Services:
1) *Clearance in / out*
2) *Bunker, Fresh Water and Provision Supply*
3) *Crew Attendance*
4) *Protecting Agent*
5) *Custom Clearance*
6) *Sea Pollution Services*
7) *Garbage Removal Services*

b. Asset Management

Rental of buildings or office space from the company's building assets spread across all branches of PT PELNI (Persero). In addition, the property business also includes renting advertising space on board PELNI ships as well as renting shops and cafes on board.

In carrying out its operational activities, PT PELNI (Persero) has branch offices consisting of:

	Total	
• **Kantor Pusat**	1	• ***Head Office***
• **Kantor Cabang Kelas 1, lokasi di:**	4	• ***Class 1 Branch Office, located at:***
1) Jakarta		*Jakarta 1)*
2) Surabaya		*Surabaya 2)*
3) Makassar		*Makassar 3)*
4) Ambon		*Ambon 4)*
• **Kantor Cabang Kelas 2, lokasi di:**	7	• ***Class 2 Branch Office, located at:***
1) Sorong		*Sorong* 1)
2) Balikpapan		*Balikpapan* 2)
3) Bau Bau		*Bau Bau* 3)
4) Bitung		*Bitung* 4)
5) Jayapura		*Jayapura* 5)
6) Kupang		*Kupang* 6)
7) Manokwari		*Manokwari* 7)
• **Kantor Cabang Kelas 3, lokasi di:**	20	• ***Class 3 Branch Office, located at:***
1) Medan		*Medan* 1)
2) Ternate		*Denpasar* 2)
3) Pare-Pare		*Batam* 3)
4) Semarang		*Ternate* 4)
5) Tanjung Pinang		*Namlea* 5)
6) Batam		*Biak* 6)
7) Biak		*Serui* 7)

1. U M U M (lanjutan)

1.6. Bidang Usaha (lanjutan)

1. G E N E R A L *(continued)*

1.6. Business Field *(continued)*

	Total	
• **Kantor Cabang Kelas 3, lokasi di:**		• ***Class 3 Branch Office, located at:***
8) Denpasar		*Pare-pare* 8)
9) Fak-Fak		*Nabire* 9)
10) Kumai		*Kumai* 10)
11) Larantuka		*Larantuka* 11)
12) Maumere		*Maumere* 12)
13) Nabire		*Nabire* 13)
14) Namlea		*Namlea* 14)
15) Nunukan		*Nunukan* 15)
16) Pontianak		*Pontianak* 16)
17) Sampit		*Sampit* 17)
18) Serui		*Serui* 18)
19) Tarakan		*Tarakan* 19)
20) Tual		*Tual* 20)
• **Kantor Cabang Kelas 4, lokasi di:**	12	• ***Class 4 Branch Office, located at:***
1) Bima		*Bima* 1)
2) Waingapu		*Waingapu* 2)
3) Kaimana		*Kaimana* 3)
4) Labuan Bajo		*Labuan Bajo* 4)
5) Palu		*Palu* 5)
6) Dobo		*Dobo* 6)
7) Ende		*Ende* 7)
8) Kendari		*Kendari* 8)
9) Kotabaru		*Kotabaru* 9)
10) Luwuk		*Luwuk* 10)
11) Merauke		*Merauke* 11)
12) Timika		*Timika* 12)
• **Terminal Penghubung Kelas A, lokasi di:**	23	• ***Class A Terminal Point, location at:***
1) Bengkulu		*Bengkulu* 1)
2) Belinyu		*Belinyu* 2)
3) Teluk Bayur		*Teluk Bayur* 3)
4) Bandanaira		*Bandanaira* 4)
5) Geser		*Geser* 5)
6) Saumlaki		*Saumlaki* 6)
7) Bontang		*Bontang* 7)
8) Raha		*Raha* 8)
9) Wanci		*Wanci* 9)
10) Gorontalo		*Gorontalo* 10)
11) Tahuna		*Tahuna* 11)
12) Kalabahi		*Kalabahi* 12)
13) Waisior		*Waisior* 13)
14) Babang (Bacan)		*Babang (bacan)* 14)
15) Natuna		*Natuna* 15)
16) Tarempa		*Tarempa* 16)
17) Tanjung Balai Karimun		*Tanjung Balai Karimun* 17)
18) Ampenan/Lembar		*Ampenan/Lembar* 18)
19) Banyuwangi		*Banyuwangi* 19)

1. U M U M (lanjutan)

1.6. Bidang Usaha (lanjutan)

1. G E N E R A L *(continued)*

1.6. Business Field *(continued)*

	Total
• **Terminal Penghubung Kelas A, lokasi di:**	
20) Lewoleba	
21) Sanana	
22) Banggai	
23) Agats	
• **Terminal Penghubung Kelas B, lokasi di:**	297
1) Enggano	
2) Linau	
3) Pangkal Pinang	
4) Labuan Bajau	
5) Muarasaibi	
6) Pasapuat	
7) Pei-Pei	
8) Penasahan	
9) Siberut	
10) Sikabaluan	
11) Sikakap	
12) Sinakak	
13) Sioban	
14) Tua Pejat	
15) Ciwandan	
16) Panjang	
17) Patimban	
18) Jangkar	
19) Kalianget	
20) Kangean	
21) Keramaian	
22) Masalembo	
23) P. Raas	
24) Pagerungan Besar	
25) Sapeken	
26) Sapudi	
27) Tanjung Wangi	
28) Jampea	
29) Bantaeng	
30) Bonerate	
31) Doangdoang Caddi	
32) Doangdoang Lompo	
33) Jinato	
34) Kalatoa/Latodo	
35) Kayuadi	
36) Macini Baji	
37) Marasende	
38) P. Balobaloang Lompo	
39) P. Dewakang Lompo	
40) P. Kalukalukuang	
41) P. Kapoposang Bali	
42) P. Matalaang	

• ***Class A Terminal Point, location at:***
Lewoleba 20)
Sanana 21)
Banggai 22)
Agats 23)
• ***Class B Terminal Point, location at:***
Enggano 1)
Linau 2)
Pangkal Pinang 3)
Labuan Bajau 4)
Muarasaibi 5)
Pasapuat 6)
Pei-Pei 7)
Penasahan 8)
Siberut 9)
Sikabaluan 10)
Sikakap 11)
Sinakak 12)
Sioban 13)
Tua Pejat 14)
Ciwandan 15)
Panjang 16)
Patimban 17)
Jangkar 18)
Kalianget 19)
Kangean 20)
Keramaian 21)
Masalembo 22)
P. Raas 23)
Pagerungan Besar 24)
Sapeken 25)
Sapudi 26)
Tanjung Wangi 27)
Jampea 28)
Bantaeng 29)
Bonerate 30)
Doangdoang Caddi 31)
Doangdoang Lompo 32)
Jinato 33)
Kalatoa/Latodo 34)
Kayuadi 35)
Macini Baji 36)
Marasende 37)
P. Balobaloang Lompo 38)
P. Dewakang Lompo 39)
P. Kalukalukuang 40)
P. Kapoposang Bali 41)
P. Matalaang 42)

1. U M U M (lanjutan)

1.6. Bidang Usaha (lanjutan)

1. G E N E R A L *(continued)*

1.6. Business Field *(continued)*

	Total
• **Terminal Penghubung Kelas B, lokasi di:**	• ***Class B Terminal Point, location at:***
43). P. Pammantawang	*P. Pammantawang* 43)
44) P. Sabaru	*P. Sabaru* 44)
45) P. Sailus Lompo	*P. Sailus Lompo* 45)
46) P. Sumanga	*P. Sumanga* 46)
47) P. Tampaang	*P. Tampaang* 47)
48) Selayar	*Selayar 48)*
49) Amahai	*Amahai 49)*
50) Werinama	*Werinama 50)*
51) Bula	*Bula 51)*
52) Gorom	*Gorom 52)*
53) Kelimuri	*Kelimuri 53)*
54) Kesui	*Kesui 54)*
55) Pulau Teor	*Pulau Teor 55)*
56) Adaut	*Adaut 56)*
57) Amau	*Amau 57)*
58) Arwala	*Arwala 58)*
59) Bebar	*Bebar 59)*
60) Dawera	*Dawera 60)*
61) Kisar	*Kisar 61)*
62) Kroing	*Kroing 62)*
63) Lakor	*Lakor 63)*
64) Larat	*Larat 64)*
65) Lelang	*Lelang 65)*
66) Leti	*Leti 66)*
67) Lewa	*Lewa 67)*
68) Luang	*Luang* 68)
69) Marsela	*Marsela* 69)
70) Moa	*Moa* 70)
71) Molu	*Molu 71)*
72) Nila	*Nila* 72)
73) Rumean	*Rumean* 73)
74) Rumyaan	*Rumyaan* 74)
75) Seira	*Seira* 75)
76) Sermata	*Sermata* 76)
77) Serua	*Serua* 77)
78) Teon	*Teon* 78)
79) Tepa	*Tepa* 79)
80) Tutukembong	*Tutukembong* 80)
81) Wetang	*Wetang* 81)
82) Wulur	*Wulur* 82)
83) Batu Merah	*Batu Merah* 83)
84) Buano	*Buano* 84)
85) Tehoru	*Tehoru* 85)
86) Babo	*Babo* 86)
87) Hopmare	*Hopmare* 87)
88) Kapadiri	*Kapadiri* 88)
89) Kwoor	*Kwoor* 89)
90) Mega	*Mega* 90)

1. U M U M (lanjutan)

1.6. Bidang Usaha (lanjutan)

1. G E N E R A L *(continued)*

1.6. Business Field *(continued)*

	Total
• **Terminal Penghubung Kelas B, lokasi di:**	• ***Class B Terminal Point, location at:***
91) P. Ayau	*P. Ayau* 91)
92) P. Fani	*P. Fani* 92)
93) Saubeba	*Saubeba* 93)
94) Susapor	*Susapor* 94)
95) Sopen	*Sopen* 95)
96) Waisai	*Waisai* 96)
97) Warmandi	*Warmandi* 97)
98) Werur	*Werur* 98)
99) Yellu	*Yellu* 99)
100) Banjarmasin	*Banjarmasin 100)*
101) Samarinda	*Samarinda 101)*
102) Ereke	*Ereke 102)*
103) Kwandang	*Kwandang 103)*
104) Bumbulan	*Bumbulan 104)*
105) Bengdarat	*Bengdarat 105)*
106) Manalu	*Manalu 106)*
107) Damau	*Damau 107)*
108) Dampulis	*Dampulis 108)*
109) Beo	*Beo 109)*
110) Bukide	*Bukide 110)*
111) Dapalan	*Dapalan 111)*
112) Essang	*Essang 112)*
113) Gemeh	*Gemeh 113)*
114) Kahakitang	*Kahakitang 114)*
115) Kakarotan	*Kakarotan 115)*
116) Kalama	*Kalama 116)*
117) Karatung	*Karatung 117)*
118) Kawaluso	*Kawaluso 118)*
119) Kawio	*Kawio 119)*
120) Lipang	*Lipang 120)*
121) Lirung	*Lirung 121)*
122) Mangaran	*Mangaran 122)*
123) Marampit	*Marampit 123)*
124) Marore	*Marore 124)*
125) Matutuang	*Matutuang 125)*
126) Melonguane	*Melonguane 126)*
127) Miangas	*Miangas 127)*
128) Ngalipaeng	*Ngalipaeng 128)*
129) Petta	*Petta 129)*
130) Rainins	*Rainins 130)*
131) Sawang	*Sawang 131)*
132) Amurang	*Amurang 132)*
133) Biaro	*Biaro 133)*
134) Makalehi	*Makalehi 134)*
135) Munte (Likupang)	*Munte (Likupang) 135)*
136) P. Mahangiang	*P. Mahangiang 136)*
137) P. Ruang	*P. Ruang 137)*
138) Para	*Para 138)*

1. U M U M (lanjutan)

1.6. Bidang Usaha (lanjutan)

1. G E N E R A L *(continued)*

1.6. Business Field *(continued)*

	Total
• **Terminal Penghubung Kelas B, lokasi di:**	• ***Class B Terminal Point, location at:***
139) Pehe	*Pehe 139)*
140) Siau	*Siau 140)*
141) Tagulandang	*Tagulandang 141)*
142) Talise	*Talise 142)*
143) Depapre	*Depapre 143)*
144) Kurudu	*Kurudu 144)*
145) Miosnum	*Miosnum 145)*
146) Sarmi	*Sarmi 146)*
147) Ilwaki	*Ilwaki 147)*
148) Lirang	*Lirang 148)*
149) Lerokis	*Lerokis 149)*
150) Upisera	*Upisera 150)*
151) Atapupu	*Atapupu 151)*
152) Naikliu	*Naikliu 152)*
153) Ndao	*Ndao 153)*
154) Raijua	*Raijua 154)*
155) Rote	*Rote 155)*
156) Sabu	*Sabu 156)*
157) Wini	*Wini 157)*
158) Windesi	*Windesi 158)*
159) Yende	*Yende 159)*
160) Yamakan	*Yamakan 160)*
161) Bintuni	*Bintuni 161)*
162) Mner	*Mner 162)*
163) Oransbari	*Oransbari 163)*
164) Sukorem	*Sukorem 164)*
165) Waibem	*Waibem 165)*
166) Wanden	*Wanden 166)*
167) Wau	*Wau 167)*
168) Gunung Sitoli	*Gunung Sitoli 168)*
169) Kuala Tanjung	*Kuala Tanjung 169)*
170) Lhokseumawe	*Lhokseumawe 170)*
171) Meulaboh	*Meulaboh 171)*
172) Pulau Banyak	*Pulau Banyak 172)*
173) Sibolga	*Sibolga 173)*
174) Sinabang	*Sinabang 174)*
175) Singkil	*Singkil 175)*
176) Tapaktuan	*Tapaktuan 176)*
177) Dumai	*Dumai 177)*
178) Bataka	*Bataka 178)*
179) Dowora	*Dowora 179)*
180) Fluk	*Fluk 180)*
181) Galela	*Galela 181)*
182) Gane Dalam	*Gane Dalam 182)*
183) Gumumu/Manu	*Gumumu/Manu 183)*
184) Jailolo	*Jailolo 184)*
185) Laiwui	*Laiwui 185)*
186) Maba	*Maba 186)*

1. U M U M (lanjutan)

1.6. Bidang Usaha (lanjutan)

1. G E N E R A L *(continued)*

1.6. Business Field *(continued)*

	Total
• **Terminal Penghubung Kelas B, lokasi di:**	• ***Class B Terminal Point, location at:***
187) Madapolo	*Madapolo 187)*
188) Mayau	*Mayau 188)*
189) Morotai	*Morotai 189)*
190) Moti	*Moti 190)*
191) P. Dawora	*P. Dawora 191)*
192) Pigaraja	*Pigaraja 192)*
193) Sekeli	*Sekeli 193)*
194) Soa Sio/Tidore	*Soa Sio/Tidore 194)*
195) Sum	*Sum 195)*
196) Tifure	*Tifure 196)*
197) Tobalai	*Tobalai 197)*
198) Wayaloar	*Wayaloar 198)*
199) Weda	*Weda 199)*
200) Woi	*Woi 200)*
201) Awerange	*Awerange 201)*
202) Majene	*Majene 202)*
203) Tanjung Silopo	*Tanjung Silopo 203)*
204) Cirebon	*Cirebon 204)*
205) Karimun Jawa	*Karimun Jawa 205)*
206) Kijang	*Kijang 206)*
207) Dabo	*Dabo 207)*
208) Moro	*Moro 208)*
209) P. Pekajang	*P. Pekajang 209)*
210) Midai	*Midai 210)*
211) Pulau Laut	*Pulau Laut 211)*
212) Sedanau	*Sedanau 212)*
213) Selat Lampa	*Selat Lampa 213)*
214) Serasan	*Serasan 214)*
215) Subi	*Subi 215)*
216) Kuala Maras	*Kuala Maras 216)*
217) Letung	*Letung 217)*
218) Tambelan	*Tambelan 218)*
219) Kaipuri	*Kaipuri 219)*
220) Korido	*Korido 220)*
221) Miosbipondi	*Miosbipondi 221)*
222) P. Insobabi	*P. Insobabi 222)*
223) P. Mapia	*P. Mapia 223)*
224) P. Mbromsi	*P. Mbromsi 224)*
225) P. Wundi	*P. Wundi 225)*
226) Randawaya	*Randawaya 226)*
227) Arandai	*Arandai 227)*
228) Karas	*Karas 228)*
229) Kokas	*Kokas 229)*
230) Balairung	*Balairung 230)*
231) Baranusa	*Baranusa 231)*
232) Mananga	*Mananga 232)*
233) Bade	*Bade 233)*
234) Koweda	*Koweda 234)*

1. U M U M (lanjutan)

1.6. Bidang Usaha (lanjutan)

1. G E N E R A L *(continued)*

1.6. Business Field *(continued)*

	Total
• **Terminal Penghubung Kelas B, lokasi di:**	• ***Class B Terminal Point, location at:***
235) Napan Wainami	*Napan Wainami 235)*
236) Puiway	*Puiway 236)*
237) Teluk Umar	*Teluk Umar 237)*
238) Wapoga	*Wapoga 238)*
239) Yaur	*Yaur 239)*
240) Bobong	*Bobong 240)*
241) Dofa	*Dofa 241)*
242) Fala	*Fala 242)*
243) Lede	*Lede 243)*
244) Malbufa	*Malbufa 244)*
245) Sanuya	*Sanuya 245)*
246) Tikong	*Tikong 246)*
247) Ambalau	*Ambalau 247)*
248) Leksula	*Leksula 248)*
249) Namrole	*Namrole 249)*
250) Tifu	*Tifu 250)*
251) P. Sebatik	*P. Sebatik 251)*
252) Sintete	*Sintete 252)*
253) Ansus	*Ansus 253)*
254) Dawai	*Dawai 254)*
255) Poom	*Poom 255)*
256) Saribi	*Saribi 256)*
257) Teba	*Teba 257)*
258) Tindaret	*Tindaret 258)*
259) Waren	*Waren 259)*
260) Windesi/Yapen	*Windesi/Yapen 260)*
261) Wooi	*Wooi 261)*
262) Elat	*Elat 262)*
263) P. Kur	*P. Kur 263)*
264) Romang	*Romang 264)*
265) Badas	*Badas 265)*
266) Badas/Khayangan	*Badas/Khayangan 266)*
267) Calabai	*Calabai 267)*
268) P. Sailus	*P. Sailus 268)*
269) Mamboro	*Mamboro 269)*
270) Waikelo	*Waikelo 270)*
271) Lobo	*Lobo 271)*
272) Warifi	*Warifi 272)*
273) Reo	*Reo 273)*
274) Toli-toli	*Toli-toli 274)*
275) Leok	*Leok 275)*
276) Paleleh	*Paleleh 276)*
277) Maumbawa	*Maumbawa 277)*
278) P. Ende	*P. Ende 278)*
279) Waiwole/Waewole	*Waiwole/Waewole 279)*
280) Bungku (Marowali)	*Bungku (Marowali) 280)*
281) Molawe	*Molawe 281)*
282) Batulicin	*Batulicin 282)*

1. U M U M (lanjutan)

1. G E N E R A L *(continued)*

1.6. Bidang Usaha (lanjutan)

1.6. Business Field *(continued)*

	Total	
• **Terminal Penghubung Kelas B, lokasi di:**		• ***Class B Terminal Point, location at:***
283) Kotabaru		*Kotabaru 283)*
284) Marabatuan		*Marabatuan 284)*
285) Maradapan		*Maradapan 285)*
286) Matasiri		*Matasiri 286)*
287) Ampana		*Ampana 287)*
288) Kimaam		*Kimaam 288)*
289) Wanam		*Wanam 289)*
290) Atsy		*Atsy 290)*
291) Eci		*Eci 291)*
292) Ikisi		*Ikisi 292)*
293) Sawa Erma		*Sawa Erma 293)*
294) Tagemon		*Tagemon 294)*
295) Boma		*Boma 295)*
296) Moor		*Moor 296)*
297) Pomako		*Pomako 297)*
• **Kantor Perwakilan, lokasi di :** Singapore	1	• ***Representative Branch :*** *Singapore*
Jumlah	**367**	***Total***

1.7. Sumber Daya Manusia

Pada tanggal 31 Desember 2025 dan 2024, Perseroan memiliki pegawai tetap masing-masing sebanyak 4.393 karyawan dan 4.533 karyawan. (Tidak Diaudit)

Dari jumlah karyawan tetap Perseroan pada tanggal 31 Desember 2025 dan 2024, yang masuk dalam perhitungan kewajiban atas imbalan pasca kerja sebagai berikut:

1.7. Human Resources

As of December 31, 2025 and 2024, the Company had 4.393 and 4.533 permanent employees, respectively.(Unaudited)

From the number of permanent employees of the Company as of December 31, 2025, and 2024, the following are included in the calculation of post-employment benefit obligations:

	31 Des./ *Dec.* 2025 (orang/ *person*)	**31 Des./ *Dec.* 2024 (orang/ *person*)**	
Program Santunan Meninggal dan Cacat.			***Death and Disability Compensation Program***
Program Pesangon Pensiun	2.747	2.482	*Retirement Severance Program*
Program Pendanaan Hari Tua	2.747	2.482	*Old Age Funding Program*
Program Penghargaan Kesetiaan	2.747	2.482	*Loyalty Award Program*
Program Pensiun dan Manfaat Lain	-	1.447	*Pension and Other Benefit Program*
Program Kompensasi PKWT:			*PKWT Compensation Program*
- Kontrak ≤ 1 Tahun	126	355	*Contract ≤ 1 Year*
- Kontrak > 1 Tahun	62	16	*Contract > 1 Year*

1. U M U M (lanjutan)

1.8. Penerapan Tata Kelola Perusahaan yang Baik

Perseroan menerapkan struktur dan mekanisme GCG dengan tujuan untuk menjalankan suatu proses dan struktur untuk mencapai target kinerja serta mewujudkan akuntabilitas Perseroan guna menghasilkan nilai tambah bagi pemegang saham dan pemangku kepentingan dengan tetap memperhatikan kepentingan stakeholders lainnya.

Penerapan Praktik Tata Kelola Perusahaan yang Baik *(Good Corporate Governance atau GCG)* di PT PELNI (Persero) merujuk pada sejumlah peraturan perundang-undangan yang berlaku di Indonesia antara lain Undang-Undang No. 40 Tahun 2007 mengenai Perseroan Terbatas dan Keputusan Menteri Negara Badan Usaha Milik Negara Nomor: Kep-117/MMBU/2002, tanggal 31 Juli 2002, tentang Penerapan Praktek *Good Corporate Governance* pada Badan Usaha Milik Negara (BUMN) serta Peraturan Menteri Negara Badan Usaha Milik Negara Nomor PER-2/MBU/03/2023, tentang Pedoman Tata Kelola Perusahaan yang Baik *(Good Corporate Governance* .

Komitmen pelaksanaan GCG di Perseroan diwujudkan dalam rangkaian pedoman terkait pelaksanaan GCG dan penandatanganan Pakta Integritas GCG oleh Dewan Komisaris dan Direksi, sebagai berikut:

a. Pedoman GCG
b. Pedoman *Code of Conduct*
c. Tata Laksana Kerja *(Board* Manual) Direksi & Dewan Komisaris PT PELNI (Persero)
d. Pedoman Benturan Kepentingan
e. Pakta Integritas
f. Pedoman Penanganan Gratifikasi

Perseroan melaksanakan evaluasi praktik GCG melalui kegiatan Asesmen GCG (GCG *Assessment*) secara berkala guna mengukur kualitas pelaksanaan GCG pada masing-masing Organ Perseroan. Untuk tahun buku 2025 *assessment* GCG dilakukan oleh Badan Pengawasan Keuangan dan Pembangunan, Perwakilan Provinsi DKI Jakarta sesuai Laporan Hasil Asistensi atas Pelaksanaan *Self Assessment* Penerapan *Good Corporate Governance* pada PT PELNI (Persero) Tahun 2025 Nomor: PE.05.03/LHP-36/PW09/4.1/2025, tanggal 6 Maret 2026, menghasilkan skor 87,440 atau predikat sangat baik, sedangkan tahun buku 2024 dilakukan secara mandiri, menghasilkan skor masing 87,136 atau predikat sangat baik.

1. G E N E R A L *(continued)*

1.8. The Implementation of Good Corporate Governance (GCG)

The Company implements GCG structures and mechanisms with the aim of carrying out a process and structure to achieve performance targets and realize the Company's accountability in order to generate added value for shareholders and stakeholders while taking into account the interests of other stakeholders.

The implementation of Good Corporate Governance (GCG) Practices at PT PELNI (Persero) refers to a number of laws and regulations applicable in Indonesia, including Law No. IX. 40 of 2007 concerning Limited Liability Companies and Decree of the Minister of State for State-Owned Enterprises Number: Kep-117/MBU/2002 dated July 31, 2002 concerning the Implementation of Good Corporate Governance Practices in State-Owned Enterprises (BUMN) and Regulation of the Minister of State for State-Owned Enterprises Number PER-2/MBU/03/2023, concerning Guidelines for Good Corporate Governance.

The commitment to the implementation of GCG in the Company is realized in a series of guidelines related to the implementation of GCG and the signing of the GCG Integrity Pact by the Board of Commissioners and Directors, as follows:

a. Manual of GCG
b. Manual of Code of Conduct
c. PT PELNI (Persero) Board Manual for Directors and Board of Commissioners
d. Manual of Conflict of Interest
e. Integrity Pact
f. Anti-Gratification Manual

The Company conducts periodic evaluations of its GCG practices through GCG Assessments to measure the quality of GCG implementation within each of the Company's organizational units. For the 2025 fiscal year, the GCG assessment was conducted by the Financial and Development Supervisory Agency, DKI Jakarta Provincial Representative Office, in accordance with the Report on the Results of Assistance for the Implementation of the Self-Assessment of Good Corporate Governance at PT PELNI (Persero) for the Year 2025, Number: PE.05.03/LHP-36/PW09/4.1/2025, dated March 6, 2026, resulting in a score of 87.440 or a very good rating, while the assessment for the 2024 fiscal year was conducted independently, resulting in a score of 87.136 or a very good rating.

1. U M U M (lanjutan)

1.9. Manajemen Risiko

PT PELNI (Persero) mengimplementasikan Sistem Manajemen Risiko sesuai dengan *framework* ISO 31000:2018 untuk menghasilkan praktik manajemen risiko dengan perspektif lebih luas, mudah dipahami, terukur serta mendukung koordinasi dan integrasi antar unit kerja di Perseroan.

Kebijakan Sistem Manajemen Risiko di Perseroan telah diperbarui berdasarkan Surat Keputusan Direksi No. 12.31/01/SK/HKO.01/2024, tanggal 31 Desember 2024 tentang Penetapan Pedoman Manajemen Risiko PT PELNI (Persero).

Guna mendukung penerapan Manajemen Risiko ISO 31000:2018, dilakukan peningkatan kesadaran risiko diseluruh lapisan organisasi, membangun ketahanan dan melakukan mitigasi risiko serta menjaga risiko yang tersisa *(residual risk)* pada tingkat yang dapat ditoleransi *(tolerable level)* . Hal ini dimaksudkan agar daya saing *(competitiveness)* dan kelangsungan usaha *(going concern)* perusahaan dapat selalu terjaga. Pedoman ini dapat diterapkan juga pada anak usaha sepanjang telah disetujui oleh Direksi anak usaha. Penerapan manajemen risiko pada anak usaha perlu dilakukan dengan beberapa adaptasi mengingat karakter usaha yang berbeda dengan induk usaha.

1.10. Sertifikasi Sistem Manajemen Mutu

Perseroan telah memperoleh sertifikasi atas aset yang digunakan dalam kegiatan usaha utama dibidang pelayaran, meliputi:

1. G E N E R A L *(continued)*

1.9. Risk Management

PT PELNI (Persero) implements a Risk Management System in accordance with the ISO 31000: 2018 framework to produce risk management practices with a broader perspective, easy to understand, measurable and supports coordination and integration between work units in the Company.

The Risk Management System Policy in the Company has been updated based on Board of Directors Decree No. 12.31/01/SK/HKO.01/2024, dated December 31, 2024 concerning Establishment of PT PELNI (Persero) Risk Management Guidelines.

To support the implementation of ISO 31000:2018 Risk Management, risk awareness is increased at all levels of the organization, building resilience and mitigating risks and maintaining residual risk at a tolerable level. This is intended so that the competitiveness and going concern of the company can always be maintained. This guideline can also be applied to subsidiaries as long as it has been approved by the subsidiary's Board of Directors. The implementation of risk management in subsidiaries needs to be done with some adaptations given the different business character with the parent company.

1.10. Certification of Quality Management System

The Company has obtained certification of assets used in the main business activities in the shipping sector, including:

No.	Nama Sertifikat/ *Name of Certificate*	Lembaga Penerbit Sertifikat/ *Certificate Issuer Institution*	Masa Berlaku/ *Validity Period*
1.	Sertifikat Keselamatan Kapal Penumpang / *Passengers Vessels Safety Certificate*	Dirjen Perhubungan Laut, Kementerian Perhubungan RI / *Marine Transportation General Directorate, Ministry of Transportation Republic of Indonesia*	
	a. KM Tilong kabila		04 Maret 2026
	b. KM Egon		02 Februari 2026
	c. KM Pangrango		13 Februari 2026
	d. KM Lambelu		10 Mei 2026
	e. KM Bukit Siguntang		19 Desember 2025
	f. KM Sirimau		06 Desember 2025
	g. KM Nggapulu		17 Februari 2026
	h. KM Jetliner		10 Mei 2026

1. U M U M (lanjutan)

1. G E N E R A L *(continued)*

1.10. Sertifikasi Sistem Manajemen Mutu (lanjutan)

1.10. Certification of Quality Management System *(continued)*

No.	Nama Sertifikat/ *Name of Certificate*	Lembaga Penerbit Sertifikat/ *Certificate Issuer Institution*	Masa Berlaku/ *Validity Period*
1.	Sertifikat Keselamatan Kapal Penumpang / *Passengers Vessels Safety Certificate*	Dirjen Perhubungan Laut, Kementerian Perhubungan RI / *Marine Transportation General Directorate, Ministry of Transportation Republic of Indonesia*	
	i. KM Sangiang		18 Desember 2025
	j. KM Bukit Raya		30 April 2026
	k. KM Leuser		12 Februari 2026
	l. KM Awu		24 Februari 2026
	m. KM Lawit		23 Februari 2026
	n. KM Kelimutu		14 Maret 2026
	o. KM Dorolonda		30 April 2026
	p. KM Sinabung		09 Desember 2025
	q. KM Ciremai		26 Agustus 2025
	r. KM Kelud		30 April 2026
	s. KM Binaiya		30 April 2026
	t. KM Dobonsolo		17 Februari 2026
	u. KM Tatamailau		28 Januari 2026
	v. KM Wilis		13 Januari 2026
	w. KM Labobar		21 November 2025
	x. KM Gunung Dempo		14 Januari 2026
	y. KM Umsini		17 Maret 2025
	z. KM Tidar		11 April 2026
2.	Dokumen Keselamatan Pengawakan Minimum/*Minimum Safe Manning Document*	Dirjen Perhubungan Laut, Kementerian Perhubungan RI / *Marine Transportation General Directorate, Ministry of Transportation Republic of Indonesia*	
	a. KM Sangiang		08-07-2025 - 08-07-2026
	b. KM Bukit Raya		02-12-2024 - 01-06-2025
	c. KM Lambelu		12-03-2025 - 11-03-2026
	d. KM Lawit		07-11-2025 - 06-11-2026
	e. KM Labobar		07-11-2025 - 06-11-2026
	f. KM Tidar		23-10-2025 - 22-04-2026
	g. KM Ciremai		08-05-2025 - 07-05-2026
	h. KM Dobonsolo		15-05-2025 - 14-05-2026
	i. KM Sinabung		25-11-2024 - 24-11-2025
	j. KM Tatamailau		03-06-2025 - 02-12-2025
	k. KM Kelud		06-10-2025 - 05-04-2026
	l. KM Dorolonda		06-06-2025 - 05-06-2026
	m. KM Nggapulu		13-12-2024 - 12-12-2025
	n. KM Gunung Dempo		01-08-2025 - 13-08-2026
	o. KM Kelimutu		30-12-2024 - 29-12-2025
	p. KM Sirimau		21-07-2025 - 20-07-2026
	q. KM Awu		03-01-2025 - 02-01-2026
	r. KM Leuser		03-11-2025 - 02-11-2026
	s. KM Binaiya		29-04-2025 - 28-04-2026
	u. KM Tilongkabila		27-03-2025 - 26-06-2026

1. U M U M (lanjutan)

1. G E N E R A L *(continued)*

1.10. Sertifikasi Sistem Manajemen Mutu (lanjutan)

1.10. Certification of Quality Management System *(continued)*

No.	Nama Sertifikat/ *Name of Certificate*	Lembaga Penerbit Sertifikat/ *Certificate Issuer Institution*	Masa Berlaku/ *Validity Period*
2.	Dokumen Keselamatan Pengawakan Minimum/*Minimum Safe Manning Document*	Dirjen Perhubungan Laut, Kementerian Perhubungan RI / *Marine Transportation General Directorate, Ministry of Transportation Republic of Indonesia*	
	v. KM Wilis		30-04-2025 - 29-04-2026
	w. KM Bukit Siguntang		13-03-2025 - 12-03-2026
	x. KM Egon		28-08-2025 - 27-08-2026
	y. KM Umsini		15-01-2024 - 14-01-2025
	z. Jetliner		12-11-2025 - 11-05-2026
3.	Sertifikat Nasional Pencegahan Pencemaran Dari Kapal / *National Certificate Of Prevention Of Pollution From Ships*	Dirjen Perhubungan Laut, Kementerian Perhubungan RI / *Marine Transportation General Directorate, Ministry of Transportation Republic of Indonesia*	
	a. KM Sangiang		27-12-2023 - 19-09-2026
	b. KM Bukit Raya		05-11-2025 - 04-02-2026
	c. KM Lambelu		31-08-2023 - 19-06-2026
	d. KM Lawit		16-09-2025 - 15-12-2025
	e. KM Labobar		05-08-2024 - 14-05-2027
	f. KM Tidar		04-05-2023 - 16-02-2026
	g. KM Ciremai		16-09-2025 - 15-12-2025
	h. KM Sinabung		08-10-2024 - 12-06-2027
	i. KM Bukit Siguntang		16-09-2025 - 12-06-2030
	j. KM Tatamailau		14-08-2023 - 18-06-2026
	k. KM Kelud		03-10-2025 - 02-01-2026
	l. KM Nggapulu		13-06-2023 - 26-03-2026
	m. KM Kelimutu		28-06-2024 - 18-04-2027
	n. KM Awu		21-05-2024 - 07-03-2027
	o. KM Leuser		02-09-2024 - 12-05-2027
	p. KM Binaiya		31-08-2023 - 23-03-2026
	q. KM Tilongkabila		23-04-2024 - 19-02-2027
	r. KM Jetliner		02-05-2023 - 29-01-2026
	s. KM Egon		09-10-2023 - 30-08-2026
	t. KM Wilis		17-10-2025 - 13-01-2026
	u. KM Gunung Dempo		15-08-2023 - 28-05-2026
	v. KM. Sirimau		20-11-2024 - 06-11-2027
	w. KM Umsini		29-09-2023 - 02-07-2026
	x. KM Pangrango		05-01-2024 - 23-10-2026
	y. KM Dobonsolo		05-07-2023 - 13-04-2026
	z. KM Dorolonda		17-10-2023 - 03-08-2026
4.	Sertifikat Garis Muat. Lambung dan Mesin - Kapal Penumpang/*Load Line, Hull and Machine - Passenger Ships Certificate:*	PT Biro Klasifikasi Indonesia (Persero)	
	a. KM Awu		12-08-2021 - 08-06-2026
	b. KM Bukit Raya		04-02-2024 - 30-12-2028
	c. KM Binaiya		09-07-2024 - 25-03-2029
	d. KM B. Siguntang		27-05-2021 - 23-05-2026
	e. KM Ciremai		02-04-2024 - 01-08-2028

1. U M U M (lanjutan)

1. G E N E R A L *(continued)*

1.10. Sertifikasi Sistem Manajemen Mutu (lanjutan)

1.10. Certification of Quality Management System *(continued)*

No.	Nama Sertifikat/ *Name of Certificate*	Lembaga Penerbit Sertifikat/ *Certificate Issuer Institution*	Masa Berlaku/ *Validity Period*
4.	Sertifikat Garis Muat. Lambung dan Mesin - Kapal Penumpang/*Load Line, Hull and Machine - Passenger Ships Certificate:*	PT Biro Klasifikasi Indonesia (Persero)	
	f. KM Dobonsolo		19-01-2024 - 10-03-2028
	g. KM Dorolonda		18-11-2021 - 11-07-2026
	h. KM Egon		19-08-2020 - 29-06-2025
	i. KM G. Dempo		13-01-2024 - 28-06-2028
	j. KM Kelimutu		17-03-2025 - 16-06-2025
	k. KM Kelud		04-02-2024 - 27-10-2028
	l. KM Lawit		07-03-2025 -06-09-2025
	m. KM Leuser		15-11-2024 - 14-05-2025
	n. KM Lambelu		28-05-2022 - 15-05-2027
	o. KM Labobar		18-06-2025 - 26-06-2029
	p. KM Nggapulu		08-10-2022 - 05-04-2027
	q. KM Pangrango		12-03-2022 - 09-11-2026
	r. KM Sirimau		17-06-2025 - 17-05-2030
	s. KM Sinabung		20-06-2022 - 18-04-2027
	t. KM Sangiang		19-06-2025 - 18-12-2025
	u. KM Tilong Kabila		21-02-2025 - 20-08-2025
	v. KM Tatamailau		10-03-2025 - 25-03-2030
	w. KM Tidar		27-06-2022 - 26-11-2026
	x. KM Umsini		21-07-2025 - 29-07-2025
	y. KM Wilis		01-10-2024- 25-10-2029
	z. Jetliner		13-05-2024 - 04-06-2028

1.11. Entitas Anak

1.11. Subsidiaries

a. Pengendalian Langsung

a. Direct Controlling

Pada tanggal 31 Desember 2025 dan 2024, entitas anak yang dikonsolidasikan termasuk persentase kepemilikan Perusahaan sebagai berikut:

As of December 31, 2025 and 2024, the consolidated subsidiaries include the Company's ownership percentage as follows:

Entitas Anak/ *Subsidiaries*	Bidang Usaha/ *Line of Business*	Tahun Operasi Komersial/ *Start of Commercial Operations*	Persentase Kepemilikan/*Persentage of Owner-ship*	Jumlah Aset (Sebelum Eliminasi)/ *Total Assets (Before Elimination)*	
				2025	2024
PT Perusahaan Bongkar Muat Sarana Bandar Nasional (PT PBM SBN)	Angkutan transportasi, bongkar muat, pengiriman barang, pergudangan, operator terminal laut, truk, *custom clearance* , pedalaman depo / *transportation, loading, logistic, warehouse, marine terminal operator, truck. custom clearance. inland depo.*	1987	99.47%	531.701.666.208	570.191.463.422

1. U M U M (lanjutan)

1.11. Entitas Anak (lanjutan)

a. Pengendalian Langsung (lanjutan)

1. G E N E R A L *(continued)*

1.11. Subsidiaries *(continued)*

a. Direct Controlling *(continued)*

Entitas Anak/ ***Subsidiaries***	**Bidang Usaha/** ***Line of Business***	**Tahun Operasi Komersial/** ***Start of Commercial Operations***	**Persentase Kepemilikan/** ***Percentage of Owner-ship***	**Jumlah Aset (Sebelum Eliminasi)/** ***Total Assets (Before Elimination)***	
				2025	**2024**
PT Pelita Indonesia Djaya (PT PID)	Jasa perdagangan umum, jasa kepelabuhan, perusahaan pengutusan kepabeanan, jasa kebersihan, jasa pengamanan, jasa pengelolaan kasur, jasa penyediaan air minum dalam kemasan, jasa pengelolaan hotel, jasa penyediaan hiburan atas kapal/*General trading services, port services, customs delivery companies, cleaning services, security services, mattress management services, bottled water supply services, hotel management services, entertainment services on board.*	1970	99.50%	461.739.963.417	375.988.808.751

b. Pengendalian Tidak Langsung

Pada tanggal 31 Desember 2025 dan 2024, entitas anak yang dikonsolidasikan termasuk persentase kepemilikan Perusahaan sebagai berikut:

b. Indirect Controlling

As of December 31, 2025 and 2024, the consolidated subsidiaries include the Company's ownership percentage as follows:

Entitas Anak/ ***Subsidiaries***	**Bidang Usaha/** ***Line of Business***	**Tahun Operasi Komersial/** ***Start of Commercial Operations***	**Persentase Kepemilikan/** ***Percentage of Owner-ship***	**Jumlah Aset (Sebelum Eliminasi)/** ***Total Assets (Before Elimination)***	
				2025	**2024**
PT Pelita Bandar Nasional	Penempatan Tenaga Kerja Awak Kapal/*Ship Crew Work Placement*	1989	98,00%	15.004.041.177	10.953.490.905
PT Sarana Bandar Logistik	Bergerak dalam bidang transportasi, pergudangan, konsolidasi muatan, penyediaan ruang muatan dan bidang kepabeanan. / *Engaged in transportation, warehousing, cargo consolidation, provision of cargo space and customs sector.*	2015	99,96%	60.923.410.386	41.031.014.969
PT Sarana Bandar Indotrading	Perdagangan / *Trading*	2022	99,00%	36.455.534.364	39.370.901.191

1. U M U M (lanjutan)

1.11. Entitas Anak (lanjutan)

1.11.1. PT PBM Sarana Bandar Nasional (PT PBM SBN)

PT PBM Sarana Bandar Nasional didirikan berdasarkan Akta Notaris Soelaiman Arjasasmita di Jakarta No. 59 tanggal 31 Maret 1986 dan telah mendapat pengesahan oleh Menteri Hukum dan Perundangundangan dengan Surat Keputusan Nomor 02-1932 HT 01.01 tahun 1987 tanggal 5 Maret 1987. Anggaran Dasar Entitas diperbaharui dengan Akta Notaris Ny. Imah Fatimah, SH No. 17 tanggal 12 Agustus 1998. Modal yang ditempatkan dan disetor penuh sebesar Rp15.000.000.000.

Anggaran Dasar Perseroan mengalami beberapa kali perubahan, terakhir melalui Akta No. 01 tanggal 02 Oktober 2019, dibuat dihadapan Ida Adiningsih, S.H., Notaris di Jakarta, dan telah mendapatkan persetujuan Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia, No. AHU-0078035.AH.01.02 tahun 2019 tentang Persetujuan Perubahan Anggaran Dasar Perseroan Terbatas PT Perusahaan Bongkar Muat Sarana Bandar Nasional.

Modal Saham

Modal Dasar Perseroan ini sebagaimana tertuang pada pasal 4 Akta Anggaran Dasar Nomor: 11 tanggal 30 Nopember 2015 dibuat dihadapan Yulkhaizar Panuh. SH, Notaris di Jakarta dan telah mendapatkan persetujuan Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia Nomor: AHU-0947214.AH.01.02 tahun 2016 tentang Persetujuan Perubahan Anggaran Dasar Perseroan Terbatas PT PBM Sarana Bandar Nasional adalah sebesar Rp60.000.000.000 terbagi atas 60.000 saham masing-masing saham dengan nilai nominal Rp1.000.000.

1. G E N E R A L *(continued)*

1.11. Subsidiaries *(continued)*

1.11.1. PT PBM Sarana Bandar Nasional (PT PBM SBN)

PT PBM Sarana Bandar Nasional was established based on Notarial Deed of Soelaiman Arjasasmita in Jakarta No. 59 dated March 31, 1986 and has been approved by the Minister of Law and Legislation with Decree No. 02-1932 HT 01.01 of 1987 dated March 5, 1987. The Articles of Association of the Entity were renewed by Notarial Deed No. 17 of Ny. Imah Fatimah, SH dated August 12, 1998. The issued and fully paid capital amounted to Rp15,000,000,000.

The Company's Articles of Association have been amended several times, most recently through Deed No. 01 dated October 02, 2019, made before Ida Adiningsih, S.H., Notary in Jakarta, and has received approval from the Ministry of Law and Human Rights of the Republic of Indonesia, No. AHU-0078035.AH.01.02 of 2019 concerning Approval of Amendments to the Articles of Association of Limited Liability Company PT Perusahaan Bongkar Muat Sarana Bandar Nasional.

Shares Capital

The Company's authorized capital as stated in article 4 of the Deed of Association Number: 11 dated November 30, 2015 made before Yulkhaizar Panuh. SH, Notary in Jakarta and has obtained approval from the Ministry of Law and Human Rights of the Republic of Indonesia Number: AHU-0947214.AH.01.02 of 2016 concerning Approval of Amendments to the Articles of Association of Limited Liability Company PT PBM Sarana Bandar Nasional amounting to Rp60,000,000,000 divided into 60,000 shares each share with a nominal value of Rp1,000,000.

1. U M U M (lanjutan)

1.11. Entitas Anak (lanjutan)

1.11.1. PT PBM Sarana Bandar Nasional (PT PBM SBN) (lanjutan)

Modal Saham (lanjutan)

Dari modal dasar tersebut telah ditempatkan dan disetor 25% atau sejumlah 15.000 saham dengan nilai nominal seluruhnya sebesar Rp15.000.000.000.

1. G E N E R A L *(continued)*

1.11. Subsidiaries *(continued)*

1.11.1. PT PBM Sarana Bandar Nasional (PT PBM SBN) *(continued)*

Shares Capital *(continued)*

From the authorized capital, 25% or 15.000 shares have been issued and paid up with a total nominal value of Rp15,000,000,000.

Pemegang Saham/ ***Shareholders***	**Jumlah Lembar Saham /** ***Shares***	**Nilai Nominal/** ***Par Value (Rp)***	**Modal Saham Ditempatkan dan Disetor Penuh /** ***Issued and Fully Paid Shares Capital (Rp)***	**Persentase Kepemilikan/** ***Ownership Percentage***
PT PELNI (Persero)	14.920	1.000.000	14.920.000.000	99,47%
Yayasan Kesehatan Pensiunan Pelni	80	1.000.000	80.000.000	0,53%
Jumlah / ***Total***	**15.000**	**1.000.000**	**15.000.000.000**	**100,00%**

Dewan Komisaris dan Direksi

Berdasarkan Risalah Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) PT PBM Sarana Bandar Nasional dengan Nomor: 12.01/02/SK/HKO.01/2025, tanggal 01 Desember 2025, dan Akta No. 1, tanggal 03 Desember 2025 dibuat dihadapan Ida Adiningsih, S.H., Notaris di Jakarta, maka susunan Dewan Komisaris dan Direksi PT PBM Sarana Bandar Nasional Per 31 Desember 2025 sebagai berikut:

Board of Commissioners and Directors

Based on the Minutes of the Extraordinary General Meeting of Shareholders (EGMS) of PT PBM Sarana Bandar Nasional with Number: 12.01/02/SK/HKO.01/2025, dated December 1, 2025, and Deed No. 1, dated December 3, 2025 made before Ida Adiningsih, S.H., Notary in Jakarta, the composition of the Board of Commissioners and Directors of PT PBM Sarana Bandar Nasional as of December 31, 2025 is as follows:

Dewan Komisaris				***Board Of Commissioners***
Komisaris Utama	:	A.A.N Budi Tresnawan	:	*President Commissioner*
Komisaris	:	Tatang Ruskianta Dasuki	:	*Commissioner*
Komisaris	:	Rustam Amirudin	:	*Commissioner*
	:			
Direksi				***Director***
Direktur Utama	:	Sukendra	:	*President Director*
Direktur Operasi dan Komersial	:	I Komang Budiswastawan	:	*Operation and Commercial Director*
Direktur Keuangan dan SDM	:	Affan Tauffan	:	*Finance and SDM Director*

1. U M U M (lanjutan)

1.11. Entitas Anak (lanjutan)

1.11.1. PT PBM Sarana Bandar Nasional (PT PBM SBN) (lanjutan)

Tempat dan Kedudukan

Dalam menjalankan usahanya PT PBM Sarana Bandar Nasional berkedudukan di Jl. Cempaka Putih Tengah II Blok B 13-14 Cempaka Putih Jakarta Pusat 10510.

Sumber Daya Manusia

Jumlah karyawan Perseroan pada tanggal 31 Desember 2025 dan 2024 masing-masing sebanyak 246 dan 246 karyawan. (Tidak Diaudit)

Ringkasan Informasi Keuangan Penting

1. G E N E R A L *(continued)*

1.11. Subsidiaries *(continued)*

1.11.1. PT PBM Sarana Bandar Nasional (PT PBM SBN) *(continued)*

Place and Position

In carrying out its business PT PBM Sarana Bandar Nasional is domiciled at Jl. Cempaka Putih Tengah II Blok B 13-14 Cempaka Putih Central Jakarta 10510.

Human Resources

The number of employees of the Company as of December 31, 2025 and 2024 were 246 and 246, respectively. (Unaudited)

Summary of Key Financial Information

	2025	2024	
Aset	531.701.666.208	570.191.463.422	*Assets*
Liabilitas	60.810.193.347	55.264.291.330	*Liabilities*
Ekuitas	470.891.472.861	514.927.172.092	*Equity*
Pendapatan	459.633.590.644	532.298.284.743	*Revenues*
Beban	(504.569.894.700)	(493.123.457.726)	*Expenses*
Laba (Rugi) Tahun Berjalan	(44.936.304.056)	39.174.827.017	*Profit (Loss) for The Year*

1.11.2. PT Pelita Indonesia Djaya (PT PID)

PT Pelita Indonesia Djaya Jakarta didirikan berdasarkan Akta Notaris Djojo Mulyadi, SH di Jakarta No. 3 tanggal 29 September 1969 dan telah mendapat pengesahan oleh Menteri Kehakiman Republik Indonesia pada tanggal 9 Desember 1969.

Anggaran Dasar Perseroan telah mengalami beberapa kali perubahan, terakhir melalui Akta Notaris No. 6, tanggal 31 Januari 2023, dibuat dihadapan Notaris Ida Adiningsih, S.H., dan telah mendapat Persetujuan Menhumkam Nomor : AHU-AH.01.09-0190153, tanggal 9 Februari 2023.

1.11.2. PT Pelita Indonesia Djaya (PT PID)

PT Pelita Indonesia Djaya Jakarta was established based on Notarial Deed of Djojo Mulyadi, SH in Jakarta No. 3 dated September 29, 1969 and was approved by the Minister of Justice of the Republic of Indonesia on December 9, 1969.

The Company's Articles of Association have been amended several times, most recently through Notarial Deed No. 6, dated January 31, 2023, made before Notary Ida Adiningsih, S.H., and has received approval from the Minister of Law and Human Rights Number: AHU-AH.01.09-0190153, dated February 9, 2023.

1. U M U M (lanjutan)

1.11. Entitas Anak (lanjutan)

1.11.2. PT Pelita Indonesia Djaya (PT PID)

Modal Saham

Modal saham yang disetor ke entitas merupakan 99.5% penyertaan PT Pelayaran Nasional Indonesia dan 0.5% penyertaan Yayasan Kesehatan Pensiunan Pelni sesuai dengan Akta Notaris Raden Mas Soediarto Soenarto. SH No. 7 tanggal 10 Juni 2009 yang disahkan dengan Keputusan Menteri Kehakiman Republik Indonesia No.AHU-43800.AH.01.02 tahun 2009 tanggal 4 September 2009.

1. G E N E R A L *(continued)*

1.11. Subsidiaries *(continued)*

1.11.2. PT Pelita Indonesia Djaya (PT PID)

Shares Capital

The equity capital invested in the entity consists of 99.5% ownership by PT Pelayaran Nasional Indonesia and 0.5% ownership by the Yayasan Kesehatan Pensiunan Pelni, as per the Deed of Notary Raden Mas Soediarto Soenarto, SH No. 7 dated June 10, 2009, which was legalized by the Decree of the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-43800.AH.01.02 of 2009, dated September 4, 2009.

Pemegang Saham/ ***Shareholders***	**Jumlah Saham /** ***Shares***	**Nilai Nominal/** ***Par Value (Rp)***	**Modal Saham Ditempatkan dan Disetor Penuh /** ***Issued and Fully Paid Shares Value (Rp)***	**Persentase Kepemilikan/** ***Ownership Percentage***
PT PELNI (Persero)	2.000	1.000.000	2.000.000.000	99.50%
Yayasan Kesehatan Pensiunan Pelni	10	1.000.000	10.000.000	0.50%
Jumlah / Total	**2.010**	**1.000.000**	**2.010.000.000**	**100%**

Dewan Komisaris dan Direksi

Berdasarkan Surat Keputusan Pemegang Saham PT Pelita Indonesia Djaya tanggal 01 Desember 2025 dan Akta Notaris Ida Adiningsih, SH., No.6, tanggal 13 Januari 2026, tentang Pemberhentian dan Pengangkatan Direksi PT Pelita Indonesia Djaya, yang telah mendapat pengesahan dari Menteri Hukum Republik Indonesia No. AHU-AH.01.09-0051400, tanggal 18 Februari 2026, serta Akta No. 12, tanggal 24 Oktober 2025, Surat Pengunduran Diri Komisaris tanggal 29 Desember 2025 dan Keputusan Para Pemegang Saham PT Pelita Indonesia Djaya No. 01.29/01/SK/HKO.01/2026, tanggal 29 Januari 2026, susunan Dewan Komisaris dan Direksi untuk tahun 2025 sebagai berikut:

Board of Commissioners and Directors

Based on the Decree of Shareholders of PT Pelita Indonesia Djaya dated December 1, 2025 and Notarial Deed of Ida Adiningsih, SH., No. 6, dated January 13, 2026, concerning the Dismissal and Appointment of the Board of Directors of PT Pelita Indonesia Djaya, which has been approved by the Minister of Justice of the Republic of Indonesia No. AHU-AH.01.09-0051400, dated February 18, 2026, and the letter of resignation of the independent commissioner dated December 29, 2025 and the Decree of the Shareholders of PT Pelita Indonesia Djaya No. 01.29/01/SK/HKO.01/2026, dated January 29, 2026, the composition of the Board of Commissioners and Board of Directors for 2025 is as follows:

Dewan Komisaris				***Board Of Commissioners***
Komisaris Utama	:	Mardiyanto	:	*President Commissioner*
Komisaris Independen	:	Yoni Agung Triharto	:	*Independent Commissioner*
Direksi				***Director***
Direktur Utama	:	Didik Martono	:	*President Director*
Direktur Keuangan, SDM dan Manajemen Risiko	:	Suparno	:	*Finance, SDM & Risk Management Director*
Direktur Operasional dan Komersial	:	Hana Suhardi	:	*Operation and Commercial Director*

1. U M U M (lanjutan)

1.11. Entitas Anak (lanjutan)

1.11.2. PT Pelita Indonesia Djaya (PT PID)

Tempat dan Kedudukan

Dalam menjalankan usahanya PT Pelita Indonesia Djaya berkedudukan di Gedung Pelni Kemayoran Jl. Angkasa No. 18 Gunung Sahari Selatan Jakarta Pusat 10610.

Sumber Daya Manusia

Jumlah karyawan Perseroan pada tanggal 31 Desember 2025 dan 2024 masing-masing sebanyak 1.158 dan 1.037. (Tidak Diaudit)

1. G E N E R A L *(continued)*

1.11. Subsidiaries *(continued)*

1.11.2. PT Pelita Indonesia Djaya (PT PID)

Place and Position

In conducting its business, PT Pelita Indonesia Djaya is domiciled at Pelni Kemayoran Building Jl. Angkasa No. 18 Gunung Sahari Selatan Central Jakarta 10610.

Human Resources

The number of employees of the Company as of December 31, 2025 and 2024 were 1.158 and 1.037, respectively. (Unaudited)

Ringkasan Informasi Keuangan Penting / ***Summary of Key Financial Information***

	2025	2024	
Aset	461.739.963.417	375.988.808.751	*Assets*
Liabilitas	183.944.054.452	129.658.190.102	*Liabilities*
Ekuitas	277.795.908.965	246.330.618.649	*Equity*
Pendapatan	799.577.702.957	664.280.447.649	*Revenues*
Beban	(766.361.340.688)	(633.112.156.913)	*Expenses*
Laba Tahun Berjalan	33.216.362.269	31.168.290.736	*Profit for The Year*

2. KETENTUAN JASA PERKAPALAN

PT PELNI (Persero) dalam menjalankan kegiatan jasa perkapalan tunduk pada Undang-undang Republik Indonesia Nomor 17 Tahun 2008 tentang Pelayaran dan Peraturan Pemerintah Republik Indonesia Nomor 31 Tahun 2021 tentang Penyelenggaraan Bidang Pelayaran, serta ketentuan - ketentuan yang ditetapkan oleh Menteri Perhubungan. Beberapa ketentuan penting yang berkaitan dengan jasa perkapalan:

a. Peraturan Presiden Nomor 2 Tahun 2016, tentang Penyelenggaraan Kewajiban Pelayanan Publik Kapal Perintis Milik Negara.

b. Peraturan Presiden Nomor 59 Tahun 2020, tentang Penetapan dan Penyimpanan Barang Kebutuhan Pokok dan Barang Penting.

c. Peraturan Presiden No. 27 Tahun 2021 Perubahan atas Peraturan Presiden Nomor 106 Tahun 2015, tentang Penyelenggaraan Kewajiban Pelayanan Publik untuk Angkutan Barang dari dan ke Daerah Tertinggal, Terpencil, Terluar dan Perbatasan.

2. SHIPPING SERVICES REGULATION

PT PELNI (Persero) in carrying out its shipping services activities is subject to the Law of the Republic of Indonesia Number 17 of 2008 concerning Shipping and the Government Regulation of the Republic of Indonesia Number 31 of 2021 concerning the Implementation of the Shipping Sector, as well as the provisions set by the Minister of Transportation. Some important provisions related to shipping services include:

a. The President Regulation Number 2 of 2016, concerning the Implementation of Public Service Obligations for State-Owned Pioneer Vessels.

b. The President Regulation Number 59 of 2020, concerning the Stipulation and Storage of Basic Needs and Essential Goods.

c. President Regulation No. 27 of 2021 amending President Regulation Number 106 of 2015, concerning the Implementation of Public Service Obligations for Freight Transportation to and from Underdeveloped, Remote, Outermost, and Border Areas.

2. KETENTUAN JASA PERKAPALAN (lanjutan)

d. Peraturan Menteri Perhubungan Nomor PM. 5 Tahun 2024, tentang Penyelenggaraan Kewajiban Pelayanan Publik Untuk Angkutan Barang Di Laut.

e. Peraturan Menteri Perhubungan RI Nomor PM. 48 Tahun 2018, tentang Penyelenggaraan Kewajiban Pelayanan Publik Kapal Perintis.

f. Peraturan Menteri Perhubungan Nomor 23 Tahun 2019, tentang Perubahan Kedua atas Peraturan Menteri Perhubungan Nomor PM 29 Tahun 2018, tentang Tarif Angkutan Barang di Laut Dalam Rangka Pelaksanaan Kewajiban Pelayanan Publik *(Public Service Obligation)* .

g. Peraturan Menteri Perhubungan Nomor PM 40 Tahun 2019, tentang Pemeriksaan kesehatan pelaut, tenaga penunjang keselamatan pelayaran dan lingkungan kerja pelayaran.

h. Peraturan Menteri Perhubungan Nomor PM 119 Tahun 2015, tentang perubahan atas Peraturan Menteri Perhubungan Nomor PM 37 tahun 2015 tentang Standar Pelayanan Penumpang Angkutan Laut.

i. Peraturan Menteri Perhubungan Nomor PM 10 Tahun 2021, tentang Perubahan Atas Peraturan Menteri Perhubungan Nomor PM 2 Tahun 2019, tentang Komponen Biaya dan Pendapatan yang Diperhitungkan Dalam Penyelenggaraan Angkutan Kewajiban Pelayanan Publik Bidang Angkutan Laut Untuk Penumpang Kelas Ekonomi.

j. Peraturan Menteri Perhubungan nomor PM 59 Tahun 2021, tentang perubahan atas Peraturan Menteri Perhubungan nomor PM 49 tahun 2017 Peraturan Menteri Perhubungan Nomor PM 49 tahun 2017 tentang Penyelenggaraan Usaha Jasa Terkait Dengan Angkutan di Perairan.

k. Peraturan Menteri Perhubungan Nomor PM 8 Tahun 2023, tentang Tarif Batas Atas Kewajiban Pelayanan Publik Bidang Angkutan Laut untuk Penumpang Kelas Ekonomi.

l. Peraturan Menteri Perhubungan Nomor PM 76 Tahun 2019, tentang perubahan Peraturan Menteri Perhubungan Nomor PM 109 tahun 2018 tentang perubahan keempat atas Peraturan Menteri Perhubungan Nomor PM 182 tahun 2015 tentang Tarif Muatan untuk Kegiatan Subsidi Pengoperasian Kapal Angkutan Khusus Ternak.

2. SHIPPING SERVICES REGULATION *(continued)*

d. The Minister of Transportation Regulation No. PM. 5 of 2024 on the Implementation of Public Service Obligations for Maritime Freight Transport.

e. The Minister of Transportation of the Republic of Indonesia Regulation Number PM. 48 of 2018, concerning the Implementation of Public Service Obligations for Pioneer Vessels.

f. The Minister of Transportation Regulation Number 23 of 2019, which amends Minister of Transportation Regulation Number PM 29 of 2018, concerning the Second Amendment on Freight Transportation Tariffs at Sea in the Context of Public Service Obligation (PSO) Implementation.

g. The Minister of Transportation Regulation Number PM 40 of 2019, concerning the Health Examination for Seafarers, Supporting Personnel for Maritime Safety, and the Maritime Work Environment.

h. The Minister of Transportation Regulation Number PM 119 of 2015, concerning the Amendment to Minister of Transportation Regulation Number PM 37 of 2015 about the Passenger Service Standards for Sea Transportation.

i. The Minister of Transportation Regulation Number PM 10 of 2021, concerning the Amendment to Minister of Transportation Regulation Number PM 2 of 2019, about the Components of Costs and Revenues to be Considered in the Implementation of Public Service Obligation for Sea Transportation of Economy Class Passengers.

j. The Minister of Transportation Regulation Number PM 59 of 2021, concerning the Amendment to Minister of Transportation Regulation Number PM 49 of 2017 about the Implementation of Business Services Related to Transportation in Waterways.

k. The Ministry of Transportation Regulation No. PM 8 of 2023 on the Maximum Fare for Public Service Obligations in the Field of Maritime Transport for Economy Class Passengers.

l. The Minister of Transportation Regulation Number PM 76 of 2019, concerning the amendment to Minister of Transportation Regulation Number PM 109 of 2018, which is the fourth amendment to Minister of Transportation Regulation Number PM 182 of 2015 concerning the Freight Tariffs for the Subsidized Operation of Special Livestock Transport Vessels.

2. KETENTUAN JASA PERKAPALAN (lanjutan)

m. Peraturan Menteri Perhubungan Nomor PM 55 Tahun 2019, tentang Komponen Biaya dan Pendapatan yang Diperhitungkan dalam Kegiatan Pelayanan Publik Kapal Perintis.

n. Peraturan Menteri Perhubungan Nomor PM 22 Tahun 2018, tentang Komponen Penghasilan dan Biaya yang Diperhitungkan dalam Kegiatan Subsidi Penyelenggaraan Angkutan Barang di Laut.

2. SHIPPING SERVICES REGULATION *(continued)*

m. The Minister of Transportation Regulation Number PM 55 of 2019, concerning Cost and Revenue Components Calculated in Pioneer Ship Public Service Activities.

n. The Minister of Transportation Regulation Number PM 22 of 2018, concerning Components of Income and Costs Calculated in Subsidy Activities for the Implementation of Freight Transportation at Sea.

3. PERUBAHAN PADA PERNYATAAN STANDAR AKUNTANSI KEUANGAN (PSAK)

a. Penerapan dari standar dan amandemen terhadap standar akuntansi, yang berlaku efektif sejak tanggal 1 Januari 2025 berikut tidak menyebabkan perubahan atas kebijakan akuntansi Perusahaan dan tidak memberikan dampak terhadap jumlah yang dilaporkan di laporan keuangan tahun berjalan dan tahun sebelumnya:

- PSAK 117, “Kontrak Asuransi";
- Amendemen PSAK 117, “Kontrak Asuransi” tentang Penerapan Awal PSAK 117 dan PSAK 109 - Informasi Komparatif.
- Amendemen PSAK 221, “Pengaruh Perubahan Kurs Valuta Asing” terkait Kekurangan Ketertukaran.
- PSAK 370: "Akuntansi Aset dan Liabilitas Pengampunan Pajak" dan ISAK 335: "Penyajian Laporan Keuangan Entitas Berorientasi Non-laba" - Amendemen konsekuensial karena berlaku efektifnya SAK Indonesia untuk Entitas Privat.

Beberapa PSAK juga diamendemen yang merupakan amendemen konsekuensial karena berlakunya PSAK 117: Kontrak Asuransi, yaitu:

- PSAK 103: Kombinasi Bisnis;
- PSAK 105: Aset Tidak Lancar yang Dikuasai untuk Dijual dan Operasi yang Dihentikan;
- PSAK 107: Instrumen Keuangan: Pengungkapan;
- PSAK 109: Instrumen Keuangan;
- PSAK 115: Pendapatan dari Kontrak dengan Pelanggan;
- PSAK 201: Penyajian Laporan Keuangan;
- PSAK 207: Laporan Arus Kas;
- PSAK 216: Aset Tetap;

3. CHANGES TO THE STATEMENTS OF FINANCIAL ACCOUNTING STANDARDS (PSAK)

a. The adoption of the following standards and amendments to accounting standards, which are effective from January 1, 2025, does not result in changes to the Company's accounting policies and does not impact the amounts reported in the current and prior year financial statements:

- *PSAK 117, “Insurance Contracts”*
- *Amendments to PSAK 117, “Insurance Contracts” regarding the Initial Implementation of PSAK 117 and PSAK 109 - Comparative Information.*
- *Amendment to PSAK 221, “The Effect of Changes in Foreign Exchange Rates” regarding Exchangeability Shortfalls.*
- *PSAK 370: "Accounting for Tax Amnesty Assets and Liabilities" and ISAK 335: "Presentation of Financial Statements of Non-Profit Oriented Entities" - Consequential amendments due to the effective implementation of Indonesian SAK for Private Entities.*

Several PSAKs were also amended which are consequential amendments due to the enactment of PSAK 117: Insurance Contracts, namely:

- *PSAK 103: "Business Combinations";*
- *PSAK 105: "Non-Current Assets Held for Sale and Discontinued Operations";*
- *PSAK 107: "Financial Instruments: Disclosures";*
- *PSAK 109: "Financial Instruments";*
- *PSAK 115: "Revenue from Contracts with Customers";*
- *PSAK 201: "Presentation of Financial Statements";*
- *PSAK 207: "Statement of Cash Flows";*
- *PSAK 216: "Property, Plant and Equipment";*

3. PERUBAHAN PADA PERNYATAAN STANDAR AKUNTANSI KEUANGAN (PSAK) (lanjutan)

a. Penerapan dari standar dan amandemen terhadap standar akuntansi, yang berlaku efektif sejak tanggal 1 Januari 2025 berikut tidak menyebabkan perubahan atas kebijakan akuntansi Perusahaan dan tidak memberikan dampak terhadap jumlah yang dilaporkan di laporan keuangan tahun berjalan dan tahun sebelumnya: (lanjutan)

Beberapa PSAK juga diamendemen yang merupakan amendemen konsekuensial karena berlakunya PSAK 117: Kontrak Asuransi, yaitu: (lanjutan)

- PSAK 219: Imbalan Kerja;
- PSAK 228: Investasi pada Entitas Asosiasi dan Ventura Bersama;
- PSAK 232: Instrumen Keuangan: Penyajian;
- PSAK 236: Penurunan Nilai Aset;
- PSAK 237: Provisi, Liabilitas Kontijensi dan Aset Kontijensi;
- PSAK 238: Aset Takberwujud;
- PSAK 240: Properti Investasi.

b. Amandemen atas standar yang telah diterbitkan, namun berlaku efektif untuk tahun buku yang dimulai pada 1 Januari 2026, tetapi penerapan dini diperkenankan, sebagai berikut:

- Amendemen PSAK 107 “Instrumen Keuangan” – Pengungkapan Klasifikasi dan Pengukuran Instrumen Keuangan; Pengungkapan Keuntungan atau Kerugian pada Penghentian Pengakuan; Pendahuluan; Pengungkapan Risiko Kredit; dan Pengungkapan Perbedaan Tertunda antara Nilai Wajar dan Harga Transaksi.
- Amendemen PSAK 109 “Instrumen Keuangan” - Pengungkapan tentang Klasifikasi dan Pengukuran Instrumen Keuangan; Klasifikasi dan Pengukuran Instrumen Keuangan - Penghentian Pengakuan Kewajiban Sewa; dan Harga Transaksi.
- Amendemen PSAK 110 “Laporan Keuangan Konsolidasian“: Penentuan ‘Agen De Facto’.
- Amendemen PSAK 207: “Laporan Arus Kas” - Metode Biaya.

3. CHANGES TO THE STATEMENTS OF FINANCIAL ACCOUNTING STANDARDS (PSAK) *(continued)*

a. The adoption of the following standards and amendments to accounting standards, which are effective from January 1, 2025, does not result in changes to the Company's accounting policies and does not impact the amounts reported in the current and prior year financial statements: *(continued)*

Several PSAKs were also amended which are consequential amendments due to the enactment of PSAK 117: Insurance Contracts, namely: (continued)

- *PSAK 219: "Employee Benefits";*
- *PSAK 228: "Investments in Associates and Joint Ventures";*
- *PSAK 232: "Financial Instruments: Presentation";*
- *PSAK 236: "Impairment of Assets";*
- *PSAK 237: "Provisions, Contingent Liabilities, and Contingent Assets";*
- *PSAK 238: "Intangible Assets";*
- *PSAK 240: "Investment Property"*

b. Amendments and New Financial Accounting Standards Statements that have been issued, but are effective for the financial year beginning January 1, 2026, as follows:

- *Amendments to PSAK 107 “Financial Instruments” – Disclosure of Classification and Measurement of Financial Instruments; Disclosure of Gains or Losses on Derecognition; Introduction; Disclosure of Credit Risk; and Disclosure of Delayed Differences between Fair Value and Transaction Price.*
- *Amendments to PSAK 109 “Financial Instruments” - Disclosures about the Classification and Measurement of Financial Instruments; Classification and Measurement of Financial Instruments - Derecognition of Lease Obligations; and Transaction Prices.*
- *Amendment to PSAK 110 “Consolidated Financial Statements”: Determination of ‘De Facto Agent’.*
- *Amendment to PSAK 207: “Statement of Cash Flows” - Cost Method.*

3. PERUBAHAN PADA PERNYATAAN STANDAR AKUNTANSI KEUANGAN (PSAK) (lanjutan)

c. Standar baru yang telah diterbitkan, namun berlaku efektif untuk tahun buku yang dimulai pada 1 Januari 2027, tetapi penerapan dini diperkenankan, sebagai berikut:

- PSAK 118: ”Penyajian dan Pengungkapan dalam Laporan Keuangan”.

