

Maintaining Growth Through Business Process Acceleration And Operational Excellence

Mempertahankan Pertumbuhan
melalui Akselerasi Proses Bisnis dan
Keunggulan Operasional





Sanggahan dan Batasan Tanggung Jawab

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This Annual Report contains various statements relating to the Company's financial condition, operational activities, policies, projections, plans, strategies, and objectives. These statements constitute forward-looking statements as defined under the applicable laws and regulations.

Such forward-looking statements involve risks and uncertainties that may cause actual results to differ materially from those expressed or projected in this Annual Report. All forward-looking statements are based on assumptions regarding conditions and information available at the time this report was prepared, including projections of future business environment dynamics faced by the Company.

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Tema dan Kesenambungan Tema

Theme and Theme Continuity



2025

Maintaining Growth through Business Process Acceleration and Operational Excellence

Menjaga Pertumbuhan melalui Percepatan Proses Bisnis dan Keunggulan Operasional

Tahun 2025 menjadi momentum penting bagi PT Pertamina Trans Kontinental dalam memperkuat perannya sebagai penyedia layanan maritim yang andal dan berdaya saing. Di tengah dinamika industri energi dan logistik maritim yang terus berkembang, Perseroan berkomitmen untuk menjaga kesinambungan pertumbuhan usaha melalui penguatan fondasi operasional serta peningkatan kualitas tata kelola dan layanan. Dengan mengusung tema "Maintaining Growth through Business Process Acceleration and Operational Excellence", Perseroan menegaskan arah strategisnya untuk mendorong pertumbuhan yang berkelanjutan melalui transformasi proses bisnis yang lebih adaptif, efisien, dan terintegrasi.

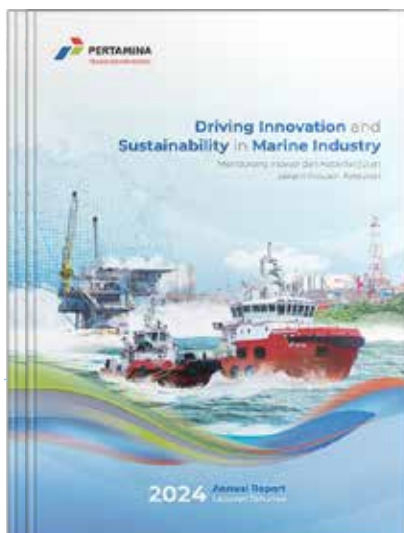
Sepanjang tahun 2025, Perseroan secara konsisten melakukan percepatan berbagai proses bisnis guna meningkatkan efektivitas pengelolaan operasional dan responsivitas terhadap kebutuhan pelanggan. Optimalisasi proses kerja, penguatan koordinasi antarunit, serta pemanfaatan teknologi dan digitalisasi menjadi bagian penting dalam mendorong efisiensi serta peningkatan produktivitas. Upaya tersebut berjalan seiring dengan komitmen Perseroan dalam menjaga standar keselamatan, keandalan armada, serta kualitas layanan yang menjadi pilar utama dalam mendukung operasional ekosistem maritim Pertamina Group.

Di saat yang sama, Perseroan terus meneguhkan keunggulan operasional sebagai landasan dalam menciptakan nilai tambah bagi para pemangku kepentingan. Melalui peningkatan kapabilitas organisasi, penguatan sistem pengendalian internal, serta penerapan praktik tata kelola perusahaan yang baik, PT Pertamina Trans Kontinental berupaya memastikan setiap aktivitas usaha dijalankan secara profesional, transparan, dan berorientasi pada keberlanjutan. Dengan strategi tersebut, Perseroan optimis dapat mempertahankan momentum pertumbuhan sekaligus memperkuat kontribusinya dalam mendukung ketahanan energi nasional dan pengembangan sektor maritim Indonesia.

The year 2025 marked an important milestone for PT Pertamina Trans Kontinental in strengthening its role as a reliable and competitive maritime service provider. Amid the evolving dynamics of the energy and maritime logistics industries, the Company remains committed to sustaining business growth through the reinforcement of its operational foundations, as well as enhancing governance and service quality. By adopting the theme "Maintaining Growth through Business Process Acceleration and Operational Excellence," the Company underscores its strategic direction to drive sustainable growth through more adaptive, efficient, and integrated business process transformation.

Throughout 2025, the Company consistently accelerated various business processes to improve the effectiveness of operational management and responsiveness to customer needs. The optimization of workflows, strengthened cross-unit coordination, and the utilization of technology and digitalization have become key elements in driving efficiency and increasing productivity. These efforts are carried out in parallel with the Company's commitment to maintaining safety standards, fleet reliability, and service quality, which serve as the main pillars in supporting the operations of the Pertamina Group's maritime ecosystem.

At the same time, the Company continues to reinforce operational excellence as the foundation for creating added value for its stakeholders. Through the enhancement of organizational capabilities, the strengthening of internal control systems, and the implementation of good corporate governance practices, PT Pertamina Trans Kontinental strives to ensure that all business activities are conducted professionally, transparently, and with a sustainability-oriented approach. With these strategies, the Company remains confident in maintaining its growth momentum while strengthening its contribution to supporting national energy resilience and the development of Indonesia's maritime sector.



2024

Driving Innovation and Sustainability in Marine Industry

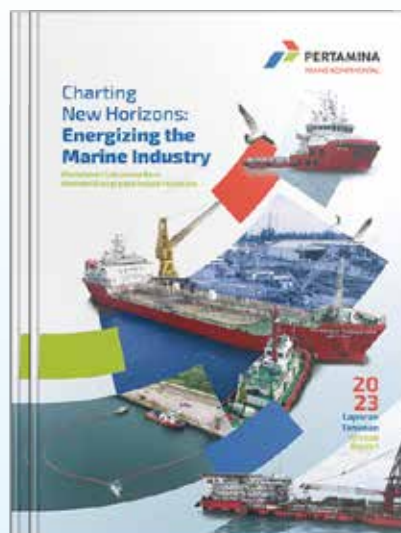
Mendorong Inovasi dan Keberlanjutan dalam Industri Kelautan

Memasuki usia ke-55 pada tahun 2024, PT Pertamina Trans Kontinental (PTK) terus memperkuat posisinya sebagai penyedia layanan *marine services* terdepan bagi industri energi sekaligus berkontribusi dalam pengembangan sektor maritim nasional. Seiring pertumbuhan Perusahaan, PTK secara konsisten menempatkan inovasi dan keberlanjutan sebagai landasan utama dalam setiap langkah strategis. Melalui penerapan teknologi terbaru, digitalisasi proses logistik, serta pemanfaatan pendekatan berbasis data dalam pengelolaan armada dan jalur pelayaran, PTK berupaya meningkatkan efisiensi operasional sekaligus memperkuat daya saing global. Di saat yang sama, Perseroan juga berkomitmen memastikan setiap aktivitas usaha dijalankan secara bertanggung jawab dengan memperhatikan aspek lingkungan, sosial, dan ekonomi, termasuk melalui pengembangan kapal dengan teknologi efisiensi bahan bakar dan pengurangan emisi. Dengan mengedepankan inovasi dan praktik bisnis yang berkelanjutan, PTK terus menghadirkan layanan *marine* yang terintegrasi dan modern, sekaligus mendukung kemajuan industri maritim nasional serta memberikan nilai tambah bagi pembangunan ekonomi dan kesejahteraan masyarakat.

Entering its 55th year in 2024, PT Pertamina Trans Kontinental (PTK) continues to strengthen its position as a leading marine services provider for the energy industry while contributing to the development of Indonesia's maritime sector. In line with its growth, PTK consistently places innovation and sustainability at the core of its strategic initiatives. Through the adoption of advanced technologies, the digitalization of logistics processes, and the use of data-driven approaches in managing its fleet and shipping routes, PTK strives to enhance operational efficiency while strengthening its global competitiveness. At the same time, the Company is committed to ensuring that all business activities are carried out responsibly by considering environmental, social, and economic aspects, including the development of vessels equipped with fuel-efficient technologies and emission reduction capabilities. By prioritizing innovation and sustainable business practices, PTK continues to deliver integrated and modern marine services, while supporting the advancement of the national maritime industry and creating added value for economic development and community well-being.

PT Pertamina Trans Kontinental (PTK) merupakan anak usaha PT Pertamina International Shipping dalam *Subholding Integrated Marine Logistics* yang memiliki pengalaman luas dalam bisnis jasa perkapalan, *marine*, dan logistik dengan area operasional yang tersebar di seluruh wilayah Indonesia. Seiring perkembangan bisnis, PTK terus bertransformasi menjadi perusahaan jasa maritim terintegrasi dengan skala global sekaligus berperan strategis dalam mendukung distribusi energi nasional. Dalam menjalankan perannya, Perseroan berkomitmen memajukan sektor maritim yang berkelanjutan melalui berbagai inisiatif pemanfaatan potensi kelautan, pengembangan teknologi, serta penerapan kebijakan yang mendukung transisi energi dan pengurangan emisi karbon, termasuk uji coba pemanfaatan energi surya pada operasional kapal. Upaya tersebut diperkuat melalui kolaborasi dengan pemerintah, pelaku industri, dan pemangku kepentingan lainnya, serta melalui transformasi organisasi yang mengoptimalkan seluruh sumber daya yang dimiliki. Dengan penerapan tata kelola perusahaan yang baik, pengelolaan risiko yang terukur, dan dukungan sumber daya manusia yang profesional, PTK terus mendorong pertumbuhan berkelanjutan guna mewujudkan visinya sebagai Perusahaan Jasa *Marine* Terintegrasi dengan Skala Global pada tahun 2026.

PT Pertamina Trans Kontinental (PTK) is a subsidiary of PT Pertamina International Shipping under the Integrated Marine Logistics Subholding, with extensive experience in shipping, marine services, and logistics, and operational coverage across Indonesia. As its business evolves, PTK continues to transform into an integrated maritime services company with a global scale, while playing a strategic role in supporting national energy distribution. In carrying out this role, the Company is committed to advancing a sustainable maritime sector through various initiatives, including optimizing marine resource potential, developing technology, and implementing policies that support energy transition and carbon emission reduction, such as pilot projects utilizing solar energy in vessel operations. These efforts are further strengthened through collaboration with the government, industry players, and other stakeholders, as well as through organizational transformation that optimizes all available resources. Supported by the implementation of good corporate governance, prudent risk management, and professional human capital, PTK continues to drive sustainable growth in pursuit of its vision to become a globally integrated marine services company by 2026.



2023

Charting New Horizons: Powering the Maritime Industry

Memetakan Cakrawala Baru: Memberi Energi Pada Industri Kelautan

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08



Laporan Keuangan Financial Report

Komitmen PTK Meningkatkan Keberlanjutan Sektor Energi dan Maritim Indonesia

PTK's Commitment to Enhancing the Sustainability of Indonesia's Energy and Maritime Sectors



PTK berkomitmen meningkatkan keberlanjutan sektor energi dan maritim Indonesia melalui berbagai upaya, di antaranya:

PTK is committed to enhancing the sustainability of Indonesia's energy and maritime sectors through various initiatives, including:

Berkontribusi dalam pengembangan Blue Economy Indonesia, untuk mendorong pertumbuhan ekonomi, meningkatkan kesejahteraan masyarakat, dan tetap menjaga kelestarian ekosistem laut.

Contributing to the development of Indonesia's Blue Economy to drive economic growth, improve community welfare, and preserve marine ecosystems.

Menerapkan teknologi *Shore Connection* (SC) untuk menyediakan listrik bagi kapal yang bersandar di pelabuhan. Implementing Shore Connection (SC) technology to supply electricity to vessels while docked at ports.

Berkontribusi dalam distribusi energi nasional. Contributing to national energy distribution.

Menerapkan langkah-langkah efisiensi energi di seluruh lini operasional, mendukung pencapaian *Green Building*.

Implementing energy efficiency measures across all operational lines, supporting the achievement of Green Building standards.

Mengurangi emisi karbon guna mendukung upaya pencapaian target lingkungan global.

Reducing carbon emissions to support global environmental targets

Menerapkan konsep pelabuhan berwawasan lingkungan atau *Green Port*.

Applying environmentally friendly port concepts, or Green Ports.

Meningkatkan efisiensi penggunaan bahan bakar untuk operasional yang lebih hemat energi.

Enhancing fuel efficiency for more energy-efficient operations.

Melakukan reboisasi melalui program penanaman bakau untuk memulihkan ekosistem pesisir.

Conducting reforestation through mangrove planting programs to restore coastal ecosystems.

Mendukung operasi lepas pantai untuk sektor minyak dan gas.

Supporting offshore operations for the oil and gas sector.

Menjaga kelestarian lingkungan yang selaras dengan tema "*Shaping Marine Sustainability*".

Preserving environmental sustainability in line with the theme "Shaping Marine Sustainability."

Mengoperasikan armada kapal ramah lingkungan, kapal berbahan bakar ganda dan kapal yang menggunakan Pembangkit Listrik Tenaga Surya (PLTS).

Operating environmentally friendly fleets, including dual-fuel vessels and vessels powered by solar energy systems.

Penerapan keberlanjutan di PT Pertamina Trans Kontinental dilakukan secara selaras dengan prinsip *Environmental, Social, and Governance* (ESG) sebagai bagian dari komitmen Perseroan dalam menciptakan pertumbuhan bisnis yang berkelanjutan dan bertanggung jawab. Melalui penerapan aspek lingkungan, sosial, dan tata kelola yang terintegrasi dalam aktivitas operasional dan strategi bisnis, Perseroan terus berupaya menciptakan nilai tambah bagi para pemangku kepentingan sekaligus mendukung pembangunan berkelanjutan.

Lebih lanjut, PTK juga menegaskan kontribusinya dalam mendukung pengembangan *Blue Economy* di Indonesia melalui berbagai program Tanggung Jawab Sosial dan Lingkungan (TJSL), antara lain:

The implementation of sustainability at PT Pertamina Trans Kontinental is carried out in alignment with Environmental, Social, and Governance (ESG) principles as part of the Company's commitment to creating sustainable and responsible business growth. Through the integration of environmental, social, and governance aspects into its operational activities and business strategies, the Company continuously strives to create added value for stakeholders while supporting sustainable development.

Furthermore, PTK also reaffirmed its contribution to supporting the development of the Blue Economy in Indonesia through various Corporate Social and Environmental Responsibility (CSER) programs, including:

Inkubasi Ekonomi Bahari

Marine Economy Incubation



Meningkatkan Umkm Pesisir Batam

Empowering Coastal MSMEs in Batam



Penanaman 5.500 Mangrove dan Pengembangan Rumah Bibit Mangrove di Bali

Planting 5,500 Mangroves and Developing a Mangrove Nursery in Bali



Pembersihan Pantai Berhasil mengumpulkan 28 Ton sampah di Yogyakarta

Successfully Collected 28 Tons of Waste in Yogyakarta



Desa Energi Berdikari Mampu mengelola 31,5 Ton Sampah menjadi Pusat Eduwisata di Pesisir Jambi

Managing 31.5 Tons of Waste into an Eco-Education Tourism Center in Coastal Jambi



Membangun Penyedia Sarana Air Bersih di Maumere sebagai upaya mengatasi kekeringan di Wilayah Timur Indonesia

Developing Clean Water Facilities in Maumere as an Effort to Address Drought in Eastern Indonesia

Melalui partisipasi secara aktif dalam menjaga keberlanjutan lingkungan dan pemberdayaan masyarakat, PTK tidak hanya memperkuat posisinya sebagai perusahaan penyedia jasa *ship & port solutions* untuk ketahanan energi nasional, tetapi sekaligus membantu pemerintah mencapai visi Indonesia yang berkelanjutan.

Through its active participation in environmental sustainability and community empowerment, PTK not only strengthens a of ship and port solutions for national energy resilience, but also supports the government in achieving Indonesia's sustainable development vision.

Kinerja Penting 2025

Key Performance 2025

Kinerja Operasional

Operational Performance

Jumlah Kapal
Total Vessel

370

Commercial Day Kapal Milik
Owned Vessel Commercial Day

119.389,89

▲ 0,14%

Commission Day Kapal Milik
Owned Vessel Commission Day

120.118,07

▲ 0,23%

Kinerja Keuangan

Financial Performance

Pendapatan
Revenue

8,38 Triliun Trillion

▲ 10,93%

Laba Kotor
Gross Profit

2,92 Triliun Trillion

▲ 12,54%

Laba Tahun Berjalan
Profit for the Year

1,32 Triliun Trillion

▲ 22,88%

Jumlah Aset
Total Assets

8,55 Triliun Trillion

▼ (5,81)%

Jumlah Liabilitas
Total Liabilities

3,47 Triliun Trillion

▼ (22,52)%

Total Ekuitas
Total Equity

5,08 Triliun Trillion

▲ 10,43%



Sumber Daya Manusia Human Resources

Survei Kepuasan Pegawai
Employee Satisfaction Survey

4.29

▲ 110%

Jumlah Jam Pelatihan Pekerja
Total Employee Training Hours

34.011

Jam/Pekerja
Hours/Employee

Rata-rata Jam Pelatihan Pekerja
Average Employee Training Hour

133.38

Jam/Pekerja
Hours/Employee

Biaya Pelatihan SDM
Human Capital Training Cost

11.204

miliar
billion

K3 dan Lindung Lingkungan OHS and Environmental Protection

Jam Kerja Selamat
Safe Working Hours

2.068.080*

Fatalitas
Fatality

0 kejadian
accidents

Tumpahan Minyak
Oil Spills

0 kejadian
accidents

Keterangan:
*) Terhitung sejak LTI terakhir pada 5 November 2025.

Note:
*) Calculated from the last LTI on November 5, 2025.

Tanggung Jawab Sosial Lingkungan Social and Environmental Responsibility

Indeks Kepuasan Pelanggan
Customer Satisfaction Index

4,2

Jumlah Penggunaan Energi Fosil Operasional Kapal
Total Fossil Energy Consumption for Vessel Operations

4.089,24
Gigajoule

Jumlah Penggunaan Energi Terbarukan Operasional Kapal
Total Renewable Energy Consumption for Vessel Operations

1.250.010,24
Gigajoule

Realisasi Biaya CSR
CSR Cost Realization

1.849.313.427
miliar
billion



Ikhtisar Data Keuangan Penting

Key Financial Data Highlights





TRANSKO MOLOKO



PERTAMINA
TRANS KONTINENTAL

Ikhtisar Data Keuangan Penting

Key Financial Data Highlights

LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

Tabel Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian

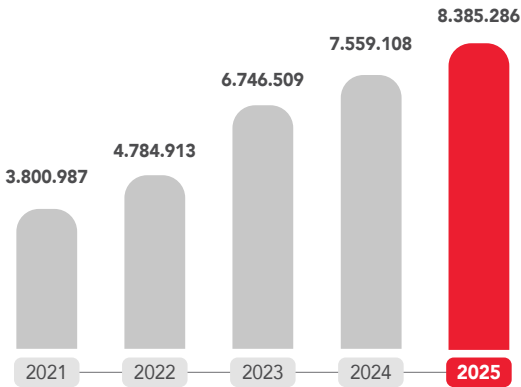
Table of Consolidated Statement of Profit or Loss and Other Comprehensive Income

(Dalam jutaan Rupiah, kecuali dinyatakan lain)
(In million Rupiah, unless otherwise stated)

Uraian Description	2025	2024	2023	2022	2021	YoY 2024 - 2025 (%)	
Pendapatan Usaha Revenue	8.385.286	7.559.108	6.746.509	4.784.913	3.800.987	10,93	▲
Beban Pokok Pendapatan Cost of Revenue	(5.464.676)	(4.963.954)	(4.153.993)	(3.136.987)	(2.688.852)	10,09	▲
Laba Bruto Gross Profit	2.920.610	2.595.154	2.592.516	1.647.926	1.112.135	12,54	▲
Beban Umum dan Administrasi General and Administrative Expenses	(1.215.253)	(1.255.901)	(1.161.113)	(649.316)	(458.185)	(3,24)	▼
Pendapatan/(Beban) Lain-Lain, Neto Other Income/(Expenses), Net	891	3.960	(53.526)	25.531	25.543	(77,50)	▼
Pendapatan Keuangan Finance Income	36.902	55.586	46.690	23.565	6.597	(33,61)	▼
Beban Keuangan Finance Costs	(63.091)	(89.898)	(97.270)	(99.799)	(54.172)	(29,82)	▼
Bagian atas Laba Bersih Ventura Bersama Share in Profit of Joint Venture	26.515	32.565	30.925	25.446	28.045	(18,58)	▼
Beban Pajak Final Final Tax Expenses	(26.112)	(13.551)	(11.894)	(18.499)	(17.723)	92,69	▲
Laba Sebelum Pajak Penghasilan Profit Before Income Tax	1.680.462	1.327.915	1.346.328	954.854	642.240	26,55	▲
Beban Pajak Penghasilan Income Tax Expense	(359.085)	(252.615)	(294.834)	(221.826)	(111.701)	42,15	▲
Laba Tahun Berjalan Profit for the Year	1.321.377	1.075.300	1.051.494	733.028	530.539	22,88	▲
Jumlah Penghasilan/(Rugi) Komprehensif Lain Other Comprehensive Income/(Loss)	7.560	23.530	(18.688)	20.683	15.527	(67,87)	▼
Jumlah Penghasilan Komprehensif Tahun Berjalan Total Comprehensive Income for the Year	1.328.937	1.098.830	1.032.806	753.711	546.066	20,94	▲
EBITDA	2.597.613	2.201.999	2.228.500	1.691.788	1.111.055	17,97	▲

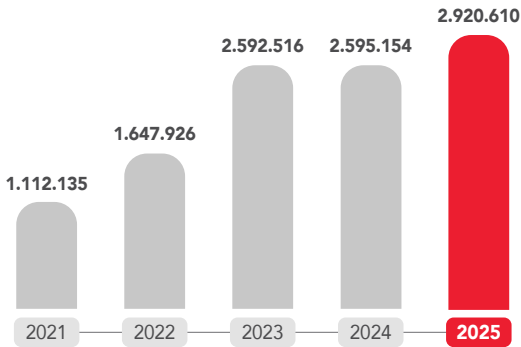
Pendapatan Usaha
Revenue

(Dalam jutaan Rupiah/In million Rupiah)



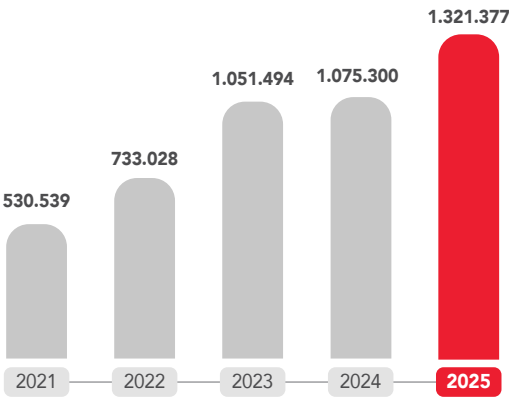
Laba Bruto
Gross Profit

(Dalam jutaan Rupiah/In million Rupiah)



Laba Tahun Berjalan
Profit for the Year

(Dalam jutaan Rupiah/In million Rupiah)



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POSISI KEUANGAN KONSOLIDASIAN

CONSOLIDATED STATEMENT
FINANCIAL POSITION

Tabel Posisi Keuangan Konsolidasian

Table of Consolidated Statement of Financial Position

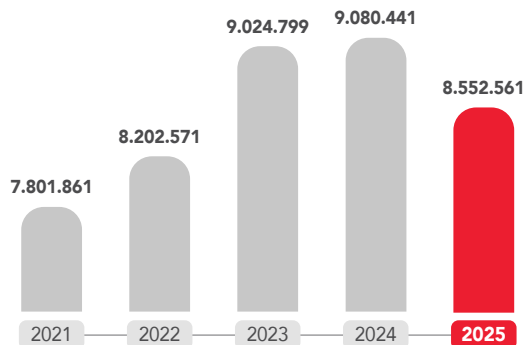
(Dalam jutaan Rupiah, kecuali dinyatakan lain)
(In million Rupiah, unless otherwise stated)

Keterangan Description	2025	2024	2023	2022	2021	YoY 2024 - 2025 (%)
Aset Lancar Current Assets	4.047.024	4.519.749	4.668.038	3.811.707	3.373.379	(10,46) ▼
Aset Tidak Lancar Non-Current Assets	4.505.537	4.560.692	4.356.761	4.390.864	4.428.482	(1,21) ▼
Jumlah Aset Total Assets	8.552.561	9.080.441	9.024.799	8.202.571	7.801.861	(5,81) ▼
Liabilitas Jangka Pendek Current Liabilities	2.818.881	3.739.072	3.548.308	3.613.513	3.133.013	(24,61) ▼
Liabilitas Jangka Panjang Non-Current Liabilities	649.722	737.504	836.106	981.479	1.219.734	(11,90) ▼
Jumlah Liabilitas Total Liabilities	3.468.603	4.476.576	4.384.414	4.594.992	4.352.747	(22,52) ▼
Jumlah Ekuitas Total Equity	5.083.958	4.603.865	4.640.385	3.607.579	3.449.114	10,43 ▲
Jumlah Liabilitas dan Ekuitas Total Liabilities and Equity	8.552.561	9.080.441	9.024.799	8.202.571	7.801.861	(5,81) ▼

Jumlah Aset

Total Assets

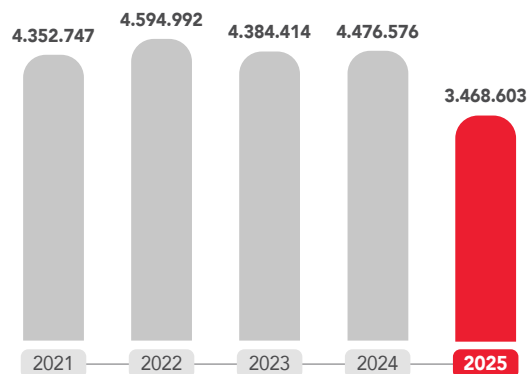
(Dalam jutaan Rupiah/In million Rupiah)



Jumlah Liabilitas

Total Liabilities

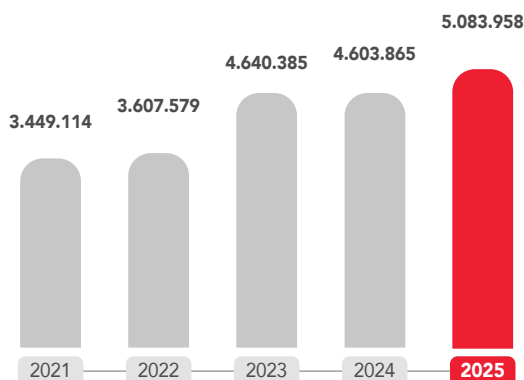
(Dalam jutaan Rupiah/In million Rupiah)



Jumlah Ekuitas

Total Equity

(Dalam jutaan Rupiah/In million Rupiah)



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ARUS KAS KONSOLIDASIAN

CONSOLIDATED STATEMENT OF CASH FLOWS

Tabel Arus Kas Konsolidasian

Table of Consolidated Statement of Cash Flows

(Dalam jutaan Rupiah, kecuali dinyatakan lain)
(In million Rupiah, unless otherwise stated)

Keterangan Description	2025	2024	2023	2022	2021	YoY 2024 - 2025 (%)
Arus Kas dari Aktivitas Operasi Cash Flows from Operating Activities	1.978.475	1.630.663	1.539.594	1.367.580	1.291.616	21,33 ▲
Arus Kas untuk Aktivitas Investasi Cash Flows Used in Investing Activities	(200.962)	(441.691)	(101.859)	(219.767)	(660.338)	(54,50) ▼
Arus Kas untuk Aktivitas Pendanaan Cash Flows Used in Financing Activities	(1.469.659)	(1.812.721)	(727.361)	(1.290.043)	(23.272)	(18,93) ▼
Efek Perubahan Nilai Kurs pada Kas dan Setara Kas Effect of Exchange Rate Changes on Cash and Cash Equivalents	(7.432)	(10.377)	7.433	4.688	2.677	28,38 ▲
Kenaikan (Penurunan) Neto Kas dan Setara Kas Net (Decrease)/Increase in Cash and Cash Equivalents	300.422	(634.126)	717.807	(137.542)	610.683	147,38 ▲

Tabel Arus Kas Konsolidasian

Table of Consolidated Statement of Cash Flows

(Dalam jutaan Rupiah, kecuali dinyatakan lain)
(In million Rupiah, unless otherwise stated)

Keterangan Description	2025	2024	2023	2022	2021	YoY 2024 - 2025 (%)
Kas dan Setara Kas Awal Tahun Cash and Cash Equivalents at the Beginning of the Year	1.209.305	1.843.431	1.125.624	1.263.166	652.483	(34,40) ▼
Kas dan Setara Kas Akhir Tahun Cash and Cash Equivalents at the End of the Year	1.509.727	1.209.305	1.843.431	1.125.624	1.263.166	24,84 ▲

RASIO KEUANGAN KONSOLIDASIAN

CONSOLIDATED STATEMENT
OF FINANCIAL RATIO

Tabel Rasio Keuangan Konsolidasian

Table of Consolidated Statement of Financial Ratio

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

Keterangan Description	2025	2024	2023	2022	2021	YoY 2024 - 2025 (%)
Rasio Likuiditas Liquidity Ratio						
Rasio kas Cash Ratio	53,56	32,34	51,95	31,15	40,32	21,16 ▲
Rasio Lancar Current Ratio	143,57	120,88	131,56	105,48	107,67	22,71 ▲
Rasio Solvabilitas Solvability Ratio						
Jumlah modal sendiri terhadap total aset Total own capital to total assets	59,44	50,70	51,42	43,98	44,21	8,74 ▲
Rasio liabilitas terhadap ekuitas Liability to equity ratio	68,23	97,24	94,48	127,37	126,20	(29,01) ▼
Rasio liabilitas terhadap aset Liability to assets ratio	40,56	49,30	48,58	56,02	55,79	(8,74) ▼
Rasio Profitabilitas Profitability Ratio						
Rasio laba bersih terhadap aset Return on assets	15,45	11,84	11,65	8,94	6,80	4,85 ▲
Rasio laba bersih terhadap ekuitas Return on equity	25,99	23,36	22,66	20,32	15,38	4,65 ▲
Imbalan investasi Return on investment	30,76	24,52	19,90	21,05	14,59	6,24 ▲
Margin laba bruto Gross profit margin	34,83	34,33	38,43	34,44	29,26	0,50 ▲
Margin laba bersih Net profit margin	15,76	14,23	15,59	15,32	13,96	2,80 ▲
Rasio Aktivitas Activity Ratio						
Rata-rata periode penagihan piutang (hari) Average receivables collection period (days)	51	71	58	35	72	(28,16) ▼
Perputaran aset Assets turnover	98,04	83,25	74,83	59,41	50,47	17,56 ▲

Ikhtisar Operasi, Pemenuhan K3 dan Lingkungan

Operation, OHS and Environmental Fulfilment Highlights

IKHTISAR PENDAPATAN PER SEGMENT

REVENUE BY SEGMENT HIGHLIGHTS

Tabel Ikhtisar Pendapatan per Segmen

Table of Revenue by Segment Highlights

(Dalam jutaan Rupiah, kecuali dinyatakan lain)
(In million Rupiah, unless otherwise stated)

Keterangan	2025	2024	2023	2022	2021	YoY 2024 - 2025 (%)	
Support Vessel Provider	1.121.498	1.115.009	2.598.318	2.019.115	1.851.164	0,58	▲
Marine Services	3.991.730	3.056.217	3.766.450	2.435.771	1.652.735	30,61	▲
Shorebase	474.277	348.935	381.740	330.026	297.088	35,92	▲
Port Operation Services	2.797.781	3.038.856	-	-	-	(7,93)	▼
Jumlah Pendapatan Usaha Total Revenue	8.385.286	7.559.108	6.746.509	4.784.913	3.800.987	10,93	▲

IKHTISAR OPERASI

OPERATION HIGHLIGHTS

Tabel Ikhtisar Operasi

Table of Operation Highlights

Keterangan Description	Satuan	2025	2024	2023	2022	2021	YoY 2024 - 2025 (%)	
Support Vessel Provider								
Armada Kapal Milik Own Vessel	unit	370	370	369	369	344	-	-
Commission Days Kapal Milik Own Vessel Commission Days	hari days	120.118	119.841	118.344	112.270	83.281	0,23	▲
Commercial Days Kapal Milik Own Vessel Commercial Days	hari days	119.390	119.220	117.423	116.661	82.883	0,14	▲
Marine Services								
Keagenan Tanker Pihak Ketiga Third-Party Tanker Agency	Call	5.938	5.181	3.385	2.282	2.194	14,61	▲
Keagenan Charter Milik Pertamina Pertamina Chartered Agency	Call	19.687	20.745	21.840	22.403	20.425	(5,10)	▼
Keagenan Umum General Agency	Call	5.410	4.033	3.034	5.505	5.833	34,14	▲
Keagenan Luar Negeri Overseas Agency	Call	166	-	-	-	-	-	-
Shorebase*								
Cargo Handling	ton	588.405	471.025	346.887	-	-	24,92	▲
Vessel Berthing	Call	13.348	10.524	10.797	-	-	26,83	▲
Cover Storage	m2	435.504	372.074	395.410	-	-	17,05	▲
Open Storage	m2	1.825.650	1.331.698	1.012.914	-	-	37,09	▲
Waste Management	ton	7.726	1.587	5.674	-	-	386,83	▲

Tabel Ikhtisar Operasi
Table of Operation Highlights

Keterangan Description	Satuan	2025	2024	2023	2022	2021	YoY 2024 - 2025 (%)	
Port Operation Services								
Throughput Bundling	(Ribu KL)	53.037	52.330	59.788	52.912	-	1,35	▲

*) Bisnis dimulai pada tahun 2022
*) Started operations in 2022

IKHTISAR K3 DAN LINGKUNGAN
SERTA KETENAGAKERJAAN

OHS AND ENVIRONMENTAL AS WELL
AS EMPLOYMENT HIGHLIGHTS

Tabel Ikhtisar K3 dan Lingkungan serta Ketenagakerjaan
Table of OHS and Environmental as well as Employment Highlights

Keterangan Description	Satuan	2025*	2024	2023	2022	2021	YoY 2024 - 2025 (%)	
K3 dan Lingkungan OHS and Environment								
Number of Accident (NOA)	kejadian accident	0	-	-	-	1	-	-
Fatalitas	kejadian accident	0	-	-	-	1	-	-
Tumpahan Minyak	kejadian accident	0	-	-	-	-	-	-
Jam Kerja Selamat Safe Working Hours	jam hours	2.068.080	21.977.609	8.788.200	1.112.160	6.326.040	(90,59)	▼
Ketenagakerjaan Employment								
Jumlah Pekerja Number of Employee	orang people	2.987	2.971	3.701	3.978	1.798	0,53	▲

*) Terhitung sejak LTI terakhir pada 5 November 2025
*) Calculated since the latest LTI on November 5, 2025

Informasi Saham

Share Information

Hingga 31 Desember 2025, Perusahaan tidak melakukan penawaran umum saham dan tidak memperdagangkan sahamnya kepada publik. Struktur kepemilikan saham Perusahaan terdiri atas 1.234.737 lembar saham Seri A dan 819 lembar saham Seri B. Dari jumlah tersebut, PT Pertamina International Shipping menguasai 99,999% saham Perusahaan, sedangkan sisa kepemilikan sebesar 0,001% berupa 10 lembar saham Seri A dimiliki oleh PT Pertamina Pedeve Indonesia.

Dengan demikian, tidak terdapat informasi terkait kapitalisasi pasar berdasarkan harga pada Bursa Efek tempat saham dicatatkan; harga saham tertinggi, terendah, dan penutupan berdasarkan harga pada Bursa Efek tempat saham dicatatkan; volume perdagangan saham pada Bursa Efek tempat saham dicatatkan; dan informasi dalam bentuk grafik yang harga penutupan berdasarkan harga pada Bursa Efek tempat saham dicatatkan serta volume perdagangan saham pada Bursa Efek tempat saham dicatatkan.

AKSI KORPORASI

Sepanjang tahun 2025, tidak terdapat aksi korporasi yang menyebabkan perubahan pada saham, seperti pemecahan saham, penggabungan saham, dividen saham, saham bonus, perubahan nilai nominal saham, penerbitan surat berharga konversi, serta penambahan dan pengurangan modal.

PENGHENTIAN SEMENTARA PERDAGANGAN SAHAM (*SUSPENSION*) DAN/ATAU PENGHAPUSAN PENCATATAN SAHAM (*DELISTING*)

Perusahaan tidak mencatatkan sahamnya di bursa saham manapun. Dengan demikian, Laporan Tahunan ini tidak mengungkapkan informasi terkait penghentian sementara perdagangan saham (*suspension*), dan/atau pembatalan pencatatan saham (*delisting*) dalam tahun buku, alasan penghentian sementara perdagangan saham (*suspension*) dan/atau pembatalan pencatatan saham (*delisting*).

As of December 31, 2025, the Company has not conducted a public offering of shares and does not trade its shares publicly. The Company's shareholding structure consists of 1,234,737 Series A shares and 819 Series B shares. Of this total, PT Pertamina International Shipping holds 99.999% of the Company's shares, while the remaining 0.001%, representing 10 Series A shares, is owned by PT Pertamina Pedeve Indonesia.

Accordingly, there is no available information regarding market capitalization based on the stock exchange where the shares are listed; the highest, lowest, and closing share prices based on the relevant stock exchange; share trading volume on the stock exchange; or graphical information on closing prices and trading volumes on the stock exchange.

CORPORATE ACTION

Throughout 2025, there were no corporate actions resulting in changes to the Company's shares, such as stock splits, reverse stock splits, stock dividends, bonus shares, changes in the par value of shares, issuance of convertible securities, or increases and decreases in capital.

TEMPORARY SUSPENSION OF SHARE TRADING (*SUSPENSION*) AND/OR DELISTING OF SHARES

The Company does not list its shares on any stock exchange. Accordingly, this Annual Report does not disclose any information regarding temporary suspension of share trading (*suspension*) and/or delisting of shares during the financial year, including the reasons for such suspension and/or delisting.

Informasi Mengenai Obligasi, Sukuk atau Obligasi Konversi yang Masih Beredar

List of Outstanding Bonds/Sukuk/Convertible Bonds

DAFTAR OBLIGASI/SUKUK/ OBLIGASI KONVERSI YANG MASIH BEREDAR (*OUTSTANDING*)

Pada tahun 2025, Perusahaan tidak melakukan penerbitan obligasi, sukuk, maupun obligasi konversi. Oleh karena itu, tidak terdapat informasi mengenai jumlah obligasi/sukuk/obligasi konversi yang beredar, tingkat bunga/imbalan, tanggal jatuh tempo, dan peringkat obligasi/sukuk pada Laporan Tahunan ini.

LIST OF OUTSTANDING BONDS/ SUKUK/CONVERTIBLE BONDS

In 2025, the Company did not issue any bonds, sukuk, or convertible bonds. Therefore, no information regarding the outstanding bonds/sukuk/convertible bonds, interest/profit-sharing rates, maturity dates, or bond/sukuk ratings is disclosed in this Annual Report.

Penghargaan dan Sertifikasi

Awards and Certification

PENGHARGAAN YANG DIPEROLEH PERUSAHAAN DI TAHUN 2025

AWARDS RECEIVED BY THE COMPANY IN 2025

Januari 2025
January 2025



Indonesia Green Awards 2025

The Guardian Award dan 6 kategori penghargaan program lingkungan.
The Guardian Award and 6 Environmental Program Award Categories.

WLa Tofi School of Social Responsibility

Agustus 2025
August 2025



Green Port Award

Predikat Bintang 3 (Nilai 72,3%) – Implementasi *Green & Smart Port*.
3-Star Rating (Score: 72.3%) – Green & Smart Port Implementation.

Kementerian Koordinator Bidang Pangan RI
Coordinating Ministry for Food Affairs of the Republic of Indonesia

Juli 2025
July 2025



Anugerah ESG Award 2025

Kategori Utama Sektor Transportasi dan Logistik.
Main Category – Transportation and Logistics Sector.

Anugerah ESG Award

November 2025
November 2025



GRC & Leadership Award 2025

Three Awards – Five Stars Silver

GRC & Leadership Award

Desember 2025
December 2025



Marketeers Digital Marketing Heroes (MDMH) 2025

4 Penghargaan Inovasi Digital Marketing.
4 Digital Marketing Innovation Awards.

Marketeers

Mei 2025
May 2025



Audit Sistem Manajemen Pengamanan (SMP)

Security Management System (SMS) Audit
Predikat Emas untuk Implementasi Sistem Pengamanan Operasional.
Gold Rating for Operational Security System Implementation.

Pertamina Group

SERTIFIKASI YANG MASIH BERLAKU HINGGA TAHUN 2025

CERTIFICATION THAT IS STILL VALID UNTIL 2025

3 Oktober 2025
October 3, 2025



**Advanced -
Green Building
Certification
(PSTB)**

EDGE

3 April 2026 - 2 April 2029
April 3, 2026 - 2 April, 2029



**Certified to
ISO 9001:2015
- Quality
Management
System**

RINA

3 April 2026 - 2 April 2029
April 3, 2026 - 2 April, 2029



**Certified to ISO
14001:2015 -
Environmental
Management
System**

RINA

3 April 2026 - 2 April 2029
April 3, 2026 - 2 April, 2029



**Certified to ISO
45001:2018 -
Occupational
Health & Safety
Management System**

RINA

21 Januari 2026 - 20 Januari 2029
January 21, 2026 - January 20, 2029



**Certified to ISO
27001:2022 -
Information Security
Management System**

KRQA - SQC

22 Januari 2026 - 21 Januari 2029
January 22, 2026 - January 21, 2029



**Certified to ISO
37001:2016 - Anti-
Bribery Management
System**

KRQA - SQC

21 Januari 2026 - 20 Januari 2029
January 21, 2026 - January 20, 2029



**Certified to ISO
50001:2018 -
Energy Management
System**

KRQA - SQC

Peristiwa Penting Event Highlights



2 Januari 2025
January 2, 2025

Go-Live Proof of Concept (POC) Digitalization Port Operation

PTK mengimplementasikan sistem digital terintegrasi pada 2 Januari 2025 di Jakarta untuk memonitor operasional pelabuhan secara *real-time*. Sistem berbasis web dan *mobile* ini meningkatkan efisiensi operasional, transparansi proses, dan akurasi data *marine* terminal.

PTK implemented an integrated digital system on January 2, 2025, in Jakarta to monitor port operations in real time. This web- and mobile-based system enhances operational efficiency, process transparency, and the accuracy of marine terminal data.



10 Januari 2025
January 10, 2025

Sosialisasi Implementasi ISO 37001:2016

ISO 37001:2016 Implementation
Socialization

PTK menyelenggarakan sosialisasi pada 10 Januari 2025 di Jakarta untuk meningkatkan pemahaman mengenai Sistem Manajemen Anti Penyuapan. Kegiatan ini memperkuat penerapan *Good Corporate Governance* dan membangun lingkungan kerja yang transparan dan berintegritas.

PTK conducted a socialization session on January 10, 2025, in Jakarta to improve understanding of the Anti-Bribery Management System. This initiative strengthens the implementation of Good Corporate Governance and fosters a transparent and integrity-driven work environment.



15 Januari 2025
January 15, 2025

Indonesia Green Awards 2025

PTK meraih 6 penghargaan nasional termasuk predikat The Guardian pada 15 Januari 2025 di Jakarta. Pencapaian ini mengakui komitmen PTK dalam Tanggung Jawab Sosial dan Lingkungan, khususnya program pemberdayaan masyarakat pesisir dan pelestarian lingkungan laut.

PTK received 6 national awards, including The Guardian title, on January 15, 2025, in Jakarta. This achievement recognizes PTK's commitment to Social and Environmental Responsibility, particularly in coastal community empowerment and marine environmental conservation programs.



16-17 Januari 2025
January 16-17, 2025

Master Program Crew Own Fleet (MP Crown)

PTK menyelenggarakan program pada 16-17 Januari 2025 di Jakarta untuk penguatan kompetensi SDM *crew* kapal. Program ini meningkatkan profesionalisme *crew* dan efektivitas pengelolaan SDM maritim melalui sistem penilaian yang objektif dan terstruktur.

PTK organized this program on January 16-17, 2025, in Jakarta to enhance the competencies of vessel crew personnel. The program improves crew professionalism and the effectiveness of maritime human resource management through an objective and structured assessment system.



18 Februari 2025
February 18, 2025

PTK Shorebase Kabil Batam Raih Penghargaan Green Port

PTK Shorebase Kabil Batam Receives
Green Port Award

Pada 18 Februari 2025, PSKB meraih nilai 72,3% dengan predikat Bintang 3 dalam penilaian *Green and Smart Port*. Pencapaian ini menegaskan komitmen PTK dan PPL dalam menghadirkan operasional pelabuhan yang ramah lingkungan dan berkelanjutan.

On February 18, 2025, PSKB achieved a score of 72.3% with a 3-Star rating in the Green and Smart Port assessment. This achievement underscores PTK's and PPL's commitment to delivering environmentally friendly and sustainable port operations.



19 Februari 2025
February 19, 2025

Town Hall Meeting PTK 2025

PTK Town Hall Meeting 2025

PTK menyelenggarakan forum komunikasi strategis pada 19 Februari 2025 di Jakarta secara hybrid. Kegiatan ini memperkuat keterbukaan informasi, menyelaraskan visi strategi, dan mendorong kolaborasi dalam mendukung keberlanjutan sektor energi maritim nasional.

PTK held a strategic communication forum on February 19, 2025, in Jakarta in a hybrid format. This event strengthened information transparency, aligned strategic vision, and fostered collaboration in supporting the sustainability of Indonesia's maritime energy sector.



10 Maret 2025
March 10, 2025

Gedung Kantor Pusat PTK Raih Sertifikat EDGE Advanced

PTK Headquarters Building Earns EDGE Advanced Certification

Gedung Kantor Pusat PTK Jakarta meraih sertifikat EDGE Advanced pada 10 Maret 2025 dengan efisiensi energi 43,54%. Pencapaian ini mengakui komitmen PTK dalam menerapkan prinsip bangunan hijau dan mendukung keberlanjutan lingkungan di lingkungan kerja.

The PTK Headquarters building in Jakarta obtained the EDGE Advanced certification on March 10, 2025, with 43.54% energy efficiency. This achievement recognizes PTK's commitment to implementing green building principles and supporting environmental sustainability within its workplace.



11 April 2025
April 11, 2025

Halal Bihalal PTK – Harmoni Merangkai Energi

PTK Halal Bihalal – Harmonizing Energy

PTK menyelenggarakan silaturahmi pasca Hari Raya Idulfitri pada 11 April 2025 di Jakarta. Kegiatan ini memperkuat sinergi, kebersamaan, dan nilai kekeluargaan di lingkungan perusahaan serta membangun budaya kerja harmonis dan kolaboratif.

PTK held a post-Eid al-Fitr gathering on April 11, 2025, in Jakarta. This event strengthened synergy, togetherness, and a sense of family within the Company, while fostering a harmonious and collaborative work culture.



28-29 April 2025
April 28-29, 2025

PTK Gelar Superintendent Training Batch 2

PTK Conducts Superintendent Training Batch 2

Pelatihan dilaksanakan pada 28-29 April 2025 di Jakarta untuk penguatan kompetensi SDM maritim. Program ini mencakup peningkatan kapabilitas teknis, pembaruan regulasi maritim, dan tren industri terkini untuk meningkatkan kesiapan operasional armada.

The training was held on April 28-29, 2025, in Jakarta to enhance maritime human capital competencies. The program covered technical capability development, updates on maritime regulations, and the latest industry trends to improve fleet operational readiness.



15 Mei 2025
May 15, 2025

PTK Gelar Management Walkthrough di Bau-Bau

PTK Conducts Management Walkthrough in Bau-Bau

Manajemen PTK melakukan peninjauan langsung pada 15 Mei 2025 di Bau-Bau untuk memastikan kepatuhan HSSE. Kegiatan ini membangun komunikasi efektif antara manajemen dan tim operasional serta memperkuat penerapan budaya keselamatan kerja.

PTK management conducted an on-site review on May 15, 2025, in Bau-Bau to ensure HSSE compliance. This activity strengthened effective communication between management and operational teams and reinforced the implementation of a strong safety culture.



19-22 Mei 2025
May 19-22, 2025

PTK Raih Silver dan Gold pada APQ Awards 2025

PTK Wins Silver and Gold at the APQ Awards 2025

PTK bersama PPL meraih penghargaan Silver dan Gold. Pencapaian ini membuktikan komitmen PTK dalam menghadirkan inovasi berkualitas dan mendorong peningkatan kinerja operasional yang berkelanjutan.

PTK, together with PPL, received Silver and Gold awards. This achievement demonstrates PTK's commitment to delivering high-quality innovation and driving sustainable improvements in operational performance.



26-28 Mei 2025
May 26-28, 2025

PTK Dukung Strategi Global PIS

PTK Supports PIS Global Strategy

Direktur Utama PTK menyampaikan langkah strategis pada 26-28 Mei 2025 di Jakarta terkait penguatan armada dan pengembangan SDM maritim. Inisiatif ini mendukung transformasi bisnis PIS menuju logistik energi maritim yang kompetitif global.

PTK's President Director presented strategic initiatives on May 26-28, 2025, in Jakarta, focusing on fleet strengthening and maritime human capital development. These initiatives support PIS's business transformation toward globally competitive maritime energy logistics..



26 Juni 2025
June 26, 2025

RUPST PT Pertamina Trans Kontinental Tahun Buku 2024

Annual General Meeting of Shareholders (AGMS) of PT Pertamina Trans Kontinental for FY2024

PTK menyelenggarakan RUPST pada 26 Juni 2025 di Jakarta untuk menyampaikan laporan kinerja operasional dan keuangan tahun 2024. Kegiatan ini menegaskan komitmen PTK untuk memperkuat armada dan meningkatkan kapasitas transportasi energi secara berkelanjutan.

PTK held its AGMS on June 26, 2025, in Jakarta to present its 2024 operational and financial performance. This event reaffirmed PTK's commitment to strengthening its fleet and enhancing energy transportation capacity on a sustainable basis.



3 Juli 2025
July 3, 2025

Drill Exercise Demonstration & Civil Riots

PTK melaksanakan simulasi penanganan darurat pada 3 Juli 2025 di Jakarta untuk memperkuat budaya keselamatan. Kegiatan ini meningkatkan kesiapsiagaan seluruh pekerja dalam menghadapi berbagai potensi situasi darurat dan gangguan keamanan.

PTK conducted an emergency response simulation on July 3, 2025, in Jakarta to strengthen its safety culture. This activity enhanced the preparedness of all employees in addressing potential emergency situations and security disturbances.



4 Juli 2025
July 4, 2025

PTK Raih Penghargaan Anugerah ESG Award 2025

PTK Receives the ESG Award 2025

PTK dinobatkan sebagai penerima penghargaan Kategori Utama Sektor Transportasi dan Logistik. Pencapaian ini mengakui implementasi prinsip ESG secara holistik dalam operasional perusahaan dan komitmen keberlanjutan PTK. PTK was recognized as the recipient of the Main Category Award in the Transportation and Logistics Sector. This achievement acknowledges the holistic implementation of ESG principles in the Company's operations and PTK's sustainability commitment.

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10 Juli 2025
July 10, 2025

Groundbreaking Gedung Arsip PTK 2025

Groundbreaking of PTK Archive Building 2025

PTK melaksanakan *groundbreaking* pada 10 Juli 2025 di Jakarta untuk pembangunan pusat penyimpanan dokumen dan informasi strategis. Inisiatif ini memperkuat tata kelola perusahaan melalui pengelolaan arsip modern yang terintegrasi dan efisien.

PTK carried out the groundbreaking on July 10, 2025, in Jakarta for the construction of a central archive facility for document and strategic information storage. This initiative strengthens corporate governance through modern, integrated, and efficient records management.



21 Juli 2025
July 21, 2025

Risk Management Monitoring Report PTK

PTK Risk Management Monitoring Report

Kegiatan dilaksanakan pada 21 Juli 2025 di Jakarta melalui presentasi terbuka dan diskusi interaktif. Forum ini mengevaluasi profil risiko perusahaan dan menyelaraskan langkah mitigasi guna memperkuat ketahanan bisnis PTK Group. The activity was conducted on July 21, 2025, in Jakarta through an open presentation and interactive discussion. This forum evaluated the Company's risk profile and aligned mitigation measures to strengthen the resilience of the PTK Group's business.



25 Juli 2025
July 25, 2025

Pemeriksaan Kesehatan Rutin Se-PTK Group

Routine Health Check for PTK Group

PTK menyelenggarakan pemeriksaan kesehatan pada 25 Juli 2025 di Jakarta bekerja sama dengan Klinik IHC Yos Sudarso. Kegiatan ini memantau kondisi kesehatan pekerja dan meningkatkan kesadaran terhadap pentingnya menjaga kesehatan.

PTK organized a health check-up on July 25, 2025, in Jakarta in collaboration with IHC Yos Sudarso Clinic. This activity monitored employees' health conditions and raised awareness of the importance of maintaining good health.



29 Juli 2025
July 29, 2025

Sosialisasi Implementasi Aplikasi I-Connect

I-Connect Application Implementation Socialization

PTK mensosialisasikan aplikasi I-Connect pada 29 Juli 2025 di Jakarta untuk digitalisasi pengelolaan kontrak. Sistem ini memastikan pengelolaan kontrak yang terintegrasi, akuntabel, dan transparan sesuai prinsip GCG. PTK conducted a socialization session for the I-Connect application on July 29, 2025, in Jakarta to support the digitalization of contract management. This system ensures integrated, accountable, and transparent contract management in line with GCG principles.



5 Agustus 2025
August 5, 2025

PTK Dukung Blood Donation Week 2025

PTK Supports Blood Donation Week 2025

PTK Region III menyelenggarakan donor darah pada 5 Agustus 2025 di Balikpapan bekerja sama dengan RSUD Kanujoso. Kegiatan ini berhasil mengumpulkan 68 kantong darah dan memperkuat komitmen PTK dalam kontribusi sosial berkelanjutan.

PTK Region III organized a blood donation drive on August 5, 2025, in Balikpapan in collaboration with Kanujoso Regional Hospital. The activity successfully collected 68 units of blood and reinforced PTK's commitment to sustainable social contributions.



6-8 Agustus 2025
August 6-8, 2025

PTK Berpartisipasi dalam Indonesia Marine & Offshore Expo (IMoX) 2025

PTK Participates in the Indonesia Marine & Offshore Expo (IMoX) 2025

PTK menghadirkan booth pada 6-8 Agustus 2025 di Batam untuk mempromosikan kapabilitas layanan maritim. Kegiatan ini memperluas jangkauan pasar perusahaan dan memperkuat daya saing industri maritim Indonesia.

PTK showcased a booth on August 6-8, 2025, in Batam to promote its maritime service capabilities. This event expanded the Company's market reach and strengthened the competitiveness of Indonesia's maritime industry.



2-4 September 2025
September 2-4, 2025

PTK Gelar Officer Seminar 2025

PTK Holds Officer Seminar 2025

Seminar dilaksanakan pada 2-4 September 2025 di Bogor dengan tema peningkatan kompetensi pelaut. Kegiatan ini mencakup sesi pembelajaran, diskusi, dan pemaparan untuk meningkatkan *hard skills*, *soft skills*, dan literasi digital SDM maritim.

The seminar was conducted on September 2-4, 2025, in Bogor with a focus on enhancing seafarer competencies. The program included learning sessions, discussions, and presentations to improve hard skills, soft skills, and digital literacy of maritime human capital.



12 September 2025
September 12, 2025

PTK Sigap Salurkan Bantuan untuk Korban Banjir di Bali

PTK Delivers Aid to Flood Victims in Bali

PTK menyalurkan paket sembako pada 12 September 2025 di Bali. Bantuan ini terdiri dari kebutuhan pokok untuk meringankan beban masyarakat terdampak banjir dalam masa pemulihan pasca bencana.

PTK distributed basic necessity packages on September 12, 2025, in Bali. The assistance provided essential supplies to help ease the burden of communities affected by flooding during the post-disaster recovery period.



18 September 2025
September 18, 2025

PTK Goes to Campus di Politeknik Ilmu Pelayaran Semarang

PTK Goes to Campus at Semarang Maritime Polytechnic

PTK menghadirkan kuliah umum pada 18 September 2025 di PIP Semarang dengan tema kepemimpinan maritim. Kegiatan ini membangun wawasan kepemimpinan generasi muda maritim dan memperkuat sinergi dunia pendidikan dengan industri.

PTK delivered a public lecture on September 18, 2025, at the Semarang Maritime Polytechnic on the theme of maritime leadership. This activity enhanced leadership insights among the younger maritime generation and strengthened collaboration between academia and industry.



18 September 2025
September 18, 2025

PTK Gelar Program OCEAN LITERASEA

PTK Conducts OCEAN LITERASEA Program

Program literasi kelautan dilaksanakan pada 18 September 2025 di SD Negeri Karangayu 02 Semarang untuk 50 siswa dan guru. Kegiatan ini meningkatkan literasi kelautan generasi muda dan penguatan sinergi industri dengan pendidikan.

The marine literacy program was held on September 18, 2025, at SD Negeri Karangayu 02 Semarang for 50 students and teachers. The initiative aimed to improve marine literacy among the younger generation and strengthen collaboration between industry and the education sector.



22 September 2025
September 22, 2025

PTK Perkuat Rantai Pasok Energi Hijau

PTK Strengthens the Green Energy Supply Chain

PTK menandatangani perjanjian pada 22 September 2025 di Jakarta dengan 22 perusahaan APROBI untuk distribusi FAME. Kolaborasi ini memperkuat rantai pasok energi hijau dan mendukung program transisi energi nasional.

PTK signed an agreement on September 22, 2025, in Jakarta with 22 APROBI member companies for FAME distribution. This collaboration strengthens the green energy supply chain and supports the national energy transition program.



1-2 Oktober 2025
October 1-2, 2025

Management Walkthrough Direktur Utama di Dockyard dan Marine Operation Area Sumbagsel

Management Walkthrough by the President Director at Dockyard and Marine Operation Area Sumbagsel

Manajemen melakukan peninjauan pada 1-2 Oktober 2025 di Palembang. Kegiatan ini memastikan kesiapan infrastruktur dan keandalan layanan maritim dalam mendukung distribusi energi nasional.

Management conducted an on-site review on October 1-2, 2025, in Palembang. This activity ensured infrastructure readiness and the reliability of maritime services in supporting national energy distribution.

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7 Oktober 2025
October 7, 2025

PTK Gelar Apel Pagi Penguatan CLSR & Tata Nilai AKHLAK

PTK Holds Morning Assembly to Strengthen CLSR and AKHLAK Core Values

Apel pagi dilaksanakan pada 7 Oktober 2025 di Jakarta melibatkan jajaran manajemen dan pekerja. Kegiatan ini memperkuat budaya keselamatan kerja dan implementasi nilai-nilai perusahaan di seluruh operasional.

The morning assembly was held on October 7, 2025, in Jakarta, involving management and employees. This activity reinforced occupational safety culture and the implementation of corporate values across all operations.



9-10 Oktober 2025
October 9-10, 2025

Management Walkthrough di Port Ende, Nusa Tenggara Timur

Management Walkthrough at Port of Ende, East Nusa Tenggara

Manajemen melakukan peninjauan pada 9-10 Oktober 2025 di Port Ende untuk mengevaluasi infrastruktur dan operasional. Kegiatan ini memperkuat komitmen dalam meningkatkan kualitas infrastruktur dan keandalan layanan maritim.

Management conducted an on-site review on October 9-10, 2025, at the Port of Ende to evaluate infrastructure and operations. This activity strengthened the commitment to improving infrastructure quality and maritime service reliability.



16 Oktober 2025
October 16, 2025

PTK Gelar Sosialisasi Good Corporate Governance (GCG)

PTK Conducts Good Corporate Governance (GCG) Socialization

Sosialisasi dilaksanakan pada 16 Oktober 2025 di MBOR I Batam untuk memperkuat implementasi GCG. Kegiatan ini meningkatkan pemahaman mengenai prinsip transparansi, akuntabilitas, dan keadilan dalam operasional bisnis.

The session was held on October 16, 2025, at MBOR I Batam to strengthen GCG implementation. This activity enhanced understanding of transparency, accountability, and fairness principles in business operations.



18 Oktober 2025
October 18, 2025

Management Walkthrough di Marine Operational Area Jawa Bagian Barat & Tengah

Management Walkthrough in Marine Operational Area Western & Central Java

Inspeksi langsung dilaksanakan pada 18 Oktober 2025 di Semarang untuk memastikan kepatuhan HSSE. Kegiatan ini memperkuat implementasi standar keselamatan kerja yang konsisten dan berkelanjutan.

A direct inspection was conducted on October 18, 2025, in Semarang to ensure HSSE compliance. This activity reinforced the consistent and sustainable implementation of occupational safety standards.



20 Oktober 2025
October 20, 2025

PTK Gelar Donor Darah di Batam PTK Holds Blood Donation Drive in Batam

Aksi donor darah dilaksanakan pada 20 Oktober 2025 di MBOR I Batam bekerja sama dengan PMI. Kegiatan ini memperkuat kepedulian sosial PTK dan budaya keselamatan dalam lingkungan kerja.

The blood donation activity was conducted on October 20, 2025, at MBOR I Batam in collaboration with the Indonesian Red Cross (PMI). This initiative strengthened PTK's social commitment and safety culture within the workplace.



21 Oktober 2025
October 21, 2025

PTK Gelar Joint Exercise Ship on Fire, Oil Spill Response & Medical Evacuation

PTK Conducts Joint Exercise: Ship on Fire, Oil Spill Response & Medical Evacuation

Simulasi keadaan darurat dilaksanakan pada 21 Oktober 2025 melibatkan berbagai pemangku kepentingan maritim. Kegiatan ini menguji kesiapan sistem penanganan darurat dan meningkatkan kesiapsiagaan pekerja.

The emergency simulation was carried out on October 21, 2025, involving various maritime stakeholders. This activity tested the readiness of emergency response systems and enhanced employee preparedness.



22-24 Oktober 2025
October 22-24, 2025

PTK Selenggarakan Training & Consulting OVMSA 2025

PTK Organizes OVMSA 2025 Training & Consulting Program

PTK menyelenggarakan pelatihan pada 22-24 Oktober 2025 di Jakarta dengan auditor profesional dari Malaysia. Program ini meningkatkan kompetensi SDM dalam manajemen keselamatan kapal berdasarkan standar internasional.

PTK conducted training on October 22-24, 2025, in Jakarta with professional auditors from Malaysia. This program enhanced human capital competencies in vessel safety management based on international standards.



3 November 2025
November 3, 2025

PTK Resmikan Perjanjian Kerja Bersama (PKB) Periode 2025-2027

PTK Formalizes Collective Labor Agreement (CLA) for the 2025-2027 Period

Penandatanganan PKB dilaksanakan pada 3 November 2025 di Jakarta antara manajemen dan SPSI PTK. Kolaborasi ini memperkuat hubungan industrial harmonis dan meningkatkan kesejahteraan pekerja perusahaan.

The CLA was signed on November 3, 2025, in Jakarta between management and the PTK SPSI labor union. This collaboration strengthens harmonious industrial relations and enhances employee welfare.



4 November 2025
November 4, 2025

PTK Inisiasi Program Upaya Berhenti Merokok (UBM) 2025

PTK Initiates Smoking Cessation Program (UBM) 2025

Program dilaksanakan pada 4 November 2025 selama tiga bulan melibatkan semua kategori pekerja. Program ini mencapai hasil positif dengan 72% peserta berhenti merokok sepenuhnya dan memperkuat budaya kerja sehat.

The program was implemented on November 4, 2025, over a three-month period involving all categories of employees. It achieved positive results, with 72% of participants successfully quitting smoking, reinforcing a healthy work culture.



5 November 2025
November 5, 2025

PTK dan Pelindo Marine Service Jalin Kerja Sama Strategis

PTK and Pelindo Marine Service Establish Strategic Partnership

Penandatanganan kerja sama dilaksanakan pada 5 November 2025 di Surabaya untuk penyediaan layanan kapal tunda. Kolaborasi ini memperkuat sinergi BUMN dan meningkatkan efisiensi operasional pelabuhan.

The cooperation agreement was signed on November 5, 2025, in Surabaya for the provision of tugboat services. This collaboration strengthens SOE synergy and improves port operational efficiency.



5-6 November 2025
November 5-6, 2025

PTK Selenggarakan Refreshment Pencegahan Fraud Bunker 2025

PTK Conducts Fraud Prevention Refreshment Program for Bunker Operations 2025

Program dilaksanakan pada 5-6 November 2025 di Jakarta dengan pendekatan *Learn-Practice*. Kegiatan ini memperkuat budaya integritas dan transparansi dalam operasional pengelolaan bunker perusahaan.

The program was held on November 5-6, 2025, in Jakarta using a *Learn-Practice* approach. This activity reinforced a culture of integrity and transparency in bunker management operations.



12 November 2025
November 12, 2025

PTK Raih Tiga Penghargaan pada GRC & Leadership Award 2025

PTK Wins Three Awards at the GRC & Leadership Award 2025

Pada 12 November 2025 di Jakarta, PTK meraih tiga penghargaan Five Stars Silver. Pencapaian ini menegaskan posisi PTK sebagai perusahaan berintegritas dan berdaya saing tinggi dalam industri maritim.

On November 12, 2025, in Jakarta, PTK received three Five Stars Silver awards. This achievement underscores PTK's position as a high-integrity and highly competitive company in the maritime industry.

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17 November 2025
November 17, 2025

PTK Selenggarakan Program Coating Collage 2025

PTK Organizes Coating Collage Program 2025

Pelatihan dilaksanakan pada 17 November 2025 di Jakarta dengan materi pemeliharaan kapal. Program ini meningkatkan kompetensi teknis personel dalam pemeliharaan armada dan mendukung operasional yang andal.

The training was conducted on November 17, 2025, in Jakarta, focusing on vessel maintenance. This program enhanced the technical competencies of personnel in fleet maintenance and supported reliable operations.



18 November 2025
November 18, 2025

PTK dan PIS Asia Pacific Perkuat Kerja Sama Ekspansi Bisnis Maritim

PTK and PIS Asia Pacific Strengthen Cooperation for Maritime Business Expansion

Penandatanganan Kontrak Jasa Manajemen dilaksanakan pada 18 November 2025 di Jakarta. Kolaborasi ini mendukung ekspansi layanan *marine management* untuk memperkuat bisnis internasional Pertamina Group.

The Management Services Agreement was signed on November 18, 2025, in Jakarta. This collaboration supports the expansion of marine management services and strengthens Pertamina Group's international business.



22 November 2025
November 22, 2025

PTK Gelar Coastal Clean Up di Pantai Teluk Penyu, Cilacap

PTK Conducts Coastal Clean-Up at Teluk Penyu Beach, Cilacap

Program melibatkan 1.300 peserta pada 22 November 2025 untuk pembersihan pantai. Kegiatan ini berhasil mengumpulkan 6,23 ton sampah dan memperkuat kolaborasi dalam menjaga keberlanjutan ekosistem pesisir.

The program involved 1,300 participants on November 22, 2025, for a beach clean-up initiative. The activity successfully collected 6.23 tons of waste and strengthened collaboration in preserving coastal ecosystem sustainability.



26 November 2025
November 26, 2025

PTK dan Pelindo Multi Terminal Resmikan Kerja Sama Strategis Green Coke

PTK and Pelindo Multi Terminal Formalize Strategic Green Coke Partnership

Penandatanganan perjanjian dilaksanakan pada 26 November 2025 di Dumai untuk layanan transfer dan loading. Kolaborasi ini meningkatkan kapasitas pelabuhan dan memperkuat rantai pasok energi nasional.

The agreement was signed on November 26, 2025, in Dumai for transfer and loading services. This collaboration enhances port capacity and strengthens the national energy supply chain.



1-12 Desember 2025
December 1-2, 2025

PTK Salurkan Bantuan Kemanusiaan bagi Masyarakat Terdampak di Sumatera

PTK Provides Humanitarian Assistance to Affected Communities in Sumatera

PTK menyalurkan bantuan logistik pada 1-12 Desember 2025 kepada masyarakat terdampak kondisi darurat. Inisiatif ini menunjukkan komitmen PTK bahwa energi yang dihadirkan juga melalui kepedulian sosial berkelanjutan.

PTK distributed logistical aid from December 1-12, 2025, to communities affected by emergency conditions. This initiative demonstrates PTK's commitment that the energy it delivers is also reflected through sustained social care.



11 Desember 2025
December 11, 2025

PTK Raih Empat Penghargaan pada Marketeers Digital Marketing Heroes 2025

PTK Wins Four Awards at Marketeers Digital Marketing Heroes 2025

PTK meraih empat penghargaan atas inovasi digital. Pencapaian ini mengakui transformasi digital PTK dalam sistem operasional yang meningkatkan efisiensi dan daya saing perusahaan.

PTK received four awards for digital innovation. This achievement recognizes PTK's digital transformation in operational systems, enhancing efficiency and strengthening the Company's competitiveness.



18 Desember 2025
December 18, 2025

PTK Hadirkan Program Pena Air Bersih di Kelurahan Fatukoa

PTK Launches Clean Water Program in Fatukoa Subdistrict

Program dilaksanakan pada 18 Desember 2025 untuk menyediakan akses air bersih bagi 1.526 KK. Inisiatif ini meningkatkan kesehatan masyarakat dan mencerminkan komitmen PTK terhadap tanggung jawab sosial berkelanjutan.

The program was implemented on December 18, 2025, to provide access to clean water for 1,526 households. This initiative improves community health and reflects PTK's commitment to sustainable social responsibility.



19 Desember 2025
December 19, 2025

PTK Perkuat Desa Energi Berdikari (DEB) Tahap II Wisata Kariangau

PTK Strengthens the Energy Self-Sufficient Village (DEB) Program Phase II at Kariangau Tourism Area

Program dilaksanakan pada 19 Desember 2025 di Balikpapan untuk mendorong kemandirian ekonomi masyarakat pesisir. Inisiatif ini meningkatkan ketahanan pangan lokal dan menciptakan sumber penghidupan yang stabil.

The program was carried out on December 19, 2025, in Balikpapan to promote economic independence among coastal communities. This initiative enhances local food security and creates stable sources of livelihood.



22 Desember 2025
December 22, 2025

PTK Gelar Penanaman Bibit Mangrove di Tanjung Pasir, Tangerang

PTK Conducts Mangrove Seedling Planting in Tanjung Pasir, Tangerang

Penanaman mangrove melibatkan 129 siswa-siswi dan 57 warga pada 22 Desember 2025 di Tangerang. Kegiatan ini memperkuat fungsi hutan mangrove sebagai pelindung pesisir dan meningkatkan kesadaran lingkungan masyarakat.

The mangrove planting involved 129 students and 57 local residents on December 22, 2025, in Tangerang. This activity strengthens the role of mangrove forests as coastal protection and raises environmental awareness among the community.

Testimoni

Testimonies

Dr. Ir. Mafrisal, M.T., M.Mar.E, I.P.U.

Direktur Politeknik Ilmu Pelayaran (PIP) Semarang
Director of the Semarang Polytechnic of Maritime Studies (PIP Semarang)

"Program PTK Goes to Campus menjadi jembatan penting antara dunia akademik dan dunia kerja. Taruna dan taruni bisa belajar langsung dari para praktisi industri tentang standar profesionalisme dan tantangan nyata yang akan mereka hadapi."

"The PTK Goes to Campus program serves as an important bridge between academia and the professional world. Cadets gain firsthand insights from industry practitioners regarding professional standards and the real-world challenges they are likely to encounter in their future careers."

Sumber/Source:

<https://www.antaranews.com/berita/5118473/gelar-goes-to-campusptkperkuat-bisnis-maritim-dan-cetak-pemimpin>

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Bambang Irawan, S.T., M.M.Tr., M.Mar.E.

Direktur Akademi Maritim Indonesia (AKMI) Suaka Bahari Cirebon
Director of Akademi Maritim Indonesia (AKMI) Suaka Bahari Cirebon

"Kuliah umum dengan tema *"Ship Construction Equipment & Certification"* menjadi bagian dari upaya kampus untuk memperkuat sinergi antara dunia pendidikan maritim dengan industri, sekaligus memberikan wawasan nyata kepada para taruna mengenai perkembangan terkini di bidang perkapalan, khususnya terkait konstruksi kapal, peralatan penunjang, serta proses sertifikasi yang menjadi standar internasional."

"The public lecture themed *'Ship Construction Equipment & Certification'* formed part of the institution's efforts to strengthen synergy between maritime education and the industry, while providing cadets with practical insights into the latest developments in the shipbuilding sector, particularly in relation to ship construction, supporting equipment, and certification processes that adhere to international standards."

Sumber/Source:

<https://www.antaranews.com/berita/5024789/ptk-sukses-kawal-kapal-penumpang-legendaris-kmp-umsini>

Lilik Harnadi

Kabid Kelautan, Pesisir dan Pulau-Pulau Kecil Dinas Kelautan dan Perikanan Provinsi Jawa Tengah
Head of the Marine Affairs, Coastal Areas, and Small Islands Division,
Central Java Provincial Marine Affairs and Fisheries Agency

“Program Ocean Literasea hadir untuk menanamkan kecintaan generasi muda sejak masih duduk di bangku sekolah dasar terhadap laut, sekaligus meningkatkan kesadaran akan pentingnya menjaga ekosistem maritim sebagai warisan bangsa.”

“The Ocean Literasea Program was established to foster a love for the ocean among younger generations from an early age, while raising awareness of the importance of preserving marine ecosystems as a valuable national heritage.”

Sumber/Source:

<https://mataram.antaranews.com/berita/492373/pertamina-marine-meningkatkan-literasi-soal-ekosistem-maritim>

Dr. Ir. Karolus Karni Lando, MBA

CEO of KRQA-SQC Certification Services

“Kami mengapresiasi komitmen PT Pertamina Trans Kontinental dalam mengadopsi standar internasional manajemen energi melalui implementasi ISO 50001. Sertifikasi yang berhasil diraih PTK mencerminkan kematangan sistem manajemen serta komitmen perusahaan dalam mengelola energi secara sistematis dengan pendekatan berbasis risiko dan prinsip perbaikan berkelanjutan. Implementasi tersebut tidak hanya mendukung peningkatan efisiensi dan keandalan operasional, tetapi juga memperkuat daya saing global Perseroan serta memberikan kontribusi nyata terhadap agenda keberlanjutan di industri maritim.”

“We appreciate PT Pertamina Trans Kontinental's commitment to adopting international energy management standards through the implementation of ISO 50001. The certification successfully obtained by PTK reflects the maturity of its management system and the Company's commitment to managing energy in a systematic manner through a risk-based approach and the principle of continuous improvement. This implementation not only supports enhanced operational efficiency and reliability, but also strengthens the Company's global competitiveness while making a tangible contribution to the sustainability agenda within the maritime industry.”

Sumber/Source:

<https://www.antaranews.com/berita/5024789/ptk-sukses-kawal-kapal-penumpang-legendaris-kmp-umsini>

Laporan Manajemen Management Report





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Subagjo Hari Moeljanto

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President Commissioner



Laporan Dewan Komisaris Report from the Board of Commissioners

Dewan Komisaris memandang bahwa strategi dan kebijakan yang dirumuskan serta diimplementasikan oleh Direksi sepanjang tahun buku 2025 telah mencerminkan arah pengembangan Perseroan yang tepat serta selaras dengan upaya memperkuat daya saing dan menciptakan pertumbuhan yang berkelanjutan dalam jangka panjang.

Implementasi strategi tersebut menunjukkan hasil yang positif sebagaimana tercermin dari pencapaian kinerja operasional dan keuangan Perseroan sepanjang tahun 2025. Perseroan berhasil membukukan laba tahun berjalan sebesar Rp1.321,38 miliar atau mencapai 135,08% dari target yang telah ditetapkan. Capaian tersebut mencerminkan efektivitas langkah-langkah strategis yang dijalankan Direksi dalam mengoptimalkan peluang bisnis, meningkatkan efisiensi operasional, serta memperkuat posisi Perseroan di industri jasa maritim dan logistik kelautan.

Dewan Komisaris menilai bahwa Direksi telah menjalankan fungsi pengelolaan perusahaan secara profesional, adaptif, dan responsif terhadap dinamika lingkungan usaha, sehingga Perseroan mampu mempertahankan kinerja yang solid sekaligus memperkuat fondasi pertumbuhan pada masa mendatang.

PARA PEMEGANG SAHAM DAN PEMANGKU KEPENTINGAN YANG KAMI HORMATI,

Mewakili Dewan Komisaris, pertama-tama kami memanjatkan puji dan syukur ke hadirat Tuhan Yang Maha Esa atas rahmat dan karunia-Nya sehingga PT Pertamina Trans Kontinental dapat melalui tahun buku 2025 dengan kinerja yang tetap terjaga di tengah dinamika dan tantangan lingkungan usaha. Pada kesempatan ini, kami menyampaikan Laporan Pelaksanaan Tugas Pengawasan Dewan Komisaris selama tahun buku 2025.

Laporan ini disusun sebagai bentuk pertanggungjawaban Dewan Komisaris dalam menjalankan fungsi pengawasan dan pemberian nasihat kepada Direksi sebagaimana diamanatkan dalam Anggaran Dasar Perseroan serta selaras dengan penerapan prinsip-prinsip Tata Kelola Perusahaan yang Baik (*Good Corporate Governance/GCG*).

Sepanjang tahun 2025, Dewan Komisaris secara aktif melaksanakan fungsi pengawasan terhadap pengelolaan Perseroan yang dilakukan oleh Direksi, termasuk pengawasan atas pelaksanaan Rencana Kerja dan Anggaran Perusahaan (RKAP) tahun 2025 serta keselarasan implementasinya dengan arah strategis yang tertuang dalam Rencana Jangka Panjang Perusahaan (RJPP) 2022-2027. Dewan Komisaris juga melakukan evaluasi terhadap kinerja Direksi berdasarkan pencapaian indikator kinerja utama yang telah ditetapkan, serta menelaah berbagai langkah strategis yang diambil dalam menghadapi dinamika industri maritim dan logistik energi.

The Board of Commissioners views that the strategies and policies formulated and implemented by the Board of Directors throughout fiscal year 2025 have reflected the appropriate direction for the Company's development and are aligned with efforts to strengthen competitiveness and create sustainable long-term growth.

The implementation of these strategies has delivered positive results, as reflected in the Company's operational and financial performance throughout 2025. The Company recorded net profit for the year of Rp1,321.38 billion, achieving 135.08% of the established target. This achievement reflects the effectiveness of the strategic initiatives undertaken by the Board of Directors in optimizing business opportunities, improving operational efficiency, and strengthening the Company's position in the maritime services and marine logistics industry.

The Board of Commissioners also assesses that the Board of Directors has carried out its management functions in a professional, adaptive, and responsive manner in addressing the dynamics of the business environment, enabling the Company to maintain solid performance while strengthening the foundation for future growth.

DEAR HONORED SHAREHOLDERS AND STAKEHOLDERS,

On behalf of the Board of Commissioners, we first express our praise and gratitude to Almighty God for His blessings and grace, which have enabled PT Pertamina Trans Kontinental to navigate fiscal year 2025 with maintained performance amid the dynamics and challenges of the business environment. On this occasion, we present the Report on the Supervisory Duties of the Board of Commissioners for fiscal year 2025.

This report is prepared as a form of accountability of the Board of Commissioners in carrying out its supervisory and advisory functions to the Board of Directors, as mandated by the Company's Articles of Association and in alignment with the implementation of Good Corporate Governance (GCG) principles.

Throughout 2025, the Board of Commissioners actively performed its supervisory role over the management of the Company conducted by the Board of Directors, including oversight of the implementation of the 2025 Company Work Plan and Budget (RKAP) and its alignment with the strategic direction outlined in the Company's Long-Term Plan (RJPP) 2022-2027. The Board of Commissioners also evaluated the performance of the Board of Directors based on the achievement of established key performance indicators, and reviewed various strategic initiatives undertaken in response to the dynamics of the maritime and energy logistics industry.

Selain itu, laporan ini juga memuat pandangan Dewan Komisaris terhadap berbagai isu strategis yang dihadapi Perseroan sepanjang tahun 2025, termasuk upaya Direksi dalam menjaga keberlanjutan kinerja usaha, meningkatkan efisiensi operasional armada, memperkuat layanan *marine support*, serta mengoptimalkan peran Perseroan dalam mendukung distribusi energi nasional melalui layanan maritim yang terintegrasi.

Dewan Komisaris juga memberikan penilaian terhadap penerapan tata kelola perusahaan yang baik di lingkungan Perseroan, termasuk implementasi mekanisme pengendalian internal, manajemen risiko, serta pelaksanaan *Whistleblowing System* (WBS) sebagai bagian dari komitmen Perseroan dalam membangun budaya perusahaan yang berintegritas dan transparan. Selain itu, kami juga menyampaikan informasi terkait perubahan komposisi Dewan Komisaris selama tahun buku 2025 serta pandangan Dewan Komisaris terhadap prospek usaha Perseroan pada masa mendatang.

TINJAUAN EKONOMI GLOBAL

Sepanjang tahun 2025, perekonomian global masih menghadapi berbagai tantangan yang memengaruhi stabilitas dan arah pertumbuhan ekonomi dunia. Berdasarkan laporan *World Economic Outlook* yang diterbitkan oleh International Monetary Fund (IMF), pertumbuhan ekonomi global tercatat sebesar 3,2%, mencerminkan dinamika pemulihan ekonomi yang masih berlangsung di tengah ketidakpastian geopolitik dan tekanan ekonomi global.

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Kondisi tersebut dipengaruhi oleh sejumlah faktor eksternal, antara lain meningkatnya ketegangan geopolitik di berbagai kawasan, fluktuasi harga energi dan komoditas, serta penyesuaian kebijakan moneter di berbagai negara utama. Ketidakpastian tersebut turut berdampak pada stabilitas rantai pasok global dan dinamika permintaan internasional, termasuk pada sektor transportasi laut dan perdagangan energi.

Di sisi lain, perkembangan industri pelayaran global juga dipengaruhi oleh dinamika perdagangan internasional, kebutuhan distribusi energi, serta meningkatnya perhatian terhadap efisiensi operasional dan keberlanjutan lingkungan dalam kegiatan maritim. Kondisi tersebut menuntut perusahaan-perusahaan di sektor pelayaran dan logistik maritim untuk terus meningkatkan efisiensi operasional, memperkuat manajemen armada, serta mengembangkan layanan yang lebih adaptif terhadap perubahan kebutuhan pasar.

PERTUMBUHAN EKONOMI NASIONAL YANG TANGGUH

Dewan Komisaris mencermati bahwa sepanjang tahun 2025 perekonomian nasional menunjukkan kinerja yang tetap terjaga di tengah dinamika dan ketidakpastian global. Pertumbuhan ekonomi Indonesia tercatat sebesar 5,0% dengan tingkat inflasi yang berada pada kisaran 2,8%, mencerminkan fundamental ekonomi yang cukup kuat serta efektivitas kebijakan pemerintah dalam menjaga stabilitas makroekonomi.

In addition, this report presents the views of the Board of Commissioners on various strategic issues faced by the Company throughout 2025, including the Board of Directors' efforts to maintain business sustainability, enhance fleet operational efficiency, strengthen marine support services, and optimize the Company's role in supporting national energy distribution through integrated maritime services.

The Board of Commissioners also provides its assessment of the implementation of Good Corporate Governance within the Company, including the application of internal control mechanisms, risk management practices, and the implementation of the Whistleblowing System (WBS) as part of the Company's commitment to fostering a culture of integrity and transparency. Furthermore, we present information regarding changes in the composition of the Board of Commissioners during fiscal year 2025, as well as the Board's perspective on the Company's future business prospects.

GLOBAL ECONOMIC OVERVIEW

Throughout 2025, the global economy continued to face various challenges affecting the stability and trajectory of global economic growth. According to the World Economic Outlook report published by the International Monetary Fund (IMF), global economic growth was recorded at 3.2%, reflecting an ongoing recovery amid geopolitical uncertainty and global economic pressures.

These conditions were influenced by several external factors, including rising geopolitical tensions across various regions, fluctuations in energy and commodity prices, and adjustments in monetary policies in major economies. Such uncertainties also affected the stability of global supply chains and the dynamics of international demand, including in the maritime transportation and energy trade sectors.

On the other hand, developments in the global shipping industry were also shaped by international trade dynamics, energy distribution needs, and increasing attention to operational efficiency and environmental sustainability in maritime activities. These conditions require companies in the shipping and maritime logistics sectors to continuously enhance operational efficiency, strengthen fleet management, and develop services that are more adaptive to evolving market demands.

RESILIENT NATIONAL ECONOMIC GROWTH

The Board of Commissioners observes that throughout 2025, the national economy demonstrated sustained performance amid global dynamics and uncertainty. Indonesia's economic growth was recorded at 5.0%, with inflation maintained at around 2.8%, reflecting relatively strong economic fundamentals as well as the effectiveness of government policies in maintaining macroeconomic stability.

Stabilitas ekonomi nasional juga memberikan dukungan positif bagi berbagai sektor usaha, termasuk sektor energi, logistik, dan transportasi laut yang memiliki peran strategis dalam mendukung aktivitas perdagangan dan distribusi energi nasional. Dewan Komisaris memandang bahwa meningkatnya aktivitas ekonomi dan kebutuhan distribusi energi turut memberikan peluang bagi perusahaan jasa maritim untuk memperkuat perannya dalam mendukung kelancaran rantai pasok energi.

Dalam konteks tersebut, Dewan Komisaris melihat bahwa industri jasa maritim dan logistik energi terus berkembang seiring meningkatnya kebutuhan layanan transportasi laut, pengelolaan armada, serta layanan pendukung operasional maritim di berbagai wilayah operasi. Perkembangan teknologi, digitalisasi operasional, serta tuntutan peningkatan efisiensi dan keselamatan pelayaran juga menjadi faktor penting yang mendorong transformasi di sektor ini.

Sejalan dengan dinamika tersebut, Dewan Komisaris menilai bahwa Perseroan memiliki peluang yang besar untuk memperkuat perannya sebagai penyedia layanan maritim yang terintegrasi dalam mendukung operasional Pertamina Group serta distribusi energi nasional. Penguatan kapabilitas armada, peningkatan efisiensi operasional, serta pengembangan layanan maritim yang lebih terintegrasi menjadi langkah strategis dalam meningkatkan daya saing Perseroan.

PENILAIAN TERHADAP KINERJA DIREKSI DAN DASAR PENILAIANNYA

Dewan Komisaris menilai bahwa kinerja Direksi dalam mengelola Perseroan sepanjang tahun buku 2025 telah berjalan dengan baik dan sejalan dengan prinsip tata kelola perusahaan yang sehat. Direksi dinilai mampu merespons berbagai dinamika dan tantangan yang muncul melalui implementasi strategi, kebijakan, serta berbagai inisiatif yang tepat sasaran, sehingga mampu menjaga stabilitas operasional sekaligus mendorong peningkatan kinerja usaha Perseroan.

Salah satu indikator keberhasilan tersebut tercermin dari tingkat kesehatan Perseroan yang mencapai skor 98,94 dengan predikat "AAA", yang termasuk dalam klasifikasi "SEHAT". Selain itu, realisasi *Key Performance Indicators* (KPI) Perseroan yang mencapai 109,09% menunjukkan efektivitas Direksi dalam mengelola strategi operasional, keuangan, serta pengelolaan sumber daya secara optimal. Capaian ini mencerminkan bahwa Perseroan dikelola secara efisien, *prudent*, dan berorientasi pada keberlanjutan, sekaligus menjadi indikator atas kemampuan Direksi dalam menjaga kinerja Perseroan di tengah dinamika industri jasa maritim dan logistik energi sepanjang tahun 2025.

Dewan Komisaris juga memandang bahwa strategi dan kebijakan yang dirumuskan serta dijalankan oleh Direksi sepanjang tahun 2025 telah selaras dengan visi dan misi Perseroan serta sejalan dengan arah strategis yang tertuang dalam Rencana Jangka Panjang Perusahaan (RJPP) 2022-2027. Strategi tersebut menunjukkan respons yang adaptif terhadap dinamika industri pelayaran, logistik maritim, serta kebutuhan distribusi energi yang semakin kompleks, sekaligus memperkuat posisi Perseroan sebagai penyedia layanan *marine services* yang terintegrasi.

This national economic stability has also provided positive support to various sectors, including energy, logistics, and maritime transportation, which play a strategic role in supporting trade activities and national energy distribution. The Board of Commissioners views that increasing economic activity and energy distribution needs have created opportunities for maritime service companies to strengthen their role in ensuring the smooth flow of the energy supply chain.

In this context, the Board of Commissioners notes that the maritime services and energy logistics industry continues to grow in line with increasing demand for sea transportation services, fleet management, and maritime operational support services across various operating regions. Technological advancements, operational digitalization, and the need to enhance efficiency and maritime safety have also become key drivers of transformation within this sector.

In line with these developments, the Board of Commissioners believes that the Company has significant opportunities to strengthen its role as an integrated maritime service provider in supporting the operations of the Pertamina Group and national energy distribution. Enhancing fleet capabilities, improving operational efficiency, and developing more integrated maritime services are strategic steps to strengthen the Company's competitiveness.

ASSESSMENT OF THE BOARD OF DIRECTORS' PERFORMANCE AND ITS BASIS

The Board of Commissioners assesses that the performance of the Board of Directors in managing the Company throughout the 2025 financial year has been sound and aligned with the principles of good corporate governance. The Board of Directors has demonstrated the ability to respond effectively to various dynamics and challenges through the implementation of appropriate strategies, policies, and targeted initiatives, thereby maintaining operational stability while driving improvements in the Company's business performance.

One indicator of this success is reflected in the Company's health rating, which reached a score of 98.94 with an "AAA" predicate, classified as "HEALTHY." In addition, the realization of the Company's Key Performance Indicators (KPI) at 109.09% demonstrates the effectiveness of the Board of Directors in managing operational and financial strategies, as well as optimizing resource management. These achievements reflect that the Company is managed efficiently, prudently, and with a sustainability-oriented approach, while also indicating the Board of Directors' capability to maintain performance amid the dynamics of the maritime services and energy logistics industry throughout 2025.

The Board of Commissioners also views that the strategies and policies formulated and implemented by the Board of Directors during 2025 have been aligned with the Company's vision and mission, as well as the strategic direction set forth in the Company's Long-Term Plan (RJPP) 2022-2027. These strategies demonstrate an adaptive response to developments in the shipping, maritime logistics, and increasingly complex energy distribution sectors, while strengthening the Company's position as an integrated marine services provider.

Dewan Komisaris mengapresiasi berbagai langkah strategis Direksi dalam memperkuat kapabilitas bisnis Perseroan, antara lain melalui peningkatan keandalan armada, optimalisasi pengelolaan operasional kapal, penguatan layanan *marine logistics*, serta perluasan kerja sama dengan berbagai mitra strategis di sektor energi dan maritim. Upaya tersebut tidak hanya mendukung peningkatan daya saing Perseroan, tetapi juga memperkuat peran Perseroan dalam mendukung kelancaran distribusi energi nasional.

Selain itu, Dewan Komisaris mencermati bahwa transformasi digital dan inovasi operasional menjadi bagian penting dari strategi pengembangan Perseroan. Pemanfaatan teknologi digital dalam pengelolaan armada, peningkatan sistem *monitoring* operasional kapal, serta optimalisasi sistem manajemen logistik maritim menjadi langkah strategis yang relevan dengan tuntutan efisiensi dan keselamatan operasional di industri pelayaran.

Dewan Komisaris juga memandang bahwa penguatan kapabilitas sumber daya manusia serta pembangunan budaya organisasi yang adaptif telah menjadi perhatian penting Direksi dalam mendukung keberlanjutan kinerja Perseroan. Berbagai inisiatif pengembangan kompetensi awak kapal dan tenaga profesional maritim, penguatan sistem manajemen kinerja, serta penerapan prinsip keberlanjutan dan tata kelola yang baik menjadi fondasi penting dalam meningkatkan daya saing Perseroan secara berkelanjutan.

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Dengan mempertimbangkan dinamika lingkungan usaha dan berbagai tantangan yang dihadapi, Dewan Komisaris memandang bahwa strategi dan kebijakan yang disusun serta diimplementasikan oleh Direksi sepanjang tahun 2025 telah mencerminkan arah pengembangan Perseroan yang tepat dan berorientasi pada pertumbuhan jangka panjang yang berkelanjutan. Dewan Komisaris mendorong agar Direksi terus menjaga konsistensi dalam pelaksanaan strategi tersebut dengan tetap mengedepankan prinsip kehati-hatian, kepatuhan terhadap regulasi, serta perhatian terhadap aspirasi para pemangku kepentingan.

Dewan Komisaris juga memberikan apresiasi atas upaya Direksi dalam mengelola kinerja keuangan Perseroan sepanjang tahun buku 2025. Perseroan berhasil membukukan pendapatan usaha sebesar Rp8.385,29 miliar atau mencapai 104,80% dari target RKAP tahun 2025. Melalui pengelolaan biaya yang efisien serta optimalisasi operasional armada dan layanan maritim, Perseroan mampu mencatatkan laba tahun berjalan sebesar Rp1.321,38 miliar atau 135,08% dari target yang telah ditetapkan.

Selanjutnya, Perseroan membukukan laba sebelum pajak sebesar Rp1.680,46 atau 132,28% dari target RKAP, serta laba tahun berjalan sebesar Rp1.321,38 miliar atau 135,08% dari target yang telah ditetapkan. Dewan Komisaris menilai bahwa pencapaian tersebut mencerminkan keberhasilan Direksi dalam mengelola strategi bisnis secara efektif dan adaptif, sekaligus menunjukkan peningkatan daya saing dan ketahanan finansial Perseroan di tengah dinamika industri pelayaran dan logistik maritim.

The Board of Commissioners appreciates the various strategic measures undertaken by the Board of Directors to strengthen the Company's business capabilities, including enhancing fleet reliability, optimizing vessel operations management, strengthening marine Shorebase, and expanding partnerships with strategic partners in the energy and maritime sectors. These efforts not only support the Company's competitiveness but also reinforce its role in supporting the smooth distribution of national energy.

Furthermore, the Board of Commissioners notes that digital transformation and operational innovation have become integral components of the Company's development strategy. The utilization of digital technology in fleet management, the enhancement of vessel operational monitoring systems, and the optimization of maritime logistics management systems represent strategic initiatives aligned with the increasing demands for efficiency and operational safety in the shipping industry.

The Board of Commissioners also considers that strengthening human capital capabilities and fostering an adaptive organizational culture have been key priorities of the Board of Directors in supporting sustainable performance. Various initiatives, including the development of competencies for seafarers and maritime professionals, the strengthening of performance management systems, and the implementation of sustainability and good governance principles, serve as a solid foundation for enhancing the Company's long-term competitiveness.

Taking into account the dynamics of the business environment and the challenges faced, the Board of Commissioners believes that the strategies and policies developed and implemented by the Board of Directors throughout 2025 reflect the right direction for the Company's development and are oriented toward sustainable long-term growth. The Board of Commissioners encourages the Board of Directors to maintain consistency in executing these strategies, while continuing to uphold prudence, regulatory compliance, and responsiveness to stakeholders' aspirations.

The Board of Commissioners also expresses its appreciation for the Board of Directors' efforts in managing the Company's financial performance throughout the 2025 financial year. The Company recorded operating revenues of Rp8,385.29 billion, or 104.80% of the 2025 RKAP target. Through efficient cost management and the optimization of fleet operations and maritime services, the Company achieved net profit of the year of Rp1,321.38 billion, or 135.08% of the target.

Furthermore, the Company recorded profit before tax of Rp1,680.46 billion, or 132.28% of the RKAP target, and net profit for the year of Rp1,321.38 billion, or 135.08% of the target. The Board of Commissioners considers these achievements as a reflection of the Board of Directors' success in managing business strategies effectively and adaptively, while also demonstrating enhanced competitiveness and financial resilience amid the dynamics of the shipping and maritime logistics industry.

Dari sisi posisi keuangan, Dewan Komisaris memandang bahwa kondisi keuangan Perseroan pada tahun 2025 tetap terjaga dengan baik. Total aset Perseroan tercatat sebesar Rp8.552,56 miliar didukung oleh pengelolaan aset yang optimal serta peningkatan aktivitas usaha di sektor *marine services* dan logistik maritim. Liabilitas Perseroan tercatat sebesar Rp3.468,60 miliar sementara ekuitas mencapai Rp5.083,96 miliar. Secara keseluruhan, Dewan Komisaris menilai bahwa struktur keuangan Perseroan berada dalam kondisi yang sehat dan terkendali, sehingga mampu mendukung keberlanjutan operasional serta pertumbuhan usaha Perseroan pada masa mendatang.

PENGAWASAN DALAM PERUMUSAN STRATEGI DAN KEBIJAKAN PERUSAHAAN

Dewan Komisaris secara aktif menjalankan perannya dalam proses perumusan dan penerapan strategi serta kebijakan strategis Perseroan dengan memberikan arahan, *pandangan*, dan rekomendasi yang konstruktif kepada Direksi, sesuai dengan kewenangan yang diatur dalam Anggaran Dasar Perseroan serta peraturan perundang-undangan yang berlaku.

Sepanjang tahun buku 2025, Dewan Komisaris melaksanakan fungsi pengawasan secara menyeluruh terhadap pengelolaan Perseroan oleh Direksi. Pengawasan tersebut mencakup pelaksanaan prinsip tata kelola perusahaan yang baik (*Good Corporate Governance*), pengelolaan risiko secara terpadu, penguatan pengendalian internal, serta pemantauan terhadap berbagai isu strategis yang berpengaruh terhadap keberlanjutan usaha Perseroan. Dewan Komisaris juga memastikan bahwa seluruh kebijakan dan langkah operasional Perseroan dilaksanakan secara transparan, akuntabel, dan selaras dengan ketentuan peraturan perundang-undangan yang berlaku.

Dalam menjalankan fungsi pengawasan tersebut, Dewan Komisaris secara aktif melakukan pendampingan terhadap implementasi strategi usaha dan tata kelola Perseroan melalui berbagai mekanisme kerja. Sepanjang tahun 2025, Dewan Komisaris secara rutin menyelenggarakan rapat bersama Direksi untuk membahas perkembangan kinerja Perseroan, termasuk evaluasi terhadap implementasi Rencana Kerja dan Anggaran Perusahaan (RKAP) tahun 2025 serta perkembangan kinerja operasional dan keuangan Perseroan. Selain itu, Dewan Komisaris juga melaksanakan rapat internal untuk menelaah hasil pengawasan yang dilakukan oleh komite-komite di bawah Dewan Komisaris serta memberikan arahan strategis kepada Direksi.

Dewan Komisaris juga memberikan perhatian terhadap berbagai dokumen perencanaan strategis Perseroan, termasuk RKAP dan Rencana Jangka Panjang Perusahaan (RJPP) 2022-2027. Dalam proses tersebut, Dewan Komisaris memberikan *pandangan* dan rekomendasi guna memastikan bahwa strategi yang disusun Direksi selaras dengan arah pengembangan usaha Perseroan, kebutuhan pasar, serta dinamika industri jasa maritim dan logistik energi.

From a financial position perspective, the Board of Commissioners observes that the Company's financial condition in 2025 remained well maintained. Total assets reached Rp8,552.56 billion, supported by optimal asset management and increased business activities in the marine services and maritime logistics sectors. The Company's liabilities stood at Rp3,468.60 billion, while equity amounted to Rp5,083.96 billion. Overall, the Board of Commissioners assesses that the Company's financial structure remains healthy and well-controlled, enabling it to support sustainable operations and future business growth.

OVERSIGHT IN FORMULATION OF CORPORATE STRATEGY AND POLICIES

The Board of Commissioners actively performs its role in the formulation and implementation of the Company's strategies and strategic policies by providing constructive direction, views, and recommendations to the Board of Directors, in accordance with the authority stipulated in the Company's Articles of Association and prevailing laws and regulations.

Throughout the 2025 financial year, the Board of Commissioners carried out comprehensive oversight of the management of the Company by the Board of Directors. This oversight encompassed the implementation of Good Corporate Governance (GCG) principles, integrated risk management, strengthening of internal controls, as well as monitoring of various strategic issues affecting the Company's business sustainability. The Board of Commissioners also ensured that all policies and operational measures were implemented in a transparent and accountable manner and in compliance with applicable laws and regulations.

In performing its oversight function, the Board of Commissioners actively supported the implementation of the Company's business strategies and governance practices through various working mechanisms. During 2025, the Board of Commissioners regularly held joint meetings with the Board of Directors to discuss the Company's performance developments, including evaluations of the implementation of the 2025 Work Plan and Budget (RKAP) and updates on operational and financial performance. In addition, the Board of Commissioners conducted internal meetings to review the outcomes of oversight performed by committees under the Board of Commissioners and to provide strategic direction to the Board of Directors.

The Board of Commissioners also paid close attention to the Company's strategic planning documents, including the RKAP and the Long-Term Corporate Plan (RJPP) 2022-2027. In this process, the Board of Commissioners provided views and recommendations to ensure that the strategies developed by the Board of Directors were aligned with the Company's business development direction, market needs, and the dynamics of the maritime services and energy logistics industry.

Sepanjang tahun buku 2025, Dewan Komisaris juga memberikan berbagai persetujuan, nasihat, serta rekomendasi kepada Direksi dalam rangka memastikan pengelolaan Perseroan berjalan secara efektif dan sesuai dengan ketentuan yang berlaku. Beberapa hal penting yang menjadi perhatian Dewan Komisaris antara lain penguatan implementasi tata kelola perusahaan yang baik, peningkatan efektivitas fungsi audit internal, penguatan sistem manajemen risiko, serta peningkatan keandalan operasional armada dan layanan maritim Perseroan.

Dalam menjalankan fungsi pengawasan terhadap pengelolaan Perseroan, Dewan Komisaris secara aktif melakukan evaluasi dan pemantauan melalui berbagai forum resmi. Sepanjang tahun 2025, Dewan Komisaris telah melaksanakan sebanyak 42 kali rapat, yang terdiri atas 26 kali Rapat Internal Dewan Komisaris dan 16 kali Rapat Gabungan bersama Direksi.

Melalui forum Rapat Gabungan tersebut, Dewan Komisaris memberikan perhatian terhadap berbagai isu strategis yang mempengaruhi kinerja Perseroan, antara lain perkembangan kinerja operasional dan keuangan, pengelolaan armada dan layanan *marine logistics*, implementasi program kerja strategis Perseroan, penguatan tata kelola perusahaan, serta penerapan manajemen risiko dan sistem pengendalian internal.

Sebagai bagian dari komitmen dalam menjalankan pengawasan yang konstruktif dan berbasis pada kondisi operasional di lapangan, Dewan Komisaris juga melaksanakan kunjungan kerja melalui kegiatan *Management Walk Through* (MWT) ke beberapa unit kerja Perseroan. Kegiatan ini dilaksanakan bersama dengan komite-komite di bawah Dewan Komisaris guna memperoleh gambaran yang komprehensif mengenai pelaksanaan kegiatan operasional Perseroan serta untuk memastikan bahwa kebijakan dan strategi yang ditetapkan telah diimplementasikan secara efektif.

Melalui kegiatan tersebut, Dewan Komisaris memperoleh berbagai masukan dan informasi langsung dari unit kerja serta para pemangku kepentingan internal, yang selanjutnya menjadi bahan pertimbangan dalam memberikan arahan dan rekomendasi kepada Direksi dalam rangka meningkatkan efektivitas pengelolaan Perseroan.

Selain itu, Dewan Komisaris juga turut hadir dan berperan aktif dalam Rapat Umum Pemegang Saham (RUPS) Tahunan yang diselenggarakan pada tanggal 26 Juni 2025 sebagai bagian dari komitmen Perseroan dalam menjaga hubungan yang transparan dan akuntabel dengan pemegang saham.

Dengan pendekatan pengawasan yang komprehensif, sistematis, dan kolaboratif tersebut, Dewan Komisaris meyakini bahwa fungsi pengawasan dapat dijalankan secara efektif serta memberikan kontribusi positif terhadap peningkatan kinerja dan keberlanjutan usaha Perseroan pada masa mendatang.

Throughout the 2025 financial year, the Board of Commissioners also provided various approvals, advice, and recommendations to the Board of Directors to ensure that the Company's management was carried out effectively and in accordance with applicable regulations. Key areas of focus included strengthening the implementation of Good Corporate Governance, enhancing the effectiveness of the internal audit function, reinforcing risk management systems, and improving the reliability of the Company's fleet operations and maritime services.

In carrying out its oversight of the Company's management, the Board of Commissioners actively conducted evaluations and monitoring through various formal forums. Throughout 2025, the Board of Commissioners held a total of 42 meetings, consisting of 26 Internal Board of Commissioners Meetings and 16 Joint Meetings with the Board of Directors.

Through these Joint Meetings, the Board of Commissioners focused on various strategic issues affecting the Company's performance, including developments in operational and financial performance, fleet management and marine Shorebase, implementation of the Company's strategic programs, strengthening corporate governance, as well as the application of risk management and internal control systems.

As part of its commitment to conducting constructive oversight grounded in actual operational conditions, the Board of Commissioners also carried out working visits through *Management Walk Through* (MWT) activities to several of the Company's business units. These activities were conducted together with the committees under the Board of Commissioners to obtain a comprehensive understanding of the Company's operational activities and to ensure that established policies and strategies were effectively implemented.

Through these activities, the Board of Commissioners obtained direct input and insights from business units and internal stakeholders, which served as valuable considerations in providing direction and recommendations to the Board of Directors to enhance the effectiveness of the Company's management.

In addition, the Board of Commissioners also attended and actively participated in the Annual General Meeting of Shareholders (AGMS) held on June 26, 2025, as part of the Company's commitment to maintaining transparent and accountable relationships with shareholders.

With this comprehensive, systematic, and collaborative oversight approach, the Board of Commissioners believes that its supervisory function has been effectively carried out and has contributed positively to enhancing the Company's performance and ensuring its business sustainability in the future.

PANDANGAN ATAS PENERAPAN TATA KELOLA PERUSAHAAN, MANAJEMEN RISIKO, DAN PENGENDALIAN INTERNAL

Dewan Komisaris memandang bahwa penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance/GCG*) di lingkungan Perseroan sepanjang tahun buku 2025 terus menunjukkan komitmen yang kuat serta perkembangan yang positif. Perseroan menjadikan prinsip-prinsip GCG tidak hanya sebagai kewajiban kepatuhan, tetapi sebagai *landasan* strategis dalam menjalankan kegiatan usaha secara transparan, akuntabel, bertanggung jawab, independen, dan berkeadilan.

Penerapan prinsip-prinsip tersebut telah diintegrasikan secara konsisten dalam berbagai proses pengambilan keputusan serta pelaksanaan kegiatan operasional Perseroan. Dewan Komisaris juga mengapresiasi berbagai langkah yang dilakukan Direksi dalam memperkuat praktik tata kelola perusahaan yang baik, termasuk upaya untuk mengintegrasikan prinsip *Environmental, Social, and Governance (ESG)* ke dalam kebijakan dan strategi bisnis Perseroan. Langkah ini mencerminkan komitmen Perseroan dalam membangun model bisnis yang berkelanjutan, sekaligus menciptakan nilai tambah bagi para pemangku kepentingan.

Dalam aspek pengelolaan risiko, Dewan Komisaris menilai bahwa Perseroan telah menerapkan sistem manajemen risiko yang terstruktur dan memadai dengan mengacu pada standar ISO 31000:2018. Penerapan kerangka kerja *Enterprise Risk Management (ERM)* serta model *Three Lines of Defense* telah dijalankan secara konsisten dalam mengidentifikasi, memantau, serta memitigasi berbagai risiko strategis, operasional, hukum, maupun kepatuhan yang dihadapi Perseroan. Pendekatan ini menjadi semakin penting mengingat karakteristik industri maritim yang memiliki tingkat kompleksitas operasional tinggi, termasuk pengelolaan armada, keselamatan pelayaran, serta dinamika rantai pasok energi.

Dari sisi pengendalian internal, Dewan Komisaris memberikan penilaian positif terhadap penerapan sistem pengendalian internal yang mengacu pada kerangka COSO Framework. Sistem tersebut telah diimplementasikan secara menyeluruh pada aspek keuangan, operasional, serta kepatuhan terhadap ketentuan peraturan perundang-undangan. Evaluasi atas efektivitas sistem pengendalian internal yang dilakukan oleh fungsi audit internal menunjukkan bahwa mekanisme pengendalian yang diterapkan telah berjalan secara memadai dan mampu mendukung terciptanya pengelolaan Perseroan yang *prudent*, akuntabel, serta mendukung kelancaran operasional layanan maritim Perseroan.

Dewan Komisaris juga mengapresiasi komitmen Perseroan dalam memperkuat budaya integritas serta pencegahan praktik korupsi, gratifikasi, dan benturan kepentingan. Berbagai program sosialisasi, pelatihan, serta kampanye internal terus dilakukan guna meningkatkan kesadaran dan pemahaman seluruh insan Perseroan terhadap pentingnya integritas dalam menjalankan kegiatan usaha. Perseroan juga telah menerapkan Sistem Manajemen Anti Penyuapan (SMAP) yang mengacu pada standar internasional ISO 37001:2016 sebagai pedoman dalam mencegah dan mendeteksi potensi praktik penyuapan di lingkungan Perseroan.

VIEW ON THE IMPLEMENTATION OF CORPORATE GOVERNANCE, RISK MANAGEMENT, AND INTERNAL CONTROL

The Board of Commissioners views that the implementation of Good Corporate Governance (GCG) within the Company throughout the 2025 financial year has demonstrated a strong commitment and continued positive progress. The Company has positioned GCG principles not merely as a compliance obligation, but as a strategic foundation in conducting business activities in a transparent, accountable, responsible, independent, and fair manner.

These principles have been consistently integrated into various decision-making processes and the execution of the Company's operational activities. The Board of Commissioners also appreciates the initiatives undertaken by the Board of Directors to strengthen good corporate governance practices, including efforts to integrate Environmental, Social, and Governance (ESG) principles into the Company's policies and business strategies. This reflects the Company's commitment to building a sustainable business model while creating added value for its stakeholders.

In terms of risk management, the Board of Commissioners assesses that the Company has implemented a structured and adequate risk management system in accordance with the ISO 31000:2018 standard. The implementation of the Enterprise Risk Management (ERM) framework, along with the Three Lines of Defense model, has been consistently carried out to identify, monitor, and mitigate various strategic, operational, legal, and compliance risks faced by the Company. This approach is increasingly important given the characteristics of the maritime industry, which involves high operational complexity, including fleet management, navigation safety, and the dynamics of the energy supply chain.

From an internal control perspective, the Board of Commissioners provides a positive assessment of the implementation of the internal control system based on the COSO Framework. This system has been comprehensively applied across financial, operational, and regulatory compliance aspects. Evaluations of the effectiveness of the internal control system conducted by the internal audit function indicate that the control mechanisms in place are adequate and capable of supporting prudent and accountable management, as well as ensuring the smooth operation of the Company's maritime services.

The Board of Commissioners also appreciates the Company's commitment to strengthening a culture of integrity and preventing corruption, gratification, and conflicts of interest. Various socialization programs, training sessions, and internal campaigns have been continuously carried out to enhance awareness and understanding among all employees regarding the importance of integrity in conducting business activities. The Company has also implemented an Anti-Bribery Management System (ABMS) in accordance with the international standard ISO 37001:2016 as a guideline for preventing and detecting potential bribery practices within the Company.

Selain itu, pengoperasian *Whistleblowing System* (WBS) yang terintegrasi dengan sistem pelaporan di lingkungan Pertamina Group turut memperkuat komitmen Perseroan dalam menciptakan lingkungan kerja yang transparan dan bebas dari praktik pelanggaran. Mekanisme tersebut memberikan ruang bagi seluruh pemangku kepentingan untuk menyampaikan laporan dugaan pelanggaran secara aman dan bertanggung jawab.

Dengan berbagai inisiatif tersebut, Dewan Komisaris menilai bahwa Perseroan telah berada pada jalur yang tepat dalam memperkuat implementasi tata kelola perusahaan yang baik. Ke depan, Dewan Komisaris mendorong agar Perseroan terus meningkatkan kualitas penerapan GCG, memperkuat sistem pengawasan internal, serta mengembangkan praktik bisnis yang berkelanjutan melalui penguatan implementasi prinsip ESG agar mampu menjawab ekspektasi para pemangku kepentingan serta dinamika industri maritim dan logistik energi yang terus berkembang.

PENILAIAN ATAS KINERJA ORGAN PENDUKUNG DEWAN KOMISARIS

Dalam menjalankan fungsi pengawasannya, Dewan Komisaris dibantu oleh Sekretaris Dewan Komisaris serta tiga Komite di bawah Dewan Komisaris, yaitu Komite Audit, Komite Pemantau Risiko & Investasi, dan Komite Nominasi & Remunerasi. Keberadaan organ pendukung tersebut berperan penting dalam membantu Dewan Komisaris menjalankan fungsi pengawasan secara efektif, independen, dan objektif dalam memastikan pengelolaan Perseroan berjalan sesuai dengan prinsip tata kelola perusahaan yang baik.

Sekretaris Dewan Komisaris bersama seluruh Komite Dewan Komisaris telah menjalankan fungsi dan tanggung jawabnya masing-masing guna mendukung pelaksanaan tugas pengawasan Dewan Komisaris. Setiap Komite menyusun rencana kerja tahunan serta laporan pelaksanaan tugas yang disampaikan secara berkala kepada Dewan Komisaris. Laporan tersebut menjadi bagian penting dalam proses evaluasi kinerja serta pengukuran pencapaian indikator kinerja utama (*Key Performance Indicators/KPI*) masing-masing komite. Penilaian kinerja terhadap organ pendukung Dewan Komisaris dilakukan secara berkala setiap tahun sebagai bagian dari upaya menjaga efektivitas pelaksanaan fungsi pengawasan.

Sepanjang tahun buku 2025, Komite Audit melaksanakan tugas dan tanggung jawabnya sesuai dengan rencana kerja yang telah ditetapkan. Komite Audit melakukan berbagai kegiatan pengawasan yang mencakup evaluasi terhadap laporan keuangan Perseroan untuk memastikan kepatuhan terhadap standar akuntansi yang berlaku, penelaahan terhadap efektivitas sistem pengendalian internal, serta pemantauan terhadap penerapan kebijakan kepatuhan dan tata kelola perusahaan yang baik.

In addition, the operation of a Whistleblowing System (WBS), integrated with the reporting system within the Pertamina Group, further reinforces the Company's commitment to fostering a transparent and violation-free work environment. This mechanism provides a secure and responsible channel for all stakeholders to report suspected violations.

Through these various initiatives, the Board of Commissioners believes that the Company is on the right track in strengthening the implementation of good corporate governance. Going forward, the Board of Commissioners encourages the Company to continue enhancing the quality of GCG implementation, strengthening internal oversight systems, and advancing sustainable business practices through the reinforcement of ESG principles to meet stakeholders' expectations and respond to the evolving dynamics of the maritime and energy logistics industry.

ASSESSMENT OF THE PERFORMANCE OF THE BOARD OF COMMISSIONERS' SUPPORTING ORGANS

In carrying out its supervisory function, the Board of Commissioners is supported by the Board of Commissioners' Secretary and three committees under the Board of Commissioners, namely the Audit Committee, the Risk & Investment Monitoring Committee, and the Nomination & Remuneration Committee. The presence of these supporting organs plays a vital role in assisting the Board of Commissioners in performing its oversight function effectively, independently, and objectively to ensure that the Company is managed in accordance with the principles of good corporate governance.

The Board of Commissioners' Secretary and all committees have carried out their respective roles and responsibilities to support the execution of the Board of Commissioners' supervisory duties. Each committee prepares an annual work plan and periodic reports on the implementation of its duties, which are submitted to the Board of Commissioners. These reports serve as an important basis for performance evaluation and the measurement of each committee's Key Performance Indicators (KPI). Performance assessments of the supporting organs are conducted annually as part of efforts to maintain the effectiveness of the supervisory function.

Throughout the 2025 financial year, the Audit Committee performed its duties and responsibilities in accordance with its established work plan. The Audit Committee conducted various oversight activities, including evaluating the Company's financial statements to ensure compliance with applicable accounting standards, reviewing the effectiveness of the internal control system, and monitoring the implementation of compliance policies and good corporate governance practices.

Komite Audit juga melakukan peninjauan terhadap pelaksanaan *Annual Audit Plan* (AAP) yang dijalankan oleh fungsi Internal Audit serta mengevaluasi hasil audit yang dilakukan oleh auditor eksternal. Selain itu, Komite Audit secara aktif memantau tindak lanjut atas temuan audit guna memastikan bahwa rekomendasi perbaikan telah ditindaklanjuti secara memadai oleh manajemen. Berdasarkan hasil telaah atas laporan manajemen dan laporan keuangan yang diterbitkan secara berkala, Komite Audit menyampaikan berbagai masukan dan rekomendasi kepada Dewan Komisaris sebagai bahan pertimbangan dalam pelaksanaan fungsi pengawasan.

Kinerja Komite Audit dinilai berdasarkan indikator kinerja yang telah ditetapkan oleh Dewan Komisaris, antara lain tingkat kehadiran dalam rapat, kontribusi pemikiran dan rekomendasi yang diberikan, serta realisasi pelaksanaan program kerja yang tercantum dalam Rencana Kerja Komite Audit.

Sementara itu, Komite Pemantau Risiko & Investasi secara aktif melaksanakan fungsi pengawasan dalam bidang manajemen risiko dan pengelolaan investasi Perseroan. Komite melakukan telaah terhadap kebijakan dan pelaksanaan manajemen risiko, memantau tingkat eksposur risiko Perseroan, serta mengevaluasi berbagai inisiatif investasi yang dijalankan oleh manajemen, termasuk investasi yang berkaitan dengan pengembangan armada, peningkatan kapasitas layanan maritim, serta penguatan infrastruktur operasional Perseroan.

Selain itu, Komite Pemantau Risiko & Investasi juga melakukan penelaahan terhadap rencana investasi yang tercantum dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) tahun 2025, termasuk melakukan pemantauan terhadap realisasi investasi serta evaluasi atas kinerja investasi yang telah dilaksanakan sebelumnya. Komite juga secara berkala melakukan koordinasi dengan fungsi terkait untuk memastikan bahwa pengelolaan investasi dan risiko Perseroan dilaksanakan sesuai dengan kebijakan dan prinsip kehati-hatian.

Kinerja Komite Pemantau Risiko & Investasi dinilai berdasarkan indikator yang ditetapkan oleh Dewan Komisaris, yang mencakup tingkat kehadiran dalam rapat, kontribusi rekomendasi yang diberikan kepada Dewan Komisaris, serta realisasi program kerja yang tercantum dalam rencana kerja komite.

Di sisi lain, Komite Nominasi & Remunerasi juga telah melaksanakan berbagai tugas penting dalam mendukung pelaksanaan fungsi pengawasan Dewan Komisaris di bidang pengelolaan sumber daya manusia serta kebijakan remunerasi Perseroan. Komite melakukan pemantauan dan evaluasi terhadap kebijakan pengelolaan sumber daya manusia yang diterapkan oleh Direksi, termasuk penelaahan terhadap efektivitas sistem manajemen kinerja dan pengembangan organisasi.

Komite Nominasi & Remunerasi juga melakukan evaluasi terhadap usulan *Key Performance Indicator* (KPI) individu anggota Direksi serta memantau realisasinya secara berkala. Selain itu, Komite memberikan rekomendasi kepada Dewan Komisaris terkait kebijakan remunerasi, insentif kinerja, serta berbagai kebijakan lain yang berkaitan dengan pengelolaan sumber daya manusia di lingkungan Perseroan.

The Audit Committee also reviewed the implementation of the *Annual Audit Plan* (AAP) carried out by the Internal Audit function and evaluated the results of audits conducted by external auditors. In addition, the Audit Committee actively monitored the follow-up on audit findings to ensure that management has adequately implemented the recommended improvements. Based on its review of management reports and periodic financial statements, the Audit Committee provided input and recommendations to the Board of Commissioners to support its supervisory role.

The performance of the Audit Committee is assessed based on indicators established by the Board of Commissioners, including meeting attendance, the quality of insights and recommendations provided, and the realization of work programs as outlined in the Audit Committee Work Plan.

Meanwhile, the Risk & Investment Monitoring Committee actively carried out its oversight function in the areas of risk management and the Company's investment management. The Committee reviewed risk management policies and their implementation, monitored the Company's risk exposure levels, and evaluated various investment initiatives undertaken by management, including investments related to fleet development, enhancement of maritime service capacity, and strengthening of the Company's operational infrastructure.

In addition, the Risk & Investment Monitoring Committee reviewed investment plans included in the 2025 Work Plan and Budget (RKAP), monitored the realization of investments, and evaluated the performance of previously executed investments. The Committee also coordinated regularly with relevant functions to ensure that investment and risk management were carried out in accordance with established policies and prudential principles.

The performance of the Risk & Investment Monitoring Committee is assessed based on indicators set by the Board of Commissioners, including meeting attendance, the contribution of recommendations provided to the Board of Commissioners, and the realization of work programs outlined in the committee's work plan.

On the other hand, the Nomination & Remuneration Committee has also carried out various important duties in supporting the Board of Commissioners' oversight function in the areas of human capital management and remuneration policies. The Committee monitored and evaluated human capital management policies implemented by the Board of Directors, including reviewing the effectiveness of performance management systems and organizational development.

The Nomination & Remuneration Committee also evaluated the proposed individual *Key Performance Indicators* (KPI) of the members of the Board of Directors and monitored their realization on a regular basis. In addition, the Committee provided recommendations to the Board of Commissioners regarding remuneration policies, performance incentives, and other policies related to human capital management within the Company.

Kinerja Komite Nominasi & Remunerasi juga dievaluasi berdasarkan indikator yang telah ditetapkan oleh Dewan Komisaris, yang mencakup tingkat kehadiran dalam rapat, kontribusi rekomendasi yang diberikan, serta realisasi pelaksanaan program kerja yang telah direncanakan.

Pada tahun 2025, evaluasi kinerja anggota komite dilakukan melalui metode 360 derajat dan AKHLAK *Behavioural Survey* (ABS), dengan Komite Audit, Komite Pemantau Risiko & Investasi, dan Komite Nominasi & Remunerasi, seluruhnya memperoleh predikat *high*. Dewan Komisaris menilai bahwa seluruh komite telah menjalankan tugas dan tanggung jawabnya secara efektif dalam mendukung pelaksanaan fungsi pengawasan Dewan Komisaris.

Dewan Komisaris menyampaikan apresiasi atas dedikasi, kontribusi, dan kinerja yang telah ditunjukkan oleh Sekretaris Dewan Komisaris serta seluruh Komite Dewan Komisaris dalam mendukung penguatan tata kelola perusahaan serta peningkatan kinerja Perseroan secara berkelanjutan.

PANDANGAN DAN PERAN DEWAN KOMISARIS ATAS PENERAPAN WHISTLEBLOWING SYSTEM (WBS)

Dewan Komisaris juga memberikan perhatian khusus terhadap penerapan *Whistleblowing System* (WBS) di lingkungan Perseroan sepanjang tahun buku 2025. Dewan Komisaris menilai bahwa mekanisme WBS telah berjalan dengan baik serta didukung oleh berbagai upaya sosialisasi dan kampanye internal yang bertujuan meningkatkan pemahaman serta pemanfaatan saluran pengaduan tersebut oleh seluruh pemangku kepentingan.

Dewan Komisaris memandang bahwa WBS merupakan salah satu instrumen penting dalam memperkuat sistem pengendalian internal serta menjaga integritas di lingkungan Perseroan. Melalui mekanisme ini, potensi pelanggaran terhadap etika, kebijakan internal, maupun ketentuan hukum dapat dideteksi dan ditindaklanjuti secara lebih cepat dan transparan. Oleh karena itu, Dewan Komisaris menilai bahwa keberadaan WBS memiliki peran strategis sebagai pelengkap mekanisme pengawasan lainnya, termasuk fungsi audit internal maupun audit eksternal.

Dalam rangka memperkuat upaya pencegahan korupsi, penyuapan, dan berbagai bentuk kecurangan lainnya, Dewan Komisaris juga menekankan pentingnya peningkatan efektivitas implementasi *Whistleblowing System* (WBS) serta Sistem Manajemen Anti Penyuapan (SMAP) secara berkelanjutan. Penguatan kedua sistem tersebut diharapkan dapat semakin mendorong terciptanya budaya integritas dan kepatuhan di seluruh lini organisasi.

The performance of the Nomination & Remuneration Committee is also evaluated based on indicators established by the Board of Commissioners, including meeting attendance, the contribution of recommendations, and the realization of planned work programs.

In 2025, the evaluation of committee members' performance was conducted using the 360-degree method and the AKHLAK Behavioral Survey (ABS), with the Audit Committee, the Risk & Investment Monitoring Committee, and the Nomination & Remuneration Committee all receiving a "high" rating. The Board of Commissioners assesses that all committees have effectively carried out their duties and responsibilities in supporting the Board of Commissioners' supervisory function.

The Board of Commissioners expresses its appreciation for the dedication, contributions, and performance demonstrated by the Board of Commissioners' Secretary and all committees in supporting the strengthening of corporate governance and the sustainable improvement of the Company's performance.

THE BOARD OF COMMISSIONERS' VIEW AND ROLE IN THE IMPLEMENTATION OF THE WHISTLEBLOWING SYSTEM (WBS)

The Board of Commissioners places particular attention on the implementation of the Whistleblowing System (WBS) within the Company throughout the 2025 financial year. The Board of Commissioners assesses that the WBS mechanism has been operating effectively and is supported by various socialization efforts and internal campaigns aimed at enhancing understanding and encouraging the use of the reporting channel by all stakeholders.

The Board of Commissioners views the WBS as an important instrument in strengthening the internal control system and maintaining integrity within the Company. Through this mechanism, potential violations of ethics, internal policies, and legal provisions can be detected and addressed more promptly and transparently. Therefore, the Board of Commissioners considers the WBS to play a strategic role as a complement to other oversight mechanisms, including internal and external audit functions.

To further strengthen efforts in preventing corruption, bribery, and other forms of fraud, the Board of Commissioners emphasizes the importance of continuously enhancing the effectiveness of the Whistleblowing System (WBS) and the Anti-Bribery Management System (ABMS). Strengthening these systems is expected to further promote a culture of integrity and compliance across all levels of the organization.

Dalam pelaksanaan fungsi pengawasan, Dewan Komisaris turut memantau laporan pengaduan yang disampaikan melalui mekanisme WBS. Dewan Komisaris memiliki kewenangan untuk melakukan eskalasi terhadap laporan tertentu hingga ke tingkat Dewan Komisaris apabila dinilai memiliki tingkat materialitas yang signifikan. Apabila suatu laporan didukung oleh bukti yang memadai, Dewan Komisaris dapat merekomendasikan dilakukannya investigasi lebih lanjut oleh pihak independen guna memastikan objektivitas proses pemeriksaan serta menjadi dasar dalam penetapan langkah penanganan yang diperlukan.

Dalam hal pengaduan yang melibatkan anggota Dewan Komisaris, mekanisme penanganannya dilaksanakan sesuai dengan ketentuan yang berlaku di lingkungan Pertamina Group. Laporan yang diterima melalui fungsi terkait di tingkat *holding* akan ditelaah secara independen untuk menentukan tindak lanjut yang diperlukan sesuai dengan prinsip tata kelola perusahaan yang baik. Dewan Komisaris menilai bahwa mekanisme tersebut menjadi bagian penting dalam memperkuat sistem pengawasan serta membangun budaya organisasi yang menjunjung tinggi integritas, transparansi, dan akuntabilitas di lingkungan Perseroan.

PANDANGAN ATAS PROSPEK USAHA TAHUN 2026

Dewan Komisaris menilai bahwa prospek usaha PT Pertamina Trans Kontinental untuk tahun buku 2026 dan periode selanjutnya tetap menunjukkan potensi yang positif, sejalan dengan *pandangan* dan arah strategis yang disampaikan oleh Direksi. Optimisme ini didasarkan pada meningkatnya aktivitas sektor energi dan logistik maritim, serta kebutuhan layanan transportasi laut dan *marine services* yang semakin penting dalam mendukung kelancaran distribusi energi nasional.

Dewan Komisaris memandang bahwa peran sektor maritim dalam mendukung ketahanan energi nasional dan kelancaran rantai pasok logistik semakin strategis. Berbagai program pembangunan infrastruktur maritim, peningkatan aktivitas industri energi, serta penguatan konektivitas logistik nasional memberikan peluang bagi Perseroan untuk memperluas kontribusinya dalam menyediakan layanan maritim yang *andal* dan terintegrasi.

Selain itu, meningkatnya kebutuhan akan layanan pengelolaan armada, dukungan operasional pelabuhan, serta layanan logistik maritim yang efisien membuka peluang bagi Perseroan untuk terus mengembangkan portofolio layanan yang lebih inovatif dan bernilai tambah. Dewan Komisaris melihat bahwa pemanfaatan teknologi digital dalam pengelolaan operasional armada, peningkatan sistem *monitoring* operasional kapal, serta optimalisasi sistem manajemen logistik menjadi faktor penting dalam meningkatkan efisiensi dan daya saing Perseroan.

In carrying out its supervisory function, the Board of Commissioners also monitors reports submitted through the WBS mechanism. The Board of Commissioners has the authority to escalate certain reports to its level if they are deemed to have significant materiality. Where a report is supported by sufficient evidence, the Board of Commissioners may recommend further investigation by an independent party to ensure the objectivity of the review process and to serve as a basis for determining appropriate corrective actions.

In cases where reports involve members of the Board of Commissioners, the *handling* mechanism is carried out in accordance with the applicable provisions within the Pertamina Group. Reports received through the relevant functions at the holding level are reviewed independently to determine the appropriate follow-up actions in line with good corporate governance principles. The Board of Commissioners considers this mechanism an important element in strengthening the oversight system and fostering an organizational culture that upholds integrity, transparency, and accountability within the Company.

VIEW ON BUSINESS PROSPECTS FOR 2026

The Board of Commissioners assesses that the business prospects of PT Pertamina Trans Kontinental for the 2026 financial year and beyond remain positive, in line with the views and strategic direction presented by the Board of Directors. This optimism is driven by the increasing activity in the energy and maritime logistics sectors, as well as the growing importance of sea transportation and marine services in supporting the smooth distribution of national energy.

The Board of Commissioners views the maritime sector as playing an increasingly strategic role in supporting national energy security and the efficiency of the logistics supply chain. Various maritime infrastructure development programs, rising activity in the energy industry, and the strengthening of national logistics connectivity present opportunities for the Company to expand its contribution in providing reliable and integrated maritime services.

Furthermore, the growing demand for fleet management services, port operational support, and efficient maritime Shorebase opens up opportunities for the Company to further develop a more innovative and value-added service portfolio. The Board of Commissioners observes that the utilization of digital technology in fleet operations, the enhancement of vessel monitoring systems, and the optimization of logistics management systems are key factors in improving the Company's efficiency and competitiveness.

Di sisi lain, Dewan Komisaris juga mencermati bahwa dinamika ekonomi global, fluktuasi harga energi, serta perkembangan regulasi di sektor maritim menuntut Perseroan untuk terus meningkatkan kapasitas adaptasi dan ketahanan organisasi. Oleh karena itu, strategi Perseroan yang menitikberatkan pada penguatan kapabilitas operasional, peningkatan keandalan armada, optimalisasi proses bisnis, serta pengelolaan risiko yang adaptif dinilai sebagai langkah yang tepat dalam menghadapi tantangan industri ke depan.

Dengan fondasi bisnis yang kuat, dukungan dari pemangku kepentingan, serta pengalaman Perseroan dalam menyediakan layanan maritim yang *andal*, Dewan Komisaris meyakini bahwa PT Pertamina Trans Kontinental memiliki kapasitas yang memadai untuk terus tumbuh dan memperkuat posisinya sebagai perusahaan jasa maritim yang terintegrasi.

Ke depan, penguatan portofolio layanan *marine services*, peningkatan efisiensi operasional, pengembangan kapabilitas sumber daya manusia, serta penerapan prinsip keberlanjutan dalam operasional Perseroan diharapkan dapat menjadi pilar utama dalam mendukung pertumbuhan usaha Perseroan secara berkelanjutan. Dewan Komisaris optimistis bahwa dengan strategi yang tepat serta komitmen yang kuat dari seluruh jajaran manajemen, Perseroan akan mampu terus memberikan nilai tambah bagi pemegang saham serta para pemangku kepentingan di masa mendatang.

PERUBAHAN SUSUNAN DEWAN KOMISARIS

Sepanjang tahun buku 2025, komposisi Dewan Komisaris PT Pertamina Trans Kontinental mengalami dinamika sebagai bagian dari upaya penguatan fungsi pengawasan serta penyegaran organisasi Perseroan. Perubahan tersebut dilaksanakan melalui mekanisme keputusan pemegang saham sesuai dengan ketentuan Anggaran Dasar Perseroan serta peraturan perundang-undangan yang berlaku.

Berdasarkan Keputusan Pemegang Saham Secara Sirkuler (KPSSS) tanggal 16 September 2025 yang dituangkan dalam Akta No. 2 tanggal 8 Oktober 2025 yang dibuat di hadapan Notaris Yoanes Oetomo Putra, S.H., M.Kn., Perseroan menetapkan pemberhentian dengan hormat Sdr. Andi Saiful Haq dari jabatannya sebagai Komisaris PT Pertamina Trans Kontinental.

Dengan demikian, susunan Dewan Komisaris Perseroan sampai dengan 31 Desember 2025 adalah sebagai berikut:

- Komisaris Utama: Subagjo Hari Moeljanto
- Komisaris: Amir Hamzah
- Komisaris: Hartanto
- Komisaris Independen: Agustinus Prasetyantoko

Atas nama seluruh anggota Dewan Komisaris, kami menyampaikan apresiasi dan terima kasih yang sebesar-besarnya kepada anggota Dewan Komisaris yang telah menyelesaikan masa jabatannya atas dedikasi, kontribusi, serta pengabdian yang telah diberikan bagi kemajuan Perseroan.

On the other hand, the Board of Commissioners also notes that global economic dynamics, energy price fluctuations, and regulatory developments in the maritime sector require the Company to continuously strengthen its adaptability and organizational resilience. Therefore, the Company's strategy, which emphasizes strengthening operational capabilities, improving fleet reliability, optimizing business processes, and implementing adaptive risk management, is considered appropriate in addressing future industry challenges.

With a strong business foundation, support from stakeholders, and the Company's experience in delivering reliable maritime services, the Board of Commissioners believes that PT Pertamina Trans Kontinental has sufficient capacity to continue growing and strengthening its position as an integrated maritime services company.

Going forward, the strengthening of the marine services portfolio, enhancement of operational efficiency, development of human capital capabilities, and the implementation of sustainability principles in the Company's operations are expected to serve as key pillars in supporting sustainable business growth. The Board of Commissioners remains optimistic that, with the right strategy and strong commitment from all levels of management, the Company will continue to deliver added value to shareholders and stakeholders in the future.

CHANGES IN THE COMPOSITION OF THE BOARD OF COMMISSIONERS

Throughout fiscal year 2025, the composition of the Board of Commissioners of PT Pertamina Trans Kontinental underwent changes as part of efforts to strengthen the supervisory function and refresh the Company's organization. These changes were carried out through shareholder resolutions in accordance with the Company's Articles of Association and prevailing laws and regulations.

Based on the Circular Shareholders' Resolution (KPSSS) dated September 16, 2025, as set forth in Deed No. 2 dated October 8, 2025, drawn up before Notary Yoanes Oetomo Putra, S.H., M.Kn., the Company resolved the honorable dismissal of Mr. Andi Saiful Haq from his position as Commissioner of PT Pertamina Trans Kontinental.

Accordingly, the composition of the Company's Board of Commissioners as of December 31, 2025 is as follows:

- President Commissioner: Subagjo Hari Moeljanto
- Commissioner: Amir Hamzah
- Commissioner: Hartanto
- Independent Commissioner: Agustinus Prasetyantoko

On behalf of all members of the Board of Commissioners, we extend our highest appreciation and gratitude to the member of the Board of Commissioners who has completed his term of office for his dedication, contributions, and service to the advancement of the Company.

Dewan Komisaris meyakini bahwa dengan komposisi yang ada saat ini, sinergi dan efektivitas pelaksanaan fungsi pengawasan serta pemberian arahan strategis kepada Direksi akan semakin optimal dalam mendukung pencapaian tujuan dan pertumbuhan Perseroan secara berkelanjutan.

PENUTUP

Dewan Komisaris menyampaikan apresiasi atas sinergi dan kontribusi seluruh pihak yang telah berperan aktif dalam mendukung pencapaian kinerja PT Pertamina Trans Kontinental sepanjang tahun buku 2025. Ucapan terima kasih kami sampaikan kepada Pemegang Saham atas kepercayaan dan dukungan yang senantiasa diberikan kepada Perseroan, serta kepada Direksi dan seluruh insan Perseroan yang telah menunjukkan dedikasi, profesionalisme, dan integritas dalam menjalankan peran dan tanggung jawabnya.

Dewan Komisaris meyakini bahwa berbagai capaian yang berhasil diraih sepanjang tahun 2025 merupakan fondasi penting bagi Perseroan untuk terus memperkuat kinerja serta akselerasi pertumbuhan usaha di masa mendatang. Dengan semangat transformasi, inovasi, dan kolaborasi yang terus dijaga, Dewan Komisaris optimistis bahwa Perseroan akan mampu semakin memperkuat perannya sebagai penyedia layanan maritim yang *andal* dan terintegrasi dalam mendukung distribusi energi nasional serta pengembangan ekosistem logistik maritim.

Ke depan, Dewan Komisaris berharap agar Perseroan dapat terus meningkatkan kualitas layanan, memperluas peluang usaha, serta memperkuat kapabilitas organisasi guna menjawab dinamika industri maritim dan logistik energi yang semakin berkembang. Dengan komitmen yang kuat dari seluruh jajaran manajemen dan dukungan para pemangku kepentingan, Perseroan diyakini akan mampu mewujudkan visi dan tujuan strategis Perseroan secara berkelanjutan.

The Board of Commissioners believes that with the current composition, the synergy and effectiveness in carrying out the supervisory function and providing strategic direction to the Board of Directors will be further optimized in supporting the achievement of the Company's objectives and sustainable growth.

CLOSING

The Board of Commissioners expresses its appreciation for the synergy and contributions of all parties who have actively supported the achievement of PT Pertamina Trans Kontinental's performance throughout fiscal year 2025. We extend our gratitude to the Shareholders for their continued trust and support, as well as to the Board of Directors and all employees of the Company who have demonstrated dedication, professionalism, and integrity in carrying out their roles and responsibilities.

The Board of Commissioners believes that the various achievements attained throughout 2025 provide a strong foundation for the Company to further strengthen its performance and accelerate business growth in the future. With a continued commitment to transformation, innovation, and collaboration, the Board of Commissioners is optimistic that the Company will further enhance its role as a reliable and integrated maritime services provider in supporting national energy distribution and the development of the maritime logistics ecosystem.

Looking ahead, the Board of Commissioners expects the Company to continue improving service quality, expanding business opportunities, and strengthening organizational capabilities to respond to the evolving dynamics of the maritime and energy logistics industry. With strong commitment from all levels of management and the support of stakeholders, the Company is well positioned to realize its vision and strategic objectives on a sustainable basis.

Jakarta, 29 Mei 2026

Atas nama Dewan Komisaris PT Pertamina Trans Kontinental

Jakarta, May 29, 2026

On behalf of the Board of Commissioners of PT Pertamina Trans Kontinental



Subagio Hari Moeljanto

Komisaris Utama

President Commissioner

I Ketut Laba

Direktur Utama
President Director



Laporan Direksi Board of Director's Report

Kinerja operasional dan keuangan PT Pertamina Trans Kontinental (PTK) sepanjang tahun buku 2025 menunjukkan kinerja yang solid dan terus bertumbuh di tengah dinamika industri maritim dan logistik yang semakin kompetitif. Melalui penguatan strategi operasional, peningkatan efisiensi, serta optimalisasi sinergi dalam ekosistem Pertamina Group, Perseroan mampu menjaga kesinambungan kinerja dan memberikan nilai tambah bagi para pemangku kepentingan.

Realisasi capaian *Key Performance Indicator* (KPI) Perseroan pada tahun 2025 tercatat sebesar 109,90%, meningkat dibandingkan capaian tahun 2024 yang sebesar 105,75%. Pencapaian tersebut mencerminkan efektivitas implementasi strategi bisnis yang dijalankan Perseroan, khususnya dalam memperkuat kinerja operasional, meningkatkan kualitas layanan maritim, serta mengoptimalkan pengelolaan sumber daya perusahaan secara berkelanjutan.

Sepanjang tahun pelaporan, Perseroan juga berhasil mencatatkan kinerja keuangan yang positif, tercermin dari pertumbuhan pendapatan usaha yang mencapai Rp8.385,29 miliar, meningkat sebesar 110,93% dibandingkan tahun sebelumnya. Di sisi lain, Perseroan juga membukukan laba bersih sebesar Rp1.321,38 miliar, yang menunjukkan kemampuan manajemen dalam menjaga keseimbangan antara ekspansi usaha, efisiensi biaya, dan pengelolaan risiko secara *prudent*.

Capaian tersebut tidak terlepas dari komitmen Perseroan dalam memperkuat tata kelola perusahaan yang baik (*Good Corporate Governance*), meningkatkan keandalan operasional armada dan layanan maritim, serta memperluas peluang bisnis melalui pengembangan portofolio jasa kemaritiman yang semakin terintegrasi.

PARA PEMEGANG SAHAM DAN PEMANGKU KEPENTINGAN YANG KAMI HORMATI,

Dengan penuh rasa syukur dan tanggung jawab, kami, segenap jajaran Direksi PT Pertamina Trans Kontinental (PTK), menyampaikan Laporan Tahunan Perseroan untuk Tahun Buku 2025. Tahun 2025 merupakan periode yang sarat dengan dinamika dan tantangan, baik yang berasal dari perkembangan industri energi dan kemaritiman global, maupun dari perubahan lanskap ekonomi yang menuntut perusahaan untuk semakin adaptif dan inovatif dalam menjalankan kegiatan usahanya.

The operational and financial performance of PT Pertamina Trans Kontinental (PTK) throughout fiscal year 2025 showed solid and continuously growing results amid increasingly competitive dynamics in the maritime and logistics industry. Through strengthened operational strategies, improved efficiency, and optimized synergy within the Pertamina Group ecosystem, the Company was able to maintain performance sustainability and deliver added value to its stakeholders.

The realization of the Company's Key Performance Indicator (KPI) achievements in 2025 reached 109.90%, an increase compared to 105.75% in 2024. This achievement reflects the effectiveness of the Company's business strategy implementation, particularly in strengthening operational performance, enhancing the quality of maritime services, and sustainably optimizing the management of corporate resources.

Throughout the reporting year, the Company also recorded positive financial performance, as reflected in revenue growth reaching Rp8,385.29 billion, an increase of 110.93% compared to the previous year. On the other hand, the Company posted a net profit of Rp1,321.38 billion, demonstrating management's ability to maintain a balance between business expansion, cost efficiency, and prudent risk management.

These achievements are inseparable from the Company's commitment to strengthening good corporate governance (GCG), improving the reliability of fleet operations and maritime services, and expanding business opportunities through the development of an increasingly integrated maritime services portfolio.

DEAR HONORED SHAREHOLDERS AND STAKEHOLDERS,

With a deep sense of gratitude and responsibility, we, the Board of Directors of PT Pertamina Trans Kontinental (PTK), present the Company's Annual Report for Fiscal Year 2025. The year 2025 was marked by significant dynamics and challenges, stemming both from developments in the global energy and maritime industries and from shifts in the economic landscape that require companies to be increasingly adaptive and innovative in conducting their business activities.

Di tengah berbagai tantangan tersebut, Perseroan mampu menjaga momentum pertumbuhan dan mencatatkan kinerja yang positif. Capaian ini tidak terlepas dari kerja keras, dedikasi, serta semangat kolaborasi seluruh Insan PTK dalam menjalankan strategi bisnis secara konsisten dan terarah. Berbagai inisiatif penguatan operasional, peningkatan kualitas layanan, serta optimalisasi sinergi dalam ekosistem Pertamina Group telah memberikan kontribusi nyata terhadap peningkatan kinerja perusahaan sepanjang tahun pelaporan.

Sepanjang tahun 2025, PTK terus melanjutkan langkah transformasi bisnis guna memperkuat posisinya sebagai penyedia jasa logistik energi dan kemaritiman yang *andal*, profesional, dan berdaya saing tinggi. Transformasi tersebut diwujudkan melalui peningkatan kapabilitas operasional, pengembangan portofolio layanan maritim yang terintegrasi, serta penerapan tata kelola perusahaan yang baik sebagai fondasi dalam menciptakan nilai tambah yang berkelanjutan. Melalui Laporan Tahunan ini, kami menyampaikan secara komprehensif berbagai pencapaian kinerja Perseroan sepanjang Tahun Buku 2025 sebagai bentuk transparansi dan akuntabilitas kepada para pemegang saham serta seluruh pemangku kepentingan. Perseroan juga senantiasa berkomitmen untuk terus memperkuat kontribusinya dalam mendukung kelancaran distribusi energi nasional melalui penyediaan layanan logistik energi yang semakin unggul, terintegrasi, dan berkelanjutan.

TINJAUAN EKONOMI GLOBAL

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Pertumbuhan ekonomi global sepanjang tahun 2025 masih diwarnai oleh berbagai tantangan dan ketidakpastian. Berdasarkan publikasi International Monetary Fund (IMF) dalam laporan *World Economic Outlook (WEO)*, pertumbuhan ekonomi global pada tahun 2025 diperkirakan mencapai sekitar 3,2%, mencerminkan dinamika pemulihan ekonomi dunia yang berlangsung secara bertahap di tengah tekanan geopolitik dan volatilitas pasar energi.

Kondisi tersebut dipengaruhi oleh berbagai faktor, antara lain ketegangan geopolitik yang masih berlangsung di sejumlah kawasan strategis, gangguan terhadap rantai pasok global, serta fluktuasi harga energi dan pangan yang turut memengaruhi stabilitas ekonomi dunia. Selain itu, kebijakan pengetatan moneter yang masih diterapkan oleh sejumlah negara dalam upaya mengendalikan inflasi turut memberikan tekanan terhadap aktivitas ekonomi global.

Kinerja ekonomi negara-negara besar menunjukkan perkembangan yang beragam. Amerika Serikat dan India masih mampu mempertahankan pertumbuhan ekonomi yang relatif kuat, didukung oleh konsumsi domestik yang solid dan berbagai kebijakan stimulus pemerintah. Sementara itu, perekonomian Tiongkok menghadapi tantangan perlambatan pertumbuhan yang dipengaruhi oleh melemahnya sektor properti serta moderasi aktivitas investasi dan konsumsi domestik.

Amid these challenges, the Company was able to maintain its growth momentum and record positive performance. This achievement would not have been possible without the hard work, dedication, and collaborative spirit of all PTK personnel in consistently and strategically executing the Company's business strategies. Various initiatives to strengthen operations, enhance service quality, and optimize synergies within the Pertamina Group ecosystem have made a tangible contribution to improving the Company's performance throughout the reporting year.

Throughout 2025, PTK continued its business transformation efforts to strengthen its position as a reliable, professional, and highly competitive provider of energy logistics and maritime services. This transformation has been realized through enhanced operational capabilities, the development of an integrated maritime service portfolio, and the implementation of good corporate governance as a foundation for creating sustainable added value. Through this Annual Report, we present a comprehensive overview of the Company's performance achievements throughout Fiscal Year 2025 as a form of transparency and accountability to shareholders and all stakeholders. The Company also remains committed to strengthening its contribution to supporting the smooth distribution of national energy through the provision of increasingly superior, integrated, and sustainable energy Shorebase.

GLOBAL ECONOMIC OVERVIEW

Global economic growth throughout 2025 continued to be shaped by various challenges and uncertainties. Based on publications from the International Monetary Fund (IMF) in its *World Economic Outlook (WEO)* report, global economic growth in 2025 is projected at around 3.2%, reflecting a gradual recovery of the world economy amid geopolitical pressures and volatility in energy markets.

These conditions are influenced by several factors, including ongoing geopolitical tensions in key strategic regions, disruptions to global supply chains, and fluctuations in energy and food prices that have affected global economic stability. In addition, continued monetary tightening policies implemented by several countries in efforts to control inflation have also put pressure on global economic activity.

The economic performance of major countries has shown mixed developments. The United States and India have maintained relatively strong economic growth, supported by solid domestic consumption and various government stimulus policies. Meanwhile, China has faced challenges from slowing growth, influenced by a weakening property sector as well as moderation in investment activity and domestic consumption.

Di sisi lain, dinamika geopolitik global, termasuk konflik yang masih berlangsung di kawasan Timur Tengah serta ketegangan di beberapa wilayah lainnya, turut meningkatkan ketidakpastian terhadap stabilitas ekonomi dan perdagangan internasional. Kondisi tersebut mendorong pelaku industri, termasuk sektor energi dan logistik maritim, untuk semakin adaptif dalam merespons perubahan lingkungan bisnis yang berkembang dengan cepat.

KONDISI EKONOMI NASIONAL DAN INDUSTRI TAHUN 2025

Perekonomian Indonesia sepanjang tahun 2025 menunjukkan ketahanan yang cukup kuat di tengah dinamika perekonomian global yang masih diliputi ketidakpastian. Pertumbuhan ekonomi nasional tercatat sebesar 5,0% didukung oleh stabilitas konsumsi domestik, kinerja investasi yang tetap terjaga, serta keberlanjutan berbagai program pembangunan nasional. Stabilitas makroekonomi yang relatif terjaga juga tercermin dari tingkat inflasi yang berada pada kisaran 2,8%, sejalan dengan upaya pengendalian inflasi yang dilakukan oleh Pemerintah dan Bank Indonesia.

Seiring dengan terbentuknya pemerintahan baru pasca-Pemilihan Presiden 2024, arah kebijakan ekonomi nasional pada tahun 2025 mulai menunjukkan kesinambungan yang kuat terhadap agenda pembangunan jangka panjang. Pemerintah terus mendorong penguatan infrastruktur, transformasi industri, serta peningkatan efisiensi sistem logistik nasional sebagai bagian dari upaya memperkuat daya saing ekonomi Indonesia di tingkat global.

Dalam iklim ekonomi yang relatif stabil tersebut, sektor jasa perkapalan, *marine*, dan logistik turut mengalami perkembangan yang dinamis. Peningkatan aktivitas perdagangan dan distribusi energi, baik di tingkat domestik maupun regional, mendorong pertumbuhan kebutuhan terhadap layanan logistik maritim dan dukungan operasional pelabuhan. Kondisi ini memberikan peluang bagi pelaku industri, termasuk PT Pertamina Trans Kontinental (PTK), untuk terus memperkuat perannya dalam mendukung kelancaran distribusi energi dan logistik nasional.

Di sisi lain, tuntutan global terhadap praktik bisnis yang lebih berkelanjutan semakin mendorong transformasi industri menuju konsep *green logistics*. Perusahaan pelayaran dan penyedia jasa logistik, termasuk PTK, dituntut untuk mulai mengadopsi teknologi yang lebih ramah lingkungan, meningkatkan efisiensi penggunaan bahan bakar, serta mengembangkan solusi operasional yang mampu menekan emisi karbon tanpa mengurangi keandalan layanan.

Transformasi digital juga menjadi salah satu faktor pendorong perubahan di sektor jasa perkapalan, *marine*, dan logistik. Pemanfaatan teknologi digital membuka peluang bagi perusahaan untuk meningkatkan efisiensi operasional, memperkuat integrasi sistem layanan, serta menghadirkan proses bisnis yang lebih transparan dan responsif terhadap kebutuhan pelanggan. Dalam konteks tersebut, PTK terus melakukan berbagai inisiatif pengembangan teknologi dan peningkatan kapabilitas operasional guna memperkuat daya saing perusahaan di tengah perkembangan industri yang semakin dinamis.

On the other hand, global geopolitical dynamics, including ongoing conflicts in the Middle East and tensions in several other regions, have further increased uncertainty surrounding economic stability and international trade. These conditions have encouraged industry players, including those in the energy and maritime logistics sectors, to become more adaptive in responding to a rapidly evolving business environment.

NATIONAL ECONOMIC AND INDUSTRY CONDITIONS IN 2025

Indonesia's economy throughout 2025 demonstrated solid resilience amid ongoing uncertainty in the global economic landscape. National economic growth was recorded at 5.0%, supported by stable domestic consumption, sustained investment performance, and the continuation of various national development programs. Macroeconomic stability remained well maintained, as reflected in an inflation rate of around 2.8%, in line with inflation control efforts carried out by the Government and Bank Indonesia.

Following the establishment of a new administration after the 2024 Presidential Election, the direction of national economic policy in 2025 has shown strong continuity with long-term development agendas. The Government has continued to promote infrastructure strengthening, industrial transformation, and improvements in the efficiency of the national logistics system as part of efforts to enhance Indonesia's global economic competitiveness.

Within this relatively stable economic climate, the shipping, marine, and Shorebase sectors have also experienced dynamic growth. Increased trade activity and energy distribution, both domestically and regionally, have driven demand for maritime Shorebase and port operational support. This condition presents opportunities for industry players, including PT Pertamina Trans Kontinental (PTK), to further strengthen their role in supporting the smooth distribution of energy and national logistics.

On the other hand, growing global demands for more sustainable business practices have accelerated the industry's transformation toward green logistics. Shipping companies and logistics service providers, including PTK, are increasingly required to adopt more environmentally friendly technologies, improve fuel efficiency, and develop operational solutions that reduce carbon emissions without compromising service reliability.

Digital transformation has also become a key driver of change in the shipping, marine, and Shorebase sectors. The use of digital technology creates opportunities for companies to improve operational efficiency, strengthen system integration, and deliver more transparent and responsive business processes. In this context, PTK continues to implement various technology development initiatives and enhance its operational capabilities to strengthen its competitiveness amid the industry's evolving dynamics.

Ke depan, stabilitas arah pembangunan nasional serta komitmen pemerintah dalam memperkuat ekosistem logistik dan kemaritiman diharapkan dapat terus menjadi fondasi penting bagi pertumbuhan sektor ini. Dengan dukungan kebijakan yang kondusif serta meningkatnya aktivitas ekonomi dan energi, sektor jasa maritim dan logistik diproyeksikan tetap memiliki prospek pertumbuhan yang positif dan berkelanjutan.

STRATEGI DAN KEBIJAKAN PERUSAHAAN TAHUN 2025

Sebagai entitas yang bergerak di sektor logistik energi, PT Pertamina Trans Kontinental (PTK) memegang peran strategis dalam menjaga keandalan rantai pasok energi nasional. Ketersediaan pasokan energi, khususnya minyak dan gas bumi, menjadi faktor penting dalam mendukung aktivitas ekonomi nasional serta menjaga stabilitas pembangunan nasional. Dalam konteks tersebut, pengelolaan sistem logistik energi yang efektif dan terintegrasi menjadi kunci dalam memastikan distribusi energi dapat berjalan secara aman, efisien, dan tepat waktu di seluruh wilayah Indonesia.

Upaya menjaga ketahanan energi nasional tidak hanya berkaitan dengan optimalisasi produksi dalam negeri, tetapi juga mencakup pengelolaan impor secara terukur serta pengendalian ekspor guna menjaga keseimbangan neraca energi nasional. Dalam ekosistem tersebut, PTK sebagai bagian dari Pertamina Group memiliki tanggung jawab strategis dalam mendukung kelancaran distribusi energi melalui penyediaan layanan logistik maritim yang *andal* dan *berdaya saing*.

Peran strategis tersebut diwujudkan melalui penguatan kapasitas dan kapabilitas logistik energi guna mendukung pertumbuhan ekonomi nasional sekaligus memastikan keberlanjutan sistem energi di masa depan. Sejalan dengan komitmen global terhadap transisi energi, PTK juga terus mendorong penerapan praktik operasional yang lebih efisien dan berkelanjutan, termasuk melalui peningkatan efisiensi energi, penerapan prinsip dekarbonisasi dalam operasional, serta dukungan terhadap agenda pencapaian *Net Zero Emission* (NZE) pada tahun 2060.

Dalam menjalankan kegiatan usahanya, Perseroan mengelola portofolio bisnis yang terbagi ke dalam empat segmen utama, yaitu *Support Vessel Provider*, *Marine Services*, *Shorebase*, dan *Port Operation*. Keempat segmen usaha tersebut saling melengkapi dalam mendukung penyediaan layanan logistik energi yang terintegrasi, mulai dari kegiatan transportasi laut, dukungan operasional maritim, hingga layanan logistik yang mendukung kelancaran distribusi energi di berbagai wilayah operasional Perseroan.

Looking ahead, the stability of national development policies and the Government's commitment to strengthening the logistics and maritime ecosystem are expected to remain key foundations for the sector's growth. With supportive policies and increasing economic and energy activities, the maritime and Shorebase sectors are projected to maintain positive and sustainable growth prospects.

COMPANY STRATEGIES AND POLICIES IN 2025

As an entity operating in the energy logistics sector, PT Pertamina Trans Kontinental (PTK) plays a strategic role in maintaining the reliability of the national energy supply chain. The availability of energy supply, particularly oil and natural gas, is a crucial factor in supporting national economic activity and ensuring the stability of national development. In this context, the management of an effective and integrated energy logistics system is key to ensuring that energy distribution can be carried out safely, efficiently, and on time across all regions of Indonesia.

Efforts to maintain national energy security are not only related to optimizing domestic production but also include the controlled management of imports and the regulation of exports to maintain the balance of the national energy balance. Within this ecosystem, PTK as part of the Pertamina Group has a strategic responsibility to support the smooth distribution of energy through the provision of reliable and competitive maritime Shorebase.

This strategic role is realized through strengthening energy logistics capacity and capabilities to support national economic growth while ensuring the sustainability of the energy system in the future. In line with global commitments to the energy transition, PTK continues to promote more efficient and sustainable operational practices, including improving energy efficiency, applying decarbonization principles in operations, and supporting the achievement of the Net Zero Emission (NZE) target by 2060.

In conducting its business activities, the Company manages a business portfolio divided into four main segments: Support Vessel Provider, Marine Services, Shorebase, and Port Operation. These four business segments complement each other in supporting the provision of integrated energy Shorebase, ranging from sea transportation activities, maritime operational support, to Shorebase that ensure the smooth distribution of energy across the Company's operational regions.



Support Vessel
Provider



Marine Service



Shorebase



Port Operation

Layanan *Support Vessel Provider* merupakan salah satu segmen utama usaha Perseroan yang menyediakan layanan transportasi laut untuk pengangkutan Bahan Bakar Minyak (BBM), produk kimia, serta gas cair dengan menggunakan berbagai jenis armada seperti *tanker*, tug & barge, dan Self-Propelled Oil Barge (SPOB). Layanan ini dijalankan melalui berbagai skema kontrak, antara lain *time charter*, dan *spot charter*. Selain kegiatan pengangkutan, Perseroan juga mendukung operasional pelabuhan, termasuk layanan keluar-masuk kapal *tanker* dan navigasi di area *marine*.

Perseroan turut memasarkan kapal pihak ketiga kepada pelanggan serta mengelola kegiatan *Ship to Ship* (STS), termasuk untuk proyek distribusi *Fatty Acid Methyl Ester* (FAME) di Balikpapan. Kinerja segmen ini tercermin dari optimalisasi pemanfaatan armada kapal milik yang diukur melalui indikator operasional seperti jumlah armada, *commission days*, serta *commercial days*.

Segmen usaha *Marine Services* merupakan layanan jasa kemaritiman dan keagenan kapal yang disediakan oleh Perseroan di berbagai pelabuhan di Indonesia. Layanan ini mencakup keagenan umum di pelabuhan umum, keagenan kapal *tanker charter* maupun milik Pertamina di pelabuhan khusus Pertamina, serta keagenan kapal bagi pelanggan pihak ketiga. Layanan *marine* yang diberikan meliputi pengurusan berbagai perizinan dan formalitas kapal (*in-out clearance*), penyediaan kebutuhan kapal dan awak kapal seperti *crew supply*, *bunker handling*, dan *water supply*, pengelolaan perhitungan jasa layanan kapal, pengurusan dokumen Pemberitahuan Impor Barang (PIB) dan Pemberitahuan Ekspor Barang (PEB), pengelolaan administrasi pelabuhan khusus, serta pelaksanaan kegiatan keamanan pelabuhan sesuai standar *Recognized Security Organization* dan *International Ship and Port Facility Security Code* (ISPS Code). Adapun segmen usaha *Shorebase* merupakan layanan logistik terpadu yang mencakup jasa keagenan pengiriman barang (*freight forwarding*) yang mengelola seluruh proses distribusi barang hingga sampai ke tangan penerima, termasuk pengurusan dokumen, biaya pengiriman, hingga penanganan klaim asuransi. Selain itu, Perseroan juga menyediakan layanan bongkar muat barang dari dan ke kapal (*stevedoring*), pemindahan barang dari dermaga ke gudang atau tempat penumpukan (*cargodoring*), serta penyediaan fasilitas dermaga untuk kegiatan labuh-tambat, bongkar muat barang dan peti kemas, serta layanan penundaan kapal. Perseroan juga menyediakan layanan *bunker agent*, *bunker handling*, serta pengelolaan logistik yang terintegrasi guna mendukung kelancaran distribusi energi dan barang di berbagai wilayah operasional.

Sepanjang tahun 2025, Perseroan terus menjalankan strategi dan kebijakan bisnis yang selaras dengan arah pengembangan jangka panjang perusahaan sebagaimana tertuang dalam Rencana Jangka Panjang Perusahaan (RJPP) 2022–2027 sebagai landasan bagi pertumbuhan yang berkelanjutan. Fokus utama strategi Perseroan diarahkan pada optimalisasi potensi logistik domestik, penguatan posisi Perseroan dalam ekosistem logistik energi nasional, perluasan peluang pasar internasional, serta pengembangan portofolio bisnis turunan di sektor logistik energi.

The *Support Vessel Provider Services* segment is one of the Company's main business segments, providing sea transportation services for the shipment of fuel oil (BBM), chemical products, and liquefied gas using various types of vessels such as tankers, tug and barge units, and Self-Propelled Oil Barges (SPOB). These services are carried out under various contract schemes, including time charter and spot charter arrangements. In addition to transportation activities, the Company also supports port operations, including tanker vessel entry and departure services as well as marine navigation services.

The Company also markets third-party vessels to customers and manages Ship-to-Ship (STS) operations, including for Fatty Acid Methyl Ester (FAME) distribution projects in Balikpapan. The performance of this segment is reflected in the optimization of owned fleet utilization, measured through operational indicators such as fleet size, commission days, and commercial days.

The *Marine Services* segment provides maritime services and vessel agency services across various ports in Indonesia. These services include general agency services at public ports, tanker agency services for both chartered and Pertamina-owned vessels at special Pertamina ports, and vessel agency services for third-party customers. Marine services include vessel clearance (in-out clearance), crew and vessel support such as crew supply, bunker handling, and water supply, calculation of vessel service charges, processing of import and export documentation (PIB and PEB), administration of special port operations, and port security activities in accordance with Recognized Security Organization standards and the International Ship and Port Facility Security (ISPS) Code. The *Shorebase* Segment provides integrated Shorebase, including freight forwarding services that manage the entire distribution process of goods through to final delivery, including documentation handling, shipping costs, and insurance claims management. The Company also provides stevedoring services (loading and unloading cargo to and from vessels), cargodoring (transfer of goods from dock to warehouse or storage area), as well as port facilities for anchorage, cargo and container handling, and towage services. In addition, the Company provides bunker agent and bunker handling services, along with integrated logistics management to support the smooth distribution of energy and goods across its operational areas.

Throughout 2025, the Company continued to implement business strategies and policies aligned with its long-term development direction as outlined in the 2022–2027 Corporate Long-Term Plan (RJPP), serving as a foundation for sustainable growth. The Company's strategic focus is directed toward optimizing domestic logistics potential, strengthening its position within the national energy logistics ecosystem, expanding international market opportunities, and developing derivative business portfolios in the energy logistics sector.

Perseroan juga mendorong akselerasi transformasi digital guna meningkatkan efisiensi operasional dan memperkuat pengelolaan aset secara terintegrasi, termasuk dalam pengelolaan dan perawatan armada kapal guna meningkatkan keandalan operasional sekaligus mengendalikan biaya. Sejalan dengan hal tersebut, penguatan struktur organisasi serta peningkatan kompetensi sumber daya manusia terus dilakukan melalui berbagai program pengembangan kapasitas, termasuk sertifikasi teknis di bidang *marine & port engineering*, pemeliharaan fasilitas pelabuhan, serta pengerukan alur pelayaran guna mendukung peningkatan daya saing bisnis Perseroan di masa mendatang.

Pada segmen *Support Vessel Provider*, strategi Perseroan diarahkan untuk memperkuat keberlanjutan operasional serta meningkatkan efisiensi dan daya saing armada. Fokus utama mencakup penguatan budaya HSSE serta peningkatan standar operasional guna menjaga keandalan dan keselamatan pelayaran. Perseroan juga melakukan investasi pada armada *marine support vessel* dan *offshore support vessel* guna mendukung kebutuhan operasional Pertamina Group maupun Kontraktor Kontrak Kerja Sama (KKKS). Di sisi lain, Perseroan menjalankan program divestasi kapal yang telah melewati usia ekonomis serta melakukan peremajaan armada guna menjaga efektivitas dan produktivitas aset.

Perseroan juga terus memperkuat sinergi dengan entitas di lingkungan Pertamina Group maupun BUMN lainnya melalui pendekatan *bundling* pekerjaan guna memperluas peluang bisnis di bidang sewa kapal dan meningkatkan optimalisasi pemanfaatan armada. Langkah ini dilakukan sebagai bagian dari upaya memperkuat posisi Perseroan dalam mendukung kebutuhan logistik maritim nasional dan ekosistem bisnis Pertamina Group.

Di sisi lain, Perseroan melanjutkan transformasi digital melalui pengembangan sistem pemantauan kinerja kapal secara *real time* untuk meningkatkan efektivitas pengelolaan armada, memperkuat pengendalian operasional, serta mendukung pengambilan keputusan yang lebih cepat dan akurat.

Pada segmen *Marine Services*, Perseroan memfokuskan strategi bisnis pada peningkatan kualitas layanan keagenan kapal serta pengembangan jasa maritim yang lebih adaptif, terintegrasi, dan kompetitif. Upaya tersebut dilakukan melalui penguatan kapabilitas operasional dan optimalisasi layanan guna menjawab kebutuhan pelanggan yang terus berkembang. Perseroan juga mendorong pengembangan bisnis pada fasilitas *dockyard* di Sorong dan Bagus Kuning melalui skema kemitraan strategis guna meningkatkan kapasitas layanan dan pemanfaatan aset secara optimal. Selain itu, Perseroan terus mengembangkan layanan *ship vetting* dan *inspection* sebagai bagian dari upaya meningkatkan nilai tambah dan memperluas portofolio layanan maritim yang dimiliki.

Dalam menjaga kualitas layanan kepada pelanggan, Perseroan secara konsisten menerapkan layanan berbasis *Service Level Agreement* (SLA) untuk memastikan terpenuhinya standar pelayanan yang telah ditetapkan. Sejalan dengan komitmen terhadap keberlanjutan dan dukungan terhadap program energi bersih nasional, Perseroan turut mengembangkan layanan transportasi *Fatty Acid Methyl Ester* (FAME) sesuai dengan arahan Holding sebagai bagian dari kontribusi terhadap transisi energi nasional.

The Company also accelerates digital transformation to improve operational efficiency and strengthen integrated asset management, including vessel operation and maintenance, in order to enhance operational reliability while controlling costs. In line with this, organizational strengthening and human capital development continue through various capacity-building programs, including technical certifications in marine and port engineering, port facility maintenance, and dredging of navigation channels, to support improved competitiveness in the future.

In the Support Vessel Provider segment, the Company's strategy is focused on strengthening operational sustainability and improving fleet efficiency and competitiveness. Key priorities include strengthening HSSE culture and improving operational standards to ensure shipping reliability and safety. The Company also invests in marine support vessels and offshore support vessels to support the operational needs of the Pertamina Group and Cooperation Contract Contractors (KKKS). At the same time, the Company implements vessel divestment programs for assets that have exceeded their economic life and carries out fleet rejuvenation to maintain asset productivity and effectiveness.

The Company also continued to strengthen synergies with entities within the Pertamina Group and other state-owned enterprises through a bundled work approach to expand business opportunities in vessel chartering services and optimize fleet utilization. This initiative forms part of the Company's efforts to reinforce its role in supporting national maritime logistics and the broader Pertamina Group business ecosystem.

At the same time, the Company continued its digital transformation initiatives through the development of a real-time vessel performance monitoring system to enhance fleet management effectiveness, strengthen operational control, and support faster and more accurate decision-making.

In the Marine Services segment, the Company focused its business strategy on enhancing the quality of ship agency services and developing maritime services that are more adaptive, integrated, and competitive. These efforts were carried out through strengthening operational capabilities and optimizing service delivery to meet the evolving needs of customers. The Company also continued to promote business development at the Sorong and Bagus Kuning dockyard facilities through strategic partnerships aimed at enhancing service capacity and optimizing asset utilization. In addition, the Company further developed ship vetting and inspection services as part of its efforts to increase added value and expand its maritime service portfolio.

To maintain service quality for customers, the Company consistently implemented services based on Service Level Agreements (SLA) to ensure compliance with established service standards. In line with its commitment to sustainability and support for the national clean energy program, the Company also developed Fatty Acid Methyl Ester (FAME) transportation services in accordance with Holding directives as part of its contribution to the national energy transition.

Selain itu, Perseroan terus memperluas cakupan layanan melalui pengembangan sektor *port management, engineering, procurement, and construction (EPC)* serta pemeliharaan pelabuhan, layanan pemanduan kapal, penanganan tumpahan minyak (*oil spill response*), serta berbagai layanan *marine* lainnya. Upaya ini didukung oleh investasi pada peralatan kerja serta peningkatan kompetensi sumber daya manusia. Kolaborasi dengan entitas di lingkungan Pertamina Group maupun BUMN lainnya juga terus diperkuat guna memperluas peluang bisnis serta memperkuat posisi Perseroan dalam industri jasa maritim nasional.

Pada Segmen *Shorebase*, Perseroan menetapkan strategi yang berfokus pada penguatan aspek HSSE serta peningkatan keunggulan operasional di setiap aktivitas logistik. Perseroan terus memperluas cakupan layanan melalui pengembangan fasilitas *Shorebase logistics* serta menjalin kemitraan strategis dengan berbagai mitra potensial dalam pengembangan fasilitas logistik yang telah ada. Optimalisasi pengelolaan bisnis *Shorebase* di Kabil dan Tanjung Batu juga terus dilakukan, disertai dengan eksplorasi peluang pengembangan fasilitas logistik di lokasi-lokasi strategis lainnya.

Selain itu, Perseroan juga berkomitmen untuk memperkuat infrastruktur logistik melalui penambahan aset produksi, peningkatan kompetensi sumber daya manusia, serta penerapan digitalisasi proses bisnis guna meningkatkan efisiensi dan kualitas layanan logistik secara menyeluruh.

Pada lini pendukung bisnis, khususnya dalam aspek Organisasi dan Manajemen *Portofolio*, Perseroan menjalankan berbagai kebijakan strategis untuk memperkuat fondasi internal perusahaan dalam mendukung keberlanjutan usaha jangka panjang. Upaya tersebut mencakup pengembangan budaya organisasi yang lebih *agile* dan kompetitif, penyusunan *workforce planning* yang selaras dengan arah bisnis entitas induk, serta optimalisasi portofolio anak perusahaan melalui strategi penguatan identitas dan sinergi bisnis.

Perseroan juga terus mendorong implementasi program HSE Excellence serta peningkatan kinerja *Environmental, Social, and Governance (ESG)* sebagai bagian dari komitmen terhadap praktik bisnis yang berkelanjutan, kepatuhan hukum, serta penerapan etika bisnis yang menjunjung tinggi prinsip tata kelola perusahaan yang baik.

Selain itu, Perseroan melakukan pembaruan Sistem Tata Kerja (STK) untuk PTK Group sebagai landasan penguatan tata kelola operasional serta mempersiapkan implementasi *Project Charter Budaya* guna memperkuat internalisasi nilai-nilai perusahaan. Berbagai inisiatif lain juga terus didorong, antara lain peningkatan jumlah gugus Continuous Improvement Program (CIP) sebagai bagian dari budaya perbaikan berkelanjutan, penguatan kapabilitas pekerja melalui forum *knowledge sharing*, serta implementasi STK sebagai dasar pelaksanaan kegiatan operasional yang efektif dan terukur.

Perseroan juga mempertahankan sertifikasi ISO 9001:2015 sebagai bentuk komitmen dalam menjaga mutu layanan dan kredibilitas operasional, melaksanakan asesmen QMA berbasis KKEP sebagai tolok ukur inovasi dan peningkatan kinerja, serta menetapkan kebijakan korespondensi sebagai bagian dari upaya mendukung efektivitas operasional bisnis Perseroan.

Furthermore, the Company continues to expand service coverage through port management development, engineering, procurement, and construction (EPC), port maintenance, vessel piloting services, oil spill response, and other marine services. These efforts are supported by investment in equipment and human resource development. Collaboration with Pertamina Group entities and other state-owned enterprises is continuously strengthened to expand business opportunities and reinforce the Company's position in the national maritime services industry.

In the Shorebase Segment, the Company focuses on strengthening HSSE aspects and improving operational excellence across all logistics activities. The Company continues to expand its service scope through the development of shorebase logistics facilities and strategic partnerships for existing logistics infrastructure. Optimization of shorebase operations in Kabil and Tanjung Batu continues, along with exploration of new strategic logistics development opportunities.

In addition, the Company is committed to strengthening logistics infrastructure through additional production assets, human capital development, and digitalization of business processes to improve overall efficiency and service quality.

In supporting business functions, particularly in Organization and Portfolio Management, the Company implements various strategic policies to strengthen its internal foundation for long-term sustainability. These include developing a more agile and competitive organizational culture, aligning workforce planning with the direction of the parent entity, and optimizing subsidiary portfolios through strengthened identity and business synergy strategies.

The Company also continues to promote HSE Excellence programs and improve Environmental, Social, and Governance (ESG) performance as part of its commitment to sustainable business practices, legal compliance, and strong corporate governance principles.

In addition, the Company updates its Standard Operating Procedures (SOP) for the PTK Group as a foundation for strengthening operational governance and prepares the implementation of a Culture Project Charter to reinforce internalization of corporate values. Various other initiatives continue to be promoted, including increasing Continuous Improvement Program (CIP) activities as part of a culture of continuous improvement, strengthening employee capabilities through knowledge-sharing forums, and implementing SOPs as a basis for effective and measurable operations.

The Company also maintains ISO 9001:2015 certification as a commitment to service quality and operational credibility, conducts QMA assessments based on KKEP as a benchmark for innovation and performance improvement, and implements correspondence policies as part of efforts to support operational effectiveness.

PERANAN DIREKSI DALAM PERUMUSAN SERTA IMPLEMENTASI STRATEGI DAN KEBIJAKAN STRATEGIS

Direksi PT Pertamina Trans Kontinental (PTK) memainkan peranan strategis dalam merumuskan arah kebijakan dan strategi perusahaan guna menjawab tantangan bisnis, memanfaatkan peluang yang berkembang, serta memastikan pencapaian tujuan jangka panjang Perseroan. Dalam penyusunan Rencana Kerja dan Anggaran Perusahaan (RKAP) tahunan maupun Rencana Jangka Panjang Perusahaan (RJPP) 2022–2027, Direksi melakukan pemetaan secara komprehensif terhadap berbagai isu strategis, risiko usaha, serta dinamika eksternal yang berpotensi memengaruhi kinerja bisnis Perseroan.

Proses perumusan strategi tersebut didasarkan pada analisis menyeluruh terhadap kondisi industri logistik energi dan jasa maritim, perkembangan regulasi, serta perubahan kebutuhan pelanggan. Hasil pemetaan tersebut menjadi *landasan* bagi Direksi dalam menetapkan kebijakan dan strategi bisnis yang selaras dengan prinsip tata kelola perusahaan yang baik (*Good Corporate Governance*), sekaligus memperhatikan aspek keberlanjutan yang mencakup dimensi lingkungan, sosial, dan tata kelola (*Environmental, Social, and Governance*).

Dalam proses perumusannya, Direksi secara aktif melakukan konsultasi dan koordinasi dengan Dewan Komisaris guna memperoleh berbagai masukan strategis serta memastikan keselarasan arah kebijakan dengan kepentingan jangka panjang Perseroan. Strategi dan kebijakan yang telah dirumuskan selanjutnya disampaikan kepada Pemegang Saham untuk memperoleh persetujuan sesuai dengan ketentuan yang berlaku.

Setelah strategi dan kebijakan tersebut ditetapkan, Direksi memastikan implementasinya dapat berjalan secara efektif melalui proses sosialisasi yang dilakukan kepada seluruh jajaran organisasi. Sosialisasi ini dilaksanakan melalui berbagai forum formal perusahaan, antara lain *Town Hall Meeting*, Rapat Koordinasi (Rakor), serta *Focus Group Discussion* (FGD), guna memastikan keselarasan pemahaman dan komitmen seluruh insan perusahaan dalam menjalankan program-program strategis Perseroan.

Untuk menjamin efektivitas pelaksanaan strategi yang telah ditetapkan, Direksi juga melakukan pemantauan dan evaluasi secara berkala terhadap pencapaian kinerja serta efektivitas implementasi kebijakan melalui forum evaluasi strategis bersama unit-unit terkait. Pendekatan ini merupakan bagian dari komitmen Direksi dalam membangun organisasi yang adaptif, kolaboratif, serta berorientasi pada penciptaan nilai tambah yang berkelanjutan bagi para pemegang saham dan seluruh pemangku kepentingan.

ROLE OF THE BOARD OF DIRECTORS IN FORMULATING AND IMPLEMENTING STRATEGY AND STRATEGIC POLICIES

The Board of Directors of PT Pertamina Trans Kontinental (PTK) plays a strategic role in formulating the Company's policies and strategies to address business challenges, capture emerging opportunities, and ensure the achievement of the Company's long-term objectives. In preparing the Annual Work Plan and Budget (RKAP) as well as the Corporate Long-Term Plan (RJPP) 2022–2027, the Board conducts a comprehensive assessment of various strategic issues, business risks, and external dynamics that may affect the Company's performance.

The strategy formulation process is based on an in-depth analysis of conditions in the energy logistics and maritime services industry, regulatory developments, and changing customer needs. The results of this assessment serve as the foundation for the Board in establishing business policies and strategies aligned with Good Corporate Governance (GCG) principles, while also considering sustainability aspects covering Environmental, Social, and Governance (ESG) dimensions.

In the formulation process, the Board of Directors actively consults and coordinates with the Board of Commissioners to obtain strategic input and ensure alignment of policy direction with the Company's long-term interests. The strategies and policies formulated are then submitted to the Shareholders for approval in accordance with applicable regulations.

Once the strategies and policies are approved, the Board ensures effective implementation through structured communication and dissemination across the entire organization. This is carried out through various formal corporate forums, including Town Hall Meetings, Coordination Meetings (Rakor), and Focus Group Discussions (FGD), to ensure alignment of understanding and commitment across all employees in executing the Company's strategic programs.

To ensure effective execution of the established strategies, the Board also conducts regular monitoring and evaluation of performance achievement and policy implementation effectiveness through strategic review forums with relevant business units. This approach reflects the Board's commitment to building an adaptive and collaborative organization focused on creating sustainable value for shareholders and all stakeholders.

PENCAPAIAN KINERJA 2025 SERTA PERBANDINGAN ANTARA HASIL YANG DICAPAI DENGAN TARGET

Secara umum, kinerja operasional dan keuangan Perseroan sepanjang tahun buku 2025 menunjukkan kinerja yang positif dan mampu melampaui target yang telah ditetapkan dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) 2025 maupun *Key Performance Indicators* (KPI) Perseroan sebagaimana tertuang dalam Kontrak Manajemen antara PTK dan pemegang saham.

Realisasi capaian KPI Perseroan pada tahun 2025 tercatat sebesar 109,90%, meningkat dibandingkan capaian tahun 2024 yang sebesar 108,25%. Pencapaian ini mencerminkan keberhasilan manajemen dalam mengelola strategi operasional, keuangan, serta pengembangan bisnis secara efektif di tengah dinamika industri maritim dan logistik energi yang terus berkembang.

Sebagian besar indikator kinerja utama Perseroan menunjukkan hasil yang positif dan bahkan melampaui target yang telah ditetapkan. Hal ini mencerminkan kuatnya implementasi strategi bisnis yang dijalankan Perseroan, serta efektivitas proses pengambilan keputusan manajerial dalam merespons berbagai tantangan eksternal maupun peluang usaha yang muncul sepanjang tahun pelaporan.

Keberhasilan tersebut juga didukung oleh komitmen Perseroan dalam menjaga keandalan operasional, meningkatkan kualitas layanan kepada pelanggan, serta memperkuat sinergi bisnis dalam ekosistem Pertamina Group. Melalui pendekatan yang adaptif dan berorientasi pada kinerja, Perseroan mampu menjaga momentum pertumbuhan serta terus menciptakan nilai tambah yang berkelanjutan bagi para pemegang saham dan pemangku kepentingan.

KINERJA OPERASIONAL

Pada tahun buku 2025, segmen *Support Vessel Provider* menunjukkan kinerja operasional yang positif, tercermin dari realisasi indikator operasional utama yang mampu memenuhi bahkan melampaui target yang telah ditetapkan dalam RKAP. Jumlah armada kapal yang dikelola PTK tercatat sebanyak 370. unit, terdiri atas 23 unit Cargo Vessel, 9 unit Offshore Support Vessel, 50 unit Harbour Tug, dan 288 unit Small Craft. Pencapaian ini mencerminkan upaya Perseroan dalam menjaga ketersediaan armada yang memadai guna mendukung kegiatan distribusi energi dan layanan maritim.

Kinerja operasional armada juga tercermin dari capaian *commission days* kapal milik yang terealisasi sebesar 120.118,07 hari, atau 101,73.% dari target RKAP sebesar 118.071 hari. Pencapaian tersebut didukung oleh peningkatan efisiensi dalam pelaksanaan kegiatan survei kapal, optimalisasi jadwal pemeliharaan armada, serta koordinasi yang efektif dengan pemangku kepentingan terkait, termasuk Kantor Kesyahbandaran dan Otoritas Pelabuhan (KSOP).

2025 PERFORMANCE ACHIEVEMENTS AND COMPARISON BETWEEN ACTUAL RESULTS AND TARGETS

Overall, the Company's operational and financial performance throughout fiscal year 2025 showed positive results and was able to exceed the targets set in the 2025 Annual Work Plan and Budget (RKAP) as well as the Company's Key Performance Indicators (KPIs) as stated in the Management Contract between PTK and its shareholders.

The Company's KPI achievement in 2025 was recorded at 109.90%, an increase compared to the 2024 achievement of 108.25%. This accomplishment reflects management's success in effectively executing operational, financial, and business development strategies amid the evolving dynamics of the maritime and energy logistics industry.

Most of the Company's key performance indicators delivered positive results and even exceeded the established targets. This demonstrates the strong implementation of business strategies and the effectiveness of managerial decision-making in responding to external challenges and business opportunities throughout the reporting year.

This achievement was also supported by the Company's commitment to maintaining operational reliability, improving service quality for customers, and strengthening business synergy within the Pertamina Group ecosystem. Through an adaptive and performance-oriented approach, the Company has been able to sustain its growth momentum and continue creating sustainable value for shareholders and stakeholders.

OPERATIONAL PERFORMANCE

In fiscal year 2025, the Support Vessel Provider segment recorded positive operational performance, reflected in the realization of key operational indicators that met and even exceeded the targets set in the Annual Work Plan and Budget (RKAP). The number of managed vessels totaled 370 units, consisting of 23 cargo vessels, 9 offshore support vessels, 50 harbor tugs, and 288 small craft. This achievement reflects the Company's efforts to maintain adequate fleet availability to support energy distribution and maritime services.

Fleet operational performance was also reflected in vessel commission days, which reached 120,118.07 days, or 101.73% of the RKAP target of 118,071 days. This achievement was supported by improved efficiency in vessel survey activities, optimization of fleet maintenance schedules, and effective coordination with relevant stakeholders, including the Port Authority (KSOP).

Sementara itu, *commercial days* kapal milik tercatat sebesar 119.390 hari atau 106.61% dari target sebesar 111.992 hari, yang mencerminkan tingkat pemanfaatan armada yang optimal dalam mendukung kegiatan komersial Perseroan. Kinerja yang baik pada segmen ini menunjukkan keberhasilan PTK dalam meningkatkan efektivitas operasional armada sekaligus mengoptimalkan utilisasi aset, sehingga mampu memperkuat posisi Perseroan sebagai penyedia jasa maritim logistik energi yang *andal* dan berdaya saing.

Pada segmen *Marine Services*, PTK juga mencatatkan kinerja operasional yang solid dengan total layanan keagenan kapal mencapai 31.201 *Call* atau sebesar 102,55% dari target RKAP tahun 2025 sebesar 30.425 *Call*. Capaian ini mencerminkan stabilitas operasional Perseroan dalam memberikan layanan keagenan kapal di berbagai pelabuhan di Indonesia, meskipun industri maritim masih menghadapi dinamika yang dipengaruhi oleh fluktuasi aktivitas distribusi energi dan operasional pelanggan utama. Secara lebih rinci, layanan keagenan kapal Perseroan terdiri atas empat kategori utama. Keagenan Tanker Pihak Ketiga mencatat realisasi sebesar 5.938 *Call* atau 116,94 dari target, mencerminkan meningkatnya kepercayaan pelanggan pihak ketiga terhadap kualitas layanan keagenan PTK. Sementara itu, Keagenan Charter Milik Pertamina terealisasi sebesar 19.687 *Call* atau 95,37% dari target sebesar 20.642 *Call*, yang dipengaruhi oleh dinamika kebutuhan logistik dan operasional di lingkungan *Pertamina Group*. Adapun Keagenan Umum mencatatkan realisasi sebesar 5.410 *Call* atau 114,98% dari target sebesar 4.705 *Call*, yang menunjukkan keberhasilan Perseroan dalam memperluas jangkauan layanan keagenan kapal di luar ekosistem Pertamina. Selain itu, Perseroan juga mencatat realisasi Keagenan Luar Negeri sebesar 166 *Call* pada tahun 2025 sebagai bagian dari upaya pengembangan layanan keagenan kapal di rute internasional dan perluasan cakupan layanan maritim Perseroan.

Secara keseluruhan, kinerja segmen *Marine Services* tetap menunjukkan daya saing yang kuat serta menjadi salah satu pilar penting dalam mendukung layanan maritim Perseroan yang terintegrasi. Adapun pada Segmen *Shorebase*, PTK mencatatkan kinerja operasional yang sangat baik dengan total luas area penyimpanan yang dikelola mencapai 126.256 m², atau 182% dari target RKAP tahun 2025 sebesar 68.205 m². Pencapaian ini terdiri atas dua komponen utama, yaitu *cover storage* dan *open storage*.

Untuk *cover storage*, realisasi tercatat sebesar 32.212 m² atau 141,96% dari target sebesar 22.691 m², yang mencerminkan optimalisasi pemanfaatan fasilitas penyimpanan tertutup secara efisien. Sementara itu, *open storage* terealisasi sebesar 94.044 m² atau 206,63% dari target sebesar 45.514 m², menunjukkan kemampuan Perseroan dalam memaksimalkan pengelolaan area penyimpanan terbuka guna memenuhi kebutuhan pelanggan.

Capaian positif tersebut menunjukkan efektivitas PTK dalam mengelola fasilitas logistik serta meningkatnya kepercayaan pelanggan terhadap layanan logistik yang disediakan. Secara keseluruhan, kinerja Segmen *Shorebase* semakin memperkuat posisi Perseroan sebagai penyedia layanan logistik energi yang kompetitif serta mampu menjawab kebutuhan pasar secara adaptif dan responsif.

Meanwhile, vessel commercial days reached 119,390 days, or 106.61% of the target of 111,992 days, reflecting optimal fleet utilization in supporting the Company's commercial activities. This strong performance demonstrates PTK's success in improving fleet operational effectiveness and optimizing asset utilization, thereby strengthening its position as a reliable and competitive energy logistics maritime service provider.

In the Marine Services segment, PTK also recorded solid operational performance with total vessel agency services reaching 31,201 calls, or above 102.55% of the RKAP 2025 target of 30,425 calls. This achievement reflects the Company's operational stability in providing vessel agency services across various ports in Indonesia, despite industry dynamics influenced by fluctuations in energy distribution activities and key customer operations. In detail, vessel agency services consist of four main categories. Third-Party Tanker Agency recorded 5,938 calls or 116.94 of the target, reflecting increasing customer trust in PTK's agency service quality. Meanwhile, Pertamina Charter Agency recorded 19,687 calls or 95.37% of the target of 20,642 calls, influenced by the dynamics of logistics and operational needs within the Pertamina Group ecosystem. General Agency recorded 5,410 calls or 114.98% of the target of 4,705 calls, reflecting the Company's success in expanding its agency service reach beyond the Pertamina ecosystem. In addition, the Company recorded Overseas Agency service realization of 166 calls in 2025 as part of its efforts to develop ship agency services on international routes and expand the scope of the Company's maritime services.

Overall, the Marine Services segment continues to demonstrate strong competitiveness and remains one of the key pillars in supporting the Company's integrated maritime services. Meanwhile, in the Shorebase Segment, PTK recorded excellent operational performance, with total managed storage area reaching 126,256 m², or 182% of the 2025 RKAP target of 68,205 m². This achievement consists of two main components, namely covered storage and open storage.

For covered storage, realization reached 32,212 m² or 141.96% of the target of 22,691 m², reflecting the efficient optimization of enclosed storage facilities. Meanwhile, open storage reached 94,044 m² or 206.63% of the target of 45,514 m², demonstrating the Company's ability to maximize the management of open storage areas to meet customer needs.

These positive results reflect PTK's effectiveness in managing logistics facilities as well as increasing customer confidence in its Shorebase. Overall, the Shorebase Segment further strengthens the Company's position as a competitive energy logistics provider capable of responding to market needs in an adaptive and responsive manner.

KINERJA KEUANGAN

Pada tahun buku 2025, PT Pertamina Trans Kontinental (PTK) kembali menunjukkan kinerja keuangan yang solid dengan capaian yang secara umum mampu memenuhi bahkan melampaui sebagian besar target yang telah ditetapkan dalam Rencana Kerja dan Anggaran Perusahaan (RKAP). Kinerja tersebut mencerminkan efektivitas strategi bisnis yang dijalankan Perseroan serta disiplin dalam pengelolaan biaya operasional.

Pendapatan usaha Perseroan pada tahun 2025 tercatat sebesar Rp8.385,29 miliar atau 104,80% dari target RKAP sebesar Rp8.001 miliar. Meskipun dinamika industri maritim dan logistik energi masih menghadapi berbagai tantangan, Perseroan mampu menjaga stabilitas pendapatan melalui penguatan portofolio bisnis serta optimalisasi layanan di seluruh segmen usaha.

Dari sisi biaya, Perseroan berhasil menjaga efisiensi operasional yang tercermin dari realisasi beban pokok pendapatan sebesar Rp5.464,68 miliar atau 103,35% dari target RKAP. Efisiensi tersebut berkontribusi terhadap pencapaian laba bruto sebesar Rp2.920,61 miliar atau 107,64% dari target yang telah ditetapkan.

Pengendalian biaya juga terlihat dari realisasi beban umum dan administrasi yang tercatat sebesar Rp1.215,25 miliar atau 88,8% dari target, sehingga total beban usaha Perseroan terealisasi sebesar Rp1.215,25 miliar atau 88,8% dari target RKAP. Kondisi tersebut mendukung pencapaian laba tahun berjalan sebesar Rp1.321,38 miliar atau 135,08% dari target yang telah ditetapkan.

Meskipun beberapa komponen pendapatan non-operasional belum sepenuhnya mencapai target, Perseroan tetap mampu membukukan laba sebelum pajak sebesar Rp1.680,46 miliar atau 132,28% dari target RKAP. Setelah memperhitungkan beban pajak, laba tahun berjalan Perseroan tercatat sebesar Rp1.321,38 miliar, atau 135,08% dari target yang telah ditetapkan dalam RKAP 2025. Pencapaian ini menunjukkan konsistensi Perseroan dalam menerapkan strategi operasional yang efisien serta pengelolaan keuangan yang *prudent*.

Dari sisi posisi keuangan, total aset Perseroan pada akhir tahun 2025 tercatat sebesar Rp89.552,56 triliun atau 89,36% dari target RKAP. Peningkatan aset ini terutama didukung oleh pertumbuhan kas, setara kas, serta peningkatan piutang usaha yang sejalan dengan pertumbuhan aktivitas bisnis Perseroan.

Sementara itu, total liabilitas Perseroan tercatat sebesar Rp3.468,60 triliun atau 69,63% dari target RKAP, yang antara lain dipengaruhi oleh peningkatan kewajiban usaha seiring dengan meningkatnya aktivitas operasional. Adapun total ekuitas Perseroan tercatat sebesar Rp5.083,96 triliun atau 110,77% dari target yang telah ditetapkan.

Secara keseluruhan, struktur permodalan dan posisi keuangan Perseroan tetap berada dalam kondisi yang sehat dan terkendali. Hal ini mencerminkan kemampuan Perseroan dalam menjaga keseimbangan antara pertumbuhan usaha, pengelolaan risiko keuangan, serta keberlanjutan kinerja jangka panjang.

FINANCIAL PERFORMANCE

In fiscal year 2025, PT Pertamina Trans Kontinental (PTK) once again demonstrated solid financial performance, with achievements that generally met and in several areas exceeded the targets set in the Annual Work Plan and Budget (RKAP). This performance reflects the effectiveness of the Company's business strategy and its disciplined operational cost management.

The Company's revenue in 2025 was recorded at Rp8,385.29 billion, or 104.80% of the RKAP target of Rp8,001 billion. Despite ongoing challenges in the maritime and energy logistics industry, the Company was able to maintain revenue stability through portfolio strengthening and optimization of services across all business segments.

On the cost side, the Company successfully maintained operational efficiency, reflected in cost of revenue of Rp5,464.68 billion, or 103.35% of the RKAP target. This efficiency contributed to gross profit of Rp2,920.61 billion, or 107.64% of the target.

Cost control was also evident in general and administrative expenses, which were recorded at Rp1,215.25 billion, or 88.8% of the target. As a result, total operating expenses were contained at a lower level than budgeted, supporting a net profit for the year of Rp1,321.3 billion or 135.08% of the RKAP target.

Although some non-operating income components did not fully meet expectations, the Company still recorded profit before tax of Rp1,680.46 billion, or 132.28% of the RKAP target. After accounting for tax expenses, net profit for the year amounted to Rp1,321.38 billion, or 135.08% of the RKAP target. This achievement reflects the Company's consistency in implementing efficient operational strategies and prudent financial management.

From a financial position perspective, total assets at the end of 2025 were recorded at Rp89,552.56 billion, or 89.36% of the RKAP target. The increase in assets was primarily driven by growth in cash and cash equivalents, as well as higher trade receivables in line with business expansion.

Meanwhile, total liabilities amounted to Rp3,468.60 billion, or 69.63% of the RKAP target, influenced by increased business obligations in line with higher operational activity. Total equity was recorded at Rp5,083.96 billion, or 110.77% of the target.

Overall, the Company's capital structure and financial position remain healthy and well-managed. This reflects PTK's ability to maintain a balance between business growth, financial risk management, and long-term performance sustainability.

TANTANGAN DAN KENDALA SERTA LANGKAH PENYELESAIAN

Sepanjang tahun buku 2025, PT Pertamina Trans Kontinental (PTK) menghadapi berbagai dinamika dan tantangan usaha seiring dengan perkembangan industri maritim dan logistik energi, khususnya pada sektor eksplorasi dan produksi migas *offshore* yang menunjukkan tren peningkatan aktivitas. Kondisi ini membuka peluang bagi Perseroan untuk memperluas penetrasi pasar, termasuk pada segmen *non-captive* di luar ekosistem Pertamina Group. Namun demikian, peluang tersebut juga diiringi dengan tingkat persaingan yang semakin kompetitif serta tuntutan adaptasi terhadap kebutuhan pelanggan yang lebih beragam.

Pada segmen *Support Vessel Provider*, salah satu tantangan utama yang dihadapi Perseroan adalah meningkatnya persaingan di industri jasa perkapalan, baik dari pelaku industri nasional maupun internasional. Selain itu, potensi tumpang tindih peran antar entitas dalam lingkungan Pertamina Group turut menjadi tantangan tersendiri, mengingat terdapat beberapa entitas dalam grup yang juga bergerak pada bidang jasa perkapalan. Kondisi ini menuntut PTK untuk terus memperkuat proposisi nilai serta meningkatkan sinergi bisnis secara produktif dengan entitas lain dalam grup guna menciptakan optimalisasi pemanfaatan armada dan peluang bisnis.

Di sisi lain, ekspansi ke pasar *non-captive* juga menghadapi tantangan struktural yang berkaitan dengan karakteristik industri perkapalan, termasuk tingginya posisi tawar pemasok komponen kapal. Ketersediaan suku cadang, khususnya untuk kapal jenis *Offshore Support Vessel* (OSV) yang digunakan dalam kegiatan eksplorasi migas, sering kali terbatas dan memiliki spesifikasi teknis yang tinggi sehingga berdampak pada biaya operasional dan proses pemeliharaan armada.

Dalam merespons berbagai tantangan tersebut, PTK menempuh sejumlah langkah strategis yang difokuskan pada penguatan daya saing operasional serta perluasan pasar. Perseroan mengoptimalkan sinergi dengan entitas di lingkungan Pertamina Group maupun BUMN lainnya dengan menonjolkan keunggulan operasional serta pengalaman dalam pengelolaan armada kapal, khususnya kapal pendukung eksplorasi migas. Selain itu, Perseroan juga memperkuat rantai pasok melalui diversifikasi sumber komponen kapal serta menjalin kemitraan jangka panjang dengan pemasok strategis guna meningkatkan keandalan operasional armada.

Pada segmen *Marine Services*, PTK menghadapi dinamika industri yang memiliki karakteristik hambatan masuk yang relatif tinggi. Layanan jasa *marine* seperti pemanduan, penundaan kapal, serta kegiatan *ship-to-ship* transfer memerlukan kapabilitas teknis, pengalaman operasional, serta kepatuhan terhadap standar keselamatan dan regulasi yang ketat. Meskipun jumlah penyedia jasa relatif terbatas, persaingan tetap terjadi dalam berbagai lini layanan maritim, sehingga Perseroan dituntut untuk terus menjaga kualitas layanan, meningkatkan efisiensi operasional, serta mempertahankan kepercayaan pelanggan.

CHALLENGES AND CONSTRAINTS, AND MITIGATION MEASURES

Throughout fiscal year 2025, PT Pertamina Trans Kontinental (PTK) faced various business dynamics and challenges in line with developments in the maritime and energy logistics industry, particularly in the upstream oil and gas exploration and production sector, which showed increasing activity. This condition created opportunities for the Company to expand market penetration, including into *non-captive* segments outside the Pertamina Group ecosystem. However, these opportunities were also accompanied by increasingly intense competition and the need to adapt to more diverse customer requirements.

In the *Support Vessel Provider* segment, one of the main challenges faced by the Company was the increasing competition in the shipping services industry, both from domestic and international players. In addition, potential overlap in roles among entities within the Pertamina Group also posed a challenge, as several group entities operate in similar shipping service areas. This condition required PTK to continuously strengthen its value proposition and enhance productive business synergy with other group entities to optimize fleet utilization and business opportunities.

On the other hand, expansion into the *non-captive* market also faced structural challenges related to the characteristics of the shipping industry, including the high bargaining power of vessel component suppliers. The availability of spare parts, particularly for *Offshore Support Vessels* (OSVs) used in upstream oil and gas exploration activities, is often limited and highly technical, which impacts operational costs and fleet maintenance processes.

In response to these challenges, PTK implemented several strategic initiatives focused on strengthening operational competitiveness and market expansion. The Company optimized synergy with entities within the Pertamina Group and other state-owned enterprises by leveraging its operational strengths and experience in managing support vessels for oil and gas exploration activities. In addition, the Company strengthened its supply chain through supplier diversification and established long-term partnerships with strategic suppliers to improve fleet operational reliability.

In the *Marine Services* segment, PTK faced industry dynamics characterized by relatively high entry barriers. Maritime services such as pilotage, towage, and *ship-to-ship* transfer require strong technical capabilities, operational experience, and strict compliance with safety and regulatory standards. Although the number of service providers is relatively limited, competition still exists across various maritime service lines, requiring the Company to continuously maintain service quality, improve operational efficiency, and sustain customer trust.

Tantangan lainnya berkaitan dengan kompleksitas operasional di kawasan pelabuhan yang melibatkan berbagai pemangku kepentingan, termasuk otoritas pelabuhan, regulator, serta operator logistik lainnya. Selain itu, dinamika tarif jasa pelabuhan serta kebutuhan investasi yang berkelanjutan pada armada dan peralatan pendukung juga menjadi faktor yang mempengaruhi pengelolaan bisnis pada segmen ini.

Untuk menghadapi kondisi tersebut, PTK menerapkan pendekatan adaptif dan kolaboratif melalui penguatan kemitraan strategis dengan berbagai pelaku industri, peningkatan kualitas layanan, serta pengembangan sistem manajemen operasional berbasis digital guna meningkatkan efisiensi dan transparansi proses bisnis. Perseroan juga terus memperkuat standar keselamatan operasional dan kepatuhan terhadap regulasi guna memastikan keberlangsungan layanan maritim yang *andal* dan terpercaya.

Sementara itu, pada Segmen *Shorebase*, tantangan utama yang dihadapi Perseroan berasal dari karakteristik industri logistik yang mendukung aktivitas hulu migas. Industri ini umumnya didominasi oleh pelaku usaha yang telah memiliki rekam jejak panjang, jaringan bisnis yang kuat, serta kedekatan geografis dengan lokasi proyek. Selain itu, pelanggan di sektor ini umumnya memiliki posisi tawar yang tinggi serta menuntut standar layanan logistik yang sangat spesifik dan kompleks.

Tingginya kebutuhan investasi infrastruktur serta biaya operasional untuk memenuhi standar teknis sektor hulu migas juga menjadi tantangan bagi penyedia jasa logistik. Persaingan dengan perusahaan BUMN maupun swasta yang telah berpengalaman dalam sektor ini menuntut PTK untuk terus meningkatkan kapabilitas layanan serta memperkuat diferensiasi bisnis.

Dalam menghadapi tantangan tersebut, PTK memanfaatkan pengalaman operasional di sektor perkapalan serta potensi integrasi layanan logistik secara *end-to-end* guna memberikan nilai tambah bagi pelanggan. Perseroan juga memanfaatkan pengelolaan pelabuhan sebagai basis pengembangan logistik terpadu yang mendukung distribusi energi dan kegiatan industri lainnya.

Untuk memperkuat daya saing di sektor ini, Perseroan juga terus mengembangkan infrastruktur logistik melalui optimalisasi fasilitas *Shorebase* yang dimiliki, termasuk di kawasan Kabil dan Tanjung Batu, serta menjajaki peluang pengembangan fasilitas logistik baru di lokasi strategis yang berdekatan dengan wilayah operasi industri hulu migas. Langkah ini diharapkan dapat memperkuat posisi Perseroan dalam pasar *upstream logistics*, sekaligus membuka peluang kemitraan strategis dengan Kontraktor Kontrak Kerja Sama (KKKS) maupun pelaku industri lainnya.

Melalui berbagai langkah strategis tersebut, PTK berupaya untuk tidak hanya menghadapi dinamika persaingan industri, tetapi juga memperkuat posisi Perseroan sebagai penyedia layanan maritim dan logistik energi yang adaptif, kompetitif, dan berkelanjutan.

Another challenge is the operational complexity in port areas involving multiple stakeholders, including port authorities, regulators, and logistics operators. In addition, fluctuations in port service tariffs and the need for continuous investment in supporting vessels and equipment also affect business management in this segment.

To address these conditions, PTK adopted an adaptive and collaborative approach through strengthening strategic partnerships with industry players, improving service quality, and developing digital-based operational management systems to enhance efficiency and process transparency. The Company also continued to strengthen operational safety standards and regulatory compliance to ensure reliable and sustainable maritime services.

Meanwhile, in the *Shorebase* Segment, the main challenges stem from the characteristics of the upstream oil and gas logistics industry. This sector is generally dominated by established players with long operational track records, strong business networks, and proximity to project locations. In addition, customers in this sector typically have high bargaining power and require highly specific and complex logistics service standards.

High infrastructure investment requirements and operational costs to meet upstream oil and gas technical standards also pose challenges for logistics service providers. Competition with experienced state-owned and private companies in this sector requires PTK to continuously enhance service capabilities and strengthen business differentiation.

To address these challenges, PTK leverages its operational experience in the shipping sector and the potential for end-to-end logistics integration to provide added value to customers. The Company also utilizes port management operations as a foundation for developing integrated *Shorebase* that support energy distribution and industrial activities.

To strengthen competitiveness in this sector, the Company continues to develop logistics infrastructure through optimization of existing shorebase facilities, including those in Kabil and Tanjung Batu, while exploring opportunities to develop new logistics facilities in strategic locations near upstream oil and gas operational areas. This initiative is expected to strengthen the Company's position in the upstream logistics market and open opportunities for strategic partnerships with Cooperation Contract Contractors (KKKS) and other industry players.

Through these various strategic measures, PTK aims not only to address industry competition dynamics but also to strengthen its position as an adaptive, competitive, and sustainable provider of maritime and energy *Shorebase*.

PERKEMBANGAN IMPLEMENTASI TATA KELOLA PERUSAHAAN

PT Pertamina Trans Kontinental (PTK) senantiasa menjadikan etika dan tanggung jawab sebagai fondasi utama dalam menjalankan seluruh aktivitas bisnis. Bagi Perseroan, penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance/GCG*) tidak hanya merupakan kewajiban normatif, tetapi juga menjadi landasan strategis dalam memastikan keberlangsungan usaha serta meningkatkan kepercayaan para pemegang saham dan seluruh pemangku kepentingan.

Komitmen tersebut diwujudkan melalui penerapan nilai-nilai dasar GCG yang meliputi prinsip transparansi, akuntabilitas, tanggung jawab, independensi, dan kewajaran, yang diimplementasikan secara konsisten dalam setiap proses pengambilan keputusan maupun pelaksanaan kegiatan operasional Perseroan. Melalui penerapan prinsip-prinsip tersebut, Perseroan berupaya membangun sistem tata kelola yang transparan, akuntabel, serta mampu mendukung pengelolaan perusahaan secara profesional dan berintegritas.

Seiring dengan berkembangnya dinamika bisnis serta meningkatnya ekspektasi terhadap praktik tata kelola yang berkelanjutan, Perseroan juga terus memperkuat integrasi prinsip *Environmental, Social, and Governance* (ESG) dalam strategi bisnis jangka panjang. Pendekatan ini menjadi bagian penting dalam upaya Perseroan untuk menciptakan nilai tambah yang berkelanjutan sekaligus memastikan bahwa setiap aktivitas usaha dijalankan dengan memperhatikan aspek tanggung jawab sosial dan lingkungan.

Melalui penerapan prinsip ESG, Perseroan berkomitmen untuk menjalankan kegiatan usaha secara bertanggung jawab, inklusif, serta berorientasi pada keberlanjutan jangka panjang. Pendekatan ini juga menjadi bagian dari kontribusi Perseroan dalam mendukung agenda pembangunan berkelanjutan serta transisi menuju praktik bisnis yang lebih ramah lingkungan dan beretika.

Struktur tata kelola perusahaan PTK dijalankan berdasarkan keseimbangan peran antara Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris, dan Direksi, yang masing-masing menjalankan fungsi dan tanggung jawabnya secara profesional sesuai dengan prinsip *check and balances* serta ketentuan peraturan perundang-undangan yang berlaku. Melalui mekanisme tata kelola yang efektif tersebut, Perseroan memastikan bahwa setiap kebijakan dan keputusan strategis dapat dijalankan secara transparan, akuntabel, serta selaras dengan kepentingan jangka panjang perusahaan dan para pemangku kepentingan.

IMPLEMENTASI MANAJEMEN RISIKO

Sebagai bagian dari penerapan tata kelola perusahaan yang baik, PT Pertamina Trans Kontinental (PTK) mengimplementasikan sistem manajemen risiko yang mengacu pada *standar* internasional ISO 31000:2018. Sistem ini dirancang untuk memastikan bahwa setiap potensi risiko yang dihadapi Perseroan dapat diidentifikasi, dianalisis, dan dikelola secara komprehensif sehingga pencapaian tujuan strategis perusahaan dapat terlaksana secara optimal dengan tingkat risiko yang terkelola.

DEVELOPMENT OF CORPORATE GOVERNANCE IMPLEMENTATION

PT Pertamina Trans Kontinental (PTK) consistently places ethics and responsibility as the main foundation in conducting all business activities. For the Company, the implementation of Good Corporate Governance (GCG) is not merely a regulatory obligation, but also a strategic foundation to ensure business sustainability and enhance the trust of shareholders and all stakeholders.

This commitment is realized through the implementation of core GCG values, which include transparency, accountability, responsibility, independence, and fairness, consistently applied in every decision-making process and operational activity of the Company. Through these principles, the Company seeks to build a governance system that is transparent, accountable, and capable of supporting professional and integrity-based corporate management.

In line with evolving business dynamics and increasing expectations for sustainable governance practices, the Company also continues to strengthen the integration of Environmental, Social, and Governance (ESG) principles into its long-term business strategy. This approach is an important part of the Company's efforts to create sustainable value while ensuring that all business activities consider social and environmental responsibility.

Through the implementation of ESG principles, the Company is committed to conducting business activities in a responsible, inclusive, and long-term sustainability-oriented manner. This approach also contributes to supporting the sustainable development agenda and the transition toward more environmentally friendly and ethical business practices.

PTK's corporate governance structure is implemented based on a balanced relationship between the General Meeting of Shareholders (GMS), the Board of Commissioners, and the Board of Directors, each performing its roles and responsibilities professionally in accordance with the principles of checks and balances and applicable laws and regulations. Through this effective governance mechanism, the Company ensures that every policy and strategic decision is implemented transparently, accountably, and in alignment with the long-term interests of the Company and its stakeholders.

RISK MANAGEMENT IMPLEMENTATION

As part of the implementation of Good Corporate Governance, PT Pertamina Trans Kontinental (PTK) applies a risk management system based on the international standard ISO 31000:2018. This system is designed to ensure that all potential risks faced by the Company are identified, analyzed, and managed comprehensively, so that the achievement of the Company's strategic objectives can be optimized with risks properly controlled.

Dalam mendukung implementasi tersebut, Direksi telah menetapkan Kebijakan Manajemen Risiko sebagai pedoman bagi seluruh unit kerja dalam menerapkan pendekatan yang sistematis dan terintegrasi melalui kerangka *Enterprise Risk Management (ERM)*. Pendekatan ini memungkinkan Perseroan untuk mengelola risiko secara proaktif sekaligus memastikan bahwa proses pengambilan keputusan mempertimbangkan berbagai potensi risiko yang dapat memengaruhi keberlangsungan usaha.

PTK juga menerapkan model *Three Lines of Defense* dalam pengelolaan risiko. Pada model ini, lini pertama merupakan fungsi atau unit kerja yang berperan sebagai pemilik risiko dan bertanggung jawab atas pengelolaan risiko dalam aktivitas operasionalnya. Lini kedua dijalankan oleh fungsi manajemen risiko yang memberikan panduan, pengawasan, serta pemantauan atas implementasi manajemen risiko. Sementara itu, lini ketiga dijalankan oleh fungsi Internal Audit yang memberikan penilaian independen terhadap efektivitas penerapan manajemen risiko dan pengendalian internal di seluruh organisasi.

Komitmen Perseroan terhadap penguatan manajemen risiko juga diwujudkan melalui penandatanganan Traktat Manajemen Risiko oleh Direksi pada September 2023, yang menegaskan bahwa manajemen risiko merupakan bagian integral dari budaya kerja dan proses pengambilan keputusan di seluruh lini organisasi. Selain itu, Perseroan juga telah menyusun *Roadmap* Manajemen Risiko 2020–2026 sebagai pedoman strategis dalam pengembangan dan implementasi ERM secara berkelanjutan.

Sepanjang tahun buku 2025, Perseroan menghadapi berbagai potensi risiko yang berasal dari dinamika lingkungan bisnis, strategi usaha, operasional perusahaan, aspek keuangan, hukum, serta tata kelola dan kepatuhan. Risiko-risiko tersebut antara lain mencakup potensi tidak tercapainya target pendapatan, tantangan dalam pengelolaan operasional armada, optimalisasi pengelolaan kas perusahaan, serta risiko yang berkaitan dengan keselamatan kerja dan keandalan operasional.

Untuk mengelola berbagai potensi risiko tersebut, Perseroan telah menerapkan berbagai langkah mitigasi secara terstruktur dan terukur. Upaya tersebut antara lain dilakukan melalui penguatan strategi pemasaran dan pengembangan bisnis, percepatan investasi strategis, penyempurnaan proses bisnis dan struktur organisasi, serta optimalisasi pengelolaan kas melalui program *Liquidity Control Tower*.

Di sisi operasional, Perseroan juga terus memperkuat keandalan armada melalui pelaksanaan program pemeliharaan kapal secara tepat waktu, peningkatan standar keselamatan kerja, serta penguatan kompetensi sumber daya manusia melalui berbagai program pelatihan keselamatan dan operasional. Selain itu, Perseroan juga melakukan penyempurnaan proses perizinan operasional serta penguatan aspek kontraktual dan kepatuhan hukum melalui dukungan fungsi legal perusahaan.

Melalui penerapan sistem manajemen risiko yang terintegrasi tersebut, PTK berkomitmen untuk menjaga kesinambungan usaha serta memastikan bahwa setiap aktivitas bisnis Perseroan dapat berjalan secara efektif, aman, dan berkelanjutan di tengah dinamika industri yang terus berkembang.

To support this implementation, the Board of Directors has established a Risk Management Policy as a guideline for all business units in applying a systematic and integrated approach through an Enterprise Risk Management (ERM) framework. This approach enables the Company to proactively manage risks while ensuring that decision-making processes take into account various potential risks that may affect business continuity.

PTK also implements a Three Lines of Defense model in risk management. Under this model, the first line consists of operational units as risk owners responsible for managing risks within their activities. The second line is the risk management function, which provides guidance, oversight, and monitoring of risk management implementation. The third line is Internal Audit, which provides independent assurance on the effectiveness of risk management and internal control systems across the organization.

The Company's commitment to strengthening risk management is also demonstrated through the signing of the Risk Management Charter by the Board of Directors in September 2023, affirming that risk management is an integral part of the corporate culture and decision-making process at all levels of the organization. In addition, the Company has developed a Risk Management Roadmap for 2020–2026 as a strategic guideline for the continuous development and implementation of ERM.

Throughout fiscal year 2025, the Company faced various potential risks arising from business environment dynamics, business strategy, operational activities, financial aspects, legal matters, as well as governance and compliance. These risks include the potential failure to achieve revenue targets, challenges in fleet operational management, optimization of cash management, as well as risks related to occupational safety and operational reliability.

