07

TATA KELOLA **PERUSAHAAN**

CORPORATE GOVERNANCE

Pelindo terus menunjukkan komitmennya terhadap tata kelola perusahaan yang ditunjukkan dengan meraih penghargaan Corporate Governance Perception Index (CGPI) 2023 sebagai Trusted Company, menempati posisi kedua dari 21 perusahaan dengan skor tinggi sebesar 84,66.

Pelindo continued to demonstrate its commitment to corporate governance, and this was demonstrated when it received the 2023 Corporate Governance Perception Index (CGPI) award as a Trusted Company, ranking second out of 21 companies with a high score of 84.66.

Pencapaian dalam Penerapan Tata Kelola Perusahaan

Achievements in Corporate Governance

- PT Pelabuhan Indonesia (Pelindo) menorehkan prestasi gemilang dengan meraih penghargaan Corporate Governance Perception Index (CGPI) 2023 kategori Trusted Company. Tahun ini Pelindo berhasil mencatat score sebesar 84.66, atas pencapaiannya tersebut Pelindo menduduki peringkat ke- 2 score tertinggi dari 21 perusahaan yang masuk pada ketegori trusted company.
- Pasca Merger, Pelindo aktif dalam mengikuti penyelenggaraan Monitoring dan Evaluasi (Monev) Program Pengendalian Gratifikasi (PPG). Pada tahun 2024, Pelindo mengikuti Monev PPG pertama kali, dengan hasil:
  - Peringkat Klasifikasi (BUMN) : Menduduki peringkat 8 dari 154 perusahaan
  - Peringkat Nasional : Menduduki peringkat 23 dari 1.467 Kementerian, Lembaga, Organisasi dan. Pemerintahan (KLOP)
- Pelindo telah melakukan transformasi signifikan pada sistem saluran whistleblowing system guna meningkatkan transparansi dan akuntabilitas. Saluran WBS Pelindo kini terhubung langsung dengan Komisi Pemberantasan Korupsi Republik Indonesia (KPK RI), khususnya untuk penanganan laporan terkait tindak pidana korupsi. Selain itu, saluran ini juga menjamin kerahasiaan pelapor secara penuh dengan menerapkan prinsip anonimitas. Lebih jauh lagi, sistem WBS Pelindo telah mengadopsi standar internasional ISO 37002:2021, yang berfokus pada sistem pelaporan pelanggaran, untuk memastikan pengelolaan yang lebih baik dan efektif dalam menangani laporan pelanggaran di perusahaan

- *PT Pelabuhan Indonesia (Pelindo) made a brilliant achievement by winning the 2023 Corporate Governance Perception Index (CGPI) award in the Trusted Company category. This year, Pelindo managed to record a score of 84.66. For this achievement, Pelindo was ranked 2nd with the highest score out of 21 Companies in the trusted Company category.*
- *Post-Merger, Pelindo is actively involved in monitoring and evaluating the Gratification Control Program (GCP). In 2024, Pelindo participated in the GCP monitoring and evaluation for the first time, with the following results:*
  - *Classification Rating (SOE): Ranked 8th out of 154 companies*
  - *National Rating: Ranked 23rd out of 1,467 Ministries, Institutions, Organizations and Governments (KLOP)*
- *Pelindo has made significant transformations to the whistleblowing system channel to improve transparency and accountability. Pelindo's WBS channel is now directly connected to the Corruption Eradication Commission of the Republic of Indonesia (KPK RI), specifically for handling reports related to corruption. In addition, this channel also guarantees the full confidentiality of whistleblowers by applying the principle of anonymity. Furthermore, Pelindo's WBS system has adopted the international standard ISO 37002:2021, which focuses on a whistleblowing system, to ensure better and more effective management in handling reports of violations in the Company*

Dasar Penerapan Tata Kelola Perusahaan

Basis of Corporate Governance Implementation

Dalam menerapkan praktik GCG, Pelindo mengacu pada beberapa peraturan perundang-undangan, dengan uraian sebagai berikut:

1. Undang-Undang Republik Indonesia No. 40 Tahun 2007 tentang Perseroan Terbatas (PT).
2. Undang-Undang Republik Indonesia No. 19 Tahun 2003 tentang Badan Usaha Milik Negara (BUMN).
3. Undang-Undang Nomor 14 Tahun 2008 Tanggal 30 April 2008 Tentang Keterbukaan Informasi Publik.
4. Undang-Undang Nomor 19 Tahun 2016 Tanggal 25 November 2016 Tentang Perubahan atas Undang-Undang Nomor 11 Tahun 2008 Tanggal 21 April 2008 Tentang Informasi dan Transaksi Elektronik.
5. Peraturan Pemerintah Nomor 45 Tahun 2005 Tanggal 25 Oktober 2005 Tentang Pendirian, Pengurusan, Pengawasan, dan Pembubaran Badan Usaha Milik Negara.
6. Peraturan Pemerintah Nomor 101 Tahun 2021 Tanggal 1 Oktober 2021 Tentang Penggabungan Perusahaan Perseroan (Persero) PT Pelabuhan Indonesia I, Penggabungan Perusahaan Perseroan (Persero) PT Pelabuhan Indonesia III dan Penggabungan Perusahaan Perseroan (Persero) PT Pelabuhan Indonesia IV ke Dalam Penggabungan Perusahaan Perseroan (Persero) PT Pelabuhan Indonesia II.
7. Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor PER-1/MBU/03/2023 Tanggal 03 Maret 2023 Tentang Penugasan Khusus dan Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara.
8. Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor PER-2/MBU/03/2023 Tanggal 03 Maret 2023 Tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan BUMN.
9. Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor PER-3/MBU/03/2023 Tanggal 20 Maret 2023 Tentang Organ dan Sumber Daya Manusia Badan Usaha Milik.

In implementing GCG practices, Pelindo refers to a number of laws and regulations, as follows:

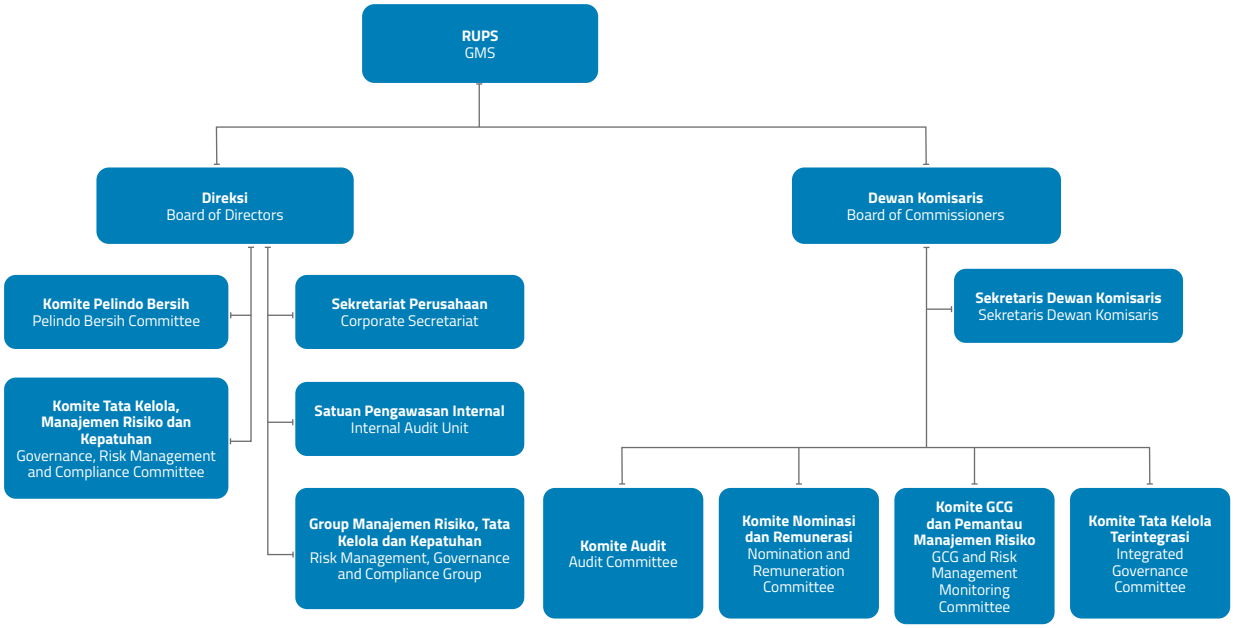
1. Law of the Republic of Indonesia No. 40 of 2007 concerning Limited Liability Companies (PT).
2. Law of the Republic of Indonesia No. 19 of 2003 concerning State-Owned Enterprises (SOEs).
3. Law No. 14 of 2008 dated April 30, 2008 concerning Public Information Disclosure.
4. Law No. 19 of 2016 dated November 25, 2016 concerning Amendments to Law No. 11 of 2008 dated April 21, 2008 on Electronic Information and Transactions.
5. Government Regulation Number 45 of 2005 Dated October 25, 2005 Concerning the Establishment, Management, Supervision, and Dissolution of State-Owned Enterprises.
6. Government Regulation Number 101 of 2021 Dated October 1, 2021 concerning the Merger of the Company (Persero) PT Pelabuhan Indonesia I, Merger of the Company (Persero) PT Pelabuhan Indonesia III and Merger of the Company (Persero) PT Pelabuhan Indonesia IV into the Company (Persero) PT Pelabuhan Indonesia II.
7. Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-1/MBU/03/2023 dated March 03, 2023 Regarding Special Assignments and Social and Environmental Responsibility Programs of StateOwned Enterprises.
8. Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-2/MBU/03/2023 Dated March 03, 2023 Regarding Guidelines for Governance and Significant Corporate Activities of SOEs.
9. Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-3/MBU/03/2023 Dated March 20, 2023 Regarding Organs and Human Capital of State-Owned Enterprises.

Struktur dan Mekanisme Tata Kelola Perusahaan

Structure and Mechanism of Corporate Governance

STRUKTUR ORGAN PERUSAHAAN

STRUCTURE OF CORPORATE ORGANS



GOVERNANCE SOFT STRUCTURE

Dalam melaksanakan kegiatan Perseroan, Pelindo memiliki berbagai kebijakan/pedoman dalam menjalankan fungsi dan tugasnya yang disebut dengan *governance soft structure*. *Governance soft structure* yang dimiliki Pelindo antara lain sebagai berikut:

1. Anggaran Dasar
2. *Board Manual* Dewan Komisaris dan Direksi
3. *Charter* Komite Audit
4. *Charter* Komite GCG dan Pemantau Manajemen Risiko
5. *Charter* Komite Nominasi dan Remunerasi
6. *Charter* Komite Tata Kelola Terintegrasi
7. Pedoman Kode Etik Bisnis
8. Pedoman Pelaksanaan GCG Perusahaan
9. Pedoman *Whistleblowing System*
10. Pedoman Pengendalian Gratifikasi
11. Pedoman Penerapan Tata Kelola Terintegrasi
12. Pedoman Anti *Fraud*
13. Pedoman Benturan Kepentingan
14. Pedoman Tata Kelola Sistem Manajemen Anti Penyuapan

GOVERNANCE SOFT STRUCTURE

In carrying out the Company's activities, Pelindo has various policies/guidelines for executing its functions and duties, which are called the governance soft structure. Pelindo's governance soft structure includes:

1. Articles of Association;
2. Board Manual of Board of Commissioners and Board of Directors;
3. Audit Committee Charter;
4. GCG and Risk Management Monitoring Committee Charter;
5. Nomination and Remuneration Committee Charter;
6. Integrated Governance Committee Charter;
7. Code of Conduct;
8. GCG Code;
9. Whistleblowing System Guidelines;
10. Gratification Control Guidelines;
11. Integrated Governance Guidelines;
12. Anti-Fraud Guidelines;
13. Conflict of Interest Guidelines;
14. Anti-Bribery Management System Governance Guidelines.

MEKANISME TATA KELOLA PERUSAHAAN

PEMEGANG SAHAM

Saham Perseroan adalah saham atas nama dan dikeluarkan atas nama pemiliknya yang terdaftar dalam Daftar Pemegang Saham yang terdiri dari Saham Seri A Dwiwarna yang hanya khusus dapat dimiliki Negara Republik Indonesia dan Saham Seri B yang dapat dimiliki oleh Negara Republik Indonesia dan/atau masyarakat.

HAK PEMEGANG SAHAM

Perseroan melindungi dan memfasilitasi pelaksanaan hak pemegang saham/pemilik modal yang namanya tercatat dalam daftar pemegang saham/pemilik modal baik Saham Seri A Dwiwarna dan Saham Seri B, yang diantaranya:

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

RAPAT UMUM PEMEGANG SAHAM

Rapat Umum Pemegang Saham (RUPS) merupakan pemegang kekuasaan tertinggi di Pelindo dan suatu wadah atau forum bagi para Pemegang Saham untuk mengambil keputusan penting yang kewenangannya tidak diberikan kepada Direksi dan Dewan Komisaris sesuai yang ditentukan dalam Anggaran Dasar dan peraturan perundang-undangan yang berlaku.

CORPORATE GOVERNANCE MECHANISM

SHAREHOLDERS

The Company's shares are shares on behalf of and issued on behalf of their owners which are registered in the Shareholders Register consisting of Series A Dwiwarna Shares that can only be owned by the Republic of Indonesia and Series B Shares that can be owned by the Republic of Indonesia and/or the public.

SHAREHOLDER RIGHTS

The Company protects and facilitates the implementation of the rights of shareholders/capital owners whose names are recorded in the register of shareholders/capital owners of both Series A Dwiwarna Shares and Series B Shares, which include:

1. The right to request the holding of GMS;
2. The right to request information about the GMS agenda;
3. The right to submit proposals to be discussed in the GMS agenda;
4. The right to attend and vote in a GMS, specifically for shareholders of Persero, provided that 1 (one) share entitles the holder to cast one vote;
5. The right to make the highest decision in the Company, specifically for the owner of the Company's capital;
6. The right to obtain material information regarding the Company, in a timely, measured and regular manner;
7. The right to receive a share of the SOE's profits allocated to shareholders/capital owners in the form of dividends, and the remaining assets from liquidation, in proportion to the number of shares/capital owned;
8. The right to fair treatment of shareholders, including minority shareholders;
9. Other rights based on the articles of association and provisions of laws and regulations.

GENERAL MEETING OF SHAREHOLDERS

General Meeting of Shareholders (GMS) is the highest authority in Pelindo and is a forum where shareholders gather to make important decisions where the authority is not given to Boards of Directors and Board of Commissioners as stipulated in Pelindo's Articles of Association and all applicable laws.

Pelaksanaan RUPS melalui proses pengumuman dan pemanggilan RUPS yang dilakukan sesuai ketentuan yang berlaku. Sejak diterbitkannya pengumuman dan surat pemanggilan pelaksanaan rapat tersebut, seluruh bahan yang akan dibahas dalam RUPS telah tersedia di kantor Pelindo. Dengan demikian, para Pemangku Kepentingan yang menjadi peserta rapat dapat mengambil bahan tersebut.

GMS is held through a process of GMS announcement and summons in accordance with applicable regulations. After the announcement and invitation letter for the meeting, all materials to be discussed at the GMS are available at Pelindo's office, so that the Stakeholders who will be participants in the meeting can take the material.

Pemanggilan RUPS dilakukan dalam jangka waktu paling lambat 14 (empat belas) hari sebelum tanggal RUPS diadakan, dengan tidak memperhitungkan tanggal pemanggilan dan tanggal RUPS. Pemanggilan RUPS dilakukan. Pemanggilan RUPS mencantumkan tanggal, waktu, tempat dan mata acara disertai pemberitahuan bahwa bahan yang akan dibicarakan dalam RUPS tersedia di kantor Perseroan sejak tanggal dilakukan pemanggilan RUPS sampai dengan tanggal RUPS diadakan. Pada saat pemanggilan RUPS telah disampaikan penjelasan untuk tiap-tiap agenda yang akan mendapat persetujuan Pemegang Saham. Sebelum pelaksanaan RUPS Perseroan menjelaskan tata cara pemungutan suara.

Summons for GMS are made no later than 14 (fourteen) days before the date of GMS holding, excluding the date of the summons and the date of the GMS. The GMS summon includes the date, time, place and agenda accompanied by notification that the material to be discussed at the GMS is available at the Company's office from the date of GMS summons is made until the date of GMS. At the GMS summons, an explanation has been conveyed for each agenda that will be approved by the Shareholders. Prior to the GMS holding, the Company explained the voting procedures.

Keputusan RUPS sah jika semua pemegang saham dengan hak suara yang sah hadir atau diwakili dalam RUPS dan keputusan tersebut disetujui dengan bulat. Setelah RUPS selesai maka risalah RUPS mencatat pertanyaan atau tanggapan Pemegang Saham.

A GMS resolution is valid if all shareholders with valid voting rights are present or represented at the GMS and the resolution is unanimously approved. After the GMS is completed, the minutes of GMS record the Shareholders' questions or responses.

Penyelenggaraan RUPS di Perseroan terdiri dari RUPS Tahunan dan RUPS Luar Biasa. RUPS Tahunan dilakukan Pelindo setiap tahun, yang meliputi RUPS Tahunan tentang Laporan Tahunan dan RUPS Tahunan tentang Rencana Kerja dan Anggaran Perusahaan (RUPS RKAP). Sedangkan RUPS Luar Biasa dapat diadakan setiap waktu berdasarkan kebutuhan untuk kepentingan Perseroan.

GMS in the Company consists of Annual GMS and Extraordinary GMS. Annual GMS is held by Pelindo every year, which includes Annual GMS on Annual Report of and Annual GMS on the Company's Work Plan and Budget. While Extraordinary GMS can be held at any time based on the needs and for the benefits of the Company.

PELAKSANAAN RUPS TAHUNAN TENTANG PENGESAHAN RENCANA KERJA DAN ANGGARAN PERUSAHAAN TAHUN 2024 DAN REALISASINYA

Pelaksanaan RUPS dilaksanakan pada:
Hari/Tanggal : Senin, 29 Januari 2024
Waktu : 08.30 – 09.45 WIB
Tempat : Hotel Aryaduta, Menteng, Jakarta Pusat

ANNUAL GMS ON THE APPROVAL OF 2024 CORPORATE WORK PLAN AND BUDGET AND THE REALIZATION

The GMS was held on:
Day/Date : Monday, January 29, 2024
Time : 08.30 – 09.45 WIB
Place : Aryaduta Hotel, Menteng, Jakarta

REKAPITULASI KEHADIRAN PADA RUPS TAHUNAN TENTANG PENGESAHAN RKAP TAHUN 2024

RECAPITULATION OF ATTENDANCE AT THE GMS ON 2024 RKAP APPROVAL

No	Nama Name	Jabatan Position	Kehadiran ' Attendance
1	Agus Suhartono	Komisaris Utama/Komisaris Independen President Commissioner/Independent Commissioner	Hadir
2	Jodi mahardi	Komisaris Commissioner	Hadir
3	Andus Winarno	Komisaris Commissioner	Hadir
4	Heru Sukanto	Komisaris Independen Independent Commissioner	Hadir
5	Sudung Situmorang	Komisaris Independen Independent Commissioner	Hadir
6	Didi Sumedi	Komisaris Commissioner	Tidak Hadir
7	Arif Toha Tjahjagama	Komisaris Commissioner	Hadir
8	Arif Suhartono	Direktur Utama President Director	Hadir
9	Hambra	Wakil Direktur Utama Vice President Director	Hadir
10	Ihsanuddin Usman	Direktur Sumber Daya Manusia dan Umum Human Capital and General Affairs Director	Hadir
11	Boy Robyanto	Direktur Investasi Investment Director	Hadir
12	Mega Satria	Direktur Keuangan Finance Director	Hadir
13	Prasetyo	Direktur Strategi Strategy Director	Hadir
14	Putut Sri Muljanto	Direktur Pengelola Managing Director	Hadir

PIHAK INDEPENDEN

Pelindo telah menunjuk pihak independen yaitu Notaris Nanda Fauz Iwan dalam menyusun Akta hasil RUPS.

INDEPENDENT PARTY

Pelindo has appointed an independent party, namely Notary Nanda Fauz Iwan, to draw up the GMS Resolution Deed.

KEPUTUSAN DAN REALISASI RUPS TAHUNAN TENTANG PENGESAHAN RKAP TAHUN 2024

RESOLUTION AND REALIZATION OF THE GMS ON 2024 RKAP

Agenda Pertama
First Agenda

Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2024 dan Rencana Kerja dan Anggaran Dewan Komisaris Tahun 2024.

Keputusan:
Mengesahkan Rencana Kerja dan Anggaran (RKAP) Tahun 2024 dan Rencana Kerja dan Anggaran Dewan Komisaris PT Pelabuhan Indonesia (Persero) Tahun 2024, dengan pokok-pokok sebagai berikut:

- Laba (Rugi) Konsolidasian
  a. Pendapatan sebesar Rp32.294.159.581.574,00 (tiga puluh dua triliun dua ratus sembilan puluh empat miliar seratus lima puluh Sembilan juta lima ratus delapan puluh satu ribu lima ratus tujuh puluh empat rupiah).
  b. Laba Usaha sebesar Rp6.718.879.837.767,00 enam triliun tujuh ratus delapan belas miliar delapan ratus tujuh puluh sembilan juta delapan ratus tiga puluh tujuh ribu tujuh ratus enam puluh tujuh rupiah).
  c. EBITDA sebesar Rp10.635.231.202.373,00 (sepuluh triliun enam ratus tiga puluh lima miliar dua ratus tiga puluh satu juta dua ratus dua ribu tiga ratus tujuh puluh tiga rupiah).
  d. Laba bersih sebesar Rp3.500.472.718.283,00 (tiga triliun lima ratus miliar empat ratus tujuh puluh dua juta tujuh ratus delapan belas ribu dua ratus delapan puluh tiga rupiah).
  e. Laba Bersih (Atribusi Induk) sebesar Rp3.270.021.720.333,00 (tiga triliun dua ratus tujuh puluh miliar dua puluh satu juta tujuh ratus dua puluh ribu tiga ratus tiga puluh tiga rupiah).
- Posisi Keuangan Konsolidasian
  a. Total Aset sebesar Rp112.981.030.678.967,00 (seratus dua belas triliun sembilan ratus delapan puluh satu miliar tiga puluh juta enam ratus tujuh puluh delapan ribu sembilan ratus enam puluh tujuh rupiah).
  b. Ekuitas sebesar Rp50.064.104.762.301,00 (lima puluh triliun enam puluh empat miliar seratus empat juta tujuh ratus enam puluh dua ribu tiga ratus satu rupiah).
  c. Interest Bearing Debt sebesar Rp45.193.275.729.850,00 (empat puluh lima triliun seratus sembilan puluh tiga miliar dua ratus tujuh puluh lima juta tujuh ratus dua puluh sembilan ribu delapan ratus lima puluh rupiah).
- Net Operating Cash Flow sebesar Rp9.423.534.240.380,00 (sembilan triliun empat ratus dua puluh tiga miliar lima ratus tiga puluh empat juta dua ratus empat puluh ribu tiga ratus delapan puluh rupiah).
- Capital Expenditure sebesar Rp7.714.654.971.856,00 (tujuh triliun tujuh ratus empat belas miliar enam ratus lima puluh empat juta sembilan ratus tujuh puluh satu ribu delapan ratus lima puluh enam rupiah).

Status: Telah Terealisasi

Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2024 dan Rencana Kerja dan Anggaran Dewan Komisaris Tahun 2024.

Resolution:
Approved the 2024 Work Plan and Budget (RKAP) and the 2024 Work Plan and Budget of Board of Commissioners of PT Pelabuhan Indonesia (Persero), with the following points:

- Consolidated Profit (Loss)
  a. Revenue of Rp32,294,159,581,574.00 (thirty-two trillion two hundred ninety-four billion one hundred fifty-nine million five hundred eighty-one thousand five hundred seventy-four rupiah).
  b. Operating Profit of Rp6,718,879,837,767.00 (six trillion seven hundred eighteen billion eight hundred seventy nine million eight hundred thirty seven thousand seven hundred sixty seven rupiah).
  c. EBITDA amounted to Rp10,635,231,202,373.00 (ten trillion six hundred thirty-five billion two hundred thirty-one million two hundred two thousand three hundred seventy-three rupiah).
  d. Net profit of Rp3,500,472,718,283.00 (three trillion five hundred billion four hundred seventy-two million seven hundred eighteen thousand two hundred eighty-three rupiah).
  e. Net Profit (Parent Attribution) of Rp3,270,021,720,333.00 (three trillion two hundred seventy billion twenty one million seven hundred twenty thousand three hundred thirty three rupiah).
- Consolidated Financial Position
  a. Total Assets of Rp112,981,030,678,967.00 (one hundred twelve trillion nine hundred eighty-one billion thirty million six hundred seventy-eight thousand nine hundred sixty-seven rupiah).
  b. Equity of Rp50,064,104,762,301.00 (fifty trillion sixty-four billion one hundred four million seven hundred sixty-two thousand three hundred and one rupiah).
  c. Interest Bearing Debt of Rp45,193,275,729,850.00 (forty-five trillion one hundred ninety-three billion two hundred seventy-five million seven hundred twenty-nine thousand eight hundred fifty rupiah).
- Net Operating Cash Flow of Rp9,423,534,240,380.00 (nine trillion four hundred twenty-three billion five hundred thirty-four million two hundred forty thousand three hundred eighty rupiah).
- Capital Expenditure of Rp7,714,654,971,856.00 (seven trillion seven hundred fourteen billion six hundred fifty four million nine hundred seventy one thousand eight hundred fifty six rupiah).

Status: Realized

Agenda Kedua

Pengesahan Rencana Kerja dan Anggaran Program Tanggung Jawab Sosial dan Lingkungan (RKA-TJSL) Tahun 2024

Keputusan:
Mengesahkan Rencana Kerja dan Anggaran Program Tanggung Jawab Sosial dan Lingkungan (RKA-TJSL) Tahun 2023 (dua ribu dua puluh tiga) PT Pelabuhan Indonesia (Persero) dengan Total Program Pendanaan Usaha Mikro dan Kecil (PUMK) sebesar Rp18.376.761.086,00 (delapan belas miliar tiga ratus tujuh puluh enam juta tujuh ratus enam puluh satu ribu delapan puluh enam rupiah dan Community Involvement Development (CID) Non-PUMK sebesar Rp127.378.260.000,00 (seratus dua puluh tujuh miliar tiga ratus tujuh puluh delapan juta dua ratus enam puluh ribu).

Status: Telah Terealisasi

Pengesahan Rencana Kerja dan Anggaran Program Tanggung Jawab Sosial dan Lingkungan (RKA-TJSL) Tahun 2024

Resolution:
Approved the 2023 (two thousand and twenty-three) Social and Environmental Responsibility Program Work Plan and Budget (RKA-TJSL) of PT Pelabuhan Indonesia (Persero) with a total Micro and Small Business Funding Program (PUMK) of Rp18,376,761, 086.00 (eighteen billion three hundred seventy-six million seven hundred sixty-one thousand and eighty-six rupiah) and Community Involvement Development (CID) Non-PUMK amounting to Rp127,378,260,000.00 (one hundred twenty-seven billion three hundred seventy-eight million two hundred sixty thousand rupiah).

Status: Realized

Agenda Ketiga
Third Agenda

Penetapan Kontrak Manajemen Tahunan yang memuat Target *Key Perfomance Indicators* (KPI) Direksi secara Kolegial dan Dewan Komisaris Tahun 2024

Determination of the 2024 Annual Management Contract, which contains collegial Key Performance Indicators of Board of Directors.

No	KPI KPI	ESG ESG	PS 88 PS 88	Satuan Unit	Bobot Weight		Polaritas Polarity	Target 2024 2024 Target
					Sub Sub	Total Total		
Nilai Ekonomi dan Sosial Untuk Indonesia Economic and Social Value for Indonesia						**59**		
	Finansial Financial							
1	EBITDA	C	-	Rupiah (Miliar) (Billion)	7	14	Maximize	10.635
2	ROIC > WACC	C	-	%	7		Maximize	0,82
3	Interest Bearing Debt to EBITDA	G	-	Kali Times	6	12	Minimize	4,25
4	Interest Bearing Debt to Invested Capital	G	-	%	6		Minimize	48,48
	Operasional Operational							
5	Volume Trafik Traffic Volume	C	-	%	10	22	Maximize	100
6	Capaian Produktivitas Productivity Achievement	C	-	%	11		Maximize	100
	Sosial Social							
7	Implementasi Green Technology di Pelabuhan Implementation of Green Technology at Ports	E	-	%	6	12	Maximize	100
8	Peningkatan TKDN dibandingkan tahun sebelumnya Increase in Domestic Content Ratio (TKDN) compared to the previous year	S	-	%	6		Maximize	30
B. Inovasi Model Bisnis **B. Business Model Innovation**						**12**		
9	Penyelesaian pemurnian bisnis Completion of business refinement	C	-	%	3		Maximize	100
10	Additional Marine Service	C	-	Jumlah Total	3		Maximize	4
11	Implementasi sinergi dan integrasi logistik dalam ekosistem BUMN Implementation of synergy and logistics integration in the SOE ecosystem	C	-	%	3		Maximize	100
12	Implementasi Roadmap Perbaikan Penerapan Manajemen Risiko Implementation of Risk Management Improvement Roadmap	C	-	%	3		Maximize	100

No	KPI KPI	ESG ESG	PS 88 PS 88	Satuan Unit	Bobot Weight		Polaritas Polarity	Target 2024 2024 Target
					Sub Sub	Total Total		
13	Standardisasi dan Digitalisasi Layanan Petikemas & Non Petikemas Standardization and Digitization of Container & Non-Container Services	C	-	%	5		Maximize	100
14	Standardisasi dan Digitalisasi Layanan Marine Standardization and Digitization of Marine Services	C	-	%	5		Maximize	100
D. Peningkatan Investasi **D. Investment Increase**						**7**		
15	Pengembangan Infrastruktur dan peralatan Pelabuhan Development of Port Infrastructure and Equipment	C	-	%	4		Maximize	100
16	Realisasi PMN PMN Realization	S	-	%	3		Maximize	100
E. Pengembangan Talenta **E. Talent Development**						**12**		
17	Rasio top talent muda (<=42 tahun) dalam nominated talent Young top talent ratio (<=42 years old) in nominated talent	S	-	%	3		Maximize	15
18	Rasio Perempuan dalam nominated talent Female ratio in nominated talent	S	-	%	3		Maximize	15
19	Rasio Pemenuhan Klasifikasi Organ Pengelola Risiko (Rasio Kualifikasi) Risk Management Organ Classification Fulfillment Ratio (Qualification Ratio)	S	-	%	3		Maximize	90
20	Penyelesaian Roadmap Penyehatan Dana Pensiun Completion of Pension Fund Restructuring Roadmap	G	-	%	3		Maximize	100
	Total					**100**		

- ***Key Performance Indicators PMN***

No.	KPI	Satuan Unit	Target RKAP RKAP Target	Polaritas Polarity	Proporsi Proportion
Output					
1	Akumulasi Progress Proyek Pengerukan dan Dinding Penahan Tanah (Revetment Wall) Progress Accumulation of Dredging and Retaining Wall Projects	%	100	Maksimal Maximize	15
2	Akumulasi Penyerapan Dana PMN PMN Fund Absorption Accumulation	%	100	Maksimal Maximize	15
Outcome					
1	Jumlah Kunjungan Kapal Cruise Total Cruise Ship Visit	Call	52	Maksimal Maximize	20
2	Penyerapan Mitra UMKM MSME Partner Absorption	Unit Stand Stand Unit	80	Maksimal Maximize	20
3	Kontribusi Pendapatan Revenue Contribution	Rupiah (Miliar) Rupiah (Billion)	135,38	Maksimal Maximize	15
4	Jumlah Wisatawan Luar Negeri Total Overseas Travelers	Orang People	59.500	Maksimal Maximize	15
Total					**100**

- ***Key Performance Indicators* (KPI) Dewan Komisaris**
  Board of Commissioners' Key Performance Indicators (KPI)

No.	Indikator Pencapaian Kinerja Performance Achievement Indicator	Satuan Unit	Bobot Weight	Target Target
1.	Kontribusi terhadap capaian kinerja perusahaan Contribution to the Company's performance achievements		10	
	Kontribusi terhadap realisasi capaian KPI Direksi Contribution to the realization of Board of Directors' KPI achievements	Poin Points	10	100
2.	Ketepatan waktu penyampaian Pendapat dan Saran yang menjadi kewajiban Dewan Komisaris Timeliness of submission of Opinions and Suggestions that are the obligations of Board of Commissioners		20	
	a. Pendapat dan Saran Dewan Komisaris atas RKAP 2024, Laporan Triwulanan 2024, dan Laporan Tahunan 2023 a. Board of Commissioners' Opinions and Suggestions on RKAP 2024, Quarterly Report 2024 and Annual Report 2023	Hari Kerja Working days	5	30
	b. Tanggapan atas tindakan Direksi yang harus mendapat persetujuan RUPS/Menteri b. Responses to Board of Directors' actions that must be approved by the GMS/ Minister	Hari Kerja Working days	5	14
	c. Tanggapan atas tindakan Direksi yang harus mendapat persetujuan Dewan Komisaris c. Responses to Board of Directors' actions that must be approved by Board of Commissioners	Hari Kerja Working days	5	14
	d. Laporan Dewan Komisaris triwulanan dan Tahunan d. Quarterly and Annual Board of Commissioners Report	Hari Kerja Working days	5	30
3.	Rapat dan Kunjungan Kerja Dewan Komisaris Meetings and Working Visits of Board of Commissioners		18	
	a. Jumlah Rapat Internal Dewan Komisaris a. Number of Internal Meetings of Board of Commissioners	Jumlah Amount	6	12
	b. Jumlah Rapat Dewan Komisaris dan Direksi b. Number of Meetings of Board of Commissioners and Board of Directors	Jumlah Amount	6	12
	c. Kunjungan Kerja Dewan Komisaris ke Cabang c. Working Visit of Board of Commissioners to the Branch	Jumlah Amount	6	7
4.	Pengawasan dan arahan terhadap Direksi atas rencana dan kebijakan Perusahaan Supervision and guidance to Board of Directors on the Company's plans and policies	Jumlah Amount	18	7
5.	Efektivitas Kegiatan Penunjang Dewan Komisaris Effectiveness of Supporting Activities of Board of Commissioners		30	
	Peningkatan Kompetensi Dewan Komisaris Board of Commissioners Competency Improvement			
	Pengembangan kompetensi Dewan Komisaris Board of Commissioners Competency Development	Pelaksanaan Implementation	8	4
	Efektivitas Organ Pendukung Effectiveness of Supporting Organs			
	Komite Audit Audit Committee			
	Pelaksanaan Rapat Internal Komite Audit Implementation of Internal Audit Committee Meetings	Jumlah Amount	3	12
	Laporan Penugasan Komite Audit Audit Committee Assignment Report	Laporan Report	3	4

No.	Indikator Pencapaian Kinerja	Satuan	Bobot	Target
	Komite Manajemen Risiko Risk Management Committee			
	Pelaksanaan Rapat Internal Komite PMR Implementation of PMR Committee Internal Meetings	Jumlah Amount	3	12
	Laporan Penugasan Komite PMR PMR Committee Assignment Report	Laporan Report	3	4
	Komite Nominasi dan Remunerasi Nomination and Remuneration Committee			
	Pelaksanaan Rapat Internal Komite NR Implementation of NR Committee Internal Meetings	Jumlah Amount	3	12
	Laporan Penugasan Komite NR NR Committee Assignment Report	Laporan Report	3	4
	Komite Tata Kelola Terintegrasi Integrated Governance Committee			
	Pelaksanaan Rapat Komite TKT Implementation of TKT Committee Meetings	Jumlah Amount	4	4
6.	Pengawasan dan Arahan atas Rencana dan Pelaksanaan Program TJSL Supervision and Guidance on SER Program Plan and Implementation	Jumlah Amount	2	2
	Jumlah		**100**	

Status: Telah Terealisasi
Status: Realized

Agenda Keempat Fourth Agenda	
Persetujuan pelimpahan kewenangan kepada Dewan Komisaris untuk memberikan persetujuan apabila terdapat Tindakan-tindakan yang mengakibatkan perubahan alokasi anggaran investasi dengan nilai maksimum 10% (sepuluh persen) dari nilai masing-masing program investasi sepanjang tidak mengubah total nilai investasi.	Approval of delegation of authority to the Board of Commissioners to approve if there are actions that result in changes to investment budget allocation with a maximum value of 10% (ten percent) of the value of each investment program/item as long as does.
Keputusan: Menyetujui pelimpahan kewenangan kepada Dewan Komisaris untuk memberikan persetujuan apabila terdapat Tindakan-tindakan yang mengakibatkan perubahan alokasi anggaran investasi dengan nilai maksimum 10% (sepuluh persen) dari nilai masing-masing program investasi sepanjang tidak mengubah total nilai investasi.	**Resolution**: Approved the delegation of authority to the Board of Commissioners to give approval if there are actions that result in changes to the investment budget allocation with a maximum value of 10% (ten percent) of the value of each investment program/item as long as does not change the investment program/item and does not exceed the investment total value.
Status: Telah Terealisasi	**Status: Realized**
Keterangan Karena seluruh saham dimiliki oleh Negara Republik Indonesia maka tidak terdapat hasil pooling setuju, tidak setuju dan abstain.	**Remarks:** Because all shares are owned by the Republic of Indonesia, there are no pooling results of agree, disagree or abstain.

TINDAK LANJUT ARAHAN PEMEGANG SAHAM RUPS RKAP TAHUN 2024

FOLLOW-UP ON GMS SHAREHOLDERS' DIRECTION FOR 2024 RKAP

No.	Arahan Directions	Tindak Lanjut Follow-Up
1	Melaksanakan evaluasi atas program transformasi berupa standarisasi dan digitalisasi layanan dalam rangka penajaman, pengembangan dan perbaikan sehingga dapat tercipta efisiensi operasi dan port *network connectivity* yang lebih efektif. Carry out an evaluation of the transformation program in the form of standardization and digitization of services in the context of sharpening, development and improvement so as to create more effective operational efficiency and port network connectivity.	Saat ini sedang dilakukan Post Merger Review di mana salah satu hal yang dievaluasi adalah terkait dengan Program Standarisasi dan Sistemisasi. Evaluasi dilakukan melalui site visit, data analysis, desk research, dan interview kepada pengguna jasa. Evaluasi terhadap implementasi Standarisasi dan Sistemisasi di masing-masing Subholding dilakukan terhadap 3 aspek yaitu aspek operasional, aspek keuangan, dan aspek komersial. Currently, a Post Merger Review is being conducted where one of the things being evaluated is related to the Standardization and Systemization Program. The evaluation is conducted through site visits, data analysis, desk research, and interviews with service users. The implementation of Standardization and Systemization in each Subholding is evaluated on 3 aspects, namely operational aspects, financial aspects, and commercial aspects.

No.	Arahan Directions	Tindak Lanjut Follow-Up
2	Melanjutkan Langkah-langkah efisiensi biaya khususnya yang berada dalam kendali manajemen (*controllable*) dengan tetap menjaga produktivitas dan kualitas pelayanan serta senantiasa menjaga operating profit margin dan EBITDA margin agar dapat terealisasi sesuai target RKAP Tahun 2024. Continue cost efficiency measures, especially those that are controllable, while maintaining productivity and service quality and always maintaining operating profit margin and EBITDA margin so that they can be realized according to the 2024 RKAP target.	Saat ini sudah dilaksanakan program efisiensi hal ini ditandai dengan telah terbentuknya SK Tim efisiensi biaya serta program efisiensi di masing-masing entitas Pelindo group, selain itu juga telah dilakukan evaluasi setiap bulannya terhadap program efisiensi Currently, an efficiency program has been implemented, marked by the formation of a Cost Efficiency Team Decree and an efficiency program in each Pelindo group entity, in addition, a monthly evaluation has been carried out on the efficiency program
3	Melakukan percepatan rencana penurunan rasio IBD to Invested Capital pada tahun 2024 yang salah satunya dilakukan melalui divestasi PT Cibitung Tanjung Priok Tollways (CTP) sehingga dapat memberikan manfaat yang maksimal bagi Perusahaan serta memastikan pelaksanaannya memenuhi asepek *governance, risk, and compliance* (GRC). Accelerate the plan to reduce the IBD to Invested Capital ratio in 2024, one of which is through the divestment of PT Cibitung Tanjung Priok Tollways (CTP) so that it can provide maximum benefits for the Company and ensure that its implementation meets the aspects of governance, risk, and compliance (GRC).	Saat ini sedang dilaksanakan penyelesaian di BANI atas proses transaksi sebelumnya, dan secara paralel disusun SOP baru dalam rangka akseleasi seleksi calon investor potensial sehingga proses lebih terakselerasi. Currently, BANI is completing the previous transaction process, and in parallel, a new SOP is being prepared to accelerate the selection of potential investors so that the process is more accelerated.
4	Melakukan akselerasi atas Pemumian Bisnis guna meningkatkan kinerja operasional dan finansial secara konsolidasi, koordinasi yang sistematis serta memaksimalkan organisasi yang lebih lincah, dengan tetap mengacu pada hasil *due diligence*. Accelerate business optimization to improve operational and financial performance in a consolidated manner, systematic coordination and maximizing a more agile organization, while still referring to the results of due diligence.	Proses Implementasi Pemurnian Bisnis Sedang dilakukan Akselerasi melalui pemembahasan rutin per Aksi Korprorasi pada setiap aksi korporasi. Pembahasan progress dilakukan per rencana aksi korporasi yang dilakukan secara ad hoc sesuai dengan kesiapan usulan kajian (rasionalitas, skema transaksi, uji tuntas dan valuasi), serta pembahasan rutin setiap bi-weekly dan pembahasan monthly secara keseluruhan dan dependensi antar aksi korporasi antar subholding. Secara keseluruhan, progress aksi korporasi pemurnian bisnis per 15 April 2024 telah mencapai 62% dari total 91 Aksi Korporasi yang ditargetkan selesai seluruhnya pada tahun 2024 ini. The Business Purification Implementation Process is being accelerated through routine discussions per Corporate Action for each corporate action. Discussion of progress is carried out per corporate action plan on an ad hoc basis in accordance with the readiness of proposed study (rationality, transaction scheme, due diligence and valuation), as well as routine discussions every bi-weekly and monthly discussions as a whole and dependencies of corporate actions between subholdings. Overall, the progress of business purification corporate action as of April 15, 2024 has reached 62% of the total 91 Corporate Actions targeted to be completed in 2024.

No.	Arahan Directions	Tindak Lanjut Follow-Up
5	Pelaksanaan investasi agar memperhatikan kemampuan keuangan perusahaan sehubungan dengan beberapa utang yang jatuh tempo pada tahun 2024, berpedoman pada rencana (*cost & schedule*), serta melakukan prioritisasi sehingga Capex menjadi lebih efisien utamanya untuk menyeimbangkan arus kas.	Dalam pengelolaan investasi, telah dilakukan upaya optimalisasi pada perencanaan dan pelaksanaan. Dalam perencanaan investasi, terhadap semua usulan investasi yang diajukan, dilakukan evaluasi terhadap aspek kebutuhan dan nilai pengajuan, serta mempertimbangkan kondisi dan kemampuan keuangan Perusahaan dalam pembiayaan investasi serta rencana tahun 2024 yang berdampak kepada kondisi arus kas. Koordinasi dilakukan oleh Unit Manajemen Investasi, Tim RKAP Investasi dengan Unit Pengelolaan Keuangan di mana informasi kebijakan keuangan terkait menjadi salah satu acuan dalam mengevaluasi nilai-nilai investasi. Selanjutnya akan dihasilkan item-item usulan investasi yang dapat direkomendasikan beserta nilai yang dapat disetujui, serta prioritisasinya. Dalam tahap pelaksanaan, mulai TW 1 Tahun 2024 telah dimulai optimalisasi investasi 2024 dengan monitoring atas progres pelaksanaan, perkiraan potensi realisasinya sampai akhir tahun dan peluang untuk dilakukan optimalisasi atas kebutuhan dana investasi pada tahun 2024.
	Investment implementation should pay attention to the Company's financial capacity in relation to several debts due in 2024, be guided by the plan (cost & schedule), and prioritize so that Capex becomes more efficient, primarily to balance cash flow.	In investment management, optimization efforts have been made in planning and implementation. In investment planning, for all investment proposals submitted, an evaluation is carried out on the aspects of needs and proposal value, and considering the Company's financial conditions and capabilities in financing investments and the 2024 plan which has an impact on cash flow conditions. Coordination is carried out by the Investment Management Unit, the Investment RKAP Team with the Financial Management Unit where related financial policy information is one of the references in evaluating investment values. Furthermore, investment proposal items that can be recommended will be produced along with the values that can be approved, as well as their prioritization. In the implementation stage, starting in Q1 2024, the optimization of 2024 investments has begun with monitoring of implementation progress, estimates of potential realization until the end of the year and opportunities to optimize investment fund needs in 2024.
6	Memprioritaskan percepatan penyelesaian proyek investasi terutama Proyek Strategis Nasional (PSN) yang sudah berjalan agar dapat diselesaikan pada tahun 2024, serta melakukan Langkah-langkah percepatan Pembangunan terhadap proyek-proyek yang belum dimulai pembangunannya.	Dalam rangka percepatan penyelesaian Proyek Strategis Nasional (PSN), saat ini telah dilakukan koordinasi secara berkala baik di internal PT Pelabuhan Indonesia dan pihak eksternal untuk menyelesaikan isu - isu yang menghambat progres pekerjaan. Koordinasi internal berfokus kepada aspek hukum, izin - zin dan administrasi terkait yang diperlukan untuk menunjang pelaksanaan pekerjaan, sedangkan koordinasi eksternal dilakukan dengan berfokus kepada kinerja pelaksana pekerjaan dan asistensi terhadap stakeholder terkait. Salah satu contohnya upaya percepatan pekerjaan pengerukan pada Proyek BMTH dengan menerbitkan PK3 (Persetujuan Kegiatan Kerja Keruk) paralel dengan pengurusan Addendum AMDAL namun dengan catatan PK3 berlaku setelah Addendum AMDAL disahkan. Selain itu, saat ini telah disepakati action plan pada masing - masing proyek untuk kemudian dapat dijadikan komitmen bersama dalam rangka mempercepat progres pekerjaan.
	Prioritize the acceleration of investment projects completion, especially ongoing National Strategic Projects (PSN), so that they can be completed in 2024, and take steps to accelerate development of projects that have not yet begun construction.	In order to accelerate the completion of the National Strategic Project (PSN), regular coordination has been carried out both internally at PT Pelabuhan Indonesia and external parties to resolve issues that hinder the work progress. Internal coordination focuses on legal aspects, permits and related administration needed to support the work implementation, while external coordination is carried out by focusing on the performance of work implementers and assistance to related stakeholders. One example is the effort to accelerate dredging work on the BMTH Project by issuing PK3 (Dredging Work Activity Approval) in parallel with the management of AMDAL Addendum but with the note that PK3 applies after AMDAL Addendum is ratified. In addition, an action plan has been agreed upon for each project which can then be used as a joint commitment in order to accelerate the progress of the work.

No.	Arahan Directions	Tindak Lanjut Follow-Up
7	Melakukan evaluasi atas kinerja dan menerapkan strategi pemasaran yang efektif dalam pengelolaan dan komersialisasi terutama untuk Pelabuhan-pelabuhan baru seperti Kijing, Kuala Tanjung, Bali Maritime Tourism Hub dan Makassar New Port. Evaluate performance and implement effective marketing strategies in management and commercialization, especially for new ports such as Kijing, Kuala Tanjung, Bali Maritime Tourism Hub and Makassar New Port.	"Evaluasi bisnis terhadap kinerja pengembangan pelabuhan-pelabuhan tersebut tetap dilakukan seiring perkembangan bisnis didalam internal group Pelindo, berdasarkan strategi dalam buku putih Pelindo (after Merger) bahwa pelaksanaan komersialisasi dan optimalisasi atas pelabuhan-pelabuhan baru tersebut dilaksanakan oleh Subholding sesuai core bisnisnya. Sebagai contoh: 1. Pelabuhan Kijing : a. untuk kegiatan operasional terminal kijing dilakukan oleh PTP Multipurpose (SPMT Group) b. terkait lahan pendukung terminal kijing dilakukan oleh SPSL sebagai pengelola kasawan (telah berproses kerja sama pemanfaatan lahan oleh beberapa mitra) 2. Bali Maritime Tourism Hub: a. Area Pengembangan 1 (AP 1): Telah ditugaskan kepada SPSL untuk pengelolaan lahan dan sedang dalam persiapan kerjasama dengan mitra untuk menjalankan bisnis, diantaranya: zona bisnis marina (yacht club), entertainment, lifestyle, serta rencana pemanfaatan taman & atraksi b. Area Pengembangan 2 (AP 2): c. Terkait zona terminal oil & gas, SPMT bersama konsorsium akan menjalankan bisnis midstream LNG kepada mitra eksisting (PLN Group) sebagai komitmen Pelindo dalam rangka mendukung penyediaan energi bersih d. Terkait zona logistik, SPSL akan mengoptimalkan area logistik sebagai back up area terminal e. Terkait zona terminal curah lainnya Pelindo telah mengikat kerjasama dengan PT Pertamina Patra Niaga dalam rangka mendukung penyaluran BBM & Avtur, selain itu juga ada beberapa potensial mitra lainnya untuk bekerjasama dalam rangka optmaliasi terminal f. Terminal Passengers (Cruise Terminal) g. Dengan adanya pengembangan fasilitas dermaga timur serta dermaga selatan, Pelindo sangat attractive dalam rangka pengembangan pasar bisnis cruise, hal ini selaras tujuan BMTH dalam rangka mendukung program pariwisata, dimana BMTH (Pelabuhan Benoa) sebagai Home Port Cruise di Indonesia 3. Makassar New Port: a. Makassar New Port telah dioperasikan oleh Subholding Pelindo SPTP b. Tahap 1A telah beroperasi sejak tahun 2020 sedangkan Tahap 1B dan 1C beroperasi sejak Februari 2024 c. Dalam tahap persiapan pemilihan calon mitra pengembangan dan pengoperasian MNP 4. Kuala Tanjung: a. Telah dilakukan kegiatan komersialisasi terkait untuk area Pelabuhan dan Kawasan Industri Kuala Tanjung, hal ini direalisasikan dengan adanya MoU kerjasama Pengembangan Pelabuhan dan Kawasan Industri Kuala Tanjung dengan pihak Zhejiang Seaport Group asal Tiongkok dan progres NDA kerjasama serupa dengan pihak Adani Group asal India b. Selain pihak tersebut diatas, juga telah dilakukan beberapa penjajakan dan kegiatan site visit oleh calon mitra terkait untuk kerjasama pemanfaatan lahan dengan tim PT Pelindo Group dan PT Prima Multi Terminal selaku operator Pelabuhan Kuala Tanjung juga PT Prima Pengembangan Kawasan selaku pengelola Kawasan Industri Kuala Tanjung"

No.	Arahan Directions	Tindak Lanjut Follow-Up
		"Business evaluation on the performance of the development of these ports continues to be carried out along with business developments within Pelindo group, based on the strategy in Pelindo white paper (after Merger) that the implementation of commercialization and optimization of these new ports is carried out by Subholding according to its core business. For example: 1. Kijing Port: a. for operational activities of Kijing terminal carried out by PTP Multipurpose (SPMT Group) b. related to the supporting land for Kijing terminal carried out by SPSL as the area manager (has been in the process of land use cooperation by several partners) 2. Bali Maritime Tourism Hub: a. Development Area 1 (AP 1): Has been assigned to SPSL for land management and is in preparation for cooperation with partners to run the business, including: marina business zone (yacht club), entertainment, lifestyle, and plans to utilize parks & attractions b. Development Area 2 (AP 2): c. Related to the oil & gas terminal zone, SPMT together with the consortium will run the LNG midstream business to existing partners (PLN Group) as Pelindo's commitment to support the provision of clean energy d. Regarding the logistics zone, SPSL will optimize the logistics area as a back up area for the terminal e. Regarding other bulk terminal zones, Pelindo has signed a cooperation agreement with PT Pertamina Patra Niaga in order to support the distribution of BBM & Avtur, in addition there are also several other potential partners to cooperate in order to optimize the terminal f. Passengers Terminal (Cruise Terminal) g. With the development of east dock and south dock facilities, Pelindo is very attractive to develop the cruise business market, this is in line with BMTH's goal to support the tourism program, where BMTH (Benoa Port) is the Home Port Cruise in Indonesia 3. Makassar New Port: a. Makassar New Port has been operated by Pelindo SPTP Subholding b. Phase 1A has been operating since 2020 while Phases 1B and 1C have been operating since February 2024 c. In the preparation stage for selecting prospective partners for the development and operation of MNP 4. Kuala Tanjung: a. Commercialization activities related to Kuala Tanjung Port and Industrial Area area have been carried out, realized with the MoU for cooperation in the Development of Kuala Port and Industrial Area Tanjung with Zhejiang Seaport Group from China and progress of similar NDA cooperation with Adani Group from India b. In addition to the above parties, several explorations and site visit activities have also been carried out by prospective partners related to land use cooperation with PT Pelindo Group and PT Prima Multi Terminal teams as the operator of Kuala Tanjung Port and PT Prima Pembangunan Kawasan as the manager of Kuala Tanjung Industrial Estate"

No.	Arahan Directions	Tindak Lanjut Follow-Up
8	Meningkatkan penguasaan pangsa pasar di luar Pelindo Group terutama untuk segmen pendapatan non petikemas dan logistic sebagai bagian dari inisiatif strategis business expansion di tahun 2024. Increase market share outside the Pelindo Group, especially for the non-container and logistics revenue segment as part of the strategic business expansion initiative in 2024.	"Terkait ekspansi bisnis Pelindo dalam rangka peningkatan market share diluar Pelindo, berdasarkan rencana program ekspansi bisnis 2024 berikut beberapa Inisiatif Strategis dalam segmen Non Petikemas & Logistik: 1. Pengembangan layanan TUKS (bekerja sama dengan BUMN & Swasta) 2. Optimalisasi layanan operasi Pelabuhan milik Kementerian/ Lembaga (mayoritas pelabuhan non-petikemas) 3. Ekspansi bisnis dalam segmen Marine, Equipment & Port Services: a. Pengelolaan alur pelayaran b. Pengelolaan Bisnis STS (Ship-to-ship Transfer) c. Layanan On-shore power supply d. Waste Management e. Peningkatan kapasaitas shipyard, bunkering dan lainnya 4. Kerja sama dengan kasawan industri/logistik 5. Pengembangan marina-based tourism" "Regarding Pelindo's business expansion to increase market share outside Pelindo, based on the 2024 business expansion program plan, here are some Strategic Initiatives in the Non-Container & Logistics segment: 1. Development of TUKS services (in collaboration with SOEs & Private) 2. Optimization of Port operation services owned by Ministries/ Institutions (the majority of non-container ports) 3. Business expansion in the Marine, Equipment & Port Services segment: a. Shipping lane management b. STS (Ship-to-ship Transfer) Business Management c. On-shore power supply services d. Waste Management e. Increasing shipyard capacity, bunkering and others 4. Cooperation with industrial/logistics sectors 5. Development of marina-based tourism"
9	RKAP yang disahkan merupakan pedoman bagi Direksi dalam menjalankan kegiatan usaha dan pedoman bagi Dewan Komisaris dalam melaksanakan tugas pengawasan perusahaan tahun 2024 dan berkomitmen untuk mencapai target-target RKAP 2024 dan *key Performance Indicator* (KPI) tahun 2024. RKAP tersebut agar dirinci menjadi program dan target bulanan dan triwulanan untuk memudahkan *monitoring* dan evaluasi pencapaiannya, dan dilakukan cascading ke seluruh jajaran Perusahaan, serta dalam pelaksanannya senantiasa berpedoman pada prinsip *Good Corporate Governance* (GCG). The approved RKAP is a guideline for Board of Directors in carrying out business activities and a guideline for Board of Commissioners in carrying out Company supervision duties in 2024 and is committed to achieving the 2024 RKAP targets and key performance indicators (KPI) in 2024. The Company Budget and Work Plan (RKAP) should be broken down into monthly and quarterly programs and targets to facilitate monitoring and evaluation of achievements, and cascading to all levels of the Company, and in its implementation always guided by the principles of Good Corporate Governance (GCG).	Telah dilakukan pengesahan Kontrak Manajemen yang memuat KPI Direksi secara Kolegial Tahun 2024, serta telah dilakukan cascading KPI ke jajaran Perusahaan serta unit di bawahnya yaitu melalui pengesahan Kontrak Manajemen yang memuat atas KPI Direksi secara Individual, KPI Group, KPI Regional, KPI Subholding, dan KPI Anak Perusahaan Non Cluster Tahun 2024 dengan target-target yang sesuai dengan RKAP 2024. Selanjutnya akan dilakukan monitoring realisasi KPI secara berkala. The ratification of the Management Contract containing the Board of Directors' KPIs collegially in 2024 has been carried out, and KPI cascading has been carried out to the Company's ranks and units below it, namely through the ratification of the Management Contract containing the Board of Directors' KPIs individually, Group KPIs, Regional KPIs, Subholding KPIs, and Non-Cluster Subsidiary KPIs in 2024 with targets in accordance with the 2024 RKAP. Furthermore, periodic monitoring of KPI realization will be carried out.
10	Direksi agar menindaklanjuti dan menyelesaikan secara tuntas temuan, serta saran dan rekomendasi auditor, baik auditor eksternal (BPK RI dan/atau KAP) maupun auditor internal (SPI) di tahun 2023 maupun tahun-tahun sebelumnya. Tindak lanjut penyelesaian temuan/saran auditor agar dibahas secara komprehensif dengan Dewan Komisaris dan dilaporkan secara tertulis kepada Pemegang Saham. Board of Directors to follow up and fully resolve the findings, as well as the suggestions and recommendations of the auditors, both external auditors (BPK RI and/or KAP) and internal auditors (SPI) in 2023 and previous years. Follow-up on the resolution of the auditor's findings/suggestions to be discussed comprehensively with Board of Commissioners and reported in writing to Shareholders.	Telah dilakukan monitoring tindak lanjut terhadap rekomendasi audit internal bersama auditee dan telah dilakukan koordinasi serta menyampaikan tindak lanjut atas rekomendasi audit eksternal secara berkala bersama KAP dan BPK. Dan atas hasil monitoring tersebut dilaporkan melalui laporan management secara triwulan. Follow-up monitoring of internal audit recommendations has been carried out with the auditee, coordination has been carried out, and follow-up to external audit recommendations has been submitted periodically with KAP and BPK. And the results of monitoring are reported through quarterly management reports.
11	Menyampaikan Laporan Tahunan Perseroan termasuk Laporan Keuangan Tahun Buku 2023 yang telah diaudit oleh Kantor Akuntan Publik selambat-lambatnya minggu ke 1 (kesatu) April 2024 dan melakukan Audit Upon Procedure (AUP) atas paket informasi laporan audit dan selanjutnya menyampaikan beserta laporan audit paling lambat minggu ke 2 (kedua) April 2024. Submit the Company's Annual Report including the Financial Statements for 2023 Fiscal Year which have been audited by a Public Accounting Firm no later than the first week of April 2024 and conduct an Audit Upon Procedure (AUP) on the information package of audit report and then submit it along with the audit report no later than the second week of April 2024.	Telah diselesaikan laporan audit perseroan tahun buku 2023 yang telah rilis di tanggal 27 Maret 2024 dan telah disampaikan kepada pemegang saham. Terkait audit upon porsedure (AUP) atas paket informasi laporan audit sedang proses pembuatan dengan pihak auditor dan ditargetkan selesai di bulan April 2024. The company's audit report for the 2023 fiscal year has been completed, which was released on March 27, 2024 and has been submitted to shareholders. Regarding the audit upon procedure (AUP) for the audit report information package, is in the process of being prepared with the auditor and is targeted for completion in April 2024.

No.	Arahan Directions	Tindak Lanjut Follow-Up
12	Surat Menteri BUMN No: 491/MBU/09/2023 tanggal 29-09-2023 (dua puluh sembilan September dua ribu dua puluh tiga) perihal Aspirasi Pemegang Saham untuk Penyusunan RKAP Tahun 2024 (dua ribu dua puluh empat), Buku RKAP 2024 (dua ribu dua puluh empat), surat Dewan Komisaris Nomor:01/DK/PI/I-2024 tanggal 03-01-2024 (tiga Januari dua ribu dua puluh empat) perihal Tanggapan atas Usulan RKAP Tahun 2024 (dua ribu dua puluh empat) Key Performance Indicators (KPI) Direksi secara Kolegial yang tertuang dalam Kontrak Manajemen dan KPI Dewan Komisaris, serta Risalah Rapat TJSL Nomor: RIS-18/DSI.MBU.B/12/2023 merupakan bagian yang tidak terpisahkan dari keputusan ini dan agar mendapat perhatian serius serta ditindaklanjuti. Letter of the Minister of SOEs No: 491/MBU/09/2023 dated 29-09-2023 (twenty-ninth of September two thousand twenty-three) concerning Shareholders' Aspirations for the Preparation of 2024 (two thousand twenty-four) RKAP, 2024 (two thousand twenty-four) RKAP Book, letter of Board of Commissioners Number: 01/DK/PI/I-2024 dated 03-01-2024 (third of January two thousand twenty-four) concerning Response to the Proposed 2024 (two thousand twenty-four) RKAP Key Performance Indicators (KPI) of Board of Directors Collegially as stated in the Management Contract and KPI of Board of Commissioners, as well as the Minutes of CSR Meeting Number: RIS-18/DSI.MBU.B/12/2023 are an inseparable part of this decision and must receive serious attention and be followed up.	Telah diselesaikan pengesahan Kontrak Manajemen yang memuat KPI Direksi secara Kolegial Tahun 2024 sesuai dengan Aspirasi Pemegang Saham untuk Penyusunan RKAP Tahun 2024 pada Rapat Umum Pemegang Saham Pelindo tanggal 29 Januari 2024. The ratification of the Management Contract containing the Board of Directors' KPIs collegially for 2024 has been completed in accordance with the Shareholders' Aspirations for the Preparation of 2024 RKAP at Pelindo General Meeting of Shareholders on January 29, 2024.

PELAKSANAAN RUPS TAHUNAN TENTANG PENGESAHAN LAPORAN TAHUNAN TAHUN BUKU 2023 DAN REALISASINYA

Pelaksanaan RUPS dilaksanakan pada:
Hari/Tanggal : Selasa/04 Juni 2024
Waktu : 10.00 – 11.00 WIB
Tempat : Pelindo Tower Lantai 5, Jakarta Utara

ANNUAL GMS ON APPROVAL OF FISCAL YEAR 2023 ANNUAL REPORT AND THE REALIZATION

The GMS was held on:
Day/Date : Tuesday, June 4, 2024
Time : 10.00 – 11.00 WIB
Place : Pelindo Tower 5th Floor, Jakarta

REKAPITULASI KEHADIRAN PADA RUPS TAHUNAN TENTANG PENGESAHAN LAPORAN TAHUNAN TAHUN BUKU 2023 DAN REALISASINYA

RECAPITULATION OF ATTENDANCE AT THE ANNUAL GMS ON APPROVAL OF FISCAL YEAR 2023 ANNUAL REPORT AND THE REALIZATION

No	Nama Name	Jabatan Position	Kehadiran Attendance
1.	Agus Suhartono	Komisaris Utama/Komisaris Independen President Commissioner/Independent Commissioner	Hadir Present
2.	Jodi Mahardi	Komisaris Commissioner	Hadir Present
3.	Andus Winarno	Komisaris Commissioner	Hadir Present
4.	Heru Sukanto	Komisaris Independen Independent Commissioner	Hadir Present
5.	Sudung Situmorang	Komisaris Independen Independent Commissioner	Hadir Present
6.	Didi Sumedi	Komisaris Commissioner	Tidak Hadir Not Present
7.	Arif Toha Tjahjagama	Komisaris Commissioner	Hadir Present
8.	Arif Suhartono	Direktur Utama President Director	Hadir Present
9.	Hambra	Wakil Direktur Utama Vice President Director	Hadir Present
10.	Ihsanuddin Usman	Direktur SDM dan Umum HC and General Affairs Director	Hadir Present

No	Nama Name	Jabatan Position	Kehadiran Attendance
11.	Boy Robyanto	Direktur Investasi Investment Director	Hadir Present
12.	Mega Satria	Direktur Keuangan Finance Director	Hadir Present
13.	Prasetyo	Direktur Strategi Strategy Director	Hadir Present
14.	Putut Sri Muljanto	Direktur Pengelola Managing Director	Hadir Present

PIHAK INDEPENDEN

Pelindo telah menunjuk pihak independen yaitu Notaris Nanda Fauz Iwan dalam menyusun Akta hasil RUPS.

INDEPENDENT PARTY

Pelindo has appointed an independent party, namely Notary Nanda Fauz Iwan, to draw up the GMS Resolution Deed.

KEPUTUSAN DAN REALISASI RUPS TAHUNAN TENTANG PENGESAHAN LAPORAN TAHUNAN TAHUN BUKU 2023

RESOLUTION AND REALIZATION OF THE GMS ON APPROVAL OF FISCAL YEAR 2023 ANNUAL REPORT

Agenda Pertama
First Agenda

Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Konsolidasi Perseroan, Persetujuan Tugas Pengawasan Dewan Komisaris serta Pengesahan Laporan Keuangan Program pendanaan usaha Mikro dan Usaha Kecil (PUMK) untuk Tahun Buku 2023, sekaligus pemberian pelunasan dan pembebasan tanggung jawab sepenuhnya (*volledig acquit et de charge*) kepada Direksi atas Tindakan pengurusan Perseroan dan Dewan Komisaris atas Tindakan pengawasan Perseroan yang telah dijalankan selama Tahun Buku 2023.

Approval of the Annual Report and Ratification of the Company's Consolidated Financial Statements, Approval of the Supervisory Duties of Board of Commissioners and Ratification of Financial Statements of Micro and Small Business Funding Program (PUMK) for Fiscal Year 2023, as well as granting full release and discharge (volledig acquit et de charge) to Board of Directors for the management actions and to Board of Commissioners for the supervisory actions carried out during Fiscal Year 2023.

Keputusan:

1. Menyetujui Laporan Tahunan Perseroan termasuk Laporan Tugas Pengawasan Dewan Komisaris dan Laporan Pelaksanaan Tanggung Jawab Sosial dan Lingkungan untuk Tahun Buku 2023.
2. Mengesahkan:
   a. Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2023 yang berakhir pada tanggal 31-12-2023, yang telah diaudit oleh Kantor Akuntan Publik (KAP) Purwantono, Sungkoro & Surja (Ernst & Young) sesuai laporannya Nomor: 00379/2.1032/AU.1/06/0697-4/1/III/2024 tanggal 27-03-2024 dengan opini "wajar, dalam semua hal yang material".
   b. Laporan Keuangan Program PUMK untuk Tahun Buku 2023 yang berakhir pada tanggal 31-12-2023 yang telah diaudit oleh Kantor Akuntan Publik (KAP) Purwantono, Sungkoro & Surja (Ernst & Young) sesuai laporannya Nomor 00598/2.1032/AU.2/10/0697-4/1/III/2024 tanggal 27-03-2024 dengan opini "wajar, dalam semua hal yang material".

   Pokok-pokok Laporan Keuangan Konsolidasian PT Pelabuhan Indonesia (Persero) Tahun Buku 2023 sebagai berikut:
   - Laporan Posisi Keuangan Konsolidasian
     PT Pelabuhan Indonesia (Persero) untuk tahun yang berakhir tanggal 31-12-2023 ditutup dengan:
     - Total Aset sebesar Rp118.341.065.674.287,00 (serratus delapan belasa triliun tiga ratus empat puluh satu miliar enam puluh lima juta enam ratus tujuh puluh empat ribu dua ratus delapan puluh tujuh rupiah).
     - Total Liabilitas sebesar Rp71.499.850.516.511,00 (tujuh puluh satu triliun empat ratus sembilan puluh sembilan miliar delapan ratus lima puluh juta lima ratus enam belas ribu lima ratus sebelas rupiah).
     - Ekuitas Rp46.841.215.157.776,00 (empat puluh enam triliun delapan ratus empat puluh satu miliar dua ratus lima belas juta serratus lima puluh tujuh ribu tujuh ratus tujuh puluh enam rupiah).
   - Laporan Laba (Rugi) Konsolidasian
     Laba Setelah Pajak Konsolidasian PT Pelabuhan Indonesia (Persero) untuk tahun yang berakhir tanggal 31-12-2023 sebesar Rp4.012.581.262.711,00 (empat triliun dua belas miliar lima ratus delapan puluh satu juta dua ratus enam puluh dua ribu tujuh ratus sebelas rupiah).

Resolution:

1. To approve the Company's Annual Report including the Board of Commissioners Supervisory Report and Social and Environmental Responsibility Implementation Report for Fiscal Year 2023.
2. To ratify:
   a. The Company's Consolidated Financial Statements for Fiscal Year 2023 ending on 12-31-2023, which have been audited by Public Accounting Firm (KAP) Purwantono, Sungkoro & Surja (Ernst & Young) according to their report Number: 00379/2.1032/AU.1/06/0697-4/1/III/2024 dated 03-27-2024 with an opinion of "fair, in all material respects".
   b. The PUMK Program Financial Report for Fiscal Year 2023 ending on 12-31-2023 which has been audited by Public Accounting Firm (KAP) Purwantono, Sungkoro & Surja (Ernst & Young) according to report Number 00598/2.1032/AU.2/10/0697-4/1/III/2024 dated 03-27-2024 with the opinion "fair, in all material respects".

   The main points of Consolidated Financial Statements of PT Pelabuhan Indonesia (Persero) for Fiscal Year 2023 are as follows:
   - Statement of Financial Position
     PT Pelabuhan Indonesia (Persero) for the year ending 12/31/2023 closed with:
     - Total Assets of Rp118,341,065,674,287.00 (one hundred eighteen trillion three hundred forty-one billion sixty-five million six hundred seventy-four thousand two hundred eighty-seven rupiah).
     - Total Liabilities amounting to Rp71,499,850,516,511.00 (seventy-one trillion four hundred ninety-nine billion eight hundred fifty million five hundred sixteen thousand five hundred eleven rupiah).
     - Equity of Rp46,841,215,157,776.00 (forty-six trillion eight hundred forty-one billion two hundred fifteen million two hundred fifty-seven thousand seven hundred seventy-six rupiah).
   - Consolidated Profit (Loss) Report
     Consolidated Profit After Tax of PT Pelabuhan Indonesia (Persero) for the year ending 12-31-2023 amounted to Rp4,012,581,262,711.00 (four trillion twelve billion five hundred eighty-one million two hundred sixty-two thousand seven hundred eleven rupiah).

Pokok-pokok Laporan Keuangan Program PUMK PT Pelabuhan Indonesia (Persero) Tahun Buku 2023 sebagai berikut:
- Posisi Keuangan Program PUMK per 31-13-2023 ditutup dengan jumlah Aset Bersih sebesar Rp135.244.842.501,00 (serratus tiga puluh lima miliar dua ratus empat puluh empat juta delapan ratus empat puluh dua ribu lima ratus satu rupiah.
- Efektivitas Penyaluran Dana Program PUMK
  Realisasi dana Program PUMK per 31-12-2023 ditutup dengan jumlah Dana Tersedia sebesar Rp48.912.991.575,00 (empat puluh delapan miliar sembulan ratus dua belas juta sembilan ratus sembilan puluh satu ribu lima ratus tujuh puluh lima rupiah) dan jumlah Dana Disalurkan sebesar Rp23.880.295.155,00 (dua puluh tiga miliar delapan ratus delapan puluh juta dua ratus sembilan puluh lima ribu serratus lima puluh lima rupiah).

The main points of the PUMK Program Financial Report of PT Pelabuhan Indonesia (Persero) for Fiscal Year 2023 are as follows:
- The PUMK Program Financial Position as of 12-31-2023 closed with a total Net Asset of Rp135,244,842,501.00 (one hundred thirty-five billion two hundred forty-four million eight hundred forty-two thousand five hundred one rupiah).
- Effectiveness of PUMK Program Fund Distribution
  The realization of PUMK Program funds as of 12-31-2023 is closed with the amount of Available Funds of Rp48,912,991,575.00 (forty-eight billion nine hundred twelve million nine hundred ninety-one thousand five hundred seventy-five rupiah) and the amount of Disbursed Funds of Rp23,880,295, 155.00 (twenty-three billion eight hundred and eighty million two hundred and ninety-five thousand and five hundred and fifty rupiah).

3. Dengan telah disetujuinya Laporan Tahunan termasuk Laporan Tugas Pengawasan Dewan Komisaris, dan disahkannya Laporan Keuangan Perseroan serta Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK), seluruhnya untuk Tahun Buku 2023, maka RUPS memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (volledif acquit et de charge) kepada seluruh Anggota Direksi atas Tindakan pengurusan Perseroan dan kepada seluruh anggota Dewan Komisaris atas Tindakan pengawasan Perseroan yang telah dijalankan selama tahun buku yang berakhir pada tanggal 31-12-2023, sepanjang Tindakan tersebut bukan merupakan tindak pidana dan/atau melanggar ketentuan peraturan Perundang-Undangan dan prosedur hukum yang berlaku, dan telah tercermin dalam laporan-laporan tersebut di atas.

With the approval of Annual Report including the Board of Commissioners Supervisory Report, and ratification of the Company Financial Report and Micro and Small Business Funding Program (PUMK) Financial Report, for Fiscal Year 2023, the GMS grants full release and discharge (volledig acquit et de charge) to all members of Board of Directors for the management actions of the Company and to all members of Board of Commissioners for supervisory actions carried out during the fiscal year ending on 12-31-2023, as long as these actions do not constitute a criminal offense and/or violate the provisions of laws and regulations and applicable legal procedures, and have been reflected in the aforementioned reports.

Agenda Kedua
Second Agenda

Penetapan Penggunaan Laba Bersih Perseroan untuk Tahun Buku 2023	Determination of the use of the Company's net profit for fiscal year 2023.
Keputusan: Menetapkan penggunaan Laba Bersih Atribusi Pemilik Entitas Induk Perseroan Tahun Buku 2023 sebesar Rp3.822.122.282.641,00 (tiga triliun delapan ratus dua puluh dua miliar serratus dua puluh dua juta dua ratus delapan puluh dua ribu enam ratus empat puluh satu rupiah) sebagai berikut: 1. Sebesar 27,17% dari laba bersih atau sebesar Rp1.038.470.000.000,00 (satu triliun tiga puluh delapan miliar empat ratus tujuh puluh juta rupiah) ditetapkan sebagai dividen tunai. 2. Sebesar 72,83% dari laba bersih atau sebesar Rp2.783.652.282.641,00 (dua triliun tujuh rartus delapan puluh tiga miliar enam ratus lima puluh dua juta dua ratus delapan puluh dua ribu enam ratus empat puluh satu rupiah) ditetapkan sebagai cadangan.	**Resolution:** To determine the use of the Net Income Attribution of Owner of the Company's Parent Entity for Fiscal Year 2023 amounting to Rp3,822,122,282,641.00 (three trillion eight hundred twenty-two billion two hundred eighty-two million six hundred forty-one rupiah) as follows: 1. 27.17% of the net profit or Rp1,038,470,000,000.00 (one trillion thirty-eight billion four hundred seventy million rupiah) is set as cash dividends. 2. 72.83% of the net profit or amounting to Rp2,783,652,282,641.00 (two trillion seven hundred eighty-three billion six hundred fifty-two million two hundred eighty-two thousand six hundred forty-one rupiah) is set as a reserve.

Agenda Ketiga
Third Agenda

Penetapan Remunerasi (gaji/honorarium, fasilitas, dan tunjangan) Tahun 2024, dan Tantiem Tahun Buku 2023 bagi Direksi dan Dewan Komisaris Perseroan.	Determination of Remuneration (salary/honorarium, facilities, and allowances) for Fiscal Year 2024, and Tantiem for Fiscal Year 2023 for Board of Directors and Board of Commissioners of the Company.
Keputusan: Besaran Tantiem bagi Dewan Komisaris dan Direksi Tahun Buku 2023, Gaji bagi Direksi dan Honorarium bagi Dewan Komisaris berikut fasilitas dan tunjangan untuk Tahun 2024 akan ditetapkan secara tersendiri.	**Resolution:** The amount of Tantiem for Board of Commissioners and Board of Directors for Fiscal Year 2023, Salary for Board of Directors and Honorarium for Board of Commissioners along with facilities and benefits for 2024 will be determined separately.

Agenda Keempat
Fouth Agenda

Penunjukan Akuntan Publik (AP) dan/atau Kantor Akuntan Publik (KAP) untuk Mengaudit Laporan Keuangan Konsolidasi Perseroan dan Laporan Keuangan Program Pendanaan Usaha Mikro dan Kecil (PUMK) serta Non PUMK untuk Tahun Buku 2024.	Appointment of Public Accounting Firm (KAP) to audit the Company's Consolidated Financial Statements and the Financial Statements and Implementation of Micro and Small Business Funding Program (PUMK) and Non-PUMK for Fiscal Year 2024.
Keputusan: 1. Menetapkan Kantor Akuntan Publik (KAP) Purwantono, Sungkoro & Surja (Ernst & Young) untuk melakukan audit umum atas Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2024 dan Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) Perseroan serta Non PUMK untuk Tahun Buku 2024. 2. Memberikan wewenang dan kuasa kepada Dewan Komisaris Perseroan untuk menunjuk Kantor Akuntan Publik dan/atau Akuntan Publik untuk melakukan audit atas Laporan Keuangan Perseroan periode lainnya pada Tahun Buku 2024 untuk tujuan dan kepentingan Perseroan. 3. Memberikan pelimpahan kewenangan kepada Dewan Komisaris untuk menetapkan besaran imbalan jasa audit, penambahan ruang lingkup pekerjaan yang diperlukan dan persyaratan lainnya yang wajar bagi Kantor Akuntan Publik tersebut, serta menetapkan Kantor Akuntan Publik pengganti dalam hal Kantor Akuntan Publik (KAP) Purwantono, Sungkoro & Surja (Emst & Young) karena sebab apapun tidak dapat menyelesaikan audit Laporan Keuangan Konsolidasian Perseroan serta Laporan Keuangan dan Pelaksanaan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) dan laporan lainnya untuk Tahun Buku 2024, termasuk menetapkan imbalan jasa audit dan persyaratan lainnya bagi Kantor Akuntan Publik pengganti tersebut.	**Resolution:** 1. To appoint Public Accounting Firm (KAP) Purwantono, Sungkoro & Surja (Ernst & Young) to conduct a general audit of the Company's Consolidated Financial Statements for Fiscal Year 2024 (two thousand twenty-three) and Financial Statements of the Company's Micro and Small Business Funding Program (PUMK) and Non PUMK for Fiscal Year 2024. 2. To authorize Board of Commissioners of the Company to appoint a Public Accounting Firm and/or Public Accountant to audit the Company's Financial Statements for other periods in Fiscal Year 2024 for the purpose and interest of the Company. 3. To delegate authority to Board of Commissioners to determine the amount of audit fees, additional scope of work required and other reasonable requirements for the Public Accounting Firm, as well as to determine a replacement Public Accounting Firm in the event that the Public Accounting Firm (KAP) Purwantono, Sungkoro & Surja (Emst & Young) for any reason is unable to complete the audit of the Company's Consolidated Financial Statements as well as the Financial Report and Implementation of the Micro and Small Business Funding Program (PUMK) and other reports for Fiscal Year 2024, including determining the audit fees and other requirements for the replacement Public Accounting Firm.

Agenda Kelima Fifth Agenda	
Laporan Realisasi Penggunaan Tambahan Dana Penyertaan Modal Negara.	Report on the Realization of Additional Use of State Equity Participation Funds.
Keputusan: ▪ Menerima Laporan Realisasi Penggunaan Tambahan Dana Penyertaan Modal Negara (PMN) yang berasal dari APBN Tahun Anggaran 2021 untuk periode Tahun Buku 2023 dengan ketentuan semua kegiatan dan penggunaan telah sesuai dengan Kajian Bersama PMN dan Peraturan Menteri BUMN Nomor: PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara, sepanjang tidak ditemukan adanya penyimpangan di kemudian hari	**Resolution:** ▪ To accept the Report on the Realization of Additional Use of State Equity Capital Funds (PMN) originating from the State Budget for Fiscal Year 2021 for the period of Fiscal Year 2023 provided that all activities and uses are in accordance with the Joint Study of PMN and the Minister of SOEs Regulation Number: PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, provided that no deviations are found in the future.
Keterangan Karena seluruh saham dimiliki oleh Negara Republik Indonesia maka tidak terdapat hasil pooling setuju, tidak setuju dan abstain.	**Remarks** Because all shares are owned by the Republic of Indonesia, there are no pooling results of agree, disagree or abstain.

TINDAK LANJUT ARAHAN PEMEGANG SAHAM RUPS TAHUNAN TENTANG PENGESAHAN LAPORAN TAHUNAN TAHUN BUKU 2023

FOLLOW-UP ON GMS SHAREHOLDERS' DIRECTION FOR RATIFICATION OF ANNUAL REPORT FOR FISCAL YEAR 2023

No.	Arahan Direction	Tindak Lanjut Follow-Up
1.	Memastikan implementasi standarisasi dan digitalisasi operasi Pelabuhan memiliki keandalan sistem yang optimal dan kemudahan penggunaan bagi pelanggan dalam rangka peningkatan kualitas layanan kepelabuhanan. Ensure the implementation of standardization and digitization of port operations to have optimal system reliability and ease of use for customers in order to improve the quality of port services.	Telah dilaksanakan Standarisasi dan Digitalisasi Operasi Pelayanan Petikemas dan Non Petikemas di 34 Cabang/ Terminal pada Tahun 2023. Program Standarisasi dan Digitalisasi Operasi Pelabuhan akan terus dilanjutkan pada seluruh Cabang/ Terminal di Pelindo Group. Standardization and Digitalization of Container and Non-Container Service Operations have been implemented in 34 Branches/Terminals by 2023. The Standardization and Digitalization of Port Operations program will continue in all Branches/Terminals in Pelindo Group.
2.	Mengupayakan peningkatan pendapatan usaha dari seluruh segmen usaha terutama untuk segmen pendapatan usaha yang capaiannya berada di bawah RKAP Tahun 2023 yaitu pelayanan non petikemas, pengusahaan properti, air, dan listrik serta pelayanan rupa-rupa usaha dengan mempertahankan pangsa pasar eksisting maupun menciptakan pertumbuhan baru. Strive to increase business income from all business segments, especially for business income segments whose achievements are below the 2023 RKAP, namely non-container services, property, water, and electricity services, and various business services by maintaining the existing market share and creating new growth.	Telah dilakukan peningkatan program optimalisasi lahan idle Tahun 2023 di masing-masing Regional dengan realisasi lahan idle yang telah dikomersialisasikan sebanyak 6 lokasi yaitu : PT Adhya Sejahtera Boga Perkasa (Belawan), PT Bintang Lestari Konstruksi (Sibolga), PT Nusantara Nabati Indonesia (Belawan), PT Khatulistiwa Raya Cakrawala (Kijing), PT Pasific Bio Energy (Kijing), dan PT Permata Sawit Mas (Manokwari) An increase in the idle land optimization program in 2023 has been carried out in each Region with the realization of idle land that has been commercialized as many as 6 locations, namely: PT Adhya Sejahtera Boga Perkasa (Belawan), PT Bintang Lestari Konstruksi (Sibolga), PT Nusantara Nabati Indonesia (Belawan), PT Khatulistiwa Raya Cakrawala (Kijing), PT Pacific Bio Energy (Kijing), and PT Permata Sawit Mas (Manokwari).
3.	Melakukan Langkah-langkah antisipasi dan akuisisi pasar dalam neghadapi persaingan usaha dengan Badan Usaha Pelabuhan (BUP) Swasta pada segmen bisnis Pelayanan Barang dan Petikemas. To take anticipatory measures and market acquisition in the face of business competition with Private Port Business Entities (BUP) in the Goods and Container Services business segment.	Telah dilakukan *profilling* dan *monitoring* suara pelanggan serta penjajakan dan perikatan kerjasama dengan cargo owner baru. Customer voice profiling and monitoring have been carried out as well as exploration and cooperation agreements with new cargo owners.
4.	Melanjutkan Langkah-langkah efisiensi biaya khususnya yang berada dalam kendali manajemen dan memastikan efektivitas atas peningkatan biaya yang terjadi dengan tetap menjaga produktivitas dan standar kualitas pelayanan, sehingga pertumbuhan pendapatan usaha dapat terealisasi lebih tinggi dibandingkan pertumbuhan beban usaha, serta menjaga rasio biaya operasional dan EBITDA margin agar tetap terkendali. Continue cost efficiency measures, especially those under management control, and ensure the effectiveness of cost increases while maintaining productivity and service quality standards, so that business income growth can be realized higher than business expense growth, and keep the operating cost ratio and EBITDA margin under control.	Telah dilaksanakan monitoring dan evaluasi setiap bulannya terhadap program efisiensi semua entitas Pelindo *Group.* Monitoring and evaluation has been carried out every month on the efficiency programs of all Pelindo Group entities.
5.	Melakukan restrukturisasi PT Cibitung Tanjung Priok Tollways (CTP) dalam rangka memperbaiki rasio IBD to Invested Capital dan menurunkan Beban Keuangan pada tahun 2024. Restructuring PT Cibitung Tanjung Priok Tollways (CTP) to improve the IBD to Invested Capital ratio and reduce Financial Expenses by 2024.	Meningkatkan efektifitas proses divestasi kepemilikan saham pada CTP kepada calon investor potensial yang kredibel melalui prosedur *direct selling.* Improve the effectiveness of divestment process of share ownership in CTP to potential credible investors through direct selling procedures.
6.	Melakukan *stress test* secara periodik dan mitigasi risiko terhadap fluktuasi nilai tukar mata uang asing, maupun faktor risiko lainnya, agar arus kas perusahaan mampu untuk melakukan pembayaran kewajibam, dan memenuhi modal kerja perusahaan secara *sustainable,* sehinggi kinerja keuangan dapat terkelola dengan lebih baik. Conduct periodic stress tests and risk mitigation against foreign exchange fluctuations and other risk factors, so that the Company's cash flow is sufficient to make payments and sustainably fulfill the Company's working capital, so that financial performance can be better managed.	Telah dilaksanakan stress test secara periodik untuk konsolidasi , Regional, *Subholding*, dan Anak Perusahaan. Periodic stress tests have been carried out for consolidation, Regional, Subholding, and Subsidiaries.

No.	Arahan Direction	Tindak Lanjut Follow-Up
7.	Melakukan akselerasi atau Pemumian Bisnis guna meningkatkan kinerja operasional dan finansial secara konsolidasi yang sistematis serta memaksimalkan organisasi yang lebih lincah, dengan tetap mengacu pada hasil *due diligence*. Accelerate or refine the business to improve operational and financial performance in a systematic consolidated manner and maximize a more agile organization, while still referring to the results of due diligence.	Telah dilakukan monitoring dan evaluasi setiap bulannya terhadap progress pemurnian bisnis Pelindo Grup. Monthly monitoring and evaluation has been carried out on the progress of refining Pelindo Group's business.
8.	Memprioritaskan percepatan penyelesaian proyek investasi yang bersifat strategis khususnya proyek yang termasuk Proyek Strategis Nasional (PSN) sesuai dengan target pada Tahun 2024. Prioritize the acceleration of completion of strategic investment projects, especially projects that are included in the National Strategic Projects (PSN) in accordance with the target for 2024.	Bahwa dalam rangka tercapainya progres investasi pada tahun 2024, telah dilakukan monitoring dan evaluasi secara berkala terhadap pekerjaan-pekerjaan invetasi di lingkungan Regional dan *Subholding* PT Pelabuhan Indonesia khususnya proyek investasi yang bersifat strategis dan melakukan upaya percepatan proses perencanaan dan pengadaan serta berkoordinasi dengan instansi terkait untuk percepatan perizinan. That in order to achieve investment progress in 2024, regular monitoring and evaluation of investment works in Regional and Subholding environment of PT Pelabuhan Indonesia has been carried out, especially strategic investment projects and efforts to accelerate the planning and procurement process and coordinate with relevant agencies to accelerate licensing.
9.	Melakukan pengawalan secara intensif terhadap capaian realisasi penggunaan dana PMN, khususnya terkait dengan pekerjaan pengerukan alur dan kolam paket A, dengan meningkatkan koordinasi dengan para pelaksana pekerjaan sebagai upaya percepatan guna memastikan pekerjaan tersebut dapat diselesaikan sesuai dengan target pada tahun 2024. Carry out intensive monitoring of the realization of the use of PMN funds, especially related to the dredging of the channel and pond of package A, by improving coordination with the work executors as an acceleration effort to ensure that the work can be completed according to the target in 2024.	Untuk pekerjaan Pengerukan Paket A telah dilakukan upaya pengendalian dengan implementasi ketentuan kontrak kritis dimana disepakati rencana percepatan untuk mengatasi keterlambatan dengan penambahan alat kerja untuk meningkatkan produktivitas pekerjaan. For Package A dredging works, efforts have been made to control the implementation of critical contract provisions where an acceleration plan was agreed to overcome delays by adding work tools to increase work productivity.
10.	Melakukan evaluasi atas kinerja dan menerapkan strategi pemasaran yang efektif dalam rangka memanfaatkan peluang bisnis, memperoleh pelanggan baru, serta mendorong terutama untuk proyek-proyek strategis dan Pelabuhan-pelabuhan baru. Evaluate performance and implement effective marketing strategies to take advantage of business opportunities, gain new customers, and encourage strategic projects and new ports in particular.	Telah dilakukan penjajakan kepada calon mitra strategis dalam rangka mendorong pengimplementasian proyek-proyek strategis. Explorations have been made to potential strategic partners in order to encourage the implementation of strategic projects.
11.	Menerapkan upata mitigasi risiko pada setiap kegiatan khususnya pada risiko utama Perusaaan yang masih berada dalam kategori tinggi termasuk potensi risiko baru yang muncul dan *loss event* yang terjadi. Implement risk mitigation efforts in every activity, especially in the main risks. Companies that are still in the high category include the potential for new risks to arise and loss events to occur.	Telah dilakukan *monitoring* rencana perlakukan risiko (mitigasi risiko) yang dilakukan setiap bulan dengan membandingkan realisasi dengan target pada semua risiko utama Perusahaan. Monitoring of risk treatment plans (risk mitigation) has been carried out every month by comparing the realization with the target on all major risks of the Company.
12.	Mengoptimalkan publikasi atas pelaksanaan Program TJSL BUMN melalui sinergi dengan fungsi corporate communication dari perusahaan, mengupayakan penagihan secara optimal atas piutang dengan tingkat kolektibilitas macet termasuk melakukan *rescheduling* dan *erconditioning*, dan mengupayakan peningkatan level struktur organisasi yang membidangi program TJSL agar seluruh KPI Program TJSL dapat tercapai. Optimizing the publication of SOE SER Program implementation through synergy with the corporate communication function of the Company, striving for optimal collection of receivables with a level of collectability including rescheduling and reconditioning, and striving to improve the level of the organizational structure in charge of the SER program so that all SER Program KPIs can be achieved.	Perusahaan sudah memiliki Program Publikasi TJSL khusus untuk publikasi Program TJSL melalui rilis media, pembutan konten media sosial serta telah intens berkoordinasi dengan Corcom perusahaan. Telah dilakukan penandatanganan Berita Acara Komitmen Pemenuhan Pemulihan Piutang Program Pendanaan Usaha Mikro dan Usaha Kecil yang meliputi pelaksanaan monitoring mitra binaan, pelaksanaan upaya Rescheduling dan Reconditioning serta memverifikasi dan validasi mitra binaan kategori bermasalah. The company already has a special CSR Publication Program for the publication of CSR Programs through media releases, social media content creation and has intensely coordinated with the company's Corcom. The signing of the Minutes of Commitment to Fulfill the Recovery of Receivables of Micro and Small Business Funding Program which includes the implementation of monitoring of fostered partners, implementing Rescheduling and Reconditioning efforts and verifying and validating fostered partners in problematic categories.
13.	Melakukan *monitoring* secara ketat terhadap berbagai permasalahan hukum termasuk permasalahan mengenai aset dan mengambil Langkah-langkah yang tepat untuk penyelesaiannya. Strictly monitor various legal issues including asset issues and take appropriate steps to resolve them.	Melakukan *monitoring* dan evaluasi setiap bulannya terhadap permasalahan hukum serta yang berkaitan dengan aset di lingkungan PT Pelabuhan Indonesia (Persero) Conduct monthly monitoring and evaluation of legal issues and those related to assets within PT Pelabuhan Indonesia (Persero).

No.	Arahan Direction	Tindak Lanjut Follow-Up
14.	Menindaklanjuti dan menyelesaikan secara tuntas terhadap setiap temuan, catatan serta saran/rekomendasi baik dari auditor eksternal (Kantor Akuntan Publik/KAP, Badan Pengawasan Keuangan dan Pembangunan/BPKP, dan Badan Pemeriksa Keuangan RI/BPK-RI termasuk instansi pengawasan berwenang lainnya) maupun auditor internal Perseroan yang belum dinyatakan seslesai ditindaklanjuti, progress tindaklanjut penyelesaian temuan-temuan dimaksud agar dibahas secara komprehensif dengan Dewan Komisaris dan disampaikan tertulis secara berkala kepada Pemegang Saham. Follow up and complete every finding, note, and suggestion/ recommendation from both external auditors (Public Accounting Firm/KAP, Finance and Development Supervisory Agency/BPKP, and Indonesian Audit Board/BPK-RI including other authorized supervisory agencies) and the Company's internal auditors that have not been declared completed, progress of follow-up on the findings is to be discussed comprehensively with Board of Commissioners and submitted in writing periodically to Shareholders.	1. Monitoring tindak lanjut audit eksternal dan internal sampai dengan Triwulan II 2024 telah mencapai 62,43% dengan rincian sebagai berikut : a. Tindak lanjut KAP Tahun 2023 : 0% dari 50 rekomendasi; b. Tindak lanjut BPK RI Tahun 2006-2024 : 80,39% atau 533 telah sesuai dari 663 rekomendasi; 2. Tindak lanjut SPI Tahun 2016-2023 : 84,67% atau 2634 telah sesuai dari 3138 rekomendasi. Pembahasan progres tindak lanjut internal dan eksternal dilakukan secara periodik (triwulan) dalam rapat koordinasi bersama antara SPI dengan Dewan Komisaris. Serta terhadap hal tersebut juga dilaporkan secara tertulis secara periodik yang tertuang dalam Laporan kegiatan SPI. 1. Monitoring of follow-up on external and internal audits up to the second quarter of 2024 has reached 62.43% with the following details: a. Follow-up of KAP Year 2023: 0% of 50 recommendations; b. Follow-up of BPK RI Year 2006-2024: 80.39% or 533 have been in accordance with 663 recommendations; c. Follow-up of SPI in 2016-2023: 84.67% or 2634 have been in accordance with 3138 recommendations. 2. Discussion of internal and external follow-up progress is carried out periodically (quarterly) in joint coordination meetings between SPI and the Board of Commissioners. And this is also reported in writing periodically as contained in the SPI activity report.
15.	Menjaga konsistensi dalam melakukan *monitoring* dan *updating* data pada Portal BUMN, yakni Portal Silaba, Portal Human Capital (HC), Portal TJSL dan Portal Publik. Progress pemutakhitan data dalam portal tersebut agar dilaporkan dalam laporan manajemen triwulanan dan laporan tahunan. Maintain consistency in monitoring and updating data on SOE Portal, namely Silaba Portal, Human Capital (HC) Portal, SER Portal and Public Portal. Progress of data updates in these portals is to be reported in quarterly management reports and annual reports.	Sudah dilakukan Updating data pada portal BUMN. Updating data on the SOE portal has been carried out.
16.	Direksi agar menindaklanjuti hal-hal yang menjadi rekomendasi dari Dewan Komisaris PT Pelabuhan Indonesia (Persero) sesuai surat yang disampaikan Nomor: 39/DK/PI/V-2024 tanggal 14-05-2024 perihal Tanggapan Dewan Komisaris atas Penyampaian Laporan Tahun 2023 (Audited) PT Pelabuhan Indonesia (Persero). Board of Directors to follow up on the recommendations of Board of Commissioners of PT Pelabuhan Indonesia (Persero) as stated in the letter Number: 39/DK/PI/V-2024 dated 05-14-2024 regarding Response of Board of Commissioners on Submission of 2023 Annual Report (Audited) of PT Pelabuhan Indonesia (Persero).	Sudah ditindaklanjuti oleh masing-masing group sesuai arahan Dewan Komisaris PT Pelabuhan Indonesia (Persero). Has been followed up by each group in accordance with the direction of Board of Commissioners of PT Pelabuhan Indonesia (Persero).

PELAKSANAAN RUPS TAHUNAN TENTANG PENGESAHAN RENCANA KERJA DAN ANGGARAN PERUSAHAAN TAHUN 2023 DAN REALISASINYA

Pelaksanaan RUPS dilaksanakan pada:
Hari/Tanggal : Senin, 30 Januari 2023
Waktu : 08.00 WIB - selesai
Tempat : Hotel Borobudur Jakarta

ANNUAL GMS ON THE APPROVAL OF 2023 CORPORATE WORK PLAN AND BUDGET AND THE REALIZATION

The GMS was held on:
Day/Date : Monday, January 30, 2023
Time : 08.00 WIB - finished
Place : Borobudur Hotel Jakarta

REKAPITULASI KEHADIRAN PADA RUPS TAHUNAN TENTANG PENGESAHAN RKAP TAHUN 2023

RECAPITULATION OF ATTENDANCE AT THE GMS ON 2023 RKAP APPROVAL

No	Nama Name	Jabatan Position	Kehadiran Attendance
1.	Marsetio	Komisaris Independen merangkap Plt. Komisaris Utama Independent Commissioner/Acting President Commissioner	Hadir Present
2.	Muchtar Luthfi Mutty	Komisaris Independen Independent Commissioner	Hadir Present
3.	Antonius Rainer Haryanto	Komisaris Independen Independent Commissioner	Hadir Present
4.	Heru Sukanto	Komisaris Independen Independent Commissioner	Hadir Present
5.	Sudung Situmorang	Komisaris Commissioner	Hadir Present
6.	Didi Sumedi	Komisaris Commissioner	Hadir Present
7.	Arif Toha Tjahjagama	Komisaris Commissioner	Hadir Present
8.	Arif Suhartono	Direktur Utama President Director	Hadir Present
9.	Hambra	Wakil Direktur Utama Vice President Director	Hadir Present
10.	Ihsanuddin Usman	Direktur Sumber Daya Manusia dan Umum Human Capital and General Affairs Director	Hadir Present
11.	Boy Robyanto	Direktur Investasi Investment Director	Hadir Present
12.	Mega Satria	Direktur Keuangan Finance Director	Hadir Present
13.	Prasetyo	Direktur Strategi Strategy Director	Hadir Present

PIHAK INDEPENDEN

Pelindo telah menunjuk pihak independen yaitu Notaris Nanda Fauz Iwan dalam menyusun Akta hasil RUPS.

INDEPENDENT PARTY

Pelindo has appointed an independent party, namely Notary Nanda Fauz Iwan, to draw up the GMS Resolution Deed.

KEPUTUSAN DAN REALISASI RUPS TAHUNAN TENTANG PENGESAHAN RKAP TAHUN 2023

RESOLUTION AND REALIZATION OF THE GMS ON 2023 RKAP

Agenda Pertama First Agenda	
Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2023 termasuk didalamnya penetapan klasifikasi risiko BUMN serta Rencana Kerja dan Anggaran Dewan Komisaris Tahun 2023.	Approval of 2023 Corporate Work Plan and Budget (RKAP) including the determination of SOE risk classification and Board of Commissioners 2023 Work Plan and Budget.
Keputusan: Mengesahkan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2023 (dua ribu dua puluh tiga) termasuk didalamnya penetapan Klasifikasi risiko PT Pelabuhan Indonesia (Persero) pada kuadran Sistemik A serta Rencana Kerja dan Anggaran Dewan Komisaris Tahun 2023 (dua ribu dua puluh tiga) PT Pelabuhan Indonesia (Persero), dengan pokok-pokok sebagai berikut	Resolution: Approved the 2023 (two thousand twenty-three) Corporate Work Plan and Budget (RKAP) including the determination of risk classification of PT Pelabuhan Indonesia (Persero) in the Systemic A quadrant and the 2023 (two thousand twenty-three) Board of Commissioners Work Plan and Budget of PT Pelabuhan Indonesia (Persero), with the following points;

- Pokok-pokok Laporan Keuangan (Rp)
  Principal Financial Statements (Rp)

Uraian Description	**RKAP 2023** 2023 RKAP
Pendapatan Revenue	31.819.126.058.312,00
Laba Usaha Operating Profit	6.383.555.192.817,00
EBITDA	10.298.947.308.431,00
Laba Bersih Net Profit	3.819.508.573.868,00
Laba Bersih (Atribusi Induk) Net Profit (Parent Attribution)	3.813.542.854.108,00
Total Aset Total Assets	112.076.560.242.422,00
Ekuitas Equity	47.290.488.260.554,00
Interest Bearing Debt	41.611.451.619.780,00
Net Operating Cash Flow	9.432.476.267.650,00
CAPEX	10.699.844.148.391,00

Agenda Kedua Second Agenda	
Pengesahan Rencana Kerja dan Anggaran Program Tanggung Jawab Sosial dan Lingkungan (RKA-TJSL) Tahun 2023	Approval of the 2023 Work Plan and Budget for Social and Environmental Responsibility Program (RKA-SER).
Keputusan: Mengesahkan Rencana Kerja dan Anggaran Program Tanggung Jawab Sosial dan Lingkungan (RKA-TJSL) Tahun 2023 (dua ribu dua puluh tiga) PT Pelabuhan Indonesia (Persero) dengan Total Program Pendanaan Non-PUMK sebesar Rp132.761.922.320,00 (seratus tiga puluh dua miliar tujuh ratus enam puluh satu juta sembilan ratus dua puluh dua ribu tiga ratus dua puluh rupiah) dan Dana PUMK sebesar Rp23.880.295.155,00 (dua puluh tiga miliar delapan ratus delapan puluh juta dua ratus sembilan puluh lima ribu seratus lima puluh lima rupiah)	**Resolution:** Approved PT Pelabuhan Indonesia (Persero) 2023 (two thousand twenty-three) Work Plan and Budget for Social and Environmental Responsibility Program (RKA-SER) with Total Non-PUMK Funding Program amounted to Rp132,761,922,320.00 (one hundred thirtytwo billion seven hundred sixty-one million nine hundred twenty-two thousand three hundred twenty rupiah) and PUMK Fund amounted to Rp23,880,295,155.00 (twenty-three billion eight hundred eighty million two hundred ninety-five thousand one hundred fifty-five rupiah)
Agenda Ketiga Third Agenda	
Penetapan Kontrak Manajemen Tahunan yang memuat Target *Key Perfomance Indicators* (KPI) Direksi secara Kolegial Tahun 2023	Determination of the 2023 Annual Management Contract, which contains collegial Key Performance Indicators of Board of Directors.

Keputusan:
Menetapkan Kontrak Manajemen Tahunan yang memuat target *Key Performance Indicators* (KPI) Direksi PT Pelabuhan Indonesia (Persero) secara Kolegial Tahun 2023 (dua ribu dua puluh tiga), sebagaimana terlampir yang merupakan bagian tidak terpisahkan dari keputusan ini.

Resolution:
Determined the 2023 (two thousand twenty-three) Annual Management Contract, which contains collegial Key Performance Indicators of Board of Directors of PT Pelabuhan Indonesia (Persero), as attached and is an integral part of this resolution.

No	KPI	ESG	PS 88	Satuan Unit	Bobot Weight		Polaritas Polarity	Target 2023 2023 Target
					Sub	Total		
Nilai Ekonomi dan Sosial Untuk Indonesia **Economic and Social Value for Indonesia**						**44**		
1	*Profitable Ratio*							
	a. EBITDA	C	-	Rupiah (Miliar) (Billion)	5	10	Maximize	10.299
	b. ROIG > WAGG	C	-	%	5		Maximize	1,12
2	Rasio Interest Bearing Debt Interest Bearing Debt Ratio							
	a. *Interest Bearing Debt to* EBITDA	G	-	Kali	4	8	Minimize	4,04
	b. *Interest Bearing Debt to Invested Capital*	G	-	%	4		Minimize	47,20
3	*Throughput*							
	a. Container Throughput	C	-	Juta TEUs	6	12	Maximize	17,7
	b. Non Container Througput	C	-	Juta Ton	6		Maximize	161,5
4	B/S/H (Gross)	C	-	B/S/H	7		Maximize	39
5	Implementasi Green Technology di Pelabuhan Implementation of Green Technology at the Ports	E, S	-	%	7		Maximize	100
B. Inovasi Model Bisnis **B. Business Model Innovation**						**10**		
6	Efisiensi melalui Pengadaan Terpusat Efficiency through Centralized Procurement	C	-	Rupiah (Miliar) (Billion)	4		Maximize	122
7	Additional Marine Service	C	-	Jumlah	6		Maximize	4
C. Kepimimpinan Teknologi **C. Technology Leadership**						**12**		
8	Standardisasi dan Digital Layanan Petikemas & Non Petikemas Standardization and Digitalization of Container & Non-Package Services	C	-	%	6		Maximize	100
9	Standardisasi dan Digitalisasi Layanan Marine Standardization and Digitalization of Marine Services	C	-	%	6		Maximize	100

No	KPI	ESG	PS 88	Satuan	Bobot		Polaritas	Target 2023
					Sub	Total		
D. Peningkatan Investasi **D. Investment Increase**						**16**		
	Pengembangan Infrastruktur dan peralatan Pelabuhan Development of Port Infrastructure and Equipment	C	-	%		6	Maximize	100
	Pencapaian Skor KPI PMN BMTH PMN BMTH KPI Score Achievement	C	√	%		4	Maximize	100
	Pengembangan Pelabuhan melalui Kerjasama dengan mitra strategis e.g INA Port Potential Development through Collaboration with Strategic Partners (e.g INA)	C	-	%		6	Maximize	100
E. Pengembangan Talenta **E. Talent Development**						**18**		
	Talent management & Development Female ratio in nominated talent							
	a. Rasio Perempuan dalam *nominated talent* a. Female ratio in nominated talent	S	-	%	3	6	Maximize	14
	b. Rasio top talent muda (<=42 tahun) dalam *nominated talent* b. Young top talent ratio (<=42 years old) in nominated talent	S	-	%	3		Maximize	14
	Rasio Pemenuhan Klasifikasi Organ Pengelola Risiko (Rasio Kualifikasi) Risk Management Organ Classification Fulfillment Ratio (Qualification Ratio)	G	-	%		6	Maximize	80
	Penyelesaian *Roadmap* Penyehatan Dana Pensiun Completion of Pension Fund Restructuring Roadmap	G	-	%		6	Maximize	100
	Total					**100**		

Key Performance Indicators PMN

No	KPI	Satuan Unit	Target RKAP RKAP Target	Polaritas Polarity	Bobot Weight
Output					
1	Akumulasi Progress Proyek Pengerukan Dredging Project Progress Accumulation	%	100	Maximize	15
2	Akumulasi Penyerapan Dana PMN PMN Fund Absorption Accumulation	%	100	Maximize	15
Output Manfaat **Benefits Output**					
3	Jumlah Kunjungan Kapal Cruise Total Cruise Ship Visit	Call	48	Maximize	20
4	Penyerapan Mitra UMKM MSME Partner Absorption	Unit Stand	50	Maximize	20
5	Kontribusi Pendapatan BMTH BMTH Revenue Contribution	Rp Miliar	90,33	Maximize	15
6	Jumlah Wisatawan Luar Negeri Total Overseas Travelers	Orang	56.000	Maximize	15

Agenda Keempat Fouth Agenda	
Penetapan Kontrak Manajemen Tahunan (*Key Perfomance Indicators*) Dewan Komisaris Tahun 2023	Determination of the 2023 Management Contract (Key Performance Indicators) between Board of Commissioners and Shareholders.

Keputusan:
Menetapkan Kontrak Manajemen Tahunan (Key Performance Indicators) Dewan Komisaris Tahun 2023 (dua ribu dua puluh tiga), sebagaimana terlampir yang merupakan bagian tidak terpisahkan dari keputusan ini.

Resolution:
Determined the 2023 (two thousand twenty-three) Management Contract (Key Performance Indicators) of Board of Commissioners, as attached and is an integral part of this resolution.

- ***Key Performance Indicator***

No.	Indikator Pencapaian Kinerja Performance Achievement Indicator	Satuan Unit	Bobot Weight	Target Target
1.	Kontribusi terhadap capaian kinerja perusahaan Contribution to the Company's performance achievements		10	
	Kontribusi terhadap realisasi capaian KPI Direksi Contribution to the realization of Board of Directors' KPI achievements	Poin Points	10	100
2.	Ketepatan waktu penyampaian Pendapat dan Saran yang menjadi kewajiban Dewan Komisaris Timeliness of submission of Opinions and Suggestions that are the obligations of Board of Commissioners		20	
	a. Pendapat dan Saran Dewan Komisaris atas RKAP 2032, Laporan Triwulanan 2023, dan Laporan Tahunan 2022 a. Board of Commissioners' Opinions and Suggestions on RKAP 2023, Quarterly Report 2023, and Annual Report 2022	Hari Kerja Working days	5	30
	b. Tanggapan atas tindakan Direksi yang harus mendapat persetujuan RUPS/Menteri b. Responses to Board of Directors' actions that must be approved by the GMS/ Minister	Hari Kerja Working days	5	14
	c. Tanggapan atas tindakan Direksi yang harus mendapat persetujuan Dewan Komisaris . Responses to Board of Directors' actions that must be approved by Board of Commissioners	Hari Kerja Working days	5	14
	d. Laporan Dewan Komisaris triwulanan dan Tahunan d. Quarterly and Annual Board of Commissioners Report	Hari Kerja Working days	5	30
3.	Kontribusi terhadap penerapan GCG Contribution to the implementation of GCG		10	
	a. Kontribusi kualitas penerapan GCG a. Contribution to the quality of GCG implementation	Poin Points	5	31,50
	b. Tindak Lanjut Rekomendasi Hasil *Assessment* GCG Aspek Dewan Komisaris b. Follow-up to the Recommendations on the Results of GCG Assessment of Board of Commissioners aspect	%	5	100
4.	Rapat dan Kunjungan Kerja Dewan Komisaris Meetings and Working Visits of Board of Commissioners		18	
	a. Jumlah Rapat Internal Dewan Komisaris a. Number of Internal Meetings of Board of Commissioners	Jumlah Amount	6	12
	b. Jumlah Rapat Dewan Komisaris dan Direksi b. Number of Meetings of Board of Commissioners and Board of Directors	Jumlah Amount	6	12
	c. Kunjungan Kerja Dewan Komisaris ke Cabang c. Working Visit of Board of Commissioners to the Branch	Jumlah Amount	6	7

No.	Indikator Pencapaian Kinerja Performance Achievement Indicator	Satuan Unit	Bobot Weight	Target Target
5.	Pengawasan dan arahan terhadap Direksi atas rencana dan kebijakan Perusahaan Supervision and direction to Board of Directors on the Company's plans and policies	Jumlah Amount	14	7
6.	Efektivitas Kegiatan Penunjang Dewan Komisaris Effectiveness of Supporting Activities of Board of Commissioners		26	
	Peningkatan Kompetensi Dewan Komisaris Board of Commissioners Competency Improvement			
	Pengembangan kompetensi Dewan Komisaris Board of Commissioners Competency Development	Pelaksanaan Implementation	8	4
	Efektivitas Organ Pendukung Effectiveness of Supporting Organs			
	Komite Audit Audit Committee			
	Pelaksanaan Rapat Internal Komite Audit Implementation of Internal Audit Committee Meetings	Jumlah Amount	3	12
	Laporan Penugasan Komite Audit Audit Committee Assignment Report	Laporan Report	3	4
	Komite Manajemen Risiko Risk Management Committee			
	Pelaksanaan Rapat Internal Komite PMR Implementation of PMR Committee Internal Meetings	Jumlah Amount	3	12
	Laporan Penugasan Komite PMR PMR Committee Assignment Report	Laporan Report	3	4
	Komite Nominasi dan Remunerasi Nomination and Remuneration Committee			
	Pelaksanaan Rapat Internal Komite NR Implementation of NR Committee Internal Meetings	Jumlah Amount	3	12
	Laporan Penugasan Komite NR NR Committee Assignment Report	Laporan Report	3	4
7.	Pengawasan dan Arahan atas Rencana dan Pelaksanaan Program TJSL Supervision and Guidance on SER Program Plan and Implementation	Jumlah Amount	2	2
	Jumlah Total		**100**	

Agenda Kelima
Fifth Agenda

Penetapan Indikator Aspek Operasional untuk pengukuran Tingkat Kesehatan Perusahaan Tahun 2023	Stipulation of Operational Aspect indicators for the Measurement of the Company's 2023 Soundness Level
Keputusan: Menetapkan Indikator Aspek Operasional untuk Pengukuran Tingkat Kesehatan PT Pelabuhan Indonesia (Persero) Tahun 2023, sebagai berikut:	**Resolution:** Stipulated the Operational Aspect Indicators for the Measurement of PT Pelabuhan Indonesia II (Persero)'s 2023 Soundness Level, as follows:

No.	Indikator Indicator	Bobot Weight
Aspek Operasional Operational Aspect		**35.00**
1.	Waiting Time For Pilot	9.0
2.	Tingkat Efektivitas Tambahan Petikemas Additional Container Effectiveness Level	9.0
3.	Produktivitas B/M Petikemas -Gross Productivity of Container B/M -Gross	8.0
4.	Produktivitas B/M – Curah Productivity of B/M - Bulk	9.0

Agenda Keenam Sixth Agenda	
Persetujuan pelimpahan kewenangan kepada Dewan Komisaris untuk memberikan persetujuan apabila terdapat tindakan-tindakan yang mengakibatkan perubahan alokasi anggaran investasi dengan nilai maksimum 10% (sepuluh persen) dari nilai masing-masing program investasi sepanjang tidak mengubah total nilai investasi.	Approval of delegation of authority to the Board of Commissioners to approve if there are actions that result in changes to investment budget allocation with a maximum value of 10% (ten percent) of the value of each investment program/item as long as does.
Keputusan: Menyetujui pelimpahan kewenangan kepada Dewan Komisaris untuk memberikan persetujuan apabila terdapat tindakan-tindakan yang mengakibatkan perubahan alokasi anggaran investasi dengan nilai maksimum 10% (sepuluh persen) dari nilai masing-masing program investasi sepanjang tidak merubah total nilai investasi.	**Resolution:** Approved the delegation of authority to the Board of Commissioners to give approval if there are actions that result in changes to the investment budget allocation with a maximum value of 10% (ten percent) of the value of each investment program/item as long as does not change the investment program/item and does not exceed the investment total value.
Keterangan Karena seluruh saham dimiliki oleh Negara Republik Indonesia maka tidak terdapat hasil pooling setuju, tidak setuju dan abstain.	**Remarks:** Because all shares are owned by the Republic of Indonesia, there are no pooling results of agree, disagree or abstain.

TINDAK LANJUT ARAHAN PEMEGANG SAHAM RUPS RKAP TAHUN 2023

FOLLOW-UP ON GMS SHAREHOLDERS' DIRECTION FOR 2023 RKAP

No.	Arahan Direction	Tindak Lanjut Follw-Up
1.	RKAP yang disahkan merupakan pedoman bagi Direksi dalam menjalankan kegiatan usaha dan pedoman bagi Dewan Komisaris dalam melaksanakan tugas pengawasan perusahaan Tahun 2023 (dua ribu dua puluh tiga). RKAP tersebut termasuk di dalamnya program Manajemen Risiko agar dirinci menjadi program dan target bulanan dan triwulanan untuk memudahkan monitoring dan evaluasi pencapaiannya, serta dilakukan *cascading* ke seluruh jajaran perusahaan. The approved RKAP is a guideline for Board of Directors in carrying out business activities and a guideline for Board of Commissioners in carrying out supervisory duties in 2023 (two thousand twenty-three). The RKAP includes the Risk Management program to be broken down into monthly and quarterly programs and targets to facilitate monitoring and evaluation of achievements, as well as cascading to all levels of the Company.	Penyusunan RKAP yang disahkan oleh Direksi telah menggunakan Risk Based Budgeting dan Dokumen RKAP telah dilengkapi dengan rencana target program Manajemen Risiko untuk memudahkan pencapaiannya The preparation of RKAP approved by Board of Directors has used Risk Based Budgeting and RKAP Document has been equipped with Risk Management program target plan to facilitate its achievement.
2.	Berkomitmen untuk mencapai target-target RKAP 2023 (dua ribu dua puluh tiga) dan *Key Performance Indicators* (KPI) tahun 2023 (dua ribu dua puluh tiga) dengan tetap melaksanakan prinsip *Good Corporate Governance* (GCGI *Committed to achieving the 2023 (two thousand twentythree) RKAP and Key Performance Indicators (KPI) targets while continuing to implement the principles of Good Corporate Governance (GCG).*	Telah dilakukan pengesahan Kontrak Manajemen atas KPI Direksi secara Kolegial, KPI Direksi secara Individual, KPI Group, Regional dan KPI Subholding Tahun 2023 yang memuat target-target sesuai dengan acuan RKAP 2023 The Management Contract has been ratified for the Board of Directors Collegial KPIs, Board of Directors Individual KPIs, Group KPIs, Regional and Subholding KPIs for 2023 which contain targets in accordance with the 2023 RKAP reference.
3.	Perbuatan-perbuatan Direksi yang memerlukan persetujuan dari RUPS sesuai Anggaran Dasar dan peraturan lainnya agar diajukan secara tersendiri dengan dilengkapi sekurang-kurangnya tanggapan Dewan Komisaris, Pakta Integritas Direksi, kajian teknis, kajian hukum, kajian ekonomi, dan kajian risiko. The Board of Directors' actions that require approval from the GMS in accordance with the Articles of Association and Other Regulations must be submitted separately accompanied by at least the Board of Commissioners' responses, the Board of Directors' Integrity Pact, technical studies, legal studies, economic studies and risk studies.	Dalam permintaan persetujuan RUPS atas keputusan strategis Direksi telah dilengkapi dengan tanggapan Dewan Komisaris, Pakta Integritas Direksi, kajian teknis, kajian hukum, kajian ekonomi, dan kajian risiko In the request for GMS approval of strategic decisions by Board of Directors, it has been supplemented with responses from Board of Commissioners, Board of Directors Integrity Pact, technical studies, legal studies, economic studies, and risk studies.
4.	Direksi agar menindaklanjuti dan menyelesaikan secara tuntas temuan, serta saran dan rekomendasi auditor, baik auditor eksternal (BPK RI dan/atau KAP) maupun auditor internal (SPI) di tahun 2022 (dua ribu dua puluh dua) maupun tahun-tahun sebelumnya. Tindak lanjut penyelesaian temuan/saran auditor agar dibahas secara komprehensif dengan Dewan Komisaris dan dilaporkan secara tertulis kepada Pemegang Saham. Board of Directors should follow up and complete the findings, as well as suggestions and recommendations from the auditors, both external auditors (BPK RI and/or KAP) and internal auditors (SPI) in 2022 (two thousand twenty-two) and in previous years. Follow-up on the completion of auditor's findings/suggestions should be comprehensively discussed with Board of Commissioners and reported in writing to Shareholders.	Telah dilaksanakan *monitoring* tindak lanjut LHP BPK dan disampaikan pemenuhan dokumen sesuai dengan rekomendasi temuan BPK dengan progress 83,25% pada Semester II Tahun 2022, 66,67% untuk temuan KAP dan 61% untuk monitoring Tindak Lanjut Rekomendasi LHA SPI pada Semester I Tahun 2023. Koordinasi dengan Unit kerja terkait dalam rangka pemenuhan dokumen rekomendasi BPK, KAP dan LHA SPI yang masih Belum Koordinasi dengan BPK Sesuai untuk dan kegiatan *monitoring* Tahun 2023 serta *monitoring* tindak lanjut LHA SPI secara berkala. Follow-up monitoring of LHP BPK has been carried out and the fulfillment of documents in accordance with the recommendations of BPK findings with a progress of 83.25% in the second semester of 2022, 66.67% for KAP findings and 61% for monitoring Followup of LHA SPI recommendations in the first semester of 2023. Coordination with related work units in order to fulfill the documents of BPK, KAP and LHA SPI recommendations that are still not fulfilled, coordination with BPK for monitoring activities in 2023 as well as monitoring the follow-up of LHA SPI periodically.