Pada tanggal penerbitan laporan keuangan konsolidasian ini, Grup sedang mempelajari dampak yang mungkin timbul dari penerapan standar baru, dan amendemen sesuai karakteristik bidang usaha Grup terhadap laporan keuangan konsolidasian Grup.

3. CHANGES TO THE STATEMENTS OF FINANCIAL ACCOUNTING STANDARDS (PSAK) *(continued)*

c. The new standards have been published, but are effective for the financial year beginning January 1, 2027, but early application is permitted, as follows:

- *PSAK 118: "Presentation and Disclosure in Financial Statements".*

As of the date of issuance of these consolidated financial statements, the Group is evaluating the potential impacts of the adoption of new standards, and amendments according to the characteristics of the Group's business fields on the Group's consolidated financial statements.

4. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL

a. Kepatuhan Terhadap Standar Akuntansi Keuangan (SAK)

Laporan keuangan konsolidasian Grup telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia yang meliputi Pernyataan Standar Akuntansi Keuangan (PSAK) dan Interpretasi Standar Akuntansi Keuangan (ISAK) yang diterbitkan oleh Dewan Standar Akuntansi Keuangan – Ikatan Akuntan Indonesia (DSAK – IAI).

b. Dasar Pengukuran dan Penyusunan Laporan Keuangan Konsolidasian

Laporan keuangan konsolidasian disusun berdasarkan asumsi kelangsungan usaha serta atas dasar akrual, kecuali laporan arus kas konsolidasian yang menggunakan dasar kas. Dasar pengukuran dalam penyusunan laporan keuangan konsolidasian ini adalah konsep biaya perolehan, kecuali beberapa akun tertentu yang didasarkan pengukuran lain sebagaimana dijelaskan dalam kebijakan akuntansi masing-masing akun tersebut. Biaya perolehan umumnya didasarkan pada nilai wajar imbalan yang diserahkan dalam pemerolehan aset.

Laporan keuangan konsolidasian, kecuali laporan arus kas konsolidasian, disusun dengan konsep harga perolehan dan basis akrual, kecuali disebutkan lain dalam catatan atas laporan keuangan konsolidasian yang relevan.

4. MATERIAL ACCOUNTING POLICY INFORMATION

a. Compliance with the Financial Accounting Standards (SAK)

The consolidated Group's financial statements were prepared and presented in accordance with Indonesian Financial Accounting Standards which include the Statement of Financial Accounting Standards (PSAK) and Interpretation of Financial Accounting Standards (ISAK) issued by the Financial Accounting Standard Board – Indonesian Institute of Accountant (DSAK – IAI).

b. Basis of Preparation of the Consolidated Financial Statements

The consolidated financial statements had been prepared on going concern assumption and accrual basis, except for the consolidated statements of cash flows using the cash basis. The basis of measurement in preparation of these consolidated financial statements is the historical costs, except for certain accounts which had been prepared on the basis of other measurements as described in their respective policies. Historical cost is generally based on the fair value of the consideration given in exchange for assets.

The consolidated financial statements, except for the consolidated statement of cash flows, have been prepared on the historical cost concept and accrual basis, except as otherwise disclosed in the relevant notes herein.

4. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

b. Dasar Pengukuran dan Penyusunan Laporan Keuangan Konsolidasian (lanjutan)

Laporan arus kas disusun dengan menggunakan metode langsung dengan mengelompokkan arus kas dalam aktivitas operasi investasi dan pendanaan. Untuk tujuan pelaporan arus kas, kas dan setara kas terdiri dari kas, bank dan semua investasi yang jatuh tempo dalam tiga bulan atau kurang dari tanggal perolehannya dan tidak dijaminkan serta tidak dibatasi penggunaannya.

Penyusunan laporan keuangan konsolidasian sesuai dengan Standar Akuntansi Keuangan di Indonesia mengharuskan penggunaan estimasi dan asumsi. Hal tersebut juga mengharuskan manajemen untuk membuat pertimbangan dalam proses penerapan kebijakan akuntansi Grup. Area yang kompleks atau memerlukan tingkat pertimbangan yang lebih tinggi atau area dimana asumsi dan estimasi dapat berdampak signifikan terhadap laporan keuangan konsolidasian diungkapkan di Catatan 5.

Mata Uang Fungsional dan Pelaporan

Mata uang penyajian yang digunakan dalam penyusunan laporan keuangan konsolidasian ini adalah Rupiah yang merupakan mata uang fungsional Perusahaan. Setiap entitas di dalam Grup menetapkan mata uang fungsional sendiri dan unsur-unsur dalam laporan keuangan dari setiap entitas diukur berdasarkan mata uang fungsional tersebut.

Mata uang fungsional Perseroan dan entitas anak adalah Rupiah. Laporan keuangan konsolidasian disajikan dalam mata uang Rupiah.

c. Transaksi dan Saldo Mata Uang Asing

Transaksi dalam mata uang asing dijabarkan ke dalam mata uang Rupiah dengan menggunakan kurs yang berlaku pada tanggal transaksi. Aset dan liabilitas moneter dalam mata uang asing dijabarkan ke dalam mata uang Rupiah dengan menggunakan kurs yang berlaku pada akhir periode pelaporan.

4. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

b. Basis of Preparation of the Consolidated Financial Statements *(continued)*

The statements of cash flows prepared using the direct method the cash flows into operating investing and financing activities. For cash flows presentation purposes, cash and cash equivalents comprise of cash on hand, cash in bank and all unrestricted investments with maturities of three months or less from the date of placement.

The preparation of the consolidated financial statements in conformity with Indonesian Financial Accounting Standards requires the use of certain critical accounting estimates and assumptions. It also requires management to exercise its judgment in the process of applying the Group's accounting policies. The areas involving a higher degree of judgment or complexity, or areas where assumptions and estimates are significant to the consolidated financial statements are disclosed in Note 5.

Functional Currencies and Reporting

The presentation currency used in the preparation of the consolidated financial statements is Rupiah which is the functional currency of the Company. Each entity in the Group determines its own functional currency and items included in the financial statements of each entity are measured using that functional currency.

The functional currency of the Company and subsidiaries is Rupiah. The consolidated financial statements are presented in Rupiah.

c. Foreign Currency Transactions and Balances

Foreign currency transactions are translated into Rupiah using the exchange rates prevailing at the dates of the transactions. Foreign currency monetary assets and liabilities are translated into Rupiah at the rates of exchange prevailing at end of the the reporting period.

4. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

c. Transaksi dan Saldo Mata Uang Asing (lanjutan)

Keuntungan dan kerugian selisih kurs yang timbul dari penyelesaian transaksi dalam mata uang asing dan dari penjabaran aset dan liabilitas moneter dalam mata uang asing secara umum diakui dalam laporan laba rugi.

Kurs penutup yang digunakan pada akhir periode pelaporan adalah kurs tengah Bank Indonesia sebagai berikut:

	31 Des./*Dec.* 2025 (Rp)	**31 Des./*Dec.* 2024 (Rp)**	
1 EURO	19.753	16.851	*1 EURO*
1 USD	16.782	16.162	*1 USD*
1 SGD	13.069	11.919	*1 SGD*
1 AUD	11.255	10.082	*1 AUD*
1 JPY	108	102	*1 JPY*

Selanjutnya, untuk pungutan dan penyetoran pajak-pajak (PPN dan PPh) berkenaan dengan tagihan dan kewajiban dalam mata uang asing dibayarkan dengan Rupiah dan dicatat sesuai dengan ‘kurs pajak mingguan’ yang berlaku pada tanggal diterbitkannya faktur pajak yang bersangkutan.

d. Prinsip-Prinsip Konsolidasian

Laporan keuangan konsolidasian mencakup laporan keuangan Grup seperti disebutkan pada Catatan 1.11

Entitas anak adalah entitas yang dikendalikan oleh Grup, yakni Grup terekspos, atau memiliki hak, atas imbal hasil variabel dari keterlibatannya dengan entitas dan memiliki kemampuan untuk mempengaruhi imbal hasil tersebut melalui kemampuan kini untuk mengarahkan aktivitas relevan dari entitas (kekuasaan atas *investee)* .

4. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

c. Foreign Currency Transactions and Balances *(continued)*

Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at period-end exchange rates of monetary assets and liabilities denominated in foreign currencies are generally recognised in the profit or loss.

Closing exchange rate that used at the end of reporting is the middle exchange rate of Bank Indonesia as follows:

For the next, the collection and remittance of taxes (VAT and income tax) in relationship to claims and liabilities in foreign currency would be pay in dollars and it's recorded in accordance by 'weekly tax rate" that applicable at the date of issuance of tax invoice.

d. Principles of Consolidation

The consolidated financial statements comprise the financial statements of the Group as described in Note 1.11.

A subsidiary is an entity controlled by the Group, wherein the Group is exposed, or has rights, to variable returns from its involvement with the entity and has the ability to affect those returns through its current ability to direct the entity’s relevant activities (power over the investee).

4. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

d. Prinsip-Prinsip Konsolidasian (lanjutan)

Keberadaan dan dampak dari hak suara potensial dimana Grup memiliki kemampuan praktis untuk melaksanakan (yakni hak substantif) dipertimbangkan saat menilai apakah Grup mengendalikan entitas lain.

Laporan keuangan Grup mencakup hasil usaha, arus kas, aset dan liabilitas dari Grup dan seluruh entitas anak yang, secara langsung dan tidak langsung, dikendalikan oleh Grup. Entitas anak dikonsolidasikan sejak tanggal efektif akuisisi, yaitu tanggal dimana Grup secara efektif memperoleh pengendalian atas bisnis yang diakuisisi, sampai tanggal pengendalian berakhir.

Entitas induk menyusun laporan keuangan konsolidasian dengan menggunakan kebijakan akuntansi yang sama untuk transaksi dan peristiwa lain dalam keadaan yang serupa. Seluruh transaksi, saldo penghasilan, beban, dan arus kas dalam intra kelompok usaha terkait dengan transaksi antar entitas dalam kelompok usaha dieliminasi secara penuh.

Grup mengatribusikan laba rugi dan setiap komponen dari penghasilan komprehensif lain kepada pemilik entitas induk dan kepentingan non-pengendali meskipun hal tersebut mengakibatkan kepentingan non-pengendali memiliki saldo defisit. Grup menyajikan kepentingan non-pengendali di ekuitas dalam laporan posisi keuangan konsolidasian, terpisah dari ekuitas pemilik entitas induk.

Perubahan dalam bagian kepemilikan entitas induk pada entitas anak yang tidak mengakibatkan hilangnya pengendalian adalah transaksi ekuitas (yaitu transaksi dengan pemilik dalam kapasitasnya sebagai pemilik). Ketika proporsi ekuitas yang dimiliki oleh kepentingan non-pengendali berubah, Grup menyesuaikan jumlah tercatat kepentingan pengendali dan kepentingan non-pengendali untuk mencerminkan perubahan kepemilikan relatifnya dalam entitas anak. Selisih antara jumlah dimana kepentingan non-pengendali disesuaikan dan nilai wajar dari jumlah yang diterima atau dibayarkan diakui langsung dalam ekuitas dan diatribusikan pada pemilik dari entitas induk.

4. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

d. Principles of Consolidation *(continued)*

The existence and effect of substantive potential voting rights in which the Group has the practical ability to exercise (i.e, substantive rights) are considered when assessing whether the Group controls other entities.

The Group's financial statements incorporate the results, cash flows, assets and liabilities of the Group and all of its directly and indirectly controlled subsidiaries. Subsidiaries are consolidated from the effective date of acquisition, which is the date on which the Group effectively obtains control of the acquired business, until that control ceases.

A parent prepares consolidated financial statements using uniform accounting policies for like transactions and other events in similar circumstances. All intragroup transactions, balances, income, expenses and cash flows relating to transaction between entities are eliminated in full.

The Group attributed the profit or loss and each component of other comprehensive income to the owners of the parent and non-controlling interest even though this results in the non-controlling interests having a deficit balance. The Group presents non-controlling interest in equity in the consolidated statement of financial position, separately from the equity of the owners of the parent.

Changes in the parent's ownership interest in a subsidiary that do not result in cessation of control are equity transactions (which are transactions with owners in their capacity as owners). When the proportion of equity held by non-controlling interest change, the Group adjusted the carrying amounts of the controlling interest and non-controlling interest to reflect the changes in their relative interest in the subsidiaries. Any difference between the amount by which the non-controlling interests are adjusted and the fair value of the consideration paid or received is recognised directly in equity and attributed to the owners of the parent.

4. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

d. Prinsip-Prinsip Konsolidasian (lanjutan)

Jika Grup kehilangan pengendalian, maka Grup:

1) Menghentikan pengakuan aset (termasuk *goodwil)* dan liabilitas entitas anak pada jumlah tercatatnya ketika pengendalian hilang;
2) Menghentikan pengakuan jumlah tercatat setiap kepentingan non-pengendali pada entitas anak terdahulu ketika pengendalian hilang (termasuk setiap komponen penghasilan komprehensif lain yang diatribusikan pada kepentingan non-pengendali);
3) Mengakui nilai wajar pembayaran yang diterima (jika ada) dari transaksi, peristiwa, atau keadaan yang mengakibatkan hilangnya pengendalian;
4) Mengakui sisa investasi pada entitas anak terdahulu pada nilai wajarnya pada tanggal hilangnya pengendalian;
5) Mereklasifikasi ke laba rugi, atau mengalihkan secara langsung ke saldo laba jika disyaratkan oleh SAK lain, jumlah yang diakui dalam penghasilan komprehensif lain dalam kaitan dengan entitas anak;
6) Mengakui perbedaan apapun yang dihasilkan sebagai keuntungan atau kerugian dalam laba rugi yang diatribusikan kepada entitas induk.

e. Kombinasi Bisnis

Grup menerapkan metode akuisisi untuk mencatat kombinasi bisnis. Imbalan yang dialihkan untuk akuisisi suatu entitas anak adalah sebesar nilai wajar aset yang dialihkan, liabilitas yang diakui terhadap pemilik pihak yang diakuisisi sebelumnya dan kepentingan ekuitas yang diterbitkan oleh Grup. Imbalan yang dialihkan termasuk nilai wajar aset atau liabilitas yang timbul dari kesepakatan imbalan kontinjensi. Aset teridentifikasi yang diperoleh dan liabilitas serta liabilitas kontinjensi yang diambil alih dalam suatu kombinasi bisnis diukur pada awalnya sebesar nilai wajar pada tanggal akuisisi.

Grup mengakui kepentingan non-pengendali pada pihak yang diakuisisi untuk setiap akuisisi yang dilakukan baik sebesar nilai wajar atau sebesar bagian proporsional kepentingan non-pengendali atas aset neto pihak yang diakuisisi. Kepentingan nonpengendali disajikan di ekuitas dalam laporan posisi keuangan konsolidasian, terpisah dari ekuitas pemilik entitas induk.

4. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

d. Principles of Consolidation *(continued)*

If the Group losses control, the Group:

1) Derecognizes the assets (including goodwill) and liabilities of the subsidiary at their carrying amounts at the date when control is lost;
2) Derecognizes the carrying amount of any non-controlling interests in the former subsidiary at the date when control is lost (including any components of other comprehensive income attributable to them);
3) *Recognizes the fair value of the consideration received, if any, from the transaction, event or circumstances that resulted in the loss of control;*
4) Recognizes any investment retained in the former subsidiary at fair value at the date when control is lost;
5) Reclassifies to profit or loss, or transfer directly to retained earnings if required by other SAK, the amount recognized in other comprehensive income in relation to the former subsidiary;
6) Recognizes any resulting difference as a gain or loss attributable to the parent.

e. Business Combinations

The Group applies the acquisition method to account for business combinations. The consideration transferred for the acquisition of a subsidiary is the fair value of the assets transferred, the liabilities incurred by the former owners of the acquiree and the equity interests issued by the Group. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date.

The Group recognises any non-controlling interest in the acquiree on an acquisition-by-acquisition basis, either at fair value or at the non-controlling interest's proportionate share of the acquiree's net assets. Non-controlling interest is reported as equity in the consolidated statement of financial position, separate from the owner of the parent's equity.

4. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Kombinasi Bisnis (lanjutan)

Imbalan kontinjensi yang masih harus dialihkan oleh Grup diakui sebesar nilai wajar pada tanggal akuisisi. Perubahan selanjutnya atas nilai wajar imbalan kontinjensi yang diakui akan berdampak pada aset atau liabilitas.

Biaya terkait akuisisi dibebankan pada saat terjadinya.

f. Kombinasi Bisnis Entitas Sepengendali

Jika, setelah penilaian kembali jumlah neto dari aset teridentifikasi yang diperoleh dan liabilitas yang diambil alih pada tanggal akuisisi melebihi jumlah imbalan yang dialihkan jumlah dari setiap kepentingan non-pengendali pada pihak diakuisisi dan nilai wajar pada tanggal akuisisi kepentingan ekuitas yang sebelumnya dimiliki oleh pihak pengakuisisi pada pihak diakuisisi (jika ada). Selisih lebih diakui segera dalam laba rugi sebagai pembelian dengan diskon.

Kombinasi bisnis entitas sepengendali dicatat dengan menggunakan metode penyatuan kepemilikan dimana aset dan liabilitas yang diperoleh dari kombinasi bisnis dicatat oleh pengakuisisi pada jumlah tercatatnya.

Selisih antara jumlah imbalan yang dialihkan dan jumlah tercatat disajikan sebagai tambahan modal disetor dan tidak diakui ke laba rugi pada saat kehilangan pengendali.

Metode penyatuan kepemilikan diterapkan seolah-olah entitas telah bergabung sejak periode dimana entitas yang bergabung berada dalam sepengendali.

g. Transaksi dengan Pihak Berelasi

Grup melakukan transaksi dengan pihak-pihak berelasi sebagaimana didefinisikan dalam PSAK 224, Pengungkapan Pihak-Pihak Berelasi.

Pihak-pihak berelasi adalah orang atau Entitas yang terkait dengan Entitas pelapor:

a. Orang atau anggota keluarga terdekat mempunyai relasi dengan entitas pelapor, jika orang tersebut:
   1) Memiliki pengendalian atau pengendalian bersama atas entitas pelapor;
   2) Memiliki pengaruh signifikan atas entitas pelapor; atau
   3) Personal manajemen kunci entitas pelapor atau entitas induk entitas pelapor.

4. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

e. Business Combinations *(continued)*

Any contingent consideration to be transferred by the Group is recognised at fair value as at the acquisition date. Subsequent changes to the fair value of the contingent consideration will impact the assets and liabilities.

Acquisition related costs are expensed as incurred.

f. Business Combinations of Entities under Common Control

If after the reassessment the net of the acquisition-date amounts of the identifiable assets acquired and liabilities assumed exceeds the sum of the consideration transferred the amount of any non controlling interests in the acquiree and the fair value of the acquirer's previously held interest in the acquiree (if any), the excess is recognized immediately in profit or loss as a bargain purchase gain.

Business combination of entities under common control that qualifies as a business are accounted for under pooling of interest method where assets and liabilities acquired in the business combination are recorded by the acquirer at their book values.

The difference between the transfer price and the book value is presented as additional paid in capital and is not recycled to profit and loss when control is lost.

The difference between the transfer price and the book value is presented as additional paid in capital and is not recycled to profit and loss when control is lost.

g. Transactions with Related Parties

The Group enters into transactions with related parties as defined in PSAK 224, Related Party Disclosures.

Related parties are individuals or entities associated with the reporting entity:

a. A person or a close member of that person's family is related to the reporting entity if that person:
   1) Has control or joint control over the reporting entity;
   2) Has significant influence over the reporting entity; or
   3) Is a member of the key management personnel of the reporting entity or of a parent of the reporting entity.

4. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

g. Transaksi dengan Pihak Berelasi (lanjutan)

b. Suatu entitas berelasi dengan entitas pelapor jika memenuhi salah satu hal berikut:

1) Entitas dan entitas pelapor adalah anggota dari kelompok usaha yang sama (artinya entitas induk, entitas anak, dan entitas anak berikutnya saling berelasi dengan entitas lainnya).

2) Satu entitas adalah entitas asosiasi atau ventura bersama dari entitas lain (atau entitas asosiasi atau ventura bersama yang merupakan anggota suatu kelompok usaha yang mana entitas lain tersebut adalah anggotanya).

3) Kedua entitas tersebut adalah ventura bersama dari pihak ketiga yang sama.

4) Satu entitas adalah ventura bersama dari entitas ketiga dan entitas yang lain adalah entitas asosiasi dari entitas ketiga.

5) Entitas tersebut adalah suatu program imbalan pasca kerja untuk imbalan kerja dari salah satu entitas pelapor atau entitas yang terkait dengan entitas pelapor. Jika entitas pelapor adalah entitas yang menyelenggarakan program tersebut, maka entitas sponsor juga berelasi dengan entitas pelapor.

6) Entitas yang dikendalikan atau dikendalikan bersama oleh orang yang diidentifikasi dalam butir (a).

7) Orang yang diidentifikasi dalam butir (a) angka (1) memiliki pengaruh signifikan terhadap entitas atau personil manajemen kunci entitas (atau entitas induk dari entitas).

8) Entitas atau anggota dari kelompok yang mana entitas merupakan bagian dari kelompok tersebut menyediakan jasa personil manajemen kunci kepada entitas pelapor atau kepada entitas induk dari entitas pelapor.

Seluruh transaksi yang signifikan dengan pihak-pihak berelasi telah diungkapkan dalam catatan atas laporan keuangan konsolidasian.

4. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

g. Transactions with Related Parties *(continued)*

b. An entity is related to the reporting entity if any of the following conditions applies:

1) The entity. and the reporting entity are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others).

2) One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member).

3) Both of entities are joint ventures of the same third parties.

4) One entity is a joint venture of a third entity and the other entity is an associate of the third entity.

5) The entity is a post-employment benefit plan for employees benefit from one of the reporting entities, or entity that are related to reporting entity. If the reporting entity is the entity that administers the program, the sponsoring entity is also related to the reporting entity.

6) The entity is controlled or jointly controlled by a person identified in (a).

7) A person who is identified in (a) (1) has significant influence over the entity or key of management entity personnel (or parent of the entity).

8) The entity or members of a group of which it's a part of the group it's provides key management personnel services to reporting entity or to parent of entity reporter.

All significant transactions with related parties are disclosed in the notes to the consolidated financial statements.

4. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

h. Aset Keuangan

Grup mengklasifikasikan aset keuangannya dalam kategori pengukuran berikut:

- Aset keuangan yang diukur pada nilai wajar melalui laba rugi atau melalui penghasilan komprehensif lain; dan
- Aset keuangan yang diukur pada biaya perolehan diamortisasi.

Klasifikasi tersebut tergantung pada model bisnis entitas untuk mengelola aset keuangan dan persyaratan kontraktual arus kas.

Untuk aset yang diukur pada nilai wajar, keuntungan dan kerugian akan dicatat dalam laporan laba rugi atau penghasilan komprehensif lain. Untuk investasi pada instrumen utang, hal ini akan bergantung pada model bisnis dimana investasi tersebut diadakan.

Untuk investasi pada instrumen ekuitas yang tidak dimiliki untuk diperdagangkan, hal ini akan tergantung pada apakah grup telah melakukan pemilihan tak terbatalkan pada saat pengakuan awal untuk mencatat investasi ekuitas pada nilai wajar melalui penghasilan komprehensif lain.

Grup mereklasifikasi investasi utang jika dan hanya jika model bisnis untuk mengelola aset tersebut berubah.

Pengukuran

Pada pengakuan awal grup mengukur aset keuangan pada nilai wajarnya ditambah dalam hal aset keuangan tidak diukur pada nilai wajar melalui laporan laba rugi. Biaya transaksi yang dapat diatribusikan secara langsung dengan perolehan aset keuangan. Biaya transaksi dari aset keuangan yang dicatat pada nilai wajar melalui laporan laba rugi dibebankan pada laporan laba rugi konsolidasian.

Aset keuangan dengan derivatif melekat dipertimbangkan secara keseluruhan saat menentukan apakah arus kasnya hanya merupakan pembayaran pokok dan bunga.

4. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

h. Financial Assets

The Group classifies its financial assets in the following measurement categories:

- *Financial assets measured at fair value through profit or loss ("FVTPL") or through other comprehensive income ("FVOCI"); and*
- *Those to be measured at amortised cost.*

The classification depends on the entity's business model for managing the financial assets and the contractual terms of the cash flows.

For assets measured at fair value gains and losses will either be recorded in profit or loss or other comprehensive income. For investments in debt instruments, this will depend on the business model in which the investment is held.

For investments in equity instruments that are not held for trading, this will depend on whether the group has made an irrevocable election at the time of initial recognition to account for the equity investment at fair value through other comprehensive income.

The group reclassifies debt investments when and only when its business model for managing those assets changes.

Measurement

At initial recognition. the group measures a financial asset at its fair value plus in the case of a financial asset not at fair value through profit or loss transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at fair value through profit or loss are expensed in consolidated profit or loss.

Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payment of principal and interest.

4. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

h. Aset Keuangan (lanjutan)

Pengukuran (lanjutan)

- **Instrumen Utang**

  Pengukuran instrumen utang selanjutnya tergantung pada model bisnis Grup untuk mengelola aset dan karakteristik arus kas aset tersebut. Pada tanggal 31 Desember 2025 dan 2024, Grup memiliki aset keuangan yang diukur pada biaya perolehan diamortisasi.

  Aset keuangan yang diukur pada biaya perolehan diamortisasi adalah aset yang dimiliki untuk memperoleh arus kas kontraktual di mana arus kas tersebut semata-mata merupakan pembayaran pokok dan bunga diukur pada biaya perolehan diamortisasi. Penghasilan bunga dari aset keuangan ini termasuk dalam "penghasilan bunga" dalam laporan laba rugi konsolidasian menggunakan metode suku bunga efektif.

  Laba atau rugi yang timbul dari penghentian pengakuan diakui secara langsung dalam laporan laba rugi konsolidasian dan disajikan sebagai “lain-lain, bersih”. Kerugian penurunan nilai disajikan sebagai item baris terpisah dalam laporan laba rugi konsolidasian. Pada tanggal 31 Desember 2025 dan 2024, aset keuangan Grup yang diukur pada biaya perolehan diamortisasi terdiri dari kas dan setara kas, piutang usaha, dan aset keuangan lancar lainnya dalam laporan posisi keuangan konsolidasian.

- **Instrumen Ekuitas**

  Grup selanjutnya mengukur semua investasi ekuitas pada nilai wajar. Jika manajemen Perseroan telah memilih untuk menyajikan keuntungan dan kerugian nilai wajar atas investasi ekuitas dalam penghasilan komprehensif lain. Tidak ada reklasifikasi keuntungan dan kerugian nilai wajar ke laba rugi setelah penghentian pengakuan investasi tersebut. Dividen dari investasi semacam itu tetap diakui dalam laba rugi sebagai pendapatan lainnya ketika hak Perseroan untuk menerima pembayaran ditetapkan.

4. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

h. Financial Assets *(continued)*

Measurement (continued)

- ***Debt Instrument***

  Subsequent measurement of debt instruments depends on the Group’s business model for managing the asset and the cash flow characteristics of the asset. As at December 31, 2025 and 2024, the Group has financial assets measured at amortised cost.

  Financial assets measured at amortised cost are assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Interest income from these financial assets is included in "interest income" in the consolidated statement of profit or loss using the effective interest rate method.

  Any gain or loss arising on derecognition is recognised directly in the interim consolidated statement of profit or loss and presented in “others, net”. Impairment losses are presented as a separate line item in the profit or loss. As at 31 December 2025 and 2024, the Group's financial assets measured at amortised cost comprise of cash and cash equivalents, trade receivables, and other current financial assets in the consolidated statement of financial position.

- ***Equity Instrument***

  The Group subsequently measures all equity investments at fair value. Where the group’s management has selected to present fair value gains and losses on equity investments in other comprehensive income. There is no subsequent reclassification of fair value gains and losses to profit or loss following the derecognition of the investment. Dividends from such investments continue to be recognised in profit or loss as other income when the group’s right to receive payments is established.

4. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

h. Aset Keuangan (lanjutan)

Pengukuran (lanjutan)

- **Instrumen Ekuitas**

  Perubahan nilai wajar aset keuangan yang diukur pada nilai wajar melalui laporan laba rugi diakui dalam keuntungan / (kerugian) lain-lain dalam laporan laba rugi sebagaimana berlaku.

  Kerugian penurunan nilai (dan pemulihan kerugian penurunan nilai) atas investasi ekuitas yang diukur pada nilai wajar melalui penghasilan komprehensif lain tidak dilaporkan secara terpisah dari perubahan nilai wajar lainnya.

Penurunan Nilai dari Aset Keuangan

Perusahaan menilai apakah risiko kredit pada instrumen keuangan telah meningkat secara signifikan sejak pengakuan awal. Saat membuat penilaian perusahaan menggunakan perubahan risiko gagal bayar yang terjadi selama perkiraan umur instrumen keuangan bukan perubahan jumlah kerugian kredit yang diharapkan.

Untuk membuat penilaian tersebut, perusahaan membandingkan risiko gagal bayar yang terjadi pada instrumen keuangan pada tanggal pelaporan dengan risiko gagal bayar yang terjadi pada instrumen keuangan pada tanggal pengakuan awal dan mempertimbangkan informasi yang wajar dan dapat didukung yaitu tersedia tanpa biaya atau upaya yang tidak semestinya yang merupakan indikasi peningkatan risiko kredit yang signifikan sejak pengakuan awal.

Kerugian kredit diukur sebagai nilai sekarang dari semua kekurangan kas (yaitu perbedaan antara arus kas yang jatuh tempo pada entitas sesuai dengan kontrak dan arus kas yang diharapkan akan diterima oleh Grup). *("Expected Credit Loss - ECL")* didiskontokan dengan suku bunga efektif dari aset keuangan.

Cadangan kerugian untuk aset keuangan yang diukur pada biaya perolehan diamortisasi dikurangkan dari jumlah tercatat bruto aset tersebut.

4. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

h. Financial Assets *(continued)*

Measurement (continued)

- ***Equity Instrument***

  Changes in the fair value of financial assets at fair value through profit or loss are recognized in other gain/(loss) in the statement of profit or loss as applicable.

  Impairment losses (and recovery of impairment) on equity investments measured at FVOCI are not reported separately from other changes in fair value.

Derecognition of Financial Assets

The Company assesses whether the credit risk on a financial instrument has increased significantly since initial recognition. When making the assessment the company uses the change in the risk of a default occurring over the expected life of the financial instrument instead of the change in the amount of expected credit losses.

To make that assessment, the company compares the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition and considers reasonable and supportable information that is available without undue cost or effort. that is indicative of significant increases in credit risk since initial recognition.

Credit losses are measured as the present value of all cash shortfalls (i.e. the difference between the cash flows due to the entity in accordance with the contract and the cash flows that the Group expects to receive). Expected credit loss ("ECL") are discounted at the effective interest rate of the financial asset.

Loss allowances for financial assets measured at amortized cost are deducted from the gross carrying amount of the assets.

4. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

h. Aset Keuangan (lanjutan)

Penurunan Nilai dari Aset Keuangan (lanjutan)

Grup menerapkan pendekatan yang disederhanakan untuk mengukur kerugian kredit yang diharapkan *("Expected Credit Loss - ECL")* tersebut untuk piutang usaha dan piutang lain-lain.

Untuk investasi pada instrumen ekuitas yang diklasifikasikan sebagai tersedia untuk dijual, penurunan nilai wajar efek yang signifikan dan berkepanjangan di bawah harga perolehan dapat dianggap sebagai indikator bahwa aset tersebut mengalami penurunan nilai.

Penghentian Pengakuan Aset Keuangan

Grup menghentikan pengakuan aset keuangan jika dan hanya jika hak kontraktual atas arus kas yang berasal dari aset keuangan berakhir atau Grup mentransfer aset keuangan dan secara substansial mentransfer seluruh risiko dan manfaat atas kepemilikan aset kepada entitas lain.

Jika Grup tidak mentransfer serta tidak memiliki secara substansial atas seluruh risiko dan manfaat kepemilikan serta masih mengendalikan aset yang ditransfer maka Grup mengakui keterlibatan berkelanjutan atas aset yang ditransfer dan liabilitas terkait sebesar jumlah yang mungkin harus dibayar.

Jika Grup memiliki secara substansial seluruh risiko dan manfaat kepemilikan aset keuangan yang ditransfer. Grup masih mengakui aset keuangan dan juga mengakui pinjaman yang dijamin sebesar pinjaman yang diterima.

Penghentian pengakuan aset keuangan secara keseluruhan, selisih antara jumlah tercatat aset dan jumlah pembayaran dan piutang yang diterima dan keuntungan atau kerugian kumulatif yang telah diakui dalam penghasilan komprehensif lain dan terakumulasi dalam ekuitas diakui dalam laba rugi.

Penghentian pengakuan aset keuangan terhadap satu bagian saja (misalnya ketika Grup masih memiliki hak untuk membeli kembali bagian aset yang ditransfer).

4. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

h. Financial Assets *(continued)*

Derecognition of Financial Assets (continued)

The Group applied a simplified approach to measure such expected credit loss ("ECL") for trade receivables and other receivables.

For investments in equity instruments classified as available-for- sale, a significant and prolonged decline in the fair value of the security below its cost is an indicator that the asset is impaired.

Derecognition of Financial Assets

The Group derecognises a financial asset only when the contractual rights to the cash flows from the asset expire. or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity.

If the Group neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset. the Group recognises its retained interest in the asset and an associated liability for amounts it may have to pay.

If the Group retain substantially all the risks and rewards of ownership of a transferred financial asset. the Group continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

On derecognition of financial asset in its entirety. the difference between the asset's carrying amount and the sum of the consideration received and receivable and the cumulative gain or loss that had been recognized in other comprehensive income and accumulat ed in equity is recognized in profit or loss.

Derecognition of a financial asset for only one part (eg when the Group retains the right to repurchase part of the transferred asset).

4. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

h. Aset Keuangan (lanjutan)

Penghentian Pengakuan Aset Keuangan (lanjutan)

Grup mengalokasikan jumlah tercatat sebelumnya dari aset keuangan tersebut pada bagian yang tetap diakui berdasarkan keterlibatan berkelanjutan dan bagian yang tidak lagi diakui berdasarkan nilai wajar relatif dari kedua bagian tersebut pada tanggal transfer.

Selisih antara jumlah tercatat yang dialokasikan pada bagian yang tidak lagi diakui dan jumlah dari pembayaran yang diterima untuk bagian yang tidak lagi diakui dan setiap keuntungan atau kerugian kumulatif yang dialokasikan pada bagian yang tidak lagi diakui tersebut yang sebelumnya telah diakui dalam penghasilan komprehensif lain diakui pada laba rugi. Keuntungan dan kerugian kumulatif yang sebelumnya diakui dalam penghasilan komprehensif lain dialokasikan pada bagian yang tetap diakui dan bagian yang dihentikan pengakuannya berdasarkan nilai wajar relatif kedua bagian tersebut.

i. Liabilitas Keuangan dan Instrumen Ekuitas

Grup mengklasifikasikan liabilitas keuangannya dalam kategori pengukuran berikut:

- liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi, dan
- liabilitas keuangan yang diukur pada biaya perolehan diamortisasi.

Pada tanggal 31 Desember 2025 dan 2024, Grup hanya memiliki liabilitas keuangan yang diukur pada biaya perolehan diamortisasi, yang terdiri dari pinjaman jangka pendek, utang usaha, beban akrual, bagian lancar liabilitas jangka panjang, liabiltias kontrak, liabilitas keuangan jangka pendek lainnya, utang kepada Negara dan liabilitas jangka panjang. Liabilitas keuangan diklasifikasikan sebagai liabilitas jangka panjang jika jatuh tempo melebihi 12 bulan dan sebagai liabilitas jangka pendek jika jatuh tempo yang tersisa kurang dari 12 bulan.

4. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

h. Financial Assets *(continued)*

Derecognition of Financial Assets (continued)

The Group allocates the previous carrying amount of these financial assets to the part that continues to be recognized on the basis of continuing involvement and the part that is no longer recognized based on the relative fair values of the two parts at the date of transfer.

The difference between the carrying amount allocated to the part that is no longer recognized and the amount of payments received to the part that is no longer recognized and any cumulative gain or loss allocated to the part that is no longer recognized that was previously recognized in other comprehensive income is recognized in profit and loss. The cumulative gains and losses previously recognized in other comprehensive income are allocated between the part that continues to be recognized and the part that is derecognized based on the relative fair values of the two parts.

i. Financial Liabilities and Equity Instruments

The group classifies its financial liabilities in the following measurement categories:

- *financial liabilities measured at fair value through profit or loss, and*
- *Financial liabilities measured at cost are amortized.*

As at 31 December 2025 and 2024, the Group only has financial liabilities measured at amortised cost, which comprise of short-term loans, trade payables, accrued expenses, current portion of long-term liabilities, contract liabilities, other short-term financial liabilities, debt to the State and long-term liabilities. Financial liabilities are classified as non-current liabilities when the remaining maturity is more than 12 months, and as current liabilities when the remaining maturity is less than 12 months.

4. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

i. Liabilitas Keuangan dan Instrumen Ekuitas (lanjutan)

Setelah pengakuan awal sebesar nilai wajarnya ditambah biaya transaksi, Grup mencatat liabilitas keuangan sebesar biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif, jika dampak diskontonya signifikan. Liabilitas keuangan dihentikan pengakuannya ketika dibayar.

Metode suku bunga efektif

Metode suku bunga efektif adalah metode yang digunakan untuk menghitung biaya perolehan diamortisasi dari liabilitas keuangan dan metode untuk mengalokasikan biaya bunga selama periode yang relevan. Suku bunga efektif adalah suku bunga yang secara tepat mendiskontokan estimasi pembayaran kas masa depan (mencakup seluruh komisi dan bentuk lain yang dibayarkan dan diterima oleh para pihak dalam kontrak yang merupakan bagian yang tak terpisahkan dari suku bunga efektif, biaya transaksi dan premium dan diskonto lainnya) selama perkiraan umur liabilitas keuangan atau (jika lebih tepat) digunakan periode yang lebih singkat untuk memperoleh nilai tercatat bersih dari aset keuangan pada saat pengakuan awal.

Instrumen ekuitas

Instrumen ekuitas adalah setiap kontrak yang membuktikan hak residual atas aset Grup setelah dikurangi seluruh liabilitasnya. Instrumen ekuitas dicatat sebesar hasil yang diterima setelah dikurangi biaya penerbitan langsung.

Penghentian pengakuan liabilitas keuangan

Liabilitas keuangan dihentikan pengakuannya jika dan hanya jika, liabilitas Grup telah dilepaskan dibatalkan atau kadaluarsa. Selisih antara jumlah tercatat liabilitas keuangan yang dihentikan pengakuannya dan imbalan yang dibayarkan dan utang diakui dalam laba rugi.

4. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

i. Financial Liabilities and Equity Instruments *(continued)*

After initial recognition, which is at fair value plus transaction costs, the Group measures all financial liabilities at amortised cost using effective interest rate method, if the impact of discounting is significant. Financial liabilities are derecognised when extinguished.

Effective interest method

The effective interest method is a method of calculating the amortized cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial liability or (where appropriate) a shorter period to the net carrying amount on initial recognition.

Equity instruments

An equity instruments is any contract that evidences a residual interest in the assets of the Group after deducting all of its liabilities. Equity instruments are recorded at the proceeds received. net of direct issue costs.

Derecognition of financial liabilities

The Group derecognizes financial liabilities if and only if, their obligations are discharged cancelled or expired The difference between the carrying amount of the financial liability derecognized and the consideration paid and payable is recognized in profit or loss.

4. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

j. Saling Hapus dari Instrumen Keuangan

Aset keuangan dan liabilitas keuangan saling hapus dan nilai bersihnya dilaporkan dalam laporan posisi keuangan (neraca) konsolidasian jika dan hanya jika saat ini memiliki hak yang berkekuatan hukum untuk melakukan saling hapus atas jumlah yang telah diakui dan terdapat niat untuk menyelesaikan secara neto atau untuk merealisasikan aset dan menyelesaikan kewajibannya secara simultan.

k. Kas dan Setara Kas

Kas dan setara kas terdiri dari kas, bank dan instrumen yang dapat diklasifikasikan sebagai Setara Kas antara lain:

1) deposito berjangka yang jatuh tempo dalam tiga bulan atau kurang dari tanggal penempatannya dan tidak dijaminkan serta tidak dibatasi penggunaannya (termasuk *deposit on call)* ; dan

2) instrumen pasar uang yang diperoleh dan dapat dicairkan dalam jangka waktu tidak lebih dari 3 (tiga) bulan.

l. Kas dan Setaran Kas yang Dibatasi Penggunaannya

Kas dan setara kas untuk tujuan tertentu disajikan sebagai ”kas dan setara kas yang dibatasi penggunaannya" dan dikelompokkan pada aset keuangan lancar lainnya jika jatuh tempo kurang dari 1 tahun.

m. Persediaan

Persediaan dinyatakan berdasarkan biaya perolehan atau nilai realisasi bersih mana yang lebih rendah.

Biaya perolehan ditentukan dengan metode *First In First Out*. Nilai realisasi bersih merupakan taksiran harga jual persediaan dikurangi taksiran biaya penyelesaian dan biaya yang diperlukan untuk melakukan penjualan.

Cadangan kerugian penurunan nilai persediaan dibentuk untuk menyesuaikan nilai persediaan ke nilai realisasi bersih pada tahun berjalan.

Penyisihan atas persediaan usang ditentukan berdasarkan hasil penelaahan terhadap keadaan persediaan pada tanggal laporan posisi keuangan.

4. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

j. Offsetting of Financial Instruments

Financial assets and financial liabilities are offset and the net amount is reported in the consolidated statement of financial position (balance sheets) if and only if currently. has the legal entitlement to indemnify the recognized amount and there is an intention to settle the net or to realize assets and settle their obligations simultaneously.

k. Cash and Cash Equivalent

Cash and cash equivalents consist of cash on hand, bank and instruments that can be classified as cash equivalents include:

1) time deposits with original maturities of three months or less from the date of placement and is unrestricted and not warranted (including deposits on call); and

2) monetary market instruments that are acquired and can be liquidated within a period of no more than 3 (three) months.

l. Restricted cash and cash equivalents

Cash and cash equivalents for specific purposes are presented as “restricted cash and cash equivalents” and are grouped with other current financial assets if they have a maturity of less than 1 year.

m. Inventories

Inventories are stated at cost or net realizable value whichever is lower.

Cost is determined using First In First Out method. Net realizable value is the estimated selling price in the ordinary course of business less all estimated costs of completion and costs necessary to make the sale.

Allowance for decline in value of the inventories are provided to reduce the carrying value of inventories to their net realizable values int the current period.

The allowance for the obsolete inventories is determined using the periodic review on the condition of the inventory on the statements of financial position date.

4. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

m. Persediaan (lanjutan)

Persediaan rusak atau persediaan yang alat induknya sudah tidak ada atau secara ekonomis tidak dapat digunakan, dipisahkan penyajiannya ke dalam kelompok "aset tidak lancar lainnya".

n. Biaya Dibayar Dimuka dan Uang Muka

Biaya dibayar dimuka merupakan biaya yang telah dibayar untuk masa manfaat dua belas bulan atau lebih. Biaya dibayar dimuka diamortisasi sesuai dengan masa manfaat masing-masing biaya menggunakan metode garis lurus.

Pada akhir periode pelaporan biaya dibayar dimuka disajikan sebesar nilai barang/jasa/manfaat atau setaranya yang belum diakui pada periode berjalan. Biaya dibayar dimuka jangka panjang disajikan sebagai "Aset Tidak Lancar Lainnya" dalam Laporan Posisi Keuangan.

Uang muka merupakan sejumlah kas keluar atau biaya yang dikeluarkan perusahaan untuk suatu kegiatan atau suatu hal yang nantinya akan mendapat pertanggungjawaban dalam waktu tertentu dan telah ditetapkan.

o. Investasi pada Entitas Asosiasi

Entitas Asosiasi adalah semua entitas dimana Grup memiliki pengaruh signifikan namun tidak mengendalikan, biasanya melalui kepemilikan hak suara antara 20% dan 50%. Investasi pada Entitas Asosiasi dicatat dengan metode ekuitas.

Berdasarkan metode ekuitas, investasi pada awalnya diakui sejumlah nilai perolehan dan nilai tercatat akan meningkat atau menurun untuk mengakui bagian laba atau rugi investor dari laba atau rugi Entitas Asosiasi setelah tanggal akuisisi.

Jika kepemilikan kepentingan pada Entitas Asosiasi berkurang, namun tetap memiliki pengaruh signifikan, hanya suatu bagian proporsional atas jumlah yang telah diakui sebelumnya pada penghasilan komprehensif lainnya yang direklasifikasi ke laporan laba rugi konsolidasian.

4. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

m. Inventories *(continued)*

Damaged inventories or inventories whose main equipment is no longer available or economically unusable, are presented separately into "other non-current assets" group.

n. Prepaid Expenses and Advance Payment

Prepaid expenses are expenses that have been paid for a useful life of twelve months or more. Prepaid expenses are amortized over the period of benefit of each expense using the straight-line method.

At the end of the reporting period prepaid expenses are stated at the value of the goods / services / benefits or equivalent which has not been recognized in the current period. Long-term prepaid expenses are presented as "Other Current Assets" in the Statement of Financial Position.

Advances are a number of cash out or costs incurred by the company for an activity or something that will have the responsibility in a certain time and have been assigned.

o. Investments in Associates

Associates are all entities over which the Group has significant influence but not control, generally accompanying a shareholding of between 20% and 50% of the voting rights.

Under the equity method, an investment is initially recognized at cost and the carrying amount is increased or decreased to recognize the investor's share of profit or loss from the profit or loss of the associate after the acquisition date.

If the ownership interest in an Associate is reduced but significant influence is retained, only a proportionate share of the amount previously recognised in other comprehensive income is reclassified to the consolidated profit or loss where appropriate.

4. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

o. Investasi pada Entitas Asosiasi (lanjutan)

Bagian Grup atas laba atau rugi Entitas Asosiasi pasca akuisisi diakui dalam laporan laba rugi konsolidasian dan bagian atas mutasi penghasilan komprehensif lainnya pasca akuisisi diakui di dalam penghasilan komprehensif lainnya dengan melakukan penyesuaian atas jumlah tercatat investasi.

Jika bagian Grup atas kerugian Entitas Asosiasi sama dengan atau melebihi kepentingannya pada Entitas Asosiasi, termasuk piutang tanpa agunan, Grup menghentikan pengakuan bagian kerugiannya, kecuali jika Grup memiliki kewajiban atau melakukan pembayaran atas nama Entitas Asosiasi.

Pada setiap tanggal pelaporan, Grup menentukan apakah terdapat bukti objektif bahwa telah terjadi penurunan nilai atas investasi pada Entitas Asosiasi. Jika demikian, maka Grup menghitung besarnya penurunan nilai sebagai selisih antara jumlah yang terpulihkan dan nilai tercatat atas investasi pada Entitas Asosiasi dan mengakui selisih tersebut pada "bagian atas hasil bersih Entitas Asosiasi" dalam laporan laba rugi konsolidasian.

Perseroan menghentikan penggunaan metode ekuitas dari tanggal ketika investasinya berhenti menjadi investasi pada Entitas Asosiasi atau ketika investasi diklasifikasi sebagai dimiliki untuk dijual. Ketika Perseroan mempertahankan kepentingan dalam Entitas Asosiasi terdahulu dan sisa kepentingan adalah aset keuangan. Perseroan mengukur setiap sisa kepentingan pada nilai wajar pada tanggal tersebut dan nilai wajar dianggap sebagai nilai wajarnya pada saat pengakuan awal sesuai dengan PSAK 109.

Selisih antara jumlah tercatat Entitas Asosiasi pada tanggal metode ekuitas dihentikan penggunaannya, dan nilai wajar setiap investasi yang tersisa dan setiap hasil dari pelepasan bagian kepentingan dalam Entitas Asosiasi termasuk dalam penentuan keuntungan atau kerugian pelepasan dari Entitas Asosiasi.

4. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

o. Investments in Associates *(continued)*

The Group's share of the post-acquisition profit or loss of an Associate is recognized in the consolidated statement of income, and the Group's share of post-acquisition changes in other comprehensive income is recognized in other comprehensive income by adjusting the carrying amount of the investment.

When the Group's share of losses in Associate equals to or exceeds its interest in the Associate, including any other unsecured receivables, the Group does not recognise further losses, unless it has incurred legal or constructive obligations or made payments on behalf of the Associate.

The Group determines at each reporting date whether there is any objective evidence that the investment in the Associate is impaired. If this is the case, the Group calculates the amount of impairment as the difference between the recoverable amount of the investment in Associate and its carrying value and recognises the amount to "share of results of Associates" in the consolidated profit or loss.

Company has been discontinued of equity method using from date when investment stopped to be Associate Entities investment or when investment is classified as held for sale. When Company maintain of interest in Associate Entities previously and remaining interest is financial asset. Company measured of interest remaining at fair value in the date and it's considered as it's fair value upon initial recognition in accordance with PSAK 109.

Difference between of carrying amount of Associate Entities on the date of equity method was discontinued, and fair value of any retained interest and any proceeds from disposing of a part interest in Associate Entities is included in the determination of gain or loss or loss of Associate Entities release.

4. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

o. Investasi pada Entitas Asosiasi (lanjutan)

Selanjutnya, Perseroan mencatat seluruh jumlah yang sebelumnya telah diakui dalam penghasilan komprehensif lain yang terkait dengan entitas asosiasi tersebut dengan menggunakan dasar perlakuan yang sama dengan yang disyaratkan jika Entitas Asosiasi telah melepaskan secara langsung aset dan liabilitas yang terkait. Oleh karena itu, jika keuntungan atau kerugian yang sebelumnya diakui dalam penghasilan komprehensif lain oleh Entitas Asosiasi akan direklasifikasi ke laba rugi pada saat pelepasan dari aset atau liabilitas terkait. Perseroan mereklasifikasi laba rugi dari ekuitas ke laba rugi (sebagai penyesuaian reklasifikasi) Entitas Asosiasi ketika metode ekuitas dihentikan penggunaannya.

p. Properti Investasi

Properti investasi adalah properti (tanah atau bangunan atau bagian dari suatu bangunan atau keduanya) untuk menghasilkan rental atau untuk kenaikan nilai atau keduanya.

Biaya-biaya setelah perolehan awal diakui dalam jumlah tercatat properti investasi jika dan hanya jika besar kemungkinan manfaat ekonomis di masa depan berkenaan properti investasi tersebut akan mengalir ke perusahaan dan biaya perolehan aset dapat diukur secara andal, dan tidak termasuk biaya perawatan sehari-hari properti investasi.

Properti investasi awalnya diukur sebesar biaya perolehan yang meliputi harga pembelian dan biaya-biaya yang dapat diatribusikan secara langsung. Selanjutnya setelah penilaian awal, properti investasi dinilai dengan menggunakan nilai wajar. Keuntungan atau kerugian yang timbul dari perubahan nilai wajar diakui pada laporan laba rugi pada saat terjadinya.

Properti investasi mencakup juga properti dalam proses pembangunan dan akan digunakan sebagai properti investasi setelah selesai.

Akumulasi biaya perolehan dan biaya pembangunan (termasuk biaya pinjaman yang terjadi) diamortisasi pada saat selesai dan siap untuk digunakan.

4. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

o. Investments in Associates *(continued)*

Furthermore, the Company recognizes the entire amount previously recognized in other comprehensive income related to the Associate using the same treatment as would be required if the Associate had directly disposed of the related assets and liabilities. Therefore, any gains or losses previously recognized in other comprehensive income by the associate are reclassified to profit or loss upon the disposal of the related assets or liabilities. The Company reclassifies the Associate's gains or losses from equity to profit or loss (as a reclassification adjustment) when the equity method is discontinued.

p. Investment Properties

Investment properties are properties (land or a building or part of a building or both) held to earn rentals or for capital appreciation or both.

Costs after the initial acquisition is recognized in the carrying amount of investment property if and only if it is probable that future economic benefits in respect of the investment property will flow to the company and the cost of the item can be measured reliably, and does not include the cost of the maintenance of investment property.

Investment property is initially measured at cost which includes the purchase price and costs directly attributable. Furthermore. after the initial measurement, property investments valued using fair value. Gains or losses arising from changes in fair value recognized in profit or loss as incurred.

Investment property includes properties in the process of development and will be used as investment property after completion.

Accumulated acquisition and development costs (including borrowing costs incurred) are amortized when completed and ready for use.

4. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

p. Properti Investasi (lanjutan)

Properti investasi dihentikan pengakuannya pada saat dilepaskan atau tidak digunakan lagi secara permanen dan tidak memiliki manfaat ekonomi masa depan yang diperkirakan dari pelepasannya.

Keuntungan atau kerugian yang timbul dari penghentian pengakuan properti investasi (ditentukan dari selisih antara hasil neto pelepasan dan jumlah tercatat aset) diakui dalam laba rugi konsolidasian pada periode terjadinya penghentian atau pelepasan.

Pengalihan ke properti investasi dilakukan jika, dan hanya jika, terdapat perubahan penggunaan yang ditunjukkan dengan berakhirnya pemakaian oleh pemilik, dimulainya sewa operasi ke pihak lain atau selesainya pembangunan atau pengembangan. Pengalihan dari properti investasi dilakukan jika, dan hanya jika, terdapat perubahan penggunaan yang ditunjukkan dengan dimulainya penggunaan oleh pemilik atau dimulainya pengembangan untuk dijual.

q. Aset Tetap

Aset tetap, kecuali tanah dinyatakan sebesar biaya perolehan *(acquisition cost)* setelah dikurangi akumulasi penyusutan dan akumulasi rugi penurunan nilai,jika ada. Namun, tidak termasuk biaya perbaikan dan perawatan sehari-hari.

Perusahaan masih memilih menggunakan model biaya *(cost model)* dalam melakukan pengukuran untuk seluruh aset tetapnya setelah pengakuan awal aset tetap yang bersangkutan.

Biaya perolehan awal aset tetap meliputi harga perolehan, termasuk bea impor dan pajak pembelian yang tidak boleh dikreditkan dan biaya-biaya yang dapat diatribusikan secara langsung untuk membawa aset ke lokasi dan kondisi yang diinginkan sesuai dengan tujuan penggunaan yang ditetapkan.

Biaya pengurusan legal hak atas tanah ketika tanah diperoleh pertama kali diakui sebagai bagian dari biaya perolehan tanah dan biaya ini tidak disusutkan. Biaya pengurusan perpanjangan atau pembaruan legal hak atas tanah diakui sebagai aset takberwujud dan diamortisasi sepanjang umur hukum hak atas tanah.

4. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

p. Investment Properties *(continued)*

Investment properties are derecognised upon disposal or when the investment property is permanently withdrawn from use and no future economic benefits are expected from its disposal.

Any gain or loss arising on derecognition of the property (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the consolidated profit or loss in the period in which the property is derecognised or disposed of.

Transfers to investment properties should be made when, and only when, there is a change in use, evidenced by the end of owneroccupation, commencement of an operating lease to another party or end of construction or development. Transfers from investment properties should be made when, and only when, there is a change in use, evidenced by the commencement of owner occupation or commencement of development with a view to sell.

q. Fixed Assets

Fixed assets, except land are stated at the acquisition cost. after deducting accumulated depreciation and accumulated impairment losses If any. However, it does not include daily repairs and maintenance costs.

The Company still chooses to use the cost model in measuring all of its fixed assets after the initial recognition of the fixed assets concerned.

The initial cost of property and equipment consists of its purchase price, including import duties and taxes and any directly attributable costs in bringing the property and equipment to its working condition and location for its intended on use.

Initial legal costs incurred to obtain legal rights are recognized as part of the acquisition cost of the land and these costs are not depreciated. Costs related to renewal of land rights are recognized as intangible assets and amortized during the period of the land rights.

4. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

q. Aset Tetap (lanjutan)

Suku cadang utama dan peralatan siap pakai diklasifikasikan sebagai aset tetap bila diperkirakan akan digunakan dalam operasi selama lebih dari satu tahun.

Beban-beban yang timbul setelah aset tetap digunakan seperti beban perbaikan dan pemeliharaan dibebankan ke laba rugi pada saat terjadinya. Apabila beban-beban tersebut menimbulkan peningkatan manfaat ekonomis di masa datang dari penggunaan aset tetap tersebut yang dapat melebihi kinerja normalnya, maka beban-beban tersebut dikapitalisasi sebagai tambahan biaya perolehan aset tetap.

Jumlah tercatat aset tetap dihentikan pengakuannya (*derecognized*) pada saat dilepaskan atau tidak ada manfaat ekonomis masa depan yang diharapkan dari penggunaan atau pelepasannya.

Aset tetap yang dijual atau dilepaskan dikeluarkan dari kelompok aset tetap berikut akumulasi penyusutan dan amortisasi serta akumulasi penurunan nilai yang terkait dengan aset tetap tersebut.

Laba atau rugi yang timbul dari penghentian pengakuan aset tetap ditentukan sebesar perbedaan antara jumlah neto hasil pelepasan, jika ada dengan jumlah tercatat dari aset tetap tersebut dan diakui dalam laporan rugi komprehensif konsolidasian pada tahun terjadinya penghentian pengakuan.

Penyusutan (selain tanah) dimulai pada tanggal aset tersebut digunakan atau siap untuk digunakan, penyusutan diakui sebagai penghapusan biaya perolehan aset dikurangi nilai residu berdasarkan taksiran masa manfaat ekonomis aset tetap sebagai berikut:

4. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

q. Fixed Assets *(continued)*

Major spare parts and stand by equipment are classified as fixed assets when they are expected to be used in operations during more than one year.

Expenses incurred after fixed assets are used. such as repairs and maintenance expenses are charged to profit or loss when incurred. If these expenses lead to an increase in future economic benefits from the use of these fixed assets that can exceed their normal performance. then these expenses are capitalized in addition to the acquisition cost of fixed assets.

The carrying amount of fixed asset is derecognized at the time of disposal or no future economic benefit is expected from its use or disposal.

Fixed asset sold or disposed of are removed from the accounts with the accumulated depreciation and amortization and accumulated impairment losses associated with fixed asset.

Gains or losses arising from the termination of recognition of fixed assets are determined at the difference between the net amount of disposal proceeds if any and the carrying amount of fixed assets and recognized in the consolidated statements of profit or loss and other comprehensive income in the year of the cessation of the recognition.

Depreciation (except for land) is applied from the date the assets are put into service or when the assets are ready for service, depreciation is recognized so as to write off the cost of assets less residual values based on the estimated useful lives of the assets as follows:

Jenis Aset Tetap	Metode/ *Method*	Tarif/ *Rates*	Umur Ekonomis/ *Economic Life*	Nilai Residu/ *Residual Value*	*Type of Assets*
Alat Produksi					***Production Equipments***
Armada Niaga					***Commercial Fleet***
- Kapal Penumpang	Garis Lurus/ *Straight Line*	3,33%	30 Tahun / *Year*	5,00%	*Passenger Ship* -
- Kapal RoRo	Garis Lurus/ *Straight Line*	4,00%	25 Tahun / *Year*	5,00%	*RoRo Ship* -
- Kapal Barang	Garis Lurus/ *Straight Line*	5,00%	20 Tahun / *Year*	5,00%	*Cargo Ship* -

4. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

4. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

q. Aset Tetap (lanjutan)

q. Fixed Assets *(continued)*

Jenis Aset Tetap	Metode/ *Method*	Tarif/ *Rates*	Umur Ekonomis/ *Economic Life*	Nilai Residu/ *Residual Value*	*Type of Assets*
Alat Produksi					***Production Equipments***
Armada Niaga					***Commercial Fleet***
- *Tug Boat* dan Tongkang	Garis Lurus/ *Straight Line*	6,66%	15 Tahun / *Year*	2%	*Tug Boats and Barges* -
- Suku Cadang dan Perlengkapan Kapal	Garis Lurus/ *Straight Line*	33,30%	3 Tahun / *Year*		*Parts* -
Container					***Container***
- *Refeer Container/Container*	Garis Lurus/ *Straight Line*	6,66%	15 Tahun / *Year*		*Refeer Container/Container* -
Alat Produksi Perhotelan					***Hotel Production Tools***
- Bangunan Hotel	Garis Lurus/ *Straight Line*	2,50%	40 Tahun / *Year*		*Hotel Building* -
- Fasilitas Penunjang Hotel					*Hotel supporting facilities* -
- Kolam Renang	Garis Lurus/ *Straight Line*	6,66%	15 Tahun / *Year*		Swimming Pool -
- Fasilitas Penunjang Hotel Lainnya	Garis Lurus/ Straight Line	14,28%	7 Tahun / Year		*Other Hotel supporting facilities* -
- Perlengkapan Hotel	Garis Lurus/ *Straight Line*	20,00%	5 Tahun / *Year*		*Hotel Equipment* -
- Perlengkapan Dapur	Garis Lurus/ *Straight Line*	20,00%	5 Tahun / *Year*		*Kitchen Equipment* -
Alat Produksi Galangan Kapal					***Shipyard Production Equipment***
- Perlengkapan Galangan Kapal	Garis Lurus/ *Straight Line*	10%	10 Tahun / *Year*		*Shipyard Equipment* -
- Peralatan Penunjang Galangan Kapal	Garis Lurus/ *Straight Line*	10%	10 Tahun / *Year*		*Shipyard Support Equipment* -
- Alat Angkut	Garis Lurus/ *Straight Line*	20,00%	5 Tahun / *Year*		*Conveyance* -
Aset Tetap					***Fixed Assets***
- Bangunan	Garis Lurus/ *Straight Line*	2,50%	40 Tahun / *Year*		*Building* -
- Kendaraan Bermotor	Garis Lurus/ *Straight Line*	20,00%	5 Tahun / *Year*		*Vehicle* -
- Peralatan Elektronik	Garis Lurus/ *Straight Line*	20,00%	5 Tahun / *Year*		*Electronic Equipment* -
- Peralatan Komunikasi	Garis Lurus/ *Straight Line*	20,00%	5 Tahun / *Year*		*Communication Equipment* -
- Perabotan Kantor/Rumah Tangga	Garis Lurus/ *Straight Line*	20,00%	5 Tahun / *Year*		*Office/Household Furniture* -

4. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

q. Aset Tetap (lanjutan)

Nilai tercatat aset tetap ditelaah kembali dan dilakukan penurunan nilai apabila terdapat peristiwa atau perubahan kondisi tertentu yang mengindikasikan nilai tercatat tersebut tidak dapat dipulihkan sepenuhnya.

Nilai residu, umur manfaat serta metode penyusutan ditelaah setiap akhir tahun dan dilakukan penyesuaian apabila hasil telaah berbeda dengan estimasi sebelumnya.

Biaya Pinjaman

Biaya pinjaman yang dapat didistribusikan secara langsung dengan perolehan, konstruksi, atau pembuatan aset kualifikasian adalah biaya pinjaman yang dapat dihindari jika pengeluaran atas aset kualifikasian tidak dilakukan.

Pinjaman dana secara spesifik telah ditentukan penggunaannya, jumlah biaya pinjaman yang dapat dikapitalisasi sebesar biaya pinjaman aktual yang terjadi selama periode dikurangi penghasilan investasi atas investasi sementara dari pinjaman tersebut.

Pinjaman dana secara umum lalu menggunakannya untuk memperoleh suatu aset kualifikasian dengan jumlah biaya pinjaman yang dapat dikapitalisasi dengan menerapkan suatu tarif kapitalisasi terhadap pengeluaran atas aset tersebut.

Tarif kapitalisasi adalah rata-rata tertimbang biaya pinjaman atas saldo pinjaman selama periode di luar pinjaman spesifik untuk memperoleh aset kualifikasian. Jumlah biaya pinjaman dikapitalisasi selama suatu periode tidak boleh melebihi jumlah biaya pinjaman yang terjadi pada periode tersebut.

Kapitalisasi biaya pinjaman dihentikan pada saat aktivitas yang berkaitan dengan perolehan dan pengembangan proyek telah selesai atau pada saat konstruksi selesai dan aset tersebut siap digunakan sesuai dengan tujuannya.

Biaya bunga dan biaya pinjaman lain, seperti biaya diskonto atas pinjaman baik yang secara langsung ataupun tidak langsung digunakan untuk mendanai konstruksi aset tertentu yang memenuhi syarat dikapitalisasi sampai konstruksi tersebut selesai.

4. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

q. Fixed Assets *(continued)*

The carrying values of property and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying values may not be recoverable.

The asset's residual values, useful lives and depreciation method are reviewed and adjusted if appropriate. at each financial year end.

Borrowing Costs

Borrowing costs that can be distributed directly with the acquisition, construction or manufacture of qualifying assets are borrowing costs that can be avoided if the expenditure on qualifying assets is not carried out.

Specific use of the loan has been determined. the amount of borrowing costs that can be capitalized is equal to the actual borrowing costs incurred during the period less investment income on the temporary investment of the loan.

Fund loans generally use it to obtain a qualifying asset the amount of borrowing costs that can be capitalized by applying a capitalization rate to the expenditure on the asset.

Rate capitalization is the weighted average borrowing cost for the loan balance during the period outside the specific loan to obtain the qualifying asset. The amount of borrowing costs capitalized during a period should not exceed the amount of borrowing costs incurred during that period.

Capitalization of borrowing costs discontinued when activities associated with the acquisition and development projects have been completed or when construction is completed and the asset is ready for its use.

Interest expense and other borrowing costs, such as discount fees on loans either directly or indirectly used to finance construction of certain assets are eligible are capitalized until construction is completed.

4. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

q. Aset Tetap (lanjutan)

Aset Dalam Konstruksi

Aset dalam konstruksi merupakan aset tetap dalam tahap konstruksi dinyatakan sebesar biaya perolehan berdasarkan persentase fisik pekerjaan yang telah diselesaikan pada akhir tahun sesuai dengan Berita Acara Kemajuan Fisik Pekerjaan.

Aset dalam konstruksi disajikan sebagai bagian dari aset tetap yang dinyatakan berdasarkan biaya perolehan yaitu harga perolehan biaya-biaya yang dapat diatribusikan langsung estimasi awal biaya pembongkaran dan pemindahan aset tetap dan restorasi lokasi aset tetap dan biaya pinjaman yang digunakan untuk membiayai aset selama masa pembangunan.

Akumulasi biaya perolehan akan dipindahkan ke masing-masing aset tetap yang bersangkutan pada saat konstruksi selesai secara substansial dan aset tersebut telah digunakan sesuai tujuannya yang dibuktikan dengan Berita Acara Serah Terima

Aset Tetap Usul Hapus

Aset tetap yang tidak memberikan manfaat dalam aktivitas produksi/usahanya atau tidak ada manfaat ekonomis masa depan yang diharapkan dari penggunaan/pelepasannya dikategorikan sebagai aset tetap usul hapus dan disajikan pada kelompok aset tidak lancar lainnya.

Aset tetap pada kategori tersebut dilakukan penurunan nilai sebesar nilai tercatatnya pada saat tidak lagi memberikan manfaat ekonomis masa depan yang diharapkan dari penggunaannya. Akumulasi penurunan nilai aset tetap usul hapus dibentuk sebagai penerapan atas akuntansi penurunan nilai.

Penghapusbukuan dan pemindahtanganan aset tetap mengikuti ketentuan yang ditetapkan dalam Peraturan Menteri Negara Badan Usaha Milik Negara Nomor: PER-03/MBU/03/2021, tentang Tata cara Penghapusbukuan dan Pemindahtanganan Aset Tetap Badan Usaha Milik Negara dan SK Direksi No.04.09/02/SK/HKO.01/2021, tentang Standard Operational Prosedure (SOP) Penghapusbukuan dan Pemindahtanganan Aktiva Tetap PT PELNI (Persero).

4. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

q. Fixed Assets *(continued)*

Construction in Progress

Construction in progress (CIP) are fixed assets in the construction phase. which are stated at cost based on the physical percentage of work completed at the end of the year in accordance with the Minutes of Physical Progress of Work.

CIP are presented as part of fixed assets. which are stated based on acquisition costs costs directly attributable costs. initial estimates of the costs of dismantling and moving fixed assets and restoring the location of fixed assets and borrowing costs used to finance assets during the period development.

The accumulated costs will be transferred to the respective fixed assets when the construction is substantially completed and the assets are ready for its intended use. as evidenced by the Minutes of First Taking Over.

Fixed Assets Write-off

Fixed assets that do not provide benefits in production activity/her business or no future economic benefits are expected from the use/disposal are categorized as write-off fixed assets and are presented in the other non-current assets group. .

Fixed assets in that category of impaired its carrying value at the time no longer provide future economic benefits are expected from its use. Accumulated impairment of write-off fixed assets created as the application of the accounting impairment.

The write off and the alienation of property and equipment following the regulation stated by the Minister of State Owned Enterprises No. PER-03/MBU/03/2021, regarding Procedure for Written off and Transfer of Fixed Assets of State Owned Company and Decree of the Board of Directors No. 04.09/02/SK/HKO.01/2021, concerning Standard Operational Procedures (SOP) for Write-offs and Transfers of PT PELNI (Persero) Fixed Assets.

4. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

q. Aset Tetap (lanjutan)

Aset Tetap Usul Hapus (lanjutan)

Aset tetap usul hapus dihentikan pengakuannya bilamana telah mendapat persetujuan penghapusan dari Dewan Komisaris dan atau Pemegang Saham. Keuntungan atau kerugian yang diperoleh dari hasil penjualan aset tetap usul hapus diakui pada kelompok pendapatan (beban) non usaha.

r. Aset Takberwujud

Beban perpanjangan atau pembaruan hak atas tanah diakui sebagai aset takberwujud. Beban tersebut diamortisasi selama mana yang lebih pendek antara umur legal atau umur ekonomi tanah. Jika beban pengurusan perpanjangan atau pembaharuan hak atas tanah tidak material, maka dibebankan pada periode berjalan.