To manage these risks, the Company has implemented structured and measurable mitigation measures. These include strengthening marketing strategies and business development, accelerating strategic investments, improving business processes and organizational structure, and optimizing cash management through the Liquidity Control Tower program.

On the operational side, the Company continues to enhance fleet reliability through timely vessel maintenance programs, strengthening occupational safety standards, and improving human resource competencies through various safety and operational training programs. In addition, the Company also enhances operational permitting processes and strengthens contractual and legal compliance through support from the corporate legal function.

Through the implementation of this integrated risk management system, PTK is committed to maintaining business continuity and ensuring that all Company activities are conducted effectively, safely, and sustainably amid the continuously evolving industry dynamics.

IMPLEMENTASI SISTEM PENGENDALIAN INTERNAL

PT Pertamina Trans Kontinental (PTK) menerapkan sistem pengendalian internal yang kuat dan terintegrasi sebagai bagian dari komitmen Perseroan dalam menjalankan tata kelola perusahaan yang baik serta menjaga keberlanjutan usaha. Sistem pengendalian internal tersebut dirancang dengan mengacu pada kerangka kerja *Committee of Sponsoring Organizations of the Treadway Commission* (COSO) serta pendekatan *Three Lines Model*, yang mencakup lima komponen utama, yaitu lingkungan pengendalian, penilaian risiko, aktivitas pengendalian, informasi dan komunikasi, serta kegiatan pemantauan.

Implementasi pengendalian internal dilakukan secara menyeluruh pada berbagai aspek kegiatan perusahaan, termasuk aspek keuangan, operasional, dan kepatuhan. Dalam aspek keuangan, Perseroan menerapkan pengelolaan keuangan secara hati-hati dan akuntabel dengan berpedoman pada Rencana Kerja dan Anggaran Perusahaan (RKAP) serta prinsip kehati-hatian dalam pengelolaan sumber daya perusahaan. Sementara itu, pada aspek operasional, seluruh kegiatan usaha dijalankan berdasarkan prosedur dan standar operasional yang telah ditetapkan guna memastikan efektivitas dan efisiensi proses bisnis.

Pada aspek kepatuhan, Perseroan memastikan bahwa setiap aktivitas usaha dilaksanakan sesuai dengan ketentuan peraturan perundang-undangan yang berlaku melalui penguatan peran fungsi hukum (*Legal Function*) dalam memberikan pendampingan dan pengawasan terhadap berbagai kegiatan usaha Perseroan. Sepanjang tahun buku 2025, Perseroan terus menjaga kepatuhan terhadap ketentuan hukum dan regulasi yang berlaku sebagai bagian dari upaya memperkuat integritas dan tata kelola perusahaan.

Evaluasi terhadap efektivitas sistem pengendalian internal dilakukan secara berkala melalui mekanisme *Internal Control over Financial Reporting* (ICOFR) serta *Internal Control Review* (ICR). Berdasarkan hasil evaluasi tersebut, sistem pengendalian internal Perseroan dinilai telah berjalan secara efektif serta selaras dengan praktik tata kelola perusahaan yang baik dan standar pengendalian internal yang berlaku.

Melalui penerapan sistem pengendalian internal yang terintegrasi tersebut, PTK berkomitmen untuk terus memperkuat akuntabilitas, transparansi, serta pengelolaan risiko dalam setiap aktivitas usaha guna mendukung keberlanjutan kinerja perusahaan secara berkelanjutan.

PENGUATAN BUDAYA ANTIKORUPSI DAN SISTEM PELAPORAN PELANGGARAN

Sebagai bagian dari komitmen kuat terhadap integritas dan tata kelola perusahaan yang baik, PT Pertamina Trans Kontinental (PTK) menerapkan kebijakan *zero tolerance* terhadap segala bentuk korupsi dan penyuapan. Perseroan menegaskan bahwa setiap tindakan yang bertentangan dengan kebijakan tersebut akan dikenakan sanksi sesuai dengan ketentuan peraturan perundang-undangan yang berlaku serta kebijakan internal perusahaan.

INTERNAL CONTROL SYSTEM IMPLEMENTATION

PT Pertamina Trans Kontinental (PTK) implements a strong and integrated internal control system as part of the Company's commitment to good corporate governance and sustainable business continuity. The internal control system is designed based on the Committee of Sponsoring Organizations of the Treadway Commission (COSO) framework and the Three Lines Model approach, covering five main components: control environment, risk assessment, control activities, information and communication, and monitoring activities.

The implementation of internal controls is carried out comprehensively across various aspects of the Company's operations, including financial, operational, and compliance areas. In the financial aspect, the Company applies prudent and accountable financial management guided by the Corporate Work Plan and Budget (RKAP) and the principle of caution in managing company resources. Meanwhile, in the operational aspect, all business activities are conducted based on established procedures and standard operating procedures to ensure the effectiveness and efficiency of business processes.

In terms of compliance, the Company ensures that all business activities are carried out in accordance with applicable laws and regulations by strengthening the role of the Legal Function in providing support and oversight for various Company operations. Throughout the 2025 fiscal year, the Company has continued to maintain compliance with applicable legal and regulatory requirements as part of its efforts to strengthen integrity and corporate governance.

The effectiveness of the internal control system is regularly evaluated through the Internal Control over Financial Reporting (ICOFR) mechanism and Internal Control Review (ICR). Based on the evaluation results, the Company's internal control system is considered to be operating effectively and aligned with good corporate governance practices and applicable internal control standards.

Through the implementation of this integrated internal control system, PTK is committed to continuously strengthening accountability, transparency, and risk management in all business activities in order to support the sustainable performance and long-term continuity of the Company.

STRENGTHENING ANTI- CORRUPTION CULTURE AND THE WHISTLE-BLOWING SYSTEM

As part of its strong commitment to integrity and good corporate governance, PT Pertamina Trans Kontinental (PTK) enforces a zero-tolerance policy toward all forms of corruption and bribery. The Company emphasizes that any actions contrary to this policy will be subject to sanctions in accordance with applicable laws and regulations as well as internal company policies.

Dalam mendukung komitmen tersebut, Perseroan telah mengimplementasikan Sistem Manajemen Anti Penyuapan (SMAP) yang mengacu pada standar internasional ISO 37001:2016. Implementasi sistem ini menjadi bagian dari upaya Perseroan dalam membangun lingkungan kerja yang berintegritas serta memastikan bahwa seluruh aktivitas bisnis dijalankan secara transparan, akuntabel, dan bebas dari praktik korupsi maupun penyuapan.

Komitmen terhadap pencegahan korupsi juga diperkuat melalui penandatanganan deklarasi anti korupsi dan penyuapan oleh Direksi sebagai pedoman etika yang berlaku bagi seluruh insan PTK. Selain itu, Perseroan secara konsisten melaksanakan berbagai langkah preventif melalui kegiatan sosialisasi, pelatihan, serta pengawasan terhadap implementasi kebijakan antikorupsi di seluruh lini organisasi.

Sepanjang tahun buku 2025, Perseroan terus memperkuat pemahaman dan kesadaran insan perusahaan terhadap pencegahan praktik korupsi melalui berbagai program edukatif, antara lain kegiatan *sharing session* mengenai *fraud awareness* dan sistem pelaporan pelanggaran (*Whistleblowing System/WBS*), pelaksanaan survei PERFECT (*Fraud Perception Index*) untuk mengukur tingkat pemahaman pegawai dan mitra usaha terhadap pencegahan korupsi, serta kampanye pengendalian gratifikasi.

Selain itu, Perseroan juga menyelenggarakan berbagai program peningkatan kompetensi, termasuk pelatihan Internal Auditor and Awareness Training untuk Sistem dan Standar Manajemen Terintegrasi yang mencakup standar ISO 9001, ISO 14001, ISO 45001, ISO 27001, dan ISO 37001, sebagai bagian dari upaya memperkuat sistem pengendalian dan tata kelola perusahaan.

Sebagai hasil dari berbagai upaya tersebut, hingga 31 Desember 2025, tidak terdapat insiden korupsi yang terbukti dan berakibat pada pemberhentian pegawai maupun pemutusan hubungan kerja dengan mitra usaha akibat pelanggaran terkait praktik korupsi atau penyuapan. Perseroan juga terus memperkuat pengendalian gratifikasi secara sistematis dan berkelanjutan sebagai bagian dari kerangka pencegahan korupsi yang terintegrasi.

Sebagai instrumen penting dalam memperkuat pengendalian internal, Perseroan juga menerapkan *Whistleblowing System (WBS)* sebagai sarana pelaporan dugaan pelanggaran yang dapat diakses oleh seluruh pemangku kepentingan. Sistem ini telah terintegrasi dengan Pertamina Clean, saluran resmi pelaporan WBS di lingkungan Pertamina Group yang dikelola secara independen, sehingga mampu menjamin kerahasiaan pelapor serta menyediakan mekanisme pelaporan yang aman dan terpercaya.

Kebijakan ini diperkuat melalui Surat Keputusan Direksi PTK No. Kpts-06/PTK0000/2023-S9 tentang Ratifikasi Sistem Tata Kerja Pengelolaan Pengaduan, yang menjadi dasar pelaksanaan sistem pelaporan pelanggaran di lingkungan Perseroan. Melalui sistem ini, seluruh insan PTK, termasuk Dewan Komisaris, Direksi, pekerja, mitra usaha, serta pemangku kepentingan lainnya, memiliki akses untuk menyampaikan laporan terkait dugaan pelanggaran yang terjadi di lingkungan perusahaan.

To support this commitment, the Company has implemented an Anti-Bribery Management System (ABMS) based on the international standard ISO 37001:2016. The implementation of this system is part of the Company's efforts to build an integrity-driven work environment and to ensure that all business activities are conducted transparently, accountably, and free from corruption and bribery practices.

The commitment to preventing corruption is further strengthened through the signing of an anti-corruption and anti-bribery declaration by the Board of Directors, which serves as an ethical guideline for all PTK personnel. In addition, the Company consistently carries out various preventive measures through socialization activities, training programs, and supervision of the implementation of anti-corruption policies across all levels of the organization.

Throughout the 2025 fiscal year, the Company continued to enhance employees' understanding and awareness of corruption prevention through various educational programs, including fraud awareness sharing sessions and Whistleblowing System (WBS) training, the implementation of the PERFECT survey (Fraud Perception Index) to measure employees' and business partners' understanding of anti-corruption efforts, as well as campaigns on gratuity control.

Furthermore, the Company also conducted various competency development programs, including Internal Auditor and Awareness Training for Integrated Management Systems and Standards covering ISO 9001, ISO 14001, ISO 45001, ISO 27001, and ISO 37001, as part of its efforts to strengthen the Company's control and governance systems.

As a result of these efforts, as of December 31, 2025, there were no confirmed corruption incidents that resulted in employee termination or contract termination with business partners due to violations related to corruption or bribery practices. The Company also continues to strengthen gratuity control in a systematic and sustainable manner as part of its integrated corruption prevention framework.

As an important instrument in strengthening internal control, the Company also implements a Whistleblowing System (WBS) as a reporting channel for suspected violations that can be accessed by all stakeholders. This system is integrated with Pertamina Clean, the official WBS reporting channel within the Pertamina Group, which is managed independently to ensure whistleblower confidentiality and provide a secure and reliable reporting mechanism.

This policy is reinforced by Board of Directors Decree No. Kpts-06/PTK0000/2023-S9 regarding the Ratification of the Complaint Management Work System, which serves as the basis for implementing the whistleblowing system within the Company. Through this system, all PTK personnel, including the Board of Commissioners, Board of Directors, employees, business partners, and other stakeholders, have access to report alleged violations occurring within the Company.

Sepanjang tahun buku 2025, tercatat terdapat 12 laporan yang diterima melalui sistem WBS, dan seluruh laporan tersebut telah ditindaklanjuti sesuai dengan mekanisme dan prosedur yang berlaku hingga proses investigasi selesai.

Melalui berbagai inisiatif tersebut, PTK terus berupaya memperkuat penerapan prinsip *Good Corporate Governance*, budaya antikorupsi, serta sistem pelaporan pelanggaran sebagai bagian dari upaya membangun tata kelola perusahaan yang tidak hanya patuh terhadap regulasi, tetapi juga mencerminkan nilai-nilai integritas, profesionalisme, dan kepercayaan publik terhadap Perseroan.

MENDUKUNG STRATEGI KEBERLANJUTAN DAN GREEN PORT DI INDONESIA

PT Pertamina Trans Kontinental (PTK) terus memperkuat komitmennya dalam mendukung agenda keberlanjutan nasional melalui integrasi prinsip *Environmental, Social, and Governance* (ESG) ke dalam seluruh aktivitas bisnis Perseroan. Sejalan dengan pendekatan *triple bottom line* yang menyeimbangkan aspek *profit*, *people*, dan *planet*, Perseroan berupaya memastikan bahwa pertumbuhan bisnis yang dicapai tidak hanya berorientasi pada kinerja ekonomi, tetapi juga memperhatikan dampak terhadap lingkungan serta memberikan manfaat bagi masyarakat.

Sebagai wujud implementasi komitmen tersebut, Perseroan mengembangkan strategi keberlanjutan yang dijalankan melalui berbagai program Tanggung Jawab Sosial dan Lingkungan (TJSL). Program-program ini mencakup pengelolaan lingkungan hidup, peningkatan standar Keselamatan dan Kesehatan Kerja (K3), pemberdayaan masyarakat di sekitar wilayah operasional, serta peningkatan kualitas layanan kepada pelanggan. Seluruh upaya dan capaian tersebut dilaporkan secara transparan dalam Laporan Keberlanjutan (*Sustainability Report*) yang menjadi bagian integral dari Laporan Tahunan Perseroan.

Salah satu fokus utama Perseroan dalam mendorong keberlanjutan adalah penerapan konsep *Green Port*, yaitu pengelolaan pelabuhan yang berwawasan lingkungan. Sebagai perusahaan logistik energi yang beroperasi di sektor maritim, Perseroan menyadari bahwa aktivitas pelabuhan memiliki potensi dampak terhadap ekosistem laut dan kawasan pesisir. Oleh karena itu, Perseroan secara proaktif mengimplementasikan berbagai inisiatif untuk mengelola operasional pelabuhan secara berkelanjutan, antara lain melalui peningkatan efisiensi energi, pengelolaan limbah yang lebih efektif, penerapan teknologi yang lebih ramah lingkungan, serta penguatan digitalisasi layanan yang sejalan dengan konsep *Smart Port*.

Langkah tersebut juga sejalan dengan kebijakan pemerintah dalam mendorong pengembangan pelabuhan yang lebih berkelanjutan dan berdaya saing guna mendukung peningkatan efisiensi sistem logistik nasional. Melalui berbagai inisiatif tersebut, Perseroan berupaya untuk tidak hanya meningkatkan kinerja operasional, tetapi juga memberikan kontribusi nyata terhadap upaya pelestarian lingkungan.

Throughout the 2025 fiscal year, a total of 12 reports were received through the WBS mechanism, and all reports were followed up in accordance with applicable procedures and mechanisms until the investigation process was completed.

Through these various initiatives, PTK continues to strengthen the implementation of Good Corporate Governance principles, an anti-corruption culture, and a whistleblowing system as part of its efforts to build corporate governance that not only complies with regulations but also reflects the values of integrity, professionalism, and public trust in the Company.

SUPPORTING SUSTAINABILITY STRATEGY AND GREEN PORTS IN INDONESIA

PT Pertamina Trans Kontinental (PTK) continues to strengthen its commitment to supporting the national sustainability agenda through the integration of Environmental, Social, and Governance (ESG) principles into all aspects of its business activities. In line with the triple bottom line approach—balancing profit, people, and planet—the Company strives to ensure that business growth is not only driven by economic performance but also considers environmental impacts and delivers benefits to society.

As part of this commitment, the Company develops its sustainability strategy through various Corporate Social and Environmental Responsibility (TJSL) programs. These programs cover environmental management, improvement of occupational health and safety (OHS) standards, community empowerment around operational areas, and enhancement of service quality for customers. All efforts and achievements are reported transparently in the Sustainability Report, which forms an integral part of the Company's Annual Report.

One of the Company's key focuses in promoting sustainability is the implementation of the Green Port concept, which refers to environmentally responsible port management. As an energy logistics company operating in the maritime sector, the Company recognizes that port activities may impact marine ecosystems and coastal areas. Therefore, PTK proactively implements various initiatives to ensure sustainable port operations, including improving energy efficiency, enhancing waste management practices, adopting more environmentally friendly technologies, and strengthening service digitalization aligned with the Smart Port concept.

These efforts are also aligned with government policies aimed at developing more sustainable and competitive ports to support the efficiency of the national logistics system. Through these initiatives, the Company seeks not only to improve operational performance but also to make a tangible contribution to environmental preservation.

Komitmen Perseroan terhadap keberlanjutan dan inovasi juga tercermin melalui berbagai penghargaan yang berhasil diraih atas implementasi program keberlanjutan dan pengembangan layanan logistik maritim. Di samping itu, Perseroan juga memperoleh berbagai pengakuan atas upaya penguatan praktik bisnis berkelanjutan serta pengembangan layanan maritim yang inovatif.

Selain itu, Perseroan juga terus menjalankan berbagai program tanggung jawab sosial dan lingkungan yang berfokus pada pelestarian lingkungan serta pemberdayaan masyarakat, antara lain melalui kegiatan pelestarian kawasan pesisir, rehabilitasi mangrove, serta pengembangan program pemberdayaan masyarakat berbasis energi dan lingkungan.

Seluruh upaya tersebut menjadi bagian dari komitmen jangka panjang Perseroan untuk tumbuh sebagai perusahaan logistik maritim energi yang tidak hanya *andal* dan kompetitif, tetapi juga mampu memberikan kontribusi positif terhadap pembangunan berkelanjutan. Ke depan, Perseroan akan terus mendorong inovasi serta memperkuat kolaborasi dengan berbagai pemangku kepentingan guna membangun ekosistem logistik nasional yang lebih efisien, ramah lingkungan, dan berkelanjutan.

PROSPEK USAHA 2026

Dalam menghadapi tahun buku 2026, Direksi memandang bahwa prospek usaha PT Pertamina Trans Kontinental (PTK) berada pada jalur yang positif dan menghadirkan berbagai peluang strategis. Optimisme ini didasarkan pada perkembangan sektor industri yang menjadi ruang lingkup utama kegiatan usaha Perseroan, yaitu *support vessel provider*, *marine service*, *port operation*, dan *logistic shorebase* yang terus menunjukkan potensi pertumbuhan seiring meningkatnya kebutuhan distribusi energi dan logistik di Indonesia.

Sebagai negara kepulauan terbesar di dunia, Indonesia memiliki tantangan sekaligus peluang dalam menghubungkan ribuan pulau yang tersebar di seluruh wilayah nusantara. Pemerintah melalui berbagai kebijakan strategis, termasuk penguatan konektivitas maritim dan program pengembangan sistem logistik nasional, terus mendorong peningkatan efisiensi distribusi barang dan energi antarwilayah. Upaya tersebut diharapkan mampu memperkuat konektivitas domestik sekaligus mengurangi disparitas harga, khususnya di wilayah 3T (Terdepan, Terluar, dan Tertinggal).

Penguatan konektivitas maritim ini secara tidak langsung membuka peluang bagi PTK untuk memperluas perannya dalam menyediakan layanan transportasi laut dan dukungan logistik energi yang terintegrasi. Dengan pengalaman operasional yang panjang di sektor maritim serta dukungan ekosistem Pertamina Group, Perseroan memiliki posisi yang strategis untuk berkontribusi dalam pengembangan sistem logistik nasional yang lebih efisien dan *andal*.

The Company's commitment to sustainability and innovation is also reflected in various awards received for its sustainability programs and maritime logistics service development. In addition, PTK continues to gain recognition for its efforts in strengthening sustainable business practices and advancing innovative maritime services.

Furthermore, the Company continues to implement various social and environmental responsibility programs focused on environmental conservation and community empowerment, including coastal area preservation, mangrove rehabilitation, and community development programs based on energy and environmental initiatives.

All these efforts form part of the Company's long-term commitment to growing as a reliable and competitive maritime energy logistics company that also contributes positively to sustainable development. Moving forward, PTK will continue to drive innovation and strengthen collaboration with various stakeholders to build a more efficient, environmentally friendly, and sustainable national logistics ecosystem.

BUSINESS OUTLOOK 2026

In facing the 2026 financial year, the Board of Directors views the business prospects of PT Pertamina Trans Kontinental (PTK) as remaining on a positive trajectory, offering various strategic opportunities. This optimism is based on developments in the core industries within the Company's business scope—support vessel provider, marine service, port operation, and logistic shorebase—which continue to show growth potential in line with increasing energy distribution and logistics demand in Indonesia.

As the world's largest archipelagic country, Indonesia presents both challenges and opportunities in connecting thousands of islands across the archipelago. The Government, through various strategic policies including strengthening maritime connectivity and developing the national logistics system, continues to drive improvements in inter-island goods and energy distribution efficiency. These efforts are expected to enhance domestic connectivity while reducing price disparities, particularly in frontier, outermost, and disadvantaged regions (3T).

The strengthening of maritime connectivity indirectly creates opportunities for PTK to expand its role in providing integrated marine transportation and energy logistics support services. With extensive operational experience in the maritime sector and support from the Pertamina Group ecosystem, the Company is well-positioned to contribute to the development of a more efficient and reliable national logistics system.

Di tingkat global, industri pengiriman dan perkapalan diproyeksikan akan menunjukkan pemulihan secara bertahap dengan pertumbuhan yang moderat pada tahun 2026, seiring dengan mulai pulihnya aktivitas perdagangan internasional setelah periode tekanan yang dipicu oleh pandemi serta ketegangan geopolitik dalam beberapa tahun terakhir. Meskipun demikian, dinamika industri masih dipengaruhi oleh berbagai faktor seperti perubahan rute perdagangan, kapasitas armada global, serta volatilitas geopolitik yang dapat memengaruhi kinerja sektor maritim.

Kondisi tersebut memberikan ruang bagi pelaku industri maritim untuk terus memperkuat kapasitas operasional, meningkatkan efisiensi layanan, serta mendorong inovasi dalam pengelolaan rantai logistik global.

Selain itu, isu dekarbonisasi dan transisi energi juga semakin menjadi perhatian utama dalam industri maritim global. Bagi PTK, perkembangan ini dipandang sebagai peluang untuk memperkuat transformasi bisnis yang berkelanjutan melalui penerapan konsep *Green Port*, peningkatan efisiensi energi, serta pengembangan operasional yang lebih ramah lingkungan.

Pada sektor logistik nasional, prospek pertumbuhan juga menunjukkan tren yang positif. Seiring dengan meningkatnya aktivitas sektor industri, perdagangan, serta penguatan sektor ekonomi lainnya, kebutuhan terhadap layanan transportasi dan logistik diproyeksikan terus meningkat. Kondisi ini memberikan peluang bagi PTK untuk memperkuat kinerja di segmen logistik energi melalui pengembangan layanan yang lebih efisien, terintegrasi, dan adaptif terhadap kebutuhan pelanggan.

Meskipun demikian, Perseroan tetap mencermati berbagai dinamika eksternal yang berpotensi memengaruhi industri maritim dan logistik global, termasuk ketegangan geopolitik, fluktuasi harga energi, serta potensi gangguan pada rantai pasok internasional. Dalam menghadapi kondisi tersebut, Perseroan akan terus memperkuat strategi bisnis yang berfokus pada inovasi layanan, akselerasi digitalisasi operasional, peningkatan kapabilitas sumber daya manusia, serta penguatan sistem manajemen risiko yang adaptif terhadap perubahan lingkungan bisnis.

Dengan fondasi operasional yang kuat, dukungan pemegang saham serta pemangku kepentingan, dan prospek industri yang terus berkembang, PTK optimis dapat mempertahankan momentum pertumbuhan serta memperkuat posisinya sebagai penyedia jasa logistik maritim energi yang *andal*, kompetitif, dan berkelanjutan.

Ke depan, Perseroan akan terus mendorong penguatan portofolio layanan, memperluas peluang pasar, serta mengintegrasikan prinsip keberlanjutan dalam setiap aktivitas bisnis sebagai bagian dari strategi pertumbuhan perusahaan yang berorientasi pada penciptaan nilai tambah jangka panjang bagi seluruh pemangku kepentingan.

At the global level, the shipping and maritime industry is projected to experience a gradual recovery with moderate growth in 2026, as international trade activity continues to stabilize following disruptions caused by the pandemic and geopolitical tensions in previous years. However, industry dynamics remain influenced by various factors such as changes in trade routes, global fleet capacity, and geopolitical volatility, which may affect maritime sector performance.

These conditions provide opportunities for maritime industry players to strengthen operational capacity, improve service efficiency, and drive innovation in global logistics chain management.

In addition, decarbonization and energy transition issues are increasingly becoming key priorities in the global maritime industry. For PTK, these developments present opportunities to strengthen sustainable business transformation through the implementation of the *Green Port* concept, improved energy efficiency, and more environmentally friendly operations.

In the national logistics sector, growth prospects also remain positive. Along with increasing industrial activity, trade, and overall economic development, demand for transportation and Shorebase is expected to continue rising. This provides opportunities for PTK to strengthen its performance in the energy logistics segment by developing more efficient, integrated, and customer-responsive services.

Nevertheless, the Company continues to closely monitor various external dynamics that may impact the global maritime and logistics industries, including geopolitical tensions, energy price fluctuations, and potential disruptions in international supply chains. In response to these conditions, the Company will continue to strengthen its business strategy by focusing on service innovation, accelerating operational digitalization, enhancing human resource capabilities, and reinforcing a risk management system that is adaptive to changing business environments.

With a strong operational foundation, the support of shareholders and stakeholders, and favorable industry prospects, PTK remains optimistic in maintaining its growth momentum and strengthening its position as a reliable, competitive, and sustainable maritime energy logistics service provider.

Going forward, the Company will continue to enhance its service portfolio, expand market opportunities, and integrate sustainability principles into all business activities as part of its long-term growth strategy aimed at creating sustainable value for all stakeholders.

PERUBAHAN KOMPOSISI DIREKSI

Sepanjang Tahun Buku 2025, terdapat perubahan pada komposisi Direksi PT Pertamina Trans Kontinental (PTK) sebagai tindak lanjut dari pembentukan Direktorat Armada yang bertujuan untuk memperkuat fokus operasional Perseroan dalam pengelolaan armada secara lebih terstruktur, efektif, dan strategis. Sehubungan dengan perubahan tersebut, Perusahaan memberhentikan dengan hormat Sdr. Slamet Harianto dari jabatannya sebagai Direktur Armada serta Sdr. Andy Arvianto dari jabatannya sebagai Direktur Pemasaran. Selain itu, Perusahaan juga memberhentikan dengan hormat Sdr. Afan Aftory dari jabatannya sebagai Direktur Keuangan & SDM.

Seiring dengan perubahan tersebut, Perusahaan mengangkat Sdr. Albertus Anto Budi Santosa sebagai Direktur Pemasaran, Sdr. Dewi Susanti sebagai Direktur Armada, serta Sdr. Eko Cahyadi sebagai Direktur Keuangan & SDM yang efektif menjabat sejak 26 November 2025.

Dengan demikian, susunan Direksi PT Pertamina Trans Kontinental hingga 31 Desember 2025 adalah sebagai berikut:

- Direktur Utama: I Ketut Laba
- Direktur Operasi: Yudi Wibisono
- Direktur Pemasaran: Albertus Anto Budi Santosa
- Direktur Armada: Dewi Susanti
- Direktur Keuangan & SDM: Eko Cahyadi

Atas nama seluruh anggota Direksi, kami menyampaikan apresiasi dan terima kasih yang sebesar-besarnya kepada anggota Direksi yang telah menyelesaikan masa jabatannya atas dedikasi, kontribusi, serta pengabdian yang telah diberikan bagi kemajuan Perseroan. Kami juga menyambut dengan hangat kehadiran para anggota baru dalam jajaran Direksi.

Dengan komposisi Direksi tersebut, Perseroan optimis bahwa jajaran Direksi dapat terus memperkuat sinergi dan soliditas kepemimpinan dalam menjalankan visi perusahaan, meningkatkan kinerja operasional dan bisnis, serta menciptakan nilai tambah yang berkelanjutan bagi para pemegang saham dan seluruh pemangku kepentingan.

Setelah berakhirnya periode pelaporan hingga tanggal pengesahan Laporan Tahunan ini, tidak terdapat perubahan maupun pergantian susunan Direksi Perseroan.

APRESIASI

Direksi menyampaikan apresiasi yang setinggi-tingginya kepada seluruh pemegang saham, Dewan Komisaris, mitra kerja, serta para pemangku kepentingan atas dukungan, kepercayaan, dan kerja sama yang telah diberikan sepanjang tahun buku 2025. Dukungan tersebut menjadi fondasi penting bagi Perseroan dalam menjalankan berbagai strategi bisnis serta menjaga kinerja perusahaan di tengah dinamika industri yang terus berkembang.

CHANGES IN THE COMPOSITION OF THE BOARD OF DIRECTORS

Throughout the 2025 financial year, there were changes in the composition of the Board of Directors of PT Pertamina Trans Kontinental (PTK) as a follow-up to the establishment of the Fleet Directorate, which aims to strengthen the Company's operational focus in fleet management in a more structured, effective, and strategic manner. In connection with these changes, the Company respectfully dismissed Mr. Slamet Harianto from his position as Fleet Director and Mr. Andy Arvianto from his position as Marketing Director. In addition, the Company also respectfully dismissed Mr. Afan Aftory from his position as Finance & Human Resources Director.

Following these changes, the Company appointed Mr. Albertus Anto Budi Santosa as Director of Marketing, Mrs. Dewi Susanti as Director of Fleet, and Mr. Eko Cahyadi as Director of Finance & Human Resources, effective as of 26 November, 2025.

Accordingly, the composition of the Board of Directors of PT Pertamina Trans Kontinental as of 31 December, 2025 is as follows:

- President Director: I Ketut Laba
- Operations Director: Yudi Wibisono
- Marketing Director: Albertus Anto Budi Santosa
- Fleet Director: Dewi Susanti
- Finance & Human Resources Director: Eko Cahyadi

On behalf of the entire Board of Directors, we would like to express our highest appreciation and gratitude to the outgoing members of the Board of Directors for their dedication, contributions, and service to the Company's progress. We also warmly welcome the new members of the Board of Directors.

With this composition, the Company is optimistic that the Board of Directors will continue to strengthen leadership synergy and solidity in carrying out the Company's vision, improving operational and business performance, and creating sustainable value for shareholders and all stakeholders.

After the reporting period up to the approval date of this Annual Report, there were no further changes in the composition of the Company's Board of Directors.

APPRECIATION

The Board of Directors expresses its highest appreciation to all shareholders, the Board of Commissioners, business partners, and stakeholders for their support, trust, and cooperation throughout the 2025 financial year. This support has served as an important foundation for the Company in executing its various business strategies and maintaining performance amid the continuously evolving dynamics of the industry.

Kami juga menyampaikan penghargaan dan terima kasih kepada seluruh insan PT Pertamina Trans Kontinental (PTK) atas dedikasi, profesionalisme, serta semangat kerja yang tinggi dalam menghadapi berbagai tantangan dan dinamika usaha sepanjang tahun pelaporan. Komitmen dan kontribusi seluruh pekerja menjadi faktor penting dalam mendorong Perseroan untuk terus tumbuh dan berkembang secara berkelanjutan.

Ke depan, Direksi berkomitmen untuk terus meningkatkan kinerja perusahaan secara berkesinambungan melalui penguatan strategi bisnis, peningkatan kualitas layanan, serta penerapan tata kelola perusahaan yang baik. Direksi juga berharap PTK dapat terus memainkan peran strategis sebagai bagian penting dalam mendukung kelancaran distribusi energi nasional serta memperkuat sistem logistik energi yang *andal* dan terintegrasi.

Dengan semangat transformasi, kolaborasi, dan inovasi yang terus dijaga, PTK akan terus melangkah maju dengan komitmen kuat untuk menciptakan pertumbuhan yang berkelanjutan, memperkuat tata kelola perusahaan, serta memberikan kontribusi nyata dalam mendukung pengembangan ekosistem energi nasional. Direksi optimis bahwa PTK akan terus berkembang sebagai perusahaan maritim logistik energi yang *andal*, kompetitif, dan mampu beradaptasi dengan dinamika industri di tingkat nasional maupun global.

We also extend our sincere gratitude and appreciation to all PT Pertamina Trans Kontinental (PTK) personnel for their dedication, professionalism, and strong work ethic in facing the various challenges and business dynamics throughout the reporting year. The commitment and contributions of all employees have been key factors in driving the Company's sustainable growth and development.

Looking ahead, the Board of Directors is committed to continuously improving the Company's performance through strengthening business strategies, enhancing service quality, and implementing good corporate governance practices. The Board of Directors also hopes that PTK will continue to play a strategic role as an important part of supporting the smooth distribution of national energy and strengthening a reliable and integrated energy logistics system.

With a spirit of transformation, collaboration, and innovation, PTK will continue to move forward with a strong commitment to creating sustainable growth, strengthening corporate governance, and making meaningful contributions to the development of the national energy ecosystem. The Board of Directors is optimistic that PTK will continue to grow as a reliable and competitive maritime energy logistics company, capable of adapting to industry dynamics at both national and global levels.

Jakarta, 29 Mei 2026
Atas nama Direksi PT Pertamina Trans Kontinental,
Jakarta, May 29, 2026
On behalf of the Board of Directors of PT Pertamina Trans Kontinental,



I Ketut Laba
Direktur Utama
President Director



Pernyataan Tanggung Jawab Dewan Komisaris untuk Laporan Tahunan 2025

Pernyataan Tanggung Jawab Dewan Komisaris untuk Laporan Tahunan 2025

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT Pertamina Trans Kontinental tahun 2025 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan dan Laporan Keuangan Perseroan.

We, the undersigned, declare that all information in the 2025 Annual Report of PT Pertamina Trans Kontinental has been presented in its entirety and we are fully responsible for the accuracy of the contents of the Annual Report and Financial Statements of the Company.

Jakarta, 29 Mei 2026

Jakarta, May 29, 2026

Dewan Komisaris

Board of Commissioners

PT Pertamina Trans Kontinental



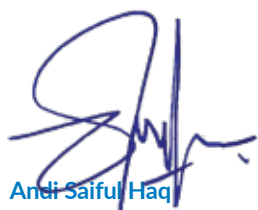
Subagjo Hari Moeljanto

Komisaris Utama

President Commissioner

(Periode 10 Juli 2024 – Saat Ini)

(Period July 10, 2024 – Present)



Andi Saiful Haq

Komisaris

Commissioner

(Periode 11 Oktober 2023 – 16 September 2025)

(Period October 11, 2023 – September 16, 2025)



Amir Hamzah

Komisaris

Commissioner

(Periode 10 Juli 2024 – Saat Ini)

(Period July 10, 2024 – Present)



Hartanto

Komisaris

Commissioner

(Periode 12 Januari 2024 – Saat Ini)

(Period January 12, 2024 – Present)



Agustinus Prasetyantoko

Komisaris Independen

Independent Commissioner

(Periode 12 Februari 2024 – Saat Ini)

(Period February 12, 2024 – Present)

Pernyataan Tanggung Jawab Direksi untuk Laporan Tahunan 2025

Statement of Responsibility from Board of Directors for 2025 Annual Report

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT Pertamina Trans Kontinental tahun 2025 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan dan Laporan Keuangan Perseroan.

We, the undersigned, declare that all information in the 2025 Annual Report of PT Pertamina Trans Kontinental has been presented in its entirety and we are fully responsible for the accuracy of the contents of the Annual Report and Financial Statements of the Company.

Jakarta, 29 Mei 2026
Jakarta, May 29, 2026

Direksi
Board of Directors
PT Pertamina Trans Kontinental



I Ketut Laba
Direktur Utama
President Director
(Periode 3 Juli 2023 – 12 Mei 2026)
(Period July 3, 2023 – May 12, 2026)



Albertus Anto Budi Santosa
Direktur Pemasaran
Director of Marketing
(Periode 26 November 2025 – Saat Ini)
(Period November 26, 2025 – Present)



Eko Cahyadi
Direktur Keuangan & SDM
Director of Finance & HR
(Periode 26 November 2025 – Saat Ini)
(Period November 26, 2025 – Present)



Yudi Wibisono
Direktur Operasi
Director of Operation
(Periode 15 Oktober 2024 – Saat Ini)
(Period October 15, 2024 – Present)



Dewi Susanti
Direktur Armada
Director of Fleet
(Periode 26 November 2025 – Saat Ini)
(Period November 26, 2025 – Present)



Andy Arvianto
Direktur Pemasaran
Director of Marketing
(Periode 21 Juli 2023 – 12 Juni 2025)
(Period July 21, 2023 – June 12, 2025)



Slamet Harianto
Direktur Armada
Director of Fleet
(Periode 15 Oktober 2024 – 5 Agustus 2025)
(Period October 15, 2024 – August 5, 2025)



Afan Aftory
Direktur Keuangan & SDM
Director of Finance & HR
(Periode 15 Oktober 2024 – 25 November 2025)
(Period October 15, 2024 – November 25, 2025)

Profil Perusahaan

Company Profile





Identitas dan Informasi Umum Perusahaan

Company Identity and General Information

► Nama Perusahaan

Company Name

PT Pertamina Trans Kontinental



► Nama Panggilan Perusahaan

Company Nickname

PTK atau Perusahaan
PTK or the Company

► Informasi Perubahan Nama pada Tahun Buku

Information on Name Changes in the Fiscal Year

Tidak terdapat perubahan nama Perusahaan pada tahun buku 2025. Informasi terperinci terkait perubahan nama sejak awal berdiri, disampaikan pada pembahasan Riwayat Singkat Perusahaan, Bab Profil Perusahaan, Laporan Tahunan ini. There were no changes to the Company's name in the 2025 fiscal year. Detailed information regarding name changes since the Company's inception is provided in the "Brief History of the Company" section of the "Company Profile" chapter in this Annual Report.

► Status Badan Hukum

Legal Entity Status

Perseroan Terbatas ("PT"); Penanaman Modal Dalam Negeri ("PMDN")
Limited Liability Company ("PT"); Domestic Investment ("PMDN")

► Serikat Pekerja

Labor Union

Serikat Pekerja Seluruh Indonesia PT Pertamina Trans Kontinental ("SPSI PTK")
Serikat Pekerja Seluruh Indonesia PT Pertamina Trans Kontinental ("SPSI PTK")



► Tanggal Pendirian

Date of Establishment

9 September 1969
September 9, 1969

► Jumlah Pegawai

Number of Employees

2.987 (2025)

► Bidang Usaha

Line of Business

Jasa Pelayaran, Jasa Maritim dan Jasa Logistik
Shipping Services, Maritime Services, and Logistics Services

► Komposisi Kepemilikan Saham

Share Ownership Composition



- PT Pertamina International Shipping
- PT Pertamina Pedeve Indonesia

► Modal Dasar

Authorized Capital

Rp4.424.580.819.000,-; terbagi atas 4.424.580 lembar saham seri A dengan masing-masing bernilai Rp1.000.000,- dan 819 lembar saham seri B dengan nominal masing-masing Rp1.000,-
Rp4,424,580,819,000, consisting of 4,424,580 Series A shares with a nominal value of Rp1,000,000 each and 819 Series B shares with a nominal value of Rp1,000 each,-

► Modal Ditempatkan dan Disetor Penuh

Paid-in Capital

Rp1.234.747.819.000,-; terbagi atas 1.234.747 lembar saham seri A dengan nominal masing-masing Rp1.000.000,- dan 819 lembar saham seri B dengan nominal masing-masing Rp1.000,-
Rp1,234,747,819,000; divided into 1,234,747 Series A shares with a par value of Rp1,000,000 each and 819 Series B shares with a par value of Rp1,000 each,-

► Dasar Hukum Pendirian

Legal Basis for Establishment

- Akta No. 3 Tanggal 9 September 1969 dibuat di hadapan Tan Thong Kie, Notaris di Jakarta.
- Akta No. 012 tanggal 26 Oktober 2011 dibuat di hadapan Dewantari Handayani, MPA., Notaris di Jakarta, yang telah disetujui dengan Keputusan Menteri Hukum dan HAM Republik Indonesia No.AHU-58581.AH.01.02 Tahun 2011 tanggal 29 November 2011, nama PT Pertamina Tongkang berubah menjadi PT Pertamina Trans Kontinental.
- Deed No. 3 dated September 9, 1969, executed before Tan Thong Kie, Notary in Jakarta.
- Deed No. 012 dated October 26, 2011, executed before Dewantari Handayani, MPA, Notary in Jakarta, which was approved by Decree of the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-58581.AH.01.02 of 2011 dated November 29, 2011, the name PT Pertamina Tongkang was changed to PT Pertamina Trans Kontinental.

► Jaringan Kantor

Office Network

- 1 Kantor Pusat
- 3 Kantor *Marketing Business & Operation Region*
- 12 Kantor *Marketing Area*
- 104 *Port Area*
- 3 Entitas Anak
- 1 *Joint Venture*
- 1 Head Office
- 3 Marketing Business & Operations Regional Offices
- 12 Marketing Area Offices
- 104 Port Areas
- 3 Subsidiaries
- 1 Joint Venture



AKSES TERHADAP PERUSAHAAN TERMASUK KANTOR CABANG ATAU PERWAKILAN

ACCESS TO THE COMPANY, INCLUDING BRANCHES OR REPRESENTATIVE OFFICES

JARINGAN KANTOR OFFICE NETWORK	ALAMAT ADDRESS
Kantor Pusat Head Office	Jl. Yos Sudarso No.32 Jakarta Utara 14320, Indonesia Telephone: (+6221) 80678500 Email: pusat.ptk@pertamina.com Email Marketing: marketing.ptk@pertamina.com salesmarketing.ptk@pertamina.com Situs Web Website https://www.pertamina-ptk.com/ Media Sosial Social Media Instagram: pertaminatranskontinental LinkedIn: PT Pertamina Trans Kontinental

KANTOR MARKETING BUSINESS & OPERATION REGION MARKETING, BUSINESS & OPERATIONS REGIONAL OFFICE	ALAMAT ADDRESS
REGION I	Jl. Raya Pelabuhan Kabil Batam 29435
REGION II	Gedung Pertamina MOR V Pertamina MOR V Building Jl. Jagir Wonokromo No. 88, Surabaya
REGION III	PT Pertamina Trans Kontinental (Ex. Kantor Pertamina Patraniaga) Jl. Longikis No.119 Kel. Mekar Sari Kec. Balikpapan Tengah, Kota Balikpapan, Kalimantan Timur 76123

KANTOR MARKETING AREA AREA MARKETING OFFICE	ALAMAT ADDRESS
Balikpapan	Jl. Yos Sudarso No.1, Komp. Pertamina PO BOX 432 Balikpapan Phone : (0542) 734693, 515663 Fax : (0542) 423766 Email : Cabang.Balikpapan.PTK@pertamina.com
Surabaya	Gedung Pertamina MOR V Jl. Jagir Wonokromo No. 88, Surabaya Phone : (031) 3282057,3299112 Fax : (031) 3299113 Email : Cabang.Surabaya.PTK@pertamina.com
Medan	Kantor Pertamina MOR I Jl. Yos Sudarso No. 8-10, Medan Phone : (061) 613666, 618422 Fax : (061) 694241-45 Email : cabang-medan.ptk@pertamina.com
Belawan	Jl. Minyak No. 1, Lingkungan I, Kel. Belawan I, Kec. Medan, Belawan, Medan Phone : (061) 6943464 Fax : (061) 694241-45 Email : Cabang.Belawan.PTK@pertamina.com
Makassar	Jl. Ahmad Saleh No. 4, Kel. Losari, Kec. Ujung Pandang, Makassar, Sulawesi Selatan South Sulawesi Phone : (0411) 873683 Fax : (0411) 873683 Email : Cabang.Makasar.PTK@pertamina.com

KANTOR MARKETING AREA AREA MARKETING OFFICE	ALAMAT ADDRESS
Tanjung Priok	Gedung PT Pertamina Trans Kontinental Area Logistic Pertamina, Jl. Yos Sudarso, Sunter Tanjung Priok, Jakarta Utara North Jakarta Phone : (021) 65307028, 65307026, 65307029 Fax : (021) 65307035 Email : Cabang.Priok.PTK@pertamina.com
Makassar	Jl. Ahmad Saleh No. 4, Kel. Losari, Kec. Ujung Pandang, Makassar, Sulawesi Selatan South Sulawesi Phone : (0411) 873683 Fax : (0411) 873683 Email : Cabang.Makasar.PTK@pertamina.com
Plaju-Palembang	Jl. Beringin No. 70, Plaju Palembang, Sumatera Selatan Plaju Palembang, South Sumatera Phone : (0711) 595473, 595376, 595475, 596474 Fax : (0711) 542367, 542377 Email : Cabang.Plaju.PTK@pertamina.com
Dumai	Jl. Sultan Syarif Kasim No. 262, Dumai, Riau 28811 Phone : (0765) 443981, 38370 Fax : (0765) 35173 Email : Cabang.Dumai.PTK@pertamina.com
Cilacap	Jl. Tongkol No. 20, Cilacap Selatan Cilacap, Jawa Tengah 53211 Phone : (0282) 521852 Fax : (0282) 521852 Email : Cabang.Cilacap.PTK@pertamina.com
Sorong-Papua	Jl. Yos Sudarso No. 78, Komperta Lido Sorong, Papua Phone : (0951) 322294, 329502, 329503 Fax : (0951) 322729 Email : Cabang.Sorong.PTK@pertamina.com

PORT AREA PORT AREA	ALAMAT ADDRESS
Port Area MBOR I MBOR I Port Area	
Port Sabang	PT Pertamina (Persero) TBBM Jl. Teuku Panglima Polem No. 2 Kuta Barat, Sukakarya, Kota Sabang, 23512
Port Krueng Raya	PT Pertamina (Persero) TBBM Jl. Laksamana Malahayati KM. 32 Krueng Raya, Kab. Aceh Besar, 23381
Port Siemulue	PT Pertamina FT Simeulue Jl. Lahapang Tengku Diujung Desa Suka Jaya Kec. Simeulue Timur Sinabung, Kab. Siemulue, Aceh - 23891 Jl. Lahapang Tengku Diujung, Suka Jaya Village
Port Meulaboh	Jl. Makam Pahlawan No 02 Kel. Padang Seurahet, Kec. Johan Pahlawan Meulaboh
Port Arun	PT Pertamina Trans Kontinental, Arun/Lhokseumawe Branch Office, Marine Office Arun LNG Plant Site, Blang Lancang Lhokseumawe, Aceh - 24352

PORT AREA PORT AREA	ALAMAT ADDRESS
Port Lhokseumawe	Kantor Pertamina (Persero) Jl. Samudera No. 1 - 2 Hagu Tengah, Kec. Banda Sakti, Kota Lhokseumawe Hagu Tengah, Banda Sakti District, Lhokseumawe City
Port Pangkalan Susu	Terminal LPG Pangkalan Susu Kantor <i>Marine</i>) Jl. Samusera No. 82, Pangkalan Susu, Langkat, Sumatera Utara Terminal LPG Pangkalan Susu (<i>Marine Office</i>)
Port Gunungsitoli	PT Pertamina Trans Kontinental Jl. Pelud Binaka Kec. Gunungsitoli Idanoi, Nias, Sumatera Utara - 22871
Port Sibolga	PT Pertamina Trans Kontinental Jl. Janggi No. 17 Kel. Pasar Belakang, Sibolga, Sumatera Utara - 22523
Port Belawan/KualaNamu	PT Pertamina Trans Kontinental Jl. Minyak No. 1 Belawan, Medan, Sumatera Utara
Port Teluk Kabung	Pertamina Integrated Terminal Teluk Kabung Jl. Raya Padang-Painan KM 24 Bungkus Teluk Kabung, Kota Padang, Sumatera Barat
Port Sei Siak	PT Pertamina Patra Niaga Jl. Tanjung Datuk Ujung No. 348
Port Tembilahan	PT Pertamina Trans Kontinental, Fuel Terminal Tembilahan Kampung Kesayangan, Kel. Seberang Tembilahan Kec. Tembilahan, Kab. Indragiri Hilir, Riau
Port Dumai	PT Pertamina (Persero) <i>Marine Region I</i> Jl. Sultan Syarif Kasim No. 262 Dumai, Riau - 28811
Port Sei Pakning	PT. Pertamina Trans Kontinental <i>Marine</i> Jl. Jendral Sudirman Sungai Pakning (Depan Koramil) - 28761
Port Pulau Sambu	Pertamina Fuel Terminal Pulau Sambu Kel. Tanjung Sari, Kec. Belakang Padang, Kota Batam - 29416
Port Batam	Jl Raya Pelabuhan Kabil, Batam
Port Tanjung Uban	PT. Pertamina Trans Kontinental, <i>Port Tanjung Uban</i> Jl. Nusa Indah No. 01 Tanjung Uban, Kepulauan Riau - 29152
Port Kijang	Pertamina TBBM Kijang Jl. Sei Walang KM. 25 Kijang Timur Kel. Kijang Kota, Kec. Bintan Tim Kabupaten Bintan, Kepulauan Riau - 29151
Port Natuna (Ranai)	FT Natuna <i>Group</i> Jl.DKW MOH Benteng No. 091 Ranai Natuna,Kepulauan Riau
Natuna OffShore (Tarempa)	Jl H Amar Raya No41 RT 006/008 Desa Pondok Kelapan, Duren Sawit
Port Area MBOR II MBOR II Port Area	
Port Surabaya	Jl. Prapat Kurung Utara No.12a Kec. Pabean Cantikan, Surabaya, Jawa Timur - 60165
Port Gresik	Jl. Pabrik Aspal - Pertamina Sumberrejo, Pulo Pancikan, Kec. Gresik Kab. Gresik, Jawa Timur - 61113

PORT AREA PORT AREA	ALAMAT ADDRESS
Port Camplong	Jl. Raya Camplong KM 08 Kec. Camplong, Kabupaten Sampang, Madura – 69281
Port Tuban	Jl. Tanjung Awar-Awar DS Remen, Kec. Jenu Tuban, Jawa Timur – 62352
Port Kalbut	Jl. Pelabuhan Kalbut No.1 Kec. Mangaran, Kab. Situbondo, Jawa Timur – 68363
Port Tanjungwangi	Jl. Gatot Subroto No.72 Kec. Kalipuro, Kab. Banyuwangi, Jawa Timur – 68455
Port Benoa Sanggaran	Jl. Raya Pelabuhan Benoa Denpasar Selatan, Denpasar, Bali
Port Bima	Jl. Sultan Kaharuddin No.174 Kec. Rasanae Barat, Bima, NTB – 84111
Port Maumere	Jl. Nai Roa KM 04 Kec. Kangae, Maumere, NTT
Port Lantuka	Jl. Trans Lantuka Maumere Desa Mokantarak, Kec. Lantuka, Kab. Flores Timur, NTT
Port Waingapu	Jl. Nangamesi No.07 Dermaga Baru Waingapu, Sumba Timur, NTT
Port Manggis	Jl. Raya Ulakan Manggis, Karangasem, Bali – 80871
Port Reo	Jl. Pelabuhan Kedindi Kel. Wangkung, Kec. Reo, Kab. Manggarai Tengah, Flores, NTT
Port Ende	Jl. Adi Sucipto No. 6, Ende – Flores
Port Ampenan	Jl. Yos Sudarso, Ampenan – NTB
Port Kalabahi	Jl. Slamet Riyadi No. 87, Kalabahi, Alor, NTT
Port Atapupu	Jl. Yos Sudarso KM 01, Atapupu, Belu, NTT
Port Badas	Jl. Garuda KM. 8 Jur. Pelabuhan Badas, Sumbawa Besar, NTB
Port Kupang	Jl. Yos Sudarso No.01, Tenau Kupang, NTT
Port Jakarta	Pertamina Marine Region III Jl. Jampea No.1 (Seberang Pertamina Lubricant) Koja, Jakarta Utara – 14210
Port Cilacap	PT Pertamina Trans Kontinental Port Cilacap Jl. Achmad Yani No. 5 & 7 Tambakreja, Cilacap Selatan – 53213
Port Balongan	Marine Region II Balongan, PT Pertamina RU VI Balongan Jl. Raya Balongan KM 9, Indramayu – 45217
Port Semarang	TBBM Semarang Group Jl. Pengapon No. 14, Semarang, Jawa Tengah 50128
Tg. Gerem	Jl. Laksamana RE Martadinata No. 50 Gerem, Kec. Grogol, Kota Cilegon, Banten – 42438
Tg. Sekong	Jl. Yos Sudarso Link Baru I/II Kantor Terminal LPG Tanjung Sekong Kel. Lebakgede, Kec. Pulomerak, Kota Cilegon, Banten – 42431

PORT AREA PORT AREA	ALAMAT ADDRESS
Port Area MBOR III MBOR III Port Area	
Port Biak	PT Pertamina (Persero) Fuel Terminal Biak Jl. Jenderal Sudirman No.110 Waupnor, Biak - 98112
Port Bula	PT Pertamina (Persero) Fuel Terminal Bula Jl. Airport Tansi Ambon Kec. Bula, Kab. Seram Bagian Timur - 97555
Port Dobo	PT Pertamina (Persero) Fuel Terminal Dobo Jl. Wamar Dobo Desa Durdjela, Kec. Pulau-Pulau Aru, Kab. Kepulauan Aru, Maluku - 97662
Port Fak-Fak	PT Pertamina (Persero) Fuel Terminal Fak-Fak Jl. Tanjung Kiat Kampung Sekru Tuare, Distrik Pariwari, Kab. Fakfak, Papua Barat - 98611
Port Jayapura	PT Pertamina (Persero) Fuel Terminal Jayapura Jl. Sei Musi 2 - 4 Kel. Imbi, Kec. Jayapura Utara, Kota Jayapura, Papua - 99116
Kaimana	PT Pertamina (Persero) Fuel Terminal Kaimana Jl. Utarom Kaki Air Kecil Kaimana Kel. Kaimana Kota, Kec. Kaimana, Kab. Kaimana, Papua Barat - 98654
Kasim	PT Pertamina (Persero) RU VII Kasim Jl. Ahmad Yani No. 3 Kelurahan Klaligi, Kec. Sorong Kota Sorong - 98413
Labuha	PT Pertamina (Persero) Fuel Terminal Labuha Jln. Pertamina - Babang No 178 Kec. Bacan Timur, Kab. Halmahera Selatan, Maluku Utara - 97791 Bacan Timur District, Halmahera Selatan Regency, North Maluku - 9779
Manokwari	PT Pertamina (Persero) Fuel Terminal Manokwari Jl. Trikora Wosi 102 Kec. Manokwari Barat, Kab. Manokwari, Papua Barat - 98321
Masohi	PT Pertamina (Persero) Fuel Terminal Masohi Jl. Kapitan Pattimura No. 433 Kelurahan Ampera, Kec. Kota Masohi, Kab. Maluku Tengah - 97513
Merauke	PT Pertamina (Persero) Fuel Terminal Merauke Jl. Gudang Arang No 53 Kelurahan Kamahedoga, Kec. Merauke, Kab. Merauke, Papua - 99613
Nabire	PT Pertamina (Persero) Fuel Terminal Nabire Jl. Frans Kaisiepo Kelurahan Nabarua, Kab. Nabire - 98817
Namlea	PT Pertamina (Persero) Fuel Terminal Namlea Jl. Pohon durian No.1 Namlea Kabupaten Buru, Maluku - 97571
Sanana	PT Pertamina (Persero) Fuel Terminal Sanana Jl. Waikolopa No.1 Sanana, Kec. Sanana Utara, Kab. Kepulauan Sula - 97795
Saumlaki	PT Pertamina (Persero) Fuel Terminal Saumlaki Jalan Olilit Baru Kec. Tanimbar Selatan, Kab. Kepulauan Tanimbar - 97664
Serui	PT Pertamina (Persero) Fuel Terminal Serui Jln. Pertamina No. 01 Desa Banawa, Kelurahan Tarau, Kec. Yapen Selatan, Kab Yapen, Papua - 98211

PORT AREA PORT AREA	ALAMAT ADDRESS
Sorong	PT Pertamina (Persero) Fuel Terminal Sorong Jl. Ahmad Yani No. 3 Kelurahan Klaligi, Kec. Sorong, Kota Sorong - 98413
Ternate	PT Pertamina (Persero) Fuel Ternate Jl Pertamina Jambula Kelurahan Jambula, Kec. Kota Ternate, Maluku Utara - 97751
Timika	PT Pertamina (Persero) Jobber Timika Jl. Poros Pelabuhan Pomako Timika/Mimika Baru, Papua - 99952
Tobelo	PT Pertamina (Persero) Fuel Terminal Tobelo Jl. Kuda Laut Kupa-kupa, Kec. Tobelo Selatan - 97762
Tual	PT Pertamina (Persero) Fuel Terminal Tual Jl. Yos Sudarso Kota Tual, Kec. Pulau Dullah Selatan - 97613
Wayame	PT Pertamina (Persero) Fuel Terminal Wayame Jl. Ir. M. Putuhena KM. 24, Wayame, Ambon - 97234
Bontang	PT Pertamina Trans Kontinental Jl. Selat Bone RT 21 No. 29 Kel. Tanjung Laut, Kec. Bontang Selatan - 75321
Kotabaru	Pertamina TBBM Kotabaru Jl. H. Hasan Basri KM. 4,5 Kec. Pulau Laut Utara, Kab. Kotabaru, Kalimantan Selatan - 72117
Banjarmasin	Pertamina TBBM Banjarmasin Jl. Kuin Selatan No. 01 Banjarmasin Barat, Kuin Cerucuk, Kec. Banjarmasin Barat Kota Banjarmasin, Kalimantan Selatan - 70129
Samarinda	Pertamina TBBM Samarinda Jl. Cendana, Tlk. Lerong Ulu Kec. Sungai Kunjang, Kota Samarinda, Kalimantan Timur - 75127
Pontianak	Pertamina TBBM Pontianak Jl. Khatulistiwa No. 282 Kel. Siantan Jilir, Kec. Pontianak Utara - 78243
Sampit	Pertamina TBBM Sampit Jl. Muchran Ali No. 24 Kel. Baamang Hulu Kotawaringin Timur, Kalimantan Tengah - 74313
Tarakan	Pertamina TBBM Tarakan Jl. Yos Sudarso No. 15 Kelurahan Lingkas Ujung Tarakan Kaltara, Tarakan Timur Kota Tarakan, Kalimantan Utara - 77126
Pangkalan Bun	PT Pertamina TBBM Pangkalan Bun Jl. Swadaya No. 01 Sei Kapitan Kumai, Kalimantan Tengah
Sintang	Pertamina TBBM Sintang Jl. MT. Haryono No. 1 Kel. Kapuas Kanan Hulu, Kec. Sintang, Kab. Sintang - 78614
Banggai	PT Pertamina (Persero) TBBM Banggai Jl. Keramat No. 29 Kec. Banggai, Banggai Laut, Sulawesi Tengah

PORT AREA PORT AREA	ALAMAT ADDRESS
Palopo	PT Pertamina (Persero) TBBM Palopo Jl. Pantai Desa Karang Karangan, Kab. Luwu, Sulawesi Selatan
Kolaka	PT Pertamina (Persero) TBBM Kolaka Jl. Abadi No. 261 Kel. Kolakaasi, Kec. Latambaga, Kab. Kolaka, Sulawesi Tenggara – 93512
Toli-Toli	PT Pertamina (Persero) TBBM Toli Toli Jl. Batu Bangga No. 27 Desa Lalos, Kec. Galang, Kab. Toli-Toli, Sulawesi Tengah – 94561
Kolonodale	PT Pertamina (Persero) TBBM Kolonodale Jl. Wolter Monginsidi No. 25 Kel. Bahoe, Kec. Petasia, Kab. Morowali Utara, Sulawesi Tengah
Raha	PT Pertamina (Persero) TBBM Raha Jl. Merdeka No. 40 Tampo Kec. Napabalan, Kab. Muna, Sulawesi Tenggara
Tahuna	PT Pertamina (Persero) TBBM Tahuna Jl. Tidore No. 25 Kec. Tahunatimur Ab, Kepulauan Sangihe, Sulawesi Utara – 95815
Mountong	PT Pertamina (Persero) TBBM Moutong Jl. Trans Sulawesi No. 106 Parigi Moutong, Sulawesi Tengah
Bau-Bau	PT Pertamina (Persero) TBBM Baubau Jl. Dayanu Ikhsanuddin KM. 8 Kel. Sulaa, Kec. Betoambari, Kota Bau Bau, Sulawesi Tenggara – 93724
Donggala	PT Pertamina (Persero) TBBM Donggala Jl. Poros Palu Donggala, Lolioge KM. 15, Sulawesi Tengah
Poso	PT Pertamina (Persero) TBBM Poso Jl. Raya Kasiguncu No. 90 Poso, Sulawesi Tengah – 94618
Pare-Pare	PT Pertamina (Persero) TBBM Pare-Pare Jl. H.a.m. Arsyad No.1 Pare-Pare Sulawesi Selatan – 91132
Bitung	PT Pertamina (Persero) TBBM Bitung Jl. Yos Sudarso No. 1 Bitung, Sulawesi Utara
Kendari	PT Pertamina (Persero) TBBM Kendari Jl. R.E. Martadinata No. 1 Kendari, Sulawesi Tenggara
Luwuk	PT Pertamina (Persero) TBBM Luwuk Jl. Imam Bonjol - Luwuk Kel. Bungin Timur, Kec. Luwuk, Kab. Banggai, Sulawesi Tengah
Gorontalo	PT Pertamina (Persero) TBBM Gorontalo Jl. Yos Sudarso No. 06 Kel. Tenda, Kec. Hulonthalangi, Kota Gorontalo
Port Area Balikpapan Balikpapan Port Area	
Kota Baru	Gedung PT Pertamina (Persero) UPMS V Jl. Pertamina RT. 21, Ds. Semayap, Kec. Pulau Laut Utara, Kab. Kotabaru, Kalimantan Selatan Phone : (0518) 23256

PORT AREA PORT AREA	ALAMAT ADDRESS
Kuala Semboja	Kuala Semboja RT. 003 Kel. Senipah, Kec. Samboja, Kab. Kutai Kartanegara Kalimantan Timur Phone : (0542) 535137
Samarinda	Jl. Dr. Sutomo 40, Kel. Sanga-Sanga Dalam Kec. Sanga-Sanga, Kab. Kutai Kartanegara Kalimantan Timur Phone : (0541) 671300 Fax. : (0541) 671487
Tanjung Santan	Komp. Chevron Santan Terminal RT. XI, Desa Semangko, Kec. Marang Kayu, Kab. Kutai Kartanegara Kalimantan Timur Phone : (0542) 548275 Fax. : (0542) 548278
Tarakan	Jl. Kesuma Bangsa RT. 04/RW. 03, Kel. Lungkas Ujung Kec. Tarakan Timur Tarakan, Kalimantan Timur
Port Area Batam Batam Port Area	
Pulau Sambu	Pertamina Pulau Sambu RT. 01/RW. 06, Kel. Tanjung Sari Kec. Belakang Padang Batam
Tarempa	Ds. Payamaran RT. 07/RW. 01, Kec. Palmatak, Kab. Kepri Anabas, Kep. Riau
Tanjung Uban	Jl. Hang Tuah No.24 RT. 001/RW. 007, Kel. Tanjung Uban, Kec. Bintan Utara, Kab. Bintan, Kep. Riau
Port Area Makassar Makassar Port Area	
Bau-Bau	Jl. Dayanu Ikhsanuddin KM. 8, Kel. Sulla, Kec. Betoambari, Bau-Bau, Sulawesi Utara
Kolonodale	Jl. Wolter Mongonsidi No. 25, Kolonodale, Sulawesi Tengah Phone : (0518) 21624
Port Area Belawan Belawan Port Area	
Arun Lhokseumawe	2nd Floor Marine Offline PT. Arun NGL Blang Lancang, Lhokseumawe NAD Phone : (0645) 654248 Fax. : (0645) 654165
Port Area Dumai Dumai Port Area	
Sei Pakning	Gd. Marine Jasra Pertamina (Persero) - UPMS II Jl. Jend. Sudirman, Sei Pakning 28761 Phone : (0766) 91112 Fax. : (0766) 91112
Port Area Cilacap Cilacap Port Area	
Semarang	Mangunharjo RT. 002/RW. 003, Kel. Mangunharjo, Kec. Tugu, Semarang

PORT AREA PORT AREA	ALAMAT ADDRESS
Port Area Sorong Sorong Port Area	
Port Area Sorong	Bintuni Bintuni, Babo, Irian Jaya Barat Bintuni, Babo, West Irian Jaya
Bula - Seram Timur	Kantor Wilayah Kerja Pelabuhan Bula Jl. Lumba-Lumba RT. 002/RW. 001, Kel. Bula, Seram Timur
Wayame	Jl. Ir. M Putuhena RT. 006/RW. 003, Ds. Wayame, Kec. Teluk Ambon, Wayame Village, Teluk Ambon District, Ambon, Maluku Phone : (0911) 310087 Fax : (0911) 346155
Port Area Tanjung Priok Tanjung Priok Port Area	
Merak	Jl. Pulorida Kav. M 90-92, Tanjung Sekong, Merak, Banten Phone : (0254) 571617, 571178 Fax : (0254) 571617
Balongan	Jl. Kerang A8, Komplek Pertamina EP, Jl. Kerang A8, Pertamina EP Complex, Balongan, Indramayu Phone : (0234) 4288888
Cirebon	Jl. Sawo 1 C No. 46A, Komperta, Klayan, Cirebon Phone : (0231) 211691 Fax : (0231) 211691
Port Area Surabaya Surabaya Port Area	
Tuban	Jl. Tanjung Awar-Awar No. 10, RT. 02/RW. 01, Dusun Boro, Ds. Tasik Harjo, Kec. Jenu, Tuban
Gresik	Jl. Yos Sudarso No. 01, RT. 002/RW. 004, Kel. Bedilan, Gresik, Jawa Timur Bedilan Sub-district, Gresik, East Java Phone : (031) 3282057
Telaga Biru	Jl. Raya Pelabuhan No. 60, Bangkalan, Madura Phone : (031) 3071229
Situbondo	Jl. Raya Pelabuhan No. 1, Kalbut, Situbondo Phone : (0338) 675141
Tanjung Wangi	Jl. Raya Situbondo No. 8A, Kec. Kalipuro, Kab. Banyuwangi Phone : (031)3282057 Fax : (031)3299113
Port Area Plaju-Palembang Plaju-Palembang Port Area	
Jambi	Jl. Yos Sudarso No. 36, Kasang, Jambi Phone : (0741) 31623 Fax : (0741) 7552186

Riwayat Singkat Perusahaan Brief Company History



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PT Pertamina Trans Kontinental disebut juga sebagai “Perusahaan” atau “PTK”, pertama kali didirikan pada 9 September 1969 di Jakarta dan menjalankan usaha di bidang industri jasa *marine*. PT Pertamina Trans Kontinental semula bernama PT Pertamina Tongkang berfungsi memberikan dukungan bagi aktivitas PT Pertamina (Persero) dan *subholding* lainnya dengan 3 (tiga) kegiatan strategis yaitu Pengadaan distribusi bahan bakar ke semua pelabuhan di seluruh wilayah Indonesia, Pengadaan transportasi maritim bagi Pertamina Logistik untuk pengembangan proyek yang tersebar di seluruh wilayah Indonesia, dan bertindak sebagai *General Agent* dan *Handling Agent* bagi kapal-kapal *tanker* milik PT Pertamina (Persero) yang disewakan.

Pada awalnya peranan Perusahaan masih sebagai sebatas unit bisnis yang diperbantukan pada aktivitas pengembangan PT Pertamina (Persero). Dalam Perkembangannya, pada tahun 1974 Perusahaan menerima tambahan armada kapal jenis *supply vessel*. Hal ini untuk melayani dan mendukung pelaksanaan eksplorasi pengeboran minyak dan gas bumi (migas) lepas pantai dan juga keperluan produksi. Setelah 4 (empat) tahun berselang, Perusahaan memperluas layanan jasa, menyusul selesainya program konstruksi depot bahan bakar baru di belahan timur dan tengah Indonesia. Selanjutnya, Perusahaan mengubah model bisnisnya untuk tujuan mencari keuntungan dan fokus kepada aktivitas lepas pantai dengan membantu eksplorasi minyak dan gas bumi di lepas pantai serta menjadi *Handling Agent* dari penyewa kapal milik PT Pertamina (Persero) dan kapal pihak ketiga.

PT Pertamina Trans Kontinental, also known as the “Company” or “PTK,” was first established on September 9, 1969, in Jakarta and operates in the marine services industry. Originally named PT Pertamina Tongkang, PT Pertamina Trans Kontinental provides support for the activities of PT Pertamina (Persero) and its other subholdings through three strategic activities: the procurement and distribution of fuel to all ports throughout Indonesia, providing maritime transportation for Pertamina Logistics to support project development across Indonesia, and acting as *General Agent* and *Handling Agent* for PT Pertamina (Persero)’s chartered tanker vessels.

Initially, the Company’s role was limited to that of a business unit supporting the development activities of PT Pertamina (Persero). As it evolved, in 1974 the Company received an additional fleet of supply vessels. This was to serve and support offshore oil and gas (migas) exploration and drilling operations, as well as production needs. Four years later, the Company expanded its service offerings following the completion of a new fuel depot construction program in eastern and central Indonesia. Subsequently, the Company shifted its business model to a profit-oriented focus on offshore activities, assisting in offshore oil and gas exploration and serving as a *Handling Agent* for chartered vessels owned by PT Pertamina (Persero) and third-party vessels.

Pada tahun 1988 Perusahaan melakukan penyesuaian izin dari semula izin bisnis sebagai Perusahaan pelayaran yang spesifik di bidang lepas pantai sesuai Peraturan Pemerintah No. 17 Tahun 1988 tentang Penyelenggaraan dan Pengusahaan Angkutan Laut menjadi perusahaan bidang pelayaran dengan izin SIUPAL No. BXXV-1203/AL 58 pada tanggal 26 Maret 2002 yang diterbitkan oleh Direktorat Jenderal Perhubungan Laut.

Perluasan cakupan layanan dan jasa yang diberikan mendorong Perusahaan untuk melakukan sejumlah transformasi strategis, salah satunya melalui perubahan nama dari PT Pertamina Tongkang menjadi PT Pertamina Trans Kontinental. Perubahan nama tersebut berlaku efektif pada tanggal 29 November 2011, sebagaimana tertuang dalam Akta No. 012 tanggal 26 Oktober 2011 yang dibuat di hadapan Notaris Dewantari Handayani, MPA, dan telah memperoleh persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui Keputusan No. AHU-58581.AH.01.02 Tahun 2011.

Dalam rangka meningkatkan kualitas layanan kepada pelanggan serta mendorong pertumbuhan kinerja yang berkelanjutan PTK secara konsisten menjalin kerja sama usaha dan membangun sinergi dengan berbagai pemangku kepentingan. Selain itu, Perusahaan berkomitmen untuk menerapkan prinsip-prinsip Tata Kelola Perusahaan yang Baik sebagai landasan utama dalam mendukung keberlanjutan bisnis dan penciptaan nilai jangka panjang bagi seluruh pemangku kepentingan.

Berbekal pengalaman lebih dari lima dekade, PTK telah mengoperasikan lebih dari 379 kapal, 33 pelabuhan, dan 2 pangkalan logistik pesisir strategis di seluruh Indonesia. Layanan Perusahaan meliputi penyediaan kapal, jasa perkapalan, serta solusi logistik yang dirancang untuk memenuhi kebutuhan sektor energi dan industri maritim nasional, sekaligus memperluas pasar menuju visi sebagai perusahaan jasa maritim kelas dunia.

Dengan standar kualitas, keselamatan, dan kepatuhan regulasi yang tinggi, PTK senantiasa menjadi mitra strategis bagi para pemangku kepentingan. Merek TRANSKO menjadi simbol dedikasi Perusahaan untuk menghadirkan layanan terbaik yang memastikan kelancaran operasional laut, menjaga keandalan pasokan energi, dan mendorong pertumbuhan industri maritim di seluruh Indonesia.

INFORMASI PERUBAHAN NAMA PERUSAHAAN

Sejak awal Perusahaan berdiri hingga laporan tahunan ini diterbitkan, PTK mengalami satu kali perubahan nama, sebagai berikut:

9 September 1969
September 9, 1969

PT Pertamina Tongkang



29 November 2011
November 29, 2011

PT Pertamina Trans Kontinental

In 1988, the Company adjusted its license from its original business license as a shipping company specializing in offshore operations under Government Regulation No. 17 of 1988 concerning the Administration and Operation of Sea Transportation to a shipping company with SIUPAL license No. BXXV-1203/AL 58 on March 26, 2002, issued by the Directorate General of Sea Transportation.

The expansion of the scope of services provided prompted the Company to undertake a number of strategic transformations, one of which was the change of name from PT Pertamina Tongkang to PT Pertamina Trans Kontinental. This name change took effect on November 29, 2011, as set forth in Deed No. 012 dated October 26, 2011, executed before Notary Dewantari Handayani, MPA, and has been approved by the Minister of Law and Human Rights of the Republic of Indonesia through Decision No. AHU-58581.AH.01.02 of 2011.

To enhance service quality for customers and drive sustainable performance growth, PTK consistently fosters business partnerships and builds synergies with various stakeholders. Additionally, the Company is committed to implementing the principles of Good Corporate Governance as the primary foundation for supporting business sustainability and creating long-term value for all stakeholders.

With over five decades of experience, PTK operates more than 379 vessels, 33 ports, and 2 strategic coastal logistics bases across Indonesia. The Company's services include vessel provisioning, shipping services, and logistics solutions designed to meet the needs of the national energy and maritime industries, while expanding into new markets to realize its vision of becoming a world-class maritime services company.

With high standards of quality, safety, and regulatory compliance, PTK consistently serves as a strategic partner for its stakeholders. The TRANSKO brand symbolizes the Company's dedication to delivering the best services that ensure smooth maritime operations, maintain the reliability of energy supply, and drive the growth of the maritime industry throughout Indonesia.

INFORMATION ON COMPANY NAME

From the Company's inception until the publication of this annual report, PTK has undergone one name change, as follows:

Logo Perusahaan Company Logo

Logo Perusahaan telah disahkan berdasarkan Pedoman Standardisasi Identitas Perusahaan No. Revisi: PDM-001/G0000/2011-S0 dan berlaku sejak 22 Desember 2011.

The Company Logo has been approved in accordance with the Corporate Identity Standardization Guidelines, Revision No.: PDM-001/G0000/2011-S0, and is effective as of December 22, 2011.

Warna Merah

Red

Mencerminkan insan Pertamina Trans Kontinental yang pekerja keras, berani, dan rajin serta mampu melawan tantangan. Reflects the hardworking, brave, and diligent people of Pertamina Trans Kontinental diligent, and capable of overcoming challenges.

Warna Biru

Blue

Mencerminkan sisi organisasi yang andal, dapat dipercaya, serta bertanggung jawab. Penekanannya lebih kepada kekuatan dan kewibawaan Perusahaan. Reflects the organization's reliability, trustworthiness, and sense of responsibility. The emphasis is on the Company's strength and authority.

Warna Hijau

Green

Mencerminkan sumber energi yang ramah lingkungan dan sebuah organisasi yang peduli terhadap lingkungan sekitarnya. Reflects environmentally friendly energy sources and an organization that cares for its surroundings.



Simbol Anak Panah

Arrow Symbol



Melambangkan aspirasi organisasi Perusahaan untuk senantiasa bergerak ke depan, maju dan progresif. Ketiga elemen melambangkan pulau-pulau dengan berbagai skala yang merupakan bentuk Negara Indonesia. Simbol tersebut terlihat seperti monogram huruf "P" yang merupakan huruf pertama "PERTAMINA".

Symbolizes the Company's aspiration to always move forward, advance, and be progressive. The three elements symbolize islands of various scales that form the shape of the Indonesian archipelago. The symbol resembles the letter "P" monogram, which is the first letter of "PERTAMINA".

Kata "PERTAMINA"

Kata "PERTAMINA"

PERTAMINA

Mencerminkan insan Pertamina Trans Kontinental yang pekerjakeras, berani, dan rajin serta mampu melawan tantangan. Reflects the people of Pertamina Trans Kontinental who are, brave, and diligent, as well as capable of overcoming challenges.

Kata "TRANS" dan "KONTINENTAL"

Kata "TRANS" dan "KONTINENTAL"

TRANS KONTINENTAL

TRANS berdasarkan kamus berarti melalui, melewati. KONTINENTAL berdasarkan kamus berarti benua. Jadi Pertamina Trans Kontinental adalah bagian dari PT Pertamina (Persero) yang *core businessnya* menunjang kegiatan usaha induknya di bidang oil & gas dimana siap untuk menjadi Perusahaan Bisnis Pelayaran dan Jasa *Marine* Kelas Dunia.

According to the dictionary, "TRANS" means through or across. "KONTINENTAL" means continental. Thus, Pertamina Trans Kontinental is a subsidiary of PT Pertamina (Persero) whose core business supports the parent company's operations in the oil and gas sector, positioning itself to become a world-class shipping and marine services company.

Visi, Misi, Nilai dan Budaya Perusahaan

Vision, Mission, Values, and Corporate Culture

VISI VISION

“Menjadi Perusahaan Jasa Maritim yang Terintegrasi dengan Skala Global pada Tahun 2026”
“To Become an Integrated Global-Scale Maritime Services Company by 2026”

Penjelasan Visi

Menjadi perusahaan *marine service*, *port operation*, dan *support vessels* yang andal, berkelanjutan, dan berdaya saing global.
Vision Explanation
To become a reliable, sustainable, and globally competitive marine service, port operation, and support vessel company.

MISI MISSION

“Melaksanakan kegiatan bisnis yang berorientasi pada aspek HSE, keandalan operasional dan mengutamakan kepuasan pelanggan dalam bidang:

- Penyediaan jasa perkapalan sektor energi;
- Penyediaan layanan *marine*;
- Penyediaan jasa logistik.

“To conduct business activities focused on HSE aspects, operational reliability, and prioritizing customer satisfaction in the following fields:

- Provision of shipping services for the energy sector;
- Provision of marine services;
- Provision of logistics services.

Penjelasan Misi

Melaksanakan kegiatan bisnis penyediaan *support vessel*, *port operation*, *marine service*, dan *shorebase* secara profesional, berintegritas, dan efisien.

Mission Statement

To conduct business activities in the provision of support vessels, port operations, marine services, and shore-based facilities in a professional, ethical, and efficient manner.

REVIU VISI DAN MISI OLEH MANAJEMEN

Visi dan Misi PTK senantiasa ditelaah secara berkala untuk memastikan relevansinya dengan perkembangan lingkungan bisnis serta tantangan yang dihadapi Perusahaan. Berdasarkan hasil reviu dari Direksi, pada tahun 2025 tidak terdapat perubahan visi dan misi karena masih relevan dengan tujuan dan bidang usaha Perusahaan.

REVIEW OF VISION AND MISSION BY MANAGEMENT

PTK's Vision and Mission are regularly reviewed to ensure their relevance to business environment developments and the challenges faced by the Company. Based on the Board of Directors' review, there will be no changes to the Vision and Mission by 2025 as they remain relevant to the Company's objectives and business scope.

BUDAYA PERUSAHAAN

PTK melakukan penyalarsan nilai dan budaya Perusahaan "AKHLAK" yang diterapkan di lingkungan Perusahaan berdasarkan Surat Keputusan Direktur Utama PT Pertamina (Persero) No. Kpts-1344/PTK0000/2021-S0 tanggal 07 Desember 2021 tentang Penerapan Nilai-Nilai Utama (*Core Values*) AKHLAK di Lingkungan PT Pertamina Trans Kontinental Group. Selanjutnya, *Core Values* AKHLAK senantiasa disosialisasikan oleh PTK kepada seluruh pemangku kepentingan terutama karyawan sebagai upaya internalisasi agar senantiasa mendukung pencapaian visi misi PTK.

CORPORATE CULTURE

PTK aligns the Company's values and culture, "AKHLAK," which are implemented within the Company based on the Decree of the President Director of PT Pertamina (Persero) No. Kpts-1344/PTK0000/2021-S0 dated December 7, 2021, regarding the Implementation of the AKHLAK Core Values () within the PT Pertamina Trans Kontinental Group. Furthermore, PTK continuously disseminates the AKHLAK Core Values to all stakeholders, particularly employees, as part of an effort to internalize these values so that they consistently support the achievement of PTK's vision and mission.

AKHLAK

Nilai dan Pedoman perilaku AKHLAK sebagai *Core Value* BUMN yang harus diterapkan Insan Perusahaan adalah sebagai berikut:

1. Amanah (Integritas, Tulus, Konsisten, Dapat Dipercaya), yaitu memegang teguh kepercayaan yang diberikan, dengan pedoman perilaku sebagai berikut:
 - a. Memenuhi janji dan komitmen;
 - b. Bertanggung jawab atas tugas, keputusan, dan tindakan yang dilakukan;
 - c. Berpegang teguh kepada nilai moral dan etika.
2. Kompeten (Kinerja Terbaik, Sukses, Keberhasilan, *Learning Agility*, Ahli di Bidangnya), yaitu terus belajar dan mengembangkan kapabilitas, dengan pedoman perilaku sebagai berikut:
 - a. Meningkatkan kompetensi diri untuk menjawab tantangan yang selalu berubah;
 - b. Membantu orang lain belajar;
 - c. Menyelesaikan tugas dengan kualitas terbaik.
3. Harmonis (Peduli, Perbedaan), yaitu saling peduli dan menghargai perbedaan, dengan pedoman perilaku sebagai berikut:
 - a. Menghargai setiap orang apapun latar belakangnya;
 - b. Suka menolong orang lain;
 - c. Membangun lingkungan kerja yang kondusif.
4. Loyal (Komitmen, Dedikasi, Kontribusi), yaitu berdedikasi dan mengutamakan kepentingan Bangsa dan Negara, dengan pedoman perilaku sebagai berikut:
 - 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.

The AKHLAK values and code of conduct, as the Core Values of state-owned enterprises that must be applied by company personnel, are as follows:

1. Amanah (Integrity, Sincerity, Consistency, Trustworthiness), which means upholding the trust placed in us, with the following behavioral guidelines:
 - a. Fulfilling promises and commitments;
 - b. Taking responsibility for tasks, decisions, and actions taken;
 - c. Adhering firmly to moral and ethical values.
2. Competence (Best Performance, Success, Achievement, Learning Agility, Expertise in One's Field), which means continuously learning and developing capabilities, with the following behavioral guidelines:
 - a. Improving one's competence to address ever-changing challenges;
 - b. Helping others learn;
 - c. Completing tasks with the highest quality.
3. Harmonious (Caring, Diversity), meaning caring for and valuing one another differences, guided by the following principles:
 - a. Respecting everyone regardless of their background;
 - b. Being willing to help others;
 - c. Creating a conducive work environment.
4. Loyal (Commitment, Dedication, Contribution), meaning being dedicated and prioritizing the interests of the Nation and the State, with the following behavioral guidelines:
 - a. Upholding the good reputation of fellow employees, leadership, SOEs, and the State;
 - b. Willing to make sacrifices to achieve a greater goal;
 - c. Obeying superiors as long as it does not conflict with the law and ethics.

5. Adaptif (Inovasi, Antusias Terhadap Perubahan, Proaktif), yaitu terus berinovasi dan antusias dalam menggerakkan ataupun menghadapi perubahan, dengan pedoman perilaku sebagai berikut:
 - a. Cepat menyesuaikan diri untuk menjadi lebih baik;
 - b. Terus-menerus melakukan perbaikan mengikuti perkembangan teknologi;
 - c. Bertindak proaktif.
6. Kolaboratif (Kesediaan Bekerja sama, Sinergi Untuk Hasil yang Lebih Baik), yaitu membangun kerja sama yang sinergis, dengan pedoman perilaku sebagai berikut:
 - a. Memberi kesempatan kepada pihak untuk berkontribusi;
 - b. Terbuka dalam bekerja sama untuk menghasilkan nilai tambah;
 - c. Menggerakkan pemanfaatan berbagi sumber daya untuk tujuan bersama.

SOSIALISASI DAN INTERNALISASI BUDAYA PERUSAHAAN

PT Pertamina Trans Kontinental menjalankan penguatan budaya AKHLAK melalui Program Project Charter Budaya (PCB) 2025 dengan tema ONE Pertamina untuk Swasembada Energi Indonesia. Program ini bertujuan untuk mencapai *Maturity Level Organization Culture* pada level *Commitment (360–459)* sebagai bagian dari siklus penguatan nilai inti perusahaan (*Living Core Values Cycle*).

Dalam implementasinya, terdapat tiga program budaya utama.

- **Program pertama, TEPAT**, berfokus pada penerapan tata tertib pelaksanaan *meeting* yang lebih efektif, termasuk penyediaan materi H-1, durasi rapat yang optimal, serta kelengkapan notulen dan dashboard tindak lanjut. Program ini dijalankan oleh Fungsi Asset & Procurement sebagai bagian dari implementasi ONE Hour Meeting.

Program TEPAT berfokus pada peningkatan efektivitas rapat, mulai dari pengumpulan *database* ruang *meeting*, penyusunan standar tata tertib, hingga sosialisasi dan *monitoring* pelaksanaannya. Sepanjang tahun, program ini mencakup pembuatan dashboard tindak lanjut *meeting*, evaluasi pelaksanaan rapat, serta penyusunan rekomendasi perbaikan. Dengan *standardisasi meeting* yang jelas—mulai dari ketepatan waktu, durasi, materi, hingga notulen—program ini membantu membangun budaya *meeting* yang lebih efisien dan terukur.

- **Selanjutnya, program TANGGUH** bertujuan meningkatkan efektivitas *monitoring* KPI setiap Direktorat melalui ONE Action. Targetnya adalah memastikan Skor KPI Direktur Utama tahun 2025 tidak hanya memenuhi, tetapi mampu melampaui target hingga lebih dari 100%. Fungsi *Business Optimization* bertindak sebagai PIC utama.

5. Adaptive (Innovation, Enthusiasm for Change, Proactivity), meaning continuously innovating and being enthusiastic about driving or facing change, with the following behavioral guidelines:
 - a. Quickly adapting to become better;
 - b. Continuously improving in line with technological advancements;
 - c. Act proactively.
6. Collaborative (Willingness to Cooperate, Synergy for Better Results), which means building synergistic cooperation, with the following behavioral guidelines:
 - a. Provide opportunities for others to contribute;
 - b. Be open to collaboration to generate added value;
 - c. Promoting the sharing of resources for common goals.

SOCIALIZATION AND INTERNALIZATION OF CORPORATE CULTURE

PT Pertamina Trans Kontinental is strengthening the AKHLAK culture through the 2025 Culture Project Charter (PCB) Program with the theme "ONE Pertamina for Indonesia's Energy Self-Sufficiency." This program aims to achieve an Organizational Culture Maturity Level of *Commitment (360–459)* as part of the Living Core Values Cycle.

In its implementation, there are three main cultural programs.

- The first program, TEPAT, focuses on implementing more effective meeting protocols, including providing materials one day in advance, optimizing meeting duration, and ensuring the completeness of minutes and follow-up dashboards. This program is led by the Asset & Procurement Function as part of the implementation of the ONE Hour Meeting initiative.

The TEPAT program focuses on improving meeting effectiveness, ranging from compiling a database of meeting rooms, establishing standard protocols, to socializing and monitoring their implementation. Throughout the year, this program includes the creation of a meeting follow-up dashboard, evaluation of meeting execution, and the formulation of improvement recommendations. With clear meeting standardization—from punctuality, duration, materials, to minutes—this program helps build a more efficient and measurable meeting culture.

- Furthermore, the TANGGUH program aims to improve the effectiveness of KPI monitoring across each Directorate through ONE Action. The goal is to ensure that the CEO's 2025 KPI Score not only meets—but exceeds the target by more than 100%. The Business Optimization function serves as the primary point of contact (PIC).

Program TANGGUH dirancang untuk meningkatkan efektivitas *monitoring* pencapaian KPI di seluruh Direktorat. Kegiatannya mencakup sosialisasi KPI, penyusunan tata cara pelaporan, pendampingan *monitoring* realisasi KPI bulanan, hingga evaluasi triwulanan bersama Direktur Utama. Melalui form *monitoring* yang distandardisasi, setiap direktorat dapat memantau progres secara lebih akurat dan mengambil langkah cepat terhadap potensi deviasi kinerja.

- **Program ketiga, TREN**, berada dalam payung ONE Kolab dan bertujuan memperkuat kemampuan *sales* dan *marketing* perusahaan. Melalui kolaborasi lintas fungsi, program ini diarahkan untuk mendukung tercapainya Target *Revenue* PTK Group 2025 sebesar 8 triliun, sesuai RKAP 2025. Fungsi Sales & Marketing menjadi penggerak utama inisiatif ini.

Program TREN merupakan upaya untuk menguatkan kapasitas *sales* dan *marketing* dalam rangka mendukung target *revenue* perusahaan. Rangkaian kegiatannya meliputi *kick-off* program, *assessment* kapabilitas tim, *training* TREN, sesi *knowledge sharing*, pengukuran volume *sales*, serta *monitoring revenue* PTK Group hingga tahun 2025. Dengan pendekatan bertahap dan kolaboratif, program ini menjadi motor penggerak peningkatan pendapatan perusahaan.

Rangkaian kegiatan disusun dalam *plan timeline* dan *actual timeline*, mencakup sosialisasi, *coaching clinic*, pengumpulan *evidence*, survei kuesioner, rapor pleno, hingga *awarding* LCV AKHLAK 2025. Melalui program dan tahapan ini, perusahaan berkomitmen mewujudkan budaya kerja yang lebih solid, kolaboratif, dan berorientasi kinerja sesuai nilai AKHLAK.

Tahun 2025, seluruh program itu terlaksana dengan sangat baik. Hasil Skor LCV AKHLAK 2025 menunjukkan bahwa PT Pertamina Trans Kontinental berhasil mencapai skor 480,61, berada pada tingkat *Maturity Level Ownership* (460–500), sekaligus mengalami kenaikan signifikan sebesar 48,12% dibandingkan skor tahun 2024. Peningkatan ini didukung oleh performa kuat pada aspek strategi budaya, *monitoring* evaluasi program, pelaporan bulanan, serta implementasi SK AoC, yang tercermin dari konsistensi leader dalam menghidupkan budaya AKHLAK di setiap elemen organisasi. Hasil survei pekerja dan mitra kerja pun menunjukkan tren positif, menegaskan bahwa tim telah menunjukkan perilaku yang selaras dengan nilai-nilai perusahaan secara berkelanjutan.

The TANGGUH program is designed to improve the effectiveness of KPI achievement monitoring across all Directorates. Activities include KPI socialization, developing reporting procedures, assisting with monthly KPI realization monitoring, and conducting quarterly evaluations with the CEO. Through standardized monitoring forms, each Directorate can track progress more accurately and take swift action on potential performance deviations.

- The third program, TREN, falls under the ONE Kolab umbrella and aims to strengthen the company's sales and marketing capabilities. Through cross-functional collaboration, this program is geared toward supporting the achievement of PTK Group's 2025 Revenue Target of 8 trillion, in accordance with the 2025 Budget Plan. The Sales & Marketing function serves as the primary driver of this initiative.

The TREN program is an effort to strengthen sales and marketing capacity to support the company's revenue targets. Its activities include a program kick-off, team capability assessment, TREN training, knowledge-sharing sessions, sales volume measurement, and monitoring of PTK Group revenue through 2025. With a phased and collaborative approach, this program serves as the driving force behind the company's revenue growth.

The series of activities is organized into a planned timeline and an actual timeline, covering outreach, coaching clinics, evidence collection, questionnaire surveys, plenary reports, and the awarding of the LCV AKHLAK 2025. Through the " " program and these stages, the company is committed to fostering a more cohesive, collaborative, and performance-oriented work culture in line with the AKHLAK values.

By 2025, all programs were implemented very successfully. The 2025 AKHLAK LCV Score results show that PT Pertamina Trans Kontinental achieved a score of 480.61, placing it in the Maturity Level Ownership category (460–500), while also experiencing a significant increase of 48.12% compared to the 2024 score. This improvement was supported by strong performance in the areas of cultural strategy, program monitoring and evaluation, monthly reporting, and the implementation of the AoC Decree, as reflected in the consistency of leaders in fostering the AKHLAK culture across every element of the organization. Employee and business partner survey results also showed a positive trend, confirming that the team has consistently demonstrated behavior aligned with the company's values.

Kegiatan Usaha Business Activities

KEGIATAN USAHA MENURUT ANGGARAN DASAR TERAKHIR

Sesuai pasal 3 Anggaran Dasar yang tercantum pada Akta No. 07 tanggal 3 Juli 2013, yang terakhir diubah melalui Akta No. 30 tanggal 29 November 2022 yang dibuat dihadapan Lenny Janis Ishak, SH., Notaris di Jakarta, maksud didirikannya Perusahaan adalah untuk menyelenggarakan usaha di bidang *Support Vessel Provider*, *Marine Services*, *Shorebase* dan *Port Operation* baik di dalam negeri maupun di luar negeri serta kegiatan usaha lain yang terkait atau menunjang kegiatan usaha di bidang jasa perkapalan, *marine* dan logistik tersebut.

KEGIATAN USAHA YANG DIJALANKAN PADA TAHUN BUKU

Guna mencapai maksud dan tujuan yang tertera pada Anggaran Dasar Perusahaan tersebut, kegiatan usaha yang dilakukan Perusahaan pada tahun 2025 antara lain adalah:

BUSINESS ACTIVITIES ACCORDING TO THE LATEST ARTICLES OF ASSOCIATION

In accordance with Article 3 of the Articles of Association as set forth in Deed No. 07 dated July 3, 2013, last amended by Deed No. 30 dated November 29, 2022, executed before Lenny Janis Ishak, SH., a Notary in Jakarta, the purpose of the Company's establishment is to conduct business in the fields of *Support Vessel Provider*, *Marine Services*, *Shorebase* and *Port Operation* both domestically and internationally, as well as other business activities related to or supporting such shipping, marine, and logistics services.

BUSINESS ACTIVITIES CONDUCTED IN THE FISCAL YEAR

To achieve the objectives and purposes set forth in the Company's Articles of Association, the business activities conducted by the Company in 2025 include:



1. *Support Vessel Provider* Support Vessel Provider

- Dukungan eksplorasi dan produksi migas lepas pantai;
- Pengangkutan material dan logistik *offshore*;
- *Crew transfer* (pengangkutan personel);
- *Anchor handling* untuk *rig* dan instalasi *offshore*;
- Dukungan pemeliharaan *platform*;
- *Oil spill response* (penanggulangan tumpahan minyak).
- Offshore oil and gas exploration and production support;
- Offshore material and logistics transportation services;
- Crew transfer services;
- *Anchor handling* services for offshore rigs and installations;
- Offshore platform maintenance support;
- Oil spill response services.



2. *Marine Services* Marine Services

- Keagenan kapal *tanker* milik PTK serta *tanker charter* milik Pertamina;
- Pengurusan perizinan (*inward & outward clearance*);
- Penyediaan kebutuhan kapal dan *handling crew* (*crew supply*, *bunker handling*, *water supply*);
- Agency services for PTK-owned tankers and Pertamina-owned chartered tankers;
- Permit Administration (*inward and outward*);
- Provision of vessel support services and crew *handling* (*crew supply*, *bunker handling*, and *water supply*);

- Pengurusan dokumen Pemberitahuan Impor Barang (PIB) dan Pemberitahuan Ekspor Barang (PEB);
- Pengelolaan administrasi pelabuhan khusus;
- Pelaksanaan kegiatan *Recognized Security Organization* dan ISPS Code di pelabuhan.
- Processing of Import Declaration (PIB) and Export Declaration (PEB) documents;
- Administration and management of special port facilities;
- Implementation of Recognized Security Organization (RSO) activities and compliance with the International Ship and Port Facility Security (ISPS) Code at port facilities.



3. Shorebase

Shorebase

- Jasa keagenan yang mengurus penerimaan, penyimpanan, pengepakan, pengukuran, penimbangan, pengurusan penyelesaian dokumen, penerbitan dokumen angkutan, perhitungan biaya angkutan, klaim asuransi atas pengiriman barang serta penyelesaian tagihan dan biaya-biaya lainnya berkenaan dengan pengiriman barang-barang tersebut sampai dengan diterima ke tangan penerima (*freight forwarding*) oleh PT Pertamina Port & Logistics (AP PTK).
- Jasa membongkar barang dari kapal ke dermaga/tongkang/truk atau memuat barang dari dermaga/tongkang/truk ke dalam kapal (*stevedoring*) oleh PT Pertamina Port & Logistics (AP PTK).
- Jasa pemindahan barang setelah dibongkar dari kapal di dermaga ke gudang atau tempat penumpukan (*cargodoring*) oleh PT Pertamina Port & Logistics (AP PTK).
- Sebagai Penyediaan dan/atau pelayanan jasa dermaga untuk labuh-tambat kapal, bongkar-muat barang & peti kemas, dan penundaan kapal.
- *Bunker agent* dan *Bunker Handling*, Pengelolaan Logistik Terpadu.
- Freight forwarding services covering the receipt, storage, packing, measurement, weighing, arrangement of transportation, issuance of shipping documents, calculation of freight charges, *handling* of claims related to cargo shipments, and settlement of other costs associated with the shipment of goods until they are received by the consignee, provided by PT Pertamina Port & Logistics (AP PTK).
- Stevedoring services, namely the loading and unloading of cargo from vessels to the dock/warehouse/truck or from the dock/warehouse/truck onto vessels, provided by PT Pertamina Port & Logistics (AP PTK).
- Cargodoring services, namely the movement of cargo after being unloaded from vessels at the dock to storage areas, provided by PT Pertamina Port & Logistics (AP PTK).
- Provision of marine and/or port services, including pilotage for vessel berthing and unberthing, cargo and container loading/unloading, and vessel towing services.
- Bunker Agent and Bunker Handling services, as well as Integrated Logistics Management.

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4. Port Operation

Port Operation

- *Mooring* dan *unmooring* kapal;
- Pengelolaan terminal dan dermaga;
- Pengawasan bongkar muat;
- *Port services coordination*;
- *Bunker control*;
- Dukungan operasional pelabuhan energi.
- Vessel mooring and unmooring;
- Terminal and jetty management;
- Cargo loading and unloading supervision;
- Port services coordination;
- Bunker control;
- Energy port operational support.

Seluruh kegiatan di atas telah dilaksanakan oleh Perusahaan.

All of the above activities have been carried out by the Company.

PRODUK DAN/ATAU JASA YANG DIHASILKAN

Penyediaan Kapal

PTK memiliki bisnis inti penyedia kapal sebagai armada operasional, yang digunakan dalam memenuhi kebutuhan penyewa guna mendukung kegiatan eksplorasi minyak di lepas pantai dan darat seperti PT Pertamina (Persero), perusahaan migas kontraktor kontrak kerja sama ("KKKS"), dan lainnya.

Charter & Brokerage

Aktivitas bisnis melalui *Charter and Brokerage* dilakukan atas permintaan pelanggan, untuk memenuhi kebutuhan jenis kapal yang tidak dimiliki oleh PTK. *Charter and Brokerage* dilakukan dengan cara menyewa kapal sesuai dengan permintaan.

Keagenan Kapal

PTK menyediakan layanan keagenan kapal sebagai Agen Umum (*General Agent*) atau Agen Penanganan (*Handling Agent*) untuk kapal yang berlabuh di semua pelabuhan di Indonesia. Sebagai keagenan kapal, maka tugas utama Perusahaan adalah mewakili pemilik/*principal* dalam memenuhi persyaratan atau kewajiban bagi kapal yang tiba di Indonesia. Selama periode pelaporan PTK telah melaksanakan keagenan kapal yang meliputi Agen Umum atau Agen Penanganan. Perusahaan menjadi Agen Penanganan di semua pelabuhan di Indonesia serta pelabuhan umum atau *port* tertentu. Jasa yang diberikan mencakup penyediaan *crew*, penanganan *bunker*, penyediaan air dan kegiatan lain yang berhubungan dengan agen.

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Jasa *shipping agent* yang diberikan PTK melayani:

- *In/out clearance* kapal di pelabuhan;
- Mengurus perizinan yang berkaitan dengan keimigrasian atau perhubungan laut;
- Menyiapkan fasilitas darat maupun laut;
- Layanan untuk awak dan kapal;
- Penyelesaian kewajiban keuangan (pencairan).

Tanggung jawab PTK sebagai *shipping agent*:

- Memastikan kelancaran kapal operasional di pelabuhan;
- Menyelesaikan kewajiban finansial;
- Menyampaikan laporan realisasi kunjungan kapal-kapal di pelabuhan Indonesia.

Pemanduan Kapal

Dalam bidang usaha ini telah melaksanakan Jasa Pelayanan Pemanduan Kapal di Terminal Khusus (Tersus) dan Terminal Untuk Kepentingan Sendiri ("TUKS") Pertamina.

Pengelolaan Pelabuhan

PTK melalui entitas anak, PT Pertamina *Port and Logistics* ("PPL", dahulu bernama PT Peteka Karya Samudera), melaksanakan jasa Administrasi Pelabuhan Khusus (Pelsus) di 16 lokasi Terminal Khusus (Tersus) Kontraktor Kontrak Kerja Sama ("KKKS") – Satuan Kerja Khusus Pelaksana Kegiatan Usaha Hulu Minyak dan Gas Bumi ("SKK") Migas. Ruang lingkup tugas dan tanggung jawab Perusahaan di bidang ini meliputi:

PRODUCTS AND/OR SERVICES PROVIDED

Vessel Provision

PTK's core business is providing vessels as an operational fleet, used to meet the needs of lessees to support offshore and onshore oil exploration activities, such as PT Pertamina (Persero), oil and gas companies under production-sharing contracts ("PSCs"), and others.

Charter & Brokerage

Business activities through Charter and Brokerage are conducted at the request of customers () to meet the need for vessel types not owned by PTK. Charter and Brokerage are carried out by chartering vessels in accordance with the request.

Ship Agency

PTK provides ship agency services as a General Agent or Handling Agent for vessels calling at all ports in Indonesia. As a ship agency, the Company's primary duty is to represent the shipowner/principal in fulfilling the requirements or obligations for vessels arriving in Indonesia. During the reporting period, PTK has carried out ship agency services, including General Agent and Handling Agent services. The Company serves as a Handling Agent at all ports in Indonesia as well as at specific public ports. The services provided include crew supply, bunker handling, water supply, and other agency-related activities.

The shipping agent services provided by PTK include:

- Vessel entry and exit clearance at ports;
- Handling permits related to immigration or maritime affairs;
- Preparing land and sea facilities;
- Services for crew and vessels;
- Settlement of financial obligations (disbursement).

Responsibilities of PTK as a shipping agent:

- Ensuring the smooth operation of vessels at the port;
- Settling financial obligations;
- Submitting reports on the actual visits of ships to Indonesian ports.

Vessel Pilotage

In this business sector, the company has provided Vessel Pilotage Services at Pertamina's Special- s (Tersus) and Self- s ("TUKS").

Port Management

PTK, through its subsidiary, PT Pertamina *Port and Logistics* ("PPL," formerly known as PT Peteka Karya Samudera), provides Special Port Administration (Pelsus) services at 16 Special Terminal (Tersus) locations of the Production Sharing Contract ("PSC") Contractors – Special Task Force for Upstream Oil and Gas Business Activities ("SKK") Migas. The scope of the Company's duties and responsibilities in this field includes:

- Pelaksanaan administrasi pada layanan pelabuhan yang meliputi labuh, tambat, pandu, tunda (di luar wilayah kerja PT Pelindo) sebagai delegasi PT Pertamina (Persero), di mana pekerjaan Perusahaan atas nama PT Pertamina (Persero);
- Membuat laporan secara periodik terkait penyelesaian pekerjaannya, Perusahaan bertanggung jawab kepada PT Pertamina (Persero);
- Mengurus perizinan;
- Mengelola administrasi pelabuhan khusus. Dalam hal ini Perusahaan hanya mengelola pelabuhan khusus KKKS dan JOB;
- Melakukan penagihan jasa pelabuhan kepada Agen;
- Melakukan penyeteroran jasa pelabuhan kepada PT Pertamina (Persero) dan Pemerintah;
- Membuat laporan kegiatan kepelabuhanan kepada PT Pertamina (Persero), BP Migas, Kantor Pelabuhan/Administrasi Pelabuhan;
- Membantu pengurusan yang berkaitan dengan administrasi kepelabuhanan di Pelabuhan Khusus KKKS dan JOB.

Bunker Agent

Bunker agent merupakan fasilitas yang disediakan PTK untuk jasa pengiriman bahan bakar minyak untuk kapal atau *tanker*.

Offshore & Onshore Logistic Base

PTK menawarkan jasa pelayanan yang terintegrasi dalam *offshore & onshore logistic base* yang terdapat di Batam dan Tanjung Batu, Balikpapan, yang meliputi:

Batam

- Luas area *logistics shore base* 45,28 hektar.
- Pengiriman kargo dan jasa kargo administrasi.
- Perbaikan dan pembersihan kargo dengan fasilitas lengkap.
- Menyediakan layanan pasokan air bersih, pasokan bahan bakar gas dan jasa lainnya.
- Persewaan gedung kantor di Batam di Jalan Yos Sudarso Batu Ampar, Pulau Batam, terdiri dari tiga lantai untuk kebutuhan kantor, dengan fasilitas pendingin ruangan/AC, area parkir, keamanan 24 jam, 50 saluran telepon dan dilengkapi dengan sistem PABX. Selain itu, memiliki 350 KVA generator listrik dengan lokasi strategis di kargo jalur utama dan Pelabuhan Batu Ambar.
- Dukungan peralatan dan infrastruktur meliputi:
 - a. Lalu lintas dermaga.
 - b. Peralatan derek (*crane*) dengan kapasitas 50 tons ph, american *Crane* kapasitas 75 ton, *crane* Todano kapasitas 20 ton, derek *pettibone*, *carry lift* kapasitas 20 ton, *forklift* kapasitas 3 dan 5 ton, *prime over* setinggi 40 feet, dan *trailer caps* setinggi 40 kaki.

Tanjung Batu, Balikpapan

Peteka Shorebase Tanjung Batu ("PSTB") berlokasi di lahan milik Pertamina seluas 49 Ha di Tanjung Batu, Balikpapan. PTSB menyediakan fasilitas logistik untuk mendukung kegiatan operasional perusahaan migas yang beroperasi di Kalimantan dan Sulawesi

- The administration of port services, including anchoring, mooring, pilotage, and towing (outside the operational area of PT Pelindo) as a delegate of PT Pertamina (Persero), wherein the Company performs its duties on behalf of PT Pertamina (Persero);
- Preparing periodic reports regarding the completion of its work; the Company is accountable to PT Pertamina (Persero);
- Handling licensing;
- Managing special port administration. In this regard, the Company only manages special ports for KKKS and JOB;
- Billing port services to Agents;
- Remitting port service fees to PT Pertamina (Persero) and the Government;
- Preparing port activity reports for PT Pertamina (Persero), BP Migas, and the Port Office/Port Administration;
- Assisting with matters related to port administration at KKKS and JOB Special Ports.

Bunker Agent

A bunker agent is a facility provided by PTK for the delivery of fuel oil to ships or tankers.

Offshore & Onshore Logistics Base

PTK offers integrated services at its offshore & onshore logistics bases located in Batam and Tanjung Batu, Balikpapan, which include:

Batam

- The logistics shore base covers an area of 45.28 hectares.
- Cargo shipping and cargo administration services.
- Cargo repair and cleaning with complete facilities.
- Providing clean water supply, gas fuel supply, and other services.
- Office building rental in Batam on Jalan Yos Sudarso Batu Ampar, Batam Island, consisting of three floors for office needs, with air conditioning, parking area, 24-hour security, 50 telephone lines, and equipped with a PABX system. In addition, it has a 350 KVA electric generator with a strategic location on the main cargo route and Batu Ambar Port.
- Equipment and infrastructure support includes:
 - a. Dock traffic.
 - b. Crane equipment with a capacity of 50 tons ph, an American Crane with a capacity of 75 tons, a Todano crane with a capacity of 20 tons, a Pettibone crane, a carry lift with a capacity of 20 tons, forklifts with capacities of 3 and 5 tons, a 40-foot prime over, and 40-foot trailer caps.

Tanjung Batu, Balikpapan

Peteka Shorebase Tanjung Batu ("PSTB") is located on a 49-hectare plot of land owned by Pertamina at in Tanjung Batu, Balikpapan. PTSB provides logistics facilities to support the operational activities of oil and gas companies operating in Kalimantan and Sulawesi by

melalui penyediaan *one stop logistic services* berupa:

- Penyediaan fasilitas tempat penyimpanan (*open yard, warehouse, dan tangki*).
- Fasilitas *sandar kapal* dengan panjang 200 meter.
- Kegiatan *cargo handling* dan transportasi, penyediaan kantor dan akomodasi.
- Penyediaan fasilitas Pusat Logistik Berikat ("PLB").
- Penyediaan jasa *waste management*, dan jasa-jasa pendukung lainnya.
- Dukungan peralatan dan infrastruktur meliputi:
 - a. Fasilitas *Jetty* 200 m, 88 m, 65 m, 107 m dan 2-3 m.
 - b. Fasilitas RORO 2x250 ton LCTs.
 - c. Fasilitas *Speed Boat Jetty*.

Recognized Security Organization (RSO)

PTK ditunjuk sebagai RSO sejak tahun 2004 berdasarkan Surat Keputusan Direktur Jenderal Perhubungan Laut No. KI.93/1/15-04 yang telah diperbaharui sampai dengan saat ini. Hal ini merupakan wujud komitmen dari Direksi RSO untuk ikut berpartisipasi dalam implementasi ISPS Code di Indonesia.

RSO merupakan konsultan dalam bidang keamanan yang memberikan saran atau menyediakan bantuan dalam bidang operasional kapal dan fasilitas pelabuhan, meliputi:

- Melaksanakan Kegiatan Sertifikasi ISPS Code untuk kapal ("ISSC") dan Fasilitas Pelabuhan ("SoCPF").
- Melaksanakan atau menyelesaikan Penilaian Keamanan Fasilitas Pelabuhan ("PFSA").
- Membantu dalam menyiapkan rencana keamanan fasilitas pelabuhan ("PFSP").

offering one-stop logistics services, including:

- Storage facilities (*open yard, warehouse, and tanks*).
- A 200-meter-long ship berthing facility.
- Cargo *handling* and transportation services, as well as the provision of offices and accommodations.
- Provision of Bonded Logistics Center ("BLC") facilities.
- Provision of waste management services and other supporting services.
- Equipment and infrastructure support includes:
 - a. Jetty facilities of 200 m, 88 m, 65 m, 107 m, and 2-3 m.
 - b. 2x250-ton LCT RORO facilities.
 - c. Speedboat jetty facilities.

Recognized Security Organization (RSO)

PTK has been designated as an RSO since 2004 pursuant to the Decision of the Director General of Maritime Transportation No. KI.93/1/15-04, which has been renewed to the present. This reflects the RSO Board's commitment to participating in the implementation of the ISPS Code in Indonesia.

The RSO is a security consultant that provides advice or assistance in the operational aspects of ships and port facilities, including:

- Conducting ISPS Code Certification Activities for ships ("ISSC") and Port Facilities ("SoCPF").
- Conducting or completing Port Facility Security Assessments ("PFSA").
- Assisting in the preparation of port facility security plans ("PFSP").



Wilayah Operasional Operational Area

Wilayah operasional merupakan wilayah atau daerah pelaksanaan kegiatan operasional atau jangkauan dari kegiatan operasional Perusahaan. Wilayah operasional PTK hingga akhir tahun 2025 tercermin pada peta berikut ini:

The operational area is the region or area where operational activities are carried out or the scope of the Company's operational activities. PTK's operational area through the end of 2025 is reflected in the following map:



- Jetty (Persero)
- SPM (Persero)
- CBM (Persero)

Area Pemasaran

Marketing Area

(Medan, Dumai, Batam, Palembang, Jakarta, Cilacap, Surabaya, Balikpapan, Makassar, dan Sorong)



Keanggotaan dalam Asosiasi

Membership in Associations

Sepanjang tahun 2025, PTK telah terdaftar dalam keanggotaan atau organisasi sebagaimana dijabarkan pada tabel berikut:

Throughout 2025, PTK was registered as a member of the associations and organizations presented in the table below:

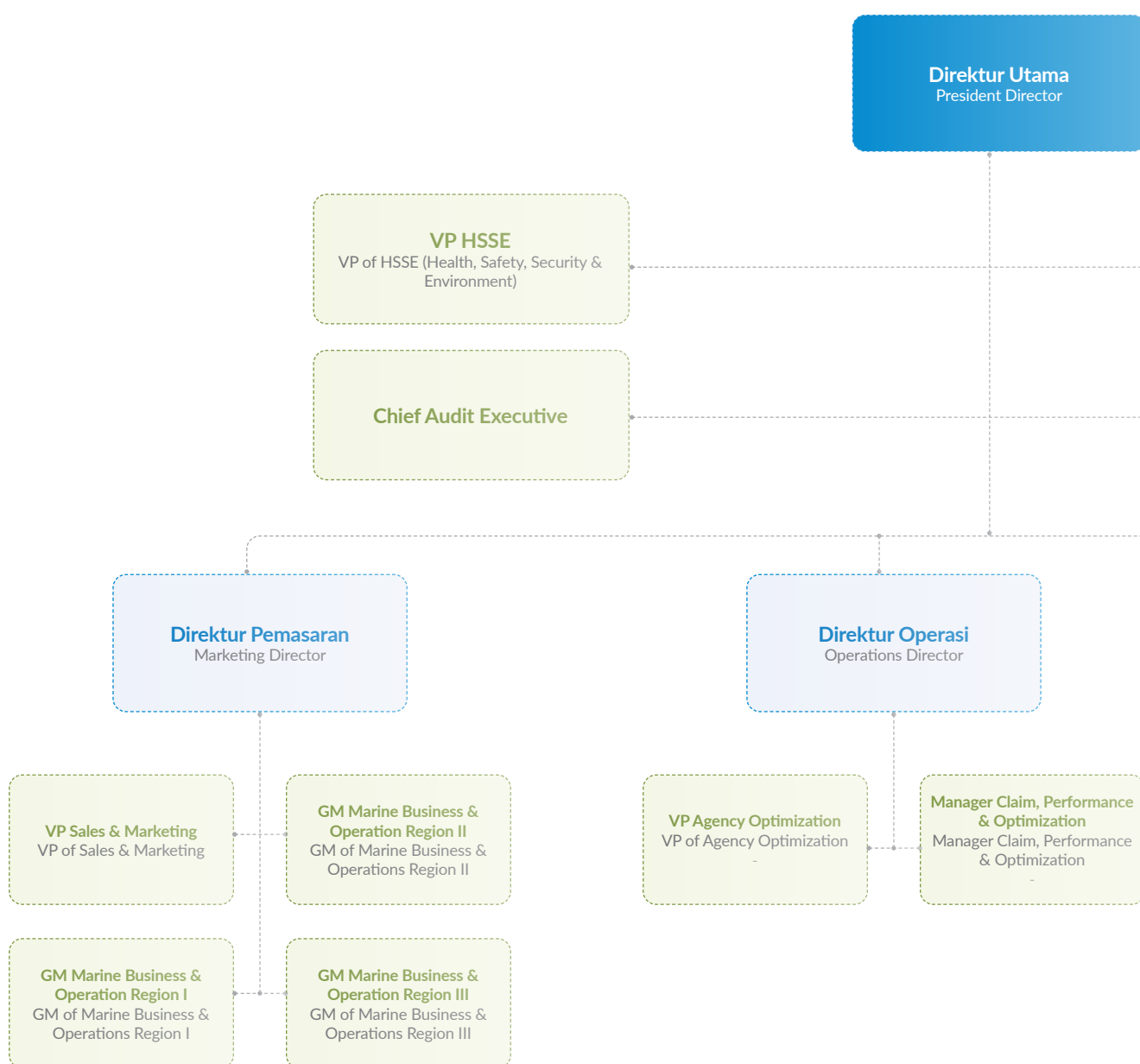
Nama Asosiasi Association Name	Status Status	Lingkup Asosiasi Scope of Association
Indonesian National Shipowner Association (INSA) Indonesian National Shipowners Association (INSA)	Anggota Member	Nasional National
Kamar Dagang Indonesia Indonesian Chamber of Commerce	Anggota Member	Nasional National



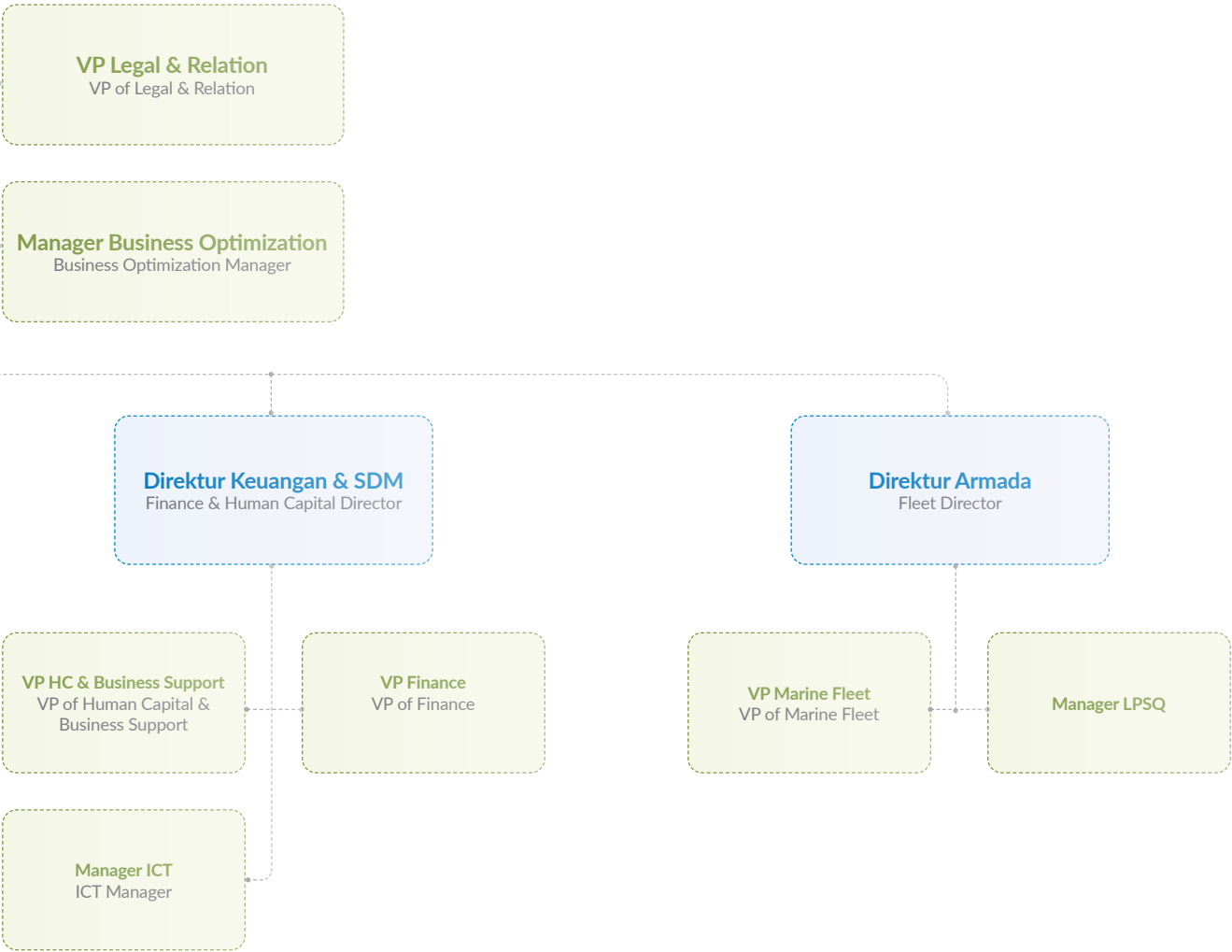
Struktur Organisasi Perusahaan

Company Organizational Structure

Struktur organisasi PTK ditetapkan dalam Surat Keputusan Direktur Utama No. Kpts-107/PTK0000/2023-S8 tanggal 21 Desember 2023 tentang Struktur Organisasi BOD-1 Kebawah PT Pertamina Trans Kontinental dan disesuaikan dalam Surat Keputusan No. Kpts-274/PTK0000/2024-S8 tanggal 27 Agustus 2024 tentang Penyesuaian Struktur Organisasi BOD-1 Ke Bawah Pasca Pembentukan Direktorat Armada PT Pertamina Trans Kontinental dan KPSSS tanggal 15 Oktober 2024 yang disahkan melalui Akta No. 38 tanggal 23 Oktober 2024 berdasarkan rekomendasi Dewan Komisaris No. 058/DEKOM.PTK/2024-SO Perihal Rekomendasi Tertulis untuk Usulan Penambahan Direktorat dan Formasi Direksi pada Struktur Organisasi PT Pertamina Trans Kontinental. Berikut struktur organisasi PTK disertai nama pejabat PTK per 31 Desember 2025:



The organizational structure of PTK is stipulated in the President Director's Decree No. Kpts-107/PTK0000/2023-S8 dated December 21, 2023, regarding the Organizational Structure of BOD-1 and Below at PT Pertamina Trans Kontinental and was adjusted in Decree No. Kpts-274/PTK0000/2024-S8 dated August 27, 2024, regarding the Adjustment of the Organizational Structure from BOD-1 Downward Following the Establishment of the Fleet Directorate of PT Pertamina Trans Kontinental and KPSSS dated October 15, 2024, which was ratified through Deed No. 38 dated October 23, 2024, based on the Board of Commissioners' Recommendation No. 058/DEKOM. PTK/2024-SO regarding Written Recommendations for the Proposed Addition of a Directorate and the Composition of the Board of Directors within the Organizational Structure of PT Pertamina Trans Kontinental. The following is the organizational structure of PTK along with the names of PTK officials as of December 31, 2025:



Profil Direksi

Executive Profile



I Ketut Laba

Direktur Utama

President Director

Periode Jabatan: Pertama.

Term of Office: First.

Domisili

Jakarta

Kewarganegaraan

Indonesia

Usia/Tempat & Tanggal Lahir

49 tahun per 31 Desember 2025/Melaya, 21 Agustus 1975

Dasar Hukum Pengangkatan

Menjabat sebagai Direktur Utama sejak tanggal 3 Juli 2023, berdasarkan, Akta No 02 tanggal 3 Juli 2023, untuk 1 (satu) periode masa jabatan (3 tahun). Sebelumnya beliau tidak pernah menjabat dalam jajaran Direksi Perusahaan.

Riwayat Pendidikan

Sarjana (S1) Teknik Mesin di Sekolah Tinggi Ilmu Pelayaran (STIP) Jakarta pada tahun 1998.

Sertifikasi

Certified Risk Professional (CRP).

Riwayat Pekerjaan

- Manager HSSE, Vetting & Risk Management PT Pertamina International Shipping (2018-2019);
- Manager Fleet Inspection & Assurance PT Pertamina International Shipping (2019-2021);
- Manager Product Domestic Operation PT Pertamina International Shipping (2021-2022);
- Direktur Utama PT Perta MC (2022-2023).

Rangkap Jabatan

- Di PTK
Tidak ada
- Di Lembaga/Perusahaan lain
Tidak ada

Hubungan Afiliasi

Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, anggota Direksi, Pemegang Saham Utama/Pengendali, maupun dengan Pemerintah Indonesia sebagai entitas pemilik akhir.

Kepemilikan Saham PTK

Tidak ada

Residence

Jakarta

Nationality

Indonesian

Age/Place & Date of Birth

49 years old as of December 31, 2025/Melaya, August 21, 1975

Legal Basis for Appointment

Has served as President Director since July 3, 2023, pursuant to Deed No. 02 dated July 3, 2023, for a single term of office (3 years). Previously, he had never served on the Company's Board of Directors.

Educational Background

Bachelor's Degree (S1) in Mechanical Engineering from the Jakarta Maritime Academy (STIP) in 1998.

Certifications

Certified Risk Professional (CRP)

Work History

- HSSE, Vetting & Risk Management Manager at PT Pertamina International Shipping (2018-2019);
- Manager of Fleet Inspection & Assurance at PT Pertamina International Shipping (2019-2021);
- Manager of Domestic Operations at PT Pertamina International Shipping (2021-2022);
- President Director of PT Perta MC (2022-2023).

Concurrent Positions

- At PTK
None
- At other institutions/companies
None

Affiliation

Has no affiliate relationships with other members of the Board of Commissioners, members of the Board of Directors, Major/Controlling Shareholders, or with the Government of Indonesia as the ultimate owner.

Share Ownership in PTK

None



Yudi Wibisono

Direktur Operasi
Director of Operations

Periode Jabatan: Pertama.
Term of Office: First.

Domisili
Bekasi

Kewarganegaraan
Indonesia

Usia/Tempat & Tanggal Lahir
43 tahun per 31 Desember 2025/Bandung, 11 Juli 1982

Dasar Hukum Pengangkatan
Menjabat sebagai Direktur Operasi sejak 15 Oktober 2024 berdasarkan Akta No. 38 tanggal 23 Oktober 2024, untuk 1 (satu) periode masa jabatan (3 tahun). Sebelumnya beliau tidak pernah menjabat dalam jajaran Direksi Perusahaan.

Riwayat Pendidikan

- Sarjana (S1) Teknik Mesin di Institut Teknologi Bandung pada tahun 2006;
- Magister (S2) Teknik Kimia di Institut Teknologi Bandung pada tahun 2013.

Sertifikasi
Tidak ada

Riwayat Pekerjaan

- *Manager Asset Management* PT Pertamina (Persero) (Agustus 2018 - Juni 2020);
- *VP Fleet* PT Pertamina Trans Kontinental (Juli 2020 -Agustus 2021);
- *VP Fleet & Ship Management* PT Pertamina Trans Kontinental (September 2021 - Desember 2023);
- *VP Marine Fleet* PT Pertamina Trans Kontinental (Januari 2024-Oktober 2024).

Rangkap Jabatan

- **Di PTK**
Tidak ada
- **Di Lembaga/Perusahaan lain**
Tidak ada

Hubungan Afiliasi
Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, anggota Direksi, Pemegang Saham Utama/Pengendali, maupun dengan Pemerintah Indonesia sebagai entitas pemilik akhir.

Kepemilikan Saham PTK
Tidak ada

Residence
Bekasi

Nationality
Indonesian

Age/Place & Date of Birth
43 years old as of December 31, 2025/Bandung, July 11, 1982

Legal Basis for Appointment
Has served as Director of Operations since October 15, 2024, pursuant to Deed No. 38 date October 23, 2024, for a term of 1 (one) term of office (3 years). Previously, he had never served on the Company's Board of Directors of the Company.

Educational Background

- Bachelor's Degree (S1) in Mechanical Engineering from the Bandung Institute of Technology in 2006;
- Master's (S2) in Chemical Engineering from the Bandung Institute of Technology in 2013.

Certifications
None

Work History

- *Asset Management Manager* at PT Pertamina (Persero) (August 2018 – June 2020);
- *Vice President of Fleet* at PT Pertamina Trans Kontinental (July 2020 – August 2021);
- *Vice President of Fleet & Ship Management* at PT Pertamina Trans Kontinental (September 2021 – December 2023);
- *VP of Marine Fleet* at PT Pertamina Trans Kontinental (January 2024–October 2024).

Concurrent Positions

- **At PTK**
None
- **At Other Institutions/Companies**
None

Affiliation
Has no affiliate relationships with other members of the Board of Commissioners, members of the Board of Directors, Major/Controlling Shareholders, or with the Government of Indonesia as the ultimate owner.

Share Ownership in PTK
None



Albertus Anto Budi Santosa

Direktur Pemasaran
Director of Marketing

Periode Jabatan: Pertama.
Term of Office: First.

Domisili

Bekasi

Kewarganegaraan

Indonesia

Usia/Tempat & Tanggal Lahir

48 tahun per 31 Desember 2025/Biak, 2 September 1977

Dasar Hukum Pengangkatan

Menjabat sebagai Direktur Pemasaran sejak tanggal 26 November 2025, berdasarkan, Akta No 25 tanggal 16 Desember 2025 untuk 1 (satu) periode masa jabatan (3 tahun). Sebelumnya beliau tidak pernah menjabat dalam jajaran Direksi Perusahaan.

Riwayat Pendidikan

Sarjana Psikologi dari Universitas Gadjah Mada, Yogyakarta (2003).

Sertifikasi

- Pelatihan *Upskilling Kompetensi/Professional Qualification* level SLC – Jakarta;
- SUPREME Conference for Executives – Jakarta.

Riwayat Pekerjaan

- *Ast Manager Ship Opt Tanker Crude* PT Pertamina (Persero) (2019);
- *Manager Marine Operation Services* PT Pertamina (Persero) (2019-2022);
- Direktur PT Peteka Karya Samudera (2022);
- Direktur PT Pertamina Port & Logistics (2024-2025).

Rangkap Jabatan

- **Di PTK**
Tidak ada
- **Di Lembaga/Perusahaan lain**
Tidak ada

Hubungan Afiliasi

Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, anggota Direksi, Pemegang Saham Utama/Pengendali, maupun dengan Pemerintah Indonesia sebagai entitas pemilik akhir.

Kepemilikan Saham PTK

Tidak ada

Residence

Bekasi

Nationality

Indonesian

Age/Place & Date of Birth

48 years old as of December 31, 2025/Biak, September 2, 1977

Legal Basis for Appointment

Served as Director of Marketing since November 26, 2025, based on Deed No. 25 dated December 16, 2025, for a single term of office (3 years). Previously, he had never served on the Company's Board of Directors.

Educational Background

Bachelor of Psychology from Gadjah Mada University, Yogyakarta (2003).

Certifications

- Competency Upskilling Training/Professional Qualification level SLC – Jakarta;
- SUPREME Conference for Executives – Jakarta.

Work History

- Assistant Manager, Ship Operations, Crude Tanker Division, PT Pertamina (Persero) (2019);
- Manager of Marine Operation Services at PT Pertamina (Persero) (2019-2022);
- Director of PT Peteka Karya Samudera (2022);
- Director of PT Pertamina Port & Logistics (2024-2025).

Concurrent Positions

- **At PTK**
None
- **At Other Institutions/Companies**
None

Affiliation

Has no affiliate relationships with other members of the Board of Commissioners, members of the Board of Directors, Major/Controlling Shareholders, or with the Government of Indonesia as the ultimate owner.

Share Ownership in PTK

None



Dewi Susanti

Direktur Armada
Director of Fleet

Periode Jabatan: Pertama.
Term of Office: First.

Domisili
Jakarta

Kewarganegaraan
Indonesia

Usia/Tempat & Tanggal Lahir
49 tahun per 31 Desember 2025/Bandung, 11 Februari 1976

Dasar Hukum Pengangkatan
Menjabat sebagai Direktur Armada sejak tanggal 26 November 2025, berdasarkan, Akta No 25 tanggal 16 Desember 2025, untuk 1 (satu) periode masa jabatan (3 tahun). Sebelumnya beliau tidak pernah menjabat dalam jajaran Direksi Perusahaan.

Riwayat Pendidikan

- Sarjana Ilmu Hukum dari Universitas Padjadjaran, Bandung (2000);
- Master of Science dari World Maritime University, Malmö, Sweden (2019).

Sertifikasi

- Training - Leader Forum – Jakarta;
- Training - SUPREME Conference for Executives – Jakarta;
- Mobile Learning - Perilaku Hidup Sehat (Mobile Learning) – Jakarta.

Riwayat Pekerjaan

- Assistant Manager Business Regulation & Compliance (2012–2015);
- Ast. Manager Operation (2017–2019);
- Manager Performance & Lifecycle (2020–2021);
- Manager Fleet Budgeting, Insurance & Performance (2021–2022);
- VP Fleet Support (2022–2023);
- Pj. VP Fleet Performance & Crewing Management (2024);
- VP Fleet Performance & Crewing Management PT Pertamina International Shipping. (2024–2025).

Rangkap Jabatan

- Di PTK
Tidak ada
- Di Lembaga/Perusahaan lain
Tidak ada

Hubungan Afiliasi
Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, anggota Direksi, Pemegang Saham Utama/Pengendali, maupun dengan Pemerintah Indonesia sebagai entitas pemilik akhir.

Kepemilikan Saham PTK
Tidak ada

Residence
Jakarta

Nationality
Indonesian

Age/Place & Date of Birth
49 years old as of December 31, 2025/Bandung, February 11, 1976

Legal Basis for Appointment
Served as Director of Fleet since November 26, 2025, based on Deed No. 25 dated December 16, 2025, for one (1) term of office (3 years). Previously, he had never served on the Company's Board of Directors.

Educational Background

- Bachelor of Law from Padjadjaran University, Bandung (2000);
- Master of Science from the World Maritime University, Malmö, Sweden (2019).

Certifications

- Training - Leader Forum – Jakarta;
- Training - SUPREME Conference for Executives – Jakarta;
- Mobile Learning - Healthy Living (Mobile Learning) – Jakarta.

Work History

- Assistant Manager, Business Regulation & Compliance (2012–2015);
- Assistant Manager of Operations (2017–2019);
- Manager of Performance & Lifecycle (2020–2021);
- Manager of Fleet Budgeting, Insurance & Performance (2021–2022);
- Vice President of Fleet Support (2022–2023);
- Acting VP of Fleet Performance & Crewing Management (2024);
- VP of Fleet Performance & Crewing Management at PT Pertamina International Shipping (2024–2025).

Concurrent Positions

- At PTK
None
- At Other Institutions/Companies
None

Affiliation
Has no affiliate relationships with other members of the Board of Commissioners, members of the Board of Directors, Major/Controlling Shareholders, or with the Government of Indonesia as the ultimate owner.

Share Ownership in PTK
None



Eko Cahyadi

Direktur Keuangan & SDM

Director of Finance & Human Resources

Periode Jabatan: Pertama.

Term of Office: First.

Domisili

Depok

Kewarganegaraan

Indonesia

Usia/Tempat & Tanggal Lahir

51 tahun per 31 Desember 2025/Jakarta, 29 Oktober 1974

Dasar Hukum Pengangkatan

Menjabat sebagai Direktur Keuangan & SDM sejak tanggal 26 November 2025, berdasarkan, Akta No 25 tanggal 16 Desember 2025, untuk 1 (satu) periode masa jabatan (3 tahun). Sebelumnya beliau tidak pernah menjabat dalam jajaran Direksi Perusahaan.

Riwayat Pendidikan

Magister Kajian Stratejik Intelijen dari Universitas Indonesia (2019).

Sertifikasi

- *Mobile Learning* - Pelindungan Data Pribadi (*Mobile Learning*) – Jakarta;
- *Mobile Learning* - HSSE Culture Training (*Mobile Learning*) – Jakarta;
- *Mobile Learning* - Corporate Life Saving Rules (*Mobile Learning*) – Jakarta.

Riwayat Pekerjaan

- Manager Taxes KP PT Patra Niaga (2014–2015);
- Corporate Controller Division Head PT Patra Niaga (2015–2018);
- VP Tax PT Pertamina (Persero) (2018–2025).

Rangkap Jabatan

- Di PTK
Tidak ada
- Di Lembaga/Perusahaan lain
Tidak ada

Hubungan Afiliasi

Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, anggota Direksi, Pemegang Saham Utama/Pengendali, maupun dengan Pemerintah Indonesia sebagai entitas pemilik akhir.

Kepemilikan Saham PTK

Tidak ada

Residence

Depok

Nationality

Indonesian

Age/Place & Date of Birth

51 years old as of December 31, 2025/Jakarta, October 29, 1974

Legal Basis for Appointment

Served as Director of Finance & Human Resources since November 26, 2025, based on Deed No. 25 dated December 16, 2025, for a single term of office (3 years). Previously, he had never served on the Company's Board of Directors.

Educational Background

Master of Strategic Intelligence Studies from the University of Indonesia (2019).

Certifications

- *Mobile Learning* - Personal Data Protection (*Mobile Learning*) – Jakarta;
- *Mobile Learning* - HSSE Culture Training (*Mobile Learning*) – Jakarta;
- *Mobile Learning* - Corporate Life Saving Rules (*Mobile Learning*) – Jakarta.

Work History

- Tax Manager at PT Patra Niaga (2014–2015);
- Head of Corporate Controller Division at PT Patra Niaga (2015–2018);
- Vice President of Tax at PT Pertamina (Persero) (2018–2025).

Concurrent Positions

- At PTK
None
- At Other Institutions/Companies
None

Affiliations

Has no affiliate relationships with other members of the Board of Commissioners, members of the Board of Directors, Major/Controlling Shareholders, or with the Government of Indonesia as the ultimate owner.

Share Ownership in PTK

None



Afan Aftory*

Direktur Keuangan & SDM

Director of Finance & Human Resources

Periode Jabatan: Kedua.

Term of Office: Second.

Domisili

Jakarta

Kewarganegaraan

Indonesia

Usia/Tempat & Tanggal Lahir

48 tahun per 31 Desember 2025/Jakarta, 19 Juni 1976

Dasar Hukum Pengangkatan

Menjabat sebagai Direktur Keuangan & SDM sejak 15 Oktober 2024 berdasarkan Akta No. 38 tanggal 23 Oktober 2024 untuk 1 (satu) periode masa jabatan (3 tahun). Sebelumnya beliau tidak pernah menjabat dalam jajaran Direksi Perusahaan

Riwayat Pendidikan

- Sarjana (S1) Ekonomi Akuntansi di Universitas Borobudur (1997);
- Magister (S2) Manajemen di Universitas Satyagama (1999);
- Pendidikan Profesi Akuntan ("PPAK") di Universitas Indonesia (2004).

Sertifikasi

- Certified Risk Professional (CRP);
- Sertifikasi Pajak Brevet A & B;
- Sertifikasi Pajak Brevet C;
- Sertifikasi Enterprise Risk Management (ERM) Berbasis ISO 31000;
- ASEAN Chartered Professional Accountant;
- Chartered Accountant (CA);
- Certified Professional Management Accountant (CMA);
- MAPPI PDP 1 Business Appraisal.

Riwayat Pekerjaan

- Vice President Finance PT Pertamina Lubricants (2019-2020);
- Vice President Financial Reporting & Accounting PT Pertamina (Persero) (2020-2021);
- Direktur Keuangan & SDM PT Pertamina Trans Kontinental (2021-Agustus 2024);
- VP Operational & Project Risk Management PT Pertamina International Shipping (September 2024- Oktober 2024).

Rangkap Jabatan

- Di PTK
Tidak ada
- Di Lembaga/Perusahaan lain
Tidak ada

Hubungan Afiliasi

Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, anggota Direksi, Pemegang Saham Utama/Pengendali, maupun dengan Pemerintah Indonesia sebagai entitas pemilik akhir.

Kepemilikan Saham PTK

Tidak ada

Residence

Jakarta

Nationality

Indonesia

Age/Place & Date of Birth

48 years old as of December 31, 2025/Jakarta, June 19, 1976

Legal Basis for Appointment

Has served as Director of Finance & Human Resources since October 15, 2024, pursuant to Deed No. 38 date October 23, 2024, for a single term of office (3 years). Previously, he had never served on the Company's Board of Directors

Educational Background

- Bachelor's Degree (S1) in Accounting from Borobudur University (1997);
- Master's Degree (S2) in Management from Satyagama University (1999);
- Professional Accountant Education ("PPAK") at the University of Indonesia (2004).

Certifications

- Certified Risk Professional (CRP);
- Tax Certification Brevet A & B;
- Tax Certification Brevet C;
- ISO 31000-Based Enterprise Risk Management (ERM) Certification;
- ASEAN Chartered Professional Accountant;
- Chartered Accountant (CA);
- Certified Professional Management Accountant (CMA);
- MAPPI PDP 1 Business Appraisal.

Work History

- Vice President of Finance at PT Pertamina Lubricants (2019-2020);
- Vice President of Financial Reporting & Accounting at PT Pertamina (Persero) (2020-2021);
- Director of Finance & Human Resources at PT Pertamina Trans Kontinental (2021-August 2024);
- VP of Operations & Project Risk Management at PT Pertamina International Shipping (September 2024 - October 2024).

Concurrent Positions

- At PTK
None
- At Other Institutions/Companies
None

Affiliation

Has no affiliate relationships with other members of the Board of Commissioners, members of the Board of Directors, Major/Controlling Shareholders, or with the Government of Indonesia as the ultimate owner.

Share Ownership in PTK

None

*) berhenti menjabat per 25 November 2025

*) dismissed as of November 25, 2025



Slamet Harianto*

Direktur Armada
Director of Fleet

Periode Jabatan: Pertama.
Term of Office: First.

Domisili
Bekasi

Kewarganegaraan
Indonesia

Usia/Tempat & Tanggal Lahir
45 tahun per 31 Desember 2025/Malang, 22 Februari 1979

Dasar Hukum Pengangkatan
Menjabat sebagai Direktur Armada sejak tanggal 15 Oktober 2024, berdasarkan Akta No. 04 tanggal 10 Agustus 2022, untuk 1 (satu) periode masa jabatan (3 tahun). Sebelumnya beliau tidak pernah menjabat dalam jajaran Direksi Perusahaan.

Riwayat Pendidikan

- Sarjana (S1) Teknik Mesin dari Universitas Brawijaya Malang (2002);
- Magister (S2) Teknik dari Universitas Indonesia (2011).

Sertifikasi
Certified Risk Professional (CRP).

Riwayat Pekerjaan

- General Manager Operasi PT Nusantara Regas (2016-2018);
- Kepala Divisi Operasi PT Nusantara Regas (2018-2019);
- Manager LNG Operation PT Pertamina (Persero) (2019-2022);
- Direktur Operasi PT Pertamina Trans Kontinental (2022-Oktober 2024).

Rangkap Jabatan

- **Di PTK**
Tidak ada
- **Di Lembaga/Perusahaan lain**
Tidak ada

Hubungan Afiliasi

Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, anggota Direksi, Pemegang Saham Utama/Pengendali, maupun dengan Pemerintah Indonesia sebagai entitas pemilik akhir.

Kepemilikan Saham PTK
Tidak ada

*) berhenti menjabat per 5 Agustus 2025

Residence
Bekasi

Nationality
Indonesia

Age/Place & Date of Birth
45 years old as of December 31, 2025/Malang, February 22, 1979

Legal Basis for Appointment
Has served as Director of Fleet since October 15, 2024, pursuant to Deed No. 04 dated August 10, 2022, for a term of 1 (one) term (3 years). Previously, he had never served on the Company's Board of Directors.

Educational Background

- Bachelor's Degree (S1) in Mechanical Engineering from Brawijaya University, Malang (2002);
- Master's (S2) in Engineering from the University of Indonesia (2011).

Certifications
Certified Risk Professional (CRP).

Work History

- General Manager of Operations at PT Nusantara Regas (2016-2018);
- Head of Operations Division at PT Nusantara Regas (2018-2019);
- LNG Operations Manager at PT Pertamina (Persero) (2019-2022);
- Director of Operations at PT Pertamina Trans Kontinental (2022-October 2024).

Concurrent Positions

- At PTK
None
- At Other Institutions/Companies
None

Affiliation

Has no affiliate relationships with other members of the Board of Commissioners, members of the Board of Directors, Major/Controlling Shareholders, or with the Government of Indonesia as the ultimate owner.

Share Ownership in PTK
None

*) dismissed as of August 5, 2025



Andy Arvianto*

Direktur Pemasaran
Director of Marketing

Periode Jabatan: Pertama.
Term of Office: First.

Domisili
Jakarta

Kewarganegaraan
Indonesia

Usia/Tempat & Tanggal Lahir
44 tahun per 31 Desember 2025/Boyolali, 27 Februari 1980

Dasar Hukum Pengangkatan
Menjabat sebagai Direktur Pemasaran sejak 21 Juli 2023 berdasarkan Akta No. 17 tanggal 24 Juli 2023, untuk 1 (satu) periode masa jabatan (3 tahun). Sebelumnya beliau tidak pernah menjabat dalam jajaran Direksi Perusahaan.

Riwayat Pendidikan

- Sarjana (S1) Ekonomi Manajemen di Universitas Indonusa Esa Unggul Jakarta (2002);
- Sarjana (S2) *Energy Management* di Universitas Gadjah Mada (2012).

Sertifikasi
Certified Risk Professional (CRP).

Riwayat Pekerjaan

- *Manager Treasury & Tax* PT Pertamina Internasional EP (2015);
- *Manager Finance & Commercial* PT Pertamina Irak EP (2014-2019);
- *Manager Commercial* PT Pertamina Internasional EP (2015-2021);
- *Direktur* PT Trans-Pacific Petrochemical Indotama (2021-2023).

Rangkap Jabatan

- **Di PTK**
Tidak ada
- **Di Lembaga/Perusahaan lain**
Tidak ada

Hubungan Afiliasi
Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, anggota Direksi, Pemegang Saham Utama/Pengendali, maupun dengan Pemerintah Indonesia sebagai entitas pemilik akhir.

Kepemilikan Saham PTK
Tidak ada

*) berhenti menjabat per 12 Juni 2025

Residence
Jakarta

Nationality
Indonesia

Age/Place & Date of Birth
44 years old as of December 31, 2025/Boyolali, February 27, 1980

Legal Basis for Appointment
Served as Director of Marketing since July 21, 2023, based on Deed No. 17 dated July 24, 2023, for a single term of office (3 years). Previously, he had never served on the Company's Board of Directors.

Educational Background

- Bachelor's Degree (S1) in Management Economics from Indonusa Esa Unggul University, Jakarta (2002);
- Master's Degree (S2) in Energy Management from Gadjah Mada University (2012).

Certifications
Certified Risk Professional (CRP).

Work History

- *Treasury & Tax Manager* at PT Pertamina Internasional EP (2015);
- *Finance & Commercial Manager* at PT Pertamina Irak EP (2014-2019);
- *Commercial Manager* at PT Pertamina Internasional EP (2015-2021);
- *Director* of PT Trans-Pacific Petrochemical Indotama (2021-2023).

Concurrent Positions

- **At PTK**
None
- **At Other Institutions/Companies**
None

Affiliations
Has no affiliate relationships with other members of the Board of Commissioners, members of the Board of Directors, Major/Controlling Shareholders, or with the Government of Indonesia as the ultimate owner.

Share Ownership in PTK
None

*) dismissed as of June 12, 2025

PERUBAHAN KOMPOSISI ANGGOTA DIREKSI SERTA ALASAN PERUBAHANNYA

Pada tahun 2025, terdapat beberapa perubahan komposisi anggota Direksi PTK yaitu pada tanggal 26 November 2025 berdasarkan Akta No. 25 tanggal 16 Desember 2025 tentang Pernyataan Keputusan Pemegang Saham Secara Sirkuler PT Pertamina Trans Kontinental oleh Notaris Ivan Lazuardi Suwana, S.H., M.Kn., Notaris di Jakarta Barat. Perusahaan memberhentikan dengan hormat Sdr. Afan Aftory sebagai Direktur Keuangan & SDM. Kemudian, Perusahaan mengangkat Sdr. Eko Cahyadi sebagai Direktur Keuangan & SDM yang baru. Melalui Akta No. 25 tanggal 16 Desember 2025 juga, Perusahaan mengangkat Sdr. Albertus Anto Budi Santosa sebagai Direktur Pemasaran, dan Sdri. Dewi Susanti sebagai Direktur Armada yang efektif menjabat per 26 November 2025.

Sementara itu, berdasarkan Akta No. 27 tanggal 24 Juni 2025 tentang Pemberhentian Anggota Direksi PTK oleh Notaris Ivan Lazuardi Suwana, SH., M.Kn, Perusahaan memberhentikan dengan hormat Sdr. Slamet Harianto sebagai Direktur Armada, serta Sdr. Andy Arvianto sebagai Direktur Pemasaran.

Dengan demikian, jajaran Direksi terbaru PTK sebagai berikut sampai dengan 31 Desember 2025 adalah sebagai berikut:

1. Direktur Utama - I Ketut Laba
2. Direktur Operasi - Yudi Wibisono
3. Direktur Pemasaran – Albertus Anto Budi Santosa
4. Direktur Armada – Dewi Susanti
5. Direktur Keuangan & SDM – Eko Cahyadi

CHANGES IN THE COMPOSITION OF THE BOARD OF DIRECTORS AND REASONS FOR THE CHANGES

In 2025, there were several changes in the composition of PTK's Board of Directors, specifically on November 26, 2025, pursuant to Deed No. 25 dated December 16, 2025, regarding the Circular Resolution of Shareholders of PT Pertamina Trans Kontinental, executed by Notary Ivan Lazuardi Suwana, S.H., M.Kn., a Notary in West Jakarta. The Company respectfully dismissed Mr. Afan Aftory as Director of Finance & Human Resources. Subsequently, the Company appointed Mr. Eko Cahyadi as the new Director of Finance & Human Resources. Also through Deed No. 25 dated December 16, 2025, the Company appointed Mr. Albertus Anto Budi Santosa as Director of Marketing, and Mrs. Dewi Susanti as Director of Fleet, effective November 26, 2025.

Meanwhile, based on Deed No. 27 dated June 24, 2025, regarding the Dismissal of PTK Board Members by Notary Ivan Lazuardi Suwana, SH., M.Kn, the Company respectfully dismissed Mr. Slamet Harianto as Director of Fleet, as well as Mr. Andy Arvianto as Director of Marketing.

Thus, the latest Board of Directors of PTK as of December 31, 2025, is as follows:

1. President Director - I Ketut Laba
2. Director of Operations - Yudi Wibisono
3. Director of Marketing – Albertus Anto Budi Santosa
4. Director of Fleet – Dewi Susanti
5. Director of Finance & Human Resources – Eko Cahyadi

Profil Dewan Komisaris

Board of Commissioners Profile



Subagjo Hari Moeljanto

Komisaris Utama
President Commissioner

Periode Jabatan: Pertama.
Term of Office: First.

Domisili
Jakarta

Kewarganegaraan
Indonesia

Usia/Tempat & Tanggal Lahir
63 tahun per 31 Desember 2025/Probolinggo, 16 Juni 1962

Dasar Hukum Pengangkatan
Menjabat sebagai Komisaris Utama sejak 10 Juli 2024 berdasarkan Akta No. 28 tanggal 19 Juli 2024 untuk 1 (satu) periode masa jabatan (3 tahun). Sebelumnya beliau tidak pernah menjabat dalam jajaran Dewan Komisaris Perusahaan

Riwayat Pendidikan

- Sarjana (S1) Teknik Perkapalan Institut Teknologi Sepuluh Nopember (1986);
- Magister (S2) *Shipping Management* di World Maritime University - Malmö Swedia (1996).

Sertifikasi
Certification In Audit Committee Practices (CACP), *Certified Risk Professional* (CRP), *Qualified Risk Oversight Professional* ("QROP").

Riwayat Pekerjaan

- Komisaris PT Pertamina Marine Solution (2023 - 2024);
- Advisor PT Pertamina International Shipping (2021-2023);
- President *Director* di PT Pertamina International Shipping (2016 - Maret 2019);
- Direktur Utama PT Pertamina Trans Kontinental (2015 - 2016);
- GM *Marketing Operation Region IV* (2013 - 2015);
- VP Commercial *Shipping* PT Pertamina (Persero)(2011 - 2013).

Rangkap Jabatan

- **Di PTK**
Tidak ada
- **Di Lembaga/Perusahaan lain**
Tidak ada

Hubungan Afiliasi
Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, anggota Direksi, Pemegang Saham Utama/Pengendali, maupun dengan Pemerintah Indonesia sebagai entitas pemilik akhir.

Kepemilikan Saham PTK
Tidak ada

Residence
Jakarta

Nationality
Indonesian

Age/Place & Date of Birth
63 years old as of December 31, 2025/Probolinggo, June 16, 1962

Legal Basis for Appointment
Served as President Commissioner since July 10, 2024, based on Deed No. 28 dated July 19, 2024 for a single term of office (3 years). Previously, he had never served on the Company's Board of Commissioners

Educational Background

- Bachelor's Degree (S1) in Naval Architecture from the Institute of Technology Sepuluh Nopember (1986);
- Master's (S2) in *Shipping Management* from the World Maritime University - Malmö, Sweden (1996).

Certifications
Certification In Audit Committee Practices (CACP), Certified Risk Professional (CRP), Qualified Risk Oversight Professional ("QROP").

Work History

- Commissioner of PT Pertamina Marine Solution (2023-2024);
- Advisor at PT Pertamina International Shipping (2021-2023);
- President Director at PT Pertamina International Shipping (2016- March 2019);
- President Director of PT Pertamina Trans Kontinental (2015-2016);
- General Manager of Marketing Operations Region IV (2013-2015);
- Vice President of Commercial Shipping at PT Pertamina (Persero) (2011-2013).

Concurrent Positions

- At PTK
None
- At Other Institutions/Companies
None

Affiliation
Has no affiliate relationships with other members of the Board of Commissioners, members of the Board of Directors, Major/Controlling Shareholders, or with the Government of Indonesia as the ultimate owner.

Share Ownership in PTK
None



Amir Hamzah

Komisaris
Commissioner

Periode Jabatan: Kedua.
Term of Office: Second.

Domisili
Bogor

Kewarganegaraan
Indonesia

Usia/Tempat & Tanggal Lahir
67 tahun per 31 Desember 2025/Malang, 24 Agustus 1958

Dasar Hukum Pengangkatan
Menjabat sebagai Komisaris sejak 28 Mei 2021 berdasarkan Akta No. 22 tanggal 31 Mei 2021, untuk 1 (satu) periode masa jabatan (3 tahun). Beliau diangkat kembali melalui KPSSS tanggal 10 Juli 2024 dan Akta No. 28 tanggal 19 Juli 2024 (10 Juli 2024 - 9 Juli 2027 (Periode 2)).

Riwayat Pendidikan
Sarjana (S1) Ilmu Tanah Brawijaya Malang (1981).

Sertifikasi
Certified Risk Professional (CRP), Certification In Audit Committee Practices (CACP), Qualified Risk Oversight Professional ("QROP").

- Riwayat Pekerjaan**
- Komisaris Utama PT Pertamina Trans Kontinental (2021 - Mei 2024);
 - Direktur Pengembangan Bisnis HCI Corporation (2015 - 2021);
 - Kepala Divisi Operation Support BP MIGAS/SKK MIGAS (2010 - 2012);
 - VP Rep BP MIGAS PT Pertamina Hulu (Upstream), Total Indonesia, Medco Energy and Conocophillips (2009 - 2010);
 - VP Rep BP MIGAS PT Pertamina Hulu (Upstream), Total Indonesia, Medco Energy and Conocophillips (2013-2014);
 - Kepala Divisi Hubungan Eksternal dan Komunikasi BP MIGAS (2003-2009).

- Rangkap Jabatan**
- Di PTK
Tidak ada
 - Di Lembaga/Perusahaan lain
Tidak ada

Hubungan Afiliasi
Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, anggota Direksi, Pemegang Saham Utama/Pengendali, maupun dengan Pemerintah Indonesia sebagai entitas pemilik akhir.

Kepemilikan Saham PTK
Tidak ada

Residence
Bogor

Nationality
Indonesian

Age/Place & Date of Birth
67 years old as of December 31, 2025/Malang, August 24, 1958

Legal Basis for Appointment
Served as Commissioner since May 28, 2021, pursuant to Deed No. 22 dated May 31, 2021, for a single term of office (3 years). He was reappointed through KPSSS on July 10, 2024 and Deed No. 28 dated July 19, 2024 (July 10, 2024 - July 9, 2027 (Term 2)).

Educational Background
Bachelor's Degree (S1) in Soil Science from Brawijaya University, Malang (1981).

Certifications
Certified Risk Professional (CRP), Certification In Audit Committee Practices (CACP), Qualified Risk Oversight Professional ("QROP").

- Work History**
- Chairman of the Board of Commissioners at PT Pertamina Trans Kontinental (2021-May 2024);
 - Director of Business Development at HCI Corporation (2015-2021);
 - Head of the Operation Support Division at BP MIGAS/SKK MIGAS (2010-2012);
 - Vice President, Representative of BP MIGAS for PT Pertamina Hulu (Upstream), Total Indonesia, Medco Energy, and Conocophillips (2009-2010);
 - Vice President, Representative of BP MIGAS for PT Pertamina Hulu (Upstream), Total Indonesia, Medco Energy, and ConocoPhillips (2013-2014);
 - Head of the External Relations and Communications Division at BP MIGAS (2003-2009).

- Concurrent Positions**
- At PTK
None
 - At other institutions/companies
None

Affiliation
Has no affiliate relationships with other members of the Board of Commissioners, members of the Board of Directors, Major/Controlling Shareholders, or with the Government of Indonesia as the ultimate owner.

Share Ownership in PTK
None



Hartanto

Komisaris
Commissioner

Periode Jabatan: Pertama.
Term of Office: First.

Domisili
Jakarta

Kewarganegaraan
Indonesia

Usia/Tempat & Tanggal Lahir
53 tahun Per 31 Desember 2025/Sukoharjo 23 Juni 1972

Dasar Hukum Pengangkatan
Menjabat sebagai Komisaris sejak 12 Januari 2024 berdasarkan Akta No. 38 tanggal 11 Januari 2024 untuk 1 (satu) periode masa jabatan (3 tahun). Sebelumnya beliau tidak pernah menjabat dalam jajaran Dewan Komisaris Perusahaan.

Riwayat Pendidikan

- Diploma (D3) Teknika di Politeknik Ilmu Pelayaran Semarang (1995);
- Sarjana (S1) Teknika di Pendidikan dan Latihan Ahli Pelayaran (PLAP) (2000);
- Magister (S2) Ilmu Hukum di Universitas Islam Sultan Agung (2011);
- Doktoral (S3) Ilmu Hukum di Universitas Islam Sultan Agung (2020).

Sertifikasi
Certified Risk Professional (CRP), Qualified Risk Oversight Professional ("QROP")

Riwayat Pekerjaan

- Direktur Perkapalan dan Kepelautan Kementerian Perhubungan (2023 - 2024);
- Kepala Biro Komunikasi dan Informasi Publik Kementerian Perhubungan (2022 - 2023);
- Kepala Kantor Kesyahbandaran dan Otoritas Pelabuhan Kelas I Banjarmasin (2021 - 2022);
- Kepala Bagian Publikasi dan Pelayanan Informasi Kementerian Perhubungan (2020);
- Plt. Kepala Biro KIP (Kebag. Publikasi dan Pelayanan Publik (2020);
- Lektor Merangkap Direktur Politeknik Transportasi Sungai, Danau dan Penyeberangan Palembang (2018);
- Direktur POLTEKPEL Sumatera Barat (2018).

Rangkap Jabatan

- **Di PTK**
Ketua Komite Nominasi & Remunerasi
- **Di Lembaga/Perusahaan lain**
Direktur Lalu Lintas dan Angkutan Laut Kementerian Perhubungan

Hubungan Afiliasi
Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, anggota Direksi, Pemegang Saham Utama/Pengendali, maupun dengan Pemerintah Indonesia sebagai entitas pemilik akhir.

Kepemilikan Saham PTK
Tidak ada

Residence
Jakarta

Nationality
Indonesian

Age/Place & Date of Birth
53 years old as of December 31, 2025/Sukoharjo, June 23, 1972

Legal Basis for Appointment
Served as Commissioner since January 12, 2024, based on Deed No. 38 dated January 11, 2024 for a term of 1 (one) term (3 years). Previously, he had never served on the Company's Board of Commissioners.

Educational Background

- Associate Degree (D3) in Marine Engineering from the Semarang Maritime Polytechnic (1995);
- Bachelor's Degree (S1) in Engineering from the Maritime Professional Education and Training Institute (PLAP) (2000);
- Master's (S2) in Law from Sultan Agung Islamic University (2011);
- Doctorate (S3) in Law from Sultan Agung Islamic University (2020).

Certifications
Certified Risk Professional (CRP), Qualified Risk Oversight Professional ("QROP")

Work History

- Director of Shipping and Maritime Affairs, Ministry of Transportation (2023-2024);
- Head of the Bureau of Communications and Public Information, Ministry of Transportation (2022-2023);
- Head of the Banjarmasin Class I Port Authority (2021-2022);
- Head of the Publications and Information Services Division, Ministry of Transportation (2020);
- Acting Head of the KIP Bureau (Publications and Public Services Division) (2020);
- Lecturer and Director of the Palembang Polytechnic of River, Lake, and Ferry Transportation (2018);
- Director of POLTEKPEL West Sumatra (2018).

Concurrent Positions

- At PTK
None
- At other institutions/companies
Director of Maritime Traffic and Transportation, Ministry of Transportation

Affiliation
Has no affiliate relationships with other members of the Board of Commissioners, members of the Board of Directors, Major/Controlling Shareholders, or with the Government of Indonesia as the ultimate owner.

Share Ownership in PTK
None



Agustinus Prasetyantoko

Komisaris Independen
Independent Commissioner

Periode Jabatan: Pertama.
Term of Office: First.

Domisili
Jakarta

Kewarganegaraan
Indonesia

Usia/Tempat & Tanggal Lahir
52 tahun Per 31 Desember 2025/Magelang, 10 Agustus 1973

Dasar Hukum Pengangkatan
Menjabat sebagai Komisaris Independen sejak tanggal 12 Februari 2024 berdasarkan Akta No. 40 tanggal 22 Februari 2024 untuk 1 (satu) periode masa jabatan (3 tahun). Sebelumnya beliau tidak pernah menjabat dalam jajaran Dewan Komisaris Perusahaan.

Riwayat Pendidikan

- Sarjana (S1) Fakultas Ekonomi dan Bisnis Universitas Gadjah Mada (1997);
- Magister (S2) Sains atau DEA (Diploma d'etudes Approfondies) dari Universite de Science et Technologies de Lille (USTL) (2002);
- Doktorat (S3) Ekonomi Keuangan di Ecole Normale Supérieure (ENS) de Lyon (2008).

Sertifikasi
Certification In Audit Committee Practices (CACP), *Certified Risk Professional* (CRP)

Riwayat Pekerjaan

- Komisaris Independen PT Prudential Life Assurance (PLA) (2015 - 2021);
- Pengajar di Universitas Atma Jaya selama 2 (dua) periode (2015 - 2019 dan 2019 - 2023);
- Chief Economist PT Bank Tabungan Negara (Persero) Tbk (2013 - 2015);
- Pendiri (Founder) Atma Jaya Institute of *Public Policy* (AJIIPP).

Rangkap Jabatan

- Di PTK
Ketua Komite Audit
- Di Lembaga/Perusahaan lain
Anggota Badan Supervisi Otoritas Jasa Keuangan (2023 - sekarang), Anggota Komite Pemilihan di Komisi Pengawas Persaingan Usaha Republik Indonesia (KPPU) (2023 - sekarang), Komite Audit PT Medela Potentia (Dexa Group) (2022 - sekarang), Anggota Panitia Pemilihan di Komisi Pemilihan Umum (KPU) (2022 - sekarang), Anggota Steering Committee Indonesia Fintech Society (IFSoc) (2020 - sekarang), Dewan Penasihat Asosiasi Fintech Pendanaan Bersama Indonesia (AFPI) (2018 - sekarang), Dewan Pengurus Populi Center (2014 - sekarang).

Pernyataan Independensi
Belum menjabat lebih dari 2 (dua) periode sebagai Komisaris Independen.

Hubungan Afiliasi
Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, anggota Direksi, Pemegang Saham Utama/Pengendali, maupun dengan Pemerintah Indonesia sebagai entitas pemilik akhir.

Kepemilikan Saham PTK
Tidak ada

Residence
Jakarta

Nationality
Indonesian

Age/Place & Date of Birth
52 years old as of December 31, 2025/Magelang, August 10, 1973

Legal Basis for Appointment
Served as an Independent Commissioner since February 12, 2024, based on Deed No. 40 dated February 22, 2024, for a single term of office (3 years). Previously, he had not served on the Company's Board of Commissioners.

Educational Background

- Bachelor's Degree (S1) from the Faculty of Economics and Business, Gadjah Mada University (1997);
- Master's (S2) in Science or DEA (Diploma d'etudes Approfondies) from the University of Science and Technology of Lille (USTL) (2002);
- Doctorate (Ph.D.) in Financial Economics from the École Normale Supérieure (ENS) de Lyon (2008).

Certifications
Certification In Audit Committee Practices (CACP), Certified Risk Professional (CRP)

Work History

- Independent Commissioner at PT Prudential Life Assurance (PLA) (2015-2021);
- Lecturer at Atma Jaya University for two terms (2015-2019 and 2019-2023);
- Chief Economist at PT Bank Tabungan Negara (Persero) Tbk. (2013-2015);
- Founder of the Atma Jaya Institute of Public Policy (AJIIPP).

Concurrent Positions

- At PTK
None
- At other institutions/companies
Member of the Supervisory Board of the Financial Services Authority (2023-present), Member of the Election Committee at the Indonesian Competition Supervisory Commission (KPPU) (2023-present), Audit Committee of PT Medela Potentia (Dexa Group) (2022-present), Member of the Election Committee at the General Election Commission (KPU) (2022-present), Member of the Steering Committee of the Indonesia Fintech Society (IFSoc) (2020-present), Advisory Board Member of the Indonesian Crowdfunding Fintech Association (AFPI) (2018-present), Board Member of Populi Center (2014-present).

Statement of Independence
Has not served more than 2 (two) terms as an Independent Commissioner.

Affiliation
Has no affiliate relationships with other members of the Board of Commissioners, members of the Board of Directors, Major/Controlling Shareholders, or with the Government of Indonesia as the ultimate owner.

Share Ownership in PTK
None



Andi Saiful Haq*

Komisaris
Commissioner

Periode Jabatan: Kedua.
Term of Office: Second.

Domisili
Jakarta

Kewarganegaraan
Indonesia

Usia/Tempat & Tanggal Lahir
50 tahun per 31 Desember 2025/Soppeng, 12 Mei 1975

Dasar Hukum Pengangkatan
Menjabat sebagai Komisaris sejak 11 September 2020 berdasarkan Akta No. 15 tanggal 23 November 2020, untuk 1 (satu) periode masa jabatan (3 tahun). Beliau diangkat kembali melalui KPSSS tanggal 11 Oktober 2023 dan Akta No. 29 tanggal 17 Oktober 2023 (11 Oktober 2023 - 10 Oktober 2026 (Periode 2).

- Riwayat Pendidikan**
- Sarjana (S1) Teknik Sipil di Universitas Hasanuddin Makassar (1997);
 - Sarjana (S1) Teknik Sipil di STITEK Makassar;
 - Magister (S2) Studi Pertahanan di Institut Teknologi Bandung dan Cranfield University Inggris (2007);
 - Magister (S2) Hubungan Internasional di Departemen Ilmu Politik Justus Liebig University Giessen, Jerman (2008);
 - D3 Teknik Sipil, Universitas Hasanuddin Makassar.

Sertifikasi
Certified Risk Professional (CRP).

- Riwayat Pekerjaan**
- Staf Khusus Menteri Kehutanan (2024 - sekarang);
 - Staf Khusus Menteri Agraria dan Tata Ruang/Kepala Badan Pertanahan Nasional (2022 - 2024);
 - Komisaris di Institute for Transformation Studies (INTRANS) Jakarta (2022 - Sekarang);
 - Direktur di Institute for Transformation Studies (INTRANS) Jakarta (2013 - 2022);
 - Pengajar di Jurusan Hubungan Internasional, Universitas Paramadina, Jakarta (2011 - 2013);
 - Program Officer untuk Perdamaian dan Demokratisasi Aceh di Friedrich Ebert Stiftung (FES) Indonesia (2008 - 2011).

- Rangkap Jabatan**
- Di PTK
Tidak ada
 - Di Lembaga/Perusahaan lain
Tidak ada

Hubungan Afiliasi
Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, anggota Direksi, Pemegang Saham Utama/Pengendali, maupun dengan Pemerintah Indonesia sebagai entitas pemilik akhir.

Kepemilikan Saham PTK
Tidak ada

*) berhenti menjabat per 16 September 2025

Residence
Jakarta

Nationality
Indonesian

Age/Place & Date of Birth
50 years old as of December 31, 2025/Soppeng, May 12, 1975

Legal Basis for Appointment
Served as Commissioner since September 11, 2020, based on Deed No. 15 dated November 23, 2020, for 1 (one) term of office (3 years). He was reappointed through the KPSSS on October 11, 2023, and Deed No. 29 dated October 17, 2023 (October 11, 2023 - October 10, 2026 (Term 2).

- Educational Background**
- Bachelor's Degree (S1) in Civil Engineering from Hasanuddin University, Makassar (1997);
 - Bachelor's Degree (S1) in Civil Engineering from STITEK Makassar;
 - Master's (S2) in Defense Studies from the Bandung Institute of Technology and Cranfield University, UK (2007);
 - Master's (S2) in International Relations from the Department of Political Science at Justus Liebig University Giessen, Germany (2008);
 - Associate Degree (D3) in Civil Engineering, Hasanuddin University, Makassar.

Certifications
Certified Risk Professional (CRP)

- Work History**
- Special Staff to the Minister of Forestry (2024-present);
 - Special Staff to the Minister of Agrarian Affairs and Spatial Planning/ Head of the National Land Agency (2022-2024);
 - Commissioner at the Institute for Transformation Studies (INTRANS) Jakarta (2022-present);
 - Director at the Institute for Transformation Studies (INTRANS) Jakarta (2013-2022);
 - Lecturer in the Department of International Relations, Paramadina University, Jakarta (2011-2013);
 - Program Officer for Peace and Democratization in Aceh at the Friedrich Ebert Stiftung (FES) Indonesia (2008-2011).

- Concurrent Positions**
- At PTK
None
 - At other institutions/companies
None

Affiliation
Has no affiliate relationships with other members of the Board of Commissioners, members of the Board of Directors, Major/Controlling Shareholders, or with the Government of Indonesia as the ultimate owner.

Share Ownership in PTK
None

*) dismissed as of September 16, 2025

PERUBAHAN KOMPOSISI DEWAN KOMISARIS SERTA ALASAN PERUBAHANNYA

Pada tahun 2025, terdapat beberapa perubahan komposisi anggota Dewan Komisaris PTK yaitu pada tanggal 16 September 2025 berdasarkan Akta No. 2 tanggal 8 Oktober 2025 tentang Pemberhentian Anggota Dewan Komisaris PTK oleh Notaris Yoanes Oetomo Putra, S.H., M.kn. Perusahaan memberhentikan dengan hormat Sdr. Andi Saiful Haq sebagai Komisaris.

Dengan demikian, jajaran Dewan Komisaris terbaru PTK sebagai berikut sampai dengan 31 Desember 2025 adalah sebagai berikut:

1. Komisaris Utama - Subagjo Hari Moeljanto
2. Komisaris - Amir Hamzah
3. Komisaris - Hartanto
4. Komisaris Independen - Agustinus Prasetyantoko

CHANGES TO THE COMPOSITION OF THE BOARD OF COMMISSIONERS AND THE REASONS FOR THE CHANGES

Reasons for the Changes In 2025, there were several changes to the composition of the Board of Commissioners of PTK. On September 16, 2025, based on Deed No. 2 dated October 8, 2025, concerning the Dismissal of Members of the Board of Commissioners of PTK, by Notary Yoanes Oetomo Putra, S.H., M.kn., the Company honorably dismissed Mr. Andi Saiful Haq as Commissioner.

Therefore, the latest composition of the Board of Commissioners of PTK as of December 31, 2025, is as follows:

1. President Commissioner - Subagjo Hari Moeljanto
2. Commissioner - Amir Hamzah
3. Commissioner - Hartanto
4. Independent Commissioner - Agustinus Prasetyatoko

Perubahan Susunan Anggota Direksi dan/ atau Anggota Dewan Komisaris yang Terjadi Setelah Tahun Buku Berakhir

Changes in the Composition of the Board of Directors and/or Board of Commissioners Occurring After the End of The Fiscal Year

Setelah tahun buku 2025 berakhir, Perseroan melakukan perubahan susunan pengurus sebagai bagian dari upaya penguatan tata kelola perusahaan serta penyesuaian terhadap kebutuhan organisasi dan arah strategis Perseroan. Perubahan tersebut ditetapkan berdasarkan Keputusan Pemegang Saham Secara Sirkuler tanggal 12 Mei 2026, yang memutuskan pemberhentian I Ketut Laba dari jabatannya sebagai Direktur Utama PT Pertamina Trans Kontinental sehubungan dengan penugasan yang bersangkutan sebagai Pj. SVP HSSE PT Pertamina (Persero).

Selanjutnya, untuk menjaga kelancaran operasional dan kesinambungan pengelolaan Perseroan sampai dengan ditetapkannya pejabat definitif Direktur Utama, Dewan Komisaris PT Pertamina Trans Kontinental menetapkan penunjukan Eko Cahyadi selaku Direktur Keuangan & SDM sebagai Pelaksana Tugas (Plt.) Direktur Utama berdasarkan Surat Penunjukan Pelaksana Tugas No. SPPLT-025/DEKOM.PTK/2026-S8.

Following the end of fiscal year 2025, the Company implemented changes to its management composition as part of efforts to strengthen corporate governance and align the organizational structure with the Company's strategic direction and business needs. The changes were stipulated through the Circular Resolution of Shareholders dated May 12, 2026, which resolved the dismissal of I Ketut Laba from his position as President Director of PT Pertamina Trans Kontinental in connection with his assignment as Acting Senior Vice President HSSE of PT Pertamina (Persero).

Furthermore, to ensure operational continuity and effective management of the Company until the appointment of a definitive President Director, the Board of Commissioners of PT Pertamina Trans Kontinental appointed Eko Cahyadi, Director of Finance & Human Resources, as Acting President Director based on Letter of Assignment No. SPPLT-025/DEKOM.PTK/2026-S8.

Adapun perubahan susunan Dewan Komisaris Perseroan setelah tahun buku 2025 berakhir adalah sebagai berikut:

The composition of the Company's Board of Commissioners following the end of fiscal year 2025 is as follows:

Nama Name	Jabatan Position	Periode Jabatan Term of Office
Subagio Hari Moeljanto	Komisaris Utama President Commissioner	10 Juli 2024 – Saat ini July 10, 2024 – Present
Hartanto	Komisaris Commissioner	12 Januari 2024 – Saat ini January 12, 2024 – Present
Amir Hamzah	Komisaris Commissioner	10 Juli 2024 – Saat ini July 10, 2024 – Present
Agustinus Prasetyantoko	Komisaris Independen Independent Commissioner	12 Februari 2024 – Saat ini February 12, 2024 – Present

Sementara itu, susunan Direksi Perseroan setelah tahun buku 2025 berakhir adalah sebagai berikut:

Meanwhile, the composition of the Company's Board of Directors following the end of fiscal year 2025 is as follows:

Nama Name	Jabatan Position	Periode Jabatan Term of Office
Eko Cahyadi	Direktur Keuangan & SDM merangkap Plt. Direktur Utama Director of Finance & Human Resources concurrently serving as Acting President Director	26 November 2025 – Saat ini November 26, 2025 – Present
Albertus Anto Budi Santosa	Direktur Pemasaran Director of Marketing	26 November 2025 – Saat ini November 26, 2025 – Present
Dewi Susanti	Direktur Armada Director of Fleet	26 November 2025 – Saat ini November 26, 2025 – Present
Yudi Wibisono	Direktur Operasi Director of Operations	15 Oktober 2024 – Saat ini October 15, 2024 – Present

Perubahan susunan pengurus tersebut diharapkan dapat semakin memperkuat efektivitas pengelolaan Perseroan, meningkatkan kualitas pengawasan, serta mendukung pencapaian target dan strategi bisnis Perseroan secara berkelanjutan.

The changes in the composition of the Company's management are expected to further strengthen the effectiveness of the Company's governance and oversight functions, while supporting the sustainable achievement of the Company's business strategies and performance targets.

Demografi Karyawan

Employee Demographics

Hingga akhir Desember 2025, PTK memiliki jumlah pegawai sebanyak 2.987 orang. Mengalami peningkatan dibanding tahun sebelumnya sebanyak 2.971 orang.

As of the end of December 2025, PTK had a total of 2,987 employees. This represents an increase compared to the previous year's total of 2,971 employees.

Berikut adalah komposisi jumlah pegawai per 31 Desember 2025 berdasarkan *gender*, jenjang jabatan, usia, tingkat pendidikan, status pegawai, dan unit kerja:

The following is the composition of the workforce as of December 31, 2025, based on gender, job level, age, education level, employee status, and work unit:

Komposisi SDM berdasarkan Gender

Workforce Composition by Gender

Keterangan Description	2025	2024	2023
Laki-laki Male	2.501	2.680	3.378
Perempuan Female	486	291	323
Jumlah Pegawai Total Employees	2.987	2.971	3.701

Komposisi SDM berdasarkan Jenjang Jabatan

Employee Composition by Position Level

Keterangan Description	2025	2024	2023
Eksekutif Executive	15	20	17
Manager Manager	14	34	75
Asisten Manager Assistant Manager	88	95	149
Staff dan Pekerja Laut Staff and Seafarers	205	189	851
Pekerja Tidak Tetap (TKJP) Temporary Workers (TKJP)	2.665	2.633	2.609
Jumlah Pegawai Total Employees	2.987	2.971	3.701

Komposisi SDM berdasarkan Usia

Employee Composition by Age

Keterangan Description	2025	2024	2023
<20 tahun <20 years of age	0	-	-
21-30 tahun 21-30 years of age	570	533	510
31-40 tahun 31-40 years of age	1.140	1.105	1.329
41-50 tahun 41-50 years of age	901	911	1.171

Komposisi SDM berdasarkan Usia

Employee Composition by Age

Keterangan Description	2025	2024	2023
51-55 tahun 51-55 years of age	369	358	548
>55 tahun >55 years of age	7	64	143
Jumlah Pegawai Total Employees	2.987	2.971	3.701

Komposisi SDM berdasarkan Tingkat Pendidikan

Employee Composition by Employee Status

Keterangan Description	2025	2024	2023
Pasca Sarjana Postgraduate	55	48	64
Sarjana Bachelor's Degree	737	745	773
Diploma Diploma	255	283	387
SMA Senior High School	1.875	1.848	2.063
Lain-lain (Ijazah Laut) Others (Maritime Certificates)	65	47	414
Jumlah Pegawai Total Employees	2.987	2.971	3.701

Komposisi SDM berdasarkan Status Pegawai

Employee Composition by Employee Status

Keterangan Description	2025	2024	2023
Pegawai Tidak Tetap (TKJP) Temporary Employees (TKJP)	2.665	2.633	2.609
Pegawai Kontrak (PWT) Contract Employees (PWT)	10	25	547
Pegawai Tetap (PWTT) Permanent Employees (PWTT)	312	313	545
Jumlah Pegawai Total Employees	2.987	2.971	3.701

Komposisi SDM berdasarkan Unit Kerja

Employee Composition by Work Unit

Keterangan Description	2025	2024	2023
Non Direktorat Non-Directorate	99	112	125
Direktorat Operasi Operations Directorate	85	96	701
Direktorat Armada Fleet Directorate	101		
Direktorat Pemasaran Marketing Directorate	2.560	2.540	2.759
Direktorat Keuangan & SDM Finance & Human Capital Directorate	96	95	95
Lain-Lain (Organisasi Project) Others (Project Organization)	147	128	21
Jumlah Pegawai Total Employees	2.987	2.971	3.701

Informasi Pemegang Saham

Shareholder Information

Struktur Pemegang Saham Perusahaan pada awal dan akhir tahun buku 2025, adalah sebagai berikut:

The Company's shareholder structure at the beginning and end of the 2025 fiscal year is as follows:

Pemegang Saham Shareholders	1 Januari 2025 January 1, 2025		31 Desember 2025 January 31, 2025	
	Jumlah Saham (lembar) Number of Shares (shares)	Komposisi Composition	Jumlah Saham (lembar) Number of Shares (shares)	Komposisi Composition
Kepemilikan Saham di atas 5% Share Ownership above 5%				
PT Pertamina International Shipping				
Saham Seri A Series A Shares	1.234.737	99,93	1.234.737	99,93
Saham Seri B Series B Shares	819	0,06	819	0,06
Kepemilikan Saham di bawah 5% Share Ownership below 5%				
PT Pertamina Pedeve Indonesia (Saham Seri A)	10	0,01	10	0,01
Jumlah Total	1.235.566	100,00	1.235.566	100,00

INFORMASI KEPEMILIKAN SAHAM PERUSAHAAN OLEH DEWAN KOMISARIS DAN DIREKSI

INFORMATION ON SHAREHOLDINGS IN THE COMPANY BY THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

Hingga akhir Desember 2025, tidak terdapat Dewan Komisaris dan Direksi yang memiliki saham PTK baik secara langsung dan tidak langsung maupun di Perusahaan Lain.

As of the end of December 2025, no members of the Board of Commissioners or the Board of Directors held shares in PTK, either directly or indirectly, or in any other company.

INFORMASI PEMEGANG SAHAM DAN PERSENTASE KEPEMILIKAN BERDASARKAN KLASIFIKASI

SHAREHOLDER INFORMATION AND OWNERSHIP PERCENTAGES BY CLASSIFICATION

Kepemilikan Saham Share Ownership	Jumlah Saham Number of Shares
Kepemilikan institusi lokal Local institutional ownership	1.235.566
Kepemilikan individu lokal Local Individual Ownership	Nihil None
Kepemilikan institusi asing Foreign institutional ownership	Nihil None
Kepemilikan individu lokal Local individual ownership	Nihil None

INFORMASI PEMEGANG SAHAM UTAMA DAN PENGENDALI

INFORMATION ON MAJOR SHAREHOLDERS AND CONTROLLING PARTIES

Nama Pemegang Saham Shareholder Name	Persentase Kepemilikan Ownership Percentage
PT Pertamina (Persero)	100,00%

PT Pertamina (Persero) merupakan entitas induk PTK yang memiliki 100,00% saham PTK, baik langsung maupun tidak langsung. Sebagai pemilik saham penuh atau 100,00% dari PT Pertamina (Persero), Pemerintah Republik Indonesia bertindak selaku entitas pemilik akhir PTK.

PT Pertamina (Persero) is the parent entity of PTK, holding 100.00% of PTK's shares, both directly and indirectly. As the sole shareholder (100.00%) of PT Pertamina (Persero), the Government of the Republic of Indonesia acts as the ultimate owner of PTK.



Daftar Entitas Anak, Perusahaan Asosiasi, dan Ventura Bersama

List of Subsidiaries, Associated Companies, and Joint Ventures

Hingga akhir 31 Desember 2025, PTK memiliki Entitas Anak yaitu PT Pertamina Port and Logistics, PT Pertamina Marine Engineering, PT Pertamina Marine Solutions, dan Perusahaan Patungan (*Joint Venture*) yaitu PT Trans Yeong Maritime.

As of December 31, 2025, PTK has the following Subsidiaries: PT Pertamina Port and Logistics, PT Pertamina Marine Engineering, PT Pertamina Marine Solutions, and the Joint Venture PT Trans Yeong Maritime.

ENTITAS ANAK

SUBSIDIARY

Nama Perusahaan Company Name	Bidang Usaha Line of Business	Domisili Domicile	Tahun Pendirian Year of Establishment	Tahun Beroperasi Year of Operation	Tahun Penyertaan Modal Year of Capital Contribution	Persentase Kepemilikan Ownership Percentage		Aset Assets		Status Operasi Operational Status
						2025 (Rp-juta) (Rp-million)	2024 (Rp-juta) (Rp-million)	2025 (Rp-juta) (Rp-million)	2024 (Rp-juta) (Rp-million)	
PT Pertamina Port and Logistics	Badan usaha pelabuhan meliputi port operation, stevedoring, cargo doring, bunkering fuel & water Logistic service meliputi fasilitas warehouse & open storage Pilotage service and port management Port business entity covering port operations, stevedoring, cargo handling, and fuel and water bunkering Logistics services include warehouse and open storage facilities Pilotage services and port management	Batam	10 Februari 1986 February 10, 1986	1986	1986	99,753%	99,753%	917.739	841.699	Beroperasi Operating
PT Pertamina Marine Engineering	Engineering Procurement, Construction & Diversifikasi Usaha, Pengerukan & Reklamasi, Pekerjaan Bawah Air Engineering, Procurement, Construction & Business Diversification, Dredging & Land Reclamation, Underwater Works	Jakarta	6 November 1991 November 6, 1991	1991	1991	99,167%	99,167%	441.080	383.385	Beroperasi Operating

Nama Perusahaan Company Name	Bidang Usaha Line of Business	Domisili Domicile	Tahun Pendirian Year of Establishment	Tahun Beroperasi Year of Operation	Tahun Penyertaan Modal Year of Capital Contribution	Persentase Kepemilikan Ownership Percentage		Aset Assets		Status Operasi Operational Status
						2025 (Rp-juta) (Rp-million)	2024 (Rp-juta) (Rp-million)	2025 (Rp-juta) (Rp-million)	2024 (Rp-juta) (Rp-million)	
PT Pertamina Marine Solutions	Jasa Angkutan, Ship Management, Crewing, Jasa Penyediaan Tenaga Kerja, Jasa Perdagangan dan Kegiatan Usaha yang terkait dan/atau menunjang kegiatan usaha di bidang Jasa Pelayaran, Jasa Angkutan dan Jasa Logistik Transportation Services, Ship Management, Crewing, Labor Supply, Trading Services, and business activities related to and/or supporting business operations in the fields of Shipping Services, Transportation Services, and Logistics Services	Jakarta	5 Juni 1987 June 5, 1987	1987	1987	99,998%	99,998%	877.255	763.480	Beroperasi Operating

INFORMASI SINGKAT ENTITAS ANAK

BRIEF INFORMATION ON SUBSIDIARIES

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PT Pertamina Ports and Logistics

PT Pertamina Ports and Logistics

Dasar Hukum Pendirian Legal Basis for Establishment	Akta pendirian No. 48 tanggal 10 Februari 1986 dibuat di hadapan NY Yetty Taher S.H, M, Notaris di Jakarta Deed of Incorporation No. 48 dated February 10, 1986, executed before NY Yetty Taher, S.H., M., Notary in Jakarta
Status Badan Hukum Legal Entity Status	Perseroan Terbatas ("PT"); Penanaman Modal Dalam Negeri ("PMDN") Limited Liability Company ("PT"); Domestic Investment ("PMDN")
Alamat Kantor Pusat Head Office Address	Jl. Raya Pelabuhan Kabil Raya No. 1, Kabil Batam 29467 Kepulauan Riau, Indonesia
Website Website	www.pertamina-ppl.com
Email Email	marketing.ppl@pertamina.com
Telepon Phone	+62778 711 543, 711 126
Faksimili Fax	+62778 711 842
Manajemen Perusahaan (per 31 Desember 2025) Company Management (as of December 31, 2025)	Dewan Komisaris Board of Commissioners Harris Abdi Sembiring Direksi Board of Directors Albertus Anto Budi Santosa

PT Pertamina Marine Engineering

Dasar Hukum Pendirian Legal Basis for Establishment	Akta pendirian No. 62 tanggal 6 November 1991, dibuat di hadapan Sinta Susikto, S.H., Notaris di Jakarta Deed of Incorporation No. 62 dated November 6, 1991, executed before Sinta Susikto, S.H., Notary in Jakarta
Status Badan Hukum Legal Entity Status	Perseroan Terbatas ("PT"); Penanaman Modal Dalam Negeri ("PMDN") Limited Liability Company ("PT"); Domestic Investment ("PMDN")
Alamat Kantor Pusat Head Office Address	Gedung PT Pertamina Trans Kontinental Area Logistik Pertamina Pertamina Logistics Area Jl. Yos Sudarso Kav. 205, Sunter, Tanjung Priok Jakarta Utara 14350, Indonesia
Website Website	www.pertamina-pme.com
Email Email	headoffice@pertamina-me.com
Telepon Phone	+6221 2961 5165
Faksimili Fax	+6221 2961 5166
Manajemen Perusahaan (per 31 Desember 2025) Company Management (as of December 31, 2025)	Dewan Komisaris Board of Commissioners Tafkir Direksi Board of Directors Heri Santika Permana

PT Pertamina Marine Engineering

PT Pertamina Marine Solutions

Dasar Hukum Pendirian Legal Basis for Establishment	Akta pendirian No. 20 tanggal 5 Juni 1987, dibuat di hadapan Notaris Yudo Paripurno, SH dengan nama awal "PT Peteka Karya Samudera" dan diubah berdasarkan risalah rapat yang telah diaktakan dengan No. 68 pada 21 Januari 1988 menjadi "PT Peteka Karya Gapura" Deed of Incorporation No. 20 dated June 5, 1987, executed before Notary Yudo Paripurno, SH, under the original name "PT Peteka Karya Samudera," and amended pursuant to the minutes of the meeting recorded in Deed No. 68 on January 21, 1988, to "PT Peteka Karya Gapura"
Status Badan Hukum Legal Entity Status	Perseroan Terbatas ("PT"); Penanaman Modal Dalam Negeri ("PMDN") Limited Liability Company ("PT"); Domestic Investment ("PMDN")
Alamat Kantor Pusat Head Office Address	Gedung Kontinental I Kontinental Building Jl.Yos Sudarso Kav. 32-34, Kebon Bawang, Tanjung Priok, Jakarta Utara 14350, Indonesia
Website Website	www.pertamina-pmsol.com
Email Email	pmsol.pusat@pertamina-ms.com
Telepon Phone	+6221 6530 7030
Faksimili Fax	+6221 651 0030
Manajemen Perusahaan (per 31 Desember 2025) Company Management (as of December 31, 2025)	Dewan Komisaris Board of Commissioners Kiagus Muhammad Syahid Nurhaznan Direksi Board of Directors Dr. Dian Prama Irfani

PT Pertamina Marine Solutions

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PERUSAHAAN PATUNGAN (JOINT VENTURE)

JOINT VENTURE

Nama Perusahaan Company Name	Bidang Usaha Line of Business	Domisili Domicile	Tahun Pendirian Year of Establishment	Tahun Beroperasi Year of Operation	Tahun Penyertaan Modal Year of Capital Contribution	Persentase Kepemilikan Ownership Percentage		Aset Assets		Status Operasi Operational Status
						2025 (Rp-juta) (Rp-million)	2024 (Rp-juta) (Rp-million)	2025 (Rp-juta) (Rp-million)	2024 (Rp-juta) (Rp-million)	
Trans Yeong Maritime	Jasa pelayanan kepelabuhan laut. Maritime port services	Jakarta	16 September 2014 September 16, 2014	2015	2014	51,00%	51,00%	257.275	246.982	Beroperasi Operating

INFORMASI SINGKAT
PERUSAHAAN PATUNGAN

BRIEF INFORMATION ON THE JOINT VENTURE

Trans Yeong Maritime		Trans Yeong Maritime	
Dasar Hukum Pendirian Legal Basis for Establishment	Akta Pendirian No. 41 tanggal 16 September 2014, dibuat di hadapan Dewantari Handayani, SH, MPA, Notaris di Jakarta Deed of Establishment No. 41 dated September 16, 2014, executed before Dewantari Handayani, SH, MPA, Notary in Jakarta		
Status Badan Hukum Legal Entity Status	Perseroan Terbatas ("PT"); Penanaman Modal Asing ("PMA") Limited Liability Company ("PT"); Foreign Direct Investment ("PMA")		
Alamat Kantor Pusat Head Office Address	Gedung PT Pertamina Trans Kontinental PT Pertamina Trans Kontinental Building Area Logistik Armada Perkapalan Lt. 2 Jl. Yos Sudarso Kav. 34, Tanjung Priok Jakarta Utara 14320, Indonesia		
Website Website	www.tym-shipping.com		
Email Email	tymho@tym-shipping.com		
Telepon Phone	+6221 6530 7032		
Faksimili Fax	+6221 651 6375		
Manajemen Perusahaan (per 31 Desember 2025) Company Management (as of December 31, 2025)	Dewan Komisaris Board of Commissioners Komisaris Utama President Commissioner : Djohardi Angga Kusumah Komisaris Commissioner : Uly Yulianty Koswara Direksi Board of Directors Direktur Utama President Director : Soleh Komarudin		

RINGKASAN INFORMASI KINERJA KEUANGAN
PADA ENTITAS ANAK PERUSAHAAN,
PERUSAHAAN PATUNGAN DAN AFILIASI

SUMMARY OF FINANCIAL PERFORMANCE
INFORMATION FOR SUBSIDIARIES,
JOINT VENTURES, AND AFFILIATES

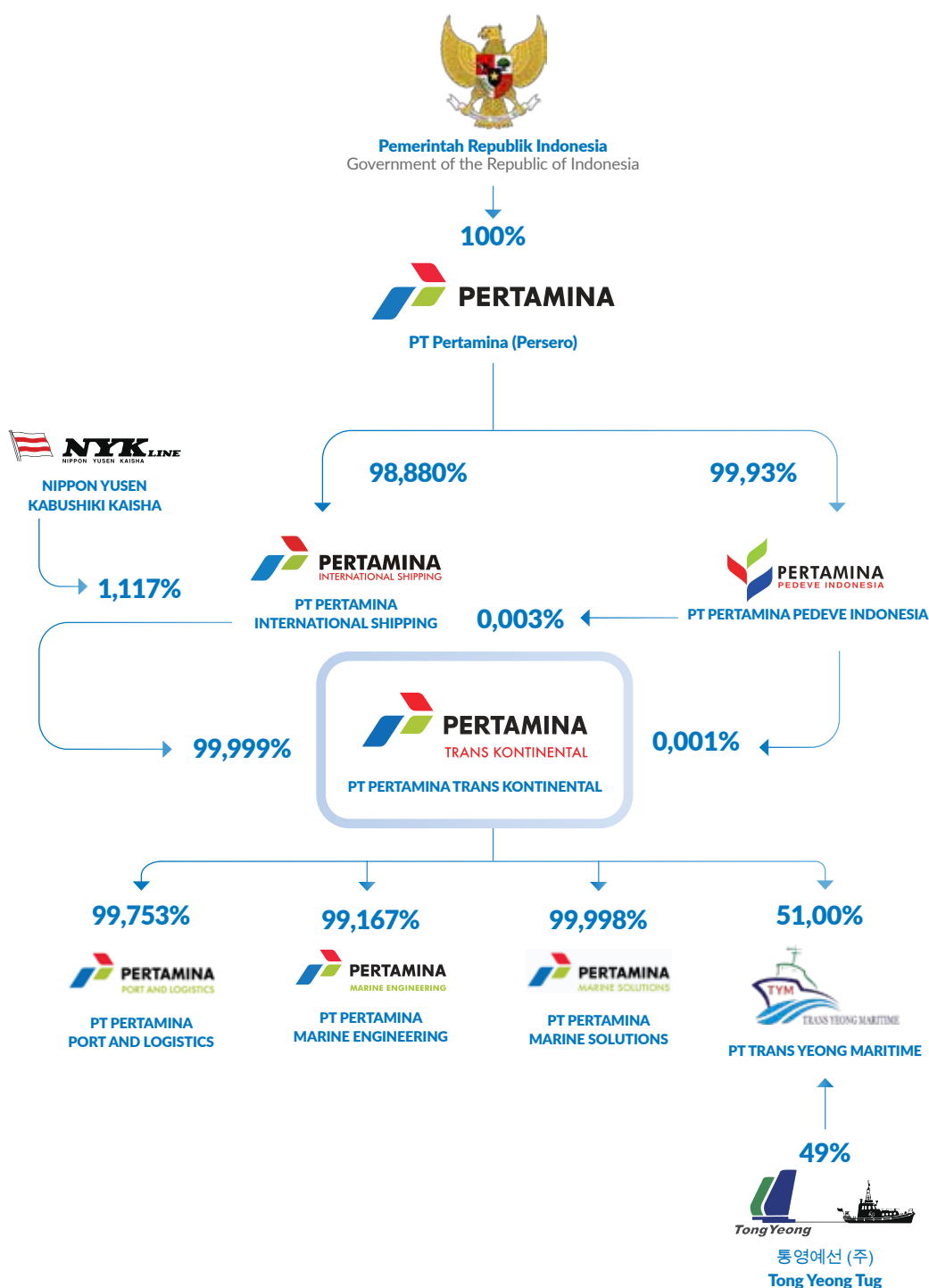
Nama Perusahaan Company Name	Total Aset Total Assets		Total Liabilitas Total Liabilities		Total Ekuitas Total Equity		Pendapatan Revenue		Laba Bersih Net Profit	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
PT Trans Yeong Maritime	257.275	246.982	48.533	39.132	208.742	207.849	178.388	184.618	51.991	63.874
PT Pertamina Marine Engineering	441.080	383.385	263.061	218.093	178.019	165.292	606.525	536.367	13.325	6.909
PT Pertamina Port and Logistics	917.739	841.699	417.979	384.921	499.759	456.777	1.815.515	1.431.618	262.583	235.374
PT Pertamina Marine Solutions	877.255	763.480	355.293	346.990	521.962	416.490	2.639.443	2.187.811	127.024	132.586

Struktur Grup Perusahaan

Corporate Group Structure

PT Pertamina Trans Kontinental merupakan Anak Perusahaan PT Pertamina International Shipping yang digambarkan sebagai berikut:

PT Pertamina Trans Kontinental is a subsidiary of PT Pertamina International Shipping, as illustrated below:



Kronologi Penerbitan dan/atau Pencatatan Saham

Chronology of Share Issuance and/or Listing

Sampai dengan 31 Desember 2025, PTK tidak menerbitkan saham sehingga tidak terdapat informasi terkait tahun penerbitan saham, jumlah saham, nilai nominal saham, dan harga penawaran saham untuk masing-masing tindakan korporasi (*corporate action*), jumlah saham tercatat setelah masing-masing tindakan korporasi (*corporate action*), dan nama bursa dimana saham perusahaan dicatatkan.

As of December 31, 2025, PTK has not issued any shares; therefore, there is no information regarding the year of share issuance, the number of shares, the par value of shares, and the offering price of shares for each corporate action, the number of shares listed after each corporate action, and the name of the stock exchange where the company's shares are listed.

Kronologi Penerbitan dan/atau Efek Lainnya

Chronology of Issuance and/or other Securities

Sampai dengan 31 Desember 2025, PTK tidak menerbitkan efek sehingga tidak terdapat informasi terkait nama efek, tahun penerbitan efek, tingkat bunga/imbalan efek lainnya, dan tanggal jatuh tempo efek, nilai penawaran efek, nama bursa dimana efek lainnya dicatatkan, dan peringkat efek.

As of December 31, 2025, PTK has not issued any securities; therefore, there is no information regarding the name of the securities, the year of issuance, the interest rate or yield of the securities, the maturity date, the offering price, the name of the exchange where the securities are listed, or the credit rating of the securities.

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Akuntan Publik dan Kantor Akuntan Publik

Public Accountants and Public Accounting Firms

Nama KAP Name of Public Accounting Firm	KANTOR AKUNTAN PUBLIK (KAP) RINTIS, JUMADI, RIAN TO & REKAN PUBLIC ACCOUNTING FIRM (KAP) RINTIS, JUMADI, RIAN TO & PARTNERS
Alamat Address	World Trade Center 3 Jl. Jenderal Sudirman Kav. 29-31, Jakarta, 12920
Akuntan Publik Public Accountant	Yusron
Periode Penugasan Assignment Period	Periode Tahun Buku 2025, 2026, dan 2027 Fiscal Years 2025, 2026, and 2027
Jasa yang Diberikan Services Provided	Jasa Audit atas Laporan Keuangan Konsolidasian PT Pertamina International Shipping dan Anak Perusahaan Audit Services for the Consolidated Financial Statements of PT Pertamina International Shipping and its Subsidiaries
Biaya Jasa Audit Audit Fees	Rp3.500.000.000,- (2025)
Jasa Non-Audit yang Diberikan Non-Audit Services Provided	-
Biaya Jasa Non-Audit Non-Audit Service Fees	-

Lembaga dan/atau Profesi Penunjang

Supporting Institutions and/or Professions

NOTARIS

Nama Lembaga/Profesi Name of Institution/Profession	- Ivan Lazuardi Suwana, SH., M.Kn - Yoanes Oetomo Putra, S.H., M.Kn
Alamat Address	- Grand Slipi Tower Lt. 16 Unit B1, Jl. S. Parman Kav 22-24 Jakarta - Komplek Ruko PCI Blok A4 No. 13, RT 003/RW 006, Cilegon, Banten - Grand Slipi Tower, 16th Floor, Unit B1, Jl. Letjen S. Parman Kav. 22-24, Jakarta, Indonesia. - PCI Commercial Complex, Block A4 No. 13, RT 003/RW 006, Cilegon, Banten

NOTARY

KONSULTAN HUKUM

Nama Lembaga/Profesi Name of Institution/Profession	- Verry Sitorus & Partner - Indra Firman & Associates - Ihza & Ihza Law Firm - JIP Lawyers - RNJ & Associates - Firma Hukum Jhon Fiter Saiman, S.H.
Alamat Address	- Gedung KOPI, Lt. 1, Jl. R.P Soeroso No. 20, Cikini, Menteng, Jakarta Pusat 10330 - Menara Karya Lt. 28, Jl. H.R. Rasuna Said Blok X5 Kav. 1-2, DKI Jakarta 12950 - District 8 SCBD, Prosperity Tower Lt. 19 F, Jl. Senopati Raya No. 8 LOT 28, RT 8/RW 3, Senayan, Kebayoran Baru, Jakarta Selatan 12190 - AXA Tower Lt. 45, Jl. Prof DR. Satrio, Kav. 18, Kuningan, Setiabudi, Jakarta 12940 - Jl. Mustika No. 143 R, Ngagel, Kec. Wonokromo, Kota Surabaya, Jawa Timur 60246 - Jl. Jend. Sudirman No. 19C LT I-III, Kota Prabumulih, Sumatera Selatan 31146 - KOPI Building, 1st Floor, Jl. R.P. Soeroso No. 20, Cikini, Menteng, Central Jakarta 10330 - Menara Karya, 28th Floor, Jl. H.R. Rasuna Said Block X5 Kav. 1-2, Jakarta 12950 - District 8 SCBD, Prosperity Tower, 19th Floor, Unit F Jl. Senopati Raya No. 8, Lot 28, RT 008/RW 003, Senayan, Kebayoran Baru, South Jakarta 12190 - AXA Tower, 45th Floor Jl. Prof. Dr. Satrio Kav. 18, Kuningan, Setiabudi, Jakarta 12940 - Jl. Mustika No. 143 R, Ngagel Wonokromo District, Surabaya City, East Java 60246 - Jl. Jend. Sudirman No. 19C, Floors I-III Prabumulih City, South Sumatra 31146

LEGAL CONSULTANT

JASA PENILAI

Nama Lembaga/Profesi Name of Institution/Profession	KJPP Toto Suharto & Rekan Kantor Cabang Tangerang Toto Suharto & Partners Public Appraisal Service Office (KJPP), Tangerang Branch Office
Alamat Address	Komplek Rukan Ginza Blok A No. 19, Jalan KH. Hasyim Ashari, Kelurahan Neroktog, Kecamatan Pinang, Kota Tangerang Provinsi Banten - 15145 Komplek Ruko Ginza, Block A No. 19, KH. Hasyim Ashari Street, Neroktog Village, Pinang District, Tangerang City, Banten Province 15145, Indonesia

APPRAISAL SERVICES

Informasi Website Perusahaan Company Website Information

PTK menyediakan informasi bagi publik yang senantiasa dimutakhirkan secara berkala melalui sejumlah media diantaranya *website* Perusahaan. Situs *website* PTK dapat diakses di <https://www.pertamina-ptk.com>. Informasi dan data PTK yang dipublikasikan di *website* Perusahaan mengacu pada Surat Keputusan Direksi tentang Kebijakan Pengelolaan Informasi, Data, dan Dokumen.

Website PTK dapat diakses dengan mudah oleh masyarakat luas. Informasi pada *website* PTK sebagian besar tersedia dalam Bahasa Indonesia dan beberapa menggunakan Bahasa Inggris antara lain mencakup:

1. Tentang Kami terdiri dari informasi mengenai; Gambaran Perusahaan; Visi, Misi & Nilai; Sejarah; Tata Kelola Perusahaan; Manajemen Puncak;
2. Keberlanjutan terdiri dari informasi mengenai *Health, Safety, Security and Environment*; Tanggung Jawab Sosial Lingkungan;
3. Bisnis PTK terdiri dari informasi mengenai Layanan Kami; Kompetensi Inti; Wilayah Operasi; Armada;
4. *Stakeholder* terdiri dari informasi mengenai Laporan Tahunan; Laporan Keberlanjutan; Laporan Keuangan; Penghargaan & Sertifikasi;
5. Berita & Media terdiri dari informasi Rilis Berita; Galeri.

Berikut ceklist ketersediaan Informasi pada Situs *web* PTK Berdasarkan POJK No. 8/POJK.4/2015:

PTK provides information to the public that is regularly updated through various media, including the Company's website. The PTK website can be accessed at <https://www.pertamina-ptk.com>. The information and data published on the Company's website are in accordance with the Board of Directors' Decision on the Policy for the Management of Information, Data, and Documents.

The PTK website is easily accessible to the general public. Information on the PTK website is mostly available in Indonesian, with some sections in English, including:

1. About Us, which consists of information regarding: Company Overview; Vision, Mission & Values; History; Corporate Governance; Senior Management;
2. Sustainability consists of information regarding Health, Safety, Security, and Environment; Social and Environmental Responsibility;
3. PTK Business consists of information regarding Our Services; Core Competencies; Operating Areas; Fleet;
4. The Stakeholders section includes information on the Annual Report; Sustainability Report; Financial Statements; Awards & Certifications;
5. News & Media consists of information on Press Releases; Gallery.

The following is a checklist of information availability on PTK's website based on POJK No. 8/POJK.4/2015:

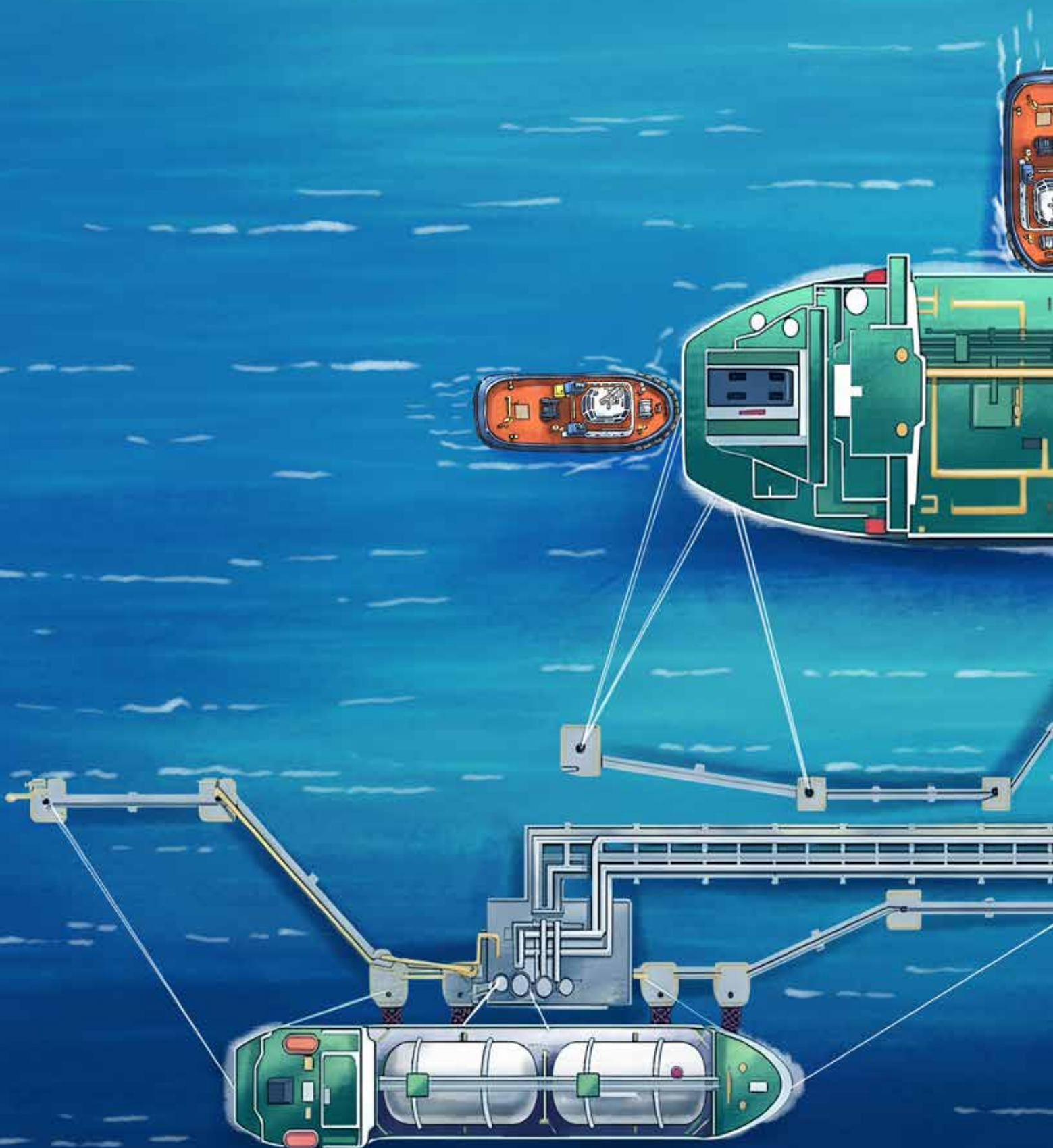
Uraian Description	Ketersediaan Availability	Keterangan Notes
Informasi Pemegang Saham sampai dengan Pemilik Akhir Individu Information on Shareholders up to Individual Ultimate Owners	x	-
Isi Kode Etik Code of Ethics Contents	√	https://www.pertamina-ptk.com/About/History/GCG
Informasi Rapat Umum Pemegang Saham (RUPS) paling kurang meliputi bahan mata acara yang dibahas dalam RUPS, ringkasan risalah RUPS, dan informasi tanggal penting yaitu tanggal pengumuman RUPS, tanggal pemanggilan RUPS, tanggal RUPS, tanggal ringkasan risalah RUPS diumumkan Information regarding the General Meeting of Shareholders (GMS) must include at least the following: agenda items discussed at the GMS, a summary of the GMS minutes, and key dates, namely the date of the GMS announcement, the date of the GMS notice, the date of the GMS, and the date the summary of the GMS minutes is published	x	-
Laporan Keuangan Tahunan (5 tahun terakhir) Annual Financial Reports (last 5 years)	√	https://www.pertamina-ptk.com/Stakeholder/Investors/Financial
Profil Dewan Komisaris dan Direksi Profiles of the Board of Commissioners and Board of Directors	√	https://www.pertamina-ptk.com/About/Management
Piagam/Charter Dewan Komisaris, Direksi, Komite-Komite, dan Unit Audit Internal Charter of the Board of Commissioners, Board of Directors, Committees, and Internal Audit Unit	√	https://www.pertamina-ptk.com/About/History/GCG

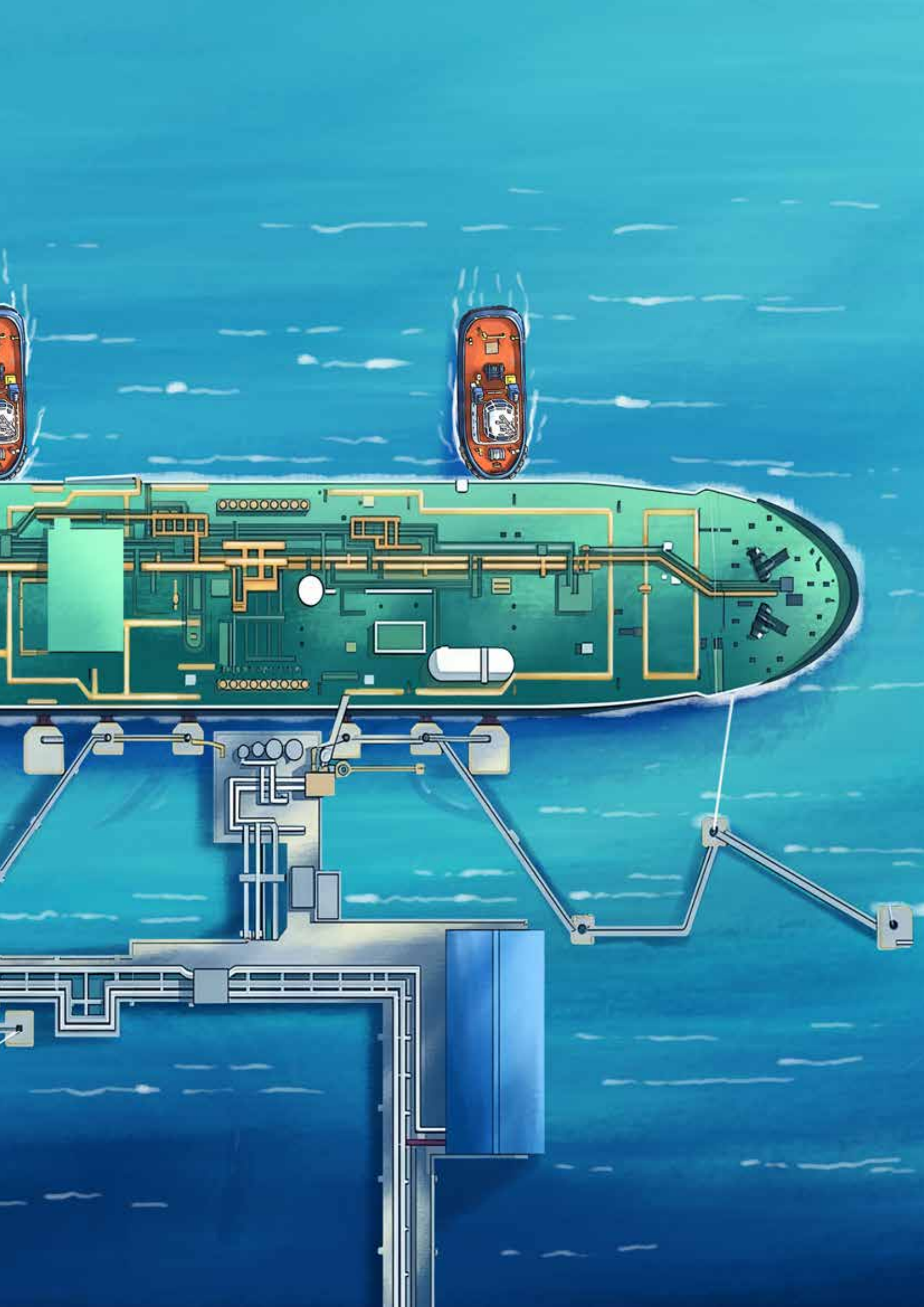
√ = tersedia pada situs web Perusahaan | available on the Company's website

x = belum tersedia pada situs web Perusahaan | not yet available on the Company's website

Tinjauan Pendukung Bisnis

Business Support Overview





Sumber Daya Manusia

Human Capital

PETA JALAN PENGELOLAAN SDM

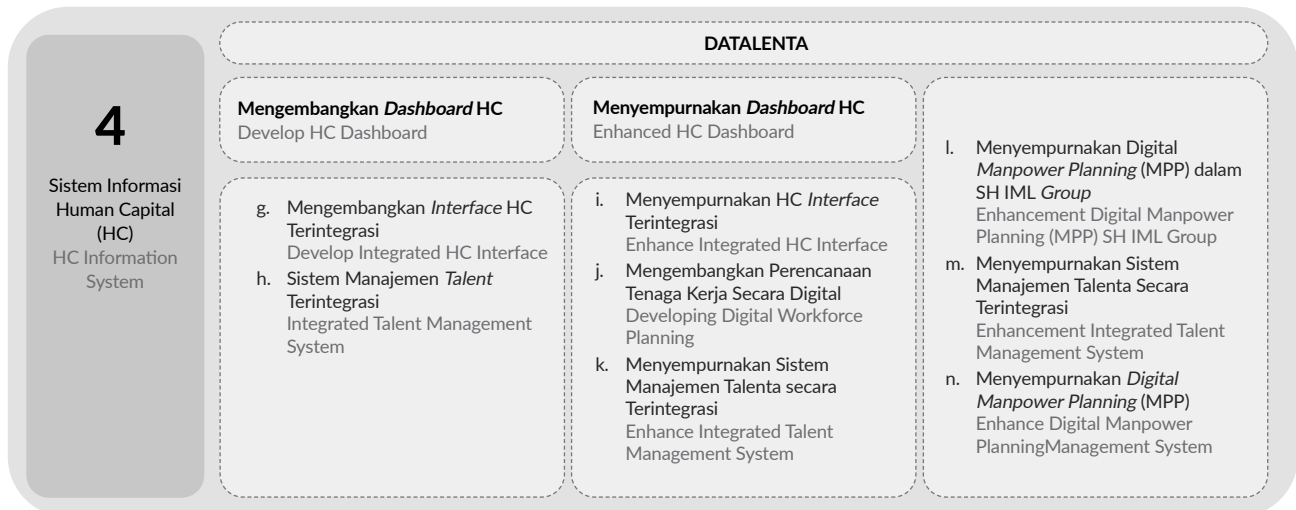
Peta jalan (*roadmap*) pengembangan SDM mengacu kepada visi PTK 2026 menjadi perusahaan global yang kompetitif pada lini bisnisnya. Secara bertahap, berikut fokus Fungsi Human Capital secara bertahap.