No.	Arahan Direction	Tindak Lanjut Follw-Up
5.	Memastikan pemenuhan ketentuan terkait manajemen risiko pada perusahaan dan anak perusahaan dengan mengacu pada ketentuan pada Peraturan Menteri BUMN Nomor PER-5/MBU/09/2022 tentang Penerapan Manajemen Risiko pada Badan Usaha Milik Negara, termasuk melakukan peningkatan tingkat kematangan manajemen risiko/RMI secara berkala serta melaporkan hasilnya kepada Kementerian BUMN. Untuk hasil penilaian tingkat risiko/RMI tahun 2022 (dua ribu dua puluh dua) agar disampaikan paling lambat pertengahan Triwulan III tahun 2023 (dua ribu dua puluh tiga). Ensure the fulfillment of provisions related to risk management in companies and subsidiaries by referring to the SOE Ministerial Regulation Number PER-5/MBU/09/2022 concerning Implementation of Risk Management in StateOwned Enterprises, including periodically increasing the level of maturity of risk management/RMI and the results reported to the SOE Ministry. For the assessment results of risk level/ RMI in 2022 (two thousand twenty-two) to be submitted no later than the middle of the third quarter of 2023 (two thousand twenty-three).	1. Telah dilakukan paparan pada Rakomdir 24 Oktober 2022 sehubungan dengan Pembahasan tindaklanjut PER-5 BUMN 2022 dan disusun Berita Acara Kesepakatan antara Direksi dan Dewan Komisaris 2. Telah disampaikan surat Hasil Pelaksanaan *Self Assessment* atas Kondisi PT Pelabuhan Indonesia (Persero) terhadap Ketentuan-Ketentuan dalam PER-5/MBU/09/2022 kepada Deputi Bidang Keuangan dan Manajemen Risiko Kementerian BUMN melalui Surat Direktur Utama Nomor PW.05.01/4/11/1/MRIO/UTMA/PLND-22 3. Telah dilakukan penyusunan Hasil Pemetaan Pemenuhan Pedoman Manajemen Risiko sebagaimana PER-5/MBU/09/2022 1. A presentation was made at the Board meeting on October 24, 2022 in connection with the discussion of the follow-up to PER-5 BUMN 2022 and the Minutes of Agreement between Board of Directors and Board of Commissioners were prepared. 2. A letter on the Self Assessment of PT Pelabuhan Indonesia (Persero) Conditions against the Provisions in PER-5/MBU/09/2022 has been submitted to the Deputy for Finance and Risk Management of the Ministry of SOEs through the President Director's Letter Number PW.05.01/4/11/1/MRIO/ UTMA/PLND-22. 3. The preparation of Mapping Results of Fulfillment of Risk Management Guidelines as PER-5/MBU/09/2022 has been carried out.
6.	Menyampaikan laporan manajemen risiko, tata kelola, dan audit intern yang menjadi satu kesatuan dengan laporan berkala triwulanan dan tahunan. Submitting risk management, governance, and internal audit reports that become an integral part of quarterly and annual reports.	Telah dilaksanakan penyampaian laporan manajemen risiko, tata kelola, dan audit intern secara berkala yang menjadi satu kesatuan dengan laporan triwulanan dan tahunan Risk management, governance, and internal audit reports have been submitted periodically as an integral part of the quarterly and annual reports.
7.	Melakukan langkah-langkah efiensi di segala bidang dengan tetap menjaga produktivitas dan kualitas pelayanan sehingga tingkat realisasi biaya tidak lebih tinggi dari tingkat realisasi pendapatan. Conduct efficiency measures in all fields while maintaining productivity and service quality so that the level of cost realization is not higher than the level of revenue realization.	Telah dilakukan proses anggaran sesuai dengan pengendalian No HK.01/11/3/1/PKPN/UTMA/PLND-22 dan setiap bulan dilakukan evaluasi pencapaian kinerja keuangan Regional dan Subholding untuk memastikan tercapainya target sesuai RKAP Tahun 2023. The budget process has been carried out in accordance with control No. HK.01/11/3/1/PKPN/UTMA/PLND-22 and every month an evaluation of the achievement of Regional and Subholding financial performance is carried out to ensure the achievement of targets according to the 2023 RKAP.
8.	Pelaksanaan Investasi agar memperhatikan skala prioritas, kemampuan keuangan perusahaan dan berpedoman pada rencananya (*cost & schedule*) serta dijaga supaya tidak terjadi *cost overrun*, sehingga dapat diselesaikan sesuai dengan targetnya. Investment should pay attention to the priority scale, the Company's financial capability and be guided by the plan (cost & schedule) and be maintained in order to avoid cost overrun and can be completed according to the target.	Telah disampaikan kepada Group, Regional, Subholding dan Anak Perusahaan untuk merencanakan pelaksanaan pekerjaan investasi lebih matang setelah melakukan optimalisasi aset yang ada. Has been conveyed to Group, Regional, Subholding and Subsidiaries to plan the implementation of investment work more carefully after optimizing existing assets.
9.	Direksi agar melaporkan realisasi program blueprint amanat Undang-undang Nomor 8 Tahun 2016 (dua ribu enam belas) tentang Penyandang Disabilitas untuk tahun 2023 (dua ribu dua puluh tiga), serta menyusun dan melaksanakan strategi implementasinya pada tahun 2023 (dua ribu dua puluh tiga). Apabila blueprint dimaksud belum disusun, Direksi diminta untuk memenuhinya pada tahun 2023 (dua ribu dua puluh tiga) dimana dapat dilakukan melalui kolaborasi/benchmarking dengan BUMN lain, sekaligus mengakselerasi implementasinya pada tahun 2023 (dua ribu dua puluh tiga). Board of Directors is required to report the realization of blueprint program mandated by Law Number 8 of 2016 concerning Persons with Disabilities for 2023 (two thousand twenty-three), as well as prepared and carry out the implementation strategy in 2023 (two thousand twentythree). If the said blueprint has not been prepared, Board of Directors is asked to fulfill it in 2023 (two thousand twentythree), which can be done through collaboration/benchmarking with other SOEs, as well as accelerating its implementation in 2023 (two thousand twenty-three).	Telah dilakukan rekrutmen untuk disabilitasi di masing-masing Pelindo sebelum dilakukan merger dan saat ini setelah merger terdapat kebijakan minus *growth* untuk pertumbuhan pegawai sehingga tidak dilakukan rekrutmen pegawai lagi. Recruitment has been carried out for persons with disability in each Pelindo before the merger and after the merger there was a minus growth policy for employee growth so that no more employee recruitment was carried out.
10.	Direksi agar melengkapi Data Pengurus BUMN, Anak Perusahaan BUMN, dan Perusahaan Afiliasi Terkonsolidasi BUMN pada portal Human Capital BUMN. Board of Directors is required to complete data on SOE Management, SOE Subsidiaries, and SOE Consolidated Affiliated Companies and Talents on the SOE Human Capital portal.	Telah dilakukan updating data pengurus BUMN, Anak Perusahaan BUMN, dan Perusahaan Afiliasi secara berkala di portal Human Capital BUMN The data on SOE management, SOE Subsidiaries, and Affiliated Companies data has been periodically updated on the SOE Human Capital portal.

No.	Arahan Direction	Tindak Lanjut Follw-Up
11.	Direksi agar meningkatkan pembinaan anak perusahaan sehingga kinerjanya diharapkan senantiasa tumbuh dengan baik dan dapat memberikan kontribusi positif bagi Perusahaan Induk. Board of Directors should improve the development of subsidiaries, so that their performance can continue to grow well and make a positive contribution to the parent Company.	Telah dilaksanakan pembinaan anak perusahaan salah satunya melalui program Business Performance Review secara berkala oleh Group Manajemen Portfolio Anak Perusahaan untuk memastikan kinerja anak perusahaan senantiasa tumbuh dan memberikan kontribusi positif bagi Perusahaan Induk. Subsidiary management has been carried out, one of which is through the Business Performance Review program periodically by the Subsidiary Portfolio Management Group to ensure that the subsidiary's performance continues to grow and make a positive contribution to the Parent Company.
12.	Menyampaikan Laporan Tahunan Perseroan termasuk Laporan Keuangan Tahun Buku 2022 (dua ribu dua puluh dua) yang telah diaudit oleh Kantor Akuntan Publik selambat-lambatnya minggu ke-1 April 2023 (dua ribu dua puluh tiga) dan melakukan Audit Upon Procedure (AUP) atas paket informasi laporan audit dan selanjutnya menyampaikan beserta laporan audit paling lambat minggu ke-2 April 2023 (dua ribu dua puluh tiga). Submitting the Company's Annual Report including the Financial Statements for 2022 (two thousand twenty two) Fiscal Year which has been audited by the Public Accounting Firm no later than the 1st week of April 2023 (two thousand twenty three) and conducting Audit Upon Procedure (AUP) on the audit report information package and then submitting it along with the audit report no later than the 2nd week of April 2023 (two thousand twenty three).	Telah disampaikan kepada Pemegang Saham atas Laporan Audit Tahunan beserta Laporan Audit Upon Procedure (AUP) sebelum jatuh tempo melalui upload di sistem BUMN dan melalui Email The Annual Audit Report and Audit Upon Procedure (AUP) Report have been submitted to the Shareholders before the due date through uploading in the SOE system and via Email.
13.	Mengimplementasikan hal-hal terkait aspek Tanggung Jawab Sosial dan Lingkungan (TJSL), antara lain: Implementing matters related to Social and Environmental Responsibility (SER) aspects, among others:	
	Menindaklanjuti dan melaksanakan hasil rekomendasi pembahasan Rencana Kerja dan Anggaran TJSL dengan Asisten Deputi Tanggung Jawab Sosial dan Lingkungan sebagaimana tertuang dalam Risalah Rapat Nomor: RIS-22/DSI.MBU.B/12/2022; Follow up and implement the results of recommendations from the discussion of Corporate Social and Environmental Responsibility Work Plan and Budget with the Deputy Assistant for Social and Environmental Responsibility as stated in the Minutes of Meeting Number: RIS-22/DSI.MBU.B/12/2022;	Rekomendasi ASDEP TJSL Tahun 2022 telah dilaksanakan. The Deputy Assistant SER Recommendations for 2022 have been implemented.
	Memastikan bahwa TJSL telah menjadi tools bagi Direksi untuk memitigasi dampak risiko usaha perusahaan dan menjamin sustainability perusahaan; Ensure that SER has become a tool for Board of Directors to mitigate the impact of the Company's business risks and ensure the Company's sustainability;	Perusahaan telah membuat Program-program untuk mitigasi dampak antara lain yang berkaitan dengan proyek pembangunan Pelabuhan di MNP, Benoa dan Kijing serta untuk mengurangi emisi carbon dengan Rehabilitasi dan Comdev Mangrove yang dilakukan berdasarkan PKS dengan Kemenko Marves, KLHK, dan KKP The Company has made programs to mitigate impacts, among others, related to port development projects in MNP, Benoa and Kijing and to reduce carbon emissions with Mangrove Rehabilitation and Comdev carried out based on PKS with the Coordinating Ministry for Marves, KLHK, and KKP.
	Mengoptimalkan pelaksanaan penagihan program Pendanaan Usaha Mikro dan Usaha Kecil (UMK) serta memberikan pembinaan terhadap UMK; Optimizing the implementation of Micro and Small Enterprise (MSE) Funding program billing and providing guidance to MSEs;	Pelaksanaan penagihan telah diupayakan secara optimal dengan memprioritaskan tindak lanjut penagihan kepada UMK yang memiliki piutang agar berdampak maksimal, sementara pembinaan terhadap UMK dilakukan melalui 3 program yaitu Pelatihan dan Sertifikasi Usaha UMK, Keikutsertaan Pameran UMK dan Bantuan Peningkatan Kapasitas Usaha. Kerjasama pembinaan UMK juga dilakukan dengan Kolaborasi BUMN (Sarinah). The implementation of billing has been pursued optimally by prioritizing follow-up billing to MSEs that have receivables for maximum impact, while coaching for MSEs is carried out through 3 programs, namely MSE Business Training and Certification, MSE Exhibition Participation and Business Capacity Building Assistance. Cooperation in fostering MSEs is also carried out with SOE Collaboration (Sarinah).
	Menyusun program TJSL yang lebih kreatif dan berdampak lebih besar untuk selanjutnya diukur kemanfaatannya melalui social return on investment; Develop more creative SER programs that have greater impact, and then measure the benefits through social return on investment;	Program TJSL telah disusun untuk memberikan dampak bagi masyarakat dan diukur kemanfaatanya melalui SROI, sampai dengan Semester 1 sudah terdapat 3 Program yang diukur SROI yaitu Program TJSL Kampung Warna Warni di Surabaya, Program Usaha Laundry di Sungai Bundung Laut dan Program Usaha Jajanan Pasar di Sungai Limau SER programs have been prepared to have an impact on the community and their benefits are measured through SROI, up to the first semester there have been 3 programs measured by SROI, namely the SER Program Kampung Warna Warni in Surabaya, Laundry Business Program in Bundung Laut river and Market Snack Business Program in Limau river.

No.	Arahan Direction	Tindak Lanjut Follw-Up
	Memprioritaskan program-program creating shared values sebagai program prioritas. Prioritize creating shared values as a priority program.	Telah terdapat 4 Program TJSL yang menekankan CSV di Tahun 2023 yaitu Program Rehabilitasi dan Comdev Mangrove, Program Pelatihan K3 Komunitas Pelabuhan, Program Rehabilitasi Konservasi Kawasan Pesisir dan program TJSL Pada Proyek Strategis Pelabuhan here were 4 SER programs that emphasize CSV in 2023, namely Mangrove Rehabilitation and Comdev Program, Port Community OHS Training Program, Coastal Area Conservation Rehabilitation Program and SER program on Port Strategic Projects.
14.	Direksi agar menyusun dan menerapkan *Master Plan* Teknologi Informasi, melakukan Asesmen *IT Maturity Level*, Asesmen Transformasi Digital, dan berpartisipasi dalam Program *Digital Talent* BUMN dan melaporkan dalam laporan berkala triwulanan dan tahunan. Board of Directors should prepare and implement an Information Technology Master Plan, conduct an IT Maturity Level Assessment, Digital Transformation Assessment, and participate in the SOE Digital Talent Program and report in quarterly and annual periodic reports.	1. Dalam Dokumen IT *Master plan* yang telah disahkan dan disosialisasikan pada tanggal 29 Desember 2022, ILCS telah masuk ke dalam anggota IT Forum dan Direksi yang terlibat dalam Implementasi IT telah terlibat dalam *steering comitee.* 2. Prioritisasi investasi IT telah tertuang dalam IT Master Plan 2022 2026. 3. Telah terdapat aplikasi yang digunakan untuk memonitor kinerja sistem IT dan kinerja operasional di lingkungan PT Pelindo yaitu aplikasi OPMAN. 1. In the IT Master plan document that was approved and socialized on December 29, 2022, ILCS has been included in the IT Forum members and Board of Directors involved in IT Implementation have been included in the steering committee. 2. IT investment prioritization has been stated in the 2022 2026 IT Master Plan. 3. There is an application used to monitor the performance of IT systems and operational performance within PT Pelindo, namely the OPMAN application.
15.	Melakukan upaya pengamanan aset untuk mencegah terjadinya penelantaran aset yang berimplikasi pada timbulnya sengketa hukum di masa mendatang, serta mengedepankan proses mediasi penyelesaian masalah hukum antar/terkait BUMN/anak perusahaan BUMN/perusahaan yang terafiliasi,- sebelum permasalahan tersebut diselesaikan melalui lembaga peradilan. Conducting asset safeguarding efforts to prevent asset abandonment with implications for future legal disputes, as well as prioritizing the mediation process for resolving legal issues between/relating to SOEs/ SOE subsidiaries/affiliated companies, before the issue is resolved through the judiciary.	1. Telah dilakukan pembahasan dengan PT PLN terkait dengan pembahasan beberapa permasalahan hukum pada tanggal 7 Juli 2023 2. Telah dilakukan pembahasan dengan PT ASDP terkait dengan pembahasan permasalahan di Bitung pada tanggal 16 Juni 2023. *1. Discussion has been held with PT PLN related to several legal issues on July 7, 2023.* *2. Discussion has been held with PT ASDP related to issues in Bitung on June 16, 2023.*
16.	Direksi agar menyusun *roadmap* penggunaan produk dalam Negeri (P3DN) dan membentuk Tim P3DN serta SPI BUMN melakukan *monitoring*/reviu atas pelaksanaan program tersebut dan melaporkannya dalam laporan berkala triwulanan dan tahunan. Board of Directors should prepare a roadmap for the use of domestic products (P3DN) and form a P3DN Team and SOE SPI should monitor/ review the program implementation and report it in quarterly and annual periodic reports.	Tim P3DN PT Pelindo telah dibentuk melalui SK Tim P3DN nomor PD.01/27/4/1/EKTG/SDMA/PLND-22 tanggal 27 April 2022. Adapun draft roadmap dan kebijakan implementasi penggunaan produk dalam negeri juga telah selesai dibuat dan per tanggal 30 Juni 2023 masih dalam tahapan sirkuler Verbal di level BOD. SPI telah melakukan reviu realisasi P3DN dalam proyek-proyek yang sedang dilaksanakan oleh Perusahaan. PT Pelindo's P3DN Team has been formed through the P3DN Team Decree number PD.01/27/4/1/EKTG/SDMA/PLND-22 dated April 27, 2022. The draft roadmap and implementation policy for the use of domestic products have also been completed and as of June 30, 2023 are still in the circular stage. Verbal at the BOD level. SPI has reviewed the realization of P3DN in projects being implemented by the Company.
17.	Direksi agar melakukan evaluasi atas pengelolaan DPPK termasuk pengelolaan aset likuid dan non likuid DPPK serta menyusun *roadmap*/ rencana inisiatif perbaikan/penyelesaian sesuai dengan peraturan perundang-undangan di bidang dana pensiun bagi BUMN. Board of Directors should evaluate the management of DPPK including the management of liquid and non-liquid assets of DPPK and prepare a roadmap/plan for improvement/ completion initiatives in accordance with the laws and regulations in pension funds for SOE.	Sebagai bagian dari penerapan tata kelola yang baik, penerapan manajemen risiko yang efektif, serta dalam rangka upaya perbaikan tingkat kesehatan dan optimalisasi pengelolaan Dana Pensiun Pemberi Kerja ("DPPK") dengan program manfaat pasti di lingkungan PT Pelabuhan Indonesia (Persero), Direksi telah menunjuk konsultan dalam pelaksanaan pekerjaan Uji Tuntas Evaluasi Tingkat Kesehatan dan Pengelolaan Dana Pensiun. Selanjutnya, tindak lanjut atas Laporan Uji Tuntas Tingkat Kesehatan tersebut dituangkan ke dalam penyusunan Roadmap Penyehatan Dana Pensiun. As part of the implementation of good governance, the implementation of effective risk management, as well as to improve the health level and optimize the management of the Employer Pension Fund ("DPPK") with a defined benefit program within PT Pelabuhan Indonesia (Persero), Board of Directors has appointed a consultant in the implementation of Due Diligence Evaluation of Health Level and Pension Fund Management. Furthermore, the follow-up to the Health Level Due Diligence Report is outlined in the preparation of Pension Fund Restructuring Roadmap.

No.	Arahan Direction	Tindak Lanjut Follw-Up
18.	Melaksanakan *monitoring* atas risiko dari kurs mata uang asing dan upaya mitigasi dalam bentuk hedging atau opsi lain agar tetap terkendali serta merencanakan alternatif strategi mitigasi risiko yang terbaik serta menyiapkan kajian stress test untuk mengantisipasi dampak selisih kurs terhadap pencapaian kinerja Perusahaan. Carry out monitoring of foreign exchange risks and mitigation efforts in the form of hedging or other options to keep it under control and plan the best alternative risk mitigation strategies and prepare stress test studies to anticipate the impact of foreign exchange differences on the achievement of the Company's performance.	Tim Akuntansi Pelindo telah melakukan. assessment dampak selisih kurs setiap bulannya dengan memperhitungkan selisih kurs di periode berjalan serta realisasi hedge Konsultan juga ditunjuk untuk mensupport perhitungan *hedge accounting* di periode Triwulan III dan IV tahun 2023. Pelindo Accounting Team has conducted an assessment of the impact of foreign exchange every month by taking into account the difference in exchange rates in the current period and the realization of hedge Consultant was also appointed to support the calculation of hedge accounting in the third and fourth quarter of 2023.
19.	Berperan aktif dalam implementasi *National Logistic Ecosystem* (NLE) dan melaksanakan Pembenahan tata kelola pelabuhan sebagai bagian dari Aksi Pemangkasan Birokrasi dan Peningkatan Layanan di Kawasan Pelabuhan dan Aksi Strategi Nasional Pencegahan Korupsi (Stranas PK) dalam memberikan peningkatan kualitas layanan dan efektivitas waktu serta efisiensi biaya di Kawasan Pelabuhan Playing an active role in the implementation of National Logistic Ecosystem (NLE) and carrying out reforms to port governance as part of the Action to Reduce Bureaucracy and Service Improvement in Port Area and the Action on National Strategy for Corruption Prevention (Stranas PK) in impacting time effectiveness and cost efficiency in Port Area.	▪ Telah dilaksanakan *Alignment Meeting* di Surabaya tanggal 24-25 Maret 2023 bersama Subholding dan Regional ▪ Telah dilaksanakan Pembahasan *timeline* dan *balancing resource* IT pada tanggal 10-11 April 2023 ▪ - Telah dilaksanakan *Kick Off Meeting* yang dihadiri oleh Cabang-cabang untuk pengarahan awal Stranas PK Tahun 2023 ▪ Alignment Meeting has been held in Surabaya on March 24-25, 2023 with Subholding and Regional. ▪ Discussion on timeline and balancing of IT resources was held on April 10-11, 2023. ▪ Kick Off Meeting attended by Branches for the initial briefing of Stranas PK 2023.
20.	KPI PMN Tahun 2023 (dua ribu dua puluh tiga) yang telah disusun agar dapat dipenuhi melalui penyelesaian target PMN TA 2021 (dua ribu dua puluh satu) sesuai dengan perencanaan yang telah disusun baik dari sisi *Output* dan *Outcome* Manfaat. PMN KPIs for 2023 (two thousand twenty-three) that have been prepared should be fulfilled through the completion of PMN targets for FY 2021 (two thousand twenty-one) in accordance with the plans that have been prepared both in terms of Output and Outcome Benefits.	KPI PMN telah tertuang pada KPI Direksi secara Kolegial dengan indikator "Pencapaian. Skor KPI PMN BMTH" yang dicascade ke KPI Direksi secara Individual, KPI Group Pengendalian Proyek, dan KPI Regional 3 serta dimonitoring capaiannya secara periodik PMN KPIs have been contained in the KPIs of Board of Directors Collegially with the indicator "Achievement of BMTH PMN KPI Score" which is cascaded to Individual Board of Directors KPIs, Project Control Group KPIs, and Regional 3 KPIs and monitored periodically for achievements.
21.	Menyusun langkah-langkah untuk peningkatan kinerja operasional terutama pada cabang, anak & cucu perusahaan yang kinerjanya masih belum optimal Develop measures to improve operational performance, especially in branches, subsidiaries and sub- subsidiaries whose performance is still not optimal.	Telah disusun langkah-langkah peningkatan kinerja operasional pada cabang, anak, dan cucu perusahaan yang kinerjanya belum optimal dan dilakukan evaluasi secara berkala dalam Business Performance Review Measures have been developed to improve operational performance at branches, subsidiaries, and sub- subsidiaries whose performance is not yet optimal and are evaluated regularly in the Business Performance Review.
22.	Untuk setiap Kerjasama investasi dan pengoperasian Pelabuhan PT Pelabuhan Indonesia (Persero) yang akan dilaksanakan diminta agar dapat meningkatkan pelayanan bisnis bertaraf internasional dan mampu mewujudkan service excellence di rantai logistik, mewujudkan komersialisasi jasa untuk meningkatkan penciptaan nilai, mendorong terwujudnya kinerja operasional, serta mendukung program Pemerintah dalam rangka penurunan biaya logistik nasional For each investment cooperation and operation of the Port of PT Pelabuhan Indonesia (Persero), is requested to improve international standard business services and be able to realize service excellence in the logistics chain, realize commercialization of services to increase value creation, encourage the realization of operational performance, and support Government programs in order to reduce national logistics costs.	Akan dilakukan penandatanganan Perjanjian Pembangunan dan Pengoperasian (Construction & Operation Agreement "CoA") Terminal Petikemas Belawan New Container Terminal (BNCT) oleh Pelindo Group dengan NewCo (perusahaan patungan antara Pelindo Group dengan PT INA DPWorld Investment), estimasi signing pada minggu ke-4 Juli 2023 The Construction & Operation Agreement (CoA) for Belawan New Container Terminal (BNCT) will be signed by Pelindo Group with NewCo (a joint venture between Pelindo Group and PT INA DPWorld Investment), estimated signing in the 4th week of July 2023.
23.	Dalam rangka mendukung Tujuan Pembangunan Berkelanjutan yang berfokus pada penurunan emisi karbon atas pengelolaan Pelabuhan, Direksi di bawah pengawasan Dewan Komisaris agar melaksanakan Inisiatif strategis terkait Implementasi Green Port secara konsisten dan memperluas penerapan Green Port pada Pelabuhan lainnya. In order to support the Sustainable Development Objectives that focus on reducing carbon emissions from Port management, Board of Directors under the Board of Commissioners' supervision to consistently implement strategic initiatives related to Green Port and expand Green Port implementation to other Ports.	Proses Penyusunan Perdir dan Kebijakan Berkelanjutan Pelindo dan berkonsolidasi dengan Subholding untuk penyusunan program-program berkelanjutan disampaikan penyusunan Roadmap Rekarbonisasi oleh IDSurvey The drafting process of Board of Directors Regulation and Pelindo's Sustainable Policies and consolidation with Subholding for the preparation of sustainable programs was submitted to the preparation of Recarbonization Roadmap by IDSurvey.

PELAKSANAAN RUPS TAHUNAN TENTANG PENGESAHAN LAPORAN TAHUNAN TAHUN BUKU 2022 DAN REALISASINYA

Pelaksanaan RUPS dilaksanakan pada:
Hari/Tanggal : Senin, 19 Juni 2023
Waktu : 14.00 WIB - selesai
Tempat : Pelindo Tower, Jl Yos Sudarso No. 9, Koja, Jakarta Utara

ANNUAL GMS ON APPROVAL OF FISCAL YEAR 2022 ANNUAL REPORT AND THE REALIZATION

The GMS was held on:
Day/Date : Monday, June 19, 2023
Time : 14.00 WIB - finished
Place : Pelindo Tower, Jl Yos Sudarso No. 9, Koja, North Jakarta

REKAPITULASI KEHADIRAN PADA RUPS TAHUNAN TENTANG PENGESAHAN LAPORAN TAHUNAN TAHUN BUKU 2022 DAN REALISASINYA

RECAPITULATION OF ATTENDANCE AT THE ANNUAL GMS ON APPROVAL OF FISCAL YEAR 2022 ANNUAL REPORT AND THE REALIZATION

No.	Nama Name	Jabatan Position	Kehadiran Attendance
1.	Agus Suhartono	Komisaris Utama President Commissioner	Hadir Present
2.	Didi Sumedi	Komisaris Commissioner	Hadir Present
3.	Sudung Situmorang	Komisaris Commissioner	Hadir Present
4.	Jodi Mahardi	Komisaris Commissioner	Hadir Present
5.	Heru Sukanto	Komisaris Independen Independent Commissioner	Hadir Present
6.	Muchtar Luthfi Mutty	Komisaris Independen Independent Commissioner	Hadir Present
7.	Arif Toha Tjahjagama	Komisaris Commissioner	Tidak Hadir Not Present
8.	Arif Suhartono	Direktur Utama President Director	Hadir Present
9.	Hambra	Wakil Direktur Utama Vice President Director	Hadir Present
10.	Prasetyo	Direktur Strategi Strategy Director	Hadir Present
11.	Boy Robyanto	Direktur Investasi Investment Director	Hadir Present
12.	Putut Sri Muljanto	Direktur Pengelola Managing Director	Hadir Present
13.	Mega Satria	Direktur Keuangan Finance Director	Hadir Present
14.	Ihsanuddin Usman	Direktur Sumber Daya Manusia dan Umum Human Capital and General Affairs Director	Hadir Present

PIHAK INDEPENDEN

Pelindo telah menunjuk pihak independen yaitu Notaris Nanda Fauz Iwan dalam menyusun Akta hasil RUPS.

INDEPENDENT PARTY

Pelindo has appointed an independent party, namely Notary Nanda Fauz Iwan, to draw up the GMS Resolution Deed.

KEPUTUSAN DAN REALISASI RUPS TAHUNAN TENTANG PENGESAHAN LAPORAN TAHUNAN TAHUN BUKU 2022

RESOLUTION AND REALIZATION OF THE GMS ON APPROVAL OF FISCAL YEAR 2022 ANNUAL REPORT

Agenda Pertama First Agenda	
Persetujuan Laporan Tahunan Perseroan termasuk Laporan Tugas Pengawasan Dewan Komisaris dan Laporan Pelaksanaan Tanggung Jawab Sosial dan Lingkungan untuk Tahun Buku 2022 (dua ribu dua puluh dua), serta Pengesahan Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2022 (dua ribu dua puluh dua).	Approval of the Company's Annual Report including the Board of Commissioners Supervisory Report and the Social and Environmental Responsibility Implementation Report for Fiscal Year 2022 (two thousand twenty-two), and Ratification of the Company's Consolidated Financial Statements for Fiscal Year 2022 (two thousand twenty-two).

Keputusan:

1. Menyetujui Laporan Tahunan Perseroan termasuk Laporan Tugas-Pengawasan Dewan Komisaris dan Laporan Pelaksanaan Tanggung Jawab Sosial dan Lingkungan untuk Tahun Buku 2022 (dua ribu dua puluh dua), serta mengesahkan Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2022 (dua ribu dua puluh dua) yang berakhir pada tanggal 31-12-2022 (tiga puluh satu Desember dua ribu dua puluh dua), yang telah diaudit oleh Kantor Akuntan Publik (KAP) Purwantono, Sungkoro & Surja (Ernst & Young) sesuai- laporannya Nomor: 01294/2.1032/AU.1/06/0697-3/1/IV/2023 tanggal- 30-04-2023 (tiga puluh April dua ribu dua puluh tiga) dengan opini "wajar, dalam semua hal yang material", dengan pokok-pokok sebagai berikut:
   a. Laporan Posisi Keuangan Konsolidasian
      PT Pelabuhan Indonesia (Persero) untuk tahun yang berakhir tanggal- 31-12-2022 (tiga puluh satu Desember dua ribu dua puluh dua) ditutup dengan:
      - Total Aset sebesar Rp 118.350.577.906.358,00 (seratus delapan belas triliun tiga ratus lima puluh miliar lima ratus tujuh puluh tujuh juta sembilan ratus enam ribu tiga ratus lima puluh delapan rupiah);
      - Total Liabilitas sebesar Rp75.545.885.132.218,00 (tujuh puluh lima triliun lima ratus empat puluh lima miliar delapan ratus delapan puluh lima juta seratus tiga puluh dua ribu dua ratus delapan belas rupiah); dan
      - Ekuitas Rp42.804.692.774.140,00 (empat puluh dua triliun delapan ratus empat miliar enam ratus sembilan puluh dua juta tujuh ratus tujuh puluh empat ribu seratus empat puluh rupiah)
   b. Laporan Laba (Rugi) Konsolidasian
      Laba Setelah Pajak Konsolidasian PT Pelabuhan Indonesia (Persero) untuk tahun yang berakhir tanggal 31-12-2022 (tiga puluh satu Desember dua ribu dua puluh dua) sebesar Rp3.908.469.857.392,00 (tiga triliun sembilan ratus delapan miliar empat ratus enam puluh sembilan juta delapan ratus lima puluh tujuh ribu tiga ratus sembilan puluh dua rupiah).
2. Memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (*volledig acquit et de charge*) kepada seluruh Anggota Direksi atas tindakan pengurusan Perseroan dan Dewan Komisaris atas tindakan pengawasan Perseroan yang telah dijalankan selama tahun buku yang berakhir pada tanggal 31-12-2022 (tiga puluh satu Desember dua ribu dua puluh dua), sepanjang tindakan tersebut bukan merupakan tindak pidana dan telah tercermin dalam laporan- laporan tersebut di atas.

Resolution:

1. To approve the Company's Annual Report including the Board of Commissioners' Supervisory Report and the Social and Environmental Responsibility Implementation Report for Fiscal Year 2022 (two thousand twenty-two), and to approve the Company's Consolidated Financial Statements for Fiscal Year 2022 (two thousand twenty-two) ending on 12-31-2022 (December thirty-one, two thousand twenty-two), which have been audited by the Public Accounting Firm (KAP) Purwantono, Sungkoro & Surja (Ernst & Young) in accordance with its report Number: 01294/2.1032/AU.1./06/0697-3/1/IV/2023 dated 04-30-2023 (April thirty-two thousand twenty-three) with"unqualified" opinion, with the following main points:
   a. Consolidated Statement of Financial Position
      PT Pelabuhan Indonesia (Persero) for the year ended 12- 31-2022 (December thirty-one, two thousand twenty-two) closed with:
      - Total Assets of Rp118,350,577,906,358.00 (one hundred eighteen trillion three hundred fifty billion five hundred seventy seven million nine hundred six thousand three hundred fifty eight rupiah);
      - Total Liabilities of Rp75,545,885,132,218.00 (seventy-five trillion five hundred forty-five billion eight hundred eightyfive million one hundred thirty-two thousand two hundred eighteen rupiah); and
      - Equity of Rp42,804,692,774,140.00 (forty-two trillion eight hundred four billion six hundred ninety-two million seven hundred seventy-four thousand one hundred forty rupiahs).
   b. Consolidated Statement of Profit (Loss)
      Consolidated Profit After Tax of PT Pelabuhan Indonesia (Persero) for the year ended 12/31-2022 (thirty one December two thousand twenty two) amounting to Rp3,908,469,857,392.00 (three trillion nine hundred eight billion four hundred sixty nine million eight hundred fifty seven thousand three hundred ninety two rupiah).
2. To grant full release and discharge (volledig acquit et de charge) to all members of Board of Directors for the management of the Company and Board of Commissioners for the supervision of the Company during the fiscal year ended on 12/31-2022 (thirty-one December two thousand twenty-two), to the extent that such actions are not criminal offenses and have been reflected in the aforementioned reports.

Agenda Kedua
Second Agenda`

Pengesahan Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) Tahun Buku 2022

Ratification of Financial Report of Micro and Small Business Funding Program (PUMK) for Fiscal Year 2022.

Keputusan:

1. Mengesahkan Laporan Keuangan Program PUMK untuk Tahun Buku 2022 (dua ribu dua puluh dua) yang berakhir pada tanggal 31-12-2022 (tiga puluh satu Desember dua ribu dua puluh dua) yang menjadi bagian dari Laporan Tanggung Jawab Sosial dan Lingkungan yang telah diaudit oleh Kantor Akuntan Publik (KAP) Purwantono, Sungkoro & Surja (Ernst & Young) sesuai laporannya Nomor: 01295/2.1032/AU.2/06/0697-3/1/IV/2023 tanggal 30-04-2023 (tiga puluh April dua ribu dua puluh tiga) dengan opini "wajar, dalam semua hal yang material", dengan pokok-pokok sebagai berikut:
   a. Posisi Keuangan
      Posisi Keuangan Program PUMK per 31-12-2022 (tiga puluh satu Desember dua ribu dua puluh dua) ditutup dengan jumlah Aset serta Kewajiban dan Aset Bersih sebesar Rp135.085.467.847,00 (seratus tiga puluh lima miliar delapan puluh lima juta empat ratus enam puluh tujuh ribu delapan ratus empat puluh tujuh rupiah)
   b. Efektivitas Penyaluran Dana Program PUMK
      Realisasi dana Program PUMK per 31-12-2022 (tiga puluh satu Desember dua ribu dua puluh dua) ditutup dengan jumlah Dana Tersedia sebesar Rp113.482.426.709,00 (seratus tiga belas miliar empat ratus delapan puluh dua juta empat ratus dua puluh enam ribu tujuh ratus sembilan rupiah) dan jumlah Dana Disalurkan sebesar Rp79.837.062.832,00 (tujuh puluh sembilan miliar delapan ratus tiga puluh tujuh juta enam puluh dua ribu delapan ratus tiga puluh dua rupiah)
2. Memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (*volledig acquit et de charge*) kepada seluruh Anggota Direksi atas tindakan pengurusan Perseroan dan Dewan Komisaris atas tindakan pengawasan Perseroan pada Program Pendanaan Usaha Mikro dan Usaha Kecil yang telah dijalankan dalam Tahun Buku 2022 (dua ribu dua puluh dua) sepanjang tindakan tersebut bukan merupakan tindak pidana dan telah tercermin dalam laporan-laporan tersebut di atas.

Resolution:

1. To ratify the Financial Report of PUMK Program for Fiscal Year 2022 (two thousand twenty-two) ending on 12-31-2022 (thirtyone December two thousand twenty-two) which forms part of the Social and Environmental Responsibility Report audited by the Public Accounting Firm (KAP) Purwantono, Sungkoro & Surja (Ernst & Young) in accordance with its report Number: 01295/2.1032/AU.2 /06/0697-3/1/IV/2023 dated 04-30- 2023 (thirty April two thousand twenty-three) with "unqualified" opinion, with the following points:
   a. Financial Position
      Financial Position of PUMK Program as of 12-31- 2022 (thirty-one December two thousand twenty-two) closed with total Assets and Liabilities and Net Assets of Rp135,085,467,847.00 (one hundred thirty-five billion eightyfive million four hundred sixty-seven thousand eight hundred forty-seven rupiah).
   b. Effectiveness of PUMK Program Fund Disbursement
      The realization of PUMK Program funds as of 12-31-2022 (thirty-one December two thousand twenty-two) was closed with total Available Funds of Rp113,482,426,709.00 (one hundred thirteen billion four hundred eighty-two million four hundred twenty-six thousand seven hundred nine rupiah) and total Disbursed Funds of Rp79,837,062,832.00 (seventy-nine billion eight hundred thirty-seven million sixty-two thousand eight hundred thirty-two rupiah).
2. To grant full release and discharge (volledig acquit et de charge) to all Members of Board of Directors for the management of the Company and Board of Commissioners for the supervision of the Company in the Micro and Small Business Funding Program that has been carried out in the Fiscal Year 2022 (two thousand twenty two) to the extent that such actions are not criminal offenses and have been reflected in the aforementioned reports.

Agenda Ketiga Third Agenda	
Penetapan Penggunaan Laba Bersih Perseroan untuk Tahun Buku 2022	Determination of the use of the Company's net profit for fiscal year 2022.
Keputusan: 1. Menetapkan penggunaan Laba Bersih Atribusi Pemilik Entitas Induk Perseroan Tahun Buku 2022 (dua ribu dua puluh dua) sebesar Rp3.772.545.951.392,00 (tiga triliun tujuh ratus tujuh puluh dua miliar lima ratus empat puluh lima juta sembilan ratus lima puluh satu ribu tiga ratus sembilan puluh dua rupiah) sebagai berikut: a. Sebesar Rp1.377.200.000.000,00 (satu triliun tiga ratus tujuh puluh tujuh miliar dua ratus juta rupiah) atau sebesar 36,51% (tiga puluh enam koma lima satu persen) dari laba bersih ditetapkan sebagai dividen tunai; b. Sebesar Rp2.395.345.951.392,00 (dua triliun tiga ratus sembilan puluh lima miliar tiga ratus empat puluh lima juta sembilan ratus lima puluh satu ribu tiga ratus sembilan puluh dua rupiah) atau sebesar 63,49% (enam puluh tiga koma empat sembilan persen) dari laba bersih ditetapkan sebagai cadangan.	**Resolution:** 1. Determining the use of Net Income Attribution of Owners of the Company's Parent Entity for Fiscal Year 2022 (two thousand twentytwo) in the amount of Rp3,772,545,951,392.00 (three trillion seven hundred seventy-two billion five hundred forty-five million nine hundred fifty-one thousand three hundred ninety-two rupiah) as follows: a. Rp1,377,200,000,000.00 (one trillion three hundred seventyseven billion two hundred million rupiah) or 36.51% (thirty-six point five one percent) of the net profit is designated as cash dividend; b. Rp2,395,345,951,392.00 (two trillion three hundred ninety-five billion three hundred forty-five million nine hundred fifty-one thousand three hundred ninety-two rupiah) or 63.49% (sixtythree point four nine percent) of the net profit is designated as reserves.

Agenda Keempat Fourth Agenda	
Penetapan Remunerasi (gaji/honorarium, fasilitas, dan tunjangan) Tahun 2023, dan Tantiem Tahun Buku 2022 bagi Direksi dan Dewan Komisaris Perseroan	Determination of Remuneration (salary/honorarium, facilities, and allowances) for Fiscal Year 2023, and Tantiem for Fiscal Year 2022 for Board of Directors and Board of Commissioners of the Company.
Keputusan: Besaran Tantiem Tahun Buku 2022 (dua ribu dua puluh dua), Gaji untuk Direksi dan Honorarium Untuk Dewan Komisaris berikut Fasilitas dan Tunjangan Lainnya untuk Tahun 2023 (dua ribu dua puluh tiga) akan ditetapkan secara tersendiri.	**Resolution:** The amount of Tantiem for Fiscal Year 2022 (two thousand twentytwo), Salary for the Board of Directors and Honorarium for the Board of Commissioners along with Facilities and Other Benefits for Fiscal Year 2023 (two thousand twenty-three) will be determined separately.

Agenda Kelima Fifth Agenda	
Penunjukan Akuntan Publik (AP) dan/atau Kantor Akuntan Publik (KAP) untuk Mengaudit Laporan Keuangan Konsolidasi Perseroan dan Laporan Keuangan Program Pendanaan Usaha Mikro Dan Kecil (PUMK) untuk Tahun Buku 2023	Appointment of Public Accounting Firm (KAP) to audit the Company's Consolidated Financial Statements and the Financial Statements and Implementation of Micro and Small Business Funding Program (PUMK) for Fiscal Year 2023.
Keputusan: 1. Menetapkan Kantor Akuntan Publik (KAP) Purwantono, Sungkoro & Surja (Ernst & Young) untuk melakukan audit umum atas Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2023 (dua ribu dua puluh tiga) dan Laporan Keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) Perseroan serta Non PUMK untuk Tahun Buku 2023 (dua ribu dua puluh tiga). 2. Memberikan wewenang dan kuasa kepada Dewan Komisaris Perseroan untuk menunjuk Kantor Akuntan Publik dan/atau Akuntan Publik untuk melakukan audit atas Laporan Keuangan Perseroan periode lainnya pada Tahun Buku 2023 (dua ribu dua puluh tiga) untuk tujuan dan kepentingan Perseroan. 3. Memberikan pelimpahan kewenangan kepada Dewan Komisaris untuk menetapkan besaran imbalan jasa audit, penambahan ruang lingkup pekerjaan yang diperlukan dan persyaratan lainnya yang wajar bagi Kantor Akuntan Publik tersebut, serta menetapkan Kantor Akuntan Publik pengganti dalam hal Kantor Akuntan Publik (KAP) Purwantono, Sungkoro & Surja (Emst & Young) karena sebab apapun tidak dapat menyelesaikan audit Laporan Keuangan Konsolidasian Perseroan serta Laporan Keuangan dan Pelaksanaan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) dan laporan lainnya untuk Tahun Buku 2023 (dua ribu dua puluh tiga), termasuk menetapkan imbalan jasa audit dan persyaratan lainnya bagi Kantor Akuntan Publik pengganti tersebut.	**Resolution:** 1. To appoint Public Accounting Firm (KAP) Purwantono, Sungkoro & Surja (Ernst & Young) to conduct a general audit of the Company's Consolidated Financial Statements for Fiscal Year 2023 (two thousand twenty-three) and Financial Statements of the Company's Micro and Small Business Funding Program (PUMK) and Non PUMK for Fiscal Year 2023 (two thousand twenty-three). 2. To authorize Board of Commissioners of the Company to appoint a Public Accounting Firm and/or Public Accountant to audit the Company's Financial Statements for other periods in Fiscal Year 2023 (two thousand twenty-three) for the purpose and interest of the Company. 3. To delegate authority to Board of Commissioners to determine the amount of audit fees, additional scope of work required and other reasonable requirements for the Public Accounting Firm, as well as to determine a replacement Public Accounting Firm in the event that the Public Accounting Firm (KAP) Purwantono, Sungkoro & Surja (Emst & Young) for any reason is unable to complete the audit of the Company's Consolidated Financial Statements as well as the Financial Report and Implementation of the Micro and Small Business Funding Program (PUMK) and other reports for Fiscal Year 2023 (two thousand twenty-three), including determining the audit fees and other requirements for the replacement Public Accounting Firm.

Agenda Keenam Sixth Agenda	
Laporan Realisasi Penggunaan Tambahan Dana Penyertaan Modal Negara.	Report on the Realization of Additional Use of State Equity Participation Funds.
Keputusan: Menerima Laporan Realisasi Penggunaan Tambahan Dana Penyertaan Modal Negara (PMN) yang berasal dari APBN Tahun Anggaran 2021 (dua ribu dua puluh satu) untuk periode Tahun Buku 2022 (dua ribu dua puluh dua) dengan ketentuan semua kegiatan dan penggunaan telah sesuai dengan Kajian Bersama PMN dan Peraturan Menteri BUMN Nomor: PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara, sepanjang tidak ditemukan adanya penyimpangan di kemudian hari	**Resolution:** To accept the Report on the Realization of Additional Use of State Equity Capital Funds (PMN) originating from the State Budget for Fiscal Year 2021 (two thousand twenty-one) for the period of Fiscal Year 2022 (two thousand twenty-two) provided that all activities and uses are in accordance with the Joint Study of PMN and the Minister of SOEs Regulation Number: PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, provided that no deviations are found in the future.
Keterangan Karena seluruh saham dimiliki oleh Negara Republik Indonesia maka tidak terdapat hasil pooling setuju, tidak setuju dan abstain.	**Remarks** Because all shares are owned by the Republic of Indonesia, there are no pooling results of agree, disagree or abstain.

TINDAK LANJUT ARAHAN PEMEGANG SAHAM RUPS TAHUNAN TENTANG PENGESAHAN LAPORAN TAHUNAN TAHUN BUKU 2022

FOLLOW-UP ON GMS SHAREHOLDERS' DIRECTION FOR RATIFICATION OF ANNUAL REPORT FOR FISCAL YEAR 2022

No.	Arahan Direction	Tindak Lanjut Follow-Up
1.	Mengupayakan peningkatan pendapatan usaha dari seluruh segmen usaha terutama untuk segmen Pendapatan Usaha yang capaiannya berada di bawah RKAP Tahun 2022 (dua ribu dua puluh dua) yaitu Pelayanan Petikemas dan Pelayanan Kapal & Lainnya, serta melakukan langkah-langkah antisipasi dan mitigasi terhadap tren penurunan arus petikemas internasional Strive to increase business income from all business segments, especially for the Business Income segment whose achievements are below the 2022 (two thousand twenty-two) RKAP, namely Container Services and Ship & Other Services, and take steps to anticipate and mitigate the downward trend in international container flows.	1. Sudah terealisirnya atas rute pelayaran baru 2. Dilakukan penyesuaian tarif pada sejumlah area pada Terminal Petikemas 1. New shipping routes have been realized. 2. Tariff adjustments have been made to several areas in the Container Terminal.
2.	Melakukan langkah-langkah efisiensi di segala bidang (terutama beban KSMU) dengan tetap menjaga produktivitas termasuk kualitas pelayanan, serta menjaga rasio biaya operasional dan EBITDA margin agar tetap terkendali. Conduct efficiency measures in all fields (especially KSMU expenses) while maintaining productivity including service quality, as well as maintaining operational cost ratios and EBITDA margins to remain under control.	Telah dilakukan evaluasi setiap bulannya terhadap semua beban usaha terutama beban KSMU dengan tetap menjaga rasio biaya operasional dan EBITDA Margin Monthly evaluations have been carried out on all operating expenses, especially KSMU expenses, while maintaining the operating cost ratio and EBITDA Margin.
3.	Meningkatkan pembinaan kepada Regional, Subholding, dan Anak Perusahaan bagi yang saat ini telah memberikan Laba agar kinerjanya semakin baik dan tumbuh, disamping itu bagi Anak Perusahaan dan Cucu Perusahaan yang masih mengalami kerugian agar disusun program dan inisiatif strategis sehingga kinerjanya dapat optimal dan memberikan kontribusi yang menguntungkan bagi Perusahaan. Increase guidance to the Regional, Subholding, and Subsidiaries for those that are currently profitable so that their performance will improve and grow, while for Subsidiaries and SubSubsidiaries that are still experiencing losses, programs and strategic initiatives should be prepared so that their performance can be optimal and make a profitable contribution to the Company.	Telah dilakukan evaluasi rutin performance review bulanan terhadap kinerja Regional, Subholding, dan Anak Perusahaan lainnya, termasuk di dalamnya pembahasan mengenai Regional, Subholding, dan Anak Perusahaan lainnya yang masih mengalami kerugian atau belum dapat mencapai target There has been a routine monthly performance review evaluation of the performance of Regional, Subholding, and Subsidiaries, including discussions regarding Regional, Subholding, and Subsidiaries that are still experiencing losses or have not been able to achieve targets.
4.	Dalam rangka menjaga likuiditas Perusahaan diminta untuk mengupayakan percepatan penagihan piutang usaha sehingga arus kas dari aktivitas operasi menjadi lebih baik In order to maintain liquidity, the Company is requested to accelerate the collection of trade receivables for better cash flow from operating activities.	1. Bahwa sehubungan dengan upaya percepatan penagihan piutang usaha dan mitigasi risiko piutang usaha PT Pelabuhan Indonesia (Persero), maka akan diimplementasikan locking system kepada Pengguna Jasa yang memiliki piutang usaha yang telah jatuh tempo 2. *Locking system* akan diterapkan untuk nota yang terbit mulai tanggal 1 Agustus 2023 secara lintas Regional dan Subholding di Lingkungan Group PT Pelabuhan Indonesia (Persero) dan secara bertahap dikembangkan pada lingkup Anak/Cucu Perusahaan 1. *In connection with efforts to accelerate the collection of trade receivables and mitigate the risk of trade receivables of PT Pelabuhan Indonesia (Persero), a locking system will be implemented for Service Users who have overdue trade receivables.* 2. *The locking system will be applied to notes issued starting August 1, 2023 across Regions and Subholdings within PT Pelabuhan Indonesia (Persero) Group and gradually developed within the scope of Subsidiaries/Sub-Subsidiaries of the Company.*
5.	Menyusun kebijakan dan prosedur lindung nilai (hedging) serta melakukan monitoring dan evaluasi secara berkala terhadap kebijakan dimaksud termasuk pula dalam penyesuaian standar akuntansi yang berkaitan dengan hedging Develop hedging policies and procedures and conduct regular monitoring and evaluation of these policies, including adjustments to accounting standards related to hedging	*Update* kebijakan dan prosedur lindung nilai (*hedging*) dilakukan di tahun 2023 dengan menyesuaikan kebijakan sesuai dengan aturan Akuntansi terkini dan menunjuk konsultan yang ahli di bidangnya untuk membantu menyusun kebijakan akuntansi ini. Update the hedging policies and procedures in 2023 by adjusting the policy in accordance with the latest Accounting rules and appointing consultants who are experts in their fields to help develop this accounting policy.
6.	Mengupayakan standarisasi proses bisnis dan standarisasi sistem terhadap layanan di cabang-cabang sehingga pengguna jasa dapat menerima pelayanan yang semakin baik dan memuaskan, serta standarisasi sistem keuangan dalam rangka peningkatan efektivitas transaksi interCompany. Pursuing business process and system standardisation for services at branches so that service users can receive better and more satisfactory services, as well as standardisation of financial systems in order to increase the effectiveness of interCompany transactions.	Telah tersedia beberapa kebijakan untuk standarisasi proses bisnis baik terkait pelayanan serta terkait keuangan seperti standarisasi COA pada laporan keuangan, Standarisasi sistem *back office* diseluruh dan Pusat There are several policies in place to standardise business processes both service-related and financial-related such as COA standardisation on financial statements, standardisation of back office systems across all branches and centres.

No.	Arahan Direction	Tindak Lanjut Follow-Up
7.	Melakukan inventarisasi atas kerjasama dengan pihak ketiga yang akan habis masa waktu kerjasamanya sehingga pengajuannya tidak melampaui masa akhir jangka waktu kerjasama, serta memperhatikan kemanfaatan yang paling optimal bagi Perusahaan terhadap kerjasama yang akan diinisiasi Conduct an inventory of cooperation with third parties that will expire so that the submission does not exceed the end of the cooperation period, and pay attention to the most optimal benefits for the Company for the cooperation that will be initiated.	1. Telah dilakukan proses pemetaan atas seluruh kerjasama pada seluruh Regional 2. Telah dilakukan sosialisasi terkait proses evaluasi dan usulan perpanjangan kerjasama dengan memperhatikan nilai bisnis dan ketentuan yang berlaku pada Peraturan Direksi 1. A mapping process of all corporations in all Regions has been conducted. 2. Socialisation has been carried out regarding the evaluation process and proposals for renewal of cooperation by taking into account business value and applicable provisions in the Board of Directors' Regulations.
8.	Mengingat nilai *Key Performance Indicators* (KPI) pada Aspek Peningkatan Investasi yang belum mencapai target pada tahun 2022 (dua ribu dua puluh dua), diminta untuk melakukan percepatan realisasi investasi khususnya pada- program investasi yang pencapaiannya masih rendah dengan tetap- memperhatikan skala prioritas dan berpedoman pada rencananya (*cost & schedule*), terutama untuk investasi yang merupakan proyek strategis dan proyek PMN, sehingga mampu berkontribusi positif secara langsung bagi kinerja- keuangan dan operasional perusahaan serta memitigasi terjadinya *cost overrun.* Considering the value of Key Performance Indicators (KPI) in the Investment Improvement Aspect that has not reached the target in 2022 (two thousand twenty-two), it is requested to accelerate investment realisation, especially in investment programs whose achievements are still low while still paying attention to the priority scale and guided by the plan (cost & schedule), especially for investments that are strategic projects and PMN projects, so as to be able to contribute positively directly to the Company's financial and operational performance and mitigate cost overruns.	Telah dilakukan evaluasi atas hal-hal menyebabkan kinerja investasi belum mencapai target, kedepan akan dilakukan perencanaan yang lebih matang untuk pelaksanaan pekerjaan investasi, agar target penyelesaian dapat tercapai seperti kendala perizinan dan operasional. An evaluation has been carried out on matters causing investment performance to not reach the target, in the future more careful planning will be carried out for the implementation of investment work, so that completion targets can be achieved such as licensing and operational constraints.
9.	Memperkuat peran dan fungsi manajemen risiko melalui peningkatan efektivitas terhadap kapabilitas, organisasi, tata Kelola, proses dan kontrol untuk mengendalikan pencapaian kinerja keuangan Strengthen the role and function of risk management by improving the effectiveness of capabilities, organisation, governance, processes and controls to drive the financial performance achievement.	1. Telah disun Aspirasi Pemegang Saham terkait Perencanaan MR bagian Sub Holding Gab holding Subholding Subholding untuk tahun Buku 2023 2. Telah dilakukan Benchmark Penerapan MR kepada BRI 3. Telah dilakukan *Kick Off Risk Award* Tahun 2023 pada 29 Mei 2023 yang diikuti oleh seluruh Pelindo Group 4. Telah disusun klasikasi dan kompetens untuk kebutuhan FMR pada setap level dan telah disampaikan ke Direktur SDM sebagai usuran sertifikasi tahun 2023: 5. Telah dilakukan *mapping* oksisting kapabilitas *manpower* IMR pada Pelindo 6. Telah dilakukan review dan pemberian teedback atas Laporan Manajemen. Risiko Triwulan 1 Tahun 2023 dari Regional Subholding dan Anak Perusahaan Non-Cluster 7. Telah dilaksanakan program sertifikasi Qualified Chief Rusk Officer (QCRO) untuk level BOD-1: ▪ Batch 1 parda 6-10 Maret 2023 ▪ Batch 2 pada 13-18 Juni 2023 8. Telah dilaksanakan program sertifikasi QRMP bagi FMR Kantor Pusat pada 13-16 Juni 2023 1. Shareholders' Aspirations related to MR Planning of Sub Holding Gab section for 2023 Fiscal year have been compiled. 2. MR Implementation Benchmark has been conducted to BRI. 3. Kick Off 2023 Risk Award has been carried out on May 29, 2023 which was attended by the entire Pelindo Group. 4. Classifications and competencies have been prepared for FMR needs at each level and have been submitted to the HC Director as a proposal for certification in 2023: 5. Existing mapping of IMR manpower capability in Pelindo has been conducted. 6. Review and feedback on the Risk Management Report for first quarter of 2023 from Regional Subholding and Non-Cluster Subsidiaries. 7. Qualified Chief Rusk Officer (QCRO) certification program for BOD-1 level has been implemented: ▪ Batch 1 on March 6-10, 2023 ▪ Batch 2 on June 13-18, 2023 8. QRMP certification program for Head Office FMR has been conducted on June 13-16, 2023.
10.	Mengkomunikasikan pelaksanaan Program TJSL BUMN kepada masyarakat sebagai bentuk pertanggungjawaban atas program yang telah dilaksanakan BUMN, dan memperbaiki sistem pengelolaan piutang Program Pendanaan UMK sehingga angsuran tidak teridentifikasi tidak terjadi lagi Communicating the implementation of SOE SER Programs to the community as a form of accountability for the programs that have been implemented by SOEs, and improving the receivables management system for the MSE Funding Program so that unidentified installments do not occur again.	Telah dilakukan kerjasama dengan pihak ketiga untuk Komunikasi dan Publikas kegiatan TJSL tahun 2023 kepada masyarakat. Kegiatan TJSL juga sudah dilaporkan setiap tahunnya dalam *Annual Report* dan *Sustainability report* yang di publikasikan secara berkala di Web Perseroan. Collaboration with a third party has been carried out to communicate and publicise SER activities in 2023 to the community. SER activities have also been reported annually in the Annual Report and Sustainability Report which are published regularly on the Company's website.

No.	Arahan Direction	Tindak Lanjut Follow-Up
11.	Direksi dan Dewan Komisaris perlu memastikan agar setiap pelaksanaan kegiatan usaha Perseroan, dilakukan dengan memperhatikan prinsip-prinsip *Good Corporate Governance* (GCG) secara konsisten dan berkelanjutan dengan berpedoman kepada ketentuan dan peraturan yang berlaku. Board of Directors and Board of Commissioners need to ensure that every implementation of the Company's business activities is carried out with due regard to the principles of Good Corporate Governance (GCG) consistently and sustainably by referring to the prevailing rules and regulations.	Direksi dan Dewan Komisaris telah melakukan *monitoring Area of Improvement* (AoI) dengan capaian progres rata-rata 88%. *Monitoring* dilakukan sebagai salah bentuk persiapan pelaksanaan *assessment* GCG tahun selanjutnya agar perusahaan memastikan kepatuhan perusahaan terhadap pedoman dan ketentuan peraturan yang berlaku Board of Directors and Board of Commissioners have monitored Area of Improvement (AoI) with an average progress of 88%. Monitoring is carried out as a form of preparation for the next year's GCG assessment to ensure the Company's compliance with applicable guidelines and regulations.
12.	Menindaklanjuti dan menyelesaikan secara tuntas terhadap setiap temuan, catatan serta saran/rekomendasi baik dari auditor eksternal (Kantor Akuntan Publik/KAP, Badan Pengawasan Keuangan dan Pembangunan/BPKP, dan Badan Pemeriksa Keuangan RI/BPK-RI termasuk instansi pengawasan berwenang lainnya) maupun auditor internal Perseroan yang belum dinyatakan selesai ditindaklanjuti. Progres tindak lanjut penyelesaian temuan-temuan dimaksud agar dibahas secara komprehensif dengan Dewan Komisaris dan disampaikan tertulis secara berkala kepada Pemegang Saham. Follow up and complete any findings, notes and suggestions/ recommendations from both external auditors (Public Accounting Firm/ KAP, Financial and Development Supervisory Agency/BPKP, and Supreme Audit Agency of the Republic of Indonesia/BPK-RI including other authorised supervisory agencies) and internal auditors of the Company that have not been declared completed. Follow-up progress on the settlement of these findings should be discussed comprehensively with the Board of Commissioners and submitted in writing periodically to the Shareholders.	1. Telah dilaksanakan *monitoring* tindak lanjut LHP BPK dan disampaikan pemenuhan dokumen sesuai dengan rekomendasi temuan BPK dengan progress 83,25% pada Semester II Tahun 2022, 66,67% untuk temuan KAP dan 61% untuk *monitoring* Tindak Lanjut Rekomendasi LHA SPI pada Semester I Tahun 2023 2. Koordinasi dengan Unit kerja terkait dalam rangka pemenuhan dokumen rekomendasi BPK, KAP dan LHA SPI yang masih Belum Sesuai dan Koordinasi dengan BPK untuk kegiatan monitoring Tahun 2023 serta *monitoring* tindak lanjut LHA SPI secara berkala. 1. Laporan atas tindak lanjut hasil audit disampaikan kepada Direksi dan Dewan Komisaris secara periodik (triwulanan) 2. Follow-up monitoring of BPK's LHP has been carried out and the fulfilment of documents in accordance with the recommendations of BPK findings with a progress of 83.25% in the second semester of 2022, 66.67% for KAP findings and 61% for monitoring Followup of SPI LHA Recommendations in the first semester of 2023. Coordination with related work units in order to fulfil BPK, KAP and LHA SPI recommendation documents that are still not in compliance and coordination with BPK for monitoring activities in 2023 as well as monitoring the follow-up of LHA SPI periodically. Report on the follow-up of audit results submitted to Board of Directors and Board of Commissioners periodically (quarterly).
13.	Menjaga konsistensi dalam melakukan *monitoring* dan *updating* data pada Portal BUMN, yakni Portal Silaba, Portal Human Capital (HC), Portal TJSL, dan Portal Publik. Progres pemutakhiran data dalam portal tersebut agar dilaporkan dalam laporan manajemen triwulanan dan laporan tahunan. Maintain consistency in monitoring and updating data on the SOE Portal, namely Silaba Portal, Human Capital (HC) Portal, CSR Portal, and Public Portal. Progress on updating data in these portals should be reported in quarterly management reports and annual reports.	1. Telah dilakukan monitoring dan konsistensi penyampaian laporan di portal Silaba 2. Progres pemutakhiran data dalam masing-masing portal telah dilaporkan dalam laporan manajemen triwulanan dan laporan Tahunan serta menjadi bagian dari indikator penilaian KPI dan tingkat kesehatan perusahaan 1. Monitoring and consistency in the submission of reports in Silaba portal has been carried out. 2. The progress of updating data in each portal has been reported in quarterly management reports and Annual reports and is part of the KPI assessment indicators and the Company's health level.
14.	Dewan Komisaris agar meningkatkan pengawasan untuk membantu Langkah-Langkah Perusahaan agar *going concern* dapat tetap terjaga dan mampu untuk *survive* pada setiap kondisi dan secara konsisten melakukan peningkatan pelayanan kepada pelanggan. Board of Commissioners should increase supervision to assist the Company's actions so that the going concern can be maintained and be able to survive in every condition and consistently improve services to customers.	Telah dilakukan tindak lanjut atas rekomendasi dari Dewan Komisaris PT Pelabuhan Indonesia (Persero) sesuai surat yang disampaikan Nomor: 66/DK/PI/V-2023 tanggal 24 Mei 2023 Follow-up has been carried out on recommendations from the Board of Commissioners of PT Pelabuhan Indonesia (Persero) in accordance with the letter submitted Number: 66/DK/PI/V-2023 dated May 24, 2023.

KEPUTUSAN RUPS PADA TAHUN BUKU DAN 1 (SATU) TAHUN SEBELUM TAHUN BUKU YANG DIREALISASIKAN PADA TAHUN BUKU

Seluruh keputusan RUPS Tahun Buku 2024 telah terealisasi pada tahun 2024 dan RUPS Tahun Buku 2023 telah terealisasi pada tahun 2023. Sehingga tidak terdapat keputusan RUPS Tahun 2023 dan Keputusan RUPS yang belum direalisasikan pada tahun 2024.

RESOLUTIONS OF THE GMS IN THE FISCAL YEAR AND 1 (ONE) YEAR BEFORE THE FISCAL YEAR THAT WERE REALIZED IN THE FISCAL YEAR

All resolutions of the GMS of 2024 Fiscal Year have been realized in 2024, and resolutions of the GMS of 2023 Fiscal Year have been realized in 2023. Therefore, there are no resolutions from the 2023 GMS or resolutions from the GMS that have not been realized in 2024.

DIREKSI

Direksi adalah Organ Perusahaan yang berwenang dan bertanggung jawab atas pengurusan Perusahaan untuk kepentingan Perusahaan, baik di dalam maupun di luar pengadilan sesuai ketentuan Anggaran Dasar.

TUGAS DAN WEWENANG DIREKSI

TUGAS DIREKSI

Direksi bertugas menjalankan segala tindakan yang berkaitan dengan pengurusan Perusahaan untuk kepentingan Perusahaan dan sesuai dengan maksud dan tujuan Perusahaan serta mewakili Perusahaan baik di dalam maupun di luar Pengadilan tentang segala hal dan segala kejadian dengan pembatasan-pembatasan sebagaimana diatur dalam peraturan perundang-undangan, Anggaran Dasar dan/atau Keputusan RUPS.

Setiap Anggota Direksi wajib dengan itikad baik dan penuh tanggung jawab menjalankan tugas untuk kepentingan dan usaha Perusahaan. Direksi bertanggungj awab penuh dalam melaksanakan tugasnya untuk kepentingan Perusahaan dalam mencapai maksud dan tujuannya. Direksi wajib mempertanggungjawabkan pelaksanaan tugas kepada RUPS.

Dalam melaksanakan tugasnya, Direksi harus mematuhi Anggaran Dasar Perusahaan dan peraturan perundang-undangan serta wajib melaksanakan prinsip-prinsip profesionalisme, efisiensi, transparansi, kemandirian, akuntabilitas, pertanggungjawaban, serta kewajaran. Direksi juga bertugas untuk:

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

WEWENANG DIREKSI

Dalam melaksanakan tugasnya, Direksi berwenang untuk:

1. Menetapkan kebijakan pengurusan Perusahaan;
2. Mengatur penyerahan kekuasaan Direksi kepada seorang atau beberapa orang anggota Direksi untuk mengambil keputusan dan atas nama Direksi atau mewakili Perusahaan di dalam dan di luar pengadilan;
3. Mengatur penyerahan kekuasaan Direksi kepada seorang atau beberapa orang Pekerja Perusahaan baik sendiri-sendiri maupun bersama-sama atau

BOARD OF DIRECTORS

Board of Directors is a corporate organ that is authorized and responsible for managing the Company for the benefit of the Company, both inside and outside the court in accordance with the Articles of Association.

BOARD OF DIRECTORS DUTIES AND AUTHORITIES

BOARD OF DIRECTORS DUTIES

Board of Directors is in charge of carrying out all actions related to the management of the Company for the benefit of the Company in accordance with the Company's purposes and objectives, and representing the Company both inside and outside the Court on all matters and all events with limitations as stipulated in laws and regulations, the Articles of Association and/or GMS Resolutions.

Each member of Board of Directors must carry out their duties in good faith and with full responsibility for the interests and business of the Company. Board of Directors is fully responsible for carrying out their duties for the benefit of the Company in achieving its purposes and objectives. The Board of Directors shall be accountable for the implementation of its duties to the GMS.

In performing their duties, Board of Directors must comply with the Company's Articles of Association and laws and regulations and must apply the principles of professionalism, efficiency, transparency, independence, accountability, responsibility and fairness. Board of Directors is also responsible to:

1. Make a Register of Shareholders, a Special Register, minutes of GMS and minutes of Board of Directors meetings;
2. Make annual reports and financial documents of the Company;
3. Maintain the entire Register of Shareholders, Special Register, Minutes of GMS, Minutes of Board of Commissioners and Board of Directors Meetings, Annual Report and Corporate Financial Documents as well as other Corporate Documents.

BOARD OF DIRECTORS AUTHORITIES

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

1. Determine the Company's management policies;
2. Regulate the Board of Directors' power of attorney to one or several members of Board of Directors to make decisions and on behalf of Board of Directors or represent the Company inside and outside the court;
3. Regulate the Board of Directors' power of attorney to one or several Company employees, either individually or jointly or to other people, to

kepada orang lain, untuk mewakili Perusahaan di dalam dan di luar Pengadilan;
4. Mengatur ketentuan-ketentuan tentang kepegawaian Perusahaan termasuk dalam penetapan gaji, pensiun atau jaminan hari tua dan penghasilan lain bagi Pekerja Perusahaan berdasarkan peraturan perundang-undangan yang berlaku, dengan ketentuan penetapan gaji, pensiun atau jaminan hari tua dan penghasilan lain bagi Pekerja yang melampaui kewajiban yang ditetapkan peraturan perundang-undangan, harus mendapat persetujuan terlebih dahulu dari RUPS;
5. Mengangkat dan memberhentikan Pekerja Perusahaan berdasarkan peraturan kepegawaian Perusahaan dan peraturan perundang-undangan yang berlaku;
6. Mengangkat dan memberhentikan Sekretariat Perusahaan; serta
7. Melakukan segala tindakan dan perbuatan lainnya mengenai pengurusan maupun pemilikan kekayaan Perusahaan, mengikat Perusahaan dengan pihak lain dan/atau pihak lain dengan Perusahaan, serta mewakili Perusahaan di dalam dan di luar pengadilan tentang segala hal dan segala kejadian, dengan pembatasan-pembatasan sebagaimana diatur dalam peraturan perundang-undangan, Anggaran Dasar dan /atau Keputusan RUPS.

represent the Company inside and outside the Court;
4. Regulate the provisions regarding the Company's employment including in the determination of salary, pension or old age benefits and other income for employees based on applicable laws and regulations, with provisions for determining salary, pension or old age benefits and other income for Employees that exceed obligations stipulated by laws and regulations, must obtain prior approval from the GMS;
5. Appoint and dismiss Company Employees based on the Company's employment regulations and applicable laws and regulations;
6. Appoint and dismiss the Corporate Secretariat; and
7. Perform all actions and other actions regarding the management and ownership of the Company's assets, bind the Company with other parties and/or other parties with the Company, and represent the Company in and out of court on all matters and all events, with restrictions as stipulated in laws and regulations, Articles of Association and/or GMS Resolutions.

TANGGUNG JAWAB DIREKSI

1. Dalam melaksanakan tugasnya, Direksi bertanggung jawab kepada RUPS;
2. Dalam hal Perusahaan menunjukkan gejala kemunduran yang mencolok, Direksi harus segera melaporkan kepada Pemegang Saham dengan tembusan Dewan Komisaris, dengan disertai usu lan mengenai langkah perbaikan yang harus ditempuh;
3. Memberikan pendapat dan saran kepada Pemegang Saham melalui RUPS setiap permasalahan yang dianggap penting bagi pengelolaan Perusahaan.

BOARD OF DIRECTORS RESPONSIBILITIES

1. In carrying out their duties, Board of Directors is responsible to the GMS;
2. In the event that the Company shows signs of significant decline, Board of Directors must immediately report to the Shareholders with a copy to the Board of Commissioners, accompanied by suggestions regarding corrective measures to be taken;
3. Provide opinions and suggestions to Shareholders through the GMS on any issues deemed important for the management of the Company.

TUGAS DAN WEWENANG MASING-MASING DIREKSI

Tugas pokok dan wewenang masing-masing Direksi telah diatur dalam Peraturan Direksi Nomor HK.01/24/7/1/PSOG/UTMA/PLND-23 tentang Susunan Organisasi dan Tata Kelola PT Pelabuhan Indonesia (Persero). Adapun rincian tugas pokok dan wewenang masing-masing Direksi adalah sebagai berikut.

Direktur Utama

Tugas pokok Direktur Utama adalah menyelenggarakan pengurusan Perusahaan dengan memimpin Perusahaan, serta mengendalikan langsung sebagian

DUTIES AND AUTHORITIES OF EACH DIRECTOR

The main duties and authorities of each Director are regulated in the Board of Directors Regulation Number HK.01/24/7/1/PSOG/UTMA/PLND-23 concerning the Organisation and Governance Structure of PT Pelabuhan Indonesia (Persero). Details of the main duties and authorities of each Director are as follows:

President Director

The President Director's main duty is to carry out the management of the Company by leading the Company, as well as directly controlling part of the Company's

tugas pengurusan Perusahaan di bidang Sekretariat Perusahaan, Satuan Pengawasan Intern, serta Transformasi Korporasi dan Manajemen Program.

Direktur Utama dalam melaksanakan tugasnya, berwenang menyelenggarakan fungsi-fungsi sebagai berikut:

1. Bertindak sebagai pimpinan dari para anggota Direksi untuk menyusun Rencana Jangka Panjang Perusahaan (RJPP) dan melaksanakan kegiatan usaha Perusahaan yang telah ditetapkan dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) dan Rencana Kerja Manajemen (RKM);
2. Mengarahkan dan mengendalikan implementasi kebijakan, visi, misi, dan strategi Perusahaan yang telah ditetapkan dalam RJPP;
3. Mengarahkan dan mengendalikan seluruh kegiatan Perusahaan termasuk namun tidak terbatas pada perencanaan, pelaksanaan, pengendalian, evaluasi atas pencapaian RJPP, RKAP, RKM, kegiatan-kegiatan dalam rangka peningkatan budaya korporasi, citra positif Perusahaan, dan tata kelola Perusahaan (*good corporate governance*) dalam rangka mencapai maksud dan tujuan Perusahaan sesuai dengan visi misi Perusahaan;
4. Memimpin dan mengoordinasikan penyusunan strategi sebagai penjabaran atas RJPP, RKAP, RKM dalam kegiatan Sekretariat Perusahaan, Satuan Pengawasan Intern, serta Transformasi Korporasi dan Manajemen Program;
5. Menandatangani seluruh Peraturan/Keputusan Direksi yang diputuskan di dalam rapat Direksi maupun di luar rapat Direksi yang dilaksanakan sesuai ketentuan dalam anggaran dasar Perusahaan, kecuali atas kewenangan yang telah didelegasikan berdasarkan kebijakan dan Standar Prosedur Operasi (SPO) terkait;
6. Menandatangani perjanjian, kontrak atau perikatan lainnya dengan pihak ketiga terkait dengan pengurusan Perusahaan sesuai dengan kewenangan yang ditetapkan dalam anggaran dasar Perusahaan;
7. Memimpin Rapat Direksi dan rapat korporasi lainnya serta mengoordinasikan Direksi untuk pelaksanaan rapat Dewan Komisaris/Rapat Umum Pemegang Saham;
8. Memberikan informasi terkait segala sesuatu tentang Perusahaan kepada pemangku kepentingan (*stakeholders*);
9. Bertindak sebagai pembina atau pengarah proses Integrasi Paska Penggabungan Perusahaan;
10. Memimpin dan menetapkan strategi sebagai penjabaran atas RJPP, RKAP, RKM dalam kegiatan Sekretariat Perusahaan, Satuan Pengawasan Intern, serta Transformasi Korporasi dan Manajemen Program;
11. Menetapkan, mengarahkan dan mengawasi/mengevaluasi strategi dan pelaksanaan kegiatan Sekretariat Perusahaan (*corporate secretary*);

management duties in Corporate Secretariat, Internal Audit Unit, as well as Corporate Transformation and Program Management.

In performing his/her duties, President Director is authorised to perform the following functions:

1. Act as the leader of members of Board of Directors to prepare the Company's Long Term Plan (RJPP) and implement the Company's business activities that have been determined in the Company's Work Plan and Budget (RKAP) and Management Work Plan (RKM);
2. Directing and controlling the implementation of the Company's policies, vision, mission, and strategies set out in the RJPP;
3. Directing and controlling all activities of the Company including but not limited to planning, implementing, controlling, evaluating the achievement of RJPP, RKAP, RKM, activities in order to improve corporate culture, positive image of the Company, and good corporate governance in order to achieve the Company's goals and objectives in accordance with the Company's vision and mission;
4. Leading and coordinating the preparation of strategies as an elaboration of RJPP, RKAP, RKM in the activities of Corporate Secretariat, Internal Audit Unit, as well as Corporate Transformation and Program Management;
5. Signing all Regulations/Decisions of Board of Directors decided in the Board of Directors meeting or outside the Board of Directors meeting carried out in accordance with the provisions in the articles of association of the Company, except for the authority that has been delegated based on related policies and Standard Operating Procedures (SPO);
6. Sign agreements, contracts or other engagements with third parties related to the management of the Company in accordance with the authority stipulated in the Company's articles of association;
7. Preside over the Board of Directors Meeting and other corporate meetings and coordinate the Board of Directors for the implementation of Board of Commissioners/General Meeting of Shareholders meetings;
8. Provide information related to everything about the Company to stakeholders;
9. Acting as a supervisor or director of the Post-Merger Integration process of the Company;
10. Leading and setting strategies as an elaboration of RJPP, RKAP, RKM in the activities of Corporate Secretariat, Internal Audit Unit, as well as Corporate Transformation and Program Management;
11. Establish, direct and supervise/evaluate the strategy and implementation of the Corporate Secretariat activities;

12. Menetapkan, mengarahkan, dan mengawasi/mengevaluasi strategi dan pelaksanaan kegiatan pengawasan intern (internal audit) berupa audit operasional dan audit/reviu dengan tujuan tertentu dilakukan secara efektif, serta memantau tindak lanjut atas rekomendasi hasil audit/reviu untuk membantu Direksi menilai efektivitas penyelenggaraan pengawasan internal, manajemen risiko dan tata kelola Perusahaan yang baik dalam rangka mencapai tujuan Perusahaan;
13. Menetapkan, mengarahkan dan mengawasi/mengevaluasi strategi dan pelaksanaan kegiatan transformasi korporasi dan manajemen program;
14. Mengoordinasikan dan mengevaluasi kegiatan penyusunan dan pelaksanaan Kebijakan dan Standar Prosedur Operasi (SPO) terkait kegiatan Sekretariat Perusahaan, Pengawasan Intern serta Transformasi Korporasi dan Manajemen Program;
15. Memastikan pelaksanaan pembinaan Pekerja di seluruh korporasi sesuai kebijakan/pedoman di bidang Sumber Daya Manusia.

12. Establishing, directing, and supervising/evaluating the strategy and implementation of internal audit activities in the form of operational audits and audits/reviews with specific objectives carried out effectively, as well as monitoring follow-up on recommendations from audits/reviews to help the Board of Directors assess the effectiveness of internal control, risk management and good corporate governance in order to achieve the Company's objectives;
13. Establish, direct and supervise/evaluate the strategy and implementation of corporate transformation activities and programme management;
14. Coordinating and evaluating the preparation and implementation of Policies and Standard Operating Procedures (SPO) related to the activities of Corporate Secretariat, Internal Audit and Corporate Transformation and Program Management;
15. Ensuring the implementation of Employee development throughout the corporation in accordance with policies/guidelines in the field of Human Capital.

Wakil Direktur Utama

Tugas pokok Wakil Direktur Utama adalah menyelenggarakan sebagian tugas pengurusan Perusahaan di bidang Hukum, Manajemen Portofolio Anak Perusahaan dan Manajemen Risiko, Tata Kelola dan Kepatuhan serta membantu Direktur Utama dalam memimpin Perusahaan.

Wakil Direktur Utama berwenang bertindak untuk dan atas nama Direksi serta melaksanakan tugas- tugas Direktur Utama apabila Direktur Utama tidak ada atau berhalangan karena sebab apapun hal mana tidak perlu dibuktikan pada pihak ketiga. Wakil Direktur Utama berwenang memimpin rapat Direksi apabila Direktur Utama tidak hadir atau berhalangan.

Wakil Direktur Utama dalam melaksanakan tugasnya, berwenang menyelenggarakan fungsi-fungsi sebagai berikut:

1. Memimpin dan menetapkan strategi sebagai penjabaran atas RJPP, RKAP, dan RKM dalam kegiatan hukum, manajemen portofolio anak perusahaan dan manajemen risiko, tata kelola dan kepatuhan serta mengawasi/mengevaluasi strategi yang telah ditetapkan;
2. Menetapkan, mengarahkan serta mengawasi/mengevaluasi strategi, pelaksanaan kegiatan hukum, manajemen portofolio Anak Perusahaan, dan manajemen risiko, tata kelola dan kepatuhan;
3. Mengoordinasikan, mengendalikan dan mengevaluasi kinerja Anak Perusahaan, dan Subholding dalam mengimplementasikan RJPP dan RKAP, baik secara triwulan, semester dan

Vice President Director

The Vice President Director's main duty is to carry out part of the Company's management duties in the fields of Law, Subsidiary Portfolio Management and Risk Management, Governance and Compliance and to assist the President Director in leading the Company.

Vice President Director is authorised to act for and on behalf of Board of Directors and to perform the President Director's duties in the absence or inability of President Director for any reason whatsoever, which need not be proven to a third party. Vice President Director is authorised to chair the Board of Directors meeting if the President Director is not present or absent.

In performing his/her duties, Vice President Director is authorised to perform the following functions:

1. Leading and setting strategies as an elaboration of RJPP, RKAP, and RKM in legal activities, subsidiary portfolio management and risk management, governance and compliance as well as overseeing/evaluating the strategies that have been set;
2. Establish, direct and supervise/evaluate strategies, implementation of legal activities, portfolio management of subsidiaries, and risk management, governance and compliance;
3. Coordinating, controlling and evaluating the performance of Subsidiaries, and Subholding in implementing the RJPP and RKAP, either on a quarterly, semester and annual basis or at any time

tahunan atau sewaktu-waktu (jika dianggap perlu), serta bertanggung jawab untuk mengoordinasikan pelaksanaan RUPS Anak Perusahaan, Subholding Perusahaan Afiliasi, dan Perusahaan Terafiliasi baik luar biasa atau tahunan.

4. Menjalankan tugas monitoring kinerja pada Perusahaan, Anak Perusahaan, Subholding Perusahaan Afiliasi, dan Perusahaan Terafiliasi;
5. Mengoordinasikan, mengendalikan serta mengevaluasi kegiatan dukungan dalam aspek hukum, baik berupa pemberian pendapat hukum, reviu penyusunan dokumen hukum dan reviu penyusunan peraturan internal Perusahaan, pemeriksaan kepatuhan terhadap peraturan internal Perusahaan, pendampingan dan penanganan permasalahan hukum dalam rangka pelaksanaan kegiatan Perusahaan;
6. Memastikan pelaksanaan pembinaan Pekerja di bawah pimpinan Wakil Direktur Utama sesuai kebijakan/pedoman di bidang Sumber Daya Manusia;
7. Merupakan Koordinator Internal yang bertindak sebagai penanggung jawab koordinasi antar Direktorat dalam rangka pengelolaan ketercapaian performansi seluruh Direktorat secara kolektif serta bertanggung jawab atas pelaporan kinerja seluruh Direktorat kepada Direktur Utama;
8. Mengoordinasikan dan mengendalikan implementasi kebijakan, visi, misi, dan strategi Perusahaan yang telah ditetapkan dalam RJPP, serta seluruh kegiatan Perusahaan;
9. Melaporkan kinerja seluruh Direktorat secara kolektif kepada Direktur Utama serta memberikan konsultansi kepada Direktur Utama dalam pengambilan keputusan;
10. Bertindak sebagai pengawas proses Integrasi Paska Penggabungan Perusahaan;
11. Menandatangani perjanjian, kontrak atau perikatan lainnya dengan pihak ketiga terkait dengan pengurusan Perusahaan berdasarkan kuasa dari Direktur Utama atas nama Direksi untuk hal-hal tertentu;
12. Menandatangani perjanjian, kontrak atau perikatan lainnya dengan pihak ketiga terkait dengan pengurusan Perusahaan, khususnya dalam bidang- bidang di bawah Wakil Direktur Utama atau berdasarkan kewenangan yang telah didelegasikan dalam kebijakan dan SPO terkait.

Direktur Keuangan

Tugas pokok Direktur Keuangan adalah menyelenggarakan tugas pengurusan Perusahaan di bidang Akuntansi, Pengelolaan Keuangan, Perencanaan dan Performa Keuangan, Layanan Keuangan dan Perpajakan. Direktur Keuangan dalam melaksanakan tugasnya berwenang menyelenggarakan fungsi-fungsi sebagai berikut:

(if deemed necessary), as well as being responsible for coordinating the GMS of Subsidiaries, Subholding Affiliated Companies, and Affiliated Companies either extraordinary or annual.

4. Perform performance monitoring duties on the Company, Subsidiaries, Affiliated Subholding Companies, and Affiliated Companies;
5. Coordinating, controlling and evaluating support activities in legal aspects, both in the form of providing legal opinions, reviewing the preparation of legal documents and reviewing the preparation of the Company's internal regulations, checking compliance with the Company's internal regulations, assistance and handling legal issues in the context of implementing the Company's activities;
6. Ensure the implementation of Employee development under the Vice President Director's leadership in accordance with policies/guidelines in the field of Human Capital;
7. Act as Internal Coordinator in charge of coordination between Directorates in order to manage the performance achievement of all Directorates collectively and is responsible for reporting the performance of all Directorates to the President Director;
8. Coordinating and controlling the implementation of the Company's policies, vision, mission, and strategies set out in the RJPP, as well as all the Company's activities;
9. Reporting the performance of all Directorates collectively to the President Director and providing consultancy to the President Director in decision making;
10. Act as the supervisor of post-merger integration process;
11. Sign agreements, contracts or other engagements with third parties related to the management of the Company based on authorisation from President Director on behalf of Board of Directors for certain matters;
12. Sign agreements, contracts or other engagements with third parties related to the management of the Company, particularly in areas under Vice President Director or based on the authority that has been delegated in the relevant policies and SPO.

Finance Director

The Finance Director's main duty is to organise the management of the Company in the field of Accounting, Financial Management, Financial Planning and Performance, Financial Services and Taxation. Finance Director in carrying out his duties is authorised to carry out the following functions:

1. Memimpin dan menetapkan strategi sebagai penjabaran atas RJPP, RKAP, dan RKM dalam Perusahaan di bidang akuntansi, perbendaharaan, keuangan dan investasi;
2. Bertanggung jawab dalam penyusunan, mengoordinasikan, mengendalikan dan mengevaluasi pencapaian RKAP berdasarkan kebutuhan dan rencana strategis Perusahaan;
3. Mengoordinasikan, mengendalikan dan mengevaluasi kegiatan pencatatan transaksi keuangan dan penyusunan laporan triwulan, semester, dan tahunan sesuai dengan standar akuntansi yang berlaku secara tepat waktu;
4. Melaksanakan pemenuhan aspek perpajakan terkait dengan kegiatan Perusahaan;
5. Mengoordinasikan, mengendalikan serta mengevaluasi kegiatan optimalisasi dana Perusahaan secara akuntabel dan memperhatikan prinsip kehati-hatian melalui kegiatan penempatan dana pada bank dan/atau instrumen pasar uang lainnya termasuk kegiatan pengadministrasian untuk menjamin ketersediaan dana guna membiayai kegiatan operasional Perusahaan;
6. Mengoordinasikan, mengendalikan serta mengevaluasi kegiatan atau upaya-upaya untuk mendapatkan pembiayaan dari pihak ketiga guna membiayai kegiatan Perusahaan sehingga dapat bertumbuh dan mencapai tujuan/ strategi yang ditetapkan;
7. Mengoordinasikan, mengendalikan serta mengevaluasi penggunaan anggaran Perusahaan serta melaksanakan dan mengendalikan kegiatan pembayaran dan penagihan ke pihak lain terkait kegiatan Perusahaan;
8. Mengoordinasikan, mengendalikan serta mengevaluasi pengembangan di bidang akuntansi, perbendaharaan dan keuangan sesuai dengan RKAP, RJPP dan/atau rencana bisnis Perusahaan;
9. Mengoordinasikan pelaksanaan, mengevaluasi dan menyetujui kegiatan pencatatan, administrasi, dan dokumentasi serta penyusunan laporan pengurusan Perusahaan terkait dengan bidang akuntansi;
10. Mengoordinasikan serta mengevaluasi penyusunan dan pelaksanaan kebijakan dan Standar Prosedur Operasi (SPO) terkait kegiatan keuangan;
11. Menandatangani perjanjian, kontrak atau perikatan lainnya dengan pihak ketiga terkait dengan pengurusan Perusahaan, khususnya dalam bidang tugas keuangan atau berdasarkan kewenangan yang telah didelegasikan dalam kebijakan dan SPO terkait;
12. Menandatangani perjanjian, kontrak atau perikatan lainnya dengan pihak ketiga terkait dengan pengurusan Perusahaan berdasarkan kuasa dari Direktur Utama atas nama Direksi untuk hal-hal tertentu;

1. Leading and setting strategies as an elaboration of RJPP, RKAP, and RKM in the Company in the fields of accounting, treasury, finance and investment;
2. Responsible for preparing, coordinating, controlling and evaluating the achievement of RKAP based on the needs and strategic plans of the Company;
3. Coordinating, controlling and evaluating the activities of recording financial transactions and preparing quarterly, semester, and annual reports in accordance with applicable accounting standards in a timely manner;
4. Carrying out the fulfilment of taxation aspects related to the Company's activities;
5. Coordinating, controlling and evaluating the activities of optimising the Company's funds in an accountable manner and taking into account the principles of prudence through the placement of funds in banks and/or other money market instruments including administration activities to ensure the availability of funds to finance the Company's operational activities;
6. Coordinating, controlling and evaluating activities or efforts to obtain financing from third parties to finance the Company's activities so that it can grow and achieve the objectives/strategies set;
7. Coordinating, controlling and evaluating the use of the Company's budget as well as implementing and controlling payment and collection activities to other parties related to the Company's activities;
8. Coordinating, controlling and evaluating the development in accounting, treasury and finance in accordance with the RKAP, RJPP and/or the Company's business plan;
9. Coordinating the implementation, evaluating and approving the recording, administration, and documentation activities as well as the preparation of the Company's management reports related to the accounting sector;
10. Coordinating and evaluating the preparation and implementation of policies and Standard Operating Procedures (SPO) related to financial activities;
11. Sign agreements, contracts or other engagements with third parties related to the management of the Company, especially in the field of financial duties or based on the authority that has been delegated in the relevant policies and SPO;
12. Sign agreements, contracts or other engagements with third parties related to the management of the Company based on authorisation from President Director on behalf of Board of Directors for certain matters;

13. Memastikan pelaksanaan pembinaan Pekerja di bawah pimpinan Direktur Keuangan sesuai kebijakan/pedoman di bidang Sumber Daya Manusia;
14. Mengoordinasikan, mengendalikan, dan mengevaluasi kebijakan-kebijakan dan kegiatan-kegiatan di bidang Keuangan yang dijalankan baik di Perusahaan, Anak Perusahaan, Subholding, Perusahaan Afiliasi, dan Perusahaan Terafiliasi.

Direktur Sumber Daya Manusia dan Umum

Tugas pokok Direktur Sumber Daya Manusia dan Umum adalah menyelenggarakan sebagian tugas pengurusan Perusahaan di bidang Strategi SDM, Pengelolaan SDM, Layanan SDM, serta Pengadaan. Direktur Sumber Daya Manusia dan Umum dalam melaksanakan tugasnya, berwenang menyelenggarakan fungsi-fungsi sebagai berikut:

1. Memimpin dan menetapkan strategi sebagai penjabaran atas RJPP, RKAP, dan RKM dalam Perusahaan di bidang Strategi SDM, Pengelolaan SDM, Layanan SDM serta Pengadaan;
2. Mengoordinasikan, mengendalikan serta mengevaluasi penyusunan Human Capital Roadmap;
3. Mengoordinasikan, mengendalikan serta mengevaluasi desain dan penyelarasan struktur organisasi serta perencanaan SDM;
4. Mengoordinasikan, mengendalikan serta mengevaluasi kebijakan Sumber Daya Manusia bidang pengelolaan SDM Anak Perusahaan agar sejalan dengan tujuan Perusahaan;
5. Mengoordinasikan, mengendalikan dan mengevaluasi penyusunan strategi kebijakan serta implementasi secondment agreement antar Induk dan Anak Perusahaan;
6. Mengoordinasikan, mengendalikan, dan mengevaluasi pengelolaan pelayanan bidang SDM yang terdiri dari pelayanan Pekerja, payroll dan Administrasi serta pengelola alih daya;
7. Mengoordinasikan, mengendalikan dan mengevaluasi integrasi Human Capital System terdiri dari reviu dan penyelarasan kebijakan SDM serta pengembangan sistem informasi human capital,
8. Mengoordinasikan, mengendalikan, dan mengevaluasi penyusunan desain remunerasi, harmonisasi remunerasi, desain strategi program exit plan serta desain *reward* dan *punishment*,
9. Mengoordinasikan, mengendalikan, dan mengevaluasi pengembangan karir Pekerja;
10. Mengoordinasikan, mengendalikan, dan mengevaluasi pengelolaan kegiatan bidang hubungan Pekerja termasuk *survey* kepuasan dan keterikatan Pekerja;

13. Ensuring the implementation of Employee development under the Finance Director's leadership in accordance with policies/guidelines in the field of Human Capital;
14. Coordinating, controlling, and evaluating policies and activities in the field of Finance carried out both in the Company, Subsidiaries, Subholding, Affiliated Companies, and Affiliated Companies.

Human Capital and General Affairs Director

The Human Capital and General Affairs Director's main duty is to carry out part of the Company's management duties in the field of HC Strategy, HC Management, HC Services, and Procurement. In carrying out his duties, Human Capital and General Affairs Director is authorised to carry out the following functions:

1. Leading and determining strategies as an elaboration of RJPP, RKAP, and RKM in the Company in the fields of HC Strategy, HC Management, HC Services and Procurement;
2. Coordinating, controlling and evaluating the preparation of Human Capital Roadmap
3. Coordinating, controlling and evaluating the design and alignment of organisational structure and HC planning;
4. Coordinating, controlling and evaluating Human Capital policies in the field of HC management of Subsidiaries to be in line with the Company's objectives;
5. Coordinating, controlling and evaluating the preparation of policy strategies and implementation of secondment agreements between the Parent and Subsidiaries;
6. Coordinating, controlling and evaluating the management of HC services consisting of Worker services, payroll and Administration and outsourcing management;
7. Coordinating, controlling and evaluating the integration of Human Capital System consisting of reviewing and aligning HC policies and developing human capital information systems,
8. Coordinating, controlling and evaluating the preparation of remuneration design, remuneration harmonisation, exit plan strategy design and reward and punishment design,
9. Coordinating, controlling, and evaluating Employee career development;
10. Coordinating, controlling, and evaluating the management of Employee relations activities including Employee satisfaction and engagement surveys;

11. Mengoordinasikan, mengendalikan serta mengevaluasi kegiatan pengembangan kebijakan Sumber Daya Manusia yang meliputi perencanaan strategi Sumber Daya Manusia, Pengelolaan SDM, dan Layanan SDM dalam rangka meningkatkan kompetensi dan produktivitas sumber daya yang selaras dengan Rencana Jangka Pendek dan Jangka Panjang Perusahaan;
12. Mengoordinasikan, mengendalikan serta mengevaluasi kegiatan rekrutmen, pengembangan Sumber Daya Manusia;
13. Mengoordinasikan, mengendalikan serta mengevaluasi kebijakan dan pengelolaan kinerja individu;
14. Mengoordinasikan, mengendalikan serta mengevaluasi program bagi SDM yang telah mencapai masa pensiun termasuk program persiapan pensiun;
15. Mengoordinasikan, mengendalikan serta mengevaluasi kegiatan pemenuhan sarana/ prasarana kerja dalam rangka menunjang pelaksanaan kegiatan Perusahaan termasuk memelihara dan mengadministrasikan aset-aset Perusahaan yang dipergunakan untuk operasional rutin Perusahaan secara akuntabel;
16. Mengoordinasikan, mengendalikan serta mengevaluasi kegiatan pengarsipan atas dokumen-dokumen Perusahaan;
17. Mengoordinasikan, mengendalikan serta mengevaluasi kegiatan Sumber Daya Manusia dalam rangka memberikan dukungan yang optimal pada kegiatan Perusahaan;
18. Mengoordinasikan serta mengevaluasi penyusunan dan pelaksanaan Kebijakan dan Standar Prosedur Operasi (SPO) terkait kegiatan strategi Sumber Daya Manusia, pembelajaran, layanan SDM serta pengadaan;
19. Memberikan persetujuan atau keputusan atas pelaksanaan kegiatan di bidang strategi Sumber Daya Manusia, pengelolaan SDM, layanan SDM, serta pengadaan sesuai pendelegasian kewenangan dari Direksi;
20. Mengoordinasikan, mengendalikan serta mengevaluasi kegiatan pengadaan barang dan jasa sesuai ketentuan yang berlaku;
21. Menandatangani perjanjian, kontrak atau perikatan lainnya dengan pihak ketiga terkait dengan pengurusan Perusahaan, khususnya dalam bidang-bidang di bawah Direktur Sumber Daya Manusia dan Umum atau berdasarkan kewenangan yang telah didelegasikan dalam kebijakan dan SPO terkait;
22. Menandatangani perjanjian, kontrak atau perikatan lainnya dengan pihak ketiga terkait dengan pengurusan Perusahaan berdasarkan kuasa dari Direktur Utama atas nama Direksi untuk hal-hal tertentu;

11. Coordinating, controlling and evaluating Human Capital policy development activities which include Human Capital strategy planning, Human Capital Management, and Human Capital Services in order to improve the competence and productivity of resources in line with the Company's Short Term and Long Term Plans;
12. Coordinating, controlling and evaluating recruitment activities, Human Capital development;
13. Coordinating, controlling and evaluating policies and individual performance management;
14. Coordinating, controlling and evaluating programmes for HC who have reached retirement age including retirement preparation programmes;
15. Coordinating, controlling and evaluating activities to fulfil work facilities/infrastructure in order to support the Company's activities, including maintaining and administering the Company's assets used for the Company's routine operations in an accountable manner;
16. Coordinating, controlling and evaluating archiving activities for Company documents;
17. Coordinating, controlling and evaluating Human Capital activities in order to provide optimal support to the Company's activities;
18. Coordinate and evaluate the preparation and implementation of Policies and Standard Operating Procedures (SPO) related to Human Capital strategy activities, learning, HC services and procurement;
19. Provide approval or decision on activities implementation in Human Capital strategy, HC management, HC services, and procurement in accordance with the delegation of authority from the Board of Directors;
20. Coordinating, controlling and evaluating the procurement of goods and services in accordance with applicable regulations;
21. Sign agreements, contracts or other engagements with third parties related to the management of the Company, particularly in the areas under the Human Capital and General Affairs Director or based on the authority that has been delegated in the relevant policies and SPO;
22. Sign agreements, contracts or other engagements with third parties related to the management of the Company based on authorisation from President Director on behalf of Board of Directors for certain matters;

23. Memastikan pelaksanaan pembinaan Pekerja di bawah pimpinan Direktur Sumber Daya Manusia dan Umum sesuai kebijakan/pedoman di bidang Sumber Daya Manusia.

Direktur Strategi

Tugas pokok Direktur Strategi adalah menyelenggarakan sebagian tugas pengurusan Perusahaan dibidang Strategi Korporasi dan Inovasi, Pengembangan Bisnis dan Aliansi Strategis, Teknologi Informasi dan Manajemen Investasi. Direktur Strategis dalam melaksanakan tugasnya, berwenang menyelenggarakan fungsi-fungsi sebagai berikut:

1. Memimpin dan menetapkan strategi sebagai penjabaran atas RJPP, RKAP, dan RKM dalam kegiatan perencanaan strategis, pengembangan bisnis dan aliansi strategis, teknologi informasi dan manajemen investasi, serta mengawasi/ mengevaluasi strategi yang telah ditetapkan;
2. Menetapkan, mengarahkan dan mengawasi/ mengevaluasi strategi dan pelaksanaan kegiatan strategi korporasi dan inovasi, pengembangan bisnis dan aliansi strategis, teknologi informasi dan manajemen investasi;
3. Bertanggung jawab atas penetapan visi, misi, dan nilai Perusahaan;
4. Bertanggung jawab atas penetapan strategi Perusahaan dalam rangka mencapai maksud dan tujuan Perusahaan sesuai dengan visi misi Perusahaan;
5. Mengarahkan dan mengendalikan implementasi kebijakan, visi, misi, dan strategi Perusahaan yang telah ditetapkan dalam RJPP;
6. Bertanggung jawab atas penetapan strategi pengembangan bisnis Perusahaan guna memberikan dukungan yang optimal pada kegiatan Perusahaan;
7. Menandatangani perjanjian, kontrak atau perikatan lainnya dengan pihak ketiga terkait dengan pengurusan Perusahaan, khususnya dalam bidang-bidang di bawah Direktur Strategi atau berdasarkan kewenangan yang telah didelegasikan dalam kebijakan dan SPO terkait,
8. Menandatangani perjanjian, kontrak atau perikatan lainnya dengan pihak ketiga terkait dengan pengurusan Perusahaan berdasarkan kuasa dari Direktur Utama atas nama Direksi untuk hal-hal tertentu;
9. Memastikan pelaksanaan pembinaan Pekerja di bawah pimpinan Direktur Strategi sesuai kebijakan/ pedoman di bidang Sumber Daya Manusia.

23. Ensuring the implementation of Employee development under the Human Capital and General Affairs Director in accordance with policies/ guidelines in the field of Human Capital.

Strategy Director

The Strategy Director's main duty is to carry out part of the Company's management duties in the field of Corporate Strategy and Innovation, Business Development and Strategic Alliances, Information Technology and Investment Management. In carrying out his/her duties, Strategy Director is authorised to carry out the following functions:

1. Leading and setting strategies as an elaboration of RJPP, RKAP, and RKM in strategic planning activities, business development and strategic alliances, information technology and investment management, as well as overseeing/evaluating the strategies that have been set;
2. Determining, directing and supervising/evaluating the strategy and implementation of corporate strategy and innovation activities, business development and strategic alliances, information technology and investment management;
3. Responsible for establishment of the Company's vision, mission and values;
4. Responsible for establishment of the Company's strategy in order to achieve the Company's goals and objectives in accordance with the Company's vision and mission;
5. Directing and controlling the implementation of the Company's policies, vision, mission, and strategies that have been set out in the RJPP;
6. Responsible for determining the Company's business development strategy in order to provide optimal support to the Company's activities;
7. Sign agreements, contracts or other engagements with third parties related to the management of the Company, particularly in areas under the Strategy Director or based on the authority that has been delegated in the relevant policies and SPO,
8. Sign agreements, contracts or other engagements with third parties related to the management of the Company based on authorisation from President Director on behalf of Board of Directors for certain matters;
9. Ensuring the implementation of Employee development under the Strategy Director's leadership in accordance with policies/guidelines in the field of Human Capital.

Direktur Investasi

Tugas pokok Direktur Investasi adalah menyelenggarakan sebagian tugas pengurusan Perusahaan di bidang fasilitas pelabuhan, peralatan pelabuhan, manajemen proyek dan manajemen aset. Direktur Investasi dalam melaksanakan tugasnya, berwenang menyelenggarakan fungsi-fungsi sebagai berikut:

1. Memimpin dan menetapkan strategi sebagai penjabaran atas RJPP, RKAP, dan RKM dalam kegiatan pembangunan infrastruktur, suprastruktur, pemeliharaan fasilitas dan peralatan pelabuhan, manajemen proyek serta manajemen aset;
2. Melakukan kajian investasi serta menetapkan prioritisasi investasi baik fasilitas maupun peralatan pelabuhan sebagai usulan kepada komite investasi untuk dituangkan ke dalam RKAP;
3. Mengoordinasikan, mengendalikan serta mengevaluasi pelaksanaan kegiatan pembangunan infrastruktur, suprastruktur dan alat apung pelabuhan, pengembangan serta pemeliharaan fasilitas pelabuhan, manajemen proyek;
4. Memberikan persetujuan atau keputusan bisnis di bidang teknik sesuai pendelegasian kewenangan dari Direksi;
5. Mengoordinasikan serta mengevaluasi penyusunan dan pelaksanaan Kebijakan dan Standar Prosedur Operasi (SPO) terkait kegiatan investasi;
6. Menandatangani perjanjian, kontrak atau perikatan lainnya dengan pihak ketiga terkait dengan pengurusan Perusahaan, khususnya dalam bidang tugas teknik atau berdasarkan kewenangan yang telah didelegasikan dalam kebijakan dan SPO terkait;
7. Menandatangani perjanjian, kontrak atau perikatan lainnya dengan pihak ketiga terkait dengan pengurusan Perusahaan berdasarkan kuasa dari Direktur Utama atas nama Direksi untuk hal-hal tertentu;
8. Mengoordinasikan dan mengevaluasi kebijakan-kebijakan dan kegiatan-kegiatan di bidang- bidang di bawah Direktur Investasi yang dijalankan baik di Perusahaan, Anak Perusahaan, Subholding, Perusahaan Afiliasi, dan Perusahaan Terafiliasi;
9. Memimpin dan menetapkan strategi *sustainable development* dan *Green Port* dalam rangka mencapai maksud dan tujuan Perusahaan sesuai dengan visi misi Perusahaan;
10. Mengoordinasikan, mengendalikan serta mengevaluasi pelaksanaan kegiatan pengadaan tanah, portofolio aset serta penyelesaian aset bermasalah yang belum dikomersialisasi;
11. Memastikan pelaksanaan pembinaan Pekerja di bawah pimpinan Direktur Investasi sesuai kebijakan/pedoman di bidang Sumber Daya Manusia.

Investment Director

The Investment Director's main duty is to carry out part of the Company's management duties in the field of port facilities, port equipment, project management and asset management. In carrying out his duties, Investment Director is authorised to carry out the following functions:

1. Leading and setting strategies as an elaboration of RJPP, RKAP, and RKM in infrastructure development activities, superstructure, maintenance of port facilities and equipment, project management and asset management;
2. Conduct investment studies and determine investment prioritisation in both port facilities and equipment as a proposal to the investment committee to be included in the RKAP;
3. Coordinating, controlling and evaluating the implementation of infrastructure development activities, superstructure and port floating equipment, development and maintenance of port facilities, project management;
4. Providing approval or business decisions in the field of engineering in accordance with delegation of authority from the Board of Directors;
5. Coordinating and evaluating the preparation and implementation of Policies and Standard Operating Procedures (SPO) related to investment activities;
6. Sign agreements, contracts or other engagements with third parties related to the management of the Company, particularly in the field of engineering duties or based on the authority that has been delegated in the relevant policies and SPO;
7. Sign agreements, contracts or other engagements with third parties related to the management of the Company based on authorisation from President Director on behalf of Board of Directors for certain matters;
8. Coordinating and evaluating policies and activities in the fields under the Investment Director that are carried out both in the Company, Subsidiaries, Subholding, Affiliated Companies, and Affiliated Companies;
9. Leading and establishing sustainable development and Green Port strategies in order to achieve the Company's goals and objectives in accordance with the Company's vision and mission;
10. Coordinating, controlling and evaluating the implementation of land acquisition activities, asset portfolios and settlement of problematic assets that have not been commercialised;
11. Ensuring the implementation of Employee development under the Investment Director's leadership in accordance with policies/guidelines in the field of Human Capital.

Direktur Pengelola

Tugas pokok Direktur Pengelola adalah menyelenggarakan tugas pengurusan Perusahaan di bidang Pelayanan Terminal, Pelayanan Kapal, Pelayanan Pelanggan, serta K3 dan Sistem Manajemen. Direktur Pengelola dalam melaksanakan tugasnya, berwenang menyelenggarakan fungsi fungsi sebagai berikut:

1. Memimpin dan menetapkan strategi sebagai penjabaran atas RJPP, RKAP dan RKM dalam Perusahaan di bidang pelayanan terminal, pelayanan kapal, Pelayanan Pelanggan serta Sistem K3 dan Manajemen Mutu yang telah ditetapkan, serta potensi pendapatan lainnya dengan tujuan untuk mengoptimalkan pendapatan bagi Perusahaan;
2. Mengoordinasikan, mengendalikan serta mengevaluasi pelaksanaan kegiatan pelayanan kapal, pelayanan terminal, pelayanan pelanggan serta K3 dan Sistem Manajemen dari strategi yang telah ditetapkan;
3. Mengoordinasikan, mengendalikan serta mengevaluasi kegiatan untuk pemenuhan optimalisasi pelayanan jasa kepelabuhanan, pelayanan pelanggan baik dalam rangka implementasi strategi Perusahaan, melaksanakan tugas dari Pemerintah maupun dari stakeholders,
4. Mengoordinasikan, mengendalikan serta mengevaluasi implementasi kegiatan strategi kegiatan pemberian jasa pelabuhan antara lain dalam rangka kegiatan pengelolaan layanan pandu dan tunda, pengelolaan bongkar muat barang, pengelolaan terminal penumpang, dan manajemen sistem informasi yang terintegrasi dengan *stakeholders*,
5. Mengoordinasikan pelaksanaan, mengevaluasi dan menyetujui kegiatan pencatatan,
6. administrasi dan dokumentasi serta penyusunan laporan pengurusan Perusahaan terkait dengan bidang pengelola secara baik, akurat, aman, dan tepat waktu baik untuk keperluan internal maupun eksternal Perusahaan;
7. Memberikan persetujuan atau keputusan bisnis di bidang pengelola sesuai pendelegasian kewenangan dari Direksi;
8. Mengoordinasikan serta mengevaluasi penyusunan dan pelaksanaan kebijakan dan Standar Prosedur Operasi (SPO) terkait kegiatan pengelola;
9. Menandatangani perjanjian, kontrak atau perikatan lainnya dengan pihak ketiga terkait dengan pengurusan Perusahaan, khususnya dalam bidang tugas pengelola atau berdasarkan kewenangan yang telah didelegasikan dalam kebijakan dan SPO terkait;
10. Menandatangani perjanjian, kontrak atau perikatan lainnya dengan pihak ketiga terkait dengan pengurusan Perusahaan berdasarkan kuasa dari Direktur Utama atas nama Direksi untuk hal-hal tertentu;

Managing Director

The Managing Director's main duty is to organise the management of the Company in the field of Terminal Services, Ship Services, Customer Services, as well as OHS and Management Systems. In carrying out his duties, Managing Director is authorised to carry out the following functions:

1. Leading and setting strategies as an elaboration of RJPP, RKAP and RKM in the Company in the field of terminal services, ship services, Customer Services and OHS and Quality Management Systems that have been determined, as well as other potential revenues with the aim of optimising revenue for the Company;
2. Coordinating, controlling and evaluating the implementation of ship services, terminal services, customer services and OHS and Management Systems from the strategies that have been set;
3. Coordinating, controlling and evaluating activities to fulfil the optimisation of port services, customer services both in the context of implementing the Company's strategy, carrying out tasks from the Government and from stakeholders,
4. Coordinating, controlling and evaluating the implementation of strategic activities of port service provision activities, among others, in the framework of guide and tug service management activities, management of loading and unloading of goods, management of passenger terminals, and management of information systems integrated with stakeholders,
5. Coordinating the implementation, evaluating and approving recording activities,
6. Administration and documentation as well as the preparation of Company management reports related to the field of management in a good, accurate, safe and timely manner both for internal and external purposes of the Company;
7. Providing approval or business decisions in the field of management in accordance with the delegation of authority from the Board of Directors;
8. Coordinating and evaluating the preparation and implementation of policies and Standard Operating Procedures (SPO) related to management activities;
9. 9. Sign agreements, contracts or other engagements with third parties related to the management of the Company, especially in the field of management duties or based on the authority that has been delegated in the relevant policies and SPO;
10. Sign agreements, contracts or other engagements with third parties related to the management of the Company based on authorisation from President Director on behalf of Board of Directors for certain matters;

11. Memastikan pelaksanaan pembinaan Pekerja di bawah pimpinan Direktur Pengelola sesuai kebijakan/pedoman di bidang Sumber Daya Manusia;
12. Melaporkan tugas-tugas sebagaimana tersebut di atas kepada Direktur Utama;
13. Mengoordinasikan dan mengevaluasi kebijakan-kebijakan dan kegiatan-kegiatan pada setiap bidang di bawah Direktur Pengelola.

MASA JABATAN DIREKSI

Masa jabatan anggota Direksi ditetapkan 5 (lima) tahun, dan dapat diangkat kembali untuk 1 (satu) kali masa jabatan. Dalam hal masa jabatan Anggota Direksi berakhir dan RUPS belum dapat menetapkan penggantinya, maka tugas-tugas anggota Direksi yang lowong tersebut dilaksanakan sesuai dengan ketentuan pengisian jabatan anggota Direksi yang lowong. Jabatan anggota Direksi berakhir apabila:

1. Meninggal dunia;
2. Masa jabatannya berakhir, termasuk mengundurkan diri dari jabatannya;
3. Diberhentikan berdasarkan keputusan RUPS;
4. Tidak lagi memenuhi persyaratan sebagai anggota Direksi berdasarkan ketentuan Anggaran Dasar Perusahaan dan peraturan perundang-undangan termasuk rangkap jabatan yang dilarang.

PERSYARATAN DIREKSI

1. Untuk dapat diangkat sebagai anggota Direksi seseorang harus memenuhi persyaratan Materil, yaitu:
   a. Keahlian;
   b. Integritas;
   c. Kepemimpinan;
   d. Pengalaman;
   e. Jujur;
   f. Perilaku yang baik;
   g. Dedikasi yang tinggi untuk memajukan dan mengembangkan perusahaan.
2. Selain memenuhi kriteria huruf a di atas, untuk dapat diangkat sebagai anggota Direksi Perusahaan harus memenuhi syarat formal, yaitu orang perseorangan yang cakap melakukan perbuatan hukum, kecuali dalam waktu 5 (lima) tahun sebelum pengangkatannya pernah:
   a. Dinyatakan pailit;
   b. Menjadi anggota Direksi atau Dewan Komisaris yang dinyatakan bersalah menyebabkan suatu BUMN, Anak Perusahaan dan/atau badan usaha lainnya dinyatakan pailit; atau
   c. Dihukum karena melakukan tindak pidana yang merugikan keuangan Negara, BUMN,

11. Ensuring the implementation of Employee development under the Managing Director's leadership in accordance with policies/guidelines in the field of Human Capital;
12. Reporting the duties as mentioned above to the President Director;
13. Coordinating and evaluating policies and activities in each field under the Managing Director.

BOARD OF DIRECTORS' TENURE

The tenure of a member of Board of Directors is set at 5 (five) years, and may be reappointed for 1 (one) tenure. In the event that the tenure of a member of Board of Directors expires and the GMS has not been able to determine his/her successor, duties of the vacant member of Board of Directors shall be carried out in accordance with the provisions for filling vacant positions of members of Board of Directors. The Board of Directors member's tenure ends if:

1. He/she passed away;
2. His/her tenure ends, including resigning from his/her position;
3. Dismissed based on the GMS resolution;
4. No longer fulfils the requirements as a member of Board of Directors based on the provisions of the Company's Articles of Association and laws and regulations including prohibited concurrent positions.

BOARD OF DIRECTORS CRITERIA

1. To be appointed as a member of Board of Directors, a person must fulfil the material requirements, namely:
   a. Expertise;
   b. Integrity;
   c. Leadership;
   d. Experience;
   e. Honesty;
   f. Good behaviour;
   g. High dedication to advance and develop the Company.
2. In addition to fulfilling the criteria in letter a above, to be appointed as a member of Board of Directors of the Company must fulfil the formal requirements, namely an individual who is capable of performing legal acts, unless within 5 (five) years prior to his/her appointment has been:
   a. Declared bankrupt;
   b. Be a member of Board of Directors or Board of Commissioners found guilty of causing an SOE, Subsidiary and/or other business entity to be declared bankrupt; or
   c. Convicted of a criminal offence that is detrimental to State finances, SOEs,

Anak Perusahaan dan/atau badan usaha lainnya dan/atau yang berkaitan dengan sektor keuangan. Pemenuhan persyaratan tersebut, dibuktikan dengan surat pernyataan yang ditandatangani oleh calon anggota Direksi dan surat tersebut disimpan oleh Perusahaan.

3. Untuk dapat diangkat sebagai anggota Direksi, selain memenuhi syarat meteril dan syarat formal sebagaimana point a dan b di atas, maka seseorang juga harus memenuhi syarat lain sebagai berikut:
   a. Bukan pengurus partai politik, calon anggota legislative dan/atau anggota legislatif pada Dewan Perwakilan Rakyat, Dewan Perwakilan Daerah, Dewan Perwakilan Rakyat Daerah Provinsi, dan Dewan Perwakilan Rakyat Daerah Kabupaten/Kota;
   b. Bukan calon kepala/wakil kepala daerah dan/atau kepala/wakil kepala daerah, termasuk penjabat kepala/wakil kepala daerah;
   c. Tidak menjabat sebagai anggota Direksi pada BUMN atau Anak Perusahaan yang bersangkutan selama 2 (dua) periode;
   d. Tidak sedang menjabat sebagai pejabat pada kementerian/lembaga, anggota Dewan Komisaris/Dewan Pengawas pada BUMN lain, anggota Direksi pada BUMN lain, anggota Direksi pada Anak Perusahaan dan/atau badan usaha lainnya;
   e. Tidak sedang menduduki jabatan yang berdasarkan peraturan perundang-undangan dilarang untuk dirangkap dengan jabatan anggota Direksi;
   f. Memiliki dedikasi dan menyediakan waktu sepenuhnya untuk melakukan tugasnya, yang dinyatakan dengan surat pernyataan dari yang bersangkutan;
   g. Sehat jasmani dan rohani, yakni tidak sedang menderita suatu penyakit yang dapat menghambat pelaksanaan tugas sebagai anggota Direksi, yang dibuktikan dengan surat keterangan sehat dari rumah sakit;
   h. Memiliki Nomor Pokok Wajib Pajak (NPWP) dan telah melaksanakan kewajiban membayar pajak selama 2 (dua) tahun terakhir.

4. Persyaratan lainnya
   Selain memenuhi persyaratan umum, pengangkatan anggota Direksi juga dilaksanakan dengan memperhatikan persyaratan yang diatur dalam peraturan perundang-undangan yang berlaku.

PEDOMAN DAN TATA TERTIB KERJA DIREKSI

Secara lebih rinci, pedoman dan tata tertib kerja Direksi diatur dalam tentang Tata Laksana Kerja Direksi dan Dewan Komisaris (*Board Manual*) antara lain berisi tentang petunjuk Tata Laksana kerja Direksi menjelaskan

subsidiaries and/or other business entities and/or related to the financial sector. Fulfilment of these requirements is evidenced by a statement letter signed by the prospective member of Board of Directors and the letter is kept by the Company.

3. To be appointed as a member of Board of Directors, in addition to fulfilling the material and formal requirements as point a and b above, a person must also fulfil other requirements as follows:
   a. Not a political party administrator, legislative candidate and/or legislative member of the House of Representatives, Regional Representative Council, Provincial Regional Representative Council, and Regency/City Regional Representative Council;
   b. Not a candidate for head/deputy head of the region and/or head/deputy head of the region, including the acting head/deputy head of the region;
   c. Not serving as a member of Board of Directors at the relevant SOE or Subsidiary for 2 (two) periods;
   d. Not currently serving as an official at a ministry/agency, member of Board of Commissioners/Supervisory Board at another SOE, member of Board of Directors at another SOE, member of Board of Directors at a Subsidiary and/or other business entity;
   e. Not currently holding a position that based on laws and regulations is prohibited to be concurrent with the position of member of Board of Directors;
   f. Have dedication and provide full time to perform their duties, which is stated in a statement letter from the person concerned;
   g. Physically and mentally healthy, i.e. not suffering from an illness that may hinder the performance of duties as a member of Board of Directors, as evidenced by a medical certificate from a hospital;
   h. Have a Taxpayer Identification Number (NPWP) and have performed the obligation to pay taxes for the last 2 (two) years.

4. Other requirements
   In addition to fulfilling the general requirements, the appointment of members of Board of Directors is also carried out with due observance of the requirements stipulated in the prevailing laws and regulations.