Aset takberwujud dicatat pada biaya perolehannya dikurangi akumulasi amortisasi dan akumulasi rugi penurunan nilai. Aset takberwujud diamortisasi selama estimasi masa manfaatnya. Grup mengestimasi nilai yang dapat diperoleh kembali dari aset takberwujud.

Umur manfaat aset takberwujud dinilai sebagai terbatas atau tidak terbatas. Aset takberwujud dengan umur manfaat terbatas diamortisasi sesuai umur manfaat ekonomis dan diuji untuk penurunan nilai jika terdapat indikasi bahwa aset takberwujud mengalami penurunan nilai. Periode dan metode amortisasi aset takberwujud dengan umur manfaat terbatas ditelaah sekurang-kurangnya pada setiap akhir periode pelaporan.

Perubahan pada perkiraan umur manfaat atau pola konsumsi manfaat ekonomi masa depan dari aset tersebut dijadikan pertimbangan dalam mengubah periode atau metode amortisasi dan diperlakukan sebagai perubahan estimasi akuntansi. Beban amortisasi aset takberwujud dengan umur manfaat terbatas dicatat sebagai beban pada laba rugi sesuai dengan fungsi aset takberwujud tersebut.

4. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

q. Fixed Assets *(continued)*

Fixed Assets Write-off (continued)

Write-off fixed assets are derecognised when the the elimination has received approval from the Board of Commissioners and or Shareholders. Gain or loss realized from the sale of fixed assets proposed to be written off it was recognized in the group of other income (expenses).

r. Intangible Assets

Cost incurred for extension or renewal of land rights are recognized as intangible assets. Amortized over the period whichever is shorter between the legal life or economic life of the land. If the cost incurred are not material, then charged in the current period.

Intangible assets are recorded at acquisition cost less accumulated amortization and accumulated impairment losses. Intangible assets are amortized over their useful lives. The Group estimates the recoverable value of its intangible assets.

The useful lives of intangible assets are assessed as either finite or indefinite. Intangible assets with finite lives are amortised over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at the end of each reporting period.

Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are considered to modify the amortisation period or method. as appropriate. and are treated as changes in accounting estimates. The amortisation expense on intangible assets with finite lives is recognised in the profit or loss as the expense category that is consistent with the function of the intangible assets.

4. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

r. Aset Takberwujud (lanjutan)

Aset takberwujud dengan umur manfaat tidak terbatas tidak diamortisasi tetapi diuji setiap tahun untuk penurunan nilai secara individual atau pada tingkat unit penghasil kas. Apabila nilai tercatat aset takberwujud melebihi estimasi nilai yang dapat diperoleh kembali, maka nilai tercatat aset tersebut diturunkan menjadi sebesar estimasi nilai yang dapat diperoleh kembali. Umur manfaat aset takberwujud yang tidak diamortisasi ditelaah setiap periode untuk menentukan apakah peristiwa dan kondisi dapat terus mendukung penilaian bahwa umur manfaat tetap tidak terbatas. Jika tidak, maka perubahan umur manfaat dari tidak terbatas menjadi terbatas diterapkan secara prospektif.

4. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

r. Intangible Assets *(continued)*

Intangible assets with indefinite useful lives are not amortised but are tested for impairment annually either individually or at the cashgenerating unit level. When the carrying amount of an asset exceeds its estimated recoverable amount. the asset is written down to its estimated recoverable amount. The useful life of an intangible asset that is not being amortised shall be reviewed each period to determine whether events and circumstances continue to support an indefinite useful life assessment for that asset. If not, the change in useful life from indefinite to finite is made on a prospective basis.

Jenis Aset Takberwujud	**Metode/** ***Method***	**Tarif/** ***Rates***	**Umur Ekonomis/** ***Economic Life***	**Nilai Residu/** ***Residual Value***	***Type of Intangible Assets***
Aset Takberwujud					***Intangible Assets***
- Piranti Lunak	Garis Lurus/ *Straight Line*	20,00%	5 Tahun		*Software* -
- Sertifikat	Garis Lurus/ *Straight Line*		Sesuai Masa Berlaku Sertifikat/ *Certificate Validity Period*		*Certificate* -

Aset takberwujud dihentikan pengakuannya ketika aset tersebut dilepaskan atau ketika tidak terdapat lagi manfaat ekonomis masa depan yang diharapkan dari penggunaan atau pelepasan aset tersebut. Selisih dalam laporan antara nilai tercatat aset dengan hasil neto yang diterima dari pelepasannya diakui dalam laporan laba rugi.

Intangible assets are derecognized when no further economic benefits are expected. either from further use or from disposal. The difference between the carrying amount and the net proceeds received from disposal is recognized in the statement of profit or loss.

Biaya-biaya yang tidak mempunyai masa manfaat lebih dari satu periode tidak dapat ditangguhkan termasuk kerugian yang timbul dari kegiatan awal operasi dan biaya pra operasi / perintisan usaha.

The costs that do not have a useful life of more than one period can not be suspended including losses arising from the initial operation and cost of pre operative / pioneering effort.

4. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

s. Penurunan Nilai Aset Non Keuangan

Pada setiap akhir periode pelaporan, Grup menelaah nilai tercatat aset non-keuangan untuk menentukan apakah terdapat indikasi bahwa aset tersebut telah mengalami penurunan nilai. Kerugian akibat penurunan nilai diakui sebesar selisih antara nilai tercatat aset dengan nilai yang dapat diperoleh kembali dari aset tersebut.

Nilai yang dapat diperoleh kembali adalah nilai yang lebih tinggi antara nilai wajar dikurangi biaya untuk menjual dan nilai pakai aset. Dalam rangka mengukur penurunan nilai, aset dikelompokkan hingga unit terkecil yang menghasilkan arus kas terpisah.

Setiap tanggal pelaporan, aset non-keuangan yang telah mengalami penurunan nilai ditelaah untuk menentukan apakah terdapat kemungkinan pemulihan penurunan nilai. Pemulihan nilai langsung diakui dalam laba rugi konsolidasian, tetapi tidak boleh melebihi akumulasi rugi penurunan nilai yang telah diakui sebelumnya.

Pemulihan rugi penurunan nilai, untuk aset selain *goodwill* , diakui jika, dan hanya jika, terdapat perubahan estimasi yang digunakan dalam menentukan jumlah terpulihkan aset sejak pengujian penurunan nilai terakhir kali. Pembalikan rugi penurunan nilai tersebut diakui segera dalam laba rugi, kecuali aset yang disajikan pada jumlah revaluasian sesuai dengan PSAK lain.

Pembalikan tersebut tidak boleh mengakibatkan nilai tercatat aset melebihi biaya perolehan disusutkan sebelum adanya pengakuan penurunan nilai pada tanggal pembalikan dilakukan. Rugi penurunan nilai yang diakui atas *goodwill* tidak dapat dibalik kembali.

t. Liabilitas Kontrak

Liabilitas kontrak merupakan kewajiban perusahaan untuk mengalihkan barang atau jasa kepada pelanggan di mana perusahaan telah menerima imbalan (atau jumlah yang jatuh tempo) dari pelanggan sebelum kewajiban pelaksanaan direalisasikan.

4. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

s. Impairment of Non financial Assets

At the end of each reporting period, the Group reviews the carrying amounts of non-financial assets to determine whether there is any indication that the assets have suffered an impairment loss. An impairment loss is recognised for the amount by which the carrying amount of the asset exceeds its recoverable amount.

Recoverable amount is the higher of its fair value less cost to sell and the value in use of the assets. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows.

At each reporting date, non-financial assets that suffered impairment are reviewed for possible recoverable of the impairment. Recoverable amount is immediately recognised in the consolidated profit or loss, but not in excess of any accumulated impairment loss previously recognised.

An impairment loss, for assets other than goodwill, is recognized if, and only if, there has been a change in the estimate used in determining the asset's recoverable amount since the last impairment test. The reversal of the impairment loss is recognized immediately in profit or loss, except for assets which are presented at revalued amounts in accordance with other PSAK.

The reversal should not result in the carrying amount of an asset exceeding what the depreciated cost would have been had the impairment not been recognised at the date on which the impairment was reversed. Impairment losses relating to goodwill are not reversed.

t. Contract Liabilities

Contract liabilities are obligations of the company to transfer goods or services to customers where the company has received consideration (or the amount due) from the customer before the performance obligation is realized.

4. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

u. Transaksi Sewa

Pada tanggal awal dimulainya suatu kontrak, Grup menilai apakah kontrak merupakan atau mengandung sewa. Suatu kontrak mengandung sewa apabila kontrak tersebut memberikan hak untuk mengendalikan penggunaan aset identifikasian selama suatu jangka waktu untuk dipertukarkan dengan imbalan.

Untuk menilai apakah kontrak memberikan hak untuk mengendalikan penggunaan aset identifikasian, Grup mempertimbangkan apakah:

- Grup memiliki hak untuk mendapatkan secara substansial seluruh manfaat ekonomi dari penggunaan aset identifikasian; dan
- Grup memiliki hak untuk mengarahkan penggunaan aset identifikasian. Grup memiliki hak ini ketika Grup memiliki hak untuk pengambilan keputusan yang relevan tentang penentuan bagaimana dan untuk tujuan apa aset digunakan telah ditentukan sebelumnya dan:
  a. Grup memiliki hak untuk mengoperasikan aset; atau
  b. Grup telah mendesain aset dengan cara menetapkan sebelumnya bagaimana dan untuk tujuan apa aset akan digunakan selama periode penggunaan.

Aset yang diperoleh melalui sewa diakui sebagai aset hak guna dan liabilitas sewa. Pada tanggal permulaan, *lessee* mengukur aset hak guna pada biaya perolehan yang meliputi jumlah pengukuran awal liabilitas sewa, pembayaran sewa yang dilakukan pada atau sebelum tanggal permulaan dikurangi dengan insentif yang diterima, biaya langsung awal yang dikeluarkan oleh *lessee*, dan estimasi biaya yang akan dikeluarkan oleh *lessee* dalam membongkar dan memindahkan aset pendasar serta biaya restorasi.

Aset hak guna kemudian disusutkan menggunakan metode garis lurus dari tanggal permulaan hingga tanggal yang lebih awal antara akhir umur manfaat aset hak guna atau akhir masa sewa.

4. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

u. Lease Transactions

On the initial date of a contract, the Group assesses whether the contract is or contains a lease. A contract contains a lease if the contract transfers the right to control the use of an identified asset for a period of time to be exchanged for compensation.

To assess whether a contract conveys the right to control the use of an identified asset, the Group considers whether:

- *The Group has the right to obtain substantially all the economic benefits from use of the asset throughout the period of use; and*
- *The Group has the right to direct the use of the asset. The Group has this right when it has the decision-making rights that are the most relevant to changing the determination of how and for what purpose the asset is used and:*
  a. The Group has the right to operate the asset; or
  b. The Group has designed the asset in a way that predetermines how and for what purpose it will be used.

Assets obtained through lease are recognised as right of use of asset and lease liabilities. On the initial date, lessee measures right of use of asset at cost which include the initial measurement of lease liabilities, lease payments made on or before the commencement dates less the incentives received, the initial direct costs incurred by the lessee, and estimated cost to be incurred by the lessee in dismantling and moving the underlying assets and restoration costs.

The right of use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right of use asset or the end of the lease term.

4. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

u. Transaksi Sewa (lanjutan)

Liabilitas sewa diukur pada nilai kini pembayaran sewa yang belum dibayar pada tanggal permulaan, didiskontokan dengan menggunakan suku bunga implisit dalam sewa atau jika suku bunga tersebut tidak dapat ditentukan, maka menggunakan suku bunga pinjaman inkremental. Pada umumnya, Grup menggunakan suku bunga pinjaman inkremental sebagai tingkat bunga diskonto.

Pembayaran sewa yang termasuk dalam pengukuran liabilitas sewa meliputi pembayaran berikut ini:

- pembayaran tetap (termasuk pembayaran tetap secara substansi), dikurangi piutang insentif sewa;
- pembayaran sewa variabel yang didasarkan pada indeks atau tingkat, pada awalnya diukur menggunakan indeks atau tingkat pada tanggal mulai;
- jumlah yang diperkirakan akan dibayarkan oleh penyewa berdasarkan jaminan nilai residu;
- harga pelaksanaan dari opsi pembelian jika penyewa cukup yakin untuk menggunakan opsi tersebut, dan
- pembayaran penalti untuk penghentian sewa, jika masa sewa mencerminkan penyewa yang melaksanakan opsi penghentian tersebut.

Setelah awal masa sewa, setiap pembayaran sewa dialokasikan sebagai beban keuangan dan pengurangan liabilitas sehingga menghasilkan tingkat suku bunga yang konstan atas saldo liabilitas yang tersisa.

Utang sewa yang terkait, dikurangi dengan beban keuangan, dimasukkan ke dalam "liabilitas sewa". Elemen bunga dari beban keuangan dibebankan pada laba rugi.

Aset hak guna disajikan sebagai bagian dari Aset Tetap, sedangkan liabilitas sewa disajikan sebagai liabilitas jangka panjang kecuali untuk bagian yang jatuh tempo dalam 12 bulan atau kurang yang disajikan sebagai liabilitas jangka pendek. Grup tidak mengakui aset hak-guna dan liabilitas sewa untuk sewa jangka pendek yang memiliki masa sewa satu tahun atau kurang dan sewa dengan aset bernilai rendah.

4. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

u. Lease Transactions *(continued)*

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, using incremental borrowing rate. Generally, the Group uses its incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprises the following:

- *fixed payments (including in-substance fixed payments), less any lease incentives receivable;*
- *variable lease payment that are based on an index or a rate, initially measured using the index or rate as at the commencement date;*
- *amounts expected to be payable by the lessee under residual value guarantees,*
- *the exercise price of a purchase option if the lessee is reasonably certain to exercise that option; and*
- *payments of penalties for terminating the lease, if the lease term reflects the lessee exercising that termination option.*

After the commencement date, each lease payment is allocated between finance charges and reduction of the lease liability so as to achieve a constant rate on the finance balance outstanding.

The corresponding rental obligations, net of finance charges, are included in "lease liabilities". The interest element of the finance cost is charged to profit or loss.

Right of use of asset is presented as Fixed Asset, whereas lease liabilities are presented as long-term liabilities except for the parts that are due in 12 months or less that are presented as short-term liabilities. The Group does not recognise the right of use of asset and lease liabilities for short-term leases that have lease period of one year or less and leases with low-value assets.

4. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

u. Transaksi Sewa (lanjutan)

Grup telah memilih untuk tidak mengakui aset hak guna dan liabilitas sewa untuk sewa jangka pendek yang memiliki jangka waktu sewa 12 bulan atau kurang, dan sewa yang aset pendasarnya bernilai rendah. Grup mengakui pembayaran terkait dengan sewa ini sebagai beban dengan metode garis lurus selama masa sewa.

v. Imbalan Kerja

Imbalan Kerja Jangka Pendek

Imbalan kerja jangka pendek merupakan imbalan kerja yang dibayarkan dalam waktu kurang dari satu tahun, meliputi antara lain gaji, upah dan iuran jaminan sosial. Kewajiban pembayaran imbalan ini diakui sebesar jumlah tidak terdiskonto dan dibebankan pada laporan rugi komprehensif konsolidasi tahun berjalan serta dicatat sebagai beban yang masih harus dibayar/beban akrual.

Imbalan Kerja Jangka Panjang

Kewajiban Pensiun

Program Iuran Pasti

Program pensiun iuran pasti adalah sebuah program pensiun dimana Grup akan membayar iuran tetap kepada sebuah entitas yang terpisah (dana pensiun) dan tidak memiliki kewajiban hukum atau konstruktif untuk membayar kontribusi lebih lanjut apabila dana pensiun tersebut tidak memiliki aset yang memadai untuk membayar seluruh imbalan karyawan yang berhubungan dengan pelayanan yang diberikan oleh karyawan pada tahun kini dan sebelumnya.

Mulai tahun buku 2023, Perusahaan menerapkan kebijakan pembentukan cadangan beban kesejahteraan pegawai sesuai Surat Keputusan Direksi No. 01.02/01/SK/HKO.01/2023, tanggal 2 Januari 2023 sebagai bentuk tanggung jawab Perusahaan terkait kesejahteraan pegawai purna bakti dengan menjaga kecukupan dana pada Dana Pensiun Pelni, yang dilakukan secara akrual setiap bulannya. Pembentukan cadangan beban kesejahteraan pegawai PT PELNI (Persero) dengan menyesuaikan kinerja dan kemampuan Perusahaan. (Lihat Catatan 5f)

4. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

u. Lease Transactions *(continued)*

The Group has elected not to recognise right-ofuse assets and lease liabilities for short-term leases that have a lease term of 12 months or less, and leases with low value asset. The Group recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

v. Employment Benefits

Short Term Employee Benefits

Short term employee benefits are employee benefits payable in less than one year, including the following salaries, wages and social security contributions. The obligation to pay these benefits are recognized at its undiscounted amount and and as an expense in the consolidated statement of comprehensive income for the year and recorded as accrued expenses.

Long Term Employment Benefits

Pension obligations

Defined Contribution Plan

A defined pension contribution plan is a pension plan under which the Group pays fixed contributions into a separate entity (a pension fund) and will have no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior years.

Starting from the 2023 financial year, the Company implemented a policy of establishing a reserve for employee welfare expenses in accordance with the Decree of the Board of Directors No. 01.02/01/SK/HKO.01/2023, dated January 2, 2023 as a form of the Company's responsibility regarding the welfare of retired employees by maintaining sufficient funds in the Pelni Pension Fund, which is carried out on an accrual basis every month. The formation of the reserve for employee welfare expenses of PT PELNI (Persero) is adjusted to the Company's performance and capabilities. (See Note 5f)

4. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

v. Imbalan Kerja (lanjutan)

Imbalan Kerja Jangka Panjang (lanjutan)

Program Imbalan Pasti

Program pensiun imbalan pasti adalah program pensiun yang menentukan jumlah imbalan pensiun yang akan diberikan, biasanya berdasarkan pada satu faktor atau lebih seperti usia, masa kerja atau kompensasi.

Kewajiban program pensiun imbalan pasti yang diakui di laporan posisi keuangan konsolidasian adalah nilai kini kewajiban imbalan pasti pada tanggal laporan posisi keuangan konsolidasian dikurangi nilai wajar aset program. Kewajiban imbalan pasti dihitung setiap tahun oleh aktuaris independen dengan menggunakan metode *projected-unit-credit*. Nilai kini kewajiban imbalan pasti ditentukan dengan mendiskontokan arus kas keluar yang diestimasi dengan menggunakan tingkat bunga obligasi korporat berkualitas tinggi dalam denominasi mata uang dimana imbalan akan dibayarkan dan memiliki jangka waktu jatuh tempo mendekati jangka waktu kewajiban pensiun. Apabila tidak terdapat pasar aktif untuk obligasi korporat tersebut, digunakan bunga obligasi pemerintah.

Biaya jasa kini dari program pensiun imbalan pasti diakui pada beban imbalan kerja dalam laporan laba rugi konsolidasian yang mencerminkan peningkatan kewajiban imbalan pasti yang dihasilkan dari jasa karyawan dalam tahun berjalan.

Pengukuran kembali imbalan pascakerja yang terdiri dari keuntungan dan kerugian aktuarial yang timbul dari penyesuaian pengalaman dan perubahan dalam asumsi-asumsi aktuarial langsung diakui seluruhnya melalui penghasilan komprehensif lainnya dan dilaporkan di saldo laba.

Keuntungan dan kerugian dari kurtailmen atau penyelesaian program manfaat pasti diakui di laba rugi konsolidasian ketika kurtailmen atau penyelesaian tersebut terjadi.

Biaya jasa lalu diakui secara langsung di laporan laba rugi konsolidasian.

4. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

v. Employment Benefits *(continued)*

Long Term Employment Benefits *(continued)*

Defined Benefits Plan

A defined pension benefit plan is a pension plan that defines an amount of pension benefit to be provided, usually as a function of one or more factors, such as age, years of service or compensation.

The liability recognised in the consolidated statement of financial position in respect of defined benefit pension plans is the present value of the defined benefit obligation at the consolidated statement of financial position date, less the fair value of plan assets. The defined benefit obligation is calculated annually by independent actuaries using the projected-unit-credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using the interest rates of high-quality corporate bonds that are denominated in the currency in which the benefits will be paid, and that have terms of maturity approximating the terms of the related pension obligations. When there is no deep market for such bonds, the market rates of government bonds are used.

The current service cost of the defined benefit plan is recognised in the interim consolidated statement of profit or loss in employee benefit expense, which reflects the increase in the defined obligations resulting from employee service in the current year.

Remeasurement of post-employment benefits consists of actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are directly recognised in other comprehensive income and reported in retained earnings.

Gains or losses on the curtailment or settlement of a defined benefit plan are recognised in the consolidated statement of profit or loss when the curtailment or settlement occurs.

Past-service costs are recognised immediately in the consolidated statement of profit or loss.

4. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

v. Imbalan Kerja (lanjutan)

Imbalan Kerja Jangka Panjang (lanjutan)

Program Imbalan Pasti (lanjutan)

Pada tanggal 4 April 2022, Dewan Standar Akuntansi Keuangan Institut Akuntan Indonesia ("DSAK-IAI") menerbitkan siaran pers mengenai 'Mengatribusikan manfaat untuk masa kerja (PSAK 24)' sebagai tanggapan terhadap *International Financial Accounting Standard Interpretation Committee Agenda Decision: International Accounting Standard ("IAS") 19 Employee Benefit - Attributing Benefit to periods of service ("IFRIC")* yang diterbitkan di bulan Mei 2021. DSAK-IAI menilai bahwa skema manfaat pensiun yang diperkenalkan dalam UU Cipta Kerja sepertinya memiliki karakteristik yang serupa dengan pola fakta yang dibahas dalam IFRIC.

Imbalan Kerja Jangka Panjang Lainnya

Grup memberikan program santunan meninggal dan cacat, uang pisah, tunjangan hari tua, dan masa persiapan pensiun untuk karyawan tertentu. Hak atas imbalan ini biasanya berdasarkan pencapaian masa kerja karyawan sesuai dengan Perjanjian Kerja Bersama. Estimasi biaya imbalan ini diakui selama masa kerja. Imbalan ini dihitung dengan menggunakan metode yang sama dengan metode yang digunakan untuk program pensiun imbalan pasti, kecuali untuk keuntungan dan kerugian aktuarial yang diakui pada laporan laba rugi konsolidasian.

Kesejahteraan Karyawan

Untuk mensejahterakan karyawannya PT PELNI (Persero) memiliki beberapa program kesejahteraan, antara lain:

Tantiem

Tantiem dicadangkan berdasarkan estimasi manajemen Perseroan dan disahkan dalam Rapat Umum Pemegang Saham (RUPS) serta dibukukan sebagai beban *(expense)* tahun berjalan.

Jasa Produksi/Bonus

Bonus dicadangkan berdasarkan estimasi manajemen Perseroan dan disahkan oleh Rapat Umum Pemegang saham (RUPS). dibukukan sebagai beban *(expense)* tahun berjalan.

4. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

v. Employment Benefits *(continued)*

Long Term Employment Benefits *(continued)*

Defined Benefits Plan (continued)

On 4 April 2022, the Financial Accounting Standards Boards of the Indonesian Institute of Accountants ("DSAK-IAI") published a press release regarding 'Attributing benefit to periods of service (PSAK 24)' in response to the International Financial Accounting Standard Interpretation Committee Agenda Decision: International Accounting Standard ("IAS") 19 Employee Benefits - Attributing Benefit to periods of service ("IFRIC") published in May 2021. DSAK-IAI assessed that the pension benefit scheme introduced in the Job Creation Law shares similar characteristics with the fact patterns discussed in the IFRIC.

Other Long Term Benefits

The Group provides died and disabled compensation programs, separating money, old age benefits, and retirement preparation periods of its employees. The entitlements to these benefits are usually based on the completion of a certain number of service years by the employees in accordance with the Collective Labor Agreement. The estimated costs of these benefits are recognised over the year of employment. These benefits are accounted for using the same method as for the defined benefit pension plan, except for actuarial gains and losses which are recognised in the consolidated statement of profit or loss.

Employee Welfare

For the welfare of their employees PT PELNI (Persero) has several welfare programs such as:

Tantiem

Tantiem is reserved by management estimation and authorized through the General Meeting of Shareholders (RUPS) and recorded as expenses in the current year.

Incentives for Employee/Bonus

Incetives for employee/Bonus is reserved by management estimation and authorized through the General Meeting of Shareholders (RUPS) charged to expenses of the current year.

4. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

v. Imbalan Kerja (lanjutan)

Imbalan Kerja Jangka Panjang (lanjutan)

Kesejahteraan Karyawan (lanjutan)

Cuti Besar dan Cuti Tahunan

Perseroan memberikan kesempatan cuti tahunan (selama 12 hari per tahun) dan cuti besar (selama 30 hari) untuk melengkapi pelaksanaan cuti tersebut. Perseroan memberikan tunjangan cuti tahunan.

Dana Pindah Rumah

Perseroan menyediakan uang pindah bagi karyawan Perusahaan yang dipindahtugaskan dan memasuki masa bebas tugas (MBT).

Asuransi Jiwa dan Badan Penyelenggara Jaminan Sosial (BPJS)

Perseroan membiayai program asuransi jiwa bagi karyawan. Perseroan bekerja sama dengan beberapa Perseroan asuransi untuk mendukung program tersebut. Perseroan juga mengikut sertakan karyawannya dalam program jaminan ketenagakerjaan di BPJS Ketenagakerjaan.

w. Provisi

Provisi diakui apabila Grup memiliki kewajiban hukum atau konstruktif masa kini sebagai akibat peristiwa masa lalu; terdapat kemungkinan besar penyelesaian kewajiban tersebut mengakibatkan arus keluar sumber daya; dan jumlah kewajiban tersebut dapat diukur secara andal. Provisi tidak diakui untuk kerugian operasi masa depan.

Provisi diukur sebesar nilai kini dari estimasi terbaik manajemen atas pengeluaran yang diharapkan diperlukan untuk menyelesaikan kewajiban kini pada akhir periode pelaporan. Tingkat diskonto yang digunakan untuk menentukan nilai kini adalah tingkat diskonto sebelum pajak yang mencerminkan penilaian pasar atas nilai waktu uang dan risiko yang terkait dengan kewajiban. Peningkatan provisi karena berjalannya waktu diakui sebagai beban bunga.

4. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

v. Employment Benefits *(continued)*

Long Term Employment Benefits *(continued)*

Employee Welfare *(continued)*

Annual and Long Leave

The Company provides annual leave opportunities (for 12 days per year) and long leave (for 30 days) to complete the execution of such leave the Company provides annual vacation allowance.

Relocation Allowance

The Company provides moving allowance for the Company's employees who are transferred and entering the free of duty period (MBT).

Life Insurance and Badan Penyelenggara Jaminan Sosial (BPJS)

The Company entitles its employees in the life insurance program. In supporting this program. the Company has agreement with several insurance companies to provide the insurance products The Company's employees are also entitled to the social security of employee in BPJS Ketenagakerjaan.

w. Provision

A provision is recognised when the Group has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation; and the amount has been reliably estimated. Provision is not recognised for future operating losses.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the end of the reporting period. The discount rate used to determine the present value is a pretax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as interest expense.

4. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

x. Pengakuan Pendapatan dan Beban

Grup menerapkan PSAK 115 yang mensyaratkan pengakuan pendapatan harus memenuhi 5 langkah analisa sebagai berikut:

1) Identifikasi kontrak dengan pelanggan.
2) Identifikasi kewajiban pelaksanaan dalam kontrak. Kewajiban pelaksanaan adalah janji dalam kontrak untuk mentransfer barang atau jasa yang berbeda kepada pelanggan.
3) Tentukan harga transaksi. Harga transaksi adalah jumlah imbalan yang diharapkan menjadi hak entitas sebagai imbalan untuk mentransfer barang atau jasa yang dijanjikan kepada pelanggan. Jika pertimbangan yang dijanjikan dalam kontrak mencakup jumlah variabel. Perusahaan memperkirakan jumlah imbalan yang diharapkan berhak sebagai imbalan atas pengalihan barang atau jasa yang dijanjikan kepada pelanggan dikurangi perkiraan jumlah jaminan tingkat layanan yang akan dibayarkan selama masa kontrak.
4) Alokasikan harga transaksi untuk setiap kewajiban pelaksanaan atas dasar harga jual berdiri sendiri relatif dari setiap barang atau jasa berbeda yang dijanjikan dalam kontrak. Jika hal ini tidak dapat diamati secara langsung harga jual berdiri sendiri relatif diestimasi berdasarkan biaya ekspektasian ditambah marjin.
5) Mengakui pendapatan ketika kewajiban pelaksanaan dipenuhi dengan mentransfer barang atau jasa yang dijanjikan kepada pelanggan (yaitu ketika pelanggan memperoleh kendali atas barang atau jasa tersebut).

Kewajiban pelaksanaan dapat dipenuhi dalam kondisi sebagai berikut:

a) Pada waktu tertentu (biasanya untuk janji dalam memindahkan barang ke pelanggan).
b) Sepanjang waktu (biasanya untuk janji dalam memberikan layanan pada pelanggan). Untuk kewajiban pelaksanaan yang dipenuhi sepanjang waktu. Perusahaan memilih ukuran kemajuan yang sesuai untuk menentukan jumlah pendapatan yang harus diakui ketika kewajiban pelaksanaan dipenuhi.

4. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

x. Revenue and Expense Recognition

The Group has adopted PSAK 115, which requires revenue recognition to fulfill 5 steps of assessment:

1) Identify contracts with customers.
2) Identification of performance obligations in the contract. Performance obligations are promises in a contract to transfer different goods or services to the customer.
3) Determine the transaction price. The transaction price is the amount of consideration expected to be entitled to the entity in exchange for transferring the promised goods or services to the customer. If the consideration promised in the contract includes a variable amount. the Company estimates the amount of consideration that is expected to be entitled in exchange for the transfer of goods or services promised to the customer less the estimated amount of guaranteed service levels to be paid during the contract period.
4) Allocate the transaction price for each performance obligation on the basis of the relative stand-alone selling price of each different goods or services promised in the contract. If this cannot be observed directly the relative stand-alone selling price is estimated based on expected cost plus a margin.
5) Recognizes revenue when performance obligations are fulfilled by transferring the promised goods or services to the customer (that is. when the customer gains control of the goods or services).

The implementation obligation can be fulfilled in the following conditions:

a) A point in time (typically for promises to transfer goods to a customer).
b) Over time (typically for promises to transfer services to a customer). For a performance obligation satisfied over time. the Company selects an appropriate measure of progress to determine the amount of revenue that should be recognised as the performance obligation is satisfied.

4. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

x. Pengakuan Pendapatan dan Beban (lanjutan)

Pendapatan atas penyelenggaraan Kewajiban Pelayanan Publik atau *Public Service Obligation* (PSO) dan Subsidi

Pendapatan atas penyelenggaraan Kewajiban Pelayanan Publik (PSO) dan subsidi diakui pada saat pengajuan klaim terhadap seluruh biaya yang terkait langsung dengan kegiatan PSO dan subsidi.

Selisih kekurangan pembayaran atau kelebihan pencairan dana penyelenggaraan Kewajiban Pelayanan Publik akan diperhitungkan setelah dilakukan verifikasi dokumen dan verifikasi lapangan oleh pihak yang ditunjuk dalam Perjanjian.

Mulai tahun buku 2023, Perusahaan menerapkan kebijakan pembentukan cadangan PSO maksimal 6% dari setiap pencatatan akrual bulanan penghasilan PSO untuk mengantisipasi dampak koreksi atas hasil verifikasi penagihan PSO oleh Badan Pemeriksa Keuangan Republik Indonesia (BPK R.I.) melalui Surat Keputusan Direksi No. 01.02/01/SK/HKO.01/2023, tanggal 2 Januari 2023. Dasar pertimbangannya adalah jumlah koreksi dari hasil verifikasi dokumen dan verifikasi lapangan dalam kurun waktu 3 (tiga) tahun terakhir, secara rata-rata persentase koreksi sebesar 0,50% dari total penagihan PSO dan kriteria / acuan verifikasi yang digunakan oleh verifikator adalah PM No. 10 Tahun 2021 dan kontrak pelaksanaan PSO. Nilai cadangan PSO yang dibentuk diakui sebagai beban pengurang pendapatan PSO dan beban akrual pencadangan. (lihat catatan 5e)

Pendapatan Tambang Pasasi dan Muatan

Pendapatan tambang pasasi dan muatan diakui saat kapal meninggalkan pelabuhan atas dasar uang tambang pasasi dan uang tambang muatan yang diterima.

Pendapatan *Charter*, Bongkar Muat, Komisi Keagenan, EMKL dan Reparasi

Pendapatan *charter*, bongkar muat, komisi keagenan, EMKL dan reparasi diakui pada saat jasa tersebut telah selesai dilaksanakan.

4. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

x. Revenue and Expense Recognition *(continued)*

Revenue for the implementation of Public Service Obligations (PSO) and subsidies

Revenue for the implementation of Public Service Obligations (PSO) and subsidies are recognized at the time of filing a claim against all costs associated directly with PSO and subsidy activities.

The difference in underpayment or excess disbursement of funds for the implementation of Public Service Obligations will be calculated after document verification and field verification by the party appointed in the Agreement.

Starting in the 2023 fiscal year, the Company implemented a policy to set aside a PSO reserve of up to 6% of each monthly accrual of PSO revenue to anticipate the impact of corrections resulting from the verification of PSO billing by the Supreme Audit Agency of the Republic of Indonesia (BPK R.I.) through Board of Directors' Decision No. 01.02/01/SK/HKO. 01/2023, dated January 2, 2023. The basis for this decision is the amount of corrections resulting from document verification and field verification over the past 3 (three) years, with an average correction percentage of 0.50% of total PSO billing, and the verification criteria/references used by the verifiers are PM No. 10 of 2021 and the PSO implementation contract. The value of the PSO reserve established is recognized as a PSO revenue reduction expense and an accrual expense for the reserve. (see note 5e)

Pasasi Mines and Cargo Revenues

Passenger and cargo ticket revenues are recognized when the ship leaves the port on the basis of the ticket and cargo fees received.

Revenue Charter, Stevedoring, Agency Commissions, EMKL and Reparations

Revenue charter, stevedoring, agency commissions and reparations EMKL recognized when services have been completed.

4. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

x. Pengakuan Pendapatan dan Beban (lanjutan)

Pendapatan Sewa, Bunga dan Lainnya

Pendapatan sewa, bunga dan lainnya diakui dengan metode akrual.

Pendapatan Dividen dari Investasi Saham

Penghasilan dividen dari investasi saham diakui pada saat hak menerima dividen telah ditetapkan.

Uang yang diterima sehubungan dengan pelayanan jasa yang belum digunakan dicatat sebagai liabilitas jangka pendek dan disajikan sebagai liabilitas kontrak.

Beban diakui pada saat terjadinya dengan menggunakan dasar akrual.

y. Pajak Penghasilan

Beban pajak penghasilan terdiri dari pajak penghasilan kini dan pajak penghasilan tangguhan. Pajak tersebut diakui dalam laporan laba rugi konsolidasian, kecuali apabila pajak tersebut terkait dengan transaksi atau kejadian yang langsung diakui ke ekuitas atau penghasilan komprehensif lain. Dalam hal ini, pajak tersebut diakui langsung pada ekuitas atau penghasilan komprehensif lain.

Pajak Kini

Beban pajak kini dihitung berdasarkan peraturan perpajakan yang berlaku atau secara substantif telah berlaku pada akhir periode pelaporan. Manajemen secara periodik mengevaluasi posisi yang dilaporkan di Surat Pemberitahuan Tahunan (SPT) sehubungan dengan situasi dimana aturan pajak yang berlaku membutuhkan interpretasi. Jika perlu, manajemen menentukan provisi berdasarkan jumlah yang diharapkan akan dibayar kepada otoritas pajak.

Aset dan liabilitas pajak kini diakui jika jumlah pajak yang telah dibayar untuk periode berjalan dan periode-periode sebelumnya melebihi jumlah pajak yang terutang untuk periode tersebut maka kelebihannya diakui sebagai aset dan jika jumlah pajak kini yang belum dibayar diakui sebagai liabilitas.

4. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

x. Revenue and Expense Recognition *(continued)*

Rental Income, Interest and Other

Rental income, interest and other recognized on an accrual basis.

Dividend Income from Shares Investment

Dividend income from investment in shares capital is recognized when the shareholders rights to receive such dividend have been established.

The cash received from customers related to unused services are recorded as current liabilities and presented as contract liabilities.

Expenses are recognised when incurred on an accrual basis.

y. Income Taxes

The income tax expense comprises current and deferred income tax. Tax is recognised in the consolidated statements of profit or loss, except to the extent that it relates to items recognised directly in equity or other comprehensive income. In this case, the tax is also recognised directly in equity or other comprehensive income.

Current Taxes

The current income tax charge is calculated on the basis of the tax laws enacted or substantially enacted at the reporting date. Management periodically evaluates positions taken in its annual tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes a provision, where appropriate, on the basis of amounts expected to be paid to the tax authorities.

Current tax assets and liabilities are recognized if the amount of taxes paid for the current period and prior periods exceeds the amount of tax payable for that period then the excess is recognized as an asset. and if the amount of unpaid taxes is now recognized as a liability.

4. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

y. Pajak Penghasilan (lanjutan)

Pajak Kini (lanjutan)

Aset dan liabilitas pajak kini untuk tahun berjalan diukur sebesar jumlah yang diharapkan dapat direstitusi dari atau dibayarkan kepada otoritas perpajakan. Tarif pajak dan peraturan pajak yang digunakan untuk menghitung jumlah tersebut adalah yang telah berlaku atau secara substantif telah berlaku pada tanggal pelaporan.

Koreksi terhadap liabilitas perpajakan dicatat saat surat ketetapan pajak diterima atau apabila dilakukan banding, ketika hasil banding sudah diputuskan. Kekurangan/kelebihan pembayaran pajak penghasilan dicatat sebagai bagian dari “Beban Pajak Kini” dalam laporan laba rugi dan penghasilan komprehensif lain.

Aset pajak kini dan liabilitas pajak kini saling hapus jika terdapat hak secara hukum untuk melakukan saling hapus atas jumlah yang diakui dan memiliki intensi untuk menyelesaikan dengan dasar neto atau merealisasikan aset dan menyelesaikan liabilitas secara bersamaan.

Pajak Tangguhan

Grup menggunakan metode neraca (*balance sheets method)* pada akuntansi pajak tangguhan yang timbul akibat perbedaan temporer yang ada antara aset dan liabilitas atas dasar pajak dengan nilai tercatat aset dan liabilitas dalam laporan keuangan konsolidasian. Untuk masing-masing entitas anak yang dikonsolidasi, aset atau liabilitas pajak tangguhan disajikan dalam jumlah bersih.

Pajak penghasilan tangguhan ditentukan dengan menggunakan tarif pajak yang telah berlaku atau secara substantif telah berlaku pada periode pelaporan dan diharapkan diterapkan ketika aset pajak penghasilan tangguhan direalisasi atau liabilitas pajak penghasilan tangguhan diselesaikan.

Aset pajak tangguhan diakui apabila besar kemungkinan jumlah penghasilan kena pajak di masa mendatang akan memadai untuk dikompensasi dengan perbedaan temporer yang dapat dikurangkan dan rugi fiskal yang masih dapat dimanfaatkan.

4. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

y. Income Taxes *(continued)*

Current Taxes (continued)

Current income tax assets and liabilities for the current year are measured at the amount expected to be recoverd from or paid to the tax authority. The tax rates and tax laws used as a basis for computation are those that have been enacted or substantively enacted as at the reporting dates.

Corrections to taxation obligations are recorded when an assessment is received or, if appealed, when the result of the appeal is decided. Shortage / excess income tax payments are recorded as part of the "Current Tax Expense" in the income statement and other comprehensive income.

Current tax assets and current tax liabilities are offset when there is a legal right to offset the recognized amounts and has the intention to finish with a net basis or realize the asset and settle the liability simultaneously.

Deferred Taxes

The Group applies the balance sheets liability method of deferred tax accounting which arises on temporary differences between tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. For each of the consolidated subsidiaries, the deferred tax assets or liabilities are shown at the applicable net amounts.

Deferred income tax is determined using tax rates that have been enacted or substantively enacted as at reporting period and is expected to apply when the related deferred income tax asset is realized or the deferred income tax liability is settled.

Deferred tax assets are recognized to the extent that it is probable that future taxable profit will be available against which the deductible temporary differences and tax losses carried forward can be utilized.

4. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

y. Pajak Penghasilan (lanjutan)

Pajak Tangguhan (lanjutan)

Aset dan liabilitas pajak tangguhan diakui menggunakan metode liabilitas atas konsekuensi pajak pada masa mendatang yang timbul dari perbedaan jumlah tercatat aset dan liabilitas menurut laporan keuangan dengan dasar pengenaan pajak aset dan liabilitas pada setiap tanggal pelaporan.

Liabilitas pajak tangguhan diakui untuk semua perbedaan temporer kena pajak dan aset pajak tangguhan diakui untuk perbedaan temporer yang boleh dikurangkan dan akumulasi rugi fiskal, sepanjang besar kemungkinan perbedaan temporer yang boleh dikurangkan dan akumulasi rugi fiskal tersebut dapat dimanfaatkan untuk mengurangi laba kena pajak pada masa mendatang.

Nilai tercatat aset pajak tangguhan ditinjau kembali pada tanggal laporan posisi keuangan dan nilai tercatat tersebut diturunkan apabila laba fiskal tidak mungkin memadai untuk mengkompensasi sebagian atau semua aset pajak tangguhan. Penurunan tersebut harus disesuaikan kembali apabila besar kemungkinan laba fiskal memadai untuk kompensasi tersebut.

Perubahan nilai tercatat aset dan liabilitas pajak tangguhan yang disebabkan perubahan tarif pajak dibebankan pada tahun berjalan. kecuali untuk transaksi-transaksi yang sebelumnya telah langsung dibebankan atau dikreditkan ke ekuitas.

Pajak tangguhan yang berkaitan dengan transaksi baik yang ada di pendapatan komprehensif lainnya atau langsung dibebankan ke ekuitas, dicatat pada pendapatan komprehensif lainnya atau ekuitas bersangkutan.

Aset dan liabilitas pajak tangguhan saling hapus ketika entitas memiliki hak yang dapat dipaksakan secara hukum untuk melakukan saling hapus aset pajak kini terhadap liabilitas pajak kini dan ketika aset pajak tangguhan dan liabilitas pajak tangguhan terkait dengan pajak penghasilan yang dikenakan oleh otoritas perpajakan serta Perseroan dan entitas anak yang bermaksud untuk memulihkan aset dan liabilitas pajak kini dengan dasar neto.

4. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

y. Income Taxes *(continued)*

Deferred Taxes (continued)

Deferred tax assets and liabilities are recognized for the future tax consequences attributable to differences between the carrying amounts of existing assets and liabilities in the financial statements and their respective tax bases at each reporting date.

Deferred tax liabilities are recognized for all taxable temporary differences and deferred tax assets are recognized for deductible temporary differences and accumulated fiscal losses to the extent that it is probable that taxable income will be available in future years against which the deductible temporary differences and accumulated fiscal losses can be utilized.

The carrying amount of a deferred tax asset is reviewed at each consolidated statement of financial position date and is reduced to the extent that it is no longer probable that sufficient taxable income will be available to allow the benefit of part or all of that deferred tax asset to be utilized. Any such reduction is reversed to the extent that it becomes probable that sufficient taxable income would be available.

Changes in the carrying amounts of deferred tax assets and liabilities resulting from changes in tax rates are recognized in the current period, except for transactions that were previously recognized directly in equity.

Deferred tax related to transactions both in other comprehensive income or directly charged to shareholders' equity, are recorded in other comprehensive income or equity in question.

Deferred tax assets and liabilities are offset when there is legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority and the Company and its subsidiaries intend to settle their current tax assets and current tax liabilities on a net basis.

4. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

z. Penggunaan Saldo Laba

Penggunaan saldo laba yang dilakukan atas dasar keputusan/risalah Rapat Umum Pemegang Saham (RUPS).

aa. Laba (Rugi) Bersih Per Saham Dasar

Laba bersih per saham dihitung dengan membagi laba bersih yang tersedia bagi pemegang saham Grup dengan rata-rata tertimbang jumlah saham biasa yang beredar pada periode yang bersangkutan.

Laba per saham dilusian dihitung dengan membagi laba bersih yang diatribusikan kepada pemilik entitas induk dengan jumlah rata-rata tertimbang saham biasa yang telah disesuaikan dengan dampak dari semua efek berpotensi saham biasa yang dilutif.

Pada tanggal 31 Desember 2025 dan 2024, tidak ada efek yang berpotensi menjadi saham biasa. Oleh karena itu, laba per saham dilusian sama dengan laba per saham dasar.

ab. Informasi Segmen

Grup melakukan segmentasi pelaporan berdasarkan informasi keuangan yang digunakan oleh pengambil keputusan operasi utama dalam mengevaluasi kinerja segmen dan menentukan alokasi sumber daya yang dimilikinya. Direksi adalah pengambil keputusan operasional Grup. Segmentasi berdasarkan sifat usaha. Seluruh transaksi antar segmen telah dieliminasi.

Segmen operasi adalah suatu komponen dari entitas:

1) yang terlibat dalam aktivitas bisnis yang mana memperoleh pendapatan dan menimbulkan beban;
2) yang hasil operasinya dikaji ulang secara regular oleh pengambil keputusan operasional untuk membuat keputusan tentang sumber daya yang dialokasikan pada segmen tersebut dan menilai kinerjanya;
3) tersedia informasi keuangan yang dapat dipisahkan.

4. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

z. The Usage of Retained Earnings

The use of profit balance made on the basis of the decision/treatise of the general Meeting of Shareholders (AGM).

aa. Basic Net Earnings (Loss) Per Share

Basic earnings per share are calculated by dividing profit for the period attributable to owners of the parent by the weighted average number of ordinary shares outstanding during the period.

Diluted earnings per share is computed by dividing net profit attributable to the owners of the Company by the weighted average number of shares outstanding as adjusted for the effects of all dilutive potential ordinary shares.

As at December 31, 2025 and 2024, there were no existing instruments which could result in the issuance of further ordinary shares. Therefore, diluted earnings per share is the same as basic earnings per share.

ab. Segment Information

The Group segments its financial reporting based on the financial information used by the chief operating decision-maker in evaluating the performance of segments and in the allocation of resources. Directors are the Group's chief operating decision-maker. The segments are based on the nature of business. All transactions between segments have been eliminated.

An operating segment is a component of an entity:

1) that engages in business activities from which it may earn revenues and incur expenses;
2) whose operating results are regularly reviewed by the entity's operating decision maker to make decisions about resources to be allocated to the segment and value its performance;
3) *for which discrete financial information is available.*

4. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

ab. Informasi Segmen (lanjutan)

Untuk tujuan manajemen, Grup membagi menjadi beberapa segmen operasi berdasarkan produk dan jasa yang dikelola secara independen oleh masing-masing pengelola segmen yang bertanggung jawab atas kinerja dari masing-masing segmen. Para pengelola segmen melaporkan secara langsung kepada manajemen yang secara teratur mengkaji hasil operasi sebagai dasar untuk mengalokasikan sumber daya ke masing-masing segmen dan untuk menilai kinerja segmen.

ac. Kejadian Setelah Periode Pelaporan

Peristiwa-peristiwa yang terjadi setelah periode pelaporan berjalan yang menyediakan informasi mengenai posisi keuangan Grup pada tanggal laporan posisi keuangan konsolidasian sehingga perlu dilakukan penyesuaian, jika ada, telah tercermin dalam laporan keuangan konsolidasian. Kejadian-kejadian setelah tanggal laporan posisi keuangan yang tidak memerlukan penyesuaian. Apabila jumlahnya material telah diungkapkan dalam laporan keuangan konsolidasian.

4. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

ab. Segment Information *(continued)*

For management purposes, the Group are divided into operating segments based on products and services which are independently managed by the respective segment managers responsible for the performance of each segment. The segment managers report directly to the management regularly review the operating results as a basis for allocating resources to each of the segments and to assess segment performance.

ac. Events After the Reporting Period

Post year-end events that provide additional information about the Group's financial position at the date of the consolidated statement of financial position (adjusting events), if any, are reflected in the consolidated financial statements. Post year- end events that are not adjusting events are disclosed in the notes to consolidated financial statements when material.

5. PENGGUNAAN ESTIMASI, PERTIMBANGAN DAN ASUMSI MANAJEMEN

Penyusunan laporan keuangan konsolidasian Grup mensyaratkan manajemen untuk membuat pertimbangan, estimasi dan asumsi yang mempengaruhi jumlah yang dilaporkan atas pendapatan, beban, aset dan liabilitas, serta pengungkapan liabilitas kontinjensi, pada akhir periode pelaporan. Namun, ketidakpastian estimasi dan asumsi ini dapat menyebabkan hasil yang memerlukan penyesuaian material atas nilai tercatat aset atau liabilitas yang terpengaruh di masa mendatang.

Pertimbangan, estimasi dan asumsi berikut ini dibuat oleh manajemen dalam rangka penerapan kebijakan akuntansi Grup yang memiliki pengaruh paling material dan signifikan atas jumlah yang diakui dalam laporan keuangan konsolidasian.

5. MANAGEMENT USE OF ESTIMATES, JUDGMENTS AND ASSUMPTIONS

The preparation of the Group's consolidated financial statements requires management to make judgments, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities and the disclosure of contingent liabilities, at the end of the reporting period. However, uncertainty about these estimates and assumptions could result in outcomes that require a material adjustment to the carrying amounts of assets or liabilities affected in future periods.

The following judgments, estimates and assumptions were made by management in the process of applying the Group's accounting policies and have the most material and significant effects on the amounts recognised in the consolidated financial statements.

5. PENGGUNAAN ESTIMASI, PERTIMBANGAN DAN ASUMSI MANAJEMEN (lanjutan)

Pertimbangan

Pertimbangan berikut ini dibuat oleh manajemen dalam rangka penerapan kebijakan akuntansi Grup yang memiliki pengaruh paling signifikan atas jumlah yang diakui dalam laporan keuangan konsolidasian:

a. Ketidakpastian Kewajiban Perpajakan

Dalam situasi tertentu, Grup tidak dapat menentukan secara pasti jumlah utang pajak kini atau masa mendatang atau jumlah klaim restitusi pajak yang dapat terpulihkan karena proses pemeriksaan yang masih berlangsung atau negosiasi dengan otoritas perpajakan. Ketidakpastian timbul terkait dengan interpretasi dari peraturan perpajakan yang kompleks dan jumlah dan waktu dari penghasilan kena pajak di masa depan.

Dalam menentukan jumlah yang harus diakui terkait dengan utang pajak yang tidak pasti atau klaim restitusi pajak yang dapat terpulihkan terkait dengan ketidakpastian posisi perpajakan, Grup menerapkan pertimbangan yang sama yang akan digunakan dalam menentukan jumlah provisi yang harus diakui sesuai dengan PSAK 237, "Provisi, Liabilitas Kontinjensi, dan Aset Kontinjensi" dan PSAK 212, "Pajak Penghasilan". Grup membuat analisa untuk semua ketidakpastian posisi perpajakan untuk menentukan jika utang pajak atas manfaat pajak yang tidak pasti atau cadangan atas klaim restitusi pajak yang tidak dapat terpulihkan harus diakui.

b. Sewa

Penentuan apakah suatu perjanjian merupakan, atau mengandung unsur sewa membutuhkan pertimbangan yang cermat untuk menilai apakah perjanjian tersebut memberikan hak untuk mengendalikan penggunaan aset identifikasian selama jangka waktu tertentu untuk dipertukarkan dengan imbalan bahkan jika hak tersebut tidak dijabarkan secara eksplisit di perjanjian.

Grup mempunyai beberapa perjanjian sewa dimana Grup bertindak sebagai penyewa untuk beberapa aset tertentu. Grup mengklasifikasi masing-masing sewanya baik sebagai sewa operasi atau sewa pembiayaan.

5. *MANAGEMENT USE OF ESTIMATES, JUDGMENTS AND ASSUMPTIONS* *(continued)*

Judgments

The following judgments are made by management in the process of applying the Group accounting policies that have the significant effects on the amounts recognized in the consolidated financial statements:

a. Uncertainty of tax exposures

In certain circumstances, the Group may not be able to determine the exact amount of its current or future tax liabilities or recoverable amount of the claim for tax refund due to ongoing investigations by, or negotiation with, the taxation authority. Uncertainties exist with respect to the interpretation of complex tax regulations and the amount and timing of future taxable income.

In determining the amount to be recognised in respect of an uncertain tax liability or the recoverable amount of the claim for tax refund related to uncertain tax positions, the Group applies similar considerations as it would use in determining the amount of a provision to be recognised in accordance with PSAK 237, "Provisions, Contingent Liabilities and Contingent Assets" and PSAK 212, "Income Taxes". The Group makes an analysis of all uncertain tax positions to determine if a tax liability for uncertain tax benefit or a provision for unrecoverable claim for tax refund should be recognised.

b. Leases

Determining whether an arrangement is or contains a lease requires careful judgement to assess whether the arrangement conveys a right to control the use of an identifiying asset throughout the period in exchange for consideration even if the right is not explicitly specified in the arrangement.

The Group has various lease agreements where the Group acts as a lessee in respect of certain assets. The Group classifies each of its leases as either an operating lease or finance lease.

5. PENGGUNAAN ESTIMASI, PERTIMBANGAN DAN ASUMSI MANAJEMEN (lanjutan)

Pertimbangan (lanjutan)

b. Sewa (lanjutan)

Grup tidak dapat dengan mudah menentukan suku bunga implisit, manajemen menggunakan suku bunga pinjaman inkremental Grup sebagai tingkat diskonto. Ada beberapa faktor yang perlu dipertimbangkan dalam menentukan suku bunga pinjaman inkremental, yang banyak di antaranya memerlukan pertimbangan untuk dapat secara andal mengukur penyesuaian yang diperlukan untuk sampai pada tingkat diskonto akhir.

Dalam menentukan suku bunga pinjaman inkremental, Grup mempertimbangkan faktor-faktor utama berikut: risiko kredit korporat Grup, jangka waktu sewa, jangka waktu pembayaran sewa, lingkungan ekonomi, waktu saat sewa terjadi, dan mata uang dimana pembayaran sewa ditentukan.

c. Klasifikasi Aset dan Liabilitas Keuangan

Grup menetapkan klasifikasi atas aset dan liabilitas tertentu sebagai aset keuangan dan liabilitas keuangan dengan mempertimbangkan bila definisi yang ditetapkan PSAK No. 109 dipenuhi. Dengan demikian, aset keuangan dan liabilitas keuangan diakui sesuai dengan kebijakan akuntansi Grup.

d. Provisi Kerugian Penurunan Nilai Aset Keuangan

Provisi yang dibentuk adalah berdasarkan pengalaman penagihan masa lalu dan faktor-faktor lainnya yang mungkin mempengaruhi kolektibilitas antara lain kemungkinan kesulitan likuiditas atau kesulitan keuangan yang signifikan yang dialami oleh debitur atau penundaan pembayaran yang signifikan.

Suatu evaluasi atas piutang. yang bertujuan untuk mengidentifikasi jumlah penyisihan yang harus dibentuk, dilakukan secara berkala sepanjang tahun. Oleh karena itu, saat dan besaran jumlah penyisihan kerugian penurunan nilai piutang tak tertagih yang tercatat pada setiap periode dapat berbeda tergantung pada pertimbangan dan estimasi yang digunakan.

5. ***MANAGEMENT USE OF ESTIMATES, JUDGMENTS AND ASSUMPTIONS*** *(continued)*

Judgments *(continued)*

b. Leases (continued)

The Group could not readily determine the implicit rate, management uses the Group's incremental borrowing rate as a discount rate. There are a number factors to consider in determining an incremental borrowing rate, many of which need judgement in order to be able to reliably quantify any necessary adjustments to arrive at the final discount rates.

In determining an incremental borrowing rate, the Group considers the following main factors: the Group's corporate credit risk, the lease term, the lease payment term, the economic environment, the time at which the lease is entered into, and the currency in which the lease payments are denominated.

c. Classification of Financial Assets and Liabilities

The Group determines the classifications of certain assets and liabilities as financial assets and financial liabilities by judging if they meet the definition set forth in PSAK 109. Accordingly, the financial assets and financial liabilities are accounted for in accordance with the group accounting policies.

d. Provision for Impairment of Financial Assets

The formed of provision is based on past collection experience and other factors that may affect collectability such as the probability of insolvency or significant financial difficulties of the debtors or significant delay in payments.

Evaluation on receivables to identify total allowance that should be provided, is performed periodically during the period. Therefore, timing and amount of allowances for impairment value of doubtful accounts recorded at each period might differ based on the judgments and estimates that have been used.

5. PENGGUNAAN ESTIMASI, PERTIMBANGAN DAN ASUMSI MANAJEMEN (lanjutan)

Pertimbangan (lanjutan)

e. Cadangan *Public Service Obligation (PSO)*

Mendasar pada pengalaman penagihan PSO selama 5 (lima) tahun berturut-turut (2020 - 2024) manajemen memutuskan untuk membentuk cadangan PSO maksimal sebesar 6% dari setiap pencatatan akrual bulanan penghasilan PSO sesuai Surat Keputusan Direksi No. 01.02/01/SK/HKO.01/2023, tanggal 2 Januari 2023 yang bertujuan untuk mengelola risiko dari dampak penurunan secara material dan signifikan apabila nilai koreksi BPK RI naik secara signifikan. (Lihat Catatan 4, huruf x)

f. Cadangan Beban Kesejahteraan Pegawai

Perusahaan menerapkan kebijakan pembentukan cadangan beban kesejahteraan pegawai pada tahun buku 2023 melalui Surat Keputusan Direksi No. 01.02/01/SK/HKO.01/2023, tanggal 2 Januari 2023 sebagai bentuk tanggung jawab Perusahaan terkait kesejahteraan pegawai. Pembentukan cadangan beban kesejahteraan pegawai PT PELNI (Persero) dengan menyesuaikan kinerja dan kemampuan Perusahaan. (Lihat Catatan 4, huruf v)

g. Cadangan Dana Pensiun

Mendasar pada Surat Keputusan Dewan Komisioner Otoritas Jasa Keuangan tanggal 05 Januari 2026, tentang Pembubaran Dana Pensiun Pelni, berdasarkan perhitungan terakhir terdapat defisit sebesar Rp7.129.667.313. Sebagai bentuk tanggung jawab pendiri atas pembubaran dana pensiun pelni maka perusahaan mencadangkan defisit pendanaan sebesar Rp17.409.835.596 yang akan dipergunakan untuk menyelesaikan defisit pendanaan atas pembubaran dana pensiun pelni.

Estimasi dan Asumsi

Asumsi utama mengenai estimasi ketidakpastian di masa datang dan sumber utama estimasi tersebut pada tanggal pelaporan yang mempunyai risiko signifikan yang menyebabkan penyesuaian material terhadap nilai tercatat aset dan liabilitas dalam tahun/periode buku selanjutnya diungkapkan di bawah ini.

5. MANAGEMENT USE OF ESTIMATES, JUDGMENTS AND ASSUMPTIONS *(continued)*

Judgments *(continued)*

e. Provision for Public Service Obligation

Based on the experience of PSO billing for 5 (five) consecutive years (2020 - 2024), management decided to establish a PSO reserve of a maximum of 6% of each monthly accrual recording of PSO income in accordance with the Decree of the Board of Directors No. 01.02/01/SK/HKO.01/2023, dated January 2, 2023 which aims to manage the risk of a material and significant decline in the impact if the BPK RI correction value increases significantly. (See Note 4, letter x)

f. Employee Welfare Expense Reserves

The Company implemented a policy of establishing a reserve for employee welfare expenses in the 2023 financial year through Directors' Decree No. 01.02/01/SK/HKO.01/2023, dated January 2, 2023, as a form of the Company's responsibility regarding employee welfare. The establishment of the reserve for employee welfare expenses of PT PELNI (Persero) is adjusted to the Company's performance and capabilities. (See Note 4, letter v)

g. Pension Fund Reserve

Based on the Decree of the Board of Commissioners of the Financial Services Authority dated January 5, 2026, regarding the Dissolution of the Pelni Pension Fund, the latest calculations indicate a deficit of Rp7,129,667,313. As a form of the founder's responsibility regarding the dissolution of the Pelni Pension Fund, the company has set aside a funding deficit of Rp17,409,835,596, which will be used to cover the funding deficit resulting from the dissolution of the Pelni Pension Fund.

Estimates and Assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial period are disclosed below.

5. PENGGUNAAN ESTIMASI, PERTIMBANGAN DAN ASUMSI MANAJEMEN (lanjutan)

Estimasi dan Asumsi (lanjutan)

Grup membuat estimasi dan asumsi mengenai masa depan. Estimasi akuntansi yang dihasilkan, menurut definisi, akan jarang sekali sama dengan hasil aktualnya. Estimasi dan asumsi yang secara signifikan berisiko menyebabkan penyesuaian material terhadap hasil keuangan atau posisi keuangan konsolidasian Grup yang dilaporkan dalam tahun-tahun mendatang dipaparkan di bawah ini.

a. Cadangan Penurunan Nilai Piutang

Grup menghitung kerugian kredit ekspektasian piutang usaha dan piutang lain-lain dengan menggunakan tingkat provisi yang berdasarkan hari jatuh tempo atas kelompok segmen pelanggan yang mempunyai karakteristik risiko kredit yang serupa.

Grup menyesuaikan kerugian kredit historis masa lalu dengan informasi *forward-looking*. Sebagai contoh, jika prakiraan atas kondisi ekonomi diperkirakan memburuk selama periode/tahun depan, yang dapat menyebabkan meningkatnya jumlah gagal bayar, tingkat gagal bayar historis disesuaikan. Pada setiap tanggal pelaporan, tingkat gagal bayar historis diperbaharui dan perubahan estimasi *forward-looking* dianalisis.

Penilaian atas korelasi antara tingkat gagal bayar historis yang diobservasi, prakiraan atas kondisi ekonomi dan kerugian kredit ekspektasian merupakan estimasi yang signifikan.

Jumlah kerugian kredit ekspektasian paling dipengaruhi oleh perubahan keadaan dan prakiraan kondisi ekonomi. Pengalaman kerugian kredit historis Grup dan prakiraan kondisi ekonomi juga mungkin tidak menggambarkan gagal bayar aktual pelanggan di masa yang akan datang.

b. Cadangan Penurunan Nilai Persediaan

Grup menghitung pencadangan penurunan nilai persediaan berdasarkan estimasi persediaan yang akan digunakan pada masa datang dan kondisi dari persediaan. Ketidakpastian terkait dengan faktor-faktor ini dapat menyebabkan nilai realisasi yang berbeda dengan nilai tercatat dari persediaan.

5. MANAGEMENT USE OF ESTIMATES, JUDGMENTS AND ASSUMPTIONS *(continued)*

Estimates and Assumptions *(continued)*

The Group makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the consolidated financial results or financial position of the Group reported in future years are addressed below.

a. Allowance for Impairment of Receivables

The Group calculates expected credit losses for trade receivables and other receivables by using the provision rates based on days past due for groupings of various customer segments that have similiar credit risk characteristics.

The Group adjusts the historical credit loss experience with forward-looking information. For instance, if economic conditions forecast are expected to deteriorate over the next period/year, which can lead to an increased number of defaults, the historical default rates are adjusted. At each reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analysed.

The assessment of the correlation between historical observed default rates, and economic conditions forecast and expected credit losses is a significant estimate.

The amount of expected credit losses is sensitive to changes in circumstances and of economic conditions forecast. The Group's historical credit loss experience and forecast of economic conditions may also not be representative of the customer's actual default in the future.

b. Allowance for Impairment of Inventories

The Group provides allowance in decline in inventories based on estimated future usage and the condition of the inventories. Uncertainty associated with these factors may result in the realisable amount being different from the reported carrying amount of the inventories.

5. PENGGUNAAN ESTIMASI, PERTIMBANGAN DAN ASUMSI MANAJEMEN (lanjutan)

Estimasi dan Asumsi (lanjutan)

c. Pemulihan dari Aset Pajak Tangguhan

Grup melakukan penelaahan atas nilai tercatat aset pajak tangguhan pada setiap akhir periode pelaporan dan mengurangi nilai tersebut sampai dengan nilai dimana kemungkinan besar penghasilan kena pajak akan tersedia untuk penggunaan seluruh atau sebagian dari aset pajak tangguhan tersebut.

Penelaahan Grup atas pengakuan aset pajak tangguhan untuk perbedaan temporer yang dapat dikurangkan dan rugi fiskal yang masih dapat dimanfaatkan didasarkan atas tingkat dan waktu dari penghasilan kena pajak yang ditaksirkan untuk periode pelaporan berikutnya.

Taksiran ini berdasarkan hasil pencapaian Grup di masa lalu dan ekspektasi di masa depan terhadap pendapatan dan beban, sebagaimana juga dengan strategi perencanaan perpajakan di masa depan.

Namun, tidak terdapat kepastian bahwa Grup dapat menghasilkan penghasilan kena pajak yang cukup untuk memungkinkan penggunaan sebagian atau seluruh bagian dari aset pajak tangguhan tersebut.

d. Estimasi Masa Manfaat Aset Tetap dan Aset Takberwujud

Grup mengestimasi masa manfaat dari aset tetap dan aset takberwujud berdasarkan ekspektasi utilisasi dari aset dengan didukung rencana dan strategi usaha yang juga mempertimbangkan perkembangan teknologi di masa depan dan perilaku pasar. Estimasi masa manfaat aset tetap dan aset takberwujud didasarkan pada penelaahan Grup secara kolektif terhadap praktik industri, evaluasi teknis internal dan pengalaman untuk aset yang setara.

Estimasi masa manfaat ditelaah paling sedikit setiap akhir tahun pelaporan dan diperbarui jika ekspektasi berbeda dari estimasi sebelumnya dikarenakan pemakaian dan kerusakan fisik, keusangan secara teknis atau komersial dan hukum atau pembatasan lain penggunaan aset. Namun, ada kemungkinan, hasil operasi di masa depan dapat dipengaruhi secara material oleh perubahan-perubahan dalam estimasi yang diakibatkan oleh perubahan faktor-faktor yang disebutkan di atas.

5. MANAGEMENT USE OF ESTIMATES, JUDGMENTS AND ASSUMPTIONS *(continued)*

Estimates and Assumptions *(continued)*

c. Recoverability of Deferred Tax Assets

The Group reviews the carrying amounts of deferred tax assets at the end of each reporting period and reduces these to the extent that it is probable that sufficient taxable income will be available to allow all or part of the deferred tax assets to be utilised.

The Group's assessment on the recognition of deferred tax assets on deductible temporary differences and tax loss carried forward is based on the level and timing of forecasted taxable income of the subsequent reporting period.

This forecast is based on the Group's past results and future expectations on revenues and expenses as well as future tax planning strategies.

However, there is no assurance that the Group will generate sufficient taxable income to allow all or part of the deferred tax assets to be utilised.

d. Estimated Useful Lives of Intangible Assets and Fixed Assets

The Group estimates the useful lives of its intangible assets and fixed assets based on expected asset utilisation as anchored on business plans and strategies that also consider expected future technological developments and market behavior. The estimation of the useful lives of intangible assets and fixed assets are based on the Group's collective assessment of industry practice, internal technical evaluation and experience with similar assets.

The estimated useful lives are reviewed at least each financial year end and are updated if expectations differ from previous estimates due to physical wear and tear, technical or commercial obsolescence and legal or other limitations on the use of the assets. It is possible, however, that future results of operations could be materially affected by changes in the estimates brought about by changes in the factors mentioned above.

5. PENGGUNAAN ESTIMASI, PERTIMBANGAN DAN ASUMSI MANAJEMEN (lanjutan)

Estimasi dan Asumsi (lanjutan)

d. Estimasi Masa Manfaat Aset Tetap dan Aset Takberwujud

Jumlah dan saat beban dicatat setiap periode akan terpengaruh oleh perubahan atas faktor-faktor dan kondisi tersebut. Pengurangan dalam estimasi masa manfaat dari aset tetap Grup akan meningkatkan beban usaha dan menurunkan aset tidak lancar yang tercatat. Penambahan dalam estimasi masa manfaat aset tetap Grup menurunkan beban usaha dan meningkatkan aset tidak lancar yang tercatat.

e. Nilai Wajar Properti Investasi

Nilai wajar dari properti investasi ditentukan menggunakan teknik valuasi yang dilakukan oleh penilai independen profesional yang memiliki kualifikasi yang relevan dan memiliki pengalaman yang berhubungan dengan properti investasi yang akan dinilai. Setiap perubahan dalam asumsi penilaian yang dilakukan oleh penilai independen eksternal akan berdampak pada nilai tercatat properti investasi.

f. Penurunan Nilai Aset Non Keuangan

Aset tetap dan aset tidak lancar lainnya ditelaah untuk penurunan nilai apabila terdapat kejadian atau perubahan keadaan yang mengindikasikan bahwa jumlah tercatat aset melebihi nilai yang dapat diperoleh kembali. Nilai yang dapat diperoleh kembali suatu aset atau unit penghasil kas ditentukan berdasarkan yang lebih tinggi antara harga jual bersih dan nilai pakai, dihitung berdasarkan asumsi dan estimasi manajemen.

Asumsi penting untuk penurunan nilai aset non keuangan sebagian didasarkan pada kondisi pasar saat ini. Rencana strategis mencakup perkiraan dampak perubahan iklim bisnis di masa depan terhadap Grup sejauh ini dapat diperkirakan dengan andal.

g. Liabilitas Imbalan Kerja

Nilai kini kewajiban imbalan kerja tergantung pada sejumlah faktor yang ditentukan dengan menggunakan sejumlah asumsi aktuaria.