HUMAN CAPITAL MANAGEMENT ROADMAP

The Human Capital development roadmap refers to PTK's 2026 vision of becoming a globally competitive company within its line of business. Accordingly, the following outlines the phased priorities of the Human Capital function.

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2022-2023: STRENGTHENING FUNDAMENTALS

Fokus Fungsi *Human Capital* dalam melakukan penetapan organisasi sesuai dengan klusterisasi bisnis PTK Group beserta konsekuensi variabel kelengkapannya (matriks RASCI dan uraian jabatan) akan menjadi perhatian pada tahun 2022 dan 2023. Penyelarasan kebijakan remunerasi untuk memenuhi sisi compliance standar Pertamina dan penguatan matriks kompetensi akan dilanjutkan agar sesuai dengan kebutuhan dan tantangan bisnis.

Peningkatan produktivitas melalui pendekatan kultur yang tepat akan didorong oleh pengembangan penerapan sistem pengelolaan SDM yang lebih baik. *Tool Human Capital Analytics* dan *Career Mapping* akan menjadi sentral perbaikan berkesinambungan yang sehubungan dengan performance organisasi dan pengelolaan talenta.

Hal ini ditopang juga oleh kampanye intensif terkait kultur kolaboratif antar fungsi untuk mempertinggi resultan pencapaian perusahaan.

2024-2025: ACCELERATION

Untuk mempersiapkan pekerja PTK dalam menghadapi perluasan bisnis perusahaan, akan dilakukan pengukuran kompetensi secara bertahap untuk dapat memantau tingkat kompetensi pekerja. Hasil *assessment* akan menjadi material penyesuaian matriks kompetensi.

Melalui usaha penyempurnaan layanan berupa penguatan sistem operasional SDM, pemberdayaan *human capital tools*, serta menjadi *culture champion*, diharapkan manajemen Fungsi *Human Capital* dapat proaktif dalam memberikan insight dan solusi atas tantangan yang dihadapi perusahaan.

Melalui perkembangan inkremental pada tahun-tahun sebelumnya, praktek SDM PTK diharapkan menjadi *center of excellence* sebagai pusat keunggulan pengelolaan SDM di SH IML maupun di Pertamina Group.

2022-2023: STRENGTHENING FUNDAMENTALS

The Human Capital function focused on establishing an organizational structure aligned with the business clustering of the PTK Group, along with its supporting elements (RASCI matrix and job descriptions), as a key priority during 2022 and 2023. The alignment of remuneration policies to meet Pertamina's compliance standards and the strengthening of the competency matrix were also pursued to ensure alignment with evolving business needs and challenges.

Productivity enhancement, supported by an appropriate cultural approach, was driven through the development of more effective human capital management systems. Human Capital Analytics tools and Career Mapping became central to continuous improvement efforts, particularly in relation to organizational performance and talent management.

These initiatives were further reinforced by intensive campaigns promoting a collaborative culture across functions to maximize overall corporate performance outcomes.

2024-2025: ACCELERATION

To prepare PTK employees for the Company's business expansion, competency assessments will be conducted progressively to monitor workforce capability levels. The results of these assessments will serve as the basis for refining the competency matrix.

Through efforts to enhance services by strengthening HR operational systems, optimizing human capital tools, and acting as a culture champion, the Human Capital function is expected to take a more proactive role in providing insights and solutions to the challenges faced by the Company.

Building on incremental progress in previous years, PTK's HR practices are expected to evolve into a center of excellence for human capital management within SH IML as well as the Pertamina Group.

Selaras dengan perkembangan dan rencana bisnis PTK, evaluasi struktur organisasi perusahaan akan kembali dilakukan untuk meningkatkan efektivitas dan efisiensi organisasi.

2026-2027 ONWARDS: TOWARDS GLOBAL MARITIME COMPANY

Kelincahan organisasi harus dapat mengimbangi laju bisnis perusahaan yang sedang dalam masa perluasan jangkauan bisnis. Fungsi Human Capital berencana akan melakukan *improvement* organisasi untuk mengatasi permasalahan yang muncul terkait hal ini.

Sebagai perusahaan global, struktur remunerasi & benefit akan tetap dijaga kompetitif dan menjadi salah satu strategi penting dalam *employee retention*. Pembaharuan fundamental matriks kompetensi dan *career mapping* untuk ketahanan organisasi dalam tantangan global akan menjadi perhatian utama dalam menyambut tantangan bisnis global.

In line with PTK's business development and plans, the Company will also reassess its organizational structure to further improve organizational effectiveness and efficiency.

2026-2027 ONWARDS: TOWARDS GLOBAL MARITIME COMPANY

Organizational agility must keep pace with the Company's accelerating business expansion. The Human Capital function plans to implement organizational improvements to address emerging challenges related to this growth.

As a global company, the remuneration and benefits structure will be maintained at a competitive level and will remain a key strategy for employee retention. Fundamental enhancements to the competency matrix and career mapping, aimed at strengthening organizational resilience in the face of global challenges, will be a primary focus in navigating the global business landscape.

Profil dan Komposisi Pekerja

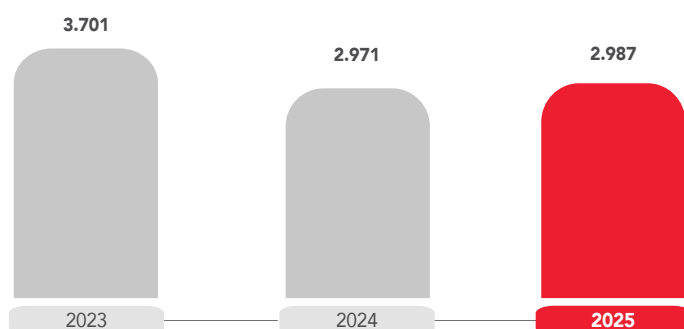
Employee Profile and Composition

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Hingga 31 Desember 2025, jumlah pekerja PTK mencapai 2.987 orang, naik dibandingkan tahun 2024 yang tercatat sebanyak 2.971 orang. Kenaikan ini dipengaruhi oleh kebutuhan operasional Perusahaan.

As of December 31, 2025, total employee of PTK reached 2,987 employees, an increase from 2,971 employees in 2024. This growth was driven by the Company's operational needs.

Grafik Jumlah Pekerja (Orang)
Graph of Total Employees (People)



Informasi lebih lanjut mengenai komposisi pekerja telah disampaikan pada bagian Profil Perusahaan.

Further information on employee composition is presented in the Company Profile section.

Perencanaan Tenaga Kerja Manpower Planning

Perencanaan tenaga kerja pada Tahun Buku 2025 terus dievaluasi secara adaptif dengan mempertimbangkan kebutuhan organisasi, dinamika industri jasa maritim, serta perkembangan bisnis PT Pertamina Trans Kontinental yang semakin ekspansif. Seiring dengan penguatan peran perusahaan dalam mendukung rantai pasok energi nasional dan peningkatan layanan *marine logistics*, strategi pemenuhan tenaga kerja difokuskan pada optimalisasi kompetensi, efisiensi organisasi, serta kesiapan menghadapi tantangan operasional di sektor kepelabuhanan dan jasa kelautan.

Terdapat tiga strategi utama dalam pemenuhan tenaga kerja yang tetap diterapkan secara berkelanjutan. Pertama, pengembangan talenta internal (*build*) melalui program peningkatan kompetensi, sertifikasi maritim, serta penguatan leadership untuk mendukung kebutuhan bisnis yang semakin kompleks. Kedua, mekanisme perbantuan (*borrow*) baik dari lingkungan Pertamina Group maupun BUMN lainnya guna mempercepat pemenuhan kebutuhan kompetensi spesifik dan transfer *knowledge*. Ketiga, rekrutmen pekerja waktu tidak tertentu (PWTT) melalui jalur *fresh graduate* dan *experienced hire*, serta pekerja waktu tertentu (PWT), yang disesuaikan dengan kebutuhan operasional dan proyek strategis perusahaan.

Pendekatan ini diharapkan mampu memastikan ketersediaan SDM yang unggul, adaptif, dan berdaya saing, sejalan dengan transformasi perusahaan menuju penyedia layanan maritim terintegrasi yang andal dan berstandar global.

Workforce planning in 2025 continues to be evaluated adaptively, taking into account organizational needs, the dynamics of the maritime services industry, and the increasingly expansive business development of PT Pertamina Trans Kontinental. As the Company strengthens its role in supporting the national energy supply chain and enhancing marine logistics services, its workforce fulfillment strategy is focused on optimizing competencies, improving organizational efficiency, and ensuring readiness to address operational challenges in the port and maritime services sectors.

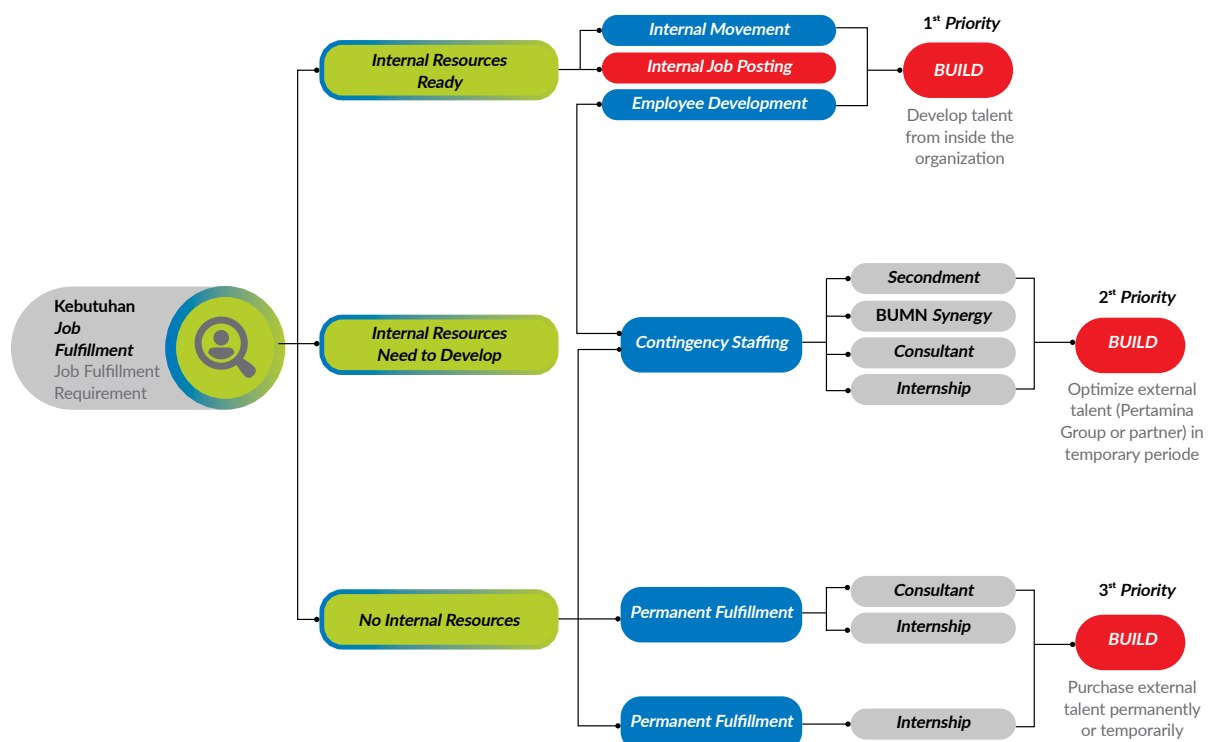
Three key strategies for workforce fulfillment continue to be implemented on an ongoing basis. First, internal talent development (*build*) through competency development programs, maritime certifications, and leadership strengthening to support increasingly complex business needs. Second, secondment mechanisms (*borrow*) from within the Pertamina Group and other state-owned enterprises to accelerate the fulfillment of specific competencies and facilitate knowledge transfer. Third, recruitment of permanent employees (PWTT) through both fresh graduate and experienced hire channels, as well as fixed-term employees (PWT), aligned with operational requirements and the Company's strategic projects.

This approach is expected to ensure the availability of a highly capable, adaptive, and competitive workforce, in line with the Company's transformation toward becoming a reliable, globally standardized integrated maritime services provider.

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STRATEGI PERENCANAAN TENAGA KERJA

MANPOWER PLANNING STRATEGY



Jumlah pekerja pada tahun 2025 dinilai tetap cukup dan memadai sesuai dengan kebutuhan Perusahaan, seiring dengan peningkatan aktivitas usaha di sektor jasa maritim dan logistik energi. *Vacancy rate* PTK tahun 2025 ditargetkan semakin optimal dan terkendali mendekati angka 10%, namun secara konsolidasi dengan Anak Perusahaan masih diproyeksikan berada di atas target tersebut sejalan dengan dinamika ekspansi bisnis. Hal ini tetap mengacu pada kebijakan PT Pertamina (Persero) dan *Subholding Integrated Marine Logistics* (SH IML) yang mengharapkan agar *vacancy rate* dioptimalkan pada angka 10% baik dalam tingkat SH IML maupun Holding.

Dalam rangka mengoptimalkan *vacancy rate* tersebut, selain peningkatan kapabilitas talenta untuk mendukung program *succession planning*, PTK dan SH IML terus memperkuat program rekrutmen baik melalui Pertamina maupun Rekrutmen Bersama BUMN, serta penguatan kompetensi pada fungsi-fungsi kritikal yang mendukung operasional *marine logistics* dan *port services*.

Tingkat keterisian formasi organisasi PTK per Desember 2025 terus dioptimalkan seiring dengan evaluasi struktur organisasi yang selaras dengan reklasterisasi bisnis dan reorganisasi. Komposisi pemenuhan posisi dilakukan melalui pekerja PWTT *Direct Hire* PTK dan PWTT Perbantuan Pertamina Group, dengan tetap memperhatikan kebutuhan akan posisi-posisi strategis. Posisi yang masih vacant tetap didukung oleh pekerja PWT *Direct Hire* PTK dan tenaga ahli (TAD *Expert*) guna menjaga kelangsungan operasional Perusahaan.

Dalam rangka penguatan organisasi untuk mendukung perubahan bisnis dan organisasi sesuai reklasterisasi bisnis serta reorganisasi, pada tahun 2025 PTK terus melaksanakan rekrutmen pekerja baru secara selektif dan terarah, dengan fokus pada pemenuhan kebutuhan kompetensi di bidang operasional pelayaran, pengelolaan pelabuhan, dan layanan pendukung *offshore*, sejalan dengan pengembangan bisnis PT Pertamina Trans Kontinental.

The number of employees in 2025 is considered sufficient and adequate to meet the Company's needs, in line with increased business activities in the maritime services and energy logistics sectors. PTK's vacancy rate in 2025 is targeted to be more optimal and controlled, approaching 10%; however, on a consolidated basis with its Subsidiaries, ICT is still projected to remain above this target in line with ongoing business expansion dynamics. This remains aligned with the policies of PT Pertamina (Persero) and the Subholding Integrated Marine Logistics (SH IML), which aim to optimize the vacancy rate at around 10% at both the SH IML and Holding levels.

To optimize the vacancy rate, in addition to enhancing talent capabilities to support succession planning programs, PTK and SH IML continue to strengthen recruitment initiatives through Pertamina and the Joint Recruitment Program for State-Owned Enterprises (Rekrutmen Bersama BUMN), as well as reinforcing competencies in critical functions that support marine logistics and port services operations.

The level of fulfillment of PTK's organizational positions as of December 2025 continues to be optimized in line with organizational structure evaluations aligned with business reclustering and reorganization. Position fulfillment is composed of permanent employees (PWTT) through PTK direct hires and seconded personnel (PWTT) from the Pertamina Group, while still considering the need for strategic roles. Vacant positions continue to be supported by fixed-term employees (PWT) hired directly by PTK and expert personnel (TAD *Expert*) to ensure the continuity of the Company's operations.

To strengthen the organization in supporting business and organizational changes in line with business reclustering and reorganization, in 2025 PTK continues to carry out selective and targeted recruitment of new employees, focusing on fulfilling competency needs in shipping operations, port management, and offshore support services, in line with the business development of PT Pertamina Trans Kontinental.

Tabel Jumlah Pekerja Baru
Table of Total New Employees

(orang, kecuali dinyatakan lain)
(people, unless otherwise stated)

Uraian Description	2025	2024	2023	Kenaikan (Penurunan) Increase (Decrease) 2024-2025	
				Selisih Difference	Persentase Percentage
Laki-laki Male	24	30	8	(6)	80%
Perempuan Female	11	11	5	-	-
Jumlah Pekerja Total Employees	35	41	13	(6)	85%

Selain program rekrutmen reguler, PTK dan SH IML terus menyelenggarakan program *Crew Talent Mobility (CTM)* sebagai salah satu inisiatif strategis dalam pemberdayaan talenta pekerja laut di lingkungan SH IML untuk mengisi kebutuhan jabatan di darat yang memerlukan kompetensi *Marine & Shipping Management*. Program ini menjadi semakin relevan pada Tahun Buku 2025 seiring dengan peningkatan kompleksitas bisnis jasa maritim dan logistik energi, serta kebutuhan akan integrasi kompetensi operasional laut dan manajerial darat.

Program CTM terbukti efektif dalam mendukung optimalisasi *vacancy rate*, khususnya untuk posisi-posisi yang membutuhkan pengalaman teknis maritim yang kuat. Pada tahun 2025, pelaksanaan program CTM terus dioptimalkan dengan penyempurnaan mekanisme seleksi, penguatan program pelatihan transisi, serta penyesuaian dengan kebutuhan organisasi yang dinamis.

Keberhasilan program pada tahun-tahun sebelumnya menjadi landasan pengembangan berkelanjutan, di mana tingkat penyerapan jabatan *vacant* melalui CTM diharapkan tetap terjaga secara optimal. Selain itu, program ini juga berperan dalam mendukung pengembangan karier pekerja laut, meningkatkan *engagement*, serta memperkuat *pipeline* talenta internal yang siap mendukung transformasi bisnis perusahaan.

Penyelenggaraan program CTM terus dievaluasi secara berkala dan diselaraskan dengan kebutuhan organisasi, khususnya dalam mendukung penguatan kapabilitas di bidang operasional pelayaran, pengelolaan pelabuhan, serta layanan pendukung *offshore*, sejalan dengan arah pengembangan bisnis PT Pertamina Trans Kontinental sebagai penyedia layanan maritim terintegrasi.

In addition to regular recruitment programs, PTK and SH IML continue to implement the *Crew Talent Mobility (CTM)* program as a strategic initiative to empower seafaring talent within SH IML by filling onshore positions that require *Marine & Shipping Management* competencies. The program has become increasingly relevant in Fiscal Year 2025, in line with the growing complexity of maritime services and energy logistics businesses, as well as the need to integrate offshore operational expertise with onshore managerial capabilities.

The CTM program has proven effective in supporting vacancy rate optimization, particularly for roles requiring strong maritime technical experience. In 2025, the program continues to be enhanced through improvements in selection mechanisms, strengthened transition training programs, and alignment with evolving organizational needs.

The program's success in previous years serves as a foundation for its continued development, with the absorption rate of vacant positions through CTM expected to remain optimal. In addition, the program contributes to the career development of seafaring employees, increases engagement, and strengthens the internal talent pipeline to support the Company's business transformation.

The implementation of the CTM program is continuously evaluated and aligned with organizational needs, particularly in strengthening capabilities in shipping operations, port management, and offshore support services, in line with the business development direction of PT Pertamina Trans Kontinental as an integrated maritime services provider.

Tingkat *Turnover* Pekerja

Employee Turnover Rate

Tingkat turnover pekerja pada tahun 2025 diproyeksikan tetap terkendali pada level yang relatif rendah dibandingkan tahun 2024 sebesar 0,57%. Kondisi ini tidak berdampak signifikan terhadap kelancaran operasional Perusahaan.

Pengelolaan turnover dilakukan melalui penguatan strategi retensi, pengembangan karier, dan peningkatan engagement, khususnya pada fungsi operasional maritim. Sejalan dengan kebutuhan bisnis PT Pertamina Trans Kontinental, stabilitas tenaga kerja terus dijaga untuk mendukung keberlanjutan operasional.

The employee turnover rate in 2025 is projected to remain controlled at a relatively low level compared to 2024, which was recorded at 0.57%. This condition does not have a significant impact on the Company's operational continuity.

Turnover management is carried out through strengthened retention strategies, career development, and enhanced employee engagement, particularly within maritime operational functions. In line with the business needs of PT Pertamina Trans Kontinental, workforce stability continues to be maintained to support sustainable operations.

Tabel Jumlah *Turnover* Pekerja

Table of Employee Turnover

(orang, kecuali dinyatakan lain)
(people, unless otherwise stated)

Uraian Description	2025	2024	2023	Kenaikan (Penurunan) Increase (Decrease) 2024-2025	
				Selisih Difference	Persentase Percentage
Jumlah Pekerja Total Employees	2.987	2.971	3.701	29	0,97%
Pekerja Keluar Employees Out	16	19	10	(3)	15,7%
<i>Turnover</i> Pekerja Employee Turnover	0,53%	0,57%	0,27%	(0,04%)	(7,02%)

Program Pengembangan Kompetensi Competency Development Program

PEMETAAN KEBUTUHAN PENGEMBANGAN KOMPETENSI

Pengembangan kompetensi SDM Perusahaan ditetapkan untuk memenuhi kebutuhan keterampilan sesuai dengan kompetensi yang dipersyaratkan pada masing-masing pekerja. Dalam pelaksanaannya, PTK memberikan kesempatan yang setara kepada seluruh manajemen dan pekerja berdasarkan kebutuhan jenjang jabatan. Berikut disajikan realisasi pengembangan kompetensi sesuai dengan jenjang jabatan.

Tabel Pelatihan berdasarkan Jenjang Jabatan Tahun 2025

Table of Training by Position Level in 2025

Uraian Description	Jumlah Pelatihan Total Trainings
Eksekutif Executive	61
Manajer dan Setara Manager and Equivalent	136
Senior Analyst/Senior Officer dan Setara Senior Analyst/Senior Officer and Equivalent	283
Analyst/Officer dan Setara Analyst/Officer and Equivalent	244
Junior Analyst/Junior Officer dan Setara Junior Analyst/Junior Officer and Equivalent	143

JENIS PELATIHAN DAN PENGEMBANGAN KOMPETENSI

Secara berkesinambungan, Perusahaan terus meningkatkan kompetensi dan kapabilitas pekerja melalui penyelenggaraan program pelatihan. Perusahaan melaksanakan dua jenis program pengembangan pekerja yang bertujuan untuk memastikan ketersediaan SDM yang memiliki kompetensi, kemampuan, serta *know-how* guna mendukung pencapaian strategi Perusahaan.

1. Program Pengembangan *General* (*General Program*)
Program ini ditujukan kepada seluruh pekerja PTK dan berfokus pada pengembangan kompetensi serta keahlian guna memenuhi gap kompetensi pada jabatan saat ini.
2. Program Pengembangan *Talent* (*Talent Development*)
Program ini ditujukan kepada para *talent/successor* dan pekerja baru PTK dengan tujuan:
 - a. Mengembangkan dan meningkatkan kompetensi *talent/successor* dalam rangka mempersiapkan agar mampu menampilkan kinerja optimal pada jabatan yang lebih tinggi (*talent readiness*).
 - b. Mengembangkan dan meningkatkan kompetensi pekerja baru agar menjadi *early professional* di bidangnya serta mengidentifikasi pekerja potensial untuk dimasukkan ke dalam *talent acceleration pool*.

MAPPING OF COMPETENCY DEVELOPMENT NEEDS

The Company's human capital competency development is designed to meet the required skill sets in accordance with the competencies expected of each employee. In its implementation, PTK provides equal opportunities to all management and employees based on the requirements of their respective job levels. The following presents the realization of competency development by job level.

TYPE OF TRAINING AND COMPETENCY DEVELOPMENT

On an ongoing basis, the Company continues to enhance employee competencies and capabilities through the implementation of training programs. The Company conducts two types of employee development programs aimed at ensuring the availability of human capital with the competencies, capabilities, and know-how required to support the achievement of the Company's strategy.

1. General Development Program (*General Program*)
This program is designed for all PTK employees and focuses on developing competencies and skills to address competency gaps in their current roles.
2. Talent Development Program (*Talent Development*)
This program is intended for talent/successors and new PTK employees, with the objectives of:
 - a. Developing and enhancing the competencies of talent/successors to prepare them to deliver optimal performance in higher-level positions (*talent readiness*).
 - b. Developing and enhancing the competencies of new employees to become early professionals in their respective fields, as well as identifying high-potential employees to be included in the talent acceleration pool.

TECHNICAL TRAINING PROGRAM

Pengembangan kompetensi teknis dilaksanakan dengan ruang lingkup kegiatan sebagai berikut:

1. Terpenuhinya kebutuhan *crew* baik dari sisi jumlah maupun sertifikasi (COC, COP) sesuai regulasi serta ketepatan waktu pemenuhannya:
 - a. Pemberdayaan *crew* PWTT.
 - b. *Sourcing* melalui *crew agent* dengan mengutamakan sinergi bersama anak perusahaan yang bergerak di bidang *crew agent*.
 - c. Rekrutmen pelaut dengan memastikan terpenuhinya sertifikasi sesuai regulasi serta kecakapan yang dibutuhkan, yang dituangkan dalam kontrak *crew agent*.
2. Penyiapan kader pelaut terbaik untuk operasional kapal serta pemenuhan *talent management* di darat dengan latar belakang *shipping* yang sesuai dengan bisnis inti Perusahaan di masa mendatang.
3. Mempertahankan pelaut melalui pemberian sistem remunerasi yang menarik dan kompetitif dibandingkan dengan industri perkapalan sejenis.

REALISASI RATA-RATA JAM PELATIHAN PEKERJA

Selama tahun 2025, PTK terus melaksanakan program pendidikan dan pelatihan pekerja sebagai bagian dari pengembangan kompetensi yang berkelanjutan. Jumlah jam pelatihan pada tahun 2025 tercatat tetap terjaga dengan rata-rata jam pelatihan per pekerja yang menunjukkan peningkatan kualitas pembelajaran, seiring dengan penyesuaian metode pelatihan yang lebih efektif dan berbasis kebutuhan bisnis. Jumlah peserta pelatihan juga dioptimalkan agar menjangkau pekerja pada fungsi-fungsi prioritas.

Sebagai perbandingan, pada tahun 2025 jumlah jam pelatihan mencapai 34.011 jam dengan rata-rata 133,38 jam per pekerja dan jumlah peserta sebanyak 255 pekerja. Sementara pada tahun 2024, jumlah jam pelatihan mencapai 39.652 jam dengan rata-rata 132,61 jam per pekerja.

Tabel Rata-Rata Jam Pelatihan

Table of Average Training Hours

Uraian Description	2025	2024
Jumlah Pekerja Total Employees	255	299
Jumlah Jam Pelatihan Total Training Hours	34.011	39.652
Rata-rata Jam Pelatihan per Pekerja (Durasi/Pekerja) Average Training Hours per Employee (Duration/Employee)	133.38	132,61

TECHNICAL TRAINING PROGRAM

Technical competency development is carried out with the following scope of activities:

1. Fulfillment of crew requirements in terms of both quantity and certification (COC, COP) in accordance with regulations, as well as timeliness of fulfillment:
 - a. Deployment of permanent crew (PWTT).
 - b. Sourcing through crew agents, prioritizing synergy with Subsidiaries engaged in crew agency services.
 - c. Recruitment of seafarers by ensuring compliance with required certifications and competencies in accordance with regulations, as stipulated in crew agent contracts.
2. Development of a pipeline of high-quality seafarers for vessel operations, as well as fulfilling onshore talent management needs with shipping-related backgrounds aligned with the Company's future core business.
3. Retention of seafarers through the provision of attractive and competitive remuneration systems compared to similar shipping industry standards.

REALIZATION OF AVERAGE TRAINING HOURS PER EMPLOYEE

Throughout 2025, PTK continued to implement employee education and training programs as part of its ongoing competency development efforts. The total training hours in 2025 remained well maintained, with the average training hours per employee indicating an improvement in learning quality, in line with the adoption of more effective, business-driven training methods. The number of training participants was also optimized to reach employees in priority functions.

For comparison, in 2025 total training hours reached 34,011 hours, with an average of 133.38 hours per employee and 255 participants. Meanwhile, in 2024, total training hours reached 39,652 hours, with an average of 132.61 hours per employee.

Biaya Program Pengembangan Kompetensi Pekerja

Employee Competency Development Program Costs

Sampai dengan akhir tahun 2025, biaya pengembangan kompetensi pekerja dikelola secara lebih terdistribusi sejalan dengan penerapan model organisasi pascarestrukturisasi. Pengelolaan anggaran pelatihan tidak lagi terpusat di PTK, melainkan menjadi kewenangan masing-masing Anak Perusahaan sesuai dengan kebutuhan bisnis dan operasionalnya.

PTK berperan dalam mengoordinasikan arah kebijakan dan kebutuhan pengembangan kompetensi bagi pekerja di lingkungan PTK, serta memastikan keselarasan program pelatihan dengan strategi bisnis perusahaan, khususnya dalam mendukung penguatan kapabilitas di bidang jasa maritim dan logistik energi.

As of the end of 2025, the management of employee competency development costs has become more distributed, in line with the implementation of the post-restructuring organizational model. Training budget management is no longer centralized at PTK, but instead falls under the authority of each Subsidiary, in accordance with their respective business and operational needs.

PTK plays a coordinating role in setting the direction of policies and competency development needs for employees within the PTK environment, while ensuring that training programs remain aligned with the Company's business strategy, particularly in strengthening capabilities in maritime services and energy logistics.

Tabel Biaya Pengembangan Kompetensi Pekerja
Table of Employee Competency Development Costs

Uraian Description	Satuan Unit	2025	2024	2023	Kenaikan (Penurunan) Increase (Decrease) 2024-2025	
					Selisih Difference	Persentase Percentage
Jumlah Pelatihan Total Trainings	pelatihan training	527	120	124	407	339%
Jumlah Peserta Total Participants	orang person	4.391	1.247	3.693	3.144	252%
Biaya Cost	Rp juta Rp million	11.204	8.579	10.789	2.625	30,6%

Program Pengembangan Karir Pekerja

Employee Career Development Program

Pengelolaan atau pembinaan SDM PTK merupakan investasi jangka panjang bagi Perusahaan yang bertujuan untuk memastikan ketersediaan SDM yang andal dan berdaya saing. Dalam pelaksanaannya, Perusahaan telah menyiapkan:

1. Sistem *career path* pekerja, yang bertujuan untuk mempercepat proses pencarian dan pemilihan kandidat dalam *Succession Planning* serta memastikan ketersediaan pemimpin dan pekerja yang berkualitas;
2. Sistem *talent pool* sebagai salah satu sarana pembinaan dan pengelolaan talenta;
3. *Talent Management System* sebagai inisiatif strategis fungsi Human Capital, yang terus dikembangkan untuk mendukung pengelolaan talenta secara terintegrasi.

CAREER PATH

Dalam rangka mendorong tercapainya *high performance organization*, Perusahaan melakukan evaluasi untuk memastikan bahwa setiap jabatan diisi oleh pekerja yang memiliki kapasitas dan kapabilitas yang sesuai. Evaluasi penempatan pekerja (*placement*) pada prinsipnya dilakukan dengan mempertimbangkan hasil asesmen melalui proses *Job Person Mapping* (JPM) serta PRL Pribadi yang mencerminkan exposure, pengalaman, dan kapasitas pekerja.

Perusahaan menyadari bahwa dengan besarnya organisasi, jumlah jabatan, dan populasi pekerja, serta adanya perubahan mendasar dalam implementasi RPSDM dibandingkan proses penempatan sebelumnya, pelaksanaannya masih menghadapi kondisi yang belum sepenuhnya ideal. Oleh karena itu, masih terdapat jabatan yang belum sepenuhnya terisi oleh pekerja yang sesuai atau masih terdapat gap dalam kapasitas dan kapabilitasnya.

TALENT POOL

Sebagai bentuk komitmen Perusahaan terhadap implementasi *talent management*, salah satu langkah awal yang dilakukan adalah mengidentifikasi dan memetakan pekerja yang termasuk dalam *Talent Pool*. *Talent Pool* merupakan kelompok pekerja yang diidentifikasi sebagai talenta terbaik yang memenuhi kriteria kinerja (*performance*) dan potensi/kompetensi yang dipersyaratkan Perusahaan.

Pada prinsipnya, *Talent Pool* digunakan sebagai dasar dalam penetapan *successor list* jabatan di PTK dan Anak Perusahaan, serta sebagai acuan dalam penyusunan program pengembangan pekerja.

Sejalan dengan reorganisasi SH IML, PTK sedang menyusun *Competency-based Talent Pool System* PTK Group yang bertujuan untuk membantu manajemen dalam memetakan talenta sesuai dengan kompetensi dan kebutuhan bisnis. Sistem ini juga mendukung penyusunan program pengembangan pekerja yang selaras dengan kebutuhan kompetensi jabatan yang dipersyaratkan.

The management and development of PTK's human capital represent a long-term investment aimed at ensuring the availability of a capable and competitive workforce. In its implementation, the Company has established:

1. An employee career path system designed to accelerate the identification and selection of candidates for succession planning, while ensuring the availability of high-quality leaders and employees;
2. A talent pool system as a platform for talent development and management;
3. A Talent Management System as a strategic Human Capital initiative, which continues to be enhanced to support integrated talent management.

CAREER PATH

To support the achievement of a high-performance organization, the Company conducts evaluations to ensure that each position is filled by employees with the appropriate capacity and capabilities. Employee placement evaluations are fundamentally carried out by considering assessment results through the Job Person Mapping (JPM) process, as well as the individual PRL, which reflects employees' exposure, experience, and capacity.

The Company recognizes that, given the size of the organization, the number of positions, and the employee population—along with fundamental changes in the implementation of the Human Capital Strategic Plan (RPSDM) compared to previous placement processes, its execution has not yet reached fully optimal conditions. As a result, there are still positions that are not yet fully filled by suitably qualified employees, or where gaps in capacity and capability remain.

TALENT POOL

As part of the Company's commitment to implementing talent management, one of the initial steps undertaken is the identification and mapping of employees included in the Talent Pool. The Talent Pool consists of employees identified as top talent who meet the Company's required performance standards and potential/competency criteria.

In principle, the Talent Pool serves as the basis for determining successor lists for positions within PTK and its Subsidiaries, as well as a reference for designing employee development programs.

In line with the reorganization of SH IML, PTK is currently developing a Competency-based Talent Pool System for the PTK Group, aimed at supporting management in mapping talent according to competencies and business needs. This system also supports the design of employee development programs aligned with the competency requirements of each position.

Pengelolaan Kinerja Individu

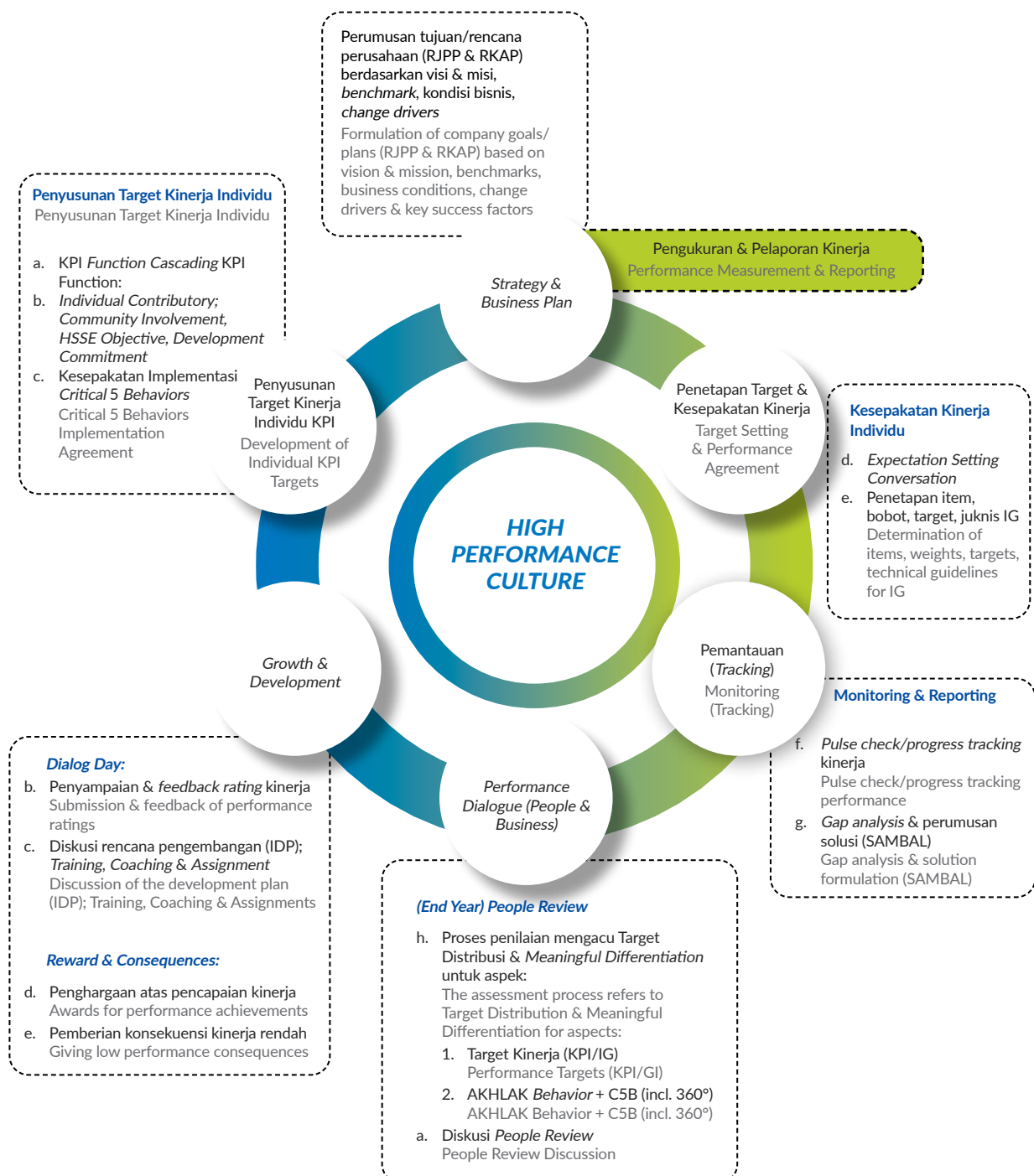
Individual Performance Management

PENGELOLAAN KINERJA INDIVIDU DALAM PERFORMANCE MANAGEMENT SYSTEM

End-to-end Process Siklus Pengelolaan Kinerja Individu related to Performance Management System (PMS Cycle).

INDIVIDUAL PERFORMANCE MANAGEMENT WITHIN PERFORMANCE MANAGEMENT SYSTEM

End-to-end process of the Individual Performance Management cycle related to the Performance Management System (PMS Cycle).



Pengelolaan kinerja individu merupakan bagian dari siklus *Performance Management System (PMS)* yang dimulai dari proses identifikasi dan penyusunan *Key Performance Indicator (KPI)* atau *Individual Goal (IG)* setting hingga proses *dialog day*, dengan tujuan membentuk *high performance culture* yang mendukung pencapaian tujuan strategis Perusahaan. Tahapan penilaian kinerja individu dilakukan dua kali dalam satu tahun melalui *Mid-Year People Review (MYPR)* pada pertengahan tahun dan *End-Year People Review (EYPR)* pada akhir tahun.

Proses pengelolaan kinerja individu dilakukan melalui aplikasi *people review online* yang dapat diakses seluruh Perwira melalui intranet Pertamina (I-AM). PTK telah menggunakan aplikasi ini sejak 15 Desember 2021, yang memudahkan proses penetapan *IG Setting*, *monitoring* dan *reporting*, diskusi serta kalibrasi pada MYPR dan EYPR, hingga pelaksanaan *dialog day*.

Penilaian kinerja individu mengacu pada target distribusi dan *meaningful differentiation* untuk aspek: (1) target kinerja (KPI/IG) dan (2) perilaku nilai budaya AKHLAK (Amanah, Kompeten, Harmonis, Loyal, Adaptif, dan Kolaboratif) serta *Critical 5 Behavior* (termasuk penilaian 360°), serta pencapaian kinerja di luar Sasaran Kerja yang dituangkan dalam *rating/nilai* 1 s.d. 8. Distribusi nilai dilakukan melalui komparasi dalam kelompok penilaian (*evaluee*) yang dibahas pada forum *People Review* atau diskusi kalibrasi. Proses kalibrasi dilakukan bersama pimpinan fungsi sebagai evaluator dan dipimpin oleh pimpinan yang berwenang.

Individual performance management is part of the Performance Management System (PMS) cycle, which begins with the identification and development of Key Performance Indicators (KPIs) or Individual Goal (IG) setting and continues through to the dialogue day process, with the objective of fostering a high-performance culture that supports the achievement of the Company's strategic goals. Individual performance evaluations are conducted twice a year through the Mid-Year People Review (MYPR) in the middle of the year and the End-Year People Review (EYPR) at year-end.

The individual performance management process is carried out through an online people review application accessible to all Perwira via the Pertamina intranet (I-AM). PTK has been using this application since December 15, 2021, facilitating the IG setting process, monitoring and reporting, discussions and calibration during MYPR and EYPR, as well as the implementation of dialogue day.

Individual performance assessments refer to target distribution and meaningful differentiation across two aspects: (1) performance targets (KPI/IG) and (2) behavioral aspects based on the AKHLAK core values (Amanah, Competent, Harmonious, Loyal, Adaptive, and Collaborative) and the Critical 5 Behaviors (including 360° assessments), as well as performance achievements beyond formal work targets, which are reflected in ratings ranging from 1 to 8. Rating distribution is conducted through comparison within evaluation groups (*evaluatees*), discussed during People Review forums or calibration sessions. The calibration process is conducted jointly with functional leaders as evaluators and is led by the authorized leader.

Ringkasan hasil penilaian kinerja individu pada periode EYPR tahun 2025 dapat dilihat pada tabel berikut ini:

A summary of individual performance evaluation results for the EYPR 2025 period is presented in the following table:

Tabel Hasil Penilaian Kinerja Individu Periode EYPR Tahun 2025

Table of Individual Performance Assessment Result for EYPR of 2025 Period

Uraian Description	Jumlah Pekerja (orang) Number of Employees (people)	Komposisi (%) Composition (%)
Nilai kinerja 6-7 (di atas rata-rata target pencapaian) Performance score 6-7 (above average target achievement)	188	61
Nilai kinerja 5 Performance score 5	118	38
Nilai kinerja 3-4 Performance score 3-4	4	1
Nilai kinerja 2 Performance score 2	-	0
Jumlah Total	310	100

Program Kesejahteraan dan Remunerasi

Welfare and Remuneration Program

PTK berkomitmen untuk melaksanakan program kesejahteraan dan sistem remunerasi secara adil dan merata. Secara berkala, PTK melakukan evaluasi terhadap kebijakan remunerasi dengan mempertimbangkan daya saing industri sejenis serta kesesuaian dengan peraturan perundang-undangan yang berlaku dan relevan.

PTK is committed to implementing welfare programs and a remuneration system in a fair and equitable manner. On a regular basis, PTK evaluates its remuneration policies by considering competitiveness within comparable industries, as well as alignment with applicable and relevant laws and regulations.

Tabel Komponen Remunerasi Pekerja

Table of Employee Remuneration Component

Komponen Remunerasi & Benefit Remuneration & Benefit Component	Status Pekerja Employee Status		Periode Kalkulasi Calculation Period			Tipe Type	
	Staf Staff	Non-Staf Non-Staff	Harian Daily	Bulanan Monthly	Tahunan Annually	Tetap Fixed	Variabel Variable
Remunerasi - Gaji Pokok Remuneration - Basic Salary	✓	✓		✓		✓	
Remunerasi - Tunjangan Remuneration - Allowance	✓	✓		✓		✓	
Remunerasi - Lembur Remuneration - Overtime	✓	✓	✓				✓
Benefit - Tunjangan Hari Raya Benefit - Holiday Allowance	✓	✓			✓	✓	
Benefit - Fasilitas Istirahat Tahunan Benefit - Annual Break Facility	✓				✓		
Benefit - Bonus Benefit - Bonus	✓	✓			✓		✓
Benefit - Insentif Benefit - Incentive	✓				✓		✓
Program Jaminan - Ketenagakerjaan Employment Security Program - Employment	✓	✓		✓		✓	
Program Jaminan - Kesehatan Employment Security Program - Health	✓	✓		✓		✓	
Program Jaminan - Pensiun Employment Security Program - Pension	✓	✓		✓		✓	

Catatan: Dalam penetapan kebijakan remunerasi bagi pekerja, Perusahaan memperhatikan besaran upah minimum (dipastikan bahwa gaji entry level utk setiap status pekerja berada di atas upah minimum UMP/UMK) serta memperhatikan besaran remunerasi yang diberlakukan pada industri sejenis di Indonesia maupun luar negeri.

Note: In determining remuneration policies for employees, the Company takes into account the applicable minimum wage levels (ensuring that entry-level salaries for all employee statuses are above the provincial/regional minimum wage/UMP-UMK), as well as remuneration levels applied in comparable industries both in Indonesia and internationally.

Berdasarkan komposisi remunerasi di atas, berikut disajikan biaya yang dialokasikan Perusahaan untuk program kesejahteraan pekerja:

Based on the remuneration composition above, the following presents the costs allocated by the Company for employee welfare programs:

Tabel Biaya Pengembangan Kompetensi Pekerja
Table of Employee Competency Development Costs

(dalam Rp juta, kecuali dinyatakan lain)
(in Rp million, unless otherwise stated)

Uraian Description	2025	2024	2023	Kenaikan (Penurunan) Increase (Decrease) 2024- 2025	
				Selisih Difference	Persentase Percentage
Gaji Pekerja Employee Salaries	53.188	59.901	93.988	(34.087)	36.27%
Tunjangan Pekerja Employee Benefits	51.391	51.713	107.661	(55.948)	51.97%
Program Pensiun Pekerja Employee Pension Programs	8.719	6.553	8.155	(1.062)	19.64%
Bonus dan Penghargaan Bonuses and Awards	106.047	133.535	125.531	8.004	(6.38)%
Jumlah Total	219.345	251.702	335.335	(83.633)	24.94%

Catatan: Pada tahun 2024 terjadi restrukturisasi organisasi PTK seiring reklasterisasi bisnis yang berdampak pada pengurangan jumlah formasi dari 616 pada organisasi PTK Tahun 2023 menjadi 278 pada organisasi PTK Tahun 2024.

Note: In 2024, PTK underwent an organizational restructuring in line with business reclustering, which resulted in a reduction in the number of positions from 616 in the 2023 PTK organization to 278 in the 2024 PTK organization.

PROGRAM PENGHARGAAN

REWARDS PROGRAM

Selain pemberian *benefit* berbasis kinerja (*performance-based remuneration*) berupa insentif dan bonus, PTK juga menyelenggarakan program penghargaan bagi pekerja darat dan laut melalui program *Employee of The Year* dan *Vessel of The Year*.

In addition to providing performance-based remuneration in the form of incentives and bonuses, PTK also organizes recognition programs for both onshore and offshore employees through the *Employee of the Year* and *Vessel of the Year* programs.

Program penghargaan ini diberikan kepada pekerja terpilih setiap tahun bertepatan dengan peringatan Hari Ulang Tahun Perusahaan. Proses seleksi dan penilaian dilakukan menggunakan parameter *point system* serta mempertimbangkan keputusan Dewan Direksi. Parameter *point system* disusun sesuai dengan masing-masing kategori penghargaan sebagai berikut:

These awards are presented annually to selected employees in conjunction with the Company's anniversary. The selection and evaluation process is conducted using a point-based system, while also taking into account decisions made by the Board of Directors. The point system parameters are designed according to each award category, as follows:

1. *Employee of The Year*

Parameter penilaian mencakup kinerja berdasarkan pencapaian individual *goal*, derajat kesehatan pekerja, serta partisipasi aktif dalam program inovasi, budaya, HSSE, maupun penugasan dalam proyek.

1. Employee of the Year

The assessment parameters include performance based on the achievement of individual goals, employee health condition, as well as active participation in innovation programs, cultural initiatives, HSSE, and project assignments.

Kriteria Criteria	Subkriteria Sub Criteria	Indikator Indicator	Poin Point
Performance	Average Rating (2 years)	5.5 - 6	10
	Average Rating (2 years)	>= 6-7	20
	Individual Goal	< 100%	5
	Individual Goal	100% - 105%	10
	Individual Goal	> 105%	20
	Track Record (Internal Audit/Industrial Relation)	No Track Record	5

Kriteria Criteria	Subkriteria Sub Criteria	Indikator Indicator	Poin Point
Wellness	MCU Result	P5-P7	5
	MCU Result	P1-P4	5
Active Participation	CIP/AOC/HSSE Program/Assignment within team	Σ Activity	10 (each)

2. Vessel of The Year

Parameter penilaian untuk kategori ini mencakup aspek *ship reliability*, *compliance*, dan *safety* dari setiap kategori kapal milik PTK.

Penilaian dilakukan oleh fungsi Armada bekerja sama dengan fungsi HSSE dan ditetapkan melalui keputusan Dewan Direksi.

2. Vessel of the Year

The assessment parameters for this category include ship reliability, compliance, and safety aspects across each category of PTK-owned vessels.

The evaluation is conducted by the Fleet function in collaboration with the HSSE function and is determined through a decision of the Board of Directors.

Tabel B.1 Kategori Offshore Vessel & Cargo

Table B.1 Offshore Vessel & Cargo Categories

Kategori Category	Kriteria Criteria	Persentase Percentage	Total
AHTS	ISM - Code	20%	100%
	IMCA	20%	100%
	Record Incident	15%	100%
	Ship Reliability	10%	100%
	Negative Feedback	15%	100%
	Fit to Work	10%	100%
	Drill	10%	100%
Small Cargo	ISM - Code	20%	100%
	PSA (Pertamina Safety Approval)	20%	100%
	Record Incident	10%	100%
	Ship Reliability	20%	100%
	Negative Feedback	10%	100%
	Fit to Work	10%	100%
	Drill	10%	100%

Tabel B.2 Kategori Small Vessel

Table B.2 Small Vessel Categories

Kategori Category	Kriteria Criteria	Persentase Percentage	Total
Harbour Tug	PSA (Pertamina Safety Approval)	45%	100%
	Record Incident	15%	100%
	Commission Days	10%	100%
	Fit to Work	10%	100%
	Drill	20%	100%
Small Craft	Commission Days	40%	100%
	Good Housekeeping	20%	100%
	Crew Readiness	15%	100%
	Customer Care	15%	100%

Pada tahun 2025, jumlah penerima *award* (*Employee of The Year*) sebanyak 12 pekerja yang merupakan pekerja terpilih dari setiap Direktorat di PTK dan Anak Perusahaan. Sementara untuk kategori *Vessel of The Year* sebagai berikut:

In 2025, a total of 12 employees received the *Employee of the Year* award, representing selected individuals from each Directorate within PTK and its Subsidiaries. Meanwhile, the recipients for the *Vessel of the Year* category are as follows:

Vessel Type Vessel Type	Kapal Terpilih Chosen Vessel
AHTS	Transko Balihe
Small Cargo	Patra 1201 & Patra 2301
Harbour Tug	Transko Dara 3202
Small Craft	MB Transko Patin 12

PROGRAM PENSIUN

Sebagai bentuk tanggung jawab kepada pekerja yang telah mendedikasikan diri kepada Perusahaan, PTK memberikan program pensiun. Program pensiun tersebut terdiri dari 2 (dua) program, yaitu:

1. Program pensiun diberikan kepada para pekerja yang diangkat pada usia minimum 18 tahun dengan diikutsertakan dalam program Dana Pensiun Lembaga Keuangan (DPLK). Kepada para pekerja dengan status Pekerja Waktu Tidak Tertentu (PWTT) yang telah mencapai usia minimum 46 tahun pada tahun anggaran berjalan dengan masa kerja minimal 15 tahun dapat diberikan uang panjar Penghargaan atas Pengabdian (PAP) sebesar 10% yang akan diperhitungkan pada saat PHK atau mencapai usia MPPK (55 tahun). PAP 10% dapat dibayarkan kepada pekerja jika hasil perhitungan PAP 10% lebih kecil atau sama dengan perhitungan penghargaan Masa Kerja. Tabel kecil terhitung pada saat pengajuan panjar PAP 10% setelah dikurangi hutang-hutangnya (jika ada).
2. Program pelatihan persiapan masa purna karya diberikan sebagai persiapan pengelolaan mental pekerja dalam menghadapi masa-masa pensiun. Selain itu pada program pelatihan tersebut juga diberikan pengarahan mengenai kegiatan wirausaha, sehingga para pekerja pensiun yang ingin melanjutkan berkarya di bidang lain mendapatkan modal dasar yang tepat.

Untuk pekerja yang pensiun, Perusahaan menyiapkan 2 (dua) program, yaitu Dana Pensiun Pertamina (DPP) dan Dana Pensiun Lembaga Keuangan Tugu Mandiri (DPLK Tugu Mandiri). Adapun besaran iuran/persentase Dana Pensiun Lembaga Keuangan Tugu Mandiri adalah sebesar 5% kontribusi dari Perusahaan, dan sebesar 5% kontribusi dari pekerja. Besaran manfaat pasti yang dikelola oleh Dana Pensiun Pertamina dengan iuran per bulan 7,5% dari PHDP (Penghasilan Dana Pensiun) terdiri dari Perusahaan 5,5% dan Pekerja 2%.

SURVEI KEPUASAN PEKERJA

Secara rutin dan berkala, PTK melaksanakan Survei Kepuasan Pekerja (SKP) atau *Internal Customer Satisfaction (ICS) Survey* untuk mengukur tingkat kepuasan pekerja terhadap kebijakan yang mengatur hak dan kewajiban di dalam perusahaan.

SKP dilakukan setiap tahun melalui penyebaran kuesioner secara *online* melalui *broadcast* PTK. Nilai SKP atau ICS pada tahun 2025 tercatat sebesar 3,98 (dari target 3,50). Nilai ini naik dibandingkan tahun 2024 sebesar 3,97, dan memenuhi target KPI yang ditetapkan.

PENSION PROGRAM

As part of its responsibility to employees who have dedicated themselves to the Company, PTK provides a retirement program. The program consists of two (2) main schemes, as follows:

1. A pension program is provided to employees who are hired at a minimum age of 18, through participation in a Financial Institution Pension Fund (DPLK). Permanent employees (PWTT) who have reached a minimum age of 46 in the current fiscal year and have a minimum of 15 years of service may receive an advance payment of the Long Service Award (Penghargaan Atas Pengabdian/PAP) amounting to 10%, which will be calculated upon termination of employment or upon reaching the MPPK age (55 years). The 10% PAP advance may be paid if the calculated PAP amount is less than or equal to the calculated Long Service Award entitlement. The net amount is calculated at the time of application for the 10% PAP advance after deducting any outstanding liabilities (if any).
2. A pre-retirement training program is provided to help employees prepare mentally for retirement. In addition, this program includes guidance on entrepreneurial activities, enabling retiring employees who wish to pursue other ventures to have a solid foundational understanding.

For retiring employees, the Company provides 2 (two) programs, namely the Pertamina Pension Fund (DPP) and the Tugu Mandiri Financial Institution Pension Fund (DPLK Tugu Mandiri). The contribution to the DPLK Tugu Mandiri is set at 5% from the Company and 5% from the employee. Meanwhile, defined benefit payments managed by the Pertamina Pension Fund are based on a monthly contribution of 7.5% of Pensionable Income (PHDP), consisting of 5.5% from the Company and 2% from the employee.

EMPLOYEE SATISFACTION SURVEY

On a regular and periodic basis, PTK conducts the Employee Satisfaction Survey (SKP), also known as the Internal Customer Satisfaction (ICS) Survey, to measure the level of employee satisfaction with policies governing rights and obligations within the Company.

The SKP is conducted annually through the distribution of online questionnaires via PTK broadcast channels. In 2025, the SKP or ICS score was recorded at 3.98 (against a target of 3.50). This represents an increase compared to 2024, which recorded a score of 3.97, and meets the established KPI target.

IMPLEMENTASI QUALITY PROGRAM & CULTURE MANAGEMENT

1. Pelaksanaan *Project Charter* Budaya AKHLAK;
2. Peningkatan jumlah gugus CIP PTK *Group* untuk mendukung program *Continuous Improvement* di Perusahaan;
3. Partisipasi aktif pekerja pada forum *Knowledge Sharing* (BONGKAR MUAT) untuk meningkatkan kapabilitas pekerja;
4. Implementasi Sistem Tata Kerja (STK) sebagai dasar pelaksanaan kegiatan operasional fungsi dan upaya perbaikan kinerja berkelanjutan;
5. Mempertahankan program sertifikasi ISO 9001:2015 *Quality Management* untuk peningkatan mutu dan kredibilitas Perusahaan;
6. Asesmen QMA berbasis KKEP sebagai tolak ukur dan acuan proses perbaikan kinerja/inovasi bisnis dan operasional;
7. Penetapan kebijakan berkorespondensi sebagai pendukung kegiatan bisnis dan operasional.

QUALITY PROGRAM & CULTURE MANAGEMENT IMPLEMENTATION

1. Implementation of the AKHLAK Culture Project Charter;
2. Expansion of the number of CIP (Continuous Improvement Program) groups within the PTK Group to support continuous improvement initiatives across the Company;
3. Active employee participation in Knowledge Sharing forums (BONGKAR MUAT) to enhance employee capabilities;
4. Implementation of the Work System (STK) as the foundation for executing functional operations and driving continuous performance improvement;
5. Maintenance of ISO 9001:2015 Quality Management certification to enhance the Company's quality standards and credibility;
6. Implementation of QMA assessments based on KKEP as benchmarks and references for business and operational performance improvement and innovation processes;
7. Establishment of correspondence policies to support business and operational activities.

Teknologi Informasi dan Komunikasi

Information and Communication Technology

PETA JALAN ICT

Dalam rangka pengelolaan *Information Technology* (IT) yang terintegrasi, PTK menyusun peta jalan (*roadmap*) pengelolaan ICT yang terencana dan dilaksanakan secara bertahap.

PETA JALAN ICT TAHUN 2023-2027

Peta jalan *Information Technology* (IT) dalam jangka panjang ditetapkan dalam dokumen Rencana Jangka Panjang Perusahaan (RJPP) Tahun 2023–2027. Dalam rangka mewujudkan komitmen mendukung *Operational Excellence* kepada para *stakeholder*, peran layanan teknologi informasi yang andal dan terpercaya menjadi sangat penting.

Perkembangan teknologi komunikasi dan informasi menuntut kesiapan *resources* yang memadai, mencakup keseluruhan sumber daya terkait percepatan *Information Technology* (IT) di PTK, seperti *people*, teknologi perangkat keras, perangkat lunak, perangkat nirkabel, infrastruktur, hingga kebijakan dan regulasi perusahaan.

Untuk mendigitalisasikan proses bisnis yang efektif dan efisien serta menciptakan *digital culture* yang dinamis dan *agile* sesuai dengan target bisnis Perusahaan, maka sasaran strategis Fungsi ICT dirumuskan dalam *roadmap* sebagai berikut:

Peta Jalan (*Roadmap*) Fungsi *Information Technology* Tahun 2023 – 2027

Information Technology Function Roadmap 2023–2027

<i>Business Process Enabler</i> 2023	<i>Advanced Business</i> 2024-2025	<i>Strategic Flexibility</i> 2026-2027
- Digitalisasi proses bisnis - Migrasi data - Peningkatan standard layanan ICT - Digitalization of business processes - Data migration - Enhancement of ICT service standards	<i>Decision support system</i>; <i>Executive information system</i>; <i>Predictive analytics tools</i>; <i>Preventive Management System with Machine Learning</i>	<i>Maintaining stable and reliable system</i>; <i>Environmental Adaptability and Resource Flexibility system</i>

PROGRAM KERJA DAN TARGET FUNGSI *INFORMATION TECHNOLOGY* TAHUN 2023 – 2027

ICT ROADMAP

To support integrated *Information Technology* (IT) management, PTK has developed a structured ICT management roadmap that is implemented in phases.

ICT ROADMAP 2023–2027

The long-term *Information Technology* (IT) roadmap is established in the Company's Long-Term Plan (RJPP) for 2023–2027. In fulfilling its commitment to delivering *Operational Excellence* to stakeholders, the role of reliable and trustworthy ICT services is critically important.

Advancements in communication and information technology require the readiness of adequate resources, encompassing all elements that support the acceleration of ICT within PTK, including people, hardware, software, wireless systems, infrastructure, as well as corporate policies and regulations.

To digitalize business processes effectively and efficiently while fostering a dynamic and agile digital culture aligned with the Company's business targets, the strategic objectives of the ICT function are formulated in the following roadmap:

WORK PROGRAM AND TARGETS OF THE *INFORMATION TECHNOLOGY* FUNCTION FOR 2023–2027

2023	<i>Business Process Enabler</i>	Menciptakan solusi-solusi digital yang dapat memberikan nilai tambah untuk perusahaan melalui inisiatif-inisiatif IT; Melakukan migrasi data dari sistem lama/<i>legacy</i> ke sistem baru; Menyediakan layanan ICT yang sesuai standar internasional; Awarding ISO/IEC 27001:2013 <i>Information Security Management System</i> (ISMS). Develop digital solutions that create added value for the Company through ICT initiatives; conduct data migration from legacy systems to new platforms; deliver ICT services aligned with international standards; and achieve ISO/IEC 27001:2013 <i>Information Security Management System</i> (ISMS) certification.

2024-2025	Advanced Business	DSS (<i>Decision Support System</i>) untuk pengolahan data menjadi informasi spesifik; EIS (<i>Executive Information System</i>) untuk menyediakan informasi secara <i>real time</i>; <i>Predictive Analytics Tools</i> untuk analisis data dan prediksi di masa depan; <i>Preventive Management Systems</i> dengan <i>Machine Learning</i> (ML) untuk memprediksi kondisi peralatan kapal dan potensi kerusakan. Implement a Decision Support System (DSS) to transform data into specific insights; an Executive Information System (EIS) to provide real-time information; predictive analytics tools for data analysis and forecasting; and preventive management systems utilizing Machine Learning (ML) to predict vessel equipment conditions and potential failures.
2026-2027	Strategic Flexibility	Solusi ICT yang cepat dan dinamis dalam mendukung bisnis perusahaan; Memastikan solusi ICT yang diberikan handal dan memiliki stabilitas tinggi; Pemanfaatan teknologi <i>hybrid cloud</i> untuk mendukung fleksibilitas kerja seperti <i>working from anywhere</i> dan bekerja secara <i>seamless</i>. Provide fast and agile ICT solutions to support the Company's business; ensure that ICT solutions are reliable and highly stable; and leverage hybrid cloud technology to enable flexible working arrangements, such as working from anywhere and seamless collaboration.

Tata Kelola ICT Tahun 2025

ICT Governance in 2025

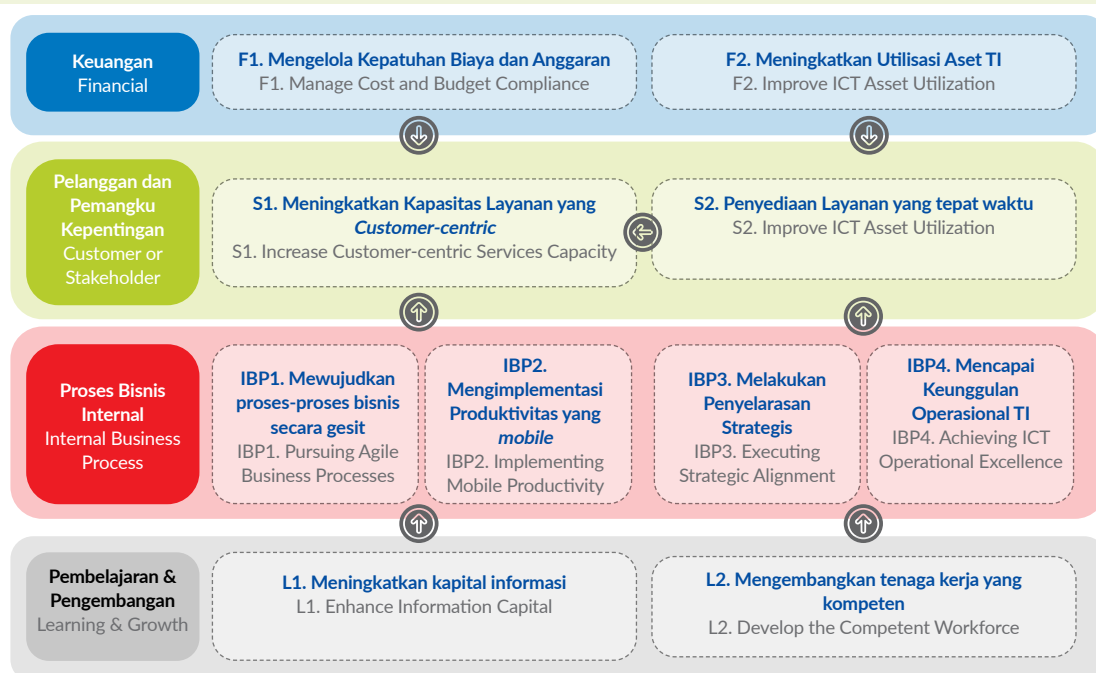
Sesuai dengan peta jalan ICT yang tercantum dalam RJPP, PTK menyusun tata kelola ICT khusus tahun 2025 dalam *ICT Strategy Maps Tahun 2025*.

In accordance with the ICT roadmap outlined in the RJPP, PTK has developed specific ICT governance for 2025 as reflected in the 2025 ICT Strategy Map.

Peta Strategi ICT 2025

ICT Strategy Map 2025

"Menyediakan layanan Teknologi Informasi yang mampu mendukung proses bisnis PTK serta dapat memberikan nilai tambah bagi Perusahaan."
"Providing Information Technology services that support PTK's business processes and deliver added value to the Company."



Pada gambar di atas terdapat 4 (empat) perspektif sebagai berikut:
Perspektif *Financial*, terdapat 2 (dua) *Strategic Objectives*, yaitu:

1. F.1. *Manage Cost and Budget Compliance*.
2. F.2. *Improve ICT Asset Utilization*.

Perspektif *Customer or Stakeholders*, terdapat 2 (dua) *Strategic Objectives*, yaitu:

1. S.1. *Increase Customer-Centric Services Capacity*.
2. S.2. *Provide Timely Provision of Services*.

Pada perspektif *Internal Business Process*, terdapat 4 (empat) *Strategic Objectives*, yaitu:

1. IBP.1. *Pursuing Agile Business Processes*.
2. IBP.2. *Implementing Mobile Productivity*.
3. IBP.3. *Executing Strategic Alignment*.
4. IBP.4. *Achieve ICT Operational Excellence*.

Pada perspektif *Learning and Growth*, terdapat 2 (dua) *Strategic Objectives*, yaitu:

1. L.1. *Enhance Information Capital*.
2. L.2. *Develop the Competent Workforce*.

The figure above presents 4 (four) perspectives, as follows:

Financial Perspective, which includes 2 (two) *Strategic Objectives*:

1. F.1. *Manage Cost and Budget Compliance*
2. F.2. *Improve ICT Asset Utilization*

Customer or Stakeholder Perspective, which includes 2 (two) *Strategic Objectives*:

1. S.1. *Increase Customer-Centric Service Capacity*
2. S.2. *Ensure Timely Service Delivery*

Internal Business Process Perspective, which includes 4 (four) *Strategic Objectives*:

1. IBP.1. *Pursue Agile Business Processes*
2. IBP.2. *Implement Mobile Productivity*
3. IBP.3. *Execute Strategic Alignment*
4. IBP.4. *Achieve ICT Operational Excellence*

Learning and Growth Perspective, which includes 2 (two) *Objectives*:

1. L.1. *Enhance Information Capital*
2. L.2. *Develop a Competent Workforce*

Keempat perspektif organisasi tersebut selanjutnya didefinisikan untuk membentuk keterkaitan (*linkage*) antara *Strategic Objectives* pada *ICT Strategy Maps* PTK. Sebagai contoh, pada kondisi tahun sebelumnya, Fungsi ICT berperan sebagai *strategic workforce unit* dalam mendukung kegiatan bisnis PTK, sehingga *Financial Perspective* ditempatkan pada posisi teratas dari empat *Organizational Perspectives*. Faktor-faktor finansial seperti *cost*, *budget*, dan *assets* merupakan aspek yang perlu dikelola dengan baik guna menjamin keberlangsungan layanan ICT bagi organisasi atau perusahaan.

Pengelolaan faktor finansial yang baik memberikan landasan bagi Fungsi ICT PTK untuk memberikan layanan terbaik kepada *Customer or Stakeholders*. Fungsi ICT PTK berupaya memberikan layanan optimal kepada pengguna, yaitu karyawan di Kantor Pusat, Kantor Cabang, dan Anak Perusahaan, dengan kapasitas layanan yang terukur, terkontrol, dan terencana serta berorientasi pada kebutuhan pengguna.

Dalam rangka memberikan layanan kepada *Customer or Stakeholders*, Fungsi ICT melaksanakan proses bisnis internal (*Internal Business Process*) yang mencakup 6 (enam) area kerja, yaitu Infrastruktur IT, Penyelarasan Strategi IT, Manajemen Proses Bisnis, Manajemen Pengetahuan, Manajemen Aplikasi, dan Manajemen Layanan IT. Untuk memastikan proses tersebut berjalan optimal, Fungsi ICT memerlukan kemampuan literasi yang adaptif terhadap perkembangan teknologi dan dinamika bisnis PTK. Selain itu, dibutuhkan sumber daya manusia yang kompeten serta mampu mengoptimalkan pemanfaatan informasi guna mendukung pencapaian pertumbuhan (*growth*) dan pembelajaran (*learning*) organisasi secara berkelanjutan.

PEMBANGUNAN ARSITEKTUR TEKNOLOGI INFORMASI

Infrastruktur Teknologi Informasi merupakan layanan paling mendasar karena diperlukan untuk memberikan dukungan serta melayani lapisan sistem informasi di atasnya. Infrastruktur teknologi informasi dibagi ke dalam zona-zona guna memudahkan pembangunan dan pemeliharaan di kemudian hari. Pengembangan infrastruktur di PTK dilakukan secara bertahap sesuai dengan rencana kerja tahunan.

Pada tahun 2025, fokus arsitektur ICT adalah *Shared Service Company* dengan penerapan mekanisme Tata Kelola IT. Guna menjamin respons yang cepat dan kinerja layanan ICT yang optimal di PTK, mekanisme tata kelola ICT dilaksanakan sebagai berikut:

1. Pengelolaan sistem informasi dan teknologi informasi dilakukan secara terpusat di Kantor Pusat PTK. Sementara itu, pengelolaan ICT di *region* dan kapal PTK menggunakan mekanisme *Shared Service (SS)* ICT dari *Holding* melalui aplikasi ticketing BMC Remedy (MySSC) serta didukung oleh perangkat teknologi informasi penunjang seperti *remote control software*.
2. Optimalisasi pelayanan helpdesk melalui penerapan *Service Level Agreement (SLA)* dan standarisasi Sistem Tata Kelola ICT yang selaras dengan *Holding*.

These four organizational perspectives are then defined to establish linkages among the Strategic Objectives within PTK's ICT Strategy Map. For example, in prior conditions, the ICT function played a role as a strategic workforce unit in supporting PTK's business activities; therefore, the Financial Perspective was positioned at the top among the four organizational perspectives. Financial factors such as cost, budget, and assets are critical aspects that must be effectively managed to ensure the continuity of ICT services within the organization.

Effective management of financial factors provides a foundation for PTK's ICT function to deliver optimal services to Customers or Stakeholders. The ICT function strives to provide high-quality services to users—including employees at the Head Office, Branch Offices, and Subsidiaries—through measurable, controlled, and well-planned service capacity that is aligned with user needs.

In delivering services to Customers or Stakeholders, the ICT function carries out internal business processes encompassing 6 (six) key areas: ICT Infrastructure, ICT Strategy Alignment, Business Process Management, Knowledge Management, Application Management, and ICT Service Management. To ensure these processes operate effectively, the ICT function requires adaptive digital literacy capabilities in response to technological advancements and PTK's dynamic business environment. In addition, competent human resources are essential, along with the ability to optimize the use of information to support continuous organizational growth and learning.

INFORMATION TECHNOLOGY ARCHITECTURE DEVELOPMENT

Information Technology infrastructure is the most fundamental service, as ICT is required to support and serve the layers of information systems above it. The ICT infrastructure is divided into zones to facilitate future development and maintenance. Infrastructure development at PTK is carried out in stages in accordance with the annual work plan.

In 2025, the ICT architecture focuses on a Shared Service Company model with the implementation of ICT governance mechanisms. To ensure rapid response and optimal ICT service performance at PTK, the ICT governance mechanisms are implemented as follows:

1. The management of information systems and information technology is centralized at PTK's Head Office. Meanwhile, ICT management in regions and on PTK vessels is conducted through the Holding's ICT Shared Service (SS) mechanism via the BMC Remedy (MySSC) ticketing application, supported by enabling ICT tools such as remote control software.
2. Optimization of helpdesk services through the implementation of Service Level Agreements (SLA) and the standardization of ICT governance systems aligned with the Holding.

Organisasi Pengelola ICT

ICT Management Organization

Organisasi pengelola ICT PTK berada pada Fungsi Information Technology. Pada tahun 2025, kebijakan dan program kerja Fungsi ICT meliputi:

1. Pengembangan aplikasi untuk mendukung pengambilan keputusan, menunjang bisnis PTK, serta meningkatkan efisiensi biaya, yaitu:
 - a. Pengembangan *Executive Dashboard* untuk level Komisaris dan Direksi;
 - b. Pengembangan aplikasi untuk kegiatan jasa pelayaran;
 - c. Pengembangan aplikasi layanan maritim;
 - d. Pengembangan aplikasi logistik;
 - e. Integrasi pengembangan aplikasi fungsi *core* dan fungsi *supporting*.
2. Optimalisasi infrastruktur teknologi informasi sebagai penunjang bisnis:
 - a. Melakukan pememajaan infrastruktur ICT sesuai tren teknologi dan arahan dari *Holding* (misalnya *Cyber Security Ultimate Goal*) dalam rangka menghadapi ancaman *cybercrime* dan *security threat*;
 - b. Pembaruan infrastruktur ICT di atas kapal sesuai tren teknologi dan kebutuhan Perusahaan.
3. Operasional ICT yang efektif dan efisien:
 - a. Mengelola *availability* dan *reliability* layanan IT;
 - b. Mengelola infrastruktur ICT yang andal dan aman;
 - c. Mengelola kerja sama layanan dengan pihak ketiga;
 - d. Mengelola risiko dan insiden secara efektif dan efisien;
 - e. Meningkatkan budaya digital melalui *change management* yang efektif.
4. Standardisasi tata kelola ICT yang merujuk pada COBIT, ICT *Infrastructure Library*, dan ISO 27001, di mana:
 - a. COBIT merupakan *framework* untuk ICT *Governance*;
 - b. IT *Infrastructure Library* merupakan seperangkat konsep dan teknik untuk pengelolaan infrastruktur, pengembangan, dan operasi teknologi informasi;
 - c. ISO 27001 merupakan standar untuk sertifikasi Information Security Management System.
5. *Learning & Growth*:
 - a. Mengembangkan kompetensi SDM ICT PTK;
 - b. Menciptakan struktur organisasi ICT yang optimal (*the right man on the right place*);
 - c. Mengelola investasi ICT secara efektif dan efisien.

PTK's ICT management organization operates under the Information Technology Function. In 2025, the policies and work programs of the ICT function include:

1. Application development to support decision-making, strengthen PTK's business operations, and improve cost efficiency, including:
 - a. Development of an Executive Dashboard for the Board of Commissioners and Board of Directors;
 - b. Development of applications for shipping service activities;
 - c. Development of maritime service applications;
 - d. Development of logistics applications;
 - e. Integration of application development for both core and supporting functions.
2. Optimization of ICT infrastructure to support business operations:
 - a. Modernization of ICT infrastructure in line with technology trends and directives from the Holding (e.g., Cyber Security Ultimate Goal) to address cybercrime and security threats;
 - b. Upgrading onboard ICT infrastructure in line with technological developments and the Company's needs.
3. Effective and efficient ICT operations:
 - a. Managing the availability and reliability of ICT services;
 - b. Managing reliable and secure ICT infrastructure;
 - c. Managing service partnerships with third parties;
 - d. Managing risks and incidents effectively and efficiently;
 - e. Strengthening digital culture through effective change management.
4. Standardization of ICT governance based on COBIT, ICT Infrastructure Library, and ISO 27001, where:
 - a. COBIT serves as a framework for ICT governance;
 - b. IT Infrastructure Library provides a set of concepts and practices for managing ICT infrastructure, development, and operations;
 - c. ISO 27001 is the standard for Information Security Management System certification.
5. Learning & Growth:
 - a. Developing the competencies of PTK's ICT human capital;
 - b. Establishing an optimal ICT organizational structure ("the right person in the right place");
 - c. Managing ICT investments effectively and efficiently.

PENGUATAN KEAMANAN DUNIA MAYA (CYBER SECURITY)

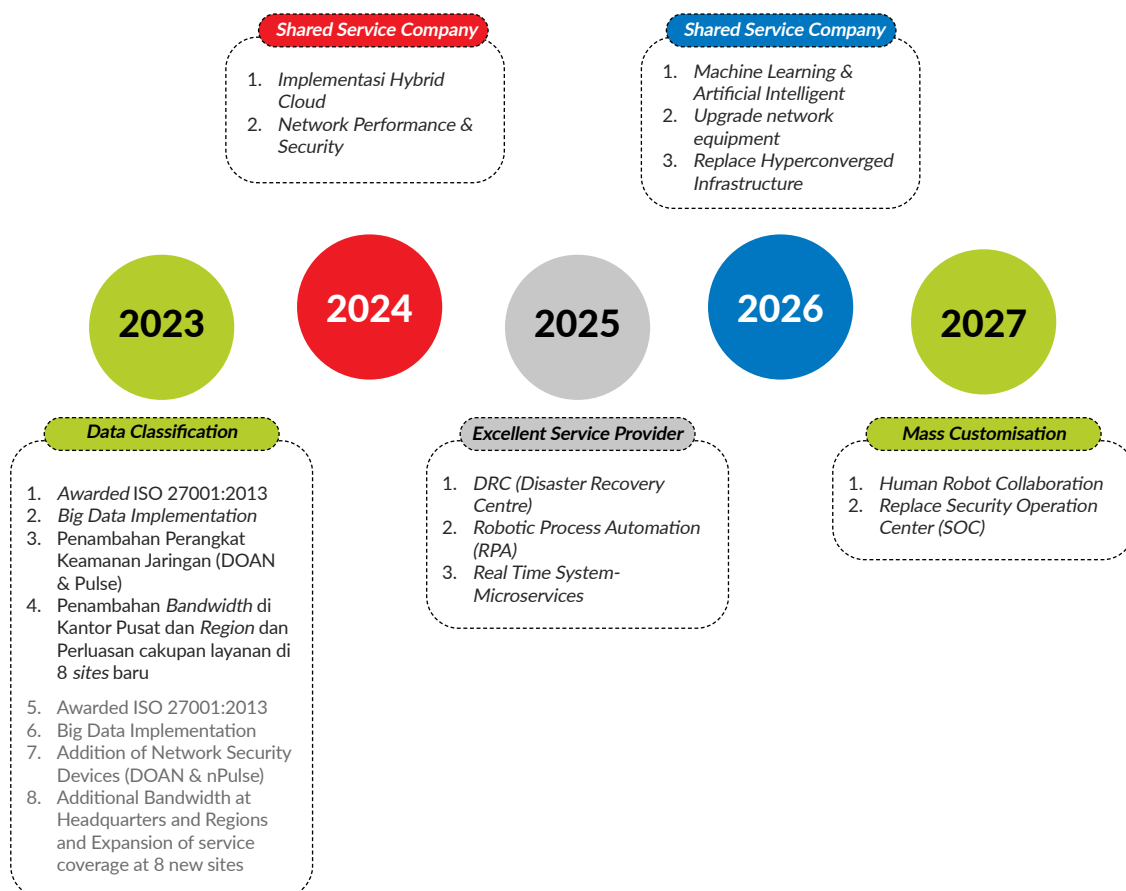
Dalam rangka penguatan Keamanan Dunia Maya (*Cyber Security*), PTK telah menyusun peta jalan *Initiative Infrastructure & Cyber Security* PTK 2023-2027.

STRENGTHENING CYBER SECURITY

As part of efforts to strengthen cyber security, PTK has developed the PTK Infrastructure & Cyber Security Initiative Roadmap for 2023-2027.

Peta Jalan *Initiative Infrastructure & Cyber Security* PTK 2023-2027

PTK Infrastructure & Cyber Security Initiative Roadmap 2023-2027



Adapun kinerja ICT PTK terkait penguatan *cyber security* dan peningkatan infrastruktur *Data Center* PTK pada tahun 2025 adalah sebagai berikut:

- Melakukan implementasi berbagai *security appliance*, antara lain *Web Application Firewall*, *Privileged Access Management*, dan *End Point Protection/XDR*.
- Melakukan implementasi *hybrid cloud* berupa penyediaan perangkat keras dan lisensi pendukung.
- Melaksanakan *improvement initiative Security Hardening* DC Pertamina Group melalui *hardening Active Directory*, termasuk instalasi VM *Active Directory* serta penambahan *policy* pada *firewall*.
- Meningkatkan keamanan aplikasi internal PTK dan Pertamina Group dengan membatasi akses eksternal melalui implementasi *Demilitarized Zone (DMZ)* pada infrastruktur *Data Center* PTK.
- Mendapatkan asistensi dari BSSN dalam verifikasi *Cyber Security Maturity* di SH IML.
- Berpartisipasi aktif dalam kegiatan *cyber security awareness* yang diselenggarakan oleh Pertamina Group.

PTK's ICT performance related to strengthening *cyber security* and enhancing *Data Center* infrastructure in 2025 is as follows:

- Implementation of various security appliances, including *Web Application Firewall*, *Privileged Access Management*, and *Endpoint Protection/XDR*.
- Implementation of a hybrid cloud environment through the provision of supporting hardware and licenses.
- Execution of Security Hardening initiatives for the Pertamina Group Data Center, including *Active Directory* hardening, installation of *Active Directory* virtual machines, and the addition of firewall policies.
- Enhancement of internal application security within PTK and the Pertamina Group by restricting external access through the implementation of a *Demilitarized Zone (DMZ)* in PTK's Data Center infrastructure.
- Receipt of assistance from BSSN in verifying *Cyber Security Maturity* within SH IML.
- Active participation in cyber security awareness programs organized by the Pertamina Group.

Risiko Utama ICT dan *Disruption* serta Mitigasinya

Key ICT Risks and Disruptions and Their Mitigation

PTK telah mengidentifikasi berbagai risiko di bidang ICT sebagai bagian dari upaya memastikan bahwa seluruh potensi risiko yang dapat mempengaruhi kegiatan dan pencapaian kinerja ICT dapat dikenali serta dimitigasi secara tepat. Risiko-risiko tersebut selanjutnya dikelompokkan ke dalam beberapa kategori, antara lain:

PTK has identified various risks in the ICT area as part of its efforts to ensure that all potential risks that may affect ICT activities and performance achievement are properly recognized and mitigated. These risks are subsequently grouped into several categories, including:

Tabel Risiko Utama Bidang ICT dan Rencana Mitigasinya

Table of Key ICT Risks and Mitigation Plans

Risiko Risk	Rencana Mitigasi Mitigation Plan
Terjadinya <i>cyber attack</i> di lingkungan kerja perusahaan yang mengakibatkan hilangnya data Perusahaan. Cyber attacks occurring within the Company's work environment that may result in the loss of corporate data.	Implementasi <i>Data Loss Prevention (DLP) Phase II</i> yang sudah dilakukan sejak bulan Oktober 2024; Edukasi mengenai <i>Security Awareness</i> kepada <i>end user</i> melalui media <i>broadcast</i> dan <i>event sharing knowledge</i>; memenuhi ISO 27001:2022 terkait <i>Cyber Security</i> dan <i>Data Protection</i>. Mitigation measures include the implementation of Data Loss Prevention (DLP) Phase II since October 2024; conducting Security Awareness education for end users through broadcast media and knowledge-sharing events; and compliance with ISO 27001:2022 standards related to Cyber Security and Data Protection.

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Perencanaan *Disaster Recovery Plan* dan *Disaster Recovery Centre*

Disaster Recovery Plan and Disaster Recovery Centre Planning

Dalam rangka meningkatkan layanan sistem, ICT PTK telah memiliki *Disaster Recovery Plan (DRP)* dan lokasi *Disaster Recovery Centre (DRC)*.

To enhance system services, PTK's ICT function has established a Disaster Recovery Plan (DRP) and a Disaster Recovery Centre (DRC) location.

Sebagai bagian dari pemenuhan *Opportunity for Improvement (OFI)* ISO 27001:2022, PTK mengimplementasikan sistem *backup* dan *restore* di *Data Center* berupa *Data Domain Backup*, *Power Protect Cyber Recovery*, *Cloud One Workload*, serta *Web Application Scanning* yang telah terpasang pada 25 Oktober 2023.

As part of fulfilling the Opportunity for Improvement (OFI) requirements under ISO 27001:2022, PTK has implemented backup and restore systems in its Data Center, including Data Domain Backup, Power Protect Cyber Recovery, Cloud One Workload, and Web Application Scanning, which have been in place since October 25, 2023.

Sistem *backup* tersebut digunakan untuk mendukung pencadangan server-server di *Data Center* PTK serta memiliki kemampuan untuk melakukan pemulihan (*restore*) data apabila diperlukan.

These backup systems are used to support the backup of servers within PTK's Data Center and have the capability to perform data recovery (restore) when required.

Program Pengembangan ICT ICT Development Program

Sepanjang tahun 2025, Fungsi ICT telah memberikan dukungan kepada seluruh fungsi di Perusahaan. Adapun program/aplikasi ICT yang dikembangkan pada tahun 2025 adalah sebagai berikut:

Throughout 2025, the ICT function has provided support to all functions within the Company. The ICT programs/applications developed in 2025 are as follows:

Tabel Program Pengembangan ICT Tahun 2025

Table of ICT Development Programs for 2025

No.	Program atau Aplikasi Program or Application	Deskripsi Description	Fungsi Pemakai User Function
1	Implementasi <i>Hybrid Cloud</i> Implementation of Hybrid Cloud	Sistem <i>hybrid cloud</i> untuk memenuhi kebutuhan resource cloud computing di PTK Hybrid cloud system to support PTK's cloud computing resource requirements	Fungsi ICT PTK IT Function of PTK
2	Implementasi <i>Snapshot</i> dan <i>Storage</i> Kapal Milik PTK Implementation of Snapshot and Storage for PTK-owned vessels	Pemenuhan kontrak <i>charter</i> kapal milik berupa CCTV dengan sistem <i>snapshot</i> dan perangkat <i>storage</i> di kapal Fulfillment of vessel charter contracts through CCTV systems with snapshot features and onboard storage devices	Fungsi <i>Fleet</i> dan Fungsi <i>Marketing</i> Fleet Function and Marketing Function
3	Implementasi <i>Data Protection</i> Tahap II - <i>Isolate Backup</i> Implementation of Data Protection Phase II - Isolate Backup	Pemenuhan kontrak <i>charter</i> kapal milik berupa CCTV dengan sistem <i>snapshot</i> dan perangkat <i>storage</i> di kapal serta penambahan sistem dengan perangkat seperti <i>Jump Host Server</i> , <i>Analytic Server</i> , <i>Storage Backup Vault</i> , <i>Switch</i> , <i>Firewall</i> dan <i>KVML</i> Fulfillment of vessel charter contracts through CCTV systems with snapshot features and onboard storage devices, along with the addition of systems such as Jump Host Server, Analytic Server, Storage Backup Vault, Switch, Firewall, and KVML	Fungsi ICT PTK IT Function of PTK
4	Implementasi <i>Web Application Firewall</i> (WAF) Implementation of Web Application Firewall (WAF)	Perlindungan <i>public-facing application</i> PTK dari serangan <i>cyber</i> Protection of PTK's public-facing applications from cyber attacks	Fungsi ICT PTK IT Function of PTK
5	Implementasi <i>Privileged Access Management</i> (PAM) Implementation of Privileged Access Management (PAM)	Perlindungan dan <i>monitoring user privileges</i> di server-server PTK Protection and monitoring of user privileges on PTK servers	Fungsi ICT PTK IT Function of PTK
6	Implementasi <i>Extended Detection Response</i> (XDR) Implementation of Extended Detection and Response (XDR)	Perlindungan <i>end point</i> dan <i>network</i> PTK yang terhubung dalam satu <i>dashboard</i> untuk melindungi jaringan PTK Protection of PTK's endpoints and network through an integrated dashboard to secure the overall network	PTK
7	Implementasi <i>Managed Service Printer</i> Implementation of Managed Service Printer	Layanan <i>Managed Service Printer</i> berupa penyediaan perangkat <i>printer</i> , <i>monitoring</i> penggunaan print, pengisian dan penggantian bahan habis pakai, perawatan dan perbaikan <i>printer</i> , serta optimasi biaya cetak dan <i>security printing</i> Managed printer services including provision of printer devices, monitoring of print usage, supply and replacement of consumables, maintenance and repair, as well as cost optimization and secure printing	PTK
8	Perpanjangan Lisensi Microsoft dan <i>Azure Credit</i> Renewal of Microsoft Licenses and Azure Credits	Layanan perpanjangan lisensi Microsoft dan <i>Azure Credit</i> yang digunakan di PTK Services for renewing Microsoft licenses and Azure Credits used by PTK	PTK
9	Perpanjangan Lisensi Adobe dan <i>Thinkcell</i> Renewal of Adobe and Think-cell Licenses	Layanan perpanjangan lisensi Adobe dan <i>Thinkcell</i> yang digunakan di PTK Services for renewing Adobe and Think-cell licenses used by PTK	PTK
10	Pengembangan aplikasi MyPertamina Marine Service (MMS) Development of MyPertamina Marine Service (MMS) Application	Aplikasi terkait pengelolaan kegiatan <i>Agency</i> di PTK Application for managing agency activities at PTK	Fungsi ICT PTK IT Function of PTK

Tabel Program Pengembangan ICT Tahun 2025

Table of ICT Development Programs for 2025

No.	Program atau Aplikasi Program or Application	Deskripsi Description	Fungsi Pemakai User Function
11	Pengembangan aplikasi SUPREMOON Development of SUPREMOON Application	Aplikasi terkait pengelolaan program <i>strategic initiative</i> di AP PTK Application for managing strategic initiative programs within PTK Subsidiaries	Fungsi ICT PTK IT Function of PTK
12	Pengembangan aplikasi PRAISE Development of PRAISE Application	Aplikasi terkait <i>monitoring</i> kegiatan <i>bundling</i> C&T dan PTK Application for monitoring bundling activities of C&T and PTK	Fungsi ICT PTK IT Function of PTK
13	Pengembangan aplikasi Transkoboat Development of Transkoboat Application	Aplikasi pemesanan kapal-kapal ringan secara <i>online</i> Online booking application for light vessels	Fungsi ICT PTK IT Function of PTK
14	Pengembangan aplikasi <i>Funnel Marketing</i> Development of Funnel Marketing Application	Aplikasi terkait kegiatan <i>monitoring progress project</i> di lingkungan PTK Application for monitoring project progress within PTK	Fungsi ICT PTK IT Function of PTK
15	Pengembangan aplikasi LPSQ Development of LPSQ Application	Aplikasi terkait pengelolaan kegiatan <i>Loss Prevention Safety Quality</i> (LPSQ) di PTK Application for managing Loss Prevention, Safety, and Quality (LPSQ) activities at PTK	Fungsi ICT PTK IT Function of PTK
16	Enhancement aplikasi Aksi Enhancement of Aksi Application	Penambahan modul SSCL <i>Ship Shore Safety Checklist</i> Addition of the SSCL (Ship Shore Safety Checklist) module	Fungsi ICT PTK IT Function of PTK

PELAKSANAAN SERTIFIKASI ISO 27001

PT Pertamina Trans Kontinental terus memperkuat tata kelola keamanan informasi melalui penerapan *Information Security Management System* (ISMS) yang mengacu pada standar ISO 27001:2022. Implementasi sertifikasi tersebut merupakan bagian dari komitmen Perseroan dalam menjaga keamanan, kerahasiaan, integritas, dan ketersediaan informasi seiring dengan peningkatan transformasi digital dan pemanfaatan teknologi informasi dalam aktivitas operasional perusahaan.

Penerapan ISO 27001:2022 juga mendukung penguatan *cybersecurity governance* dan pengelolaan risiko teknologi informasi secara lebih terstruktur, terukur, dan berkelanjutan. Perseroan secara konsisten melakukan pemantauan dan penyempurnaan sistem keamanan informasi melalui *surveillance* audit, *internal assessment*, dan peningkatan *awareness* keamanan informasi guna mendukung keandalan operasional, perlindungan data, serta keberlangsungan bisnis Perseroan.

IMPLEMENTATION OF ISO 27001 CERTIFICATION

PT Pertamina Trans Kontinental continues to strengthen its information security governance through the implementation of the Information Security Management System (ISMS) based on the ISO 27001:2022 standard. The implementation of this certification reflects the Company's commitment to maintaining the confidentiality, integrity, and availability of information amid the ongoing digital transformation and increasing utilization of information technology in the Company's operational activities.

The implementation of ISO 27001:2022 also supports the strengthening of cybersecurity governance and information technology risk management in a more structured, measurable, and sustainable manner. The Company consistently conducts monitoring and continuous improvement of its information security system through surveillance audits, internal assessments, and information security awareness programs to support operational reliability, data protection, and business continuity.



INVESTASI BIDANG ICT

Sebagai upaya memperkuat dukungan ICT terhadap operasional Perusahaan, PTK menetapkan kebijakan investasi di bidang ICT pada tahun 2025 yang mencakup:

1. *ICT Operation*
Pembelanjaan pada operasional bisnis ICT meliputi sewa perangkat ICT (*Seat Management 5, Managed Service Printer*, serta perangkat multimedia di Kantor Pusat dan *Region*), pengadaan lisensi Microsoft, Azure Credit, Adobe, dan Thinkcell PTK tahun 2025, dengan total nilai sebesar Rp24.983.868.000.
2. *ICT Development*
Pembelanjaan pada pengembangan aplikasi ICT meliputi biaya ChargeBack SS dan EIT, serta pengembangan aplikasi non-ERP secara in-house development dengan total nilai sebesar Rp11.573.760.000.
3. *ICT Infrastructure*
Pembelanjaan pada infrastruktur ICT meliputi implementasi WAF, PAM, End Point Protection, Hybrid Cloud, CCTV Snapshot Kapal, serta *Data Protection* Tahap II dengan total nilai sebesar Rp40.988.738.692.

ICT INVESTMENT

As part of efforts to strengthen ICT support for the Company's operations, PTK has established ICT investment policies for 2025 covering the following areas:

1. *ICT Operations*
Expenditures for ICT business operations include leasing of ICT equipment (*Seat Management 5, Managed Service Printer*, and multimedia equipment at the Head Office and Regional offices), procurement of Microsoft licenses, Azure Credits, Adobe, and Think-cell licenses for 2025, with a total value of Rp24,983,868,000.
2. *ICT Development*
Expenditures for ICT application development include ChargeBack costs for Shared Services (SS) and Enterprise ICT (EIT), as well as in-house development of non-ERP applications, with a total value of Rp11,573,760,000.
3. *ICT Infrastructure*
Expenditures for ICT infrastructure include the implementation of WAF, PAM, Endpoint Protection, Hybrid Cloud, Vessel CCTV Snapshot systems, and Data Protection Phase II, with a total value of Rp40,988,738,692.

Analisis dan Pembahasan Manajemen Management Discussion and Analysis





Tinjauan Perekonomian dan Industri

Economic and Industry Overview

TINJAUAN PEREKONOMIAN GLOBAL

Dinamika perekonomian global tahun 2025 berada dalam fase transisi struktural yang ditandai oleh peningkatan proteksionisme, fragmentasi perdagangan, serta tekanan fiskal dan geopolitik yang meluas. Berdasarkan *World Economic Outlook* (WEO) Oktober 2025 yang diterbitkan oleh International Monetary Fund (IMF), pertumbuhan ekonomi global diproyeksikan melambat dari 3,3 persen pada 2024 menjadi 3,2 persen pada 2025 dan 3,1 persen pada 2026. Secara kumulatif, dibandingkan proyeksi Oktober 2024, terdapat kehilangan output global sekitar 0,2 persen hingga akhir 2026. Perlambatan ini terjadi di tengah perubahan lanskap kebijakan perdagangan internasional, terutama kenaikan tarif efektif Amerika Serikat yang tetap berada di kisaran tinggi sekitar 19 persen. Kondisi ini mencerminkan pergeseran rezim kebijakan global yang tidak lagi sepenuhnya berbasis liberalisasi perdagangan.

Dari sisi inflasi, tren global menunjukkan moderasi bertahap, dengan inflasi diproyeksikan turun menjadi 4,2 persen pada 2025 dan 3,7 persen pada 2026. Namun demikian, terdapat divergensi antarnegara. Amerika Serikat menghadapi tekanan inflasi di atas target, sementara banyak negara lain mengalami inflasi yang lebih terkendali. Dinamika ini tidak terlepas dari dampak tarif terhadap harga serta ketidakpastian kebijakan perdagangan yang masih tinggi. Di sisi lain, asumsi makro yang mendasari proyeksi IMF menunjukkan rata-rata harga minyak dunia sebesar US\$68,92 per barel pada 2025 dan US\$65,84 pada 2026, dengan suku bunga obligasi pemerintah AS tenor tiga bulan rata-rata 4,3 persen pada 2025. Tingkat suku bunga riil yang relatif tinggi ini memperketat kondisi pembiayaan global dan memperbesar tekanan terhadap keberlanjutan fiskal.

Kinerja perdagangan internasional juga mengalami perlambatan struktural. Volume perdagangan dunia diproyeksikan tumbuh rata-rata 2,9 persen pada 2025–2026, lebih rendah dibandingkan pertumbuhan 3,5 persen pada 2024. Walaupun terdapat dorongan sementara akibat *front-loading* perdagangan pada awal 2025, fragmentasi perdagangan yang berkelanjutan membatasi ekspansi jangka menengah. Selain itu, ketidakseimbangan transaksi berjalan dan posisi investasi internasional tetap menjadi isu penting dalam stabilitas eksternal global. Negara-negara berkembang dan berpendapatan rendah menghadapi tekanan tambahan akibat penurunan bantuan pembangunan resmi sebesar 9 persen pada 2024 dan indikasi penurunan lanjutan pada 2025, yang berimplikasi langsung terhadap kapasitas fiskal dan pembangunan sosial.

Dalam konteks negara maju dan *emerging markets*, terdapat diferensiasi prospek pertumbuhan. Negara maju diproyeksikan tumbuh sekitar 1,5 persen pada 2025–2026, dengan pertumbuhan Amerika Serikat melambat menjadi sekitar 2,0 persen. Sementara itu, kelompok *emerging market* dan *developing economies* diperkirakan tetap tumbuh di atas 4 persen. Ketahanan relatif *emerging markets* tidak terlepas dari penguatan kerangka kebijakan moneter dan

GLOBAL ECONOMIC REVIEW

The dynamics of the global economy in 2025 are in a phase of structural transition characterized by rising protectionism, trade fragmentation, and widespread fiscal and geopolitical pressures. According to the October 2025 World Economic Outlook (WEO) published by the International Monetary Fund (IMF), global economic growth is projected to slow from 3.3 percent in 2024 to 3.2 percent in 2025 and 3.1 percent in 2026. Cumulatively, compared to the October 2024 projections, there is an estimated loss of global output of approximately 0.2 percent by the end of 2026. This slowdown occurs amid shifts in the international trade policy landscape, particularly the rise in U.S. effective tariffs, which remain at a high level of around 19 percent. These conditions reflect a shift in the global policy regime that is no longer entirely based on trade liberalization.

On the inflation front, global trends indicate a gradual moderation, with inflation projected to decline to 4.2 percent in 2025 and 3.7 percent in 2026. However, there are divergences among countries. The United States faces inflationary pressures above its target, while many other countries are experiencing more contained inflation. These dynamics are inseparable from the impact of tariffs on prices as well as the still-high uncertainty surrounding trade policy. On the other hand, the macroeconomic assumptions underlying the IMF's projections indicate an average global oil price of US\$68.92 per barrel in 2025 and US\$65.84 in 2026, with the average three-month U.S. Treasury bill rate at 4.3 percent in 2025. These relatively high real interest rates are tightening global financing conditions and increasing pressure on fiscal sustainability.

International trade performance is also experiencing a structural slowdown. Global trade volume is projected to grow by an average of 2.9 percent in 2025–2026, lower than the 3.5 percent growth in 2024. Although there is a temporary boost due to front-loading of trade in early 2025, ongoing trade fragmentation limits medium-term expansion. Furthermore, current account imbalances and international investment positions remain critical issues for global external stability. Developing and low-income countries face additional pressures due to a 9 percent decline in official development assistance in 2024 and indications of a further decline in 2025, which directly impact fiscal capacity and social development.

In the context of advanced economies and emerging markets, there is a divergence in growth prospects. Advanced economies are projected to grow by around 1.5 percent in 2025–2026, with U.S. growth slowing to approximately 2.0 percent. Meanwhile, the group of emerging markets and developing economies is expected to continue growing above 4 percent. The relative resilience of emerging markets is linked to the strengthening of monetary and

fiskal dalam dua dekade terakhir. Namun demikian, risiko tetap signifikan, termasuk potensi *sudden stops* arus modal serta tekanan utang eksternal. Secara agregat, risiko global masih condong ke sisi bawah (*downside risks*), terutama jika ketidakpastian kebijakan dan ketegangan geopolitik berlanjut.

Sumber:

World Economic Outlook (WEO), International Monetary Fund (IMF), terbitan Oktober 2025

TINJAUAN PEREKONOMIAN NASIONAL

Perekonomian nasional Indonesia pada tahun 2025 menunjukkan kinerja yang resilien di tengah dinamika global yang penuh ketidakpastian. Berdasarkan Berita Resmi Statistik dari Badan Pusat Statistik (BPS), Produk Domestik Bruto (PDB) Indonesia atas dasar harga berlaku mencapai Rp23.821,1 triliun dengan PDB per kapita sebesar Rp83,7 juta atau setara USD5.083,4. Secara tahunan (*c-to-c*), ekonomi Indonesia tumbuh 5,11% pada 2025, meningkat dibandingkan pertumbuhan 5,03% pada 2024. Secara triwulanan, ekonomi Triwulan IV-2025 tumbuh 5,39% (*y-on-y*) dan 0,86% (*q-to-q*), menegaskan konsistensi momentum pertumbuhan hingga akhir tahun.

Dari sisi lapangan usaha, struktur ekonomi Indonesia masih ditopang sektor-sektor utama dengan kontribusi signifikan. Industri Pengolahan mendominasi dengan pangsa 19,07% terhadap PDB, diikuti Perdagangan Besar dan Eceran sebesar 13,17%, serta Pertanian, Kehutanan, dan Perikanan sebesar 13,10%. Lima sektor terbesar, termasuk Konstruksi (9,83%) dan Pertambangan dan Penggalian (8,75%)—secara agregat menyumbang 63,92% terhadap total PDB. Secara pertumbuhan, sektor Jasa Lainnya mencatat ekspansi tertinggi sebesar 9,93%, diikuti Jasa Perusahaan 9,10% dan Transportasi dan Pergudangan 8,78%. Sementara itu, pada Triwulan IV-2025 (*y-on-y*), sektor Transportasi dan Pergudangan tumbuh 8,98% dan Industri Pengolahan tetap solid di level 5,40%, mencerminkan penguatan aktivitas distribusi dan manufaktur domestik.

Dari sisi pengeluaran, struktur PDB 2025 tetap didominasi oleh Konsumsi Rumah Tangga (PK-RT) sebesar 53,88%, menegaskan peran kuat permintaan domestik sebagai motor utama pertumbuhan. Komponen Pembentukan Modal Tetap Bruto (PMTB) berkontribusi 28,77%, sementara Ekspor Barang dan Jasa sebesar 22,85%. Sepanjang tahun 2025, pertumbuhan tertinggi dicapai oleh Ekspor Barang dan Jasa sebesar 7,03%, diikuti PMTB 5,09% dan Konsumsi Rumah Tangga 4,98%. Pada Triwulan IV-2025 (*y-on-y*), PMTB tumbuh 6,12% dan Konsumsi Rumah Tangga 5,11%, menunjukkan keberlanjutan investasi dan daya beli masyarakat. Bahkan secara *q-to-q*, Pengeluaran Konsumsi Pemerintah meningkat signifikan sebesar 37,68%, mengindikasikan akselerasi belanja fiskal pada akhir tahun anggaran.

Secara spasial, Berdasarkan laporan Bank Indonesia, struktur pertumbuhan masih terkonsentrasi di Pulau Jawa dengan kontribusi 56,93% terhadap perekonomian nasional dan pertumbuhan 5,30% (*c-to-c*) pada 2025. Hal ini mencerminkan konsentrasi aktivitas industri, perdagangan, dan jasa di wilayah tersebut, sekaligus menjadi indikasi pentingnya agenda pemerataan ekonomi antarwilayah.

fiscal policy frameworks over the past two decades. However, risks remain significant, including the potential for sudden stops in capital flows and external debt pressures. Overall, global risks remain skewed to the downside, particularly if policy uncertainty and geopolitical tensions persist.

Source:

World Economic Outlook (WEO), International Monetary Fund (IMF), October 2025 edition

NATIONAL ECONOMIC REVIEW

Indonesia's national economy in 2025 demonstrated resilient performance amid a global landscape marked by uncertainty. According to the Official Statistics Bulletin from the Central Bureau of Statistics (BPS), Indonesia's Gross Domestic Product (GDP) at current prices reached Rp23,821.1 trillion, with per capita GDP of Rp83.7 million or equivalent to USD5,083.4. On a year-over-year (*y-o-y*) basis, Indonesia's economy grew by 5.11% in 2025, an increase from the 5.03% growth recorded in 2024. On a quarterly basis, the economy in the fourth quarter of 2025 grew by 5.39% (year-on-year) and 0.86% (quarter-on-quarter), confirming the consistency of growth momentum through the end of the year.

By economic sector, Indonesia's economic structure remains supported by key sectors with significant contributions. The Manufacturing sector dominates with a 19.07% share of GDP, followed by Wholesale and Retail Trade at 13.17%, and Agriculture, Forestry, and Fisheries at 13.10%. The five largest sectors, including Construction (9.83%) and Mining and Quarrying (8.75%)—collectively accounted for 63.92% of total GDP. In terms of growth, the Other Services sector recorded the highest expansion at 9.93% (*y-o-y*), followed by Business Services at 9.10% and Transportation and Warehousing at 8.78%. Meanwhile, in the fourth quarter of 2025 (year-on-year), the Transportation and Warehousing sector grew by 8.98%, and the Manufacturing sector remained solid at 5.40%, reflecting the strengthening of domestic distribution and manufacturing activities.

On the expenditure side, the 2025 GDP structure remained dominated by Household Consumption (PK-RT) at 53.88%, underscoring the strong role of domestic demand as the primary driver of growth. The Gross Fixed Capital Formation (GFCF) component contributed 28.77%, while Exports of Goods and Services accounted for 22.85%. Throughout 2025, the highest growth was achieved by Exports of Goods and Services at 7.03%, followed by GFCF at 5.09% and Household Consumption at 4.98%. In the fourth quarter of 2025 (year-on-year), GFCF grew by 6.12% and Household Consumption by 5.11%, indicating the sustainability of investment and public purchasing power. Even on a quarter-to-quarter basis, Government Consumption Expenditures increased significantly by 37.68%, indicating an acceleration in fiscal spending toward the end of the fiscal year.

Geographically, according to Bank Indonesia's report, growth remains concentrated on Java Island, contributing 56.93% to the national economy and growing by 5.30% (quarter-on-quarter) in 2025. This reflects the concentration of industrial, trade, and service activities in the region, while also highlighting the importance of the agenda for economic equality across regions. Overall, Indonesia's macroeconomic

Secara keseluruhan, kinerja makroekonomi Indonesia tahun 2025 menunjukkan fundamental yang terjaga, ditopang oleh struktur permintaan domestik yang kuat, ekspansi sektor jasa dan transportasi, serta pertumbuhan investasi yang berkelanjutan. Dengan fondasi tersebut, perekonomian nasional berada pada jalur pertumbuhan moderat yang stabil, sekaligus memiliki ruang untuk ditingkatkan melalui penguatan produktivitas, hilirisasi industri, dan diversifikasi basis ekspor.

Sumber:

1. Badan Pusat Statistik. (2026). Pertumbuhan Ekonomi Indonesia Triwulan IV-2025. Berita Resmi Statistik No. 18/02/Th. XXIX, 5 Februari 2026. Jakarta: Badan Pusat Statistik.
2. Bank Indonesia, Tangguh dan Mandiri: Sinergi Mendorong Pertumbuhan Ekonomi Lebih Tinggi dan Berdaya Tahan.

TINJAUAN INDUSTRI JASA PERKAPALAN, JASA MARINE, JASA LOGISTIK, DAN PORT SERVICES

Kinerja perdagangan internasional Indonesia sepanjang tahun 2025 mencatatkan pertumbuhan yang positif, dengan total nilai ekspor yang meningkat dibandingkan periode yang sama tahun sebelumnya. Pertumbuhan ini terutama ditopang oleh ekspor nonmigas yang mencatat kenaikan signifikan, sementara ekspor sektor migas mengalami penurunan. Kondisi ini mencerminkan pergeseran struktur ekspor Indonesia yang semakin bertumpu pada komoditas nonmigas, sebuah perkembangan yang secara langsung berimplikasi pada pola permintaan layanan jasa perkapalan, jasa maritim, dan jasa logistik secara nasional.

Dari sisi komposisi komoditas ekspor, sektor industri pengolahan mencatat pertumbuhan yang paling signifikan dalam struktur ekspor nasional, diikuti oleh sektor pertanian, kehutanan, dan perikanan. Sebaliknya, ekspor sektor pertambangan dan lainnya mengalami penurunan yang cukup dalam, terutama akibat melemahnya ekspor batubara. Penurunan ekspor di segmen pertambangan ini memberikan dampak langsung pada permintaan armada *bulk carrier* dan kapal-kapal pendukung aktivitas tambang, sehingga menjadi salah satu faktor penekan tingkat utilisasi armada di segmen tersebut selama tahun 2025.

Di sisi lain, pertumbuhan ekspor minyak kelapa sawit (CPO) dan produk-produk industri pengolahan lainnya memberikan dorongan tersendiri bagi aktivitas kepelabuhanan dan layanan logistik. Meningkatnya volume muatan yang harus diangkut melalui jalur laut mendorong permintaan akan layanan *port operation*, *cargo handling*, dan jasa keagenan kapal. Wilayah-wilayah yang menjadi basis produksi komoditas unggulan ekspor, seperti Kalimantan, Sulawesi Tengah, Maluku Utara, Sumatra, dan Riau, mencatat kontribusi ekspor yang besar secara nasional. Hal ini secara langsung relevan dengan wilayah operasional Perusahaan yang tersebar di ketiga region tersebut.

Peningkatan ekspor ke kawasan ASEAN yang cukup berarti turut memperkuat permintaan layanan pelayaran regional. Konektivitas maritim antara Indonesia dengan negara-negara ASEAN menjadi semakin penting seiring dengan meningkatnya volume perdagangan intra-kawasan. Bagi industri jasa perkapalan nasional, pertumbuhan

performance in 2025 demonstrates sound fundamentals, supported by a strong domestic demand structure, expansion in the services and transportation sectors, and sustained investment growth. With this foundation, the national economy is on a stable moderate growth trajectory, while also having room for improvement through enhanced productivity, industrial downstreaming, and diversification of the export base.

Source:

1. Central Bureau of Statistics. (2026). Indonesia's Economic Growth in the Fourth Quarter of 2025. Official Statistical Bulletin No. 18/02/Vol. XXIX, February 5, 2026. Jakarta: Central Bureau of Statistics.
2. Bank Indonesia, Resilient and Self-Reliant: Synergy Driving Higher and More Resilient Economic Growth.

REVIEW OF THE SHIPPING, MARINE, LOGISTICS, AND PORT SERVICES INDUSTRIES

Indonesia's international trade performance throughout 2025 recorded positive growth, with total export value increasing compared to the same period the previous year. This growth was primarily driven by non-oil and gas exports, which saw a significant increase, while exports from the oil and gas sector declined. This situation reflects a shift in Indonesia's export structure toward greater reliance on non-oil and gas commodities—a development that directly impacts national demand patterns for shipping, maritime, and logistics services.

In terms of the composition of export commodities, the manufacturing sector recorded the most significant growth in the national export structure, followed by the agriculture, forestry, and fisheries sector. Conversely, exports from the mining and other sectors experienced a fairly sharp decline, primarily due to the weakening of coal exports. This decline in mining exports has a direct impact on demand for bulk carriers and vessels supporting mining operations, thereby becoming one of the factors suppressing fleet utilization rates in that segment throughout 2025.

On the other hand, the growth in exports of crude palm oil (CPO) and other processed industrial products provided a distinct boost to port activities and logistics services. The increasing volume of cargo to be transported by sea drove demand for port operation services, cargo handling, and ship agency services. Regions serving as production bases for key export commodities, such as Kalimantan, Central Sulawesi, North Maluku, Sumatra, and Riau, account for a significant share of national exports. This is directly relevant to the Company's operational areas, which are spread across these three regions.

The significant increase in exports to the ASEAN region has further strengthened demand for regional shipping services. Maritime connectivity between Indonesia and ASEAN countries is becoming increasingly important as intra-regional trade volumes rise. For the national shipping services industry, this growth opens opportunities

ini membuka peluang untuk memperluas layanan angkutan antarpulau dan antarnegara di kawasan, khususnya pada rute-rute yang menghubungkan sentra-sentra produksi di Indonesia dengan pelabuhan-pelabuhan utama di Asia Tenggara.

Dari sisi impor, perkembangan yang paling menonjol adalah kenaikan signifikan pada golongan barang modal, yang mencerminkan meningkatnya aktivitas investasi dan pembangunan infrastruktur di Indonesia. Pertumbuhan impor barang modal ini mengisyaratkan berlangsungnya ekspansi kapasitas industri dan pengembangan proyek-proyek infrastruktur energi, yang pada gilirannya membutuhkan dukungan layanan logistik dan jasa maritim yang andal. Bagi industri jasa perkapalan, kondisi ini berpotensi meningkatkan permintaan layanan *project cargo*, *heavy lift*, dan angkutan barang-barang berukuran besar yang lazim dibutuhkan dalam proyek konstruksi berskala besar.

Sementara itu, impor bahan baku dan penolong yang menjadi bagian terbesar dari struktur impor nasional mencatat penurunan tipis. Meskipun demikian, dominasi golongan ini dalam struktur impor menunjukkan tingginya ketergantungan sektor industri nasional pada pasokan bahan baku dari luar negeri. Kondisi ini menjaga tingkat kebutuhan layanan angkutan laut dan jasa kepelabuhanan pada level yang relatif stabil, sekaligus menegaskan pentingnya keandalan rantai pasok maritim bagi keberlangsungan sektor industri pengolahan dalam negeri.

Neraca perdagangan Indonesia sepanjang tahun 2025 mencatatkan surplus yang ditopang sepenuhnya oleh kinerja sektor nonmigas, sementara sektor migas masih mencatat defisit. Surplus neraca perdagangan ini mencerminkan fondasi ekonomi yang cukup kuat dan mengindikasikan arus keluar barang yang lebih besar dibandingkan arus masuk, yang secara langsung berkontribusi pada peningkatan aktivitas bongkar-muat di pelabuhan-pelabuhan utama Indonesia. Bagi industri jasa perkapalan dan logistik, tingginya aktivitas ekspor yang konsisten sepanjang tahun merupakan faktor pendukung utama bagi keberlanjutan permintaan layanan.

Secara keseluruhan, tinjauan industri jasa perkapalan, jasa maritim, dan jasa logistik pada tahun 2025 menggambarkan lanskap bisnis yang dinamis dengan tekanan dan peluang yang hadir secara bersamaan. Penurunan aktivitas di segmen pertambangan dan migas menjadi tantangan nyata bagi utilisasi armada di segmen *offshore* dan *bulk*, sementara pertumbuhan ekspor industri pengolahan, peningkatan impor barang modal, dan surplus neraca perdagangan yang berkelanjutan membuka ruang yang cukup luas bagi pengembangan layanan di segmen lainnya. Kemampuan Perusahaan dalam merespons pergeseran dinamika permintaan ini secara adaptif akan menjadi kunci bagi pertumbuhan bisnis yang berkelanjutan.

Sumber:

Badan Pusat Statistik. (2026). Perkembangan Ekspor dan Impor Indonesia Desember 2025. Berita Resmi Statistik No. 12/02/Th. XXIX, 2 Februari 2026. Jakarta: Badan Pusat Statistik.

to expand inter-island and international transport services in the region, particularly on routes connecting production hubs in Indonesia with major ports in Southeast Asia.

On the import side, the most notable development is a significant increase in capital goods, reflecting rising investment activity and infrastructure development in Indonesia. This growth in capital goods imports signals ongoing industrial capacity expansion and the development of energy infrastructure projects, which in turn require reliable logistics and maritime services. For the shipping services industry, these conditions have the potential to increase demand for project cargo, heavy lift, and large-scale freight services—which are commonly required for large-scale construction projects.

Meanwhile, imports of raw and auxiliary materials—which constitute the largest portion of the national import structure—recorded a slight decline. Nevertheless, the dominance of this category in the import structure highlights the high dependence of the national industrial sector on foreign raw material supplies. This situation maintains the level of demand for maritime transport and port services at a relatively stable level, while also underscoring the importance of a reliable maritime supply chain for the sustainability of the domestic manufacturing sector.

Indonesia's trade balance for the year 2025 recorded a surplus entirely supported by the performance of the non-oil and gas sector, while the oil and gas sector continued to post a deficit. This trade balance surplus reflects a sufficiently strong economic foundation and indicates a larger outflow of goods compared to inflows, which directly contributes to an increase in cargo *handling* activity at Indonesia's major ports. For the shipping and logistics services industry, consistently high export activity throughout the year is a key supporting factor for the sustainability of service demand.

Overall, the 2025 review of the shipping, maritime, and logistics services industries paints a dynamic business landscape where pressures and opportunities coexist. Declining activity in the mining and oil and gas segments poses a real challenge for fleet utilization in the offshore and bulk segments, while growth in manufacturing exports, increased imports of capital goods, and a sustained trade surplus open up significant opportunities for service development in other segments. A company's ability to adaptively respond to these shifting demand dynamics will be key to sustainable business growth.

Source:

Central Bureau of Statistics. (2026). Development of Indonesia's Exports and Imports, December 2025. Official Statistics Bulletin No. 12/02/Vol. XXIX, February 2, 2026. Jakarta: Central Bureau of Statistics.

Tinjauan Operasi per Segmen Usaha

Operational Review by Business Segment

Per 31 Desember 2025, Perusahaan belum menerapkan (PSAK) 108 mengenai Segmen Operasi. Namun demikian, Perusahaan tetap menetapkan kegiatan usaha berdasarkan karakteristik kegiatan bisnis yang dijalankan. Perusahaan melakukan kegiatan usaha yang meliputi *support vessel provider*, *marine services*, *shorebase*, dan *port operation* baik di dalam maupun di luar negeri, antara lain seperti berikut:

As of December 31, 2025, the Company has not yet implemented (PSAK) 108 regarding Operating Segments. However, the Company continues to define its business activities based on the characteristics of the business operations conducted. The Company engages in business activities that include support vessel provider, marine services, shorebase, and port operations both domestically and internationally, including the following:



SEGMENT SUPPORT VESSEL PROVIDER

SUPPORT VESSEL PROVIDER SEGMENT

Kegiatan Usaha serta Produk dan Layanan Support Vessel Provider

Business Activities and Products and Services of the Support Vessel Provider

Sebagai penyedia kapal dan layanan operasional perkapalan, Perusahaan menjalankan kegiatan utama berupa pengangkutan BBM, produk olahan kimia, dan gas cair dengan menggunakan *tanker*, *tug & barge*, serta *SPOB*. Aktivitas tersebut dilaksanakan melalui skema kontrak sewa kapal, baik *time charter* maupun *spot charter*, serta *Contract of Affreightment (CoA)*.

As a provider of vessels and shipping operational services, the Company conducts its primary activities in the transportation of fuel, refined chemical products, and liquefied gas using tankers, tugs & barges, and SPOBs. These activities are carried out through vessel charter contracts, including time charters, spot charters, and Contracts of Affreightment (CoA).

PTK juga berperan dalam mendukung operasional sarana pelabuhan, termasuk kegiatan keluar-masuk kapal tanker di area pelabuhan/TBBM dan navigasi pada area *marine*. Selain itu, PTK melakukan penyewaan serta pemasaran kapal milik pihak ketiga kepada Pelanggan PTK/pemberi kerja. Kegiatan lainnya mencakup penyewaan kapal dan pengelolaan *Ship to Ship (STS)* untuk proyek *Fatty Acid Methyl Ester (FAME)* Balikpapan.

PTK also plays a role in supporting port facility operations, including the entry and exit of tankers in port/TBBM areas and navigation in marine areas. Additionally, PTK leases and markets third-party-owned vessels to PTK customers/employers. Other activities include vessel chartering and Ship-to-Ship (STS) management for the Balikpapan Fatty Acid Methyl Ester (FAME) project.

Dalam segmen *Support Vessel Provider*, terdapat aktivitas utilisasi kapal milik yang meliputi data armada kapal, *commission days*, dan *commercial days*.

In the Support Vessel Provider segment, there are activities related to the utilization of owned vessels, including fleet data, commission days, and commercial days.

Produktivitas Segmen Support Vessel Provider

Productivity of the Support Vessel Provider Segment

Tabel Produktivitas Segmen Support Vessel Provider
Support Vessel Provider Segment Productivity Table

Uraian Description	Satuan Unit	2025	2024	Kenaikan (Penurunan) Increase (Decrease)	
				Nominal Nominal	Persentase Percentage
Armada Kapal Milik Owned Vessel	unit	370	370	-	-

Tabel Produktivitas Segmen Support Vessel Provider

Support Vessel Provider Segment Productivity Table

Uraian Description	Satuan Unit	2025	2024	Kenaikan (Penurunan) Increase (Decrease)	
				Nominal Nominal	Persentase Percentage
Existing Vessel Existing Vessel	unit	370	369	1	0,27
New Vessel New Vessel	unit	0	1	(1)	(100,00)
Commission Days Kapal Milik Owned Vessel Commission Days	hari days	120.117	119.841	276	0,23
Existing Vessel Existing Vessel	hari days	120.117	119.592	525	0,44
New Vessel New Vessel	hari days	-	249	-	-
Commercial Days Kapal Milik Owned Vessel Commercial Days	hari days	119.390	119.220	170	0,14
Existing Vessel Existing Vessel	hari days	119.390	118.973	417	0,35
New Vessel New Vessel	hari days	-	247	-	-

Per 31 Desember 2025 armada Kapal Milik PTK mencapai 370 unit. Termasuk di dalamnya 12 kapal tanker BBTC ke PIS, 1 kapal total loss proses reasuransi, 1 kapal tanker *laid up*, dan 18 kapal dalam proses UPP.

Commission days mencerminkan tingkat ketersediaan dan kelaiklautan kapal untuk dipasarkan. Pada tahun 2025, jumlah *commission days* tercatat sebesar 120.117 hari, atau mengalami peningkatan 0,23% dibandingkan tahun 2024. Peningkatan tersebut terutama disebabkan oleh optimalisasi pelaksanaan *plan maintenance system* yang dilakukan guna menurunkan tingkat *breakdown* kapal serta didukung penerapan standarisasi tata waktu pelaksanaan *docking* secara lebih efektif dan terukur.

Commercial days merupakan realisasi hari operasi kapal yang tersewa oleh pencharter. Pada tahun 2025, jumlah *commercial days* tercatat sebesar 119.390 hari, atau meningkat 0,14% dibandingkan tahun 2024. Peningkatan tersebut terutama disebabkan oleh kapal terutilisasi secara optimal.

Pendapatan dan Profitabilitas Segmen Support Vessel Provider

Sepanjang tahun 2025, pendapatan usaha Perusahaan yang berasal dari segmen *Support Vessel Provider* tercatat sebesar Rp1.121,50 miliar, meningkat 0,57% atau Rp6,40 miliar dari dibandingkan tahun sebelumnya. Pendapatan dari segmen *Support Vessel Provider* ini berkontribusi sebesar 13,37% terhadap pendapatan usaha Perusahaan.

Selain itu, laba bruto Perusahaan yang berasal dari segmen *Support Vessel Provider* tercatat sebesar Rp422,89 miliar, menurun 6,35% atau Rp28,66 miliar dari dibandingkan tahun sebelumnya. Laba bruto dari segmen *Support Vessel Provider* ini berkontribusi sebesar 14,48% terhadap laba bruto Perusahaan.

As of December 31, 2025, PTK's fleet of owned vessels reached 370 units. This includes 12 BBTC tankers transferred to PIS, 1 vessel declared a total loss under reinsurance, 1 laid-up tanker, and 18 vessels undergoing UPP.

Commission days reflect the availability and operational readiness of vessels for commercialization. In 2025, commission days reached 120,117 days, representing an increase of 0.23% compared to 2024. This increase was primarily driven by the optimization of the plan maintenance system to reduce vessel breakdown rates, supported by the implementation of a more effective and measurable standardized docking schedule.

Commercial days represent the actual operating days of vessels chartered by charterers. In 2025, the number of commercial days was recorded at 119,390 days, an increase of 0.14% compared to 2024. This increase was primarily due to vessels being utilized optimally.

Revenue and Profitability of the Support Vessel Provider Segment

Throughout 2025, the Company's revenue from the Support Vessel Provider segment was recorded at Rp1,121.50 billion, an increase of 0.57% or Rp6.40 billion compared to the previous year. Revenue from the Support Vessel Provider segment contributed 13.37% to the Company's total revenue.

In addition, the Company's gross profit from the Support Vessel Provider segment amounted to Rp422.89 billion, a decrease of 6.35% or Rp28.66 billion compared to the previous year. Gross profit from the Support Vessel Provider segment contributed 14.48% to the Company's gross profit.

SEGMENT MARINE SERVICES

Kegiatan Usaha serta Produk dan Layanan Marine Services

Jasa *marine* atau keagenan kapal yang dijalankan PTK mencakup seluruh pelabuhan di Indonesia. Layanan tersebut diberikan baik pada pelabuhan umum (keagenan umum), pelabuhan khusus Pertamina (keagenan kapal-kapal tanker *charter*/milik Pertamina), keagenan luar negeri, maupun kepada pihak ketiga.

Layanan yang disediakan meliputi:

1. Keagenan kapal tanker milik PTK serta tanker *charter* milik Pertamina;
2. Pengurusan perizinan (*inward & outward clearance*);
3. Penyediaan kebutuhan kapal dan *handling crew* (*crew supply, bunker handling, water supply*);
4. Pengurusan dokumen Pemberitahuan Impor Barang (PIB) dan Pemberitahuan Ekspor Barang (PEB);
5. Pengelolaan administrasi pelabuhan khusus;
6. Pelaksanaan kegiatan *Recognized Security Organization* dan ISPS Code di pelabuhan.

Produktivitas Segmen Marine Services

Tabel Produktivitas Segmen Marine Services

Marine Services Segment Productivity Table

Uraian Description	Satuan Unit	2025	2024	Kenaikan (Penurunan) Increase (Decrease)	
				Nominal Nominal	Persentase Percentage
Keagenan Tanker Pihak Ketiga Third Party Tanker Agency	Call	5.938	5.181	757	14,61
Keagenan <i>Charter</i> Milik Pertamina Pertamina-Owned Charter Agency	Call	19.687	20.745	(1.058)	(5,10)
Keagenan Umum General Agency	Call	5.410	4.033	1.377	34,14
Keagenan Luar Negeri Overseas Agency	Call	166	-	-	-
Jumlah Total	Call	31.201	29.959	1.076	3,59

Segmen usaha keagenan PTK mencakup empat kategori, yaitu keagenan pihak ketiga, keagenan Charter Milik Pertamina (CMP), keagenan umum, dan keagenan luar negeri. Sepanjang tahun 2025, jumlah total *call* keagenan tercatat sebanyak 31.201 *call*.

Sepanjang tahun 2025, layanan keagenan pihak ketiga mencatatkan realisasi sebanyak 5.938 *call*, meningkat 14,61% atau 757 *call* dibandingkan tahun 2024. Capaian tersebut menunjukkan kinerja yang lebih baik dibandingkan periode sebelumnya. Peningkatan tersebut dipengaruhi oleh adanya optimalisasi jaringan keagenan di wilayah operasional dan peningkatan aktivitas kapal dari pelanggan.

MARINE SERVICES SEGMENT

Business Activities and Marine Services Products and Services

The marine services or ship agency services operated by PTK cover all ports in Indonesia. These services are provided at public ports (general agency), Pertamina's special ports (ship agency for Pertamina-owned or chartered tankers), overseas agency, as well as to third parties.

The services provided include:

1. Agency services for PTK-owned tankers and chartered tankers owned by Pertamina;
2. Permit processing (*inward & outward clearance*);
3. Provision of ship supplies and crew *handling* (*crew supply, bunker handling, water supply*);
4. Processing of Import Goods Notification (PIB) and Export Goods Notification (PEB) documents;
5. Management of special port administration;
6. Implementation of Recognized Security Organization and ISPS Code activities at the port.

Productivity of the Marine Services Segment

PTK's agency business segment covers four categories: third-party agency, Pertamina-Owned Charter (CMP) agency, general agency, and overseas agency. Throughout 2025, the total number of agency calls recorded was 31,201.

Throughout 2025, third-party agency services recorded 5,938 calls, an increase of 14.61% or 757 calls compared to 2024. This achievement indicates better performance compared to the previous period. The increase was influenced by the optimization of the agency network in operational areas and increased vessel activity from customers.

Jumlah layanan keagenan charter milik Pertamina tercatat sebanyak 19.687 *call*, yang menurun 5,10% atau 1.058 *call* dibandingkan realisasi tahun 2024. Penurunan tersebut terutama disebabkan oleh jumlah tonase kapal dan *shipment* angkutan domestik Pertamina Group, seiring dengan dilakukannya optimalisasi tonase.

Realisasi layanan keagenan umum mencapai 5.410 *call*, atau meningkat 34,14% setara 1.377 *call* dibandingkan tahun 2024. Peningkatan tersebut terutama disebabkan oleh adanya peningkatan permintaan layanan dari pasar non-*captive* dan penguatan operasional di wilayah kerja yang meningkatkan daya saing.

Realisasi layanan keagenan luar negeri pada tahun 2025 mencapai 166 *call*. Pencapaian ini merupakan hasil dari penunjukan oleh PT Pertamina International Shipping (PIS), yang menjadi langkah awal dalam pengembangan layanan keagenan di pasar internasional.

Pendapatan dan Profitabilitas Segmen Marine Services

Pada tahun 2025, Perusahaan membukukan pendapatan dari segmen *Marine Services* sebesar Rp3.991,73 miliar, yang menunjukkan peningkatan sebesar 30,61% atau setara Rp935,51 miliar dibandingkan tahun sebelumnya. Kontribusi segmen *Marine Services* terhadap total pendapatan usaha Perusahaan tercatat sebesar 47,60%.

Labanya bruto yang dihasilkan dari segmen *Marine Services* tercatat sebesar Rp1.436,31 miliar, mengalami peningkatan sebesar 0,45% atau Rp1.429,82 miliar dibandingkan tahun sebelumnya. Segmen *Marine Services* memberikan kontribusi sebesar 49,17% terhadap total laba bruto Perusahaan.

SEGMENT SHOREBASE

Kegiatan Usaha serta Produk dan Layanan Shorebase

Dalam menjalankan peran sebagai Badan Usaha Pelabuhan, PTK melaksanakan kegiatan operasi pada segmen *logistic services* yang mencakup usaha sebagai berikut:

1. Jasa keagenan yang mengurus penerimaan, penyimpanan, pengepakan, pengukuran, penimbangan, pengurusan penyelesaian dokumen, penerbitan dokumen angkutan, perhitungan biaya angkutan, klaim asuransi atas pengiriman barang serta penyelesaian tagihan dan biaya-biaya lainnya berkenaan dengan pengiriman barang-barang tersebut sampai dengan diterima ke tangan penerima (*freight forwarding*) oleh PT Pertamina Port & Logistics (AP PTK).
2. Jasa membongkar barang dari kapal ke dermaga/tongkang/truk atau memuat barang dari dermaga/tongkang/truk ke dalam kapal (*stevedoring*) oleh PT Pertamina Port & Logistics (AP PTK).
3. Jasa pemindahan barang setelah dibongkar dari kapal di dermaga ke gudang atau tempat penumpukan (*cargodoring*) oleh PT Pertamina Port & Logistics (AP PTK).
4. Sebagai Penyediaan dan/atau pelayanan jasa dermaga untuk labuh-tambat kapal, bongkar-muat barang & peti kemas, dan penundaan kapal.
5. *Bunker Agent* dan *Bunker Handling*, Pengelolaan Logistik Terpadu.

The number of Pertamina-owned charter agency services totaled 19,687 calls, a decrease of 5.10% or 1,058 calls compared to the 2024 annual figure (). This decline was primarily due to the tonnage of vessels and domestic shipments within the Pertamina Group, in line with ongoing tonnage optimization efforts.

General agency service realization reached 5,410 calls, an increase of 34.14%—equivalent to 1,377 calls—compared to 2024. This increase was primarily driven by rising demand for services from the non-captive market and strengthened operations in service areas, which enhanced competitiveness.

The realization of overseas agency services in 2025 reached 166 calls. This achievement resulted from an appointment by PT Pertamina International Shipping (PIS), marking the first step in developing agency services in the international market.

Revenue and Profitability of the Marine Services Segment

In 2025, the Company recorded revenue from the Marine Services segment of Rp3,991.73 billion, representing an increase of 30.61% or Rp935.51 billion compared to the previous year. The Marine Services segment's contribution to the Company's total operating revenue stood at 47.60%.

Gross profit generated from the Marine Services segment was recorded at Rp1,436.31 billion, an increase of 0.45% or Rp1,429.82 billion compared to the previous year. The Marine Services segment contributed 49.17% to the Company's total gross profit.

SHOREBASE SEGMENT

Business Activities and Shorebase Products and Services

In carrying out its role as a Port Business Entity, PTK conducts operational activities in the logistics services segment, which includes the following businesses:

1. Agency services *handling* the receipt, storage, packing, measurement, weighing, processing of document settlement, issuance of transport documents, calculation of transport costs, insurance claims for the shipment of goods, as well as the settlement of invoices and other costs related to the shipment of these goods until they are received by the consignee (*freight forwarding*) by PT Pertamina Port & Logistics (AP PTK).
2. Services for unloading goods from ships to docks/barges/trucks or loading goods from docks/barges/trucks onto ships (*stevedoring*) by PT Pertamina Port & Logistics (AP PTK).
3. Services for moving goods after unloading from the ship at the wharf to a warehouse or storage area (*cargodoring*) by PT Pertamina Port & Logistics (AP PTK).
4. Provision and/or provision of wharf services for ship berthing, cargo and container loading and unloading, and ship detention.
5. Bunker Agent and Bunker Handling, Integrated Logistics Management.

Produktivitas Segmen Shorebase

Shorebase Segment Productivity

Tabel Produktivitas Segmen Shorebase

Shorebase Segment Productivity Table

Uraian Description	Satuan Unit	2025	2024	Kenaikan (Penurunan) Increase (Decrease)	
				Nominal Nominal	Persentase Percentage
Cargo Handling	ton	588.405	471.025	117.380	24,92
Vessel Berthing	hours	13.348	10.524	2.824	26,83
Cover Storage	m2	435.504	372.074	63.430	17,05
Open Storage	m2	1.825.650	1.331.698	493.952	37,09
Waste Management	ton	7.726	1.587	6.139	386,83

Pendapatan dan Profitabilitas Segmen Shorebase

Sepanjang tahun 2025, pendapatan usaha yang bersumber dari segmen *Shorebase* mencapai Rp474,28 miliar. Dibandingkan dengan tahun sebelumnya, jumlah tersebut meningkat sebesar 35,92% atau Rp125,34 miliar. Segmen ini memberikan kontribusi sebesar 5,66% terhadap keseluruhan pendapatan usaha Perusahaan.

Segmen *Shorebase* membukukan laba bruto sebesar Rp181,89 miliar. Jumlah tersebut meningkat 37,14% atau Rp49,26 miliar dibandingkan periode sebelumnya. Kontribusi laba bruto dari segmen ini terhadap keseluruhan laba bruto Perusahaan adalah sebesar 6,23%.

Revenue and Profitability of the Shorebase Segment

Throughout 2025, operating revenue from the Shorebase segment reached Rp474.28 billion. Compared to the previous year, this figure increased by 35.92% or Rp125.34 billion. This segment contributed 5.66% to the Company's total operating revenue.

The Shorebase segment recorded a gross profit of Rp181.89 billion. This figure increased by 37.14% or Rp49.26 billion compared to the previous period. The contribution of gross profit from this segment to the Company's total gross profit was 6.23%.

SEGMENT PORT OPERATION SERVICES

PORT OPERATION SERVICES SEGMENT

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Kegiatan Usaha serta Produk dan Layanan Port Operation

Segmen *port operation* yang meliputi pengelolaan dan pengoperasian pelabuhan, pengurusan perizinan dan lisensi, layanan RSO, serta dukungan *Ship to Ship* (STS).

Produktivitas Segmen Port Operation

Pada tahun 2025, *Throughput Bundling* dari segmen *Port Operation Services* tercatat sebesar 53.037 Ribu KL, meningkat 1,35% dibandingkan tahun sebelumnya yang tercatat 52.331 Ribu KL.

Pendapatan dan Profitabilitas Segmen Port Operation

Sepanjang tahun 2025, pendapatan usaha Perusahaan yang berasal dari segmen *port operation* tercatat sebesar Rp2.797,78 miliar. Pendapatan dari segmen *port operation* ini berkontribusi sebesar 33,37% terhadap pendapatan usaha Perusahaan.

Selain itu, laba bruto Perusahaan yang berasal dari segmen *port operation* tercatat sebesar Rp879,80 miliar. Laba bruto dari segmen *port operation* ini berkontribusi sebesar 30,12% terhadap laba bruto Perusahaan.

Business Activities and Port Operation Products and Services

The Port Operation segment includes port management and operations, permit and license processing, RSO services, and Ship-to-Ship (STS) support.

Port Operation Segment Productivity

In 2025, bundled throughput from the Port Operation Services segment reached 53,037 thousand KL, representing an increase of 1.35% compared to the previous year's 52,331 thousand KL.

Revenue and Profitability of the Port Operations Segment

Throughout 2025, the Company's revenue from the port operations segment was recorded at Rp2,797.78 billion. Revenue from this port operations segment contributed 33.37% to the Company's total revenue.

Additionally, the Company's gross profit from the port operations segment was recorded at Rp879.80 billion. This gross profit from the port operations segment contributed 30.12% to the Company's total gross profit.

Sinergi dengan Pertamina Group

Synergy with the Pertamina Group

Kolaborasi yang terjalin memungkinkan PTK bersama seluruh entitas anak Pertamina untuk mengoptimalkan pemanfaatan fasilitas secara bersama, sehingga tingkat efisiensi dapat ditingkatkan. Peningkatan efisiensi tersebut berdampak positif terhadap kinerja PTK dan Pertamina Group, yang pada akhirnya mendukung optimalisasi pendapatan dan laba usaha serta memperkuat pengembangan usaha.

The established collaboration enables PTK, together with all Pertamina subsidiaries, to optimize the joint utilization of facilities, thereby increasing efficiency levels. This increased efficiency has a positive impact on the performance of PTK and the Pertamina Group, which ultimately supports the optimization of revenue and operating profit as well as strengthens business development.

Tabel Sinergi Pertamina Group
Pertamina Group Synergy Table

(dalam jutaan Rupiah, kecuali dinyatakan lain)
(in millions of Rupiah, unless otherwise stated)

Uraian Description	2025	2024	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal Nominal	Persentase Percentage
PT Pertamina (Persero)	2.714	7.662	(4.948)	(64,58)
PT Pertamina Patra Niaga	2.169.207	2.028.757	140.450	6,92
PT Pertamina EP	2.655	6.461	(3.806)	(58,91)
PT Pertamina Retail	281.992	275.691	6.301	2,29
PT Pertamina International Shipping	2.238.761	2.075.862	162.899	7,85
PT Nusantara Regas	30.463	29.577	886	3,00
PT Kilang Pertamina Internasional	1.077.567	1.204.464	(126.897)	(10,54)
PT Peteka Karya Tirta – PET	146.047	76.555	69.492	90,77
PT Pertamina Hulu Rokan	113.209	36.484	76.725	210,30
PT Kilang Pertamina Balikpapan	5.921	(5.584)	11.505	(206,04)
PT Saka Energi Indonesia	12.759	1.884	10.875	577,23
PT Pertamina Hulu Energi Jambi Merang	2.100	3.703	(1.603)	(43,29)
PT Pertamina Hulu Energi West Madura Offshore	3.645	2.278	1.367	60,01
PT Pertamina Hulu Energi ONWJ	33.648	43.490	(9.842)	(22,63)
PT Pertamina Hulu Mahakam	193.807	143.329	50.478	35,22
PT Pertamina Hulu Energi OSES	202.749	181.133	21.616	11,93
PT Pertamina Hulu Sanga Sanga	23.052	27.028	(3.976)	(14,71)
PT Pertamina Hulu Kalimantan Timur	70.299	63.776	6.523	10,23
PT Pertamina Gas Negara LNG Indonesia	38.602	35.032	3.570	10,19
PT Pertamina Arun Gas	139.241	151.334	(12.093)	(7,99)
PT Badak Natural Gas Liq	12.677	460	12.217	2655,87
Lain-lain	28.232	-	28.232	100,00
Jumlah Total	6.829.349	6.402.846	426.503	6,66

Rencana Strategis

Strategic Plan

RENCANA STRATEGIS JANGKA PANJANG TAHUN 2023-2027

Dalam rangka mewujudkan visi menjadi perusahaan jasa maritim yang terintegrasi dengan skala global, selaras dengan dukungan penuh PTK kepada Subholding Integrated Marine Logistics (SH IML) dan juga PT Pertamina (Persero) selaku *Holding*. Sasaran strategis menuju tahun 2029 yang ingin dicapai PTK yang dituangkan dalam tema strategis SAIL dengan *roadmap* berikut:

LONG-TERM STRATEGIC PLAN FOR 2023-2027

In order to realize the vision of becoming an integrated maritime services company on a global scale, in line with PTK's full support for the Integrated Marine Logistics Subholding (SH IML) and PT Pertamina (Persero) as the Holding Company. The strategic goals for 2029 that PTK aims to achieve, as outlined in the SAIL strategic theme, are as follows:

Fase 1 Phase 1		Fase 2 Phase 2		Fase 3 Phase 3
Quick Win (2025)		2027	2028	2029
Optimalisasi revenue melalui investasi fase awal (termasuk penambahan aset kapal dan non kapal), serta optimalisasi aset dan memasuki pasar baru Revenue optimization through early-phase investments, (including the addition of vessel and non-vessel assets), as well as asset optimization and expansion into new markets		Penambahan investasi aset operasional untuk menangkap potensi pasar baru Additional investment in operational assets to capture new market opportunities		Menjaga posisi perusahaan di pasar captive dan memperluas cakupan pasar non-captive Maintaining the Company's position in the captive market while expanding its presence in the non-captive market
Bisnis Utama Core Business	- Reklasifikasi pendapatan dan biaya dan penyalarsan kembali operasional lini bisnis utama. - Meningkatkan captive shipping & non-shipping. - Mempertahankan layanan jasa shipping, marine, dan logistics pada kontrak bundling dan meningkatkan kegiatan non-bundling. - Revenue and cost reclassification, as well as the realignment of core business line operations. - Enhancement of captive shipping and non-shipping businesses. - Maintaining shipping, marine, and logistics services under bundled contracts while increasing non-bundled business activities.	- Melakukan penyalarsan terkait pengembangan kolaborasi di lingkungan SHU. - Melanjutkan dan menambah kontrak bundling pada layanan jasa shipping, marine, dan logistics dengan Pertamina, MN, dan Perusahaan swasta lainnya. - Menyediakan bundling service untuk lingkungan SH. - Aligning initiatives to strengthen collaborative business development within the SHU environment. - Continuing and expanding bundled contracts for shipping, marine, and logistics services with Pertamina, MN, and other private sector companies. - Providing bundled service solutions across the SHU environment.		- Menjaga posisi perusahaan di pasar marine services dan mengembangkan portofolio bisnis logistik di shorebase. - Maintaining the Company's position in the marine services market while expanding its logistics business portfolio through shorebase operations.
	- Melakukan investasi sesuai RKAP 2025, termasuk penambahan aset kapal dan non kapal. - Melakukan kajian potensi akuisisi aset kapal dan kemitraan dengan mitra bisnis OSV untuk masuk ke Pasar Upstream di Malaysia. - Mempersiapkan optimalisasi kapal yang masa kontraknya akan habis di tahun 2025. - Executing investments in accordance with the 2025 RKAP, including the acquisition of additional vessel and non-vessel assets. - Conducting assessments on potential vessel asset acquisitions and strategic partnerships with Offshore Support Vessel (OSV) business partners to penetrate the upstream market in Malaysia. - Preparing optimization initiatives for vessels whose contracts are scheduled to expire in 2025.	- Mengelola anggaran dan memonitor realisasi investasi. - Meningkatkan pelaksanaan kegiatan unbundling bersama dengan Region dan Anak Perusahaan. - Melakukan Strategic Partnership (e.g., BUP, dockyard, ship equipment maker & manufacturer) dan kegiatan M&A (e.g., Perusahaan OSV). - Membuat rencana pengadaan melalui SCPL serta penambahan aset Perusahaan (e.g., kapal, dsb). - Melakukan peremajaan dan pelepasan aset tidak produktif. - Melaksanakan New Market Agency dengan memperluas pasar ke terminal non Pertamina Group. - Managing the budget and monitoring the realization of investment programs. - Enhancing the implementation of unbundling initiatives in collaboration with Regions and Subsidiaries. - Establishing strategic partnerships (e.g., Port Business Entities/BUP, dockyards, ship equipment makers, and manufacturers) and pursuing merger and acquisition (M&A) opportunities (e.g., OSV companies). - Developing procurement plans through SCPL and expanding the Company's asset base (e.g., vessels and other operational assets). - Undertaking the rejuvenation and divestment of non-productive assets. - Implementing the New Market Agency strategy by expanding market penetration to terminals outside the Pertamina Group.		- Melanjutkan penambahan investasi dan diversifikasi portofolio aset milik PTK (e.g., armada dan shorebase Marunda). - Melakukan investasi revitalisasi shorebase Kabil. - Continuing investment expansion and diversification of PTK's asset portfolio, including fleet assets and the Marunda shorebase. - Undertaking investment for the revitalization of the Kabil shorebase.
Pertumbuhan Bisnis Business Growth				

Fase 1 Phase 1			Fase 2 Phase 2		Fase 3 Phase 3
Quick Win (2025)			2027	2028	2029
Optimalisasi revenue melalui investasi fase awal (termasuk penambahan aset kapal dan non kapal), serta optimalisasi aset dan memasuki pasar baru Revenue optimization through early-phase investments, (including the addition of vessel and non-vessel assets), as well as asset optimization and expansion into new markets			Penambahan investasi aset operasional untuk menangkap potensi pasar baru Additional investment in operational assets to capture new market opportunities		Menjaga posisi perusahaan di pasar <i>captive</i> dan memperluas cakupan pasar <i>non-captive</i> Maintaining the Company's position in the captive market while expanding its presence in the non-captive market
Penguatan Infrastruktur Bisnis Strengthening Business Infrastructure	- Penguatan Infrastruktur Bisnis. - Menyelesaikan analisis regulasi dan perizinan terkait pencacahan dan perdagangan besi tua serta mengusulkan peremajaan. - Memutakhirkan tupoksi fungsi serta memetakan kebutuhan skill SDM melalui analisis beban kerja dan kebutuhan pelatihan standar global (e.g., <i>Investment team</i>). - Mengesahkan dan mengimplementasikan SOP serta pembaruan sistem tata kerja organisasi, dan berfokus di <i>Cost Optimization</i>. - Strengthening Business Infrastructure. - Finalizing the regulatory and licensing analysis regarding scrap metal processing (shredding) and trading, and proposing necessary updates/renewals. - Updating functional roles and responsibilities (Tupoksi) and mapping HR skill requirements through workload analysis and global standard training needs (e.g., <i>Investment team</i>). - Approving and implementing Standard Operating Procedures (SOPs) and updating the organizational workflow system, with a focus on <i>Cost Optimization</i>.		- Meningkatkan kapasitas dan kapabilitas SDM melalui <i>Training Center</i> dan program pengembangan kompetensi yang mumpuni sesuai dengan standar global. - Menyelesaikan pengembangan dan meningkatkan program digitalisasi eksisting, integrasi sistem, serta kelanjutan dari program <i>cyber security</i> Perusahaan (e.g peningkatan BOS 2.0, TCMS dan CMMS). - Enhancing workforce capacity and capabilities through the Training Center and robust competency development programs aligned with global standards. - Completing the development and further enhancing existing digitalization programs, system integration initiatives, and the continuation of the Company's cybersecurity program, including the enhancement of BOS 2.0, TCMS, and CMMS.		- Melakukan pemantauan akan kebutuhan SDM secara berkelanjutan, serta memastikan pembaruan sertifikasi sesuai dengan arah pertumbuhan bisnis Perusahaan. - Memastikan integrasi teknologi secara <i>end-to-end</i> untuk mendukung efisiensi yang berkelanjutan. - Mempertahankan standar operasional dan kepercayaan <i>customer</i>. - Continuously monitoring workforce requirements and ensuring the renewal of certifications in line with the Company's business growth direction. - Ensuring end-to-end technology integration to support sustainable operational efficiency. - Maintaining operational standards and customer trust.
	- Melaksanakan inisiasi <i>green procurement</i>, decarbonization program melalui <i>shore connection</i> dan PLTS serta menyusun <i>sustainability report</i>. - Implementing green procurement initiatives and decarbonization programs through shore connection and solar photovoltaic (PV) systems, as well as preparing a Sustainability Report.		- Meningkatkan penerapan lebih lanjut pada aspek ESG (e.g., <i>alternative/dual fuel</i>, instalasi <i>shore connection port</i>, dan PLTS KKR). - Memperoleh penilaian ESG Risk Rating dan Ranking. - Further enhancing the implementation of ESG initiatives, including alternative/dual-fuel solutions, shore connection port installations, and the KKR Solar PV system. - Obtaining an ESG Risk Rating and ESG Ranking assessment		- Mempertahankan penilaian ESG Risk Rating dan Ranking yang baik. - Maintaining a strong ESG Risk Rating and Ranking.

Milestone 1 (2025–2026): Optimalisasi Pendapatan melalui Investasi Fase Awal serta Ekspansi Pasar

Pada tahun 2025, PTK akan menjalankan peta jalan *quick win* dengan fokus pada reklasifikasi pendapatan dan biaya, serta penyesuaian kembali dengan operasional lini bisnis utama. Selain itu, PTK akan melakukan penetrasi pasar internasional melalui realisasi investasi yang telah ditetapkan dalam RKAP 2025, memulai penjajakan kemitraan dengan perusahaan luar negeri, serta meningkatkan *operational excellence* melalui pembenahan internal.

Dari sisi bisnis utama, Perusahaan akan memperkuat penetrasi pada *captive market* yang sudah ada dan meningkatkan aktivitas *non-bundling* yang tengah berjalan. Upaya ini dilakukan melalui implementasi rencana pertumbuhan bisnis, termasuk realisasi investasi sesuai RKAP 2025, penyusunan strategi optimalisasi utilisasi

Milestone 1 (2025–2026): Revenue Optimization through Early-Stage Investments and Market Expansion

In 2025, PTK will implement a quick-win roadmap focused on revenue and cost reclassification, as well as realignment with core business operations. Additionally, PTK will pursue international market penetration through the execution of investments outlined in the 2025 Business Plan, initiate partnership explorations with foreign companies, and enhance operational excellence through internal improvements.

Regarding core business operations, the Company will strengthen its penetration of existing captive markets and expand ongoing non-bundling activities. These efforts will be carried out through the implementation of business growth plans, including the execution of investments in accordance with the 2025 Annual Business

kapal OSV *upstream* yang kontraknya akan segera berakhir, serta inisiasi peninjauan kerja sama dengan mitra internasional.

Dalam aspek penguatan infrastruktur bisnis, Perusahaan akan menganalisis peluang ekspansi layanan melalui kajian regulasi. Salah satu contohnya adalah pengembangan bisnis *waste management* yang memerlukan perizinan terkait pencacahan dan perdagangan besi tua. Selain itu, PTK akan melakukan pembaruan tupoksi setiap fungsi internal serta penyempurnaan SOP sistem tata kerja organisasi dan pengelolaan kapal.

Memasuki fase lanjutan pada periode 2025–2026, dari sisi bisnis utama, Perusahaan akan menyelaraskan pengembangan kolaborasi di lingkungan SHU, melanjutkan serta meningkatkan kontrak *bundling* untuk layanan *shipping*, *marine*, dan *logistics* dengan Pertamina, BUMN, serta perusahaan swasta lainnya, dan menyediakan layanan *bundling* bagi lingkungan SHU.

Pada periode ini, Perusahaan juga akan melanjutkan pelaksanaan investasi fase awal dengan melakukan pengelolaan dan pemantauan anggaran realisasi investasi. Di sisi lain, pertumbuhan bisnis eksisting akan didorong melalui pengembangan *new market agency* di luar terminal Pertamina, pembentukan *strategic partnership*, serta peningkatan aktivitas *unbundling*. PTK juga akan mengembangkan bisnis baru pada *upstream* OSV internasional melalui aksi M&A dengan perusahaan global. Untuk mendukung implementasi tersebut, PTK akan meningkatkan kapasitas dan kapabilitas SDM agar memenuhi standar internasional.

Dari sisi infrastruktur internal, Perusahaan akan melanjutkan pengembangan digitalisasi, mengintegrasikan sistem yang telah ada, serta memperkuat program peningkatan keamanan siber yang telah berjalan sebelumnya.

Dalam aspek ESG, Perusahaan akan menginisiasi program *green procurement decarbonization* melalui pemanfaatan *shore connection* dan PLTS.

Milestone 2 (2027–2028): Penambahan Investasi Aset Operasional untuk Menangkap Peluang Pasar Baru

Pada tahun 2027, Perusahaan akan memperkuat bisnis utamanya dengan melanjutkan penambahan aset portofolio, khususnya armada dan *shorebase*, guna memenuhi kebutuhan pasar global. Selain itu, Perusahaan juga akan menambah investasi untuk optimalisasi *shorebase* Marunda dan Kabil.

Dari sisi penguatan infrastruktur, sistem dan proses internal Perusahaan telah mencapai tingkat kematangan yang lebih baik. Oleh karena itu, Perusahaan akan melakukan *monitoring* dan evaluasi terhadap digitalisasi proses bisnis internal serta mengintegrasikannya ke dalam implementasi *customer excellence*. Langkah ini ditujukan untuk meningkatkan kualitas layanan kepada pelanggan sekaligus mendorong efisiensi dan efektivitas proses bisnis internal.

Perusahaan juga akan meningkatkan ESG *risk rating* dan peringkatnya melalui penerapan prinsip ESG pada bisnis perkapalan dan kepelabuhanan, seperti penggunaan *dual fuel*, instalasi *shore connection* di pelabuhan, serta pemanfaatan panel surya di area pelabuhan, dan inisiatif lainnya.

Plan, the development of strategies to optimize the utilization of upstream OSV vessels whose contracts are nearing expiration, and the initiation of partnership explorations with international partners.

In terms of strengthening business infrastructure, the Company will analyze opportunities for service expansion through regulatory reviews. One example is the development of the waste management business, which requires permits related to the shredding and trading of scrap metal. Additionally, PTK will update the job descriptions of each internal function and refine the Standard Operating Procedures (SOPs) for organizational workflows and vessel management.

Entering the next phase for the 2025–2026 period, regarding core business, the Company will align collaboration development within the SHU ecosystem, continue and enhance bundled contracts for shipping, marine, and logistics services with Pertamina, state-owned enterprises (SOEs), and other private companies, and provide bundled services for the SHU ecosystem.

During this period, the Company will also continue the implementation of initial-phase investments by managing and monitoring the budget for investment realization. On the other hand, growth in existing businesses will be driven through the development of new market-agency operations outside Pertamina terminals, the formation of strategic partnerships, and increased unbundling activities. PTK will also develop new businesses in the international upstream OSV sector through M&A activities with global companies. To support these initiatives, PTK will enhance the capacity and capabilities of its human resources to meet international standards.

In terms of internal infrastructure, the Company will continue its digitalization efforts, integrate existing systems, and strengthen its ongoing cybersecurity enhancement programs.

In the ESG aspect, the Company will initiate a green procurement and decarbonization program through the utilization of shore connections and solar power plants.

Milestone 2 (2027–2028): Expansion of Operational Asset Investments to Capture New Market Opportunities

In 2027, the Company will strengthen its core business by continuing to expand its portfolio of assets, particularly its fleet and shorebases, to meet global market demand. Additionally, the Company will increase investments to optimize the Marunda and Kabil shorebases.

In terms of infrastructure strengthening, the Company's internal systems and processes have reached a higher level of maturity. Therefore, the Company will monitor and evaluate the digitization of internal business processes and integrate them into its customer excellence initiatives. This step is aimed at improving the quality of customer service while enhancing the efficiency and effectiveness of internal business processes.

The Company will also improve its ESG risk rating and score through the application of ESG principles in the shipping and port businesses, such as the use of dual fuel, the installation of shore connections at ports, the utilization of solar panels in port areas, and other initiatives.

Milestone 3 (2029): Mempertahankan Posisi di Pasar *Captive* dan Memperluas Jangkauan Pasar *Non-Captive*

Tahun 2029 menjadi periode krusial bagi PTK dalam mencapai target pendapatan serta realisasi visi perusahaan. Pada fase ini, Perusahaan akan mempertahankan posisinya di pasar *captive* dengan menjadi *top player* dalam bisnis *shipping* dan *port operation provider*. Bisnis *shorebase* akan menjadi salah satu kontributor utama pendapatan Perusahaan, meskipun pengembangannya memerlukan waktu yang relatif panjang hingga mampu menghasilkan pendapatan secara optimal. Oleh karena itu, Perusahaan perlu melanjutkan pengembangan *shorebase* tersebut.

Pada tahun 2029, proses bisnis internal Perusahaan telah mencapai tingkat maturitas. Sejalan dengan hal tersebut, Perusahaan akan melakukan pemantauan serta pengembangan lanjutan terhadap kebutuhan SDM, sekaligus mengintegrasikan layanan kepada pelanggan melalui pengembangan teknologi dan digitalisasi yang berkelanjutan. PTK juga akan terus berkomitmen dalam menjaga serta meningkatkan ESG *risk rating* dan peringkatnya.

Dalam mencapai sasaran strategis perusahaan, telah dirancang sembilan strategi bisnis yang bertujuan untuk memperkuat posisi Perusahaan dalam memiliki posisi yang kuat dan meningkatkan keunggulan operasionalnya di pasar. Berikut merupakan rincian dari setiap strategi:

- 1. Melakukan optimalisasi *revenue Group* PTK melalui penguatan lini bisnis utama dengan pelayanan yang prima**
Strategi ini bertujuan untuk mengoptimalkan pendapatan melalui reklasifikasi lini bisnis utama Perusahaan dari yang sebelumnya terdiri dari 22 jenis layanan bisnis direklasifikasi menjadi 17 jenis layanan bisnis sehingga lebih jelas dalam penyampaian layanannya dan lebih sederhana dalam pengelolaan dan pengembangannya ke depan menyesuaikan dengan kebutuhan pasar yang terus berkembang.
- 2. Memperkuat posisi PTK di sektor *offshore* dan bersinergi dengan ekosistem Pertamina, BUMN, serta Perusahaan swasta lainnya**
Strategi ini bertujuan untuk memperluas kehadiran Perusahaan di sektor *offshore* melalui kolaborasi dengan Pertamina, BUMN serta Perusahaan Swasta lainnya, baik di pasar domestik maupun internasional. Sinergi ini akan mengoptimalkan potensi pasar dan memperkuat posisi Perusahaan dalam proyek-proyek *offshore* besar, baik di dalam negeri maupun dalam skala global.
- 3. Melakukan investasi organik yang adaptif terhadap pasar untuk mendukung pertumbuhan bisnis utama dan *future business***
Tujuan dari strategi investasi ini adalah untuk merencanakan dan mengeksekusi akuisisi aset operasional yang fleksibel dan responsif terhadap perubahan pasar, yang mendukung pertumbuhan jangka panjang perusahaan. Perusahaan akan berinvestasi dalam aset yang tepat sesuai dengan kebutuhan operasional dan perkembangan pasar yang dinamis.
- 4. Mengakselerasi investasi anorganik dengan melakukan *strategic partnership* untuk mendukung pertumbuhan bisnis utama dan *future business***
Strategi investasi anorganik merupakan salah satu langkah penting Perusahaan sebagai perusahaan lokal untuk beroperasi di wilayah internasional, di mana beberapa wilayah tersebut memiliki standar regulasi dan kebijakan yang berbeda-beda, terutama masalah asas cabotage yang menjaga kedaulatan atas

Milestone 3 (2029): Maintaining Market Position in the *Captive* Sector and Expanding Reach in the *Non-Captive* Market

The year 2029 marks a critical period for PTK in achieving its revenue targets and realizing the company's vision. During this phase, the Company will maintain its position in the *captive* market by becoming a top player in the shipping and port operation provider sectors. The shorebase business will be one of the Company's primary revenue contributors, although its development requires a relatively long time before it can generate optimal revenue. Therefore, the Company must continue developing this shorebase.

By 2029, the Company's internal business processes will have reached a mature stage. In line with this, the Company will conduct ongoing monitoring and development of human resource needs, while integrating customer services through continuous technological advancement and digitalization. PTK will also remain committed to maintaining and improving its ESG risk rating and rankings.

To achieve the company's strategic objectives, nine business strategies have been designed to strengthen the Company's position and enhance its operations in the market. The following are the details of each strategy:

- 1. Optimizing PTK Group revenue by strengthening core business lines with excellent service**
This strategy aims to optimize revenue by reclassifying the Company's core business lines from the previous 22 types of business services into 17 types, thereby clarifying service delivery and simplifying management and future development—to align with the evolving market needs.
- 2. Strengthening PTK's position in the offshore sector and synergizing with the Pertamina ecosystem, state-owned enterprises (SOEs), and other private companies**
This strategy aims to expand the Company's presence in the offshore sector through collaboration with Pertamina, SOEs, and other private companies, both in domestic and international markets. This synergy will optimize market potential and strengthen the Company's position in major offshore projects, both domestically and on a global scale.
- 3. Making market-responsive organic investments to support core business growth and future business**
The objective of this investment strategy is to plan and execute acquisitions of operational assets that are flexible and responsive to market changes, supporting the Company's long-term growth. The Company will invest in appropriate assets aligned with operational needs and dynamic market developments.
- 4. Accelerating inorganic investments by forming strategic partnerships to support core business growth and future business**
Inorganic investment strategy is a key step for the Company, as a local firm, to operate in international markets, where certain regions have varying regulatory standards and policies—particularly regarding cabotage principles that safeguard sovereignty over each country's territorial waters. Thus, this

wilayah perairan di negara masing-masing, sehingga investasi anorganik ini diharapkan dapat memperluas layanan bisnis Perusahaan ke luar negeri dengan tetap patuh terhadap segala regulasi negara tujuan.

5. Mengembangkan organisasi dan SDM yang *capable* untuk mendukung pertumbuhan bisnis Perusahaan

Strategi ini bertujuan untuk meningkatkan kualitas dan kuantitas SDM di Perusahaan agar sesuai dengan standar global melalui penyelenggaraan pelatihan. Peningkatan juga dilakukan pada tingkat organisasi perusahaan dengan melakukan perbaikan tugas pokok dan fungsi (tupoksi), serta meningkatkan efisiensi kinerja antar fungsi perusahaan. Selain itu, perusahaan akan membentuk fungsi khusus di bidang investasi untuk mendukung pelaksanaan strategi investasi dan akuisisi.

6. Mencapai dan menjaga *operational excellence* dengan menerapkan standarisasi, *safety quality*, dan *cost competitiveness*, serta digitalisasi proses bisnis

Tujuan dari strategi ini adalah untuk mencapai *operational excellence* melalui digitalisasi dan integrasi sistem yang memungkinkan pengelolaan yang lebih efisien, serta memastikan keamanan data dan sistem melalui penguatan infrastruktur *cyber security*. Hal ini akan meningkatkan produktivitas dan mengurangi risiko operasional.

7. Menerapkan *asset integrity management* dan monetisasi aset Perusahaan

Perusahaan memiliki beragam aset operasional dengan umur ekonomis dan masa manfaat yang berbeda-beda, di mana perlu dikelola dengan matang dan dipertahankan *compliance* nya terhadap standar kualitas penilai aset global. Lalu Perusahaan akan memonetisasi aset yang memiliki potensi nilai tambah *revenue* perusahaan ke depan, dengan memaksimalkan pengelolaan aset yang lebih matang.

8. Menerapkan *Brand Strategy Development, Marketing Strategy Implementation & Activation*

Meningkatkan *brand strategy development, marketing strategy implementation* serta *activation* terhadap layanan Perusahaan bertujuan untuk memperluas pangsa pasar dan menjangkau lebih banyak pelanggan potensial. Dengan meningkatkan eksposur PTK melalui berbagai platform digital dan saluran pemasaran, perusahaan dapat memperkuat *brand* dan mempermudah pelanggan dalam mengakses layanan yang ditawarkan.

9. Menjadikan *ESG framework* sebagai salah satu aspek dalam pelayanan dan pengembangan bisnis Perusahaan

Mengintegrasikan *ESG framework* dalam bisnis PTK bertujuan untuk mendukung keberlanjutan dan tanggung jawab sosial perusahaan. Fokus pada ESG akan memastikan bahwa perusahaan tidak hanya fokus pada keuntungan finansial, tetapi juga pada dampak positif terhadap lingkungan, masyarakat, dan tata kelola perusahaan yang baik.

inorganic investment is expected to expand the Company's business services overseas while remaining fully compliant with all regulations of the host countries.

5. Developing a capable organization and workforce to support the Company's business growth

This strategy aims to enhance the quality and quantity of the Company's human resources to meet global standards through training programs. Improvements are also being made at the organizational level by refining core duties and functions (tupoksi) and enhancing performance efficiency across company functions. Additionally, the Company will establish a dedicated investment function to support the implementation of investment and acquisition strategies.

6. Achieving and maintaining operational excellence by implementing standardization, safety and quality, and cost competitiveness, as well as the digitalization of business processes

The objective of this strategy is to achieve operational excellence through system digitization and integration, enabling more efficient management, and ensuring data and system security by strengthening cybersecurity infrastructure. This will enhance productivity and reduce operational risks.

7. Implementing asset integrity management and monetizing the Company's assets

The Company possesses a diverse range of operational assets with varying economic lifespans and useful lives, which require careful management and must maintain compliance with global asset valuation standards. The Company will then monetize assets that hold potential for future revenue growth by maximizing the maturity of asset management.

8. Implementing Brand Strategy Development, Marketing Strategy Implementation & Activation

Enhancing brand strategy development, marketing strategy implementation, and activation for the Company's services aims to expand market share and reach more potential customers. By increasing PTK's exposure through various digital platforms and marketing channels, the company can strengthen its brand and make it easier for customers to access the services offered.

9. Incorporating the ESG framework as a key aspect of the Company's service delivery and business development

Integrating the ESG framework into PTK's business aims to support sustainability and corporate social responsibility. A focus on ESG will ensure that the company prioritizes not only financial gains but also positive impacts on the environment, society, and good corporate governance.

Tinjauan Keuangan

Financial Review

POSISI KEUANGAN

Struktur posisi keuangan PTK pada tahun 2025 menunjukkan total aset sebesar Rp8.552,56 miliar, total liabilitas sebesar Rp3.468,60 miliar, dan total ekuitas sebesar Rp5.083,96 miliar, dibandingkan dengan posisi tahun 2024 yang masing-masing tercatat sebesar Rp9.080,44 miliar, Rp4.476,58 miliar, dan Rp4.603,87 miliar.

Tabel Posisi Keuangan
Financial Position Table

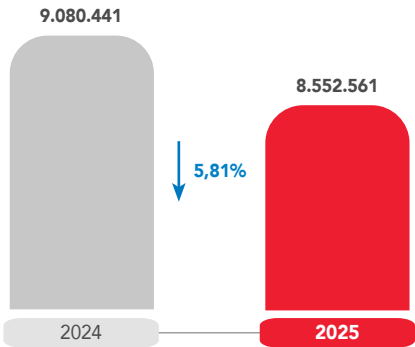
Uraian Description	2025	2024	(dalam jutaan Rupiah, kecuali dinyatakan lain) (in millions of Rupiah, unless otherwise stated)	
			Kenaikan (Penurunan) Increase (Decrease)	
			Nominal Nominal	Persentase Percentage
Jumlah Aset Total Assets	8.552.561	9.080.441	(527.880)	(5,81)
Jumlah Liabilitas Total Liabilities	3.468.603	4.476.576	(1.007.973)	(22,52)
Jumlah Ekuitas Total Equity	5.083.958	4.603.865	480.093	10,43
Jumlah Liabilitas dan Ekuitas Total Liabilities and Equity	8.552.561	9.080.441	(527.880)	(5,81)

Aset

Jumlah aset PTK pada tahun 2025 menunjukkan penurunan 5,81% atau setara dengan Rp527,88 miliar. Penurunan tersebut terutama didorong oleh pergerakan posisi aset lancar & aset tetap PTK tahun 2025.

Aset Assets

Rp-juta/Rp million



Aset Lancar

Aset lancar PTK pada tahun 2025 tercatat sebesar Rp4.047,02 miliar, dibandingkan dengan posisi tahun 2024 sebesar Rp4.519,75 miliar, sehingga mencerminkan penurunan 10,46% atau sebesar Rp472,73 miliar. Penurunan tersebut terutama disebabkan oleh penurunan pada piutang usaha dan aset kontrak.

FINANCIAL POSITION

PTK's financial position structure in 2025 shows total assets of Rp8,552.56 billion, total liabilities of Rp3,468.60 billion, and total equity of Rp5,083.96 billion, compared to the 2024 figures of Rp9,080.44 billion, Rp4,476.58 billion, and Rp4,603.87 billion, respectively.

Assets

PTK's total assets in 2025 showed a decrease of 5.81%, equivalent to Rp527.88 billion. This decrease was primarily driven by changes in PTK's current and fixed assets in 2025.

Current Assets

PTK's current assets in 2025 were recorded at Rp4,047.02 billion, compared to Rp4,519.75 billion in 2024, reflecting a decrease of 10.46% or Rp472.73 billion. The decrease was primarily attributable to a decline in trade receivables and contract assets.

Tabel Aset Lancar

(dalam jutaan Rupiah, kecuali dinyatakan lain)
(in millions of Rupiah, unless otherwise stated)

Uraian Description	2025	2024	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal Nominal	Persentase Percentage
Kas dan setara kas Cash and cash equivalents	1.509.727	1.209.305	300.422	24,84
Kas yang dibatasi penggunaannya Restricted cash	41.831	2.710	39.121	1443,58
Piutang usaha Accounts receivable	1.173.443	1.485.069	(311.626)	(20,98)
Aset kontrak Contract assets	1.258.093	1.574.840	(316.747)	(20,11)
Pajak dibayar dimuka - pajak lain-lain Prepaid taxes - other taxes	-	165.052	-	-
Aset lancar lainnya Other current assets	63.930	82.773	(18.843)	(22,76)
Jumlah Aset Lancar Total Current Assets	4.047.024	4.519.749	(472.725)	(10,46)

Aset Tidak Lancar

Aset tidak lancar PTK pada tahun 2025 tercatat sebesar Rp4.505,54 miliar, dibandingkan dengan posisi tahun 2024 sebesar Rp4.560,69 miliar, sehingga menunjukkan penurunan 1,21% atau setara dengan Rp55,16 miliar. Penurunan tersebut terutama didorong oleh penurunan pada aset tetap dan aset hak guna. Namun, hal ini diimbangi oleh adanya kenaikan pajak dibayar dimuka.

Non-Current Assets

PTK's non-current assets in 2025 were recorded at Rp4,505.54 billion, compared to Rp4,560.69 billion in 2024, indicating a decrease of 1.21% or equivalent to Rp55.16 billion. The decrease was primarily driven by a reduction in fixed assets and right-of-use assets. However, this was partially offset by an increase in prepaid taxes.

Tabel Aset Tidak Lancar

Non-Current Assets Table

(dalam jutaan Rupiah, kecuali dinyatakan lain)
(in millions of Rupiah, unless otherwise stated)

Uraian Description	2025	2024	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal Nominal	Persentase Percentage
Aset tetap Fixed assets	3.586.692	3.753.640	(166.948)	(4,45)
Aset hak-guna Right-of-use assets	386.737	522.480	(135.743)	(25,98)
Aset pajak tangguhan Deferred tax assets	151.933	126.051	25.882	20,53
Penyertaan saham Equity investments	6.652	6.652	-	-
Investasi pada ventura bersama Investments in joint ventures	106.417	105.962	455	0,43
Pajak dibayar dimuka Prepaid taxes	251.501	31.898	25.882	0,43
Aset tidak lancar lainnya Other non-current assets	15.605	14.009	1.596	11,39
Jumlah Aset Tidak Lancar Total Non-Current Assets	4.505.537	4.560.692	(55.155)	(1,21)

Liabilitas

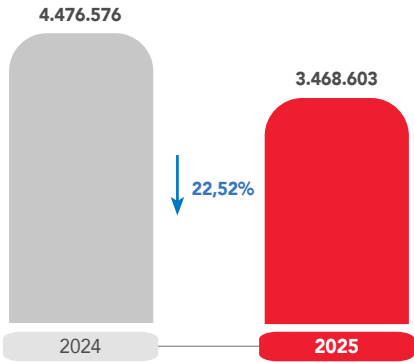
Jumlah liabilitas PTK pada tahun 2025 menunjukkan penurunan 22,52% atau setara dengan Rp1.007,97 miliar. Penurunan tersebut terutama didorong oleh penurunan liabilitas jangka pendek.

Liabilities

PTK's total liabilities in 2025 decreased by 22.52%, equivalent to Rp1,007.97 billion. The decrease was primarily driven by a decline in current liabilities.

Liabilitas
Liabilities

Rp-juta/Rp million



Liabilitas Jangka Pendek

Liabilitas jangka pendek PTK pada tahun 2025 tercatat sebesar Rp2.818,88 miliar, dibandingkan dengan posisi tahun 2024 sebesar Rp3.739,07 miliar, sehingga menunjukkan penurunan 24,61% atau setara dengan Rp920,19 miliar. Penurunan tersebut terutama didorong oleh penurunan utang usaha, biaya masih harus dibayar, liabilitas kontrak, dan liabilitas sewa.

Current Liabilities

PTK's current liabilities in 2025 stood at Rp2,818.88 billion, compared to Rp3,739.07 billion in 2024, representing a decrease of 24.61% or Rp920.19 billion. The decrease was primarily driven by reductions in trade payables, accrued expenses, contract liabilities, and lease liabilities.

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Tabel Liabilitas Jangka Pendek
Current Liabilities Table

Uraian Description	2025	2024	(dalam jutaan Rupiah, kecuali dinyatakan lain) (in millions of Rupiah, unless otherwise stated)	
			Kenaikan (Penurunan) Increase (Decrease)	
			Nominal Nominal	Persentase Percentage
Utang usaha Trade Payables	961.196	1.287.943	(326.747)	(25,37)
Biaya masih harus dibayar Accrued expenses	1.195.574	1.580.932	(385.358)	(24,38)
Liabilitas kontrak Contract liabilities	103.333	204.034	(100.701)	(49,36)
Utang pajak Tax liabilities	145.201	97.816	47.385	48,44
Liabilitas sewa Lease liabilities	250.621	365.298	(114.677)	(31,39)
Bagian jangka pendek dari pinjaman jangka panjang Current portion of long-term loans	132.288	175.300	(43.012)	(24,54)
Bagian jangka pendek dari liabilitas imbalan pasca kerja Current portion of post-employment benefit liabilities	30.668	27.749	2.919	10,52
Jumlah Liabilitas Jangka Pendek Total Current Liabilities	2.818.881	3.739.072	(920.191)	(24,61)

Liabilitas Jangka Panjang

Liabilitas jangka panjang Perusahaan pada tahun 2025 tercatat sebesar Rp649,72 miliar, dibandingkan dengan realisasi tahun 2024 sebesar Rp737,50 miliar, sehingga mencerminkan penurunan 11,90% atau sebesar Rp87,78 miliar. Penurunan tersebut terutama disebabkan oleh penurunan atas pinjaman jangka panjang.

Tabel Liabilitas Jangka Panjang

Long-Term Liabilities Table

(dalam jutaan Rupiah, kecuali dinyatakan lain)
(in millions of Rupiah, unless otherwise stated)

Uraian Description	2025	2024	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal Nominal	Persentase Percentage
Liabilitas sewa Lease liabilities	143.576	141.905	1.671	1,18
Pinjaman jangka panjang Long-term loans	250.119	386.220	(136.101)	(35,24)
Bagian jangka panjang dari Liabilitas imbalan pasca kerja Long-term portion of post-employment benefit liabilities	256.027	209.379	46.648	22,28
Jumlah Liabilitas Jangka Panjang Total Non-Current Liabilities	649.722	737.504	(87.782)	(11,90)

Ekuitas

Total ekuitas Perusahaan pada tahun 2025 tercatat sebesar Rp5.083,96 miliar, dibandingkan dengan posisi tahun 2024 sebesar Rp4.603,87 miliar, sehingga menunjukkan peningkatan 10,43% atau setara dengan Rp480,09 miliar. Peningkatan tersebut terutama disebabkan oleh kenaikan saldo laba ditahan.

Non-Current Liabilities

The Company's non-current liabilities in 2025 were recorded at Rp649.72 billion, compared to the 2024 figure of Rp737.50 billion, reflecting a decrease of 11.90% or Rp87.78 billion. The decrease was primarily driven by a decline in long-term borrowings.

Equity

The Company's total equity in 2025 stood at Rp5,083.96 billion, compared to Rp4,603.87 billion in 2024, representing an increase of 10.43% or Rp480.09 billion. This increase was primarily driven by higher net income and comprehensive income in 2025.

Tabel Ekuitas

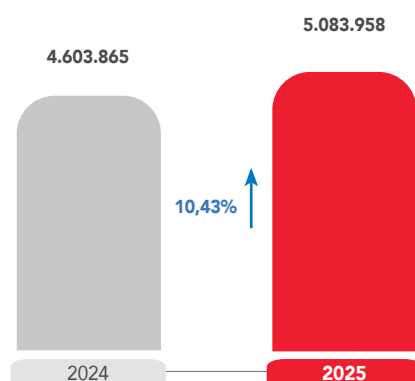
Equity Table

(dalam jutaan Rupiah, kecuali dinyatakan lain)
(in millions of Rupiah, unless otherwise stated)

Uraian Description	2025	2024	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal Nominal	Persentase Percentage
Modal saham Share Capital	1.234.748	1.234.748	-	-
Tambahan modal disetor Additional paid-in capital	(76.051)	(76.051)	-	-
Rugi komprehensif lain Other comprehensive loss	(68.466)	(76.031)	7.565	(9,95)
Saldo laba Retained earnings	3.993.041	3.520.619	472.422	13,42
Kepentingan non-pengendali Non-controlling interests	686	580	106	18,28
Jumlah Ekuitas Total Equity	5.083.958	4.603.865	480.093	10,43

Ekuitas Equity

Rp-juta/Rp million



LABA RUGI DAN PENGHASILAN KOMPREHENSIF

Pada tahun 2025, PTK membukukan laba tahun berjalan sebesar Rp1.321,38 miliar, yang meningkat sebesar 22,88 % atau Rp246,08 miliar dibandingkan dengan tahun 2024 yang tercatat sebesar Rp1.075,30 miliar. Peningkatan tersebut terutama didorong oleh peningkatan kegiatan keagenan dan kapal *non-bundling* di PTK.

INCOME STATEMENT AND COMPREHENSIVE INCOME

In 2025, PTK recorded a net income of Rp1,321.38 billion, an increase of 22.88% or Rp246.08 billion compared to 2024, which was recorded at Rp1,075.30 billion. This increase was primarily driven by the growth in agency activities and non-bundling vessel operations at PTK.

Tabel Laporan Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian

Consolidated Statement of Income 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)	
			Nominal Nominal	Persentase Percentage
Pendapatan usaha Operating revenue	8.385.286	7.559.108	826.178	10,93
Beban pokok pendapatan Cost of revenue	(5.464.676)	(4.963.954)	(500.722)	10,09
Laba bruto Gross profit	2.920.610	2.595.154	325.456	12,54
Beban umum dan administrasi General and administrative expenses	(1.215.253)	(1.255.901)	40.648	(3,24)
Pendapatan/(beban) lain-lain, neto Other income/(expenses), net	891	3.960	(3.069)	(77,50)
Pendapatan keuangan Financial income	36.902	55.586	(18.684)	(33,61)
Beban keuangan Financial expenses	(63.091)	(89.898)	26.807	(29,82)
Bagian atas laba bersih ventura Bersama Top portion of net profit together	26.515	32.565	(6.050)	(18,58)
Beban pajak final Final tax expense	(26.112)	(13.551)	(12.561)	92,69
Laba sebelum pajak penghasilan Income before income tax	1.680.462	1.327.915	352.547	26,55

Tabel Laporan Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian

Consolidated Statement of Income 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)	
			Nominal Nominal	Persentase Percentage
Beban pajak penghasilan Income tax expense	(359.085)	(252.615)	(106.470)	42,15
Laba tahun berjalan Net income	1.321.377	1.075.300	246.077	22,88
Jumlah (rugi)/penghasilan komprehensif lain Total other comprehensive income (loss)	7.560	23.530	(15.970)	(67,87)
Jumlah penghasilan komprehensif tahun berjalan Total comprehensive income for the current year	1.328.937	1.098.830	230.107	20,94
Laba per saham (dalam Rp) Earnings per share (in Rp)	1,07	0,87	0,20	22,88

Pendapatan Usaha

Pada tahun 2025, total pendapatan usaha PTK tercatat sebesar Rp8.385,29 miliar, meningkat sebesar 10,93% atau setara dengan Rp826,18 miliar dibandingkan dengan tahun 2024. Kenaikan tersebut terutama didorong oleh adanya kenaikan pada kegiatan keagenan serta kenaikan pada kegiatan *underwater services*.

Operating Revenue

In 2025, PTK's total operating revenue was recorded at Rp8,385.29 billion, an increase of 10.93% or equivalent to Rp826.18 billion compared to 2024. This increase was primarily driven by growth in agency activities as well as growth in underwater services.

Pendapatan Keuangan

Pada tahun 2025, pendapatan keuangan PTK tercatat sebesar Rp36,90 miliar, yang menunjukkan penurunan sebesar 33,61% atau Rp18,68 miliar dibandingkan dengan realisasi tahun 2024 sebesar Rp55,58 miliar. Penurunan tersebut terutama didorong oleh pendapatan keuangan bunga deposito.

Financial Revenue

In 2025, PTK's financial revenue was recorded at Rp36.90 billion, representing a decrease of 33.61% or Rp18.68 billion compared to the 2024 realization of Rp55.58 billion. This decrease was primarily driven by a decline in interest income from deposits.

Pendapatan (Beban) Lain-lain Neto

Pada tahun 2025, pendapatan lain-lain PTK tercatat sebesar Rp0,89 miliar, dibandingkan dengan tahun 2024 yang membukukan pendapatan lain-lain sebesar Rp3,96 miliar. Perubahan tersebut mencerminkan penurunan sebesar 77,50% atau Rp3,07 miliar. Penurunan tersebut terutama didorong oleh menurunnya bunga deposito dan jasa giro.

Net Other Income (Expenses)

In 2025, PTK's other income was recorded at Rp0.89 billion, compared to 2024, which recorded other income of Rp3.96 billion. This change reflects a decrease of 77.50% or Rp3.07 billion. This decrease was primarily driven by lower interest income from time deposits and current accounts.

Beban Pokok Pendapatan

Sepanjang tahun 2025, beban pokok pendapatan PTK tercatat sebesar Rp5.464,68 miliar, atau meningkat 10,09% setara Rp500,72 miliar dibandingkan dengan tahun 2024 sebesar Rp4.963,95 miliar. Peningkatan tersebut terutama dipengaruhi oleh peningkatan biaya yang sejalan dengan peningkatan kegiatan *Port Operation* dan *Crew & Manpower Provider* di PTK.

Cost of Revenue

Throughout 2025, PTK's cost of revenue was recorded at Rp5,464.68 billion, an increase of 10.09% or Rp500.72 billion compared to 2024's figure of Rp4,963.95 billion. This increase was primarily influenced by higher expenses in line with the increased Port Operation and Crew & Manpower Provider activities at PTK.

Beban Umum dan Administrasi

Realisasi beban umum dan administrasi PTK pada tahun 2025 tercatat sebesar Rp1.215,25 miliar, dibandingkan dengan tahun 2024 sebesar Rp1.255,90 miliar, sehingga terjadi penurunan 3,24% atau setara Rp40,65 miliar. Penurunan tersebut terutama didorong oleh penurunan atas biaya *manpower related*.

General and Administrative Expenses

PTK's general and administrative expenses in 2025 amounted to Rp1,215.25 billion, compared to Rp1,255.90 billion in 2024, resulting in a decrease of 3.24% or Rp40.65 billion. This decrease was primarily driven by lower manpower-related expenses.

Beban Keuangan

Beban keuangan PTK pada tahun 2025 tercatat sebesar Rp63,09 miliar, dibandingkan dengan realisasi tahun 2024 sebesar Rp89,90 miliar, sehingga terjadi penurunan 29,82% atau setara dengan Rp26,81 miliar. Penurunan tersebut terutama disebabkan oleh penurunan beban keuangan atas pinjaman jangka panjang.

Beban Pajak

Komponen beban pajak PTK terdiri atas beban pajak final dan beban pajak penghasilan. Pada tahun 2025, beban pajak final tercatat sebesar Rp26,11 miliar, dibandingkan dengan realisasi tahun 2024 sebesar Rp13,55 miliar, sehingga terjadi peningkatan 92,69% atau setara Rp12,56 miliar.

Sementara itu, beban pajak penghasilan pada tahun 2025 tercatat sebesar Rp359,09 miliar, dibandingkan dengan tahun 2024 sebesar Rp252,62 miliar, yang mencerminkan peningkatan 42,15% atau sebesar Rp106,47 miliar.

Bagian atas Laba Bersih Ventura Bersama

Bagian atas laba bersih ventura bersama PTK pada tahun 2025 tercatat sebesar Rp26,52 miliar, dibandingkan dengan realisasi tahun 2024 sebesar Rp32,57 miliar, sehingga terjadi penurunan 18,58% atau setara dengan Rp6,05 miliar. Penurunan tersebut terutama didorong oleh penurunan tarif *charter*.

Jumlah Penghasilan (Rugi) Komprehensif Lain

Penghasilan komprehensif lain PTK pada tahun 2025 tercatat sebesar Rp7,56 miliar, dibandingkan dengan tahun 2024 yang membukukan penghasilan komprehensif lain sebesar Rp23,53 miliar. Perubahan tersebut mencerminkan penurunan 67,87% atau sebesar Rp15,97 miliar. Penurunan tersebut terutama didorong oleh penurunan *employee benefit*.

Jumlah Penghasilan Komprehensif Tahun Berjalan

Total penghasilan komprehensif tahun berjalan PTK pada tahun 2025 tercatat sebesar Rp1.328,94 miliar, dibandingkan dengan realisasi tahun 2024 sebesar Rp1.098,83 miliar, sehingga mencerminkan peningkatan 20,94% atau setara dengan Rp230,11 miliar. Peningkatan tersebut terutama didorong oleh kenaikan laba bersih setelah pajak.

ARUS KAS

Laporan Arus Kas ini disusun sesuai dengan ketentuan standar akuntansi keuangan, dan memuat informasi tentang arus kas Perusahaan. Kegiatan arus kas dibagi dalam tiga klasifikasi utama yakni kegiatan operasional, kegiatan investasi, dan kegiatan pendanaan, untuk memudahkan analisis arus kas yang masuk dan keluar selama tahun berjalan. Selain itu, laporan ini juga memisahkan pengurangan kas dan setara kas yang timbul akibat perubahan nilai kurs.

Financial Expenses

PTK's financial expenses in 2025 were recorded at Rp63.09 billion, compared to the 2024 realization of Rp89.90 billion, resulting in a decrease of 29.82% or equivalent to Rp26.81 billion. This decrease was primarily caused by lower finance costs on long-term borrowings.

Tax Expenses

PTK's tax expense consists of final tax expense and income tax expense. In 2025, final tax expense was recorded at Rp26.11 billion, compared to the 2024 realization of Rp13.55 billion, resulting in an increase of 92.69% or equivalent to Rp12.56 billion.

Meanwhile, income tax expenses in 2025 were recorded at Rp359.09 billion, compared to Rp252.62 billion in 2024, reflecting an increase of 42.15% or Rp106.47 billion.

Share of Net Profit from Joint Ventures

The top line of PTK's joint venture net income in 2025 was recorded at Rp26.52 billion, compared to the 2024 realization of Rp32.57 billion, resulting in a decrease of 18.58% or equivalent to Rp6.05 billion. This decrease was primarily driven by lower charter rates.

Amount of Other Comprehensive Income (Loss)

PTK's other comprehensive income in 2025 was recorded at Rp7.56 billion, compared to 2024, which recorded other comprehensive income of Rp23.53 billion. This change reflects a decrease of 67.87% or Rp15.97 billion. This decrease was primarily driven by lower employee benefits expenses.

Current Year Comprehensive Income

PTK's total comprehensive income for the current year in 2025 was recorded at Rp1,328.94 billion, compared to the 2024 actual figure of Rp1,098.83 billion, reflecting an increase of 20.94% or Rp230.11 billion. This increase was primarily driven by higher net profit after tax.

CASH FLOW

This Cash Flow Statement is prepared in accordance with financial accounting standards and contains information regarding the Company's cash flows. Cash flow activities are categorized into three main classifications: operating activities, investing activities, and financing activities, to facilitate the analysis of cash inflows and outflows during the current year. Additionally, this report also separates reductions in cash and cash equivalents resulting from changes in exchange rates.

Tabel Laporan Arus Kas Konsolidasian
Consolidated Cash Flow Statement Table

(dalam jutaan Rupiah, kecuali dinyatakan lain)
(in millions of Rupiah, unless otherwise stated)

Uraian Description	2025	2024	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal Nominal	Persentase Percentage
Arus kas bersih yang diperoleh dari aktivitas operasi Net cash flow provided by operating activities	1.978.475	1.630.663	347.812	21,33
Arus kas bersih yang digunakan untuk aktivitas investasi Net cash used for investing activities	(200.962)	(441.691)	240.729	(54,50)
Arus kas bersih yang digunakan untuk aktivitas pendanaan Net cash used for financing activities	(1.469.659)	(1.812.721)	343.062	(18,93)
Efek perubahan nilai kurs pada kas dan setara kas Effect of exchange rate changes on cash and cash equivalents	(7.432)	(10.377)	2.945	(28,38)
(Penurunan)/kenaikan bersih kas dan setara kas Net (decrease)/increase in cash and cash equivalents	300.422	(634.126)	934.548	(147,38)
Kas dan setara kas pada awal tahun Cash and cash equivalents at the beginning of the year	1.209.305	1.843.431	(634.126)	(34,40)
Kas dan setara kas pada akhir Tahun Cash and cash equivalents at the end of the year	1.509.727	1.209.305	300.422	24,84

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Arus Kas Aktivitas Operasi

Nilai Kas Bersih yang digunakan untuk aktivitas operasi sepanjang tahun 2025 mencapai Rp1.978,48 miliar, meningkat 21,33% atau Rp347,81 miliar dari arus kas yang diperoleh melalui aktivitas operasi tahun 2024 sebesar Rp1.630,66 miliar. Peningkatan tersebut disebabkan oleh meningkatnya penerimaan dari pelanggan dan optimalisasi sistem My MMS yang mempercepat proses pembayaran kegiatan keagenan.

Arus Kas Aktivitas Investasi

Arus kas yang digunakan untuk aktivitas investasi pada tahun 2025 mencapai Rp200,96 miliar, menurun 54,50% atau Rp240,73 miliar dari arus kas untuk aktivitas investasi pada tahun 2024 yang sebesar Rp441,69 miliar. Penurunan tersebut disebabkan oleh lebih rendahnya realisasi pembelian investasi, sehingga berdampak pada menurunnya pembayaran yang dikeluarkan.

Arus Kas Aktivitas Pendanaan

Sepanjang tahun 2025, terdapat pengeluaran kas dari aktivitas pendanaan sebesar Rp1.469,66 miliar, menurun 18,93% atau Rp343,06 miliar dari arus kas untuk aktivitas pendanaan tahun 2024 yang sebesar Rp1.812,72 miliar. Penurunan tersebut disebabkan oleh berkurangnya pembayaran dividen kepada pemegang saham, serta terdapat fasilitas pinjaman yang telah berakhir dan/atau pelunasan pada periode berjalan, yang secara langsung berdampak pada penurunan pembayaran pokok.

Cash Flow from Operating Activities

Net cash used in operating activities throughout 2025 reached Rp1,978.48 billion, an increase of 21.33% or Rp347.81 billion from the cash flow generated through operating activities in 2024 of Rp1,630.66 billion. This increase was due to higher receipts from customers and the optimization of the My MMS system, which accelerated the payment process for agency activities.

Cash Flow from Investing Activities

Cash flow used for investing activities in 2025 reached Rp200.96 billion, a decrease of 54.50% or Rp240.73 billion from the cash flow for investing activities in 2024, which was Rp441.69 billion. This decrease was due to the lower realization of investment purchases, resulting in reduced cash disbursements.

Cash Flow from Financing Activities

Throughout 2025, there were cash outflows from financing activities amounting to Rp1,469.66 billion, a decrease of 18.93% or Rp343.06 billion from the cash flow for financing activities in 2024, which was Rp1,812.72 billion. This decrease was caused by lower dividend payments to shareholders, as well as the maturity and/or settlement of loan facilities during the current period, which directly resulted in lower principal repayments.

ANALISIS RASIO KEUANGAN

Kemampuan Membayar Utang

Penilaian atas kemampuan Perusahaan dalam memenuhi kewajiban utangny dilakukan melalui analisis rasio likuiditas untuk mengukur kapasitas penyelesaian kewajiban jangka pendek, serta rasio solvabilitas yang digunakan untuk menilai kemampuan Perusahaan dalam memenuhi kewajiban jangka pendek dan jangka panjang.

Tabel Rasio Likuiditas dan Solvabilitas
Liquidity and Solvency Ratios Table

(dalam persentase %)			
(in percentage %)			
Uraian Description	2025	2024	Kenaikan (Penurunan) Increase (Decrease)
Rasio Likuiditas			
Liquidity Ratio			
Rasio Kas Cash Ratio	53,57	32,41	21,16
Rasio Lancar Current Ratio	143,59	120,88	22,71
Rasio Solvabilitas			
Solvency Ratio			
Jumlah Modal Sendiri terhadap Total Aset Equity to Total Assets	59,44	50,70	8,74
Rasio Liabilitas terhadap Ekuitas Liabilities-to-Equity Ratio	68,23	97,24	(29,01)
Rasio Liabilitas terhadap Jumlah Aset Liabilities-to-total-assets ratio	40,56	49,30	(8,74)

Pada tahun 2025, rasio likuiditas Perusahaan secara keseluruhan tercatat lebih tinggi dibandingkan dengan tahun 2024. Peningkatan tersebut terutama dipengaruhi oleh meningkatnya kas dan setara kas serta penurunan kewajiban jangka pendek, sehingga memperkuat kemampuan perusahaan dalam memenuhi liabilitas jangka pendeknya.

Rasio solvabilitas pada tahun 2025 menunjukkan penurunan dibandingkan dengan tahun 2024, penurunan tersebut mencerminkan penguatan struktur permodalan perusahaan melalui penurunan tingkat *leverage*, seiring dengan tidak ditemukannya perjanjian pembentukan pinjaman (*loan*) baru dengan pihak *lender* sepanjang tahun 2025.

Tingkat Kolektibilitas Piutang

Kemampuan Perusahaan dalam melakukan penagihan piutang tercermin pada tingkat kolektibilitas piutang. Untuk mengukur indikator tersebut, Perusahaan menggunakan rata-rata periode penagihan piutang sebagai parameter penilaian.

Pada tahun 2025, periode penagihan piutang tercatat selama 51 hari, lebih cepat dibandingkan dengan tahun 2024 yang rata-rata selama 71 hari.

Kemampuan Menghasilkan Laba

Perusahaan mengukur kemampuannya dalam menghasilkan laba dengan memanfaatkan rasio profitabilitas, dengan uraian seperti berikut.

FINANCIAL RATIO ANALYSIS

Debt Repayment Capacity

The assessment of the Company’s ability to meet its debt obligations is conducted through an analysis of liquidity ratios to measure the capacity to settle short-term obligations, as well as solvency ratios used to evaluate the Company’s ability to meet both short-term and long-term obligations.

In 2025, the Company’s overall liquidity ratio was higher than in 2024. This increase was primarily driven by the increase in cash and cash equivalents, along with the decline in short-term liabilities, strengthened the Company’s to fulfill its short-term obligations.

The solvency ratio in 2025 showed a decline compared to 2024; this decline reflects the strengthening of the Company’s capital structure through a lower leverage level, in line with the absence of any new loan agreements with lenders throughout 2025.

Accounts Receivable Collectibility Rate

The Company’s ability to collect receivables is reflected in the receivables collectibility rate. To measure this indicator, the Company uses the average receivables collection period as an assessment parameter.

In 2025, the accounts receivable collection period was recorded at 51 days, which is faster compared to 2024, which averaged 71 days.

Profitability

The Company measures its ability to generate profit using profitability ratios, as detailed below.

Tabel Rasio Profitabilitas
Profitability Ratios Table

(dalam persentase %)
(in percentage %)

Uraian Description	2025	2024	Kenaikan (Penurunan) Increase (Decrease)
Rasio Laba Bersih terhadap Aset Net Profit to Assets Ratio	16,69	11,84	4,85
Rasio Laba Bersih terhadap Ekuitas Net Profit to Equity Ratio	28,09	30,47	(2,38)
Imbalan Investasi Return on Investment	30,76	24,52	6,24
Margin Laba Bruto Gross Profit Margin	34,83	34,33	0,50
Margin Laba Bersih Net Profit Margin	17,03	14,23	2,80

Secara umum, Kinerja Perusahaan dalam menghasilkan laba pada tahun 2025 menunjukkan tren peningkatan. Peningkatan kemampuan Perusahaan dalam menciptakan laba tersebut terutama didukung oleh peningkatan rasio laba bersih terhadap aset dan imbalan investasi.

In general, the Company's performance in generating profit in 2025 showed an upward trend. The Company's improved ability to generate profit was primarily supported by higher net profit to assets and return on investment ratios.

STRUKTUR MODAL DAN KEBIJAKAN MANAJEMEN ATAS STRUKTUR MODAL

CAPITAL STRUCTURE AND MANAGEMENT POLICY ON CAPITAL STRUCTURE

Dasar Pemilihan Kebijakan Manajemen atas Struktur Modal

Basis for Management's Capital Structure Policy

Pembiayaan permanen PTK tercermin dalam struktur modal yang tersusun atas utang berbasis bunga dan modal sendiri. Dalam pengelolaannya, PTK mengupayakan ketersediaan alternatif pendanaan yang efisien melalui penerapan struktur modal yang optimal, yakni dengan komposisi liabilitas dan modal sendiri yang proporsional. Pengelolaan struktur modal tersebut dilakukan untuk mendukung keberlanjutan usaha serta memaksimalkan imbal hasil bagi Pemegang Saham.

PTK's permanent financing is reflected in a capital structure composed of interest-bearing debt and equity. In its management, PTK strives to ensure the availability of efficient funding alternatives through the implementation of an optimal capital structure, namely a proportional composition of liabilities and equity. This capital structure management is conducted to support business sustainability and maximize returns for Shareholders.

Rincian Struktur Modal

Capital Structure Details

Hingga akhir tahun 2025, proporsi aset yang dibiayai oleh ekuitas mencapai 59,44%, meningkat dibandingkan tahun 2024 yang sebesar 50,70%. Selain itu, aset yang dibiayai oleh liabilitas tercatat sebesar 40,56%, turun dari 49,30% pada tahun sebelumnya.

As of the end of 2025, the proportion of assets financed by equity reached 59.44%, an increase from 50.70% in 2024. Additionally, assets financed by liabilities stood at 40.56%, down from 49.30% in the previous year.

Komposisi struktur modal Perusahaan didominasi oleh ekuitas dalam dua tahun terakhir. Berikut komposisi struktur modal Perusahaan dalam dua tahun terakhir:

The Company's capital structure has been dominated by equity over the past two years. The following is the composition of the Company's capital structure over the past two years:

Tabel Struktur Modal
Capital Structure Table

(dalam jutaan Rupiah, kecuali dinyatakan lain)
(in millions of Rupiah, unless otherwise stated)

Uraian Description	2025		2024		Kenaikan (Penurunan) Increase (Decrease)	
	Nominal Nominal	Komposisi Composition (%)	Nominal Nominal	Komposisi Composition (%)	Selisih Margin	Persentase Percentage
Jumlah Liabilitas Total Liabilities	3.468.603	40,56%	4.476.576	49,30%	(1.007.973)	(22,52)
Jumlah Ekuitas Total Equity	5.083.958	59,44%	4.603.865	50,70%	480.093	10,43
Jumlah Total	8.552.561	100,00%	9.080.441	100,00%	(527.880)	(5,81)

Kebijakan Manajemen atas Struktur Modal

Dalam rangka memastikan kecukupan dan kelayakan permodalan, Perusahaan melakukan peninjauan struktur modal secara berkala. Penelaahan tersebut dilakukan dengan mempertimbangkan kebutuhan modal di masa mendatang serta tingkat efisiensi modal Perusahaan, termasuk profitabilitas yang telah dicapai, proyeksi kinerja ke depan, dan perkiraan arus kas operasional. Manajemen mengelola struktur permodalan dengan menjaga rasio modal yang sehat guna mendukung kegiatan usaha serta mengoptimalkan imbal hasil bagi Pemegang Saham.

Manajemen juga memastikan terpenuhinya tingkat pengembalian modal dan kebijakan pembagian dividen melalui pengelolaan kebijakan modal yang mencakup modal saham biasa, laba ditahan, kepentingan nonpengendali, serta komponen ekuitas lainnya.

IKATAN YANG MATERIAL UNTUK INVESTASI BARANG MODAL

Pada tahun 2025, Perusahaan tidak melakukan ikatan yang material atas investasi barang modal. Sehingga tidak ada informasi terkait hal tersebut yang dapat diungkapkan dalam Laporan Tahunan ini.

REALISASI INVESTASI BARANG MODAL

Jenis dan Tujuan Investasi Barang Modal

Realisasi investasi barang modal PTK tercermin pada realisasi Anggaran Belanja Investasi (ABI) pada tahun berjalan. Nilai realisasi ABI pada tahun 2025 adalah sebesar AS\$805 ribu yaitu tercapai 3,19% dibandingkan dengan target 2025 sebesar AS\$25.208 ribu.

Management Policy on Capital Structure

To ensure the adequacy and suitability of capital, the Company conducts periodic reviews of its capital structure. This review is conducted by considering future capital needs as well as the Company's capital efficiency, including achieved profitability, future performance projections, and estimated operating cash flows. Management manages the capital structure by maintaining a healthy capital ratio to support business activities and optimize returns for Shareholders.

Management also ensures the fulfillment of return on equity and dividend distribution policies through the management of capital policies covering common stock, retained earnings, non-controlling interests, and other equity components.

MATERIAL COMMITMENTS FOR CAPITAL EXPENDITURES

In 2025, the Company had no material commitments for capital investments. Therefore, no related information is disclosed in this Annual Report.

REALIZATION OF CAPITAL EXPENDITURES

Types and Purposes of Capital Expenditures

PTK's capital expenditure realization was reflected in the realization of the Capital Expenditure Budget (ABI) during the year. The realization of ABI in 2025 amounted to US\$805 thousand, representing 3.19% of the 2025 target of US\$25,208 thousand.

Investasi Barang Modal Capital Expenditures	Tujuan Objectives	Nilai (ribu USD) (thousand USD)
Revitalisasi Sarana dan Fasilitas LLP Maumere Revitalization of Maumere LLP Facilities	Non-Business Development	27,47
Pembangunan Tanki <i>Fresh Water</i> SWRO PSTB Construction of SWRO PSTB <i>Fresh Water</i> Tank	Business Development	209,45
Perawatan <i>Diving Decompression Chamber</i> (DDC) Maintenance of <i>Diving Decompression Chamber</i> (DDC)	Non-Business Development	162,29
Pengadaan <i>Underwater Drone</i> Procurement of <i>Underwater Drones</i>	Non-Business Development	71,86
Pembangunan Gudang Utan Kayu Construction of the Utan Kayu Warehouse	Non-Business Development	334,56
Jumlah Total		805,64

Adapun justifikasi atas beberapa mata anggaran investasi yang tidak terealisasi pada tahun 2025 disebabkan oleh beberapa *typical root cause* sebagai berikut:

1. Dinamika proses *engineering* yang memerlukan penyelarasan lebih lanjut.
2. Tidak ada kepastian *market*.
3. Tidak layak secara keekonomian.

The justification for several investment budget items that were not realized in 2025 is due to the following projects:

1. Engineering process dynamics requiring further alignment.
2. Lack of market certainty.
3. Economically unfeasible.

KONTRIBUSI KEPADA NEGARA

Pengelolaan dan Pengendalian Aspek Perpajakan

Pengakuan beban pajak mencakup pajak kini dan pajak tangguhan. Pajak dicatat dalam laporan laba rugi, kecuali pajak yang timbul dari transaksi yang pengakuannya dilakukan pada pendapatan komprehensif lain atau secara langsung pada ekuitas, yang masing-masing disajikan sesuai dengan perlakuan akuntansinya.

Perhitungan beban pajak kini dilakukan berdasarkan ketentuan perpajakan yang berlaku atau yang secara substansial telah berlaku pada tanggal pelaporan. Dalam hal ini, Manajemen secara berkala melakukan evaluasi atas posisi pajak yang dilaporkan dalam Surat Pemberitahuan Tahunan (SPT), khususnya terkait kondisi yang memerlukan penafsiran atas peraturan perpajakan yang berlaku. Apabila diperlukan, Manajemen membentuk provisi pajak berdasarkan estimasi jumlah yang diharapkan akan dibayarkan kepada otoritas pajak.

Pendapatan usaha PTK dan Entitas Anak (Grup PTK) yang berasal dari tiga segmen utama usaha yaitu *Shipping Activities*, *Marine Services*, dan *Logistics Services* kepada perusahaan domestik dikenakan pajak penghasilan sesuai dengan ketentuan peraturan perundang-undangan perpajakan yang berlaku di Indonesia.

Setoran Pajak

Pemenuhan kewajiban perpajakan merupakan bagian dari peran kenegaraan dalam mendukung pembangunan nasional. Sejalan dengan hal tersebut, PTK berkomitmen untuk melaksanakan kewajiban pembayaran pajak, baik dalam kapasitas sebagai Wajib Pajak maupun sebagai Pemotong Pajak. Pada tahun 2025, PTK sebagai Wajib Pajak telah melaksanakan kewajiban Pajak Penghasilan (PPh) Badan sebagai bentuk kontribusi Perusahaan.

Tabel Setoran Pajak

Tax Payment Table

(dalam jutaan Rupiah, kecuali dinyatakan lain)
(in millions of Rupiah, unless otherwise stated)

Uraian Description	2025	2024	Kenaikan (Penurunan) Increase (Decrease)	
			Selisih Margin	Persentase Percentage
Pajak Penghasilan (PPh) Income Tax (PPh)	359.085	252.615	106.470	42,15%
Jumlah Setoran Pajak Total Tax Payment	359.085	252.615	106.470	42,15%

INFORMASI KEUANGAN YANG MENGANDUNG KEJADIAN BERSIFAT LUAR BIASA DAN JARANG TERJADI

Tidak terdapat peristiwa keuangan yang mengandung kejadian bersifat luar biasa dan jarang yang terjadi di tahun 2025.

CONTRIBUTION TO THE STATE

Management and Control of Tax Matters

Recognition of tax expenses includes current taxes and deferred taxes. Taxes are recorded in the income statement, except for taxes arising from transactions whose recognition is made in other comprehensive income or directly in equity, which are presented in accordance with their respective accounting treatments.

Current tax expense is calculated based on tax regulations in effect or substantially in effect as of the reporting date. In this regard, Management periodically evaluates the tax positions reported in the Annual Tax Return (SPT), particularly regarding conditions requiring interpretation of applicable tax regulations. If necessary, Management establishes a tax provision based on an estimate of the amount expected to be paid to the tax authorities.

The business income of PTK and its Subsidiaries (PTK Group), derived from its three core business segments, namely Shipping Activities, Marine Services, and Logistics Services, provided to domestic customers, is subject to income tax in accordance with the applicable tax laws and regulations in Indonesia.

Tax Payments

Fulfilling tax obligations is part of the corporate social responsibility in supporting national development. In line with this, PTK is committed to fulfilling its tax payment obligations, both in its capacity as a Taxpayer and as a Tax Withholder. In 2025, PTK, as a Taxpayer, has fulfilled its Corporate Income Tax (PPh) obligations as a form of the Company's contribution.

FINANCIAL INFORMATION CONTAINING EXTRAORDINARY AND RARE EVENTS

There were no financial events containing extraordinary and rare events that occurred in 2025.

INFORMASI DAN FAKTA MATERIAL YANG TERJADI SETELAH TANGGAL LAPORAN AKUNTAN

Berikut disampaikan informasi dan fakta material yang terjadi antara akhir periode 31 Desember 2025 hingga tanggal laporan akuntan tanggal 6 Maret 2026.

Restrukturisasi Bisnis Hilir Grup Pertamina

Sehubungan dengan surat Direktur Utama PT Pertamina (Persero) No. R-058/C0000/2025-S0 tanggal 24 November 2025 perihal Arahan dan Penugasan kepada Direksi dan Dewan Komisaris PT Pertamina International Shipping dan entitas anak ("PIS Grup") untuk Pelaksanaan Implementasi Restrukturisasi Bisnis Hilir, PIS Grup melakukan tindak lanjut atas arahan tersebut sebagai bagian dari upaya penguatan portofolio bisnis serta optimalisasi struktur organisasi Grup Pertamina.

Dalam rangka mendukung strategi konsolidasi dan integrasi bisnis hilir, PIS Grup melaksanakan proses restrukturisasi melalui beberapa skema korporasi, yaitu merger/penggabungan dan/atau *spin-off*/pemisahan tidak murni. Restrukturisasi ini mencakup pengalihan pengelolaan dan kepemilikan atas bisnis *captive* serta 10 *Special Purpose Vehicle* ("SPV") yang merupakan Entitas Anak PIS Grup. Pelaksanaan restrukturisasi tersebut diarahkan untuk menciptakan efisiensi operasional, menyelaraskan rantai nilai bisnis hilir dalam satu entitas pengelola, serta mendukung tata kelola perusahaan yang lebih efektif.

PIS Grup telah menetapkan bahwa pelaksanaan fase pertama restrukturisasi ini telah diselesaikan pada 1 Februari 2026. Fase pertama tersebut mencakup penyelesaian tahapan internal, penyusunan dokumen legal, koordinasi dengan regulator, serta penyesuaian aspek operasional dan keuangan untuk memastikan proses transisi berlangsung tertib, terukur, dan tetap sesuai dengan prinsip tata kelola perusahaan yang baik.

PERBANDINGAN ANTARA TARGET DAN REALISASI

Asumsi Dasar yang Digunakan untuk Menyusun target

Rencana Kerja dan Anggaran Perusahaan (RKAP) tahun 2025 ditetapkan dengan mempertimbangkan realisasi kinerja pada tahun sebelumnya. Selain itu, penetapan target kinerja dilakukan dengan memperhatikan asumsi logis yang sesuai dengan perkiraan kondisi perekonomian yang dapat memengaruhi lingkungan bisnis.

MATERIAL INFORMATION AND EVENTS OCCURRING AFTER THE DATE OF THE AUDITOR'S REPORT

The following is a presentation of material information and facts that occurred between the end of the period on December 31, 2025, and the date of the accountant's report on March 6, 2026.

Downstream Business Restructuring within the Pertamina Group

Pursuant to the letter of the President Director of PT Pertamina (Persero) No. R-058/C0000/2025-S0 dated November 24, 2025, regarding Directions and Assignments to the Board of Directors and Board of Commissioners of PT Pertamina International Shipping and its subsidiaries ("PIS Group") for the Implementation of the Downstream Business Restructuring, the PIS Group has undertaken follow-up actions in response to such directives as part of efforts to strengthen its business portfolio and optimize the organizational structure of the Pertamina Group.