BOARD MANUAL OF BOARD OF DIRECTORS

In more detail, the guidelines and work procedures for Board of Directors are regulated in the Board of Directors and Board of Commissioners Work Procedures (Board Manual), among others, contains instructions for the Board of Directors work procedures explaining

tahapan aktivitas secara terstruktur, sistematis, mudah dipahami dan dapat dijalankan dengan konsisten, serta dapat menjadi acuan bagi Direksi dalam melaksanakan tugas masing-masing untuk mencapai visi dan misi PT Pelabuhan Indonesia (Persero). Dengan adanya *Board Manual*, diharapkan akan tercapai standar kerja yang tinggi selaras dengan prinsip-prinsip GCG. Pedoman Tata Laksana Kerja Hubungan Dewan Komisaris dan Direksi (*Board Manual*) telah disahkan berdasarkan Nomor HK.01/27/11/2/TKPT/UTMA/PLND-23 tanggal 27 November 2023 tentang Pedoman Tata Laksana Kerja Hubungan Dewan Komisaris dan Direksi (*Board Manual*) PT Pelabuhan Indonesia (Persero). Pedoman Tata Laksana Kerja Dewan Komisaris dan Direksi Pelindo telah diperbaharui sesuai dengan aturan terbaru Kementerian BUMN yaitu Peraturan Menteri BUMN Nomor PER-02/MBU/03/2023 tentang Pedoman Tata kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara dan Peraturan Menteri BUMN Nomor PER-03/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara.

Pedoman tata tertib kerja Direksi dalam *Board Manual* PT Pelabuhan Indonesia (Persero) dijelaskan secara khusus dalam Bab II, yang mencakup:

1. Fungsi Direksi
2. Keanggotaan Direksi
3. Independensi (Kemandirian) Direksi
4. Etika Jabatan Anggota Direksi
5. Tugas dan Wewenang Direksi
6. Kewajiban Direksi
7. Tanggung Jawab Direksi
8. Hak Direksi
9. Prinsip-prinsip Pengambilan Keputusan Direksi
10. Program Pengenalan dan Peningkatan Kapabilitas
11. Organ Pendukung Direksi
12. Penilaian Kinerja Direksi
13. Kriteria Evaluasi Kinerja Direksi
14. Hubungan Perusahaan dengan Sub Holding dan/atau Anak Perusahaan

KEBIJAKAN RANGKAP JABATAN DIREKSI

Anggota Direksi dilarang memangku jabatan rangkap sebagaimana tersebut di bawah ini, yaitu:

1. Anggota Direksi pada Badan Usaha Milik Negara (BUMN), Badan Usaha Milik Daerah, Badan Usaha Milik Swasta;
2. Anggota Dewan Komisaris/Dewan Pengawas pada BUMN;
3. Jabatan struktural dan fungsional lainnya pada instansi/lembaga pemerintah pusat dan atau daerah;
4. Jabatan lainnya sesuai dengan ketentuan dalam peraturan perundang-undangan,

the stages of activity in a structured, systematic, easy to understand and can be carried out consistently, and can be a reference for Board of Directors in carrying out their respective duties to achieve the vision and mission of PT Pelabuhan Indonesia (Persero). With the Board Manual, it is expected that high standards of work will be achieved in line with GCG principles. The Board of Commissioners and Board of Directors' Work Relationship Guidelines (Board Manual) have been approved based on Decree No. HK.01/27/11/2/TKPT/UTMA/PLND-23 dated November 27, 2023, regarding the Board of Commissioners and Board of Directors' Work Relationship Guidelines (Board Manual) of PT Pelabuhan Indonesia(Persero). Pelindo's Board Manual has been updated in accordance with the latest rules of the Ministry of SOEs, namely Regulation of the Minister of SOEs Number PER-02/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises and Regulation of the Minister of SOEs Number PER-03/MBU/03/2023 concerning Organs and Human Capital of State-Owned Enterprises.

The guidelines and work procedures of Board of Directors in the Board Manual of PT Pelabuhan Indonesia (Persero) are specifically described in Chapter II, which includes:

1. Functions of Board of Directors;
2. Membership of Board of Directors;
3. Independence of Board of Directors;
4. Job Ethics of Members of Board of Directors;
5. Duties and Authorities of Board of Directors;
6. Obligations of Board of Directors;
7. Responsibilities of Board of Directors;
8. Rights of Board of Directors;
9. Principles of Board of Directors Decision Making;
10. Induction and Capabilities Improvement Program;
11. Supporting Organs of Board of Directors;
12. Board of Directors Performance Appraisal;
13. Board of Directors Performance Evaluation Criteria;
14. Company Relationship with Subholding and/or Subsidiaries.

POLICY OF BOARD OF DIRECTORS' CONCURRENT POSITIONS

Members of Board of Directors are prohibited from holding concurrent positions as mentioned below, namely:

1. Member of Board of Directors at State-Owned Enterprises (SOEs), Regional-Owned Enterprises, Private-Owned Enterprises;
2. Member of Board of Commissioners/Supervisory Board in SOEs;
3. Other structural and functional positions in central and/or regional government agencies/institutions;
4. Other positions in accordance with the provisions in the laws and regulations,

5. Pengurus partai politik dan/atau calon/anggota legislatif dan/atau calon Kepala Daerah/Wakil Kepala Daerah;
6. Jabatan lain yang dapat menimbulkan benturan kepentingan; dan atau
7. Calon legislatif atau calon kepala daerah/wakil kepala daerah.

Selain jabatan rangkap sebagaimana dimaksud, anggota Direksi dilarang memangku jabatan rangkap sebagai anggota Dewan Komisaris pada banda usaha lain, kecuali:
1. Dewan Komisaris pada Anak Perusahaan/ perusahaan terafiliasi BUMN yang bersangkutan, selain sebagai komisaris utama; dan
2. Dewan Komisaris pada badan usaha lain untuk mewakili/memperjuangkan kepentingan BUMN sepanjang memperoleh izin dari Menteri.

Masa jabatan anggota Direksi BUMN yang memangku jabatan rangkap sebagai anggota Direksi Perusahaan berakhir terhitung sejak terjadi nya perangkapan jabatan tersebut. Berakhirnya jabatan Direksi dikukuhkan pemberhentiannya dengan Keputusan Menteri /RUPS.

5. Political party administrators and/or legislative candidates/members and/or candidates for Regional Head/Deputy Regional Head;
6. Other positions that may give rise to a conflict of interest; and/or
7. Legislative candidates or candidates for regional head/deputy regional head.

In addition to concurrent positions as referred to, members of Board of Directors are prohibited from holding concurrent positions as members of Board of Commissioners at other business bureaus, except:
1. Board of Commissioners of subsidiaries/affiliated companies of the SOE concerned, other than as the president commissioner; and
2. Board of Commissioners in other business entities to represent/provide for the SOE's interests to the extent that they obtain permission from the Minister.

The tenure of a member of Board of Directors of an SOE who holds a concurrent position as a member of Board of Directors of the Company ends as of the occurrence of concurrent position. The end of tenure of Board of Directors is confirmed by the Ministerial Decree/GMS.

Tabel Rangkap Jabatan Direksi
Board of Directors Concurrent Position

Nama Name	**Jabatan** Position	**Jabatan pada Perusahaan/Instansi Lain** Position at Other Companies/Institutions	**Nama Perusahaan/ Instansi Lain** Name of Other Companies/ Institutions
Arif Suhartono	Direktur Utama President Director	-	-
Hambra	Wakil Direktur Utama Vice President Director	-	-
Ihsanuddin Usman	Direktur Sumber Daya Manusia dan Umum Human Capital and General Affairs Director	-	-
Putut Sri Muljanto	Direktur Pengelola Managing Director	-	-
Mega Satria	Direktur Keuangan Finance Director	-	-
Boy Robyanto	Direktur Investasi Investment Director	-	-
Prasetyo	Direktur Strategi Strategy Director	-	-

PENGELOLAAN BENTURAN KEPENTINGAN DIREKSI

Setiap anggota Direksi harus mematuhi etika terkait benturan kepentingan, sebagai berikut:
1. Wajib mengisi Daftar Khusus yang berisikan informasi kepemilikan sahamnya dan/atau keluarganya pada perusahaan lain, termasuk bila tidak memiliki kepemilikan saham, serta secara berkala setiap akhir tahun melakukan pembaharuan

MANAGEMENT OF BOARD OF DIRECTORS CONFLICT OF INTEREST

Each member of Board of Directors must comply with ethics related to conflicts of interest, as follows:
1. Must fill out a Special Register containing information on ownership of their shares and/ or their families in other companies, including if they do not have share ownership, and periodically update at the end of each year and must notify

(*updating*) dan wajib memberitahukan Perseroan bila ada perubahan data sesuai dengan peraturan perundang-undangan yang berlaku;

2. Anggota Direksi tidak berwenang mewakili Perusahaan apabila:
   a. Terjadi perkara di depan Pengadilan antara Perseroan dengan anggota Direksi yang bersangkutan;
   b. Anggota Direksi yang bersangkutan mempunyai benturan kepentingan dengan Perseroan;
   c. Dalam hal terdapat keadaan sebagaimana dimaksud Poin a di atas, yang berhak mewakili Perseroan adalah:
      - Anggota Direksi lainnya yang tidak mempunyai benturan kepentingan dengan Perseroan;
      - Dewan Komisaris dalam hal seluruh anggota Direksi mempunyai benturan kepentingan dengan Perseroan;
      - Pihak lain yang ditunjuk oleh RUPS dalam hal seluruh anggota Direksi atau Dewan Komisaris mempunyai benturan kepentingan dengan Perusahaan.
   d. Dalam hal terjadi benturan kepentingan, anggota Direksi dan Pejabat yang bertanggung jawab langsung kepada Direksi atau mempunyai pengaruh yang signifikan terhadap kebijakan dan/atau operasional perusahaan, dilarang mengambil tindakan yang dapat merugikan Perusahaan atau mengurangi keuntungan perusahaan dan wajib mengungkapkan benturan kepentingan dalam setiap keputusan.
3. Melakukan pengungkapan dalam hal terjadi benturan kepentingan dan anggota Direksi yang bersangkutan tidak boleh melibatkan diri dalam proses pengambilan keputusan Perseroan yang berkaitan dengan hal tersebut. Dilarang mengambil tindakan yang dapat merugikan perusahaan atau mengurangi keuntungan perusahaan dan wajib mengungkapkan benturan kepentingan dalam setiap keputusan.

the Company if there are changes to the data in accordance with the prevailing laws and regulations;

2. Members of Board of Directors are not authorized to represent the Company if:
   a. There is a case before the Court between the Company and the concerned member of Board of Directors;
   b. Concerned member of Board of Directors has a conflict of interest with the Company;
   c. In the event of a situation as referred to in Point a above, those who are entitled to represent the Company are:
      - Other members of Board of Directors who do not have a conflict of interest with the Company;
      - Board of Commissioners in the event that all members of Board of Directors have a conflict of interest with the Company;
      - Other parties appointed by the GMS in the event that all members of Board of Directors or Board of Commissioners have a conflict of interest with the Company.
   d. In the event of a conflict of interest, members of Board of Directors and Officers who report directly to the Board of Directors or have significant influence on Company policies and/or operations, are prohibited from taking actions that could harm the Company or reduce Company profits and are required to disclose conflicts of interest in every decision.
3. Make disclosures in the event of a conflict of interest and the member of Board of Directors concerned must not involve themselves in the Company's decision-making process relating to this matter. It is prohibited to take actions that could harm the Company or reduce Company profits and is required to disclose conflicts of interest in every decision.

KEPEMILIKAN SAHAM DIREKSI

Seluruh Direksi telah melaporkan kepada Perseroan terkait kepemilikan saham yang dimiliki baik di Pelindo maupun di perusahaan lainnya. Kepemilikan saham masing-masing Direksi dapat dilihat pada tabel di bawah ini:

BOARD OF DIRECTORS SHARE OWNERSHIP

The entire Board of Directors has submitted a report to the Company regarding the ownership of shares both in Pelindo and in other companies. The share ownership of each Board of Directors can be seen in the table below:

Tabel Kepemilikan Saham Direksi
Board of Directors Share Ownership

Nama Name	**Jabatan** Position	**Kepemilikan Saham** Share Ownership	
		Pelindo	**Perusahaan Lain** Other Companies
Arif Suhartono	Direktur Utama President Director	Nihil Nil	Nihil Nil
Hambra	Wakil Direktur Utama Vice President Director	Nihil Nil	Nihil Nil
Ihsanuddin Usman	Direktur Sumber Daya Manusia dan Umum Human Capital and General Affairs Director	Nihil Nil	Nihil Nil
Putut Sri Muljanto	Direktur Pengelola Managing Director	Nihil Nil	▪ PT Rejeki Sehat Sejahtera (550 lembar)/shares ▪ PT Barokah Tani Sejahtera (399 lembar)/shares
Mega Satria	Direktur Keuangan Finance Director	Nihil Nil	Nihil Nil
Boy Robyanto	Direktur Investasi Investment Director	Nihil Nil	Nihil Nil
Prasetyo	Direktur Strategi Strategy Director	Nihil Nil	▪ PT Aneka Kimia Raya (125.000 lembar)/shares ▪ PT Adaro Mineral (62.500 lembar)/shares ▪ PT Surya Esa Perkasa (20.400 lembar)/shares

RAPAT DIREKSI

KEBIJAKAN RAPAT

Rapat Direksi adalah rapat yang diselenggarakan oleh Direksi. Keputusan-keputusan yang mengikat dapat juga ditetapkan tanpa diadakan rapat Direksi, sepanjang keputusan itu disetujui secara tertulis dan ditandatangani oleh seluruh anggota Direksi.

Hal-Hal Yang Memerlukan Pengambilan Keputusan Melalui Rapat Direksi

Direksi menetapkan hal-hal yang memerlukan pengambilan keputusan melalui rapat Direksi sebagai berikut:

1. Tindakan-tindakan terkait dengan pelaksanaan wewenang sesuai ketentuan-ketentuan Anggaran Dasar.
2. Tindakan terkait pengadaan barang dan jasa sesuai ketentuan yang berlaku di Perusahaan.
3. Tindakan strategis lainnya,

Jadwal Rapat

Rapat Direksi wajib diadakan secara berkala paling sedikit sekali dalam 1 (satu) bulan, dan dalam rapat tersebut Direksi dapat mengundang Dewan Komisaris. Rapat Direksi dapat diadakan di luar jadwal rutin.

Tempat Pelaksanaan Rapat

Rapat Direksi dapat diadakan di tempat kedudukan Perusahaan atau di tempat kegiatan usaha Perusahaan atau di tempat lain di wilayah Republik Indonesia yang ditetapkan Direksi.

Penyelenggaran Rapat Melalui Sarana Elektronik

Rapat Direksi dapat diselenggarakan melalui media telekonferensi, video konferensi atau sarana elektronik lainnya yang memungkinkan semua peserta rapat Direksi saling melihat dan mendengar secara langsung serta berpartisipasi dalam rapat.

Panggilan Rapat

Panggilan rapat dilakukan secara tertulis oleh anggota Direksi dan disampaikan dalam jangka waktu sekurang-kurang 3 (tiga) hari kerja sebelum rapat diadakan. Panggilan rapat Direksi harus mencantumkan acara, tanggal, waktu dan tempat rapat serta menyertakan agenda dan materi rapat tersebut. Panggilan rapat Direksi dapat dilakukan melalui sarana elektronik

Agenda Rapat

Hanya anggota Direksi yang berhak mengajukan usulan agenda rapat. Usulan agenda rapat dikumpulkan oleh Sekretariat Perusahaan untuk diverifikasi kecukupan syarat-syarat untuk diajukan sebagai agenda rapat. Dalam hal terdapat usulan penambahan agenda rapat

BOARD OF DIRECTORS MEETINGS

MEETING POLICY

Board of Directors meeting is a meeting held by the Board of Directors. Binding decisions can also be made without holding a meeting, as long as the decision is approved in writing and signed by all members of Board of Directors.

Matters Requiring Decision-Making through a Board of Directors Meeting

Board of Directors determines matters that require decisionmaking through Board of Directors meeting as follows:

1. Actions related to the exercise of authority in accordance with provisions of Articles of Association.
2. Actions related to the procurement of goods and services in accordance with applicable provisions in the Company.
3. Other strategic actions.

Meeting Schedule

Board of Directors meetings shall be held periodically at least once in 1 (one) month, and in such meetings the Board of Directors may invite the Board of Commissioners. Board of Directors meetings may be held outside the regular schedule.

Meeting Place

Board of Directors meetings may be held at the Company's domicile or at the Company's place of business or at any other place in the Republic of Indonesia as determined by the Board of Directors.

Meeting Holding Through Electronic Media

Board of Directors meetings may be held through teleconferencing media, video conferencing or other electronic media that allow all participants of Board of Directors meetings to see and hear each other directly and participate in the meeting.

Meeting Summons

Summons to a meeting shall be made in writing by a member of Board of Directors and delivered within a period of at least 3 (three) working days before the meeting is held. The Board of Directors meeting summons must include the event, date, time and place of the meeting and include the agenda and materials of meeting. The summons for Board of Directors meeting may be made through electronic media.

Meeting Agenda

Only members of Board of Directors are entitled to propose the meeting agenda. The proposed meeting agenda is collected by Corporate Secretariat to verify the adequacy of requirements to be submitted as a meeting agenda. In the event that there is a proposal to

pada saat rapat akan segera berlangsung, maka harus disetujui oleh seluruh anggota Direksi yang hadir dalam rapat tersebut.

Pimpinan Rapat

Seluruh rapat Direksi dipimpin oleh Direktur Utama, dalam hal Direktur Utama tidak hadir maka telah diatur dalam Board Manual PT Pelabuhan Indonesia (Persero)

Kuorum Rapat

Rapat Direksi adalah sah dan berhak mengambil keputusan-keputusan yang mengikat, apabila dihadiri oleh lebih dari 1/2 (satu per dua) jumlah anggota Direksi atau wakilnya. Seorang anggota Direksi dapat diwakili dalam rapat hanya oleh anggota Direksi lainnya berdasarkan kuasa tertulis yang diberikan khusus untuk keperluan itu. Seorang anggota Direksi hanya dapat mewakili seorang anggota Direksi lainnya.

Dalam hal anggota Direksi tidak hadir dalam rapat rutin, maka anggota Direksi tersebut dapat mewakilkan kepada anggota Direksi lainnya dengan memberikan Surat Kuasa kehadiran dengan mencantumkan pernyataan persetujuan atau penolakan atas agenda rapat, dengan alasan-alasannya.

Kehadiran Dalam Rapat Direksi Yang Dilakukan Melalui Sarana Elektronik

Anggota Direksi dapat turut serta dalam rapat Direksi yang diadakan melalui media telekonferensi, video konferensi, atau sarana elektronik lainnya yang memungkinkan semua peserta rapat Direksi saling melihat dan mendengar secara langsung serta berpartisipasi dalam rapat, dan keturutsertaan tersebut menyatakan kehadiran yang bersangkutan dalam rapat Direksi tersebut.

Etika Rapat

Setiap peserta rapat harus mendukung pelaksanaan rapat Direksi agar berjalan secara efektif. Tata tertib Rapat Direksi lebih lanjut diatur dalam Board Manual PT Pelabuhan Indonesia (Persero)

Pengambilan Keputusan Dalam Rapat

1. Keterlibatan dalam Proses Pengambilan Keputusan
   Direksi wajib terlibat dalam setiap proses pengambilan keputusan dalam rapat. Untuk itu, Anggota Direksi yang tidak hadir pada saat pengambilan keputusan akan dilaksanakan harus dihubungi untuk segera kembali mengikuti proses rapat. Jika tidak berhasil dihubungi, maka peserta rapat tersebut dianggap menyetujui keputusan rapat yang diambil.
2. Pengambilan Keputusan
   Keputusan rapat Direksi ditetapkan dengan musyawarah untuk mufakat, apabila tidak tercapai kesepakatan maka keputusan ditetapkan dengan suara terbanyak, dengan mekanisme yang telah

add to the meeting agenda when the meeting is about to take place, it must be approved by all members of Board of Directors present at the meeting.

Meeting Chairman

All meetings of Board of Directors are chaired by the President Director, in the absence of President Director, it has been regulated in the PT Pelabuhan Indonesia (Persero) Board Manual.

Meeting Quorum

Board of Directors meetings are legal and entitled to make binding decisions, if attended by more than 1/2 (one-half) of the total number of members of Board of Directors or their representatives. A member of BoD may be represented in the meeting only by another member of BoD based on a written authorisation given specifically for that purpose. A member of BoD may only represent one other member of BoD.

In the event that a member of Board of Directors is absent from a regular meeting, the member of Board of Directors may represent another member of Board of Directors by providing a Power of Attorney to attend by including a statement of approval or rejection of the meeting agenda, with the reasons.

Board of Directors Meeting Attendance Through Electronic Media

A member of Board of Directors may participate in the Board of Directors meeting held through teleconference, video conference, or other electronic means that allow all participants of the Board of Directors meeting to see and hear each other directly and participate in the meeting, and such participation certifies the presence of person concerned in the Board of Directors meeting.

Meeting Ethics

Each meeting participant must support the Board of Directors meeting to run effectively. The rules of Board of Directors Meeting are further regulated in the PT Pelabuhan Indonesia (Persero) Board Manual.

Decision-Making in Meetings

1. Involvement in the Decision-Making
   Process Board of Directors must be involved in every decisionmaking process in the meeting. For this reason, members of Board of Directors who are not present at the time of decision-making must be contacted to immediately return to the meeting process. If they cannot be contacted, then the meeting participants are deemed to approve the meeting decisions taken.
2. Decision Making
   The Board of Directors meeting decision is determined by deliberation for consensus, if no agreement is reached, the decision is determined by a majority vote, with the mechanism regulated

diatur dalam dalam Board Manual PT Pelabuhan Indonesia (Persero)

Perbedaan Pendapat *(Dissenting Opinion)*

Perbedaan pendapat yang terjadi harus dimasukkan dalam Risalah Rapat. Perbedaan pendapat tidak berarti memberikan hak kepada anggota Direksi yang bersangkutan untuk tidak melaksanakan hasil keputusan rapat. Tindakan yang dilakukan oleh anggota Direksi di luar yang diputuskan oleh rapat Direksi menjadi tanggung jawab pribadi yang bersangkutan sampai dengan tindakan dimaksud disetujui oleh rapat Direksi.

Risalah Rapat

Setiap rapat Direksi harus dibuatkan risalah rapat. Risalah rapat ditandatangani oleh pimpinan rapat dan seluruh anggota Direksi yang hadir dan diadministrasikan oleh Sekretariat Perusahaan. Risalah rapat Direksi disampaikan kepada seluruh Direksi selambat-lambatnya 7 (tujuh) hari kerja.Setiap anggota Direksi berhak mendapatkan salinan risalah rapat.

Evaluasi Tindak Lanjut Rapat Sebelumnya

Dalam rangka memastikan tindak lanjut rapat sebelumnya, maka Direksi wajib melakukan evaluasi terhadap hal-hal yang perlu ditindaklanjuti.

Kehadiran Dewan Komisaris Dalam Rapat Direksi

Anggota Dewan Komisaris dapat menghadiri rapat Direksi dan memberikan pandangan-pandangan Dewan Komisaris terhadap hal-hal yang dibicarakan atas undangan dari Direksi atau atas permintaan Dewan Komisaris.

Pengambilan Keputusan Secara Sirkuler

Keputusan dapat pula diambil di luar rapat Direksi sepanjang seluruh anggota Direksi setuju tentang cara dan materi yang diputuskan. Ketentuan keputusan yang diambil dalam bentuk Rapat Sirkuler telah diatur dalam dalam *Board Manual* PT Pelabuhan Indonesia (Persero).

in the PT Pelabuhan Indonesia (Persero) Board Manual.

Dissenting Opinion

Dissenting opinions that occur must be included in the Minutes of Meeting. Dissenting opinion does not mean giving the relevant member of Board of Directors the right not to implement the meeting's decision. Actions taken by members of Board of Directors outside those decided by the Board of Directors meeting are the personal responsibility of the person concerned until the action is approved by the Board of Directors meeting

Minutes of Meeting

Minutes of each Board of Directors meeting must be taken. The minutes of meeting are signed by the chairman of meeting and all members of Board of Directors present and administered by the Corporate Secretariat. Minutes of the Board of Directors meeting shall be submitted to all Board of Directors no later than 7 (seven) business days. Each member of Board of Directors is entitled to obtain a copy of the minutes of meeting.

Evaluation of Follow-up of Previous Meetings

In order to ensure the follow-up of the previous meeting, Board of Directors must evaluate the matters that need to be followed up. Board of Commissioners

Attendance in Board of Directors Meeting

Members of Board of Commissioners may attend the Board of Directors meeting and provide views of Board of Commissioners on matters discussed at the invitation of Board of Directors or at the Board of Commissioners' request.

Circular Decision-Making

Decisions can also be made outside the Board of Directors meeting as long as all members of Board of Directors agree on the method and material to be decided. Provisions for decisions taken in the form of Circular Meetings have been regulated in the PT Pelabuhan Indonesia (Persero) Board Manual.

RENCANA RAPAT DIREKSI

Adapun rencana rapat Direksi selama tahun 2024 adalah sebagai berikut

BOARD OF DIRECTORS MEETING PLAN

The Board of Directors meeting plan during 2024 is as follows:

1	Rencana Rapat Direksi Januari	Board of Directors Meeting Plan in January
1.1	Minggu ke-1	1st week
	CEO Direction	CEO Direction
	Arah Pengembangan Sub Holding dan Anak Perusahaan Tahun 2024	Directions for Development of Sub-Holdings and Subsidiaries in 2024
	Tindak Lanjut Optimalisasi Pelabuhan Cabang	Follow-up on Branch Port Optimization
	Progress Penyelesaian Kontrak Kerja Sama yang Jatuh Tempo Tahun 2024	Progress on Completion of Cooperation Contracts Due in 2024

	Finalisasi Pemurnian Bisnis	Progress in Service Improvement through Integrated Key Account Management
	Update RKAP 2024 dan Usulan Investasi (Capex) 2024	Update on 2024 RKAP and 2024 Investment Proposal (Capex).
	Update NPEA	NPEA updates
	Update Progress DP4	DP4 Progress Update
	Lain - lain	Others
1.2	Minggu ke-3	3rd week
	CEO Direction	CEO Direction
	Pembahasan RJPP	RJPP discussion
	Optimalisasi Lahan PT Pelindo	PT Pelindo Land Optimization
	Revenue Sharing Subholding	Revenue Sharing of Subholding
	Realisasi Kinerja PT Pelabuhan Indonesia (Persero) s.d Desember 2023	PT Pelabuhan Indonesia (Persero) Performance Realization until December 2023
	Pembahasan Materi Rakomdir Januari 2024	Discussion of Material of BOD-BOC Meeting January 2024
	Update dan progress evaluasi dan keamanan sistem IT	Update and progress of IT system evaluation and security
	Update Temuan BPK	Update on BPK Findings
	Lain-lain	Others
2	**Rencana Rapat Direksi Februari**	**Board of Directors Meeting Plan in February**
2.1	Minggu ke-1	1st week
	CEO Direction	CEO Direction
	Laporan Manajemen PT Pelabuhan Indonesia (Persero) periode Januari 2024	PT Pelabuhan Indonesia (Persero) Management Report for period January 2024
	Update Pengerukan di Seluruh Wilayah Kerja Pelindo	Dredging Updates in All Pelindo Work Areas
	Rencana Relokasi Alat dan Pengadaan Peralatan Pelabuhan	Equipment Relocation Plan and Port Equipment Procurement
	Rencana Investasi Baru dari Regional	New Regional Investment Plan
	Update Temuan Audit	Update on Audit Findings
	Update Progress DP4	DP4 Progress Update
	Lain-lain	Others
2.2	Minggu ke-3	3rd week
	CEO Direction	CEO Direction
	Kerjasama Lahan dengan Instansi Pemerintah	Land Collaboration with Government Agencies
	Progress Proyek Strategis dan Isu Strategis Bidang Teknik di Regional	Progress of Strategic Projects and Strategic Issues in the Regional Engineering Sector
	Update Kerjasama Usaha dengan Mitra Strategis di Pelindo	Update on Business Collaboration with Strategic Partners at Pelindo
	Pembahasan Materi Rakomdir Februari 2024	Discussion of Material of BOD-BOC Meeting February 2024
	Update dan progress evaluasi dan keamanan sistem IT	Update and progress of IT system evaluation and security
	Update Temuan BPK	Update on BPK Findings
	Lain-lain	Others
3	**Rencana Rapat Direksi Maret**	**Board of Directors Meeting Plan in March**
3.1	Minggu ke-1	1st week
	CEO Direction	CEO Direction
	Laporan Manajemen PT Pelabuhan Indonesia (Persero) periode Februari 2024	PT Pelabuhan Indonesia (Persero) Management Report for period February 2024
	Finalisasi Audit Laporan Keuangan PT Pelabuhan IndonesiaTahun 2023	Finalization of PT Pelabuhan Indonesia Financial Report Audit for 2023
	Percepatan Kerjasama Usaha	Acceleration of Business Cooperation

	Penyusunan Peraturan Direksi tentang Kerjasama Usaha di Lingkungan Pelindo	Preparation of Board of Directors Regulations regarding Business Cooperation within Pelindo
	Update Progress DP4	DP4 Progress Update
	Lain-lain	Others
3.2	Minggu ke-3	3rd week
	CEO Direction	CEO Direction
	Pengembangan Infrastruktur dan Peralatan Pelabuhan	Development of Port Infrastructure and Equipment
	Update dan progress evaluasi dan keamanan sistem IT	Update and progress of IT system evaluation and security
	Pembahasan Materi Rakomdir Maret 2024	Discussion of Materials for BOD-BOC Meeting March 2024
	Update Temuan BPK	Update on BPK Findings
	Lain-lain	Others
4	**Rencana Rapat Direksi April**	**Board of Directors Meeting Plan in April**
4.1	Minggu ke-1	1st week
	CEO Direction	CEO Direction
	Laporan Manajemen PT Pelabuhan Indonesia (Persero) periode Maret 2024	PT Pelabuhan Indonesia (Persero) Management Report for period March 2024
	Pengembangan Kawasan Industri dan/ atau Logistik	Development of Industrial and/or Logistics Areas
	Pengembangan Layanan Operasi Pelabuhan diluar Area Kerja Perusahaan	Development of Port Operation Services outside the Company's Work Area
	Penyusunan dan Standarisasi Master Data Operasional	Preparation and Standardization of Operational Master Data
	Lain-lain	Others
4.2	Minggu ke-3	3rd week
	CEO Direction	CEO Direction
	Progress Proyek Strategis dan Isu Strategis Bidang Teknik di Regional	Progress of Strategic Projects and Strategic Issues in the Regional Engineering Sector
	Realisasi Kinerja PT Pelabuhan Indonesia (Persero) Triwulan I 2024	Performance Realization of PT Pelabuhan Indonesia (Persero) First Quarter of 2024
	Progress Penyusunan Pedoman Manajemen Proyek	Progress of Preparing Project Management Guidelines
	Pembahasan Materi Rakomdir April 2024	Discussion of Materials for BOD-BOC Meeting April 2024
	Update dan progress evaluasi dan keamanan sistem IT	Update and progress of IT system evaluation and security
	Update Temuan BPK	Update on BPK Findings
	Lain-lain	Others
5	**Rencana Rapat Direksi Mei**	**Board of Directors Meeting Plan in May**
5.1	Minggu ke-1	1st week
	CEO Direction	CEO Direction
	Laporan Manajemen PT Pelabuhan Indonesia (Persero) periode April 2024	PT Pelabuhan Indonesia (Persero) Management Report for period April 2024
	Update Kerjasama Usaha dengan Mitra Strategis di Pelindo	Update on Business Collaboration with Strategic Partners at Pelindo
	Konsolidasi Data Aset dan Program Kerja TIK seluruh Regional	Consolidation of Asset Data and ICT Work Programs throughout the Region
	Lain-lain	Others

5.2	Minggu ke-3	3rd week
	CEO Direction	CEO Direction
	Progress Desain dan Implementasi Dashboard Executive Summary	Progress of Design and Implementation of Dashboard Executive Summary
	Pembahasan Materi Rakomdir bulan Mei 2024	Discussion of Materials for BOD-BOC Meeting May 2024
	Update dan progress evaluasi dan keamanan sistem IT	Update and progress of IT system evaluation and security
	Update Temuan BPK	Update on BPK Findings
	Lain-lain	Others
6	**Rencana Rapat Direksi Juni**	**Others Board of Directors Meeting Plan in June**
6.1	Minggu ke-1	1st week
	CEO Direction	CEO Direction
	Laporan Manajemen PT Pelabuhan Indonesia (Persero) periode Mei 2024	PT Pelabuhan Indonesia (Persero) Management Report for period May 2024
	Rencana Pelimpahan Terminal Non Petikemas yang dikelola oleh Cabang Pelabuhan kepada Sub Holding	Plan for Handover of Non-Container Terminals managed by the Port Branch to Sub Holding
	Lain-lain	Others
6.2	Minggu ke-3	3rd week
	CEO Direction	CEO Direction
	Progress Proyek Strategis dan Isu Strategis Bidang Teknik di Regional	Progress of Strategic Projects and Strategic Issues in the Regional Engineering Sector
	Pembahasan Materi Rakomdir Juni 2024	Discussion of Materials for BOD-BOC Meeting June 2024
	Update dan progress evaluasi dan keamanan sistem IT	Update and progress of IT system evaluation and security
	Update Temuan BPK	Update on BPK Findings
	Lain-lain	Others
7	**Rencana Rapat Direksi Juli**	**Board of Directors Meeting Plan in July**
7.1	Minggu ke-1	1st week
	CEO Direction	CEO Direction
	Laporan Manajemen PT Pelabuhan Indonesia (Persero) periode Juni 2024	PT Pelabuhan Indonesia (Persero) Management Report for period June 2024
	Update Progress Dashboarding Pelaporan Peralatan Pelabuhan	Port Equipment Reporting Dashboarding Progress Update
	Realisasi Kinerja Semester I 2024	Realization of Performance in First Semester of 2024
	Lain - lain	Others
7.2	Minggu ke-3	3rd week
	CEO Direction	CEO Direction
	Progress Optimalisasi Peralatan	Equipment Optimization Progress
	Realisasi Investasi Semester I 2024	Investment Realization First of Semester 2024
	Realisasi KPI dan RKM Semester I 2024	Realization of KPI and RKM First Semester of 2024
	Pembahasan Materi Rakomdir Juli 2024	Discussion of Materials for BOD-BOC Meeting July 2024
	Update dan progress evaluasi dan keamanan sistem IT	Update and progress of IT system evaluation and security
	Update Temuan BPK	Update on BPK Findings
	Lain - lain	Others

8	**Rencana Rapat Direksi Agustus**	**Board of Directors Meeting Plan in August**
8.1	Minggu ke-1	1st week
	CEO Direction	CEO Direction
	Laporan Manajemen PT Pelabuhan Indonesia (Persero) periode Juli 2024	PT Pelabuhan Indonesia (Persero) Management Report for period July 2024
	Progress Standardisasi Teknis Peralatan	Progress of Technical Standardization of Equipment
	Progress Pengembangan Kawasan Industri dan/ atau Logistik	Progress of Industrial and/or Logistics Area Development
	Standarisasi Sistem Manajemen Mutu	Quality Management System Standardization
	Lain - lain	Others
8.2	Minggu ke-3	3rd week
	CEO Direction	CEO Direction
	Progress Dashboard Monitoring Availability dan Pemeliharaan Fasilitas Pelabuhan	Progress Dashboard Monitoring Availability and Maintenance of Port Facilities
	Progress Penyusunan Database Sertifikasi Health, Safety, Security Environment (HSSE) Management System	Progress in Preparing the Health, Safety, Security, Environment (HSSE) Management System Certification Database
	Pembahasan Materi Rakomdir Agustus 2024	Discussion of Materials for BOD-BOC Meeting August 2024
	Update dan progress evaluasi dan keamanan sistem IT	Update and progress of IT system evaluation and security
	Update Temuan BPK	Update on BPK Findings
	Lain - lain	Others
9	**Rencana Rapat Direksi September**	**Board of Directors Meeting Plan in September**
9.1	Minggu ke-1	1st week
	CEO Direction	CEO Direction
	Laporan Manajemen PT Pelabuhan Indonesia (Persero) periode Agustus 2024	PT Pelabuhan Indonesia (Persero) Management Report for the period August 2024
	Progress Pengembangan Aplikasi TCS	TCS Application Development Progress
	Update Progress Pengembangan Infrastruktur dan Peralatan Pelabuhan	Update on Port Infrastructure and Equipment Development Progress
	Lain - lain	Others
9.2	Minggu ke-3	3rd week
	CEO Direction	CEO Direction
	Progress Peningkatan Pelayanan melalui Key Account Management Terintegrasi	Progress in Service Improvement through Integrated Key Account Management
	Tantiem BOD BOC Subholding	Bonus for BOD BOC Subholding
	Pembahasan Materi Rakomdir September 2024	Discussion of Materials for BOD-BOC Meeting September 2024
	Update dan progress evaluasi dan keamanan sistem IT	Update and progress of IT system evaluation and security
	Update Temuan BPK	Update on BPK Findings
	Lain - lain	Others
10	**Rencana Rapat Direksi Oktober**	**Board of Directors Meeting Plan in October**
10.1	Minggu ke-1	1st week
	CEO Direction	CEO Direction
	Penyampaian Laporan Usulan Investasi 2024	Submission of the 2024 Investment Proposal Report
	Laporan Manajemen PT Pelabuhan Indonesia (Persero) periode September 2024	September 2024 PT Pelabuhan Indonesia (Persero) Management Report for period September 2024
	Lain - lain	Others

10.2	Minggu ke-3	3rd week
	CEO Direction	CEO Direction
	Laporan Kinerja Triwulan III 2024	Third Quarter 2024 Performance Report
	Usulan Percepatan Penyerapan Investasi 2024	Proposal to Accelerate Investment Absorption in 2024
	Progress Mapping Aset Lahan berdasarkan Alas Hak	Progress Mapping of Land Assets based on Rights Base
	Laporan Realisasi Investasi Triwulan III 2024	The Third Quarter of 2024 Investment Realization Report
	Pembahasan Materi Rakomdir bulan Oktober 2024	Discussion of Materials for BOD-BOC Meeting October 2024
	Update dan progress evaluasi dan keamanan sistem IT	Update and progress of IT system evaluation and security
	Update Temuan BPK	Update on BPK Findings
	Lain - lain	Others
11	**Rencana Rapat Direksi November**	**Board of Directors Meeting Plan in November**
11.1	Minggu ke-1	1st week
	CEO Direction	CEO Direction
	Laporan Manajemen PT Pelabuhan Indonesia (Persero) periode Oktober 2024	PT Pelabuhan Indonesia (Persero) Management Report for period October 2024
	Update Usulan RKAP 2025 dan Usulan Investasi (Capex) 2025	Update on Proposed RKAP 2025 and Proposed Investment (Capex) 2025
	Usulan Rencana Kerja Anggaran Perusahaan 2025	Proposed 2025 Company Budget Work Plan
	Review Pelaksanaan Ketentuan Tambahan Tarif atas Pelayanan Jasa Kapal	Review of the Implementation of Additional Tariff Provisions for Ship Services
	Update Temuan Audit	Update Audit Findings
	Lain - lain	Others
11.2	Minggu ke-3	3rd week
	CEO Direction	CEO Direction
	Progress Database Kerjasama Lahan	Progress of Land Cooperation Database
	Pembahasan Materi Rakomdir bulan November 2024	Discussion of Materials for BOD-BOC Meeting November 2024
	Update dan progress evaluasi dan keamanan sistem IT	Update and progress of IT system evaluation and security
	Update Temuan BPK	Update on BPK Findings
	Lain - lain	Others

12	**Rencana Rapat Direksi Desember**	Board of Directors Meeting Plan in December
12.1	Minggu ke-1	1st week
	CEO Direction	CEO Direction
	Laporan Manajemen PT Pelabuhan Indonesia (Persero) periode November 2024	PT Pelabuhan Indonesia (Persero) Management Report for period November 2024
	Usulan Rencana Kerja Anggaran Perusahaan 2025	Proposed 2025 Company Budget Work Plan
	Update Persiapan Nataru	Nataru Preparation Update
	Lain - lain	Others
12.2	Minggu ke-3	3rd week
	CEO Direction	CEO Direction
	Update Progress Standardisasi Teknis Peralatan	Update on Equipment Technical Standardization Progress
	Laporan RKM Strategis Kantor Pusat	Head Office Strategic RKM Report
	Pembahasan Materi Rakomdir Desember 2024	Discussion of Materials for BOD-BOC Meeting December 2024
	Realisasi KPI dan RKM Akhir Tahun 2024	Realization of KPI and RKM at the end of 2024
	Update dan progress evaluasi dan keamanan sistem IT	Update and progress of IT system evaluation and security
	Update Temuan BPK	Update on BPK Findings
	Lain - lain	Others

AGENDA, TANGGAL DAN PESERTA RAPAT DIREKSI

Sepanjang tahun 2024, agenda, tanggal dan peserta Rapat Direksi adalah sebagai berikut.

AGENDA, DATE AND PARTICIPANTS OF BOARD OF DIRECTORS' MEETINGS

Throughout 2024, the agenda, dates and participants of Board of Directors Meetings are as follows.

Tabel Rapat Direksi
Board of Directors Meetings

No.	Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting Participants	Kehadiran Attendance	Alasan Ketidakhadiran Reason for Absence
1	Selasa, 9 Jan 24 Tuesday, Jan 9, 24	1. CEO Direction 2. Strategi Pendanaan PT Pelabuhan Indonesia (Persero) Tahun 2024 3. Update Strategi Risiko terkait RKAP PT Pelabuhan Indonesia (Persero) Tahun 2024 4. Pengesahan Roadmap Penyehatan DP4 5. Pengesahan Rencana Bisnis DP4 tahun 2024 6. Laporan Progres Belawan New Container Terminal (BNCT) 7. Laporan Akhir dan Tindaklanjut Bandaraya Melayu Pekanbaru 8. Laporan Hasil Kajian Bersama Studi Pendahuluan dan Survei Awal Pengembangan Angkutan Batubara di Sungai dan Pelabuhan di Sumatera Selatan 9. Tindak Lanjut Kerjasama Sewa Peralatan Bongkar Muat RTG Dengan PT Barata Indonesia (Persero) 10. Update Rencana Divestasi Saham CTP (Fire 2.1) 11. Lain - lain 1. CEO Direction 2. Funding Strategy for PT Pelabuhan Indonesia (Persero) in 2024 3. Update on Risk Strategy related to the 2024 RKAP of PT Pelabuhan Indonesia (Persero) 4. Ratification of the DP4 Recovery Roadmap 5. Ratification of the 2024 DP4 Business Plan 6. Progress Report on the Belawan New Container Terminal (BNCT) 7. Final Report and Follow-up of Melayu Pekanbaru Airport 8. Report on the Joint Study Results of Preliminary Study and Initial Survey of the Development of Coal Transportation on Rivers and Ports in South Sumatra 9. Follow-up on the Cooperation of RTG Loading and Unloading Equipment Rental with PT Barata Indonesia (Persero) 10. Update on the CTP Share Divestment Plan (Fire 2.1) 11. Others	▪ Arif Suhartono ▪ Hambra ▪ Mega Satria ▪ Ihsanuddin Usman ▪ Prasetyo ▪ Boy Robyanto ▪ Putut Sri Muljanto	Hadir 100% 100% Present	-

Tabel Rapat Direksi
Board of Directors Meetings

No.	Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting Participants	Kehadiran Attendance	Alasan Ketidakhadiran Reason for Absence
2	Selasa, 13 Februari 24 Tuesday, Feb 13, 24	1. CEO Direction 2. Rencana Penggunaan Gedung Lama HO di Pasoso 3. Meeting Effectiveness 4. Update terkait Sengketa Pajak Tahun 2019 5. Pembayaran Kompensasi Tanah Eks. Otorita Asahan Seluas 9,04 Ha Kepada Inalum 6. Usulan Rencana Kerja Anggaran Perusahaan 2023 7. Lain - lain 1. CEO Direction 2. Plan for the Use of Old HO Building in Pasoso 3. Meeting Effectiveness 4. Update regarding 2019 Tax Disputes 5. Payment of Compensation for 9.04 Ha of Land Formerly Owned by the Asahan Authority to Inalum 6. Proposed 2023 Company Budget Work Plan 7. Others	▪ Arif Suhartono ▪ Hambra ▪ Mega Satria ▪ Ihsanuddin Usman ▪ Boy Robyanto ▪ Putut Sri Muljanto	Hadir 85% 85% Present	Tidak Hadir : Prasetyo : Cuti berdasarkan Surat Izin Cuti Nomor KP.21.03/29/1/2/MKST/UTMA/PLND-24 Not Present: Prasetyo : Leave based on Leave Permit Number KP.21.03/29/1/2/MKST/UTMA/PLND-24
3	Jumat, 23 Feb 23 Friday, Feb 23, 23	1. CEO Direction 2. Update terkait rencana perdamaian Piutang dengan PT Djakarta Llyod (Persero) Anti Penyuapan ISO 37001:2016 3. Update progress area pengembangan I BMTH dalam Kajian Penyusunan Business Process Architecture 4. Lain - lain 1. CEO Direction 2. Update related to the peace plan Receivables with PT Djakarta Llyod (Persero) Anti-Bribery ISO 37001:2016 3. Update on progress of the BMTH development I area in the Business Process Architecture Study 4. Others	▪ Arif Suhartono ▪ Hambra ▪ Mega Satria ▪ Ihsanuddin Usman ▪ Prasetyo ▪ Boy Robyanto ▪ Putut Sri Muljanto	Hadir 100% 100% Present	
4	Rabu, 13 Mar 24 Wednesday, Mar 13, 24	1. CEO Direction 2. Pembahasan Pendanaan Tahun 2024 3. Laporan Keuangan Audited Tahun Buku 2023 4. Usulan Nominated Talent Pelindo Tahun 2024 (Confidential) 5. Update Dredging Solutions 6. Update Rencana Pemurnian Bisnis PT PEL dan PT LEGI 7. Update Rencana Pemurnian Bisnis PT EPI 8. Lain - lain 1. CEO Direction 2. Discussion on 2024 Funding 3. Audited Financial Statements for Fiscal Year 2023 4. Proposed Nominated Talent Pelindo 2024 (Confidential) 5. Dredging Solutions Update 6. Update on the Business Refinement Plans of PT PEL and PT LEGI 7. Update on the Business Refinement Plans of PT EPI 8. Others	▪ Arif Suhartono ▪ Hambra ▪ Mega Satria ▪ Ihsanuddin Usman ▪ Prasetyo ▪ Boy Robyanto ▪ Putut Sri Muljanto	Hadir 100% 100% Present	-

Tabel Rapat Direksi
Board of Directors Meetings

No.	Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting Participants	Kehadiran Attendance	Alasan Ketidakhadiran Reason for Absence
5	Senin, 18 Maret 24 Monday, March 18, 24	1. CEO Direction 2. Pembahasan tindak lanjut VO, Klaim dan Eskalasi pada Pembangunan Terminal Kalibaru Tahap 1A 3. Pembangunan Terminal Multipurpose Batang 4. Relokasi Aset Kementerian Perhubungan di Pelabuhan Belawan 5. Laporan Kinerja s.d. Februari 2024 6. Usulan Bantuan Uang Sembako Pensiunan tahun 2024 7. Pembahasan Rencana Penyesuaian Anggaran Dasar Pelindo 8. Lain – lain 1. CEO Direction 2. Discussion on follow-up to VO, Claims and Escalation in the Construction of Kalibaru Terminal Phase 1A 3. Construction of Batang Multipurpose Terminal 4. Relocation of Ministry of Transportation Assets at Belawan Port 5. Performance Report up to February 2024 6. Proposal for Grocery Money Assistance for Retirees in 2024 7. Discussion on the Plan to Adjust the Pelindo Articles of Association 8. Others	▪ Arif Suhartono ▪ Hambra ▪ Mega Satria ▪ Ihsanuddin Usman ▪ Prasetyo ▪ Boy Robyanto ▪ Putut Sri Muljanto	Hadir 100% 100% Present	-
6	Kamis, 4 April 24 Thursday, April 4, 24	1. CEO Direction 2. Pembahasan Valuasi Aktuaria DP4 atas Pengakhiran Mitra Pendiri Rukindo 3. Kajian dan Analisis Rasionalitas Rencana Inbreng Aset Bongkar Muat & Alat Apung PT Pelabuhan Indonesia (Persero) 4. Penyelesaian 2 Unit Kapal Tunda Untuk Cabang Dumai 5. Pembahasan Tindak Lanjut Pekerjaan Pembangunan NPEA 6. Lain - lain 1. CEO Direction 2. Discussion on DP4 Actuarial Valuation on Termination of Rukindo's Founding Partner 3. Review and Analysis of Rationality of the Plan to In-bring Loading & Floating Equipment Assets of PT Pelabuhan Indonesia (Persero) 4. Completion of 2 Tugboats for Dumai Branch 5. Discussion on Follow-up on NPEA Development Work 6. Others	▪ Arif Suhartono ▪ Hambra ▪ Mega Satria ▪ Ihsanuddin Usman ▪ Prasetyo ▪ Boy Robyanto ▪ Putut Sri Muljanto	Hadir 100% 100% Present	-

Tabel Rapat Direksi
Board of Directors Meetings

No.	Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting Participants	Kehadiran Attendance	Alasan Ketidakhadiran Reason for Absence
7	Jumat, 5 April 24 Friday, April 5, 24	1. CEO Direction 2. Kajian dan Analisis Rasionalitas Rencana Inbreng Aset Bongkar Muat & Alat Apung PT Pelabuhan Indonesia (Persero) 3. Penyelesaian 2 Unit Kapal Tunda Untuk Cabang Dumai 4. Lain - lain 1. CEO Direction 2. Study and Rational Analysis of the Asset Contribution Plan for Loading and Unloading & Floating Equipment of PT Pelabuhan Indonesia (Persero) 3. Completion of 2 Tugboats for Dumai Branch 4. Others	▪ Arif Suhartono ▪ Hambra ▪ Mega Satria ▪ Ihsanuddin Usman ▪ Prasetyo ▪ Boy Robyanto ▪ Putut Sri Muljanto	Hadir 100% 100% Present	-
8	Selasa, 30 April 24 Tuesday, April 30, 24	1. CEO Direction 2. Expose Tahun 2024 (Audited) dan Program Efisiensi Triwulan I 2024 3. Evaluasi Penerapan Manrisk TW I 4. Update Progress Pemurnian Bisnis: a. Penyesuaian Skema Dredging Solution. b. Follow-Up Bisnis Crewing PT ISMA 5. Konsesi Pelabuhan Batang 6. Konsesi MNP 7. Penyesuaian Konsesi Eksisting 8. Perpanjangan kerjasama pengoperasian terminal Mekar Putih antara Pelindo dengan IBT 9. Lain - lain 1. CEO Direction 2. Expose 2024 (Audited) and Efficiency Program for First Quarter of 2024 3. Evaluation of First Quarter Risk Management Implementation 4. Business Refinement Progress Update: a. 1. Dredging Solution Scheme Adjustment. b. 2. Follow-Up on PT ISMA Crewing Business 5. Batang Port Concession 6. MNP Concession 7. Adjustment of Existing Concessions 8. Extension of the cooperation in operating the Mekar Putih terminal between Pelindo and IBT 9. Others	▪ Arif Suhartono ▪ Hambra ▪ Mega Satria ▪ Ihsanuddin Usman ▪ Prasetyo ▪ Boy Robyanto ▪ Putut Sri Muljanto	Hadir 100% 100% Present	-

Tabel Rapat Direksi
Board of Directors Meetings

No.	Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting Participants	Kehadiran Attendance	Alasan Ketidakhadiran Reason for Absence
9	Selasa, 28 Mei 24 Tuesday, May 28, 24	1. CEO Direction 2. Bonus Pekerja atas Kinerja Tahun 2023 3. Pemanfaatan Lahan PT Terminal Logistik Makmur Indonesia (TLMI) di Banjarmasin 4. Tindak Lanjut Merger JICT-KSO TPK Koja: Keputusan Opsi Joint Operation JICT-KSO TPK Koja 5. Tindaklanjut klaim atas PT WIKA di Kijing a. Penyampaian usulan timeline terbaru implementasi Single SAP untuk 8 Entitas yakni : b. PT Pelindo 3 Terminal Petikemas (New Rukindo) c. PT APBS d. PT Prima Indonesia Logistik e. PT Akses Pelabuhan Indonesia f. PT BJTI g. PT Berlian Manyar Sejahtera h. PT Intan Sejahtera Utama i. PT Elektronik Data Interchange Indonesia 6. Progres Pembangunan dan Usulan design tahap 1 Terminal Multipurpose Batang 7. Lain - lain 1. CEO Direction 2. Employee Performance Bonus for 2023 3. Land Utilization of PT Terminal Logistik Makmur Indonesia (TLMI) in Banjarmasin 4. Follow-up to the JICT-KSO TPK Koja Merger: 5. Decision on the JICT-KSO TPK Koja Joint Operation Option a. Follow-up to the claim against PT WIKA in Kijing b. Submission of the latest proposed timeline for the implementation of Single c. SAP for 8 Entities, namely: d. PT Pelindo 3 Container Terminal (New Rukindo) e. PT APBS f. PT Prima Indonesia Logistik g. PT Akses Pelabuhan Indonesia h. PT BJTI i. PT Berlian Manyar Sejahtera j. PT Intan Sejahtera Utama k. PT Elektronik Data Interchange Indonesia 6. Progress of Development and Proposed Design Phase 1 of Batang Multipurpose Terminal 7. Others	▪ Arif Suhartono ▪ Hambra ▪ Mega Satria ▪ Ihsanuddin Usman ▪ Prasetyo ▪ Boy Robyanto ▪ Putut Sri Muljanto	Hadir 100% 100% Present	-

Tabel Rapat Direksi
Board of Directors Meetings

No.	Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting Participants	Kehadiran Attendance	Alasan Ketidakhadiran Reason for Absence
10	Selasa, 4 Juni 24 Tuesday, June 4, 2024	1. CEO Direction 2. Penilaian Tingkat Kesehatan Anak Perusahaan secara internal 3. Rencana Change Parent dan Pengembangan PT PEL 4. Usulan Penyelesaian Kerjasama Pemanfaatan Lahan PT Pelindo dengan PT Pelni 5. Lain - lain 1. CEO Direction 2. Internal assessment of the healthy state of subsidiaries 3. Change Parent and Development Plan for PT PEL 4. Proposed Settlement of Land Use Cooperation between PT Pelindo and PT Pelni 5. Others	▪ Arif Suhartono ▪ Hambra ▪ Mega Satria ▪ Ihsanuddin Usman ▪ Prasetyo ▪ Boy Robyanto ▪ Putut Sri Muljanto	Hadir 100% 100% Present	-
11	Selasa, 2 Juli 24 Tuesday, July 2, 2024	1. CEO Direction 2. Rencana Relokasi Gedung Kantor Kejaksaan Negeri Jakarta Utara 3. Usulan Revisi Investasi RKAP 2024 4. Laporan Kajian Evaluasi Kerjasama Pemanfaatan Barang Milik Negara (KSP BMN) di Pelabuhan Garongkong 5. Tindaklanjut HOA di Pelabuhan Mekar Putih 6. Lain - lain 1. CEO Direction 2. Relocation Plan for the North Jakarta District Attorney's Office Building 3. Proposed Revision of Investment in the 2024 Work and Budget Plan 4. Report on the Evaluation Study of Cooperation in the Utilization of State Property (KSP BMN) at Garongkong Port 5. Follow-up on HOA at Mekar Putih Port 6. Others	▪ Arif Suhartono ▪ Hambra ▪ Ihsanuddin Usman ▪ Boy Robyanto ▪ Putut Sri Muljanto	Hadir 71% 71% Present	Tidak Hadir : ▪ Mega Satria : Cuti berdasarkan Surat Izin Cuti Nomor 47/DK/PI/V-2024 ▪ Prasetyo : Cuti berdasarkan Surat Izin Cuti Nomor 33/DK/PI/V-2024 Not Present: ▪ Mega Satria: Leave based on Leave Permit Number 47/DK/PI/V-2024 ▪ Prasetyo: Leave based on Leave Permit Number 33/DK/PI/V-2024

Tabel Rapat Direksi
Board of Directors Meetings

No.	Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting Participants	Kehadiran Attendance	Alasan Ketidakhadiran Reason for Absence
12	Senin, 22 Juli 24 Monday, July 22, 2024	1. CEO Direction 2. Laporan Kinerja periode s.d. Triwulan II 2024 3. Update kegiatan PMN Pengerukan di Pelabuhan Benoa 4. Laporan Update Klaim Kalibaru Tahap 1 5. Pengadaan Tanah di lokasi PMT (terkait dengan rencana addendeum kerjasama dengan PTPTI di Kuala Tanjung) 6. Update hasil Kajian dan Analisis Rasionalitas Rencana Inbreng Aset Alat Bongkar Muat & Alat Apung 7. Update progress implementasi inovasi dan rencana program kompetisi inovasi (Pelindo Idea) 2024 8. Progress Update Tindak Lanjut Kerjasama Pemanfaatan Lahan HPL Pelabuhan dengan PT. DOK dan Pekapalan Kodja Bahari (PERSERO) 9. Penandatanganan HOA (Head Of Agreement) Rencana Kerjasama Penggunaan Lahan dengan PT Samudera Indonesia Tbk di Pelabuhan Tanjung Emas 10. Update Pelindo Marathon 11. Update Pemurnian Bisnis Pelindo Group 12. Lain - lain 1. CEO Direction 2. Performance Report for the second quarter of 2024 3. Update on the Dredging PMN activities at Benoa Port 4. Update Report on Kalibaru Phase 1 Claims 5. Land Procurement at the PMT location (related to the addendum plan for cooperation with PTPTI in Kuala Tanjung) 6. Update on the results of Study and Rationality Analysis of the Plan to Inject Assets for Loading and Unloading Equipment & Floating Equipment 7. Update on the progress of innovation implementation and plans for the 2024 innovation competition program (Pelindo Idea) 8. Progress Update on Follow-up on Cooperation for Port HPL Land Utilization with PT. DOK and Pekapalan Kodja Bahari (PERSERO) 9. Signing of HOA (Head of Agreement) for Land Use Cooperation Plan with PT Samudera Indonesia Tbk at Tanjung Emas Port 10. Pelindo Marathon Update 11. Update on the Refinement of Pelindo Group Business 12. Others	▪ Arif Suhartono ▪ Hambra ▪ Mega Satria ▪ Ihsanuddin Usman ▪ Prasetyo ▪ Boy Robyanto ▪ Putut Sri Muljanto	Hadir 100% 100% Present	-

Tabel Rapat Direksi
Board of Directors Meetings

No.	Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting Participants	Kehadiran Attendance	Alasan Ketidakhadiran Reason for Absence
13	Selasa, 06 Agustus 24 Tuesday, August 6, 2024	1. CEO Direction 2. Update Rangkaian Kegiatan dalam Rangka Hari Pelindo 2024 3. Penandatanganan HOA Rencana Kerjasama Penggunaan Lahan dengan PT Samudera Indonesia Tbk di Pelabuhan Tanjung Emas 4. Skema Integrasi JAI-PMS pada cluster MEPS 5. Skema Integrasi EII-BIMA pada cluster MEPS 6. Konsesi Gilimas 7. Perpanjangan Kerjasama Area Perikanan Benoa 8. Tindaklanjut Permohonan Persetujuan KKPRL Terminal Teluk Lamong 9. Update progress rencana kerjasama di Terminal Multipurpose Batang 10. Lain - lain 1. CEO Direction 2. Update on a series of activities for Pelindo Day 2024 3. Signing of HOA for Land Use Cooperation Plan with PT Samudera Indonesia Tbk at Tanjung Emas Port 4. JAI-PMS Integration Scheme in the MEPS cluster 5. EII-BIMA Integration Scheme in the MEPS cluster 6. Gilimas Concession 7. Extension of the Benoa Fishing Area Cooperation 8. Follow-up on Request for Approval of the Lamong Bay Terminal KKPRL 9. Update on the progress of cooperation plans at the Batang Multipurpose Terminal 10. Other	▪ Arif Suhartono ▪ Hambra ▪ Mega Satria ▪ Ihsanuddin Usman ▪ Prasetyo ▪ Boy Robyanto	Hadir 85% 85% Present	Tidak Hadir : Putut Sri Mulyanto : Cuti berdasarkan Surat Izin Cuti Nomor KP.21.03/30/7/1/MKST/UTMA/PLND-24 Not Present: Putut Sri Mulyanto: Leave based on Leave Permit Number KP.21.03/30/7/1/MKST/UTMA/PLND-24

Tabel Rapat Direksi
Board of Directors Meetings

No.	Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting Participants	Kehadiran Attendance	Alasan Ketidakhadiran Reason for Absence
14	Selasa, 20 Agustus 23 Tuesday, August 20, 2023	1. CEO Direction 2. Rencana Kerjasama STS Nipah dengan PT Maxteer 3. Laporan Rencana Kerjasama marina di AP1 Pelabuhan Benoa dengan Marina Development Indonesia (MDI) 4. Laporan tindaklanjut lahan Ex-Akame di Pelabuhan Benoa 5. Usulan Revisi Investasi RKAP 2024 6. Tindak Lanjut Pemanfaatan Tanah HPL Pelindo Oleh PT Lamicitra Nusantara (Jembatan Merah Plaza 2 / JMP 2) 7. Pemaparan Kinerja s.d Juli 2024 8. Permasalahan pembebasan tanah pada Terminal Gilimas, Pelabuhan Lembar 9. Relokasi Gedung Kejari Jakarta Utara 10. Lain - lain 11. Pengembangan TCK Belawan Tahap 2 1. CEO Direction 2. Plan for Cooperation between STS Nipah and PT Maxteer 3. Report on the Plan for Cooperation between marina at AP1 Benoa Port and Marina Development Indonesia (MDI) 4. Report on follow-up to the Ex-Akame land at Benoa Port 5. Proposed Revision of Investment in the 2024 Budget and Work Plan 6. Follow-up on the Utilization of Pelindo HPL Land by PT Lamicitra Nusantara (Jembatan Merah Plaza 2/JMP 2) 7. Performance Presentation up to July 2024 8. Land acquisition issues at Gilimas Terminal, Lembar Port 9. Relocation of the North Jakarta District Attorney's Office Building 10. Other 11. Development of Belawan TCK Phase 2	▪ Arif Suhartono ▪ Hambra ▪ Mega Satria ▪ Ihsanuddin Usman ▪ Prasetyo ▪ Boy Robyanto ▪ Putut Sri Muljanto	Hadir 100% 100% Present	-

Tabel Rapat Direksi
Board of Directors Meetings

No.	Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting Participants	Kehadiran Attendance	Alasan Ketidakhadiran Reason for Absence
15	Selasa, 29 Agustus 23 Tuesday, August 29, 2023	1. CEO Direction 2. Update ALPI Cycle 2 - Confidential 3. Tantiem/Insentif Khusus atas Kinerja Tahun 2023 Direksi Subholding dan Anak Cucu Perusahaan di Lingkungan PT Pelabuhan Indonesia (Persero)-Confidential 4. Laporan Valuasi Aktuaria dan Laporan Keuangan DP4 tahun 2023 5. Laporan Keuangan DP3 tahun 2023 6. Tinjauan Keamanan Nasional 7. FX Risk Management 8. Pembangunan relokasi pipa pertamina di BMTH 9. Rencana Penyertaan Modal PT Patriot Nusantara Aceh di KEK Arun Lhokseumawe 10. Lain - lain 1. CEO Direction 2. Update ALPI Cycle 2 - Confidential 3. Special Tantiem/Incentive for 2023 Performance of Board of Directors of Subholding and Subsidiaries within PT Pelabuhan Indonesia (Persero) - Confidential 4. Actuarial Valuation Report and DP4 Financial Statements for 2023 5. DP3 Financial Statements for 2023 6. National Security Review 7. FX Risk Management 8. Construction of Pertamina pipeline relocation in BMTH 9. Capital Participation Plan of PT Patriot Nusantara Aceh in Arun Lhokseumawe SEZ 10. Others	▪ Arif Suhartono ▪ Hambra ▪ Mega Satria ▪ Ihsanuddin Usman ▪ Prasetyo ▪ Boy Robyanto ▪ Putut Sri Muljanto	Hadir 100% 100% Present	-

Tabel Rapat Direksi
Board of Directors Meetings

No.	Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting Participants	Kehadiran Attendance	Alasan Ketidakhadiran Reason for Absence
16	Selasa, 10 September 24 Tuesday, September 10, 2024	1. CEO Direction 2. Update ALPI Cycle 2 - Confidential 3. Tantiem/Insentif Khusus atas Kinerja Tahun 2023 Direksi Subholding dan Anak Cucu Perusahaan di Lingkungan PT Pelabuhan Indonesia (Persero) - Confidential 4. Laporan Valuasi Aktuaria dan Laporan Keuangan DP4 tahun 2023 5. Laporan Keuangan DP3 tahun 2023 6. Tinjauan Keamanan Nasional 7. FX Risk Management 8. Pembangunan relokasi pipa pertamina di BMTH 9. Rencana Penyertaan Modal PT Patriot Nusantara Aceh di KEK Arun Lhokseumawe 10. 10. Lain - lain 1. CEO Direction 2. Update ALPI Cycle 2 - Confidential 3. Special Tantiem/Incentives for 2023 Performance of Board of Directors of Subholding and Subsidiaries within PT Pelabuhan Indonesia (Persero) - Confidential 4. Actuarial Valuation Report and DP4 Financial Report for 2023 5. DP3 Financial Report for 2023 6. National Security Review 7. FX Risk Management 8. Construction of Pertamina pipeline relocation in BMTH 9. Capital Participation Plan for PT Patriot Nusantara Aceh in Arun Lhokseumawe SEZ 10. Others	▪ Arif Suhartono ▪ Hambra ▪ Mega Satria ▪ Ihsanuddin Usman ▪ Prasetyo ▪ Boy Robyanto ▪ Putut Sri Muljanto	Hadir 100% 100% Present	
17	Selasa, 25 Sept 24 Tuesday, September 25, 2024	1. CEO Direction 2. Confidential (Tantiem/ Insentif Khusus atas Kinerja Tahun 2023 Direksi Subholding dan Anak Cucu Perusahaan di Lingkungan PT Pelabuhan Indonesia (Persero)) 3. Pendanaan Tahap II Tahun 2024 4. Pemaparan usulan RKAP 2025 5. Usulan Revisi Investasi RKAP 2024 SPTP & SPMT dan Usulan Investasi RKAP 2025 Pelindo Grup 6. Aspek Perpajakan atas Inbreng Aset Peralatan ke Subholding 1. CEO Direction 2. Confidential (Special Bonus/ Incentive for 2023 Performance of Board of Directors of Subholding and Subsidiaries of PT Pelabuhan Indonesia (Persero)) 3. Phase II Funding for 2024 4. Presentation of the 2025 RKAP proposal 5. Proposed Revision of the 2024 RKAP Investment SPTP & SPMT and 6. Proposed Investment in the 2025 RKAP of Pelindo Group 7. Taxation Aspects of Inbreng of Equipment Assets to Subholding	▪ Arif Suhartono ▪ Hambra ▪ Mega Satria ▪ Ihsanuddin Usman ▪ Prasetyo ▪ Boy Robyanto ▪ Putut Sri Muljanto	Hadir 100% 100% Present	-

Tabel Rapat Direksi
Board of Directors Meetings

No.	Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting Participants	Kehadiran Attendance	Alasan Ketidakhadiran Reason for Absence
18	Selasa, 22 Okt 24 Tuesday, October 22, 2024	1. CEO Direction 2. Pemaparan Kinerja TW 3 2024 dan Ringkasan RKAP 2025 3. Lain - lain 1. CEO Direction 2. Performance Presentation Third Quarter of 2024 and Summary of 2025 RKAP 3. Others	▪ Arif Suhartono ▪ Mega Satria ▪ Ihsanuddin Usman ▪ Boy Robyanto	Hadir 57% 57% Present	Tidak Hadir : ▪ Putut Sri Mulyanto : ▪ Hambra : ▪ Prasetyo : Not Present: ▪ Putut Sri Mulyanto: ▪ Hambra: ▪ Prasetyo:
18	Selasa, 29 Oktober 24 Tuesday, October 29, 24	1. CEO Direction 2. Pemaparan Perubahan RKAP Tahun 2024 untuk Regional, Subholding dan Anak Perusahaan 3. Progress Update Rencana Kerjasama Lahan ex-Akame Benoa 4. Update Porgress kerjasamaa Pengembangan Cruise Terminal 5. Update Progress rencana kerjasama di Terminal Kalibaru 6. Lain-lain 1. CEO Direction 2. Presentation of Changes to the 2024 RKAP for Regional, Subholding and Subsidiaries 3. Progress Update on the Plan for Cooperation on the Ex-Akame Benoa Land 4. Progress Update on Cooperation on the Cruise Terminal Development 5. Progress Update on the Cooperation Plan at Kalibaru Terminal 6. Others	▪ Arif Suhartono ▪ Hambra ▪ Mega Satria ▪ Ihsanuddin Usman ▪ Prasetyo ▪ Boy Robyanto ▪ Putut Sri Muljanto	Hadir 100% 100% Present	-

Tabel Rapat Direksi
Board of Directors Meetings

No.	Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting Participants	Kehadiran Attendance	Alasan Ketidakhadiran Reason for Absence
19	Senin, 11 November 24 Monday, November 11, 24	1. CEO Direction 2. Pemaparan Abu Dhabi Port untuk cruise business with Pelindo 3. Revisi Investasi RKAP 2024 SPSL 4. Perubahan Usulan Investasi RKAP 2025 5. Laporan Perkembangan Perubahan Ketiga Undang Undang Pelayaran 6. Update Peta Peran Pelindo Group 7. Pelaporan Penilaian ESG, HSG, Indeks Akuntabilitas Korporasi Indonesia, dan Risk Maturity Indeks Pelindo dari BPKP 8. Usulan Cascading Batasan Kewenangan Persetujuan Kejasama Pelindo 9. Simulasi Traffic Akses Timur Terminal Kalibaru 10. Lain - lain 1. CEO Direction 2. Abu Dhabi Port's exposure to the cruise business with Pelindo 3. Revision of Investment in the 2024 SPSL RKAP 4. Proposed Changes to Investment in the 2025 RKAP 5. Progress Report on Third Amendment to the Shipping Act 6. Update on the Pelindo Group's Role Map 7. Reporting of ESG Assessment, HSG, Indonesian Corporate Accountability Index, and Pelindo Risk Maturity Index from BPKP 8. Proposed Cascading of Limitations on Authority for Approval of Pelindo Cooperation 9. Traffic Simulation of Kalibaru Terminal East Access 10. Others	▪ Arif Suhartono ▪ Hambra ▪ Mega Satria ▪ Ihsanuddin Usman ▪ Prasetyo ▪ Putut Sri Muljanto	Hadir 85% 85% Present	Tidak Hadir : Boy Robyanto : Perjalanan Luar Negeri berdasarkan Surat Nomor S-616/MBU/Wk.R/11/2024 Not Present: Boy Robyanto: Overseas Travel based on Letter Number S-616/MBU/Wk.R/11/2024
20	Selasa, 26 November 24 Tuesday, November 26, 24	1. CEO Direction 2. Beauty Contest Pekerjaan Seragam Pegawai Pelindo 3. Update Tindak Lanjut Temuan BPK dan KAP 4. Laporan Kinerja Periode s.d Oktober 2024 5. Progres Penyelesaian Piutang Djakarta Llyod, Perikanan Indonesia dan Damri 6. Pembahasan Update Proyek Kalibaru 7. Lain - lain 1. CEO Direction 2. Beauty Contest of Pelindo Employee Uniforms 3. Update on Follow-up to BPK and KAP Findings 4. Performance Report up to October 2024 5. Progress on Settlement of Receivables from Djakarta Llyod, Perikanan Indonesia and Damri 6. Discussion on Kalibaru Project Update 7. Others	▪ Arif Suhartono ▪ Hambra ▪ Mega Satria ▪ Ihsanuddin Usman ▪ Prasetyo ▪ Boy Robyanto ▪ Putut Sri Muljanto	Hadir 100% 100% Present	-

Tabel Rapat Direksi
Board of Directors Meetings

No.	Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting Participants	Kehadiran Attendance	Alasan Ketidakhadiran Reason for Absence
21	Selasa, 17 Desember 24 Tuesday, December 17, 24	1. CEO Direction 2. Pemaparan kinerja s.d November 2024 3. Pemaparan usulan RKAP 2025 (update) 4. Pembahasan untuk Initiative, Framework, and ESG (Environment, Social, Governance) Roadmap 2025-2029 of PT Pelabuhan Indonesia (Persero) 5. Lain-lain 1. CEO Direction 2. Performance presentation up to November 2024 3. Presentation of the proposed 2025 RKAP (update) 4. Discussion on Initiative, Framework, and ESG (Environment, Social, Governance) Roadmap 2025-2029 of PT Pelabuhan Indonesia (Persero) 5. Others	▪ Arif Suhartono ▪ Hambra ▪ Mega Satria ▪ Ihsanuddin Usman ▪ Prasetyo ▪ Boy Robyanto ▪ Putut Sri Muljanto	Hadir 100% 100% Present	-

Agenda dan peserta rapat Dewan Komisaris dengan Direksi telah tersaji pada bagian Rapat Dewan Komisaris Bab Tata Kelola Perusahaan dalam Laporan tahunan ini.

The agenda and participants for meeting of Board of Commissioners and Board of Directors have been presented in the Board of Commissioners Meeting section of Corporate Governance Chapter of this annual report.

FREKUENSI DAN KEHADIRAN RAPAT DIREKSI

MEETING FREQUENCY AND ATTENDANCE OF BOARD OF DIRECTORS

Tabel Frekuensi dan Kehadiran Rapat Direksi
Meeting Frequency and Attendance of Board of Directors

Nama Name	Jabatan Position	Rapat Direksi Board of Directors Meetings			Rapat Dewan Komisaris dengan Direksi Board of Commissioners and Board of Directors Meetings			RUPS GMS		
		Jumlah dan Persentase Kehadiran Number and Percentage of Attendance			Jumlah dan Persentase Kehadiran Number and Percentage of Attendance			Jumlah dan Persentase Kehadiran Number and Percentage of Attendance		
		Jumlah Rapat Number of Meetings	Jumlah Kehadiran Number of Attendance	Persentase Percentage	Jumlah Rapat Number of Meetings	Jumlah Kehadiran Number of Attendance	Persentase Percentage	Jumlah Rapat Number of Meetings	Jumlah Kehadiran Number of Attendance	Persentase Percentage
Arif Suhartono	Direktur Utama President Director	21	21	100%	12	9	75%	2	2	100%
Hambra	Wakil Direktur Utama Vice President Director	21	20	95%	12	12	100	2	2	100%
Ihsanuddin Usman	Direktur Sumber Daya Manusia dan Umum Human Capital and General Affairs Director	21	21	100%	12	10	83	2	2	100%
Putut Sri Muljanto	Direktur Pengelola Managing Director	21	19	90%	12	11	100	2	2	100%

Tabel Frekuensi dan Kehadiran Rapat Direksi
Meeting Frequency and Attendance of Board of Directors

Nama Name	Jabatan Position	Rapat Direksi Board of Directors Meetings			Rapat Dewan Komisaris dengan Direksi Board of Commissioners and Board of Directors Meetings			RUPS GMS		
		Jumlah dan Persentase Kehadiran Number and Percentage of Attendance			Jumlah dan Persentase Kehadiran Number and Percentage of Attendance			Jumlah dan Persentase Kehadiran Number and Percentage of Attendance		
		Jumlah Rapat Number of Meetings	Jumlah Kehadiran Number of Attendance	Persentase Percentage	Jumlah Rapat Number of Meetings	Jumlah Kehadiran Number of Attendance	Persentase Percentage	Jumlah Rapat Number of Meetings	Jumlah Kehadiran Number of Attendance	Persentase Percentage
Mega Satria	Direktur Keuangan Finance Director	21	20	95%	12	11	100	2	2	100%
Boy Robyanto	Direktur Investasi Investment Director	21	20	95%	12	12	100	2	2	100%
Prasetyo	Direktur Strategi Strategy Director	21	18	86%	12	9	100	2	2	100%

PELATIHAN DAN/ATAU PENINGKATAN KOMPETENSI ANGGOTA DIREKSI

Peningkatan kapabilitas dinilai penting agar Direksi dapat selalu memperbaharui informasi tentang perkembangan terkini dari *core business* Perseroan, mengantisipasi masalah yang timbul di kemudian hari bagi keberlangsungan dan kemajuan Perseroan. Ketentuan-ketentuan tentang program peningkatan kapabilitas bagi Direksi adalah sebagai berikut:

1. Program peningkatan kapabilitas dilaksanakan dalam rangka meningkatkan efektivitas kerja Direksi;
2. Rencana untuk melaksanakan program peningkatan kapabilitas harus dimasukkan dalam Rencana Kerja dan Anggaran Perusahaan (RKAP);
3. Setiap tahun masing - masing anggota Direksi wajib mengikuti salah satu pelatihan dengan topik manajemen risiko, fraud, bisnis, kegiatan usaha korporasi, hokum, kepatuhan, keuangan, akuntansi, audit, kegiatan korporasi signifikan BUMN dan/ atau sesuai dengan bidang tugas masing-masing Direksi;
4. Dalam satu tahun Direksi wajib mengikuti pelatihan paling sedikit berjumlah 40 (empat puluh) jam pelatihan;
5. Pelatihan yang diikuti merupakan program pelatihan berkelanjutan PPL yang diselenggarakan oleh lembaga profesi, regulator, lembaga pelatihan yang terakreditasi oleh lembaga akreditasi dan/atau lembaga pelatihan yang dimiliki atau dikendalikan oleh BUMN;
6. Direksi wajib mengikuti paling sedikit 1 (satu) sertifikasi antara lain bidang bisnis, kegiatan usaha korporasi, hukum, manajemen risiko, kepatuhan,

BOARD OF DIRECTORS TRAINING AND/OR COMPETENCY DEVELOPMENT

Capability improvement is deemed important to enable Board of Directors to update their knowledge on the latest developments of the Company's core business, to anticipate problems that arise in the future for the Company's sustainability and progress. The provisions regarding Board of Directors capability improvement program are as follows:

1. The capability improvement program is carried out to improve the work effectiveness of Board of Directors;
2. The capability improvement program plan must be included in the RKAP;
3. Each year, each member of Board of Directors is required to attend one training on the topic of risk management, fraud, business, corporate business activities, law, compliance, finance, accounting, auditing, significant corporate activities of SOEs and/or in accordance with the field of duties of each Board of Directors;
4. In one year, Board of Directors must attend at least 40 (forty) hours of training;
5. The training attended is a PPL continuous training programme organised by professional institutions, regulators, training institutions accredited by accreditation institutions and/or training institutions owned or controlled by SOEs;
6. Board of Directors must follow at least 1 (one) certification, among others, in the fields of business, corporate business activities, law, risk

keuangan, akuntansi, dan/atau sesuai dengan bidang tugas masing-masing Direksi;

7. Sertifikasi diterbitkan oleh dewan sertifikasi/ regulator/organisasi profesi terkait yang diakusi secara nasional dan/atau internasional, sertifikasi memiliki standar profesi dan etika, sertifikasi diwajibkan selama masa jabatan;
8. Anggota Direksi yang bersangkutan harus bertanggungjawab untuk membuat laporan tentang pelaksanaan program peningkatan kapabilitas. Laporan tersebut disampaikan kepada Direksi, selambat nya 30 (tiga puluh) hari setelah tanggal penyelenggaraan pelaksanaan program tersebut;
9. Direktur yang membidangi pengelolaan keuangan dan Direktur yang membidangi pengelolaan risiko memiliki kualifikasi dan sertifikasi tersendiri sesuai dengan Petunjuk teknis komposisi dan kualifikasi organ pengelolaan risiko di lingkungan BUMN.

management, compliance, finance, accounting, and/or in accordance with the field of duties of each Board of Directors;

7. Certification is issued by a certification board/ regulator/relevant professional organisation that is accredited nationally and/or internationally, certification has professional and ethical standards, certification is required during the tenure;
8. The member of Board of Directors concerned shall be responsible for making a report on the implementation of capability development program. The report shall be submitted to the Board of Directors, no later than 30 (thirty) days after the date of program implementation;
9. Director in charge of financial management and Director in charge of risk management have their own qualifications and certifications in accordance with the technical guidelines for the composition and qualifications of risk management organs within SOEs.

Adapun pelatihan yang telah diikuti oleh Direksi selama tahun 2024, yaitu:

The trainings that have been attended by Board of Directors during 2024 are:

Nama Time	**Jabatan** Position	**Materi Pelatihan** Training Materials	**Waktu** Time	**Penyelenggara** Organizer
Arif Suhartono	Direktur Utama President Director	Pelatihan ESG ESG Training	29 Juli - 1 Agustus 2024 July 29 - August 1, 2024	PWC
		Certification in Audit Committee Practices	Pelatihan: 18-19 November 2024 Sertifikasi: 9 Desember 2024 Training: November 18-19, 2024 Certification: December 9, 2024	Ikatan Komite Audit Indonesia Indonesian Audit Committee Association
Hambra	Wakil Direktur Utama Vice President Director	Certification in Audit Committee Practices	Pelatihan: 18-19 November 2024 Sertifikasi: 9 Desember 2024 Training: November 18-19, 2024 Certification: December 9, 2024	Ikatan Komite Audit Indonesia Indonesian Audit Committee Association
Ihsanuddin Usman	Direktur Sumber Daya Manusia dan Umum Human Capital and General Affairs Director	Bimbingan Teknis dan Sertifikasi Kompetensi BNSP Skema Direktur Sumber Daya Manusia Technical Guidance and BNSP Competency Certification Human Capital Director Scheme	17 Mei - 6 Juni 2024 May 17 - June 6, 2024	LSP HCMI
		Innovation: A Design Thinking Approach	8-11 Juli 2024 July 8-11, 2024	Imperial College London
Putut Sri Muljanto	Direktur Pengelola Managing Director	Pelatihan ESG ESG Training	29 Juli - 1 Agustus 2024 July 29-August 1, 2024	PWC
		Certification in Audit Committee Practices	Pelatihan: 18-19 November 2024 Sertifikasi: 9 Desember 2024 Training: November 18-19, 2024 Certification: December 9, 2024	Ikatan Komite Audit Indonesia Indonesian Audit Committee Association

Nama Time	Jabatan Position	Materi Pelatihan Training Materials	Waktu Time	Penyelenggara Organizer
Mega Satria	Direktur Keuangan Finance Director	Pathways To Chartered Accountant Indonesia bagi BUMN	Maret-Juni 2024 March-June 2024	BUMN School of Excellence SOE Excellence School
		Pelatihan ESG ESG Training	29 Juli - 1 Agustus 2024 July 29 - August 1, 2024	PWC
		Certification in Audit Committee Practices	Pelatihan: 18-19 November 2024 Sertifikasi: 9 Desember 2024 Training: November 18-19, 2024 Certification: December 9, 2024	Ikatan Komite Audit Indonesia Indonesian Audit Committee Association
Boy Robyanto	Direktur Investasi Investment Director	Environmental Audit	11-15 November 2024 November 11-15, 2024	Scandinavian Academy for Training and Development
		Certification in Audit Committee Practices	Pelatihan: 18-19 November 2024 Sertifikasi: 9 Desember 2024 Training: November 18-19, 2024 Certification: December 9, December 2024	Ikatan Komite Audit Indonesia Indonesian Audit Committee Association
Prasetyo	Direktur Strategi Strategy Director	Director as Strategic Leader	14-18 Oktober 2024 October 14-18, 2024	AZTech
		Certification in Audit Committee Practices	Pelatihan: 18-19 November 2024 Sertifikasi: 9 Desember 2024 Training: November 18-19, 2024 Certification: December 9, 2024	Ikatan Komite Audit Indonesia Indonesian Audit Committee Association

PROGRAM ORIENTASI BAGI DIREKSI BARU

Ketentuan tentang program pengenalan bagi anggota Direksi adalah sebagai berikut:

1. Kepada anggota Direksi yang diangkat untuk pertama kalinya, wajib diberikan program pengenalan mengenai Perseroan.
2. Tanggung jawab untuk mengadakan program pengenalan tersebut berada pada Sekretariat Perusahaan atau siapapun yang menjalankan fungsi sebagai Sekretariat Perusahaan.
3. Program pengenalan meliputi:
   a. Pelaksanaan prinsip-prinsip GCG oleh Perseroan;
   b. Gambaran mengenai Perseroan berkaitan dengan tujuan, sifat, dan lingkup kegiatan, kinerja keuangan dan operasi, strategi, rencana usaha jangka pendek dan jangka panjang, posisi kompetitif, risiko, dan masalah-masalah strategis lainnya;
   c. Keterangan berkaitan dengan kewenangan yang didelegasikan, audit internal dan eksternal, sistem dan kebijakan pengendalian internal, termasuk Komite Audit; dan
   d. Keterangan mengenai tugas dan tanggung jawab Dewan Komisaris dan Direksi serta hal-hal lain yang tidak diperbolehkan.

ORIENTATION PROGRAM FOR NEW BOARD OF DIRECTORS

The provisions regarding the orientation program for members of Board of Directors are as follows:

1. Members of Board of Directors who are appointed for the first time must be given an orientation program regarding the Company.
2. The responsibility for conducting the orientation program rests with the Corporate Secretariat or anyone who performs the function as the Corporate Secretariat.
3. The orientation program includes:
   a. Implementation of GCG principles by the Company;
   b. An overview of the Company in relation to the objectives, nature and scope of activities, financial and operating performance, strategies, short-term and long-term business plans, competitive position, risks, and other strategic issues;
   c. Information related to delegated authority, internal and external audit, internal control systems and policies, including the Audit Committee; and
   d. Information regarding the duties and responsibilities of Board of Commissioners and Board of Directors as well as other prohibited matters.

4. Program pengenalan Perusahaan dapat berupa presentasi, pertemuan, kunjungan ke fasilitas Perusahaan dan pengkajian dokumen atau program lainnya yang dianggap sesuai dengan Perusahaan.
5. Program pengenalan Perusahaan dilaksanakan selambat-lambatnya 90 (sembilan puluh) hari kalender setelah RUPS memutuskan pengangkatan anggota Direksi yang baru.

Selama tahun 2024 tidak terdapat Direksi baru sehingga tidak terdapat program orientasi bagi Direksi baru.

KEPUTUSAN DAN PELAKSANAAN TUGAS DIREKSI

Selama tahun 2024, Direksi telah mengeluarkan 43 Keputusan untuK menunjang kegiatan Perseroan. Sesuai dengan tugas dan tanggung jawabnya, selama tahun 2024 Direksi telah menjalankan tugasnya untuk pengurusan Perseroan. Adapun tugas yang telah dilakukan oleh Direksi antara lain:

1. Menyusun Laporan Tahunan 2023.
2. Menggelar rapat Direksi yang pada tahun 2024
3. Menyusun RKAP termasuk strategi Perseroan dan RKM Perseroan Tahun 2024
4. Menyusun Laporan Manajemen triwulanan dan tahunan termasuk pelaksanaan strategi Perseroan
5. Membuat Pakta Integritas dalam rangka penerapan GCG, Kepatuhan Kode Etik Bisnis, Surat Pernyataan Benturan Kepentingan, Daftar Khusus Kepemilikan Saham
6. Menghadiri rapat Dewan Komisaris mengundang Direksi
7. Melakukan kunjungan kerja ke Cabang Pelabuhan dan Anak Perusahaan
8. Melakukan Pelindo Forum yang dihadiri oleh seluruH BOD BOC Subholding, Jajaran Fungsional ANak Perusahaan, Cucu Perusahaan dan Perusahaan Afiliasi.
9. Menyelenggarakan Rapat Umum Pemegang Saham terkait Pengesahan RKAP 2024 dan Rapat Umum Pemegang Saham Laporan Tahunan
10. Melakukan kerja sama dengan pihak ketiga dalam berbagai bidang mencakup bisnis, operasional dan support.
11. Memastikan Penerapan Good Corporate Governance dalam setiap kegiatan usaha
12. Mengatur ketentuan tentang kepegawaian Perseroan termasuk gaji, pensiun, promosi, pelatihan, jaminan hari tua, jaminan kesehatan, dan lainnya.
13. Melaksanakan kegiatan CSR, selama tahun 2024 telah tersalur dana CSR untuk kegiatan sosial kemasyarakatan maupun lingkungan.

4. The Company's orientation program can be in the form of presentations, meetings, visits to Company facilities and review of documents or other programs deemed appropriate to the Company.
5. The Company's orientation program is carried out no later than 90 (ninety) calendar days after the GMS decides on the appointment of new members of Board of Directors.

During 2024, there were no new Directors, hance no orientation program for new Directors was held.

BOARD OF DIRECTORS' DECISIONS AND IMPLEMENTATION OF DUTIES

During 2023, Board of Directors has issued 258 Decisions to support the Company's activities.In accordance with its duties and responsibilities, during 2023 the Board of Directors has carried out its duties in managing the Company as follow:

1. Preparing the 2023 Annual Report.;
2. Hold Board of Directors meeting in 2023;
3. Prepare the RKAP including the Company's strategy and the Company's RKM for 2023;
4. Prepare quarterly and annual Management Reports including implementation of the Company's strategy
5. Make Integrity Pact in the framework of GCG implementation, Compliance with the Code of Conduct, Conflict of Interest Statement, Special Register of Share Ownership;
6. Attending Board of Commissioners meeting inviting Board of Directors;
7. Conducted working visits to Port Branches and Subsidiaries;
8. Conducting Pelindo Forum attended by all Subholding BOD BOC, Functional Ranks of Subsidiaries, Sub-Subsidiaries and Affiliated Companies;
9. Hold General Meeting of Shareholders on 2023 RKAP ratification and Annual Report General Meeting of Shareholders; 10. Cooperating with third parties in various fields including business, operations and support;
10. Ensuring the implementation of Good Corporate Governance in every business activity;
11. Regulate the Company's employment provisions including salaries, pensions, promotions, training, old age insurance, health insurance, and others;
12. Carrying out CSR activities, during 2023 CSR funds have been channeled for social and environmental activities;
13. Implementation of other duties related to the management of the Company;

14. Pelaksanaan tugas lainnya terkait pengurusan Perseroan
15. Menetapkan kebijakan lainnya untuk Perusahaan sesuai dengan ketentuan Perundang-undangan

PENILAIAN KINERJA KOMITE DI BAWAH DIREKSI DAN DASAR PENILAIANNYA

Dalam melaksanakan tugas kepengurusannya, Direksi dibantu oleh 2 (dua) Komite di bawah Direksi, yang terdiri dari Komite Pelindo Bersih dan Komite Tata Kelola, Manajemen Risiko dan Kepatuhan. Prosedur penilaian kinerja Komite di bawah Direksi dilakukan oleh Direksi secara periodik dengan kriteria penilaian kinerja Komite di bawah Direksi berdasarkan rapat dan pelaksanaan tugas yang telah dijalankan selama tahun buku.

Komite Pelindo Bersih merupakan komite yang membantu Direksi dalam Melakukan pengawasan terhadap efektivitas pelaksanaan WBS Perseroan serta menyelesaikan laporan WBS yang telah masuk. Selama tahun 2023, Komite Pelindo Bersih telah melaksanakan rapat sebanyak 4 (empat) kali. 4 (empat) laporan WBS yang masuk telah ditindaklanjuti dan dilaporkan ke Direktur Utama.

Komite Tata Kelola, Manajemen Risiko dan Kepatuhan merupakan komite yang membantu Direksi dalam mendukung peningkatan kinerja dan transformasi bisnis yang memperhatikan aspek tata kelola perusahaan yang baik, manajemen risiko dan kepatuhan dalam proses pengambilan keputusan Perusahaan terkait dengan pengelolaan investasi, kebijakan strategis operasional Perseroan dan pengendalian kegiatan strategis usaha grup Pelindo. Selama tahun 2024, Komite Tata Kelola, Manajemen Risiko dan Kepatuhan telah melaksanakan rapat sebanyak 2 (dua) kali dengan membahas finalisasi usulan investasi.

Sepanjang tahun 2024, Direksi menilai bahwa Komite di bawah Direksi tersebut telah menjalankan tugas dan tanggung jawabnya dengan baik.

MEKANISME PENGUNDURAN DIRI DAN PEMBERHENTIAN DIREKSI

Pengunduran Diri Anggota Direksi

1. Seorang Anggota Direksi berhak mengundurkan diri dari jabatannya dengan memberitahukan secara tertulis mengenai maksudnya tersebut kepada Perusahaan dengan tembusan kepada Pemegang Saham, Dewan Komisaris dan anggota Direksi lainnya paling lambat 30 (tiga puluh) hari sebelum tanggal pengunduran dirinya. Apabila

14. Implementation of other duties related to the management of the Company;
15. Established other policies for the Company in accordance with statutory provisions;

PERFORMANCE APPRAISAL OF COMMITTEES UNDER BOARD OF DIRECTORS AND THE BASIS OF APPRAISAL

In carrying out its management duties, Board of Directors is assisted by 2 (two) Committees under Board of Directors, consisting of Pelindo Bersih Committee and Governance, Risk Management and Compliance Committee. The performance evaluation of Committees under Board of Directors is carried out by Board of Directors periodically with the criteria based on meetings and implementation of duties during the fiscal year.

Pelindo Bersih Committee is a committee that assists the Board of Directors in supervising the effectiveness of the Company's WBS and completing WBS reports that have been submitted. During 2023, Pelindo Bersih Committee has held 4 (four) meetings. 4 (four) incoming WBS reports have been followed up and reported to the President Director.

Governance, Risk Management and Compliance Committee is a committee that assists the Board of Directors in supporting performance improvement and business transformation that takes into account the aspects of good corporate governance, risk management and compliance in the Company's decisionmaking process related to investment management, the Company's strategic operational policies and activity control Pelindo group business strategy. During 2024, the Governance, Risk Management and Compliance Committee held 2 (two) meetings to discuss corporate action plans for restructuring subsidiaries and finalizing investment proposals.

Throughout 2024, Board of Directors considered that the Committees under Board of Directors had carried out their duties and responsibilities well.

BOARD OF DIRECTORS RESIGNATION AND DISMISSAL MECHANISM

Member of Board of Directors Resignation

1. A Member of Board of Directors is entitled to resign from his/her position by notifying in writing of his/her intention to the Company with a copy to the Shareholders, Board of Commissioners and other members of Board of Directors at the latest 30 (thirty) days before the date of his/her resignation. If the resignation letter states an effective date of

dalam surat pengunduran diri disebutkan tanggal efektif kurang dari 30 (tiga puluh) hari dari tanggal surat diterima, maka dianggap tidak menyebutkan tanggal efektif pengunduran diri;

2. Apabila sampai dengan tanggal yang diminta oleh anggota Direksi yang bersangkutan atau dalam waktu 30 (tiga puluh) hari sejak tanggal surat permohonan pengunduran diri dalam hal tidak disebutkan tanggal efektif pengunduran diri, tidak ada keputusan dari RUPS, maka anggota Direksi tersebut berhenti pada tanggal yang diminta tersebut di atas atau dengan lewatnya waktu 30 (tiga puluh) hari sejak tanggal surat permohonan pengunduran diri diterima tanpa memerlukan persetujuan RUPS;
3. Pengunduran diri anggota Direksi dapat kurang dari 30 (tiga puluh) hari, apabila secara peraturan perundangan tidak memperbolehkan yang bersangkutan rangkap jabatan.

Pemberhentian Anggota Direksi

1. RUPS dapat memberhentikan para anggota Direksi sewaktu-waktu dengan menyebutkan alasannya;
2. RUPS melakukan evaluasi sebelum melakukan pemberhentian anggota Direksi;
3. Alasan pemberhentian anggota Direksi sebagaimana dimaksud pada Poin a di atas, dilakukan apabila berdasarkan kenyataan, anggota Direksi yang bersangkutan antara lain:
   a. Tidak dapat memenuhi kewajibannya yang telah disepakati dalam Kontrak Manajemen tahunan Direksi;
   b. Adanya perubahan strategi binis pada perusahaan;
   c. Tidak dapat melaksanakan tugasnya dengan baik;
   d. Tidak melaksanakan dan atau melanggar ketentuan peraturan perundang-undangan dan/atau ketentuan Anggaran Dasar;
   e. Terlibat dalam tindakan yang merugikan Perusahaan dan/atau Negara;
   f. Melakukan tindakan yang melanggar etika dan/atau kepatutan yang seharusnya dihormati sebagai anggota Direksi BUMN;
   g. Telah ditetapkan sebagai tersangka atau terdakwa oleh pihak yang berwenang dalam tindakan yang merugikan Perusahaan dan/atau keuangan Negara;
   h. Melakukan tindakan yang melanggar kode etik Direksi BUMN;

less than 30 (thirty) days from the date of letter received, it shall be deemed not to mention the effective date of resignation;

2. If until the date requested by the member of Board of Directors concerned or within 30 (thirty) days from the date of request for resignation letter in the event that the effective date of resignation is not stated, there is no resolution from the GMS, then member of Board of Directors shall cease to exist on the date requested above or with the lapse of 30 (thirty) days from the date the request for resignation letter is received without requiring the GMS approval;
3. The resignation of a member of Board of Directors may be less than 30 (thirty) days, if the laws and regulations do not allow the person concerned to hold concurrent positions.

Board of Directors Member Dismissal

1. The GMS may dismiss the members of Board of Directors at any time by stating the reasons;
2. The GMS shall conduct an evaluation before dismissing a member of Board of Directors;
3. The reason for the dismissal of a member of Board of Directors as referred to in Point a above, is carried out if based on reality, the member of Board of Directors concerned, among others:
   a. Unable to fulfil his/her obligations that have been agreed upon in the annual Management Contract of Board of Directors;
   b. There is a change in business strategy in the Company;
   c. Unable to perform his/her duties properly;
   d. Not implementing and/or violating the provisions of laws and regulations and/or Articles of Association;
   e. Involved in actions that are detrimental to the Company and/or the State;
   f. Conducting actions that violate ethics and/or propriety that should be respected as a member of Board of Directors of SOEs;
   g. Has been named as a suspect or defendant by the competent authority in an action that is detrimental to the Company and/or State finances;
   h. Has committed an act that violates the code of conduct of SOE Board of Directors;

i. Dinyatakan bersalah dengan putusan Pengadilan yang mempunyai kekuatan hukum yang tetap;
j. Berhalangan tetap, termasuk sakit keras/sakit, berkepanjangan
k. Mengundurkan diri.

4. Di samping alasan pemberhentian anggota Direksi sebagaimana dimaksud pada bagian 1) sampai dengan 11) di atas, Direksi dapat diberhentikan oleh RUPS berdasarkan alasan lain yang dinilai tepat oleh RUPS demi kepentingan dan tujuan Perusahaan;
5. Di samping alasan pemberhentian anggota Direksi dimaksud pada bagian 10 sampai dengan 11 dan point c di atas, pemberhentian Direksi memperhatikan alasan pemberhentian sebagaimana diatur dalam anggaran dasar perusahaan;
6. Keputusan pemberhentian sebagaimana dimaksud pada Poin b bagian dan Poin c di atas diambil setelah yang bersangkutan diberi kesempatan membela diri.

i. Declared guilty by a court decision that has permanent legal force;
j. Permanently unable to perform his/her duties, including prolonged illness.
k. Resignation.

4. In addition to the reasons for dismissal of members of Board of Directors as referred to in sections 1) to 11) above, Board of Directors may be dismissed by GMS based on other reasons deemed appropriate by GMS for the interests and objectives of the Company;
5. In addition to the dismissal reasons for members of Board of Directors referred to in section 10 to 11 and point c above, the dismissal of Board of Directors shall pay attention to the reasons for dismissal as stipulated in the Company's articles of association;
6. The dismissal decision as referred to in Point b section and Point c above is taken after the person concerned is given the opportunity to defend himself.

DEWAN KOMISARIS

Dewan Komisaris adalah organ perusahaan yang bertugas melakukan pengawasan dan memberikan nasihat kepada Direksi dalam menjalankan kegiatan pengurusan Perusahaan.

TUGAS DAN WEWENANG DEWAN KOMISARIS

TUGAS DEWAN KOMISARIS

Dewan Komisaris bertugas melakukan pengawasan terhadap kebijakan pengurusan Perusahaan, jalannya pengurusan pada umumnya baik mengenai Perusahaan maupun usaha Perusahaan yang dilakukan oleh Direksi serta memberikan nasihat kepada Direksi termasuk pengawasan terhadap pelaksanaan RJPP, RKAP, keputusan RKAP, ketentuan dan kepatuhan peraturan perusahaan terhadap Anggaran Dasar serta peraturan perundang-undangan yang berlaku, untuk kepentingan Perusahaan dan sesuai dengan maksud dan tujuan Perusahaan. Dewan Komisaris melakukan pengawasan terhadap penerapan manajemen risiko, pelaksanaan fungsi pengawasan intern serta Tata Kelola terintegrasi.

WEWENANG DEWAN KOMISARIS

Dalam melaksanakan tugas pengawasan, Dewan Komisaris berwenang untuk:

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

BOARD OF COMMISSIONERS

Board of Commissioners is a corporate organ whose task is to supervise and provide advice to the Board of Directors in carrying out the Company's management activities.

BOARD OF COMMISSIONERS DUTIES AND AUTHORITIES

BOARD OF COMMISSIONERS DUTIES

Board of Commissioners is tasked with supervising the Company's management policies, the general management of both the Company and the Company's business carried out by the Board of Directors and providing advice to the Board of Directors, including supervising the implementation of RJPP, RKAP and Articles of Association and GMS resolutions, as well as prevailing laws and regulations, for the benefit of the Company and in accordance with the purposes and objectives of the Company. Board of Commissioners supervises the implementation of risk management, internal control function and Integrated Governance.

BOARD OF COMMISSIONERS AUTHORITIES

In carrying out its supervisory duties, Board of Commissioners has the authority to:

1. Look at the Company's books, letters and documents, examine cash for verification purposes and others, examine the Company's securities and assets;
2. Entering the grounds, buildings and offices used by the Company;
3. Request an explanation from the Board of Directors nd/or other officials regarding all issues related to the management of the Company;
4. Acknowledge all policies and actions that have been and will be carried out by the Board of Directors;
5. Requesting the Board of Directors and/or other officials under the Directors, under their consent, to attend the Board of Commissioners meetings;
6. Appoint and dismiss the Secretary of Board of Commissioners, if deemed necessary;
7. Temporarily dismiss members of Board of Directors in accordance with the Articles of Association;
8. Temporarily dismiss members of Board of Directors in accordance with the Articles of Association;
9. Using experts for certain matters and within a certain period of time at the expense of the Company, if deemed necessary;
10. Carry out management actions of the Company under certain conditions for a certain period of time in accordance with the Articles of Association;

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

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

TANGGUNG JAWAB DEWAN KOMISARIS

1. Dalam melaksanakan tugasnya, Dewan Komisaris bertanggungjawab kepada RUPS;
2. Dewan Komisaris melakukan pengawasan atas kebijakan pengurusan, jalannya pengurusan pada umumnya, baik mengenai Perusahaan maupun usaha Perusahaan, dan memberi nasihat kepada Direksi;
3. Pengawasan dan pemberian nasihat sebagaimana point 2 di atas, dilakukan untuk kepentingan Perusahaan dan tidak dimaksudkan untuk kepentingan pihak atau golongan tertentu;
4. Dalam melaksanakan pengawasan, Dewan Komisaris dilarang ikut serta dalam pengambilan keputusan kegiatan operasional perusahaan kecuali ditetapkan dalam Anggaran Dasar atau ketentuan peraturan perundang-undangan;
5. Pengambilan keputusan kegiatan operasional perusahaan oleh Dewan Komisaris pada point 4 di atas merupakan bagian dari tugas pengawasan oleh Dewan Komisaris sehingga tidak meniadakan tanggung jawab Direksi atas pelaksanaan kepengurusan perusahaan;
6. Setiap anggota Dewan Komisaris wajib dengan itikad baik, kehati-hatian, dan bertanggungjawab dalam menjalankan tugas pengawasan dan pemberian nasihat kepada Direksi;
7. Setiap anggota Dewan Komisaris ikut bertanggung jawab secara pribadi atas kerugian Perusahaan apabila yang bersangkutan bersalah atau lalai menjalankan tugasnya sebagaimana dimaksud pada Angka 3 di atas;
8. Dalam hal Dewan Komisaris terdiri atas 2 (dua) anggota Dewan Komisaris atau lebih, tanggung jawab sebagaimana dimaksud pada point 4 berlaku secara tanggung renteng bagi setiap anggota Dewan Komisaris.

BOARD OF COMMISSIONERS RESPONSIBILITIES

1. In carrying out its duties, Board of Commissioners is accountable to the GMS;
2. Board of Commissioners supervises management policies, general management of both the Company and the Company's business, and provides advice to the Board of Directors;
3. Supervision and provision of advice as point 2 above, is carried out for the benefit of the Company and is not intended for the benefit of certain parties or groups;
4. In carrying out supervision, Board of Commissioners is prohibited from participating in decision making of the Company's operational activities unless stipulated in the Articles of Association or provisions of laws and regulations;
5. Decision making of the Company's operational activities by the Board of Commissioners in point 4 above is part of supervisory duties by the Board of Commissioners so as not to negate the responsibility of Board of Directors for the implementation of the Company's management;
6. Each member of Board of Commissioners shall exercise good faith, prudence, and responsibility in carrying out supervisory and advisory duties to the Board of Directors;
7. Each member of Board of Commissioners shall be personally liable for the Company's losses if he/she is guilty or negligent in performing his/her duties as referred to in Number 3 above;
8. In the event that the Board of Commissioners consists of 2 (two) or more members of Board of Commissioners, the responsibility as referred to in point 4 shall apply jointly and severally to each member of Board of Commissioners.

TUGAS DAN TANGGUNG JAWAB KOMISARIS UTAMA

1. Bertanggung jawab sebagai Koordinator umum Dewan Komisaris.
2. Melakukan pemanggilan Rapat Dewan Komisaris secara tertulis yang disampaikan kepada seluruh anggota Dewan Komisaris.
3. Mengkoordinasikan serta memastikan pelaksanaan tugas dan Rapat Dewan Komisaris sesuai ketentuan yang berlaku.

PRESIDENT COMMISSIONER'S DUTIES AND RESPONSIBILITIES

1. Responsible as general coordinator of the Board of Commissioners;
2. Summon for Board of Commissioners' meetings in writing to all members of Board of Commissioners;
3. Coordinates and ensures the Board of Commissioners' duties and meetings are implemented in accordance with applicable regulations.

KEPUTUSAN YANG PERLU MENDAPAT PERSETUJUAN DEWAN KOMISARIS

Perbuatan-perbuatan Direksi yang terlebih dahulu harus mendapat persetujuan Dewan Komisaris yaitu:

1. Mengagunkan aktiva tetap untuk penarikan kredit jangka pendek;
2. Mengadakan kerjasama dengan badan usaha atau pihak lain berupa kerjasama lisensi, kontrak manajemen, menyewakan aset, Kerja Sama Operasi (KSO), Bangun Guna Serah (*Build Operate Transfer*/BOT), Bangun Milik Serah (*Build Own Transfer*/BOwT), Bangun Serah Guna (*Build Transfer Operate*/BTO) dan kerjasama lainnya dengan nilai a tau jangka waktu tertentu yang ditetapkan RUPS;
3. Menerima atau memberikan pinjaman jangka menengah/panjang, kecuali pinjaman (utang atau piutang) yang timbul karena transaksi bisnis, dan pinjaman yang diberikan kepada Anak Perusahaan dengan ketentuan pinjaman kepada Anak Perusahaan dilaporkan kepada Dewan Komisaris;
4. Menghapuskan dari pembukuan piutang macet dan persediaan barang mati;
5. Melepaskan dan menghapuskan aktiva tetap bergerak dalam kondisi tertentu (hilang, musnah, rusak yang tidak dapat dipindahtangankan (total *lost*), biaya pemindahtangannnya lebih besar daripada nilai ekonomis yang diperoleh dari pemindahtanganan, dibongkar untuk dibangun kembali atau dibangun menjadi aktiva tetap yang lain, yang anggarannya telah ditetapkan oleh RUPS/ Menteri melalui pengesahan RKAP, dan dibongkar untuk tidak dibangun kembali sehubungan dengan adanya program lain yang telah direncanakan RKAP;
6. Menetapkan struktur organisasi 1 (satu) tingkat di bawah Direksi;
7. Mengangkat dan memberhentikan Kepala Satuan Pengawasan Intern;
8. Mengangkat dan memberhentikan Sekretariat Perusahaan.

DECISIONS REQUIRING BOARD OF COMMISSIONERS' APPROVAL

The Board of Directors' actions that must first obtain approval from Board of Commissioners are:

1. Collateralize fixed assets for short-term credit withdrawals;
2. Establish cooperation with business entities or other parties in the form of licensing cooperation, management contracts, leasing assets, Joint Operations (JO), Build Operate Transfers (BOT), Build Own Transfers (BOwT), Build Transfer Operate (BTO) and other collaborations with a certain value or period of time determined by the GMS;
3. Receive or provide medium/long term loans, except for loans (payables or receivables) arising from business transactions, and loans granted to Subsidiaries with the condition that loans to Subsidiaries are reported to the Board of Commissioners;
4. Eliminating bad debts and dead goods inventory from the books;
5. Releasing and writing off movable fixed assets under certain conditions (lost, destroyed, damaged which cannot be transferred (total lost), the cost of transferring is greater than the economic value obtained from the transfer, dismantled to be rebuilt or built into other fixed assets, whose budget has been determined by the GMS/ Minister through the RKAP approval, and dismantled not to be rebuilt in connection with other programs that have been planned by the RKAP;
6. Establish an organizational structure 1 (one) level below the Board of Directors;
7. Appoint and dismiss the Head of Internal Audit Unit;
8. Appoint and dismiss the Corporate Secretariat.

MASA JABATAN DEWAN KOMISARIS

Para anggota Dewan Komisaris diangkat untuk waktu 5 (lima) tahun dan dapat diangkat kembali untuk 1 (satu) kali masa jabatan. Anggota Dewan Komisaris sewaktu-waktu dapat diberhentikan berdasarkan keputusan RUPS dengan menyebutkan alasannya. Jabatan Anggota Dewan Komisaris berakhir apabila:

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

BOARD OF COMMISSIONERS TENURE

Members of Board of Commissioners are appointed for a period of 5 (five) years and may be reappointed for 1 (one) tenure. Members of Board of Commissioners may be dismissed at any time based on the GMS Resolution by stating the reasons. Member of Board of Commissioners tenure ends if:

1. Passes away;
2. The tenure ends, including resignation from his/ her position;
3. Dismissed based on the GMS; and/or
4. No longer fulfils the requirements as a member of Board of Commissioners based on the Articles of Association and other laws and regulations.

PERSYARATAN ANGGOTA DEWAN KOMISARIS

1. Untuk dapat diangkat sebagai anggota Dewan Komisaris, seseorang harus memenuhi syarat materil yaitu:
   a. Integritas;
   b. Dedikasi;
   c. Memahami masalah-masalah manajemen perusahaan yang berkaitan dengan salah satu fungsi manajemen;
   d. Memiliki pengetahuan yang memadai di bidang usaha di mana yang bersangkutan dicalonkan; dan
   e. Dapat menyediakan waktu yang cukup untuk melaksanakan tugasnya.
2. Selain memenuhi kriteria huruf a di atas, untuk dapat diangkat sebagai anggota Dewan Komisaris harus memenuhi syarat formal yaitu Orang yang dapat diangkat sebagai anggota Dewan Komisaris adalah orang perseorangan yang cakap melakukan perbuatan hukum, kecuali dalam waktu 5 (lima) tahun sebelum pengangkatannya pernah:
   a. Dinyatakan pailit;
   b. Menjadi anggota Direksi atau anggota Dewan Komisaris atau anggota Dewan Pengawas yang dinyatakan bersalah menyebabkan suatu perusahaan, anak Perusahaan dan/atau Badan Usaha dinyatakan pailit; atau
   c. Dihukum karena melakukan tindak pidana yang merugikan keuangan Negara, perusahaan, anak perusahaan, badan usaha lainnya dan/atau yang berkaitan dengan sektor keuangan.

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

3. Untuk dapat diangkat sebagai anggota Dewan Komisaris, selain memenuhi syarat meteril dan syarat formal sebagaimana point a dan b di atas, maka seseorang juga harus memenuhi syarat lain sebagai berikut:
   a. Bukan pengurus partai politik, calon anggota legislatif, dan/atau anggota legislatif pada Dewan Perwakilan Rakyat, Dewan Perwakilan Daerah, Dewan Perwakilan Rakyat Provinsi, dan Dewan Perwakilan Rakyat Daerah Kabupaten/Kota;
   b. Bukan calon kepala/wakil kepala daerah dan/atau kepala/wakil kepala daerah, termasuk penjabat kepala/wakil kepala daerah;
   c. Tidak sedang menduduki jabatan yang berpotensi menimbulkan benturan kepentingan dengan BUMN/Anak Perusahaan yang bersangkutan;

CRITERIA FOR BOARD OF COMMISSIONERS MEMBERS

1. To be appointed as a member of Board of Commissioners, a person must fulfil the material requirements, namely:
   a. Integrity;
   b. Dedication;
   c. Understanding of Company management issues relating to one of the management functions;
   d. Have sufficient knowledge in the business field in which he/she is nominated; and
   e. Can provide sufficient time to carry out his/her duties.
2. In addition to fulfilling the criteria in letter a above, to be appointed as a member of Board of Commissioners must fulfil the formal requirements, i.e. a person who can be appointed as a member of Board of Commissioners is an individual who is capable of performing legal acts, unless within 5 (five) years prior to his/her appointment has:
   a. Declared bankrupt;
   b. Being a member of Board of Directors or a member of Board of Commissioners or a member of Supervisory Board found guilty of causing a Company, subsidiary and/or business entity to be declared bankrupt; or
   c. Convicted of a criminal offence that is detrimental to State finances, companies, subsidiaries, other business entities and/or related to the financial sector.

   Fulfilment of these requirements is evidenced by a statement letter signed by the prospective member of Board of Commissioners and the letter is kept by the Company.

3. To be appointed as a member of Board of Commissioners, in addition to fulfilling the material and formal requirements as point a and b above, a person must also fulfil other requirements as follows:
   a. Not a political party administrator, legislative candidate, and/or legislative member of the House of Representatives, Regional Representative Council, Provincial Representative Council, and Regency/City Regional Representative Council;
   b. Not a candidate for head/deputy head of the region and/or head/deputy head of the region, including acting head/deputy head of the region;
   c. Not currently holding a position that has the potential to cause a conflict of interest with the SOE/Subsidiary concerned;

d. Tidak menjabat sebagai anggota Dewan Komisaris/Dewan Pengawas pada BUMN atau Dewan Komisaris pada Anak Perusahaan yang bersangkutan selama 2 (dua) periode;
e. Tidak sedang menduduki jabatan yang berdasarkan peraturan perundang-undangan dilarang untuk dirangkap dengan jabatan anggota Dewan Komisaris;
f. Sehat jasmani dan rohani, yang tidak sedang menderita suatu penyakit yang dapat menghambat pelaksanaan tugas sebagai anggota Dewan Komisaris/Dewan Pengawas, yang dibuktikan dengan surat keterangan sehat dari rumah sakit; dan
g. memiliki Nomor Pokok Wajib Pajak (NPWP) dan telah melaksanakan kewajiban membayar pajak selama 2 (dua) tahun terakhir.

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

Mantan anggota Direksi dapat menjadi anggota Dewan Komisaris, setelah tidak menjabat sebagai anggota Direksi paling sedikit 1 (satu) tahun, kecuali dengan pertimbangan tertentu yang diputuskan oleh Menteri dalam rangka menjaga kesinambungan program penyehatan perusahaan, sepanjang tidak ada ketentuan peraturan perundang-undangan lain yang melarangnya.

d. Not serving as a member of Board of Commissioners/Supervisory Board at SOE or Board of Commissioners at the relevant Subsidiary for 2 (two) periods;
e. Not currently holding a position that is prohibited by law to be concurrently held by a member of Board of Commissioners;
f. Physically and mentally healthy, who is not currently suffering from an illness that may hinder the performance of duties as a member of Board of Commissioners/Supervisory Board, as evidenced by a medical certificate from a hospital; and
g. Have a Taxpayer Identification Number (NPWP) and have fulfilled the obligation to pay taxes for the last 2 (two) years.

4. Other requirements
In addition to fulfilling the general requirements, the appointment of members of Board of Commissioners is also carried out with due observance of the requirements stipulated in the prevailing laws and regulations.

Former members of Board of Directors may become members of Board of Commissioners, after not serving as members of Board of Directors for at least 1 (one) year, except with certain considerations decided by the Minister in order to maintain the continuity of the Company's restructuring program, as long as there are no other provisions of laws and regulations that prohibit it.

PEDOMAN TATA LAKSANA KERJA HUBUNGAN DEWAN KOMISARIS DAN DIREKSI *(BOARD MANUAL)*

Pedoman Tata Laksana Kerja Hubungan Dewan Komisaris dan Direksi (Board Manual) telah disahkan berdasarkan Peraturan Direksi Nomor HK.01/27/11/2/TKPT/UTMA/PLND-23 tanggal 27 November 2023 . Ruang lingkup Pedoman Tata Laksana Kerja Hubungan Dewan Komisaris dan Direksi (Board Manual) Pelindo mengatur dan menjelaskan pola hubungan kerja yang baku antara Dewan Komisaris dan Direksi dalam melaksanakan tugas dan tanggung jawab masing-masing, agar tercipta tata Kelola perusahaan yang baik, professional, transparan, efektif dan efisien. Pedoman Tata Laksana Kerja Dewan Komisaris dan Direksi Pelindo telah diperbaharui sesuai dengan aturan terbaru Kementerian BUMN yaitu Peraturan Menteri BUMN Nomor PER-02/MBU/03/2023 tentang Pedoman Tata kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara dan Peraturan Menteri BUMN Nomor PER-03/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara.

BOARD MANUAL OF BOARD OF COMMISSIONERS

Guidelines for Working Procedures of the Relations of Board of Commissioners and Board of Directors (Board Manual) has been approved based on Board of Directors Regulation No. HK.01/27/11/2/TKPT/UTMA/PLND-23 dated November 27, 2023. The scope of Pelindo's Board Manual regulates and explains the standardised working relationship pattern between Board of Commissioners and Board of Directors in carrying out their respective duties and responsibilities, in order to create good, professional, transparent, effective and efficient corporate governance. Pelindo's Board Manual has been updated in accordance with the latest regulations of the Ministry of SOEs, namely Regulation of the Minister of SOEs No. PER-02/MBU/03/2023 on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises and Regulation of the Minister of SOEs No. PER-03/MBU/03/2023 on Organs and Human Capital of State-Owned Enterprises.

Adapun isi dari Tata Laksana Kerja Dewan Komisaris dijelaskan secara khusus dalam Bab III, yang mencakup:

1. Fungsi Dewan Komisaris;
2. Keanggotaan Dewan Komisaris;
3. Etika Jabatan Dewan Komisaris;
4. Tugas dan Wewenang Dewan Komisaris;
5. Kewajiban Dewan Komisaris;
6. Tanggung Jawab Dewan Komisaris;
7. Hak Dewan Komisaris;
8. Prinsip-Prinsip Pengambilan Keputusan Dewan Komisaris;
9. Program Pengenalan dan Peningkatan Kapabilitas;
10. Organ Pendukung Dewan Komisaris;
11. Penilaian Kinerja Dewan Komisaris;
12. Kriteria Evaluasi Kinerja Dewan Komisaris.

The contents of Board Manual of Board of Commissioners are described specifically in Chapter III, which includes:

1. Functions of Board of Commissioners;
2. Membership of Board of Commissioners;
3. Ethics of Board of Commissioners;
4. Duties and Authorities of Board of Commissioners;
5. Obligations of Board of Commissioners;
6. Responsibilities of Board of Commissioners;
7. Rights of Board of Commissioners;
8. Principles of Board of Commissioners Decision Making;
9. Induction and Capability Improvement Program;
10. Supporting Organs of Board of Commissioners;
11. Performance Appraisal of Board of Commissioners;
12. Criteria of Performance Evaluation of Board of Commissioners.

PEMBIDANGAN TUGAS PENGAWASAN DEWAN KOMISARIS

Pembidangan tugas Dewan Komisaris berdasarkan Keputusan Dewan Komisaris Nomor 13/KEP-DK/PI/XII-2024 tanggal 27 Desember 2024. Adapun pembagian tugas anggota Dewan Komisaris Pelindo adalah sebagai berikut.

BOARD OF COMMISSIONERS DIVISION OF DUTIES

The division of duties of Board of Commissioners is based on the Decree of Board of Commissioners No. 13/KEP-DK/PI/XII-2024 dated December 27, 2024. The division of duties for members of Board of Commissioners of Pelindo is as follows.