5. MANAGEMENT USE OF ESTIMATES, JUDGMENTS AND ASSUMPTIONS *(continued)*

Estimates and Assumptions *(continued)*

d. Estimated Useful Lives of Intangible Assets and Fixed Assets

The amounts and timing of recorded expenses for any period are affected by changes in these factors and circumstances. A reduction in the estimated useful lives of the Group's fixed asset increases the recorded operating expenses and decreases recorded noncurrent assets. An extension in the estimated useful lives of the Group's fixed assets decreases the recorded operating expenses and increases noncurrent assets.

e. Fair Value of Investment Property

The fair value of investment property is determined by using valuation techniques which were applied by independent professionally qualified valuers who hold a recognised relevant professional qualification and have recent experience in the locations of the investment properties valued. Each change in assumption and valuation performed by external independent appraisers would affect the carrying amount of investment properties.

f. Impairment of Non Financial Assets

Fixed assets and other non-current assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount of the asset exceeds its recoverable amount. The recoverable amount of an asset or cash generating unit is determined based on the higher of its fair value less costs to sell and its value in use, calculated on the basis of management's assumptions and estimates.

Other key assumptions for the impairment of nonfinancial assets are based in part on current market conditions. Strategic plans include estimations of the future impact of business climate change on the Group to the extent these can be reliably estimated.

g. Liabilities for Employee Benefits

The present value of the employee benefits obligation depends on a number of factors that are determined based on a number of actuarial assumptions.

5. PENGGUNAAN ESTIMASI, PERTIMBANGAN DAN ASUMSI MANAJEMEN (lanjutan)

Estimasi dan Asumsi (lanjutan)

g. Liabilitas Imbalan Kerja (lanjutan)

Asumsi yang digunakan dalam menentukan biaya bersih untuk pensiun termasuk tingkat pengembalian jangka panjang yang diharapkan atas investasi dana program pensiun iuran pasti dan tingkat diskonto yang relevan. Setiap perubahan dalam asumsi ini akan berdampak pada nilai tercatat kewajiban imbalan kerja.

Asumsi penting lainnya untuk kewajiban imbalan kerja sebagian didasarkan pada kondisi pasar saat ini.

h. Pajak Penghasilan

Aset pajak tangguhan, termasuk yang timbul dari rugi fiskal, provisi, dan perbedaan temporer lainnya, diakui hanya apabila dianggap lebih mungkin daripada tidak bahwa mereka dapat dipulihkan nilainya, dimana hal ini tergantung pada kecukupan laba kena pajak di masa depan. Asumsi pembentukan laba kena pajak di masa depan bergantung pada estimasi manajemen atas arus kas di masa depan. Hal ini bergantung pada estimasi penjualan barang atau jasa, harga, biaya operasi, belanja modal dan transaksi lainnya di masa depan.

i. Cadangan *Public Service Obligation (PSO)*

Cadangan PSO dibentuk berdasarkan pengalaman penagihan selama 5 (lima) tahun berturut-turut (2020 - 2024) dimana risiko koreksi pendapatan PSO memiliki level risiko tinggi.

Koreksi PSO merupakan risiko yang dinilai memiliki level risiko moderat dengan kemungkinan terjadi hampir pasti sehingga dibutuhkan suatu kebijakan untuk meminimalisir dampak atas risiko tersebut.

Pada periode berjalan, Perseroan telah mencatat tagihan PSO sebesar Rp3.816.875.955.809. Dengan mempertimbangkan rata-rata koreksi BPK-RI atas verifikasi PSO selama 3 (tiga) tahun terakhir sebesar 0,50% (nol koma lima puluh persen), dan mempertimbangkan selera risiko Perseroan terhadap koreksi verifikasi PSO sebesar 3% (tiga persen).

5. MANAGEMENT USE OF ESTIMATES, JUDGMENTS AND ASSUMPTIONS *(continued)*

Estimates and Assumptions *(continued)*

g. Liabilities for Employee Benefits (continued)

The assumptions used in determining the net cost for pensions include the expected long-term rate of return on investment of the defined contribution pension fund and the relevant discount rate. Any changes in these assumptions will impact the carrying amount of the employee benefits obligation.

Other key assumptions for the employee benefits obligation are based in part on current market

h. Income Taxes

Deferred tax assets, including those arising from tax losses, provisions and other temporary differences, are recognised only where it is considered more likely than not that they will be recovered, which is dependent on the sufficiency of the future taxable profits. Assumptions about the generation of future taxable profits depend on management's estimates of future cash flows. These depend on estimates of future sales of goods and services, prices, operating costs, capital expenditure and other future transactions.

i. Provision for Public Service Obligation

The PSO provision is formed based on the collection experience over the past 5 (five) consecutive years (2020 - 2024), where the risk of PSO revenue correction has a high level of risk.

PSO correction is a risk that is considered to have a moderate risk level with an almost certain possibility of occurring so that a policy is needed to minimize the impact of this risk.

In the current period, the Company has recorded PSO bills of Rp3,816,875,955,809. By considering the average BPK-RI correction to PSO verification for the last 5 (five) years of 0.50% (zero point fifty percent), and considering the Company's risk appetite for PSO verification corrections of 3% (three percent).

5. PENGGUNAAN ESTIMASI, PERTIMBANGAN DAN ASUMSI MANAJEMEN (lanjutan)

Estimasi dan Asumsi (lanjutan)

i. Cadangan *Public Service Obligation (PSO)* (lanjutan)

Maka Perseroan berkeyakinan sepenuhnya dengan keputusan membentuk cadangan sebesar Rp5.000.000.000 ekuivalen dengan 0,13% dari pencatatan Pendapatan PSO, sehingga risiko yang sebelumnya memiliki level moderat dengan tingkat kemungkinan hampir pasti dapat diturunkan menjadi low dengan kemungkinan terjadi hampir pasti.

Mengingat bahwa risiko merupakan efek dari ketidakpastian terhadap sasaran, maka penentuan nilai dan metode pencadangan PSO ini akan dievaluasi atau direviu kembali oleh manajemen sekurang-kurangnya sekali dalam satu tahun. (Lihat Catatan 4, huruf x)

j. Cadangan Beban Kesejahteraan Pegawai

Mendasar pada Surat Keputusan Direksi No. 01.02/01/SK/HKO.01/2023, tanggal 2 Januari 2023 sebagai bentuk tanggung jawab Perusahaan terkait kesejahteraan pegawai. Manajemen memutuskan pencadangan keperluan kesejahteraan pegawai jangka panjang sebesar Rp12.694.376.757 . (Lihat Catatan 4, huruf v)

k. Cadangan Dana Pensiun

Mendasar pada Surat Keputusan Dewan Komisioner Otoritas Jasa Keuangan tanggal 05 Januari 2026, tentang Pembubaran Dana Pensiun Pelni, berdasarkan perhitungan terakhir terdapat defisit sebesar Rp7.129.667.313. Sebagai bentuk tanggung jawab pendiri atas pembubaran dana pensiun pelni maka perusahaan mencadangkan defisit pendanaan sebesar Rp17.409.835.596 yang akan dipergunakan untuk menyelesaikan defisit pendanaan atas pembubaran dana pensiun pelni.

5. MANAGEMENT USE OF ESTIMATES, JUDGMENTS AND ASSUMPTIONS *(continued)*

Estimates and Assumptions *(continued)*

i. Provision for Public Service Obligation (continued)

The Company is fully confident in the decision to form a reserve of Rp5,000,000,000 equivalent to 0.13% of PSO Revenue recording, so that the risk that previously had a moderate level with a nearly certain probability level can be reduced to low with a nearly certain probability of occurring.

Given that risk is the effect of uncertainty on targets, the determination of the value and method of PSO reserves will be evaluated or reviewed by management at least once a year.(See Note 4, letter x)

j. Employee Welfare Expense Reserves

Based on the Board of Directors' Decision No. 01.02/01/SK/HKO.01/2023, dated January 2, 2023, as a manifestation of the Company's responsibility regarding employee welfare. Management has decided to set aside a provision for long-term employee welfare in the amount of Rp12,694,376,757. (See Note 4, item v)

k. Pension Fund Reserve

Based on the Decree of the Board of Commissioners of the Financial Services Authority dated January 5, 2026, regarding the Dissolution of the Pelni Pension Fund, the latest calculations indicate a deficit of Rp7,129,667,313. As a form of the founder's responsibility regarding the dissolution of the Pelni Pension Fund, the company has set aside a funding deficit of Rp17,409,835,596, which will be used to cover the funding deficit resulting from the dissolution of the Pelni Pension Fund.

6. KAS DAN SETARA KAS / *6. CASH AND CASH EQUIVALENTS*

	31 Des./ *Dec. 31*, 2025	31 Des./ *Dec. 31*, 2024	
Kas:			***Cash:***
Rupiah	3.094.976.697	2.677.993.316	*Rupiah*
Valuta Asing (2025: SGD 301,52 2024: SGD 559,49)	3.949.582	6.668.619	*Foreign Currency (2025: SGD 301,52 2024: SGD 559,49)*
Jumlah Kas	**3.098.926.279**	**2.684.661.935**	***Total Cash***
Bank:			***Bank:***
Pihak Berelasi			***Related Parties***
Rupiah			*Rupiah*
PT Bank Mandiri (Persero), Tbk	245.040.673.276	245.112.369.365	*PT Bank Mandiri (Persero), Tbk*
PT Bank Negara Indonesia (Persero), Tbk	30.014.252.502	87.348.745.962	*PT Bank Negara Indonesia (Persero), Tbk*
PT Bank Rakyat Indonesia (Persero), Tbk	123.986.454.035	22.107.246.763	*PT Bank Rakyat Indonesia (Persero), Tbk*
PT Bank Syariah Indonesia, Tbk	4.286.623.244	1.200.025.779	*PT Bank Syariah Indonesia, Tbk*
PT Bank Tabungan Negara (Persero), Tbk	734.720.339	1.798.663.772	*PT Bank Tabungan Negara (Persero), Tbk*
PT Bank Jabar Banten, Tbk	7.574.506	391.673.465	*PT Bank Jabar Banten, Tbk*
Sub Jumlah	**404.070.297.902**	**357.958.725.106**	***Sub Total***
Valuta Asing			*Foreign Exchange*
PT Bank Mandiri (Persero), Tbk (2025: USD 4.908.146,26 dan 2024: USD 2.982.184)	82.368.510.535	48.198.055.545	*PT Bank Mandiri (Persero), Tbk (2025: USD 4.908.146,26 and 2024: USD 2.982.184)*
PT Bank Negara Indonesia (Persero), Tbk (2025: USD 28.052,27; SGD 13.405,57; EUR 6.645,49 dan 2024: USD 27.948,75,; SGD 17.454,09; EUR 6.575,49)	781.845.380	770.410.188	*PT Bank Negara Indonesia (Persero), Tbk (2025: USD 28.052,27; SGD 13.405,57; EUR 6.645,49 and 2024: USD 27.948,75; SGD 17.454,09; EUR 6.575,49*
PT Bank Rakyat Indonesia (Persero), Tbk (2025: USD 10.620 dan 2024: USD 10.667)	178.216.449	172.395.205	*PT Bank Rakyat Indonesia (Persero), Tbk (2025: USD 10.620 and (2024: USD 10.667)*
PT Bank Syariah Indonesia (Persero), Tbk (2025: USD 100)	1.678.200	-	*PT Bank Rakyat Indonesia (Persero), Tbk (2025: USD 100)*
Sub Jumlah	**83.330.250.564**	**49.140.860.938**	***Sub Total***
Pihak Ketiga			***Third Parties***
Rupiah			*Rupiah*
PT Bank Central Asia, Tbk	2.165.367.508	2.532.200.368	*PT Bank Central Asia, Tbk*
Sub Jumlah	**2.165.367.508**	**2.532.200.368**	***Sub Total***
Jumlah Bank	**489.565.915.974**	**409.631.786.412**	***Total Bank***

6. KAS DAN SETARA KAS (lanjutan) / ***6. CASH AND CASH EQUIVALENTS*** *(continued)*

	31 Des./ *Dec. 31*, 2025	31 Des./ *Dec. 31*, 2024	
Deposito:			***Deposit:***
Pihak Berelasi			***Related Parties***
Rupiah			*Rupiah*
PT Bank Syariah Indonesia (Persero), Tbk	1.512.805.128.038	1.614.323.262.542	*PT Bank Syariah Indonesia (Persero), Tbk*
PT Bank Negara Indonesia (Persero), Tbk	852.412.379.143	497.168.841.177	*PT Bank Negara Indonesia (Persero), Tbk*
PT Bank Tabungan Negara (Persero), Tbk	771.070.808.830	729.822.997.086	*PT Bank Tabungan Negara (Persero), Tbk*
PT Bank Rakyat Indonesia (Persero), Tbk	462.382.058.184	839.482.058.184	*PT Bank Rakyat Indonesia (Persero), Tbk*
PT Bank Mandiri (Persero), Tbk	20.000.000.000	21.625.000.000	*PT Bank Mandiri (Persero), Tbk*
Jumlah Deposito	**3.618.670.374.195**	**3.702.422.158.989**	***Total Deposit***
Jumlah Kas dan Setara Kas	**4.111.335.216.448**	**4.114.738.607.336**	***Total Cash & Equivalents***

Saldo tercatat pada PT Bank Rakyat Indonesia (Persero), Tbk., sebesar Rp123.986.454.035, termasuk dana fasilitas *notional pooling* sebesar Rp100.859.869.845, sesuai perjanjian kerjasama dengan PT Bank Rakyat Indonesia (Persero), Tbk. No.TH.05.19-01/KNP/2025, terkait Pelayana Jasa *Notional Pooling*, secara grup telah mendapatkan fasilitas *notional pooling* sampai dengan tanggal 18 Mei 2026.

The balance recorded at PT Bank Rakyat Indonesia (Persero), Tbk., amounts to Rp123,986,454,035, including funds from the notional pooling facility totaling Rp100,859,869,845, in accordance with the cooperation agreement with PT Bank Rakyat Indonesia (Persero), Tbk. No. TH.05.19-01/KNP/2025, regarding Notional Pooling Services, the Group has secured a notional pooling facility valid through May 18, 2026.

Tingkatan bunga deposito Rupiah per tahun berkisar antara 4,75% - 6,25% pada tahun 2025 dan 2,60% - 7,00% pada tahun 2024.

The annual Rupiah deposit interest rate ranges from 4,75% - 6,25% in 2025 and 2,60% - 7,00% in 2024.

Seluruh kas dan setara kas adalah milik Perseroan dan entitas anak, dan tidak digunakan sebagai jaminan atas liabilitas dan pinjaman lainnya dan tidak dibatasi penggunaan.

All cash and cash equivalents belonging to the Company and its subsidiaries are not used as collateral for liabilities and other borrowings and are not restricted.

Penjelasan pihak-pihak berelasi lihat Catatan 42.

Explanations of related parties refer to Notes 42.

7. PIUTANG USAHA / ***7. ACCOUNTS RECEIVABLE***

a. Berdasarkan Pelanggan / ***a. Based on the Customer***

	31 Des./ *Dec. 31*, 2025	31 Des./ *Dec. 31*, 2024	
Pihak Berelasi:			***Related Parties:***
PT Adhi Persada Beton	26.207.957.784	-	*PT Adhi Persada Beton*
PT Rumah Sakit Pelni	17.982.101.100	17.982.184.411	*PT Rumah Sakit Pelni*
PT Adhi Persada Gedung	10.453.452.991	3.509.028.009	*PT Adhi Persada Gedung*
Yayasan Kesehatan Pensiunan Pelni	8.239.194.618	8.122.532.777	*Yayasan Kesehatan Pensiunan Pelni*
PT Adhi Karya (Persero) Tbk	7.900.167.736	30.219.016.239	*PT Adhi Karya (Persero) Tbk*
PT Jasa Prima Logistik	5.462.987.525	648.281.446	*PT Jasa Prima Logistik*
PT Jembatan Nusantara	5.139.302.729	5.252.492.526	*PT Jembatan Nusantara*
Sub Jumlah - dipindahkan	**81.385.164.483**	**65.733.535.408**	***Sub Total - carried forward***

7. PIUTANG USAHA (lanjutan) / ***7. ACCOUNTS RECEIVABLE*** *(continued)*

a. Berdasarkan Pelanggan (lanjutan) / ***a. Based on the Customer*** *(continued)*

	31 Des./ *Dec. 31*, 2025	31 Des./ *Dec. 31*, 2024	
Sub Jumlah - pindahan	**81.385.164.483**	**65.733.535.408**	***Sub Total - brought forward***
PT Semen Indogreen Sentosa	3.735.085.726	7.899.847.912	*PT Semen Indogreen Sentosa*
PT Pelayaran Bahtera Adhiguna	3.134.536.869	3.000.961.987	*PT Pelayaran Bahtera Adhiguna*
Kemen. Perhubungan CQ Direktorat Lalu Lintas Angkutan Laut	1.634.778.579	142.489.365	*Kemen. Perhubungan CQ Direktorat Lalu Lintas Angkatan Laut*
PT Telekomunikasi Selular	1.392.016.375	2.614.260.530	*PT Telekomunikasi Selular*
Hotel Bahtera Pelni	1.277.279.295	808.120	*Hotel Bahtera Pelni*
PT Waskita Karya	1.067.443.000	1.067.443.000	*PT Waskita Karya*
Bank Indonesia	954.932.463	332.459.432	*Bank Indonesia*
PT Krakatau Steel (Persero) Tbk	860.817.498	860.817.498	*PT Krakatau Steel (Persero) Tbk*
PT ASDP Indonesia Ferry (Persero)	707.051.760	5.800	*PT ASDP Indonesia Ferry (Persero)*
PT Pindad Internasional	700.000.000	700.000.000	*PT Pindad Internasional*
PT PP Urban	612.975.495	687.171.496	*PT PP Urban*
PT Elnusa	592.900.790	683.786.320	*PT Elnusa*
PT Hutama Karya	570.102.558	-	*PT Hutama Karya*
Lain-lain (dibawah Rp500 juta)	2.489.723.932	3.751.774.247	*Others (below Rp500 Million)*
Sub Jumlah	**101.114.808.823**	**87.475.361.115**	***Sub Total***
Pihak Ketiga:			***Third Parties:***
Jimmie	56.629.583.809	-	*Jimmie*
PT Lintang Daya Selaras	16.248.710.000	16.248.710.000	*PT Lintang Daya Selaras*
Sinohydro Adhi Jo	7.741.574.142	-	*Sinohydro Adhi Jo*
PT Putera Master	4.804.309.997	4.778.298.000	*PT Putera Master*
CV Tri Putra Mandiri	4.159.519.105	4.159.519.105	*CV Tri Putra Mandiri*
PT Arafat Jaya Mandiri	3.801.189.706	460.796.203	*PT Arafat Jaya Mandiri*
PT Hijau Nusantara Terminal	2.347.491.999	-	*PT Hijau Nusantara Terminal*
PT Dock dan Perkapalan Immaniar	2.276.503.742	1.772.800.671	*PT Dock dan Perkapalan Immaniar*
CV Indotrad Berkah Mandiri	1.884.456.112	1.884.456.112	*CV Indotrad Berkah Mandiri*
PT ASA Internasional Line	1.834.323.412	1.834.323.412	*PT ASA Internasional Line*
PT Selapura	1.610.171.189	1.051.008.798	*PT Selapura*
PT Prima Nala Mandiri	1.581.957.001	289.740.693	*PT Prima Nala Mandiri*
Dharma Satya Nusantara (DSN)	1.518.418.032	1.054.319.844	*Dharma Satya Nusantara (DSN)*
Travel PT PID	1.508.885.640	569.724.699	*Travel PT PID*
PT Dharma Lautan Utama	1.398.662.026	580.000.000	*PT Dharma Lautan Utama*
PT Sarana Gama Sejahtera	1.390.110.677	-	*PT Sarana Gama Sejahtera*
PT Cemindo Gemilang Tbk.	1.388.829.259	3.393.858.780	*PT Cemindo Gemilang Tbk.*
KAPP Nusa Wangi	1.302.588.278	584.829.000	*KAPP Nusa Wangi*
PT Wahana Ria Cakrawala	1.269.333.636	828.760.052	*PT Wahana Ria Cakrawala*
CV Anambas Expedisi	1.152.813.370	1.152.813.370	*CV Anambas Expedisi*
PT Pelayaran Putra Sejati	1.029.281.783	1.115.604.542	*PT Pelayaran Putra Sejati*
PT Tiga Lentera Abadi	930.000.000	930.000.000	*PT Tiga Lentera Abadi*
UD Putra Sanjaya Cileungsi	923.614.960	923.614.960	*UD Putra Sanjaya Cileungsi*
CV Fazza Mitra Usaha	840.790.750	840.790.750	*CV Fazza Mitra Usaha*
PT Prima Samudra bahari	757.560.282	-	*PT Prima Samudra bahari*
Sub Jumlah - dipindahkan	**120.330.678.907**	**44.453.968.991**	***Sub Total - carried forward***

7. PIUTANG USAHA (lanjutan)

7. ACCOUNTS RECEIVABLE *(continued)*

a. Berdasarkan Pelanggan (lanjutan)

a. Based on the Customer *(continued)*

	31 Des./ *Dec. 31*, 2025	31 Des./ *Dec. 31*, 2024	
Sub Jumlah - pindahan	**120.330.678.907**	**44.453.968.991**	***Sub Total - brought forward***
CV MJP Log	752.107.650	752.107.650	*CV MJP Log*
PT Dania Ingti Karya	741.690.900	-	*PT Dania Ingti Karya*
PT Solusi Integrasi Utama	724.290.026	170.319.867	*PT Solusi Integrasi Utama*
PT Bahari Eka Nusantara	721.294.240	1.020.380.147	*PT Bahari Eka Nusantara*
PT Armada Bumi Pratiwi Lines	712.523.879	-	*PT Armada Bumi Pratiwi Lines*
PT Aman Mandiri	702.821.116	688.988.350	*PT Aman Mandiri*
Linblad Expeditions LTD	687.875.180	2.858.878.576	*Linblad Expeditions LTD*
PT Karya Bangun Tiga Bersaudara	686.400.000	686.400.000	*PT Karya Bangun Tiga Bersaudara*
PT Geofreight Indonesia	676.381.628	676.381.628	*PT Geofreight Indonesia*
Harry Surabaya (MRT)	653.330.881	653.330.881	*Harry Surabaya (MRT)*
PT Karya Retra	633.981.360	683.981.360	*PT Karya Retra*
Halton 39 Cargo	536.676.384	-	*Halton 39 Cargo*
PT Asia Akses Utama	501.071.005	136.815.832	*PT Asia Akses Utama*
Suryadin Muksin	500.750.000	-	*Suryadin Muksin*
PT Cipta Batu Alam Sejahtera	-	7.883.299.695	*PT Cipta Batu Alam Sejahtera*
PT Asoka Dwi Rosid Internasional	-	1.664.427.970	*PT Asoka Dwi Rosid Internasional*
Alamsyah	-	864.224.974	*Alamsyah*
PT DHL Supply Chain Indonesia	-	711.511.574	*PT DHL Supply Chain Indonesia*
PT Bahari Laju Anugerah	-	618.606.999	*PT Bahari Laju Anugerah*
PT Berkah Tata Baruna	-	547.684.912	*PT Berkah Tata Baruna*
Lainnya (dibawah Rp500 juta)	25.972.309.588	39.419.523.720	*Others (below Rp500 Million)*
Sub Jumlah	**155.534.182.744**	**104.490.833.126**	***Sub Total***
Jumlah	**256.648.991.567**	**191.966.194.241**	***Total***
Dikurangi:			***Less:***
Provisi Kerugian Penurunan Nilai	(118.572.833.619)	(66.067.747.913)	*Provision for Impairment Losses*
Jumlah	**138.076.157.948**	**125.898.446.328**	***Total***

Piutang kepada PT Rumah Sakit PELNI adalah tagihan atas iuran dana pensiun dan kesehatan pegawai.

Receivables from PT Rumah Sakit PELNI are bills for pension and health fund contributions from employees.

Piutang kepada Yayasan Kesehatan Pensiunan PELNI merupakan piutang atas transaksi sewa ruangan, Toko/Kafe, dan Mini Teater di kapal.

Receivable to Yayasan Kesehatan Pensiunan PELNI are receivables for rent, Shop/Cafe, and Mini Theater transactions on board.

Piutang kepada PT Pelayaran Bahtera Adhiguna merupakan piutang atas transaksi tagihan kegiatan keagenan.

Receivables from PT Pelayaran Bahtera Adhiguna for bill transactions for agency activities.

Piutang kepada Kemen. Perhubungan CQ Direktorat Lalu Lintas Angkutan Laut merupakan piutang atas transaksi tagihan kegiatan stimulus ekonomi.

The receivable from the Ministry of Transportation, specifically the Directorate of Maritime Transportation, relates to invoices for economic stimulus activities.

Piutang kepada PT Jembatan Nusantara merupakan piutang atas kegiatan perbengkelan di SBU Galangan PELNI Surya.

Receivables to PT Jembatan Nusantara represent receivables from shipyard activities at SBU Galangan PELNI Surya.

7. PIUTANG USAHA (lanjutan)

a. Berdasarkan Pelanggan (lanjutan)

Piutang kepada PT Adhi Persada Beton, PT Adhi Persada Gedung, PT Adhi Karya, Jimmie, PT Lintang Daya Selaras, Sinohydro Adhi Jo, dan PT Semen Indogreen Sentosa merupakan piutang atas kegiatan usaha pada PT Sarana Bandar Nasional.

Piutang kepada PT Solusi Integrasi Internasional, PT Asoka Dwi Rosid Internasional dan PT Pindad Internasional merupakan piutang atas kegiatan usaha pada PT Pelita Indonesia Djaya.

Piutang pihak ketiga pada entitas anak PT PID sebesar Rp17.500.000.000 diikat jaminan fidusia atas pinjaman PT Bank Mandiri (Persero), Tbk. (lihat catatan 20)

***7. ACCOUNTS RECEIVABLE** (continued)*

***a. Based on the Customer** (continued)*

Receivables from PT Adhi Persada Beton, PT Adhi Persada Gedung, PT Adhi Karya, Jimmie, PT Lintang Daya Selaras, Sinohydro Adhi Jo, and PT Semen Indogreen Sentosa are receivables arising from business activities at PT Sarana Bandar Nasional

Receivables to PT Solusi Integrasi Internasional, PT Asoka Dwi Rosid Internasional and PT Pindad International represent receivables from business activities at PT Pelita Indonesia Djaya.

Third-party receivables of PT PID's subsidiary amounting to Rp17,500,000,000 are secured by a fiduciary guarantee for a loan from PT Bank Mandiri (Persero), Tbk. (see Note 20)

b. Berdasarkan Jenis Usaha / ***b. Based of Type Business***

	31 Des./ *Dec. 31*, 2025	31 Des./ *Dec. 31*, 2024	
Entitas Induk:			***Parent Entity:***
Perkapalan	27.471.399.217	24.747.225.030	*Shipping*
Perbengkelan	15.390.132.332	17.375.893.543	*Workshop*
Perhotelan	65.112.154	110.342.490	*Hospitality*
Usaha Lainnya	23.231.714.422	28.994.658.473	*Others*
Sub Jumlah	**66.158.358.125**	**71.228.119.536**	***Sub Total***
Dikurangi:			*Less:*
Provisi Kerugian Penurunan Nilai	(23.954.043.538)	(27.717.760.234)	*Provision for Expected Credit Loss*
Sub Jumlah	**42.204.314.587**	**43.510.359.302**	***Sub Total***
Entitas Anak:			***Subsidiaries:***
PT PBM Sarana Bandar Nasional	177.676.686.864	107.850.230.526	*PT PBM Sarana Bandar Nasional*
PT Pelita Indonesia Djaya	12.813.946.578	12.887.844.179	*PT Pelita Indonesia Djaya*
Sub Jumlah	**190.490.633.442**	**120.738.074.705**	***Sub Total***
Dikurangi:			*Less:*
Provisi Penurunan Nilai	(94.618.790.081)	(38.349.987.679)	*Provision for Expected Credit Loss*
Sub Jumlah	**95.871.843.361**	**82.388.087.026**	***Sub Total***
Jumlah	**138.076.157.948**	**125.898.446.328**	***Total***

Mutasi provisi kerugian penurunan nilai untuk tahun 2025 dan 2024 sebagai berikut:

Movements of provision for expected credit losses of 2025 and 2024 as follows:

	2025	2024	
Saldo Awal	66.067.747.913	54.379.676.430	*Beginning Balance*
Pemulihan Provisi	(15.022.554.295)	(3.223.829.407)	*Recovery Provision*
Pembentukan Provisi	67.527.640.001	14.911.900.890	*Reserved Provision*
Saldo akhir	**118.572.833.619**	**66.067.747.913**	***Ending balance***

7. PIUTANG USAHA (lanjutan)

Terhadap piutang usaha yang berasal dari Pemerintah, Entitas Grup, dan Yayasan, Perseroan tidak membentuk cadangan provisi atas penurunan nilai, karena manajemen berkeyakinan jumlah piutang tersebut dapat tertagih.

Pembentukan cadangan kerugian piutang usaha pada entitas anak PT PBM Sarana Bandar Nasional merupakan bagian dari mitigasi atas risiko ketidaktertagihan kegiatan bisnisnya, dan telah dilakukan kajian oleh konsultan hukum. Mendasar pada hasil kajian hukum dan upaya yang telah dilakukan manajemen sesuai ketentuan yang berlaku, manajemen berkeyakinan membentuk cadangan kerugian piutang usaha sebesar Rp50.966.625.428 atau 90% dari total piutang sebesar Rp56.629.583.809.

Berdasarkan hasil penelaahan pada akhir tahun, Grup berkeyakinan bahwa provisi kerugian penurunan nilai piutang usaha telah memadai untuk menutup kemungkinan kerugian atas tidak tertagihnya piutang

Penjelasan pihak-pihak berelasi lihat Catatan 42.

***7. ACCOUNTS RECEIVABLE** (continued)*

For trade receivables originating from the Government, Group Entities, and Foundations, the Company does not provide a provision for impairment, because management believes that the receivables are collectible.

The establishment of allowance for doubtful accounts at the subsidiary PT PMB Sarana Bandar Nasional is part of the mitigation of the risk of uncollectible business activities, and has been reviewed by a legal consultant. Based on the results of the legal review and efforts that have been made by management in accordance with applicable regulations, management believes that it is necessary to establish an allowance for doubtful accounts of Rp50,966,625,428 or 90% of the total receivables of Rp56,629,583,809.

Based on the review results at the end of the year, the Group believes that the provision for impairment losses on trade receivables is adequate to cover possible losses from uncollectible trade receivables.

Explanations of related parties refer to Notes 42.

8. ASET KEUANGAN LANCAR LAINNYA / ***8. OTHER CURRENT FINANCIAL ASSETS***

	31 Des./ *Dec. 31*, 2025	**31 Des./ *Dec. 31*, 2024**	
Aset Kontrak	518.121.765.990	350.774.210.144	*Contract Asset*
Kas dan Setara Kas yang Dibatasi Penggunaannya	4.266.762.203.787	1.688.350.365.641	*Restricted Cash and Cash Equivalent*
Piutang Lain-lain	10.733.558.739	13.953.809.557	*Other Receivables*
Jumlah	**4.795.617.528.516**	**2.053.078.385.342**	***Total***

a. Rincian Aset Kontrak / ***a. Detail of Contract Asset***

	31 Des./ *Dec. 31*, 2025	**31 Des./ *Dec. 31*, 2024**	
Public Service Obligation (PSO) dan subsidi	481.665.338.806	287.596.705.800	*Public Service Obligation (PSO) and subsidies*
Usaha Penunjang	13.337.387.016	36.807.513.647	*Supporting Business*
Lainnya	23.119.040.168	26.369.990.697	*Others*
Jumlah	**518.121.765.990**	**350.774.210.144**	***Total***

Aset Kontrak *Public Service Obligation (PSO)* dan subsidi merupakan pendapatan PSO dan subsidi tahun berjalan yang belum terealisasi pencairan dananya sampai dengan akhir tahun berjalan sesuai dengan Daftar Isian Pelaksanaan Anggaran Bendahara Umum Negara Tahun Anggaran 2025 Nomor: SP DIPA-999.07.1.985120/2025 pada tanggal 19 Desember 2024 dan Tahun Anggaran 2024 Nomor: SP DIPA-9999.07.1.985120/2024 pada tanggal 29 Desember 2023.

Public Service Obligation (PSO) Contract Assets and subsidies are PSO and subsidy revenues for the current year that have not been disbursed until the end of the current year in accordance with the State General Treasurer Budget Implementation List for Fiscal Year 2025 Number: SP DIPA-999.07.1.985120/2025 on December 19, 2024 and Fiscal Year 2024 Number: SP DIPA-999.07.1.985120/2024 on December 29, 2023.

8. ASET KEUANGAN LANCAR LAINNYA (lanjutan)

a. Rincian Aset Kontrak (lanjutan)

Aset Kontrak pada Entitas Anak PT PBM Sarana Bandar Nasional dan PT Pelita Indonesia Djaya merupakan pengakuan pendapatan atas kegiatan pelayanan bongkar muat tol laut, *crane* dan *refeer* container yang pada akhir Desember 2025 dan 2024. Berdasarkan hasil penelaahan pada akhir tahun, manajemen berpendapat bahwa, tidak perlu dilakukan pembentukan provisi kerugian penurunan nilai karena jangka waktu pekerjaan masih berlangsung setelah akhir tahun.

b. Kas dan Setara Kas yang Dibatasi Penggunaannya

Kas dan setara kas yang dibatasi penggunaannya terdiri dari:

8. OTHER CURRENT FINANCIAL ASSETS *(continued)*

a. Detail of Contract Asset *(continued)*

Contract assets in subsidiaries PT PBM Sarana Bandar Nasional and PT Pelita Indonesia Djaya represent revenue recognition for sea toll loading and unloading services, cranes and refeer containers at the end of December 2025 and 2024. Based on the review at the end of the year, management believes that no provision for impairment losses should be made because the period of work is still ongoing after the end of the year.

b. Restricted Cash and Cash Equivalents

Restricted cash and cash equivalents consist of:

	31 Des./ *Dec. 31*, 2025	31 Des./ *Dec. 31*, 2024	
Pihak Berelasi :			***Related Parties :***
Bank – Rupiah			***Bank - Rupiah***
PT Bank Rakyat Indonesia, Tbk	1.569.384.018.488	1.500.000.000.000	*PT Bank Rakyat Indonesia, Tbk*
PT Bank Mandiri (Persero), Tbk	4.382.530.452	27.076.944.823	*PT Bank Mandiri (Persero), Tbk*
Sub Jumlah	**1.573.766.548.940**	**1.527.076.944.823**	***Sub Total***
Pihak Berelasi :			***Related Parties :***
Bank Dalam Perjalanan – Rupiah			***Deposit in Transit - Rupiah***
PT Bank Rakyat Indonesia, Tbk	2.500.000.000.000	-	*PT Bank Rakyat Indonesia, Tbk*
Sub Jumlah	**2.500.000.000.000**	**-**	***Sub Total***
Pihak Berelasi :			***Related Parties :***
Deposito – Rupiah			***Deposit - Rupiah***
PT Bank Mandiri (Persero), Tbk	190.000.000.000	160.000.000.000	*PT Bank Mandiri (Persero), Tbk*
Sub Jumlah	**190.000.000.000**	**160.000.000.000**	***Sub Total***
Pihak Berelasi :			***Related Parties :***
Bank Garansi – Rupiah			***Bank Garansi – Rupiah***
PT Bank Mandiri (Persero), Tbk	2.694.562.857	499.228.828	*PT Bank Mandiri (Persero), Tbk*
Sub Jumlah	**2.694.562.857**	**499.228.828**	***Sub Total***
Pihak Ketiga :			***Third Parties :***
Deposit – Rupiah			***Deposit - Rupiah***
PT Unilever Indonesia	145.000.000	145.000.000	*PT Unilever Indonesia*
Dinas Peternakan Merauke	10.000.000	10.000.000	*Dinas Peternakan Merauke*
Lainnya	146.091.990	619.191.990	*Others*
Sub Jumlah	**301.091.990**	**774.191.990**	***Sub Total***
Jumlah	**4.266.762.203.787**	**1.688.350.365.641**	***Total***

Saldo tercatat pada PT Bank Rakyat Indonesia (Persero), Tbk., sebesar Rp2.500.000.000.000 merupakan dana Penyertaan Modal Negara tahun 2025, sesuai dengan PP No. 53 Tahun 2025.

The balance recorded at PT Bank Rakyat Indonesia (Persero), Tbk., amounting to IDR 2,500,000,000,000 is the 2025 State Capital Participation fund in accordance with PP No. 53 of 2025.

8. ASET KEUANGAN LANCAR LAINNYA (lanjutan)

b. Kas dan Setara Kas yang Dibatasi Penggunaannya (lanjutan)

Saldo tercatat pada PT Bank Rakyat Indonesia (Persero), Tbk., sebesar Rp1.569.384.018.488 dan Rp1.500.000.000.000 merupakan dana Penyertaan Modal Negara tahun 2024, sesuai dengan PP No. 53 Tahun 2024, dengan rincian sebagai berikut

	31 Des./ *Dec. 31*, 2025	**31 Des./ *Dec. 31*, 2024**	
Pokok	1.500.000.000.000	1.500.000.000.000	*Principal*
Hasil Pengembangan (Jasa Giro)	69.384.018.488	-	*Development Results (Giro Services)*
Jumlah	**1.569.384.018.488**	**1.500.000.000.000**	***Total***

Perseroan mendapatkan dana Penyertaan Modal Negara tahun 2015 sesuai dengan PP No. 111 Tahun 2015, dana tersebut ditempatkan pada PT Bank Mandiri (Persero), Tbk. Saldo per 31 Desember 2025 dan 2024, sebagai berikut:

	31 Des./ *Dec. 31*, 2025	**31 Des./ *Dec. 31*, 2024**	
Rekening Giro Bank	4.382.530.452	27.076.944.823	*Bank Account*
Deposito	190.000.000.000	160.000.000.000	*Deposit*
Jumlah	**194.382.530.452**	**187.076.944.823**	***Total***

Saldo rekening giro di atas, termasuk hasil pengembangan bersih dari penempatan deposito dan rekening giro tahun 2025 dan 2024 masing-masing sebesar Rp 7.305.585.629 dan Rp6.894.204.495.

c. Piutang Lain-lain

	31 Des./ *Dec. 31*, 2025	**31 Des./ *Dec. 31*, 2024**	
Pihak Berelasi :			***Related Parties :***
Pegawai	8.906.069.308	6.929.278.544	*Employee*
Yayasan Kesehatan Pensiunan Pelni	1.530.400.369	1.530.400.369	*Health Foundation Pelni Pensioners*
Lainnya	2.639.247.230	2.634.352.739	*Others*
Sub Jumlah	**13.075.716.907**	**11.094.031.652**	***Sub Total***
Pihak Ketiga :			***Third Parties :***
Koperasi Karyawan Sejahtera	613.597.246	614.223.898	*Koperasi Karyawan Sejahtera*
Lainnya	6.481.567.827	9.250.742.448	*Others*
Sub Jumlah	**7.095.165.073**	**9.864.966.346**	***Sub Total***
Jumlah	**20.170.881.980**	**20.958.997.998**	***Total***
Provisi Kerugian Penurunan Nilai	(9.437.323.241)	(7.005.188.441)	*Provision for Impairment Lesses*
Sub Jumlah	**(9.437.323.241)**	**(7.005.188.441)**	***Sub Total***
Jumlah	**10.733.558.739**	**13.953.809.557**	***Total***

***8. OTHER CURRENT FINANCIAL ASSETS** (continued)*

***b. Restricted Cash and Cash Equivalents** (continued)*

The balance recorded at PT Bank Rakyat Indonesia (Persero), Tbk., amounting to IDR 1,569,384,018,488 is the 2024 State Capital Participation fund in accordance with PP No. 53 of 2024.

The Company obtained State Capital Participation funds in 2015 in accordance with PP No. 111 of 2015, these funds were placed in PT Bank Mandiri (Persero), Tbk. The balance as of December 31, 2025 and 2024, is as follows:

The current account balance above, including net development results from placement of time deposits and current accounts in 2025 and 2024 amounted to Rp7,305,585,629 and Rp6,894,204,495, respectively.

c. Other Receivables

8. ASET KEUANGAN LANCAR LAINNYA (lanjutan)

c. Piutang Lain-lain (lanjutan)

Mutasi provisi kerugian penurunan nilai tahun 2025 dan 2024, sebagai berikut:

	2025	2024	
Saldo Awal	7.005.188.441	7.339.359.681	*Beginning Balance*
Pembentukan (Pemulihan) Provisi	2.432.134.800	(334.171.240)	*Reserved (Recovery) Provision*
Saldo Akhir	**9.437.323.241**	**7.005.188.441**	***Ending Balance***

Berdasarkan hasil penelaahan pada akhir tahun, manajemen berkeyakinan bahwa penyisihan kerugian penurunan nilai telah memadai untuk menutup kemungkinan kerugian atas tidak tertagihnya piutang lain-lain.

8. OTHER CURRENT FINANCIAL ASSETS *(continued)*

c. Other Receivables *(continued)*

Movements of allowance for impairment losses of 2025 and 2024, as follows:

Based on the review at the end of the year, management believes that the allowance for impairment losses is adequate to cover possible uncollectible other receivables.

9. PERSEDIAAN

9. INVENTORIES

	31 Des./ *Dec. 31*, 2025	31 Des./ *Dec. 31*, 2024	
Entitas Induk:			***Parent Entity:***
Suku cadang	449.539.832.993	355.150.622.415	*Spareparts*
Bahan bakar	55.179.077.595	51.252.728.563	*Fuel*
Pelumas	32.058.585.231	33.676.364.283	*Lubricants*
Makanan	11.793.597.353	13.045.501.075	*Food*
Tiket Penumpang	860.439.262	860.439.262	*Passenger Ticket*
Lainnya	-	506.913.789	*Others*
Sub Jumlah	**549.431.532.434**	**454.492.569.387**	***Sub Total***
Entitas Anak:			***Subsidiaries:***
PT PBM Sarana Bandar Nasional	11.474.980.327	16.589.381.394	*PT PBM Sarana Bandar Nasional*
PT Pelita Indonesia Djaya	19.218.202.637	11.107.988.197	*PT Pelita Indonesia Djaya*
Sub Jumlah	**30.693.182.964**	**27.697.369.591**	***Sub Total***
Jumlah	**580.124.715.398**	**482.189.938.978**	***Total***

Persediaan tidak diasuransikan terhadap risiko kebakaran, kemalingan dan resiko lainnya. Manajemen berkeyakinan bahwa persediaan Perseroan terletak pada beberapa lokasi sehingga kemungkinan timbulnya kerugian dalam waktu yang bersamaan untuk beberapa lokasi adalah tidak signifikan.

Inventories are not insured against fire, loss and other risks. Management believes that the Company's inventories are located in several locations so that the possibility of losses arising at the same time for several locations is not significant.

Manajemen berkeyakinan bahwa nilai tercatat dari persediaan tidak melebihi nilai pengganti atau nilai pemulihan aset dan tidak terdapat persediaan usang pada komponen aset lancar.

Management believes that the carrying value of inventories does not exceed the asset's replacement or recovery value and there are no obsolete inventories in the current assets component.

Persediaan usang telah dilakukan reklasifikasi kedalam aset tidak lancar lainnya.

Obsolete inventory has been reclassified to other non-current assets.

Persediaan pada entitas anak PT PID sebesar Rp5.000.000.000 diikat jaminan fiducia atas pinjaman PT Bank Mandiri (Persero) Tbk. (lihat catatan 20)

Inventories at the subsidiary PT PID amounting to Rp5,000,000,000 are pledged as collateral for a loan from PT Bank Mandiri (Persero) Tbk. (see note 20)

10. PERPAJAKAN / *10. TAXATION*

a. Pajak Dibayar Dimuka / *a. Prepaid Taxes*

	31 Des./ *Dec. 31*, 2025	31 Des./ *Dec. 31*, 2024	
Entitas Induk:			***Parent Entity:***
Pajak Penghasilan	1.367.512.120	2.428.119.923	*Income Tax*
Pajak Pertambahan Nilai	-	3.155.000	*Value Added Tax*
Pajak Lainnya	1.210.112.757	554.777.925	*Other Tax*
Sub Jumlah	**2.577.624.877**	**2.986.052.848**	***Sub Total***
Entitas Anak:			***Subsidiaries:***
Pajak Penghasilan	2.654.348.281	1.945.831.784	*Income Tax*
Pajak Pertambahan Nilai	60.321.797.242	51.379.603.066	*Value Added Tax*
Pajak Lainnya	11.663.692.739	48.561.500	*Other Tax*
Sub Jumlah	**74.639.838.262**	**53.373.996.350**	***Sub Total***
Jumlah	**77.217.463.139**	**56.360.049.198**	***Total***

b. Utang Pajak / *b. Tax Payable*

	31 Des./ *Dec. 31*, 2025	31 Des./ *Dec. 31*, 2024	
Entitas Induk:			***Parent Entity:***
Pajak Pertambahan Nilai	12.287.664.963	1.786.141.443	*Value Added Tax*
Pajak Penghasilan Pasal 15	1.004.342.820	339.648.918	*Tax Income Article 15*
Pajak Penghasilan Pasal 21	7.663.357.109	6.597.337.809	*Tax Income Article 21*
Pajak Penghasilan Pasal 22	6.001.458.231	3.223.580.380	*Tax Income Article 22*
Pajak Penghasilan Pasal 23	5.535.924.463	2.727.539.893	*Tax Income Article 23*
Pajak Penghasilan Pasal 25	287.517.675	287.517.675	*Tax Income Article 25*
Pajak Penghasilan Pasal 29	3.893.042.767	3.843.230.896	*Tax Income Article 29*
Pajak Penghasilan Pasal 4 Ayat 2	654.190.044	246.630.023	*Tax Income Article 4 Paragraph 2*
Pajak Daerah	73.930.538	38.440.741	*Local Tax*
Sub Jumlah	**37.401.428.610**	**19.090.067.778**	***Sub Total***
Entitas Anak:			***Subsidiaries:***
Pajak Pertambahan Nilai	9.765.049.107	10.719.523.126	*Value Added Tax*
Pajak Penghasilan Pasal 15	957.001	4.300.015	*Tax Income Article 15*
Pajak Penghasilan Pasal 21	702.166.661	286.387.173	*Tac Income Article 21*
Pajak Penghasilan Pasal 23	193.670.500	58.986.903	*Tax Income Article 23*
Pajak Penghasilan Pasal 25	273.950.020	401.131.494	*Tax Income Article 25*
Pajak Penghasilan Pasal 29	693.508.794	551.710.012	*Tax Income Article 29*
Pajak Penghasilan Pasal 4 Ayat2	61.250.478	36.995.786	*Tax Income Article 4 Paragraph 2*
Pajak Lainnya	49.482.497	50.604.355	*Other Tax*
Sub Jumlah	**11.740.035.058**	**12.109.638.864**	***Sub Total***
Jumlah	**49.141.463.668**	**31.199.706.642**	***Total***

10. PERPAJAKAN (lanjutan) / ***10. TAXATION*** *(continued)*

c. Beban (Manfaat) Pajak / ***c. Tax Expense (Benefit)***

	2025	2024	
Entitas Induk:			***Parent Entity:***
Beban Pajak Final	69.637.024.243	68.564.388.826	*Final Tax Expense*
Beban Pajak Kini	8.831.158.600	9.595.137.420	*Current Tax Expense*
Beban (Manfaat) Pajak Tangguhan	(2.827.754.404)	4.815.574.196	*Deffered Tax Expense (Benefits)*
Sub Jumlah	**75.640.428.439**	**82.975.100.442**	***Sub Total***
Entitas Anak:			***Subsidiaries:***
Beban Pajak Final	75.283.278	53.175.777	*Final Tax Expense*
Beban Pajak Tangguhan	(13.839.832.274)	(1.133.580.750)	*Deffered Tax Expense*
Beban Pajak Kini	15.907.635.700	26.280.586.420	*Current Tax Expense*
Sub Jumlah	**2.143.086.704**	**25.200.181.447**	***Sub Total***
Jumlah	**77.783.515.143**	**108.175.281.889**	***Total***

d. Rekonsiliasi Fiskal / ***d. Fiscal Reconciliation***

	2025	2024	
Laba sebelum pajak penghasilan entitas Induk	**278.017.450.260**	**276.848.373.769**	***Profit before income tax of the Parent Entity***
Bagian laba entitas anak yang telah dipungut pajak penghasilan dan PPh Final	2.958.416.267	(55.961.383.908)	*Income from subsidiaries And Final tax*
Sub Jumlah	**280.975.866.527**	**220.886.989.861**	***Sub Total***
Perbedaan Temporer:			***Temporary Differrences:***
Liabilitas Imbalan Pasca Kerja	12.502.905.976	(41.500.902.137)	*Employee Benefits Liability*
Penyisihan Piutang Usaha	(363.567.791)	6.008.785.820	*Receivable Allowance*
Penyusutan Aset Tetap	434.455.522	471.928.300	*Fixed Assets Depreciation*
Penurunan Nilai Persediaan	279.635.402	13.130.938.507	*Inventory Impairment*
Sub Jumlah	**12.853.429.109**	**(21.889.249.510)**	***Sub Total***
Perbedaan Permanen:			***Permanent Differences:***
Pph 21 Ditanggung Entitas	44.044.068.970	33.713.351.958	*Income tax article 21 by entity*
Beban Pemasaran	7.012.086.823	9.477.530.037	*Marketing Expenses*
Pendapatan Di Luar Usaha Lainnya	(323.013.925.655)	(281.454.317.673)	*Other Revenues*
Sub Jumlah	**(271.957.769.862)**	**(238.263.435.678)**	***Sub Total***
Beban (Pendapatan) terkait yang telah dikenakan Pajak Final:			***Related Expenses (Income) that have been charged Final Tax:***
Pph Final Usaha Perkapalan	(1.927.974.872.116)	(1.885.948.320.008)	*Income Tax Shipping*
Penghasilan PSO	(3.816.875.955.809)	(3.732.803.828.570)	*PSO Income*
Usaha Sampingan	(11.166.144.609)	(8.674.015.722)	*Other Income*
Pendapatan Deposito dan Jasa Giro	(164.727.196.860)	(151.553.962.224)	*Deposit Income and Current Accounts*
Beban Usaha Perkapalan	4.921.040.105.306	4.799.453.990.081	*Shipping Business Expenses*
Beban Overhead	702.777.420.399	890.435.072.902	*Overhead Expenses*
Beban Terkait dengan Penghasilan yang Dikenakan PPh Final	315.196.748.169	171.971.020.680	*Expenses Related to Income Subject to Final Tax*
Sub Jumlah	**18.270.104.480**	**82.879.957.139**	***Sub Total***

10. PERPAJAKAN (lanjutan) / ***10. TAXATION*** *(continued)*

d. Rekonsiliasi Fiskal / ***d. Fiscal Reconciliation***

	2025	2024	
Penghasilan Kena Pajak	**40.141.630.254**	**43.614.261.812**	***Taxable Income***
Pajak Penghasilan Badan Terutang	**8.831.158.600**	**9.595.137.420**	***Corporate Income Tax***
Kredit Pajak:			*Tax Deduction :*
Pajak Penghasilan Pasal 22	3.883.479.950	3.979.104.259	*Income Tax Article 22*
Pajak Penghasilan Pasal 23	668.818.713	590.144.545	*Income Tax Article 23*
Pajak Penghasilan Pasal 25	385.817.170	1.182.657.720	*Income Tax Article 25*
Sub Jumlah	**4.938.115.833**	**5.751.906.524**	***Sub Total***
Pajak Penghasilan Badan (Kurang) Lebih Bayar	**(3.893.042.767)**	**(3.843.230.896)**	***Corporate Income Tax (Less) Overpayment***
Beban Pajak Penghasilan Kini:			***Current Income Tax Expense:***
Entitas Induk	8.831.158.600	9.595.137.420	***Parent Entity***
Entitas Anak:			***Subsidiaries:***
PT PBM Sarana Bandar Nasional	2.417.968.740	14.977.483.180	*PT PBM Sarana Bandar Nasional*
PT Pelita Indonesia Djaya	13.489.666.960	11.303.103.240	*PT Pelita Indonesia Djaya*
Sub Jumlah	**15.907.635.700**	**26.280.586.420**	***Sub Total***
Jumlah	**24.738.794.300**	**35.875.723.840**	***Total***

e. Pajak Tangguhan / ***e. Deffered Taxes***

	2025				
	Saldo Awal/ *Beginning Balance*	**Dibebankan ke Laba (Rugi)/ *Charged to Profit (Loss)***	**Dibebankan ke Ekuitas/ *Charged to Other Comprehensive Income***	**Penyesuaian/ *Adjustment***	**Saldo Akhir/ *Ending Balance***
Entitas Induk:/ *Parent Entity :*					
Penurunan Nilai Piutang/*Expected Credit Loss of Receivables*	7.167.271.813	(79.984.914)	-	-	7.087.286.899
Penyusutan Aset Tetap/*Depreciation of Fixed Assets*	5.576.333.717	95.580.215	-	668.255	5.672.582.187
Liabilitas Imbalan Kerja/ *Liability for Employee Benefits*	34.640.031.955	2.750.639.315	-	-	37.390.671.270
Penurunan Nilai Persediaan/*Expected Credit Loss of Inventory*	2.888.806.472	61.519.788	-	-	2.950.326.260
Sub Jumlah/*Sub Total*	**50.272.443.957**	**2.827.754.404**	**-**	**668.255**	**53.100.866.616**
Entitas Anak/*Subsidiaries* :					
PT PBM Sarana Bandar Nasional	12.916.458.840	12.845.045.864	(254.016.746)		25.507.487.958
PT Pelita Indonesia Djaya	4.663.074.488	994.786.408	493.892.089		6.151.752.985
Sub Jumlah/*Sub Total*	**17.579.533.328**	**13.839.832.272**	**239.875.343**	**-**	**31.659.240.943**
Jumlah/*Total*	**67.851.977.285**	**16.667.586.676**	**239.875.343**	**-**	**84.760.107.559**

10. PERPAJAKAN (lanjutan) / ***10. TAXATION*** *(continued)*

e. Pajak Tangguhan (lanjutan) / ***e. Deffered Taxes*** *(continued)*

	2024				
	Saldo Awal/ *Beginning Balance*	**Dibebankan ke Laba (Rugi)/ *Charged to Profit (Loss)***	**Dibebankan ke Ekuitas/ *Charged to Other Comprehensive Income***	**Penyesuaian/ *Adjustment***	**Saldo Akhir/ *Ending Balance***
Entitas Induk:/ *Parent Entity :*					
Penurunan Nilai Piutang/*Expected Credit Loss of Receivables*	5.845.338.933	1.321.932.880	-	-	7.167.271.813
Penyusutan Aset Tetap/*Depreciation of Fixed Assets*	5.472.448.795	103.884.922	-	-	5.576.333.717
Liabilitas Imbalan Kerja/ *Liability for Employee Benefits*	43.770.230.425	(9.130.198.470)	-	-	34.640.031.955
Penurunan Nilai Persediaan/*Expected Credit Loss of Inventory*	-	2.888.806.472	-	-	2.888.806.472
Sub Jumlah/*Sub Total*	**55.088.018.153**	**(4.815.574.196)**	**-**	**-**	**50.272.443.957**
Entitas Anak/*Subsidiaries* :					
PT PBM Sarana Bandar Nasional	13.483.079.287	(394.979.591)	(171.640.856)	-	12.916.458.840
PT Pelita Indonesia Djaya	3.089.544.472	1.528.560.342	44.969.674	-	4.663.074.488
Sub Jumlah/*Sub Total*	**16.572.623.759**	**1.133.580.751**	**(126.671.182)**	**-**	**17.579.533.328**
Jumlah/*Total*	**71.660.641.912**	**(3.681.993.445)**	**(126.671.182)**	**-**	**67.851.977.285**

11. UANG MUKA / ***11. ADVANCES PAYMENT***

	31 Des./ *Dec. 31*, 2025	**31 Des./ *Dec. 31*, 2024**	
Entitas Induk:			***Parent Entity:***
Perkapalan	106.088.909.392	106.536.013.986	*Shipping*
Administrasi dan Umum	14.100.503.565	12.722.417.902	*General and Administrative*
Penunjang	4.832.698.912	12.811.829.428	*Agency*
Sub Jumlah	**125.022.111.869**	**132.070.261.316**	***Sub Total***
Entitas Anak:			***Subsidiaries:***
PT PBM Sarana Bandar Nasional	11.497.902.508	52.433.687.280	*PT PBM Sarana Bandar Nasional*
PT Pelita Indonesia Djaya	34.229.282.455	39.375.932.189	*PT Pelita Indonesia Djaya*
Sub Jumlah	**45.727.184.963**	**91.809.619.469**	***Sub Total***
Jumlah	**170.749.296.832**	**223.879.880.785**	***Total***

Uang muka perkapalan yang tercatat pada entitas induk merupakan pemberian uang muka atas transaksi pembelian suku cadang kapal yang di biayai melalui fasilitas PT Bank Negara Indonesia (Persero) Tbk.

Shipping advances recorded on the parent entity is the provision of advance payment on the purchase transaction of the ship parts that are purchased through the facilities of PT Bank Negara Indonesia (Persero) Tbk.

Uang muka administrasi dan umum merupakan uang muka operasional unit-unit kerja dilingkungan PT PELNI (Persero).

Administrative and general advances represent operational advances for work units within PT PELNI (Persero).

Uang muka usaha penunjang merupakan uang muka yang dibayarkan untuk kegiatan operasional perusahaan pada entitas anak.

Advances for supporting businesses represent advances paid for the company's operational activities in subsidiaries.

12. BIAYA DIBAYAR DIMUKA / *12. PREPAID EXPENSES*

	31 Des./ *Dec. 31*, 2025	31 Des./ *Dec. 31*, 2024	
Entitas Induk:			***Parent Entity:***
Usaha Perkapalan	6.030.293.561	11.244.029.324	*Shipping*
Sewa	354.530.396	215.475.794	*Rent*
Umum dan Administrasi	111.745.869	999.395.332	*General and Administrative*
Usaha Perhotelan	-	72.422.349	*Hotel*
Lainnya	23.513.552.809	23.838.372.496	*Other*
Sub Jumlah	**30.010.122.635**	**36.369.695.295**	***Sub Total***
Entitas Anak:			***Subsidiary:***
PT PBM Sarana Bandar Nasional	19.940.261.726	44.937.376.065	*PT PBM Sarana Bandar Nasional*
PT Pelita Indonesia Djaya	11.047.033.679	356.702.472	*PT Pelita Indonesia Djaya*
Sub Jumlah	**30.987.295.405**	**45.294.078.537**	***Sub Total***
Jumlah	**60.997.418.040**	**81.663.773.832**	***Total***

Biaya dibayar dimuka usaha perkapalan merupakan biaya yang berkaitan dengan kegiatan operasional usaha perkapalan.

Prepaid shipping costs are costs related to shipping business operational activities.

Biaya dibayar dimuka umum dan administrasi merupakan biaya yang berkenaan dengan kegiatan operasional umum dan administrasi, seperti imbalan kerja dan asuransi.

Prepaid general and administrative expenses are expenses related to general operational activities and administration, such as employee benefits and insurance.

Biaya dibayar dimuka pada entitas anak merupakan biaya yang berkaitan dengan kegiatan operasional pelabuhan, seperti kegiatan ekpedisi muatan kapal laut dan kegiatan operasional dipelabuhan lainnya yang telah dibayarkan namun pada akhir tahun buku, jasa belum seluruhnya dapat dimanfaatkan, dan akan ditagihkan setelah pekerjaan selesai.

Prepaid expenses to a subsidiary are costs related to port operational activities, such as shiploading expedition activities and other port operations that have been paid but at the end of the financial year, services have not been fully utilized, and will be billed after the job is done.

13. INVESTASI PADA ENTITAS ASOSIASI / *13. INVESTMENT IN ASSOCIATES*

	31 Des./ *Dec. 31*, 2025	31 Des./ *Dec. 31*, 2024	
PT Rumah Sakit Pelni	227.402.278.010	218.729.401.463	*PT Rumah Sakit Pelni*
Jumlah	**227.402.278.010**	**218.729.401.463**	***Total***

Mutasi nilai penyertaan saham pada PT Rumah Sakit Pelni untuk tahun 2025 dan 2024 sebagai berikut:

Changes in the value of equity participation in PT Rumah Sakit Pelni for 2024 and 2023 are as follows:

	2025	2024	
Saldo Awal	218.729.401.463	240.324.819.715	*Beginning Balance*
Dividen	-	(7.707.055.925)	*Dividen*
Laba (Rugi) Tahun Berjalan	8.672.876.547	(14.004.572.402)	*Profit (Loss) for the Current Year*
Laba Komprehensif	-	116.210.075	*Compherensive Income*
Saldo Akhir	**227.402.278.010**	**218.729.401.463**	***Ending Balance***

13. INVESTASI PADA ENTITAS ASOSIASI (lanjutan)

Penyerapan laba PT Rumah Sakit Pelni untuk tahun 2025 berdasarkan laporan keuangan unaudited tahun buku 2025 membukukan laba tahun berjalan sebesar Rp17.707.564.306, sesuai Surat Direktur Utama PT Rumah Sakit Pelni No.01.08/BRS/I/2026, tanggal 08 Januari 2026, perihal Penyampaian Laporan Keuangan Unaudited PT Rumah Sakit Pelni Tahun Buku 2025.

Penyerapan rugi PT Rumah Sakit Pelni untuk tahun 2024 mendasar pada laporan keuangan PT Rumah Sakit Pelni tanggal 31 Desember 2024 dan untuk tahun yang berakhir pada tanggal tersebut sebelum audit. Hal ini dikarenakan sampai dengan tanggal laporan ini terbit, PT Rumah Sakit Pelni belum menyelesaikan Laporan Audited tahun buku 2024, sesuai dengan Surat Direktur Utama PT Rumah Sakit Pelni No.1.19/BRS/III/2025 tanggal 19 Maret 2025 perihal Penyampaian Laporan Keuangan Audited PT Rumah Sakit Pelni Tahun Buku 2024.

13. INVESTMENT IN ASSOCIATES *(continued)*

PT Rumah Sakit Pelni's profit absorption for 2025 based on the unaudited financial report for the 2025 fiscal year recorded a current year profit of Rp17,707,564,306, according to the Letter of the President Director of PT Rumah Sakit Pelni No. 01.08/BRS/I/2026, dated January 8, 2026, regarding the Submission of the Unaudited Financial Report of PT Rumah Sakit Pelni for the 2025 Fiscal Year.

The absorption of PT Rumah Sakit Pelni's losses for the year 2024 is based on PT Rumah Sakit Pelni's financial statements as of December 31, 2024, and for the year ended on that date, prior to audit. This is because, as of the date of this report's publication, PT Rumah Sakit Pelni has not yet finalized the Audited Financial Statements for the 2024 fiscal year, in accordance with the Letter from the President Director of PT Rumah Sakit Pelni No. 1.19/BRS/III/2025 dated March 19, 2025, regarding the Submission of the Audited Financial Statements of PT Rumah Sakit Pelni for the 2024 Fiscal

14. PROPERTI INVESTASI / ***14. INVESTMENT PROPERTIES***

	2025				
	Saldo Awal/ ***Beginning Balance***	**Penambahan/** ***Addition***	**Pengurangan/** ***Reduction***	**Reklasifikasi/** ***Reclassification***	**Saldo Akhir/** ***Ending Balance***
Entitas Induk/ ***Parent Entity***					
Tanah/*Land*	139.696.400.000	2.898.200.000	-	-	142.594.600.000
Gedung/*Building*	21.230.583.000	792.000	628.600.000		20.602.775.000
Sub Jumlah/Sub *Total*	**160.926.983.000**	**2.898.992.000**	**628.600.000**	**-**	**163.197.375.000**
Entitas Anak/ ***Subsidiary***					
Tanah/*Land*	35.206.677.000	5.920.616.732	2.596.316.000		38.530.977.732
Gedung/*Building*	12.408.674.575	2.497.922.959	6.476.938.702	12.063.059.699	20.492.718.531
Sub Jumlah/Sub *Total*	**47.615.351.575**	**8.418.539.691**	**9.073.254.702**	**12.063.059.699**	**59.023.696.263**
Jumlah/*Total*	**208.542.334.575**	**11.317.531.691**	**9.701.854.702**	**-**	**222.221.071.263**

	2024				
	Saldo Awal/ ***Beginning Balance***	**Penambahan/** ***Addition***	**Pengurangan/** ***Reduction***	**Reklasifikasi/** ***Reclassification***	**Saldo Akhir/** ***Ending Balance***
Entitas Induk/ ***Parent Entity***					
Tanah/*Land*	138.550.040.000	1.253.060.000	128.700.000	22.000.000	139.696.400.000
Gedung/*Building*	22.171.190.000	-	940.607.000	-	21.230.583.000
Sub Jumlah/*Sub Total*	**160.721.230.000**	**1.253.060.000**	**1.069.307.000**	**22.000.000**	**160.926.983.000**

14. PROPERTI INVESTASI (lanjutan) / ***14. INVESTMENT PROPERTIES*** *(continued)*

	2024				
	Saldo Awal/ ***Beginning Balance***	**Penambahan/** ***Addition***	**Pengurangan/** ***Reduction***	**Reklasifikasi/** ***Reclassification***	**Saldo Akhir/** ***Ending Balance***
Entitas Anak/ ***Subsidiary***					
Tanah/*Land*	20.302.417.000	3.757.121.922	-	11.147.138.078	35.206.677.000
Gedung/*Building*	2.914.583.000	5.020.495.657	-	4.473.595.918	12.408.674.575
Sub Jumlah/*Sub Total*	**23.217.000.000**	**8.777.617.579**	**-**	**15.620.733.996**	**47.615.351.575**
Jumlah/*Total*	**183.938.230.000**	**10.030.677.579**	**1.069.307.000**	**15.642.733.996**	**208.542.334.575**

Penilaian atas nilai wajar properti investasi pada entitas induk dilakukan oleh penilai independen tahun 2025 berdasarkan laporannya Nomor 00010/2.0055-00/PI/06/0469/1/I/2026 untuk properti investasi gedung kantor yang terletak di Mataram, 00017/2.0055-00/PI/06/0469/1/I/2026 untuk properti investasi rumah dinas yang terletak di Medan dan 00018/2.0055-00/PI/06/0469/1/I/2026 untuk properti investasi gedung kantor yang terletak di Medan, dan tahun 2024 berdasarkan laporannya Nomor 00044/2.0055-00/TI/10/0469/1/II/2025, untuk properti investasi yang terletak di Jawa Timur untuk gedung kantor, Sulawesi Selatan untuk perkantoran dan Papua Tengah untuk perumahan desa dan pertanian lahan kering.

The fair value assessment of investment properties of the Parent Entity was conducted by an independent appraiser in 2025 based on its reports No. 00010/2.0055-00/PI/06/0469/1/I/2026 for the office building investment property located in Mataram, No. 00017/2.0055-00/PI/06/0469/1/I/2026 for the residential property investment located in Medan, and No. 00018/2.0055-00/PI/06/0469/1/I/2026 for the office building investment property located in Medan; and in 2024 based on its report No. 00044/2.0055-00/TI/10/0469/1/II/2025 for investment properties located in East Java (office building), South Sulawesi (office premises), and Central Papua (rural housing and dryland agricultural land).

Kenaikan bersih nilai wajar properti investasi milik Entitas Induk PT Pelayaran Indonesia (Persero) untuk tahun 2025 sebesar Rp2.270.392.000 diakui sebagai pendapatan non usaha.

The net increase in the fair value of investment property owned by the Parent Company, PT Pelayaran Indonesia (Persero), for the year 2025 in the amount of Rp2,270,392,000 was recognized as non-operating income.

Penurunan bersih nilai wajar properti investasi milik Entitas Induk PT Pelayaran Indonesia (Persero) untuk tahun 2024 sebesar Rp649.747.000 diakui sebagai beban non usaha dan kenaikan bersih sebesar Rp855.500.000 diakui sebagai penghasilan komprehensif lainnya.

The net decrease in the fair value of investment property owned by the Parent Company, PT Pelayaran Indonesia (Persero), for the year 2024, amounting to Rp649,747,000, was recognized as a non-operating expense, and the net increase of Rp855,500,000 was recognized as other comprehensive income.

Pada tahun 2025 manajemen PT Pelita Indonesia Djaya melakukan perubahan kebijakan akuntansi melalui perubahan peruntukan aset tetap yang semula digunakan untuk kegiatan operasional menjadi direntalkan pada pihak lain. Metode pengukuran aset tetap tersebut menggunakan biaya perolehan, selanjutnya metode pengukuran properti investasi menggukan nilai wajar. Kenaikan (penurunan) nilai wajar diakui sebagai penghasilan komprehensif lain. (lihat catatan 16)

In 2025, the management of PT Pelita Indonesia Djaya implemented a change in accounting policy by reclassifying fixed assets—which were previously used for operational activities—as assets leased to third parties. The measurement method for these fixed assets is based on cost, while the measurement method for investment property is based on fair value. Increases (decreases) in fair value are recognized as other comprehensive income. (see note 16)

14. PROPERTI INVESTASI (lanjutan)

Penilaian atas nilai wajar properti investasi pada entitas anak PT Pelita Indonesia Djaya untuk tahun 2025 dilakukan oleh penilai independen berdasarkan laporannya Nomor 000036/3.0068-00/PI/11/0193/1/I/2026, Nomor 000037/3.0068-00/PI/11/0193/1/I/2026, Nomor 000038/3.0068-00/PI/11/0193/1/I/2026, dan 000039/3.0068-00/PI/11/0193/1/I/2026, masing-masing tanggal 30 Januari 2026. Peningkatan bersih nilai wajar sebesar Rp1.524.446.347 diakui sebagai pendapatan non usaha dan penurunan bersih nilai wajar sebesar Rp2.355.849.789 diakui sebagai penghasilan komprehensif lainnya.

Penilaian nilai wajar properti investasi tahun 2024 yang berlokasi di Surabaya dan Makassar didasarkan pada estimasi yang dilakukan oleh Entitas Anak (PT PID). Mendasar pada pertimbangan bahwa:

a. Tanah memiliki umur ekonomis yang tidak terbatas sehingga nilai wajar tanah tidak mengalami penurunan, selain disebabkan hal-hal diluar kendali. Sehingga nilai wajar tanah akan mengalami peningkatan mengikuti perkembangan pasar dan perubahan lingkungan disekitarnya.
b. Bangunan memiliki umur ekonomis yang terbatas, sehingga nilai wajar bangunan cenderung mengalami penurunan yang dipengaruhi oleh kondisi atau keadaan fisik bangunan.

Berdasarkan pertimbangan di atas dan perhitungan tahun-tahun sebelumnya, manajemen mengestimasi bahwa tanah mengalami kenaikan sebesar 5% dari nilai tercatatnya dan bangunan mengalami penurunan 5% dari nilai tercatatnya.