In support of the downstream business consolidation and integration strategy, the PIS Group implemented a restructuring process through several corporate schemes, namely mergers/consolidations and/or spin-offs/partial demergers. This restructuring includes the transfer of management and ownership of captive businesses and 10 Special Purpose Vehicles ("SPVs") that are subsidiaries of the PIS Group. The implementation of this restructuring is intended to create operational efficiencies, align the downstream business value chain under a single managing entity, and support more effective corporate governance.

The PIS Group has determined that the implementation of the first phase of the restructuring was completed on February 1, 2026. This first phase included the completion of internal processes, preparation of legal documentation, coordination with regulators, as well as the alignment of operational and financial aspects to ensure that the transition process was carried out in an orderly, measurable, and well-governed manner in accordance with the principles of good corporate governance.

COMPARISON OF TARGETS AND ACTUAL RESULTS

Basic Assumptions Used to Set Targets

The 2025 Corporate Work Plan and Budget (RKAP) was established by taking into account the performance results from the previous year. Additionally, performance targets were set by considering logical assumptions aligned with projected economic conditions that could impact the business environment.

Dalam penyusunan target 2025, asumsi yang digunakan mengikuti asumsi penyusunan RKAP 2025, yakni sebagai berikut:

In setting the 2025 targets, the assumptions used follow those used in the preparation of the 2025 RKAP, namely as follows:

Indikator Indicators	RKAP 2025 2025 RKAP
Kurs (Rp to USD) Exchange Rate (IDR to USD)	Rp16.113/USD
Harga ICP ICP Price	73,73 USD/BBL
Asumsi Horizon Waktu Time Horizon Assumptions	Menggunakan asumsi setahun penuh untuk seluruh kegiatan operasional dan pendapatan. Assumes a full year for all operational activities and revenue.
Jumlah Kapal Milik (Unit) Number of Owned Vessels (Units)	379
Commission Days Kapal Milik (Hari) Commission Days for Owned Vessels (Days)	118.071
Commercial Days Kapal Milik (Hari) Commercial Days of Owned Vessels (Days)	116.372
Jumlah Muatan BBM yang Diangkut (Ribu KL) Total Fuel Cargo Transported (Thousand KL)	52.456
Jumlah Call Keagenan Tanker (Call) Number of Tanker Agency Calls (Calls)	25.720
Jumlah Call Keagenan Umum (Call) Number of General Agency Calls (Calls)	4.705

Realisasi dan Target Kinerja Keuangan dan Operasional

Adapun perbandingan pencapaian beberapa target kinerja keuangan dan operasional yang ditetapkan berdasarkan RKAP Tahun 2025 dengan realisasinya seperti berikut:

Financial and Operational Performance Realization and Targets

The following is a comparison of the achievement of several financial and operational performance targets set based on the 2025 Annual Work Plan and Budget (RKAP) with their actual results:

(dalam jutaan Rupiah, kecuali dinyatakan lain)
(in millions of Rupiah, unless otherwise stated)

Uraian Description	Realisasi 2025 2025 Realization	Target 2025 2025 Target	Realisasi terhadap Target 2025 2025 Realization to Target (%)
ASPEK KEUANGAN FINANCIAL ASPECTS			
Posisi Keuangan Financial Position			
Jumlah Aset Total Assets	8.552.561	8.835.387	96,80
Jumlah Liabilitas Total Liabilities	3.468.603	4.660.448	74,43
Jumlah Ekuitas Total Equity	5.083.958	4.174.939	121,77
Laba Rugi Income Statement			
Pendapatan Usaha Operating Revenue	8.385.286	8.001.000	104,80
Beban Pokok Pendapatan Cost of Revenue	5.464.676	5.287.739	103,35
Beban Umum dan Administrasi General and Administrative Expenses	1.215.253	1.368.559	88,80

(dalam jutaan Rupiah, kecuali dinyatakan lain)
(in millions of Rupiah, unless otherwise stated)

Uraian Description	Realisasi 2025 2025 Realization	Target 2025 2025 Target	Realisasi terhadap Target 2025 2025 Realization to Target (%)
Laba Bruto Gross Profit	2.920.610	1.344.702	217,19
Laba Sebelum Pajak Penghasilan Profit Before Income Tax	1.680.462	1.270.394	132,28
Laba Tahun Berjalan Net Income	1.321.377	978.204	135,08
Struktur Modal Capital Structure			
Aset yang Dibiayai Liabilitas Financed Assets Liabilities	3.468.603	4.660.448	74,43
Aset yang Dibiayai Ekuitas Equity-Financed Assets	5.083.958	4.174.939	121,77
Investasi Investments			
Anggaran Belanja Investasi (USD ribu) Capital Expenditure Budget (USD thousand)			
Anorganik	-	13.287	-
Business Development	209	8.736	2,39
Non-Business Development	596	3.184	18,72
ASPEK OPERASIONAL OPERATIONAL ASPECTS			
Support Vessel Provider			
Jumlah Armada Kapal (Unit) Number of Vessels (Units)	370	379	97,63
Jumlah Commission Days Kapal Milik (Hari) Number of Commission Days for Owned Vessels (Days)	120.117	118.071	101,73
Jumlah Commercial Days Kapal Milik* (Hari) Total Commercial Days of Owned Vessels* (Days)	119.389	111.992	102,54
Marine Services			
Keagenan Tanker Pihak Ketiga (Call) Third-Party Tanker Agency (Calls)	5.938	5.078	116,94
Keagenan Charter Milik Pertamina (Call) Pertamina-Owned Charter Agency (Call)	19.687	20.642	95,37
Keagenan Umum (Call) General Agency (Call)	5.410	4.705	114,98
Keagenan Luar Negeri (Call) Overseas Agency (Call)	166	-	-
Shorebase			
Cover Storage (m2)	32.212	22.691	141,96
Open Storage (m2)	94.044	45.514	206,63
Cargo Handling (m3/ton)	1.391.578	734.400	189,49
Port Operation Services			
Throughput Bundling (Ribuan KL) Throughput Bundling (Thousand KL)	52.456	1.358	39,06

*) termasuk kapal BBTC
*) including BBTC vessels

Posisi Keuangan

Di tahun 2025, Perusahaan berhasil merealisasikan jumlah aset sebesar Rp8.552,56 miliar atau mencapai 96,80% terhadap target 2025. Capaian ini disebabkan oleh kas & setara kas dan piutang usaha. Jumlah liabilitas Perusahaan tercatat sebesar Rp3.468,60 miliar atau 74,43% terhadap target. Hal ini disebabkan oleh hutang usaha. Sementara, ekuitas Perusahaan tercatat sebesar Rp5.083,96 miliar atau mencapai 121,77% terhadap target. Hal ini disebabkan oleh peningkatan atas laba tahun berjalan.

Laba Rugi

Pada tahun 2025, Perusahaan berhasil merealisasikan pendapatan usaha sebesar Rp8.385,29 miliar atau 104,80% terhadap target. Hal ini disebabkan oleh segmen *Port Operation Services over* Rp433,86 miliar. Selain itu, Perusahaan mencatatkan laba tahun berjalan sebesar Rp1.321,38 miliar atau mencapai 135,08% terhadap target. Hal tersebut disebabkan oleh kegiatan keagenan dan kapal *non-bundling* di PTK.

Perusahaan mencatatkan beban usaha yang terdiri dari beban umum dan administrasi dan beban pokok pendapatan yang masing-masing sebesar Rp1.215,25 miliar dan Rp5.464,68 miliar atau mencapai 88,80% dan 103,35% terhadap target. Hal ini disebabkan oleh meningkatnya biaya *manpower* related dan biaya atas kegiatan *port operation services*.

Struktur Modal

Komposisi struktur modal Perusahaan tersusun atas Liabilitas dan Ekuitas. Pada tahun 2025, jumlah struktur modal Perusahaan sebesar Rp8.552,56 miliar atau mencapai 96,80% terhadap target. Hal ini disebabkan oleh penurunan hutang usaha.

Investasi

Pada tahun 2025, Perusahaan berhasil merealisasikan Anggaran Belanja Investasi (ABI) sebesar USD805 ribu atau 3,20% terhadap target yang sebesar USD25.207,92 ribu.

Aspek Operasional

Pada tahun 2025, realisasi *commission days* kapal milik tercatat sebesar 120.118 hari, atau mencapai 101,73% dari target RKAP 2025 sebesar 118.071 hari. Capaian ini dipengaruhi oleh optimalisasi pelaksanaan *plan maintenance system* yang dilakukan guna menurunkan tingkat *breakdown* kapal serta didukung penerapan standarisasi tata waktu pelaksanaan *docking* secara lebih efektif dan terukur. Sejalan dengan hal tersebut, realisasi *commercial days* kapal milik pada tahun buku 2025 mencapai 119.390 hari, atau setara dengan 107,18% dari target RKAP 2025 sebesar 111.392 hari. Pencapaian ini didukung oleh kapal terkomersialisasikan secara maksimal.

Realisasi dan Target Kinerja K3

Pada tahun 2025, Kinerja K3 Perusahaan mencapai target yaitu dengan tidak adanya insiden berkategori *Number of Accident* (NoA).

Financial Position

In 2025, the Company successfully achieved total assets of Rp8,552.56 billion, representing 96.80% of the 2025 target. This achievement was due to cash and cash equivalents as well as trade receivables. The Company's total liabilities were recorded at Rp3,468.60 billion, or 74.43% of the target. This was due to trade payables. Meanwhile, the Company's equity was recorded at Rp5,083.96 billion, or 121.77% of the target. This was due to the increase in profit for the year.

Income Statement

In 2025, the Company successfully realized operating revenue of Rp8,385.29 billion, or 104.80% of the target. This was due to the Port Operation Services segment exceeding the target by Rp433.86 billion. Additionally, the Company recorded net income for the year of Rp1,321.38 billion, or 135.08% of the target. This was due to agency activities and non-bundling vessel operations at PTK.

The Company recorded operating expenses consisting of general and administrative expenses and cost of revenue, amounting to Rp1,215.25 billion and Rp5,464.68 billion, respectively, or 88.80% and 103.35% of the target. This was due to higher manpower-related expenses and costs associated with Port Operation Services activities.

Capital Structure

The Company's capital structure consists of Liabilities and Equity. In 2025, the Company's total capital structure amounted to Rp8,552.56 billion, reaching 96.80% of the target. This was due to lower trade payables.

Investments

In 2025, the Company successfully realized an Investment Expenditure Budget (ABI) of USD805 thousand, or 3.20% of the target of USD25,207.92 thousand.

Operational Aspects

In 2025, the realization of owned vessels' commission days reached 120,118 days, representing 101.73% of the 2025 RKAP target of 118,071 days. This achievement was driven by the optimization of the planned maintenance system, which helped reduce vessel breakdown rates, as well as the implementation of a more effective and measurable standardized docking schedule. In line with this achievement, the realization of owned vessels' commercial days in fiscal year 2025 reached 119,390 days, equivalent to 107.18% of the 2025 RKAP target of 111,392 days. This performance was supported by the maximized commercialization of the vessels.

Occupational Safety and Health (OSH) Performance Realization and Targets

In 2025, the Company's OSH performance met the target, with no incidents categorized as Number of Accidents (NoA).

PROYEKSI UNTUK 1 (SATU) TAHUN KE DEPAN ASUMSI DASAR YANG DIGUNAKAN UNTUK MENYUSUN PROYEKSI

Perusahaan telah menetapkan sejumlah target yang hendak dicapai dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2026 untuk satu tahun ke depan, yang juga telah disesuaikan dengan kondisi industri dan ekonomi.

Penyusunan proyeksi 2026 mengikuti asumsi yang digunakan dalam penyusunan RKAP 2026, yakni seperti berikut:

Indikator Indicator	RKAP 2026 2026 RKAP
Kurs (Rp to USD) Exchange Rate (IDR to USD)	16.500
Commission Days Kapal Milik (Hari) Commission Days for Owned Vessels (Days)	116.670
Commercial Days Kapal Milik (Hari) Commission Days for Owned Vessels (Days)	113.802
Jumlah Muatan BBM yang Diangkut (Ribuan KL) Total Fuel Cargo Transported (Thousand KL)	52.456
Jumlah Call Keagenan Tanker (Call) Number of Tanker Agency Calls (Calls)	5.699
Jumlah Call Keagenan Umum (Call) Number of General Agency Calls (Calls)	4.438

PROJECTIONS FOR THE NEXT 1 (ONE) YEAR BASIC ASSUMPTIONS USED TO PREPARE THE PROJECTION

The Company has set a number of targets to be achieved in the 2026 Corporate Work Plan and Budget (RKAP) for the coming year, which have also been adjusted to reflect industry and economic conditions.

The preparation of the 2026 projection follows the assumptions used in the preparation of the 2026 RKAP, namely as follows:

Proyeksi Kinerja Keuangan dan Operasional

Adapun proyeksi dari kinerja keuangan dan operasional yang ditetapkan untuk satu tahun ke depan berdasarkan RKAP 2026, dibandingkan dengan realisasi tahun buku 2025, seperti berikut:

Financial and Operational Performance Projections

The following are the financial and operational performance projections set for the coming year based on the 2026 Budget Plan, compared to the actual results for the 2025 fiscal year:

(dalam jutaan Rupiah, kecuali dinyatakan lain) (in millions of Rupiah, unless otherwise stated)	
Uraian Description	Target 2026 2026 Target
ASPEK KEUANGAN FINANCIAL ASPECTS	
Posisi Keuangan Financial Position	
Jumlah Aset Total Assets	9.888.034
Jumlah Liabilitas Total Liabilities	3.858.133
Jumlah Ekuitas Total Equity	6.029.901
Laba Rugi Income Statement	
Pendapatan Usaha Operating Revenue	8.043.246
Beban Pokok Pendapatan Cost of Revenue	5.143.194
Laba Bruto Gross Profit	2.900.052

(dalam jutaan Rupiah, kecuali dinyatakan lain)
(in millions of Rupiah, unless otherwise stated)

Uraian Description	Target 2026 2026 Target
Laba Sebelum Pajak Penghasilan Profit Before Income Tax	1.344.788
Laba Tahun Berjalan Net Income	1.041.451
Investasi Investments	
Anggaran Belanja Investasi (USD juta) Capital Expenditure Budget (USD million)	40,01
ASPEK OPERASIONAL OPERATIONAL ASPECTS	
Support Vessel Provider	
Jumlah <i>Commission Days</i> Kapal Milik (Hari) Number of Commission Days for Owned Vessels (Days)	116.670
Jumlah <i>Commercial Days</i> Kapal Milik* (Hari) Total Commercial Days of Owned Vessels* (Days)	113.802
Marine Services	
Keagenan <i>Tanker Pihak Ketiga (Call)</i> Third-Party Tanker Agency (Call)	5.699
Keagenan <i>Charter Milik Pertamina (Call)</i> Pertamina-Owned Charter Agency (Call)	19.710
Keagenan Umum (<i>Call</i>) General Agency (Call)	4.438
Keagenan Luar Negeri (<i>Call</i>) Overseas Agency (Call)	408
Shorebase	
<i>Cover Storage</i> (m2)	6.035
<i>Open Storage</i> (m2)	73.241
Port Operation Services	
<i>Throughput Bundling</i> (Ribuan KL) Throughput Bundling (Thousand KL)	52.456

*) termasuk kapal BBTC

*) including BBTC vessels

Proyeksi Kinerja K3

Sebagai Perusahaan jasa pelayaran, maritim, dan logistik terintegrasi, aspek HSSE dipandang sangat penting untuk mewujudkan *Zero Accident*. Dalam mewujudkan target PTK yang sesuai dengan visi dan misi Perusahaan, Fungsi HSSE mencanangkan ambisi *Vision Zero* pada tahun 2026 yang terdiri dari 4 (empat) kluster, yaitu *Zero Illness Fatality*, *Zero Recordable Accident*, *Zero Fraud Bunker*, dan *Zero Environment Pollution* sesuai gambar berikut:

HSSE Performance Projections

As an integrated shipping, maritime, and logistics services company, HSSE aspects are regarded as highly important in achieving *Zero Accident*. In pursuing PTK's targets in line with the Company's vision and mission, the HSSE Function has established the *Vision Zero* ambition for 2026, which consists of 4 (four) clusters: *Zero Illness Fatality*, *Zero Recordable Accident*, *Zero Bunker Fraud*, and *Zero Environmental Pollution*, as illustrated in the following figure:

1. Initiative Program HSSE PTK 2026

1. HSSE PTK 2026 Initiative Program

INITIATIVE PROGRAM HSSE PTK Tahun 2026 HSSE PTK 2026 INITIATIVE PROGRAM



Total anggaran RKAP HSSE 2026: Rp140.005.363.164
Total HSSE RKAP Budget for 2026

Health: Rp75.282.571.238
IE: Rp18.442.531.677

SSA: Rp44.046.260.249
Security: Rp2.234.000.000

Catatan:

Lima program yang dicanangkan merupakan *strategic initiative* dalam *journey* mewujudkan ambisi *Vision Zero* PTK Group dalam hal *Zero illness fatality, Zero recordable accident, Zero fraud bunker, dan Zero environment pollution*.

Notes:

The five programs introduced represent strategic initiatives in PTK Group's journey toward achieving its Vision Zero ambition, encompassing Zero Illness Fatality, Zero Recordable Accident, Zero Bunker Fraud, and Zero Environmental Pollution.

Untuk mencapai ambisi tersebut, Fungsi HSSE merencanakan 5 (lima) Program *Strategic Initiative* Tahun 2026, yaitu:

a. Pendekatan *People-Centered Safety*

People-Centered Safety adalah sebuah pendekatan dalam manajemen Kesehatan dan Keselamatan Kerja (K3) yang menempatkan manusia sebagai pusat dari desain, pemantauan, serta implementasi semua program dan praktik keselamatan kerja. Pendekatan ini menjadi penting karena keselamatan kerja yang efektif tidak hanya bergantung pada teknologi atau prosedur yang canggih, tetapi juga pada cara manusia berinteraksi dengan sistem tersebut dalam kondisi kerja yang sesungguhnya. Menerapkan *People-Centered Safety* akan mendorong:

To achieve this ambition, the HSSE Function has planned 5 (five) Strategic Initiative Programs for 2026, as follows:

a. *People-Centered Safety* Approach

People-Centered Safety is an Occupational Health and Safety (OHS) management approach that places people at the center of the design, monitoring, and implementation of all workplace safety programs and practices. This approach is essential because effective workplace safety depends not only on advanced technology or sophisticated procedures, but also on how individuals interact with these systems in actual working conditions. The implementation of *People-Centered Safety* is expected to promote:

- i) Peningkatan kepatuhan dan produktivitas;
- ii) Pembentukan budaya kepercayaan (*trust*) dan kepedulian (*care*);
- iii) Pengurangan insiden yang lebih berkelanjutan.

b. Pencegahan *Fraud* Bahan Bakar Minyak (BBM)

Fraud BBM adalah praktik kecurangan yang bertujuan meraup keuntungan ilegal, baik oleh oknum internal (*crew*) maupun eksternal (penimbun, pemalsu). Beberapa program yang dilakukan untuk meminimalisir peluang terjadinya *fraud* bunker pada kapal milik maupun B2B yang dioperasikan Perusahaan antara lain:

- i) Kegiatan *Joint Safety Security Inspection* (JSSI);
- ii) *Refreshment* dan penerapan Sistem Manajemen Pengamanan (SMP).

c. Pelaksanaan *Health Program*

Pelaksanaan program kesehatan bertujuan untuk meningkatkan produktivitas dan pencegahan penyakit bagi pekerja sebagai aset utama Perusahaan. Program ini dirancang sejalan dengan program Pemerintah, yaitu CERDIK yang dapat dirincikan sebagai berikut:

- i) Cek kesehatan secara berkala;
- ii) Enyahkan asap rokok;
- iii) Rajin aktivitas fisik;
- iv) Diet sehat dengan kalori seimbang;
- v) Istirahat cukup;
- vi) Kelola stres.

d. Peningkatan Peran *Marine Terminal Safety Inspector* (MTSI) & *Assurance Inspection*

Penguatan peran pengawasan operasional pelabuhan melalui personil MTSI dan tim *port operation* yang tersebar di seluruh *port* wilayah operasi PTK, serta melalui implementasi Program *Verification & Validation* (V&V). Selain itu, Perusahaan juga menginisiasi inspeksi keandalan SPT/SBT pada seluruh armada kapal milik PTK.

e. Penerapan *Green Company*

Implementasi *Green Company Roadmap* sebagai wujud komitmen PTK pada aspek *sustainability* yang mencakup *Green Port* dan *Smart Port*, PROPER, dan implementasi ISO 50001.

- i) Improved compliance and productivity;
- ii) The establishment of a culture of trust and care; and
- iii) More sustainable incident reduction.

b. Fuel Oil (BBM) Fraud Prevention

Fuel fraud refers to fraudulent practices aimed at obtaining illegal profits, whether conducted by internal parties (*crew* members) or external parties (*hoarders* and *counterfeiters*). Several programs implemented to minimize opportunities for bunker fraud on both Company-owned and B2B-operated vessels include:

- i) *Joint Safety Security Inspection* (JSSI) activities; and
- ii) *Refreshment* programs and implementation of the *Security Management System* (SMP).

c. Implementation of Health Programs

The implementation of health programs aims to improve productivity and prevent illness among employees as the Company's primary assets. This program is designed in line with the Government's CERDIK initiative, which consists of:

- i) Regular health check-ups;
- ii) Eliminate cigarette smoke;
- iii) Regular physical activity;
- iv) Healthy and balanced-calorie diet;
- v) Adequate rest;
- vi) Stress management.

d. Strengthening the Role of Marine Terminal Safety Inspector (MTSI) & Assurance Inspection

Strengthening operational port supervision through MTSI personnel and port operation teams deployed across all PTK operational ports, as well as through the implementation of the *Verification & Validation* (V&V) Program. In addition, the Company has initiated SPT/SBT reliability inspections across all PTK-owned vessel fleets.

e. Implementation of Green Company Initiatives

Implementation of the *Green Company Roadmap* as a manifestation of PTK's commitment to sustainability, covering *Green Port* and *Smart Port* initiatives, PROPER participation, and ISO 50001 implementation.

Selain *initiative program* di atas, Fungsi HSSE PTK juga akan menjalankan program HSSE *Back to Basic* sesuai gambar berikut:

In addition to the initiative programs above, PTK's HSSE Function will also implement the HSSE *Back to Basic* program, as illustrated in the following figure:

2. Program HSSE Back to Basic PTK 2026

2. PTK HSSE Back to Basic Program 2026

HSSE BACK TO BASIC



Melalui pelaksanaan program-program dasar HSSE yang efektif dan terarah, *Operational Excellence* diharapkan dapat tercapai di seluruh area kerja PTK Group. Hal ini didasari oleh prinsip bahwa *Operational Excellence* tidak akan tercapai jika proses kerja masih menyisakan ruang bagi terjadinya insiden.

Through the implementation of effective and well-directed fundamental HSSE programs, Operational Excellence is expected to be achieved across all PTK Group operational areas. This is based on the principle that Operational Excellence cannot be attained if work processes still leave room for incidents to occur.

Proyeksi Kebijakan Dividen

Kebijakan dividen pada tahun 2026 ditetapkan melalui mekanisme Rapat Umum pemegang Saham (RUPS) dengan mempertimbangkan pertumbuhan kinerja Perusahaan.

Dividend Policy Projection

The dividend policy for 2026 is determined through the mechanism of the General Meeting of Shareholders (GMS) by considering the Company's performance growth.

Tinjauan Keuangan Lainnya

Other Financial Reviews

KEBIJAKAN DAN PEMBAGIAN DIVIDEN

Kebijakan Dividen

Kebijakan pembagian dividen atas tahun buku 2024 ditetapkan dalam pelaksanaan RUPS Tahunan yang dilaksanakan pada tanggal 27 November 2025, bahwa para pemegang saham menyetujui penetapan pembagian dividen sebesar USD51.000.000 atau setara Rp848,84 miliar, penjabarannya seperti berikut:

Pembagian Dividen

Uraian Description	Tahun Buku 2024 Financial Year 2024	Tahun Buku 2023 Financial Year 2023
Dividen kas yang dibagikan (USD) Cash Dividends Distributed (USD)	51.000.000	75.000.000
Dividen per saham (USD) Dividend per share (USD)	41,28	60,70
Rasio pembagian dividen (%) Dividend payout ratio (%)	63,59	110%
Tanggal Pengumuman Dividen Dividend Announcement Date	November 2025	September 2024
Tanggal Dibayarkan Dividen Dividend Payment Date	Desember 2025 December 2025	Oktober 2024 October 2024

DIVIDEND POLICY AND DISTRIBUTION

Dividend Policy

The dividend distribution policy for the 2024 fiscal year was established at the Annual General Meeting of Shareholders held on November 27, 2025, where shareholders approved a dividend distribution of USD51,000,000, equivalent to Rp848.84 billion, broken down as follows:

Dividend Distribution

REALISASI PENGGUNAAN DANA HASIL PENAWARAN UMUM

Hingga 31 Desember 2025, Perusahaan tidak melakukan penawaran umum saham maupun menerbitkan efek pada bursa efek mana pun. Dengan demikian, Perusahaan tidak memiliki kewajiban untuk menyampaikan informasi mengenai realisasi penggunaan dana yang berasal dari hasil penawaran umum.

INFORMASI MATERIAL MENGENAI INVESTASI, EKSPANSI, DIVESTASI, PENGGABUNGAN/ PELEBURAN USAHA, AKUISISI, DAN RESTRUKTURISASI UTANG/MODAL

Sepanjang tahun 2025, tidak terdapat informasi material terkait investasi, ekspansi, divestasi, akuisisi, restrukturisasi utang/modal, dan penggabungan usaha/merger oleh Perusahaan, sehingga tidak terdapat informasi yang dapat disajikan terkait hal tersebut.

INFORMASI TRANSAKSI MATERIAL YANG MENGANDUNG BENTURAN KEPENTINGAN DAN/ATAU TRANSAKSI DENGAN PIHAK AFILIASI/BERELASI

Transaksi Material yang Mengandung Benturan Kepentingan

Pada periode pelaporan tahun 2025, Perusahaan tidak mencatat adanya transaksi yang mengandung benturan kepentingan. Sehingga tidak terdapat informasi terkait yang perlu diungkapkan.

REALIZATION OF USE OF PROCEEDS FROM PUBLIC OFFERING

As of December 31, 2025, the Company has not conducted any public offerings of shares nor issued securities on any stock exchange. Consequently, the Company has no obligation to disclose information regarding the utilization of proceeds from public offerings.

MATERIAL INFORMATION REGARDING INVESTMENTS, EXPANSION, DIVESTITURES, BUSINESS MERGERS/ CONSOLIDATIONS, ACQUISITIONS, AND DEBT/CAPITAL RESTRUCTURING

Throughout 2025, there was no material information related to investment, expansion, divestment, acquisition, debt/capital restructuring, and business combination/merger by the Company, so there is no information that can be presented regarding this matter.

INFORMATION ON MATERIAL TRANSACTIONS INVOLVING CONFLICTS OF INTEREST AND/OR TRANSACTIONS WITH AFFILIATED/RELATED PARTIES

Material Transactions Involving Conflicts of Interest

During the 2025 reporting period, the Company did not record any transactions involving conflicts of interest. Therefore, there is no related information that needs to be disclosed.

Transaksi Material dengan Pihak Afiliasi/Berelasi

Dalam pelaksanaan kegiatan operasional sehari-hari, Grup melakukan transaksi usaha maupun nonusaha dengan pihak-pihak berelasi yang memiliki keterkaitan dengan Grup, baik melalui kepemilikan langsung maupun tidak langsung, berada di bawah pengendalian pihak yang sama, serta dengan entitas yang berelasi dengan Pemerintah. Penetapan harga jual atau harga beli dalam transaksi dengan pihak-pihak berelasi tersebut dilakukan berdasarkan persyaratan yang disepakati bersama oleh para pihak dan dapat berbeda dengan ketentuan yang berlaku dalam transaksi dengan pihak ketiga.

Pelaksanaan transaksi dengan pihak-pihak berelasi dilakukan berdasarkan ketentuan dan persyaratan yang disepakati oleh masing-masing pihak, yang dalam praktiknya dapat berbeda dari transaksi yang dilakukan dengan pihak yang tidak memiliki hubungan berelasi. Transaksi tersebut merupakan bagian dari aktivitas usaha Perusahaan untuk menghasilkan pendapatan dan dilaksanakan secara rutin, berulang, dan/atau berkelanjutan.

Kebijakan dan Mekanisme Persetujuan Transaksi Pihak Berelasi

Kebijakan Penelaahan dan Persetujuan Transaksi Pihak Berelasi

Ketentuan dan kebijakan penelaahan serta persetujuan transaksi pihak berelasi diatur dalam Anggaran Dasar.

Keterlibatan Organ Perusahaan dalam Proses Reviu atas Transaksi Pihak Berelasi

Penelaahan atas transaksi dengan pihak berelasi dilakukan melalui mekanisme audit yang melibatkan auditor internal dan auditor eksternal. Dalam pelaksanaannya, Perusahaan melibatkan Organ Perusahaan, antara lain Dewan Komisaris, Direksi, Komite Audit, serta beberapa divisi terkait.

Dewan Komisaris menjalankan fungsi pengawasan terhadap transaksi dengan pihak berelasi, sementara Komite Audit melakukan evaluasi atas aspek kelayakan dan kewajaran transaksi tersebut. Berdasarkan hasil kajian Komite Audit, Dewan Komisaris selanjutnya memberikan arahan dan masukan kepada Direksi guna memastikan bahwa transaksi dengan pihak berelasi dilaksanakan sesuai dengan prinsip transaksi yang wajar (*arm's-length principle*).

Direksi bertanggung jawab atas pengelolaan operasional Perusahaan serta berperan dalam pengusulan dan pelaksanaan transaksi. Khusus untuk transaksi dengan pihak berelasi, Direksi berkewajiban melakukan pengungkapan dan memperoleh persetujuan dari Dewan Komisaris dan, apabila dipersyaratkan, dari Pemegang Saham melalui Rapat Umum Pemegang Saham (RUPS), sesuai dengan ketentuan dalam Anggaran Dasar.

Sepanjang tahun 2025, Direksi memastikan bahwa seluruh transaksi dengan pihak berelasi telah melalui prosedur yang memadai serta dilaksanakan sesuai dengan praktik bisnis yang berlaku umum dan memenuhi prinsip transaksi yang wajar (*arm's-length principle*). Informasi lebih lanjut mengenai transaksi dengan pihak berelasi disajikan dalam Laporan Keuangan Konsolidasian Perusahaan pada Catatan 23.

Material Transactions with Affiliated/Related Parties

In the course of its daily operations, the Group conducts business and non-business transactions with related parties that are affiliated with the Group, whether through direct or indirect ownership, under the control of the same party, or with entities related to the Government. The determination of selling or purchasing prices in transactions with such related parties is based on terms mutually agreed upon by the parties and may differ from the terms applicable in transactions with third parties.

Transactions with related parties are conducted in accordance with the terms and conditions agreed upon by the respective parties, which in practice may differ from transactions conducted with unrelated parties. Such transactions form part of the Company's business activities aimed at generating revenue and are carried out on a routine, recurring, and/or ongoing basis.

Policy and Mechanism for the Approval of Related-Party Transactions

Policy on Review and Approval of Related-Party Transactions

The provisions and policies regarding the review and approval of related-party transactions are set forth in the Articles of Association.

Involvement of Corporate Bodies in the Review Process of Related-Party Transactions

Reviews of transactions with related parties are conducted through an audit mechanism involving internal and external auditors. In its implementation, the Company involves corporate bodies, including the Board of Commissioners, the Board of Directors, the Audit Committee, and several relevant divisions.

The Board of Commissioners performs a supervisory function regarding transactions with related parties, while the Audit Committee evaluates the fairness and reasonableness of such transactions. Based on the Audit Committee's findings, the Board of Commissioners subsequently provides guidance and input to the Board of Directors to ensure that transactions with related parties are conducted in accordance with the arm's-length principle.

The Board of Directors is responsible for the Company's operational management and plays a role in proposing and executing transactions. Specifically regarding transactions with related parties, the Board of Directors is obligated to disclose such transactions and obtain approval from the Board of Commissioners and, if required, from Shareholders through a General Meeting of Shareholders (GMS), in accordance with the provisions of the Articles of Association.

Throughout 2025, the Board of Directors ensured that all transactions with related parties followed adequate procedures and were conducted in accordance with generally accepted business practices and met the arm's-length principle. Further information regarding transactions with related parties is presented in the Company's Consolidated Financial Statements in Note 23.

Pemenuhan Ketentuan Terkait

Laporan tersebut telah diaudit oleh Kantor Akuntan Publik guna memastikan keandalan serta kesesuaiannya dengan prinsip-prinsip akuntansi yang berlaku. Hingga akhir tahun 2025, Perusahaan tidak tercatat melakukan pelanggaran terhadap peraturan perundang-undangan terkait transaksi dengan pihak berelasi serta tidak memiliki transaksi yang berpotensi menimbulkan benturan kepentingan, sehingga menunjukkan komitmen Perseroan terhadap tata kelola perusahaan yang baik.

Tujuan Transaksi Pihak Berelasi

Pelaksanaan transaksi dengan pihak berelasi pada prinsipnya ditujukan untuk mendukung kelancaran operasional serta menjaga keberlanjutan kegiatan usaha Perusahaan.

Kewajaran Transaksi Pihak Berelasi

Seluruh transaksi dengan pihak-pihak berelasi diungkapkan dalam laporan keuangan dan telah disajikan sesuai dengan ketentuan PSAK 224 tentang Pengungkapan Pihak-Pihak Berelasi, baik transaksi yang dilakukan dengan ketentuan yang sebanding dengan pihak ketiga maupun yang dilakukan dalam kondisi lainnya. Penilaian atas kewajaran transaksi tersebut juga mengacu pada prinsip kewajaran transaksi (*arm's-length principle*).

Nama, Sifat Hubungan dan Sifat Transaksi Pihak Berelasi

Sifat hubungan dan transaksi dengan pihak yang berelasi adalah sebagai berikut:

Compliance with Relevant Provisions

The report has been audited by a Public Accounting Firm to ensure its reliability and compliance with applicable accounting principles. As of the end of 2025, the Company has not been found to have violated any laws or regulations regarding transactions with related parties and has no transactions that could potentially give rise to conflicts of interest, thereby demonstrating the Company's commitment to good corporate governance.

Purpose of Related-Party Transactions

The execution of transactions with related parties is, in principle, intended to support the smooth operation and maintain the sustainability of the Company's business activities.

Fairness of Related-Party Transactions

All transactions with related parties are disclosed in the financial statements and have been presented in accordance with the provisions of PSAK 224 on Related Party Disclosures, whether the transactions were conducted on terms comparable to those with third parties or under other conditions. The assessment of the fairness of these transactions also refers to the arm's-length principle.

Names, Nature of Relationships, and Nature of Related-Party Transactions

The nature of the relationships and transactions with related parties is as follows:

Tabel Nama, Sifat Hubungan dan Sifat Transaksi Pihak Berelasi Tahun 2025

Table of Names, Nature of Relationships, and Nature of Related-Party Transactions for 2025

Pihak yang Berelasi Related Parties	Sifat Hubungan Nature of Relationship	Sifat Transaksi Nature of Transactions
Pertamina	Perusahaan induk utama Primary parent company	Beban pokok pendapatan, piutang usaha, aset kontrak dan utang usaha Cost of revenue, trade receivables, contract assets and trade payables
PT Pertamina International Shipping	Pemegang saham mayoritas Majority shareholder	Pendapatan, beban pokok pendapatan, piutang usaha, aset kontrak, utang usaha dan liabilitas kontrak Revenue, cost of revenue, trade receivables, accounts receivable, contract assets, accounts payable, and contract liabilities
PT Pertamina Energy Terminal	Entitas sepengendali Entities under common control	Pendapatan, beban pokok pendapatan, piutang usaha, aset kontrak, utang usaha dan penyertaan saham Revenue, cost of revenue, trade receivables, contract assets, trade payables, and equity investments
PT Kilang Pertamina International	Entitas sepengendali Entities under common control	Pendapatan, beban pokok pendapatan, piutang usaha, aset kontrak, dan utang usaha Revenue, cost of revenue, trade receivables, contract assets, and trade payables
PT Pertamina Patra Niaga	Entitas sepengendali Entities under common control	Pendapatan, beban pokok pendapatan, piutang usaha, aset kontrak, utang usaha dan penyertaan saham Revenue, cost of revenue, trade receivables, contract assets, trade payables, and equity investments
BRI	Entitas yang berelasi dengan Pemerintah Entities related to the Government	Penempatan kas dan setara kas Cash and cash equivalents

Tabel Nama, Sifat Hubungan dan Sifat Transaksi Pihak Berelasi Tahun 2025

Table of Names, Nature of Relationships, and Nature of Related-Party Transactions for 2025

Pihak yang Berelasi Related Parties	Sifat Hubungan Nature of Relationship	Sifat Transaksi Nature of Transactions
BNI	Entitas yang berelasi dengan Pemerintah Entities related to the Government	Penempatan kas dan setara kas Cash and cash equivalents
Mandiri	Entitas yang berelasi dengan Pemerintah Entities related to the Government	Penempatan kas dan setara kas, pinjaman jangka panjang dan beban keuangan Cash and cash equivalents, long-term loans and financial expenses
BSI	Entitas yang berelasi dengan Pemerintah Entities related to the Government	Penempatan kas dan setara kas, pinjaman jangka panjang dan beban keuangan Cash and cash equivalents, long-term loans and financial expenses
PT Perta Arun Gas	Entitas sepengendali Entities under common control	Pendapatan, beban pokok pendapatan, piutang usaha, aset kontrak dan utang usaha Revenue, cost of revenue, trade receivables, contract assets, and trade payables
PT Pertamina Retail	Entitas sepengendali Entities under common control	Pendapatan, beban pokok pendapatan, piutang usaha dan aset kontrak Revenue, cost of revenue, trade receivables, and contract assets
PT Pertamina Hulu Kalimantan Timur	Entitas sepengendali Entities under common control	Pendapatan, piutang usaha dan aset kontrak Revenue, trade receivables, and contract assets
PT Pertamina Hulu Mahakam	Entitas sepengendali Entities under common control	Pendapatan, piutang usaha dan aset kontrak Revenue, trade receivables, and contract assets
PT Pertamina Hulu Energi Offshore North-West Java	Entitas sepengendali Entities under common control	Pendapatan, piutang usaha dan aset kontrak Revenue, trade receivables, and contract assets
PT Pertamina Hulu Sanga Sanga	Entitas sepengendali Entities under common control	Pendapatan, piutang usaha dan aset kontrak Revenue, trade receivables, and contract assets
PT Pertamina Lubricants	Entitas sepengendali Entities under common control	Pendapatan, beban pokok pendapatan, piutang usaha, aset kontrak dan utang usaha Revenue, cost of revenue, trade receivables, contract assets, and trade payables
PT PGN LNG Indonesia	Entitas sepengendali Entities under common control	Pendapatan, piutang usaha, dan aset kontrak Revenue, trade receivables, and contract assets
PT Pertamina EP	Entitas sepengendali Entities under common control	Pendapatan, piutang usaha dan aset kontrak Revenue, trade receivables, and contract assets
PT Pertamina Drilling Service	Entitas sepengendali Entities under common control	Pendapatan dan piutang usaha Revenue and trade receivables
PT Pertamina Hulu Energi West Madura Offshore	Entitas sepengendali Entities under common control	Pendapatan, piutang usaha dan aset kontrak Revenue, trade receivables, and contract assets
PT Pertamina Bina Medika	Entitas sepengendali Entities under common control	Beban umum dan administrasi dan utang usaha General and administrative expenses and trade payables
PT Patra Logistik	Entitas sepengendali Entities under common control	Beban pokok pendapatan dan utang usaha Cost of revenue and trade payables
PT Nusantara Regas	Entitas sepengendali Entities under common control	Pendapatan, piutang usaha dan aset kontrak Revenue, trade receivables, and contract assets
PT Pertamina Hulu Energi Offshore Southeast Sumatra	Entitas sepengendali Entities under common control	Pendapatan, piutang usaha dan aset kontrak Revenue, trade receivables, and contract assets
PT Kilang Pertamina Balikpapan	Entitas sepengendali Entities under common control	Pendapatan, piutang usaha dan aset kontrak Revenue, trade receivables, and contract assets
PT Prima Armada Raya	Entitas sepengendali Entities under common control	Beban umum dan administrasi dan utang usaha General and administrative expenses and trade payables
PT Pertamina Training & Consulting	Entitas sepengendali Entities under common control	Beban umum dan administrasi dan utang usaha General and administrative expenses and trade payables
PT Mitra Tours & Travel	Entitas sepengendali Entities under common control	Beban umum dan administrasi dan utang usaha General and administrative expenses and trade payables
PT Pertamina Hulu Rokan	Entitas sepengendali Entities under common control	Pendapatan, piutang usaha dan aset kontrak Revenue, trade receivables, and contract assets
PT Badak NGL	Entitas sepengendali Entities under common control	Pendapatan, beban pokok pendapatan, aset kontrak dan utang usaha Revenue, cost of revenue, contract assets, and trade payables

Tabel Nama, Sifat Hubungan dan Sifat Transaksi Pihak Berelasi Tahun 2025

Table of Names, Nature of Relationships, and Nature of Related-Party Transactions for 2025

Pihak yang Berelasi Related Parties	Sifat Hubungan Nature of Relationship	Sifat Transaksi Nature of Transactions
PT Pertamina Hulu Energi Jambi Merang	Entitas sepengendali Entities under common control	Pendapatan dan aset kontrak Revenue and contract assets
PT Asuransi Tugu Pratama Indonesia	Entitas sepengendali Entities under common control	Beban umum dan administrasi dan utang usaha General and administrative expenses and trade payables
PT Benggala Laju Abadi	Entitas sepengendali Entities under common control	Penyertaan saham Equity investment
PT Banggai Bahtera Laju Abadi	Entitas sepengendali Entities under common control	Penyertaan saham Equity investment
PT Aru Bahtera Laju Abadi	Entitas sepengendali Entities under common control	Penyertaan saham Equity investment
PT Alor Bahtera Laju Abadi	Entitas sepengendali Entities under common control	Penyertaan saham Equity investment
PT Ararkula Bahtera Laju Abadi	Entitas sepengendali Entities under common control	Penyertaan saham Equity investment
PT Bangkit Bahtera Laju Abadi	Entitas sepengendali Entities under common control	Penyertaan saham Equity investment
PT Liran Bahtera Laju Abadi	Entitas sepengendali Entities under common control	Penyertaan saham Equity investment
PT Barung Bahtera Laju Abadi	Entitas sepengendali Entities under common control	Penyertaan saham Equity investment
PT Miangas Bahtera Laju Abadi	Entitas sepengendali Entities under common control	Penyertaan saham Equity investment
PT Brass Bahtera Laju Abadi	Entitas sepengendali Entities under common control	Penyertaan saham Equity investment
PT Damar Bahtera Laju Abadi	Entitas sepengendali Entities under common control	Penyertaan saham Equity investment
PT Damanusa Bahtera Laju Abadi	Entitas sepengendali Entities under common control	Penyertaan saham Equity investment
PT Bepondi Bahtera Laju Abadi	Entitas sepengendali Entities under common control	Penyertaan saham Equity investment
PT Trans Yeong Maritime	Entitas ventura bersama Joint venture	Pendapatan, beban pokok pendapatan, piutang usaha dan utang usaha Revenue, cost of revenue, trade receivables, and trade payables
PT Pelabuhan Indonesia	Entitas yang berelasi dengan Pemerintah Entities related to Government	Pendapatan, beban pokok pendapatan, piutang usaha, aset kontrak dan utang usaha Revenue, cost of revenue, trade receivables, contract assets, and trade payables
PT Pelindo Marine Service	Entitas yang berelasi dengan Pemerintah Entities related to Government	Pendapatan dan piutang usaha Revenue and trade receivables
PT Administrasi Medika	Entitas yang berelasi dengan Pemerintah Entities related to Government	Beban umum dan administrasi dan utang usaha General and administrative expenses and trade payables
PT Pratama Mitra Sejati	Entitas yang berelasi dengan Pemerintah Entities related to Government	Beban umum dan administrasi dan utang usaha General and administrative expenses and trade payables
PT Donggi Senoro LNGD	Entitas yang berelasi dengan Pemerintah Entities related to Government	Pendapatan, beban pokok pendapatan, piutang usaha, aset kontrak dan utang usaha Revenue, cost of revenue, trade receivables, contract assets, and trade payables
PT Jawa Satu Power	Entitas yang berelasi dengan Pemerintah Entities related to Government	Piutang usaha dan aset kontrak Trade receivables and contract assets
PT Trans Pacific Petrochemical Indotama	Entitas yang berelasi dengan Pemerintah Entities related to Government	Beban pokok pendapatan dan utang usaha Cost of revenue and trade payables
PT Peralife Insurance	Entitas yang berelasi dengan Pemerintah Entities related to Government	Beban umum dan administrasi dan utang Usaha General and administrative expenses and liabilities trade

Tabel Nama, Sifat Hubungan dan Sifat Transaksi Pihak Berelasi Tahun 2025

Table of Names, Nature of Relationships, and Nature of Related-Party Transactions for 2025

Pihak yang Berelasi Related Parties	Sifat Hubungan Nature of Relationship	Sifat Transaksi Nature of Transactions
PT Surveyor Indonesia	Entitas yang berelasi dengan Pemerintah Entities related to Government	Beban umum dan administrasi dan utang usaha General and administrative expenses and liabilities trade
PT Telkom Satelit Indonesia	Entitas yang berelasi dengan Pemerintah Entities related to Government	Beban umum dan administrasi dan utang usaha General and administrative expenses and liabilities trade
PT Biro Klasifikasi Indonesia	Entitas yang berelasi dengan Pemerintah Entities related to Government	Beban pokok pendapatan dan utang usaha Cost of revenue and trade payables
PT Utama Karya	Entitas yang berelasi dengan Pemerintah Entities related to Government	Pendapatan dan piutang usaha Revenue and trade receivables
PT PAL Indonesia	Entitas yang berelasi dengan Pemerintah Entities related to Government	Utang usaha Trade payables
PT Jasa Armada Indonesia	Entitas anak dari BUMN yang dikendalikan pemerintah A subsidiary of a state-owned enterprise controlled by the government	Beban pokok pendapatan dan utang usaha Cost of revenue and trade payables
PT Pelindo Jasa Maritim	Entitas anak dari BUMN yang dikendalikan pemerintah A subsidiary of a state-owned enterprise controlled by the government	Beban pokok pendapatan dan utang usaha Cost of revenue and trade payables
PT Jasamarga Related Business	Entitas anak dari BUMN yang dikendalikan pemerintah A subsidiary of a state-owned enterprise controlled by the government	Piutang usaha Trade receivables

Realisasi Saldo Transaksi Pihak Berelasi

Informasi mengenai saldo dan transaksi yang bersifat material antara Grup dengan Pemerintah Negara Republik Indonesia serta entitas yang berelasi dengan Pemerintah telah diungkapkan dalam catatan atas laporan keuangan konsolidasian yang relevan. Dalam hal ini, Grup menerapkan pengecualian atas persyaratan pengungkapan pihak berelasi untuk transaksi dengan entitas yang berelasi dengan Pemerintah. Adapun saldo transaksi dengan pihak berelasi pada tahun 2024 dan 2025 disajikan sebagai berikut:

Realized Balance of Related Party Transactions

Information regarding material balances and transactions between the Group and the Government of the Republic of Indonesia, as well as entities related to the Government, has been disclosed in the notes to the relevant consolidated financial statements. In this regard, the Group applies an exemption from the related-party disclosure requirements for transactions with entities related to the Government. The balances of transactions with related parties for the years 2024 and 2025 are presented as follows:

Tabel-tabel Saldo Transaksi Pihak Berelasi

Related Party Transaction Balance Tables

(dalam jutaan Rupiah)
(in millions of Rupiah)

Saldo Pihak Berelasi dalam Aset Related Party Balances in Assets	Saldo Pihak Berelasi Related Party Balances		Persentase terhadap Jumlah Aset Percentage to Total Assets	
	2025	2024	2025	2024
Kas dan Setara Kas Cash and Cash Equivalents	1.061.185	803.847	12,41%	8,85%
Piutang Usaha Trade Receivables	1.032.636	1.285.772	12,07%	14,16%
Kontrak Aset Asset Contracts	1.092.444	1.309.213	12,77%	14,42%
Penyertaan Saham Equity Investments	6.652	6.652	0,08%	0,07%
Jumlah Aset - Pihak Berelasi Total Assets - Related Parties	3.192.917	3.405.484	37,33%	37,50%
Jumlah Aset - Konsolidasian Total Assets - Consolidated	8.552.561	9.080.441	100,00%	100,00%

Saldo Pihak Berelasi dalam Liabilitas Related Party Balances in Liabilities	Saldo Pihak Berelasi Related Party Balances		Persentase terhadap Jumlah Liabilitas Percentage to Total Liabilities	
	2025	2024	2025	2024
Utang Usaha Trade Payables	744.981	1.115.210	21,47%	24,91%
Liabilitas Kontrak Contract Liabilities	10.902	20.307	0,31%	0,45%
Pinjaman Jangka Panjang Long-Term Loans	382.407	532.052	11,02%	11,89%
Jumlah Liabilitas - Pihak Berelasi Total Liabilities - Related Parties	1.138.290	1.667.569	32,80%	37,25%
Jumlah Liabilitas - Konsolidasian Total Liabilities - Consolidated	3.468.603	4.476.576	100,00%	100,00%

Saldo Pihak Berelasi dalam Pendapatan Usaha Related Party Balance in Operating Income	Saldo Pihak Berelasi Related Party Balances		Persentase terhadap Jumlah Pendapatan Usaha Percentage to Total Operating Revenue	
	2025	2024	2025	2024
Pendapatan Usaha - Pihak Berelasi Revenue from related parties	6.971.823	6.539.295	83,14%	86,51%
Pendapatan Usaha - Konsolidasian Operating Revenue - Consolidated	8.385.286	7.559.108	100,00%	100,00%

Saldo Pihak Berelasi dalam Beban Pokok Pendapatan Related Party Balance in Cost of Revenue	Saldo Pihak Berelasi Related Party Balances		Persentase terhadap Jumlah Beban Pokok Pendapatan Percentage to Total Cost of Revenue	
	2025	2024	2025	2024
Beban pokok Pendapatan - Pihak Berelasi Cost of Revenue - Related Parties	1.148.579	1.836.964	21,02%	37,01%
Beban Pokok Pendapatan - Konsolidasian Cost of Revenue - Consolidated	5.464.676	4.963.954	100,00%	100,00%

Saldo Pihak Berelasi dalam Beban Umum dan Administrasi Related Party Balances in General and Administrative Expenses	Saldo Pihak Berelasi Related Party Balances		Persentase terhadap Jumlah Beban Umum dan Administrasi Percentage to Total General and Administrative Expenses	
	2025	2024	2025	2024
Beban Umum dan Administrasi General and Administrative Expenses	138.247	138.098	11,38%	11,00%
Gaji dan imbalan lain Salaries and Other Compensation	31.527	53.502	2,59%	4,26%
Beban Umum dan Administrasi - Pihak Berelasi General and Administrative Expenses - Related Parties	169.774	191.600	13,97%	15,26%
Beban Umum dan Administrasi - Konsolidasian General and Administrative Expenses - Consolidated	1.215.253	1.255.901	100,00%	100,00%

PROSPEK USAHA DAN RENCANA STRATEGIS 2026

Prospek Perekonomian Global

Perekonomian global pada tahun 2026 diperkirakan masih dibayangi oleh ketidakpastian yang terus berlangsung. Ketegangan geopolitik di kawasan Timur Tengah, khususnya konflik antara Iran dan Israel yang telah bertransformasi dari perseteruan regional menjadi arena kontestasi geopolitik global, menjadi salah satu faktor utama yang memengaruhi dinamika pasar komoditas dan arus perdagangan internasional. Kondisi ini tercermin dari meningkatnya permintaan emas sebagai *safe-haven* dan *hedging asset* di tengah ekspektasi penurunan suku bunga Bank Sentral Amerika Serikat (The Fed), yang

BUSINESS OUTLOOK AND STRATEGIC PLAN 2026

Global Economic Outlook

The global economy in 2026 is expected to remain overshadowed by ongoing uncertainty. Geopolitical tensions in the Middle East, particularly the conflict between Iran and Israel—which has evolved from a regional feud into a global geopolitical contest—are among the primary factors influencing commodity market dynamics and international trade flows. This situation is reflected in the rising demand for gold as a safe-haven and hedging asset amid expectations of a United States of America Federal Reserve (The Fed) interest rate cut, which has also driven a significant increase in global gold

turut mendorong peningkatan harga emas global secara signifikan. Kompleksitas konflik tersebut semakin dalam mengingat dimensi ideologisnya yang kuat, sehingga sulit diselesaikan melalui mekanisme diplomasi konvensional dan berpotensi menciptakan ketidakpastian yang berkepanjangan bagi perekonomian dunia.

Di sektor energi, prospek harga minyak global menghadapi tekanan berlapis yang bersumber dari sisi pasokan maupun dari risiko gangguan jalur distribusi. Kawasan Timur Tengah merupakan pemasok utama minyak dunia, sehingga setiap eskalasi ketegangan termasuk potensi serangan terhadap fasilitas energi di kawasan Teluk berpotensi mengganggu pasokan global dan memicu lonjakan harga energi internasional. Yang paling kritis adalah posisi Selat Hormuz, jalur vital yang berada dalam pengaruh Iran dan dilalui oleh sekitar seperlima perdagangan minyak dunia. Gangguan pada jalur strategis ini akan berdampak langsung dan segera terhadap rantai pasok energi global, meningkatkan biaya asuransi pelayaran, serta menciptakan ketidakpastian dalam jaringan distribusi internasional yang sangat bergantung pada stabilitas jalur tersebut. Di sisi lain, peningkatan produksi oleh negara-negara anggota OPEC+ berpotensi menciptakan kondisi *oversupply* di pasar minyak dunia dalam skenario di mana ketegangan mereda, sementara permintaan global yang masih lemah semakin memperdalam tekanan harga. Harga besi dan baja global juga mengalami peningkatan yang didorong oleh keketatan pasokan, kenaikan harga bahan baku, serta kebijakan proteksionisme perdagangan di kawasan Uni Eropa.

Dari sisi perdagangan internasional, ketidakstabilan kawasan Timur Tengah memengaruhi kepercayaan investor, memperburuk kondisi pembiayaan global, serta menciptakan fragmentasi dalam jaringan distribusi yang telah terbangun selama beberapa dekade. Eskalasi konflik Iran-Israel yang telah menjalar ke berbagai dimensi dari peperangan konvensional, *proxy war* melalui aktor non-negara, hingga serangan siber dan ketegangan di jalur laut menunjukkan bahwa risiko gangguan terhadap perdagangan global bersifat multidimensional dan sulit diprediksi. Nilai tukar negara-negara berkembang, termasuk Rupiah, menghadapi tekanan depresiasi yang antara lain dipengaruhi oleh ketidakpastian geopolitik ini. Sementara itu, harga komoditas pangan global secara umum berada dalam tren penurunan didorong oleh stok sereal global yang melimpah, meskipun beberapa komoditas tertentu masih mencatat kenaikan akibat keketatan pasokan dan dinamika musim tanam. Secara keseluruhan, lingkungan eksternal tahun 2026 menuntut kewaspadaan yang tinggi dan respons kebijakan yang adaptif dari seluruh pelaku usaha maupun otoritas ekonomi di berbagai belahan dunia.

Prospek Perekonomian Nasional

Perekonomian Indonesia memasuki tahun 2026 dengan fondasi perdagangan internasional yang relatif kokoh. Sepanjang tahun 2025, neraca perdagangan Indonesia mencatat surplus yang ditopang oleh kinerja ekspor nonmigas yang tumbuh positif, meskipun ekspor sektor migas mengalami penurunan seiring melemahnya harga dan permintaan global. Ekspor sektor industri pengolahan mencatat pertumbuhan yang signifikan, demikian pula ekspor dari sektor pertanian, kehutanan, dan perikanan. Surplus neraca perdagangan ini menjadi sinyal positif bagi stabilitas makroekonomi nasional menuju tahun 2026. Meskipun demikian, ketahanan fondasi tersebut tetap dibayangi oleh risiko eksternal, terutama dari eskalasi konflik geopolitik di kawasan Timur Tengah yang berpotensi mengganggu stabilitas jalur energi dan perdagangan global.

prices. The complexity of this conflict is deepening due to its strong ideological dimensions, making it difficult to resolve through conventional diplomatic mechanisms and potentially creating prolonged uncertainty for the global economy.

In the energy sector, the outlook for global oil prices faces multiple pressures stemming from both the supply side and the risk of disruptions to distribution routes. The Middle East is the world's primary oil supplier; therefore, any escalation of tensions—including potential attacks on energy facilities in the Gulf region—has the potential to disrupt global supply and trigger a surge in international energy prices. Most critical is the position of the Strait of Hormuz, a vital route under Iranian influence through which approximately one-fifth of global oil trade passes. Disruptions to this strategic route would have an immediate and direct impact on the global energy supply chain, increasing shipping insurance costs, and creating uncertainty within the international distribution network, which is highly dependent on the stability of this route. On the other hand, increased production by OPEC+ member countries has the potential to create an oversupply in the global oil market in a scenario where tensions ease, while still-weak global demand further deepens price pressures. Global iron and steel prices have also risen, driven by tight supply, rising raw material prices, and trade protectionist policies in the European Union.

From the perspective of international trade, instability in the Middle East is affecting investor confidence, worsening global financing conditions, and creating fragmentation within distribution networks that have been established over several decades. The escalation of the Iran-Israel conflict, which has spread across various dimensions—from conventional warfare and proxy wars involving non-state actors to cyberattacks and tensions in maritime routes—demonstrates that the risks of disruptions to global trade are multidimensional and difficult to predict. The exchange rates of emerging economies, including the Rupiah, are facing depreciation pressures influenced, among other factors, by this geopolitical uncertainty. Meanwhile, global food commodity prices are generally trending downward, driven by abundant global grain stocks, although certain commodities are still recording increases due to tight supply and seasonal planting dynamics. Overall, the external environment in 2026 demands high vigilance and adaptive policy responses from all business actors and economic authorities across the globe.

National Economic Outlook

Indonesia's economy enters 2026 with a relatively solid foundation in international trade. Throughout 2025, Indonesia's trade balance recorded a surplus supported by positive growth in non-oil and gas exports, although exports from the oil and gas sector declined as global prices and demand weakened. Exports from the manufacturing sector recorded significant growth, as did exports from the agriculture, forestry, and fisheries sectors. This trade balance surplus serves as a positive signal for national macroeconomic stability heading into 2026. Nevertheless, the resilience of this foundation remains overshadowed by external risks, particularly from the escalation of geopolitical conflicts in the Middle East, which could potentially disrupt the stability of global energy and trade routes.

Dari sisi inflasi, Bank Indonesia memproyeksikan inflasi tetap terkendali dalam sasaran sepanjang tahun 2026. Pada awal tahun 2026, inflasi Indeks Harga Konsumen (IHK) tercatat meningkat dan berada di atas rentang sasaran, namun kondisi ini dinilai bersifat sementara dan terutama dipengaruhi oleh faktor *base effect* dari kebijakan diskon tarif listrik yang diterapkan pada awal tahun 2025. Inflasi inti yang relatif terjaga dan deflasi pada kelompok *volatile food* menjadi indikasi bahwa tekanan inflasi yang bersifat struktural masih dalam kondisi terkendali. Ke depan, Bank Indonesia meyakini inflasi akan kembali berada dalam kisaran sasaran seiring meredanya *base effect* tersebut. Namun demikian, risiko inflasi dari sisi eksternal tetap perlu diwaspadai, mengingat Indonesia sebagai negara *net importer* minyak masih memiliki kerentanan terhadap lonjakan harga energi global yang dapat dipicu oleh gangguan pada jalur distribusi minyak internasional, termasuk di Selat Hormuz. Potensi kenaikan harga BBM domestik akibat gejolak harga energi global berpotensi mendorong inflasi dari sisi penawaran yang lebih sulit dikendalikan melalui instrumen kebijakan moneter semata, sekaligus membebani anggaran subsidi energi negara secara signifikan.

Dalam rangka menjaga stabilitas harga sekaligus mendorong pertumbuhan, Bank Indonesia menempuh bauran kebijakan yang bersifat *pro-stability* dan *pro-growth*. Koordinasi pengendalian inflasi antara Bank Indonesia dan Pemerintah, baik di tingkat pusat maupun daerah, terus diperkuat melalui Tim Pengendalian Inflasi Pusat dan Daerah (TPIP dan TPID) serta Gerakan Nasional Pengendalian Inflasi Pangan (GNPIP). Di sisi impor, peningkatan signifikan pada golongan barang modal mencerminkan meningkatnya aktivitas investasi yang diharapkan dapat menjadi pendorong pertumbuhan ekonomi nasional yang lebih berkelanjutan pada tahun 2026. Dari sisi nilai tukar, Rupiah masih menghadapi tekanan depresiasi terhadap Dolar AS yang antara lain dipengaruhi oleh ketidakpastian geopolitik global. Kondisi ini menuntut kewaspadaan ekstra, mengingat pelemahan nilai tukar akan memperburuk beban impor energi yang semakin mahal dan pada gilirannya dapat menciptakan tekanan berlapis terhadap daya beli masyarakat serta stabilitas makroekonomi secara keseluruhan.

Prospek Industri Jasa Perkapalan, Jasa Marine dan Jasa Logistik Tahun 2026

Prospek industri jasa perkapalan, jasa maritim, dan jasa logistik pada tahun 2026 dipengaruhi oleh dinamika perdagangan internasional Indonesia yang terus menunjukkan perkembangan positif. Meningkatnya volume ekspor nonmigas nasional, yang ditopang oleh sektor industri pengolahan serta pertanian, kehutanan, dan perikanan, mengisyaratkan bertambahnya kebutuhan layanan angkutan laut dan jasa kepelabuhanan. Wilayah-wilayah yang menjadi basis operasional utama Perusahaan, yakni Kalimantan, Sulawesi, dan Sumatra, tercatat sebagai provinsi-provinsi dengan kontribusi ekspor yang signifikan secara nasional, sehingga peningkatan aktivitas perdagangan di wilayah-wilayah tersebut berpotensi mendorong permintaan layanan maritim dan logistik secara berkelanjutan.

Di sisi lain, industri ini juga menghadapi tantangan serius dari dinamika keamanan maritim global yang semakin kompleks. Ketegangan geopolitik di kawasan Timur Tengah, khususnya eskalasi konflik Iran–Israel yang telah terbukti memunculkan serangan terhadap tanker di Teluk dan Laut Merah, menggarisbawahi kerentanan jalur perdagangan energi global. Selat Hormuz sebagai jalur vital yang dilalui oleh sebagian besar perdagangan minyak dunia menjadi

Regarding inflation, Bank Indonesia projects that inflation will remain within the target range throughout 2026. At the beginning of 2026, the Consumer Price Index (CPI) inflation rate was recorded as rising and exceeding the target range; however, this condition is deemed temporary and primarily influenced by the base effect from the electricity tariff discount policy implemented at the start of 2025. Relatively stable core inflation and deflation in the volatile food group indicate that structural inflationary pressures remain under control. Looking ahead, Bank Indonesia believes inflation will return to the target range as this base effect subsides. However, external inflation risks must still be closely monitored, given that Indonesia, as a net oil importer, remains vulnerable to global energy price spikes that could be triggered by disruptions in international oil supply chains, including in the Strait of Hormuz. Potential increases in domestic fuel prices due to global energy price volatility could drive supply-side inflation, which is more difficult to control through monetary policy instruments alone, while also placing a significant burden on the state's energy subsidy budget.

To maintain price stability while fostering growth, Bank Indonesia is implementing a policy mix that is both *pro-stability* and *pro-growth*. Coordination on inflation control between Bank Indonesia and the government—at both the central and regional levels—continues to be strengthened through the Central and Regional Inflation Control Teams (TPIP and TPID) as well as the National Movement for Food Price Stability (GNPIP). On the import side, a significant increase in capital goods reflects rising investment activity, which is expected to drive more sustainable national economic growth in 2026. Regarding the exchange rate, the Rupiah remains under depreciation pressure against the US Dollar, influenced in part by global geopolitical uncertainty. These conditions demand extra vigilance, given that a weakening exchange rate will exacerbate the burden of increasingly expensive energy- ed imports and, in turn, could create layered pressure on household purchasing power and overall macroeconomic stability.

Outlook for the Shipping, Marine, and Logistics Services Industries in 2026

The outlook for the shipping, marine, and logistics services industries in 2026 is influenced by the dynamics of Indonesia's international trade, which continues to show positive development. The increasing volume of national non-oil and gas exports, supported by the manufacturing sector as well as agriculture, forestry, and fisheries, signals a growing need for maritime transport and port services. The regions serving as the Company's primary operational bases—namely Kalimantan, Sulawesi, and Sumatra—are recorded as provinces with significant national export contributions; thus, increased trade activity in these regions has the potential to drive sustained demand for maritime and logistics services.

On the other hand, the industry also faces serious challenges from increasingly complex global maritime security dynamics. Geopolitical tensions in the Middle East, particularly the escalation of the Iran–Israel conflict—which has led to attacks on tankers in the Gulf and the Red Sea—highlight the vulnerability of global energy trade routes. The Strait of Hormuz, as a vital route through which the majority of the world's oil trade passes, represents a critical risk

titik risiko kritis bagi keseluruhan rantai pasok energi dan logistik internasional. Gangguan pada jalur ini tidak hanya berdampak pada lonjakan harga energi, tetapi juga pada peningkatan biaya asuransi pelayaran dan ketidakpastian dalam perencanaan rute operasional armada. Bagi Perusahaan yang mengelola armada untuk mendukung operasional sektor migas, kondisi ini menuntut kesiapan operasional yang lebih tinggi sekaligus kemampuan adaptasi yang cepat terhadap perubahan kondisi pasar. Selain itu, penurunan ekspor sektor pertambangan dan migas yang berlanjut, yang secara langsung berdampak pada permintaan armada *offshore support vessel*, menambah tekanan pada tingkat utilisasi armada di segmen tersebut.

Meskipun demikian, tantangan geopolitik di kawasan Timur Tengah juga membuka peluang strategis bagi industri jasa maritim dan logistik nasional. Meningkatnya kesadaran akan pentingnya ketahanan energi dan keamanan pasokan mendorong percepatan investasi pada proyek-proyek strategis nasional di sektor energi, yang membutuhkan dukungan layanan maritim dan logistik yang andal. Peningkatan signifikan pada impor barang modal Indonesia mencerminkan tumbuhnya aktivitas investasi dan pembangunan infrastruktur energi yang berpotensi memperluas pangsa pasar Perusahaan. Di samping itu, kebijakan pemerintah dalam mendorong program biodiesel dan pengembangan energi baru terbarukan turut menciptakan segmen bisnis baru yang relevan bagi portofolio layanan Perusahaan. Dengan mempertimbangkan keseluruhan dinamika tersebut, Perusahaan menilai prospek industri pada tahun 2026 tetap menjanjikan bagi pelaku usaha yang mampu mempertahankan keunggulan operasional, memperkuat ketahanan rantai pasok, serta beradaptasi secara strategis terhadap perubahan lanskap geopolitik dan permintaan pasar yang terus berkembang.

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Faktor yang Diprediksi Berdampak pada Perusahaan dalam Bisnis tahun 2026

Lingkup Global

Pada tataran global, perubahan lanskap pasar jasa maritim menuntut Perusahaan untuk terus berinovasi dalam model bisnisnya. Dalam menghadapi dinamika tersebut, Perusahaan mengembangkan pendekatan layanan melalui skema *bundling* yang mengintegrasikan berbagai jasa secara komprehensif, mulai dari penyediaan jasa *marine* dan operasi kapal, jasa pandu-tunda kapal, penanganan tumpahan minyak di perairan, hingga pengelolaan dan operasional pelabuhan. Skema ini memungkinkan Perusahaan memberikan solusi yang menyeluruh dan efisien sesuai dengan kebutuhan pelanggan.

Di samping skema *bundling*, Perusahaan juga menyediakan layanan secara terpisah melalui skema *unbundling* pada segmen bisnis jasa pemeliharaan sarana fasilitas pelabuhan, pengerukan alur pelayaran, pengelolaan limbah kapal, dan perbaikan kapal. Fleksibilitas ini

point for the entire international energy and logistics supply chain. Disruptions to this route not only lead to surges in energy prices but also result in increased shipping insurance costs and uncertainty in operational fleet route planning. For companies managing fleets to support the oil and gas sector's operations, these conditions demand higher operational readiness alongside the ability to adapt quickly to changing market conditions. Additionally, the ongoing decline in mining and oil and gas exports—which directly impacts demand for offshore fleets, such as support vessels—adds pressure on fleet utilization rates in that segment.

Nevertheless, geopolitical challenges in the Middle East also present strategic opportunities for the national maritime and logistics services industry. Growing awareness of the importance of energy resilience and supply security is driving accelerated investment in strategic national projects in the energy sector, which require reliable maritime and logistics support services. A significant increase in Indonesia's capital goods imports reflects growing investment activity and energy infrastructure development, which has the potential to expand the Company's market share. Additionally, government policies promoting biodiesel programs and the development of new and renewable energy are creating new business segments relevant to the Company's service portfolio. Considering these overall dynamics, the Company assesses that the industry outlook for 2026 remains promising for businesses capable of maintaining operational excellence, strengthening supply chain resilience, and strategically adapting to the changing geopolitical landscape and evolving market demand.

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Factors Predicted to Impact Companies in Business in 2026

Global Scope

At the global level, changes in the maritime services market landscape require the Company to continuously innovate its business model. In response to these dynamics, the Company has developed a service approach through a bundling scheme that comprehensively integrates various services, ranging from marine services and vessel operations, vessel pilotage and towing services, oil spill response at sea, to port management and operations. This scheme enables the Company to provide comprehensive and efficient solutions tailored to customer needs.

In addition to the bundling scheme, the Company also provides services separately through an unbundling scheme in the business segments of port facility maintenance, dredging of shipping channels, ship waste management, and ship repair. This flexibility allows

memberikan ruang bagi pelanggan untuk memilih layanan yang paling sesuai dengan kebutuhan spesifik mereka, sehingga Perusahaan dapat merespons beragam permintaan pasar secara lebih adaptif.

Melalui kombinasi kedua skema tersebut, Perusahaan memposisikan diri sebagai *One-Stop Integrated Maritime Services Provider* yang mampu melayani kebutuhan pelanggan secara *end-to-end*. Pendekatan ini tidak hanya memperkuat *branding* Perusahaan di industri, tetapi juga sejalan dengan peran PT Pertamina International Shipping selaku *Subholding Integrated Marine Logistics* dalam menjaga kelancaran rantai pasok di sektor jasa maritim dan logistik nasional.

Faktor global lain yang turut memengaruhi bisnis Perusahaan adalah akselerasi digitalisasi proses bisnis yang berkelanjutan. Peningkatan *operational excellence* menjadi fokus utama melalui pemanfaatan teknologi digital, integrasi sistem secara menyeluruh, dan penguatan keamanan siber. Berbagai inisiatif digitalisasi telah diimplementasikan, antara lain *dashboard* laporan keuangan, sistem pelaporan pekerjaan *bundling*, *monitoring* pelaporan pajak, serta pemantauan operasional pelabuhan secara *real-time*. Seluruh inisiatif ini diarahkan untuk menjadikan informasi dan data sebagai fondasi pengambilan keputusan yang cepat dan tepat sasaran.

Dalam kerangka jangka panjang, Perusahaan telah menyusun *roadmap* digitalisasi menuju *System Excellence 2026* dengan target *sustainable development*. Pengembangan infrastruktur teknologi informasi, sistem operasional, dan aplikasi bisnis dirancang untuk selaras dengan kebutuhan seluruh pengguna, mulai dari pekerja dan manajemen hingga pihak eksternal seperti regulator, pelanggan, dan Pertamina selaku *Holding*. Transformasi digital ini diharapkan menjadi katalis bagi peningkatan daya saing Perusahaan secara berkelanjutan.

Lingkup Regional dan Nasional

Pada tataran regional dan nasional, proyeksi target *lifting* minyak dan gas bumi dalam RAPBN 2026 memberikan gambaran penting bagi arah bisnis Perusahaan. Target *lifting* minyak bumi diproyeksikan mengalami penurunan lebih lanjut dibandingkan tahun sebelumnya, yang disebabkan oleh semakin menurunnya produktivitas sumur-sumur minyak tua serta belum optimalnya realisasi investasi eksplorasi baru. Kondisi ini berpotensi memengaruhi tingkat permintaan armada *offshore support vessel* untuk mendukung kegiatan produksi hulu minyak bumi.

Di sisi lain, target *lifting* gas bumi diproyeksikan meningkat pada tahun 2026, didukung oleh sejumlah proyek strategis gas yang mulai berproduksi, termasuk Proyek Indonesia Deepwater Development (IDD) dan kelanjutan pengembangan Blok Masela. Peningkatan ini sejalan dengan kebijakan energi nasional yang semakin mendorong pemanfaatan gas bumi sebagai sumber energi transisi yang lebih ramah lingkungan, sekaligus membuka peluang bagi Perusahaan untuk memperluas layanan pendukung di segmen gas.

Proyek RDMP Kilang Balikpapan yang dijalankan oleh PT Kilang Pertamina Internasional memasuki fase akhir konstruksi dan mulai dilakukan uji coba operasi pada tahun 2026. Perusahaan melalui Anak Usahanya terus mendukung kelancaran proyek ini dengan menyediakan layanan rekayasa, pengadaan, dan konstruksi (EPC),

customers to choose the services that best suit their specific needs, enabling the Company to respond to diverse market demands more adaptively.

Through the combination of these two schemes, the Company positions itself as a One-Stop Integrated Maritime Services Provider capable of serving customer needs end-to-end. This approach not only strengthens the Company's branding in the industry but also aligns with the role of PT Pertamina International Shipping as the Integrated Marine Logistics Subholding in ensuring the smooth operation of the supply chain in the national maritime and logistics services sector.

Another global factor influencing the Company's business is the acceleration of continuous business process digitalization. Enhancing operational excellence is a key focus through the utilization of digital technology, comprehensive system integration, and strengthened cybersecurity. Various digitalization initiatives have been implemented, including financial reporting dashboards, bundled work reporting systems, tax reporting monitoring, and real-time port operational monitoring. All of these initiatives are aimed at making information and data the foundation for quick and targeted decision-making.

In the long term, the Company has developed a digitalization roadmap toward System Excellence 2026 with the goal of achieving sustainable development through the framework. The development of information technology infrastructure, operational systems, and business applications is designed to align with the needs of all users, ranging from employees and management to external parties such as regulators, customers, and Pertamina as the holding company. This digital transformation is expected to serve as a catalyst for the Company's sustained improvement in competitiveness.

Regional and National Scope

At the regional and national levels, the projected oil and natural gas production targets in the 2026 Draft State Budget provide important insights into the Company's business direction. Crude oil production targets are projected to decline further compared to the previous year, driven by the continued decline in productivity of mature oil wells and the suboptimal realization of new exploration investments. This situation has the potential to impact the demand for offshore support vessels to support upstream crude oil production activities.

On the other hand, natural gas production targets are projected to increase in 2026, supported by several strategic gas projects coming online, including the Indonesia Deepwater Development (IDD) Project and the continued development of the Masela Block. This increase aligns with national energy policies that increasingly promote the use of natural gas as a more environmentally friendly transition energy source, while also opening opportunities for the Company to expand its support services in the gas segment.

The Balikpapan Refinery RDMP Project, led by PT Kilang Pertamina Internasional, is entering the final phase of construction and will begin operational trials in 2026. Through its subsidiaries, the Company continues to support the smooth progress of this project by providing engineering, procurement, and construction (EPC) services, dredging

pengerukan dermaga, serta perawatan *jetty* untuk mendukung kelancaran logistik pengangkutan minyak dan produk hasil olahan. Berlanjutnya proyek strategis ini menjadi sumber permintaan yang signifikan bagi lini bisnis jasa maritim dan teknik kelautan Perusahaan.

Program penyaluran biodiesel yang telah mencapai beyond B35 dengan target nasional menuju B40 di sektor transportasi darat turut menciptakan peluang bisnis yang berkelanjutan bagi Perusahaan. Dalam program ini, Perusahaan memainkan peran strategis melalui jasa penyewaan kapal dan pengelolaan operasi *ship-to-ship* (STS) untuk penyaluran FAME secara aman dan efisien, dengan penguatan fokus pada kawasan Indonesia Timur sebagai prioritas logistik energi berbasis biofuel.

Kelanjutan produksi migas di Lapangan Handil oleh Pertamina Hulu Mahakam melalui program *Enhanced Oil Recovery* (EOR) dengan metode injeksi air juga memberikan dampak positif bagi permintaan layanan Perusahaan. Program pengeboran lanjutan yang berjalan membutuhkan dukungan logistik laut yang intensif, sehingga Perusahaan terus menyediakan armada OSV tambahan beserta layanan pendukung lainnya untuk menunjang kelancaran operasional di wilayah *offshore* Mahakam.

Proyek penyediaan LNG untuk ketenagalistrikan yang terus berjalan hingga 2026 sebagai bagian dari strategi dekarbonisasi dan diversifikasi energi nasional turut memperkuat posisi Perusahaan dalam rantai pasok energi. Perusahaan berkontribusi melalui pengadaan kapal dengan *isotank*, layanan *towing* dan *harbour tug*, serta melalui anak usahanya dalam rekayasa kelautan dan konstruksi fasilitas pendukung seperti *mooring system*, *jetty* LNG, dan penguatan infrastruktur dermaga penerima LNG di lokasi-lokasi proyek. Keterlibatan dalam proyek ini mencerminkan kemampuan Perusahaan dalam menghadirkan solusi logistik maritim bagi daerah-daerah terpencil yang belum terjangkau jaringan pipa gas.

Rencana Strategis Perusahaan Tahun 2026

Rencana pengembangan bisnis pada setiap lini usaha diarahkan untuk memperkuat kapabilitas operasional Perusahaan sekaligus meningkatkan daya saing di pasar domestik maupun internasional. Strategi ini ditempuh melalui ekspansi armada, penguatan manajemen awak kapal, peningkatan kualitas layanan operasional, serta pengembangan infrastruktur pendukung. Selain itu, Perusahaan juga terus mengoptimalkan pengelolaan fasilitas logistik dan *shorebase* guna memperluas cakupan layanan serta meningkatkan efisiensi operasional secara berkelanjutan.

Adapun rencana pengembangan bisnis utama Perusahaan meliputi:

1. *Support Vessel Provider*
 - a. Penambahan kapal pendukung kegiatan operasional seperti *tug boat* dan *small craft*;
 - b. Penambahan armada *offshore* dan *support vessel*, antara lain *Anchor Handling Tug Supply* (AHTS), *Platform Supply Vessel* (PSV), serta *crew boat* untuk mendukung kebutuhan pasar hulu migas domestik maupun internasional;
 - c. Peningkatan efisiensi operasional armada melalui optimalisasi pemeliharaan kapal, penguatan loyalitas pelanggan melalui standar layanan yang unggul, penerapan strategi harga yang kompetitif, serta penguatan pemasaran dan *branding* layanan yang lebih transparan dan proaktif;

of the wharf, and *jetty* maintenance to support the smooth logistics of oil and refined product transportation. The continuation of this strategic project serves as a significant source of demand for the Company's maritime services and marine engineering business line ().

The biodiesel distribution program, which has surpassed the B35 standard with a national target of B40 in the land transportation sector, also creates sustainable business opportunities for the Company. In this program, the Company plays a strategic role through vessel chartering services and the management of *ship-to-ship* (STS) operations for the safe and efficient distribution of FAME, with a strengthened focus on Eastern Indonesia as a priority for biofuel-based energy logistics.

The continued oil and gas production at the Handil Field by Pertamina Hulu Mahakam through the *Enhanced Oil Recovery* (EOR) program using water injection methods also has a positive impact on demand for the Company's services. The ongoing drilling program requires intensive maritime logistics support, so the Company continues to provide additional OSV fleets along with other supporting services to ensure smooth operations in the Mahakam offshore area.

The ongoing LNG supply project for the power sector, which will continue until 2026 as part of the national decarbonization and energy diversification strategy, further strengthens the Company's position within the energy supply chain. The Company contributes through the provision of vessels equipped with *isotanks*, *towing* and harbor tug services, as well as through its subsidiaries in marine engineering and the construction of supporting facilities such as *mooring systems*, LNG jetties, and the reinforcement of LNG receiving terminal infrastructure at project sites. Involvement in this project reflects the Company's capability to deliver maritime logistics solutions to remote areas not yet reached by gas pipeline networks.

The Company's Strategic Plan for 2026

Business development plans across all business lines are aimed at strengthening the Company's operational capabilities while enhancing competitiveness in both domestic and international markets. This strategy is pursued through fleet expansion, strengthening of crew management, improvement of operational service quality, and development of supporting infrastructure. Additionally, the Company continues to optimize the management of logistics facilities and shorebases to expand service coverage and enhance operational efficiency on a sustainable basis.

The Company's key business development plans include:

1. *Support Vessel Provider*
 - a. Adding support vessels for operational activities, such as tugboats and small craft;
 - b. Expansion of the offshore and support vessel fleet, including *Anchor Handling Tug Supply* (AHTS), *Platform Supply Vessels* (PSV), and crew boats to support the needs of the domestic and international upstream oil and gas markets;
 - c. Improving fleet operational efficiency through optimized vessel maintenance, strengthening customer loyalty through superior service standards, implementing competitive pricing strategies, and enhancing marketing and branding of services to be more transparent and proactive;

- d. Peningkatan kualitas operasional dan manajemen kapal melalui penguatan standar keselamatan dan operasional yang tercermin pada peningkatan skor *Tanker Management Self Assessment* (TMSA) dan *Offshore Vessel Management and Self Assessment* (OVMSA);
 - e. Pelaksanaan divestasi terhadap kapal-kapal yang telah melampaui umur ekonomis atau tidak lagi produktif;
 - f. Peremajaan armada kapal yang telah berusia lebih dari 30 tahun;
 - g. Penguatan sinergi dengan entitas di lingkungan Pertamina Group serta BUMN lainnya dalam pengembangan peluang bisnis *charter* kapal.
2. *Marine Services*
- a. Penguatan kualitas layanan dengan mengedepankan keunggulan layanan sesuai komitmen *Service Level Agreement* (SLA) kepada pelanggan;
 - b. Penguatan sinergi dengan entitas Pertamina Group dan BUMN lainnya dalam pengembangan peluang bisnis jasa maritim;
 - c. Peningkatan kualitas manajemen awak kapal untuk mendukung kelancaran operasional kapal;
 - d. Penambahan layanan penyediaan awak kapal (*crewing management*) bagi pelanggan domestik maupun internasional;
 - e. Pengembangan layanan *ship management* bagi pelanggan domestik;
 - f. Penguatan bisnis pengelolaan limbah (*waste management*) di PSTB serta penambahan titik *deslopping* baru untuk memperluas cakupan wilayah layanan;
 - g. Pengembangan layanan *Underwater Services* (UWS) untuk mendukung aktivitas di sektor hulu;
 - h. Penambahan layanan keagenan kapal, *Oil Spill Response* (OSR), serta jasa pemanduan (*pilotage*) bagi pelanggan domestik maupun internasional.
3. *Shorebase*
- a. Pemenuhan standar *Health, Safety, Security, and Environment* (HSSE) serta keunggulan operasional dalam setiap aktivitas layanan logistik;
 - b. Perluasan area *logistic shorebase* melalui kerja sama dengan mitra strategis dalam pengembangan fasilitas *shorebase* yang telah ada;
 - c. Optimalisasi kegiatan logistik pada fasilitas *shorebase* di Kabil dan Tanjung Batu serta peninjauan potensi pengembangan lokasi *shorebase* baru;
 - d. Pengembangan infrastruktur melalui penambahan aset produksi, penguatan kompetensi sumber daya manusia, serta digitalisasi proses bisnis;
 - e. Peningkatan bisnis penyewaan lahan penyimpanan melalui ekspansi lahan dan fasilitas pendukung *shorebase* untuk melayani kebutuhan sektor hulu.
4. *Port Operation*
- a. Pengembangan layanan pengelolaan dan operasional pelabuhan, termasuk layanan perizinan pelabuhan, *license and RSO services*, serta *Ship-to-Ship* (STS) *support provider*, dengan fokus pada peningkatan efektivitas operasional dan optimalisasi kualitas layanan guna mendorong pertumbuhan bisnis pelabuhan secara berkelanjutan;
 - b. Penambahan penyediaan layanan *port operation* dan *Single Point Mooring* (SPM) *operation* bagi pelanggan domestik maupun internasional.

- d. Improving operational and vessel management quality by strengthening safety and operational standards, as reflected in improved *Tanker Management Self-Assessment* (TMSA) and *Offshore Vessel Management and Self-Assessment* (OVMSA) scores;
 - e. Divestment of vessels that have exceeded their economic lifespan or are no longer productive;
 - f. Renewal of the fleet of vessels that are more than 30 years old;
 - g. Strengthening synergy with entities within the Pertamina Group and other state-owned enterprises (BUMN) in develop business opportunities for vessel charters.
2. *Marine Services*
- a. Strengthening service quality by prioritizing service excellence in accordance with the *Service Level Agreement* (SLA) commitments to customers;
 - b. Strengthening synergies with entities within the Pertamina Group and other state-owned enterprises in the development of maritime services business opportunities;
 - c. Improving the quality of crew management to support the smooth operation of vessels;
 - d. Expanding crew management services for both domestic and international customers;
 - e. Developing ship management services for domestic customers;
 - f. Strengthening the waste management business at PSTB and adding new *deslopping* points to expand the service coverage area;
 - g. Development of *Underwater Services* (UWS) to support activities in the upstream sector;
 - h. Expansion of ship agency services, *Oil Spill Response* (OSR), and *pilotage* services for both domestic and international customers.
3. *Shorebase*
- a. Compliance with *Health, Safety, Security, and Environment* (HSSE) standards and operational excellence in all logistics service activities;
 - b. Expansion of the *shorebase* logistics area through collaboration with strategic partners in the development of existing *shorebase* facilities;
 - c. Optimization of logistics operations at *shorebase* facilities in Kabil and Tanjung Batu, as well as exploration of potential new *shorebase* locations;
 - d. Infrastructure development through the addition of production assets, strengthening of human resource competencies, and the digitization of business processes;
 - e. Expansion of the storage land leasing business through land expansion and *shorebase* support facilities to serve the needs of the upstream sector.
4. *Port Operations*
- a. Development of port management and operational services, including port licensing services, *license and RSO services*, and *Ship-to-Ship* (STS) *support provider* services, with a focus on improving operational effectiveness and optimizing service quality to drive sustainable port business growth;
 - b. Expansion of port operation and *Single Point Mooring* (SPM) services for both domestic and international customers.

ASPEK PEMASARAN

Strategi Pemasaran

Dalam menghadapi dinamika industri pelayaran dan jasa maritim yang semakin kompetitif, Perusahaan menetapkan strategi pemasaran yang berfokus pada penguatan posisi pasar, perluasan portofolio layanan, serta pengembangan sinergi dengan ekosistem Pertamina Group. Pada tahun 2025, Perusahaan menjalankan strategi pemasaran yang diorganisasikan melalui Direktorat Pemasaran dan tiga wilayah operasional, dengan pendekatan yang terintegrasi dari tingkat korporat hingga regional.

1. Perusahaan melakukan investasi pada armada *marine support* dan *offshore support vessel* (OSV) guna memenuhi kebutuhan operasional Pertamina Group dan Kontraktor Kontrak Kerja Sama (KKKS). Dalam kerangka ini, Perusahaan meningkatkan kepemilikan OSV melalui skema pembelian kapal *secondhand* maupun *new build*, yang mencakup kapal *Anchor Handling Tug Supply* (AHTS), *Accommodation Work Barge* (AWB), dan *Platform Support Vessel* (PSV), untuk memperkuat penetrasi di pasar domestik maupun internasional, baik pada segmen *captive* maupun *non-captive* melalui perolehan kontrak-kontrak baru.
2. Perusahaan mengoptimalkan pengelolaan armada milik dan armada pihak ketiga untuk memenuhi kebutuhan operasional sektor minyak dan gas secara menyeluruh. Strategi ini dijalankan melalui sejumlah lini bisnis yang saling melengkapi, antara lain kegiatan *port management bundling* yang mencakup layanan *port operation*, *oil spill response* (OSR), *STS support provider*, penyediaan *Mooring Master* dan POAC kepada pelanggan-pelanggan utama Pertamina Group; kegiatan penyewaan kapal dalam skema *bareboat time charter* (BBTC) dan *time charter* (TC) berikut layanan *bunker handling* dan *bunker monitoring*; serta penyewaan kapal untuk mendukung kegiatan angkutan PT PGN LNG Indonesia, Perta Arun Gas, dan Nusantara Regas, termasuk pelaksanaan kegiatan *Recognized Security Organization* (RSO) di terminal milik PGAS Group. Selain itu, Perusahaan juga mengelola unit Floating Storage FAME dalam rangka mendukung program biodiesel pemerintah bersama APROBI dan PT Pertamina Patra Niaga, serta mengembangkan bisnis jasa *support bunker* LNG dan amonia melalui kemitraan strategis.
3. Perusahaan memperkuat hubungan dengan pelanggan dan pemangku kepentingan melalui kegiatan *customer engagement* yang dilaksanakan secara berkala, baik untuk segmen *captive* maupun *non-captive*, termasuk dengan para regulator. Dalam mendukung hal ini, Perusahaan juga membangun mekanisme penyelesaian keluhan pelanggan yang terkoordinasi lintas fungsi, serta mengimplementasikan *Service Level Agreement* (SLA) secara konsisten sebagai instrumen pemantauan kualitas layanan.
4. Perusahaan secara aktif memperluas penetrasi pasar *non-captive* di seluruh wilayah operasional. Perusahaan mengembangkan jaringan penjualan (*sales channel*) pada empat segmen bisnis utamanya. Langkah ini diiringi dengan sosialisasi produk dan jasa Perusahaan kepada seluruh pemangku kepentingan, upaya *win back* pelanggan lama, serta pengembangan pasar keagenan di luar pasar yang telah ada. Di samping itu, Perusahaan juga memanfaatkan peluang kerja sama *spot charter* dengan perusahaan pelayaran pihak ketiga guna memperluas jangkauan layanan.

MARKETING ASPECTS

Marketing Strategy

In response to the increasingly competitive dynamics of the shipping and maritime services industry, the Company has established a marketing strategy focused on strengthening market position, expanding the service portfolio, and developing synergies with the Pertamina Group ecosystem. By 2025, the Company will implement a marketing strategy organized through the Marketing Directorate and three operational regions, with an integrated approach from the corporate to the regional level.

1. The Company is investing in a fleet of marine support and offshore support vessels (OSVs) to meet the operational needs of the Pertamina Group and Production Sharing Contract (PSC) Contractors. Within this framework, the Company is increasing its OSV fleet through a ship acquisition scheme—, secondhand, or newbuild—which includes Anchor Handling Tug Supply (AHTS) vessels, Accommodation Work Barges (AWB), and Platform Support Vessels (PSV), to strengthen market penetration in both domestic and international markets, across both captive and non-captive segments, through the acquisition of new contracts.
2. The company optimizes the management of its owned fleet and third-party fleets to comprehensively meet the operational needs of the oil and gas sector. This strategy is implemented through a number of complementary business lines, including port management bundling activities covering port operation services, oil spill response (OSR), STS support provision, and the provision of Mooring Masters and POACs to key customers of the Pertamina Group; vessel chartering under bareboat time charter (BBTC) and time charter (TC) schemes, along with bunker *handling* and bunker monitoring services; and vessel chartering to support the transportation activities of PT PGN LNG Indonesia, Perta Arun Gas, and Nusantara Regas, including the implementation of Recognized Security Organization (RSO) activities at terminals owned by the PGAS Group. In addition, the Company also manages the FAME Floating Storage unit to support the government's biodiesel program in collaboration with APROBI and PT Pertamina Patra Niaga, as well as developing LNG and ammonia bunkering support services through strategic partnerships.
3. The Company strengthens relationships with customers and stakeholders through regular customer engagement activities, for both captive and non-captive segments, including with regulators. To support this, the Company has established a cross-functional customer complaint resolution mechanism and consistently implements Service Level Agreements (SLAs) as a tool for monitoring service quality.
4. The Company is actively expanding its penetration of the non-captive market across all operational regions. The Company is developing sales channels across its four core business segments. This initiative is accompanied by promoting the Company's products and services to all stakeholders, efforts to win back former customers, and the development of agency markets beyond existing markets. Additionally, the Company is leveraging opportunities for spot charter collaborations with third-party shipping companies to expand its service reach.

- Perusahaan menjalin kolaborasi strategis dengan sesama BUMN guna memperkuat daya saing dan membuka peluang bisnis baru dalam ekosistem maritim nasional. Kolaborasi ini mencakup berbagai mitra strategis di bidang kepelabuhanan dan jasa maritim, serta didukung oleh upaya peningkatan kompetensi tim komersial secara berkesinambungan melalui program *upskilling* di seluruh wilayah operasional.

Secara keseluruhan, strategi pemasaran Perusahaan diwujudkan melalui penyediaan layanan secara *end-to-end* kepada pelanggan, sekaligus memperkuat branding Perusahaan sebagai *one-stop integrated maritime services provider*. Pendekatan layanan *bundling* dipadukan dengan fleksibilitas skema *unbundling* guna mengakomodasi beragam kebutuhan spesifik pelanggan secara optimal. Strategi ini selaras dengan arah pengembangan PT Pertamina International Shipping (PIS) selaku *Subholding Integrated Marine Logistics* (SH IML) dalam menjadikan Perusahaan sebagai pemimpin di industri pelayaran dan logistik maritim di Asia.

Pangsa Pasar

Perusahaan beroperasi di industri jasa perkapalan, jasa maritim, dan jasa logistik yang mencakup tiga wilayah operasional utama, yaitu *Region I* (Sumatra), *Region II* (Jawa, Bali, dan Nusa Tenggara), serta *Region III* (Kalimantan, Sulawesi, Maluku, dan Papua). Dengan jaringan operasional yang luas serta dukungan armada yang beragam jenisnya, Perusahaan mempertahankan posisinya sebagai perusahaan pelayaran nasional terdepan dalam ekosistem Pertamina Group.

Pangsa pasar Perusahaan ditopang oleh basis pelanggan yang kuat pada segmen *captive market* Pertamina Group, yang memberikan kesinambungan dan keberlanjutan kontrak layanan dari waktu ke waktu. Di sisi lain, Perusahaan terus mengembangkan penetrasi pada segmen *non-captive*, baik domestik maupun internasional, melalui diversifikasi layanan dan peningkatan daya saing yang berkelanjutan.

Struktur pendapatan Perusahaan pada tahun 2025 mencerminkan dominasi yang kuat pada segmen *Marine Services* sebagai kontributor terbesar, yang menegaskan peran strategisnya sebagai tulang punggung bisnis Perusahaan dalam mendukung aktivitas operasional maritim secara terintegrasi. Segmen *Port Operation* turut memberikan kontribusi yang signifikan, mencerminkan tingginya permintaan atas layanan operasional pelabuhan yang andal di berbagai terminal Pertamina Group di seluruh Indonesia. Segmen *Support Vessel Provider* mencatatkan kontribusi yang stabil dalam mendukung aktivitas operasional lepas pantai, sementara segmen *Shorebase* memainkan peran penting dalam mendukung rantai logistik dan operasional Perusahaan secara keseluruhan.

Keunggulan kompetitif Perusahaan dalam mempertahankan pangsa pasar didukung oleh sejumlah faktor utama. Dominasi *captive market* Pertamina Group menjamin kontinuitas dan keberlanjutan kontrak layanan, sementara diversifikasi armada yang mencakup kapal OSV,

- The Company has established strategic collaborations with fellow state-owned enterprises (SOEs) to strengthen competitiveness and open new business opportunities within the national maritime ecosystem. These collaborations encompass various strategic partners in the port and maritime services sectors and are supported by continuous efforts to enhance the commercial team's competencies through upskilling programs across all operational regions.

Overall, the Company's marketing strategy is realized through the provision of end-to-end services to customers, while simultaneously strengthening the Company's branding as a one-stop integrated maritime services provider. A bundled service approach is combined with the flexibility of unbundling schemes to optimally accommodate a wide range of specific customer needs. This strategy aligns with the development direction of PT Pertamina International Shipping (PIS) as the Integrated Marine Logistics Subholding (SH IML) in positioning the Company as a leader in the shipping and maritime logistics industry in Asia.

Market Share

The Company operates in the shipping, maritime, and logistics services industries, covering three main operational regions: *Region I* (Sumatra), *Region II* (Java, Bali, and Nusa Tenggara), and *Region III* (Kalimantan, Sulawesi, Maluku, and Papua). With an extensive operational network and a diverse fleet, the Company maintains its position as the leading national shipping company within the Pertamina Group ecosystem.

The Company's market share is supported by a strong customer base in the Pertamina Group's captive market segment, which ensures the continuity and sustainability of service contracts over time. On the other hand, the Company continues to expand its penetration in the non-captive segment, both domestically and internationally, through service diversification and sustained competitiveness enhancement.

The Company's revenue structure in 2025 reflects a strong dominance in the Marine Services segment as the largest contributor, affirming its strategic role as the backbone of the Company's business in supporting integrated maritime operational activities. The Port Operation segment also makes a significant contribution, reflecting the high demand for reliable port operational services at various Pertamina Group terminals across Indonesia. The Support Vessel Provider segment records a stable contribution in supporting offshore operational activities, while the Shorebase segment plays a crucial role in supporting the Company's overall logistics and operational chain.

The Company's competitive advantage in maintaining market share is supported by several key factors. The dominance of the Pertamina Group's captive market ensures the continuity and sustainability of service contracts, while fleet diversification—encompassing OSVs,

marine support vessel, SPOB, TB-OB, hingga kapal ringan pendukung operasional pelabuhan memungkinkan Perusahaan melayani berbagai segmen kebutuhan secara menyeluruh. Selain itu, kemampuan Perusahaan dalam memenuhi persyaratan perizinan dan regulasi yang berlaku termasuk pemenuhan standar internasional di bidang operasional kapal menjadi pembeda yang signifikan dibandingkan para pesaing.

Ke depan, Perusahaan terus berupaya memperluas pangsa pasar melalui penguatan kapabilitas internal, optimalisasi sinergi dengan ekosistem Pertamina Group, serta kolaborasi strategis dengan mitra BUMN lainnya. Langkah-langkah ini dilandasi oleh keyakinan bahwa pertumbuhan bisnis yang berkelanjutan hanya dapat dicapai melalui peningkatan nilai layanan yang konsisten kepada seluruh pelanggan dan pemangku kepentingan.

PERUBAHAN PERATURAN PERUNDANG-UNDANGAN TERHADAP PERUSAHAAN PADA TAHUN BUKU TERAKHIR

Pada tahun 2025, tidak terdapat perubahan peraturan perundang-undangan yang memberikan dampak signifikan terhadap Perusahaan.

PERUBAHAN KEBIJAKAN AKUNTANSI YANG DITERAPKAN PERUSAHAAN PADA TAHUN BUKU TERAKHIR

Dalam penyusunan laporan keuangan tahun buku 2025, PT Pertamina Trans Kontinental senantiasa mengacu pada Standar Akuntansi Keuangan yang berlaku di Indonesia serta menerapkan prinsip kehati-hatian dan kepatuhan terhadap ketentuan regulator yang relevan. Perseroan secara berkala melakukan evaluasi terhadap perkembangan standar akuntansi guna memastikan kualitas, transparansi, dan relevansi penyajian laporan keuangan. Penerapan standar akuntansi terbaru juga dilakukan sebagai bagian dari upaya Perseroan dalam meningkatkan kualitas pelaporan keuangan, memperkuat konsistensi pencatatan transaksi, serta memastikan keterbandingan laporan keuangan dengan praktik pelaporan yang berlaku secara nasional maupun internasional.

Standar baru, amendemen, dan interpretasi yang telah diterbitkan dan berlaku efektif untuk tahun buku yang dimulai pada 1 Januari 2025 antara lain meliputi PSAK 117 tentang “Kontrak Asuransi” serta Amendemen PSAK 221 tentang “Pengaruh Perubahan Kurs Valuta Asing – Kekurangan Ketertukaran”.

PSAK 117 “Kontrak Asuransi” mengatur prinsip pengakuan, pengukuran, penyajian, dan pengungkapan kontrak asuransi dengan tujuan meningkatkan konsistensi dan transparansi pelaporan keuangan terkait aktivitas asuransi. Penerapan standar ini dilakukan sebagai bagian dari penyesuaian terhadap perkembangan standar akuntansi keuangan berbasis internasional dan untuk memastikan bahwa kebijakan akuntansi Perseroan tetap selaras dengan ketentuan

marine support vessels, SPOBs, TB-OBs, and light support vessels for port operations—enables the Company to comprehensively serve various segments of demand. Additionally, the Company’s ability to meet applicable licensing and regulatory requirements—including compliance with international standards in vessel operations—serves as a significant differentiator compared to competitors.

Moving forward, the Company continues to strive to expand its market share through strengthening internal capabilities, optimizing synergies with the Pertamina Group ecosystem, and strategic collaborations with other state-owned enterprise (SOE) partners. These steps are grounded in the belief that sustainable business growth can only be achieved through consistently enhancing service value for all customers and stakeholders.

CHANGES IN LAWS AND REGULATIONS AFFECTING THE COMPANY IN THE MOST RECENT FISCAL YEAR

In 2025, there were no changes in laws and regulations that had a significant impact on the Company.

CHANGES IN ACCOUNTING POLICIES APPLIED BY THE COMPANY IN THE MOST RECENT FISCAL YEAR

In preparing the financial statements for fiscal year 2025, PT Pertamina Trans Kontinental consistently referred to the Financial Accounting Standards applicable in Indonesia and implemented prudential principles as well as compliance with relevant regulatory requirements. The Company periodically evaluates developments in accounting standards to ensure the quality, transparency, and relevance of its financial statement presentation. The implementation of the latest accounting standards also forms part of the Company’s efforts to enhance the quality of financial reporting, strengthen consistency in transaction recording, and ensure the comparability of financial statements with reporting practices applied at both national and international levels.

New standards, amendments, and interpretations that have been issued and became effective for fiscal years beginning on January 1, 2025 include PSAK 117 “Insurance Contracts” and the Amendment to PSAK 221 “The Effects of Changes in Foreign Exchange Rates – Lack of Exchangeability”.

PSAK 117 “Insurance Contracts” establishes principles for the recognition, measurement, presentation, and disclosure of insurance contracts with the objective of improving consistency and transparency in financial reporting related to insurance activities. The implementation of this standard was carried out as part of the alignment with the development of internationally based financial accounting standards and to ensure that the Company’s accounting

pelaporan keuangan yang berlaku. Perseroan telah melakukan evaluasi atas penerapan standar tersebut dengan mempertimbangkan karakteristik kegiatan usaha, struktur transaksi, serta relevansi penerapannya terhadap aktivitas operasional Perseroan.

Sementara itu, Amendemen PSAK 221 “Pengaruh Perubahan Kurs Valuta Asing – Kekurangan Ketertukaran” memberikan panduan terkait penentuan kurs ketika suatu mata uang tidak dapat dipertukarkan secara normal dalam kondisi tertentu. Penerapan amendemen ini bertujuan untuk memperkuat keandalan pengukuran transaksi dalam mata uang asing serta meningkatkan konsistensi perlakuan akuntansi terhadap risiko fluktuasi dan keterbatasan pertukaran valuta asing yang dapat memengaruhi aktivitas bisnis dan pelaporan keuangan Perseroan.

Perseroan akan terus memantau perkembangan standar akuntansi dan melakukan penyesuaian yang diperlukan guna memastikan penerapan kebijakan akuntansi yang sesuai dengan standar yang berlaku serta mendukung penyajian laporan keuangan yang andal, transparan, dan akuntabel.

Dampak terhadap Laporan Keuangan Perseroan

Penerapan standar baru, amendemen, dan interpretasi yang berlaku efektif mulai 1 Januari 2025 tidak menimbulkan perubahan substansial terhadap kebijakan akuntansi Perseroan maupun dampak material terhadap posisi keuangan, kinerja keuangan, dan arus kas Perseroan pada tahun berjalan.

Sehubungan dengan standar baru, amendemen, dan interpretasi yang telah diterbitkan namun belum berlaku efektif pada tahun buku 2025, Perseroan masih melakukan evaluasi dan penelaahan atas potensi dampak penerapannya terhadap laporan keuangan Perseroan. Pada tanggal penerbitan laporan keuangan ini, Perseroan belum melakukan penerapan dini atas standar maupun amendemen tersebut.

INFORMASI KELANGSUNGAN USAHA

Hal-Hal Yang Berpotensi Berpengaruh Signifikan Terhadap Kelangsungan Usaha

Pada tahun 2025, kinerja Perusahaan berjalan tanpa adanya kendala signifikan yang berdampak material terhadap pencapaian kinerja. Kondisi tersebut tercermin dari realisasi *Key Performance Indicator* (KPI) Perusahaan sebesar 109,26%, serta Tingkat Kesehatan Perusahaan sebesar 98,94 dengan klasifikasi “AAA” (SEHAT).

Assessment Manajemen atas Hal-Hal yang Berpotensi Berpengaruh Signifikan terhadap Kelangsungan Usaha

Pada tahun 2025, Perusahaan memandang bahwa PTK mampu menjaga keberlanjutan tren positif kinerja keuangan, disertai dengan peningkatan efisiensi operasional serta penguatan kualitas Sumber Daya Manusia (SDM). Melalui dorongan berkelanjutan terhadap inovasi, optimalisasi fungsi pendukung bisnis, dan penerapan strategi

policies remain consistent with applicable financial reporting requirements. The Company has conducted an evaluation of the implementation of this standard by considering the characteristics of its business activities, transaction structure, and the relevance of its application to the Company’s operational activities.

Meanwhile, the Amendment to PSAK 221 “The Effects of Changes in Foreign Exchange Rates – Lack of Exchangeability” provides guidance on determining exchange rates when a currency cannot be exchanged under normal conditions in certain circumstances. The implementation of this amendment is intended to strengthen the reliability of foreign currency transaction measurements and enhance consistency in accounting treatment related to foreign exchange fluctuation risks and exchangeability limitations that may affect the Company’s business activities and financial reporting.

The Company will continue to monitor developments in accounting standards and undertake the necessary adjustments to ensure that accounting policies are implemented in accordance with the applicable standards, while supporting the presentation of reliable, transparent, and accountable financial statements.

Impact on the Company’s Financial Statements

The implementation of new standards, amendments, and interpretations effective as of January 1, 2025 did not result in substantial changes to the Company’s accounting policies nor have a material impact on the Company’s financial position, financial performance, and cash flows for the current year.

With respect to new standards, amendments, and interpretations that have been issued but are not yet effective for fiscal year 2025, the Company is still evaluating and assessing the potential impact of their implementation on the Company’s financial statements. As of the issuance date of these financial statements, the Company has not early adopted such standards or amendments.

INFORMATION ON GOING CONCERN

Matters That Could Potentially Have a Significant Impact on Going Concern

In 2025, the Company’s performance proceeded without any significant obstacles that materially impacted performance outcomes. This is reflected in the Company’s Key Performance Indicator (KPI) achievement of 109.26%, as well as the Company’s Health Rating of 98.94 with a classification of “AAA” (HEALTHY).

Management’s Assessment of Matters Potentially Having a Significant Impact on Business Continuity

In 2025, the Company believes that PTK is capable of sustaining the positive trend in financial performance, accompanied by improved operational efficiency and strengthened human resource (HR) quality. Through continuous efforts to drive innovation, optimize business support functions, and implement adaptive strategies, the Company

yang adaptif, Perseroan optimistis dapat memperkuat daya saing perusahaan serta meningkatkan kontribusi kepada PT Pertamina (Persero).

Asumsi yang Digunakan Manajemen dalam Melakukan Assessment

Keyakinan manajemen terhadap keberlanjutan usaha PTK didasarkan pada sejumlah faktor utama, antara lain kondisi dan kinerja keuangan Perusahaan yang berada dalam keadaan sehat, tingkat kepuasan pelanggan yang tetap terjaga, serta pengelolaan perkara pengadilan, gugatan hukum, atau permasalahan sejenis yang dapat ditangani dan diselesaikan dengan baik. Selain itu, keyakinan tersebut juga didukung oleh opini audit yang diberikan oleh auditor independen bereputasi.

PENCAPAIAN KEY PERFORMANCE INDICATOR (KPI)

Pada tahun 2025, Perusahaan menetapkan *Key Performance Indicator* (KPI) PTK yang dituangkan dalam Kontrak Manajemen Tahunan, yang memuat KPI Direksi secara kolegal antara Direktur Utama PT Pertamina International Shipping dan Direksi PT Pertamina Trans Kontinental, sebagaimana disepakati pada 17 Januari 2025. Berdasarkan hasil evaluasi atas pelaksanaan KPI tersebut, tingkat pencapaian KPI Perusahaan pada tahun 2025 tercatat sebesar 109,26% sebagaimana disajikan dalam tabel berikut:

Tabel Pencapaian KPI 2025
2025 KPI Achievement Table

Perspektif Perspective	Persentase Pencapaian Achievement Percentage
Financial	16,50
Customer Focus	37,20
Internal Process	41,36
Learning & Growth	10,70
Boundary KPI	3,50
Jumlah Total	109,26

TINGKAT KESEHATAN PERUSAHAAN

Pada tahun 2025, hasil evaluasi menunjukkan bahwa Perseroan mencatat nilai Tingkat Kesehatan Perusahaan sebesar 98,94, yang berada pada klasifikasi “AAA” (SEHAT). Penilaian Tingkat Kesehatan Perusahaan tersebut dilakukan oleh Fungsi Finance Perseroan dengan mengacu pada Pedoman Penilaian Kinerja Anak Perusahaan PT Pertamina (Persero) Nomor A6-002/H40000/2019-S9 Revisi ke-0. Adapun rincian pencapaian nilai Tingkat Kesehatan Perusahaan disajikan sebagai berikut:

is optimistic that it can strengthen its competitiveness and increase its contribution to PT Pertamina (Persero).

Assumptions Used by Management in Conducting the Assessment

Management’s confidence in the sustainability of PTK’s business is based on several key factors, including the Company’s sound financial condition and performance, maintained customer satisfaction levels, and the effective management and resolution of court cases, legal claims, or similar issues. Additionally, this confidence is supported by the audit opinion issued by a reputable independent auditor.

ACHIEVEMENT OF KEY PERFORMANCE INDICATORS (KPIs)

In 2025, the Company established PTK Key Performance Indicators (KPIs) as outlined in the Annual Management Contract, which includes collective Board KPIs between the President Director of PT Pertamina International Shipping and the Board of Directors of PT Pertamina Trans Kontinental, as agreed upon on January 17, 2025. Based on the evaluation of the implementation of these KPIs, the Company’s KPI achievement rate in 2025 was recorded at 109.26%, as presented in the following table:

COMPANY HEALTH RATING

In 2025, evaluation results showed that the Company recorded a Corporate Health Level score of 98.94, which falls under the “AAA” (HEALTHY) classification. The Company Health Rating assessment was conducted by the Company’s Finance Department in accordance with the Performance Assessment Guidelines for Subsidiaries of PT Pertamina (Persero) No. A6-002/H40000/2019-S9 Revision 0. The details of the Company Health Rating achievement are presented as follows:

Tabel Tingkat Kesehatan Perusahaan

Corporate Health Rating Table

Uraian Description	2025		2024	
	Pencapaian Achievement	Nilai Score	Pencapaian Achievement	Nilai Score
Kinerja Keuangan Financial Performance				
Imbalan kepada Pemegang Saham (ROE) Return on Equity (ROE)	35,12	15,00	30,47	15,00
Imbalan Investasi (ROI) Return on Investment (ROI)	30,76	10,00	24,52	10,00
Marjin Laba Operasi (OPM) Operating Profit Margin (OPM)	20,34	5,00	17,72	5,00
Marjin Laba Bersih (NPM) Net Profit Margin (NPM)	55,04	5,00	-	-
Rasio Kas Cash Ratio	143,57	4,00	32,41	4,00
Rasio Lancar Current Ratio	51,08	4,00	120,88	3,50
Periode Penagihan Piutang Accounts Receivable Collection Period	99,55	5,00	71,71 hari 71.71 days	3,50 hari 3.50 days
Perputaran Persediaan Inventory Turnover	59,44	5,00	0,00 hari 00.00 days	0,00 hari 00.00 days
Perputaran Total Aset Total Asset Turnover	41,17	3,00	84,68	5,00
Rasio Total Modal Sendiri terhadap Total Aset Total Equity to Total Assets Ratio	17,78	5,00	50,70	5,00
Time Interest Earned Ratio (TIER) Time Interest Earned Ratio (TIER)	22,88	5,00	24,49	3,00
Sales to Total Asset Growth (STAG) Sales to Total Assets Growth (STAG)	8,05	5,00	11,36	5,00
Net Profit Growth (NPG) Net Profit Growth (NPG)	18,51	5,00	2,26	1,00
Nilai Kinerja Keuangan (NKK) Financial Performance Score (NKK)		65,00		60,00
Nilai Kinerja Keuangan (NKK) – diproporsionalkan Financial Performance Score (NKK) - weighted		68,94		63,64
Klasifikasi Tingkat Kinerja Keuangan Financial Performance Level Classification		SEHAT HEALTHY		SEHAT HEALTHY
Kinerja Operasi Operational Performance				
Commission Days Commission Days	105	10,00	105	10,00
HSSE HSSE	105	10,00	105	10,00
Nilai Kinerja Operasi (NKO) Operational Performance Score (NKO)		20,00		20,00
Klasifikasi Tingkat Kinerja Operasi Operational Performance Level Classification		SANGAT BAIK VERY GOOD		SANGAT BAIK VERY GOOD

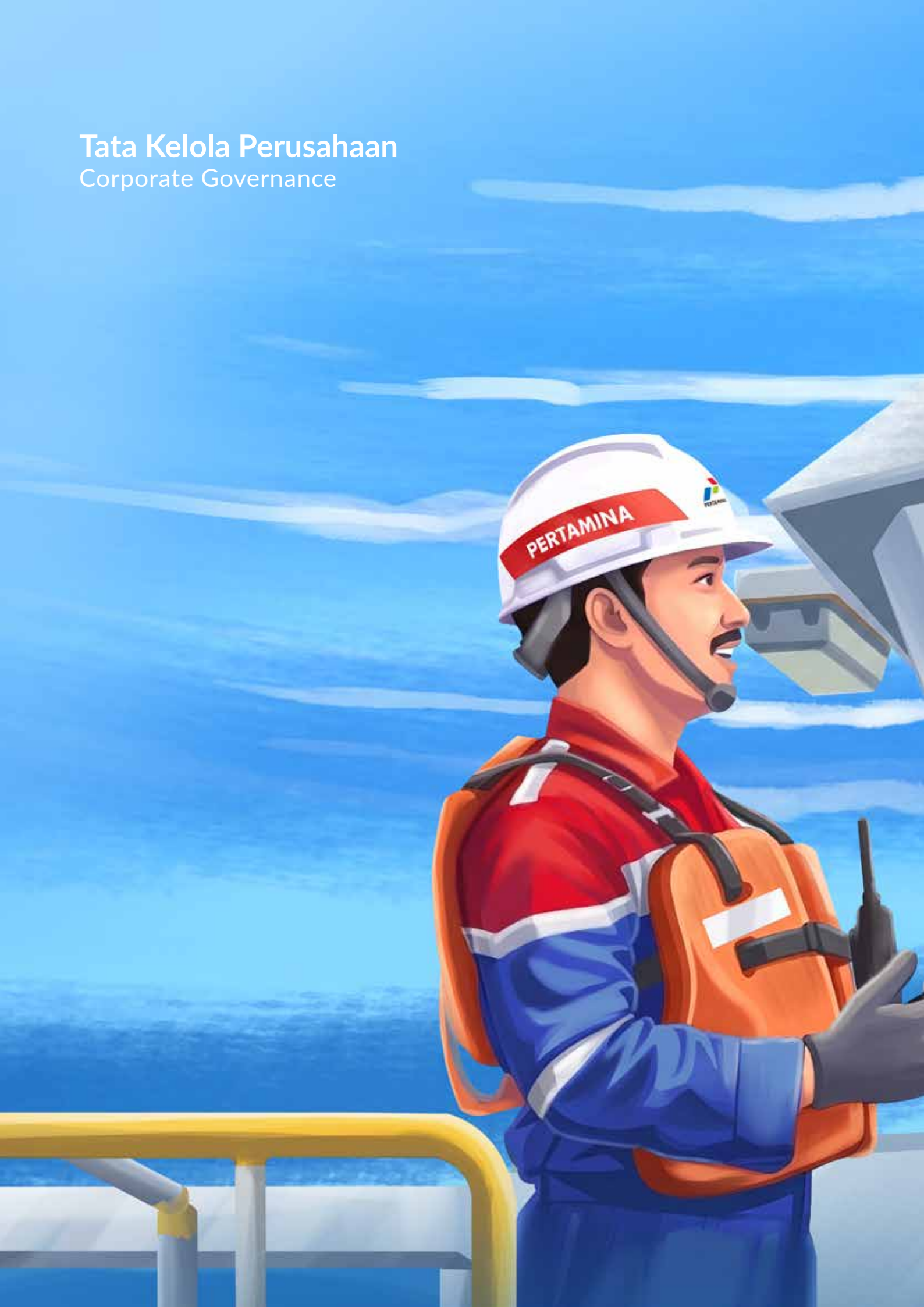
Tabel Tingkat Kesehatan Perusahaan

Corporate Health Rating Table

Uraian Description	2025		2024	
	Pencapaian Achievement	Nilai Score	Pencapaian Achievement	Nilai Score
Nilai Kinerja Administrasi Administrative Performance Score				
Laporan Keuangan Perusahaan Bulanan Monthly Company Financial Report	7 hari	0,00	7 hari 7 days	0,00
Laporan Periodik - Laporan Realisasi Triwulanan Periodic Reports - Quarterly Performance Reports	<= 16 hari <= 16 days	2,00	16 hari 6 days	2,00
Laporan Keuangan Tahunan Audited Audited Annual Financial Report	Bulan 3 Month 3	4,00	Bulan 4 Month 4	4,00
Rancangan RKAP Draft RKAP	Bulan 7 Month 7	4,00	Bulan 7 Month 7	4,00
Nilai Kinerja Administrasi (NKA) Administrative Performance Score (NKA)		10,00		10,00
Klasifikasi Tingkat Kinerja Administrasi Administrative Performance Level Classification		TERTIB ORDERLY		TERTIB ORDERLY
Penilaian Tingkat Kinerja Perusahaan Company Performance Rating				
Kinerja Keuangan Financial Performance		69,94		63,64
Kinerja Operasional Operational Performance		20,00		20,00
Kinerja Administrasi Administrative Performance		10,00		10,00
Jumlah Nilai Kinerja Perusahaan Total Company Performance Score		98,94		93,64
Klasifikasi Tingkat Kinerja Perusahaan Company Performance Rating Qualification		AAA (SEHAT) AAA (HEALTHY)		AA (SEHAT) AA (HEALTHY)

Tata Kelola Perusahaan

Corporate Governance





Komitmen Berkelanjutan dalam Penerapan Tata Kelola Perusahaan

Sustainable Commitment to Corporate Governance

Perusahaan menempatkan peningkatan kinerja dan penciptaan nilai jangka panjang sebagai prioritas utama melalui penguatan penerapan *Good Corporate Governance* (GCG). Bagi Perusahaan, GCG tidak dipandang semata-mata sebagai pemenuhan kewajiban regulasi, melainkan sebagai landasan strategis dalam mengelola usaha secara berkelanjutan. Penerapan GCG diarahkan untuk memperkuat prinsip transparansi, akuntabilitas, dan etika bisnis, sehingga mampu mendukung pertumbuhan usaha yang sehat serta menumbuhkan kepercayaan pemangku kepentingan. Kepercayaan tersebut menjadi elemen penting yang mendukung keberlangsungan operasional dan pencapaian sasaran jangka panjang Perusahaan.

Dalam menjalankan komitmen tersebut, PTK secara konsisten mengedepankan pengelolaan perusahaan yang profesional. Setiap kebijakan dan aktivitas operasional dilaksanakan dengan mengacu pada ketentuan serta standar yang berlaku, sebagai upaya menjaga integritas di seluruh proses bisnis.

Sejalan dengan upaya memperkuat keberlanjutan, PTK mengintegrasikan prinsip *Environmental, Social, and Governance* (ESG) ke dalam perencanaan dan pelaksanaan kegiatan usaha. Penerapan prinsip ESG ini dimaksudkan untuk meningkatkan keterbukaan informasi serta memperkuat mekanisme pengawasan terhadap operasional Perusahaan. Dengan pendekatan tersebut, PTK tidak hanya berorientasi pada pencapaian kinerja finansial, tetapi juga pada penciptaan nilai jangka panjang yang memberikan manfaat bagi masyarakat dan lingkungan, sekaligus memastikan kepentingan seluruh pemangku kepentingan tetap terkelola secara seimbang.

LANDASAN PENERAPAN TATA KELOLA PERUSAHAAN

PTK menerapkan sistem tata kelola perusahaan dengan berlandaskan pada penerapan prinsip transparansi, akuntabilitas, tanggung jawab, independensi, dan kewajaran sebagai dasar dalam menjalankan praktik GCG. Prinsip-prinsip tersebut menjadi pedoman utama bagi Perusahaan dalam memastikan bahwa seluruh proses pengambilan keputusan dan pelaksanaan kegiatan usaha dilakukan secara terukur, objektif, dan dapat dipertanggungjawabkan.

Pelaksanaan GCG di PTK dilakukan secara berkelanjutan dengan mekanisme pemantauan dan evaluasi yang konsisten. Perusahaan secara aktif melakukan penyempurnaan terhadap kualitas penerapan tata kelola dengan mengacu pada praktik terbaik (*best practices*) yang berlaku, baik pada tingkat nasional maupun internasional, guna memastikan keselarasan dengan perkembangan standar tata kelola yang dinamis.

The Company prioritizes performance improvement and long-term value creation through the strengthening of Good Corporate Governance (GCG) practices. For the Company, GCG is not viewed merely as compliance with regulatory obligations, but rather as a strategic foundation for sustainable business management. The implementation of GCG is aimed at reinforcing the principles of transparency, accountability, and business ethics, thereby supporting healthy business growth and fostering stakeholder trust. This trust is a critical element that supports the Company's operational sustainability and the achievement of its long-term objectives.

In fulfilling this commitment, PTK consistently prioritizes professional corporate governance. Every policy and operational activity is carried out in accordance with applicable regulations and standards, as part of our efforts to maintain integrity throughout all business processes.

In line with efforts to strengthen sustainability, PTK integrates Environmental, Social, and Governance (ESG) principles into the planning and execution of its business activities. The implementation of these ESG principles is intended to enhance transparency and strengthen oversight mechanisms regarding the Company's operations. Through this approach, PTK is not only focused on achieving financial performance but also on creating long-term value that benefits society and the environment, while ensuring the interests of all stakeholders are managed in a balanced manner.

FOUNDATION FOR CORPORATE GOVERNANCE IMPLEMENTATION

PTK implements a corporate governance system based on the principles of transparency, accountability, responsibility, independence, and fairness as the foundation for its GCG practices. These principles serve as the Company's primary guidelines in ensuring that all decision-making processes and business operations are conducted in a measured, objective, and accountable manner.

The implementation of GCG at PTK is carried out on an ongoing basis through consistent monitoring and evaluation mechanisms. The company actively works to improve the quality of its governance practices by referring to applicable best practices, both at the national and international levels, to ensure alignment with the dynamic evolution of governance standards.

Penerapan tata kelola perusahaan di PTK didukung oleh landasan hukum yang mengacu pada peraturan perundang-undangan yang berlaku serta berbagai pedoman implementasi GCG, sebagai dasar dalam menjaga kepatuhan dan konsistensi penerapan prinsip tata kelola di seluruh kegiatan Perusahaan. Adapun landasan hukum yang dimaksud adalah sebagai berikut:

1. Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas sebagaimana telah diubah dengan Peraturan Pemerintah Pengganti Undang-Undang No. 2 Tahun 2022 tentang Cipta Kerja sebagaimana telah ditetapkan menjadi Undang-Undang berdasarkan Undang-Undang No. 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang No. 2 Tahun 2022 tentang Cipta Kerja Menjadi Undang-Undang;
2. Peraturan Menteri BUMN No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara;
3. Prinsip-prinsip *Corporate Governance* yang dikembangkan oleh Organization for Economic Cooperation and Development (OECD);
4. Pedoman Umum Governansi Korporat Indonesia (PUGKI) yang dikembangkan oleh Komite Nasional Kebijakan Governance (KNKG);
5. Surat Kementerian BUMN No. S-17/S.MBU/02/2020 tentang Sertifikasi ISO 37001 Sistem Manajemen Anti Penyuapan (SMAP) di BUMN;
6. Anggaran Dasar Perusahaan; dan
7. Pedoman Tata Kelola PT Pertamina Trans Kontinental No. A-002/PTK0300/2022-S9 yang diterbitkan tahun 2022.

PENERAPAN PRINSIP TATA KELOLA PERUSAHAAN YANG BAIK

Prinsip GCG menjadi elemen mendasar dalam pembentukan sistem tata kelola yang terstruktur dan berdaya guna. Penerapannya secara berkesinambungan berperan penting dalam mendorong keterbukaan serta meningkatkan keyakinan para pemangku kepentingan terhadap pengelolaan dan kinerja Perusahaan.

Sebagai dukungan terhadap hal tersebut, PTK menjadikan 5 (lima) prinsip utama GCG sebagai acuan dalam menjalankan kegiatan usaha, yaitu *Transparency*, *Accountability*, *Responsibility*, *Independency*, dan *Fairness*. Penerapan kelima prinsip ini diarahkan untuk memastikan bahwa seluruh kebijakan, keputusan, dan aktivitas Perusahaan dilaksanakan secara objektif, dapat dipertanggungjawabkan, serta didasarkan pada proses yang jelas dan terbuka.

The implementation of corporate governance at PTK is supported by a legal foundation based on applicable laws and regulations as well as various GCG implementation guidelines, serving as the basis for maintaining compliance and consistency in the application of governance principles across all Company activities. The legal foundation in question is as follows:

1. Law No. 40 of 2007 on Limited Liability Companies, as amended by Government Regulation in Lieu of Law No. 2 of 2022 on Job Creation, which has been enacted as a law pursuant to Law No. 6 of 2023 on the Enactment of Government Regulation in Lieu of Law No. 2 of 2022 on Job Creation into Law;
2. Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 on Guidelines for Corporate Governance and Significant Corporate Activities of State-Owned Enterprises;
3. The Principles of Corporate Governance developed by the Organization for Economic Cooperation and Development (OECD);
4. The General Guidelines on Indonesian Corporate Governance (PUGKI) developed by the National Committee on Governance Policy (KNKG);
5. Letter of the Ministry of State-Owned Enterprises No. S-17/S.MBU/02/2020 on ISO 37001 Anti-Bribery Management System (ABMS) Certification in State-Owned Enterprises;
6. The Company's Articles of Association; and
7. PT Pertamina Trans Kontinental Governance Guidelines No. A-002/PTK0300/2022-S9 issued in 2022.

IMPLEMENTATION OF THE PRINCIPLES OF GOOD CORPORATE GOVERNANCE

GCG principles are fundamental elements in establishing a structured and effective governance system. Their continuous implementation plays a crucial role in promoting transparency and enhancing stakeholders' confidence in the Company's management and performance.

To support this, PTK uses the 5 (five) core principles of GCG as a guide in conducting business operations: *Transparency*, *Accountability*, *Responsibility*, *Independence*, and *Fairness*. The implementation of these five principles is aimed at ensuring that all Company policies, decisions, and activities are carried out objectively, are accountable, and are based on clear and transparent processes.

Independensi
Independency

Keadaan dimana Perusahaan dikelola secara profesional tanpa benturan kepentingan dan pengaruh/tekanan dari pihak manapun yang tidak sesuai dengan peraturan perundang-undangan dan prinsip-prinsip korporasi yang sehat.

A situation where the Company is managed professionally without conflicts of interest and influence/pressure from any party that is not in accordance with statutory regulations and healthy.

Transparansi
Transparency

Keterbukaan dalam melaksanakan proses pengambilan keputusan, dan keterbukaan dalam mengungkapkan informasi material dan relevan mengenai perusahaan.

Openness in carrying out the decision-making process, and openness in disclosing material and relevant information about the Company.

Responsibilitas
Responsibility

Kesesuaian di dalam pengelolaan perusahaan terhadap peraturan perundang-undangan dan prinsip-prinsip korporasi yang sehat.

Compliance in company management with laws and regulations and healthy corporate principles.



Kewajaran

Fairness

Perlakuan yang adil dan setara dalam memenuhi hak-hak pemangku kepentingan (*stakeholders*) yang timbul berdasarkan perjanjian dan peraturan perundang-undangan.

Fair and equal treatment in fulfilling the rights of stakeholders that arise based on agreements and statutory regulations.

Akuntabilitas

Accountability

Kejelasan fungsi, pelaksanaan, dan pertanggungjawaban organ sehingga pengelolaan perusahaan terlaksana secara efektif.

Clarity of function, implementation and accountability of organs so that company management is carried out effectively.

Sebagai rujukan dalam pelaksanaan GCG, Perusahaan mengacu pada Pedoman Umum Tata Kelola Perusahaan Indonesia (PUGKI) 2021 yang disusun dan diperbarui oleh Komite Nasional Kebijakan Governance (KNKG). Pedoman tersebut memuat prinsip ETAK yang mencakup Etika, Transparansi, Akuntabilitas, dan Keberlanjutan sebagai dasar dalam pengelolaan perusahaan.

As a reference in the implementation of GCG, the Company refers to the 2021 Indonesian General Corporate Governance Guidelines (PUGKI) compiled and updated by the National Committee on Governance Policy (KNKG). These guidelines contain the ETAK principles, which encompass Ethics, Transparency, Accountability, and Sustainability as the foundation for corporate management.

Penerapan prinsip ETAK dilakukan secara menyeluruh dan saling terintegrasi dalam setiap aktivitas Perusahaan. Berdasarkan pendekatan tersebut, Perusahaan berupaya memastikan bahwa kegiatan operasional tidak hanya memenuhi standar tata kelola terbaik, tetapi juga mampu menciptakan nilai dan manfaat yang berkelanjutan bagi seluruh pemangku kepentingan.

The ETAK principles are applied comprehensively and in an integrated manner across all of the Company's activities. Based on this approach, the Company strives to ensure that its operations not only meet the highest standards of governance but also create sustainable value and benefits for all stakeholders.

Prinsip-prinsip ETAK (Etika, Transparansi, Akuntabilitas, Keberlanjutan)
ETAK Principles (Ethics, Transparency, Accountability, Sustainability)



Perilaku Etis Ethical Conduct	Akuntabilitas Accountability	Transparansi Transparency	Keberlanjutan Sustainability
Dalam menjalankan aktivitasnya, Perusahaan selalu mengutamakan kejujuran, memperlakukan semua pihak dengan hormat, memenuhi komitmen, membangun dan memelihara nilai-nilai moral dan keyakinan secara konsisten. Perusahaan memperhatikan kepentingan pemegang saham dan pemangku kepentingan lainnya berdasarkan asas kewajaran dan dikelola secara independen sehingga masing-masing organ Perusahaan tidak saling mendominasi dan tidak dapat diintervensi oleh pihak lain. In conducting its business, the Company always prioritizes integrity, treats all parties with respect, fulfills its commitments, and consistently upholds moral values and principles. The Company considers the interests of shareholders and other stakeholders based on the principle of fairness and is managed independently, ensuring that no single corporate body dominates another and that be subject to interference by other parties.	Perusahaan dapat mempertanggungjawabkan kinerjanya secara transparan dan wajar. Dengan demikian, perusahaan harus dikelola secara benar, terukur dan sesuai dengan kepentingan perusahaan dengan tetap memperhatikan kepentingan pemegang saham dan pemangku kepentingan. Akuntabilitas merupakan prasyarat yang diperlukan untuk mencapai kinerja yang berkelanjutan. The Company is accountable its performance in a transparent and fair manner. Thus, the company must be managed properly, measurably, and in accordance with the company's interests, while taking into account the interests of shareholders and stakeholders. Accountability is a prerequisite for achieving sustainable performance.	Untuk menjaga objektivitas dalam menjalankan bisnis, Perusahaan menyediakan informasi yang material dan relevan dengan cara yang mudah diakses dan dipahami oleh para pemangku kepentingan. Perusahaan mengambil inisiatif untuk mengungkapkan tidak hanya hal-hal yang diwajibkan oleh peraturan perundang-undangan, tetapi juga hal-hal yang penting untuk pengambilan keputusan oleh pemegang saham, kreditur dan pemangku kepentingan lainnya. To maintain objectivity in conducting business, the Company provides material and relevant information in a manner that is easily accessible and understandable to stakeholders. The Company takes the initiative to disclose not only matters required by laws and regulations, but also matters that are important for decision-making by shareholders, creditors, and other stakeholders.	Perusahaan mematuhi Peraturan perundang-undangan dan berkomitmen untuk melaksanakan tanggung jawab terhadap masyarakat dan lingkungan dalam rangka memberikan kontribusi terhadap pembangunan berkelanjutan melalui kerja sama dengan seluruh pemangku kepentingan untuk meningkatkan taraf hidup masyarakat yang sejalan dengan kepentingan bisnis dan agenda pembangunan berkelanjutan. The Company complies with laws and regulations and is committed to fulfilling its social and environmental responsibilities in order to contribute to sustainable development through collaboration with all stakeholders, with the aim of improving the standard of living of the community in a manner consistent with business interests and the sustainable development agenda.

Pelaksanaan prinsip GCG yang dilakukan secara berkesinambungan menunjukkan kesungguhan Perusahaan dalam memperkuat daya saing dan kemampuan adaptasi di tengah dinamika dan tantangan global. Konsistensi dalam penerapan tata kelola tersebut menjadi bagian dari upaya Perusahaan untuk terus melakukan perbaikan dan transformasi yang berorientasi pada keberlanjutan.

Lebih dari itu, tata kelola yang diterapkan berperan sebagai landasan strategis dalam mendukung pencapaian arah dan tujuan jangka panjang Perusahaan. Didasari fondasi tata kelola yang kuat, Perusahaan senantiasa memantapkan langkah untuk mewujudkan visi menjadi perusahaan *marine service* dan *support vessels* yang andal, berkelanjutan, dan berdaya saing global.

The continuous implementation of GCG principles demonstrates the Company's commitment to strengthening its competitiveness and adaptability amid global dynamics and challenges. Consistency in applying these governance principles is part of the Company's efforts to continuously pursue improvements and transformations oriented toward sustainability.

Furthermore, the governance framework serves as a strategic foundation for supporting the achievement of the Company's long-term direction and objectives. Building on a strong governance foundation, the Company continues to take firm steps toward realizing its vision of becoming a reliable, sustainable, and globally competitive provider of marine services and support vessels.

Peningkatan Kualitas Penerapan Tata Kelola Perusahaan

Improving the Quality of Corporate Governance Implementation

Selama tahun 2025, PTK terus melakukan penguatan terhadap penerapan GCG dengan melaksanakan sejumlah inisiatif dan kegiatan yang dirancang secara sistematis. Komitmen tersebut menjadi cerminan upaya Perusahaan dalam menjaga konsistensi serta efektivitas penerapan GCG. Pendekatan ini diharapkan mampu memberikan manfaat yang nyata, tidak hanya bagi keberlangsungan usaha Perusahaan, tetapi juga bagi seluruh pemangku kepentingan yang terkait.

KELENGKAPAN INFRASTRUKTUR TATA KELOLA PERUSAHAAN

Dalam rangka meningkatkan mutu penerapan GCG, Perusahaan melakukan penguatan terhadap infrastruktur tata kelola melalui penyusunan dan penyempurnaan berbagai kebijakan internal. Kebijakan-kebijakan tersebut dirancang untuk mendukung pelaksanaan prinsip Tata Kelola Perusahaan yang Baik secara menyeluruh dan terintegrasi dalam kegiatan operasional Perusahaan.

Keberadaan kebijakan internal ini berfungsi sebagai acuan dalam mengatur aktivitas usaha serta pola hubungan di antara organ tata kelola perusahaan. Dengan berpedoman pada kebijakan tersebut, Perusahaan memastikan bahwa setiap proses dan keputusan yang diambil sejalan dengan prinsip GCG yang berlaku. Adapun kebijakan tata kelola yang dimiliki PTK meliputi:

1. *Code of Corporate Governance* No. A021-001/PTK0200/2025-S9.
2. Pedoman Etika Usaha & Tata Perilaku (*Code of Conduct*) No. A21-002/PTK0200/2025-S9.
3. *Board Manual* yang ditetapkan berdasarkan Kesepakatan bersama Dewan Komisaris dan Direksi tanggal 25 Juni 2018.
4. Kebijakan Tata Cara Kerja Komite meliputi Piagam Komite Audit, Piagam Komite Nominasi, Remunerasi & Manajemen Risiko, dan Piagam Komite Investasi.
5. Pedoman Benturan Kepentingan (*Conflict of Interest*) No. A-001/PTK0200/2024-S9.
6. Pedoman Pengendalian Gratifikasi No. A021-004/PTK0200/2025-S9.
7. Prosedur Pengelolaan *Whistleblowing System* (WBS) No. Kpts-062/PTK0000/2023-S9.
8. Pedoman Pelaporan Laporan Harta Kekayaan Pejabat Negara (LHKPN) No. Kpts-547/C0000/2021-C0.
9. Pedoman Pengelolaan Sistem Manajemen Anti Penyuapan No. A-001/PTK0320/2021-S0.

Throughout 2025, PTK continued to strengthen the implementation of GCG by carrying out a number of systematically designed initiatives and activities. This commitment reflects the Company's efforts to maintain consistency and effectiveness in the implementation of GCG. This approach is expected to deliver tangible benefits, not only for the Company's business continuity but also for all relevant stakeholders.

COMPLETENESS OF CORPORATE GOVERNANCE INFRASTRUCTURE

In order to improve the quality of GCG implementation, the Company has strengthened its governance infrastructure by developing and refining various internal policies. These policies are designed to support the comprehensive and integrated implementation of Good Corporate Governance principles within the Company's operational activities.

These internal policies serve as a reference for regulating business activities and the relationships among the Company's governance bodies. By adhering to these policies, the Company ensures that every process and decision made aligns with applicable GCG principles. The governance policies maintained by PTK include:

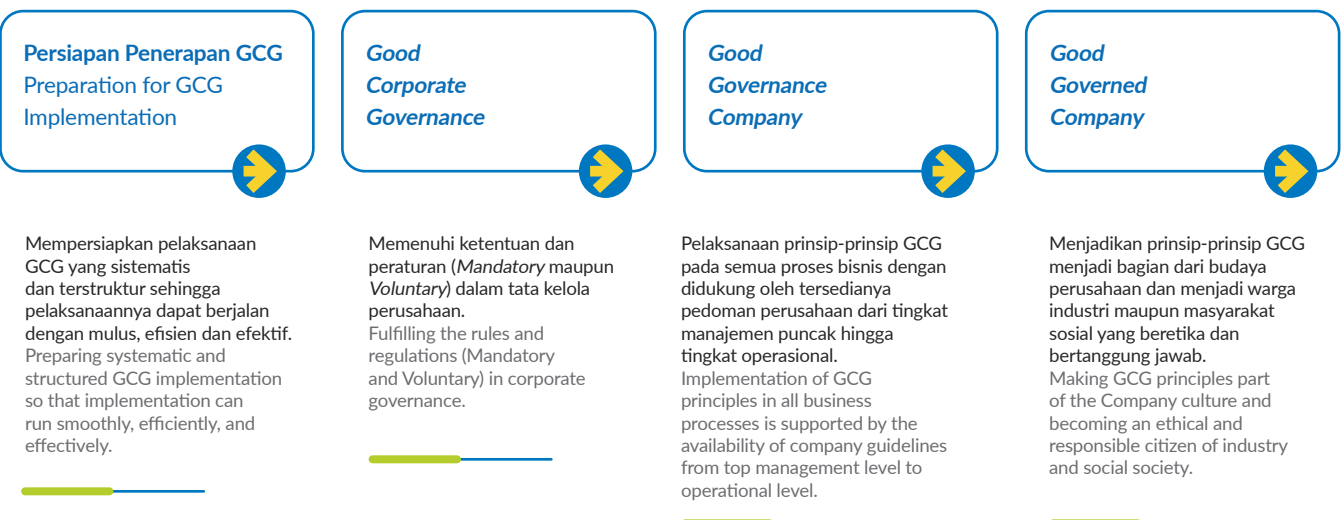
1. *Code of Corporate Governance* No. A021-001/PTK0200/2025-S9.
2. Business Ethics & Code of Conduct Guidelines No. A21-002/PTK0200/2025-S9.
3. The Board Manual was established based on a joint agreement between the Board of Commissioners and the Board of Directors dated June 25, 2018.
4. The Committee Operating Procedures Policy includes the Audit Committee Charter, the Nomination, Remuneration & Risk Management Committee Charter, and the Investment Committee Charter.
5. Conflict of Interest Guidelines No. A-001/PTK0200/2024-S9.
6. Gift Control Guidelines No. A021-004/PTK0200/2025-S9.
7. Whistleblowing System (WBS) Management Procedure No. Kpts-062/PTK0000/2023-S9.
8. Guidelines for Reporting State Officials' Asset Declarations (LHKPN) No. Kpts-547/C0000/2021-C0.
9. Guidelines for the Management of the Anti-Bribery Management System No. A-001/PTK0320/2021-S0.

PENANDATANGANAN KOMITMEN IMPLEMENTASI GCG

Dewan Komisaris dan Direksi bersama seluruh jajaran di bawahnya berperan aktif dalam menyatakan kesungguhan untuk menjadikan prinsip GCG sebagai landasan dalam setiap kegiatan operasional. Sebagai bentuk implementasi, seluruh pihak terkait melakukan penandatanganan Pakta Integritas yang mencerminkan komitmen individu untuk menjunjung tinggi etika, integritas, dan tanggung jawab dalam menjalankan tugasnya. Selain itu, manajemen dan karyawan juga menyatakan kepatuhan terhadap *Code of Conduct* serta pernyataan tidak memiliki benturan kepentingan, yang pelaksanaannya ditinjau dan diperbarui secara berkala guna menjaga konsistensi penerapan prinsip GCG di lingkungan Perusahaan.

PENCAPAIAN ROADMAP KELOLA PERUSAHAAN

PTK memiliki Peta Jalan Tata Kelola Perusahaan sebagai pedoman dalam penerapan GCG secara berkesinambungan. Penyusunan peta jalan tersebut dilakukan dengan mengacu dan diselaraskan pada arah serta sasaran perencanaan strategis Perusahaan, sehingga implementasi GCG dapat berjalan secara terarah dan terukur. Adapun Peta Jalan Tata Kelola Perusahaan yang diterapkan mencakup tahapan dan program sebagai berikut:



Mengacu pada tahapan yang telah ditetapkan dalam Peta Jalan Tata Kelola Perusahaan, PTK sepanjang tahun 2025 melaksanakan sejumlah inisiatif strategis untuk mendorong pencapaian Perusahaan menuju tahapan *Good Governed Company*. Berbagai inisiatif tersebut difokuskan pada penguatan implementasi prinsip-prinsip GCG secara konsisten di seluruh lini organisasi.

Selain memperkuat penerapan prinsip tata kelola, Perusahaan juga melakukan peningkatan terhadap fungsi pengawasan serta penyempurnaan sistem manajemen risiko agar berjalan lebih terbuka dan dapat dipertanggungjawabkan. Upaya ini dilengkapi dengan penguatan budaya organisasi yang menjunjung tinggi etika dan keberlanjutan, sehingga seluruh insan Perusahaan memiliki komitmen yang selaras dalam menerapkan praktik tata kelola yang bertanggung jawab.

SIGNING OF THE COMMITMENT TO IMPLEMENT GCG

The Board of Commissioners and the Board of Directors, together with all subordinate staff, play an active role in demonstrating their commitment to making GCG principles the foundation of all operational activities. As part of this implementation, all relevant parties have signed an Integrity Pact that reflects their individual commitment to upholding ethics, integrity, and responsibility in the performance of their duties. Additionally, management and employees have affirmed their compliance with the Code of Conduct and submitted declarations of no conflict of interest; the implementation of these is reviewed and updated on a regular basis to ensure the consistent application of GCG principles within the Company.

ACHIEVEMENTS OF THE CORPORATE GOVERNANCE ROADMAP

PTK has a Corporate Governance Roadmap as a guideline for the continuous implementation of GCG. The roadmap was developed in accordance with and aligned to the Company's strategic planning direction and objectives, ensuring that GCG implementation proceeds in a focused and measurable manner. The Corporate Governance Roadmap currently in effect includes the following stages and programs:

In accordance with the stages outlined in the Corporate Governance Roadmap, PTK will implement a number of strategic initiatives throughout 2025 to drive the Company's progress toward the *Good Governed Company* stage. These initiatives are focused on consistently strengthening the implementation of GCG principles across all organizational levels.

In addition to strengthening the implementation of governance principles, the Company has also enhanced its oversight functions and refined its risk management system to ensure greater transparency and accountability. These efforts are complemented by the cultivation of an organizational culture that upholds ethics and sustainability, ensuring that all Company personnel share a unified commitment to implementing responsible governance practices.

SOSIALISASI PENERAPAN TATA KELOLA PERUSAHAAN

Perusahaan senantiasa melaksanakan kegiatan komunikasi dan edukasi terkait prinsip-prinsip GCG kepada seluruh karyawan di setiap tingkat organisasi. Kegiatan ini dirancang untuk memastikan pemahaman yang merata mengenai pentingnya tata kelola perusahaan dalam mendukung kinerja dan keberlanjutan usaha.

Penyampaian materi GCG dilakukan tidak hanya pada tahap orientasi bagi karyawan baru, tetapi juga melalui program pembaruan pengetahuan yang dilaksanakan secara berkala bagi seluruh karyawan. Selain itu, Perusahaan memanfaatkan berbagai media komunikasi internal sebagai sarana penyebaran informasi mengenai kebijakan dan prosedur GCG, sehingga setiap karyawan memiliki pemahaman yang memadai dan mampu menerapkannya secara konsisten dalam pelaksanaan tugas sehari-hari.

EVALUASI PENERAPAN TATA KELOLA PERUSAHAAN

Perusahaan secara rutin melaksanakan penilaian atas pelaksanaan GCG pada seluruh kegiatan operasional guna menjaga efektivitas dan kesinambungan penerapan Tata Kelola Perusahaan yang Baik. Pada tahun 2025, proses evaluasi tersebut dilakukan dengan mengacu pada parameter yang telah ditetapkan dalam Peraturan Menteri BUMN Nomor 02 Tahun 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara sebagai standar penilaian utama.

Hasil evaluasi penerapan GCG tahun 2025 menunjukkan capaian skor sebesar 89,46% dengan kualifikasi "SANGAT BAIK". Atas hasil tersebut, Perusahaan menegaskan komitmennya untuk terus melakukan perbaikan melalui tindak lanjut atas seluruh rekomendasi yang dihasilkan dari proses asesmen, sebagai bagian dari upaya berkelanjutan dalam meningkatkan kualitas tata kelola perusahaan.

SOCIALIZATION OF CORPORATE GOVERNANCE IMPLEMENTATION

The company consistently conducts communication and educational activities regarding the principles of good corporate governance for all employees at every level of the organization. These activities are designed to ensure a consistent understanding of the importance of corporate governance in supporting business performance and sustainability.

GCG training is provided not only during the orientation phase for new employees, but also through periodic refresher programs for all employees. In addition, the Company utilizes various internal communication channels to disseminate information regarding GCG policies and procedures, ensuring that every employee has a sufficient understanding and is able to consistently apply them in the performance of their daily duties.

EVALUATION OF CORPORATE GOVERNANCE IMPLEMENTATION

The Company routinely conducts assessments of the implementation of GCG across all operational activities to ensure the effectiveness and continuity of Good Corporate Governance practices. In 2025, this evaluation process was conducted in accordance with the parameters established in Minister of State-Owned Enterprises Regulation No. 02 of 2023 on Guidelines for Corporate Governance and Significant Corporate Activities of State-Owned Enterprises as the primary assessment standard.

The results of the 2025 GCG implementation evaluation show a score of 89.46% with a rating of "VERY GOOD". In light of these results, the Company reaffirms its commitment to continuous improvement by following up on all recommendations resulting from the assessment process, as part of its ongoing efforts to enhance the quality of corporate governance.

Struktur dan Mekanisme Tata Kelola Perusahaan

Corporate Governance Structure and Mechanisms

Perusahaan telah menyiapkan kerangka struktur dan mekanisme tata kelola yang dirancang untuk mendukung penerapan GCG secara optimal melalui pembagian peran, fungsi, serta tanggung jawab yang terdefinisi dengan jelas. Perusahaan memastikan bahwa pelaksanaan tata kelola berjalan secara terarah dan terukur.

Mengacu pada Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas, sistem tata kelola PTK diselenggarakan melalui organ utama yang meliputi Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris, dan Direksi. Dalam mendukung pelaksanaan tugas pengawasan, Dewan Komisaris juga didukung oleh organ pendukung berupa Sekretaris Dewan Komisaris dan komite-komite lainnya. Sejalan dengan penerapan prinsip GCG serta penyesuaian terhadap ketentuan terbaru terkait Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan BUMN, Dewan Komisaris melakukan penyempurnaan terhadap struktur komite. Penyesuaian ini ditujukan untuk meningkatkan efektivitas fungsi pengawasan dan mendorong peningkatan kinerja Perusahaan, dengan rincian sebagai berikut:

The Company has established a governance framework and mechanisms designed to support the optimal implementation of good corporate governance through a clear division of roles, functions, and responsibilities. The Company ensures that governance practices are implemented in a focused and measurable manner.

Pursuant to Law No. 40 of 2007 on Limited Liability Companies, PTK's corporate governance system is administered through its principal bodies, which include the General Meeting of Shareholders (GMS), the Board of Commissioners, and the Board of Directors. To support the performance of its supervisory duties, the Board of Commissioners is also supported by auxiliary bodies, namely the Secretary to the Board of Commissioners, and other committees. In line with the implementation of GCG principles and adjustments to the latest provisions regarding the Guidelines on Corporate Governance and Significant Corporate Activities of State-Owned Enterprises, the Board of Commissioners has refined the committee structure. These adjustments are intended to enhance the effectiveness of the supervisory function and drive improvements in the Company's performance, with the following details:

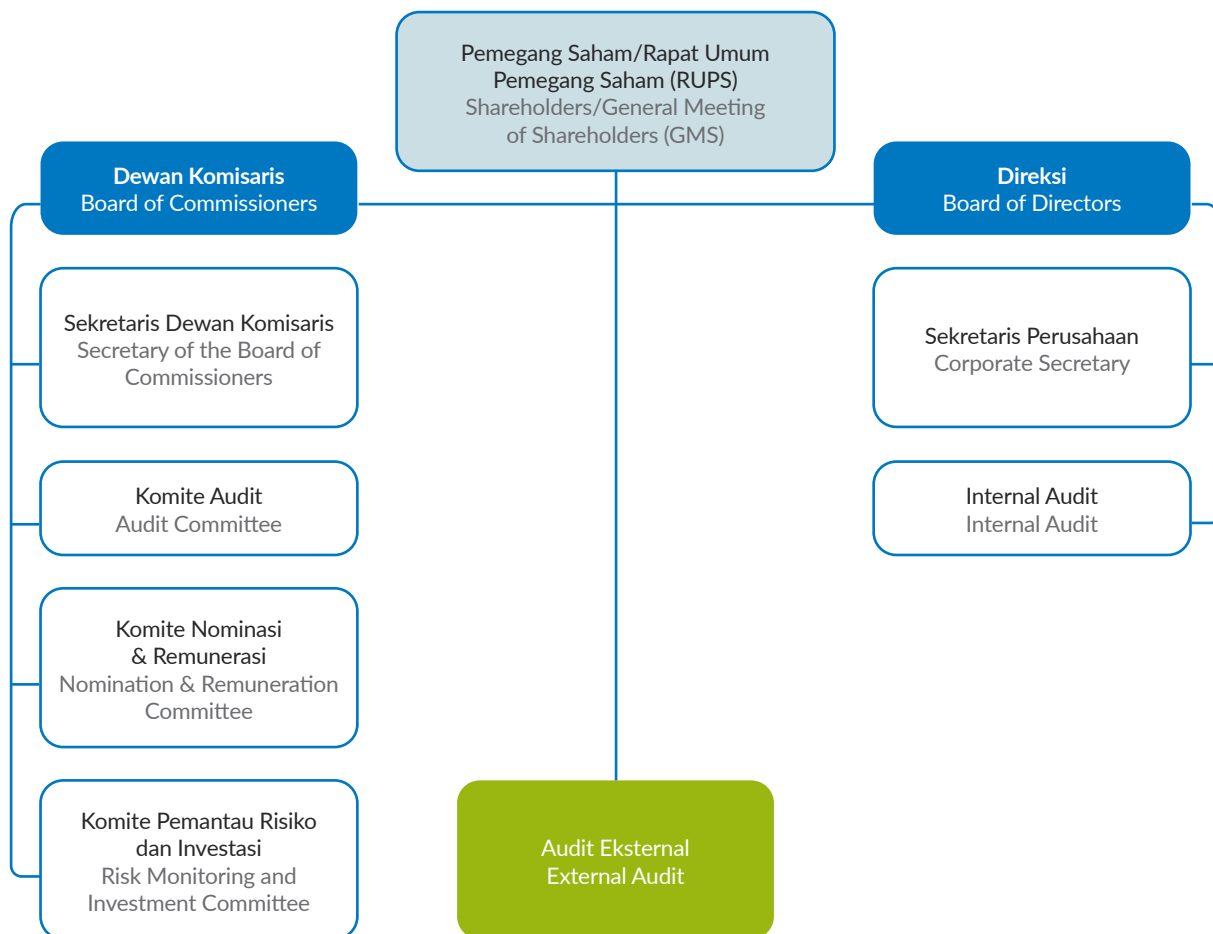
Sebelum Penyesuaian Before the Adjustment	Setelah Penyesuaian After Adjustments
Komite Audit Audit Committee	Komite Audit Audit Committee
Komite Nominasi, Remunerasi dan Manajemen Risiko Nomination, Compensation, and Risk Management Committee	Komite Nominasi & Remunerasi Nomination & Compensation Committee
Komite Investasi Investment Committee	Komite Pemantau Risiko & Investasi Risk & Investment Monitoring Committee

Sementara, pelaksanaan fungsi dan kewenangan Direksi didukung oleh keberadaan unit kerja serta fungsi pendukung yang memiliki peran penting dalam menunjang kegiatan Perusahaan. Fungsi-fungsi tersebut antara lain Sekretaris Perusahaan, Internal Audit, dan unit kerja lainnya yang berkontribusi secara strategis dalam memastikan kelancaran operasional serta efektivitas sistem pengendalian internal Perusahaan.

Meanwhile, the Board of Directors' functions and authorities are supported by operational units and support functions that play a crucial role in facilitating the Company's activities. These functions include the Corporate Secretary, Internal Audit, and other units that contribute strategically to ensuring the smooth operation of the Company and the effectiveness of its internal control systems.

Struktur Organ Tata Kelola Perusahaan

Corporate Governance Structure



Demi mewujudkan keterpaduan yang efektif antarorgan tata kelola, Perusahaan membangun mekanisme yang ditopang oleh struktur dan infrastruktur yang memadai. Mekanisme tersebut disusun untuk memastikan keselarasan antara pelaksanaan pengelolaan Perusahaan dengan ekspektasi Pemegang Saham serta kepentingan para pemangku kepentingan lainnya.

Pelaksanaan tata kelola di PTK dilaksanakan melalui 3 (tiga) organ utama, yaitu Pemegang Saham yang dijalankan melalui RUPS, Dewan Komisaris, dan Direksi. Masing-masing organ menjalankan fungsi, tugas, dan kewenangannya sesuai dengan ketentuan Anggaran Dasar Perusahaan dan peraturan perundang-undangan yang berlaku. Untuk mendukung keterbukaan dan keandalan informasi keuangan, PTK juga menunjuk Kantor Akuntan Publik (KAP) sebagai auditor independen yang bertugas melakukan pemeriksaan atas laporan keuangan Perusahaan.

Didukung oleh sistem tata kelola yang terstruktur dan andal, Perusahaan secara konsisten mengimplementasikan prinsip transparansi, akuntabilitas, tanggung jawab, independensi, dan kewajaran. Penerapan prinsip-prinsip tersebut menjadi dasar bagi Perusahaan dalam mewujudkan tata kelola yang profesional, berintegritas, dan berorientasi pada keberlanjutan.

To achieve effective integration among governance bodies, the Company has established mechanisms supported by adequate structures and infrastructure. These mechanisms are designed to ensure alignment between the Company's management practices and the expectations of Shareholders as well as the interests of other stakeholders.

Corporate governance at PTK is implemented through 3 (three) main bodies: the Shareholders, acting through the General Meeting of Shareholders; the Board of Commissioners; and the Board of Directors. Each body performs its functions, duties, and authorities in accordance with the provisions of the Company's Articles of Association and applicable laws and regulations. To support the transparency and reliability of financial information, PTK has also appointed a Public Accounting Firm (PAF) as an independent auditor tasked with auditing the Company's financial statements.

Supported by a structured and reliable governance system, the Company consistently implements the principles of transparency, accountability, responsibility, independence, and fairness. The application of these principles serves as the foundation for the Company in realizing professional, integrity-driven, and sustainability-oriented governance.

Rapat Umum Pemegang Saham Annual General Meeting of Shareholders

Rapat Umum Pemegang Saham (RUPS) merupakan organ dalam struktur tata kelola Perusahaan yang memiliki kewenangan tertentu di luar kewenangan Dewan Komisaris dan Direksi, sebagaimana diatur dalam peraturan perundang-undangan dan Anggaran Dasar Perusahaan. Sebagai bentuk akuntabilitas, RUPS berfungsi sebagai sarana bagi Dewan Komisaris dan Direksi untuk menyampaikan laporan kinerja serta mempertanggungjawabkan pelaksanaan pengelolaan Perusahaan selama periode berjalan.

Pada penyelenggaraan RUPS, seluruh Pemegang Saham memperoleh kesempatan dan hak yang setara untuk berpartisipasi dalam pengambilan keputusan strategis yang berdampak pada kelangsungan usaha Perusahaan. Forum ini menjadi wadah bagi Pemegang Saham untuk menjalankan hak dan kewenangannya sesuai ketentuan Anggaran Dasar, antara lain melakukan evaluasi terhadap pengelolaan Perusahaan, menyetujui perubahan Anggaran Dasar, mengangkat dan memberhentikan anggota Direksi dan/atau Dewan Komisaris, menetapkan pembagian tugas dan kewenangan Direksi, serta mengambil keputusan penting lainnya terkait arah dan kebijakan strategis Perusahaan.

JENIS-JENIS PENYELENGGARAAN RUPS

Berdasarkan ketentuan penyelenggaraannya, Rapat Umum Pemegang Saham terdiri atas RUPS Tahunan dan RUPS Luar Biasa. RUPS Tahunan wajib dilaksanakan paling sedikit 1 (satu) kali dalam satu tahun buku dan diselenggarakan paling lambat 6 (enam) bulan setelah berakhirnya tahun buku. Sementara itu, RUPS Luar Biasa dapat diselenggarakan setiap waktu apabila dipandang perlu oleh Pemegang Saham atau atas usulan Dewan Komisaris dan/atau Direksi.

Selain melalui rapat secara langsung, Pemegang Saham juga dapat melakukan pengambilan keputusan melalui mekanisme Keputusan Sirkuler atau RUPS Sirkuler. Mekanisme ini memungkinkan pengambilan keputusan dilakukan di luar forum RUPS dengan kehadiran fisik. Keputusan yang dihasilkan melalui RUPS Sirkuler memiliki kekuatan hukum yang setara dengan keputusan RUPS yang diselenggarakan secara fisik, sepanjang seluruh Pemegang Saham yang memiliki hak suara menyatakan persetujuan secara tertulis atas usulan keputusan yang diajukan.

PENYELENGGARAAN RUPS TAHUN 2025

Sepanjang tahun 2025, Perusahaan melaksanakan 1 (satu) kali RUPS Tahunan atas Tahun Buku 2024 yang diselenggarakan pada tanggal 26 Juni 2025. Pelaksanaan RUPS Tahunan tersebut dilakukan sesuai dengan ketentuan yang diatur dalam Anggaran Dasar Perusahaan.

The General Meeting of Shareholders (GMS) is a body within the Company's governance structure that holds specific authorities beyond those of the Board of Commissioners and the Board of Directors, as stipulated by applicable laws and regulations and the Company's Articles of Association. As a form of accountability, the GMS serves as a forum for the Board of Commissioners and the Board of Directors to present performance reports and account for the management of the Company during the current period.

At the General Meeting of Shareholders, all shareholders are afforded equal opportunities and rights to participate in strategic decision-making that impacts the Company's business continuity. This forum serves as a platform for Shareholders to exercise their rights and authorities in accordance with the provisions of the Articles of Association, including evaluating the Company's management, approving amendments to the Articles of Association, appointing and removing members of the Board of Directors and/or the Board of Commissioners, determining the division of duties and authorities of the Board of Directors, and making other important decisions regarding the Company's strategic direction and policies.

TYPES OF GENERAL SHAREHOLDERS' MEETINGS

In accordance with the applicable regulations, the General Meeting of Shareholders consists of the Annual General Meeting and the Extraordinary General Meeting. The Annual General Meeting must be held at least once during each fiscal year and must be convened no later than 6 (six) months after the end of the fiscal year. Meanwhile, an Extraordinary General Meeting of Shareholders may be held at any time if deemed necessary by the Shareholders or upon the proposal of the Board of Commissioners and/or the Board of Directors.

In addition to in-person meetings, shareholders may also make decisions through the Circular Resolution mechanism or a Circular General Meeting of Shareholders. This mechanism allows decisions to be made outside the physical General Meeting of Shareholders forum. Decisions made through a Circular General Meeting of Shareholders have the same legal force as decisions made at a physically held General Meeting of Shareholders, provided that all Shareholders with voting rights give their written consent to the proposed resolutions.

CONDUCT OF THE 2025 GENERAL MEETING OF SHAREHOLDERS

Throughout 2025, the Company held one (1) Annual General Meeting of Shareholders for the 2024 fiscal year, which took place on June 26, 2025. The Annual General Meeting of Shareholders was conducted in accordance with the provisions set forth in the Company's Articles of Association.

Seluruh tahapan penyelenggaraan RUPS Tahunan Tahun Buku 2024 dilaksanakan dengan berpedoman pada mekanisme dan prosedur yang berlaku sebagaimana ditetapkan dalam Anggaran Dasar, dengan rincian tahapan sebagai berikut:

All stages of the 2024 Fiscal Year Annual GMS were carried out in accordance with the applicable mechanisms and procedures as stipulated in the Articles of Association, with the following detailed stages:

Tahapan Penyelenggaraan RUPS Tahunan Tahun Buku 2024

Stages of the 2024 Fiscal Year Annual General Meeting

Pemanggilan RUPS Convening of the AGM	Pemanggilan RUPST kepada Pemegang Saham dilakukan paling lambat 14 (empat belas) hari sebelum RUPS diadakan, dengan tidak memperhitungkan tanggal pemanggilan dan tanggal RUPS diadakan. Pemanggilan RUPS Tahunan Perusahaan dilakukan pada tanggal 11 Juni 2025 melalui surat tercatat No. 052/PTK0000/2025-S9. The notice of the Annual General Meeting of Shareholders must be issued no later than 14 (fourteen) days prior to the meeting, excluding the date of the notice and the date of the meeting. The notice of the Company's Annual General Meeting was issued on June 11, 2025 via registered mail No. 052/PTK0000/2025-S9.
Penyelenggaraan RUPS Conduct of the General Meeting	Penyelenggaraan RUPST dilaksanakan sesuai dengan ketentuan Anggaran Dasar Perusahaan selambat-lambatnya dalam 6 (enam) bulan setelah tahun buku berakhir. RUPST tahun 2025 diselenggarakan pada tanggal 26 Juni 2025 secara fisik di Jakarta. The AGM is held in accordance with the provisions of the Company's Articles of Association no later than 6 (six) months after the end of the fiscal year. The 2025 AGM was held on June 26, 2025, in person in Jakarta.
Hasil RUPS Results of the AGM	Hasil Keputusan RUPST telah dituangkan melalui Akta No. 35 tanggal 26 Juni 2025 yang dibuat dihadapan Notaris Ivan Lazuardi Suwana, SH., M.Kn. The results of the AGM resolutions have been recorded in Deed No. 35 dated June 26, 2025, executed before Notary Ivan Lazuardi Suwana, SH., M.Kn.

RUPS Tahunan Tahun Buku 2024 dihadiri oleh perwakilan Pemegang Saham, seluruh anggota Dewan Komisaris dan Direksi Perusahaan, serta Notaris Ivan Lazuardi Suwana, S.H., M.Kn., sebagai pihak independen yang berperan dalam proses validasi dan perhitungan suara.

The 2024 Annual General Meeting of Shareholders was attended by shareholder representatives, all members of the Company's Board of Commissioners and Board of Directors, as well as Notary Ivan Lazuardi Suwana, S.H., M.Kn., who served as an independent party responsible for the validation and vote counting process.

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Seluruh keputusan yang dihasilkan dalam RUPS Tahunan Tahun Buku 2025 ditetapkan berdasarkan persetujuan Pemegang Saham dan/atau kuasanya yang hadir. Pengambilan keputusan dilakukan melalui mekanisme musyawarah untuk mufakat.

All decisions made at the 2025 Annual General Meeting were adopted based on the approval of the Shareholders and/or their proxies present. Decisions were made through a consensus-based deliberation process.

Mata Acara, Keputusan dan Realisasi RUPS Tahunan Tahun Buku 2024

RUPS Tahunan Tahun Buku 2024 diselenggarakan pada tanggal 26 Juni 2025 dan dihadiri oleh Notaris Ivan Lazuardi Suwana, S.H. M.Kn., Notaris di Jakarta, selaku pihak independen yang bertindak dalam validasi/perhitungan suara. Seluruh Keputusan RUPST tahun 2025 telah disetujui oleh Pemegang Saham dan/atau Kuasa Pemegang Saham yang hadir secara musyawarah untuk mufakat.

Agenda, Resolutions, and Outcomes of the 2024 Annual General Meeting

The Annual General Meeting of Shareholders (AGMS) for Fiscal Year 2024 was held on June 26, 2025, and was attended by Ivan Lazuardi Suwana, S.H., M.Kn., a Notary based in Jakarta, acting as an independent party responsible for vote validation and counting. All resolutions of the 2025 AGMS were approved by the Shareholders and/or their authorized proxies present at the Meeting through deliberation and consensus.

No	Mata Acara Rapat Agenda Item	Keputusan Rapat Meeting Resolution	Realisasi Implementation
1	Mata Acara I: Persetujuan Laporan Tahunan termasuk Pengesahan Laporan Keuangan Perseroan Disertai Pemberian Pelunasan dan Pembebasan Tanggung Jawab Sepenuhnya (<i>volledig acquit et de charge</i>) Kepada Direksi dan Dewan Komisaris. Agenda Item I: Approval of the Annual Report, including Ratification of the Company's Financial Statements and the Granting of Full Release and Discharge (<i>volledig acquit et de charge</i>) to the Board of Directors and the Board of Commissioners.	Keputusan Agenda I: - Menyetujui Laporan Tahunan Perseroan untuk Tahun Buku 2024 (dua ribu dua puluh empat) serta mengesahkan Laporan Keuangan Perseroan Tahun Buku yang berakhir tanggal 31-12-2024 (tiga puluh satu Desember dua ribu dua puluh empat) beserta penjelasannya yang telah diaudit oleh KAP Rintis, Jumadi, Rianto & rekan (PwC) sebagaimana termuat dalam Laporan Nomor 0067/2.1457/AU.1/06/02431/1/IV/2025 tanggal 25-04-2025 (dua puluh lima April dua ribu dua puluh lima) dengan pendapat "wajar dalam semua hal yang material". - Memberikan pelunasan dan pembebasan sepenuhnya (<i>volledig acquit et de charge</i>) kepada Direksi Perseroan atas tindakan pengurusan dan kepada Dewan Komisaris Perseroan untuk tindakan pengawasan yang dilakukan dalam Tahun Buku 2024 (dua ribu dua puluh empat) yang berakhir tanggal 31 Desember 2024 sepanjang: - Tindakan-tindakan tersebut tercermin dalam Laporan Tahunan Perseroan termasuk Laporan Keuangan Tahun Buku 2024 (dua ribu dua puluh empat) yang berakhir tanggal 31-12-2024 (tiga puluh satu Desember dua ribu dua puluh empat). - Tindakan-tindakan tersebut bukan merupakan tindakan pidana dan/atau perbuatan melawan hukum. Resolution on Agenda Item I: - Approved the Company's Annual Report for Fiscal Year 2024 and ratified the Company's Financial Statements for the fiscal year ended December 31, 2024, including the accompanying disclosures, which had been audited by KAP Rintis, Jumadi, Rianto & Rekan (PwC) as set forth in Report No. 0067/2.1457/AU.1/06/02431/1/IV/2025 dated April 25, 2025, expressing an opinion that the financial statements present fairly, in all material respects. - Granted full release and discharge (<i>volledig acquit et de charge</i>) to the Board of Directors for management actions and to the Board of Commissioners for supervisory actions undertaken during Fiscal Year 2024 ended December 31, 2024, provided that: - Such actions are reflected in the Company's Annual Report, including the Financial Statements for Fiscal Year 2024 ended December 31, 2024. - Such actions do not constitute criminal acts and/or violations of applicable laws and regulations.	Telah terealisasi. Laporan Tahunan dan Laporan Keuangan telah disahkan dalam rapat. Has been implemented. The Annual Report and Financial Statements were approved at the meeting.
2	Mata Acara II: Pengusulan dan Penetapan Penggunaan Laba Tahun Buku 2024. Agenda Item II: Proposal and Determination of the Appropriation of Profit for Fiscal Year 2024.	Keputusan Agenda II: Usulan penetapan penggunaan laba tahun buku yang berakhir pada tanggal 31 Desember 2024 akan disetujui kemudian dan ditetapkan dalam RUPS terpisah. Resolution on Agenda Item II: The proposal regarding the appropriation of profit for the fiscal year ended December 31, 2024 shall be approved at a later date and determined through a separate GMS.	Belum Terealisasi. Not yet Implemented.
3	Mata Acara III: Pengusulan dan Penetapan Penunjukan Kantor Akuntan Publik (KAP) untuk Tahun Buku 2025. Agenda Item III: Proposal and Determination of the Appointment of a Public Accounting Firm (KAP) for Fiscal Year 2025.	Keputusan Agenda III: - Menyetujui pemberian wewenang kepada Dewan Komisaris Perseroan untuk Menunjuk KAP sebagai auditor independen untuk melakukan audit laporan keuangan konsolidasian Perseroan periode tahun buku 2025 (dua ribu dua puluh lima), 2026 (dua ribu dua puluh enam) dan 2027 (dua ribu dua puluh tujuh) berikut besaran nilai jasanya sesuai ketentuan yang berlaku. Dengan ketentuan, KAP yang ditunjuk telah dikonsultasikan atau dikoordinasikan dahulu dengan PT Pertamina International Shipping. - Menetapkan besaran imbalan jasa audit dan persyaratan penunjukan lainnya yang wajar bagi KAP tersebut serta menunjuk KAP pengganti dalam hal dimaksud karena sebab apapun tidak dapat menyelesaikan audit atas Laporan Keuangan Perseroan termasuk menetapkan imbalan jasa audit dan persyaratan lainnya dari KAP Pengganti tersebut. - Melakukan evaluasi atas kinerja KAP untuk tahun buku 2025 dan mengusulkan kembali kepada pemegang saham untuk penetapan KAP periode tahun buku 2026. Resolution on Agenda Item III: - Approved the granting of authority to the Company's Board of Commissioners to appoint a Public Accounting Firm (KAP) as the independent auditor to audit the Company's consolidated financial statements for Fiscal Years 2025, 2026, and 2027, including determining the audit fees in accordance with the prevailing regulations, provided that the appointed KAP has been consulted and coordinated in advance with PT Pertamina International Shipping. - Authorized the determination of reasonable audit fees and other appointment requirements for the appointed KAP, as well as the appointment of a replacement KAP should the appointed KAP be unable, for any reason, to complete the audit of the Company's Financial Statements, including determining the audit fees and other appointment requirements of the replacement KAP. - Conduct an evaluation of the KAP's performance for Fiscal Year 2025 and submit recommendations to the shareholders regarding the appointment of the KAP for Fiscal Year 2026.	Telah terealisasi. Pemegang Saham telah menunjuk Kantor Akuntan Publik (KAP) Rintis, Jumadi, Rianto & Rekan. Has been implemented. The Shareholders have appointed KAP Rintis, Jumadi, Rianto & Rekan as the Company's Public Accounting Firm.

No	Mata Acara Rapat Agenda Item	Keputusan Rapat Meeting Resolution	Realisasi Implementation
4	Mata Acara IV: Pengusulan dan Penetapan Penghargaan atas Kinerja (Tantiem) kepada Direksi dan Dewan Komisaris Tahun Buku 2024. Agenda Item IV: Proposal and Determination of Performance Incentives (Tantiem) for the Board of Directors and the Board of Commissioners for Fiscal Year 2024.	Keputusan Agenda IV: - Usulan penetapan penghargaan atas kinerja (tantiem) kepada Direksi Perseroan dan Dewan Komisaris Perseroan tahun buku 2025 akan disetujui kemudian dan ditetapkan dalam RUPS Perseroan terpisah. - Usulan penetapan remunerasi Direksi Perseroan dan Dewan Komisaris Perseroan tahun buku 2025 akan disetujui kemudian dan ditetapkan dalam RUPS terpisah. Resolution on Agenda Item IV: - The proposal regarding the determination of performance incentives (tantiem) for the Company's Board of Directors and Board of Commissioners for Fiscal Year 2025 shall be approved at a later date and determined through a separate GMS. - The proposal regarding the remuneration of the Company's Board of Directors and Board of Commissioners for Fiscal Year 2025 shall be approved at a later date and determined through a separate GMS.	Belum Terealisasi. Not yet Implemented.
5	Mata Acara V: Pengusulan dan Penetapan Remunerasi Direksi dan Dewan Komisaris Tahun Buku 2025. Agenda Item V: Proposal and Determination of the Remuneration of the Board of Directors and the Board of Commissioners for Fiscal Year 2025.	Keputusan Agenda V: Remunerasi Direksi dan Dewan Komisaris Perseroan Tahun Buku 2023 akan ditentukan kemudian dan akan dilaksanakan dalam RUPS terpisah secara sirkuler. Resolution on Agenda Item V: The remuneration of the Company's Board of Directors and Board of Commissioners for Fiscal Year 2025 shall be determined at a later date and resolved through a separate circular GMS.	Belum Terealisasi. Not yet Implemented.

Mata Acara, Keputusan dan Realisasi RUPS Luar Biasa Tahun 2025

Pada tahun 2025, Perseroan tidak menyelenggarakan Rapat Umum Pemegang Saham Luar Biasa (RUPSLB). Oleh karena itu, tidak terdapat informasi terkait pelaksanaan RUPSLB yang disajikan pada bagian ini.

Agenda, Resolutions, and Implementation of the 2025 Extraordinary General Meeting

In 2025, the Company did not hold an Extraordinary General Meeting of Shareholders (EGMS). Therefore, there is no information regarding the implementation of an EGMS to be presented in this section.

Mata Acara, Keputusan dan Realisasi RUPS Sirkuler Tahun 2025

Pada tahun 2025, Pemegang Saham telah mengambil keputusan melalui mekanisme RUPS Sirkuler tanpa menyelenggarakan rapat secara fisik, sesuai dengan ketentuan peraturan perundang-undangan yang berlaku.

Agenda, Resolutions, and Implementation of the 2025 Circular General Meeting

In 2025, the Shareholders adopted resolutions through a Circular General Meeting of Shareholders mechanism without convening a physical meeting, in accordance with the prevailing laws and regulations.

No	Mata Acara Rapat Agenda Item	Keputusan Rapat Meeting Resolution	Realisasi Implementation
1	Keputusan Pemegang Saham secara Sirkuler (KPSSS) Tanggal 6 Maret 2025 tentang Penempatan Wakil Perseroan sebagai Komisaris dan Direktur pada Anak Perusahaan. Circular Shareholders' Resolution dated March 6, 2025 regarding the Appointment of the Company's Representatives as Commissioners and Directors of Subsidiaries.	Menyetujui penempatan Wakil Perseroan sebagai Komisaris dan Direktur pada Anak Perusahaan PTK (Komisaris PPL, PMSol, TYM dan Dir PPL). Approved the appointment of the Company's representatives as Commissioners and Directors of PTK subsidiaries (Commissioners of PPL, PMSol, TYM, and Director of PPL).	Telah terealisasi. Has been implemented.
2	Keputusan Pemegang Saham secara Sirkuler (KPSSS) Tanggal 16 Juni 2025 tentang Pemberhentian Anggota Direksi Perseroan. Circular Shareholders' Resolution dated June 16, 2025 regarding the Dismissal of a Member of the Company's Board of Directors.	Memberhentikan Bapak Andy Arfianto sebagai Direktur Pemasaran Perseroan berlaku efektif terhitung mulai tanggal 12 Juni 2025. Dismissed Mr. Andy Arfianto from his position as the Company's Director of Marketing, effective as of June 12, 2025.	Telah terealisasi. Has been implemented.

No	Mata Acara Rapat Agenda Item	Keputusan Rapat Meeting Resolution	Realisasi Implementation
3	Keputusan Pemegang Saham secara Sirkuler (KPSSS) Tanggal 16 September 2025 tentang Pemberhentian Anggota Dewan Komisaris Perseroan. Circular Shareholders' Resolution dated September 16, 2025 regarding the Dismissal of a Member of the Company's Board of Commissioners.	Memberhentikan Bapak Andi Saiful Haq sebagai Anggota Dewan Komisaris Perseroan berlaku efektif terhitung mulai tanggal 30 Juni 2025. Dismissed Mr. Andi Saiful Haq from his position as a Member of the Company's Board of Commissioners, effective as of June 30, 2025.	Telah terealisasi. Has been implemented.
4	Keputusan Pemegang Saham secara Sirkuler (KPSSS) Tanggal 30 September 2025 tentang Rencana Kerja dan Anggaran Perusahaan (RKAP) Perseroan Tahun 2025. Circular Shareholders' Resolution dated September 30, 2025 regarding the Company's 2025 Work Plan and Budget (RKAP).	Mengesahkan Rencana Kerja dan Anggaran Perusahaan (RKAP) Perseroan Tahun 2025 dan menyetujui <i>Key Performance Indicator</i> (KPI) Tahun 2025 setelah ditetapkan dan ditandatangani oleh Direktur Utama PT Pertamina International Shipping sebagai Subholding Integrated Marine Logistics. Approved the Company's 2025 Work Plan and Budget (RKAP) and the 2025 Key Performance Indicators (KPIs) upon their determination and execution by the President Director of PT Pertamina International Shipping as the Integrated Marine Logistics Subholding.	Telah terealisasi. Has been implemented.
5	Keputusan Pemegang Saham secara Sirkuler (KPSSS) Tanggal 26 November 2025 tentang Pemberhentian dan Pengangkatan Direksi Perseroan. Circular Shareholders' Resolution dated November 26, 2025 regarding the Dismissal and Appointment of the Company's Directors.	1. Memberhentikan Bapak Afan Aftory sebagai Direktur Keuangan & Sumber Daya Manusia; 2. Mengangkat: a. Bapak Albertus Anto Budi Santosa sebagai Direktur Pemasaran Perseroan; b. Bapak Eko Cahyadi sebagai Direktur Keuangan & Sumber Daya Manusia Perseroan; c. Ibu Dewi Susanti sebagai Direktur Armada Perseroan; d. berlaku efektif terhitung mulai tanggal 26 November 2025 untuk jangka waktu 1 (satu) periode masa jabatan. 1. Dismissed Mr. Afan Aftory from his position as Director of Finance & Human Resources. 2. Appointed: a. Mr. Albertus Anto Budi Santosa as the Company's Director of Marketing; b. Mr. Eko Cahyadi as the Company's Director of Finance & Human Resources; c. Ms. Dewi Susanti as the Company's Director of Fleet Operations; d. effective as of November 26, 2025, for a term of office of one (1) tenure period.	Telah terealisasi. Has been implemented.
6	Keputusan Pemegang Saham secara Sirkuler (KPSSS) Tanggal 27 November 2025 tentang Penggunaan Laba Tahun Buku 2025. Circular Shareholders' Resolution dated November 27, 2025 regarding the Appropriation of Profit for Fiscal Year 2025.	Menyetujui Penggunaan Laba Tahun Buku 2025 yang akan disisihkan sebagai cadangan wajib dan menyetujui akan melakukan pembagian dividen dari laba bersih Tahun Buku 2024 kepada para pemegang saham. Approved the appropriation of profit for Fiscal Year 2025 to be allocated as statutory reserves and approved the distribution of dividends from the net profit of Fiscal Year 2024 to the shareholders.	Telah terealisasi. Has been implemented.
7	Keputusan Pemegang Saham secara Sirkuler (KPSSS) Tanggal 31 Desember 2025 tentang Revisi Rencana Kerja dan Anggaran Perusahaan (RKAP) Perseroan Tahun 2025. Circular Shareholders' Resolution dated December 31, 2025 regarding the Revision of the Company's 2025 Work Plan and Budget (RKAP).	Menyetujui perubahan (revisi) terhadap Rencana Kerja dan Anggaran Perusahaan (RKAP) Perseroan Tahun 2025 sebagaimana dimaksud dalam Keputusan Pemegang Saham Secara Sirkuler Perseroan tanggal 30 September 2025 tentang Rencana Kerja dan Anggaran Perusahaan Tahun 2025. Approved the amendment (revision) to the Company's 2025 Work Plan and Budget (RKAP) as referred to in the Company's Circular Shareholders' Resolution dated September 30, 2025 regarding the 2025 Work Plan and Budget.	Telah terealisasi. Has been implemented.

INFORMASI HASIL KEPUTUSAN RUPS TAHUN 2024

Sepanjang tahun 2024, Perusahaan telah menyelenggarakan 3 (tiga) kali RUPS, yang meliputi 1 (satu) kali RUPS Tahunan, 1 (satu) kali RUPS Luar Biasa, dan 1 (satu) kali RUPS Sirkuler.

Mata Acara, Keputusan dan Realisasi RUPS Tahunan Tahun Buku 2023

RUPS Tahunan Tahun Buku 2023 diselenggarakan pada tanggal 14 Juni 2024 dan dihadiri oleh Notaris Fessy Farizqoh Alwi, S.H. M.Kn.,

INFORMATION ON THE RESULTS OF THE 2024 AGM RESOLUTIONS

Throughout 2024, the Company held 3 (three) General Meetings of Shareholders, including 1 (one) Annual General Meeting, 1 (one) Extraordinary General Meeting, and 1 (one) Circular General Meeting.

Agenda, Resolutions, and Implementation of the 2023 Annual General Meeting

The 2023 Annual General Meeting was held on June 14, 2024, and was attended by Notary Fessy Farizqoh Alwi, S.H. M.Kn., a Notary

Notaris di Jakarta, selaku pihak independen yang bertindak dalam validasi/perhitungan suara. Seluruh Keputusan RUPST tahun 2024 telah disetujui oleh Pemegang Saham dan/atau Kuasa Pemegang Saham yang hadir secara musyawarah untuk mufakat.

in Jakarta, acting as an independent party responsible for vote validation and counting. All resolutions of the 2024 Annual General Meeting of Shareholders were approved by the Shareholders and/or Proxy Holders present through consensus.

No	Mata Acara Rapat Agenda Item	Keputusan Rapat Meeting Resolution	Realisasi Implementation
1	Mata Acara I: Persetujuan Laporan Tahunan termasuk Pengesahan Laporan Keuangan Perseroan Disertai Pemberian Pelunasan dan Pembebasan Tanggung Jawab Sepenuhnya (<i>volledig acquit et de charge</i>) kepada Direksi dan Dewan Komisaris. Agenda Item I: Approval of the Annual Report, including the adoption of the Company's Financial Statements, accompanied by the granting of full discharge and release from liability (<i>volledig acquit et de charge</i>) to the Board of Directors and the Board of Commissioners.	Keputusan Agenda I: - Menyetujui Laporan Tahunan Perseroan Tahun Buku 2023 serta mengesahkan laporan keuangan Perseroan untuk tahun buku yang berakhir tanggal 31 Desember 2023 beserta penjelasannya. - Memberikan pelunasan dan pembebasan sepenuhnya dari tanggung jawab (<i>volledig acquit et de charge</i>) kepada Direksi atas tindakan pengurusan dan kepada Dewan Komisaris atas tindakan pengawasan yang telah dilakukan dalam tahun buku yang berakhir pada tanggal 31 Desember 2023 sepanjang: - Tindakan-tindakan tersebut tercermin dalam Laporan Tahunan Perseroan (termasuk laporan keuangan) Tahun Buku yang berakhir pada tanggal 31 Desember 2023. - Tindakan-tindakan tersebut bukan merupakan tindak pidana dan/atau perbuatan melawan hukum. Resolution on Agenda Item I: - To approve the Company's Annual Report for the 2023 fiscal year and to adopt the Company's financial statements for the fiscal year ending December 31, 2023, along with their notes. - Granting full acquittance and discharge of liability () to the Board of Directors for their management actions and to the Board of Commissioners for their supervisory actions carried out during the fiscal year ending December 31, 2023, provided that: - These actions are reflected in the Company's Annual Report (including the financial statements) for the fiscal year ending December 31, 2023. - These actions do not constitute criminal offenses and/or unlawful acts.	Telah terealisasi. Laporan Tahunan dan Laporan Keuangan telah disahkan dalam rapat. Has been implemented. The Annual Report and Financial Statements were approved at the meeting.
2	Mata Acara II: Pengusulan dan Penetapan Penggunaan Laba Tahun Buku 2023. Agenda Item II: Proposal and Determination of the Appropriation of Profits for the 2023 Fiscal Year.	Keputusan Agenda II: Penetapan Penggunaan Laba Perseroan Tahun Buku 2023 akan ditentukan kemudian dan akan dilaksanakan dalam RUPS terpisah secara sirkuler. Agenda Item II Decision: The appropriation of the Company's profits for the 2023 fiscal year will be determined at a later date and will be carried out in a separate General Meeting of Shareholders via a circular resolution.	Telah terealisasi sesuai dengan keputusan rapat. Implemented in accordance with the meeting's decision.
3	Mata Acara III: Pengusulan dan Penetapan Kembali Kantor Akuntan Publik (KAP) untuk Tahun Buku 2024. Agenda Item III: Proposal and Reappointment of the Public Accounting Firm (KAP) for the 2024 Fiscal Year.	Keputusan Agenda III: Menyetujui Penunjukan dan penetapan kembali Kantor Akuntan Publik Tanudiredja, Wibisana, Rintis & Rekan (Price Waterhouse Coopers) yang berubah nama menjadi KAP Rintis, Jumadi, Rianto & Rekan pada tahun 2024 dalam melakukan pemeriksaan atas Laporan Keuangan Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2024 sesuai dengan hasil evaluasi dan usulan Dewan Komisaris Perseroan. Agenda Item III Resolution: To approve the appointment and reappointment of the Public Accounting Firm Tanudiredja, Wibisana, Rintis & Partners (Price Waterhouse Coopers), which changed its name to KAP Rintis, Jumadi, Rianto & Partners in 2024 to conduct an audit of the Company's Financial Statements for the fiscal year ending December 31, 2024, in accordance with the evaluation results and proposal of the Company's Board of Commissioners.	Telah terealisasi. Pemegang Saham telah menunjuk Kantor Akuntan Publik (KAP) Tanudiredja, Wibisana, Rintis dan Rekan. Has been implemented. The Shareholders have appointed the Public Accounting Firm (KAP) Tanudiredja, Wibisana, Rintis & Partners.
4	Mata Acara IV: Pengusulan dan Penetapan Penghargaan atas Kinerja (Tantiem) kepada Direksi dan Dewan Komisaris Tahun Buku 2023. Agenda Item IV: Proposal and Approval of Performance Bonuses (Tantiem) for the Board of Directors and Board of Commissioners for the 2023 Fiscal Year.	Keputusan Agenda IV: Penghargaan atas Kinerja (Tantiem) kepada Direksi dan Dewan Komisaris Perseroan Tahun Buku 2023 akan ditentukan kemudian dan akan dilaksanakan dalam RUPS terpisah secara sirkuler. Agenda Item IV: Performance-Based Bonuses (Tantiem) for the Company's Board of Directors and Board of Commissioners for the 2023 Fiscal Year will be determined at a later date and will be implemented at a separate General Meeting of Shareholders held by written resolution.	Telah terealisasi. Penetapan tantiem Direksi dan Dewan Komisaris tertuang dalam KPSSS tanggal 22 Oktober 2024 tentang Penetapan Penghargaan Atas Kinerja Tahun Buku 2023 dan Penetapan Remunerasi Tahun 2024 Direksi dan Dewan Komisaris. Has been implemented. The determination of performance bonuses for the Board of Directors and the Board of Commissioners is set forth in the KPSSS dated October 22, 2024, regarding the Determination of Performance Bonuses for the 2023 Fiscal Year and the Determination of Remuneration for 2024 for the Board of Directors and the Board of Commissioners.

No	Mata Acara Rapat Agenda Item	Keputusan Rapat Meeting Resolution	Realisasi Implementation
5	Mata Acara V: Pengusulan dan Penetapan Remunerasi Direksi dan Dewan Komisaris Tahun Buku 2024. Agenda Item V: Proposal and Determination of Remuneration for the Board of Directors and Board of Commissioners for Fiscal Year 2024.	Keputusan Agenda V: Remunerasi Direksi dan Dewan Komisaris Perseroan Tahun Buku 2023 akan ditentukan kemudian dan akan dilaksanakan dalam RUPS terpisah secara sirkuler. Agenda Item V Decision: Remuneration for the Company's Board of Directors and Board of Commissioners for the 2023 Fiscal Year will be determined at a later date and will be implemented in a separate circular General Meeting of Shareholders.	Telah terealisasi. Penetapan remunerasi Direksi dan Dewan Komisaris tertuang dalam KPSSS tanggal 22 Oktober 2024 tentang Penetapan Penghargaan Atas Kinerja Tahun Buku 2023 dan Penetapan Remunerasi Tahun 2024 Direksi dan Dewan Komisaris. Has been implemented. The determination of remuneration for the Board of Directors and the Board of Commissioners is set forth in the KPSSS dated October 22, 2024, regarding the Determination of Performance Awards for the 2023 Fiscal Year and the Determination of Remuneration for the Board of Directors and the Board of Commissioners for 2024.

Mata Acara, Keputusan dan Realisasi RUPS Luar Biasa Tahun 2024

Pada tahun 2024, Perusahaan telah menyelenggarakan RUPS Luar Biasa (RUPSLB) yang dilaksanakan secara fisik pada tanggal 14 Juni 2024 dengan agenda Pengusulan Perubahan Tempat Kedudukan Perseroan pada Anggaran Dasar Perseroan.

Agenda, Resolutions, and Implementation of the 2024 Extraordinary General Meeting of Shareholders

In 2024, the Company held an Extraordinary General Meeting of Shareholders (EGM) in person on June 14, 2024, with the agenda item being the Proposal to Amend the Company's Registered Office in the Company's Articles of Association.

No	Mata Acara Rapat Agenda Item	Keputusan Rapat Meeting Resolution	Realisasi Implementation
1	Mata Acara I: Pengusulan Perubahan Tempat Kedudukan Perseroan pada Anggaran Dasar Perseroan. Agenda Item I: Proposal to Amend the Company's Registered Office in the Company's Articles of Association.	Keputusan Agenda I: Menyetujui Perubahan Tempat Kedudukan Perseroan yang berada di Gedung Pertamina, Jalan Kramat Raya Nomor 29, Rukun Tetangga 002, Rukun Warga 002, Kelurahan Kramat, Kecamatan Senen, Kota Administratif Jakarta Pusat menjadi Gedung ex-Shipping PT Pertamina (Persero) yang beralamat di Jalan Yos Sudarso Nomor 32-34, Kelurahan Kebon Bawang, Kecamatan Tanjung Priok, Kota Administratif, Jakarta Utara. Agenda Item I: Approve the change of the Company's registered office from the Pertamina Building, 29 Kramat Raya Street, Neighborhood Unit 002, Community Unit 002, Kramat Village, Senen Subdistrict, Central Jakarta Administrative City, to the former-Shipping Building of PT Pertamina (Persero), located at Jalan Yos Sudarso No. 32-34, Kebon Bawang Village, Tanjung Priok Subdistrict, North Jakarta Administrative City.	Telah terealisasi. Has been implemented.

Mata Acara, Keputusan dan Realisasi RUPS Sirkuler Tahun 2024

Pada tahun 2024, Pemegang Saham telah mengambil keputusan melalui mekanisme RUPS Sirkuler tanpa menyelenggarakan rapat secara fisik, sesuai dengan ketentuan peraturan perundang-undangan yang berlaku.

Agenda, Resolutions, and Implementation of the 2024 Circular General Meeting of Shareholders

In 2024, Shareholders made decisions through the Circular GMS mechanism without holding a physical meeting, in accordance with the provisions of applicable laws and regulations.

No	Mata Acara Rapat Agenda Item	Keputusan Rapat Meeting Resolutions	Realisasi Implementation
1	Keputusan Pemegang Saham secara Sirkuler (KPSSS) Tanggal 12 Januari 2024 Tentang Pengangkatan Anggota Dewan Komisaris. Circular Resolution of Shareholders (KPSSS) dated January 12, 2024, Regarding the Appointment of a Member of the Board of Commissioners.	Mengangkat Bapak Hartanto sebagai Komisaris Perseroan berlaku efektif terhitung mulai tanggal 12 Januari 2024 untuk jangka waktu 1 (satu) periode masa jabatan. To appoint Mr. Hartanto as a Commissioner of the Company, effective as of January 12, 2024, for a term of 1 (one) term of office.	Telah terealisasi. Has been implemented.

No	Mata Acara Rapat Agenda Item	Keputusan Rapat Meeting Resolutions	Realisasi Implementation
2	Keputusan Pemegang Saham secara Sirkuler (KPSSS) Tanggal 12 Februari 2024 Tentang Pengangkatan Anggota Komisaris Independen. Circular Shareholders' Resolution (KPSSS) dated February 12, 2024, regarding the appointment of an Independent Commissioner.	Mengangkat Bapak Agustinus Prasetyantoko sebagai Komisaris Independen Perseroan berlaku efektif terhitung mulai tanggal 12 Februari 2024 untuk jangka waktu 1 (satu) periode masa jabatan. To appoint Mr. Agustinus Prasetyantoko as an Independent Commissioner of the Company, effective as of February 12, 2024, for a term of 1 (one) term of office.	Telah terealisasi. Has been implemented.
3	Keputusan Pemegang Saham secara Sirkuler (KPSSS) Tanggal 10 Juli 2024 Tentang Pengangkatan dan Pemberhentian Dewan Komisaris. Circular Resolution of Shareholders (KPSSS) dated July 10, 2024, Regarding the Appointment and Dismissal of the Board of Commissioners.	1. Mengangkat Bapak Insinyur Subagio Hari Moeljanto sebagai Komisaris Utama Perseroan berlaku efektif terhitung mulai tanggal 10 Juli 2024 untuk jangka waktu 1 (satu) periode masa jabatan. 2. Memberhentikan Bapak Khalid Zabidi sebagai Komisaris Perseroan. 3. Mengangkat Kembali Bapak Insinyur Amir Hamzah sebagai Komisaris Perseroan (Periode Jabatan Kedua) berlaku efektif terhitung mulai tanggal 10 Juli 2024 untuk jangka waktu 1 (satu) periode masa jabatan. 1. To appoint Mr. Subagio Hari Moeljanto, Engineer, as the Company's President Commissioner, effective as of July 10, 2024, for a term of 1 (one) term of office. 2. Removing Mr. Khalid Zabidi as a Commissioner of the Company. 3. Re-appointing Mr. Amir Hamzah, Engineer, as a Commissioner of the Company (Second Term of Office), effective as of July 10, 2024, for a term of 1 (one) term of office.	Telah terealisasi. Has been implemented.
4	Keputusan Pemegang Saham secara Sirkuler (KPSSS) Tanggal 30 Agustus 2024 tentang Rencana Kerja dan Anggaran Perusahaan (RKAP) Perseroan Tahun 2024. Circular Resolution of Shareholders (KPSSS) dated August 30, 2024, regarding the Company's 2024 Work Plan and Budget (RKAP).	Mengesahkan Rencana Kerja dan Anggaran Perusahaan (RKAP) Perseroan Tahun 2024 dan menyetujui Key Performance Indicator (KPI) Tahun 2024 setelah ditetapkan dan ditandatangani oleh Direktur Utama PT Pertamina International Shipping sebagai Subholding Integrated Marine Logistics. Approve the Company's 2024 Work Plan and Budget (RKAP) and approving the 2024 Key Performance Indicators (KPIs) after they have been established and signed by the President Director of PT Pertamina International Shipping as the Integrated Marine Logistics Subholding.	Telah terealisasi. Has been implemented.
5	Keputusan Pemegang Saham secara Sirkuler (KPSSS) Tanggal 15 Oktober 2024 Tentang Pengalihan Tugas dan Pengangkatan Anggota Direksi. Circular Shareholders' Resolution (KPSSS) dated October 15, 2024, regarding the Transfer of Duties and Appointment of Board Members.	1. Mengalihkan tugas Bapak Slamet Harianto yang semula menjabat sebagai Direktur Operasi menjadi Direktur Armada Perseroan, berlaku efektif terhitung mulai tanggal 15 Oktober 2024 dengan melanjutkan masa jabatan sebelumnya. 2. Mengangkat Bapak Yudi Wibisono sebagai Direktur Operasi berlaku efektif terhitung mulai tanggal 15 Oktober 2024 untuk jangka waktu 1 (satu) periode masa jabatan. 3. Mengangkat Kembali Afan Aftory sebagai Direktur Keuangan dan SDM (Periode jabatan kedua) berlaku efektif terhitung mulai tanggal 15 Oktober 2024 untuk jangka waktu 1 (satu) periode masa jabatan. 1. To transfer the duties of Mr. Slamet Harianto, who previously served as Operations Director, to the position of Fleet Director of the Company, effective as of October 15, 2024, while continuing his previous term of office. 2. Appointing Mr. Yudi Wibisono as Operations Director, effective as of October 15, 20, for a term of 1 (one) period. 3. The reappointment of Afan Aftory as Finance and Human Resources Director (second term) is effective as of October 15, 2024, for a term of 1 (one) year.	Telah terealisasi. Has been implemented.

Dewan Komisaris Board of Commissioners

Dewan Komisaris merupakan salah satu organ yang memiliki fungsi pengawasan terhadap pengelolaan Perusahaan yang dijalankan oleh Direksi. Dewan Komisaris memastikan bahwa seluruh kebijakan dan keputusan manajemen berada dalam koridor visi dan misi Perusahaan.

Selain menjalankan fungsi pengawasan, Dewan Komisaris juga berperan dalam memastikan penerapan GCG dilaksanakan secara konsisten. Komitmen ini diwujudkan dengan memastikan prinsip-prinsip GCG diinternalisasikan dan diterapkan secara berkelanjutan dalam seluruh aktivitas dan proses pengelolaan Perusahaan.

PEDOMAN DAN TATA TERTIB KERJA DEWAN KOMISARIS

Dewan Komisaris telah memiliki pedoman kerja atau *Board Manual* yang menjadi acuan dalam menjalankan fungsi pengawasan dan pemberian nasihat. Pedoman tersebut disusun sebagai panduan operasional bagi Dewan Komisaris agar pelaksanaan tugas senantiasa sejalan dengan visi dan misi Perusahaan.

Board Manual ditetapkan dan berlaku berdasarkan kesepakatan bersama antara Dewan Komisaris dan Direksi pada tanggal 25 Juni 2018. Dokumen ini memuat berbagai ketentuan yang mengatur tata laksana kerja Dewan Komisaris, antara lain meliputi:

1. Tugas, wewenang, dan kewajiban Dewan Komisaris;
2. Rapat Dewan Komisaris;
3. Organ pendukung Dewan Komisaris;
4. Struktur organisasi;
5. Prinsip dasar hubungan kerja Direksi dan Dewan Komisaris; dan
6. Tata laksana hubungan kerja Dewan Komisaris dan Direksi yang mencakup di dalamnya komunikasi formal serta komunikasi dan pertemuan informal, dan penggunaan waktu, sarana, dan fasilitas.

TUGAS DAN TANGGUNG JAWAB DEWAN KOMISARIS

Berdasarkan *Board Manual* dan Anggaran Dasar, tugas dan tanggung jawab Dewan Komisaris mencakup pengawasan terhadap pengelolaan Perusahaan dan pemberian nasihat kepada Direksi. Berikut rangkaian tugas dan tanggung jawab yang dimiliki Dewan Komisaris:

1. Memberikan pendapat dan saran kepada RUPS mengenai Rencana Jangka Panjang Perusahaan dan Rencana Kerja dan Anggaran Perusahaan yang diusulkan Direksi;
2. Mengikuti perkembangan kegiatan Perusahaan, memberikan pendapat dan saran kepada RUPS mengenai setiap masalah yang dianggap penting bagi pengelolaan Perusahaan;

The Board of Commissioners is one of the bodies responsible for overseeing the management of the Company carried out by the Board of Directors. The Board of Commissioners ensures that all management policies and decisions align with the Company's vision and mission.

In addition to performing its supervisory functions, the Board of Commissioners also plays a role in ensuring that GCG is consistently implemented. This commitment is demonstrated by ensuring that GCG principles are internalized and applied on an ongoing basis in all of the Company's activities and management processes.

GUIDELINES AND RULES OF PROCEDURE FOR THE BOARD OF COMMISSIONERS

The Board of Commissioners has established a Board Manual that serves as a reference for carrying out its oversight and advisory functions. This manual is designed as an operational guide for the Board of Commissioners to ensure that the performance of its duties remains aligned with the Company's vision and mission.

The Board Manual was adopted and took effect based on a mutual agreement between the Board of Commissioners and the Board of Directors on June 25, 2018. This document contains various provisions governing the operations of the Board of Commissioners, including:

1. The duties, powers, and responsibilities of the Board of Commissioners;
2. Meetings of the Board of Commissioners;
3. Supporting bodies of the Board of Commissioners;
4. Organizational structure;
5. Basic principles of the working relationship between the Board of Directors and the Board of Commissioners; and
6. The management of working relationships between the Board of Commissioners and the Board of Directors, including formal communication as well as informal communication and meetings, and the use of time, resources, and facilities.

DUTIES AND RESPONSIBILITIES OF THE BOARD OF COMMISSIONERS

In accordance with the Board Manual and the Articles of Association, the duties and responsibilities of the Board of Commissioners include overseeing the management of the Company and providing advice to the Board of Directors. The following are the duties and responsibilities of the Board of Commissioners:

1. Providing opinions and recommendations to the General Meeting of Shareholders regarding the Company's Long-Term Plan and the Work Plan and Budget proposed by the Board of Directors;
2. Monitoring the Company's operations, providing opinions and recommendations to the General Meeting of Shareholders regarding any matters deemed important for the Company's management;

3. Melaporkan dengan segera kepada RUPS apabila terjadi gejala menurunnya kinerja Perusahaan;
4. Meneliti dan menelaah laporan berkala dan laporan tahunan yang disiapkan Direksi serta menandatangani laporan tahunan;
5. Melaksanakan kewajiban lainnya dalam rangka tugas pengawasan dan pemberian nasihat sepanjang tidak bertentangan dengan perundang-undangan, Anggaran Dasar, dan/atau Keputusan RUPS; dan
6. Mematuhi ketentuan-ketentuan lainnya yang berlaku di Induk Perusahaan dan dinyatakan berlaku bagi Perusahaan dan/atau ketentuan lain yang ditetapkan dan disetujui oleh RUPS.

Adapun dalam melaksanakan tugas dan tanggung jawab, setiap anggota Dewan Komisaris diharuskan:

1. Mematuhi Anggaran Dasar dan peraturan perundang-undangan serta prinsip-prinsip profesionalisme, efisiensi, transparansi, kemandirian, akuntabilitas, pertanggungjawaban, serta kewajaran;
2. Beritikad baik, penuh kehati-hatian dan bertanggung jawab kepada Persero dalam hal ini diwakili oleh RUPS dalam menjalankan tugas pengawasan dan pemberian nasihat kepada Direksi untuk kepentingan Perusahaan dan sesuai dengan maksud dan tujuan Perusahaan; dan
3. Dilarang melakukan transaksi yang mempunyai benturan kepentingan dan mengambil kepentingan Perusahaan selain honorarium dan fasilitas yang ditentukan oleh RUPS.

3. Promptly reporting to the GMS if there are signs of a decline in the Company's performance;
4. Reviewing and examining periodic reports and annual reports prepared by the Board of Directors and signing the annual report;
5. Perform other duties in connection with supervisory and advisory responsibilities, provided such duties do not conflict with applicable laws and regulations, the Articles of Association, and/or resolutions of the General Meeting of Shareholders; and
6. Comply with other provisions applicable at the Parent Company and deemed applicable to the Company and/or other provisions established and approved by the General Meeting of Shareholders.

In performing their duties and responsibilities, each member of the Board of Commissioners is required to:

1. Comply with the Articles of Association and applicable laws and regulations, as well as the principles of professionalism, efficiency, transparency, independence, accountability, responsibility, and fairness;
2. Act in good faith, with due care, and be accountable to the Company, in this case represented by the General Meeting of Shareholders, in performing their duties of oversight and providing advice to the Board of Directors for the benefit of the Company and in accordance with the Company's objectives and purposes; and
3. Prohibited from engaging in transactions involving conflicts of interest and from taking any benefits for themselves other than the honorarium and facilities determined by the General Meeting of Shareholders.

SUSUNAN DAN KOMPOSISI DEWAN KOMISARIS

Pada tahun 2025, struktur keanggotaan Dewan Komisaris mengalami penyesuaian yang ditetapkan melalui Pernyataan Keputusan Pemegang Saham secara sirkuler. Keputusan tersebut menjadi dasar berlakunya perubahan susunan dan komposisi Dewan Komisaris Perusahaan.

Sehubungan dengan penetapan tersebut, susunan dan komposisi Dewan Komisaris yang berlaku sampai dengan akhir tahun 2025 adalah sebagai berikut:

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Periode dan Masa Jabatan Term and Tenure
Subagio Hari Moeljanto	Komisaris Utama President Commissioner	Keputusan Pemegang Saham Secara Sirkuler tanggal 10 Juli 2024 Circular Resolution of Shareholders dated July 10, 2024	Periode I, 10 Juli 2024 - Saat Ini Term I, July 10, 2024 - Present
Amir Hamzah	Komisaris Commissioner	Keputusan Pemegang Saham Secara Sirkuler tanggal 10 Juli 2024 Circular Resolution of Shareholders dated July 10, 2024	Periode II, 10 Juli 2024 - Saat Ini Term II, July 10, 2024 - Present
Hartanto	Komisaris Commissioner	Keputusan Pemegang Saham Secara Sirkuler tanggal 11 Oktober 2023 Circular Resolution of Shareholders dated October 11, 2023	Periode II, 12 Januari 2024 - Saat Ini Term II, January 12, 2024 - Present
Agustinus Prasetyantoko	Komisaris Independen Independent Commissioner	Keputusan Pemegang Saham Secara Sirkuler tanggal 11 Januari 2024 Circular Resolution of Shareholders dated January 11, 2024	Periode I, 12 Februari 2024 - Saat Ini Term I, February 12, 2024 - Present

STRUCTURE AND COMPOSITION OF THE BOARD OF COMMISSIONERS

In 2025, the membership structure of the Board of Commissioners underwent adjustments established through a circular resolution of the shareholders. This resolution serves as the basis for the changes in the composition and structure of the Company's Board of Commissioners.

In connection with this appointment, the current composition of the Board of Commissioners, effective through the end of 2025, is as follows:

Berdasarkan ketentuan Anggaran Dasar Perusahaan Pasal 15 ayat 8, anggota Dewan Komisaris menjabat untuk 1 (satu) periode dengan jangka waktu paling lama 3 (tiga) tahun sejak tanggal penetapan oleh RUPS dan dapat diangkat kembali untuk 1 (satu) periode berikutnya. Penetapan pengangkatan maupun pemberhentian anggota Dewan Komisaris dilakukan melalui keputusan RUPS.

KOMISARIS INDEPENDEN

Pengangkatan Komisaris Independen di Perusahaan dilakukan dengan mengacu pada Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas serta Peraturan Menteri BUMN Nomor PER-2/MBU/03/2023 mengenai Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara. Dalam ketentuan tersebut, penunjukan Komisaris Independen mensyaratkan terpenuhinya kriteria independensi, antara lain tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham, maupun hubungan keluarga dengan anggota Dewan Komisaris lainnya, Direksi, dan/atau Pemegang Saham Pengendali, serta tidak memiliki keterkaitan lain yang berpotensi memengaruhi objektivitas dalam menjalankan fungsi pengawasan.

Hingga 31 Desember 2025, PTK memiliki satu orang Komisaris Independen, yang setara dengan 20% dari total empat anggota Dewan Komisaris. Komposisi tersebut telah memenuhi ketentuan sebagaimana diatur dalam Peraturan Menteri BUMN Nomor PER-2/MBU/03/2023. Jabatan Komisaris Independen saat ini diemban oleh Saudara Agustinus Prasetyantoko, yang telah memenuhi seluruh persyaratan sebagai Komisaris Independen dan menyatakan independensinya sebagaimana ketentuan yang berlaku, sebagai berikut:

1. Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Perusahaan dalam waktu enam bulan terakhir, kecuali untuk pengangkatan kembali sebagai Komisaris Independen Perusahaan pada periode berikutnya.
2. Tidak mempunyai saham baik langsung maupun tidak langsung pada Perusahaan.
3. Tidak memiliki hubungan afiliasi dengan Perusahaan, anggota Dewan Komisaris, anggota Direksi atau Pemegang Saham Utama Perusahaan.
4. Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perusahaan.

PEMBAGIAN LINGKUP TUGAS DAN TANGGUNG JAWAB ANTAR DEWAN KOMISARIS

Dewan Komisaris melakukan pengaturan pembagian peran dan tanggung jawab di antara para anggotanya. Pembagian tersebut disusun dengan mempertimbangkan bidang pengawasan yang menjadi fokus masing-masing anggota, sehingga proses pengawasan dapat dilaksanakan secara lebih efektif dan terkoordinasi.

Pengaturan pembagian tugas Dewan Komisaris ditetapkan melalui Surat Keputusan Dewan Komisaris Nomor Kpts-045/DEKOM.PTK/2024-S0. Selanjutnya, guna menyesuaikan nomenklatur organ

Pursuant to Article 15, paragraph 8 of the Company's Articles of Association, members of the Board of Commissioners serve for 1 (one) term with a maximum duration of 3 (three) years from the date of their appointment by the General Meeting of Shareholders and may be reappointed for 1 (one) subsequent term. The appointment and removal of members of the Board of Commissioners are decided by resolution of the General Meeting of Shareholders.

INDEPENDENT COMMISSIONER

The appointment of Independent Commissioners at the Company is conducted in accordance with Law No. 40 of 2007 on Limited Liability Companies and Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 regarding Guidelines on Corporate Governance and Significant Corporate Activities of State-Owned Enterprises. Under these provisions, the appointment of an Independent Commissioner requires the fulfillment of independence criteria, including having no financial, management, shareholding, or family ties with other members of the Board of Commissioners, the Board of Directors, and/or Controlling Shareholders, as well as having no other affiliations that could potentially affect objectivity in performing supervisory functions.

As of December 31, 2025, PTK has one Independent Commissioner, representing 20% of the total four members of the Board of Commissioners. This composition complies with the provisions set forth in Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023. The position of Independent Commissioner is currently held by Mr. Agustinus Prasetyantoko, who has met all the requirements as an Independent Commissioner and declared his independence in accordance with applicable regulations, as follows:

1. Is not a person who has worked for or held authority and responsibility for planning, leading, controlling, or supervising the Company's activities within the past six months, except in the case of reappointment as an Independent Commissioner of the Company for the next term.
2. Does not hold any shares, either directly or indirectly, in the Company.
3. Has no affiliation with the Company, members of the Board of Commissioners, members of the Board of Directors, or the Company's Major Shareholders.
4. Does not have any direct or indirect business relationships related to the Company's business activities.

DIVISION OF DUTIES AND RESPONSIBILITIES AMONG MEMBERS OF THE BOARD OF COMMISSIONERS

The Board of Commissioners has established a division of roles and responsibilities among its members. This division was designed with consideration for the specific areas of oversight each member focuses on, so that the oversight process can be carried out more effectively and in a coordinated manner.

The arrangement for the division of duties of the Board of Commissioners is stipulated in Board of Commissioners Decree No. Kpts-045/DEKOM.PTK/2024-S0. Furthermore, to align

komite dan memperjelas cakupan pengawasan, Dewan Komisaris menetapkan penyesuaian melalui Surat Keputusan Dewan Komisaris Nomor Kpts-088/DEKOM.PTK/2024-S8 tentang Pembagian Tugas Pengawasan Dewan Komisaris. Adapun rincian pembagian tugas masing-masing anggota Dewan Komisaris pada tahun 2025 adalah sebagai berikut:

the nomenclature of committee bodies and clarify the scope of oversight, the Board of Commissioners established adjustments through Board of Commissioners' Resolution No. Kpts-088/DEKOM.PTK/2024-S8 regarding the Division of Oversight Duties of the Board of Commissioners. The details of the division of duties among each member of the Board of Commissioners for the year 2025 are as follows:

Nama Name	Jabatan Position	Lingkup Pembagian Tugas Scope of Duties
Subagio Hari Moeljanto	Komisaris Utama President Commissioner	Bertanggung jawab keseluruhan Bidang Pengawasan/Korporasi Responsible for the entire Supervision/Corporate Affairs Division
Amir Hamzah	1. Komisaris 2. Ketua Komite Pemantau Risiko & Investasi 1. Commissioner 2. Chairman of the Risk & Investment Monitoring Committee	Bidang pengawasan: 1. Pengelolaan manajemen risiko 2. Perencanaan dan pelaksanaan investasi Supervision: 1. Risk management 2. Investment planning and execution
Andi Saiful Haq	Komisaris Commissioner	Bertanggung jawab mengawasi dan pemberian nasihat bidang koordinasi, komunikasi dan hubungan kelembagaan. Responsible for overseeing and providing advice on coordination, communication, and institutional relations.
Hartanto	1. Komisaris 2. Ketua Komite Nominasi & Remunerasi 1. Commissioner 2. Chairman of the Nomination & Remuneration Committee	Bidang pengawasan: 1. Pengelolaan Sumber Daya Manusia (SDM) 2. Remunerasi Areas of oversight: 1. Human Resources (HR) Management 2. Compensation
Agustinus Prasetyantoko	1. Komisaris Independen 2. Ketua Komite Audit 1. Independent Commissioner 2. Chair of the Audit Committee	Bidang pengawasan: 1. Operasional, Tata Kelola Perusahaan dan HSSE 2. Informasi laporan keuangan Areas of Oversight: 1. Operations, Corporate Governance, and HSSE 2. Financial reporting

INDEPENDENSI DEWAN KOMISARIS

Dewan Komisaris menjalankan tugas secara objektif tanpa dipengaruhi oleh kepentingan tertentu. Demi menjaga prinsip kemandirian tersebut, Perusahaan menetapkan ketentuan mengenai independensi Dewan Komisaris yang mewajibkan setiap anggota menyampaikan Pernyataan Independensi dan Pernyataan Tidak Memiliki Benturan Kepentingan yang diperbarui secara berkala setiap tahun.