Tabel Pembidangan Tugas Dewan Komisaris
Board of Commissioners Division of Duties

Nama Name	**Jabatan** Position	**Bidang Tugas** Duties
Agus Suhartono	Komisaris Utama/Komisaris Independen President Commissioner/Independent Commissioner	Koordinator Umum dan Bidang Tata Kelola Terintegrasi General Coordinator and Integrated Governance
Suntana	Wakil Komisaris Utama Vice President Commissioner	Bidang Transformasi dan pengembangan bisnis dan sebagai Ketua Komite Nominasi dan Remunerasi Business transformation and development and as Chairman of Nomination and Remuneration
Heru Sukanto	Komisaris Independen Independent Commissioner	Bidang Audit, Keuangan, dan sebagai Ketua Komite Audit Audit, Finance, and as Chairman of Audit Committee
Rakhman Fuadhy Kurniawan	Komisaris Independen Independent Commissioner	Bidang Pengadaan Bara/Jasa, Operasional dan Sistem Informasi, dan sebagai Wakil Ketua Komite Audit Procurement, Operations, Information Systems, and as Vice Chairman of Audit Committee
Jodi Mahardi	Komisaris Commissioner	Bidang Teknik, Komersial, Manajemen Risiko, dan sebagai Ketua Komite GCG dan Pemantau Manajemen Risiko Engineering, Commercial, Risk Management and as Chairman of GCG and Risk Management Monitoring Committee
Andus Winarno	Komisaris Commissioner	Bidang Remunerasi dan Sumber Daya Manusia, dan sebagai Wakil Ketua Komite Nominasi dan Remunerasi Remuneration, Human Capital, Legal, and as Vice Chairman of Nomination and Remuneration Committee
Elwi Danil	Komisaris Commissioner	Bidang Sosial, Tanggung Jawab Sosial dan Lingkungan, Hukum, dan kemasyarakatan serta sebagai Wakil Ketua Komite GCG dan Pemantau Manajemen Risiko. Social, Social and Environmental Responsibility, SER, and Community, and as Vice Chairman of GCG and Risk Management Monitoring Committee

KEBIJAKAN RANGKAP JABATAN DEWAN KOMISARIS

1. Dewan Komisaris dapat merangkap jabatan sebagai Dewan Komisaris pada badan usaha lainnya, dengan ketentuan mengacu pada ketentuan peraturan perundang-undangan sektoral;
2. Dewan Komisaris yang merangkap jabatan sebagai Dewan Komisaris pada badan usaha lainnya sebagaimana dimaksud pada point a di atas harus memenuhi persentase kehadiran dalam rapat Dewan Komisaris perusahaan selama 1 (satu) tahun paling sedikit 75% (tujuh puluh lima persen) kehadiran, sebagai persyaratan untuk memperoleh Tantiem/Insentif Kinerja/Insentif Khusus bagi yang bersangkutan;
3. Anggota Dewan Komisaris Perusahaan dilarang memangku jabatan rangkap sebagai anggota Dewan Komisaris BUMN, kecuali berdasarkan penugasan khusus dari Menteri;
4. Anggota Dewan Komisaris dilarang memangku jabatan rangkap sebagai anggota Direksi pada BUMN, badan usaha lainnya atau menduduki jabatan yang berdasarkan peraturan perundang-undangan dilarang untuk dirangkap dengan jabatan anggota Dewan Komisaris BUMN, atau jabatan yang dapat menimbulkan benturan kepentingan dengan perusahaan, serta menandatangani surat pernyataan bersedia mengundurkan diri dari jabatan tersebut jika terpilih sebagai anggota Dewan Komisaris BUMN;
5. Masa jabatan anggota Dewan Komisaris yang memangku jabatan rangkap sebagaimana dimaksud pada point a dan b di atas, berakhir karena hukum sejak anggota Dewan Komisaris bersangkutan lainnya atau anggota Direksi atau RUPS/Menteri mengetahui perangkapan jabatan sebagaimana dimaksud;
6. Dalam jangka waktu paling lambat 7 (tujuh) hari terhitung sejak diketahui perangkapan jabatan sebagaimana dimaksud pada point a dan b di atas, anggota Dewan Komisaris atau anggota Direksi BUMN, harus menyampaikan pemberitahuan kepada RUPS/Menteri terkait perangkapan jabatan dimaksud, untuk selanjutnya dilakukan proses penetapan pemberhentian;
7. Perbuatan hukum yang dilakukan untuk dan atas nama perusahaan oleh anggota Dewan Komisaris setelah berakhir karena hukum sebagaimana dimaksud pada point c di atas adalah tidak sah dan menjadi tanggung jawab pribadi anggota Dewan Komisaris;
8. Ketentuan sebagaimana dimaksud pada point e di atas tidak mengurangi tanggung jawab anggota Dewan Komisaris yang bersangkutan terhadap kerugian Perusahaan yang disebabkan kesalahan atau kelalaian anggota Dewan Komisaris dalam menjalankan tugasnya;

POLICY OF BOARD OF COMMISSIONERS CONCURRENT POSITION

1. Board of Commissioners may concurrently serve as the Board of Commissioners of other business entities, subject to the provisions of sectoral laws and regulations;
2. Board of Commissioners who concurrently serves as the Board of Commissioners of other business entities as referred to in point a above must meet the percentage of attendance at the Company's Board of Commissioners meetings for 1 (one) year of at least 75% (seventy five per cent) attendance, as a requirement for obtaining Tantiem/ Performance Incentive/Special Incentive for the person concerned;
3. Members of the Company's Board of Commissioners are prohibited from holding concurrent positions as members of Board of Commissioners of SOEs, except based on special assignment from the Minister;
4. Members of Board of Commissioners are prohibited from holding concurrent positions as members of Board of Directors in SOEs, other business entities or holding positions that based on laws and regulations are prohibited to be concurrent with the position of member of Board of Commissioners of SOEs, or positions that may cause conflict of interest with the Company, and sign a statement letter willing to resign from the position if elected as a member of Board of Commissioners of SOEs;
5. The tenure of a member of Board of Commissioners holding a concurrent position as referred to in points a and b above, shall expire by operation of law from the time the other members of Board of Commissioners or members of Board of Directors or GMS/Minister are aware of such concurrent position;
6. Within a period of no later than 7 (seven) days from the time the member of Board of Commissioners or member of Board of Directors of SOE becomes aware of the concurrent position as referred to in point a and b above, member of Board of Commissioners or member of Board of Directors of SOE, must submit notification to GMS/Minister regarding the concurrent position, for further process of determination of dismissal;
7. Legal actions carried out for and on behalf of the Company by members of Board of Commissioners after the expiration of the law as referred to in point c above are invalid and become the member of Board of Commissioners' personal responsibility;
8. The provisions referred to in point e above do not reduce the member of the Board of Commissioners concerned's responsibility for the Company's losses caused by the error or negligence of the member of Board of Commissioners in carrying out his/her duties;

9. Apabila anggota Dewan Komisaris terdiri dari 2 (dua) anggota Dewan Komisaris atau lebih, tanggung jawab sebagaimana dimaksud, berlaku secara tanggung renteng bagi setiap anggota Dewan Komisaris/Dewan Pengawas BUMN.

9. If the Board of Commissioners consists of 2 (two) or more members of Board of Commissioners, the responsibility as referred to shall apply jointly and severally to each member of Board of Commissioners/Supervisory Board of SOE.

Tabel Rangkap Jabatan Dewan Komisaris
Board of Commissioners Concurrent Positions

Nama Name	**Jabatan** Position	**Jabatan pada Perusahaan/Instansi Lain** Position in Other Companies/Institutions	**Nama Perusahaan/Instansi Lain** Name of Other Companies/ Institutions
Agus Suhartono	Komisaris Utama/Komisaris Independen President Commissioner/Independent Commissioner	Ketua Komite Tata Kelola Terintegrasi Pelindo (2023-sekarang). Chairman of Pelindo Integrated Governance Committee (2023-present)	-
Suntana*	Wakil Komisaris Utama Vice President Commissioner	Ketua Komite Nominasi dan Remunerasi Pelindo (2024-sekarang). Chairman of Pelindo Nomination and Remuneration Committee (2024-present)	-
Heru Sukanto	Komisaris Independen Independent Commissioner	-	-
Jodi Mahardi	Komisaris Commissioner	Deputi Bidang Koordinasi Kedaulatan Maritim dan Energi Deputy for Coordination of Maritime Sovereignty and Energy	Kementerian Koordinator Bidang Kemaritiman dan Investasi Coordinating Ministry for Maritime Affairs and Investment
Andus Winarno**	Komisaris Commissioner	-	-
Elwi Danil*	Komisaris Commissioner	Guru Besar Hukum Pidana Professor of Criminal Law	Universitas Andalas Padang Andalas University, Padang
		Pengajar dan Penguji Lecturer and Assessor	Program Doktor Ilmu Hukum Universitas Sumatera Utara, Medan Doctoral Program in Law, University of North Sumatra, Medan
		Tenaga Pengajar Lecturer	Badiklat Kejaksaan Agung RI Training and Education Agency of the Indonesian Attorney General's Office
Rakhman Fuadhy*	Komisaris Independen Independent Commissioner	Pendiri dan Pemilik Founder and Owner	Sesora Co, Ltd
Arif Toha Tjahjagama***	Komisaris Commissioner	Direktur Jendral Perhubungan Lau Director General of Sea Transportation	Kementerian Perhubungan Ministry of Transportation
Didi Sumedi***	Komisaris Commissioner	Direktur Jenderal Pengembangan Ekspor Nasional Director General of Development National Export Development	Kementerian Perdagangan Ministry of Trade
Sudung Situmorang***	Komisaris Independen Independent Commissioner	-	-

*Mulai menjabat sejak tanggal 17 Desember 2024
**Mulai menjabat sejak tanggal 3 Januari 2024
***Berhenti menjabat sejak tanggal 17 Desember 2024
*Started serving since December 17, 2024
**Started serving since January 3, 2024
***No longer serving since December 17, 2024

PENGELOLAAN BENTURAN KEPENTINGAN DEWAN KOMISARIS

Dewan Komisaris hendaknya senantiasa menghindari adanya benturan kepentingan, antara lain dengan:
1. Menghindari setiap aktivitas yang dapat mempengaruhi independensinya dalam melaksanakan tugas;

MANAGEMENT OF BOARD OF COMMISSIONERS CONFLICTS OF INTEREST

Board of Commissioners should always avoid conflicts of interest, among others by:
1. Avoid any activity that can affect his/her independence in carrying out his duties;

2. Wajib Mengisi Daftar Khusus yang berisikan informasi kepemilikan sahamnya dan/atau keluarganya pada perusahaan lain, termasuk bila tidak memiliki kepemilikan saham, serta secara berkala setiap akhir tahun melakukan pembaruan (*updating* dan wajib memberitahukan Perseroan bila ada perubahan data sesuai dengan peraturan perundang-undangan yang berlaku;
3. Tidak menanggapi permintaan dari pihak manapun dan dengan alasan apapun, baik permintaan secara langsung dari pihak-pihak tertentu termasuk dan tidak terbatas pada pejabat/pegawai di lingkungan instansi pemerintah dan partai politik yang berkaitan dengan permintaan sumbangan, termasuk yang berkaitan dengan pengadaan barang dan jasa di Perseroan sepanjang hal tersebut dapat mempengaruhi pengambilan suatu keputusan;
4. Berpedoman untuk tidak memanfaatkan jabatan bagi kepentingan pribadi atau bagi kepentingan orang atau pihak lain yang terkait yang bertentangan dengan kepentingan Perseroan;
5. Melakukan pengungkapan dalam hal terjadi benturan kepentingan dan anggota Dewan Komisaris yang bersangkutan tidak boleh melibatkan diri dalam proses pengambilan keputusan Perseroan yang berkaitan dengan hal tersebut. Dilarang mengambil tindakan yang dapat merugikan perusahaan atau mengurangi keuntungan perusahaan dan wajib mengungkapkan benturan kepentingan dalam setiap keputusan.

2. Fill out a Special Register containing information on ownership of shares and/or their families in other companies, including if they do not have share ownership, and periodically update each year at the end of the year and are obliged to notify the Company if there are changes to the data in accordance with the applicable laws and regulations;
3. Not responding to requests from any party and for any reason, whether direct requests from certain parties including but not limited to officials/employees within government agencies and political parties relating to requests for donations, including those relating to the procurement of goods and services in the Company and can affect the decision making;
4. Firm in not taking advantage of his/her position for personal interests or for the interests of other people or related parties that are contrary to the interests of the Company;
5. Disclose if a conflict of interest occur and the concerned member of Board of Commissioners shall not be involved in the Company's decision-making process related to this matter. Prohibited to take actions that could harm the Company or reduce the Company's profits and must disclose conflicts of interest in every decision.

KEPEMILIKAN SAHAM DEWAN KOMISARIS

BOARD OF COMMISSIONERS SHARE OWNERSHIP

Tabel Kepemilikan Saham Dewan Komisaris
Board of Commissioners Share Ownership

Nama Nama	**Jabatan** Position	**Kepemilikan Saham** Share Ownership	
		Pelindo	**Perusahaan Lain** Other Companies
Agus Suhartono	Komisaris Utama/Komisaris Independen President Commissioner/Independent Commissioner	Nihil Nil	Nihil Nil
Suntana*	Wakil Komisaris Utama Vice President Commissioner	Nihil Nil	Nihil Nil
Heru Sukanto	Komisaris Independen Independent Commissioner	Nihil Nil	Nihil Nil
Jodi Mahardi	Komisaris Commissioner	Nihil Nil	Nihil Nil
Andus Winarno**	Komisaris Commissioner	Nihil Nil	Nihil Nil
Elwi Danil*	Komisaris Commissioner	Nihil Nil	Nihil Nil
Rakhman Fuadhy*	Komisaris Independen Independent Commissioner	Nihil Nil	▪ PT Prima Indo Niaga (100 lembar) /shares ▪ PT Sejuk Solusi Nusantara (30 lembar) /shares ▪ PT Armika Sejahtera Bersama (500 lembar) / shares

Tabel Kepemilikan Saham Dewan Komisaris
Board of Commissioners Share Ownership

Nama Nama	Jabatan Position	Kepemilikan Saham Share Ownership	
		Pelindo	Perusahaan Lain Other Companies
Arif Toha Tjahjagama***	Komisaris Commissioner	Nihil Nil	Nihil Nil
Didi Sumedi***	Komisaris Commissioner	Nihil Nil	Nihil Nil
Sudung Situmorang***	Komisaris Independen Independent Commissioner	Nihil Nil	Nihil Nil

*Mulai menjabat sejak tanggal 17 Desember 2024
**Mulai menjabat sejak tanggal 3 Januari 2024
***Berhenti menjabat sejak tanggal 17 Desember 2024
*Started serving since December 17, 2024
**Started serving since January 3, 2024
***No longer serving since December 17, 2024

KOMISARIS INDEPENDEN

Per 31 Desember 2024, anggota Dewan Komisaris Independen berjumlah 3 (tiga) orang atau 42,85% dari total anggota Dewan Komisaris yang berjumlah 7 (tujuh) orang, sehingga telah memenuhi kriteria yang disyaratkan, yaitu minimal 20 persen dari total anggota Dewan Komisaris Perseroan.

INDEPENDENT COMMISSIONER

As of December 31, 2024, the number of Independent Commissioners on the Board was 2 (two) people, which constitutes 28.57% of the total number of Board members, amounting to 7 (seven) people. Thus, it has fulfilled the required criteria, which is a minimum of 20 percent of total Board of Commissioners of of the Company.

KRITERIA DAN PERNYATAAN KOMISARIS INDEPENDEN

INDEPENDENT COMMISSIONER CRITERIA AND STATEMENT

Kriteria Komisaris Independen Independent Commissioner Criteria	Komisaris Independen Independent Commissioner			
	Agus Suhartono	Sudung Situmorang*	Heru Sukanto	Rakhman Fuady Kurniawan
Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Emiten atau Perusahaan Publik tersebut dalam waktu 6 (enam) bulan terakhir, kecuali untuk pengangkatan kembali sebagai Komisaris Independen Emiten atau Perusahaan Publik pada periode berikutnya Not a person who works or has the authority and responsibility to plan, lead, control, or supervise the activities of the Issuer or Public Company within the last 6 (six) months, except for reappointment as Independent Commissioner of the Issuer or Public Company in the following period	√	√	√	√
Tidak mempunyai saham baik langsung maupun tidak langsung pada Emiten atau Perusahaan Publik tersebut. Does not own shares either directly or indirectly in the Issuer or Public Company	√	√	√	√
Tidak mempunyai hubungan Afiliasi dengan Emiten atau Perusahaan Publik, anggota Dewan Komisaris, anggota Direksi, atau pemegang saham utama Emiten atau Perusahaan Publik tersebut. Has no affiliation with the Issuer or Public Company, members of Board of Commissioners, members of Board of Directors, or major shareholder of the Issuer or Public Company.	√	√	√	√
Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Emiten atau Perusahaan Publik tersebut Does not have business relationship, either directly or indirectly, related to the business activities of the Issuer or Public Company.	√	√	√	√

*Berhenti menjabat sejak tanggal 17 Desember 2024
*No longer serving since December 17, 2024

RAPAT DEWAN KOMISARIS

KEBIJAKAN RAPAT

Keputusan-keputusan Dewan Komisaris diambil dalam Rapat Dewan Komisaris. Keputusan dapat pula diambil di luar rapat Dewan Komisaris sepanjang seluruh anggota Dewan Komisaris setuju tentang cara dan materi yang diputuskan.

Jadwal Rapat

Rapat Dewan Komisaris diadakan sekurang-kurangnya sekali dalam 1 (satu) bulan, dan dapat mengundang Direksi. Rapat Dewan Komisaris dapat diadakan sewaktu-waktu, jika dianggap perlu. Rapat Dewan Komisaris ini merupakan rapat yang bersifat segera dan/atau strategis.

Tempat Pelaksanaan Rapat

Rapat Dewan Komisaris dapat diadakan di tempat kedudukan atau di tempat kegiatan usaha Perusahaan atau di tempat lain di dalam wilayah Republik Indonesia.

Penyelenggaran Rapat Melalui Sarana Elektronik

Rapat Dewan Komisaris dapat diselenggarakan melalui media telekonferensi, video konferensi atau sarana elektronik lainnya yang memungkinkan semua peserta rapat Dewan Komisaris saling melihat dan mendengar secara langsung serta berpartisipasi dalam rapat.

Panggilan Rapat

Panggilan rapat dilakukan secara tertulis oleh anggota Dewan Komisaris dan disampaikan dalam jangka waktu sekurang-kurang 3 (tiga) hari kerja sebelum rapat diadakan. Panggilan rapat Dewan Komisaris harus mencantumkan acara, tanggal, waktu dan tempat rapat serta menyertakan agenda dan materi rapat tersebut. Panggilan rapat Dewan Komisaris dapat dilakukan melalui sarana elektronik

Agenda Rapat

Setiap anggota Dewan Komisaris berhak mengajukan usulan agenda Rapat. Usulan agenda rapat disampaikan kepada Sekretaris Dewan Komisaris. Dalam hal terdapat usulan penambahan agenda rapat pada saat rapat akan segera berlangsung, maka harus disetujui oleh seluruh anggota Dewan Komisaris yang hadir dalam rapat tersebut. Dalam mata acara lain-lain, rapat Dewan Komisaris berhak mengambil keputusan dengan memperhatikan ketentuan Anggaran Dasar dan peraturan perundang-undangan yang berlaku.

Pimpinan Rapat

Rapat Dewan Komisaris dipimpin oleh Komisaris Utama. Dalam hal Komisaris Utama tidak hadir atau berhalangan, rapat dipimpin oleh seorang anggota Dewan Komisaris lainnya yang ditunjuk oleh Komisaris Utama.Dalam hal Komisaris Utama tidak melakukan

BOARD OF COMMISSIONERS MEETINGS

MEETING POLICY

Board of Commissioners decisions are taken at the Board of Commissioners Meeting. Decisions can also be taken outside the Board of Commissioners meeting as long as all members of Board of Commissioners agree on the method and material to be decided.

Meeting Schedule

Board of Commissioners meetings are held at least once in 1 (one) month, and may invite Directors. Board of Commissioners meetings may be held at any time, if deemed necessary. This Board of Commissioners meeting is an immediate and/or strategic meeting.

Meeting Place

Board of Commissioners meetings may be held at the Company's domicile or place of business or at any other place within the territory of the Republic of Indonesia.

Meeting Holding Through Electronic Media

Board of Commissioners meetings may be held through teleconference, video conference or other electronic media that allow all participants of the Board of Commissioners meeting to see and hear each other directly and participate in the meeting.

Meeting Summons

Meeting summons shall be made in writing by a member of Board of Commissioners and delivered within a period of at least 3 (three) business days before the meeting is held. Summons to the Board of Commissioners meeting must include the event, date, time and place and include the agenda and materials of the meeting. Summons to the Board of Commissioners meeting may be made through electronic media.

Meeting Agenda

Each member of Board of Commissioners has the right to propose the Meeting agenda. The proposed meeting agenda is submitted to Secretary of Board of Commissioners. In the event that there is a proposal to add to the meeting agenda when the meeting is about to take place, it must be approved by all members of Board of Commissioners present at the meeting. In other agenda items, Board of Commissioners meetings are entitled to make decisions with due observance of the provisions of Articles of Association and prevailing laws and regulations.

Meeting Chairman

Board of Commissioners meetings are chaired by the President Commissioner. In the event that the President Commissioner is absent or absent, the meeting shall be chaired by a member of the Board of Commissioners appointed by the President Commissioner. In the event

penunjukan maka telah diatur dalam *Board Manual* PT Pelabuhan Indonesia (Persero).

Etika Rapat

Setiap peserta rapat harus mendukung pelaksanaan rapat Dewan Komisaris agar berjalan secara efektif. Tata tertib Rapat Dewan Komisaris lebih lanjut diatur dalam Board Manual PT Pelabuhan Indonesia (Persero).

Kuorum Rapat

Rapat Dewan Komisaris adalah sah dan berhak mengambil keputusan yang mengikat apabila dihadiri atau diwakili oleh lebih dari 1/2 (satu per dua) jumlah anggota Dewan Komisaris.

Keterwakilan anggota Dewan Komisaris dalam rapat hanya dapat dilakukan dengan mewakilkan kepada anggota Dewan Komisaris lainnya secara tertulis yang diberikan khusus untuk keperluan tersebut dan dengan ketentuan bahwa satu orang anggota Dewan Komisaris hanya dapat mewakili satu orang anggota Dewan Komisaris lainnya.

Pengambilan Keputusan Dalam Rapat

Setiap peserta rapat Dewan Komisaris wajib terlibat dalam setiap proses pengambilan keputusan dalam rapat. Setiap anggota Dewan Komisaris berhak untuk mengeluarkan 1 (satu) suara dan ditambah 1 (satu) suara untuk anggota Dewan Komisaris yang diwakilinya. Apabila jumlah suara setuju dan tidak setuju sama banyaknya, maka keputusan rapat adalah sama dengan pendapat pimpinan rapat, dengan tetap memperhatikan ketentuan mengenai pertanggungjawaban sebagaimana diatur dalam Anggaran Dasar Perusahaan. Ketentuan lain terkait pengambilan keputusan dalam rapat telah diatur dalam Board Manual PT Pelabuhan Indonesia (Persero)

Perbedaan Pendapat *(Dissenting Opinion)*

Perbedaan pendapat yang terjadi harus dimasukkan dalam Risalah Rapat dan anggota Dewan Komisaris Perbedaan pendapat tidak berarti memberikan hak kepada anggota Dewan Komisaris yang bersangkutan untuk tidak melaksanakan hasil keputusan rapat. Dewan Komisaris secara tanggung renteng bertanggung jawab penuh secara pribadi apabila terbukti bersalah atau lalai menjalankan tugasnya untuk kepentingan dan usaha Perusahaan.

Risalah Rapat

Setiap rapat Dewan Komisaris harus dibuatkan risalah rapat. Risalah rapat ditandatangani oleh Pimpinan Rapat dan oleh seluruh anggota Dewan Komisaris yang hadir dalam rapat.Risalah rapat dibuat dan diadministrasikan oleh Sekretaris Dewan Komisaris atau pejabat lain yang ditunjuk oleh Dewan Komisaris.

that the President Commissioner does not make an appointment, it has been regulated in the PT Pelabuhan Indonesia (Persero) Board Manual.

Meeting Ethics

Each meeting participant must support the implementation of Board of Commissioners meetings to run effectively. The Board of Commissioners Meeting rules are further regulated in the PT Pelabuhan Indonesia (Persero) Board Manual.

Meeting Quorum

Board of Commissioners meetings are valid and entitled to make binding decisions if attended or represented by more than 1/2 (one-half) of the total number of members of Board of Commissioners.

Representation of members of Board of Commissioners in the meeting can only be done by delegating to other members of Board of Commissioners in writing given specifically for that purpose and provided that one member of Board of Commissioners can only represent one other member of Board of Commissioners.

Decision-Making in the Meeting

Every participant of Board of Commissioners meeting shall be involved in every decision-making process in the meeting. Each member of Board of Commissioners is entitled to cast 1 (one) vote and plus 1 (one) vote for the member of Board of Commissioners he/she represents. If the number of votes for and against is equal, then the meeting decision is the same as the meeting chairman's opinion, with due regard to the provisions regarding accountability as stipulated in the Company's Articles of Association. Other provisions related to decision making in meetings are regulated in the PT Pelabuhan Indonesia (Persero) Board Manual.

Dissenting Opinion

Dissenting opinions that occur must be included in the Meeting Minutes and members of Board of Commissioners dissenting opinion does not mean giving the relevant member of Board of Commissioners the right not to implement the meeting's decision. Board of Commissioners is jointly and severally personally liable if proven guilty or negligent in carrying out their duties for the interests and business of the Company.

Minutes of Meeting

Minutes of each Board of Commissioners meeting shall be prepared. The meeting minutes shall be signed by the Chairman of Meeting and by all members of Board of Commissioners present at the meeting. The meeting minutes shall be prepared and administered by Secretary of Board of Commissioners or other officer appointed by Board of Commissioners.

Risalah rapat harus sudah selesai dan diedarkan keseluruh Dewan Komisaris/Dewan Pengawas maksimal pada selambat-lambatnya 7 (tujuh) hari kerja setelah Rapat selesai dilaksanakan. Setiap anggota Dewan Komisaris berhak mendapatkan salinan risalah rapat. Informasi lain terkait risalah rapat dewan komisaris telah di atur dalam Board Manual PT Pelabuhan Indonesia (Persero)

The minutes of meeting must be completed and circulated to all members of Board of Commissioners/ Supervisory Board at the latest 7 (seven) working days after the Meeting is completed. Each member of Board of Commissioners is entitled to obtain a copy of the meeting minutes. Other information related to the minutes of board of commissioners meetings has been regulated in the PT Pelabuhan Indonesia (Persero) Board Manual.

Evaluasi Tindak Lanjut Rapat Sebelumnya

Dalam rangka memastikan tindak lanjut rapat sebelumnya, maka Dewan Komisaris wajib melakukan evaluasi terhadap hal-hal yang perlu ditindaklanjuti.

Evaluation on Follow-up of Previous Meetings

In order to ensure the follow-up of the previous meeting, the Board of Commissioners must evaluate matters that need to be followed up.

Kehadiran Direksi Dalam Rapat Dewan Komisaris

Kehadiran Direksi dalam rapat Dewan Komisaris dimungkinkan apabila Direksi atau salah satu anggota Direksi diundang oleh Dewan Komisaris untuk menjelaskan, memberikan masukan atau melakukan diskusi.

Board of Directors Attendance in Board of Commissioners Meeting

Board of Directors attendance at Board of Commissioners meetings is possible if the Board of Directors or a member of Board of Directors is invited by the Board of Commissioners to explain, provide input or conduct discussions.

RENCANA RAPAT DEWAN KOMISARIS

BOARD OF COMMISSIONERS MEETING PLAN

RENCANA RAPAT INTERNAL DEWAN KOMISARIS
BOARD OF COMMISSIONERS INTERNAL MEETING PLAN

No	Minggu Week	Agenda Agenda
1	Minggu #01 Januari 2024 Week #01 January 2024	1. Pembahasan hasil rapat terdahulu 2. Pembahasan atas hal-hal yang perlu mendapatkan persetujuan/tanggapan Dewan Komisaris 3. Pembahasan realisasi KPI Dewan Komisaris Tahun 2023 4. Pembahasan realisasi KPI individu Dewan Komisaris Tahun 2023 5. Pembahasan realisasi rencana kerja dan laporan kegiatan Komite Dewan Komisaris Tahun 2023 6. Lain-lain 1. Discussion of previous meeting results; 2. Discussion of matters that require approval/response from Board of Commissioners; 3. Discussion on the realisation of Board of Commissioners KPIs in 2023; 4. Discussion on the realisation of individual Board of Commissioners KPIs in 2023; 5. Discussion on the realisation of work plans and activity reports of Board of Commissioners Committee in 2023; 6. Others.
2	Minggu #02 Januari 2024 Week #02 January 2024	1. Pembahasan hasil rapat terdahulu 2. Pembahasan atas hal-hal yang perlu mendapatkan persetujuan/tanggapan Dewan Komisaris 3. Pembahasan konsep evaluasi dan arahan Dewan Komisaris atas kebijakan pengelolaan perusahaan. 4. Lain-lain 1. Discussion of previous meeting results; 2. Discussion of matters that require approval/response from Board of Commissioners; 3. Discussion of the concept of evaluation and direction of the Board of Commissioners on Company management policies; 4. Others.
3	Minggu #03 Januari 2024 Week #03 January 2024	1. Pembahasan hasil rapat terdahulu 2. Pembahasan atas hal-hal yang perlu mendapatkan persetujuan/tanggapan Dewan Komisaris 3. Persiapan Rakomdir 4. Lain-lain 1. Discussion of previous meeting results; 2. Discussion of matters that require approval/response from Board of Commissioners; 3. Preparation for BoC & BoD Meeting; 4. Others.
4	Minggu #01 Februari 2024 Week #01 February 2024	Pembahasan hasil rapat terdahulu Pembahasan atas hal-hal yang perlu mendapatkan persetujuan/tanggapan Dewan Komisaris Pembahasan progres audit tahun buku 2023 Lain-lain Discussion of previous meeting results; Discussion of matters that require approval/response from Board of Commissioners; Discussion of audit progress for fiscal year 2023; Others.

RENCANA RAPAT INTERNAL DEWAN KOMISARIS
BOARD OF COMMISSIONERS INTERNAL MEETING PLAN

No	Minggu Week	Agenda Agenda
5	Minggu #02 Februari 2024 Week #02 February 2024	1. Pembahasan hasil rapat terdahulu 2. Pembahasan atas hal-hal yang perlu mendapatkan persetujuan/tanggapan Dewan Komisaris 3. Pembahasan konsep evaluasi dan arahan Dewan Komisaris atas kebijakan pengelolaan perusahaan. 4. Lain-lain 1. Discussion of previous meeting results; 2. Discussion of matters that require approval/response from Board of Commissioners; 3. Discussion of the concept of evaluation and direction of Board of Commissioners on the Company's management policy; 4. Others.
6	Minggu #03 Februari 2024 Week #03 February 2024	1. Pembahasan hasil rapat terdahulu 2. Pembahasan atas hal-hal yang perlu mendapatkan persetujuan/tanggapan Dewan Komisaris 3. Pembahasan atas hasil audit Laporan Keuangan Tahun Buku 2023 4. Persiapan Rakomdir 5. Lain-lain 1. Discussion of previous meeting results; 2. Discussion of matters that require approval/response from Board of Commissioners; 3. Discussion on the audit results of Financial Statements for Fiscal Year 2023; 4. Preparation of BoC & BoD Meeting; 5. Others.
7	Minggu #01 Maret 2024 Week #01 March 2024	6. Pembahasan hasil rapat terdahulu 7. Pembahasan atas hal-hal yang perlu mendapatkan persetujuan/tanggapan Dewan Komisaris 8. Pembahasan Laporan Tahunan Dewan Komisaris Tahun Buku 2023 9. Lain-lain 10. Discussion of previous meeting results; 11. Discussion of matters that require approval/response from Board of Commissioners; 12. Discussion of Board of Commissioners Annual Report for Fiscal Year 2023; 13. Others.
8	Minggu #02 Maret 2024 Week #02 March 2024	1. Pembahasan hasil rapat terdahulu 2. Pembahasan atas hal-hal yang perlu mendapatkan persetujuan/tanggapan Dewan Komisaris 3. Pembahasan konsep evaluasi dan arahan Dewan Komisaris atas kebijakan pengelolaan perusahaan. 4. Lain-lain 1. Discussion of previous meeting results; 2. Discussion of matters that require approval/response from Board of Commissioners; 3. Discussion of the concept of evaluation and direction of Board of Commissioners on the Company's management policy; 4. Others.
9	Minggu #03 Maret 2024 Week #03 March 2024	1. Pembahasan hasil rapat terdahulu 2. Pembahasan atas hal-hal yang perlu mendapatkan persetujuan/tanggapan Dewan Komisaris 3. Pembahasan bahan Radirkom 4. Lain-lain 1. Discussion of previous meeting results; 2. Discussion of matters that require approval/response from Board of Commissioners; 3. Preparation of BoC & BoD Meeting Materials; 4. Others.
10	Minggu #01 April 2024 Week #01 April 2024	1. Pembahasan hasil rapat terdahulu 2. Pembahasan atas hal-hal yang perlu mendapatkan persetujuan/tanggapan Dewan Komisaris 3. Pembahasan konsep evaluasi dan arahan Dewan Komisaris atas kebijakan pengelolaan perusahaan. 4. Lain-lain 1. Discussion of previous meeting results; 2. Discussion of matters that require approval/response from Board of Commissioners; 3. Discussion of the concept of evaluation and direction of Board of Commissioners on the Company's; management policy; 4. Others.
11	Minggu #02 April 2024 Week #02 April 2024	1. Pembahasan hasil rapat terdahulu 2. Pembahasan atas hal-hal yang perlu mendapatkan persetujuan/tanggapan Dewan Komisaris 3. Pembahasan KPI Dewan Komisaris Triwulan I/2024 4. Pembahasan realisasi rencana kerja dan laporan kegiatan Komite Dewan Komisaris Triwulan I/2024 5. Lain-lain 1. Discussion of previous meeting results; 2. Discussion of matters that require approval/response from Board of Commissioners; 3. Discussion of the Board of Commissioners' KPI for the first quarter of 2024; 4. Discussion on the realisation of work plans and activity reports of Board of Commissioners Committee for the first quarter of 2024; 5. Others.

RENCANA RAPAT INTERNAL DEWAN KOMISARIS
BOARD OF COMMISSIONERS INTERNAL MEETING PLAN

No	Minggu Week	Agenda Agenda
12	Minggu #03 April 2024 Week #03 April 2024	1. Pembahasan hasil rapat terdahulu 2. Pembahasan atas hal-hal yang perlu mendapatkan persetujuan/tanggapan Dewan Komisaris 3. Pembahasan kinerja perusahaan Triwulan I/2024 4. Pembahasan bahan Radirkom 5. Lain-lain 1. Discussion of previous meeting results; 2. Discussion of matters that require approval/response from Board of Commissioners; 3. Discussion of the Company's performance in the first quarter of 2024; 4. Preparation of BoC & BoD Meeting Materials; 5. Others.
13	Minggu #01 Mei 2024 Week #01 May 2024	1. Pembahasan hasil rapat terdahulu 2. Pembahasan tanggapan atas Laporan Manajemen Triwulan I/2024 3. Pembahasan atas hal-hal yang perlu mendapatkan persetujuan/tanggapan Dewan Komisaris 4. Lain-lain 1. Discussion of previous meeting results; 2. Discussion of responses to the Management Report for the first quarter of 2024; 3. Discussion on matters that need approval/response from Board of Commissioners; 4. Others.
14	Minggu #02 Mei 2024 Week #02 May 2024	1. Pembahasan hasil rapat terdahulu 2. Pembahasan atas hal-hal yang perlu mendapatkan persetujuan/tanggapan Dewan Komisaris 3. Pembahasan konsep evaluasi dan arahan Dewan Komisaris atas kebijakan pengelolaan perusahaan. 4. Lain-lain 1. Discussion of previous meeting results; 2. Discussion of matters that require approval/response from Board of Commissioners; 3. Discussion of the concept of evaluation and direction of Board of Commissioners on the Company's management policy; 4. Others
15	Minggu #03 Mei 2024 Week #03 May 2024	1. Pembahasan hasil rapat terdahulu 2. Pembahasan atas hal-hal yang perlu mendapatkan persetujuan/tanggapan Dewan Komisaris 3. Persiapan Rakomdir 4. Lain-lain 1. Discussion of previous meeting results; 2. Discussion of matters that require approval/response from Board of Commissioners; 3. Preparation of BoC & BoD Meeting; 4. Others.
16	Minggu #01 Juni 2024 Week #01 June 2024	1. Pembahasan hasil rapat terdahulu 2. Pembahasan atas hal-hal yang perlu mendapatkan persetujuan/tanggapan Dewan Komisaris 3. Pembahasan konsep evaluasi dan arahan Dewan Komisaris atas kebijakan pengelolaan perusahaan. 4. Lain-lain 1. Discussion of previous meeting results; 2. Discussion of matters that require approval/response from Board of Commissioners; 3. Discussion of the concept of evaluation and direction of Board of Commissioners on the Company's management policy; 4. Others.
17	Minggu #02 Juni 2024 Week #02 June 2024	1. Pembahasan hasil rapat terdahulu 2. Pembahasan atas hal-hal yang perlu mendapatkan persetujuan/tanggapan Dewan Komisaris 3. Lain-lain 1. Discussion of previous meeting results; 2. Discussion of matters that require approval/response from Board of Commissioners; 3. Others.
18	Minggu #03 Juni 2024 Week #03 June 2024	1. Pembahasan hasil rapat terdahulu 2. Pembahasan atas hal-hal yang perlu mendapatkan persetujuan/tanggapan Dewan Komisaris 3. Pembahasan bahan Radirkom 4. Lain-lain 1. Discussion of previous meeting results; 2. Discussion of matters that require approval/response from Board of Commissioners; 3. Preparation of BoC & BoD Meeting Materials; 4. Others.
19	Minggu #01 Juli 2024 Week #01 July 2024	1. Pembahasan hasil rapat terdahulu 2. Pembahasan atas hal-hal yang perlu mendapatkan persetujuan/tanggapan Dewan Komisaris 3. Pembahasan konsep evaluasi dan arahan Dewan Komisaris atas kebijakan pengelolaan perusahaan. 4. Lain-lain 1. Discussion of previous meeting results; 2. Discussion of matters that require approval/response from Board of Commissioners; 3. Discussion of the concept of evaluation and direction of Board of Commissioners on the Company's management policy; 4. Others

RENCANA RAPAT INTERNAL DEWAN KOMISARIS
BOARD OF COMMISSIONERS INTERNAL MEETING PLAN

No	Minggu Week	Agenda Agenda
20	Minggu #02 Juli 2024 Week #02 July 2024	1. Pembahasan hasil rapat terdahulu 2. Pembahasan atas hal-hal yang perlu mendapatkan persetujuan/tanggapan Dewan Komisaris 3. Pembahasan konsep Laporan Pengawasan dan KPI Dewan Komisaris Semester I/2024 4. Pembahasan realisasi rencana kerja dan laporan kegiatan Komite Dewan Komisaris Semester I/2024 5. Lain-lain 1. Discussion of previous meeting results; 2. Discussion of matters that require approval/response from Board of Commissioners; 3. Discussion of the concept of Board of Commissioners' Supervisory Report and KPIs for the first semester of 2024; 4. Discussion of the realisation of work plans and activity reports of Board of Commissioners Committee for the first semester of 2024; 5. Others.
21	Minggu #03 Juli 2024 Week #03 July 2024	1. Pembahasan hasil rapat terdahulu 2. Pembahasan atas hal-hal yang perlu mendapatkan persetujuan/tanggapan Dewan Komisaris 3. Pembahasan kinera perusahaan Semester II/2024 4. Persiapan Rakomdir 5. Lain-lain 1. Discussion of previous meeting results; 2. Discussion of matters that require approval/response from Board of Commissioners; 3. Discussion of the Company's performance in the second semester of 2024; 4. Preparation of BoC & BoD Meeting; 5. Others.
22	Minggu #01 Agustus 2024 Week #01 August 2024	1. Pembahasan hasil rapat terdahulu 2. Pembahasan atas hal-hal yang perlu mendapatkan persetujuan/tanggapan Dewan Komisaris 3. Pembahasan tanggapan atas Laporan Manajemen Semester I/2024 4. Pembahasan konsep evaluasi dan arahan Dewan Komisaris atas kebijakan pengelolaan perusahaan. 5. Lain-lain 1. Discussion of previous meeting results; 2. Discussion of matters that require approval/response from Board of Commissioners; 3. Discussion on responses to Management Report for the first semester of 2024; 4. Discussion of the concept of evaluation and direction of Board of Commissioners on the Company's management policy; 5. Others.
23	Minggu #02 Agustus 2024 Week #02 August 2024	1. Pembahasan hasil rapat terdahulu 2. Pembahasan atas hal-hal yang perlu mendapatkan persetujuan/tanggapan Dewan Komisaris 3. Lain-lain 1. Discussion of previous meeting results; 2. Discussion of matters that require approval/response from Board of Commissioners; 3. Others.
24	Minggu #03 Agustus 2024 Week #03 August 2024	1. Pembahasan hasil rapat terdahulu 2. Pembahasan atas hal-hal yang perlu mendapatkan persetujuan/tanggapan Dewan Komisaris 3. Pembahasan bahan Radirkom 4. Lain-lain 1. Discussion of previous meeting results; 2. Discussion of matters that require approval/response from Board of Commissioners; 3. Preparation of BoC & BoD Meeting Materials; 4. Others
25	Minggu #01 September 2024 Week #01 September 2024	1. Pembahasan hasil rapat terdahulu 2. Pembahasan atas hal-hal yang perlu mendapatkan persetujuan/tanggapan Dewan Komisaris 3. Pembahasan konsep evaluasi dan arahan Dewan Komisaris atas kebijakan pengelolaan perusahaan. 4. Lain-lain 1. Discussion of previous meeting results; 2. Discussion of matters that require approval/response from Board of Commissioners; 3. Discussion of the concept of evaluation and direction of Board of Commissioners on the Company's management policy; 4. Others.
26	Minggu #02 September 2024 Week #02 September 2024	1. Pembahasan hasil rapat terdahulu 2. Pembahasan atas hal-hal yang perlu mendapatkan persetujuan/tanggapan Dewan Komisaris 3. Pembahasan persiapan audit laporan keuangan tahun buku 2024 4. Lain-lain 1. Discussion of previous meeting results; 2. Discussion of matters that require approval/response from Board of Commissioners; 3. Discussion on the preparation for financial statement audit for fiscal year 2024; 4. Others.
27	Minggu #03 September 2024 Week #03 September 2024	1. Pembahasan hasil rapat terdahulu 2. Pembahasan atas hal-hal yang perlu mendapatkan persetujuan/tanggapan Dewan Komisaris 3. Pembahasan bahan Radirkom 4. Lain-lain 1. Discussion of previous meeting results; 2. Discussion of matters that require approval/response from Board of Commissioners; 3. Preparation of BoC & BoD Meeting Materials; 4. Others.

RENCANA RAPAT INTERNAL DEWAN KOMISARIS
BOARD OF COMMISSIONERS INTERNAL MEETING PLAN

No	Minggu Week	Agenda Agenda
28	Minggu #01 Oktober 2024 Week #01 October 2024	1. Pembahasan hasil rapat terdahulu 2. Pembahasan atas hal-hal yang perlu mendapatkan persetujuan/tanggapan Dewan Komisaris 3. Pembahasan konsep evaluasi dan arahan Dewan Komisaris atas kebijakan pengelolaan perusahaan. 4. Pembahasan Laporan Pengawasan dan KPI Dewan Komisaris Triwulan III/2024 5. Pembahasan realisasi rencana kerja dan laporan kegiatan Komite Dewan Komisaris Triwulan III/2024 6. Pembahasan RKA Dewan Komisaris Tahun Buku 2024 7. Lain-lain 1. Discussion of previous meeting results; 2. Discussion of matters that require approval/response from Board of Commissioners; 3. Discussion of the concept of evaluation and direction of Board of Commissioners on the Company's management policy; 4. Discussion on the Board of Commissioners' Supervisory Report and KPIs for third quarter of 2024; 5. Discussion on the realisation of work plans and Board of Commissioners Committee activity reports for third quarter of 2024; 6. Discussion of the Board of Commissioners RKA for Fiscal Year 2024; 7. Others.
29	Minggu #02 Oktober 2024 Week #02 October 2024	1. Pembahasan hasil rapat terdahulu 2. Pembahasan atas hal-hal yang perlu mendapatkan persetujuan/tanggapan Dewan Komisaris 3. Pembahasan usulan RKAP 2024 4. Lain-lain 1. Discussion of previous meeting results; 2. Discussion of matters that require approval/response from Board of Commissioners; 3. Discussion of proposal for 2024 RKAP; 4. Others.
30	Minggu #03 Oktober 2024 Week #03 October 2024	1. Pembahasan hasil rapat terdahulu 2. Pembahasan atas hal-hal yang perlu mendapatkan persetujuan/tanggapan Dewan Komisaris 3. Pembahasan kinerja perusahaan Triwulan III/2024 4. Persiapan Rakomdir 5. Lain-lain 1. Discussion of previous meeting results; 2. Discussion of matters that require approval/response from Board of Commissioners; 3. Discussion of the Company's performance in third quarter of 2024; 4. Preparation of BoC & BoD Meeting; 5. Others.
31	Minggu #01 November 2024 Week #01 November 2024	1. Pembahasan hasil rapat terdahulu 2. Pembahasan atas hal-hal yang perlu mendapatkan persetujuan/tanggapan Dewan Komisaris 3. Pembahasan tanggapan atas Laporan Manajemen Triwulan III/2024 4. Pembahasan konsep evaluasi dan arahan Dewan Komisaris atas kebijakan pengelolaan perusahaan. 5. Lain-lain 1. Discussion of previous meeting results; 2. Discussion of matters that require approval/response from Board of Commissioners; 3. Discussion on responses to the Management Report for third quarter of 2024; 4. Discussion of the concept of evaluation and direction of Board of Commissioners on the Company's management policy; 5. Others.
32	Minggu #02 November 2024 Week #02 November 2024	1. Pembahasan hasil rapat terdahulu 2. Pembahasan atas hal-hal yang perlu mendapatkan persetujuan/tanggapan Dewan Komisaris 3. Lain-lain 1. Discussion of previous meeting results; 2. Discussion of matters that require approval/response from Board of Commissioners; 3. Others.
33	Minggu #03 November 2024 Week #03 November 2024	1. Pembahasan hasil rapat terdahulu 2. Pembahasan atas hal-hal yang perlu mendapatkan persetujuan/tanggapan Dewan Komisaris 3. Persiapan Rakomdir 4. Lain-lain 1. Discussion of previous meeting results; 2. Discussion of matters that require approval/response from Board of Commissioners; 3. Preparation of BoC & BoD Meeting; 4. Others.
34	Minggu #01 Desember 2024 Week #01 December 2024	1. Pembahasan hasil rapat terdahulu 2. Pembahasan atas hal-hal yang perlu mendapatkan persetujuan/tanggapan Dewan Komisaris 3. Pembahasan konsep evaluasi dan arahan Dewan Komisaris atas kebijakan pengelolaan perusahaan. 4. Pembahasan atas konsep tanggapan Dewan Komisaris atas usulan RKAP Tahun 2024 5. Lain-lain 1. Discussion of previous meeting results; 2. Discussion of matters that require approval/response from Board of Commissioners; 3. Discussion of the concept of evaluation and direction of Board of Commissioners on the Company's management policy; 4. Discussion on the Board of Commissioners' draft response to the 2024 RKAP proposal; 5. Others.

RENCANA RAPAT INTERNAL DEWAN KOMISARIS
BOARD OF COMMISSIONERS INTERNAL MEETING PLAN

No	Minggu Week	Agenda Agenda
35	Minggu #02 Desember 2024 Week #02 December 2024	1. Pembahasan hasil rapat terdahulu 2. Pembahasan atas hal-hal yang perlu mendapatkan persetujuan/tanggapan Dewan Komisaris 3. Lain-lain 1. Discussion of previous meeting results; 2. Discussion of matters that require approval/response from Board of Commissioners; 3. Others.
36	Minggu #03 Desember 2024 Week #03 December 2024	1. Pembahasan hasil rapat terdahulu 2. Pembahasan atas hal-hal yang perlu mendapatkan persetujuan/tanggapan Dewan Komisaris 3. Persiapan Rakomdir 4. Lain-lain 1. Discussion of previous meeting results; 2. Discussion of matters that require approval/response from Board of Commissioners; 3. Preparation of BoC & BoD Meeting; 4. Others

REALISASI RAPAT INTERNAL DEWAN KOMISARIS

Sepanjang tahun 2024, agenda, tanggal dan peserta Rapat Dewan Komisaris adalah sebagai berikut.

REALIZATION OF BOARD OF COMMISSIONERS INTERNAL MEETING

Throughout 2024, the agenda, date and participants of Board of Commissioners Meetings are as follows.

Tabel Rapat Dewan Komisaris
Board of Commissioners Meetings

No.	Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting participants	Kehadiran Attendance
1.	Kamis, 18 Januari 2024 Thursday, January 18, 2024	1. Pembahasan Laporan Manajemen Bulan Desember 2023; 2. Update Hasil Penilaian Risk Maturity Index Tahun 2023; 3. Hal-hal strategis lainnya. 1. Discussion on December 2023 Management Report; 2. Update on 2023 Risk Maturity Index Assessment Results; 3. Other strategic matters.	Agus Suhartono	Hadir Present
			Sudung Situmorang	Hadir Present
			Didi Sumedi	Hadir Present
			Arif Toha Tjahjagama	Hadir Present
			Jodi Mahardi	Hadir Present
			Heru Sukanto	Hadir Present
			Andus Winarno	Hadir Present
2.	Kamis, 25 Januari 2024 Thursday, January 25, 2024	1. Pembahasan update perkembangan sistem phinisi; 2. Pembahasan update perizinan Rencana Induk Pelabuhan di PT Pelabuhan Indonesia (Persero); 3. Pembahasan update HSSE di PT Pelabuhan Indonesia (Persero); 4. Hal-hal strategis lainnya. 1. Discussion on updates to the phinisi system development; 2. Discussion on updates to the Port Master Plan licensing at PT Pelabuhan Indonesia (Persero); 3. Discussion on HSSE updates at PT Pelabuhan Indonesia (Persero); 4. Other strategic matters.	Agus Suhartono	Hadir Present
			Sudung Situmorang	Hadir Present
			Didi Sumedi	Hadir Present
			Arif Toha Tjahjagama	Hadir Present
			Jodi Mahardi	Hadir Present
			Heru Sukanto	Hadir Present
			Andus Winarno	Hadir Present

Tabel Rapat Dewan Komisaris
Board of Commissioners Meetings

No.	Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting participants	Kehadiran Attendance
3.	Rabu, 21 Februari 2024 Wednesday, February 21, 2024	1. Pembahasan Laporan Manajemen Bulan Januari 2024; 2. Update Realisasi & Strategi Pemenuhan Organ Pengelola Risiko Pelindo Grup; 3. Update Permasalahan Hukum Kerjasama dengan pihak ketiga berikut Upaya Penanganannya: 4. Update Permasalahan Kerjasama Sewa Lahan dengan PT IFU Enggano; 5. Pengadaan Kapal Pandu/Tunda dengan PT Dok dan Perkapalan Surabaya; 6. Perjanjian Kerjasama Operasi Terminal KKT dan Pengelolaan Pelabuhan Palaran. 7. Hal-hal strategis lainnya. 1. Discussion on January 2024 Management Report; 2. Update on Realization & Strategy for Fulfillment of Pelindo Group Risk Management Organ; 3. Update on Legal Issues of Cooperation with third parties and Efforts to Handle them: 4. Update on Land Lease Cooperation Issues with PT IFU Enggano; 5. Procurement of Pilot/Tug Vessels with PT Dok and Perkapalan Surabaya; 6. Cooperation Agreement for KKT Terminal Operations and Palaran Port Management. 7. Other strategic matters.	Agus Suhartono	Hadir Present
			Sudung Situmorang	Hadir Present
			Didi Sumedi	Hadir Present
			Arif Toha Tjahjagama	Tidak Hadir Not Present
			Jodi Mahardi	Hadir Present
			Heru Sukanto	Hadir Present
			Andus Winarno	Hadir Present
4.	Rabu, 20 Maret 2024 Wednesday, March 20, 2024	1. Pembahasan Laporan Manajemen Bulan Februari 2024; 2. Update Rencana Kerjasama Pemanfaatan Asset Lahan BMTH; 3. Update Perkembangan Permasalahan dan Rencana Optimalisasi Aset, khususnya dalam Pengoperasian Pelabuhan Bojonegara Banten dan Penyelesaian Permasalahan Aset Tanah di Lampung; 4. Update Hasil Rapat Koordinasi Triwulan 1 Tahun 2024 dengan Direktorat SDM; 5. Hal-hal strategis lainnya. 1. Discussion on February 2024 Management Report; 2. Update on the BMTH Land Asset Utilization Cooperation Plan; 3. Update on Development Issues and Asset Optimization Plans, especially in Operation of Bojonegara Port, Banten and Settlement of Land Asset Issues in Lampung; 4. Update on the 2024 First Quarter Coordination Meeting Results with Human Capital Directorate; 5. Other strategic matters.	Agus Suhartono	Hadir Present
			Sudung Situmorang	Hadir Present
			Didi Sumedi	Hadir Present
			Arif Toha Tjahjagama	Hadir Present
			Jodi Mahardi	Hadir Present
			Heru Sukanto	Hadir Present
			Andus Winarno	Hadir Present
5.	Kamis, 21 Maret 2024 Thursday, March 21, 2024	Pembahasan Exit Meeting Audit Laporan Keuangan Tahun Buku 2023. Discussion on Exit Meeting of Financial Statements Audit for Fiscal Year 2023.	Agus Suhartono	Hadir Present
			Sudung Situmorang	Hadir Present
			Didi Sumedi	Hadir Present
			Arif Toha Tjahjagama	Hadir Present
			Jodi Mahardi	Hadir Present
			Heru Sukanto	Hadir Present
			Andus Winarno	Hadir Present

Tabel Rapat Dewan Komisaris
Board of Commissioners Meetings

No.	Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting participants	Kehadiran Attendance
6.	Selasa, 2 April 2024 Tuesday, April 2, 2024	1. Pembahasan Nominated Talent PT Pelabuhan Indonesia (Persero); 2. Pembahasan Penilaian Kinerja Direksi PT Pelabuhan Indonesia (Persero); 3. Hal-hal strategis lainnya 1. Discussion on Nominated Talent at PT Pelabuhan Indonesia (Persero); 2. Discussion on Performance Assessment of Board of Directors at PT Pelabuhan Indonesia (Persero); 3. Other strategic matters	Agus Suhartono	Hadir Present
			Sudung Situmorang	Hadir Present
			Didi Sumedi	Hadir Present
			Arif Toha Tjahjagama	Tidak Hadir Not Present
			Jodi Mahardi	Hadir Present
			Heru Sukanto	Hadir Present
			Andus Winarno	Hadir Present
7.	Senin, 29 April 2024 Monday, April 29, 2024	1. Pembahasan Laporan Manajemen Bulan Maret 2024; 2. Evaluasi KAP atas Pelaksanaan Audit Tahun Buku 2023; 3. Update Permohonan Persetujuan & Tanggapan Dekom atas Rencana Kerjasama dengan Mitra Eksternal (PT Laban Raya Samodra, PT Sarana Mbay Utama, & PT Asahimas Chemical); 4. Hal-hal strategis lainnya. 1. Discussion on March 2024 Management Report; 2. KAP Evaluation on Audit Implementation for Fiscal Year 2023; 3. Update on Request for Approval & Decree Response for Cooperation Plan with External Partners (PT Laban Raya Samodra, PT Sarana Mbay Utama, & PT Asahimas Chemical); 4. Other strategic matters.	Agus Suhartono	Hadir Present
			Sudung Situmorang	Hadir Present
			Didi Sumedi	Hadir Present
			Arif Toha Tjahjagama	Hadir Present
			Jodi Mahardi	Hadir Present
			Heru Sukanto	Hadir Present
			Andus Winarno	Hadir Present
8.	Senin, 27 Mei 2024 Monday, May 27, 2024	1. Pembahasan Laporan Manajemen Bulan April 2024; 2. Pembahasan Rancangan Jangka Panjang (RJP) PT Pelabuhan Indonesia (Persero) Tahun 2025 - 2029; 3. Update Hasil Penilaian Peringkat Komposit Risiko Tahun 2023 & Triwulan I Tahun 2024; 4. Hal-hal strategis lainnya. 1. Discussion on April 2024 Management Report; 2. Discussion on the Long-Term Plan (RJP) of PT Pelabuhan Indonesia (Persero) for 2025-2029; 3. Update on the Risk Composite Rating Assessment Results for 2023 & First Quarter of 2024; 4. Other strategic matters.	Agus Suhartono	Hadir Present
			Sudung Situmorang	Hadir Present
			Didi Sumedi	Hadir Present
			Arif Toha Tjahjagama	Tidak Hadir Not Present
			Jodi Mahardi	Hadir Present
			Heru Sukanto	Hadir Present
			Andus Winarno	Hadir Present

Tabel Rapat Dewan Komisaris
Board of Commissioners Meetings

No.	Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting participants	Kehadiran Attendance
9.	Selasa, 25 Juni 2024 Tuesday, June 25, 2024	1. Pembahasan Laporan Manajemen Bulan Mei 2024; 2. Update Analisa Transformasi PT Rukindo (Persero); 3. Update Draft Kebijakan Contigency Plan; 4. Update Rencana Kerjasama Pemanfaatan Asset Lahan; 5. Progress Capaian Penyesuaian Regulasi/Pedoman Internal terhadap PER-1/MBU/03/2023; PER-2/MBU/03/2023; dan PER-3/MBU/03/2023; 6. Update Kebijakan Corporate Parenting Strategy Bidang SDM; 7. Hal-hal strategis lainnya. 1. Discussion on May 2024 Management Report; 2. Update on Transformation Analysis of PT Rukindo (Persero); 3. Update on the Contingency Plan Policy Draft; 4. Update on Land Asset Utilization Cooperation Plan; 5. Progress in Adjusting Internal Regulations/Charter to PER-1/MBU/03/2023; PER-2/MBU/03/2023; and PER-3/MBU/03/2023; 6. Update on the Corporate Parenting Strategy Policy for HC Sector; 7. Other strategic matters.	Agus Suhartono	Hadir Present
			Sudung Situmorang	Hadir Present
			Didi Sumedi	Hadir Present
			Arif Toha Tjahjagama	Hadir Present
			Jodi Mahardi	Hadir Present
			Heru Sukanto	Hadir Present
			Andus Winarno	Hadir Present
10	Selasa, 23 Juli 202 Tuesday, July 23, 2024	1. Analisa Laporan Manajemen Triwulan II Tahun 2024; 2. Update atas Rencana Transformasi Rukindo; 3. Usulan Penghapusbukuan Aset Tetap Alat Bongkar Muat ex Terminal JICT; 4. Pengajuan Nilai Buku dalam rangka Pengalihan Saham milik Pelindo pada PT Pelindo Daya Sejahtera (PDS) ke dalam PT Pendidikan Maritim dan Logistik Indonesia (PMLI); 5. Update Kebijakan & Prosedur Penanganan Serangan Siber; 6. Rencana kerjasama dengan PT Salim Ivomas; 7. Update Implementasi Program Employee Well Being PT Pelabuhan Indonesia (Persero) s.d. Semester I Tahun 2024; 8. Hal-hal strategis lainnya. 1. Analysis of the Second Quarter Management Report of 2024; 2. Update on Rukindo Transformation Plan; 3. Proposal to Write Off Fixed Assets of Loading and Unloading Equipment at the former JICT Terminal; 4. Submission of Book Value in the context of Transfer of Pelindo Shares in PT Pelindo Daya Sejahtera (PDS) to PT Pendidikan Maritim dan Logistik Indonesia (PMLI); 5. Update on Cyber Attack Handling Policies & Procedures; 6. Cooperation plan with PT Salim Ivomas; 7. Update on the Employee Well Being Program Implementation of PT Pelabuhan Indonesia (Persero) up to First Semester of 2024; 8. Other strategic matters.	Agus Suhartono	Hadir Present
			Sudung Situmorang	Hadir Present
			Didi Sumedi	Hadir Present
			Arif Toha Tjahjagama	Hadir Present
			Jodi Mahardi	Hadir Present
			Heru Sukanto	Hadir Present
			Andus Winarno	Hadir Present
11.	Senin, 26 Agustus 2024 Monday, August 26, 2024	1. Pembahasan Laporan Manajemen Bulan Juli 2024; 2. Update Terkait Profil Risiko per Bulan Juli 2024; 3. Hal-hal strategis lainnya. 1. Discussion on July 2024 Management Report; 2. Update on Risk Profile as of July 2024; 3. Other strategic matters.	Agus Suhartono	Hadir Present
			Sudung Situmorang	Hadir Present
			Didi Sumedi	Hadir Present
			Arif Toha Tjahjagama	Hadir Present
			Jodi Mahardi	Hadir Present
			Heru Sukanto	Hadir Present
			Andus Winarno	Hadir Present

Tabel Rapat Dewan Komisaris
Board of Commissioners Meetings

No.	Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting participants	Kehadiran Attendance
12.	Selasa, 24 September 2024 Tuesday, September 24, 2024	1. Pembahasan Laporan Manajemen Bulan Agustus 2024; 2. Update hasil Review dan Evaluasi terhadap Kebijakan Pengadaan Barang dan Jasa PT Pelabuhan Indonesia (Persero); 3. Update Permasalahan Perizinan beberapa Pelabuhan Pelindo (termasuk Proyek Strategis Nasional Pelabuhan Batang); 4. Update Perkembangan proses Proper Pelindo Periode s.d. 20 September 2024; 5. Pembahasan Rencana Kerja dan Anggaran Dewan Komisaris Tahun 2025; 6. Hal-hal strategis lainnya. 1. Discussion on August 2024 Management Report; 2. Update on Review results and Evaluation of Goods and Services Procurement Policy of PT Pelabuhan Indonesia (Persero); 3. Update on Licensing Issues of several Pelindo Ports (including Batang Port National Strategic Project); 4. Update on Development of Pelindo Proper process Period up to September 20, 2024; 5. Discussion of the 2025 Work Plan and Budget of Board of Commissioners; 6. Other strategic matters.	Agus Suhartono	Hadir Present
			Sudung Situmorang	Hadir Present
			Didi Sumedi	Hadir Present
			Arif Toha Tjahjagama	Hadir Present
			Jodi Mahardi	Hadir Present
			Heru Sukanto	Hadir Present
			Andus Winarno	Hadir Present
13.	Selasa, 22 Oktober 2024 Tuesday, October 22, 2024	1. Pembahasan Laporan Manajemen Triwulan III Tahun 2024; 2. Usulan RKAP (Rencana Kerja Anggaran Perusahaan) Tahun 2025; 3. Pelaporan Pendanaan Pelindo Tahap 1 dan Rencana Pendanaan Tahap 2 Tahun 2024; 4. Update Dashboard Monitoring Asset Komersial; 5. Update Kebijakan BCMS (Business Continuity Management System); 6. Update PROPER PT Pelabuhan Indonesia (Persero) paska masa Sanggah; 7. Update hasil Rakord bidang SDM Semester 2 Tahun 2024; 8. Hal-hal strategis lainnya. 1. Discussion of the Third Quarter Management Report of 2024; 2. Proposed Company Budget Work Plan (RKAP) for 2025; 3. Pelindo Funding Reporting Phase 1 and Funding Plan Phase 2 for 2024; 4. Commercial Asset Monitoring Dashboard Update; 5. Business Continuity Management System (BCMS) Policy Update; 6. Update of PROPER of PT Pelabuhan Indonesia (Persero) after the objection period; 7. Update of the HC field coordination results in the second semester of 2024; 8. Other strategic matters.	Agus Suhartono	Hadir Present
			Sudung Situmorang	Hadir Present
			Didi Sumedi	Hadir Present
			Arif Toha Tjahjagama	Hadir Present
			Jodi Mahardi	Hadir Present
			Heru Sukanto	Hadir Present
			Andus Winarno	Hadir Present
14.	Kamis, 21 November 2024 Thursday, November 21, 2024	1. Proses Pemilihan Penyedia Barang dan Jasa yang bersifat Substansial (non-Rutin) sd TW III 2024; 2. Laporan Pengadaan Produk Dalam Negeri (PDN) & UMKM melalui PaDi sd TW III 2024; 3. Laporan Realisasi Penyerapan Anggaran Pengadaan Barang dan Jasa sd TW III 2024; 4. Hal-hal strategis lainnya. 1. Substantial (non-Routine) Selection of Goods and Services Providers Process up to Third Quarter of 2024; 2. Domestic Product (PDN) & MSME Procurement Report through PaDi up to Third Quarter of 2024; 3. Realization Report on Budget Absorption for Goods and Services Procurement up to Third Quarter of 2024; 4. Other strategic matters.	Agus Suhartono	Hadir Present
			Sudung Situmorang	Hadir Present
			Didi Sumedi	Hadir Present
			Arif Toha Tjahjagama	Tidak Hadir Not Present
			Jodi Mahardi	Hadir Present
			Heru Sukanto	Hadir Present
			Andus Winarno	Tidak Hadir Not Present

Tabel Rapat Dewan Komisaris
Board of Commissioners Meetings

No.	Tanggal Date	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting participants	Kehadiran Attendance
15.	Kamis, 21 November 20244 Thursday, November 21, 2024	1. Update Progress Pengembangan Dashboard Monitoring terhadap Asset Komersial PT Pelabuhan Indonesia (Persero); 2. Hal-hal strategis lainnya. 1. Update Progress on Development of Monitoring Dashboard for Commercial Assets of PT Pelabuhan Indonesia (Persero); 2. Other strategic matters.	Agus Suhartono	Hadir Present
			Sudung Situmorang	Hadir Present
			Didi Sumedi	Hadir Present
			Arif Toha Tjahjagama	Tidak Hadir Not Present
			Jodi Mahardi	Hadir Present
			Heru Sukanto	Hadir Present
			Andus Winarno	Tidak Hadir Not Present
15.	Selasa, 26 November 2024 Tuesday, November 26, 2024	1. Analisa Laporan Manajemen Bulan Oktober 2024; 2. Update Proses Penghapusbukuan Aset Tetap Tahun 2024; 3. Update Rencana Inbreng Aset Alat Bongkar Muat dan Alat Apung kepada Subholding; 4. Laporan Kunjungan Kerja ke Cabang Bitung & Manado; 5. Rencana Kerjasama dengan PT Ekanuri; 6. Update Laporan Koordinasi Manajemen Risiko; 7. Hal-hal strategis lainnya. 1. Analysis of October 2024 Management Report; 2. Update on 2024 Fixed Asset Write-off Process; 3. Update on the Plan to Transfer Loading and Unloading Equipment and Floating Equipment Assets to Sub-holding; 4. Report on Work Visit to Bitung & Manado Branches; 5. Cooperation Plan with PT Ekanuri; 6. Risk Management Coordination Report Update; 7. Other strategic matters.	Agus Suhartono	Hadir Present
			Sudung Situmorang	Hadir Present
			Didi Sumedi	Hadir Present
			Arif Toha Tjahjagama	Tidak Hadir Not Present
			Jodi Mahardi	Hadir Present
			Heru Sukanto	Hadir Present
			Andus Winarno	Hadir Present
17.	Senin, 23 Desember 2024 Monday, December 23, 2024	1. Progress Meeting Audit Laporan Keuangan Tahun Buku 2024; 2. Pembahasan Laporan Manajemen Bulan November Tahun 2024; 3. Pembahasan Rencana Kerja Sama Pemanfaatan Bagian Tanah HPL Pelabuhan dengan: a. PT Karyatara Cemara Indah di Regional 2 Tanjung Priok; b. PT Kreasijaya Adhikarya di Regional 1 Dumai; c. PT Agro Makmur Raya di Regional 4 Bitung; d. PT Agro Indomas di Regional 3 Sampit; e. PT Adiguna Shipbuilding & Engineering; 4. Update Kebijakan dan Arahan Kementerian BUMN terkait Penyelenggaraan Teknologi Informasi (TI); 5. Hal-hal strategis lainnya. 1. Progress Meeting Audit of Financial Statements for Fiscal Year 2024; 2. Discussion on November 2024 Management Report; 3. Discussion on the Cooperation Plan for Utilization of Port HPL Land with: a. PT Karyatara Cemara Indah in Regional 2 Tanjung Priok; b. PT Kreasijaya Adhikarya in Regional 1 Dumai; c. PT Agro Makmur Raya in Regional 4 Bitung; d. PT Agro Indomas in Regional 3 Sampit; e. PT Adiguna Shipbuilding & Engineering; 4. Update on Policies and Directions of the Ministry of SOEs regarding Information Technology (IT) Implementation; 5. Other strategic matters.	Agus Suhartono	Hadir Present
			Suntana	Hadir Present
			Jodi Mahardi	Hadir Present
			Heru Sukanto	Hadir Present
			Andus Winarno	Hadir Present
			Elwi Danil	Hadir Present
			Rakhman Fuadhy Kurniawan	Hadir Present

RAPAT DEWAN KOMISARIS DENGAN DIREKSI

BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS JOINT MEETINGS

RENCANA RAPAT DEWAN KOMISARIS DAN DIREKSI

BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS JOINT MEETING Plan

No	Bulan Month	Agenda Agenda
1	Januari 2024 January 2024	1. Pembahasan hasil rapat terdahulu 2. Pembahasan kinerja unaudited tahun 2023 3. Laporan progres kinerja masing-masing Direktorat 4. Pembahasan Rencana Implementasi RKAP 2024 5. Pembahasan hal-hal strategis lainnya 1. Discussion of previous meeting results; 2. Discussion of unaudited performance in 2023; 3. Performance progress report of each Directorate; 4. Discussion of the 2024 RKAP Implementation Plan; 5. Discussion of other strategic matters.
2	Februari 2024 February 2024	1. Pembahasan hasil rapat terdahulu 2. Pembahasan kinerja bulan Januari 2024 3. Laporan progres kinerja masing-masing Direktorat 4. Pembahasan Hasil Audit Tahun Buku 2023 5. Pembahasan Hasil Asesmen GCG Tahun Buku 2023 6. Pembahasan hal-hal strategis lainnya 1. Discussion of previous meeting results; 2. Discussion of January 2024 performance; 3. Performance progress report of each Directorate; 4. Discussion of Audit Results for Fiscal Year 2023; 5. Discussion of GCG Assessment Results for Fiscal Year 2023; 6. Discussion of other strategic matters.
3	Maret 2024 March 2024	1. Pembahasan hasil rapat terdahulu 2. Pembahasan kinerja bulan Februari 2024 3. Laporan progres kinerja masing-masing Direktorat 4. Pembahasan hasil temuan audit dan tindak lanjutnya 5. Pembahasan Rencana Penunjukan Auditor Eksternal (KAP) Tahun Buku 2024 6. Pembahasan Persiapan RUPS Pengesahan Laporan Tahunan 2023 7. Pembahasan hal-hal strategis lainnya 1. Discussion of previous meeting results; 2. Discussion of February 2024 performance; 3. Performance progress report of each Directorate; 4. Discussion of audit findings and follow-up; 5. Discussion of the Plan for Appointment of External Auditor (KAP) for Fiscal Year 2024; 6. Discussion on Preparation for the GMS Ratification of 2023 Annual Report; 7. Discussion of other strategic matters.
4	April 2024 April 2024	1. Pembahasan hasil rapat terdahulu 2. Laporan progres kinerja masing-masing Direktorat 3. Pembahasan Laporan Manajemen Triwulan I/2024 4. Pembahasan hasil RUPS Pengesahan Laporan Tahunan 2023 5. Pembahasan hal-hal strategis lainnya 1. Discussion of previous meeting results; 2. Performance progress report of each Directorate; 3. Discussion of Management Report for the first quarter of 2024; 4. Discussion of the GMS resolution on the 2023 Annual Report Ratification; 5. Discussion of other strategic matters.
5	Mei 2024 May 2024	1. Pembahasan hasil rapat terdahulu 2. Pembahasan kinerja bulan April 2024 3. Laporan progres kinerja masing-masing Direktorat 4. Pembahasan hal-hal strategis lainnya 1. Discussion of previous meeting results; 2. Discussion of April 2024 performance; 3. Performance progress report of each Directorate; 4. Discussion of other strategic matters.
6	Juni 2024 June 2024	1. Pembahasan hasil rapat terdahulu 2. Pembahasan kinerja bulan Mei 2024 3. Laporan progres kinerja masing-masing Direktorat 4. Pembahasan hal-hal strategis lainnya 1. Discussion of previous meeting results; 2. Discussion of May 2024 performance; 3. Performance progress report of each Directorate; 4. Discussion of other strategic matters.

RENCANA RAPAT DEWAN KOMISARIS DAN DIREKSI
BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS JOINT MEETING Plan

No	Bulan Month	Agenda Agenda
7	Juli 2024 July 2024	1. Pembahasan hasil rapat terdahulu 2. Pembahasan Laporan Manajemen Semester I/2024 3. Laporan progres kinerja masing-masing Direktorat 4. Telaah atas pelaksanaan RKAP 2024 5. Pembahasan hal-hal strategis lainnya 1. Discussion of previous meeting results; 2. Discussion of Management Report for the first semester of 2024; 3. Performance progress report of each Directorate; 4. Review of the implementation of 2024 RKAP; 5. Discussion of other strategic matters.
8	Agustus 2024 August 2024	1. Pembahasan hasil rapat terdahulu 2. Pembahasan kinerja bulan Juli 2024 3. Laporan progres kinerja masing-masing Direktorat 4. Pembahasan hal-hal strategis lainnya 5. Discussion of previous meeting results; 1. Discussion of July 2024 performance; 2. Performance progress report of each Directorate; 3. Discussion of other strategic matters.
9	September 2024 September 2024	1. Pembahasan hasil rapat terdahulu 2. Pembahasan kinerja bulan Agustus 2024 3. Laporan progres kinerja masing-masing Direktorat 4. Pembahasan Usulan RKAP 2024 5. Pembahasan hal-hal strategis lainnya 1. Discussion of previous meeting results; 2. Discussion of August 2024 performance; 3. Performance progress report of each Directorate; 4. Discussion of 2024 RKAP Proposal 5. Discussion of other strategic matters.
10	Oktober 2024 October 2024	1. Pembahasan hasil rapat terdahulu 2. Pembahasan Laporan Manajemen Triwulan III/2024 3. Laporan progres kinerja masing-masing Direktorat 4. Pembahasan Usulan RKAP 2024 5. Pembahasan hal-hal strategis lainnya 1. Discussion of previous meeting results; 2. Discussion of Management Report for the third quarter of 2024; 3. Performance progress report of each Directorate; 4. Discussion of 2024 RKAP Proposal 5. Discussion of other strategic matters.
11	November 2024 November 2024	1. Pembahasan hasil rapat terdahulu 2. Pembahasan kinerja bulan Oktober 2024 3. Laporan progres kinerja masing-masing Direktorat 4. Persiapan RUPS Pengesahan RKAP 2024 5. Pembahasan hal-hal strategis lainnya 1. Discussion of previous meeting results; 2. Discussion of October 2024 performance; 3. Performance progress report of each Directorate; 4. Preparation for the GMS Approval of 2024 RKAP 5. Discussion of other strategic matters.
12	Desember 2024 December 2024	1. Pembahasan hasil rapat terdahulu 2. Pembahasan kinerja bulan November 2024 3. Laporan progres kinerja masing-masing Direktorat 4. Pembahasan hal-hal strategis lainnya 1. Discussion of previous meeting results; 2. Discussion of November 2024 performance; 3. Performance progress report of each Directorate; 4. Discussion of other strategic matters.

REALISASI RAPAT DEWAN KOMISARIS DAN DIREKSI

Sepanjang tahun 2024, agenda, tanggal dan peserta Rapat Dewan Komisaris dengan Direksi adalah sebagai berikut.

REALIZATION OF BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS MEETINGS

Throughout 2024, the agenda, date and participants of Board of Commissioners Meetings with Board of Directors are as follows.

Tabel Rapat Dewan Komisaris dengan Direksi

Board of Commissioners and Board of Directors Meetings

No	Tanggal Date	Agenda Agenda	Peserta Rapat Dewan Komisaris Meeting Participants - Board of Commissioners	Kehadiran Attendance	Peserta Rapat Direksi Meeting Participants - Board of Directors	Kehadiran Attendance
1	Kamis, 18 Januari 2024 Thursday, January 18, 2024	1. Pembahasan Laporan Manajemen Bulan Desember 2023; 2. Pembahasan Tindak Lanjut Rapat dan korespondensi surat menyurat sebelumnya: Progres dan Rencana Pendanaan 2024; 3. Hal-hal Strategis Lainnya. 1. Discussion of December 2023 Management Report; 2. Discussion of Meeting Follow-up and previous correspondence: Progress and Funding Plan of 2024; 3. Other Strategic Matters.	Agus Suhartono	Hadir Present	Arif Suhartono	Hadir Present
			Sudung Situmorang	Hadir Present	Hambra	Hadir Present
			Didi Sumedi	Hadir Present	Mega Satria	Hadir Present
			Arif Toha Tjahjagama	Hadir Present	Ihsanuddin Usman	Hadir Present
			Jodi Mahardi	Hadir Present	Prasetyo	Hadir Present
			Heru Sukanto	Hadir Present	Boy Robyanto	Hadir Present
			Andus Winarno	Hadir Present	Putut Sri Muljanto	Hadir Present
2	Jum'at, 23 Februari 2024 Friday, February 23, 2024	1. Pembahasan Laporan Manajemen Bulan Januari 2024; 2. Pembahasan Tindak Lanjut Rapat dan korespondensi surat menyurat sebelumnya: 3. Update Realisasi & Strategi Pemenuhan Organ Pengelola Risiko Pelindo Grup; 4. Update Permasalahan Hukum Kerjasama dengan pihak ketiga berikut Upaya Penanganannya: 5. Update Permasalahan Kerjasama Sewa Lahan dengan PT IFU Enggano; 6. Pengadaan Kapal Pandu/ Tunda dengan PT Dok dan Perkapalan Surabaya; 7. 3Perjanjian Kerjasama Operasi Terminal KKT dan Pengelolaan Pelabuhan Palaran. 8. Hal-hal Strategis Lainnya. 1. Discussion of January 2024 Management Report; 2. Discussion of follow-up to previous meetings and correspondence: 3. Update on Realization & Strategy for Fulfillment of Risk Management Organ of Pelindo Group; 4. Update on Legal Issues of Cooperation with third parties and Efforts to Handle them: 5. Update on Land Lease Cooperation Issues with PT IFU Enggano; 6. Procurement of Pilot/Tug Boats with PT Dok and Perkapalan Surabaya; 7. 3 (three) KKT Terminal Operation Cooperation Agreement and Palaran Port Management. 8. Other Strategic Matters.	Agus Suhartono	Hadir Present	Arif Suhartono	Hadir Present
			Sudung Situmorang	Hadir Present	Hambra	Hadir Present
			Didi Sumedi	Hadir Present	Mega Satria	Hadir Present
			Arif Toha Tjahjagama	Hadir Present	Ihsanuddin Usman	Hadir Present
			Jodi Mahardi	Hadir Present	Prasetyo	Hadir Present
			Heru Sukanto	Hadir Present	Boy Robyanto	Hadir Present
			Andus Winarno	Hadir Present	Putut Sri Muljanto	Hadir Present

Tabel Rapat Dewan Komisaris dengan Direksi
Board of Commissioners and Board of Directors Meetings

No	Tanggal Date	Agenda Agenda	Peserta Rapat Dewan Komisaris Meeting Participants - Board of Commissioners	Kehadiran Attendance	Peserta Rapat Direksi Meeting Participants - Board of Directors	Kehadiran Attendance
3	Rabu, 20 Maret 2024 Wednesday, March 20, 2024	1. Pembahasan Laporan Manajemen Bulan Februari 2024; 2. Pembahasan Tindak Lanjut Rapat dan korespondensi surat menyurat sebelumnya: 3. Ekspose Laporan Keuangan Audited Tahun Buku 2023; 4. Usulan Penetapan Pemenang Pendanaan Tahap I 2024 dan Rencana Pendanaan Tahap II 2024; 5. Update Rencana Kerjasama Pemanfaatan Asset Lahan BMTH; 1. Hal-hal Strategis Lainnya. 2. Discussion of February 2024 Management Report; 3. Discussion of follow-up to previous meetings and correspondence: 4. Presentation of Audited Financial Statements for Fiscal Year 2023; 5. Proposed Determination of Winner of 2024 Funding Phase I and 2024 Funding Plan Phase II; 6. Update on the BMTH Land Asset Utilization Cooperation Plan; 7. Other Strategic Matters.	Agus Suhartono	Hadir Present	Arif Suhartono	Hadir Present
			Sudung Situmorang	Hadir Present	Hambra	Hadir Present
			Didi Sumedi	Hadir Present	Mega Satria	Hadir Present
			Arif Toha Tjahjagama	Hadir Present	Ihsanuddin Usman	Tidak Hadir Not Present
			Jodi Mahardi	Hadir Present	Prasetyo	Hadir Present
			Heru Sukanto	Hadir Present	Boy Robyanto	Hadir Present
			Andus Winarno	Hadir Present	Putut Sri Muljanto	Hadir Present
4	Senin, 29 April 2024 Monday, April 29, 2024	1. Pembahasan Laporan Manajemen Bulan Maret 2024; 2. Pembahasan Tindak Lanjut Rapat dan korespondensi surat menyurat sebelumnya: 3. Profil Risiko Terintegrasi TW 1 2024; 4. Update Permasalahan Hukum Perseroan s.d. TW 1 Tahun 2024 dan Rencana Penangananya. 5. Hal-hal Strategis Lainnya. 1. Discussion of March 2024 Management Report; 2. Discussion of follow-up to previous meetings and correspondence: 3. First Quarter Integrated Risk Profile of 2024; 4. Update on the Company's Legal Issues up to the First Quarter of 2024 and Handling Plans. 5. Other Strategic Matters.	Agus Suhartono	Hadir Present	Arif Suhartono	Hadir Present
			Sudung Situmorang	Hadir Present	Hambra	Hadir Present
			Didi Sumedi	Hadir Present	Mega Satria	Hadir Present
			Arif Toha Tjahjagama	Hadir Present	Ihsanuddin Usman	Hadir Present
			Jodi Mahardi	Hadir Present	Prasetyo	Hadir Present
			Heru Sukanto	Hadir Present	Boy Robyanto	Hadir Present
			Andus Winarno	Hadir Present	Putut Sri Muljanto	Hadir Present

Tabel Rapat Dewan Komisaris dengan Direksi
Board of Commissioners and Board of Directors Meetings

No	Tanggal Date	Agenda Agenda	Peserta Rapat Dewan Komisaris Meeting Participants - Board of Commissioners	Kehadiran Attendance	Peserta Rapat Direksi Meeting Participants - Board of Directors	Kehadiran Attendance
5	Senin, 27 Mei 2024 Monday, May 27, 2024	1. Pembahasan Laporan Manajemen Bulan April 2024; 2. Pembahasan Tindak Lanjut Rapat dan korespondensi surat menyurat sebelumnya: 3. Pembahasan Rancangan Jangka Panjang (RJP) PT Pelabuhan Indonesia (Persero) Tahun 2025 - 2029; 4. Update Hasil Penilaian Peringkat Komposit Risiko Tahun 2023 & Triwulan I Tahun 2024. 5. Hal-hal Strategis Lainnya. 1. Discussion of April 2024 Management Report; 2. Discussion of follow-up to previous meetings and correspondence: 3. a. Discussion of the Long-Term Plan (RJP) of PT Pelabuhan Indonesia (Persero) for 2025-2029; 4. b. Update on the Risk Composite Rating Assessment Results for 2023 & First Quarter of 2024. 5. Other Strategic Matters.	Agus Suhartono	Hadir Present	Arif Suhartono	Hadir Present
			Sudung Situmorang	Hadir Present	Hambra	Hadir Present
			Didi Sumedi	Hadir Present	Mega Satria	Hadir Present
			Arif Toha Tjahjagama	Tidak Hadir Not Present	Ihsanuddin Usman	Hadir Present
			Jodi Mahardi	Hadir Present	Prasetyo	Hadir Present
			Heru Sukanto	Hadir Present	Boy Robyanto	Hadir Present
			Andus Winarno	Hadir Present	Putut Sri Muljanto	Hadir Present
6	Selasa, 25 Juni 2024 Tuesday, June 25, 2024	1. Pembahasan Laporan Manajemen Bulan Mei 2024; 2. Pembahasan Tindak Lanjut Rapat dan korespondensi surat menyurat sebelumnya: 3. Update Draft Kebijakan Contigency Plan; 4. Update Kebijakan dan Implementasi Program PROPER di PT Pelabuhan Indonesia (Persero) dan Rencana Tindak Lanjutnya; 5. Update Perkembangan Investasi Proyek-Proyek Strategis, Kendala/ Permasalahan, dan Rencana Aksi Penyelesaiannya; 6. Hal-hal Strategis Lainnya. 1. Discussion of May 2024 Management Report; 2. Discussion of follow-up to previous meetings and correspondence: 3. Update of Contingency Plan Policy Draft; 4. Update of PROPER Program Policy and Implementation at PT Pelabuhan Indonesia (Persero) and Follow-up Plan; 5. Update on Strategic Projects Investment Progress, Obstacles/Problems, and Action Plans for Resolutions; 6. Other Strategic Matters.	Agus Suhartono	Hadir Present	Arif Suhartono	Tidak Hadir Not Present
			Sudung Situmorang	Hadir Present	Hambra	Hadir Present
			Didi Sumedi	Hadir Present	Mega Satria	Hadir Present
			Arif Toha Tjahjagama	Hadir Present	Ihsanuddin Usman	Hadir Present
			Jodi Mahardi	Hadir Present	Prasetyo	Tidak Hadir Not Present
			Heru Sukanto	Hadir Present	Boy Robyanto	Hadir Present
			Andus Winarno	Hadir Present	Putut Sri Muljanto	Hadir Present

Tabel Rapat Dewan Komisaris dengan Direksi
Board of Commissioners and Board of Directors Meetings

No	Tanggal Date	Agenda Agenda	Peserta Rapat Dewan Komisaris Meeting Participants - Board of Commissioners	Kehadiran Attendance	Peserta Rapat Direksi Meeting Participants - Board of Directors	Kehadiran Attendance
7	Selasa, 23 Juli 2024 Tuesday, July 23, 2024	1. Pembahasan Laporan Manajemen Triwulan II Tahun 2024; 2. Pembahasan Tindak Lanjut Rapat dan korespondensi surat menyurat sebelumnya: 3. Rencana Transformasi Rukindo; 4. Update Perkembangan Kasus-Kasus Hukum PT Pelabuhan Indonesia (Persero) berikut Rencana Aksi Penanganannya s.d. Semester I Tahun 2024; 5. Hal-hal Strategis Lainnya. 1. Discussion of the Second Quarter Management Report of 2024; 2. Discussion of Follow-up to Meetings and Correspondence: 3. a. Rukindo Transformation Plan; 4. b. Update on the Progress of Legal Cases of PT Pelabuhan Indonesia (Persero) and Action Plan for Handling them up to First Semester of 2024; 5. Other Strategic Matters.	Agus Suhartono	Hadir Present	Arif Suhartono	Hadir Present
			Sudung Situmorang	Hadir Present	Hambra	Hadir Present
			Didi Sumedi	Hadir Present	Mega Satria	Hadir Present
			Arif Toha Tjahjagama	Hadir Present	Ihsanuddin Usman	Hadir Present
			Jodi Mahardi	Hadir Present	Prasetyo	Hadir Present
			Heru Sukanto	Hadir Present	Boy Robyanto	Hadir Present
			Andus Winarno	Hadir Present	Putut Sri Muljanto	Hadir Present
8	Senin, 26 Agustus 2024 Monday, August 26, 2024	1. Pembahasan Laporan Manajemen Bulan Juli 2024; 2. Pembahasan Tindak Lanjut Rapat dan korespondensi surat menyurat sebelumnya: 3. Update Rencana Aksi Korporasi Inbreng Aset PT Pelindo ke Subholding; 4. Hal-hal Strategis Lainnya. 1. Discussion of July 2024 Management Report; 2. Discussion of follow-up to previous meetings and correspondence: 3. Update on the Corporate Action Plan for the Inbreng Aset PT Pelindo to Subholding; 4. Other Strategic Matters.	Agus Suhartono	Hadir Present	Arif Suhartono	Tidak Hadir
			Sudung Situmorang	Hadir Present	Hambra	Hadir Present
			Didi Sumedi	Hadir Present	Mega Satria	Hadir Present
			Arif Toha Tjahjagama	Hadir Present	Ihsanuddin Usman	Tidak Hadir
			Jodi Mahardi	Hadir Present	Prasetyo	Hadir Present
			Heru Sukanto	Hadir Present	Boy Robyanto	Hadir Present
			Andus Winarno	Hadir Present	Putut Sri Muljanto	Hadir Present
9	Selasa, 24 September 2024 Tuesday, September 24, 2024	1. Pembahasan Laporan Manajemen Bulan Agustus 2024; 2. Hal-hal Strategis Lainnya. 1. Discussion of August 2024 Management Report; 2. Other Strategic Matters.	Agus Suhartono	Hadir Present	Arif Suhartono	Tidak Hadir
			Sudung Situmorang	Hadir Present	Hambra	Hadir Present
			Didi Sumedi	Hadir Present	Mega Satria	Hadir Present
			Arif Toha Tjahjagama	Hadir Present	Ihsanuddin Usman	Hadir Present
			Jodi Mahardi	Hadir Present	Prasetyo	Tidak Hadir Not Present
			Heru Sukanto	Hadir Present	Boy Robyanto	Hadir Present
			Andus Winarno	Hadir Present	Putut Sri Muljanto	Hadir Present

Tabel Rapat Dewan Komisaris dengan Direksi

Board of Commissioners and Board of Directors Meetings

No	Tanggal Date	Agenda Agenda	Peserta Rapat Dewan Komisaris Meeting Participants - Board of Commissioners	Kehadiran Attendance	Peserta Rapat Direksi Meeting Participants - Board of Directors	Kehadiran Attendance
10	Selasa, 22 Oktober 2024 Tuesday, October 22, 2024	1. Pembahasan Laporan Manajemen Triwulan III Tahun 2024; 2. Pembahasan Tindak Lanjut Rapat dan korespondensi surat menyurat sebelumnya: 3. Usulan RKAP (Rencana Kerja Anggaran Perusahaan) Tahun 2025; 4. Hal-hal Strategis Lainnya. 1. Discussion of the Third Quarter Management Report of 2024; 2. Discussion of follow-up to previous meetings and correspondence: 3. Proposed Company Budget Work Plan (RKAP) for 2025; 4. Other Strategic Matters.	Agus Suhartono	Hadir Present	Arif Suhartono	Hadir Present
			Sudung Situmorang	Hadir Present	Hambra	Tidak Hadir Not Present
			Didi Sumedi	Hadir Present	Mega Satria	Hadir Present
			Arif Toha Tjahjagama	Tidak Hadir Not Present	Ihsanuddin Usman	Hadir Present
			Jodi Mahardi	Hadir Present	Prasetyo	Tidak Hadir Not Present
			Heru Sukanto	Hadir Present	Boy Robyanto	Hadir Present
			Andus Winarno	Tidak Hadir Not Present	Putut Sri Muljanto	Tidak Hadir Not Present
11	Selasa, 26 November 2024 Tuesday, November 26, 2024	1. Pembahasan Laporan Manajemen Bulan Oktober Tahun 2024; 2. Hal-hal Strategis Lainnya. 1. Discussion of October 2024 Management Report; 2. Other Strategic Matters.	Agus Suhartono	Hadir Present	Arif Suhartono	Hadir Present
			Sudung Situmorang	Hadir Present	Hambra	Hadir Present
			Didi Sumedi	Hadir Present	Mega Satria	Hadir Present
			Arif Toha Tjahjagama	Hadir Present	Ihsanuddin Usman	Hadir Present
			Jodi Mahardi	Hadir Present	Prasetyo	Hadir Present
			Heru Sukanto	Hadir Present	Boy Robyanto	Hadir Present
			Andus Winarno	Hadir Present	Putut Sri Muljanto	Hadir Present
12	Senin, 23 Desember 2024 Monday, December 23, 2024	3. Pembahasan Laporan Manajemen Bulan November Tahun 2024; 4. Pembahasan Tindak Lanjut Rapat dan korespondensi surat menyurat sebelumnya: 5. Pembahasan Rencana Kerja Sama Pemanfaatan Bagian Tanah HPL Pelabuhan dengan: 6. PT Agro Indomas di Regional 3 Sampit; 7. PT Adiguna Shipbuilding & Engineering; 8. Update Rencana Kerja Anggaran Perusahaan (RKAP) PT Pelabuhan Indonesia (Persero) Tahun 2025; 9. Hal-hal Strategis Lainnya. 1. Discussion of November 2024 Management Report; 2. Discussion of follow-up to previous meetings and correspondence: 3. Discussion of the plan for cooperation in the utilization of Port HPL land section with: 4. a. PT Agro Indomas in Regional 3 Sampit; 5. b. PT Adiguna Shipbuilding & Engineering; 6. Update of the 2025 Company Budget Work Plan (RKAP) of PT Pelabuhan Indonesia (Persero); 7. Other Strategic Matters.	Agus Suhartono	Hadir Present	Arif Suhartono	Hadir Present
			Sudung Situmorang	Hadir Present	Hambra	Hadir Present
			Didi Sumedi	Hadir Present	Mega Satria	Tidak Hadir Not Present
			Arif Toha Tjahjagama	Hadir Present	Ihsanuddin Usman	Hadir Present
			Jodi Mahardi	Hadir Present	Prasetyo	Hadir Present
			Heru Sukanto	Hadir Present	Boy Robyanto	Hadir Present
			Andus Winarno	Hadir Present	Putut Sri Muljanto	Hadir Present

FREKUENSI DAN KEHADIRAN RAPAT DEWAN KOMISARIS

FREQUENCY AND ATTENDANCE OF BOARD OF COMMISSIONERS' MEETINGS

Tabel Frekuensi dan Kehadiran Rapat Dewan Komisaris
Meeting Frequency and Attendance of Board of Commissioners

Nama Name	Jabatan Position	Rapat Dewan Komisaris Board of Commissioners Meetings Jumlah dan Persentasi Kehadiran Number and Percentage of Attendance			Rapat Dewan Komisaris dengan Direksi Board of Commissioners and Board of Directors Meetings Jumlah dan Persentase Kehadiran Number and Percentage of Attendance		
		Jumlah Rapat Number of Meetings	Jumlah Kehadiran Number of Attendance	Persentase Percentage	Jumlah Rapat Number of Meetings	Jumlah Kehadiran Number of Attendance	Persentase Percentage
Agus Suhartono	Komisaris Utama/Komisaris Independen President Commissioner/ Independent Commissioner	18	18	100%	12	12	100%
Suntana*	Wakil Komisaris Utama Vice President Commissioner	2	2	100%	1	1	100%
Heru Sukanto	Komisaris Independen Independent Commissioner	18	18	100%	12	12	100%
Jodi Mahardi	Komisaris Commissioner	18	18	100%	12	12	100%
Andus Winarno**	Komisaris Commissioner	18	16	89%	12	11	92%
Elwi Danil*	Komisaris Commissioner	2	2	100%	1	1	100%
Rakhman Fuadhy*	Komisaris Independen Independent Commissioner	2	2	100%	1	1	100%
Arif Toha Tjahjagama***	Komisaris Commissioner	16	10	62%	11	9	82%
Didi Sumedi***	Komisaris Commissioner	16	16	100%	11	11	100%
Sudung Situmorang***	Komisaris Independen Independent Commissioner	16	16	100%	11	11	100%

*Mulai menjabat sejak tanggal 17 Desember 2024
**Mulai menjabat sejak tanggal 3 Januari 2024
***Berhenti menjabat sejak tanggal 17 Desember 2024
*Started serving since December 17, 2024
**Started serving since January 3, 2024
***No longer serving since December 17, 2024

PELATIHAN DAN/ATAU PENINGKATAN KOMPETENSI ANGGOTA DEWAN KOMISARIS

Peningkatan kapabilitas dinilai penting agar Dewan Komisaris dapat selalu memperbarui informasi tentang perkembangan terkini dari *core business* Perseroan dan peraturan perundang-undangan yang berlaku. Ketentuan terkait program peningkatan kapabilitas bagi Dewan Komisaris adalah sebagai berikut:

1. Program peningkatan kapabilitas dilaksanakan dalam rangka meningkatkan efektivitas kerja Dewan Komisaris;
2. Rencana untuk melaksanakan program peningkatan kapabilitas harus dimasukkan dalam Rencana Kerja dan Anggaran Dewan Komisaris;

BOARD OF COMMISSIONERS TRAINING AND/ OR COMPETENCY DEVELOPMENT

Capability improvement is deemed important to enable the Board of Commissioners to update their knowledge on the latest developments of the Company's core business, to anticipate problems that arise in the future for the sustainability and progress of the Company. The provisions regarding Board of Commissioners capability improvement program are as follows:

1. The capability improvement program is carried out to improve the work effectiveness of Board of Commissioners.
2. The capability improvement program should be included in the Board of Commissioners' Work Plan and Budget;

	RUPS GMS Jumlah dan Persentase Kehadiran Number and Percentage of Attendance		
	Jumlah Rapat Number of Meetings	**Jumlah Kehadiran** Number of Attendance	**Persentase** Percentage
	2	2	100%
	-	-	-
	2	2	100%
	2	2	100%
	2	2	100%
	-	-	-
	-	-	-
	2	2	100%
	2	2	100%
	2	2	100%

3. Setiap tahun masing-masing anggota Dewan Komisaris wajib mengikuti salah satu pelatihan dengan topik manajemen risiko, fraud, bisnis, kegiatan usaha korporasi, hukum,kepatuhan, keuangan, akuntansi dan/atau audit;
4. Mengikuti pelatihan paling sedikit berjumlah 20 (dua puluh) jam pelatihan dalam satu tahun;
5. Pelatihan yang diikuti merupakan PPL yang diselenggarakan lembaga profesi, akreditasi, dan/atau lembaga pelatihan milik atau dikendalikan oleh BUMN;
6. Dewan Komisaris wajib mengikuti paling sedikit 1 (satu) sertifikasi antara lain bidang bisnis, kegiatan usaha korporasi, hukum, manajemen risiko, kepatuhan, keuangan, akuntansi;
7. Sertifikasi diterbitkan oleh dewan sertifikasi/regulator/organisasi profesi terkait yang diakui secara nasional dan/atau internasional;

3. Each year, each member of Board of Commissioners is required to attend one of the trainings on the topics of risk management, fraud, business, corporate business activities, law, compliance, finance, accounting and/or audit;
4. Participate in training at least totaling 20 (twenty) hours of training in one year;
5. The training attended is PPL organized by professional institutions, accreditation, and/or training institutions owned or controlled by SOEs;
6. The Board of Commissioners must follow at least 1 (one) certification, including in the fields of business, corporate business activities, law, risk management, compliance, finance, accounting;
7. Certification is issued by a certification board/regulator/relevant professional organization that is recognized nationally and/or internationally;

8. Anggota Dewan Komisaris yang bersangkutan bertanggungjawab untuk membuat laporan tentang pelaksanaan program peningkatan kapabilitas. Laporan tersebut disampaikan kepada Dewan Komisaris, selambatnya 30 (tiga puluh) hari setelah tanggal penyelenggaraan pelaksanaan program tersebut.

8. The member of Board of Commissioners concerned is responsible for making a report on the implementation of capability improvement program. The report shall be submitted to the Board of Commissioners, no later than 30 (thirty) days after the date of program implementation.

Realisasi program peningkatan kapabilitas yang diikuti oleh Dewan Komisaris sepanjang tahun 2024 dijabarkan dalam tabel berikut ini:

The realization of capability improvement programs attended by the Board of Commissioners throughout 2024 is described in the following table:

Nama Name	**Jabatan** Positiom	**Jenis Pelatihan dan Materi Pengembangan** Kompetensi /Pelatihan Type of Training and Development Materials Competency/Training	**Waktu dan Tempat** Pelaksanaan Time and Place	**Penyelenggara** Organizer
Agus Suhartono	Komisaris Utama/Komisaris Independen President Commissioner/Independent Commissioner	Seminar Penggunaan Data Analytics dalam meningkatkan Efektivitas Fungsi Audit Internal Seminar on the Use of Data Analytics in Improving the Effectiveness of Internal Audit Functions	30 Mei 2024 May 30, 2024	The Indonesia Internal Audit Community
		Pelatihan ESG ESG Training	29 Juli - 1 Agustus 2024 July 29 - August 1, 2024	PWC
		Certification in Audit Committee Practices	Pelatihan: 18-19 November 2024 Sertifikasi: 9 Desember 2024 Training: November 18-19, 2024 Certification: December 9, 2024	Ikatan Komite Audit Indonesia Indonesian Audit Committee Association
Suntana*	Wakil Komisaris Utama Vice President Commissioner	-	-	-
Heru Sukanto	Komisaris Independen Independent Commissioner	Seminar Penggunaan Data Analytics dalam meningkatkan Efektivitas Fungsi Audit Internal Seminar on the Use of Data Analytics in Improving the Effectiveness of Internal Audit Functions	30 Mei 2024 May 30, 2024	The Indonesia Internal Audit Community
		Pelatihan ESG ESG Training	29 Juli - 1 Agustus 2024 July 29 - August 1, 2024	PWC
Jodi Mahardi	Komisaris Commissioner	Certification in Audit Committee Practices	Pelatihan: 18-19 November 2024 Sertifikasi: 9 Desember 2024 Training: November 18-19, 2024 Certification: December 9, 2024	Ikatan Komite Audit Indonesia Indonesian Audit Committee Association
Andus Winarno**	Komisaris Commissioner	Certification in Audit Committee Practices	Pelatihan: 18-19 November 2024 Sertifikasi: 9 Desember 2024 Training: November 18-19, 2024 Certification: December 9, 2024	Ikatan Komite Audit Indonesia Indonesian Audit Committee Association
Elwi Danil*	Komisaris Commissioner	-	-	-
Rakhman Fuadhy*	Komisaris Independen Independent Commissioner	-	-	-

Nama Name	Jabatan Positiom	Jenis Pelatihan dan Materi Pengembangan Kompetensi /Pelatihan Type of Training and Development Materials Competency/Training	Waktu dan Tempat Pelaksanaan Time and Place	Penyelenggara Organizer
Arif Toha Tjahjagama***	Komisaris Commissioner	Certification in Audit Committee Practices	Pelatihan: 18-19 November 2024 Sertifikasi: 9 Desember 2024 Training: November 18-19, 2024 Certification: December 9, 2024	Ikatan Komite Audit Indonesia Indonesian Audit Committee Association
Didi Sumedi***	Komisaris Commissioner	Certification in Audit Committee Practices	Pelatihan: 18-19 November 2024 Sertifikasi: 9 Desember 2024 Training: November 18-19, 2024 Certification: December 9, 2024	Ikatan Komite Audit Indonesia Indonesian Audit Committee Association
Sudung Situmorang***	Komisaris Independen Independent Commissioner	Pelatihan ESG ESG Training	29 Juli - 1 Agustus 2024 July 29 - August 1, 2024	PWC
		Certification in Audit Committee Practices	Pelatihan: 18-19 November 2024 Sertifikasi: 9 Desember 2024 Training: November 18-19, 2024 Certification: December 9, 2024	Ikatan Komite Audit Indonesia Indonesian Audit Committee Association

Mulai menjabat sejak tanggal 17 Desember 2024
**Mulai menjabat sejak tanggal 3 Januari 2024
***Berhenti menjabat sejak tanggal 17 Desember 2024
*Started serving since December 17, 2024
**Started serving since January 3, 2024
***No longer serving since December 17, 2024

PROGRAM ORIENTASI BAGI KOMISARIS BARU

Ketentuan tentang program pengenalan bagi anggota Dewan Komisaris adalah sebagai berikut:

1. Kepada anggota Dewan Komisaris yang diangkat untuk pertama kalinya, wajib diberikan program pengenalan mengenai Perseroan.
2. Tanggung jawab untuk mengadakan program pengenalan tersebut berada pada Sekretaris Perusahaan atau siapapun yang menjalankan fungsi sebagai Sekretariat Perusahaan.
3. Program pengenalan meliputi:
4. Pelaksanaan prinsip-prinsip GCG pada Perseroan;
5. Gambaran mengenai Perseroan berkaitan dengan tujuan, sifat, dan lingkup kegiatan, kinerja keuangan dan operasi, strategi, rencana usaha jangka pendek dan jangka panjang, posisi kompetitif, risiko, dan masalah-masalah strategis lainnya;
6. Keterangan berkaitan dengan kewenangan yang didelegasikan, audit internal dan eksternal, sistem dan kebijakan pengendalian internal, termasuk Komite Audit; dan
7. Keterangan mengenai tugas dan tanggung jawab Dewan Komisaris dan Direksi serta hal-hal lain yang tidak diperbolehkan.

ORIENTATION PROGRAM FOR NEW BOARD OF COMMISSIONERS

The provisions regarding the orientation program for members of Board of Commissioners are as follows:

1. Members of Board of Commissioners who are appointed for the first time must be given an induction program regarding the Company.
2. The responsibility for conducting the orientation program rests with the Corporate Secretary or anyone who performs the function as the Corporate Secretariat.
3. The orientation program includes:
4. Implementation of GCG principles by the Company;
5. An overview of the Company in relation to the objectives, nature and scope of activities, financial and operating performance, strategies, short-term and long-term business plans, competitive position, risks, and other strategic issues;
6. Information related to delegated authority, internal and external audit, internal control systems and policies, including the Audit Committee; and
7. Information regarding the duties and responsibilities of Board of Commissioners and Board of Directors as well as other prohibited matters.

8. Program pengenalan Perusahaan dapat berupa presentasi, pertemuan, kunjungan ke fasilitas Perusahaan dan pengkajian dokumen atau program lainnya yang dianggap sesuai dengan Perusahaan.
9. Program pengenalan Perusahaan dilaksanakan selambat-lambatnya 90 (sembilan puluh) hari kalender setelah RUPS memutuskan pengangkatan anggota Dewan Komisaris yang baru.

Program orientasi bagi Dewan Komisaris baru pada tahun 2024 telah dilaksanakan sebagai berikut:

8. The Company's orientation program can be in the form of presentations, meetings, visits to Company facilities and review of documents or other programs deemed appropriate to the Company.
9. The Company's orientation program is carried out no later than 90 (ninety) calendar days after the GMS decides on the appointment of new members of Board of Commissioners.

The orientation program for new Board of Commissioners in 2024 was held as follows:

Nama Name	**Jabatan** Position	**Tanggal Pelaksanaan** Implementation Date
Andus Winarno	Komisaris Commissioner	4 Januari 2024 January 4, 2024
Suntana	Wakil Komisaris Utama Vice President Commissioner	17 Desember 2024 December 17, 2024
Elwi Danil	Komisaris Commissioner	17 Desember 2024 December 17, 2024
Rakhman Fuadhy Kurniawan	Komisaris Independen Independent Commissioner	17 Desember 2024 December 17, 2024

PELAKSANAAN TUGAS DEWAN KOMISARIS

Pelaksanaan tugas Dewan Komisaris selama tahun 2024 antara lain:

1. Rapat-Rapat
   a. Pada Tahun 2024 telah dilaksanakan sebanyak 18 kali rapat internal Dewan Komisaris dan Organ Pendukung. Materi yang dibahas dalam rapat secara umum sesuai dengan rencana rapat tahun 2024, yang pada pokoknya membahas mengenai hal-hal yang memerlukan rekomendasi/persetujuan Dewan Komisaris, rencana kerja dan realisasi kerja Dewan Komisaris, perkembangan pengurusan perusahaan, tindak lanjut rapat sebelumnya, dan hal-hal lain yang memerlukan pembahasan.
   b. Rapat Internal Dewan Komisaris dengan mengundang Direksi merupakan bagian dari rapat internal Dewan Komisaris dengan Organ Pendukung.
   c. Pada Tahun 2024 telah dilaksanakan sebanyak 12 kali rapat antara Dewan Komisaris dengan Direksi. Dalam rapat tersebut antara lain dibahas mengenai kinerja perusahaan berkala, laporan masing-masing Direktorat, tindak lanjut rapat sebelumnya, serta beberapa agenda lainnya.
   d. Melaksanakan Rapat Umum Pemegang Saham (RKAP 2024 dan Laporan Tahunan 2023).
   e. Pada tahun 2024 telah dilakukan kegiatan Pelindo Forum sebanyak 2 (dua) kali.

BOARD OF COMMISSIONERS DUTIES IMPLEMENTATION

The implementation of Board of Commissioners' duties throughout 2024 includes:

1. Meetings
   a. In 2024, a total of 18 internal meetings of Board of Commissioners and Supporting Organs were held. The materials discussed generally followed the 2024 meeting plan, mainly covering matters requiring the Board of Commissioners' recommendations/approval, work plans and realizations, corporate governance developments, follow-ups on previous meetings, and other relevant topics.
   b. Internal meetings of Board of Commissioners involving the Board of Directors are considered part of the internal meetings with Supporting Organs.
   c. In 2024, a total of 12 joint meetings between Board of Commissioners and Board of Directors were conducted. These meetings addressed company performance updates, reports from each Directorate, follow-ups on previous meetings, and several other agenda items.
   d. Conducted the General Meeting of Shareholders (for the 2024 Corporate Work Plan and Budget / RKAP and the 2023 Annual Report).
   e. Participated in two Pelindo Forum events in 2024.

2. Memberikan evaluasi/arahan/tanggapan/persetujuan atas:
   a. Usulan RKAP 2024
   b. Evaluasi pelaksanaan RKAP Tahun 2024 dan membuat tanggapan Dewan Komisaris tentang Realisasi Triwulan I, II dan III disampaikan ke Pemegang Saham.
   c. Pengawasan Penerapan Prinsip-prinsip Tata Kelola Perusahaan yang baik.
   d. Evaluasi Kinerja Direksi.
   e. Tanggapan atas remunerasi Dewan Komisaris dan Direksi.
   f. Pengawasan Kepatuhan Direksi terhadap Hukum dan Peraturan Perundang-undangan.
   g. Pemantauan tindak lanjut hasil pemeriksaan auditor internal.
   h. Pengawasan pelaksanaan audit eksternal dan mengajukan usulan auditor eksternal.
   i. Memberikan arahan perubahan lingkungan bisnis yang diperkirakan akan berdampak besar pada usaha dan kinerja Perusahaan.
   j. Evaluasi dan menyampaikan arahan tentang Penguatan Sistem Pengendalian Internal, Manajemen Risiko, Teknologi Informasi, Kebijakan dan Pelaksanaan Pengembangan Karir Pekerja, Kebijakan Akuntansi dan Penyusunan Laporan Keuangan sesuai PSAK, Pengadaan dan Pelaksanaan, dan Kebijakan Mutu Pelayanan dan Pelaksanaan perusahaan.
   k. Evaluasi usulan/rekomendasi kepada RUPS tentang calon Anggota Direksi (apabila diperlukan), serta Direksi dan Komisaris Anak Perusahaan.
   l. Memberikan Tanggapan terhadap Hal-hal terkait dengan Tupoksi Dewan Komisaris dalam pengelolaan perusahaan.
3. Selama Tahun 2024, Dewan Komisaris dan Organ Pendukung Dewan Komisaris telah melaksanakan kunjungan kerja ke Regional, Cabang-Cabang dan Anak Perusahaan baik khusus mengenai kinerja, maupun kunjungan dalam rangka kegiatan tertentu seperti pengecekan fisik aset yang akan dihapusbukukan dan dipindahtangankan.

2. Providing evaluations/guidance/responses/approvals regarding:
   a. Proposal for the 2024 Corporate Work Plan and Budget (RKAP)
   b. Evaluation of the 2024 RKAP implementation and providing the Board of Commissioners' responses to Quarterly Realizations I, II, and III, which were submitted to the Shareholders.
   c. Oversight of the application of Good Corporate Governance principles.
   d. Performance evaluation of the Board of Directors.
   e. Response regarding the remuneration of Board of Commissioners and Board of Directors.
   f. Oversight of the Board of Directors' compliance with laws and regulations.
   g. Monitoring follow-ups to internal audit findings.
   h. Oversight of the implementation of external audits and submitting proposals for the external auditor.
   i. Providing direction on changes in the business environment that are expected to significantly impact the Company's operations and performance.
   j. Evaluation and direction regarding the strengthening of Internal Control System, Risk Management, Information Technology, Career Development Policies and Implementation for Employees, Accounting Policies and Financial Statement Preparation in accordance with PSAK, Procurement and Implementation, and Service Quality and Implementation Policies.
   k. Evaluation and recommendations to the General Meeting of Shareholders regarding candidates for Board of Directors members (if needed), as well as Directors and Commissioners of Subsidiaries.
   l. Providing responses on matters related to the duties and functions of the Board of Commissioners in managing the company.
3. Throughout 2024, Board of Commissioners and its Supporting Organs have conducted work visits to regional offices, branches, and subsidiaries for both performance monitoring and specific activities, such as physical inspections of assets to be written off or transferred.

PENILAIAN KINERJA DEWAN KOMISARIS

PROSEDUR PELAKSANAAN PENILAIAN KINERJA DEWAN KOMISARIS

Penilaian kinerja Dewan Komisaris baik secara kolegial maupun individu ditetapkan berdasarkan Keputusan Dewan Komisaris yang akan dievaluasi secara periodik yang ketentuannya sebagai berikut:

1. Dewan Komisaris memiliki kebijakan mengenai pengukuran dan penilaian terhadap kinerja Dewan Komisaris;
2. Dewan Komisaris menetapkan indikator Pencapaian Kinerja yang disahkan RUPS setiap tahun;
3. Dewan Komisaris atau organ Dewan Komisaris melakukan penilaian atas kinerja Dewan Komisaris, menuangkan hasilnya dalam Risalah Rapat Dewan Komisaris serta mencantumkan dalam Laporan Pelaksanaan Tugas Dewan Komisaris;
4. Dewan Komisaris melakukan evaluasi tahunan secara objektif untuk menentukan efektivitas Dewan, Komite dan setiap individu Komisaris.
5. Evaluasi tahunan pada point 4 di atas di dasarkan pada tolak ukur atau kriteria penilaian yang spesifik, terukur, dapat dicapai dan relevan;
6. Evaluasi tahunan sebagaimana dimaksud disampaikan oleh Dewan Komisaris kepada RUPS.

KRITERIA PENILAIAN KINERJA DEWAN KOMISARIS

KRITERIA KPI KOLEGIAL DEWAN KOMISARIS

Dewan Komisaris memiliki KPI Dewan Komisaris yang merupakan kriteria penilaian kinerja Dewan Komisaris. KPI Dewan Komisaris diajukan oleh Dewan Komisaris yang ditetapkan dalam RUPS yaitu:

1. Kontribusi terhadap capaian kinerja perusahaan
2. Ketepatan waktu penyampaian pendapat dan saran yang menjadi kewajiban Dewan Komisaris
3. Rapat dan Kunjungan Kerja Dewan Komisaris
4. Pengawasan dan arahan terhadap Direksi atas rencana dan kebijakan perusahaan
5. Efektivitas kegiatan penunjang Dewan Komisaris
6. Pengawasan dan arahan atas rencana dan pelaksanaan program TJSL

BOARD OF COMMISSIONERS PERFORMANCE APPRAISAL

PROCEDURE OF BOARD OF COMMISSIONERS PERFORMANCE APPRAISAL

The performance assessment of Board of Commissioners both individually and collegially in detail will be determined based on the Decision of Board of Commissioners which will be evaluated periodically with the following provisions:

1. Board of Commissioners has a policy on the measurement and assessment of the Board of Commissioners' performance;
2. Board of Commissioners sets Performance Achievement indicators that are approved by the GMS every year;
3. Board of Commissioners or an organ of Board of Commissioners conducts an assessment of the Board of Commissioners' performance, states the results in the Board of Commissioners' Meeting Minutes and includes it in the Board of Commissioners' Duties Implementation Report;
4. Board of Commissioners conducts an objective annual evaluation to determine the effectiveness of Board, Committee and each individual Commissioner.
5. The annual evaluation in point 4 above is based on benchmarks or assessment criteria that are specific, measurable, achievable and relevant;
6. The annual evaluation as referred to is submitted by the Board of Commissioners to the GMS.

BOARD OF COMMISSIONERS PERFORMANCE ASSESSMENT CRITERIA

BOARD OF COMMISSIONERS COLLEGIAL KPI CRITERIA

The Board of Commissioners has Board of Commissioners KPIs which are the criteria for assessing the Board of Commissioners' performance. The Board of Commissioners' KPIs are proposed by the Board of Commissioners and determined in the GMS, namely:

1. Contribution to the Company's performance achievement;
2. Timely submission of opinions and suggestions that are the obligation of Board of Commissioners;
3. Contribution to the GCG implementation;
4. Supervision and direction to the Board of Directors on the Company's plans and policies;
5. Effectiveness of supporting activities of Board of Commissioners;
6. Supervision and direction on the plan and implementation of SER program.

KRITERIA KPI INDIVIDU DEWAN KOMISARIS

KPI Individual Dewan Komisaris ditetapkan berdasarkan Keputusan Dewan Komisaris Nomor: 06/KEP-DK/PI/V-2023 tanggal 29 Mei 2023 tentang Penetapan *Key Performance Indicators* Individual Anggota-Anggota Dewan Komisaris Perusahaan Perseroan (Persero) PT Pelabuhan Indonesia Tahun 2022.

Kategori pencapaian KPI per masing-masing Dewan Komisaris sebagai berikut:

1. "Sangat Baik" apabila pencapaian KPI 100%-120%
2. "Baik" apabila pencapaian KPI 85%-99%
3. "Kurang Baik" apabila pencapaian KPI 60%-84%
4. "Tidak Baik" apabila pencapaian KPI kurang dari 60%

Adapun indikator penialain KPI individu Dewan Komisaris yaitu:

1. KPI Umum
   a. Tingkat kehadiran dalam Rapat Dewan Komisaris.
   b. Keikutsertaan dalam program pengembangan kompetensi Dewan Komisaris.
   c. Kunjungan Kerja Dewan Komisaris.
2. KPI Khusus.

BOARD OF COMMISSIONERS INDIVIDUAL KPI CRITERIA

The Board of Commissioners Individual KPIs are determined based on the Decree of Board of Commissioners No. 06/KEP-DK/ PI/V-2023 dated May 29, 2023 concerning the Determination of Individual Key Performance Indicators for Members of Board of Commissioners of PT Pelabuhan Indonesia (Persero) in 2022.

Categories of KPI achievement per each Board of Commissioners are as follows:

1. "Very Good" if the KPI achievement is 100%-120%
2. "Good" if the KPI achievement is 85%-99%
3. "Poor" if the KPI achievement is 60%-84%
4. "Very Poor" if the KPI achievement is less than 60%

The indicators of individual KPI assessment of Board of Commissioners are:

1. General KPI
   a. Attendance rate at the Board of Commissioners Meeting.
   b. Participation in the Board of Commissioners competency development program.
   c. Board of Commissioners Work Visit .
2. Specific KPI.