Penilaian atas nilai wajar properti investasi pada Entitas Anak (PT PID) tahun 2024 yang dilakukan oleh manajemen menghasilkan kenaikan nilai tanah sebesar Rp525.900.000 sedangkan untuk bangunan mengalami penurunan nilai wajarnya sebesar Rp609.000.000, sehingga secara bersih mengalami penurunan nilai wajar sebesar Rp83.100.000 diakui sebagai beban non-usaha.

Penilaian atas nilai wajar properti investasi pada entitas anak PT PBM Sarana Bandar Nasional untuk tahun 2025, dilakukan secara mandiri, dengan kesimpulan nilai wajar tanah dan bangunan yang berlokasi di Banyuwangi sebesar Rp 8.053.531.870, Jl. Bugis Rp6.229.334.210 dan Green Sedayu Jakarta sebesar Rp10.173.176.350. Peningkatan bersih nilai wajar tanah dan bangunan sebesar Rp176.688.430 diakui sebagai pendapatan non usaha.

***14. INVESTMENT PROPERTIES** (continued)*

The valuation of the fair value of investment property at the subsidiary PT Pelita Indonesia Djaya for the year 2025 was conducted by an independent appraiser based on its report No. 000036/3.0068-00/PI/11/0193/1/I/2026, No. 000037/3.0068-00/PI/11/0193/1/I/2026, No. 000038/3.0068-00/PI/11/0193/1/I/2026, and 000039/3.0068-00/PI/11/0193/1/I/2026, each dated January 30, 2026. A net increase in fair value of Rp1,524,446,347 is recognized as non-operating income, and a net decrease in fair value of Rp2,355,849,789 is recognized as other comprehensive income.

The fair value assessment of investment properties in 2024 located in Surabaya and Makassar was based on estimates prepared by the Subsidiary (PT PID), based on the consideration that:

a. Land has an indefinite economic life so that the fair value of the land does not decrease, other than due to things beyond control. So that the fair value of the land will increase following market developments and changes in the surrounding environment.
b. Buildings have a limited economic life, so the fair value of the building tends to decrease which is influenced by the condition or physical condition of the building.

Based on the above considerations and calculations from previous years, management estimates that land has increased by 5% from its carrying value and buildings located in Ampenan have decreased by 5% from their carrying value and buildings located have decreased by 5%.

The fair value assessment of investment properties at the Subsidiary (PT PID) for 2024, as conducted by management, resulted in an increase in land value of Rp525,900,000, while the building experienced a decrease in fair value of Rp609,000,000. Accordingly, there was a net decrease in fair value of Rp83,100,000, which was recognized as a non-operating expense.

The valuation of the fair value of investment properties at the subsidiary PT PBM Sarana Bandar Nasional for the year 2025 was conducted independently, concluding that the fair value of the land and buildings located in Banyuwangi is Rp 8,053,531,870, Rp6,229,334,210 for the property on Jl. Bugis, and Rp10,173,176,350 for the property at Green Sedayu, Jakarta. The net increase in the fair value of land and buildings of Rp176,688,430 was recognized as non-operating income.

14. PROPERTI INVESTASI (lanjutan)

Pada tahun buku 2024, Entitas Anak Perusahaan PT PBM Sarana Bandar Nasional telah melakukan perubahan kebijakan penyajian aset tanah dan bangunan untuk direntalkan, dari aset tetap ke properti investasi dan selanjutnya pengukurannya dicatat dengan menggunakan nilai wajar. Perubahan tersebut berlaku secara prospektif, keuntungan atau kerugian yang timbul dari perubahan nilai wajar properti investasi diakui dalam laba rugi pada periode terjadinya.

Berdasarkan laporan penilaian aset tanah dan bangunan oleh penilai independen bernomor 000397/2.0053-00/PI/05/0506/1/XII/2024, tanggal 17 Desember 2024, nilai wajar tanah dan bangunan yang berlokasi di Banyuwangi sebesar Rp8.054.666.000, nilai wajar tanah dan bangunan yang berlokasi di Jalan Bugis dan Green Sedayu, Jakarta, sebesar Rp16.224.688.000. Peningkatan nilai wajar tanah dan bangunan sebesar Rp8.658.620.004 diakui sebagai keuntungan surplus nilai wajar pada kelompok pendapatan non usaha pada tahun terjadinya.

Properti investasi berupa tanah dan bangunan milik entitas anak perusahaan PT PID yang berlokasi di Prigen, Pasuruan, Jawa Timur diikat dengan hak tanggungan atas pinjaman PT Bank Mandiri (Persero) Tbk.(lihat catatan 20)

14. INVESTMENT PROPERTIES *(continued)*

In the 2024 financial year, the Subsidiary, PT PBM Sarana Bandar Nasional, changed its accounting policy for the presentation of land and buildings held for rental, from property, plant and equipment to investment properties, and subsequently measured them using the fair value model. This change was applied prospectively, and any gains or losses arising from changes in the fair value of investment properties are recognized in profit or loss in the period in which they occur.

Based on the land and building asset valuation report by an independent appraiser numbered 000397/2.0053-00/PI/05/0506/1/XII/2024, dated December 17, 2024, the fair value of land and buildings located in Banyuwangi is Rp8,054,666,000, the fair value of land and buildings located on Jalan Bugis and Green Sedayu, Jakarta, is Rp16,224,688,000. The increase in the fair value of land and buildings by Rp8,658,620,004 was recognized as a fair value surplus gain in the non-operating income group in the year it occurred.

Investment properties in the form of land and buildings owned by a subsidiary of PT PID located in Prigen, Pasuruan, East Java are bound by a mortgage on a loan from PT Bank Mandiri (Persero) Tbk. (see note 20)

	2025				
	Nilai Tercatat/ ***Book Value***	**Reklasifikasi/** ***Reclas-sification***	**Nilai Wajar/** ***Fair Value***	**Kenaikan (Penurunan) atas Nilai Wajar/** ***Increase (Decrease) of Fair Value***	
Entitas Induk					***Parent Entity***
Tanah	139.696.400.000	-	142.594.600.000	2.898.200.000	*Land*
Gedung	21.230.583.000	-	20.602.775.000	(627.808.000)	*Building*
Sub Jumlah	**160.926.983.000**	**-**	**163.197.375.000**	**2.270.392.000**	***Sub Total***
Entitas Anak					***Subsidiary***
Tanah	35.206.677.000	-	38.530.977.732	3.324.300.732	*Land*
Gedung	12.408.674.575	12.063.059.699	20.492.718.531	(3.979.015.743)	*Building*
Sub Jumlah	**47.615.351.575**	**12.063.059.699**	**59.023.696.263**	**(654.715.011)**	***Sub Total***
Jumlah	**208.542.334.575**	**12.063.059.699**	**222.221.071.263**	**1.615.676.989**	***Total***

14. PROPERTI INVESTASI (lanjutan) / *14. INVESTMENT PROPERTIES (continued)*

	2024					
	Nilai Tercatat/ *Book Value*	Reklasifikasi/ *Reclas-sification*	Nilai Wajar/ *Fair Value*	Kenaikan (Penurunan) atas Nilai Wajar/ *Increase (Decrease) of Fair Value*		
Entitas Induk						***Parent Entity***
Tanah	138.550.040.000	22.000.000	139.696.400.000	1.146.360.000		*Land*
Gedung	22.171.190.000	-	21.230.583.000	(940.607.000)		*Building*
Sub Jumlah	**160.721.230.000**	**22.000.000**	**160.926.983.000**	**205.753.000**	***Sub Total***	
Entitas Anak						***Subsidiary***
Tanah	132.329.700.000	-	35.206.677.000	97.123.023.000		*Land*
Gedung	21.168.600.000	-	12.408.674.575	8.759.925.425		*Building*
Sub Jumlah	**153.498.300.000**	-	**47.615.351.575**	**105.882.948.425**	***Sub Total***	
Jumlah	**314.219.530.000**	**22.000.000**	**208.542.334.575**	**106.088.701.425**	***Total***	

15. ALAT PRODUKSI / *15. PRODUCTION EQUIPMENT*

	2025				
	Saldo Awal/ *Beginning Balance*	Penambahan/ *Addition*	Pengurangan/ *Reduction*	Reklasifikasi/ *Reclassification*	Saldo Akhir/ *Ending Balance*
Biaya Perolehan/ *Acquisition Cost:*					
Perolehan Langsung/ *Direct Acquisition*					
Kapal Penumpang/ *Passanger Ship*	8.698.948.382.683	301.042.936.916	-	(10.885.733.300)	8.989.105.586.299
Kapal Kargo/*Cargo Ship*	435.144.034.173	14.276.962.324	-	-	449.420.996.497
Kontainer/*Container*	156.809.773.055	97.125.000	-	-	156.906.898.055
Alat Produksi Lainnya/ *Other Production Tools*	208.756.697.588	7.614.957.130	(114.510.400)	-	216.257.144.318
Sub Jumlah/*Sub Total*	**9.499.658.887.499**	**323.031.981.370**	**(114.510.400)**	**(10.885.733.300)**	**9.811.690.625.169**
Aset Dalam Konstruksi/ *Assets Under Construction*	59.940.000	65.558.675.754	-	-	65.618.615.754
Sewa Pembiayaan/ *Leasing Financing*					
Kendaraan Bermotor/ *Vehicle*	35.275.967.188	1.481.989.614	(270.937.420)	-	36.487.019.382
Jumlah/*Total*	**9.534.994.794.687**				**9.913.796.260.305**

15. ALAT PRODUKSI (lanjutan) / ***15. PRODUCTION EQUIPMENT*** *(continued)*

	2025				
	Saldo Awal/ ***Beginning Balance***	**Penambahan/** ***Addition***	**Pengurangan/** ***Reduction***	**Reklasifikasi/** ***Reclassification***	**Saldo Akhir/** ***Ending Balance***
Akum. Penyusutan dan Penurunan Nilai/ ***Accum. Depreciation and Impairment:***					
Kapal Penumpang/ *Passanger Ship*	7.073.151.850.858	333.484.693.192	-	(10.885.733.300)	7.395.750.810.750
Kapal Kargo/*Cargo Ship*	144.351.872.629	26.627.390.497	-	-	170.979.263.126
Kontainer/*Container*	105.223.497.412	5.777.754.687	-	-	111.001.252.099
Alat Produksi Lainnya *Other Production Tools*	103.667.586.906	20.477.316.487	(114.510.400)	-	124.030.392.993
Sub Jumlah/*Sub Total*	**7.426.394.807.805**	**386.367.154.863**	**(114.510.400)**	**(10.885.733.300)**	**7.801.761.718.968**
Sewa Pembiayaan/ ***Leasing Financing***					
Kendaraan Bermotor/ *Vehicle*	18.876.736.673	4.862.644.252	(243.843.678)	-	23.495.537.247
Nilai Buku/*Book Value*	**2.089.723.250.209**				**2.088.539.004.090**

	2024				
	Saldo Awal/ ***Beginning Balance***	**Penambahan/** ***Addition***	**Pengurangan/** ***Reduction***	**Reklasifikasi/** ***Reclassification***	**Saldo Akhir/** ***Ending Balance***
Biaya Perolehan/ ***Acquisition Cost:***					
Perolehan Langsung/ ***Direct Acquisition***					
Kapal Penumpang/ *Passanger Ship*	8.405.267.544.881	286.799.430.980	(417.120.000)	7.298.526.822	8.698.948.382.683
Kapal Kargo/*Cargo Ship*	448.496.277.703	9.764.008.846	(23.116.252.376)	-	435.144.034.173
Kontainer/*Container*	154.694.553.376	2.381.219.679	(266.000.000)	-	156.809.773.055
Alat Produksi Lainnya/ *Other Production Tools*	204.016.792.209	8.319.088.250	3.579.182.871	-	208.756.697.588
Sub Jumlah/*Sub Total*	**9.212.475.168.169**	**307.263.747.755**	**(20.220.189.505)**	**7.298.526.822**	**9.499.658.887.499**
Aset Dalam Konstruksi/ *Assets Under Construction*	59.940.000	-	-	-	59.940.000
Sewa Pembiayaan/ ***Leasing Financing***					
Kendaraan Bermotor/ *Vehicle*	39.325.000.357	3.187.875.298	(7.236.908.467)	-	35.275.967.188
Jumlah/*Total*	**9.251.860.108.526**	**310.451.623.053**	**(27.457.097.972)**	**7.298.526.822**	**9.534.994.794.687**

15. ALAT PRODUKSI (lanjutan) / ***15. PRODUCTION EQUIPMENT*** *(continued)*

	2024				
	Saldo Awal/ ***Beginning Balance***	**Penambahan/** ***Addition***	**Pengurangan/** ***Reduction***	**Reklasifikasi/** ***Reclassification***	**Saldo Akhir/** ***Ending Balance***
Akum. Penyusutan dan Penurunan Nilai/ ***Accum. Depreciation and Impairment:***					
Kapal Penumpang/ *Passanger Ship*	6.748.691.116.645	320.560.583.941	-	3.900.150.272	7.073.151.850.858
Kapal Kargo/*Cargo Ship*	141.205.499.366	25.708.873.752	(22.562.500.489)	-	144.351.872.629
Kontainer/*Container*	98.396.101.002	7.093.396.410	266.000.000	-	105.223.497.412
Alat Produksi Lainnya *Other Production Tools*	86.580.812.373	19.600.990.286	(2.514.215.753)	-	103.667.586.906
Sub Jumlah/*Sub Total*	**7.074.873.529.386**	**372.963.844.389**	**(24.810.716.242)**	**3.900.150.272**	**7.426.394.807.805**
Sewa Pembiayaan/ ***Leasing Financing***					
Kendaraan Bermotor/ *Vehicle*	19.209.974.471	6.093.736.151	6.426.973.949	-	18.876.736.673
Nilai Buku/*Book Value*	**2.157.776.604.669**	**(68.605.957.487)**	**(9.073.355.679)**	**3.398.376.550**	**2.089.723.250.209**

Beban penyusutan dialokasikan pada: / *Depreciation expense is allocated to:*

	2025	**2024**	
Beban Pokok Pendapatan Usaha	380.157.134.746	367.918.373.553	*Cost of Revenue*
Beban Umum dan Administrasi	11.072.664.369	11.139.206.987	*General and Administrative Expense*
Jumlah	**391.229.799.115**	**379.057.580.540**	***Total***

Lihat Catatan 37 dan 39. / *See Note 37 and 39*

Penambahan Kapal Penumpang dan Kapal Cargo untuk tahun 2025 adalah pemasangan suku cadang yang dikapitalisasi sesuai ketentuan Perseroan.

The addition of passenger vessels and cargo vessels in 2025 represents the installation of spare parts that have been capitalized in accordance with the Company's policy.

Reklasifikasi Kapal Penumpang tahun 2025 merupakan perpindahan alat produksi berupa kasur dan cover kasur kelas ekonomi serta *springbed* ABK menjadi aset tidak produktif dan penghapusbukuan aset tidak produktif, sesuai Surat Dewan Komisaris No. 145/DK/X-2025, tanggal 13 November 2025, tentang Persetujuan Penghapusbukuan Barang Afkir Kasur Ekonomi Kapal Penumpang. (Lihat catatan 19)

The 2025 Passenger Ship Reclassification is the transfer of production equipment in the form of economy class mattresses and mattress covers and ABK springbeds to become unproductive assets and the write-off of unproductive assets, in accordance with the Letter of the Board of Commissioners No. 145/DK/X-2025, dated November 13, 2025, concerning the Approval of the Write-off of Retired Economy Class Mattresses on Passenger Ships. (See note 19)

Penambahan alat produksi lainnya untuk tahun 2025 merupakan penambahan alat angkutan darat di Entitas Anak (PT PBM SBN) dan Entitas Cucu (PT SBL).

The addition of other production equipment in 2025 represents the acquisition of land transportation vehicles in the Subsidiary (PT PBM SBN) and the Sub-subsidiary (PT SBL).

15. ALAT PRODUKSI (lanjutan)

Berkurangnya Kapal Kargo tahun 2024 dikarenakan adanya penjualan KM.Caraka Jaya Niaga III-22. Sesuai Surat No. S-499/MBU/10/2024 tanggal 11 Oktober 2024, perihal Persetujuan Penghapusbukuan dan Pemindahtanganan KM. Caraka Jaya Niaga III-22.

Berkurangnya alat produksi lainnya tahun 2024 merupakan telah berakhirnya pengakuan alat produksi sehubungan berakhirnya masa jangka waktu penggunaannya pada Entitas Anak Perusahaan (PT PBM SBN) dan pelepasan Alat Produksi Lainnya pada Entitas Anak Perusahaan (PT PBM SBN).

Penambahan Kapal Penumpang tahun 2024 merupakan pemasangan suku cadang yang dikapitalisasi sesuai ketentuan Perseroan.

Penambahan Kapal Penumpang tahun 2024 merupakan reklasifikasi penyajian kapal Phinisi pada Entitas Anak Perusahaan (PT PID) dari Aset Tetap ke Alat Produksi.

Penambahan Kontainer pada Perusahaan Induk PT Pelni (Persero) sebesar Rp.1.050.185.199 dan Entitas Anak Perusahaan (PT PBM SBN) sebesar Rp.1.331.034.480.

Penambahan Alat Produksi Lainnya merupakan penambahan Alat *Reachstaker* dan alat angkutan darat di Entitas Anak Perusahaan (PT PBM SBN).

Penambahan aset dalam konstruksi tahun 2025 merupakan biaya perbaikan KM. Umsini sebesar Rp41.964.526.360 dan spare part sebesar Rp23.761.215.050.

Penambahan dan pengurangan alat produksi melalui sewa pembiayaan merupakan penambahan dan pelepasan kendaraan pada Entitas Anak Perusahaan (PT PID).

Manajemen berkeyakinan bahwa nilai tercatat alat produksi untuk tahun yang berakhir tanggal 31 Desember 2025 dan 2024 masih dibawah nilai wajarnya.

Alat produksi berupa armada kapal diasuransikan pada PT ACA Asuransi tahun 2025 dan 2024 dengan masing masing nilai total pertanggungan sebesar Rp4.911.989.000.000 dan Rp4.155.489.847.192. Grup berkeyakinan bahwa nilai pertanggungan cukup memadai untuk menutupi kemungkinan timbulnya kerugian terhadap aset yang dipertanggungkan.

Tidak terdapat alat produksi yang digunakan sebagai jaminan atas kewajiban/pinjaman Grup.

15. PRODUCTION EQUIPMENT *(continued)*

The reduction of Cargo Ship is due to the sale of KM Caraka Jaya Niaga III-22. In accordance with Letter No. S-499/MBU/10/2024 dated October 11, 2024, regarding Approval of Write-off and Transfer of KM. Caraka Jaya Niaga III-22.

The decrease in other production equipment represents the end of recognition of production equipment due to the expiration of the period of its use in the Subsidiary Company (PT PBM SBN) and the disposal of Other Production Equipment in the Subsidiary Company (PT PBM SBN).

Passenger Vessel Addition is the installation of spare parts that are capitalised in accordance with the Company's provisions.

Addition of Passenger Vessels represents the reclassification of Phinisi vessels in a subsidiary (PT PID) from Fixed Assets to Production Equipment.

The addition of Containers at the Parent Company PT Pelni (Persero) amounting to Rp.1,050,185,199 and Subsidiary Company (PT PBM SBN) amounting to Rp.1,331,034,480.

The addition of Other Production Equipment represents the addition of Reach Stacker and land transport equipment in the Subsidiary Company (PT PBM SBN).

The increase in assets under construction in 2025 consists of repair costs for the KM. Umsini totaling Rp41,964,526,360 and spare parts totaling Rp23,761,215,050.

Additions and reductions of production equipment through finance leases represent additions and disposals of vehicles at a subsidiary (PT PID).

Management believes that the carrying value of production equipment as of December 31, 2025, and 2024 is still below its fair value.

Production equipment in the form of a fleet of ships was insured with PT ACA Asuransi in 2025 and 2024 with a total coverage value of Rp4,911,989,000,000 and Rpp4,155,489,847,192 respectively.The Group believes that the insured value is sufficient to cover possible losses to the insured assets.

There are no production assets used as collateral for the Group's obligations/loans.

16. ASET TETAP / *16. FIXED ASSETS*

	2025				
	Saldo Awal/ *Beginning Balance*	**Penambahan/ *Addition***	**Pengurangan/ *Reduction***	**Reklasifikasi/ *Reclassification***	**Saldo Akhir/ *Ending Balance***
Biaya Perolehan/*Acquisition Cost:*					
Perolehan Langsung/*Direct Acquisition*					
Tanah/*Land*	51.561.795.046	2.172.760.645	-	-	53.734.555.691
Gedung/*Building*	287.716.648.874	33.455.705.356	-	(14.508.597.973)	306.663.756.257
Kendaraan Bermotor/*Vehicle*	26.839.774.477	799.676.642	-	(266.180.000)	27.373.271.119
Inventaris Kantor/*Office Inventory*	153.998.409.371	27.024.881.636	-	(1.525.716.618)	179.497.574.389
Aset Tetap Lainnya/ *Other Fixed Asset*	32.147.690.927	2.209.871.250	-	-	34.357.562.177
Sub Jumlah/*Sub Total*	**552.264.318.695**	**65.662.895.529**	**-**	**(16.300.494.591)**	**601.626.719.633**
Aset Dalam Konstruksi/ *Assets Under Construction*	51.857.306.278	38.148.206.186	(357.613.340)	(829.175.000)	88.818.724.124
Jumlah/*Total*	**604.121.624.973**	**103.811.101.715**	**(357.613.340)**	**(17.129.669.591)**	**690.445.443.757**
Akumulasi Penyusutan dan Penurunan Nilai/*Accumulated Depreciation and Impairment:*					
Gedung/*Building*	120.139.019.277	9.327.601.908	-	(2.445.538.275)	127.021.082.910
Kendaraan Bermotor/*Vehicle*	23.856.740.204	864.900.555	-	(266.180.000)	24.455.460.759
Inventaris Kantor/*Office Inventory*	99.668.336.344	23.066.894.011	-	(1.523.357.413)	121.211.872.942
Aset Tetap Lainnya/ *Other Fixed Asset*	23.400.885.231	1.008.455.692	-	-	24.409.340.923
Sub Jumlah/*Sub Total*	**267.064.981.056**	**34.267.852.166**	**-**	**(4.235.075.688)**	**297.097.757.534**
Nilai Buku/*Book Value*	**337.056.643.917**				**393.347.686.223**

	2024				
	Saldo Awal/ *Beginning Balance*	**Penambahan/ *Addition***	**Pengurangan/ *Reduction***	**Reklasifikasi/ *Reclassification***	**Saldo Akhir/ *Ending Balance***
Biaya Perolehan/*Acquisition Cost:*					
Perolehan Langsung/*Direct Acquisition*					
Tanah/*Land*	39.617.173.648	2.745.000.000	-	9.199.621.398	51.561.795.046
Gedung/*Building*	283.696.455.544	27.774.866.591	-	(23.754.673.261)	287.716.648.874
Kendaraan Bermotor/*Vehicle*	37.671.682.680	1.552.480.905	(2.341.627.500)	(10.042.761.608)	26.839.774.477
Inventaris Kantor/*Office Inventory*	136.826.625.723	25.258.638.890	(4.758.427.905)	(3.328.427.337)	153.998.409.371
Aset Tetap Lainnya/ *Other Fixed Asset*	26.215.165.326	6.762.531.921	-	(830.006.320)	32.147.690.927
Sub Jumlah/*Sub Total*	**524.027.102.921**	**64.093.518.307**	**(7.100.055.405)**	**(28.756.247.128)**	**552.264.318.695**
Aset Dalam Konstruksi/ *Assets Under Construction*	40.636.897.739	14.519.148.539	-	(3.298.740.000)	51.857.306.278
Jumlah/*Total*	**564.664.000.660**	**78.612.666.846**	**(7.100.055.405)**	**(32.054.987.128)**	**604.121.624.973**

16. ASET TETAP (lanjutan) / ***16. FIXED ASSETS*** *(continued)*

	2024				
	Saldo Awal/ ***Beginning Balance***	**Penambahan/** ***Addition***	**Pengurangan/** ***Reduction***	**Reklasifikasi/** ***Reclassification***	**Saldo Akhir/** ***Ending Balance***
Akumulasi Penyusutan dan Penurunan Nilai/*Accumulated Depreciation and Impairment:*					
Gedung/*Building*	117.628.495.417	7.785.631.986	-	(5.275.108.126)	120.139.019.277
Kendaraan Bermotor/*Vehicle*	30.859.828.185	884.928.238	(2.341.627.500)	(5.546.388.719)	23.856.740.204
Inventaris Kantor/*Office Inventory*	94.919.321.770	12.758.613.086	(4.758.427.905)	(3.251.170.607)	99.668.336.344
Aset Tetap Lainnya/ *Other Fixed Asset*	23.235.681.835	995.209.716	-	(830.006.320)	23.400.885.231
Sub Jumlah/*Sub Total*	**266.643.327.207**	**22.424.383.026**	**(7.100.055.405)**	**(14.902.673.772)**	**267.064.981.056**
Nilai Buku/*Book Value*	**298.020.673.453**				**337.056.643.917**

Penambahan Tanah tahun 2025 merupakan pembelian tanah di Cabang Namlea dan Kupang, di Bitung pada entitas anak (PT PID), serta di Natuna pada Entitas Cucu (PT SBI).

The addition of land in 2025 represents the acquisition of land in the Namlea and Kupang branches, in Bitung at the Subsidiary (PT PID), and in Natuna at the Sub-subsidiary (PT SBI).

Penambahan Bangunan tahun 2025 merupakan renovasi bangunan di Kantor Pusat dan kantor Cabang PT PELNI (Persero).

The addition of buildings in 2025 represents renovations to buildings at the Head Office and branch offices of PT PELNI (Persero).

Penambahan Inventaris Kantor tahun 2025 merupakan penambahan perabot kantor dan peralatan elektronik di Kantor Pusat dan Cabang PT PELNI (Persero) dan di Entitas Anak (PT PBM SBN dan PT PID).

The addition of office inventory in 2025 represents the acquisition of office furniture and electronic equipment at the Head Office and branch offices of PT PELNI (Persero), as well as in the Subsidiaries (PT PBM SBN and PT PID).

Reklasifikasi bangunan tahun 2025 merupakan reklasifikasi bangunan Entitas Anak (PT PID) ke properti investasi. (lihat catatan 14)

The reclassification of buildings in 2025 represents the reclassification of buildings of the Subsidiary (PT PID) to investment property.(see note 14)

Penambahan aset dalam kontruksi tahun 2025, antara lain merupakan penambahan pembangunan fasad di Kantor Pusat PT PELNI (Persero).

The addition of construction in progress in 2025, among others, represents the construction of a façade at the Head Office of PT PELNI (Persero).

Penambahan bangunan tahun 2024 merupakan kapitalisasi biaya renovasi dan bangunan baru di Kantor Pusat dan Cabang PT PELNI (Persero).

The addition of bildings in 2024 represents the capitalization of renovation costs and new constructions at the Head Office and Branches of PT PELNI (Persero).

Penambahan alat angkut tahun 2024 di Entitas Anak Perusahaan (PT PID).

The addition of transportation equipment at the Subsidiary Entity (PT PID).

Penambahan peralatan elektronik tahun 2024 merupakan pengadaan peralatan elektronik dan perabot kantor di PT PELNI (Persero) dan Entitas Anak Perusahaan (PT PBM SBN dan PT PID).

The addition to electronic equipment in 2024 represents the procurement of electronic devices and office furniture at the PT PELNI (Persero) and its Subsidiaries (PT PBM SBN and PT PID).

Penambahan aset tetap lainnya tahun 2024 merupakan pengadaan peralatan perbengkelan di SBU Galangan Surya.

The addition to other fixed assets in 2024 represents the procurement of workshop equipment at SBU Galangan Surya.

16. ASET TETAP (lanjutan)

Aset tetap berupa tanah dan bangunan milik entitas anak PT PID yang berlokasi di Ruko Mega Grosir Cempaka Mas Blok Q, Nomor 5, Jalan Letjen Suprapto, Jakarta Pusat dan Komplek Pergudangan Centra Cakung Business Parak Blok G-2, Nomor 23, di Jalan Cakung Cilincing, Kota Administrasi Jakarta Utara, diikat dengan hak tanggungan atas pinjaman PT Bank Mandiri (Persero) Tbk. di Entitas Anak Perusahaan (PT PID). (lihat catatan 20)

Aset tetap diasuransikan pada PT BRI Insurance tahun 2025 dan 2024 masing masing sebesar Rp633.032.877 dan Rp636.755.540. Grup berkeyakinan bahwa nilai pertanggungan cukup memadai untuk menutupi kemungkinan timbulnya kerugian terhadap aset yang dipertanggungkan.

Perseroan menilai tidak terdapat indikasi penurunan nilai pada aset tetap sehingga Perseroan tidak melakukan penilaian kembali dan tidak perlu membentuk cadangan kerugian penurunan nilai pada tahun berjalan.

Beban penyusutan dialokasikan pada:

***16. FIXED ASSETS** (continued)*

Fixed assets in the form of land and buildings owned by subsidiary entity PT PID located at Ruko Mega Grosir Cempaka Mas Block Q, Number 5, Jalan Letjen Suprapto, Central Jakarta and Warehouse Complex Centra Cakung Business Parak Block G-2, Number 23, on Jalan Cakung Cilincing, Administrative City of North Jakarta, are bound by mortgage rights for loans from PT Bank Mandiri (Persero) Tbk. in Subsidiary Entity (PT PID). (see note 20)

Fixed assets are insured with PT BRI Insurance in 2025 and 2024 for Rp633,032,877 and Rp636,755,540, respectively. The Group believes that the insurance coverage is sufficient to cover possible losses to the insured assets.

The company assesses no indication of impairment on fixed assets so that the company does not re evaluate and does not need to form a reserve of impairment losses in the year.

Depreciation expense is allocated to:

	2025	2024	
Beban Pokok Pendapatan Usaha	1.221.096.583	1.087.789.443	*Cost of Revenue*
Beban Umum dan Administrasi	33.046.755.583	19.729.057.839	*General and Administrative Expense*
Jumlah	**34.267.852.166**	**20.816.847.282**	***Total***

Lihat Catatan 37 dan 39. *See Note 37 and 39.*

17. ASET TAKBERWUJUD / ***17. INTANGIBLE ASSETS***

	2025				
	Saldo Awal/ *Beginning Balance*	Penambahan/ *Addition*	Pengurangan/ *Reduction*	Reklasifikasi/ *Reclassification*	Saldo Akhir/ *Ending Balance*
Biaya Perolehan / *Acquisition Cost:*					
Perangkat lunak/*Software*	46.034.219.816	3.688.884.610	(93.240.000)	1.562.285.000	51.192.149.426
HGB/*Building Rights*	3.023.535.430	75.000.000	-	-	3.098.535.430
Sub Jumlah/*Sub Total*	**49.057.755.246**	**3.763.884.610**	**(93.240.000)**	**1.562.285.000**	**54.290.684.856**
Aset Dalam Konstruksi/ *Assets Under Construction*	7.344.067.910	3.092.293.018	148.600.000	(806.285.000)	9.481.475.928
Sub Jumlah/*Sub Total*	**7.344.067.910**				**9.481.475.928**
Akumulasi Amortisasi/ *Amortization Accumulated:*					
Perangkat lunak/*Software*	34.659.805.981	5.381.872.224	(23.310.000)	-	40.018.368.205
HGB/*Building Rights*	2.796.355.871	10.178.875	-	-	2.806.534.746
Sub Jumlah/*Sub Total*	**37.456.161.852**	**5.392.051.099**	**(23.310.000)**	**-**	**42.824.902.951**
Nilai Buku/*Book Value*	**18.945.661.304**				**20.947.257.833**

17. ASET TAKBERWUJUD (lanjutan) / *17. INTANGIBLE ASSETS (continued)*

	2024				
	Saldo Awal/ *Beginning Balance*	Penambahan/ *Addition*	Pengurangan/ *Reduction*	Reklasifikasi/ *Reclassification*	Saldo Akhir/ *Ending Balance*
Biaya Perolehan / *Acquisition Cost:*					
Perangkat lunak/*Software*	40.926.604.736	3.690.645.080	-	1.416.970.000	46.034.219.816
HGB/*Building Rights*	2.930.535.430	93.000.000	-	-	3.023.535.430
Sub Jumlah/*Sub Total*	**43.857.140.166**	**3.783.645.080**	**-**	**1.416.970.000**	**49.057.755.246**
Aset Dalam Konstruksi/ *Assets Under Construction*	7.135.728.560	1.625.309.350	-	(1.416.970.000)	7.344.067.910
Sub Jumlah/*Sub Total*	**7.135.728.560**	**1.625.309.350**	**-**	**(1.416.970.000)**	**7.344.067.910**
Akumulasi Amortisasi/ *Amortization Accumulated:*					
Perangkat lunak/*Software*	29.908.210.036	4.751.595.945	-	-	34.659.805.981
HGB/*Building Rights*	2.790.260.330	6.095.541	-	-	2.796.355.871
Sub Jumlah/*Sub Total*	**32.698.470.366**	**4.757.691.486**	**-**	**-**	**37.456.161.852**
Nilai Buku/*Book Value*	**18.294.398.360**				**18.945.661.304**

Beban amortisasi dialokasikan pada: / *Amortization expense is allocated to:*

	2025	2024	
Beban Pokok Pendapatan Usaha	84.389.244	231.800.237	*Cost of Revenue*
Beban Umum dan Administrasi	5.307.661.855	4.528.118.770	*General and Administrative Expense*
Pendapatan Non-Usaha	-	(2.227.521)	*Non-Business Income*
Jumlah	**5.392.051.099**	**4.757.691.486**	***Total***

Lihat Catatan 37 dan 39. / *See Note 37 and 39.*

18. ASET HAK GUNA / *18. RIGHT OF USE ASSETS*

	2025				
	Saldo Awal/ *Beginning Balance*	Penambahan/ *Addition*	Pengurangan/ *Reduction*	Reklasifikasi/ *Reclassification*	Saldo Akhir/ *Ending Balance*
Biaya Perolehan / *Acquisition Cost:*					
Gedung/ *Building*	5.839.529.213	211.120.000	(3.243.291.672)	-	2.807.357.541
Alat Angkut/ *Vehicle*	4.247.982.559	-	(1.869.022.795)	-	2.378.959.764
Sub Jumlah/*Sub Total*	**10.087.511.772**	**211.120.000**	**(5.112.314.467)**	**-**	**5.186.317.305**
Akumulasi Amortisasi/ Amortization Accumulated:					
Gedung/ *Building*	1.813.250.685	1.267.538.297	(1.304.877.441)	-	1.775.911.541
Alat Angkut/ *Vehicle*	3.199.777.943	1.220.431.627	(2.471.257.066)	-	1.948.952.504
Sub Jumlah/*Sub Total*	**5.013.028.628**	**2.487.969.924**	**(3.776.134.507)**	**-**	**3.724.864.045**
Nilai Buku/*Book Value*	**5.074.483.144**				**1.461.453.260**

18. ASET HAK GUNA (lanjutan) / ***18. RIGHT OF USE ASSETS*** *(continued)*

	2024				
	Saldo Awal/ *Beginning Balance*	**Penambahan/ *Addition***	**Pengurangan/ *Reduction***	**Reklasifikasi/ *Reclassification***	**Saldo Akhir/ *Ending Balance***
Biaya Perolehan / *Acquisition Cost:*					
Gedung/ *Building*	4.559.678.090	2.051.238.982	771.387.859	-	5.839.529.213
Alat Angkut/ *Vehicle*	2.155.142.931	3.100.908.496	1.008.068.868	-	4.247.982.559
Sub Jumlah/*Sub Total*	**6.714.821.021**	**5.152.147.478**	**1.779.456.727**	**-**	**10.087.511.772**
Akumulasi Amortisasi/ Amortization Accumulated:					
Gedung/ *Building*	2.004.962.929	579.675.616	771.387.860	-	1.813.250.685
Alat Angkut/ *Vehicle*	806.428.224	3.401.418.586	1.008.068.867	-	3.199.777.943
Sub Jumlah/*Sub Total*	**2.811.391.153**	**3.981.094.202**	**1.779.456.727**	**-**	**5.013.028.628**
Nilai Buku/*Book Value*	**3.903.429.868**				**5.074.483.144**

Penambahan aset hak guna usaha tahun 2025 merupakan objek sewa kantor di Labuan Bajo dengan masa selama 2 (dua) tahun sejak 6 Maret 2025 hingga 5 Maret 2027.

The addition of right-of-use assets in 2025 relates to an office lease in Labuan Bajo with a term of 2 (two) years, from March 6, 2025 to March 5, 2027.

Pengurangan aset hak guna usaha tahun 2025 merupakan objek sewa depo kontainer di Entitas Anak (PT PBM SBN) dan sewa kendaraan di Entitas Cucu (PT SBL dan PT SBI) yang sudah habis masa sewanya.

The reduction in right-of-use assets in 2025 relates to container depot lease assets at the Subsidiary (PT PBM SBN) and vehicle leases at the Sub-Subsidiaries (PT SBL and PT SBI) whose lease terms have expired.

Penambahan aset hak guna usaha tahun 2024 merupakan objek sewa kantor di Batulicin dengan masa selama 2 (dua) tahun sejak 11 November 2024 hingga 10 November 2026, objek sewa 3 kendaraan untuk PT PBM SBN dengan masa sewa selama 2 (dua) tahun sejak 22 Desember 2023 hingga 21 Desember 2025.

The addition of leasehold assets in 2024 is an office lease object in Batulicin with a period of 2 (two) years from November 11, 2024 to November 10, 2026, a lease object for 3 vehicles for PT PBM SBN with a lease period of 2 (two) years from December 22, 2023 to December 21, 2025.

Pengurangan aset hak guna usaha tahun 2024 merupakan objek sewa lahan di Surabaya, bangunan di Tarakan dan offset aset hak guna bangunan di Jakarta yang sudah habis masa sewanya.

The reduction of leasehold assets in 2024 is the object of land leases in Surabaya, buildings in Tarakan and the offset of building use rights assets in Jakarta whose leases have expired.

Beban amortisasi dialokasikan pada: / *Amortization expense is allocated to:*

2025	**2024**	
-	1.800.116.159	*Cost of Revenue*
2.487.969.924	2.180.978.043	*General and Administrative Expense*
2.487.969.924	**3.981.094.202**	***Ending Balance***

Lihat Catatan 36 dan 37. / *See Note 36 and 37.*

19. ASET TIDAK LANCAR LAINNYA / *19. OTHER NON CURRENT ASSETS*

	31 Des./ *Dec. 31*, 2025	31 Des./ *Dec. 31*, 2024	
Biaya Perolehan:			***Acquisition Cost:***
Piutang Usaha Tak Tertagih	90.133.881.953	87.909.366.196	*Account Receivable Not Collectible*
Aset Tidak Berfungsi	61.605.171.313,00	50.929.997.768	*Fixed Assets Damage*
Persediaan Tidak Dapat Digunakan	2.297.166.123	6.108.570.600	*Inventory Damaged*
Lainnya	43.258.390	116.682.790	*Other*
Jumlah	**154.079.477.779**	**145.064.617.354**	***Total***
Akumulasi Penyusutan dan Penurunan Nilai			***Accumulated Depreciation and Impairment***
Piutang Usaha Tak Tertagih	(90.133.881.953)	(87.909.366.196)	*Account Receivable Not Collectible*
Aset Tetap Tidak Berfungsi	(61.579.171.213)	(50.891.208.467)	*Fixed Assets Damage*
Persediaan Tidak Dapat Digunakan	(2.297.166.123)	(6.108.570.600)	*Inventory Damaged*
Jumlah	**(154.010.219.289)**	**(144.909.145.263)**	***Total***
Nilai Buku	**69.258.490**	**155.472.091**	***Book Value***

Piutang usaha tak tertagih merupakan piutang usaha usul hapus milik entitas induk sebesar Rp88.491.207.731 dan entitas anak (PT Pelita Indonesia Djaya) sebesar Rp1.642.674.222.

Uncollectible accounts receivable are accounts receivable proposed to be written off by the parent entity owner amounting to Rp88,491,207,731 and the subsidiary (PT Pelita Indonesia Djaya) amounting to Rp1,642,674,222.

Aset tidak berfungsi merupakan alat produksi usul hapus sebesar Rp10.422.496.030 dan aset tetap usul hapus milik entitas induk sebesar Rp45.042.660.566 serta entitas anak (PT PBM Sarana Bandar Nasional) sebesar Rp6.110.874.819 dan entitas anak (PT Pelita Indonesia Djaya) sebesar Rp29.139.898.

Non-functioning assets are production equipment proposed to be written off amounting to Rp10,422,496,030 and fixed assets proposed to be written off belonging to the parent entity amounting to Rp45,042,660,566 and subsidiaries (PT PBM Sarana Bandar Nasional) amounting to Rp6,110,874,819 and subsidiaries (PT Pelita Indonesia Djaya) amounting to Rp29,139,898.

Alat produksi usul hapus entitas induk sebesar Rp10.885.733.3000 telah dilakukan penghapusan melalui mekanisme pemusnahan dengan metode pencacahan sebesar Rp1.938.237.270 sesuai Surat Persetujuan Dewan Komisaris No. 145/DK/X-2025, tanggal 13 November 2025, tentang Persetujuan Penghapusbukuan Barang Afkir Kasur Ekonomi Kapal Penumpang. (lihat catatan 15)

The proposed write-off of production equipment from the parent entity in the amount of Rp10,885,733,300 has been carried out through a disposal mechanism using the shredding method in the amount of Rp1,938,237,270, in accordance with Board of Commissioners Approval Letter No. 145/DK/X-2025, dated November 13, 2025, regarding Approval of the Write-off of Scrap Economic Mattresses on Passenger Ships. (see note 15)

Persediaan tidak produktif merupakan persediaan yang tidak dapat digunakan milik entitas induk sebesar Rp2.297.166.123.

Non-productive inventories recorded in other non-current assets represent unusable inventories of the parent entity amounting to Rp2,297,166,123.

20. PINJAMAN JANGKA PENDEK / *20. SHORT-TERM LOANS*

	31 Des./ *Dec. 31*, 2025	31 Des./ *Dec. 31*, 2024	
PT Bank Mandiri (Persero), Tbk	7.000.000.000	7.000.000.000	*PT Bank Mandiri (Persero), Tbk*
Jumlah	**7.000.000.000**	**7.000.000.000**	***Total***

PT Bank Mandiri (Persero) Tbk

Pinjaman jangka pendek merupakan utang kepada PT Bank Mandiri (Persero) Tbk sebesar Rp22.500.000.000 dengan nomor surat RCO.JKB/0099/KMK/2021 dengan Tingkat suku bunga: 9,50% per tahun. Jangka Waktu Kredit 19 Juni 2023 s/d 18 Juni 2024 (12 bulan). Tujuan penggunaan kredit yaitu pembiayaan kebutuhan produktif usaha *food and beverages, outsourcing service, car rent,* wisata, *information technology service management* (ITSM), *maintenance service, crewing* dan usaha penunjang lainnya untuk pelayani PT PELNI (Persero). Penerima kredit menyerahkan agunan kepada Bank sebidang tanah SHGB rumah toko 4 (empat) lantai di komplek Ruko Mega Grosir Cempaka Mas Blok Q No. 5 Jl. Letjen Suprapto, Kel. Sumur Batu Kec. Kemayoran Jakarta Pusat.

Perjanjian kredit ini telah dilakukan addendum I (kesatu) dengan Nomor Akta 01, tanggal 01 April 2021, dengan jangka waktu 01 April 2021 sampai dengan 31 Maret 2022, addendum II (kedua) dengan jangka waktu tanggal 01 November 2021 sampai dengan 31 Oktober 2023, addendum III (ketiga) dengan jangka waktu tanggal 19 Juni 2024 sampai dengan 18 Juni 2025 dan terakhir addendum IV (empat) dengan Akta Nomor 264, tanggal 30 Juni 2025.

Addendum IV, tanggal 30 Juni 2025, tentang limit kredit sebesar Rp22.500.000.000, bunga 8% per tahun dan perpanjangan jangka waktu kredit terhitung mulai tanggal 19 Juni 2025 sampai dengan tanggal 18 Juni 2026. Agunan kredit dalam bentuk:

a. Bukan Aset Tetap, berupa seluruh tagihan/piutang usaha kepada pihak ketiga, telah diikat Sertifikat Jaminan Fiducia Nomor W10.00331411.AH.05.02.Tahun 2023, tanggal 5 Juli 2023 dengan nilai penjaminan sebesar Rp17.500.000.000 dan persediaan, telah diikat Sertifikat Jaminan Fiducia Nomor W10.00331397.AH.05.02.Tahun 2023, tanggal 5 Juli 2023 dengan nilai penjaminan sebesar Rp5.000.000.000. (lihat catatan 9)

PT Bank Mandiri (Persero) Tbk

Short-term loans are payable to PT Bank Mandiri (Persero) Tbk amounting to Rp22,500,000,000 with letter number RCO.JKB/0099/KMK/2021 with an interest rate of: 9.50% per annum. Credit Period June 19, 2023 to June 18, 2024 (12 months). The purpose of using credit is to finance the productive needs of the food and beverages business, outsourcing service, car rent, tourism, information technology service management (ITSM), maintenance service, crewing and other supporting businesses to serve PT PELNI (Persero). The credit recipient submits collateral to the Bank as a plot of land SHGB of a 4 (four) storey shop house in the Mega Wholesale Cempaka Mas Block Q Shophouse complex No. 5 Jl. Letjen Suprapto, Kel. Sumur Batu Kec. Kemayoran Central Jakarta.

This credit agreement has been amended by Addendum I (first) under Deed No. 01, dated April 1, 2021, with a term from April 1, 2021, to March 31, 2022; Addendum II (second) with a term from November 1, 2021, to October 31, 2023; Addendum III (third) with a term from June 19, 2024, to June 18, 2025, and finally Addendum IV (fourth) under Deed No. 264, dated June 30, 2025.

Addendum IV, dated June 30, 2025, regarding a credit limit of Rp22,500,000,000, an interest rate of 8% per annum, and an extension of the credit term effective from June 19, 2025, through June 18, 2026. The credit collateral consists of:

a. *Non-Fixed Assets, in the form of all bills/trade receivables to third parties, have been bound by Fiducia Guarantee Certificate Number W10.00331411.AH.05.02.Tahun 2023, dated July 5, 2023 with a guarantee value of Rp17,500,000,000 and inventory, have been bound by Fiducia Guarantee Certificate Number W10.00331397.AH.05.02.Tahun 2023, dated July 5, 2023 with a guarantee value of Rp5,000,000,000. (see note 9)*

20. PINJAMAN JANGKA PENDEK (lanjutan)

PT Bank Mandiri (Persero) Tbk (lanjutan)

b. Aset Tetap, yaitu tanah dan bangunan ruko, terletak di Ruko Mega Grosir Cempaka Mas Blok Q, Nomor 5, Jalan Letjen Suprapto, Kelurahan Sumur Batu, Kecamatan Kemayoran, Jakarta Pusat, dengan bukti kepemilikan berupa: Sertifikat Hak Guna Bangunan Nomor 1488/Sumur Batu, telah diikat Sertifikat Hak Tanggunan Nomor 00622/2022, tanggal 12 April 2021, dengan nilai pengikatan sebesar Rp8.487.000.000. (lihat catatan 14)

Tanah dan bangunan villa yang terletak di Jalan Wilis (Taman Wisata) Nomor 19, Kelurahan Pecalukan, Kecamatan Prigen, Kabupaten Pasuruan, Jawa Timur, dengan bukti kepemilikan berupa:
- Sertifikat Hak Guna Bangunan Nomor 00804/Pecalukan, seluas 3.915 M2;
- Sertifikat Hak Guna Bangunan Nomor 00805/Pecalukan, seluas 3.766 M2;
- Sertifikat Hak Guna Bangunan Nomor 00806/Pecalukan, seluas 4.488 M2;

Ketiga sertifikat tersebut telah diikat Sertifikat Hak Tanggungan I (Pertama) Nomor 02783/2021, tanggal 19 November 2021 sebesar Rp9.000.000.000 dan Nomor 02459/2023, tanggal 11 September 2023 sebesar Rp750.000.000. Sehingga total pengikatan menjadi sebesar Rp9.750.000.000. (lihat catatan 14)

Tanah dan Bangunan Gudang, terletak di Jalan Cakung Cilincing, Komplek Pergudangan Centra Cakung Business Parak Blok G-2, Nomor 23, Kelurahan Rorotan, Kecamatan Cilincing, Kota Administrasi Jakarta Utara, Propinsi Daerah Khusus Ibukota Jakarta, terdaftar atas nama Perseroan Terbatas PT Pelita Indonesia Djaya, dengan bukti kepemilikan berupa Sertipikat Hak Guna Bangunan Nomor : 3461/Rorotan, seluas 305 M2, yang telah diikat Hak Tanggungan Peringkat I (Pertama) sebesar Rp4.300.000.000 sesuai Sertipikat Hak Tanggungan I (Pertama) Nomor : 03225/2023, tanggal 21 Agustus 2023. (lihat catatan 16)

Tidak ada pengingkaran kewajiban oleh Grup sehubungan dengan kewajiban tersebut diatas.

20. SHORT-TERM LOANS *(continued)*

PT Bank Mandiri (Persero) Tbk *(continued)*

b. *Fixed assets, namely land and shop house buildings, located at Mega Grosir Cempaka Mas Shop House Block Q, No. 5, Jalan Letjen Suprapto, Sumur Batu Village, Kemayoran Subdistrict, Central Jakarta, with proof of ownership in the form of: Building Use Right Certificate No. 1488/Sumur Batu, secured by Mortgage Certificate No. 00622/2022, dated April 12, 2021, with a secured value of IDR 8,487,000,000. (see note 14)*

Land and villa building located at Jalan Wilis (Taman Wisata) Number 19, Pecalukan Village, Prigen District, Pasuruan Regency, East Java, with proof of ownership in the form of:
- *Building Use Right Certificate Number 00804/Pecallukan, covering an area of 3,915 M2;*
- *Building Use Right Certificate Number 00805/Pecalukan, covering an area of 3,766 M2;*
- *Building Use Right Certificate Number 00806/Pecallukan, covering an area of 4,488 M2;*

The three certificates have been bound by Mortgage Certificate I (First) Number 02783/2021, dated November 19, 2021 in the amount of IDR 9,000,000,000 and Number 02459/2023, dated September 11, 2023 in the amount of IDR 750,000,000. So that the total binding amounted to Rp9,750,000,000. (see note 14)

Land and Warehouse Building, located at Jalan Cakung Cilincing, Warehousing Complex Centra Cakung Business Parak Blok G-2, Number 23, Rorotan Village, Cilincing Sub-district, North Jakarta Administrative City, Special Capital Region of Jakarta Province, registered in the name of Limited Liability Company PT Pelita Indonesia Djaya, with proof of ownership in the form of Building Rights Title Certificate Number: 3461/Rorotan, covering an area of 305 M2, which has been bound by First Mortgage in the amount of Rp4,300,000,000 in accordance with the First Mortgage Rights Certificate Number: 03225/2023, dated August 21, 2023.(see note 16)

There is no default by the Group in respect of the above obligations.

21. UTANG USAHA / *21. TRADE PAYABLE*

Rincian utang usaha berdasarkan pemasok, sebagai berikut:

Details of the trade payable by supplier, as follows:

	31 Des./ *Dec. 31*, 2025	31 Des./ *Dec. 31*, 2024	
Pihak Berelasi:			***Related Parties:***
PT Pindad Enjiniring Indonesia	7.745.330.471	-	*PT Pindad Enjiniring Indonesia*
PT Biro Klasifikasi Indonesia (Persero)	6.858.521.555	1.483.691.265	*PT Biro Klasifikasi Indonesia (Persero)*
PT Sigma Cipta Caraka	4.715.156.054	495.033.335	*PT Sigma Cipta Caraka*
PT Sucofindo (Persero)	4.429.415.753	537.915.000	*PT Sucofindo (Persero)*
Kepala Operasi QQ Pelabuhan	3.890.504.836	1.023.757.967	*Kepala Operasi QQ Pelabuhan*
PT Pelabuhan Indonesia (Persero)	3.460.782.488	3.561.323.180	*PT Pelabuhan Indonesia (Persero)*
PT Pertamina Patra Niaga	1.458.740.907	1.619.081.607	*PT Pertamina Patra Niaga*
PT Telekomunukasi Selular	1.339.173.550	94.095.893	*PT Telekomunukasi Selular*
PT Kereta Api Pariwisata	985.933.904	-	*PT Kereta Api Pariwisata*
Yayasan Kesehatan Pensiunan PELNI	625.816.555	239.427.329	*Yayasan Kesehatan Pensiunan PELNI*
PT Perusahaan Listrik Negara	510.652.938	1.873.453	*PT Perusahaan Listrik Negara*
PT Rumah Sakit PELNI	-	1.037.383.484	*PT Rumah Sakit PELNI*
PT Telekomunikasi Indonesia (Persero)	-	1.072.129.140	*PT Telekomunikasi Indonesia (Persero)*
Lainnya (dibawah Rp500 Juta)	11.096.835.654	10.312.253.524	*Others (below Rp500 Million)*
Sub Jumlah	**47.116.864.665**	**21.477.965.177**	***Sub total***
Pihak Ketiga:			***Thrid Parties:***
PT Pancura Cahaya Wahyu	29.854.418.487	14.046.082.170	*PT Pancura Cahaya Wahyu*
PT Dalekesa Asri Cemerlang	28.458.049.994	32.949.724.944	*PT Dalekesa Asri Cemerlang*
PT Global Marinedo Safety Indonesia	24.681.050.045	7.152.838.719	*PT Global Marinedo Safety Indonesia*
PT Tesco Indomaritim	17.256.027.826	885.515.000	*PT Tesco Indomaritim*
PT Everllence Nusantara Indonesia	14.833.780.587	-	*PT Everllence Nusantara Indonesia*
PT ITI Marine & Oilfield Utama	14.148.456.988	14.817.399.770	*PT ITI Marine & Oilfield Utama*
PT Araya Internusa	13.834.293.873	2.188.058.555	*PT Araya Internusa*
PT Marmin	12.716.926.714	1.972.401.168	*PT Marmin*
PT Bahtera Biru	12.574.755.559	2.665.420.350	*PT Bahtera Biru*
PT Eastern Citra Bamantara	12.205.676.918	6.394.094.893	*PT Eastern Citra Bamantara*
PT Luber Sukses	11.184.295.619	3.743.255.491	*PT Luber Sukses*
PT Jotun Indonesia	9.187.150.422	7.815.288.854	*PT Jotun Indonesia*
PT Pahala Artha Lestari	8.303.437.607	2.393.035.387	*PT Pahala Artha Lestari*
PT Centradindo Unitras	7.931.376.419	-	*PT Centradindo Unitras*
PT Santhi Dharma Artha	7.925.280.996	3.065.747.097	*PT Santhi Dharma Artha*
PT Surya Segara Safety Marine	6.908.145.476	2.436.137.742	*PT Surya Segara Safety Marine*
PT Sarana Gama Sejahtera	6.869.894.642	6.845.770.383	*PT Sarana Gama Sejahtera*
Multi Diesel Service	5.942.592.690	1.570.536.179	*Multi Diesel Service*
Tri Agung Sinergi	5.699.679.589	3.610.855.861	*Tri Agung Sinergi*
Koperasi Bina Sejahtera	5.631.760.804	5.610.668.716	*Koperasi Bina Sejahtera*
PT Skyreach	5.308.544.232	-	*PT Skyreach*
PT Pertalube Nusajaya	5.215.841.150	1.414.829.469	*PT Pertalube Nusajaya*
PT Wartsila Indonesia	5.023.803.970	1.824.104.850	*PT Wartsila Indonesia*
PT Laksana Tekhnik Makmur	5.000.806.798	-	*PT Laksana Tekhnik Makmur*
PT Cahaya Samoedera Bersaudara	4.899.998.730	-	*PT Cahaya Samoedera Bersaudara*
PT Multipolar Technology	4.857.497.500	-	*PT Multipolar Technology*
PT Graha Optima Cipta Lestari	4.755.333.608	-	*PT Graha Optima Cipta Lestari*
PT JNK Matgim	4.745.715.994	183.782.625	*PT JNK Matgim*
Sub Jumlah - dipindahkan	**295.954.593.237**	**123.585.548.223**	***Total - carried forward***

21. UTANG USAHA (lanjutan) ***21. TRADE PAYABLE*** *(continued)*

	31 Des./ *Dec. 31*, 2025	31 Des./ *Dec. 31*, 2024	
Pihak Ketiga: (lanjutan)			***Thrid Parties:*** *(continued)*
Sub Jumlah - pindahan	**295.954.593.237**	**123.585.548.223**	***Total - brought forward***
PT Bunker Energi Samudera Trans	4.351.114.868	467.789.852	*PT Bunker Energi Samudera Trans*
PT Aalborg Industri Indonesia	4.121.300.017	1.182.912.689	*PT Aalborg Industri Indonesia*
PT Caterpillar Marine Asia Pacific LTD	3.856.515.157	-	*PT Caterpillar Marine Asia Pacific LTD*
PT Inspira Kreasi Utama	3.789.906.998	1.541.013.711	*PT Inspira Kreasi Utama*
PT Iron Pump	3.685.327.646	-	*PT Iron Pump*
Primaera Mandiri Perkasa	3.561.317.148	1.638.228.094	*Primaera Mandiri Perkasa*
PT Tisindo Jaya	3.520.681.145	4.619.986.854	*PT Tisindo Jaya*
PT Eksus Inti Usaha	3.441.227.122	855.837.575	*PT Eksus Inti Usaha*
PT Adhitrans Prima	3.346.162.518	3.346.162.518	*PT Adhitrans Prima*
PT Garuda Maritim Indonesia	3.138.215.120	2.634.635.275	*PT Garuda Maritim Indonesia*
PT Galangan Kapal Yasa Wahana Tirta Samudera	3.057.980.497	-	*PT Galangan Kapal Yasa Wahana Tirta Samudera*
PT Nusantara Star Connect	2.880.318.884	-	*PT Nusantara Star Connect*
PT Karya Mandiri Makmur Sejati	2.733.429.241	-	*PT Karya Mandiri Makmur Sejati*
PT Berkah Mulia Makmur	2.731.574.677	-	*PT Berkah Mulia Makmur*
PT Dreko Marina Sistem	2.150.362.057	418.543.028	*PT Dreko Marina Sistem*
PT PWC Consulting Indonesia	2.063.880.000	-	*PT PWC Consulting Indonesia*
PT Safitri Rejeki	2.012.531.782	749.637.361	*PT Safitri Rejeki*
PT Multi Integra	1.906.221.668	81.544.220	*PT Multi Integra*
CV Trijaya Inti Pratama	1.655.360.904	-	*CV Trijaya Inti Pratama*
Persekutuan Advokad & Konsultan Hukum Toni Hendarto & Rekan	1.617.525.000	287.665.000	*Persekutuan Advokad & Konsultan Hukum Toni Hendarto & Rekan*
PT Cahaya Nusantara Kusuma	1.556.766.259	536.671.062	*PT Cahaya Nusantara Kusuma*
PT Portal Indonesia Kreasi	1.510.931.350	195.733.440	*PT Portal Indonesia Kreasi*
PT Nav Comm Indonesia	1.463.136.374	91.019.850	*PT Nav Comm Indonesia*
PT Pioneer	1.388.800.515	217.577.094	*PT Pioneer*
PT Kulinari Boga Semesta	1.363.776.249	-	*PT Kulinari Boga Semesta*
Insan Kencana Perdana	1.361.773.676	2.826.870.424	*Insan Kencana Perdana*
PT Landasindo Sahu Baruna Jaya	1.288.100.000	-	*PT Landasindo Sahu Baruna Jaya*
PT Tenindo Makmur Sejahtera	1.153.929.860	1.430.824.301	*PT Tenindo Makmur Sejahtera*
PT Trans Maritim Pratama	1.128.718.677	-	*PT Trans Maritim Pratama*
PT Sumber Mas Intinusa	1.023.663.712	341.221.237	*PT Sumber Mas Intinusa*
CV Wahana Sejahtera Food	1.005.272.750	1.743.876.438	*CV Wahana Sejahtera Food*
PT Central Marine Indonesia	984.730.301	868.431.551	*PT Central Marine Indonesia*
PT Arung Karunia Sejati	980.680.534	306.882.841	*PT Arung Karunia Sejati*
PT Meratus Line	958.515.500	39.756.000	*PT Meratus Line*
PT Tunas Cahaya Pratama	928.259.213	-	*PT Tunas Cahaya Pratama*
PT Tata Citra Perkasa	921.777.675	-	*PT Tata Citra Perkasa*
Amidis Tirta Mulia	856.127.016	3.954.680.456	*Amidis Tirta Mulia*
PT Charoen Pokphand Indonesia	830.849.421	533.848.540	*PT Charoen Pokphand Indonesia*
PT Metro Winata	819.016.925	-	*PT Metro Winata*
PT Duta Utama Ampuh	779.247.000	-	*PT Duta Utama Ampuh*
PT Mili Raftel Samudera	775.526.336	-	*PT Mili Raftel Samudera*
PT Sqiva Sistem	721.789.208	360.531.808	*PT Sqiva Sistem*
PT Bumi Unggul Jaya	650.512.078	842.441.836	*PT Bumi Unggul Jaya*
PT Izi Global Slolusi	624.325.275	-	*PT Izi Global Slolusi*
PT Metra Digital Media	603.918.919	-	*PT Metra Digital Media*
PT Dania Inti Karya	596.747.260	-	*PT Dania Inti Karya*
Sub Jumlah - dipindahkan	**381.852.437.769**	**155.699.871.278**	***Total - carried forward***

21. UTANG USAHA (lanjutan) / ***21. TRADE PAYABLE*** *(continued)*

	31 Des./ *Dec. 31*, 2025	31 Des./ *Dec. 31*, 2024	
Pihak Ketiga: (lanjutan)			***Thrid Parties:*** *(continued)*
Sub Jumlah - pindahan	**381.852.437.769**	**155.699.871.278**	***Sub Total - brought forward***
PT Gading Mas Murni Utama	590.379.025	590.379.025	*PT Gading Mas Murni Utama*
PT Altha Dyanusa Consulting	588.000.000	-	*PT Altha Dyanusa Consulting*
PT Segara Permai	587.106.401	2.490.533.999	*PT Segara Permai*
PT Dharmalindo	572.982.000	-	*PT Dharmalindo*
PT Inko Artha Samudra	568.085.126	145.236.000	*PT Inko Artha Samudra*
PT Rancage Solusi Teknologi	561.549.000	-	*PT Rancage Solusi Teknologi*
Travel PT PID	515.936.000	-	*Travel PT PID*
PT Solusi Integrasi Utama	-	2.267.153.034	*PT Solusi Integrasi Utama*
PT Mekaeltri Bangun Persada	-	2.038.660.000	*PT Mekaeltri Bangun Persada*
PT Trijaya Lestari Food	-	1.871.897.300	*PT Trijaya Lestari Food*
PT Klasaman Indah Raya	-	1.760.772.626	*PT Klasaman Indah Raya*
PT Mahakarya Lintas Samudra	-	1.012.500.000	*PT Mahakarya Lintas Samudra*
PT Dinani Abadi	-	892.613.810	*PT Dinani Abadi*
PT Insekta Fokustama	-	795.580.857	*PT Insekta Fokustama*
PT Andalan Fluid Sistem	-	678.795.980	*PT Andalan Fluid Sistem*
Digital Prima Niaga Solusi	-	641.835.875	*Digital Prima Niaga Solusi*
PT Sumber Rejeki Raya	-	505.135.830	*PT Sumber Rejeki Raya*
PT Soge Mandiri Indonesia	-	504.910.570	*PT Soge Mandiri Indonesia*
Lainnya (dibawah Rp500 Juta)	21.534.422.718	24.760.206.805	*Others (below Rp500 Million)*
Sub Jumlah	**407.370.898.039**	**196.656.082.989**	***Sub Total***
Jumlah	**454.487.762.704**	**218.134.048.166**	***Total***

Utang usaha pada PT Pindad Enjiniring Indonesia, PT Biro Klasifikasi Indonesia (Persero), PT Pancura Cahaya Wahyu dan PT Dalekesa Asri Cemerlang merupakan utang pekerjaan pemeliharaan kapal.

Trade payable to PT Pindad Enjiniring Indonesia, PT Biro Klasifikasi Indonesia (Persero), PT Pancura Cahaya Wahyu and PT Dalekesa Asri Cemerlang represent debts for ship maintenance work.

Utang usaha pada PT Global Marinedo Safety Indonesia, PT ITI Marine & Oilfield Utama merupakan utang pengadaan perlengkapan kapal. Adapun Utang Usaha pada PT Jotun Indonesia merupakan utang atas pengadaan cat kapal.

Trade payable to PT Global Marinedo Safety Indonesia and PT ITI Marine & Oilfield Utama represent debts for ship equipment procurement. Trade payable to PT Jotun Indonesia represent debts for ship paint procurement.

Utang usaha pada PT Wahana Sejahtera Foods terkait utang usaha PT PBM Sarana Bandar Nasional.

Trade payable to PT Wahana Sejahtera Foods related to Trade payable to PT PBM Sarana Bandar Nasional.

Utang usaha pada PT Graha Optima Cipta Lestari dan PT Tisindo Jaya terkait utang usaha PT Pelita Indonesia Djaya.

Trade payable to PT Graha Optima Cipta Lestari and PT Tisindo Jaya related to Trade payable to PT Pelita Indonesia Djaya.

Utang usaha pada PT Sigma Cipta Caraka merupakan utang pekerjaan pemeliharaan dan pengembangan aplikasi penunjang operasional perusahaan.

Trade payable to PT Sigma Cipta Caraka consist of amounts owed for maintenance and development work on applications that support the company's operations.

Utang usaha pada PT Pertamina Patra Niaga merupakan utang pengadaan bahan bakar kapal yang memerlukan penyelesaian secara administrasi internal.

Trade payables at PT Pertamina Patra Niaga are debts for ship fuel that require internal administrative settlement.

22. BEBAN AKRUAL / *22. ACCRUED EXPENSES*

	31 Des./ *Dec. 31*, 2025	31 Des./ *Dec. 31*, 2024	
Entitas Induk:			***Parent entity:***
Usaha Perkapalan	347.875.435.444	511.887.303.811	*Shipping Business*
Cadangan Beban Pengurang PSO	5.000.000.000	10.000.000.000	*PSO Reduction Expense Reserve*
Cadangan Beban Kesejahteraan Pegawai	12.694.376.757	9.297.091.216	*Employee Welfare Expense Reserves*
Cadangan Dana Pensiun	17.409.835.596	82.085.071.897	*Pension Fund Reserves*
Cadangan PT Rumah Sakit Pelni	24.811.000.000	-	*PT Rumah Sakit Pelni Reserves*
Lainnya	272.485.021.941	227.462.995.872	*Other*
Sub Jumlah	**680.275.669.738**	**840.732.462.796**	***Sub Total***
Entitas Anak:			***Subsidiary:***
PT PBM Sarana Bandar Nasional	10.676.890.719	3.219.269.537	*PT PBM Sarana Bandar Nasional*
PT Pelita Indonesia Djaya	127.672.656.417	74.734.372.931	*PT Pelita Indonesia Djaya*
Sub Jumlah	**138.349.547.136**	**77.953.642.468**	***Sub Total***
Jumlah	**818.625.216.874**	**918.686.105.264**	***Total***

Beban akrual usaha perkapalan merupakan pencatatan transaksi untuk usaha perkapalan, antara lain kepelabuhanan, penumpang serta muatan.

Accrued shipping service expenses are the recording of transactions for the shipping business, including ports, passengers and cargo.

Cadangan Beban Pengurang PSO merupakan nilai cadangan PSO yang dibentuk atas estimasi koreksi hasil verifikasi penagihan PSO oleh Badan Pemeriksa Keuangan Republik Indonesia (BPK RI). (Lihat catatan 4x)

The PSO Reduction Reserve is the PSO reserve established based on estimated adjustments resulting from the verification of PSO billing by the Supreme Audit Agency of the Republic of Indonesia (BPK RI). (See Note 4x)

Cadangan Beban Kesejahteraan Pegawai merupakan nilai pencadangan terkait estimasian keperluan kesejahteraan pegawai jangka panjang. (Lihat catatan 4v)

Employee Welfare Expense Reserve is the reserve value related to the estimated long-term employee welfare needs. (see note 4v)

Cadangan Dana Pensiun merupakan nilai pencadangan terkait penyelesaian defisit dampak pembubaran Dana Pensiun Pelni.

The Pension Fund Reserve is the reserve value related to the settlement of the deficit resulting from the dissolution of the Pelni Pension Fund.

Cadangan PT Rumah Sakit Pelni merupakan nilai pencadangan berdasarkan Surat Direktur Utama PT Rumah Sakit Pelni No. 01.08/BRS/I/2025, tanggal 8 Januari 2026, terkait penyerapan kerugian sesuai audit khusus KROLL.

The reserves of PT Rumah Sakit Pelni are the reserve amounts specified in the letter from the President Director of PT Rumah Sakit Pelni No. 01.08/BRS/I/2025, dated January 8, 2026, regarding the absorption of losses in accordance with the special audit conducted by KROLL.

Beban akrual lainnya merupakan pencatatan transaksi untuk non-usaha perkapalan yang manfaatnya sudah diterima, tetapi belum diterima penagihannya.

Other accrued expenses are the recording of transactions for non-shipping businesses for which the benefits have been received, but for which no billing has been received.

Beban akrual yang tercatat pada entitas anak (PT Pelita Indonesia Djaya) merupakan transaksi untuk usaha permakanan, usaha jasa dan lainnya.

The accrual expenses in subsidiaries (PT Pelita Indonesia Djaya) are transactions for the business of food, service business and others.

Beban akrual yang tercatat pada entitas anak (PT PBM Sarana Bandar Nasional) merupakan transaksi untuk operasional bongkar muat.

The accrual expenses in the subsidiary (PT PBM Sarana Bandar Nasional) is a transaction for the operation of loading and unloading.