Sepanjang tahun 2025, seluruh anggota Dewan Komisaris dinyatakan telah memenuhi prinsip independensi dan tidak memiliki hubungan afiliasi dengan Pemegang Saham. Komitmen tersebut ditegaskan melalui penandatanganan Pernyataan Independensi dan Pernyataan Tidak Memiliki Benturan Kepentingan yang dilakukan pada saat pengangkatan dan diperbarui pada awal setiap tahun sebagai bentuk kepatuhan terhadap prinsip GCG.

PENGENALAN PERUSAHAAN BAGI ANGGOTA DEWAN KOMISARIS BARU

Perusahaan telah memiliki kebijakan mengenai pelaksanaan program orientasi bagi anggota Dewan Komisaris yang baru diangkat sebagaimana diatur dalam *Board Manual*. Program orientasi tersebut dirancang sebagai sarana untuk memperkenalkan anggota Dewan

INDEPENDENCE OF THE BOARD OF COMMISSIONERS

The Board of Commissioners performs its duties objectively, without being influenced by any particular interests. To uphold this principle of independence, the Company has established provisions regarding the independence of the Board of Commissioners, requiring each member to submit a Statement of Independence and a Statement of No Conflict of Interest, which are updated annually.

Throughout 2025, all members of the Board of Commissioners were deemed to have met the principles of independence and had no affiliations with Shareholders. This commitment was reaffirmed through the signing of a Declaration of Independence and a Declaration of No Conflict of Interest, which took place at the time of appointment and was renewed at the beginning of each year as a form of compliance with GCG principles.

COMPANY ORIENTATION FOR NEW MEMBERS OF THE BOARD OF COMMISSIONERS

The Company has a policy regarding the implementation of an orientation program for newly appointed members of the Board of Commissioners, as stipulated in the *Board Manual*. The orientation program is designed to introduce members of the

Komisaris satu sama lain agar dapat membangun kerja sama yang efektif, sekaligus memberikan pemahaman awal mengenai kondisi dan karakteristik Perusahaan secara menyeluruh.

Program orientasi mencakup penyampaian informasi mengenai Profil Perusahaan serta penyerahan berbagai dokumen pendukung, antara lain Laporan Tahunan, Rencana Kerja dan Anggaran Perusahaan, Rencana Jangka Panjang Perusahaan, Anggaran Dasar, *Board Manual*, Pedoman Tata Kelola Perusahaan yang Baik, Kode Etik, serta piagam dan program kerja Dewan Komisaris beserta komite pendukungnya. Program ini juga dilengkapi dengan kunjungan ke unit bisnis guna memberikan gambaran yang komprehensif terkait kegiatan operasional Perusahaan.

Sepanjang tahun 2025, tidak terdapat pengangkatan anggota Dewan Komisaris baru. Dengan demikian, Perusahaan tidak menyelenggarakan program orientasi Dewan Komisaris pada tahun buku.

PROGRAM PENGEMBANGAN KOMPETENSI DEWAN KOMISARIS

Perusahaan menyediakan dukungan bagi anggota Dewan Komisaris untuk meningkatkan kompetensi melalui keikutsertaan dalam berbagai kegiatan pengembangan, seperti pelatihan, seminar, dan lokakarya. Pelaksanaan pengembangan kompetensi tersebut dilandaskan pada kebijakan yang telah ditetapkan dalam *Board Manual* Perusahaan dan selanjutnya direncanakan secara sistematis dalam Rencana Kerja dan Anggaran Pelatihan Dewan Komisaris.

Selama tahun 2025, Dewan Komisaris telah berpartisipasi dalam sejumlah program pelatihan yang relevan dengan pelaksanaan tugas dan fungsi pengawasan, dengan rincian kegiatan sebagai berikut:

Board of Commissioners to one another so they can build effective cooperation, while also providing an initial understanding of the Company's overall conditions and characteristics.

The orientation program includes a presentation on the Company Profile and the distribution of various supporting documents, including the Annual Report, the Company's Work Plan and Budget, the Company's Long-Term Plan, the Articles of Association, the Board Manual, the Corporate Governance Guidelines, the Code of Ethics, as well as the charters and work programs of the Board of Commissioners and its supporting committees. This program also includes visits to business units to provide a comprehensive overview of the Company's operational activities.

Throughout 2025, there were no appointments of new members to the Board of Commissioners. Consequently, the Company did not conduct a Board of Commissioners orientation program during the fiscal year.

BOARD OF COMMISSIONERS COMPETENCY DEVELOPMENT PROGRAM

The Company provides support to members of the Board of Commissioners to enhance their competencies through participation in various professional development activities, such as training sessions, seminars, and workshops. The implementation of these competency development initiatives is based on policies established in the Company's Board Manual and is systematically planned in the Board of Commissioners' Work Plan and Training Budget.

During 2025, the Board of Commissioners participated in a number of training programs relevant to the performance of their supervisory duties and functions, with the following details of activities:

Nama Name	Jabatan Position	Topik Pelatihan Training Topic	Tanggal Pelaksanaan Date	Penyelenggara Organizer
Subagjo Hari Moeljanto	Komisaris Utama President Commissioner	<i>Risk Management Practices</i>	05 Februari 2025 February 5, 2025	PT Pertamina Trans Kontinental
		<i>Certified Risk Professional ("CRP")</i>	15 Juli 2025 July 15, 2025	Lembaga Sertifikasi Profesi Pasar Modal Capital Market Professional Certification Agency
		<i>Qualified Risk Oversight Professional ("QROP")</i>	3 - 4 November 2025 November 3-4, 2025	PT Pertamina Internasional Shipping
Amir Hamzah	Komisaris Commissioner	<i>Risk Management Practices</i>	05 Februari 2025 February 5, 2025	PT Pertamina Trans Kontinental
		<i>Certification in Audit Committee Practices ("CACP")</i>	20 - 22 Mei 2025 May 20-22, 2025	Ikatan Komite Audit Indonesia (IKAI) Indonesian Audit Committee Association (IKAI)
		<i>Qualified Risk Oversight Professional ("QROP")</i>	3 - 4 November 2025 November 3-4, 2025	PT Pertamina Internasional Shipping
Hartanto	Komisaris Commissioner	<i>Certified Risk Professional ("CRP")</i>	15 Juli 2025 July 15, 2025	Lembaga Sertifikasi Profesi Pasar Modal Capital Market Professional Certification Institute
		<i>Qualified Risk Oversight Professional ("QROP")</i>	3 - 4 November 2025 November 3-4, 2025	PT Pertamina Internasional Shipping
Agustinus Prasetyantoko	Komisaris Independen Independent Commissioner	<i>Certification in Audit Committee Practices ("CACP")</i>	20 - 22 Mei 2025 May 20-22, 2025	Ikatan Komite Audit Indonesia (IKAI) Indonesian Audit Committee Association (IKAI)

KEBIJAKAN DAN PELAKSANAAN RAPAT DEWAN KOMISARIS

Pelaksanaan rapat Dewan Komisaris dilaksanakan dengan berpedoman pada ketentuan yang tercantum dalam Anggaran Dasar dan *Board Manual* Perusahaan. Dewan Komisaris menyelenggarakan rapat internal yang bersifat strategis dan diperlukan untuk pengambilan keputusan tertentu, serta rapat gabungan dengan Direksi yang dilaksanakan secara rutin 1 (satu) kali dalam setiap bulan dengan agenda utama berupa konsultasi.

Selain rapat yang bersifat rutin, Dewan Komisaris juga dapat mengadakan rapat insidental di luar jadwal berkala apabila terdapat hal-hal yang mendesak atau memerlukan pembahasan dan keputusan segera. Sepanjang tahun 2025, Dewan Komisaris PTK telah melaksanakan rapat internal sebanyak 26 kali dan rapat gabungan bersama Direksi sebanyak 16 kali. Adapun tingkat kehadiran masing-masing anggota Dewan Komisaris dalam rapat-rapat tersebut adalah sebagai berikut:

Tabel Frekuensi Rapat dan Tingkat Kehadiran Dewan Komisaris dalam Rapat

Table of Meeting Frequency and Attendance Rates of the Board of Commissioners

Nama Name	Jabatan Position	Kehadiran dalam Rapat Internal Dewan Komisaris Attendance at Internal Board of Commissioners Meetings			Kehadiran dalam Rapat Gabungan bersama Direksi Attendance at Joint Meetings with the Board of Directors		
		Jumlah Wajib Hadir Number of Required Attendees	Jumlah Kehadiran Number of Attendees	Tingkat Kehadiran Attendance Rate	Jumlah Wajib Hadir Number of Required Attendees	Jumlah Kehadiran Number of Attendees	Tingkat Kehadiran Attendance Rate
Subagio Hari Moeljanto	Komisaris Utama President Commissioner	25	25	100%	12	12	100%
Amir Hamzah	Komisaris Commissioner	24	24	100%	12	12	100%
Andi Saiful Haq	Komisaris Commissioner	14	2	14%	6	4	67%
Hartanto	Komisaris Commissioner	24	22	92%	12	12	100%
Agustinus Prasetyantoko	Komisaris Independen Independent Commissioner	23	21	90%	8	8	100%

Selain kehadiran pada rapat, Dewan Komisaris juga menghadiri RUPS Tahunan yang diselenggarakan pada tanggal 26 Juni 2025. Uraian tingkat kehadiran Dewan Komisaris pada RUPS Tahunan Tahun 2025 adalah sebagai berikut:

Kehadiran Dewan Komisaris dalam RUPS Tahunan Tahun 2025

Attendance of the Board of Commissioners at the 2025 Annual General Meeting

Nama Name	Jabatan Position	Kehadiran dalam RUPST Attendance at the AGM
Subagio Hari Moeljanto	Komisaris Utama President Commissioner	✓
Amir Hamzah	Komisaris Commissioner	✓
Andi Saiful Haq	Komisaris Commissioner	✓

POLICIES AND CONDUCT OF BOARD OF COMMISSIONERS MEETINGS

Meetings of the Board of Commissioners are conducted in accordance with the provisions set forth in the Company's Articles of Association and Board Manual. The Board of Commissioners holds internal meetings of a strategic nature that are necessary for certain decision-making, as well as joint meetings with the Board of Directors, which are held regularly once a month, with consultation as the primary agenda item.

In addition to regular meetings, the Board of Commissioners may also hold ad hoc meetings outside the regular schedule if there are urgent matters or issues requiring immediate discussion and decision-making. Throughout 2025, the Board of Commissioners of PTK held 26 internal meetings and 16 joint meetings with the Board of Directors. The attendance rates of each member of the Board of Commissioners at these meetings are as follows:

In addition to attending meetings, the Board of Commissioners also attended the Annual General Meeting of Shareholders (AGM) held on June 26, 2025, as reported at. The attendance rate of the Board of Commissioners at the 2025 AGM is as follows:

Kehadiran Dewan Komisaris dalam RUPS Tahunan Tahun 2025

Attendance of the Board of Commissioners at the 2025 Annual General Meeting

Nama Name	Jabatan Position	Kehadiran dalam RUPST Attendance at the AGM
Hartanto	Komisaris Commissioner	✓
Agustinus Prasetyantoko	Komisaris Independen Independent Commissioner	✓

Keterangan: | Notes:
(✓) Hadir | Present

PELAKSANAAN TUGAS DEWAN KOMISARIS TAHUN 2025

Selama tahun 2025, Dewan Komisaris melaksanakan fungsi pengawasan dan tanggung jawabnya secara konsisten sesuai dengan Rencana Kerja yang telah disusun. Pelaksanaan tugas tersebut diarahkan untuk memastikan pengelolaan Perusahaan berjalan selaras dengan tujuan, kebijakan, dan ketentuan yang berlaku.

Dalam menjalankan perannya, Dewan Komisaris telah melaksanakan berbagai kegiatan dan tugas pengawasan yang mencakup hal-hal sebagai berikut:

1. Penguatan dan peningkatan upaya implementasi AKHLAK dan GCG;
2. Mengawal pelaksanaan RJPP 2021 - 2026 sesuai Arahan Pemegang Saham;
3. Pemberian nasehat dalam penguatan peningkatan kualitas dan kompetensi SDM;
4. Penguatan dan perbaikan implementasi program RKAP 2025 berdasarkan situasi bisnis terkini dan kapabilitas yang ada;
5. Pemantapan dan peningkatan upaya pemasaran, baik pasar *Captive* maupun *Non-Captive* ditingkat Nasional, terutama terhadap kegiatan usaha Hulu Migas;
6. Pengawasan eksekusi rencana investasi serta penyelesaian permasalahan atau hambatan yang terjadi di tahun 2025;
7. Pengawasan perkembangan pelaksanaan Digitalisasi;
8. Strategi *recovery plan* dan efisiensi biaya, dengan mencari dan menangkap peluang bisnis baru di luar program RKAP 2025;
9. Pengendalian upaya operasi bisnis yang berwawasan lingkungan, berorientasi terhadap aspek keselamatan kerja dan sekuriti serta aspek sosial (HSSE, ESG dan ICT);
10. Pelaksanaan GCG, pengembangan digitalisasi dan penyusunan beragam pedoman (STK, TKO & TKI) sebagai pendukung proses bisnis;
11. Tindak lanjut hasil-hasil temuan (*fact finding*) dan tindak lanjutnya terutama terkait dengan kinerja keuangan;
12. Penilaian terhadap upaya meminimalisasi risiko-risiko bisnis serta memanfaatkan peluang-peluang sebagai peningkatan kinerja bisnis PTK;
13. Pemberian pendapat/saran terhadap RKAP tahun 2025 dan aspirasi Pemegang Saham; dan
14. Pemberian saran *Strategic Issue* dan *Audit Committee Concern* untuk *Review Annual Audit Plan* Tahun 2025.

Pelaksanaan fungsi pengawasan oleh Dewan Komisaris turut dilakukan melalui kegiatan kunjungan langsung atau *Management Walk Through* ke berbagai lokasi operasional, seperti lokasi kerja,

PERFORMANCE OF THE BOARD OF COMMISSIONERS' DUTIES IN 2025

Throughout 2025, the Board of Commissioners consistently carried out its supervisory functions and responsibilities in accordance with the established Work Plan. The performance of these duties was aimed at ensuring that the Company's management aligns with its objectives, policies, and applicable regulations.

In carrying out its role, the Board of Commissioners has conducted various oversight activities and duties covering the following:

1. Strengthening and enhancing efforts to implement AKHLAK and GCG;
2. Overseeing the implementation of the 2021–2026 RJPP in accordance with Shareholder Directives;
3. Providing guidance on enhancing the quality and competencies of human resources;
4. Strengthening and improving the implementation of the 2025 RKAP program based on the current business situation and existing capabilities;
5. Consolidating and enhancing marketing efforts, both in captive and non-captive markets at the national level, particularly regarding upstream oil and gas business activities;
6. Monitoring the execution of investment plans and resolving issues or obstacles that arise in 2025;
7. Overseeing the progress of digitalization implementation;
8. Developing recovery strategies and cost-efficiency measures, while identifying and capitalizing on new business opportunities outside the 2025 RKAP program;
9. Control of business operations with an environmental perspective, oriented toward occupational safety, security, and social aspects (HSSE, ESG, and ICT);
10. Implementation of GCG, advancement of digitalization, and development of various guidelines (STK, TKO, and TKI) to support business processes;
11. Follow-up on findings (*fact-finding*) and subsequent actions, particularly regarding financial performance;
12. Assessment of efforts to minimize business risks and capitalize on opportunities to improve PTK's business performance;
13. Providing opinions/recommendations on the 2025 Annual Budget Plan and shareholder aspirations; and
14. Providing recommendations on Strategic Issues and Audit Committee Concerns for the Review of the 2025 Annual Audit Plan.

The Board of Commissioners also carries out its supervisory functions through on-site visits, or "Management Walk-Throughs," to various operational locations—such as work sites, terminals, ports, ships,

terminal, pelabuhan, kapal, *shorebase*, dan *dockyard*, serta kepada para pemangku kepentingan atau pengguna jasa terkait. Kegiatan ini dilakukan untuk memperoleh gambaran nyata mengenai kondisi operasional di lapangan.

Dewan Komisaris dapat memastikan bahwa pelaksanaan pekerjaan di lapangan telah sesuai dengan ketentuan tata kelola yang berlaku, sekaligus memahami permasalahan yang dihadapi serta memantau perkembangan terkini secara langsung. Pendekatan ini mendukung efektivitas pengawasan yang lebih komprehensif dan berbasis kondisi aktual.

JENIS KEPUTUSAN YANG MEMERLUKAN PERSETUJUAN DEWAN KOMISARIS

Berdasarkan Pasal 6 Anggaran Dasar Perusahaan, terdapat beberapa tindakan Direksi yang membutuhkan persetujuan tertulis dari Dewan Komisaris. Sebagai organ yang berfungsi dalam pengawasan tata kelola, Dewan Komisaris memastikan bahwa setiap tindakan maupun keputusan, khususnya yang bersifat signifikan, melalui proses penelaahan secara hati-hati dan menyeluruh. Adapun tindakan-tindakan yang dimaksud mencakup:

1. Menerima pinjaman jangka pendek dan jangka menengah, kecuali pinjaman dari pemegang saham mayoritas;
2. Memberikan pinjaman jangka pendek/tenengah;
3. Mengagunkan aktiva tetap yang diperlukan dalam melaksanakan penarikan kredit jangka pendek;
4. Melepaskan dan menghapuskan aktiva tetap bergerak dengan umur ekonomis yang lazim berlaku dalam industri pada umumnya sampai dengan 5 (lima) tahun;
5. Menghapuskan dari pembukuan terhadap piutang macet dan persediaan barang mati;
6. Mengadakan kerja sama lisensi, kontrak manajemen, menyewakan aset, kerja sama operasi dan perjanjian kerja sama lainnya yang dalam bidang usaha Perseroan yang melebihi nilai tertentu yang ditetapkan oleh Dewan Komisaris;
7. Mengadakan kerja sama lisensi, kontrak manajemen, menyewakan aset, kerja sama operasi dan kerja sama lainnya yang tidak dalam bidang usaha Perseroan untuk jangka waktu tidak lebih dari 1 (satu) tahun atau yang melebihi nilai tertentu yang ditetapkan oleh Dewan Komisaris; dan
8. Menetapkan dan menyesuaikan struktur organisasi sampai dengan 1 (satu) tingkat di bawah Direksi.

Sepanjang tahun 2025, Dewan Komisaris memberikan beberapa masukan dan persetujuan atas aksi korporasi yang diajukan Direksi, yang meliputi:

1. Rekomendasi Tertulis Penempatan Wakil Perseroan pada Anak Perusahaan ("AP") dan *Joint Venture* ("JV") PT Pertamina Trans Kontinental ("PTK");
2. Persetujuan atas Usulan Pelaksanaan *Assessment*/Pengukuran Penerapan GCG di PT Pertamina Trans Kontinental ("PTK") Tahun 2024;
3. Tanggapan Dewan Komisaris Terhadap *Draft* Rencana Jangka Panjang Perusahaan ("RJPP") 2025 - 2029 PT Pertamina Trans Kontinental ("PTK");

shore bases, and shipyards—as well as to relevant stakeholders and service users. These visits are conducted to gain a firsthand understanding of operational conditions in the field.

The Board of Commissioners can ensure that operations on the ground comply with applicable governance regulations, while also understanding the challenges faced and directly monitoring the latest developments. This approach supports the effectiveness of by enabling more comprehensive oversight based on actual conditions.

TYPES OF DECISIONS REQUIRING BOARD OF COMMISSIONERS' APPROVAL

Pursuant to Article 6 of the Company's Articles of Association, certain actions taken by the Board of Directors require the written approval of the Board of Commissioners. As the body responsible for overseeing corporate governance, the Board of Commissioners ensures that every action and decision—particularly those of a significant nature—undergoes a careful and thorough review process. The actions in question include:

1. Accepting short-term and medium-term loans, except for loans from the majority shareholder;
2. Granting short-term/medium-term loans;
3. Pledging fixed assets required to secure short-term credit;
4. To dispose of and write off movable fixed assets with an economic life generally accepted in the industry of up to 5 (five) years;
5. Writing off bad debts and obsolete inventory from the books;
6. Entering into licensing agreements, management contracts, asset leases, joint operations, and other cooperation agreements within the Company's business scope that exceed a certain value set by the Board of Commissioners;
7. Enter into licensing agreements, management contracts, asset leases, joint operations, and other collaborations outside the Company's business scope for a term not exceeding 1 (one) year or exceeding a certain value set by the Board of Commissioners; and
8. Establishing and adjusting the organizational structure up to one level below the Board of Directors.

Throughout 2025, the Board of Commissioners provided several inputs and approvals regarding corporate actions proposed by the Board of Directors, including:

1. Written Recommendation on the Appointment of the Company's Representative to the Subsidiary ("AP") and Joint Venture ("JV") of PT Pertamina Trans Kontinental ("PTK");
2. Approval of the Proposal to Conduct an Assessment/Measurement of the Implementation of GCG at PT Pertamina Trans Kontinental ("PTK") in 2024;
3. The Board of Commissioners' Response to the Draft Long-Term Corporate Plan ("RJPP") 2025–2029 of PT Pertamina Trans Kontinental ("PTK");

4. Rekomendasi Tertulis atas Usulan Pelepasan/Penyerahan 4 (empat) Kapal PT Pertamina Trans Kontinental ("PTK") ke PT Trans Yeong Maritime ("TYM");
5. Persetujuan Tertulis Dewan Komisaris atas Usulan Restrukturisasi Organisasi SH IML Segmen PTK menjadi Organisasi PTK SAIL;
6. Rekomendasi Tertulis atas Usulan Penghargaan Atas Kinerja Direksi dan Dewan Komisaris PT Pertamina Trans Kontinental ("PTK") Tahun Buku 2024;
7. Rekomendasi Tertulis atas Usulan Remunerasi Direksi dan Dewan Komisaris PT Pertamina Trans Kontinental ("PTK") Tahun Buku 2025;
8. Telaah atas Laporan Tahunan PT Pertamina Trans Kontinental ("PTK") Tahun Buku 2024;
9. Tanggapan terkait Tindak Lanjut Usulan Penghapusan dan Pelepasan ("UPP") Aktiva Tetap Bergerak berupa 1 (satu) Unit Kapal Gas Patra Milik PT Pertamina Trans Kontinental ("PTK");
10. Rekomendasi Tertulis atas Usulan Penetapan Laba Tahun Buku 2024 PT Pertamina Trans Kontinental ("PTK");
11. Rekomendasi Usulan Kantor Akuntan Publik (KAP) PT Pertamina Trans Kontinental ("PTK") Tahun Buku 2025, 2026 dan 2027;
12. Nasihat Dewan Komisaris atas Pengambilan Keputusan Investasi Anorganik PT Pertamina Trans Kontinental;
13. Penyampaian atas Permohonan Penandatanganan Dokumen Kontrak Manajemen PTK Tahun 2025 Yang Memuat KPI Direksi Secara Kolegal;
14. Tanggapan Dewan Komisaris atas Rencana Keikutsertaan Perusahaan pada Tender Internasional terkait *Operation*, *Maintenance* dan *Marine Services* untuk SPM di Bangladesh;
15. Tanggapan Persetujuan Buku RKAP Tahun 2025 PT Pertamina Trans Kontinental;
16. Persetujuan Tertulis atas Persetujuan Penunjukan PT Pertamina Trans Kontinental sebagai Pelaksana Bentuk Usaha Tetap dari PT Pertamina International Shipping Asia Pacific Pte Ltd;
17. Persetujuan Skema dan Usulan Tarif Kerjasama serta Pembentukan Konsorsium PDSI-ADES-PTK;
18. Persetujuan Buku Rencana Jangka Panjang Perusahaan ("RJPP") PT Pertamina Trans Kontinental Tahun 2025-2029;
19. Rekomendasi Tertulis Dewan Komisaris atas Penyerahan 4 (Empat) Kapal PT Pertamina Trans Kontinental ("PTK") ke PT Trans Yeong Maritiem ("TYM");
20. Persetujuan Buku Rencana Jangka Panjang Perusahaan ("RJPP") PT Pertamina Trans Kontinental Tahun 2025-2029;
21. Tanggapan atas Permohonan Telaah dan Persetujuan Dewan Komisaris atas Buku Rencana Kerja Anggaran Perusahaan ("RKAP") Tahun 2025 Revisi PT Pertamina Trans Kontinental ("PTK");
22. Tanggapan atas Permohonan Rekomendasi Tertulis atas Penyertaan Modal dari PT Pertamina Trans Kontinental ("PTK") ke PT Pertamina Marine Solutions ("PMSol");
23. Tanggapan atas Permohonan Rekomendasi Tertulis atas Penyertaan Modal melalui Inbreng Aset dari PT Pertamina Trans Kontinental ("PTK") ke PT Pertamina Port & Logistics ("PPL");
4. Written Recommendation on the Proposal to Divest/Transfer 4 (four) Vessels of PT Pertamina Trans Kontinental ("PTK") to PT Trans Yeong Maritime ("TYM");
5. Written Approval by the Board of Commissioners of the Proposed Restructuring of the SH IML Segment of PTK into the PTK SAIL Organization;
6. Written Recommendation on the Proposal for Performance Awards for the Board of Directors and Board of Commissioners of PT Pertamina Trans Kontinental ("PTK") for Fiscal Year 2024;
7. Written Recommendation on the Proposed Remuneration for the Board of Directors and Board of Commissioners of PT Pertamina Trans Kontinental ("PTK") for Fiscal Year 2025;
8. Review of the Annual Report of PT Pertamina Trans Kontinental ("PTK") for the 2024 Fiscal Year;
9. Response Regarding the Follow-Up to the Proposal for the Disposal and Divestiture ("UPP") of a Movable Fixed Asset in the Form of 1 (One) Patra Gas Vessel Owned by PT Pertamina Trans Kontinental ("PTK");
10. Written Recommendation on the Proposal for the Determination of Profit for the 2024 Fiscal Year of PT Pertamina Trans Kontinental ("PTK");
11. Recommendations on the Proposal for the Public Accounting Firm (KAP) of PT Pertamina Trans t Kontinental ("PTK") for Fiscal Years 2025, 2026, and 2027;
12. Advice from the Board of Commissioners on the Decision-Making Process for Inorganic Investments of PT Pertamina Trans Kontinental;
13. Submission of the Request for Signing of the 2025 PTK Management Contract Document Containing the Board of Directors' Collective KPIs;
14. The Board of Commissioners' Response to the Company's Plan to Participate in an International Tender Regarding Operation, Maintenance, and Marine Services for SPM in Bangladesh;
15. Approval of the 2025 Budget Plan (RKAP) for PT Pertamina Trans Kontinental;
16. Written Approval of the Appointment of PT Pertamina Trans Kontinental as the Permanent Establishment of PT Pertamina International Shipping Asia Pacific Pte Ltd;
17. Approval of the Scheme and Proposed Cooperation Rates as well as the Formation of the PDSI-ADES-PTK Consortium;
18. Approval of the 2025-2029 Long-Term Corporate Plan ("RJPP") of PT Pertamina Trans Kontinental;
19. Written Recommendation of the Board of Commissioners regarding the Transfer of 4 (Four) Vessels from PT Pertamina Trans Kontinental ("PTK") to PT Trans Yeong Maritiem ("TYM");
20. Approval of the Long-Term Corporate Plan ("RJPP") of PT Pertamina Trans Kontinental for the years 2025-2029;
21. Response to the Request for Review and Approval by the Board of Commissioners of the Revised 2025 Corporate Budget Work Plan ("RKAP") of PT Pertamina Trans Kontinental ("PTK");
22. Response to the Request for a Written Recommendation Regarding the Capital Contribution from PT Pertamina Trans Kontinental ("PTK") to PT Pertamina Marine Solutions ("PMSol");
23. Response to the Request for a Written Recommendation regarding the Capital Contribution through Asset Inbreng from PT Pertamina Trans Kontinental ("PTK") to PT Pertamina Port & Logistics ("PPL");

24. Rekomendasi Tertulis Dewan Komisaris atas Usulan Penempatan Wakil Perseroan sebagai Anggota Direksi pada Anak Perusahaan/*Joint Venture* PT Pertamina Trans Kontinental ("PTK");
25. Tanggapan terhadap Permohonan Rekomendasi Tertulis atas Usulan Penghapusan dan Pelepasan Aset Berupa 18 (Delapan Belas) Unit Kapal-Kapal Ringan ("KKR") Pertamina Trans Kontinental ("PTK") Tahun 2025;
26. Tanggapan terhadap Permohonan Rekomendasi Tertulis atas Usulan Penghapusan dan Pelepasan ("UPP") Aktiva Tetap Bergerak berupa 1 (satu) Unit Kapal Gas Patra Milik PT Pertamina Trans Kontinental ("PTK") Tahun 2025;
27. Konfirmasi Pemenuhan Syarat Pencairan Tantiem yang Ditanggguhkan Tahun Buku 2023 bagi Direksi dan Dewan Komisaris PT Pertamina Trans Kontinental.

PENILAIAN ATAS KINERJA KOMITE DI BAWAH DEWAN KOMISARIS

Sebagai upaya mengoptimalkan fungsi pengawasan, Dewan Komisaris memperoleh dukungan dari organ pendukung berupa komite yang berada di bawah Dewan Komisaris, yaitu Komite Audit, Komite Nominasi dan Remunerasi, serta Komite Pemantau Risiko dan Investasi. Keberadaan komite-komite tersebut berperan penting dalam membantu Dewan Komisaris menjalankan fungsi pengawasan secara lebih fokus dan mendalam sesuai dengan bidang masing-masing.

Kinerja setiap komite dievaluasi secara berkala dengan mengacu pada indikator penilaian yang telah ditetapkan oleh Dewan Komisaris. Indikator tersebut mencakup berbagai aspek yang menjadi dasar dalam menilai efektivitas pelaksanaan tugas dan kontribusi komite terhadap penerapan tata kelola perusahaan yang baik, sebagai berikut:

1. Tingkat kehadiran dalam rapat internal Komite dan rapat internal Dewan Komisaris.
2. Kontribusi tertulis yang diberikan kepada Komite.
3. Akurasi rekomendasi, baik dalam bentuk tertulis maupun lisan.
4. Peran aktif, inisiatif, dan inovasi dalam memberikan masukan strategis.

Evaluasi terhadap kinerja Komite dilaksanakan dengan tujuan untuk menilai tingkat efektivitas pelaksanaan tugas, baik secara keseluruhan sebagai satu kesatuan Komite maupun secara perorangan pada setiap anggota. Penilaian ini menjadi dasar untuk memastikan bahwa Komite menjalankan perannya sesuai dengan fungsi dan tanggung jawab yang telah ditetapkan.

Adapun hasil penilaian kinerja masing-masing anggota Komite telah disajikan secara rinci pada bagian Organ Pendukung Dewan Komisaris yang membahas mengenai Penilaian Kinerja Komite.

24. Written Recommendation of the Board of Commissioners on the Proposal to Appoint a Company Representative as a Member of the Board of Directors at the Subsidiary/*Joint Venture* of PT Pertamina Trans Kontinental ("PTK");
25. Response to the Request for a Written Recommendation on the Proposal to Write Off and Divest Assets in the Form of 18 (Eighteen) Units of Light Vessels ("KKR") of Pertamina Trans Kontinental ("PTK") in 2025;
26. Response to the Request for a Written Recommendation Regarding the Proposal for the Disposal and Divestiture ("UPP") of a Movable Fixed Asset in the Form of 1 (One) Patra Gas Vessel Owned by PT Pertamina Trans Kontinental ("PTK") for the Year 2025;
27. Confirmation of Compliance with the Requirements for the Disbursement of Deferred Bonuses for the 2023 Fiscal Year for the Board of Directors and Board of Commissioners of PT Pertamina Trans Kontinental.

ASSESSMENT OF THE PERFORMANCE OF COMMITTEES UNDER THE BOARD OF COMMISSIONERS

To optimize its oversight functions, the Board of Commissioners is supported by committees operating under its authority, namely the Audit Committee, the Nomination and Remuneration Committee, and the Risk and Investment Monitoring Committee. These committees play a crucial role in assisting the Board of Commissioners in carrying out its oversight functions in a more focused and in-depth manner, in accordance with their respective areas of expertise.

The performance of each committee is evaluated periodically based on assessment indicators established by the Board of Commissioners. These indicators cover various aspects that serve as the basis for assessing the effectiveness of the committee's performance of its duties and its contribution to the implementation of good corporate governance, as follows:

1. Attendance rate at internal Committee meetings and internal Board of Commissioners meetings.
2. Written contributions submitted to the Committee.
3. Accuracy of recommendations, whether in written or oral form.
4. Active role, initiative, and innovation in providing strategic input.

The evaluation of the Committee's performance is conducted to assess the effectiveness of its task execution, both as a whole and on an individual basis for each member. This assessment serves as the basis for ensuring that the Committee fulfills its role in accordance with its established functions and responsibilities.

The results of the performance evaluations for each Committee member are presented in detail in the "Supporting Bodies of the Board of Commissioners" section, which discusses the Committee's Performance Evaluation.

Direksi Board of Directors

Direksi memiliki peran strategis sebagai salah satu organ utama dalam struktur tata kelola perusahaan, khususnya dalam mengoordinasikan dan memastikan penerapan prinsip GCG di seluruh tingkatan organisasi. Berpegang pada kewenangan pengurusan yang dimilikinya, Direksi bertanggung jawab untuk mengintegrasikan prinsip GCG ke dalam setiap kebijakan dan aktivitas operasional Perusahaan.

Direksi juga senantiasa menjalin kerja sama yang erat dan terbuka dengan Dewan Komisaris sebagai pihak yang menjalankan fungsi pengawasan. Hubungan kerja yang terbangun secara komunikatif dan konstruktif tersebut bertujuan untuk menjaga keselarasan antara kebijakan strategis dan praktik tata kelola yang berlaku. Sinergi antara Direksi dan Dewan Komisaris menjadi landasan penting dalam mewujudkan tata kelola perusahaan yang efektif, berkelanjutan, serta mampu menciptakan nilai tambah jangka panjang bagi seluruh pemangku kepentingan.

PEDOMAN DAN TATA TERTIB KERJA DIREKSI

Pelaksanaan fungsi pengurusan Perusahaan oleh Direksi mengacu pada *Board Manual* yang berfungsi sebagai pedoman kerja yang memastikan keseragaman dan kejelasan dalam pelaksanaan kewenangan Direksi. *Board Manual* tersebut telah ditetapkan dan disahkan melalui Kesepakatan Bersama Direksi pada tanggal 25 Juni 2018.

Dokumen ini memuat pengaturan mengenai tugas, kewenangan, dan kewajiban Direksi, tata cara penyelenggaraan rapat, peran organ pendukung seperti Sekretaris Perusahaan dan Internal Audit, serta pengaturan struktur organisasi. Selain itu, *Board Manual* juga mengatur prinsip-prinsip dasar hubungan kerja antara Direksi dan Dewan Komisaris, termasuk etika jabatan, pengelolaan benturan kepentingan, mekanisme komunikasi formal maupun informal, serta pemanfaatan waktu dan fasilitas. Keberadaan pedoman ini menjadi salah satu instrumen penting dalam mendukung penerapan GCG secara konsisten.

TUGAS DAN TANGGUNG JAWAB

Sebagaimana tertuang dalam Anggaran Dasar Perusahaan dan *Board Manual*, cakupan tugas dan tanggung jawab Direksi adalah sebagai berikut:

1. Memimpin dan mengurus Perusahaan sesuai dengan kepentingan dan tujuan Perusahaan;
2. Menguasai, memelihara dan mengurus kekayaan Perusahaan;
3. Mewujudkan pelaksanaan RJPP dan RKAP, termasuk pencapaian target keuangan dan non keuangan;
4. Memenuhi ukuran kinerja yang jelas lengkap dan berimbang, baik dari aspek keuangan maupun non keuangan untuk menentukan pencapaian misi dan tujuan Perusahaan;

The Board of Directors plays a strategic role as one of the key bodies within the company's governance structure, particularly in coordinating and ensuring the implementation of GCG principles at all levels of the organization. In accordance with its management authority, the Board of Directors is responsible for integrating GCG principles into all of the Company's policies and operational activities.

The Board of Directors also maintains close and open cooperation with the Board of Commissioners, which serves in a supervisory capacity. This communicative and constructive working relationship aims to ensure alignment between strategic policies and prevailing governance practices. Synergy between the Board of Directors and the Board of Commissioners serves as a crucial foundation for achieving effective and sustainable corporate governance that creates long-term value for all stakeholders.

GUIDELINES AND RULES OF PROCEDURE FOR THE BOARD OF DIRECTORS

The Board of Directors performs its management functions in accordance with the Board Manual, which serves as a working guideline to ensure consistency and clarity in the exercise of the Board's authority. The Board Manual was adopted and approved by a joint resolution of the Board of Directors on June 25, 2018.

This document contains provisions regarding the duties, authorities, and responsibilities of the Board of Directors, procedures for conducting meetings, the roles of supporting bodies such as the Corporate Secretary and Internal Audit, as well as provisions regarding the organizational structure. In addition, the Board Manual also sets forth the basic principles governing the working relationship between the Board of Directors and the Board of Commissioners, including professional ethics, conflict of interest management, formal and informal communication mechanisms, and the use of time and facilities. The existence of these guidelines serves as a key instrument in supporting the consistent implementation of GCG.

DUTIES AND RESPONSIBILITIES

As set forth in the Company's Articles of Association and Board Manual, the scope of duties and responsibilities of the Board of Directors is as follows:

1. To lead and manage the Company in accordance with the Company's interests and objectives;
2. To control, maintain, and manage the Company's assets;
3. Ensuring the implementation of the RJPP and RKAP, including the achievement of financial and non-financial targets;
4. Meeting clear, comprehensive, and balanced performance metrics, both financial and non-financial, to determine the achievement of the Company's mission and objectives;

5. Menyelenggarakan sistem pengendalian intern yang efektif dan memberikan asersi mengenai pengendalian internal;
6. Melaksanakan manajemen risiko;
7. Membangun dan memanfaatkan teknologi informasi;
8. Menindaklanjuti temuan-temuan audit yang dilakukan oleh Fungsi Internal Audit dan Auditor Eksternal serta melaporkannya kepada Komisaris;
9. Melaporkan informasi-informasi yang relevan kepada Komisaris, antara lain mengenai suksesi/mutasi/promosi manajer kunci (senior), program pengembangan SDM, pertanggungjawaban manajemen risiko, penanganan HSSE dan kinerja pemanfaatan teknologi informasi;
10. Menyelenggarakan RUPS dan membuat risalah RUPS;
11. Memperhatikan kepentingan pemangku kepentingan sesuai dengan nilai-nilai etika dan peraturan perundang-undangan yang berlaku.

HAK, KEWAJIBAN, DAN WEWENANG DIREKSI

Sebagai penunjang tugas dan fungsi yang dimiliki, Direksi juga memiliki serangkaian wewenang yang mencakup:

1. Menetapkan kebijakan-kebijakan berkaitan dengan pengelolaan Perusahaan, termasuk kebijakan di bidang ketenagakerjaan;
2. Mengangkat dan memberhentikan pekerja berdasarkan aturan internal Perusahaan dan peraturan perundang-undangan yang berlaku;
3. Mengatur masalah pendelegasian wewenang/pemberian kuasa Direksi untuk mewakili Perusahaan di dalam dan di luar pengadilan. Menyiapkan Rencana Jangka Panjang Perusahaan (RJPP) dan Rencana Kerja dan Anggaran Perusahaan (RKAP);
4. Mengidentifikasi peluang bisnis;
5. Menyusun dan mengimplementasikan sistem akuntansi yang sesuai dengan Standar Akuntansi Keuangan;
6. Menyelenggarakan program pengenalan bagi Direksi baru yang relevan kepada Komisaris, antara lain mengenai suksesi/mutasi/promosi manajer kunci (senior), program pengembangan SDM, pertanggungjawaban Manajemen Risiko, pelaksanaan L2K3, dan kinerja pemanfaatan teknologi informasi;
7. Menyelenggarakan Rapat Umum Pemegang Saham (RUPS) dan membuat risalah RUPS;
8. Memperhatikan kepentingan *Stakeholders* sesuai dengan nilai-nilai etika dan peraturan perundang-undangan yang berlaku;
9. Menyusun dan menyelenggarakan program pembelajaran (*knowledge skill*) bagi Direksi;
10. Memberikan pertanggungjawaban dan segala keterangan tentang keadaan dan jalannya Perusahaan;
11. Menandatangani pernyataan tidak memiliki benturan kepentingan;
12. Menetapkan secara jelas tugas, tanggung jawab dan wewenang Manajemen serta ukuran kinerja pada setiap tingkatan/level;
13. Menandatangani kontrak Manajemen setiap tahun yang memuat janji atau pernyataan Direksi untuk memenuhi segala target-target yang telah ditetapkan;
14. Menyusun dan mempublikasikan Laporan Tahunan Perusahaan;
15. Mencantumkan kepemilikan sahamnya dan/atau keluarganya pada Perusahaan lain, dalam Laporan Tahunan Perusahaan.

5. Implementing an effective internal control system and providing assertions regarding internal controls;
6. Implement risk management;
7. Developing and utilizing information technology;
8. Follow up on audit findings identified by the Internal Audit Function and External Auditors and report them to the Board of Commissioners;
9. Reporting relevant information to the Board of Commissioners, including matters regarding the succession, transfer, or promotion of key (senior) managers, human resource development programs, risk management accountability, HSSE management, and the performance of information technology utilization;
10. Convening the General Meeting of Shareholders and preparing the minutes of the General Meeting of Shareholders;
11. Consider the interests of stakeholders in accordance with ethical values and applicable laws and regulations.

RIGHTS, DUTIES, AND AUTHORITIES OF THE BOARD OF DIRECTORS

To support its duties and functions, the Board of Directors also possesses a series of authorities, including:

1. Establishing policies related to the management of the Company, including labor policies;
2. Hiring and terminating employees in accordance with the Company's internal policies and applicable laws and regulations;
3. Managing matters related to the delegation of authority and granting of power of attorney to the Board of Directors to represent the Company in and out of court; Preparing the Company's Long-Term Plan (RJPP) and the Company's Work Plan and Budget (RKAP);
4. Identifying business opportunities;
5. Developing and implementing an accounting system in accordance with Financial Accounting Standards;
6. Conducting orientation programs for new Board members relevant to the Board of Commissioners, including matters regarding succession/transfer/promotion of key (senior) managers, human resource development programs, risk management accountability, implementation of L2K3, and performance in the utilization of information technology;
7. Convening General Shareholders' Meetings (GSM) and preparing the minutes of the GSM;
8. Taking into account the interests of stakeholders in accordance with ethical values and applicable laws and regulations;
9. Developing and implementing training programs (knowledge and skills) for the Board of Directors;
10. Providing accountability and all information regarding the Company's condition and operations;
11. Signing a declaration of no conflict of interest;
12. Clearly defining the duties, responsibilities, and authority of Management, as well as performance metrics at every level;
13. Signing annual management contracts containing the Board of Directors' commitment or statement to meet all established targets;
14. Prepare and publish the Company's Annual Report;
15. Disclosing their and/or their family members' shareholdings in other companies in the Company's Annual Report.

SUSUNAN DAN KOMPOSISI

Pada tahun 2025, struktur dan komposisi Direksi Perusahaan mengalami penyesuaian sebagai tindak lanjut atas Keputusan Sirkuler Pemegang Saham (RUPS Sirkuler) tanggal 26 November 2025 tentang Pengalihan Tugas dan Pengangkatan Anggota Direksi. Keputusan tersebut telah diformalkan dalam Akta Notaris Nomor 27 tanggal 24 Juni 2025. Berdasarkan ketetapan tersebut, susunan dan komposisi Direksi Perusahaan yang berlaku hingga 31 Desember 2025 adalah sebagai berikut:

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Periode dan Masa Jabatan Term and Tenure
I Ketut Laba	Direktur Utama President Director	Akta No.02 tanggal 3 Juli 2023 Deed No. 02 dated July 3, 2023	Periode I, 3 Juli 2023 - Saat Ini Term I, July 3, 2023 - Present
Eko Cahyadi	Direktur Keuangan dan SDM Director of Finance and Human Resources	Akta No. 25 tanggal 16 Desember 2025 Deed No. 25 dated December 16, 2025	Periode I, 26 November 2025 - Saat Ini Term I, November 26, 2025 - Present
Albertus Anto Budi Santosa	Direktur Pemasaran Director of Marketing	Akta No. 25 tanggal 16 Desember 2025 Deed No. 25 dated December 16, 2025	Periode I, 26 November 2025 - Saat Ini Term I, November 26, 2025 - Present
Yudi Wibisono	Direktur Operasi Director of Operations	Akta No.38 tanggal 23 Oktober 2024 Deed No. 38 dated October 23, 2024	Periode I, 15 Oktober 2025 - Saat Ini Term I, October 15, 2025 - Present
Dewi Susanti	Direktur Armada Director of Fleet	Akta No. 25 tanggal 16 Desember 2025 Deed No. 25 dated December 16, 2025	Periode I, 26 November 2025 - Saat Ini Term I, November 26, 2025 - Present

Seluruh anggota Direksi yang saat ini menjabat telah ditetapkan melalui mekanisme pengangkatan yang dilaksanakan secara sistematis dan terstruktur, mencakup tahapan seleksi, evaluasi, serta penilaian terhadap calon anggota Direksi. Setiap calon juga telah dinyatakan memenuhi persyaratan melalui pelaksanaan *fit and proper test*. Komposisi Direksi yang berlaku mencerminkan keberagaman latar belakang keahlian, kompetensi, pengetahuan, dan pengalaman yang dibutuhkan untuk mendukung pengelolaan dan operasional Perusahaan sesuai dengan tingkat kompleksitas usaha.

PEMBAGIAN LINGKUP TUGAS DAN
TANGGUNG JAWAB ANTAR DIREKSI

Setiap anggota Direksi menjalankan peran, tugas, dan tanggung jawab yang spesifik sesuai dengan jabatan serta ruang lingkup fungsi yang diemban. Pembagian tugas tersebut disesuaikan dengan bidang kerja masing-masing guna memastikan efektivitas pengelolaan Perusahaan, sebagaimana dirangkum dalam tabel berikut:

Jabatan Position	Lingkup Pembagian Tugas Scope of Responsibilities
Direktur Utama President Director	Menentukan, memutuskan dan menetapkan penyusunan strategi, perencanaan serta pelaksanaan seluruh kegiatan pengoperasian kapal-kapal milik perusahaan pelayaran dan pihak-pihak pengguna jasa yang membutuhkan/mempergunakan jasa Perusahaan, baik yang bergerak dibidang pencarian minyak lepas pantai maupun sektor lain yang bersifat khusus dalam bidang angkutan laut maupun jasa kepelabuhan, agar memperoleh profit optimal dan mengembangkan saham pemilik dengan memperhatikan etika bisnis dan berpedoman kepada garis kebijakan yang ditetapkan Dewan Komisaris Perusahaan. Determining, deciding, and establishing the formulation of strategies, planning, and implementation of all vessel operations- for vessels owned by shipping companies and service users who require or utilize the Company's services, whether engaged in offshore oil exploration or other specialized sectors within the maritime transport or port services industries, to achieve optimal profits and enhance shareholder value while adhering to business ethics and the policies established by the Company's Board of Commissioners.
Direktur Keuangan dan SDM Finance and Human Resources Director	Memutuskan, mengendalikan dan mengarahkan atas kelancaran dalam mengelola dana Perusahaan sehingga dapat menjamin likuiditas, solvabilitas dan rentabilitas dalam menetapkan kebijakan dengan manajemen akuntansi dan perbendaharaan serta menyiapkan laporan/data keuangan yang akurat dan tepat waktu. Make decisions, oversee, and guide the smooth management of the Company's funds to ensure liquidity, solvency, and profitability through the establishment of policies related to accounting and treasury management, as well as the preparation of accurate and timely financial reports and data.

STRUCTURE AND COMPOSITION

In 2025, the structure and composition of the Company's Board of Directors underwent adjustments following the Circular Resolution of Shareholders (Circular GMS) dated November 26, 2025, regarding the Transfer of Duties and Appointment of Board Members. This resolution was formalized in Notarial Deed No. 27 dated June 24, 2025. Based on this resolution, the composition of the Company's Board of Directors, effective as of until December 31, 2025, is as follows:

All current members of the Board of Directors were appointed through a systematic and structured appointment process, which included stages of selection, evaluation, and assessment of Board candidates. Each candidate has also been deemed to meet the requirements through the fit and proper test. The current composition of the Board of Directors reflects the diversity of expertise, competencies, knowledge, and experience required to support the Company's management and operations in line with the complexity of the business.

DIVISION OF DUTIES AND RESPONSIBILITIES
AMONG BOARD MEMBERS

Each member of the Board of Directors performs specific roles, duties, and responsibilities in accordance with their position and the scope of their functions. These duties are allocated according to their respective areas of responsibility to ensure the effective management of the Company, as summarized in the following table:

Jabatan Position	Lingkup Pembagian Tugas Scope of Responsibilities
Direktur Pemasaran Marketing Director	Memutuskan, mengendalikan dan mengarahkan dalam penyusunan strategi, pengembangan usaha kegiatan perusahaan melalui pemasaran jasa sewa kapal dan jasa <i>marine</i> pada <i>customer</i> dari segmen perusahaan oil & gas dan perusahaan non-oil & gas, untuk memperoleh profit optimal bagi Perusahaan, dengan memperhatikan etika bisnis dan berpedoman kepada garis kebijakan yang ditetapkan Perusahaan. Deciding, controlling, and directing the formulation of strategies and the development of the Company's business activities through the marketing of vessel chartering and marine services to customers in the oil & gas and non-oil & gas sectors, to achieve optimal profit for the Company, while adhering to business ethics and the Company's established policies.
Direktur Operasi Operations Director	Memutuskan, mengendalikan dan mengarahkan dalam penyusunan strategi, pengembangan usaha kegiatan perusahaan melalui pelaksanaan operasional perusahaan sehingga dapat mendukung pelaksanaan bisnis di perusahaan agar memperoleh profit optimal dan mengembangkan saham milik (Pertamina) dengan memperhatikan etika bisnis dan berpedoman kepada garis kebijakan yang ditetapkan Dewan Komisaris Perusahaan. Decide, oversee, and guide the formulation of strategies and the development of the company's business activities through the execution of company operations, thereby supporting business operations to achieve optimal profits and enhance the value of Pertamina's shares, while adhering to business ethics and following the policies established by the Company's Board of Commissioners.
Direktur Armada Fleet Director	Mengelola rencana <i>asset life cycle management</i> untuk kapal dalam kegiatan bisnis perusahaan, bertanggung jawab atas kesiapan operasional kapal milik, pengawakan, perawatan, perbaikan dan operasional seluruh kapal milik (<i>ship management</i>), anggaran dan biaya pengawakan, perawatan dan perbaikan kapal milik, aspek teknis terkait kegiatan pengembangan bisnis perusahaan, anggaran bunker kapal milik di luar <i>bundling</i> dan melakukan pengawasan pemakaian bunker, mengelola peremajaan kapal milik termasuk pengawasan sampai <i>delivery</i> kapal dari galangan, <i>asset integrity</i> di kapal milik dan digitalisasi khusus untuk kapal milik, standarisasi kapal milik (TMSA/OVMSA), kepatuhan kapal terhadap aturan nasional dan internasional serta sertifikasi kapal milik, asuransi dan klaim terkait kapal milik, dan kegiatan <i>Recognized Security Organization</i> (RSO). Manage the asset life cycle management plan for vessels in the company's business operations; be responsible for the operational readiness of company-owned vessels, crew management, maintenance, repairs, and the overall operation of all company-owned vessels (ship management); budgets and costs for crew, maintenance, and repairs of owned vessels; technical aspects related to the company's business development activities; bunker budgets for owned vessels outside of bundling and monitoring bunker consumption; managing the renewal of owned vessels, including oversight until vessel delivery from the shipyard; asset integrity on owned vessels and specialized digitalization for owned vessels; standardization of owned vessels (TMSA/OVMSA); vessel compliance with national and international regulations as well as certification of owned vessels, insurance and claims related to owned vessels, and activities of the Recognized Security Organization (RSO).

PENGENALAN PERUSAHAAN BAGI ANGGOTA DIREKSI BARU

Direksi yang diangkat untuk pertama kalinya wajib diberikan program pengenalan mengenai Perusahaan. Tanggung jawab untuk mengadakan program pengenalan tersebut berada pada Sekretaris Perusahaan atau Fungsi Legal & Relation yang menjalankan tugas sebagai Sekretaris Perusahaan. Program pengenalan tersebut meliputi:

1. Pelaksanaan prinsip-prinsip GCG oleh Perseroan.
2. Gambaran mengenai Perusahaan berkaitan dengan tujuan, sifat dan lingkup kegiatan, kinerja keuangan dan operasi, strategi, rencana jangka pendek dan jangka panjang, posisi kompetitif, risiko dan masalah-masalah strategi lainnya.
3. Keterangan berkaitan dengan kewenangan yang didelegasikan, audit internal, dan eksternal, sistem dan kebijakan pengendalian internal, termasuk Komite Audit.
4. Keterangan mengenai tugas dan tanggung jawab Dewan Komisaris dan Direksi serta hal yang tidak diperbolehkan.

Adapun pada tahun 2025, Perusahaan telah melaksanakan program pengenalan Perusahaan terhadap Sdr. Eko Cahyadi selaku Direktur Keuangan dan SDM, Sdr. Albertus Anto Budi Santosa selaku Direktur Pemasaran, dan Sdri. Dewi Susanti selaku Direktur Armada.

PROGRAM PENGEMBANGAN KOMPETENSI DEWAN DIREKSI

Perusahaan senantiasa mendorong penguatan kapasitas kepemimpinan dan profesionalisme Direksi melalui berbagai program pengembangan kompetensi. Dukungan diberikan kepada setiap anggota Direksi untuk mengikuti kegiatan pelatihan yang mengacu

COMPANY ORIENTATION FOR NEW BOARD MEMBERS

Directors appointed for the first time must be provided with an orientation program regarding the Company. The responsibility for conducting this orientation program lies with the Corporate Secretary or the Legal & Relations Department acting as the Corporate Secretary. The orientation program includes:

1. The Company's implementation of GCG principles.
2. An overview of the Company regarding its objectives, nature and scope of activities, financial and operational performance, strategy, short- and long-term plans, competitive position, risks, and other strategic issues.
3. Information regarding delegated authority, internal and external audits, internal control systems and policies, including the Audit Committee.
4. Information regarding the duties and responsibilities of the Board of Commissioners and the Board of Directors, as well as prohibited activities.

In 2025, the Company conducted an orientation program for Mr. Eko Cahyadi as Finance and Human Resources Director, Mr. Albertus Anto Budi Santosa as Marketing Director, and Mrs. Dewi Susanti as Fleet Director.

BOARD OF DIRECTORS COMPETENCY DEVELOPMENT PROGRAM

The Company consistently strives to strengthen the leadership capabilities and professionalism of the Board of Directors through various competency development programs. Support is provided to each member of the Board of Directors to participate in training

pada ketentuan dalam *Board Manual*, sehingga pengetahuan, keterampilan, dan kemampuan yang dimiliki senantiasa relevan dengan dinamika industri, kemajuan teknologi, serta penerapan praktik tata kelola perusahaan yang mutakhir. Sepanjang tahun 2025, pelatihan yang telah diikuti Direksi antara lain sebagai berikut:

activities in accordance with the provisions of the Board Manual, ensuring that their knowledge, skills, and capabilities remain relevant to industry dynamics, technological advancements, and the implementation of modern corporate governance practices. Throughout 2025, the training programs attended by the Board of Directors included the following:

Nama Name	Jabatan Position	Topik Pelatihan Training Topic	Tanggal Pelaksanaan Date	Penyelenggara Organizer
I Ketut Laba	Direktur Utama President Director	SUPREME Conference for Executives SUPREME Conference for Executives	06 Januari 2025 January 6, 2025	PT Pertamina Training & Consulting (PTC)
		Pelatihan <i>Upskilling Kompetensi/ Professional Qualification level SLC</i> Competency Upskilling Training/Professional Qualification Level SLC	06 Februari 2025 February 6, 2025	Dr. Eko Utomo
		<i>Starting Out Assessment Center (Mobile Learning)</i> Starting Out Assessment Center (Mobile Learning)	28 Februari 2025 February 28, 2025	PCU
		<i>Fundamental Behaviour Based Safety (BBS) (Mobile Learning)</i> Fundamental Behaviour-Based Safety (BBS) (Mobile Learning)	31 Maret 2025 March 31, 2025	PCU
		<i>Perilaku Hidup Sehat (Mobile Learning)</i> Healthy Lifestyle Behaviour (Mobile Learning)	31 Maret 2025 March 31, 2025	PCU
		<i>Public Speaking (Mobile Learning)</i> Public Speaking (Mobile Learning)	31 Maret 2025 March 31, 2025	PCU
		<i>Product Management Strategic Discussion</i> Product Management Strategic Discussion	15 Mei 2025 May 15, 2025	
		<i>Corporate Life Saving Rules (Mobile Learning)</i> Corporate Life-Saving Rules (Mobile Learning)	31 Agustus 2025 August 31, 2025	PCU
		<i>Leadership (Mobile Learning)</i> Leadership (Mobile Learning)	31 Agustus 2025 August 31, 2025	PCU
		BOC BOD <i>Retreat Pertamina Group 2025</i> Pertamina Group BOC & BOD Retreat 2025	28 November 2025 November 28, 2025	PT Pertamina (Persero)
		Wawasan Kebangsaan dan Bela Negara National Insight and State Defence	29 November 2025 November 29, 2025	PCU
		<i>Business Judgement Role</i> Business Judgment Role	30 November 2025 November 30, 2025	
Eko Cahyadi	Direktur Keuangan dan SDM Director of Finance and Human Resources	BOC BOD <i>Retreat Pertamina Group 2025</i> Pertamina Group BOC & BOD Retreat 2025	28 November 2025 November 28, 2025	PT Pertamina (Persero)
		Wawasan Kebangsaan dan Bela Negara National Insight and State Defence	29 November 2025 November 29, 2025	PCU
		<i>Corporate Life Saving Rules (Mobile Learning)</i> Corporate Life-Saving Rules (Mobile Learning)	30 November 2025 November 30, 2025	PCU
		<i>HSSE Culture Training (Mobile Learning)</i> HSSE Culture Training (Mobile Learning)	30 November 2025 November 30, 2025	PCU
		<i>Pelindungan Data Pribadi (Mobile Learning)</i> Personal Data Protection (Mobile Learning)	30 November 2025 November 30, 2025	PCU
		<i>Stress Management (Mobile Learning)</i> Stress Management (Mobile Learning)	30 November 2025 November 30, 2025	PCU
		<i>Business Judgement Role</i> Business Judgment Role	30 November 2025 November 30, 2025	PCU
Albertus Anto Budi Santosa	Direktur Pemasaran Director of Marketing	SUPREME Conference for Executives SUPREME Conference for Executives	06 Januari 2025 January 6, 2025	HSE TC
		Pelatihan <i>Upskilling Kompetensi/ Professional Qualification level SLC</i> Competency Upskilling Training/Professional Qualification Level SLC	07 Februari 2025 February 7, 2025	Dr. Eko Utomo
		BOC BOD <i>Retreat Pertamina Group 2025</i> Pertamina Group BOC & BOD Retreat 2025	28 November 2025 November 28, 2025	PT Pertamina (Persero)
		Wawasan Kebangsaan dan Bela Negara National Insight and State Defence	29 November 2025 November 29, 2025	PCU
		<i>Business Judgement Role</i> Business Judgment Role	30 November 2025 November 30, 2025	

Nama Name	Jabatan Position	Topik Pelatihan Training Topic	Tanggal Pelaksanaan Date	Penyelenggara Organizer
Yudi Wibisono	Direktur Operasi Director of Operations	SUPREME Conference for Executives SUPREME Conference for Executives	06 Januari 2025 January 6, 2025	HSE TC
		Product Management Strategic Discussion Product Management Strategic Discussion	15 Mei 2025 May 15, 2025	
		Fundamental Behaviour Based Safety (BBS) (Mobile Learning) Fundamental Behaviour-Based Safety (BBS) (Mobile Learning)	31 Mei 2025 May 31, 2025	PCU
		Perilaku Hidup Sehat (Mobile Learning) Healthy Lifestyle Behaviour (Mobile Learning)	31 Mei 2025 May 31, 2025	PCU
		Public Speaking (Mobile Learning) Public Speaking (Mobile Learning)	31 Mei 2025 May 31, 2025	PCU
		Respectful Workplace (Mobile Learning) Respectful Workplace (Mobile Learning)	31 Juli 2025 July 31, 2025	PCU
		Corporate Life Saving Rules (Mobile Learning) Corporate Life-Saving Rules (Mobile Learning)	31 Juli 2025 July 31, 2025	PCU
		Fraud Awareness (Mobile Learning) Fraud Awareness (Mobile Learning)	31 Juli 2025 July 31, 2025	PCU
		Leadership (Mobile Learning) Leadership (Mobile Learning)	31 Juli 2025 July 31, 2025	PCU
		BOC BOD Retreat Pertamina Group 2025 Pertamina Group BOC & BOD Retreat 2025	28 November 2025 November 28, 2025	PT Pertamina (Persero)
		Wawasan Kebangsaan dan Bela Negara National Insight and State Defence	29 November 2025 November 29, 2025	PCU
		Business Judgement Role Business Judgment Role	30 November 2025 November 30, 2025	
Dewi Susanti	Direktur Armada Director of Fleet	SUPREME Conference for Executives SUPREME Conference for Executives	06 Januari 2025 January 6, 2025	HSE TC
		Leader Forum Leader Forum	20 Januari 2025 January 20, 2025	
		Catalyser Program Catalyser Program	30 April 2025 April 30, 2025	
		Risk Management Forum Pertamina Group 2025 Pertamina Group Risk Management Forum 2025	30 Juni 2025 June 30, 2025	
		Orchestrating Integrity and Accountability Across the Supply Chain E Orchestrating Integrity and Accountability Across the Supply Chain	11 November 2025 November 11, 2025	PT Pertamina International Shipping
		Developing Strategy for Value Creation Developing Strategy for Value Creation	12 November 2025 November 12, 2025	
		BOC BOD Retreat Pertamina Group 2025 Pertamina Group BOC & BOD Retreat 2025	28 November 2025 November 28, 2025	PT Pertamina (Persero)
		Wawasan Kebangsaan dan Bela Negara National Insight and State Defence	29 November 2025 November 29, 2025	PCU
		Business Judgement Role Business Judgment Role	30 November 2025 November 30, 2025	

KEBIJAKAN DAN PELAKSANAAN RAPAT DIREKSI

Rapat Direksi merupakan forum resmi yang digunakan untuk membahas berbagai isu operasional sekaligus menetapkan kebijakan strategis Perusahaan. Pelaksanaannya mengacu pada ketentuan dalam Board Manual, yang mensyaratkan agar rapat diselenggarakan secara rutin serta dihadiri secara langsung oleh seluruh anggota Direksi. Secara berkala, rapat Direksi dilaksanakan paling sedikit 1 (satu) kali dalam setiap bulan, namun dapat pula diadakan sewaktu-waktu apabila dipandang perlu oleh seorang atau lebih anggota Direksi, berdasarkan permintaan tertulis dari anggota Dewan Komisaris, atau atas permintaan Pemegang Saham pengendali dengan mencantumkan agenda yang akan dibahas.

Sepanjang tahun 2025, Direksi telah menyelenggarakan rapat internal sebanyak 32 kali dan rapat gabungan bersama Dewan Komisaris sebanyak 11 kali. Tingkat kehadiran masing-masing anggota Direksi disajikan pada tabel berikut:

Nama Name	Kehadiran dalam Rapat Internal Direksi Attendance at Internal Board of Directors Meetings			Kehadiran dalam Rapat Gabungan bersama Dewan Komisaris Attendance at Joint Meetings with the Board of Commissioners		
	Jumlah Wajib Hadir Number of Required Attendees	Jumlah Kehadiran Number of Attend- ees	Tingkat Kehadiran Attendance Rate	Jumlah Wajib Hadir Number of Required Attendees	Jumlah Kehadiran Number of Attend- ees	Tingkat Kehadiran Attendance Rate
I Ketut Laba	32	32	100%	11	11	100%
Andy Arvianto	10	10	100%	5	5	100%
Slamet Harianto	17	17	100%	7	7	100%
Afan Aftory	29	29	100%	10	10	100%
Eko Cahyadi	3	3	100%	1	1	100%
Albertus Anto Budi Santosa	3	3	100%	1	1	100%
Yudi Wibisono	32	32	100%	11	11	100%
Dewi Susanti	3	3	100%	1	1	100%
Rata-Rata Kehadiran Average Attendance		100%			100%	

Selain rapat di atas, seluruh anggota Direksi juga telah menghadiri penyelenggaraan RUPS Tahunan yang dilakukan pada tanggal 26 Juni 2025.

PELAKSANAAN TUGAS DIREKSI TAHUN 2025

Sepanjang tahun 2025, Direksi telah melaksanakan peran dan tanggung jawabnya dalam mengelola aspek operasional, keuangan, serta fungsi pendukung usaha lainnya. Berbagai kebijakan dan keputusan yang ditetapkan selama periode tersebut telah didokumentasikan secara resmi melalui Keputusan Direksi, Surat Edaran, dan Instruksi Direksi sebagai bentuk tata kelola yang tertib dan akuntabel. Adapun sejumlah kebijakan strategis yang diambil Direksi sepanjang tahun buku antara lain mencakup hal-hal sebagai berikut:

1. Penyusunan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2025;

BOARD MEETING POLICIES AND PROCEDURES

Board meetings serve as the official forum for discussing various operational issues and establishing the Company's strategic policies. Their conduct is governed by the provisions of the Board Manual, which requires that meetings be held regularly and attended in person by all members of the Board. The Board of Directors meets at least once a month, but meetings may also be held at any time if deemed necessary by one or more members of the Board of Directors, upon written request from a member of the Board of Commissioners, or upon request from the controlling Shareholder, provided that the agenda to be discussed is included.

Throughout 2025, the Board of Directors held 32 internal meetings and 11 joint meetings with the Board of Commissioners. The attendance rates of each Board member are presented in the following table:

In addition to the meetings mentioned above, all members of the Board of Directors also attended the Annual General Meeting of Shareholders held on June 26, 2025.

PERFORMANCE OF THE BOARD OF DIRECTORS IN 2025

Throughout 2025, the Board of Directors has fulfilled its roles and responsibilities in managing operational, financial, and other business support functions. Various policies and decisions established during this period have been officially documented through Board Resolutions, Circular Letters, and Board Instructions as a form of orderly and accountable governance. The strategic policies adopted by the Board of Directors throughout the fiscal year include the following:

1. Preparation of the 2025 Corporate Work Plan and Budget (RKAP);

2. Menyelenggarakan RUPS Tahunan Tahun Buku 2025;
3. Penyesuaian Struktur Organisasi Perusahaan;
4. Pengembangan rencana strategis Perusahaan maupun Anak Perusahaan;
5. Penyusunan Laporan Tahunan dan Laporan Keberlanjutan Tahun Buku 2025;
6. Optimalisasi kinerja HSSE Perusahaan;
7. Melakukan pengawasan atas kinerja Anak Perusahaan; dan
8. Melakukan evaluasi atas penerapan GCG di Perusahaan dan mengimplementasikan peningkatan kualitas atas penerapan GCG.

PENILAIAN ATAS KINERJA KOMITE DI BAWAH DIREKSI

Sampai dengan 31 Desember 2025, Direksi belum membentuk komite sebagai organ yang secara khusus membantu pelaksanaan tugas. Meski demikian, dalam menjalankan fungsi pengelolaan, Direksi memperoleh dukungan dari organ pendukung yang terdiri atas Sekretaris Perusahaan dan Internal Audit. Direksi melakukan evaluasi kinerja terhadap masing-masing organ tersebut secara berkala sesuai dengan ruang lingkup tugas dan tanggung jawabnya. Proses penilaian dilaksanakan dengan mengacu pada tingkat pencapaian target yang telah ditetapkan dalam *Key Performance Indicator* (KPI).

2. Holding the 2025 Annual General Meeting of Shareholders;
3. Adjustment of the Company's Organizational Structure;
4. Development of strategic plans for the Company and its Subsidiaries;
5. Preparation of the Annual Report and Sustainability Report for the 2025 Fiscal Year;
6. Optimizing the Company's HSSE performance;
7. Monitoring the performance of subsidiaries; and
8. Evaluating the implementation of GCG within the Company and implementing quality improvements to GCG implementation.

ASSESSMENT OF THE PERFORMANCE OF COMMITTEES UNDER THE BOARD OF DIRECTORS

As of December 31, 2025, the Board of Directors has not established any committees as bodies specifically tasked with assisting in the performance of its duties. However, in carrying out its management functions, the Board of Directors receives support from supporting bodies consisting of the Corporate Secretary and Internal Audit. The Board of Directors conducts periodic performance evaluations of each of these bodies in accordance with their respective scopes of duties and responsibilities. The assessment process is carried out by referring to the level of achievement of targets set in the Key Performance Indicators (KPIs).

Penilaian Kinerja Dewan Komisaris dan Direksi

Performance Assessment of the Board of Commissioners and the Board of Directors

Evaluasi atas kinerja Dewan Komisaris dan Direksi dilakukan secara rutin setiap tahun sebagai wujud penerapan prinsip akuntabilitas dan transparansi dalam menjalankan fungsi pengawasan dan pengelolaan Perusahaan. Pelaksanaan penilaian tersebut berpedoman pada ketentuan yang telah diatur dalam *Board Manual* serta Anggaran Dasar Perusahaan, sehingga prosesnya berlangsung terarah dan sesuai dengan tata kelola yang berlaku.

PENILAIAN KINERJA DEWAN KOMISARIS

Kinerja Dewan Komisaris dievaluasi oleh Pemegang Saham melalui Rapat Umum Pemegang Saham (RUPS) Tahunan bersamaan dengan penyampaian Laporan Tugas Pengawasan atas pelaksanaan kinerja sepanjang tahun 2025. Proses evaluasi dilakukan secara komprehensif, mencakup penilaian terhadap kinerja kolektif maupun kontribusi masing-masing anggota, guna memastikan efektivitas pelaksanaan fungsi pengawasan.

Hasil penilaian tersebut dimanfaatkan sebagai dasar dalam memberikan rekomendasi perbaikan serta memperkuat peran Dewan Komisaris agar semakin optimal dalam mendukung penerapan tata kelola perusahaan yang baik. Pelaksanaan penilaian mengacu pada ketentuan yang tercantum dalam *Board Manual* dengan mempertimbangkan indikator kuantitatif dan kualitatif. Secara umum, parameter penilaian meliputi tingkat partisipasi dalam berbagai forum strategis, antara lain kehadiran pada sejumlah rapat penting sebagai berikut:

1. Kehadiran dalam rapat internal Dewan Komisaris;
2. Kehadiran dalam rapat bersama Direksi;
3. Kehadiran dalam rapat dengan Pemegang Saham; dan
4. Kehadiran dalam rapat Dewan Komisaris atau Komite dengan unit kerja lainnya.

Selain aspek yang disebutkan di atas, evaluasi Dewan Komisaris juga didasarkan oleh beberapa kriteria yang bersifat kualitatif, antara lain:

1. Integritas, termasuk penanganan potensi benturan kepentingan yang muncul selama menjalankan tugas;
2. Pengetahuan dan pemahaman Dewan Komisaris atas nilai-nilai misi, rencana jangka panjang Perusahaan, dan merefleksikan pemahaman ini kepada isu-isu penting sepanjang tahun;
3. Partisipasi Dewan Komisaris dalam rapat-rapat, termasuk kemampuan mereka untuk menyampaikan, memberikan argumentasi, dan memberikan solusi mengenai isu-isu strategis Perusahaan;
4. Kemampuan Dewan Komisaris dalam mengikuti isu-isu dan tren yang berpengaruh terhadap Perusahaan dan menggunakan informasi tersebut untuk menilai dan mengarahkan kinerja Perusahaan, bukan hanya dari tahun ke tahun, akan tetapi juga dalam jangka panjang; dan

The performance of the Board of Commissioners and the Board of Directors is evaluated on a regular annual basis as a manifestation of the principles of accountability and transparency in carrying out the Company's oversight and management functions. The evaluation is conducted in accordance with the provisions set forth in the Board Manual and the Company's Articles of Association, ensuring that the process is well-directed and in compliance with applicable corporate governance standards.

PERFORMANCE EVALUATION OF THE BOARD OF COMMISSIONERS

The performance of the Board of Commissioners is evaluated by the shareholders at the Annual General Meeting of Shareholders (AGM) in conjunction with the presentation of the Supervisory Report on performance throughout 2025. The evaluation process is conducted comprehensively, covering an assessment of both the collective performance and the individual contributions of each member, to ensure the effectiveness of the supervisory function.

The results of this assessment are used as a basis for providing recommendations for improvement and strengthening the role of the Board of Commissioners so that can more effectively support the implementation of good corporate governance. The assessment is conducted in accordance with the provisions set forth in the Board Manual, taking into account both quantitative and qualitative indicators. In general, the assessment parameters include the level of participation in various strategic forums, including attendance at the following important meetings:

1. Attendance at internal Board of Commissioners meetings;
2. Attendance at joint meetings with the Board of Directors;
3. Attendance at meetings with Shareholders; and
4. Attendance at meetings of the Board of Commissioners or committees with other business units.

In addition to the aspects mentioned above, the evaluation of the Board of Commissioners is also based on several qualitative criteria, including:

1. Integrity, including the *handling* of potential conflicts of interest that arise during the performance of duties;
2. The Board of Commissioners' knowledge and understanding of the Company's mission values and long-term plans, and their ability to reflect this understanding on key issues throughout the year;
3. The Board of Commissioners' participation in meetings, including their ability to present, provide arguments, and offer solutions regarding the Company's strategic issues;
4. The Board of Commissioners' ability to keep abreast of issues and trends that affect the Company and to use such information to assess and guide the Company's performance, not only on a year-to-year basis but also over the long term; and

5. Hubungan anggota Dewan Komisaris dengan sesama anggota Komisaris, dengan Direksi, dan pihak-pihak lain yang diatur dalam Anggaran Dasar dan peraturan perundang-undangan.

Penilaian Kinerja Dewan Komisaris Berdasarkan Key Performance Indicator (KPI)

Pemegang Saham melakukan penilaian terhadap kinerja Dewan Komisaris dengan mempertimbangkan tingkat pencapaian target yang telah ditetapkan dalam *Key Performance Indicator* (KPI) Dewan Komisaris. Berdasarkan hasil evaluasi atas KPI tersebut, capaian kinerja Dewan Komisaris pada tahun 2025 tercatat sebesar 100%.

PENILAIAN KINERJA DIREKSI

Evaluasi kinerja Direksi dilaksanakan setiap tahun melalui Rapat Umum Pemegang Saham (RUPS) sebagai bentuk pengawasan sekaligus pertanggungjawaban atas pelaksanaan fungsi pengurusan Perusahaan. Proses tersebut juga melibatkan Dewan Komisaris yang berperan memberikan penilaian terhadap efektivitas Direksi dalam mengelola kegiatan usaha dan menjalankan strategi Perusahaan.

Penilaian dilakukan dengan mengacu pada *Key Performance Indicator* (KPI) yang terdiri atas KPI kolektif Direksi yang telah memperoleh persetujuan Pemegang Saham, serta KPI individu yang ditetapkan bagi masing-masing anggota Direksi sesuai dengan peran dan tanggung jawabnya. Mekanisme ini dirancang untuk memastikan seluruh anggota Direksi memberikan kontribusi yang maksimal dalam mendukung pencapaian target strategis Perusahaan. Adapun kriteria yang digunakan dalam penilaian kinerja Direksi meliputi hal-hal sebagai berikut:

1. Pelaksanaan tugas dan tanggung jawab masing-masing anggota Direksi sesuai dengan Anggaran Dasar Perusahaan.
2. Pelaksanaan hasil keputusan RUPS.
3. Penilaian Tingkat Kesehatan Perusahaan yang mencakup 3 (tiga) aspek utama yaitu:
 - a. Aspek Keuangan;
 - b. Aspek Operasional; dan
 - c. Aspek Administrasi.
4. Indikator Kinerja Pendukung Lainnya.

Penilaian Kinerja Direksi Berdasarkan Key Performance Indicator (KPI)

Penilaian atas kinerja Direksi dilaksanakan setiap tahun dengan mengacu pada tingkat pencapaian target yang telah ditetapkan dalam *Key Performance Indicator* (KPI) Direksi, baik secara kolektif maupun perorangan. Proses evaluasi ini dilakukan oleh Pemegang Saham dengan mempertimbangkan laporan realisasi KPI yang disampaikan oleh Direksi, yang selanjutnya dibahas dan disahkan dalam forum Rapat Umum Pemegang Saham (RUPS).

5. The relationships of Board of Commissioners members with fellow Commissioners, with the Board of Directors, and with other parties as stipulated in the Articles of Association and applicable laws and regulations.

Performance Assessment of the Board of Commissioners Based on Key Performance Indicators (KPIs)

Shareholders assess the performance of the Board of Commissioners by evaluating the extent to which the targets set in the Board of Commissioners' Key Performance Indicators (KPIs) have been achieved. Based on the evaluation of these KPIs, the Board of Commissioners' performance achievement in 2025 was recorded at 100%.

BOARD OF DIRECTORS PERFORMANCE ASSESSMENT

The Board of Directors' performance is evaluated annually at the Annual General Meeting of Shareholders (AGM) as a form of oversight and accountability for the execution of the Company's management functions. This process also involves the Board of Commissioners, which assesses the Board of Directors' effectiveness in managing business operations and implementing the Company's strategies.

The evaluation is conducted based on Key Performance Indicators (KPIs), which consist of collective KPIs for the Board of Directors that have been approved by the Shareholders, as well as individual KPIs established for each member of the Board of Directors in accordance with their respective roles and responsibilities. This mechanism is designed to ensure that all members of the Board of Directors make the maximum contribution toward supporting the achievement of the Company's strategic targets. The criteria used in the evaluation of the Board of Directors' performance include the following:

1. The execution of duties and responsibilities by each Board member in accordance with the Company's Articles of Association.
2. Implementation of the results of the General Meeting of Shareholders' decisions.
3. Company Health Assessment covering 3 (three) main aspects, namely:
 - a. Financial Aspect;
 - b. Operational Aspect; and
 - c. Administrative Aspect.
4. Other Supporting Performance Indicators.

Board of Directors Performance Assessment Based on Key Performance Indicators (KPIs)

The evaluation of the Board of Directors' performance is conducted annually based on the level of achievement of targets set in the Board of Directors' Key Performance Indicators (KPIs), both collectively and individually. This evaluation process is carried out by the Shareholders by considering the KPI achievement reports submitted by the Board of Directors, which are subsequently discussed and approved at the General Meeting of Shareholders (GMS).

Pada tahun 2025, hasil evaluasi menunjukkan bahwa capaian KPI Direksi secara kolegal mencapai skor sebesar 109,26%. Informasi lebih rinci mengenai realisasi KPI kolegal Direksi disajikan pada Bab Analisis dan Pembahasan Manajemen, khususnya pada bagian KPI Perusahaan.

Penilaian Kinerja Direksi Berdasarkan KPI Individual

Selain penilaian secara kolektif, pengukuran kinerja Direksi juga dilaksanakan secara individual untuk menilai kontribusi setiap anggota dalam menjalankan fungsi pengelolaan Perusahaan. Evaluasi ini didasarkan pada sejumlah indikator yang disesuaikan dengan peran, tugas, dan tanggung jawab masing-masing anggota Direksi, sehingga dapat memberikan gambaran yang lebih objektif mengenai tingkat efektivitas kinerja individu.

Adapun realisasi *Key Performance Indicator* (KPI) masing-masing anggota Direksi untuk tahun 2025 adalah sebagai berikut:

Direktorat Directorate	Realisasi KPI KPI Achievement
Direktur Utama President Director	105,76
Direktur Keuangan dan SDM Director of Finance and Human Resources	107,88
Direktur Pemasaran Director of Marketing	105,44
Direktur Operasi Director of Operations	106,93
Direktur Armada Director of Fleet	103,58

Penilaian Kinerja oleh Dewan Komisaris

Dewan Komisaris menilai Direksi telah menjalankan tugas dan tanggung jawabnya dengan sangat baik selama tahun 2025. Hal ini terefleksi antara lain dari hasil penilaian kinerja Direksi yang secara keseluruhan telah menunjukkan upaya positif di dalam mengejar target RKAP tahun buku 2025, baik dengan cara memperkuat implementasi program RKAP 2025 maupun *strategy recovery plan* dan efisiensi biaya.

In 2025, the evaluation results showed that the Board of Directors' collective KPI achievement reached a score of 109.26%. More detailed information regarding the Board of Directors' collective KPI achievement is presented in the Management Analysis and Discussion section, specifically in the Company KPIs section.

Board of Directors Performance Assessment Based on Individual KPIs

In addition to collective evaluations, the Board of Directors' performance is also assessed individually to evaluate each member's contribution to the Company's management functions. This evaluation is based on a set of indicators tailored to the roles, duties, and responsibilities of each Board member, thereby providing a more objective picture of the effectiveness of individual performance.

The Key Performance Indicators (KPIs) achieved by each Board member for the year 2025 are as follows:

Performance Evaluation by the Board of Commissioners

The Board of Commissioners considers that the Board of Directors has carried out its duties and responsibilities excellently during 2025. This is reflected, among others, in the results of the Board of Directors' performance assessment, which overall demonstrate positive efforts in pursuing the 2025 ABOP targets through the strengthened implementation of the 2025 ABOP program, as well as the strategy recovery plan and cost-efficiency initiatives.

Kebijakan Nominasi dan Remunerasi Dewan Komisaris dan Direksi

Nomination and Remuneration Policies for the Board of Commissioners and the Board of Directors

KEBIJAKAN NOMINASI DEWAN KOMISARIS DAN DIREKSI

Penentuan calon anggota Dewan Komisaris dan Direksi dilakukan berdasarkan kebijakan yang menjadi kewenangan penuh para pemegang saham, yaitu PT Pertamina International Shipping dan PT Pertamina Pedeve Indonesia. Pemegang saham memegang peranan penting dalam mengidentifikasi serta menetapkan figur yang dinilai memiliki kompetensi, integritas, dan kapabilitas untuk melaksanakan fungsi kepengurusan maupun pengawasan secara efektif demi tercapainya sasaran Perusahaan.

Kebijakan tersebut dirancang untuk menjaga kesinambungan kepemimpinan yang profesional sekaligus memastikan keselarasan dengan strategi dan arah pengembangan Perusahaan. Proses regenerasi kepemimpinan dapat bersumber dari internal PTK maupun dari eksternal, termasuk kandidat yang berasal dari PT Pertamina International Shipping, PT Pertamina (Persero), serta entitas anak di lingkungan Pertamina.

PROSEDUR NOMINASI DEWAN KOMISARIS

RUPS berperan sebagai organ yang berwenang dalam menetapkan pengangkatan maupun pemberhentian anggota Dewan Komisaris. Setiap keputusan yang diambil melalui forum tersebut telah mempertimbangkan kualitas integritas, kapabilitas, serta kompetensi calon agar selaras dengan tuntutan dan dinamika usaha Perusahaan.

Sebelum ditetapkan, calon anggota Dewan Komisaris diwajibkan memenuhi sejumlah ketentuan yang mencakup persyaratan formal dan materiil. Pemenuhan kriteria ini menjadi dasar untuk memastikan bahwa individu yang terpilih memiliki kelayakan serta kesiapan dalam menjalankan fungsi pengawasan secara profesional di lingkungan PTK. Adapun persyaratan formal dan materiil untuk pengangkatan anggota Dewan Komisaris adalah sebagai berikut:

1. Memiliki integritas, dedikasi dan iktikad baik serta rasa tanggung jawab;
2. Memiliki pengetahuan yang memadai di bidang usaha Perusahaan;
3. Memiliki waktu yang cukup untuk melaksanakan tugasnya;
4. Memiliki kemampuan melaksanakan perbuatan hukum dan tidak pernah dinyatakan pailit atau menjadi anggota Direksi atau Komisaris yang dinyatakan bersalah, menyebabkan suatu perusahaan pailit atau pernah dihukum karena melakukan tindak pidana yang merugikan keuangan negara dalam kurun waktu lima tahun sebelum pengangkatannya;

NOMINATION POLICY FOR THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

The selection of candidates for the Board of Commissioners and the Board of Directors is conducted in accordance with policies that fall under the full authority of the shareholders, namely PT Pertamina International Shipping and PT Pertamina Pedeve Indonesia. Shareholders play a crucial role in identifying and appointing individuals deemed to possess the competence, integrity, and capability to effectively carry out management and oversight functions to achieve the Company's objectives.

This policy is designed to ensure the continuity of professional leadership while aligning with the Company's strategy and development direction. The leadership succession process may involve candidates from within PTK or from external sources, including candidates from PT Pertamina International Shipping, PT Pertamina (Persero), and other subsidiaries within the Pertamina group.

BOARD OF COMMISSIONERS NOMINATION PROCEDURE

The General Meeting of Shareholders serves as the authorized body for appointing and dismissing members of the Board of Commissioners. Every decision made through this forum takes into account the integrity, capabilities, and competence of candidates to ensure alignment with the Company's business demands and dynamics.

Prior to appointment, candidates for the Board of Commissioners are required to meet a number of requirements, including formal and substantive criteria. Compliance with these criteria serves as the basis for ensuring that the selected individuals possess the qualifications and readiness to perform their supervisory duties professionally within PTK. The formal and substantive requirements for the appointment of members of the Board of Commissioners are as follows:

1. Possess integrity, dedication, good faith, and a sense of responsibility;
2. Possess adequate knowledge in the Company's business field;
3. Have sufficient time to carry out their duties;
4. Possess the legal capacity to enter into legal transactions and have never been declared bankrupt or served as a member of the Board of Directors or Board of Commissioners who was found guilty of causing a company to go bankrupt or has been convicted of a criminal offense resulting in financial loss to the state within the five years prior to their appointment;

5. Memiliki hubungan yang luas dan bermanfaat bagi Perusahaan; dan
6. Tidak mewakili kepentingan partai politik tertentu.

RUPS juga memiliki kewenangan untuk menetapkan pemberhentian sementara terhadap anggota Dewan Komisaris. Tindakan tersebut dapat dilakukan apabila yang bersangkutan terbukti melakukan perbuatan yang tidak sesuai dengan ketentuan Anggaran Dasar, menimbulkan potensi kerugian bagi Perusahaan, atau tidak menjalankan kewajibannya sebagaimana mestinya.

Selain pemberhentian sementara, RUPS berhak mengambil keputusan pemberhentian tetap terhadap anggota Dewan Komisaris yang terbukti melakukan pelanggaran. Kewenangan ini merupakan bagian dari upaya menjaga penerapan tata kelola perusahaan yang baik serta memastikan bahwa fungsi pengawasan dijalankan secara bertanggung jawab.

PROSEDUR NOMINASI DAN SUKSESI DIREKSI

Pengangkatan dan pemberhentian anggota Direksi ditetapkan melalui keputusan RUPS dengan tetap mengacu pada Anggaran Dasar Perusahaan serta peraturan perundang-undangan yang berlaku. Proses tersebut dilaksanakan secara terstruktur untuk memastikan bahwa setiap keputusan terkait kepemimpinan Perusahaan dilakukan secara akuntabel dan transparan.

Sebelum diajukan oleh pemegang saham yang berwenang, calon anggota Direksi diwajibkan mengikuti serangkaian tahapan seleksi. Tahapan ini bertujuan untuk menilai kelayakan, kompetensi, serta kesesuaian kandidat dengan kebutuhan dan arah strategis Perusahaan. Adapun proses seleksi yang harus dilalui calon Direksi meliputi beberapa tahap sebagai berikut:

1. Tahap pertama adalah pengajuan usulan calon Direksi Anak Perusahaan oleh Direksi PT Pertamina International Shipping selaku Pemegang Saham dengan meminta persetujuan tertulis dari Direksi PT Pertamina International Shipping dan disetujui oleh RUPS PT Pertamina International Shipping sebelum ditetapkan dalam RUPS Anak Perusahaan.
2. Prosedur pengangkatan calon anggota Direksi Perusahaan melalui tahap evaluasi, proses penjangkaran, proses penilaian melalui uji kepatutan dan kelayakan (*fit and proper test*) serta dan ketentuan-ketentuan perihal formulasi penilaian, dengan tetap mengacu kepada peraturan perundang-undangan yang berlaku dan/atau pedoman yang berlaku di PT Pertamina International Shipping.
3. Sebelum meminta Persetujuan RUPS, Direksi PT Pertamina International Shipping akan meminta persetujuan dan pendapat Direksi PT Pertamina International Shipping terkait rekomendasi calon Direksi Anak Perusahaan.

5. Possess extensive and beneficial connections for the Company; and
6. Does not represent the interests of any particular political party.

The General Meeting of Shareholders also has the authority to impose a temporary suspension on members of the Board of Commissioners. Such action may be taken if the individual in question is found to have committed acts inconsistent with the provisions of the Articles of Association, caused potential harm to the Company, or failed to perform their duties properly.

In addition to temporary suspension, the GMS has the right to decide on the permanent removal of a member of the Board of Commissioners who is proven to have committed a violation. This authority is part of efforts to uphold good corporate governance and ensure that supervisory functions are carried out responsibly.

PROCEDURES FOR THE NOMINATION AND SUCCESSION OF THE BOARD OF DIRECTORS

The appointment and removal of Board members are determined by a resolution of the General Meeting of Shareholders, in accordance with the Company's Articles of Association and applicable laws and regulations. This process is conducted in a structured manner to ensure that all decisions regarding the Company's leadership are made in an accountable and transparent manner.

Before being nominated by the authorized shareholders, candidates for the Board of Directors are required to undergo a series of selection stages. These stages are designed to assess the candidates' qualifications, competencies, and suitability for the Company's needs and strategic direction. The selection process that candidates for the Board of Directors must undergo consists of the following stages:

1. The first stage is the submission of proposals for candidates for the Board of Directors of the Subsidiary by the Board of Directors of PT Pertamina International Shipping as the Shareholder, requesting written approval from the Board of Directors of PT Pertamina International Shipping and approval by the General Meeting of Shareholders of PT Pertamina International Shipping before being ratified at the General Meeting of Shareholders of the Subsidiary.
2. The procedure for appointing candidates for the Company's Board of Directors involves an evaluation phase, a screening process, an assessment process through a fit and proper test, and provisions regarding the formulation of the assessment, all in accordance with applicable laws and regulations and/or guidelines in effect at PT Pertamina International Shipping.
3. Prior to seeking approval from the General Meeting of Shareholders, the Board of Directors of PT Pertamina International Shipping will seek the approval and opinion of the Board of Directors of PT Pertamina International Shipping regarding the recommendation of candidates for the Board of Directors of the Subsidiary.

Sebagai bagian dari upaya menjaga keberlanjutan kepemimpinan, Perusahaan menerapkan mekanisme suksesi Direksi melalui penyelenggaraan berbagai program pengembangan sumber daya manusia. Program tersebut mencakup pelatihan internal maupun eksternal, serta penguatan kompetensi, terutama pada aspek kepemimpinan dan kapabilitas pejabat Perusahaan yang dinilai memiliki potensi untuk dipromosikan. Langkah ini dilakukan untuk menyiapkan kandidat terbaik yang selanjutnya dapat diusulkan kepada pemegang saham dalam forum RUPS serta mengikuti proses uji kepatutan dan kelayakan.

Pada proses penunjukan, calon anggota Direksi wajib memenuhi sejumlah kriteria yang telah ditetapkan. Kandidat tidak boleh pernah dinyatakan pailit atau terbukti bersalah sehingga menyebabkan suatu perusahaan dinyatakan pailit. Selain itu, calon tidak pernah melakukan perbuatan tercela maupun dijatuhi hukuman atas tindak pidana, tidak merangkap jabatan sebagai Komisaris, Direksi, atau pejabat eksekutif pada perusahaan sejenis maupun lembaga lain, serta tidak memiliki hubungan keuangan ataupun hubungan keluarga dengan anggota Dewan Komisaris, anggota Direksi lainnya, dan/atau pemegang saham perusahaan.

Seluruh anggota Direksi Perusahaan juga diwajibkan memenuhi persyaratan kemampuan dan kepatutan sebagaimana diatur dalam Anggaran Dasar, *Board Manual*, dan *Code of Corporate Governance* (CoCG) Perusahaan, yaitu sebagai berikut:

1. Memiliki keahlian, integritas, kepemimpinan, pengalaman, jujur dan perilaku yang baik serta dedikasi tinggi untuk memajukan dan mengembangkan Perusahaan;
2. Mampu melaksanakan perbuatan hukum dan tidak pernah dinyatakan pailit serta tidak pernah menjadi anggota Direksi atau Komisaris yang dinyatakan bersalah menyebabkan suatu Perusahaan dinyatakan pailit;
3. Tidak pernah dihukum karena melakukan tindak pidana yang merugikan keuangan negara dalam waktu lima tahun sebelum pengangkatannya;
4. Tidak diperkenankan memiliki hubungan keluarga antara Anggota Direksi dan antara Anggota Direksi dengan Anggota Dewan Komisaris; dan
5. Tidak mewakili kepentingan partai politik tertentu.

Lebih lanjut, kewenangan untuk memberhentikan anggota Direksi berada pada RUPS dengan tetap berpedoman pada ketentuan yang tercantum dalam Anggaran Dasar Perusahaan. Keputusan pemberhentian ini diambil melalui pertimbangan yang matang guna menjaga stabilitas pengelolaan Perusahaan serta memastikan bahwa fungsi kepemimpinan berjalan sesuai dengan prinsip GCG.

Tindakan pemberhentian dapat dilakukan apabila terdapat kondisi atau alasan tertentu yang menjadi dasar penilaian pemegang saham, antara lain sebagai berikut:

1. Masa jabatannya berakhir;
2. Mengundurkan diri;
3. Kehilangan kewarganegaraan Indonesia;
4. Meninggal dunia; dan
5. Diberhentikan berdasarkan Keputusan RUPS.

As part of its efforts to ensure leadership continuity, the Company implements a Board of Directors succession mechanism through various human resource development programs. These programs include both internal and external training, as well as competency enhancement, particularly in the areas of leadership and the capabilities of Company officials deemed to have the potential for promotion. This step is taken to prepare the best candidates who can subsequently be proposed to shareholders at the General Meeting of Shareholders and undergo the fit and proper test process.

During the appointment process, candidates for the Board of Directors must meet a number of established criteria. Candidates must never have been declared bankrupt or found guilty of causing a company to be declared bankrupt. Furthermore, candidates must not have committed any dishonorable acts or been convicted of a criminal offense, must not hold concurrent positions as a Commissioner, Director, or executive officer at a similar company or other institution, and must not have any financial or family ties with members of the Board of Commissioners, other members of the Board of Directors, and/or the company's shareholders.

All members of the Company's Board of Directors are also required to meet the competence and fitness requirements as stipulated in the Company's Articles of Association, Board Manual, and Code of Corporate Governance (CoCG), namely as follows:

1. Possess expertise, integrity, leadership, experience, honesty, good conduct, and a high level of dedication to advancing and developing the Company;
2. Be capable of performing legal acts and never have been declared bankrupt, and never have served as a member of the Board of Directors or Commissioners who was found guilty of causing a company to be declared bankrupt;
3. Has never been convicted of a criminal offense causing financial loss to the state within five years prior to appointment;
4. No family relationships are permitted between members of the Board of Directors, or between members of the Board of Directors and members of the Board of Commissioners; and
5. They must not represent the interests of any specific political party.

Furthermore, the authority to dismiss members of the Board of Directors rests with the General Meeting of Shareholders, in accordance with the provisions set forth in the Company's Articles of Association. This dismissal decision is made after careful consideration to maintain the stability of the Company's management and ensure that leadership functions operate in accordance with the principles of Good Corporate Governance (GCG).

Removal may be carried out if there are certain conditions or reasons that form the basis of the shareholders' assessment, including the following:

1. The term of office has expired;
2. Resignation;
3. Loss of Indonesian citizenship;
4. Death; and
5. Dismissal based on a resolution of the General Meeting of Shareholders.

KEBIJAKAN REMUNERASI DEWAN KOMISARIS DAN DIREKSI

Perusahaan telah menetapkan pedoman yang mengatur besaran serta mekanisme perhitungan remunerasi bagi Dewan Komisaris dan Direksi dengan mempertimbangkan kinerja perusahaan serta nilai yang diberikan kepada pemegang saham. Kebijakan ini dirancang untuk mendorong terciptanya kepemimpinan yang profesional, akuntabel, dan berorientasi pada pencapaian target strategis Perusahaan.

Kebijakan remunerasi Dewan Komisaris dan Direksi mengacu pada peraturan yang berlaku, baik di lingkungan PT Pertamina International Shipping maupun pada ketentuan yang ditetapkan oleh PT Pertamina (Persero) sebagai Badan Usaha Milik Negara. Landasan utama kebijakan tersebut merujuk pada Peraturan Menteri BUMN Republik Indonesia No. PER-3/MBU/2023 tentang Organ dan Sumber Daya Manusia BUMN yang ditetapkan pada 23 Maret 2023.

PROSEDUR PENETAPAN REMUNERASI DEWAN KOMISARIS DAN DIREKSI

Penentuan remunerasi bagi Dewan Komisaris dan Direksi dilakukan melalui keputusan RUPS setelah mempertimbangkan rekomendasi yang bersumber dari hasil kajian perusahaan bersama pemegang saham. Proses ini bertujuan untuk memastikan bahwa struktur remunerasi yang diberikan selaras dengan tanggung jawab jabatan, kinerja, serta kondisi perusahaan.

Besaran remunerasi bagi Dewan Komisaris dan Direksi untuk periode tahun 2025 masih mengacu pada keputusan Rapat Umum Pemegang Saham (RUPS) Tahun 2024, sebagaimana dituangkan dalam Keputusan Pemegang Saham Secara Sirkuler tanggal 22 Oktober 2024 tentang Penetapan Penghargaan atas Kinerja Tahunan Tahun Buku 2023 dan Penetapan Remunerasi Tahun 2024 Direksi dan Dewan Komisaris.

Hal ini dikarenakan hingga saat laporan ini disusun, Perseroan belum menerima penetapan terbaru dari pemegang saham (*shareholders*) terkait besaran remunerasi Dewan Komisaris dan Direksi untuk Tahun 2025.

INDIKATOR PENETAPAN REMUNERASI DEWAN KOMISARIS DAN DIREKSI

Pertimbangan dalam menetapkan remunerasi mencakup sejumlah indikator penting, antara lain capaian *Key Performance Indicator* (KPI) dan tingkat kesehatan Perusahaan, ukuran serta kompleksitas kegiatan usaha, kinerja pendapatan dan kapasitas keuangan, kondisi perekonomian makro termasuk inflasi dan perkembangan pasar, serta berbagai faktor relevan lainnya. Keputusan akhir mengenai besaran remunerasi ditetapkan oleh Pemegang Saham melalui RUPS dengan memperhatikan rekomendasi yang disampaikan oleh Dewan Komisaris.

REMUNERATION POLICY FOR THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

The Company has established guidelines governing the amount and calculation mechanism of remuneration for the Board of Commissioners and the Board of Directors, taking into account the Company's performance and the value provided to shareholders. This policy is designed to foster professional, accountable leadership focused on achieving the Company's strategic objectives.

The remuneration policy for the Board of Commissioners and the Board of Directors is based on applicable regulations, both within PT Pertamina International Shipping and those established by PT Pertamina (Persero) as a State-Owned Enterprise. The primary basis for this policy is Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-3/MBU/2023 concerning State-Owned Enterprise Organizations and Human Resources, issued on March 23, 2023.

PROCEDURES FOR DETERMINING THE REMUNERATION OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

Remuneration for the Board of Commissioners and the Board of Directors is determined by a resolution of the General Meeting of Shareholders after considering recommendations based on the results of a joint review conducted by the company and its shareholders. This process aims to ensure that the remuneration structure is aligned with job responsibilities, performance, and the company's financial condition.

The remuneration of the Board of Commissioners and Board of Directors for the 2025 period continues to refer to the resolution of the 2024 Annual General Meeting of Shareholders (AGMS), as stipulated in the Circular Shareholders' Resolution dated October 22, 2024, regarding the Determination of Annual Performance Incentives for Fiscal Year 2023 and the Determination of the 2024 Remuneration for the Board of Directors and Board of Commissioners.

This is because, as of the date of this Annual Report, the Company has not yet received the latest determination from the shareholders regarding the remuneration of the Board of Commissioners and Board of Directors for 2025.

INDICATORS FOR DETERMINING REMUNERATION FOR THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

Considerations in determining remuneration include a number of key indicators, such as the achievement of Key Performance Indicators (KPIs) and the Company's financial health, the scale and complexity of business operations, revenue performance and financial capacity, macroeconomic conditions including inflation and market developments, as well as various other relevant factors. The final decision regarding the amount of remuneration is made by the Shareholders through the General Meeting of Shareholders, taking into account the recommendations submitted by the Board of Commissioners.

KOMPONEN DAN STRUKTUR REMUNERASI DEWAN KOMISARIS DAN DIREKSI

Struktur remunerasi bagi Dewan Komisaris dan Direksi disusun dalam bentuk paket kompensasi yang mencakup imbalan tetap maupun variabel. Paket tersebut meliputi honorarium atau gaji, berbagai tunjangan, serta fasilitas pendukung yang diberikan secara rutin setiap bulan. Selain itu, terdapat tantiem yang diberikan sebagai bentuk penghargaan atas kinerja tahunan sesuai dengan pencapaian yang telah ditetapkan.

Adapun rincian komponen remunerasi bagi Dewan Komisaris dan Direksi meliputi hal-hal sebagai berikut:

Remunerasi Dewan Komisaris Remuneration of the Board of Commissioners	Remunerasi Direksi Remuneration of the Board of Directors
Honorarium Honorarium	Gaji Salary
Tunjangan Hari Raya Keagamaan, Tunjangan Transportasi, Asuransi Purna Jabatan Religious Holiday Allowance, Transportation Allowance, Post-Retirement Insurance	Tunjangan Hari Raya Keagamaan, Asuransi purna Jabatan Religious Holiday Allowance, Post-Employment Insurance
Fasilitas Kesehatan, Fasilitas Bantuan Hukum, serta Fasilitas Komunikasi dan Sarana Teknologi Health Benefits, Legal Assistance, and Communication and IT Facilities	Fasilitas Kendaraan Ringan, Fasilitas Kesehatan, Fasilitas Komunikasi dan Sarana Teknologi Informasi, Fasilitas Bantuan Hukum Light Vehicle Benefits, Health Benefits, Communication and Information Technology Benefits, Legal Assistance Benefits
Tantiem Bonus	Tantiem Bonus

Sementara itu, struktur remunerasi Dewan Komisaris dan Direksi terdiri dari:

COMPONENTS AND STRUCTURE OF REMUNERATION FOR THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

The remuneration structure for the Board of Commissioners and the Board of Directors is structured as a compensation package that includes both fixed and variable compensation. The package includes honoraria or salaries, various allowances, and support benefits provided on a regular monthly basis. In addition, performance bonuses are awarded as a form of recognition for annual performance in accordance with predetermined targets.

The details of the remuneration components for the Board of Commissioners and the Board of Directors include the following:

Meanwhile, the remuneration structure for the Board of Commissioners and the Board of Directors consists of:

Jabatan Position	Struktur Remunerasi Remuneration Structure
Dewan Komisaris Board of Commissioners	- Honorarium Komisaris Utama ditetapkan sebesar 45% dari Direktur Utama sedangkan honorarium anggota Dewan Komisaris ditetapkan sebesar 90% dari honorarium Komisaris Utama. - Tunjangan yang terdiri dari: - Tunjangan Transportasi sebesar 20% dari Honorarium. - Tunjangan Hari Raya sebesar 1 (satu) kali Honorarium. - Asuransi Purna Jabatan sebesar maksimal 25% dari Honorarium dalam 1 (satu) tahun. - Fasilitas yang terdiri dari: - Fasilitas Kesehatan, yang meliputi fasilitas kesehatan dasar dan fasilitas kesehatan tambahan bagi Dewan Komisaris beserta anggota keluarga, serta kesehatan berkala (<i>medical check up</i>) sebanyak 1 (satu) kali setahun. - Fasilitas Bantuan Hukum (termasuk Asuransi Director's & Officer's Liability) sesuai dengan ketentuan yang berlaku di lingkungan PT Pertamina (Persero) dan peraturan perundang-undangan yang berlaku, termasuk Peraturan Menteri BUMN terkait. - Tantiem yang besarnya ditetapkan oleh Pemegang Saham. - The honorarium for the President Commissioners is set at 45% of the President Director's honorarium, while the honorarium for members of the Board of Commissioners is set at 90% of the President Commissioner's honorarium. - Allowances consisting of: - Transportation Allowance of 20% of the Honorarium. - Holiday Allowance equal to 1 (one) times the Honorarium. - Post-employment insurance covering up to 25% of the honorarium for a period of 1 (one) year. - Benefits consisting of: - Health Benefits, which include basic and supplementary health coverage for the Board of Commissioners and their family members, as well as an annual medical check-up. - Legal Assistance Benefits (including Director's & Officer's Liability Insurance) in accordance with the applicable regulations within PT Pertamina (Persero) and applicable laws and regulations, including the relevant Minister of State-Owned Enterprises Regulation. - Bonuses, the amount of which is determined by the Shareholders.

Jabatan Position	Struktur Remunerasi Remuneration Structure
Direksi Board of Directors	- Gaji Direktur Utama ditetapkan sesuai dengan keputusan Pemegang Saham dalam RUPS Tahunan. Gaji Anggota Direktur Lainnya sebesar 85% dari gaji Direktur Utama. - Tunjangan, terdiri dari: - Tunjangan Perumahan (termasuk utilitas) bagi anggota Direksi sebesar 40% dari gaji. - Tunjangan Hari Raya sebesar 1 (satu) kali gaji (terdapat pengalihan THRK menjadi CSR). - Asuransi Purna Jabatan sebesar Maksimal 25% dari gaji dalam satu tahun. - Fasilitas, terdiri dari: - Fasilitas Kesehatan, yang meliputi fasilitas kesehatan dasar dan fasilitas kesehatan tambahan bagi Dewan Komisaris beserta anggota keluarga, serta kesehatan berkala (<i>medical check up</i>) sebanyak 1 (satu) kali setahun. - Fasilitas Kendaraan Ringan (KRP) yang mengacu pada Pedoman PT Pertamina (Persero) No. A-001/I20000/2017-SO tanggal 05 Desember 2017 tentang Pengelolaan Kendaraan Ringan Penumpang dan/atau perubahannya serta memperhatikan level kesetaraan Pertamina Reference Level (PRL) Direksi. - Fasilitas komunikasi sesuai dengan ketentuan yang berlaku di lingkungan PT Pertamina (Persero), termasuk Surat Keputusan Direktur Utama PT Pertamina (Persero) No. Kpts-45/C00000/2020-SO tanggal 10 Desember 2020 tentang Standarisasi Sarana Teknologi Informasi dan/atau perubahannya. - Fasilitas Bantuan Hukum (termasuk Asuransi <i>Director's & Officer's Liability</i>) sesuai dengan ketentuan yang berlaku di lingkungan PT Pertamina (Persero) dan peraturan perundang-undangan yang berlaku, termasuk Peraturan Menteri BUMN terkait. - Tantiem yang besarnya ditetapkan oleh Pemegang Saham. - The CEO's salary is determined in accordance with the shareholders' resolution at the Annual General Meeting. The salaries of other members of the Board of Directors are set at 85% of the CEO's salary. - Allowances, consisting of: - Housing allowance (including utilities) for members of the Board of Directors is 40% of their salary. - Holiday Allowance of 1 (one) times the salary (there has been a shift from THRK to CSR). - Post-retirement insurance of up to 25% of the annual salary. - Facilities, consisting of: - Health benefits, which include basic health coverage and additional health benefits for the Board of Commissioners and their family members, as well as one annual medical checkup. - Light Vehicle (KRP) Benefits in accordance with PT Pertamina (Persero) Guideline No. A-001/I20000/2017-SO dated December 5, 2017, regarding the Management of Light Passenger Vehicles and/or its amendments, and taking into account the Pertamina Reference Level (PRL) for the Board of Directors. - Communication facilities in accordance with applicable regulations within PT Pertamina (Persero), including the Decree of the President Director of PT Pertamina (Persero) No. Kpts-45/C00000/2020-SO dated December 10, 2020, regarding the Standardization of Information Technology Facilities and/or its amendments. - Legal Assistance Benefits (including Directors' and Officers' Liability Insurance) in accordance with the applicable provisions within PT Pertamina (Persero) and applicable laws and regulations, including the relevant Minister of State-Owned Enterprises Regulation. - Bonuses, the amount of which is determined by the Shareholders.

Selain struktur dan komponen remunerasi yang telah ditetapkan, Perusahaan tidak menyediakan bentuk imbalan tambahan lainnya bagi Dewan Komisaris maupun Direksi. Hingga saat ini, Perusahaan juga belum menerapkan program kompensasi jangka panjang untuk Direksi serta tidak memiliki kebijakan pemberian opsi saham kepada anggota Dewan Komisaris dan Direksi. Ketentuan ini mencerminkan penerapan kebijakan remunerasi yang terukur dan selaras dengan peraturan yang berlaku.

BESARAN REMUNERASI DEWAN KOMISARIS DAN DIREKSI

Informasi mengenai besaran serta komponen remunerasi yang diterima oleh setiap anggota Dewan Komisaris dan Direksi yang menjabat sepanjang tahun 2025 disajikan secara rinci pada tabel berikut:

In addition to the established remuneration structure and components, the Company does not provide any other forms of additional compensation to the Board of Commissioners or the Board of Directors. To date, the Company has not implemented a long-term compensation program for the Board of Directors and does not have a policy for granting stock options to members of the Board of Commissioners and the Board of Directors. These provisions reflect the implementation of a measured remuneration policy that is in line with applicable regulations.

REMUNERATION AMOUNTS FOR THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

Information regarding the amount and components of remuneration received by each member of the Board of Commissioners and the Board of Directors serving throughout 2025 is presented in detail in the following table:

Jumlah Remunerasi Dewan Komisaris dan Direksi Tahun 2025 (dalam Rupiah)

Total Remuneration of the Board of Commissioners and Board of Directors for 2025 (in Rupiah)

Keterangan Description	Tahun Year	
	2025	2024
Jumlah Remunerasi Dewan Komisaris Total Remuneration of the Board of Commissioners	6.011.805.287	16.899.008.297
Jumlah Remunerasi Direksi Total Remuneration of the Board of Directors	14.081.490.618	34.014.393.393
Total Remunerasi Total Remuneration	20.093.295.905	50.913.481.690

Hingga 31 Desember 2025, tidak terdapat penangguhan maupun penarikan kembali atas remunerasi yang diberikan kepada anggota Dewan Komisaris dan Direksi Perusahaan. Seluruh hak remunerasi telah direalisasikan sesuai dengan ketentuan yang berlaku tanpa adanya penundaan ataupun pembatalan.

Terjadi penurunan yang cukup signifikan karena Perusahaan belum menerima penetapan terbaru dari pemegang saham (*shareholders*) terkait besaran remunerasi Dewan Komisaris dan Direksi untuk Tahun 2025 maupun Penghargaan atas Kinerja Tahun Buku 2024.

As of December 31, 2025, there were no deferrals or withdrawals of remuneration granted to members of the Company's Board of Commissioners and Board of Directors. All remuneration entitlements have been realized in accordance with applicable regulations without any delays or cancellations.

The significant decrease was primarily attributable to the fact that, as of the date of this Annual Report, the Company had not yet received the latest determination from the shareholders regarding the remuneration of the Board of Commissioners and Board of Directors for 2025, as well as the annual performance incentives for Fiscal Year 2024.



Kepemilikan Saham Dewan Komisaris dan Direksi

Shareholdings of the Board of Commissioners and the Board of Directors

Perusahaan menetapkan ketentuan yang mewajibkan seluruh anggota Direksi dan Dewan Komisaris untuk melaporkan kepemilikan saham beserta setiap perubahannya pada perusahaan lain kepada Perusahaan. Laporan tersebut harus disampaikan paling lambat 3 (tiga) hari kerja sejak terjadinya kepemilikan atau perubahan dimaksud. Informasi mengenai kepemilikan saham anggota Direksi didokumentasikan secara berkala dalam Daftar Khusus yang dikelola oleh Sekretaris Perusahaan sebagai bentuk penerapan prinsip transparansi.

Sepanjang tahun 2025, tidak terdapat anggota Dewan Komisaris maupun Direksi Perusahaan yang tercatat memiliki saham pada perusahaan lain.

The Company has established provisions requiring all members of the Board of Directors and the Board of Commissioners to report their shareholdings and any changes thereto in other companies to the Company. Such reports must be submitted no later than 3 (three) business days from the date of the acquisition or change in question. Information regarding the shareholdings of Board of Directors members is periodically documented in a Special Register maintained by the Company Secretary as a form of implementing the principle of transparency.

Throughout 2025, no members of the Company's Board of Commissioners or Board of Directors were recorded as holding shares in other companies.



Organ Pendukung Dewan Komisaris

Supporting Bodies of the Board of Commissioners

Perusahaan senantiasa memastikan praktik tata kelola perusahaan berjalan selaras dengan ketentuan Peraturan Menteri BUMN No. PER-2/MBU/03/2023 serta Anggaran Dasar Perusahaan tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan BUMN. Oleh karena itu, Dewan Komisaris melakukan penguatan fungsi pengawasan melalui pembentukan organ-organ pendukung. Langkah ini juga merupakan bagian dari upaya penyesuaian terhadap regulasi terbaru agar pelaksanaan pengawasan dapat berlangsung secara lebih efektif dan terstruktur.

Sampai dengan akhir tahun 2025, Dewan Komisaris telah membentuk beberapa organ pendukung yang terdiri atas Sekretaris Dewan Komisaris, Komite Audit, Komite Pemantau Risiko & Investasi, serta Komite Nominasi & Remunerasi. Organ-organ tersebut berperan dalam membantu Dewan Komisaris menjalankan tugasnya sesuai dengan prinsip GCG.

SEKRETARIS DEWAN KOMISARIS

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Sekretaris Dewan Komisaris merupakan bagian penting dalam kerangka tata kelola perusahaan yang berfungsi mendukung efektivitas pelaksanaan tugas Dewan Komisaris. Pelaksanaan tugas Sekretaris Dewan Komisaris didukung oleh staf Sekretariat Dewan Komisaris untuk melaksanakan tugas kesekretariatan Dewan Komisaris dan sebagai penghubung (*liaison officer*) Dewan Komisaris dengan pihak lain.

Dalam struktur organisasi, posisi ini bertanggung jawab langsung kepada Dewan Komisaris serta berperan dalam memfasilitasi koordinasi dan arus informasi antara Dewan Komisaris, Direksi, dan para pemangku kepentingan lainnya agar hubungan kerja dapat berjalan dengan baik.

Sekretaris Dewan Komisaris turut memastikan bahwa proses pengawasan dan pemberian arahan oleh Dewan Komisaris dilaksanakan sesuai dengan prinsip-prinsip GCG serta mengacu pada praktik terbaik (*best practices*) dalam pengelolaan perusahaan.

Masa Jabatan Sekretaris Dewan Komisaris

Ketentuan mengenai masa jabatan Sekretaris Dewan Komisaris ditetapkan dengan mengacu pada *Board Manual* serta Peraturan Menteri Badan Usaha Milik Negara No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara. Berdasarkan ketentuan tersebut, penetapan masa tugas Sekretaris Dewan Komisaris merupakan kewenangan Dewan Komisaris.

Masa jabatan Sekretaris Dewan Komisaris ditetapkan paling lama 3 (tiga) tahun dan dapat diperpanjang kembali untuk jangka waktu

The Company consistently ensures that its corporate governance practices align with the provisions of Minister of State-Owned Enterprises Regulation No. PER- 2/MBU/03/2023 and the Company's Articles of Association regarding Guidelines on Corporate Governance and Significant Corporate Activities of State-Owned Enterprises. Therefore, the Board of Commissioners has strengthened its oversight functions through the establishment of supporting bodies. This step is also part of efforts to adapt to the latest regulations so that oversight can be carried out more effectively and in a structured manner.

As of the end of 2025, the Board of Commissioners has established several supporting bodies, including the Secretary to the Board of Commissioners, the Audit Committee, the Risk & Investment Monitoring Committee, and the Nomination & Remuneration Committee. These bodies play a role in assisting the Board of Commissioners in carrying out its duties in accordance with the principles of good corporate governance.

SECRETARY TO THE BOARD OF COMMISSIONERS

The Secretary to the Board of Commissioners is a vital component of the corporate governance framework, serving to support the effective execution of the Board of Commissioners' duties. The Secretary's duties are supported by the Board of Commissioners' Secretariat staff, who handle secretarial tasks for the Board and act as liaison officers between the Board and external parties.

Within the organizational structure, this position reports directly to the Board of Commissioners and plays a role in facilitating coordination and the flow of information between the Board of Commissioners, the Board of Directors, and other stakeholders to ensure that working relationships function effectively.

The Secretary to the Board of Commissioners also ensures that the Board of Commissioners' oversight and guidance processes are carried out in accordance with GCG principles and in line with best practices in corporate governance.

Term of Office of the Secretary to the Board of Commissioners

The provisions regarding the term of office of the Secretary of the Board of Commissioners are established in accordance with the Board Manual and Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023 concerning the Organizational Structure and Human Resources of State-Owned Enterprises. Based on these provisions, the determination of the term of office of the Secretary of the Board of Commissioners is the authority of the Board of Commissioners.

The term of office of the Secretary of the Board of Commissioners is set at a maximum of 3 (three) years and may be extended

maksimal 2 (dua) tahun. Meskipun demikian, Dewan Komisaris tetap memiliki kewenangan untuk melakukan pemberhentian sewaktu-waktu apabila dipandang perlu sesuai dengan ketentuan yang berlaku.

Profil Sekretaris Dewan Komisaris

Perusahaan menunjuk Sdri. Venny Veranica untuk mengemban jabatan sebagai Sekretaris Dewan Komisaris sebagaimana ditetapkan melalui Surat Keputusan Dewan Komisaris No. SK-145/DEKOM.PTK/2023 tanggal 17 Oktober 2023 (Periode ke-1) dan Kpts-074/DEKOM.PTK/2025-S8 tanggal 31 Oktober 2025 (Periode ke-2). Penunjukan tersebut telah melalui pertimbangan yang matang dengan memperhatikan kualifikasi yang dimiliki.

Proses pengangkatan dilakukan dengan mempertimbangkan kesesuaian latar belakang pendidikan serta pengalaman profesional yang relevan dengan kebutuhan Perusahaan, sehingga diharapkan dapat mendukung pelaksanaan tugas dan fungsi Dewan Komisaris secara optimal.

for a maximum period of 2 (two) years. However, the Board of Commissioners retains the authority to dismiss the Secretary at any time if deemed necessary in accordance with applicable regulations.

Profile of the Secretary of the Board of Commissioners

The Company has appointed Ms. Venny Veranica to serve as Secretary of the Board of Commissioners, as stipulated in Board of Commissioners' Decree No. SK-145/DEKOM.PTK/2023 dated October 17, 2023 (1st Term) and Kpts-074/DEKOM.PTK/2025-S8 dated October 31, 2025 (2nd Term). This appointment was made after careful consideration, taking into account her qualifications.

The appointment process was conducted by considering the suitability of educational backgrounds and professional experience relevant to the Company's needs, so that they are expected to support the optimal performance of the duties and functions of the Board of Commissioners.

Venny Veranica

Sekretaris Dewan Komisaris
Secretary of the Board of Commissioners

Domisili Residence	Jakarta.
Kewarganegaraan Nationality	Indonesia. Indonesian.
Usia Age	41 tahun. 41 Years old.
Tempat & Tanggal Lahir Place & Date of Birth	Jakarta, 13 Februari 1985. Jakarta, February 13, 1985.
Dasar Hukum Penunjukan Legal Basis for Appointment	Surat Keputusan Dewan Komisaris No. SK- 145/DEKOM.PTK/2023 tanggal 17 Oktober 2023 dan Kpts-074/DEKOM.PTK/2025-S8 tanggal 31 Oktober 2025. Board of Commissioners' Decision No. SK-145/DEKOM.PTK/2023 dated October 17, 2023, and Kpts-074/DEKOM.PTK/2025-S8 dated October 31, 2025.
Riwayat Pendidikan Educational Background	Lulusan Sarjana Ekonomi, Universitas Budi Luhur – Jakarta (2009). Bachelor of Economics, Budi Luhur University – Jakarta (2009).
Pengalaman Kerja Work Experience	Sebelumnya pernah menjabat sebagai Personal Assistant – DPR RI (2009 – 2014), Staff Administrasi PT Pertamina (Persero) (2014 – 2018), Sekretaris VP Dev. & Product Evaluation PT Pertamina (Persero) (2021), dan GA Facility Management & Logistics PT Pertamina Hulu Rokan (2023). Previously served as Personal Assistant – Indonesian House of Representatives (2009–2014), Administrative Staff at PT Pertamina (Persero) (2014–2018), Head of the Secretariat for the Vice President of Development & Product Evaluation at PT Pertamina (Persero) (2021), and General Affairs, Facility Management & Logistics at PT Pertamina Hulu Rokan (2023).
Sertifikasi Certifications	Risk Management Practices, Qualified Risk Oversight Professional ("QROP"), Certification in Audit Committee Practices ("CACP"). Risk Management Practices, Qualified Risk Oversight Professional ("QROP"), Certification in Audit Committee Practices ("CACP").
Hubungan Afiliasi Affiliations	Tidak memiliki hubungan afiliasi dengan pemegang saham utama, anggota Direksi dan anggota Komisaris lainnya. Has no affiliations with major shareholders, members of the Board of Directors, or other members of the Board of Commissioners.

Tugas dan Tanggung Jawab Sekretaris Dewan Komisaris

Tugas dan tanggung jawab Sekretaris Dewan Komisaris adalah sebagai berikut:

1. Sekretaris Dewan Komisaris melakukan kegiatan untuk membantu Dewan Komisaris dalam melaksanakan tugasnya berupa:
 - a. Mempersiapkan rapat termasuk bahan rapat (*briefing sheet*) Dewan Komisaris;
 - b. Membuat risalah rapat Dewan Komisaris sesuai dengan ketentuan anggaran dasar Perusahaan.
 - c. Mengadministrasikan dokumen Dewan Komisaris, baik surat masuk, surat keluar, risalah rapat maupun dokumen lainnya.
 - d. Menyusun Rancangan Rencana Kerja dan Anggaran Dewan Komisaris.
 - e. Menyusun Rancangan Laporan-Laporan Dewan Komisaris.
 - f. Melaksanakan tugas lain dari Dewan Komisaris.
2. Selain melaksanakan tugas sebagaimana dimaksud di atas, Sekretaris Dewan Komisaris selaku pimpinan Sekretariat melaksanakan tugas lain berupa:
 - a. Memastikan bahwa Dewan Komisaris mematuhi peraturan perundang-undangan serta menerapkan prinsip-prinsip GCG.
 - b. Memberikan informasi yang dibutuhkan oleh Dewan Komisaris secara berkala dan/atau sewaktu-waktu apabila diminta.
 - c. Mengkoordinasikan anggota Komite, jika diperlukan dalam rangka memperlancar tugas Dewan Komisaris.
 - d. Sebagai penghubung (*liaison officer*) Dewan Komisaris dengan pihak lain.

Pengembangan Kompetensi Sekretaris Dewan Komisaris

Guna menunjang efektivitas pelaksanaan peran dan tanggung jawabnya, Sekretaris Dewan Komisaris secara berkelanjutan melakukan pengembangan kompetensi melalui partisipasi dalam berbagai program peningkatan kapasitas, seperti pelatihan, *workshop*, dan seminar. Upaya ini dilakukan agar pengetahuan serta keterampilan yang dimiliki tetap relevan dengan dinamika bisnis dan praktik tata kelola perusahaan.

Sepanjang tahun 2025, Sekretaris Dewan Komisaris telah berpartisipasi dalam sejumlah kegiatan pelatihan sebagai berikut:

Duties and Responsibilities of the Secretary of the Board of Commissioners

The duties and responsibilities of the Secretary of the Board of Commissioners are as follows:

1. The Secretary of the Board of Commissioners carries out activities to assist the Board of Commissioners in performing its duties, including:
 - a. Preparing for meetings, including the Board of Commissioners' briefing materials;
 - b. Preparing minutes of the Board of Commissioners' meetings in accordance with the Company's Articles of Association.
 - c. Managing Board of Commissioners documents, including incoming and outgoing correspondence, meeting minutes, and other documents.
 - d. Drafting the Board of Commissioners' Work Plan and Budget.
 - e. Drafting the Board of Commissioners' reports.
 - f. Performing other duties assigned by the Board of Commissioners.
2. In addition to performing the duties mentioned above, the Secretary of the Board of Commissioners, as the head of the Secretariat, performs other duties, including:
 - a. Ensuring that the Board of Commissioners complies with laws and regulations and applies the principles of good corporate governance (GCG).
 - b. Provide the information required by the Board of Commissioners on a regular basis and/or as requested.
 - c. Coordinate Committee members, as needed, to facilitate the Board of Commissioners' duties.
 - d. Serving as the liaison officer between the Board of Commissioners and other parties.

Competency Development of the Secretary of the Board of Commissioners

To support the effective fulfillment of their roles and responsibilities, the Secretary of the Board of Commissioners continuously develops their competencies through participation in various capacity-building programs, such as training, workshops, and seminars. These efforts are undertaken to ensure that their knowledge and skills remain relevant to business dynamics and corporate governance practices.

Throughout 2025, the Secretary of the Board of Commissioners participated in the following training activities:

Topik Pelatihan Training Topic	Tanggal Pelaksanaan Implementation Date
<i>Risk Management Practices</i>	05 Februari 2025 February 5, 2025
<i>Certification in Audit Committee Practices ("CACP")</i>	20-22 Mei 2025 May 20-22, 2025
<i>Qualified Risk Oversight Professional ("QROP")</i>	3-4 November 2025 November 3-4, 2025

Pelaksanaan Tugas Sekretaris Dewan Komisaris Tahun 2025

Sepanjang tahun 2025, Sekretaris Dewan Komisaris menjalankan perannya secara optimal dalam memberikan dukungan terhadap pelaksanaan fungsi pengawasan Dewan Komisaris atas kinerja Direksi. Dukungan tersebut diwujudkan melalui penyediaan informasi yang relevan dan tepat waktu, penyusunan hasil telaah dan kajian, serta penyampaian laporan yang diperlukan guna membantu Dewan Komisaris dalam mengambil keputusan secara objektif.

Berdasarkan pelaksanaan tugas tersebut, Sekretaris Dewan Komisaris turut berkontribusi dalam memastikan bahwa proses pengawasan berlangsung secara efektif dan selaras dengan prinsip tata kelola perusahaan yang baik. Secara umum, pelaksanaan fungsi dan tanggung jawab tersebut mencakup hal-hal sebagai berikut:

1. Membantu menyusun Realisasi Rencana Kerja Dewan Komisaris tahun 2025 dan Rencana Kerja Dewan Komisaris tahun 2026.
2. Memantau, melakukan *review*, dan menginformasikan perkembangan peraturan perundang-undangan terbaru untuk disampaikan kepada Dewan Komisaris, termasuk pembuatan, pembaruan/penyesuaian Surat Keputusan Dewan Komisaris serta piagam komite-komite di bawah Dewan Komisaris berdasarkan peraturan perundang-undangan yang berlaku.
3. Mengoordinasikan dan menyelenggarakan rapat Dewan Komisaris termasuk mempersiapkan jadwal rapat, materi rapat, menyusun dan mengadministrasikan risalah rapat Dewan Komisaris, menyampaikan saran dan pendapat Dewan Komisaris berdasarkan hasil rapat Dewan Komisaris kepada Direksi serta melakukan pemantauan terhadap tindak lanjut saran dan pendapat Dewan Komisaris tersebut.
4. Membantu dan mendukung pelaksanaan tugas Komite-Komite di bawah Dewan Komisaris sebagai bagian dari tugas Dewan Komisaris berdasarkan peraturan yang berlaku, antara lain melaksanakan tugas administratif terkait kelancaran tugas komisaris, yaitu pengelolaan, penyimpanan dan administrasi dokumen/surat menyurat Komisaris termasuk mempersiapkan surat-surat persetujuan serta masukan/saran Dewan Komisaris yang bersifat strategis yang disampaikan kepada Direksi.
5. Mengoordinasikan dan menyelenggarakan kunjungan kerja Dewan Komisaris dan komite-komite termasuk mempersiapkan jadwal kunjungan kerja, materi kunjungan kerja, menyusun dan mengadministrasikan laporan kunjungan kerja Dewan Komisaris serta komite, menyampaikan laporan kunjungan kerja dan pendapat Dewan Komisaris berdasarkan hasil kunjungan kerja Dewan Komisaris kepada Direksi.
6. Menyiapkan data dan mengoordinasikan serta mendukung dalam pelaksanaan *assessment Good Corporate Governance* (GCG) untuk tahun buku 2025 sesuai dengan peraturan perundang-undangan dan ketentuan perusahaan.

Performance of the Secretary of the Board of Commissioners in 2025

Throughout 2025, the Secretary of the Board of Commissioners will optimally fulfill their role in supporting the Board of Commissioners' oversight of the Board of Directors' performance. This support is realized through the provision of relevant and timely information, the preparation of review and analysis results, and the submission of necessary reports to assist the Board of Commissioners in making objective decisions.

In carrying out these duties, the Secretary of the Board of Commissioners helps ensure that the oversight process at is conducted effectively and in accordance with the principles of good corporate governance. In general, the performance of these functions and responsibilities includes the following:

1. Assisting in the preparation of the Board of Commissioners' Work Plan Implementation for 2025 and the Board of Commissioners' Work Plan for 2026.
2. Monitoring, reviewing, and reporting on the latest legislative developments to be presented to the Board of Commissioners, including the drafting, updating, and amendment of Board of Commissioners' Decisions as well as the charters of committees under the Board of Commissioners in accordance with applicable laws and regulations.
3. Coordinate and organize meetings of the Board of Commissioners, including preparing meeting schedules and materials, drafting and maintaining the minutes of Board of Commissioners meetings, conveying the Board of Commissioners' recommendations and opinions—based on the outcomes of those meetings—to the Board of Directors, and monitoring the follow-up on such recommendations and opinions.
4. Assisting and supporting the Committees under the Board of Commissioners in carrying out their duties as part of the Board of Commissioners' responsibilities in accordance with applicable regulations, including performing administrative tasks related to the smooth operation of the Commissioners' duties, such as the management, storage, and administration of the Commissioners' documents and correspondence, including preparing approval letters and strategic input and recommendations from the Board of Commissioners to be submitted to the Board of Directors.
5. Coordinate and organize working visits by the Board of Commissioners and its committees, including preparing visit schedules and materials, compiling and managing reports on working visits by the Board of Commissioners and its committees, and submitting working visit reports and the Board of Commissioners' opinions—based on the results of such visits—to the Board of Directors.
6. Preparing data and coordinating and supporting the implementation of the Good Corporate Governance (GCG) assessment for the 2025 fiscal year in accordance with laws and regulations and company provisions.

KOMITE AUDIT

Komite Audit merupakan komite yang dibentuk oleh Dewan Komisaris dan bersifat independen, dengan fungsi utama mendukung efektivitas pelaksanaan tugas pengawasan. Keberadaan komite ini menjadi bagian penting dalam struktur tata kelola perusahaan untuk memastikan bahwa proses pengawasan berjalan secara objektif dan profesional.

Komite Audit berkontribusi signifikan terhadap penerapan prinsip-prinsip GCG. Tanggung jawab tersebut meliputi pengawasan atas keandalan sistem pengendalian internal, penelaahan laporan keuangan, evaluasi kinerja audit internal maupun eksternal, serta pemantauan tingkat kepatuhan Perusahaan terhadap ketentuan peraturan perundang-undangan yang berlaku. Dengan demikian, Komite Audit turut membantu menjaga integritas dan akuntabilitas pengelolaan Perusahaan.

Piagam Komite Audit

Komite Audit berpedoman pada Piagam Komite Audit yang berperan sebagai acuan kerja dalam menjalankan fungsi pengawasan dan memberikan rekomendasi kepada Dewan Komisaris. Piagam Komite Audit PTK telah ditetapkan melalui Keputusan Dewan Komisaris No. PK-113/DEKOM.PTK/2024-S0 tanggal 30 Desember 2024. Piagam tersebut memuat ketentuan mengenai peran, tanggung jawab, serta kewajiban Ketua dan seluruh anggota Komite Audit, sehingga mendukung pelaksanaan fungsi pengawasan yang efektif dan profesional.

Ketentuan Masa Jabatan Komite Audit

Mengacu pada Peraturan Menteri BUMN No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara, masa jabatan anggota Komite yang berasal dari luar Dewan Komisaris ditetapkan paling lama 3 (tiga) tahun dan dapat diperpanjang satu kali untuk jangka waktu maksimal 2 (dua) tahun. Ketentuan tersebut tetap memberikan kewenangan kepada Dewan Komisaris untuk memberhentikan anggota Komite sewaktu-waktu apabila diperlukan.

Adapun bagi anggota Komite yang juga menjabat sebagai anggota Dewan Komisaris, masa jabatannya pada Komite berakhir secara otomatis seiring dengan berakhirnya masa jabatan yang bersangkutan sebagai anggota Dewan Komisaris. Ketentuan ini bertujuan untuk menjaga keselarasan struktur organisasi serta memastikan efektivitas pelaksanaan fungsi pengawasan.

Susunan dan Komposisi Komite Audit

Sepanjang tahun 2025, Komite Audit Perusahaan beranggotakan 3 (tiga) orang, dengan salah satu anggota berasal dari Dewan Komisaris yang ditetapkan sebagai Ketua Komite. Setiap anggota Komite Audit memiliki tingkat komitmen dan integritas yang kuat dalam menjalankan perannya. Mereka didukung oleh latar belakang pendidikan yang relevan, khususnya di bidang akuntansi dan keuangan, sehingga memiliki kompetensi yang memadai dalam menelaah serta menginterpretasikan laporan keuangan secara tepat.

AUDIT COMMITTEE

The Audit Committee is a committee established by the Board of Commissioners and operates independently, with the primary function of supporting the effective performance of oversight duties. The existence of this committee is a crucial component of the company's governance structure, ensuring that the oversight process is conducted objectively and professionally.

The Audit Committee makes a significant contribution to the implementation of GCG principles. Its responsibilities include overseeing the reliability of the internal control system, reviewing financial statements, evaluating the performance of internal and external audits, and monitoring the Company's level of compliance with applicable laws and regulations. Thus, the Audit Committee helps maintain the integrity and accountability of the Company's management.

Audit Committee Charter

The Audit Committee operates in accordance with the Audit Committee Charter, which serves as a guideline for carrying out its oversight functions and providing recommendations to the Board of Commissioners. The PTK Audit Committee Charter was established by Board of Commissioners Resolution No. PK-113/DEKOM.PTK/2024-S0 dated December 30, 2024. The Charter contains provisions regarding the roles, responsibilities, and obligations of the Chair and all members of the Audit Committee, thereby supporting the effective and professional performance of oversight functions.

Provisions Regarding the Term of Office of the Audit Committee

Pursuant to Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023 on the Structure and Human Resources of State-Owned Enterprises, the term of office for Committee members who are not members of the Board of Commissioners is set at a maximum of 3 (three) years and may be extended once for a maximum period of 2 (two) years. This provision still grants the Board of Commissioners the authority to dismiss Committee members at any time if necessary.

As for Committee members who also serve as members of the Board of Commissioners, their term on the Committee automatically ends upon the expiration of their term as members of the Board of Commissioners. This provision is intended to maintain the alignment of the organizational structure and ensure the effective performance of oversight functions.

Structure and Composition of the Audit Committee

Throughout 2025, the Company's Audit Committee consists of 3 (three) members, with one member from the Board of Commissioners serving as the Committee Chair. Each member of the Audit Committee possesses a strong level of commitment and integrity in performing their role. They are supported by relevant educational backgrounds, particularly in the fields of accounting and finance, thereby possessing sufficient competence to review and interpret financial statements accurately. These capabilities are a key factor in supporting the effectiveness of the oversight functions carried out by the Audit Committee.

Kapabilitas tersebut menjadi faktor penting dalam menunjang efektivitas fungsi pengawasan yang dijalankan oleh Komite Audit. Komite Audit diketuai oleh Agustinus Prasetyantoko yang juga menjabat sebagai Dewan Komisaris. Dengan demikian, struktur keanggotaan Komite Audit mencerminkan sinergi antara organ pengawas dan komite pendukung dalam memperkuat penerapan tata kelola perusahaan. Berikut susunan keanggotaannya:

The Audit Committee is chaired by Agustinus Prasetyantoko, who also serves on the Board of Commissioners. Thus, the Audit Committee's membership structure reflects the synergy between the supervisory body and the supporting committee in strengthening the implementation of corporate governance. The following is the composition of the committee:

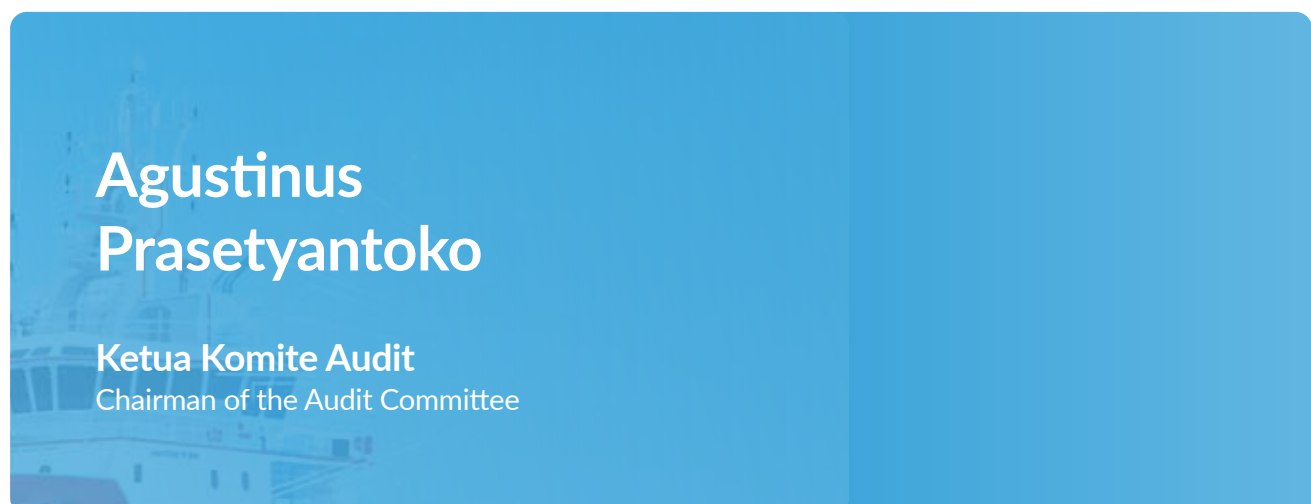
Tabel Susunan dan Komposisi Komite Audit Tahun 2025

Table of the Audit Committee's Composition for 2025

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Periode dan Masa Jabatan Term and Tenure
Agustinus Prasetyantoko	Ketua Chairman	Surat Keputusan Dewan Komisaris No. Kpts-079/DEKOM. PTK/2024 tanggal 19 Juli 2024 Board of Commissioners' Decision Letter No. Kpts-079/ DEKOM.PTK/2024 dated July 19, 2024	Mengikuti masa jabatan Komisaris/keputusan lain Komisaris In accordance with the term of office of the Commissioner/other decisions of the Board of Commissioners
Harry Mulia	Anggota Member	Surat Keputusan Dewan Komisaris No. SK- 159/DEKOM. PTK/2023 tanggal 24 Oktober 2023 Board of Commissioners' Decision Letter No. SK-159/ DEKOM.PTK/2023 dated October 24, 2023	Periode ke-2 Term 2 1 November 2023 s.d 31 Oktober 2025 November 1, 2023 to October 31, 2025
Suharti	Anggota Member	Surat Keputusan Dewan Komisaris No. Kpts-014/DEKOM. PTK/2024-S8 tanggal 16 Januari 2024 Board of Commissioners' Decision Letter No. Kpts-014/ DEKOM.PTK/2024-S8 dated January 16, 2024	Periode ke-2 Term 2 1 Februari 2025 s.d 31 Januari 2027 February 1, 2025 to January 31, 2027
Hasnah Maulani	Anggota Member	Surat Keputusan Dewan Komisaris No. Kpts-055/DEKOM. PTK/2025-S8 tanggal 09 September 2025 Board of Commissioners' Decision No. Kpts-055/DEKOM. PTK/2025-S8 dated September 9, 2025	Periode ke-1 Term 1 09 September 2025 s.d 08 September 2028 September 9, 2025 to September 8, 2028
Wasis Danardono	Anggota Member	Surat Keputusan Dewan Komisaris No. Kpts-070/DEKOM. PTK/2025-S8 tanggal 31 Oktober 2025 Board of Commissioners' Decision Letter No. Kpts-070/ DEKOM.PTK/2025-S8 dated October 31, 2025	Periode ke-1 Term 1 31 Oktober 2025 s.d 01 November 2028 October 31, 2025 to November 1, 2028

Profil Anggota Komite Audit

Audit Committee Member Profile



Agustinus Prasetyantoko

Ketua Komite Audit
Chairman of the Audit Committee

Diangkat sebagai Ketua Komite Audit pada tanggal 19 Juli 2024 untuk periode pertama kalinya. Profil Beliau dapat dilihat pada bagian Profil Dewan Komisaris dalam Laporan Tahunan ini

Appointed as Chairman of the Audit Committee on July 19, 2024, for his first term. His profile can be found in the Board of Commissioners section of this Annual Report.

Harry Mulia

Anggota Komite Audit
Member of the Audit Committee

Domisili Residence	Jakarta.
Kewarganegaraan Nationality	Indonesia. Indonesian.
Usia Age	61 tahun. 61 Years old.
Tempat & Tanggal Lahir Place & Date of Birth	Palembang, 20 Mei 1964. Palembang, May 20, 1964.
Dasar Hukum Penunjukan Legal Basis for Appointment	Surat Keputusan Dewan Komisaris No. SK- 159/DEKOM.PTK/2023 tanggal 24 Oktober 2023. Board of Commissioners' Decision No. SK-159/DEKOM.PTK/2023 dated October 24, 2023.
Riwayat Pendidikan Educational Background	Meraih gelar Sarjana Teknik Sipil di Universitas Sriwijaya (1988). Earned a Bachelor's degree in Civil Engineering from Sriwijaya University (1988).
Pengalaman Kerja Work Experience	Beliau pernah menjabat sebagai <i>Manager</i> IA RU V Balikpapan (2013) mencakup Internal Audit RU V Balikpapan, <i>Manager</i> IA Jakarta (2013-2014) mencakup pengawasan Pertamina Pengolahan Pusat, Ka SPI PT PDSI (2014-2017), <i>Manager</i> JBB PT. Pertamina (Persero)(2017-2018) mencakup IA RU VI Balongan & MOR 3 Jakarta, Chief Internal Audit PT Pertamina Gas (2018-2020) s.d Purna Bakti 1 Juni 2020. He previously served as Manager of IA RU V Balikpapan (2013), overseeing the Internal Audit of RU V Balikpapan; Manager of IA Jakarta (2013–2014), overseeing the supervision of Pertamina Central Processing; Head of SPI at PT PDSI (2014–2017), Manager of JBB at PT Pertamina (Persero) (2017–2018), overseeing IA RU VI Balongan & MOR 3 Jakarta, and Chief Internal Auditor at PT Pertamina Gas (2018–2020) until retirement on June 1, 2020.
Sertifikasi Certifications	<i>Risk Management Practices.</i> Risk Management Practices.
Rangkap Jabatan Concurrent Positions	Tidak memiliki rangkap jabatan. No concurrent positions.
Hubungan Afiliasi Affiliations	Tidak memiliki hubungan afiliasi baik dengan Anggota Komite lainnya, Dewan Komisaris dan Direksi, maupun Pemegang Saham Utama dan Pengendali. Has no affiliations with other Committee Members, the Board of Commissioners and Directors, or Major and Controlling Shareholders.

Suharti

Anggota Komite Audit Member of the Audit Committee

Domisili Residence	Jakarta.
Kewarganegaraan Nationality	Indonesia. Indonesian.
Usia Age	47 tahun. 47 Years old.
Tempat & Tanggal Lahir Place & Date of Birth	Sumedang, 10 Januari 1979. Sumedang, January 10, 1979.
Dasar Hukum Penunjukan Legal Basis for Appointment	Surat Keputusan Dewan Komisaris No. Kpts-014/DEKOM.PTK/2024-S8 tanggal. 16 Januari 2025. Board of Commissioners' Decision No. Kpts-014/DEKOM.PTK/2024-S8 dated January 16, 2025.
Riwayat Pendidikan Educational Background	• Pasca Sarjana Magister Manajemen Universitas Gadjah Mada (2017); • Sarjana Akuntansi Universitas Padjadjaran (2001). • Master of Management, Gadjah Mada University (2017); • Bachelor of Accounting, Padjadjaran University (2001).
Pengalaman Kerja Work Experience	Pernah bekerja sebagai <i>Manager Operation & Business Development Audit</i> (2018 - 2020), Chief of Internal Audit PT Pertamina Gas (2020), Senior Auditor III Refinery ISC Internal Audit (2017 - 2018), Senior Auditor II <i>Marketing Internal Audit</i> (2015 - 2017), Senior Auditor <i>Business Group Marketing & Trading</i> (2015). Previously served as <i>Manager of Operations & Business Development Audit</i> (2018–2020), Chief of Internal Audit at PT Pertamina Gas (2020), Senior Auditor III at Refinery ISC Internal Audit (2017–2018), Senior Auditor II at Marketing Internal Audit (2015–2017), and Senior Auditor at Business Group Marketing & Trading (2015).
Sertifikasi Certifications	<i>Qualified Internal Auditor, Certified Fraud Examiner, Chartered Accountant, Certified Internal Audit Executive.</i> Qualified Internal Auditor, Certified Fraud Examiner, Chartered Accountant, Certified Internal Audit Executive.
Rangkap Jabatan Concurrent Positions	VP <i>Revenue Assurance</i> - PT Pertamina (Persero). VP <i>Revenue Assurance</i> - PT Pertamina (Persero).
Hubungan Afiliasi Affiliations	Tidak memiliki hubungan afiliasi baik dengan Anggota Komite lainnya, Dewan Komisaris dan Direksi, maupun Pemegang Saham Utama dan Pengendali. Has no affiliations with other Committee Members, the Board of Commissioners and Directors, or Major and Controlling Shareholders.

Hasnah Maulani

Anggota Komite Audit
Member of the Audit Committee

Domisili Residence	Jakarta.
Kewarganegaraan Nationality	Indonesia. Indonesian.
Usia Age	47 tahun. 47 Years old.
Tempat & Tanggal Lahir Place & Date of Birth	Jakarta, 24 Februari 1979. Jakarta, February 24, 1979.
Dasar Hukum Penunjukan Legal Basis for Appointment	Surat Keputusan Dewan Komisaris No. Kpts-055/DEKOM.PTK/2025-S8 tanggal 09 September 2025. Board of Commissioners' Decision No. Kpts-055/DEKOM.PTK/2025-S8 dated September 9, 2025.
Riwayat Pendidikan Educational Background	- Pasca Sarjana KTTI Universitas Indonesia (2009); - Sarjana Akuntansi Universitas Indonesia (2001). - Master's Degree in KTTI from the University of Indonesia (2009); - Bachelor of Accounting, University of Indonesia (2001).
Pengalaman Kerja Work Experience	Pernah bekerja sebagai <i>Manager Finance Operation</i> (2020 - 2023), <i>Manager Finance Business Support</i> (2017 - 2020) PT Pertamina International Shipping, <i>Ast. Manager ICoFR Evaluation Group 2</i> (2014 - 2017), <i>Internal Auditor</i> (2008 - 2014) PT Pertamina (Persero). Previously served as Finance Operations Manager (2020-2023) and Finance Business Support Manager (2017-2020) at PT Pertamina International Shipping, Assistant Manager of the ICoFR Evaluation Group 2 (2014-2017), and Internal Auditor (2008-2014) at PT Pertamina (Persero).
Sertifikasi Certifications	<i>Professional Internal Audit, Certified Fraud Examiner, Certified Accountant, Certified Public Accountant, Certified Risk Professional, CFO Development Program, Qualified Risk Oversight Professional ("QROP")</i> Professional Internal Audit, Certified Fraud Examiner, Certified Accountant, Certified Public Accountant, Certified Risk Professional, CFO Development Program, Qualified Risk Oversight Professional ("QROP")
Rangkap Jabatan Concurrent Positions	<i>Manager Financial Report</i> - PT Pertamina International Shipping. Manager of Financial Reporting - PT Pertamina International Shipping.
Hubungan Afiliasi Affiliations	Tidak memiliki hubungan afiliasi baik dengan Anggota Komite lainnya, Dewan Komisaris dan Direksi, maupun Pemegang Saham Utama dan Pengendali. Has no affiliations with other Committee Members, the Board of Commissioners and Directors, or Major and Controlling Shareholders.

Wasis Danardono

Anggota Komite Audit

Member of the Audit Committee

Domisili Residence	Jakarta.
Kewarganegaraan Nationality	Indonesia. Indonesian.
Usia Age	52 tahun. 52 Years old.
Tempat & Tanggal Lahir Place & Date of Birth	Yogyakarta, 29 Juni 1973. Yogyakarta, June 29, 1973.
Dasar Hukum Penunjukan Legal Basis for Appointment	Surat Keputusan Dewan Komisaris No. Kpts-070/DEKOM.PTK/2025-S8 tanggal 31 Oktober 2025. Board of Commissioners' Decision No. Kpts-070/DEKOM.PTK/2025-S8 dated October 31, 2025.
Riwayat Pendidikan Educational Background	• Master of <i>Business Administration</i> Nanzan University (2004); • Sarjana Psikologi Universitas Gadjah Mada (1997). • Master of Business Administration, Nanzan University (2004); • Bachelor of Psychology, Gadjah Mada University (1997).
Pengalaman Kerja Work Experience	Pernah bekerja sebagai Kepala Pusat Pembinaan Jabatan Fungsional Transportasi (2024 - 2025), Inspektur Navigasi (2023 - 2024) Sekretariat Jenderal Kementerian Perhubungan, Kepala Bagian Keuangan dan Umum (2021 - 2023) Balai Besar Pendidikan Penyebaran dan Peningkatan Ilmu Pelayaran, Kepala Bagian Hukum dan Humas (2019 - 2021), Pranata Humas Ahli Madya (2020), Kepala Bagian Kepegawaian, Hukum dan Tata Usaha (2017 - 2019) Inspektorat Jenderal Kementerian Perhubungan. Previously served as Head of the Center for Transportation Functional Position Development (2024-2025), Navigation Inspector (2023-2024) at the General Secretariat of the Ministry of Transportation; Head of the Finance and General Affairs Division (2021-2023) at the National Center for Maritime Education, Refresher Training, and Professional Development; Head of the Legal and Public Relations Division (2019-2021); Senior Public Relations Officer (2020), Head of the Personnel, Legal, and Administrative Division (2017-2019), Inspectorate General of the Ministry of Transportation.
Sertifikasi Certifications	<i>Certified Government Risk Executive (CGRE), Certified Qualified Internal Auditor (QIA), Qualified Risk Oversight Professional ("QROP")</i> Certified Government Risk Executive (CGRE), Certified Qualified Internal Auditor (QIA), Qualified Risk Oversight Professional (QROP)
Rangkap Jabatan Concurrent Positions	Kepala Pusat Pembiayaan Infrastruktur Transportasi - Sekretariat Jenderal Kementerian Perhubungan. Head of the Transportation Infrastructure Financing Center - Secretariat General of the Ministry of Transportation.
Hubungan Afiliasi Affiliations	Tidak memiliki hubungan afiliasi baik dengan Anggota Komite lainnya, Dewan Komisaris dan Direksi, maupun Pemegang Saham Utama dan Pengendali. Has no affiliations with other Committee Members, the Board of Commissioners and Directors, or Major and Controlling Shareholders.

Independensi Anggota Komite Audit

Seluruh anggota Komite Audit yang berstatus independen dipastikan tidak memiliki keterkaitan dalam bentuk apa pun dengan Dewan Komisaris, Direksi, maupun Pemegang Saham Pengendali. Ketiadaan hubungan keuangan, jabatan, kepemilikan saham, serta hubungan keluarga dengan pihak-pihak tersebut maupun dengan Perusahaan menjadi landasan penting dalam menjaga objektivitas pelaksanaan tugas. Dengan kondisi tersebut, setiap anggota mampu menjalankan fungsi pengawasan secara netral tanpa adanya pengaruh yang dapat mengganggu proses pengambilan keputusan.

Selain itu, anggota Komite Audit telah menegaskan komitmennya untuk menjalankan tanggung jawab secara profesional dan berintegritas tinggi. Independensi tersebut diwujudkan melalui sikap objektif dalam menilai setiap permasalahan, serta menjauhkan diri dari campur tangan pihak mana pun yang berpotensi menimbulkan benturan kepentingan. Untuk memastikan hal tersebut tetap terjaga, para anggota memenuhi sejumlah kriteria independensi yang telah ditetapkan sebagai pedoman dalam pelaksanaan tugas dan tanggung jawabnya.

Independence of Audit Committee Members

All members of the Audit Committee who hold independent status are ensured to have no affiliation of any kind with the Board of Commissioners, the Board of Directors, or the Controlling Shareholders. The absence of financial, employment, shareholding, and family ties with these parties or with the Company serves as a crucial foundation for maintaining objectivity in the performance of duties. Under these conditions, each member is able to carry out oversight functions neutrally without any influence that could interfere with the decision-making process.

In addition, members of the Audit Committee have reaffirmed their commitment to carrying out their responsibilities with professionalism and the highest integrity. This independence is demonstrated through an objective approach in evaluating every issue, as well as by refraining from any interference by parties that could potentially give rise to a conflict of interest. To ensure this remains upheld, members meet a number of independence criteria that have been established as guidelines for the performance of their duties and responsibilities.

Kriteria Independensi Independence Criteria	Agustinus Prasetyantoko	Harry Mulia	Suharti
Bukan merupakan orang dalam Kantor Akuntan Publik yang memberikan jasa audit non audit pada PTK dalam 1 (satu) tahun terakhir sebelum diangkat oleh Komisaris. Is not an employee of a public accounting firm that has provided audit or non-audit services to PTK within the past 1 (one) year prior to being appointed by the Board of Commissioners.	√	√	√
Tidak memiliki kepentingan/keterikatan pribadi yang dapat menimbulkan dampak negatif dan konflik kepentingan terhadap BUMN yang bersangkutan. Has no personal interests or affiliations that could have a negative impact or create a conflict of interest with the relevant state-owned enterprise.	√	√	√
Tidak mempunyai hubungan afiliasi dengan PTK Direksi dan Komisaris. Has no affiliation with the PTK Board of Directors and Board of Commissioners.	√	√	√
Tidak memiliki hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha PTK. Has no business relationship, either direct or indirect, related to PTK's business activities.	√	√	√

Keterangan: √ : Independen ×: Tidak Independen
Notes: √: Independent ×: Not Independent

Tugas dan Tanggung Jawab serta Wewenang Komite Audit

Komite Audit berperan dalam mendukung efektivitas pelaksanaan fungsi pengawasan yang menjadi tanggung jawab Dewan Komisaris, termasuk memberikan telaah, masukan, serta rekomendasi atas berbagai aspek pengelolaan Perusahaan guna memastikan bahwa kegiatan operasional berjalan sesuai dengan prinsip GCG.

Duties, Responsibilities, and Authority of the Audit Committee

The Audit Committee plays a role in supporting the effectiveness of the oversight functions under the responsibility of the Board of Commissioners, including providing reviews, input, and recommendations on various aspects of the Company's management to ensure that operational activities are conducted in accordance with the principles of good corporate governance (GCG).

Komite Audit membantu Dewan Komisaris dengan melakukan pemantauan dan evaluasi terhadap proses pelaporan keuangan, pengendalian internal, manajemen risiko, serta kepatuhan terhadap peraturan perundang-undangan yang berlaku. Adapun ruang lingkup tugas Komite Audit mencakup hal-hal sebagai berikut:

1. Menjaga kepatuhan terhadap Anggaran Dasar, Undang-Undang, dan ketentuan hukum serta kebijakan Perusahaan yang berlaku;
2. Menegakkan disiplin organisasi dan pengendalian internal untuk mencegah kecurangan (*fraud*) dan penyimpangan (*abuse*);
3. Meningkatkan kualitas pengungkapan hal-hal yang bersifat pelaporan keuangan, sistem akuntansi dan kebijakan manajemen risiko;
4. Mempelajari ruang lingkup, keakuratan, kemandirian dan objektivitas Auditor Eksternal dan Fungsi Internal Audit serta efektivitas biaya Audit Eksternal;
5. Komite Audit menjalankan tugas dan tanggung jawabnya secara profesional dan independen, tanpa campur tangan dari pihak manapun yang tidak sesuai dengan peraturan perundang-undangan;
6. Melakukan penelaahan atas informasi keuangan yang akan dipublikasikan seperti laporan keuangan, proyeksi dan informasi keuangan lainnya;
7. Melakukan evaluasi untuk memberikan persetujuan awal (*pre-approval*) terhadap jasa non audit yang ditugaskan kepada Auditor Independen;
8. Melakukan penelaahan atas efektivitas pengendalian internal Perusahaan;
9. Melaporkan kepada Dewan Komisaris perihal risiko yang dihadapi Perusahaan dan pelaksanaan Manajemen Risiko oleh Direksi;
10. Melakukan pemeriksaan terhadap dugaan adanya kesalahan dalam keputusan rapat Direksi atau penyimpangan dalam pelaksanaan hasil keputusan rapat Direksi;
11. Menerima, menelaah dan meneruskan kepada pihak yang berkepentingan dan memantau tindak lanjut pengaduan yang berkaitan dengan Perusahaan;
12. Melakukan *self-evaluation* terhadap efektivitas pelaksanaan tugas dan memutakhirkan secara periodik Pedoman Kerja Komite Audit;
13. Melaksanakan tugas lain yang diberikan oleh Dewan Komisaris berdasarkan ketentuan peraturan perundang-undangan yang berlaku;
14. Dalam melaksanakan tugasnya, Komite Audit juga berpedoman pada peraturan dan perundang-undangan yang berlaku.

Selain tugas di atas, Komite Audit juga bertugas untuk:

1. Penelaahan atas informasi keuangan, mencakup *review* atas hasil pemeriksaan Auditor Independen atau Auditor Internal, serta *review* dalam atau selama proses penyiapan informasi keuangan yang akan dipublikasikan;
2. Seleksi, penunjukan dan pengawasan pekerjaan Auditor Independen;
3. Pengawasan pekerjaan Auditor Independen dalam pelaksanaan audit umum atas laporan keuangan oleh Auditor Independen;
4. Memastikan konsep laporan keuangan audit diterima 10 hari sebelum diterbitkan oleh Perusahaan untuk dibicarakan dengan

The Audit Committee assists the Board of Commissioners by monitoring and evaluating financial reporting processes, internal controls, risk management, and compliance with applicable laws and regulations. The scope of the Audit Committee's duties includes the following:

1. Ensuring compliance with the Articles of Association, laws, and regulations, as well as applicable Company policies;
2. Enforcing organizational discipline and internal controls to prevent fraud and abuse;
3. Improving the quality of disclosures regarding financial reporting, accounting systems, and risk management policies;
4. Reviewing the scope, accuracy, independence, and objectivity of the External Auditor and the Internal Audit Function, as well as the cost-effectiveness of the External Audit;
5. The Audit Committee performs its duties and responsibilities professionally and independently, without interference from any party that is inconsistent with laws and regulations;
6. Reviewing financial information to be published, such as financial statements, projections, and other financial information;
7. Conducting evaluations to grant preliminary approval for non-audit services assigned to the Independent Auditor;
8. Reviewing the effectiveness of the Company's internal controls;
9. Reporting to the Board of Commissioners regarding risks faced by the Company and the implementation of Risk Management by the Board of Directors;
10. Conducting an examination of alleged errors in Board of Directors meeting decisions or deviations in the implementation of Board of Directors meeting decisions;
11. Receiving, reviewing, and forwarding to the relevant parties, as well as monitoring the follow-up on complaints related to the Company;
12. Conduct a self-evaluation of the effectiveness of the Committee's performance and periodically update the Audit Committee's Work Guidelines;
13. Performing other duties assigned by the Board of Commissioners in accordance with applicable laws and regulations;
14. In performing its duties, the Audit Committee also adheres to applicable regulations and laws.

In addition to the duties mentioned above, the Audit Committee is also responsible for:

1. Reviewing financial information, including reviewing the results of audits conducted by the Independent Auditor or Internal Auditor, as well as reviewing the process of preparing financial information to be published;
2. Selecting, appointing, and overseeing the work of the Independent Auditor;
3. Supervising the work of the Independent Auditor in the conduct of a general audit of the financial statements by the Independent Auditor;
4. Ensuring that the draft of the audit report is received 10 days prior to its issuance by the Company for discussion with the

Auditor dan manajemen untuk menilai apakah Auditor sesuai dengan temuan Audit dan pengungkapannya telah memadai;

5. Memastikan bahwa Auditor menyampaikan representasi tertulis yang menyatakan penilaiannya tentang hal-hal yang berkaitan dengan kepatuhan Perusahaan dan Manajemen terhadap peraturan perundangan dan efektivitas pengendalian internal;
6. Mengusulkan pemutusan hubungan kerja dengan Auditor Independen kepada Dewan Komisaris, jika terbukti kuat bahwa independensi Auditor dapat terganggu atau terbukti bahwa Auditor tidak melakukan pemeriksaan sesuai dengan standar akuntan publik;
7. Melaksanakan tugas khusus yang diberikan oleh Dewan Komisaris mencakup tetapi tidak terbatas pada pemeriksaan terhadap dugaan adanya kesalahan dalam keputusan rapat Direksi atau penyimpangan dalam pelaksanaan hasil keputusan rapat Direksi.

Komite Audit mempertanggungjawabkan fungsi dan kewenangannya langsung kepada Dewan Komisaris, sehingga setiap pelaksanaan tugas harus dapat dipertanggungjawabkan secara transparan. Bentuk akuntabilitas tersebut diwujudkan melalui penyampaian berbagai laporan.

Laporan-laporan tersebut menjadi sarana bagi Dewan Komisaris untuk memperoleh informasi yang komprehensif dalam mendukung proses pengambilan keputusan serta memastikan bahwa fungsi pengawasan telah berjalan secara efektif. Oleh karena itu, Komite Audit secara berkala menyampaikan pertanggungjawabannya kepada Dewan Komisaris dalam bentuk laporan sebagai berikut:

1. Laporan Tahunan pelaksanaan tugas kegiatan Komite Audit;
2. Laporan untuk setiap pelaksanaan tugas Komite Audit yang antara lain berisi fakta lapangan, analisis kesimpulan dan saran.

Pengembangan Kompetensi Komite Audit

Sebagai upaya menjaga kualitas pelaksanaan fungsi pengawasan, Komite Audit senantiasa berkomitmen untuk memperkuat kapasitas dan profesionalismenya. Komitmen tersebut diwujudkan melalui partisipasi aktif dalam berbagai kegiatan pengembangan, seperti pelatihan, lokakarya, dan seminar yang relevan dengan bidang tugasnya.

Dibekali pelatihan yang relevan dengan bidangnya, anggota Komite Audit diharapkan dapat memperbarui wawasan, mengikuti perkembangan regulasi, serta meningkatkan pemahaman terhadap praktik terbaik dalam tata kelola perusahaan. Adapun program pengembangan kompetensi yang telah diikuti oleh Komite Audit sepanjang tahun 2025 adalah sebagai berikut:

Auditor and management to assess whether the Auditor's findings and disclosures are appropriate;

5. Ensuring that the Auditor provides a written representation stating their assessment regarding matters related to the Company's and Management's compliance with laws and regulations and the effectiveness of internal controls;
6. Proposing the termination of the engagement with the Independent Auditor to the Board of Commissioners, if there is strong evidence that the Auditor's independence may be compromised or if it is proven that the Auditor did not conduct the audit in accordance with public accounting standards;
7. Carrying out special tasks assigned by the Board of Commissioners includes, but is not limited to, investigating alleged errors in Board of Directors' meeting decisions or deviations in the implementation of such decisions.

The Audit Committee is directly accountable to the Board of Commissioners for its functions and authority; therefore, every task performed must be accounted for transparently. This accountability is demonstrated through the submission of various reports.

These reports serve as a means for the Board of Commissioners to obtain comprehensive information to support the decision-making process and ensure that the oversight function is carried out effectively. Therefore, the Audit Committee periodically submits its reports to the Board of Commissioners in the following forms:

1. Annual Report on the Audit Committee's activities;
2. Reports on each task performed by the Audit Committee, which include field findings, analysis, conclusions, and recommendations.

Development of the Audit Committee's Competencies

In an effort to maintain the quality of its oversight functions, the Audit Committee at remains committed to strengthening its capacity and professionalism. This commitment is demonstrated through active participation in various professional development activities, such as training sessions, workshops, and seminars relevant to its areas of responsibility.

Equipped with training relevant to their field, Audit Committee members are expected to update their knowledge, keep up with regulatory developments, and improve their understanding of best practices in corporate governance. The competency development programs attended by the Audit Committee throughout 2025 are as follows:

Nama Peserta Participant Name	Topik Pelatihan Training Topic	Tanggal Pelaksanaan Date
Agustinus Prasetyantoko	Certification in Audit Committee Practices ("CACP")	20 - 22 Mei 2025 May 20-22, 2025
Harry Mulia	Risk Management Practices	05 Februari 2025 February 5, 2025
Suharti	-	-
Hasnah Maulani	Qualified Risk Oversight Professional ("QROP")	3 - 4 November 2025 November 3-4, 2025
Wasis Danardono	Qualified Risk Oversight Professional ("QROP")	3 - 4 November 2025 November 3-4, 2025

Laporan Pelaksanaan Tugas Komite Audit Tahun 2025

Sepanjang tahun 2025, Komite Audit menjalankan perannya dengan mengacu pada rencana kerja yang telah ditetapkan sebelumnya. Pelaksanaan tugas tersebut merupakan bagian dari tanggung jawab Komite dalam memastikan proses pengawasan berjalan secara optimal dan selaras dengan prinsip GCG.

Ruang lingkup pelaksanaan tugas meliputi pemantauan terhadap kinerja keuangan dan operasional perusahaan, penilaian atas tingkat kepatuhan terhadap peraturan yang berlaku, serta evaluasi terhadap kecukupan dan efektivitas sistem pengendalian internal. Berikut merupakan kegiatan utama yang telah dilaksanakan oleh Komite Audit selama tahun 2025:

1. Melakukan evaluasi terhadap laporan keuangan Perusahaan guna memastikan bahwa laporan keuangan telah disusun sesuai dengan standar akuntansi yang berlaku;
2. Meninjau penerapan kebijakan kesehatan, keselamatan, keamanan, dan lingkungan (HSSE). Komite Audit memberikan rekomendasi kepada manajemen untuk meningkatkan pelatihan dan kesadaran HSSE di seluruh lini kerja;
3. Melakukan peninjauan terhadap efektivitas operasional perusahaan, termasuk efisiensi pengelolaan sumber daya, optimalisasi penggunaan aset, serta produktivitas unit operasional;
4. Meninjau pelaksanaan *Annual Audit Plan* (AAP) yang disusun oleh Fungsi Internal Audit;
5. Melakukan *review* atas efektivitas pengendalian Manajemen;
6. Meninjau hasil audit yang dilakukan oleh Auditor Eksternal;
7. Melakukan pemantauan atas tindak lanjut terhadap berbagai temuan audit;
8. Menyampaikan masukan dalam bentuk Rekomendasi terkait dengan hal-hal yang memerlukan perhatian Dewan Komisaris berdasarkan hasil analisis dan telaah atas Laporan Manajemen maupun Laporan Keuangan yang diterbitkan setiap bulan.

Rapat Komite Audit

Sesuai ketentuan yang tercantum dalam Piagam Komite Audit, rapat Komite Audit diselenggarakan minimal 1 (satu) kali setiap bulan. Dalam pelaksanaannya, Komite Audit berwenang mengundang pihak-pihak terkait yang dianggap relevan dengan materi rapat untuk memberikan masukan atau klarifikasi. Keputusan rapat dapat diambil apabila dihadiri oleh sekurang-kurangnya 2/3 (dua pertiga) dari jumlah anggota Komite Audit.

Sepanjang tahun 2025, Komite Audit telah menyelenggarakan sebanyak 13 kali rapat, dengan tingkat kehadiran masing-masing anggota Komite tercatat sebagai berikut:

Nama Name	Jabatan Position	Jumlah Wajib Rapat Number of Mandatory Meetings	Jumlah Kehadiran Number of Attendances	Tingkat Kehadiran Attendance Rate (%)
Agustinus Prasetyantoko	Ketua Chairman	13	9	75%
Harry Mulia	Anggota Member	9	9	100%
Suharti	Anggota Member	6	6	100%

2025 Audit Committee Activity Report

Throughout 2025, the Audit Committee carried out its role in accordance with the previously established work plan. The execution of these duties is part of the Committee's responsibility to ensure that the oversight process runs optimally and is aligned with the principles of good corporate governance (GCG).

The scope of the Audit Committee's duties includes monitoring the Company's financial and operational performance, assessing compliance with applicable regulations, and evaluating the adequacy and effectiveness of the internal control system. The following are the main activities carried out by the Audit Committee during 2025:

1. Conducting an evaluation of the Company's financial statements to ensure that the financial statements have been prepared in accordance with applicable accounting standards;
2. Reviewing the implementation of health, safety, security, and environmental (HSSE) policies. The Audit Committee provides recommendations to management to enhance HSSE training and awareness across all operational units;
3. Conducting a review of the company's operational effectiveness, including resource management efficiency, asset utilization optimization, and operational unit productivity;
4. Reviewing the implementation of the Annual Audit Plan (AAP) prepared by the Internal Audit Function;
5. Reviewing the effectiveness of management controls;
6. Review the results of audits conducted by External Auditors;
7. Monitoring the follow-up on various audit findings;
8. Provide feedback in the form of recommendations regarding matters requiring the attention of the Board of Commissioners based on the results of the analysis and review of the Management Report and Financial Statements published monthly.

Audit Committee Meetings

In accordance with the provisions set forth in the Audit Committee Charter, Audit Committee meetings are held at least once a month. In conducting its meetings, the Audit Committee is authorized to invite relevant parties deemed relevant to the meeting agenda to provide input or clarification. Meeting decisions may be made if attended by at least 2/3 (two-thirds) of the total members of the Audit Committee.

Throughout 2025, the Audit Committee held a total of 13 meetings, with the attendance rates of each Committee member recorded as follows:

Nama Name	Jabatan Position	Jumlah Wajib Rapat Number of Mandatory Meetings	Jumlah Kehadiran Number of Attendances	Tingkat Kehadiran Attendance Rate (%)
Hasnah Maulani*	Anggota Member	7	7	100%
Wasis Danardono**	Anggota Member	4	4	100%

*bergabung sejak 09 September 2025. | Joined on September 9, 2025.

**bergabung sejak 31 Oktober 2025. | Joined on October 31, 2025.

Penilaian Kinerja Komite Audit

Penilaian kinerja Komite Audit dilakukan dengan mengacu pada pencapaian program kerja yang telah direncanakan dalam Rencana Kerja Komite Audit. Hasil pelaksanaan tugas komite, termasuk pengawasan terhadap audit, evaluasi kecukupan sistem pengendalian internal, serta penyusunan laporan keuangan, dilaporkan secara berkala kepada Dewan Komisaris. Temuan dan capaian kinerja ini menjadi dasar pertimbangan Dewan Komisaris dalam pengambilan keputusan terkait pengangkatan kembali atau pemberhentian anggota Komite Audit untuk periode berikutnya. Sepanjang tahun 2025, penilaian kinerja anggota Komite Audit dilakukan menggunakan pendekatan 360 derajat serta AKHLAK *Behavioural Survey* (ABS), dengan hasil capaian yang tercatat sebagai berikut:

Audit Committee Performance Evaluation

The Audit Committee's performance is evaluated based on the achievement of the work program outlined in the Audit Committee Work Plan. The results of the committee's duties, including oversight of audits, evaluation of the adequacy of internal control systems, and preparation of financial statements, are reported periodically to the Board of Commissioners. These findings and performance achievements serve as the basis for the Board of Commissioners' consideration in making decisions regarding the reappointment or dismissal of Audit Committee members for the next term. Throughout 2025, the performance evaluation of Audit Committee members was conducted using a 360-degree approach and the AKHLAK Behavioral Survey (ABS), with the recorded results as follows:

Nama Anggota Komite Committee Member Name	Skor Nilai Score	Predikat Rank
Hasnah Maulani	99,48	high

KOMITE NOMINASI & REMUNERASI

Komite Nominasi & Remunerasi (KNR) dibentuk berdasarkan Surat Keputusan Dewan Komisaris No. 042/DEKOM.PTK/2022 tanggal 21 Maret 2022 dengan nama Komite Nominasi, Remunerasi, dan Manajemen Risiko (KNRM). Seiring dengan upaya penerapan prinsip-prinsip tata kelola perusahaan yang baik, nomenklatur komite ini kemudian diubah menjadi Komite Nominasi & Remunerasi melalui Surat Keputusan Dewan Komisaris No. Kpts-088/DEKOM.PTK/2024-S8 tanggal 30 Agustus 2024.

KNR berfungsi sebagai organ pendukung Dewan Komisaris dalam pelaksanaan tugasnya, khususnya dalam hal kebijakan terkait nominasi dan remunerasi. Komite ini secara aktif memberikan pengawasan dan rekomendasi strategis terkait pengelolaan serta pengembangan Sumber Daya Manusia (SDM), termasuk proses penentuan nominasi dan remunerasi bagi Dewan Komisaris dan Direksi Perusahaan. Selain itu, KNR bertanggung jawab memastikan bahwa manajemen risiko perusahaan dijalankan secara efektif untuk mendukung tercapainya tujuan bisnis yang berkelanjutan.

NOMINATION & REMUNERATION COMMITTEE

The Nomination & Remuneration Committee (KNR) was established pursuant to Board of Commissioners' Resolution No. 042/DEKOM.PTK/2022 dated March 21, 2022, under the name Nomination, Remuneration, and Risk Management Committee (KNRM). In line with efforts to implement the principles of good corporate governance, the committee's name was subsequently changed to the Nomination & Remuneration Committee via Board of Commissioners' Resolution No. Kpts-088/DEKOM.PTK/2024-S8 dated August 30, 2024.

The KNR serves as a supporting body to the Board of Commissioners in the performance of its duties, particularly regarding policies related to nominations and compensation. This committee actively provides oversight and strategic recommendations regarding the management and development of human resources (HR), including the processes for determining nominations and compensation for the Company's Board of Commissioners and Board of Directors. Additionally, the NRC is responsible for ensuring that the Company's risk management is effectively implemented to support the achievement of sustainable business objectives.

Piagam Komite Nominasi & Remunerasi

Komite Nominasi & Remunerasi (KNR) melaksanakan tugasnya dengan berlandaskan pada Piagam KNR yang ditetapkan melalui Surat Keputusan Dewan Komisaris No. PK-115/DEKOM.PTK/2024-S0 tanggal 30 Desember 2024. Piagam ini menjadi acuan utama bagi komite dalam melaksanakan peran dan tanggung jawabnya, termasuk pengaturan mengenai tugas, wewenang, serta kewajiban Ketua dan anggota KNR. Dengan pedoman ini, KNR dapat menjalankan fungsinya secara optimal dalam memberikan dukungan kepada Dewan Komisaris, khususnya dalam hal kebijakan nominasi dan remunerasi di Perusahaan.

Masa Jabatan Komite Nominasi & Remunerasi

Berdasarkan Peraturan Menteri BUMN No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara, masa jabatan anggota Komite yang bukan berasal dari Dewan Komisaris ditetapkan paling lama 3 (tiga) tahun dan dapat diperpanjang satu kali untuk durasi 2 (dua) tahun, tanpa mengurangi hak Dewan Komisaris untuk memberhentikan anggota tersebut sewaktu-waktu. Sementara itu, masa jabatan anggota Komite yang juga menjabat sebagai Dewan Komisaris akan otomatis berakhir bersamaan dengan berakhirnya masa jabatan mereka sebagai anggota Dewan Komisaris.

Susunan dan Komposisi Komite Nominasi & Remunerasi

Keanggotaan Komite Nominasi dan Remunerasi terdiri dari satu orang Ketua yang merupakan Komisaris Utama atau Komisaris Independen atau Komisaris yang dapat bertindak independen. Sementara itu, anggota Komite Nominasi dan Remunerasi dapat berasal dari Anggota Dewan Komisaris atau berasal dari luar Perusahaan. Berikut susunan anggota KNR hingga 31 Desember 2025:

Tabel Komposisi Komite Nominasi & Remunerasi Tahun 2025
Table of the Composition of the Nomination & Remuneration Committee for 2025

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Periode dan Masa Jabatan Term and Tenure
Hartanto	Ketua Chairman	Surat Keputusan Dewan Komisaris No. Kpts-018/DEKOM.PTK/2024-S8 Board of Commissioners' Decision No. Kpts-018/DEKOM.PTK/2024-S8	Mengikuti masa jabatan Komisaris/keputusan lain Komisaris In accordance with the term of office of the Commissioner/other decisions of the Board of Commissioners
Ahmad Sofyan	Anggota Member	Surat Keputusan Dewan Komisaris No. 210/DEKOM.PTK/2023 tanggal 28 Desember 2023 Board of Commissioners' Decision No. 210/DEKOM.PTK/2023 dated December 28, 2023	Periode ke-2 Term 2 11 Januari 2024 s.d 10 Januari 2026 January 11, 2024 to January 10, 2026
Roy Victor Julianus	Anggota Member	Surat Keputusan Dewan Komisaris No. Kpts-057/DEKOM.PTK/2025-S8 tanggal 09 September 2025 Board of Commissioners' Decision No. Kpts-057/DEKOM.PTK/2025-S8 dated September 9, 2025	Periode ke-1 Term 1 09 September 2025 s.d 08 September 2028 September 9, 2025 to September 8, 2028

Charter of the Nomination & Remuneration Committee

The Nomination & Remuneration Committee (NRC) carries out its duties in accordance with the NRC Charter, which was established by Board of Commissioners Decision No. PK-115/DEKOM.PTK/2024-S0 dated December 30, 2024. This Charter serves as the primary reference for the committee in carrying out its roles and responsibilities, including provisions regarding the duties, authorities, and obligations of the Chair and members of the NRC. With these guidelines, the NRC can optimally perform its functions in providing support to the Board of Commissioners, particularly regarding nomination and remuneration policies within the Company.

Term of Office of the Nomination & Remuneration Committee

Pursuant to Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023 regarding the Organizational Structure and Human Resources of State-Owned Enterprises, the term of office for Committee members who are not members of the Board of Commissioners is set at a maximum of 3 (three) years and may be extended once for a duration of 2 (two) years, without prejudice to the right of the Board of Commissioners to remove such members at any time. Meanwhile, the term of office of Committee members who also serve as members of the Board of Commissioners shall automatically expire upon the expiration of their term of office as members of the Board of Commissioners.

Structure and Composition of the Nomination & Remuneration Committee

The Nomination and Remuneration Committee consists of one Chairperson, who is either the President Commissioner, an Independent Commissioner, or a Commissioner who can act independently. Meanwhile, members of the Nomination and Remuneration Committee may be members of the Board of Commissioners or external to the Company. The following is the composition of the Nomination and Remuneration Committee as of December 31, 2025:

Profil Anggota Komite Nominasi & Remunerasi

Profile of Nomination & Remuneration Committee Members

Hartanto

Ketua Komite Nominasi & Remunerasi

Chairman of the Nomination & Remuneration Committee

Diangkat sebagai Ketua KNR pada tanggal 22 Januari 2024 untuk periode pertama kalinya. Profil Beliau dapat dilihat pada bagian Profil Dewan Komisaris dalam Laporan Tahunan ini.

Appointed as Chairman of the N&R Committee on January 22, 2024, for his first term. His profile can be found in the Board of Commissioners section of this Annual Report.

Ahmad Sofyan

Anggota Komite Nominasi & Remunerasi

Member of the Nomination & Remuneration Committee

Domisili Residence	Tangerang Selatan. South Tangerang.
Kewarganegaraan Nationality	Indonesia. Indonesian.
Usia Age	44 tahun. 44 Years old.
Tempat & Tanggal Lahir Place & Date of Birth	Rantau Prapat, 10 Oktober 1981. Rantau Prapat, October 10, 1981.
Dasar Hukum Penunjukan Legal Basis for Appointment	Surat Keputusan Dewan Komisaris No. 210/DEKOM.PTK/2023 tanggal 28 Desember 2023. Board of Commissioners' Decision No. 210/DEKOM.PTK/2023 dated December 28, 2023.
Riwayat Pendidikan Educational Background	Meraih gelar Sarjana Jurusan Teknik Kelautan, Institut Teknologi Sepuluh Nopember. Bachelor's degree in Marine Engineering, Institut Teknologi Sepuluh Nopember.
Pengalaman Kerja Work Experience	Sebelum menjabat sebagai anggota Komite, Beliau memulai karier di PT Alstom Power pada tahun 2016 – 2018. Selanjutnya, pada tahun 2018 – 2019 bergabung dengan PT Tripatra EPC. Pada 2019 melanjutkan perjalanan profesionalnya di PT Pertamina (Persero), dan pada sejak tahun 2021 ditugaskan di PT Pertamina International Shipping. Prior to serving as a Committee member, he began his career at PT Alstom Power from 2016 to 2018. Subsequently, from 2018 to 2019, he joined PT Tripatra EPC. In 2019, he continued his professional journey at PT Pertamina (Persero), and since 2021, he has been assigned to PT Pertamina International Shipping.

Sertifikasi Certifications	Enterprise Risk Management (2021), People Leader Development Program (2020), Fundamental Project Management (2020). Enterprise Risk Management (2021), People Leader Development Program (2020), Fundamental Project Management (2020).
Rangkap Jabatan Concurrent Positions	Manager Bunker, Agency & Performance PT Pertamina International Shipping. Manager of Bunkering, Agency & Performance at PT Pertamina International Shipping.
Hubungan Afiliasi Affiliations	Tidak memiliki hubungan afiliasi dengan sesama anggota Komite, anggota Direksi, Dewan Komisaris. Namun memiliki hubungan afiliasi dengan Pemegang Saham Utama/Pengendali atas jabatan rangkapnya. Has no affiliations with fellow Committee members, members of the Board of Directors, or the Board of Commissioners. However, he has an affiliation with the Major/Controlling Shareholder due to his concurrent position.

Roy Victor Julianus

Anggota Komite Nominasi & Remunerasi

Member of the Nomination
& Remuneration Committee

Domisili Residence	Jakarta Utara. North Jakarta.
Kewarganegaraan Nationality	Indonesia. Indonesian.
Usia Age	43 tahun. 43 Years old.
Tempat & Tanggal Lahir Place & Date of Birth	Jakarta, 09 Juli 1982. Jakarta, July 9, 1982.
Dasar Hukum Penunjukan Legal Basis for Appointment	Surat Keputusan Dewan Komisaris No. Kpts-057/DEKOM.PTK/2025-S8 tanggal 09 September 2025 Board of Commissioners' Decision No. Kpts-057/DEKOM.PTK/2025-S8 dated September 9, 2025
Riwayat Pendidikan Educational Background	Master of Human Resource Management and Industrial Relations, University of Sydney (2017); Sarjana Ilmu Hukum Universitas Gadjah Mada (2005). Master of Human Resource Management and Industrial Relations, University of Sydney (2017); Bachelor of Law, Gadjah Mada University (2005).
Pengalaman Kerja Work Experience	Sebelum menjabat sebagai anggota Komite, Beliau pernah menjabat sebagai VP HR & GA PT Pelita Air Service (2023-2024), HC Area Manager Sumbagut PT Pertamina Patra Niaga (2021-2022), HC Area Manager Kalimantan PT Pertamina Patra Niaga (2020). Prior to serving as a Committee member, he served as VP of HR & GA at PT Pelita Air Service (2023-2024), HC Area Manager for the Sumbagut region at PT Pertamina Patra Niaga (2021-2022), and HC Area Manager for Kalimantan at PT Pertamina Patra Niaga (2020).
Sertifikasi Certifications	Lead Auditor ISO 37001:2025.
Rangkap Jabatan Concurrent Positions	Manager Organization & Culture Management - PT Pertamina International Shipping.
Hubungan Afiliasi Affiliations	Tidak memiliki hubungan afiliasi dengan sesama anggota Komite, anggota Direksi, Dewan Komisaris. Namun memiliki hubungan afiliasi dengan Pemegang Saham Utama/Pengendali atas jabatan rangkapnya. Has no affiliation with fellow Committee members, members of the Board of Directors, or the Board of Commissioners. However, has an affiliation with the Major/Controlling Shareholder due to his concurrent position.

Independensi Komite Nominasi & Remunerasi

Meskipun terdapat anggota Komite Nominasi & Remunerasi (KNR) yang memiliki rangkap jabatan pada anak perusahaan, namun Perusahaan tetap memastikan bahwa seluruh anggota KNR tidak memiliki hubungan afiliasi dengan manajemen Perusahaan. Oleh karena itu, seluruh anggota KNR menjalankan tugas dan tanggung jawabnya secara independen dan berdasarkan objektivitas.

Independence of the Nomination & Remuneration Committee

Although some members of the Nomination & Remuneration Committee (NRC) hold concurrent positions at subsidiaries, the Company ensures that all NRC members have no affiliation with the Company's management. Therefore, all NRC members perform their duties and responsibilities independently and objectively.

Kriteria Independensi Independence Criteria	Hartanto	Ahmad Sofyan
Bukan merupakan orang dalam Kantor Akuntan Publik yang memberikan jasa audit non audit pada Perusahaan dalam 1 (satu) tahun terakhir sebelum diangkat oleh Komisaris. Is not an insider of a Public Accounting Firm that has provided non-audit services to the Company within the 1 (one) year prior to being appointed by the Board of Commissioners.	✓	✓
Tidak memiliki kepentingan/keterikatan pribadi yang dapat menimbulkan dampak negatif dan konflik kepentingan terhadap Perusahaan. Has no personal interests or affiliations that could have a negative impact on or create a conflict of interest with the Company.	✓	✓
Tidak mempunyai hubungan afiliasi dengan sesama anggota Direksi dan Komisaris. Has no affiliations with other members of the Board of Directors and Board of Commissioners.	✓	✓
Tidak memiliki hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perusahaan. Has no business relationships, whether direct or indirect, related to the Company's business activities.	✓	✓

Tugas dan Tanggung Jawab serta Wewenang Komite Nominasi & Remunerasi

Berdasarkan pedoman Komite Nominasi & Remunerasi pada Surat Keputusan Dewan Komisaris No. PK-115/DEKOM.PTK/2024-S0 tanggal 30 Desember 2024, tugas dan tanggung jawab yang wajib dipenuhi adalah sebagai berikut:

1. Pemantauan dan evaluasi terhadap pengelolaan SDM yang disampaikan Direksi melalui laporan kinerja manajemen.
2. Memberikan masukan dan pendapat bagi Dewan Komisaris atas efektivitas kebijakan pengelolaan pengurusan perusahaan dari aspek pengelolaan SDM dan Remunerasi.
3. Melakukan evaluasi terhadap Calon Wakil Perseroan yang akan diusulkan sebagai anggota Direksi atau anggota Dewan Komisaris di perusahaan anak dan/atau perusahaan patungan, sebelum diajukan kepada RUPS.
4. Melakukan evaluasi usulan *Key Performance Indicator* individu anggota Direksi serta melakukan *monitoring* secara periodik atas realisasinya.
5. Membuat rekomendasi terkait remunerasi dan tantiem/insentif kinerja untuk Direksi PTK berdasarkan usulan yang disampaikan oleh Direksi. KNR akan melakukan telaah untuk kemudian menyusun rekomendasi atas usulan yang diajukan tersebut kepada Dewan Komisaris sebelum kemudian disampaikan kepada Pemegang Saham sebagai rekomendasi dari Dewan Komisaris.

Duties, Responsibilities, and Authorities of the Nomination & Remuneration Committee

Based on the guidelines of the Nomination & Remuneration Committee in Board of Commissioners' Resolution No. PK-115/DEKOM.PTK/2024-S0 dated December 30, 2024, the duties and responsibilities that must be fulfilled are as follows:

1. Monitoring and evaluation of human resource management as reported by the Board of Directors through management performance reports.
2. Provide input and recommendations to the Board of Commissioners regarding the effectiveness of corporate governance policies from the perspectives of human resources management and compensation.
3. Conducting evaluations of candidates for the Company's representatives to be proposed as members of the Board of Directors or the Board of Commissioners in subsidiaries and/or joint ventures, prior to submission to the General Meeting of Shareholders.
4. Evaluate proposed individual Key Performance Indicators for Board of Directors members and periodically monitor their implementation.
5. Make recommendations regarding remuneration and performance bonuses/incentives for PTK's Board of Directors based on proposals submitted by the Board of Directors. KNR will conduct a review and then formulate recommendations on the submitted proposals to the Board of Commissioners before presenting them to the Shareholders as recommendations from the Board of Commissioners.

6. Melakukan evaluasi/telaah atas usulan Direksi mengenai struktur organisasi perusahaan.
7. Kunjungan langsung (*site visit*) ke region maupun wilayah kerja PTK sebagai bagian dari tahapan *close monitoring*.

Adapun wewenang yang dimiliki mencakup:

1. Komite bekerja secara kolektif dan bersifat mandiri dalam melaksanakan tugasnya dan bertanggung jawab kepada Dewan Komisaris.
2. Komite mempunyai wewenang untuk mendapatkan informasi Perusahaan tentang pengelolaan Sumber Daya Manusia dan Remunerasi Perusahaan, serta informasi lainnya yang terkait dengan pelaksanaan tugas Komite NR.
3. Meminta dan/atau mendapatkan kerja sama dari rekan kerja antara lain Sekretariat Dewan Komisaris dan Komite lain, fungsi Human Capital, dan atau fungsi-fungsi operasional Perseroan, termasuk Anak Perusahaan.
4. Menyusun, mengevaluasi, mengubah, dan melaksanakan Piagam (*Charter*) termasuk menentukan prosedur dan lingkup pelaksanaan pekerjaan Komite Nominasi & Remunerasi dengan persetujuan Dewan Komisaris.
5. Apabila diperlukan komite dapat mempekerjakan tenaga ahli dan atau konsultan untuk membantu komite dalam rangka pengawasan pelaksanaan nominasi dan remunerasi.

Pengembangan Kompetensi Komite Nominasi & Remunerasi

Selama tahun 2025, Komite Nominasi & Remunerasi (KNR) berpartisipasi dalam sejumlah program pengembangan kompetensi yang diselenggarakan melalui berbagai pelatihan. Kegiatan tersebut bertujuan untuk meningkatkan wawasan dan kapabilitas anggota komite agar dapat menjalankan tugas serta tanggung jawabnya secara optimal. Adapun rincian pelatihan yang diikuti KNR disajikan pada tabel berikut:

Nama Peserta Participant Name	Topik Pelatihan Training Topic	Tanggal Pelaksanaan Date
Hartanto	Certified Risk Professional ("CRP")	15 Juli 2025 July 15, 2025
	Qualified Risk Oversight Professional ("QROP")	3 - 4 November 2025 November 3-4, 2025
Ahmad Sofyan	-	-
Roy Victor Julianus*	-	-

*bergabung sejak 09 September 2025. | Joined on September 9, 2025.

Laporan Pelaksanaan Tugas Komite Nominasi & Remunerasi Tahun 2025

Sepanjang tahun 2025, Komite Nominasi & Remunerasi (KNR) telah melaksanakan peran dan tanggung jawabnya melalui berbagai aktivitas yang mendukung efektivitas fungsi komite. Kegiatan tersebut mencerminkan komitmen KNR dalam membantu Dewan Komisaris menjalankan fungsi pengawasan, khususnya pada aspek nominasi dan remunerasi. Adapun sejumlah kegiatan yang telah dilakukan KNR selama periode tersebut antara lain sebagai berikut:

6. Conducting an evaluation/review of the Board of Directors' proposals regarding the company's organizational structure.
7. Conducting site visits to PTK's regions and operational areas as part of the close monitoring process.

The authorities held include:

1. The Committee operates collectively and independently in carrying out its duties and is accountable to the Board of Commissioners.
2. The Committee has the authority to obtain Company information regarding the management of Human Resources and Company Remuneration, as well as other information related to the performance of the NR Committee's duties.
3. Request and/or obtain cooperation from colleagues, including the Board of Commissioners' Secretariat and other committees, the Human Capital function, and/or the Company's operational functions, including Subsidiaries.
4. Drafting, evaluating, amending, and implementing the Charter, including determining the procedures and scope of the Nomination & Remuneration Committee's duties, with the approval of the Board of Commissioners.
5. If necessary, the committee may engage experts and/or consultants to assist the committee in overseeing the implementation of nominations and remuneration.

Competency Development of the Nomination & Remuneration Committee

Throughout 2025, the Nomination & Remuneration Committee (NRC) participated in a number of competency development programs conducted through various training sessions. These activities were designed to enhance the committee members' knowledge and capabilities so they could perform their duties and responsibilities effectively. The details of the training sessions attended by the NRC are presented in the following table:

2025 Report on the Implementation of the Nomination & Remuneration Committee's Duties

Throughout 2025, the Nomination & Remuneration Committee (NRC) has fulfilled its roles and responsibilities through various activities that support the effectiveness of the committee's functions. These activities reflect the NRC's commitment to assisting the Board of Commissioners in carrying out its oversight functions, particularly regarding nominations and remuneration. The following are some of the activities carried out by the NRC during this period:

1. Pemantauan dan evaluasi terhadap pengelolaan SDM yang disampaikan Direksi melalui laporan kinerja manajemen.
2. Memberikan masukan dan pendapat bagi Dewan Komisaris atas efektivitas kebijakan pengelolaan SDM dan Remunerasi perusahaan.
3. Melakukan evaluasi terhadap Calon Wakil Perseroan yang akan diusulkan sebagai anggota Direksi atau anggota Dewan Komisaris di perusahaan anak dan/atau perusahaan patungan, sebelum diajukan kepada RUPS.
4. Melakukan evaluasi usulan *Key Performance Indicator* individu anggota Direksi serta melakukan *monitoring* secara periodik atas realisasinya.
5. Membuat rekomendasi terkait remunerasi dan tantiem/insentif kinerja untuk Direksi PTK berdasarkan usulan yang disampaikan oleh Direksi. KNR akan melakukan telaah untuk kemudian menyusun rekomendasi atas usulan yang diajukan tersebut kepada Dewan Komisaris sebelum kemudian disampaikan kepada Pemegang Saham sebagai rekomendasi dari Dewan Komisaris.
6. Melakukan evaluasi/telaah atas usulan Direksi mengenai struktur organisasi perusahaan.
7. Kunjungan langsung (*site visit*) ke region maupun wilayah kerja PTK sebagai bagian dari tahapan *close monitoring*.

1. Monitoring and evaluating human resources management as presented by the Board of Directors through management performance reports.
2. Providing input and opinions to the Board of Commissioners regarding the effectiveness of the company's HR management and remuneration policies.
3. Conduct an evaluation of candidates for the Company's representatives to be proposed as members of the Board of Directors or the Board of Commissioners at subsidiaries and/or joint ventures, prior to their submission to the General Meeting of Shareholders.
4. Conducting evaluations of proposed individual Key Performance Indicators (KPIs) for Board of Directors members and periodically monitoring their implementation.
5. Making recommendations regarding remuneration and performance bonuses/incentives for the Board of Directors of PTK based on proposals submitted by the Board of Directors. The Nomination and Remuneration Committee (KNR) will review the proposals and formulate recommendations to be submitted to the Board of Commissioners before they are presented to the Shareholders of as recommendations from the Board of Commissioners.
6. Conducting an evaluation or review of the Board of Directors' proposal regarding the company's organizational structure.
7. Conducting on-site visits to regions and PTK's operational areas as part of the close monitoring process.

Rapat Komite Nominasi & Remunerasi

Pelaksanaan rapat Komite Nominasi & Remunerasi (KNR) berpedoman pada Piagam KNR yang menetapkan bahwa rapat diselenggarakan paling sedikit 1 (satu) kali dalam setiap triwulan. Pertemuan tersebut bertujuan untuk membahas program kerja komite, menelaah hasil analisis, serta merumuskan saran dan rekomendasi yang diperlukan dalam mendukung Dewan Komisaris menjalankan fungsi pengawasan dan pemberian nasihat secara optimal.

Sepanjang tahun 2025, KNR telah menyelenggarakan rapat sebanyak 10 kali, dengan tingkat kehadiran masing-masing anggota komite sebagai berikut:

Nama Name	Jabatan Position	Jumlah Wajib Rapat Number of Mandatory Meetings	Jumlah Kehadiran Number of Attendances	Tingkat Kehadiran Attendance Rate (%)
Hartanto	Ketua Chairman	10	10	100%
Ahmad Sofyan	Anggota Member	10	10	100%
*Roy Victor Julianus	Anggota Member	6	6	100%

*bergabung sejak 09 September 2025.

*Joined on September 9, 2025.

Penilaian Kinerja Komite Nominasi & Remunerasi

Evaluasi kinerja Komite Nominasi & Remunerasi (KNR) dilaksanakan sekurang-kurangnya satu kali dalam setahun sebagai bagian dari upaya memastikan efektivitas pelaksanaan tugas komite. Proses penilaian ini mencakup kinerja KNR secara kolektif maupun kontribusi masing-masing anggota secara individu. Pengukuran

Nomination & Remuneration Committee Meeting

The Nomination & Remuneration Committee (KNR) meetings are conducted in accordance with the KNR Charter, which stipulates that meetings must be held at least once every quarter. These meetings aim to discuss the committee's work program, review analysis results, and formulate the necessary suggestions and recommendations to support the Board of Commissioners in optimally performing their oversight and advisory functions.

Throughout 2025, the KNR held 10 meetings, with the attendance rates of each committee member as follows:

Performance Evaluation of the Nomination & Remuneration Committee

The performance evaluation of the Nomination & Remuneration Committee (NRC) is conducted at least once a year as part of efforts to ensure the effectiveness of the committee's duties. This evaluation process covers both the NRC's collective performance and the individual contributions of each member. Performance measurement

kinerja didasarkan pada tingkat realisasi dan penyelesaian program kerja yang telah ditetapkan dalam Rencana Kerja KNR, kemudian disampaikan kepada Dewan Komisaris melalui laporan komite yang memuat pelaksanaan tugas, khususnya pada aspek nominasi dan remunerasi.

Hasil evaluasi tersebut menjadi salah satu pertimbangan bagi Dewan Komisaris dalam menentukan keberlanjutan masa jabatan anggota KNR, baik untuk pengangkatan kembali maupun pemberhentian pada periode berikutnya. Pada tahun 2025, penilaian terhadap anggota KNR dilakukan menggunakan metode 360 derajat serta AKHLAK Behavioural Survey (ABS), dengan capaian nilai sebagai berikut:

Nama Anggota Komite Committee Member Name	Skor Nilai Score	Predikat Rating
Ahmad Sofyan	98,80	high
Roy Victor Julianus	97,74	high

is based on the degree of implementation and completion of the work programs set forth in the NRC Work Plan, which is then submitted by the NRC to the Board of Commissioners through a committee report detailing the execution of duties, particularly regarding nominations and remuneration.

The results of this evaluation serve as one of the factors considered by the Board of Commissioners in determining the continuation of KNR members' terms of office, whether for reappointment or dismissal in the next term. In 2025, the assessment of KNR members was conducted using the 360-degree method and the AKHLAK Behavioral Survey (ABS), with the following scores:

KOMITE PEMANTAU RISIKO & INVESTASI

Komite Pemantau Risiko & Investasi dibentuk sebagai organ pendukung Dewan Komisaris dalam memperkuat pelaksanaan fungsi pengawasan serta pemberian rekomendasi strategis. Komite ini memiliki tanggung jawab untuk menelaah berbagai aktivitas dan rencana investasi Perusahaan yang berada dalam cakupan kewenangan Dewan Komisaris. Secara keseluruhan, Komite turut memastikan bahwa setiap inisiatif investasi telah mempertimbangkan aspek risiko secara memadai serta selaras dengan kepentingan dan keberlanjutan usaha Perusahaan.

Piagam Komite Pemantau Risiko & Investasi

Pelaksanaan tugas Komite Pemantau Risiko & Investasi (KPRI) berpedoman pada piagam/*charter* yang ditetapkan berdasarkan Keputusan Dewan Komisaris No. PK-114/DEKOM.PTK/2024-SO tanggal 30 Desember 2024. Piagam tersebut mengatur pembentukan dan keanggotaan KPRI, pelaksanaan tugas, tanggung jawab, kewajiban Ketua dan Anggota serta pelaporan/evaluasi kinerja dan kode etik.

Masa Jabatan Komite Pemantau Risiko & Investasi

Sesuai dengan kebijakan yang ditetapkan pada Piagam Komite Pemantau Risiko & Investasi, masa jabatan anggota Komite paling lama 3 (tiga) tahun dan dapat diperpanjang 1 (satu) kali selama 2 (dua) tahun. Adapun pemberhentian anggota Komite dapat dilakukan sewaktu-waktu sesuai dengan hasil pertimbangan Dewan Komisaris.

Susunan dan Komposisi Komite Pemantau Risiko & Investasi

Komite Pemantau Risiko & Investasi Perusahaan diketuai oleh Sdr. Amir Hamzah yang juga merangkap sebagai Dewan Komisaris. Pada tahun 2025, Komite ini didukung oleh 1 (satu) orang ketua dan 2 (dua) orang anggota, sebagaimana demikian ini:

RISK & INVESTMENT MONITORING COMMITTEE

The Risk & Investment Monitoring Committee was established as a supporting body to the Board of Commissioners to strengthen the performance of oversight functions and provide strategic recommendations. This Committee is responsible for reviewing the Company's various investment activities and plans that fall within the scope of the Board of Commissioners' authority. Overall, the Committee helps ensure that every investment initiative has adequately considered risk aspects and is aligned with the Company's interests and business sustainability.

Charter of the Risk & Investment Monitoring Committee

The Risk and Investment Monitoring Committee (KPRI) carries out its duties in accordance with the charter established pursuant to Board of Commissioners Decision No. PK-114/DEKOM.PTK/2024-SO dated December 30, 2024. The charter governs the formation and membership of the KPRI, the performance of duties, the responsibilities and obligations of the Chair and Members, as well as performance reporting/evaluation and the code of ethics.

Term of Office of the Risk & Investment Monitoring Committee

In accordance with the policy set forth in the Risk & Investment Monitoring Committee Charter, the term of office for Committee members is a maximum of 3 (three) years and may be extended once for a period of 2 (two) years. Committee members may be removed at any time based on the decision of the Board of Commissioners.

Structure and Composition of the Risk & Investment Monitoring Committee

The Company's Risk & Investment Monitoring Committee is chaired by Mr. Amir Hamzah, who also serves as a member of the Board of Commissioners. In 2025, this Committee consists of 1 (one) chairperson and 2 (two) members, as follows:

Tabel Komposisi Komite Pemantau Risiko & Investasi Tahun 2025

Table of the Composition of the Risk & Investment Monitoring Committee for 2025

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Periode dan Masa Jabatan Term and Tenure
Amir Hamzah	Ketua Chairman	Surat Keputusan Dewan Komisaris No. Kpts-089/DEKOM.PTK/2024-S8 Tanggal 01 September 2024 Board of Commissioners' Decision No. Kpts-089/DEKOM.PTK/2024-S8 dated September 1, 2024	Mengikuti masa jabatan Komisaris Serving the term of Commissioner
Edi Ariawan	Anggota Member	Surat Keputusan Dewan Komisaris No. Kpts-066/DEKOM.PTK/2024-S8 Tanggal 27 Mei 2024 Board of Commissioners' Decision No. Kpts-066/DEKOM.PTK/2024-S8 dated May 27, 2024	Periode ke-2 Term 2 5 Juni 2024 s.d 4 Juni 2026 June 5, 2024 to June 4, 2026
Dian Vita Alpha Suandi	Anggota Member	Surat Keputusan Dewan Komisaris No. SK-160/DEKOM.PTK/2023 Tanggal 24 Oktober 2023 Board of Commissioners' Decision Letter No. SK-160/DEKOM.PTK/2023 dated October 24, 2023	Periode ke-1 Term 1 01 November 2023 s.d 31 Oktober 2025 November 1, 2023 to October 31, 2025

Profil Komite Pemantau Risiko & Investasi

Profile of the Risk & Investment Monitoring Committee

Amir Hamzah

Ketua Komite Pemantau Risiko & Investasi

Chairman of the Risk & Investment Monitoring Committee

Diangkat sebagai Ketua Komite Pemantau Risiko & Investasi pada tanggal 01 September 2024 untuk periode pertama kalinya. Profil Beliau dapat dilihat pada bagian Profil Dewan Komisaris dalam Laporan Tahunan ini.

Appointed as Chairman of the Risk & Investment Monitoring Committee on September 1, 2024, for his first term. His profile can be found in the Board of Commissioners section of this Annual Report.

Edi Ariawan

Anggota Komite Pemantau Risiko & Investasi

Member of the Risk & Investment Monitoring
Committee

Domisili Residence	Bekasi.
Kewarganegaraan Nationality	Indonesia. Indonesian.
Usia Age	58 tahun. 58 Years old.
Tempat & Tanggal Lahir Place & Date of Birth	Surabaya, 15 Februari 1967. Surabaya, February 15, 1967.
Dasar Hukum Penunjukan Legal Basis for Appointment	Surat Keputusan Dewan Komisaris No. Kpts-066/DEKOM.PTK/2024-S8 Tanggal 27 Mei 2024. Board of Commissioners' Decision No. Kpts-066/DEKOM.PTK/2024-S8 dated May 27, 2024.
Riwayat Pendidikan Educational Background	Menyelesaikan pendidikan S1 di Institut Teknologi Sepuluh Nopember (ITS) Surabaya pada tahun 1985–1991. Kemudian melanjutkan studi S2 di Universitas Gadjah Mada (UGM) Yogyakarta pada tahun 2009–2011. Completed a bachelor's degree at the Sepuluh Nopember Institute of Technology (ITS) in Surabaya from 1985 to 1991. Subsequently pursued a master's degree at Gadjah Mada University (UGM) in Yogyakarta from 2009 to 2011.
Pengalaman Kerja Work Experience	Beliau pernah menjabat sebagai <i>Manager Fleet Inspection & Assurance</i> di PT Pertamina (Persero) pada 2017–2019. Selanjutnya, menjabat sebagai <i>VP Logistics Optimization</i> PT Pertamina (Persero) pada 2020–2021 dan pada tahun 2021–2023 menjabat sebagai <i>VP Government Assignment</i> PT Pertamina (Persero). He previously served as Manager of Fleet Inspection & Assurance at PT Pertamina (Persero) from 2017 to 2019. Subsequently, he served as VP of Logistics Optimization at PT Pertamina (Persero) from 2020 to 2021, and from 2021 to 2023, he served as VP of Government Assignments at PT Pertamina (Persero).
Sertifikasi Certifications	<i>Certification in Audit Committee Practices "CACP"</i> (2024).
Rangkap Jabatan Concurrent Positions	Tidak memiliki rangkap jabatan. No concurrent positions.
Hubungan Afiliasi Affiliations	Tidak memiliki hubungan afiliasi baik dengan Anggota Komite lainnya, Dewan Komisaris dan Direksi, maupun Pemegang Saham Utama dan Pengendali. Has no affiliations with other Committee Members, the Board of Commissioners and Directors, or Major and Controlling Shareholders.

Dian Vita Alpha Suandi

Anggota Komite Pemantau Risiko & Investasi

Member of the Risk & Investment
Monitoring Committee

Domisili Residence	Jakarta.
Kewarganegaraan Nationality	Indonesia. Indonesian.
Usia Age	43 tahun. 43 Years old.
Tempat & Tanggal Lahir Place & Date of Birth	Yogyakarta, 4 September 1982. Yogyakarta, September 4, 1982.
Dasar Hukum Penunjukan Legal Basis for Appointment	Surat Keputusan Dewan Komisaris No. SK- 160/DEKOM.PTK/2023 Tanggal 24 Oktober 2023. Board of Commissioners' Decision No. SK-160/DEKOM.PTK/2023 dated October 24, 2023.
Riwayat Pendidikan Educational Background	Meraih gelar Sarjana Jurusan Teknik Industri, Institut Teknologi Bandung (2004). Earned a Bachelor's degree in Industrial Engineering from the Bandung Institute of Technology (2004).
Pengalaman Kerja Work Experience	Sebelum menjabat sebagai anggota Komite, Beliau pernah menjabat sebagai Sekretaris Dekom PT Pertamina Trans Kontinental (Okt 2021- Okt 2023), Manager PMO Downstream PT Pertamina (Persero) pada 2023-2024 dan <i>Manager Downstream Government Assignment</i> di tahun 2023. Prior to serving as a Committee member, he served as Secretary of the Board of Commissioners of PT Pertamina Trans Kontinental (Oct 2021–Oct 2023), Manager of the PMO Downstream at PT Pertamina (Persero) from 2023 to 2024, and Manager of the Downstream Government Assignment in 2023.
Sertifikasi Certifications	<i>Certified Project Management Professional (PMP)</i> dan <i>Certified Professional Marketer Asia (CPMA)</i> . Certified Project Management Professional (PMP) and Certified Professional Marketer Asia (CPMA).
Rangkap Jabatan Concurrent Positions	Saat ini menjabat sebagai <i>Manager PMO Upstream</i> di PT Pertamina (Persero). Currently serves as Upstream PMO Manager at PT Pertamina (Persero).
Hubungan Afiliasi Affiliations	Tidak memiliki hubungan afiliasi dengan sesama anggota Komite, anggota Direksi, Dewan Komisaris. Namun memiliki hubungan afiliasi dengan Pemegang Saham Utama/Pengendali atas jabatan rangkapnya. Has no affiliation with fellow Committee members, members of the Board of Directors, or the Board of Commissioners. However, has an affiliation with the Major/Controlling Shareholder due to his dual role.

Independensi Komite Pemantau Risiko & Investasi

Seluruh Anggota Komite Pemantau Risiko & Investasi yang berasal dari pihak independen tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham dan/atau hubungan keluarga dengan Dewan Komisaris, Direksi dan Pemegang Saham yang dapat mempengaruhi kemampuannya bertindak independen.

Tugas, Tanggung Jawab dan Wewenang Komite Pemantau Risiko & Investasi

Lingkup tugas Komite Pemantau Risiko & Investasi terkait pendampingan, pengawasan, serta *monitoring* pengelolaan investasi dan manajemen risiko Perusahaan adalah sebagai berikut:

Independence of the Risk & Investment Monitoring Committee

All members of the Risk & Investment Monitoring Committee who are independent parties have no financial, management, shareholding, and/or family relationships with the Board of Commissioners, the Board of Directors, or Shareholders that could affect their ability to act independently.

Duties, Responsibilities, and Authorities of the Risk & Investment Monitoring Committee

The scope of the Risk & Investment Monitoring Committee's responsibilities regarding guidance, oversight, and monitoring of the Company's investment management and risk management is as follows:

1. Melakukan evaluasi atas perencanaan investasi PTK termasuk anak perusahaannya.
2. Melakukan *monitoring* terhadap eksekusi pelaksanaan investasi berdasar rencana kerja PTK dan analisis paska investasi (*post mortem evaluation*).
3. Melakukan evaluasi atas asesmen dan penetapan tingkat risiko PTK termasuk anak perusahaannya yang telah dilakukan oleh Perusahaan.
4. Melakukan *monitoring* atas pengelolaan risiko yang dilaksanakan oleh Direksi dan jajarannya.
5. Melakukan evaluasi strategi pengelolaan risiko baik operasional, pengembangan Perusahaan dan investasi.
6. Melakukan *review* atas permohonan Direksi kepada Dewan Komisaris atas rencana Perusahaan, antara lain:
 - a. Investasi, Divestasi, usulan FUPP.
 - b. Pembentukan Anak Perusahaan.
 - c. Rencana Kerja & Anggaran Perusahaan (RKAP).
 - d. Rencana Jangka Panjang Perusahaan (RJPP).
 - e. Inisiatif lain terkait *Business Optimization*.
7. Melakukan evaluasi kebijakan investasi dan manajemen risiko, baik dalam hal operasional dan pengembangan Perusahaan.
8. Melaporkan dan memberikan rekomendasi kepada Dewan Komisaris termasuk Anak Perusahaan dalam seluruh aktivitas Perusahaan terkait investasi dan manajemen risiko.
9. Menyediakan bahan rujukan dan informasi untuk keperluan Dewan Komisaris terkait pengelolaan investasi dan manajemen risiko, apabila diminta.
10. Membuat rencana kerja tahunan yang diselaraskan dengan rencana kerja tahunan (Rencana Kerja Anggaran Perseroan/RKAP) atas kebijakan investasi Perseroan.
11. Melaksanakan tugas lain yang diberikan oleh Dewan Komisaris yang terkait dengan investasi dan manajemen risiko.

Lebih lanjut, wewenang yang dimiliki Komite Pemantau Risiko & Investasi antara lain:

1. Komite bekerja secara kolektif dan bersifat mandiri dalam melaksanakan tugasnya dan bertanggung jawab kepada Dewan Komisaris.
2. Komite mempunyai wewenang untuk mendapatkan informasi Perusahaan tentang investasi, penggunaan dana terkait investasi, aset serta sumber daya Perusahaan lainnya yang berkaitan dengan pelaksanaan tugas.
3. Berkomunikasi dan berkoordinasi langsung dengan setiap pihak, termasuk Direksi dan pihak yang menjalankan fungsi perencanaan dan eksekusi investasi maupun pelaksanaan manajemen risiko terkait tugas dan tanggung jawab Komite Pemantau Risiko & Investasi.
4. Menyusun, mengevaluasi, mengubah dan melaksanakan Piagam (*Charter*) termasuk menentukan prosedur dan lingkup pelaksanaan pekerjaan Komite Pemantau Risiko & Investasi dengan persetujuan Dewan Komisaris.
5. Apabila diperlukan komite dapat mempekerjakan tenaga ahli dan/atau konsultan untuk membantu komite terkait dengan rencana pengembangan usaha Perusahaan dengan persetujuan tertulis Dewan Komisaris dan atas beban Perusahaan yang dialokasikan dari anggaran biaya Dewan Komisaris.