Nama Name	**Jabatan** Position	**KPI Khusus** Specific KPI
Agus Suhartono	Komisaris Utama/Komisaris Independen President Commissioner/Independent Commissioner	1. Koordinasi atas persetujuan/rekomendasi Dewan Komisaris terhadap usulan Direksi. 2. Evaluasi dan validasi atas daftar Talenta BoD-1 yang disampaikan oleh Direksi. 3. Saran dan rekomendasi Dewan Komisaris atas usulan remunerasi Direksi dan Dewan Komisaris 1. Coordination on Board of Commissioners' approval/recommendation over the Board of Directors' proposal. 2. Evaluation and validation on the BoD-1 Talent list submitted by the Board of Directors. 3. Board of Commissioners' advice and recommendation on the proposed remuneration of Board of Directors and Board of Commissioners.
Arif Toha Tjahjagama	Komisaris Commissioner	1. Pengawasan dan arahan Dewan Komisaris atas pelaksanaan kegiatan pengembangan usaha. 2. Pengawasan dan arahan Dewan Komisaris atas pelaksanaan pembinaan dan restrukturisasi anak perusahaan. 3. Pengawasan dan arahan Dewan Komisaris atas kebijakan pengadaan dan pelaksanaannya. 1. Board of Commissioners' supervision and direction on the implementation of business development activities. 2. Board of Commissioners' supervision and direction on the implementation of guidance and restructuring of subsidiaries. 3. Board of Commissioners' supervision and direction on procurement policies and their implementation.
Didi Sumedi	Komisaris Commissioner	1. Pengawasan dan arahan Dewan Komisaris atas kebijakan operasional, kebijakan mutu dan pelayanan serta pelaksanaannya. 2. Pengawasan dan arahan Dewan Komisaris atas penerapan dan pengembangan IT. 3. Persetujuan/rekomenda si Dewan Komisaris atas usulan penghapusbukuan aset tetap 1. Board of Commissioners' supervision and direction on operational policies, quality and service policies and their implementation. 2. Board of Commissioners' supervision and direction on IT implementation and development. 3. Board of Commissioners' approval/recommendation on the proposed write-off of fixed assets.
Sudung Situmorang	Komisaris Independen Independent Commissioner	1. Pengawasan dan arahan Dewan Komisaris atas kebijakan SDM. 2. Persetujuan/rekomenda si Dewan Komisaris atas usulan pengangkatan Direksi dan Dewan Komisaris Anak Perusahaan. 3. Pengawasan dan arahan Dewan Komisaris atas permasalahan Hukum.
Jodi Mahardi	Komisaris Commissioner	1. Pengawasan dan arahan Dewan Komisaris atas Pelaksanaan Manajemen Risiko dan/atau Bidang Teknik dan Komersial. 2. Persetujuan/rekomenda si Dewan Komisaris atas usulan Kerjasama Usaha. 3. Evaluasi pencapaian GCG aspek Dewan Komisaris sesuai dengan target. 1. Board of Commissioners' supervision and direction on HC policies. 2. Board of Commissioners' approval/recommendation on the proposed appointment of Directors and Board of Commissioners of Subsidiaries. 3. Board of Commissioners' supervision and direction on Legal matters.
Heru Sukanto	Komisaris Independen Independent Commissioner	1. Pengawasan dan arahan Dewan Komisaris atas Sistem Pengendalian Internal serta Kebijakan akuntansi dan penyusunan laporan keuangan. 2. Persetujuan/rekomendasi Dewan Komisaris atas usulan penghapusbukuan piutang. 3. Saran dan Rekomendasi Dewan Komisaris atas laporan berkala Direksi, RJPP, dan RKAP. 1. Board of Commissioners' supervision and direction on the Internal Control System, accounting policies and preparation of financial statements. 2. Board of Commissioners' approval/recommendation on the proposed write-off of receivables. 3. Board of Commissioners' suggestions and recommendations on periodic reports of Board of Directors, RJPP, and RKAP.
Muchtar Luthfi Mutty	Komisaris Independen Independent Commissioner	1. Pengawasan dan arahan Dewan Komisaris atas permasalahan sosial dan kemasyarakatan. 2. Pengawasan dan arahan Dewan Komisaris atas permasalahan hubungan industrial. 3. Pengawasan dan arahan Dewan Komisaris atas rencana dan realisasi penyaluran TJSL/CSR 1. Board of Commissioners' supervision and direction on social and community issues. 2. Board of Commissioners' supervision and direction on industrial relations issues. 3. Board of Commissioners' supervision and direction on the plan and realization of SER/CSR distribution.

PIHAK YANG MELAKUKAN PENILAIAN

Penilaian kinerja Dewan Komisaris baik secara kolegial maupun individu dilaksanakan dengan sistem *self assessment* dan disampaikan kepada Pemegang Saham.

ASSESSOR

Board of Commissioners' performance assessment both collegially and individually is carried out by self-assessment system and submitted to the Shareholders.

HASIL PENILAIAN KINERJA DEWAN KOMISARIS

BOARD OF COMMISSIONERS PERFORMANCE ASSESSMENT RESULTS

PENCAPAIAN KPI KOLEGIAL DEWAN KOMISARIS
THE BOARD OF COMMISSIONERS COLLEGIAL KPI ACHIEVEMENT

No.	Indikator Pencapaian Kinerja Performance Achievement indicator	Satuan Unit	Bobot Weight	Target Target	Realisasi	Capaian	Skor Capaian
1.	Kontribusi terhadap capaian kinerja perusahaan Contribution to achieving the Company performance		10,00				10,47
	Kontribusi terhadap realisasi capaian KPI Direksi Contribution to realizing the Board of Directors KPI achievements	Poin Points	10,00	100	104,67	105%	10,47
2.	Ketepatan waktu penyampaian Pendapat dan Saran yang menjadi kewajiban Dewan Komisaris Timeliness of Opinion submission and Advice that is the obligation of Board of Commissioners		20,00				24,00
	Pendapat dan Saran Dewan Komisaris atas RKAP 2024, Laporan Triwulanan 2024, dan Laporan Tahunan 2023 Board of Commissioners' Opinions and Advice on the 2024 RKAP, 2024 Quarterly Report, and 2023 Annual Report	Hari Kerja Working Day	5.00	30	14	120%	6,00
	Tanggapan atas tindakan Direksi yang harus mendapat persetujuan RUPS/ Menteri Responses to the Board of Directors actions that must be approved by the GMS/ Minister	Hari Kerja Working Day	5,00	14	11	120%	6,00
	Tanggapan atas tindakan Direksi yang harus mendapat persetujuan Dewan Komisaris Responses to the Board of Directors actions that must be approved by the GMS/ Minister	Hari Kerja Working Day	5,00	14	11	120%	6,00
	Laporan Dewan Komisaris triwulanan dan Tahunan Board of Commissioners Quarterly and Annual Report	Hari Kerja Working Day	5,00	30	11,8	120%	6,00
3.	Rapat dan Kunjungan Kerja Dewan Komisaris Board of Commissioners Meetings and Working Visits		20,00				22,80
	Jumlah Rapat Internal Dewan Komisaris Number of Board of Commissioners Internal Meetings	Jumlah Amount	6,00	12	18	120%	7,20
	Jumlah Rapat Dewan Komisaris dan Direksi Number of Board of Commissioners and Board of Directors meetings	Jumlah Amount	6,00	12	12	100%	6,00
	Kunjungan Kerja Dewan Komisaris ke Cabang Board of Commissioners Working Visits to Branches	Jumlah Amount	8,00	7	12	100%	9,60

PENCAPAIAN KPI KOLEGIAL DEWAN KOMISARIS
THE BOARD OF COMMISSIONERS COLLEGIAL KPI ACHIEVEMENT

No.	Indikator Pencapaian Kinerja Performance Achievement indicator	Satuan Unit	Bobot Weight	Target Target	Realisasi	Capaian	Skor Capaian
4.	Pengawasan dan arahan terhadap Direksi atas rencana dan kebijakan perusahaan Board of Directors Supervision and directives on Company plans and policies	Jumlah Amount	18,00	7	49	120%	21,60
5.	Efektivitas Kegiatan Penunjang Dewan Komisaris Activity Effectiveness Council Support Board of Commissioner	Jumlah Amount	30,00				30,60
	Peningkatan Kompetensi Dewan Komisaris Board of Commissioners Competency Enhancement						
	Pengembangan kompetensi Dewan Komisaris Board of Commissioners competency development	Pelaksanaan Implementation	8,00	4	9	120%	9,60
	Efektivitas Organ Pendukung Supporting Organs Effectiveness						
	Komite Audit Audit Committee						
	Pelaksanaan Rapat Internal Komite Audit Implementation of Internal Audit Committee Meetings	Jumlah Amount	3,00	12	22	120%	3,60
	Laporan Penugasan Komite Audit Audit Committee Assignment Reports	Laporan Report	3,00	4	26	120%	3,60
	Komite GCG & Pemantau Manajemen Risiko GCG & Risk Management Monitoring Committee						
	Pelaksanaan Rapat Internal Komite PMR Implementation of PMR Committee Internal Meetings	Jumlah	3,00	12	18	120%	3,60
	Laporan Penugasan Komite PMR PMR Committee Assignment Reports	Laporan	3,00	4	22	120%	3,60
	Komite Nominasi dan Remunerasi Nomination and Remuneration Committee						
	Pelaksanaan Rapat Internal Komite NR Implementation of NR Committee Internal Meetings	Jumlah	3,00	12	12	100%	3,00
	Laporan Penugasan Komite NR NR Committee Assignment Reports	Laporan	3,00	4	14	120%	3,60
	Komite Tata Kelola Terintefrasi Integrated Governance Committee						
	Pelaksanaan Rapat Komite TKT Implementation of TKT Committee Meetings	Jumlah	2,00	2	4	100%	4,00
7.	Pengawasan dan arahan atas rencana dan pelaksanaan program TJSL Supervision and direction of the plan and implementation of SER programs.	Jumlah	2,00	2	4	120%	2,40
	Jumlah Total		**100**				**111,87%**

PENCAPAIAN KPI INDIVIDU DEWAN KOMISARIS

BOARD OF COMMISSIONERS INDIVIDUAL KPI ACHIEVEMENT

Nama Name	Jabatan Position	Pencapaian KPI KPI Achievemnet
Agus Suhartono	Komisaris Utama/Komisaris Independen President Commissioner/Independent Commissioner	Sangat Baik Very Good
Arif Toha Tjahjagama	Komisaris Commissioner	Sangat Baik Very Good
Didi Sumedi	Komisaris Commissioner	Sangat Baik Very Good
Sudung Situmorang	Komisaris Independen Independent Commissioner	Sangat Baik Very Good
Jodi Mahardi	Komisaris Commissioner	Sangat Baik Very Good
Heru Sukanto	Komisaris Independen Independent Commissioner	Sangat Baik Very Good
Muchtar Luthfi Mutt	Komisaris Independen Independent Commissioner	Sangat Baik Very Good

PENILAIAN KINERJA DIREKSI

BOARD OF DIRECTORS PERFORMANCE APPRAISAL

PROSEDUR PELAKSANAAN PENILAIAN KINERJA DIREKSI

Pengelolaan KPI Direksi secara Kolegial diawali dengan penetapan KPI Direksi secara kolegial yang mengacu pada peraturan pemerintah yang berlaku, aspirasi pemegang saham, RJPP, RKAP, Benchmark KPI pada industri sejenis dan capaian KPI Perusahaan tahun sebelumnya. Hasil penetapan Direksi secara kolegial selanjutnya dituangkan dalam Kontrak Manajemen Tahunan Direksi secara Kolegial yang ditandatangani oleh Dewan Direksi dan Dewan Komisaris beserta perwakilan dari Pemegang Saham.

Penilaian KPI Direksi secara Kolegial diawali dengan pemetaan sumber data dan unit pemilik data (data producer), untuk kemudian mengisi data realisasi KPI pada kertas kerja pengukuran KPI. Jika tidak tercapai, maka pemilik data harus menyampaikan justifikasi ketidaktercapaian KPI beserta dokumen pendukung lainnya kepada Group Strategi Korporasi dan Inovasi.

Pencapaian KPI Direksi secara Kolegial dilaporkan secara berkala yang menjadi bagian yang tidak terpisahkan dari Laporan Manajemen. Laporan Capaian KPI Direksi secara Kolegial yang menjadi kesatuan dalam Laporan Manajemen akan dievaluasi oleh Komite Audit dan kemudian disampaikan tanggapan dari Dewan Komisaris kepada Direksi atas capaian KPI tersebut. Penilaian KPI Direksi secara Kolegial dilakukan mengacu kepada hasil pengukuran yang dilakukan oleh Auditor Eksternal yang mengaudit Laporan Keuangan

PROCEDURE FOR PERFORMANCE APPRAISAL OF BOARD OF DIRECTORS

Collegial management of the Board of Directors' KPIs begins with a collegial determination of the Board of Directors' KPIs that refers to applicable government regulations, shareholder aspirations, RJPP and the Company's KPI achievements in the previous year. The results of collegial determination of Board of Directors are then set forth in the Annual Management Contract of Board of Directors, which is collegially signed by Board of Directors and Board of Commissioners along with representatives of the Shareholders.

The Board of Directors' KPI assessment begins with the mapping of data sources and data producer units, to then fill in the KPI Realization data on KPI measurement working paper. If not achieved, the data owner must submit justification for KPI nonachievement along with other supporting documents to the Strategic Planning Group. The Board of Directors' collegial KPI achievement on is reported periodically and becomes an integral part of the Management Report.

The Board of Directors Collegial KPI Achievement Report, which is an integral part of the Management Report, will be evaluated by Audit Committee and a response from Board of Commissioners to Board of Directors on the KPI achievement will be submitted. The assessment of the Board of Directors' KPIs Collegially is carried out with reference to the measurement results carried out by the External Auditor who audited the Company's Financial Statements for the year in question with the provision that the final Realization of each

Perusahaan tahun yang bersangkutan dengan ketentuan realisasi akhir masing-masing variabel KPI maksimal 110% (seratus sepuluh persen).

Sedangkan Hasil penetapan KPI Direksi secara Individual selanjutnya dituangkan dalam Kontrak Manajemen KPI Direksi secara Individual yang ditandatangani oleh Direksi terkait, Komisaris Utama dan Direktur Utama. Penilaian KPI Direksi secara Individual diawali dengan pemetaan sumber data dan unit pemilik data (data producer), untuk kemudian mengisi data realisasi KPI pada kertas kerja pengukuran KPI. Jika tidak tercapai, maka pemilik data harus menyampaikan justifikasi ketidaktercapaian KPI beserta dokumen pendukung lainnya kepada Group Strategi Korporasi dan Inovasi.

Pencapaian KPI Direksi secara Individual beserta penjelasan capaiannya disampaikan kepada Komisaris melalui Surat Dinas, Penilaian KPI Direksi secara Individual dilakukan mengacu kepada hasil pengukuran yang dilakukan oleh Auditor Eksternal yang mengaudit Laporan Keuangan Perusahaan tahun yang bersangkutan, dengan ketentuan realisasi akhir masing-masing variabel KPI maksimal 110% (seratus sepuluh persen).

KRITERIA PENILAIAN KINERJA DIREKSI

Adapun KPI Direksi secara kolegial Tahun 2024 terdiri atas berikut ini:

1. Nilai Ekonomi dan Sosial untuk Indonesia
   a. Finansial
      - EBITDA
      - ROIC > WACC
      - Interest Bearing Debt to EBITDA
      - Interest Bearing Debt to Invested Capital
   b. Operasional
      - Volume Trafik
      - Capaian Produktivitas
   c. Sosial
      - Implementasi Green Technology di Pelabuhan
      - Peningkatan TKDN Dibandingkan Tahun Sebelumnya
2. Inovasi Model Bisnis
   a. Penyelesaian Pemurnian Bisnis
   b. Additional Marine Service Offering
   c. Implementasi Sinergi dan Integrasi Logistik Dalam Ekosistem BUMN
   d. Implementasi Roadmap Perbaikan Penerapan Manajemen Risiko
3. Kepemimpinan Teknologi
   a. Standardisasi dan Digitalisasi layanan petikemas & non petikemas
   b. Standardisasi dan Digitalisasi layanan marine
4. Peningkatan Investasi
   a. Pengembangan Infrastruktur dan Peralatan Pelabuhan

KPI variable is a maximum of 110% (one hundred and ten percent).

Whereas the determination of Individual Directors' KPIs is set forth in the Individual Directors' KPI Management Contract signed by the relevant Directors, President Commissioner and President Director, Individual Board of Directors KPI Assessment begins with the mapping of data sources and data producer units, to then fill in KPI realization data on KPI measurement work papers, If not achieved, the data owner must submit justification for KPI non-achievement along with other supporting documents to the Corporate Strategy and Innovation Group.

The achievement of individual Directors' KPIs along with explanations of their attainment is communicated to the Board of Commissioners through official correspondence. The assessment of individual Directors' KPIs is conducted based on the measurement results carried out by the External Auditor auditing the Financial Statements of the respective Company, with the provision that the final realization of each KPI variable is a maximum of 110%.

CRITERIA OF BOARD OF DIRECTORS PERFORMANCE ASSESSMENT

The Board of Directors' collegial KPIs for 2023 consist of the following:

1. Economic and Social Value for Indonesia
   a. Financial
      - EBITDA
      - ROIC > WACC
      - Interest Bearing Debt to EBITDA
      - Interest Bearing Debt to Invested Capital
   b. Operations
      - Traffic Volume
      - Productivity Achievement
   c. Social
      - Implementation of Green Technology at the Port
      - Increase in Domestic Content Compared to the Previous Year
2. Business Model Innovation
   a. Completion of Business Refinement
   b. Additional Marine Service Offering
   c. Implementation of Synergy and Logistics Integration in the SOE Ecosystem
   d. Implementation of Risk Management Improvement Roadmap
3. Technology Leadership
   a. Standardization and Digitalization of container & non container services
   b. Standardization and Digitalization of marine services
4. Increased Investment
   a. Port Infrastructure and Equipment Development

b. Realisasi PMN
5. Pengembangan Talenta
   a. Rasio top talent muda (<=42 tahun) dalam nominated talent
   b. Rasio Perempuan dalam nominated talent
   c. Rasio Pemenuhan Kualifikasi Organ Pengelola Risiko
   d. Implementasi Roadmap Penyehatan Dana Pensiun

Pengelolaan KPI Direksi secara Individual mengacu kepada peraturan pemerintah yang belaku, RJPP, RKAP, KPI Direksi Kolegial dan inisiatif strategis/RKM pada Direktorat tersebut, KPI Direksi Individual merupakan KPI Direktur Utama yang diturunkan kepada masing-masing anggota Direksi sesuai dengan tugas, fungsi, dan tanggung jawab anggota Direksi tersebut dalam lingkup direktorat yang dipimpinnya, KPI Direksi secara individual terdiri dari:

1. KPI Bersama: merupakan variabel KPI dalam KPI Direksi Kolegial yang disepakati menjadi tanggung jawab secara kolegial/bersama. Pembobotan atas KPI Bersama yaitu sebesar 40%,
2. KPI Direktorat: merupakan variabel KPI yang mencerminkan tugas, fungsi dan tanggung jawab Direktorat yang memberikan kontribusi/dukungan secara langsung kepada KPI Direksi Kolegial. Pembobotan atas KPI Direktorat yaitu sebesar 60%,

PIHAK YANG MELAKUKAN PENILAIAN

Pihak yang melakukan penilaian kinerja Direksi yaitu Dewan Komisaris dan disampaikan ke Pemegang Saham/RUPS. Penilaian KPI Direksi secara Kolegial dilakukan mengacu kepada hasil pengukuran yang dilakukan oleh Auditor Eksternal yang mengaudit Laporan Keuangan Perusahaan tahun yang bersangkutan

HASIL PENILAIAN KINERJA DIREKSI

Pencapaian KPI Direksi secara kolegial Tahun 2024 audited adalah sebagai berikut:

b. Realization of PMN
5. Talent Development
   a. Young top talent (<=42 years) ratio in nominated talent
   b. Female ratio in nominated talent
   c. Risk Management Organ Qualification Fulfillment Ratio (Qualification Ratio)
   d. Completion of Pension Fund Restructuring Roadmap

The management of Individual Directors' KPIs refers to applicable government regulations, RJPP, RKAP, Collegial Directors' KPIs and strategic initiatives/ RKM in the directorate. Individual Directors' KPIs is the President Director's KPI that is cascaded to each member of Board of Directors in accordance with their duties, functions and The responsibilities of Board of Directors members within the scope of the directorate they lead, the individual Directors' KPIs consists of:

1. Joint KPI: is a KPI variable in the Collegial Directors' KPI which is agreed to be a collegial/joint responsibility. The weighting of Joint KPI is 40%.

2. Directorate KPI: is a KPI variable that reflects the duties, functions and responsibilities of the Directorate which provides direct contribution/ support to the Collegial Directors' KPI. The weighting of Directorate KPI is 60%.

ASSESSOR

The party that conducts the performance appraisal of Board of Directors is the Board of Commissioners and is submitted to the Shareholders/GMS. The collegial KPI assessment of Board of Directors is carried out with reference to the measurement results conducted by External Auditors who audit the Company's Financial Statements for the relevant year

RESULTS OF BOARD OF DIRECTORS' PERFORMANCE APPRAISAL

The 2024 audited Board of Directors' collegial KPI achievement is as follows:

KPI	Satuan Unit	Target Target	Polaritas Polarity	Bobot Weight	31 Desember 2024 Audited Unaudited December 31, 2024 Realisasi Realization	Capaian Achievement	Skor Score
Nilai Ekonomi dan Sosial untuk Indonesia Economic and Social Value for Indonesia				59			61,51
Finansial							
EBITDA	Rupiah (Miliar) (Billion)	10.635	Maximize	7	10.351,00	97,33	6,81
ROIC > WACC	%	0,82	Maximize	7	1,21	110,00	7,70
Interest Bearing Debt to EBITDA	Kali	4,25	Minimize	6	4,98	85,34	5,12

KPI	Satuan Unit	Target Target	Polaritas Polarity	Bobot Weight	31 Desember 2024 Audited Unaudited December 31, 2024		
					Realisasi Realization	Capaian Achievement	Skor Score
Interest Bearing Debt to Invested Capital	%	48,48	Minimize	6	51,50	94,14	5,65
Operasional Operational							**23,03**
Volume Trafik Traffic Volume	%	100	Maximize	10	109,27	109,27	10,93
Capaian Produktivitas Productivity Achievement	%	100	Maximize	11	114,57	110,00	12,10
Sosial Social							**13,20**
Implementasi *Green Technology* di Pelabuhan Implementation of Green Technology at the Port	%	100	Maximize	6	128,05	110,00	6,60
Peningkatan TKDN dibandingkan tahun sebelumnya Increase in Domestic Content Ratio (TKDN) compared to the previous year	%	30	Maximize	6	70,24	110,00	6,60
Inovasi Model Bisnis Business Model Innovation				**12**			**12,19**
Penyelesaian pemurnian bisnis Completion of business refinement	%	100	Maximize	3	96,45	96,45	2,89
Additional Marine Service	Jumlah	4	Maximize	3	6,00	110,00	3,30
Implementasi sinergi dan integrasi logistik dalam ekosistem BUMN Implementation of synergy and logistics integration in the SOE ecosystem	%	100	Maximize	3	100,00	100,00	3,00
Implementasi Roadmap Perbaikan Penerapan Manajemen Risiko Implementation of Risk Management Improvement Roadmap	%	100	Maximize	3	100,00	100,00	3,00
Kepemimpinan Teknologi Technology Leadership				10			**11,00**
Standardisasi dan Digitalisasi Layanan Petikemas & Non Petikemas Standardization and Digitalization of container & non container services	%	100	Maximize	5	200,00	110,00	5,50
Standardisasi dan Digitalisasi Layanan Marine Standardization and Digitalization of marine services	%	100	Maximize	5	123,33	110,00	5,50
Peningkatan Investasi Investment Increase				**7**			**7,70**
Pengembangan Infrastruktur dan Peralatan Pelabuhan Port Infrastructure and Equipment Development	%	100	Maximize	4	111,09	110,00	4,40
Realisasi PMN Realization of PMN	%	100	Maximize	3	119,46	110,00	3,30

KPI	Satuan Unit	Target Target	Polaritas Polarity	Bobot Weight	31 Desember 2024 Audited Unaudited December 31, 2024 Realisasi Realization	Capaian Achievement	Skor Score
Pengembangan Talenta Talent Development				**12**			**12,27**
Rasio *top talent* muda (<=42 tahun) dalam nominated talent Young top talent (<=42 years) ratio in nominated talent	%	15	Maximize	3	13,33	88,87	2,67
Rasio Perempuan dalam *nominated talent* Female ratio in nominated talent	%	15	Maximize	3	23,33	110,00	3,30
Rasio Pemenuhan Klasifikasi Organ Pengelola Risiko (Rasio Kualifikasi) Risk Management Organ Qualification Fulfillment Ratio (Qualification Ratio)	%	90	Maximize	3	100,00	110,00	3,30
Penyelesaian *Roadmap* Penyehatan Dana Pensiun Completion of Pension Fund Restructuring Roadmap	%	100	Maximize	3	100,00	100,00	3,00
Total							**104,67**

Adapun pencapaian KPI Direksi secara individual adalah sebagai berikut.

The Board of Directors' KPI individually achievement is as follows.

Pencapaian KPI Direktur Utama

Sebagaimana dengan Peraturan yang berlaku di Kementerian BUMN bahwa KPI Direksi secara individual bagi Direktur Utama sama dengan KPI Direksi secara kolegial.

President Director's KPI achievements

As with the regulations in force at the Ministry of SOEs, Board of Directors' KPI individually for President Director is the same as Board of Directors' KPI collegially.

Pencapaian KPI Wakil Direktur Utama

Vice President Director's KPI Achievement

KPI	Satuan Unit	Target Target	Polaritas Polarity	Bobot Weight	31 Desember 2024 Audited Unaudited December 31, 2024 Realisasi Realization	Capaian Achievement	Skor Score
KPI Bersama Joint KPI				**40,00**			**40,81**
EBITDA	Rupiah (Miliar) (Billion)	10.635	Maksimum Maximize	8	10.351,00	97,33	7,79
ROIC > WACC	%	0.82	Maksimum Maximize	8	1,21	110,00	8,80
Interest Bearing Debt to Ebitda	Kali	4.25	Minimum	5	4,98	85,34	4,27
Interest Bearing Debt to Invested Capital	%	48.48	Minimum	6	51,50	94,14	5,65
Realisasi PMN Realization of PMN	%	100	Maksimum Maximize	6	119,46	110,00	6,60
Peningkatan TKDN dibandingkan tahun sebelumnya Increase in TKDN compared to the previous year	%	30	Maksimum Maximize	7	70,24	110,00	7,70

KPI	Satuan Unit	Target Target	Polaritas Polarity	Bobot Weight	31 Desember 2024 Audited Unaudited December 31, 2024 Realisasi Realization	 Capaian Achievement	 Skor Score
KPI Direktorat Directorate KPI				**60,00**			
Volume Trafik Traffic Volume	%	100	Maksimum Maximize	5	109,27	109,27	5,46
Capaian Produktivitas Productivity Achievement	%	100	Maksimum Maximize	5	114,57	110,00	5,50
Implementasi *Green Technology* di Pelabuhan Implementation of Green Technology in Ports	%	100	Maksimum Maximize	5	128,05	110,00	5,50
Penyelesaian pemurnian bisnis Completion of business refinement	%	100	Maksimum Maximize	5	96,45	96,45	4,82
Additional Marine service offering	Jumlah Amount	4	Maksimum Maximize	3	6,00	110,00	3,30
Implementasi sinergi dan integrasi logistik dalam ekosistem BUMN Implementation of synergy and logistics integration in the SOE ecosystem	%	100	Maksimum Maximize	3	100,00	100,00	3,00
Implementasi *Roadmap* Perbaikan Penerapan Manajemen Risiko Implementation of Risk Management Improvement Roadmap	%	100	Maksimum Maximize	3	100,00	100,00	3,00
Standardisasi dan Digitalisasi Layanan Petikemas & Non Petikemas Standardization and Digitization of Container & Non-Container Services	%	100	Maksimum Maximize	5	200,00	110,00	5,50
Standardisasi dan Digitalisasi Layanan *Marine* Standardization and Digitization of Marine Services	%	100	Maksimum Maximize	5	123,33	110,00	5,50
Pengembangan Infrastruktur dan Peralatan Pelabuhan Port Infrastructure and Equipment Development	%	100	Maksimum Maximize	4	119,09	110,00	4,40
Implementasi *Roadmap* Penyehatan Dana Pensiun Completion of Pension Fund Restructuring Roadmap	%	100	Maksimum Maximize	3	13,33	88,87	2,67
Rasio top talent muda (<=42 tahun) dalam *nominated talent* Young top talent (<=42 years) ratio in nominated talent	%	15	Maksimum Maximize	3	23,33	110,00	3,30
Rasio Perempuan dalam *nominated talent* Female ratio in nominated talent	%	15	Maksimum Maximize	3	100,00	110,00	3,30
Rasio pemenuhan kualifikasi organ pengelola risiko Risk Management Organ Qualification Fulfillment Ratio	%	90	Maksimum Maximize	3	100,00	100,00	3,00
Upaya Litigasi Penyelamatan Aset Perusahaan Litigation Efforts to Save Company Assets	%	100	Maksimum Maximize	5	100,00	100,00	5,00
Total				**100,00**			**104,06**

Pencapaian KPI Direktur Keuangan

Finance Director's KPI Achievements

KPI	Satuan Unit	Target Target	Polaritas Polarity	Bobot Weight	31 Desember 2024 Audited Audited December 31, 2024		
					Realisasi Realization	Capaian Achievement	Skor Score
KPI Bersama Joint KPI				**40**			
EBITDA	Rupiah (Miliar) Rupiah (Billion)	10.635	Maksimum Maximize	8	10.351,00	97,33	7,79
ROIC > WACC	%	0.82	Maksimum Maximize	8	1,21	110,00	8,80
Interest Bearing Debt to Ebitda	Kali	4.25	Maksimum Maximize	5	4,98	85,34	4,27
Interest Bearing Debt to Invested Capital	%	48.48	Maksimum Maximize	6	51,50	94,14	5,65
Realisasi PMN Realization of PMN	%	100	Maksimum Maximize	6	119,46	110,00	6,60
Peningkatan TKDN dibandingkan tahun sebelumnya Increase in Domestic Content Ratio (TKDN) compared to the previous year	%	30	Maksimum Maximize	7	70,24	110,00	7,70
KPI Direktorat Directorate KPI				**60,00**			
Penyelesaian pemurnian bisnis Completion of business refinement	%	100	Maksimum Maximize	3	96,45	96,45	2,89
Implementasi Roadmap Perbaikan Penerapan Manajemen Risiko Implementation of Risk Management Improvement Roadmap	%	100	Maksimum Maximize	3	100,00	100,00	3,00
Implementasi Roadmap Penyehatan Dana Pensiun Implementation of Pension Fund Restructuring Roadmap	%	100	Maksimum Maximize	5	100,00	100,00	5,00
Optimalisasi Pendanaan Funding Optimization	Rupiah (Miliar) Rupiah (Billion)	766	Maksimum Maximize	13	826,00	107,83	14,02
Pelaksanaan ICOFR Implementation of ICOFR	%	100	Maksimum Maximize	8	100,00	100,00	8,00
Hasil Opini KAP Results of KAP Opinion	WTP	100	Maksimum Maximize	5	100,00	100,00	5,00
Penyusunan Petunjuk Pelaksanaan Perpajakan Perusahaan Pelabuhan Indonesia (PSI) Preparation of Tax Implementation Guidelines for Indonesian Port Company (PSI)	%	100	Maksimum Maximize	8	100,00	100,00	8,00
Pengembangan Locking System di Lingkungan Entitas Anak Perusahaan Subholding Development of Locking System in the Environment of Subsidiary Entities of Subholding	%	100	Maksimum Maximize	5	100,00	100,00	5,00

KPI	Satuan Unit	Target Target	Polaritas Polarity	Bobot Weight	31 Desember 2024 Audited Audited December 31, 2024 Realisasi Realization	Capaian Achievement	Skor Score
Digitalisasi Pengelolaan Keuangan Digitization of Financial Management	%	100	Maksimum Maximize	5	100,00	100,00	5,00
Pengembangan Sistem Informasi Pelaporan Berkala Pelindo Group Development of Pelindo Group Periodic Reporting Information System	%	100	Maksimum Maximize	5	100,00	100,00	5,00
Total				**100,00**			**101,72**

Pencapaian KPI Direktur SDM dan Umum

HC and General Affairs Director's KPI Achievements

KPI	Satuan Unit	Target Target	Polaritas Polarity	Bobot Weight	31 Desember 2024 Audited Audited December 31, 2024 Realisasi Realization	Capaian Achievement	Skor Score
KPI Bersama Joint KPI				**40**			
EBITDA	Rupiah (Miliar) (Billion)	10.635	Maksimum Maximize	8	10.351,00	97,33	7,79
ROIC > WACC	%	0.82	Maksimum Maximize	8	1,21	110,00	8,80
Interest Bearing Debt to Ebitda	Kali	4.25	Minimum Minimize	5	4,98	85,34	4,27
Interest Bearing Debt to Invested Capital	%	48.48	Minimum Minimize	6	51,50	94,14	5,65
Realisasi PMN Realization of PMN	%	100	Maksimum Maximize	6	119,46	110,00	6,60
Peningkatan TKDN dibandingkan tahun sebelumnya Increase in Domestic Content Ratio (TKDN) compared to the previous year	%	30	Maksimum Maximize	7	70,24	110,00	7,70
KPI Direktorat Directorate KPI				**60,00**			
Penyelesaian pemurnian bisnis Completion of business refinement	%	100	Maksimum Maximize	3	96,45	96,45	2,89
Implementasi Roadmap Perbaikan Penerapan Manajemen Risiko Implementation of Risk Management Improvement Roadmap	%	100	Maksimum Maximize	3	100,00	100,00	3,00
Rasio Perempuan dalam nominated talent Female ratio in nominated talent	%	15	Maksimum Maximize	5	23,33	110,00	5,50
Rasio top talent muda (<=42 tahun) dalam nominated talent Young top talent (<=42 years) ratio in nominated talent	%	15	Maksimum Maximize	5	13,33	88,87	4,44
Rasio pemenuhan kualifikasi organ pengelola risiko Risk Management Organ Qualification Fulfillment Ratio	%	90	Maksimum Maximize	3	100,00	110,00	3,30

KPI	Satuan Unit	Target Target	Polaritas Polarity	Bobot Weight	31 Desember 2024 Audited Audited December 31, 2024 Realisasi Realization	Capaian Achievement	Skor Score
Implementasi Roadmap Penyehatan Dana Pensiun Implementation of Pension Fund Restructuring Roadmap	%	100	Maksimum Maximize	6	100,00	100,00	6,00
Indeks Internalisasi Budaya Perusahaan Corporate Culture Internalization Index	Skor Score	5	Maksimum Maximize	6	5,68	110,00	6,60
Implementasi Tata Kelola Pengadaan Pelindo Group Implementation of Pelindo Group Procurement Governance	Unit Kerja Work Unit	5	Maksimum Maximize	8	38	110,00	8,80
Implementasi single ERP Implementation of Single ERP	%	100	Maksimum Maximize	6	130,00	110,00	6,60
Implementasi Program TJSL Implementation of SER Program	%	100	Maksimum Maximize	6	197,46	110,00	6,60
Implementasi Employee Well Being Policy (EWP) Implementation of Employee Well Being Policy (EWP)	%	100	Maksimum Maximize	6	100,00	100,00	6,00
Pemenuhan Kuantitas dan Kulitas Data SDM Fulfillment of HC Data Quantity and Quality	%	95	Maksimum Maximize	3	100,00	105,26	3,16
Total				**100,00**			**103,70**

Pencapaian KPI Direktur Strategi

Strategy Director's KPI Achievements

KPI	Satuan Unit	Target Target	Polaritas Polarity	Bobot Weight	31 Desember 2024 Audited Audited December 31, 2024 Realisasi Realization	Capaian Achievement	Skor Score
KPI Bersama Joint KPI				**40,00**			
EBITDA	Rupiah (Miliar) (Billion)	10.635	Maksimum Maximize	8	10.351,00	97,33	7,79
ROIC > WACC	%	0.82	Maksimum Maximize	8	1,21	110,00	8,80
Interest Bearing Debt to Ebitda	Kali Times	4.25	Minimum Minimize	5	4,98	85,34	4,27
Interest Bearing Debt to Invested Capital	%	48.48	Minimum Minimize	6	51,50	94,14	5,65
Realisasi PMN Realization of PMN	%	100	Maksimum Maximize	6	119,46	110,00	6,60
Peningkatan TKDN dibandingkan tahun sebelumnya Increase in TKDN compared to the previous year	%	30	Maksimum Maximize	7	70,24	110,00	7,70

KPI	Satuan Unit	Target Target	Polaritas Polarity	Bobot Weight	31 Desember 2024 Audited Audited December 31, 2024		
					Realisasi Realization	Capaian Achievement	Skor Score
KPI Direktorat Strategy Director's KPI Achievements				**60,00**			
Volume Trafik Traffic Volume	%	100	Maksimum Maximize	3	109,27	109,27	3,28
Penyelesaian pemurnian bisnis Completion of business refinement	%	100	Maksimum Maximize	3	96,45	96,45	2,89
Additional Marine service offering	Jumlah	4	Maksimum Maximize	3	6,00	110,00	3,30
Implementasi sinergi dan integrasi logistik dalam ekosistem BUMN Implementation of synergy and logistics integration in the SOE ecosystem	%	100	Maksimum Maximize	5	100,00	100,00	5,00
Implementasi Roadmap Perbaikan Penerapan Manajemen Risiko Implementation of Risk Management Improvement Roadmap	%	100	Maksimum Maximize	3	100,00	100,00	3,00
Standardisasi dan Digitalisasi Layanan Petikemas & Non PetikemasPetikemas & Non Petikemas Standardization and Digitization of Container & Non-Container Services	%	100	Maksimum Maximize	5	200,00	110,00	5,50
Standardisasi dan Digitalisasi Layanan Marine Standardization and Digitization of Marine Services	%	100	Maksimum Maximize	5	123,33	110,00	5,50
Pengembangan Infrastruktur dan Peralatan Pelabuhan Port Infrastructure and Equipment Development	%	100	Maksimum Maximize	3	119,09	110,00	3,30
Penyusunan rencana investasi tahun 2025 Preparation of 2025 investment plan	%	100	Maksimum Maximize	5	110,00	110,00	5,50
Realisasi Studi Regional/Global Business Expansion Realization of Regional/Global Business Expansion Studies	%	100	Maksimum Maximize	5	100,00	100,00	5,00
Realisasi Penyusunan Rencana Induk Pelabuhan Realization of Port Master Plan Preparation	%	100	Maksimum Maximize	7	100,00	100,00	7,00
Kerjasama dengan Mitra Strategis Cooperation with Strategic Partners	%	100	Maksimum Maximize	8	100,00	100,00	8,00
Menyusun kajian biaya logistik bekerjasama dengan K/L/I Preparing a logistics cost study in collaboration with Ministries/ Government Agencies	%	100	Maksimum Maximize	5	100,00	100,00	5,00
Total				**100,00**			**103,08**

Pencapaian KPI Direktur Investasi

Investment Director's KPI Achievements

KPI	Satuan Unit	Target Target	Polaritas Polarity	Bobot Weight	31 Desember 2024 Audited Audited December 31, 2024 Realisasi Realization	Capaian Achievement	Skor Score
KPI Bersama Joint KPI				**40,00**			
EBITDA	Rupiah (Miliar) (Billion)	10.635	Maksimum Maximize	8	10.351,00	97,33	7,79
ROIC > WACC	%	0.82	Maksimum Maximize	8	1,21	110,00	8,80
Interest Bearing Debt to Ebitda	Kali	4.25	Minimum Minimize	5	4,98	85,34	4,27
Interest Bearing Debt to Invested Capital	%	48.48	Minimum Minimize	6	51,50	94,14	5,65
Realisasi PMN Realization of PMN	%	100	Maksimum Maximize	6	119,46	110,00	6,60
Peningkatan TKDN dibandingkan tahun sebelumnya Increase in TKDN compared to the previous year	%	30	Maksimum Maximize	7	70,24	110,00	7,70
KPI Direktorat Directorate KPI				**60,00**			
Implementasi *Green Technology* di Pelabuhan Implementation of Green Technology in Ports	%	100	Maksimum Maximize	6	128,05	110,00	6,60
Standardisasi dan Digitalisasi Layanan Petikemas & Non Petikemas Standardization and Digitization of Container & Non-Container Services	%	100	Maksimum Maximize	3	200,00	110,00	3,30
Standardisasi dan Digitalisasi Layanan Marine Standardization and Digitization of Marine Services	%	100	Maksimum Maximize	3	123,33	110,00	3,30
Pengembangan Infrastruktur dan Peralatan Pelabuhan Port Infrastructure and Equipment Development	%	100	Maksimum Maximize	8	119,09	110,00	8,80
Penyerahan Aset (*Inbreng*) Peralatan Kepada *Subholding* Handing Over of Equipment Assets (Inbreng) to Subholding	%	100	Maksimum Maximize	6	100,00	100,00	6,00
Peringkat PROPER Biru Blue PROPER Rating	%	70	Maksimum Maximize	6	97,74	110,00	6,60
Availability Fasilitas Pelabuhan Availability of Port Facilities	%	80	Maksimum Maximize	3	97,23	110,00	3,30

KPI	Satuan Unit	Target Target	Polaritas Polarity	Bobot Weight	31 Desember 2024 Audited Audited December 31, 2024		
					Realisasi Realization	Capaian Achievement	Skor Score
Availability Peralatan Pelabuhan Availability of Port Equipment	%	85	Maksimum Maximize	3	95,38	110,00	3,30
Pengamanan Aset Asset Securing	%	100	Maksimum Maximize	7	100,00	100,00	7,00
Peningkatan efisiensi energi untuk Operasional Improvement of Energy Efficiency for Operations	%	5	Maksimum Maximize	8	51,31	110,00	8,80
Realisasi Penyelesaian Permasalahan Aset Perusahaan Realization of Company Asset Problem Solving	%	100	Maksimum Maximize	7	100,00	100,00	7,00
Total				**100,00**			**104,81**

Pencapaian KPI Direktur Pengelola

Managing Director's KPI achievements

KPI	Satuan Unit	Target Target	Polaritas Polarity	Bobot Weight	31 Desember 2024 Audited Audited December 31, 2024		
					Realisasi Realization	Capaian Achievement	Skor Score
KPI Bersama				**40,00**			
EBITDA	Rupiah (Miliar) (Bilion)	10.635	Maksimum Maximize	8	10.351,00	97,33	7,79
ROIC > WACC	%	0.82	Maksimum Maximize	8	1,21	110,00	8,80
Interest Bearing Debt to Ebitda	Kali	4.25	Minimum Minimize	5	4,98	85,34	4,27
Interest Bearing Debt to Invested Capital	%	48.48	Minimum Minimize	6	51,50	94,14	5,65
Realisasi PMN Realization of PMN	%	100	Maksimum Maximize	6	119,46	110,00	6,60
Peningkatan TKDN dibandingkan tahun sebelumnya Increase in TKDN compared to the previous year	%	30	Maksimum Maximize	7	70,24	110,00	7,70
KPI Direktorat Directorate KPI				**60,00**			
Volume Trafik Traffic Volume	%	100	Maksimum Maximize	10	109,27	109,27	10,93
Capaian Produktivitas Productivity Achievement	%	100	Maksimum Maximize	11	114,57	110,00	12,10
Implementasi Green Technology di Pelabuhan Implementation of Green Technology at Ports	%	100	Maksimum Maximize	3	128,05	110,00	3,30
Penyelesaian pemurnian bisnis Completion of Business Refinement	%	100	Maksimum Maximize	3	96,45	96,45	2,89

KPI	Satuan Unit	Target Target	Polaritas Polarity	Bobot Weight	31 Desember 2024 Audited Audited December 31, 2024		
					Realisasi Realization	Capaian Achievement	Skor Score
Additional Marine service offering	Jumlah Amount	4	Maksimum Maximize	3	6,00	110,00	3,30
Implementasi Roadmap Perbaikan Penerapan Manajemen Risiko Implementation of Risk Management Improvement Roadmap	%	100	Maksimum Maximize	3	100,00	100,00	3,00
Standardisasi dan Digitalisasi Layanan Petikemas & Non Petikemas Standardization and Digitization of Container & Non-Container Services	%	100	Maksimum Maximize	5	200,00	110,00	5,50
Standardisasi dan Digitalisasi Layanan Marine Standardization and Digitization of Marine Services	%	100	Maksimum Maximize	5	123,33	110,00	5,50
Implementasi Program kerja K3 Implementation of OSH Work Program	%	100	Maksimum Maximize	5	86,54	86,54	4,33
Indeks Survei Kepuasan Pelanggan Customer Satisfaction Survey Index	Skala Likert Likert Scale	4	Maksimum Maximize	4	4,26	106,50	4,26
Penyesuaian Tarif Jasa Kepelabuhanan dan Penetapan Jasa Terkait Kepelabuhanan Adjustment of Port Services Rates and Determination of Port-Related Services	Jumlah Amount	12	Maksimum Maximize	8	62,00	110,00	8,80
Total				**100,00**			**104,72**

PENILAIAN KINERJA KOMITE DI BAWAH DEWAN KOMISARIS DAN DASAR PENILAIANNYA

Dalam melaksanakan tugas dan tanggung jawab, Dewan Komisaris dibantu oleh komite-komite yang berada di bawah Dewan Komisaris meliputi Komite Audit, Komite Nominasi dan Remunerasi dan Komite GCG dan Pemantau Manajemen Risiko serta Komite Tata Kelola Terintegrasi. Prosedur penilaian terhadap kinerja Komite dilakukan secara tahunan. Kriteria penilaian atas kinerja Komite di bawah Dewan Komisaris merupakan bagian dari KPI Dewan Komisaris yang telah disetujui oleh Pemegang Saham. Adapun kriteria penilaian kinerja Komite di bawah Dewan Komisaris yaitu Pelaksanaan Rapat Internal Komite dan Laporan Penugasan Komite.

Sepanjang tahun 2024, Dewan Komisaris menilai komite-komite tersebut telah menjalankan tugas dan tanggung jawab dalam mengawasi aspek-aspek operasional dan strategis Perseroan dengan baik.

PERFORMANCE ASSESSMENT OF COMMITTEES UNDER BOARD OF COMMISSIONERS AND BASIS OF ASSESSMENT

In carrying out its duties and responsibilities, the Board of Commissioners is assisted by committees under the Board of Commissioners including Audit Committee, Nomination and Remuneration Committee, GCG and Risk Management Monitoring Committee and Integrated Governance Committee. The procedure for assessing the performance of Committees under Board of Commissioners is carried out by the Board of Commissioners periodically. The criteria for assessing the performance of Committees under Board of Commissioners is one of the Board of Commissioners' KPI as approved by the Shareholders. The performance assessment criteria includes the Implementation of Committee Internal Meetings and Committee Assignment Reports.

For 2024, the Board of Commissioners evaluates that these committees have effectively fulfilled their duties and responsibilities in overseeing the operational and strategic aspects of the Company.

MEKANISME PEMBERHENTIAN DAN PENGUNDURAN DIRI DEWAN KOMISARIS

Anggota Dewan Komisaris sewaktu-waktu dapat diberhentikan berdasarkan keputusan RUPS dengan menyebutkan alasannya, dengan memberitahukan rencana pemberhentian tersebut kepada anggota Dewan Komisaris yang bersangkutan, baik secara lisan maupun tertulis oleh Pemegang Saham. Pemberhentian anggota Dewan Komisaris tersebut dilakukan apabila berdasarkan kenyataan, anggota Dewan Komisaris yang bersangkutan, antara lain:

1. Tidak dapat melaksanakan tugasnya dengan baik;
2. Tidak melaksanakan ketentuan peraturan perundang-undangan dan/atau ketentuan Anggaran Dasar;
3. Terlibat dalam tindakan yang merugikan Perusahaan dan/atau Negara;
4. Melakukan tindakan yang melanggar etika dan/atau kepatutan yang seharusnya dihormati sebagaimana anggota Dewan Komisaris BUMN;
5. Dinyatakan bersalah dengan putusan Pengadilan yang mempunyai kekuatan hukum yang tetap;
6. Mengundurkan diri;
7. Memiliki hubungan keluarga sampai dengan derajat ketiga, baik menurut garis lurus maupun garis ke samping, termasuk hubungan yang timbul karena perkawinan antara anggota Direksi dengan anggota Dewan Komisaris;
8. Telah ditetapkan sebagai tersangka atau terdakwa oleh pihak yang berwenang dalam tindakan yang merugikan Perusahaan dan/atau keuangan Negara; atau
9. Berdasarkan alasan lainnya yang dinilai tepat oleh RUPS demi kepentingan dan tujuan Perusahaan.

Anggota Dewan Komisaris berhak mengundurkan diri dengan ketentuan sebagai berikut:

1. Memberitahukan secara tertulis mengenai maksudnya tersebut kepada Pemegang Saham, anggota Dewan Komisaris lainnya dan Direksi paling lambat 30 (tiga puluh) hari sebelum tanggal pengunduran dirinya. Apabila dalam surat pengunduran diri disebutkan tanggal efektif kurang dari 30 (tiga puluh) hari dari tanggal surat diterima, maka dianggap tidak menyebutkan tanggal efektif pengunduran diri;
2. Apabila sampai dengan tanggal yang diminta oleh anggota Dewan Komisaris yang bersangkutan atau dalam waktu 30 (tiga puluh) hari sejak tanggal surat permohonan diri diterima dalam hal tidak disebutkan tanggal efektif pengunduran diri, maka anggota Dewan Komisaris tersebut berhenti dengan sendirinya pada tanggal yang diminta tersebut di atas atau dengan lewatnya 30 (tiga puluh) hari sejak tanggal surat permohonan pengunduran diri diterima tanpa memerlukan persetujuan RUPS;

BOARD OF COMMISSIONERS RESIGNATION AND DISMISSAL MECHANISM

Members of Board of Commissioners can be dismissed at any time based on a GMS resolution by stating the reasons, by notifying the planned dismissal to the member of Board of Commissioners concerned, both orally and in writing by the Shareholders. The dismissal of Board of Commissioners member is carried out if based on the facts, the member concerned, among others:

1. Unable to carry out his/her duties properly;
2. Fail to comply with statutory provisions and/or provisions of the Articles of Association;
3. Involved in actions that are detrimental to the Company and/or the State;
4. Performing actions that violate ethics and/or propriety that should be respected as members of Board of Commissioners of SOEs;
5. Declared guilty by a court decision that has permanent legal force;
6. Resigned;
7. Having family relations up to the third degree, both in a straight line and sideways, including relationships arising from marriages between members of Board of Directors and members of Board of Commissioners;
8. Has been designated as a suspect or defendant by the competent authority for actions detrimental to the Company and/or state finances; or
9. Based on other reasons deemed appropriate by the GMS for the interests and objectives of the Company.

Members of Board of Commissioners have the right to resign under the following conditions:

1. Notify in writing regarding his/her intention to the Shareholders, other members of Board of Commissioners and Board of Directors no later than 30 (thirty) days prior to the date of his/her resignation. If the resignation letter states that the effective date is less than 30 (thirty) days from the receipt date of the letter, then it is deemed not to mention the effective date of resignation;
2. If until the date requested by the member of Board of Commissioners concerned or within 30 (thirty) days from the date the letter of resignation is received in the event that the effective date of resignation is not stated, then the member of Board of Commissioners resigns automatically on the date requested mentioned above or with the passing of 30 (thirty) days from the date the letter of resignation is received without requiring the GMS approval;

3. Pengunduran diri anggota Dewan Komisaris dapat kurang dari 30 (tiga puluh) hari, apabila secara peraturan perundangan tidak memperbolehkan yang bersangkutan merangkap jabatan;
4. Dalam hal anggota Dewan Komisaris tidak mengundurkan diri dan secara peraturan perundangan tidak memperbolehkan yang bersangkutan merangkap jabatan, maka anggota Dewan Komisaris tersebut dianggap telah mengundurkan diri dan RUPS hanya menetapkan atau meratifikasi pengunduran diri tersebut telah menjadi efektif berdasarkan peraturan perundang-undangan.

3. The resignation of a member of Board of Commissioners can be less than 30 (thirty) days, if the laws and regulations do not allow the person concerned to have concurrent positions;
4. In the event that a member of Board of Commissioners does not resign and the laws and regulations do not allow the person concerned to hold concurrent positions, then the member of Board of Commissioners is considered to have resigned and the GMS only determines or ratifies the resignation as effective based on laws and regulations.

KEBIJAKAN KEBERAGAMAN DIREKSI DAN DEWAN KOMISARIS

Pelindo senantiasa menjaga keberagaman komposisi Dewan Komisaris dan Direksi untuk mendorong pengambilan keputusan yang lebih objektif, komprehensif, optimal, serta berdampak positif terhadap pengawasan dan pengelolaan Perusahaan. Dengan adanya keberagaman dalam komposisi Dewan Komisaris dan Direksi, diharapkan Perusahaan dapat memperkaya sudut pandang dalam pengambilan keputusan, baik dalam jajaran Dewan Komisaris maupun Direksi, sehingga mampu memberikan nilai tambah dalam kegiatan operasional dan manajemen Perusahaan, termasuk dalam hal penerapan tata kelola perusahaan.

Board Manual telah mengatur bahwa anggota Dewan Komisaris dan Direksi wajib memenuhi persyaratan pengetahuan dan keahlian. Hal ini menunjukkan bahwa Dewan Komisaris dan Direksi harus memiliki keberagaman pengetahuan dan keahlian sesuai dengan kebutuhan operasional Perusahaan. Perusahaan belum mengembangkan kebijakan keberagaman komposisi Dewan Komisaris dan Direksi secara khusus, Keberagaman usia dan gender belum diatur karena Perusahaan masih menekankan pada keberagaman keahlian tanpa memandang usia dan gender.

POLICY OF BOARD OF DIRECTORS AND BOARD OF COMMISSIONERS DIVERSITY

Pelindo always maintains diversity in the composition of Board of Commissioners and Board of Directors to encourage more objective, comprehensive, optimal decision making, and have positive impacts on the supervision and management of the Company. With the diversity in the composition of Board of Commissioners and Board of Directors, the Company is expected to enrich the point of view in decision making, both within Board of Commissioners and Board of Directors, so as to provide added value in the Company's operational and management activities, including in terms of implementing corporate governance.

The Board Manual stipulates that members of Board of Commissioners and Board of Directors must fulfil the knowledge and expertise requirements. This indicates that Board of Commissioners and Board of Directors must have a diversity of knowledge and expertise in accordance with the Company's operational needs. The Company has not developed a specific policy on the diversity in composition of Board of Commissioners and Board of Directors. Age and gender diversity have not been regulated because the Company still emphasises on diversity of expertise regardless of age and gender.

Tabel Keberagaman Komposisi Direksi
Diversity in Board of Directors Composition

Nama Name	**Jabatan** Position	**Usia** Age	**Jenis Kelamin** Gender	**Pendidikan** Education	**Pengalaman Kerja** Working Experience	**Keahlian** Expertise
Arif Suhartono	Direktur Utama President Director	54 tahun 54 years old	Pria Male	▪ S1 bidang Teknik Sipil ▪ S2 bidang Infrastructure Management ▪ S2 bidang Business Administration ▪ Master in ▪ Infrastructure Management Master in Business ▪ Administration	Memiliki pengalaman kerja di bidang jasa kepelabuhan dan logistik Has work experience in port and logistics services sector	▪ Teknis Sipil ▪ Bisnis Administrasi ▪ Civil Engineering ▪ Business ▪ Administration
Hambra	Wakil Direktur Utama Vice President Director	56 tahun 56 years old	Pria Male	▪ S1 bidang Ilmu Hukum ▪ S2 bidang Hukum Bisnis ▪ Bachelor's in Legal ▪ Master's in Business Laws	Memiliki pengalaman kerja di bidang hukum dan jasa kepelabuhan dan logistik Has work experience in legal, port and logistics services sector	Hukum Bisnis Law Business

Tabel Keberagaman Komposisi Direksi
Diversity in Board of Directors Composition

Nama Name	**Jabatan** Position	**Usia** Age	**Jenis Kelamin** Gender	**Pendidikan** Education	**Pengalaman Kerja** Working Experience	**Keahlian** Expertise
Ihsanuddin Usman	Direktur Sumber Daya Manusia dan Umum Human Capital and General Affairs Director	55 tahun 55 years old	Pria Male	▪ S1 bidang Teknik Pertambangan ▪ S2 bidang Innovation & Technology Management ▪ Bachelor's in Mining Engineering ▪ Master's in Innovation & Technology Management	Memiliki pengalaman kerja di bidang pertambangan dan jasa kepelabuhan dan logistik Has work experience in mining, port and logistics services sector	Teknik Pertambangan Teknologi Mining Engineering Technology
Putut Sri Muljanto	Direktur Pengelola Managing Director	55 tahun 55 years old	Pria Male	▪ S1 bidang Ekonomi Manajemen ▪ S2 bidang Manajemen ▪ Bachelor's in Economic Management Master's in Management	Memiliki pengalaman kerja di bidang jasa kepelabuhan dan logistik Has work experience in port and logistics services sector	Manajemen Management
Mega Satria	Direktur Keuangan Finance Director	47 tahun 47 years old	Pria Male	▪ S1 bidang Administrasi Bisnis ▪ S2 bidang Administrasi Bisnis ▪ Bachelor's in Business Administration Master's in Business Administration	Memiliki pengalaman kerja di bidang perbankan dan penerbangan Has work experience in banking and aviation	Administrasi Bisnis Business Administration
Boy Robyanto	Direktur Investasi Investment Director	51 tahun 51 years old	Pria Male	▪ D3 bidang Teknik Sipil ▪ S1 bidang Teknik Sipil ▪ S2 bidang Manajemen S2 Program Profesi Insinyur ▪ Diploma in Civil Engineering ▪ Bachelor in Civil Engineering ▪ Master's in Management ▪ Master of Professional Programmes Engineer	Memiliki pengalaman kerja di bidang jasa kepelabuhan dan logistik Has work experience in port and logistics services sector	Teknik Sipi Manajemen Civil Engineering Management
Prasetyo	Direktur Strategi Strategy Director	54 tahun 54 years old	Pria Male	▪ S1 bidang Teknik Arsitektur ▪ S2 bidang Bussiness Administration ▪ Bachelor in Architectural Engineering ▪ Master in Business Administration	Memiliki pengalaman kerja di bidang jasa kepelabuhan dan logistik Has work experience in port and logistics services sector	▪ Teknik Arsitektur ▪ Administrasi Bisnis ▪ Architectural Engineering ▪ Business Administration

Tabel Keberagaman Komposisi Dewan Komisaris
Diversity in Board of Commissioners Composition

Nama Name	**Jabatan** Position	**Usia** Age	**Jenis Kelamin** Gender	**Pendidikan** Education	**Pengalaman Kerja** Working Experience	**Keahlian** Expertise
Agus Suhartono	Komisaris Utama/ Independen President Commissioner/ Independent	69 tahun 69 years old	Pria Male	▪ Akademi Angkatan Laut ▪ S1 bidang Ekonomi dari Naval Academy ▪ Naval Academy ▪ Bachelor in Economics from Naval Academy	Memiliki pengalaman kerja di TNI Angkatan Laut Has work experience in the Navy	Ekonomi Manajemen Economics Management
Suntana*	Wakil Komisaris Utama Vice President Commissioner	58 tahun 58 years old	Pria Male	Sekolah Staf dan Pimpinan Tinggi (SESPIMTI) School for Staff and High Leaders (SESPIMTI)	Memiliki pengalaman kerja di Kepolisian Has work experience in the Police Force	Ekonomi Manajemen Economics Management
Heru Sukanto	Komisaris Independen Independent Commissioner	67 tahun 67 years old	Pria Male	▪ S1 bidang Hukum ▪ S2 bidang Manajemen ▪ Bachelor's in Law ▪ Master's in Management	Memiliki pengalaman kerja di bidang perbankan Has work experience in banking sector	Hukum Manajemem Law Management
Jodi Mahardi	Komisaris Commissioner	47 tahun 47 years old	Pria Male	▪ S1 bidang Manajemen ▪ S2 bidang International Affairs ▪ Bachelor's Degree in Management ▪ Master's in International Affairs	Memiliki pengalaman kerja di bidang pemerintahan Has work experience in government sector	Manajemen Hubungan Internasional Management International Relations

Tabel Keberagaman Komposisi Dewan Komisaris
Diversity in Board of Commissioners Composition

Nama Name	Jabatan Position	Usia Age	Jenis Kelamin Gender	Pendidikan Education	Pengalaman Kerja Working Experience	Keahlian Expertise
Andus Winarno**	Komisaris Commissioner	53 tahun 53 years old	Pria Male	▪ S1 bidang Ekonomi ▪ S2 bidang Ilmu Hukum ▪ Bachelor's in Economics ▪ Master's in Law	Memiliki pengalaman kerja di bidang pemerintahan Has work experience in government sector	Ekonomi Ilmu Hukum Economics Law
Elwi Danil*	Komisaris Commissioner	64 tahun 64 years old	Pria Male	▪ S1 bidang Hukum ▪ S2 bidang Hukum ▪ S3 bidang Hukum ▪ Bachelor's in Law ▪ Master's in Law ▪ PhD in Law	Memiliki pengalaman kerja di bidang Pendidikan Has work experience in Education sector	Hukum Law
Rakhman Fuadhy*	Komisaris Independen Independent Commissioner	44 tahun 44 years old	Pria Male	▪ S1 bidang Teknik Elektro ▪ Sekolah Bahasa Jepang ▪ S2 bidang Teknik Mesin ▪ Bachelor's in Electrical Engineering ▪ Japanese Language School ▪ Master's in Mechanical Engineering	Memiliki pengalaman kerja di Kedutaan Besar Republik Indonesia di Tokyo Has work experience at the Embassy of the Republic of Indonesia in Tokyo	Teknik Mesin Mechanical Engineering
Arif Toha Tjahjagama***	Komisaris Commissioner	57 tahun 57 years old	Pria Male	▪ S1 bidang Teknik Sipil ▪ S2 bidang Ekonomi Transportasi ▪ Bachelor's in Civil Engineering ▪ Master's in Transportation Economics	Memiliki pengalaman kerja di bidang pemerintahan Has work experience in government sector	▪ Teknik Sipil ▪ Ekonomi Transportasi ▪ Civil Engineering ▪ Transportation Economics
Didi Sumedi***	Komisaris Commissioner	60 tahun 60 years old	Pria Male	S1 bidang Sosial Politik Administrasi Negara Bachelor's in Social Politics and State Administration	Memiliki pengalaman kerja di bidang perdagangan Have work experience in Trade sector	Sosial Politik Administrasi Negara Social Politics State Administration
Sudung Situmorang***	Komisaris Independen Independent Commissioner	63 tahun 63 years old	Pria Male	S2 bidang Hukum Master's in Law	Memiliki pengalaman kerja di bidang hukum Have work experience in legal sector.	Hukum Law

*Mulai menjabat sejak tanggal 17 Desember 2024
**Mulai menjabat sejak tanggal 3 Januari 2024
***Berhenti menjabat sejak tanggal 17 Desember 2024
*Started serving since December 17, 2024
**Started serving since January 3, 2024
***No longer serving since December 17, 2024

NOMINASI DAN REMUNERASI DIREKSI DAN DEWAN KOMISARIS

BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS NOMINATION AND REMUNERATION

KEBIJAKAN DAN PROSEDUR NOMINASI DEWAN KOMISARIS DAN DIREKSI

Dalam proses nominasi Dewan Komisaris dan Direksi Perseroan mengacu pada Peraturan Menteri Badan Usaha Milik Negara Nomor Per-3/MBU/03/2023 Tahun 2023 Tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara. Bakal calon Dewan Komisaris dan Direksi diusulkan melalui Dewan Komisaris yang dibantu oleh Komite Remunerasi dan Nominasi. Bakal calon yang akan ditetapkan menjadi calon anggota Dewan Komisaris dan Direksi adalah seorang yang telah dinyatakan memenuhi Persyaratan formal, persyaratan materiil dan persyaratan lain serta lulus Uji Kelayakan

POLICY AND PROCEDURE OF BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS NOMINATION

In the nomination process of Board of Commissioners and Board of Directors, the Company refers to the Regulation of Minister of State-Owned Enterprises No. Per-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises. Candidates for Board of Commissioners and Board of Directors are proposed through Board of Commissioners, assisted by Remuneration and Nomination Committee. The candidate who will be determined as a candidate for Board of Commissioners and Board of Directors is a person who has been declared to have fulfilled the

dan Kepatutan (UKK). Penetapan Direksi dan Dewan dilakukan melalui Keputusan RUPS.

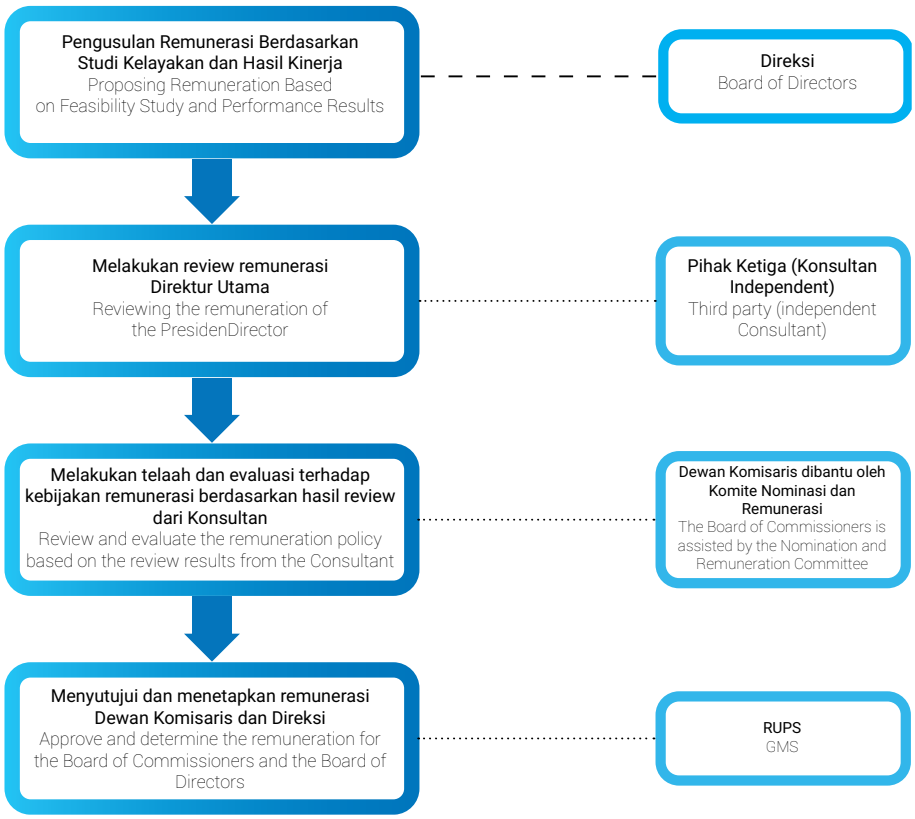
formal requirements, material requirements and other requirements and passed the Fit and Proper Test (UKK). Board of Directors and Board of Commissioners are appointed through a GMS Resolution.

KEBIJAKAN DAN PROSEDUR PENETAPAN REMUNERASI

Dasar Penetapan Remunerasi bagi anggota Dewan Komisaris dan Direksi merupakan kewenangan Pemegang Saham dan ditetapkan dalam RUPS yang formulasinya mengacu pada Peraturan Menteri BUMN Nomor PER-3/MBU/03/2023 tanggal 20 Maret 2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara dan Surat Keputusan Menteri BUMN Nomor SK-181/MBU/07/2023 tanggal 4 Juli 2023 tentang Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas Badan Usaha Milik Negara Tahun 2023. Prosedur penetapan remunerasi Dewan Komisaris dan Direksi berawal dari tahap pengusulan yang diajukan oleh pihak Direksi. Direksi meminta pihak ketiga (konsultan) untuk melakukan *review* remunerasi Direktur Utama. Hasil *review* dari konsultan tersebut diajukan kepada Dewan Komisaris guna mendapatkan rekomendasi. Dewan Komisaris dengan dibantu oleh Komite Nominasi dan Remunerasi melakukan telaah dan evaluasi terhadap kebijakan remunerasi. Rekomendasi Dewan Komisaris tersebut disampaikan kepada Pemegang Saham untuk mendapatkan persetujuan dalam RUPS.

POLICY AND PROCEDURE IN DETERMINING REMUNERATION

The basis for determining remuneration for members of Board of Commissioners and Board of Directors is the authority of Shareholders and is determined in the GMS, the formulation of which refers to Regulation of the Minister of SOEs Number PER-3/MBU/03/2023 dated March 20, 2023 concerning Organs and Human Capital of State-Owned Enterprises and Decree of the Minister of SOEs Number SK-181/MBU/07/2023 dated July 4, 2023 concerning Determination of Income of Directors, Board of Commissioners, and Supervisory Board of StateOwned Enterprises in 2023. The remuneration determination procedure for Board of Commissioners and Board of Directors starts from the proposal stage submitted by Board of Directors. Board of Directors requests a third party (consultant) to review the remuneration of President Director. The review result from the consultant is submitted to Board of Commissioners for recommendation. Board of Commissioners, assisted by Nomination and Remuneration Committee, reviews and evaluates the remuneration policy. Board of Commissioners' recommendations are then submitted to the Shareholders for approval at the GMS.



INDIKATOR PENETAPAN REMUNERASI

Penetapan Penghasilan yang berupa Gaji atau Honorarium, Tunjangan dan Fasilitas yang bersifat tetap dilakukan dengan mempertimbangkan faktor skala usaha, faktor kompleksitas usaha, tingkat inflasi, kondisi dan kemampuan keuangan Perseroan, dan faktor-faktor lain yang relevan, serta tidak boleh bertentangan dengan peraturan perundang-undangan

INDICATORS OF REMUNERATION DETERMINATION

Income in the form of fixed Salary or Honorarium, Allowances and Facilities is determined by considering business scale factor, business complexity factor, inflation rate, conditions and financial capabilities of the Company, and other relevant factors, and must not conflict with statutory regulations.

STRUKTUR DAN JUMLAH NOMINAL/ KOMPONEN REMUNERASI DEWAN KOMISARIS DAN DIREKSI

Struktur remunerasi Dewan Komisaris dan Direksi adalah sebagai berikut.

STRUCTURE AND AMOUNT OF BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS REMUNERATION

The remuneration structure of Board of Commissioners and Board of Directors is as follows.

Jenis Penghasilan Income Type	**Keputusan** Decision	
	Dewan Komisaris Board of Commissioners	**Direksi** Board of Directors
Honorarium/Gaji Honorarium/Salary	Honorarium Komisaris Utama : 45% dari Direktur Utama Anggota Dewan Komisaris : 90% dari Komisaris Utama Honorarium of President Commissioner : 45% of President Director Members of Board of Commissioners : 90% of President Commissioner.	Gaji Direktur Utama : 100% Wakil Direktur Utama: 90% dari gaji DIrektur Utama Anggota Direksi lainnya 85% dari gaji Direktur Utama. President Director Salary : 100% Vice President Director : 90% of President Director's salary Other members of Board of Directors : 85% of President Director's salary.
Tunjangan Allowances		
Tunjangan Hari Raya Keagamaan Religious Holiday Allowance	1 (satu) kali honorarium 1 (one) time honorarium	1 (satu) kali gaji 1 (one) time salary
Asuransi Purna Jabatan Post-Service Insurance	Premi yang ditanggung oleh perusahaan sebesar 25% dari gaji dalam 1 tahun Premium borne by the Company is 25% of salary in 1 year	Premi yang ditanggung oleh perusahaan sebesar 25% dari gaji dalam 1 tahun Premium borne by the Company is 25% of salary in 1 year
Tunjangan perumahan Housing Allowance	-	Rp25.000.000 per bulan Rp25,000,000 per month
Tunjangan Transportasi Transport Allowance	20% dari honorarium per bulan 20% of honorarium per month	-
Fasilitas Facility		
Fasilitas Kendaraan Vehicle Facility	-	1 (satu) unit beserta biaya pemeliharaan dan biaya operasional, dengan memperhatikan kondisi keuangan perusahaan. 1 (one) unit along with maintenance and operational costs, taking into account the Company's financial condition
Fasilitas Kesehatan Medical Facility	Dalam bentuk asuransi Kesehatan atau penggantian biaya pengobatan (at cost) Health insurance or reimbursement of medical expenses (at cost)	Dalam bentuk asuransi Kesehatan atau penggantian biaya pengobatan (at cost) Health insurance or reimbursement of medical expenses (at cost)
Fasilitas Bantuan Hukum Legal Assistance Facility	Sebesar pemakaian (at cost) At cost	Sebesar pemakaian (at cost) At cost

Jenis Penghasilan Income Type	Keputusan Decision	
	Dewan Komisaris Board of Commissioners	Direksi Board of Directors
Tantiem/Insentif Kinerja Tantiem/Performance Incentive	Pemberian Tantiem/IK diberikan secara proporsional berdasarkan capaian kinerja pada tahun yang bersangkutan serta mempertimbangkan capaian kontribusi dividen kepada Negara atau indikator lainnya yang ditetapkan oleh RUPS/Menteri dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) tahun yang bersangkutan. The granting of Tantiem/IK is given proportionally based on performance achievements in the year concerned and considering the achievement of dividend contributions to the State or other indicators determined by the GMS/ Minister in the Company's Work Plan and Budget (RKAP) for the year concerned.	Pemberian Tantiem/IK diberikan secara proporsional berdasarkan capaian kinerja pada tahun yang bersangkutan serta mempertimbangkan capaian kontribusi dividen kepada Negara atau indikator lainnya yang ditetapkan oleh RUPS/Menteri dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) tahun yang bersangkutan. The granting of Tantiem/IK is given proportionally based on performance achievements in the year concerned and considering the achievement of dividend contributions to the State or other indicators determined by the GMS/Minister in the Company's Work Plan and Budget (RKAP) for the year concerned.

Nominal remunerasi masing-masing Dewan Komisaris pada tahun 2024 adalah sebagai berikut.

The nominal remuneration for each Board of Commissioners in 2024 is as follows.

DEWAN KOMISARIS
BOARD OF COMMISSIONERS

NAMA NAME	URAIAN DESCRIPTION	BESARAN (RP) AMOUNT (Rp)	KETERANGAN REMARKS
Agus Suhartono	Honorarium Dewan Komisaris Board of Commissioners Honorarium	2.160.000.000,00	
	Tunjangan Dewan Komisaris : **Board of Commissioners Allowances:**		
	Tunjangan Hari Raya Religious Holiday Allowance	180.000.000	
	Tunjangan Transportasi Transportation Allowance	432.000.000	
	Tunjangan Purna Jabatan Post-Service Allowance	540.000.000	
	Tantiem Dewan Komisaris * Board of Commissioners Tantiem	5.658.156.506	
Suntana	Honorarium Dewan Komisaris Board of Commissioners Honorarium	1.944.000.000	
	Tunjangan Dewan Komisaris : **Board of Commissioners Allowances:**		
	Tunjangan Hari Raya Religious Holiday Allowance	170.000.000	
	Tunjangan Transportasi Transportation Allowance	408.000.000	
	Tunjangan Purna Jabatan Post-Service Allowance	486.000.000	
	Tantiem Dewan Komisaris * Board of Commissioners Tantiem	-	Periode Mulai Menjabat : 17 Desember 2024 Starting Period: December 17, 2024
Heru Sukanto	Honorarium Dewan Komisaris Board of Commissioners Honorarium	1.944.000.000	
	Tunjangan Dewan Komisaris : **Board of Commissioners Allowances:**		
	Tunjangan Hari Raya Religious Holiday Allowance	162.000.000	
	Tunjangan Transportasi Transportation Allowance	388.800.000	
	Tunjangan Purna Jabatan Post-Service Allowance	486.000.000	
	Tantiem Dewan Komisaris * Board of Commissioners Tantiem	8.188.125.164	

DEWAN KOMISARIS
BOARD OF COMMISSIONERS

NAMA NAME	URAIAN DESCRIPTION	BESARAN (RP) AMOUNT (Rp)	KETERANGAN REMARKS
Jodi Mahardi	Honorarium Dewan Komisaris Board of Commissioners Honorarium	1.944.000.000	
	Tunjangan Dewan Komisaris : **Board of Commissioners Allowances:**		
	Tunjangan Hari Raya Religious Holiday Allowance	162.000.000	
	Tunjangan Transportasi Transportation Allowance	388.800.000	
	Tunjangan Purna Jabatan Post-Service Allowance	486.000.000	
	Tantiem Dewan Komisaris * Board of Commissioners Tantiem	7.021.597.744	
Andus Winarno	Honorarium Dewan Komisaris Board of Commissioners Honorarium	1.944.000.000	
	Tunjangan Dewan Komisaris : **Board of Commissioners Allowances:**		
	Tunjangan Hari Raya Religious Holiday Allowance	162.000.000	
	Tunjangan Transportasi Transportation Allowance	388.800.000	
	Tunjangan Purna Jabatan Post-Service Allowance	486.000.000	
	Tantiem Dewan Komisaris * Board of Commissioners Tantiem	-	Periode Mulai Menjabat : 3 Januari 2024 Starting Period: January 3, 2024
Elwi Danil	Honorarium Dewan Komisaris Board of Commissioners Honorarium	1.944.000.000	
	Tunjangan Dewan Komisaris : **Board of Commissioners Allowances:**		
	Tunjangan Hari Raya Religious Holiday Allowance	162.000.000	
	Tunjangan Transportasi Transportation Allowance	388.800.000	
	Tunjangan Purna Jabatan Post-Service Allowance	486.000.000	
	Tantiem Dewan Komisaris * Board of Commissioners Tantiem	-	Periode Mulai Menjabat : 17 Desember 2024 Starting Period: December 17, 2024
Rakhman Fuadhy Kurniawan	Honorarium Dewan Komisaris Board of Commissioners Honorarium	1.944.000.000	
	Tunjangan Dewan Komisaris : **Board of Commissioners Allowances:**		
	Tunjangan Hari Raya Religious Holiday Allowance	162.000.000	
	Tunjangan Transportasi Transportation Allowance	388.800.000	
	Tunjangan Purna Jabatan Post-Service Allowance	486.000.000	
	Tantiem Dewan Komisaris * Board of Commissioners Tantiem	-	Periode Mulai Menjabat : 17 Desember 2024 Starting Period: December 17, 2024

*Tantiem yang tertera a/Tahun Buku 2023 dan Besaran Tantiem Tersebut Setelah Potongan PPh 21
* Besaran Gaji/Honorarium Belum Dipotong PPh 21
* Tantiem shown is for 2023 Fiscal Year and the amount of Tantiem is after PPh 21 deduction
*The amount of Honorarium has not been deducted from PPh21

Nominal remunerasi masing-masing Direksi pada tahun 2024 adalah sebagai berikut.

The nominal remuneration for each Director in 2024 is as follows

DIREKSI
BOARD OF DIRECTORS

NAMA NAME	**URAIAN** DESCRIPTION	**BESARAN (RP)** AMOUNT (Rp)
Arif Suhartono	Gaji Direksi Board of Directors Salary	4.800.000.000
	Tunjangan Direksi : **Board of Directors Allowances**	
	Tunjangan Hari Raya Religious Holiday Allowance	400.000.000
	Tunjangan Perumahan Housing Allowance	330.000.000
	Tunjangan Purna Jabatan Post-Service Allowance	1.200.000.000
	Tantiem Direksi * Board of Directors Tantiem	20.217.592.999
Hambra	Gaji Direksi Board of Directors Salary	4.320.000.000
	Tunjangan Direksi : **Board of Directors Allowances**	
	Tunjangan Hari Raya Religious Holiday Allowance	360.000.000
	Tunjangan Perumahan Housing Allowance	330.000.000
	Tunjangan Purna Jabatan Post-Service Allowance	1.080.000.000
	Tantiem Direksi * Board of Directors Tantiem	18.195.833.699
Mega Satria	Gaji Direksi Board of Directors Salary	4.080.000.000
	Tunjangan Direksi : **Board of Directors Allowances**	
	Tunjangan Hari Raya Religious Holiday Allowance	340.000.000
	Tunjangan Perumahan Housing Allowance	330.000.000
	Tunjangan Purna Jabatan Post-Service Allowance	1.020.000.000
	Tantiem Direksi * Board of Directors Tantiem	17.184.954.049
Ihsanuddin Usman	Gaji Direksi Board of Directors Salary	4.080.000.000
	Tunjangan Direksi : **Board of Directors Allowances**	
	Tunjangan Hari Raya Religious Holiday Allowance	340.000.000
	Tunjangan Perumahan Housing Allowance	330.000.000
	Tunjangan Purna Jabatan Post-Service Allowance	1.020.000.000
	Tantiem Direksi * Board of Directors Tantiem	17.184.954.049

DIREKSI
BOARD OF DIRECTORS

NAMA NAME	URAIAN DESCRIPTION	BESARAN (RP) AMOUNT (Rp)
Putut Sri Muljanto	Gaji Direksi Board of Directors Salary	4.080.000.000
	Tunjangan Direksi : **Board of Directors Allowances**	
	Tunjangan Hari Raya Religious Holiday Allowance	340.000.000
	Tunjangan Perumahan Housing Allowance	330.000.000
	Tunjangan Purna Jabatan Post-Service Allowance	1.020.000.000
	Tantiem Direksi * Board of Directors Tantiem	17.184.954.049
Prasetyo	Gaji Direksi Board of Directors Salary	4.080.000.000
	Tunjangan Direksi : **Board of Directors Allowances**	
	Tunjangan Hari Raya Religious Holiday Allowance	340.000.000
	Tunjangan Perumahan Housing Allowance	330.000.000
	Tunjangan Purna Jabatan Post-Service Allowance	1.020.000.000
	Tantiem Direksi * Board of Directors Tantiem	17.184.954.049
Boy Robyanto	Gaji Direksi Board of Directors Salary	4.080.000.000
	Tunjangan Direksi : **Board of Directors Allowances**	
	Tunjangan Hari Raya Religious Holiday Allowance	340.000.000
	Tunjangan Perumahan Housing Allowance	330.000.000
	Tunjangan Purna Jabatan Post-Service Allowance	1.020.000.000
	Tantiem Direksi * Board of Directors Tantiem	17.184.954.049

Tantiem yang tertera a/Tahun Buku 2023 dan Besaran Tantiem Tersebut Setelah Potongan PPh 21
* Besaran Gaji/Honorarium Belum Dipotong PPh 21
* Tantiem shown is for 2023 Fiscal Year and the amount of Tantiem is after PPh 21 deduction
*The amount of Honorarium has not been deducted from PPh21

ORGAN DAN KOMITE DI BAWAH DEWAN KOMISARIS

Dewan Komisaris diberi kewenangan untuk membentuk organ-organ pendukung dalam rangka mendorong efektivitas fungsi pengawasan dan pemberian nasihat kepada Direksi. Kebijakan tersebut mengacu pada Peraturan Menteri BUMN No. PER-09/MBU/2012 tentang Perubahan Atas Peraturan Menteri BUMN No. PER-01/MBU/2011 Tentang Penerapan Tata Kelola Perusahaan Yang Baik (*Good Corporate Governance*) Pada Badan Usaha Milik Negara dan Peraturan Menteri BUMN No. PER-12/MBU/2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha

ORGANS AND COMMITTEES UNDER BOARD OF COMMISSIONERS

Board of Commissioners is authorised to establish supporting organs in order to encourage the effectiveness of its supervisory and advisory functions to the Board of Directors. The policy refers to the Ministry of SOE Regulation No. PER-09/MBU/2012 concerning Amendments to the Ministry of SOE Regulation No. PER-01/MBU/2011 concerning Implementation of Good Corporate Governance in State-Owned Enterprises and the Ministry of SOE Regulation No. PER-12/MBU/2012 concerning Supporting Organs of Boards of Commissioners/

Milik Negara. Dalam melaksanakan tugasnya Dewan Komisaris dibantu oleh Sekretaris Dewan Komisaris, Komite Audit, Komite Nominasi dan Remunerasi dan Komite GCG dan Pemantau Manajemen Risiko.

Supervisory Boards of State-Owned Enterprises. In carrying out its duties, Board of Commissioners is assisted by Secretary of Board of Commissioners, Audit Committee, Nomination and Remuneration Committee, and GCG and Risk Management Monitoring Committee.

SEKRETARIS DEWAN KOMISARIS

Sekretariat Dewan Komisaris diangkat untuk membantu kelancaran tugas Dewan Komisaris, khususnya di bidang kesekretariatan dan penghubung Dewan Komisaris dengan pihak lain, termasuk Direksi.

SECRETARY OF BOARD OF COMMISSIONERS

Secretary of Board of Commissioners is appointed to assist the smooth running of Board of Commissioners' duties, particularly in the field of secretarial and liaison between Board of Commissioners and other parties, including the Board of Directors.

TUGAS DAN TANGGUNG JAWAB SEKRETARIS DEWAN KOMISARIS

Sekretaris Dewan Komisaris menjalankan tugas-tugas sebagai berikut:

1. Mempersiapkan rapat, termasuk bahan rapat (*briefing sheet*) Dewan Komisaris;
2. Membuat risalah rapat Dewan Komisaris sesuai ketentuan;
3. Mengadministrasikan dokumen Dewan Komisaris baik surat masuk, surat keluar, risalah rapat maupun dokumen lainnya;
4. Menyusun Rencana Kerja dan Anggaran Dewan Komisaris;
5. Menyusun rancangan Laporan-Laporan Dewan Komisaris.

Melaksanakan tugas lain dari Dewan Komisaris. Sekretaris Dewan Komisaris juga melaksanakan tugas lain berupa:

1. Memastikan bahwa Dewan Komisaris mematuhi peraturan perundang-undangan serta menerapkan prinsip-prinsip GCG;
2. Memberikan informasi yang dibutuhkan oleh Dewan Komisaris secara berkala dan/atau sewaktu-waktu apabila diminta;
3. Mengkoordinasikan anggota Komite, jika diperlukan dalam rangka memperlancar tugas Dewan Komisaris;
4. Bertindak sebagai penghubung (*liasion officer*) Dewan Komisaris dengan pihak lain.

SECRETARY OF BOARD OF COMMISSIONERS DUTIES AND RESPONSIBILITIES

Secretary of Board of Commissioners carries out the following duties:

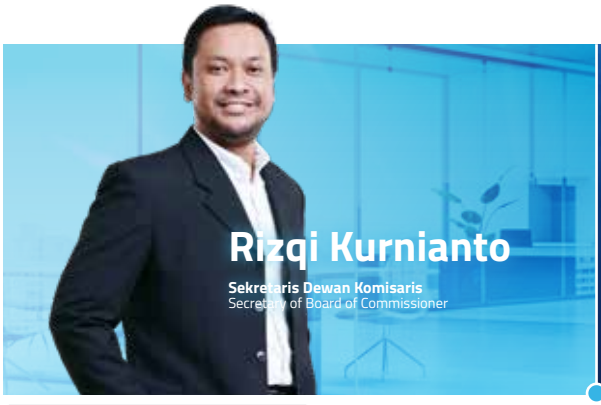
1. Prepare the meetings, including the Board of Commissioners' briefing sheet;
2. Prepare the minutes of Board of Commissioners meeting in accordance with the provisions;
3. Administering the Board of Commissioners' documents, both incoming letters, outgoing letters, minutes of meetings and other documents;
4. Prepare the Board of Commissioners Work Plan and Budget;
5. Drafting the Board of Commissioners Reports. Carry out other duties from the Board of Commissioners.

Secretary of Board of Commissioners also carries out other duties in the form of:

1. Ensuring that Board of Commissioners complies with laws and regulations and applies GCG principles;
2. Provide information needed by Board of Commissioners periodically and/or at any time when requested;
3. Coordinating Committee members, if necessary in order to expedite the duties of Board of Commissioners;
4. Act as a liaison officer for Board of Commissioners with other parties.

PROFIL SEKRETARIS DEWAN KOMISARIS

SECRETARY OF BOARD OF COMMISSIONERS PROFILE



Rizqi Kurnianto

Sekretaris Dewan Komisaris
Secretary of Board of Commissioner

Kewarganegaraan
Nationality

Indonesian

Domisili
Domicile

Jakarta, Indonesia

Tempat dan Tahun Lahir/Usia
Place and Date of Birth/Age

Jakarta, 22 Maret 1985/39 tahun per Desember 2024
Jakarta, March 22, 1985/39 years old as December 2024

Riwayat Pendidikan Educational Background	▪ Sekolah Tinggi Akuntansi Negara, Program Diploma III Akuntansi (2006) ▪ S1 Jurusan Akuntansi Fakultas Ekonomi Universitas Indonesia (2009) ▪ S2 Magister Manajemen Fakultas Ekonomi Universitas Indonesia (2014)	▪ State College of Accountancy, Diploma in Accounting Program (2006); ▪ Bachelor in Accounting, Faculty of Economics, University of Indonesia (2009); ▪ Master in Management, Faculty of Economics, University of Indonesia (2014).
Pengalaman Kerja Work Experience	▪ Staf Dewan Komisaris PT Perkebunan Nusantara III (Persero) (2008-2009) ▪ Staf Dewan Komisaris PT Perkebunan Nusantara XIII (Persero) (2009-2013) ▪ Sekretaris Dewan Komisaris PT Perkebunan Nusantara IX (2011-2016) ▪ Sekretaris Dewan Komisaris PT Semen Baturaja (Persero) Tbk (2016-2019) ▪ Sekretaris Dewan Komisaris PT Pelabuhan Indonesia II (Persero) (2019-2021)	▪ Staff of Board of Commissioners of PT Perkebunan Nusantara III (Persero) (2008-2009); ▪ Staff of Board of Commissioners of PT Perkebunan Nusantara XIII (Persero) (2009-2013); ▪ Secretary of Board of Commissioners of PT Perkebunan Nusantara IX (2011-2016); ▪ Secretary of Board of Commissioners of PT Semen Baturaja (Persero) Tbk (2016-2019); ▪ Secretary of Board of Commissioners of PT Pelabuhan Indonesia II (Persero) (2019-2021).
Dasar Hukum Pengangkatan Legal Basis of Appointment	Keputusan Dewan Komisaris Nomor 7/KEP-DK/PI/X-2021.	Board of Commissioners Decision Number 7/KEPDK/PI/X-2021.
Jabatan Rangkap Concurrent Position	Subkoordinator Bidang Industri Mineral dan Batubara 1B1, Kementerian BUMN (2020-sekarang).	Subcoordinator for Mineral and Coal Industry 1B1, Ministry of SOEs (2020-present).

PROGRAM PENINGKATAN KOMPETENSI SEKRETARIS DEWAN KOMISARIS

SECRETARY OF BOARD OF COMMISSIONERS COMPETENCY DEVELOPMENT PROGRAM

Jenis Pelatihan dan Materi Pengembangan Kompetensi/Pelatihan Type of Training and Development Materials Competency/Training	**Waktu Pelaksanaan** Date	**Penyelenggara** Organizer
Eksekutif Sertifikasi *Certification in Audit Commitee Practices* (CACP) Executive Certification Certification in Audit Committee Practice (CACP)	▪ 18-19 November 2024 ▪ 25 November 2024 Ujian Sertifikasi *Certification in Audit Commitee Practices* (CACP) *online* Certification Exam Certification in Audit Committee Practices (CACP) online	Ikatan Komite Audit Indonesia (IKAI)

PELAKSANAAN TUGAS SEKRETARIS DEWAN KOMISARIS

Selama tahun 2024, Sekretaris Dewan Komisaris telah menjalankan tugas-tugas sebagai berikut:

1. Mempersiapkan rapat, termasuk bahan rapat (*briefing sheet*) Dewan Komisaris;
2. Menyusun risalah rapat Dewan Komisaris.
3. Mengadministrasikan dokumen Dewan Komisaris baik surat masuk, surat keluar, risalah rapat maupun dokumen lainnya.

SECRETARY OF BOARD OF COMMISSIONERS' DUTIES IMPLEMENTATION

During 2024, Secretary of Board of Commissioners has carried out the following duties:

1. Prepare meetings, including the Board of Commissioners' briefing sheet;
2. Prepare the minutes of Board of Commissioners meetings.
3. Administering the Board of Commissioners' documents, including incoming letters, outgoing letters, minutes of meetings and other documents.

4. Menyusun Rencana Kerja dan Anggaran Dewan Komisaris.
5. Menyusun rancangan Laporan-Laporan Dewan Komisaris.

KOMITE AUDIT

Komite Audit merupakan organ pendukung yang berada di bawah Dewan Komisaris yang dibentuk untuk membantu Dewan Komisaris dalam melakukan pengawasan terhadap pengelolaan IPC sesuai dengan prinsip *Good Corporate Governance* (GCG). Pembentukan Komite Audit oleh Dewan Komisaris dilakukan dengan mengacu pada:

1. Undang-Undang No. 19 Tahun 2003 tanggal 4 Oktober 2003 tentang Badan Usaha Milik Negara;
2. Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas;
3. Peraturan Menteri BUMN No PER-3/MBU/03/2023 Tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara;
4. Peraturan Menteri Badan Usaha Milik Negara No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara;
5. Anggaran Dasar Perseroan

TUGAS DAN TANGGUNG JAWAB KOMITE AUDIT

Tugas-tugas Komite Audit adalah sebagai berikut:

1. Komite Audit bekerja secara kolektif dalam melaksanakan tugasnya membantu Dewan Komisaris.
2. Komite Audit bersifat mandiri baik dalam pelaksanaan tugasnya maupun dalam laporan dan bertanggung jawab kepada Dewan Komisaris.
3. Komite Audit membantu Dewan Komisaris dalam memastikan efektivitas sistem pengendalian intern dan efektivitas pelaksanaan tugas auditor Kantor Akuntan Publik (KAP) dan Satuan Pengawasan Intern (SPI).
4. Komite Audit menilai pelaksanaan kegiatan serta hasil audit yang dilaksanakan oleh SPI maupun auditor KAP.
5. Komite Audit memberikan rekomendasi mengenai penyempurnaan pengendalian intern serta pelaksanaannya.
6. Komite Audit memastikan telah terdapat prosedur reviu yang memuaskan terhadap segala informasi yang dikeluarkan perusahaan.
7. Komite Audit melakukan identifikasi hal-hal yang memerlukan perhatian Dewan Komisaris serta tugas-tugas lain yang diberikan Dewan Komisaris.
8. Komite Audit mengusulkan kepada Dewan Komisaris calon auditor KAP Laporan Keuangan Tahunan disertai alasan pencalonan dan besarnya honorarium/imbal jasa yang diusulkan untuk auditor KAP tersebut.

4. Prepare the Board of Commissioners Work Plan and Budget.
5. Draft the Board of Commissioners Reports.

AUDIT COMMITTEE

Audit Committee is a supporting organ under Board of Commissioners, which is formed to assist Board of Commissioners in supervising the Company's management in accordance with the principles of Good Corporate Governance (GCG). Audit Committee is formed by Board of Commissioners with reference to:

1. Law No. 19 of 2003 dated October 4, 2003 concerning StateOwned Enterprises;
2. Law No. 40 of 2007 concerning Limited Liability Companies;
3. Regulation of the Minister of SOE No PER-3/MBU/03/2023 concerning Organs and Human Capital of State-Owned Enterprises;
4. Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of StateOwned Enterprises;
5. The Company's Articles of Association.

AUDIT COMMITTEE DUTIES AND RESPONSIBILITIES

The duties of Audit Committee are as follows:

1. Audit Committee works collectively in carrying out its duties to assist Board of Commissioners.
2. Audit Committee is independent both in carrying out its duties and in reports and being responsible to Board of Commissioners.
3. Audit Committee assists the Board of Commissioners in ensuring the effectiveness of internal control system and the effectiveness of duties of auditors of Public Accounting Firm (KAP) and Internal Audit Unit (SPI).
4. Audit Committee assesses the implementation of activities and the results of audits carried out by SPI and KAP auditors.
5. Audit Committee provides recommendations regarding the improvement of internal control and its implementation.
6. Audit Committee ensures that there is a satisfactory review procedure for all information issued by the Company.
7. Audit Committee identifies matters that require Board of Commissioners' attention as well as other tasks assigned by Board of Commissioners.
8. Audit Committee proposes to Board of Commissioners a candidate for KAP to audit the Annual Financial Statements along with the reasons for nomination and proposed honorium/fee for KAP auditor.

9. Komite Audit memberikan rekomendasi kepada Dewan Komisaris atas calon Kepala SPI.

10. Tugas Khusus dari Dewan Komisaris:
    a. Pemberian tugas khusus kepada Komite Audit oleh Dewan Komisaris dilakukan dengan perintah tertulis yang memuat:
        - Nama yang diberi tugas;
        - Sifat penugasan;
        - Lingkup pekerjaan;
        - Tujuan dan sasaran pekerjaan;
        - Jangka waktu penugasan.
    b. Lingkup pekerjaan tugas khusus bagi Komite Audit sepenuhnya ditentukan oleh Dewan Komisaris sepanjang tidak bertentangan dengan peraturan perundangan yang berlaku.
    c. Dalam melaksanakan tugas khusus Komite Audit dapat:
        - Melakukan *review* terhadap semua catatan, dokumen dan informasi lainnya yang diperlukan termasuk notulen rapat Dewan Direksi dan rapat Dewan Komisaris jika dianggap perlu.
        - Melakukan audit investigasi dapat bekerjasama dengan SPI atau meminta bantuan tenaga ahli atau konsultan untuk membantu Komite Audit.
    d. Komite Audit menyampaikan laporan pelaksanaan tugas khusus kepada Dewan Komisaris.

Tanggungjawab Komite Audit adalah sebagai berikut:
1. Komite Audit bertanggung jawab kepada Dewan Komisaris.
2. Pertanggungjawaban Komite Audit kepada Dewan Komisaris disampaikan dalam laporan sebagai berikut:
    a. Laporan tahunan pelaksanaan tugas Komite Audit;
    b. Laporan Triwulanan pelaksanaan tugas Komite Audit;
    c. Laporan untuk setiap pelaksanaan tugas khusus Komite Audit.
3. Komite Audit bertanggungjawab menjaga kerahasian dokumen, data dan informasi Perseroan.

WEWENANG KOMITE AUDIT

Dalam melaksanakan tugasnya Komite Audit berwenang:
1. Melihat buku-buku, surat-surat, serta dokumen-dokumen lainnya, memeriksa kas untuk keperluan verifikasi dan lain-lain surat berharga dan memeriksa kekayaan Perseroan;
2. Memasuki pekarangan, gedung dan kantor yang dipergunakan oleh Perseroan;

9. Audit Committee provides recommendations to the Board of Commissioners regarding candidates for Head of SPI.
10. Special Assignment from Board of Commissioners:
    a. Special tasks assigned to Audit Committee by Board of Commissioners is carried out with a written order containing:
        - Name of assignee;
        - Nature of assignment;
        - Scope of work;
        - Goals and objectives of the work;
        - Duration of assignment.
    b. The scope of work for special tasks of Audit Committee is fully determined by Board of Commissioners as long as does not against applicable laws and regulations.
    c. In carrying out special tasks, Audit Committee may:
        - Reviewing all necessary records, documents and other information including the minutes of Board of Directors meeting and Board of Commissioners meeting if deemed necessary.
        - Conducting an investigative audit by cooperating with SPI or ask for assistance from experts or consultants to assist Audit Committee.
    d. Audit Committee submits a report on the implementation of special tasks to Board of Commissioners.

The responsibilities of Audit Committee are as follows:
1. Audit Committee is responsible to Board of Commissioners.
2. The accountability of Audit Committee to Board of Commissioners is presented in the following report:
    a. Annual report on the implementation of Audit Committee duties;
    b. Quarterly Report on the implementation of Audit Committee duties;
    c. Reports for each implementation of special tasks of Audit Committee.
3. Audit Committee is responsible for maintaining the confidentiality of the Company's documents, data and information.

AUDIT COMMITTEE AUTHORITIES

In carrying out its duties, Audit Committee is authorized to:
1. Examine books, letters, and other documents, check cash for verification purposes and other securities and examine the Company's assets;
2. Entering yards, buildings and offices used by the Company;

3. Meminta penjelasan dari Direksi dan/atau pejabat lainnya mengenai segala persoalan yang menyangkut pengelolaan Perseroan;
4. Mengetahui segala kebijakan dan tindakan yang telah dan akan dijalankan oleh Perseroan.

PIAGAM KOMITE AUDIT

Dalam melaksanakan tugas dan tanggung jawabnya, Komite Audit mengacu pada Piagam Komite Audit terakhir ditetapkan oleh Dewan Komisaris melalui Keputusan Dewan Komisaris No. 06/KEP-DK/PI/VII-2022 tanggal 19 Juli 2022 tentang Penetapan Piagam (Charter) Komite Audit, Komite GCG dan Pemantau Manajemen Risiko dan Komite Nominasi dan Remunerasi Perusahaan Perseroan (Persero) PT Pelabuhan Indonesia. Dalam Piagam tersebut memuat ketentuan yang harus dipatuhi pembentukan dan pelaksanaan kegiatan Komite Audit agar dapat bekerja secara independen, objektif, mandiri, transparan, dan dapat dipertanggungjawabkan. Piagam tersebut ditata dalam susunan bagian sebagai berikut:

1. Landasan Hukum;
2. Pengangkatan dan Pemberhentian Anggota;
3. Tugas;
4. Kewenangan;
5. Persyaratan Keanggotaan;
6. Tanggung Jawab;
7. Rapat;
8. Laporan;
9. Akses Kerahasiaan Informasi;
10. Rencana Kerja dan Anggaran;
11. Penghasilan Anggota;
12. Pengembangan Profesional Lanjutan;
13. Penggunaan Tenaga Ahli;
14. Penilaian Kinerja;
15. Hubungan Kelembagaan;
14. Lain-Lain;
15. Penutup.

MASA JABATAN KOMITE AUDIT

Masa jabatan anggota Komite Audit yang bukan merupakan anggota Dewan Komisaris Perseroan paling lama 3 (tiga) tahun dan dapat diperpanjang satu kali selama 2 (dua) tahun masa jabatan, dengan tidak mengurangi hak Dewan Komisaris untuk memberhentikannya sewaktu-waktu.

3. Requesting an explanation from Board of Directors and/or other officials regarding all issues related to the management of the Company;
4. Acknowledge all policies and actions that have been and will be implemented by the Company.

AUDIT COMMITTEE CHARTER

In carrying out its duties and responsibilities, the Audit Committee refers to the latest Audit Committee Charter established by the Board of Commissioners through the Decree of Board of Commissioners No. 06/KEP-DK/PI/VII-2022 dated July 19, 2022 concerning Determination of the Charter of Audit Committee, GCG and Risk Management Monitoring Committee and Nomination and Remuneration Committee of the Company (Persero) PT Pelabuhan Indonesia. The Charter contains provisions that must be complied with in the establishment and implementation of Audit Committee activities so that they can work independently, objectively, independently, transparently, and can be accounted for. The Charter is organized in the following sections:

1. Legal Basis;
2. Appointment and Dismissal of Members;
3. Duties;
4. Authority;
5. Membership Requirements;
6. Responsibilities;
7. Meetings;
8. Report;
9. Access to Confidential Information;
10. Work Plan and Budget;
11. Member's Income;
12. Advanced Professional Development;
13. Use of Experts;
14. Performance Assessment;
15. Institutional Relationship;
16. Other;
17. Closing

AUDIT COMMITTEE TENURE

The tenure for members of Audit Committee who are not members of the Company's Board of Commissioners is a maximum of 3 (three) years and can be extended once for another 2 (two) years, without prejudice to the right of Board of Commissioners to dismiss them at any time.

STRUKTUR, KEANGGOTAAN DAN KEAHLIAN KOMITE AUDIT

STRUCTURE, MEMBERSHIP AND EXPERTISE OF AUDIT COMMITTEE

PERIODE 1 JANUARI – 17 DESEMBER 2024
PERIOD JANUARY 1 - DECEMBER 17, 2024

Nama Name	Jabatan Position	Keterangan Remarks	Keahlian Expertise	Dasar Pengangkatan Basis of Appointment
Heru Sukanto	Ketua Chairman	Komisaris Independen Independent Commissioner	Hukum, Manajemem Law, Management	SK Pengangkatan No.02/KEP-DK/ PI/X-2021 tanggal 15 Oktober 2021 Appointment Decree No.02/KEP-DK/ PI/X-2021 dated October 15, 2021
Didi Sumedi	Wakil Ketua Vice Chairman	Komisaris Commissioner	Sosial Politik Administrasi Negara Socio-Political State Administration	SK Pengangkatan No.02/KEP-DK/ PI/X-2021 tanggal 15 Oktober 2021 Appointment Decree No.02/KEP-DK/ PI/X-2021 dated October 15, 2021
Ahmad Zakie Mubarrok	Anggota Member	Pihak Independen Independent Party	Akuntansi, Audit Accounting, Audit	SK Pengangkatan No.05/KEP-DK/PI.II/III-2021 tanggal 1 Maret 2021 Appointment Decree No.05/KEP-DK/ PI.II/III-2021 dated March 1, 2021
Sofia Chairunnisa	Anggota Member	Pihak Independen Independent Party	Akuntansi, Audit Accounting, Audit	SK Pengangkatan No.04/KEP-DK/ PI/X-2021 tgl 15 Oktober 2021 Appointment Decree No.04/KEP-DK/ PI/X-2021 dated October 15, 2021

PERIODE 17 DESEMBER – 31 DESEMBER 2024
PERIOD DECEMBER 17 - DECEMBER 31, 2024

Nama Name	Jabatan Position	Keterangan Remarks	Keahlian Expertise	Dasar Pengangkatan Basis of Appointment
Heru Sukanto	Ketua Chairman	Komisaris Independen Independent Commissioner	Hukum, Manajemem Law, Management	SK Pengangkatan No.02/KEP-DK/ PI/X-2021 tanggal 15 Oktober 2021 Appointment Decree No.02/KEP-DK/ PI/X-2021 dated October 15, 2021
Rakhman Fuadhy Kurniawan	Wakil Ketua Vice Chairman	Komisaris Commissioner	*Engineering*	SK Pengangkatan No.14/KEP-DK/PI/XII-2024 tgl 27 Desember 2024 Appointment Decree No.14/KEP-DK/ PI/XII-2024 dated December 27, 2024
Ahmad Zakie Mubarrok	Anggota Member	Pihak Independen Independent Party	Akuntansi, Audit Accounting, Audit	SK Pengangkatan No.05/KEP-DK/PI.II/III-2021 tanggal 1 Maret 2021 Appointment Decree No.05/KEP-DK/ PI.II/III-2021 dated March 1, 2021
Sofia Chairunnisa	Anggota Member	Pihak Independen Independent Party	Akuntansi, Audit Accounting, Audit	SK Pengangkatan No.04/KEP-DK/ PI/X-2021 tgl 15 Oktober 2021 Appointment Decree No.04/KEP-DK/ PI/X-2021 dated October 15, 2021

PROFIL KOMITE AUDIT

Profil Komite Audit per 31 Desember 2024 adalah sebagai berikut.

AUDIT COMMITTEE PROFILE

The profile of Audit Committee as of December 31, 2024 is as follow.

Heru Sukanto

Ketua Komite Audit
Chairman of Audit Committee

Profil dapat dilihat pada bagian Profil Dewan Komisaris dalam Laporan Tahunan ini.

Profile can be seen in the Profile of Board of Commissioners section in this Annual Report

Periode dan Masa Jabatan : Periode dan Masa Jabatan Komite Audit sesuai dengan periode dan masa jabatan sebagai Dewan Komisaris.

Period and Term of Office: The period and term of office of Nomination and Remuneration Committee is in accordance with the period and term of office as Board of Commissioners.

Rakhman Fuadhy Kurniawan

Wakil Ketua Komite Audit
Vice Chairman of Audit Committee/ Commissioner

Profil dapat dilihat pada bagian Profil Dewan Komisaris dalam Laporan Tahunan ini.

Profile can be seen in the Profile of Board of Commissioners section in this Annual Report

Periode dan Masa Jabatan : Periode dan Masa Jabatan Komite Audit sesuai dengan periode dan masa jabatan sebagai Dewan Komisaris.

Period and Term of Office: The period and term of office of Nomination and Remuneration Committee is in accordance with the period and term of office as

Ahmad Zakie Mubarrok

Anggota Komite Audit
Member of Audit Committee

- **Kewarganegaraan**
  Nationality
  Indonesian
- **Domisili**
  Domicile
  Bandung
- **Tempat dan Tahun Lahir/Usia**
  Place and Date of Birth/Age
  Wonosobo, 16 Februari 1985/39 tahun
  Wonosobo, February 16, 1985/39 years old

Riwayat Pendidikan Educational Background	▪ Sarjana Ekonomi Jurusan Akuntansi Universitas Padjajaran (2007) ▪ Magister Akuntansi, Akuntansi Sektor Publik Universitas Gadjah Mada (2012) ▪ Bachelor of Economics in Accounting, Padjadjaran University (2007); ▪ Master of Accounting, Public Sector Accounting, Gadjah Mada University (2012).
Sertifikasi Certification	▪ *Certified Public Accountant (CPA) from* Institut Akuntan Publik Indonesia (IAPI) ▪ *Certified in Audit Committee Practices (CACP) from* Ikatan Komite Audit Indonesia (IKAI) ▪ *Certified Auditor under The Audit Board of the Republic of Indonesia* (Badan Pemeriksa Keuangan/BPK RI) ▪ *Certified Fraud Examiner (CFE) from Association of Certified Fraud Examiner* (ACFE))

Pengalaman Kerja Work Experience	▪ Dosen Tetap Departemen Akuntansi Fakultas Ekonomi dan Bisnis Universitas Padjajaran (2015 – sekarang) ▪ Associate Partner KAP Jojo Sunarjo dan Rekan Cabang Bandung (2018 – sekarang) ▪ Komite Audit PT Perkebunan Nusantara VIII (2014 – 2017) ▪ Komite Pemantau Manajemen Risiko PT Perkebunan Nusantara VIII (2017-2019) ▪ Komite Audit PT Ultrajaya Milk Industry & Trading Company Tbk (2019 – 2021) ▪ Komite Audit PT Pupuk Kujang (2019 – 2021) ▪ Komite Audit PT Pelabuhan Indonesia II (Persero) (2021 – sekarang) ▪ Permanent Lecturer in the Department of Accounting, Faculty of Economics and Business, Padjajaran University (2015 - present); ▪ Associate Partner of KAP Jojo Sunarjo and Partners Bandung Branch (2018 - present); ▪ Audit Committee of PT Perkebunan Nusantara VIII (2014 - 2017); ▪ Risk Management Monitoring Committee of PT Perkebunan Nusantara VIII (2017-2019); ▪ Audit Committee of PT Ultrajaya Milk Industry & Trading Company Tbk (2019 – 2021); ▪ Audit Committee of PT Pupuk Kujang (2019 - 2021); ▪ Audit Committee of PT Pelabuhan Indonesia II (Persero) (2021 - present).
Dasar Hukum Pengangkatan Legal Basis for Appointment	Keputusan Dewan Komisaris Nomor 05/KEP-DK/PI.II/III-2021 tanggal 1 Maret 2021 Board of Commissioners Decree No. 05/KEP-DK/ PI.II/III-2021 dated March 1, 2021
Periode dan Masa Jabatan Period and Tenure	Periode Pertama : 1 Maret 2021 – 29 Februari 2024 First Period: March 1, 2021 - February 29, 2024.
Jabatan Rangkap Concurrent Position	Dosen Tetap Departemen Akuntansi Fakultas Ekonomi dan Bisnis Universitas Padjajaran (2012 – sekarang) Permanent Lecturer in the Department of Accounting, Faculty of Economics and Business, Padjajaran University (2012 - present).

Sofia Chairunnisa

Anggota Komite Audit
Member of Audit Committee

Kewarganegaraan
Nationality

Indonesian

Domisili
Domicile

Bandung

Tempat dan Tahun Lahir/Usia
Place and Date of Birth/Age

Jakarta, 5 Agustus 1986/38 tahun
Jakarta, August 5, 1986/38 years old

Riwayat Pendidikan Educational Background	▪ Sarjana Ekonomi Jurusan Akuntansi Universitas Indonesia (2009) ▪ Magister Manajemen Universitas Gadjah Mada (2022) ▪ Bachelor of Economics in Accounting, University of Indonesia (2009). ▪ Master of Management Universitas Gadjah Mada (2022)
Sertifikasi Certification	▪ *Certified Auditor under The Audit Board of the Republic of Indonesia* (BPK RI) ▪ *Certified Professional Auditor of Indonesia* ▪ *Chartered Accountant (2024)* oleh Ikatan Akuntan Indonesia ▪ Certified Auditor under The Audit Board of the Republic of Indonesia (BPK RI) ▪ Certified Professional Auditor of Indonesia ▪ Chartered Accountant (2024) by the Indonesian Institute of Accountants
Pengalaman Kerja Work Experience	▪ Audit Manager KAP Bing Santrio & Eny (Deloitte Indonesia) (2009 – 2018) ▪ Financial, Accounting and Tax Manager PT Steadfast Marine Tbk. (2018) ▪ Business Analyst Manager PT Maxima Integra Investama (2019) ▪ Accounting & Tax Manager PT Sumber Hidup Sehat (2019 – 2020) ▪ Audit Manager KAP Gani Sigiro Handayani (Grant Thornton Indonesia) (2020 – sekarang) ▪ Audit Manager of KAP Bing Santrio & Eny (Deloitte Indonesia) (2009 – 2018); ▪ Financial, Accounting and Tax Manager of PT Steadfast Marine Tbk (2018); ▪ Business Analyst Manager of PT Maxima Integra Investama (2019); ▪ Accounting & Tax Manager of PT Sumber Hidup Sehat (2019 – 2020); ▪ Audit Manager of KAP Gani Sigiro Handayani (Grant Thornton Indonesia) (2020 – present).
Dasar Hukum Pengangkatan Legal Basis for Appointment	Keputusan Dewan Komisaris Nomor 4/KEP-DK/PI/X-2-21 tanggal 15 Oktober 2021 Board of Commissioners Decree No. 4/KEP-DK/PI/X2-21 dated October 15, 2021.
Periode dan Masa Jabatan Period and Tenure	Periode I : 15 Oktober 2021 – 31 Oktober 2024 First Period: October 15, 2021 - October 31, 2024.
Jabatan Rangkap Concurrent Position	Audit Manager KAP Gani Sigiro Handayani (Grant Thornton Indonesia) (2020 – sekarang) Audit Manager of KAP Gani Sigiro Handayani (Grant Thornton Indonesia) (2020 - present).

KUALIFIKASI PENDIDIKAN DAN PENGALAMAN KERJA KOMITE AUDIT

AUDIT COMMITTEE EDUCATIONAL QUALIFICATIONS AND WORK EXPERIENCE

Tabel Kualifikasi Pendidikan dan Pengalaman Kerja Komite Audit
Educational Qualifications and Work Experience of Audit Committee

Nama Name	Jabatan Position	Pendidikan Education	Pengalaman Kerja Work Experience
Heru Sukanto	Ketua Chairman	▪ Sarjana Hukum ▪ Magister Manajemen ▪ Bachelor of Law ▪ Master of Management	Memiliki pengalaman kerja di bidang perbankan Has work experience in banking sector
Didi Sumedi*	Wakil Ketua Vice Chairman	Sarjana Sosial Politik Administrasi Negara Bachelor in Social and Political Administration	Memiliki pengalaman kerja di bidang perdagangan Has work experience in Trade sector
Rakhman Fuadhy Kurniawan**	Wakil Ketua Vice Chairman	▪ S1 bidang Teknik Elektro ▪ Sekolah Bahasa Jepang ▪ S2 bidang Teknik Mesin ▪ Bachelor's in Electrical Engineering ▪ Japanese Language School ▪ Master's in Mechanical Engineering	Memiliki pengalaman kerja di Kedutaan Besar Republik Indonesia di Tokyo Has work experience at the Embassy of the Republic of Indonesia in Tokyo
Ahmad Zakie Mubarrok	Anggota Member	▪ Sarjana Ekonomi ▪ Magister Akuntansi ▪ Bachelor of Economics ▪ Master of Accounting	Memiliki pengalaman kerja di bidang akuntansi dan auditing Has work experience in accounting and auditing
Sofia Chairunnisa	Anggota Member	▪ Sarjana Akuntansi ▪ Magister Manajemen ▪ Bachelor of Accounting ▪ Master of Management	Memiliki pengalaman kerja di bidang keuangan, akuntansi dan auditing Has work experience in finance, accounting and auditing

*Berhenti sejak tanggal 17 Desember 2024
**Mulai menjabat tanggal 17 Desember 2024
*Started serving since December 17, 2024
**No longer serving since December 17, 2024

INDEPENDENSI KOMITE AUDIT

Komite Audit melaksanakan fungsi dan tugasnya secara profesional dan independen, tanpa campur tangan dari pihak manapun yang tidak sesuai dengan peraturan perundang-undangan. Sesuai dengan Piagam Komite Audit, kualifikasi independensi dari anggota Komite Audit harus memenuhi kriteria sebagai berikut:

AUDIT COMMITTEE INDEPENDENCE

Audit Committee carries out its functions and duties professionally and independently, without interference from any party that is not in accordance with the laws and regulations. In accordance with the Audit Committee Charter, the independence qualifications of members of Audit Committee must meet the following criteria:

Tabel Independensi Komite Audit
Audit Committee Independence

Aspek Independensi Independence Aspect	Heru Sukanto	Didi Sumedi	Rakhman Fuadhy Kurniawan	Ahmad Zakie Mubarrok	Sofia Chairunnisa
Tidak memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi Has no financial relationship with Board of Commissioners and Board of Directors	√	√	√	√	√
Tidak memiliki hubungan kepengurusan di perusahaan, anak perusahaan, maupun perusahaan afiliasi Has no managerial relationship in the Company, subsidiary, or affiliated Company	√	√	√	√	√
Tidak memiliki hubungan kepemilikan saham di perusahaan Does not have share ownership relationship in the Company	√	√	√	√	√
Tidak memiliki hubungan keluarga dengan Dewan Komisaris, Direksi, dan/atau sesama anggota Komite Audit Does not have family relationship with Board of Commissioners, Board of Directors, and/or fellow members of Audit Committee	√	√	√	√	√

Tabel Independensi Komite Audit
Audit Committee Independence

Aspek Independensi Independence Aspect	Heru Sukanto	Didi Sumedi	Rakhman Fuadhy Kurniawan	Ahmad Zakie Mubarrok	Sofia Chairunnisa
Tidak menjabat sebagai pengurus partai politik, pejabat dan pemerintah Does not serve as administrators of political parties, officials and government	√	√	√	√	√

PELATIHAN DAN/ATAU PENINGKATAN KOMPETENSI KOMITE AUDIT PADA TAHUN 2024

AUDIT COMMITTEE TRAINING AND/OR COMPETENCY DEVELOPMENT IN 2024

Nama Name	Jabatan Position	Jenis Pelatihan dan Materi Pengembangan Kompetensi /Pelatihan Type of Training and Subject of Training/ Competency Development	Waktu dan Tempat Pelaksanaan Time and Venue	Penyelenggara Organizer
Heru Sukanto	Ketua Chairman	Pelatihan dan/atau Peningkatan Kompetensi dapat dilihat pada bagian Pelatihan dan/atau Peningkatan Kompetensi Dewan Komisaris Training and/or Competency Development can be seen in the Board of Commissioners Training and/ or Competency Development Section.		
Didi Sumedi*	Wakil Ketua Vice Chairman	Pelatihan dan/atau Peningkatan Kompetensi dapat dilihat pada bagian Pelatihan dan/atau Peningkatan Kompetensi Dewan Komisaris Training and/or Competency Development can be seen in the Board of Commissioners Training and/ or Competency Development Section.		
Rakhman Fuadhy Kurniawan**	Wakil Ketua Vice Chairman	Pelatihan dan/atau Peningkatan Kompetensi dapat dilihat pada bagian Pelatihan dan/atau Peningkatan Kompetensi Dewan Komisaris Training and/or Competency Development can be seen in the Board of Commissioners Training and/ or Competency Development Section.		
Ahmad Zakie Mubarrok	Anggota Member	Sinergi Antara Komite Audit,Satuan pengawas Internal (SPI), dan Auditor Eksternal dalam Penguatan Tata Kelola, Manajemen Risiko, dan Kepatuhan Perusahaan Synergy Between Audit Committee, Internal Audit Unit (SPI), and External Auditor in Strengthening Corporate Governance, Risk Management, and Compliance	Selasa, 30 April 2024 Tuesday, April 30, 2024	IIAC, Yayasan Pengembangan Audit Internal dan Manajemen Risiko Indonesia IIAC, Indonesian Internal Audit and Risk Management Development Foundation
		ESG Masterclass: Navigating Environmental, Sicial and Governance Challenges in Port Industry	30 Juli-1 Ags 202 July 30-Aug 1, 2024	Pricewaterhouse Coopers (PWC)
		Review Course dan Ujian Sertifikasi *Certified Fraud Examiner* (CFE) Reiew Course and Certified Fraud Examiner (CFE) Certification Exam	5 s.d. 9 Agustus 2024 August 5-9, 2024	Association of Certified Fraud Examiner (ACFE)
		Pengenalan ESG dan Keberlanjutan, Kerangka pelaporan ESG dan Rating ESG dan Studi Kasus Introduction to ESG and Sustainability, ESG Reporting Framework and ESG Rating and Case Studies	Senin, 21 Oktober 2024 Monday, October 21, 2024	Pricewaterhouse Coopers (PWC)

Nama Name	Jabatan Position	Jenis Pelatihan dan Materi Pengembangan Kompetensi /Pelatihan Type of Training and Subject of Training/ Competency Development	Waktu dan Tempat Pelaksanaan Time and Venue	Penyelenggara Organizer
Sofia Chairunnisa	Anggota Member	Sinergi Antara Komite Audit,Satuan pengawas Internal (SPI), dan Auditor Eksternal dalam Penguatan Tata Kelola, Manajemen Risiko, dan Kepatuhan Perusahaan Synergy Between Audit Committee, Internal Audit Unit (SPI), and External Auditor in Strengthening Corporate Governance, Risk Management, and Compliance	Selasa, 30 April 2024 Tuesday, April 30, 2024	IIAC, Yayasan Pengembangan Audit Internal dan Manajemen Risiko Indonesia IIAC, Indonesian Internal Audit and Risk Management Development Foundation
		ESG Masterclass: Navigating Environmental, Sicial and Governance Challenges in Port Industry	30 Juli-1 Ags 202 July 30-Aug 1, 2024	Pricewaterhouse Coopers (PWC)
		Pengenalan ESG dan Keberlanjutan, Kerangka pelaporan ESG dan Rating ESG dan Studi Kasus Introduction to ESG and Sustainability, ESG Reporting Framework and ESG Rating and Case Studies	Senin, 21 Oktober 2024 Monday, October 21, 2024	Pricewaterhouse Coopers (PWC)

*Berhenti sejak tanggal 17 Desember 2024
**Mulai menjabat tanggal 17 Desember 2024
*Started serving since December 17, 2024
**No longer serving since December 17, 2024

RAPAT KOMITE AUDIT

KEBIJAKAN RAPAT KOMITE AUDIT

Komite Audit mengadakan rapat sekurang-kurangnya sama dengan ketentuan minimal rapat Dewan Komisaris yang ditetapkan dalam Anggaran Dasar Perseroan. Rapat Komite Audit dipimpin oleh Ketua Komite Audit atau anggota Komite Audit yang paling senior, apabila Ketua Komite Audit berhalangan hadir. Jika dipandang perlu, Komite Audit dapat mengundang pihak Manajemen yang terkait dengan materi rapat untuk hadir dalam rapat Komite Audit. Setiap rapat Komite Audit dituangkan dalam risalah rapat yang ditandatangani oleh seluruh anggota Komite Audit yang hadir. Komite Audit mengadakan rapat koordinasi dengan SPI sekurang-kurangnya sekali dalam 3 (tiga) bulan.