23. LIABILITAS KONTRAK / *23. CONTRACT LIABILITIES*

	31 Des./ *Dec. 31*, 2025	31 Des./ *Dec. 31*, 2024	
Pendapatan Diterima Dimuka			***Prepaid Revenues***
Entitas Induk:			***Parent entity:***
Sewa	2.189.171.413	2.127.324.333	*Rental*
Lainnya	2.688.553.355	1.290.189.643	*Others*
Sub Jumlah	**4.877.724.768**	**3.417.513.976**	***Sub Total***
Entitas Anak:			***Subsidiary:***
PT PBM Sarana Bandar Nasional	-	119.665.560	*PT PBM Sarana Bandar Nasional*
PT Pelita Indonesia Djaya	218.322.138	218.322.138	*PT Pelita Indonesia Djaya*
Sub Jumlah	**218.322.138**	**337.987.698**	***Sub Total***
Jumlah	**5.096.046.906**	**3.755.501.674**	***Total***
Uang Muka Diterima			***Advance Received***
Entitas Induk:			***Parent entity:***
Usaha Perkapalan	43.896.923.180	43.563.180.964	*Shipping Business*
Uang Jaminan	9.060.053.814	7.923.616.034	*Deposits*
Usaha Keagenan	14.954.135.017	23.027.550.024	*Agency*
Lainnya	16.090.294.115	9.513.710.824	*Others*
Sub Jumlah	**84.001.406.126**	**84.028.057.846**	***Sub Total***
Entitas Anak:			***Subsidiary:***
PT PBM Sarana Bandar Nasional	2.605.029.068	1.112.167.873	*PT PBM Sarana Bandar Nasional*
PT Pelita Indonesia Djaya	5.205.607.008	2.799.507.737	*PT Pelita Indonesia Djaya*
Sub Jumlah	**7.810.636.076**	**3.911.675.610**	***Sub Total***
Jumlah	**91.812.042.202**	**87.939.733.456**	***Total***
Jumlah Liabilitas Kontrak	**96.908.089.108**	**91.695.235.130**	***Total Contract Liabilities***

Liabilitas kontrak yang tercatat di entitas induk meliputi:

a. Uang muka diterima usaha perkapalan merupakan uang muka yang diterima sehubungan dengan kegiatan usaha perkapalan, meliputi tambang pasasi, tambang muatan, *charter* kapal, sewa ruang kapal, wisata bahari dan lainnya.

b. Uang muka jaminan merupakan uang muka/deposit sebagai jaminan atas hubungan kerja sesuai kontrak/ketentuan dan akan dikembalikan sekaligus atau bertahap sesuai dengan kesepakatan/ketentuan yang berlaku, meliputi uang deposit agen/biro perjalanan dan uang jaminan rekanan.

c. Uang muka diterima usaha keagenan merupakan uang muka diterima sehubungan dengan kegiatan pelayanan jasa keagenan.

d. Pendapatan diterima dimuka lainnya antara lain pendapatan atas pelayanan kegiatan wisata bahari, pendapatan subsidi kapal rede, kapal ternak, dan tol laut.

Contract Liabilities recorded on the parent entity include:

a. Advances received from shipping business represent advances received in connection with shipping business activities, including pasasi mining, cargo mining, ship charter, ship space rental, marine tourism and others.

b. Advance guarantee is an advance/deposit as a guarantee for the working relationship according to the contract/determination and will be returned at once or gradually in accordance with the applicable agreement/determination, including agent/travel agency deposit and counterparty deposit.

c. Advances received from agency business represent advances received in connection with agency service activities.

d. Other unearned income includes revenue from marine tourism services, subsidy revenue for rede ships, livestock ships, and sea tolls.

23. LIABILITAS KONTRAK (lanjutan) / *23. CONTRACT LIABILITIES (continued)*

Pendapatan diterima dimuka yang tercatat pada entitas anak (PT PBM Sarana Bandar Nasional) merupakan pendapatan diterima dimuka atas pelayanan usaha kepelabuhanan termasuk didalamnya uang muka usaha pemuatan dan pembongkaran serta uang jaminan berkenaan dengan pelayanan kepelabuhanan.

Prepaid revenues in the subsidiaries (PT PBM Sarana Bandar Nasional) is an acceptable income on the business services of port including the advance of loading and disassembling business as well as collateral money regarding the service of the port.

24. LIABILITAS KEUANGAN JANGKA PENDEK LAINNYA / *24. OTHER SHORT-TERM FINANCIAL LIABILITIES*

	31 Des./ *Dec. 31*, 2025	31 Des./ *Dec. 31*, 2024	
Entitas Induk:			***Parent entity:***
Pihak Berelasi			***Related Parties***
PT Pelabuhan Indonesia (Persero)	5.870.472.332	10.412.429.416	*PT Pelabuhan Indonesia (Persero)*
PT Jasa Raharja Putera	1.926.175.219	3.133.782.094	*PT Jasa Raharja Putera*
PT Jasa Raharja (Persero)	849.743.200	1.760.444.545	*PT Jasa Raharja (Persero)*
PT Pelindo Multi Terminal	767.513.268	-	*PT Pelindo Multi Terminal*
Pegawai	47.548.832.045	41.114.928.337	*Employee*
Lainnya	6.566.249.092	69.599.179.385	*Others*
Sub Jumlah	**63.528.985.156**	**126.020.763.777**	***Sub Total***
Pihak Ketiga			***Related Parties***
PT Inco Global Nusantara	3.606.306.100	242.171.115	*PT Inco Global Nusantara*
Fortia Manajemen Strategi	1.058.400.000	91.239.999	*Fortia Manajemen Strategi*
PT Asuransi Purna Artanugraha	-	2.994.068.909	*PT Asuransi Purna Artanugraha*
Lainnya	7.475.943.211	7.435.367.928	*Others*
Sub Jumlah	**12.140.649.311**	**10.762.847.951**	***Sub Total***
Sub Jumlah Entitas Induk	**75.669.634.467**	**136.783.611.728**	***Sub Total Parent Entity***
Entitas Anak:			***Subsidiaries:***
PT Pelita Indonesia Djaya	9.239.206.967	11.652.215.939	*PT Pelita Indonesia Djaya*
PT PBM Sarana Bandar Nasional	1.379.655.145	1.012.343.294	*PT PBM Sarana Bandar Nasional*
Sub Jumlah Entitas Anak	**10.618.862.112**	**12.664.559.233**	***Sub Total Subsidiaries***
Jumlah	**86.288.496.579**	**149.448.170.961**	***Total***

25. UTANG KEPADA NEGARA / *25. DEBT TO THE STATE*

31 Desember/*December 31,* 2025					
Nama Kreditur/ *Creditur*	**Tingkat Bunga / *Interest Rate***	**Jatuh Tempo Tahun / *Maturity Year***	**Saldo 31 Des 2024 / *Balance Dec 31. 2024***	**Bagian Lancar Utang Jangka Panjang / *Current Portion for Long Term Debt***	**Bagian Jatuh Tempo Lebih dari Setahun / *Long Term Portion Maturity***
KFW - Spareparts	1.25%	2025	18.691.473.780	2.670.210.540	16.021.263.240
KFW - KM Labobar	1.25%	2025	10.523.805.810	1.503.400.830	9.020.404.980
Jumlah / *Total*			**29.215.279.590**	**4.173.611.370**	**25.041.668.220**

25. UTANG KEPADA NEGARA (lanjutan) ***25. DEBT TO THE STATE*** *(continued)*

Nama Kreditur/ *Creditur*	Tingkat Bunga / *Interest Rate*	Jatuh Tempo Tahun / *Maturity Year*	31 Desember/*December 31,* 2024 Saldo 31 Des 2024 / *Balance Dec 31. 2024*	Bagian Lancar Utang Jangka Panjang / *Current Portion for Long Term Debt*	Bagian Jatuh Tempo Lebih dari Setahun / *Long Term Portion Maturity*
KFW - Spareparts	1.25%	2025	18.223.345.440	2.277.918.180	15.945.427.260
KFW - KM Labobar	1.25%	2025	10.260.236.880	1.282.529.610	8.977.707.270
Jumlah / *Total*			**28.483.582.320**	**3.560.447.790**	**24.923.134.530**

KFW Spareparts- Pemerintah Republik Indonesia: SLA - 1144/DP3/2001-Nilai Pinjaman DM 44.000.000.

Pinjaman kepada *Kreditanstalt fur Wiederaufbau* (KFW) merupakan pinjaman Pemerintah RI kepada KFW sebesar DM 44.000.000 sesuai dengan Loan Agreement 1999 66 383 tanggal 31 Juli 2000 yang diteruskan kepada PT Pelayaran Nasional Indonesia (Persero) melalui surat Menteri Keuangan No. S-047/MK.17/2001 tanggal 15 Januari 2001 sebagai *Project Executing Agency* dan *Sub borrower* dalam rangka pengadaan *spareparts* untuk kapal penumpang yang dituangkan dalam Perjanjian SLA No.1144/DP3/2001 tanggal 25 Februari 2001 antara Pemerintah RI dengan PT Pelayaran Nasional Indonesia (Persero) dan menunjuk PT Bank DKI Jakarta sebagai perantara dalam pelunasan pokok pinjaman dan biaya bunga dengan rincian pinjaman sebagai berikut:

a. Bagian A sebesar DM 28.600.000 sebagai pinjaman lunak dengan tingkat bunga sebesar 1,25% per tahun.
b. Bagian B sebesar DM 15.400.000 sebagai pinjaman komersil dengan tingkat bunga sebesar 9,54% per tahun.

Berdasarkan Berita Acara Rekonsiliasi Dalam Rangka menyelesaian Piutang Negara yang bersumber dari Naskah Perjanjian Penerusan Pinjaman (NPPP) pada PT Pelayaran Nasional Indonesia No. 33/PB4.1/PT Bank DKI/2007 tanggal 22 Mei 2007 dilakukan rekonsiliasi pinjaman dengan menetapkan *cut off date* pada tanggal 31 Maret 2007 dengan jumlah liabilitas PT Pelayaran Nasional Indonesia (Persero) sebesar DM 28.468.125 atau setara dengan Euro 14.555.521 untuk pinjaman lunak yang berakhir pada tanggal 30 Juni 2040 dan DM 15.328.990 atau setara dengan Euro 7.837.588.

KFW Spareparts- Government of Republic Indonesia : SLA - 1144/DP3/2001-Value of Loan DM 44,000,000.

Loans to the Kreditanstalt fur Wiederaufbau (KFW) is the Government of Indonesia to the KFW loan amounting to DM 44,000,000 according to the 1999 66 383 Loan Agreement dated July 31, 2000 which was forwarded to PT Pelayaran Nasional Indonesia (Persero) through the Ministry of Finance letter No. S-047 / MK.17 / 2001 dated January 15, 2001 as Project Executing Agency and Sub-borrower in order to procure spare parts for passenger ships as outlined in the Agreement SLA No.1144/DP3/2001 dated February 25, 2001 between the Government of Indonesia with PT Pelayaran Nasional Indonesia (Persero) and PT Bank DKI Jakarta appoint as an intermediary in the payment of principal and interest costs with details of the loan as follows:

a. Part A of DM 28,600,000 as soft loans with an interest rate of 1.25% per year.
b. Part B of DM 15,400,000 as a commercial loan with an interest rate of 9.54% per year.

Based on the Minutes of Reconciliation in the Context menyelesaian sourced from the State Receivables Manuscript Subsidiary Loan Agreement (NPPP) PT Pelayaran Nasional Indonesia No. 33/PB4.1/PT Bank DKI/2007 dated May 22, 2007 to be reconciliation loan by setting the cut off date of March 31, 2007 with total liabilities of the PT Pelayaran Nasional Indonesia (Persero) amounting to DM 28,468,125 or equivalent to Euro 14,555,521 to soft loans ended June 30, 2040 and DM 15,328,990 equivalent to Euro 7,837,588.

25. UTANG KEPADA NEGARA (lanjutan)

Berdasarkan Perjanjian Perubahan (Amandemen) terhadap Naskah Perjanjian Penerusan Pinjaman Nomor SLA- 1144/DP3/2001 tanggal 25 Februari 2001 antara Pemerintah Republik Indonesia dan Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia Nomor ; AMA-488/SLA- 1144/DSMI/2015 tanggal 1 Desember 2015 diubah menjadi:

a. Kewajiban pokok pinjaman senilai EUR 22.393.109,43 dijadikan Penyertaan Modal Negara melalui proses sesuai ketentuan peraturan perundang-undangan. yang terdiri dari:
   1) pinjaman lunak sebesar EUR 14.555.521,09.
   2) pinjaman komersil sebesar EUR 7.837.588,34.
b. Kewajiban non-pokok senilai EUR 2.457.823.45 dibayarkan selama 10 tahun dari tahun 2016 sampai dengan 2025 yang terdiri dari:
   1) pinjaman lunak sebesar EUR 431.540,19.
   2) pinjaman komersil sebesar EUR 2.026.283,26.

Dengan terbitnya Peraturan Pemerintah Republik Indonesia Nomor 87 Tahun 2016 tanggal 30 Desember 2016 tentang Penambahan Penyertaan Modal Negara Republik Indonesia ke Dalam Modal Saham Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia. maka sisa pinjaman kepada Pemerintah Republik Indonesia (SLA-1144/DP3/2001) sebesar EUR 2.457.823,45.

KFW Kapal Penumpang - Pemerintah Republik Indonesia: SLA - 1151/DP3/2002 - Nilai Pinjaman Euro 16.361.340.

Pinjaman kepada *Kreditanstalt fur Wiederaufbau (KFW)* merupakan pinjaman Pemerintah RI kepada KFW sebesar Euro 81.806.700 sesuai dengan *Loan Agreement* 2001 65 159 tanggal 1 Februari 2002 yang diteruskan kepada PT Pelayaran Nasional Indonesia (Persero) melalui surat Menteri Keuangan No. S-115/MK.17/2002 tanggal 22 April 2002 sebesar Euro 16.361.340 dalam rangka pengadaan Kapal Penumpang Nomor 23 Pelni yang dituangkan dalam Perjanjian SLA No.1151/DP3/2002 tanggal 30 Mei 2002 antara Pemerintah RI dengan PT Pelayaran Nasional Indonesia (Persero) dan menunjuk PT Bank Rakyat Indonesia (Persero) Tbk (BRI) sebagai perantara dalam pelunasan pokok pinjaman dan biaya bunga, dengan rincian pinjaman sebagai berikut:

a. Bagian A sebesar Euro 8.180.670 sebagai pinjaman lunak dengan tingkat bunga sebesar 1,25% per tahun.
b. Bagian B sebesar Euro 8.180.670 sebagai pinjaman komersil dengan tingkat bunga sebesar 6,39% per tahun.

25. DEBT TO THE STATE *(continued)*

Based on the Amendment Agreement (Amendment) on the Loan Settlement Agreement No. SLA-1144/DP3/ 2001 dated February 25, 2001 between the Government of the Republic of Indonesia and company PT Pelayaran Nasional Indonesia (Persero) Number; AMA-488/SLA-1144/DSMI/2015 dated December 1, 2015 changed to:

a. The principal liability of EUR 22,393,109.43 is made into State Equity Participation through the process in accordance with the provisions of the law, which consists of:
   1) a soft loan of EUR 14,555,521.09.
   2) a commercial loan of EUR 7,837,588.34.
b. Non-principal liabilities of EUR 2,457,823.45 are payable for 10 years from 2016 to 2025 consisting of:
   1) a soft loan of EUR 431,540.19.
   2) a commercial loan of EUR 2,026,283.26.

With the issuance of Government Regulation of the Republic of Indonesia Number 87 Year 2016 dated December 30, 2016 concerning the Addition of State Equity Participation of the Republic of Indonesia into Capital of Limited Liability Company (Persero) of PT Pelayaran Nasional Indonesia, the remaining loan to the Government of the Republic of Indonesia (SLA-1144/DP3/2001) of EUR 2,457,823.45.

KFW Passenger ship - Government of Republic Indonesia: SLA - 1151/DP3/2002 - Value of Loan Euro 16,361,340.

Loans to the Kreditanstalt fur Wiederaufbau (KFW) is the Government of Indonesia to the KFW loan amounting to Euro 81,806,700 according to the 2001 65 159 Loan Agreement dated February 1, 2002 which was forwarded to PT Pelayaran Nasional Indonesia (Persero) through the Ministry of Finance letter No. S-115/MK.17/2002 April 22, 2002 amounted to Euro 16,361,340 in order to procure Passenger Vessel No. 23 Pelni as outlined in the Agreement SLA No.1151/DP3/2002 dated May 30, 2002 between the Government of Indonesia with PT Pelayaran Nasional Indonesia (Persero) and appointed PT Bank Rakyat Indonesia (Persero) Tbk, (BRI) as an intermediary in the payment of principal and interest costs, with details of the loan as follows:

a. Part A of Euro 8,180,670 as a soft loan with an interest rate of 1.25% per year.
b. Section B of Euro 8,180,670 as a commercial loan with an interest rate of 6.39% per year

25. UTANG KEPADA NEGARA (lanjutan)

KFW Kapal Penumpang - Pemerintah Republik Indonesia: SLA - 1151/DP3/2002 - Nilai Pinjaman Euro 16.361.340. (lanjutan)

Berdasarkan Berita Acara Rekonsiliasi Dalam Rangka Penyelesaian Piutang Negara yang bersumber dari Naskah Perjanjian Penerusan Pinjaman (NPPP) pada PT Pelayaran Nasional Indonesia No. 34/PB4.1/PT Bank DKI/2007 tanggal 22 Mei 2007 dilakukan rekonsiliasi pinjaman dengan menetapkan *cut off date* pada tanggal 31 Maret 2007 dengan jumlah liabilitas PT Pelayaran Nasional Indonesia (Persero) sebesar Euro 7.469.800 untuk pinjaman lunak yang berakhir pada tanggal 30 Juni 2042 dan Euro 7.460.000 untuk pinjaman komersil yang berakhir pada tanggal 30 Juni 2015.

Berdasarkan Perjanjian Perubahan (Amandemen) terhadap Naskah Perjanjian Penerusan Pinjaman Nomor SLA - 1151/DP3/2002 tanggal 30 Mei 2002 antara Pemerintah Republik Indonesia dan Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia Nomor ; AMA- 489/SLA - 1151/DSMI/2015 tanggal 1 Desember 2015, diubah menjadi:

a. Kewajiban pokok pinjaman senilai EUR 14.929.800 dijadikan Penyertaan Modal Negara melalui proses sesuai ketentuan peraturan perundang-undangan, yang terdiri dari:
   1) pinjaman lunak sebesar EUR 7.469.800.
   2) pinjaman komersil sebesar EUR 7.460.000.

b. Kewajiban non-pokok senilai EUR 1.383.833,45 dibayarkan selama 10 tahun dari tahun 2016 sampai dengan 2015 yang terdiri dari:
   1) pinjaman lunak sebesar EUR 220.414,14.
   2) pinjaman komersil sebesar EUR 1.163.419,31.

Dengan terbitnya Peraturan Pemerintah Republik Indonesia Nomor 87 Tahun 2016, tanggal 30 Desember 2016, tentang Penambahan Penyertaan Modal Negara Republik Indonesia ke Dalam Modal Saham Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia. maka sisa pinjaman kepada Pemerintah Republik Indonesia (SLA-1151/DP3/2002) sebesar EUR 1.383.833,45.

***25. DEBT TO THE STATE** (continued)*

***KFW Passenger ship - Government of Republic Indonesia: SLA - 1151/DP3/2002 - Value of Loan Euro 16,361,340.** (continued)*

Based on the Minutes of Settlement Reconciliation in the Context of State Receivables sourced from Manuscript Subsidiary Loan Agreement (NPPP) PT Pelayaran Nasional Indonesian No. 34/PB4.1/PT Bank DKI/ 2007 dated May 22, 2007 to be reconciliation loan by setting the cut off date of March 31, 2007 with total liabilities of the PT Pelayaran Nasional Indonesia (Persero) amounting to Euro 7,469,800 for soft loans ended June 30, 2042 and Euro 7,460,000 for commercial loans ended June 30, 2015.

Based on the Amended Agreement (Amendment) to the Loan Forwarding Agreement Number SLA-1151/DP3/2002 dated May 30, 2002 between the Government of the Republic of Indonesia and the Company (Persero) PT Pelayaran Nasional Indonesia Number; AMA-489/SLA-1151/DSMI/2015 dated December 1, 2015. changed to:

a. The principal liability of EUR 14,929,800 is made into State Equity Participation through the process in accordance with the provisions of the law, which consists of:
   1) a soft loan of EUR 7,469,800.
   2) a commercial loan of EUR 7,460,000.

b. Non-principal liabilities of EUR 1,383,833.45 are payable for 10 years from 2016 to 2015 consisting of:
   1) a soft loan of EUR 220,414.14.
   2) a commercial loan of EUR 1,163,419.31

With the issuance of Government Regulation of the Republic of Indonesia Number 87 Year 2016 dated December 30, 2016 concerning the Addition of State Equity Participation of the Republic of Indonesia into Capital of Limited Liability Company (Persero) of PT Pelayaran Nasional Indonesia, the remaining loan to the Government of the Republic of Indonesia (SLA-1151/DP3/2002) of EUR 1,383,833.45.

25. UTANG KEPADA NEGARA (lanjutan)

KFW Kapal Penumpang - Pemerintah Republik Indonesia: SLA - 1151/DP3/2002 - Nilai Pinjaman Euro 16.361.340. (lanjutan)

Pada tanggal 2 Oktober 2020, PT Pelayaran Nasional Indonesia (Persero) telah mengajukan usulan penghapusan Utang SLA Non-Pokok atas pinjaman AMA-448/SLA-1144/DSMI/2015 dan AMA-489/SLA-1151/DSMI/2015 kepada Pemerintah berdasarkan surat Kementerian BUMN RI Nomor: SR-464/MBU/07/2020 tanggal 2 Juli 2020 perihal usulan Tambahan Dana PMN Non-Tunai dan Penghapusan Piutang pada BUMN untuk APBN TA 2021.

Pada tanggal 29 November 2021, melalui Surat Nomor S-111/MK.5/2021 perihal Persetujuan Penyelesaian Piutang Negara yang bersumber dari Pinjaman SLA Nomor: SLA-1144/DP3/2001 dan SLA-1151/DP3/2002 pada PT PELNI (Persero).

Skema penyelesaian yang disetujui adalah penyelesaian piutang negara yang bersumber dari Perjanjian Pinjaman *Subsidiary Loan Agreement* (SLA) Nomor SLA-1144/DP3/2001 dan SLA-1151/DP3/2002 dengan skema penjadwalan kembali pembayaran terhadap kewajiban non-pokok dengan jumlah sebesar EUR 2.112.911,70 selama 12 tahun termasuk masa tenggang 2 tahun yaitu tahun 2021-2022, dan pembayaran angsuran selama 10 tahun dimulai sejak tahun 2023 s.d 2032 sebesar EUR 211.291,17 per tahun.

***25. DEBT TO THE STATE** (continued)*

***KFW Passenger ship - Government of Republic Indonesia: SLA - 1151/DP3/2002 - Value of Loan Euro 16,361,340.** (continued)*

On October 2, 2020, PT Pelayaran Nasional Indonesia (Persero) has submitted a proposal to write off Non-principal SLA Debt for loans AMA-448/SLA-1144/DSMI/2015 and AMA-489/SLA-1151/DSMI/2015 to the Government based on a letter The Ministry of SOEs of the Republic of Indonesia Number: SR-464/MBU/07/2020 dated July 2, 2020 regarding the proposal for Additional Non-Cash PMN Funds and the Elimination of Receivables from SOEs for the 2021 FY APBN.

On November 29, 2021, via Letter No. S-111/MK.5/2021 regarding Approval of the Settlement of State Receivables arising from SLA Loans No. SLA-1144/DP3/2001 and SLA-1151/DP3/2002 at PT PELNI (Persero).

The agreed settlement scheme is the settlement of State receivables originating from the Subsidiary Loan Agreement (SLA) No. SLA-1144/DP3/2001 and SLA-1151/DP3/2002 with a scheme to reschedule payments for non-principal obligations in the amount of EUR 2,112,911.70 for 12 years including a grace period of 2 years, namely 2021-2022, and installment payments for 10 years starting from 2023 to 2032 amounting to EUR 211,291.17 per year.

26. LIABILITAS JANGKA PANJANG / ***26. LONG-TERM LIABILITIES***

	31 Des./ *Dec. 31*, 2025	31 Des./ *Dec. 31*, 2024	
Liabilitas Jangka Panjang:			*Long-Term Liabilities:*
- Liabilitas Sewa Pembiayaan	1.794.875.000	6.923.726.433	*Finance Lease Liabilities*
- Liabilitas Sewa Hak Guna	1.071.507.507	6.237.755.131	*Right of Use Lease Liabilities*
Jumlah	**2.866.382.507**	**13.161.481.564**	***Total***
Bagian Lancar Jt.Tempo 1 Tahun:			*Current Portion of Due to 1 year:*
- Liabilitas Sewa Pembiayaan	(1.329.576.000)	(278.815.061)	*Finance Lease Liabilities*
- Liabilitas Sewa Hak Guna	(524.821.622)	(2.768.356.649)	*Right of Use Lease Liabilities*
Bagian Jt. Tempo Lebih dari 1 Tahun	**1.011.984.885**	**10.114.309.854**	***Portion Due more than 1 year***

Utang sewa pembiayaan per tanggal 31 Desember 2025 merupakan pembelian kendaraan bermotor/alat angkut yang akan disewakan kepada PT Pelayaran Nasional Indonesia (Persero) dan kepada pihak ketiga lainnya.

Liabilitas sewa merupakan perjanjian sewa yang terdiri dari sewa bangunan dan alat angkut yang memiliki jangka waktu sewa lebih dari 1 tahun sampai dengan tahun 2026.

Finance lease liabilities as of December 31, 2025 represent the purchase of motor vehicles/transportation equipment to be leased to PT Pelayaran Nasional Indonesia (Persero) and other third parties.

Lease liabilities represent rental agreements which consist of rental of buildings and transportation equipment which have a rental period of more than 1 year until 2026.

27. LIABILITAS IMBALAN KERJA JANGKA PANJANG / *27. LIABILITIES OF LONG-TERM EMPLOYEE BENEFITS*

	31 Des./ *Dec. 31*, 2025	31 Des./ *Dec. 31*, 2024	
Entitas Induk:			***Parent entity:***
Tingkat Diskonto	6,53%	7,10%	*Discount Rate*
Tingkat Kenaikan Upah	5%	5%	*Rate of Salary Increase*
Tingkat Pengembangan Akumulasi Iuran PPIP	5,86%	6,20%	*Rate of Accumulation of PPIP Contributions*
Usia Pensiun Normal	57 Tahun	57 Tahun	*Normal Retirement Age*
Tabel Mortalita	Indonesia - IV	Indonesia - IV	*Mortality Table*
Tingkat Cacat	0,20% per tahun	0,20% per tahun	*Disability Rate*

	31 Des./ *Dec. 31*, 2025	31 Des./ *Dec. 31*, 2024	
Cadangan (Biaya Dibayar Dimuka) awal periode	95.255.885.465	155.430.687.812	*Reserves (Prepaid Expenses) at beginning of period*
Biaya Imbalan Pasti	28.316.732.718	(17.957.322.778)	*Defined Benefit Cost*
Pembayaran Imbalan Kerja oleh Entitas	(5.656.696.632)	(526.380.422)	*Employee Benefits Paid by Entity*
Pembayaran Iuran Periode Berjalan	(20.926.272.254)	(41.691.099.147)	*Payment of Current Period Contributions*
Liabilitas Bersih Akhir Periode	**96.989.649.297**	**95.255.885.465**	*Net Liability at The End of Period*
Entitas Anak	8.001.633.712	7.773.595.702	***Subsidiaries***
Jumlah	**104.991.283.009**	**103.029.481.167**	***Total***

Rincian beban yang diakui di laporan laba rugi: / *Details of the expense recognized in the income statement:*

	2025	2024	
Biaya Jasa Kini	29.591.579.952	13.279.311.090	*Current service cost*
Biaya Bunga	35.127.106.897	37.434.344.949	*Interest Cost*
Pendapatan Bunga atas Aset	(8.932.433.907)	(65.032.729.010)	*Interest Income on Assets*
Jumlah	**55.786.252.942**	**(14.319.072.971)**	***Total***

28. PENDAPATAN BUNGA DITANGGUHKAN / *28 DEFFERED INTEREST INCOME*

	31 Des./ *Dec. 31*, 2025	31 Des./ *Dec. 31*, 2024	
PP No 53 Tahun 2024	69.384.018.487	-	*PP No 53 Tahun 2024*
Jumlah	**69.384.018.487**	**-**	***Total***

Dengan terbitnya Surat Keputusan Direksi Nomor: 04.10/01/SK/HKO.01/2025 tanggal 10 April 2025 tentang Klasifikasi Pencatatan atas Pernyataan Modal Negara (PMN) Di PT PELNI (Persero) maka pencatatan dan penyajian bunga atas hasil pengembangan dari Penyertaan Modal Negara diklasifikasikan pada pos liabilitas jangka panjang lainnya dengan mempertimbangkan prinsip kehati-hatian atas risiko dan ketidakpastian dimasa mendatang yang belum diputuskan penggunaannya oleh pemegang saham.

With the issuance of Board of Directors Decision No. 04.10/01/SK/HKO.01/2025 dated April 10, 2025, regarding the Classification and Recording of State Capital Contributions (PMN) at PT PELNI (Persero), the recognition and presentation of interest on returns from the State Capital Investment are classified under other long-term liabilities, taking into account the principle of prudence regarding future risks and uncertainties regarding the use of such funds, which has not yet been decided by the shareholders.

29. MODAL SAHAM / *SHARES CAPITAL*

Modal dasar ditempatkan dan disetor penuh pada tanggal 31 Desember 2025 berdasarkan Akta Notaris Ida Adiningsih, SH.,No. 7, tanggal 20 Maret 2025, sebagai berikut:

The authorized capital was placed and fully paid on December 31, 2025 based on Notarial Deed of Ida Adiningsih, SH., No. 7, dated March 20, 2025, as follows:

Pemegang Saham/ *Shareholders*	Lembar Saham/ *Shares*	Jenis Saham/ *Types of Stocks*	Nilai Nominal per Lembar Saham (Rp)/ *Nominal Value per Share (Idr)*	Persentase Kepemilikan/ *Percentage of Ownership*	Jumlah Nilai Saham (Rp)/ *Total Value of Shares (Idr)*
Badan Pengatur BUMN/ *State-Owned Enterprises Regulatory Agency*	1	Seri A Dwi Warna	1.000.000	0,00001%	1.000.000
PT Danantara Aset Management	9.129.899	Seri B	1.000.000	99,99999%	9.129.899.000.000
Jumlah / *Total*	**9.129.900**		**1.000.000**	**100%**	**9.129.900.000.000**

(lihat catatan 1.3) *(see note 1.3)*

Modal dasar ditempatkan dan disetor penuh masing masing pada tanggal 31 Desember 2024, sebagai berikut:

Authorized Capital issued and fully paid respectively on December 31, 2025 is as follows:

Pemegang Saham/ *Shareholders*	Lembar Saham/*Shares*	Nilai Nominal per Lembar Saham/ *Nominal Value per Share*	Persentase Kepemilikan/ *Percentage of Ownership*	Jumlah Nilai Saham/ *Total Value of Shares*
Negara Republik Indonesia/ *Republic of Indonesia*	7.629.900	1.000.000	100%	7.629.900.000.000
Jumlah / *Total*	**7.629.900**	**1.000.000**	**100%**	**7.629.900.000.000**

Total 100% dari nilai nominal setiap saham yang ditempatkan atau seluruhnya berjumlah Rp7.629.900.000.000 telah disetor penuh oleh Negara Republik Indonesia (pemegang saham) dengan cara sebagai berikut:

a. Sebesar Rp7.065.092.000.000 merupakan setoran modal lama sesuai dengan Akta No. 1, tanggal 01 Februari 2016 yang dibuat dihadapan Notaris Ida Adiningsih, SH., yang telah memperoleh pengesahan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-AH.01.03-0012165 tanggal 02 Februari 2016.

b. Sebesar Rp564.807.589.000 yang bersumber dari Anggaran Pendapatan dan Belanja Negara Tahun 2016 melalui konversi utang pokok *Subsidiary Loan Agreement (SLA*) PT Pelayaran Nasional Indonesia (Persero) kepada Negara Republik Indonesia berdasarkan Perjanjian Penerusan Pinjaman Nomor 1144/DP3/2001 tanggal 25 Februari 2001 dan Nomor 1151/DP3/2002 tanggal 30 Mei 2002 sebagaimana ditetapkan dalam Peraturan Pemerintah Nomor 87 Tahun 2016.

Total 100% of the nominal value of each issued share or a total of Rp7,629,900,000,000 has been fully paid-up by the Republic of Indonesia (shareholders) in the following manner:

a. Amounting to Rp7,065,092,000,000 represents old capital deposits in accordance with Deed No. 1, dated February 1, 2016 made before the Notary Ida Adiningsih, SH., which was approved by the Minister of Law and Human Rights of the Republic of Indonesia No. AHUAH.01.03-0012165 dated February 02, 2016.

b. Amounting to Rp564,807,589,000 originating from the 2016 State Budget through the conversion of PT Pelayaran Nasional Indonesia (Persero) Subsidiary Loan Agreement (SLA) to the Republic of Indonesia based on the Loan Forwarding Agreement Number 1144/DP3/2001 dated February 25, 2001 and Number 1151/DP3/2002 dated May 30, 2002 as stipulated in Government Regulation Number 87 of 2016.

29. MODAL SAHAM (lanjutan)

c. Sebesar Rp411.000 yang berasal dari kapitalisasi sebagian cadangan Perseroan sebagaimana tercatat dalam Laporan Keuangan Tahun Buku 2015 yang telah diaudit oleh KAP Drs. Bambang Mudjiono & Widiarto sebagaimana suratnya nomor:LAI_AU-015/KAP.BM&W/BM/VI/2016 tanggal 01 April 2016.

29. SHARES CAPITAL *(continued)*

c. amounting to Rp411,000 which comes from the capitalization of a portion of the Company's reserves as recorded in the Financial Statements for the 2015 Financial Year which has been audited by KAP Drs. Bambang Mudjiono & Widiarto as his letter number LAI_AU- 015/KAP.BM&W/BM/VI/2016 dated April 01, 2016.

30. PENYERTAAN MODAL NEGARA

30. STATE CAPITAL CONTRIBUTION

Landasan Hukum/ ***Legal Foundation***	**Penyertaan Modal Negara/** ***State Capital Contribution***	**Pengalihan/** ***Redirect***	**Jumlah /** ***Total***
PP. RI No. 53 Tahun 2025	2.500.000.000.000	-	2.500.000.000.000
PP. RI No. 53 Tahun 2024	1.500.000.000.000	(1.500.000.000.000)	-
PP. RI No. 40 Tahun 1992	309.143.585.642	(309.000.000.000)	143.585.642
Jumlah / *Total*	**4.309.143.585.642**	**(1.809.000.000.000)**	**2.500.143.585.642**

PT Pelayaran Nasional Indonesia (Persero) menerima tambahan Penyertaan Modal Negara sesuai dengan Peraturan Pemerintah Republik Indonesia No. 53 Tahun 2025, tanggal 30 Desember 2025, tentang Penambahan Penyertaan Modal Negara Republik Indonesia ke dalam Modal Badan Pengelola Investasi Daya Anagata Nusantara Dalam Rangka Pelaksanaan Penugasan Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia.

PT Pelayaran Nasional Indonesia (Persero) received additional State Capital Contribution in accordance with Government Regulation of the Republic of Indonesia No. 53 of 2025, dated December 30, 2025, concerning the Addition of State Capital Contribution of the Republic of Indonesia into the Capital of the Daya Anagata Nusantara Investment Management Agency in the Context of Implementing the Assignment of the Limited Liability Company (Persero) PT Pelayaran Nasional Indonesia.

Nilai penambahan penyertaan modal negara sebesar Rp2.500.000.000.000, selanjutnya diteruskan menjadi penambahan penyertaan modal ke dalam modal saham Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia dengan tetap mempertahankan 1% Saham Seri A Dwi Warna milik Negara Republik Indonesia pada Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia.

The value of the additional state capital Contribution is Rp2,500,000,000,000, which will then be continued as an additional capital Contribution into the share capital of the Limited Liability Company (Persero) PT Pelayaran Nasional Indonesia while maintaining 1% of the Series A Dwi Warna Shares owned by the Republic of Indonesia in the Limited Liability Company (Persero) PT Pelayaran Nasional Indonesia.

Tujuan penggunaan dari tambahan Penyertaan Modal Negara tersebut untuk pengadaan 3 (tiga) unit kapal penumpang kelas ekonomi dengan melibatkan industri kapal dalam negeri dalam rangka mendukung konektivitas dan aksesibilitas antar wilayah serta memperkuat armada nasional melalui peremajaan kapal dan penyediaan angkutan laut penumpang kelas ekonomi.

The purpose of using the additional State Capital Contribution is to procure 3 (three) units of economy class passenger ships by involving the domestic shipping industry in order to support connectivity and accessibility between regions and strengthen the national fleet through ship rejuvenation and the provision of economy class passenger sea transportation.

30. PENYERTAAN MODAL NEGARA (lanjutan)

Penambahan Penyertaan Modal Negara Non Tunai berdasarkan Peraturan Pemerintah Republik Indonesia Nomor 53 Tahun 2024, tentang Penambahan Penyertaan Modal Negara Republik Indonesia ke dalam Modal Saham Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia dengan nilai sebesar Rp1.500.000.000.000 bersumber dari Anggaran Pendapatan dan Belanja Negara Tahun 2024.

Tujuan penggunaan dari tambahan Penyertaan Modal Negara tersebut untuk pengadaan 3 (tiga) unit kapal penumpang kelas ekonomi dengan melibatkan industri kapal dalam negeri dalam rangka mendukung konektivitas dan aksesibilitas antar wilayah serta memperkuat armada nasional melalui peremajaan kapal dan penyediaan angkutan laut penumpang kelas ekonomi.

Berdasar pada Peraturan Pemerintah Republik Indonesia No.40 Tahun 1992 menyatakan penambahan Penyertaan Modal Pemerintah (PMN) kepada Perseroan. PMN tersebut terdiri dari 6 (enam) unit kapal motor, yaitu KM. Kerinci, KM. Kambuna, KM. Rinjani, KM. Umsini, KM. Kelimutu dan KM. Lawit beserta suku cadangnya.

Penyertaan Modal Negara tanggal 31 Desember 2024, sebagai berikut:

30. STATE CAPITAL CONTRIBUTION *(continued)*

The addition of Non-Cash State Capital Contribution based on Government Regulation of the Republic of Indonesia Number 53 of 2024 concerning the Addition of State Capital Contribution of the Republic of Indonesia into the Share Capital of the Company (Persero) PT Pelayaran Nasional Indonesia with a value of Rp1,500,000,000,000 sourced from the 2024 State Budget.

The purpose of using the additional State Capital Contribution is to procure 3 (three) units of economy class passenger ships by involving the domestic shipping industry in order to support connectivity and accessibility between regions and strengthen the national fleet through ship rejuvenation and the provision of economy class passenger sea transportation.

Based on Government Regulation of the Republic of Indonesia No.40 of 1992, it states the addition of Government Capital Contribution (PMN) to the Company. The PMN consists of 6 (six) units of motorboats, namely KM. Kerinci, KM. Kambuna, KM. Rinjani, KM. Umsini, KM. Kelimutu and KM. Lawit along with its spare parts.

State Capital Contribution as of December 31, 2024, as follows:

Landasan Hukum/ ***Legal Foundation***	**Penyertaan Modal Negara/** ***State Capital Contribution***	**Pengalihan/** ***Redirect***	**Jumlah /** ***Total***
PP. RI No. 53 Tahun 2024	1.500.000.000.000	-	1.500.000.000.000
PP. RI No. 40 Tahun 1992	309.143.585.642	(309.000.000.000)	143.585.642
Jumlah / ***Total***	**1.809.143.585.642**	**(309.000.000.000)**	**1.500.143.585.642**

31. TAMBAHAN MODAL DISETOR

Merupakan tambahan modal yang berasal dari pelepasan kepemilikan di PT Rumah Sakit Pelni per 31 Desember 2025 dan 2024 sebagai berikut:

31. ADDITIONAL PAID IN CAPITAL

Represents additional capital from the disposal of ownership in PT Rumah Sakit Pelni as of December 31, 2025 and 2024 as follows:

	31 Des./ ***Dec. 31*****, 2025**	**31 Des./** ***Dec. 31*****, 2024**	
Nilai Pelepasan	397.878.907.714	397.878.907.714	*Divesment Values*
Jumlah	**397.878.907.714**	**397.878.907.714**	***Total***

32. CADANGAN DITENTUKAN PENGGUNAANNYA / *32. APPROPRIATED RETAINED EARNINGS*

Merupakan cadangan yang dibentuk berdasarkan Rapat Umum Pemegang Saham dari laba setelah pajak yang belum ditentukan peruntukkannya sebagai berikut:

It is a proposal formed based on the General Meeting of Shareholders of the income after the unspecified tax as follows:

	2025	2024	
Saldo Awal	1.543.866.979.147	1.342.665.131.496	*Beginning Balance*
Penggunaan Laba	-	201.201.847.651	*Distribution Profit*
Saldo Akhir	**1.543.866.979.147**	**1.543.866.979.147**	***Ending Balance***

(lihat catatan 33) / *(see note 33)*

33. SALDO LABA (DEFISIT) / *33. RETAINED EARNINGS (DEFICITS)*

Merupakan akumulasi laba tahun berjalan sampai dengan 31 Desember 2025 dan 2024 sebagai berikut:

Is the accumulated deficit of the year running up to 31 December 2025 and 2024 as follows:

	2025	2024	
Saldo Awal	(2.460.466.230.027)	(2.453.137.655.702)	***Beginning Balance***
Distribusi Saldo Laba Tahun Lalu:			*Distribution of Retained Earnings:*
Cadangan	-	(201.201.847.651)	*Appropriated Retained Earnings*
Laba Tahun Berjalan	202.377.021.821	193.873.273.327	*Profit of Current Year*
Saldo Akhir	**(2.258.089.208.206)**	**(2.460.466.230.027)**	***Ending Balance***

Penggunaan laba tahun buku 2024 sesuai dengan Akta Berita Acara Rapat Umum Pemegang Saham Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia Nomor 40 tanggal 23 Juni 2025, Notaris Emmy Yatmini, S.H., menetapkan penggunaan laba tahun buku 2024 seluruhnya sebagai laba ditahan untuk menutup akumulasi kerugian.

The appropriation of net income for the 2024 fiscal year, in accordance with the Minutes of the General Meeting of Shareholders of the State-Owned Enterprise (Persero) PT Pelayaran Nasional Indonesia No. 40 dated June 23, 2025, notarized by Emmy Yatmini, S.H., stipulates that the entire net income for the 2024 fiscal year shall be allocated as retained earnings to offset accumulated losses.

Penggunaan laba tahun buku 2023 sesuai dengan Akta Berita Acara Rapat Umum Pemegang Saham Tahunan Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia No. 01, tanggal 04 Juni 2024, Notaris Emmy Yatmini, S.H., menetapkan penggunaan laba tahun buku 2023 seluruhnya sebagai cadangan.

The allocation of profits for the 2023 fiscal year, in accordance with the Minutes of the Annual General Meeting of Shareholders of the State-Owned Enterprise (Persero) PT Pelayaran Nasional Indonesia No. 01, dated June 4, 2024, notarized by Emmy Yatmini, S.H., stipulates that the entire profit for the 2023 fiscal year be allocated to reserves.

(lihat catatan 32) / *(see note 32)*

34. KOMPONEN EKUITAS LAINNYA / *34. OTHER COMPONENT EQUITY*

	2025	2024	
Saldo Awal	(92.536.781.736)	(97.593.396.190)	*Beginning Balance*
Keuntungan (Kerugian) dari:			*Profit (Loss) from:*
- Aktuaria	30.451.382.404	4.201.114.454	*Current Actuarial -*
- Perubahan Nilai Wajar Aset Tetap	(1.828.420.731)	855.500.000	*Change in Fair Values of Property -*
Saldo Akhir	**(63.913.820.063)**	**(92.536.781.736)**	***Ending Balance***

35. KEPENTINGAN NON-PENGENDALI / *35. NON-CONTROLLING INTERESTS*

Pemegang Saham / *Shareholders*	**% Penyertaan / *Participation***	**Bagian dari pemilik saham kepentingan non-pengendali (awal) / *Part of the owners of shares of non-controlling interests (beginning)***	**Dividen/Koreksi Cadangan/ Setoran Modal / *Dividend / Correction Reserves / Deposits Capital***	**Bagian Laba (Rugi) Tahun Berjalan / *Profit (Loss) Current Year***	**Bagian dari pemilik saham kepentingan non-pengendali (akhir) / *Part of shareholders of non-controlling interests (end)***
31 Desember / *December 31,* 2025					
Yayasan Kesehatan Pensiunan Pelni / *Pensioners Health Foundation Pelni*	0.53% in SBN	80.000.000	2.670.603.352	(239.298.066)	2.511.305.285
Yayasan Kesehatan Pensiunan Pelni / *Pensioners Health Foundation Pelni*	0.50% in PID	10.000.000	1.205.798.364	164.988.983	1.380.787.347
Yayasan Kesehatan Pensiunan Pelni / *Pensioners Health Foundation Pelni*	2.00 % in PBN	60.000.000	144.075.658	53.576.786	257.652.444
Koperasi Sabanas/ *Cooperative Sabanas*	0.040 % in SBL	3.800.000	6.446.158	951.826	11.197.984
Koperasi Sabanas/ *Cooperative Sabanas*	1.00 % in SBI	50.000.000	29.401.729	(68.868.501)	10.533.228
Jumlah / *Total*		**203.800.000**	**4.056.325.261**	**(88.648.972)**	**4.171.476.288**

Pemegang Saham / *Shareholders*	**% Penyertaan / *Participation***	**Bagian dari pemilik saham kepentingan non-pengendali (awal) / *Part of the owners of shares of non-controlling interests (beginning)***	**Dividen/Koreksi Cadangan/ Setoran Modal / *Dividend / Correction Reserves / Deposits Capital***	**Bagian Laba (Rugi) Tahun Berjalan / *Profit (Loss) Current Year***	**Bagian dari pemilik saham kepentingan non-pengendali (akhir) / *Part of shareholders of non-controlling interests (end)***
31 Desember / *December 31,* 2024					
Yayasan Kesehatan Pensiunan Pelni / *Pensioners Health Foundation Pelni*	0.53% in SBN	80.000.000	2.456.889.818	208.910.309	2.745.800.127
Yayasan Kesehatan Pensiunan Pelni / *Pensioners Health Foundation Pelni*	0.50% in PID	10.000.000	1.059.489.246	155.020.918	1.224.510.164
Yayasan Kesehatan Pensiunan Pelni / *Pensioners Health Foundation Pelni*	2.00 % in PBN	60.000.000	134.989.401	9.086.254	204.075.655
Koperasi Sabanas/ *Cooperative Sabanas*	0.040 % in SBL	3.800.000	3.312.130	3.134.028	10.246.158
Koperasi Sabanas/ *Cooperative Sabanas*	1.00 % in SBI	50.000.000	28.391.794	1.009.935	79.401.729
Jumlah / *Total*		**203.800.000**	**3.683.072.389**	**377.161.444**	**4.264.033.833**

36. PENDAPATAN USAHA / *OPERATING REVENUES*

Pendapatan usaha merupakan penjualan jasa pelayaran dan jasa lainnya, terdiri dari:

Operating revenues represent the sale of shipping services and other services, consisting of:

	2025	2024	
Entitas Induk:			***Parent entity:***
Pendapatan Usaha Bruto:			***Gross Operating Revenue:***
Penugasan Pemerintah	3.816.875.955.809	3.732.803.828.570	*Government Assignments*
Tambang Pasasi	1.657.559.084.770	1.478.698.021.400	*Passenger Shipping*
Tambang Muatan	351.127.357.775	344.656.684.770	*Cargo Shipping*
Usaha Perkapalan Lainnya	89.973.481.854	65.461.822.986	*Other Shipping Business*
Usaha Perbengkelan	29.107.476.920	23.082.823.243	*Workshop Business*
Usaha Perhotelan	4.372.046.008	5.361.440.150	*Hospitality Business*
Usaha Penunjang Lainnya	21.209.558.184	15.691.528.977	*Other Supporting Enterprises*
Sub Jumlah	**5.970.224.961.320**	**5.665.756.150.096**	***Sub Total***
Dikurangi:			***Less:***
Reduksi Tambang Pasasi	151.060.632.140	1.638.473.700	*Ticketing Reduction*
Reduksi Tambang Muatan	3.171.140.080	1.229.735.448	*Cargo Reduction*
Sub Jumlah	**154.231.772.220**	**2.868.209.148**	***Sub Total***
Sub Jumlah Entitas Induk	**5.815.993.189.100**	**5.662.887.940.948**	***Sub Total Parent Entity***
Entitas Anak:			***Subsidiaries:***
PT Pelita Indonesia Djaya	45.552.317.173	56.015.966.189	*PT Pelita Indonesia Djaya*
PT PBM Sarana Bandar Nasional	381.577.590.108	458.152.657.582	*PT PBM Sarana Bandar Nasional*
Sub Jumlah Entitas Anak	**427.129.907.281**	**514.168.623.771**	***Sub Total Subsidiaries***
Jumlah Pendapatan Usaha – Bersih	**6.243.123.096.381**	**6.177.056.564.719**	***Total Revenue - Net***

Pendapatan Penugasan Pemerintah merupakan kompensasi yang diterima dari Pemerintah Republik Indonesia melalui Kementerian Perhubungan - Direktorat Jenderal Perhubungan Laut atas penyelenggaraan penugasan Kewajiban Pelayanan Publik *(Public Service Obligation - PSO)* dan subsidi meliputi:

Government Assignment Revenue is compensation received from the Government of the Republic of Indonesia through the Ministry of Transportation - Directorate General of Sea Transportation for the implementation of Public Service Obligation (PSO) assignments and subsidies including:

a. Angkutan Laut untuk Penumpang Kelas Ekonomi;
b. Kegiatan Pengoperasian Kapal Ternak;
c. Angkutan Barang di Laut (Tol Laut);
d. Kapal Perintis Milik Negara: dan
e. Kapal Rede.

a. *Sea Freight for Economy Class Passengers;*
b. *Activities of Operation of Livestock Ships;*
c. *Freight in the Sea (Sea Toll);*
d. *State owned Pioneer ships; and*
e. *Rede Ships.*

a. Angkutan Laut untuk Penumpang Kelas Ekonomi

Pendapatan penugasan penyelenggaraan kewajiban pelayanan publik angkutan laut untuk penumpang kelas ekonomi didasarkan pada Perjanjian Penyelenggaraan Kewajiban Pelayanan Publik Bidang Angkutan Laut untuk Penumpang Kelas Ekonomi Tahun Anggaran 2025 Nomor: HK.201/I3/25/DJPL/2024 dan Nomor: TH.12.31-01/KNP/2024.

a. Sea Freight for Economy Class Passengers

The revenue assignment for carrying out the obligations of public services for sea transportation for economy class passengers is based on the Agreement on the Implementation of Obligatory Services for Sea Transport for Economy Class Passengers for Fiscal Year 2025 Number: HK.201/I3/25/DJPL/2024 and Number: TH.12.31-01/KNP/2024.

36. PENDAPATAN USAHA (lanjutan)

a. Angkutan Laut untuk Penumpang Kelas Ekonomi (lanjutan)

Pendapatan penugasan penyelenggaraan kewajiban pelayanan publik angkutan laut untuk penumpang kelas ekonomi didasarkan pada Perjanjian Penyelenggaraan Kewajiban Pelayanan Publik Bidang Angkutan Laut untuk Penumpang Kelas Ekonomi Tahun Anggaran 2024 Nomor: HK.201/7/19/DJPL/2023 dan Nomor: TH.12.29-01/KNP/2023.

Nilai perjanjian penyelenggaraan kewajiban pelayanan publik bidang angkutan laut untuk penumpang kelas ekonomi yang bersumber dari dana APBN tahun anggaran 2025 dan 2024 masing-masing sebesar Rp2.826.535.319.723 danRp2.870.509.993.000, berdasarkan Daftar Isian Pelaksanaan Anggaran (DIPA) Bagian Anggaran Bendahara Umum Negara Belanja Pemerintah Pusat (BABUN-BPP) Tahun Anggaran 2025 Nomor: SP DIPA-999.07.1.985120/2025 pada tanggal 19 Desember 2024 danTahun Anggaran 2024 Nomor: SP DIPA-999.07.1.985120/2024 pada tanggal 29 Desember 2023.

Jumlah trip dan kompensasi per unit kapal yang melaksanakan Kewajiban Pelayanan Publik Bidang Angkutan Laut untuk Penumpang Kelas Ekonomi Tahun Anggaran 2025 dan 2024 sebagai berikut:

36. OPERATING REVENUES *(continued)*

a. Sea Freight for Economy Class Passengers *(continued)*

The revenue assignment for carrying out the obligations of public services for sea transportation for economy class passengers is based on the Agreement on the Implementation of Obligatory Services for Sea Transport for Economy Class Passengers for Fiscal Year 2024 Number: HK.201/7/19/DJPL/2023 and Number: TH.12.29-01/KNP/2023.

The value of the agreement for the implementation of public service obligations in the field of sea transportation for economy class passengers sourced from the state budget for the 2025 and 2024 fiscal years is Rp2,826,535,319,723 and Rp2,870,509,993,000, respectively, based on the Budget Implementation List (DIPA) of the State Treasury Budget Section for Central Government Expenditures (BABUN-BPP) for the 2025 Fiscal Year Number: SP DIPA-999.07.1.985120/2025 on December 19, 2024 and the 2024 Fiscal Year Number: SP DIPA-999. 07.1.985120/2024 dated December 29, 2023.

The number of trips and compensation per unit of ship carrying out the Sea Transport Sector Public Service Obligations for Economy Class Passengers for Fiscal Year 2025 and 2024 are as follows:

No.	Nama Kapal/ *Name of Ship*	Jumlah Trip/ *Total Voyage*		Jumlah Kompensasi/ *Total Compensation (Rp)*	
		2025	2024	2025	2024
1	KM. Awu	24	24	67.561.131.406	73.978.369.600
2	KM. Binaiya	24	23	79.930.635.364	83.025.954.434
3	KM. Bukit Raya	27	23	87.437.820.216	85.490.339.934
4	KM. Bukit Siguntang	25	24	136.058.138.433	151.763.493.540
5	KM. Ciremai	21	21	145.287.422.375	113.873.850.590
6	KM. Dobonsolo	22	21	164.230.695.879	117.197.051.875
7	KM. Dorolonda	23	26	171.848.520.330	167.763.622.926
8	KM. Egon	22	21	87.130.696.041	75.019.428.319
9	KM. Gunung Dempo	23	23	128.453.701.538	124.903.441.653
10	KM. Jet Liner	42	44	146.970.061.957	118.493.092.623
11	KM. Kelimutu	23	23	72.104.809.708	81.697.970.409
12	KM. Kelud	47	41	113.958.229.195	114.974.844.553
13	KM. Labobar	24	23	185.301.725.206	182.805.856.365
14	KM. Lambelu	25	24	167.460.143.196	187.479.865.061
15	KM. Lawit	24	22	84.665.774.449	86.776.748.490
16	KM. Leuser	13	13	98.832.482.868	98.694.912.781
17	KM. Nggapulu	25	26	145.231.925.541	178.962.051.526
18	KM. Pangrango	23	23	72.203.447.485	67.986.703.470
Sub Jumlah Dipindahkan/*Sub Total - Carried Forward*				**2.154.667.361.187**	**2.110.887.598.149**

36. PENDAPATAN USAHA (lanjutan)

a. Angkutan Laut untuk Penumpang Kelas Ekonomi (lanjutan)

36. OPERATING REVENUES *(continued)*

a. Sea Freight for Economy Class Passengers *(continued)*

No.	Nama Kapal/ *Name of Ship*	Jumlah Trip/ *Total Voyage*		Jumlah Kompensasi/ *Total Compensation (Rp)*	
		2025	2024	2025	2024
Sub Jumlah Pindahan/ *Sub Total - Brought Forward*				**2.154.667.361.187**	**2.110.887.598.149**
19	KM. Sangiang	26	24	71.152.590.837	72.450.303.115
20	KM. Sinabung	22	21	136.374.001.129	118.965.471.625
21	KM. Sirimau	13	12	91.317.031.145	93.622.410.915
22	KM. Tatamailau	20	23	87.978.543.135	86.511.655.491
23	KM. Tidar	24	24	143.055.329.550	165.543.367.180
24	KM. Tilongkabila	23	24	69.221.096.587	81.005.309.621
25	KM. Umsini	0	23	-	73.581.564.677
26	KM. Wilis	25	23	72.769.366.154	67.942.312.804
Jumlah/*Total*		**610**	**619**	**2.826.535.319.723**	**2.870.509.993.577**

b. Kegiatan Pengoperasian Kapal Ternak

Pendapatan penugasan penyelenggaraan subsidi pengoperasian kapal ternak didasarkan pada Perjanjian Penyelenggaraan Kegiatan Subsidi Pengoperasian Kapal Ternak Trayek RT-1 Tahun Anggaran 2025 Nomor: KTRK.01/RT-1/LALA-2024 dan Nomor: TH.12.31-05/KNP/2024 pada tanggal 31 Desember 2024, yang di amandemen sebanyak 2 kali dengan Nomor: ADD.02/RT-1/2025 pada tanggal 27 Maret 2025.

Pekerjaan penyelenggaraan kegiatan subsidi pengoperasian kapal khusus ternak trayek RT-1 tahun anggaran 2025 berdasarkan jaringan trayek tetap dan teratur *(liner)* sesuai Keputusan Direktur Jenderal Perhubungan Laut Nomor KP-DJL 692 Tahun 2024 dan lama waktu pelayaran kapal maksimal dalam 1 (satu) *round voyage* sesuai dengan trayek yang ditetapkan dalam Surat Keputusan Direktur Jenderal Perhubungan Laut, terhitung dimulai sejak kapal tiba di pelabuhan pangkal *(home base)* sampai dengan kapal tiba kembali di pelabuhan pangkal, setelah berlayar menurut urutan pelabuhan yang telah ditetapkan.

Kapal yang digunakan dalam penyelenggaraan kegiatan subsidi tahun anggaran 2024 untuk pengoperasian kapal ternak adalah KM. Camara Nusantara 1, tanpa menggunakan kapal pengganti dengan Trayek: RT-1 Kupang - 99 - Wini - 1103 - Tanjung Priok - 119 - Panjang - 1206 - Kupang. Waktu pelaksanaan kegiatan KM. Camara Nusantara 1 dengan target frekuensi per tanggal 1 Januari 2025 sampai dengan 31 Desember 2025.

b. Activities of Operation of Livestock Ships

Revenue from the assignment of livestock ship operation subsidies is based on the Agreement on the Implementation of Livestock Ship Operation Subsidies for Route RT-1 for Fiscal Year 2025 Number: KTRK. 01/RT-1/LALA-2024 and Number: TH.12.31-05/KNP/2024 on December 31, 2024, which was amended twice with Number: ADD.02/RT-1/2025 on March 27, 2025.

The work of organizing subsidized operations for livestock ships on the RT-1 route for the 2025 fiscal year is based on a fixed and regular route network (liner) in accordance with the Decree of the Director General of Sea Transportation Number KP-DJL 692 of 2024 and the maximum sailing time of the ship in 1 (one) round voyage in accordance with the route specified in the Decree of the Director General of Sea Transportation, calculated from the time the ship arrives at the home base port until the ship returns to the home base port, after sailing according to the sequence of ports that has been determined.

The ship used in the implementation of the 2024 fiscal year subsidy program for livestock ship operations is KM. Camara Nusantara 1, without using a replacement ship with the following route: RT-1 Kupang - 99 - Wini - 1103 - Tanjung Priok - 119 - Panjang - 1206 - Kupang. The implementation period for KM. Camara Nusantara 1 with the target frequency is from January 1, 2025, to December 31, 2025.

36. PENDAPATAN USAHA (lanjutan)

b. Kegiatan Pengoperasian Kapal Ternak (lanjutan)

Nilai perjanjian penyelenggaraan kegiatan subsidi pengoperasian kapal ternak tahun anggaran 2025 sebesar Rp14.170.950.700 dibebankan pada Daftar Isian Pelaksanaan Anggaran (DIPA) Nomor : SP DIPA-022.04.1.439454/2025 pada tanggal 02 Desember 2024.

Pendapatan penugasan penyelenggaraan subsidi pengoperasian kapal ternak didasarkan pada Perjanjian Penyelenggaraan Kegiatan Subsidi Pengoperasian Kapal Ternak Trayek RT-1 Tahun Anggaran 2024 Nomor: 01/SATKERLALA/RT-1/XII/2023 dan Nomor: TH.12.29-05/KNP/2023 pada tanggal 29 Desember 2023, yang di amandemen sebanyak 3 kali dengan Nomor: ADD.03/RT-1/LALA-2024 pada tanggal 30 September 2024.

Pekerjaan penyelenggaraan kegiatan subsidi pengoperasian kapal khusus ternak trayek RT-1 tahun anggaran 2024 berdasarkan jaringan trayek tetap dan teratur *(liner)* sesuai Keputusan Direktur Jenderal Perhubungan Laut Nomor KP-DJL 739 Tahun 2023 dan lama waktu pelayaran kapal maksimal dalam 1 (satu) *round voyage* sesuai dengan trayek yang ditetapkan dalam Surat Keputusan Direktur Jenderal Perhubungan Laut, terhitung dimulai sejak kapal tiba di pelabuhan pangkal *(home base)* sampai dengan kapal tiba kembali di pelabuhan pangkal, setelah berlayar menurut urutan pelabuhan yang telah ditetapkan.

Kapal yang digunakan dalam penyelenggaraan kegiatan subsidi tahun anggaran 2024 untuk pengoperasian kapal ternak adalah KM. Camara Nusantara 1, tanpa menggunakan kapal pengganti dengan Trayek: RT-1 Kupang - 201 - Waingapu - 867 - Tanjung Priok - 1179 - Kupang. Waktu pelaksanaan kegiatan KM. Camara Nusantara 1 dengan target frekuensi per tanggal 1 Januari 2024 sampai dengan 31 Desember 2024.

Nilai perjanjian penyelenggaraan kegiatan subsidi pengoperasian kapal ternak tahun anggaran 2024 sebesar Rp11.638.395.002 dibebankan pada Daftar Isian Pelaksanaan Anggaran (DIPA) Nomor : SP DIPA-022.04.1.439454/2024 pada tanggal 23 November 2023.

36. OPERATING REVENUES *(continued)*

b. Activities of Operation of Livestock Ships *(continued)*

The value of the agreement for the implementation of livestock ship operation subsidies for the 2025 fiscal year, amounting to IDR 14,170,950,700, is charged to the Budget Implementation List (DIPA) Number: SP DIPA-022.04.1.439454/2025 on December 2, 2024.

Revenue from the assignment of subsidies for the operation of livestock vessels is based on the Agreement for the Implementation of Subsidized Activities for the Operation of Livestock Vessels on RT-1 Route for Fiscal Year 2024 Number: 01/SATKERLALA/RT-1/XII/2023 and Number: TH.12.29-05/KNP/2023 on December 29, 2023, which was amended 3 times with Number: ADD.03/RT-1/LALA-2024 on September 30, 2024.

The work of organizing subsidy activities for the operation of livestock vessels year in 2024 is based on a fixed and regular route network according to the Decree of the Director General of Sea Transportation Number: KP-DJL 739, 2023 and the length of ship shipping takes a maximum of one round voyage in accordance with the route stipulated in the Decree of the Director General of Sea Transportation, starting from the time the ship arrives at the base port (home base) until the ship arrives back at the base port, after sailing according to the specified port order.

The ship used in the implementation of subsidy activities for fiscal year 2024 for the operation of livestock ships is KM. Camara Nusantara 1, without using a replacement ship with the route: RT-1 Kupang - 201 - Waingapu - 867 - Tanjung Priok - 1179 - Kupang. The implementation time of KM activities. Camara Nusantara 1 with target frequency from January 1, 2024 to December 31, 2024.

The value of the agreement for the implementation of subsidized activities for the operation of livestock vessels in fiscal year 2024 in the amount of Rp11,638,395,002 is charged to the Budget Implementation List (DIPA) Number: SP DIPA-022.04.1.439454/2024 on November 23, 2023.

36. PENDAPATAN USAHA (lanjutan)

b. Kegiatan Pengoperasian Kapal Ternak (lanjutan)

Tarif penyelenggaraan kegiatan subsidi pengoperasian kapal ternak tahun anggaran 2025 dan 2024 berdasarkan Peraturan Menteri Perhubungan Republik Indonesia Nomor PM 76 Tahun 2019 tentang Tarif Muatan untuk Kegiatan Subsidi Pengoperasian Kapal Angkutan Khusus Ternak.

c. Angkutan Barang di Laut (Tol Laut)

Pendapatan penugasan penyelenggaraan kewajiban pelayanan publik untuk angkutan barang di laut didasarkan pada Perjanjian Penyelenggaraan Kewajiban Pelayanan Publik untuk Angutan Barang di Laut Tahun Anggaran 2025 Nomor: KTRK/TL-PELNI/XII/2024 dan Nomor: TH.12.31-03/KNP/2024 pada tanggal 31 Desember 2024, yang di amandemen sebanyak 4 kali dengan Nomor: ADD.04/KTRK/TL-PELNI/X/2025 pada tanggal 22 Oktober 2025.

Pendapatan penugasan penyelenggaraan kewajiban pelayanan publik untuk angkutan barang di laut didasarkan pada Perjanjian Penyelenggaraan Kewajiban Pelayanan Publik untuk Angutan Barang di Laut Tahun Anggaran 2024 Nomor: KTRK/TL-PELNI/XII/2023 dan Nomor: TH.12.29-04/KNP/2023 pada tanggal 29 Desember 2023, yang di amandemen sebanyak 4 kali dengan Nomor: ADD.04/KTRK/TL-PELNI/XII/2024 pada tanggal 04 Desember 2024.

Jumlah trip dan kompensasi per unit kapal dan kode trayek yang melaksanakan Kewajiban Pelayanan Publik Angkutan Barang di Laut Tahun Anggaran 2025 dan 2024 sebagai berikut:

***36. OPERATING REVENUES** (continued)*

***b. Activities of Operation of Livestock Ships** (continued)*

Rates implementation of the activities of livestock vessels operating subsidy of fiscal year 2025 and 2024 based on Regulation of the Minister of Transportation Republic of Indonesia Number 76 Year 2019 on Freight rates for Ships Operating Subsidies Livestock Event.

c. Freight in the Sea (Sea Toll)

Revenue from the assignment of public service obligations for sea freight transportation is based on the Agreement on the Implementation of Public Service Obligations for Sea Freight Transportation for Fiscal Year 2025 Number: KTRK/TL-PELNI/XII/2024 and Number: TH. 12.31-03/KNP/2024 dated December 31, 2024, which was amended 4 times with Number: ADD.04/KTRK/TL-PELNI/X/2025 dated October 22, 2025.

Revenue from the assignment of public service obligations for freight transportation at sea is based on the Agreement for the Implementation of Public Service Obligations for Freight Transportation at Sea for Fiscal Year 2024 Number: KTRK/TL-PELNI/XII/2023 and Number: TH.12.29-04/KNP/2023 on December 29, 2023, which was amended 4 times with Number: ADD.04/KTRK/TL-PELNI/XII/2024 on December 04, 2024.

The number of trips and compensation per unit of ship and route code that carry out the Public Service Transport Obligations in the Sea in the Fiscal Year 2025 and 2024 are as follows:

No.	Nama Kapal/ *Name of Ship*	Kode Trayek/ Route Code		Jumlah Trip/ Total Voyage		Jumlah Kompensasi/ *Total Compensation (Rp)*	
		2025	2024	2025	2024	2025	2024
1	KM Logistik Nusantara 1	T-24	T-26	8	10	34.731.827.534	33.582.686.483
2	KM Logistik Nusantara 2	H-1	H-1	9	12	24.507.873.711	27.391.943.064
3	KM Logistik Nusantara 3	T-6	T-6	10	12	20.688.895.281	24.576.158.859
4	KM Logistik Nusantara 4	T-2	T-2	11	11	21.318.740.606	24.621.327.875
5	KM Logistik Nusantara 5	T-9	T-9	8	10	41.347.301.060	40.256.144.485
6	KM Kendhaga Nusantara 7	S-5B	S-5B	22	31	17.262.811.368	26.275.421.770
7	KM Kendhaga Nusantara 8	S-4	S-4	17	14	13.130.929.999	17.581.502.979
8	KM Kendhaga Nusantara 11	S-5A	S-5A	17	20	16.626.511.243	20.015.586.551
TOTAL				**102**	**120**	**189.614.890.803**	**214.300.772.066**

Kapal Logistik Nusantara 6 merupakan kapal cadangan, sehingga tidak mendapatkan rute trayek normal.

The Logistik Nusantara 6 ship is a reserve ship, so it does not get normal routes.

36. PENDAPATAN USAHA (lanjutan)

d. Kapal Perintis Milik Negara

Pendapatan penugasan penyelenggaraan kegiatan pelayanan publik kapal perintis milik Negara didasarkan pada Penyelenggaraan Kegiatan Pelayanan Publik Kapal Perintis Milik Negara Tahun Anggaran 2025 Nomor: KTRK.01/PERINTIS/LALA-2024 dan Nomor TH.12.31-02/KNP/2024 tanggal 31 Desember 2024, yang di amandemen sebanyak 3 kali dengan Nomor: KTRK.ADD3/PERINTIS/LALA-2025 pada tanggal 20 Agustus 2025.

Nilai perjanjian penyelenggaraan kegiatan pelayanan publik kapal perintis milik negara tahun anggaran 2025 sebesar Rp400.910.743.000, yang dibebankan pada Daftar Isian Pelaksanaan Anggaran (DIPA) Satuan Kerja Peningkatan Keselamatan Lalu Lintas Angkutan Laut Pusat Nomor : SP DIPA-022.04.1.439454/2024 pada tanggal 02 Desember 2024.

Pendapatan penugasan penyelenggaraan kegiatan pelayanan publik kapal perintis milik Negara didasarkan pada Penyelenggaraan Kegiatan Pelayanan Publik Kapal Perintis Milik Negara Tahun Anggaran 2024 Nomor: 01/KTRK/PRTS/PELNI/IXII/2023 dan Nomor TH.12.29-02/KNP/2023 tanggal 29 Desember 2023, yang di amandemen sebanyak 2 kali dengan Nomor: ADD.03/PRTS/PELNI/LALA/2024 pada tanggal 13 November 2024.