1. Conducting evaluations of PTK's investment planning, including that of its subsidiaries.
2. Monitoring the execution of investments based on PTK's work plan and conducting post-investment analysis (*post-mortem evaluation*).
3. Conducting evaluations of the risk assessments and risk level determinations for PTK, including its subsidiaries, that have been carried out by the Company.
4. Monitoring the risk management carried out by the Board of Directors and its staff.
5. Evaluating risk management strategies for operations, corporate development, and investments.
6. Reviewing the Board of Directors' requests to the Board of Commissioners regarding the Company's plans, including:
 - a. Investments, divestments, and FUPP proposals.
 - b. Establishment of subsidiaries.
 - c. Company Work Plan & Budget (RKAP).
 - d. The Company's Long-Term Plan (RJPP).
 - e. Other initiatives related to business optimization.
7. Conducting evaluations of investment policies and risk management, both in terms of operations and corporate development.
8. Reporting and providing recommendations to the Board of Commissioners, including subsidiaries, regarding all Company activities related to investment and risk management.
9. Providing reference materials and information for the Board of Commissioners regarding investment management and risk management, upon request.
10. Develop an annual work plan aligned with the Company's annual work plan (Company Budget Work Plan/RKAP) regarding the Company's investment policies.
11. Performing other duties assigned by the Board of Commissioners related to investment and risk management.

Furthermore, the authorities held by the Risk & Investment Monitoring Committee include:

1. The Committee operates collectively and independently in carrying out its duties and is accountable to the Board of Commissioners.
2. The Committee has the authority to obtain Company information regarding investments, the use of funds related to investments, assets, and other Company resources relevant to the performance of its duties.
3. Communicate and coordinate directly with all relevant parties, including the Board of Directors and those responsible for investment planning and execution as well as risk management, regarding the duties and responsibilities of the Risk & Investment Monitoring Committee.
4. Draft, evaluate, amend, and implement the Charter, including determining the procedures and scope of the Risk & Investment Monitoring Committee's operations, with the approval of the Board of Commissioners.
5. If necessary, the committee may engage experts and/or consultants to assist the committee with the Company's business development plans, subject to the written approval of the Board of Commissioners and at the Company's expense, allocated from the Board of Commissioners' budget.

Pengembangan Kompetensi Tahun 2025

Perusahaan menetapkan kebijakan pengembangan kompetensi bagi Komite Pemantau Risiko & Investasi yang telah tercantum pada Piagam KPRI. Tujuan dilakukannya pengembangan kompetensi/pelatihan adalah untuk mengoptimalkan fungsi KPRI dalam mendukung Dewan Komisaris. Sepanjang tahun 2025, anggota Komite Pemantau Risiko & Investasi telah mengikuti berbagai program pendidikan dan pelatihan sebagai berikut:

Nama Peserta Participant Name	Topik Pelatihan Training Topic	Tanggal Pelaksanaan Date
Amir Hamzah	<i>Risk Management Practices</i>	05 Februari 2025 February 5, 2025
	<i>Certification in Audit Committee Practices</i> ("CACP")	20–22 Mei 2025 May 20–22, 2025
	<i>Qualified Risk Oversight Professional ("QROP")</i>	3–4 November 2025 November 3–4, 2025
Edi Ariawan	<i>Risk Management Practices</i>	05 Februari 2025 February 5, 2025
	<i>Qualified Risk Oversight Professional ("QROP")</i>	3–4 November 2025 November 3–4, 2025
Dian Vita Alpha Suandi	-	-

Competency Development 2025

The Company has established a competency development policy for the Risk & Investment Monitoring Committee, as outlined in the KPRI Charter. The purpose of competency development and training is to optimize the KPRI's role in supporting the Board of Commissioners. Throughout 2025, members of the Risk & Investment Monitoring Committee participated in the following education and training programs:

Laporan Pelaksanaan Tugas Komite Pemantau Risiko & Investasi

Sejalan dengan tugas dan tanggung jawab yang tercantum pada Piagam, sepanjang tahun 2025 Komite Pemantau Risiko & Investasi telah melaksanakan tugas yang mencakup telaah serta memberikan rekomendasi kepada Dewan Komisaris terkait risiko dan kegiatan investasi Perusahaan. Adapun rincian tugas-tugas yang dimaksud adalah sebagai berikut:

1. Melakukan *review* atas rencana investasi dalam usulan RKAP tahun 2025 berikut perubahannya yang disampaikan dalam rekomendasi Dewan Komisaris.
2. Melakukan pemantauan dan evaluasi terhadap realisasi kinerja investasi dan pengelolaan manajemen risiko di tahun berjalan yang disampaikan Direksi melalui laporan kinerja manajemen setiap bulan.
3. Melakukan *monitoring* eksekusi investasi sesuai RKAP tahun 2025 dan analisis pasca investasi (*post mortem evaluation*) atas investasi yang telah selesai selama 3 tahun ke belakang.
4. *Monitoring* pengelolaan risiko yang dijalankan oleh Perseroan.
5. Evaluasi terhadap tingkat risiko yang telah ditetapkan oleh Direksi.
6. Melakukan *review* atas usulan FUPP yang disampaikan dalam rekomendasi Dewan Komisaris.

Report on the Implementation of the Risk & Investment Monitoring Committee's Duties

In accordance with the duties and responsibilities outlined in the Charter, throughout 2025 the Risk & Investment Monitoring Committee has carried out tasks that include reviewing and providing recommendations to the Board of Commissioners regarding the Company's risks and investment activities. The details of these tasks are as follows:

1. Conducting a review of the investment plan in the proposed 2025 Annual Business Plan (RKAP) and its amendments as presented in the Board of Commissioners' recommendations.
2. Monitoring and evaluating the realization of investment performance and risk management in the current year as reported by the Board of Directors through monthly management performance reports.
3. Monitor the execution of investments in accordance with the 2025 Annual Business Plan and conduct post-investment analyses (*post-mortem evaluations*) of completed investments over the past three years.
4. Monitoring of risk management practices implemented by the Company.
5. Evaluating the risk levels established by the Board of Directors.
6. Conducting a review of the FUPP proposals submitted in the Board of Commissioners' recommendations.

7. *Monitoring* dan *review* secara periodik kegiatan investasi yang telah dilaksanakan oleh Perusahaan dan Anak Perusahaan yang meliputi kepatuhan dalam melaksanakan kebijakan investasi yang telah ditetapkan, termasuk pula risiko dalam kegiatan investasi.
8. Melakukan rapat koordinasi dengan fungsi *Business Optimization* selaku koordinator investasi dan fungsi-fungsi lainnya selaku pengusul dan pelaksana eksekusi proyek investasi terkait pencapaian realisasi fisik bulanan dan status kendala serta tindak lanjut yang diperlukan.
9. Melakukan evaluasi atas kebijakan investasi dan manajemen risiko, termasuk mengusulkan perbaikan jika dibutuhkan.
10. Melaksanakan kunjungan langsung (*site visit*) ke *Region* maupun wilayah kerja PTK sebagai bagian dari tahapan *close monitoring*.

Rapat Komite Pemantau Risiko & Investasi

Selaras dengan kebijakan yang tercantum pada Piagam, Komite Pemantau Risiko & Investasi wajib mengadakan rapat minimal 4 (empat) kali dalam 1 (satu) tahun, yang termasuk rapat dengan Dewan Komisaris setiap bulan.

Sepanjang tahun 2025, Komite Pemantau Risiko & Investasi telah melaksanakan 19 kali rapat, dengan rincian jumlah dan persentase kehadiran sebagaimana berikut:

Nama Name	Jabatan Position	Jumlah Wajib Rapat Number of Mandatory Meetings	Jumlah Kehadiran Number of Attendances	Tingkat Kehadiran Attendance Rate (%)
Amir Hamzah	Ketua Chairman	19	19	100%
Edi Ariawan	Anggota Member	19	19	100%
Dian Vita Alpha Suandi	Anggota Member	19	19	100%

Penilaian Kinerja Komite Pemantau Risiko & Investasi

Evaluasi atas kinerja Komite Pemantau Risiko & Investasi dilakukan oleh Dewan Komisaris Perusahaan, yang didasari oleh pertimbangan atas pencapaian target-target dari program kerja sepanjang tahun buku. Adapun realisasi evaluasi Komite Pemantau Risiko & Investasi di tahun 2025 adalah sebagai berikut:

Nama Anggota Komite Committee Member Name	Skor Nilai Score	Predikat Rating
Edi Ariawan	99,39	high
Dian Vita Alpha Suandi	99,36	high

7. Periodically monitor and review investment activities carried out by the Company and its Subsidiaries, covering compliance with established investment policies, including risks associated with investment activities.
8. Conduct coordination meetings with the Business Optimization function, as the investment coordinator, and other functions, as proposers and implementers of investment projects, regarding monthly physical progress, the status of obstacles, and necessary follow-up actions.
9. Evaluate investment policies and risk management, including proposing improvements as needed.
10. Conduct on-site visits to regions and PTK's operational areas as part of the close monitoring process.

Risk & Investment Monitoring Committee Meeting

In accordance with the policies set forth in the Charter, the Risk & Investment Monitoring Committee is required to hold meetings at least four (4) times a year, including monthly meetings with the Board of Commissioners.

Throughout 2025, the Risk & Investment Monitoring Committee held 19 meetings, with the following details regarding the number of meetings and attendance rates:

Performance Evaluation of the Risk & Investment Monitoring Committee

The evaluation of the Risk & Investment Monitoring Committee's performance is conducted by the Company's Board of Commissioners, based on an assessment of the achievement of the work program's targets throughout the fiscal year. The results of the Risk & Investment Monitoring Committee's evaluation for 2025 are as follows:

Sekretaris Perusahaan Corporate Secretary

Sekretaris Perusahaan merupakan salah satu organ penting Perusahaan yang berperan sebagai penghubung antara manajemen, Dewan Komisaris, pemegang saham, otoritas pasar modal, serta pemangku kepentingan lainnya. Salah satu tanggung jawab utama yang dimiliki Sekretaris Perusahaan adalah menyampaikan transparansi informasi secara tepat waktu dan sesuai ketentuan perundang-undangan yang berlaku, penyelenggaraan Rapat Umum Pemegang Saham (RUPS), serta penyusunan dan pendistribusian dokumen korporasi yang andal.

Sehubungan dengan penyampaian informasi Perusahaan, Sekretaris Perusahaan juga memiliki kewajiban dalam memberi dukungan administratif terhadap Dewan Komisaris dan Direksi dalam memastikan kepatuhan Perusahaan terhadap seluruh regulasi yang relevan.

Secara internal, Sekretaris Perusahaan PTK dijabat oleh Vice President (VP) *Legal & Relation* bertugas dalam mengelola hubungan dengan para pemegang saham serta bertanggung jawab atas administrasi korporasi, pencatatan notulen rapat, penyusunan kebijakan internal, dan perencanaan maupun pengendalian komunikasi eksternal Perusahaan dengan para pemangku kepentingan.

The Corporate Secretary is one of the Company's key officers, serving as a liaison between management, the Board of Commissioners, shareholders, capital market authorities, and other stakeholders. One of the Company Secretary's primary responsibilities is to ensure the timely and compliant disclosure of information in accordance with applicable laws and regulations, the organization of General Shareholders' Meetings (GSM), and the preparation and distribution of reliable corporate documents.

Regarding the disclosure of Company information, the Corporate Secretary also has the obligation to provide administrative support to the Board of Commissioners and the Board of Directors in ensuring the Company's compliance with all relevant regulations.

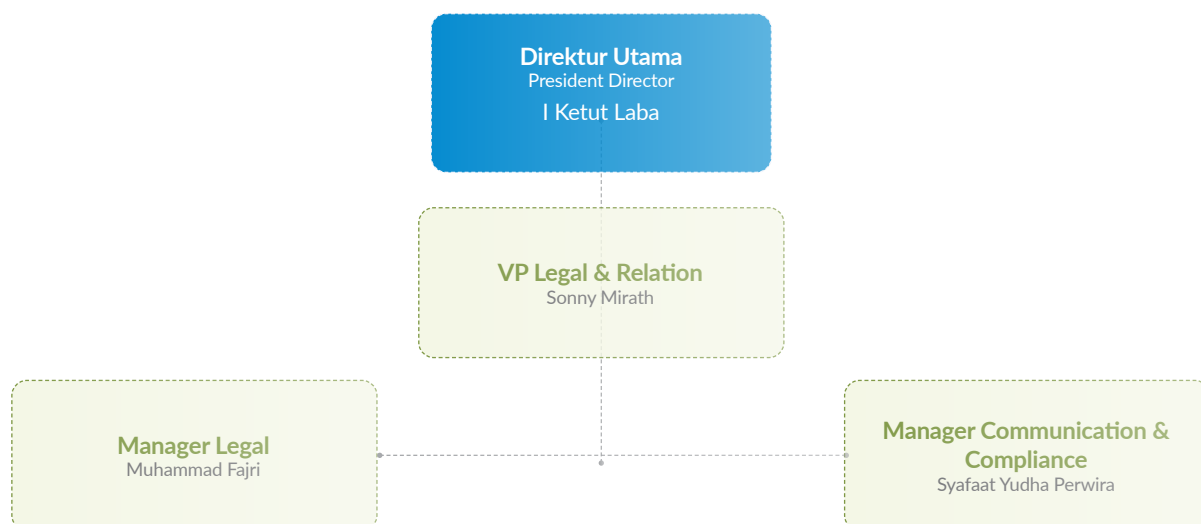
Internally, the position of Corporate Secretary at PTK is held by the Vice President (VP) of Legal & Relations, who is responsible for managing relations with shareholders as well as for corporate administration, recording meeting minutes, drafting internal policies, and planning and overseeing the Company's external communications with stakeholders.

STRUKTUR ORGANISASI SEKRETARIS PERUSAHAAN

Sekretaris Perusahaan yang berada di bawah koordinasi Vice President (VP) *Legal & Relation* bertanggung jawab langsung kepada Direktur Utama. Lebih lanjut, Sekretaris Perusahaan memiliki 2 (dua) fungsi pendukung yang telah diatur berdasarkan Keputusan Direksi No. Kpts-107/PTK0000/2024-S8 tanggal 21 Desember 2024 tentang Struktur Organisasi BOD-1 ke bawah PT Pertamina Trans Kontinental.

ORGANIZATIONAL STRUCTURE OF THE CORPORATE SECRETARY

The Corporate Secretary, who operates under the coordination of the Vice President (VP) of Legal & Relations, reports directly to the CEO. Furthermore, the Corporate Secretary has 2 (two) supporting functions as stipulated in Board of Directors' Resolution No. Kpts-107/PTK0000/2024-S8 dated December 21, 2024, regarding the Organizational Structure from the BOD-1 level downward at PT Pertamina Trans Kontinental.



PROFIL PEJABAT SEKRETARIS PERUSAHAAN

Terhitung hingga 31 Desember 2025, Sekretaris Perusahaan dijabat oleh Sdr. Amran Reza melalui penunjukan langsung oleh Direksi sebagai VP *Legal & Relation*. Pengangkatan beliau telah dicatat pada Surat Keputusan Mutasi Jabatan VP *Business Partner Synergy PT Pertamina (Persero)* No. SKMJ-00363/K20300/2025-S8. Adapun profil Sekretaris Perusahaan beserta riwayat kerja, pendidikan, dan kualifikasinya adalah sebagai berikut:

COMPANY SECRETARY PROFILE

As of December 31, 2025, the position of Company Secretary is held by Mr. Amran Reza, who was directly appointed by the Board of Directors as VP of Legal & Relations. His appointment has been recorded in the Decision Letter on the Transfer of the VP Business Partner Synergy Position at PT Pertamina (Persero) No. SKMJ-00363/K20300/2025-S8. The profile of the Corporate Secretary, along with his work history, education, and qualifications, is as follows:

Amran Reza

Vice President
Legal and Relation
Vice President Legal and Relation

Domisili Residence	Jakarta.
Kewarganegaraan Nationality	Indonesia. Indonesian.
Usia Age	45 tahun. 45 Years old.
Tempat & Tanggal Lahir Place & Date of Birth	Palembang, 14 November 1980. Palembang, November 14, 1980.
Dasar Hukum Penunjukan Legal Basis for Appointment	Surat Keputusan Mutasi Jabatan VP <i>Business Partner Synergy PT Pertamina (Persero)</i> No. SKMJ-00363/K20300/2025-S8. Decision Letter on the Transfer of the VP Business Partner Synergy Position at PT Pertamina (Persero) No. SKMJ-00363/K20300/2025-S8.
Riwayat Pendidikan Educational Background	Meraih gelar Magister Kenotariatan dari Universitas Indonesia tahun 2007 dan meraih gelar Sarjana Ilmu Hukum (S.H.) dari Universitas Indonesia tahun 2003. Earned a Master of Notarial Law from the University of Indonesia in 2007 and a Bachelor of Law (S.H.) from the University of Indonesia in 2003.
Pengalaman Kerja Work Experience	Beliau memulai kariernya di luar Grup Pertamina pada Notaris & PPAT Efran Yuniarto, SH di Jakarta pada tahun 2003 hingga 2010. Sejak tahun 2010, beliau bergabung dengan PT Pertamina (Persero) sebagai <i>Planning & Evaluation Officer</i> di Kantor Pusat, di bawah fungsi Direktorat <i>General Affair</i> . Selain itu, beliau mengemban berbagai posisi strategis di lingkungan Pertamina dan anak usahanya, antara lain sebagai <i>Area Manager Asset Management MOR VI</i> untuk wilayah Kalimantan-Balikpapan, <i>Unit Manager Asset Operation MOR VII</i> untuk wilayah Sulawesi - Makassar, <i>Unit Manager Asset Operation MOR V</i> untuk wilayah Surabaya Jagir. Selanjutnya, beliau memiliki penugasan sebagai <i>Manager Asset Dispute Resolution & Recovery</i> di Kantor Pusat Pertamina. He began his career outside the Pertamina Group at the Notary & PPAT office of Efran Yuniarto, S.H., in Jakarta from 2003 to 2010. Since 2010, he has been with PT Pertamina (Persero) as a Planning & Evaluation Officer at the Head Office, under the Directorate of General Affairs. Additionally, he has held various strategic positions within Pertamina and its subsidiaries, including as Area Manager for Asset Management MOR VI covering the Kalimantan-Balikpapan region, Unit Manager for Asset Operations MOR VII covering the Sulawesi-Makassar region, and Unit Manager for Asset Operations MOR V covering the Surabaya-Jagir region. Furthermore, he was assigned as Manager of Asset Dispute Resolution & Recovery at Pertamina's Head Office.
Sertifikasi Certifications	-
Rangkap Jabatan Concurrent Positions	Tidak ada. None
Hubungan Afiliasi Affiliations	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, Direksi dan/atau Pemegang Saham. Has no affiliate relationships with members of the Board of Commissioners, the Board of Directors, and/or Shareholders.

PEDOMAN KERJA SEKRETARIS PERUSAHAAN

Sekretaris Perusahaan dalam melaksanakan fungsinya berpedoman pada *Board Manual* serta rincian tugas dan tanggung jawab yang tertuang dalam Surat Keputusan Direksi terkait pembentukan organ Sekretaris Perusahaan. Pedoman yang digunakan telah mencakup uraian secara menyeluruh, antara lain mencakup tugas pokok Sekretaris Perusahaan, uraian tugas dan tanggung jawab Sekretaris Perusahaan, serta pedoman komunikasi Perusahaan dan hal lain yang berkaitan dengan pelaksanaan tugas Fungsi Sekretaris Perusahaan.

TUGAS DAN TANGGUNG JAWAB SEKRETARIS PERUSAHAAN

Berikut rincian tugas dan tanggung jawab Sekretaris Perusahaan berdasarkan pedoman yang dimiliki:

1. Mengevaluasi dan merekomendasi sistem tata kerja Legal & Relation kepada direksi berdasarkan pedoman yang berlaku.
2. Menyusun rencana kerja dan anggaran jangka pendek dan jangka panjang corporate secretary serta memonitor, dan mengevaluasi pelaksanaannya.
3. Memastikan pengesahan dokumen RJPP dan RKAP dalam RUPS sesuai dengan target yang ditentukan.
4. Mengoordinir agenda rapat direksi dan rapat manajemen.
5. Membangun, memelihara, dan meningkatkan citra positif perusahaan di mata masyarakat dan *stakeholders*, serta meminimalisir dan menghindarkan perusahaan dari timbulnya citra negatif, permasalahan hukum litigasi dan non-litigasi serta kehumasan yang berdampak pada Perusahaan.
6. Mengevaluasi dan memonitor pelaksanaan program-program CSR secara efektif, sesuai dengan rencana yang telah ditetapkan dan tepat sasaran, sebagai bagian dari kepatuhan korporasi sekaligus meningkatkan citra positif Perusahaan di mata masyarakat.
7. Memastikan laporan kegiatan pengembangan, pembinaan, penerapan dan penegakan prinsip-prinsip GCG.
8. Mengomunikasikan kebijakan Perusahaan dan pemerintah baik secara internal maupun eksternal perusahaan.
9. Menyelenggarakan kegiatan administrasi kesekretariatan Perusahaan, termasuk agenda Direksi, pemeliharaan *database*, dokumen asli, dan laporan-laporan Perusahaan.
10. Menyetujui dan memastikan kegiatan protokoler Direksi Perusahaan.
11. Mengendalikan data dan informasi manajemen yang akurat dan valid bagi kepentingan Perusahaan dan pemegang saham secara periodik dan tahunan.
12. Memastikan terbaruinya peraturan-peraturan perundangan dan regulasi lain yang berkaitan dengan proses bisnis dan produk (*compliance issue*), serta perijinan dan aspek hukum lain bagi Perusahaan dan anak perusahaan secara tepat waktu.
13. Menyetujui laporan bulanan/periodik.

COMPANY SECRETARY WORK GUIDELINES

In performing their duties, the Corporate Secretary adheres to the Board Manual and the detailed tasks and responsibilities outlined in the Board of Directors' Resolution regarding the establishment of the Corporate Secretary's office. The guidelines used provide a comprehensive description, including the primary duties of the Corporate Secretary, a detailed description of the Corporate Secretary's duties and responsibilities, as well as the Company's communication guidelines and other matters related to the performance of the Corporate Secretary's functions.

DUTIES AND RESPONSIBILITIES OF THE CORPORATE SECRETARY

The following are the duties and responsibilities of the Corporate Secretary as outlined in the applicable guidelines:

1. Evaluate and recommend the Legal & Relations operational system to the board of directors based on applicable guidelines.
2. Developing short-term and long-term work plans and budgets for the Corporate Secretary, as well as monitoring and evaluating their implementation.
3. Ensuring the approval of the RJPP and RKAP documents at the General Meeting of Shareholders in accordance with the specified targets.
4. Coordinate the agendas for Board of Directors and management meetings.
5. Build, maintain, and enhance the company's positive image in the eyes of the public and stakeholders, while minimizing and preventing the company from facing negative publicity, legal issues (both litigious and non-litigious), and public relations challenges that impact the Company.
6. Effectively evaluate and monitor the implementation of CSR programs to ensure they align with established plans and achieve their intended objectives, as part of corporate compliance while enhancing the Company's positive image in the eyes of the public.
7. Ensuring reports on the development, promotion, implementation, and enforcement of GCG principles.
8. Communicating Company and government policies both internally and externally.
9. Conducting administrative secretariat activities for the Company, including the Board of Directors' agenda, database maintenance, original documents, and Company reports.
10. Approving and ensuring the protocol activities of the Company's Board of Directors.
11. Managing accurate and valid management data and information for the benefit of the Company and shareholders on a periodic and annual basis.
12. Ensuring that laws, regulations, and other relevant rules pertaining to business processes and products (compliance issues), as well as licensing and other legal matters for the Company and its subsidiaries, are kept up to date in a timely manner.
13. Approving monthly/periodic reports.

PELAKSANAAN TUGAS SEKRETARIS PERUSAHAAN TAHUN 2025

Sepanjang tahun 2025, Sekretaris Perusahaan telah merealisasikan berbagai program kerja yang meliputi:

1. Mengoordinasikan penyelenggaraan Rapat Umum Pemegang Saham (RUPS) Tahunan yang diselenggarakan pada tanggal 26 Juni 2025 dan Keputusan Sirkuler Pemegang Saham;
2. Mengoordinasikan dan mendokumentasikan 32 kali rapat internal Direksi serta 11 kali rapat gabungan bersama Dewan Komisaris;
3. Menyusun dan menyampaikan laporan berkala kepada Direksi, Dewan Komisaris, dan Pemegang Saham, yang meliputi: Laporan Manajemen Triwulanan, Laporan Manajemen Tahunan, Laporan Tahunan dan Laporan Keberlanjutan, serta Laporan Sekretaris Perusahaan;
4. Menyusun dan melakukan peninjauan atas Pedoman Tata Laksana Surat dan Kearsipan PTK, serta melaksanakan sosialisasi dan pemantauan terhadap implementasinya di seluruh unit kerja;
5. Mengoordinasikan pelaksanaan program TJSL Perusahaan sepanjang tahun 2025 sebagai wujud komitmen terhadap keberlanjutan dan kepedulian sosial.
6. Menerbitkan siaran pers terkait kegiatan dan pencapaian Perusahaan dalam rangka membangun citra positif Perusahaan dan menjalin komunikasi yang konstruktif dengan publik;
7. Mengikuti berbagai pelatihan dan program pengembangan kompetensi sepanjang tahun 2025 guna mendukung peningkatan kinerja dan profesionalisme;
8. Mendukung pelaksanaan prinsip tata kelola dengan melakukan *review* terhadap manual, prosedur, dan petunjuk kerja di lingkup Sekretaris Perusahaan. Selain itu, Sekretaris Perusahaan juga melakukan penilaian atas implementasi GCG, memonitor pencapaian tindak lanjut atas rekomendasi hasil asesmen GCG tahun sebelumnya, serta menyosialisasikan prinsip dan praktik GCG kepada seluruh karyawan dan mitra kerja.

PENGEMBANGAN KOMPETENSI SEKRETARIS PERUSAHAAN

Sepanjang tahun 2025, Sekretaris Perusahaan belum mengikuti pelatihan maupun program pengembangan kompetensi secara formal. Meski demikian, pelaksanaan fungsi dan tanggung jawab Sekretaris Perusahaan tetap berjalan secara optimal melalui keterlibatan aktif dalam setiap kegiatan operasional Perusahaan, koordinasi lintas fungsi, serta pembaruan wawasan dan informasi secara mandiri sesuai dengan dinamika bisnis dan ketentuan yang berlaku. Pendekatan tersebut turut mendukung efektivitas pelaksanaan tugas Sekretaris Perusahaan dalam menjaga komunikasi internal Perusahaan dan hubungan dengan para pemangku kepentingan.

PENILAIAN KINERJA SEKRETARIS PERUSAHAAN

Direksi melakukan penilaian terhadap Sekretaris Perusahaan berdasarkan *Key Performance Indicators* (KPI) yang telah ditetapkan untuk tahun 2025. Berdasarkan hal tersebut, Sekretaris Perusahaan dinilai telah melaksanakan fungsi dan tanggung jawabnya dengan baik, tercermin dari pencapaian KPI sebesar 106,99% dari 100%. Perusahaan akan terus meninjau dan mengevaluasi kinerja Sekretaris Perusahaan secara berkala demi terwujudnya prinsip-prinsip tata kelola perusahaan yang baik.

IMPLEMENTATION OF THE CORPORATE SECRETARY'S DUTIES IN 2025

Throughout 2025, the Corporate Secretary has implemented various work programs, including:

1. Coordinating the Annual General Meeting of Shareholders (AGM) held on June 26, 2025 and the Shareholders' Circular Resolution;
2. Coordinating and documenting 32 internal Board of Directors meetings and 11 joint meetings with the Board of Commissioners;
3. Prepare and submit periodic reports to the Board of Directors, the Board of Commissioners, and the Shareholders, including: Quarterly Management Reports, Annual Management Reports, Annual Reports and Sustainability Reports, as well as Corporate Secretary Reports;
4. Preparing and reviewing PTK's Guidelines on Correspondence and Records Management, as well as conducting outreach and monitoring their implementation across all business units;
5. Coordinating the implementation of the Company's TJSL program throughout 2025 as a manifestation of commitment to sustainability and social responsibility.
6. Issuing press releases regarding the Company's activities and achievements to build a positive image for the Company and to foster constructive communication with the public;
7. Participate in various training sessions and competency development programs throughout 2025 to support improved performance and professionalism;
8. Supporting the implementation of corporate governance principles by reviewing manuals, procedures, and work instructions within the scope of the Corporate Secretary's office. Additionally, the Corporate Secretary conducts an assessment of GCG implementation, monitors the follow-up on recommendations from the previous year's GCG assessment, and disseminates GCG principles and practices to all employees and business partners.

CORPORATE SECRETARY COMPETENCY DEVELOPMENT

Throughout 2025, the Corporate Secretary did not participate in any formal training or competency development programs. Nevertheless, the Corporate Secretary's functions and responsibilities continued to be carried out effectively through active involvement in the Company's operational activities, cross-functional coordination, as well as the independent updating of knowledge and information in line with business developments and applicable regulations. This approach also supported the effective execution of the Corporate Secretary's role in maintaining the Company's internal communication and relationships with stakeholders.

PERFORMANCE EVALUATION OF THE CORPORATE SECRETARY

The Board of Directors evaluated the Corporate Secretary based on the Key Performance Indicators (KPIs) established for 2025. Based on this, the Corporate Secretary is assessed to have performed their functions and responsibilities well, as reflected in the KPI achievement of 106.99% out of 100%. The Company will continue to review and evaluate the Corporate Secretary's performance on a regular basis to ensure the implementation of good corporate governance principles.

Internal Audit

Internal Audit

Internal Audit merupakan salah satu elemen dalam sistem pengendalian internal Perusahaan yang menjalankan peran sebagai *Third Line of Defense* dalam penerapan tata kelola perusahaan yang baik. Sebagai fungsi yang independen dan objektif, Internal Audit menyediakan layanan *assurance* dan *consulting* guna mengevaluasi serta meningkatkan kualitas tata kelola, manajemen risiko, dan pengendalian internal. Pembentukan unit ini ditujukan untuk memberikan nilai tambah melalui penilaian yang komprehensif serta penguatan efektivitas pengendalian dan implementasi prinsip-prinsip GCG di seluruh aktivitas bisnis dan operasional Perusahaan.

Internal Audit menjalankan kegiatan pengawasan dan konsultasi dengan berlandaskan pada prinsip integritas, objektivitas, kerahasiaan, dan kompetensi. Proses audit dilakukan dengan pendekatan *Risk Based Audit* (RBA) agar fungsi audit dapat berjalan lebih efektif dan efisien, sekaligus memastikan bahwa pengendalian internal memadai serta seluruh kegiatan Perusahaan telah sesuai dengan ketentuan yang berlaku.

Seiring dengan perkembangan organisasi, Internal Audit tidak hanya berfungsi sebagai pengawas, tetapi juga berperan sebagai mitra strategis bagi manajemen. Kontribusinya mencakup pemberian solusi atas permasalahan, penyediaan wawasan yang relevan, serta menjadi penasihat tepercaya dalam mendukung pengambilan keputusan.

Internal Audit mendukung fungsi pengawasan Direksi dan Dewan Komisaris dengan memiliki akses langsung dan tanpa batas terhadap data, dokumen, serta aktivitas Perusahaan. Independensi tersebut dijaga untuk memastikan bahwa setiap pengawasan yang dilakukan mampu memberikan nilai tambah dan mendorong peningkatan efektivitas operasional secara berkelanjutan.

STRUKTUR DAN KEDUDUKAN INTERNAL AUDIT DALAM PERUSAHAAN

Fungsi Internal Audit berada di bawah koordinasi langsung Direktur Utama guna memastikan efektivitas pelaksanaan pengawasan. Unit ini dipimpin oleh seorang Chief Audit Executive yang secara struktural bertanggung jawab kepada Direktur Utama, sehingga memungkinkan terjalinnya komunikasi yang cepat dan pengambilan keputusan yang tepat dalam mendukung proses pengendalian internal.

Proses pengangkatan dan pemberhentian Chief Audit Executive dilakukan oleh Direktur Utama dengan terlebih dahulu memperoleh rekomendasi dari Chief Audit Executive PT Pertamina (Persero) serta persetujuan dari Dewan Komisaris. Mekanisme memungkinkan penerapan prinsip tata kelola perusahaan yang baik melalui keterlibatan pihak terkait dalam menjaga independensi dan profesionalitas fungsi audit.

Internal Audit is one of the elements of the Company's internal control system, serving as the Third Line of Defense in the implementation of good corporate governance. As an independent and objective function, Internal Audit provides assurance and consulting services to evaluate and improve the quality of corporate governance, risk management, and internal controls. The establishment of this unit is intended to add value through comprehensive assessments and by strengthening the effectiveness of controls and the implementation of GCG principles across all of the Company's business and operational activities.

Internal Audit conducts oversight and consulting activities based on the principles of integrity, objectivity, confidentiality, and competence. The audit process is carried out using a Risk-Based Audit (RBA) approach to ensure that the audit function operates more effectively and efficiently, while also ensuring that internal controls are adequate and that all Company activities comply with applicable regulations.

As the organization evolves, Internal Audit functions not only as a monitor but also as a strategic partner to management. Its contributions include providing solutions to problems, offering relevant insights, and serving as a trusted advisor to support decision-making.

Internal Audit supports the oversight functions of the Board of Directors and the Board of Commissioners by having direct and unrestricted access to the Company's data, documents, and activities. This independence is maintained to ensure that every oversight activity conducted adds value and promotes continuous improvement in operational effectiveness.

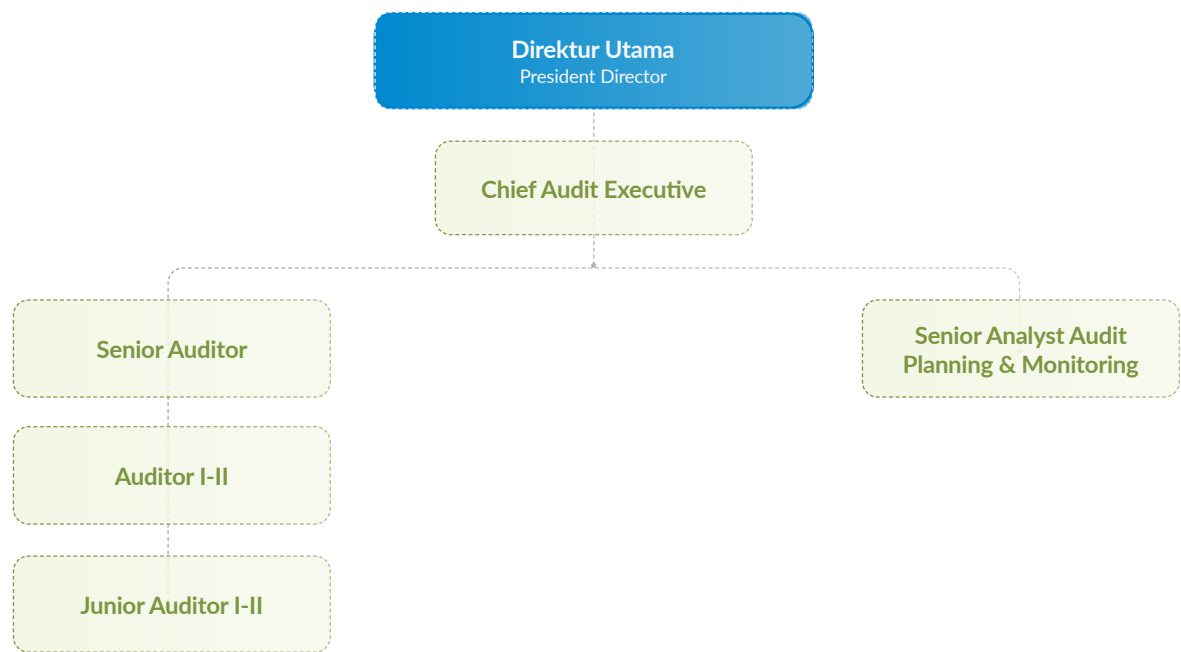
STRUCTURE AND POSITION OF INTERNAL AUDIT WITHIN THE COMPANY

The Internal Audit function operates under the direct coordination of the President Director to ensure the effectiveness of oversight. This unit is led by a Chief Audit Executive who reports directly to the President Director, enabling swift communication and timely decision-making to support the internal control process.

The appointment and dismissal of the Chief Audit Executive are carried out by the President Director after first obtaining a recommendation from the Chief Audit Executive of PT Pertamina (Persero) and approval from the Board of Commissioners. This mechanism enables the implementation of good corporate governance principles through the involvement of relevant parties in maintaining the independence and professionalism of the audit function.

Adapun struktur organisasi Internal Audit PT Pertamina Trans Kontinental telah ditetapkan melalui Surat Keputusan Direktur Utama No. Kpts-107/PTK0000/2023-S8 tanggal 21 Desember 2023, yang menjadi dasar dalam pengaturan peran, tanggung jawab, serta garis koordinasi unit Internal Audit di lingkungan Perusahaan.

The organizational structure of PT Pertamina Trans Kontinental's Internal Audit has been established through the President Director's Decree No. Kpts-107/PTK0000/2023-S8 dated December 21, 2023, which serves as the basis for defining the roles, responsibilities, and reporting lines of the Internal Audit unit within the Company.



Chief Audit Executive memiliki jalur pelaporan ganda yang mendukung efektivitas fungsi pengawasan di Perusahaan. Secara struktural, Chief Audit Executive menyampaikan laporan kegiatan serta melakukan komunikasi dan koordinasi langsung dengan Direktur Utama. Sementara itu, dalam pelaksanaan fungsi pengawasan, Chief Audit Executive juga berkomunikasi dan melaporkan hasil kerjanya kepada Komite Audit yang berada di bawah Dewan Komisaris.

The Chief Audit Executive has a dual reporting structure that supports the effectiveness of the Company's oversight function. Structurally, the Chief Audit Executive reports on activities and communicates and coordinates directly with the President Director. Meanwhile, in carrying out the oversight function, the Chief Audit Executive also communicates and reports on the results of his or her work to the Audit Committee, which reports to the Board of Commissioners.

Dewan Komisaris melalui Komite Audit turut berperan aktif dalam membahas serta memberikan persetujuan terkait penetapan remunerasi Chief Audit Executive. Selain itu, Komite Audit memiliki kewenangan untuk berinteraksi secara langsung dengan Chief Audit Executive guna memastikan bahwa ruang lingkup audit telah ditetapkan secara tepat, ketersediaan sumber daya memadai, serta tidak terdapat pembatasan terhadap akses data dan informasi yang diperlukan dalam menjalankan tugas audit. Mekanisme ini diterapkan untuk menjaga independensi sekaligus meningkatkan efektivitas pelaksanaan fungsi Internal Audit di Perusahaan.

The Board of Commissioners, through the Audit Committee, plays an active role in discussing and approving the remuneration of the Chief Audit Executive. In addition, the Audit Committee has the authority to interact directly with the Chief Audit Executive to ensure that the scope of the audit has been properly defined, that adequate resources are available, and that there are no restrictions on access to the data and information required to perform audit duties. This mechanism is implemented to maintain independence while enhancing the effectiveness of the Internal Audit function within the Company.

PROFIL CHIEF AUDIT EXECUTIVE

Terhitung per 31 Desember 2025, jabatan Chief Audit Executive diemban oleh Sdr. Budi Nugraha berdasarkan Surat Keputusan No. SKMJ-00109/K20500/2025-S8 tentang Mutasi Jabatan. Proses penunjukan tersebut dilakukan dengan memperhatikan kesesuaian latar belakang pendidikan, rekam jejak pengalaman profesional, serta pemenuhan kualifikasi yang telah ditetapkan oleh Perusahaan. Dengan pertimbangan tersebut, diharapkan pelaksanaan fungsi audit internal dapat berjalan secara optimal dan selaras dengan kebutuhan organisasi.

PROFILE OF THE CHIEF AUDIT EXECUTIVE

As of December 31, 2025, the position of Chief Audit Executive is held by Mr. Budi Nugraha pursuant to Decision Letter No. SKMJ-00109/K20500/2025-S8 regarding Job Reassignments. This appointment was made after considering the suitability of his educational background, professional experience, and fulfillment of the qualifications established by the Company. With these considerations, it is expected that the implementation of internal audit functions can run optimally and in line with the organization's needs.

Budi Nugraha

Chief Audit Executive
Chief Audit Executive

Domisili Residence	Jakarta.
Kewarganegaraan Nationality	Indonesia. Indonesian.
Usia Age	45 tahun. 45 Years old.
Tempat & Tanggal Lahir Place & Date of Birth	Cirebon, 8 Juni 1982. Cirebon, June 8, 1982.
Dasar Hukum Penunjukan Legal Basis for Appointment	Surat Keputusan No. SKMJ-00109/K20500/2025-S8 tentang Mutasi Jabatan. Decision Letter No. SKMJ-00109/K20500/2025-S8 regarding Job Transfer.
Riwayat Pendidikan Educational Background	Meraih gelar Sarjana Bidang Ekonomi dari Universitas Gadjah Mada (tahun). Earned a Bachelor's degree in Economics from Universitas Gadjah Mada (year).
Pengalaman Kerja Work Experience	- Memulai kariernya di Perusahaan pada tahun 2012 sebagai Auditor M&T Jatimbalinus & Kalimantan Pertamina. - Tahun 2015 menjabat sebagai Senior Auditor I Internal Audit M&T Jawa Bagian Tengah dan Sumbagsel Pertamina. - Tahun 2017 menjabat sebagai Senior Auditor II Internal Audit Sulawesi Pertamina. - Tahun 2020 menjabat sebagai Senior Officer III Audit Policy, Plan, & QA. - Tahun 2024 menjabat sebagai <i>Manager Operation & Business Audit</i> PT Pertamina Gas (Pertagas). - Tahun 2025 menjabat sebagai <i>Chief Audit Executive</i> PT Pertamina Trans Kontinental. - He began his career at the company in 2012 as an Auditor for M&T Jatimbalinus & Kalimantan Pertamina. - In 2015, he served as Senior Auditor I for Internal Audit of M&T Central Java and South Sumatra Pertamina. - In 2017, he served as Senior Auditor II for Internal Audit of Sulawesi Pertamina. - In 2020, he served as Senior Officer III for Audit Policy, Plan, & QA. - In 2024, he served as Manager of Operations & Business Audit at PT Pertamina Gas (Pertagas). - In 2025, he served as Chief Audit Executive at PT Pertamina Trans Kontinental.
Sertifikasi Certifications	Beliau telah memperoleh Sertifikasi Kompetensi di bidang audit, antara lain: <i>Qualified Internal Auditor (QIA)</i> dan <i>Certified Risk Professional (CRP)</i> . He has obtained competency certifications in the field of auditing, including: Qualified Internal Auditor (QIA) and Certified Risk Professional (CRP).
Rangkap Jabatan Concurrent Positions	Tidak ada. None.
Hubungan Afiliasi Affiliations	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, Direksi dan/atau Pemegang Saham. Has no affiliations with members of the Board of Commissioners, the Board of Directors, and/or Shareholders.

PIAGAM INTERNAL AUDIT

Fungsi Internal Audit berpedoman pada Piagam Internal Audit (*Audit Charter*) yang telah memperoleh pengesahan dari Direksi dan Dewan Komisaris pada 31 Desember 2022. Dokumen ini menjadi landasan dalam pelaksanaan aktivitas audit dengan memuat berbagai ketentuan penting, antara lain visi, misi, tujuan, dan ruang lingkup kerja. Selain itu, piagam tersebut juga mengatur prinsip-prinsip utama, kedudukan organisasi, aspek independensi, wewenang, tugas dan tanggung jawab, serta standar yang harus dipatuhi dalam menjalankan fungsi audit internal.

INTERNAL AUDIT CHARTER

The Internal Audit function operates in accordance with the Internal Audit Charter, which was approved by the Board of Directors and the Board of Commissioners on December 31, 2022. This document serves as the foundation for conducting audit activities and contains various important provisions, including the vision, mission, objectives, and scope of work. Additionally, the charter outlines the core principles, organizational structure, independence, authority, duties, and responsibilities, as well as the standards that must be adhered to in performing the internal audit function.

TUGAS DAN TANGGUNG JAWAB

Tugas dan tanggung jawab Internal Audit adalah sebagai berikut:

1. Melaksanakan kegiatan pengawasan melalui kegiatan *assurance* dan *consulting* di seluruh area kegiatan operasional dan bisnis Perusahaan.
2. Memastikan aspek integritas, objektivitas, kerahasiaan dan kompetensi diterapkan secara memadai.
3. Menyusun dan mengusulkan *Annual Audit Plan* (AAP) yang mencakup antara lain objek penugasan, jadwal penugasan, dan *resources* yang dibutuhkan untuk mendapatkan persetujuan Direktur Utama, dan Dewan Komisaris atas rekomendasi Komite Audit.
4. Melakukan review AAP yang sedang berjalan, untuk memastikan kesesuaiannya dengan proses bisnis dan risiko Perusahaan, serta lingkup dan tujuan penugasan.
5. Mengomunikasikan keterbatasan sumber daya pelaksanaan penugasan, perubahan AAP, dan perubahan arah kebijakan kepada Direktur Utama, dan Dewan Komisaris melalui Komite Audit.
6. Memastikan setiap penugasan dilakukan dengan supervisi dan didukung dengan kertas kerja yang memadai, serta rekomendasi, *advice*, dan *insight* yang disampaikan dapat diimplementasikan oleh *auditee*.
7. Memastikan Fungsi Internal Audit secara kolektif memiliki/memperoleh pengetahuan, keterampilan dan kompetensi yang memadai.
8. Melaksanakan koordinasi pengelolaan kegiatan Internal Audit yang tidak terbatas pada kegiatan *assurance* dan *consulting* dengan Internal Audit Subholding, Anggota Subholding, dan Anak Perusahaan *Services*.
9. Menguji dan mengevaluasi efektivitas pengendalian dan manajemen risiko.
10. Melaksanakan pemeriksaan kepatuhan terhadap peraturan perundangan terkait.
11. Mengidentifikasi alternatif perbaikan dan peningkatan efisiensi operasional Perusahaan.
12. Melaksanakan koordinasi dengan Komite Audit.
13. Melaporkan hasil pengawasan kepada Direktur Utama dan Direktur lainnya yang relevan.
14. Memonitor pelaksanaan tindak lanjut hasil audit internal, eksternal dan institusi pengawasan lainnya dan melaporkan secara periodik kepada Direktur Utama dan Komite Audit.
15. Melaksanakan koordinasi kegiatan audit/pemeriksaan oleh auditor eksternal.
16. Melaksanakan koordinasi dengan Fungsi Pengawas Perusahaan dalam melakukan tindak lanjut atas pengaduan/penyingkapan melalui *Whistleblowing System* (WBS) dan pengaduan masyarakat atau pihak lainnya sesuai dengan ketentuan yang berlaku.
17. Membantu pelaksanaan audit investigasi terhadap masalah yang dapat menimbulkan kerugian bagi Perusahaan di PT Pertamina Trans Kontinental dan Anak Perusahaan.
18. Melaksanakan evaluasi dan peningkatan mutu (*improvement program*) kegiatan Internal Audit.
19. Melaporkan hasil kegiatan Internal Audit kepada Direktur Utama, dan Dewan Komisaris melalui Komite Audit.
20. Melaksanakan penugasan lain yang diamanatkan oleh Direksi, Dewan Komisaris dan/atau Komite Audit.

DUTIES AND RESPONSIBILITIES

The duties and responsibilities of Internal Audit are as follows:

1. Conducting oversight activities through *assurance* and *consulting* services across all areas of the Company's operations and business.
2. Ensuring that the principles of integrity, objectivity, confidentiality, and competence are adequately applied.
3. Developing and proposing an *Annual Audit Plan* (AAP) that includes, among other things, the scope of the engagement, the engagement schedule, and the resources required to obtain approval from the CEO and the Board of Commissioners upon the recommendation of the Audit Committee.
4. Review the ongoing AAP to ensure its alignment with the Company's business processes and risks, as well as the scope and objectives of the assignments.
5. Communicate resource constraints for assignment execution, changes to the AAP, and changes in policy direction to the CEO and the Board of Commissioners through the Audit Committee.
6. Ensuring that every engagement is conducted under supervision and supported by adequate working papers, and that the recommendations, advice, and insights provided can be implemented by the *auditee*.
7. Ensuring that the Internal Audit function collectively possesses or acquires adequate knowledge, skills, and competencies.
8. Coordinating the management of Internal Audit activities, which are not limited to *assurance* and *consulting* activities, with the Internal Audit Subholding, Subholding Members, and *Services* Subsidiaries.
9. Testing and evaluating the effectiveness of controls and risk management.
10. Conducting compliance reviews against relevant laws and regulations.
11. Identifying alternatives for improvements and operational efficiency enhancements within the Company.
12. Coordinate with the Audit Committee.
13. Report the results of oversight to the CEO and other relevant directors.
14. Monitor the implementation of follow-up actions on the results of internal, external, and other supervisory audits, and report periodically to the CEO and the Audit Committee.
15. Coordinating audit/inspection activities conducted by external auditors.
16. Coordinate with the Company's Compliance Function in addressing complaints or disclosures submitted through the *Whistleblowing System* (WBS) and complaints from the public or other parties in accordance with applicable regulations.
17. Assist in conducting investigative audits regarding issues that could result in losses for the Company at PT Pertamina Trans Kontinental and its Subsidiaries.
18. Conducting evaluations and quality improvement programs for Internal Audit activities.
19. Report the results of internal audit activities to the CEO and the Board of Commissioners through the Audit Committee.
20. Carry out other assignments mandated by the Board of Directors, the Board of Commissioners, and/or the Audit Committee.

21. Berkoordinasi dengan Chief Audit *Executive* PT Pertamina (Persero) dalam pelaksanaan kegiatan Internal Audit yang dikelola secara tersentralisasi di *Holding* sesuai dengan Tabel RASCI yang telah disetujui oleh Direktur Utama PT Pertamina (Persero).

WEWENANG

Dalam menjalankan tugasnya, Internal Audit memiliki kewenangan untuk:

1. Memiliki akses tidak terbatas atas semua data, dokumen, fungsi, kegiatan, dan sumber daya perusahaan lainnya termasuk meminta keterangan atau penjelasan pada semua pejabat/pekerja dalam rangka pelaksanaan tugas Internal Audit.
2. Menentukan ruang lingkup, metode, cara, teknik, strategi dan pendekatan audit.
3. Melaksanakan komunikasi secara langsung dengan Direksi, Dewan Komisaris, dan/atau Komite Audit.
4. Melaksanakan koordinasi dengan auditor eksternal dan institusi pengawasan lainnya.
5. Meminta atau mendapatkan bantuan dari pekerja internal Perusahaan maupun dari pihak luar Perusahaan, dalam rangka pelaksanaan tugasnya.
6. Mengadakan rapat secara berkala dan pada saat diperlukan dengan Direksi, Dewan Komisaris dan/atau Komite Audit.
7. Menentukan arah kebijakan, struktur organisasi, pengelolaan pembinaan karier pekerja (mutasi dan/atau promosi), pengelolaan *manpower*, pelaksanaan penugasan, serta melakukan koordinasi dan pengawasan kegiatan terbatas dalam lingkup Internal Audit Perusahaan dan Anak Perusahaan setelah berkonsultasi dengan Chief Audit *Executive* PT Pertamina International Shipping.
8. Melaksanakan kegiatan *assurance & consulting* dan dapat menjadi bagian dari tim audit investigasi di Perusahaan dan Anak Perusahaan melalui mekanisme yang ditetapkan Chief Audit *Executive* PT Pertamina (Persero).

JUMLAH, KUALIFIKASI, DAN SERTIFIKASI INTERNAL AUDIT

Sampai dengan akhir tahun 2025, Fungsi Internal Audit didukung oleh 6 (enam) orang personel yang telah memenuhi standar kualifikasi dan kompetensi sebagaimana dipersyaratkan dalam ketentuan jabatan yang berlaku di Perusahaan. Seluruh auditor internal diwajibkan untuk menjaga integritas serta menerapkan perilaku profesional dengan menjunjung tinggi nilai kejujuran, objektivitas, dan independensi dalam setiap pelaksanaan tugas.

Perusahaan juga memastikan bahwa para auditor memiliki kemampuan dan pengalaman yang memadai, mencakup pemahaman terhadap proses operasional, kegiatan bisnis, maupun fungsi pendukung. Kesesuaian kualifikasi tersebut turut tercermin dari latar belakang pendidikan dan sertifikasi profesional yang dimiliki oleh personel Audit Perusahaan sepanjang tahun 2025, sebagaimana disajikan pada uraian berikut:

21. Coordinate with the Chief Audit Executive of PT Pertamina (Persero) in the implementation of Internal Audit activities managed centrally at the Holding Company in accordance with the RASCI Table approved by the President Director of PT Pertamina (Persero).

AUTHORITY

In performing its duties, Internal Audit has the authority to:

1. Have unrestricted access to all data, documents, functions, activities, and other company resources, including requesting information or explanations from all officers/employees in the course of performing Internal Audit duties.
2. Determining the scope, methods, procedures, techniques, strategies, and approaches of the audit.
3. Conducting direct communication with the Board of Directors, the Board of Commissioners, and/or the Audit Committee.
4. Coordinating with external auditors and other supervisory institutions.
5. Requesting or obtaining assistance from the Company's internal staff or external parties in the performance of duties.
6. Holding regular meetings and meetings as needed with the Board of Directors, the Board of Commissioners, and/or the Audit Committee.
7. Determining policy direction, organizational structure, management of employee career development (transfers and/or promotions), workforce management, assignment implementation, and coordinating and overseeing limited activities within the scope of the Internal Audit of the Company and its Subsidiaries after consulting with the Chief Audit Executive of PT Pertamina International Shipping.
8. Conducting assurance & consulting activities and serving as part of the audit investigation team at the Company and its Subsidiaries through mechanisms established by the Chief Audit Executive of PT Pertamina (Persero).

NUMBER, QUALIFICATIONS, AND CERTIFICATIONS OF INTERNAL AUDIT STAFF

As of the end of 2025, the Internal Audit Function is supported by 6 (six) staff members who meet the qualification and competency standards required by the Company's applicable job descriptions. All internal auditors are required to maintain integrity and demonstrate professional conduct by upholding the values of honesty, objectivity, and independence in the performance of their duties.

The Company also ensures that its auditors possess adequate skills and experience, including an understanding of operational processes, business activities, and support functions. These qualifications are reflected in the educational backgrounds and professional certifications held by the Company's audit personnel throughout 2025, as outlined below:

Nama Name	Jabatan Position	Pendidikan Education	Sertifikasi Certifications
Budi Nugraha	Chief Audit Executive Chief Audit Executive	S1 Manajemen Bachelor's Degree in Management	Qualified Internal Auditor, Certified Risk Professional Qualified Internal Auditor, Certified Risk Professional
Andi Setiawan	Senior Auditor Senior Auditor	S1 Teknik Mesin Bachelor's Degree in Mechanical Engineering	Qualified Internal Auditor Qualified Internal Auditor
Arini Putri Setoaty	Auditor Auditor	S1 Akuntansi Bachelor's Degree in Accounting	Qualified Internal Auditor, Certified Risk Associate, Certified Risk Professional Qualified Internal Auditor, Certified Risk Associate, Certified Risk Professional
Agil Juniantara	Auditor Auditor	S1 Manajemen Bachelor's Degree in Management	Qualified Internal Auditor Qualified Internal Auditor
Almira Mahsa	Junior Auditor Junior Auditor	S1 Akuntansi Bachelor's Degree in Accounting	Audit Tingkat Dasar, Certified Risk Professional Basic Level Audit, Certified Risk Professional
Baskara Dwi Harnantia	Junior Auditor Junior Auditor	S1 Akuntansi Bachelor's Degree in Accounting	Certified Risk Professional Certified Risk Professional

PROGRAM PENGEMBANGAN KOMPETENSI INTERNAL AUDIT

Sepanjang tahun 2025, personel Internal Audit Perusahaan berpartisipasi dalam berbagai program pengembangan kompetensi melalui pelatihan dan/atau sertifikasi profesi. Kegiatan tersebut dilakukan sebagai upaya berkelanjutan untuk meningkatkan pengetahuan, keterampilan, serta profesionalisme auditor agar tetap selaras dengan perkembangan standar audit dan praktik terbaik yang berlaku. Adapun rincian program pelatihan dan/atau sertifikasi profesi yang diikuti oleh personel Internal Audit PTK pada tahun 2025 adalah sebagai berikut:

INTERNAL AUDIT COMPETENCY DEVELOPMENT PROGRAM

Throughout 2025, the Company's Internal Audit personnel participated in various competency development programs through training and/or professional certification. These activities were conducted as part of an ongoing effort to enhance the auditors' knowledge, skills, and professionalism to ensure they remain aligned with evolving audit standards and best practices. The details of the training and/or professional certification programs attended by PTK's Internal Audit personnel in 2025 are as follows:

Nama Pelatihan Training Name	Waktu Pelaksanaan Date	Penyelenggara Organizer	Peserta Pelatihan Training Participants
Audit for Tomorrow: Strategic Future Ready Sustainable Audit for Tomorrow: Strategic Future Ready Sustainable	27-28 Agustus 2025 August 27-28, 2025	Institute of Internal Auditors	Budi Nugraha
Topik Perencanaan dan Pelaporan Audit Audit Planning and Reporting Topics	29 Oktober 2025 October 29, 2025	Internal Audit (Holding)	Andi Setiawan
Perencanaan Audit/Konsultasi Audit Planning/Consulting	27 Februari 2025 February 27, 2025	Internal Audit (Holding)	Arini Putri Setoaty
Fraud Awareness Fraud Awareness	31 Mei 2025 May 31, 2025	PT Pertamina Training & Consulting	Agil Juniantara
Perencanaan Audit Management System Audit Management System Planning	28 Februari 2025 February 28, 2025	Internal Audit (Holding)	Almira Mahsa
Planning Audit Audit Planning	17 September 2025 September 17, 2025	Internal Audit (Holding)	Baskara Dwi Harnantia

RAPAT INTERNAL AUDIT BERSAMA DIREKSI, DEWAN KOMISARIS, DAN/ATAU KOMITE AUDIT

Selama tahun 2025, Internal Audit terlibat secara aktif dalam berbagai forum koordinasi serta pembahasan strategis pada rapat yang diselenggarakan oleh Direksi maupun Dewan Komisaris dan/atau Komite Audit. Pada saat pelaksanaan rapat, Internal Audit menyampaikan hasil audit, mendiskusikan tindak lanjut atas temuan, serta memberikan rekomendasi perbaikan. Selain itu, Internal Audit juga memberikan masukan terkait aspek pengendalian internal, manajemen risiko, dan penerapan tata kelola perusahaan. Keterlibatan ini menjadi bagian dari upaya mempererat sinergi antara fungsi pengawasan internal dengan manajemen dan Dewan Komisaris guna mendukung terciptanya pengelolaan Perusahaan yang transparan, akuntabel, dan berkelanjutan.

LAPORAN PELAKSANAAN PROGRAM KERJA INTERNAL AUDIT

Sepanjang tahun 2025, Fungsi Internal Audit merealisasikan program kerja yang telah ditetapkan dengan mengacu pada rencana audit tahunan. Penyusunan rencana tersebut dilakukan menggunakan pendekatan *Risk Based Internal Audit* (RBIA), sehingga pelaksanaan audit difokuskan pada area-area yang memiliki tingkat risiko signifikan terhadap keberlangsungan bisnis Perusahaan.

Penerapan pendekatan berbasis risiko ini bertujuan untuk memastikan bahwa kegiatan pengawasan berjalan secara lebih terarah dan memberikan nilai tambah bagi Perusahaan. Adapun pelaksanaan program kerja Internal Audit selama tahun 2025 mencakup kegiatan-kegiatan sebagai berikut:

1. Audit atas Pengelolaan Pendapatan Perusahaan;
2. Audit atas Pengelolaan Biaya *Operational & Maintenance* Kapal;
3. Audit atas Pengadaan Jasa Konsultan di PT Pertamina Trans Kontinental;
4. Konsultasi atas Perencanaan dan Pengelolaan Investasi Perusahaan.

INTERNAL AUDIT MEETING WITH THE BOARD OF DIRECTORS, BOARD OF COMMISSIONERS, AND/OR AUDIT COMMITTEE

Throughout 2025, Internal Audit actively participated in various coordination forums and strategic discussions during meetings organized by the Board of Directors, the Board of Commissioners, and/or the Audit Committee. During these meetings, Internal Audit presented audit findings, discussed follow-up actions on those findings, and provided recommendations for improvement. Additionally, Internal Audit provided input regarding internal controls, risk management, and the implementation of corporate governance. This involvement is part of efforts to strengthen synergy between the internal oversight function and management and the Board of Commissioners to support the creation of transparent, accountable, and sustainable corporate management.

REPORT ON THE IMPLEMENTATION OF THE INTERNAL AUDIT WORK PROGRAM

Throughout 2025, the Internal Audit Function implemented its established work program in accordance with the annual audit plan. This plan was developed using a Risk-Based Internal Audit (RBIA) approach, ensuring that audit activities were focused on areas posing significant risks to the Company's business continuity.

The application of this risk-based approach aims to ensure that oversight activities are conducted in a more targeted manner and provide added value to the Company. The implementation of the Internal Audit work program during 2025 includes the following activities:

1. Audit of Company Revenue Management;
2. Audit of Ship Operational and Maintenance Cost Management;
3. Audit of Consulting Services Procurement at PT Pertamina Trans Kontinental;
4. Consultation on Company Investment Planning and Management.

Sistem Pengendalian Internal Internal Control System

Perusahaan memandang bahwa penerapan tata kelola perusahaan yang baik serta penguatan sistem pengendalian internal merupakan elemen krusial dalam menjaga keberlangsungan usaha dan meningkatkan nilai perusahaan secara berkelanjutan. Implementasi pengendalian internal melibatkan seluruh unsur organisasi, mulai dari Dewan Komisaris, Direksi, jajaran manajemen, hingga karyawan. Keterlibatan kolektif ini menjadi bagian penting dalam mendukung pencapaian sasaran operasional, keandalan pelaporan, serta kepatuhan terhadap ketentuan yang berlaku.

Sistem pengendalian internal Perusahaan dirancang untuk memberikan keyakinan memadai atas tercapainya tujuan melalui proses kerja yang efektif dan efisien, penyajian laporan keuangan yang andal, serta ketaatan terhadap hukum dan peraturan. Penerapannya diwujudkan melalui berbagai kebijakan, prosedur, struktur organisasi, serta mekanisme pengawasan dan evaluasi yang terintegrasi dalam seluruh aktivitas bisnis.

Sebagai wujud komitmen terhadap praktik GCG, Perusahaan secara konsisten melakukan penguatan dan penyempurnaan terhadap sistem pengendalian internal agar tetap relevan dengan dinamika bisnis. Upaya ini juga diarahkan untuk mengurangi potensi risiko serta mencegah terjadinya penyimpangan yang dapat berdampak negatif bagi Perusahaan.

Perusahaan berupaya memastikan setiap proses bisnis dilaksanakan dengan menjunjung tinggi prinsip akuntabilitas, integritas, dan transparansi. Dengan demikian, Perusahaan dapat mendukung kinerja yang berkelanjutan sekaligus menciptakan nilai tambah bagi pertumbuhan jangka panjang.

PELAKSANAAN SISTEM PENGENDALIAN INTERNAL PERUSAHAAN SESUAI DENGAN KERANGKA COSO (INTERNAL CONTROL FRAMEWORK)

Perusahaan mengintegrasikan sistem pengendalian internal ke dalam seluruh kegiatan operasional dan proses bisnis sebagai bagian dari upaya menjaga keberlangsungan kinerja organisasi. Penerapan ini mencerminkan komitmen seluruh insan Perusahaan untuk menjunjung tinggi integritas, sekaligus mendorong terciptanya proses kerja yang efektif dan efisien agar tujuan Perusahaan dapat dicapai secara berkesinambungan.

Rancangan dan pengembangan sistem tersebut mengacu pada *Internal Control – Integrated Framework* yang diterbitkan oleh *Committee of Sponsoring Organizations of the Treadway Commission* (COSO), sebuah standar pengendalian internal yang diakui secara global. Kerangka kerja ini menjadi landasan bagi perusahaan dalam membangun, menilai, serta menyempurnakan efektivitas pengendalian internal melalui pendekatan yang terarah dan sistematis.

The Company believes that the implementation of good corporate governance and the strengthening of internal control systems are crucial elements in ensuring business continuity and sustainably enhancing corporate value. The implementation of internal controls involves all elements of the organization, from the Board of Commissioners and the Board of Directors to management and employees. This collective involvement is an important part of supporting the achievement of operational goals, the reliability of reporting, and compliance with applicable regulations.

The Company's internal control system is designed to provide reasonable assurance that objectives will be achieved through effective and efficient business processes, the preparation of reliable financial statements, and compliance with laws and regulations. Its implementation is carried out through various policies, procedures, organizational structures, and oversight and evaluation mechanisms that are integrated into all business activities.

As a demonstration of its commitment to good corporate governance (GCG) practices, the Company consistently strengthens and refines its internal control systems to ensure they remain relevant to business dynamics. These efforts are also aimed at mitigating potential risks and preventing irregularities that could negatively impact the Company.

The Company strives to ensure that every business process is carried out by upholding the principles of accountability, integrity, and transparency. Thus, the Company can support sustainable performance while creating added value for long-term growth.

IMPLEMENTATION OF THE COMPANY'S INTERNAL CONTROL SYSTEM IN ACCORDANCE WITH THE COSO FRAMEWORK (INTERNAL CONTROL FRAMEWORK)

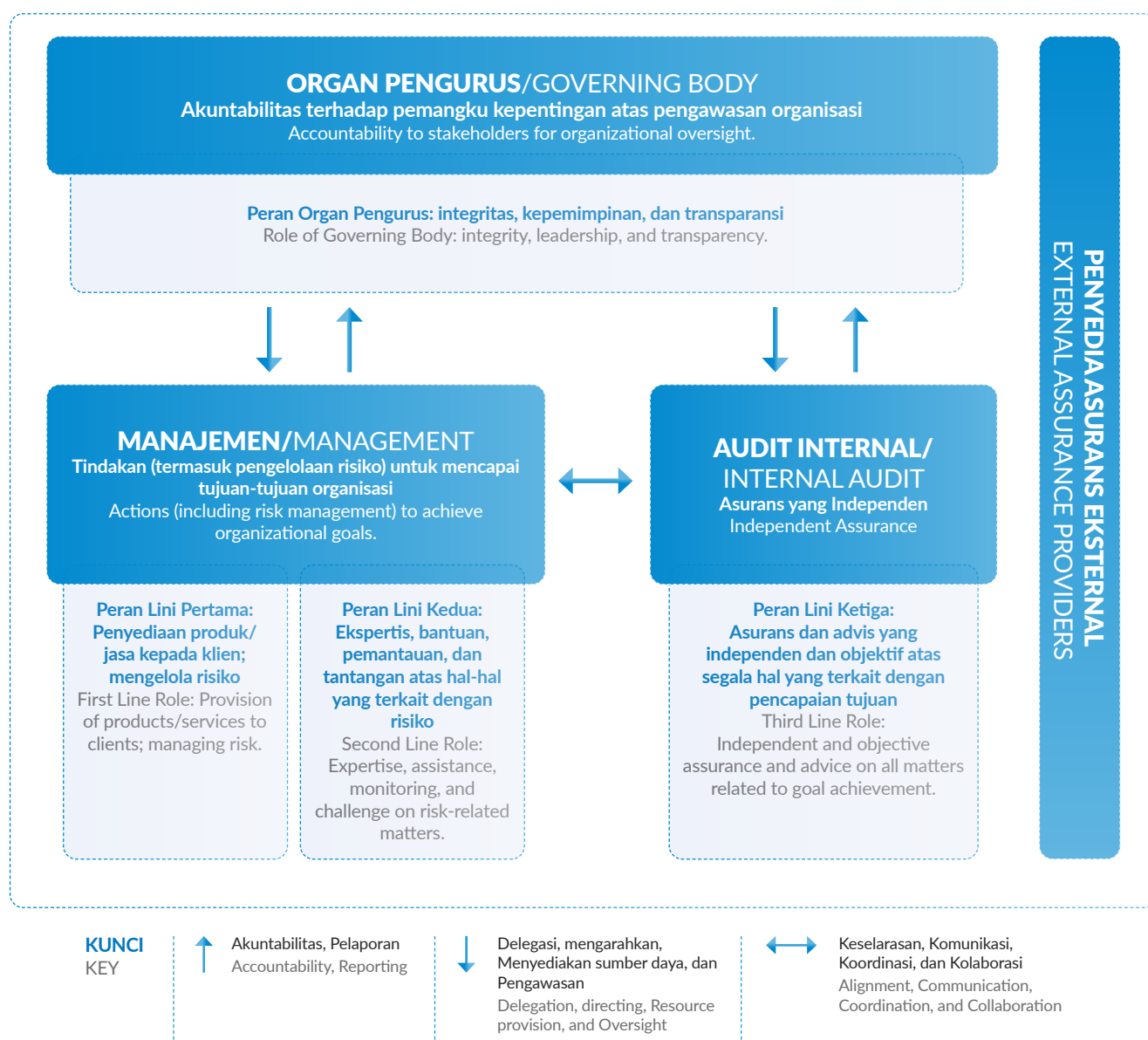
The Company integrates internal control systems into all operational activities and business processes as part of its efforts to ensure the sustainability of the organization's performance. This implementation reflects the commitment of all Company personnel to upholding integrity, while also fostering effective and efficient work processes so that the Company's objectives can be achieved on an ongoing basis.

The design and development of this system are based on the *Internal Control – Integrated Framework* published by the *Committee of Sponsoring Organizations of the Treadway Commission* (COSO), a globally recognized internal control standard. This framework serves as the foundation for the company to establish, assess, and improve the effectiveness of internal controls through a focused and systematic approach.

Selain itu, Perseroan menerapkan Model Tiga Lini IIA (*three lines model*) untuk memperjelas peran dan tanggung jawab setiap fungsi dalam pengendalian dan pengelolaan risiko. Unit operasional berperan sebagai lini pertama (*first line*) yang bertanggung jawab menjalankan aktivitas bisnis dan pengendalian operasional sehari-hari. Sementara itu, fungsi manajemen risiko, kepatuhan, dan pengendalian internal bertindak sebagai lini kedua (*second line*) melalui pemantauan dan pengawasan terhadap pengelolaan risiko. Selanjutnya, Audit Internal berfungsi sebagai lini ketiga (*third line*) yang memberikan *assurance* dan evaluasi independen guna memastikan efektivitas tata kelola, manajemen risiko, dan pengendalian internal Perseroan.

In addition, the Company adopts the Three Lines Model introduced by the Institute of Internal Auditors (IIA) to clarify the roles and responsibilities of each function in risk management and internal control. Operational units serve as the first line, responsible for carrying out business activities and day-to-day operational controls. Meanwhile, the risk management, compliance, and internal control functions act as the second line through monitoring and oversight of risk management processes. Furthermore, Internal Audit serves as the third line by providing independent assurance and evaluation to ensure the effectiveness of the Company's governance, risk management, and internal control systems.

Model Tiga Lini IIA IIA Three Lines Model



MANAJEMEN

Peran Lini Pertama

1. Memimpin dan mengarahkan tindakan-tindakan (termasuk pengelolaan risiko) dan penerapan sumber daya untuk mencapai tujuan-tujuan organisasi.
2. Menjaga dialog yang berkelanjutan dengan organ pengurus dan melaporkan rencana, realisasi dan hasil yang diharapkan dihubungkan dengan pencapaian tujuan organisasi dan risikonya.
3. Mengembangkan dan memelihara struktur dan proses-proses yang memadai untuk pengelolaan operasional dan risiko (termasuk pengendalian internal).
4. Memastikan kepatuhan terhadap hukum, peraturan dan nilai-nilai etika.

Peran Lini Kedua

1. Memberikan keahlian penunjang, dukungan, pemantauan dan tantangan dalam proses mengelola risiko, termasuk:
 - a. Pengembangan, penerapan, dan peningkatan berkelanjutan dari praktik-praktik manajemen risiko (termasuk pengendalian internal) pada level proses, sistem dan entitas.
 - b. Pencapaian tujuan manajemen risiko, seperti: kepatuhan terhadap hukum, peraturan, dan perilaku yang etis; pengendalian internal; keamanan teknologi dan informasi; keberlanjutan; dan asurans kualitas.
2. Memberikan analisis dan laporan-laporan mengenai kecukupan dan efektivitas manajemen risiko (termasuk pengendalian internal).

AUDIT INTERNAL

1. Menjaga akuntabilitas utama kepada organ pengurus dan independensinya dari pelaksanaan pekerjaan yang menjadi tanggung jawab manajemen.
2. Mengomunikasikan asurans dan advis yang independen dan objektif kepada manajemen dan organ pengurus mengenai kecukupan dan efektivitas tata kelola dan manajemen risiko (termasuk pengendalian internal) untuk mendukung pencapaian tujuan-tujuan organisasi, serta mempromosikan dan memfasilitasi peningkatan yang berkelanjutan.
3. Melaporkan kerusakan independensi dan objektivitas kepada organ pengurus dan menerapkan pengamanan yang dipersyaratkan.

PENYEDIA ASURANS EKSTERNAL

1. Memberikan asurans tambahan untuk:
 - a. Memenuhi ekspektasi ketentuan legislatif dan peraturan dalam rangka melindungi kepentingan pemangku kepentingan.
 - b. Memenuhi permintaan manajemen dan organ pengurus untuk melengkapi sumber asurans internal.

MANAGEMENT

First Line Roles

1. Leads and directs actions (including managing risk) and application of resources to achieve the objectives of the organization.
2. Maintains a continuous dialogue with the governing body, and reports on planned, actual, and expected outcomes linked to the objectives of the organization; and risk.
3. Establishes and maintains appropriate structures and processes for the management of operations and risk (including controls).
4. Ensures compliance with legal, regulatory, and ethical expectations.

Second Line Roles

1. Provides complementary expertise, support, monitoring, and challenge related to the management of risk, including:
 - a. The development, implementation, and continuous improvement of risk management practices (including controls) at a process, systems, and entity level.
 - b. The achievement of risk management objectives, such as: compliance with laws, regulations, and acceptable ethical behavior; controls; information and technology security; sustainability; and quality assurance.
2. Provides analysis and reports on the adequacy and effectiveness of risk management (including controls).

INTERNAL AUDIT

1. Maintains primary accountability to the governing body and independence from the responsibilities of management.
2. Communicates independent and objective assurance and advice to management and the governing body on the adequacy and effectiveness of governance and risk management (including controls) to support the achievement of organizational objectives and to promote and facilitate continuous improvement.
3. Reports impairments to independence and objectivity to the governing body and implements safeguards as required.

EXTERNAL ASSURANCE PROVIDERS

1. Provide additional assurance to:
 - a. Satisfy legislative and regulatory expectations that serve to protect the interests of stakeholders.
 - b. Satisfy requests by management and the governing body to complement internal sources of assurance.

SISTEM PENGENDALIAN KEUANGAN, OPERASIONAL DAN KEPATUHAN PERUSAHAAN

Pengendalian Keuangan

Perusahaan mengelola aspek keuangan dengan mengedepankan prinsip prudence dan tanggung jawab dalam rangka memperkuat efektivitas pengendalian internal. Penerapan sistem ini bertujuan untuk mengurangi risiko terjadinya penyimpangan sekaligus memastikan pengelolaan arus kas dilakukan secara optimal guna menunjang keberlangsungan kegiatan operasional dan pengembangan usaha. Seluruh proses pengelolaan keuangan mengacu pada Standar Akuntansi Keuangan (SAK) serta ketentuan peraturan perundang-undangan yang berlaku, dan senantiasa ditinjau secara berkala agar tetap relevan dengan perubahan regulasi maupun kebutuhan bisnis.

Proses perencanaan keuangan disusun secara terstruktur dalam horizon jangka pendek, menengah, dan panjang. Penyusunan anggaran dilakukan melalui kombinasi pendekatan *bottom-up* dan *top-down*, sehingga setiap program kerja dari unit organisasi dapat terakomodasi secara selaras dengan arah strategis Perusahaan. Direksi menetapkan sasaran pendapatan dan beban secara terukur dengan mempertimbangkan kebutuhan operasional, peluang pasar, serta kapasitas sumber daya yang dimiliki. Selanjutnya, setiap unit bertanggung jawab atas pengelolaan keuangan yang dijalankannya dan wajib menyampaikan laporan secara tepat waktu kepada Direktur Keuangan untuk kemudian dikompilasi dalam Laporan Keuangan Perusahaan.

Pengendalian Operasional

Perusahaan menetapkan berbagai kebijakan dan prosedur yang dirancang untuk memastikan seluruh sumber daya dimanfaatkan secara optimal dalam mencapai target. Aktivitas usaha dijalankan melalui alur yang sistematis, dimulai dari tahap identifikasi kebutuhan pelanggan hingga penyampaian layanan. Proses bisnis utama Perusahaan meliputi kegiatan pemasaran dan pengoperasian kapal (*Marketing and Operation*), layanan keagenan kapal, serta *port operation and service* untuk pelabuhan khusus sektor minyak dan gas.

Direktur Utama berperan dalam memastikan bahwa setiap proses kunci memiliki tujuan manajerial yang jelas dan terdefinisi dengan baik. Perencanaan serta pengembangan proses yang diperlukan untuk mendukung penyediaan layanan perusahaan dituangkan dalam Rencana Kerja Pendapatan dan Laba Tahunan (RKPL), yang menjadi acuan dalam pelaksanaan kegiatan operasional.

Pelaksanaan operasional mengacu pada Rencana Kerja dan Anggaran Perusahaan (RKAP) dengan tetap mempertimbangkan aspek efisiensi dan efektivitas biaya. Setiap pemilik proses kunci bertanggung jawab memimpin jalannya kegiatan operasional agar selaras dengan tujuan yang telah ditetapkan dan memperoleh persetujuan Direktur Utama.

THE COMPANY'S FINANCIAL, OPERATIONAL, AND COMPLIANCE CONTROL SYSTEMS

Financial Controls

The Company manages its financial affairs by prioritizing the principles of prudence and accountability in order to strengthen the effectiveness of internal controls. The implementation of this system aims to mitigate the risk of irregularities while ensuring that cash flow management is optimized to support the continuity of operational activities and business development. All financial management processes adhere to Financial Accounting Standards (FAS) and applicable laws and regulations, and are regularly reviewed to ensure they remain relevant to regulatory changes and business needs.

The financial planning process is structured across short-, medium-, and long-term horizons. Budgeting is conducted using a combination of bottom-up and top-down approaches, ensuring that each work program from organizational units is aligned with the Company's strategic direction. The Board of Directors sets measurable revenue and expense targets by considering operational needs, market opportunities, and available resource capacity. Furthermore, the Head of Finance of each unit is responsible for managing the unit's finances and is required to submit reports in a timely manner to the Financial Director for compilation into the Company's Financial Statements.

Operational Control

The Company has established various policies and procedures designed to ensure that all resources are utilized optimally to achieve its targets. Business activities are conducted through a systematic process, starting from the identification of customer needs through to the delivery of services. The Company's core business processes include marketing and vessel operations, ship agency services, as well as port operations and services for ports specializing in the oil and gas sector.

The President Director plays a key role in ensuring that every key process has clear and well-defined managerial objectives. The planning and development of processes necessary to support the company's service delivery are outlined in the Annual Revenue and Profit Work Plan (RKPL), which serves as a guide for the execution of operational activities.

Operational implementation refers to the Company Work Plan and Budget (RKAP) while taking into account aspects of efficiency and cost-effectiveness. Each owner of a key process is responsible for leading the course of operational activities to ensure they align with the established objectives and have been approved by the President Director.

Selain itu, unit atau fungsi terkait menyampaikan laporan realisasi operasional secara berkala kepada Direksi sebagai bagian dari mekanisme pengawasan. Seluruh layanan yang diberikan kepada pelanggan juga senantiasa dievaluasi. Apabila terjadi perubahan ketentuan dalam perjanjian, Perusahaan segera melakukan tindak lanjut melalui penyampaian informasi kepada pelanggan serta unit kerja terkait guna menjaga kualitas layanan dan kepatuhan terhadap kesepakatan.

Kepatuhan terhadap Peraturan Perundang-Undangan

Sebagai bagian dari penguatan sistem pengendalian internal, Perusahaan menempatkan kepatuhan sebagai aspek yang harus dikelola secara serius dan berkesinambungan. Demi memastikan seluruh kegiatan usaha selaras dengan ketentuan hukum dan regulasi yang berlaku, Perusahaan membentuk Fungsi Legal yang memiliki tanggung jawab dalam melakukan pemantauan, pengelolaan, serta pengawasan terhadap kepatuhan hukum di setiap aktivitas bisnis. Atas peran tersebut, Fungsi Legal turut berkontribusi dalam memitigasi potensi risiko hukum yang dapat berdampak negatif bagi Perusahaan.

Sampai dengan akhir tahun pelaporan 2025, PTK tidak menerima sanksi maupun teguran yang berkaitan dengan pelanggaran terhadap peraturan perundang-undangan. Hal ini mencerminkan komitmen Perusahaan dalam menjalankan kegiatan operasional secara patuh serta menjaga praktik bisnis yang sesuai dengan kerangka hukum yang berlaku.

EVALUASI DAN EFEKTIVITAS SISTEM PENGENDALIAN INTERNAL

Sepanjang tahun 2025, Perusahaan secara konsisten melakukan penelaahan atas efektivitas sistem pengendalian internal melalui peran Fungsi Internal Audit. Kegiatan ini bertujuan untuk memastikan bahwa mekanisme pengendalian yang diterapkan telah memadai serta mampu mendukung pengelolaan risiko secara optimal. Evaluasi dilakukan antara lain dengan memantau pelaksanaan tindak lanjut atas temuan hasil audit operasional, kemudian melaporkan perkembangannya kepada Direksi sebagai dasar pengambilan keputusan dan perbaikan berkelanjutan.

Pengendalian aspek keuangan Perusahaan dilakukan melalui mekanisme *Internal Control Over Financial Reporting* (ICOFR) sebagai instrumen utama untuk menjaga keandalan proses pelaporan keuangan. Implementasi ICOFR yang telah dimulai sejak akhir tahun 2023 dengan mengacu pada pemetaan siklus utama, yaitu *Revenue*, *Expenditure*, *Fixed Asset*, *Personnel & Payroll*, serta *Financial Closing & Reporting*.

Menindaklanjuti perubahan struktur organisasi dan proses bisnis, serta kebutuhan perluasan ruang lingkup pengendalian, Perusahaan sebelumnya telah melakukan penyempurnaan terhadap siklus yang ada dan menambahkan 4 (empat) siklus baru, yaitu *Treasury*, *Taxation*, *Entity Level Control*, dan *IT General Control*. Pada tahun 2025, seluruh siklus tersebut telah dijalankan secara terintegrasi sehingga implementasi ICOFR di Perusahaan telah mencakup *full cycle*. Langkah ini memperkuat kualitas pengawasan keuangan sekaligus mendukung terciptanya tata kelola perusahaan yang transparan, akuntabel, dan andal.

In addition, relevant units or functions submit periodic operational performance reports to the Board of Directors as part of the oversight mechanism. All services provided to customers are also continuously evaluated. In the event of changes to the terms of an agreement, the Company immediately takes action by informing customers and relevant departments to ensure service quality and compliance with the agreement.

Compliance with Laws and Regulations

As part of strengthening its internal control system, the Company treats compliance as an aspect that must be managed seriously and continuously. To ensure that all business activities are in line with applicable laws and regulations, the Company has established a Legal Department responsible for monitoring, managing, and overseeing legal compliance in all business activities. Through this role, the Legal Function also contributes to mitigating potential legal risks that could negatively impact the Company.

As of the end of the 2025 reporting year, PTK has not received any sanctions or warnings related to violations of laws and regulations. This reflects the Company's commitment to conducting its operations in compliance with the law and maintaining business practices that align with the applicable legal framework.

EVALUATION AND EFFECTIVENESS OF THE INTERNAL CONTROL SYSTEM

Throughout 2025, the Company consistently reviewed the effectiveness of its internal control system through the Internal Audit Function. This activity aims to ensure that the control mechanisms in place are adequate and capable of supporting optimal risk management. Evaluations were conducted, among other things, by monitoring the implementation of follow-up actions on findings from operational audits, and then reporting progress to the Board of Directors as a basis for decision-making and continuous improvement.

The Company's financial aspects are managed through the Internal Control over Financial Reporting (ICOFR) mechanism, which serves as the primary tool for ensuring the reliability of the financial reporting process. The implementation of ICOFR began in late 2023, focusing on the mapping of key cycles: Revenue, Expenditure, Fixed Assets, Personnel & Payroll, and Financial Closing & Reporting.

In response to changes in organizational structure and business processes, as well as the need to expand the scope of controls, the Company previously refined existing cycles and added 4 (four) new cycles: Treasury, Taxation, Entity-Level Control, and IT General Control. By 2025, all these cycles will be implemented in an integrated manner, ensuring that the Company's ICOFR implementation covers the full cycle. This step strengthens the quality of financial oversight while supporting the establishment of transparent, accountable, and reliable corporate governance.

PERNYATAAN DIREKSI DAN DEWAN KOMISARIS ATAS KECUKUPAN SISTEM PENGENDALIAN INTERNAL

Direksi bersama Dewan Komisaris menilai bahwa penerapan sistem pengendalian internal di Perusahaan selama tahun 2025 telah berlangsung dengan baik dan berada pada tingkat yang memadai. Sistem tersebut dinilai telah memenuhi standar yang diperlukan untuk mendukung efektivitas dan efisiensi kegiatan operasional, menjaga keandalan penyajian laporan keuangan, serta memastikan kepatuhan terhadap ketentuan peraturan perundang-undangan yang berlaku. Namun demikian, Perusahaan tetap berkomitmen untuk melakukan penguatan dan penyempurnaan secara berkelanjutan agar sistem pengendalian mampu beradaptasi dengan perkembangan lingkungan usaha dan tetap relevan dalam menunjang pencapaian sasaran strategis.

Hasil penilaian terhadap implementasi pengendalian internal sepanjang tahun 2025 menunjukkan tidak adanya kelemahan yang bersifat material. Setiap temuan yang diidentifikasi telah ditangani melalui langkah tindak lanjut yang tepat, disertai penerapan rekomendasi perbaikan secara konsisten. Atas dasar tersebut, Direksi dan Dewan Komisaris berkesimpulan bahwa sistem pengendalian internal Perusahaan telah berfungsi secara efektif serta memberikan tingkat keyakinan yang memadai dalam mendukung kinerja dan praktik tata kelola perusahaan yang baik.

STATEMENT OF THE BOARD OF DIRECTORS AND BOARD OF COMMISSIONERS ON THE ADEQUACY OF THE INTERNAL CONTROL SYSTEM

The Board of Directors and the Board of Commissioners assess that the implementation of the internal control system at the Company during 2025 has proceeded smoothly and is at an adequate level. The system is deemed to have met the necessary standards to support the effectiveness and efficiency of operational activities, maintain the reliability of financial reporting, and ensure compliance with applicable laws and regulations. Nevertheless, the Company remains committed to continuous strengthening and improvement so that the control system can adapt to changes in the business environment and remain relevant in supporting the achievement of strategic objectives.

The results of the assessment of internal control implementation throughout 2025 indicate the absence of material weaknesses. Every finding identified has been addressed through appropriate follow-up measures, accompanied by the consistent implementation of corrective recommendations. Based on this, the Board of Directors and the Board of Commissioners concluded that the Company's internal control system has functioned effectively and provides a reasonable level of assurance in supporting performance and good corporate governance practices.

Manajemen Risiko Risk Management

Perusahaan senantiasa menerapkan pengelolaan risiko secara berkesinambungan melalui pendekatan yang sistematis, terpadu, dan responsif terhadap dinamika lingkungan usaha. Peninjauan atas kebijakan serta mekanisme manajemen risiko dilakukan secara periodik sebagai bagian dari upaya memastikan bahwa proses mitigasi risiko tetap efektif dan mampu melindungi aktivitas bisnis di setiap lini operasional.

Manajemen risiko di Perusahaan dilaksanakan dengan mempertimbangkan berbagai potensi ketidakpastian beserta dampaknya terhadap pencapaian target strategis. Implementasi ini turut didukung oleh peran aktif Dewan Komisaris dan Direksi yang menegaskan pentingnya penerapan kebijakan risiko serta penguatan budaya *risk awareness* di seluruh tingkat organisasi, selaras dengan ketentuan peraturan yang berlaku.

SISTEM DAN KEBIJAKAN MANAJEMEN RISIKO PERUSAHAAN

Sebagai wujud komitmen terhadap penerapan tata kelola perusahaan yang baik, Perusahaan telah menerapkan sistem manajemen risiko yang mengacu pada standar internasional ISO 31000:2018. Penerapan sistem ini bertujuan untuk memastikan bahwa proses identifikasi, analisis, pengelolaan, serta evaluasi risiko dilakukan secara menyeluruh dan berkesinambungan, sehingga potensi risiko yang dapat memengaruhi pencapaian sasaran strategis Perusahaan dapat diminimalkan. Dalam mendukung implementasi tersebut, Direksi menetapkan Kebijakan Manajemen Risiko yang menjadi pedoman bagi seluruh unit kerja dalam menerapkan pengelolaan risiko secara sistematis, terstruktur, dan terintegrasi guna mendukung pencapaian tujuan jangka panjang Perusahaan.

Pelaksanaan manajemen risiko Perusahaan dilaksanakan melalui kerangka *Enterprise Risk Management* (ERM) yang mencakup berbagai jenis risiko utama yang berpotensi memengaruhi kinerja dan operasional Perusahaan. Dalam implementasinya, Perusahaan mengadopsi model *Three Lines of Defense* sebagai struktur pengelolaan risiko yang memberikan kejelasan peran dan tanggung jawab pada setiap lini organisasi. Lini pertama berada pada masing-masing fungsi atau unit kerja sebagai *risk owner* yang bertanggung jawab atas pengelolaan risiko dalam kegiatan operasional sehari-hari. Lini kedua dijalankan oleh fungsi manajemen risiko yang berperan memberikan arahan, melakukan pemantauan, serta mengoordinasikan penerapan manajemen risiko di seluruh unit kerja. Adapun lini ketiga dilaksanakan oleh Internal Audit yang menjalankan fungsi penilaian independen terhadap efektivitas penerapan manajemen risiko, sistem pengendalian internal, serta praktik tata kelola perusahaan.

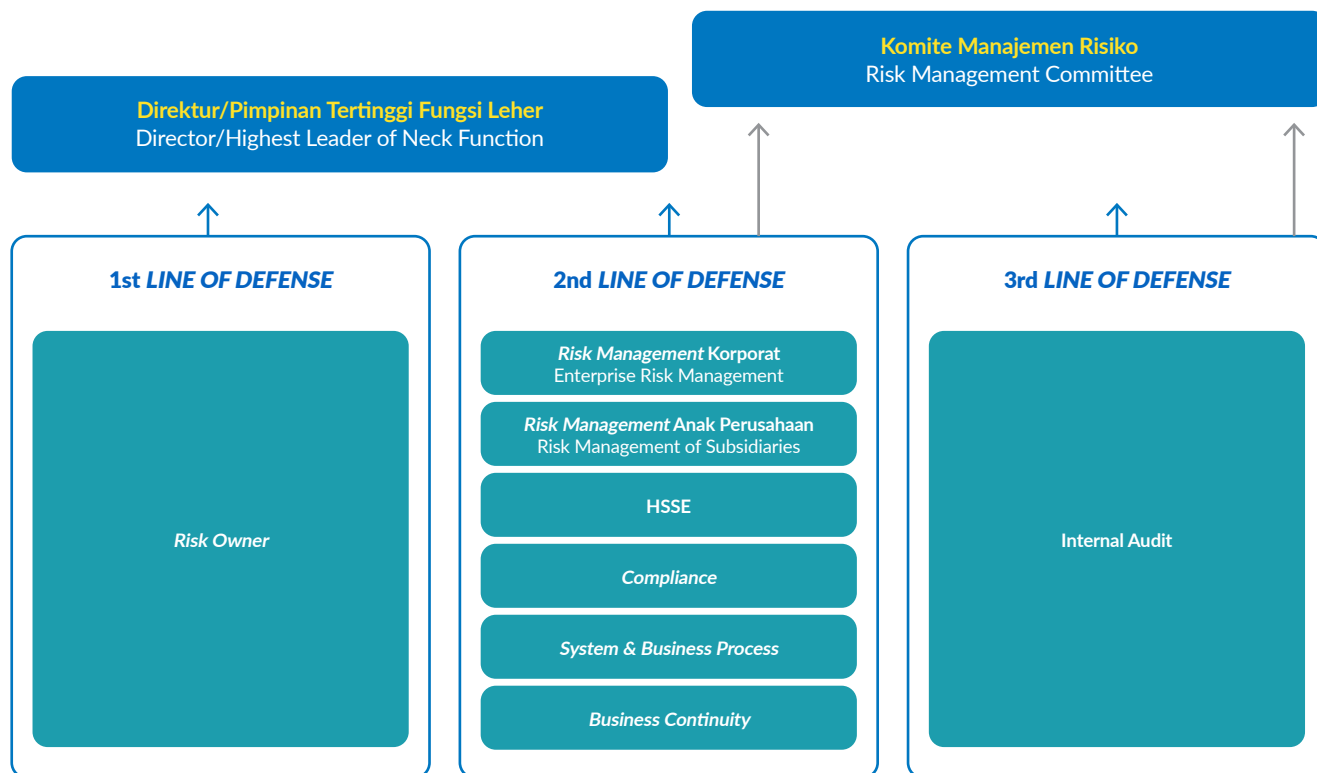
The company consistently implements continuous risk management through a systematic, integrated, and responsive approach to the dynamics of the business environment. Reviews of risk management policies and mechanisms are conducted periodically as part of efforts to ensure that risk mitigation processes remain effective and capable of protecting business activities across all operational lines.

Risk management at the Company is implemented by taking into account various potential uncertainties and their impact on the achievement of strategic targets. This implementation is supported by the active role of the Board of Commissioners and the Board of Directors, who emphasize the importance of implementing risk policies and strengthening a culture of risk awareness at all levels of the organization, in accordance with applicable regulations.

THE COMPANY'S RISK MANAGEMENT SYSTEM AND POLICIES

As a demonstration of its commitment to implementing good corporate governance, the Company has implemented a risk management system based on the international standard ISO 31000:2018. The implementation of this system aims to ensure that the processes of risk identification, analysis, management, and evaluation are conducted comprehensively and continuously, thereby minimizing potential risks that could affect the achievement of the Company's strategic objectives. To support this implementation, the Board of Directors has established a Risk Management Policy that serves as a guideline for all business units in applying risk management in a systematic, structured, and integrated manner to support the achievement of the Company's long-term objectives.

The Company's risk management is implemented through an Enterprise Risk Management (ERM) framework that covers various major risks that could potentially affect the Company's performance and operations. In its implementation, the Company adopts the Three Lines of Defense model as a risk management structure that clarifies the roles and responsibilities of each organizational line. The first line resides within each function or work unit as the risk owner responsible for managing risks in daily operational activities. The second line is managed by the risk management function, which provides guidance, monitors, and coordinates the implementation of risk management across all work units. The third line is carried out by Internal Audit, which performs an independent assessment of the effectiveness of risk management implementation, internal control systems, and corporate governance practices.



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Unit Bisnis
Business Unit

1st LINE OF DEFENSE

1. Memastikan adanya pengendalian internal yang kuat (*strong internal control*) terhadap potensi risiko di masing-masing fungsi.
2. Menerapkan Kebijakan Manajemen Risiko yang telah ditetapkan.
3. Mempertimbangkan risiko dalam pengambilan keputusan dan aktivitas yang dilakukan dalam mencapai sasaran Perusahaan.
1. Ensure the existence of strong internal control against potential risks in each function.
2. Implement the established Risk Management Policy.
3. Considering risks in decision making and activities carried out in achieving the Company's goals.

Risk Management & Compliance

2nd LINE OF DEFENSE

1. Bertanggung jawab dalam mengembangkan kebijakan dan memantau penerapan Manajemen Risiko Perusahaan.
2. Memastikan aktivitas *Risk Owner* dilaksanakan berlandaskan pada STK Manajemen Risiko yang telah ditetapkan oleh perusahaan.
3. Memantau dan melaporkan risiko-risiko perusahaan secara menyeluruh kepada Direksi/Pemimpin Tertinggi Fungsi Leher.
1. Responsible for developing policies and monitoring the implementation of Company Risk Management.
2. Ensure the Risk Owner activities are carried out based on the Risk Management STK determined by the Company.
3. Monitor and report overall company risks to the Board of Directors/Highest Leader of the Neck Function.

Internal Audit

3rd LINE OF DEFENSE

1. Bertanggung jawab melakukan evaluasi terhadap efektivitas penerapan Manajemen Risiko secara keseluruhan.
2. Memastikan bahwa pengelolaan risiko pada lapis pertama dan kedua berjalan efektif.
1. Responsible for evaluating the effectiveness of the implementation of Risk Management as a whole.
2. Ensure the risk management in the first and second layers is effective.

Sebagai bagian dari penguatan penerapan manajemen risiko di lingkungan Perusahaan, Direksi telah menandatangani Traktat Manajemen Risiko pada tanggal 1 September 2023. Penandatanganan traktat tersebut merupakan bentuk komitmen manajemen dalam memastikan implementasi manajemen risiko korporasi berbasis ERM dijalankan secara konsisten dan terintegrasi di seluruh lini organisasi.

Setiap fungsi dan unit kerja Perusahaan didorong untuk mengedepankan prinsip kehati-hatian serta meningkatkan kewaspadaan dalam menjalankan aktivitas bisnis. Penerapan ini bertujuan untuk mengidentifikasi dan mengelola potensi risiko sejak dini sehingga dampaknya terhadap operasional dan pencapaian tujuan Perusahaan dapat diminimalkan.

As part of efforts to strengthen risk management practices within the Company, the Board of Directors signed a Risk Management Treaty on September 1, 2023. The signing of this charter represents management's commitment to ensuring that corporate risk management based on ERM is implemented consistently and integrated across all levels of the organization.

Every function and work unit within the Company is encouraged to prioritize the principle of prudence and to increase vigilance in conducting business activities. This implementation aims to identify and manage potential risks early on so that their impact on operations and the achievement of the Company's objectives can be minimized.

ROADMAP MANAJEMEN RISIKO

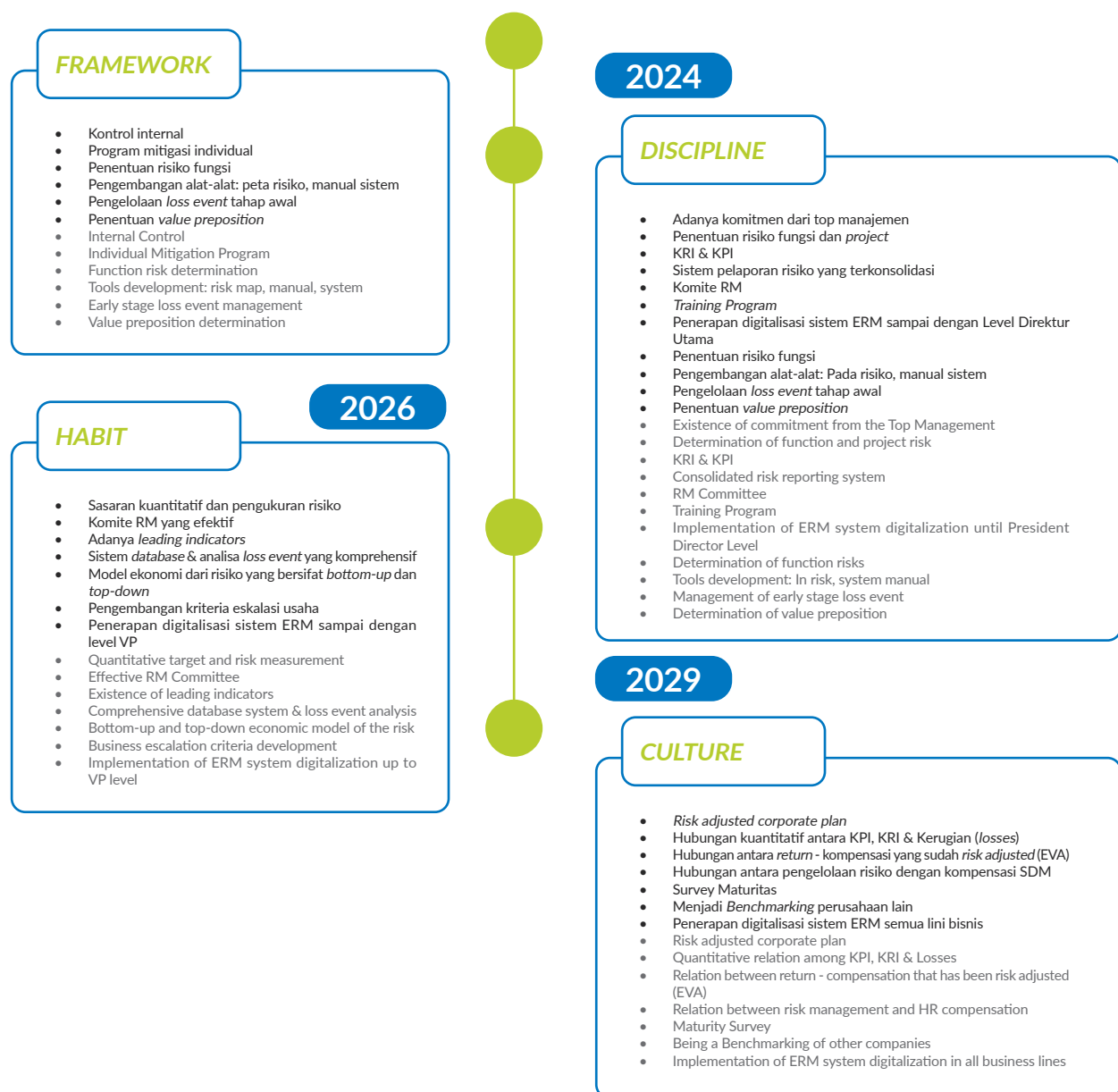
Sebagai upaya untuk memastikan penerapan manajemen risiko yang terstruktur dan terintegrasi di seluruh tingkatan organisasi, Perusahaan telah menetapkan *Roadmap* Manajemen Risiko untuk periode 2020–2026. Dokumen tersebut berfungsi sebagai panduan strategis dalam mengarahkan implementasi kerangka kerja ERM secara bertahap dan berkesinambungan di lingkungan Perusahaan.

Roadmap ini juga menjadi acuan dalam memantau perkembangan dan tingkat kematangan penerapan manajemen risiko, sekaligus sebagai instrumen untuk mengevaluasi pencapaian target yang telah ditetapkan. Dengan adanya pedoman tersebut, Perusahaan dapat memastikan bahwa proses pengelolaan risiko dilaksanakan secara sistematis, terukur, dan selaras dengan tujuan strategis.

RISK MANAGEMENT ROADMAP

To ensure the implementation of a structured and integrated risk management approach across all levels of the organization, the Company has established a Risk Management Roadmap for the 2020–2026 period. This document serves as a strategic guide to direct the phased and continuous implementation of the ERM framework within the Company.

This roadmap also serves as a reference for monitoring the progress and maturity level of risk management implementation, as well as a tool for evaluating the achievement of established targets. With these guidelines in place, the Company can ensure that the risk management process is carried out systematically, measurably, and in alignment with strategic objectives.



PERAN AKTIF DEWAN KOMISARIS DAN DIREKSI DALAM PENERAPAN MANAJEMEN RISIKO

Komitmen Dewan Komisaris dan Direksi dalam memperkuat penerapan manajemen risiko diwujudkan melalui pembentukan struktur organisasi yang dirancang untuk mendukung pengelolaan risiko secara efektif dan terkoordinasi. Struktur tersebut memastikan adanya pembagian peran dan tanggung jawab yang jelas antar unit kerja, sekaligus menjamin ketersediaan sumber daya manusia yang kompeten dan memadai baik dari sisi jumlah maupun kualitas. Dengan dukungan struktur organisasi yang solid, proses identifikasi, analisis, mitigasi, serta pemantauan risiko dapat dilaksanakan secara optimal sesuai dengan karakteristik dan kompleksitas kegiatan usaha serta profil risiko Perusahaan.

Pengelolaan risiko Perusahaan berada di bawah pengawasan Dewan Komisaris melalui Komite Pemantau Risiko & Investasi, sementara Direksi menjalankan fungsi pengendalian melalui Komite Manajemen Risiko. Implementasi manajemen risiko juga didukung oleh berbagai fungsi terkait, seperti Budgeting & Management Analysis, fungsi manajemen risiko pada masing-masing unit kerja, serta entitas Anak Perusahaan. Setiap unit memiliki tanggung jawab dalam mengidentifikasi dan mengelola risiko sesuai dengan lingkup aktivitasnya.

Sebagai bagian dari mekanisme pengawasan yang berkelanjutan, Direksi bertanggung jawab menyusun kebijakan dan strategi manajemen risiko yang komprehensif. Kebijakan tersebut kemudian diajukan kepada Dewan Komisaris untuk ditelaah dan memperoleh persetujuan. Melalui proses tersebut, penerapan manajemen risiko Perusahaan diharapkan dapat terintegrasi secara menyeluruh dalam proses perencanaan, pengambilan keputusan, serta pencapaian sasaran strategis.

PROFIL RISIKO PERUSAHAAN DAN MITIGASI RISIKO

Sepanjang tahun 2025, Perusahaan mengidentifikasi berbagai risiko utama yang berpotensi memengaruhi kinerja dan keberlangsungan usaha. Risiko tersebut meliputi dinamika lingkungan bisnis, strategi perusahaan, reputasi atau citra perusahaan, pengelolaan keuangan, aspek hukum, tata kelola dan kepatuhan, serta kegiatan operasional.

Menghadapi berbagai potensi risiko tersebut, Perusahaan melakukan proses identifikasi, pemetaan, dan analisis risiko secara komprehensif sebagai bagian dari penerapan manajemen risiko yang sistematis. Berdasarkan hasil analisis, Perusahaan menetapkan langkah-langkah mitigasi yang terencana dan terintegrasi dalam kerangka manajemen risiko.

ACTIVE ROLE OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS IN RISK MANAGEMENT IMPLEMENTATION

The commitment of the Board of Commissioners and the Board of Directors to strengthening risk management is demonstrated through the establishment of an organizational structure designed to support effective and coordinated risk management. This structure ensures a clear division of roles and responsibilities among business units, while also guaranteeing the availability of competent and adequate human resources in terms of both quantity and quality. With the support of a solid organizational structure, the processes of risk identification, analysis, mitigation, and monitoring can be carried out optimally in accordance with the characteristics and complexity of the Company's business activities and its risk profile.

The Company's risk management is overseen by the Board of Commissioners through the Risk & Investment Monitoring Committee, while the Board of Directors exercises control functions through the Risk Management Committee. The implementation of risk management is also supported by various related functions, such as Budgeting & Management Analysis, risk management functions within each business unit, and subsidiaries. Each unit is responsible for identifying and managing risks in accordance with the scope of its activities.

As part of the Company's ongoing oversight mechanisms, the Board of Directors is responsible for developing comprehensive risk management policies and strategies. These policies are then submitted to the Board of Commissioners for review and approval. Through this process, the Company's risk management practices are expected to be fully integrated into planning, decision-making, and the achievement of strategic objectives.

COMPANY RISK PROFILE AND RISK MITIGATION

Throughout 2025, the Company identified various key risks that could potentially affect its performance and business continuity. These risks include business environment dynamics, corporate strategy, corporate reputation or image, financial management, legal aspects, governance and compliance, as well as operational activities.

In response to these potential risks, the Company conducts a comprehensive process of risk identification, mapping, and analysis as part of its systematic risk management framework. Based on the analysis results, the Company establishes planned and integrated mitigation measures within the risk management framework.

No	Jenis Risiko Risk Type	Risiko Risk	Mitigasi Mitigation
1	Operasional Operational	Tidak Tercapainya Realisasi <i>Revenue</i> PTK Tahun 2025 Failure to Achieve PTK Revenue Realization for 2025	- Melakukan perhitungan ulang dan/atau pergantian investasi kapal dalam rangka memastikan bahwa ABI yang diusulkan dapat disetujui. - Melakukan <i>market research</i>, berlangganan publikasi, membuat <i>database</i> kapal, melakukan korespondensi rutin dan menjaga hubungan komunikasi dengan penyedia kapal (Mengacu Risk Event 4 Mitigasi poin 2). - Melakukan pencarian <i>strategic partnership</i> dengan peningkatan <i>awareness</i> dan <i>branding</i> melalui <i>Courtesy Visit</i>, FGD, Forum Sinergi, dan partisipasi dalam <i>exhibition</i>. - Kunjungan serta komunikasi secara intens kepada <i>end user</i>, <i>project owner</i>, <i>business owner</i>, agen dan broker. - Peningkatan efektivitas dan <i>monitoring project management</i>. - Recalculate and/or replace vessel investments to ensure the proposed ABI is approved. - Conduct market research, subscribe to publications, create a vessel database, maintain regular correspondence, and maintain communication with vessel providers (referring to Risk Event 4 Mitigation point 2). - Seek strategic partnerships by increasing awareness and branding through courtesy visits, focus group discussions (FGDs), synergy forums, and participation in exhibitions. - Visit and communicate intensively with end users, project owners, business owners, agents, and brokers. - Improve the effectiveness and monitoring of project management.
2	Hukum, Reputasi dan Kepatuhan Legal, Reputation and Compliance	Gagal mendapatkan Izin Pelabuhan Umum di PSTB Failure to Obtain a Public Port Permit at the PSTB	Membuat <i>dashboard monitoring</i> proses pengurusan pemindahan aset dari Pertamina ke PTK Group. Creating a monitoring dashboard for the asset transfer process from Pertamina to the PTK Group.
3	Investasi Investment	Keterlambatan Pembangunan Kapal Delays in Ship Construction	- Peningkatan kualitas seleksi galangan dengan penetapan standar teknis dan kemampuan keuangan yang lebih tinggi. - Intensitas pengawasan selama proses pembangunan kapal. - Penguatan klausul kontrak terkait dengan <i>liquidity damage</i>. - Penguatan dan pengawasan dengan <i>monitoring</i> spesifik terhadap <i>delivery</i> dan pembayaran material. - Improving the quality of shipyard selection by establishing higher technical standards and financial capabilities. - Intensifying oversight during the ship construction process. - Strengthening contract clauses related to liquidity damages. - Strengthening and enhancing oversight through specific monitoring of material deliveries and payments.
4	Operasional Operational	Kenaikan biaya bahan bakar untuk KKR <i>Bundling</i> Increased Fuel Costs for KKR Bundling	- Melakukan inspeksi/<i>sounding/visit</i> bersama di atas Kapal Milik PTK (<i>Bundling</i>). - Peningkatan kualitas aplikasi dengan cara integrasi aplikasi FMS dan melakukan <i>refreshment</i> terkait aplikasi BOS dan <i>monitoring</i> secara berkala. - Permintaan WLA dari PTK ke PPL atas Usulan Penambahan Pekerja untuk Pengawasan <i>Bunker</i>. - Kontrol penggunaan volume <i>bunker</i>. - Pemasangan CCTV, pemasangan <i>vessel tracking</i>, <i>fuel monitoring system</i>. - Conducting joint inspections/soundings/visits on board PTK-owned vessels (bundling). - Improving application quality by integrating the FMS application and conducting refreshes related to the BOS application and regular monitoring. - Requesting WLA from PTK to PPL regarding the proposed additional workers for bunker supervision. - Controlling bunker volume usage. - Installing CCTV, vessel tracking, and a fuel monitoring system.

No	Jenis Risiko Risk Type	Risiko Risk	Mitigasi Mitigation
5	Proyek Project	Keterlambatan <i>delivery project</i> yang ditangani PME Delays in Project Delivery Handled by PME	- Peningkatan kualitas seleksi dengan penerapan <i>scoring</i> teknis dan finansial diatas persentase harga. - Menyusun termin pembayaran kontrak yang <i>fair</i> agar pembayaran ke mitra dapat dilaksanakan tepat waktu. - Memastikan peran kerja <i>site company representative</i> berjalan dengan baik dalam <i>monitoring</i> performa subkon di lapangan. - Percepatan <i>cash in</i> dan skema <i>notional pooling</i>. - Penyertaan modal dari PTK ke PME. - Penambahan modal melalui skema <i>bank loan</i>. - Pemilihan personel <i>engineering</i> yang kuat di awal proses detail <i>engineering design</i> awal. - Menyampaikan <i>Technical Query & Change Order</i> secepatnya apabila ditemukan <i>planning</i> yang tidak sesuai dengan kondisi aktual di lapangan. - Melakukan percepatan detail <i>engineering design</i> terhadap desain awal. - Perencanaan <i>supplier material</i> yang tepat untuk memastikan OTOBOSOR (<i>on time, on budget, on spec/schedule, & on return</i>). - Peningkatan kualitas seleksi penyedia barang. - Melakukan <i>strategic partnership</i> untuk pemanfaatan aset-aset partner. - Inisiasi investasi peralatan kerja untuk mendukung bisnis PME. - Melakukan <i>monitoring</i> rutin kondisi & prediksi cuaca. - Membuat <i>recovery plan</i> pelaksanaan pekerjaan pasca cuaca buruk. - Membuat <i>planning window time</i> seakurat mungkin dengan <i>user</i>. - Melengkapi dokumen <i>evidence</i> yang kuat sebagai justifikasi apabila terjadi eksekusi pekerjaan tidak sesuai rencana <i>window time</i>. - Mengirimkan surat/<i>email</i> permintaan <i>window time</i> kepada direksi pekerjaan. - Improve selection quality by applying technical and financial scoring above the price percentage. - Establish fair contract payment terms to ensure timely payments to partners. - Ensure site company representatives effectively monitor subcontractor performance in the field. - Accelerate cash-in and a notional pooling scheme. - Provide capital participation from PTK to PME. - Increase capital through a bank loan scheme. - Select strong engineering personnel early in the detailed engineering design process. - Submit Technical Queries and Change Orders promptly if plans are found to be inconsistent with actual field conditions. - Accelerate detailed engineering design of the initial design. - Plan appropriate material suppliers to ensure OTOBOSOR (<i>on time, on budget, on spec/schedule, and on return</i>). - Improve supplier selection. - Establish strategic partnerships to utilize partner assets. - Initiate investment in work equipment to support the PME business. - Conduct regular monitoring of weather conditions and forecasts. - Create a recovery plan for work implementation after inclement weather. - Create a window time plan as accurately as possible with the user. - Complete strong evidence documentation to justify any work execution that does not meet the planned window time. - Send a letter or email requesting a window time to the project director.
6	Keuangan Finance	Peningkatan saldo piutang <i>overdue</i> dan piutang macet Increased Overdue and Bad Debt Balances	- Pembuatan kontrak kerja sama keagenan dengan <i>customer/general agent/ship owner</i>. - Melakukan penagihan, somasi dan tuntutan pengadilan terhadap <i>customer</i> yang belum melakukan pembayaran, dan penerapan klausul denda terhadap keterlambatan pembayaran. - Penetapan SLA <i>Settlement SOD</i> dan pelaporan. - Pengembangan dan penggunaan sistem aplikasi terintegrasi dengan <i>customer</i> untuk pelaporan dan penyediaan data-data penagihan. - Establishing agency cooperation contracts with customers/general agents/ship owners. - Collecting, issuing summonses, and filing lawsuits against customers who have not yet made payments, and enforcing penalty clauses for late payments. - Establishing SLA Settlement and Reporting. - Developing and utilizing an integrated application system with customers for reporting and providing billing data.
7	Operasional Operational	Terjadinya insiden <i>catastrophic safety</i> di wilayah operasi darat (kantor, pelabuhan, <i>shorebase, dockyard</i>) Catastrophic Safety Incidents in Land Operations Areas (Offices, Ports, Shorebases, Dockyards)	- Melakukan induksi, <i>upskilling, training</i>, sosialisasi dan FGD HSSE kepada pekerja, mitra kerja dan rekanan melalui <i>Demo Room Virtual/HSSE Passport</i>. - Penerapan HSSE <i>passport</i> untuk seluruh pekerja. - Verifikasi lapangan atas implementasi HIRADC, SISK3 dan pengelolaan <i>error trap</i>. - Audit SIKa di wilayah operasi PTK group. - Melakukan evaluasi dan <i>monitoring asset integrity</i>. - Melakukan pemenuhan, perbaikan aset yang termasuk dalam kategori <i>Low Integrity</i>. - Melakukan <i>tracking</i> dan <i>monitoring</i> terkait tindak lanjut <i>Unsafe Act/Unsafe Condition</i> dan pengelolaan insiden. - Memberikan <i>reward</i> untuk pelapor <i>Unsafe Act/Unsafe Condition</i>. - Conduct HSSE induction, upskilling, training, outreach, and focus group discussions (FGDs) for workers, partners, and associates through the Virtual Demo Room/HSSE Passport. - Implement HSSE Passport for all workers. - Field verification of HIRADC, SISK3, and error trap management implementation. - SIKA audits in PTK group operational areas. - Evaluate and monitor asset integrity. - Fulfill and repair assets categorized as Low Integrity. - Track and monitor follow-up on Unsafe Act/Unsafe Conditions and incident management. - Provide rewards for those who report Unsafe Act/Unsafe Conditions.

No	Jenis Risiko Risk Type	Risiko Risk	Mitigasi Mitigation
8	Hukum, Reputasi dan Kepatuhan Legal, Reputation, and Compliance	Menurunnya <i>Corporate Image</i> Perusahaan Deterioration in the Company's Corporate Image	- Pembuatan Prosedur Komunikasi Eksternal Perusahaan untuk Penanganan Krisis. - Membuat 825 berita positif Perusahaan dalam 1 tahun, atau ± 68 berita setiap bulannya yang dimonitor dan dilaporkan kepada Manajemen, serta bekerja sama dengan Media Tier 1 untuk <i>broadcast</i> pemberitaannya. - Implementasi hasil <i>Strategic Branding Initiative for Marketing Communications</i> bersama konsultan 2024. - Establishment of Company External Communication Procedures for Crisis Management. - Producing 825 positive Company news stories per year, or approximately 68 news stories per month, which will be monitored and reported to Management, and collaborating with Tier 1 Media for news broadcasts. - Implementation of the Strategic Branding Initiative for Marketing Communications results with consultants in 2024.
9	Hukum, Reputasi dan Kepatuhan Legal, Reputation, and Compliance	Tidak dapat dieksekusinya Putusan Pengadilan atas Perkara yang dimenangkan PTK Inability to Execute Court Decisions on Cases Won by PTK	- Koordinasi dengan Fungsi Keuangan atau SSC mengenai informasi Kerjasama atau <i>Outstanding Utang dan Piutang Pertamina Group</i> dengan Mitra/<i>Counterpart</i> untuk dapat dilakukan <i>offsetting</i> oleh Para Pihak. - Email kepada fungsi keuangan PTK atau FPP PTK atas transaksi Pertamina Group dengan <i>counterpart/mitra</i> yang berperkara dengan PTK. - Menunjuk Konsultan Hukum untuk melakukan pendampingan penanganan perkara. - Coordination with the Finance Function or SSC regarding information on Pertamina Group's Collaboration or Outstanding Debts and Receivables with Partners/Counterparts to enable offsetting by the Parties. - Emailing the PTK Finance Function or PTK FPP regarding Pertamina Group transactions with counterparties/partners involved in litigation with PTK. - Appointing a Legal Consultant to assist in <i>handling</i> the case.
10	Hukum, Reputasi dan Kepatuhan Legal, Reputation, and Compliance	PTK mengalami kekalahan dalam proses peradilan PTK Loses in the Court Process	- Koordinasi dengan internal/eksternal PTK terkait dengan strategi penanganan perkara hukum dan menunjuk Konsultan Hukum untuk melakukan pendampingan penanganan perkara - Email kepada fungsi keuangan PTK atau FPP PTK atas transaksi Pertamina Group dengan <i>counterpart/mitra</i> yang berperkara dengan PTK. - Coordinate with internal/external PTK regarding legal case <i>handling</i> strategies and appoint a Legal Consultant to assist in case handling. - Email the PTK finance function or PTK FPP regarding Pertamina Group transactions with counterparties/partners involved in litigation with PTK.
11	Investasi Investment	Usulan Investasi belum mendapatkan FID setelah RKAP ditetapkan Investment Proposals Have Not Received FID After the RKAP (Work Plan and Budget) is Established	- Mencari aset dengan nilai capex yang lebih rendah. - Mencari <i>market</i> dengan nilai sewa lebih tinggi. - Penurunan dan <i>standardisasi</i> biaya opex. - Menurunkan biaya <i>financing</i> (seleksi penyedia <i>loan</i>). - Menggunakan kontrak <i>bundling</i> sebagai underlaying untuk investasi KKR. - Kontrak atau komitmen kerja sama bisnis dengan calon mitra/partner strategis. - Membuat kontrak kerja sama jangka panjang penyediaan kapal kapal <i>offshore</i> melalui skema sinergi dengan subholding <i>upstream</i>. - Mengakuisisi kapal yang sudah ada kontrak <i>deployment</i>. - Melakukan <i>upskilling</i>, pelatihan, sertifikasi, <i>sharing session</i>, perbantuan dan pemenuhan personel yang memiliki kapabilitas untuk penyusunan FID. - Seek assets with lower capital expenditure (capex). - Seek markets with higher rental rates. - Reduce and standardize operational expenditure (opex) costs. - Reduce financing costs (loan provider selection). - Use bundling contracts as an underlay for KKR investments. - Contract or commit to business cooperation with potential strategic partners. - Establish long-term cooperation contracts for the supply of offshore vessels through synergy schemes with upstream subholdings. - Acquire vessels with existing deployment contracts. - Conduct upskilling, training, certification, sharing sessions, assistance, and personnel provision for the preparation of FIDs.

No	Jenis Risiko Risk Type	Risiko Risk	Mitigasi Mitigation
12	Operasional Operational	Belum optimalnya implementasi <i>Asset Integrity Management (AIM)</i> terhadap Operasi dan pengembangan aset Perusahaan Asset Integrity Management (AIM) Implementation in the Company's Operations and Asset Development is Suboptimal	- PPL dan PME akan melakukan penganggaran yang komprehensif untuk kegiatan <i>maintenance</i> aset operasi yang dikelola di masing-masing entitas. - Melakukan <i>monitoring</i> penyelesaian pekerjaan yang masuk dalam program kerja strategis AIM. - Melakukan <i>monitoring</i> atas Persetujuan Layak Operasi (PLO) aset operasi yang dibutuhkan dan memenuhi seluruh ketentuan PLO-nya. - Melakukan koordinasi dengan Fungsi HCBP PTK mengenai metode pemenuhan aspek organisasi (struktur dan orang). - Melakukan pemetaan mengenai pelatihan yang dibutuhkan oleh Fungsi Operasi dan berkoordinasi dengan Fungsi HCBP mengenai pelaksanaannya. - Melakukan koordinasi dengan Fungsi Finance untuk <i>alignment</i> aset operasi yang ada di lapangan dan yang telah tercatat secara keuangan di MySAP. - PPL and PME will conduct a comprehensive budget for the maintenance of operational assets managed by each entity. - Monitor the completion of work included in the AIM strategic work program. - Monitor the Operational Eligibility Approval (PLO) for required operational assets and ensure compliance with all PLO requirements. - Coordinate with the HCBP PTK Function regarding methods for fulfilling organizational aspects (structure and personnel). - Map out the training requirements of the Operations Function and coordinate with the HCBP Function regarding their implementation. - Coordinate with the Finance Function to align operational assets in the field with those financially recorded in MySAP.
13	Teknologi Informasi dan Keamanan Siber Information Technology and Cyber Security	Terjadinya <i>Cyber Attack</i> di lingkungan kerja Perusahaan yang mengakibatkan hilangnya data Perusahaan Cyber Attacks in the Company's Work Environment, Which Caused the Loss of Company Data	- Edukasi mengenai <i>Security Awareness</i> kepada <i>end user</i> melalui <i>media broadcast</i> dan <i>event sharing knowledge</i>. - Pemenuhan ISO 27001:2022 terkait dengan <i>Cyber Security</i> dan <i>Data Protection</i>. - Melengkapi infrastruktur <i>data protection</i>. - Melakukan <i>penetration test</i> dan melakukan penutupan <i>port</i> yang terbuka. - Melakukan <i>standardisasi</i> untuk aplikasi berlisensi yang digunakan serta sosialisasi. - Educate end users about Security Awareness through broadcast media and knowledge-sharing events. - Compliance with ISO 27001:2022 regarding Cyber Security and Data Protection. - Complete the data protection infrastructure. - Conduct penetration tests and close open ports. - Carry out standardization for licensed applications used and socialization.

MONITORING REALISASI MITIGASI RISIKO PERUSAHAAN TAHUN 2025

Sepanjang tahun 2025, Perusahaan melaksanakan kegiatan pemantauan risiko secara terstruktur pada seluruh proses bisnis di masing-masing unit kerja. Kegiatan ini dilakukan melalui tahapan *monitoring* yang disertai dengan komunikasi serta koordinasi yang berkelanjutan antarunit terkait. Proses tersebut bertujuan untuk memastikan bahwa seluruh rencana mitigasi risiko yang telah ditetapkan oleh unit kerja dapat dijalankan secara konsisten, tepat waktu, dan sesuai dengan rencana yang telah disusun, sehingga potensi risiko dapat dikelola dan dikendalikan secara optimal.

Hingga 31 Desember 2025, capaian *monitoring Risk Management Performance* tercatat sebesar 100%. Persentase tersebut mencerminkan tingkat realisasi pelaksanaan rencana mitigasi risiko yang telah dijalankan sesuai dengan target yang telah ditetapkan. Pemantauan terhadap implementasi mitigasi risiko dilakukan secara berkala setiap bulan dan hasilnya disampaikan kepada Direksi serta Dewan Komisaris Perusahaan melalui laporan manajemen. Selain itu, laporan tersebut juga disampaikan kepada PT Pertamina International Shipping selaku Subholding *Shipping* dan PT Pertamina (Persero) melalui sistem *Enterprise Risk Management System (ERMS)*.

MONITORING THE IMPLEMENTATION OF CORPORATE RISK MITIGATION FOR 2025

Throughout 2025, the Company conducted structured risk monitoring activities across all business processes in each work unit. These activities were carried out through monitoring stages accompanied by continuous communication and coordination among relevant units. The process aimed to ensure that all risk mitigation plans established by the business units could be implemented consistently, on time, and in accordance with the plans that had been formulated, so that potential risks could be managed and controlled optimally.

As of December 31, 2025, the Risk Management Performance monitoring achievement stood at 100%. This percentage reflects the degree to which risk mitigation plans have been implemented in accordance with established targets. Monitoring of risk mitigation implementation is conducted on a monthly basis, and the results are reported to the Company's Board of Directors and Board of Commissioners via management reports. Additionally, these reports are also submitted to PT Pertamina International Shipping, as the Shipping Subholding, and PT Pertamina (Persero) through the Enterprise Risk Management System (ERMS).

EVALUASI ATAS EFEKTIVITAS SISTEM MANAJEMEN RISIKO

Perusahaan secara berkelanjutan melakukan penilaian terhadap penerapan sistem manajemen risiko guna memastikan bahwa mekanisme pengelolaan risiko yang diterapkan mampu mendukung mitigasi risiko bisnis sekaligus meningkatkan kualitas pengambilan keputusan strategis. Evaluasi ini dilakukan untuk menilai sejauh mana langkah-langkah mitigasi yang telah dilaksanakan mampu mengurangi atau menghindari risiko yang telah diidentifikasi, serta menjadi dasar dalam melakukan penyempurnaan strategi pengelolaan risiko di masa mendatang. Proses penilaian tersebut dilaksanakan secara komprehensif di seluruh fungsi dan lini operasional oleh para pemilik risiko, termasuk pemilik program dan proses bisnis, guna memastikan efektivitas pengendalian risiko berjalan sesuai dengan tujuan yang telah ditetapkan.

Salah satu bentuk evaluasi atas tingkat kematangan manajemen risiko dilakukan melalui kegiatan Pertamina Risk Maturity Self-Assessment (PRISMA) pada tahun 2022. Penilaian ini mengacu pada 3 (tiga) pilar utama dalam standar ISO 31000:2018, yaitu *Principles*, *Framework*, dan *Process*, yang digunakan untuk mengukur tingkat kematangan implementasi manajemen risiko di lingkungan Perusahaan. Berdasarkan hasil evaluasi tersebut, Perusahaan memperoleh skor *Risk Maturity Index* sebesar 3,78 yang menempatkan Perusahaan pada Level 4 (*Managed*). Hasil ini menunjukkan bahwa penerapan manajemen risiko telah terintegrasi dalam proses bisnis, dilakukan peninjauan secara berkala, serta didukung oleh komitmen kepemimpinan yang kuat. Selain itu, hasil penilaian tersebut juga menjadi dasar dalam penyusunan *Opportunity for Improvement* (OFI) dan *Action for Improvement* (AFI) sebagai langkah berkelanjutan untuk meningkatkan efektivitas serta kematangan sistem manajemen risiko Perusahaan di masa yang akan datang.

EVALUATION OF THE EFFECTIVENESS OF THE RISK MANAGEMENT SYSTEM

The Company continuously assesses the implementation of its risk management system to ensure that the risk management mechanisms in place are capable of supporting business risk mitigation while improving the quality of strategic decision-making. This evaluation is conducted to assess the extent to which the mitigation measures implemented have reduced or avoided identified risks, and to serve as a basis for refining risk management strategies in the future. This assessment process is carried out comprehensively across all functions and operational lines by risk owners, including business program and process owners, to ensure that risk controls are effective in accordance with established objectives.

One method of evaluating the level of risk management maturity was conducted through the Pertamina Risk Maturity Self-Assessment (PRISMA) in 2022. This assessment is based on the 3 (three) main pillars of the ISO 31000:2018 standard—Principles, Framework, and Process—which are used to measure the maturity level of risk management implementation within the Company. Based on the evaluation results, the Company achieved a Risk Maturity Index score of 3.78, placing the Company at Level 4 (Managed). This result indicates that risk management has been integrated into business processes, is reviewed periodically, and is supported by strong leadership commitment. Furthermore, these assessment results also serve as the basis for developing Opportunities for Improvement (OFI) and Actions for Improvement (AFI) as ongoing steps to enhance the effectiveness and maturity of the Company's risk management system in the future.

PERNYATAAN MANAJEMEN ATAS KECUKUPAN SISTEM MANAJEMEN RISIKO

Dewan Komisaris bersama Direksi Perusahaan menjalankan peran pengawasan secara aktif terhadap implementasi sistem manajemen risiko. Pengawasan tersebut dilakukan melalui berbagai komite pendukung serta forum koordinasi yang dilaksanakan secara berkala, guna memastikan bahwa proses manajemen risiko telah dilaksanakan secara komprehensif. Proses tersebut mencakup tahapan identifikasi, pengukuran, pemantauan, hingga pengendalian risiko, yang seluruhnya didukung oleh sistem informasi yang memadai agar pengelolaan risiko dapat berjalan secara efektif dan terintegrasi.

Pengelolaan risiko pada seluruh aktivitas operasional dan keuangan Perusahaan dilaksanakan sesuai dengan kebijakan dan ketentuan yang berlaku. Pada aspek keuangan, mekanisme pengendalian diterapkan melalui *Internal Control Over Financial Reporting* (ICOFR) yang berfungsi untuk memastikan keandalan proses pelaporan keuangan. Berdasarkan hasil evaluasi yang dilakukan, penerapan pengendalian tersebut menunjukkan tingkat efektivitas yang memadai. Sementara itu, pada aspek operasional, pengendalian dilakukan melalui kegiatan *Internal Control Review* (ICR) yang dilaksanakan oleh fungsi Internal Audit. Hasil peninjauan tersebut menunjukkan bahwa prosedur operasional Perusahaan sepanjang tahun 2025 telah dijalankan secara konsisten dan selaras dengan praktik terbaik dalam industri *marine*.

MANAGEMENT STATEMENT ON THE ADEQUACY OF THE RISK MANAGEMENT SYSTEM

The Board of Commissioners, together with the Company's Board of Directors, actively oversees the implementation of the risk management system. This oversight is carried out through various supporting committees and coordination forums held periodically to ensure that the risk management process is implemented comprehensively. The process encompasses the stages of risk identification, measurement, monitoring, and control, all of which are supported by adequate information systems to ensure that risk management operates effectively and in an integrated manner.

Risk management across all of the Company's operational and financial activities is carried out in accordance with applicable policies and regulations. In the financial aspect, control mechanisms are implemented through Internal Control Over Financial Reporting (ICOFR), which serves to ensure the reliability of the financial reporting process. Based on the results of the evaluation conducted, the implementation of these controls demonstrates an adequate level of effectiveness. Meanwhile, in the operational aspect, controls are carried out through Internal Control Review (ICR) activities conducted by the Internal Audit function. The results of the review indicate that the Company's operational procedures throughout 2025 have been consistently implemented and aligned with best practices in the marine industry.

Perkara Penting yang Dihadapi Perusahaan

Significant Legal Matters Facing the Company

Perusahaan senantiasa memantau dan mengelola setiap potensi permasalahan hukum yang dapat memengaruhi kegiatan usaha Perusahaan maupun entitas terkait. Pemantauan tersebut mencakup perkara hukum yang melibatkan Perusahaan, anggota Dewan Komisaris, Direksi, serta Entitas Anak. Informasi mengenai jumlah dan status perkara hukum yang dihadapi selama periode pelaporan tahun 2025 disajikan pada tabel berikut ini:

The Company continuously monitors and manages any potential legal issues that may affect the business activities of the Company or its related entities. This monitoring covers legal matters involving the Company, members of the Board of Commissioners, the Board of Directors, and Subsidiaries. Information regarding the number and status of legal matters faced during the 2025 reporting period is presented in the following table:

Permasalahan Hukum Legal Matters	Pidana Criminal	Perdata Civil
Perusahaan Company		
Selesai dan telah mempunyai kekuatan hukum tetap Resolved and has become final and binding	-	6
Dalam proses penyelesaian In the process of being resolved	-	3
Jumlah Total	-	9
Dewan Komisaris dan Direksi Board of Commissioners and Board of Directors		
Selesai dan telah mempunyai kekuatan hukum tetap Resolved and has become final and binding	-	-
Dalam proses penyelesaian In the process of being resolved	-	-
Jumlah Total	-	-
Entitas Anak Subsidiary		
Selesai dan telah mempunyai kekuatan hukum tetap Resolved and has become final and binding	-	-
Dalam proses penyelesaian In the process of being resolved	-	-
Jumlah Total	-	-

Berikut adalah informasi mengenai perkara penting yang dihadapi Perusahaan sepanjang tahun 2025:

1. Kasus Hukum Gugatan Sewa Aset Lahan di Lahan Bagus Kuning, Palembang
- Pada tanggal 27 April 2021, Perusahaan digugat oleh PT Batubara Mandiri (PT BBM) di Pengadilan Negeri Batam terkait pembatasan penggunaan lahan sewa di Lahan Bagus Kuning, Plaju, Palembang. Atas kasus hukum yang terjadi sejak tahun 2021 tersebut, pada tahun 2024 Perusahaan mengajukan Kasasi ke Mahkamah Agung Republik Indonesia di mana pada tanggal 20 Maret 2024, Mahkamah Agung Republik Indonesia memperkuat putusan Pengadilan Tinggi Kepulauan Riau. Selanjutnya pada 30 Desember 2024, Perusahaan menempuh Upaya Hukum Luar Biasa dengan menyampaikan Memori Peninjauan Kembali ke Mahkamah Agung Republik Indonesia melalui Kepaniteraan Pengadilan Negeri Batam atas perkara ini. Berkenaan dengan hal tersebut, pada tanggal 13 Oktober 2025, Perusahaan melalui Konsultan Hukum Eksternal telah menyampaikan surat kepada

The following is information regarding significant legal matters faced by the Company throughout 2025:

1. Legal Case: Land Lease Dispute in Bagus Kuning, Palembang
- On April 27, 2021, the Company was sued by PT Batubara Mandiri (PT BBM) in the Batam District Court regarding restrictions on the use of leased land at the Bagus Kuning site in Plaju, Palembang. Regarding this legal case, which has been ongoing since 2021, in 2024 the Company filed an appeal with the Supreme Court of the Republic of Indonesia, and on March 20, 2024, the Supreme Court of the Republic of Indonesia upheld the decision of the Riau Islands High Court. Subsequently, on December 30, 2024, the Company pursued an Extraordinary Legal Remedy by submitting a Petition for Review to the Supreme Court of the Republic of Indonesia through the Clerk's Office of the Batam District Court regarding this case. In connection with this, on October 13, 2025, the Company, through its External Legal Consultant, sent a letter to the Supreme Court

Mahkamah Agung sebagai upaya percepatan dalam memperoleh salinan putusan perkara ini. Namun demikian, hingga saat ini, masih belum terdapat Salinan Putusan terhadap Upaya Hukum Peninjauan Kembali yang diajukan oleh Perusahaan.

2. Perkara Perdata di Badan Arbitrase Nasional Indonesia ("BANI") dengan PT Dok Bahari Nusantara ("DBN")
Pada 18 September 2019, Perusahaan dan DBN telah menandatangani perjanjian pembelian dan pembangunan 3 (tiga) unit kapal *harbour tug* 3.200 HP. Berdasarkan perjanjian tersebut, DBN tidak dapat memenuhi kewajibannya untuk menyelesaikan pembangunan kapal sesuai jangka waktu dalam perjanjian, sehingga Perusahaan telah melakukan pengakhiran lebih awal terhadap perjanjian tersebut pada tahun 2021. Atas perkara perdata ini, Majelis Arbiter BANI telah mengeluarkan putusan terhadap perkara dan mewajibkan PTK dan DBN untuk melaksanakan Kesepakatan Perdamaian yang telah disepakati, kecuali kewajiban untuk membayar denda oleh DBN kepada PTK karena telah ditolak oleh Majelis Arbitrase.

Status perkara saat ini, Para Pihak sedang dalam proses melaksanakan Putusan BANI dan Kesepakatan Perdamaian dengan melakukan penjualan atas 2 (dua) unit kapal yang menjadi objek Putusan BANI. Sampai dengan 11 Februari 2025, telah dilakukan 2 (dua) kali lelang untuk menjual kapal tersebut. Namun, lelang dinyatakan gagal karena belum terdapat peminat atas kapal dimaksud. Hingga diselesaikannya laporan keuangan konsolidasian ini, proses penjualan kapal masih dilakukan.

to expedite the process of obtaining a copy of the ruling in this case. However, to date, there is still no copy of the ruling regarding the Extraordinary Legal Remedy of Review filed by the Company.

2. Civil Case at the Indonesian National Arbitration Board ("BANI") Involving PT Dok Bahari Nusantara ("DBN")
On September 18, 2019, the Company and DBN signed an agreement for the purchase and construction of 3 (three) 3,200 HP harbor tug vessels. Under the agreement, DBN failed to fulfill its obligation to complete the construction of the vessels within the timeframe specified in the agreement; consequently, the Company terminated the agreement early in 2021. Regarding this civil case, the BANI Arbitration Panel has issued a ruling on the case and ordered PTK and DBN to implement the agreed Settlement Agreement, except for DBN's obligation to pay a penalty to PTK, which was rejected by the Arbitration Panel.

Current status of the case: The Parties are in the process of implementing the BANI Ruling and the Settlement Agreement by selling the two vessels that are the subject of the BANI Ruling. As of February 11, 2025, two auctions have been held to sell the vessels. However, the auctions were declared unsuccessful as there were no bidders for the vessels in question. As of the completion of these consolidated financial statements, the vessel sale process is still ongoing.

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PERKARA HUKUM LAINNYA

Sepanjang tahun 2025, Perusahaan tidak menghadapi perkara hukum lainnya yang berkaitan dengan aspek perpajakan, lingkungan, ketenagakerjaan, maupun hubungan industrial. Kondisi tersebut berlaku baik bagi Perusahaan, anggota Dewan Komisaris dan Direksi, maupun Entitas Anak. Dengan demikian, selama periode pelaporan tidak terdapat permasalahan hukum pada bidang-bidang tersebut yang melibatkan pihak-pihak dimaksud.

SANKSI ADMINISTRATIF

Sebagai wujud komitmen dalam menjalankan kegiatan usaha yang selaras dengan ketentuan hukum dan regulasi yang berlaku, sepanjang tahun 2025 Perusahaan senantiasa memastikan seluruh aktivitas operasional dilaksanakan sesuai dengan peraturan perundang-undangan. Upaya tersebut tercermin dari tidak adanya teguran maupun sanksi administratif yang diterima Perusahaan dari instansi atau lembaga yang berwenang di bidang usaha terkait selama periode pelaporan.

OTHER LEGAL MATTERS

Throughout 2025, the Company did not face any other legal cases related to taxation, environmental, labor, or industrial relations matters. This applies to the Company, members of the Board of Commissioners and the Board of Directors, as well as its Subsidiaries. Thus, during the reporting period of, there were no legal issues in these areas involving the aforementioned parties.

ADMINISTRATIVE SANCTIONS

As a demonstration of its commitment to conducting business activities in accordance with applicable laws and regulations, throughout 2025 the Company consistently ensured that all operational activities were carried out in compliance with statutory regulations. This commitment is evidenced by the fact that the Company received no warnings or administrative sanctions from the relevant authorities or agencies in the relevant business sector during the reporting period.

Keterbukaan Informasi dan Akses Data Perusahaan Information Disclosure and Access to Company Data

Perusahaan berkomitmen untuk menerapkan keterbukaan informasi secara konsisten dalam setiap aktivitas komunikasi. Keterbukaan informasi dipandang sebagai elemen penting yang berperan dalam memperkuat kepercayaan serta hubungan yang harmonis dengan para pemangku kepentingan. Oleh karena itu, Perusahaan berupaya menyediakan informasi yang akurat, relevan, dan disampaikan secara tepat waktu kepada berbagai pihak, termasuk pemegang saham, regulator, mitra usaha, karyawan, serta masyarakat.

Sebagai upaya mendukung pelaksanaan prinsip tersebut, Perusahaan memanfaatkan beragam media komunikasi sebagai sarana penyampaian informasi. Saluran yang digunakan meliputi media elektronik maupun cetak, seperti situs web resmi Perusahaan, laporan tahunan, media sosial, publikasi internal, serta berbagai kegiatan diseminasi informasi, termasuk forum pemangku kepentingan dan pertemuan berkala dengan pemegang saham. Melalui berbagai inisiatif tersebut, Perusahaan berupaya memastikan ketersediaan informasi yang memadai sekaligus memperkuat citra positif serta meningkatkan pemahaman publik terhadap aktivitas dan kontribusi Perusahaan dalam industri maritim nasional.

The Company is committed to consistently practicing transparency in all its communications. Transparency is viewed as a key element in strengthening trust and fostering harmonious relationships with stakeholders. Therefore, the Company strives to provide accurate, relevant, and timely information to various parties, including shareholders, regulators, business partners, employees, and the public.

To support the implementation of these principles, the Company utilizes various communication channels to disseminate information. These channels include both electronic and print media, such as the Company's official website, annual reports, social media, internal publications, and various information dissemination activities, including stakeholder forums and regular meetings with shareholders. Through these various initiatives, the Company strives to ensure the availability of adequate information while strengthening its positive image and enhancing public understanding of the Company's activities and contributions to the national maritime industry.



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Laporan Tahunan, Laporan Keberlanjutan, Laporan Keuangan, dan Laporan lainnya
Annual Report, Sustainability Report, Financial Statements, and other reports

Perusahaan menerapkan sikap kehati-hatian serta tanggung jawab dalam pengelolaan dan penyampaian informasi kepada publik. Hal tersebut dilakukan demi memastikan bahwa setiap informasi yang disampaikan telah melalui proses pengelolaan yang tepat, sehingga tetap menjaga keseimbangan antara transparansi dan perlindungan terhadap informasi yang bersifat terbatas.

Seluruh insan Perusahaan diwajibkan untuk menjaga kerahasiaan data dan informasi yang tergolong non-publik atau belum disampaikan secara resmi kepada masyarakat. Pengelolaan informasi tersebut dilaksanakan dengan mengacu pada ketentuan peraturan perundang-undangan yang berlaku serta kebijakan internal Perusahaan terkait perlindungan data dan informasi. Dilandasi oleh prinsip tersebut, Perusahaan berupaya menjaga keamanan informasi strategis sekaligus tetap memenuhi hak para pemangku kepentingan untuk memperoleh informasi secara wajar, adil, dan proporsional.

The Company applies a prudent and responsible approach in managing and disclosing information to the public. This is done to ensure that all information disclosed has undergone proper management processes, thereby maintaining a balance between transparency and the protection of confidential information.

All Company personnel are required to maintain the confidentiality of data and information that is classified as non-public or has not yet been officially disclosed to the public. The management of such information is carried out in accordance with applicable laws and regulations, as well as the Company's internal policies regarding data and information protection. Guided by this principle, the Company strives to safeguard strategic information while simultaneously fulfilling stakeholders' rights to access information in a reasonable, fair, and proportionate manner.

Kode Etik Perusahaan

Company Code of Ethics

Sebagai upaya memperkuat penerapan tata kelola perusahaan yang baik, Perusahaan senantiasa menyesuaikan diri dengan perkembangan praktik terbaik di bidang tata kelola. Komitmen tersebut diwujudkan melalui penerapan Kode Etik Perusahaan (*Code of Conduct*) yang menjadi pedoman perilaku bagi seluruh insan Perusahaan, termasuk Dewan Komisaris dan Direksi, dalam menjalankan tugas dan tanggung jawabnya.

Kode Etik Perusahaan berfungsi sebagai acuan dalam membangun hubungan kerja yang profesional, berintegritas, jujur, serta menjunjung tinggi nilai-nilai etika dengan seluruh pemangku kepentingan, baik yang berasal dari lingkungan internal maupun eksternal. Pedoman ini menjadi dasar dalam setiap aktivitas dan interaksi bisnis Perusahaan, termasuk dalam hubungan dengan pelanggan, mitra usaha, serta sesama rekan kerja.

Kepatuhan terhadap Kode Etik menjadi pilar bagi Perusahaan dalam mencegah potensi konflik kepentingan serta memastikan bahwa seluruh insan Perusahaan menghindari hubungan yang tidak wajar atau tidak etis yang dapat merugikan integritas maupun reputasi Perusahaan. Dengan demikian, penerapan Kode Etik diharapkan dapat mendukung terciptanya budaya kerja yang profesional, transparan, dan berintegritas di seluruh lingkungan Perusahaan.

In an effort to strengthen the implementation of good corporate governance, the Company continuously adapts to evolving best practices in the field of corporate governance. This commitment is demonstrated through the implementation of the Company's Code of Conduct, which serves as a guide for the conduct of all Company personnel, including the Board of Commissioners and the Board of Directors, in carrying out their duties and responsibilities.

The Company's Code of Ethics serves as a guide for building professional, ethical, and honest working relationships that uphold ethical values with all stakeholders, both internal and external. These guidelines form the foundation for all of the Company's business activities and interactions, including relationships with customers, business partners, and fellow employees.

Compliance with the Code of Ethics serves as a cornerstone for the Company in preventing potential conflicts of interest and ensuring that all Company personnel avoid improper or unethical relationships that could harm the Company's integrity or reputation. Thus, the implementation of the Code of Ethics is expected to foster a professional, transparent, and ethical work culture throughout the Company.

POKOK-POKOK ISI KODE ETIK

Perusahaan telah menerapkan Kode Etik Perusahaan (*Code of Conduct*) sebagai pedoman perilaku yang menjadi acuan bagi seluruh insan Perusahaan dalam menjalankan kegiatan usaha maupun aktivitas operasional sehari-hari. Pedoman tersebut dituangkan dalam dokumen Pedoman *Code of Conduct* No. A21-002/PTK0200/2025-S9 yang berfungsi sebagai landasan dalam membangun dan menjaga budaya kerja yang berintegritas di lingkungan Perusahaan.

Perumusan Kode Etik ini diselaraskan dengan nilai-nilai budaya AKHLAK, yaitu Amanah, Kompeten, Harmonis, Loyal, Adaptif, dan Kolaboratif, yang menjadi nilai dasar bagi seluruh insan BUMN, termasuk Perusahaan. Nilai-nilai tersebut menjadi pedoman moral dalam membentuk sikap profesional, etika kerja, serta perilaku yang mencerminkan integritas dalam setiap pelaksanaan tugas.

Secara umum, Kode Etik yang dimiliki Perusahaan mengatur berbagai prinsip dan standar perilaku yang harus dijunjung tinggi dalam berinteraksi dengan para pemangku kepentingan. Ketentuan tersebut mencakup pedoman hubungan dan tanggung jawab insan Perusahaan terhadap berbagai pihak yang berkepentingan dengan aktivitas bisnis Perusahaan, sebagaimana berikut:

KEY PROVISIONS OF THE CODE OF ETHICS

The Company has implemented a Code of Conduct as a set of behavioral guidelines that serve as a reference for all Company personnel in conducting business activities and daily operations. These guidelines are outlined in the Code of Conduct Guidelines document No. A21-002/PTK0200/2025-S9, which serves as the foundation for building and maintaining a work culture of integrity within the Company.

The formulation of this Code of Ethics is aligned with the AKHLAK cultural values—namely, Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative—which serve as the foundational values for all employees of state-owned enterprises, including the Company. These values serve as a moral compass in shaping professional attitudes, work ethics, and behavior that reflects integrity in the performance of every duty.

In general, the Company's Code of Ethics sets forth various principles and standards of conduct that must be upheld when interacting with stakeholders. These provisions include guidelines for the relationships and responsibilities of Company personnel toward various parties with an interest in the Company's business activities, as follows:

1. Bab I Umum
 - a. Tujuan
 - b. Ruang Lingkup
2. Bab II Kebijakan
 - a. Kebijakan Umum
 - b. Kebijakan Khusus
3. Bab III Tugas dan Tanggung Jawab
 - a. Pihak yang Wajib Mematuhi *Code of Conduct*
4. Bab IV Ketentuan Lain
 - a. Ketentuan Lain
 - b. Sanksi

KOMITMEN KEPATUHAN TERHADAP KODE ETIK

Perusahaan terus meneguhkan penerapan Kode Etik Perusahaan sebagai pedoman utama dalam menjaga standar perilaku dan integritas di lingkungan kerja. Kode Etik tersebut menjadi acuan bagi seluruh insan Perusahaan dalam menjalankan tugas dan tanggung jawab secara profesional, etis, serta sesuai dengan prinsip tata kelola perusahaan yang baik.

Sebagai wujud implementasi dari komitmen tersebut, seluruh insan Perusahaan, termasuk Dewan Komisaris, Direksi, dan karyawan, diwajibkan untuk memahami serta mematuhi ketentuan yang tercantum dalam Kode Etik. Kepatuhan tersebut dibuktikan melalui penandatanganan Surat Pernyataan Kepatuhan terhadap Kode Etik yang dilakukan secara berkala setiap tahun.

Pada tahun 2025, tingkat kepatuhan terhadap Kode Etik tercatat mencapai 100%. Seluruh karyawan PTK telah menandatangani Surat Pernyataan Kepatuhan melalui aplikasi *Compliance Online System* (COMPOLS), yang menjadi sarana pendokumentasian dan pemantauan kepatuhan terhadap penerapan etika dan perilaku kerja di lingkungan Perusahaan.

PEMBERLAKUAN KODE ETIK KEPADA SELURUH INSAN PERUSAHAAN

Kode Etik Perusahaan telah disusun selaras dengan visi dan misi Perusahaan, yang kemudian digunakan sebagai pedoman perilaku bagi seluruh pegawai dalam menjalankan aktivitas kerja. Pedoman ini menjadi acuan bagi insan Perusahaan dalam membangun hubungan profesional, baik di lingkungan internal maupun dalam berinteraksi dengan pihak eksternal. Penerapan Kode Etik disosialisasikan kepada seluruh tingkatan organisasi dan menjadi bagian dari dokumen kontrak kerja pada saat proses perekrutan pegawai, sehingga setiap pegawai wajib memahami serta menandatangani komitmen untuk mematuhi.

Keberadaan Kode Etik diharapkan mampu menyelaraskan sikap, perilaku, dan cara kerja seluruh insan Perusahaan dengan nilai-nilai serta budaya kerja yang dianut Perusahaan. Nilai dan prinsip tersebut dikodifikasikan dalam *Code of Conduct* yang menjadi pedoman dalam menjalankan tugas secara profesional dan berintegritas.

1. Chapter I General
 - a. Purpose
 - b. Scope
2. Chapter II Policies
 - a. General Policies
 - b. Specific Policies
3. Chapter III Duties and Responsibilities
 - a. Parties Required to Comply with the Code of Conduct
4. Chapter IV Other Provisions
 - a. Other Provisions
 - b. Sanctions

COMMITMENT TO COMPLIANCE WITH THE CODE OF CONDUCT

The Company continues to reinforce the implementation of the Code of Ethics as the primary guideline for maintaining standards of conduct and integrity in the workplace. The Code of Ethics serves as a reference for all Company personnel in carrying out their duties and responsibilities in a professional and ethical manner, in accordance with the principles of good corporate governance.

As part of the implementation of this commitment, all members of the Company, including the Board of Commissioners, the Board of Directors, and employees, are required to understand and comply with the provisions set forth in the Code of Ethics. Compliance is demonstrated through the signing of a Statement of Compliance with the Code of Ethics, which is conducted annually.

In 2025, the compliance rate with the Code of Ethics reached 100%. All PTK employees have signed the Statement of Compliance via the Compliance Online System (COMPOLS) application, which serves as a tool for documenting and monitoring compliance with the application of ethics and work conduct within the Company.

ENFORCEMENT OF THE CODE OF ETHICS FOR ALL COMPANY EMPLOYEES

The Company's Code of Ethics has been developed in alignment with the Company's vision and mission, and serves as a guide for the conduct of all employees in the performance of their duties. These guidelines serve as a reference for Company personnel in building professional relationships, both within the internal environment and when interacting with external parties. The implementation of the Code of Ethics is communicated to all levels of the organization and is incorporated into employment contracts during the employee recruitment process, ensuring that every employee is required to understand and sign a commitment to comply with it.

The Code of Conduct is intended to align the attitudes, behavior, and work practices of all Company employees with the values and work culture embraced by the Company. These values and principles are codified in the Code of Conduct, which serves as a guide for performing duties professionally and with integrity.

Implementasi *Code of Conduct* merupakan tanggung jawab bersama seluruh insan Perusahaan pada setiap unit kerja. Oleh karena itu, penerapannya diwajibkan bagi seluruh unsur organisasi, mulai dari Dewan Komisaris, Direksi, pimpinan unit, hingga seluruh pekerja. *Code of Conduct* dijalankan secara konsisten sebagai bagian dari budaya kerja yang melekat dalam pelaksanaan kegiatan operasional Perusahaan sehari-hari.

SOSIALISASI DAN PENEGAKAN KODE ETIK

Perusahaan senantiasa melakukan upaya internalisasi Kode Etik Perusahaan sebagai bagian dari penguatan budaya integritas dan etika kerja di seluruh lingkungan organisasi. Kegiatan sosialisasi ini ditujukan kepada seluruh insan Perusahaan, mulai dari jajaran manajemen, karyawan tetap, hingga tenaga alih daya (*outsourcing*), agar setiap individu memahami standar perilaku yang berlaku serta mampu menerapkannya dalam pelaksanaan tugas sehari-hari.

Proses sosialisasi dilaksanakan melalui berbagai sarana komunikasi internal, antara lain forum koordinasi, program pelatihan, kegiatan orientasi bagi karyawan baru, serta berbagai kegiatan perusahaan lainnya. Selain itu, Perusahaan juga memanfaatkan platform digital seperti aplikasi *Compliance Online System* (COMPOLS) untuk mendukung pengukuran tingkat pemahaman dan kepatuhan karyawan terhadap Kode Etik melalui survei dan pengisian pernyataan kepatuhan secara berkala.

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Guna memastikan penerapan Kode Etik berjalan secara efektif, Perusahaan menunjuk Chief Compliance Officer (CCO) yang memiliki tanggung jawab dalam melakukan pembinaan, pemantauan, serta penguatan praktik kepatuhan dan tata kelola perusahaan yang baik. Peran CCO mencakup pengawasan terhadap implementasi etika bisnis, kepatuhan terhadap peraturan yang berlaku, serta pengembangan budaya kepatuhan di lingkungan Perusahaan.

Dalam rangka menjaga disiplin dan integritas organisasi, Perusahaan juga menerapkan mekanisme penegakan aturan atas setiap pelanggaran terhadap Kode Etik. Pemberian sanksi dilakukan secara objektif dan proporsional dengan mengacu pada ketentuan dalam Perjanjian Kerja Bersama (PKB) serta peraturan disiplin internal Perusahaan. Bentuk sanksi yang dapat dikenakan meliputi teguran tertulis, surat peringatan (SP), penurunan golongan upah, hingga pemutusan hubungan kerja (PHK).

Implementation of the Code of Conduct is the shared responsibility of all Company personnel across every work unit. Therefore, its implementation is mandatory for all members of the organization, from the Board of Commissioners and the Board of Directors to unit leaders and all employees. The Code of Conduct is consistently enforced as an integral part of the work culture embedded in the Company's daily operational activities.

SOCIALIZATION AND ENFORCEMENT OF THE CODE OF CONDUCT

The Company continuously works to instill the Code of Ethics as part of its efforts to strengthen a culture of integrity and professional ethics at throughout the organization. These awareness-raising activities are aimed at all members of the Company—from management to permanent employees and outsourced staff—so that every individual understands the applicable standards of conduct and is able to apply them in their daily work.

The awareness-raising process is carried out through various internal communication channels, including coordination forums, training programs, orientation activities for new employees, and other company initiatives. In addition, the Company utilizes digital platforms such as the Compliance Online System (COMPOLS) application to assess employees' understanding of and compliance with the Code of Ethics through surveys and periodic completion of compliance statements.

To ensure the effective implementation of the Code of Ethics, the Company has appointed a Chief Compliance Officer (CCO) who is responsible for guiding, monitoring, and strengthening compliance practices and good corporate governance. The CCO's role includes overseeing the implementation of business ethics, ensuring compliance with applicable regulations, and fostering a culture of compliance within the Company.

To maintain organizational discipline and integrity, the Company also implements enforcement mechanisms for any violations of the Code of Ethics. Sanctions are imposed objectively and proportionately in accordance with the provisions of the Collective Bargaining Agreement (CBA) and the Company's internal disciplinary regulations. The forms of sanctions that may be imposed include written reprimands, warning letters (SP), demotion in pay grade, and termination of employment (PHK).

Sebagai bagian dari sistem pengawasan, Perusahaan menyediakan mekanisme pelaporan bagi setiap dugaan pelanggaran Kode Etik. Laporan dapat disampaikan oleh insan Perusahaan kepada atasan langsung, pimpinan unit kerja, maupun fungsi kepatuhan yang telah ditetapkan. Setiap laporan yang diterima akan ditangani secara profesional, melalui proses verifikasi dan tindak lanjut sesuai prosedur internal, dengan tetap menjaga kerahasiaan identitas pelapor serta integritas proses penanganannya.

JUMLAH PELANGGARAN KODE ETIK DAN TINDAK LANJUTNYA

Sepanjang tahun 2025, tidak terdapat pelanggaran terhadap Kode Etik Perusahaan.

INTEGRITAS SEBAGAI LANDASAN KEUNGGULAN OPERASIONAL DAN KEBERLANJUTAN

Perusahaan memandang integritas sebagai prinsip fundamental yang melekat dalam setiap proses bisnis dan pengambilan keputusan. Nilai integritas menjadi landasan dalam membangun budaya kerja yang menjunjung tinggi etika, profesionalisme, serta tanggung jawab di seluruh tingkat organisasi.

Setiap kebijakan dan keputusan yang diambil diarahkan untuk mencerminkan nilai-nilai etika serta menjaga kepercayaan para pemangku kepentingan. Komitmen tersebut diwujudkan melalui penerapan prinsip Tata Kelola Perusahaan yang Baik, penguatan sistem pengendalian internal, serta penerapan Kode Etik yang menjadi pedoman perilaku bagi seluruh insan Perusahaan.

Berlandaskan pendekatan tersebut, Perusahaan berupaya menciptakan lingkungan kerja yang menjunjung tinggi transparansi, akuntabilitas, dan tanggung jawab. Implementasi nilai integritas tidak hanya berfungsi menjaga reputasi Perusahaan, tetapi juga berkontribusi dalam meningkatkan efektivitas operasional, meminimalkan potensi risiko, serta mendukung keberlanjutan usaha dalam jangka panjang.

As part of its oversight system, the Company provides a reporting mechanism for any suspected violations of the Code of Ethics. Reports may be submitted by Company personnel to their immediate supervisors, work unit leaders, or the designated compliance function. Every report received will be handled professionally through a process of verification and follow-up in accordance with internal procedures, while maintaining the confidentiality of the reporter's identity and the integrity of the *handling* process.

NUMBER OF CODE OF ETHICS VIOLATIONS AND FOLLOW-UP ACTIONS

Throughout 2025, there were no violations of the Company's Code of Ethics.

INTEGRITY AS THE FOUNDATION OF OPERATIONAL EXCELLENCE AND SUSTAINABILITY

The Company views integrity as a fundamental principle embedded in every business process and decision-making. The value of integrity serves as the foundation for building a work culture that upholds ethics, professionalism, and accountability at all levels of the organization.

Every policy and decision made is designed to reflect ethical values and maintain the trust of stakeholders. This commitment is realized through the implementation of the principles of Good Corporate Governance, the strengthening of internal control systems, and the application of the Code of Ethics, which serves as a guide for the conduct of all Company personnel.

Based on this approach, the Company strives to create a work environment that upholds transparency, accountability, and responsibility. The implementation of integrity not only serves to safeguard the Company's reputation but also contributes to improving operational effectiveness, minimizing potential risks, and supporting long-term business sustainability.

Laporan Harta Kekayaan Penyelenggara Negara (LHKPN)

Statement of Assets and Liabilities of Public Officials (LHKPN)

Perusahaan senantiasa melaksanakan kewajiban pelaporan Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) sebagai bagian dari komitmen dalam memperkuat penerapan tata kelola perusahaan yang baik. Pelaksanaan pelaporan LHKPN merupakan wujud nyata dukungan Perusahaan terhadap prinsip transparansi, akuntabilitas, serta upaya pencegahan praktik korupsi di lingkungan organisasi. Perusahaan memastikan bahwa para pejabat yang memiliki kewajiban pelaporan dapat mempertanggungjawabkan kepemilikan harta kekayaannya secara terbuka sesuai ketentuan yang berlaku.

Perusahaan juga secara aktif melakukan pembinaan dan koordinasi kepada para pejabat yang termasuk dalam kategori wajib lapor agar dapat menyampaikan LHKPN secara tepat waktu dan sesuai prosedur yang ditetapkan. Langkah tersebut menjadi bagian dari upaya Perusahaan dalam membangun budaya integritas sekaligus menjaga standar etika yang tinggi di tingkat manajemen.

Pada tahun 2025, seluruh pejabat Perusahaan yang berkewajiban melaporkan LHKPN telah menyampaikan laporan harta kekayaannya kepada Komisi Pemberantasan Korupsi secara tepat waktu. Pencapaian ini mencerminkan tingkat kepatuhan yang baik serta komitmen Perusahaan dalam mendukung upaya pemberantasan korupsi melalui praktik tata kelola yang transparan dan bertanggung jawab.

KEBIJAKAN PELAPORAN HARTA KEKAYAAN PENYELENGGARA NEGARA

Perusahaan telah menetapkan kebijakan yang mengatur pelaksanaan pelaporan Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) sebagai pedoman bagi seluruh pihak yang memiliki kewajiban pelaporan di lingkungan Perusahaan. Kebijakan tersebut ditetapkan melalui Surat Keputusan Direktur Utama PT Pertamina Trans Kontinental No. Kpts-547/C0000/2021-S0 tanggal 27 Mei 2021 tentang Ratifikasi Pedoman PT Pertamina (Persero) No. A13-001/N00200/2021-S9 Rev-0 tentang Pengelolaan Kewajiban Penyampaian Laporan Harta Kekayaan Penyelenggara Negara.

Pedoman ini mengatur berbagai aspek penting yang mencakup penetapan pegawai yang termasuk kategori wajib lapor, mekanisme dan tata cara penyampaian laporan harta kekayaan, peran unit kerja yang bertanggung jawab dalam pengelolaan serta administrasi LHKPN, hingga pengaturan mengenai sanksi bagi pegawai yang tidak melaksanakan kewajiban pelaporan sebagaimana ditetapkan.

Seiring dengan adanya kebijakan tersebut, Perusahaan berupaya memastikan bahwa pelaksanaan kewajiban pelaporan LHKPN dapat berjalan secara konsisten dan terkelola dengan baik, sekaligus memperkuat penerapan prinsip transparansi dan akuntabilitas dalam lingkungan Perusahaan.

The Company consistently fulfills its reporting obligations regarding the State Officials' Asset Reports (LHKPN) as part of its commitment to strengthening the implementation of good corporate governance. The submission of LHKPN reports is a tangible demonstration of the Company's support for the principles of transparency and accountability, as well as its efforts to prevent corrupt practices within the organization. The Company ensures that officials subject to reporting obligations can account for their assets openly in accordance with applicable regulations.

The Company also actively provides guidance and coordination to officials required to file reports to ensure they submit their LHKPN on time and in accordance with established procedures. This initiative is part of the Company's efforts to foster a culture of integrity while maintaining high ethical standards at the management level.

By 2025, all Company officials required to submit LHKPN reports will have submitted their asset reports to the Corruption Eradication Commission on time. This achievement reflects a high level of compliance and the Company's commitment to supporting anti-corruption efforts through transparent and responsible governance practices.

ASSET DISCLOSURE POLICY FOR PUBLIC OFFICIALS

The Company has established a policy governing the submission of the State Officials' Asset Reports (LHKPN) as a guideline for all parties with reporting obligations within the Company. This policy was established through the Decision of the President Director of PT Pertamina Trans Kontinental No. Kpts-547/C0000/2021-S0 dated May 27, 2021, regarding the Ratification of PT Pertamina (Persero) Guideline No. A13-001/N00200/2021-S9 Rev-0 on the Management of Obligations to Submit State Officials' Asset Reports.

These guidelines govern various important aspects, including the identification of employees required to file reports, the mechanisms and procedures for submitting asset reports, the roles of the units responsible for managing and administering LHKPN, and provisions regarding sanctions for employees who fail to fulfill their reporting obligations as stipulated.

In line with this policy, the Company strives to ensure that the fulfillment of LHKPN reporting obligations is carried out consistently and managed effectively, while simultaneously strengthening the application of transparency and accountability principles within the Company.

PEJABAT YANG DIWAJIBKAN MENYAMPAIKAN LHKPN

Berdasarkan Kebijakan LHKPN Perusahaan, maka pejabat yang diwajibkan untuk menyampaikan LHKPN adalah sebagai berikut:

1. Direksi;
2. Dewan Komisaris;
3. Direksi Anak Perusahaan;
4. Dewan Komisaris Anak Perusahaan;
5. Vice President/Setara;
6. Manager/Setara;
7. Manager/Setara di Anak Perusahaan;
8. Assistant Manager/Setara; dan
9. Pejabat level struktural yang diberi kewenangan untuk memutuskan.

KETENTUAN DAN TATA CARA PENYAMPAIAN LHKPN

Penyampaian Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) dilakukan secara berkala setiap 1 (satu) kali dalam satu tahun kepada Komisi Pemberantasan Korupsi (KPK). Proses pelaporan tersebut dilaksanakan secara elektronik melalui sistem berbasis web e-LHKPN yang disediakan oleh KPK, sehingga memungkinkan pelaporan dilakukan secara lebih transparan, efisien, dan terdokumentasi dengan baik.

Mekanisme penyampaian LHKPN di lingkungan Perusahaan berpedoman pada Peraturan KPK Nomor 03 Tahun 2024 tentang Perubahan Kedua atas Peraturan Komisi Pemberantasan Korupsi Nomor 07 Tahun 2016 tentang Tata Cara Pendaftaran, Pengumuman, dan Pemeriksaan Harta Kekayaan Penyelenggara Negara. Dengan mengacu pada regulasi tersebut, Perusahaan memastikan bahwa proses pelaporan LHKPN dilaksanakan sesuai dengan standar dan prosedur yang berlaku secara nasional.

Kewajiban penyampaian LHKPN juga dilakukan dalam kondisi tertentu, seperti pada saat pengangkatan pertama, berakhirnya masa jabatan, pensiun, maupun pengangkatan kembali setelah masa jabatan atau pensiun berakhir. Dalam kondisi tersebut, laporan wajib disampaikan paling lambat 2 (dua) bulan sejak terjadinya perubahan status jabatan. Sementara itu, selama menjabat sebagai Penyelenggara Negara, pelaporan LHKPN dilakukan secara periodik setiap tahun atas posisi harta kekayaan per tanggal 31 Desember tahun pelaporan, dan wajib disampaikan paling lambat pada tanggal 31 Maret tahun berikutnya.

Sebagai upaya memastikan kepatuhan terhadap kewajiban tersebut, Perusahaan secara aktif melakukan sosialisasi dan pengingat kepada seluruh pejabat yang termasuk dalam kategori wajib lapor agar penyampaian LHKPN dapat dilakukan secara tepat waktu dan akurat. Berdasarkan data pada aplikasi e-LHKPN, tingkat kepatuhan pejabat Perusahaan dalam memenuhi kewajiban pelaporan LHKPN pada tahun pelaporan telah mencapai 100% dari total 233 pejabat yang wajib menyampaikan laporan.

OFFICIALS REQUIRED TO SUBMIT LHKPN

In accordance with the Company's LHKPN Policy, the officers required to submit an LHKPN are as follows:

1. Board of Directors;
2. Board of Commissioners;
3. Management of Subsidiaries;
4. Board of Commissioners of Subsidiaries;
5. Vice President/Equivalent;
6. Manager/Equivalent;
7. Manager/Equivalent at a Subsidiary;
8. Assistant Manager/Equivalent; and
9. Structural-level officials authorized to make decisions.

PROVISIONS AND PROCEDURES FOR SUBMITTING THE LHKPN

The submission of the State Officials' Asset Reports (LHKPN) is conducted periodically once a year to the Corruption Eradication Commission (KPK). The reporting process is carried out electronically through the e-LHKPN web-based system provided by the KPK, thereby enabling reporting to be conducted in a more transparent, efficient, and well-documented manner.

The mechanism for submitting LHKPN reports within the Company is guided by KPK Regulation No. 03 of 2024 concerning the Second Amendment to Corruption Eradication Commission Regulation No. 07 of 2016 on Procedures for the Registration, Disclosure, and Examination of State Officials' Assets. In accordance with these regulations, the Company ensures that the LHKPN reporting process is carried out in accordance with nationally applicable standards and procedures.

The obligation to submit an LHKPN also applies under certain circumstances, such as upon initial appointment, the end of a term of office, retirement, or reappointment following the end of a term of office or retirement. In such cases, the report must be submitted no later than 2 (two) months after the change in official status occurs. Meanwhile, while serving as a State Official, LHKPN reporting is conducted periodically every year regarding the status of assets as of December 31 of the reporting year, and must be submitted no later than March 31 of the following year.

To ensure compliance with these obligations, the Company actively conducts outreach and sends reminders to all officials required to file reports so that LHKPN submissions are made in a timely and accurate manner. Based on data from the e-LHKPN application, the compliance rate of Company officials in fulfilling their LHKPN reporting obligations for the reporting year reached 100% of the total 233 officials required to submit reports.

Kebijakan Anti Korupsi, Anti Penyuapan dan Pengendalian Gratifikasi

Anti-Corruption, Anti-Bribery, and Gratuity Control Policies

KEBIJAKAN ANTI KORUPSI DAN ANTI SUAP

Perusahaan berkomitmen untuk mencegah segala bentuk praktik korupsi dan penyuapan melalui penerapan kebijakan *zero tolerance*. Setiap tindakan yang mengarah pada praktik tersebut dipandang sebagai pelanggaran serius dan akan dikenakan sanksi tegas sesuai dengan ketentuan peraturan perundang-undangan yang berlaku. Sikap tegas ini menjadi bagian dari upaya Perusahaan dalam menjaga integritas, kredibilitas, serta kepercayaan para pemangku kepentingan.

Sebagai bentuk nyata dari komitmen tersebut, Perusahaan mengembangkan dan menerapkan berbagai kebijakan yang bertujuan untuk memastikan kegiatan usaha berjalan sesuai dengan prinsip etika bisnis dan ketentuan hukum yang berlaku. Upaya ini juga menjadi bagian dari strategi Perusahaan dalam menciptakan lingkungan kerja yang bersih dari praktik korupsi serta memperkuat sistem tata kelola perusahaan yang baik.

Demi mendukung implementasi kebijakan tersebut secara lebih sistematis, Perusahaan telah mengadopsi Sistem Manajemen Anti Penyuapan yang mengacu pada standar internasional ISO 37001:2016. Penerapan sistem ini dilakukan secara konsisten sebagai kerangka kerja dalam mencegah, mendeteksi, serta menangani potensi praktik penyuapan di lingkungan Perusahaan.

Kebijakan anti korupsi di Perusahaan dituangkan dalam berbagai pedoman dan peraturan internal yang menjadi acuan bagi seluruh Insan Perusahaan dalam upaya pencegahan dan penanganan tindakan korupsi, antara lain sebagai berikut:

1. Pedoman pengelolaan Sistem Manajemen Anti Penyuapan (SMAP) yang telah disahkan melalui Direktur Utama melalui ketetapan No. A-001/PTK0320/2021-S0 pada Desember 2021;
2. Pedoman *Conflict of Interest* No. A-001/PTK0200/2024-S9 Revisi Ke-0 tanggal 11 September 2024 PT Pertamina Trans Kontinental;
3. Surat Keputusan Direksi No. Kpts-062/PTK0000/2023-S9 tentang Ratifikasi Sistem Tata Kerja Pengelolaan Pengaduan;
4. Pedoman Pengendalian Gratifikasi No. A021-004/PTK0200/2025-S9 tanggal 6 Agustus 2025; dan
5. Pedoman Pelaporan Harta Kekayaan Penyelenggara Negara (LHKPN) ditetapkan melalui Surat Keputusan No. Kpts-547/C0000/2021-S0 tanggal 27 Mei 2021 tentang Gratifikasi Pedoman PT Pertamina (Persero) No A13-001/N00200/2021-S9 Tentang Pengelolaan Kewajiban Penyampaian Laporan Harta Kekayaan Penyelenggara Negara.

ANTI-CORRUPTION AND ANTI-BRIBERY POLICY

The Company is committed to preventing all forms of corruption and bribery through the implementation of a zero-tolerance policy. Any action that leads to such practices is considered a serious violation and will be subject to strict sanctions in accordance with applicable laws and regulations. This firm stance is part of the Company's efforts to uphold integrity, credibility, and the trust of its stakeholders.

As a concrete expression of this commitment, the Company has developed and implemented various policies aimed at ensuring that business operations are conducted in accordance with the principles of business ethics and applicable laws. These efforts are also part of the Company's strategy to create a work environment free from corrupt practices and to strengthen its corporate governance system.

To support the more systematic implementation of this policy, the Company has adopted an Anti-Bribery Management System based on the international standard ISO 37001:2016. This system is consistently implemented as a framework for preventing, detecting, and addressing potential bribery practices within the Company.

The Company's anti-corruption policy is outlined in various internal guidelines and regulations that serve as a reference for all Company personnel in efforts to prevent and address acts of corruption, including the following:

1. Guidelines for the management of the Anti-Bribery Management System (SMAP), which were approved by the President Director through Decree No. A-001/PTK0320/2021-S0 in December 2021;
2. Conflict of Interest Guidelines No. A-001/PTK0200/2024-S9, Revision No. 0, dated September 11, 2024, PT Pertamina Trans Kontinental;
3. Board of Directors Decision No. Kpts-062/PTK0000/2023-S9 regarding the Ratification of the Complaint Management Work System;
4. Gift Control Guidelines No. A021-004/PTK0200/2025-S9 dated August 6, 2025; and
5. Guidelines for Reporting the Assets of State Officials (LHKPN) established through Board of Directors' Decision No. Kpts-547/C0000/2021-S0 dated May 27, 2021, regarding Gratuities; and PT Pertamina (Persero) Guideline No. A13-001/N00200/2021-S9 regarding the Management of the Obligation to Submit State Officials' Asset Reports.

Direksi Perusahaan telah menyatakan sikap tegas melalui penandatanganan deklarasi anti korupsi dan anti penyuapan. Pernyataan komitmen tersebut dituangkan dalam kebijakan anti penyuapan yang berlaku secara menyeluruh di lingkungan Perusahaan.

SOSIALISASI DAN PELATIHAN ANTI KORUPSI DAN ANTI SUAP

Perusahaan senantiasa melakukan berbagai langkah pencegahan praktik korupsi dan penyuapan melalui kegiatan sosialisasi, pelatihan, serta pengawasan atas implementasi kebijakan anti korupsi dan anti suap. Upaya ini ditujukan untuk membangun lingkungan kerja yang menjunjung tinggi transparansi, integritas, serta kepatuhan terhadap hukum dan peraturan yang berlaku.

Perusahaan secara aktif menjalankan sejumlah program yang mendukung upaya pencegahan korupsi dan penyuapan. Sepanjang tahun 2025, berbagai kegiatan telah dilaksanakan secara konsisten, antara lain sosialisasi dan *sharing session* mengenai *fraud awareness* serta *Whistleblowing System* (WBS), pelaksanaan survei PERFECT (*Fraud Perception Index*) guna mengukur tingkat pemahaman pegawai dan vendor terkait pencegahan serta penanganan korupsi, serta sosialisasi mengenai gratifikasi kepada insan Perusahaan.

Sebagai tindak lanjut dari berbagai kegiatan sosialisasi dan penguatan *awareness* tersebut, Perusahaan juga berfokus pada peningkatan kapabilitas teknis pegawai melalui program pelatihan yang terstruktur. Pada tahun 2025, salah satu pelatihan yang diselenggarakan adalah Pelatihan Internal Auditor serta *Awareness Sistem & Standar Manajemen Terintegrasi* yang mencakup ISO 9001:2015, ISO 45001:2018, ISO 14001:2015, ISO 27001:2022, dan ISO 37001:2016. Pelatihan ini dilaksanakan pada tanggal 19–21 November di Bandung dan diikuti oleh 40 peserta, sebagai upaya memperkuat implementasi sistem manajemen sekaligus mendukung pencegahan korupsi dan penyuapan di lingkungan Perusahaan.

Dengan demikian, Perusahaan berupaya memastikan bahwa prinsip integritas dan kepatuhan senantiasa menjadi bagian dari budaya kerja organisasi. Hingga 31 Desember 2025, tidak terdapat insiden korupsi yang terbukti yang mengakibatkan pegawai diberhentikan atau dikenakan sanksi karena tindakan korupsi, maupun insiden korupsi yang menyebabkan pemutusan atau tidak diperbarunya kontrak kerja sama dengan mitra bisnis akibat pelanggaran terkait korupsi.

KEBIJAKAN PENGENDALIAN GRATIFIKASI

Perusahaan telah menetapkan kebijakan pengendalian gratifikasi sebagai bagian dari upaya memperkuat integritas dan penerapan tata kelola perusahaan yang baik. Kebijakan tersebut bertujuan untuk memastikan bahwa seluruh aktivitas bisnis Perusahaan bebas dari praktik yang berpotensi menimbulkan konflik kepentingan maupun penyimpangan etika. Pedoman pengendalian gratifikasi di lingkungan Perusahaan dituangkan dalam Pedoman Pengendalian Gratifikasi No. A021-004/PTK0200/2025-S9 tanggal 6 Agustus 2025.

The Company's Board of Directors has taken a firm stance by signing an anti-corruption and anti-bribery declaration. This commitment is enshrined in the anti-bribery policy that applies throughout the Company.

ANTI-CORRUPTION AND ANTI-BRIBERY AWARENESS AND TRAINING

The company consistently takes various measures to prevent corruption and bribery through awareness campaigns, training, and oversight of the implementation of anti-corruption and anti-bribery policies. These efforts are aimed at fostering a work environment that upholds transparency, integrity, and compliance with applicable laws and regulations.

The company actively implements a number of programs that support efforts to prevent corruption and bribery. Throughout 2025, various activities have been consistently carried out, including awareness campaigns and sharing sessions on fraud awareness and the Whistleblowing System (WBS), the implementation of the PERFECT (Fraud Perception Index) survey to measure the level of understanding among employees and vendors regarding the prevention and *handling* of corruption, as well as awareness campaigns regarding gratuities for Company personnel.

As a follow-up to these various outreach and awareness-raising activities, the Company also focuses on enhancing employees' technical capabilities through structured training programs. In 2025, one of the training sessions conducted was the Internal Auditor Training and Integrated Management Systems & Standards Awareness Training, which covered ISO 9001:2015, ISO 45001:2018, ISO 14001:2015, ISO 27001:2022, and ISO 37001:2016. This training was held on November 19–21 in Bandung and attended by 40 participants, as an effort to strengthen the implementation of management systems while supporting the prevention of corruption and bribery within the Company.

Thus, the Company strives to ensure that the principles of integrity and compliance remain an integral part of the organization's work culture. As of December 31, 2025, there have been no proven incidents of corruption resulting in the dismissal or sanctioning of employees for corrupt acts, nor any incidents of corruption leading to the termination or non-renewal of cooperation agreements with business partners due to corruption-related violations.

GRATUITY CONTROL POLICY

The Company has established a policy on the control of gratuities as part of its efforts to strengthen integrity and the implementation of good corporate governance. This policy aims to ensure that all of the Company's business activities are free from practices that could potentially lead to conflicts of interest or ethical violations. The guidelines for controlling gratuities within the Company are set forth in the Gratuity Control Guidelines No. A021-004/PTK0200/2025-S9 dated August 6, 2025.

Pedoman ini disusun sebagai penjabaran lebih lanjut dari ketentuan dalam *Code of Conduct* (CoC) serta mengacu pada Peraturan Komisi Pemberantasan Korupsi Nomor 2 Tahun 2014 yang kemudian diubah dengan Peraturan KPK Nomor 6 Tahun 2015 tentang Pedoman Pelaporan dan Penetapan Status Gratifikasi, beserta peraturan perundang-undangan lain yang relevan. Berlandaskan pedoman tersebut, Perusahaan memberikan panduan yang jelas bagi seluruh insan Perusahaan untuk memahami pengertian gratifikasi, mengenali bentuk-bentuk gratifikasi, serta mengetahui langkah yang harus diambil apabila menghadapi situasi yang berkaitan dengan pemberian atau penerimaan gratifikasi.

Seluruh kegiatan pengendalian gratifikasi di Perusahaan dilaksanakan dengan mengedepankan prinsip-prinsip *Good Corporate Governance* (GCG) serta selaras dengan penerapan Sistem Manajemen Anti Penyuapan.

Pengelolaan dan administrasi laporan gratifikasi di lingkungan Perusahaan dilaksanakan oleh Fungsi Compliance, dengan tugas dan tanggung jawab sebagai berikut:

1. Berwenang untuk menerima dan menelaah atas Laporan penerimaan/penolakan Gratifikasi Insan PT Pertamina Trans Kontinental yang dilaporkan melalui *Compliance Online System* atau service.compliance@pertamina.com;
2. Berwenang untuk mengajukan usulan terkait tindak lanjut atas laporan penerimaan/penolakan Gratifikasi;
3. Berwenang mengusulkan pengelolaan/peruntukan/penyaluran barang Gratifikasi yang menjadi kewenangan Pertamina Trans Kontinental;
4. Berwenang untuk melakukan koordinasi dengan KPK terkait laporan Gratifikasi;
5. Berwenang meneruskan laporan penerimaan/penolakan Gratifikasi dari Insan PT Pertamina Trans Kontinental kepada KPK melalui Pertamina;
6. Memberikan laporan penerimaan/penolakan Gratifikasi dari Insan PT Pertamina Trans Kontinental yang telah dilaporkan kepada Pertamina yang kemudian dilaporkan kepada Komisi Pemberantasan Korupsi (KPK) minimal 1 (satu) tahun sekali kepada Chief Officer Compliance;
7. Berwenang untuk melaksanakan sosialisasi terkait Gratifikasi dan melaksanakan kegiatan lainnya yang terkait.

These guidelines have been developed as a further elaboration of the provisions in the Code of Conduct (CoC) and are based on Corruption Eradication Commission Regulation No. 2 of 2014, as amended by KPK Regulation No. 6 of 2015 on Guidelines for Reporting and Determining the Status of Gratuities, as well as other relevant laws and regulations. Based on these guidelines, the Company provides clear guidance for all employees to understand the definition of gratuities, recognize the forms of gratuities, and know the steps to take when facing situations related to the giving or receiving of gratuities.

All activities related to the control of gratuities within the Company are carried out in accordance with the principles of Good Corporate Governance (GCG) and in line with the implementation of the Anti-Bribery Management System.

The management and administration of gratuity reports within the Company are carried out by the Compliance Function, with the following duties and responsibilities:

1. Authorized to receive and review reports of the acceptance/rejection of gratuities by PT Pertamina Trans Kontinental personnel submitted via the Compliance Online System or service.compliance@pertamina.com;
2. Authorized to submit proposals regarding follow-up actions on reports of acceptance/rejection of gratuities;
3. Authorized to propose the management, allocation, or distribution of gratuity items under the authority of Pertamina Trans Kontinental;
4. Authorized to coordinate with the KPK regarding reports of gratuities;
5. Authorized to forward reports of acceptance/rejection of gratuities from employees of PT Pertamina Trans Kontinental to the KPK through Pertamina;
6. Submit reports on the acceptance or rejection of gratuities by employees of PT Pertamina Trans Kontinental—which have been reported to Pertamina and subsequently to the Corruption Eradication Commission (KPK)—to the Chief Compliance Officer at least once a year;
7. Authorized to conduct outreach regarding gratuities and carry out other related activities.

Kebijakan Pencegahan *Insider Trading* Insider Trading Prevention Policy

Kebijakan terkait *insider trading* pada dasarnya ditujukan untuk mencegah terjadinya praktik perdagangan saham yang memanfaatkan informasi material yang belum tersedia bagi publik. Pengaturan ini umumnya mengikat Direksi, Dewan Komisaris, serta pihak lain yang memiliki akses terhadap informasi internal perusahaan agar tidak menggunakan informasi tersebut untuk memperoleh keuntungan pribadi maupun bagi pihak tertentu. Kebijakan tersebut diharapkan menciptakan mekanisme perdagangan yang adil serta mencegah penyalahgunaan informasi non-publik.

Hingga akhir tahun 2025, Perusahaan belum berstatus sebagai perusahaan terbuka atau emiten, sehingga belum memiliki kebijakan khusus yang secara spesifik mengatur mengenai *insider trading*. Meskipun demikian, Perusahaan tetap menerapkan pengaturan terkait pengelolaan dan kerahasiaan informasi melalui Pedoman Perilaku (*Code of Conduct*). Dalam pedoman tersebut ditegaskan bahwa setiap karyawan berkewajiban menjaga kerahasiaan informasi yang bersifat non-publik, baik yang berkaitan dengan Perusahaan, mitra usaha, maupun pihak lain yang bekerja sama dengan Perusahaan. Penyampaian atau pemanfaatan informasi rahasia kepada pihak yang tidak berwenang dilarang dan dapat dikenakan sanksi sesuai ketentuan yang berlaku.

Lebih lanjut, sepanjang tahun 2025 tidak terdapat laporan maupun pengaduan yang berkaitan dengan dugaan penyalahgunaan informasi non-publik untuk kepentingan tertentu. Kondisi ini mencerminkan komitmen Perusahaan dalam menjaga kerahasiaan informasi serta menerapkan prinsip transparansi dan kepatuhan terhadap praktik tata kelola perusahaan yang baik.

Policies regarding insider trading are fundamentally designed to prevent stock trading practices that exploit material information not yet available to the public. These regulations generally apply to the Board of Directors, the Board of Commissioners, and other parties with access to the company's internal information, prohibiting them from using such information to gain personal profit or benefit specific parties. These policies are intended to foster fair trading practices and prevent the misuse of non-public information.

As of the end of 2025, the Company has not yet been listed on the stock exchange or become a public company; therefore, it does not yet have specific policies governing insider trading. Nevertheless, the Company continues to implement regulations regarding the management and confidentiality of information through its Code of Conduct. The Code of Conduct stipulates that every employee is obligated to maintain the confidentiality of non-public information, whether related to the Company, business partners, or other parties collaborating with the Company. The disclosure or use of confidential information to unauthorized parties is prohibited and may result in sanctions in accordance with applicable regulations.

Furthermore, throughout 2025, there were no reports or complaints related to alleged misuse of non-public information for specific interests. This reflects the Company's commitment to maintaining the confidentiality of information and upholding the principles of transparency and compliance with good corporate governance practices.

Kebijakan Pemenuhan Hak-Hak Kreditur

Creditor Rights Compliance Policy

Perusahaan telah menetapkan kebijakan yang mengatur hubungan kerja sama dengan para kreditur, yang dituangkan dalam Tata Kerja Organisasi Pendanaan No. B-021/E1300/2021-S0 sebagai pedoman dalam pengelolaan pendanaan serta pemenuhan hak dan kewajiban Perusahaan terhadap pihak kreditur.

Kebijakan ini mengatur mekanisme pengelolaan fasilitas kredit, baik yang bersifat jangka pendek maupun jangka panjang, serta memastikan bahwa seluruh hak dan kewajiban Perusahaan dituangkan secara jelas dalam perjanjian yang mencakup aspek finansial maupun non-finansial. Selain itu, ketentuan tersebut juga mengatur peran Perusahaan dalam kapasitasnya sebagai *avalist* (penjamin) serta mengatur penggunaan dana yang diperoleh dari fasilitas pendanaan.

The Company has established a policy governing its cooperative relationships with creditors, as set forth in the Funding Organization Operating Procedures No. B-021/E1300/2021-S0, serving as a guideline for funding management and the fulfillment of the Company's rights and obligations toward creditors.

This policy governs the management of credit facilities, both short-term and long-term, and ensures that all of the Company's rights and obligations are clearly set forth in agreements covering both financial and non-financial aspects. In addition, these provisions also govern the Company's role as a guarantor and regulate the use of funds obtained from financing facilities.

Manajemen Rantai Pasok dan Pengadaan Barang/Jasa

Supply Chain Management and Procurement of Goods/Services

Sebagai bagian dari implementasi prinsip *Good Corporate Governance* (GCG), Perusahaan menetapkan kebijakan pengadaan barang dan jasa yang dilaksanakan secara profesional dan berlandaskan tata kelola yang baik. Setiap proses pengadaan dilakukan dengan mengedepankan prinsip efisiensi, efektivitas, kompetisi yang sehat, transparansi, keadilan, keterbukaan, akuntabilitas, integritas, serta kehati-hatian. Penerapan prinsip-prinsip tersebut dimaksudkan untuk memastikan bahwa seluruh kegiatan pengadaan berjalan secara objektif, dapat dipertanggungjawabkan, serta memberikan nilai tambah bagi Perusahaan.

Perusahaan juga berkomitmen untuk mendorong pemanfaatan produk dalam negeri, termasuk penggunaan hasil produksi nasional, rancang bangun, dan perekayasaan domestik. Selain itu, Perusahaan memberikan ruang yang lebih luas bagi pelaku usaha kecil untuk berpartisipasi dalam proses pengadaan sepanjang kualitas, harga, dan tujuan pengadaan dapat dipertanggungjawabkan. Kebijakan ini merupakan bagian dari kontribusi Perusahaan dalam mendukung pertumbuhan industri nasional. Di sisi lain, Perusahaan juga mengutamakan kerja sama dengan penyedia barang dan jasa yang menerapkan praktik ramah lingkungan, dengan tetap mengedepankan prosedur pengadaan yang jelas, objektif, serta menghindari potensi konflik kepentingan.

Sebagai wujud komitmen terhadap praktik pengadaan yang berkelanjutan, Perusahaan memberikan kesempatan yang setara kepada seluruh penyedia barang dan jasa, baik perusahaan dalam negeri maupun pelaku usaha lokal yang berada di sekitar wilayah operasional. Langkah ini diharapkan dapat memperkuat keterlibatan

As part of the implementation of the principles of Good Corporate Governance (GCG), the Company has established a procurement policy for goods and services that is carried out professionally and based on sound governance. Every procurement process is conducted by prioritizing the principles of efficiency, effectiveness, healthy competition, transparency, fairness, openness, accountability, integrity, and prudence. The application of these principles is intended to ensure that all procurement activities are conducted objectively, are accountable, and provide added value to the Company.

The Company is also committed to promoting the use of domestic products, including the use of domestically produced goods, designs, and engineering. In addition, the Company provides greater opportunities for small businesses to participate in the procurement process, provided that quality, price, and procurement objectives are justified. This policy is part of the Company's contribution to supporting the growth of the national industry. On the other hand, the Company also prioritizes cooperation with goods and service providers that implement environmentally friendly practices, while maintaining clear and objective procurement procedures and avoiding potential conflicts of interest.

As part of its commitment to sustainable procurement practices, the Company provides equal opportunities to all suppliers of goods and services, including both domestic companies and local businesses located near its operational areas. This initiative is expected to strengthen the involvement of local businesses while contributing

pelaku usaha lokal sekaligus memberikan kontribusi terhadap pengembangan ekonomi daerah. Sepanjang tahun 2025, Perusahaan telah bekerja sama dengan 12 pemasok lokal atau setara 12,37% dari total pemasok, dengan nilai pengadaan kepada pemasok lokal mencapai Rp34.692.417.200 atau sekitar 2,99% dari total nilai pengadaan Perusahaan.

KEBIJAKAN PENGADAAN BARANG/JASA

Kebijakan pengadaan barang dan jasa Perusahaan diatur dalam sejumlah pedoman yang menjadi acuan bagi seluruh unit kerja dalam melaksanakan proses pengadaan secara tertib, transparan, dan akuntabel. Ketentuan tersebut antara lain tertuang dalam Pedoman Pengadaan Barang/Jasa No. A-001/PTK3300/2024-S9 serta Pedoman Pengelolaan Peningkatan Penggunaan Produk Dalam Negeri (P3DN) No. A3.5-03/L10000/2023-S9 Revisi Ke-0 yang diberlakukan melalui Surat Keputusan No. Kpts-245/PTK00000/2024-S9 tentang Pemberlakuan Sistem Tata Kerja (STK) Pengelolaan Peningkatan Penggunaan Produk Dalam Negeri di Lingkungan PT Pertamina Trans Kontinental (Group).

Kebijakan pengadaan di Perusahaan juga telah mengintegrasikan standar sistem manajemen QHSSE-MS yang mencakup ISO 9001:2015, ISO 14001:2015, dan ISO 45001:2018, serta Sistem Manajemen Anti Penyuapan ISO 37001:2016. Integrasi berbagai standar tersebut bertujuan untuk memastikan bahwa proses pengadaan tidak hanya memenuhi aspek kualitas, tetapi juga memperhatikan aspek lingkungan, keselamatan dan kesehatan kerja, serta integritas dalam praktik bisnis.

Sebagai upaya memperkuat pelaksanaan kebijakan tersebut, Perusahaan juga menetapkan sejumlah prosedur dan Tata Kerja Organisasi yang mendukung proses pengadaan barang dan jasa di lingkungan Perusahaan, sebagaimana berikut:

1. Tata Kerja Organisasi Pengadaan Barang/Jasa Dalam Keadaan Darurat No. B-001/PTK3320/2024-S9 Revisi Ke-0;
2. Tata Kerja Organisasi Pelaksanaan Pemilihan Penyedia Barang/Jasa No. B-002/PTK3320/2024-S9 Revisi Ke-0;
3. Tata Kerja Organisasi Pelaksanaan Penerbitan Kontrak dan Amendemen Kontrak No. B-003/PTK3320/2024-S9 Revisi Ke-0;
4. Tata Kerja Organisasi Pelaksanaan Registrasi dan *Update* Data Penyedia Barang/Jasa No. B-002/PTK3320/2021-S9 Revisi Ke-0;
5. Tata Kerja Organisasi Perencanaan Pengadaan Barang/Jasa No. B-003/PTK3320/2021-S9 Revisi Ke-0;
6. Tata Kerja Organisasi Pelaksanaan Penilaian Kinerja Dan Koreksi Sanksi kepada Penyedia Barang/Jasa No. B5-005/I00100/2019-S9 Revisi Ke-0;
7. Tata Kerja Individu *Extend* Nomor Penyedia Barang/Jasa No. C-001/PTK3320/2024-S9 Revisi Ke-0;
8. Tata Kerja Individu Pelaksanaan Negosiasi No. C-001/PTK3320/2021-S9 Revisi Ke-0;
9. Tata Kerja Individu Pembuatan *Owner Estimate*/Harga Perhitungan Sendiri No. C-002/PTK3320/2021-S9 Revisi Ke-0;
10. Tata Kerja Individu Pelaksanaan *Risk Assessment* Dalam Rangka Penentuan Besaran Jaminan Pelaksanaan dan Denda Maksimal No. C5-001/I30000/2021-S9.

to regional economic development. Throughout 2025, the Company has collaborated with 12 local suppliers, representing 12.37% of the total number of suppliers, with procurement value from local suppliers reaching Rp34,692,417,200 or approximately 2.99% of the Company's total procurement value.

PROCUREMENT POLICY

The Company's procurement policy for goods and services is governed by a set of guidelines that serve as a reference for all business units in conducting the procurement process in an orderly, transparent, and accountable manner. These provisions are set forth, among others, in the Goods and Services Procurement Guidelines No. A-001/PTK3300/2024-S9 and the Guidelines for the Management of Increased Use of Domestic Products (P3DN) No. A3.5-03/L10000/2023-S9 Revision No. 0, which were enacted through Decision Letter No. Kpts-245/PTK00000/2024-S9 regarding the Implementation of the Work System (STK) for the Management of Increased Use of Domestic Products at PT Pertamina Trans Kontinental (Group).

The Company's procurement policy has also integrated QHSSE-MS management system standards, including ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018, as well as the ISO 37001:2016 Anti-Bribery Management System. The integration of these various standards aims to ensure that the procurement process not only meets quality requirements but also addresses environmental, occupational health and safety, and integrity in business practices.

To strengthen the implementation of these policies, the Company has also established a number of procedures and Organizational Work Procedures that support the procurement of goods and services within the Company, as follows:

1. Organizational Work Procedures for the Procurement of Goods/ Services in Emergency Situations No. B-001/PTK3320/2024-S9 Revision 0;
2. Procedures for the Implementation of the Selection of Goods/ Services Providers No. B-002/PTK3320/2024-S9 Revision 0;
3. Organizational Procedures for the Issuance and Amendment of Contracts No. B-003/PTK3320/2024-S9 Revision 0;
4. Organizational Work Procedures for the Registration and Data Update of Goods/Services Providers No. B-002/PTK3320/2021-S9 Revision 0;
5. Organizational Work Procedures for the Planning of Goods/ Services Procurement No. B-003/PTK3320/2021-S9 Revision 0;
6. Organizational Work Procedures for the Implementation of Performance Evaluation and Correction of Sanctions for Goods/ Services Providers No. B5-005/I00100/2019-S9 Revision 0;
7. Individual Work Procedures for Extending Goods/Services Provider Numbers No. C-001/PTK3320/2024-S9 Revision 0;
8. Individual Work Procedures for the Implementation of Negotiations No. C-001/PTK3320/2021-S9 Revision 0;
9. Individual Work Procedure for Preparing an Owner's Estimate/ Self-Calculated Price No. C-002/PTK3320/2021-S9 Revision 0;
10. Individual Work Procedures for Conducting Risk Assessments for the Purpose of Determining the Amount of Performance Bonds and Maximum Penalties No. C5-001/I30000/2021-S9.

METODE DAN MEKANISME PENGADAAN BARANG DAN JASA

Mengacu pada Pedoman Pengadaan Barang/Jasa Perusahaan No. A-001/PTK3300/2024-S9 Revisi Ke-0 yang ditetapkan pada tanggal 1 Agustus 2024, Perusahaan menetapkan berbagai metode yang dapat digunakan dalam pemenuhan kebutuhan barang dan jasa.

Penerapan metode pengadaan dilakukan dengan tetap memperhatikan prinsip efisiensi, efektivitas, transparansi, dan akuntabilitas, sehingga proses pengadaan dapat dilaksanakan secara optimal serta mendukung kelancaran operasional Perusahaan. Adapun metode pemenuhan kebutuhan barang dan jasa yang dapat digunakan oleh Perusahaan antara lain sebagai berikut:

1. Sinergi Pertamina Incorporated
 - a. Metode Sinergi Pertamina Incorporated dilaksanakan dalam rangka memenuhi kebutuhan barang/jasa di lingkungan Pertamina, sepanjang memenuhi persyaratan kompetensi dan memiliki kemampuan yang sesuai dengan pekerjaan yang akan dilaksanakan serta mempertimbangkan batasan target dan *roadmap* sinergi yang telah ditetapkan oleh Fungsi yang bertanggung jawab dalam mengelola Sinergi Pertamina Incorporated.
 - b. Penunjukan Kepada Anak Perusahaan Pertamina/Perusahaan Terafiliasi Pertamina
 - c. Penunjukan kepada Anak Perusahaan Pertamina/Perusahaan Terafiliasi Pertamina dapat dilaksanakan sepanjang Barang/Jasa yang dibutuhkan merupakan produk atau layanan dari Anak Perusahaan Pertamina/Perusahaan Terafiliasi Pertamina tersebut serta memperhatikan kesesuaian Bidang Usaha dengan lingkup Pekerjaan yang akan dilaksanakan. Dalam hal terdapat lebih dari 1 (satu) Anak Perusahaan Pertamina/Perusahaan Terafiliasi Pertamina yang mampu menyediakan Barang/Jasa yang dibutuhkan Pertamina, maka dapat dilaksanakan Penunjukan kepada salah satu Anak Perusahaan Pertamina/Perusahaan Terafiliasi Pertamina berdasarkan justifikasi Fungsi Pengguna dan disetujui oleh Pejabat Berwenang Fungsi Pengguna.
 - d. Penugasan Kepada Anak Perusahaan Pertamina/Perusahaan Terafiliasi Pertamina. Penugasan kepada Anak Perusahaan Pertamina/Perusahaan Terafiliasi Pertamina dilaksanakan dalam rangka memenuhi kebutuhan Barang/Jasa Fungsi Pengguna maupun dalam rangka pengembangan bidang usaha/kompetensi baru bagi Subholding/Anak Perusahaan Pertamina/Perusahaan Terafiliasi Pertamina.
2. Tender

Tender dilaksanakan oleh Fungsi Pengadaan terhadap penyedia Barang/Jasa yang dilakukan secara terbuka melalui papan pengumuman Perusahaan, *website* Perusahaan atau media cetak, dan dapat dilakukan secara terbatas dengan mengundang penyedia Barang/Jasa yang telah terdaftar sebagai rekanan Perusahaan dan/atau penyedia jasa potensial yang dipilih oleh Fungsi Pengadaan. Berikut ini jenis tender yang dilakukan oleh Fungsi Pengadaan di Lingkungan Perusahaan:

 - a. Tender Terbatas

Pada prinsipnya, Tender Terbatas dilaksanakan apabila kebutuhan Barang/Jasa tidak dapat dipenuhi melalui metode Sinergi Pertamina Incorporated, Tender Terbuka, Penunjukan

METHODS AND MECHANISMS FOR THE PROCUREMENT OF GOODS AND SERVICES

Referring to the Company's Guidelines for the Procurement of Goods and Services No. A-001/PTK3300/2024-S9 Revision 0, established on August 1, 2024, the Company has established various methods that may be used to fulfill the need for goods and services.

Procurement methods are implemented in accordance with the principles of efficiency, effectiveness, transparency, and accountability, ensuring that the procurement process is carried out optimally and supports the Company's smooth operations. The methods the Company may use to procure goods and services include the following:

1. Sinergi Pertamina Incorporated
 - a. The Pertamina Incorporated Synergy Method is implemented to meet the needs for goods and services within the Pertamina environment, provided that the requirements for competence are met and the capabilities align with the work to be performed, while taking into account the limitations of the synergy targets and roadmap established by the function responsible for managing Pertamina Incorporated Synergy.
 - b. Appointment to Pertamina Subsidiaries/Pertamina Affiliated Companies
 - c. Awarding of contracts to Pertamina Subsidiaries/Pertamina Affiliates may be carried out through direct award provided that the required Goods/Services are products or services of said Pertamina Subsidiaries/Pertamina Affiliates and taking into account the alignment of their business scope with the scope of the Work to be performed. In the event that there is more than one Pertamina Subsidiary/Pertamina Affiliated Company capable of providing the Goods/Services required by Pertamina, an Appointment may be made to one of the Pertamina Subsidiaries/Pertamina Affiliated Companies based on the User Function's justification and approved by the Authorized Official of the User Function.
 - d. Assignments to Pertamina Subsidiaries/Affiliated Companies. Assignments to Pertamina Subsidiaries/Affiliated Companies are carried out to meet the needs for goods and services of the end-users, as well as to develop new business areas or competencies for Pertamina Subholdings, Subsidiaries, and Affiliated Companies.
2. Tender

Tenders are conducted by the Procurement Function for Goods/Services providers through an open process via the Company's bulletin board, website, or print media, and may be conducted on a restricted basis by inviting Goods/Services providers who are registered as the Company's partner suppliers () and/or potential service providers selected by the Procurement Function. The following are the types of tenders conducted by the Procurement Function within the Company:

 - a. Limited Tender

In principle, a Limited Tender is conducted when the need for Goods/Services cannot be met through the Pertamina Incorporated Synergy method, Open Tender, Direct

Langsung, Pengadaan Langsung dan Swakelola dan hanya dapat diikuti oleh seluruh Penyedia Barang/Jasa dalam DPT yang memenuhi persyaratan kualifikasi umum sesuai dengan Pekerjaan yang akan dilaksanakan.

b. Tender Terbuka

Pengadaan barang/jasa dengan nilai paling sedikit atau sama dengan sebesar Rp5.000.000.000 (lima miliar rupiah) dan/atau Pelaksanaan Pemilihan Penyedia melalui metode Tender Terbatas yang telah mengalami 1 (satu) kali proses pemilihan gagal.

c. Penunjukan Langsung

Pengadaan Barang/Jasa dengan nilai sampai dengan Rp300.000.000 (tiga ratus juta rupiah) dengan mengundang DPT yang memenuhi persyaratan kualifikasi umum berdasarkan urutan teratas *Bidder List* yang didapatkan dari Sistem Aplikasi *Procurement* Pertamina (SAPP) diikuti oleh Golongan Usaha Kecil dan/atau dengan kondisi tertentu yang tercantum di dalam Pedoman Pengadaan Barang/Jasa yang berlaku di Perusahaan.

d. Pemilihan Langsung

Metode ini dilaksanakan dengan ketentuan:

- i) Untuk Pembelian Kapal, mengundang lebih dari 1 (satu) Penyedia Kapal.
- ii) Untuk Pengadaan Jasa Sewa Kapal, mengundang lebih dari 1 (satu) Penyedia jasa sewa kapal jika Penyedia Jasa sangat terbatas dan/atau dalam Keadaan Darurat. Keadaan Darurat tersebut harus didukung dengan justifikasi yang disiapkan dan diajukan oleh Fungsi Pengguna dan dinyatakan dalam suatu dokumen yang disahkan oleh pejabat satu tingkat diatas otorisasi, maksimum Direktur Teknis.
- iii) Pemilihan Langsung dapat diikuti oleh Penyedia Barang/Jasa DPT dan non-DPT dengan pengecualian terhadap kesesuaian antara Golongan Usaha dan nilai pengadaan.
- iv) Untuk Penyedia Barang/Jasa non-DPT wajib melakukan proses Registrasi setelah ditetapkan sebagai pemenang.

e. Pengadaan Langsung/*E-Purchasing*, yaitu mekanisme pemenuhan kebutuhan Barang/Jasa melalui Sistem Catalog, yang terdiri dari:

- i) OA Catalog, yang merupakan daftar Barang/Jasa dalam Kontrak Payung. *E-Purchasing* dilaksanakan sesuai dengan ketentuan dalam Kontrak Payung.
- ii) *E-Catalog*, merupakan *e-market place* yang berisi daftar Barang/Jasa dengan spesifikasi tertentu dan merk yang bervariasi dari Penyedia Barang/Jasa. *E-Catalog* dilaksanakan dengan membandingkan harga penawaran antar Penyedia Barang/Jasa *E-Catalog* yang menawarkan Barang/Jasa dengan spesifikasi tertentu sebagaimana yang dipersyaratkan Fungsi Pengguna. *E-Catalog* dilaksanakan sampai dengan nilai Rp200.000.000,00 (dua ratus juta rupiah).

f. User Purchase

User Purchase adalah proses pembelian langsung Barang/Jasa oleh Fungsi Pengguna apabila memenuhi salah satu kriteria yang dipersyaratkan di dalam Pedoman Pengadaan Barang/Jasa yang berlaku di Perusahaan.

Appointment, Direct Procurement, or Self-Management, and may only be participated in by all Goods/Services Providers on the DPT who meet the general qualification requirements in accordance with the Work to be performed.

b. Open Tender

Procurement of goods/services with a value of at least or equal to Rp5,000,000,000 (five billion rupiah) and/or the selection of a Supplier through the Limited Tender method that has undergone one (1) failed selection process.

c. Direct Appointment

Procurement of Goods/Services with a value of up to Rp300,000,000 (three hundred million rupiah) by inviting DPTs that meet the general qualification requirements based on the top ranking of the *Bidder List* obtained from the Pertamina *Procurement* Application System (SAPP), followed by Small Business Categories and/or under certain conditions listed in the Goods/Services Procurement Guidelines applicable at the Company.

d. Direct Selection

This method is implemented under the following conditions:

- i) For the Purchase of Ships, inviting more than 1 (one) Ship Provider.
- ii) For the Procurement of Vessel Chartering Services, more than 1 (one) vessel chartering service provider may be invited if the number of service providers is very limited and/or in an Emergency Situation. Such Emergency Situations must be supported by a justification prepared and submitted by the User Function and stated in a document approved by an official one level above the authorizing authority, up to the Technical Director.
- iii) Direct Selection may be participated in by both DPT and non-DPT Goods/Services Providers, with the exception of compliance regarding Business Category and procurement value.
- iv) Non-DPT Goods/Services Providers are required to complete the registration process after being declared the winner.

e. Direct Procurement/*E-Purchasing*, which is a mechanism for fulfilling Goods/Services needs through the Catalog System, consisting of:

- i) OA Catalog, which is a list of Goods/Services under the Master Contract. *E-Purchasing* is conducted in accordance with the provisions of the Master Contract.
- ii) The *E-Catalog* is an *e-marketplace* containing a list of goods and services with specific specifications and various brands from goods and services providers. The *E-Catalog* operates by comparing bid prices among *E-Catalog* goods and services providers offering goods and services with specific specifications as required by the User's needs. The *E-Catalog* is implemented for transactions up to a value of Rp200,000,000.00 (two hundred million rupiah).

f. User Purchase

User Purchase is the process of direct purchase of Goods/Services by the User Function if it meets one of the criteria required in the Goods/Services Procurement Guidelines applicable at the Company.

3. Swakelola

Swakelola dilaksanakan dengan tujuan untuk:

- Memenuhi kebutuhan Barang/Jasa dengan mengoptimalkan penggunaan sumber daya yang dimiliki Perusahaan dan/atau;
- Meningkatkan kemampuan teknis sumber daya manusia di lingkungan Perusahaan dan/atau;
- Kebutuhan Barang/Jasa dengan nilai pekerjaan kecil dan/atau lokasi yang sulit dijangkau dan/atau;
- Memenuhi kebutuhan Barang/Jasa yang dapat dilaksanakan oleh Non Pelaku Usaha dan/atau;
- Memenuhi kebutuhan Barang/Jasa yang tidak diminati oleh Pelaku Usaha karena nilai Pekerjaannya kecil dan/atau lokasi yang sulit dijangkau dan/atau;
- Memenuhi kebutuhan Barang/Jasa yang dapat dilaksanakan oleh Non Pelaku Usaha, antara lain: Lembaga Pemerintah, Perguruan Tinggi dan Lembaga ilmiah dan/atau;
- Memenuhi kebutuhan Barang/Jasa atau mendukung kepentingan Perusahaan melalui pemberian kesempatan partisipasi dan/atau pemberdayaan Ormas/Kelompok Masyarakat.

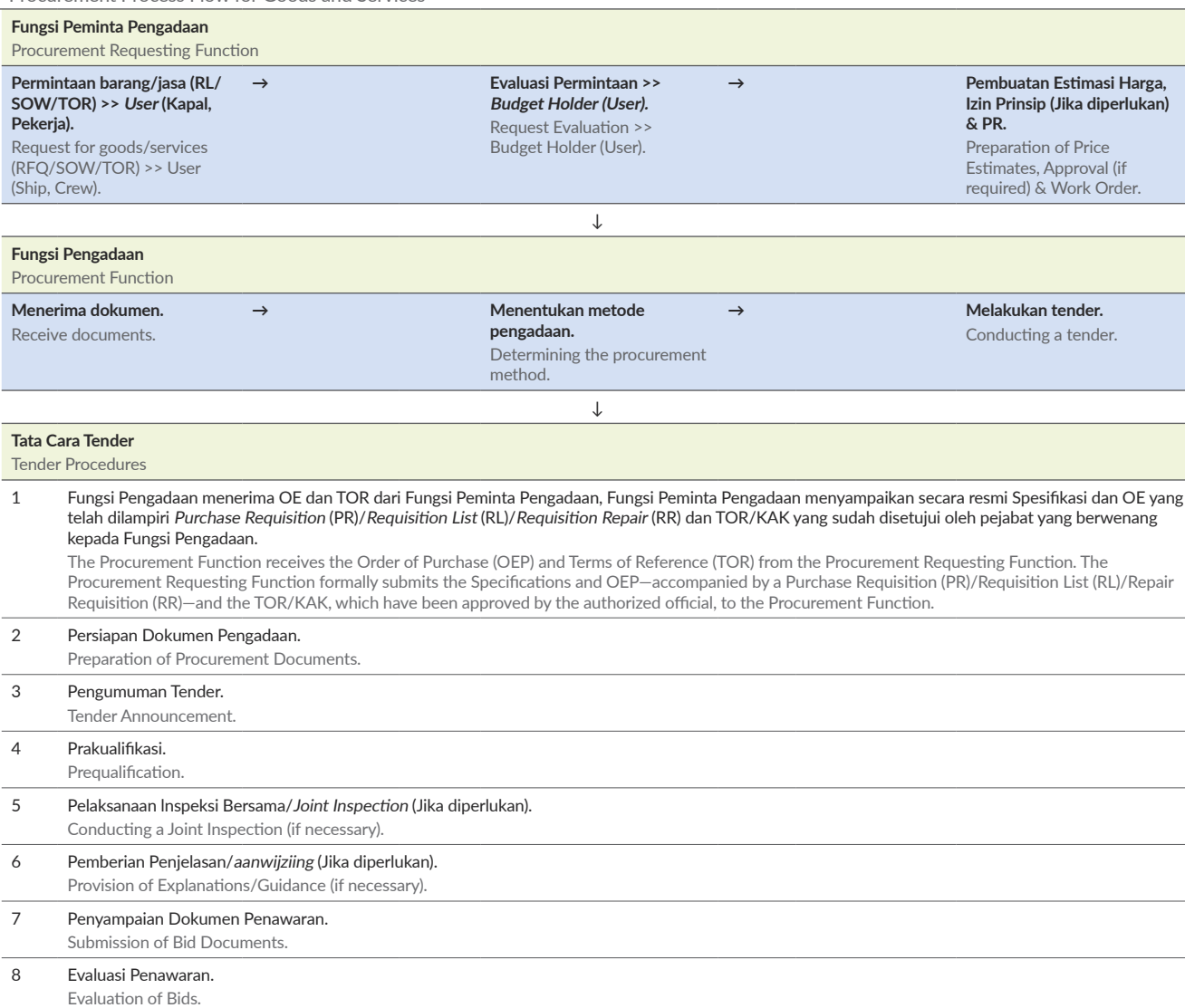
3. Self-Management

In-house management is implemented with the following objectives:

- Meet the needs for Goods/Services by optimizing the use of the Company's resources and/or;
- Enhance the technical capabilities of human resources within the Company and/or;
- Goods and services with a low contract value and/or in hard-to-reach locations and/or;
- Meet the needs for Goods/Services that can be carried out by Non-Business Entities and/or;
- Meet the needs for Goods/Services that are not sought after by Business Entities due to the small value of the work and/or hard-to-reach locations and/or;
- Meeting the needs for goods and services that can be provided by non-business entities, including: government agencies, universities, and scientific institutions; and/or
- Meeting the needs for Goods/Services or supporting the Company's interests by providing opportunities for participation and/or empowerment of Civil Society Organizations/Community Groups.