AGENDA RAPAT KOMITE AUDIT

Sepanjang tahun 2024, tanggal pelaksanaan, Agenda rapat dan Peserta rapat Komite Audit, sebagai berikut.

AUDIT COMMITTEE MEETING

AUDIT COMMITTEE MEETING POLICY

Audit Committee holds meetings at least equal to the minimum Board of Commissioners meetings as stipulated in the Company's Articles of Association. Audit Committee meeting is chaired by the Chairman of Audit Committee or the most senior member of Audit Committee, if the Chairman of Audit Committee is unable to attend. If deemed necessary, Audit Committee may invite Management parties related to the meeting material to attend Audit Committee meeting. Each Audit Committee meeting is set forth in the minutes of meeting signed by all members of Audit Committee present. Audit Committee holds a coordination meeting with SPI at least once every 3 (three) months.

AUDIT COMMITTEE MEETING AGENDA

Throughout 2024, the date, meeting agenda and participants of Audit Committee meetings are as follows.

Tabel Agenda Rapat Komite Audit
Audit Committee Meeting Agenda

No.	Tanggal Rapat Meeting Date	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting Participants
1	3 Januari 2024 January 3, 2024	Pembahasan Tanggapan atas Usulan RKAP Tahun 2024 Discussion on Responses to the Proposed RKAP for 2024	▪ Heru Sukanto ▪ Didi Sumedi ▪ Ahmad Zakie Mubarrok ▪ Sofia Chairunnisa
2	24 Januari 2024 January 24, 2024	Pembahasan Analisa Laporan Manajemen PT Pelabuhan Indonesia (Persero) Tahun 2023 Discussion on Analysis of the Management Report of PT Pelabuhan Indonesia (Persero) for 2023	▪ Heru Sukanto ▪ Didi Sumedi ▪ Ahmad Zakie Mubarrok ▪ Sofia Chairunnisa
3	13 Maret 2024 March 13, 2024	Arahan Dewan Komisaris atas Strategi Manajemen Risiko Penerapan Akuntansi Lindung Nilai (Hedge Accounting) Pinjaman Sindikasi USD 500,000,000 PT Pelabuhan Indonesia (Persero) Board of Commissioners' Directions on Risk Management Strategy for the Implementation of Hedge Accounting for the Syndicated Loan of USD 500,000,000 PT Pelabuhan Indonesia (Persero)	▪ Heru Sukanto ▪ Didi Sumedi ▪ Ahmad Zakie Mubarrok ▪ Sofia Chairunnisa
4	20 Maret 2024 March 20, 2024	Permohonan Tanggapan Tertulis atas Usulan Penghapusbukuan Aset Tetap Ex. PT ISAB Milik PT Pelabuhan Indonesia (Persero) Request for Written Response to the Proposal for Write-off of Fixed Assets Ex. PT ISAB Owned by PT Pelabuhan Indonesia (Persero)	▪ Heru Sukanto ▪ Didi Sumedi ▪ Ahmad Zakie Mubarrok ▪ Sofia Chairunnisa
5	21 Maret 2024 March 21, 2024	Persetujuan atas Pendanaan Tahap I 2024 PT Pelabuhan Indonesia (Persero) Approval of Phase I Funding 2024 PT Pelabuhan Indonesia (Persero)	▪ Heru Sukanto ▪ Didi Sumedi ▪ Ahmad Zakie Mubarrok ▪ Sofia Chairunnisa
6	4 April 2024 April 4, 2024	Penyampaian Kuesioner Evaluasi Kantor Akuntan Publik (KAP) Tahun Buku 2023 Submission of Public Accounting Firm (KAP) Evaluation Questionnaire for Fiscal Year 2023	▪ Heru Sukanto ▪ Didi Sumedi ▪ Ahmad Zakie Mubarrok ▪ Sofia Chairunnisa
7	22 April 2024 April 22, 2024	Penyampaian Informasi Pelaksanaan Pekerjaan KAP Tahun 2023 Submission of Information on the Implementation of KAP Work in 2023	▪ Heru Sukanto ▪ Didi Sumedi ▪ Ahmad Zakie Mubarrok ▪ Sofia Chairunnisa
8	13 Mei 2024 May 13, 2024	1. Usulan Penetapan dan Persetujuan Kantor Akuntan Publik (KAP) Tahun Buku 2024. 2. Tanggapan Dewan Komisaris atas Penyampaian Laporan Tahun 2023 (Audited) PT Pelabuhan Indonesia (Persero) 1. Proposal for the Determination and Approval of Public Accounting Firm (KAP) for 2024 Fiscal Year. 2. Board of Commissioners' Response on the Submission of 2023 Audited Report of PT Pelabuhan Indonesia (Persero)	▪ Heru Sukanto ▪ Didi Sumedi ▪ Ahmad Zakie Mubarrok ▪ Sofia Chairunnisa
9	20 Mei 2024 May 20, 2024	Tanggapan Dewan Komisaris atas Laporan Manajemen Triwulan I Tahun 2024 PT Pelabuhan Indonesia (Persero) Board of Commissioners' Response of on the Management Report for the First Quarter of 2024 of PT Pelabuhan Indonesia (Persero)	▪ Heru Sukanto ▪ Didi Sumedi ▪ Ahmad Zakie Mubarrok ▪ Sofia Chairunnisa
10	22 Mei 2024 May 22, 2024	Tanggapan atas Penyampaian Rancangan Rencana Jangka Panjang (RJP) PT Pelabuhan Indonesia (Persero) Tahun 2025-2029 Response to the Submission of the Draft of Long-Term Plan (RJP) of PT Pelabuhan Indonesia (Persero) for 2025-2029	▪ Heru Sukanto ▪ Didi Sumedi ▪ Ahmad Zakie Mubarrok ▪ Sofia Chairunnisa
11	7 Juni 2024 June 7, 2024	1. Laporan Evaluasi Kantor Akuntan Publik Tahun Buku 2023 2. Rekomendasi Kantor Akuntan Publik (KAP) Tahun Buku 2024 1. Evaluation Report of Public Accounting Firm for 2023 Fiscal Year 2. Recommendation of Public Accounting Firm (KAP) for 2024 Fiscal Year	▪ Heru Sukanto ▪ Didi Sumedi ▪ Ahmad Zakie Mubarrok ▪ Sofia Chairunnisa
12	19 Juni 2024 June 19, 2024	Penyampaian Tindak Lanjut Dewan Komisaris atas Rekomendasi Hasil Pemeriksaan Badan Pemeriksa Keuangan Republik Indonesia Republik Indonesia (BPK RI) Submission of Follow-up Actions by Board of Commissioners on the Recommendations of Audit Results of the Republic of Indonesia Audit Board (BPK RI)	▪ Heru Sukanto ▪ Didi Sumedi ▪ Ahmad Zakie Mubarrok ▪ Sofia Chairunnisa

Tabel Agenda Rapat Komite Audit
Audit Committee Meeting Agenda

No.	Tanggal Rapat Meeting Date	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting Participants
13	5 Juli 2024 July 5, 2024	Pelaksanaan Proses Pengadaan Kantor Akuntan Publik (KAP) Tahun Buku 2024 Procurement Process of Public Accounting Firm (KAP) for 2024 Fiscal Year	▪ Heru Sukanto ▪ Didi Sumedi ▪ Ahmad Zakie Mubarrok ▪ Sofia Chairunnisa
14	26 Juli 2024 July 26, 2024	1. Tanggapan atas Rencana Transformasi PT Pengerukan Indonesia. 2. Evaluasi Kinerja Kantor Akuntan Publik Tahun Buku 2023 1. Response to the Transformation Plan of PT Pengerukan Indonesia. 2. Evaluation of the Performance of the Public Accounting Firm for 2023 Fiscal Year	▪ Heru Sukanto ▪ Didi Sumedi ▪ Ahmad Zakie Mubarrok ▪ Sofia Chairunnisa
15	31 Juli 2024 July 31, 2024	1. Persetujuan Tertulis atas Permohonan Usulan Penghapusbukuan Aset Tetap Alat Bongkar Muat Ex. Terminal JICT 2 2. Tanggapan Tertulis atas Usulan Penghapusbukuan Aset Tetap Alat Bongkar Muat Ex. Terminal JICT 2 1. Written Approval of the Request for Proposal to Write-Off Fixed Assets of Loading and Unloading Equipment Ex. Terminal JICT 2 2. Written Response to the Proposal to Write-Off Fixed Assets of Loading and Unloading Equipment Ex. Terminal JICT 2	▪ Heru Sukanto ▪ Didi Sumedi ▪ Ahmad Zakie Mubarrok ▪ Sofia Chairunnisa
16	15 Agustus 2024 August 15, 2024	Tanggapan Dewan Komisaris atas Laporan Manajemen Triwulan II Tahun 2024 PT Pelabuhan Indonesia (Persero) Board of Commissioners' Response to the Management Report for Quarter II of 2024 of PT Pelabuhan Indonesia (Persero)	▪ Heru Sukanto ▪ Didi Sumedi ▪ Ahmad Zakie Mubarrok ▪ Sofia Chairunnisa
17	17 September 2024 September 17, 2024	Persetujuan Penetapan Kantor Akuntan Publik (KAP) untuk Pekerjaan General Audit Laporan Keuangan Konsolidasian dan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) Tahun Buku 2024 Approval of the Appointment of a Public Accounting Firm (KAP) for General Audit Work of the Consolidated Financial Statements and Micro and Small Business Funding Program (PUMK) for 2024 Fiscal Year	▪ Heru Sukanto ▪ Didi Sumedi ▪ Ahmad Zakie Mubarrok ▪ Sofia Chairunnisa
18	7 Oktober 2024 October 7, 2024	Persetujuan atas Pendanaan Tahap II 2024 PT Pelabuhan Indonesia (Persero) Approval of Phase II Funding 2024 PT Pelabuhan Indonesia (Persero)	▪ Heru Sukanto ▪ Didi Sumedi ▪ Ahmad Zakie Mubarrok ▪ Sofia Chairunnisa
19	29 Oktober 2024 October 29, 2024	Tanggapan Dewan Komisaris atas Rancangan Rencana Jangka Panjang (RJP) PT Pelabuhan Indonesia (Persero) Tahun 2025-2029 Board of Commissioners' Response to Draft of Long-Term Plan (RJP) of PT Pelabuhan Indonesia (Persero) for 2025-2029	▪ Heru Sukanto ▪ Didi Sumedi ▪ Ahmad Zakie Mubarrok ▪ Sofia Chairunnisa
20	24 November 2024 November 24, 2024	Tanggapan Dewan Komisaris atas Laporan Manajemen Triwulan III Tahun 2024 PT Pelabuhan Indonesia (Persero) Board of Commissioners' Response to Management Report for Quarter III of 2024 of PT Pelabuhan Indonesia (Persero)	▪ Heru Sukanto ▪ Didi Sumedi ▪ Ahmad Zakie Mubarrok ▪ Sofia Chairunnisa
21	16 Desember 2024 December 16, 2024	Tanggapan atas Rencana Pengalihan Aset Alat Bongkar Muat dan Alat Apung serta Persetujuan atas Amandemen Kerjasama Operasi antara PT Pelabuhan Indonesia (Persero) dan Subholding Response to Planned Transfer of Loading and Unloading Equipment and Floating Equipment Assets and Approval of Amendment to Operational Cooperation between PT Pelabuhan Indonesia (Persero) and Subholding	▪ Heru Sukanto ▪ Didi Sumedi ▪ Ahmad Zakie Mubarrok ▪ Sofia Chairunnisa
22	20 Desember 2024 December 20, 2024	Tanggapan Dewan Komisaris atas Kesiapan PT Pelabuhan Indonesia (Persero) dalam menjalankan Peta Jalan Implementasi IcoFR Board of Commissioners' Response to PT Pelabuhan Indonesia (Persero) Readiness in implementing the IcoFR Implementation Roadmap	▪ Heru Sukanto ▪ Rakhman Fuadhy Kurniawan ▪ Ahmad Zakie Mubarrok ▪ Sofia Chairunnisa

FREKUENSI DAN TINGKAT KEHADIRAN RAPAT KOMITE AUDIT

AUDIT COMMITTEE MEETINGS FREQUENCY AND ATTENDANCE

Tabel Tingkat Kehadiran Rapat Komite Audit
Attendance Level of Audit Committee Meetings

Nama Name	**Jabatan** Position	**Rapat Komite Audit** Audit Committee Meeting — **Jumlah dan Persentase Kehadiran** Number and Percentage of Attendance		
		Jumlah Rapat Number of Meetings	**Jumlah Kehadiran** Number of Attendance	**Persentase** Percentage
Heru Sukanto	Ketua Chairman	22	22	100%
Didi Sumedi*	Wakil Ketua Vice Chairman	21	21	100%
Rakhman Fuadhy Kurniawan**	Wakil Ketua Vice Chairman	1	1	100%
Ahmad Zakie Mubarrok	Anggota Member	21	21	100%
Sofia Chairunnisa	Anggota	22	22	100%

*Berhenti sejak tanggal 17 Desember 2024
**Mulai menjabat tanggal 17 Desember 2024
*Started serving since December 17, 2024
**No longer serving since December 17, 2024

PROGRAM KERJA DAN PELAKSANAAN TUGAS KOMITE AUDIT TAHUN 2024

Program kerja dan pelaksanaan tugas Komite Audit selama tahun 2024 adalah sebagai berikut:

1. Evaluasi RJPP
2. Evaluasi Usulan RKAP Tahun 2024 dan menyusun tanggapan Dewan Komisaris
3. Analisis kesenjangan yang terjadi antara master plan IT dengan aktual dengan identifikasi risiko yang dapat ditimbulkan.
4. Monitoring Audit Keuangan oleh KAP
5. Evaluasi Kinerja KAP
6. Tanggapan Laporan Keuangan Audited Tahun 2023
7. Pemilihan KAP Audit Keuangan Tahun 2024
8. Kunjungan Kerja untuk Evaluasi Kinerja Cabang dan cek fisik aset yang di usulkan penghapusan.
9. Evaluasi Kinerja SPI
10. Evaluasi dan saran atas PKPT SPI (organ pendukung Dekom)
11. Rapat koordinasi Triwulanan dengan SPI (Evaluasi LHA, Pemutakhiran Data dan Tindak lanjut)
12. Pemantauan tindak lanjut hasil pemeriksaan auditor eksternal
13. Tanggapan Laporan Manajemen Tahun 2023
14. Evaluasi Laporan Manajemen Triwulanan
15. Menyusun kajian atas usulan Direksi yang memerlukan tanggapan/persetujuan Dewan Komisaris
16. Menyusun Rencana Kerja dan Anggaran Komite Audit Tahun 2024
17. Penyusunan Laporan Triwulanan Komite Audit

AUDIT COMMITTEE WORK PROGRAMS AND DUTIES IMPLEMENTATION IN 2024

The work program and implementation of Audit Committee's duties during 2024 are as follows:

1. Evaluation of RJPP
2. Evaluation of the 2024 RKAP Proposal and preparing the Board of Commissioners' response
3. Analysis of the gap between the IT master plan and the actual with the identification of risks that may arise.
4. Monitoring of Financial Audit by KAP
5. Evaluation of KAP Performance
6. Response to the 2023 Audited Financial Report
7. Selection of KAP for Financial Audit in 2024
8. Work Visits for Branch Performance Evaluation and physical checks of assets proposed for deletion.
9. SPI Performance Evaluation
10. Evaluation and suggestions on SPI PKPT (Board of Commissioners supporting organ)
11. Quarterly coordination meeting with SPI (LHA Evaluation, Data Update and Follow-up)
12. Monitoring the follow-up of external auditor audit results
13. Response to 2023 Management Report
14. Evaluation of Quarterly Management Report
15. Compiling a study of Board of Directors' proposals that require response/approval from Board of Commissioners
16. Compiling the 2024 Audit Committee Work Plan and Budget
17. Compiling the Audit Committee Quarterly Report

18. Seminar / pelatihan / workshop / studi banding.
19. Rapat internal Komite Audit (minimal satu bulan sekali)
20. Rapat dengan Dewan Komisaris

KOMITE NOMINASI DAN REMUNERASI

Komite Nominasi dan Remunerasi adalah Komite yang ·dibentuk oleh Dewan Komisaris dengan maksud untuk membantu Dewan Komisaris dalam melaksanakan kewajibannya untuk melakukan pemantauan, pengawasan dan penilaian atas kebijakan dan pelaksanaan nominasi dan remunerasi. Komite Nominasi dan Remunerasi dibentuk dengan tujuan untuk memberikan masukan kepada Dewan Komisaris bahwa Perusahaan telah melaksanakan proses nominasi dan remunerasi secara baik memadai.

TUGAS DAN TANGGUNG JAWAB KOMITE NOMINASI DAN REMUNERASI

Tugas Pokok

1. Melakukan *review* secara berkala atas Sistem Pengelolaan Talenta (*Talent Management System*) perusahaan serta *monitoring* dan evaluasi atas pelaksanaannya.
2. Melakukan evaluasi terhadap sistem dan prosedur Pengklasifikasian Talenta (*Talent Classification*) yang dilakukan oleh Direksi.
3. Melakukan validasi dan kalibrasi atas Talenta yang diusulkan oleh Direksi kepada Dewan Komisaris (*Selected Talent*), untuk menghasilkan daftar Talenta yang akan dinominasikan oleh Dewan Komisaris kepada RUPS/Menteri (*Nominated Talent*).
4. Melakukan evaluasi terhadap Calon Wakil Perseroan yang akan diusulkan sebagai anggota Direksi atau anggota Dewan Komisaris perusahaan anak, sebelum diajukan kepada RUPS/Menteri.
5. Melakukan evaluasi atas usulan *Key Performance Indicators* Individu anggota Direksi.
6. Menyiapkan usulan sistem evaluasi kinerja individu bagi anggota Direksi dan/atau anggota Dewan Komisaris.
7. Menyiapkan usulan program pengembangan bagi anggota Direksi dan/atau anggota Dewan Komisaris.
8. Melakukan evaluasi atas kebijakan remunerasi bagi pegawai yang membutuhkan persetujuan/ tanggapan dari Dewan Komisaris.
9. Melakukan evaluasi atas usulan Direksi mengenai struktur organisasi perusahaan.
10. Melaksanakan tugas-tugas lain sesuai dengan permintaan Dewan Komisaris.

18. Seminars/trainings/workshops/comparative studies.
19. Internal Audit Committee meetings (at least once a month)
20. Meetings with Board of Commissioners

NOMINATION AND REMUNERATION COMMITTEE

Nomination and Remuneration Committee is a Committee formed by Board of Commissioners with the aim of assisting the Board in carrying out its obligations to monitor, supervise and assess policies and implementation of nomination and remuneration. Nomination and Remuneration Committee was formed in order to providing input to the Board of Commissioners that the Company has implemented the nomination and remuneration process properly and adequately.

NOMINATION AND REMUNERATION COMMITTEE DUTIES AND RESPONSIBILITES

Main Duties

1. Conduct periodic reviews of the Company's Talent Management System as well as monitor and evaluate its implementation.
2. Evaluate the system and procedures for Talent Classification carried out by Board of Directors.
3. Validate and calibrate the Talents proposed by Board of Directors to Board of Commissioners (Selected Talent), to generate a list of Talents to be nominated by Board of Commissioners to GMS/ Minister (Nominated Talent).
4. Evaluate the prospective Company Representative which will be proposed as a member of Board of Directors or Board of Commissioners of subsidiary, before submission to the GMS/Minister.
5. Evaluate the propose individual Key Performance Indicators of Board of Directors.
6. Prepare proposals for the individual performance evaluation system of Board of Directors and/or Board of Commissioners members.
7. Prepare proposals for development programs for members of Board of Directors and/or Board of Commissioners.
8. Evaluate the remuneration policy for employees requiring approval/response from Board of Commissioners.
9. Evaluate proposals from Board of Directors regarding the Company's organizational structure.
10. Perform other tasks as requested by the Board of Commissioners.

Tanggung jawab

1. Komite Nominasi dan Remunerasi bersifat mandiri baik dalam pelaksanaan tugasnya maupun dalam pelaporan, dan bertanggung jawab langsung kepada Dewan Komisaris.
2. Komite Nominasi dan Remunerasi bekerja secara kolektif dalam melaksanakan tugasnya membantu Dewan Komisaris.
3. Pertanggungjawaban Komite Nominasi dan Remunerasi kepada Dewan Komisaris disampaikan dalam laporan sebagai berikut:
   a. Laporan tahunan pelaksanaan tugas Komite Nominasi dan Remunerasi;
   b. Laporan Triwulanan pelaksanaan tugas Komite Nominasi dan Remunerasi;
   c. Laporan untuk setiap pelaksanaan tugas khusus Komite Nominasi dan Remunerasi.
4. Komite Nominasi dan Remunerasi bertanggung jawab menjaga kerahasian dokumen, data dan informasi Perseroan.

WEWENANG KOMITE NOMINASI DAN REMUNERASI

Dalam melaksanakan tugasnya Komite Nominasi dan Remunerasi berwenang:

1. Me*review*, memeriksa, melakukan analisa dan memberikan pendapat serta rekomendasi dalam batas ruang lingkup tugasnya.
2. Mencari dan mendapatkan informasi (akses yang tidak terbatas) yang relevan dari Sistem Informasi Manajemen (SIM), laporan-laporan, maupun dari setiap anggota Direksi, karyawan atau individu atau narasumber terkait.
3. Mengundang manajemen untuk hadir dalam rapat Komite.

PIAGAM KOMITE NOMINASI DAN REMUNERASI

Dalam melaksanakan tugas dan tanggung jawabnya, Komite Nominasi dan Remunerasi Pelindo mengacu pada Piagam Komite Nominasi dan Remunerasi yang terakhir ditetapkan oleh Dewan Komisaris melalui Keputusan Dewan Komisaris No. 06/KEP-DK/PI / VII-2022 tanggal 19 Juli 2022 tentang Penetapan Piagam (*Charter*) Komite Audit, Komite GCG dan Pemantau Manajemen Risiko dan Komite Nominasi dan Remunerasi Perusahaan Perseroan (Persero) PT Pelabuhan Indonesia. Dalam Piagam tersebut memuat ketentuan yang harus dipatuhi pembentukan dan pelaksanaan kegiatan Komite Audit agar dapat bekerja secara independen, objektif, mandiri, transparan, dan dapat dipertanggungjawabkan. Piagam tersebut ditata dalam susunan bagian sebagai berikut:

1. Landasan Hukum;
2. Pengangkatan dan Pemberhentian Anggota;
3. Tugas Pokok;
4. Kewenangan;

Responsibilities

1. Nomination and Remuneration Committee carrying out its duties and reporting independently, and directly responsible to Board of Commissioners.
2. Nomination and Remuneration Committee works collectively in performing its duties to assist Board of Commissioners.
3. The accountability of Nomination and Remuneration Committee to Board of Commissioners is presented in the following report:
   a. Annual report of Nomination and Remuneration Committee's duties implementation;
   b. Quarterly report of Nomination and Remuneration Committee's duties implementation;
   c. Report of Nomination and Remuneration Committee special tasks.
4. Nomination and Remuneration Committee is responsible for maintaining the confidentiality of the Company's documents, data and information.

NOMINATION AND REMUNERATION COMMITTEE AUTHORITIES

In carrying out its duties, Nomination and Remuneration Committee is authorised to:

1. Review, examine, analyse and provide opinions and recommendations within the scope of its duties;
2. Seek and obtain relevant information (unlimited access) from the Management Information System (SIM), reports, as well as from each member of Board of Directors, employees or related individuals or sources;
3. Invite management to attend committee meetings.

NOMINATION AND REMUNERATION COMMITTEE CHARTER

In carrying out its duties and responsibilities, Nomination and Remuneration Committee refers to the Nomination and Remuneration Committee Charter last established through Board of Commissioners' Decree No. 06/ KEP-DK/PI /VII 2022 dated July 19, 2022, regarding Establishment of Charter for Audit Committee, GCG and Risk Management Monitoring Committee, and Nomination and Remuneration Committee of the State-Owned Company PT Pelabuhan Indonesia. The Charter contains provisions that must be adhered to in the formation and implementation of Nomination and Remuneration Committee activities in order to work independently, objectively, independently, transparently and accountably. The Charter is organised in the following sections:

1. Legal Basis;
2. Appointment and Dismissal of Members;
3. Duties;
4. Authorities;

5. Persyaratan Keanggotaan;
6. Tanggung Jawab;
7. Rapat;
8. Laporan;
9. Akses Kerahasiaan Informasi;
10. Rencana Kerja dan Anggaran;
11. Penghasilan Anggota;
12. Pengembangan/Peningkatan kapasitas;
13. Penggunaan Tenaga Ahli
14. Penilaian Kinerja;
15. Hubungan Kelembagaan
16. Lain-lain

5. Membership Requirements;
6. Responsibilities;
7. Meetings;
8. Report;
9. Access to Confidential Information;
10. Work Plan and Budget;
11. Member's Income;
12. Development/Capacity Building;
13. Use of Experts
14. Performance Assessment;
15. Institutional Relationship;
16. Other;

MASA JABATAN KOMITE NOMINASI DAN REMUNERASI

Masa jabatan anggota Komite Nominasi dan Remunerasi yang bukan merupakan Anggota Dewan Komisaris paling lama 3 (tiga) tahun dan dapat diperpanjang satu kali selama 2 (dua) tahun masa jabatan, dengan tidak mengurangi hak Dewan Komisaris untuk memberhentikannya sewaktu-waktu.

TENURE OF NOMINATION AND REMUNERATION COMMITTEE

Tenure of nomination and remuneration committee members who are not members of Board of Commissioners is maximum is 3 (three) years and can be extended once for another 2 (two) years, without prejudice to the right of Board of Commissioners to dismiss them at any time.

STRUKTUR, KEANGGOTAAN DAN KEAHLIAN KOMITE NOMINASI DAN REMUNERASI

STRUCTURE, MEMBERSHIP, AND EXPERTISE OF NOMINATION AND REMUNERATION COMMITTEE

PERIODE 1 JANUARI – 17 DESEMBER 2024
PERIOD OF JANUARY 1 – DECEMBER

Nama Name	Jabatan Position	Keterangan Remarks	Keahlian Expertise
Sudung Situmorang	Ketua Chairman	Wakil Komisaris Utama Vice President Commisioner	Hukum Law
Arif Toha Tjahjagama	Wakil Ketua Vice Chairman	Komisaris Commissioner	Teknik Mesin, Manajemen Mechanical Engineering, Management
Agus Pambagio	Anggota Member	Pihak Independen Independent Party	Teknologi Kimia Tekstil Teknik Textile Chemical Technology Engineering
Mahbub Junaedi	Anggota Member	Pihak Independen Independent Party	Ekonomi, Akuntansi, Hukum Economics, Accounting, Law

PERIODE 17 DESEMBER - 31 DESEMBER 2024
PERIODE 17 DESEMBER - 31 DESEMBER 2024

Nama	Jabatan	Keterangan	Keahlian
Suntana	Ketua Chairman	Wakil Komisaris Utama Vice President Commisioner	Ekonomi Manajemen Economy Management
Andus Winarno	Wakil Ketua Vice Chairman	Komisaris Commissioner	Ekonomi Ilmu Hukum Economy Law
Agus Pambagio	Anggota Member	Pihak Independen Independent Party	Teknologi Kimia Tekstil Teknik Textile Chemical Technology Engineering
Mahbub Junaedi	Anggota Member	Pihak Independen Independent Party	Ekonomi, Akuntansi, Hukum Economics, Accounting, Law

PROFIL KOMITE NOMINASI DAN REMUNERASI

NOMINATION AND REMUNERATION COMMITTEE PROFILE

Suntana

Ketua Komite Nominasi dan Remunerasi/ Komisaris

Chairman of Nomination and Remuneration Committee/Commissioners

Profil dapat dilihat pada bagian Profil Dewan Komisaris dalam Laporan Tahunan ini.

Profile can be seen in the Profile of Board of Commissioners section in this Annual Report

Periode dan Masa Jabatan : Periode dan Masa Jabatan Komite Nominasi dan Remunerasi sesuai dengan periode dan masa jabatan sebagai Dewan Komisaris.

Period and Term of Office: The period and term of office of Nomination and Remuneration Committee is in accordance with the period and term of office as Board of Commissioners.

Andus Winarno

Wakil Ketua Komite Nominasi dan Remunerasi/ Komisaris

Vice Chairman of Nomination and Remuneration Committee/Commissioners

Profil dapat dilihat pada bagian Profil Dewan Komisaris dalam Laporan Tahunan ini.

Profile can be seen in the Profile of Board of Commissioners section in this Annual Report

Periode dan Masa Jabatan : Periode dan Masa Jabatan Komite Nominasi dan Remunerasi sesuai dengan periode dan masa jabatan sebagai Dewan Komisaris.

Period and Term of Office: The period and term of office of Nomination and Remuneration Committee is in accordance with the period and term of office as Board of Commissioners.

Agus Pambagio

Anggota Komite Nominasi dan Remunerasi/Pihak Independen

Member of Nomination and Remuneration Committee/Independent Commissioner

- **Kewarganegaraan**
  Nationality
  Indonesian
- **Domisili**
  Domicile
  Jakarta, Indonesia
- **Tempat dan Tahun Lahir/Usia**
  Place and Date of Birth/Age
  Semarang. 19 Agustus 1959/65 tahun
  Semarang, August 19, 1959/65 years old

Riwayat Pendidikan Educational Background	▪ S1 Teknologi Kimia Tekstil dari Institut Teknologi Tekstil Bandung (1984) ▪ S2 Engineering Management dari School of Engineering & Applied Science The George Washington University, Washington, DC, USA (1990). ▪ Bachelor of Textile Chemical Technology from Bandung Textile Technology Institute (1984); ▪ Master of Engineering Management from School of Engineering & Applied Science The George Washington University, Washington, DC, USA (1990).

Sertifikasi Certification	▪ Certified Professional Negotiator dari Paska Sarjana Fakultas Hukum, Universitas Tarumanegara, 2008 ▪ Certified Professional US Lobbyist, from American Lobby League, Washington, DC 2008 ▪ Certified Mastering Lobbyist, from European Training Institute, Brussels, Belgium 2010 ▪ Certified Public Service Policy Development, SNCF France 2013 ▪ Certified in Audit Committee Practices from The Indonesian Institute of Audit Committee, Jakarta 2024 ▪ Certified Professional Negotiator dari Paska Sarjana Fakultas Hukum, Universitas Tarumanegara, (2008); ▪ Certified Professional US Lobbyist, from American Lobby League, Washington, DC (2008); ▪ Certified Mastering Lobbyist, from European Training Institute, Brussels, Belgium (2010); ▪ Certified Public Service Policy Development, SNCF France (2013) ▪ Certified in Audit Committee Practices from The Indonesian Institute of Audit Committee, Jakarta 2024
Pengalaman Kerja Work Experience	▪ Anggota Tim Pakar Administrsi Kependudukan, Kementerian Dalam Negeri (2021 – sekarang) ▪ Anggota Dewan Pengawas Penanganan Tailing PT Freeport Indonesia, Kementerian Lingkungan Hidup dan Kehutanan (2019 – sekarang) ▪ Komite Nominasi dan Remunerasi Dewan Komisaris PT Pelindo 3 (Persero) (2019 – 2021) ▪ Anggota Dewan Pertimbangan Proper Nasional, Kementerian Lingkungan Hidup dan Kehutanan (2019 – sekarang) ▪ Anggota Team Ahli Siber Pungli, Kementerian Koordinator Politik dan Keamanan RI (2017 -2018) ▪ Member of Population Administration Expert Team, Ministry of Home Affairs (2021 – present); ▪ Member of PT Freeport Indonesia's Tailings Handling Supervisory Board, Ministry of Environment and Forestry (2019 – present); ▪ Nomination and Remuneration Committee for Board of Commissioners of PT Pelindo 3 (Persero) (2019 – 2021); ▪ Member of National Proper Advisory Council, Ministry of Environment and Forestry (2019 – present); ▪ Member of Cyber Extortion Expert Team, Coordinating Ministry for Political and Security Affairs of the Republic of Indonesia (2017 – 2018).
Dasar Hukum Pengangkatan Legal Basis for Appointment	Keputusan Dewan Komisaris Nomor 6/KEP-DK/PI/X-2021 tanggal 15 Oktober 2021 Board of Commissioners Decree No. 6/KEP-DK/PI/ X2021 dated October 15, 2021.
Periode dan Masa Jabatan Period and Tenure	Periode Pertama : 15 Oktober 2021 - 31 Oktober 2024 First Period: October 15, 2021 - October 31, 2024
Jabatan Rangkap Concurrent Position	▪ Penasehat Senior, Kementerian Lingkungan Hidup dan Kehutanan Bidang Kebijakan (2015-sekarang) ▪ Anggota Dewan Pengawas Penanganan Tailing PT Freeport Indonesia, Kementerian Lingkungan Hidup dan Kehutanan (2015-sekarang) ▪ Anggota Dewan Pertimbangan Proper Nasional, Kementerian Lingkungan Hidup dan Kehutanan (2015-sekarang) ▪ Senior Advisor, Ministry of Environment and Forestry Policy Sector (2015 – present) ; ▪ Member of PT Freeport Indonesia's Tailings Handling Supervisory Board, Ministry of Environment and Forestry (2015 – present); ▪ Member of National Proper Advisory Council, Ministry of Environment and Forestry (2015 – present).

Mahbub Junaedi

Anggota Komite Nominasi dan Remunerasi/ Pihak Independen

Member of Nomination and Remuneration Committee/Independent Commissioner

Kewarganegaraan
Nationality

Indonesian

Domisili
Domicile

Jakarta, Indonesia

Tempat dan Tahun Lahir/Usia
Place and Date of Birth/Age

Jakarta, 30 Desember 1972/52 tahun
Jakarta, December 30, 1972/52 years old

Riwayat Pendidikan Educational Background	▪ S1 Jurusan Akuntansi Fakultas Ekonomi Universitas Indonesia (1998) ▪ DIV Jurusan Akuntansi Sekolah Tinggi Akuntansi Negara (STAN) (2000) ▪ S1 Jurusan Hukum Bisnis Fakultas Hukum Universitas Indonesia (2011) ▪ S2 Jurusan Hukum Perdagangan Internasional Fakultas Hukum Universitas Indonesia (2012) ▪ Bachelor of Accounting, Faculty of Economics, Unniversity of Indonesia (1998) ▪ Diploma of Accounting from State College of Accountancy (STAN) (2000) ▪ Bachelor of Business Law, Faculty of Law, University of Indonesia (2011) ▪ Masters in International Trade Law, Faculty of Law, University of Indonesia (2012)
Sertifikasi Certification	▪ Advokat PERADI ▪ CA (*Chartered Accountant*) ▪ CACP (*Certification in Audit Committee Practices*) ▪ CRP (*Certified Risk Professional*) ▪ CGP (*Certified Governance Professional*) ▪ CRGP (*Certified Risk Governance Professional*) ▪ WMI (Wakil Manager Investasi) ▪ Ahli Kepelabuhanan (*Port Expert*) ▪ Ahli Kepabeanan (*Customs Expert*)

Pengalaman Kerja Work Experience	▪ Kementerian Keuangan RI (1994-2008) ▪ Komite Antidumping Indonesia (KADI) dan Komite Pengamanan Perdagangan Indonesia (KPPI) (2003-2008) ▪ JMTLawHouse – Konsultan Hukum (2008-2014) ▪ Komite Audit BPJS Kesehatan (2014-2018) ▪ Komite Audit dan Sekretaris Dewan Pengawas Badan Pengelola Keuangan Haji (2018-2021) ▪ Komite Audit PT Pelabuhan Indonesia II (Persero) (2021) ▪ Kementerian Keuangan RI (1994-2008) ▪ Komite Antidumping Indonesia (KADI) dan Komite Pengamanan Perdagangan Indonesia (KPPI) (2003-2008) ▪ JMTLawHouse – Konsultan Hukum (2008-2014) ▪ Komite Audit BPJS Kesehatan (2014-2018) ▪ Komite Audit dan Sekretaris Dewan Pengawas Badan Pengelola Keuangan Haji (2018-2021) ▪ Komite Audit PT Pelabuhan Indonesia II (Persero) (2021)
Dasar Hukum Pengangkatan Legal Basis for Appointment	Keputusan Dewan Komisaris Nomor 4/KEP-DK/PI/X-2021 Board of Commissioners Decree No. 4/KEP-DK/PI/X 2021.
Periode dan Masa Jabatan Period and Tenure	Periode Pertama : 15 Oktober 2021 – 4 Mei 2024 First Period: October 15, 2021 - May 4, 2024.
Jabatan Rangkap Concurrent Position	-

KUALIFIKASI PENDIDIKAN DAN PENGALAMAN KERJA KOMITE NOMINASI DAN REMUNERASI

NOMINATION AND REMUNERATION COMMITTEE EDUCATIONAL QUALIFICATIONS AND WORK EXPERIENCE

Tabel Kualifikasi Pendidikan dan Pengalaman Kerja Komite Nominasi dan Remunerasi
Nomination and Remuneration Committee Educational Qualifications and Work Experience

Nama Name	Jabatan Position	Pendidikan Education	Pengalaman Kerja Work Experience
Sudung Situmorang*	Ketua Chairman	S2 bidang Hukum Master of Law	Memiliki pengalaman kerja di bidang hukum Has work experience in law
Suntana**	Ketua Chairman	Sekolah Staf dan Pimpinan Tinggi (SESPIMTI) Staff and Senior Leadership School	Memiliki pengalaman kerja di Kepolisian Has work experience in Police Force
Arif Toha Tjahjagama*	Wakil Ketua Vice Chairman	▪ S1 bidang Teknik Sipil ▪ S2 bidang Transportasi Ekonomi ▪ Bachelor in Civil Engineering ▪ Master in Economic Transportation	Memiliki pengalaman kerja di bidang pemerintahan Has work experience in government
Andus Winarno**	Wakil Ketua Vice Chairman	▪ S1 bidang Ekonomi ▪ S2 bidang Ilmu Hukum ▪ Bachelor in Economics ▪ Master in Legal Science	Memiliki pengalaman kerja di bidang pemerintahan Has work experience in government
Agus Pambagio	Anggota Member	▪ S1 Teknologi Kimia Tekstil ▪ S2 Engineering Management ▪ Bachelor of Textile Chemical Technology ▪ Master of Engineering Management	Memiliki pengalaman kerja di bidang lingkungan Has work experience in environment
Mahbub Junaedi	Anggota Member	▪ S1 Jurusan Akuntansi ▪ DIV Jurusan Akuntansi) ▪ S1 Jurusan Hukum Bisnis ▪ S2 Jurusan Hukum Perdagangan Internasional ▪ Bachelor of Accounting ▪ Diploma of Accounting ▪ Bachelor of Business Law ▪ Master of International Trade Law	Memiliki pengalaman kerja di bidang akuntansi, audit, investigasi, hukum, dan kesekretariatan Work experience in accounting, auditing, investigations, law, and secretarial work.

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INDEPENDENSI KOMITE NOMINASI DAN REMUNERASI

NOMINATION AND REMUNERATION COMMITTEE INDEPENDENCE

Tabel Independensi Komite Nominasi dan Remunerasi
Nomination and Remuneration Committee Independence

Aspek Independensi Independence Aspect	Sudung Situmorang*	Suntana**	Arif Toha Tjahjagama*	Andus Winarno**	Agus Pambagio	Mahbub Junaedi
Tidak memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi Has finansial finansial relationship with Board of Commissioners and Board of Directors	√	√	√	√	√	√
Tidak memiliki hubungan kepengurusan di perusahaan, anak perusahaan, maupun perusahaan afiliasi Has no managerial relationship in the Company, subsidiary, or affiliated Company	√	√	√	√	√	√
Tidak memiliki hubungan kepemilikan saham di perusahaan Does not have share ownership relationship in the Company	√	√	√	√	√	√
Tidak memiliki hubungan keluarga dengan Dewan Komisaris, Direksi, dan/atau sesama anggota Komite Nominasi dan Remunerasi Does not have family relationship with Board of Commissioners, Board of Directors, and/or fellow members of Nomination and Remuneration Committee	√	√	√	√	√	√
Tidak menjabat sebagai pengurus partai politik, pejabat dan pemerintah Does not serve as administrator of political parties, official and government	√	√	√	√	√	√

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PROGRAM PENINGKATAN KOMPETENSI KOMITE NOMINASI DAN REMUNERASI

NOMINATION AND REMUNERATION COMMITTEE COMPETENCY DEVELOPMENT PROGRAM

Nama Name	Jabatan Position	Jenis Pelatihan dan Materi Pengembangan Kompetensi /Pelatihan Types of Training and Subject of Training/ Competency	Waktu dan Tempat Pelaksanaan Time and Venue	Penyelenggara Organizer
Sudung Situmorang*	Ketua Chairman	Pelatihan dan/atau Peningkatan Kompetensi dapat dilihat pada bagian Pelatihan dan/atau Peningkatan Kompetensi Dewan Komisaris. Training and/or Competency Development can be seen in the Board of Commissioners Training and/or Competency Development Section		
Suntana**	Ketua Chairman	Pelatihan dan/atau Peningkatan Kompetensi dapat dilihat pada bagian Pelatihan dan/atau Peningkatan Kompetensi Dewan Komisaris Training and/or Competency Development can be seen in the Board of Commissioners Training and/or Competency Development Section		
Arif Toha Tjahjagama*	Wakil Ketua Vice Chairman	Pelatihan dan/atau Peningkatan Kompetensi dapat dilihat pada bagian Pelatihan dan/atau Peningkatan Kompetensi Dewan Komisaris Training and/or Competency Development can be seen in the Board of Commissioners Training and/or Competency Development Section		
Andus Winarno**	Wakil Ketua Vice Chairman	Pelatihan dan/atau Peningkatan Kompetensi dapat dilihat pada bagian Pelatihan dan/atau Peningkatan Kompetensi Dewan Komisaris Training and/or Competency Development can be seen in the Board of Commissioners Training and/or Competency Development Section		

Nama Name	**Jabatan** Position	**Jenis Pelatihan dan Materi Pengembangan Kompetensi /Pelatihan** Types of Training and Subject of Training/ Competency	**Waktu dan Tempat Pelaksanaan** Time and Venue	**Penyelenggara** Organizer
Agus Pambagio	Anggota Member	Sinergi Antara Komite Audit,Satuan pengawas Internal (SPI), dan Auditor Eksternal dalam Penguatan Tata Kelola, Manajemen Risiko, dan Kepatuhan Perusahaan Synergy Between Audit Committee, Internal Supervisory Unit (SPI), and External Auditor in Strengthening Corporate Governance, Risk Management, and Compliance	Selasa, 30 April 2024 Tuesday, April 30, 2024	IIAC, Yayasan Pengembangan Audit Internal dan Manajemen Risiko Indonesia IIAC, Indonesia Internal Audit and Risk Management Development Foundation
		Certification in Audit Comitee Practices (CACP) Batch 42 "Peran Strategis Komite Audit Dalam Mewujudkan Ranah Siber Yang Aman" Certification in Audit Committee Practices (CACP) Batch 42 "Strategic Role of Audit Committees in Realizing a Secure Cyber Domain"	1 Agustus 2024 August 1, 2024	Indonesian Institute of Audit Committee (IKAI) Indonesian Audit Committee Institute (IKAI)
		Pengenalan ESG dan Keberlanjutan, Kerangka pelaporan ESG dan Rating ESG dan Studi Kasus ESG Introduction and Sustainability, ESG reporting framework and ESG Ratings and Case Studies	Senin, 21 Oktober 2024 Monday, October 21, 2024	Pricewaterhouse Coopers (PWC)
		Eksekutif Sertifikasi CACP (*Certification in Audit Commitee Practices*) CACP (Certification in Audit Commitee Practices) Certification Executive.	18-19 November 2024 November 18-19, 2024	Certified Audit Committee Professional
Mahbub Junaedi	Anggota Member	Sinergi Antara Komite Audit,Satuan pengawas Internal (SPI), dan Auditor Eksternal dalam Penguatan Tata Kelola, Manajemen Risiko, dan Kepatuhan Perusahaan Synergy Between Audit Committee, Internal Supervisory Unit (SPI), and External Auditor in Strengthening Corporate Governance, Risk Management, and Compliance	Selasa, 30 April 2024 Tuesday, April 30, 2024	IIAC, Yayasan Pengembangan Audit Internal dan Manajemen Risiko Indonesia IIAC, Indonesia Internal Audit and Risk Management Development Foundation
		Certification in Audit Comitee Practices (CACP) Batch 42 "Peran Strategis Komite Audit Dalam Mewujudkan Ranah Siber Yang Aman" Certification in Audit Committee Practices (CACP) Batch 42 "Strategic Role of Audit Committees in Realizing a Secure Cyber Domain"	1 Agustus 2024 August 1, 2024	Indonesian Institute of Audit Committee (IKAI) Indonesian Audit Committee Institute (IKAI)
		Eksekutif Sertifikasi CACP (*Certification in Audit Commitee Practices*) CACP (Certification in Audit Commitee Practices)	18-19 November 2024 November 18-19, 2024	Certified Audit Committee Professional
		IAI APA Event 2024: "See Beyond the Numbers: Empowering Young Accountant Toward Digital and Sustainable Future."	02 Desember 2024	Ikatan Akuntan Indonesia (IAI)
		SAK Outlook 2025: Bagaimanakah Perkembangan Standar Akuntansi Keuangan dan Keberlanjutan di Tahun 2025?"	02 Desember 2025	Ikatan Akuntan Indonesia (IAI)
		Seminar Internasional HUT IAI ke-67: "Connecting Sustainability & Economic Resilience: Accountan Navigating the Future."	03 Desember 2024	Ikatan Akuntan Indonesia (IAI)

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RAPAT KOMITE NOMINASI DAN REMUNERASI

NOMINATION AND REMUNERATION COMMITTEE MEETING

KEBIJAKAN RAPAT KOMITE NOMINASI DAN REMUNERASI

Komite Nominasi dan Remunerasi mengadakan rapat sekurang-kurangnya sama dengan ketentuan minimal rapat Dewan Komisaris yang ditetapkan dalam Anggaran Dasar Perseroan. Rapat Komite Nominasi dan Remunerasi dipimpin oleh Ketua Komite Nominasi dan Remunerasi atau anggota Komite Nominasi dan Remunerasi yang paling senior, apabila Ketua Komite Nominasi dan Remunerasi berhalangan hadir. Jika dipandang perlu, Komite Nominasi dan Remunerasi dapat mengundang pihak Manajemen yang terkait dengan materi rapat untuk hadir dalam rapat Komite Nominasi dan Remunerasi. Setiap rapat Komite Nominasi dan Remunerasi dituangkan dalam risalah rapat yang ditandatangani oleh seluruh anggota Komite Nominasi dan Remunerasi yang hadir. Komite Nominasi dan Remunerasi mengadakan rapat koordinasi dengan Struktural SDM sekurang-kurangnya sekali dalam 3 (tiga) bulan.

NOMINATION AND REMUNERATION COMMITTEE MEETING POLICY

Nomination and Remuneration Committee holds meetings at least equal to the minimum Board of Commissioners meetings as stipulated in the Company's Articles of Association. Nomination and Remuneration Committee meetings are chaired by the Chairman of Nomination and Remuneration Committee or the most senior member, if the Chairman of Nomination and Remuneration Committee is unable to attend. If deemed necessary, Nomination and Remuneration Committee may invite Management parties related to the meeting material to attend the Nomination and Remuneration Committee meeting. Each meeting of Nomination and Remuneration Committee is set out in the minutes of meeting signed by all members of Nomination and Remuneration Committee present. Nomination and Remuneration Committee holds a coordination meeting with Structural HC at least once every 3 (three) months.

AGENDA RAPAT KOMITE NOMINASI DAN REMUNERASI

NOMINATION AND REMUNERATION COMMITTEE MEETING

No.	Tanggal Rapat Meeting Date	Agenda Rapat Meeeting Agenda	Peserta Rapat Meeting Participants	Keterangan Description
1	9 Januari 2024 January 9, 2024	Pembahasan Permohonan Persetujuan Pengangkatan Sekretaris Perusahaan Discussion of Request for Approval of Appointment of Corporate Secretary	▪ Sudung Situmorang ▪ Arif Toha Tjahjagama ▪ Agus Pambagio ▪ Mahbub Junaedi	Nominasi Nomination
2	9 Januari 2024 January 9, 2024	Pembahasan Permohonan Tanggapan Tertulis atas Rencana Pengangkatan Direksi PT EDII (Anak Perusahaan PT Pelabuhan Indonesia (Persero)) Discussion of Request for Written Response to the Planned Appointment of Board of Directors of PT EDII (Subsidiary of PT Pelabuhan Indonesia (Persero))	▪ Sudung Situmorang ▪ Arif Toha Tjahjagama ▪ Agus Pambagio ▪ Mahbub Junaedi	Nominasi Nomination
3	20 Februari 20224 February 20, 20224	Pembahasan Permohonan Tanggapan Tertulis atas Rencana Pengangkatan Anggota Dewan Komisaris PT Jasamarga Bali Toll (Anak Perusahaan PT Pelabuhan Indonesia (Persero)) Discussion of Request for Written Response to the Planned Appointment of Members of Board of Commissioners of PT Jasamarga Bali Toll (Subsidiary of PT Pelabuhan Indonesia (Persero))	▪ Sudung Situmorang ▪ Arif Toha Tjahjagama ▪ Agus Pambagio ▪ Mahbub Junaedi	Nominasi Nomination
4	1 April 2024 April 1, 2024	Penyampaian Nominated Talent PT Pelabuhan Indonesia (Persero) Tahun 2024 Submission of Nominated Talent of PT Pelabuhan Indonesia (Persero) in 2024	▪ Sudung Situmorang ▪ Arif Toha Tjahjagama ▪ Agus Pambagio ▪ Mahbub Junaedi	Nominasi Nomination
5	2 April 2024 April 2, 2024	Hasil Evaluasi Dewan Komisaris terhadap Direksi Eksisting PT Pelabuhan Indonesia (Persero) Results of Board of Commissioners' Evaluation on the Existing Board of Directors of PT Pelabuhan Indonesia (Persero)	▪ Sudung Situmorang ▪ Arif Toha Tjahjagama ▪ Agus Pambagio ▪ Mahbub Junaedi	Nominasi Nomination

No.	Tanggal Rapat Meeting Date	Agenda Rapat Meeeting Agenda	Peserta Rapat Meeting Participants	Keterangan Description
6	8 Mei 2024 May 8, 2024	1. Penyampaian Kontrak Manajemen Direksi secara Individual Tahun 2024 2. Penyampaian Usulan Penetapan Perhitungan Tantiem Tahun 2023 dan Gaji/Honorarium Tahun 2024 bagi Anggota Direksi dan Anggota Dewan Komisaris PT Pelabuhan Indonesia (Persero) 1. Submission of Individual Management Contracts for Board of Directors in 2024 2. Submission of Proposal for Determination of Calculation of Tantiem in 2023 and Salary/Honorarium in 2024 for Members of Board of Directors and Members of Board of Commissioners of PT Pelabuhan Indonesia (Persero)	▪ Sudung Situmorang ▪ Arif Toha Tjahjagama ▪ Agus Pambagio ▪ Mahbub Junaedi	Remunerasi Remuneration
7	20 Mei 2024 May 20, 2024	Permohonan Tanggapan Tertulis atas Rencana Penyesuaian Anggaran Dasar PT Pelabuhan Indonesia (Persero) Request for Written Response to the Plan to Adjust the Articles of Association of PT Pelabuhan Indonesia (Persero)	▪ Sudung Situmorang ▪ Arif Toha Tjahjagama ▪ Agus Pambagio ▪ Mahbub Junaedi	Nominasi Nomination
8	13 Juni 2024 June 13, 2024	Tanggapan Tertulis atas Rencana Pengangkatan Anggota Dewan Komisaris PT Ambang Barito Nusapersada WrittenResponse to the Plan to Appoint Members of the Board of Commissioners of PT Ambang Barito Nusapersada	▪ Sudung Situmorang ▪ Arif Toha Tjahjagama ▪ Agus Pambagio ▪ Mahbub Junaedi	Nominasi Nomination
9	8 Agustus 2024 August 8, 2024	Tanggapan Tertulis atas Rencana Pengusulan Wakil Perseroan sebagai Dewan Komisaris PT PMLI Written Response to the Plan to Propose the Company's Representative as the Board of Commissioners of PT PMLI	▪ Sudung Situmorang ▪ Arif Toha Tjahjagama ▪ Agus Pambagio ▪ Mahbub Junaedi	Nominasi Nomination
10	15 Agustus 2024 August 15, 2024	▪ Tanggapan Tertulis atas Rencana Pengusulan Wakil Perseroan sebagai Dewan Komisaris pada PT Ambang Barito Nusapersada ▪ Tanggapan Tertulis atas atas Penyesuaian Rencana Pengusulan Wakil Perseroan sebagai Direksi dan Dewan Komisaris pada Anak Perusahaan ▪ Written Response to the Plan to Propose the Company's Representative as the Board of Commissioners at PT Ambang Barito Nusapersada ▪ Written Response to the Adjustment of the Plan to Propose the Company's Representative as Directors and Board of Commissioners at Subsidiaries	▪ Sudung Situmorang ▪ Arif Toha Tjahjagama ▪ Agus Pambagio ▪ Mahbub Junaedi	Nominasi Nomination
11	26 Agustus 2024 August 26, 2024	Tanggapan Tertulis atas Permohonan Persetujuan Pencairan Tantiem yang Ditangguhkan Tahun Buku 2022 Tahun Pertama Written Response to the Request for Approval of Deferred Disbursement of Tantiem for the First Year of 2022	▪ Sudung Situmorang ▪ Arif Toha Tjahjagama ▪ Agus Pambagio ▪ Mahbub Junaedi	Remunerasi Remuneration
12	15 November 2024 November 15, 2024	Pengisian Jabatan Wakil Direktur Utama Perusahaan Perseroan (Persero) PT Pelabuhan Indonesia Filling the Position of Deputy President Director of Limited Liability Company (Persero) PT Pelabuhan Indonesia	▪ Sudung Situmorang ▪ Arif Toha Tjahjagama ▪ Agus Pambagio ▪ Mahbub Junaedi	Nominasi Nomination

FREKUENSI DAN TINGKAT KEHADIRAN RAPAT KOMITE NOMINASI DAN REMUNERASI

NOMINATION AND REMUNERATION COMMITTEE MEETINGS FREQUENCY AND ATTENDANCE

Tabel Tingkat Kehadiran Rapat Komite Nominasi dan Remunerasi
Attendance Level of Nomination and Remuneration Committee Meetings

Nama Name	Jabatan Position	Rapat Komite Nominasi dan Remunerasi Nomination and Remuneration Meeting Jumlah dan Persentasi Kehadiran Number and Percentage of Attendance		
		Jumlah Rapat Number of Meetings	Jumlah Kehadiran Total Attendance	Persentase Percentage
Sudung Situmorang*	Ketua Chairman	12	12	100%
Suntana**	Ketua Chairman	-	-	-
Arif Toha Tjahjagama*	Wakil Ketua Vice Chairman	12	12	100%
Andus Winarno**	Wakil Ketua Vice Chairman	-	-	-
Agus Pambagio	Anggota Member	12	12	100%
Mahbub Junaedi	Anggota Member	12	12	100%

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PROGRAM KERJA DAN PELAKSANAAN TUGAS KOMITE NOMINASI DAN REMUNERASI TAHUN 2024

Program kerja dan pelaksanaan tugas Komite Nominasi dan Remunerasi selama tahun 2024 adalah sebagai berikut:

1. Pengawasan Penerapan Prinsip-prinsip Tata Kelola Perusahaan yang baik
2. Evaluasi Kinerja Direksi
3. Evaluasi remunerasi Dewan Komisaris dan Direksi
4. Evaluasi usulan/rekomendasi kepada RUPS tentang calon Anggota Direksi (apabila diperlukan), serta Direksi dan Komisaris Anak Perusahaan.
5. Rapat koordinasi Triwulanan dengan Bagian SDM
6. Evaluasi Usulan Remunerasi Dewan Komisaris dan Direksi tahun 2024
7. Evaluasi atas desain dan pola struktur organisasi Perusahaan
8. Evaluasi atas Penerapan Pola Karir
9. Evaluasi atas Penerapan HR Contact center untuk komunikasi antara HR HO dengan AP dan Cabang
10. Evaluasi atas sistem manajemen karir
11. Evaluasi penerapan GCG perusahaan

NOMINATION AND REMUNERATION COMMITTEE WORK PROGRAM AND DUTIES IMPLEMENTATION IN 2024

The work program and implementation of Nomination and Remuneration Committee's duties during 2024 are as follows:

1. Supervision of the Implementation of Good Corporate Governance Principles\
2. Evaluation of the Performance of Board of Directors
3. Evaluation of the remuneration of Board of Commissioners and Board of Directors
4. Evaluation of proposals/recommendations to the GMS regarding candidates for Members of Board of Directors (if necessary), as well as Directors and Commissioners of Subsidiaries.
5. Quarterly coordination meeting with HC Department
6. Evaluation of Remuneration Proposal for Board of Commissioners and Board of Directors in 2024
7. Evaluation of the design and pattern of the Company's organizational structure
8. Evaluation of the Implementation of Career Patterns
9. Evaluation of the Implementation of HC Contact Center for communication between HC HO with Subsidiaries and Branches
10. Evaluation of the career management system
11. Evaluation of the implementation of the Company's GCG

12. Evaluasi peraturan-peraturan mengenai GCG
13. *Updating* data *talent pool* Pelindo Group
14. Kunjungan Kerja ke Cabang Pelabuhan
15. Menyusun Rencana Kerja dan Anggaran KNR Tahun 2024
16. Penyusunan Laporan Triwulanan KNR
17. Seminar/pelatihan/workshop/studi banding.
18. Rapat internal KNR (minimal satu bulan sekali)
19. Rapat dengan Dewan Komisaris

KEBIJAKAN SUKSESI DIREKSI

Pada tahun 2023 telah diterbitkan Peraturan Direksi tentang Manajemen Talenta dan Suksesi (Ref. Peraturan Direksi Nomor: HK.01/27/6/1/RKTK/UTMA /PLND-23 tanggal 27 Juni 2023). Peraturan Direksi ini mengatur tentang pengelolaan talenta Perseroan di Kantor Pusat, Regional, maupun Grup Bisnis mulai dari proses penjaringan, penilaian, pengembangan, perputaran, hingga hak dan kewajiban talenta Perseroan. Selain itu, Peraturan Direksi ini juga mengatur tentang mekanisme suksesi baik itu yang didapatkan dari hasil talent pool Perseroan, proses lelang jabatan, maupun pengisian dari sumber eksternal.

Direksi melalui Komite Talenta (Ref. Peraturan Direksi PT Pelabuhan Indonesia (Persero) HK.01/1/11/1/PSOG/UTMA /PLND-21 tanggal 01 November 2021 tentang Pedoman Komite Talenta di Lingkungan PT Pelabuhan Indonesia (Persero) melakukan proses penjaringan dan penilaian atas calon yang dianggap memenuhi kriteria atau kualifikasi untuk diajukan atau diangkat menjadi Direksi dan Dewan Komisaris. Selanjutnya Direksi menyampaikan daftar Selected Talent yang direkomendasikan tersebut kepada Dewan Komisaris.

Dewan Komisaris melalui Komite Nominasi dan Remunerasi melakukan validasi dan kalibrasi atas calon-calon yang diusulkan oleh Direksi (*Selected Talent*) untuk memastikan apakah para talent tersebut dapat diajukan atau diangkat menjadi Direksi dan Dewan Komisaris (*Nominated Talent*). Dewan Komisaris selanjutnya menyampaikan usulan *Nominated Talent* kepada Pemegang Saham.

KOMITE GCG DAN PEMANTAU MANAJEMEN RISIKO

Komite GCG & PMR adalah Komite yang dibentuk oleh Dewan Komisaris PT Pelabuhan Indonesia (Persero) dengan maksud untuk membantu Dewan Komisaris dalam melaksanakan kewajibannya untuk melakukan pemantauan, pengawasan dan penilaian atas kebijakan dan pelaksanaan Pemantau Manajemen Risiko. Komite GCG & PMR dibentuk dengan tujuan untuk memberikan masukan kepada Dewan Komisaris bahwa Perusahaan telah melaksanakan proses Risiko secara baik memadai

12. Evaluation of regulations regarding GCG
13. Updating Pelindo Group talent pool data
14. Working Visits to Port Branches
15. Preparing the KNR Work Plan and Budget for 2024
16. Preparation of the KNR Quarterly Report
17. Seminars/training/workshops/comparative studies.
18. KNR internal meetings (at least once a month)
19. Meetings with Board of Commissioners

BOARD OF DIRECTORS SUCCESSION POLICY

In 2023, the Board of Directors Regulation on Talent Management and Succession was issued (Ref. Board of Directors Regulation Number: HK.01/27/6/1/RKTK/UTMA/PLND-23 dated June 27, 2023). This Board of Directors Regulation regulates the management of the Company's talent at the Head Office, Regional Office, and Business Groups starting from the recruitment process, assessment, development, rotation, to the rights and obligations of the Company's talent. In addition, this Board of Directors Regulation also regulates the succession mechanism, whether obtained from the results of the Company's talent pool, job auction process, or filling from external sources.

Board of Directors through the Talent Committee (Ref. Board of Directors Regulation of PT Pelabuhan Indonesia (Persero) HK.01/1/11/1/PSOG/UTMA/PLND-21 dated November 1, 2021 concerning Guidelines for the Talent Committee within PT Pelabuhan Indonesia (Persero)) carries out the recruitment and assessment process for candidates who are considered to meet the criteria or qualifications to be proposed or appointed as Directors and Board of Commissioners. Board of Directors then submits the list of recommended Selected Talents to the Board of Commissioners.
Board of Commissioners through the Nomination and Remuneration Committee validates and calibrates the candidates proposed by the Board of Directors (Selected Talent) to ensure whether the talents can be proposed or appointed as Directors and Board of Commissioners (Nominated Talent). Board of Commissioners then submits the Nominated Talent proposal to Shareholders.

GCG AND RISK MANAGEMENT MONITORING COMMITTEE

GCG & Risk Management Monitoring Committee is a committee formed by Board of Commissioners of PT Pelabuhan Indonesia (Persero) with the aim of assisting the Board in carrying out their obligations to monitor, supervise and assess the policies and implementation of Risk Management. GCG & RMM Committee is formed to provide input to Board of Commissioners that the Company has carried out the Risk process properly and adequately.

TUGAS DAN TANGGUNG JAWAB KOMITE GCG DAN PEMANTAU MANAJEMEN RISIKO

Tugas-tugas Komite GCG & PMR adalah sebagai berikut:

1. Komite GCG & PMR membantu pengawasan Dewan Komisaris terhadap aspek sbb:
   a. Kebijakan manajemen risiko termasuk evaluasi terhadap proses penerapan manajemen risiko perusahaan.
   b. Pengawasan dan memantau terhadap kepatuhan Direksi dalam menjalankan Peraturan perundangan yang berlaku termasuk perjanjian dengan pihak ke tiga.
   c. Kebijakan dalam memberikan persetujuan atas transaksi atau tindakan dalam lingkup kewenangan Dewan Komisaris.
   d. Potensi terhadap benturan kepentingan.
   e. Pemantauan penerapan prinsip-prinsip tata Kelola perusahaan yang baik
2. Komite GCG & PMR bekerja secara kolektif dalam melaksanakan tugasnya membantu Dewan Komisaris.
3. Komite GCG & PMR bersifat mandiri baik dalam pelaksanaan tugasnya maupun dalam laporan dan bertanggung jawab kepada Dewan Komisaris.
4. Komite GCG & PMR memberikan rekomendasi mengenai penyempurnaan sistem Manajemen Risiko serta pelaksanaannya.
5. Komite GCG & PMR memastikan telah terdapat prosedur reviu yang memuaskan terhadap segala informasi yang dikeluarkan perusahaan.
6. Komite GCG & PMR melakukan identifikasi hal-hal yang memerlukan perhatian Dewan Komisaris serta tugas-tugas lain yang diberikan Dewan Komisaris.

7. Tugas khusus dari Dewan Komisaris:
   a. Pemberian tugas khusus kepada Komite GCG & PMR oleh Dewan Komisaris dilakukan dengan perintah tertulis yang memuat:
      - Nama yang diberi tugas;
      - Sifat penugasan;
      - Lingkup pekerjaan;
      - Tujuan dan sasaran pekerjaan;
      - Jangka waktu penugasan.
   b. Lingkup pekerjaan tugas khusus bagi Komite GCG & PMR sepenuhnya ditentukan oleh Dewan Komisaris sepanjang tidak bertentangan dengan peraturan perundangan yang berlaku.
   c. Dalam melaksanakan tugas khusus Komite GCG & PMR dapat:
      - Melakukan *review* terhadap semua catatan, dokumen dan informasi lainnya yang diperlukan termasuk notulen rapat Dewan Direksi dan rapat Dewan Komisaris jika dianggap perlu.

GCG AND RISK MANAGEMENT MONITORING COMMITTEE DUTIES AND RESPONSIBILITIES

The duties of GCG & RMM Committee are as follows:

1. GCG & RMM Committee assists Board of Commissioners in overseeing the following aspects:
   a. Risk management policies, including evaluating the Company's risk management implementation process.
   b. Monitoring and ensuring Board of Directors compliance with applicable laws and regulations, including agreements with third parties.
   c. Approval Policies on transactions or actions within the Board of Commissioners' authority.
   d. Potential conflicts of interest.
   e. Monitoring the implementation of good corporate governance principles.
2. GCG & RMM Committee works collectively in carrying out their duties to assist Board of Commissioners.
3. GCG & RMM Committee is independent both in carrying out its duties and in reports and is responsible to Board of Commissioners.
4. GCG & RMM Committee provides recommendations regarding the improvement of Risk Management system and its implementation
5. GCG & RMM Committee ensures that there is a satisfactory review procedure for all information issued by the Company.
6. GCG & RMM Committee identifies matters that require Board of Commissioners' attention as well as other tasks assigned by Board of Commissioners.
7. Special Duties from Board of Commissioners:
   a. Board of Commissioners assigns special tasks to GCG & RMM Committee with a written order containing:
      - The name of assignee;
      - The nature of assignment;
      - Scope of work;
      - The goals and objectives of the work;
      - The duration of assignment
   b. The scope of work for special duties for GCG & RMM Committee is fully determined by Board of Commissioners as long as it does not conflict with applicable laws and regulations.
   c. In carrying out the special duties, GCG & RMM Committee may:
      - Reviewing all necessary records, documents and other information including the minutes of Board of Directors meeting and Board of Commissioners meeting; if deemed necessary.

- Melakukan analisis dan evaluasi, bekerjasama dengan Struktural Manajemen Risiko, dan atau Strutural unit kerja terkait atau meminta bantuan tenaga ahli atau konsultan untuk membantu Komite GCG & PMR dengan beban Perseroan.

d. Komite GCG & PMR menyampaikan laporan pelaksanaan tugas khusus kepada Dewan Komisaris.

Tanggung jawab Komite GCG & PMR adalah sebagai berikut:

1. Komite GCG & PMR bertanggung jawab kepada Dewan Komisaris.
2. Komite GCG & PMR bekerja secara kolektif dalam melaksanakan tugasnya membantu Dewan Komisaris.
3. Pertanggungjawaban Komite GCG & PMR kepada Dewan Komisaris disampaikan dalam laporan sebagai berikut:
   a. Laporan tahunan pelaksanaan tugas Komite GCG & PMR.
   b. Laporan Triwulanan pelaksanaan tugas Komite GCG & PMR.
   c. Laporan untuk setiap pelaksanaan tugas khusus Komite GCG & PMR.
4. Komite GCG & PMR bertanggungjawab menjaga kerahasian dokumen, data dan informasi Perseroan.

WEWENANG KOMITE GCG DAN PEMANTAU MANAJEMEN RISIKO

Dalam melaksanakan tugasnya Komite GCG dan Pemantau Manajemen Risiko berwenang:

1. Mengakses catatan atau informasi tentang aset dan sumber daya lainnya dan memasuki pekarangan, Gedung, serta kantor yang dipergunakan oleh Perseroan;
2. Berhak mendapat dan meminta setiap hasil kajian risiko yang dilakukan baik oleh para *risk owner*, para pejabat struktural terkait, *risk champion*, Satuan Pengawasan Intern maupun Direksi Perseroan;
3. Meminta penjelasan dari Direksi dan/atau pejabat lainnya mengenai segala persoalan yang menyangkut pengelolaan Perseroan;
4. Dalam melaksanakan kewenangannya, Komite bekerja sama dengan unit kerja terkait, dalam hal ini para *risk owner*, pejabat struktural terkait kendali mutu dan manajemen risiko serta Satuan Pengawasan Internal Perseroan.

PIAGAM KOMITE GCG DAN PEMANTAU MANAJEMEN RISIKO

Dalam melaksanakan tugas dan tanggung jawabnya, Komite GCG dan Pemantau Manajemen Risiko Pelindo

- Conduct analysis and evaluation, cooperate with Structural Risk Management, and/or Structural related work units or request assistance from experts or consultants to assist GCG & RMM Committee at the expense of the Company.

d. GCG & RMM Committee submits a report on the implementation of special tasks to Board of Commissioners

The responsibilities of GCG & RMM Committee are as follows:

1. GCG & RMM Committee is responsible the Board of Commissioners.
2. GCG & RMM Committee works collectively in carrying out their duties to assist Board of Commissioners.
3. The accountability of GCG & RMM Committee to Board of Commissioners is presented in the following report:
   a. Annual report on the implementation of GCG & RMM Committee duties.
   b. Quarterly Report on the implementation of GCG & RMM Committee duties.
   c. Reports for each implementation of special duties of GCG & RMM Committee.
4. GCG & RMM Committee is responsible for maintaining the confidentiality of Company documents, data and information.

GCG AND RISK MANAGEMENT MONITORING COMMITTEE AUTHORITIES

In carrying out its duties, GCG and Risk Management Monitoring Committee is authorised to:

1. Access records or information about assets and other resources and enter the grounds, buildings, and offices used by the Company;
2. Have the right to obtain and request any results of risk assessments conducted either by risk owners, relevant structural officials, risk champions, Internal Audit Unit or Board of Directors of the Company;
3. Request explanations from Board of Directors and/or other officials regarding all issues relating to the management of the Company;
4. In exercising its authority, the Committee cooperates with relevant work units, in this case the risk owners, structural officials related to quality control and risk management as well as the Company's Internal Audit Unit.

GCG AND RISK MANAGEMENT MONITORING COMMITTEE CHARTER

In carrying out its duties and responsibilities, Pelindo's GCG and Risk Management Monitoring

mengacu pada Piagam Komite GCG dan Pemantau Manajemen Risiko terakhir ditetapkan oleh Dewan Komisaris melalui Keputusan Dewan Komisaris No. 06/KEP-DK/PI/VII-2022 tanggal 19 Juli 2022 tentang Penetapan Piagam (Charter) Komite Audit, Komite GCG dan Pemantau Manajemen Risiko, dan Komite Nominasi dan Remunerasi Perusahaan Perseroan (Persero) PT Pelabuhan Indonesia. Dalam Piagam tersebut memuat ketentuan yang harus dipatuhi pembentukan dan pelaksanaan kegiatan Komite GCG dan Pemantau Manajemen Risiko agar dapat bekerja secara independen, objektif, mandiri, transparan, dan dapat dipertanggungjawabkan. Piagam tersebut ditata dalam susunan bagian sebagai berikut:

1. Landasan Hukum;
2. Pengangkatan dan Pemberhentian Anggota;
3. Tugas;
4. Kewenangan;
5. Persyaratan Keanggotaan;
6. Tanggung Jawab;
7. Rapat;
8. Laporan;
9. Akses Kerahasiaan Informasi;
10. Rencana Kerja dan Anggaran;
11. Penghasilan Anggota;
12. Pengembangan Profesional Lanjutan;
13. Penggunaan Tenaga Ahli
14. Penilaian Kinerja;
15. Hubungan Kelembagaan;
16. Lain-lain;
17. Penutup.

Committee refers to the latest Audit Committee Charter established by the Board of Commissioners through the Decree of Board of Commissioners No. 06/KEP-DK/PI/VII-2022 dated July 19, 2022 concerning Determination of the Charter of Audit Committee, GCG and Risk Management Monitoring Committee and Nomination and Remuneration Committee of the Company (Persero) PT Pelabuhan Indonesia. The Charter contains provisions that must be adhered to in the formation and implementation of GCG and Risk Management Monitoring Committee activities in order to work independently, objectively, independently, transparently and accountably. The charter is organised in the following sections:

1. Legal Basis;
2. Appointment and Dismissal of Members;
3. Duties;
4. Authorities;
5. Membership Requirements;
6. Responsibilities;
7. Meetings;
8. Report;
9. Access to Confidential Information;
10. Work Plan and Budget;
11. Member's Income;
12. Development/Capacity Building;
13. Use of Experts
14. Performance Assessment;
15. Institutional Relationship;
16. Others;
17. Closing.

STRUKTUR, KEANGGOTAAN DAN KEAHLIAN KOMITE GCG DAN PEMANTAU MANAJEMEN RISIKO

STRUCTURE, MEMBERSHIP AND EXPERTISE OF GCG AND RISK MANAGEMENT MONITORING COMMITTEE

PERIODE 1 JANUARI – 3 JANUARI 2024
PERIOD OF JANUARY 1 – JANUARY 3, 2024

Nama Name	Jabatan Position	Keterangan Remarks	Keahlian Expertise
Jodi Mahardi	Ketua Chairman	Komisaris Commissioner	Manajemen Hubungan Internasional Management International Relations
Muchtar Luthfi Mutty	Wakil Ketua Vice Chairman	Komisaris Independen Independent Commissioner	Ilmu Pemerintahan, Administrasi Negara Political Science, Public Administration
Sugiyono	Anggota Member	Pihak Independen Independent Party	Akuntansi, Manajemen Accounting, Management

PERIODE 3 JANUARI - 17 DESEMBER 2024
PERIOD OF JANUARY 3 – DECEMBER 17, 2024

Nama Name	Jabatan Position	Keterangan Remarks	Keahlian Expertise
Jodi Mahardi	Ketua Chairman	Komisaris Commissioner	Manajemen Hubungan Internasional Management International Relations
Andus Winarno	Wakil Ketua Vice Chairman	Komisaris Commissioner	

PERIODE 3 JANUARI - 17 DESEMBER 2024
PERIOD OF JANUARY 3 – DECEMBER 17, 2024

Nama Name	Jabatan Position	Keterangan Remarks	Keahlian Expertise
Sugiyono	Anggota Member	Pihak Independen Independent Party	Akuntansi, Manajemen Accounting, Management
Budi Setiawan	Anggota Member	Pihak Independen Independent Party	

PERIODE 17 DESEMBER – 31 DESEMBER 2024
PERIOD OF DECEMBER 17 – DECEMBER 31, 2024

Nama Name	Jabatan Position	Keterangan Remarks	Keahlian Expertise
Jodi Mahardi	Ketua Chairman	Komisaris Commissioner	Manajemen Hubungan Internasional Management International Relations
Elwi Danil	Wakil Ketua Vice Chairman	Komisaris Commissioner	*Engineering*
Sugiyono	Anggota Member	Pihak Independen Independent Party	Akuntansi, Manajemen Accounting, Management
Budi Setiawan	Anggota Member	Pihak Independen Independent Party	

PROFIL KOMITE GCG DAN PEMANTAU MANAJEMEN RISIKO

Profil Komite GCG dan Pemantau Manajemen Risiko per 31 Desember 2024 adalah sebagai berikut.

GCG AND RISK MANAGEMENT MONITORING COMMITTEE PROFILE

The profile of GCG and Risk Management Monitoring Committee as of December 31, 2024 is as follows.

Jodi Mahardi
Ketua Komite GCG dan Pemantau Manajemen Risiko/ Komisaris
Chairman of GCG and Risk Management Monitoring Committee/Commissioner

Profil dapat dilihat pada bagian Profil Dewan Komisaris dalam Laporan Tahunan ini.

Profile can be seen in the Profile of Board of Commissioners section in this Annual Report

Periode dan Masa Jabatan : Periode dan Masa Jabatan Komite GCG dan Pemantau Manajemen Risiko sesuai dengan periode dan masa jabatan sebagai Dewan Komisaris.

Period and Term of Office: The period and term of office of GCG and Risk Management Monitoring Committee is in accordance with the period and term of office as Board of Commissioners.

Elwi Danil

Anggota Komite GCG dan Pemantau Manajemen Risiko/ Komisaris Independen

Member of GCG and Risk Management Monitoring Committee/Independent Commissioner

Profil dapat dilihat pada bagian Profil Dewan Komisaris dalam Laporan Tahunan ini.

Profile can be seen in the Profile of Board of Commissioners section in this Annual Report

Periode dan Masa Jabatan : Periode dan Masa Jabatan Komite GCG dan Pemantau Manajemen Risiko sesuai dengan periode dan masa jabatan sebagai Dewan Komisaris.

Period and Term of Office: The period and term of office of GCG and Risk Management Monitoring Committee is in accordance with the period and term of office as Board of Commissioners.

Sugiyono

Anggota Komite GCG dan Pemantau Manajemen Risiko/ Pihak Independen

Member of GCG and Risk Management Monitoring Committee/Independent Commissioner

- **Kewarganegaraan**
  Nationality
  Indonesian
- **Domisili**
  Domicile
  Jakarta, Indonesia
- **Tempat dan Tahun Lahir/Usia**
  Place and Date of Birth/Age
  29 Mei 1985/usia 36 tahun per Desember 2024
  May 29, 1985/39 years old as of December 2024

Riwayat Pendidikan Educational Background	▪ DIII Akuntansi Universitas Indonesia (2007) ▪ Sarjana Akuntansi Universitas Indonesia (2009) ▪ Magister Manajemen PPM School of Management (2022)	▪ Diploma in Accounting of University of Indonesia (2007) ▪ Bachelor of Accounting, University of Indonesia (2009) ▪ Master of Management, PPM School of Management (2022)
Sertifikasi Certification	Certified Risk Governance Professional Certified Risk Governance Professional	
Pengalaman Kerja Work Experience	▪ Sales Operation Audit Manager PT Astra International,Tbk (2010 –2019) ▪ Risk Management Manager PT Astra International,Tbk (Januari – Juli 2020) ▪ Risk Management Committee PT Askrindo (2020 - sekarang)	▪ Sales Operation Audit Manager of PT Astra International,Tbk (2010 –2019); ▪ Risk Management Manager of PT Astra International,Tbk (January – July 2020); ▪ Risk Management Committee of PT Askrindo (2020 - Present).
Dasar Hukum Pengangkatan Legal Basis for Appointment	Keputusan Dewan Komisaris No. 04/KEP-DK/PI/III-2022 tentang Pemberhentian dan Pengangkatan Anggota Komite Good Corporate Governance dan Pemantau Manajemen Risiko Perusahaan Perseroan (Persero) PT Pelabuhan Indonesia	Board of Commissioners Decree No. 04/KEP-DK/PI/III-2022 concerning Dismissal and Appointment of Members of Good Corporate Governance and Risk Management Monitoring Committee of the Company (Persero) PT Pelabuhan Indonesia.
Periode dan Masa Jabatan Period and Tenure	Periode Pertama : 7 Maret 2022 – 6 Maret 2025 First Period: March 7, 2022 - March 6, 2025	
Jabatan Rangkap Concurrent Position	-	

Budi Setiawan

Anggota Komite GCG dan Pemantau Manajemen Risiko/ Pihak Independen
Member of GCG and Risk Management Monitoring Committee/ Independent Party

➤ **Kewarganegaraan**
Nationality

Indonesian

➤ **Domisili**
Domicile

Jakarta, Indonesia

➤ **Tempat dan Tahun Lahir/Usia**
Place and Date of Birth/Age

Jakarta, 15 Oktober 1982/usia 42 tahun per Desember 2024
Jakarta, October 15, 1982/42 years old as of December 2024

Budi Setiawan **Anggota Komite GCG dan Pemantau Manajemen Risiko/ Pihak Independen** Member of GCG and Risk Management Monitoring Committee/ Independent Party		
Riwayat Pendidikan Educational Background	▪ Diploma III Informatika Komputer – Politeknik LP3I Jakarta (2006) ▪ Sarjana Komputer – STMIK MH Husni Thamrin (2008) ▪ Magister Manajemen Risiko – Universitas Indonesia (2014)	▪ Diploma III in Computer Informatics – LP3I Polytechnic Jakarta (2006) ▪ Bachelor of Computer Science – STMIK MH Husni Thamrin (2008) ▪ Master of Risk Management – University of Indonesia (2014)
Sertifikasi Certification	▪ Certification in Audit Committee Practices (CACP) – IKAI, 2024 ▪ Business Continuity Management Certified Professional (BCMCP) – LSPMR, 2023 ▪ Risk Management Level 1 Sektor Perbankan – LPPI, 2022 ▪ Certified Risk Governance Professional (CRGP) – LSPMR, 2021 ▪ Wakil Manajer Investasi (WMI) – OJK, 2020 ▪ Risk Management Competemcy Assessor – BNSP, 2019 ▪ Certified Financial Planner (CFP) – FPSB Indonesia, 2018 ▪ Enterprise Risk Management Certified Professional (ERMCP) – ERMA, 2017 ▪ Certified Risk Management Professional (CRMP) – LSPMR, 2017	▪ Certification in Audit Committee Practices (CACP) – IKAI, 2024 ▪ Business Continuity Management Certified Professional (BCMCP) – LSPMR, 2023 ▪ Risk Management Level 1 Banking Sector – LPPI, 2022 ▪ Certified Risk Governance Professional (CRGP) – LSPMR, 2021 ▪ Deputy Investment Manager (WMI) – OJK, 2020 ▪ Risk Management Competemcy Assessor – BNSP, 2019 ▪ Certified Financial Planner (CFP) – FPSB Indonesia, 2018 ▪ Enterprise Risk Management Certified Professional (ERMCP) – ERMA, 2017 ▪ Certified Risk Management Professional (CRMP) – LSPMR, 2017
Pengalaman Kerja Work Experience	▪ Senior Enterprise Risk Manager PT Visionet Internasional (2022 – 2024) ▪ Head of Investment Division PT ASABRI (Persero) (2020 – 2022) ▪ Head of Investment Strategy and Analysis Department PT ASABRI (Persero) (2018 – 2020) ▪ Head of Risk Management Department PT ASABRI (Persero) (2015 – 2018) ▪ Risk Management Supervisor PT ASABRI (Persero) (2012 – 2015) ▪ Budget and Cost Control Supervisor PT ASABRI (Persero) (2010 – 2012) ▪ Investment Staff PT ASABRI (Persero) (2004 – 2010)	▪ Senior Enterprise Risk Manager PT Visionet Internasional (2022 – 2024) ▪ Head of Investment Division PT ASABRI (Persero) (2020 – 2022) ▪ Head of Investment Strategy and Analysis Department PT ASABRI (Persero) (2018 – 2020) ▪ Head of Risk Management Department PT ASABRI (Persero) (2015 – 2018) ▪ Risk Management Supervisor PT ASABRI (Persero) (2012 – 2015) ▪ Budget and Cost Control Supervisor PT ASABRI (Persero) (2010 – 2012) ▪ Investment Staff PT ASABRI (Persero) (2004 – 2010)
Dasar Hukum Pengangkatan Legal Basis for Appointment	Keputusan Dewan Komisaris Perusahaan Perseroan (Persero) PT Pelabuhan Indonesia Nomor : 01/KEP-DK/PI/I-2024 tentang Pengangkatan Anggota Komite Good Corporate Governance dan Pemantau Manajemen Risiko Perusahaan Perseroan (Persero) PT Pelabuhan Indonesia	Board of Commissioners Decree of the Company (Persero) PT Pelabuhan Indonesia Number: 01/KEP-DK/PI/I-2024 concerning the Appointment of Members of Good Corporate Governance and Risk Management Monitoring Committee of the Company (Persero) PT Pelabuhan Indonesia
Periode dan Masa Jabatan Period and Tenure	Periode Pertama : 3 Januari 2024 sampai dengan 3 Januari 2027 First Period: January 3, 2024 to January 3, 2027	
Jabatan Rangkap Concurrent Position	-	

MASA JABATAN KOMITE GCG DAN PEMANTAU MANAJEMEN RISIKO

Masa jabatan anggota Komite Audit yang bukan merupakan anggota Dewan Komisaris paling lama 3 (tiga) tahun dan dapat diperpanjang satu kali selama 2 (dua) tahun masa jabatan, dengan tidak mengurangi hak Dewan Komisaris untuk memberhentikannya sewaktu-waktu.

GCG AND RISK MANAGEMENT MONITORING COMMITTEE TENURE

The tenure for members of GCG and Risk Management Monitoring Committee who are not members of Board of Commissioners is a maximum of 3 (three) years and can be extended once for another 2 (two) years, without prejudice to the right of Board of Commissioners to dismiss them at any time.

KUALIFIKASI PENDIDIKAN DAN PENGALAMAN KERJA KOMITE GCG DAN PEMANTAU MANAJEMEN RISIKO

GCG AND RISK MANAGEMENT MONITORING COMMITTEE EDUCATIONAL QUALIFICATIONS AND WORK EXPERIENCE

Tabel Kualifikasi Pendidikan dan Pengalaman Kerja Komite GCG dan Pemantau Manajemen Risiko
GCG and Risk Management Monitoring Committee Educational Qualifications and Work Experience

Nama Name	Jabatan Position	Pendidikan Education	Pengalaman Kerja Work Experience
Jodi Mahardi	Ketua Chairman	▪ S1 bidang Manajemen ▪ S2 bidang International Affairs ▪ Bachelor of Management ▪ Master of International Affairs	Memiliki pengalaman kerja di bidang pemerintahan Has work experience in government sector
Elwi Danil	Wakil Ketua Vice Chairman	▪ S1 bidang Hukum ▪ S2 bidang Hukum ▪ S3 bidang Hukum ▪ Bachelor of Law ▪ Master of Law ▪ Doctoral of Law	Memiliki pengalaman kerja di bidang Pendidikan Has work experience in education sector
Sugiyono	Anggota Member	▪ Diploma II Informatika Komputer ▪ Sarjana Komputer ▪ Magister Manajemen Risiko ▪ Diploma II Computer Informatics ▪ Bachelor of Computer ▪ Master of Risk Management	Memiliki pengalaman kerja di bidang manajemen risiko Has work experience in risk management sector
Budi Setiawan	Anggota Member		

INDEPENDENSI KOMITE GCG DAN PEMANTAU MANAJEMEN RISIKO

GCG AND RISK MANAGEMENT MONITORING COMMITTEE INDEPENDENCE

Tabel Independensi Komite GCG dan Pemantau Manajemen Risiko
GCG and Risk Management Monitoring Committee Independence

Aspek Independensi Independence Aspect	Jodi Mahardi	Elwi Danil	Sugiyono	Budi Setiawan
Tidak memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi Has no financial relationship with Board of Commissioners and Board of Directors	√	√	√	√
Tidak memiliki hubungan kepengurusan di perusahaan, anak perusahaan, maupun perusahaan afiliasi Has no managerial relationship in the Company, subsidiary, or affiliated Company	√	√	√	√
Tidak memiliki hubungan kepemilikan saham di perusahaan Does not have share ownership relationship in the Company	√	√	√	√
Tidak memiliki hubungan keluarga dengan Dewan Komisaris, Direksi, dan/atau sesama anggota Komite GCG dan Pemantau Manajemen Risiko Does not have family relationship with Board of Commissioners, Board of Directors, and/or fellow members of Nomination and Remuneration Committee	√	√	√	√
Tidak menjabat sebagai pengurus partai politik, pejabat dan pemerintah Does not serve as administrator of political parties, official and government	√	√	√	√

PELATIHAN DAN/ATAU PENINGKATAN KOMPETENSI KOMITE GCG DAN PEMANTAU MANAJEMEN RISIKO PADA TAHUN 2024

GCG AND RISK MANAGEMENT MONITORING COMMITTEE TRAINING AND/OR COMPETENCY DEVELOPMENT IN 2024

Nama Name	**Jabatan** Position	**Jenis Pelatihan dan Materi Pengembangan Kompetensi / Pelatihan** Types of Training and Subject of Training/Competency	**Waktu dan Tempat Pelaksanaan** Time and Venue	**Penyelenggara** Organizer
Jodi Mahardi	Ketua Chairman	Pelatihan dan/atau Peningkatan Kompetensi dapat dilihat pada bagian Pelatihan dan/atau Peningkatan Kompetensi Dewan Komisaris Training and/or Competency Development can be seen in the Board of Commissioners Training and/or Competency Development Section		
Elwi Danil	Wakil Ketua Vice Chairman	Pelatihan dan/atau Peningkatan Kompetensi dapat dilihat pada bagian Pelatihan dan/atau Peningkatan Kompetensi Dewan Komisaris Training and/or Competency Development can be seen in the Board of Commissioners Training and/or Competency Development Section		
Sugiyono	Anggota Member	Sinergi Antara Komite Audit,Satuan pengawas Internal (SPI), dan Auditor Eksternal dalam Penguatan Tata Kelola, Manajemen Risiko, dan Kepatuhan Perusahaan Synergy Between Audit Committee, Internal Supervisory Unit (SPI), and External Auditor in Strengthening Corporate Governance, Risk Management, and Compliance	Selasa, 30 April 2024 Tuesday, April 20, 2024	IIAC, Yayasan Pengembangan Audit Internal dan Manajemen Risiko Indonesia IIAC, Indonesia Internal Audit and Risk Management Development Foundation
		Pelatihan Risk Maturity Index (RMI) Kementerian BUMN Batch 3 Tahun 2024 Ministry of SOEs 2024 Risk Maturity Index (RMI) Training Batch 3	Kamis, 13 Juni 202 Thursday, June 13, 2024	Pelindo Pembelajaran & Konsultasi Learning & Consulting Pelindo
		Seminar Master Class XXIII Master Class XXIII Seminar	25-26 Juli 2024 July 25-26, 2024	Lembaga Sertifikasi Profesi Manajemen Risiko (LSPMR) Risk Management Professional Certification Institute (LSPMR)
		Certification in Audit *Commitee Practices* (CACP) Batch 42 "Peran Strategis Komite Audit Dalam Mewujudkan Ranah Siber Yang Aman Certification in Audit Commitee Practices (CACP) Batch 42 "The Strategic Role of Audit Committees in Realizing a Secure Cyber Domain	1 Agustus 2024 August 1, 2024	Indonesian Institute of Audit Committee (IKAI) Indonesian Audit Committee Institute of (IKAI)
		Sertifikasi Business Continuity Management Certified Professional (BCMCP) "Berbasis ISO 22301 & ISO 27031" Business Continuity Management Certified Professional (BCMCP) Certification "Based on ISO 22301 & ISO 27031"	7 s.d 10 Oktober 2024 October 7-10, 2024	LSPMR-BNSP
		Pengenalan ESG dan Keberlanjutan, Kerangka pelaporan ESG dan Rating ESG dan Studi Kasus ESG Introduction and Sustainability, ESG reporting framework and ESG Ratings and Case Studies	Senin, 21 Oktober 2024 Monday, October 21, 2024	Pricewaterhouse Coopers (PWC)
		Eksekutif Sertifikasi CACP (*Certification in Audit Commitee Practices*) CACP (Certification in Audit Commitee Practices) Certification Executive.	18-19 November 2024 November 18-19, 2024	Certified Audit Committee Professional
		Konferensi Nasional Profesional Manajemen Risiko X National Conference of Risk Management Professionals X	12-13 Desember 2024 December 12-13, 2024	Lembaga Sertifikasi Profesi Manajemen Risiko (LSPMR) Risk Management Professional Certification Institute (LSPMR)

Nama Name	**Jabatan** Position	**Jenis Pelatihan dan Materi Pengembangan Kompetensi / Pelatihan** Types of Training and Subject of Training/Competency	**Waktu dan Tempat Pelaksanaan** Time and Venue	**Penyelenggara** Organizer
Budi Setiawan	Anggota Member	Pelatihan Risk Maturity Index (RMI) Kementerian BUMN Batch 3 Tahun 2024 Ministry of SOEs 2024 Risk Maturity Index (RMI) Training Batch 3	Kamis, 13 Juni 202 Thursday, June 13, 2024	Pelindo Pembelajaran & Konsultasi Learning & Consulting Pelindo
		ESG Masterclass: Navigating Environmental, Sicial and Governance Challenges in Port Industry ESG Masterclass: Navigating Environmental, Sicial and Governance Challenges in Port Industry	30 Juli-1 Ags 202 July 30-August 1, 2024	Pricewaterhouse Coopers (PWC)
		Seminar Master Class XXIII Master Class XXIII Seminar	25-26 Juli 2024 July 25-26, 2024	Lembaga Sertifikasi Profesi Manajemen Risiko (LSPMR) Risk Management Professional Certification Institute (LSPMR)
		Certification in Audit Comitee Practices (CACP) Batch 42 "Peran Strategis Komite Audit Dalam Mewujudkan Ranah Siber Yang Aman Certification in Audit Comitee Practices (CACP) Batch 42 "The Strategic Role of Audit Committees in Realizing a Secure Cyber Domain	1 Agustus 2024 August 1, 2024	Indonesian Institute of Audit Committee (IKAI) Indonesian Audit Committee Institute of (IKAI)
		Pengenalan ESG dan Keberlanjutan, Kerangka pelaporan ESG dan Rating ESG dan Studi Kasus ESG Introduction and Sustainability, ESG reporting framework and ESG Ratings and Case Studies	Senin, 21 Oktober 2024 Monday, October 21, 2024	Pricewaterhouse Coopers (PWC)
		Eksekutif Sertifikasi CACP (*Certification in Audit Commitee Practices*) CACP (Certification in Audit Commitee Practices) Certification Executive.	18-19 November 2024 November 18-19, 2024	Certified Audit Committee Professional
		Konferensi Nasional Profesional Manajemen Risiko X National Conference of Risk Management Professionals X	12-13 Desember 2024 December 12-13, 2024	Lembaga Sertifikasi Profesi Manajemen Risiko (LSPMR) Risk Management Professional Certification Institute (LSPMR)

RAPAT KOMITE GCG DAN PEMANTAU MANAJEMEN RISIKO

KEBIJAKAN RAPAT KOMITE GCG DAN PEMANTAU MANAJEMEN RISIKO

Komite GCG dan Pemantau Manajemen Risiko mengadakan rapat sekurang-kurangnya sama dengan ketentuan minimal rapat Dewan Komisaris yang ditetapkan dalam Anggaran Dasar Perseroan. Rapat Komite GCG dan Pemantau Manajemen Risiko dipimpin oleh Ketua Komite GCG dan Pemantau Manajemen Risiko atau anggota Komite GCG dan Pemantau Manajemen Risiko yang paling senior, apabila Ketua GCG dan Komite Pemantau Manajemen Risiko berhalangan hadir. Jika dipandang perlu, Komite GCG dan Pemantau Manajemen Risiko dapat mengundang pihak Manajemen yang terkait dengan materi rapat untuk hadir dalam rapat Komite GCG dan Pemantau Manajemen Risiko. Setiap rapat Komite GCG dan Pemantau Manajemen Risiko dituangkan

GCG AND RISK MANAGEMENT MONITORING COMMITTEE MEETINGS

KEBIJAKAN RAPAT KOMITE GCG DAN PEMANTAU MANAJEMEN RISIKO

GCG and Risk Management Monitoring Committee conducts meetings at least equal to the minimum Board of Commissioners meetings as stipulated in the Company's Articles of Association. GCG and Risk Management Monitoring Committee meetings are chaired by the Chairman of GCG and Risk Management Monitoring Committee or the most senior member, if the Chairman of GCG and Risk Management Monitoring Committee is unable to attend. If deemed necessary, GCG and Risk Management Monitoring Committee may invite the Management related to the meeting material to attend GCG and Risk Management Monitoring Committee meeting. Each meeting of GCG and Risk Management Monitoring Committee is set forth in the minutes of meeting signed by all members of GCG and

dalam risalah rapat yang ditandatangani oleh seluruh anggota Komite GCG dan Pemantau Manajemen Risiko yang hadir. Komite GCG dan Pemantau Manajemen Risiko mengadakan rapat koordinasi dengan Struktural Manajemen Risiko sekurang-kurangnya sekali dalam 3 (tiga) bulan. Rapat diselenggarakan dapat diselenggarakan apabila dihadiri oleh lebih dari separuh dari jumlah anggota.

Risk Management Monitoring Committee present. GCG and Risk Management Monitoring Committee holds coordination meetings with Structural Risk Management at least once every 3 (three) months. A meeting can be held if attended by more than half of the members.

AGENDA RAPAT KOMITE GCG DAN PEMANTAU MANAJEMEN RISIKO

Sepanjang tahun 2024, tanggal pelaksanaan, agenda rapat dan peserta rapat Komite GCG dan Pemantau Manajemen Risiko, sebagai berikut.

MEETING AGENDA OF GCG AND RISK MANAGEMENT MONITORING

Throughout 2024, the date, meeting agenda and participants of GCG and Risk Management Monitoring Committee meetings are as follows.

Tabel Agenda Rapat Komite GCG dan Pemantau Manajemen Risiko
GCG and Risk Management Monitoring Committee Meeting Agenda

No.	Tanggal Rapat	Agenda Rapat	Peserta Rapat
1	11 Januari 2024 January 11, 2024	Pembahasan Permohonan Tanggapan Tertulis Dewan Komisaris Atas Rencana Pemanfaatan Dermaga 210U-213, Dermaga 300, dan Dermaga 303-305 Pelabuhan Tanjung Priok Discussion of the Request for Written Response from Board of Commissioners on the Plan to Utilize Pier 210U-213, Pier 300, and Pier 303-305 of Tanjung Priok Port	▪ Jodi Mahardi ▪ Elwi Danil ▪ Sugiyono ▪ Budi Setiawan
2	22 Februari 2024 February 22, 2024	Pembahasan tindak lanjut Permohonan Tanggapan Tertulis Dewan Komisaris Atas Rencana Pemanfaatan Dermaga 210U-213, Dermaga 300, dan Dermaga 303-305 Pelabuhan Tanjung Priok Discussion of the follow-up to the Request for Written Response from Board of Commissioners on the Plan to Utilize Pier 210U-213, Pier 300, and Pier 303-305 of Tanjung Priok Port	▪ Jodi Mahardi ▪ Elwi Danil ▪ Sugiyono ▪ Budi Setiawan
3	7 Maret 2024 March 7, 2024	Pembahasan Permohonan Tanggapan Tertulis Perubahan Kewenangan Nilai dan Jangka Waktu Kerjasama PT Pelabuhan Indonesia (Persero) Discussion of the Request for Written Response on Changes in the Authority of Value and Term of Cooperation of PT Pelabuhan Indonesia (Persero)	▪ Jodi Mahardi ▪ Elwi Danil ▪ Sugiyono ▪ Budi Setiawan
4	14 Maret 2024 March 14, 2024	Pembahasan Persetujuan atas Pengecualian dalam Pemenuhan Organ Pengelola Risiko di Lingkungan Anak Perusahaan PT Pelabuhan Indonesia (Persero) Discussion of Approval of Exceptions in Fulfillment of Risk Management Organs in the Environment of PT Pelabuhan Indonesia (Persero) Subsidiaries	▪ Jodi Mahardi ▪ Elwi Danil ▪ Sugiyono ▪ Budi Setiawan
5	2 April 2024 April 2, 2024	Persetujuan Rencana Kerjasama Optimalisasi Bagian Tanah HPL Pelabuhan dengan PT Kimia Yasa di Regional 2 Jambi Approval of the Plan for Optimizing the Port's HPL Land Port with PT Kimia Yasa in Region 2 Jambi	▪ Jodi Mahardi ▪ Elwi Danil ▪ Sugiyono ▪ Budi Setiawan
6	18 April 2024 April 18, 2024	Penyampaian Evaluasi kebijakan Ambang Batas Kewenangan Transaksi PT Pelabuhan Indonesia (Persero) dan Anak Perusahaan Submission of Evaluation of the Policy on Threshold of Transaction Authority of PT Pelabuhan Indonesia (Persero) and Subsidiaries	▪ Jodi Mahardi ▪ Elwi Danil ▪ Sugiyono ▪ Budi Setiawan
7	29 April 2024 April 29, 2024	▪ Tanggapan Tertulis Dewan Komisaris atas Rencana Kerjasama Pemanfaatan Bagian Tanah HPL Pelabuhan Waingapu Regional 3 dengan PT Sarana Mbay Utama. ▪ Persetujuan Dewan Komisaris atas Rencana Kerjasama Pemanfaatan Bagian Tanah HPL Pelabuhan dengan PT Laban Raya Samodra di Regional 2 Jambi. ▪ Tanggapan Tertulis Dewan Komisaris PT Pelabuhan Indonesia (Persero) atas Rencana Kerjasama Penggunaan Bagian Tanah HPL Pelabuhan dengan PT Asahimas Chemical di Regional 2 Banten ▪ Board of Commissioners' Approval on the Extension of Cooperation for the Utilization of Port HPL Land with PT Multi Bangun Galaxy in Regional 3 Lembar ▪ Board of Commissioners' Approval on the Planned Cooperation for the Utilization of Port HPL Land with PT Graha Segara in Regional 2 Tanjung Priok ▪ Board of Commissioners' Approval on the Extension of Cooperation for the Utilization of Port HPL Land with PT Tanto Intim Line in Regional 3 Tanjung Perak	▪ Jodi Mahardi ▪ Elwi Danil ▪ Sugiyono ▪ Budi Setiawan

Tabel Agenda Rapat Komite GCG dan Pemantau Manajemen Risiko
GCG and Risk Management Monitoring Committee Meeting Agenda

No.	Tanggal Rapat	Agenda Rapat	Peserta Rapat
8	20 Mei 2024 May 20, 2024	Permohonan Tanggapan Tertulis atas Rencana Penyesuaian Anggaran Dasar PT Pelabuhan Indonesia (Persero) Request for Written Response on the Planned Adjustment of the Articles of Association of PT Pelabuhan Indonesia (Persero)	▪ Jodi Mahardi ▪ Elwi Danil ▪ Sugiyono ▪ Budi Setiawan
9	22 Mei 2024 May 22, 2024	Persetujuan Dewan Komisaris atas Rencana Kerjasama Pemanfaatan Aset Perusahaan Regional 1 Belawan dengan PT Sumatera Utara Perkasa Semen Board of Commissioners' Approval on the Planned Cooperation for the Utilization of Regional 1 Belawan Company Assets with PT Sumatera Utara Perkasa Semen	▪ Jodi Mahardi ▪ Elwi Danil ▪ Sugiyono ▪ Budi Setiawan
10	2 Juli 2024 July 2, 2024	▪ Persetujuan Dewan Komisaris atas Perpanjangan Kerjasama Pemanfaatan Bagian Tanah HPL Pelabuhan dengan PT Multi Bangun Galaxy di Regional 3 Lembar ▪ Persetujuan Dewan Komisaris atas Rencana Kerjasama Pemanfaatan Bagian Tanah HPL Pelabuhan dengan PT Graha Segara di Regional 2 Tanjung Priok ▪ Persetujuan Dewan Komisaris atas Perpanjangan Kerjasama Pemanfaatan Bagian Tanah HPL Pelabuhan dengan PT Tanto Intim Line di Regional 3 Tanjung Perak ▪ Board of Commissioners' Approval on the Extension of Cooperation for the Utilization of Port HPL Land with PT Multi Bangun Galaxy in Regional 3 Lembar ▪ Board of Commissioners' Approval on the Planned Cooperation for the Utilization of Port HPL Land with PT Graha Segara in Regional 2 Tanjung Priok ▪ Board of Commissioners' Approval on the Extension of Cooperation for the Utilization of Port HPL Land with PT Tanto Intim Line in Regional 3 Tanjung Perak	▪ Jodi Mahardi ▪ Elwi Danil ▪ Sugiyono ▪ Budi Setiawan
11	26 Juli 2024 July 26, 2024	Tanggapan Tertulis Dewan Komisaris atas Rencana Kerjasama Pemanfaatan Bagian Tanah HPL Pelabuhan dengan PT Salim Ivomas Pratama Tbk di Regional 2 Tanjung Priok Written Response of Board of Commissioners on the Plan of Cooperation for the Utilization of Port HPL Land with PT Salim Ivomas Pratama Tbk in Regional 2 Tanjung Priok	▪ Jodi Mahardi ▪ Elwi Danil ▪ Sugiyono ▪ Budi Setiawan
12	19 Agustus 2024 August 19, 2024	Tanggapan Tertulis atas Rencana Addendum Perjanjian Kerjasama PT Mitra Sentosa Abadi (MSA) dan Rencana Pemanfaatan Dermaga 210U-213 dengan TEMAS di Pelabuhan Tanjung Priok Written Response on the Plan of Addendum to the Cooperation Agreement of PT Mitra Sentosa Abadi (MSA) and the Plan of Utilization of Pier 210U-213 with TEMAS in Tanjung Priok Port)	▪ Jodi Mahardi ▪ Elwi Danil ▪ Sugiyono ▪ Budi Setiawan
13	6 September 2024 September 6, 2024	Tanggapan Review 3 (tiga) Top Risk Tahun 2024 PT Pelabuhan Indonesia (Persero) Response to the Review of 3 (three) Top Risks in 2024 of PT Pelabuhan Indonesia (Persero	▪ Jodi Mahardi ▪ Elwi Danil ▪ Sugiyono ▪ Budi Setiawan
14	9 September 2024 September 9, 2024	Tanggapan Tertulis Dewan Komisaris PT Pelabuhan Indonesia (Persero) atas Rencana Kerjasama Pemanfaatan Lahan dengan PT Riya Pasifik Nabati di Terminal Kijing Regional 2 Pontianak Written Response of Board of Commissioners of PT Pelabuhan Indonesia (Persero) on the Plan of Cooperation for Land Utilization with PT Riya Pasifik Nabati at Kijing Terminal Regional 2 Pontianakw	▪ Jodi Mahardi ▪ Elwi Danil ▪ Sugiyono ▪ Budi Setiawan
15	27 November 2024 November 27, 2024	Persetujuan dari Dewan Komisaris PT Pelabuhan Indonesia (Persero) atas Rencana Kerjasama Penggunaan Bagian Tanah HPL Pelabuhan dengan PT Eka Nuri di Jalan Industri III Regional 2 Tanjung Priok Approval from Board of Commissioners of PT Pelabuhan Indonesia (Persero) on the Plan of Cooperation for the Utilization of Port HPL Land with PT Eka Nuri on Jalan Industri III Regional 2 Tanjung Priok	▪ Jodi Mahardi ▪ Elwi Danil ▪ Sugiyono ▪ Budi Setiawan

Tabel Agenda Rapat Komite GCG dan Pemantau Manajemen Risiko
GCG and Risk Management Monitoring Committee Meeting Agenda

No.	Tanggal Rapat	Agenda Rapat	Peserta Rapat
16	20 Desember 2024 December 20, 2024	Permohonan Persetujuan Dari Dewan Komisaris PT Pelabuhan Indonesia (Persero) Atas Rencana Kerja Sama Pemanfaatan Bagian Tanah HPL Pelabuhan dengan PT Karyatara Cemara Indah di Regional 2 Tanjung Priok Request for Approval from Board of Commissioners of PT Pelabuhan Indonesia (Persero) on the Plan of Cooperation for the Utilization of Port HPL Land with PT Karyatara Cemara Indah in Regional 2 Tanjung Priok	▪ Jodi Mahardi ▪ Elwi Danil ▪ Sugiyono ▪ Budi Setiawan
17	23 Desember 2024 December 23, 2024	Permohonan Persetujuan Dari Dewan Komisaris PT Pelabuhan Indonesia (Persero) Atas Rencana Kerja Sama Pemanfaatan Bagian Tanah HPL Pelabuhan dengan PT Kreasi Jaya Adhikarya di Regional 1 Dumai Request for Approval from Board of Commissioners of PT Pelabuhan Indonesia (Persero) on the Plan for Cooperation in the Utilization of Port HPL Land with PT Kreasi Jaya Adhikarya in Regional 1 Dumai	▪ Jodi Mahardi ▪ Elwi Danil ▪ Sugiyono ▪ Budi Setiawan
18	23 Desember 2024 December 23, 2024	Persetujuan dari Dewan Komisaris PT Pelabuhan Indonesia (Persero) atas Rencana Kerja Sama Pemanfaatan Bagian Tanah HPL Pelabuhan Dengan PT Agro Makmur Raya di Regional 4 Bitung Approval from Board of Commissioners of PT Pelabuhan Indonesia (Persero) on the Plan for Cooperation in the Utilization of Port HPL Land with PT Agro Makmur Raya in Regional 4 Bitung	▪ Jodi Mahardi ▪ Elwi Danil ▪ Sugiyono ▪ Budi Setiawan

FREKUENSI DAN TINGKAT KEHADIRAN RAPAT KOMITE GCG DAN PEMANTAU MANAJEMEN RISIKO

MEETING FREQUENCY AND ATTENDANCE OF GCG AND RISK MANAGEMENT MONITORING COMMITTEE

Tabel Tingkat Kehadiran Rapat Komite GCG dan Pemantau Manajemen Risiko
Attendance at GCG and Risk Management Monitoring Committee Meetings

Nama Name	Jabatan Position	Rapat Komite GCG dan Pemantau Manajemen Risiko GCG and Risk Management Monitoring Committee Meeting Jumlah dan Persentase Kehadiran Number and Percentage of Attendance		
		Jumlah Rapat Number of Meetings	Jumlah Kehadiran Number of Attendance	Persentase Percentage
Jodi Mahardi	Ketua Chairman	18	18	100%
Elwi Danil	Wakil Ketua Vice Chairman	18	18	100%
Sugiyono	Anggota Member	18	18	100%
Budi Setiawan	Anggota Member	18	18	100%

PROGRAM KERJA DAN PELAKSANAAN TUGAS KOMITE GCG DAN PEMANTAU MANAJEMEN RISIKO TAHUN 2024

Program kerja dan pelaksanaan tugas Komite Komite GCG dan Pemantau Manajemen Risiko selama tahun 2024 adalah sebagai berikut:

1. Memberikan arahan perubahan lingkungan bisnis yang diperkirakan akan berdampak besar pada usaha dan kinerja Perusahaan.
2. Menyusun kajian atas usulan Direksi yang memerlukan tanggapan/persetujuan Dewan Komisaris
3. Evaluasi laporan Semesteran ERM dari manajemen dan penerapannya di perusahaan
4. Pemantauan implementasi dari kontrol dan mitigasi risiko
5. Kunjungan lapangan, evaluasi Cabang dan inventarisasi risiko.
6. Rapat Koordinasi dengan unit manajemen risiko
7. Evaluasi risk profile.
8. Evaluasi atas implementasi penggunaan ERM dalam proses pengambilan keputusan dalam investasi
9. Inventarisasi kendala dalam melakukan investasi berdasarkan risk profile.
10. Pembahasan & diskusi perkembangan ERM dalam investasi
11. Identifikasi hambatan pencapaian KPI dan mencari KRI untuk peningkatan KPI di masa datang
12. Analisis pelaksanaan program kerja dan mengidentifikasi keberhasilan pencapaian dan risiko hambatan yang terjadi dalam pencapaian
13. Menyusun Rencana Kerja dan Anggaran KGCGG & PMR Tahun 2024
14. Penyusunan Laporan Triwulanan KGCGG & PMR
15. Seminar / pelatihan / workshop / studi banding.
16. Rapat internal KGCGG & PMR (minimal satu bulan sekali)
17. Rapat dengan Dewan Komisaris
18. Memberikan arahan dan penasihatan terhadap perencanaan dan pelaksanaan program TJSL

WORK PROGRAM AND IMPLEMENTATION OF DUTIES GCG AND RISK MANAGEMENT MONITORING COMMITTEE IN 2024

The work program and implementation of GCG and Risk Management Monitoring Committee's duties of during 2024 are as follows:

1. Providing direction on changes in the business environment that are expected to have a major impact on the Company's business and performance.
2. Preparing a study of the Board of Directors' proposals that require a response/approval from the Board of Commissioners
3. Evaluation of the ERM Semester report from management and its implementation in the company
4. Monitoring the implementation of risk control and mitigation
5. Field visits, Branch evaluations and risk inventory.
6. Coordination Meeting with the risk management unit
7. Risk profile evaluation.
8. Evaluation of the implementation of the use of ERM in the investment decision-making process
9. Inventory of obstacles in making investments based on risk profiles.
10. Discussion & discussion of ERM developments in investment
11. Identification of obstacles to achieving KPIs and seeking KRIs for improving KPIs in the future
12. Analysis of work program implementation and identifying success in achieving and risks of obstacles that occur in achieving
13. Compiling the 2024 KGCGG & PMR Work Plan and Budget
14. Compilation of KGCGG & PMR Quarterly Reports
15. Seminars/training/workshops/comparative studies.
16. Internal KGCGG & PMR meetings (at least once a month)
17. Meetings with Board of Commissioners
18. Providing direction and advice on the planning and implementation of CSR programs

KOMITE TATA KELOLA TERINTEGRASI

INTEGRATED GOVERNANCE COMMITTEE

TUGAS DAN TANGGUNG JAWAB KOMITE TATA KELOLA TERINTEGRASI

Komite Tata Kelola Terintegrasi membantu pengawasan Dewan Komisaris Induk Perusahaan dengan wewenang, tugas, dan fungsi sebagai berikut:

1. Melakukan evaluasi kebijakan Tata Kelola Terintegrasi;
2. Melakukan pemantauan dan evaluasi atas kesesuaian kebijakan Tata Kelola Terintegrasi BUMN Induk atau Anak Perusahaan BUMN;

INTEGRATED GOVERNANCE COMMITTEE DUTIES AND RESPONSIBILITIES

Integrated Governance Committee assists the Holding Company's Board of Commissioners in overseeing with authority, tasks, and functions as follows:

1. Conducting evaluations of Integrated Governance policies;
2. Monitoring and evaluating the compliance of Integrated Governance policies of SOE's Holding Company or Subsidiaries;

3. Melakukan evaluasi pelaksanaan Tata Kelola Terintegrasi, paling sedikit melalui penilaian kecukupan pengendalian internal dan pelaksanaan fungsi kepatuhan secara terintegrasi;
4. Memberikan rekomendasi kepada Dewan Komisaris Induk Perusahaan untuk penyempurnaan kebijakan Tata Kelola Terintegrasi;
5. Melakukan komunikasi dengan unit kerja untuk fungsi antara lain Audit Intern, hukum dan kepatuhan, keuangan dan Manajemen Risiko, sumber daya manusia dan aspek fungsi operasional usaha yang diperlukan, untuk memperoleh informasi, klarifikasi serta meminta laporan yang diperlukan secara terintegrasi;
6. Melaksanakan pemantauan dan evaluasi terhadap pelaksanaan fungsi Tata Kelola Terintegrasi lainnya sesuai dengan ketentuan peraturan perundang-undangan, anggaran dasar, dan/atau keputusan RUPS/Menteri;
7. Mengakses catatan atau informasi tentang asset dan sumber daya lainnya dan memasuki pekarangan, gedung, serta kantor yang dipergunakan oleh Perseroan;
8. Meminta penjelasan dari organ pengelola risiko dan/atau pejabat lainnya mengenai segala persoalan yang menyangkut pengelolaan Perseroan;
9. Menjalankan wewenang, tugas, dan tanggung jawab lain yang terkait dengan fungsinya.

PIAGAM KOMITE TATA KELOLA TERINTEGRASI

Dalam melaksanakan tugas dan tanggung jawabnya, Komite Tata Kelola Terintegrasi mengacu pada Piagam Komite Tata Kelola terintegrasi yang telah ditetapkan berdasarkan Surat Keputusan Dewan Komisaris Nomor 09/KEP-DK/PI/VII-2023 tanggal 3 Juli 2023 tentang Penetapan Piagam (Charter) Komite Tata Kelola Kelola Terintegrasi (KTKT) Perusahaan Perseroan (Persero) PT Pelabuhan Indonesia. Adapun isi Piagam Komite Tata Kelola Terintegrasi yaitu:

1. Landasan Hukum
2. Pengertian
3. Komposisi dan Struktur
4. Wewenang, Tugas dan Fungsi
5. Persyaratan Keanggotaan
6. Rapat
7. Akses Kerahasiaan Informasi
8. Laporan
9. Penghasilan Anggota
10. Program Pelatihan Berkelanjutan
11. Penggunaan Tenaga Ahli
12. Penilaian Kinerja
13. Hubungan Kelembagaan
14. Lain-lain
15. Penutup

3. Evaluating the Integrated Governance implementation, at least through assessing the adequacy of internal controls and integrated compliance functions;
4. Providing recommendations to the Holding Company's Board of Commissioners for the enhancement of Integrated Governance policies;
5. Communicating with work units such as Internal Audit, Legal and Compliance, Finance and Risk Management, Human Resources, and operational business aspects as necessary, to obtain information, clarifications, and request integrated reports;
6. Monitoring and evaluating the implementation of other Integrated Governance functions in accordance with legal regulations, articles of association, and/or resolutions of GMS/Minister;
7. Accessing records or information about assets and other resources and entering premises, buildings, and offices used by the Company;
8. Requesting explanations from risk management organs and/or other officials regarding any matters related to Company's management;
9. Carrying out other authorities, tasks, and responsibilities related to its functions.

INTEGRATED GOVERNANCE COMMITTEE CHARTER

In carrying out its duties and responsibilities, the Integrated Governance Committee refers to its Charter that has been established based on Board of Commissioners' Decree No.09/KEP-DK/PI/VII-2023 dated July 3, 2023, regarding the Establishment of the Integrated Governance Committee Charter of PT Pelabuhan Indonesia (Persero) Company. The Integrated Governance Committee Charter's contents are as followings:

1. Legal Basis;
2. Definition;
3. Composition and Structure;
4. Authority, Duties, and Functions;
5. Membership Requirements;
6. Meetings;
7. Access to Confidential Information;
8. Reports;
9. Member's Income;
10. Continuous Training Program;
11. Use of Experts
12. Performance Assessment;
13. Institutional Relationship;
14. Other;
15. Closing.

MASA JABATAN KOMITE TATA KELOLA TERINTEGRASI

Masa tugas angggota Komite Tata Kelola Terintegrasi tidak boleh lama dari masa jabatan Dewan Komisaris sebagaimana diatur dalam Anggaran Dasar dan dapat dipilih kembali hanya untuk 1 (satu) periode berikutnya.

TENURE OF INTEGRATED GOVERNANCE COMMITTEE

The tenure of Integrated Governance Committee members shall not be longer than the tenure of Board of Commissioners as stipulated in the Articles of Association and may be re-elected only for the next 1 (one) period.