Nilai perjanjian penyelenggaraan kegiatan pelayanan publik kapal perintis milik negara tahun anggaran 2024 sebesar Rp421.753.136.000, yang dibebankan pada Daftar Isian Pelaksanaan Anggaran (DIPA) Satuan Kerja Peningkatan Keselamatan Lalu Lintas Angkutan Laut Pusat Nomor : SP DIPA-022.04.1.439454/2024 pada tanggal 24 November 2023 Revisi ke 12 pada tanggal 03 November 2024.

e. Kapal Rede

Pendapatan Kapal Rede didasarkan pada Perjanjian Penyelenggaraan Kegiatan Angkutan Perairan Pelabuhan dengan Menggunakan Kapal Milik Negara (Kapal Rede) Tahun Anggaran 2025 dengan Nomor: KTRK.01/REDE/LALA-2024 dan Nomor:TH.12.31-04/KNP/2024 pada tanggal 31 Desember 2024, yang di amandemen sebanyak 3 kali dengan Nomor: ADD.03/REDE/IX/LALA-2025 pada tanggal 09 September 2025.

***36. OPERATING REVENUES** (continued)*

d. State Owned Pioneer Ships

Revenue from the assignment of public service activities for state-owned pioneer ships is based on the Implementation of Public Service Activities for State-Owned Pioneer Ships for the 2025 Fiscal Year Number: KTRK. 01/PERINTIS/LALA-2024 and Number TH.12.31-02/KNP/2024 dated December 31, 2024, which was amended 3 times with Number: KTRK.ADD3/PERINTIS/LALA-2025 on August 20, 2025.

The value of the agreement for the implementation of public service activities for state-owned pioneer ships in the 2025 fiscal year is IDR 400,910,743,000, which is charged to the Budget Implementation List (DIPA) of the Central Sea Transportation Traffic Safety Improvement Work Unit Number: SP DIPA-022.04.1.439454/2024 on December 2, 2024.

The revenue for the assignment of the implementation of public service activities of State-owned pioneer ships is based on the Implementation of Public Service Activities of State-Owned Pioneer Ships for Fiscal Year 2024 Number: 01/KTRK/PRTS/PELNI/IXII/2023 and Number TH.12.29-02/KNP/2023 dated December 29, 2023, which was amended 2 times with Number: ADD.03/PRTS/PELNI/LALA/2024 on November 13, 2024.

The value of the agreement for the implementation of public service activities for state-owned pioneer ships in fiscal year 2024 amounted to Rp421,753,136,000, which was charged to the List of Budget Implementation (DIPA) of the Central Sea Transportation Traffic Safety Improvement Work Unit Number: SP DIPA-022.04.1.439454/2024 on November 24, 2023 Revision to 12 on November 03, 2024.

e. Rede Ships

The revenue of the Rede Ship is based on the Agreement on the Implementation of Water Transportation Activities at the Port Using State-Owned Ships (Rede Ships) for the 2025 Fiscal Year with Number: KTRK. 01/REDE/LALA-2024 and Number: TH.12.31-04/KNP/2024 on December 31, 2024, which was amended 3 times with Number: ADD.03/REDE/IX/LALA-2025 on September 9, 2025.

36. PENDAPATAN USAHA (lanjutan)

e. Kapal Rede (lanjutan)

Nilai perjanjian penyelenggaraan kegiatan pelayanan angkutan perairan pelabuhan dengan menggunakan Kapal Milik Negara (Kapal Rede) tahun anggaran 2025 sebesar Rp59.298.361.374 yang dibebankan pada Daftar Isian Pelaksanaan Anggaran (DIPA) Satuan Kerja Peningkatan Keselamatan Lalu Lintas Angkutan Laut Pusat Nomor SP-DIPA 022.04.1.439454/2025 pada tanggal 02 Desember 2024 dan Revisi ke-7 tanggal 22 Agustus 2025.

Pendapatan Kapal Rede didasarkan pada Perjanjian Penyelenggaraan Kegiatan Angkutan Perairan Pelabuhan dengan Menggunakan Kapal Milik Negara (Kapal Rede) Tahun Anggaran 2024 dengan Nomor 01/KTRK/REDE/PELNI/XII/2023 dan Nomor:TH.12.29-03/KNP/2023 pada tanggal 28 Desember 2022, yang di amandemen sebanyak 2 kali dengan Nomor: ADD.04/REDE/XI/LALA/2024 pada tanggal 13 November 2024.

Nilai perjanjian penyelenggaraan kegiatan pelayanan angkutan perairan pelabuhan dengan menggunakan Kapal Milik Negara (Kapal Rede) tahun anggaran 2024 sebesar Rp52.410.233.000 yang dibebankan pada Daftar Isian Pelaksanaan Anggaran (DIPA) Satuan Kerja Peningkatan Keselamatan Lalu Lintas Angkutan Laut Pusat Nomor SP-DIPA 022.04.1.439454/2024 pada tanggal 24 November 2023 Revisi ke-12 tanggal 03 November 2024.

Pendapatan Penugasan Pemerintah merupakan kompensasi yang diterima dari Pemerintah Republik Indonesia melalui Kementerian Perhubungan - Direktorat Jenderal Perhubungan Laut atas penyelenggaraan penugasan Kewajiban Pelayanan Publik *(Public Service Obligation - PSO)* dan Subsidi meliputi:

36. OPERATING REVENUES *(continued)*

e. Rede Ships *(continued)*

The value of the agreement for the implementation of port water transportation services using State-Owned Vessels (Rede Vessels) for the 2025 fiscal year is IDR 59,298,361,374, which is charged to the Budget Implementation List (DIPA) of the Central Marine Transportation Safety Improvement Work Unit Number SP-DIPA 022.04.1.439454/2025 on December 2, 2024, and Revision 7 on August 22, 2025.

Rede Ship Revenue is based on the Agreement for the Implementation of Port Water Transportation Activities Using State-Owned Ships (Rede Ship) for Fiscal Year 2024 with Number 01/KTRK/REDE/PELNI/XII/2023 and Number: TH.12.29-03/KNP/2023 on December 28, 2022, which was amended 2 times with Number: ADD.04/REDE/XI/LALA/2024 on November 13, 2024.

The value of the agreement for the implementation of port water transportation service activities using State-Owned Vessels (Rede Vessels) for fiscal year 2024 amounting to Rp52,410,233,000 which is charged to the List of Budget Implementation Lists (DIPA) of the Central Sea Transportation Traffic Safety Improvement Work Unit Number SP-DIPA 022.04.1.439454/2024 on November 24, 2023 Revision to 12 dated November 03, 2024.

Government Assignment Revenue is compensation received from the Government of the Republic of Indonesia through the Ministry of Transportation - Directorate General of Sea Transportation for the implementation of Public Service Obligation (PSO) and Subsidies assignments including:

	2025	**2024**	
Kapal Penumpang Kelas Ekonomi	3.186.909.974.897	3.089.914.722.514	*Economy Class Passenger Ships*
Subsidi - Kapal Perintis	401.253.425.998	408.522.108.341	*Subsidies - Pioneer Ships*
Subsidi - Kapal Tol Laut	162.829.208.440	172.005.054.457	*Subsidies - Sea Toll Ship*
Subsidi - Kapal Rede	55.533.160.139	51.484.775.360	*Subsidies - Rede Ships*
Subsidi - Kapal Ternak	10.350.186.335	10.877.167.898	*Subsidies - Cattle Ships*
Jumlah	**3.816.875.955.809**	**3.732.803.828.570**	***Total***

Pendapatan tambang pasasi merupakan pendapatan atas jasa transportasi penumpang kapal laut, baik untuk kapal penumpang maupun kapal perintis.

Passenger shipping revenue refers to revenue generated from passenger transportation services by sea, including both passenger ships and pioneer ships.

Pendapatan tambang muatan merupakan pendapatan atas jasa pengiriman barang melalui kapal laut, baik *container*, kendaraan maupun angkutan ternak.

Cargo shipping revenue is revenue generated from the transportation of goods by sea, including containers, vehicles, and livestock.

37. BEBAN POKOK PENDAPATAN USAHA / *37. COST OF REVENUES*

	2025	2024	
Entitas Induk:			***Parent entity:***
Perkapalan	1.738.447.393.521	1.755.186.205.406	*Shipping*
Pemeliharaan dan Perbaikan	1.155.233.447.601	1.094.568.118.496	*Maintenance and Repair*
Penumpang	693.761.799.770	608.931.545.088	*Passenger*
Pegawai	703.269.967.248	762.188.167.042	*Employee*
Penyusutan dan Amortisasi *)	381.462.620.573	371.038.079.392	*Depreciation and Amortization* *)
Sewa	46.328.374.321	17.801.001.714	*Rent*
Asuransi	45.463.162.503	52.180.870.973	*Insurance*
Muatan dan Ternak	5.321.091.233	6.361.567.616	*Livestock Cargo*
Pemasaran dan Penjualan	27.094.240.522	23.809.601.885	*Marketing and Sales*
Perbengkelan	18.874.783.172	16.539.567.425	*Workshop*
Pokok Keuangan	10.395.000.001	2.514.252.256	*Financial Matters*
Wisata Bahari	2.966.233.018	4.717.393.677	*Marine Tourism*
Kendali Mutu Pelayanan	10.198.641.042	10.212.749.636	*Quality Service Control*
Perhotelan	2.781.734.234	1.446.037.392	*Hospitality*
Beban Pokok Lainnya	1.747.078.790	2.441.798.424	*Other Cost of Revenues*
Sub Jumlah	**4.843.345.567.549**	**4.729.936.956.422**	***Sub Total***
Entitas Anak:			***Subsidiaries:***
PT Pelita Indonesia Djaya	102.841.484.377	60.481.604.327	*PT Pelita Indonesia Djaya*
PT PBM Sarana Bandar Nasional	301.351.776.537	339.592.540.916	*PT PBM Sarana Bandar Nasional*
Sub Jumlah	**404.193.260.914**	**400.074.145.243**	***Sub Total***
Jumlah	**5.247.538.828.463**	**5.130.011.101.665**	***Total***

*) Lihat Catatan 15,16,17 dan 18 / *) *See Note 15, 16, 17, and 18.*

38. BEBAN PEMASARAN DAN DISTRIBUSI / *38. MARKETTING AND DISTRIBUTION EXPENSES*

	2025	2024	
Kehumasan	11.739.285.148	14.212.296.899	*Public Relations*
Promosi dan Periklanan	6.207.398.075	3.967.002.353	*Promotion and Advertising*
Penjualan	3.666.269.208	3.175.779.750	*Sales*
Pemasaran Lainnya	1.951.440.408	3.259.972.080	*Others Marketing*
Jumlah	**23.564.392.839**	**24.615.051.082**	***Total***

39. BEBAN UMUM DAN ADMINISTRASI / *39. GENERAL AND ADMINISTRATIVE EXPENSES*

	2025	2024	
Pegawai	528.428.781.283	545.917.973.459	*Employees*
Pemeliharaan dan Perbaikan	39.557.044.351	48.165.870.287	*Maintenance and Repair*
Konsultan dan Audit	60.187.383.208	46.076.912.028	*Audit and Consultant*
Penyusutan dan Amortisasi *)	51.915.051.731	37.577.361.639	*Amortization and Depreciation* *)
Adminsitrasi Perkantoran	22.635.381.353	23.871.125.011	*Office Administration*
Rumah Tangga	19.992.145.178	18.350.285.087	*Household*
Sub Jumlah - dipindahkan	**722.715.787.104**	**719.959.527.511**	***Sub Total - carried forward***

39. BEBAN UMUM DAN ADMINISTRASI (lanjutan) / *GENERAL AND ADMINISTRATIVE EXPENSES (continu*

	2025	2024	
Sub Jumlah - pindahan	**722.715.787.104**	**719.959.527.511**	***Sub Total - brought forward***
Sewa	15.767.843.576	16.979.319.072	*Rent*
Imbalan Paska Kerja	40.083.755.678	16.529.214.989	*Post Employment Benefits*
Provisi Penurunan Nilai Piutang	71.141.009.480	14.948.351.157	*Provision of Impairment of Receivables*
PKBL	8.765.908.622	8.460.538.222	*PKBL*
Asuransi	10.637.441.931	8.429.116.642	*Insurance*
Pajak dan Restribusi	11.737.935.619	7.195.998.957	*Taxes and Levies*
Pengurang Penugasan Pemerintah	5.000.000.000	10.000.000.000	*Reduction in Government Spending*
Keamanan dan Keselamatan	1.979.735.650	2.223.885.635	*Security and Safety*
Perencanaan dan Pengembangan	2.575.476.109	1.361.154.726	*Development and Planning*
Olah Raga dan Kesenian	1.830.783.534	1.181.539.275	*Sport and Art*
Sumbangan	482.582.039	374.947.864	*Donations*
Denda/Klaim	262.812.255	36.512.932	*Penalties / Claims*
Lainnya	12.642.809.014	20.993.691.448	*Others*
Jumlah	**905.623.880.611**	**828.673.798.430**	***Total***

*) Lihat Catatan 15,16,17 dan 18 / *) *See Note 15, 16, 17, and 18.*

40. PENDAPATAN (BEBAN) NON-USAHA / *NON-OPERATING INCOME (EXPENSES)*

	2025	2024	
a. Pendapatan Non-Usaha:			***a. Non-Operating Revenues:***
Bunga Deposito	162.714.303.107	150.805.588.251	*Deposit Interest*
Pemulihan Cadangan Pegawai	52.443.409.435	-	*Recovery of Employee Reserves*
Pemulihan Cadangan Imbalan Paska Kerja	31.203.284.056	70.547.777.107	*Recovery of Post-Employment Benefit Provisions*
Jasa Administrasi	22.371.934.653	19.916.668.439	*Administration Services*
Pemulihan Cadangan Penurunan Nilai Piutang (lihat catatan 7)	16.154.023.358	3.260.279.674	*Recovery of the Provision for Bad Debts (see note 7)*
Keuntungan Selisih Kurs	11.807.903.989	14.038.106.301	*Foreign Exchange Gains*
Pemulihan Cadangan PSO	10.000.000.000	9.000.000.000	*Recovery of PSO Reserves*
Laba Entitas Asosiasi (lihat cat. 13)	8.672.876.548	-	*Associated Entity's Profit (see note 13)*
Klaim Asuransi	6.432.555.449	2.721.936.998	*Insurance Claim*
Denda	5.616.231.093	1.563.276.975	*Penalties*
Jasa Giro	4.789.086.276	3.362.352.782	*Current Account Service*
Kenaikan Nilai Wajar Properti Investasi (lihat cat.14)	3.794.838.347	2.163.821.963	*Increase in the Fair Value of Invesment Property (see note 14)*
Pelunasan Piutang Dihapuskan	153.160.724	-	*Repayment of Accounts Receivable*
Keuntungan Selisih Persediaan	3.885.400	-	*Inventory Valuation Gain*
Keuntungan Penjualan Aset	-	10.880.855.648	*Gains of Asset Sale*
Lainnya	9.756.180.199	16.480.520.821	*Others*
Sub Jumlah	**345.913.672.634**	**304.741.184.959**	***Sub Total***
b. Beban Non-Usaha:			***b. Non-Operating Expenses:***
Kerugian Selisih Kurs	14.264.374.987	12.969.865.505	*Foreign Exchange Losses*
Rugi Entitas Asosiasi (lihat cat.13)	-	14.004.572.402	*Associated Entity's Loss (see note 13)*
Administrasi Bank	1.087.682.097	2.815.577.398	*Bank Administration*
Beban Keuangan	179.242.830	722.331.065	*Financial Expenses*
Lainnya	116.706.479.196	165.559.735.471	*Others*
Sub Jumlah	**132.237.779.110**	**196.072.081.841**	***Sub Total***
Jumlah Pendapatan Non Usaha - Bersih	**213.675.893.524**	**108.669.103.118**	***Total Non Operating Income - Net***

40. PENDAPATAN (BEBAN) NON-USAHA (lanjutan)

Keuntungan penjualan aset tahun 2024 merupakan penjualan KM Caraka III-22 sebesar Rp7.800.000.000 yang dimiliki oleh entitas induk PT Pelayaran Nasional Indonesia (Persero).

Pendapatan klaim asuransi tahun 2025 merupakan pendapatan klaim KM Bukit Raya sebesar Rp4.617.196.158, KM Labobar sebesar Rp1.360.710.837, KM Pangrango sebesar Rp519.972.399 dan KM Logistik Nusantara 2 sebesar Rp 14.000.000.

Pendapatan klaim asuransi tahun 2024 merupakan pendapatan klaim KM Logistik Nusantara 4 sebesar Rp1.538.273.307, KM Sirimau sebesar Rp379.757.119, KM Sabuk Nusantara 95 sebesar Rp23.265.935, KM Sabuk Nusantara 91 sebesar Rp527.676.900, KM Wilis sebesar Rp163.069.367, dan KM Sabuk Nusantara 67 sebesar Rp89.894.610.

40. *NON-OPERATING INCOME (EXPENSES)* *(continued)*

Gain on sale of assets in 2024 represents the sale of KM Caraka III-22 amounting to Rp7,800,000,000 owned by the parent entity PT Pelayaran Nasional Indonesia (Persero).

Insurance claim revenue for 2025 consists of claim revenue from KM Bukit Raya in the amount of Rp4,617,196,158, KM Labobar in the amount of Rp1,360,710,837, KM Pangrango in the amount of Rp519,972,399, and KM Logistik Nusantara 2 in the amount of Rp14,000,000.

Insurance claim revenue for 2024 consists of claim revenue for KM Logistik Nusantara 4 in the amount of Rp1,538,273,307, KM Sirimau in the amount of Rp379,757,119, KM Sabuk Nusantara 95 of Rp23,265,935, KM Sabuk Nusantara 91 of Rp527,676,900, KM Wilis of Rp163,069,367, and KM Sabuk Nusantara 67 of Rp89,894,610.

41. INFORMASI SEGMEN USAHA

41. *SEGMENT INFORMATION*

a. Segmen Penugasan dan Non Penugasan

a. Assignment and Non Assignment Segment

	2025		2024		
	Penugasan / *Assignment*	**Non Penugasan / *Non Assignment***	**Penugasan / *Assignment***	**Non Penugasan / *Non Assignment***	
Pendapatan Usaha Bersih	5.698.316.220.053	474.918.219.987	5.572.186.437.303	604.870.127.416	*Operating Revenues*
Pendapatan Usaha Bersih	**5.698.316.220.053**	**474.918.219.987**	**5.572.186.437.303**	**604.870.127.416**	***Net Operating***
Beban Pokok Usaha	(4.928.787.834.083)	(248.779.441.834)	(4.777.886.753.556)	(352.124.348.109)	*Revenue Operating Expenses*
Laba Kotor	**769.528.385.970**	**226.138.778.153**	**794.299.683.747**	**252.745.779.307**	***Gross Profit***
Beban Pemasaran dan Distribusi	-	(23.564.392.839)	-	(24.615.051.082)	*Distribution and Marketing Expense*
Beban Umum dan Administrasi	(511.769.792.275)	(393.936.984.541)	(454.844.068.652)	(373.829.729.778)	*General and Administration Expense*
Laba (Rugi) Usaha	**257.758.593.695**	**(191.362.599.227)**	**339.455.615.095**	**(145.699.001.553)**	***Operating Profit or (Loss)***
Pendapatan (Beban) Non Usaha Lainnya, Bersih	-	213.675.893.524	-	108.669.103.118	*Non Operating Income (Expense) Net*
Laba Sebelum Pajak	**257.758.593.695**	**22.313.294.297**	**339.455.615.095**	**(37.029.898.435)**	***Profit Before Tax***
Beban Pajak	(75.027.723.639)	(2.755.791.504)	(82.742.415.542)	(25.432.866.347)	*Tax Expense*
Laba Tahun Berjalan	**182.730.870.056**	**19.557.502.793**	**256.713.199.553**	**(62.462.764.782)**	***Profit For The Current Year***

41. INFORMASI SEGMEN USAHA (lanjutan)

41. *SEGMENT INFORMATION* *(continued)*

b. Segmen Wilayah

b. Region Segment

b.1. Pendapatan Usaha menurut wilayah

b.1. Operating Revenue by Region

	2025		2024		
	Rp	%	Rp	%	
Sumatera	61.449.663.352	0,98%	81.745.595.080	1,32%	*Sumatera*
Jawa	5.502.430.046.165	88,14%	5.084.386.315.036	82,31%	*Java*
Kalimantan	94.043.202.258	1,51%	135.183.385.648	2,19%	*Kalimantan*
Bali dan Nustra	93.550.092.357	1,50%	122.689.284.101	1,99%	*Bali and Nustra*
Sulawesi, Maluku dan Papua	491.650.092.249	7,88%	753.051.984.854	12,19%	*Sulawesi, Maluku and Papua*
Jumlah	**6.243.123.096.381**	**100,00%**	**6.177.056.564.719**	**100,00%**	***Total***

b.2. Hasil Usaha Laba (Rugi) Kotor menurut Wilayah

b.2. Results of Gross Operations Income (loss) by Region

	2025		2024		
	Rp	%	Rp	%	
Sumatera	31.769.985.738	3,19%	54.784.019.346	5,23%	*Sumatera*
Jawa	762.430.000.980	76,58%	486.489.427.343	46,46%	*Java*
Kalimantan	54.532.136.446	5,48%	97.050.621.305	9,27%	*Kalimantan*
Bali dan Nustra	15.386.334.240	1,55%	30.549.984.021	2,92%	*Bali and Nustra*
Sulawesi, Maluku dan Papua	131.465.810.514	13,20%	378.171.411.039	36,12%	*Sulawesi, Maluku and Papua*
Jumlah	**995.584.267.918**	**100,00%**	**1.047.045.463.054**	**100,00%**	***Total***

b.3. Aset menurut Wilayah

b.3. Assets by Region

	2025		2024		
	Rp	%	Rp	%	
Sumatera	273.953.775.120	2,11%	248.435.710.761	2,46%	*Sumatera*
Jawa	11.265.480.237.383	86,84%	9.016.643.170.020	89,42%	*Java*
Kalimantan	630.456.097.130	4,86%	59.084.272.034	0,59%	*Kalimantan*
Bali dan Nustra	377.134.060.041	2,91%	369.881.578.230	3,67%	*Bali and Nustra*
Sulawesi, Maluku dan Papua	425.841.743.375	3,28%	389.843.574.742	3,87%	*Sulawesi, Maluku and Papua*
Jumlah	**12.972.865.913.049**	**100,00%**	**10.083.888.305.787**	**100,00%**	***Total***

b.4. Properti Investasi, Alat Produksi, Aset Tetap, Aset Takberwujud dan Aset Hak Guna menurut Wilayah

b.4. Investment Property, Production Equipment, Fixed Assets, Intangible Assets and Right to Use Assets by Region

	2025		2024		
	Rp	%	Rp	%	
Sumatera	34.066.017.357	1,25%	34.198.221.329	1,29%	*Sumatera*
Jawa	2.581.312.163.080	94,67%	2.383.079.775.602	89,61%	*Java*
Kalimantan	28.209.580.059	1,03%	40.441.932.875	1,52%	*Kalimantan*
Bali dan Nustra	29.716.115.056	1,09%	24.781.717.273	0,93%	*Bali and Nustra*
Sulawesi, Maluku dan Papua	53.212.597.117	1,95%	176.840.726.070	6,65%	*Sulawesi, Maluku and Papua*
Jumlah	**2.726.516.472.669**	**100,00%**	**2.659.342.373.149**	**100,00%**	***Total***

41. INFORMASI SEGMEN USAHA (lanjutan)

b. Segmen Wilayah (lanjutan)

b.5. Biaya penyusutan menurut wilayah

41. *SEGMENT INFORMATION* *(continued)*

b. Region Segment *(continued)*

b.5. Depreciation costs by region

	2025		2024		
	Rp	%	Rp	%	
Sumatera	740.066.499	0,17%	882.420.225	0,22%	*Sumatera*
Jawa	428.037.023.973	98,77%	396.548.416.977	96,69%	*Java*
Kalimantan	1.137.445.387	0,26%	2.414.131.917	0,59%	*Kalimantan*
Bali dan Nustra	655.600.815	0,15%	984.072.797	0,24%	*Bali and Nustra*
Sulawesi, Maluku dan Papua	2.807.535.630	0,65%	9.284.115.132	2,26%	*Sulawesi, Maluku and Papua*
Jumlah	**433.377.672.304**	**100,00%**	**410.113.157.048**	**100,00%**	***Total***

b.6. Liabilitas menurut wilayah

b.6. Liabilities by region

	2025		2024		
	Rp	%	Rp	%	
Sumatera	5.212.860.491	0,30%	12.182.276.319	0,78%	*Sumatera*
Jawa	1.676.228.753.523	97,52%	1.470.970.101.898	94,24%	*Java*
Kalimantan	6.515.526.579	0,38%	25.091.804.942	1,61%	*Kalimantan*
Bali dan Nustra	5.667.145.083	0,33%	13.127.876.781	0,84%	*Bali and Nustra*
Sulawesi, Maluku dan Papua	25.283.706.850	1,47%	39.465.751.274	2,53%	*Sulawesi, Maluku and Papua*
Jumlah	**1.718.907.992.526**	**100,00%**	**1.560.837.811.214**	**100,00%**	***Total***

42. TRANSAKSI DENGAN PIHAK-PIHAK BERELASI

Sifat hubungan dan jenis transaksi yang material dengan pihak - pihak berelasi dengan rincian sebagai berikut:

42. *RELATED PARTY TRANSACTION*

The nature of relationship and type of material transactions with related parties with details as follow:

No.	Pihak-Pihak Berelasi/ *Related Parties*	Sifat Hubungan Pihak-Pihak Berelasi/ *Nature of relationship Related Parties*	Transaksi/ *Transactions*
1	PT Bank Mandiri (Persero), Tbk	Institusi Keuangan yang Dikendalikan Oleh Pemerintah R,I, / Financial Institution Controlled by Government of The Republic of Indonesia	Setara Kas - Aset Keuangan Lancar Lainnya / Cash Equivalent - Other Current Financial Asset
2	PT Bank Negara Indonesia (Persero), Tbk	Institusi Keuangan yang Dikendalikan Oleh Pemerintah R,I, / Financial Institution Controlled by Government of The Republic of Indonesia	Setara Kas */ Cash Equivalent*
3	PT Bank Rakyat Indonesia (Persero), Tbk	Institusi Keuangan yang Dikendalikan Oleh Pemerintah R,I, / Financial Institution Controlled by Government of The Republic of Indonesia	Setara Kas - Piutang - Aset Keuangan Lancar Lainnya/ *Cash Equivalent - Receivable - Other Current Financial Asset*

42. TRANSAKSI DENGAN PIHAK-PIHAK BERELASI (lanjutan)

42. *RELATED PARTY TRANSACTION* *(continued)*

No.	Pihak-Pihak Berelasi/ *Related Parties*	Sifat Hubungan Pihak-Pihak Berelasi/ *Nature of relationship Related Parties*	Transaksi/ *Transactions*
4	PT Bank Syariah Indonesia, Tbk	Institusi Keuangan yang Dikendalikan Oleh Pemerintah R,I, / Financial Institution Controlled by Government of The Republic of Indonesia	Setara Kas */ Cash Equivalent*
5	PT Bank Tabungan Negara (Persero), Tbk	Institusi Keuangan yang Dikendalikan Oleh Pemerintah R,I, / Financial Institution Controlled by Government of The Republic of Indonesia	Setara Kas */ Cash Equivalent*
6	PT Bank Pembangunan Daerah Jawa Barat dan Banten, Tbk	Institusi Keuangan yang Dikendalikan Oleh Pemerintah R,I, / Financial Institution Controlled by Government of The Republic of Indonesia	Setara Kas */ Cash Equivalent*
7	PT Adhi Persada Beton	Entitas yang dikelola oleh Pemerintah R.I. / Entity Controlled by the Government of The Republic of Indonesia	Piutang */ Receivable*
8	PT Rumah Sakit Pelni	Entitas yang dikelola oleh Pemerintah R.I. / Entity Controlled by the Government of The Republic of Indonesia	Piutang - Utang */ Receivable - Payable*
9	PT Adhi Persada Gedung	Entitas yang dikelola oleh Pemerintah R.I. / Entity Controlled by the Government of The Republic of Indonesia	Piutang */ Receivable*
10	Yayasan Kesehatan Pensiunan Pelni	Personil Kunci / *Common Key Management*	Piutang - Aset Keuangan Lancar Lainnya - Utang */ Receivable - Other Current Financial Asset - Payable*
11	PT Adhi Karya (Peresero), Tbk	Entitas yang dikelola oleh Pemerintah R,I, / Entity Controlled by the Government of The Republic of Indonesia	Piutang */ Receivable*
12	PT Jasa Prima Logistik	Entitas yang dikelola oleh Pemerintah R.I. / Entity Controlled by the Government of The Republic of Indonesia	Piutang */ Receivable*
13	PT Jembatan Nusantara	Entitas yang dikelola oleh Pemerintah R,I, / Entity Controlled by the Government of The Republic of Indonesia	Piutang */ Receivable*
14	PT Semen Indogreen Sentosa	Entitas yang dikelola oleh Pemerintah R.I. / Entity Controlled by the Government of The Republic of Indonesia	Piutang */ Receivable*
15	PT Pelayaran Bahtera Adhiguna	Entitas yang dikelola oleh Pemerintah R,I, / Entity Controlled by the Government of The Republic of Indonesia	Piutang */ Receivable*
16	Kemen Perhubungan CQ Direktorat Lalu Lintas Angkutan Laut	Entitas yang dikelola oleh Pemerintah R,I, / Entity Controlled by the Government of The Republic of Indonesia	Piutang */ Receivable*
17	PT Telekomunikasi Selular	Entitas yang dikelola oleh Pemerintah R.I. / Entity Controlled by the Government of The Republic of Indonesia	Piutang - Utang */ Receivable - Payable*

42. TRANSAKSI DENGAN PIHAK-PIHAK BERELASI (lanjutan)

42. *RELATED PARTY TRANSACTION* *(continued)*

No.	Pihak-Pihak Berelasi/ *Related Parties*	Sifat Hubungan Pihak-Pihak Berelasi/ *Nature of relationship Related Parties*	Transaksi/ *Transactions*
18	Hotel Bahtera Pelni	Entitas yang dikelola oleh Pemerintah R.I. / Entity Controlled by the Government of The Republic of Indonesia	Piutang */ Receivable*
19	PT Waskita Karya	Entitas yang dikelola oleh Pemerintah R.I. / Entity Controlled by the Government of The Republic of Indonesia	Piutang */ Receivable*
20	Bank Indonesia	Entitas yang dikelola oleh Pemerintah R.I. / Entity Controlled by the Government of The Republic of Indonesia	Piutang */ Receivable*
21	PT Krakatau Steel (Persero) Tbk	Entitas yang dikelola oleh Pemerintah R,I, / Entity Controlled by the Government of The Republic of Indonesia	Piutang */ Receivable*
22	PT ASDP Indonesia Ferry (Persero)	Entitas yang dikelola oleh Pemerintah R.I. / Entity Controlled by the Government of The Republic of Indonesia	Piutang */ Receivable*
23	PT PINDAD Internasional	Entitas yang dikelola oleh Pemerintah R.I. / Entity Controlled by the Government of The Republic of Indonesia	Piutang */ Receivable*
24	PT PP Urban	Entitas yang dikelola oleh Pemerintah R.I. / Entity Controlled by the Government of The Republic of Indonesia	Piutang */ Receivable*
25	PT Elnusa	Entitas yang dikelola oleh Pemerintah R.I. / Entity Controlled by the Government of The Republic of Indonesia	Piutang */ Receivable*
26	PT Hutama Karya	Entitas yang dikelola oleh Pemerintah R.I. / Entity Controlled by the Government of The Republic of Indonesia	Piutang */ Receivable*
27	PT Pindad Enjiniring Indonesia	Entitas yang dikelola oleh Pemerintah R.I. / Entity Controlled by the Government of The Republic of Indonesia	Utang */ Payable*
28	PT Biro Klasifikasi Indonesia (Persero)	Entitas yang dikelola oleh Pemerintah R.I. / Entity Controlled by the Government of The Republic of Indonesia	Utang */ Payable*
29	Sigma Cipta Caraka	Entitas yang dikelola oleh Pemerintah R.I. / Entity Controlled by the Government of The Republic of Indonesia	Utang */ Payable*
30	PT Sucofindo (Persero)	Entitas yang dikelola oleh Pemerintah R.I. / Entity Controlled by the Government of The Republic of Indonesia	Utang */ Payable*
31	Kepala Operasi QQ Pelabuhan	Entitas yang dikelola oleh Pemerintah R.I. / Entity Controlled by the Government of The Republic of Indonesia	Utang */ Payable*

42. TRANSAKSI DENGAN PIHAK-PIHAK BERELASI (lanjutan)

42. ***RELATED PARTY TRANSACTION*** *(continued)*

No.	Pihak-Pihak Berelasi/ *Related Parties*	Sifat Hubungan Pihak-Pihak Berelasi/ *Nature of relationship Related Parties*	Transaksi/ *Transactions*
32	PT Pelabuhan Indonesia (Persero)	Entitas yang dikelola oleh Pemerintah R,I, / Entity Controlled by the Government of The Republic of Indonesia	Utang - Liabilitas Keuangan Jangka Pendek Lainnya / *Payable - Other Short Term Financial Liabilities*
33	PT Pertamina Patra Niaga	Entitas yang dikelola oleh Pemerintah R.I. / Entity Controlled by the Government of The Republic of Indonesia	Utang */ Payable*
34	PT Kereta Api Pariwisata	Entitas yang dikelola oleh Pemerintah R.I. / Entity Controlled by the Government of The Republic of Indonesia	Utang */ Payable*
35	PT Perusahaan Listrik Negara	Entitas yang dikelola oleh Pemerintah R.I. / Entity Controlled by the Government of The Republic of Indonesia	Utang */ Payable*
36	PT Jasa Raharja Putera	Entitas yang dikelola oleh Pemerintah R.I. / Entity Controlled by the Government of The Republic of Indonesia	Liabilitas Keuangan Jangka Pendek Lainnya */ Other Short Term Financial Liabilities*
37	PT Jasa Raharja (Persero)	Entitas yang dikelola oleh Pemerintah R.I. / Entity Controlled by the Government of The Republic of Indonesia	Liabilitas Keuangan Jangka Pendek Lainnya */ Other Short Term Financial Liabilities*
38	PT Pelindo Multi Terminal	Entitas yang dikelola oleh Pemerintah R.I. / Entity Controlled by the Government of The Republic of Indonesia	Liabilitas Keuangan Jangka Pendek Lainnya */ Other Short Term Financial Liabilities*

Jumlah tansaksi dengan pihak-pihak berelasi tahun 2025 dan 2024 sebagai berikut:

The amount of transactions with related parties in year 2025 and 2024 is as follows:

No.	Pihak-Pihak Berelasi/ *Related Parties*	Jenis Transaksi/*Transaction Type*	Jumlah (Rp)/ *Amount (Rp)*	
			2025	2024
1	PT Bank Mandiri (Persero), Tbk	Kas dan Setara Kas/*Cash and CashEquivalents*	347.409.183.811	314.935.424.910
		Kas dan Setara Kas yang Dibatasi Penggunaannya/ *Restricted Cash and Cash Equivalent*	197.077.093.309	187.576.173.651
2	PT Bank Negara Indonesia (Persero), Tbk	Kas dan Setara Kas/*Cash and CashEquivalents*	883.208.477.025	585.287.997.327
3	PT Bank Rakyat Indonesia (Persero), Tbk	Kas dan Setara Kas/Cash and Cash Equivalents	586.546.728.668	861.761.700.152
		Kas dan Setara Kas yang Dibatasi Penggunaannya/	4.069.384.018.488	1.500.000.000.000
		Piutang Usaha / *Accounts Receivable*	195.326.903	802.136.870
4	PT Bank Syariah Indonesia, Tbk	Kas dan Setara Kas/*Cash and CashEquivalents*	1.517.093.429.482	1.615.523.288.321
5	PT Bank Tabungan Negara (Persero), Tbk	Kas dan Setara Kas/*Cash and CashEquivalents*	771.805.529.169	731.621.660.858
6	PT Bank Pembangunan Daerah	Kas dan Setara Kas/*Cash and CashEquivalents*	7.574.506	391.673.465
7	PT Adhi Persada Beton	Piutang Usaha / *Accounts Receivable*	26.207.957.784	-

42. TRANSAKSI DENGAN PIHAK-PIHAK BERELASI **42. *RELATED PARTY TRANSACTION*** *(continued)*
(lanjutan)

No.	Pihak-Pihak Berelasi/ *Related Parties*	Jenis Transaksi/*Transaction Type*	Jumlah (Rp)/ *Amount (Rp)*	
			2025	2024
8	PT Rumah Sakit Pelni	Piutang Usaha / *Accounts Receivable*	17.982.101.100	17.980.184.411
		Utang Usaha/*Account Payable*	-	1.037.383.484
9	PT Adhi Persada Gedung	Piutang Usaha / *Accounts Receivable*	10.453.452.991	3.509.028.009
10	Yayasan Kesehatan Pensiunan Pelni	Piutang Usaha/*Accounts Receivable*	829.194.618	8.122.532.777
		Utang Usaha/*Account Payable*	625.816.555	239.427.329
		Aset Keuangan Lancar Lainnya/Other Current Financial Assets	1.530.400.369	1.530.400.369
11	PT Adhi Karya	Piutang Usaha / *Accounts Receivable*	7.900.167.736	30.219.016.239
12	PT Jasa Prima Logistik	Piutang Usaha / *Accounts Receivable*	5.462.987.525	648.281.446
13	PT Jembatan Nusantara	Piutang Usaha / *Accounts Receivable*	5.139.302.729	5.252.492.526
14	PT Semen Indogreen Sentosa	Piutang Usaha / *Accounts Receivable*	3.735.085.726	7.899.847.912
15	PT Pelayaran Bahtera Adhiguna	Piutang Usaha / *Accounts Receivable*	3.134.536.869	3.000.961.987
16	Kemen Perhubungan CQ Direktorat Lalu Lintas Angkutan Laut	Piutang Usaha / *Accounts Receivable*	1.634.778.579	142.489.365
17	PT Telekomunikasi Selular	Piutang Usaha / *Accounts Receivable*	1.392.016.375	2.614.260.530
		Utang Usaha/*Account Payable*	1.339.173.550	94.095.893
18	Hotel Bahtera Pelni	Piutang Usaha / *Accounts Receivable*	1.277.279.295	808.120
19	PT Waskita Karya	Piutang Usaha / *Accounts Receivable*	1.067.443.000	1.067.443.000
20	Bank Indonesia	Piutang Usaha / *Accounts Receivable*	954.932.463	332.459.432
21	PT Krakatau Steel (Persero) Tbk	Piutang Usaha / *Accounts Receivable*	860.817.498	860.817.498
22	PT ASDP Indonesia Ferry	Piutang Usaha / *Accounts Receivable*	707.051.760	5.800
23	PT PINDAD Internasional	Piutang Usaha / *Accounts Receivable*	700.000.000	700.000.000
24	PT PP Urban	Piutang Usaha / *Accounts Receivable*	612.975.495	687.171.496
25	PT Elnusa	Piutang Usaha / *Accounts Receivable*	592.900.790	683.786.320
26	PT Hutama Karya	Piutang Usaha / *Accounts Receivable*	570.102.558	-
27	PT Pindad Enjiniring Indonesia	Utang Usaha/*Account Payable*	7.745.330.471	-
28	PT Biro Klasifikasi Indonesia (Persero)	Utang Usaha/*Account Payable*	6.858.521.555	1.483.691.265
29	PT Sigma Cipta Caraka	Utang Usaha/*Account Payable*	4.715.156.054	495.033.335
30	PT Sucofindo (Persero)	Utang Usaha/*Account Payable*	4.429.415.753	537.915.000
31	Kepala Operasi QQ Pelabuhan	Utang Usaha/*Account Payable*	3.890.504.836	1.023.757.967
32	PT Pelabuhan Indonesia (Persero)	Utang Usaha/*Account Payable*	3.460.782.488	3.561.323.180
		Liabilitas Keuangan Jangka Pendek Lainnya/ *Other Short Term Financial Liabilities*	6.603.133.726	11.333.543.882
33	PT Pertamina Patra Niaga	Utang Usaha/Account Payable	1.458.740.907	1.619.081.607
34	PT Kereta Api Pariwisata	Utang Usaha/*Account Payable*	985.933.904	-
35	PT Perusahaan Listrik Negara	Utang Usaha/*Account Payable*	510.652.938	1.873.453
36	PT Jasa Raharja Putera	Liabilitas Keuangan Jangka Pendek Lainnya/ *Other Short Term Financial Liabilities*	1.926.175.219	1.983.539.151
37	PT Jasa Raharja (Persero)	Liabilitas Keuangan Jangka Pendek Lainnya/ *Other Short Term Financial Liabilities*	849.743.200	1.684.944.545
38	PT Pelindo Multi Terminal	Liabilitas Keuangan Jangka Pendek Lainnya/ *Other Short Term Financial Liabilities*	767.513.268	-

43. NILAI WAJAR ASET DAN LIABILITAS KEUANGAN / *43. FAIR VALUE OF FINANCIAL ASSETS AND LIABILITIES*

Berikut ikhtisar nilai tercatat dan estimasi nilai wajar instrumen keuangan perusahaan yang dinyatakan dalam laporan posisi keuangan konsolidasian:

Here's an overview of the carrying value and the estimated fair value of financial instruments are stated in the statement of consolidated financial position:

	31 Desember/*December* 31, 2025		
	Nilai Tercatat/ *Carrying Value*	Nilai Wajar/ *Fair Value*	
Aset Keuangan:			***Financial Assets:***
Kas dan Setara Kas	4.111.335.216.448	4.111.335.216.448	*Cash and Cash Equivalent*
Piutang Usaha	138.076.157.948	138.076.157.948	*Account Receivables*
Aset Keuangan Lancar Lainnya	4.795.617.528.516	4.795.617.528.516	*Other Current Financial Assets*
Jumlah	**9.045.028.902.912**	**9.045.028.902.912**	***Total***
Liabilitas Keuangan:			***Financial Liability:***
Pinjaman Jangka Pendek	7.000.000.000	7.000.000.000	*Short-Term Loans*
Utang Usaha	454.487.762.704	454.487.762.704	*Account Payables*
Beban Akrual	818.625.216.874	818.625.216.874	*Accrued Expenses*
Bagian Lancar atas:			*Current Portion of:*
Utang Kepada Negara	4.173.611.370	4.173.611.370	*Debt to the State*
Liabilitas Jangka Panjang	1.854.397.622	1.854.397.622	*Long-Term Liabilities*
Liabilitas Kontrak	96.908.089.108	96.908.089.108	*Contract Liability*
Liabiltias Keuangan Jangka Pendek Lainnya	86.288.496.579,00	86.288.496.579	*Other Short Term Financial Liabilities*
Utang Kepada Negara	25.041.668.220	25.041.668.220	*Debt to the State*
Liabilitas Jangka Panjang	1.011.984.885	1.011.984.885	*Long-Term Liabilities*
Jumlah	**1.495.391.227.362**	**1.495.391.227.362**	***Total***

	31 Desember/*December* 31, 2024		
	Nilai Tercatat/ *Carrying Value*	Nilai Wajar/ *Fair Value*	
Aset Keuangan:			***Financial Assets:***
Kas dan Setara Kas	4.114.738.607.336	4.114.738.607.336	*Cash and Cash Equivalent*
Piutang Usaha	125.898.446.328	125.898.446.328	*Account Receivables*
Aset Keuangan Lancar Lainnya	2.053.078.385.342	2.053.078.385.342	*Other Current Financial Assets*
Jumlah	**6.293.715.439.006**	**6.293.715.439.006**	***Total***
Liabilitas Keuangan:			***Financial Liability:***
Pinjaman Jangka Pendek	7.000.000.000	7.000.000.000	*Short-Term Loans*
Utang Usaha	218.134.048.166	218.134.048.166	*Account Payables*
Beban Akrual	918.686.105.264	918.686.105.264	*Accrued Expenses*
Bagian Lancar atas:			*Current Portion of:*
Utang Kepada Negara	3.560.447.790	3.560.447.790	*Debt to the State*
Liabilitas Jangka Panjang	3.047.171.710	3.047.171.710	*Long-Term Liabilities*
Liabilitas Kontrak	91.695.235.130	91.695.235.130	*Contract Liability*
Liabiltias Keuangan Jangka Pendek Lainnya	149.448.170.961	149.448.170.961	*Other Short Term Financial Liabilities*
Utang Kepada Negara	24.923.134.530	24.923.134.530	*Debt to the State*
Liabilitas Jangka Panjang	10.114.309.854	10.114.309.854	*Long-Term Liabilities*
Jumlah	**1.426.608.623.405**	**1.426.608.623.405**	***Total***

44. RASIO PENGGUNAAN UTANG YANG TERKENA BUNGA - TIDAK DIAUDIT / *44. INTEREST BEARING DEBT RATIO - UNAUDITED*

	31 Desember/ *December 31*, 2025	31 Desember/ *December 31*, 2024	Deviasi/ *Deviation (%)*	
Utang yang Terkena Bunga	8.794.875.000	13.923.726.433	20.833.291.144	*Interest-Bearing Debt*
Utang terkena Bunga/ Ekuitas	**0,08%**	**0,16%**	**0,30%**	***Interest-Bearing Debt/ Equity***

45. KAJIAN ATAS KELANGSUNGAN USAHA - TIDAK DIAUDIT / *45. REVIEW OF THE GOING CONCERN - UNAUDITED*

Z-score model dikembangkan dari kombinasi beberapa formula analisis rasio keuangan untuk perusahaan yang belum *go-public* oleh Edwards Altman dengan formula sebagai berikut:

Z-score model was developed from a combination of some formula of financial ratio analysis for companies that go-public yet by Edwards Airman with the formula as follows:

Rasio/ *Ratio*	Rumus/ *Formula Altman Z-Score*		
Likuiditas	6,56	x	Modal Kerja Bersih / *Net Working Capital* Jumlah Aset / *Total Assets*
Profitabilitas	3,26	x	Akumulasi Saldo / Retained Earning Jumlah Aset / *Total Assets*

Rasio/ *Ratio*	Rumus/ *Formula Altman Z-Score*		
Profitabilitas	6,72	x	Laba Sebelum Bunga & Pajak / *Earning Before Tax & Interest* Jumlah Aset / *Total Assets*
Solvabilitas	1,05	x	Nilai Buku Ekuitas / *Book Value of Equity* Jumlah Kewajiban / *Total Liabilities*

Untuk perusahaan non manufaktur, klasifikasi yang digunakan adalah sebagai berikut:

a. Jika hasilnya, Z < 1,1 mengindikasikan Perusahaan berpotensi besar pailit.
b. Jika hasilnya, 1,1 < Z < 2,60 mengindikasikan terdapat kondisi keuangan Perusahaan yang perlu perhatian khusus.
c. Jika hasilnya, Z > 2,60 mengindikasikan Perusahaan bagus dan aman dari kepailitan.

For non manufacturing companies, the classification used is as follows:

a. If the result is, Z < 1.1 indicates the Company has a great potential for bankruptcy.
b. If the result, 1.1 < Z < 2.60 indicates that there is a financial condition of the Company that needs special attention.
c. c. If the result is, Z > 2.60 indicates that the Company is good and safe from bankruptcy.

Z-score model dikembangkan dari kombinasi beberapa formula analisis rasio keuangan untuk perusahaan yang belum *go-public* oleh Edwards Altman dengan formula sebagai berikut:

Z-score model was developed from a combination of some formula of financial ratio analysis for companies that go-public yet by Edwards Airman with the formula as follows:

45. KAJIAN ATAS KELANGSUNGAN USAHA - TIDAK DIAUDIT (lanjutan)

45. REVIEW OF THE GOING CONCERN - UNAUDITED *(continued)*

2025				
Rasio/ *Ratio*	**Rumus/ *Formula Altman Z-Score***			***Jumlah/Total***
Likuiditas	6,56	x	8.415.638.758.396 / 12.972.865.913.049	4,26
Profitabilitas	3,26	x	(714.222.229.059) / 12.972.865.913.049	(0,18)
Profitabilitas	6,72	x	280.251.130.822 / 12.972.865.913.049	0,15
Solvabilitas	1,05	x	11.253.957.920.523 / 1.718.907.992.526	6,87
Jumlah/*Total*				**11,10**

Berdasarkan hasil perhitungan *Z-Score* model pada tahun berjalan diperoleh skor sebesar 11,10 sehingga mengindikasikan sangat jauh diatas batas aman dari kepailitan (Z >2,60) atau dapat diartikan bahwa, dalam menjalankan aktivitasnya, perusahaan dan entitas anaknya secara konsolidasi sangat mampu menjaga kelangsungan usahanya.

Based on the results of the Z-Score model calculation in the current year a score of 11,10 was obtained, indicating that it is very far above "safe from bankruptcy" limit or it can be interpreted that, in carrying out its activities, the company and its subsidiaries in a consolidated manner are very capable of maintaining business continuity.

2024				
Rasio/ *Ratio*	**Rumus/ *Formula Altman Z-Score***			***Jumlah/Total***
Likuiditas	6,56	x	5.715.038.196.136 / 10.083.888.305.787	3,72
Profitabilitas	3,26	x	(916.599.250.880) / 10.083.888.305.787	(0,30)
Profitabilitas	6,72	x	303.148.047.725 / 10.083.888.305.787	0,20
Solvabilitas	1,05	x	8.523.050.494.573 / 1.560.837.811.214	5,73
Jumlah/*Total*				**9,36**

Berdasarkan hasil perhitungan *Z-Score* model pada tahun berjalan diperoleh skor sebesar 9,36 sehingga mengindikasikan sangat jauh diatas batas aman dari kepailitan (Z > 2,60) atau dapat diartikan bahwa, dalam menjalankan aktivitasnya, perusahaan dan entitas anaknya secara konsolidasi sangat mampu menjaga kelangsungan usahanya.

Based on the results of the Z-Score model calculation in the current year a score of 9.36 was obtained, indicating that it is very far above safe from bankruptcy (Z > 2,60) or it can be interpreted that, in carrying out its activities, the company and its subsidiaries in a consolidated manner are very capable of maintaining business continuity.

46. PERKARA-PERKARA LITIGASI

a. Dugaan Tindak Pidana terkait Perlindungan dan Pengelolaan Lingkungan Hidup Terhadap Limbah.

Adanya penyelidikan atas Dugaan Tindak Pidana terkait Perlindungan dan Pengelolaan Lingkungan Hidup.

Berdasarkan Surat Direktur Reserse Kriminal Khusus Polda Sulawesi Selatan Nomor: B/0276/VII/RES.5/2025/Ditreskrimsus tanggal 04 Juli 2025 Hal Pemberitahuan Perkembangan Penyelidikan, Penyelidik Polda Sulawesi Selatan menyampaikan bahwa penyelidikan atas perkara dimaksud telah dihentikan karena belum ditemukannya perbuatan melawan hukum yang dimaksud dalam Undang-Undang Nomor 32 Tahun 2009 tentang Perlindungan dan Pengelolaan Lingkungan Hidup.

Status Hukum : Selesai

b. Gugatan Perselisihan Hubungan Industrial (PHI) Nomor: 127/Pdt.Sus-PHI/2025/PN.Jkt.Pst

Adanya gugatan PHI terkait PHK yang didaftarkan pada Pengadilan dengan Penggugat Anin Zainab dkk, sebagaimana Relaas Panggilan Sidang Nomor 514/PAN.PN.W10.U1/Pdt/Ht.02./5/2025.Ags tanggal 14 Mei 2025 perihal Panggilan Sidang Perkara Gugatan Nomor: 127/Pdt.Sus-/PHI2025./PN.Jkt.Pst.

(1) Bahwa atas gugatan tersebut, PT PELNI (Persero) cq Divisi Hukum dan Kepatuhan telah menghadiri agenda persidangan, dimana perkara telah diputuskan pada Majelis Hakim pada Pengadilan Tingkat Pertama tanggal 13 Oktober 2025.

(2) Bahwa atas Putusan Majelis Hakim tersebut, Penggugat dalam hal ini Anin Zainab, dkk telah mengajukan upaya hukum kasasi sebagaimana Akta Permohonan Kasasi Elektronik Nomor 127/Pdt.Sus-PHI/2025/PN.Jkt.Pst. Jo. 141/Srt.Kas-PHI/2025/PN Jkt.Pst., tanggal 20 Oktober 2025, dimana PT PELNI (Persero) telah menerima dokumen Memori Kasasi yang diajukan oleh Pemohon Kasasi semula Penggugat (Anin Zainab, dkk) dan telah ditindaklanjuti oleh PT PELNI (Persero) dengan mengirimkan Kontra Memori Kasasi;

46. *LITIGATION CASES*

a. *Alleged Criminal Offense Related to Environmental Protection and Management Concerning Waste.*

There is an investigation into an Alleged Criminal Offense related to Environmental Protection and Management.

Based on the Letter of the Director of Special Criminal Investigation of the South Sulawesi Regional Police Number: B/0276/VII/RES.5/2025/Ditreskrimsus dated 04 July 2025 regarding the Notification of Investigation Progress, the Investigators of the South Sulawesi Regional Police conveyed that the investigation into the case in question has been discontinued due to the absence of any unlawful act as referred to in Law Number 32 of 2009 concerning Environmental Protection and Management.

Legal Status: Closed

b. *Industrial Relations Dispute (PHI) Lawsuit Number: 127/Pdt.Sus-PHI/2025/PN.Jkt.Pst*

There is a PHI lawsuit related to termination of employment (PHK) registered with the Court with Anin Zainab et al. as the Plaintiffs, as stated in the Court Summons Report (Relaas Panggilan Sidang) Number 514/PAN.PN.W10.U1/Pdt/Ht.02./5/2025.Ags dated 14 May 2025 regarding the Court Hearing Summons for Lawsuit Number: 127/Pdt.Sus-/PHI2025./PN.Jkt.Pst.

(1) *With respect to the lawsuit, PT PELNI (Persero) cq Legal and Compliance Division attended the court hearings, and the case was decided by the Panel of Judges at the First Instance Court on 13 October 2025.*

(2) *Against the Decision of the Panel of Judges, the Plaintiffs, in this case Anin Zainab et al., filed a cassation appeal as stated in the Electronic Deed of Cassation Application Number 127/Pdt.Sus-PHI/2025/PN.Jkt.Pst. Jo. 141/Srt.Kas-PHI/2025/PN Jkt.Pst., dated 20 October 2025, whereby PT PELNI (Persero) has received the Cassation Memorandum submitted by the Cassation Applicants originally the Plaintiffs (Anin Zainab et al.) and has followed up by submitting a Counter Cassation Memorandum.*

46. PERKARA-PERKARA LITIGASI (lanjutan)

b. Gugatan Perselisihan Hubungan Industrial (PHI) Nomor: 127/Pdt.Sus-PHI/2025/PN.Jkt.Pst (lanjutan)

(3) PT PELNI (Persero) selaku Tergugat turut menyatakan upaya hukum kasasi atas Putusan Majelis Hakim dimaksud yang diajukan pada tanggal 29 Oktober 2025 dan telah memberikan Memori Kasasi atas nama PT PELNI (Persero) serta telah ditindaklanjuti oleh Termohon Kasasi semula Penggugat (Anin Zainab, dkk) dengan mengirimkan dokumen Kontra Memori Kasasi.

Status Hukum : Dalam Proses

c. Gugatan PHI Nomor: 142/Pdt.Sus.PHI/2025/PN.Jkt.Pst

Adanya gugatan perselisihan terkait PHK yang didaftarkan pada Pengadilan Hubungan Industrial pada Pengadilan Negeri Jakarta Pusat dengan Penggugat Sucipto sebagaimana Relaas Panggilan Sidang Nomor 610/PAN.03.W10.U1/HK.2.5/VI/2025 tanggal 03 Juni 2025 perihal Panggilan Sidang Perkara Gugatan PHI Nomor: 142/Pdt.Sus.PHI/2025/PN.Jkt.Pst.

(1) Bahwa atas gugatan tersebut, PT PELNI (Persero) cq Divisi Hukum dan Kepatuhan telah menghadiri agenda persidangan, dimana perkara telah diputuskan pada Majelis Hakim pada Pengadilan Tingkat Pertama tanggal 05 November 2025;

(2) Bahwa atas Putusan Majelis Hakim tersebut, Penggugat telah mengajukan upaya hukum kasasi sebagaimana Akta Permohonan Kasasi Elektronik Nomor 142/Pdt.Sus.PHI/2025/PN.Jkt.Pst Jo. 169/Srt.Kas-PHI/2025/PN Jkt.Pst., tanggal 14 November 2025 dan telah mengirimkan dokumen Memori Kasasi yang telah ditindaklanjuti oleh PT PELNI (Persero) dengan mengirimkan dokumen Kontra Memori Kasasi.

Status Hukum : Dalam Proses

46. *LITIGATION CASES* *(continued)*

b. *Industrial Relations Dispute (PHI) Lawsuit Number: 127/Pdt.Sus-PHI/2025/PN.Jkt.Pst (continued)*

(3) PT PELNI (Persero) as the Defendant also declared a cassation appeal against the Decision of the Panel of Judges, submitted on 29 October 2025, and has filed a Cassation Memorandum on behalf of PT PELNI (Persero), which has been followed up by the Cassation Respondents originally the Plaintiffs (Anin Zainab et al.) by submitting a Counter Cassation Memorandum.

Legal Status: On Progress

c. *PHI Lawsuit Number: 142/Pdt.Sus.PHI/2025/PN.Jkt.Pst*

There is a dispute lawsuit related to termination of employment (PHK) registered with the Industrial Relations Court at the Central Jakarta District Court, with Sucipto as the Plaintiff, as stated in the Court Summons Report (Relaas Panggilan Sidang) Number 610/PAN.03.W10.U1/HK.2.5/VI/2025 dated 03 June 2025 regarding the Court Hearing Summons for PHI Lawsuit Number: 142/Pdt.Sus.PHI/2025/PN.Jkt.Pst.

(1) With respect to the lawsuit, PT PELNI (Persero) cq Legal and Compliance Division attended the court hearings, and the case was decided by the Panel of Judges at the First Instance Court on 05 November 2025;

(2) Against the Decision of the Panel of Judges, the Plaintiff filed a cassation appeal as stated in the Electronic Deed of Cassation Application Number 142/Pdt.Sus.PHI/2025/PN.Jkt.Pst Jo. 169/Srt.Kas-PHI/2025/PN Jkt.Pst., dated 14 November 2025, and submitted a Cassation Memorandum which has been followed up by PT PELNI (Persero) by submitting a Counter Cassation Memorandum.

Legal Status: On Progress

46. PERKARA-PERKARA LITIGASI (lanjutan)

d. Gugatan PHI Nomor: 306/Pdt.Sus-PHI/2025/PN.Jkt.Pst (17 orang mantan Pegawai pada PT PID).

Adanya gugatan perselisihan terkait PHK yang didaftarkan pada Pengadilan dengan Penggugat Sdr. Imanuel Rohi Bunga, dkk (17 orang mantan Pegawai pada PT PID) sebagaimana Relaas Panggilan Sidang Nomor: 1356/PAN.01.PN.W10-U1/HK2.5/X/2025 tanggal 15 Oktober 2025, perihal Panggilan Sidang Perkara Gugatan Nomor: 306/Pdt.Sus-PHI/2025/PN.Jkt.Pst, dimana PT PELNI (Persero) sebagai Tergugat II.

PT PELNI (Persero) c.q Divisi Hukum dan Kepatuhan telah menghadiri agenda persidangan sampai dengan agenda Pemeriksaan Ahli dan Penyampaian Bukti Surat Tambahan pada tanggal 17 Desember 2025.

Status Hukum : Dalam Proses

e. Gugatan PHI Nomor: 309/Pdt.Sus-PHI/2025/PN.Jkt.Pst (10 orang mantan Pegawai pada PT PID).

Adanya gugatan perselisihan terkait PHK yang didaftarkan pada Pengadilan dengan Penggugat Sdr. Toni Prastono, dkk (10 orang mantan Pegawai pada PT PID) sebagaimana Relaas Panggilan Sidang Nomor: 1374/PAN.01/W10.U1/HT.2.4/10/2025 tanggal 17 Oktober 2025, perihal Panggilan Sidang Perkara Gugatan PHI Nomor: 309/Pdt.Sus-PHI/2025/PN.Jkt.Pst, dimana PT PELNI (Persero) sebagai Tergugat II.

PT PELNI (Persero) c.q Divisi Hukum dan Kepatuhan telah menghadiri agenda persidangan sampai dengan agenda Penyampaian Bukti Surat pada tanggal 17 Desember 2025.

Status Hukum : Dalam Proses

46. *LITIGATION CASES* *(continued)*

d. *PHI Lawsuit Number: 306/Pdt.Sus-PHI/2025/PN.Jkt.Pst (17 former employees of PT PID).*

There is a dispute lawsuit related to termination of employment (PHK) registered with the Court with Mr. Imanuel Rohi Bunga et al. (17 former employees of PT PID) as the Plaintiffs, as stated in the Court Summons Report (Relaas Panggilan Sidang) Number: 1356/PAN.01.PN.W10-U1/HK2.5/X/2025 dated 15 October 2025 regarding the Court Hearing Summons for Lawsuit Number: 306/Pdt.Sus-PHI/2025/PN.Jkt.Pst, in which PT PELNI (Persero) acts as Defendant II.

PT PELNI (Persero) c.q. Legal and Compliance Division has attended the court hearings up to the Expert Examination and Submission of Additional Documentary Evidence held on 17 December 2025.

Legal Status: On Progress

e. *PHI Lawsuit Number: 309/Pdt.Sus-PHI/2025/PN.Jkt.Pst (10 former employees of PT PID).*

There is a dispute lawsuit related to termination of employment (PHK) registered with the Court with Mr. Toni Prastono et al. (10 former employees of PT PID) as the Plaintiffs, as stated in the Court Summons Report (Relaas Panggilan Sidang) Number: 1374/PAN.01/W10.U1/HT.2.4/10/2025 dated 17 October 2025 regarding the Court Hearing Summons for PHI Lawsuit Number: 309/Pdt.Sus-PHI/2025/PN.Jkt.Pst, in which PT PELNI (Persero) acts as Defendant II.

PT PELNI (Persero) c.q. Legal and Compliance Division has attended the court hearings up to the Submission of Documentary Evidence held on 17 December 2025.

Legal Status: On Progress

46. PERKARA-PERKARA LITIGASI (lanjutan)

f. Gugatan Wanprestasi Nomor: 41/Pdt.G/2025/PN. Jkt.Brt

Bahwa terdapat Aset yang saat ini berstatus milik PT RS Pelni yang terletak di Jl. K.S Tubun III Nomor: 5B Kel. Slipi, Kec. Palmerah, Kota Jakarta Barat, DKI Jakarta (PT Rumah Sakit PELNI) dengan luas ± 395 m2, dimana dalam perkembangannya terdapat pihak ketiga yang menguasai dan mengajukan gugatan wanprestasi kepada PT PELNI dan PT RS PELNI, sebagaimana relaas panggilan sidang perkara Nomor: 41/Pdt.G/2025/PN Jkt.Brt atas Gugatan Perdata (Wanprestasi) yang diajukan Sdr. Mugiri Soeprapto kepada PT PELNI (Persero) (Tergugat I).

PT PELNI (Persero) c.q Divisi Hukum dan Kepatuhan telah menghadiri agenda persidangan sampai dengan agenda putusan atas perkara dimaksud.

Status Hukum : Dalam Proses

g. Gugatan Perbuatan Melawan Hukum (PMH) Nomor: 621/Pdt.G/2025/PN. Jkt Pst

Adanya gugatan perselisihan terkait PHK yang didaftarkan pada Pengadilan Hubungan Industrial pada Pengadilan Negeri Jakarta Pusat dengan Penggugat Sucipto sebagaimana Relaas Panggilan Sidang Nomor 610/PAN.03.W10.U1/HK.2.5/VI/2025 tanggal 03 Juni 2025 perihal Panggilan Sidang Perkara Gugatan PHI Nomor: 142/Pdt.Sus.PHI/2025/PN.Jkt.Pst.

PT PELNI (Persero) c.q Divisi Hukum dan Kepatuhan telah menghadiri agenda persidangan dimaksud sampai dengan agenda jawaban tergugat pada tanggal 24 Februari 2026.

Status Hukum : Dalam Proses

46. *LITIGATION CASES* *(continued)*

f. *Breach of Contract Lawsuit Number: 41/Pdt.G/2025/PN.Jkt.Brt*

There is an asset currently registered under the ownership of PT RS Pelni located at Jl. K.S. Tubun III Number 5B, Slipi Subdistrict, Palmerah District, West Jakarta City, DKI Jakarta (PT Rumah Sakit PELNI) with an area of approximately 395 m². In its development, a third party has taken control of the asset and filed a breach of contract lawsuit against PT PELNI and PT RS PELNI, as stated in the court summons report for Case Number: 41/Pdt.G/2025/PN Jkt.Brt concerning the Civil Lawsuit (Breach of Contract) filed by Mr. Mugiri Soeprapto against PT PELNI (Persero) (Defendant I).

PT PELNI (Persero) c.q. Legal and Compliance Division has attended the court hearings up to the pronouncement of the decision in the case in question.

Legal Status: On Progress

g. *Tort (Unlawful Act) Lawsuit Number: 621/Pdt.G/2025/PN.Jkt.Pst*

A labor dispute lawsuit regarding termination of employment has been filed with the Industrial Relations Court at the Central Jakarta District Court by the Plaintiff, Sucipto, as per the Summons No. 610/PAN.03.W10. U1/HK.2.5/VI/2025 dated June 3, 2025, regarding the Summons for the Industrial Relations Dispute Case No. 142/Pdt.Sus.PHI/2025/PN.Jkt.Pst.

PT PELNI (Persero) c.q. Legal and Compliance Division has attended the court hearings in question up to the Defendant's Response agenda on 24 February 2026.

Legal Status: On Progress

46. PERKARA-PERKARA LITIGASI (lanjutan)

h. Dugaan Tindak Pidana Pemalsuan dan Penggelapan terkait Kegiatan Operasional di Kantor PT PELNI (Persero) Cabang Namlea

Sehubungan dengan dugaan tindak pidana dalam kegiatan operasional pada PT PELNI (Persero) Kantor Cabang Namlea, Divisi Hukum dan Kepatuhan telah melakukan analisa dan mendapati indikasi adanya tindak pidana pemalsuan dan penggelapan yang diduga dilakukan oleh dua mantan pegawai saat menjalankan tugas kedinasan, sebagaimana tertuang dalam Laporan Hasil Audit Keuangan dan Operasional dari Satuan Pengawasan Internal (SPI).

Dugaan Tindak Pidana Pemalsuan dan Penggelapan terkait Kegiatan Operasional di Kantor PT PELNI (Persero) Cabang Namlea

Menindaklanjuti hal tersebut, Divisi Hukum dan Kepatuhan bersama Kuasa Hukum PT PELNI (Persero) telah berkoordinasi dengan Penyidik Kepolisian Resor Pulau Buru dan secara resmi melaporkan dugaan tindak pidana dimaksud sebagaimana tertuang dalam Laporan Polisi Nomor: LP/B/110/XII/2024/SPKT/POLRES BURU/POLDA MALUKU tanggal 05 Desember 2024, atas dugaan pelanggaran Pasal 263 dan/atau Pasal 374 KUHP. Saat ini, penyidik Polres Pulau Buru tengah melakukan pengumpulan dokumen pendukung serta pengambilan keterangan dari pegawai PT PELNI (Persero) guna melengkapi berkas perkara.

Tindak lanjut tahun 2025:

(1) Penyidik Polres Buru telah meminta data dan dokumen serta keterangan Pegawai PT PELNI (Persero) sehubungan dengan pemeriksaan perkara dimaksud.

(2) Perkara telah ditingkatkan ke tahap Penyidikan sebagaimana Surat Nomor: SP.Sidik/38/IX/RES.1.11./2025/SATRESKRIM tanggal 18 September 2025 hal Surat Perintah Penyidikan dan telah dilakukan penangkapan dan penahanan kepada 2 Tersangka sebagaimana Surat Kepolisian Nomor B/40/XII/RES.1.11./2025/Satreskrim tanggal 09 Desember 2025 hal Surat Pemberitahuan Perkembangan Hasil Penyidikan (SP2HP).

46. *LITIGATION CASES* *(continued)*

h. *Alleged Criminal Offense of Forgery and Embezzlement Related to Operational Activities at PT PELNI (Persero) Namlea Branch Office*

In connection with the alleged criminal offense related to operational activities at PT PELNI (Persero) Namlea Branch Office, the Legal and Compliance Division conducted an analysis and found indications of suspected forgery and embezzlement committed by two former employees during their official duties, as outlined in the Financial and Operational Audit Report by the Internal Audit Unit (SPI).

Alleged Criminal Offense of Forgery and Embezzlement Related to Operational Activities at PT PELNI (Persero) Namlea Branch Office

Following up on this matter, the Legal and Compliance Division, together with PT PELNI (Persero)'s Legal Counsel, coordinated with the Buru District Police and officially reported the alleged criminal offense as stated in Police Report Number: LP/B/110/XII/2024/SPKT/POLRES BURU/POLDA MALUKU dated December 5, 2024, concerning suspected violations of Articles 263 and/or 374 of the Indonesian Criminal Code (KUHP). Currently, the Buru District Police investigators are collecting supporting documents and obtaining witness statements from PT PELNI (Persero) employees to complete the case files.

Follow-up in 2025:

(1) Investigators of the Buru District Police have requested data, documents, and statements from employees of PT PELNI (Persero) in relation to the examination of the case in question.

(2) The case has been elevated to the Investigation stage as stated in Letter Number: SP.Sidik/38/IX/RES.1.11./2025/SATRESKRIM dated 18 September 2025 regarding the Investigation Warrant, and the arrest and detention of 2 Suspects have been carried out as stated in Police Letter Number B/40/XII/RES.1.11./2025/Satreskrim dated 09 December 2025 regarding the Notification Letter on the Progress of the Investigation (SP2HP).

46. PERKARA-PERKARA LITIGASI (lanjutan)

h. Dugaan Tindak Pidana Pemalsuan dan Penggelapan terkait Kegiatan Operasional di Kantor PT PELNI (Persero) Cabang Namlea (lanjutan)

(3) Selanjutnya, terdapat penetapan Tersangka baru oleh Penyidik sebagaimana Surat Kepolisian Nomor B/40.a/XII/RES.1.11./2025/Satreskrim tanggal 22 Desember 2025 hal Surat Pemberitahuan Perkembangan Hasil Penyidikan (SP2HP).