Alur Proses Pengadaan Barang dan Jasa

Procurement Process Flow for Goods and Services



9	Negosiasi Penawaran harga. Price Negotiation.
10	Jika tender gagal: Retender, dokumen dikembalikan ke Fungsi Peminta Pengadaan/User untuk di-review. If the tender fails: Re-tender; documents are returned to the Procurement Requesting Function/User for review.
11	Jika tender tidak gagal: Usulan Penunjukan Pemenang. If the tender is not unsuccessful: Proposal for the Selection of the Winner.
12	Penunjukan Pemenang. Selection of the Winner.
13	Pengumuman Hasil Tender. Announcement of Tender Results.
14	Tindak lanjut Hasil Tender: Pembuatan PO WO/SPK/SPJ/Kontrak/OA. Follow-up on Tender Results: Issuance of PO, WO, SPK, SPJ, Contract, and OA.
15	Negosiasi Penawaran Alternatif (Penawaran alternatif hanya dapat ditindak-lanjuti untuk dinegosiasi, setelah ada penunjukan pemenang). Negotiation of Alternative Bids (Alternative bids may only be pursued for negotiation after a winner has been selected).
16	Sangahan Terhadap Hasil Tender. Objections to Tender Results.
17	Penyampaian PO/WO/SPK/SPJ/Kontrak/OA ke Rekanan terpilih. Issuance of PO/WO/SPK/SPJ/Contract/OA to the Selected Contractor.

↓

Proses penyerahan Barang/Jasa. Delivery of Goods/Services.	→	Selesai. Completed.

PAKTA INTEGRITAS DALAM PROSES PENGADAAN BARANG/JASA

Sebagai bagian dari komitmen dalam menerapkan prinsip *Good Corporate Governance* (GCG) serta mendukung implementasi Sistem Manajemen Anti Penyuapan (SMAP) sesuai standar ISO 37001, Perusahaan mewajibkan seluruh pihak yang terlibat dalam proses pengadaan barang dan jasa untuk menandatangani Pakta Integritas. Ketentuan ini berlaku bagi Penyedia Barang dan Jasa yang bekerja sama dengan Perusahaan maupun bagi insan Perusahaan yang terlibat dalam proses pengadaan.

Penandatanganan Pakta Integritas dan Formulir Deklarasi Integritas Penyedia Barang dan Jasa merupakan bentuk pernyataan komitmen untuk menjalankan proses pengadaan secara transparan, objektif, dan bebas dari praktik suap, korupsi, maupun benturan kepentingan. Pada dokumen tersebut, para penyedia menyatakan kesediaannya untuk mematuhi ketentuan yang berlaku, antara lain:

1. Menjalankan proses pengadaan secara profesional dan jujur,
2. Menghindari segala bentuk benturan kepentingan,
3. Menolak pemberian maupun penerimaan gratifikasi, serta
4. Mematuhi seluruh ketentuan hukum dan kebijakan internal Perusahaan.

Selain mewajibkan Penyedia Barang dan Jasa untuk menandatangani Pakta Integritas, Perusahaan juga menerapkan ketentuan yang sama bagi seluruh insan Perusahaan yang terlibat dalam proses pengadaan. Kewajiban tersebut berlaku bagi pihak yang berperan sebagai panitia pengadaan maupun pejabat pengadaan.

Penandatanganan Pakta Integritas oleh pihak internal ini merupakan bentuk komitmen pribadi dalam menjaga independensi, objektivitas, dan integritas selama pelaksanaan setiap tahapan pengadaan. Dengan demikian, seluruh proses pengadaan diharapkan dapat berlangsung secara transparan, akuntabel, serta bebas dari praktik yang berpotensi menimbulkan konflik kepentingan.

INTEGRITY PACT IN THE GOODS/ SERVICES PROCUREMENT PROCESS

As part of its commitment to applying the principles of Good Corporate Governance (GCG) and supporting the implementation of an Anti-Bribery Management System (ABMS) in accordance with ISO 37001 standards, the Company requires all parties involved in the procurement of goods and services to sign an Integrity Pact. This requirement applies to suppliers of goods and services working with the Company as well as to Company personnel involved in the procurement process.

The signing of the Integrity Pact and the Integrity Declaration Form by Goods and Services Providers constitutes a statement of commitment to conduct the procurement process transparently, objectively, and free from bribery, corruption, or conflicts of interest. In these documents, providers declare their willingness to comply with applicable regulations, including:

1. Conducting the procurement process professionally and honestly,
2. Avoiding all forms of conflicts of interest,
3. Refusing to give or accept gratuities, and
4. Complying with all legal provisions and the Company's internal policies.

In addition to requiring Goods and Services Providers to sign an Integrity Pact, the Company also applies the same provisions to all Company personnel involved in the procurement process. This obligation applies to those serving as members of the procurement committee as well as procurement officers.

The signing of the Integrity Pact by these internal parties represents a personal commitment to maintaining independence, objectivity, and integrity throughout the execution of every stage of the procurement process. Consequently, the entire procurement process is expected to proceed transparently, accountably, and free from practices that could potentially lead to conflicts of interest.

PROGRAM *VENDOR GATHERING* DAN EVALUASI KINERJA PEMASOK

Perusahaan secara rutin menyelenggarakan kegiatan *Vendor Gathering* serta melakukan penilaian terhadap kinerja pemasok dalam rangka memperkuat kemitraan yang berkelanjutan dengan para penyedia barang dan jasa. Kegiatan *Vendor Gathering* menjadi sarana komunikasi dan interaksi antara Perusahaan dengan mitra usaha untuk membangun hubungan kerja sama yang lebih erat, terbuka, dan saling mendukung.

Selama pelaksanaan forum tersebut, Perusahaan menyampaikan informasi terkait kebijakan, standar kerja, serta harapan terhadap kualitas layanan dari para penyedia barang dan jasa. Selain itu, Perusahaan juga melaksanakan evaluasi kinerja pemasok secara berkala guna memastikan bahwa setiap mitra usaha mampu memenuhi standar kualitas, ketepatan waktu, dan kepatuhan terhadap ketentuan yang berlaku dalam kerja sama.

VENDOR GATHERING AND SUPPLIER PERFORMANCE EVALUATION PROGRAM

The Company regularly organizes Vendor Gatherings and conducts supplier performance evaluations to strengthen sustainable partnerships with goods and service providers. Vendor Gatherings serve as a platform for communication and interaction between the Company and its business partners to build closer, more open, and mutually supportive working relationships.

During the forum, the Company provided information regarding policies, work standards, and expectations regarding service quality from goods and service providers. In addition, the Company also conducts periodic supplier performance evaluations to ensure that each business partner is able to meet standards for quality, timeliness, and compliance with applicable terms and conditions of the partnership.

Program Kepemilikan Saham Oleh Karyawan dan/atau Manajemen (ESOP/MSOP)

Employee and/or Management Stock Ownership Program (ESOP/MSOP)

Sepanjang tahun 2025, Perusahaan belum menerapkan program kepemilikan saham bagi karyawan maupun manajemen, baik dalam bentuk *Employee Stock Ownership Program* (ESOP) maupun *Management Stock Ownership Program* (MSOP).

Throughout 2025, the Company has not implemented a stock ownership program for employees or management, either in the form of an *Employee Stock Ownership Program* (ESOP) or a *Management Stock Ownership Program* (MSOP).

Sistem Pelaporan Pelanggaran Whistleblowing System

Perusahaan telah mengimplementasikan Sistem Pelaporan Pelanggaran atau *Whistleblowing System* (WBS) sebagai salah satu mekanisme pengendalian internal guna memperkuat kepatuhan terhadap hukum serta peraturan perundang-undangan yang berlaku. Penerapan sistem ini menjadi bagian dari upaya Perusahaan dalam menciptakan lingkungan kerja yang transparan, akuntabel, dan berintegritas.

Sistem WBS Perusahaan telah terintegrasi dengan saluran pelaporan "Pertamina Clean" yang dikelola secara independen. Sistem ini menyediakan berbagai kanal pelaporan yang aman, terpercaya, dan mudah diakses oleh para pelapor. Selain itu, Pertamina Clean juga menjamin perlindungan serta kerahasiaan identitas pelapor, sehingga mendorong keberanian untuk menyampaikan informasi terkait dugaan pelanggaran tanpa rasa khawatir. Implementasi sistem ini juga didukung oleh kebijakan yang kuat serta berlandaskan nilai-nilai AKHLAK, sejalan dengan prinsip-prinsip Tata Kelola Perusahaan yang Baik.

Sebagai bentuk penguatan implementasi sistem tersebut, Perusahaan telah meratifikasi kebijakan pengelolaan pelaporan pelanggaran milik holding melalui penerbitan Surat Keputusan Direksi No. Kpts-06/PTK0000/2023-S9 tentang Ratifikasi Sistem Tata Kerja Pengelolaan Pengaduan. Kebijakan ini menjadi landasan hukum sekaligus pedoman operasional bagi penyelenggaraan WBS di PTK. Melalui mekanisme tersebut, seluruh insan Perusahaan, termasuk Dewan Komisaris, Direksi, karyawan, maupun pemangku kepentingan lainnya, diberikan kesempatan untuk menyampaikan laporan atas dugaan pelanggaran yang terjadi di lingkungan Perusahaan.

The Company has implemented a *Whistleblowing System* (WBS) as one of its internal control mechanisms to strengthen compliance with applicable laws and regulations. The implementation of this system is part of the Company's efforts to create a transparent, accountable, and ethical work environment.

The Company's WBS system has been integrated with the "Pertamina Clean" reporting channel, which is managed independently. This system provides various reporting channels that are secure, reliable, and easily accessible to whistleblowers. Additionally, Pertamina Clean guarantees the protection and confidentiality of the whistleblower's identity, thereby encouraging the courage to report information regarding alleged violations without fear. The implementation of this system is also supported by robust policies grounded in the AKHLAK values, in line with the principles of Good Corporate Governance.

To strengthen the implementation of this system, the Company has ratified the holding company's whistleblowing management policy through the issuance of Board of Directors' Decision No. Kpts-06/PTK0000/2023-S9 regarding the Ratification of the Whistleblowing Management System. This policy serves as both the legal basis and operational guideline for the implementation of the WBS at PTK. Through this mechanism, all members of the Company, including the Board of Commissioners, the Board of Directors, employees, and other stakeholders of, are given the opportunity to submit reports regarding alleged violations occurring within the Company.

LINGKUP PENGADUAN

Jenis Pelanggaran yang dapat dilaporkan melalui WBS mencakup hal-hal sebagai berikut:

1. **Korupsi**
Perbuatan yang dilakukan secara curang atau melawan hukum oleh Dewan Komisaris, Direksi, Manajemen dan Pekerja yang bekerja untuk dan atas nama PTK, yang bertentangan dengan kepentingan perusahaan atau penyalahgunaan wewenang jabatan/kepercayaan yang diberikan kepadanya dengan tujuan memperkaya diri sendiri, atau orang lain atau korporasi yang dapat merugikan Perusahaan.
2. **Suap**
Perbuatan seseorang berupa memberi uang sogok/menyogok/ memberi hadiah atau janji yang diberikan atau diterima dalam bentuk apapun kepada seseorang yang berpengaruh atau berhubungan dengan jabatannya dengan tujuan ingin mendapatkan sesuatu untuk kepentingan pribadi ataupun korporasi.
3. **Pencurian**
Mengambil barang atau sesuatu, baik seluruhnya atau sebagian kepunyaan orang lain atau Perusahaan, dengan maksud untuk dimiliki secara melawan hukum.
4. **Benturan Kepentingan**
Sebuah situasi di mana seseorang dihadapkan pada perbedaan kepentingan yaitu antara kepentingan pribadi atau kepentingan perusahaan sehingga harus memilih dan mendahulukan kepentingan Perusahaan di atas kepentingan pribadinya.
5. **Kecurangan**
Perbuatan tidak jujur atau tipu muslihat meliputi antara lain penipuan, pemerasan, pemalsuan, penyembunyian atau penghancuran dokumen/laporan atau menggunakan dokumen palsu, yang dilakukan oleh seseorang/sekelompok orang yang menimbulkan potensi kerugian ataupun kerugian nyata terhadap Perusahaan atau orang lain.

PIHAK YANG MENGELOLA PENGADUAN

Pengelolaan mekanisme pelaporan pelanggaran di lingkungan Perusahaan dilaksanakan secara terintegrasi melalui sistem WBS Pertamina Clean, yang merupakan saluran pelaporan resmi milik PT Pertamina (Persero) sebagai induk usaha. Seluruh laporan atau pengaduan yang disampaikan melalui sistem tersebut dikelola secara terpusat dan independen oleh Fungsi WBS PT Pertamina (Persero), sehingga proses penerimaan dan pengelolaan laporan dapat berlangsung secara objektif serta menjaga kerahasiaan informasi yang disampaikan oleh pelapor.

Setiap laporan yang diterima selanjutnya akan melalui proses penelaahan dan analisis awal oleh Fungsi Investigation Audit, WBS & *Fraud Prevention* PT Pertamina (Persero). Fungsi tersebut bertanggung jawab untuk menilai substansi laporan serta menentukan langkah penanganan yang diperlukan sesuai dengan prosedur yang berlaku.

SCOPE OF COMPLAINTS

The types of violations that can be reported through the WBS include the following:

1. **Corruption**
Any fraudulent or unlawful acts committed by the Board of Commissioners, the Board of Directors, management, and employees working for and on behalf of PTK, which conflict with the company's interests or constitute an abuse of the authority or trust entrusted to them for the purpose of enriching themselves, others, or a corporation, thereby causing harm to the Company.
2. **Bribery**
The act of offering a bribe, bribing, or giving a gift or promise—whether given or received in any form—to a person of influence or in connection with their official position, with the intent of obtaining something for personal or corporate gain.
3. **Theft**
Taking goods or property, whether in whole or in part, belonging to another person or the Company, with the intent to unlawfully possess them.
4. **Conflict of Interest**
A situation in which a person is faced with a conflict of interest—between personal interests and the company's interests—and must choose to prioritize the company's interests over their own.
5. **Fraud**
Dishonest acts or deceitful schemes include, among others, fraud, extortion, forgery, the concealment or destruction of documents/reports, or the use of forged documents, which are committed by an individual or a group of individuals and result in potential or actual losses to the Company or others.

COMPLAINT HANDLING AUTHORITY

The management of the whistleblowing mechanism within the Company is carried out in an integrated manner through the Pertamina Clean WBS system, which is the official reporting channel of PT Pertamina (Persero) as the parent company. All reports or complaints submitted through this system are managed centrally and independently by the WBS Function of PT Pertamina (Persero), ensuring that the process of receiving and managing reports is conducted objectively while maintaining the confidentiality of the information provided by the reporter.

Each report received will then undergo an initial review and analysis by the Investigation, Audit, WBS & Fraud Prevention Function at PT Pertamina (Persero). This function is responsible for assessing the substance of the report and determining the necessary follow-up actions in accordance with applicable procedures.

Dalam hal laporan yang diterima berkaitan langsung dengan aktivitas atau unit kerja di lingkungan Perusahaan, proses penanganan lebih lanjut dapat dilakukan melalui koordinasi dengan Fungsi Internal Audit Perusahaan. Pelaksanaan koordinasi maupun pelimpahan penanganan kasus dilakukan dengan persetujuan Chief Audit Executive (CAE) *Holding*. Mekanisme ini diterapkan untuk memastikan bahwa setiap pengaduan ditindaklanjuti secara profesional, independen, dan sesuai dengan standar investigasi yang berlaku.

PERLINDUNGAN BAGI PELAPOR

Perusahaan menjamin bahwa setiap pihak yang menyampaikan laporan dugaan pelanggaran melalui mekanisme *Whistleblowing System* memperoleh perlindungan dari segala bentuk perlakuan yang merugikan. Perlindungan tersebut mencakup pencegahan terhadap tindakan yang tidak adil, seperti pemutusan hubungan kerja secara tidak wajar, penurunan jabatan atau pangkat, tindakan pelecehan, diskriminasi, pencatatan negatif dalam *Personal File Record*, maupun bentuk perlakuan merugikan lainnya yang dapat timbul akibat penyampaian laporan. Selain itu, Perusahaan juga dapat memberikan dukungan perlindungan hukum apabila diperlukan, sesuai dengan ketentuan peraturan perundang-undangan yang berlaku, antara lain Pasal 43 Undang-Undang No. 15 Tahun 2002 juncto Undang-Undang No. 25 Tahun 2003 tentang Tindak Pidana Pencucian Uang, Pasal 13 Undang-Undang No. 13 Tahun 2006 tentang Perlindungan Saksi dan Korban, serta Pasal 5 Peraturan Pemerintah No. 57 Tahun 2003 tentang Tata Cara Perlindungan Khusus bagi Pelapor dan Saksi dalam Tindak Pidana Pencucian Uang.

Pengelola WBS memiliki kewajiban untuk menjaga kerahasiaan identitas pelapor dan tidak diperkenankan mengungkapkannya kepada pihak mana pun. Apabila dalam kondisi tertentu identitas pelapor perlu diungkapkan, baik karena ketentuan hukum maupun kebutuhan proses peradilan atau tindak lanjut tertentu, maka pengungkapan tersebut hanya dapat dilakukan setelah memperoleh persetujuan tertulis dari pelapor yang bersangkutan.

Perlindungan terhadap pelapor diberikan sepanjang laporan yang disampaikan memenuhi kriteria yang telah ditetapkan, yaitu informasi yang disampaikan berkaitan dengan dugaan pelanggaran yang benar-benar terjadi dan dapat dipertanggungjawabkan setelah melalui proses verifikasi oleh pengelola WBS. Ketentuan ini diterapkan untuk mencegah penyampaian laporan yang bersifat tidak benar, fitnah, atau disampaikan tanpa itikad baik.

Di samping itu, Perusahaan juga menjamin perlindungan terhadap pihak yang dilaporkan. Dalam setiap proses penanganan pengaduan, Perusahaan menjunjung tinggi prinsip kerahasiaan, asas praduga tidak bersalah, serta profesionalisme, sehingga proses klarifikasi dan investigasi dapat dilaksanakan secara objektif dan berkeadilan bagi seluruh pihak yang terlibat.

In cases where reports received are directly related to activities or work units within the Company, further *handling* may be carried out in coordination with the Company's Internal Audit Function. Such coordination or the transfer of case *handling* is conducted with the approval of the Holding Company's Chief Audit Executive (CAE). This mechanism is implemented to ensure that every complaint is followed up professionally, independently, and in accordance with applicable investigation standards.

PROTECTION FOR WHISTLEBLOWERS

The Company guarantees that any party who submits a report of a suspected violation through the Whistleblowing System will be protected from any form of adverse treatment. Such protection includes safeguarding against unfair or actions, such as unjustified termination of employment, demotion, harassment, discrimination, negative entries in the Personal File Record, or any other form of adverse treatment that may arise as a result of submitting a report. In addition, the Company may also provide legal protection support if necessary, in accordance with applicable laws and regulations, including Article 43 of Law No. 15 of 2002 in conjunction with Law No. 25 of 2003 on Money Laundering Offenses, Article 13 of Law No. 13 of 2006 on the Protection of Witnesses and Victims, and Article 5 of Government Regulation No. 57 of 2003 on Procedures for Special Protection for Reporters and Witnesses in Money Laundering Offenses.

The WBS administrator is obligated to maintain the confidentiality of the reporter's identity and is not permitted to disclose it to any party. If, under certain circumstances, the reporter's identity must be disclosed—whether due to legal requirements or the needs of a judicial process or specific follow-up actions—such disclosure may only be made after obtaining written consent from the reporter in question.

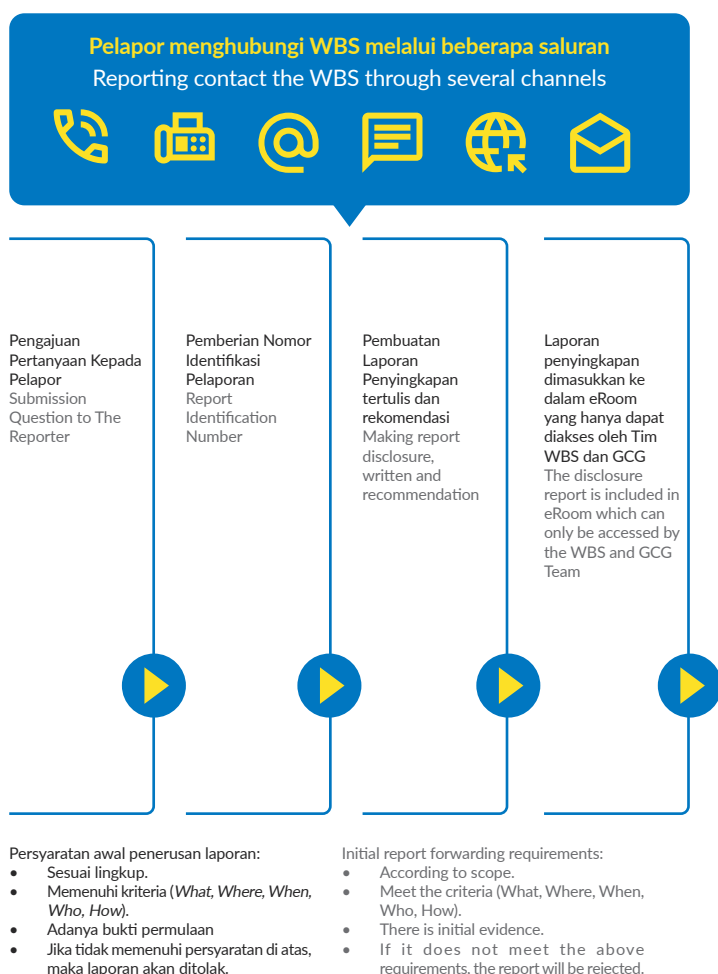
Protection for whistleblowers is provided provided that the report submitted meets the established criteria, namely that the information provided relates to alleged violations that have actually occurred and can be substantiated following a verification process by the WBS administrator. This provision is implemented to prevent the submission of reports that are false, defamatory, or submitted in bad faith.

In addition, the Company also guarantees protection for the reported party. In every complaint *handling* process, the Company upholds the principles of confidentiality, the presumption of innocence, and professionalism, so that the clarification and investigation processes can be conducted objectively and fairly for all parties involved.

MEKANISME PENYAMPAIAN DAN PENANGANAN PELAPORAN PELANGGARAN

Penyampaian pengaduan pada prinsipnya dilakukan melalui jalur formal yang tersedia di dalam organisasi, yaitu melalui atasan langsung, direktorat, maupun fungsi terkait di lingkungan Perusahaan. Namun demikian, apabila Pelapor menilai bahwa mekanisme tersebut tidak berjalan secara efektif atau terdapat keraguan dalam penyampaian, Pelapor dapat menggunakan sarana *Whistleblowing System* (WBS) sebagai alternatif kanal pelaporan.

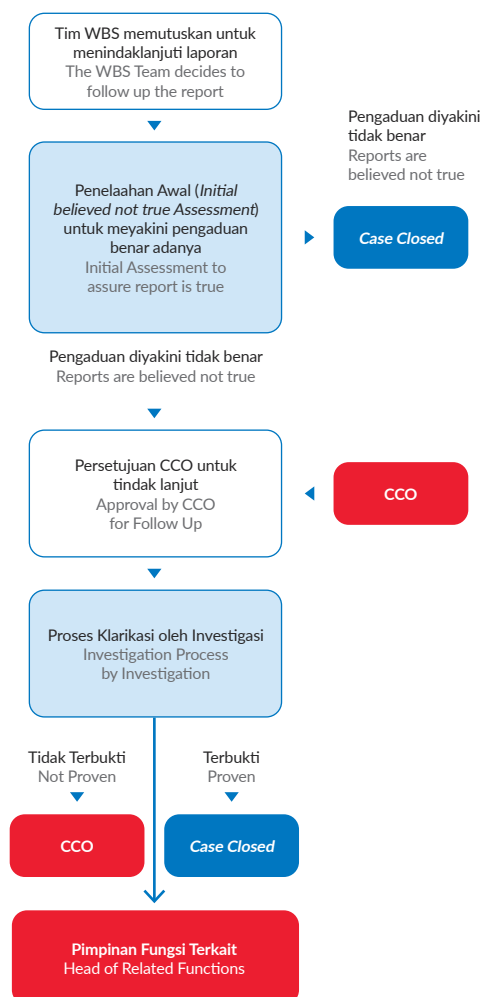
Adapun mekanisme pelaporan serta proses penanganan pengaduan secara lebih rinci disajikan dalam skema proses pengaduan pelanggaran sebagaimana berikut ini:



MECHANISM FOR SUBMITTING AND HANDLING REPORTS OF VIOLATIONS

In principle, complaints are submitted through the formal channels available within the organization, namely through the immediate supervisor, the relevant directorate, or other relevant functions within the Company. However, if the Reporter believes that these mechanisms are not functioning effectively or has reservations about using them, the Reporter may use the *Whistleblowing System* (WBS) as an alternative reporting channel.

The reporting mechanism and the complaint *handling* process in more detail are presented in the complaint process flowchart as follows:



SARANA DAN MEDIA PELAPORAN
PELANGGARAN

Telepon Phone	135 ext. 8
Fax	(021) 381 5912
Email	pertaminaclean@tipoffs.com.sg
Website	pertaminaclean.tipoffs.info
SMS & WhatsApp	0811 861 5000
Surat Mail	Attn: Tip-offs AnonymousTM Pertamina Clean P.O. Box 2600 JKP 10026

Setiap laporan yang diterima melalui mekanisme WBS akan ditelaah dan diverifikasi secara cermat sesuai dengan prosedur yang telah ditetapkan oleh Perusahaan. Proses ini dilakukan untuk memastikan bahwa setiap pengaduan yang disampaikan memperoleh penanganan yang objektif dan berdasarkan fakta yang dapat dipertanggungjawabkan.

Apabila hasil investigasi menunjukkan bahwa laporan tersebut terbukti benar, Perusahaan akan menjatuhkan sanksi kepada pihak yang melakukan pelanggaran secara tegas, proporsional, dan konsisten. Penerapan sanksi tersebut tidak hanya bertujuan untuk menegakkan disiplin serta menjaga keadilan di lingkungan kerja, tetapi juga menjadi langkah pencegahan agar pelaku memperoleh efek jera sekaligus memberikan peringatan bagi pihak lain agar tidak melakukan pelanggaran yang serupa.

JUMLAH PELAPORAN PELANGGARAN
DAN TINDAK LANJUT

Sepanjang tahun 2025, Perusahaan menerima sebanyak 39 laporan pengaduan yang disampaikan melalui sarana *Whistleblowing System* (WBS). Seluruh laporan yang diterima tersebut diproses sesuai dengan mekanisme yang berlaku, dimulai dari tahap analisis awal hingga proses penanganan dan investigasi dilakukan secara menyeluruh sampai dengan penyelesaian.

MEANS AND CHANNELS FOR
REPORTING VIOLATIONS

Every report received through the WBS mechanism will be carefully reviewed and verified in accordance with procedures established by the Company. This process is conducted to ensure that every complaint submitted is handled objectively and based on verifiable facts.

If the investigation findings confirm that the report is valid, the Company will impose sanctions on the parties responsible for the violation in a firm, proportionate, and consistent manner. The imposition of these sanctions is not only intended to enforce discipline and uphold fairness in the workplace, but also serves as a preventive measure to deter the perpetrators and serve as a warning to others against committing similar violations.

NUMBER OF VIOLATION REPORTS
AND FOLLOW-UP ACTIONS

Throughout 2025, the Company received a total of 39 complaints submitted through the Whistleblowing System (WBS). All reports received were processed in accordance with applicable procedures, starting from the initial analysis stage through to a comprehensive *handling* and investigation process until resolution.

Pemenuhan Prinsip-Prinsip Tata Kelola Perusahaan yang Baik

Compliance with the Principles of Good Corporate Governance

Sepanjang tahun 2025, Direksi dan Dewan Komisaris bersama seluruh jajaran Perusahaan secara senantiasa menerapkan prinsip-prinsip *Good Corporate Governance* (GCG) dalam setiap kegiatan operasional dan aktivitas bisnis Perusahaan. Penerapan prinsip tersebut menjadi komitmen bersama untuk memastikan bahwa seluruh proses usaha dijalankan secara transparan, akuntabel, dan bertanggung jawab.

Perusahaan juga menegaskan kewajiban bagi seluruh insan PTK untuk menjalankan kegiatan usaha secara sehat dengan menjunjung tinggi standar etika serta perilaku yang berlaku. Pada setiap kegiatan operasional, Perusahaan berkomitmen untuk mematuhi seluruh ketentuan regulasi serta senantiasa mengimplementasikan praktik GCG sesuai dengan peraturan dan perundang-undangan yang berlaku.

PENGUATAN KINERJA DAN KEBERLANJUTAN MELALUI TATA KELOLA BERINTEGRITAS

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Komitmen Perusahaan untuk meningkatkan kinerja sekaligus memastikan keberlanjutan usaha dalam jangka panjang diwujudkan melalui penerapan tata kelola perusahaan yang berlandaskan integritas. Visi Perusahaan menjadi pedoman strategis dalam memperkuat daya saing serta mendorong pertumbuhan bisnis yang berkelanjutan. Sejalan dengan arah strategis tersebut, Perusahaan terus mengembangkan layanan maritim yang lebih efisien, inovatif, dan ramah lingkungan, sehingga mampu menjawab dinamika pasar global sekaligus mendukung upaya transisi energi.

Perusahaan menempatkan peran Dewan Komisaris dan Direksi secara strategis melalui mekanisme pengawasan yang independen serta pengelolaan perusahaan yang profesional. Penerapan tata kelola perusahaan yang baik (GCG) dilakukan secara konsisten dengan mengedepankan prinsip integritas, transparansi, dan akuntabilitas, serta memperhatikan kepentingan seluruh pemangku kepentingan. Dengan demikian, visi Perusahaan tidak hanya berfungsi sebagai arah pengembangan bisnis, tetapi juga menjadi landasan dalam membangun tata kelola yang berintegritas guna memperkuat kinerja dan menjaga keberlanjutan usaha.

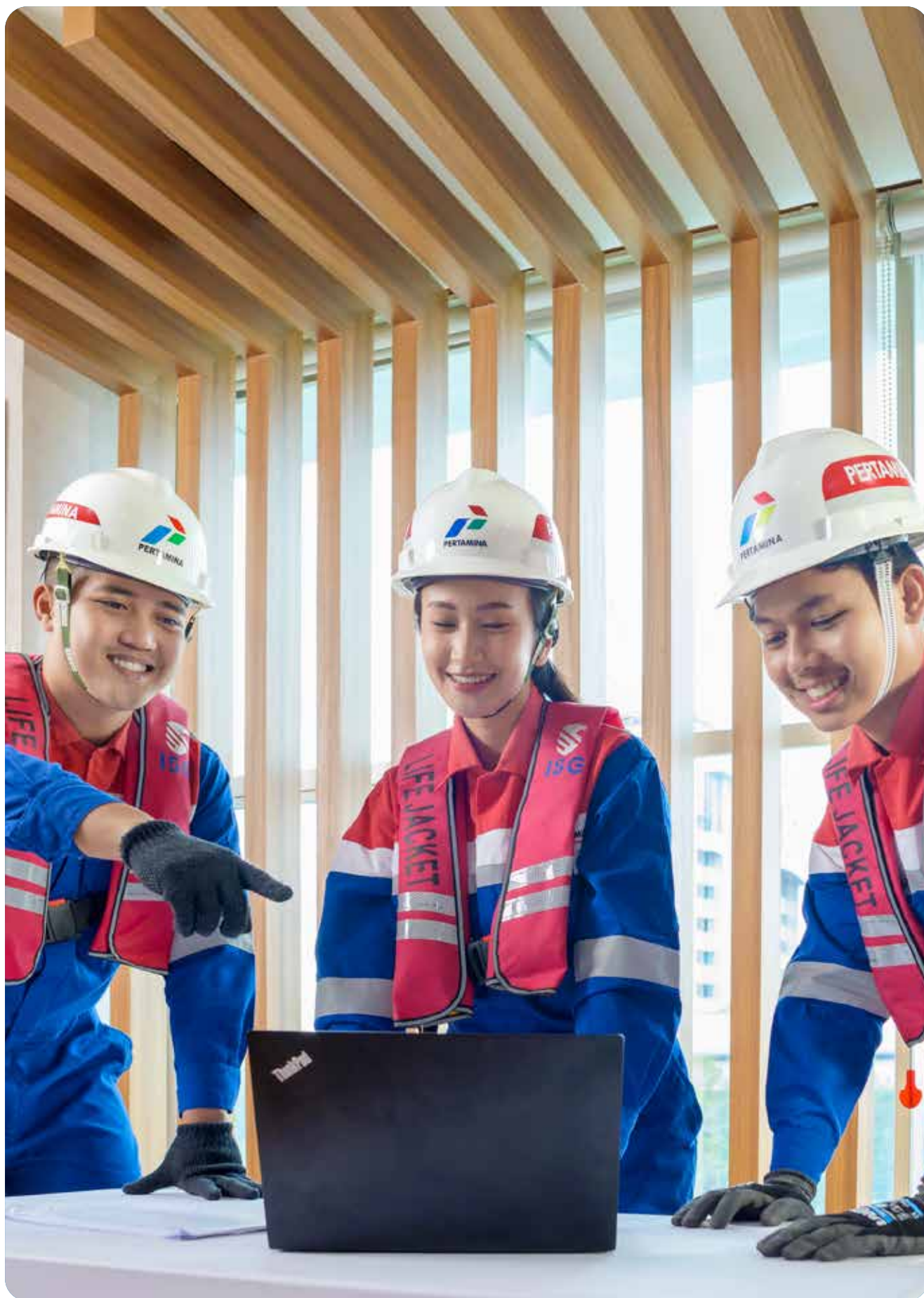
Throughout 2025, the Board of Directors and the Board of Commissioners, together with all levels of the Company, consistently applied the principles of Good Corporate Governance (GCG) in all of the Company's operational and business activities. The application of these principles represents a shared commitment to ensuring that all business processes are conducted in a transparent, accountable, and responsible manner.

The Company also emphasizes the obligation of all PTK personnel to conduct business activities in a sound manner while upholding applicable ethical standards and conduct. In all operational activities, the Company is committed to complying with all regulatory requirements and consistently implementing GCG practices in accordance with applicable laws and regulations.

STRENGTHENING PERFORMANCE AND SUSTAINABILITY THROUGH INTEGRITY-BASED GOVERNANCE

The Company's commitment to improving performance while ensuring long-term business sustainability is realized through the implementation of corporate governance grounded in integrity. The Company's vision serves as a strategic guide for strengthening competitiveness and driving sustainable business growth. In line with this strategic direction, the Company continues to develop maritime services that are more efficient, innovative, and environmentally friendly, enabling it to respond to global market dynamics while supporting energy transition efforts.

The Company strategically positions the roles of the Board of Commissioners and the Board of Directors through independent oversight mechanisms and professional corporate management. The implementation of good corporate governance (GCG) is carried out consistently by prioritizing the principles of integrity, transparency, and accountability, while taking into account the interests of all stakeholders. Thus, the Company's vision serves not only as a guide for business development but also as a foundation for building governance with integrity to strengthen performance and ensure business sustainability.



Tanggung Jawab Sosial

Social Responsibility





Tanggung Jawab Sosial dan Lingkungan

Social and Environmental Responsibility

TATA KELOLA (GOVERNANSI) BERKELANJUTAN

Dalam penerapan tata kelola berkelanjutan, PT Pertamina Trans Kontinental (PTK) telah memiliki struktur dan infrastruktur tata kelola perusahaan yang mendukung implementasi governansi keberlanjutan. Struktur tersebut mencakup Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris, dan Direksi yang masing-masing menjalankan peran sesuai dengan fungsi dan kewenangannya.

Dewan Komisaris melaksanakan fungsi pengawasan serta memberikan nasihat kepada Direksi, termasuk terkait pelaksanaan program Tanggung Jawab Sosial dan Lingkungan (TJSL). Sementara itu, Direksi memiliki wewenang dan tanggung jawab dalam perencanaan, pelaksanaan, serta evaluasi kegiatan TJSL di lingkungan PTK.

Sebagai bentuk akuntabilitas, Dewan Komisaris dan Direksi menyampaikan laporan pelaksanaan kegiatan TJSL kepada RUPS yang dituangkan dalam Laporan Manajemen serta Laporan Tugas Pengawasan Dewan Komisaris.

Dalam mendukung efektivitas pelaksanaan TJSL, PTK telah menetapkan fungsi yang bertanggung jawab atas koordinasi dan implementasi kegiatan TJSL, yaitu VP Legal & Relation. Penunjukan tersebut tercermin dalam Uraian Jabatan VP Legal & Relation Nomor JD-001/PTK0200/2024-S8 tanggal 1 September 2024.

Pengaturan ini menunjukkan bahwa pelaksanaan TJSL di PTK telah terintegrasi dalam struktur organisasi dan fungsi yang ada, meskipun tidak secara khusus diatur dalam Surat Keputusan Direksi tersendiri.

DASAR HUKUM DAN PENDEKATAN

Pelaksanaan program Tanggung Jawab Sosial dan Lingkungan (TJSL) di PT Pertamina Trans Kontinental (PTK) berlandaskan pada ketentuan peraturan perundang-undangan yang berlaku, serta mengacu pada prinsip-prinsip keberlanjutan yang mendukung operasional Perusahaan secara bertanggung jawab.

Adapun dasar hukum yang menjadi acuan dalam pelaksanaan TJSL di PTK antara lain sebagai berikut:

1. Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas;
2. Undang-Undang Nomor 32 Tahun 2009 tentang Perlindungan dan Pengelolaan Lingkungan Hidup;
3. Undang-Undang Nomor 1 Tahun 1970 tentang Keselamatan Kerja;
4. Undang-Undang Nomor 13 Tahun 2003 tentang Ketenagakerjaan;
5. Undang-Undang Nomor 8 Tahun 1999 tentang Perlindungan Konsumen;

SUSTAINABLE GOVERNANCE

In implementing sustainable governance, PT Pertamina Trans Kontinental (PTK) has established a corporate governance structure and infrastructure that support the implementation of sustainability governance. This structure comprises the General Meeting of Shareholders (GMS), the Board of Commissioners, and the Board of Directors, each carrying out its roles in accordance with their respective functions and authorities.

The Board of Commissioners performs a supervisory function and provides advice to the Board of Directors, including on the implementation of Corporate Social and Environmental Responsibility (TJSL) programs. Meanwhile, the Board of Directors holds the authority and responsibility for the planning, implementation, and evaluation of TJSL activities within PTK.

As a form of accountability, both the Board of Commissioners and the Board of Directors submit reports on the implementation of TJSL activities to the GMS, as reflected in the Management Report and the Board of Commissioners' Supervisory Report.

To support the effectiveness of TJSL implementation, PTK has designated a function responsible for coordinating and implementing TJSL activities, namely the VP Legal & Relation. This designation is outlined in the Job Description of the VP Legal & Relation No. JD-001/PTK0200/2024-S8 dated September 1, 2024.

This arrangement demonstrates that TJSL implementation at PTK has been integrated into the existing organizational structure and functions, although it is not specifically regulated under a separate Board of Directors Decree.

LEGAL BASIS AND APPROACH

The implementation of Corporate Social and Environmental Responsibility (TJSL) programs at PT Pertamina Trans Kontinental (PTK) is based on applicable laws and regulations, while also referring to sustainability principles that support the Company's responsible operations.

The legal basis serving as references for the implementation of TJSL at PTK includes, among others, the following:

1. Law No. 40 of 2007 on Limited Liability Companies;
2. Law No. 32 of 2009 on Environmental Protection and Management;
3. Law No. 1 of 1970 on Occupational Safety;
4. Law No. 13 of 2003 on Manpower;
5. Law No. 8 of 1999 on Consumer Protection;

6. Peraturan Pemerintah Nomor 47 Tahun 2012 tentang Tanggung Jawab Sosial dan Lingkungan Perseroan Terbatas.

Selain berpedoman pada regulasi tersebut, pelaksanaan TJSL PTK juga mempertimbangkan kebutuhan pemangku kepentingan serta keselarasan dengan strategi bisnis Perseroan, sehingga program yang dijalankan tidak hanya memenuhi aspek kepatuhan, tetapi juga memberikan nilai tambah bagi masyarakat, lingkungan, dan keberlanjutan usaha Perusahaan.

Pengembangan Kompetensi Manajemen di Bidang Keberlanjutan PT Pertamina Trans Kontinental (PTK) terus mendorong peningkatan kompetensi Manajemen Perusahaan dalam bidang keberlanjutan sebagai bagian dari upaya memperkuat implementasi prinsip *Environmental, Social, and Governance* (ESG). Inisiatif ini dilakukan untuk memastikan bahwa pengambilan keputusan strategis selaras dengan praktik bisnis berkelanjutan serta perkembangan regulasi dan standar yang berlaku.

Sepanjang Tahun Buku 2025, PTK telah memfasilitasi berbagai program pengembangan kompetensi terkait aspek keberlanjutan yang diikuti oleh Manajemen Perusahaan, antara lain melalui pelatihan, *workshop*, seminar, maupun forum diskusi yang relevan dengan isu keberlanjutan.

6. Government Regulation No. 47 of 2012 on Corporate Social and Environmental Responsibility of Limited Liability Companies.

In addition to adhering to these regulations, PTK's TJSL implementation also takes into account stakeholder needs and alignment with the Company's business strategy. This ensures that the programs carried out not only fulfil compliance requirements but also create added value for society, the environment, and the sustainability of the Company's operations.

Management Competency Development in Sustainability PT Pertamina Trans Kontinental (PTK) continues to promote the enhancement of Management competencies in sustainability as part of its efforts to strengthen the implementation of Environmental, Social, and Governance (ESG) principles. This initiative aims to ensure that strategic decision-making aligns with sustainable business practices, as well as with evolving regulations and applicable standards.

Throughout the 2025 financial year, PTK facilitated various competency development programs related to sustainability for the Company's Management. These initiatives included training sessions, workshops, seminars, and discussion forums relevant to sustainability issues.

Nama Pelatihan Training Name	Penyelenggara Organizer	Tanggal Pelaksanaan Training Date
Product Lifecycle Management	Classroom Training	17 Februari 2025 February 17, 2025
Unlocking Geothermal Potential: Lesson Learned from Lahendong Unit 7&8 Exploration for Gunung Tiga Exploration Project	Webinar Komet	12 Maret 2025 March 12, 2025
Resource Optimization and New Exploitation Technology Implementation to Accelerate Geothermal Development towards PGE 3 GW	Webinar Komet	12 Maret 2025 March 12, 2025
Executive Sustainability Academy	Classroom Training	13 Maret 2025 March 13, 2025
Upaya Strategis Pencapaian PROPER EMAS melalui Inovasi Sosial Eloc Bestari di PGE Area Ulubelu Strategic Efforts to Achieve PROPER Gold through Eloc Bestari Social Innovation at PGE Ulubelu Area	Webinar Komet	13 Maret 2025 March 13, 2025
Igniting Reliability: Strategic Transition of Lumut Balai Unit 2 1 x 55 MW Geothermal Project to Operation Phase	Webinar Komet	13 Maret 2025 March 13, 2025
Produksi Bioetanol dari Molase dan Tebu: Teknologi, Efisiensi, dan Dampak Lingkungan Bioethanol Production from Molasses and Sugarcane: Technology, Efficiency, and Environmental Impact	Forum Webinar	29 Juli 2025 July 29, 2025
E-Learning Sustainability Awareness Learning	Upskilling Internal	30 September 2025 September 30, 2025
E-Learning Sustainability Awareness Learning	Upskilling Internal	31 Oktober 2025 October 31, 2025
E-Learning Sustainability Awareness Learning	Upskilling Internal	31 Desember 2025 December 31, 2025

PENILAIAN RISIKO ATAS PENERAPAN PROGRAM KEBERLANJUTAN

Penerapan sistem manajemen risiko di PT Pertamina Trans Kontinental (PTK) dilakukan secara terintegrasi dan menyeluruh, mencakup pengelolaan risiko pada aspek ekonomi, sosial, dan lingkungan. Pendekatan ini bertujuan untuk mengidentifikasi, menganalisis, serta mengendalikan potensi risiko yang dapat memengaruhi kinerja dan keberlanjutan usaha Perusahaan.

RISK ASSESSMENT ON SUSTAINABILITY PROGRAMS IMPLEMENTATION

The implementation of risk management at PT Pertamina Trans Kontinental (PTK) is carried out in an integrated and comprehensive manner, covering the management of risks across economic, social, and environmental aspects. This approach aims to identify, analyse, and control potential risks that may affect the Company's performance and business sustainability.

Melalui penerapan manajemen risiko yang komprehensif, PTK berupaya memitigasi berbagai potensi dampak negatif yang mungkin timbul dari aktivitas operasional, sekaligus memastikan bahwa setiap keputusan bisnis mempertimbangkan prinsip kehati-hatian serta aspek keberlanjutan. Penerapan ini juga mendukung terciptanya nilai tambah bagi Perusahaan dan para pemangku kepentingan dalam jangka panjang.

PELIBATAN PEMANGKU KEPENTINGAN

Keberlanjutan usaha PT Pertamina Trans Kontinental (PTK) memiliki keterkaitan yang erat dengan kemampuan Perusahaan dalam membangun dan menjaga hubungan yang konstruktif dengan para pemangku kepentingan. PTK memandang pemangku kepentingan sebagai pihak yang memiliki pengaruh terhadap, dan/atau terdampak oleh, aktivitas operasional Perusahaan.

Melalui interaksi yang efektif dan berkelanjutan dengan para pemangku kepentingan, PTK berupaya menciptakan hubungan yang saling memberikan nilai tambah. Hal ini menjadi faktor penting dalam mendukung keberlanjutan usaha, sekaligus memastikan pelaksanaan tanggung jawab sosial dan pelestarian lingkungan berjalan secara optimal guna memberikan manfaat yang berkelanjutan bagi seluruh pemangku kepentingan.

PTK telah melakukan identifikasi dan pemetaan pemangku kepentingan utama secara sistematis, dengan mempertimbangkan tingkat pengaruh dan kepentingan masing-masing pihak terhadap keberlangsungan usaha Perusahaan. Pendekatan ini memungkinkan PTK untuk menentukan strategi komunikasi dan keterlibatan yang tepat sasaran.

Adapun pemangku kepentingan utama PTK antara lain meliputi:

- Pemegang Saham;
- Dewan Komisaris dan Direksi;
- Karyawan;
- Pelanggan;
- Mitra Usaha dan Pemasok;
- Pemerintah dan Regulator;
- Masyarakat dan Lingkungan sekitar wilayah operasional;
- Media dan Pemangku Kepentingan lainnya.

Through the application of comprehensive risk management, PTK seeks to mitigate various potential negative impacts arising from its operational activities, while ensuring that every business decision incorporates prudence and sustainability considerations. This implementation also supports the creation of long-term value for the Company and its stakeholders.

STAKEHOLDERS ENGAGEMENT

The sustainability of PT Pertamina Trans Kontinental (PTK)'s business is closely linked to the Company's ability to build and maintain constructive relationships with its stakeholders. PTK views stakeholders as parties that influence and/or are affected by the Company's operational activities.

Through effective and continuous interaction with stakeholders, PTK strives to foster relationships that create mutual value. This serves as a key factor in supporting business sustainability, while ensuring that the implementation of social responsibility and environmental preservation is carried out optimally to deliver sustainable benefits for all stakeholders.

PTK has systematically identified and mapped its key stakeholders by considering each party's level of influence and interest in relation to the Company's business continuity. This approach enables PTK to determine targeted communication and engagement strategies.

PTK's key stakeholders include:

- Shareholders;
- Board of Commissioners and Board of Directors;
- Employees;
- Customers;
- Business Partners and Suppliers;
- Government and Regulators;
- Communities and the Environment surrounding operational areas;
- Media and other stakeholders.

Pemangku Kepentingan Stakeholders	Mekanisme Keterlibatan Engagement Mechanism	Isu/Topik Issues/Topics
Pemegang Saham Shareholders	• Rapat; • Laporan kinerja; • Meetings; • Performance reports;	Peningkatan kinerja; Dukungan oleh Pemegang Saham; Performance improvement; Shareholder support;
Pegawai Employees	Perjanjian Kerja Pegawai; Pendidikan dan Pelatihan; Employee Work Agreements; Education and Training;	Terjaminnya kesejahteraan pegawai dan keluarganya; Suasana kerja kondusif, sehat, dan aman; Jenjang karier dan penilaian kinerja yang jelas, setara, dan tanpa diskriminasi; Ensured welfare of employees and their families; A conducive, healthy, and safe working environment; Clear, equitable, and non-discriminatory career paths and performance evaluations;
Masyarakat Community	• Social Mapping; • Komunikasi melalui media telepon dan tertulis; • Pelatihan Masyarakat; • Forum tatap muka; • Social Mapping; • Communication via telephone and written correspondence; • Community Training; • Face-to-face forums;	Dapat tumbuh dan berkembang selaras dengan PTK; Hubungan yang harmonis; Dampak negatif terhadap lingkungan diminimalisir; Opportunities to grow and develop in alignment with PTK; Harmonious relationships; Minimized negative environmental impacts;

Pemangku Kepentingan Stakeholders	Mekanisme Keterlibatan Engagement Mechanism	Isu/Topik Issues/Topics
Pemasok Suppliers	Kontrak dan Perjanjian; Contracts and Agreements;	Proses pengadaan yang adil dan transparan; Pembayaran tepat waktu; Hubungan yang harmonis; Fair and transparent procurement processes; Timely payments; Harmonious relationships;
Pemerintah Government	- Kepatuhan terhadap Peraturan; - Kontribusi ekonomi (pajak dan subsidi); - Regulatory Compliance; - Economic contributions (taxes and subsidies);	Kepatuhan terhadap peraturan; Kontribusi ekonomi pada Pemerintah (pajak dan subsidi); Regulatory compliance; Economic contributions to the Government (taxes and subsidies);
Media Massa Mass Media	Konferensi pers; Press conferences;	Mendapatkan akses informasi yang mudah dan luas; Easy and broad access to information;

TANTANGAN DALAM PENERAPAN PROGRAM KEBERLANJUTAN

Isu lingkungan dan perubahan iklim merupakan tantangan global yang semakin relevan dan perlu direspons secara serius oleh seluruh pelaku usaha. Sebagai Perusahaan yang bergerak di bidang jasa maritim dan logistik energi, PT Pertamina Trans Kontinental (PTK) menyadari bahwa kegiatan operasionalnya memiliki potensi dampak terhadap lingkungan.

Oleh karena itu, PTK berkomitmen untuk menjalankan kegiatan usaha secara bertanggung jawab dengan mengedepankan prinsip keberlanjutan. Perusahaan secara aktif mendorong berbagai inisiatif pelestarian lingkungan serta berupaya meminimalkan dampak ekologis yang mungkin timbul dari aktivitas operasional, termasuk melalui peningkatan efisiensi operasional, pengelolaan limbah, serta kepatuhan terhadap peraturan lingkungan yang berlaku.

Komitmen ini merupakan bagian dari upaya PTK dalam mendukung transisi menuju praktik bisnis yang lebih ramah lingkungan, sekaligus berkontribusi terhadap upaya mitigasi perubahan iklim secara berkelanjutan.

BIAYA DAN ANGGARAN TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN

PT Pertamina Trans Kontinental (PTK) menyediakan alokasi anggaran khusus untuk pelaksanaan program Tanggung Jawab Sosial dan Lingkungan (TJSL) sebagai bagian dari komitmen Perusahaan terhadap praktik bisnis berkelanjutan. Penetapan besaran anggaran TJSL dilakukan melalui mekanisme perencanaan dalam Rencana Kerja dan Anggaran Perusahaan (RKAP).

Dalam pencatatan Laporan Keuangan Perusahaan, realisasi anggaran TJSL diakui sebagai bagian dari beban usaha, sesuai dengan kebijakan akuntansi yang berlaku. Hal ini mencerminkan bahwa pelaksanaan TJSL merupakan bagian yang terintegrasi dalam aktivitas operasional Perusahaan.

Pada Tahun Buku 2025, PTK telah mengalokasikan anggaran TJSL sebesar Rp1.849.313.427.

CHALLENGES IN IMPLEMENTING SUSTAINABILITY PROGRAMS

Environmental issues and climate change are increasingly relevant global challenges that require serious responses from all business actors. As a company engaged in maritime services and energy logistics, PT Pertamina Trans Kontinental (PTK) recognises that its operational activities have the potential to impact the environment.

Therefore, PTK is committed to conducting its business responsibly by prioritising sustainability principles. The Company actively promotes various environmental preservation initiatives and strives to minimise potential ecological impacts arising from its operations, including through improving operational efficiency, waste management, and compliance with applicable environmental regulations.

This commitment forms part of PTK's efforts to support the transition towards more environmentally friendly business practices, while also contributing to ongoing climate change mitigation efforts.

SOCIAL AND ENVIRONMENTAL RESPONSIBILITY COSTS AND BUDGET

PT Pertamina Trans Kontinental (PTK) allocates a dedicated budget for the implementation of Corporate Social and Environmental Responsibility (TJSL) programs as part of the Company's commitment to sustainable business practices. The determination of the TJSL budget is carried out through the planning mechanism set out in the Company's Work Plan and Budget (RKAP).

In the Company's financial statements, the realization of the TJSL budget is recognized as part of operating expenses, in accordance with applicable accounting policies. This reflects that TJSL implementation is integrated into the Company's operational activities.

In the 2025 financial year, PTK allocated a TJSL budget amounting to Rp1,849,313,427.

MEMBANGUN BUDAYA KEBERLANJUTAN

PT Pertamina Trans Kontinental (PTK) secara konsisten menerapkan budaya keberlanjutan melalui berbagai komitmen dan inisiatif yang dijalankan sepanjang Tahun Buku 2025, serta menginternalisasikannya kepada seluruh pemangku kepentingan.

Ruang lingkup program keberlanjutan PTK mencakup beberapa aspek utama, yaitu pengelolaan lingkungan hidup, ketenagakerjaan, kesehatan dan keselamatan kerja (K3), pengembangan sosial kemasyarakatan, serta tanggung jawab kepada pelanggan. Seluruh aspek tersebut dilaksanakan secara terintegrasi sebagai bagian dari strategi Perusahaan dalam menciptakan nilai berkelanjutan.

Pelaksanaan program keberlanjutan dilakukan secara konsisten dan menjadi prioritas Perusahaan, dengan mengedepankan sinergi antarprogram guna memastikan pencapaian tujuan dan sasaran strategis secara efektif dan berkelanjutan.

LAPORAN KEBERLANJUTAN

PT Pertamina Trans Kontinental (PTK) secara konsisten menyusun Laporan Keberlanjutan (*Sustainability Report*) sebagai wujud akuntabilitas dan transparansi Perusahaan kepada para pemangku kepentingan. Laporan ini memuat informasi terkait pengelolaan serta kinerja aspek keberlanjutan, termasuk pelaksanaan Tanggung Jawab Sosial dan Lingkungan (TJSL), yang selaras dengan upaya Perusahaan dalam mendukung pencapaian Tujuan Pembangunan Berkelanjutan. Penyusunan Laporan Keberlanjutan juga mencerminkan komitmen PTK dalam mengintegrasikan prinsip keberlanjutan ke dalam strategi dan operasional Perusahaan secara berkesinambungan.

Informasi lebih lengkap mengenai pengelolaan dan kinerja keberlanjutan PTK disajikan dalam Laporan Keberlanjutan yang diterbitkan secara terpisah dari Laporan Tahunan ini.

INISATIF PROGRAM KEBERLANJUTAN

Pada Tahun Buku 2025, PT Pertamina Trans Kontinental (PTK) terus melaksanakan berbagai inisiatif sebagai bagian dari komitmen Perusahaan dalam menerapkan prinsip keberlanjutan. Inisiatif tersebut dijalankan dengan mengacu pada peraturan perundang-undangan serta standar yang berlaku, sebagai landasan dalam pelaksanaan kegiatan operasional yang bertanggung jawab.

Program keberlanjutan PTK mencakup aspek ekonomi, lingkungan, dan sosial yang diimplementasikan secara terintegrasi sepanjang tahun 2025. Melalui pelaksanaan berbagai program tersebut, PTK berupaya menciptakan nilai tambah yang berkelanjutan bagi Perusahaan sekaligus memberikan kontribusi positif kepada para pemangku kepentingan.

BUILDING A SUSTAINABILITY CULTURE

PT Pertamina Trans Kontinental (PTK) consistently implements a sustainability culture through various commitments and initiatives carried out throughout the 2025 financial year, while also internalising these practices across all stakeholders.

The scope of PTK's sustainability programs covers several key aspects, including environmental management, employment practices, occupational health and safety (OHS), social and community development, and responsibility to customers. All of these aspects are implemented in an integrated manner as part of the Company's strategy to create sustainable value.

The implementation of sustainability programs is carried out consistently and remains a Company priority, emphasising synergy across initiatives to ensure the effective and sustainable achievement of strategic goals and targets.

SUSTAINABILITY REPORT

PT Pertamina Trans Kontinental (PTK) consistently prepares a Sustainability Report as a manifestation of the Company's accountability and transparency to its stakeholders. This report presents information on the management and performance of sustainability aspects, including the implementation of Corporate Social and Environmental Responsibility (TJSL), in line with the Company's efforts to support the achievement of the Sustainable Development Goals. The preparation of the Sustainability Report also reflects PTK's commitment to continuously integrating sustainability principles into the Company's strategy and operations.

More comprehensive information on PTK's sustainability management and performance is presented in the Sustainability Report, which is published separately from this Annual Report.

SUSTAINABILITY PROGRAM INITIATIVES

In the 2025 financial year, PT Pertamina Trans Kontinental (PTK) continued to implement various initiatives as part of the Company's commitment to applying sustainability principles. These initiatives were carried out in accordance with applicable laws and regulations, as well as relevant standards, serving as the foundation for responsible operational activities.

PTK's sustainability programs encompass economic, environmental, and social aspects, which were implemented in an integrated manner throughout 2025. Through the execution of these programs, PTK aims to create sustainable added value for the Company while also delivering positive contributions to its stakeholders.

Kinerja Ekonomi

Economic Performance

KONTRIBUSI EKONOMI

Berbagai strategi dan upaya yang telah dilakukan PT Pertamina Trans Kontinental (PTK) sepanjang Tahun Buku 2025 telah mendukung pencapaian kinerja Perusahaan yang tetap optimal. Kinerja tersebut mencerminkan kemampuan PTK dalam menjaga stabilitas operasional serta menghadapi dinamika industri secara adaptif.

Selain itu, PTK juga berupaya mendistribusikan nilai ekonomi yang dihasilkan kepada para pemangku kepentingan, sebagai bagian dari kontribusi Perusahaan dalam menciptakan manfaat yang berkelanjutan.

Informasi mengenai kinerja ekonomi, termasuk pencapaian target, kinerja operasional, pengelolaan portofolio, realisasi pembiayaan atau investasi, serta pendapatan dan laba rugi, telah disajikan secara lebih rinci dalam Bab Analisis dan Pembahasan Manajemen pada laporan ini.

Kontribusi Ekonomi terkait Keuangan Berkelanjutan

Economic Contribution Related to Sustainable Finance

Kegiatan Activities	Uraian Description	Dampak Ekonomi Economic Impact
Investasi infrastruktur dan teknologi berkelanjutan Investment in sustainable infrastructure and technology	Pembangunan instalasi panel surya, pembangunan dan perbaikan fasilitas sosial Construction of solar panel installations, construction and repair of social facilities	Penghematan biaya listrik, nilai investasi, penggunaan tenaga kerja lokal Electricity cost savings, investment value, use of local labor
Penciptaan peluang usaha masyarakat sekitar Creation of business opportunities for local communities	Pemberdayaan (pelatihan/pendampingan) Usaha Kecil Menengah Empowerment (training/mentoring) of SMEs	Jumlah Usaha Kecil Menengah yang ikut pelatihan/pendampingan Number of SMEs participating in training/mentoring
Pelibatan penyedia lokal Engagement of local suppliers	Jumlah penyedia lokal Number of local providers	Nilai pengadaan dari penyedia lokal Value of procurement from local providers

PT Pertamina Trans Kontinental (PTK) terus berkontribusi dalam pembangunan nasional melalui pemenuhan kewajiban perpajakan secara tepat waktu dan sesuai dengan ketentuan peraturan perundang-undangan yang berlaku. Kepatuhan perpajakan ini merupakan bagian dari komitmen Perusahaan dalam mendukung penerimaan negara serta menciptakan nilai tambah bagi perekonomian nasional.

Seiring dengan pertumbuhan kinerja Perusahaan, kontribusi PTK kepada negara juga menunjukkan tren yang positif. Pada Tahun Buku 2025, total pemenuhan kewajiban keuangan kepada negara tercatat sebesar Rp541.982 juta, meningkat dibandingkan dengan tahun 2024 yang sebesar Rp519.929 juta.

Peningkatan tersebut mencerminkan kinerja operasional dan finansial PTK yang semakin solid, sekaligus menunjukkan peran aktif Perusahaan dalam mendukung pembangunan nasional melalui kontribusi fiskal yang berkelanjutan.

Ke depan, PTK akan terus menjaga tingkat kepatuhan perpajakan serta mengoptimalkan kontribusinya kepada negara, sejalan dengan pertumbuhan usaha dan penerapan prinsip tata kelola perusahaan yang baik.

ECONOMIC CONTRIBUTION

The various strategies and initiatives undertaken by PT Pertamina Trans Kontinental (PTK) throughout the 2025 financial year have supported the achievement of the Company's consistently optimal performance. This performance reflects PTK's ability to maintain operational stability while adapting to industry dynamics.

In addition, PTK strives to distribute the economic value it generates to its stakeholders as part of the Company's contribution to creating sustainable benefits.

Information regarding economic performance, including target achievements, operational performance, portfolio management, financing or investment realisation, as well as revenue and profit or loss, is presented in greater detail in the Management's Discussion and Analysis section of this report.

PT Pertamina Trans Kontinental (PTK) continues to contribute to national development through the timely fulfilment of its tax obligations in accordance with applicable laws and regulations. This tax compliance forms part of the Company's commitment to supporting state revenue and creating added value for the national economy.

In line with the Company's performance growth, PTK's contribution to the state has also shown a positive trend. In the 2025 financial year, the total fulfilment of financial obligations to the state amounted to Rp541,982 million, increasing compared to 2024, which amounted to Rp519,929 million.

This increase reflects PTK's strengthening operational and financial performance, while also demonstrating the Company's active role in supporting national development through sustainable fiscal contributions.

Going forward, PTK will continue to maintain its level of tax compliance and optimise its contributions to the state, in line with business growth and the implementation of good corporate governance principles.

Kinerja Lingkungan Environmental Performance

KOMITMEN DAN KEBIJAKAN DALAM PENGELOLAAN DAN PELESTARIAN LINGKUNGAN

Sebagai perusahaan yang bergerak di bidang jasa perkapalan dan logistik energi, PT Pertamina Trans Kontinental (PTK) menyadari pentingnya pengelolaan lingkungan hidup yang berkelanjutan serta penggunaan sumber daya alam secara bijaksana. Seiring dengan meningkatnya tuntutan terhadap praktik bisnis yang ramah lingkungan, PTK terus memperkuat komitmennya dalam mengelola dampak lingkungan secara bertanggung jawab.

Pada Tahun Buku 2025, PTK menjalankan berbagai inisiatif strategis dalam pengelolaan lingkungan yang mencakup pengelolaan limbah, pencegahan pencemaran, pengendalian emisi Gas Rumah Kaca (GRK) dan emisi bahan perusak ozon, serta upaya pelestarian lingkungan di seluruh wilayah operasional. Upaya tersebut juga didukung melalui peningkatan efisiensi operasional armada dan optimalisasi penggunaan energi sebagai bagian dari kontribusi Perusahaan dalam mendukung transisi energi yang lebih bersih.

Komitmen PTK terhadap perlindungan lingkungan merupakan bagian integral dari implementasi prinsip *Health, Safety, Security, and Environment* (HSSE) yang menjadi landasan dalam setiap kegiatan operasional. Kebijakan dan pedoman terkait pengelolaan lingkungan telah ditetapkan dalam Peraturan Direksi serta diimplementasikan secara konsisten di seluruh unit kerja.

Dalam rangka memastikan efektivitas penerapan Sistem Manajemen Lingkungan (SML), PTK secara berkala melaksanakan audit internal maupun evaluasi kepatuhan terhadap standar yang berlaku, termasuk ISO 14001:2015 *Environmental Management System*. Kegiatan audit mencakup seluruh fungsi kantor pusat, unit operasi maritim di berbagai region, fasilitas *shorebase*, pelabuhan, serta armada kapal milik Perusahaan. Melalui pelaksanaan audit dan *monitoring* yang berkelanjutan, PTK berupaya memastikan bahwa seluruh aktivitas operasional telah sesuai dengan standar lingkungan yang ditetapkan, sekaligus mendorong perbaikan berkelanjutan dalam kinerja pengelolaan lingkungan Perusahaan.

INISIATIF PROGRAM PENGELOLAAN LINGKUNGAN TAHUN 2025

Sepanjang Tahun Buku 2025, PT Pertamina Trans Kontinental (PTK) terus memperkuat upaya pengelolaan dan pemantauan lingkungan sebagai bagian dari implementasi tata kelola keberlanjutan pada aspek lingkungan. Berbagai inisiatif yang dijalankan merupakan wujud komitmen Perusahaan dalam menjaga kelestarian lingkungan sekaligus meminimalkan dampak negatif dari kegiatan operasional.

COMMITMENT AND POLICIES IN ENVIRONMENTAL MANAGEMENT AND PROTECTION

As a company engaged in shipping services and energy logistics, PT Pertamina Trans Kontinental (PTK) recognises the importance of sustainable environmental management and the prudent use of natural resources. In line with increasing demands for environmentally responsible business practices, PTK continues to strengthen its commitment to managing environmental impacts responsibly.

In the 2025 financial year, PTK implemented various strategic initiatives in environmental management, including waste management, pollution prevention, control of Greenhouse Gas (GHG) emissions and ozone-depleting substances, as well as environmental conservation efforts across all operational areas. These efforts are further supported by improving fleet operational efficiency and optimising energy use as part of the Company's contribution to supporting a cleaner energy transition.

PTK's commitment to environmental protection is an integral part of the implementation of Health, Safety, Security, and Environment (HSSE) principles, which serve as the foundation for all operational activities. Policies and guidelines related to environmental management have been established through Board of Directors Regulations and are consistently implemented across all business units.

To ensure the effectiveness of the Environmental Management System (EMS), PTK conducts periodic internal audits and compliance evaluations against applicable standards, including ISO 14001:2015 Environmental Management System. These audit activities cover all functions at the head office, maritime operational units across various regions, shorebase facilities, ports, and the Company's fleet. Through continuous auditing and monitoring, PTK strives to ensure that all operational activities comply with established environmental standards, while also promoting continuous improvement in the Company's environmental management performance.

ENVIRONMENTAL MANAGEMENT PROGRAM INITIATIVES IN 2025

Throughout the 2025 financial year, PT Pertamina Trans Kontinental (PTK) continued to strengthen its environmental management and monitoring efforts as part of the implementation of sustainability governance in the environmental aspect. The various initiatives undertaken reflect the Company's commitment to preserving the environment while minimising the negative impacts of its operational activities.

Program dan inisiatif lingkungan yang dilaksanakan mencakup pengelolaan limbah dan pengendalian pencemaran air laut, pengendalian pencemaran udara dan kebisingan, pengelolaan emisi Gas Rumah Kaca (GRK) serta emisi bahan perusak ozon, serta pengelolaan sumber daya alam seperti energi, air, dan kertas. Selain itu, PTK juga melaksanakan kegiatan pembersihan lingkungan pelabuhan serta mendorong penerapan praktik operasional yang lebih ramah lingkungan di seluruh wilayah kerja.

Melalui berbagai program tersebut, PTK tidak hanya berfokus pada pencapaian kinerja operasional dan finansial, tetapi juga memastikan bahwa kegiatan usaha dijalankan secara bertanggung jawab dengan memperhatikan aspek pelestarian lingkungan dan keberlanjutan sumber daya alam.

Sebagai bentuk komitmen nyata, PTK mengalokasikan anggaran khusus untuk pengelolaan dan pelestarian lingkungan. Pada Tahun Buku 2025, realisasi biaya lingkungan menunjukkan peningkatan dibandingkan tahun sebelumnya, yang mencerminkan penguatan inisiatif keberlanjutan Perusahaan. Anggaran tersebut antara lain digunakan untuk mendukung program sertifikasi pelabuhan berwawasan lingkungan (*green port*), serta pelaksanaan berbagai program pelestarian lingkungan.

Beberapa program unggulan yang dilaksanakan antara lain *Green Mangrove Action Program (Green MAP)* yang berfokus pada rehabilitasi ekosistem pesisir, serta kegiatan *Coastal Clean Up* yang bertujuan menjaga kebersihan dan kelestarian wilayah pesisir. Program-program tersebut merupakan bagian dari kontribusi PTK dalam mendukung perlindungan ekosistem laut dan pesisir secara berkelanjutan.

MENGELOLA PENGGUNAAN DAN EFISIENSI ENERGI

Hingga Tahun Buku 2025, PT Pertamina Trans Kontinental (PTK) memanfaatkan berbagai sumber energi utama untuk mendukung kegiatan operasional Perusahaan, antara lain Bahan Bakar Minyak (BBM), *Liquefied Natural Gas (LNG)*, serta energi listrik. BBM jenis *High Speed Diesel (HSD)* digunakan sebagai sumber energi utama bagi operasional armada kapal, sementara BBM jenis solar dan bensin dimanfaatkan untuk kendaraan operasional darat. Di sisi lain, energi listrik digunakan untuk menunjang kegiatan operasional perkantoran dan fasilitas pendukung lainnya.

Pada Tahun Buku 2025, penggunaan energi fosil untuk operasional kantor tercatat sebesar 7.246,57 gigajoule, menurun 5% dibandingkan tahun 2024 sebesar 7.603,04 gigajoule. Sejalan dengan peningkatan aktivitas operasional, intensitas penggunaan energi per pegawai juga tercatat sebesar 2,42 gigajoule/orang, menurun 5,5% dari tahun sebelumnya sebesar 2,56 gigajoule/orang. Sementara itu, pada operasional kapal, penggunaan energi fosil tercatat sebesar 4.089,24 gigajoule dan penggunaan energi yang dikategorikan sebagai energi lebih bersih/alternatif mencapai 1.250.010,24 gigajoule. Hal ini menunjukkan upaya PTK dalam mulai menggeser pemanfaatan energi menuju sumber energi yang lebih ramah lingkungan.

The environmental programs and initiatives implemented include waste management and marine water pollution control, air pollution and noise control, management of Greenhouse Gas (GHG) emissions and ozone-depleting substances, as well as the management of natural resources such as energy, water, and paper. In addition, PTK carried out port environmental clean-up activities and promoted the adoption of more environmentally friendly operational practices across all areas of operation.

Through these programs, PTK not only focuses on achieving operational and financial performance but also ensures that its business activities are conducted responsibly by taking into account environmental preservation and the sustainability of natural resources.

As a tangible demonstration of its commitment, PTK allocates a dedicated budget for environmental management and conservation. In the 2025 financial year, the realisation of environmental costs increased compared to the previous year, reflecting the strengthening of the Company's sustainability initiatives. The budget was, among others, used to support green port certification programs, as well as the implementation of various environmental conservation initiatives.

Several flagship programs implemented include the Green Mangrove Action Program (Green MAP), which focuses on coastal ecosystem rehabilitation, as well as Coastal Clean-Up activities aimed at maintaining the cleanliness and sustainability of coastal areas. These programs form part of PTK's contribution to supporting the sustainable protection of marine and coastal ecosystems.

MANAGING ENERGY CONSUMPTION AND EFFICIENCY

As of the 2025 financial year, PT Pertamina Trans Kontinental (PTK) utilises various primary energy sources to support its operational activities, including fuel oil (BBM), liquefied natural gas (LNG), and electricity. High Speed Diesel (HSD) serves as the primary energy source for vessel operations, while diesel and gasoline are used for land-based operational vehicles. Meanwhile, electricity is utilised to support office operations and other supporting facilities.

In the 2025 financial year, fossil energy consumption for office operations was recorded at 7,246.57 gigajoules, decreasing by 5% compared to 2024, which also stood at 7,603.04 gigajoules. In line with increased operational activities, energy intensity per employee was recorded at 2.42 gigajoules per person, decreasing by 5.5% from the previous year of 2.56 gigajoules per person. Meanwhile, for vessel operations, fossil energy consumption was recorded at 4,089.24 gigajoules, while the use of energy categorised as cleaner/alternative energy reached 1,250,010.24 gigajoules. This reflects PTK's efforts to gradually shift towards more environmentally friendly energy sources.

Dalam rangka mendukung efisiensi energi serta kontribusi terhadap target *Net Zero Emission* (NZE) dan pencapaian Tujuan Pembangunan Berkelanjutan (SDGs), PTK secara konsisten melaksanakan berbagai inisiatif strategis, antara lain:

- Melakukan konversi penggunaan bahan bakar dari HSD ke sistem *Diesel Dual Fuel* (DDF) yang mengombinasikan HSD dan LNG, sebagai upaya mengurangi emisi serta ketergantungan terhadap bahan bakar konvensional;
- Mengoptimalkan penggunaan B30 (Biodiesel 30) guna mendukung transisi energi yang lebih berkelanjutan;
- Mengimplementasikan berbagai inovasi teknologi hijau, seperti pemasangan Pembangkit Listrik Tenaga Surya (PLTS) pada kapal, penggunaan *shore connection* di terminal pelabuhan, serta uji coba bahan bakar alternatif seperti methanol dan *Compressed Natural Gas* (CNG);
- Pemanfaatan PLTS *rooftop* berkapasitas 200 kWp di PTK Shorebase Tanjung Batu sebagai sumber energi terbarukan;
- Penerapan digitalisasi melalui rapat daring untuk mengurangi konsumsi bahan bakar transportasi darat;
- Pelaksanaan kampanye efisiensi energi bagi kru kapal dan pegawai, termasuk penerapan *energy conservation* melalui pengaturan kecepatan ekonomis kapal;
- Optimalisasi penggunaan mesin kapal sesuai kebutuhan operasional secara efisien dan aman;
- Penggantian peralatan menjadi lebih hemat energi, seperti penggunaan AC inverter, refrigeran non-CFC, dan lampu LED;
- Penerapan penghematan energi di fasilitas operasional, termasuk mematikan peralatan listrik saat tidak digunakan dan memanfaatkan pencahayaan alami;
- Penghentian operasional genset melalui program elektrifikasi dan peralihan ke suplai listrik eksternal; serta
- Optimalisasi pemanfaatan sinar matahari sebagai sumber pencahayaan alami.

Melalui berbagai upaya tersebut, PTK tidak hanya berfokus pada efisiensi operasional, tetapi juga berkomitmen untuk berkontribusi dalam pengurangan emisi karbon serta peningkatan penggunaan energi yang lebih bersih dan berkelanjutan.

PENGELOLAAN PENGGUNAAN DAN KONSERVASI AIR

PT Pertamina Trans Kontinental (PTK) berkomitmen untuk menggunakan air secara bijaksana serta menjaga keberlanjutan sumber daya air melalui berbagai upaya konservasi. Komitmen ini dilandasi oleh meningkatnya perhatian terhadap ketersediaan air bersih sebagai sumber daya yang vital bagi kehidupan manusia, operasional industri, serta keberlangsungan ekosistem.

Sebagai bagian dari implementasi prinsip keberlanjutan, PTK secara konsisten melakukan pengelolaan dan penghematan penggunaan air di seluruh wilayah operasional. Upaya yang dilakukan antara lain meliputi:

- Tidak melakukan pengambilan air dari sumber air yang berada di wilayah dengan tingkat kelangkaan air;
- Tidak melakukan pembuangan air ke wilayah yang mengalami kelangkaan air;

In supporting energy efficiency, as well as contributing to Net Zero Emission (NZE) targets and the achievement of the Sustainable Development Goals (SDGs), PTK consistently implements various strategic initiatives, including:

- Converting fuel usage from HSD to a Diesel Dual Fuel (DDF) system combining HSD and LNG, as an effort to reduce emissions and dependence on conventional fuels;
- Optimising the use of B30 (30% biodiesel) to support a more sustainable energy transition;
- Implementing various green technology innovations, such as installing solar power systems (PLTS) on vessels, utilising shore connections at port terminals, and piloting alternative fuels such as methanol and Compressed Natural Gas (CNG);
- Utilising a 200 kWp rooftop solar power system at PTK Shorebase Tanjung Batu as a renewable energy source;
- Implementing digitalisation through virtual meetings to reduce land transportation fuel consumption;
- Conducting energy efficiency campaigns for vessel crews and employees, including energy conservation through the application of economical vessel speed settings;
- Optimising the use of vessel machinery in accordance with operational requirements in an efficient and safe manner;
- Replacing equipment with more energy-efficient alternatives, such as inverter air conditioners, non-CFC refrigerants, and LED lighting;
- Implementing energy-saving measures in operational facilities, including turning off electrical equipment when not in use and maximising natural lighting;
- Phasing out generator (genset) operations through electrification programs and transitioning to external power supply; and
- Optimising the use of sunlight as a natural lighting source.

Through these initiatives, PTK not only focuses on operational efficiency but also demonstrates its commitment to contributing to carbon emission reduction and increasing the use of cleaner and more sustainable energy.

WATER CONSUMPTION MANAGEMENT AND CONSERVATION

PT Pertamina Trans Kontinental (PTK) is committed to using water responsibly and maintaining the sustainability of water resources through various conservation efforts. This commitment is driven by the increasing attention to the availability of clean water as a vital resource for human life, industrial operations, and ecosystem sustainability.

As part of the implementation of sustainability principles, PTK consistently manages and reduces water usage across all operational areas. These efforts include:

- Not extracting water from sources located in water-stressed areas;
- Not discharging water into areas experiencing water scarcity;

- Melakukan inspeksi berkala terhadap instalasi air, termasuk saluran, keran, dan valve, serta melakukan perbaikan segera apabila terjadi kebocoran atau kerusakan;
 - Melaksanakan kampanye dan sosialisasi penghematan air kepada seluruh pekerja; serta
 - Mengoptimalkan pemanfaatan air hujan melalui sistem penampungan dan pengolahan untuk digunakan kembali sesuai dengan standar kualitas yang ditetapkan.
 - Pada Tahun Buku 2025, total pengambilan dan penggunaan air oleh PTK tercatat sebesar 82.120 m³ (82,12 megaliter), meningkat sebesar 14% dibandingkan tahun 2024 yang sebesar 71.951 m³ (71,93 megaliter). Perubahan ini sejalan dengan dinamika dan intensitas kegiatan operasional Perusahaan.
- Conducting regular inspections of water installations, including pipelines, taps, and valves, and performing immediate repairs in the event of leaks or damage;
 - Carrying out water conservation campaigns and awareness programmes for all employees; and
 - Optimising the use of rainwater through collection and treatment systems for reuse in accordance with established quality standards.
 - In the 2025 financial year, PTK's total water withdrawal and consumption amounted to 82.120 m³ (82,12 megalitres), increasing 14% compared to 2024, which recorded 71,951 m³ (71.93 megalitres). This change is in line with the dynamics and intensity of the Company's operational activities.

Ke depan, PTK akan terus memperkuat upaya efisiensi dan konservasi air melalui penerapan teknologi yang lebih efisien serta peningkatan kesadaran seluruh insan Perusahaan, guna memastikan penggunaan air yang bertanggung jawab dan berkelanjutan.

Going forward, PTK will continue to strengthen water efficiency and conservation efforts through the adoption of more efficient technologies and increased awareness among all employees, to ensure responsible and sustainable water use.

Volume Penarikan dan Penggunaan Air Berdasarkan Sumber (megaliter)

Water Withdrawal and Consumption Volume by Source (megalitres)

Sumber Air Source of Water	Volume Penggunaan Air Water Consumption Volume (m ³)			Volume Penggunaan Air Water Consumption Volume (megaliter)		
	2025 (m ³)	2024 (m ³)	2023 (m ³)	2025 (ML)	2024 (ML)	2023 (ML)
Air PDAM Water from PDAM	82.120	71.951	60.555	82,12	71,93	60,55
Jumlah Total	82.120	71.951	60.555	82,12	71,93	60,55

Catatan:
• Metode pengukuran menggunakan *flowmeter debit* yang di pasang di titik-titik tertentu
• PTK tidak melakukan penarikan dan penggunaan air yang bersumber dari badan air yang berada di wilayah yang mengalami kelangkaan air

Notes:
• The measurement method uses flowmeters installed at specific points
• PTK does not withdraw or use water sourced from water bodies located in water-stressed areas

PENGELOLAAN EMISI GAS RUMAH KACA
DAN EMISI BAHAN PERUSAK OZON

Kualitas udara merupakan salah satu aspek penting dalam pengelolaan lingkungan, mengingat dampaknya yang signifikan terhadap kesehatan manusia, keberlanjutan ekosistem, serta kelangsungan operasional Perusahaan. PT Pertamina Trans Kontinental (PTK) menyadari hal tersebut dan secara aktif mendukung upaya pemerintah dalam pengendalian emisi Gas Rumah Kaca (GRK).

Komitmen tersebut diwujudkan melalui berbagai inisiatif pengurangan emisi dari kegiatan operasional, antara lain melalui peningkatan efisiensi energi, optimalisasi penggunaan bahan bakar yang lebih ramah lingkungan, serta pelaksanaan program penghijauan melalui penanaman pohon di dalam maupun di luar wilayah operasional PTK.

Pada Tahun Buku 2025, PTK terus memperkuat implementasi strategi dekarbonisasi yang berfokus pada pengurangan emisi karbon sebagai bagian dari kontribusi terhadap mitigasi perubahan iklim. Upaya ini sejalan dengan kebijakan nasional serta komitmen global dalam mencapai *Net Zero Emission* (NZE). Strategi dekarbonisasi PTK mencakup beberapa langkah utama, antara lain peningkatan efisiensi energi, pemanfaatan energi yang lebih bersih, penerapan teknologi ramah lingkungan, serta dukungan terhadap transisi menuju ekonomi rendah karbon.

GREENHOUSE GAS EMISSIONS AND OZONE-
DEPLETING SUBSTANCES MANAGEMENT

Air quality is a critical aspect of environmental management, given its significant impact on human health, ecosystem sustainability, and the continuity of the Company's operations. PT Pertamina Trans Kontinental (PTK) recognises this and actively supports government efforts in controlling Greenhouse Gas (GHG) emissions.

This commitment is realised through various emission reduction initiatives from operational activities, including improving energy efficiency, optimising the use of more environmentally friendly fuels, and implementing greening programmes through tree planting both within and outside PTK's operational areas.

In the 2025 financial year, PTK continued to strengthen the implementation of its decarbonisation strategy, focusing on reducing carbon emissions as part of its contribution to climate change mitigation. These efforts are aligned with national policies and global commitments to achieving Net Zero Emissions (NZE). PTK's decarbonisation strategy includes several key measures, such as enhancing energy efficiency, utilising cleaner energy sources, adopting environmentally friendly technologies, and supporting the transition towards a low-carbon economy.

Selain emisi GRK, PTK juga mengidentifikasi potensi emisi dari Bahan Perusak Ozon (BPO) atau *Ozone Depleting Substances* (ODS), yaitu zat kimia yang dapat merusak lapisan ozon dan meningkatkan paparan radiasi ultraviolet yang berbahaya bagi manusia dan lingkungan. Sumber potensi emisi BPO antara lain berasal dari sistem pendingin dan pemadam kebakaran, seperti refrigeran pada *Air Conditioning* (AC) berbasis *chlorofluorocarbon* (CFC) serta alat pemadam api ringan (APAR) berbahan halon.

Sebagai langkah mitigasi, PTK telah melakukan penggantian refrigeran menjadi jenis yang lebih ramah lingkungan, seperti R419A yang tidak mengandung BPO. Selain itu, PTK juga memastikan penggunaan APAR yang tidak mengandung bahan kimia halon. Upaya ini merupakan bentuk kepatuhan terhadap regulasi nasional serta komitmen internasional, termasuk Protokol Montreal, dalam rangka perlindungan lapisan ozon.

Sebagai implementasi dari komitmen tersebut, selama Tahun Buku 2025 PTK tidak menggunakan Bahan Perusak Ozon (BPO) dalam kegiatan operasional, sehingga tidak terdapat volume produksi, impor, maupun ekspor BPO. Ke depan, PTK akan terus menjaga konsistensi dalam penggunaan bahan ramah lingkungan serta memperkuat pengendalian emisi sebagai bagian dari upaya keberlanjutan Perusahaan.

In addition to GHG emissions, PTK has also identified potential emissions from Ozone-Depleting Substances (ODS), which are chemical substances that can damage the ozone layer and increase exposure to harmful ultraviolet radiation for humans and the environment. Potential sources of ODS emissions include cooling and fire suppression systems, such as chlorofluorocarbon (CFC)-based refrigerants used in air conditioning systems and halon-based fire extinguishers.

As a mitigation measure, PTK has replaced refrigerants with more environmentally friendly alternatives, such as R419A, which does not contain ODS. In addition, PTK ensures the use of fire extinguishers that do not contain halon-based chemicals. These efforts demonstrate compliance with national regulations as well as international commitments, including the Montreal Protocol, in protecting the ozone layer.

As part of this commitment, throughout the 2025 financial year, PTK did not use Ozone-Depleting Substances (ODS) in its operations, and therefore there were no volumes of production, import, or export of ODS. Going forward, PTK will continue to maintain consistency in using environmentally friendly materials and strengthen emission control as part of its sustainability efforts.

MEMINIMALISIR LIMBAH

Metode Pengelolaan Limbah (Ton) Waste Mangement Methods (Ton)

Kategori Limbah Waste Category	Jenis Limbah Waste Type	Metode Pengelolaan Management Method
Limbah Cair Liquid Waste	Oli Bekas Used Oil	Reuse diserahkan kepada fasilitas darat/pelabuhan pemanfaat berizin Reused by being delivered to licensed onshore/port facilities
Limbah Padat Kapal Vessel Solid Waste	Plastik Plastic	Dibuang ke fasilitas darat/terminal yang kemudian akan didaur ulang Disposed of at onshore/terminal facilities for recycling
Limbah Padat Kapal Vessel Solid Waste	Food Wastes Food Wastes	Dibuang ke laut setelah dipotong kecil (<1 cm ²) dengan jarak lebih dari 12 NM dari daratan terdekat Disposed of at sea after being cut into small pieces (<1 cm ²) at a distance of more than 12 nautical miles from the nearest land
Limbah Padat Kapal Vessel Solid Waste	Domestic Wastes Domestic Wastes	Dikumpulkan dalam kantong plastik besar kemudian dibuang ke fasilitas darat/terminal untuk diolah kembali Collected in large plastic bags and then disposed of at onshore/terminal facilities for further processing
Limbah Padat Kapal Vessel Solid Waste	Cooking Oil Cooking Oil	Dikumpulkan dalam drum kemudian dibuang ke fasilitas darat/terminal untuk diolah kembali Collected in drums and then disposed of at onshore/terminal facilities for further processing
Limbah Padat Kapal Vessel Solid Waste	Incinerator Ashes Incinerator Ashes	Dikumpulkan dalam cylinder kemudian dibuang ke fasilitas darat/terminal untuk diolah kembali Collected in cylinders and then disposed of at onshore/terminal facilities for further processing
Limbah Padat Kapal Vessel Solid Waste	Electronic Wastes Electronic Wastes	Dikumpulkan dalam kantong plastik besar kemudian dibuang ke fasilitas darat/terminal untuk diolah kembali Collected in large plastic bags and then disposed of at onshore/terminal facilities for further processing

MINIMIZING WASTE



Metode Pengelolaan Limbah (Ton)
Waste Mangement Methods (Ton)

Kategori Limbah Waste Category	Jenis Limbah Waste Type	Metode Pengelolaan Management Method
Limbah Padat Gedung Building Solid Waste	Lampu Lamps	Diserahkan kepada Pengelola Gedung untuk dikelola lebih lanjut Handed over to the building management for further handling
Limbah Padat Gedung Building Solid Waste	Cartridge Fotokopi Photocopier Cartridges	Diserahkan kembali kepada vendor IT untuk proses daur ulang Returned to IT vendors for recycling processes

KEANEKARAGAMAN HAYATI

PT Pertamina Trans Kontinental (PTK) berkomitmen untuk secara konsisten melaksanakan berbagai program pelestarian keanekaragaman hayati sebagai bagian dari upaya mendukung keberlanjutan lingkungan. Inisiatif ini diharapkan dapat memberikan manfaat jangka panjang, antara lain dalam menjaga keseimbangan ekosistem, meningkatkan kualitas udara dan air, mendukung ketahanan pangan, serta mengurangi dampak perubahan iklim dan abrasi pesisir.

Sebagai perusahaan yang beroperasi di sektor maritim dan logistik energi, PTK menyadari pentingnya menjaga kelestarian ekosistem pesisir dan laut yang menjadi bagian dari wilayah operasional Perusahaan. Oleh karena itu, berbagai program pelestarian keanekaragaman hayati dirancang dengan mempertimbangkan karakteristik lingkungan sekitar serta potensi dampak operasional.

Sepanjang Tahun Buku 2025, PTK melaksanakan berbagai program pelestarian keanekaragaman hayati yang berfokus pada perlindungan ekosistem pesisir, rehabilitasi lingkungan, serta peningkatan kesadaran masyarakat terhadap pentingnya pelestarian lingkungan.

BIODIVERSITY

PT Pertamina Trans Kontinental (PTK) is committed to consistently implementing various biodiversity conservation programs as part of its efforts to support environmental sustainability. These initiatives are expected to deliver long-term benefits, including maintaining ecosystem balance, improving air and water quality, supporting food security, and reducing the impacts of climate change and coastal abrasion.

As a company operating in the maritime and energy logistics sector, PTK recognises the importance of preserving coastal and marine ecosystems that form part of its operational areas. Therefore, biodiversity conservation programs are designed by taking into account the characteristics of the surrounding environment as well as the potential impacts of operational activities.

Throughout the 2025 financial year, PTK implemented various biodiversity conservation programs focusing on the protection of coastal ecosystems, environmental rehabilitation, and increasing public awareness of the importance of environmental preservation.

Program Pelestarian Keanekaragaman Hayati PTK
PTK Biodiversity Conservation Programs

Lokasi Perlindungan Protected Area	Flora dan Fauna yang Dilindungi Protected Flora and Fauna	Nama Ilmiah Scientific Name	Status IUCN Red List IUCN Red List Status	Upaya Pelestarian Conservation Efforts
Kampung Wisata Mangrove Lantebung, Kecamatan Tamalanrea, Makassar Lantebung Mangrove Tourism Village, Tamalanrea District, Makassar	Mangrove Mangrove	<i>Rhizophora mucronata</i> Rhizophora mucronata	Risiko Rendah (<i>Least Concern</i>) Low Risk (<i>Least Concern</i>)	Tahun 2023: Peresmian rumah pembibitan mangrove kapasitas 2.045 bibit; Penanaman 2.023 bibit mangrove 2023: Inauguration of a mangrove nursery with a capacity of 2,045 seedlings; Planting of 2,023 mangrove seedlings
Tuwed Mangrove Park, Bali Tuwed Mangrove Park, Bali	Mangrove Mangrove	<i>Rhizophora mucronata</i> Rhizophora mucronata	Risiko Rendah (<i>Least Concern</i>) Low Risk (<i>Least Concern</i>)	Tahun 2024: Peresmian rumah pembibitan mangrove kapasitas 8.000 bibit; Penanaman 5.000 bibit mangrove 2024: Inauguration of a mangrove nursery with a capacity of 8,000 seedlings; Planting of 5,000 mangrove seedlings

MENANGANI PENGADUAN LINGKUNGAN

PT Pertamina Trans Kontinental (PTK) menyediakan mekanisme bagi para pemangku kepentingan untuk menyampaikan pengaduan, termasuk yang berkaitan dengan aspek lingkungan. Pengaduan dapat disampaikan melalui berbagai kanal komunikasi yang telah disediakan oleh Perusahaan, antara lain melalui *website We-Care* (www.complain.pptk-shipping.com), layanan telepon (021 31923005), maupun surat elektronik melalui CCMS.ptk@pertamina.com. Selain itu, pengaduan juga dapat disampaikan secara langsung kepada Perusahaan untuk selanjutnya ditindaklanjuti secara responsif, transparan, dan akuntabel.

Sebagai bagian dari komitmen terhadap keterbukaan dan tata kelola yang baik, PTK memastikan bahwa setiap pengaduan yang diterima akan ditangani melalui mekanisme yang terstruktur dan terdokumentasi dengan baik.

Selama Tahun Buku 2025, PTK tidak menerima pengaduan dari masyarakat maupun pemangku kepentingan lainnya terkait aspek lingkungan. Selain itu, PTK juga tidak menerima sanksi atau denda, baik yang bersifat material maupun nonmaterial, terkait ketidakpatuhan terhadap peraturan di bidang lingkungan hidup.

Ke depan, PTK akan terus menjaga efektivitas mekanisme pengaduan serta memastikan kepatuhan terhadap regulasi yang berlaku, sebagai bagian dari upaya menjaga kepercayaan pemangku kepentingan dan mendukung praktik bisnis yang berkelanjutan.

HANDLING ENVIRONMENTAL COMPLAINTS

PT Pertamina Trans Kontinental (PTK) provides mechanisms for stakeholders to submit complaints, including those related to environmental aspects. Complaints can be submitted through various communication channels provided by the Company, including the *We-Care* website (www.complain.pptk-shipping.com), telephone service (+62 21 31923005), and email at CCMS.ptk@pertamina.com. In addition, complaints may also be submitted directly to the Company and will be followed up in a responsive, transparent, and accountable manner.

As part of its commitment to transparency and good governance, PTK ensures that every complaint received is handled through a structured and well-documented mechanism.

During the 2025 financial year, PTK did not receive any complaints from the public or other stakeholders related to environmental aspects. Furthermore, PTK did not incur any sanctions or penalties, whether material or non-material, related to non-compliance with environmental regulations.

Going forward, PTK will continue to maintain the effectiveness of its complaint-handling mechanisms and ensure compliance with applicable regulations, as part of its efforts to maintain stakeholder trust and support sustainable business practices.

Kinerja Sosial Social Performance

PT Pertamina Trans Kontinental (PTK) terus menunjukkan komitmennya dalam melaksanakan Tanggung Jawab Sosial dan Lingkungan (TJSL) sebagai bagian integral dari strategi keberlanjutan Perusahaan. PTK meyakini bahwa keberlanjutan usaha tidak hanya ditentukan oleh kinerja ekonomi, tetapi juga oleh kontribusi sosial yang memberikan nilai tambah bagi pelanggan, karyawan, dan masyarakat.

Dalam rangka memberikan layanan yang optimal kepada pelanggan, PTK secara berkelanjutan melakukan peningkatan kualitas layanan melalui pemanfaatan digitalisasi serta penguatan standar keselamatan operasional. Upaya ini didukung oleh pelaksanaan survei kepuasan pelanggan secara berkala guna memastikan bahwa kebutuhan dan ekspektasi pelanggan dapat terpenuhi secara optimal. Selain itu, PTK juga meningkatkan kompetensi kru kapal dan tenaga operasional melalui berbagai program pelatihan dan sertifikasi guna menjaga profesionalisme dan kualitas layanan.

Di sisi internal, PTK berkomitmen untuk meningkatkan kesejahteraan karyawan melalui penyediaan program pengembangan kompetensi, peluang pengembangan karier, serta pemberian remunerasi dan tunjangan yang kompetitif. Perusahaan juga terus menanamkan budaya kerja yang inklusif dan berlandaskan nilai AKHLAK guna menciptakan lingkungan kerja yang produktif, aman, dan harmonis. Selain itu, PTK turut memberikan perhatian terhadap kesejahteraan keluarga karyawan melalui program kesehatan, dukungan pendidikan bagi anak karyawan, serta fasilitas penunjang lainnya.

Pada aspek pemberdayaan masyarakat, PTK secara aktif melaksanakan berbagai program berbasis lingkungan dan ekonomi, khususnya di wilayah pesisir yang menjadi area operasional Perusahaan. Program seperti “berSEAnergi untuk Laut” yang mencakup kegiatan bersih pantai dan penanaman mangrove menjadi salah satu wujud nyata kontribusi PTK dalam pelestarian lingkungan maritim. Selain itu, PTK juga menjalankan program Inkubasi Ekonomi Bahari yang bertujuan untuk meningkatkan kapasitas dan kesejahteraan nelayan serta pelaku usaha mikro di sektor kelautan.

Melalui berbagai inisiatif tersebut, PTK tidak hanya berupaya menciptakan nilai ekonomi, tetapi juga memperkuat kemandirian dan keberlanjutan masyarakat, khususnya di wilayah pesisir, sebagai bagian dari kontribusi Perusahaan terhadap pembangunan berkelanjutan.

KINERJA SOSIAL – KETENAGAKERJAAN

Komitmen dan Kebijakan dalam Pengelolaan Sumber Daya Manusia

Pengelolaan ketenagakerjaan di PT Pertamina Trans Kontinental (PTK) dilaksanakan berdasarkan Perjanjian Kerja Bersama (PKB) periode 2023–2025 serta Sistem Tata Kerja Sumber Daya Manusia yang berlaku di Perusahaan. Dalam pelaksanaannya, PTK juga memastikan bahwa seluruh pengelolaan SDM selaras

PT Pertamina Trans Kontinental (PTK) continues to demonstrate its commitment to implementing Corporate Social and Environmental Responsibility (TJSL) as an integral part of the Company's sustainability strategy. PTK believes that business sustainability is not only determined by economic performance, but also by social contributions that create added value for customers, employees, and communities.

In delivering optimal services to customers, PTK continuously enhances service quality through the utilisation of digitalisation and the strengthening of operational safety standards. These efforts are supported by the regular implementation of customer satisfaction surveys to ensure that customer needs and expectations are effectively met. In addition, PTK enhances the competencies of vessel crews and operational personnel through various training and certification programmes to maintain professionalism and service quality.

Internally, PTK is committed to improving employee welfare through the provision of competency development programmes, career development opportunities, and competitive remuneration and benefits. The Company also continues to foster an inclusive work culture based on the AKHLAK core values to create a productive, safe, and harmonious working environment. Furthermore, PTK pays attention to employee family welfare through healthcare programmes, educational support for employees' children, and other supporting facilities.

In terms of community empowerment, PTK actively implements various environmental- and economic-based programmes, particularly in coastal areas where the Company operates. Programmes such as “berSEAnergi untuk Laut,” which include beach clean-up activities and mangrove planting, represent PTK's tangible contribution to marine environmental conservation. In addition, PTK also runs a Marine Economic Incubation programme aimed at enhancing the capacity and welfare of fishermen and micro-enterprises in the maritime sector.

Through these initiatives, PTK not only strives to create economic value but also strengthens the independence and sustainability of communities, particularly in coastal areas, as part of the Company's contribution to sustainable development.

SOCIAL PERFORMANCE – EMPLOYMENT

Commitment and Policies in Human Resources Management

Employment management at PT Pertamina Trans Kontinental (PTK) is carried out based on the Collective Labour Agreement (CLA) for the 2023–2025 period and the Human Resources Work System applicable within the Company. In its implementation, PTK also ensures that all human resource management practices are aligned

dengan peraturan perundang-undangan yang berlaku, khususnya Undang-Undang Nomor 13 Tahun 2003 tentang Ketenagakerjaan sebagaimana telah diperbarui melalui Undang-Undang Nomor 11 Tahun 2020 tentang Cipta Kerja, serta berbagai kebijakan dan regulasi terkait lainnya.

Selain aspek ketenagakerjaan, PTK menempatkan aspek Kesehatan dan Keselamatan Kerja (K3) sebagai prioritas utama dalam mendukung kegiatan operasional yang aman dan berkelanjutan. Komitmen ini mengacu pada Undang-Undang Nomor 1 Tahun 1970 tentang Keselamatan Kerja serta Peraturan Menteri Ketenagakerjaan Nomor 26 Tahun 2014 tentang Penyelenggaraan Penilaian Penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3).

Penerapan kebijakan ketenagakerjaan dan K3 tersebut bertujuan untuk menciptakan lingkungan kerja yang aman, sehat, dan produktif, sekaligus memastikan perlindungan terhadap seluruh pekerja dalam menjalankan aktivitas operasional Perusahaan. PTK juga terus mendorong peningkatan kompetensi dan kesejahteraan pekerja sebagai bagian dari upaya mendukung keberlanjutan usaha Perusahaan secara jangka panjang.

Inisiatif Program Pengelolaan Sumber Daya Manusia Tahun 2025

Bentuk pelaksanaan tanggung jawab Perusahaan terhadap aspek ketenagakerjaan serta Kesehatan dan Keselamatan Kerja (K3) di PT Pertamina Trans Kontinental (PTK) dilaksanakan melalui dua bidang utama, yaitu kegiatan terkait ketenagakerjaan dan kegiatan terkait Kesehatan, Keselamatan, dan Lingkungan Kerja (HSE).

PTK menempatkan peningkatan produktivitas karyawan sebagai bagian penting dalam mendukung keberlanjutan usaha. Oleh karena itu, pengelolaan sumber daya manusia (SDM) dilakukan secara berkelanjutan melalui berbagai inisiatif strategis yang mencakup peningkatan kompetensi, kesejahteraan karyawan, pemberian *benefit* dan kompensasi yang kompetitif berbasis kinerja, serta penguatan budaya *Health, Safety, and Environment* (HSE) di seluruh lini operasional.

Sepanjang Tahun Buku 2025, PTK merencanakan dan melaksanakan berbagai program pengembangan SDM dan peningkatan aspek K3, antara lain:

1. Pendidikan, Pelatihan, dan Pengembangan Kompetensi Karyawan
Program ini bertujuan untuk meningkatkan kapabilitas dan profesionalisme karyawan melalui pelatihan teknis, manajerial, serta sertifikasi yang relevan dengan kebutuhan bisnis Perusahaan.
2. Penghargaan Produktivitas Karyawan
Pemberian apresiasi kepada karyawan berprestasi sebagai bentuk pengakuan atas kontribusi kinerja, sekaligus untuk mendorong budaya kerja yang produktif dan kompetitif.
3. Peningkatan Kesejahteraan Karyawan
Penyediaan berbagai program kesejahteraan, termasuk *benefit*, fasilitas, serta kompensasi yang kompetitif guna meningkatkan motivasi dan loyalitas karyawan.
4. Pengelolaan HSE (*Health, Safety, and Environment*)
Penguatan implementasi budaya HSE melalui sosialisasi, pelatihan, serta pengawasan untuk memastikan terciptanya lingkungan kerja yang aman, sehat, dan berkelanjutan.

with applicable laws and regulations, particularly Law No. 13 of 2003 on Manpower, as amended by Law No. 11 of 2020 on Job Creation, as well as other relevant policies and regulations.

In addition to employment aspects, PTK places Occupational Health and Safety (OHS) as a top priority in supporting safe and sustainable operational activities. This commitment refers to Law No. 1 of 1970 on Occupational Safety and the Minister of Manpower Regulation No. 26 of 2014 concerning the Implementation of Occupational Health and Safety Management System (OHSMS/SMK3) assessments.

The implementation of these employment and OHS policies aims to create a safe, healthy, and productive working environment, while ensuring the protection of all employees in carrying out the Company's operational activities. PTK also continues to promote the enhancement of employee competencies and welfare as part of its efforts to support the long-term sustainability of the Company's business.

Human Resources Management Program Initiatives in 2025

The Company's implementation of its responsibilities in employment and Occupational Health and Safety (OHS) at PT Pertamina Trans Kontinental (PTK) is carried out through two main areas: employment-related activities and Health, Safety, and Environment (HSE)-related activities.

PTK places employee productivity enhancement as a key element in supporting business sustainability. Accordingly, human resources (HR) management is conducted on a continuous basis through various strategic initiatives, including competency development, employee welfare improvement, performance-based competitive benefits and compensation, and the strengthening of an HSE culture across all operational lines.

Throughout the 2025 financial year, PTK planned and implemented various HR development programmes and OHS improvement initiatives, including:

1. Employee Education, Training, and Competency Development
This programme aims to enhance employee capabilities and professionalism through technical and managerial training, as well as certifications relevant to the Company's business needs.
2. Employee Productivity Awards
Recognition is given to high-performing employees as an acknowledgment of their contributions, while also fostering a productive and competitive work culture.
3. Employee Welfare Enhancement
Provision of various welfare programmes, including benefits, facilities, and competitive compensation, to improve employee motivation and loyalty.
4. HSE (*Health, Safety, and Environment*) Management
Strengthening the implementation of HSE culture through awareness programmes, training, and supervision to ensure a safe, healthy, and sustainable working environment.

Melalui pelaksanaan program-program tersebut, PTK berupaya menciptakan sumber daya manusia yang unggul, produktif, dan berdaya saing tinggi, sekaligus memastikan perlindungan serta kesejahteraan karyawan sebagai bagian dari komitmen keberlanjutan Perusahaan.

KESETARAAN DALAM KESEMPATAN KERJA

PT Pertamina Trans Kontinental (PTK) menerapkan proses rekrutmen yang menjunjung tinggi prinsip transparansi, keadilan, dan kesetaraan kesempatan tanpa membedakan suku, agama, ras, gender, maupun latar belakang lainnya. Dengan demikian, seluruh proses rekrutmen yang dilaksanakan Perusahaan dipastikan bebas dari praktik diskriminasi.

Dalam pelaksanaan rekrutmen, PTK senantiasa berpedoman pada ketentuan peraturan perundang-undangan yang berlaku, khususnya terkait usia minimum pekerja sebagaimana diatur dalam Undang-Undang Nomor 13 Tahun 2003 tentang Ketenagakerjaan. PTK memastikan bahwa seluruh pekerja yang direkrut telah memenuhi persyaratan usia minimum yang ditetapkan.

Pada Tahun Buku 2025, jumlah karyawan PTK tercatat sebanyak 2.977 orang, dengan komposisi 2.503 karyawan perempuan dan 474 karyawan laki-laki. PTK juga memberikan kesempatan yang setara kepada masyarakat lokal untuk menjadi bagian dari Perusahaan, sesuai dengan kompetensi dan kebutuhan organisasi.

Selama periode pelaporan, PTK tidak mempekerjakan tenaga kerja di bawah usia 18 tahun. Selain itu, tidak terdapat laporan maupun insiden terkait praktik diskriminasi, baik yang berkaitan dengan ras, warna kulit, gender, agama, pandangan politik, asal-usul sosial, maupun bentuk diskriminasi lainnya, baik di lingkungan internal maupun yang melibatkan pemangku kepentingan eksternal.

Ke depan, PTK akan terus memperkuat penerapan prinsip kesetaraan, keberagaman, dan inklusivitas sebagai bagian dari komitmen dalam menciptakan lingkungan kerja yang adil, aman, dan profesional.

KESETARAAN DALAM PENGEMBANGAN KOMPETENSI

PT Pertamina Trans Kontinental (PTK) secara konsisten memberikan pengembangan kompetensi bagi setiap pegawai sebagai bagian dari upaya peningkatan produktivitas dan kualitas sumber daya manusia. Pengembangan kompetensi ini menjadi salah satu fokus utama Perusahaan dalam mendukung pencapaian kinerja yang berkelanjutan.

Program pengembangan kompetensi dilaksanakan melalui berbagai inisiatif, antara lain pelatihan, *workshop*, serta program peningkatan keterampilan yang dirancang sesuai dengan kebutuhan bisnis dan perkembangan industri. Program tersebut mencakup penguatan kompetensi di bidang teknis, manajerial, maupun interpersonal guna mendukung profesionalisme dan kapabilitas pegawai.

Selain itu, PTK juga mendorong pembelajaran berkelanjutan (*continuous learning*) melalui partisipasi dalam program sertifikasi, pelatihan berbasis digital, serta kolaborasi dengan lembaga pelatihan

Through the implementation of these programmes, PTK aims to develop a workforce that is highly capable, productive, and competitive, while also ensuring employee protection and welfare as part of the Company's sustainability commitment.

EQUAL EMPLOYMENT OPPORTUNITY

PT Pertamina Trans Kontinental (PTK) implements a recruitment process that upholds the principles of transparency, fairness, and equal opportunity, without discrimination based on ethnicity, religion, race, gender, or other backgrounds. Accordingly, all recruitment processes conducted by the Company are ensured to be free from discriminatory practices.

In carrying out recruitment, PTK consistently adheres to applicable laws and regulations, particularly regarding the minimum working age as stipulated in Law No. 13 of 2003 on Manpower. PTK ensures that all recruited employees meet the prescribed minimum age requirements.

In the 2025 financial year, PTK employed a total of 2,977 employees, comprising 2,503 female employees and 474 male employees. PTK also provides equal opportunities for local communities to become part of the Company, in accordance with their competencies and organisational needs.

During the reporting period, PTK did not employ workers under the age of 18. Furthermore, there were no reported incidents or cases of discrimination related to race, colour, gender, religion, political views, social origin, or any other forms of discrimination, either within the internal environment or involving external stakeholders.

Going forward, PTK will continue to strengthen the implementation of the principles of equality, diversity, and inclusivity as part of its commitment to creating a fair, safe, and professional working environment.

EQUALITY IN COMPETENCY DEVELOPMENT

PT Pertamina Trans Kontinental (PTK) consistently provides competency development for every employee as part of its efforts to enhance productivity and the quality of human resources. Competency development is one of the Company's key priorities in supporting the achievement of sustainable performance.

Competency development programmes are implemented through various initiatives, including training, workshops, and skills enhancement programmes designed in line with business needs and industry developments. These programmes cover the strengthening of technical, managerial, and interpersonal competencies to support employee professionalism and capability.

In addition, PTK promotes continuous learning through participation in certification programmes, digital-based training, and collaboration with training institutions and educational organisations. These efforts

dan institusi pendidikan. Upaya ini dilakukan untuk memastikan bahwa pegawai memiliki kompetensi yang relevan dan adaptif terhadap dinamika industri maritim dan logistik energi.

Melalui pengembangan kompetensi yang terstruktur dan berkesinambungan, PTK berupaya menciptakan sumber daya manusia yang unggul, berdaya saing, serta mampu mendukung transformasi dan pertumbuhan Perusahaan di masa mendatang.

REMUNERASI DAN KESEJAHTERAAN PEGAWAI

PT Pertamina Trans Kontinental (PTK) senantiasa berkomitmen untuk memberikan hak dan remunerasi pegawai secara adil dan kompetitif, dengan mempertimbangkan aspek klasifikasi jabatan, pengalaman kerja, tanggung jawab, serta pencapaian kinerja individu. Dalam implementasinya, PTK memastikan tidak adanya perbedaan perlakuan berdasarkan gender, sehingga rasio remunerasi antara pegawai perempuan dan laki-laki pada level jabatan yang setara adalah 1:1.

Remunerasi yang diberikan oleh Perusahaan meliputi gaji pokok, tunjangan operasional, tunjangan kesehatan, hak cuti, serta berbagai tunjangan lainnya, termasuk program pensiun. Kebijakan remunerasi tersebut ditetapkan dengan mengacu pada kinerja individu dan kinerja Perusahaan, serta tetap memperhatikan ketentuan upah minimum yang berlaku sesuai dengan peraturan perundang-undangan.

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Sebagai bentuk perlindungan dan jaminan kesejahteraan jangka panjang, PTK mengikutsertakan seluruh pegawai dalam program BPJS Ketenagakerjaan yang mencakup Jaminan Kematian, Jaminan Kecelakaan Kerja, Jaminan Hari Tua, dan Jaminan Pensiun. Selain itu, Perusahaan juga menyelenggarakan program pensiun tambahan bagi pegawai tetap melalui Dana Pensiun Lembaga Keuangan (DPLK) yang ditunjuk sebagai pengelola.

PTK juga memberikan berbagai fasilitas dan kebijakan yang mendukung keseimbangan kehidupan kerja dan keluarga (*work-life balance*). Bagi pegawai perempuan, Perusahaan memberikan hak cuti melahirkan selama 1,5 bulan sebelum dan 1,5 bulan setelah persalinan. Sementara itu, pegawai laki-laki diberikan kesempatan untuk mendampingi pasangan saat proses persalinan melalui pemberian cuti selama dua hari.

Melalui kebijakan remunerasi dan kesejahteraan yang komprehensif, PTK berupaya menciptakan lingkungan kerja yang adil, inklusif, dan mendukung peningkatan kinerja serta loyalitas pegawai.

PENANGANAN PENGADUAN PEGAWAI

Dalam rangka menciptakan lingkungan kerja yang kondusif, transparan, dan akuntabel, PT Pertamina Trans Kontinental (PTK) membuka akses seluas-luasnya bagi karyawan untuk menyampaikan pengaduan atas berbagai permasalahan yang dihadapi, baik yang berkaitan dengan pekerjaan maupun aspek lainnya.

are aimed at ensuring that employees possess competencies that are relevant and adaptable to the dynamics of the maritime and energy logistics industry.

Through structured and continuous competency development, PTK strives to create a highly capable and competitive workforce that can support the Company's transformation and future growth.

EMPLOYEE REMUNERATION AND WELFARE

PT Pertamina Trans Kontinental (PTK) is consistently committed to providing fair and competitive employee remuneration, taking into account job classification, work experience, responsibilities, and individual performance achievements. In its implementation, PTK ensures there is no disparity in treatment based on gender, such that the remuneration ratio between female and male employees at equivalent job levels is 1:1.

The remuneration provided by the Company includes base salary, operational allowances, health benefits, leave entitlements, and various other benefits, including pension programmes. These remuneration policies are determined based on individual and Company performance, while also adhering to applicable minimum wage regulations in accordance with prevailing laws and regulations.

As part of its commitment to employee protection and long-term welfare, PTK enrolls all employees in the BPJS Ketenagakerjaan programme, which covers death benefits, work accident insurance, old-age security, and pension benefits. In addition, the Company provides a supplementary pension programme for permanent employees through a designated Financial Institution Pension Fund (DPLK).

PTK also offers various facilities and policies that support work-life balance. Female employees are entitled to maternity leave of 1.5 months before and 1.5 months after childbirth. Meanwhile, male employees are granted paternity leave of two days to accompany their partners during childbirth.

Through comprehensive remuneration and welfare policies, PTK strives to create a fair, inclusive working environment that supports enhanced employee performance and loyalty.

EMPLOYEE GRIEVANCE HANDLING

In order to create a conducive, transparent, and accountable working environment, PT Pertamina Trans Kontinental (PTK) provides broad access for employees to submit complaints regarding various issues they face, whether related to work or other aspects.

PTK telah menyediakan mekanisme pengaduan melalui sistem *Whistleblowing System* (WBS) Perusahaan yang dapat digunakan oleh karyawan untuk melaporkan dugaan pelanggaran, termasuk yang terkait dengan kode etik dan ketenagakerjaan. Mekanisme ini dirancang untuk menjamin kerahasiaan pelapor serta memastikan setiap laporan ditindaklanjuti secara objektif dan profesional.

Setiap pengaduan yang diterima akan dikelola dan dievaluasi oleh Divisi Sumber Daya Manusia (SDM), kemudian diteruskan kepada unit kerja terkait sesuai dengan pokok permasalahan. Proses ini memungkinkan penanganan yang lebih tepat sasaran serta mendorong komunikasi yang efektif dalam penyelesaian permasalahan.

Pada Tahun Buku 2025, PTK menerima 1 (satu) pengaduan terkait kode etik karyawan. Seluruh pengaduan tersebut telah ditindaklanjuti sesuai dengan prosedur yang berlaku.

Ke depan, PTK akan terus memperkuat efektivitas sistem pengaduan serta memastikan penerapan prinsip tata kelola perusahaan yang baik (*Good Corporate Governance*) dalam setiap proses penanganan pengaduan.

PROGRAM MEMBANGUN BUDAYA HSSE

Program pengembangan budaya *Health, Safety, Security, and Environment* (HSSE) di PT Pertamina Trans Kontinental (PTK) dilaksanakan sebagai upaya untuk meningkatkan pengetahuan, kesadaran, dan kepedulian seluruh pekerja terhadap aspek keselamatan, keamanan, dan lingkungan kerja. Program ini bertujuan untuk membangun budaya HSSE yang kuat dan berkelanjutan di seluruh lini operasional Perusahaan.

Melalui implementasi program HSSE, PTK berupaya memastikan bahwa setiap aktivitas operasional dilakukan dengan mengedepankan prinsip keselamatan kerja, perlindungan lingkungan, serta mitigasi risiko secara optimal. Hal ini sejalan dengan komitmen Perusahaan dalam menciptakan lingkungan kerja yang aman, sehat, dan berkelanjutan.

Pada Tahun Buku 2025, PTK melaksanakan berbagai program kerja HSSE yang terstruktur dan terintegrasi. Secara umum, program tersebut mencakup delapan aspek utama yang menjadi fokus dalam penguatan implementasi HSSE di lingkungan Perusahaan, yaitu sebagai berikut:

PTK has established a complaint-handling mechanism through the Company's *Whistleblowing System* (WBS), which can be used by employees to report suspected violations, including those related to the code of conduct and employment matters. This mechanism is designed to ensure the confidentiality of whistleblowers and to guarantee that every report is followed up in an objective and professional manner.

Each complaint received is managed and evaluated by the Human Resources (HR) Division and subsequently forwarded to the relevant work unit based on the nature of the issue. This process enables more targeted *handling* and promotes effective communication in resolving concerns.

In the 2025 financial year, PTK received 1 (one) complaints related to employee code of conduct. All of these complaints have been addressed in accordance with applicable procedures.

Going forward, PTK will continue to strengthen the effectiveness of its grievance-handling system and ensure the implementation of Good Corporate Governance (GCG) principles in every stage of the complaint resolution process.

HSSE CULTURE DEVELOPMENT PROGRAM

The development of a *Health, Safety, Security, and Environment* (HSSE) culture at PT Pertamina Trans Kontinental (PTK) is implemented as an effort to enhance the knowledge, awareness, and commitment of all employees regarding workplace safety, security, and environmental aspects. This program aims to build a strong and sustainable HSSE culture across all operational lines of the Company.

Through the implementation of HSSE programs, PTK strives to ensure that every operational activity is carried out by prioritising occupational safety principles, environmental protection, and optimal risk mitigation. This is in line with the Company's commitment to creating a safe, healthy, and sustainable working environment.

In the 2025 financial year, PTK implemented various structured and integrated HSSE work programs. In general, these programs cover eight key aspects that form the focus of strengthening HSSE implementation within the Company, as follows:

No	Aspek Aspect	Isi Program Program Content	Tujuan/Sasaran Goals/Objectives	Indikator Keberhasilan Success Indicator
1	Program Inisiatif Utama Key Initiative Program	Mandatory Wellness Challenge; GEMILANG (Generasi Muda Inisiatif Keberlanjutan); <i>Green Port & Green Building</i> ; Deployment MSI (<i>Marine Terminal Safety Inspector</i>); Transko ABFULO Mandatory Wellness Challenge; GEMILANG (Young Generation Sustainability Initiative); <i>Green Port & Green Building</i> ; Deployment of MSI (<i>Marine Terminal Safety Inspector</i>); Transko ABFULO	Peningkatan kinerja HSSE yang terukur, mendorong transformasi budaya keselamatan, serta implementasi program perlindungan/pelestarian lingkungan Measurable improvement in HSSE performance, driving safety culture transformation, and implementation of environmental protection/conservation programs	Penurunan jumlah kecelakaan kerja; jumlah pelaksanaan <i>training</i> ; sertifikasi <i>green port/building</i> ; deployment MSI; laporan evaluasi ABFULO Reduction in workplace accidents; Number of training sessions conducted; <i>green port/building</i> certifications; MSI deployment; ABFULO evaluation reports

No	Aspek Aspect	Isi Program Program Content	Tujuan/Sasaran Goals/Objectives	Indikator Keberhasilan Success Indicator
2	Umum General	SUPREME audit; STK update; rapat manajemen; pelatihan; kampanye; pemberian penghargaan SUPREME audit; STK update; management meetings; training; campaigns; awards	Mendorong implementasi sistem secara siklus berkelanjutan Encouraging the implementation of systems in a continuous cycle	Hasil audit SUPREME; jumlah peserta pelatihan; jumlah kampanye; jumlah penghargaan SUPREME audit results; number of training participants; number of campaigns; number of awards
3	IT Tools IT Tools	HBIT 2.0; HSSE Passport; Inspeksi Umum HBIT 2.0; HSSE Passport; General Inspection	Mendukung dokumentasi, pengingat, penyimpanan data, dan pelaksanaan program Supporting documentation, reminders, data storage, and programme execution	Jumlah tools yang sudah Go Live Number of tools that have Go Live
4	Health Health	MCU; DCU; IH Monitoring; Food Hygiene MCU (Medical Check-Up); DCU (Daily Check-Up); IH Monitoring; Food Hygiene	Menjamin kesehatan pekerja Ensuring employee health	Jumlah pelaksanaan MCU, DCU, IH Monitoring, dan food hygiene inspection Number of MCU, DCU, IH Monitoring, and food hygiene inspections conducted
5	Safety Safety	Validasi kompetensi (V&V); OBT Card; HSSE training; FERRAT & OSERPAT; SIKA CSMS full cycle; investigasi insiden; HSSE Forum Competency validation (V&V); OBT Card; HSSE training; FERRAT & OSERPAT; SIKA CSMS full cycle; incident investigation; HSSE Forum	Peningkatan pengelolaan keselamatan berbasis risiko Enhancing risk-based safety management	Kelengkapan risk register; implementasi V&V; laporan inspeksi FERRAT & OSERPAT; tindak lanjut insiden; implementasi Life Saving Rules (LSR) Completeness of risk registers; implementation of V&V; FERRAT & OSERPAT inspection reports; incident follow-ups; implementation of Life Saving Rules (LSR)
6	Security Security	Joint Safety & Security Inspection (JSSI); Sistem Manajemen Pengamanan (SMP); Security Risk Assessment; Security drill Joint Safety & Security Inspection (JSSI); Security Management System (SMP); Security Risk Assessment; security drills	Peningkatan pengelolaan aspek pengamanan dan pencegahan fraud Improving security management and fraud prevention	Pelaksanaan inspeksi; sertifikasi SMP; risk register; implementasi security drill Number of inspections conducted; SMP certification; risk register; implementation of security drills
7	Environment Environment	Pengelolaan dokumen lingkungan; pelaporan emisi karbon; verifikasi lapangan aspek lingkungan; audit PERCA; Green Port; Green Building; roadmap Green Company Environmental document management; carbon emissions reporting; environmental field verification; PERCA audit; Green Port; Green Building; Green Company roadmap	Pengelolaan aspek lingkungan sesuai regulasi Managing environmental aspects in compliance with regulations	Laporan monitoring lingkungan; laporan emisi karbon; jumlah event; sertifikasi green port/building; roadmap Green Company Environmental monitoring reports; carbon emissions reports; number of events; green port/building certifications; Green Company roadmap
8	SSA SSA	PSA Vetting; FERRAT; seminar; emergency exercise; deployment MSI PSA Vetting; FERRAT; seminars; emergency exercises; MSI deployment	Memastikan keselamatan operasional kapal sesuai standar dan regulasi Ensuring vessel operational safety in accordance with standards and regulations	Hasil PSA Vetting; laporan FERRAT; pelaksanaan drill; deployment MSI PSA Vetting results; FERRAT reports; execution of drills; MSI deployment

Secara umum, realisasi kinerja *Health, Safety, Security, and Environment* (HSSE) PT Pertamina Trans Kontinental (PTK) yang telah dievaluasi pada akhir Tahun Buku 2025 menunjukkan capaian yang melampaui target yang ditetapkan. Adapun rincian pencapaian kinerja HSSE adalah sebagai berikut:

- *Health*: 106,38 % dari target 100% berbasis *Key Performance Indicator* (KPI);
- *Safety & Environment*: 107,02 % dari target 100% berbasis KPI;
- *Security*: 106,13% dari target 100% berbasis KPI.

Secara keseluruhan, rata-rata realisasi Program Kerja HSSE pada tahun 2025 mencapai 108,21% berbasis KPI VP HSSE. Capaian ini mencerminkan efektivitas implementasi program HSSE dalam mendukung operasional Perusahaan yang aman, andal, dan berkelanjutan.

In general, the realization of PT Pertamina Trans Kontinental's (PTK) *Health, Safety, Security, and Environment* (HSSE) performance, which was evaluated at the end of the 2025 Financial Year, showed achievements that exceeded the set targets. The details of HSSE performance achievements are as follows:

- *Health*: 106.38 % of the 100% target based on *Key Performance Indicators* (KPIs);
- *Safety & Environment*: 107.02% of the 100% target based on KPIs;
- *Security*: 106.13% of the 100% target based on KPIs.

Overall, the average realization of the HSSE Work Program in 2025 reached 108.21% based on the VP HSSE KPIs. This achievement reflects the effectiveness of HSSE program implementation in supporting safe, reliable, and sustainable Company operations.

Meskipun demikian, terdapat beberapa program yang masih menghadapi kendala dalam implementasinya, antara lain digitalisasi HSSE *Passport* serta pemutakhiran *Hazard Identification, Risk Assessment, and Determining Control* (HIRADC). Evaluasi terhadap kendala tersebut menjadi dasar dalam penyusunan strategi peningkatan kinerja HSSE ke depan.

Memperhatikan dinamika dan pembelajaran dari berbagai insiden yang terjadi di lingkungan industri, termasuk di lingkup Pertamina Group, PTK menetapkan sejumlah fokus utama pada Tahun Buku 2025, antara lain:

- Peningkatan budaya HSSE (*HSSE culture strengthening*);
- Penguatan program kesehatan pekerja, termasuk implementasi program CERDIK;
- Implementasi program pengendalian *fraud* dan *bunker management*;
- Penerapan *People-Centered Safety Program*; serta
- Peningkatan peran *Marine Terminal Safety Inspector* (MTSI).

Ke depan, fokus pencapaian program HSSE akan lebih diarahkan pada penguatan program-program utama (*key initiatives*) serta peningkatan indikator proaktif (*leading indicators*) guna mencegah terjadinya insiden dan meningkatkan kinerja keselamatan secara berkelanjutan.

HSE Meeting

HSE Meeting merupakan forum koordinasi manajemen yang secara rutin diselenggarakan untuk membahas temuan, evaluasi, serta kinerja *Health, Safety, and Environment* (HSE) di lingkungan PT Pertamina Trans Kontinental (PTK). Kegiatan ini dilaksanakan secara berkala setiap bulan dengan melibatkan unit usaha di seluruh wilayah operasional PTK.

HSE Meeting bertujuan untuk memastikan keselarasan implementasi kebijakan dan program HSE, sekaligus sebagai sarana *knowledge sharing* dan pembaruan informasi (*knowledge update*) terkait perkembangan pengelolaan HSE di Perusahaan. Selain itu, forum ini juga menjadi wadah untuk mengidentifikasi potensi risiko, membahas tindak lanjut atas temuan, serta mendorong peningkatan kinerja HSE secara berkelanjutan.

Melalui pelaksanaan HSE Meeting yang konsisten, PTK berupaya memperkuat budaya keselamatan dan meningkatkan efektivitas pengelolaan HSE di seluruh lini operasional, guna mendukung terciptanya lingkungan kerja yang aman, sehat, dan berkelanjutan.

Kecelakaan Kerja

Komitmen terhadap keselamatan kerja merupakan salah satu indikator utama dalam pelaksanaan kegiatan *Health, Safety, and Environment* (HSE) di PT Pertamina Trans Kontinental (PTK). Penerapan pengelolaan Kesehatan dan Keselamatan Kerja (K3) yang efektif menjadi kunci dalam meminimalkan potensi kecelakaan kerja maupun penyakit akibat kerja.

Sebagai wujud nyata dari komitmen tersebut, PTK secara konsisten menerapkan berbagai program dan pengendalian risiko keselamatan kerja di seluruh lini operasional. Hal ini tercermin dari pencapaian kinerja keselamatan kerja yang menunjukkan hasil *Nihil Accident* (NOA), sesuai dengan target yang telah ditetapkan.

Nevertheless, several programs encountered challenges in their implementation, including the digitalization of the HSSE *Passport* and the updating of the *Hazard Identification, Risk Assessment, and Determining Control* (HIRADC). Evaluation of these challenges serves as the basis for formulating strategies to enhance HSSE performance going forward.

Taking into account industry dynamics and lessons learned from various incidents, including those within the Pertamina Group, PTK has established several key focus areas for Fiscal Year 2025, including:

- Strengthening HSSE culture;
- Enhancing employee health programs, including the implementation of the CERDIK program;
- Implementing fraud control and bunker management programs;
- Applying the People-Centered Safety Program; and
- Strengthening the role of Marine Terminal Safety Inspectors (MTSI).

Going forward, the focus of HSSE program achievements will be directed toward strengthening key initiatives and improving proactive (leading) indicators to prevent incidents and continuously enhance safety performance.

HSE Meeting

The HSE Meeting is a management coordination forum regularly conducted to discuss findings, evaluations, and the performance of *Health, Safety, and Environment* (HSE) within PT Pertamina Trans Kontinental (PTK). This activity is held on a monthly basis and involves business units across all PTK operational areas.

The HSE Meeting aims to ensure alignment in the implementation of HSE policies and programs, while also serving as a platform for knowledge sharing and updates on developments in HSE management within the Company. In addition, this forum functions as a medium to identify potential risks, discuss follow-up actions on findings, and promote continuous improvement in HSE performance.

Through the consistent implementation of HSE Meetings, PTK strives to strengthen its safety culture and enhance the effectiveness of HSE management across all operational lines, thereby supporting the creation of a safe, healthy, and sustainable working environment.

Workplace Accidents

Commitment to occupational safety is one of the key indicators in the implementation of *Health, Safety, and Environment* (HSE) activities at PT Pertamina Trans Kontinental (PTK). Effective implementation of Occupational Health and Safety (OHS) management is essential to minimizing the risk of workplace accidents and occupational illnesses.

As a tangible demonstration of this commitment, PTK consistently implements various safety programs and risk control measures across all operational lines. This is reflected in its safety performance achievement of Zero Accidents (No Accident/NOA), in line with the targets that have been set.

Pencapaian ini menunjukkan efektivitas implementasi sistem manajemen K3 serta keberhasilan Perusahaan dalam membangun budaya keselamatan kerja yang kuat di lingkungan operasional.

Ke depan, PTK akan terus mempertahankan dan meningkatkan kinerja keselamatan kerja melalui penguatan budaya HSSE, peningkatan kesadaran pekerja, serta implementasi program keselamatan yang berkelanjutan.

KINERJA SOSIAL – PENGEMBANGAN DAN PEMBERDAYAAN MASYARAKAT

Komitmen dan Kebijakan dalam Pengembangan dan Pemberdayaan Masyarakat

PT Pertamina Trans Kontinental (PTK) berkomitmen untuk secara berkelanjutan mengembangkan dan memberdayakan masyarakat melalui pelaksanaan program Tanggung Jawab Sosial dan Lingkungan (TJSL) sebagai bagian dari strategi keberlanjutan Perusahaan. Kebijakan TJSL dirancang untuk memastikan bahwa PTK tidak hanya berfokus pada aspek finansial dan operasional, tetapi juga memberikan kontribusi positif bagi masyarakat dan lingkungan sekitar.

PTK menyadari bahwa keberlanjutan usaha sangat dipengaruhi oleh terciptanya hubungan yang harmonis dengan masyarakat, serta kontribusi nyata dalam meningkatkan kualitas hidup dan kesejahteraan sosial. Oleh karena itu, Perusahaan secara konsisten mengintegrasikan program TJSL dalam kegiatan operasional dengan memperhatikan kebutuhan dan karakteristik wilayah sekitar.

Dalam pelaksanaannya, program TJSL dikelola oleh fungsi CSR yang berada di bawah koordinasi Fungsi Legal & Relation, serta dilakukan pemantauan dan evaluasi secara berkala oleh Direksi, termasuk Direktur Utama, guna memastikan efektivitas dan akuntabilitas pelaksanaan program.

Lebih lanjut, program-program TJSL PTK dirancang selaras dengan prinsip pembangunan berkelanjutan, yang mencakup berbagai bidang, antara lain pendidikan, ekonomi, kesehatan, infrastruktur, lingkungan, serta sosial dan budaya. Melalui pendekatan tersebut, PTK berupaya menciptakan nilai tambah yang berkelanjutan bagi masyarakat sekaligus mendukung pencapaian tujuan pembangunan nasional.

Inisiatif Program Pengembangan dan Pemberdayaan Masyarakat Tahun 2025

Sepanjang Tahun Buku 2025, PT Pertamina Trans Kontinental (PTK) telah merealisasikan penyaluran dana sebesar Rp496 juta untuk mendukung pelaksanaan program pengembangan dan pemberdayaan masyarakat. Realisasi tersebut mencerminkan komitmen Perusahaan dalam memberikan kontribusi nyata terhadap peningkatan kesejahteraan sosial dan kualitas hidup masyarakat di sekitar wilayah operasional.

Program yang dilaksanakan mencakup berbagai bidang, antara lain pendidikan, sosial, keagamaan, kesehatan, olahraga, penanggulangan bencana, serta pelestarian lingkungan hidup. Pelaksanaan program tersebut dilakukan secara terarah dengan mempertimbangkan kebutuhan masyarakat serta potensi dampak yang dihasilkan.

This achievement highlights the effectiveness of the OHS management system implementation and the Company's success in fostering a strong safety culture within its operations.

Going forward, PTK remains committed to maintaining and further enhancing its safety performance by strengthening HSSE culture, increasing employee awareness, and continuously implementing sustainable safety programs.

SOCIAL PERFORMANCE – COMMUNITY DEVELOPMENT AND EMPOWERMENT

Commitment and Policy in Community Development and Empowerment

PT Pertamina Trans Kontinental (PTK) is committed to continuously developing and empowering communities through the implementation of Corporate Social and Environmental Responsibility (TJSL) programs as part of the Company's sustainability strategy. The TJSL policy is designed to ensure that PTK not only focuses on financial and operational aspects, but also delivers positive contributions to surrounding communities and the environment.

PTK recognizes that business sustainability is closely linked to the establishment of harmonious relationships with communities, as well as tangible contributions to improving quality of life and social welfare. Therefore, the Company consistently integrates TJSL programs into its operations by taking into account the needs and characteristics of the surrounding areas.

In its implementation, TJSL programs are managed by the CSR function under the coordination of the Legal & Relation Function, with regular monitoring and evaluation conducted by the Board of Directors, including the President Director, to ensure the effectiveness and accountability of program execution.

Furthermore, PTK's TJSL programs are designed in alignment with sustainable development principles, covering various areas such as education, economic empowerment, healthcare, infrastructure, environment, and social and cultural development. Through this approach, PTK aims to create sustainable added value for communities while supporting the achievement of national development goals.

Community Development and Empowerment Program Initiatives in 2025

Throughout Fiscal Year 2025, PT Pertamina Trans Kontinental (PTK) disbursed a total of Rp496 million to support the implementation of community development and empowerment programs. This realization reflects the Company's commitment to delivering tangible contributions toward improving social welfare and the quality of life of communities surrounding its operational areas.

The programs implemented covered various sectors, including education, social, religious, healthcare, sports, disaster response, and environmental conservation. These initiatives were carried out in a targeted manner by considering community needs and the potential impacts generated.

Pada Tahun Buku 2025, PTK terus berupaya meningkatkan efektivitas dan keberlanjutan program-program TJSL dengan memperkuat fokus pada program yang memberikan dampak jangka panjang serta nilai tambah bagi masyarakat.

Berikut ini merupakan ringkasan program unggulan TJSL/CSR yang telah dilaksanakan PTK sepanjang tahun 2025:

1. Program Penyediaan Sarana Air Bersih (PENA AIR BERSIH)

Program PENA AIR BERSIH merupakan inisiatif TJSL PTK yang berfokus pada peningkatan akses air bersih berbasis masyarakat secara berkelanjutan. Program ini dilaksanakan di Dusun Klotong, Desa Bura Bekor, Kabupaten Sikka, sebagai respons atas keterbatasan akses air bersih yang sebelumnya mengharuskan masyarakat menempuh jarak hingga 8 km.

Program ini selaras dengan prinsip ESG serta kebijakan pemerintah daerah dalam pengembangan sistem penyediaan air bersih. Melalui pembangunan instalasi air bersih, PTK berkontribusi dalam meningkatkan kualitas hidup masyarakat sekaligus mendukung aspek kesehatan dan sanitasi.

Tujuan:

- Meningkatkan akses air bersih yang layak dan terjangkau
- Meningkatkan kualitas sanitasi
- Menciptakan peluang kerja bagi masyarakat lokal

2. Program Coastal Clean Up

Program Coastal Clean Up merupakan bentuk kontribusi PTK dalam mendukung pengurangan sampah plastik di wilayah pesisir, sejalan dengan target nasional penanganan sampah hingga 70% pada tahun 2025. Program ini dilaksanakan di kawasan Pantai Trisik, Kulon Progo.

Melalui pendekatan kolaboratif dan prinsip ekonomi sirkular, program ini tidak hanya berfokus pada pembersihan lingkungan, tetapi juga pada peningkatan kesadaran masyarakat terhadap pengelolaan limbah yang berkelanjutan.

Tujuan:

- Mengurangi pencemaran sampah plastik di wilayah pesisir
- Meningkatkan kesadaran dan partisipasi masyarakat
- Mendorong pengelolaan limbah berbasis keberlanjutan
- Menjaga kelestarian ekosistem laut

3. Program Nusantara Competition

Nusantara *Competition* merupakan program inovatif PTK yang melibatkan mahasiswa dalam merancang solusi atas permasalahan yang dihadapi nelayan di Indonesia. Program ini menjadi wadah kolaborasi antara dunia pendidikan dan industri dalam menciptakan inovasi berbasis kebutuhan masyarakat.

Program ini juga mendukung pencapaian *Sustainable Development Goals* (SDGs), khususnya pada aspek pendidikan berkualitas, pertumbuhan ekonomi, dan pelestarian ekosistem laut.

In Fiscal Year 2025, PTK continued to enhance the effectiveness and sustainability of its TJSL programs by strengthening its focus on initiatives that deliver long-term impact and added value for communities.

The following is a summary of PTK's flagship TJSL/CSR programs implemented throughout 2025:

1. Clean Water Facilities Program (PENA AIR BERSIH)

The PENA AIR BERSIH Program is a TJSL initiative by PTK focused on improving sustainable, community-based access to clean water. The program was implemented in Dusun Klotong, Desa Bura Bekor, Sikka Regency, in response to limited access to clean water, which previously required residents to travel up to 8 km.

This program aligns with ESG principles and local government policies on clean water provision. Through the development of clean water infrastructure, PTK contributes to improving community quality of life while supporting health and sanitation.

Objectives:

- Improve access to adequate and affordable clean water
- Enhance sanitation quality
- Create job opportunities for local communities

2. Coastal Clean Up Program

The Coastal Clean Up Program represents PTK's contribution to reducing plastic waste in coastal areas, in line with the national target of reducing waste by up to 70% by 2025. The program was carried out at Trisik Beach, Kulon Progo.

Through a collaborative approach and circular economy principles, this initiative focuses not only on environmental clean-up but also on raising public awareness of sustainable waste management.

Objectives:

- Reduce plastic waste pollution in coastal areas
- Increase public awareness and participation
- Promote sustainable waste management practices
- Preserve marine ecosystems

3. Nusantara Competition Program

The Nusantara Competition is an innovative PTK program that engages university students in developing solutions to challenges faced by fishermen in Indonesia. The program serves as a collaboration platform between academia and industry to create community-based innovations.

It also supports the achievement of the Sustainable Development Goals (SDGs), particularly in quality education, economic growth, and marine ecosystem preservation.

Tujuan:

- Mendorong inovasi solusi bagi permasalahan nelayan
- Memberikan ruang bagi mahasiswa untuk berkreasi
- Menghasilkan rekomendasi program pemberdayaan masyarakat
- Mendukung pengembangan sektor kelautan berkelanjutan

4. Program Desa Energi Berdikari

Program Desa Energi Berdikari merupakan bagian dari inisiatif TRANSKO CARE yang berfokus pada pemberdayaan masyarakat berbasis energi terbarukan dan ekonomi lokal. Program ini dilaksanakan di Kelurahan Kariangau, Balikpapan Barat.

Melalui pemanfaatan Pembangkit Listrik Tenaga Surya (PLTS), program ini mendukung pengembangan desa wisata, budidaya ikan sistem bioflok, serta pengolahan *maggot* sebagai solusi ekonomi sirkular.

Tujuan:

- Meningkatkan kapasitas dan kesadaran masyarakat
- Menciptakan lapangan kerja baru berbasis lokal
- Mengoptimalkan pemanfaatan sumber daya secara berkelanjutan

5. Green Mangrove Action Program

Green Mangrove Action Program merupakan inisiatif pelestarian lingkungan yang berfokus pada rehabilitasi ekosistem mangrove sebagai upaya mitigasi perubahan iklim. Program ini mendukung upaya nasional dalam pemulihan kawasan mangrove serta berkontribusi pada penyerapan emisi karbon.

Selain memberikan manfaat ekologis, program ini juga meningkatkan kesadaran masyarakat dalam menjaga kawasan pesisir dan mendukung keberlanjutan lingkungan maritim.

Tujuan:

- Meningkatkan upaya rehabilitasi mangrove
- Mengurangi risiko abrasi pesisir
- Meningkatkan edukasi dan partisipasi masyarakat dalam konservasi

6. Program Si Nori (Inkubasi Ekonomi Bahari)

Program Si Nori (Inkubasi Ekonomi Bahari) merupakan inisiatif Tanggung Jawab Sosial dan Lingkungan (TJSL) PT Pertamina Trans Kontinental (PTK) yang berfokus pada penguatan kapasitas dan pemberdayaan pelaku Usaha Mikro, Kecil, dan Menengah (UMKM), khususnya di sektor kelautan dan perikanan.

Program ini dilatarbelakangi oleh peran strategis UMKM dalam perekonomian nasional, yang hingga tahun 2025 tetap menunjukkan kontribusi signifikan, yakni sekitar 60% terhadap Produk Domestik Bruto (PDB), berdasarkan berbagai publikasi Kementerian Koperasi dan UKM. Melalui pendekatan inkubasi yang komprehensif, PTK memberikan pendampingan, pelatihan, serta intervensi strategis guna meningkatkan kapasitas usaha dan daya saing UMKM binaan.

Objectives:

- Encourage innovative solutions for fishermen's challenges
- Provide a platform for student creativity
- Generate recommendations for community empowerment programs
- Support sustainable marine sector development

4. Energy Independent Village Program (Desa Energi Berdikari)

The Energy Independent Village Program is part of the TRANSKO CARE initiative, focusing on community empowerment through renewable energy and local economic development. The program was implemented in Kariangau Village, West Balikpapan.

Through the utilization of Solar Power Plants (PLTS), the program supports the development of tourism villages, biofloc fish farming, and maggot processing as part of a circular economy solution.

Objectives:

- Enhance community capacity and awareness
- Create new locally based job opportunities
- Optimize sustainable resource utilization

5. Green Mangrove Action Program

The Green Mangrove Action Program is an environmental conservation initiative focused on mangrove ecosystem rehabilitation as part of climate change mitigation efforts. The program supports national initiatives for mangrove restoration and contributes to carbon emission absorption.

In addition to ecological benefits, the program also raises community awareness of coastal conservation and supports the sustainability of marine environments.

Objectives:

- Strengthen mangrove rehabilitation efforts
- Reduce coastal abrasion risks
- Increase community education and participation in conservation

6. Si Nori Program (Marine Economy Incubation)

The Si Nori Program (Marine Economy Incubation) is a TJSL initiative by PTK aimed at strengthening capacity and empowering Micro, Small, and Medium Enterprises (MSMEs), particularly in the marine and fisheries sectors.

This program is driven by the strategic role of MSMEs in the national economy, which, as of 2025, contribute approximately 60% to Gross Domestic Product (GDP), based on publications by the Ministry of Cooperatives and SMEs. Through a comprehensive incubation approach, PTK provides mentoring, training, and strategic interventions to enhance the capacity and competitiveness of assisted MSMEs.

Implementasi Program Si Nori diharapkan dapat mendorong peningkatan kesejahteraan masyarakat secara berkelanjutan, tidak hanya dari aspek ekonomi, tetapi juga sosial dan lingkungan. Program ini juga selaras dengan pencapaian Tujuan Pembangunan Berkelanjutan (SDGs), khususnya pada pilar pertumbuhan ekonomi, pemberdayaan masyarakat, dan keberlanjutan lingkungan.

Sebagai bagian dari inisiatif Sinergi Ekonomi Bahari, program ini berperan dalam menciptakan ekosistem ekonomi pesisir yang lebih mandiri, produktif, dan berkelanjutan.

Tujuan:

- Meningkatkan pengetahuan dan keterampilan kelompok binaan dalam bidang kewirausahaan
- Mengoptimalkan pemanfaatan sumber daya lokal untuk menciptakan nilai tambah ekonomi
- Meningkatkan kesejahteraan masyarakat melalui pengembangan sektor ekonomi kreatif berbasis kelautan

Penanganan Pengaduan Masyarakat

PT Pertamina Trans Kontinental (PTK) menempatkan etika, integritas, dan kepatuhan terhadap peraturan sebagai landasan utama dalam setiap kegiatan operasional. Sebagai bagian dari komitmen tersebut, PTK menyediakan mekanisme bagi para pemangku kepentingan untuk menyampaikan pengaduan atau melaporkan dugaan pelanggaran yang bertentangan dengan etika, integritas, norma, maupun ketentuan peraturan perundang-undangan, termasuk yang berkaitan dengan aspek sosial, lingkungan, dan keamanan di wilayah operasional Perusahaan.

Mekanisme penyampaian pengaduan dapat dilakukan melalui sistem pelaporan pelanggaran (*Whistleblowing System/WBS*), serta melalui kanal komunikasi lain yang disediakan oleh Perusahaan, seperti *email* dan *contact center* yang terintegrasi dengan *website* resmi PTK. Seluruh laporan yang diterima akan diproses secara objektif, transparan, dan akuntabel dengan tetap menjaga kerahasiaan pelapor.

PTK meyakini bahwa ketersediaan saluran pengaduan yang mudah diakses dan terpercaya merupakan bagian penting dalam menjaga reputasi Perusahaan, meningkatkan kepercayaan pemangku kepentingan, serta memastikan operasional yang bertanggung jawab dan berkelanjutan.

Hingga akhir Tahun Buku 2025, PTK tidak menerima pengaduan dari masyarakat terkait aktivitas operasional Perusahaan yang memerlukan tindak lanjut. Hal ini mencerminkan efektivitas pengelolaan operasional serta kepatuhan Perusahaan terhadap prinsip tata kelola yang baik.

The implementation of the Si Nori Program is expected to improve community welfare sustainably, not only from economic aspects but also from social and environmental perspectives. The program also aligns with the Sustainable Development Goals (SDGs), particularly in economic growth, community empowerment, and environmental sustainability.

As part of the Marine Economic Synergy initiative, this program contributes to building a more independent, productive, and sustainable coastal economic ecosystem.

Objectives:

- Improve knowledge and skills of beneficiary groups in entrepreneurship
- Optimize the use of local resources to create economic added value
- Enhance community welfare through the development of marine-based creative economic sectors

Public Complaint Handling

PT Pertamina Trans Kontinental (PTK) upholds ethics, integrity, and compliance with regulations as fundamental principles in all operational activities. As part of this commitment, PTK provides mechanisms for stakeholders to submit complaints or report alleged violations that are inconsistent with ethical standards, integrity, norms, or applicable laws and regulations, including those related to social, environmental, and safety aspects within the Company's operational areas.

Complaints may be submitted through the Whistleblowing System (WBS), as well as through other communication channels provided by the Company, such as email and a contact center integrated with PTK's official website. All reports received are processed objectively, transparently, and accountably, while ensuring the confidentiality of the reporting party.

PTK believes that accessible and reliable complaint channels are essential to maintaining the Company's reputation, strengthening stakeholder trust, and ensuring responsible and sustainable operations.

As of the end of Fiscal Year 2025, PTK did not receive any public complaints related to its operational activities that required follow-up actions. This reflects the effectiveness of the Company's operational management and its adherence to good governance principles.

KINERJA SOSIAL – PELANGGAN

Komitmen dan Kebijakan dalam Pengembangan Produk dan Layanan

Dalam rangka memastikan kualitas layanan kepada pelanggan tetap terjaga, PT Pertamina Trans Kontinental (PTK) telah menetapkan kebijakan yang jelas dan terstruktur yang tertuang dalam Perilaku Perusahaan (*Code of Conduct*). Kebijakan ini menjadi pedoman bagi seluruh karyawan dan manajemen dalam menjalankan tugas dan tanggung jawabnya, sekaligus menjaga standar profesionalisme dalam setiap interaksi dengan pelanggan, pemangku kepentingan, dan pihak terkait lainnya.

PTK juga berkomitmen untuk menyediakan informasi yang lengkap, akurat, dan transparan terkait produk dan layanan yang ditawarkan. Hal ini bertujuan agar pelanggan dapat memahami dengan baik spesifikasi, manfaat, serta ketentuan layanan yang diberikan oleh Perusahaan.

Untuk mendukung keterbukaan informasi, PTK menyediakan akses informasi melalui berbagai kanal komunikasi, termasuk *website* resmi Perusahaan yang dapat diakses melalui www.pertamina-ptk.com. Melalui platform tersebut, pelanggan dapat memperoleh informasi terkini mengenai produk, layanan, serta aktivitas operasional Perusahaan secara mudah dan terpercaya.

Melalui penerapan kebijakan dan penyediaan informasi yang transparan, PTK berupaya meningkatkan kepuasan pelanggan serta membangun hubungan jangka panjang yang berlandaskan kepercayaan.

Kesetaraan Pemenuhan Kualitas Layanan kepada Pelanggan

PT Pertamina Trans Kontinental (PTK) berfokus pada penyediaan produk dan layanan yang andal, dengan kualitas serta spesifikasi yang sesuai dengan kebutuhan pelanggan. Dalam setiap kegiatan operasional, PTK senantiasa memastikan bahwa produk dan layanan yang diberikan memenuhi standar mutu dan ketentuan yang berlaku.

Perusahaan juga berkomitmen untuk menerapkan standar kualitas secara konsisten dan setara kepada seluruh pelanggan tanpa diskriminasi, sehingga setiap pelanggan memperoleh layanan dengan tingkat kualitas yang sama. Penerapan standar mutu tersebut didukung oleh sistem pengendalian kualitas serta sertifikasi yang relevan guna menjamin keandalan dan keselamatan layanan.

Melalui komitmen terhadap kualitas ini, PTK berupaya meningkatkan kepuasan pelanggan serta memperkuat kepercayaan terhadap layanan yang diberikan, sebagai bagian dari upaya menjaga keberlanjutan usaha Perusahaan.

SOCIAL PERFORMANCE – CUSTOMERS

Commitment and Policy in Product and Service Development

To ensure that service quality for customers is consistently maintained, PT Pertamina Trans Kontinental (PTK) has established clear and structured policies as set out in the Company's Code of Conduct. This policy serves as a guideline for all employees and management in carrying out their duties and responsibilities, while upholding professional standards in every interaction with customers, stakeholders, and other related parties.

PTK is also committed to providing complete, accurate, and transparent information regarding the products and services it offers. This enables customers to fully understand the specifications, benefits, and terms of the services provided by the Company.

To support information transparency, PTK provides access through various communication channels, including the Company's official website at www.pertamina-ptk.com. Through this platform, customers can easily and reliably obtain up-to-date information on products, services, and the Company's operational activities.

Through the implementation of these policies and transparent information disclosure, PTK aims to enhance customer satisfaction and build long-term relationships based on trust.

Equal Fulfilment of Service Quality for Customers

PT Pertamina Trans Kontinental (PTK) focuses on delivering reliable products and services with quality and specifications that meet customer needs. In all operational activities, PTK ensures that its products and services comply with applicable quality standards and requirements.

The Company is committed to applying quality standards consistently and equally to all customers without discrimination, ensuring that each customer receives the same level of service quality. The implementation of these standards is supported by quality control systems and relevant certifications to ensure service reliability and safety.

Through this commitment to quality, PTK strives to enhance customer satisfaction and strengthen trust in its services as part of sustaining its business continuity.

Peningkatan Layanan Pelanggan

PT Pertamina Trans Kontinental (PTK) berkomitmen untuk terus meningkatkan standar mutu dan kualitas layanan sebagai bagian dari tanggung jawab Perusahaan kepada pelanggan. Upaya ini dilakukan secara berkelanjutan guna memastikan terpenuhinya kebutuhan dan harapan pelanggan, serta mendukung terciptanya hubungan jangka panjang yang berbasis kepercayaan.

Adapun langkah-langkah yang dilakukan PTK dalam meningkatkan kualitas layanan kepada pelanggan antara lain sebagai berikut:

1. Menyediakan kemudahan akses informasi terkait produk, layanan, dan operasional Perusahaan melalui berbagai kanal komunikasi, seperti *Call center*, *website* resmi, dan media sosial;
2. Melaksanakan survei kepuasan pelanggan secara berkala sebagai dasar evaluasi dan peningkatan layanan;
3. Menindaklanjuti keluhan, masukan, dan umpan balik pelanggan secara responsif guna menyempurnakan proses dan kualitas pelayanan; serta
4. Melakukan inovasi dan pengembangan produk serta layanan sesuai dengan kebutuhan pasar dan perkembangan industri.

Melalui implementasi berbagai inisiatif tersebut, PTK berharap dapat terus meningkatkan tingkat kepuasan pelanggan, yang pada akhirnya berkontribusi terhadap peningkatan kinerja operasional dan keuangan Perusahaan secara berkelanjutan.

Inovasi Pengembangan Produk dan Layanan Perusahaan

PT Pertamina Trans Kontinental (PTK) secara berkelanjutan mendorong inovasi di seluruh aspek operasional, mulai dari proses bisnis, pengembangan fitur layanan, hingga penyediaan solusi yang adaptif terhadap kebutuhan pelanggan. Inovasi tidak hanya difokuskan pada penciptaan layanan baru, tetapi juga pada peningkatan kualitas dan efisiensi layanan yang telah ada, guna memastikan relevansi dengan dinamika industri dan kebutuhan pasar. Selain itu, PTK juga melakukan penguatan fungsi riset dan pengembangan (*research and development/R&D*) dengan memanfaatkan teknologi terkini untuk menciptakan solusi yang lebih efisien, andal, serta ramah lingkungan. Upaya ini merupakan bagian dari komitmen Perusahaan dalam mendukung transformasi bisnis yang berkelanjutan.

Adapun inovasi dan pengembangan produk serta layanan yang telah dilakukan PTK antara lain:

1. Pelaksanaan asesmen *Green and Smart Port* pada PTK Shorebase Kabil Batam sesuai dengan *Green Smart Port Guidelines V3.0/2023*, dengan capaian peringkat bintang 3.

Pencapaian ini mencerminkan komitmen PTK dalam menerapkan konsep pelabuhan yang berkelanjutan melalui optimalisasi efisiensi energi, digitalisasi operasional, serta pengelolaan lingkungan yang lebih baik.

Customer Service Improvement

PT Pertamina Trans Kontinental (PTK) is committed to continuously improving service quality standards as part of its responsibility to customers. These efforts are carried out on an ongoing basis to ensure that customer needs and expectations are met, while supporting the development of long-term, trust-based relationships.

The initiatives undertaken by PTK to improve customer service quality include:

1. Providing easy access to information on products, services, and Company operations through various communication channels such as call centers, the official website, and social media;
2. Conducting regular customer satisfaction surveys as a basis for service evaluation and improvement;
3. Responsively addressing customer complaints, suggestions, and feedback to enhance service processes and quality; and
4. Developing innovations and improving products and services in line with market needs and industry developments.

Through the implementation of these initiatives, PTK aims to continuously improve customer satisfaction levels, which in turn contributes to the sustainable enhancement of the Company's operational and financial performance.

Innovation in the Development of the Company's Products and Services

PT Pertamina Trans Kontinental (PTK) continuously drives innovation across all aspects of its operations, ranging from business processes and service feature development to the provision of solutions that are adaptive to customer needs. Innovation is not only focused on creating new services but also on enhancing the quality and efficiency of existing services to ensure alignment with industry dynamics and market demands. In addition, PTK strengthens its research and development (R&D) function by leveraging the latest technologies to create more efficient, reliable, and environmentally friendly solutions. This effort forms part of the Company's commitment to supporting sustainable business transformation.

The innovations and developments in PTK's products and services include:

1. The implementation of a Green and Smart Port assessment at PTK Shorebase Kabil Batam in accordance with the Green Smart Port Guidelines V3.0/2023, achieving a 3-star rating.

This achievement reflects PTK's commitment to implementing sustainable port concepts through energy efficiency optimization, operational digitalization, and improved environmental management.

Survei Kepuasan Pelanggan

Pada Tahun Buku 2025, PT Pertamina Trans Kontinental (PTK) telah melaksanakan survei kepuasan pelanggan yang dilakukan oleh pihak independen sebagai bagian dari upaya evaluasi dan peningkatan kualitas layanan.

Hasil survei tersebut menunjukkan bahwa Indeks Kepuasan Pelanggan (*Customer Satisfaction Index/CSI*) PTK mencapai skor sebesar 4,2, yang mengindikasikan bahwa pelanggan merasa puas terhadap kualitas layanan yang diberikan oleh Perusahaan.

Capaian ini mencerminkan keberhasilan PTK dalam memenuhi ekspektasi pelanggan, sekaligus menjadi dasar bagi Perusahaan untuk terus melakukan perbaikan dan inovasi layanan secara berkelanjutan guna meningkatkan kepuasan pelanggan di masa mendatang.

Layanan Pengaduan Pelanggan

PT Pertamina Trans Kontinental (PTK) berkomitmen untuk terus meningkatkan nilai layanan kepada pelanggan sebagai bagian dari tanggung jawab Perusahaan dalam memberikan pengalaman layanan yang berkualitas. Komitmen ini diwujudkan melalui penyediaan mekanisme penanganan keluhan pelanggan yang terstruktur dan responsif.

Dalam pelaksanaannya, fungsi yang bertanggung jawab atas pengelolaan keluhan pelanggan berada pada Unit Customer Care. Pelanggan dapat menyampaikan pengaduan melalui berbagai kanal komunikasi, antara lain surat, telepon, *email*, WhatsApp, SMS, maupun melalui *website* resmi Perusahaan di www.pertamina-ptk.com.

Setiap keluhan yang diterima akan ditangani sesuai dengan prosedur yang telah ditetapkan dalam kebijakan penanganan keluhan pelanggan. Kebijakan ini mengacu pada standar internasional ISO 9001:2015 tentang Sistem Manajemen Mutu, sehingga memastikan bahwa setiap pengaduan ditindaklanjuti secara sistematis, tepat waktu, dan berorientasi pada penyelesaian yang optimal.

Melalui penerapan sistem penanganan keluhan yang terintegrasi, PTK berupaya meningkatkan kepuasan pelanggan serta memperkuat kepercayaan terhadap layanan yang diberikan.

Customer Satisfaction Survey

In Fiscal Year 2025, PT Pertamina Trans Kontinental (PTK) conducted a customer satisfaction survey carried out by an independent party as part of its efforts to evaluate and improve service quality.

The survey results indicate that PTK's Customer Satisfaction Index (CSI) reached a score of 4.2, reflecting that customers are satisfied with the quality of services provided by the Company.

This achievement demonstrates PTK's success in meeting customer expectations and serves as a foundation for the Company to continue improving and innovating its services to enhance customer satisfaction in the future.

Customer Complaint Services

PT Pertamina Trans Kontinental (PTK) is committed to continuously enhancing the value of its services to customers as part of its responsibility to deliver high-quality service experiences. This commitment is reflected in the establishment of a structured and responsive customer complaint *handling* mechanism.

In its implementation, the function responsible for managing customer complaints is the Customer Care Unit. Customers may submit complaints through various communication channels, including letters, telephone, email, WhatsApp, SMS, and the Company's official website at www.pertamina-ptk.com.

Every complaint received is handled in accordance with procedures established under the Company's customer complaint *handling* policy. This policy refers to the international standard ISO 9001:2015 on Quality Management Systems, ensuring that each complaint is addressed systematically, promptly, and with a focus on optimal resolution.

Through the implementation of an integrated complaint *handling* system, PTK aims to enhance customer satisfaction and strengthen trust in the services it provides.

Realisasi Anggaran Peningkatan Kualitas Layanan Pelanggan

Realisasi anggaran peningkatan kualitas layanan pelanggan di PT Pertamina Trans Kontinental (PTK) dimanfaatkan untuk mendukung penguatan hubungan dengan pelanggan melalui berbagai program pengembangan kompetensi. Salah satu inisiatif utama yang dilaksanakan adalah program *Marketing Assessment* yang ditujukan bagi pekerja, khususnya di Direktorat Pemasaran.

Program ini bertujuan untuk meningkatkan kapabilitas sumber daya manusia dalam aspek *product knowledge*, keterampilan komunikasi, serta kemampuan penjualan (*sales skill*), sehingga mampu memberikan layanan yang lebih optimal dan responsif terhadap kebutuhan pelanggan.

Melalui peningkatan kompetensi tersebut, PTK berupaya memastikan bahwa setiap interaksi dengan pelanggan dapat memberikan nilai tambah, memperkuat hubungan bisnis, serta mendukung peningkatan kepuasan dan loyalitas pelanggan secara berkelanjutan.

Realization of Budget for Improving Customer Service Quality

The realization of the budget for improving customer service quality at PT Pertamina Trans Kontinental (PTK) is utilized to support stronger customer relationships through various competency development programs. One of the key initiatives implemented is the *Marketing Assessment* program for employees, particularly within the Marketing Directorate.

This program aims to enhance human capital capabilities in product knowledge, communication skills, and sales competencies, enabling employees to deliver more optimal and responsive services to customer needs.

Through these competency enhancements, PTK seeks to ensure that every customer interaction provides added value, strengthens business relationships, and supports the continuous improvement of customer satisfaction and loyalty.

Laporan Keuangan

Financial Report





**PT PERTAMINA TRANS KONTINENTAL
DAN ENTITAS ANAK/*AND SUBSIDIARIES***

**LAPORAN KEUANGAN KONSOLIDASIAN/
*CONSOLIDATED FINANCIAL STATEMENTS***

**31 DESEMBER 2025/
*31 DECEMBER 2025***

**SURAT PERNYATAAN DIREKSI TENTANG/
DIRECTORS' STATEMENT LETTER REGARDING**

PT PERTAMINA TRANS KONTINENTAL DAN ENTITAS ANAK/AND ITS SUBSIDIARIES

**TANGGUNG JAWAB ATAS
LAPORAN KEUANGAN KONSOLIDASIAN
PADA TANGGAL 31 DESEMBER 2025 SERTA
UNTUK TAHUN BERAKHIR PADA
31 DESEMBER 2025**

**THE RESPONSIBILITY FOR
THE CONSOLIDATED FINANCIAL STATEMENTS
AS AT 31 DECEMBER 2025
AND FOR THE YEAR ENDED
31 DECEMBER 2025**

Atas nama Direksi, kami yang bertanda tangan dibawah ini:

1. Nama : I Ketut Laba
Alamat : Jl. Yos Sudarso Kav. 32-34
Tanjung Priok
Jakarta Utara 14320
Telepon : 021-80678500
Jabatan : Direktur Utama

2. Nama : Eko Cahyadi
Alamat : Jl. Yos Sudarso Kav. 32-34
Tanjung Priok
Jakarta Utara 14320
Telepon : 021-80678500
Jabatan : Direktur Keuangan dan Sumber Daya Manusia

menyatakan bahwa:

1. Kami bertanggung jawab atas penyusunan dan penyajian laporan keuangan konsolidasian PT Pertamina Trans Kontinental dan entitas anak ("Grup");
2. Laporan keuangan konsolidasian Grup telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia;
3. a. Semua informasi dalam laporan keuangan konsolidasian Grup telah dimuat secara lengkap dan benar;
b. Laporan keuangan konsolidasian Grup tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material; dan
4. Kami bertanggung jawab atas sistem pengendalian internal Grup.

Demikian pernyataan ini dibuat dengan sebenarnya.

Atas nama dan mewakili Direksi.

On behalf of the Board of Directors, we, the undersigned:

1. Name : I Ketut Laba
Address: Jl. Yos Sudarso Kav. 32-34
Tanjung Priok
Jakarta Utara 14320
Phone : 021-80678500
Position : President Director

2. Name : Eko Cahyadi
Address: Jl. Yos Sudarso Kav. 32-34
Tanjung Priok
Jakarta Utara 14320
Phone : 021-80678500
Position : Director of Finance and Human Resources

declare that:

1. We are responsible for the preparation and presentation of the consolidated financial statements of PT Pertamina Trans Kontinental and its subsidiaries (the "Group");
2. The Group's consolidated financial statements have been prepared and presented in accordance with Indonesian Financial Accounting Standards;
3. a. All information has been fully and correctly disclosed in the Group's consolidated financial statements;
b. The Group's consolidated financial statements do not contain any false material information or facts, nor do they omit material information or facts; and
4. We are responsible for the Group's internal control systems.

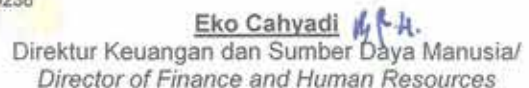
Thus, this statement is made truthfully.

For and on behalf of the Board of Directors.

Jakarta, 6 Maret/March 2026



I Ketut Laba
Direktur Utama/President Director



Eko Cahyadi
Direktur Keuangan dan Sumber Daya Manusia/
Director of Finance and Human Resources

Laporan/Report No. 00266/2.1457/AU.1/06/0243-2/1/III/2026

Laporan auditor independen
Kepada para Pemegang saham

PT Pertamina Trans Kontinental

Opini

Kami telah mengaudit laporan keuangan konsolidasian PT Pertamina Trans Kontinental dan entitas anaknya ("Grup"), yang terdiri dari laporan posisi keuangan konsolidasian tanggal 31 Desember 2025, serta laporan laba rugi dan penghasilan komprehensif lain konsolidasian, laporan perubahan ekuitas konsolidasian, dan laporan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, serta catatan atas laporan keuangan konsolidasian, termasuk informasi kebijakan akuntansi material.

Menurut opini kami, laporan keuangan konsolidasian terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian Grup tanggal 31 Desember 2025, serta kinerja keuangan konsolidasian dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan Indonesia.

Basis opini

Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Tanggung jawab kami menurut standar tersebut diuraikan lebih lanjut dalam paragraf Tanggung jawab auditor terhadap audit atas laporan keuangan konsolidasian pada laporan kami. Kami independen terhadap Grup berdasarkan ketentuan etika yang relevan dalam audit kami atas laporan keuangan konsolidasian di Indonesia, dan kami telah memenuhi tanggung jawab etika lainnya berdasarkan ketentuan tersebut. Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini audit kami.

*Independent auditors' report
To the Shareholders of*

PT Pertamina Trans Kontinental

Opinion

We have audited the consolidated financial statements of PT Pertamina Trans Kontinental and its subsidiaries (the "Group"), which comprise the consolidated statement of financial position as at 31 December 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 material accounting policy information.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as at 31 December 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 Auditors' 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.

Kantor Akuntan Publik Rintis, Jumadi, Rianto & Rekan

WTC 3, Jl. Jend. Sudirman Kav. 29-31, Jakarta 12920 – Indonesia
T: +62 (21) 5099 2901/3119 2901
F: +62 (21) 5290 5555/5290 5050

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 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.

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.

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.

Auditors' 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 auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

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, merancang dan melaksanakan prosedur audit yang responsif terhadap risiko tersebut, serta memperoleh bukti audit yang cukup dan tepat untuk menyediakan basis bagi opini kami. Risiko tidak terdeteksinya kesalahan penyajian material yang disebabkan oleh kecurangan lebih tinggi dari yang disebabkan oleh kesalahan, karena kecurangan dapat melibatkan kolusi, pemalsuan, penghilangan secara sengaja, pernyataan salah, atau pengabaian pengendalian internal.
- Memperoleh suatu pemahaman tentang pengendalian internal yang relevan dengan audit untuk merancang prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan opini atas efektivitas pengendalian internal Grup.
- Mengevaluasi ketepatan kebijakan akuntansi yang digunakan serta kewajaran estimasi akuntansi dan pengungkapan terkait yang dibuat oleh manajemen.
- 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.

As part of an audit in accordance with Standards on Auditing, we exercise professional judgement and maintain professional scepticism 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.*
- *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 auditors' 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 auditors' 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.
- Merencanakan dan melaksanakan audit grup untuk memperoleh bukti audit yang cukup dan tepat terkait informasi keuangan entitas atau unit bisnis dalam grup sebagai basis untuk merumuskan opini atas laporan keuangan grup. Kami bertanggung jawab atas arahan, supervisi, dan penelaahan atas pelaksanaan pekerjaan audit untuk tujuan audit grup. Kami tetap bertanggung jawab sepenuhnya atas opini audit kami.

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.

Jakarta,
6 Maret/March 2026



Yusron, S.E., Ak., CPA
Izin Akuntan Publik/Public Accountant License No. AP.0243

- *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.*
- *Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.*

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.



Pertamina Trans Kontinental
00266/2 1457/AU.1/06/0243-2/1/III/2026

**PT PERTAMINA TRANS KONTINENTAL
DAN ENTITAS ANAK/AND SUBSIDIARIES**

Lampiran 1/1 Schedule

**LAPORAN POSISI KEUANGAN
KONSOLIDASIAN
31 DESEMBER 2025**
(Dinyatakan dalam jutaan Rupiah)

**CONSOLIDATED STATEMENT OF
FINANCIAL POSITION AS AT
31 DECEMBER 2025**
(Expressed in millions of Rupiah)

	<u>Catatan/ Notes</u>	<u>2025</u>	<u>2024</u>	
ASET				ASSETS
ASET LANCAR				CURRENT ASSETS
Kas dan setara kas	4, 23	1,509,727	1,209,305	Cash and cash equivalents
Kas yang dibatasi penggunaannya		41,831	2,710	Restricted cash
Piutang usaha				Trade receivables
- Pihak ketiga	5	145,147	205,098	Third parties -
- Pihak berelasi	5, 23	1,028,296	1,279,971	Related parties -
Aset kontrak				Contract assets
- Pihak ketiga	6	169,356	267,629	Third parties -
- Pihak berelasi	6, 23	1,088,737	1,307,211	Related parties -
Pajak dibayar dimuka				Prepaid taxes
- Pajak lain-lain	14a	-	165,052	Other taxes -
Aset lancar lainnya	7	63,930	82,773	Other current assets
Jumlah aset lancar		<u>4,047,024</u>	<u>4,519,749</u>	Total current assets
ASET TIDAK LANCAR				NON-CURRENT ASSETS
Aset tetap	9	3,586,692	3,753,640	Fixed assets
Aset hak-guna	13a	386,737	522,480	Right-of-use assets
Aset pajak tangguhan	14d	151,933	126,051	Deferred tax assets
Penyertaan saham	23	6,652	6,652	Investment in shares
Investasi pada ventura bersama	8	106,417	105,962	Investment in joint venture
Pajak dibayar dimuka				Prepaid taxes
- Pajak penghasilan	14a	34,182	31,898	Corporate income tax -
- Pajak lain-lain	14a	217,319	-	Other taxes -
Aset tidak lancar lainnya	7	15,605	14,009	Other non-current assets
Jumlah aset tidak lancar		<u>4,505,537</u>	<u>4,560,692</u>	Total non-current assets
JUMLAH ASET		<u>8,552,561</u>	<u>9,080,441</u>	TOTAL ASSETS

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian ini.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

**PT PERTAMINA TRANS KONTINENTAL
DAN ENTITAS ANAK/AND SUBSIDIARIES**

Lampiran 1/2 Schedule

**LAPORAN POSISI KEUANGAN
KONSOLIDASIAN
31 DESEMBER 2025**
(Dinyatakan dalam jutaan Rupiah)

**CONSOLIDATED STATEMENT OF
FINANCIAL POSITION AS AT
31 DECEMBER 2025**
(Expressed in millions of Rupiah)

	Catatan/ Notes	2025	2024	
LIABILITAS				LIABILITIES
LIABILITAS JANGKA PENDEK				CURRENT LIABILITIES
Utang usaha				Trade payables
- Pihak ketiga	10	216,215	172,733	Third parties -
- Pihak berelasi	10, 23	744,981	1,115,210	Related parties -
Biaya masih harus dibayar	11	1,195,574	1,580,932	Accrued expenses
Liabilitas kontrak				Contract liabilities
- Pihak ketiga	12	92,431	183,727	Third parties -
- Pihak berelasi	12, 23	10,902	20,307	Related parties -
Utang pajak				Taxes payable
- Pajak penghasilan	14b	63,696	42,228	Corporate income tax -
- Pajak lain-lain	14b	81,505	55,588	Other taxes -
Liabilitas sewa	13b	250,621	365,298	Lease liabilities
Bagian jangka pendek dari pinjaman jangka panjang	15	132,288	175,300	Current portion of long-term borrowings
Bagian jangka pendek dari liabilitas imbalan pasca kerja	16	30,668	27,749	Current portion of post-employment benefits obligation
Jumlah liabilitas jangka pendek		2,818,881	3,739,072	Total current liabilities
LIABILITAS JANGKA PANJANG				NON-CURRENT LIABILITIES
Liabilitas sewa	13b	143,576	141,905	Lease liabilities
Pinjaman jangka panjang	15	250,119	386,220	Long-term borrowings
Bagian jangka panjang dari liabilitas imbalan pasca kerja	16	256,027	209,379	Non-current portion of post-employment benefits obligation
Jumlah liabilitas jangka panjang		649,722	737,504	Total non-current liabilities
JUMLAH LIABILITAS		3,468,603	4,476,576	TOTAL LIABILITIES
EKUITAS				EQUITY
Modal saham - modal ditempatkan dan disetor penuh 1.234.747 lembar saham A dengan nilai nominal Rp1.000.000 dan 819 saham B dengan nilai nominal Rp1.000	17	1,234,748	1,234,748	Share capital - issued and fully paid 1,234,747 shares A at par value of Rp1,000,000 per share and 819 shares B at par values of Rp1,000
Tambahan modal disetor		(76,051)	(76,051)	Additional paid-in capital
Rugi komprehensif lain		(68,466)	(76,031)	Other comprehensive loss
Saldo laba				Retained earnings
- Ditentukan penggunaannya	24	1,092,776	1,092,776	Appropriated -
- Belum ditentukan penggunaannya		2,900,265	2,427,843	Unappropriated -
		5,083,272	4,603,285	
Kepentingan non-pengendali		686	580	Non-controlling interest
JUMLAH EKUITAS		5,083,958	4,603,865	TOTAL EQUITY
JUMLAH LIABILITAS DAN EKUITAS		8,552,561	9,080,441	TOTAL LIABILITIES AND EQUITY

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian ini.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

**PT PERTAMINA TRANS KONTINENTAL
DAN ENTITAS ANAK/AND SUBSIDIARIES**

Lampiran 2 Schedule

**LAPORAN LABA RUGI DAN PENGHASILAN
KOMPREHENSIF LAIN KONSOLIDASIAN
UNTUK TAHUN YANG BERAKHIR
31 DESEMBER 2025**

(Disajikan dalam jutaan Rupiah)

**CONSOLIDATED STATEMENT OF PROFIT OR LOSS
AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED
31 DECEMBER 2025**

(Expressed in millions of Rupiah)

	Catatan/ Notes	2025	2024	
Pendapatan usaha	19	8,385,286	7,559,108	Revenue
Beban pokok pendapatan	20	(5,464,676)	(4,963,954)	Cost of revenue
Laba bruto		2,920,610	2,595,154	Gross profit
Beban umum dan administrasi	21	(1,215,253)	(1,255,901)	General and administrative expenses
Pendapatan lain-lain, neto		891	3,960	Other income, net
Pendapatan keuangan		36,902	55,586	Finance income
Beban keuangan	22	(63,091)	(89,898)	Finance costs
Bagian atas laba bersih ventura bersama	8	26,515	32,565	Share in profit of joint venture
Beban pajak final		(26,112)	(13,551)	Final tax expenses
Laba sebelum pajak penghasilan		1,680,462	1,327,915	Profit before income tax
Beban pajak penghasilan	14c	(359,085)	(252,615)	Income tax expense
Laba tahun berjalan		1,321,377	1,075,300	Profit for the year
Penghasilan komprehensif lain				Other comprehensive income
Pos-pos yang tidak akan direklasifikasikan ke laba rugi:				Items that will not be reclassified to the profit or loss:
Pengukuran kembali liabilitas imbalan pasti	16	9,188	29,598	Remeasurement of defined benefit obligation
Pajak penghasilan terkait	14d	(1,628)	(6,068)	Related income tax
Jumlah penghasilan komprehensif lain		7,560	23,530	Total other comprehensive income
Jumlah penghasilan komprehensif tahun berjalan		1,328,937	1,098,830	Total comprehensive income for the year
Laba tahun berjalan yang dapat diatribusikan kepada:				Profit for the year attributable to:
- Pemilik entitas induk		1,321,266	1,075,242	Owners of the parent entity -
- Kepentingan non-pengendali		111	58	Non-controlling interests -
Laba tahun berjalan		1,321,377	1,075,300	Profit for the year
Jumlah laba komprehensif tahun berjalan yang dapat diatribusikan kepada:				Total comprehensive income for the year attributable to:
- Pemilik entitas induk		1,328,831	1,098,771	Owners of the parent entity -
- Kepentingan non-pengendali		106	59	Non-controlling interests -
Jumlah penghasilan komprehensif lain		1,328,937	1,098,830	Total other comprehensive income

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian ini.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

**CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 DECEMBER 2025**
(Expressed in millions of Rupiah)

Distribusikan kepada pemilik entitas induk/Atributable to owners of the parent entity						
Catatan/ Notes	Modal saham/ Share capital	Tambahan modal disetor/ Additional paid-in capital	Rugi komprehensif laini/Other comprehensive loss	Retained earnings		Jumlah ekuitas/ Total equity
				Telah ditetapkan appropriated	Belum ditetapkan/ penggunaannya/ Unappropriated	
Saldo per 1 Januari 2024	1,234,748	(76,051)	(99,560)	845,826	2,734,901	4,640,385
Penghasilan komprehensif lain	-	-	23,529	-	-	23,530
Laba tahun berjalan	-	-	-	-	1,075,242	1,075,300
Dividen	-	-	-	-	(1,135,350)	(1,135,350)
Cadangan umum	-	-	-	246,950	(246,950)	-
Saldo per 31 Desember 2024	1,234,748	(76,051)	(76,031)	1,092,776	2,427,843	4,603,865
Penghasilan komprehensif lain	-	-	7,565	-	-	7,560
Laba tahun berjalan	-	-	-	-	1,321,266	1,321,377
Dividen	-	-	-	-	(848,844)	(848,844)
Saldo per 31 Desember 2025	1,234,748	(76,051)	(68,466)	1,092,776	2,900,265	5,083,958

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

**PT PERTAMINA TRANS KONTINENTAL
DAN ENTITAS ANAK/AND SUBSIDIARIES**

Lampiran 4 Schedule

**LAPORAN ARUS KAS KONSOLIDASIAN
UNTUK TAHUN YANG BERAKHIR
31 DESEMBER 2025**

(Disajikan dalam jutaan Rupiah)

**CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED
31 DECEMBER 2025**

(Expressed in millions of Rupiah)

	Catatan/ Notes	2025	2024	
Arus kas dari aktivitas operasi				Cash flows from operating activities
Penerimaan dari pelanggan		8,907,975	6,962,435	Receipts from customers
Pembayaran kepada pemasok		(3,470,339)	(2,094,911)	Payments to suppliers
Pembayaran kepada karyawan		(3,040,037)	(2,800,847)	Payments to employees
Pembayaran beban keuangan		(63,091)	(89,898)	Payments of finance costs
Pembayaran pajak final		(26,112)	(13,551)	Payments of final tax expense
Penerimaan penghasilan keuangan		36,902	55,586	Receipts of finance income
Penerimaan kas dari restitusi pajak		4,356	-	Cash receipt from tax restitutions
Pembayaran pajak penghasilan badan		(371,179)	(388,151)	Payment of corporate income tax
Arus kas bersih yang diperoleh dari aktivitas operasi		1,978,475	1,630,663	Net cash generated from operating activities
Arus kas dari aktivitas investasi				Cash flows from investing activities
Penerimaan dividen dari ventura bersama	8	26,060	24,735	Dividends received from joint venture
Penerimaan piutang pembiayaan		-	22,574	Receipts from lease receivables
Perolehan aset tetap		(227,022)	(489,000)	Acquisition of fixed assets
Arus kas bersih yang digunakan untuk aktivitas investasi		(200,962)	(441,691)	Net cash used in investing activities
Arus kas dari aktivitas pendanaan				Cash flows from financing activities
Penerimaan pinjaman	28	-	179,135	Proceeds from borrowings
Pembayaran pinjaman	28	(179,113)	(350,937)	Repayments of borrowings
Pembayaran dividen tunai	18	(848,844)	(1,135,350)	Payment of cash dividends
Pembayaran atas liabilitas sewa	13b	(441,702)	(505,569)	Payments of lease liabilities
Arus kas bersih yang digunakan untuk aktivitas pendanaan		(1,469,659)	(1,812,721)	Net cash used in financing activities
Efek perubahan nilai kurs pada kas dan setara kas		(7,432)	(10,377)	Effect of exchange rate changes on cash and cash equivalents
Kenaikan/(penurunan) bersih kas dan setara kas		300,422	(634,126)	Net (increase)/decrease in cash and cash equivalents
Kas dan setara kas pada awal tahun	4	1,209,305	1,843,431	Cash and cash equivalents at the beginning of the year
Kas dan setara kas pada akhir tahun	4	1,509,727	1,209,305	Cash and cash equivalents at the end of the year

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian ini.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

**PT PERTAMINA TRANS KONTINENTAL
DAN ENTITAS ANAK/AND SUBSIDIARIES**

Lampiran 5/1 Schedule

**CATATAN ATAS LAPORAN KEUANGAN
KONSOLIDASIAN
31 DESEMBER 2025**

(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

**NOTES TO THE CONSOLIDATED
FINANCIAL STATEMENTS
31 DECEMBER 2025**

(Expressed in millions of Rupiah,
unless otherwise stated)

1. INFORMASI UMUM

a. Pendirian dan informasi umum

PT Pertamina Trans Kontinental ("Perusahaan") didirikan berdasarkan Akta Notaris No. 3 tanggal 9 September 1969, yang diubah dengan notaris yang sama dengan Akta Notaris No. 1 tanggal 3 Januari 1975, oleh Tan Thong Kie dengan nama PT Pertamina Tongkang. Akta pendirian tersebut telah mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusannya No.Ya.5/5/4 tanggal 21 Januari 1975 dan telah diumumkan dalam Lembaran Berita Negara No. 10 tanggal 4 Februari 1975. Nama Perusahaan diubah menjadi PT Pertamina Trans Kontinental berdasarkan Akta Notaris No. 12 tanggal 26 Oktober 2011 oleh Dewantari Handayani, S.H., M.P.A., notaris di Jakarta. Akta tersebut telah mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia dalam Surat Keputusannya No. AHU-58581.AH.01.02 Tahun 2011 tanggal 29 November 2011.

Anggaran Dasar Perusahaan telah mengalami beberapa kali perubahan, perubahan terakhir dilakukan berdasarkan Akta Notaris No. 25 tertanggal 16 Desember 2025 dari Ivan Lazuardi Suwana, S.H., M.Kn., notaris di Jakarta, mengenai pemberhentian dan pengangkatan Direksi Perseroan. Perubahan ini telah disetujui oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU-AH.01.09-0368314 Tahun 2025 tanggal 16 Desember 2025.

Perusahaan berdomisili di Jakarta Utara dan kantor pusat Perusahaan beralamat di Jl. Yos Sudarso No. 32-34.

Sesuai dengan Pasal 3 Anggaran Dasar Perusahaan, ruang lingkup kegiatan Perusahaan adalah sebagai berikut:

- Maksud Perusahaan adalah untuk menyelenggarakan usaha di bidang jasa pelayaran, maritim dan logistik baik di dalam negeri maupun di luar negeri serta kegiatan usaha lain yang terkait atau menunjang kegiatan usaha di bidang jasa pelayaran, maritim dan logistik tersebut.
- Tujuan Perusahaan adalah untuk:
 - a. Mengusahakan keuntungan berdasarkan prinsip pengelolaan Perusahaan secara efektif dan efisien; dan
 - b. Memberikan kontribusi dalam kegiatan ekonomi untuk kesejahteraan dan kemakmuran rakyat.

1. GENERAL INFORMATION

a. Establishment and general information

PT Pertamina Trans Kontinental (the "Company") was established based on Notarial Deed No. 3 dated 9 September 1969, as amended by Notarial Deed No. 1 of the same notary dated 3 January 1975, by Tan Thong Kie under the name of PT Pertamina Tongkang. The deed of establishment was approved by the Minister of Law and Human Rights of the Republic of Indonesia in its Decision Letter No.Ya.5/5/4 dated 21 January 1975 and was published in State Gazette No. 10 dated 4 February 1975. The Company's name was changed to PT Pertamina Trans Kontinental based on Notarial Deed No. 12 dated 26 October 2011, of Dewantari Handayani, S.H., M.P.A., notary in Jakarta. The deed was approved by the Minister of Law and Human Rights of the Republic of Indonesia in his Decision Letter No. AHU-58581.AH.01.02 Year 2011 dated 29 November 2011.

The Company's Articles of Association have been amended several times, with the latest amendment made by Notarial Deed No. 25 of Ivan Lazuardi Suwana, S.H., M.Kn., notary in Jakarta, dated 16 December 2025, regarding the dismissal and appointment of the Company's Board of Directors. The change was approved by the Minister of Law and Human Rights of the Republic of Indonesia in its Decision Letter No. AHU-AH.01.09-0368314 Year 2025 dated 16 December 2025.

The Company is domiciled in North Jakarta and its head office is at Jl. Yos Sudarso No. 32-34.

In accordance with Article 3 of the Company's Articles of Association, the scope of its activities are as follows:

- *The Company's objective is to conduct business in shipping, maritime and logistics services both domestically and abroad, as well as other related or supporting business activities in shipping, maritime and logistics services.*
- *The Company's objectives are to:*
 - a. *Make profits based on the principles of effective and efficient management; and*
 - b. *Contribute to economic activities for the welfare and prosperity of the people.*

**PT PERTAMINA TRANS KONTINENTAL
DAN ENTITAS ANAK/AND SUBSIDIARIES**

Lampiran 5/2 Schedule

**CATATAN ATAS LAPORAN KEUANGAN
KONSOLIDASIAN
31 DESEMBER 2025**

(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

**NOTES TO THE CONSOLIDATED
FINANCIAL STATEMENTS
31 DECEMBER 2025**

(Expressed in millions of Rupiah,
unless otherwise stated)

1. INFORMASI UMUM (lanjutan)

b. Struktur Grup

i. Entitas anak

Pada laporan keuangan konsolidasian ini, Perusahaan dan entitas anak secara keseluruhan dirujuk sebagai "Grup".

Pada tanggal 31 Desember 2025 dan 2024, struktur Grup adalah sebagai berikut:

Entitas anak/ <i>Subsidiaries</i>	Aktivitas bisnis/ <i>Business activities</i>	Domisili/ <i>Domicile</i>	Mulai beroperasi komersial/ <i>Commencement of commercial operations</i>	Persentase kepemilikan/ <i>Percentage of ownership</i>		Jumlah aset sebelum eliminasi/ <i>Total asset before elimination</i>	
				2025	2024	2025	2024
1, PT Pertamina Port and Logistics ("PPL") Berdiri tanggal 10 Februari 1986/ <i>Established on 10 February 1986</i>	Jasa bongkar muat, jasa pengangkutan dan pergudangan/ <i>Cargo handling, freight and warehousing</i>	Jakarta	1996	100%	100%	925,538	841,699
2, PT Pertamina Marine Solutions ("PMSol") Berdiri tanggal 5 Juni 1987/ <i>Established on 5 June 1987</i>	Jasa angkutan, penyediaan tenaga kerja dan perdagangan umum/ <i>Transportation service, labour supply and general trade</i>	Jakarta	1998	100%	100%	877,255	763,482
3, PT Pertamina Marine Engineering ("PME") Berdiri tanggal 6 November 1991/ <i>Established on 6 November 1991</i>	Perawatan dan pengadaan barang dan jasa/ <i>Maintenance and procurement of goods</i>	Jakarta	1991	99.17%	99.17%	441,080	383,385

Pada tanggal 31 Desember 2023, Perusahaan melakukan penambahan modal pada entitas anak PMSol sebesar Rp47.234 sehingga meningkatkan investasi total Perusahaan menjadi Rp51.928. Penambahan modal tersebut telah disetujui melalui keputusan pemegang saham secara sirkuler No. 363 di tanggal 10 Januari 2024 yang ditandatangani oleh notaris Fernandia Fabiola, S.H., M.Kn. dan telah disahkan melalui lampiran keputusan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia nomor AHU-0002651.AH.01.02. tahun 2024 tentang persetujuan perubahan anggaran dasar perseroan terbatas PMSol di tanggal 15 Januari 2024.

1. GENERAL INFORMATION (continued)

b. The Group structure

i. Subsidiaries

In these consolidated financial statements, the Company and its subsidiaries are collectively referred to as the "Group".

As at 31 December 2025 and 2024, the structure of the Group was as follows:

On 31 December 2023, the Company added capital to its subsidiary PMSol amounting to Rp47,234 bringing the Company's total investment to Rp51,928. The additional capital was approved through circular shareholder decision No. 363 on 10 January 2024 which was signed by notary Fernandia Fabiola, S.H., M.Kn. and has been ratified through the attachment to the decision of the Minister of Law and Human Rights of the Republic of Indonesia number AHU-0002651.AH.01.02. year 2024 concerning approval of changes to the articles of association of limited liability companies PMSol on 15 January 2024.

**PT PERTAMINA TRANS KONTINENTAL
DAN ENTITAS ANAK/AND SUBSIDIARIES**

Lampiran 5/3 Schedule

**CATATAN ATAS LAPORAN KEUANGAN
KONSOLIDASIAN
31 DESEMBER 2025**

(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

**NOTES TO THE CONSOLIDATED
FINANCIAL STATEMENTS
31 DECEMBER 2025**

(Expressed in millions of Rupiah,
unless otherwise stated)

1. INFORMASI UMUM (lanjutan)

b. Struktur Grup (lanjutan)

ii. Ventura bersama

Berdasarkan Rapat Umum Pemegang Saham Tahunan tanggal 16 September 2014 yang risalah rapatnya didokumentasikan dalam Akta Notaris No. 41 oleh Notaris Dewantari Handayani, S.H., MPA, Perusahaan dan Tong Yeong Tug Co. Ltd. ("TYT"), mendirikan ventura bersama bernama PT Trans Yeong Maritime ("TYM"), sebuah perusahaan yang berkedudukan di Jakarta Utara. Maksud dan tujuan ventura bersama adalah untuk menyelenggarakan usaha di bidang jasa pelayaran dan kepelabuhan laut. Kepemilikan saham Perusahaan di TYM adalah sebesar 51%.

Perusahaan induk utama Perusahaan adalah PT Pertamina (Persero) ("Pertamina"), badan usaha milik negara ("BUMN").

c. Dewan Komisaris dan Dewan Direksi dan Karyawan

Susunan Dewan Komisaris dan Direksi Perusahaan pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

	<u>2025</u>
Dewan Komisaris	
Komisaris Utama	Subagjo Hari Moeljanto
Komisaris	Amir Hamzah Hartanto A.I.T. Prasetyantoko*
Direksi	
Direktur Utama	I Ketut Laba
Direktur Keuangan dan Sumber Daya Manusia	Eko Cahyadi
Direktur Armada	Dewi Susanti
Direktur Operasi	Yudi Wibisono
Direktur Pemasaran	Albertus Anto Budi Santosa

*) Komisaris Independen

Jumlah seluruh karyawan Perusahaan dan entitas anaknya pada tanggal 31 Desember 2025 adalah 462 (31 Desember 2024: 434) (tidak diaudit).

d. Penyelesaian atas laporan keuangan konsolidasian

Laporan keuangan konsolidasian ini diotorisasi untuk diterbitkan sesuai dengan resolusi Direksi Perusahaan pada tanggal 6 Maret 2026.

1. GENERAL INFORMATION (continued)

b. The Group structure (continued)

ii. Joint venture

Based on the Annual General Meeting of Shareholders dated 16 September 2014, which was documented in Notarial Deed No. 41 by Notary Dewantari Handayani S.H., MPA, the Company and Tong Yeong Tug Co. Ltd. ("TYT") established a joint venture named PT Trans Yeong Maritime ("TYM"), a company located in North Jakarta. The joint venture's purpose and objective are related to shipping and harbour services. The Company's share of ownership in TYM is 51%.

The Company's ultimate parent company is PT Pertamina (Persero) ("Pertamina"), a state-owned enterprise ("SOE").

c. Board of Commissioners and Board of Directors and Employees

The members of the Company's Boards of Commissioners and Directors as at 31 December 2025 and 2024 were as follows:

	<u>2024</u>	
Subagjo Hari Moeljanto		Board of Commissioners
Amir Hamzah		President Commissioner
Andi Saiful Haq		Commissioners
Hartanto		
A.I.T. Prasetyantoko*		
I Ketut Laba		Board of Directors
Afan Aftory		President Director
Slamet Harianto		Finance and Human Resources Director
Yudi Wibisono		Fleet Director
Andy Arvianto		Operation Director
		Commercial Director

*) Independent Commissioner

The total number of employees of the Company and its subsidiary as at 31 December 2025 was 462 (31 December 2024: 434) (unaudited).

d. Completion of the consolidated financial statements

These consolidated financial statements were authorised for issuance in accordance with a resolution of the Board of Directors of the Company on 6 March 2026.

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2. KEBIJAKAN AKUNTANSI YANG MATERIAL

Berikut ini adalah kebijakan akuntansi yang material yang diterapkan dalam penyusunan laporan keuangan konsolidasian Grup, yang sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Kebijakan akuntansi telah diterapkan secara konsisten terhadap semua periode yang disajikan, kecuali dinyatakan lain.

a. Dasar penyusunan laporan keuangan konsolidasian

Laporan keuangan konsolidasian disusun berdasarkan konsep harga perolehan serta menggunakan dasar akrual kecuali untuk laporan arus kas konsolidasian.

Laporan arus kas konsolidasian disusun dengan menggunakan metode langsung dengan mengelompokkan arus kas dalam aktivitas operasi, investasi dan pendanaan. Untuk tujuan penyusunan laporan arus kas konsolidasian, kas dan setara kas mencakup kas, kas di bank, dan deposito dengan jangka waktu tiga bulan atau kurang.

Seluruh angka dalam laporan keuangan konsolidasian ini, dibulatkan dan disajikan dalam jutaan Rupiah ("Rp"), kecuali dinyatakan lain. Lihat Catatan 2c untuk informasi mata uang fungsional Grup.

Kecuali dinyatakan dibawah ini, kebijakan akuntansi telah diterapkan secara konsisten dengan laporan keuangan konsolidasian tahunan untuk tahun yang berakhir 31 Desember 2024 yang telah sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Untuk memberikan pemahaman yang lebih baik atas kinerja keuangan Grup, karena sifat dan jumlahnya yang signifikan, beberapa akun pendapatan dan beban telah disajikan secara terpisah.

Penyusunan laporan keuangan konsolidasian sesuai dengan Standar Akuntansi Keuangan di Indonesia mengharuskan penggunaan estimasi dan asumsi dan juga mengharuskan manajemen untuk membuat pertimbangan dalam proses penerapan kebijakan akuntansi Grup. Area yang memerlukan tingkat pertimbangan yang lebih tinggi atau kompleks atau area dimana asumsi dan estimasi dapat berdampak signifikan terhadap laporan keuangan konsolidasian diungkapkan di Catatan 3.

2. MATERIAL ACCOUNTING POLICIES

Presented below are the material accounting policies adopted in preparing the consolidated financial statements of the Group, which are in conformity with Indonesian Financial Accounting Standards.

The accounting policies have been consistently applied to all the periods presented, unless otherwise stated.

a. Basis of preparation of the consolidated financial statements

The consolidated financial statements have been prepared under the historical cost convention and using the accrual basis except for the consolidated statement of cash flows.

The consolidated statement of cash flows is prepared based on the direct method by classifying cash flows on the basis of operating, investing and financing activities. For the purpose of the consolidated statements of cash flows, cash and cash equivalents include cash on hand, cash in banks and deposits with a maturity of three months or less.

Figures in the consolidated financial statements are rounded to and stated in millions of Rupiah ("Rp"), unless otherwise specified. Refer to Note 2c for the information on the Group's functional currency.

Except as described below, the accounting policies applied are consistent with those of the annual consolidated financial statements for the year ended 31 December 2024, which conform to the Indonesian Financial Accounting Standards.

In order to provide further understanding of the financial performance of the Group, due to the significance of their nature or amount, several accounts of income and expense have been presented separately.

The preparation of 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 judgement in the process of applying the Group's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the consolidated financial statements are disclosed in Note 3.

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2. KEBIJAKAN AKUNTANSI YANG MATERIAL
(lanjutan)

a. Dasar penyusunan laporan keuangan konsolidasian (lanjutan)

Perubahan pada Pernyataan Standar Akuntansi Keuangan ("PSAK") dan Interpretasi Pernyataan Standar Akuntansi Keuangan ("ISAK")

Pada tanggal 1 Januari 2025, Grup menerapkan beberapa standar dan interpretasi baru/revisi yang berlaku efektif sebagai berikut:

- PSAK 117 "Kontrak Asuransi";
- Amendemen PSAK 221 "Pengaruh Perubahan Kurs Valuta Asing – Kekurangan Ketertukaran".

Revisi dan amendemen terhadap standar akuntansi yang telah diterbitkan, namun berlaku efektif sejak tahun buku yang dimulai 1 Januari 2026, namun penerapan dini diperbolehkan:

- Amendemen PSAK 109 dan PSAK 107 "Pengungkapan tentang Klasifikasi dan Pengukuran Instrumen Keuangan";
- Amendemen PSAK 109 dan PSAK 107 terkait Kontrak yang Mengacu pada Listrik Bergantung Alam.

Penerapan dari standar baru berikut berlaku efektif mulai 1 Januari 2027. Penerapan retrospektif diwajibkan, sehingga informasi komparatif untuk tahun keuangan yang berakhir pada 31 Desember 2026 akan disajikan ulang sesuai dengan standar ini.

- PSAK 118 "Penyajian dan Pengungkapan dalam Laporan Keuangan"

Pada tanggal penerbitan laporan keuangan konsolidasian ini, Grup sedang mempelajari dampak yang mungkin timbul terhadap laporan keuangan konsolidasian Grup dari penerapan standar baru dan amendemen ini, yang tidak diadopsi dini oleh Grup.

2. MATERIAL ACCOUNTING POLICIES (continued)

a. Basis of preparation of the consolidated financial statements (continued)

Changes to Statements of Financial Accounting Standards ("SFAS") and Interpretations of Statements of Financial Accounting Standards ("IFAS")

On 1 January 2025, the Group adopted several new, amended and improved standards and interpretations that became effective on that date as follows:

- SFAS 117 "Insurance Contracts";
- Amendement of SFAS 221 "The effect of Changes in Foreign Exchange Rates - Lack of Exchangeability".

The revision and amendment to accounting standard issued, but only effective for the period year beginning 1 January 2026, but early adaption is permitted:

- Amendment of SFAS 109 and SFAS 107 "Classification and Measurement of Financial Instruments";
- Amendments to SFAS 109 and SFAS 107 of Contracts Referencing Nature-dependent Electricity.

The adoption of the new standard is effective beginning 1 January 2027. Retrospective application is required, and so the comparative information for the financial year ending 31 December 2026 will be restated in accordance with this standard.

- SFAS 118 "Presentation and Disclosure in Financial Statements"

As at the issuance date of these consolidated financial statements, the Group is evaluating the potential impact of these new standards and amendments which have not been early adopted by the Group, on the Group's consolidated financial statements.

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2. KEBIJAKAN AKUNTANSI YANG MATERIAL
(lanjutan)

b. Prinsip atas akuntansi konsolidasi dan ekuitas

Entitas anak

Entitas anak adalah seluruh entitas dimana Grup memiliki pengendalian. Grup mengendalikan entitas lain ketika Grup terekspos atas, atau memiliki hak untuk, pengembalian yang bervariasi dari keterlibatannya dengan entitas dan memiliki kemampuan untuk mempengaruhi pengembalian tersebut melalui kekuasaannya atas entitas tersebut. Entitas anak dikonsolidasikan secara penuh sejak tanggal di mana pengendalian dialihkan kepada Grup. Entitas anak tidak dikonsolidasikan lagi sejak tanggal dimana Grup kehilangan pengendalian.

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, dan kepentingan ekuitas yang diterbitkan oleh Grup. Imbalan yang dialihkan termasuk nilai wajar aset atau liabilitas yang timbul dari kesepakatan imbalan kontinjensi.

Biaya terkait akuisisi dibebankan ketika terjadi. 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.

Imbalan kontinjensi yang masih harus dialihkan oleh Grup diakui sebesar nilai wajar pada tanggal akuisisi. Perubahan selanjutnya atas nilai wajar imbalan kontinjensi yang diakui sebagai aset atau liabilitas dan dicatat sesuai dengan PSAK 239 (revisi 2014) "Instrumen Keuangan: Pengakuan dan Pengukuran" dalam laporan laba rugi. Imbalan kontinjensi yang diklasifikasikan sebagai ekuitas tidak diukur kembali dan penyelesaian selanjutnya diperhitungkan dalam ekuitas.

2. MATERIAL ACCOUNTING POLICIES (continued)

b. Principles of consolidation and equity accounting

Subsidiaries

Subsidiaries are all entities over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are de-consolidated from the date on which that control ceases.

The Group applies the acquisition method of accounting 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 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.

Acquisition-related costs are expensed as incurred. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date.

Any contingent consideration to be transferred by the Group is recognised at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration that are deemed to be assets or liabilities are recognised in accordance with SFAS 239 (revised 2014) "Financial Instruments: Recognition and Measurement" in profit or loss. Contingent consideration that is classified as equity is not remeasured and its subsequent settlement is accounted for within equity.

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**2. KEBIJAKAN AKUNTANSI YANG MATERIAL
(lanjutan)**

b. Prinsip atas akuntansi konsolidasi dan ekuitas (lanjutan)

Entitas anak (lanjutan)

Jika kombinasi bisnis diperoleh secara bertahap, nilai wajar pada tanggal akuisisi dari kepentingan ekuitas yang sebelumnya dimiliki oleh pihak pengakuisisi pada pihak yang diakuisisi diukur kembali ke nilai wajar tanggal akuisisi melalui laporan laba rugi. Pihak pengakuisisi mungkin telah mengakui perubahan nilai wajar atas kepentingan ekuitasnya dalam penghasilan komprehensif lain. Jika demikian, jumlah yang telah diakui dalam penghasilan komprehensif lain diakui dengan dasar yang sama sebagaimana dipersyaratkan jika pihak pengakuisisi telah melepas secara langsung kepentingan ekuitas yang dimiliki sebelumnya.

Kepentingan non-pengendali disajikan di ekuitas dalam laporan posisi keuangan konsolidasian, terpisah dari ekuitas pemilik entitas induk.

Transaksi antar perusahaan, saldo dan keuntungan yang belum direalisasi atas transaksi antar grup perusahaan dieliminasi. Kerugian yang belum direalisasi juga dieliminasi kecuali transaksi tersebut memberikan bukti adanya penurunan nilai aset yang ditransfer. Kebijakan akuntansi entitas anak telah diubah dimana diperlukan untuk memastikan konsistensi dengan kebijakan yang diadopsi oleh Grup.

Untuk tujuan konsolidasi entitas anak yang menggunakan mata uang selain dari Rupiah sebagai mata uang fungsional, aset dan liabilitas dijabarkan menggunakan kurs tengah Bank Indonesia pada akhir periode pelaporan. Di sisi lain, pendapatan dan beban dijabarkan menggunakan rata-rata kurs tengah Bank Indonesia ketika periode laba rugi.

2. MATERIAL ACCOUNTING POLICIES (continued)

b. Principles of consolidation and equity accounting (continued)

Subsidiaries (continued)

If the business combination is achieved in stages, the acquisition date carrying value of the acquirer's previously held equity interest in the acquiree is remeasured to fair value at the acquisition date through profit or loss. The acquirer may have recognised changes in the value of its equity interest in other comprehensive income. If so, the amount that was recognised in other comprehensive income shall be recognised on the same basis as would be required if the acquirer has disposed directly of the previously held equity interest.

Non-controlling interest is reported as equity in the consolidated statement of financial position, separate from the owner of the parent's equity.

Inter-company transactions, balances and unrealised gains on transactions between group companies are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the transferred asset. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the group.

For the purpose of consolidation subsidiaries that use a currency other than Rupiah as the functional currency, assets and liabilities are translated using the Bank Indonesia middle rate at the end of the reporting period. On the other hand, income and expenses are translated using the average Bank Indonesia middle rate during the period of profit or loss.

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**2. KEBIJAKAN AKUNTANSI YANG MATERIAL
(lanjutan)**

b. Prinsip atas akuntansi konsolidasi dan ekuitas (lanjutan)

Pengaturan bersama

Berdasarkan PSAK 111 "Pengaturan Bersama", investasi dalam pengaturan bersama diklasifikasikan sebagai operasi bersama atau ventura bersama. Klasifikasi tersebut bergantung pada hak dan kewajiban kontraktual masing-masing investor, bukan pada struktur hukum pengaturan bersama. Grup hanya mempunyai ventura bersama.

Kepentingan dalam ventura bersama dicatat dengan menggunakan metode ekuitas, setelah pada awalnya diakui sebesar biaya perolehan dalam laporan posisi keuangan konsolidasian.

Metode ekuitas

Sesuai metode ekuitas, investasi pada awalnya dicatat pada biaya perolehan dan selanjutnya disesuaikan untuk mengakui bagian investor atas laba rugi pasca akuisisi dari *investee* atas laba rugi, dan bagiannya dalam pergerakan pendapatan komprehensif lain dari *investee* atas pendapatan komprehensif lain.

Jika bagian Grup atas kerugian entitas asosiasi atau ventura bersama sama dengan atau melebihi kepentingannya pada entitas asosiasi atau ventura bersama, termasuk piutang tanpa agunan, Grup menghentikan pengakuan bagian kerugiannya, kecuali Grup memiliki kewajiban atau melakukan pembayaran atas nama entitas asosiasi atau ventura bersama.

c. Penjabaran mata uang asing

Transaksi dan saldo

Keuntungan dan kerugian selisih kurs yang berhubungan dengan pinjaman, serta kas dan setara kas disajikan pada laporan laba rugi sebagai "Penghasilan keuangan" atau "Beban keuangan". Keuntungan atau kerugian neto selisih kurs lainnya disajikan pada laporan laba rugi sebagai "Lain-lain, bersih".

2. MATERIAL ACCOUNTING POLICIES (continued)

b. Principles of consolidation and equity accounting (continued)

Joint arrangements

Under SFAS 111 "Joint Arrangements" investments in joint arrangements are classified as either joint operations or joint ventures. The classification depends on the contractual rights and obligations of each investor, rather than the legal structure of the joint arrangement. The Group has only joint ventures.

Interests in joint ventures are accounted for using the equity method, after initially being recognised at cost in the consolidated statement of financial position.

Equity method

Under the equity method, the investment is initially recognised at cost and adjusted thereafter to recognise the investor's share of the post-acquisition profits or losses of the investee in profit or loss, and its share of movements in other comprehensive income of the investee in other comprehensive income.

When the Group's share of losses in an associate or joint venture equals or exceeds its interest in the associate or joint venture, 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 or joint venture.

c. Foreign currency transactions

Transactions and balances

Foreign exchange gains and losses that relate to borrowings and cash and cash equivalents are presented in the profit or loss within "Finance income" or "Finance costs". All other net foreign exchange gains and losses are presented in the profit or loss within "Others, net".

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2. KEBIJAKAN AKUNTANSI YANG MATERIAL **2. MATERIAL ACCOUNTING POLICIES** (continued)
(lanjutan)

c. Penjabaran mata uang asing (lanjutan)

Transaksi dan saldo (lanjutan)

Perubahan nilai wajar efek moneter yang didenominasikan dalam mata uang asing yang diklasifikasikan sebagai tersedia untuk dijual dianalisis antara selisih penjabaran yang timbul dari perubahan biaya perolehan diamortisasi efek dan perubahan nilai tercatat efek lainnya. Selisih penjabaran terkait dengan perubahan biaya perolehan diamortisasi diakui di dalam laporan laba rugi, dan perubahan nilai tercatat lainnya diakui pada penghasilan komprehensif lain.

Akun non-moneter yang diukur pada nilai wajar menggunakan mata uang asing ditranslasi menggunakan kurs pada tanggal ketika nilai wajar ini ditentukan. Selisih penjabaran aset dan liabilitas keuangan non-moneter yang dicatat pada nilai wajar diakui sebagai bagian keuntungan atau kerugian perubahan nilai wajar. Sebagai contoh, selisih penjabaran aset dan liabilitas keuangan non-moneter seperti ekuitas yang dimiliki dan dicatat pada nilai wajar melalui laporan laba rugi diakui pada laporan laba rugi sebagai bagian keuntungan atau kerugian nilai wajar dan selisih penjabaran pada aset non-moneter seperti ekuitas yang diklasifikasikan sebagai tersedia untuk dijual diakui dalam penghasilan komprehensif lain.

Kurs yang digunakan pada tanggal laporan posisi keuangan, berdasarkan kurs tengah yang diterbitkan Bank Indonesia, adalah sebagai berikut:

c. Foreign currency transactions (continued)

Transactions and balances (continued)

Changes in the fair value of monetary securities denominated in foreign currency classified as available-for-sale are analysed between translation differences resulting from changes in the amortised cost of the security and other changes in the carrying amount of the security. Translation differences related to changes in amortised cost are recognised in profit or loss, and other changes in carrying amount are recognised in other comprehensive income.

Non-monetary accounts that are measured at fair value in a foreign currency are translated using the exchange rate at the date when the fair value was determined. Translation differences on non-monetary financial assets and liabilities carried at fair value are reported as part of the fair value gain or loss. For example, translation differences on non-monetary financial assets and liabilities such as equities held at fair value through profit or loss are recognised in profit or loss as part of the fair value gain or loss and translation differences on non-monetary assets such as equities classified as available-for-sale are recognised in other comprehensive income

As at the statement of financial position dates, the exchange rates used, based on the middle rates published by Bank Indonesia, were as follows:

	<u>2025</u>	<u>2024</u>	
Rupiah per Dolar Amerika Serikat ("AS\$")	16,720	16,157	Rupiah equivalent to United States Dollar ("US\$")

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**2. KEBIJAKAN AKUNTANSI YANG MATERIAL
(lanjutan)**

2. MATERIAL ACCOUNTING POLICIES (continued)

d. Kas dan setara kas

Kas dan setara kas mencakup kas, kas pada bank, deposito berjangka yang jatuh tempo dalam waktu tiga bulan atau kurang dari saat ditempatkan.

Kas dan setara kas yang telah ditentukan penggunaannya atau yang tidak dapat digunakan secara bebas tidak tergolong dalam kas dan setara kas.

e. Transaksi dengan pihak berelasi

Grup mempunyai transaksi dengan pihak berelasi. Definisi pihak berelasi sesuai dengan yang diatur dalam PSAK 224 "Pengungkapan Pihak-Pihak Berelasi".

Saldo dan transaksi yang material antara Grup dengan Pemerintah Negara Republik Indonesia dan entitas berelasi dengan Pemerintah diungkapkan dalam catatan atas laporan keuangan konsolidasian yang relevan. Grup memilih untuk mengungkapkan transaksi dengan entitas berelasi dengan Pemerintah dengan menggunakan pengecualian dari persyaratan pengungkapan pihak berelasi.

Transaksi dengan pihak-pihak berelasi dilakukan berdasarkan persyaratan yang disetujui oleh kedua belah pihak, yang mungkin tidak sama dengan transaksi lain yang dilakukan dengan pihak-pihak yang tidak berelasi.

f. Piutang usaha

Piutang usaha adalah jumlah piutang pelanggan atas jasa yang diberikan sehubungan dengan kegiatan usaha. Bila pembayaran diharapkan akan diterima dalam jangka waktu satu tahun atau kurang, maka diklasifikasikan sebagai aset lancar. Bila tidak, disajikan sebagai aset tidak lancar.

Piutang usaha pada awalnya diakui sebesar imbalan yang tidak bersyarat, kecuali jika piutang tersebut mengandung komponen pendanaan, dalam hal ini mereka diakui pada nilai wajar. Selanjutnya diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif, dikurangi penyisihan kerugian.

Lihat Catatan 2o untuk informasi lebih lanjut mengenai kebijakan penentuan jumlah cadangan kerugian piutang Grup.

d. Cash and cash equivalents

Cash and cash equivalents include cash in hand, cash in banks, time deposits with original maturities of three months or less at the time of placement.

Cash and cash equivalents which have been restricted for a certain purpose, or which cannot be used freely, are not defined as cash and cash equivalents.

e. Transactions with related parties

The Group has transactions with related parties. The definition of related parties is in accordance with SFAS 224 "Related Party Disclosures".