STRUKTUR, KEANGGOTAAN DAN KEAHLIAN KOMITE TATA KELOLA TERINTEGRASI

STRUCTURE, MEMBERSHIP AND EXPERTISE OF INTEGRATED GOVERNANCE COMMITTEE

PERIODE 1 JANUARI – 3 JANUARI 2024
PERIOD OF JANUARY 1 – JANUARY 3, 2024

Nama Name	Jabatan Position	Keterangan Remarks	Keahlian Expertise
Agus Suhartono	Ketua Chairman	Komisaris Utama Holding Holding's President Commissioner	Ekonomi Manajemen Economics Management
Sudung Situmorang	Anggota Member	Komisaris Holding Holding's Commissioner	Hukum Law
Heru Sukanto	Anggota Member	Komisaris Holding Holding's Commissioner	Hukum, Ekonomi Manajemem Law, Economics Management
Muchtar Luthfi Mutty	Anggota Member	Komisaris Holding Holding's Commissioner	Ilmu Pemerintahan Administrasi Negara Government Science Public Administration
Moermahadi Soerja Djanegara	Anggota Member	Komisaris Utama PT PTP PT PTP's President Commissioner	Akuntansi Accounting
Darwanto	Anggota Member	Komisaris Utama PT PMT PT PMT's President Commissioner	Administrasi Publik Public Administration
Otto Ardianto	Anggota Member	Komisaris Utama PT PJM PT PJM's President Commissioner	Teknik Industri, Administrasi Bisnis Industrial Engineering, Business Administration
Fachry Ali	Anggota Member	Komisaris Utama PT PSL PT PSL's President Commissioner	Sosiologi Sociology

PERIODE 3 JANUARI – 17 DESEMBER 2024
PERIOD OF JANUARY 3 – DECEMBER 17, 2024

Nama Name	Jabatan Position	Keterangan Remarks	Keahlian Expertise
Agus Suhartono	Ketua Chairman	Komisaris Utama Holding Holding's President Commissioner	Ekonomi Manajemen Economics Management
Sudung Situmorang	Anggota Member	Komisaris Holding Holding's Commissioner	Hukum Law
Heru Sukanto	Anggota Member	Komisaris Holding Holding's Commissioner	Hukum, Manajemem Law, Management
Andus Winarno	Anggota Member	Komisaris Holding Holding's Commissioner	IT, SDM TI, HR
Moermahadi Soerja Djanegara	Anggota Member	Komisaris Utama PT PTP PT PTP's President Commissioner	Akuntansi Accounting
Darwanto	Anggota Member	Komisaris Utama PT PMT PT PMT President Commissioner	Administrasi Publik Public Administration
Otto Ardianto	Anggota Member	Komisaris Utama PT PJM PT PJM's President Commissioner	Teknik Industri, Administrasi Bisnis Industrial Engineering, Business Administration
Fachry Ali	Anggota Member	Komisaris Utama PT PSL PT PSL's President Commissioner	Sosiologi Sociology

PERIODE 17 DESEMBER – 31 DESEMBER 2024
PERIOD OF DECEMBER 17 – DECEMBER 31, 2024

Nama Name	**Jabatan** Position	**Keterangan** Remarks	**Keahlian** Expertise
Agus Suhartono	Ketua Chairman	Komisaris Utama Holding Holding's President Commissioner	Ekonomi Manajemen Economics Management
Elwi Danil	Anggota Member	Komisaris Holding Holding's Commissioner	Hukum Law
Heru Sukanto	Anggota Member	Komisaris Holding Holding's Commissioner	Hukum, Ekonomi Manajemen Law, Economics Management
Andus Winarno	Anggota Member	Komisaris Holding Holding's Commissioner	Ilmu Pemerintahan Administrasi Negara Government Science Public Administration
Moermahadi Soerja Djanegara	Anggota Member	Komisaris Utama PT PTP PT PTP's President Commissioner	Akuntansi Accounting
Darwanto	Anggota Member	Komisaris Utama PT PMT PT PMT's President Commissioner	Administrasi Publik Public Administration
Otto Ardianto	Anggota Member	Komisaris Utama PT PJM PT PMT's President Commissioner	Teknik Industri, Administrasi Bisnis Industrial Engineering, Business Administration
Fachry Ali	Anggota Member	Komisaris Utama PT PSL PT PSL's President Commissioner	Sosiologi Sociology

PROFIL KOMITE TATA KELOLA TERINTEGRASI

Profil Komite Tata Kelola Terintegrasi per 31 Desember 2024 adalah sebagai berikut.

INTEGRATED GOVERNANCE COMMITTEE PROFILE

Profile of Integrated Governance Committee as of December 31, 2024 is as follows.

Profil dapat dilihat pada bagian Profil Dewan Komisaris dalam Laporan Tahunan ini.

Profiles can be found in the Board of Commissioners Profile section of this Annual Report.

Periode dan Masa Jabatan : Periode dan Masa Jabatan Komite Tata Kelola Terintegrasi sesuai dengan periode dan masa jabatan sebagai Dewan Komisaris.

Period and Term of Office: The period and term of office of Integrated Governance Committee is in accordance with the period and term of office as Board of Commissioners.

Elwi Danil

Anggota Komite Tata Kelola Terintegrasi/Komisaris

Member of Integrated Governance Committee/Commissioner

Profil dapat dilihat pada bagian Profil Dewan Komisaris dalam Laporan Tahunan ini.

Profiles can be found in the Board of Commissioners Profile section of this Annual Report.

Periode dan Masa Jabatan : Periode dan Masa Jabatan Komite Tata Kelola Terintegrasi sesuai dengan periode dan masa jabatan sebagai Dewan Komisaris.

Period and Term of Office: The period and term of office of Integrated Governance Committee is in accordance with the period and term of office as Board of Commissioners.

Heru Sukanto

Anggota Komite Tata Kelola Terintegrasi/Komisaris

Member of Integrated Governance Committee/Commissioner

Profil dapat dilihat pada bagian Profil Dewan Komisaris dalam Laporan Tahunan ini.

Profiles can be found in the Board of Commissioners Profile section of this Annual Report.

Periode dan Masa Jabatan : Periode dan Masa Jabatan Komite Tata Kelola Terintegrasi sesuai dengan periode dan masa jabatan sebagai Dewan Komisaris.

Period and Term of Office: The period and term of office of Integrated Governance Committee is in accordance with the period and term of office as Board of Commissioners.

Andus Winarno

Anggota Komite Tata Kelola Terintegrasi/Komisaris

Member of Integrated Governance Committee/Commissioner

Profil dapat dilihat pada bagian Profil Dewan Komisaris dalam Laporan Tahunan ini.

Profiles can be found in the Board of Commissioners Profile section of this Annual Report.

Periode dan Masa Jabatan : Periode dan Masa Jabatan Komite Tata Kelola Terintegrasi sesuai dengan periode dan masa jabatan sebagai Dewan Komisaris.

Period and Term of Office: The period and term of office of Integrated Governance Committee is in accordance with the period and term of office as Board of Commissioners.

Moermahadi Soerja Djanegara

Anggota Komite Tata Kelola Terintegrasi
Member of Integrated Governance Committee

➤ **Kewarganegaraan**
Nationality

Indonesian

➤ **Domisili**
Domicile

Jakarta, Indonesia

➤ **Tempat dan Tahun Lahir/Usia**
Place and Date of Birth/Age

Bandung, 31 Mei 1955/usi 69 tahun per Desember 2024
Bandung, May 31, 1955/69 years old as of December 2024

Riwayat Pendidikan Educational Background	▪ S1 Akuntansi Fakultas Ekonomi Universitas Padjadjaran, Bandung (1981), Akuntan Register Negara ▪ S2 STIE IPWI ▪ S3 Bidang Ilmu Ekonomi Akuntansi Universitas Padjadjaran, Bandung (2005)	▪ Bachelor Degree in Accounting, Faculty of Economics, Padjadjaran University, Bandung (1981), State Register Accountant ▪ Master Degree from STIE IPWI ▪ Doctoral Degree in Accounting Economics, Padjadjaran University, Bandung (2005)
Sertifikasi Certification	▪ Asean Chartered Professional Accountant (ASEAN CPA) ▪ Certified State Finance Auditor (CSFA) ▪ Register Akuntan Neagara ▪ Charter Accountant (CA) ▪ Certified Public Accountant of Indonesia (CPA)	▪ Asean Chartered Professional Accountant (ASEAN CPA) ▪ Certified State Finance Auditor (CSFA) ▪ Register Akuntan Neagara ▪ Charter Accountant (CA) ▪ Certified Public Accountant of Indonesia (CPA)
Pengalaman Kerja Work Experience	▪ Ketua BPK RI (2017-2019) ▪ Komisaris Utama PT Pelabuhan Indonesia II (Persero) (2020-2021) ▪ Komisaris Independen PT Bayan Recources Tbk (2021-sekarang) ▪ Komisaris Utama PT Terminal Petikemas Indonesia (2021-sekarang)	▪ Chairman of BPK RI (2017-2019) ▪ President Commissioner of PT Pelabuhan Indonesia II (Persero) (2020-2021) ▪ Independent Commissioner of PT Bayan Resources Tbk (2021-present) ▪ President Commissioner of PT Terminal Petikemas Indonesia (2021-present)
Dasar Hukum Pengangkatan Legal Basis for Appointment	Keputusan Sirkuler Pemegang Saham di Luar Rapat Umum Pemegang Saham Perseroan Terbatas PT Terminal Petikemas Indonesia Nomor: KP.03/1/10/2/MTAK/UTMA/PLND-21	Circular Resolution of Shareholders in lieu of General Meeting of Shareholders of Limited Liability Company PT Terminal Petikemas Indonesia No: KP.03/1/10/2/MTAK/UTMA/PLND-21
Periode dan Masa Menjabat Period and Tenure	Periode I : 2021 – sekarang 1st Period : 2021 - present	
Jabatan Rangkap Concurrent Position	▪ Komisaris Independen PT Bayan Recources Tbk (2021-sekarang) ▪ Komisaris Utama PT Terminal Petikemas Indonesia (2021-sekarang)	▪ Independent Commissioner of PT Bayan Resources Tbk (2021-present) ▪ President Commissioner of PT Terminal Petikemas Indonesia (2021-present)

Darwanto

Anggota Komite Tata Kelola Terintegrasi
Member of Integrated Governance Committee

Kewarganegaraan
Nationality

Indonesian

Domisili
Domicile

Jakarta, Indonesia

Tempat dan Tahun Lahir/Usia
Place and Date of Birth/Age

Rangkasbitung, 13 September 1961/Usia 63 tahun Per Desember 2024
Rangkasbitung, September 13, 1961/63 years old as of December 2024

Riwayat Pendidikan Educational Background	▪ Sarjana Hukum Universitas Hang Tuah Surabaya ▪ Magister Administrasi Publik Universitas Hang Tuah Surabaya (2004)	▪ Bachelor of Law Hang Tuah University Surabaya ▪ Master of Public Administration Hang Tuah University Surabaya (2004)
Sertifikasi Certification	Certified Risk Governance Professional Certified Risk Governance Professional	
Pengalaman Kerja Work Experience	▪ Panglima Armada Kawasan Timur (2015-2018) ▪ Staf Khusus Kasal (2018 – 2020) ▪ Kepala Bidang Perencanaan KKIP (2020) ▪ Komisaris PT Pelabuhan Indonesia II (Persero) (2021) ▪ Komisaris Utama PT Pelindo Multi Terminal (2021 – sekarang)	▪ Eastern Regional Fleet Commander (2015-2018) ▪ Special Kasal Staff (2018 – 2020) ▪ Head of KKIP Planning Division (2020) ▪ Commissioner of PT Pelabuhan Indonesia II (Persero) (2021) ▪ President Commissioner of PT Pelindo Multi Terminal (2021 – present)
Dasar Hukum Pengangkatan Legal Basis for Appointment	Keputusan Sirkuler Pemegang Saham di Luar Rapat Umum Pemegang Saham Perseroan Terbatas PT Terminal Petikemas Indonesia Nomor: KP.03/1/10/2/MTAK/UTMA/PLND-21	Circular Shareholder Resolution in lieu of General Meeting of Shareholders of Limited Liability Company PT Terminal Petikemas Indonesia No: KP.03/1/10/2/MTAK/UTMA/PLND-21
Periode dan Masa Menjabat Period and Tenure	Periode I : 2021 – sekarang 1st Period: 2021 – present	
Jabatan Rangkap Concurrent Position	Komisaris Utama PT Pelindo Multi Terminal (2021 – sekarang)	President Commissioner of PT Pelindo Multi Terminal (2021 – present)

Otto Ardianto

Anggota Komite Tata Kelola Terintegrasi
Member of Integrated Governance Committee

Kewarganegaraan
Nationality

Indonesian

Domisili
Domicile

Jakarta, Indonesia

Tempat dan Tahun Lahir/Usia
Place and Date of Birth/Age

Jakarta, 08 Oktober 1974/Usia 50 tahun per Desember 2024
Jakarta, October 8, 1974/50 years old as of December 2024

Riwayat Pendidikan Educational Background	▪ Sarjana Teknik Industri Universitas Indonesia (1997) ▪ Magister Administrasi Bisnis University of Toronto (2006)	▪ Bachelor of Industrial Engineering, University of Indonesia (1997) ▪ Master of Business Administration University of Toronto (2006)
Sertifikasi Certification	Qualified Risk Governance Professional (QRGP) Qualified Risk Governance Professional (QRGP)	

Pengalaman Kerja Work Experience	▪ President Director of Mulia Multi Mandiri and Financial Director of PT Bintang Sidoraya (2007-2012) ▪ Commercial VP and Head of Government Relation (2013-2017) ▪ Staf Khusus Menteri Bidang Keuangan dan Investasi Kementerian Perhubungan Republik Indonesia (2017 – sekarang) ▪ Komisaris Utama Merangkap Komisaris Independen PT Pelindo Solusi Logistik (2021 – sekarang)	▪ President Director of Mulia Multi Mandiri and Financial Director of PT Bintang Sidoraya (2007-2012) ▪ Commercial VP and Head of Government Relations (2013-2017) ▪ Special Staff to the Minister for Finance and Investment, Ministry of Transportation of the Republic of Indonesia (2017 – present) ▪ President Commissioner concurrently Independent Commissioner of PT Pelindo Solusi Logistik (2021 – present)
Dasar Hukum Pengangkatan Legal Basis for Appointment	Keputusan Sirkuler Para Pemegang Saham di Luar RUPS antara PT Pelabuhan Indonesia (Persero) dan PT Integrasi Logistik Cipta Solusi Nomor KP.03/24/215/RKTK/UTMA/PLND-23 dan Nomor SK.03/24/2/5/HKP/DRU/PSD-23 tentang Pemberhentian dan Pengangkatan Dewan Komisaris PT Pelindo Jasa Maritim	Circular Resolution of Shareholders in lieu of GMS between PT Pelabuhan Indonesia (Persero) and PT Integrasi Logistik Cipta Solusi No. KP.03/24/215/RKTK/UTMA/PLND-23 and Number SK.03/24/2/5/HKP/DRU/PSD-23 concerning Dismissal and Appointment of Board of Commissioners of PT Pelindo Jasa Maritim
Periode dan Masa Menjabat Period and Tenure	Periode I : 2023 – sekarang 1st Period: 2023 - present	
Jabatan Rangkap Concurrent Position	▪ Staf Khusus Menteri Bidang Keuangan dan Investasi Kementerian Perhubungan Republik Indonesia (2017 – sekarang) ▪ Komisaris Utama Merangkap Komisaris Independen PT Pelindo Solusi Logistik (2021 – sekarang)	▪ Special Staff to the Minister for Finance and Investment, Ministry of Transportation of the Republic of Indonesia (2017 – present) ▪ President Commissioner concurrently Independent Commissioner of PT Pelindo Solusi Logistik (2021 – present)

Fachry Ali

Anggota Komite Tata Kelola Terintegrasi
Member of Integrated Governance Committee

Kewarganegaraan
Nationality
Indonesian

Domisili
Domicile
Jakarta, Indonesia

Tempat dan Tahun Lahir/Usia
Place and Date of Birth/Age
Jakarta, 08 Oktober 1974/Usia 50 tahun per Desember 2024
Jakarta, October 8, 1974/50 years old as of December 2024

Kewarganegaraan Nationality	Indonesia Indonesian	
Domisili Domicile	Jakarta Jakarta	
Tempat dan Tanggal Lahir/Usia Place and Date of Birth/Age	Aceh Barat Daya, 23 November 1954 / Usia 70 tahun per Desember 2024 Southwest Aceh, November 23, 1954/70 years old as of December 20224	
Riwayat Pendidikan Educational Background	▪ Sarjana Sejarah dan Peradaban Islam Institut Agama Islam Negeri Ciputat ▪ Master of Arts dalam Sejarah Asia Tenggara dari Monash University (1994)	▪ Bachelor of Islamic History and Civilization Ciputat State Institute of Islam ▪ Master of Arts in Southeast Asian History from Monash University (1994)
Sertifikasi Certification	Qualified Risk Governance Professional (QRGP) Qualified Risk Governance Professional (QRGP)	
Pengalaman Kerja Work Experience	▪ Komisaris PT Indonesia Kendaraan Terminal (IKT) (2014-2016) ▪ Komisaris Utama (PT Timah Tbk) (2015-2020) ▪ Penasehat Ahli Kapolri Bidang Politik Kepolisian Negara RI (1998-Sekarang) ▪ Komisaris Utama PT Pelindo Solusi Logistik (2023 – sekarang)	▪ Commissioner of PT Indonesia Kendaraan Terminal (IKT) (2014-2016) ▪ President Commissioner (PT Timah Tbk) (2015-2020) ▪ Expert Advisor to the National Police Chief for Political Affairs of the Indonesian National Police (1998-Present) ▪ President Commissioner of PT Pelindo Solusi Logistik (2023 – present)

Dasar Hukum Pengangkatan Legal Basis for Appointment	▪ Keputusan Sirkuler Para Pemegang Saham ▪ Nomor : KP.03/24/2/7/RKTK/UTMA/PLND-23 ▪ Nomor : SK-004/PPI-SK.DIR/II/2023 ▪ Nomor : SK.03/24/2/7/HKP/DRU/PSD-23	▪ Circular Resolution of Shareholders ▪ No. : KP.03/24/2/7/RKTK/UTMA/PLND-23 ▪ No. : SK-004/PPI-SK.DIR/II/2023 ▪ No. : SK.03/24/2/7/HKP/DRU/PSD-23
Periode dan Masa Menjabat Period and Tenure	Periode I : 2023 – sekarang 1st Period: 2023 – present	
Jabatan Rangkap Concurrent Position	▪ Penasehat Ahli Kapolri Bidang Politik Kepolisian Negara RI (1998-Sekarang) ▪ Penasihat Menteri Badan Perencanaan Nasional (2021 – Sekarang) ▪ Komisaris Utama PT Pelindo Solusi Logistik (2023 – sekarang)	▪ Expert Advisor to the National Police Chief for Political Affairs of the Indonesian National Police (1998-Present) ▪ Minister Advisor of the National Planning Agency (2021 - Present) ▪ President Commissioner of PT Pelindo Solusi Logistik (2023 – present)

KUALIFIKASI PENDIDIKAN DAN PENGALAMAN KERJA KOMITE TATA KELOLA TERINTEGRASI

INTEGRATED GOVERNANCE COMMITTEE EDUCATIONAL QUALIFICATIONS AND WORK EXPERIENCE

Tabel Kualifikasi Pendidikan dan Pengalaman Kerja Komite Tata Kelola Terintegrasi
Integrated Governance Committee Education Qualification and Work Experience

Nama Name	Jabatan Position	Pendidikan Education	Pengalaman Kerja Work Experience
Agus Suhartono	Ketua Chairman	▪ Akademi Angkatan Laut ▪ S1 bidang Ekonomi dari Naval Academy ▪ Naval Academy ▪ Bachelor in Economics from Naval Academy	Memiliki pengalaman kerja di TNI Angkatan Laut Has work experience in the Navy
Elwi Danil	Anggota Member	▪ S1 Hukum ▪ S2 Hukum ▪ S3 Hukum ▪ S1 Law ▪ S2 Law ▪ S3 Law	Memiliki pengalaman kerja di bidang Hukum & Pendidikan Have work experience in the field of Law & Education
Heru Sukanto	Anggota Member	▪ S1 bidang Hukum ▪ S2 bidang Manajemen ▪ Bachelor in Law ▪ Masters in Management	Memiliki pengalaman kerja di bidang perbankan Has work experience in banking sector
Andus Winarno	Anggota Member	▪ S1 Ekonomi ▪ S2 Hukum ▪ S1 Economics ▪ S2 Law	Memiliki pengalaman kerja di bidang pemerintahan Have work experience in the government sector
Moermahadi Soerja Djanegara	Anggota Member	▪ S1 Akuntansi ▪ S2 Manajemen ▪ S3 Ilmu Ekonomi Akuntansi ▪ Bachelor of Accounting ▪ Master of Management ▪ Doctoral of Accounting Economics	Memiliki pengalaman kerja di bidang pengawasan Perseroan Has work experience in the Corporate supervision sector
Darwanto	Anggota Member	S2 Administrasi Publik Master of Public Administration	Memiliki pengalaman kerja di bidang pengawasan Perseroan Has work experience in the Corporate supervision sector
Otto Ardianto	Anggota Member	▪ S1 Teknik Industri ▪ S2 Administrasi Bisnis ▪ Bachelor of Industrial Engineering ▪ Master of Business Administration	Memiliki pengalaman kerja di bidang pemerintahan Has work experience in government sector
Fachry Ali	Anggota Member	S2 Arts dalam Sejarah Asia Tenggara Master of Arts in Southeast Asian History	Memiliki pengalaman kerja di bidang pengawasan Perseroan Has work experience in the Corporate supervision sector

INDEPENDENSI KOMITE TATA KELOLA TERINTEGRASI

Komite Tata Kelola Terintegrasi melaksanakan fungsi dan tugasnya secara profesional dan independen, tanpa campur tangan dari pihak manapun yang tidak sesuai dengan peraturan perundang-undangan. Sesuai dengan Piagam Komite Audit, kualifikasi independensi dari anggota Komite Audit harus memenuhi kriteria sebagai berikut:

INTEGRATED GOVERNANCE COMMITTEE INDEPENDENCE

The Integrated Corporate Governance Committee carries out its functions and duties professionally and independently, without interference from any party that is not in accordance with the laws and regulations. In accordance with the Audit Committee Charter, independence qualifications of Audit Committee members must meet the following criteria:

Tabel Independensi Komite Tata Kelola Terintegrasi
Integrated Corporate Governance Committee Independence

Aspek Independensi Independence Aspect	**Agus Suhartono**	**Elwi Danil**	**Heru Sukanto**	**Andus Winarno**	**Moermahadi Soerja Djanegara**	**Moermahadi Soerja Djanegara**	**Darwanto**	**Otto Ardianto**	**Fachry Ali**
Tidak memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi Has no financial relationship with Board of Commissioners and Board of Directors	√	√	√	√	√	√	√	√	√
Tidak memiliki hubungan kepengurusan di perusahaan, anak perusahaan, maupun perusahaan afiliasi Has no managerial relationship in the Company, subsidiary, or affiliated Company	√	√	√	√	√	√	√	√	√
Tidak memiliki hubungan kepemilikan saham di perusahaan Does not have share ownership relationship in the Company	√	√	√	√	√	√	√	√	√
Tidak memiliki hubungan keluarga dengan Dewan Komisaris, Direksi, dan/atau sesama anggota Komite Tata Kelola Terintegrasi Does not have family relationship with Board of Commissioners, Board of Directors, and/or fellow members of Nomination and Remuneration Committee	√	√	√	√	√	√	√	√	√

Tabel Independensi Komite Tata Kelola Terintegrasi
Integrated Corporate Governance Committee Independence

Aspek Independensi Independence Aspect	**Agus Suhartono**	**Elwi Danil**	**Heru Sukanto**	**Andus Winarno**	**Moermahadi Soerja Djanegara**	**Moermahadi Soerja Djanegara**	**Darwanto**	**Otto Ardianto**	**Fachry Ali**
Tidak menjabat sebagai pengurus partai politik, pejabat dan pemerintah Does not serve as administrator of political parties, official and government	√	√	√	√	√	√	√	√	√

PELATIHAN DAN/ATAU PENINGKATAN KOMPETENSI KOMITE TATA KELOLA TERINTEGRASI PADA TAHUN 2024

INTEGRATED GOVERNANCE COMMITTEE TRAINING AND/OR COMPETENCY DEVELOPMENT IN 2024

Nama Name	**Jabatan** Position	**Jenis Pelatihan dan Materi Pengembangan Kompetensi /Pelatihan** Type of Training and Development Materials Competency/Training	**Waktu dan Tempat Pelaksanaan** Time and Venue	**Penyelenggara** Organizer
Agus Suhartono	Ketua Chairman	Pelatihan dan/atau Peningkatan Kompetensi dapat dilihat pada bagian Pelatihan dan/atau Peningkatan Kompetensi Dewan Komisaris Training and/or Competency Improvement can be seen in the Training and/or Competency Improvement section of Board of Commissioners		
Elwi Danil	Anggota Member	Pelatihan dan/atau Peningkatan Kompetensi dapat dilihat pada bagian Pelatihan dan/atau Peningkatan Kompetensi Dewan Komisaris Training and/or Competency Improvement can be seen in the Training and/or Competency Improvement section of Board of Commissioners		
Heru Sukanto	Anggota Member	Pelatihan dan/atau Peningkatan Kompetensi dapat dilihat pada bagian Pelatihan dan/atau Peningkatan Kompetensi Dewan Komisaris Training and/or Competency Improvement can be seen in the Training and/or Competency Improvement section of Board of Commissioners		
Andus Winarno	Anggota Member	Pelatihan dan/atau Peningkatan Kompetensi dapat dilihat pada bagian Pelatihan dan/atau Peningkatan Kompetensi Dewan Komisaris Training and/or Competency Improvement can be seen in the Training and/or Competency Improvement section of Board of Commissioners		
Moermahadi Soerja Djanegara	Anggota Member	*Governance and Sustainability Conference Embracing The Future: Transformation, Governance, Risk Manajgement, and Sustainability*	21 November 2024 November 21, 2024	Ikatan Akuntansi Indonesia(IAI) dan Forum Komunikasi Satuan Pengawasan Intern (FKSPI) Indonesian Accountants Association (IAI) and Internal Audit Unit Communication Forum (FKSPI)
Darwanto	Anggota Member	Menyusun *Financial Contigency* Plan "Langkah Cerdas Menghadapi Ketidakpastian" Developing a Financial Contingency Plan "Smart Steps to Face Uncertainty"	29-30 Oktober 2024 (*Online*) October 29-30, 2024 (Online)	LSP GRC Manajemen

Nama Name	**Jabatan** Position	**Jenis Pelatihan dan Materi Pengembangan Kompetensi /Pelatihan** Type of Training and Development Materials Competency/Training	**Waktu dan Tempat Pelaksanaan** Time and Venue	**Penyelenggara** Organizer
Otto Ardianto	Anggota Member	Konferensi Nasional Profesional Manajemen Risiko X "*Sustainability for Organizational Resilience and Competitive* Advantage" National Conference of Risk Management Professionals X "Sustainability for Organizational Resilience and Competitive Advantage"	12-13 Desember 2024 (Nusa Dua, Bali) December 12-13, 2024 (Nusa Dua, Bali)	LSPMR
		Pelatihan *Certified Anti Fraud Professional* (CAFP) dan *Workshop Law for Non Lawyers* Certified Anti Fraud Professional (CAFP) Training and Law Workshop for Non Lawyers	16-17 Mei 2024 (Crown Plaza Hotel, Bandung) May 16-17, 2024 (Crown Plaza Hotel, Bandung)	Asia Anti Fraud Manajemen (AAF) Asia Anti Fraud Management (AAF)
Fachry Ali	Anggota Member	Sosialisasi Petunjuk Teknis ICOFR Badan Usaha Milik Negara Socialization of ICOFR Technical Instructions for State-Owned Enterprises	18 November 2024 November 18, 2024 (Online)	Kementerian BUMN Ministry of SOE

RAPAT KOMITE TATA KELOLA TERINTEGRASI

INTEGRATED GOVERNANCE COMMITTEE MEETING

KEBIJAKAN RAPAT KOMITE TATA KELOLA TERINTEGRASI

1. KTKT mengadakan rapat yang pesertanya diikuti anggota dari Induk Perusahaan dan Anak Perusahaan sekurang-kurangnya 1 (satu) kali dalam 3 (tiga) bulan;
2. Rapat KTKT dipimpin oleh Ketua atau anggota KTKT dari Induk Perusahaan yang paling senior, apabila Ketua berhalangan hadir;
3. Jika dipandang perlu, KTKT dapat mengundang pihak Direksi dan/atau Manajemen yang terkait dengan materi rapat untuk hadir dalam rapat KTKT;
4. Setiap rapat KTKT dituangkan dalam risalah rapat yang ditandatangani oleh Ketua KTKT dilampiri daftar hadir peserta rapat;
5. KTKT dapat secara langsung ataupun meminta Sekretaris Dewan Komisaris Perusahaan Induk untuk membuat dan menyampaikan panggilan rapat kepada seluruh peserta secara tertulis.

INTEGRATED GOVERNANCE COMMITTEE MEETING POLICY

1. Integrated Governance Committee (IGC) holds meetings whose participants are members of the Parent Company and Subsidiaries at least 1 (one) time in 3 (three) months;
2. IGC meeting is chaired by the Chairman or the most senior member of IGC from the Parent Company, if the Chairman is unable to attend;
3. If deemed necessary, IGC may invite the Board of Directors and/or Management related to the meeting material to attend IGC meeting;
4. Each IGC meeting is outlined in the minutes of meeting signed by the Chairman of IGC accompanied by a list of meeting participants present;
5. IGC can directly or ask the Secretary of Board of Commissioners of the Parent Company to make and convey a meeting summons to all participants in writing.

AGENDA RAPAT KOMITE TATA KELOLA TERINTEGRASI

Sepanjang tahun 2024, tanggal pelaksanaan, Agenda rapat dan Peserta rapat Komite Tata Kelola Terintegrasi, sebagai berikut.

INTEGRATED GOVERNANCE COMMITTEE MEETING AGENDA

Throughout 2024, the meeting dates, agenda and participants of Integrated Governance Committee are as follows.

Tabel Agenda Rapat Komite Tata Kelola Terintegrasi
Integrated Governance Committee Meeting Agenda

No.	Tanggal Rapat Meeting Date	Agenda Rapat Meeting Agenda	Peserta Rapat Meeting Participants
1	25 Januari 2024 January 25, 2024	Pembahasan ▪ Penyampaian Profil Risiko Subholding: ▪ PT Pelindo Terminal Petikemas; ▪ PT Pelindo Multi Terminal; ▪ PT Pelindo Jasa Maritim; ▪ PT Pelindo Solusi Logistik; ▪ Hal-hal strategis lainnya. Discussion ▪ Submission of Subholding Risk Profile: ▪ PT Pelindo Terminal Petikemas; ▪ PT Pelindo Multi Terminal; ▪ PT Pelindo Jasa Maritim; ▪ PT Pelindo Solusi Logistik; ▪ Other strategic matters.	▪ Agus Suhartono ▪ Elwi Danil ▪ Heru Sukanto ▪ Andus Winarno ▪ Moermahadi Soerja Djanegara ▪ Darwanto ▪ Otto Ardianto ▪ Fachry Ali
2	13 Juni 2024 June 13, 2024	Pembahasan ▪ *Update* Kebijakan Terintegrasi atas: a. Benturan Kepentingan Terintegrasi. b. Rencana Jangka Panjang Pelabuhan (RJPP). c. Program Audit Terintegrasi. ▪ Update Hasil Monitoring Terkait: a. Profil risiko terintegrasi per akhir TW I 2024. b. Pelaksanaan Mitigasi Risiko. ▪ Diskusi, Tanggapan, dan Usulan Subholding; ▪ Hal-hal strategis lainnya. Discussion ▪ Integrated Policy Update on: a. Integrated Conflict of Interest. b. Port Long-Term Plan (RJPP). c. Integrated Audit Program. ▪ Monitoring Results Update Related to: a. Integrated risk profile as of the end of Q1 2024. b. Implementation of Risk Mitigation. ▪ Subholding Discussion, Responses, and Proposals; ▪ Other strategic matters.	▪ Agus Suhartono ▪ Elwi Danil ▪ Heru Sukanto ▪ Andus Winarno ▪ Moermahadi Soerja Djanegara ▪ Darwanto ▪ Otto Ardianto ▪ Fachry Ali
3	23 Agustus 2024 August 23, 2024	Pembahasan: ▪ *Update* Pemetaan dan Inventarisasi Peraturan/Regulasi Eksternal yang memiliki dampak signifikan terhadap Pengembangan Bisnis Pelindo; ▪ Update Kebijakan yang berkaitan dengan Strategi Utilisasi dan Monitoring terhadap Asset Perusahaan (khusunya Peralatan & Kapal); ▪ Update Kebijakan SDM berkaitan dengan Pemenuhan Komposisi dan Kualifikasi Organ Pengelola Risiko (Khususnya Kepala Divisi Manajemen Risiko) berdasarkan SK-3; ▪ Hal-hal strategis lainnya. Discussion: ▪ Update on Mapping and Inventory of External Regulations/ Regulations that have a significant impact on Pelindo's Business Development; ▪ Update on Policies related to the Utilization Strategy and Monitoring of Company Assets (especially Equipment & Ships); ▪ Update on HC Policies related to the Fulfillment of the Composition and Qualifications of Risk Management Organs (especially Head of Risk Management Division) based on SK-3; ▪ Other strategic matters.	▪ Agus Suhartono ▪ Elwi Danil ▪ Heru Sukanto ▪ Andus Winarno ▪ Moermahadi Soerja Djanegara ▪ Darwanto ▪ Otto Ardianto ▪ Fachry Ali
4	29 Oktober 2024 October 29, 2024	▪ Pembahasan Aspek-aspek Strategis pada Draft RKAP 2025; ▪ Hal-hal strategis lainnya. ▪ Discussion of Strategic Aspects in the Draft of RKAP 2025; ▪ Other strategic matters.	▪ Agus Suhartono ▪ Elwi Danil ▪ Heru Sukanto ▪ Andus Winarno ▪ Moermahadi Soerja Djanegara ▪ Darwanto ▪ Otto Ardianto ▪ Fachry Ali

FREKUENSI DAN TINGKAT KEHADIRAN RAPAT KOMITE TATA KELOLA TERINTEGRASI

FREQUENCY AND ATTENDANCE OF INTEGRATED GOVERNANCE COMMITTEE MEETINGS

Tabel Tingkat Kehadiran Rapat Komite Tata Kelola Terintegrasi
Attendance Level of Integrated Governance Committee Meeting

Nama Name	**Jabatan** Position	**Rapat Komite Tata Kelola Terintegrasi** Integrated Governance Committee Meeting **Jumlah dan Persentase Kehadiran** Number and Percentage of Attendance		
		Jumlah Rapat Number of Meetings	**Jumlah Kehadiran** Number of Attendance	**Persentase** Percentage
Agus Suhartono	Ketua Chairman	4	4	100%
Elwi Danil	Anggota Member	4	4	100%
Heru Sukanto	Anggota Member	4	4	100%
Andus Winarno	Anggota Member	4	4	100%
Moermahadi Soerja Djanegara	Anggota Member	4	4	100%
Darwanto	Anggota Member	4	4	100%
Otto Ardianto	Anggota Member	4	4	100%
		4	4	100%
Fachry Ali	Anggota Member	4	4	100%

PROGRAM KERJA DAN PELAKSANAAN TUGAS KOMITE TATA KELOLA TERINTEGRASI TAHUN 2024

Program kerja dan pelaksanaan tugas Komite Tata Kelola Terintegrasi selama tahun 2024 antara lain:

1. Melakukan evaluasi kebijakan tata kelola terintegrasi
2. Melakukan pemantauan dan evaluasi atas kesesuaian kebijakan tata kelola terintegrasi induk dan anak perusahaan
3. Memberikan rekomendasi kepada Dewan Komisaris induk perusahaan untuk penyempurnaan kebijakan tata kelola terintegrasi
4. Melakukan komunikasi dengan unit kerja untuk fungsi antara lain Audit Intern, Hukum dan Kepatuhan, Keuangan & Manajemen Risiko, Sumber Daya Manusia dan aspek fungsi operasional usaha yang diperlukan untuk memperoleh informasi, klarisikasi serta meminta laporan yang diperlukan secara terintegrasi.
5. Menyusun Rencana Kerja dan Anggaran KTKT Tahun 2025.
6. Menyusun Laporan Triwulanan KTKT.
7. Mengikuti seminar/pelatihan/*workshop*/studi banding.
8. Rapat Internal KTKT sebanyak 4 (empat) kali.

INTEGRATED GOVERNANCE COMMITTEE WORK PROGRAM AND IMPLEMENTATION OF DUTIES IN 2024

The work program and the implementation of Integrated Governance Committee's duties during 2024 include:

1. Evaluating integrated governance policies
2. Monitoring and evaluating the suitability of integrated governance policies of the parent company and subsidiaries
3. Providing recommendations to the Board of Commissioners of the parent company for the improvement of integrated governance policies
4. Communicating with work units for functions including Internal Audit, Legal and Compliance, Finance & Risk Management, Human Capital and aspects of operational business functions needed to obtain information, clarification and request reports required in an integrated manner.
5. Preparing 2025 KTKT Work Plan and Budget.
6. Preparing KTKT Quarterly Report.
7. Attending seminars/training/workshops/ comparative studies.
8. 4 (four) KTKT Internal Meetings.

9. *Review* Penugasan Dewan Komisaris lainnya yang relevan dengan bidang Tata Kelola Terintegrasi.
10. *Self Assessment* Kinerja KTKT.

ORGAN DAN KOMITE DI BAWAH DIREKSI

SEKRETARIAT PERUSAHAAN

Sekretariat Perusahaan merupakan organ tata kelola perusahaan yang memegang peran signifikan sebagai Compliance Officer yang membantu Direksi dalam penerapan prinsip-prinsip GCG serta memenuhi ketentuan terhadap praktik GCG. General Head President Sekretariat Perusahaan PT Pelabuhan Indonesia (Persero) bertanggung jawab langsung kepada Direktur Utama dan bertugas mengemban misi untuk mendukung terciptanya citra perusahaan yang baik secara konsisten dan berkesinambungan melalui program komunikasi yang efektif kepada segenap *stakeholders*.

DASAR PENGANGKATAN SEKRETARIAT PERUSAHAAN

Sekretariat Perusahaan diangkat dan diberhentikan oleh Direktur Utama berdasarkan mekanisme internal Perusahaan dengan persetujuan Dewan Komisaris/ Dewan Pengawas. Hal ini sesuai dengan Peraturan Menteri BUMN No. PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara. Manajemen telah membuat Berita Acara Kesepakatan Direksi dan Dewan Komisaris PT Pelabuhan Indonesia (Persero) No KP.03/1/10/1/RTK/UTMA/PLND-21 tanggal 1 Oktober 2021 tentang Persetujuan Pengangkatan Pekerjaan Pada Jabatan Sekretariat Perusahaan dan Satuan Pengendalian Internal PT Pelabuhan Indonesia (Persero).

STRUKTUR SEKRETARIAT PERUSAHAAN

9. Reviewing other Board of Commissioners' Assignments relevant to the field of Integrated Governance.
10. Self-Assessment of KTKT Performance.

ORGANS AND COMMITTEES UNDER BOARD OF DIRECTORS

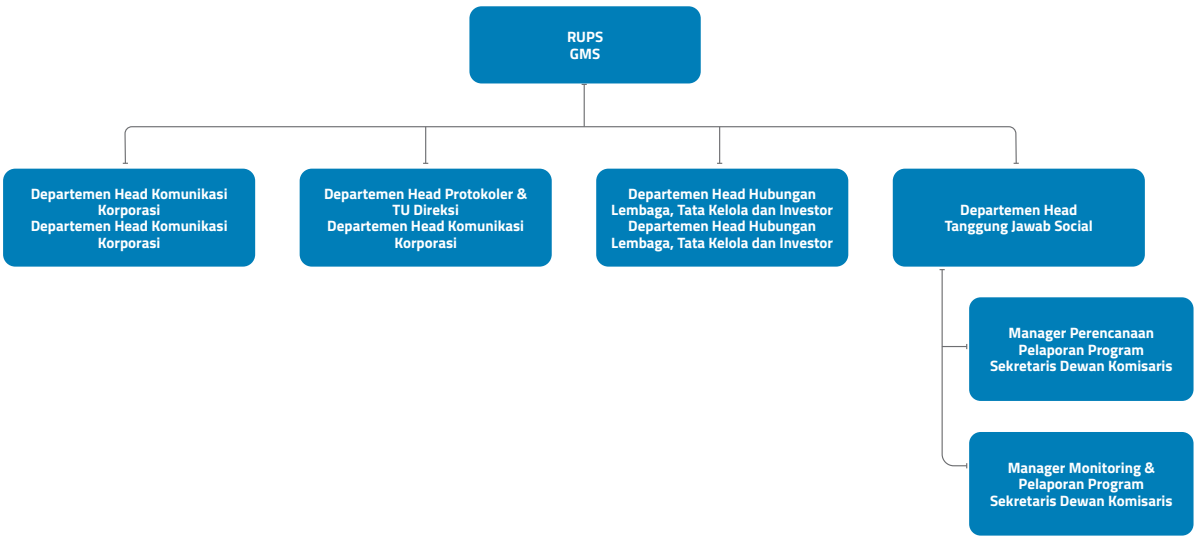
CORPORATE SECRETARIAT

Corporate Secretariat is a corporate governance organ that plays a significant role as a Compliance Officer who assists Board of Directors in implementing GCG principles and complying with the provisions of GCG practices. General Head President of Corporate Secretariat of PT Pelabuhan Indonesia (Persero) reports directly to President Director and is tasked with carrying out the mission to support the creation of a consistent and sustainable good corporate image through effective communication programs to all stakeholders.

CORPORATE SECRETARIAT APPOINTMENT BASIS

Corporate Secretariat is appointed and dismissed by President Director based on the Company's internal mechanism under the approval of Board of Commissioners/Supervisory Board. This is in accordance with the Minister of SOE Regulation No. PER-01/MBU/2011 concerning Implementation of Good Corporate Governance in State-Owned Enterprises. The management has made Minutes of Agreement of Board of Directors and Board of Commissioners of PT Pelabuhan Indonesia (Persero) No. KP.03/1/10/1/ RTK/UTMA/PLND-21 dated October 1, 2021 regarding Approval of Appointment at Corporate Secretariat and Internal Audit Unit PT Pelabuhan Indonesia (Persero).

CORPORATE SECRETARIAT STRUCTURE



FUNGSI, TUGAS DAN TANGGUNG JAWAB SEKRETARIAT PERUSAHAAN

Fungsi

Bertanggung jawab untuk memastikan dan mengkoordinasikan rencana dan program kerja bidang pengelolaan kegiatan komunikasi korporasi, tanggung jawab sosial, protokoler dan Tata Usaha Direksi, hubungan lembaga, penerapan tata kelola korporasi, serta kegiatan hubungan investor, dilaksanakan sesuai ketentuan yang berlaku, untuk memastikan tersedianya informasi yang dibutuhkan bagi Direksi dan Dewan Komisaris secara berkala dan/atau sewaktu-waktu apabila diminta, tersedianya laporan manajemen triwulan dan tahunan, Sebagai penghubung (*liaison officer*) untuk membina Hubungan dengan Lembaga/Instansi Pemerintah dan/atau non Pemerintah pada skala Nasional, serta penyelenggaraan rapat Direksi, pengadaan bahan rapat Direksi dan penyusunan risalah rapat Direksi.

Tugas dan Tanggung Jawab

1. Mengelola, memutuskan dan mereview rencana dan implementasi program kerja dan anggaran terkait bidang pengelolaan kegiatan komunikasi korporasi, tanggung jawab sosial, protokoler dan tata usaha Direksi, hubungan lembaga, penerapan tata kelola korporasi, serta kegiatan hubungan investor di lingkungan Perusahaan;

2. Melakukan review dan evaluasi terhadap:
   a. Usulan rencana kegiatan terkait dengan penyebaran informasi kepada pihak internal ataupun eksternal serta peningkatan *corporate identity*;
   b. Laporan Manajemen Triwulanan, Tahunan untuk dapat disampaikan ke Dewan Komisaris/ Dewan Pengawas;
   c. Usulan kebijakan peraturan perusahaan terkait dengan GCG beserta kebijakan turunan yang lainnya seperti *Board Manual* (Tata Kelola Direksi dan Dewan Komisaris), Kode Etik Perusahaan, Pedoman Gratifikasi dan *Whistleblowing System* (WBS);
   d. Usulan *framework*/metode pengendalian GCG, Board Manual (Tata Kelola Direksi dan Dewan Komisaris), Kode Etik Perusahaan, Pedoman Gratifikasi dan *Whistleblowing System* (WBS);
   e. Tindak lanjut hasil penilaian/pemeriksaan penerapan GCG, *Board Manual* (Tata Kelola Direksi dan Dewan Komisaris, Kode Etik Perusahaan, Pedoman Gratifikasi dan *Whistleblowing System* (WBS);
   f. Usulan rencana kegiatan program pelayanan masyarakat meliputi Kemitraan, Bina Lingkungan dan CSR;
   g. Hasil evaluasi terhadap proposal atau usulan kegiatan pelayanan masyarakat, Bina Lingkungan dan CSR yang berasal dari pihak eksternal;

CORPORATE SECRETARY FUNCTIONS, DUTIES AND RESPONSIBILITIES

Functions

Responsible for ensuring and coordinating work plans and programs in the field of corporate communication activities management, social responsibility, protocol and administration of Board of Directors, institutional relations, implementation of corporate governance, as well as investor relations activities, are carried out in accordance with applicable regulations, to ensure the availability of information needed by Board of Directors and Board of Commissioners on a regular basis and/ or at any time if requested, the availability of quarterly and annual management report, as a liaison officer to foster Relations with Government Institutions/Agencies and/or non-Government on a National scale, as well as holding meetings of Board of Directors, preparation of briefing sheets for Board of Directors meetings and making minutes of Board of Directors meetings.

Duties and Responsibilities

1. Manage, decide and review the plans and implementation of work programs and budgets related to the corporate communication activities management, social responsibility, protocol and administration of Board of Directors, institutional relations, implementation of corporate governance, and investor relations activities within the Company;
2. Conduct review and evaluation of:
   a. Proposed activity plans related to the dissemination of information to internal or external parties as well as improving corporate identity;
   b. Quarterly, Annual Management Report to be submitted to Board of Commissioners/ Supervisory Board;
   c. Proposed corporate regulatory policies related to GCG along with other derivative policies such as the Board Manual, the Company's Code of Conduct, Gratification Guidelines and Whistleblowing System (WBS);
   d. Proposed GCG framework/control method, Board Manual, the Company's Code of Conduct, Gratification Guidelines and Whistleblowing System (WBS);
   e. Follow-up on the results of GCG assessment/ evaluation, Board Manual, the Company's Code of Conduct, Guidelines for Gratification and Whistleblowing System (WBS);
   f. Proposed plans for community service programs include Partnership, Community Development and SER;
   g. Evaluate the proposals for community service activities, Community Development and CSR from external parties;

h. Hasil evaluasi penerapan program kemitraan, bina lingkungan dan CSR;

i. Usulan rencana pelaksanaan Rapat Direksi yang dilaksanakan secara rutin ataupun insidental;
j. Pengelolaan kegiatan protokoler Direksi Perusahaan;
k. Usulan pengelolaan dan penggunaan anggaran biaya Direksi dan Dewan Komisaris Perusahaan;
l. Mengelola tata usaha serta menyimpan dokumen perusahaan termasuk daftar pemegang saham, daftar khusus dan risalah rapat Direksi/rapat Dewan Komisaris/Dewan Pengawas dan RUPS;

m. Memutakhirkan materi informasi yang disajikan dalam website perusahaan maupun media cetak atau media resmi perusahaan untuk dikelola ketika ada pembaharuan;
n. Pengelolaan kegiatan hubungan kelembagaan baik dengan Instansi terkait baik Pemerintah dan/atau non Pemerintah, Nasional, termasuk memfasilitasi komunikasi dengan calon mitra/ investor;

3. Merekomendasikan usulan terkait:
   a. Media yang digunakan untuk menyebarkan informasi kepada pegawai perusahaan dan/ atau pihak eksternal;
   b. Kegiatan yang akan dilakukan untuk meningkatkan corporate identity;
   c. Kebijakan corporate identity perusahaan;
   d. Jenis kegiatan Program Pelayanan masyarakat, Bina Lingkungan dan CSR yang akan dilaksanakan;
   e. Kebijakan perusahaan terkait dengan GCG dan peraturan turunannya seperti Board Manual (Tata Kelola Direksi dan Dewan Komisaris), dan Kode Etik Perusahaan, Pedoman Gratifikasi dan Whistleblowing System (WBS);
   f. Tindak lanjut terhadap ketidakpatuhan atas Pedoman Gratifikasi dan Whistleblowing System (WBS) oleh Pegawai di lingkungan Perusahaan;
   g. Agenda dan jadwal pelaksanaan rapat Direksi;

   h. Rencana anggaran biaya Direksi dan Dewan Komisaris Perusahaan;
   i. Jenis informasi yang dapat/tidak dapat disebarkan kepada pegawai internal perusahaan
   j. Kebijakan keterbukaan informasi publik perusahaan;

h. Evaluate the implementation results of partnership program, community development and SER;
i. Propose plan for Board of Directors Meeting which is held routinely or incidentally;

j. Management of the Company's Board of Directors protocol activities;
k. Proposed management and use of the budget for Board of Directors and Board of Commissioners of the Company;
l. Manage administration and store Company documents including shareholder register, special register and minutes of Board of Directors/Board of Commissioners/ Supervisory Board meetings and GMS meetings;
m. Updating the information material presented on the Company website as well as print media or official Company media to be managed when there is an update;
n. Manage the institutional relations activities with related agencies, both Government and/or non-Government, National, including facilitating communication with potential partners/investors;

3. Recommend proposals related to:
   a. Media used to disseminate information to Company employees and/or external parties;

   b. Activities to be carried out to improve corporate identity;
   c. Company's corporate identity policy;
   d. Types of Community Service Program, Community Development and CSR activities to be carried out;
   e. Company policies related to GCG and its derivative regulations such as the Board Manual, the Company's Code of Conduct, Guidelines for Gratification and Whistleblowing System (WBS);
   f. Follow up on non-compliance with Gratification Guidelines and Whistleblowing System (WBS) by Employees of the Company;

   g. Agenda and schedule for Board of Directors meeting;
   h. Budget plan for Board of Directors and Board of Commissioners of the Company;
   i. Types of information that can/cannot be disseminated to internal Company employees;

   j. Company's public information disclosure policy.

4. Melakukan pengendalian terhadap:
   a. Realisasi program kerja dan kesesuaian pengelolaan anggaran terkait komunikasi perusahaan, penerapan GCG dan peraturan turunannya, Protokoler dan Tata Usaha Direksi, serta pelaksanaan program kemitraan dan bina lingkungan dengan anggaran yang telah ditetapkan sebelumnya;

   b. Implementasi strategi dan/atau peraturan perusahaan terkait komunikasi perusahaan, penerapan GCG dan peraturan turunannya, Protokoler dan Tata Usaha Direksi, serta pelaksanaan program kemitraan dan bina lingkungan;

   c. Informasi untuk pegawai internal perusahaan dan pihak eksternal perusahaan;
   d. Keberhasilan program Pelayanan Masyarakat, Bina Lingkungan, dan CSR yang dilakukan oleh Perusahaan;
   e. Hasil evaluasi penerapan GCG dan peraturan turunannya seperti Board Manual (Tata Kelola Direksi dan Dewan Komisaris), dan Kode Etik Perusahaan, Pedoman Gratifikasi dan Whistleblowing System (WBS);
   f. Keberjalanan Rapat Direksi secara rutin ataupun insidental

4. Exercise control on:
   a. Realization of work programs and suitability of budget management related to corporate communications, implementation of GCG and its derivative regulations, Protocol and Administration of Board of Directors, as well as implementation of partnership and community development programs with a predetermined budget;
   b. Implementation of corporate strategy and/or regulations related to corporate communication, implementation of GCG and its derivative regulations, Protocol and Administration of the Board of Directors, as well as implementation of partnership and community development programs;
   c. Information for the Company's internal employees and external parties;
   d. The success of the Community Service, Community Development, and CSR programs carried out by the Company;
   e. The evaluation results of the implementation of GCG and its derivative regulations such as the Board Manual, the Company's Code of Conduct, Gratification Guidelines and Whistleblowing System (WBS);
   f. Routine or incidental Board of Directors Meetings.

PROFIL SEKRETARIAT PERUSAHAAN

CORPORATE SECRETARIAT PROFILE

Ardhy Wahyu Basuki

Sekretariat Perusahaan
Corporate Secretariat

Kewarganegaraan
Nationality

Indonesian

Domisili
Domicile

Jakarta, Indonesia

Tempat dan Tahun Lahir/Usia
Place and Date of Birth/Age

Surabaya, 11 September 1978/Usia 46 tahun per Desember 2024
Surabaya, September 11, 1978/46 years old as of December 2024

Riwayat Pendidikan Educational Background	S1 Teknik Institut Teknik Sepuluh November (2005) Bachelor of Engineering from Sepuluh November Technical Institute (2005)	
Sertifikasi Certification	▪ *Qualified Risk Governance Professional* (QRGP) (2023). ▪ *Certification in Audit Committee Practices* (CACP) (2024).	
Pengalaman Kerja Work Experience	▪ *General Manager* Maumere Pelindo (2015-2017) ▪ *General Manager* Benoa Pelindo (2017-2018) ▪ *General Manager* Semarang Pelindo (2018) ▪ *CEO Regional* Jawa Tengah Pelindo (2018-2019) ▪ *SVP Marketing* Pelindo (2019-202) ▪ *Corporate Secretary* (2020)	▪ General Manager Maumere Pelindo (2015-2017) ▪ General Manager Benoa Pelindo (2017-2018) ▪ General Manager Semarang Pelindo (2018) ▪ Regional CEO Central Java Pelindo (2018-2019) ▪ SVP Marketing Pelindo (2019-2020) ▪ Corporate Secretary (2020)
Dasar Hukum Pengangkatan Legal Basis for Appointment	Surat Keputusan Direksi PT Pelabuhan Indonesia (Persero) Nomor: KP.10.02/29/2/1/RKTK/UTMA/PLND-24	Decree of Board of Directors of PT Pelabuhan Indonesia (Persero) No: KP.10.02/29/2/1/RKTK/UTMA/PLND-24 dated March 1, 2024.

PROGRAM PENINGKATAN KOMPETENSI SEKRETARIAT PERUSAHAAN

CORPORATE SECRETARY COMPETENCY DEVELOPMENT PROGRAM

Jenis Pelatihan dan Materi Pengembangan Kompetensi/Pelatihan Type of Training and Subject of Training/Competency Development	**Waktu Pelaksanaan** Implementation Time	**Penyelenggara** Organizer
Memahami proses terjadinya permasalahan hukum perusahaan dan cara mengatasinya Understanding the process of corporate legal problems and how to resolve them	20 Februari 2024 February 20, 2024	PMLI
Reinvent better future of HR	11 Juli 2024 July 11, 2024	Corpu Pelindo
Ruang kolaborasi pasca integrasi Post-integration collaboration space	18 Juli 2024 July 18, 2024	Corpu Pelindo
Public speaking to upscale personal branding	18 Juli 2024 July 18, 2024	PMLI
Port and people development	23 Juli 2024 July 23, 2024	Corpu Pelindo
Unleash your potentials	23 Juli 2024 July 23, 2024	Corpu Pelindo
Loyalitas dan nasionalisme insan pelindo di era industri 4.0 Loyalty and nationalism of Pelindo people in the industrial era 4.0	23 Juli 2024 July 23, 2024	Corpu Pelindo
Transformasi layanan berbasis *planning & control* Service transformation based on planning & control	13 Agustus 2024 August 13, 2024	Corpu Pelindo
Kursus bahasa inggris English course	30 Agustus 2024 August 30, 2024	PMLI
Strategi pengembangan organisasi pelindo paska integrasi Organizational development strategy of Pelindo after integration	30 Agustus 2024 August 30, 2024	Corpu Pelindo
Podcast leadership forum vol.4 *leading with pride*	30 Agustus 2024 August 30, 2024	Corpu Pelindo
Elevate your career at pelindo through english with ELSA A	30 Agustus 2024 August 30, 2024	Corpu Pelindo
Effective meeting	30 Agustus 2024 August 30, 2024	PMLI
Pelatihan *awareness* ISO 37001:2016, ISO 9001 : 2015, ISO 22301: 2019, 27001: 2022, ISO 45001: 2018 Awareness training ISO 37001: 2016, ISO 9001 : 2015, ISO 22301: 2019, 27001: 2022, ISO 45001: 2018	13 September 2024	PMLI

PELAKSANAAN TUGAS SEKRETARIAT PERUSAHAAN TAHUN 2024

1. Departemen Komunikasi Korporasi
   a. Pengelolaan Informasi Eksternal
   b. Dukungan Pengelolaan kegiatan Eksternal
   c. Partisipasi sponsorship dan bentuk partisipasi lainya
   d. Partisipasi dalam kegiatan award
   e. Konsultan kehumasan
   f. Pembuatan Annual Report 2024
   g. Mengikuti kegiatan monitoring dan evaluasi keterbukaan informasi publik
   h. Pengelolaan penerbitan iklan
   i. Pendokumentasian kegiatan perusahaan
   j. Produksi dan pengelolaan cinderamara perusahaan
   k. Pembuatan kalender dan agenda perusahaan
   l. Kegiatan bina hubungan dengan media

CORPORATE SECRETARY DUTIES IMPLEMENTATION IN 2024

1. Corporate Communications Department
   a. External Information Management
   b. External activity management support
   c. Sponsorship and other forms of participation
   d. Participation in award activities
   e. Public relations consultant
   f. Preparation of Annual Report 2024
   g. Participating in public information disclosure monitoring and evaluation activities
   h. Management of advertisement publishing
   i. Documentation of company activities
   j. Production and management of company souvenirs
   k. Creation of company calendar and agenda
   l. Media relations activities

2. Hubungan Lembaga dan Investor (tidak ada perubahan)
3. Departement Manajemen Kesekretariatan
4. Department Tanggung Jawab Sosial dan Lingkungan
   a. Perencanaan dan Pengelolaan Program
      - Perencanaan dan Pengelolaan Program TJSL Bantuan/Kegiatan Lainnya Bidang Prioritas (Pendidikan, Lingkungan dan Pengembangan UMK)
      - Perencanaan dan Pengelolaan Program TJSL Bantuan/Kegiatan Lainnya Bidang Non Prioritas;
      - Perencanaan Anggaran TJSL Perusahaan (RKAP TJSL)
      - Pelaksanaan KPI TJSL dan Penugasan Khusus dari Kementerian BUMN;
      - Penyusunan SOP Penyusunan Rencana Kerja dan Anggaran Tanggung Jawab Sosial dan Lingkungan, SOP Pelaksanaan ESR (Employee Social Responsibility) dan SOP Pelaksanaan Bantua dan/atau Kegiatan Lainnya

   b. Monitoring dan Pelaporan Program:
      - Pelaksanaan Program TJSL Sesuai Prioritas Bidang Pengembangan UMK
      - Pelaksanaan Monitoring dan Penagihan Piutang Mitra Binaan
      - Pemutakhiran Aplikasi SIP TJSL Pelindo
      - Penyusunan SOP Program Pengelolaan Pendanaan dan Pengembangan UMK
      - Penyusunan Laporan Program TJSL Periode Triwulan I, 2, 3 , 4 dan Audited
      - Pelaporan Program TJSL pada Portal Kementerian BUMN

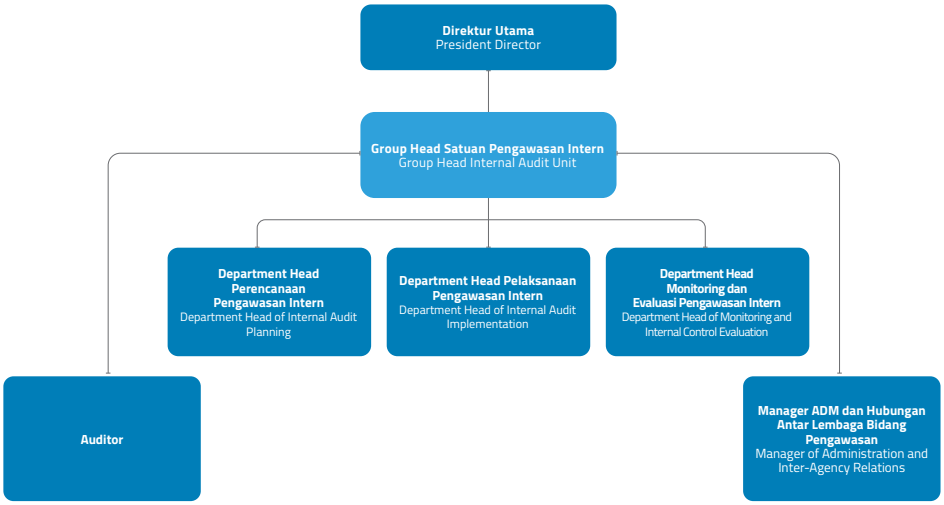
2. Institutional and Investor Relations (no change)
3. Secretarial Management Department
4. Social and Environmental Responsibility Department
   a. Program Planning and Management
      - Planning and Management of CSR Program Assistance/Other Activities in Priority Areas (Education, Environment and MSE Development)
      - Planning and Management of CSR Program Assistance/Other Activities for Non-Priority Areas;
      - Corporate CSR Budget Planning (RKAP CSR)
      - Implementation of KPI CSR and Special Assignments from the Ministry of SOEs;
      - Preparation of SOPs for the Preparation of Work Plans and Budgets for Social and Environmental Responsibility, SOPs for the Implementation of ESR (Employee Social Responsibility) and SOPs for the Implementation of Assistance and/or Other Activities.
   b. Program Monitoring and Reporting:
      - Implementation of the CSR Program in accordance with the priorities of the MSE Development Sector.
      - Implementation of Monitoring and Collection of Assisted Partner Receivables
      - Updating Pelindo's SIP CSR Application
      - Preparation of SOPs for the Funding Management Program and MSE Development
      - Preparation of CSR Program Reports for the 1st, 2nd, 3rd, 4th Quarter and Audited Periods
      - CSR Program Reporting on the Ministry of SOEs Portal

SATUAN PENGAWASAN INTERN

INTERNAL AUDIT UNIT

STRUKTUR ORGANISASI PENGAWASAN INTERN

INTERNAL AUDIT ORGANIZATIONAL STRUCTURE



KEDUDUKAN SATUAN PENGAWASAN INTERN DALAM STRUKTUR ORGANISASI

Satuan Pengawasan Intern merupakan bagian dari manajemen yang independen dan dipimpin oleh Kepala Satuan Pengawasan Intern dan secara stuktur bertanggungjawab langsung pada Direktur Utama PT Pelabuhan Indonesia (Persero). Auditor Internal yang ditugaskan di Satuan Pengawasan Intern bertanggungjawab secara langsung kepada Kepala Satuan Pengawasan Intern.

INTERNAL AUDIT UNIT POSITION IN ORGANIZATION

Internal Audit Unit is part of independent management and is led by the Head of Internal Audit I Unit and is structurally responsible directly to the President Director of PT Pelabuhan Indonesia (Persero). Internal Auditor assigned to Internal Audit Unit is directly responsible to the Head of Internal Audit Unit.

PROFIL KEPALA SATUAN PENGAWASAN INTERN

HEAD OF INTERNAL AUDIT UNIT PROFILE

Widodo
Group Head Satuan Pengendalian Internal
Group Head of Internal Audit Unit

Kewarganegaraan
Nationality

Indonesian

Domisili
Domicile

Jakarta, Indonesia

Tempat dan Tahun Lahir/Usia
Place and Date of Birth/Age

Semarang, 28 September 1969/55 tahun per Desember 2024
Semarang, September 28, 1969/55 years old as of December 2024.

Riwayat Pendidikan Educational Background	▪ Sarjana Teknik Sipil dari Institut Teknologi Bandung (1993) ▪ Magister Manajemen dari Universitas Budi Luhur (2001) ▪ Magister Infrastructure Management dari Institur Teknologi Bandung (2005) ▪ Master Shipping and Transportation dari Netherlands Maritime University (2013)	▪ Bachelor of Civil Engineering from Bandung Institute of Technology (1993); ▪ Master of Management from Budi Luhur University (2001); ▪ Master of Infrastructure Management from Bandung Institute of Technology (2005); ▪ Master of Shipping and Transportation from Netherlands Maritime University (2013).
Sertifikasi Certification	▪ Chartered Accountant (CA) ▪ Certified Internal Audit Executive (CIAE) ▪ Qualified Internal Auditor ▪ Qualified Risk Management Professional (QRMP) ▪ Qualified Risk Management Officer ▪ Ahli Kepelabuhanan (IPP 1, IPP3 dan POM)	▪ Chartered Accountant (CA) ▪ Certified Internal Audit Executive (CIAE) ▪ Qualified Internal Auditor ▪ Qualified Risk Management Professional (QRMP) ▪ Qualified Risk Management Officer ▪ Port Expert (IPP1, IPP3 and POM)
Pengalaman Kerja Work Experience	▪ Direktur Sumber Daya Manusia PT Jakarta International Container Terminal (Juli 2020 – Oktober 2021) ▪ EVP Satuan Pengawasan Internal PT Pelabuhan Indonesia II (Persero) (September 2016 – Juli 2020) ▪ Kepala Biro Pengadaan PT Pelabuhan Indonesia II (Persero) (April 2014 – Agustus 2016) ▪ Senior Manager Perencanaan PT Pelabuhan Indonesia II (Persero) (Oktober 2013 - Maret 2014) ▪ Staf Madya Direktur SDM PT Pelabuhan Indonesia II (Persero) (Agustus 2011 - September 2013) ▪ Manager Teknik PT Pelabuhan Indonesia II (Persero) (Oktober 2019 – Agustus 2011)	▪ Human Capital Director of PT Jakarta International Container Terminal (July 2020 – October 2021); ▪ EVP of Internal Audit Unit of PT Pelabuhan Indonesia II (Persero) (September 2016 – July 2020); ▪ Head of Procurement Bureau of PT Pelabuhan Indonesia II (Persero) (April 2014 – August 2016); ▪ Senior Manager of Planning of PT Pelabuhan Indonesia II (Persero) (October 2013 - March 2014); ▪ Associate Staff Director of Human Capital of PT Pelabuhan Indonesia II (Persero) (August 2011 - September 2013); ▪ Technical Manager of PT Pelabuhan Indonesia II (Persero) (October 2019 – August 2011
Dasar Hukum Pengangkatan Legal Basis for Appointment	Surat Keputusan Direksi PT Pelabuhan Indonesia (Persero) Nomor KP.10.01/1/10/1/SDMA/UTMA/PLND-21 tanggal 1 Oktober 2021. PT Pelabuhan Indonesia (Persero) Board of Directors Decree No. KP.10.01/1/10/1/SDMA/UTMA/PLND-21 dated October 1, 2021.	

PROGRAM PENINGKATAN KOMPETENSI SATUAN PENGAWASAN INTERN

Peningkatan kompetensi yang telah diikuti oleh Pegawai Satuan Pengawasan Intern selama tahun 2024 adalah sebagai berikut.

INTERNAL AUDIT UNIT COMPETENCY DEVELOPMENT PROGRAM

Competency development that have been attended by Internal Audit Unit Employees during 2024 are as follows.

No	Nama Pelatihan Training Name	Jumlah Peserta Number of Participants
1	Qualified Internal Auditor Tingkat Dasar Qualified Internal Auditor Basic Level	8
2	Qualified Internal Auditor Manajerial Qualified Internal Auditor Managerial	11
3	Pelatihan Audit Investigasi Investigative Audit Training	30

PIHAK YANG MENGANGKAT DAN MEMBERHENTIKAN KEPALA SATUAN PENGAWASAN INTERN

Kepala Satuan Pengawasan Intern diangkat dan diberhentikan oleh Direktur Utama setelah mendapatkan persetujuan Dewan Komisaris yang mendapatkan rekomendasi dari Komite Audit. Direktur Utama dapat memberhentikan Kepala Satuan Pengawasan Intern dengan persetujuan dari Dewan Komisaris. Pengangkatan dan pemberhentian auditor internal dilaksanakan dengan mempertimbangkan pendapat dari Kepala Satuan Pengawasan Intern dan memenuhi persyaratan yang ditetapkan oleh Perusahaan

APPOINTMENT AND DISMISSAL OF HEAD OF INTERNAL AUDIT UNIT

Head of Internal Audit Unit is appointed and dismissed by the President Director after obtaining approval from the Board of Commissioners and a recommendation from the Audit Committee. President Director may dismiss the Head of Internal Audit Unit with Board of Commissioners' approval. The appointment and dismissal of internal auditor is carried out by taking into account the opinion of Head of Internal Audit Unit and fulfilling the requirements set by the Company.

INTERNAL AUDIT *CHARTER*

Dalam mewujudkan tugasnya secara professional, kompeten, independen dan objektif, unit Satuan Pengawasan Intern mengacu pada Audit Charter Satuan Pengawasan Intern berdasarkan Nomor PW.01/17/1/1/PMPL/UTMA/PLND-22 tanggal 17 Januari 2022. Adapun isi Audit Charter Satuan Pengawasan Intern yaitu:

1. Pendahuluan
2. Visi, Misi, Tujuan, Tata Nilai dan Strategi
3. Ruang Lingkup
4. Fungsi, Tugas, Tanggung Jawab, Kewenangan, dan Akuntabilitas
5. Kode Etik
6. Pengorganisasian
7. Program Asurans dan Peningkatan Kualitas SPI
8. Program Kerja Pengawasan Tahunan (PKPT)
9. Pelaporan dan *Monitoring*
10. Komunikasi SPI dengan Pihak Lain
11. Hubungan Kerja dengan Pihak Lain
12. Evaluasi Piagam Satuan Pengawasan Intern
13. Penutup

INTERNAL AUDIT CHARTER

In carrying out its duties in a professional, competent, independent and objective manner, Internal Audit Unit refers to the Internal Audit Charter Number PW.01/17/1/1/PMPL/UTMA/PLND-22 dated January 17, 2022. The content of Internal Audit Charter is:

1. Introduction;
2. Vision, Mission, Objectives, Values and Strategy;
3. Scope;
4. Functions, Duties, Responsibilities, Authority, and Accountability;
5. Code of Conduct;
6. Organization;
7. SPI Assurance and Quality Improvement Program;
8. Annual Supervisory Work Program (PKPT);
9. Reporting and Monitoring;
10. SPI Communication with Other Parties;
11. Working Relationship with Other Parties;
12. Internal Audit Charter Evaluation; and
13. Closing.

TUGAS DAN TANGGUNG JAWAB INTERNAL AUDIT

1. Mengelola kegiatan pengawasan sesuai kode etik melalui jasa *assurance, probity* dan *consulting,* serta audit khusus dan audit objek tertentu lainnya atas perintah Direktur Utama di seluruh unit kerja di Perseroan, anak perusahaan dan afiliasinya.
2. Menguji, mengevaluasi, menilai dan melaporkan pelaksanaan pengawasan dan sistem manajemen risiko dan tata kelola perusahaan sesuai dengan standar audit.
3. Menyusun dan melaksanakan program kerja tahunan pengawasan intern berbasis risiko *(Risiko Based Audit*) dan disampaikan kepada Direktur Utama dan Dewan Komisaris cq Komite Audit untuk mendapatkan pertimbangan dan saran.
4. Memberikan rekomendasi dan saran yang objektif tentang kegiatan yang diperiksa pada semua unit kerja di lingkunan PT Pelabuhan Indonesia (Persero), serta melaporkan hasil pengawsan intern kepada *stakeholder* Satuan Pengawasan Intern.
5. Memonitor, mengevaluasi dan melaporkan hasil pemantauan atas tindak lanjut rekomendasi hasil audit oleh auditor internal maupun eksternal dan hasilnya dilaporkan kepada Direktur Utama dan tembusannya disampaikan kepada Dewan Komisaris cq Komite Audit.
6. Melakukan pendampingan kepada auditor eksternal dengan menyediakan informasi yang dibutuhkan dan menjadi fasilitator bagi auditor eksternal dalam berinteraksi dengan unit-unit kerja di Perusahaan.
7. Melakukan komunikasi, koordinasi dan pelaporan secara periodik atas kegiatan SPI kepada *stakeholder* Satuan Pengawasan Intern.
8. Mengembangkan teknologi yang terintegrasi untuk perencanaan, pelaksanaan, *monitoring,* dan pelaporan terhadap seluruh kegiatan di Satuan Pengawasan Intern.
9. Menjaga profesionalitas auditor dengan memberikan pengetahuan, keterampilan dan pengalaman yang cukup serta sertifikasi yang diperlukan.
10. Melakukan *assessment* untuk mengevaluasi mutu dari Satuan Pengawasan Intern secara periodik.
11. Melakukan pembinaan dan koordinasi dengan Satuan Pengawasan Intern di Lingkungan PT Pelabuhan Indonesia (Persero) agar terciptanya sinergis atas kegiatan Satuan Pengawasan Inten.

KEWENANGAN INTERNAL AUDIT

1. Unit SPI memiliki akses tak terbatas ke seluruh auditee di lingkungan PT Pelabuhan Indonesia (Persero) terhadap semua fungsi, catatan, dokumen, properti, personil, laporan hasil audit yang berkaitan dengan pelaksanaan pekerjaannya dan bertanggung jawab atas kerahasiaan catatan dan informasi tersebut.

INTERNAL AUDIT DUTIES AND RESPONSIBILITIES

1. Manage supervisory activities according to the code of conduct through assurance, probity and consulting services, as well as special audit and audit of certain other objects on orders from President Director in all work units in the Company, its subsidiaries and affiliates.
2. Test, evaluate, assess and report the implementation of supervision and risk management system and corporate governance in accordance with auditing standards.
3. Develop and implement an annual risk-based internal control work program (Risk Based Audit) and submit it to President Director and Board of Commissioners cq Audit Committee for consideration and advice.
4. Provide objective recommendations and suggestions on audited activities in all work units within PT Pelabuhan Indonesia (Persero), as well as report the results of internal audit to stakeholders of Internal Audit Unit.
5. Monitor, evaluate and report the results of monitoring on the follow-up to recommendations of audit results by internal and external auditors, and the results are reported to President Director and a copy is submitted to Board of Commissioners cq Audit Committee.
6. Provide assistance to external auditors by providing the required information and become a facilitator for external auditors in interacting with work units in the Company.
7. Communicating, coordinating and reporting periodically about SPI's activities to stakeholders of Internal Audit Unit.
8. Develop integrated technology for planning, implementation, monitoring, and reporting of all activities in Internal Audit Unit.
9. Maintain the professionalism of the auditors by providing sufficient knowledge, skills and experience as well as the necessary certifications.
10. Conduct an assessment to evaluate the quality of Internal Audit Unit periodically.
11. Provide guidance and coordination with Internal Audit Unit within PT Pelabuhan Indonesia (Persero) in order to create synergies on the activities of Internal Audit Unit.

INTERNAL AUDIT AUTHORITIES

1. Internal Audit Unit has unlimited access to all auditees within PT Pelabuhan Indonesia (Persero) to all functions, records, documents, property, personnel, audit reports related to the implementation of their works and is responsible for the confidentiality of such records and information.

2. Kepala SPI akan memastikan bahwa aktivitas audit internal bebas dari kondisi yang mengancam kemampuan audit internal untuk melakukan pekerjaannya dalam keadaan yang tidak memihak. Jika independensi atau objektivitas audit internal terganggu secara *Fact or Appearance,* Kepala SPI akan melaporkan kepada Direktur Utama dan Dewan Komisaris.
3. Jika sebelumnya Kepala SPI memiliki peran dan/atau tanggung jawab di luar audit internal, maka harus dibuat ketentuan untuk membatasi terjadinya penurunan independensi dan obyektivitas.
4. Menyusun dan merubah kebijakan pengawasan internal, antara lain pedoman, prosedur dan ketentuan lainnya terkait pekerjaan pengawasan internal di lingkungan PT Pelabuhan Indonesia (Persero) agar tercipta pengawasan yang terintegrasi.
5. Mengalokasikan sumber daya, menentukan frekuensi penugasan, menetapkan objek penugasan, menentukan ruang lingkup penugasan, serta menetapkan teknik penugasan yang diperlukan untuk mencapai tujuan penugasan.
6. Melakukan optimalisasi atas sumber daya yang digunakan dalam kegiatan pekerjaan/pemeriksaan antara lain berasal adri auditor di dalam ataupun di luar lingkungan Perusahaan.
7. Mengusulkan penugasan tambahan terkait *Assurance, probity, consulting*, audit khusus atau audit lainnya kepada Direktur Utama dan Dewan Komisaris cq. Komite Audit jika terdapat hal yang terindikasi akan mengganggu pencapaian tujuan perusahaan.
8. Melakukan peningkatan kualitas melalui penggunaan dan penerapan teknologi terintegrasi terkait pekerjaan pengawasan internal yang akan digunakan oleh Satuan Pengawasan Intern di lingkungan PT Pelabuhan Indonesia (Persero).
9. Menentukan pola pembinaan, *monitoring* dan koordinasi kepada Satuan Pengawasan Intern di lingkungan PT Pelabuhan Indonesia (Persero) agar terciptanya pengawasan internal yang akan terintegrasi.
10. Memiliki akses untuk berkomunikasi secara langsung dengan Direktur Utama dan Dewan Komisaris cq Komite Audit.
11. Melarang perangkapan tugas dan jabatan auditor dan pelaksana yang duduk dalam Unit Audit Internal dari pelaksanaan kegiatan operasional perusahaan di lingkungan PT Pelabuhan Indonesia (Persero).
12. Menolak terhadap penugasan di luar fungsi, tugas dan tanggung jawab Satuan Pengawasan Intern, yaitu:
    a. Pengambilan keputusan dan menjalankan fungsi operasional secara langsung atau tidak langsung.

2. Head of Internal Audit will ensure that the internal audit activity is free from conditions that threaten the ability of internal audit to carry out its work in an impartial manner. If the independence or objectivity of internal audit is impaired by Fact or Appearance, Head of SPI will report to President Director and Board of Commissioners.
3. If previously the Head of Internal Audit had roles and/or responsibilities other than internal audit, provisions must be made to limit the decrease in independence and objectivity.
4. Develop and change internal control policies, including guidelines, procedures and other provisions related to internal control work within PT Pelabuhan Indonesia (Persero) in order to create integrated supervision.
5. Allocating resources, determining the frequency of assignments, object of assignment, scope of assignment, and assignment techniques needed to achieve the assignment objectives.
6. Optimizing the resources used in work/examination activities, among others, from auditors within or outside the Company.
7. Propose additional assignments related to assurance, probity, consulting, special audit or other audits to President Director and Board of Commissioners cq. Audit Committee if there are issues that are indicated will interfere with the achievement of Company goals.
8. Improve quality through the use and application of integrated technology related to internal control work that will be used by Internal Audit Unit within PT Pelabuhan Indonesia (Persero).
9. Determine the pattern of guidance, monitoring and coordination to Internal Audit Unit within PT Pelabuhan Indonesia (Persero) in order to create an integrated internal control.
10. Have access to communicate directly with President Director and Board of Commissioners cq Audit Committee.
11. Prohibit the dual duties and positions of auditors and implementers who serve in Internal Audit Unit from carrying out Company operational activities within PT Pelabuhan Indonesia (Persero).
12. Refused to assignments other than the functions, duties and responsibilities of Internal Audit Unit, namely:
    a. Decision making and carrying out operational functions directly or indirectly.

b. Memulai dan menyetujui transaksi yang tidak berkaitan dengan Satuan Pengawasan Intern.
c. Memberikan perintah secara langsung kepada pekerja di luar personil Satuan Pengawasan Intern.
d. Bertanggung jawab terhadap personil, departemen atau aktivitas yang menjadi objek pemeriksaan.
e. Memberhentikan karyawan atau membubarkan departemen terkait dengan temuan audit.
f. Menyusun dan menjalankan prosedur, sistem atau aktivitas operasional yang menjadi miliki obyek perusahaan.
g. Melakukan pelaksanaan audit yang sedang ditangani oleh aparat hukum negara Republik Indonesian (RI).

b. Initiate and approve transactions that are not related to Internal Audit Unit.
c. Give orders directly to employees other than Internal Audit Unit personnel.
d. Responsible for personnel, departments or activities that are the object of audit.
e. Terminate employees or dissolve departments related to audit findings.
f. Develop and carry out procedures, systems or operational activities that belong to the object of the Company.
g. Carry out audit that is being handled by the state legal apparatus of the Republic of Indonesia (RI).

KOMPOSISI DAN SERTIFIKASI PROFESI PERSONIL SATUAN PENGAWASAN INTERNAL

Sampai dengan Desember 2024 Unit SPI terdiri dari 1 (satu) orang Group Head, 3 (tiga) orang Departemen Head, 1 (satu) orang Manager, 4 (empat) orang Koordinator SPI, 43 (empat puluh tiga) auditor serta 5 (lima) orang offcer, dengan rincian sebagai berikut.

COMPOSITION AND PROFESSIONAL CERTIFICATION OF INTERNAL AUDIT UNIT PERSONNEL

As of December 2024, Internal Audit Unit consists of 1 (one) Group Head, 3 (three) Department Heads, 1 (one) Manager, 4 (four) Internal Audit Coordinators, 43 (forty-three) auditors and 5 (five) officers, with the following details.

No	Nama Name	Jabatan Position	Sertifikasi Certification
1	WIDODO	Group Head Satuan Pengawasan Intern Group Head of Internal Audit	QIA
2	RUMAJI	Departemen Head Pelaksanaan Pengawasan Intern Department Head of Internal Audit Implementation	QIA
3	PURBO WIJANARKO	Departemen Head Perencanaan Pengawasan Intern Department Head of Internal Audit Planning	QIA
4	YAN BERHEN PANGONDIAN	Departemen Head Monitoring dan Evaluasi Pengawasan Intern Department Head of Internal Audit Monitoring and Evaluation	QIA
5	SHAQINA NURULY	Plt. Manager Administrasi dan Hubungan Antar Lembaga Act. Manager of Administration and Inter-Agency Relations	QIA
6	HANUNG HAMBORO	Koordinator SPI Reg 2 SPI Reg 2 Coordinator	
7	AGUS SULISTYO	Koordinator SPI Reg 2 SPI Reg 2 Coordinator	
8	DENI RAHAYU SANTOSO	Koordinator SPI Reg 1 SPI Reg 1 Coordinator	
9	HASRULLAH	Koordinator SPI Reg 4 SPI Reg 4 Coordinator	
10	SIGIT POERNOMO	*Principle Expert II Audit*	QIA
11	DEVI SARASWATI	*Principle Expert II Audit*	QIA
12	AFIF SOMADI	*Principle Expert II Audit*	
13	ARIEF ADHI WIBOWO	*Principle Expert II Audit*	

No	Nama Name	Jabatan Position	Sertifikasi Certification
14	YAN EKALAYA HAMONG PANAMBANG	*Principle Expert III Audit*	
15	KRESNAJAYA PRASETIA PANCAKARSA	*Principle Expert III Audit*	
16	SUWONDO WIDJATMOKO	*Principle Expert III Audit*	QIA
17	NUR INDAH SARI	*Principle Expert III Audit*	
18	YULIAS CAESAR SIHOMBING	*Principal Expert III Audit*	QIA
19	EKO HENRI SUFIAWAN	*Principle Expert III Audit*	QIA
20	M ASLAM FUADI	*Principle Expert III Audit*	QIA
21	SUGIARTO	*Senior Expert I Audit*	QIA
22	DONNY SIMON MAYMAN H	*Senior Expert I Audit*	QIA
23	PRAMUDITO	*Senior Expert I Audit*	QIA
24	RERY INDRA KUSUMA	*Senior Expert I Audit*	QIA
25	IBNU SUKARMA	*Senior Expert II Audit*	QIA
26	KHRISMAYANTI DEWI	*Senior Expert II Audit*	QIA
27	SEPTA ANDREAS SITEPU	*Senior Expert I Audit*	QIA
28	HOLLY TANTYAKA Y KESWARA	*Senior Expert II Audit*	QIA
29	IRFAN FIRDAUS	*Senior Expert II Audit*	
30	FITRIANA	*Senior Expert I Audit*	
31	TANJUNG HALOMOAN AMBARITA	*Senior Expert III Audit*	QIA
32	FITRI HERAYATI NASUTION	*Senior Expert III Audit*	QIA
33	RUSTINI	*Senior Expert III Audit*	
34	DARUL IKHRAN ANGKASA B	*Senior Expert III Audit*	QIA
35	ERVINA LADY M S	Auditor Pratama Primary Auditor	QIA
36	ADNAN LUBIS	*Senior Expert III Audit*	QIA
37	SAPRI EPENDI	*Senior Expert III Audit*	QIA
38	RUSLI	*Senior Expert III Audit*	
39	JANE KARPIANASARI	*Senior Expert III Audit*	
40	DESKI RIZALDI	*Expert I Audit*	QIA
41	RAMDHANA FERI MARTIN	*Senior Expert III Audit*	QIA
42	JUFRIANTO SIAHAAN	*Senior Expert III Audit*	QIA
43	BARA WIJIANTO	*Senior Expert III Audit*	
44	ABD. RACHMAN	*Expert I Audit*	QIA
45	HERRYANSYAH	*Expert I Audit*	

No	Nama Name	Jabatan Position	Sertifikasi Certification
46	WIMBI PERDANA PUTRA	*Expert I Audit*	
47	INDRI ANDRIANI	*Expert I Audit*	QIA
48	MOHAMAD JAMIL	*Expert I Audit*	QIA
49	HENNY NUR AINI	*Expert II Audit*	QIA
50	KURNIAWAN HARYO YUDANTO	*Expert III Audit*	QIA
51	SAMSUL	*Expert III Audit*	QIA
52	FRANSISCA DINA K	*Expert III Audit*	QIA
53	FANDY MOHAMMAD AYUB	Senior Officer I Perencanaan Pengawasan Intern Senior Officer - Internal Audit Planning	
54	GREASY HUTDIASTUTI	Senior Officer I Monitoring dan Evaluasi Pengawasan Intern Senior Officer I - Internal Audit Monitoring and Evaluation	
55	INDRA ABI PERMANA KUSUMA	Senior Officer I Pelaksanaan Pengawasan Intern Senior Officer - Internal Audit Implementation	
56	ULFI HARDIANTI	Officer II Perencanaan Pengawasan Intern Officer II - Internal Audit Planning	
57	SAMANTHA LINTANG DEWI TITISARI	Junior Officer I Monitoring dan Evaluasi Pengawasan Intern Junior Officer - Internal Audit Monitoring and Evaluation	

KODE ETIK AUDITOR

AUDITOR'S CODE OF CONDUCT

Prinsip Dasar Basic Principles	Aturan Prilaku Behavioral Guidance
Integritas Integritas Auditor Internal membentuk keyakinan dengan membangun kepercayaan untuk membuat pendapat (judgment) yang handal. **Integrity** Integrity of Internal auditors build confidence by building trust to generate reliable opinion (judgment)	▪ Bekerja dengan jujur, tekun dan bertanggungjawab. ▪ Mematuhi hukum dan mengungkapkan informasi sebagaimana yang diatur oleh hukum dan profesi. ▪ Tidak terlibat dalam kegiatan yang melanggar hukum atau kegiatan apapun yang mencemarkan profesi Auditor Internal atau Perusahaan. Menaruh hormat dan ikut berperan dalam pencapaian tujuan perusahaan yang etis dan tela sesuai dengan hukum (legitimate). ▪ Work honestly, diligently and responsibly. ▪ Comply with the law and disclose information as required by law and the profession. ▪ Not involved in activities that violate the law or any activities that defame the profession of Internal Auditor or the Company. Respect and play a role in achieving the Company's goals that are ethical and in accordance with the law (legitimate).

Prinsip Dasar Basic Principles	Aturan Prilaku Behavioral Guidance
Objektivitas Auditor Internal menunjukkan objektivitas yang tinggi dalam memperoleh, mengevaluasi dan mengkomunikasikan informasi tentang aktivitas atau proses yang sedang diuji. Auditor Internal melakukan penilaian secara seimbang (balance) atas segala hal yang relevan dan tidak dipengaruhi oleh kepentingan pribadi atau orang lain, dalam membuat pendapat (judgement). **Objectivity** Internal auditors demonstrate high objectivity in obtaining, evaluating and communicating information about the audited activity or process. Internal Auditors perform a balanced assessment and are not influenced by personal interests or others, in making an opinion (judgment).	▪ Tidak terlibat dalam aktivitas yang dapat mengurang atau dianggap mengurangi objektivitas Auditor Internal dalam melakukan penilaian, termasuk dalam aktivitas atau hubungan yang dapat menimbulkan benturan kepentingan. ▪ Tidak menerima apapun yang dapat melemahkan atau dianggap melemahkan pertimbangan profesional. ▪ Mengungkapkan semua fakta material yang diketahui, yang apabila tidak diungkapkan dapat menyebabkan distorsi pelaporan atas aktivitas yang diperiksa. ▪ Not involved in activities that may reduce or be deemed to reduce the objectivity of Internal Auditor in conducting an assessment, including in activities or relationships that may cause a conflict of interest. ▪ Do not accept anything that could undermine or be deemed to impair professional judgment. ▪ Disclosing all known material facts, which if not disclosed can cause distortion of reporting on the activities being examined.
Kerahasiaan Auditor Internal menghormati nilai dan kepentingan atas informasi yang diterima dan tidak mengungkapkan informasi tersebut tanpa otorisasi yang berwenang kecuali terdapat kewajiban hukum atau profesi untuk mengungkapkan informasi tersebut. **Confidentiality** Internal auditors respect the value and the importance of information received and do not disclose such information without proper authorization unless there is a legal or professional obligation to disclose the information.	▪ Bertindak hati-hati dalam menggunakan dan menjaga informasi yang diperoleh pada saat pelaksanaan tugas. ▪ Tidak menggunakan informasi untuk kepentingan pribadi atau dengan cara apapun yang bertentangan dengan hukum atau mengganggu pencapaian sasaran perusahaan yang etis dan berlegitimasi. ▪ Act with caution in using and safeguarding the information obtained during the execution of tasks. ▪ Do not use information for personal gain or in any way that is against the law or interferes with the achievement of legitimate and ethical Company goals.
Kompetensi Auditor internal menerapkan pengetahuan kecakapan dan pengalaman yang diperlukan dalam memberikan jasa audit internal. **Competence** Internal auditors apply the knowledge, skills and experience required in providing internal audit services.	▪ Hanya terlibat dalam pemeriksaan apabila memiliki pengetahuan, keahlian dan pengalaman yang diperlukan dalam pemeriksaan tersebut. ▪ Melaksanakan fungsi pengawasan intern sekurang-kurangnya sesuai dengan persyaratan pengelolaan SPI. ▪ Secara berkesinambungan meningkatkan keahlian serta efektivitas dan kualitas pekerjaan; bertindak sungguh-sungguh dan sesuai dengan metode pelaksanaan pekerjaan dan standar profesional yang berlaku. ▪ Only engage in audit if they have the knowledge, skills and experience required for the audit. ▪ Carry out the internal control function at least in accordance with the requirements for IAU management. ▪ Continuously improve skills as well as effectiveness and quality of work; act sincerely and in accordance with the method of carrying out the work and applicable professional standards.
Perilaku Profesional Auditor Internal mematuhi ketentuan peraturan yang berlaku dan menghindari perilaku apapun yang dapat mengurangi kepercayaan kepada profesi **Professional Behavior** Internal Auditors comply with applicable regulations and avoid any behavior that can reduce confidence in the profession.	▪ Melaksanakan fungsi pengawasan intern sesuai dengan prosedur, ketentuan dan peraturan yang berlaku. ▪ Menghindari perilaku apapun yang dapat mengurangi kepercayaan kepada profesi auditor. ▪ Dilarang menerima seiap pemberian dalam bentuk apapun dari pihak lain yang terkait dengan pekerjaannya baik dari dalam maupun dari luar perusahaan. ▪ Harus mematuhi hukum dan menjunjung tinggi norma professional Auditor Internal. ▪ Dilarang merangkap tugas dan jabatan dalam pelaksanaan kegiatan operasional perusahaan, anak perusahaan maupun perusahaan terafiliasi bagi auditor dan pelaksana yang duduk dalam unit internal audit. ▪ Carry out the internal control function in accordance with applicable procedures, provisions and regulations. ▪ Avoid any behavior that can reduce confidence in the auditor profession. ▪ Forbidden to accept any gifts in any form from other parties related to their work, both inside and outside the Company. ▪ Must comply with the law and uphold the professional norms of Internal Auditor. ▪ Prohibited to hold concurrent duties and positions in the implementation of the Company's operational activities, subsidiaries and affiliated companies for auditors and executives who serve in the Internal Audit Unit.

LAPORAN SINGKAT PELAKSANAAN KEGIATAN INTERNAL AUDIT TAHUN 2024

Pelaksanaan kegiatan Unit SPI sampai dengan Triwulan IV Tahun 2024 adalah:

1. Realisasi Perencanaan Audit
   SPI memiliki total rencana Mandays di tahun 2024 sebesar 12.585 Mandays, dengan rincian 7.425 Mandays untuk kegiatan Audit Tematik (12

BRIEF REPORT OF INTERNAL AUDIT ACTIVITIES IN 2024

The implementation of SPI Unit activities up to the fourth quarter of 2024 are:

1. Realization of Audit Planning
   SPI has a total Mandays plan in 2024 of 12,585 Mandays, with details of 7,425 Mandays for Thematic Audit activities (12 Themes), 1,327

Tema), 1.327 Mandays untuk kegiatan Audit Kinerja, 1.645 Mandays untuk kegiatan Audit Khusus dan 2.461 Mandays untuk kegiatan Non Audit. Namun, sampai dengan Triwulan IV 2024, realisasi Mandays sebesar 8.745 Mandays dimana 6.088 Mandays untuk kegiatan Audit dan 2.657 Mandays untuk kegiatan Non Audit.

2. Realisasi pelaksanaan audit yaitu:
   a. Audit Tematik dengan tema antara lain:
      - Pemeliharaan Alat dan Kapal;
      - Pengelolaan Aset;
      - Tata Kelola Keuangan Perusahaan;
      - Pengelolaan BBM;
      - Pengelolaan SDM dan Pensiun;
      - Pekerjaan Pengerukan;
      - Pengadaan Barang dan Jasa;
      - Pengelolaan Anak Perusahaan dan Manajemen Risiko

   b. Audit Kinerja Regional 2 dan Cabang-cabangnya meliputi Kantor Regional 2, Cabang Tanjung Priok, Cabang Panjang, Cabang Sunda Kelapa, Cabang Teluk Bayur, Cabang Bengkulu dan Cabang Pontianak
   c. Audit Kinerja Regional 4 dan Cabang-cabangnya meliputi Kantor Regional 4, Cabang Makassar, Cabang Balikpapan, Cabang Jayapura, Cabang Bitung, Cabang Ambon, Cabang Kendari, dan Cabang Pantoloan
   d. Audit Kinerja Regional 1 dan Cabang-cabangnya
   e. Audit Kinerja pada PT Pelindo Solusi Logistik, PT PMLI, PT EDII dan KSO TPK Koja
   f. Audit Kinerja pada PT Pelindo Jasa Maritim
   g. Audit Kinerja pada PT Pelindo Multi Terminal, PT Prima Husada Cipta Medan
   h. Audit Khusus yaitu :
      - Audit khusus di Unit Kendari – Area Sulawesi 1 – Wilayah 4 atas laporan indikasi pelanggaran kebijakan peraturan perusahaan yang masuk melalui Whistle Bowling System (WBS)
      - Audit Khusus di Terminal Teluk Lamong
      - Audit Khusus di PT EDII
      - Audit Khusus di PT Prima Indonesia Logistik
      - Audit Khusus Bidang SDM

   i. Auditor Exchange pada PT Prima Indonesia Logistik dan Anak Perusahaannya PT Prima Multi Peralatan
   j. Audit Reviu Laporan PMN Tahun 2024
   k. Kegiatan Konsultansi yaitu:
      - Kegiatan Konsultansi Bidang SDM
      - Kegiatan Konsultansi Terkait Pendanaan PT Pelabuhan Indonesia (Persero)

Mandays for Performance Audit activities, 1,645 Mandays for Special Audit activities and 2,461 Mandays for Non Audit activities. However, until the fourth quarter of 2024, the realization of Mandays amounted to 8,745 Mandays of which 6,088 Mandays for Audit activities and 2,657 Mandays for Non Audit activities.

2. Realization of audit implementation, i.e:
   a. Thematic Audits with themes including:
      - Equipment and Ship Maintenance;
      - Asset Management;
      - Corporate Financial Governance;
      - Fuel Management;
      - HC and Pension Management;
      - Dredging Work;
      - Procurement of Goods and Services;
      - Subsidiary Management and Risk Management

   b. Performance Audit of Regional 2 and its Branches covering Regional Office 2, Tanjung Priok Branch, Panjang Branch, Sunda Kelapa Branch, Teluk Bayur Branch, Bengkulu Branch and Pontianak Branch
   c. Performance Audit of Regional 4 and its Branches covering Regional Office 4, Makassar Branch, Balikpapan Branch, Jayapura Branch, Bitung Branch, Ambon Branch, Kendari Branch, and Pantoloan Branch
   d. Performance Audit of Regional 1 and its Branches
   e. Performance Audit on PT Pelindo Solusi Logistik, PT PMLI, PT EDII and JO TPK Koja
   f. Performance Audit on PT Pelindo Jasa Maritim
   g. Performance Audit at PT Pelindo Multi Terminal, PT Prima Husada Cipta Medan
   h. Special Audit, i.e:
      - Special audit at Kendari Unit - Sulawesi Area 1 - Region 4 for reports of indications of violations of Company regulatory policies submitted through Whistle Bowling System (WBS).
      - Special Audit at Lamong Bay Terminal
      - Special Audit at PT EDII
      - Special Audit at PT Prima Indonesia Logistik
      - Special Audit of Human Capital Sector

   i. Exchange Auditor at PT Prima Indonesia Logistik and its subsidiary PT Prima Multi Peralatan
   j. Review Audit of 2024 PMN Report
   k. Consultancy Activities, i.e:
      - HC Consultancy Activities
      - Consultancy Activities Related to Funding of PT Pelabuhan Indonesia (Persero)

RAPAT BERSAMA DIREKSI, DEWAN KOMISARIS DAN/ATAU KOMITE AUDIT

1. Fungsi Audit Internal dalam menjalankan tugas dan tanggung jawab serta wewenangnya dapat berkomunikasi dan berkoordinasi dengan Direktur Utama dan Dewan Komisaris.
2. Komunikasi antara Kepala Satuan Pengawasan Internal dengan Direktur Utama dan Dewan Komisaris dapat dilakukan secara formal dan informal
3. Satuan Pengawasan Intern menyampaikan Laporan Hasil Audit secara periodik kepada Direktur Utama dan Dewan Komisaris.
4. Secara berkala Satuan Pengawasan Intern dengan Direktur Utama dan/atau Dewan Komisaris melakukan rapat koordinasi melalui rapat *Board of Director* (BOD) dan/atau Rapat Komisaris, serta menyampaikan hasil *survey* kepuasan *Auditee*.

Selama tahun 2024, SPI telah melaksanakan rapat koordinasi bersama Direksi dan Komite Audit dengan rincian sebagai berikut.

JOINT MEETINGS OF BOARD OF DIRECTORS, BOARD OF COMMISSIONERS AND/OR AUDIT COMMITTEE

1. Internal Audit function in carrying out its duties and responsibilities and authority can communicate and coordinate with President Director and Board of Commissioners.
2. Communication between Head of Internal Audit with President Director and Board of Commissioners can be done formally and informally.
3. Internal Audit Unit submits periodic Audit Reports to President Director and Board of Commissioners.
4. Periodically, Internal Audit Unit with President Director and/or Board of Commissioners conducts coordination meetings through Board of Director (BOD) meetings and/or Board of Commissioners Meetings, and submits the results of Auditee satisfaction surveys.

During 2024, SPI has conducted coordination meetings with Audit Committee, with the following details.

RAPAT BERSAMA DIREKSI, DEWAN KOMISARIS DAN/ATAU KOMITE AUDIT
JOINT MEETINGS OF BOARD OF DIRECTORS, BOARD OF COMMISSIONERS AND/OR AUDIT COMMITTEE

No	Tanggal Date	Agenda Agenda
1.	30-31 Mei 2024 May 30th -31st, 2024	Rapat Koordinasi Triwulan I Tahun 2024 Komite Audit dengan Group Satuan Pengawasan Intern PT Pelabuhan Indonesia (Persero) Coordination Meeting for the First Quarter of 2024 Audit Committee with the Internal Audit Group of PT Pelabuhan Indonesia (Persero)
2.	28-29 Agustus 2024 August 28th-29th, 2024	Rapat Koordinasi Triwulan II Tahun 2024 Komite Audit dengan Group Satuan Pengawasan Intern PT Pelabuhan Indonesia (Persero) Coordination Meeting for the Second Quarter of 2024 Audit Committee with the Internal Audit Group of PT Pelabuhan Indonesia (Persero)
3.	27 Desember 2024 December 27th, 2024	Telah dikirim Laporan Triwulan III dari Group SPI PT Pelabuhan Indonesia (Persero) kepada Komite Audit The third quarter report of the SPI Group of PT Pelabuhan Indonesia (Persero) has been sent to the Audit Committee.

TEMUAN DAN TINDAK LANJUT HASIL AUDIT

AUDIT FINDINGS AND THE FOLLOW-UP

NO	AUDIT	JUMLAH REKOMENDASI NUMBER OF RECOMMENDATIONS	PER 31 DESEMBER 2024 AS OF DECEMBER 31, 2024 STATUS TINDAKLANJUT FOLLOW-UP STATUS				PROGRESS %
			S	PANTAU MONITOR		TPT D	
				BS	BD		
1	SPI	4048	2975	149	924	0	73,49%
2	BPK	684	554	98	24	8	80,99%
3	KAP	50	48	2	0	0	96%

GROUP MANAJEMEN RISIKO, TATA KELOLA DAN KEPATUHAN

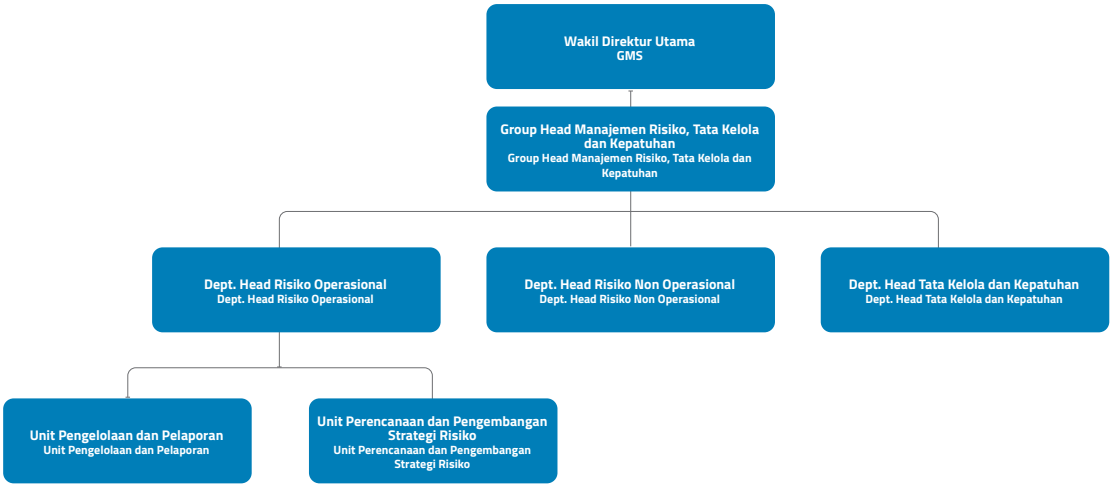
Group Manajemen Risiko, Tata Kelola dan Kepatuhan berfungsi untuk mengevaluasi, mengelola dan merekomendasikan penyusunan dan pengelolaan program kerja bidang manajemen risiko di lingkungan Perseroan untuk mendukung operasionalisasi dan pencapaian tujuan Perseroan untuk memastikan pencapaian visi dan misi Perseroan dan aspirasi pemegang saham.

RISK MANAGEMENT, GOVERNANCE AND COMPLIANCE GROUP

Risk Management Governance and Compliance Group functions to evaluate, manage and recommend the preparation and management of work programs in risk management and insurance management within the Company to support the operationalization and achievement of the Company's objectives to ensure the achievement of the Company's vision and mission and shareholders' aspirations.

STRUKTUR ORGANISASI GROUP MANAJEMEN RISIKO, TATA KELOLA DAN KEPATUHAN

RISK MANAGEMENT, GOVERNANCE AND COMPLIANCE GROUP ORGANIZATIONAL STRUCTURE



TUGAS DAN TANGGUNG JAWAB GROUP MANAJEMEN RISIKO, TATA KELOLA DAN KEPATUHAN

TUGAS UTAMA

1. Mereviu, memberi masukan, dan mengesahkan usulan Kebijakan/Pedoman Penerapan Manajemen Risiko, Kebijakan Tata Kelola Perusahaan dan Kepatuhan, serta kebijakan/pedoman/peraturan turunannya untuk lingkungan PT Pelabuhan Indonesia (Persero) yang meliputi:
   a. Penerapan Manajemen Risiko;
   b. Good Corporate Governance (GCG);
   c. Board Manual (Tata Kelola Direksi dan Dewan Komisaris;
   d. Budaya Tata Kelola dan Kepatuhan;
   e. Benturan Kepentingan;
   f. Gratifikasi;
   g. Strategi Anti Fraud;
   h. Kode Etik Bisnis;
   i. *Whistleblowing System (WBS)*

RISK MANAGEMENT, GOVERNANCE AND COMPLIANCE GROUP DUTIES AND RESPONSIBILITIES

MAIN DUTIES

1. Review, provide input, and ratify the proposed Risk Management Implementation Policy/Guidelines, Corporate Governance and Compliance Policies, as well as policies/guidelines/derivative regulations within PT Pelabuhan Indonesia (Persero) which include:
   a. Risk Management Implementation;
   b. Good Corporate Governance (GCG);
   c. Board Manual (Governance of Board of Directors and Board of Commissioners;
   d. Governance and Compliance Culture;
   e. Conflict of Interest;
   f. Gratification;
   g. Anti-fraud Strategy;
   h. Code of Business Ethics;
   i. Whistleblowing System (WBS)

2. Merumuskan dan mengusulkan rencana dan strategi penerapan Manajemen Risiko serta Tata Kelola Perusahaan dan Kepatuhan untuk lingkungan PT Pelabuhan Indonesia (Persero)
3. Mereviu, memberi masukan, dan memastikan Analisis Dampak Biaya (*Cost Impact Analysis*) terkait potensi risiko yang mungkin terjadi di lingkungan Pelabuhan Indonesia (Persero)
4. Memastikan dan mendukung pengembangan peralatan (*Tools*) pengelolaan Manajemen Risiko di lingkungan PT Pelabuhan Indonesia (Persero)
5. Memfasilitasi dan mendukung pengembangan kapabilitas dan kapasitas Pekerja dalam hal pengelolaan Manajemen Risiko, Tata Kelola Perusahaan, dan Kepatuhan.
6. Mereviu dan menyetujui penunjukkan pengelola Manajemen Risiko di lingkungan PT Pelabuhan Indonesia (Persero) melalui peran *Risk Champion* dan *Risk Agent*
7. Mendukung dan memastikan pelaksanaan komunikasi dan sosialisasi terkait penerapan Manajemen Risiko, Tata Kelola Perusahaan, dan Kepatuhan untuk meningkatkan kesadaran dan pemahaman pada ekosistem PT Pelabuhan Indonesia (Perseri) antara lain melalui:

    a. Kampanye kepedulian Manajemen Risiko;
    b. Kampanye kepedulian Tata Kelola Perusahaan dan Kepatuhan;
    c. Portal pengetahuan Manajemen Risiko;
    d. Portal pengetahuan Tata Kelola Perusahaan dan Kepatuhan;
    e. Sosialisasi Kebijakan dan Proses Manajemen Risiko;
    f. Sosialisasi Kebijakan dan Proses Tata Kelola Perusahaan dan Kepatuhan serta turunannya.

8. Mereviu dan memberikan arahan berdasarkan hasil konsolidasi penilaian pengelolaan Manajemen Risiko dan penerapan Tata Kelola Perusahaan dan Kepatuhan di lingkungan PT Pelabuhan Indonesia (Persero)
9. Melakukan pemantauan, pengendalian, dan evaluasi terhadap:
    a. Realisasi program kerja dan kesesuaian pengelolaan anggaran terkait penerapan Manajemen Risiko;
    b. Realisasi program kerja dan kesesuaian pengelolaan anggaran terkait penerapan Tata Kelola Perusahaan dan Kepatuhan beserta peraturan turunannya;
    c. Implementasi strategi dan/atau peraturan Perusahaan terkait bidan pengelolaan Manajemen Risiko;
    d. Implementasi strategi dan/atau peraturan Perusahaan terkait penerapan Tata Kelola Perusahaan dan Kepatuhan beserta peraturan turunannya;

2. Formulate and propose plans and strategies for implementing Risk Management and Corporate Governance and Compliance within PT Pelabuhan Indonesia (Persero).
3. Review, provide input, and ensure Cost Impact Analysis related to potential risks that may occur within PT Pelabuhan Indonesia (Persero).
4. Ensure and support the development of Risk Management tools within PT Pelabuhan Indonesia (Persero).
5. Facilitate and support the development of capabilities and capacity of Employees in terms of managing Risk Management, Corporate Governance and Compliance.
6. Review and approve the appointment of Risk Management managers within PT Pelabuhan Indonesia (Persero) through the role of Risk Champion and Risk Agent.
7. Support and ensure the implementation of communication and socialization related to the implementation of Risk Management, Corporate Governance and Compliance to increase awareness and understanding in the ecosystem of PT Pelabuhan Indonesia (Persero), among others through:
    a. Risk Management awareness campaign;
    b. Corporate Governance and Compliance awareness campaign;
    c. Risk Management knowledge portal;
    d. Corporate Governance and Compliance knowledge portal;
    e. Socialization of Risk Management Policies and Processes;
    f. Socialization of Corporate Governance and Compliance Policies and Processes and their derivatives.
8. Review and provide direction based on the consolidated results of the Risk Management assessment and the implementation of Corporate Governance and Compliance at PT Pelabuhan Indonesia (Persero).
9. Monitoring, controlling and evaluating:
    a. Realization of work programs and suitability of budget management related to Risk Management implementation;
    b. The realization of work programs and the suitability of budget management related to the implementation of Corporate Governance and Compliance along with its derivative regulations;
    c. Implementation of the Company's strategy and/or regulations related to the midwife of Risk Management;
    d. Implementation of the Company's strategy and/or regulations related to the implementation of Corporate Governance and Compliance along with its derivative regulations;

e. Tindak lanjut pengendalian risiko terhadap risiko yang signifikan secara periodik;
f. Realisasi capaian KRI dan penerapan EWS;
g. Kepatuhan atas tata kelola Perusahaan sesuai dengan kebijakan dan peraturan yang berlaku internal maupun eksternal Perusahaan.

10. Mengkoordinasikan pihak internal Perusahaan dalam rangka pelaksanaan proses pengelolaan Manajemen Risiko serta penerapan Tata Kelola Perusahaan dan Kepatuhan di lingkungan PT Pelabuhan Indonesia (Persero)
11. Merekomendasikan, mereviu, memastikan, dan bertanggungjawab terhadap penyelenggaraan kegiatan penerapan *Good Corporate Governance* di lingkungan perusahaan.

TUGAS UMUM

1. *Planning, Budgeting* dan Pengelolaan Anggaran
   Mengarahkan dan mengkoordinasikan penyusunan dan monitoring Rencana Kerja dan Anggaran (RKA) unit kerja/fungsi dan pengelolaan anggaran.
2. Pengelolaan Pekerja
   a. Mengarahkan dan mengkoordinasikan kegiatan perencanaan dan penilaian kinerja, serta pembimbingan pekerja di unit kerja/fungsi, termasuk pada perilaku indisipliner pekerja;
   b. Mengarahkan dan mengkoordinasikan kebutuhan pelatihan dan pengembangan pekerja di unit kerja/fungsi
   c. Busaya Organisasi
3. *Quality Management* dan Prosedur (SOP)
   Mengarahkan dan mengkoordinasikan penyusunan, sosialisasi dan monitoring pelaksanaan kebijakan dan prosedur di unit kerja/fungsi serta melakukan dan memonitor kegiatan *improvemenet* dan *transfer Knowledge* di unit kerja/fungsi.
4. *Health Safety* dan *Environment* (HSE)
   Mengarahkan, melakukan, memonitoring, dan mengevaluasi kegiatan implementasi budaya dan program HSE di unit kerja/fungsi.
5. Pengembangan Sistem Information dan Communication Technology
   Mengarahkan dan mengkoordinasikan pengajuan usulan kebutuhan pengembangan layanan dan solusi ICT seta kegiatan User Acceptance Test (UAT)
6. Rencana Procurement
   Mengarah dan mengkoordinasikan kegiatan pengadaan sesuai dengan kewenangan tertentu untuk kebutuhan unit kerja/fungsi
7. Pengelolaan Risiko
   Menarahkan dan mengkoordinasikan pelaksanaan assessment GCG dan audit serta monitoring dan

e. Risk control follow-up on significant risks periodically;
f. Realization of KRI achievements and implementation of EWS;
g. Compliance with corporate governance in accordance with applicable policies and regulations internal and external to the Company.

10. Coordinating the Company's internal parties in the context of implementing the Risk Management management process and implementing Corporate Governance and Compliance within PT Pelabuhan Indonesia (Persero).
11. Recommend, review, ensure, and be responsible for the implementation of Good Corporate Governance implementation activities within the Company.

GENERAL DUTIES

1. Planning, Budgeting and Budget Management
   Directing and coordinating the preparation and monitoring of Work and Budget Plans (RKA) of work/function units and budget management.
2. Employee Management
   a. Directing and coordinating performance planning and appraisal activities, as well as employee guidance in work/function units, including on employee disciplinary behavior;
   b. Directing and coordinating the training and development needs of employees in the work/function unit.
   c. Organizational Culture
3. Quality Management and Procedures (SOP)
   Directing and coordinating the preparation, socialization and monitoring of the implementation of policies and procedures in work/function units as well as conducting and monitoring improvemenet activities and Knowledge transfer in work/function units.
4. Health Safety and Environment (HSE)
   Directing, conducting, monitoring, and evaluating activities to implement HSE culture and programs in work/function units.
5. Information and Communication Technology System Development
   Directing and coordinating the submission of proposals for the development needs of ICT services and solutions as well as User Acceptance Test (UAT) activities.
6. Procurement Plan
   Directing and coordinating procurement activities in accordance with certain authorities for the needs of work/function units.
7. Risk Management
   Directing and coordinating the implementation of GCG assessment and audit as well as monitoring

tindak lanjut hasil audit di unit kerja/fungsi.

8. GCG dan Tindak Lanjut Hasil Audit
   Mengarahkan dan mengkoordinasikan pelaksanaan assesment GCG dan audit serta monitoring dan tindak lanjut hasil audit di unit kerja/funsi.

9. Sistem Manajemen Anti Penyuapan (SMAP)
   Mendukung implementasi Sistem Manajemen Anti Penyuapan (SMAP) sesuai dengan ketentuan yang berlaku.

and follow-up of audit results in work/function units.

8. GCG and Follow-up of Audit Results
   Directing and coordinating the implementation of GCG assessment and audit as well as monitoring and follow-up of audit results in work/function units.

9. Anti-Bribery Management System (ABMS)
   Support the implementation of Anti-Bribery Management System (SMAP) in accordance with applicable regulations.

PROFIL KEPALA GROUP MANAJEMEN RISIKO, TATA KELOLA DAN KEPATUHAN

HEAD OF RISK MANAGEMENT, GOVERNANCE AND COMPLIANCE GROUP PROFILE

Usman Saroni **Group Head Manajemen Risiko Tata Kelola dan Kepatuhan** Group Head of Risk Management, Governance and Compliance	
Kewarganegaraan Nationality	Indonesia Indonesian
Domisili Domicile	Jakarta Jakarta
Tempat dan Tanggal Lahir/Usia Place and Date of Birth/Age	Bandung, 13 Februari 1978/46 tahun per Desember 2024 Bandung, February 13, 1978/46 years old as of December 2024.
Riwayat Pendidikan Educational Background	▪ Port Management, Sekolah Tinggi Ilmu Pelayaran, Jakarta (1996) ▪ Shipping and Logistic, World Maritime University, Swedia (2015) ▪ Port Management, College of Shipping, Jakarta (1996); ▪ Shipping and Logistics, World Maritime University, Sweden (2015).
Sertifikasi Certification	▪ Qualified Risk Management Professional (QRMP) ▪ Certified Risk Governance Professional (CRGP) ▪ Certified Corporate Risk Manager (CCRM
Pengalaman Kerja Work Experience	▪ Manager Ship Planning JICT (Jakarta International Container Terminal) (2009-2019) ▪ Manager Yard Planning (Jakarta International Container Terminal) (2010-2011) ▪ Manager Control Tower (Jakarta International Container Terminal) (2011-2012) ▪ Senior Manager Petikemas IPC (2012-2014) ▪ Vice President Quality Management IPC (2016-2019) ▪ Vice President Pengelolaan Anak Perusahaan dan Cabang IPC (2019-2021) ▪ Direktur Keuangan dan SDM PT Pengembang Pelabuhan Indonesia (2021-2022) ▪ Group Head Manajemen Risiko PT Pelabuhan Indonesia (2022 - Februari 2023) ▪ Group Head Manajemen Risiko, Tata Kelola dan Kepatuhan PT Pelabuhan Indonesia (Maret 2023 - Sekarang) ▪ Manager Ship Planning JICT (Jakarta Internasional Container Terminal) (2009-2019); ▪ Manager Yard Planning (Jakarta Internasional Container Terminal) (2010-2011); ▪ Manager Control Tower (Jakarta Internasional Container Terminal) (2011-2012); ▪ Senior Manager Container IPC (2012-2014); ▪ Vice President Quality Management IPC (2016-2019); ▪ Vice President Management of IPC Subsidiaries and IPC Branches (2019-2021); ▪ Director of Finance and Human Capital of PT Pengembang Pelabuhan Indonesia (2021-2022); ▪ Group Head of Risk Management of PT Pelabuhan Indonesia (2022 - February 2023); ▪ Group Head of Risk Management, Governance and Compliance of PT Pelabuhan Indonesia (March 2023 - Present).
Dasar Hukum Pengangkatan Legal Basis for Appointment	SK Direksi PT Pelabuhan Indonesia Nomor: KP.10/02/31/7/1/RKTK/UTMA/PLND-23 Tentang Alih Tugas/Jabatan Pekerja Di Lingkungan PT Pelabuhan Indonesia (Persero) Board of Directors Decree of PT Pelabuhan Indonesia No. 10/02/31/7/1/RKTK/UTMA/PLND-23 Concerning the Transfer of Duties/Job of Employees within PT Pelabuhan Indonesia (Persero).