Status Hukum : Dalam Proses

i. Dugaan Tindak Pidana di KM Labobar

Terkait dengan dugaan kasus penumpang hilang di KM Labobar dalam perjalanan dari Pelabuhan Nabire menuju Pelabuhan Jayapura, Penyidik Direktorat Reserse Kriminal Umum (Ditreskrimum) Polda Papua telah melakukan penyelidikan atas dugaan tindak pidana penculikan sebagaimana tercantum dalam Surat Perintah Penyelidikan Nomor: Sp-Lidik/274/III/RES.1.5./2024/Ditreskrimum tanggal 19 Maret 2024, berdasarkan surat pengaduan dari LBH Papua kepada Direktur Reskrimum Polda Papua tanggal 12 Maret 2024.

Menindaklanjuti hal tersebut, Divisi Hukum & Kepatuhan telah melakukan koordinasi dengan Penyidik Ditreskrimum Polda Papua, di mana telah diserahkan dokumen-dokumen yang berkaitan dengan kejadian dimaksud serta dilakukan permintaan keterangan Berita Acara Pemeriksaan terhadap Pegawai PT PELNI (Persero) dan ABK KM Labobar. Terkait perkara tersebut, telah dilakukan pertemuan mediasi antara PT PELNI (Persero) yang diwakili oleh Kuasa Hukum, PT PELNI (Persero) Cabang Jayapura, dan perwakilan keluarga Sdr. Abed Pigome sebagaimana tertuang dalam Surat Ditreskrimum Polda Papua Nomor: B/1103/X/RES.1.5./2024/Ditreskrimum tanggal 29 Oktober 2024 perihal undangan mediasi di Ruangan Unit IV Subdit III Jatanras Ditreskrimum Polda Papua.

46. *LITIGATION CASES* *(continued)*

h. *Alleged Criminal Offense of Forgery and Embezzlement Related to Operational Activities at PT PELNI (Persero) Namlea Branch Office (continued)*

(3) Furthermore, there has been the designation of a new Suspect by the Investigator as stated in Police Letter Number B/40.a/XII/RES.1.11./2025/Satreskrim dated 22 December 2025 regarding the Notification Letter on the Progress of the Investigation (SP2HP).

Legal Status: On Progress

i. Alleged Criminal Act on KM Labobar

Related to the alleged case of missing passengers on KM Labobar on the way from Nabire Port to Jayapura Port, Investigators of the Directorate of General Criminal Investigation (Ditreskrimum) of Papua Police have conducted an investigation into the alleged criminal act of kidnapping as stated in the Investigation Order Number: Sp-Lidik/274/III/RES.1.5./2024/Ditreskrimum dated March 19, 2024, based on a complaint letter from LBH Papua to the Director of Reskrimum of Papua Police dated March 12, 2024.

Following up on this matter, the Legal & Compliance Division has coordinated with the Investigator of Ditreskrimum Polda Papua, where documents related to the incident have been submitted and a request for information on the Minutes of Examination of PT PELNI (Persero) employees and KM Labobar crew members. Related to the case, a mediation meeting has been held between PT PELNI (Persero) represented by the Attorney, PT PELNI (Persero) Jayapura Branch, and representatives of the family of Mr. Abed Pigome as stated in the Letter of Ditreskrimum Polda Papua Number: B/1103/X/RES.1.5./2024/Ditreskrimum dated October 29, 2024 regarding mediation invitation in Unit IV Subdit III Jatanras Ditreskrimum Polda Papua Room.

46. PERKARA-PERKARA LITIGASI (lanjutan)

i. Dugaan Tindak Pidana di KM Labobar (lanjutan)

Dalam perkembangannya, Divisi Hukum & Kepatuhan bersama Kuasa Hukum PT PELNI (Persero) telah melakukan koordinasi dengan Penyidik Ditreskrimum Polda Papua untuk menyelesaikan perkara secara kekeluargaan, dan telah dilakukan pertemuan untuk penyelesaian melalui mekanisme Restorative Justice (RJ), yang kemudian ditandatangani Surat Pernyataan dan Surat Kesepakatan Perdamaian. Berdasarkan kesepakatan tersebut, perwakilan keluarga Sdr. Abed Pigome telah membuat Surat Permohonan Pencabutan Laporan kepada Direktur Reskrimum Polda Papua pada tanggal 19 Desember 2024 yang pada intinya menyatakan bahwa perkara telah diselesaikan secara kekeluargaan dan tidak akan menuntut secara hukum di kemudian hari terhadap pihak PT PELNI (Persero). Saat ini, Divisi Hukum & Kepatuhan masih menunggu SP2HP (Surat Pemberitahuan Perkembangan Hasil Penyelidikan) dari Penyidik Ditreskrimum Polda Papua, yang terus dikoordinasikan oleh Kuasa Hukum PT PELNI (Persero).

Tindak lanjut tahun 2025: Penyidik Polda Papua telah menerbitkan Surat Perintah Penghentian Penyelidikan Nomor: SPPP/59/III/RES.1.5/2025/Ditreskrimum tanggal 10 Maret 2025 yang pada pokoknya menghentikan perkara dimaksud.

Status Hukum : Selesai

j. Penanganan Aset yang Terletak di Jl. Moh. Hatta, Kendari, Sulawesi Tenggara

Pada tanggal 17 Oktober 2024, PT PELNI (Persero) telah membuat laporan polisi sebagaimana tercantum dalam LP/B/330/X/2024/SPKT/POLDA terkait penguasaan sebagian aset milik PT PELNI (Persero) oleh pihak ketiga yang dilaporkan, yakni Sdr. Sukma Ali Putra. Selanjutnya, pada tanggal 5 November 2024 telah dilakukan pemeriksaan saksi oleh Penyidik Polda Sulawesi Tenggara terhadap Kepala Cabang Kendari dan Kepala Urusan Operasi & Layanan Cabang Kendari. Kemudian, pada tanggal 12 Desember 2024, penyidik juga melakukan pemeriksaan saksi terhadap Sdri. Fanny Puspita.

46. *LITIGATION CASES* *(continued)*

i. Alleged Criminal Act on KM Labobar (continued)

As the case progressed, the Legal & Compliance Division and PT PELNI (Persero)'s Legal Counsel coordinated with the Ditreskrimum investigators to pursue a familial resolution, and a meeting was held to settle the case through Restorative Justice (RJ), resulting in the signing of a Statement Letter and a Peace Agreement. Following this agreement, the family representative of Mr. Abed Pigome submitted a Letter of Withdrawal of the Complaint to the Director of Ditreskrimum Papua Regional Police on December 19, 2024, stating that the matter had been resolved amicably and that no legal action would be pursued against PT PELNI (Persero) in the future. Currently, the Legal & Compliance Division is awaiting the SP2HP (Notification Letter on the Progress of Investigation) from the Ditreskrimum Papua investigators, which continues to be coordinated by PT PELNI (Persero)'s Legal Counsel.

Follow-up in 2025: The Investigator of the Papua Regional Police (Polda Papua) has issued an Order to Terminate the Investigation (SP3) Number: SPPP/59/III/RES.1.5/2025/Ditreskrimum dated March 10, 2025, which essentially states that the case has been discontinued.

Legal Status: Closed

j. *Handling of Assets Located on Jl. Moh. Hatta, Kendari, Southeast Sulawesi*

On October 17, 2024, PT PELNI (Persero) filed a police report, as documented in LP/B/330/X/2024/SPKT/POLDA, regarding the unauthorized possession of certain assets belonging to PT PELNI (Persero) by the reported third party, Mr. Sukma Ali Putra. Subsequently, on November 5, 2024, the Southeast Sulawesi Regional Police investigators questioned the Head of the Kendari Branch and the Head of Operations & Services at the Kendari Branch. Then, on December 12, 2024, investigators also questioned Ms. Fanny Puspita.

46. PERKARA-PERKARA LITIGASI (lanjutan)

j. Penanganan Aset yang Terletak di Jl. Moh. Hatta, Kendari, Sulawesi Tenggara (lanjutan)

Tindak lanjut tahun 2025:
(1) Telah dilaksanakan agenda sidang Replik pada tanggal 27 Februari 2025 di Pengadilan Negeri Kendari;
(2) Telah dilaksanakan agenda sidang Duplik pada tanggal 6 Maret 2025 di Pengadilan Negeri Kendari;
(3) Telah dilaksanakan agenda sidang pemeriksaan setempat pada tanggal 09 Mei 2025 di Pengadilan Negeri Kendari;
(4) Telah dilaksanakan agenda sidang pembuktian kedua belah pihak pada tanggal 3 Juli dan 10 Juli 2025 di Pengadilan Negeri Kendari;
(5) Telah dilaksanakan agenda sidang kesimpulan kedua belah pihak pada tanggal 17 Juli dan 24 Juli 2025;
(6) Pada tanggal 21 Agustus 2025 majelis hakim pengadilan negeri mengeluarkan putusan atas perkara Nomor: 130/Pdt.G/2024/PN Kdi, yang pada intinya Gugatan dari Penggugat yakni Sukma Ali dkk (pihak ketiga) tidak dapat diterima karena kurang pihak (PT PELNI memenangkan perkara dimaksud).

Status Hukum : Selesai

k. Penanganan Aset yang terletak di Jl. Moh. Fasial Nomor 6, Selong, Nusa Tenggara Barat

Pada tanggal 4 Maret 2021, PT PELNI (Persero) melalui kuasa hukumnya telah melaporkan pihak ketiga ke Kepolisian Daerah Nusa Tenggara Barat (Polda Nusa Tenggara Barat) berdasarkan Laporan Polisi Nomor: LP/74/III/2021/Nusa Tenggara Barat/SPKT, terkait dugaan tindak pidana penguasaan aset milik PT PELNI (Persero) tanpa izin yang berlokasi di Jl. H. Moh. Faisal Nomor 6, RT 004 RW 002, Kelurahan Sandubaya, Kecamatan Selong, Kabupaten Lombok Timur, Provinsi Nusa Tenggara Barat.

46. *LITIGATION CASES* *(continued)*

j. *Handling of Assets Located on Jl. Moh. Hatta, Kendari, Southeast Sulawesi (continued)*

Follow-up in 2025:
(1) The reply hearing (Replik) was held on 27 February 2025 at the District Court of Kendari.
(2) The rejoinder hearing (Duplik) was held on 6 March 2025 at the District Court of Kendari.
(3) The on-site inspection hearing was held on 09 May 2025 at the District Court of Kendari.
(4) The evidentiary hearings of both parties were held on 3 July and 10 July 2025 at the District Court of Kendari.
(5) The conclusion hearings of both parties were held on 17 July and 24 July 2025.
(6) On 21 August 2025, the panel of judges of the district court issued a decision in Case Number: 130/Pdt.G/2024/PN Kdi, which essentially stated that the claim filed by the Plaintiffs, namely Sukma Ali et al. (third party), was declared inadmissible due to lack of parties (PT PELNI won the case in question).

Legal Status: Closed

k. Management of the property located at 6 Jl. Moh. Fasial, Selong, West Nusa Tenggara

On March 4, 2021, PT PELNI (Persero), through its legal counsel, reported a third party to the West Nusa Tenggara Regional Police (Polda Nusa Tenggara Barat) under Police Report Number: LP/74/III/2021/Nusa Tenggara Barat/SPKT, concerning the alleged unlawful occupation of PT PELNI (Persero)'s asset located at Jl. H. Moh. Faisal No. 6, RT 004 RW 002, Sandubaya Sub-district, Selong District, East Lombok Regency, West Nusa Tenggara Province.

46. PERKARA-PERKARA LITIGASI (lanjutan)

k. Penanganan Aset yang terletak di Jl. Moh. Fasial Nomor 6, Selong, Nusa Tenggara Barat (lanjutan)

Selanjutnya, pada tanggal 4 September 2023, Polda Nusa Tenggara Barat menerbitkan surat pemberitahuan penetapan tersangka dengan Nomor: B/331/IX/RES.1.24/2023/Ditreskrimum. Pada tanggal 20 September 2023, PT PELNI (Persero) melalui kuasa hukumnya melakukan koordinasi dengan penyidik Polda Nusa Tenggara Barat dan Aspidum Kejaksaan Tinggi Nusa Tenggara Barat terkait status tersangka atas nama Sdr. Irpandardiri. Pemeriksaan Berita Acara Pemeriksaan (BAP) terhadap Sdr. Irpandardiri sebagai tersangka dilaksanakan pada tanggal 23 September 2023. Pada tanggal 19 November 2024 Majelis Hakim memutuskan perkara Perdata terkait Putusan Peninjauan Kembali (PK) Nomor: 1312/PK/Pdt/2024 (347/HK/PK.HT.08.01.SK/9/2024/PN Sel); Menolak permohonan PK dari penggugat yakni Irpandardari dkk, (PT PELNI (Persero)) menang dalam perkara tersebut.

Status Hukum : Selesai

l. Gugatan Perselisihan Hubungan Industrial dalam Perkara Nomor 228/Pdt.Sus PHI/2024/PN.Jkt.Pst atas nama Suyatno dkk.

Dalam pokok perkara, Para Penggugat memohon kepada Majelis Hakim agar memutuskan PT PELNI (Persero) untuk membayar secara tunai dan sekaligus kepada para penggugat berupa uang pesangon, penghargaan masa kerja, uang penggantian hak, dan uang pisah atas dasar kekurangan pembayaran sebagaimana diatur dalam Peraturan Pemerintah Nomor 35 Tahun 2021 tentang Perjanjian Kerja Waktu Tertentu, Alih Daya, Waktu Kerja dan Waktu Istirahat & Pemutusan Hubungan Kerja, serta Perjanjian Kerja Bersama PT PELNI (Persero) dengan Serikat Pekerja Pelni Periode 2023–2025.

PT PELNI (Persero) telah mengikuti proses persidangan dengan agenda Pemeriksaan Kelengkapan Legal Standing, Penyampaian Jawaban Tergugat, Replik-Duplik, Pembuktian, dan Kesimpulan. Adapun Putusan Majelis Hakim dijadwalkan dibacakan pada tanggal 16 Januari 2025 melalui E-Court.

46. *LITIGATION CASES* *(continued)*

k. Management of the property located at 6 Jl. Moh. Fasial, Selong, West Nusa Tenggara (continued)

Subsequently, on September 4, 2023, Polda Nusa Tenggara Barat issued a notification letter of suspect designation under Number: B/331/IX/RES.1.24/2023/Ditreskrimum. PT PELNI (Persero), through its legal counsel, then coordinated with investigators at Polda Nusa Tenggara Barat and the Head of the General Crimes Division at the Nusa Tenggara Barat High Prosecutor's Office on September 20, 2023, regarding the suspect status of Mr. Irpandardiri. On September 23, 2023, Mr. Irpandardiri underwent an official examination (BAP) in his capacity as a suspect.On 19 November 2024, the Panel of Judges rendered a decision in the civil case concerning the Judicial Review (PK) Decision Number: 1312/PK/Pdt/2024 (347/HK/PK.HT.08.01.SK/9/2024/PN Sel), rejecting the Judicial Review petition filed by the Plaintiffs, namely Irpandardari et al., and PT PELNI (Persero) prevailed in the case.

Legal Status: Closed

l. Employment Dispute Lawsuit in Case Number 228/Pdt.Sus PHI/2024/PN.Jkt.Pst on behalf of Suyatno et al

In essence, the plaintiffs are requesting the panel of judges to rule that PT PELNI (Persero) pay in full and in a lump sum severance pay, long service awards, compensation rights, and separation pay to the plaintiffs, based on the underpayment as stipulated in Government Regulation Number 35 of 2021 concerning Fixed-Term Employment Agreements, Outsourcing, Working Hours and Rest Periods & Termination of Employment, and the 2023–2025 Collective Labor Agreement between PT PELNI (Persero) and the Pelni Workers' Union.

PT PELNI (Persero) has participated in the court proceedings, which included the examination of legal standing documents, submission of responses and rebuttals, presentation of evidence, and closing statements. The verdict is scheduled to be issued on 16 January 2025 via E-Court.

46. PERKARA-PERKARA LITIGASI (lanjutan)

l. Gugatan Perselisihan Hubungan Industrial dalam Perkara Nomor 228/Pdt.Sus PHI/2024/PN.Jkt.Pst atas nama Suyatno dkk. (lanjutan)

Tindak lanjut tahun 2025:

(1) Pada tanggal 16 Januari 2025, Majelis Hakim tingkat Pertama yang menangani perkara dimaksud telah memberikan Putusan dengan amar putusan Dalam Pokok Perkara yakni Menolak Gugatan Para Penggugat Untuk Seluruhnya dan menghukum Para Penggugat membayar biaya perkara sebesar Rp508.000,00 (lima ratus delapan ribu rupiah), sehingga berdasarkan Putusan Majelis Hakim PHI tersebut, maka PT PELNI (Persero) memenangkan perkara atas Gugatan Nomor: 228/Pdt.Sus PHI/2024/PN.Jkt.Pst yang diajukan oleh 47 Pensiunan.

(2) Bahwa atas Putusan Majelis Hakim pada tingkat Pertama tersebut, Suyatno dkk mengajukan upaya hukum kasasi sebagaimana Akta Permohonan Kasasi Elektronik Nomor 228/Pdt.Sus-PHI/2024/PN.Jkt.Pst Jo. 8/Srt.Kas-PHI/2025/PN Jkt.Pst.;

(3) Telah dilaksanakan seluruh agenda persidangan pada tingkat Kasasi, dimana Majelis Hakim pada tingkat Kasasi telah memberikan Putusan Nomor: 818 K/Pdt.Sus-PHI/2025 tanggal 26 Agustus 2025, dengan amar putusan yakni Menolak Permohonan Kasasi Para Pemohon Kasasi dan Menghukum Para Pemohon Kasasi untuk membayar biaya perkara tingkat kasasi sebesar Rp 500.000,- (lima ratus ribu rupiah), sehingga berdasarkan Putusan Majelis Hakim pada Tingkat Kasasi tersebut, PT PELNI (Persero) telah memenangkan perkara yang diajukan oleh 47 Pensiunan.

Status Hukum : Selesai

46. *LITIGATION CASES* *(continued)*

l. *Employment Dispute Lawsuit in Case Number 228/Pdt.Sus PHI/2024/PN.Jkt.Pst on behalf of Suyatno et al (continued)*

Follow-up in 2025:

(1) On 16 January 2025, the Panel of Judges at the First Instance level handling the case in question rendered a Decision with the ruling in the Principal Case stating that it rejected the Plaintiffs' claim in its entirety and ordered the Plaintiffs to pay court costs in the amount of Rp508,000.00 (five hundred eight thousand rupiah). Therefore, based on the Decision of the PHI Panel of Judges, PT PELNI (Persero) prevailed in the case concerning Claim Number: 228/Pdt.Sus PHI/2024/PN.Jkt.Pst filed by 47 Retirees.

(2) Against the Decision of the Panel of Judges at the First Instance level, Suyatno et al. filed a cassation appeal as stated in the Electronic Deed of Cassation Application Number 228/Pdt.Sus-PHI/2024/PN.Jkt.Pst Jo. 8/Srt.Kas-PHI/2025/PN Jkt.Pst.;

(3) All hearing agendas at the Cassation level have been conducted, and the Panel of Judges at the Cassation level rendered Decision Number: 818 K/Pdt.Sus-PHI/2025 dated 26 August 2025, with the ruling rejecting the Cassation Application of the Cassation Applicants and ordering the Cassation Applicants to pay cassation-level court costs in the amount of Rp 500,000 (five hundred thousand rupiah). Therefore, based on the Decision of the Panel of Judges at the Cassation level, PT PELNI (Persero) has prevailed in the case filed by the 47 Retirees.

Legal Status: Closed

46. PERKARA-PERKARA LITIGASI (lanjutan)

m. Gugatan PHI dalam Perkara Nomor 279/Pdt.Sus.PHI/2024/PN.Jkt.Pst a.n Firdaus Dkk.

Perkara perselisihan hubungan industrial antara Firdaus dkk selaku Para Penggugat dengan PT PELNI (Persero) selaku Tergugat I diajukan ke Pengadilan Hubungan Industrial pada Pengadilan Negeri Jakarta Pusat, di mana Firdaus dkk merupakan mantan pegawai PT PELNI (Persero) yang diberhentikan karena pensiun berdasarkan Surat Keputusan Direksi Nomor: 06.21/01/SK/HKO.01/2023 tanggal 21 Juni 2023 tentang Pemberhentian Dengan Hormat' Manfaat Pensiun. Atas dasar pemberhentian tersebut, para penggugat mengajukan gugatan yang terdaftar dalam perkara Nomor 279/Pdt.Sus.PHI/2024/PN.Jkt.Pst, dengan pokok permohonan agar Majelis Hakim memutuskan PT PELNI (Persero) untuk membayarkan hak-hak normatif berupa uang pesangon, penghargaan masa kerja, penggantian hak atas istirahat tahunan, tambahan 15% dari pesangon, dan uang pisah, dengan dasar penghitungan upah sesuai ketentuan Pasal 3 angka 32 Perjanjian Kerja Bersama Periode 2023–2025 antara PT PELNI (Persero) dengan Serikat Pekerja PELNI.

Tindak lanjut tahun 2025:

(1) Telah dilaksanakan seluruh agenda persidangan di Pengadilan, dan Majelis Hakim yang menangani perkara dimaksud memberikan putusan pada tanggal 03 Maret 2025 dengan amar putusan yakni Menolak Gugatan Para Penggugat untuk seluruhnya dan Menghukum Para Penggugat membayar Biaya Perkara sebesar Rp434.000.- (empat ratus tiga puluh empat ribu rupiah), sehingga berdasarkan Putusan Majelis Hakim Pengadilan Hubungan Industrial pada Pengadilan Negeri Jakarta Pusat tersebut, PT PELNI (Persero) telah memenangkan perkara atas gugatan Nomor: 279/Pdt.Sus.PHI/2024/PN.Jkt.Pst yang diajukan oleh 64 Pensiunan.

(2) Atas Putusan Majelis Hakim tersebut, Firdaus, dkk mengajukan upaya hukum kasasi sebagaimana Akta Permohonan Kasasi Elektronik Nomor 279/Pdt.Sus.PHI/2024/PN.Jkt.Pst a.n Firdaus Dkk jo 22/Srt.Kas-PHI/2025/PN Jkt.Pst tanggal 17 Maret 2025.

46. *LITIGATION CASES* *(continued)*

m. *Industrial Relations Dispute Lawsuit in Case Number 279/Pdt.Sus.PHI/2024/PN.Jkt.Pst on behalf of Firdaus et al.*

The industrial relations dispute case between Firdaus et al. as the Plaintiffs and PT PELNI (Persero) as the Defendant I was filed with the Industrial Relations Court at the Central Jakarta District Court. Firdaus et al. are former employees of PT PELNI (Persero) who were terminated due to retirement based on the Board of Directors' Decree Number: 06.21/01/SK/HKO.01/2023 dated June 21, 2023, concerning Termination with Honor and Pension Benefits. Following this termination, the Plaintiffs filed a lawsuit, registered under case number 279/Pdt.Sus.PHI/2024/PN.Jkt.Pst, in which they request the Panel of Judges to rule that PT PELNI (Persero) must pay severance pay, long service awards, compensation for unused annual leave, an additional 15% of severance pay, and separation pay to the Plaintiffs. The basis for calculating the payments is the wage provisions outlined in Article 3 point 32 of the Collective Labor Agreement for the 2023–2025 period between PT PELNI (Persero) and the PELNI Workers' Union.

Follow-up in 2025:

(1) All court hearing agendas have been conducted, and the Panel of Judges handling the case rendered a decision on 03 March 2025 with the ruling stating that it rejected the Plaintiffs' claim in its entirety and ordered the Plaintiffs to pay court costs in the amount of Rp434,000 (four hundred thirty-four thousand rupiah). Therefore, based on the Decision of the Panel of Judges of the Industrial Relations Court at the Central Jakarta District Court, PT PELNI (Persero) prevailed in the case concerning Claim Number: 279/Pdt.Sus.PHI/2024/PN.Jkt.Pst filed by 64 Retirees.

(2) Against the Decision of the Panel of Judges, Firdaus et al. filed a cassation appeal as stated in the Electronic Deed of Cassation Application Number 279/Pdt.Sus.PHI/2024/PN.Jkt.Pst a.n Firdaus Dkk jo 22/Srt.Kas-PHI/2025/PN Jkt.Pst dated 17 March 2025.

46. PERKARA-PERKARA LITIGASI (lanjutan)

m. Gugatan PHI dalam Perkara Nomor 279/Pdt.Sus.PHI/2024/PN.Jkt.Pst a.n Firdaus Dkk (lanjutan)

(3) Telah dilaksanakan seluruh agenda persidangan pada tingkat Kasasi, dimana Majelis Hakim pada tingkat Kasasi telah memberikan Putusan Nomor: 956 K/Pdt.Sus-PHI/2025 tanggal 17 September 2025, dengan amar putusan yakni Menolak Permohonan Kasasi Para Pemohon Kasasi dan Menghukum Para Pemohon Kasasi untuk membayar biaya perkara tingkat kasasi sebesar Rp 500.000,- (lima ratus ribu rupiah), sehingga berdasarkan Putusan Majelis Hakim pada Tingkat Kasasi tersebut, PT PELNI (Persero) telah memenangkan perkara yang diajukan oleh 64 Pensiunan.

Status Hukum : Selesai

***46. LITIGATION CASES** (continued)*

m. *Industrial Relations Dispute Lawsuit in Case Number 279/Pdt.Sus.PHI/2024/PN.Jkt.Pst on behalf of Firdaus et al.(continued)*

(3) All hearing agendas at the Cassation level have been conducted, and the Panel of Judges at the Cassation level rendered Decision Number: 956 K/Pdt.Sus-PHI/2025 dated 17 September 2025, with the ruling rejecting the Cassation Application of the Cassation Applicants and ordering the Cassation Applicants to pay cassation-level court costs in the amount of Rp500,000 (five hundred thousand rupiah). Therefore, based on the Decision of the Panel of Judges at the Cassation level, PT PELNI (Persero) has prevailed in the case filed by 64 Retirees.

Legal Status: Closed

47. INFORMASI PENTING LAINNYA

a. Kontribusi Kepada Negara

Informasi terkait kontribusi Perseroan kepada Negara Republik Indonesia sesuai dengan Surat Kementerian Badan Usaha Milik Negara Republik Indonesia No. S-32/DKU.MBU/08/2024, tanggal 30 Agustus 2024, tentang Pengungkapan Kontribusi Fiskal BUMN. Berikut rincian kontribusi fiskal Perseroan untuk tahun yang berakhir tanggal 31 Desember 2025 dan 2024:

47. OTHER IMPORTANT INFORMATION

a. Contribution to the State

Information related to the Company's contribution to the Republic of Indonesia in accordance with the Letter of the Ministry of State-Owned Enterprises of the Republic of Indonesia No. S-32/DKU.MBU/08/2024, dated August 30, 2024, concerning Disclosure of Fiscal Contributions of BUMN. The following are details of the Company's fiscal contributions for the years ended December 31, 2025 and 2024:

No.	Jenis Kontribusi/*Types of Contributions*	2025 (Rp)	2024 (Rp)
A.	**Pajak/*Taxes***		
1.	Pajak Penghasilan/*Tax Income*	193.690.665.079	193.712.195.879
2.	Pajak Pertambahan Nilai (PPN) dan Pajak Penjualan atas Barang Mewah (PPnBM)/ *Value Added Tax (VAT) and Sales Tax on Luxury Goods*	305.986.824.726	269.179.814.682
3.	Bea Masuk/Keluar, Bea & Cukai, dan Bea Materai/ *Import/Exit Duty, Customs & Excise, and Stamp Duty*	19.206.643.000	20.389.939.000
4.	PBB P3 ((Perkebunan, Perhutanan, Pertambangan	-	-
5.	Pajak Pemerintah Pusat Lainnya/*Other Central Government Taxes*	-	-
6.	Pajak Daerah dan Retribusi Daerah/*Local Taxes and Contributions*	1.831.968.264	6.692.774.738
	Jumlah Kontribusi Pajak/*Total Tax Contribution*	**520.716.101.069**	**489.974.724.299**
B.	**Penerimaan Negara Bukan Pajak (PNBP)/*Non-Tax State Revenue***		
1.	Dividen/*Dividend*	-	-
2.	PNBP Lainnnya/*Other Non-Tax State Revenue*	16.709.258.623	14.884.937.742
	Jumlah Kontribusi PNBP/*Total Non-Tax State Revenue*	**16.709.258.623**	**14.884.937.742**
	Jumlah Kontribusi kepada Negara/*Total Contribution to the State*	**537.425.359.692**	**504.859.662.041**

47. INFORMASI PENTING LAINNYA (lanjutan)

b. Peta Jalan Pelaksanaan *Internal Control of Financial Reporting (ICoFR)*

Berdasar pada Surat Pelaksana Tugas Deputi Bidang Keuangan dan Manajemen Risiko Kementerian Badan Usaha Milik Negara No.S-5/DKU.MBU/02/2025, tentang Penetapan Peta Jalan Implementasi ICoFR BUMN dapat diinformasikan peta jalan untuk kategori Sistemik B sebagai berikut:

Tahapan/ *Phases*	**Laporan Keuangan/ *Financial Reporting* 2025**	**Laporan Keuangan/ *Financial Reporting* 2026**	**Laporan Keuangan/ *Financial Reporting* 2027**	**Laporan Keuangan 2028 dan Seterusnya/ *Financial Report 2028 and Beyond***
Perancangan dan Implementasi/ *Design and Implementation*	Tingkat Induk/ *Parent Level*	Tingkat Konsolidasi/ *Consolidation Level*	Tingkat Konsolidasi/ *Consolidation Level*	Tingkat Konsolidasi/ *Consolidation Level*
Pemantauan Berkelanjutan/ *Continuous Monitoring*		Tingkat Induk/ *Parent Level*	Tingkat Konsolidasi/ *Consolidation Level*	Tingkat Konsolidasi/ *Consolidation Level*
Evaluasi dan Remediasi/ *Evaluation and Remediation*		Tingkat Induk/ *Parent Level*	Tingkat Konsolidasi/ *Consolidation Level*	Tingkat Konsolidasi/ *Consolidation Level*
Asesmen Manajamen/ *Management Assesment*			Tingkat Induk/ *Parent Level*	Tingkat Konsolidasi/ *Consolidation Level*
Asurans oleh Praktisi Eksternal/ *Assurance by External Practitioners*			Tingkat Induk/ *Parent Level*	Tingkat Konsolidasi/ *Consolidation Level*

Sebagai tindak lanjut atas peta jalan yang ditetapkan tersebut, Perseroan membentuk tim yang bertanggung jawab atas pengimplementasian ICoFR pada Perseroan melalui Surat Keputusan Direksi No.03.13/01/SK/HKO.01/2025, tanggal 13 Maret 2025, tentang Tim Pelaksana Pengendalian Internal atas Pelaporan Keuangan PT PELNI (Persero).

48. PERISTIWA SETELAH PERIODE PELAPORAN

a) Perubahan Anggaran Dasar Perseroan

Berdasarkan Akta No. 1, tanggal 2 Februari 2026, Notaris Ida Adiningsih, SH., tentang Salinan Keputusan Para Pemegang Saham PT Pelayaran Nasional Indonesia (Persero), No. 34 Tahun 2026 dan No. SK.031/DI-DAM/DO/2026, tanggal 5 Januari 2026, tentang Persetujuan Pengalihan Saham, Perubahan Struktur Permodalan dan Perubahan Anggaran Dasar PT Pelayaran Nasional Indonesia (Persero), dan telah mendapatkan telah tercatat pada Sistem Adiministrasi Hukum Kementerian Hukum Republik Indonesia No. AHU-0039032.AH.01.11 Tahun 2026, tanggal 23 Februari 2026, berikut perubahan Anggaran Dasar Perseroan, terkait maksud dan tujuan serta kegiatan usaha, dan modal saham:

***47. OTHER IMPORTANT INFORMATION** (continued)*

b. Roadmap for Implementation of Internal Control of Financial Reporting (ICoFR)

Based on the Letter of the Acting Deputy for Finance and Risk Management of the Ministry of State-Owned Enterprises No. S-5/DKU.MBU/02/2025, concerning the Determination of the BUMN ICoFR Implementation Roadmap, the roadmap for the Systemic B category can be informed as follows:

As a follow-up to the established roadmap, the Company has formed a team responsible for implementing ICoFR in the Company through the Decree of the Board of Directors No. 03.13/01/SK/HKO.01/2025, dated March 13, 2025, concerning the Internal Control Implementation Team for Financial Reporting of PT PELNI (Persero).

48. EVENT AFTER REPORTING PERIOD

a) Amendments to the Company's Articles of Association

Based on Deed No. 1, dated February 2, 2026, Notary Ida Adiningsih, SH., concerning Copy of Decision of Shareholders of PT Pelayaran Nasional Indonesia (Persero), No. 34 of 2026 and No. SK.031/DI-DAM/DO/2026, dated January 5, 2026, concerning Approval of Share Transfer, Changes in Capital Structure and Changes to Articles of Association of PT Pelayaran Nasional Indonesia (Persero), and has been recorded in the Legal Administration System of the Ministry of Law of the Republic of Indonesia No. AHU-0039032.AH.01.11 of 2026, dated February 23, 2026, the following are changes to the Company's Articles of Association, related to the aims and objectives and business activities, and share capital:

48. PERISTIWA SETELAH PERIODE PELAPORAN (lanjutan)

a) Perubahan Anggaran Dasar Perseroan (lanjutan)

Pasal 3
Maksud dan Tujuan serta Kegiatan Usaha

Maksud dan tujuan Perseroan adalah melakukan usaha di bidang pelayaran serta melakukan optimalisasi pemanfaat sumber daya Perseroan berdasarkan prinsip tata kelola perusahaan yang baik. Untuk mencapai maksud dan tujuan tersebut, Perseroan melaksanakan kegiatan usaha utama sebagai berikut:

a. Angkutan Laut Dalam Negeri Liner dan Tramper untuk Penumpang;
b. Angkutan Laut Perairan Pelabuhan Dalam Negeri untuk Penumpang;
c. Angkutan Laut Dalam Negeri untuk Wisata;
d. Angkutan Laut Dalam Negeri Perintis untuk Penumpang;
e. Angkutan Laut Luar Negeri Liner dan Tramper untuk Penumpang;
f. Angkutan Laut Luar Negeri untuk Wisata;
g. Angkutan Laut Dalam Negeri untuk Barang Umum;
h. Angkutan Laut Perairan Pelabuhan Dalam Negeri untuk Barang;
i. Angkutan Laut Dalam Negeri untuk Barang Khusus;
j. Angkutan Laut Dalam Negeri Perintis untuk Barang;
k. Angkutan Laut Luar Negeri untuk Barang Umum;
l. Angkutan Laut Luar Negeri untuk Barang Khusus;
m. Aktivitas Penunjang Pertambangan dan Penggalian Lainnya;
n. Pengadaan armada dan kelengkapannya untuk menyelenggarakan pengangkutan penumpang
o. Pergudangan dan Penyimpanan;
p. Aktivitas Cold Storage;
q. Aktivitas Bounded Warehousing atau Wilayah Kawasan Berikat;
r. Pengelolaan Gudang Sistem Resi Gudang;
s. Pergudangan dan Penyimpanan Lainnya;
t. Aktivitas Pelayanan Kepelabuhanan Laut;

48. ***EVENT AFTER REPORTING PERIOD*** *(continued)*

a) Amendments to the Company's Articles of Association *(continued)*

Article 3
Purpose and Objectives and Business Activities

The Company's purpose and objective is to conduct business in the shipping sector and to optimize the utilization of the Company's resources based on the principles of good corporate governance. To achieve these purposes and objectives, the Company carries out the following core business activities:

a. Domestic Sea Transportation Liner and Tramper for Passengers;
b. Domestic Port Water Sea Transportation for Passengers;
c. Domestic Sea Transportation for Tourism;
d. Pioneer Domestic Sea Transportation for Passengers;
e. International Sea Transportation of Liners and Trampers for Passengers;
f. International Sea Transportation for Tourism;
g. Domestic Sea Transportation for General Goods;
h. Domestic Sea Transportation for Goods within Port Waters;
i. Domestic Sea Transportation for Special Goods;
j. Pioneer Domestic Sea Transportation for Goods;
k. International Sea Transportation for General Goods;
l. International Sea Transportation for Special Goods;
m. Mining and Other Excavation Support Activities;
n. Procurement of fleet and equipment to organize passenger and goods transportation;
o. Warehousing and Storage;
p. Cold Storage Activities
q. Bounded Warehousing Activities or Bonded Zone Areas;
r. Warehouse Management Warehouse Receipt System;
s. Warehousing and Other Storage;
t. Sea Port Service Activities;

48. PERISTIWA SETELAH PERIODE PELAPORAN (lanjutan)

a) Perubahan Anggaran Dasar Perseroan (lanjutan)

Pasal 3 (lanjutan)
Maksud dan Tujuan serta Kegiatan Usaha

u. Aktivitas Pengelolaan Kapal;
v. Aktivitas Penunjang Angkutan Perairan Lainnya;
w. Jasa Pengurusan Transportasi (JPT);
x. Aktivitas Ekspedisi Muatan Kapal (EMKL);
y. Angkutan Multimoda;
z. Jasa Keagenan Kapal/Agen Perkapalan Perusahaan Pelayaran;
aa. Aktivitas Penunjang Angkutan Lain YTDL;

bb. Portal Web dan/atau Platform Digital dengan Tujuan Komersial;
cc. Perdagangan Besar atas Dasar Balas Jasa (Fee) atau Kontrak;
dd. Perdagangan Besar Hasil Perikanan;
ee. Perdagangan Besar Beras;
ff. Perdagangan Besar Buah-Buahan;
gg. Perdagangan Besar Sayuran;
hh. Perdagangan Besar Kopi, Teh dan Kakao;
ii. Perdagangan Besar Bahan Makanan dan Minuman Hasil Pertanian Lainnya;
jj. Perdagangan Besar Daging Sapi dan Daging Sapi Olahan;
kk. Perdagangan Besar Daging Ayam dan Daging Ayam Olahan;
ll. Perdagangan Besar Daging dan Daging Olahan Lainnya;
mm Perdagangan Besar Hasil Olahan Perikanan;

nn. Perdagangan Besar Telur dan Hasil Olahan Telur;
oo. Perdagangan Besar Susu dan Produk Susu;
pp. Perdagangan Besar Minyak dan Lemak Hewani;
qq. Perdagangan Besar Makanan dan Minimum Lainnya;
rr. Perdagangan Eceran Hasil Perikanan;
ss. Perdagangan Eceran Hasil Pertanian Lainnya;
tt. Perdagangan Eceran Beras;
uu. Reparasi Mesin untuk Keperluan Umum;
vv. Reparasi Kapal, Perahu dan Bangunan Terapung;
ww. Aktivitas Konsultasi Pariwisata;
xx. Aktivitas Konsultasi Transportasi; dan
yy. Kegiatan Penunjang Pendidikan.

48. *EVENT AFTER REPORTING PERIOD* *(continued)*

a) Amendments to the Company's Articles of Association *(continued)*

Article 3 (continued)
Purpose and Objectives and Business Activities

u. Ship Management Activities;
v. Other Water Transportation Support Activities;
w. Transportation Management Services (JPT);
x. Ship Freight Forwarding Activities (EMKL);
y. Multimodal Transport;
z. Shipping Agency Services/Shipping Agent for Shipping Companies;
aa. Other Transportation Supporting Activities YTDL;
bb. Web Portals and/or Digital Platforms with Commercial Purposes;
cc. Wholesale Trade on a Fee or Contract Basis;

dd. Wholesale Trade in Fishery Products;
ee. Rice Wholesale Trade;
ff. Wholesale Fruit Trade;
gg. Wholesale Vegetable Trade;
hh. Wholesale Trade of Coffee, Tea and Cocoa;
ii. Wholesale Trade of Foodstuffs and Beverages and Other Agricultural Products;
jj. Wholesale Trade of Beef and Processed Beef;

kk. Wholesale Trade of Chicken Meat and Processed Chicken Meat;
ll. Wholesale Trade of Meat and Other Processed Meat;
mm. Wholesale Trade in Processed Fishery Products;
nn. Wholesale Trade in Eggs and Egg Products;

oo. Wholesale in Milk and Dairy Products;
pp. Wholesale Trade in Animal Oils and Fats;
qq. Wholesale of Other Food and Beverages;

rr. Retail Trade of Fishery Products;
ss. Retail Trade of Other Agricultural Products;
tt. Retail Trade of Rice;
uu. Machine Repair for General Purposes;
vv. Repair of Ships, Boats and Floating Structures;

ww. Tourism Consulting Activities;
xx. Transportation Consulting Activities; and
yy. Educational Support Activities.

48. PERISTIWA SETELAH PERIODE PELAPORAN (lanjutan)

a) Perubahan Anggaran Dasar Perseroan (lanjutan)

Pasal 4
Modal

1. Modal dasar Perseroan ini ditetapkan sebesar Rp.13.000.000.000.000,00 (tiga belas triliun rupiah), yang terbagai atas:

   a. 130 (seratus tiga puluh) lembar saham seri A Dwi Warna dengan nilai nominal sebesar Rp1.000.000 (satu juta rupiah) atau seluruhnya dengan nilai nominal Rp130.000.000.000 (seratus tiga puluh miliar rupiah);

   b. 12.870.000 (dua belas juta delapan ratus tujuh puluh ribu) lembar saham seri B, masing-masing saham dengan nilai nominal sebesar Rp1.000.000 (satu juta rupiah) atau seluruhnya dengan nilai nominal Rp12.870.000.000.000,00 (dua belas triliun delapan ratus tujuh puluh milliar rupiah);

2. Dari modal dasar tersebut telah ditempatkan dan diambil bagian oleh Para Pemegang Saham sebanyak 11.629.900 (sebelas juta enam ratus dua puluh sembilan ribu sembilan ratus) lembar saham atau seluruhnya sebesar Rp11.629.900.000.000 (sebelas triliun enam ratus dua puluh sembilan miliar sembilan ratus juta rupiah) yang terdiri dari:

   a. 116.299 (seratus enam belas ribu dua ratus sembilan puluh sembilan) lembar saham seri A Dwi Warna, masing-masing saham dengan nilai nominal sebesar Rp1.000.000,00 (satu juta rupiah) sehingga keseluruhannya menjadi Rp116.299.000.000,00 (seratus enam belas miliar dua ratus sembilan puluh sembilan juta rupiah); dan

   b. 11.513.601 (sebelas juta lima ratus tiga belas juta enam ratus satu) lembar saham seri B, masing-masing saham dengan nilai nominal sebesar Rp1.000.000,00 (satu juta rupiah) sehingga keseluruhannya menjadi senilai Rp11.513.601.000.000,00 (sebelas triliun lima ratus tiga belas miliar enam ratus satu juta rupiah).

48. ***EVENT AFTER REPORTING PERIOD*** *(continued)*

a) Amendments to the Company's Articles of Association *(continued)*

Article 4
Capital

1. The authorized capital of this Company is set at Rp. 13,000,000,000,000.00 (thirteen trillion rupiah), which is divided into:

   a. 130 (one hundred and thirty) series A Dwi Warna shares with a nominal value of IDR1,000,000 (one million rupiah) or a total nominal value of IDR130,000,000,000 (one hundred and thirty billion rupiah);

   b. 12,870,000 (twelve million eight hundred and seventy thousand) series B shares, each share with a nominal value of IDR1,000,000 (one million rupiah) or a total nominal value of IDR12,870,000,000,000.00 (twelve trillion eight hundred and seventy billion rupiah);

2. Of the authorized capital 11,629,900 (eleven million six hundred twenty nine thousand nine hundred) shares have been placed and taken up by the Shareholders or a total of IDR11,629,900,000,000 (eleven trillion six hundred twenty nine billion nine hundred million rupiah) consisting of:

   a. 116,299 (one hundred sixteen thousand two hundred ninety nine) shares of series A Dwi Warna, each share with a nominal value of IDR1,000,000.00 (one million rupiah) so that the total becomes IDR116,299,000,000.00 (one hundred sixteen billion two hundred ninety nine million rupiah); and

   b. 11,513,601 (eleven million five hundred thirteen million six hundred and one) series B shares, each share with a nominal value of IDR1,000,000.00 (one million rupiah) so that the total is worth IDR11,513,601,000,000.00 (eleven trillion five hundred thirteen billion six hundred and one million rupiah).

48. PERISTIWA SETELAH PERIODE PELAPORAN (lanjutan)

a) Perubahan Anggaran Dasar Perseroan (lanjutan)

Pasal 4 (lanjutan)
Modal

3. 100% (seratus persen) dari nilai setiap saham yang ditempatkan tersebut di atas, atau seluruhnya berjumlah Rp11.629.900.000.000,00 (sebelas triliun enam ratus dua puluh sembilan miliar sembilan ratus juta rupiah) telah disetor penuh oleh Para Pemegang Saham dengan perincian sebagai berikut:

   a. Negara Republik Indonesia sebanyak 116.299 (seratus enam belas ribu dua ratus sembilan puluh sembilan) lembar saham Seri A Dwi Warna, dengan nilai nominal seluruhnya Rp116.299.000.000,00 (seratus enam belas miliar dua ratus sembilan puluh sembilan juta rupiah); dan

   b. PT Danantara Aset Management (Persero) sebanyak 11.513.601 (sebelas juta lima ratus tiga belas juta enam ratus satu) lembar saham Seri B, dengan nilai nominal seluruhnya Rp11.513.601.000.000,00 (sebelas triliun lima ratus tiga belas miliar enam ratus satu juta rupiah).

b) Perubahan Susunan Dewan Komisaris

Berdasarkan Keputusan Para Pemegang Saham Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia Nomor: 107 Tahun 2026 dan Nomor: SK.045/DI-DAM/DO/2026, tanggal 30 Januari 2026, tentang Pemberhentian dan Pengangkatan Komisaris Utama Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia, dan telah di Akta Notariskan Nomor: 3, tanggal 9 Februari 2026, Notaris Ida Adiningsih, SH, susunan Dewan Komisaris menjadi sebagai berikut:

48. *EVENT AFTER REPORTING PERIOD* *(continued)*

a) Amendments to the Company's Articles of Association *(continued)*

Article 4 (continued)
Capital

3. 100% (one hundred percent) of the par value of each of the shares issued as stated above, or a total of Rp11,629,900,000,000.00 (eleven trillion six hundred twenty-nine billion nine hundred million rupiah), has been fully paid up by the Shareholders, as detailed below:

   a. The Republic of Indonesia holds 116,299 (one hundred sixteen thousand two hundred ninety-nine) shares of Dwi Warna Series A stock, with a total par value of Rp116,299,000,000.00 (one hundred sixteen billion two hundred ninety-nine million rupiah); and

   b. PT Danantara Aset Management (Persero) holds 11,513,601 (eleven million five hundred thirteen thousand six hundred one) Series B shares, with a total par value of Rp11,513,601,000,000.00 (eleven trillion five hundred thirteen billion six hundred one million rupiah).

b) Changes to the Composition of the Board of Commissioners

Based on the Decision of the Shareholders of the State-Owned Enterprise (Persero) PT Pelayaran Nasional Indonesia No. 107 of 2026 and No. SK.045/DI-DAM/DO/2026, dated January 30, 2026, regarding the Dismissal and Appointment of the President Commissioner of the State-Owned Enterprise (Persero) PT Pelayaran Nasional Indonesia, and as recorded in Notarial Deed No. 3, dated February 9, 2026, by Notary Ida Adiningsih, SH, the composition of the Board of Commissioners is as follows:

Komisaris Utama	:	Soenarko Gatie Atmojo	:	*President Commisioner*
Komisaris Independen	:	Sosialisman Hidayat Hasibuan	:	*Independent Commissioner*
Komisaris	:	H. Moekhlas Sidik, MPA	:	*Commissioner*
Komisaris	:	Faturohman	:	*Commissioner*
Komisaris	:	Budi Mantoro	:	*Commissioner*

48. PERISTIWA SETELAH PERIODE PELAPORAN (lanjutan)

c) Pembubaran Dana Pensiun PT.PELNI (Persero)

Sebagai tindak lanjut atas Surat Menteri BUMN No.S-560/MBU/09/2022, tanggal 05 September 2022, tentang Evaluasi Tingkat Kesehatan dan Pengelolaan Dana Pensiun di Lingkungan Badan Usaha Milik Negara, PT PELNI (Persero) melaksanakan uji tuntas/*due diligence* terkait evaluasi tingkat kesehatan pengelolaan dana pensiun pegawai meliputi aspek hukum, keuangan dan perpajakan serta aktuaria pada Dana Pensiun PELNI.

Berdasarkan hasil uji tuntas/*due diligence* yang telah dilaksanakan, ditunjuklah konsultan untuk menyusun roadmap penyehatan Dana Pensiun PELNI dengan hasil keputusan, yaitu Manajemen akan membayarkan manfaat pensiun sekaligus, kemudian untuk peserta yang tersisa akan dialihkan dari Program Pensiun Manfaat Pasti (PPMP) menjadi Program Pensiun Iuran Pasti (PPIP).

Sebagai tindak lanjut atas keputusan tersebut, pada tahun 2025, Manajemen PT PELNI (Persero) menyetujui pembubaran Dana Pensiun PELNI.

Selanjutnya, Direksi PT Pelayaran Nasional Indonesia (Persero) selaku Pendiri Dana Pensiun PELNI melalui surat Nomor: 09.11/05/S-B/DU/2025, tanggal 11 September 2025, perihal Permohonan Persetujuan Pembubaran Dana Pensiun PELNI dan dokumen kelengkapan terakhir yang disampaikan pada tanggal 15 Desember 2025, telah mengajukan permohonan pembubaran Dana Pensiun PELNI dan mengajukan Likuidator.

Mendasar pada surat Direksi PT Pelayaran Nasional Indonesia (Persero) tersebut diatas, Otoritas Jasa Keuangan menerbitkan Keputusan Anggota Dewan Komisioner Otoritas Jasa Keuangan Nomor: KEP-1/D.05/2026, tanggal 05 Januari 2026, tentang Pembubaran Dana Pensiun PELNI, memutuskan antara lain:

a. Membubarkan Dana Pensiun PELNI terhitung efektif sejak tanggal 30 September 2025.
b. Sejak tanggal Keputusan ini ditetapkan, Dana Pensiun PELNI dalam proses penyelesaian likuidasi dan wajib mencantumkan frasa “dalam likuidasi” di belakang nama Dana Pensiun.

48. *EVENT AFTER REPORTING PERIOD* *(continued)*

c) Dissolution of PT. PELNI (Persero) Pension Fund

As a follow-up to the Letter of the Minister of State-Owned Enterprises No. S-560/MBU/09/2022, dated September 5, 2022, concerning the Evaluation of the Health Level and Management of Pension Funds in State-Owned Enterprises, PT PELNI (Persero) carried out due diligence related to the evaluation of the health level of employee pension fund management including legal, financial and taxation as well as actuarial aspects of the PELNI Pension Fund.

Based on the results of the due diligence that had been carried out, a consultant was appointed to prepare a roadmap for the PELNI Pension Fund's recovery, with the resulting decision being that Management would pay pension benefits at once, and the remaining participants would be transferred from the Defined Benefit Pension Program (PPMP) to the Defined Contribution Pension Program (PPIP).

As a follow-up to this decision, in 2025, the Management of PT PELNI (Persero) approved the dissolution of the PELNI Pension Fund.

Furthermore, the Board of Directors of PT Pelayaran Nasional Indonesia (Persero), as the Founder of the PELNI Pension Fund, through Letter No. 09.11/05/S-B/DU/2025, dated September 11, 2025, regarding the Request for Approval of the Dissolution of the PELNI Pension Fund and the final supporting documents submitted on December 15, 2025, has submitted a request for the dissolution of the PELNI Pension Fund and proposed a Liquidator.

Based on the aforementioned letter from the Board of Directors of PT Pelayaran Nasional Indonesia (Persero), the Financial Services Authority issued Decision of the Board of Commissioners of the Financial Services Authority No. KEP-1/D.05/2026, dated January 5, 2026, regarding the Dissolution of the PELNI Pension Fund, resolving, among other

a. The dissolution of the PELNI Pension Fund will take effect as of September 30, 2025.
b. As of the effective date of this Decision, the PELNI Pension Fund is in the process of liquidation and is required to include the phrase “in liquidation” after the name of the Pension Fund.

48. PERISTIWA SETELAH PERIODE PELAPORAN (lanjutan)

Peristiwa penting setelah periode pelaporan tersebut tidak berdampak pada penyesuaian terhadap laporan keuangan konsolidasian PT Pelayaran Nasional Indonesia (Persero) dan Entitas Anak tanggal 31 Desember 2025 dan untuk tahun yang berakhir pada tanggal tersebut.

48. *EVENT AFTER REPORTING PERIOD* *(continued)*

Significant events occurring after the reporting period did not result in any adjustments to the consolidated financial statements of PT Pelayaran Nasional Indonesia (Persero) and its subsidiaries as of December 31, 2025, and for the year ended on that date.

49. TANGGUNG JAWAB MANAJEMEN DAN PERSETUJUAN ATAS LAPORAN KEUANGAN KONSOLIDASIAN

Penyusunan dan penyajian wajar laporan keuangan konsolidasian merupakan tanggung jawab manajemen dan telah disetujui oleh Direksi untuk diterbitkan pada tanggal 31 Maret 2026.

49. MANAGEMENT RESPONSIBILITY AND APPROVAL OF CONSOLIDATED FINANCIAL STATEMENTS

The preparation and fair presentation of the consolidated financial statements are the responsibility of management and have been approved by the Board of Directors for issue on the date March 31, 2026.

INFORMASI TAMBAHAN /
ADDITIONAL INFORMATION

PT PELAYARAN NASIONAL INDONESIA (PERSERO)
LAPORAN POSISI KEUANGAN
(NERACA) - ENTITAS INDUK
Tanggal 31 Desember 2025
(Dengan Perbandingan Tanggal 31 Desember 2024)
(Dalam Rupiah Penuh, kecuali Dinyatakan Lain)

PT PELAYARAN NASIONAL INDONESIA (PERSERO)
STATEMENTS OF FINANCIAL POSITION
(BALANCE SHEETS) - PARENT ENTITY
As of Desember 31, 2025
(With Comparative as of December 31, 2024)
(Expressed In Full Rupiah, Unless Otherwise Stated)

	31 Desember/ *December* 31, 2025	31 Desember/ *December* 31, 2024	
ASET			***ASSETS***
ASET LANCAR			***CURRENT ASSETS***
Kas dan Setara Kas	3.951.752.605.446	3.992.841.996.992	*Cash and Cash Equivalents*
Piutang Usaha	75.414.335.147	64.806.643.456	*Accounts Receivables*
Aset Keuangan Lancar Lainnya	4.770.513.618.917	2.006.511.030.731	*Other Current Financial Assets*
Persediaan	549.431.532.434	454.492.569.387	*Inventories*
Pajak Dibayar Dimuka	2.577.624.877	2.986.052.848	*Prepaid Taxes*
Uang Muka	125.022.111.869	132.070.261.316	*Advances Payment*
Biaya Dibayar Dimuka	30.010.122.635	36.369.695.295	*Prepaid Expenses*
Jumlah Aset Lancar	**9.504.721.951.325**	**6.690.078.250.025**	***Total Current Assets***
ASET TIDAK LANCAR			***NON CURRENT ASSETS***
Investasi pada Entitas Asosiasi	227.402.278.010	218.729.401.463	*Investment in Assosiates*
Investasi pada Entitas Anak	744.515.905.537	756.993.756.908	*Investment in Subsidiaries*
Properti Investasi	163.197.375.000	160.926.983.000	*Invesment Properties*
Alat Produksi	1.980.841.663.660	1.970.136.345.555	*Production Equipment*
Aset Tetap	352.475.056.507	287.248.258.216	*Fixed Assets*
Aset Takberwujud	13.796.229.341	13.602.259.693	*Intangible Assets*
Aset Hak Guna	189.616.298	178.101.853	*Use Right of Assets*
Aset Pajak Tangguhan	53.100.866.616	50.272.443.957	*Deferred Tax Assets*
Aset Tidak Lancar Lainnya	69.258.490	85.382.890	*Other Non Current Assets*
Jumlah Aset Tidak Lancar	**3.535.588.249.459**	**3.458.172.933.535**	***Total Non Current Asset***
JUMLAH ASET	**13.040.310.200.784**	**10.148.251.183.560**	***TOTAL ASSETS***
LIABILITAS DAN EKUITAS			***LIABILITIES AND EQUITY***
LIABILITAS JANGKA PENDEK			***SHORT-TERM LIABILITIES***
Utang Usaha	496.130.266.094	221.941.567.167	*Trade Payables*
Beban Akrual	832.470.938.578	1.040.291.723.461	*Accrued Expenses*
Liabilitas Kontrak	88.879.130.894	87.445.571.321	*Contract Liabilities*
Utang Pajak	37.401.428.610	19.090.067.778	*Tax Payables*
Bagian Lancar atas Utang Kepada Negara	4.173.611.370	3.560.447.790	*Current Portion of Debt to the State*
Liabilitas Keuangan Jangka Pendek Lainnya	140.053.045.000	136.956.325.308	*Other Short-term Financial Assets*
Jumlah Liabilitas Jangka Pendek	**1.599.108.420.546**	**1.509.285.702.825**	***Total Short-term Liabilities***
LIABILITAS JANGKA PANJANG			***LONG-TERM LIABILITIES***
Utang Kepada Negara	25.041.668.220	24.923.134.530	*Debt to the State*
Liabilitas Imbalan Pasca Kerja Jangka Panjang	96.989.649.297	95.255.885.465	*Long-term Employee Benefits*
Pendapatan Bunga Ditangguhkan	69.384.018.487	-	*Deffered Interest Income*
Jumlah Liabilitas Jangka Panjang	**191.415.336.004**	**120.179.019.995**	***Total Long-term Liabilities***
JUMLAH LIABILITAS	**1.790.523.756.550**	**1.629.464.722.820**	***TOTAL LIABILITIES***
EKUITAS			***EQUITY***
Modal Saham - nilai nominal Rp1.000.000 per saham. Modal dasar 13.000.000 saham Modal ditempatkan dan disetor penuh – per 31 Desember 2025 dan 2024 masing-masing sebesar 9.129.900 dan 7.629.900 saham.	9.129.900.000.000	7.629.900.000.000	*Capital Stock - par value of Rp1,000,000 per share. Authorized capital: 13,000,000 shares. Issued and fully paid-in capital as of December 31, 2025, and 2024 was 9,129,900 and 7,629,900 shares, respectively.*
Penyertaan Modal Negara	2.500.143.585.642	1.500.143.585.642	*State Capital Contribution*
Tambahan Modal Disetor	397.878.907.714	397.878.907.714	*Additional Paid-in Capital*
Cadangan	1.543.866.979.147	1.543.866.979.147	*Appropriate Retained Earnings*
Saldo Laba (Defisit)	(2.258.089.208.206)	(2.460.466.230.027)	*Retained Earnings (Defisits)*
Komponen Ekuitas Lainnya	(63.913.820.063)	(92.536.781.736)	*Other Component Equity*
Jumlah Ekuitas	**11.249.786.444.234**	**8.518.786.460.740**	***Total Equity***
TOTAL LIABILITAS DAN EKUITAS	**13.040.310.200.784**	**10.148.251.183.560**	***TOTAL LIABILITIES AND EQUITY***

PT PELAYARAN NASIONAL INDONESIA (PERSERO)
LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN - ENTITAS INDUK
Untuk Tahun yang Berakhir pada Tanggal 31 Desember 2025
(Dengan Perbandingan untuk Tahun yang Berakhir pada Tanggal 31 Desember 2024)
(Dalam Rupiah Penuh, kecuali Dinyatakan Lain)

PT PELAYARAN NASIONAL INDONESIA (PERSERO)
STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME - PARENT ENTITY
For the Year Ended December 31, 2025
(With Comparative for The Year Ended December 31, 2024)
(Expressed In Full Rupiah, Unless Otherwise Stated)

	2025	2024	
Pendapatan Usaha, Bersih	5.805.309.474.951	5.662.887.940.948	*Operating Revenues, Netto*
Beban Pokok Usaha	4.992.473.995.099	4.830.413.365.486	*Operating Expenses*
Laba Kotor	**812.835.479.852**	**832.474.575.462**	***Gross Profit***
Beban Pemasaran dan Distribusi	21.275.813.896	24.019.598.467	*Distribution and Marketing Expenses*
Beban Umum dan Administrasi	702.723.682.028	696.991.846.427	*General and Administrative Expenses*
Laba (Rugi) Usaha	**88.835.983.928**	**111.463.130.568**	***Operating Profit or (Loss)***
Pendapatan Non Usaha - Bersih	189.181.466.332	165.385.243.201	*Non Operating Income - Net*
Laba Sebelum Pajak	**278.017.450.260**	**276.848.373.769**	***Profit Before Tax***
Manfaat (Beban) Pajak	75.640.428.439	82.975.100.442	*Tax Benefits (Expense)*
Laba Tahun Berjalan	**202.377.021.821**	**193.873.273.327**	***Profit for the Current Year***
Penghasilan Komprehensif Lain			***Other Comprehensive Income***
Pos-pos yang Tidak akan Direklasifikasi ke Laba Rugi:			*Items That Will Not Be Reclassified Subsequently To Profit Or Loss :*
- Keuntungan (Kerugian) Aktuarial Periode Berjalan	30.451.382.404	4.201.114.453	*Actuarial Gain (Loss) for the Period* -
- Keuntungan (Kerugian) Nilai Wajar Properti Investasi	(1.828.420.731)	855.500.000	*Fair Value Gain (Loss) on Investment Property* -
Jumlah Laba Komprehensif Tahun Berjalan	**230.999.983.494**	**198.929.887.780**	***Total Comprehensive Income of The Current Year***
Laba Bersih Per Saham Dasar	**22.166,40**	**25.409,67**	***Basic Earnings Per Share***

PT PELAYARAN NASIONAL INDONESIA (PERSERO)
LAPORAN PERUBAHAN EKUITAS - ENTITAS INDUK
Untuk Tahun yang Berakhir pada Tanggal 31 Desember 2025
(Dengan Perbandingan untuk Tahun yang Berakhir Tanggal 31 Desember 2024)
(Dalam Rupiah Penuh, kecuali Dinyatakan Lain)

PT PELAYARAN NASIONAL INDONESIA (PERSERO)
STATEMENTS OF CHANGES IN EQUITY - PARENT ENTITY
For the Year Ended December 31, 2025
(With Comparative for The Year Ended December 31, 2024)
(Expressed In Full Rupiah, Unless Otherwise Stated)

	Modal Ditempatkan Dan Disetor Penuh/ *Share Capital*	Penyertaan Modal Negara/ *Statet Capital Contribution*	Tambahan Modal Disetor/ *Additional Paid-in Capital*	Cadangan di Tentukan Penggunaannya/ *Appropriated Retained Earning*	Saldo Rugi (Defisit)/ *Retained Earnings (Accumulated Deficits)*	Komponen Ekuitas lainnya/ *Other Equity Components*	Jumlah Ekuitas/ *Total Equity*	
Saldo per 01 Januari 2024	**7.629.900.000.000**	**143.585.642**	**397.878.907.714**	**1.342.665.131.496**	**(2.453.137.655.703)**	**(97.593.396.189)**	**6.819.856.572.960**	***Balance as of January 01, 2024***
Laba Tahun Berjalan	-	-	-	-	193.873.273.327	-	193.873.273.327	*Profit for the Current Year*
Cadangan	-	-	-	201.201.847.651	(201.201.847.651)	-	-	*Reserve*
Keuntungan (Kerugian) Aktuaria	-	-	-	-	-	4.201.114.453	4.201.114.453	*Actuarial Gain (Loss)*
Keuntungan (Kerugian) Nilai Wajar Properti Investasi	-	-	-	-	-	855.500.000	855.500.000	*Fair Value Gain (Loss) on Investment Property*
Penambahan Penyertaan Modal Negara PP No. 53 Tahun 2024	-	1.500.000.000.000	-	-	-	-	1.500.000.000.000	*Increase State Capital Contribution PP No. 53 Tahun 2024*
							-	
Saldo per 31 Desember 2024	**7.629.900.000.000**	**1.500.143.585.642**	**397.878.907.714**	**1.543.866.979.147**	**(2.460.466.230.027)**	**(92.536.781.736)**	**8.518.786.460.740**	***Balance as of December 31, 2024***
Laba Tahun Berjalan	-	-	-	-	202.377.021.821	-	202.377.021.821	*Profit for the Current Year*
Cadangan	-	-	-	-		-	-	*Reserve*
Keuntungan (Kerugian) Aktuaria	-	-	-	-	-	30.451.382.404	30.451.382.404	*Actuarial Gain (Loss)*
Keuntungan (Kerugian) Nilai Wajar Properti Investasi	-	-	-	-	-	(1.828.420.731)	(1.828.420.731)	*Fair Value Gain (Loss) on Investment Property*
Penambahan Modal Ditempatkan dan Disetor Penuh	1.500.000.000.000	(1.500.000.000.000)	-	-	-	-	-	*Increase Issued and Fully Paid of Shares Capital*
Penambahan Penyertaan Modal Negara PP No. 53 Tahun 2025	-	2.500.000.000.000	-	-	-	-	2.500.000.000.000	*Increase State Capital Contribution PP No. 53 Tahun 2025*
Saldo per 31 Desember 2025	**9.129.900.000.000**	**2.500.143.585.642**	**397.878.907.714**	**1.543.866.979.147**	**(2.258.089.208.206)**	**(63.913.820.063)**	**11.249.786.444.234**	***Balance as of December 31, 2025***

PT PELAYARAN NASIONAL INDONESIA (PERSERO)
LAPORAN ARUS KAS - ENTITAS INDUK
Untuk Tahun yang Berakhir pada Tanggal 31 Desember 2025
(Dengan Perbandingan untuk Tahun yang
Berakhir pada Tanggal 31 Desember 2024)
(Dalam Rupiah Penuh, kecuali Dinyatakan Lain)

PT PELAYARAN NASIONAL INDONESIA (PERSERO)
STATEMENTS OF CASH FLOWS - PARENT ENTITY
For the Year Ended December 31, 2025
(With Comparative for The Year
Ended December 31, 2024)
(Expressed In Full Rupiah, Unless Otherwise Stated)

	2025	2024	
ARUS KAS DARI AKTIVITAS OPERASI			***CASH FLOWS FROM OPERATING ACTIVITIES***
Penerimaan Kas dari Pelanggan	2.109.159.472.738	1.862.141.147.724	*Receipt from Customers*
Penerimaan *Public Service Obligation* dan Subsidi	3.708.508.145.598	3.992.715.323.628	*Receipt from Public Service Obligation and Subsidies*
Penerimaan dari Aktivitas Operasi Lainnya	40.111.114.003	24.459.957.901	*Receipt of other operating activities*
Pembayaran Kepada Pemasok	(3.810.131.909.260)	(3.417.571.636.314)	*Payment to Suppliers*
Pembayaran Biaya Operasional	(389.710.654.755)	(392.788.543.098)	*Payment of Operating Expenses*
Pembayaran Biaya *Overhead*	(296.133.905.483)	(292.722.913.263)	*Payment of Overhead Expense*
Pengeluaran Gaji Pegawai	(715.070.109.238)	(647.663.321.909)	*Payment to Employee*
Pengeluaran dari Aktivitas Operasi Lainnya	(90.281.607.500)	(46.601.152.113)	*Payment of Other Operating Expenses*
Pembayaran Pajak	(452.814.512.135)	(424.031.463.572)	*Tax Payments*
Arus Kas Bersih dari Aktivitas Operasi	**103.636.033.968**	**657.937.398.984**	***Net Cash Flows from Operating Activities***
ARUS KAS DARI AKTIVITAS INVESTASI			***CASH FLOWS FROM INVESTING ACTIVITIES***
Penerimaan Bunga Deposito dan Jasa Giro	157.420.761.230	151.553.962.224	*Interest Deposit and Demand Deposits Receipt*
Penerimaan Dividen	-	7.707.055.925	*Dividend Receipt*
Penjualan Alat Produksi dan Aset Tetap	-	9.407.590.653	*Sales of Production Equipment and Fixed Assets*
Perolehan Alat Produksi dan Aset Tetap	(190.042.152.297)	(152.074.375.138)	*Acquisition of Production Equipment and Fixed Assets*
Perolehan Aset Dalam Konstruksi	(101.709.034.446)	(19.449.616.391)	*Acquisition of Asset Under Construction*
Arus Kas Bersih untuk Aktivitas Investasi	**(134.330.425.513)**	**(2.855.382.727)**	***Net Cash Flows used to Investment Activities***
ARUS KAS DARI AKTIVITAS PENDANAAN			***CASH FLOWS FROM FINANCING ACTIVITIES***
Penerimaan Pinjaman Bank	786.000.000.000	230.000.000.000	*Bank Loan Receipts*
Pembayaran Pinjaman Bank	(786.000.000.000)	(232.514.252.256)	*Bank Loan Payments*
Pengeluaran Biaya Proisi Bank	(1.000.000.000)	-	*Bank Provision*
Pengeluaran Biaya Bunga Bank	(9.395.000.001)	-	*Interest Receipt*
Penerimaan Penyertaan Modal Negara	1.500.000.000.000	-	*Receipt of State Capital Contributions*
Penempatan Kas dan setara Kas yang Dibatasi Penggunaannya	(1.500.000.000.000)	-	*The Placement of Cash and Cash Equivalents is Restricted*
Arus Kas Bersih dari Aktivitas Pendanaan	**(10.395.000.001)**	**(2.514.252.256)**	***Net Cash Flows from Financing Activities***
KENAIKAN BERSIH KAS DAN SETARA KAS	**(41.089.391.546)**	**652.567.764.001**	***NET INCREASE IN CASH AND CASH EQUIVALENT***
KAS DAN SETARA KAS AWAL TAHUN	**3.992.841.996.992**	**3.340.274.232.991**	***BEGINNING BALANCE CASH AND CASH EQUIVALENT***
KAS DAN SETARA KAS AKHIR TAHUN	**3.951.752.605.446**	**3.992.841.996.992**	***ENDING BALANCE CASH AND CASH EQUIVALENT***

PELNI
We Connect, We Unify

2025
Laporan Tahunan
Annual Report



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