Significant transactions and balances of the Group with the Government of the Republic of Indonesia and Government-related entities are disclosed in the relevant notes to the consolidated financial statements. The Group elected to disclose the transactions with Government-related entities using the exemption from general related party disclosure requirements.

Transactions with related parties are based on terms agreed by the parties, which may not be the same as those of the transaction between unrelated parties.

f. Trade receivables

Trade receivables are amounts due from customers for services performed in the ordinary course of business. If collection is expected in one year or less, they are classified as current assets. If not, they are presented as non-current assets.

Trade receivables are recognised initially at the amount of consideration that is unconditional, unless they contain financing components, in which case they are recognised at fair value. They are subsequently measured at amortised cost using the effective interest method, less loss allowance.

See Note 2o for further information regarding the policy on the determination of the amount for the loss allowance on the Group's receivables.

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2. KEBIJAKAN AKUNTANSI YANG MATERIAL
(lanjutan)

2. MATERIAL ACCOUNTING POLICIES (continued)

g. Aset kontrak

Aset kontrak merupakan jumlah pendapatan yang belum ditagihkan pada akhir periode pelaporan keuangan sehubungan dengan jasa yang telah diberikan.

g. Contract assets

Contract assets represent the unbilled amounts at the end of the financial reporting period in respect of services performed.

h. Aset tetap

Aset tetap diakui sebesar harga perolehan dikurangi akumulasi penyusutan dan akumulasi rugi penurunan nilai. Harga perolehan termasuk pengeluaran yang dapat didistribusikan secara langsung atas perolehan aset tersebut.

h. Fixed assets

Fixed assets are stated at the cost of acquisition less accumulated depreciation and accumulated impairment losses. Cost of acquisition includes expenditure that is directly attributable to the acquisition of the items.

Biaya-biaya setelah pengakuan awal diakui sebagai bagian nilai tercatat aset atau sebagai aset yang terpisah, sebagaimana mestinya, hanya jika kemungkinan besar Grup mendapat manfaat ekonomis di masa depan berkenaan dengan aset tersebut dan biaya perolehan aset dapat diukur dengan andal. Nilai tercatat dari komponen yang diganti dihapuskan. Biaya perbaikan dan pemeliharaan dibebankan ke dalam laporan laba rugi dalam periode keuangan ketika biaya-biaya tersebut terjadi.

Subsequent costs are included in the asset's carrying amount or recognised as separate assets, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and when the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised. All other repairs and maintenance are charged to profit or loss during the financial period in which they are incurred.

Tanah tidak disusutkan. Penyusutan aset lain dihitung dengan menggunakan metode garis lurus selama estimasi umur manfaat aset tetap sebagai berikut:

Land is not depreciated. Depreciation is calculated on a straight-line basis over the estimated useful lives of the fixed assets as follows:

<u>Tahun/Years</u>		
Kapal	25	Vessels
Bangunan	20	Buildings
Kendaraan dan alat berat	5 - 15	Vehicles and heavy equipments
Peralatan kantor	5	Office equipments
Peralatan kapal	5	Vessel equipments

Nilai sisa aset, masa manfaat dan metode penyusutan ditelaah dan jika perlu disesuaikan, pada setiap akhir periode pelaporan. Dampak dari setiap revisi diakui dalam laporan laba rugi, ketika perubahan terjadi.

The assets' residual values, useful lives and depreciation method are reviewed and adjusted if appropriate, at the end of each reporting period. The effects of any revisions are recognised in the profit or loss, when the changes arise.

Nilai tercatat aset segera diturunkan sebesar jumlah yang dapat dipulihkan jika nilai tercatat aset lebih besar dari estimasi jumlah yang dapat dipulihkan.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Apabila suatu aset tetap tidak digunakan lagi atau dilepas, nilai tercatatnya dikeluarkan dari laporan keuangan konsolidasian, dan keuntungan dan kerugian yang timbul dari pelepasan aset tetap diakui dalam laba rugi pada periode aset tersebut dihentikan pengakuannya.

When fixed assets are retired or otherwise disposed of, their carrying values are eliminated from the consolidated financial statements, and the resulting gains and losses on the disposal of property, plant and equipment are recognised in the profit or loss and in the period in which the asset is derecognised.

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h. Aset tetap (lanjutan)

Pengedokan atas kapal milik Grup dilakukan setiap dua hingga dua setengah tahun dan biaya pengedokan tersebut dikapitalisasi sepanjang pengeluarannya dapat menunjukkan peningkatan manfaat ekonomis mendatang kapal. Kapitalisasi biaya tersebut dicatat sebagai penambahan ke harga perolehan kapal dan disusutkan selama periode hingga jadwal pengedokan berikutnya. Total biaya pengedokan terdahulu yang tersisa, jika ada, dihentikan pengakuannya dan dibebankan ke laporan laba rugi periode berjalan.

Biaya konstruksi kapal dikapitalisasi sebagai aset dalam penyelesaian. Biaya tersebut direklasifikasi ke akun aset tetap pada saat proses konstruksi atau pemasangan selesai. Penyusutan dimulai pada saat aset tersebut siap untuk digunakan sesuai dengan tujuan yang diinginkan manajemen.

i. Penurunan nilai aset non-keuangan

Pada setiap akhir periode pelaporan, Grup menilai apakah terdapat indikasi suatu aset mengalami penurunan nilai. Jika terdapat indikasi tersebut, maka Grup membuat estimasi formal atas jumlah terpulihkan aset tersebut.

Jumlah terpulihkan adalah yang lebih tinggi antara nilai wajar aset dikurangi biaya untuk menjual dan nilai pakai aset. Jika nilai tercatat aset lebih besar daripada nilai terpulihkannya, maka aset tersebut dipertimbangkan mengalami penurunan nilai dan nilai tercatat aset diturunkan nilainya menjadi sebesar nilai terpulihkannya. Dalam menentukan penurunan nilai, aset dikelompokkan pada tingkat yang paling rendah dimana terdapat arus kas masuk yang dapat diidentifikasi, yang sebagian besar tidak tergantung pada arus masuk kas dari aset lain atau kelompok aset. Aset non-keuangan selain *goodwill* yang mengalami penurunan nilai diuji setiap tanggal pelaporan untuk menentukan apakah terdapat kemungkinan pemulihan penurunan nilai.

Dalam menghitung nilai pakai, estimasi arus kas masa depan neto didiskontokan ke nilai kini dengan menggunakan tingkat diskonto sebelum pajak yang menggambarkan penilaian pasar kini dari nilai waktu uang dan risiko spesifik atas aset.

Dalam menentukan nilai wajar dikurangi biaya untuk menjual, digunakan harga penawaran pasar terakhir, jika tersedia. Jika tidak terdapat transaksi tersebut, model penilaian yang sesuai digunakan dapat untuk menentukan nilai wajar aset. Perhitungan-perhitungan ini dikuatkan oleh penilaian berganda atau indikator nilai wajar yang tersedia.

2. MATERIAL ACCOUNTING POLICIES (continued)

h. Fixed assets (continued)

Docking for the Group's vessels are performed in general every two up to two and a half years periodically and the docking costs are capitalised to the extent that the expenditure results in an increase in the future economic benefit of the vessels. The capitalised costs are recorded as an additional cost of the owned vessels and the costs are amortised over the period up to the next scheduled dry-docking. Any remaining carrying amount of the cost of the previous docking is derecognised and charged to current period profit or loss.

The costs of the construction of vessels are capitalised as constructions in progress. These costs are reclassified to fixed assets when the construction or installation is complete. Depreciation is charged from the date the assets are ready for use in the manner intended by management.

i. Impairment of non-financial assets

The Group assesses at each reporting period whether there is an indication that an asset may be impaired. If any such indication exists, the Group makes an estimate of the asset's recoverable amount.

The recoverable amount is the higher of an asset's fair value less cost to sell and Value in Use ("VIU"). Where the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows, which are largely independent of the cash inflows from other assets group of assets. Non-financial assets other than goodwill that suffer impairment are reviewed for possible reversal of the impairment at each reporting date.

In assessing the VIU, the estimated net future cash flows are discounted to their present value using a pretax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

In determining fair value less costs to sell, recent market transactions are taken into account, if available. If no such transactions can be identified, an appropriate valuation model is used to determine the fair value of the assets. These calculations are corroborated by multiple valuations or other available fair value indicators.

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i. Penurunan nilai aset non-keuangan
(lanjutan)

Aset non-keuangan yang mengalami penurunan nilai diuji setiap tanggal pelaporan untuk menentukan apakah terdapat kemungkinan pemulihan penurunan nilai.

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. Rugi penurunan nilai yang diakui atas *goodwill* tidak dibalik lagi.

j. Sewa

Grup sebagai penyewa

Pada tanggal permulaan kontrak, Grup menilai apakah kontrak merupakan, atau mengandung, sewa. Suatu kontrak merupakan, atau mengandung sewa jika kontrak tersebut memberikan hak untuk mengendalikan penggunaan aset identifikasian selama suatu jangka waktu untuk dipertukarkan dengan imbalan.

Untuk menilai apakah kontrak memberikan hak untuk mengendalikan penggunaan aset identifikasian, Grup harus menilai apakah:

- Kontrak melibatkan penggunaan aset yang diidentifikasi - ini dapat ditentukan secara eksplisit atau implisit, dan harus berbeda secara fisik atau secara substansial mewakili seluruh kapasitas aset. Jika pemasok memiliki hak substitusi substantif, maka aset tidak teridentifikasi;
- Grup memiliki hak untuk memperoleh secara substansial semua manfaat ekonomik dari penggunaan aset identifikasian selama periode penggunaan; dan
- Grup memiliki hak untuk mengarahkan penggunaan aset. Grup memiliki hak ini hanya jika Grup memiliki hak untuk pengambilan keputusan yang relevan tentang bagaimana dan untuk tujuan apa aset tersebut digunakan telah ditentukan sebelumnya, dan:
 1. Grup memiliki hak untuk mengoperasikan aset; atau
 2. Grup telah mendesain aset dengan cara menetapkan sebelumnya bagaimana dan untuk tujuan apa aset akan digunakan selama periode penggunaan.

2. MATERIAL ACCOUNTING POLICIES (continued)

i. Impairment of non-financial assets (continued)

Non-financial assets that suffer impairment are reviewed for possible reversal of the impairment at each reporting date.

Reversal on impairment loss for assets other than goodwill would be recognised if, and only if, there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment test was carried out. Reversal on impairment losses will be immediately recognised on profit or loss, except for assets measured using the revaluation model as required by other SFAS. Impairment losses relating to goodwill are not reversed.

j. Leases

The Group as lessee

At the inception of a contract, the Group assesses whether the contract is, or contains, a lease. A contract is, or contains a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

To assess whether a contract conveys the right to control the use of an identified asset, the Group shall assesses whether:

- *The contract involves the use of an identified asset - this can be explicitly specified or implicitly, and must be physically distinct or represents substantially all of the total capacity. If the supplier has substantive substitution rights, then there is no identified asset;*
- *The Group has the right to obtain substantially all 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 only if it has the rights to make relevant decisions about how and for what purpose the asset is being used is predetermined, and:*
 1. *The Group has the right to operate the asset; or*
 2. *The Group has designed the asset in a way that predetermines how and for what purposes it will be used throughout the period of use.*

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2. KEBIJAKAN AKUNTANSI YANG MATERIAL
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j. Sewa (lanjutan)

Grup sebagai penyewa (lanjutan)

Pada tanggal inisiasi atau pada penilaian kembali atas kontrak yang mengandung sebuah komponen sewa, Grup mengalokasikan imbalan dalam kontrak ke masing-masing komponen sewa berdasarkan harga tersendiri relatif dari komponen sewa dan harga tersendiri agregat dari komponen non-sewa.

Pada tanggal permulaan sewa, Grup mengakui aset hak-guna dan liabilitas sewa. Aset hak-guna diukur pada biaya perolehan, dimana meliputi jumlah pengukuran awal liabilitas sewa yang disesuaikan dengan pembayaran sewa yang dilakukan atau sebelum tanggal permulaan, ditambah dengan biaya langsung awal yang dikeluarkan dan estimasi biaya yang akan dikeluarkan untuk membongkar dan memindahkan aset pendasar atau untuk merestorasi aset pendasar ke kondisi yang disyaratkan oleh ketentuan sewa, dikurangi dengan insentif sewa yang diterima. 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.

Aset hak-guna disusutkan menggunakan metode garis lurus dari tanggal permulaan hingga tanggal yang lebih awal antara akhir umur manfaat aset hak-guna atau akhir masa sewa.

Liabilitas sewa diukur pada biaya perolehan diamortisasi menggunakan metode bunga efektif. Liabilitas sewa diukur kembali ketika ada perubahan pembayaran sewa di masa depan yang timbul dari perubahan suatu indeks atau tingkat, jika ada perubahan dalam estimasi Grup dari jumlah yang diharapkan akan dibayarkan berdasarkan jaminan nilai residu atau jika Grup mengubah penilaiannya apakah akan melakukan opsi pembelian, perpanjangan atau pemutusan kontrak. Ketika liabilitas sewa diukur kembali dengan cara tersebut, penyesuaian dilakukan terhadap jumlah tercatat dari aset hak-guna, atau diakui dalam laba rugi jika jumlah tercatat dari aset hak-guna telah dikurangi menjadi nol.

2. MATERIAL ACCOUNTING POLICIES (continued)

j. Leases (continued)

The Group as lessee (continued)

At the inception date or on reassessment of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease component on the basis of their relative stand-alone prices and the aggregate stand-alone prices of the non-lease component.

The Group recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payment made at or before the commencement date, plus any initial direct cost incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset to the condition required by the terms and conditions of the lease, less any lease incentives received. 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 the incremental borrowing rate. Generally, the Group uses its incremental borrowing rate as the discount rate.

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.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the Group's estimate of the amount expected to be payable under a residual value guarantee or if the Group changes its assessment of whether it will exercise a purchase, extension or termination option. When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

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**2. KEBIJAKAN AKUNTANSI YANG MATERIAL
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j. Sewa (lanjutan)

Grup sebagai penyewa (lanjutan)

Jika sewa mengalihkan kepemilikan aset pendasar kepada Grup pada akhir masa sewa atau jika biaya perolehan aset hak-guna merefleksikan Grup akan mengeksekusi opsi beli, maka Grup menyusutkan aset hak-guna dari tanggal permulaan hingga akhir umur manfaat aset pendasar. Jika tidak, maka Grup menyusutkan aset hak-guna dari tanggal permulaan hingga tanggal yang lebih awal antara akhir umur manfaat aset hak-guna atau akhir masa sewa.

Pembayaran sewa yang termasuk dalam pengukuran liabilitas sewa meliputi pembayaran tetap, termasuk pembayaran tetap secara substansi dikurangi dengan piutang insentif sewa.

Setiap pembayaran sewa dialokasikan sebagai beban keuangan dan pengurangan liabilitas sewa 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 pembiayaan". Elemen bunga dari beban keuangan dibebankan pada laba rugi selama periode sewa sehingga menghasilkan tingkat bunga periodik yang konstan untuk saldo liabilitas yang tersisa pada setiap periode.

Grup menyajikan aset hak-guna dan liabilitas sewa sebagai akun terpisah di dalam laporan posisi keuangan.

Sewa jangka pendek dan yang aset pendasarnya bernilai rendah

Grup memutuskan untuk tidak mengakui aset hak-guna dan liabilitas sewa untuk sewa jangka pendek yang memiliki masa sewa 12 bulan atau kurang dan sewa yang aset pendasarnya bernilai rendah. Grup mengakui pembayaran sewa atas sewa tersebut sebagai beban dengan metode garis lurus selama masa sewa.

2. MATERIAL ACCOUNTING POLICIES (continued)

j. Leases (continued)

The Group as lessee (continued)

If the lease transfers ownership of the underlying asset to the Group by the end of the lease term or if the cost of the right-of-use asset reflects that the Group will exercise a purchase option, the Group depreciates the right-of-use asset from the commencement date to the end of the useful life of the underlying asset. Otherwise, the Group depreciates the right-of-use asset 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.

Lease payments included in the measurement of the lease liability comprise fixed payments, including in-substance fixed payments less any lease incentive receivable.

Each lease payment is allocated between finance charges and reduction of the lease liability so as to achieve a constant rate of interest on the liability balance outstanding. The corresponding rental obligations, net of finance charges, are included in "finance lease liabilities". The interest element of the finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

The Group presents right-of-use assets and lease liabilities as separate line items in the statement of financial position.

Short-term leases and leases of low-value assets

The Group has elected not to recognise right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less and leases of low-value assets. The Group recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

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2. MATERIAL ACCOUNTING POLICIES (continued)

j. Sewa (lanjutan)

j. Leases (continued)

Grup sebagai pesewa

The Group as lessor

Penentuan apakah suatu perjanjian merupakan perjanjian sewa atau perjanjian yang mengandung sewa didasarkan atas substansi perjanjian pada tanggal awal sewa dan apakah pemenuhan perjanjian tergantung pada penggunaan suatu aset dan perjanjian tersebut memberikan suatu hak untuk menggunakan aset tersebut.

The determination of whether an arrangement is, or contains a lease is based on the substance of the arrangement at inception date and whether the fulfillment of the arrangement is dependent on the use of a specific asset and the arrangement conveys a right to use the asset.

Suatu sewa diklasifikasikan sebagai sewa pembiayaan jika sewa tersebut mengalihkan secara substansial seluruh risiko dan manfaat yang terkait dengan kepemilikan aset. Suatu sewa diklasifikasikan sebagai sewa operasi jika sewa tidak mengalihkan secara substansial seluruh risiko dan manfaat yang terkait dengan kepemilikan aset.

Leases are classified as finance leases if such leases transfer substantially all the risks and rewards related to the ownership of the lease assets. Leases are classified as operating leases if the leases do not transfer substantially all the risks and rewards related to the ownership of the leased assets.

Pesewa mengakui pembayaran sewa dari sewa operasi sebagai penghasilan dengan dasar garis lurus atau dasar sistematis lain. Pesewa menerapkan dasar sistematis lain jika dasar tersebut lebih merepresentasikan pola dari manfaat penggunaan aset pendasar yang dinikmati.

A lessor shall recognise lease payments from operating leases as income on either a straightline basis or another systematic basis. The lessor shall apply another systematic basis if that basis is more representative of the pattern in which benefit from the use of the underlying asset is diminished.

k. Utang usaha

k. Trade payables

Utang usaha adalah kewajiban untuk membayar barang atau jasa yang diperoleh dari pemasok dalam kegiatan usaha normal. Utang usaha diklasifikasikan sebagai liabilitas jangka pendek bila pembayaran dilakukan dalam jangka waktu satu tahun atau kurang. Bila tidak, akan disajikan sebagai liabilitas jangka panjang.

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Trade payables are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities.

Utang usaha pada awalnya diakui sebesar nilai wajar dan selanjutnya diukur pada biaya perolehan diamortisasi dengan menggunakan metode bunga efektif.

Trade payables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method.

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2. MATERIAL ACCOUNTING POLICIES (continued)

I. Pinjaman

I. Borrowings

Pada saat pengakuan awal, pinjaman diakui sebesar nilai wajar, dikurangi dengan biaya-biaya transaksi yang terjadi. Selanjutnya, pinjaman diukur sebesar biaya perolehan diamortisasi; selisih antara penerimaan (dikurangi biaya transaksi) dan nilai pelunasan dicatat pada laporan laba rugi selama periode pinjaman dengan menggunakan metode bunga efektif.

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently carried at amortised cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognised in the profit or loss over the period of the borrowings using the effective interest method.

Biaya yang dibayar untuk memperoleh fasilitas pinjaman diakui sebagai biaya transaksi pinjaman sepanjang besar kemungkinan sebagian atau seluruh fasilitas akan ditarik. Dalam hal ini, biaya memperoleh pinjaman ditangguhkan sampai penarikan pinjaman terjadi. Sepanjang tidak terdapat bukti bahwa besar kemungkinan sebagian atau seluruh fasilitas akan ditarik, biaya memperoleh pinjaman dikapitalisasi sebagai pembayaran di muka untuk jasa likuiditas dan diamortisasi selama periode fasilitas yang terkait.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw-down occurs. To the extent that there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a pre-payment for liquidity services and amortised over the period of the facility to which it relates.

Biaya pinjaman akan dihentikan pengakuannya dari laporan posisi keuangan ketika kewajiban yang tertulis pada kontrak dibatalkan, atau sudah tidak berlaku. Selisih antara nilai tercatat dari liabilitas keuangan yang sudah berakhir atau dialihkan ke pihak lain, dan imbalan yang dibayarkan, termasuk aset non kas yang dialihkan atau liabilitas yang ditanggung, diakui dalam laba rugi sebagai pendapatan lain-lain atau biaya keuangan.

Borrowings are removed from the statement of financial position when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss as other income or finance costs.

Ketika liabilitas keuangan dinegosiasikan kembali dan entitas mengeluarkan instrumen ekuitas kepada kreditor untuk menyelesaikan seluruh atau sebagian liabilitas (*debt for equity swap*), keuntungan atau kerugian diakui dalam laporan laba rugi yang dicatat sebagai selisih antara jumlah tercatat dari liabilitas keuangan.

Where the terms of a financial liability are renegotiated and the entity issues equity instruments to a creditor to extinguish all or part of the liability (debt for equity swap), a gain or loss is recognised in profit or loss, which is measured as the difference between the carrying amount of the financial liability and the fair value of the equity instruments issued.

Pinjaman diklasifikasikan sebagai liabilitas lancar kecuali Grup mempunyai hak tanpa syarat untuk menunda penyelesaian liabilitas tersebut untuk setidaknya 12 bulan setelah tanggal laporan pelaporan.

Borrowings are classified as current liabilities unless the Group has an unconditional right to defer the settlement of the liability for at least 12 months after the reporting date.

Kovenan yang harus dipatuhi oleh Grup, pada atau sebelum akhir periode pelaporan, dipertimbangkan dalam mengklasifikasikan perjanjian pinjaman dengan perjanjian sebagai lancar atau tidak lancar. Kovenan yang harus dipatuhi oleh Grup setelah periode pelaporan tidak memengaruhi klasifikasi pada tanggal pelaporan.

Covenants that the Group is required to comply with, on or before the end of the reporting period, are considered in classifying loan arrangements with covenants as current or non-current. Covenants that the Group is required to comply with after the reporting period do not affect the classification at the reporting date.

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2. KEBIJAKAN AKUNTANSI YANG MATERIAL
(lanjutan)

m. Perpajakan

Beban pajak terdiri dari pajak kini dan pajak tangguhan. Pajak diakui pada laporan laba rugi, kecuali untuk pajak atas transaksi yang diakui di pendapatan komprehensif lain atau langsung diakui ke ekuitas. Dalam hal ini, pajak tersebut masing-masing diakui dalam pendapatan komprehensif lain atau ekuitas.

Beban pajak kini dihitung berdasarkan peraturan perpajakan yang berlaku atau yang secara substansial telah berlaku pada tanggal 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.

Pajak penghasilan tangguhan diakui sepenuhnya, dengan menggunakan metode liabilitas untuk semua perbedaan temporer yang berasal dari selisih antara dasar pengenaan pajak aset dan liabilitas dengan nilai tercatatnya pada laporan keuangan konsolidasian. Pajak penghasilan tangguhan juga tidak diperhitungkan jika pajak penghasilan tangguhan tersebut timbul dari pengakuan awal aset atau pengakuan awal liabilitas dalam transaksi yang bukan kombinasi bisnis yang pada saat transaksi tidak mempengaruhi laba akuntansi maupun laba kena pajak/rugi pajak.

Aset dan liabilitas pajak penghasilan tangguhan dapat saling hapus apabila terdapat hak yang berkekuatan hukum untuk melakukan saling hapus antara aset pajak kini dengan liabilitas pajak kini dan apabila aset dan liabilitas pajak penghasilan tangguhan dikenakan oleh otoritas perpajakan yang sama. Aset pajak kini dan liabilitas pajak kini akan saling hapus ketika entitas memiliki hak yang berkekuatan hukum untuk melakukan saling hapus dan adanya niat untuk melakukan penyelesaian saldo-saldo tersebut secara neto atau untuk merealisasikan dan menyelesaikan liabilitas secara bersamaan.

2. MATERIAL ACCOUNTING POLICIES (continued)

m. Taxation

The tax expense comprises current and deferred tax. Tax is recognised in the profit or loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case, the tax is also recognised in other comprehensive income or directly in equity, respectively.

The current income tax charge is calculated using tax laws that have been enacted or substantively enacted at the reporting date. Management periodically evaluates positions taken in Annual Tax Return with respect to situations in which applicable tax regulations are subject to interpretation. It establishes provisions, where appropriate, based on the amounts expected to be paid to the tax authorities.

Deferred income tax is provided in full, using the liability method, on temporary differences which arise from the difference between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. Deferred income tax is also not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets and liabilities and when the deferred tax balances relate to the same taxation authority. Current tax assets and tax liabilities are offset where the entity has a legally enforceable right to offset and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

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2. KEBIJAKAN AKUNTANSI YANG MATERIAL
(lanjutan)

m. Perpajakan (lanjutan)

Pendapatan usaha Grup ada yang terkena pajak penghasilan final. Penghasilan Grup atas pendapatan dari jasa perkapalan yang diberikan kepada perusahaan domestik dikenakan pajak final dengan tarif 1,20% sesuai dengan Undang-Undang Perpajakan di Indonesia.

n. Liabilitas imbalan kerja

(i) Kewajiban jangka pendek

Liabilitas untuk upah dan gaji, termasuk imbalan non-moneter dan akumulasi cuti sakit yang akan diselesaikan dalam waktu 12 bulan setelah akhir dari periode ketika pekerja memberikan jasa yang berhubungan diakui hingga jasa yang diberikan hingga akhir dari periode pelaporan dan dihitung pada jumlah yang diperkirakan akan dibayar ketika liabilitas diselesaikan. Liabilitas disajikan sebagai kewajiban imbalan kerja masa kini pada neraca.

(ii) Kewajiban pensiun

Program pensiun imbalan pasti adalah program pensiun yang menentukan jumlah imbalan pensiun yang akan diberikan, biasanya berdasarkan satu faktor atau lebih seperti usia, masa kerja, atau kompensasi.

Grup menyelenggarakan program pensiun manfaat pasti untuk seluruh karyawan tetap yang memenuhi syarat. Program dikelola oleh Dana Pensiun Lembaga Keuangan ("DPLK") Dana Pensiun Pertamina.

Grup harus menyediakan imbalan pensiun dengan jumlah minimal sesuai dengan Undang-Undang Cipta Kerja No. 6/2023 (sebelumnya Undang-Undang Cipta Kerja No. 2/2022) yang berlaku atau Kontrak Kerja Bersama ("KKB"), mana yang lebih tinggi. Karena UU Cipta Kerja atau KKB menentukan rumus tertentu untuk menghitung jumlah minimal imbalan pensiun, pada dasarnya program pensiun berdasarkan Undang-Undang atau KKB adalah program pensiun imbalan pasti.

Kewajiban program pensiun imbalan pasti yang diakui di laporan posisi keuangan konsolidasian adalah nilai kini kewajiban imbalan pasti pada tanggal akhir periode dikurangi nilai wajar aset program.

2. MATERIAL ACCOUNTING POLICIES (continued)

m. Taxation (continued)

Certain revenues are subject to final income tax. The Group's vessel charter income provided to Indonesian companies is subject to a final tax at a rate of 1.20% and under the Taxation Laws of Indonesia.

n. Employee benefits liabilities

(i) Short term obligations

Liabilities for wages and salaries, including non-monetary benefits and accumulating sick leave that are expected to be settled wholly within 12 months after the end of the period in which the employees render the related service are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liabilities are presented as current employee benefit obligations in the balance sheet

(ii) Pension obligations

A defined 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 Group established a defined benefit pension plan covering all of its qualified permanent employees. The plan is managed by Dana Pensiun Lembaga Keuangan ("DPLK") Dana Pensiun Pertamina.

The Group is required to provide a minimum amount of pension benefits in accordance with prevailing Job Creation Law No. 6/2023 ("the Law") (previously Job Creation Law No. 2/2022) or the Group's Collective Agreement ("CLA"), whichever is higher. Since the Law and the CLA set the formula for determining the minimum amount of benefits, in substance pension plans under the Law or the CLA represent defined benefit plans.

The liability recognised in the consolidated statement of financial position in respect of the defined benefit pension plan is the present value of the defined benefit obligation at the period end date less the fair value of plan assets.

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2. KEBIJAKAN AKUNTANSI YANG MATERIAL
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2. MATERIAL ACCOUNTING POLICIES (continued)

n. Liabilitas imbalan kerja (lanjutan)

n. Employee benefits liabilities (continued)

(ii) Kewajiban pensiun (lanjutan)

(ii) *Pension obligations* (continued)

Kewajiban imbalan pasti dihitung setiap tahun oleh aktuaris independen menggunakan metode *projected unit credit*. Nilai kini kewajiban imbalan pasti ditentukan dengan mendiskonto estimasi arus kas keluar masa depan menggunakan tingkat bunga obligasi pemerintah (dengan pertimbangan saat ini tidak ada pasar aktif untuk obligasi korporat berkualitas tinggi) dalam mata uang yang sama dengan mata uang imbalan yang akan dibayarkan dan memiliki jangka waktu jatuh tempo mendekati jangka waktu kewajiban pensiun.

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 interest rates of high-quality government bonds (considering that currently there is no deep market for high-quality corporate bonds) that are denominated in the currency in which the benefit will be paid and that have terms to maturity approximating the terms of the related pension obligation.

Biaya bunga bersih dihitung dengan menerapkan tingkat diskonto terhadap saldo bersih kewajiban imbalan pasti dan nilai wajar aset program. Biaya ini termasuk dalam beban imbalan kerja dalam laporan laba rugi.

The net interest cost is calculated by applying the discount rate to the net balance of the defined benefit obligation and the fair value of plan assets. This cost is included in employee benefit expense in the statement of profit or loss.

Biaya jasa kini dari program pensiun imbalan pasti diakui dalam laporan laba rugi pada beban imbalan kerja dimana mencerminkan peningkatan kewajiban imbalan pasti yang dihasilkan dari jasa karyawan dalam tahun berjalan.

The current service cost of the defined benefit plan is recognised in the profit or loss in employee benefits expenses reflecting the increase in the defined benefit obligation resulting from employee service in the current year.

Biaya jasa lalu diakui secara langsung di laporan laba rugi.

Past service costs are recognised immediately in the profit or loss.

Keuntungan dan kerugian atas pengukuran kembali yang timbul dari penyesuaian dan perubahan dalam asumsi-asumsi aktuarial langsung diakui seluruhnya melalui pendapatan komprehensif lain pada saat terjadinya. Keuntungan dan kerugian ini termasuk di dalam laba ditahan pada laporan perubahan ekuitas dan pada neraca.

Remeasurement gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to equity in other comprehensive income in the period in which they arise. They are included in retained earnings in the statement of changes in equity and in the balance sheet.

(iii) Imbalan kerja jangka panjang lainnya

(iii) *Other long-term employee benefits*

Imbalan kerja jangka panjang lainnya, yang terdiri dari penghargaan masa kerja, diakui di laporan posisi keuangan konsolidasian berdasarkan nilai kini dari kewajiban imbalan pasti. Keuntungan dan kerugian aktuarial serta biaya jasa lalu diakui secara langsung di laporan laba rugi.

Other long-term employee benefits, which consist of long service rewards, are recognised in the consolidated statements of financial position at the present value of the defined benefit obligation. The actuarial gains and losses and past service costs are recognised immediately in profit or loss.

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2. KEBIJAKAN AKUNTANSI YANG MATERIAL
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2. MATERIAL ACCOUNTING POLICIES (continued)

n. Liabilitas imbalan kerja (lanjutan)

n. Employee benefits liabilities (continued)

(iv) Pesangon pemutusan kontrak kerja

(iv) Termination benefits

Pesangon pemutusan kontrak kerja terutang ketika Grup memberhentikan hubungan kerja sebelum usia pensiun normal, atau ketika seorang pekerja menerima penawaran mengundurkan diri secara sukarela dengan kompensasi imbalan pesangon. Grup mengakui pesangon pemutusan kontrak kerja pada tanggal yang lebih awal antara (i) ketika Grup tidak dapat lagi menarik tawaran atas imbalan tersebut dan (ii) ketika Grup mengakui biaya untuk restrukturisasi yang berada dalam ruang lingkup PSAK 237 "Provisi, Liabilitas Kontijensi dan Aset Kontijensi" dan melibatkan pembayaran pesangon. Dalam hal menyediakan pesangon sebagai penawaran untuk mengundurkan diri secara sukarela, pesangon pemutusan kontrak kerja diukur berdasarkan jumlah karyawan yang diharapkan menerima penawaran tersebut. Imbalan yang jatuh tempo lebih dari 12 bulan setelah periode pelaporan didiskontokan menjadi nilai kininya

Termination benefits are payable when employment is terminated by the Group before the normal retirement date, or whenever an employee accepts voluntary redundancy in exchange for these benefits. The group recognises termination benefits at the earlier of the following dates: (i) when the group can no longer withdraw the offer of those benefits; and (ii) when the entity recognises costs for a restructuring that is within the scope of SFAS 237 "Provision, Contingent Liabilities and Contingent Assets" and involves the payment of termination benefits. In the case of an offer made to encourage voluntary redundancy, the termination benefits are measured based on the number of employees expected to accept the offer. Benefits falling due more than 12 months after the reporting date are discounted to their present value.

(v) Program bonus

(v) Bonus plans

Grup mengakui liabilitas dan beban untuk bonus berdasarkan rumusan yang mempertimbangkan laba yang dapat diatribusikan kepada pemegang saham setelah penyesuaian tertentu. Grup mengakui provisi ketika diwajibkan secara kontrak atau terdapat praktik masa lalu yang menyebabkan kewajiban konstruktif.

The Group recognises a liability and an expense for bonuses, based on a formula that takes into consideration the profit attributable to the Company's shareholders after certain adjustments. The Group recognises a provision where contractually obliged or where there is a past practice that has created a constructive obligation.

Jumlah program bonus yang diprovisikan dan akan dibayarkan dalam kurun waktu kurang dari 12 bulan sejak tanggal laporan keuangan, disajikan di laporan posisi keuangan sebagai "Akrual dan Provisi".

Provision amount of bonus plans which will be paid within 12 months from reporting date is presented in statement of financial position as "Accruals and Provisions".

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2. KEBIJAKAN AKUNTANSI YANG MATERIAL
(lanjutan)

2. MATERIAL ACCOUNTING POLICIES (continued)

o. Instrumen keuangan

o. Financial instruments

1. Aset keuangan

1. Financial assets

Klasifikasi

Classification

Grup mengklasifikasikan aset keuangannya dalam kategori pengukuran berikut:

The Group classifies its financial assets in the following measurement categories:

- aset keuangan yang diukur dengan nilai wajar, (baik melalui penghasilan komprehensif lain, atau melalui laba rugi), dan
- aset keuangan yang diukur dengan biaya diamortisasi.

- *those to be measured subsequently at fair value (either through other comprehensive income, or through profit or loss), and*
- *those to be measured at amortised cost.*

Klasifikasi tersebut tergantung pada model bisnis entitas untuk mengelola aset keuangan dan persyaratan kontraktual arus kas.

The classification depends on the entity's business model for managing the financial assets and the contractual terms of the cash flows.

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 terbatalakan pada saat pengakuan awal untuk mencatat investasi ekuitas pada nilai wajar melalui penghasilan komprehensif lain.

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.

Grup melakukan reklasifikasi instrumen utang jika dan hanya jika terdapat perubahan model bisnis atas aset keuangan tersebut.

The Group reclassifies debt instruments when and only when its business model for managing those assets changes.

Pengakuan dan pengukuran

Recognition and measurement

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.

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 profit or loss.

Instrumen utang

Debt instruments

Pengukuran selanjutnya atas instrumen utang bergantung kepada model bisnis Grup dalam mengelola aset dan karakteristik dari arus kas. Terdapat tiga kategori pengukuran dalam mengklasifikasikan instrumen utang:

Subsequent measurement of debt instruments depends on the business model for managing the asset and the cash flow characteristics of the asset. There are three measurement categories into which the group classifies its debt instruments:

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2. KEBIJAKAN AKUNTANSI YANG MATERIAL
(lanjutan)

o. Instrumen keuangan (lanjutan)

1. Aset keuangan (lanjutan)

Pengakuan dan pengukuran (lanjutan)

Instrumen utang (lanjutan)

- Biaya perolehan diamortisasi: Aset yang dimiliki untuk mengumpulkan arus kas kontraktual dimana arus kas tersebut hanya mewakili pembayaran pokok dan bunga diukur dengan biaya perolehan diamortisasi. Keuntungan atau kerugian yang timbul dari penghentian pengakuan diakui secara langsung dalam laba rugi dan disajikan dalam keuntungan/(kerugian) lain-lain bersama dengan keuntungan dan kerugian selisih kurs. Pendapatan bunga dari aset keuangan tersebut dimasukkan ke dalam pendapatan keuangan dengan menggunakan metode suku bunga efektif.
- Nilai wajar melalui penghasilan komprehensif lain ("FVOCI"): Aset yang dimiliki untuk pengumpulan arus kas kontraktual dan untuk penjualan aset keuangan, dimana arus kas aset merupakan pembayaran pokok dan bunga diukur pada nilai wajar melalui penghasilan komprehensif lain. Mutasi dalam jumlah tercatat dilakukan melalui penghasilan komprehensif lain, kecuali untuk pengakuan keuntungan atau kerugian penurunan nilai, pendapatan bunga dan keuntungan dan kerugian selisih kurs, yang diakui dalam laporan laba rugi. Ketika aset keuangan dihentikan pengakuannya, akumulasi keuntungan atau kerugian yang sebelumnya diakui dalam penghasilan komprehensif lain direklasifikasi dari ekuitas ke laporan laba rugi pada pendapatan/(beban) lain-lain. Pendapatan bunga dari aset keuangan ini termasuk dalam penghasilan keuangan menggunakan metode suku bunga efektif. Keuntungan dan kerugian selisih kurs disajikan pada pendapatan/(beban) lain-lain.

2. MATERIAL ACCOUNTING POLICIES (continued)

o. Financial instruments (continued)

1. Financial assets (continued)

Recognition and measurement (continued)

Debt instruments (continued)

- *Amortised cost: 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. Any gain or loss arising on derecognition is recognised directly in profit or loss and presented in other gains/(losses) together with foreign exchange gains and losses. Interest income from these financial assets is included in finance income using the effective interest rate method.*
- *Fair value through other comprehensive income ("FVOCI"): Assets that are held for collection of contractual cash flows and for selling the financial assets, where payments of principal and interest are measured at FVOCI. Movements in the carrying amount are taken through OCI, except for the recognition of impairment gains or losses, interest income and foreign exchange gains and losses, which are recognised in profit or loss. When the financial asset is derecognised, the cumulative gain or loss previously recognised in OCI is reclassified from equity to profit or loss and recognised in other income/(expenses). Interest income from these financial assets is included in finance income using the effective interest rate method. Foreign exchange gains and losses are presented in other income/(expenses).*

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2. KEBIJAKAN AKUNTANSI YANG MATERIAL
(lanjutan)

o. Instrumen keuangan (lanjutan)

1. Aset keuangan (lanjutan)

Pengakuan dan pengukuran (lanjutan)

Instrumen utang (lanjutan)

- Nilai wajar melalui laba rugi: Aset yang tidak memenuhi kriteria untuk biaya perolehan diamortisasi atau nilai wajar melalui penghasilan komprehensif lain diukur pada nilai wajar melalui laporan laba rugi. Keuntungan atau kerugian dari investasi utang yang selanjutnya diukur pada nilai wajar melalui laporan laba rugi dan bukan merupakan bagian dari hubungan lindung nilai, diakui dalam laporan laba rugi dan disajikan bersih dalam laporan laba rugi di dalam keuntungan/(kerugian) lainnya. dalam periode kemunculannya.

Instrumen ekuitas

Grup selanjutnya mengukur semua investasi ekuitas pada nilai wajar. Dimana manajemen Grup telah memilih untuk menyajikan keuntungan dan kerugian nilai wajar dari investasi ekuitas pada penghasilan komprehensif lain. Tidak ada reklasifikasi selanjutnya atas keuntungan dan kerugian dari nilai wajar ke laba rugi setelah penghentian pengakuan investasi. Dividen dari investasi tersebut terus diakui dalam laporan laba rugi sebagai penghasilan lainnya ketika hak Grup untuk menerima pembayaran ditetapkan. Investasi pada instrumen ekuitas tidak diuji penurunan nilai.

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.

2. MATERIAL ACCOUNTING POLICIES (continued)

o. Financial instruments (continued)

1. Financial assets (continued)

Recognition and measurement (continued)

Debt instruments (continued)

- *Fair value through profit or loss: Assets that do not meet the criteria for amortised cost or FVOCI are measured at fair value through profit or loss. A gain or loss on a debt investment that is subsequently measured at fair value through profit or loss and is not part of a hedging relationship is recognised in profit or loss and presented net in the statement of profit or loss within other gains/(losses) in the period in which it arises.*

Equity instruments

The Group subsequently measures all equity investments at fair value. Where the Group's management has elected to present fair value gains and losses on equity investments in OCI, 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. Equity investments are not tested for impairment.

Changes in the fair value of financial assets at fair value through profit or loss are recognised in other gains/(losses) in the statement of profit or loss as applicable. Impairment losses (and reversal of impairment losses) on equity investments measured at FVOCI are not reported separately from other changes in fair value.

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2. KEBIJAKAN AKUNTANSI YANG MATERIAL
(lanjutan)

o. Instrumen keuangan (lanjutan)

2. Penurunan nilai aset keuangan

Grup menerapkan pendekatan yang disederhanakan untuk mengukur Kerugian Kredit Ekspektasian ("KKE") yang menggunakan cadangan KKE seumur hidup berdasarkan basis *forward-looking* untuk seluruh saldo piutang usaha dan aset kontrak tanpa komponen pendanaan yang signifikan. Selain untuk piutang usaha dan aset kontrak tanpa komponen pendanaan yang signifikan, Grup menerapkan pendekatan umum untuk mengukur KKE. Grup menilai dengan basis *forward-looking* KKE terkait dengan instrumen utangnya yang dicatat pada biaya perolehan diamortisasi dan FVOCI.

Metodologi penurunan nilai yang diterapkan tergantung pada apakah telah terjadi peningkatan risiko kredit yang signifikan. Catatan 3 merinci bagaimana Grup menentukan apakah telah terjadi peningkatan risiko kredit yang signifikan.

3. Instrumen keuangan disalinghapus

Aset keuangan dan liabilitas keuangan disalinghapuskan dan jumlah netonya dilaporkan pada laporan posisi keuangan ketika terdapat hak yang berkekuatan hukum untuk melakukan saling hapus atas jumlah yang telah diakui tersebut dan adanya niat untuk menyelesaikan secara neto, atau untuk merealisasikan aset dan menyelesaikan liabilitas secara bersamaan. Hak saling hapus tidak kontingen atas peristiwa di masa depan dan dapat dipaksakan secara hukum dalam situasi bisnis yang normal dan dalam peristiwa gagal bayar, atau peristiwa kepailitan atau kebangkrutan Grup atau pihak lawan.

p. Provisi

Provisi atas tuntutan hukum diakui ketika: 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.

2. MATERIAL ACCOUNTING POLICIES (continued)

o. Financial instruments (continued)

2. Impairment of financial assets

The Group applies the "simplified approach" to measure the Expected Credit Loss ("ECL") which uses a lifetime expected loss allowance on a forward-looking basis for all trade receivables and contract assets without significant financing component. Other than trade receivables and contract assets without a significant financing component, the Group applies a general model to ensure ECL. The Group assesses on a forward-looking basis the ECL associated with its debt instruments carried at amortised cost and FVOCI.

The impairment methodology applied depends on whether there has been a significant increase in credit risk. Note 3 details how the Group determines whether there has been a significant increase in credit risk.

3. Offsetting of financial instruments

Financial assets and liabilities are offset and the net amount is reported in the statement of financial position when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis, or realise the asset and settle the liability simultaneously. The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default in solvency or bankruptcy of the Group or the counterparty.

p. Provision

Provision for legal claims 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.

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2. KEBIJAKAN AKUNTANSI YANG MATERIAL
(lanjutan)

p. Provisi (lanjutan)

Ketika terdapat beberapa kewajiban yang serupa, kemungkinan penyelesaian mengakibatkan arus keluar ditentukan dengan mempertimbangkan kelas kewajiban secara keseluruhan. Provisi diakui walaupun kemungkinan adanya arus keluar sehubungan dengan item manapun yang termasuk dalam kelas kewajiban yang sama mungkin kecil.

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.

q. Modal saham

Saham biasa diklasifikasikan sebagai ekuitas, biaya tambahan yang secara langsung dapat diatribusikan kepada penerbitan saham baru atau opsi disajikan pada ekuitas sebagai pengurang penerimaan, setelah dikurangi pajak.

r. Dividen

Pembayaran dividen kepada pemegang saham Perusahaan diakui sebagai liabilitas dalam laporan keuangan konsolidasian Grup dalam periode dimana pembagian dividen diumumkan.

s. Pengakuan pendapatan dan beban

Pendapatan

Pengakuan pendapatan harus memenuhi lima langkah analisa sebagai berikut:

1. Identifikasi kontrak dengan pelanggan;
2. Identifikasi kewajiban pelaksanaan dalam kontrak. Kewajiban pelaksanaan merupakan janji-janji dalam kontrak untuk menyerahkan barang atau jasa yang memiliki karakteristik berbeda ke pelanggan;

2. MATERIAL ACCOUNTING POLICIES (continued)

p. Provision (continued)

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

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 pre-tax 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.

q. Share capital

Ordinary shares are classified as equity, incremental costs directly attributable to the issue of new shares or options are shown in equity as a deduction, net of tax, from the proceeds.

r. Dividends

Dividend distributions to the Company's shareholders are recognised as a liability in the Group's consolidated financial statements in the period in which the dividends are declared.

s. Revenue and expense recognition

Revenue

Revenue recognition has to fulfill five steps of assessment:

1. Identify contract(s) with customer;
2. Identify the performance obligations in the contract. Performance obligations are promises in a contract to transfer to a customer goods or services that are distinct;

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2. KEBIJAKAN AKUNTANSI YANG MATERIAL
(lanjutan)

s. Pengakuan pendapatan dan beban (lanjutan)

Pendapatan (lanjutan)

Pengakuan pendapatan harus memenuhi lima langkah analisa sebagai berikut: (lanjutan)

3. Penetapan harga transaksi, Harga transaksi merupakan jumlah imbalan yang berhak diperoleh suatu entitas sebagai kompensasi atas penyerahkannya barang atau jasa yang dijanjikan ke pelanggan. Jika imbalan yang dijanjikan di kontrak mengandung suatu jumlah yang bersifat variabel, maka Grup membuat estimasi jumlah imbalan tersebut sebesar jumlah yang diharapkan berhak diterima atas penyerahkannya barang atau jasa yang dijanjikan ke pelanggan dikurangi dengan estimasi jumlah jaminan kinerja jasa yang akan dibayarkan selama periode kontrak;
4. Alokasi harga transaksi ke setiap kewajiban pelaksanaan dengan menggunakan dasar harga jual berdiri sendiri relatif dari setiap barang atau jasa berbeda yang dijanjikan di yang tertuang dalam nilai kontrak. Ketika tidak dapat diamati secara langsung, harga jual berdiri sendiri relatif diperkirakan berdasarkan biaya yang diharapkan ditambah margin; dan
5. Pengakuan pendapatan ketika kewajiban pelaksanaan telah dipenuhi dengan menyerahkan barang atau jasa yang dijanjikan ke pelanggan (ketika pelanggan telah memiliki kendali atas barang atau jasa tersebut).

Kewajiban pelaksanaan dapat dipenuhi dengan cara sebagai berikut:

- a. Suatu titik waktu (umumnya janji untuk menyerahkan barang ke pelanggan); atau
- b. Suatu periode waktu (umumnya janji untuk menyerahkan jasa ke pelanggan). Untuk kewajiban pelaksanaan yang dipenuhi dalam suatu periode waktu, Grup memilih ukuran penyelesaian yang sesuai untuk penentuan jumlah pendapatan yang harus diakui karena telah terpenuhinya kewajiban pelaksanaan.

2. MATERIAL ACCOUNTING POLICIES (continued)

s. Revenue and expense recognition (continued)

Revenue (continued)

Revenue recognition has to fulfill five steps of assessment: (continued)

3. Determine the transaction price, Transaction price is the amount of consideration to which an entity expects to be entitled in exchange for transferring promised goods or services to a customer. If the consideration promised in a contract includes a variable amount, the Group estimates the amount of consideration to which it expects to be entitled in exchange for transferring the promised goods or services to a customer less the estimated amount of service level guarantee which will be paid during the contract period;
4. Allocate the transaction price to each performance obligation on the basis of the relative stand-alone selling prices of each of the distinct goods or services promised in the contract. Where these are not directly observable, the relative standalone selling price is estimated based on expected cost plus margin; and
5. Recognise revenue when performance obligation is satisfied by transferring a promised goods or services to a customer (which is when the customer obtains control of said goods or services).

A performance obligation may be satisfied at the following:

- a. A point in time (typically for promises to transfer goods to a customer); or
- b. Over time (typically for promises to transfer services to a customer). For a performance obligation satisfied over time, the Group selects an appropriate measure of progress to determine the amount of revenue that should be recognised as the performance obligation is satisfied.

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2. KEBIJAKAN AKUNTANSI YANG MATERIAL
(lanjutan)

s. Pengakuan pendapatan dan beban (lanjutan)

Pendapatan (lanjutan)

Pembayaran harga transaksi berbeda untuk setiap kontrak. Aset kontrak diakui ketika jumlah penerimaan dari pelanggan kurang dari saldo kewajiban pelaksanaan yang telah dipenuhi. Kewajiban kontrak diakui ketika jumlah penerimaan dari pelanggan lebih dari saldo kewajiban pelaksanaan yang telah dipenuhi.

Sewa kapal

Pendapatan dari jasa penyewaan kapal diakui dalam laba rugi sepanjang waktu jasa sewa kepada pelanggan dengan ukuran berbasis waktu.

Jasa penunjang operasi *marine*

Pendapatan dari jasa penunjang operasi *marine* diakui sepanjang waktu berdasarkan aktivitas kontrak operasional atas segmen bisnis pada periode pelaporan. Tingkat penyelesaian aktivitas transaksi ditentukan dengan memperhatikan survei pekerjaan yang telah dilaksanakan pada periode kontrak.

Keagenan kapal dan jasa kepelabuhan

Pendapatan dari keagenan kapal dan jasa kepelabuhanan diakui sepanjang waktu untuk segmen bisnis pihak berelasi dan titik waktu tertentu untuk pihak ketiga berdasarkan aktivitas kontrak operasional pada periode pelaporan. Tingkat penyelesaian aktivitas transaksi ditentukan dengan memperhatikan survei pekerjaan yang telah dilaksanakan pada periode kontrak.

Penyediaan tenaga kerja

Pendapatan dari jasa penyediaan tenaga kerja diakui sepanjang waktu berdasarkan aktivitas kontrak operasional pada periode pelaporan. Penyelesaian aktivitas transaksi ditentukan dengan pekerjaan yang telah dilaksanakan berdasarkan kontrak.

Jasa broker kapal

Pendapatan jasa broker kapal diakui dalam titik waktu tertentu ketika transaksi sewa *back-to-back* terjadi dan disajikan secara neto setelah memperhitungkan beban langsung yang terkait, saat Grup bertindak sebagai agen.

2. MATERIAL ACCOUNTING POLICIES (continued)

s. Revenue and expense recognition (continued)

Revenue (continued)

Payment of the transaction price differs for each contract. A contract asset is recognised when the consideration paid by the customer is less than the balance of performance obligation which has been satisfied. A contract liability is recognised when the consideration paid by the customer is more than the balance of performance obligation which has been satisfied.

Vessel charter

Revenue from vessel charter is recognised in the profit or loss over time over the charter service period to the customer using time based measure.

Marine operations support services

Revenues from marine operation support services are recognised overtime based on operating contract activities for business segments in the reporting period. The level of completion of transaction activities is determined by reference to surveys of work performed during the contract period.

Shipping agency and port services

Revenues from shipping agency and port services are recognised over time for the related party business segment and point in time for third parties based on operating contract activities in the reporting period. The level of completion of transaction activities is determined by reference to surveys of work that has been performed during the contract period.

Labor supply services

Revenue from manpower supply services is recognised over time based on the operating contract activities in the reporting period. The level of completion of transaction activities is determined by work that has been performed based on the contract.

Charter broker services

Charter broker services are recognised at a point in time when back-to-back charter transactions occurred and is presented on a net basis after taking into account the underlying direct expenses, when the Group acts as an agent.

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2. KEBIJAKAN AKUNTANSI YANG MATERIAL
(lanjutan)

s. Pengakuan pendapatan dan beban (lanjutan)

Pendapatan (lanjutan)

Perdagangan umum

Pendapatan dari perdagangan umum diakui pada satu titik waktu tertentu berdasarkan aktivitas kontrak operasional. Penyelesaian aktivitas transaksi ditentukan dengan pekerjaan.

Grup bertindak sebagai agen apabila aktivitas dalam jasa keagenan (pemenuhan kewajiban pelaksanaan) dilakukan oleh pihak ketiga dan tarif yang ditagihkan ke pelanggan berdasarkan biaya aktual.

Pendapatan lainnya terdiri dari "pengerukan", "air bersih", "perdagangan umum", "bongkar muat", "pendapatan komisi" dan "pengoperasian kapal".

Beban dari kontrak dengan pelanggan

Biaya yang secara langsung berhubungan dengan kontrak menghasilkan atau meningkatkan sumber daya untuk memenuhi kontrak ("biaya untuk memenuhi") dan biaya inkremental untuk mendapatkan kontrak ("biaya untuk memperoleh") diakui sebagai aset bila biaya tersebut memenuhi syarat untuk dikapitalisasi berdasarkan PSAK 115 "Pendapatan dari kontrak dengan pelanggan" dan diharapkan akan dipulihkan. Aset ini diamortisasi dengan dasar sistematis yang konsisten dengan pengalihan atas barang atau jasa yang berkaitan dengan aset tersebut.

Beban lainnya

Beban diakui pada saat terjadinya dengan dasar akrual.

Penerapan panduan praktis

Grup memilih untuk menerapkan panduan praktis untuk mengakui biaya yang terjadi untuk mendapatkan kontrak sebagai beban saat terjadinya jika periode amortisasi aset tersebut adalah satu tahun atau kurang.

2. MATERIAL ACCOUNTING POLICIES (continued)

s. Revenue and expense recognition (continued)

Revenue (continued)

General trading

Revenue from general trading is recognised at point in time based on operating contract activities. The completion of transaction activities is determined by work that has been performed based on contract.

The Group is an agent when activities in agency services (fulfillment of performance obligations) are carried out by a third party and the tariff billed to customers are based on actual costs from the third party.

Other revenue comprises "dredging", "clean water", "general trading", "cargo handling", "commission income" and "vessel operation services".

Expenses from contracts with customers

The costs that directly relate to the contract generate or enhance resources to satisfy the contract ("cost to fulfill") and incremental costs of obtaining a contract ("cost to obtain") are recognised as assets if they meet the criteria for capitalisation under SFAS 115 "Revenue from contract with customer" and expected to be recovered. These assets are amortised on a systematic basis that is consistent with the transfer to the customer of the goods or services to which the assets relate.

Other expenses

Expenses are recognised as incurred on an accrual basis.

Application of practical expedient

The Group applies the practical expedient to recognise the incremental cost of obtaining a contract as an expense when incurred if the amortisation period of the asset that the Group otherwise would have recognised is one year or less.

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**3. ESTIMASI DAN PERTIMBANGAN AKUNTANSI
YANG PENTING**

Penyusunan laporan keuangan konsolidasian Grup mengharuskan manajemen untuk membuat pertimbangan, estimasi dan asumsi yang mempengaruhi jumlah pendapatan, beban, aset dan liabilitas, pengungkapan nilai aset dan liabilitas kontinjensi pada akhir periode pelaporan. Estimasi, asumsi, dan pertimbangan akan dievaluasi secara berkelanjutan dan didasarkan pada pengalaman masa lalu dan faktor-faktor lainnya, termasuk ekspektasi terhadap kejadian masa depan yang diyakini cukup beralasan dalam situasi tertentu.

Grup telah mengidentifikasi kebijakan-kebijakan akuntansi penting berikut yang melibatkan pertimbangan, estimasi, dan asumsi yang signifikan dimana hasil yang sebenarnya dapat berbeda dari estimasi-estimasi yang dibuat berdasarkan asumsi dan kondisi yang berbeda pada saat itu dan kemungkinan dapat mempengaruhi hasil atau posisi keuangan secara material yang dilaporkan dalam periode mendatang.

Estimasi dan asumsi

Asumsi utama masa depan dan sumber utama estimasi ketidakpastian lain pada akhir periode pelaporan yang memiliki risiko signifikan bagi penyesuaian yang material terhadap nilai tercatat aset dan liabilitas untuk tahun finansial berikutnya, diungkapkan di bawah ini. Grup mendasarkan asumsi dan estimasi pada parameter yang tersedia pada saat laporan keuangan konsolidasian disusun. Asumsi dan situasi mengenai perkembangan masa depan mungkin berubah akibat perubahan pasar atau situasi di luar kendali Grup. Perubahan tersebut dicerminkan dalam asumsi terkait pada saat terjadinya.

a. Rugi penurunan nilai piutang

Grup menghitung KKE piutang usaha dan aset kontrak. Tingkat provisi adalah berdasarkan hari jatuh tempo atas kelompok segmen pelanggan yang mempunyai karakteristik risiko kredit yang serupa.

Grup menyesuaikan pengalaman kerugian kredit historis 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.

**3. CRITICAL ACCOUNTING JUDGEMENTS AND
ESTIMATES**

The preparation of the Group's consolidated financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities and the disclosure of contingent assets and liabilities at the end of the reporting period. Estimates, assumptions and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The Group has identified the following critical accounting policies under which significant judgements, estimates and assumptions are made and where actual results may differ from these estimates under different assumptions and conditions and may materially affect the financial results or the financial position reported in future periods.

Estimation and assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date that carry a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are disclosed below. The Group based its assumptions and estimates on parameters available when the consolidated financial statements were prepared. Existing assumptions and circumstances about future developments may change due to market changes or circumstances arising beyond the control of the Group. Such changes are reflected in the assumptions as they occur.

a. Impairment loss on receivables

The Group calculates ECL for trade receivables and contract assets. The provision rates are based on days past due for groupings of various customer segments that have similar credit risk characteristics.

The Group adjusts the historical credit loss experience with forward-looking information. For instance, if forecast economic conditions 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 every reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analysed.

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**3. ESTIMASI DAN PERTIMBANGAN AKUNTANSI
YANG PENTING (lanjutan)**

Estimasi dan asumsi (lanjutan)

a. Rugi penurunan nilai piutang (lanjutan)

Penilaian atas korelasi antara tingkat gagal bayar historis yang diobservasi, prakiraan atas kondisi ekonomi dan KKE merupakan estimasi yang signifikan. Jumlah KKE 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. Estimasi masa manfaat aset tetap

Grup mengestimasi masa manfaat ekonomis aset tetap berdasarkan utilisasi dari aset yang diharapkan dan didukung dengan rencana dan strategi usaha dan perilaku pasar. Estimasi dari masa manfaat aset tetap adalah berdasarkan penelaahan Grup terhadap praktek industri, evaluasi teknis internal dan pengalaman untuk aset yang setara. Estimasi masa manfaat ditelaah minimal 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 atas penggunaan dari aset.

Tetapi, adalah mungkin, hasil di masa depan dari operasi dapat dipengaruhi secara material oleh perubahan-perubahan dalam estimasi yang diakibatkan oleh perubahan faktor-faktor yang disebutkan di atas.

Grup mengestimasi masa manfaat ekonomis aset tetap antara 5 sampai dengan 25 tahun. Ini adalah umur yang secara umum diharapkan dalam industri dimana Grup menjalankan bisnisnya. Perubahan tingkat pemakaian dan perkembangan teknologi dapat mempengaruhi masa manfaat ekonomis dan nilai sisa aset, dan karenanya biaya penyusutan masa depan mungkin direvisi. Lihat Catatan 9 untuk pengungkapan lebih lanjut.

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**3. CRITICAL ACCOUNTING JUDGEMENTS AND
ESTIMATES (continued)**

Estimation and assumptions (continued)

a. Impairment loss on receivables (continued)

The assessment of the correlation between historical observed default rates, forecast economic conditions and ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions. The Group's historical credit loss experience and forecast of economic conditions may also not be representative of customers' actual default in the future.

b. Estimating the useful lives of fixed assets

The Group estimates the useful lives of its fixed assets based on expected asset utilisation, as anchored to business plans and strategies that also consider expected market behaviour. The estimation of the useful lives of fixed assets is based on the Group's assessment of industry practice, internal technical evaluation and experience with similar assets. The estimated useful lives are reviewed at least at 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.

The Group estimates the useful lives of these fixed assets to be within 5 and 25 years. These are common life expectancies applied in the industry where the Group conducts its business. Changes in the expected level of usage and technological development could have an impact on the economic useful lives and the residual values of these assets and therefore future depreciation charges could be revised. Further details are disclosed in Note 9.

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**3. ESTIMASI DAN PERTIMBANGAN AKUNTANSI
YANG PENTING (lanjutan)**

Estimasi dan asumsi (lanjutan)

c. Imbalan pasca kerja

Nilai kini kewajiban pensiun tergantung pada sejumlah faktor yang ditentukan berdasarkan basis dari aktuarial dengan menggunakan sejumlah asumsi. Asumsi yang digunakan dalam menentukan beban/(pendapatan) bersih untuk pensiun termasuk tingkat diskonto, perubahan remunerasi masa depan, tingkat pengurangan karyawan, tingkat harapan hidup, dan tahun sisa yang diharapkan dari masa aktif karyawan. Setiap perubahan dalam asumsi-asumsi ini akan berdampak pada nilai tercatat atas kewajiban pensiun.

Grup menentukan tingkat diskonto yang sesuai pada setiap akhir tahun. Tingkat suku bunga inilah yang digunakan untuk menentukan nilai kini dari estimasi arus kas keluar masa depan yang akan dibutuhkan untuk memenuhi kewajiban pensiun.

Dalam menentukan tingkat diskonto yang sesuai, Grup menggunakan tingkat suku bunga obligasi korporat berkualitas tinggi (atau obligasi pemerintah, dengan pertimbangan saat ini tidak ada pasar aktif untuk obligasi korporat berkualitas tinggi) dalam mata uang yang sama dengan mata uang imbalan yang akan dibayarkan dan memiliki waktu jatuh tempo yang kurang lebih sama dengan waktu jatuh tempo kewajiban pensiun yang bersangkutan. Asumsi kunci lainnya untuk kewajiban pensiun didasarkan sebagian pada kondisi pasar saat ini.

d. Pajak penghasilan dan pajak lainnya

Pertimbangan dan asumsi diperlukan dalam menentukan pengurangan biaya tertentu ketika mengestimasi penyisihan pajak penghasilan untuk setiap perusahaan dalam Grup. Terdapat transaksi dan perhitungan yang dapat menyebabkan ketidakpastian dalam penentuan kewajiban pajak selama kegiatan usaha normal. Apabila terdapat perbedaan perhitungan pajak dengan jumlah yang telah dicatat, perbedaan tersebut akan berdampak pada penetapan pajak penghasilan dan pajak penghasilan yang ditangguhkan dalam tahun penentuan pajak tersebut.

Grup mengestimasi bagian final atas biaya umum yang tidak dapat dipisahkan antara bagian pajak penghasilan final dan tidak final dengan alokasi secara proporsional berdasarkan penghasilan yang dikenakan pajak penghasilan final terhadap penghasilan bruto.

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**3. CRITICAL ACCOUNTING JUDGEMENTS AND
ESTIMATES (continued)**

Estimation and assumptions (continued)

c. Post-employment benefit

The present value of the pension obligation depends on a number of factors that are determined on an actuarial basis using a number of assumptions. The assumptions used in determining the net cost/(income) for pensions include the discount rate, future remuneration changes, employee attrition rates, life expectancy and expected remaining years of service of employees. Any changes in these assumptions will have an impact on the carrying amount of the pension obligation.

The Group determines the appropriate discount rate at the end of each year. This is the interest rate that should be used to determine the present value of estimated future cash outflows expected to be required to settle the related pension obligation.

In determining the appropriate discount rate, the Group considers the interest rates of high-quality corporate bonds (or government bonds, if there is no deep market for high quality corporate bonds) that are denominated in the currency in which the benefits will be paid and that have terms to maturity approximating the terms of the related pension obligation. Other key assumptions for pension obligation benefits are based in part on current market conditions.

d. Income taxes and other taxes

Judgement and assumptions are required in determining the deductibility of certain expenses during the estimation of the provision for income taxes for each company within the Group. There are transactions and calculations for which the ultimate tax determination is uncertain during the ordinary course of business. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will affect the income tax and deferred income tax provisions in the year in which that determination is made.

The Group estimates the final portion of general expenses that cannot be itemised between the final and non-final income tax portion, using an allocation based on proportion of revenue subject to final income tax to the gross revenue.

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**3. ESTIMASI DAN PERTIMBANGAN AKUNTANSI
YANG PENTING (lanjutan)**

Estimasi dan asumsi (lanjutan)

d. Pajak penghasilan dan pajak lainnya (lanjutan)

Pertimbangan signifikan dilakukan dalam menentukan provisi atas pajak penghasilan badan maupun pajak lainnya atas transaksi tertentu. 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 liabilitas pajak yang tidak pasti, Grup menerapkan pertimbangan yang sama yang akan digunakan dalam menentukan jumlah cadangan yang harus diakui sesuai dengan PSAK 237 "Provisi, Liabilitas Kontinjensi, dan Aset Kontinjensi". Grup membuat analisa terhadap semua posisi pajak yang terkait dengan pajak penghasilan untuk menentukan jika liabilitas pajak untuk beban pajak yang belum diakui harus diakui.

Grup mengakui liabilitas atas pajak penghasilan badan berdasarkan estimasi apakah akan terdapat tambahan pajak penghasilan badan. Penjelasan lebih rinci diungkapkan dalam Catatan 2m dan 14.

e. Penurunan nilai aset non-keuangan

Sesuai dengan kebijakan akuntansi Grup, aset atau unit penghasil kas dievaluasi pada setiap periode pelaporan untuk menentukan ada tidaknya indikasi penurunan nilai aset non-keuangan.

Penentuan atas indikasi penurunan nilai memerlukan estimasi manajemen dan asumsi tentang ekspektasi volume transaksi *time charter*, harga jual *time charter* (mempertimbangkan harga saat ini dan masa lalu, tren harga dan faktor-faktor terkait), biaya operasi, dan belanja modal di masa depan. Estimasi dan asumsi ini memiliki risiko dan ketidakpastian; sehingga ada kemungkinan bahwa perubahan situasi akan mengubah proyeksi ini, yang selanjutnya dapat mempengaruhi penentuan atas indikasi penurunan nilai.

**3. CRITICAL ACCOUNTING JUDGEMENTS AND
ESTIMATES (continued)**

Estimation and assumptions (continued)

d. Income taxes and other taxes (continued)

Significant judgement is involved in determining the provision for corporate income tax and other taxes on certain transactions. 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, the Group applies similar considerations as it would use in determining the amount of a provision to be recognised in accordance with SFAS 237 "Provisions, Contingent Liabilities and Contingent Assets". The Group conducts an analysis of all tax positions related to income taxes in order to determine if a tax liability for unrecognised tax expense should be recognised.

The Group recognises liabilities for expected corporate income tax issues based on estimates of whether additional corporate income tax will be due. Further details are disclosed in Notes 2m and 14.

e. Impairment of non-financial assets

In accordance with the Group's accounting policy, an asset or a cash generating unit is evaluated at every reporting period to determine whether there are any indications of impairment of non-financial assets.

The determination of the impairment indicator requires management's estimates and assumptions regarding expected time charter transaction volumes, time charter selling prices (considering current and historical prices, price trends and related factors), operating costs and future capital expenditure. These estimates and assumptions are subject to risk and uncertainty; hence there is a possibility that changes in circumstances will alter these projections, which may have an impact on the determination of impairment indicator.

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**3. ESTIMASI DAN PERTIMBANGAN AKUNTANSI
YANG PENTING (lanjutan)**

Estimasi dan asumsi (lanjutan)

f. Sewa

Penentuan apakah suatu perjanjian mengandung unsur sewa membutuhkan pertimbangan yang cermat untuk menilai apakah perjanjian tersebut memberikan hak untuk mendapatkan secara substansial seluruh manfaat ekonomi dari penggunaan aset identifikasian dan hak untuk mengarahkan penggunaan aset identifikasian, bahkan jika hak tersebut tidak dijabarkan secara eksplisit di perjanjian.

Grup mempunyai beberapa perjanjian sewa di mana Grup bertindak sebagai penyewa untuk beberapa aset tertentu. Grup mengevaluasi apakah terdapat risiko dan manfaat kepemilikan yang signifikan dari aset sewaan yang dialihkan kepada penyewa berdasarkan PSAK 116, yang mensyaratkan Grup untuk membuat pertimbangan dan estimasi dari pengalihan risiko dan manfaat terkait atas kepemilikan aset sewaan.

Karena 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 di mana sewa dimasukkan, dan mata uang di mana pembayaran sewa ditentukan.

**3. CRITICAL ACCOUNTING JUDGEMENTS AND
ESTIMATES (continued)**

Estimation and assumptions (continued)

f. Leases

Determining whether an arrangement is or contains a lease requires careful judgement to assess whether the arrangement conveys a right to obtain substantially all the economic benefits from use of the asset throughout the period of use and right to direct the use of the asset, 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 evaluates whether significant risks and rewards of ownership of the leased asset are transferred to the lessee based on SFAS 116, which requires the Group to make judgements and estimates of transfer of risks and rewards of ownership of a leased asset.

Since the Group could not readily determine the implicit rate, management used the Group's incremental borrowing rate as a discount rate. There are a number of 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.

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**3. ESTIMASI DAN PERTIMBANGAN AKUNTANSI
YANG PENTING (lanjutan)**

Estimasi dan asumsi (lanjutan)

f. Sewa (lanjutan)

Dalam menentukan jangka waktu sewa, Grup mempertimbangkan semua fakta dan keadaan yang menimbulkan insentif ekonomi untuk menggunakan opsi perpanjangan, atau tidak menggunakan opsi penghentian. Opsi perpanjangan (atau periode setelah opsi penghentian kontrak kerja) hanya termasuk dalam jangka waktu sewa jika cukup pasti akan diperpanjang (atau tidak dihentikan). Penilaian tersebut ditinjau kembali jika terjadi peristiwa signifikan atau perubahan signifikan dalam situasi yang mempengaruhi penilaian ini dan berada dalam kendali Grup.

**3. CRITICAL ACCOUNTING JUDGEMENTS AND
ESTIMATES (continued)**

Estimation and assumptions (continued)

f. Leases (continued)

In determining the lease term, the Group considers all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated). The lease term is reviewed if a significant event or a significant change in circumstances occurs which affects this assessment and that is within the control of the Group.

4. KAS DAN SETARA KAS

4. CASH AND CASH EQUIVALENTS

	<u>2025</u>	<u>2024</u>	
Kas			Cash on hand
Rupiah	-	401	Rupiah
Jumlah kas	<u>-</u>	<u>401</u>	Total cash on hand
Kas di bank			Cash in banks
Rupiah			Rupiah
Entitas berelasi dengan			Government-related
Pemerintah (Catatan 23)			entities (Note 23)
PT Bank Mandiri (Persero) Tbk			PT Bank Mandiri (Persero) Tbk
("Mandiri")	486,760	409,870	("Mandiri")
PT Bank Negara Indonesia			PT Bank Negara Indonesia
(Persero) Tbk ("BNI")	158,118	105,895	(Persero) Tbk ("BNI")
PT Bank Rakyat Indonesia			PT Bank Rakyat Indonesia
(Persero) Tbk ("BRI")	109,058	103,840	(Persero) Tbk ("BRI")
PT Bank Syariah Indonesia			PT Bank Syariah Indonesia
Tbk ("BSI")	<u>4,027</u>	<u>27,359</u>	Tbk ("BSI")
	<u>757,963</u>	<u>646,964</u>	
Pihak ketiga			Third parties
PT Bank SMBC			PT Bank SMBC
Indonesia Tbk ("SMBC")	-	19,650	Indonesia Tbk ("SMBC")
PT Bank Central Asia Tbk ("BCA")	<u>156</u>	<u>445</u>	PT Bank Central Asia Tbk ("BCA")
	<u>156</u>	<u>20,095</u>	
Jumlah rekening Rupiah	<u>758,119</u>	<u>667,059</u>	Total Rupiah accounts

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4. KAS DAN SETARA KAS (lanjutan)

4. CASH AND CASH EQUIVALENTS (continued)

	<u>2025</u>	<u>2024</u>	
Dolar AS			US Dollar
Entitas berelasi dengan Pemerintah (Catatan 23)			Government-related entities (Note 23)
BNI	251,029	126,546	BNI
Mandiri	35,392	14,104	Mandiri
BRI	<u>81</u>	<u>76</u>	BRI
	<u>286,502</u>	<u>140,726</u>	
 Pihak ketiga			 Third party
BCA	<u>13,826</u>	<u>13,351</u>	BCA
	<u>13,826</u>	<u>13,351</u>	
Jumlah rekening Dolar AS	<u>300,328</u>	<u>154,077</u>	Total US Dollar accounts
Jumlah kas di bank	<u>1,058,447</u>	<u>821,136</u>	Total cash in banks
 Deposito berjangka Rupiah			 Time deposits Rupiah
Pihak ketiga			Third party
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	<u>50,000</u>	<u>-</u>	PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk
	<u>50,000</u>	<u>-</u>	
 Dolar AS			 US Dollar
Entitas berelasi dengan Pemerintah (Catatan 23)			Government-related entities (Note 23)
BNI	<u>16,720</u>	<u>16,157</u>	BNI
	<u>16,720</u>	<u>16,157</u>	
 Pihak ketiga			 Third party
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	<u>384,560</u>	<u>371,611</u>	PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk
Jumlah deposito berjangka	<u>451,280</u>	<u>387,768</u>	Total time deposits
Jumlah kas dan setara kas	<u>1,509,727</u>	<u>1,209,305</u>	Total cash and cash equivalents
Tingkat suku bunga tahunan deposito berjangka selama tahun berjalan adalah sebagai berikut:		The annual interest rates on time deposits during the year were as follows:	
	<u>2025</u>	<u>2024</u>	
Rupiah	5,0%	-	Rupiah
Dolar AS	1,0% – 5,4%	1,0% - 5,4%	US Dollar

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5. PIUTANG USAHA

5. TRADE RECEIVABLES

	<u>2025</u>	<u>2024</u>	
Pihak berelasi (Catatan 23)	1,032,636	1,285,772	Related parties (Note 23)
Dikurangi:			Less:
Provisi penurunan nilai pihak berelasi	<u>(4,340)</u>	<u>(5,801)</u>	Provision for impairment of related parties
	<u>1,028,296</u>	<u>1,279,971</u>	
Pihak ketiga			Third parties
PT Petro Papua Mogoi Wasian	14,820	14,820	PT Petro Papua Mogoi Wasian
PT Spectra Samudra Line	13,180	12,736	PT Spectra Samudra Line
BP Shipping Ltd	9,218	5,730	BP Shipping Ltd
PT Destinasi Maritim Indonesia	9,193	5,464	PT Destinasi Maritim Indonesia
PT Baroid Indonesia	7,288	6,550	PT Baroid Indonesia
Lain-lain	<u>221,674</u>	<u>284,045</u>	Others
	275,373	329,345	
Dikurangi:			Less:
Provisi penurunan nilai pihak ketiga	<u>(130,226)</u>	<u>(124,247)</u>	Provision for impairment of third parties
	<u>145,147</u>	<u>205,098</u>	
Jumlah	<u>1,173,443</u>	<u>1,485,069</u>	Total

Rincian piutang usaha berdasarkan umur piutang adalah sebagai berikut:

The details of trade receivables based on ageing schedule are as follows:

	<u>2025</u>	<u>2024</u>	
0 - 30 hari	1,018,629	1,189,803	0 - 30 days
30 - 90 hari	67,261	228,116	30 - 90 days
90 - 365 hari	72,902	60,092	90 - 365 days
Lebih dari 365 hari	<u>149,217</u>	<u>137,106</u>	More than 365 days
	1,308,009	1,615,117	
Dikurangi:			Less:
Provisi penurunan nilai	<u>(134,566)</u>	<u>(130,048)</u>	Provision for impairment
Jumlah	<u>1,173,443</u>	<u>1,485,069</u>	Total

Mutasi saldo provisi penurunan nilai piutang usaha adalah sebagai berikut:

The movements in the provision for impairment of trade receivables are as follows:

	<u>2025</u>	<u>2024</u>	
Saldo awal	130,048	107,281	Beginning balance
Tambahan			Additional
provisi penurunan nilai piutang usaha, neto	<u>4,518</u>	<u>22,767</u>	provision for impairment of trade receivables, net
Jumlah	<u>134,566</u>	<u>130,048</u>	Total

Manajemen berkeyakinan bahwa provisi penurunan nilai cukup untuk menutup kerugian yang mungkin timbul dari tidak tertagihnya piutang usaha tersebut. Manajemen juga berkeyakinan bahwa tidak ada konsentrasi risiko kredit yang signifikan atas piutang usaha.

Management believes that the provision for impairment is adequate to cover possible losses on uncollectible trade receivables. Management also believes that there are no significant concentrations of credit risk in trade receivables.

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6. ASET KONTRAK

6. CONTRACT ASSETS

	<u>2025</u>	<u>2024</u>	
Pihak berelasi (Catatan 23)	1,092,444	1,309,213	<i>Related parties (Note 23)</i>
Dikurangi: Provisi penurunan nilai pihak berelasi	<u>(3,707)</u>	<u>(2,002)</u>	<i>Less: Provision for impairment of related parties</i>
	<u>1,088,737</u>	<u>1,307,211</u>	
Pihak ketiga	172,727	272,240	<i>Third parties</i>
Dikurangi: Provisi penurunan nilai pihak ketiga	<u>(3,371)</u>	<u>(4,611)</u>	<i>Less: Provision for impairment third parties</i>
	<u>169,356</u>	<u>267,629</u>	
Jumlah	<u>1,258,093</u>	<u>1,574,840</u>	Total

Mutasi saldo provisi penurunan nilai aset kontrak
adalah sebagai berikut:

*The movements in the provision for impairment of
contract assets are as follows:*

	<u>2025</u>	<u>2024</u>	
Saldo awal	6,613	4,251	<i>Beginning balance</i>
Tambahan provisi penurunan nilai aset kontrak, neto	<u>465</u>	<u>2,362</u>	<i>Additional provision for impairment of contract assets, net</i>
Jumlah	<u>7,078</u>	<u>6,613</u>	Total

7. ASET LAIN-LAIN

7. OTHER ASSETS

	<u>2025</u>	<u>2024</u>	
Uang muka kerja	43,443	35,970	<i>Operational advances</i>
Uang muka karyawan	17,877	26,973	<i>Employee advances</i>
Biaya dibayar dimuka	2,610	11,205	<i>Prepaid expenses</i>
Lain-lain	<u>15,605</u>	<u>22,634</u>	<i>Others</i>
Jumlah	<u>79,535</u>	<u>96,782</u>	Total
Bagian lancar	63,930	82,773	<i>Current portion</i>
Bagian tidak lancar	15,605	14,009	<i>Non-current portion</i>

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8. INVESTASI PADA VENTURA BERSAMA

8. INVESTMENT IN JOINT VENTURE

	<u>2025</u>	<u>2024</u>	
Pada awal tahun	105,962	98,132	<i>At the beginning of the year</i>
Bagian atas laba bersih	26,515	32,565	<i>Share of net profit</i>
Dividen yang diterima	<u>(26,060)</u>	<u>(24,735)</u>	<i>Dividends receipt</i>
Saldo akhir	<u>106,417</u>	<u>105,962</u>	<i>Ending balance</i>

Pada tanggal 31 Desember 2025 dan 2024, Grup memiliki ventura bersama sebagai berikut:

As at 31 December 2025 and 2024, the Group had the following joint venture:

<u>Nama entitas/ Name of entity</u>	<u>Lokasi usaha/Place of business</u>	<u>Persentase kepemilikan/ % of ownership</u>	<u>Kegiatan usaha/ Business activities</u>	<u>Metode pengukuran/ Measurement method</u>
TYM	Indonesia	51%	Menyelenggarakan usaha di bidang jasa pelayaran dan kepelabuhan laut/ <i>Conduct activities related to shipping and harbour services</i>	Ekuitas/ <i>Equity</i>

Berikut ini adalah ringkasan informasi keuangan TYM pada 31 Desember 2025 dan 2024 yang dicatat dengan menggunakan metode ekuitas:

Set out below is the summary of financial information for TYM as at 31 December 2025 and 2024, accounted for using the equity method:

	<u>2025</u>	<u>2024</u>	
Jumlah aset	257,274	247,006	<i>Total assets</i>
Jumlah liabilitas	<u>(48,613)</u>	<u>(39,238)</u>	<i>Total liabilities</i>
Aset netto	<u>208,661</u>	<u>207,768</u>	<i>Net assets</i>
Laba bersih tahun berjalan	<u>51,991</u>	<u>63,853</u>	<i>Net profit for the year</i>

Tidak ada liabilitas kontinjensi terkait dengan investasi pada TYM.

There is no contingent liability related to the investment in TYM.

Manajemen berpendapat bahwa tidak terdapat kejadian-kejadian atau perubahan keadaan yang mengindikasikan adanya penurunan nilai investasi, sehingga tidak diperlukan cadangan penurunan nilai atas investasi pada ventura bersama.

Management is of the opinion that there are no events or changes in circumstances which may indicate impairment in the value of the investment, therefore, no provision for impairment in the value of investment in a joint venture is necessary.

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9. ASET TETAP

9. FIXED ASSETS

2025				
Saldo awal/ Beginning balance	Penambahan/ Additions	Reklasifikasi/ Reclassification	Saldo akhir/ Ending balance	
Harga perolehan				Acquisition cost
Aset tetap non-pelayaran				Non-shipping fixed assets
Tanah	29,779	-	29,779	Land
Bangunan	239,998	4,499	251,308	Buildings
Kendaraan dan alat berat	131,249	-	131,249	Vehicles and heavy equipments
Peralatan kantor	49,670	1,114	50,784	Office equipments
	450,696	5,613	463,120	
Aset tetap pelayaran				Shipping fixed assets
Kapal	5,408,082	-	5,608,421	Vessels
Peralatan kapal	388,177	4,383	395,230	Vessel equipments
	5,796,259	4,383	6,003,651	
Aset dalam penyelesaian	101,115	217,026	108,321	Construction in progress
Jumlah	6,348,070	227,022	6,575,092	Total
Akumulasi penyusutan				Accumulated depreciation
Aset tetap non-pelayaran				Non-shipping fixed assets
Bangunan	(73,537)	(12,719)	(86,256)	Buildings
Kendaraan dan alat berat	(58,074)	(12,827)	(70,901)	Vehicles and heavy equipments
Peralatan kantor	(15,752)	(12,078)	(27,830)	Office equipments
	(147,363)	(37,624)	(184,987)	
Aset tetap pelayaran				Shipping fixed assets
Kapal	(2,284,167)	(246,518)	(2,530,685)	Vessels
Peralatan kapal	(162,900)	(99,996)	(262,896)	Vessel equipments
	(2,447,067)	(346,514)	(2,793,581)	
Jumlah	(2,594,430)	(384,138)	(2,978,568)	Total
Penurunan nilai	-	(9,832)	(9,832)	Impairment
Nilai buku	3,753,640		3,586,692	Net book value
2024				
Saldo awal/ Beginning balance	Penambahan/ Additions	Reklasifikasi/ Reclassification	Saldo akhir/ Ending balance	
Harga perolehan				Acquisition cost
Aset tetap non-pelayaran				Non-shipping fixed assets
Tanah	29,779	-	29,779	Land
Bangunan	195,921	-	239,998	Buildings
Kendaraan dan alat berat	110,059	21,190	131,249	Vehicles and heavy equipments
Peralatan kantor	35,891	10,099	49,670	Office equipments
	371,650	31,289	450,696	
Aset tetap pelayaran				Shipping fixed assets
Kapal	5,120,773	-	5,408,082	Vessels
Peralatan kapal	343,917	-	388,177	Vessel equipments
	5,464,690	-	5,796,259	
Aset dalam penyelesaian	50,250	430,191	101,115	Construction in progress
Jumlah	5,886,590	461,480	6,348,070	Total
Akumulasi penyusutan				Accumulated depreciation
Aset tetap non-pelayaran				Non-shipping fixed assets
Bangunan	(62,011)	(11,526)	(73,537)	Buildings
Kendaraan dan alat berat	(42,007)	(16,067)	(58,074)	Vehicles and heavy equipments
Peralatan kantor	(10,029)	(5,723)	(15,752)	Office equipments
	(114,047)	(33,316)	(147,363)	
Aset tetap pelayaran				Shipping fixed assets
Kapal	(1,996,065)	(288,102)	(2,284,167)	Vessels
Peralatan kapal	(124,235)	(38,665)	(162,900)	Vessel equipments
	(2,120,300)	(326,767)	(2,447,067)	
Jumlah	(2,234,347)	(360,083)	(2,594,430)	Total
Nilai buku	3,652,243		3,753,640	Net book value

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9. ASET TETAP (lanjutan)

Penyusutan dialokasi sebagai berikut:

	<u>2025</u>	<u>2024</u>
Beban pokok pendapatan (Catatan 20)	375,016	350,341
Beban umum dan administrasi (Catatan 21)	<u>9,122</u>	<u>9,742</u>
Jumlah	<u>384,138</u>	<u>360,083</u>

Beberapa aset tetap digunakan sebagai jaminan atas pinjaman jangka panjang Grup.

Pada tahun 2025, aset tetap Grup diasuransikan terhadap risiko kerugian, kecelakaan, kebakaran dan risiko lainnya dengan nilai pertanggungan sebesar Rp5.516.379 (2024: Rp5.593.448). Manajemen berpendapat bahwa nilai pertanggungan tersebut cukup untuk menutup kemungkinan kerugian atas risiko tersebut.

Pada 31 Desember 2025, berdasarkan pengujian penurunan nilai yang dilakukan oleh manajemen, terdapat indikasi penurunan nilai atas kapal yang operasinya yang tidak optimal. Berdasarkan perhitungan penurunan nilai yang dilakukan, manajemen membukukan penurunan nilai sebesar Rp9.832.

Aset dalam penyelesaian terutama terdiri dari pembuatan kapal yang sampai dengan tanggal pelaporan masih dalam proses pembangunan.

9. FIXED ASSETS (continued)

Depreciation is allocated as follows:

	<u>2025</u>	<u>2024</u>	
			<i>Cost of revenue (Note 20)</i>
			<i>General and administrative expenses (Note 21)</i>
Jumlah	<u>384,138</u>	<u>360,083</u>	<i>Total</i>

Certain fixed assets are pledged as collateral for long-term loans by the Group.

In 2025, fixed assets of the Group are insured against losses, accidents, fire and other risks with the sum insured amounting to Rp5,516,379 (2024: Rp5,593,448). Management believes that the sum insured is adequate to cover possible losses arising from such risks.

As at 31 December 2025, based on impairment test performed by management, indications of impairment were identified in relation to a vessel whose operations were not optimal. Accordingly, based on the impairment calculation, management recognised an impairment loss amounting to Rp9,832.

Construction in progress mainly consisted of construction of vessels that have not been completed as at the reporting date.

10. UTANG USAHA

	<u>2025</u>	<u>2024</u>
Pihak berelasi (Catatan 23)	744,981	1,115,210
Pihak ketiga		
PT Pelayaran Multi Jaya	14,518	2,259
PT Megaraya Kurnia Abadi	9,200	23,727
CV Al-Izzah	6,182	911
PT Mitra Kaltim Utama	5,717	-
PT Bina Usaha Sejahtera	4,385	83
Lain-lain	<u>176,213</u>	<u>145,753</u>
	<u>216,215</u>	<u>172,733</u>
Jumlah	<u>961,196</u>	<u>1,287,943</u>

Saldo utang usaha pada akhir tahun tidak memiliki jaminan. Tidak ada surat garansi yang diberikan maupun diterima untuk utang usaha. Lihat Catatan 26 untuk penjelasan tentang manajemen risiko likuiditas Grup.

10. TRADE PAYABLES

	<u>2025</u>	<u>2024</u>	
			<i>Related parties (Note 23)</i>
			<i>Third parties</i>
			<i>PT Pelayaran Multi Jaya</i>
			<i>PT Megaraya Kurnia Abadi</i>
			<i>CV Al-Izzah</i>
			<i>PT Mitra Kaltim Utama</i>
			<i>PT Bina Usaha Sejahtera</i>
			<i>Others</i>
Jumlah	<u>961,196</u>	<u>1,287,943</u>	<i>Total</i>

Outstanding balances of trade payables at year-end are unsecured. There are no guarantees provided or received for any trade payables. Refer to Note 26 for explanation on the Group's liquidity risk management processes.

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11. BIAYA MASIH HARUS DIBAYAR

11. ACCRUED EXPENSES

	<u>2025</u>	<u>2024</u>	
Jasa penunjang operasi dan penyediaan tenaga kerja	402,915	452,463	Marine operations support and labour supply services
Insentif, bonus dan tantiem	372,599	334,562	Incentive, bonus and tantiem
Pemanduan dan penundaan	170,887	337,642	Pilotage and towage
Keagenan umum	149,081	319,971	General agencies
Kasus hukum (Catatan 25f)	48,964	48,964	Legal case (Note 25f)
Sewa kapal jangka pendek	44,191	54,283	Short-term ship rentals
Lain-lain	6,937	33,047	Others
Jumlah	<u>1,195,574</u>	<u>1,580,932</u>	Total

12. LIABILITAS KONTRAK

12. CONTRACT LIABILITIES

Liabilitas kontrak adalah uang muka pelanggan dengan rincian sebagai berikut:

Contract liabilities are advances from customers with the following details:

	<u>2025</u>	<u>2024</u>	
Pihak ketiga	92,431	183,727	Third parties
Pihak berelasi (Catatan 23)	10,902	20,307	Related parties (Note 23)
Jumlah	<u>103,333</u>	<u>204,034</u>	Total

13. SEWA

13. LEASES

a. Aset hak-guna

a. Right-of-use assets

	<u>2025</u>				
	<u>Saldo awal/ Beginning balance</u>	<u>Penambahan/ Additions</u>	<u>Pengurangan/ Disposals</u>	<u>Saldo akhir/ Ending balance</u>	
Biaya perolehan					Costs
Tanah dan bangunan	204,604	1,794	-	206,398	Land and buildings
Kendaraan dan alat berat	175,558	-	(52,019)	123,539	Vehicles and heavy equipments
Kapal	1,350,967	356,761	(63,283)	1,644,445	Vessels
Jumlah	<u>1,731,129</u>	<u>358,555</u>	<u>(115,302)</u>	<u>1,974,382</u>	Total
Akumulasi penyusutan					Accumulated depreciation
Tanah dan bangunan	(122,346)	(24,179)	-	(146,525)	Land and buildings
Kendaraan dan alat berat	(73,431)	(32,608)	23,529	(82,510)	Vehicles and heavy equipments
Kapal	(1,012,872)	(406,982)	61,244	(1,358,610)	Vessels
Jumlah	<u>(1,208,649)</u>	<u>(463,769)</u>	<u>84,773</u>	<u>(1,587,645)</u>	Total
Nilai tercatat	<u>522,480</u>			<u>386,737</u>	Net carrying value

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13. SEWA (lanjutan)

13. LEASES (continued)

a. Aset hak-guna (lanjutan)

a. Right-of-use assets (continued)

	2024				
	Saldo awal/ Beginning balance	Penambahan/ Additions	Pengurangan/ Disposals	Saldo akhir/ Ending balance	
Biaya perolehan					Costs
Tanah dan bangunan	198,822	5,782	-	204,604	Land and buildings
Kendaraan dan alat berat	175,558	-	-	175,558	Vehicles and heavy equipments
Kapal	959,628	489,884	(98,545)	1,350,967	Vessels
Jumlah	1,334,008	495,666	(98,545)	1,731,129	Total
Akumulasi penyusutan					Accumulated depreciation
Tanah dan bangunan	(97,585)	(24,761)	-	(122,346)	Land and buildings
Kendaraan dan alat berat	(33,331)	(40,100)	-	(73,431)	Vehicles and heavy equipments
Kapal	(717,808)	(393,609)	98,545	(1,012,872)	Vessels
Jumlah	(848,724)	(458,470)	98,545	(1,208,649)	Total
Nilai tercatat	485,284			522,480	Net carrying value

Alokasi beban penyusutan aset hak-guna adalah sebagai berikut:

The depreciation expenses of right-of-use assets were allocated as follows:

	2025	2024	
Beban pokok pendapatan (Catatan 20)	440,133	418,370	Cost of revenue (Note 20)
Beban umum dan administrasi (Catatan 21)	23,636	40,100	General and administrative expenses (Note 21)
Jumlah	463,769	458,470	Total

b. Liabilitas sewa

b. Lease liabilities

	2025	2024	
Saldo awal	507,203	522,888	Beginning balance
Penambahan	358,555	489,884	Additions
Beban bunga (Catatan 22)	25,775	34,616	Interest expense (Note 22)
Pemutusan	(29,859)	-	Termination
Pembayaran	(467,477)	(540,185)	Payments
Saldo akhir	394,197	507,203	Ending balance
Bagian lancar	250,621	365,298	Current portion
Bagian tidak lancar	143,576	141,905	Non-current portion
Jumlah	394,197	507,203	Total

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13. SEWA (lanjutan)

13. LEASES (continued)

b. Liabilitas sewa (lanjutan)

b. Lease liabilities (continued)

Jumlah yang diakui di laporan laba rugi konsolidasian untuk tahun yang berakhir pada 31 Desember 2025 dan 2024 adalah sebagai berikut:

The amounts recognised in the consolidated profit or loss for the years ended 31 December 2025 and 2024 were as follows:

	<u>2025</u>	<u>2024</u>	
Beban bunga (Catatan 22)	25,775	34,616	<i>Interest expense (Note 22)</i>
Beban terkait sewa jangka pendek dan bernilai rendah (Catatan 21)	35,465	24,586	<i>Expenses related to short-term leases and low value assets (Note 21)</i>
Jumlah yang terkait dengan sewa jangka pendek, sewa atas aset bernilai rendah, dan sewa variabel tidak dimasukkan sebagai liabilitas sewa berdasarkan sifatnya sebagaimana dibahas pada Catatan 2j.			<i>Amounts related to short-term leases, leases of low value assets and variable leases are not required to be included as lease liabilities based on their nature as discussed in Note 2j.</i>

Laporan arus kas konsolidasian menyajikan saldo berikut berkaitan dengan sewa:

The consolidated statement of cash flows shows the following amounts related to leases:

	<u>2025</u>	<u>2024</u>	
Arus kas dari aktivitas operasi			Cash flow from operating activities
Pembayaran beban keuangan	(25,775)	(34,616)	<i>Payments of finance costs</i>
Arus kas dari aktivitas pendanaan			Cash flow from financing activities
Pembayaran atas liabilitas sewa	(441,702)	(505,569)	<i>Payments of lease liabilities</i>

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14. PERPAJAKAN

14. TAXATION

a. Pajak dibayar dimuka

a. Prepaid taxes

	<u>2025</u>	<u>2024</u>	
Pajak penghasilan			Corporate income tax
<u>Perusahaan</u>			<u>The Company</u>
- 2024	24,775	24,775	2024 -
<u>Entitas anak</u>			<u>Subsidiaries</u>
- 2025	9,407	-	2025 -
- 2024	-	2,647	2024 -
- 2023	-	4,476	2023 -
	<u>34,182</u>	<u>31,898</u>	
 Pajak lain-lain			 Other tax
<u>Perusahaan</u>			<u>The Company</u>
Pajak pertambahan nilai ("PPN")	73,379	36,154	Value added tax ("VAT")
<u>Entitas anak</u>			<u>Subsidiaries</u>
PPN	<u>143,940</u>	<u>128,898</u>	VAT
	<u>217,319</u>	<u>165,052</u>	
 Jumlah	 <u>251,501</u>	 <u>196,950</u>	 Total
Dikurangi: Bagian lancar	<u>-</u>	<u>(165,052)</u>	Less: Current portion
Bagian tidak lancar	<u>251,501</u>	<u>31,898</u>	Non-current portion

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14. PERPAJAKAN (lanjutan)

14. TAXATION (continued)

b. Utang pajak

b. Taxes payable

	<u>2025</u>	<u>2024</u>	
Pajak penghasilan			Corporate income tax
<u>Perusahaan</u>			<u>The Company</u>
Kurang bayar pajak penghasilan			Underpayment of corporate income tax
- 2025	53,665	-	2025 -
	53,665	-	
<u>Entitas anak</u>			<u>Subsidiaries</u>
Kurang bayar pajak penghasilan			Underpayment of corporate income tax
- 2025	10,031	-	2025 -
- 2024	-	42,228	2024 -
	10,031	42,228	
Jumlah	63,696	42,228	Total
Pajak lain-lain			Other taxes
<u>Perusahaan</u>			<u>The Company</u>
Pasal 21	4,582	460	Article 21
Pasal 25	6,163	6,931	Article 25
Pasal 4(2), 15, 23, dan 26	13,026	4,941	Article 4(2), 15, 23 and 26
	23,771	12,332	
<u>Entitas anak</u>			<u>Subsidiaries</u>
PPN	-	6,554	VAT
Pasal 21	43,424	28,605	Article 21
Pasal 25	6,565	5,209	Article 25
Pasal 4(2), 15, 22, 23 dan 26	7,745	2,888	Article 4(2), 15, 22, 23 and 26
	57,734	43,256	
Jumlah	81,505	55,588	Total

c. Beban pajak penghasilan

c. Income tax expense

	<u>2025</u>	<u>2024</u>	
<u>Perusahaan</u>			<u>The Company</u>
Kini	256,511	162,637	Current
Tangguhan	(13,133)	(6,708)	Deferred
Penyesuaian tahun lalu	-	(5,608)	Adjustment in respect of prior years
	243,378	150,321	
<u>Entitas anak</u>			<u>Subsidiaries</u>
Kini	129,379	127,253	Current
Tangguhan	(14,377)	(24,581)	Deferred
Penyesuaian tahun lalu	705	(378)	Adjustment in respect of prior years
	115,707	102,294	
Jumlah	359,085	252,615	Total

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14. PERPAJAKAN (lanjutan)

14. TAXATION (continued)

c. Beban pajak penghasilan (lanjutan)

c. Income tax expense (continued)

Rekonsiliasi antara laba sebelum pajak konsolidasian dengan estimasi penghasilan kena pajak Perusahaan untuk tahun yang berakhir 31 Desember 2025 dan 2024 adalah sebagai berikut:

The reconciliations between consolidated profit before income tax and the estimated taxable income for the years ended 31 December 2025 and 2024, are as follows:

	<u>2025</u>	<u>2024</u>	
Laba konsolidasian sebelum pajak penghasilan	1,680,462	1,327,915	Consolidated profit before income tax
Laba sebelum pajak entitas anak setelah dilakukan penyesuaian pada tingkat konsolidasian	<u>(521,744)</u>	<u>(477,138)</u>	Profit before tax of subsidiaries after consolidation adjustments
Laba sebelum pajak penghasilan - Perusahaan	1,158,718	850,777	Profit before income tax - the Company
Provisi atas liabilitas imbalan pasca kerja	21,969	27,187	Provision for post-employment benefits obligation
Provisi atas bonus karyawan	18,904	(66,632)	Provision for employee bonus
Provisi atas cadangan penurunan nilai piutang	2,196	12,580	Provision for impairment of receivables
Penyusutan aset tetap	(26,680)	(13,806)	Depreciation of fixed assets
Penurunan nilai aset tetap	9,832	-	Impairment of fixed assets
Perbedaan perlakuan liabilitas sewa antara komersial dan fiskal	(379,277)	(435,113)	Difference between commercial and tax treatment of lease liabilities
Penyusutan aset hak-guna	412,751	426,193	Depreciation of right-of-use assets
Beban yang tidak dapat diperhitungkan untuk keperluan pajak	89,784	99,598	Non-deductible expenses
Penghasilan bunga yang dikenakan pajak final	(30,350)	(49,040)	Interest income subject to final tax
Pendapatan yang dikenakan pajak final	(597,338)	(486,053)	Revenue subject to final tax
Beban pokok pendapatan atas pendapatan yang dikenakan pajak final	511,966	406,133	Cost of revenue related to revenue subject to final tax
Bagian atas laba bersih ventura bersama	<u>(26,515)</u>	<u>(32,565)</u>	Share in net profit of joint venture
	<u>7,242</u>	<u>(111,518)</u>	
Penghasilan kena pajak - Perusahaan	<u>1,165,960</u>	<u>739,259</u>	Taxable income - the Company
Beban pajak kini: Perusahaan	256,511	162,637	Current tax expenses: The Company
Entitas anak	<u>129,379</u>	<u>127,253</u>	Subsidiaries
Beban pajak penghasilan kini konsolidasian	<u>385,890</u>	<u>289,890</u>	Consolidated current income tax
Beban pajak kini Perusahaan	256,511	162,637	Current tax expense of the Company
Dikurangi:			Less:
Pajak dibayar di muka			Prepaid income taxes
- Pasal 22	(1,363)	(2,149)	Article 22 -
- Pasal 25	(76,263)	(103,079)	Article 25 -
- Pasal 23	<u>(125,220)</u>	<u>(82,184)</u>	Article 23 -
	<u>(202,846)</u>	<u>(187,412)</u>	
Kurang/(lebih) bayar pajak penghasilan - Perusahaan	<u>53,665</u>	<u>(24,775)</u>	Underpayment/(overpayment) corporate income tax - the Company

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14. PERPAJAKAN (lanjutan)

14. TAXATION (continued)

c. Beban pajak penghasilan (lanjutan)

c. Income tax expense (continued)

Perhitungan pajak penghasilan kini dilakukan berdasarkan estimasi penghasilan kena pajak. Nilai tersebut mungkin disesuaikan ketika SPT disampaikan ke Direktorat Jenderal Pajak ("DJP").

Current income tax calculations are based on estimated taxable income. The amounts may be adjusted when the Annual Tax Return is submitted to the Directorate General of Taxation ("DGT").

Pajak atas laba Grup sebelum pajak berbeda dari nilai teoritis yang muncul apabila menggunakan rata-rata tertimbang tarif pajak terhadap laba pada entitas anak yang dikonsolidasi sebagai berikut:

The tax on the Group's profit before tax differs from the theoretical amount that would arise using the weighted average tax rate applicable to profits of the consolidated entities as follows:

	<u>2025</u>	<u>2024</u>	
Laba konsolidasian sebelum pajak penghasilan	1,680,462	1,327,915	Consolidated profit before income tax
Pajak penghasilan dihitung dengan tarif yang berlaku	369,701	292,141	Income tax calculated at applicable tax rate
Dampak pajak penghasilan pada:			Tax effects of:
Beban yang tidak dapat dikurangkan untuk keperluan pajak	32,421	8,649	Non-deductible expenses
Pendapatan yang dikenakan pajak final	(192,700)	(156,811)	Revenue subject to final tax
Beban pokok pendapatan atas pendapatan yang dikenakan pajak final	154,791	121,786	Cost of revenue related to revenue subject to final tax
Bagian atas laba bersih ventura bersama	(5,833)	(7,164)	Share in profit of joint venture
Penyesuaian tahun lalu	705	(5,986)	Adjustment in respect of prior years
Beban pajak penghasilan konsolidasian	<u>359,085</u>	<u>252,615</u>	Consolidated income tax expense

d. Aset pajak tangguhan

d. Deferred tax assets

Rincian dari aset pajak tangguhan adalah sebagai berikut:

The details of deferred tax assets are as follows:

	<u>1 Januari/ January 2025</u>	<u>Dibebankan/ (Dikreditkan) ke laba rugi/ Charged/ (Credited) to profit or loss</u>	<u>Dibebankan ke penghasilan komprehensif lain/ Charged to other comprehensive income</u>	<u>31 Desember/ December 2025</u>	
Penyusutan aset tetap	18,133	(6,682)	-	11,451	Depreciation of fixed assets
Penurunan nilai aset tetap	-	2,163	-	2,163	Impairment of fixed asset
Liabilitas imbalan pascakerja	35,323	14,733	(1,628)	48,428	Post-employment benefit liabilities
Bonus karyawan	44,541	9,357	-	53,898	Employee benefits
Liabilitas sewa	26,065	(86,015)	-	(59,950)	Lease liabilities
Provisi penurunan nilai piutang usaha	22,455	894	-	23,349	Provision for impairment of trade receivables
Provisi penurunan nilai persediaan	542	(542)	-	-	Provision for impairment of inventories
Penyusutan aset hak-guna	(19,379)	93,655	-	74,276	Depreciation of right-of-use assets
Penyertaan saham	(1,629)	(53)	-	(1,682)	Investment in shares
Aset pajak tangguhan, bersih	<u>126,051</u>	<u>27,510</u>	<u>(1,628)</u>	<u>151,933</u>	Deferred tax assets, net

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14. PERPAJAKAN (lanjutan)

14. TAXATION (continued)

d. Aset pajak tangguhan (lanjutan)

d. Deferred tax assets (continued)

	1 Januari/ January 2024	Dibebankan/ (Dikreditkan) ke laba rugi/ Charged/ (Credited) to profit or loss	Dibebankan ke penghasilan komprehensif lain/ Charged to other comprehensive income	31 Desember/ December 2024	
Penyusutan aset tetap	21,616	(3,483)	-	18,133	Depreciation of fixed assets
Liabilitas imbalan pascakerja	28,186	13,205	(6,068)	35,323	Post-employment benefit liabilities
Bonus karyawan	43,415	1,126	-	44,541	Employee benefits
Liabilitas sewa	104,172	(78,107)	-	26,065	Lease liabilities
Provisi penurunan nilai piutang usaha	17,669	4,786	-	22,455	Provision for impairment of trade receivables
Provisi penurunan nilai persediaan	542	-	-	542	Provision for impairment of inventories
Penyusutan aset hak-guna	(113,141)	93,762	-	(19,379)	Depreciation of right-of-use assets
Penyertaan saham	(1,629)	-	-	(1,629)	Investment in shares
Aset pajak tangguhan, bersih	100,830	31,289	(6,068)	126,051	Deferred tax assets, net

e. Hasil pemeriksaan pajak

e. Results of tax audits

PTK

PTK

Pada tanggal 11 November 2025, DJP menerbitkan surat izin pemeriksaan pajak dengan nomor PRIN-265/RIKSIS/KPP.1903/2025 terkait pencatatan pajak tahun buku 2024. Hingga tanggal penyelesaian laporan keuangan ini, pemeriksaan pajak masih dalam proses oleh DJP.

On 11 November 2025, the DGT issued tax audit permit with the number PRIN-265/RIKSIS/KPP.1903/2025 related to the comprehensive tax audit for the 2024 fiscal year. As at completion date of these consolidated financial statement, the tax audit is still in process by the DGT.

PME

PME

Pada tanggal 19 Maret 2024, DJP menerbitkan surat izin pemeriksaan pajak dengan nomor PRIN-69/RIKSIS/KPP.1903/2024 terkait pencatatan pajak tahun buku 2020. Berdasarkan hasil pemeriksaan pajak pada tanggal 17 November 2025, DJP melalui Surat Ketetapan Pajak Kurang Bayar Pajak Penghasilan No. 00019/206/20/051/25 menetapkan kurang bayar pajak penghasilan dengan total nilai sebesar Rp1.192.017.544 (nilai penuh). Pada tanggal 21 November 2025 dan 15 Desember 2025, Perusahaan telah membayar kekurangan pembayaran pajak dengan total Rp2.384.035.088 (nilai penuh). Perusahaan sedang memproses permohonan restitusi sejumlah Rp1.192.017.244 (nilai penuh) akibat kelebihan pembayaran pajak ini. Pada tanggal 25 Februari 2026, Perusahaan telah menerima pengembalian dari seluruh jumlah kelebihan bayar tersebut.

On 19 March 2024, the DGT issued tax audit permit with the number PRIN-69/RIKSIS/KPP.1903/2024 related to the comprehensive tax audit for the 2020 fiscal year. Based on the results of the tax audit on 17 November 2025, the DGT through an Income Tax Underpayment Assessment Letter No. 00019/206/20/051/25, determine an income tax underpayment amounting to Rp1,192,017,544 (full amount). On 21 November 2025 and 15 December 2025, the Company paid the tax underpayment with total Rp2,384,035,088 (full amount). The Company is currently processing restitution request amounting to Rp1,192,017,244 (full amount) for the resulting tax overpayment. On 25 February 2026, the Company received the refund for the full amount of the overpayment.

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14. PERPAJAKAN (lanjutan)

e. Hasil pemeriksaan pajak (lanjutan)

PME (lanjutan)

Pada tanggal 2 Juli 2024, DJP menerbitkan surat izin pemeriksaan pajak dengan nomor PRIN-166/RIKSIS/KPP.1903/2024 terkait pencatatan pajak untuk tahun buku 2023. Berdasarkan hasil pemeriksaan pajak pada tanggal 29 April 2025, DJP melalui Surat Ketetapan Pajak Lebih Bayar Pajak Penghasilan No. 00037/406/23/051/25 menetapkan kelebihan pembayaran pajak penghasilan dengan total nilai sebesar Rp4.355.862.586 (nilai penuh). Pada tanggal 3 Juni 2025, Perusahaan telah menerima seluruh jumlah kelebihan pembayaran pajak tersebut.

f. Administrasi

Berdasarkan undang-undang perpajakan yang berlaku di Indonesia, entitas yang berdomisili di Indonesia menghitung dan membayar sendiri besarnya jumlah pajak yang terutang. DJP dapat menetapkan atau mengubah pajak dalam batas waktu lima tahun saat terutangnya pajak.

g. Aturan model OECD Pilar Dua

Grup berada dalam lingkup aturan model OECD Pilar Dua dan menerapkan pengecualian dalam pengakuan serta pengungkapan informasi mengenai aset dan liabilitas pajak tangguhan yang terkait dengan pajak penghasilan Pilar Dua sejak 1 Januari 2025. Peraturan Pilar Dua telah disahkan atau secara substansial disahkan di beberapa yurisdiksi tempat Grup beroperasi. Peraturan tersebut mulai berlaku untuk tahun fiskal Grup yang berakhir setelah 31 Desember 2024. Grup termasuk dalam lingkup peraturan yang telah disahkan atau secara substansial disahkan dan telah melakukan penilaian terhadap potensi eksposur Grup terhadap pajak penghasilan Pilar Dua. Berdasarkan penilaian tersebut, tarif pajak efektif di yurisdiksi tempat Grup beroperasi berada di atas 15%, oleh karena itu Grup tidak diwajibkan untuk membayar beban pajak penghasilan tambahan yang terkait dengan Pilar Dua.

14. TAXATION (continued)

e. Results of tax audits (continued)

PME (continued)

On 2 July 2024, the DGT issued tax audit permits with the numbers PRIN-166/RIKSIS/KPP.1903/2024 related to the comprehensive tax audit for the 2023 fiscal years. Based on the results of the tax audit on 29 April 2025, the DGT through an Income Tax Overpayment Assessment Letter No. 00037/406/23/051/25, determined an income tax overpayment amounting to Rp4,355,862,586 (full amount). On 3 June 2025, the Company received the full amount of the tax overpayment.

f. Administration

Under the taxation laws of Indonesia, entities which are domiciled in Indonesia calculate and pay taxes on the basis of self assessment. The DGT may assess or amend taxes within five years of the time the tax becomes due.

g. OECD Pillar Two model rules

The Group is within the scope of the OECD Pillar Two model rules and applied the exception to recognising and disclosing information about deferred tax assets and liabilities relating to Pillar Two income taxes from 1 January 2025. Pillar Two legislation has been enacted or substantially enacted in certain jurisdictions in which the Group operates. The legislation has become effective for the Group's financial year ended after 31 December 2024. The Group is in scope of the enacted or substantially enacted legislation and has performed an assessment of the Group's potential exposure to Pillar Two income taxes. Based on the assessment, the effective tax rates in the jurisdictions in which the Group operates are above 15%, hence the Group is not required to pay for additional income tax expense related to Pillar Two.

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15. PINJAMAN

15. BORROWINGS

	<u>2025</u>	<u>2024</u>	
Entitas berelasi dengan Pemerintah (Catatan 23)			Government-related entities (Note 23)
Mandiri	335,492	439,834	<i>Mandiri</i>
BSI	<u>46,915</u>	<u>92,218</u>	<i>BSI</i>
	<u>382,407</u>	<u>532,052</u>	
Pihak ketiga			Third parties
SMBC	<u>-</u>	<u>29,468</u>	<i>SMBC</i>
Jumlah	<u>382,407</u>	<u>561,520</u>	Total
Bagian lancar	132,288	175,300	<i>Current portion</i>
Bagian jangka panjang	250,119	386,220	<i>Non-current portion</i>

Rincian pinjaman bank jangka panjang adalah
sebagai berikut:

The details of the long-term bank loans are as follows:

Pihak-pihak/ <i>Parties</i>	Mata uang/ <i>Currency</i>	Jenis pinjaman dan jumlah batas pinjaman/ <i>Type of loan and maximum credit limit</i>	Bunga/ <i>Interest</i>	Bulan jatuh tempo fasilitas/ <i>Facility maturity</i>	Peruntukan/ <i>Purpose</i>	Saldo pada tanggal 31 Desember/ <i>Balance as at 31 December</i>	
						2025	2024
BSI	IDR	Fasilitas kredit investasi kapal/ <i>Vessel investing credit facility</i> Rp82.934/Rp82,934	7,50% per tahun/ <i>7.50% per annum</i>	Juli 2026/ <i>July 2026</i>	Pembiayaan pembelian kapal Transko Taurus/ <i>Financing for purchase of Transko Taurus</i>	Rp9,810	Rp25,653
BSI	IDR	Fasilitas kredit investasi kapal/ <i>Vessel investing credit facility</i> Rp44.720/Rp44,720	7,50% per tahun/ <i>7.50% per annum</i>	November 2027/ <i>November 2027</i>	Pembiayaan pembelian kapal Harbour Tug/ <i>Financing for purchase of Harbour Tug</i>	Rp16,517	Rp24,239
BSI	IDR	Fasilitas kredit investasi kapal/ <i>Vessel investing credit facility</i> Rp26.832/Rp26,832	7,50% per tahun/ <i>7.50% per annum</i>	Desember 2027/ <i>December 2027</i>	Pembiayaan pembelian kapal Harbour Tug/ <i>Financing for purchase of Harbour Tug</i>	Rp10,198	Rp14,753
BSI	IDR	Fasilitas kredit investasi kapal/ <i>Vessel investing credit facility</i> Rp17.888/Rp17,888	7,50% per tahun/ <i>7.50% per annum</i>	Desember 2027/ <i>December 2027</i>	Pembiayaan pembelian kapal Harbour Tug/ <i>Financing for purchase of Harbour Tug</i>	Rp8,310	Rp10,933
BSI	IDR	Fasilitas kredit investasi kapal/ <i>Vessel investing credit facility</i> Rp206.910/Rp206,910	Tingkat bunga JIBOR 1 bulan +2,35%/Interest at rates of 1 month JIBOR +2.35%	Februari 2026/ <i>February 2026</i>	Pembiayaan pembelian kapal Harbour Tug/ <i>Financing for purchase of Harbour Tug</i>	Rp1,300	Rp10,400
BSI	IDR	Fasilitas kredit investasi kapal/ <i>Vessel investing credit facility</i> Rp90.180/Rp90,180	Tingkat bunga JIBOR 1 bulan +2,35%/Interest at rates of 1 month JIBOR +2.35%	Februari 2026/ <i>February 2026</i>	Pembiayaan pembelian kapal Harbour Tug/ <i>Financing for purchase of</i>	Rp780	Rp6,240

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15. PINJAMAN (lanjutan)

15. BORROWINGS (continued)

Pihak-pihak/ Parties	Mata uang/ Currency	Jenis pinjaman dan jumlah batas pinjaman/ Type of loan and maximum credit limit	Bunga/ Interest	Bulan jatuh tempo fasilitas/ Facility maturity	Peruntukan/ Purpose	Saldo pada tanggal 31 Desember/ Balance as at 31 December	
						2025	2024
Mandiri	IDR	Fasilitas kredit investasi kapal/ Vessel investing credit facility Rp442.259/Rp442,259	Tingkat bunga JIBOR 1 bulan +2,05%/Interest at rates of 1 month JIBOR +2.05%	Juli 2028/ July 2028	Pembiayaan pembelian kapal Harbour Tug/ Financing for purchase of Harbour Tug	Rp186,214	Rp260,700
Mandiri	IDR	Fasilitas kredit investasi kapal/ Vessel investing credit facility Rp133,380/Rp133,380	Tingkat bunga JIBOR 1 bulan +1%/Interest at rates of 1 month JIBOR +1%	Desember 2030/ December 2030	Pembiayaan pembelian Kapal/ Financing for purchase of Vessel	Rp111,150	Rp133,380
Mandiri	IDR	Fasilitas kredit investasi kapal/ Vessel investing credit facility Rp45,754/Rp45,754	Tingkat bunga JIBOR 1 bulan +1%/Interest at rates of 1 month JIBOR +1%	Desember 2030/ December 2030	Pembiayaan pembelian Kapal/ Financing for purchase of Vessel	Rp38,128	Rp45,754
SMBC	IDR	Fasilitas kredit investasi kapal/ Vessel investing credit facility Rp93.759/Rp93,759	Tingkat bunga JIBOR +1,75% per tahun/Interest at a rates of JIBOR +1.75% per annum	September 2025/ September 2025	Pembiayaan pembelian Transko Rajawali/ Financing for purchase of Transko Rajawali	-	Rp29,468

Beban bunga dari pinjaman bank untuk tahun yang berakhir pada 31 Desember 2025 adalah sebesar Rp37.316 (2024: Rp55.282).

Interest expense from loan for the year ended 31 December 2025 was amounting to Rp37,316 (2024: Rp55,282).

16. LIABILITAS IMBALAN PASCA KERJA

16. POST-EMPLOYMENT BENEFITS OBLIGATION

Grup memberikan imbalan pasca kerja kepada semua karyawan tetapnya. Imbalan yang diberikan adalah imbalan pasti yang berkaitan dengan penghargaan masa kerja yang tergantung pada lamanya masa kerja. Grup mengakui timbulnya biaya pada saat Grup menerima manfaat ekonomis dari jasa yang diberikan karyawan.

The Group provides post-employment benefits to all permanent employees. Benefits provided are defined benefits related to long service appreciation. The Group recognises expenses when the economic benefits of the services provided by the employees have been received.

Grup melakukan penyisihan untuk liabilitas imbalan pasca kerja jangka panjang. Liabilitas imbalan pasca kerja jangka panjang pada tanggal 31 Desember 2025 dan 2024 telah disajikan berdasarkan perhitungan yang dilakukan oleh aktuaris independent. Kantor Konsultan Aktuaria Steven dan Mourits, menggunakan metode *projected unit credit*.

The Group provides provision for long-term employee benefits liabilities. Long-term employee benefits liabilities as at 31 December 2025 and 2024 were presented based on calculations performed by the independent actuary. Actuarial Consulting Firm Steven and Mourits, using the projected unit credit method.

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16. LIABILITAS IMBALAN PASCA KERJA (lanjutan)

Nilai yang termasuk dalam laporan posisi keuangan yang berasal dari kewajiban Grup sehubungan dengan liabilitas imbalan pasca kerja adalah sebagai berikut:

	<u>2025</u>	<u>2024</u>
Nilai kini liabilitas	431,378	368,707
Nilai wajar aset program	<u>(144,683)</u>	<u>(131,579)</u>

Liabilitas imbalan pasca kerja **286,695** **237,128**

Dikurangi: bagian jangka pendek (30,668) (27,749)

Bagian jangka panjang dari liabilitas imbalan pasca kerja **256,027** **209,379**

Beban imbalan pasca kerja yang dibebankan di laporan laba rugi adalah sebagai berikut:

	<u>2025</u>	<u>2024</u>
Biaya jasa kini	65,758	54,850
Biaya bunga	11,791	10,995
Pengukuran kembali atas liabilitas yang diakui sebagai imbalan kerja jangka panjang lainnya	<u>5,436</u>	<u>946</u>

Biaya imbalan pasca kerja **82,985** **66,791**

Pengukuran kembali kewajiban imbalan kerja yang diakui sebagai rugi atau penghasilan komprehensif lainnya (sebelum pajak) adalah sebagai berikut:

	<u>2025</u>	<u>2024</u>
Pengukuran kembali nilai kini liabilitas:		
(Kerugian)/keuntungan atas perubahan asumsi keuangan	(30,968)	18,780
Keuntungan atas penyesuaian pengalaman	41,762	11,114
Imbal hasil atas aset program program tidak termasuk pendapatan bunga	<u>(1,606)</u>	<u>(296)</u>

Penghasilan komprehensif lain **9,188** **29,598**

16. POST-EMPLOYMENT BENEFITS OBLIGATION (continued)

The amounts included in the statement of financial position arising from the Group's obligation in respect of these post-employment benefits are as follows:

Present value of obligation
Fair value of plan assets

Post-employment benefit obligation

Less: Current portion

Non-current portion of post-employment benefits obligation

Amounts charged in the profit or loss and in respect of these post-employment benefits are as follows:

Current service cost
Interest cost
Remeasurement on obligation recognised as other long-term employee benefit

Post-employment benefit expenses

Remeasurement of employee benefit obligation recognised as other comprehensive loss or income (before tax) is as follows:

Remeasurement of present value of obligation:
(Loss)/gain from changes in financial assumptions
Gain from changes in experience adjustments

Return on plan assets excluding interest income

Other comprehensive income

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16. LIABILITAS IMBALAN PASCA KERJA (lanjutan)

**16. POST-EMPLOYMENT BENEFITS OBLIGATION
(continued)**

Mutasi nilai kini kewajiban yang tidak didanai selama tahun berjalan adalah sebagai berikut:

The movements in the present value of unfunded obligations in the current year were as follows:

	<u>2025</u>	<u>2024</u>	
Pada awal tahun	237,128	221,658	<i>Beginning of the year</i>
Dibebankan pada laporan laba rugi	82,985	66,791	<i>Charged to profit or loss</i>
Keuntungan aktuarial yang diakui pada penghasilan komprehensif lain	(9,188)	(29,598)	<i>Actuarial gain recognised in other comprehensive income</i>
luran oleh Grup	(14,651)	(12,966)	<i>The Group's contribution</i>
Pembayaran imbalan	<u>(9,579)</u>	<u>(8,757)</u>	<i>Benefit payments</i>
Nilai kini liabilitas pada akhir tahun	<u>286,695</u>	<u>237,128</u>	<i>Present value of obligation at the end of the year</i>

Asumsi-asumsi utama yang digunakan adalah sebagai berikut:

The main assumptions used are as follows:

	<u>2025</u>	<u>2024</u>	
Tingkat diskonto	6.54%	7.1%	<i>Discount rate</i>
Tingkat kenaikan gaji per tahun	7.03%	7.3%	<i>Basic salary growth rate</i>
Tabel mortalitas	TMI IV - 2019	TMI IV - 2019	<i>Mortality table</i>
Usia pensiun normal	56 tahun/years	56 tahun/years	<i>Normal retirement age</i>

Dampak akibat dari setiap satu persen (1%) perubahan dari asumsi tingkat diskonto dan tingkat kenaikan gaji pada 31 Desember 2025 adalah sebagai berikut:

A one percentage (1%) point change in the assumed discount rate and salary increase rate at 31 December 2025, would have the following effects:

	<u>Perubahan asumsi/ Change in assumptions</u>	<u>Kenaikan pada kewajiban imbalan pasti/ Increase in defined benefit obligations</u>	<u>Penurunan pada kewajiban imbalan pasti/ Decrease in defined benefit obligations</u>	
Tingkat diskonto	1%	41,581	(53,271)	<i>Discount rate</i>
Tingkat kenaikan gaji di masa depan	1%	22,598	(20,010)	<i>Salary growth rate</i>

Pada 31 Desember 2025, rata-rata durasi atas provisi imbalan pasca kerja karyawan adalah 14.83 tahun.

As at 31 December 2025, the weighted average duration of the provision for employee service entitlements is 14.83 years.

Analisis jatuh tempo yang diharapkan dari manfaat pensiun yang tidak terdiskonto pada tanggal 31 Desember 2025 adalah sebagai berikut:

The expected maturity analysis of undiscounted pension benefits as at 31 December 2025 is presented below:

	<u>Kurang dari satu tahun/ Less than one year</u>	<u>1 sampai 5 tahun/ Between 1 and 5 years</u>	<u>5 sampai 10 tahun/ Between 5 and 10 years</u>	<u>Lebih dari 10 tahun/ Over 10 years</u>	<u>Jumlah/Total</u>	
Liabilitas imbalan pasca kerja	<u>30,671</u>	<u>248,947</u>	<u>158,141</u>	<u>866,935</u>	<u>1,304,694</u>	<i>Post-employment benefit obligation</i>

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17. MODAL SAHAM

Susunan pemegang saham dan persentase kepemilikannya pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

<u>Pemegang saham</u>	<u>Jumlah saham (nilai penuh)/ Number of shares (full amount)</u>	<u>Nilai/ Value</u>	<u>Persentase kepemilikan/ Percentage of ownership</u>	<u>Shareholders</u>
Saham Seri A				Series A shares
PIS	1,234,737	1,234,737	99.93%	PIS
PT Pertamina Pedeve Indonesia	10	10	0.01%	PT Pertamina Pedeve Indonesia
Saham Seri B				Series B shares
PIS	819	1	0.06%	PIS
Jumlah	1,235,566	1,234,748	100%	Total

Berdasarkan Akta No. 69 tanggal 28 April 2021 oleh Aulia Taufani S.H., pemegang saham sepakat untuk mengalihkan saham Pertamina ke PIS sebesar Rp693.698 saham seri A dan Rp1 saham seri B.

Berdasarkan Akta No. 104 tanggal 29 April 2021 oleh Aulia Taufani S.H., Perusahaan telah meningkatkan modal dengan menerbitkan saham baru yang diambil oleh PIS dengan inbreng aset *marine* non-sarana tambat sebesar Rp412.437. Selain itu Perusahaan memutuskan untuk meningkatkan modal dasar dari semula Rp2.000.001 menjadi Rp4.424.581 dan modal ditempatkan dan disetor untuk saham seri A dari semula Rp693.709 menjadi Rp1.106.145. Modal dasar yang semula dibagi menjadi 2.000.000 lembar saham seri A dan 819 lembar saham seri B menjadi 4.424.580 lembar saham seri A dan 819 lembar saham seri B.

Berdasarkan Akta No. 30 tanggal 29 November 2022 oleh Lenny Janis Ishak S.H., Perusahaan telah meningkatkan modal dengan menerbitkan saham baru yang diambil oleh PIS dengan inbreng aset *marine* non-sarana tambat sebesar Rp128.602. Selain itu Perusahaan memutuskan untuk meningkatkan modal ditempatkan dan disetor untuk saham seri A dari semula Rp1.106.145 menjadi Rp1.234.747.

18. DIVIDEN

Berdasarkan Rapat Umum Pemegang Saham Tahunan tanggal 30 September 2024, Perusahaan mengumumkan dividen final untuk tahun 2023 sebesar AS\$75.000.000 (nilai penuh) setara dengan Rp1.135.350, yang mana telah dibayarkan pada Oktober 2024.

Berdasarkan Rapat Umum Pemegang Saham Tahunan tanggal 27 November 2025, Perusahaan mengumumkan dividen final untuk tahun 2024 sebesar AS\$51.000.000 (nilai penuh) setara dengan Rp848.844, yang mana telah dibayarkan pada Desember 2025.

17. SHARE CAPITAL

The structure of shareholders and the percentage of ownerships as at 31 December 2025 and 2024 are as follows:

In accordance with Notarial Deed No. 69 dated 28 April 2021 by Aulia Taufani S.H., the shareholders agreed to transfer Pertamina's shares to PIS in the amount of Rp693,698 series A shares and Rp1 series B shares.

In accordance with Notarial Deed No. 104 dated 29 April 2021 by Aulia Taufani S.H., The Company increased its capital by issuing new shares which were subscribed by PIS through in-kind capital contribution in the form of non-mooring marine assets of Rp412,437. In addition, the Company decided to increase the authorised capital from Rp2,000,001 to Rp4,424,581 and the issued and paid-up capital for series A shares from Rp693,709 to Rp1,106,145. The authorised capital was originally divided into 2,000,000 series A shares and 819 series B shares to 4,424,580 series A shares and 819 series B shares.

18. DIVIDENDS

Based on the Annual General Meeting of Shareholders on 30 September 2024, the Company declared final dividends for the 2023 financial year of US\$75,000,000 (full amount) equivalent to Rp1,135,350, which was paid in October 2024.

Based on the Annual General Meeting of Shareholders on 27 September 2025, the Company declared final dividends for the 2024 financial year of US\$51,000,000 (full amount) equivalent to Rp848,844, which was paid in December 2025.

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19. PENDAPATAN USAHA

19. REVENUE

	<u>2025</u>	<u>2024</u>	
Jasa penunjang operasi <i>marine</i>	2,402,989	2,132,567	<i>Marine operations support services</i>
Sewa kapal	1,898,734	1,875,961	<i>Vessel charter</i>
Keagenan kapal dan jasa kepelabuhanan	1,789,537	1,443,473	<i>Shipping agency and port services</i>
Jasa penyediaan tenaga kerja	1,249,663	994,297	<i>Labour supply services</i>
Jasa broker kapal, neto	683,052	795,070	<i>Charter broker services, net</i>
Perdagangan umum	160,098	169,575	<i>General trading</i>
Pengerukan	116,066	78,588	<i>Dredging</i>
Bongkar muat	77,746	67,283	<i>Cargo handling</i>
Lain-lain (masing-masing di bawah Rp2.000)	<u>7,401</u>	<u>2,294</u>	<i>Others (each below Rp2,000)</i>
Jumlah	<u>8,385,286</u>	<u>7,559,108</u>	Total

Grup mengakui aset kontrak terkait pendapatan
berikut ini:

*The Group has recognised contract assets related to
the following revenues:*

	<u>2025</u>	<u>2024</u>	
Aset kontrak (Catatan 6)			Contract assets (Note 6)
Jasa penunjang operasi <i>marine</i>	427,176	166,953	<i>Marine operations support services</i>
Jasa penyediaan tenaga kerja	321,517	227,981	<i>Labour supply services</i>
Keagenan kapal dan jasa kepelabuhanan	292,481	726,525	<i>Shipping agency and port services</i>
Sewa kapal	159,993	343,780	<i>Vessel charter</i>
Jasa <i>broker</i> kapal	49,178	81,794	<i>Charter broker services</i>
Perdagangan umum	1,974	15,418	<i>General trading</i>
Pengerukan	2,170	3,149	<i>Dredging</i>
Bongkar muat	<u>3,604</u>	<u>9,240</u>	<i>Cargo handling</i>
Jumlah, setelah dikurangi provisi penurunan nilai	<u>1,258,093</u>	<u>1,574,840</u>	Total, net of expected credit loss

	<u>2025</u>	<u>2024</u>	
Liabilitas kontrak (Catatan 12)			Contract liabilities (Note 12)
Keagenan kapal dan jasa kepelabuhanan	<u>103,333</u>	<u>204,034</u>	<i>Shipping agency and port services</i>
Jumlah	<u>103,333</u>	<u>204,034</u>	Total

Lihat Catatan 23 untuk rincian transaksi dan saldo
pihak berelasi.

*Refer to Note 23 for related parties transactions and
balances.*

Grup memiliki konsentrasi pelanggan yang melebihi
10% dari penjualan bersih konsolidasian kepada
pihak-pihak berelasi Pertamina (Catatan 23).

*The Group has a concentration of customers that
exceeded 10% of the consolidated net revenue to
related parties Pertamina (Note 23).*

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20. BEBAN POKOK PENDAPATAN

20. COST OF REVENUE

	<u>2025</u>	<u>2024</u>	
Biaya karyawan dan kesejahteraan	2,273,878	1,852,068	<i>Employee costs and welfare</i>
Biaya kepelabuhanan	999,609	985,766	<i>Port charges</i>
Jasa penunjang operasi marine	852,030	870,836	<i>Marine operations support services</i>
Penyusutan (Catatan 9 dan 13)	815,149	768,711	<i>Depreciation (Notes 9 and 13)</i>
Pemeliharaan	125,423	122,602	<i>Maintenance</i>
Perlengkapan	116,531	118,604	<i>Supplies</i>
Lain-lain	282,056	245,367	<i>Others</i>
Jumlah	<u>5,464,676</u>	<u>4,963,954</u>	Total

Lihat Catatan 23 untuk rincian transaksi dan saldo pihak berelasi.

Refer to Note 23 for related parties transactions and balances.

Grup memiliki konsentrasi pemasok yang melebihi 10% dari beban pokok pendapatan bersih konsolidasian kepada pihak berelasi Pertamina dan Pelindo (Catatan 23).

The Group has a concentration of suppliers that exceeded 10% of the consolidated cost of revenue to related party Pertamina and Pelindo (Note 23).

21. BEBAN UMUM DAN ADMINISTRASI

21. GENERAL AND ADMINISTRATIVE EXPENSES

	<u>2025</u>	<u>2024</u>	
Biaya karyawan dan kesejahteraan	877,602	915,047	<i>Employee costs and welfare</i>
Pemeliharaan bangunan	103,852	64,684	<i>Maintenance of buildings</i>
Jasa profesional	66,911	73,627	<i>Professional fees</i>
Perlengkapan kantor	59,401	75,954	<i>Office supplies</i>
Sewa jangka pendek			<i>Short-term leases and</i>
dan sewa aset bernilai rendah	35,465	24,586	<i>leases of low value assets</i>
Penyusutan (Catatan 9 dan 13)	32,758	49,842	<i>Depreciation (Notes 9 and 13)</i>
Hubungan masyarakat	31,209	46,476	<i>Public relations</i>
Lain-lain (masing-masing di bawah Rp2.000)	8,055	5,685	<i>Others (each below Rp2,000)</i>
Jumlah	<u>1,215,253</u>	<u>1,255,901</u>	Total

Lihat Catatan 23 untuk rincian transaksi dan saldo pihak berelasi.

Refer to Note 23 for related parties transactions and balances.

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22. BEBAN KEUANGAN

22. FINANCE COSTS

	<u>2025</u>	<u>2024</u>	
Beban keuangan atas pinjaman jangka panjang (Catatan 15)	37,316	55,282	Finance cost of long-term borrowings (Note 15)
Beban keuangan atas liabilitas sewa (Catatan 13b)	<u>25,775</u>	<u>34,616</u>	Finance costs of lease liabilities (Note 13b)
Jumlah	<u>63,091</u>	<u>89,898</u>	Total

23. SALDO DAN TRANSAKSI SIGNIFIKAN DENGAN PIHAK BERELASI

23. SIGNIFICANT BALANCES AND TRANSACTIONS WITH RELATED PARTIES

Dalam kegiatan usaha normal, Grup melakukan transaksi usaha dan bukan usaha dengan pihak-pihak berelasi, yang terafiliasi dengan Grup melalui kepemilikan langsung dan tak langsung, dan/atau di bawah kendali pihak yang sama ataupun entitas berelasi dengan Pemerintah. Harga jual atau beli antara pihak-pihak berelasi ditentukan berdasarkan persyaratan yang disetujui oleh kedua belah pihak, yang mungkin tidak sama dengan transaksi lain yang dilakukan dengan pihak-pihak ketiga.

In the normal course of business, the Group enters into trade and non-trade with related parties, which are affiliated with the Group through equity ownership, either direct or indirect, and/or under common control or Government-related entities. Sales or purchase price among related parties are made based on terms agreed by the parties, which may not be the same as those of the transactions between third parties.

Sifat hubungan dan transaksi dengan pihak yang berelasi adalah sebagai berikut:

The nature of transactions and relationships with related parties are as follows:

<u>Pihak berelasi dan entitas berelasi dengan Pemerintah/Related parties and Government-related entities</u>	<u>Sifat hubungan/Nature of relationships</u>	<u>Saldo dan sifat transaksi/Balances and nature of transactions</u>
Pertamina	Perusahaan induk utama/ <i>Ultimate parent company</i>	Beban pokok pendapatan, piutang usaha, aset kontrak dan utang usaha/ <i>Cost of revenue, trade receivables, contract assets and trade payables</i>
PT Pertamina International Shipping ("PIS")	Pemegang saham mayoritas/ <i>Majority shareholder</i>	Pendapatan, beban pokok pendapatan, piutang usaha, aset kontrak, utang usaha dan liabilitas kontrak/ <i>Revenue, cost of revenue, trade receivables, contract assets, trade payables and contract liabilities</i>
PT Pertamina Energy Terminal ("PET")	Entitas sepengendali/ <i>Entity under common control</i>	Pendapatan, beban pokok pendapatan, piutang usaha, aset kontrak, utang usaha dan penyertaan saham/ <i>Revenue, cost of revenue, trade receivables, contract assets, trade payables and investment in shares</i>
PT Kilang Pertamina International ("KPI")	Entitas sepengendali/ <i>Entity under common control</i>	Pendapatan, beban pokok pendapatan, piutang usaha, aset kontrak, dan utang usaha/ <i>Revenue, cost of revenue, trade receivables, contract asset and trade payables</i>
PT Pertamina Patra Niaga ("Patra Niaga")	Entitas sepengendali/ <i>Entity under common control</i>	Pendapatan, beban pokok pendapatan, piutang usaha, aset kontrak, utang usaha dan penyertaan saham/ <i>Revenue, cost of revenue, trade receivables, contract liabilities, trade payables and investment in shares</i>
BRI	Entitas yang berelasi dengan Pemerintah/ <i>Government-related entity</i>	Penempatan kas dan setara kas/ <i>Placement of cash and cash equivalents</i>
BNI	Entitas yang berelasi dengan Pemerintah/ <i>Government-related entity</i>	Penempatan kas dan setara kas / <i>Placement of cash and cash equivalents</i>
Mandiri	Entitas yang berelasi dengan Pemerintah/ <i>Government-related entity</i>	Penempatan kas dan setara kas, pinjaman jangka panjang dan beban keuangan/ <i>Placement of cash and cash equivalents, long-term borrowings and finance costs</i>
BSI	Entitas yang berelasi dengan Pemerintah/ <i>Government-related entity</i>	Penempatan kas dan setara kas, pinjaman jangka panjang dan beban keuangan/ <i>Placement of cash and cash equivalents, long-term borrowings and finance costs</i>

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**23. SIGNIFICANT BALANCES AND TRANSACTIONS
WITH RELATED PARTIES (continued)**

Pihak berelasi dan entitas berelasi dengan Pemerintah/Related parties and Government-related entities	Sifat hubungan/ Nature of relationships	Saldo dan sifat transaksi/ Balances and nature of transactions
PT Perta Arun Gas ("PAG")	Entitas sepengendali/Entity under common control	Pendapatan, beban pokok pendapatan, piutang usaha, aset kontrak dan utang usaha/Revenue, cost of revenue, trade receivables, contract assets and trade payables
PT Pertamina Retail ("PTPR")	Entitas sepengendali/Entity under common control	Pendapatan, beban pokok pendapatan, piutang usaha dan aset kontrak/Revenue, cost of revenue, trade receivables and contract assets
PT Pertamina Hulu Kalimantan Timur ("PHKT")	Entitas sepengendali/Entity under common control	Pendapatan, piutang usaha dan aset kontrak/Revenue, trade receivables and contract assets
PT Pertamina Hulu Mahakam ("PHM")	Entitas sepengendali/Entity under common control	Pendapatan, piutang usaha dan aset kontrak/Revenue, trade receivables and contract assets
PT Pertamina Hulu Energi Offshore North-West Java ("PHE ONWJ")	Entitas sepengendali/Entity under common control	Pendapatan, piutang usaha dan aset kontrak/Revenue, trade receivables and contract assets
PT Pertamina Hulu Sanga Sanga ("PHSS")	Entitas sepengendali/Entity under common control	Pendapatan, piutang usaha dan aset kontrak/Revenue, trade receivables and contract assets
PT Pertamina Lubricants ("PTPL")	Entitas sepengendali/Entity under common control	Pendapatan, beban pokok pendapatan, piutang usaha, aset kontrak dan utang usaha/Revenue, cost of revenue, trade receivables, contract assets and trade payables
PT PGN LNG Indonesia ("PGN LNG")	Entitas sepengendali/Entity under common control	Pendapatan, piutang usaha, dan aset kontrak/Revenue, trade receivables and contract assets
PT Pertamina EP ("PEP")	Entitas sepengendali/Entity under common control	Pendapatan, piutang usaha dan aset kontrak/Revenue, trade receivables and contract assets
PT Pertamina Drilling Service ("PDSI")	Entitas sepengendali/Entity under common control	Pendapatan dan piutang usaha/Revenue and trade receivables
PT Pertamina Hulu Energi West Madura Offshore ("PHE WMO")	Entitas sepengendali/Entity under common control	Pendapatan, piutang usaha dan aset kontrak/Revenue, trade receivables and contract assets
PT Pertamina Bina Medika ("Pertamedika")	Entitas sepengendali/Entity under common control	Beban umum dan administrasi dan utang usaha/General and administrative expenses and trade payables
PT Patra Logistik ("Patra Logistik")	Entitas sepengendali/Entity under common control	Beban pokok pendapatan dan utang usaha/Cost of revenue and trade payables
PT Nusantara Regas ("Nusantara Regas")	Entitas sepengendali/Entity under common control	Pendapatan, piutang usaha dan aset kontrak/Revenue, trade receivables and contract assets
PT Pertamina Hulu Energi Offshore Southeast Sumatra ("PHE OSES")	Entitas sepengendali/Entity under common control	Pendapatan, piutang usaha dan aset kontrak/Revenue, trade receivables and contract assets
PT Kilang Pertamina Balikpapan ("KP Balikpapan")	Entitas sepengendali/Entity under common control	Pendapatan, piutang usaha dan aset kontrak/Revenue, trade receivables and contract assets
PT Prima Armada Raya ("PAR")	Entitas sepengendali/Entity under common control	Beban umum dan administrasi dan utang usaha/General and administrative expenses and trade payables

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**23. SALDO DAN TRANSAKSI SIGNIFIKAN DENGAN
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**23. SIGNIFICANT BALANCES AND TRANSACTIONS
WITH RELATED PARTIES (continued)**

Pihak berelasi dan entitas berelasi dengan Pemerintah/Related parties and Government-related entities	Sifat hubungan/ Nature of relationships	Saldo dan sifat transaksi/ Balances and nature of transactions
PT Pertamina Training & Consulting ("PTC")	Entitas sepengendali/Entity under common control	Beban umum dan administrasi dan utang usaha/General and administrative expenses and trade payables
PT Mitra Tours & Travel ("MTT")	Entitas sepengendali/Entity under common control	Beban umum dan administrasi dan utang usaha/General and administrative expenses and trade payables
PT Pertamina Hulu Rokan ("PHR")	Entitas sepengendali/Entity under common control	Pendapatan, piutang usaha dan aset kontrak/Revenue, trade receivables and contract assets
PT Badak NGL	Entitas sepengendali/Entity under common control	Pendapatan, beban pokok pendapatan, aset kontrak dan utang usaha/Revenue, cost of revenue, contract assets and trade payables
PT Pertamina Hulu Energi Jambi Merang ("PHE JM")	Entitas sepengendali/Entity under common control	Pendapatan dan aset kontrak/Revenue and contract assets
PT Asuransi Tugu Pratama Indonesia ("ATPI")	Entitas sepengendali/Entity under common control	Beban umum dan administrasi dan utang usaha/General and administrative expenses and trade payables
PT Benggala Laju Abadi ("Benggala" atau "SPV PIS")	Entitas sepengendali/Entity under common control	Penyertaan saham/Investment in shares
PT Banggai Bahtera Laju Abadi ("Banggai" atau "SPV PIS")	Entitas sepengendali/Entity under common control	Penyertaan saham/Investment in shares
PT Aru Bahtera Laju Abadi ("Aru" atau "SPV PIS")	Entitas sepengendali/Entity under common control	Penyertaan saham/Investment in shares
PT Alor Bahtera Laju Abadi ("Alor" atau "SPV PIS")	Entitas sepengendali/Entity under common control	Penyertaan saham/Investment in shares
PT Ararkula Bahtera Laju Abadi ("Ararkula" atau "SPV PIS")	Entitas sepengendali/Entity under common control	Penyertaan saham/Investment in shares
PT Bangkit Bahtera Laju Abadi ("Bangkit" atau "SPV PIS")	Entitas sepengendali/Entity under common control	Penyertaan saham/Investment in shares
PT Liran Bahtera Laju Abadi ("Liran" atau "SPV PIS")	Entitas sepengendali/Entity under common control	Penyertaan saham/Investment in shares
PT Barung Bahtera Laju Abadi ("Barung" atau "SPV PIS")	Entitas sepengendali/Entity under common control	Penyertaan saham/Investment in shares
PT Miangas Bahtera Laju Abadi ("Miangas" atau "SPV PIS")	Entitas sepengendali/Entity under common control	Penyertaan saham/Investment in shares
PT Brass Bahtera Laju Abadi ("Brass" atau "SPV PIS")	Entitas sepengendali/Entity under common control	Penyertaan saham/Investment in shares
PT Damar Bahtera Laju Abadi ("Damar" atau "SPV PIS")	Entitas sepengendali/Entity under common control	Penyertaan saham/Investment in shares
PT Damanusa Bahtera Laju Abadi ("Damanusa" atau "SPV PIS")	Entitas sepengendali/Entity under common control	Penyertaan saham/Investment in shares
PT Bepondi Bahtera Laju Abadi ("Bepondi" atau "SPV PIS")	Entitas sepengendali/Entity under common control	Penyertaan saham/Investment in shares
PT Trans Yeong Maritime ("TYM")	Entitas ventura bersama/Joint venture entity	Pendapatan, beban pokok pendapatan, piutang usaha dan utang usaha/Revenue, cost of revenue, trade receivables and trade payables

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**23. SIGNIFICANT BALANCES AND TRANSACTIONS
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Pihak berelasi dan entitas berelasi dengan Pemerintah/Related parties and Government-related entities	Sifat hubungan/ Nature of relationships	Saldo dan sifat transaksi/ Balances and nature of transactions
PT Pelabuhan Indonesia (Persero) ("Pelindo")	Entitas yang berelasi dengan Pemerintah/Government-related entity	Pendapatan, beban pokok pendapatan, piutang usaha, aset kontrak dan utang usaha/Revenue, cost of revenue, trade receivables, contract assets and trade payables
PT Pelindo Marine Service ("Pelindo MS")	Entitas yang berelasi dengan Pemerintah/Government-related entity	Pendapatan dan piutang usaha/Revenue and trade receivables
PT Administrasi Medika ("Admedika")	Entitas yang berelasi dengan Pemerintah/Government-related entity	Beban umum dan administrasi dan utang usaha/General and administrative expenses and trade payables
PT Pratama Mitra Sejati ("PMS")	Entitas yang berelasi dengan Pemerintah/Government-related entity	Beban umum dan administrasi dan utang usaha/General and administrative expenses and trade payables
PT Donggi Senoro LNGD ("DSLNG")	Entitas yang berelasi dengan Pemerintah/Government-related entity	Pendapatan, beban pokok pendapatan, piutang usaha, aset kontrak dan utang usaha/Revenue, cost of revenue, trade receivables, contract assets and trade payables
PT Jawa Satu Power ("JSP")	Entitas yang berelasi dengan Pemerintah/Government-related entity	Piutang usaha dan aset kontrak/Trade receivables and contract assets
PT Trans Pacific Petrochemical Indotama ("TPPI")	Entitas yang berelasi dengan Pemerintah/Government-related entity	Beban pokok pendapatan dan utang usaha/Cost of sales and trade payables
PT Peralife Insurance ("Peralife")	Entitas yang berelasi dengan Pemerintah/Government-related entity	Beban umum dan administrasi dan utang usaha/General and administrative expenses and trade payables
PT Surveyor Indonesia (Persero) ("Surveyor Indonesia")	Entitas yang berelasi dengan Pemerintah/Government-related entity	Beban umum dan administrasi dan utang usaha/General and administrative expenses and trade payables
PT Telkom Satelit Indonesia ("Telkomsat")	Entitas yang berelasi dengan Pemerintah/Government-related entity	Beban umum dan administrasi dan utang usaha/General and administrative expenses and trade payables
PT Biro Klasifikasi Indonesia ("BKI")	Entitas yang berelasi dengan Pemerintah/Government-related entity	Beban pokok pendapatan dan utang usaha/Cost of sales and trade payables
PT Utama Karya ("HK")	Entitas yang berelasi dengan Pemerintah/Government-related entity	Pendapatan dan piutang usaha/Revenue and trade receivables
PT PAL Indonesia ("PAL")	Entitas yang berelasi dengan Pemerintah/Government-related entity	Utang usaha/Trade payables
PT Jasa Armada Indonesia ("IPCM")	Entitas anak dari BUMN yang dikendalikan pemerintah/ Subsidiaries of SOEs controlled by the Government	Beban pokok pendapatan dan utang usaha/Cost of sales and trade payables
PT Pelindo Jasa Maritim ("PJM")	Entitas anak dari BUMN yang dikendalikan pemerintah/ Subsidiaries of SOEs controlled by the Government	Beban pokok pendapatan dan utang usaha/Cost of sales and trade payables

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**23. SALDO DAN TRANSAKSI SIGNIFIKAN DENGAN
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**23. SIGNIFICANT BALANCES AND TRANSACTIONS
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**Pihak berelasi dan entitas berelasi
dengan Pemerintah/Related parties
and Government-related entities**

**Sifat hubungan/
Nature of relationships**

**Saldo dan sifat transaksi/
Balances and nature of transactions**

PT Jasamarga Related Business ("JRB")

Entitas anak dari BUMN yang
dikendalikan pemerintah/
Subsidiaries of SOEs controlled
by the Government

Piutang usaha/Trade receivables

Saldo-saldo signifikan dengan pihak-pihak berelasi
dan entitas berelasi dengan Pemerintah adalah
sebagai berikut:

Significant balances with related parties and
Government-related entities are as follows:

Kas dan setara kas (Catatan 4)

Cash and cash equivalents (Note 4)

Pada tanggal 31 Desember 2025 dan 2024, saldo
kas dan setara kas yang ditempatkan pada entitas
berelasi dengan Pemerintah masing-masing
sebesar 12,41% dan 8,85% dari jumlah aset.

As at 31 December 2025 and 2024, the balances of
cash and cash equivalents placed in Government-
related entities represent 12.41% and 8.85%,
respectively, of the total assets.

Piutang usaha (Catatan 5)

Trade receivables (Note 5)

	2025	2024	
KPI	346,206	487,272	KPI
Patra Niaga	240,325	203,657	Patra Niaga
PIS	207,597	330,309	PIS
PHE OSES	113,110	61,812	PHE OSES
PET	30,477	27,209	PET
Lain-lain (masing-masing di bawah Rp50.000)	94,921	175,513	Others (each below Rp50,000)
Jumlah	1,032,636	1,285,772	Total
Persentase terhadap jumlah aset	12.07%	14.16%	As a percentage of total assets

Aset Kontrak (Catatan 6)

Contract assets (Note 6)

	2025	2024	
PIS	621,421	741,971	PIS
PET	88,872	31,518	PET
PHE OSES	87,382	87,402	PHE OSES
Patra Niaga	68,839	231,086	Patra Niaga
PHM	58,839	29,133	PHM
Lain-lain (masing-masing di bawah Rp50.000)	167,091	188,103	Others (each below Rp50,000)
Jumlah	1,092,444	1,309,213	Total
Persentase terhadap jumlah aset	12.77%	14.42%	As a percentage of total assets

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**23. SALDO DAN TRANSAKSI SIGNIFIKAN DENGAN
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**23. SIGNIFICANT BALANCES AND TRANSACTIONS
WITH RELATED PARTIES (continued)**

Penyertaan saham

Investment in shares

	Kepemilikan/ Ownership (%)	2025	2024
SPV PIS	0.10%	5,285	5,285
PET	0.01%	1,200	1,200
Patra Niaga	0.01%	167	167
Jumlah		<u>6,652</u>	<u>6,652</u>

SPV PIS
PET
Patra Niaga

Total

Persentase terhadap jumlah aset

0.08% 0.07%

**As a percentage
of total assets**

Penyertaan saham diklasifikasikan sebagai instrumen ekuitas yang dicatat menggunakan nilai wajar melalui penghasilan komprehensif lain.

Investment in shares are classified as equity instruments measured at fair value through other comprehensive income.

Utang usaha (Catatan 10)

Trade payables (Note 10)

	2025	2024
KPI	345,509	698,766
Patra Niaga	149,360	55,441
Pertamina	64,518	153,493
PIS	35,147	27,690
PAG	27,045	42,558
Lain-lain (masing-masing di bawah Rp50.000)	123,402	137,262
Jumlah	<u>744,981</u>	<u>1,115,210</u>

KPI
Patra Niaga
Pertamina
PIS
PAG

Others (each
below Rp50,000)

Total

**Persentase terhadap
jumlah liabilitas**

21.47% 24.91%

**As a percentage of
of total liabilities**

Liabilitas kontrak (Catatan 12)

Contract liabilities (Note 12)

	2025	2024
PIS	10,573	18,969
Lain-lain (masing-masing di bawah Rp1.000)	329	1,338
Jumlah	<u>10,902</u>	<u>20,307</u>

PIS
Others (each
below Rp1,000)

Total

**Persentase terhadap
jumlah liabilitas**

0.31% 0.45%

**As a percentage of
of total liabilities**

Pinjaman jangka panjang (Catatan 15)

Long-term borrowings (Note 15)

	2025	2024
Mandiri	335,492	439,834
BSI	46,915	92,218
Jumlah	<u>382,407</u>	<u>532,052</u>

Mandiri
BSI

Total

**Persentase terhadap
jumlah liabilitas**

11.02% 11.89%

**As a percentage of
of total liabilities**

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**23. SALDO DAN TRANSAKSI SIGNIFIKAN DENGAN
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**23. SIGNIFICANT BALANCES AND TRANSACTIONS
WITH RELATED PARTIES (continued)**

Pendapatan usaha

Revenue

	<u>2025</u>	<u>2024</u>
PIS	2,238,761	2,075,862
Patra Niaga	2,169,206	2,028,757
KPI	1,077,566	1,204,464
PTPR	281,992	275,691
PHE OSES	202,784	181,133
PHM	193,806	143,329
PAG	139,241	151,334
PET	146,046	76,555
PHR	113,209	36,848
PHKT	70,229	63,776
Pelindo	60,339	102,872
Lain-lain (masing-masing di bawah Rp50.000)	<u>278,644</u>	<u>198,674</u>
Jumlah	<u>6,971,823</u>	<u>6,539,295</u>

PIS
Patra Niaga
KPI
PTPR
PHE OSES
PHM
PAG
PET
PHR
PHKT
Pelindo
Others (each
below Rp50,000)

Total

**Persentase terhadap
jumlah pendapatan usaha**

83.14% **86.51%**

**As a percentage of
of total revenue**

Beban pokok pendapatan

Cost of revenue

	<u>2025</u>	<u>2024</u>
Patra Niaga	470,492	454,183
KPI	207,297	441,798
PAG	172,003	146,004
PIS	103,347	64,542
Pertamina	49,279	52,340
Lain-lain (masing-masing di bawah Rp50.000)	<u>146,161</u>	<u>678,097</u>
Jumlah	<u>1,148,579</u>	<u>1,836,964</u>

Patra Niaga
KPI
PAG
PIS
Pertamina
Others (each
below Rp50,000)

Total

**Persentase terhadap jumlah
beban pokok pendapatan**

21.02% **37.01%**

**As a percentage of
total cost of revenue**

Beban umum dan administrasi

General and administrative expenses

	<u>2025</u>	<u>2024</u>
MTT	34,027	33,784
PTC	20,150	29,867
Pertamedika	21,108	13,307
PMS	8,440	8,617
Admedika	7,796	13,054
Patra Jasa	6,539	6,920
KPI	3,317	-
PHE OSES	991	-
Lain-lain (masing-masing di bawah Rp1.000)	<u>35,879</u>	<u>32,549</u>
Jumlah	<u>138,247</u>	<u>138,098</u>

MTT
PTC
Pertamedika
PMS
Admedika
Patra Jasa
KPI
PHE OSES
Others (each
below Rp1,000)

Total

**Persentase terhadap jumlah
beban umum dan administrasi**

11.38% **11.00%**

**As a percentage of
total general and
administrative expenses**

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**23. SALDO DAN TRANSAKSI SIGNIFIKAN DENGAN
PIHAK BERELASI (lanjutan)**

Kompensasi dan imbalan lain

Kompensasi dan imbalan lain yang diberikan oleh Perusahaan kepada manajemen kunci adalah sebagai berikut:

	<u>2025</u>	<u>2024</u>
Gaji dan imbalan lainnya	<u>31,527</u>	<u>53,502</u>

**23. SIGNIFICANT BALANCES AND TRANSACTIONS
WITH RELATED PARTIES (continued)**

Compensation and other benefits

Compensation and other benefits provided by the Company to its key management is as follows:

Salaries and other benefits

24. SALDO LABA DICADANGKAN

Undang-Undang Perseroan Terbatas Republik Indonesia No. 40/2007 yang diterbitkan pada bulan Agustus 2007, mengharuskan setiap Perusahaan untuk membentuk cadangan wajib dari laba bersih sampai cadangan mencapai paling sedikit 20% dari modal yang telah ditempatkan dan disetor penuh. Tidak ada batasan waktu untuk membentuk cadangan tersebut.

Berdasarkan Berita Acara Rapat Umum Pemegang Saham Tahunan yang diadakan pada tanggal 30 September 2024 yang diaktakan dalam Akta Notaris No. 19 oleh Ivan Lazuardi Suwana, S.H., M.Kn., tanggal 30 September 2024, para pemegang saham menyetujui Cadangan Wajib sebesar AS\$15.995.181 (nilai penuh) atau setara dengan Rp246.950 yang dialokasikan dari Saldo Laba yang belum ditentukan penggunaannya.

Berdasarkan Berita Acara Rapat Umum Pemegang Saham Tahunan yang diadakan pada tanggal 26 Juni 2025 yang diaktakan dalam Akta Notaris No. 19 oleh Ivan Lazuardi Suwana, S.H., M.Kn., tanggal 26 Juni 2025, para pemegang saham menyetujui adanya cadangan wajib Rp1.092.776 atau 89% dari modal ditempatkan disetor.

24. APPROPRIATED RETAINED EARNINGS

The Limited Liability Company Law of the Republic of Indonesia No. 40/2007 issued in August 2007, requires each Company to establish a statutory reserve from net profits amounting to at least 20% of a Company's issued and paid-up capital. There is no time limit on the establishment of such reserve.

Based on the Minutes of the Company's Annual General Meeting of Shareholders held on 30 September 2024 which was notarised in the Notarial Deed No. 19 of Ivan Lazuardi Suwana, S.H., M.Kn., dated 30 September 2024, the shareholders approved the General Reserves of US\$15,995,181 (full amount) or equivalent to Rp246,950 which were allocated from the Unappropriated Retained Earnings.

Based on the Minutes of the Company's Annual General Meeting of Shareholders held on 26 June 2025 which was notarised in the Notarial Deed No. 19 of Ivan Lazuardi Suwana, S.H., M.Kn., dated 26 June 2025, the shareholders approved the statutory reserves Rp1,092,776 or 89% from paid-in capital.

25. PERIKATAN PENTING DAN KONTINJENSI

a. Perjanjian pengelolaan pelabuhan bundling dan unbundling

Pada tanggal 9 Juni 2021, konsorsium grup Perusahaan, yang terdiri dari Perusahaan, PPL, PMSol, PME dan PET, mengadakan perjanjian pengelolaan pelabuhan bundling dan unbundling terkait jasa kepelabuhanan, jasa marine, dan jasa konstruksi untuk Subholding Refinery and Petrochemical Pertamina. Perjanjian ini berlaku selama 10 (sepuluh) tahun yang efektif sejak tanggal 1 Mei 2021. Nilai kontrak atas perjanjian tersebut adalah Rp908.884 per tahun.

25. SIGNIFICANT COMMITMENTS AND CONTINGENCIES

a. Bundling and unbundling port management agreement

On 9 June 2021, the Company's group consortium, which consists of the Company, PPL, PMSol, PME and PET, entered into a bundling and unbundling port management agreement related to port, marine and construction services for Subholding Refinery and Petrochemical Pertamina. The agreement is valid for 10 (ten) years effective from 1 May 2021. Contract value of this agreement is Rp908,884 per annum.

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**25. PERIKATAN PENTING DAN KONTINJENSI
(lanjutan)**

**a. Perjanjian pengelolaan pelabuhan *bundling*
dan *unbundling* (lanjutan)**

Pada tanggal 11 Juni 2021, konsorsium grup Perusahaan juga mengadakan perjanjian pengelolaan pelabuhan *bundling* dan *unbundling* terkait jasa kepelabuhanan, jasa *marine*, dan jasa konstruksi untuk *Subholding Commercial and Trading* Pertamina yang telah diperbaharui melalui addendum pada 8 November 2023. Perjanjian ini berlaku selama 10 (sepuluh) tahun yang efektif sejak tanggal 1 Mei 2021. Nilai kontrak atas perjanjian tersebut adalah Rp35 per liter dengan jumlah Rp1.835.965 per tahun.

b. Perjanjian kerjasama dengan PAG

Pada tanggal 30 Januari 2015 telah ditandatangani perjanjian kerjasama pengelolaan terminal antara Perusahaan dengan PAG. Perjanjian ini berlaku selama tiga tahun dan dapat diperpanjang sesuai kesepakatan. Nilai kontrak atas perjanjian tersebut adalah untuk jasa rutin sebesar Rp40.990 per tahun, dan untuk jasa non-rutin adalah sebesar pengeluaran nyata ditambah dengan *margin* yang sudah di atur dalam perjanjian.

Pada tanggal 30 Mei 2017, perjanjian ini diperpanjang selama lima belas tahun dan dapat diperpanjang lagi sesuai kesepakatan.

c. Perjanjian layanan sewa *shorebase*

Pada tanggal 1 November 2023, telah ditandatangani perjanjian layanan sewa *shorebase* antara Perusahaan dengan PHKT. Perjanjian ini berlaku selama 24 bulan yang efektif sejak tanggal 1 November 2023. Nilai total kontrak selama jangka waktu perjanjian tidak melebihi Rp118.953.

d. Perjanjian sewa berdasarkan waktu

Perusahaan memiliki beberapa perjanjian untuk menyewakan kapal-kapal ke beberapa pelanggan. Perjanjian yang signifikan adalah dengan Pertamina Grup. Periode perjanjian-perjanjian tersebut umumnya 1 - 2 tahun dengan opsi perpanjangan jangka waktu.

Salah satu perjanjian yang signifikan dengan Pertamina adalah kontrak sewa 1 (satu) unit AHTS Transko Balihe kepada PT Pertamina Hulu Energi OSES untuk jangka waktu 60 bulan, terhitung sejak 12 Maret 2020 hingga 11 Maret 2025, dengan nilai total kontrak maksimum sebesar Rp90.256.

e. Jasa *Manning Agent*

Pada tanggal 1 Februari 2024, telah ditandatangani perjanjian *Jasa Manning Agent* antara PMSol dengan PIS. Perjanjian ini berlaku selama dua tahun yang efektif sejak tanggal 1 Februari 2024. Nilai kontrak atas perjanjian tersebut adalah Rp1.288.109.

**25. SIGNIFICANT COMMITMENTS AND
CONTINGENCIES (continued)**

a. *Bundling and unbundling port management agreement* (continued)

On 11 June 2021, the Company's group consortium also entered into a *bundling and unbundling port management agreement* related to port, marine and construction services for *Subholding Commercial and Trading* Pertamina that has been renewed with addendum on 8 November 2023. The agreement is valid for 10 (ten) years effective from 1 May 2021. Contract value of this agreement is Rp35 for each liter with total amount of Rp1,835,965 per annum.

b. *Contract with PAG*

On 30 January 2015, a cooperation agreement for port terminal management was signed between the Company and PAG. The agreement is valid for three years and may be extended according to the agreement. The contract value of the agreement is for a routine service at Rp40,990 per annum, and for non- routine services amounting to actual expenditures plus a *margin* as set out in the agreement.

On 30 May 2017, this agreement was extended for fifteen years and may be further extended according to the agreement.

c. *Shorebase rental service*

On 1 November 2023, an agreement for *shorebase rental services* was signed between the Company and PHKT. The agreement is valid for 24 months effective from 1 November 2023. The total contract value during agreement valid is no more than Rp118,953.

d. *Time charter agreement*

The Company has several agreements to lease vessels to various customers. The significant agreements are with Pertamina Group. The period of these agreements is typically made for 1 - 2 years with options to extend the term.

One of the significant agreements with Pertamina is the timecharter party for 1 (one) unit of AHTS Transko Balihe to PT Pertamina Hulu Energi OSES for period of 60 months, effective from 12 March 2020 to 11 March 2025, with a total contract value of Rp90,256.

e. *Manning Agent Service*

On 1 February 2024, an agreement for *Manning Agent Service* was signed between PMSol and PIS. The agreement is valid for two years effective from 1 February 2024. The total contract value of the agreement is Rp1,288,109.

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**25. PERIKATAN PENTING DAN KONTINJENSI
(lanjutan)**

**f. Kasus hukum atas lahan disewakan kepada
PT Batubara Mandiri ("PTBBM")**

Pada tanggal 27 April 2021, Perusahaan digugat oleh PTBBM terkait pembatasan penggunaan lahan sewa di Lahan Bagus Kuning, Plaju, Palembang. Menurut PT Batubara Mandiri, mereka hanya dapat menggunakan lahan seluas 15.000m² dari 42.650m² luas lahan yang dinyatakan dalam kontrak.

Pada tanggal 14 April 2015, PTBBM menerima surat peringatan dan denda dari Dinas Energi dan Sumber Daya Mineral Sumatera Selatan dikarenakan lokasi lahan sewa tidak termasuk di dalam lokasi persediaan batu bara yang telah ditentukan. Dikarenakan pembatasan ini mempengaruhi aktivitas operasional. PTBBM berpendapat bahwa Perusahaan bertanggung jawab atas kerugian mereka sebesar Rp298.964.

Pada tanggal 22 September 2021, perkara ini ditangani oleh Pengadilan Negeri Batam dimana keputusan pengadilan memenangkan Perusahaan dengan berpendapat bahwa perkara ini dapat diputuskan oleh Pengadilan Negeri Palembang. Atas putusan ini, PTBBM mengajukan banding ke Pengadilan Tinggi Kepulauan Riau.

Pada tanggal 29 Desember 2021, Pengadilan Tinggi Kepulauan Riau mengabulkan banding yang diajukan PTBBM dan memutuskan bahwa Pengadilan Negeri Batam berhak dan berwenang untuk memeriksa dan memutus perkara. Atas putusan ini, Perusahaan mengajukan kasasi ke Mahkamah Agung.

Pada tanggal 28 Juli 2022, Mahkamah Agung menolak permohonan kasasi dan memutuskan bahwa Pengadilan Negeri Batam berhak dan berwenang untuk memeriksa dan memutus perkara.

Pada 12 April 2023, Pengadilan Negeri Batam memenangkan Perusahaan dan memutuskan bahwa PTBBM harus membayar Rp10.567 kepada Perusahaan. Selanjutnya, PTBBM mengajukan banding, dan pada 9 Agustus 2023, Pengadilan Tinggi Kepulauan Riau mengabulkan banding tersebut dan mewajibkan Perusahaan membayar Rp48.964. Perusahaan kemudian mengajukan Kasasi ke Mahkamah Agung Republik Indonesia dan menyampaikan Memori Kasasi pada 26 September 2023.

Pada tanggal 12 Agustus 2024, Perusahaan telah menerima Salinan Putusan Kasasi atas kasus tersebut, dimana permohonan kasasi Perusahaan ditolak sehingga harus membayar ganti rugi kepada PTBBM sebesar Rp48.964.

**25. SIGNIFICANT COMMITMENTS AND
CONTINGENCIES (continued)**

**f. Legal case of leased land to PT Batubara
Mandiri ("PTBBM")**

On 27 April 2021, the Company was sued by PTBBM due to leased land use limitation in Lahan Bagus Kuning, Plaju, Palembang. According to PT Batubara Mandiri, they can only use 15,000m² from 42,650m² of total area stated in contract.

On 14 April 2015, PTBBM received a warning letter and penalty from the Department of Energy and Mineral Resources of South Sumatera due to leased land location not included in the location determined as coal stockpile area. Since these limitations are impacting their operational activities. PTBBM believes that the Company is responsible for their losses amounting to Rp298,964.

On 22 September 2021, this legal case was handled by Batam District Court which decided in favour of the Company that this legal case should be decided by Palembang District Court. Against this decision, the PTBBM filed an appeal to the Riau High Court.

On 29 December 2021, Riau High Court granted the appeal request by PTBBM and decided that the Batam District Court has the right and authority to examine and decide cases. Against this decision, the Company filed an appeal to the Supreme Court.

On 28 July 2022, the Supreme Court rejected the appeal and decided that the Batam District Court had the right and authority to examine and decide the case.

On 12 April 2023, the Batam District Court ruled in favor of the Company and decided that PTBBM must pay Rp10,567 to the Company. Subsequently, PTBBM filed an appeal, and on 9 August 2023, the Riau Islands High Court granted PTBBM appeal and requiring the Company to pay Rp48,964. The Company then filed a cassation to the Supreme Court of the Republic of Indonesia and submitted the Cassation Memorandum on 26 September 2023.

On 12 August 2024, the Company received a copy of the Supreme Court's decision regarding the case, in which the Company's appeal was rejected, and are required to pay compensation to PTBBM in the amount of Rp48,964.

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**25. PERIKATAN PENTING DAN KONTINJENSI
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**25. SIGNIFICANT COMMITMENTS AND
CONTINGENCIES (continued)**

**f. Kasus hukum atas lahan disewakan kepada
PT Batubara Mandiri ("PTBBM") (lanjutan)**

Pada tanggal 30 Desember 2024, Perusahaan telah mendaftarkan dan mengajukan Upaya Hukum Peninjauan Kembali di Pengadilan Negeri Batam.

Pada tanggal 5 Maret 2025, Perusahaan telah menyampaikan Kontra Memori Peninjauan Kembali terhadap Memori Peninjauan Kembali yang disampaikan oleh PT Pertamina (Persero).

Pada tanggal 13 Oktober 2025, Perusahaan melalui Konsultan Hukum Eksternal telah menyampaikan surat kepada Mahkamah Agung sebagai upaya percepatan dalam memperoleh salinan putusan perkara ini.

Sampai dengan tanggal penyelesaian laporan keuangan konsolidasian ini, masih belum terdapat Salinan Putusan terhadap Upaya Hukum Peninjauan Kembali yang diajukan oleh Perusahaan.

Pendapat Perusahaan atas hasil kasus hukum ini adalah terdapat potensi kerugian, sehingga Perusahaan telah mencadangkan kerugian atas tuntutan ini sebesar Rp48.964 pada 31 Desember 2025.

**g. Perkara Perdata di Badan Arbitrase
Nasional Indonesia ("BANI") dengan PT Dok
Bahari Nusantara ("DBN")**

Pada 18 September 2019, Perusahaan dan DBN telah menandatangani perjanjian pembelian dan pembangunan 3 unit kapal harbour tug 3200 HP. Berdasarkan perjanjian tersebut, DBN memiliki kewajiban untuk membangun dan menyerahkan kepada Perusahaan sejumlah kapal tersebut dalam kurun waktu 13 bulan dengan nilai sebesar Rp156.000.

Dikarenakan DBN tidak dapat memenuhi kewajibannya untuk menyelesaikan pembangunan kapal sesuai jangka waktu dalam perjanjian, Perusahaan telah melakukan pembatalan lebih awal terhadap perjanjian tersebut pada tahun 2021.

Pada tanggal 10 November 2022, Perusahaan telah mendaftarkan permohonan perkara perdata melalui Arbitrase di BANI atas tuntutan ganti rugi keterlambatan penyelesaian pembangunan Kapal sesuai jangka waktu di dalam Perjanjian. Tuntutan ganti rugi yang diajukan adalah sebesar Rp97.869.

**f. Legal case of leased land to PT Batubara
Mandiri ("PTBBM") (continued)**

On 30 December 2024, the Company registered and submitted a Legal Effort for Judicial Review at the Batam District Court.

On 5 March 2025, the Company submitted a Counter Memorandum of Judicial Review in response to the Memorandum of Judicial Review filed by PT Pertamina (Persero).

On 13 October 2025, the Company, through its External Legal Counsel, submitted a letter to Supreme Court requesting to expedite copy verdict in this case.

As of the completion date of these consolidated financial statements, no copy of the decision on the Judicial Review filed by the Company has been received.

The Company opinion of the results of this legal case is it has the potential loss, so the Company has recorded provision for the loss on this claim amounting to Rp48,964 million as at 31 December 2025.

**g. Civil Case at the Indonesian National
Arbitration Board ("BANI") with PT Dok
Bahari Nusantara ("DBN")**

On 18 September 2019, the Company and DBN signed an agreement to purchase and build 3 units of harbor tug 3200 HP. Based on the agreement, DBN has an obligation to build and deliver to the Company these ships within 13 months with a value of Rp156,000.

Due to DBN not being able to fulfill its obligations to complete the shipbuilding within the timeframe based on the agreement, the Company terminated the agreement earlier in 2021.

On 10 November 2022, the Company registered a request for a civil case through Arbitration at BANI regarding claim for compensation of delays in the completion of the shipbuilding according to the timeframe in the Agreement. The claim for compensation that was filed amounted to Rp97,869.

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**25. PERIKATAN PENTING DAN KONTINJENSI
(lanjutan)**

**g. Perkara Perdata di Badan Arbitrase Nasional
Indonesia ("BANI") dengan PT Dok Bahari
Nusantara ("DBN") (lanjutan)**

Pada tanggal 8 September 2023 Majelis Arbiter telah membacakan Putusan Perkara yang memutuskan sebagai berikut:

- a. Mengabulkan Permohonan Perusahaan untuk sebagian;
- b. Mewajibkan Perusahaan dan DBN untuk melaksanakan Kesepakatan Perdamaian tertanggal 24 Juli 2023 yang telah dibuat dan ditandatangani oleh Para Pihak, kecuali kewajiban untuk membayar denda oleh DBN kepada Perusahaan karena telah ditolak oleh Majelis Arbitrase;
- c. Menghukum DBN untuk membayar ganti kerugian atas 1 (satu) unit Kapal HT 3200 HP (DBN-042) yang telah dijual oleh DBN tanpa persetujuan Perusahaan sebesar Rp11.500 kepada Perusahaan;
- d. Mewajibkan Perusahaan dan DBN untuk membayar biaya administrasi, biaya pemeriksaan, dan biaya arbiter masing-masing ½ (seperdua) bagian;
- e. Mewajibkan dan memerintahkan DBN untuk membayar/mengembalikan ½ (seperdua) bagian biaya administrasi, biaya pemeriksaan, dan biaya arbiter, yaitu sebesar Rp774.333 kepada Perusahaan;
- f. Menolak permohonan Perusahaan untuk selebihnya;
- g. Mewajibkan Para Pihak untuk melaksanakan putusan ini selambat-lambatnya 45 (empat puluh lima) hari kalender terhitung sejak putusan arbitrase dibacakan;
- h. Menyatakan putusan arbitrase ini adalah putusan yang final dan mengikat kedua belah pihak serta mempunyai kekuatan hukum tetap bagi Para Pihak; dan
- i. Menetapkan agar Salinan Otentik Putusan Arbitrase ini didaftarkan di Pengadilan Negeri Cirebon dalam tenggang waktu sebagaimana diatur dalam ketentuan Undang-Undang Nomor 30 Tahun 1999 tentang Arbitrase dan Alternatif Penyelesaian Sengketa atas biaya Perusahaan dan DBN.

**25. SIGNIFICANT COMMITMENTS AND
CONTINGENCIES (continued)**

**g. Civil Case at the Indonesian National
Arbitration Board ("BANI") with PT Dok
Bahari Nusantara ("DBN") (continued)**

On 8 September 2023, the Arbitration Panel issued its decisions as follows:

- a. Grant the Company's Application in part;
- b. Mandate the Company and DBN to implement the Settlement Agreement dated 24 July 2023 which has been made and signed by the Parties, except for the obligation to pay fines by DBN to the Company because it has been rejected by the Arbitration Panel;
- c. Sentence DBN to compensate for 1 (one) unit of HT 3200 HP Ship (DBN-042) which had been sold by DBN without the Company's approval in the amount of Rp11,500 to the Company;
- d. Mandate each of the Company and DBN pay ½ (half) portion of administration fees, inspection fees and arbitrator fees respectively;
- e. Mandate and order DBN to pay/to return ½ (half) of the administrative costs, examination costs and arbitrator cost, in the amount of Rp774,333 to the Company;
- f. Reject the the Company application for the remaining;
- g. Mandate the Parties to implement these decisions no later than 45 (forty five) calendar days from the date the arbitration decision was issued;
- h. Declare that this arbitration decision is final and binding to both parties and has permanent legal force for the Parties; and
- i. Order that the Authentic Copy of the Arbitration Decision be registered at the Cirebon District Court within the time limit as regulated in the provisions of Law Number 30 of 1999 regarding Arbitration and Alternative Dispute Resolution by the Company and DBN.

**PT PERTAMINA TRANS KONTINENTAL
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**25. PERIKATAN PENTING DAN KONTINJENSI
(lanjutan)**

**g. Perkara Perdata di Badan Arbitrase
Nasional Indonesia ("BANI") dengan PT Dok
Bahari Nusantara ("DBN") (lanjutan)**

Kesepakatan perdamaian yang dimaksud
adalah berkaitan dengan:

- a. Para Pihak sepakat untuk dilakukan serah
terima atas 2 (dua) unit Kapal HT 3200 HP
dengan harga sebesar Rp104.000;
- b. Termin pembayaran penyelesaian 2 (dua)
unit kapal akan dilakukan dengan rincian:
 - i. Termin pembayaran pertama sebesar
35% akan dibayarkan melalui rekening
escrow; dan
 - ii. Termin pembayaran kedua adalah sisa
setelah dikurangi pembayaran Termin
Pertama setelah Kapal selesai dibangun
yang diikuti penandatanganan *Protocole
of Delivery and Acceptance* ("PODA").

Pada tanggal 26 Juni 2024, Perusahaan
bersama dengan Asuransi Tugu Pertamina
Indonesia ("ATPI") menyepakati untuk
melakukan penjualan kapal dengan harga
optimal untuk menutup harga kerugian.

Hingga 11 Februari 2025, ATPI telah
melakukan 2 (dua) kali lelang untuk menjual
kapal tersebut. Namun, lelang dinyatakan gagal
karena belum terdapat peminat atas kapal
dimaksud. Selanjutnya, ATPI terus melakukan
proses penjualan kapal selama tahun 2025.

Sampai dengan tanggal penyelesaian laporan
keuangan konsolidasian ini, proses penjualan
kapal masih berlangsung.

26. MANAJEMEN RISIKO KEUANGAN

Risiko pasar

Risiko pasar adalah risiko nilai wajar arus kas masa
depan suatu instrumen keuangan akan berfluktuasi
karena perubahan harga pasar yang
menggambarkan risiko tingkat suku bunga dan
risiko mata uang asing, harga pasar mengandung
dua tipe risiko: risiko tingkat suku bunga dan risiko
nilai tukar mata uang asing.

**25. SIGNIFICANT COMMITMENTS AND
CONTINGENCIES (continued)**

**g. Civil Case at the Indonesian National
Arbitration Board with PT Dok Bahari
Nusantara ("DBN") (continued)**

The Settlement Agreement is related to:

- a. *The Parties agreed to hand over 2 (two)
units of HT 3200 HP vessels at the price of
Rp104,000;*
- b. *The terms of payment for the 2 (two) vessel
units will be done according to the following
details:*
 - i. *The first payment term of 35% will be
paid through an escrow account; and*
 - ii. *The second payment term is the
remaining amount after deducting the
first payment term, once the vessel is
completed and followed by the signing of
the Protocole of Delivery and Acceptance
("PODA").*

*On 26 June 2024, the Company together with
Asuransi Tugu Pertamina Indonesia ("ATPI")
agreed to sell the vessel at an optimal price to
cover the loss.*

*As of 11 February 2025, ATPI has conducted 2
(two) auctions to sell the vessels. However, the
auction was declared unsuccessful due to the
absence of any bidders. Subsequently, ATPI
continued the vessel sale process throughout
2025.*

*As at the completion date of these consolidated
financial statements, the vessel sale process is
still ongoing.*

26. FINANCIAL RISK MANAGEMENT

Market risk

*Market risk is the risk that the fair value of future cash
flows of a financial instrument will fluctuate because of
changes in market prices which represent interest rate
risk and foreign currency risk, market prices contain
two types of risk: interest rate risk and foreign
exchange rate risk.*

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26. MANAJEMEN RISIKO KEUANGAN (lanjutan)

Risiko tingkat suku bunga

Risiko tingkat suku bunga adalah risiko dimana arus kas di masa depan akan berfluktuasi karena perubahan tingkat suku bunga pasar. Grup terpengaruh risiko perubahan suku bunga pasar terutama terkait dengan kas dan setara kas, utang pembiayaan konsumen, liabilitas sewa pembiayaan dan pinjaman bank jangka panjang yang dimiliki Grup.

Tidak ada kebijakan formal untuk lindung nilai sehubungan dengan eksposur tingkat suku bunga, eksposur terhadap risiko tingkat suku bunga dipantau secara berkelanjutan.

Pada tanggal 31 Desember 2025, jika tingkat suku bunga pinjaman lebih tinggi/lebih rendah sebesar 100 basis poin dengan semua variabel konstan, laba sebelum pajak penghasilan badan untuk tahun yang berakhir pada tanggal 31 Desember 2025 akan lebih rendah/tinggi sebesar Rp257 terutama sebagai akibat lebih tinggi/lebih rendah biaya bunga atas pinjaman dengan tingkat bunga mengambang.

Risiko nilai tukar mata uang asing

Risiko nilai tukar mata uang asing adalah risiko dimana nilai wajar atau arus kas masa datang dari suatu instrumen keuangan akan berfluktuasi akibat perubahan nilai tukar mata uang asing. Risiko yang dihadapi oleh Grup sebagai akibat fluktuasi nilai tukar terutama terkait dengan kas dan setara kas, piutang usaha, aset kontrak, piutang sewa pembiayaan, utang usaha, liabilitas kontrak dan pinjaman jangka panjang dalam mata uang Dolar AS.

Pada tanggal 31 Desember 2025, Grup memiliki aset keuangan neto dalam mata uang asing sebesar AS\$45.832.306 (nilai penuh) (2024: AS\$45.504.580), jika nilai tukar Rupiah terhadap Dolar AS melemah/menguat sebanyak 1% dengan semua variabel konstan, laba sebelum pajak penghasilan untuk tahun yang berakhir pada tanggal 31 Desember 2025 akan lebih tinggi/rendah sebesar Rp7.663.

Risiko kredit

Pada tanggal pelaporan, eksposur maksimum Grup terhadap risiko kredit adalah sebesar nilai tercatat masing-masing kategori dari aset keuangan yang disajikan pada laporan posisi keuangan konsolidasian.

Untuk mengukur KKE, piutang usaha dan aset kontrak telah dikelompokkan berdasarkan karakteristik risiko kredit gabungan dan waktu jatuh tempo.

26. FINANCIAL RISK MANAGEMENT (continued)

Interest rate risk

Interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Group's exposure to the risk of changes in market interest rates relates primarily to the Group's cash and cash equivalents, consumer finance liability, finance lease liabilities and long-term bank loans.

There is no formal hedging policy with respect to the interest rate exposure, exposure to interest rate is monitored on an ongoing basis.

As at 31 December 2025, had the interest rates of the loans and borrowings been 100 basis points higher/lower with all other variables held constant, income before corporate income tax for the year ended 31 December 2025 would have been Rp257 lower/higher, accordingly, mainly as a result of higher/lower interest charges on the loans and borrowings with floating interest rates.

Foreign exchange rate risk

Foreign exchange rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Group's exposure to exchange rate fluctuations results primarily from US Dollar denominated cash and cash equivalents, trade receivables, contract assets, finance lease receivables, trade payables, contract liabilities and long-term borrowings.

As at 31 December 2025, The Group have a net financial asset denominated in foreign currency amounting to US\$45,832,306 (full amount) (2024: US\$45,504,580), had the exchange rate of the Rupiah against US Dollar depreciated/appreciated by 1%, with all other variables held constant, profit before income tax for the year ended 31 December 2025 would have been Rp7,663 higher/lower.

Credit risk

At the reporting date, the Group's maximum exposure to credit risk is represented by the carrying amount of each class of financial assets presented in the consolidated statement of financial position.

To measure the ECL, trade receivables and contract assets have been grouped based on shared credit risk characteristics and the days past due.

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26. MANAJEMEN RISIKO KEUANGAN (lanjutan)

Risiko kredit (lanjutan)

Tarif kerugian ekspektasian adalah berdasarkan profil pembayaran penjualan masing-masing selama periode 36 bulan sebelum 31 Desember 2025 atau 2024 dan kerugian kredit historis terkait yang dialami dalam periode ini. Tarif historis kerugian disesuaikan dengan informasi pada saat ini dan dimasa depan atas faktor makroekonomi yang mempengaruhi kemampuan pelanggan untuk melunasi piutangnya. Grup telah mengidentifikasi harga minyak mentah sebagai faktor yang paling relevan dan menyesuaikan tarif kerugian historis berdasarkan perubahan yang diekspektasi pada faktor tersebut.

Pada tanggal 31 Desember 2025, piutang usaha sebesar Rp1.308.009 (2024: Rp1.615.117) mengalami penurunan nilai dan telah diprovisikan sebesar Rp134.566 (2024: Rp130.048).

Pada tanggal 31 Desember 2025, aset kontrak sebesar Rp1.265.171 (2024: Rp1.581.453) mengalami penurunan nilai dan telah diprovisikan sebesar Rp6.249 (2024: Rp6.613).

Risiko likuiditas

Risiko likuiditas didefinisikan sebagai risiko saat posisi arus kas Grup menunjukkan bahwa pendapatan jangka pendek tidak cukup untuk menutupi pengeluaran jangka pendek.

Kebutuhan likuiditas kas Grup terutama berasal dari kebutuhan untuk melakukan pembayaran biaya operasional kapal dan pelunasan atas pinjaman bank jangka panjang. Sumber dana pembayaran berasal dari kontrak sewa kapal jangka pendek, menengah dan panjang dan pendanaan yang diperoleh melalui pinjaman bank jangka panjang.

Grup secara rutin mengevaluasi proyeksi arus kas dan arus kas aktual dan terus menerus menjaga kestabilan hari pembayaran utang dan penerimaan piutangnya.

26. FINANCIAL RISK MANAGEMENT (continued)

Credit risk (continued)

The expected loss rates are based on the payment profiles of sales over a period of 36 months before 31 December 2025 or 2024, respectively and the corresponding historical credit losses experienced within this period. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables. The Group has identified the crude oil prices to be the most relevant factor and accordingly adjusts the historical loss rates based on expected changes in this factor.

As at 31 December 2025, trade receivables of Rp1,308,009 (2024: Rp1,615,117) were impaired and had been provided for with an amount of Rp134,566 (2024: Rp130,048).

As at 31 December 2025, contract assets of Rp1,265,171 (2024: Rp1,581,453) were impaired and had been provided for with an amount of Rp6,249 (2024: Rp6,613).

Liquidity risk

The liquidity risk is defined as a risk when the cash flow position of the Group indicates that the short-term revenue is not enough to cover the short-term expenditure.

The Group's liquidity requirements mainly come from payments and repayments of long-term borrowings vessel operation costs. The source of funds to fulfil the repayment of long-term bank loans is from contractual rental with third parties in the short, medium and long-term and funds obtained from long-term bank loans.

The Group evaluates its projected and actual cash flow information and continuously maintain its payables and receivables days' stability.

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Lampiran 5/73 Schedule

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26. MANAJEMEN RISIKO KEUANGAN (lanjutan)

Risiko likuiditas (lanjutan)

Tabel berikut ini menunjukkan profil jangka waktu pembayaran liabilitas keuangan Grup berdasarkan pembayaran kontraktual dalam kontrak:

	<u>< 1 tahun/ < 1 year</u>	<u>1 - 2 tahun/ 1 - 2 years</u>	<u>2 - 3 tahun/ 2 - 3 years</u>	<u>> 3 tahun/ > 3 years</u>	<u>Jumlah/ Total</u>
31 Desember 2025					
Liabilitas keuangan					
Utang usaha					
- Pihak berelasi	744,981	-	-	-	744,981
- Pihak ketiga	216,215	-	-	-	216,215
Biaya masih harus dibayar	451,122	-	-	-	451,122
Liabilitas kontrak					
- Pihak berelasi	10,902	-	-	-	10,902
- Pihak ketiga	92,431	-	-	-	92,431
Liabilitas sewa	360,986	38,353	14,196	13,989	427,524
Pinjaman jangka panjang	153,812	168,757	34,487	63,677	420,733
Jumlah	2,030,449	207,110	48,683	77,666	2,363,908

	<u>< 1 tahun/ < 1 year</u>	<u>1 - 2 tahun/ 1 - 2 years</u>	<u>2 - 3 tahun/ 2 - 3 years</u>	<u>> 3 tahun/ > 3 years</u>	<u>Jumlah/ Total</u>
31 Desember 2024					
Liabilitas keuangan					
Utang usaha					
- Pihak berelasi	1,115,210	-	-	-	1,115,210
- Pihak ketiga	172,733	-	-	-	172,733
Biaya masih harus dibayar	1,246,306	-	64	-	1,246,370
Liabilitas kontrak					
- Pihak berelasi	20,307	-	-	-	20,307
- Pihak ketiga	183,727	-	-	-	183,727
Liabilitas sewa	403,346	72,754	39,903	29,066	545,069
Pinjaman jangka panjang	217,412	160,657	138,739	147,933	664,741
Jumlah	3,359,041	233,411	178,706	176,999	3,948,157

Estimasi nilai wajar

Nilai wajar adalah suatu jumlah dimana suatu aset dapat dipertukarkan atau suatu liabilitas diselesaikan antara pihak yang memahami dan berkeinginan untuk melakukan transaksi wajar.

Aset dan liabilitas keuangan lancar Grup diharapkan akan dapat direalisasi atau diselesaikan dalam jangka waktu dekat, kecuali untuk aset keuangan yang diukur pada nilai wajar. Oleh karena itu, nilai tercatatnya mendekati nilai wajarnya.

26. FINANCIAL RISK MANAGEMENT (continued)

Liquidity risk (continued)

The table below summarises the maturity profile of the Group's financial liabilities based on contractual payments:

31 December 2025
Financial liabilities
Trade payables
Related parties -
Third parties -
Accrued expenses
Contract liabilities
Related parties -
Third parties -
Lease liabilities
Long-term borrowings
Total

31 December 2024
Financial liabilities
Trade payables
Related parties -
Third parties -
Accrued expenses
Contract liabilities
Related parties -
Third parties -
Lease liabilities
Long-term borrowings
Total

Fair value estimation

Fair value is the amount for which an asset could be exchanged or liability settled between knowledgeable and willing parties in an arm's length transaction.

The Group's current financial assets and liabilities are expected to be realised or settled in the near term, except for financial assets which are measured at fair value. Therefore, their carrying amounts approximate their fair value.

**PT PERTAMINA TRANS KONTINENTAL
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Lampiran 5/74 Schedule

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26. MANAJEMEN RISIKO KEUANGAN (lanjutan)

Estimasi nilai wajar (lanjutan)

Grup menganalisis aset keuangan yang diukur pada nilai wajar, Perbedaan pada setiap tingkatan metode penilaian dijelaskan sebagai berikut:

- Harga dikutip (tidak disesuaikan) dari pasar yang aktif untuk aset dan liabilitas yang identik (Tingkat 1);
- Input selain harga yang dikutip dari pasar yang disertakan pada Tingkat 1 yang dapat diobservasi untuk aset dan liabilitas, baik secara langsung (yaitu sebagai sebuah harga) atau secara tidak langsung (yaitu sebagai turunan dari harga) (Tingkat 2); dan
- Input untuk aset atau liabilitas yang tidak didasarkan pada data pasar yang dapat diobservasi (informasi yang tidak dapat diobservasi) (Tingkat 3).

Hirarki nilai wajar Grup pada tanggal 31 Desember 2025 adalah sebagai berikut:

26. FINANCIAL RISK MANAGEMENT (continued)

Fair value estimation (continued)

The Group analyses its financial assets which are measured at fair value. The different levels of valuation methods have been defined as follows:

- Quoted prices (unadjusted) in active markets for identical assets or liabilities (Level 1);
- Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices) (Level 2); and
- Inputs for the assets or liability that are not based on observable market data (that is, unobservable input) (Level 3).

The Group's fair value hierarchy as of 31 December 2025 is as follows:

	2025		
	Tingkat 1/ Level 1	Tingkat 2/ Level 2	Tingkat 3/ Level 3
Penyertaan saham/ <i>Investments in shares</i>	6.652	-	6.652
Jumlah/Total	6.652	-	6.652

27. ASET DAN LIABILITAS KEUANGAN

Pada tanggal 31 Desember 2025, Grup mengklasifikasikan kas dan setara kas, kas yang dibatasi penggunaannya, piutang usaha, aset kontrak dan piutang lainnya sebesar Rp3.983.275 (2024: Rp4.277.676) sebagai aset keuangan yang dicatat pada biaya amortisasi, serta mengklasifikasikan penyertaan saham sebesar Rp6.652 (2024: Rp6.652) sebagai aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain.

Pada tanggal 31 Desember 2025, Grup mengklasifikasikan utang usaha, biaya masih harus dibayar, liabilitas kontrak, liabilitas sewa, pinjaman jangka panjang sebesar Rp3.036.705 (2024: Rp4.141.632) sebagai liabilitas keuangan yang dicatat pada biaya amortisasi.

27. FINANCIAL ASSETS AND LIABILITIES

As at 31 December 2025, the Group classified its cash and cash equivalents, restricted cash, trade receivables, contract assets and other reamounting to Rp3,983,275 (2024: Rp4,277,676) as financial assets at amortised cost, and classified its investment in shares amounting to Rp6,652 (2024: Rp6,652) as financial assets measured at fair value through other comprehensive income.

As at 31 December 2025, the Group classified its trade payables, accrued expenses, contract liabilities, lease liabilities, long-term borrowings amounting to Rp3,036,705 (2024: Rp4,141,632) as financial liabilities measured at amortised cost.

**PT PERTAMINA TRANS KONTINENTAL
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Lampiran 5/75 Schedule

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28. INFORMASI TAMBAHAN KAS

28. SUPPLEMENTAL CASH FLOW INFORMATION

Transaksi non-kas

Non-cash transactions

	<u>2025</u>	<u>2024</u>	
Perolehan aset hak-guna melalui sewa	358,764	489,884	Acquisition of right-of-use assets through lease liabilities
Perolehan aset tetap melalui utang usaha	-	-	Acquisition of fixed assets through trade payables
Reklasifikasi biaya dibayar di muka pada aset hak-guna	-	5,182	Reclassification of prepayment to right-of-use asset

Rekonsiliasi liabilitas yang timbul dari aktivitas pendanaan

Reconciliation of liabilities from financing activities

Tabel di bawah ini menunjukkan rekonsiliasi liabilitas yang timbul dari pendanaan untuk tahun yang berakhir 31 Desember 2025 dan 2024 sebagai berikut:

The below table sets out a reconciliation of liabilities arising from financing activities for the years ended 31 December 2025 dan 2024 as follows:

	<u>Liabilitas sewa/ Lease liabilities</u>	<u>Pinjaman bank jangka panjang/ Long-term bank loan</u>	<u>Jumlah/ Total</u>	
1 Januari 2024	522,888	731,962	1,254,850	1 January 2024
Arus kas masuk	-	179,135	179,135	Cash inflows
Arus kas keluar	(505,569)	(350,937)	(856,506)	Cash outflows
Penambahan liabilitas sewa	489,884	-	489,884	Addition of lease liabilities
Efek perubahan lainnya	-	1,360	1,360	Other adjustment effect
31 Desember 2024	507,203	561,520	1,068,723	31 December 2024
Arus kas masuk	-	-	-	Cash inflows
Arus kas keluar	(441,702)	(179,113)	(620,815)	Cash outflows
Penambahan liabilitas sewa	328,696	-	328,696	Addition of lease liabilities
Efek perubahan lainnya	-	-	-	Other adjustment effect
31 Desember 2025	394,197	382,407	776,604	31 December 2025

29. PERISTIWA SETELAH TANGGAL PELAPORAN

29. SUBSEQUENT EVENT

Restrukturisasi Bisnis Hilir Grup Pertamina

Restructuring of the Downstream Business of Pertamina Group

Sehubungan dengan surat Direktur Utama PT Pertamina (Persero) No. R-058/C0000/2025-S0 tanggal 24 November 2025 perihal Arahan dan Penugasan kepada Direksi dan Dewan Komisaris PT Pertamina International Shipping dan entitas anak ("PIS Grup") untuk Pelaksanaan Implementasi Restrukturisasi Bisnis Hilir, PIS Grup melakukan tindak lanjut atas arahan tersebut sebagai bagian dari upaya penguatan portofolio bisnis serta optimalisasi struktur organisasi Grup Pertamina.

Based on the letter of the President Director of PT Pertamina (Persero) No. R-058/C0000/2025-S0 dated 24 November 2025 regarding the Direction and Assignment to the Board of Directors and Board of Commissioners of PT Pertamina International Shipping and its subsidiaries ("PIS Group") for the Implementation of Downstream Business Restructuring, the PIS Group has taken follow-up actions based on these directions as part of efforts to strengthen the business portfolio and optimize the organizational structure of the Pertamina Group.

**PT PERTAMINA TRANS KONTINENTAL
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Lampiran 5/76 Schedule

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29. PERISTIWA SETELAH TANGGAL PELAPORAN
(lanjutan)

Restrukturisasi Bisnis Hilir Grup Pertamina
(lanjutan)

Dalam rangka mendukung strategi konsolidasi dan integrasi bisnis hilir, PIS Grup melaksanakan proses restrukturisasi melalui beberapa skema korporasi, yaitu merger/penggabungan dan/atau spin off/pemisahan tidak murni. Restrukturisasi ini mencakup pengalihan pengelolaan dan kepemilikan atas bisnis *captive* serta 10 *Special Purpose Vehicle* ("SPV") yang merupakan Entitas Anak PIS Grup. Pelaksanaan restrukturisasi tersebut diarahkan untuk menciptakan efisiensi operasional, menyelaraskan rantai nilai bisnis hilir dalam satu entitas pengelola, serta mendukung tata kelola perusahaan yang lebih efektif.

PIS Grup telah menetapkan bahwa pelaksanaan fase pertama restrukturisasi ini telah diselesaikan pada 1 Februari 2026. Fase pertama tersebut mencakup penyelesaian tahapan internal, penyusunan dokumen legal, koordinasi dengan regulator, serta penyelarasan aspek operasional dan keuangan untuk memastikan proses transisi berlangsung tertib, terukur, dan tetap sesuai dengan prinsip tata kelola perusahaan yang baik.

30. INFORMASI KEUANGAN TAMBAHAN

Informasi keuangan tambahan adalah informasi keuangan Grup pada tanggal dan untuk tahun yang berakhir pada 31 Desember 2025, yang menyajikan laporan keuangan entitas induk saja.

29. SUBSEQUENT EVENT (continued)

***Restructuring of the Downstream Business of
Pertamina Group*** (continued)

To support the strategy of consolidation and integration of the downstream business, PIS Group is undertaking a restructuring process through several corporate schemes, namely merger/consolidation and/or spin-off (non-pure separation). This restructuring involves the transfer of management and ownership of captive businesses as well as 10 Special Purpose Vehicles ("SPV") which are subsidiaries of the PIS Group. The restructuring is aimed at creating operational efficiencies, aligning the downstream business value chain under a single management entity, and supporting more effective corporate governance.

PIS Group has determined that the implementation of the first phase of this restructuring was completed on 1 February 2026. First phase includes completion of internal stages, preparation of legal documents, coordination with regulators, and alignment of operational and financial aspects to ensure a smooth, measured transition process that remains consistent with the principles of good corporate governance.

30. SUPPLEMENTARY FINANCIAL INFORMATION

The supplementary financial information represents financial information of the Group as at and for the year ended 31 December 2025, which present separate financial statement of parent entity only.

**Catatan 30. Informasi keuangan tambahan/
Note 30. Supplementary financial information**

**PT PERTAMINA TRANS KONTINENTAL
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Lampiran 5/77 Schedule

**LAPORAN POSISI KEUANGAN
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(Disajikan dalam jutaan Rupiah,
kecuali nilai nominal dan data saham)

**STATEMENT OF FINANCIAL POSITION
31 DECEMBER 2025**

(Expressed in millions of Rupiah,
except for par value and share data)

	<u>2025</u>	<u>2024</u>	
ASET			ASSETS
ASET LANCAR			CURRENT ASSETS
Kas dan setara kas	1,108,107	905,734	Cash and cash equivalents
Kas yang dibatasi penggunaannya	41,831	2,609	Restricted cash
Piutang usaha			Trade receivables
- Pihak ketiga	126,701	184,327	Third parties -
- Pihak berelasi	804,467	1,144,317	Related parties -
Aset kontrak			Contract assets
- Pihak ketiga	161,919	240,731	Third parties -
- Pihak berelasi	725,948	1,056,286	Related parties -
Pajak dibayar dimuka			Prepaid taxes
- Pajak lain-lain	-	36,154	Other taxes -
Uang muka dan biaya dibayar dimuka	71,071	82,125	Advance and prepayments
Aset lancar lainnya	<u>181</u>	<u>3,054</u>	Other current assets
Jumlah aset lancar	<u>3,040,225</u>	<u>3,655,337</u>	Total current assets
ASET TIDAK LANCAR			NON-CURRENT ASSETS
Aset tetap	3,498,859	3,657,829	Fixed assets
Aset hak-guna	343,880	501,827	Right-of-use assets
Aset pajak tangguhan	108,617	99,867	Deferred tax assets
Penyertaan saham	6,652	6,652	Investment in shares
Investasi pada entitas anak	1,200,377	1,038,604	Investment pada entitas anak
Investasi pada ventura bersama	106,417	105,962	Investment in joint venture
Pajak dibayar dimuka			Prepaid taxes
- Pajak penghasilan	24,775	24,775	Corporate income tax -
- Pajak lain-lain	73,379	-	Other taxes -
Aset tidak lancar lainnya	<u>11,050</u>	<u>13,982</u>	Other non-current assets
Jumlah aset tidak lancar	<u>5,374,006</u>	<u>5,449,498</u>	Total non-current assets
JUMLAH ASET	<u><u>8,414,231</u></u>	<u><u>9,104,835</u></u>	TOTAL ASSETS

**Catatan 30. Informasi keuangan tambahan/
Note 30. Supplementary financial information**

**PT PERTAMINA TRANS KONTINENTAL
PERUSAHAAN INDUK/PARENT COMPANY**

Lampiran 5/78 Schedule

**LAPORAN POSISI KEUANGAN
31 DESEMBER 2025**

(Disajikan dalam jutaan Rupiah,
kecuali nilai nominal dan data saham)

**STATEMENT OF FINANCIAL POSITION
31 DECEMBER 2025**

(Expressed in millions of Rupiah,
except for par value and share data)

	<u>2025</u>	<u>2024</u>	
LIABILITAS			LIABILITIES
LIABILITAS JANGKA PENDEK			CURRENT LIABILITIES
Utang usaha			Trade payables
- Pihak ketiga	49,812	71,360	Third parties -
- Pihak berelasi	1,371,229	1,801,568	Related parties -
Biaya masih harus dibayar	785,064	1,140,931	Accrued expenses
Liabilitas kontrak			Contract liabilities
- Pihak ketiga	82,456	176,466	Third parties -
- Pihak berelasi	10,754	20,307	Related parties -
Utang pajak			Taxes payable
- Pajak penghasilan	53,665	-	Corporate income taxes -
- Pajak lain-lain	23,771	12,332	Other taxes -
Liabilitas sewa	240,954	365,298	Lease liabilities
Bagian jangka pendek dari pinjaman jangka panjang	132,288	175,300	Current portion of long-term borrowings
Bagian jangka pendek dari liabilitas imbalan pasca kerja	30,660	27,749	Current portion of post employment benefits obligation
Jumlah liabilitas jangka pendek	<u>2,780,653</u>	<u>3,791,311</u>	Total current liabilities
LIABILITAS JANGKA PANJANG			NON-CURRENT LIABILITIES
Liabilitas sewa	129,041	141,905	Lease liabilities
Pinjaman jangka panjang	250,119	386,220	Long-term borrowings
Liabilitas imbalan pasca kerja	164,980	175,842	Post-employment benefits obligation
Jumlah liabilitas jangka panjang	<u>544,140</u>	<u>703,967</u>	Total non-current liabilities
JUMLAH LIABILITAS	<u>3,324,793</u>	<u>4,495,278</u>	TOTAL LIABILITIES
EKUITAS			EQUITY
Modal saham - modal ditempatkan dan disetor penuh 1.234.747 lembar saham A dengan nilai nominal Rp1.000.000 dan 819 saham B dengan nilai nominal Rp1.000	1,234,748	1,234,748	Share capital - issued and fully paid 1,234,747 shares A at par value of Rp1.000.000 per share and 819 shares B at par values of Rp1,000
Tambahan modal disetor	(76,051)	(76,051)	Additional paid-in capital
Rugi komprehensif lain	(53,709)	(71,032)	Other comprehensive loss
Saldo laba	3,984,450	3,521,892	Retained earnings
JUMLAH EKUITAS	<u>5,089,438</u>	<u>4,609,557</u>	TOTAL EQUITY
JUMLAH LIABILITAS DAN EKUITAS	<u>8,414,231</u>	<u>9,104,835</u>	TOTAL LIABILITIES AND EQUITY

**Catatan 30. Informasi keuangan tambahan/
Note 30. Supplementary financial information**

**PT PERTAMINA TRANS KONTINENTAL
PERUSAHAAN INDUK/PARENT COMPANY**

Lampiran 5/79 Schedule

**LAPORAN LABA RUGI
DAN PENGHASILAN KOMPREHENSIF LAIN
UNTUK TAHUN YANG BERAKHIR
31 DESEMBER 2025**
(Disajikan dalam jutaan Rupiah,
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**STATEMENT OF PROFIT OR LOSS
AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED
31 DECEMBER 2025**
(Expressed in millions of Rupiah,
unless otherwise stated)

	<u>2025</u>	<u>2024</u>	
Pendapatan usaha	7,261,176	7,053,490	Revenue
Beban pokok pendapatan	<u>(5,214,195)</u>	<u>(5,226,499)</u>	Cost of revenue
Laba bruto	2,046,981	1,826,991	Gross profit
Beban umum dan administrasi	(893,422)	(979,247)	General and administrative expenses
Pendapatan lain-lain, neto	28,494	19,197	Other income, net
Pendapatan keuangan	30,350	49,040	Finance income
Beban keuangan	(60,736)	(89,494)	Finance costs
Bagian atas laba bersih investasi pada entitas anak	396,060	375,289	Income from investment in subsidiaries
Bagian atas investasi pada entitas asosiasi dan ventura bersama	26,516	32,565	Income from investment in associate and joint venture
Beban pajak final	<u>(19,463)</u>	<u>(8,275)</u>	Final tax expense
Laba sebelum pajak penghasilan	1,554,780	1,226,066	Profit before income tax
Beban pajak penghasilan	<u>(243,378)</u>	<u>(150,321)</u>	Income tax expense
Laba tahun berjalan	1,311,402	1,075,745	Profit for the year
Penghasilan komprehensif lain			Other comprehensive income
Pos-pos yang tidak akan direklasifikasikan ke laba rugi:			Items that will not be reclassified to the profit or loss:
Pengukuran kembali liabilitas imbalan pasti	21,705	29,238	Remeasurement of defined benefit obligation
Pajak penghasilan terkait	<u>(4,382)</u>	<u>(5,989)</u>	Related income tax
Jumlah penghasilan komprehensif tahun berjalan	<u>17,323</u>	<u>23,249</u>	Total other comprehensive income
Jumlah penghasilan komprehensif tahun berjalan	<u>1,328,725</u>	<u>1,098,994</u>	Total comprehensive income for the year

Catatan 30. Informasi keuangan tambahan/
Note 30. Supplementary financial information

PT PERTAMINA TRANS KONTINENTAL
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Lampiran 5/80 *Schedule*

LAPORAN PERUBAHAN EKUITAS
UNTUK TAHUN YANG BERAKHIR 31 DESEMBER 2025
 (Disajikan dalam jutaan Rupiah)

STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 DECEMBER 2025
 (Expressed in millions of Rupiah)

	Modal Saham/ <i>Share capital</i>	Tambahan modal disetor/ <i>Additional paid-in capital</i>	Rugi komprehensif lain/Other comprehensive loss	Saldo laba/ Retained earnings	Total ekuitas/ Total equity	
Saldo per 1 Januari 2024	1,234,748	(76,051)	(94,281)	3,581,497	4,645,913	Balance as at 1 January 2024
Laba tahun berjalan	-	-	-	1,075,745	1,075,745	Profit for the year
Dividen	-	-	-	(1,135,350)	(1,135,350)	Dividends
Penghasilan komprehensif lain	-	-	23,249	-	23,249	Other comprehensive income
Saldo per 31 Desember 2024	1,234,748	(76,051)	(71,032)	3,521,892	4,609,557	Balance as at 31 December 2024
Laba tahun berjalan	-	-	-	1,311,402	1,311,402	Profit for the year
Dividen	-	-	-	(848,844)	(848,844)	Dividends
Penghasilan komprehensif lain	-	-	17,323	-	17,323	Other comprehensive income
Saldo per 31 Desember 2025	1,234,748	(76,051)	(53,709)	3,984,450	5,089,438	Balance as at 31 December 2025

**Catatan 30. Informasi keuangan tambahan/
Note 30. Supplementary financial information**

**PT PERTAMINA TRANS KONTINENTAL
PERUSAHAAN INDUK/PARENT COMPANY**

Lampiran 5/81 Schedule

**LAPORAN ARUS KAS
UNTUK TAHUN YANG BERAKHIR
31 DESEMBER 2025**

(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

**STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED
31 DECEMBER 2025**

(Expressed in millions of Rupiah,
unless otherwise stated)

	<u>2025</u>	<u>2024</u>	
Arus kas dari aktivitas operasi			Cash flows from operating activities
Penerimaan dari pelanggan	7,961,549	6,727,626	Receipts from customers
Pembayaran kepada pemasok	(4,642,362)	(2,236,829)	Payments to suppliers
Pembayaran kepada karyawan	(1,441,748)	(2,741,965)	Payments to employees
Pembayaran beban keuangan	(60,737)	(89,494)	Payments of finance costs
Pembayaran pajak final	(19,463)	(8,275)	Payments of final tax expense
Penerimaan penghasilan keuangan	30,350	49,040	Receipts of finance income
Pembayaran pajak penghasilan badan	<u>(203,614)</u>	<u>(274,354)</u>	Payment of corporate income tax
Arus kas bersih yang diperoleh dari aktivitas operasi	<u>1,623,975</u>	<u>1,425,749</u>	Net cash generated from operating activities
Arus kas dari aktivitas investasi			Cash flows from investing activities
Penerimaan dividen dari entitas anak	234,288	194,776	Dividends received from investment in subsidiaries
Penerimaan dividen dari ventura bersama	26,060	24,735	Dividends received from joint venture
Penerimaan piutang pembiayaan	-	22,574	Receipts from lease receivables
Perolehan aset tetap	<u>(216,992)</u>	<u>(455,842)</u>	Acquisition of fixed assets
Arus kas bersih yang diperoleh dari/(digunakan untuk) aktivitas investasi	<u>43,356</u>	<u>(213,757)</u>	Net cash generated from/(used in) investing activities
Arus kas dari aktivitas pendanaan			Cash flows from financing activities
Penerimaan pinjaman	-	179,135	Proceeds from borrowings
Pembayaran pinjaman	(179,113)	(341,462)	Repayments of borrowings
Pembayaran dividen tunai	(848,844)	(1,135,350)	Payment of cash dividends
Pembayaran atas liabilitas sewa	<u>(429,873)</u>	<u>(505,571)</u>	Payments of lease liabilities
Arus kas bersih yang digunakan untuk aktivitas pendanaan	<u>(1,457,830)</u>	<u>(1,803,248)</u>	Net cash used in financing activities
Efek perubahan nilai kurs pada kas dan setara kas	<u>(7,128)</u>	<u>(10,272)</u>	Effect of exchange rate changes on cash and cash equivalents
Kenaikan/(penurunan) bersih kas dan setara kas	202,373	(601,528)	Net increase/(decrease) in cash and cash equivalents
Kas dan setara kas pada awal tahun	<u>905,734</u>	<u>1,507,262</u>	Cash and cash equivalents at the beginning of the year
Kas dan setara kas pada akhir tahun	<u><u>1,108,107</u></u>	<u><u>905,734</u></u>	Cash and cash equivalents at the end of the year

**Catatan 30. Informasi keuangan tambahan/
Note 30. Supplementary financial information**

**PT PERTAMINA TRANS KONTINENTAL
PERUSAHAAN INDUK/PARENT COMPANY**

Lampiran 5/82 Schedule

Dasar penyusunan laporan keuangan tersendiri entitas induk

Kebijakan akuntansi yang diterapkan dalam penyusunan laporan keuangan tersendiri entitas induk adalah sama dengan kebijakan akuntansi yang diterapkan dalam penyusunan laporan keuangan konsolidasian sebagaimana diungkapkan dalam Catatan 2 atas laporan keuangan konsolidasian, kecuali untuk penyertaan pada entitas anak dan entitas asosiasi

Mata uang fungsional entitas induk adalah Rupiah. Mata uang penyajian yang digunakan untuk penyusunan laporan keuangan tersendiri adalah Rupiah.

Perusahaan menerapkan metode ekuitas dalam laporan keuangan entitas induk saja pada tanggal dan tahun-tahun yang berakhir 31 Desember 2025 dan 2024.

Basis of preparation of the separate financial statements of the parent entity

Accounting policies adopted in the preparation of the parent entity separate financial statements are the same as the accounting policies adopted in the preparation of the consolidated financial statements as disclosed in Note 2 to the consolidated financial statements, except for investments in subsidiaries and associates.

The parent entity's functional currency is Rupiah. Presentation currency used in the preparation of the separate financial statement is Rupiah.

The Company implemented equity method in the financial statements of the parent entity only as at and for the years ended 31 December 2025 and 2024.

Maintaining Growth Through Business Process Acceleration and Operational Excellence

Mempertahankan Pertumbuhan
melalui Akselerasi Proses Bisnis
dan Keunggulan Operasional



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