PENGEMBANGAN KOMPETENSI BIDANG MANAJEMEN RISIKO

COMPETENCY DEVELOPMENT IN RISK MANAGEMENT

NO	**Nama Pelatihan/ Sertifikasi terkait Manajemen Risiko** Name of Risk Management related Training/Certification
1	Pelatihan Sertifikasi Manajemen Umum Dana Pensiun (MUDP) dan Pelatihan Sertifikasi Risiko Dana Pensiun (MRDP) Pension Fund General Management Certification Training (MUDP) and Pension Fund Risk Certification Training (MRDP)
2	Sertifikasi Nasional Certified Risk Governance Professional ATKRT (Level IV) National Certification Certified Risk Governance Professional ATKRT (Level IV)

NO	**Nama Pelatihan/ Sertifikasi terkait Manajemen Risiko** Name of Risk Management related Training/Certification
3	Certified Corporate Risk Management (CCRM)
4	Pelatihan dan Sertifikasi Qualified Chief Risk Officer (QCRO) Qualified Chief Risk Officer (QCRO) Training and Certification
5	Risk Maturity Index
6	Workshop Risk Budgeting
7	Pelatihan dan Sertifikasi Qualified Risk Management Professional (QRMP) Qualified Risk Management Professional (QRMP) Training and Certification
8	Ujian Sertifikasi Manajemen Umum Dana Pensiun dan Manajemen Risiko Dana Pensiun Pension Fund General Management and Pension Fund Risk Management Certification Examinations
9	Ujian Sertifikasi Manajemen Risiko Dana Pensiun (MRDP) Pension Fund Risk Management Certification Examination (MRDP)
10	Pelatihan Fungsi Manajemen Risiko - ERM Implementation Batch I Risk Management Function Training - ERM Implementation Batch I
11	Pelatihan Fungsi Manajemen Risiko - ERM Implementation Batch II Risk Management Function Training - ERM Implementation Batch II
12	Pelatihan dan Ujian Sertifikasi Manajemen Umum Dana Pensiun (MUDP) dan Pelatihan Manajemen Risiko Dana Pensiun (MRDP) Pension Fund General Management (MUDP) Certification Training and Examination and Pension Fund Risk Management Training (MRDP)
13	Ujian Sertifikasi Manajemen Risiko Dana Pensiun (MRDP) Pension Fund Risk Management Certification Examination (MRDP)
14	Pelatihan dan Sertifikasi Qualified Chief Risk Officer (QCRO) Qualified Chief Risk Officer (QCRO) Training and Certification
15	In House Training Refreshment Risk Management
16	Pelatihan dan Sertifikasi Qualified Risk Management Analyst Qualified Risk Management Analyst Training and Certification
17	Pelatihan certified Internal Audit Executive (CIAE) Certified Internal Audit Executive (CIAE) Training
18	Pelatihan dan Sertikasi Qualified Risk Management Professional Qualified Risk Management Professional Training and Certification
19	Training Risk Based Budgeting (RBB) Risk Based Budgeting (RBB) Training
20	Pelatihan Certified Risk Management Professional (CRMP) Certified Risk Management Professional (CRMP) Training
21	Pelatihan Risk Based Planning & Risk Modeling KBUMN Tahun 2024 2024 KBUMN Risk Based Planning & Risk Modeling Training
22	Pelatihan dan Sertifikasi Certified Risk Management Officer (CRMO) Batch 1 Certified Risk Management Officer (CRMO) Batch 1 Training and Certification
23	Pelatihan dan Serifikasi Qualified Risk Governance Professional Qualified Risk Governance Professional Training and Certification
24	Pelatihan dan Sertifikasi Certified Risk Management Officer (CRMO) Batch 2 Certified Risk Management Officer (CRMO) Batch 2 Training and Certification
25	Pelatihan dan Sertifikasi Qualified Risk Management Professional Qualified Risk Management Professional Training and Certification
26	Pelatihan dan Sertifikasi Qualified Chief Risk Officer Qualified Chief Risk Officer Training and Certification
27	Pelatihan dan Sertifikasi Qulified Risk Management Analyst (QRMA) Qualified Risk Management Analyst (QRMA) Training and Certification
28	Pelatihan dan Sertifikasi Qualified Chief Risk Officer (QCRO) Qualified Chief Risk Officer (QCRO) Training and Certification
29	Pelatihan Integritas Risk Assesment Risk Assessment Integrity Training

NO	Nama Pelatihan/ Sertifikasi terkait Manajemen Risiko Name of Risk Management related Training/Certification
30	Pelatihan *Certification in Audit Commitee Practices* (CACP) Certification in Audit Committee Practice (CACP) Training
31	Pelatihan dan Sertifikasi Qualified Risk Management Officer (QRMO) Qualified Risk Management Officer (QRMO) Training and Certification
32	Pelatihan Risk Based Planning & Risk Modeling KBUMN Batch 2 Tahun 2024 2024 KBUMN Risk Based Planning & Risk Modeling Batch 2 Training
33	Governance and Sustainability Conference (Embracing The Future: Transformation, Governance, Risk Management, And Sustainability)
34	IT Risk Fundamental Certificate: An ISACA Accredited Certificate course
35	Pelatihan dan sertifikasi Qualified Risk Governance Professional (QRGP) Qualified Risk Governance Professional (QRGP) Training and Certification

SERTIFIKASI MANAJEMEN RISIKO

Group Manajemen Risiko, Tata Kelola dan Kepatuhan berkolaborasi dengan unit kerja terkait, berkomitmen untuk memenuhi kualifikasi Organ Pengelola Risiko di lingkungan Pelindo Group dengan mondorong dan memonitor pelaksanaan pelatihan dan sertifikasi sesuai persyaratan dalam petunjuk teknis. Beberapa program pelatihan dan sertifikasi yang telah dilaksanakan untuk Unit Manajemen Risiko di tahun 2024 diantaranya sebagai berikut :

RISK MANAGEMENT CERTIFICATION

The Risk Management, Governance and Compliance Group, in collaboration with related work units, is committed to meeting the qualifications of Risk Management Organs within Pelindo Group by encouraging and monitoring the implementation of training and certification according to the requirements in the technical guidelines. Some of training and certification programs that have been implemented for Risk Management Unit in 2024 are as follows:

No.	Nama Pelatihan / Sertifikasi Name of Training/Certification	Jumlah Peserta MRTK Number of MRTK Participants
1	Certified Governance Professional (CGP)	6
2	Qualified Risk Management Officer (QRMO)	3
3	Qualified Risk Management Analyst (QRMA)	1
4	Certified Risk Management Professional (CRMP)	1
5	Certified Corporate Risk Manager (CCRM)	1
6	Pelatihan BCM Series Executive & Management Education BCM Series Executive & Management Education Training	2
7	Pelatihan Penanganan Konflik Kepentingan Conflict of Interest Handling Training	1
8	Pelatihan Risk Based Planning & Risk Modelling Risk Based Planning & Risk Modeling Training	4
9	Pelatihan Penilai Risk Maturity Index (RMI) Risk Maturity Index (RMI) Assessor Training	6

PELAKSANAAN TUGAS GROUP MANAJEMEN RISIKO, TATA KELOLA DAN KEPATUHAN TAHUN 2024

1. Penguatan Fungsi dan Implementasi Manajemen Risiko di Seluruh Tingkatan Korporasi
2. Evaluasi dan Pengembangan aplikasi Pelindo Risk Management (PRiMa)
3. Review Kebijakan dan Prosedur terkait Manajemen Risiko
4. Penilaian Risk Maturity Index (RMI) Tahun 2024
5. Partisipasi dalam kegiatan Risk Award Nasional dan/atau Internasional
6. Peningkatan budaya risiko

RISK MANAGEMENT, GOVERNANCE AND COMPLIANCE GROUP DUTIES IMPLEMENTATION IN 2024

1. Strengthening the Function and Implementation of Risk Management at All Levels of the Corporation
2. Evaluation and Development of Pelindo Risk Management (PRiMa) application
3. Review of Policies and Procedures related to Risk Management
4. 2024 Risk Maturity Index (RMI) Assessment
5. Participation in National and/or International Risk Award activities
6. Improvement of risk culture

7. Pemenuhan Peraturan Menteri BUMN No 2/2023
8. Tindak Lanjut hasil Penetapan Klasifikasi Risiko Pelindo Group
9. Simplifikasi monitoring risiko investasi
10. Peningkatan pengembangan SDM dalam pembuatan RCSA terkait investasi, kerjasama usaha dan aksi korporasi
11. Implementasi Business Continuity Management Pelindo Group
12. Peningkatan fungsi manajemen risiko dalam perencanaan strategis dan operasional
13. Penerapan, monitoring, sosialisasi dan evaluasi atas Pelaksanaan Pengelolaan Whistleblowing System, Gratifikasi, benturan kepentingan dan Anti Fraud
14. Pelaksanaan Assessment Tata Kelola Pelindo
15. Optimalisasi Implementasi Tata Kelola Tahun 2024
16. Penerapan, monitoring dan evaluasi Sistem Manajemen Anti Penyuapan (SMAP)
17. Pelaksanaan internal control testing
18. Implementasi tata kelola terintegrasi

KOMITE DI BAWAH DIREKSI

KOMITE PELINDO BERSIH

Dalam rangka pelaksanaan GCG di lingkungan Perseroan dan sejalan dengan program BUMN Bersih yang dicanangkan oleh Kementerian BUMN, maka Perseroan menerapkan *whistleblowing system*. Dalam rangka efektivitas penerapan whistleblowing system Direksi membentuk Komite Pelindo Bersih. Pada tahun 2023 terdapat perubahan struktur organisasi, sehingga dilakukan pembaharuan Tugas dan Tanggung Jawab Komite Pelindo Bersih, sesuai dengan Surat Keputusan Direksi PT Pelabuhan Indonesia (Persero) No. SK.01.01/25/7/1/TKPT/UTMA/PLND-23 tanggal 25 Juli 2023 tentang Tugas dan Tanggung Jawab Komite Pelindo Bersih Dalam Pelaksanaan *Whistleblowing System* PT Pelabuhan Indonesia (Persero).

PEDOMAN KERJA KOMITE PELINDO BERSIH

Berdasarkan Peraturan Menteri BUMN Nomor PER-02/MBU/03/2023 tanggal 24 Maret 2023 tentang Pedoman Tata Kelola dan Kegiatan Signifikan Badan Usaha Milik Negara, maka pada tahun 2023 perlu dilakukan perubahan terhadap Peraturan tentang Penerapan Pedoman *Whistleblowing System* (WBS) di Lingkungan PT Pelabuhan Indonesia (Persero).

Pedoman kerja Komite Pelindo Bersih mengacu pada Peraturan Direksi Nomor SK.01.01/13/12/3/TKPT/UTMA/PLND-23 tanggal 13 Desember 2023 tentang Pedoman

7. Fulfillment of SOE Minister Regulation No. 2/2023
8. Follow-up on the results of Pelindo Group Risk Classification Determination
9. Simplification of investment risk monitoring
10. Increased human capital development in the preparation of RCSA related to investment, business cooperation and corporate actions.
11. Implementation of Business Continuity Management Pelindo Group
12. Improved risk management function in strategic and operational planning
13. Implementation, monitoring, socialization and evaluation of the Implementation of Whistleblowing System, Gratuities, Conflict of Interest and Anti-Fraud Management.
14. Implementation of Pelindo Governance Assessment
15. Optimization of Governance Implementation in 2024
16. Implementation, monitoring and evaluation of Anti-Bribery Management System (SMAP)
17. Implementation of internal control testing
18. Implementation of integrated governance

COMMITTEE UNDER BOARD OF DIRECTORS

PELINDO BERSIH COMMITTEE (CLEAN PELINDO COMMITTEE)

In order to implement GCG within the Company and in line with the BUMN Bersih program launched by the Ministry of SOEs, the Company implements a whistleblowing system. To effectively implement the whistleblowing system, Board of Directors established Pelindo Bersih Committee. In 2023 there were changes in the organizational structure, so that the Duties and Responsibilities of Pelindo Bersih Committee were updated, in accordance with the Decree of Board of Directors of PT Pelabuhan Indonesia (Persero) No. SK.01.01/25/7/1/TKPT/ UTMA/PLND-23 dated July 25, 2023 concerning the Duties and Responsibilities of Pelindo Bersih Committee in Implementing the Whistleblowing System of PT Pelabuhan Indonesia (Persero).

PELINDO BERSIH COMMITTEE WORK GUIDELINES

Based on the SOE Minister Regulation Number PER-02/ MBU/03/2023 dated March 24, 2023 concerning Guidelines for Governance and Significant Activities of State-Owned Enterprises, it is necessary to make changes to the Regulation on the Implementation of Whistleblowing System (WBS) Guidelines within PT Pelabuhan Indonesia (Persero).

Pelindo Bersih Committee work guidelines refer to the Board of Directors Regulation Number SK.01.01/13/12/3/TKPT/UTMA/PLND-23 dated December 13, 2023

Whistleblowing System PT Pelabuhan Indonesia (Persero) dan Surat Keputusan Direksi Nomor SK.01.01/25/7/1/TKPT/UTMA/PLND-23 tanggal 25 Juli 2023 tentang Tugas dan Tanggung Jawab Komite Pelindo Bersih Dalam Pelaksanaan *Whistleblowing System* PT Pelabuhan Indonesia (Persero).

concerning the Whistleblowing System Guidelines of PT Pelabuhan Indonesia (Persero) and the Board of Directors Decree Number SK.01.01/25/7/1/TKPT/UTMA/PLND-23 dated July 25, 2023 concerning Duties and Responsibilities of Pelindo Bersih Committee in Implementing the Whistleblowing System in PT Pelabuhan Indonesia (Persero).

TUGAS DAN TANGGUNG JAWAB KOMITE PELINDO BERSIH

1. Membahas dan memberikan rekomendasi untuk tindak lanjut atas laporan dugaan pelanggaran yang masuk dalam saluran *whistleblowing system* dalam waktu selambat-lambatnya 14 (empat belas) hari kerja sejak penerimaan pengaduan.
2. Rekomendasi yang diberikan berupa kesimpulan hasil pembahasan laporan *whistleblowing system* oleh komite (laporan dapat ditindaklanjuti atau tidak dan membutuhkan investigasi lebih lanjut atau tidak) dan rekomendasi urgensi laporannya.
3. Mengoordinasikan tindak lanjut dan investigasi laporan yang masuk selama 30 (tiga puluh) hari kerja setelah laporan diterima dibantu oleh Investigator, yaitu Group Head Satuan Pengawasan Intern dan Group Head Layanan SDM serta PIC WBS dari Regional, Subholding dan Anak Perusahaan PT Pelabuhan Indonesia (Persero).
4. Melakukan investigasi dan membuat kesimpulan, saran serta rekomendasi atas hasil pemeriksaan/permintaan yang dikoordinasikan oleh Group Head Satuan Pengawasan Intern dan meminta keterangan ahli apabila diperlukan.
5. Memonitoring tindak lanjut/putusan atas laporan yang masuk jika terbukti terjadi pelanggaran, untuk tindak lanjut/putusan kepada internal dikoordinasikan oleh Group Head Layanan SDM.
6. Melakukan rapat internal minimal 1 (satu) kali dalam setiap 3 (tiga) bulan dan/atau setiap terdapat laporan dugaan pelanggaran melalui WBS.
7. Melakukan pengawasan terhadap independensi dan efektivitas pelaksanaan WBS Perseroan.
8. Melakukan *benchmarking* pada perusahaan lain untuk melihat perkembangan skema WBS.
9. Setiap anggota Komite wajib menandatangani pakta integritas agar selalu menjaga kerahasiaan dalam menjalankan tugasnya.
10. Membuat dan me*review* kebijakan dan sistem prosedur operasi (SOP) terkait WBS dibantu oleh pihak independen yang ditunjuk perusahaan.
11. Melakukan sosialisasi kepada insan Pelindo dan stakeholder terkait penggunaan saluran WBS.
12. Membuat laporan secara berkala setiap semester kepada Direktur Utama dan Komisaris Utama atas pelaksanaan WBS.
13. Perusahaan dapat menunjuk pihak eksternal/KAP, atau pihak eksternal lainnya untuk menangani pengelolaan WBS di Perseroan.

PELINDO BERSIH COMMITTEE DUTIES AND RESPONSIBILITIES

1. Discuss and provide recommendations for follow-up on reports of alleged violations that enter the whistleblowing system channel no later than 14 (fourteen) working days from the receipt of the complaint.
2. Recommendations given in the form of conclusions on discussion results of the whistleblowing system report by the committee (the report can be followed up or not and requires further investigation or not) and recommendations on the urgency of the report.
3. Coordinate the follow-up and investigation of incoming reports for 30 (thirty) working days after the report is received assisted by the Investigator, which is the Group Head of Internal Audit Unit, Group Head of HC Services and the WBS PIC from Regional, Subholding and Subsidiaries of PT Pelabuhan Indonesia (Persero).
4. Conduct investigations and make conclusions, suggestions and recommendations on the results of examinations/requests coordinated by Group Head of Internal Audit Unit and request expert testimony if necessary.
5. Monitoring the follow-up/decision on the incoming report if a violation is proven, for internal follow-up/decision coordinated by the Group Head of HC Services.
6. Conduct internal meetings at least 1 (one) time in every 3 (three) months and/or every time there is a report of alleged violation through WBS.
7. Supervise the independence and effectiveness of the Company's WBS implementation.
8. Conduct benchmarking with other companies to see the development of the WBS scheme.
9. Each Committee member is required to sign an integrity pact to always maintain confidentiality in carrying out their duties.
10. Create and review policies and system operating procedures (SOP) related to WBS assisted by an independent party appointed by the Company.
11. Conduct socialization to Pelindo People and stakeholders regarding the use of WBS channel.
12. Make periodic reports every semester to President Director and President Commissioner on the implementation of WBS.
13. The Company may appoint external parties/KAP, or other external parties to handle WBS management in the Company.

STRUKTUR KEANGGOTAAN KOMITE PELINDO BERSIH

PELINDO BERSIH COMMITTEE MEMBERSHIP STRUCTURE

No	Unit Kerja Unit Kerja	Jabatan Dalam Tim Jabatan Dalam Tim
1	*Group Head* Manajemen Risiko, Tata Kelola, dan Kepatuhan Group Head of Risk Management, Governance and Compliance	Ketua (Merangkap Anggota) Chairman (concurrently Member)
2	*Group Head* Satuan Pengawasan *Intern* Group Head of Internal Audit	Wakil Ketua (Merangkap Anggota) Vice Chairman (concurrent member)
3	*Department Head* Tata Kelola dan Kepatuhan Department Head of Governance and Compliance	Sekretaris (Merangkap Anggota) Secretary (concurrent member)
4	*Group Head* Sekretariat Perusahaan Group Head of Corporate Secretariat	Anggota Member
5	*Group Head* Hukum Group Head of Legal	Anggota Member
6	*Group Head* Layanan SDM Group Head of Human Resources Services	Anggota Member
7	*Group Head* Pelayanan Terminal Group Head of Terminal Services	Anggota Member

PROFIL KOMITE PELINDO BERSIH

PELINDO BERSIH COMMITTEE PROFILE

Usman Saroni
Ketua merangkap Anggota/ *Group Head* Manajemen Risiko Tata Kelola dan Kepatuhan
Chairman and Member/ Group Head Risk Management Governance and Compliance

Profil dapat dilihat pada bagian Profil Kepala *Group Head* Manajemen Risiko Tata Kelola dan Kepatuhan dalam Bab Tata Kelola Perusahaan dalam Laporan Tahunan ini

Profile can be seen in the Profile of Group Head of Risk Management, Governance and Compliance in the Corporate Governance Chapter in this Annual Report

Widodo
Wakil Ketua merangkap Anggota /*Group Head* Satuan Pengawasan Intern
Vice Chairman and Member /Group Head of Internal Audit Unit

Profil dapat dilihat pada bagian Profil Kepala Group Satuan Pengawasan Intern dalam Bab Tata Kelola Perusahaan dalam Laporan Tahunan ini

The profile can be seen in the Group Head of Internal Audit Profile section in the Corporate Governance chapter of this Annual Report.

Yusuf Ferdian Umar
Sekretaris/*Department Head* Tata Kelola dan Kepatuhan
Secretary/Department Head of Governance and Compliance

Warga Negara Indonesia. Lahir di Jakarta, 12 Februari 1981. Beliau lulusan Sarjana Ekonomi Jurusan Akuntansi dari Universitas Persada Indonesia-YAI (2004), Sarjana Ekonomi Jurusan Manajemen Keuangan dari Universitas Indonesia (2005), Akuntan dari Program Profesi Akuntansi Universitas Indonesia (2008), Magister Manajemen (MBA) Jurusan Wealth Management dari Universitas Gadjah Mada (2011), Magister Sains Manajemen (MSC) Jurusan International Logistics and Supply Chain Management dari University. Beliau pernah menjabat sebagai Manajer Komersial dan Pengembangan Bisnis PT Indonesia Kendaraan Terminal (Oktober 2015-April 2017), Senior Internal Auditor PT Indonesia Kendaraan Terminal, Tbk (April 2017-November 2019), Analyst Wakil Direktur Utama PT Pelabuhan Indonesia II (Persero) (November 2019 – Oktober 2021), Project Manager Group Manajemen Integrasi / Transformasi Korporasi dan Manajemen Program PT Pelabuhan Department Head Tata kelola dan Kepatuhan PT Pelabuhan Indonesia (Persero) (Juni 2023 – Sekarang).

Indonesian. Born in Jakarta, February 12, 1981. Graduated with a Bachelor of Economics majoring in Accounting from Persada Indonesia-YAI University (2004), Bachelor of Economics majoring in Financial Management from University of Indonesia (2005), Accountant from Accounting Professional Program of University of Indonesia (2008), Master of Management (MBA) majoring in Wealth Management from Gadjah Mada University (2011), Master of Science in Management (MSC) majoring in International Logistics and Supply Chain Management from University. Has served as Commercial and Business Development Manager of PT Indonesia Kendaraan Terminal (October 2015-April 2017), Senior Internal Auditor of PT Indonesia Kendaraan Terminal, Tbk (April 2017-November 2019), Analyst of Deputy President Director of PT Pelabuhan Indonesia II (Persero) (November 2019-October 2021), Project Manager of Integration Management Group/Corporate Transformation and Program Management of PT Pelabuhan Department Head of Governance and Compliance of PT Pelabuhan Indonesia (Persero) (June 2023-Present).

Ardhy Wahyu Basuki
Anggota / *Group Head* Sekretariat Perusahaan
Member/Group Head of Corporate Secretariat

Profil dapat dilihat pada bagian Profil Kepala Group Sekretaris Perusahaan dalam Bab Tata Kelola Perusahaan dalam Laporan Tahunan ini

The profile can be seen in the Corporate Secretary Group Head Profile section in the Corporate Governance Chapter of this Annual Report.

Akhirman
Anggota/*Group Head* Hukum
Member/Group Head of Law

Warga Negara Indonesia. Lahir di Soppeng, 08 September 1979. Beliau lulusan Sarjana Hukum Tata Negara dari Universitas Hasanuddin (2003), Magister Hukum Perdata dari Universitas Hasanuddin (2016), Doktor Hukum Tata Negara Universitas Hasanuddin (2023). Beliau Pernah menjabat sebagai Direktur Operasi dan Komersial PT Intan Sejahtera Utama (2021-2023), Staf Utama Direktorat Keuangan dan SDM pada Subholding Pelindo Solusi Logistik (2024), Direktur Utama PT Prima Pengembangan Kawasan (2024).

Indonesian. Born in Soppeng, September 08, 1979. Graduated with a Bachelor of Constitutional Law from Hasanuddin University (2003), Master of Civil Law from Hasanuddin University (2016), Doctor of Constitutional Law from Hasanuddin University (2023). Has served as Operations and Commercial Director of PT Intan Sejahtera Utama (2021-2023), Principal Staff of Finance and HC Directorate at Subholding Pelindo Solusi Logistik (2024), President Director of PT Prima Pengembangan Kawasan (2024).

Banu Astrini
Anggota/*Group Head* Layanan SDM
Member/Group Head of HC Services

Warga Negara Indonesia. Lahir di Yogyakarta, 17 Desember 1975. Beliau lulusan Sarjana Ilmu Komunikasi UGM (1988) dan Magister Business Administrasi University of Melbourne (2002). Diangkat menjadi Group Head Layanan SDM berdasarkan surat keputusan KP.10.01/1/10/1/SDMA/UTMA/PLND-21. Beliau Pernah menjabat sebagai Direktur Utama PT Rumah Sakit Pelabuhan (2020-2021), Direktur SDM PT Jakarta International Container Terminal (2019-2020), Direktur Pemasaran PT Rumah Sakit Pelabuhan (2018-2019).

Indonesian. Born in Yogyakarta, December 17, 1975. Graduated from Bachelor of Communication Science UGM (1988) and Master of Business Administration University of Melbourne (2002). Appointed as Group Head of HC Services based on decision letter KP.10.01/1/10/1/SDMA/UTMA/PLND-21. Has served as President Director of PT Rumah Sakit Pelabuhan (2020-2021), HC Director of PT Jakarta International Container Terminal (2019-2020), Marketing Director of PT Rumah Sakit Pelabuhan (2018-2019).

Andi Hamdani
Anggota/*Group Head* Pelayanan Terminal
Member/Group Head of Terminal Services

Warga Negara Indonesia. Lahir di Serang, 22 September 1970. Beliau lulusan Sarjana Ekonomi Manajemen Universitas Terbuka (2002) dan Magister Shipping and Transportation Netherland Maritime University (2014). Beliau Pernah menjabat sebagai Direktur Komersial PT MTI (2019-2021), DirekturOperasi dan Teknik PT IKT (2021-2023).

Indonesian. Born in Serang, September 22, 1970. Graduated with a Bachelor of Economics in Management from Open University (2002) and a Master of Shipping and Transportation from Netherland Maritime University (2014). Has served as Commercial Director of PT MTI (2019-2021), Operations and Engineering Director of PT IKT (2021-2023).

INDEPENDENSI KOMITE PELINDO BERSIH

Seluruh anggota Komite tidak memiliki afiliasi dengan Direktur lainnya, Komisaris maupun Pemegang Saham Pengendali, bukan merupakan pemegang saham Perusahaan yang dapat mempengaruhi kemampuannya untuk bertindak independen, Komisaris, Direktur maupun pekerja dari perusahaan yang memiliki afiliasi maupun bisnis dengan Perseroan.

PELINDO BERSIH COMMITTEE INDEPENDENCE

All members of the Committee have no affiliation with other Directors, Commissioners or Controlling Shareholders, are not shareholders of a Company that can affect their ability to act independently, or are a Commissioner, Director or employee of a Company that has affiliations or conducts business with the Company.

RAPAT DAN PELAKSANAAN TUGAS KOMITE PELINDO BERSIH

Komite melakukan rapat internal minimal 1 (satu) kali dalam setiap 3 (tiga) bulan dan/atau setiap terdapat laporan dugaan pelanggaran melalui WBS. Adapun pelaksanaan rapat dan pelaksanaan tugas Komite Pelindo Bersih selama tahun 2024 yaitu:

PELINDO BERSIH COMMITTEE MEETINGS AND DUTIES IMPLEMENTATION

The Committee conducts internal meetings at least 1 (once) every 3 (three) months and/or whenever there is a report of alleged violations through the WBS. The implementation of Pelindo Bersih Committee meetings and duties during 2024, included:

No	Tanggal Date	Agenda Agenda
1	17 januari 2024 January 17, 2024	▪ Laporan pelaksanaan WBS Pelindo Group tahun 2023 ▪ Penyampaian Program kerja pelaksanaan kegiatan WBS Pelindo Group tahun 2024 ▪ Pembahasan laporan WBS - PLN - 2023 - 307 ▪ Pelindo Group WBS implementation report in 2023 ▪ Submission of work program for WBS Pelindo Group activity implementation in 2024 ▪ Discussion of WBS report - PLN - 2023 - 307

No	Tanggal Date	Agenda Agenda
2	23 April 2024 April 23, 2024	▪ Pembahasan lanjutan laporan WBS-PLND-2023-307 ▪ Pembahasan laporan WBS-PLND-2024-314 ▪ Pembahasan laporan WBS-PLND-2024-315 ▪ Pembahasan laporan WBS-PLND-2024-317 ▪ Pembahasan laporan WBS-PLND-2024-354 ▪ Pembahasan laporan Semester I Tahun 2024 WBS Pelindo ▪ Continued discussion of WBS-PLND-2023-307 report ▪ Discussion of WBS-PLND-2024-314 report ▪ Discussion of WBS-PLND-2024-315 report ▪ Discussion of WBS-PLND-2024-317 report ▪ Discussion of the WBS-PLND-2024-354 report ▪ Discussion of WBS Pelindo's First Semester of 2024 report
3	15 Agustus 2024 August 15, 2024	▪ Update pengelolaan WBS sampai dengan Semester I tahun 2024 ▪ Update sistem baru Whistleblwoing System Pelindo yang terintegrasi dengan KPK RI ▪ Persiapan launching sistem baru Whistleblwoing System Pelindo ▪ Bimbingan teknis / Workshop penggunaan sistem baru Whistleblwoing System Pelindo kepada Komite Pelindo Bersih ▪ Update on WBS management up to First Semester of 2024 ▪ Update on the new Pelindo Whistleblwoing System which is integrated with the KPK RI. ▪ Preparation for launching the new Whistleblwoing System Pelindo system ▪ Technical guidance/Workshop on the use of new Pelindo Whistleblwoing System for Pelindo Bersih Committee
4	9 Oktober 2024 October 9, 2024	▪ Pembahasan laporan PLND-2024-349 ▪ Pembahasan laporan PLND-2024-424 ▪ Pembahasan laporan Semester II Tahun 2024 WBS Pelindo ▪ Pembahasan Rencana Kerja Tahun 2025 ▪ Discussion of PLND-2024-349 report ▪ Discussion of PLND-2024-424 report ▪ Discussion of the Second Semester of 2024 WBS Pelindo report ▪ Discussion of 2025 Work Plan

KOMITE TATA KELOLA, MANAJEMEN RISIKO DAN KEPATUHAN

Dalam rangka mendukung peningkatan kinerja dan transformasi bisnis yang memperhatikan aspek tata kelola perusahaan yang baik, manajemen risiko tata kelola dan kepatuhan dalam proses pengambilan keputusan Perusahaan terkait dengan pengelolaan investasi, kebijakan strategis operasional Perseroan dan pengendalian kegiatan strategis usaha grup Pelindo, maka Direksi membentuk Komite Tata Kelola, Manajemen risiko dan Kepatuhan PT Pelabuhan Indonesia (Persero) dibentuk berdasarkan Keputusan No PW.05.02/24/11/2/MRNO/UTMA/PLND-23 tanggal 24 November 2023.

GOVERNANCE, RISK MANAGEMENT AND COMPLIANCE COMMITTEE

In order to support the performance improvement and business transformation that takes into account the aspects of good corporate governance, risk management and compliance in the Company's decision-making process related to investment management, the Company's operational strategic policies and control of Pelindo group's strategic business activities, Board of Directors formed PT Pelabuhan Indonesia (Persero) Governance, Risk Management and Compliance Committee based on Decree No. PW.05.02/24/11/2/MRNO/UTMA/PLND23 dated November 24, 2023.

PEDOMAN KERJA KOMITE TATA KELOLA, MANAJEMEN RISIKO DAN KEPATUHAN

Pedoman kerja Komite Tata Kelola, Manajemen Risiko dan Kepatuhan mengacu pada Surat Keputusan Direksi Nomor No PW.05.02/24/11/2/MRNO/UTMA/PLND-23 tanggal 24 November 2023 tentang Pembentukan Komite dan Penetapan Piagam (Charter) Komite Tata Kelola, Manajemen Risiko dan Kepatuhan PT Pelabuhan Indonesia (Persero)

GOVERNANCE, RISK MANAGEMENT AND COMPLIANCE COMMITTEE WORK GUIDELINES

Governance, Risk Management and Compliance Committee work guidelines refer to the Board of Directors Decree No. PW.05.02/24/11/2/MRNO/UTMA/PLND-23 dated November 24, 2023 concerning the Establishment of Committees and Determination of the Charter of Governance, Risk Management and Compliance Committee of PT Pelabuhan Indonesia (Persero).

TUGAS DAN TANGGUNG JAWAB KOMITE TATA KELOLA, MANAJEMEN RISIKO DAN KEPATUHAN

1. Melaksanakan tugasnya secara kolektif dalam membantu Direksi.
2. Memastikan kesesuaian dan kelengkapan dokumen tata kelola, manajemen risiko dan kepatuhan atas usulan program investasi Perseroan, kebijakan strategis operasional dan pengendalian kegiatan strategis usaha Group Perseroan.
3. Memberikan opini atas kelengkapan dan kesesuaian usulan program investasi perusahaan, kebijakan strategis operasional dan pengendalian kegiatan strategis usaha Group Perseroan terkait dengan tata kelola, manajemen risiko dan kepatuhan terhadap peraturan perundangan-undangan.
4. Harus bersikap independen dan obyektif serta profesional dalam melaksanakan tugasnya maupun dalam laporan dan bertanggung jawab langsung kepada Direksi.
5. Melakukan identifikasi terhadap hal-hal yang memerlukan perhatian dari Direksi sebelum keputusan/kebijakan strategis akan ditetapkan oleh Perusahaan.

GOVERNANCE, RISK MANAGEMENT AND COMPLIANCE COMMITTEE DUTIES AND RESPONSIBILITIES

1. Perform its duties collectively in assisting Board of Directors.
2. Ensure the suitability and completeness of governance, risk management and compliance documents on the Company's proposed investment program, strategic operational policies and control of the Company's Group business strategic activities.
3. Provide an opinion on the completeness and suitability of the Company's proposed investment program, operational strategic policies and control of the Group's strategic business activities related to governance, risk management and compliance with laws and regulations.
4. Must be independent and objective as well as professional in carrying out its duties as well as in reports and is directly responsible to Board of Directors.
5. Identify matters that require attention from Board of Directors before strategic decisions/policies will be established by the Company.

STRUKTUR KEANGGOTAAN KOMITE TATA KELOLA, MANAJEMEN RISIKO DAN KEPATUHAN

GOVERNANCE, RISK MANAGEMENT AND COMPLIANCE COMMITTEE MEMBERSHIP STRUCTURE

No.	JABATAN DEPARTMENT	POSISI POSITION
1.	*Group Head* yang membidangi fungsi Manajemen Risiko dan Tata Kelola Group Head in charge of Risk Management and Governance function	Ketua Chairman
2.	*Group Head* yang membidangi fungsi Hukum Group Head in charge of Legal function	Sekretaris Secretary
3.	*Group Head* yang membidangi fungsi Strategi Korporasi dan Inovasi Group Head in charge of Corporate Strategy and Innovation function	Anggota Member
4.	*Group Head* yang membidangi fungsi Manajemen Portofolio Anak Perusahaan Group Head in charge of Subsidiary Portfolio Management function	Anggota Member
5.	*Group Head* yang membidangi fungsi Perencanaan dan Performa Keuangan Group Head in charge of Subsidiary Portfolio Management function	Anggota Member
6.	*Group Head* yang membidangi fungsi Pengelolaan Keuangan Group Head in charge of Financial Planning and Performance function	Anggota Member
7.	*Group Head* yang membidangi fungsi Sekretariat Perusahaan Group Head in charge of Corporate Secretariat function	Anggota Member

PROFIL KOMITE TATA KELOLA, MANAJEMEN RISIKO DAN KEPATUHAN

GOVERNANCE, RISK MANAGEMENT AND COMPLIANCE COMMITTEE PROFILE

Usman Saroni
Ketua merangkap Anggota/ *Group Head* Manajemen Risiko Tata Kelola dan Kepatuhan
Chairman concurrently Member/Group Head of Risk Management, Governance and Compliance

Profil dapat dilihat pada bagian Profil Kepala *Group Head* Manajemen Risiko Tata Kelola dan Kepatuhan dalam Bab Tata Kelola Perusahaan dalam Laporan Tahunan ini

Profile can be seen in the Profile of Group Head of Risk Management, Governance and Compliance in the Corporate Governance Chapter in this Annual Report

Akhirman
Anggota/*Group Head* Hukum
Member/Group Head of Law

Profil dapat dilihat pada bagian Profil Profil Komite Pelindo Bersih dalam Bab Tata Kelola Perusahaan dalam Laporan Tahunan ini

Profile can be seen in the Profile of Pelindo Bersih Committee in the Corporate Governance Chapter of this Annual Report

Bobby Hardian
Anggota/*Group Head* Strategi Korporasi dan Inovasi
Member/Group Head of Corporate Strategy and Innovation

Warga Negara Indonesia. Lahir di Bukit Tinggi, 04 Oktober 1990. Beliau lulusan Sarjana Ekonomi Akuntansi Universitas Indonesia (2003) dan Magister Logistik dan Ekonomi Maritim Erasmus University (2011). Beliau Pernah menjabat sebagai *Group Head* Perencanaan Strategis (2022-2023), SVP Perencanaan Strategis dan Pengembangan Bisnis serta SVP Transformasi dan Pengembangan Bisnis Kantor Pusat.

Indonesian citizen. Born in Bukit Tinggi, October 4, 1990. Graduated with a Bachelor of Economics in Accounting from the University of Indonesia (2003) and a Master of Logistics and Maritime Economics from Erasmus University (2011). Has served as Group Head of Strategic Planning (2022-2023), SVP of Strategic Planning and Business Development and SVP of Transformation and Business Development of the Head Office.

Cucu Kuswoyo
Anggota/*Group Head* Manajemen Portofolio Anak
Member/Group Head of Subsidiary Portfolio Management

Warga Negara Indonesia. Lahir di Cilacap, 12 Desember 1978. Beliau lulusan Sarjana Ekonomi Akuntansi Universitas Gadjah Mada (2003) dan Magister Logistik Global Kuhne Logistik University (2013). Beliau Pernah menjabat sebagai Plt. SVP Pembinaan Anak Perusahaan dan Pengembangan Penugasan Bisnis (2023), SVP Pembinaan Anak Perusahaan dan Pengembangan Penugasan Bisnis (2023-2024), Plt SVP Anak Perusahaan dan Pengembangan Penugasan Bisnis (2022).

Indonesian citizen. Born in Cilacap, December 12, 1978. Graduated with a Bachelor of Economics in Accounting from Gadjah Mada University (2003) and a Master of Global Logistics from Kuhne Logistik University (2013). Has served as Acting SVP of Subsidiary Development and Business Assignment Development (2023), SVP of Subsidiary Development and Business Assignment Development (2023-2024), Acting SVP of Subsidiaries and Business Assignment Development (2022).

Aris Subagyo
Anggota/*Group Head* Perencanaan dan Performa
Member/Group Head of Planning and Performance

Warga Negara Indonesia. Lahir di Kulon Progo, 15 Oktober 1973. Beliau lulusan Sarjana Ekonomi Akuntansi Universitas Gadjah Mada (2002). Beliau Pernah menjabat sebagai *Group Head* Anggaran dan Pelaporan (2022-2023), *Group Head* Anggaran dan Pelaporan (2021-2022), SVP Perencanaan & Pengendalian Keuangan Kantor Pusat (2021).

Indonesian citizen. Born in Kulon Progo, October 15, 1973. Graduated with a Bachelor of Economics in Accounting from Gadjah Mada University (2002). Has served as Group Head of Budget and Reporting (2022-2023), Group Head of Budget and Reporting (2021-2022), SVP of Financial Planning & Control of the Head Office (2021).

Faldi Saputra
Anggota/*Group Head* Pengelolaan Keuangan
Member/Group Head of Financial Management

Warga Negara Indonesia. Lahir di Lhokseumawe, 17 Mei 1987. Beliau lulusan Sarjana UNSYIAH (2010). Beliau Pernah menjabat sebagai SVP Treasuri (2021), VP Perbendaharaan dan Pendapatan (2020-2021).

Indonesian citizen. Born in Lhokseumawe, May 17, 1987. Graduated with a Bachelor's degree from UNSYIAH (2010). Has served as SVP Treasury (2021), VP Treasury and Revenue (2020-2021).

Ardhy Wahyu Basuki
Anggota / *Group Head* Sekretariat Perusahaan
Member/Group Head of Corporate Secretariat

Profil dapat dilihat pada bagian Profil Kepala *Group* Sekretariat Perusahaan dalam Bab Tata Kelola Perusahaan dalam Laporan Tahunan ini

Profile can be seen in the Profile of Head of Corporate Secretariat Group in the Corporate Governance Chapter of this Annual Report.

INDEPENDENSI KOMITE TATA KELOLA, MANAJEMEN RISIKO DAN KEPATUHAN

Seluruh anggota Komite tidak memiliki afiliasi dengan Direktur lainnya, Komisaris maupun Pemegang Saham Pengendali, bukan merupakan pemegang saham Perusahaan yang dapat mempengaruhi kemampuannya untuk bertindak independen, Komisaris, Direktur maupun pekerja dari perusahaan yang memiliki afiliasi maupun bisnis dengan Perseroan.

PELAKSANAAN TUGAS KOMITE TATA KELOLA, MANAJEMEN RISIKO DAN KEPATUHAN

Rapat Komite dipimpin oleh Ketua Komite. Opini Komite dapat diberikan langsung pada saat pelaksanaan rapat komite dan dianggap sah apabila dihadiri oleh ketua dan 3 (tiga) orang anggota komite. Komite mengadakan rapat koordinasi dengan fungsi tata Kelola, fungsi manajemen risiko dan fungsi kepatuhan jika diperlukan. Adapun pelaksanaan rapat dan pelaksanaan tugas Komite Komite Tata Kelola, Manajemen Risiko dan Kepatuhan selama tahun 2024 yaitu:

GOVERNANCE, RISK MANAGEMENT AND COMPLIANCE COMMITTEE INDEPENDENCE

All Committee members have no affiliation with other Board of Directors, Board of Commissioners or Controlling Shareholders, are not shareholders of the Company that may affect their ability to act independently, Board of Commissioners, Board of Directors or employees of companies that have affiliation or business with the Company.

DUTIES IMPLEMENTATION OF GOVERNANCE, RISK MANAGEMENT AND COMPLIANCE COMMITTEE

Committee meetings are chaired by the Committee Chairman. The Committee opinions can be given directly during committee meetings and are considered valid if attended by the chairman and 3 (three) committee members. The Committee holds coordination meetings with the governance function, risk management function and compliance function if necessary. The implementation of meetings and duties of Governance, Risk Management and Compliance Committee during 2024, are:

No	Tanggal Date	Agenda Agenda
1	17 Januari 2024 January 17, 2024	Update Profil Risiko Terintegrasi (Holding dan Anak Perusahaan) Posisi Jan 2024, Update Laporan Hasil Penilaian Risk Maturity Index Tahun 2023 dan Isu Strategis Lainnya Integrated Risk Profile Update (Holding and Subsidiaries) Position Jan 2024, Update on Risk Maturity Index Assessment Report 2023 and Other Strategic Issues
2	19 Februari 2024 February 19, 2024	Update Pemenuhan Organ Pengelola Risiko, Update Risiko terintegrasi Pelindo dan Isu Strategis Lainnya Update on Risk Management Organ Fulfillment, Pelindo Integrated Risk Update and Other Strategic Issues
3	19 Maret 2024 March 19, 2024	Profil Risiko Signifikan Korporat Bulan Maret 2024 Corporate Significant Risk Profile March 2024
4	23 April 2024 April 23, 2024	Pembahasan Profil Risiko Terintegrasi TW I 2024, Strategi Manajemen Risiko melalui Peringkat Komposit Risiko dan Penggunaan KRI (Key Risk Indicator) yang efektif Discussion of Integrated Risk Profile Q1 2024, Risk Management Strategy through Risk Composite Rating and Effective Use of KRI (Key Risk Indicator)
5	17 Mei 2024 May 17, 2024	Peringkat Komposit Risiko Risk Composite Rating
6	14 Juni 2024 June 14, 2024	Diskusi update Profil Risiko terupdate Mei 2024, Diskusi Contingency Plan Discussion of updated Risk Profile May 2024, Contingency Plan Discussion
7	19 Juli 2024 July 19, 2024	Profil Risiko Triwulan II 2024 dan Peringkat Komposit Risiko Triwulan II 2024, Compliance Check pemenuhan dalam ketentuan PER-02 per TW II 2024, Points of Concern dalam penyusunan strategi Risiko dalam RKAP 2025 yang perlu dukungan Komisaris Risk Profile Q2 2024 and Risk Composite Rating Q2 2024, Compliance Check on fulfillment of PER-02 provisions per Q2 2024, Points of Concern in the preparation of Risk strategy in RKAP 2025 that require Commissioner support
8	21 Agustus 2024 August 21, 2024	Rakortas GH MRTK dengan Komite GCG dan PMR, Integrasi AI dan Data Analytic dalam operasional melalui kerjasama dengan Kokatto, Anak Perusahaan Bukalapak GH MRTK Coordination Meeting with GCG and RMM Committees, Integration of AI and Data Analytic in operational through cooperation with Kokatto, Bukalapak Subsidiary

No	Tanggal Date	Agenda Agenda
9	23 September 2024 September 23, 2024	Update Profil Risiko bulan September 2024, Risk Based Budgeting berdasarkan evaluasi tahun 2024 Risk Profile Update September 2024, Risk Based Budgeting based on 2024 evaluation
10	18 Oktober 2024 October 18, 2024	Pemaparan Strategi Risiko RKAP 2025, Implementasi Business Continuity Management (BCM), Isu Strategis - Claim Project, Laporan Manajemen Risiko TW3 2024 RKAP 2025Risk Strategy Presentation, Implementation of Business Continuity Management (BCM), Strategic Issues - Claim Project, Risk Management Report Q3 2024
11	15 November 2024 November 15, 2024	Pemaparan Manajemen Risiko s.d TW3 2024 Risk Management Presentation until Q3 2024
12	16 Desember 2024 December 16, 2024	Pemaparan Profil Risiko TW4 2024 Risk Profile Presentation Q4 2024

AKUNTAN PUBLIK

PENUNJUKAN AKUNTAN PUBLIK

Pemilihan penyedia jasa KAP dilakukan dengan e-proc, dimulai dengan mengundang pelaku usaha dengan status activated pada tanggal 12 Agustus 2024. Sedangkan untuk proses pengadaan dari pendaftaran hingga negosiasi dilakukan sejak tanggal 12 - 29 Agustus 2024. Penetapan pelaksana pekerjaan dikeluarkan pada tanggal 4 September 2024 dan disampaikan melalui surat dari direktur penyelenggara kepada dewan komisaris pada tanggal 9 September 2024.

KANTOR AKUNTAN PUBLIK, NAMA AKUNTAN DAN *FEE*

PUBLIC ACCOUNTANT

APPOINTMENT OF PUBLIC ACCOUNTANT

Selecting KAP service providers was carried out using e-proc, and was started by inviting businesses in the activated status on August 12, 2024. While, the procurement process from registration to negotiation was carried out from August 12 - 29, 2024. The determination of work implementers was issued on September 4, 2024 and was submitted via the organizing director letter to the board of commissioners on September 9, 2024.

PUBLIC ACCOUNTING FIRM, ACCOUNTANT NAME AND FEE

Tabel Kantor Akuntan Publik, Nama Akuntan dan Fee
Public Accounting Firm, Accountant Name and Fee

Tahun Year	Kantor Akuntan Publik Public Accounting Firm	Periode KAP PAF Period	Nama Akuntan (Partner Penanggung Jawab) Accountant Name (Responsible Partner)	Periode AP PA Period	Fee Jasa Audit Audit Service Fee	Izin AP PA License
2024	Ernst Young	Periode Kesebelas Eleventh Period	Purwantoro , Sungkoro & Surja (Moch Dadang Syachruna)	Periode Kelima Fifth Period	Rp13.235.000.000	1334/KM.1/2021
2023	Ernst Young	Periode Kesepuluh Tenth Period	Mochamad Dadang Syachruna	Periode Keempat Fourth Period	Rp11.795.000.000	603/KM.1/2015
2022	Ernst Young	Periode Kesembilan Ninth Period	Mochamad Dadang Syachruna	Periode Ketiga Third Period	Rp10.000.010.917	603/KM.1/2015
2021	Ernst Young	Periode Kedelapan Eighth Period	Purwantoro , Sungkoro & Surja (Moch Dadang Syachruna)	Periode Kedua Second Period	Rp4.438.792.110	603/KM.1/2015
2020	Ernst Young	Periode Ketujuh Seventh Period	Purwantoro , Sungkoro & Surja (Moch Dadang Syachruna)	Periode Pertama First Period	Rp3.802.636.200	603/KM.1/2015

JASA LAIN YANG DIBERIKAN AKUNTAN

OTHER SERVICES PROVIDED BY ACCOUNTANT

No.	Jasa Lain yang diberikan Akuntan Other Services Provided by Accountants	Fee Non Audit
1.	Agreed Upon Procedure Kegiatan Penerapan Prinsip Kehati-hatian (AUP KPPK) Agreed Upon Procedure for Implementation of Prudential Principles (AUP KPPK)	Rp342.302.456
2.	AUP ANAPLAN AUP ANAPLAN	Rp517.292.001
3.	*Agreed Upon Procedure* KPI Kolegial Agreed Upon Procedure for Collegial KPI	Rp373.962.959
4.	*Agreed Upon Procedure* KPI Direksi Agreed Upon Procedure for Board of Directors KPI	Rp497.163.456

SISTEM PENGENDALIAN INTERNAL

Sistem Pengendalian Internal merupakan aspek yang sangat penting dalam penerapan GCG, karena dapat mendorong Perseroan menjadi lebih transparan, akuntabel, responsibel, mandiri, adil, dan terpercaya. Sistem Pengendalian Internal yang efektif dan andal mampu memberikan keyakinan bagi para *stakeholder* bahwa seluruh sumber daya yang dimiliki dapat dikelola dengan baik dalam rangka mencapai tujuan Perseroan. Terselenggaranya Sistem Pengendalian Internal yang andal dan efektif di PT Pelabuhan Indonesia (Persero) menjadi tanggung jawab dari Manajemen Perseroan.

Sistem Pengendalian Intern Perseroan merupakan suatu proses pengendalian yang dilaksanakan secara terus menerus oleh Direksi, Pejabat Struktural, Pejabat Fungsional, dan Pelaksana, dirancang untuk memberikan keyakinan memadai terhadap pencapaian visi, misi, sasaran, dan tujuan Perseroan.

TUJUAN PENGENDALIAN

1. Efisiensi dan Efektivitas Operasional
2. Dimaksudkan untuk meningkatkan efektivitas dan efisiensi dalam pengelolaan sumber daya Perseroan dalam rangka mencapai tujuan Perseroan.
3. Keandalan Pelaporan
4. Dimaksudkan untuk menjamin laporan yang akurat, wajar, tepat waktu, dan relevan, sebagai dasar pengambilan keputusan yang tepat dan dapat dipertanggungjawabkan. Penyajian dan pengungkapan informasi dalam laporan keuangan dan operasional lebih terjamin dengan adanya pengendalian intern yang efektif. Hal ini dimaksudkan untuk memberikan jaminan bahwa seluruh data yang diolah adalah transaksi yang sah dan telah mendapat otorisasi, serta seluruh transaksi telah dicatat pada tanggal terjadinya dengan nilai yang akurat.
5. Ketaatan terhadap Peraturan Perundang-Undangan
6. Dimaksudkan untuk memastikan bahwa semua kegiatan Perseroan dilaksanakan sesuai dengan ketentuan dan peraturan perundang-undangan yang berlaku, baik ketentuan yang dikeluarkan oleh pemerintah atau pihak berwenang lainnya, maupun kebijakan, ketentuan, dan prosedur yang ditetapkan oleh Perseroan.

INTERNAL CONTROL SYSTEM

Internal Control System is a very crucial aspect in GCG implementation, because it can encourage the Company to be more transparent, accountable, responsible, independent, fair, and reliable. An effective and reliable Internal Control System is able to provide confidence to stakeholders that all available resources can be managed properly in order to achieve the Company's goals. The implementation of a reliable and effective Internal Control System at PT Pelabuhan Indonesia (Persero) is the responsibility of the Company's Management.

The Company's Internal Control System is a control process implemented continuously by Board of Directors, Structural Officers, Functional Officers, and Executives, designed to provide adequate assurance of the achievement of the Company's vision, mission, goals, and objectives.

OBJECTIVES OF CONTROL

1. Operational Efficiency and Effectiveness
2. Intended to increase effectiveness and efficiency in managing the Company's resources in order to achieve the Company's objectives.
3. Reporting Reliability
4. Intended to guarantee accurate, fair, timely and relevant reports, as a basis for making appropriate and accountable decisions. The presentation and disclosure of information in financial and operational reports is more secure with effective internal control. This is intended to provide assurance that all processed data are valid and authorized transactions, and all transactions have been recorded on the date of occurrence with accurate values.
5. Compliance with Laws and Regulations
6. Intended to ensure that all of the Company's activities are carried out in accordance with the applicable laws and regulations, both provisions issued by the government or other authorities, as well as policies, provisions, and procedures established by the Company.

SISTEM PENGENDALIAN INTERNAL PERSEROAN

Kerangka konseptual pengendalian internal COSO sebagai kerangka kerja yang komprehensif untuk mengukur efektivitas pengendalian internal terdiri dari 5 (lima) komponen, yaitu:

1. Lingkungan Pengendalian (*Control Environment*);
2. Penilaian Risiko (*Risk Assessment*);
3. Kegiatan Pengendalian (*Control Activites*);
4. Informasi dan Komunikasi (*Information & Communication*);
5. Pemantauan dan Evaluasi (*Monitoring*).

LINGKUNGAN PENGENDALIAN (CONTROL ENVIRONMENT)

Komponen Lingkungan Pengendalian di Perusahaan terdiri dari 5 (lima) prinsip, yaitu:

1. Menunjukkan Komitmen terhadap Integritas dan Nilai Etika.
   Perusahaan menunjukkan komitmen terhadap penegakan integritas dan nilai etika dengan:
   a. Menegakkan keteladanan melalui arahan, tindakan, dan perilaku, komitmen terhadap integritas dan nilai etika untuk mendukung efektivitas Sistem Pengendalian Intern oleh Dewan Komisaris dan Direksi.
   b. Menyusun dan menerapkan aturan perilaku (*code of conduct*) yang mendefinisikan integritas dan nilai etika.
   c. Mengevaluasi kepatuhan terhadap aturan perilaku.
   d. Mengidentifikasi pelanggaran terhadap aturan perilaku dan memperbaiki secara tepat waktu dan konsisten.
   e. Penetapan target dan sasaran yang realistis dapat dicapai dan tidak menuntut pegawai untuk mencapai sasaran yang tidak realistis.
   f. Memberikan penghargaan yang sepadan kepada pegawai atas prestasi kerjanya dalam rangka penegakkan integritas dan kepatuhan terhadap nilai etika.
   g. Menegakkan sanksi sesuai aturan yang berlaku atas pelanggaran terhadap integritas dan nilai etika.
2. Implementasi Tanggung Jawab Pengawasan
   Dewan Komisaris bersikap independen terhadap Direksi dan mengimplementasikan pengawasan terhadap pengembangan dan pelaksanaan dari pengendalian internal.
   a. Tanggung jawab pengawasan oleh Dewan Komisaris
      Dewan Komisaris mengidentifikasi dan menerima tanggung jawab pengawasan terhadap kecukupan dan efektivitas pengendalian internal.
   b. Memegang atau mendelegasikan tanggung jawab pengawasan
      Dewan Komisaris memegang tanggung jawab pengawasan atau mendelegasikan tanggung

INTERNAL CONTROL SYSTEM OF THE COMPANY

The conceptual framework of COSO internal control as a comprehensive framework for measuring the effectiveness of internal control consists of 5 (five) components:

1. Control Environment;
2. Risk Assessment;
3. Control Activities;
4. Information and Communication;
5. Monitoring and Evaluation.

CONTROL ENVIRONMENT

The Control Environment Component in the Company consists of 5 (five) principles, namely:

1. Demonstrating Commitment to Integrity and Ethical Values.
   The Company demonstrates commitment to upholding integrity and ethical values by:
   a. Upholding role models through direction, actions, and behavior, commitment to integrity and ethical values to support the effectiveness of Internal Control Systems by Board of Commissioners and Board of Directors.
   b. Developing and implementing code of conduct that defines integrity and ethical values.
   c. Evaluating compliance with the code of conduct.
   d. Identify code of conduct violations and correct them in a timely and consistent manner.
   e. Setting realistic targets and goals that are achievable and not requiring employees to achieve unrealistic goals.
   f. Providing commensurate awards to employees for their work achievements in the context of upholding integrity and compliance with ethical values.
   g. Enforcing sanctions in accordance with applicable regulations for violations of integrity and ethical values.
2. Implementation of Supervisory Responsibilities
   Board of Commissioners acts independently toward Board of Directors and implements oversight of the development and implementation of internal control.
   a. Supervisory responsibilities by Board of Commissioners
      Board of Commissioners identifies and accepts supervisory responsibility for the adequacy and effectiveness of internal control.
   b. Holding or delegating supervisory responsibilities
      Board of Commissioners holds supervisory responsibilities or delegates these

jawab tersebut Direksi untuk mendukung pencapaian tujuan Perseroan.

c. Mengimplementasikan keahlian yang relevan Dewan Komisaris mendefinisikan dan secara periodik menilai pengetahuan dan keterampilan yang dibutuhkan oleh anggota-anggota Dewan Komisaris untuk meningkatkan kemampuan mereka untuk bersikap kritis terhadap Direksi dan mengambil tindakan yang diperlukan.

d. Beraktivitas secara independen
Dewan Komisaris memiliki jumlah anggota yang cukup, bersikap independen, dan objektif.

3. Mencapai Tujuan Perusahaan
Direksi membentuk struktur organisasi, jalur pelaporan dan kewenangan, serta pertanggungjawaban yang memadai untuk mencapai tujuan Perusahaan, yaitu:

a. Direksi dan Dewan Komisaris berada di Lini Pertama yang mempertimbangkan berbagai struktur yang digunakan (seluruh struktur entitas) termasuk unit operasional, entitas legal, penyedia jasa (*outsourcing*) untuk mendukung pencapaian tujuan Perusahaan.

b. Manajemen mendesain dan mengevaluasi pola pelaporan untuk setiap struktur atau entitas agar mampu mengeksekusi kewenangan, tanggung jawab serta arus informasi dalam mengelola aktivitasnya.

c. Direksi dan Dewan Komisaris mendelegasikan kewenangan, mendefinisikan, dan mengalokasikan, serta memisahkan fungsi secara memadai pada berbagai tingkatan dalam organisasi.

d. Manajemen melaksanakan evaluasi, penyesuaian, dan perbaikan terhadap struktur organisasi dalam hal terjadi perubahan lingkungan yang strategis.

e. Menetapkan jumlah pegawai yang sesuai untuk formasi yang dibutuhkan Perusahaan.

4. Komitmen terhadap Kompetensi
Perusahaan menunjukkan komitmen terhadap kompetensi pegawai melalui tahapan proses untuk merekrut, mengembangkan, dan mempertahankan individu yang berkompeten, dengan cara:

a. Menyusun Kebijakan dan Praktik Standar Kompetensi yang menggambarkan harapan organisasi atas kompetensi yang dibutuhkan untuk mendukung pencapaian tujuan Perusahaan.

b. Mengalokasikan pemenuhan kebutuhan untuk pembinaan dan pelatihan yang diperlukan untuk merekrut, mengembangkan, dan mempertahankan kecukupan dan kompetensi pekerja dan penyedia jasa *outsourcing*.

c. Mengevaluasi kompetensi seluruh tingkat dan individu organisasi, termasuk penyedia jasa *outsourcing*, terkait dengan kebijakan dan praktik yang ditetapkan, dan bertindak memadai untuk mengatasi kekurangan.

responsibilities to Board of Directors to support the achievement of the Company's objectives.

c. Implement relevant skills Board of Commissioners defines and periodically assesses the knowledge and skills required by members of Board of Commissioners to improve their ability to be critical of Board of Directors and take necessary action.

d. Work independently Board of Commissioners has a sufficient number of members, is independent and objective.

3. Achieving Company Objectives
Board of Directors establishes an adequate organizational structure, reporting lines and authority, and accountability to achieve the Company's objectives, namely:

a. Board of Directors and Board of Commissioners are in the First Line which considers the various structures used (all entity structures) including operational units, legal entities, service providers (outsourcing) to support the achievement of the Company's objectives.

b. Management designs and evaluates the reporting pattern for each structure or entity to be able to execute the authority, responsibility and information flow in managing its activities.

c. Board of Directors and Board of Commissioners delegate authority, define and allocate, and adequately separate functions at various levels in the organization.

d. Management conducts evaluations, adjustments, and improvements to the organizational structure in the event of strategic environmental changes.

e. Determining the appropriate number of employees for the formation required by the Company.

4. Commitment on Competencies
The Company demonstrates commitment to employee competencies through the stages of process to recruit, develop and retain competent individuals, by:

a. Developing Competency Standard Policies and Practices that describe the organization's expectations of the competencies needed to support the achievement of the Company's objectives.

b. Allocating the fulfillment of needs for coaching and training required to recruit, develop, and maintain adequate and competent workers and outsourcing service providers.

c. Evaluate the competence of all levels and individuals of the organization, including outsourced service providers, in relation to established policies and practices, and act accordingly to address deficiencies.

d. Merencanakan dan menyiapkan suksesi pelimpahan tanggung jawab secara signifikan.

5. Pengendalian Intern
   Perusahaan meminta pertanggungjawaban individual atas area Pengendalian Intern yang menjadi tanggung jawabnya dalam rangka pencapaian tujuan yang meliputi:
   a. Penegakan Akuntabilitas melalui Struktur, Kewenangan, dan Tanggung Jawab dengan cara membangun mekanisme untuk mengkomunikasikan dan menuntut para pekerja agar akuntabel atas pelaksanaan tanggung jawab Pengendalian Intern organisasi dan mengimplementasikan tindakan koreksi jika diperlukan.
   b. Pembangunan Pengukuran Kinerja, Insentif, dan Penghargaan dengan caramembangun ukuran kinerja, insentif, dan penghargaan yang layak bagi pertanggungjawaban pada setiap level entitas, yang menggambarkan dimensi dan kinerja dan standar perilaku, dan mempertimbangkan pencapaian tujuan jangka pendek dan jangka panjang;
   c. Mengevaluasi Ukuran Kinerja, Insentif, dan Penghargaan dengan caramenyelaraskan insentif dan penghargaan dengan pemenuhan tanggung jawab Pengendalian Intern dalam pencapaian tujuan Perusahaan.
   d. Mempertimbangkan Tekanan Berlebihan dengan cara mengevaluasi dan menyesuaikan tekanan-tekanan yang berkaitan dengan pencapaian tujuan ketika memberikan tanggung jawab mengembangkan ukuran kinerja, dan mengevaluasi kinerja.
   e. Mengevaluasi Kinerja, dan Penghargaan atau Sanksi Disiplin Individu dengan caramengevaluasi pelaksanaan tanggung jawab Pengendalian Intern, termasuk kepatuhan terhadap aturan dan tingkat kompetensi yang diharapkan dapat memberikan penghargaan atau sanksi disiplin.

PENILAIAN RISIKO *(RISK ASSESSMENT)*

Penilaian Risiko (*Risk Assesment*) merupakan basis untuk menentukan bagaimana risiko akan dikelola. Sebelum melakukan penilaian risiko, terlebih dahulu harus ditetapkan tujuan Perusahaan sampai pada tingkat kegiatan, yang dibagi menjadi tujuan operasional, pelaporan, dan kepatuhan. Penetapan tujuan Perusahaan memuat pernyataan dan arahan spesifik, terukur, dapat dicapai, realistis, dan terikat waktu serta dikomunikasikan ke seluruh pegawai.

Komponen Penilaian Risiko terdiri dari 4 (empat) prinsip, yaitu:

1. Perusahaan menetapkan tujuan secara jelas untuk implementasi proses identifikasi dan penilaian

d. Plan and prepare for the succession of significant delegations of responsibility.

5. Internal Control
   The Company holds individuals accountable for the areas of Internal Control for which they are responsible in order to achieve the objectives which include:
   a. Enforcement of Accountability through Structure, Authority, and Responsibility by establishing mechanisms to communicate and hold workers accountable for carrying out the organization's Internal Control responsibilities and implementing corrective actions where necessary.
   b. Building Performance Measures, Incentives, and Rewards by building appropriate performance measures, incentives, and rewards for accountability at each level of the entity, which describes the dimensions and performance and behavior standards, and considers the achievement of short-term and long-term goals;
   c. Evaluating Performance Measures, Incentives, and Rewards by aligning incentives and rewards with the fulfillment of Internal Control responsibilities in achieving Company objectives.
   d. Considering Excessive Pressure by evaluating and adjusting pressures related to achieving goals when assigning responsibility for developing performance measures, and evaluating performance.
   e. Evaluating Performance, and Rewards or Disciplinary Sanctions for Individuals by evaluating the implementation of Internal Control responsibilities, including compliance with rules and the level of competence expected to provide rewards or disciplinary sanctions.

RISK ASSESSMENT

Risk assessment is the basis for determining how risks will be managed. Before conducting a risk assessment, the Company's objectives must first be set down to the activity level, which is divided into operational, reporting and compliance objectives. The Company's goal setting contains statements and directions that are specific, measurable, achievable, realistic and timebound, and communicated to all employees.

The Risk Assessment component consists of 4 (four) principles, namely:

1. The Company sets clear goals for the implementation of the process of identifying and

risiko-risiko terkait dengan tujuan dengan atribut-atribut Pengendalian Intern sebagai berikut:

a. Atribut Terkait Tujuan Operasional
   - Manajemen mempertimbangkan tingkat risiko yang dapat diterima dalam pencapaian tujuan operasional.
   - Tujuan operasional menggambarkan pilihan manajemen terkait struktur, pertimbangan industri, dan kinerja Perseroan.
   - Perseroan menggambarkan tingkat kinerja operasional dan keuangan yang diharapkan dalam tujuan operasional.
   - Manajemen menggunakan tujuan operasional sebagai dasar untuk mengalokasikan sumber daya yang dibutuhkan untuk mencapai kinerja operasional dan keuangan yang diharapkan.

b. Untuk tujuan pelaporan, atribut diberdakan menjadi:
   - Tujuan Pelaporan Internal (Keuangan dan/atau Non-Keuangan)
     - » Manajemen mempertimbangkan tingkat akurasi yang sesuai dengan kebutuhan pengguna dalam tujuan pelaporan non-keuangan dan materialitas, serta dalam tujuan pelaporan keuangan.
     - » Pelaporan internal menyediakan informasi yang akurat dan lengkap terkait pilihan manajemen dan informasi yang dibutuhkan dalam mengelola Perseroan.
     - » Pelaporan eksternal menggambarkan transaksi dan kejadian yang mendasarinya dalam rentang batas yang dapat diterima.
   - Tujuan Pelaporan Keuangan Eksternal
     - » Manajemen mempertimbangkan materialitas dalam penyajian laporan keuangan.
     - » Tujuan pelaporan keuangan konsisten dengan prinsip akuntansi yang berlaku dan tersedia di
     - » Perseroan. Prinsip akuntansi dipilih sesuai dengan keadaan dan mematuhi Standar Akuntansi Keuangan.
     - » Pelaporan eksternal menggambarkan transaksi dan kejadian yang mendasarinya dalam rentang batas yang dapat diterima.
   - Tujuan Pelaporan Non-Keuangan Eksternal
     - » Manajemen menggambarkan tingkat akurasi yang dipersyaratkan yang cocok dengan kebutuhan pengguna

assessing risks related to objectives with the following Internal Control attributes:

a. Attributes Related to Operational Goals
   - Management considers the level of risk that is acceptable in achieving operational goals.
   - Operational goals describe management's choices regarding the structure, industry considerations, and performance of the Company.
   - The Company describes the expected level of operational and financial performance in the operational objectives.
   - Management uses the operational objectives as a basis for allocating the resources needed to achieve operational and financial performance needed to achieve the expected operational and financial performance.

b. For reporting purposes, attributes are divided into:
   - Internal Reporting Objectives (Financial and/or NonFinancial)
     - » Management considers the level of accuracy appropriate to user needs in non-financial reporting objectives and materiality, as well as in financial reporting objectives.
     - » Internal reporting provides accurate and complete information related to management choices and information needed to manage the Company.
     - » External reporting describes the underlying transactions and events within acceptable limits.
   - Objectives of External Financial Reporting
     - » Management considers materiality in the presentation of financial statements.
     - » The financial reporting objectives are consistent with the accounting principles applicable and available to the Company.
     - » Accounting principles are selected according to the circumstances and comply with Financial Accounting Standards.
     - » External reporting describes the underlying transactions and events within acceptable ranges. Objectives of External
   - Non-Financial Reporting
     - » Management describes the required level of accuracy that matches the needs of report users and is based

laporan dan didasarkan pada kriteria yang ditetapkan oleh pihak ketiga atas pelaporan non-keuangan.
    - » Manajemen menetapkan tujuan secara konsisten dengan standar dan kerangka yang dibangun oleh organisasi eksternal yang diakui.
    - » Pelaporan eksternal menggambarkan transaksi dan kejadian yang mendasarinya dalam rentang batas yang dapat diterima.
  c. Atribut terkait Tujuan Kepatuhan
    - Manajemen mempertimbangkan tingkat risiko yang dapat diterima terkait pencapaian tujuan kepatuhan.
    - Hukum dan aturan merupakan standar minimal yang diintegrasikan ke dalam tujuan kepatuhan.
2. Perseroan mengidentifikasi risiko untuk mencapai tujuannya dan menganalisis risiko sebagai dasar untuk menentukan bagaimana risiko dapat dikelola. Proses identifikasi dan analisis risiko diatur lebih lanjut dalam Kerangka Manajemen Risiko Perusahaan. Beberapa aktivitas dalam menganalisis risiko adalah sebegai berikut:
  a. Perseroan melaksanakan mekanisme penilaian risiko yang efektif dan melibatkan berbagai tingkatan manajemen.
  b. Perseroan mengidentifikasi dan menilai risiko pada tingkat entitas, anak usaha, divisi, unit operasional, dan fungsional yang relevan dengan pencapaian tujuan Perseroan.
  c. Identifikasi risiko mempertimbangkan faktor internal dan eksternal dan bagaimana dampaknya terhadap pencapaian tujuan Perseroan.
  d. Risiko yang teridentifikasi dianalisis melalui suatu proses, termasuk estimasi tingkat kemungkinan dan potensi signifikansi.
  e. Penilaian risiko termasuk mempertimbangkan bagaimana risiko-risiko signifikan seharusnya dikelola, dan apakah diterima, dihindari, dikurangi, atau dialihkan.
3. Organisasi mempertimbangkan potensi terjadi kecurangan (*fraud*) dan penyuapan dalam menilai risiko untuk pencapaian tujuan Perseroan.
  a. Penilaian risiko kecurangan (*fraud*) mempertimbangkan kemungkinan kehilangan aset, laporan manipulatif, dan korupsi yang diakibatkan oleh berbagai cara untuk melakukan tindakan kecurangan (*fraud*) dan tidak patut.
  b. Penilaian risiko mempertimbangkan faktor signifikan yang mempengaruhi kehilangan atas aset dan dampak signifikan terkait aktivitas operasional, pelaporan, dan kepatuhan.
  c. Penilaian risiko kecurangan (*fraud*) mempertimbangkan insentif dan tekanan.

on criteria established by third parties for non-financial reporting.
    - » Management sets objectives consistent with standards and frameworks developed by recognized external organizations.
    - » External reporting describes the underlying transactions and events within acceptable ranges.
  c. Attributes related to Compliance Objectives
    - Management considers the acceptable level of risk associated with achieving compliance objectives.
    - Laws and regulations are the minimum standards integrated into the compliance objectives.
2. The Company identifies risks to achieve its objectives and analyzes risks as a basis for determining how risks can be managed. The process of risk identification and analysis is further regulated in the Company's Risk Management Framework. Some activities in analyzing risks are as follows:
  a. The Company implements an effective risk assessment mechanism involving various levels of management.
  b. The Company identifies and assesses risks at the entity, subsidiary, division, operational unit, and functional levels that are relevant to the achievement of the Company's objectives.
  c. Risk identification considers internal and external factors and how they impact the achievement of the Company's objectives.
  d. Identified risks are analyzed through a process, including estimation of likelihood and potential significance.
  e. Risk assessment includes considering how significant risks should be managed, and whether they should be accepted, avoided, reduced or transferred.
3. The organization considers the potential for fraud and bribery in assessing risks to the achievement of the Company's objectives.
  a. Fraud risk assessment considers the possibility of loss of assets, manipulative reports, and corruption resulting from various ways to commit fraud and improper actions.
  b. The risk assessment considers significant factors affecting loss of assets and significant impacts on operational, reporting, and compliance activities.
  c. The fraud risk assessment considers incentives and pressures.

d. Penilaian risiko kecurangan (*fraud*) mempertimbangkan kesempatan untuk mengakuisisi, menggunakan, atau melepas aset secara tidak sah, mengubah catatan pelaporan entitas, atau melakukan tindakan kecurangan (*fraud*) lainnya.
e. Penilaian risiko kecurangan (*fraud*) mempertimbangkan bagaimana manajemen dan pekerja lainnya dapat menjustifikasi tindakan tidak patut.
f. Penilaian risiko mempertimbangkan tindakan memberi/menerima suap kepada pihak eksternal/internal yang dapat mempengaruhi proses kerja dan pilihan keputusan pejabat pihak eksternal/internal sehingga mengeluarkan keputusan yang diinginkan dan memberi dampak kerugian bagi Perseroan.

4. Mengidentifikasi dan Menganalisis Perubahan Signifikan
   a. Proses identifikasi risiko mempertimbangkan perubahan faktor eksternal yang secara signifikan mempengaruhi kemampuan Perseroan untuk mencapai tujuannya.
   b. Perseroan mempertimbangkan dampak potensial dari bisnis baru, perubahan besar pada komposisi bisnis yang ada, mengakuisisi atau melepas operasi bisnis terhadap Sistem Pengendalian Internal, perubahan geografi luar negeri, teknologi baru, dan perubahan lingkungan fisik dimana bisnis beroperasi.
   c. Perseroan mempertimbangkan perubahan dalam manajemen, yaitu perilaku dan filosofi manajemen terhadap Sistem Pengendalian Internal.

d. The fraud risk assessment considers opportunities to unlawfully acquire, use, or dispose of assets, alter the entity's reporting records, or commit other acts of fraud.
e. The fraud risk assessment considers how management and other employees may justify improper actions.
f. Risk assessment considers the act of giving/receiving bribes to external/internal parties that can influence the work process and decision choices of external/internal party officials so as to issue the desired decision and have a loss impact on the Company.

4. Identifying and Analyzing Significant Changes
   a. The risk identification process considers changes in external factors that significantly affect the Company's ability to achieve its objectives.
   b. The Company considers the potential impact of new businesses, major changes to the composition of existing businesses, acquiring or disposing of business operations on the Internal Control System, changes in overseas geography, new technology, and changes in the physical environment in which the business operates.
   c. The Company considers changes in management, namely management behavior and philosophy on the Internal Control System.

KEGIATAN PENGENDALIAN *(CONTROL ACTIVITIES)* - PENGENDALIAN KEUANGAN DAN OPERASIONAL

Kegiatan Pengendalian (*Control Activities*) dilaksanakan di semua tingkatan Perusahaan, di berbagai tahapan proses bisnis, dan termasuk di lingkup pengembangan teknologi yang meliputi kebijakan prosedur yang membantu untuk menjamin arahan manajemen dapat dilaksanakan dengan benar.

Komponen kegiatan pengendalian terdiri dari 3 (tiga) prinsip, yaitu:

1. Menetapkan dan Mengembangkan Aktivitas Pengendalian
   Perusahaan menetapkan dan mengembangkan aktivitas pengendalian untuk memitigasi risiko signifikan terhadap pencapaian tujuan Perusahaan ke level yang dapat diterima melalui beberapa kegiatan sebagai berikut:
   a. Aktivitas pengendalian membantu dan menjamin respons risiko telah dilaksanakan

CONTROL ACTIVITIES - FINANCIAL AND OPERATIONAL CONTROL

Control Activities are implemented at all levels of the Company, at various stages of the business process, and including in the scope of technology development which includes policy procedures that help to ensure management directives can be implemented correctly.

The components of control activities consist of 3 (three) principles, namely:

1. Establish and Develop Control Activities
   The Company establishes and develops control activities to mitigate significant risks to the achievement of the Company's objectives to an acceptable level through the following activities:
   a. Control activities assist and ensure that risk responses have been implemented to address

dalam mengatasi dan memitigasi risiko signifikan. Setelah proses penilaian risiko, manajemen mengidentifikasi dan mengimplementasikan aktivitas yang diperlukan untuk merespons risiko tertentu.

b. Manajemen menentukan proses bisnis yang relevan yang membutuhkan aktivitas pengendalian.

c. Manajemen mempertimbangkan kompleksitas, sifat, dan operasional lingkungan, serta karakteristik spesifik dari Perseroan yang mempengaruhi pemilihan dan pengembangan aktivitas pengendalian.

d. Aktivitas pengendalian termasuk rentang, variasi, dan bauran pengendalian untuk memitigasi risiko, dengan mempertimbangkan pengendalian manual dan otomatis, serta pengendalian preventif dan detektif.

e. Manajemen memisahkan fungsi/tugas yang tidak kompatibel (tidak dapat bersamaan), dan ketika pemisahan tersebut menjadi tidak praktis dan efisien, manajemen menentukan dan mengembangkan aktivitas pengendalian alternatif (pengendalian kompensatif).

f. Pemisahan fungsi umumnya membagi tanggung jawab pencatatan, otorisasi, dan persetujuan transaksi, serta penanganan aset terkait. Ketidakadaan pemisahan fungsi dan pengendalian kompensatif akan:
   - Membuat pengendalian internal menjadi tidak efektif, sehingga dapat menimbulkan tindakan kecurangan (*fraud*).
   - Memitigasi risiko terjadinya management *override* (pengabaian manajemen), yang sering terjadi saat melakukan kecurangan (*fraud*).
   - Pemisahan fungsi juga mengurangi risiko kecurangan (*fraud*) oleh satu orang dan risiko kesalahan karena para pihak terpisah tidak saling mereviu pekerjaan pihak lainnya.
   - Namun, kadang kala pemisahan fungsi tidak praktis atau tidak efisien. Dalam situasi ini, manajemen menetapkan dan mengembangkan pengendalian internal alternatif sebagai kompensasi dari tidak diterapkannya prinsip pengendalian internal.

g. Pemisahan fungsi diarahkan untuk mengurangi kesalahan, kecurangan, dan pemborosan. Pemisahan fungsi di lingkungan Perseroan, dilakukan dengan memastikan bahwa:
   - Tidak seorang pun diperbolehkan mengendalikan seluruh aspek utama kejadian dan transaksi dari awal sampai akhir proses.
   - Pemisahan tanggung jawab dan tugas atas kejadian dan transaksi kepada pegawai yang berbeda berkaitan dengan otorisasi, persetujuan, pemrosesan dan

and mitigate significant risks. Following the risk assessment process, management identifies and implements the activities required to respond to specific risks.

b. Management determines the relevant business processes that require control activities.

c. Management considers the complexity, nature, and operational environment, as well as the specific characteristics of the Company that affect the selection and development of control activities.

d. Control activities include the range, variety, and mix of controls to mitigate risk, taking into account manual and automated controls, as well as preventive and detective controls.

e. Management separates incompatible functions/tasks (cannot concurrently), and when such separation becomes impractical and efficient, management determines and develops alternative control activities (compensative control).

f. Segregation of functions generally divides the responsibilities of recording, authorizing, and approving transactions, and handling the associated assets. The absence of segregation of functions and compensatory controls will:
   - Making internal control ineffective, hence can lead to fraud.
   - Mitigating the risk of management override, which often occurs when committing fraud.
   - The separation of functions also reduces the risk of fraud by one person and the risk of error because the separate parties do not review each other's work.
   - However, sometimes separation of functions is impractical or inefficient. In this situation, management establishes and develops alternative internal controls as compensation for not applying the principles of internal control.

g. Segregation of functions is geared towards reducing errors, fraud, and waste. The separation of functions within the Company is carried out by ensuring that:
   - No one is allowed to control all major aspects of events and transactions from start to finish.
   - Segregation of responsibilities and duties for events and transactions to different employees relating to authorization, approval, processing and recording,

pencatatan, pembayaran atau penerimaan dana, reviu dan audit, serta fungsi-fungsi penyimpanan dan penanganan aset.
- Pembagian tugas kepada lebih dari satu orang pegawai dilakukan secara sistematik untuk memberikan keyakinan adanya *check and balances*.
- Direksi menetapkan kebijakan-kebijakan untuk mengurangi kesempatan terjadinya kolusi.

2. Menetapkan dan Mengembangkan Pengendalian Umum (*General Controls*) terhadap Teknologi
Manajemen memahami dan menentukan ketergantungan dan hubungan antara proses bisnis, aktivitas pengendalian otomatis, dan pengendalian umum teknologi.
   a. Manajemen menetapkan dan mengembangkan aktivitas pengendalian atas infrastruktur teknologi, yang dirancang dan diimplementasikan untuk membantu menjamin kelengkapan, akurasi, dan keberlangsungan proses teknologi.
   b. Manajemen menetapkan dan mengembangkan aktivitas pengendalian yang didesain dan diimplementasikan untuk membatasi hak akses teknologi hanya bagi pengguna terotorisasi sesuai dengan tanggung jawab tugasnya dan untuk melindungi aset Perseroan dari ancaman eksternal dan internal.
   c. Manajemen menetapkan dan mengembangkan aktivitas pengendalian terkait akuisisi, pengembangan, dan pemeliharaan teknologi dan infrastrukturnya, untuk mencapai tujuan Perseroan.
   d. Secara detail, pengendalian umum (*general control*) dan pengendalian aplikasi (*application control*) atas sistem informasi diatur dalam Kerangka Sistem Informasi Perseroan.
3. Implementasi Melalui Kebijakan dan Prosedur yang dilakukan dengan cara:
   a. Manajemen membentuk aktivitas pengendalian yang dibangun ke dalam proses bisnis dan aktivitas sehari-hari para pekerja, melalui kebijakan dan prosedur untuk mendukung pelaksanaan arahan manajemen.
   b. Manajemen membangun tanggung jawab dan akuntabilitas atas aktivitas pengendalian melalui personel yang ditunjuk dari unit bisnis atau fungsi, dengan risiko relevan berada.
   c. Manajemen menjamin bahwa pekerja yang kompeten dapat melaksanakan aktivitas pengendalian dengan tekun dan berkelanjutan.
   d. Manajemen memastikan kepada pekerja untuk melaksanakan aktivitas pengendalian secara tepat waktu sebagaimana yang ditetapkan dalam kebijakan dan prosedur;
   e. Pekerja yang bertanggung jawab dapat melakukan investigasi dan merespon permasalahan yang teridentifikasi dari pelaksanaan aktivitas pengendalian;

payment or receipt of funds, reviews and audits, and asset storage and handling functions.
- The division of tasks to more than one employee is carried out systematically to ensure that there are checks and balances.
- Board of Directors establishes policies to reduce opportunities for collusion.

2. Establish and Develop General Controls on Technology Management understands and determines the dependencies and relationships between business processes, automated control activities, and general technology controls.
   a. Management establishes and develops control activities over the technology infrastructure, designed and implemented to help ensure the completeness, accuracy, and continuity of technology processes.
   b. Management establishes and develops control activities designed and implemented to limit technology access rights only to authorized users in accordance with their responsibilities and to protect the Company's assets from external and internal threats.
   c. Management establishes and develops control activities related to the acquisition, development, and maintenance of technology and infrastructure, to achieve the Company's objectives.
   d. In detail, general control and application control over the information system are regulated in the Company's Information System Framework.
3. Implementation through Policies and Procedures carried out by:
   a. Management establishes control activities that are built into business processes and daily activities of workers, through policies and procedures.
   b. Management establishes responsibility and accountability for control activities through designated personnel from the business unit or function, where the relevant risk is located.
   c. Management ensures that competent employees can carry out control activities diligently and continuously.
   d. Management ensures that workers carry out control activities in a timely manner as specified in policies and procedures.
   e. Responsible workers can investigate and respond to problems identified from the implementation of control activities.

f. Manajemen secara periodik mereviu aktivitas pengendalian untuk menilai relevansi dan keperluan pembaharuan saat diperlukan.

KEPATUHAN TERHADAP PERATURAN PERUNDANG-UNDANGAN LAINNYA

Dalam meningkatkan kepatuhan Perseroan terhadap peraturan perundang-undangan, Perseroan memiliki Komite di bawah Direksi yaitu Komite Tata Kelola, Manajemen Risiko dan Kepatuhan yang memiliki tugas memberikan opini atas kelengkapan dan kesesuaian atas kepatuhan terhadap peraturan perundang-undangan. Kepatuhan terhadap peraturan perundang-undangan dilakukan dengan Mempertimbangkan toleransi risiko yaitu manajemen mempertimbangkan tingkat risiko yang dapat diterima terkait pencapaian tujuan kepatuhan serta mempertimbangkan aturan dan hukum eksternal yaitu Hukum dan aturan merupakan standar minimal yang diintegrasikan ke dalam tujuan kepatuhan.

INFORMASI DAN KOMUNIKASI *(INFORMATION AND COMMUNCATION)*

Direksi wajib mengidentifikasi, mencatat, dan mengkomunikasikan inforrnasi (*Information and Communication*) keuangan maupun non-keuangan yang berkaitan dengan pelaksanaan tugas pokok dan tungsinya dalam waktu dan bentuk yang tepat untuk memudahkan pelaksanaan, pengendalian, dan pertanggungjawabannya.

Komponen Inforrnasi dan Komunikasi terdiri dari 3 (tiga) prinsip, yaitu:

1. Menggunakan Informasi Relevan
   Perseroan memperoleh atau menghasilkan dan menggunakan informasi berkualitas, relevan untuk mendukung efektivitas komponen-komponen pengendalian internal yang dilakukan dengan:
   a. Mengidentifikasi informasi yang dibutuhkan
      Suatu proses dilaksanakan untuk mengidentifikasi informasi yang dibutuhkan dan diharapkan untuk mendukung efektivitas pengendalian internal dan pencapaian tujuan Perseroan.
   b. Mendapatkan data eksternal dan internal
      Sistem informasi dapat memperoleh data eksternal dan internal.
   c. Memproses data relevan menjadi informasi
      Sistem informasi memproses dan mengubah data relevan menjadi informasi.
   d. Memelihara kualitas selama proses berlangsung
      Sistem informasi menghasilkan informasi secara tepat waktu, terkini, akurat, lengkap, dapat diakses, terlindungi, dan dapat diverifikasi, serta dapat disimpan. Informasi direviu untuk menilai relevansinya dalam mendukung efektivitas pengendalian internal.

f. Management periodically reviews control activities to assess whether they are still relevant and can be updated if necessary.

COMPLIANCE WITH OTHER LEGAL REGULATIONS

In improving the Company's compliance with laws and regulations, the Company has a Committee under Board of Directors, namely Governance, Risk Management and Compliance Committee which has the task of providing opinions on the completeness and suitability of compliance with laws and regulations. Compliance with laws and regulations is carried out by considering risk tolerance, i.e. management considers the level of risk that can be management considers the acceptable level of risk related to achieving compliance objectives and considers external rules and laws i.e. Laws and rules are minimum standards that are integrated into compliance objectives.

INFORMATION & COMMUNICATION

Boards of Directors is required to identify, record, and communicate financial and non-financial information related to the implementation of their main duties and functions in a timely and appropriate form to facilitate implementation, control and accountability.

The Information and Communication component consists of 3 (three) principles, namely:

1. Using Relevant Information
   The Company obtains or generates and uses quality, relevant information to support the effectiveness of internal control components carried out with:
   a. Identify the information needed
      A process is implemented to identify the information needed and expected to support the effectiveness of internal control and the achievement of the Company's objectives.
   b. Obtain external and internal data
      Information systems can obtain external and internal data.
   c. Processing relevant data into information
      Information systems process and convert relevant data into information.
   d. Maintain quality throughout the process
      Information systems produce information that is timely, current, accurate, complete, accessible, protected, and verifiable, and can be stored. Information is reviewed to assess its relevance in supporting the effectiveness of internal control.

e. Mempertimbangkan biaya dan manfaat
Sifat, kuantitas, dan akurasi informasi disinkronkan dalam mendukung pencapaian tujuan Perseroan.

2. Komunikasi secara Internal
Perseroan mengkomunikasikan informasi secara internal, termasuk tujuan dan tanggung jawab atas pengendalian internal, yang dibutuhkan untuk mendukung efektivitas pengendalian internal yang dilakukan dengan perincian sebagai berikut:
   a. Mengkomunikasikan pengendalian internal atas informasi ke para pekerja
   Untuk mengkomunikasikan informasi yang dibutuhkan agar para pekerja dapat memahami dan melaksanakan tanggung jawab pengendalian internal mereka.
   b. Mengkomunikasikan dengan Dewan Komisaris

   Terdapat komunikasi antara manajemen/Direksi dan Dewan Komisaris, sehingga mereka memiliki informasi yang dibutuhkan untuk memenuhi peran mereka dalam mencapai tujuan Perseroan.
   c. Menyediakan garis komunikasi yang terpisah sebagai *fail safe mechanisms* untuk dijalankan sebagai komunikasi anonim atau rahasia ketika jalur normal tidak beroperasi atau tidak efektif. Seperti saluran khusus *whistleblower*.
   d. Menetapkan metode komunikasi relevan dengan mempertimbangkan waktu, audiens/pendengar, dan dan sifat informasi.

3. Komunikasi secara Eksternal
Perseroan mengkomunikasikan dengan pihak eksternal terkait dengan hal-hal yang mempengaruhi efektivitas pengendalian internal yang dilakukan dengan cara:
   a. Komunikasi dengan pihak eksternal
   Suatu proses diterapkan untuk mengkomunikasikan informasi relevan dan secara tepat waktu ke pihak eksternal termasuk pemegang saham, partner, pemilik, pemerintah, konsumen, analis keuangan, serta pihak eksternal lainnya.
   b. Memudahkan komunikasi masuk
   Jalur komunikasi terbuka memudahkan input dari konsumen, pemasok, auditor eksternal, pemerintah, analis keuangan, dan lainnya, untuk menyediakan informasi relevan bagi manajemen/Direksi dan Dewan Komisaris.

   c. Menyediakan garis komunikasi yang terpisah
   Jalur komunikasi terpisah diterapkan sebagai *fail safe mechanisms* untuk dijalankan sebagai komunikasi anonim atau rahasia ketika jalur normal tidak beroperasi atau tidak efektif.

e. Considering costs and benefits
The nature, quantity, and accuracy of information are synchronized to support the achievement of the Company's objectives.

2. Internal Communication
The Company communicates information internally, including the objectives and responsibilities for internal control, which is needed to support the effectiveness of internal control carried out with the following details:
   a. Communicating internal control over information to employees
   To communicate the information needed for employees to understand and carry out their internal control responsibilities.

   b. Communicating with the Board of Commissioners
   There is communication between the management/Board of Directors and the Board of Commissioners, so that they have the information needed to fulfill their role in achieving the Company's goals.
   c. Provide separate lines of communication as fail safe mechanisms to run as anonymous or confidential communication when normal lines are not operational or ineffective. Such as a dedicated whistleblower channel.
   d. Establish relevant communication methods by considering the time, audience/listener, and nature of the information.

3. External Communication
The Company communicates with external parties regarding matters that affect the effectiveness of internal control by means of:

   a. Communication with external parties
   A process is implemented to communicate relevant and timely information to external parties including shareholders, partners, owners, governments, consumers, financial analysts and other external parties.

   b. Facilitate incoming communication
   Open lines of communication facilitate input from consumers, suppliers, external auditors, government, financial analysts, and others, to provide relevant information to management/Board of Directors and the Board of Commissioners.
   c. Provide a separate line of communication
   Separate communication lines are implemented as fail safe mechanisms to operate as anonymous or confidential communications when normal lines are inoperative or ineffective. Like a special whistleblower channel.

Seperti saluran khusus *whistleblower*.

d. Komunikasi dengan Dewan Komisaris

Informasi relevan dihasilkan dari penilaian yang dilakukan oleh pihak eksternal dikomunikasikan kepada manajemen/Direksi dan Dewan Komisaris.

e. Menetapkan metode komunikasi
Metode komunikasi mempertimbangkan waktu, audiens/pendengar, sifat komunikasi, serta ketentuan perjanjian dan aturan pemerintah.

PEMANTAUAN DAN EVALUASI

Pemantauan dan Evaluasi adalah proses menilai kualitas Sistem Pengendalian Intern Perusahaan dalam jangka waktu tertentu. Pemantauan dan evaluasi dilaksanakan melalui:

1. Melakukan Evaluasi Berkelanjutan dan/atau Terpisah
   Perseroan menetapkan, mengembangkan, dan melaksanakan evaluasi berjalan dan/atau terpisah untuk meyakinkan bahwa pengendalian internal telah didesain secara memadai dan efektif.
   a. Mempertimbangkan bauran evaluasi berkelanjutan dan terpisah.
   b. Mengembangkan pemahaman titik awal.
      Desain dan kondisi saat ini dari Sistem Pengendalian Internal digunakan untuk membangun titik awal untuk evaluasi berkelanjutan dan terpisah.
   c. Mempertimbangkan tingkat perubahan.
      Manajemen mempertimbangkan tingkat perubahan dalam proses bisnis ketika menetapkan dan mengembangkan evaluasi berkelanjutan dan terpisah.
   d. Menggunakan pekerja yang kompeten.
      Evaluator yang melaksanakan evaluasi berkelanjutan dan terpisah memiliki pengetahuan yang cukup untuk memahami apa yang sedang dievaluasi.
   e. Terintegrasi dengan proses bisnis.
      Evaluasi berjalan dibangun dalam proses bisnis dan disesuaikan dengan perubahan kondisi.
   f. Evaluasi obyektif dilakukan secara terpisah dan periodik untuk memberikan masukan yang objektif.
   g. Menyesuaikan lingkup dan frekuensi.
      Manajemen menyesuaikan lingkup dan frekuensi evaluasi terpisah, tergantung pada risiko.
2. Evaluasi dan Komunikasi Kelemahan Pengendalian Intern kepada para pihak yang bertanggung jawab untuk mengambil tindakan perbaikan, termasuk Direksi dan Dewan Komisaris melalui:
   a. Penilaian hasil evaluasi berkelanjutan dan terpisah oleh Direksi dan Dewan Komisaris.

d. Communication with the Board of Commissioners
Relevant information generated from the assessment carried out by external parties is communicated to the management/Board of Directors and the Board of Commissioners.

e. Establish communication methods
The communication method takes into account the timing, audience, nature of communication, as well as the terms of agreement and government regulations.

MONITORING AND EVALUATION

Monitoring and Evaluation is the process of assessing the quality of the Company's Internal Control System within a certain period of time. Monitoring and evaluation is carried out through:

1. Conduct Continuous and/or Separate Evaluations

   The Company establishes, develops, and carries out ongoing and/or separate evaluations to ensure that internal controls have been designed adequately and effectively.
   a. Consider a mix of ongoing and separate evaluations .
   b. Develop an understanding of starting point.
      The design and running state of the Internal Control System is used to establish a starting point for ongoing and separate evaluations.
   c. Consider the rate of change.
      Management considers the degree of change in business processes when establishing and developing ongoing and separate evaluations.
   d. Using competent workers.
      Evaluators who carry out ongoing and separate evaluations have sufficient knowledge to understand what is being evaluated.
   e. Integrated with business processes.
      Ongoing evaluation is built into business processes and adapted to changing conditions.
   f. Evaluation objectively separate evaluations are carried out periodically to provide objective input.
   g. Adjust the scope and frequency
      Management adjusts the scope and frequency of separate evaluations, depending on the risk.
2. Evaluation and Communication of Internal Control Weaknesses to the parties responsible for taking corrective action, including Board of Directors and Board of Commissioners through:
   a. Assessment of the results of continuous and separate evaluations by Board of Directors and Board of Commissioners.

b. Mengkomunikasikan kelemahan kepada manajemen kepada pihak yang bertanggung jawab untuk dilakukan perbaikan dan dapat disampaikan kepada manajemen senior.
c. Melaporkan kelemahan signifikan kepada Direksi dan Dewan Komisaris.
d. Memonitor tindakan perbaikan oleh manajemen.

KESESUAIAN DENGAN COMMITTEE OF SPONSORING ORGANIZATIONS OF TRADEWAY COMMISSION (COSO)

Sistem Pengendalian Internal Perseroan telah mengacu ke COSO Internal Control Integrated Framework Kerangka konseptual pengendalian internal COSO sebagai kerangka kerja yang komprehensif untuk mengukur efektivitas pengendalian internal terdiri dari 5 (lima) komponen, yaitu:
1. Lingkungan Pengendalian (Control Environment);
2. Penilaian Risiko (Risk Assessment);
3. Kegiatan Pengendalian (Control Activites);
4. Informasi dan Komunikasi (Information & Communication);
5. Pemantauan dan Evaluasi (Monitoring).

EVALUASI PELAKSANAAN SISTEM PENGENDALIAN INTERNAL

Satuan Pengawasan Intern (SPI) telah mengevaluasi efektivitas Sistem Pengendalian Internal. Evaluasi ini bertujuan untuk menilai reliabilitas Sistem Pengendalian Internal Perseroan serta konsistensi implementasinya. Evaluasi pelaksanaan sistem pengendalian internal pada telah dilakukan secara self assessment melalui pendekatan *Internal Audit Capability Model* (IACM) dengan hasil bahwa seluruh Sistem Pengendalian Internal Perseroan selama tahun 2024 terbukti dapat berjalan cukup efektif. Hal tersebut menunjukan bahwa Perseroan telah mematuhi elemen-elemen pengendalian internal yang telah disusun.

PERNYATAAN DIREKSI DAN/ATAU DEWAN KOMISARIS ATAS KECUKUPAN SISTEM PENGENDALIAN INTERNAL

Hasil evaluasi yang telah dilakukafn oleh Satuan Pengawasan Inten selanjutnya disampaikan kepada Direksi dan Dewan Komisaris untuk telaah dan monitoring atas pelaksanaan sistem pengendalian internal Perseroan. Berdasarkan hasil evaluasi atas pelaksanaan sistem pengendalian internal Perseroan pada tahun 2024, Direksi dan Dewan Komisaris menyatakan bahwa sistem pengendalian internal secara keseluruhan telah berjalan memadai.

b. Communicating weaknesses to management to the responsible party for improvement and can be conveyed to senior management.
c. Reporting significant weaknesses to Board of Directors and Board of Commissioners.
d. Monitor corrective actions by management.

COMPLIANCE WITH THE COMMITTEE OF SPONSORING ORGANIZATIONS OF TREADWAY COMMISSION (COSO)

The Company's Internal Control System has referred to the COSO Internal Control Integrated Framework. The COSO internal control conceptual framework as a comprehensive framework for measuring the effectiveness of internal control consists of 5 (five) components:
1. Control Environment;
2. Risk Assessment;
3. Control Activities;
4. Information and Communication;
5. Monitoring and Evaluation.

EVALUATION OF INTERNAL CONTROL SYSTEM IMPLEMENTATION

The Internal Audit Unit (SPI) evaluated the effectiveness of the Internal Control System to assess the Company's Internal Control System reliability, and the consistency of its implementation. The internal control system evaluation was carried out through a self-assessment using the Internal Audit Capability Model (IACM) approach with the result that the entire Company's Internal Control System during 2024 was effective. This shows that the Company has complied with the elements of internal control that have been prepared.

STATEMENT OF BOARD OF DIRECTORS AND/OR BOARD OF COMMISSIONERS ON THE ADEQUACY OF INTERNAL CONTROL SYSTEM

Board of Commissioners expressed its appreciation for the performance achieved by Internal Audit Unit (SPI) in 2024. The adequacy of internal control is reflected in the audit reports submitted by SPI to Board of Directors and Board of Commissioners.

MANAJEMEN RISIKO

Manajemen risiko merupakan salah satu elemen penting dalam menjalankan bisnis perusahaan karena semakin berkembangnya dunia perusahaan serta meningkatnya kompleksitas aktivitas perusahaan mengakibatkan meningkatnya tingkat eksposur risiko yang dihadapi perusahaan. Sasaran utama dari implementasi manajemen risiko adalah melindungi dan menciptakan nilai perusahaan. Perusahaan mengelola risiko dengan menyeimbangkan antara strategi bisnis dengan pengelolaan risikonya sehingga perusahaan akan mendapatan hasil optimal dari operasionalnya.

Pelindo menerapkan manajemen risiko yang mengacu pada Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara. Sebagai tindak lanjut atas terbitnya PER-2 tersebut, perusahaan telah menerbitkan Peraturan Direksi Nomor HK.01/8/9/1/UTMA/PLND-23, tanggal 8 September 2023 tentang Penerapan Manajemen Risiko di lingkungan PT Pelabuhan Indonesia (Persero). Disamping itu Kementerian BUMN juga telah menerbitkan petunjuk teknis seperti SK-3/DKU.MBU/05/2023 Petunjuk teknis komposisi dan kualifikasi organ pengelola risiko, SK-6/DKU.MBU/10/2023 Petunjuk teknis proses manajemen risiko dan agregrasi pada taksonomi risiko portofolio, SK-7/DKU.MBU/10/2023 Petunjuk teknis pelaporan manajemen risiko, SK-8/DKU.MBU/12/2023 Petunjuk teknis penilaian indeks kematangan risiko (risk maturity index), sebagai tindak lanjut dari petunjuk teknis tersebut maka perusahaan menerbitkan peraturan direksi tentang Pedoman teknis manajemen risiko.

STRUKTUR KOORDINASI DAN KOMUNIKASI

Dalam implementasi manajemen risiko diperlukan struktur koordinasi dan komunikasi yang efektif, sehingga fungsi perintah koordinasi, pelaksanaan dan pelaporan terpetakan dengan jelas. Struktur koordinasi dan komunikasi serta pengelolaan manajemen risiko digambarkan sebagai berikut.

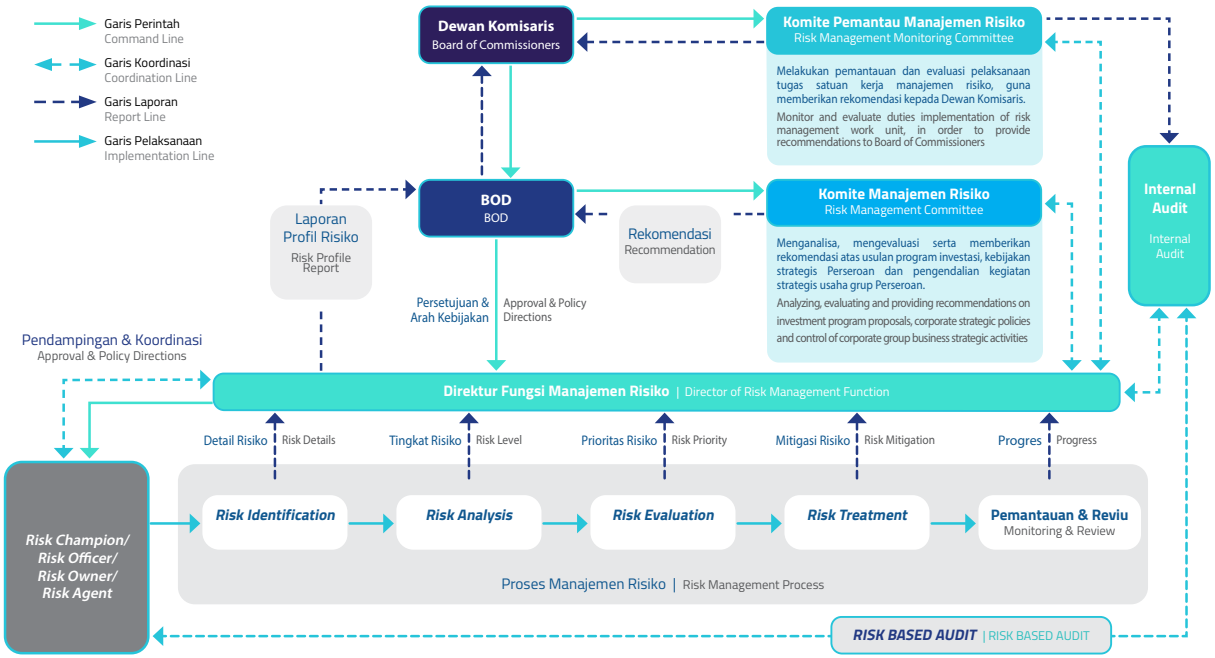
RISK MANAGEMENT

Risk management is an important element in run the Company's business because it is growing corporate world and the increasing complexity of activities Company resulting in increased level of risk exposure faced by the Company. The main target of the implementation risk management is protecting and creating the value of the Company. The Company manages risk by balance between business strategy and management risks so that the Company will get optimal results from its operations.

Pelindo implements risk management referring to the Minister of State-Owned Enterprises Regulation Number PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises. As a follow-up to the issuance of PER-2, the Company has issued the Board of Directors Regulation Number HK.01/8/9/1/UTMA/PLND-23, dated September 8, 2023 concerning Implementation of Risk Management within PT Pelabuhan Indonesia (Persero). In addition, the Ministry of SOEs has also issued technical guidelines such as SK-3/DKU.MBU/05/2023 Technical guidelines for the composition and qualifications of risk management organs, SK-6/DKU.MBU/10/2023 Technical guidelines for risk management processes and integration into portfolio risk taxonomy, SK-7/DKU.MBU/10/2023 Technical guidelines for risk management reporting, SK-8/DKU.MBU/12/2023 Technical guidelines for assessing the risk maturity index, as a follow-up to these technical guidelines, the Company issued a Board of Directors regulation on risk management technical guidelines.

COORDINATION AND COMMUNICATION STRUCTURE

The risk management requires an effective coordination and communication structure, so that the functions of coordination, implementation and reporting are clearly mapped. The structure of coordination and communication and risk management is described as follows.

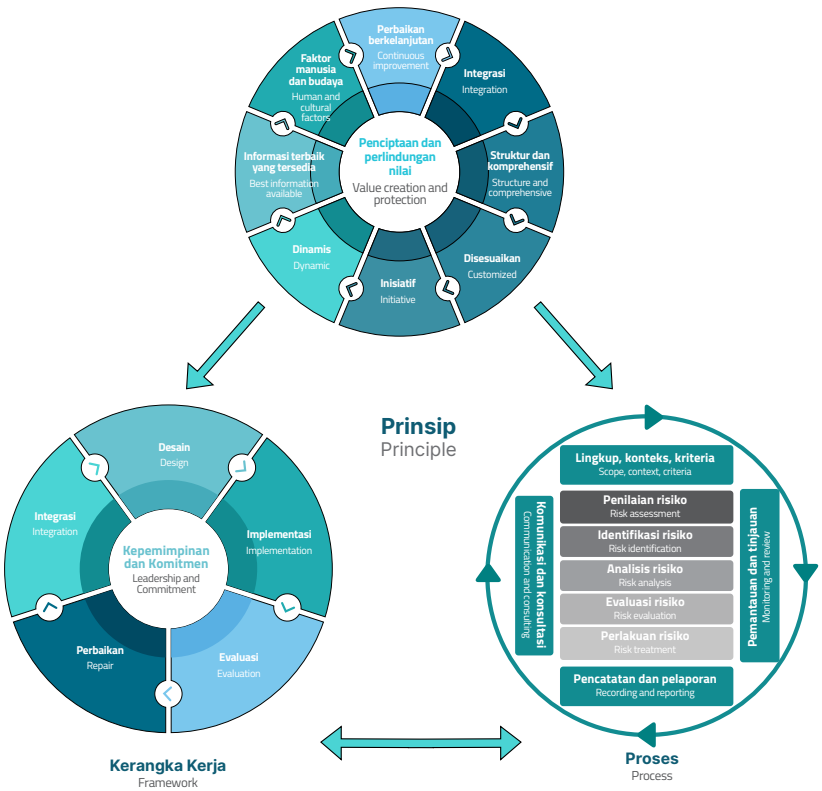


ARSITEKTUR MANAJEMEN RISIKO

Pelindo telah mengadopsi standar arsitektur manajemen risiko berbasis ISO 31000:2018 *Risk Management Guidelines*, yang terdiri dari 3 (tiga) bagian yaitu Prinsip, Kerangka Kerja dan Proses Manajemen Risiko.

RISK MANAGEMENT ARCHITECTURE

Pelindo has adopted the risk management architecture standard based on ISO 31000:2018 Risk Management Guidelines, which consists of 3 (three) parts, namely Principles, Framework and Risk Management Process.

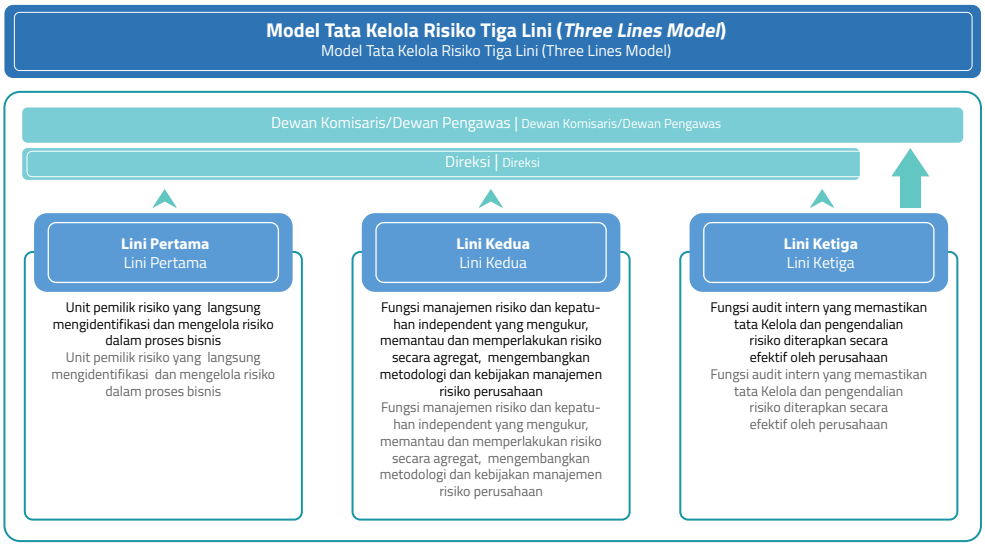


KOMPOSISI DAN KUALIFIKASI ORGAN PENGELOLA RISIKO

Pelindo telah mengadopsi standar fungsi Organ Pengelola Risiko sebagaimana dimaksud dalam Pasal 55 PER-2/03/MBU/2023 dilakukan secara terpisah dalam rangka penerapan model tata kelola risiko tiga lini (three lines model) sebagaimana dimaksud dalam Diagram berikut:

RISK MANAGEMENT ORGAN COMPOSITION AND QUALIFICATIONS

Pelindo has adopted the Risk Management Organ function standard as referred to in Article 55 PER-2/03/MBU/2023, which is carried out separately in the context of implementing the three-line risk governance model as referred to in the following Diagram:

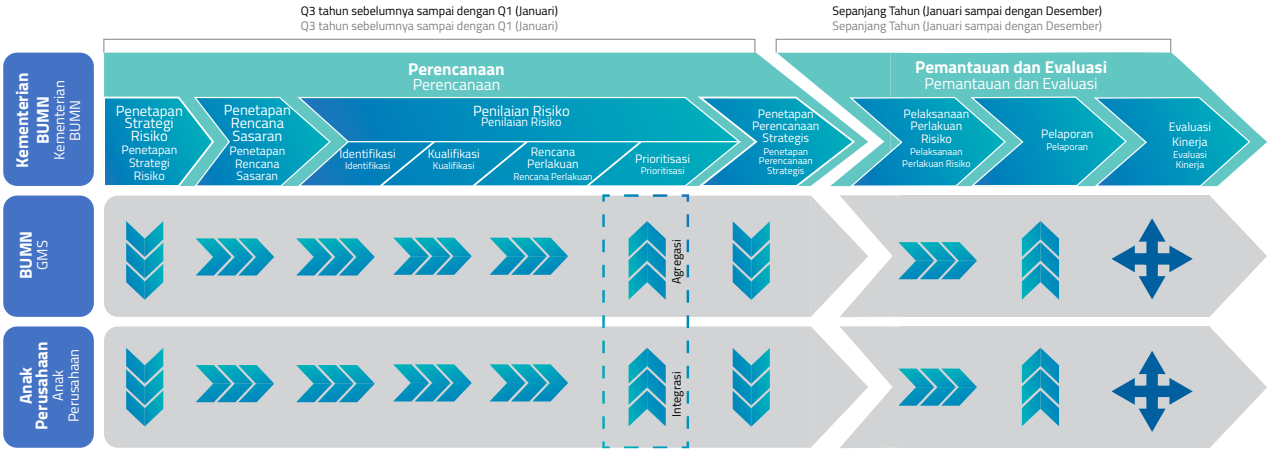


PROSES MANAJEMEN RISIKO

Proses manajemen risiko yang diterapkan oleh PT Pelabuhan Indonesia (Persero) sudah mengacu pada Petunjuk Teknis No. SK-6/DKU.MBU/10/2023

RISK MANAGEMENT PROCESS

The risk management process implemented by PT Pelabuhan Indonesia (Persero) has referred to the Technical Guidelines No. SK-6/DKU.MBU/10/2023.



1. Proses Perencanaan yang meliputi :
   a. Proses penetapan strategi risiko
   b. Proses penetapan rencana sasaran
   c. Proses penilaian risiko yang terdiri dari identifikasi risiko, kuantifikasi riisiko, rencana perlakuan risiko dan prioritisasi risiko
   d. Proses penetapan perencanaan strategis
2. Proses pemantauan dan evaluasi yang meliputi :
   a. Proses pemantaian dan evalluasi atas pelaksanaan perlakuan risiiko

1. Planning Process which includes:
   a. Risk strategy determination process
   b. The process of establishing a target plan
   c. Risk assessment process consisting of risk identification, risk quantification, risk treatment plan and risk prioritization.
   d. The process of establishing strategic planning
2. Monitoring and evaluation process which includes:
   a. The process of monitoring and evaluation of the implementation of risk treatment

b. Proses pelaporan yang meliputi laporan penerapan manajemen risiko, laporan audit intern dan laporan tata kelola terintegrasi
c. Proses evaluasi kinerja

PROSES PERENCANAAN MANAJEMEN RISIKO

1. Penetapan Strategi Risiko
   a. Strategi Risiko Portofolio
      - Kementerian BUMN menetapkan kebijakan strategi Risiko Portofolio Perseroan dalam rangka menciptakan dan melindungi nilai Perseroan.
      - Strategi Risiko Portofolio Perseroan dimuat dalam peta jalan (roadmap) Perseroan dan menjadi acuan bagi Perseroan dalam menyusun RJP.
      - Strategi Risiko Portofolio Perseroan dituangkan dalam pernyataan Selera Risiko (*Risk Appetite Statement*/RAS) Kementerian BUMN.
      - Kebijakan strategi Risiko Portofolio Perseroan setiap tahunnya dijabarkan dalam dokumen Aspirasi Pemegang Saham yang ditetapkan oleh Menteri BUMN untuk menjadi acuan bagi BUMN dalam menyusun RKAP.
      - RAS Kementerian BUMN meliputi namun tidak terbatas pada Taksonomi Risiko Portofolio BUMN, tujuan pendirian Perseroan sesuai dengan perundang-undangan dan *core value* yang harus dijaga Perseroan.
   b. Strategi Risiko
      - Perseroan wajib menyusun Strategi Risiko sebelum menyusun rencana strategi bisnis.
      - Penyusunan Strategi Risiko BUMN mempertimbangkan:
        » RAS Kementerian BUMN;
        » Core competence perusahaan;
        » Outlook industri dan positioning Perseroan pada industri;
        » Kondisi perusahaan pada tahun berjalan dalam survival mode (kontraksi), business as usual, atau expansion mode;
        » Cakupan waktu penetapan target perusahaan dalam RJP atau RKAP; dan
        » Kapasitas Risiko perusahaan.
      - Strategi Risiko Perseroan terdiri dari: (i) pernyataan selera Risiko (*risk appetite statement*) Perseroan dengan memperhatikan selera Risiko Kementerian BUMN, (ii) nilai ambang Risiko di level

b. Reporting process which includes risk management implementation report, internal audit report and integrated governance report.
c. Performance evaluation process

RISK MANAGEMENT PLANNING PROCESS

1. Determination of Risk Strategy
   a. Portfolio Risk Strategy
      - The Ministry of SOEs determines the Company's Portfolio Risk strategy policy in order to create and protect the Company's value.
      - The Company's Portfolio Risk Strategy is contained in the Company's roadmap and becomes a reference for the Company in preparing the RJP.
      - The Company's Portfolio Risk Strategy is outlined in the Ministry of SOEs' Risk Appetite Statement (RAS).
      - The Company's Portfolio Risk strategy policy is outlined annually in the Shareholders' Aspiration document stipulated by the Minister of SOEs to become a reference for SOEs in preparing the RKAP.
      - The RAS of the Ministry of SOEs includes but is not limited to the SOE Portfolio Risk Taxonomy, the purpose of establishing the Company in accordance with the laws and the core values that must be maintained by the Company.
   b. Risk Strategy
      - The Company is required to prepare a Risk Strategy before preparing a business strategy plan.
      - The preparation of the SOE Risk Strategy takes into account:
        » RAS of the Ministry of SOEs;
        » Core competencies of the Company;
        » Industry outlook and the Company's positioning in the industry;
        » The Company's conditions in the current year in survival mode (contraction), business as usual, or expansion mode;
        » Time scope for determining the Company's targets in the RJP or RKAP; and
        » The Company's risk capacity.
      - The Company's Risk Strategy consists of: (i) the Company's risk appetite statement by taking into account the Ministry of SOEs' risk appetite, (ii) the risk threshold value at the enterprise/corporate level

enterprise/korporat yang memuat *risk capacity, risk appetite, risk tolerance*, dan *risk limit,* serta (iii) metrik strategi Risiko.

- Perseroan dapat menggunakan 4 (empat) Sikap Terhadap Risiko
- Perseroan wajib melakukan perhitungan nilai ambang Risiko di level enterprise/ korporat secara handal dan dapat dipertanggungjawabkan serta memberikan nilai yang paling optimal bagi Perseroan
- Penyusunan metrik strategi Risiko memuat paling sedikit: (i) kategori Risiko, (ii) sikap terhadap Risiko, (iii) parameter dan satuan ukur, (iv) nilai batasan/limit.
- Total nilai batasan/limit dalam metrik strategi Risiko secara kuantifikasi tidak boleh melebihi nilai batasan Risiko (risk limit) di level enterprise/korporat.
- Metrik strategi Risiko wajib digunakan sebagai dasar dalam menetapkan berbagai pilihan sasaran dan strategi yang akan menjadi usulan dalam rancangan RKAP.
- Strategi Risiko Perseroan wajib mendapatkan persetujuan Dewan Komisaris/Dewan Pengawas sebelum dijadikan sebagai pedoman Perseroan dan Anak Perusahaan Perseroan dalam penyusunan strategi bisnis baik RJP ataupun RKAP.

2. Penetapan Rencana Sasaran
   a. Sasaran Perseroan wajib disusun berbasis manajemen risiko.
      - Pilihan berbagai sasaran dan strategi bisnis diputuskan berdasarkan pertimbangan antara Risiko yang dapat diterima sesuai dengan nilai ambang Risiko yang telah ditetapkan dengan hasil yang diharapkan dapat diperoleh perusahaan.
      - Pertimbangan Risiko yang dapat diterima mengikuti acuan strategi Risiko yang telah ditetapkan.
      - Target yang diusulkan dalam rancangan perencanaan strategis memenuhi ketentuan
   b. Sasaran Usaha
      - Sasaran usaha disusun secara spesifik, dapat diukur, jelas jangka waktunya serta secara rasional dapat dilaksanakan/ dicapai.
      - Dalam penyusunan sasaran usaha, Perseroan wajib berpedoman pada sasaran utama Kementerian BUMN
   c. Strategi Usaha
      - Strategi usaha harus disusun sebagai langkah yang ditempuh untuk mencapai atau merealisasikan sasaran usaha perusahaan.

which contains risk capacity, risk appetite, risk tolerance, and risk limit, and (iii) risk strategy metrics.

- The Company can use 4 (four) Attitudes Towards Risk
- The Company is required to calculate the risk threshold value at the enterprise/ corporate level reliably and responsibly and provide the most optimal value for the Company
- The preparation of risk strategy metrics contains at least: (i) risk category, (ii) attitude towards risk, (iii) parameters and units of measurement, (iv) limit value.
- The total value of the limit in the Risk strategy metric must not exceed the Risk limit value at the enterprise/corporate level.
- The Risk strategy metric must be used as a basis for determining various target and strategy options that will be proposed in the draft RKAP.
- The Company's Risk Strategy must obtain approval from the Board of Commissioners/Supervisory Board before being used as a guideline for the Company and the Company's Subsidiaries in preparing business strategies, both RJP and RKAP.

2. Determination of Target Plans
   a. The Company's targets must be prepared based on risk management.
      - The choice of various business targets and strategies is decided based on considerations between acceptable Risks according to the predetermined Risk threshold value and the results that the company expects to obtain.
      - Consideration of acceptable Risks follows the established Risk strategy reference.
      - The targets proposed in the strategic planning draft meet the provisions
   b. Business Targets
      - Business targets are prepared specifically, can be measured, have a clear time frame and can be implemented/achieved rationally.
      - In preparing business targets, the Company must refer to the main targets of the Ministry of SOEs
   c. Business Strategy
      - Business strategy must be formulated as steps taken to achieve or realize the company's business targets.

- Kelayakan suatu strategi yang akan digunakan dalam merealisasikan suatu sasaran usaha yang hendak dicapai, dilakukan penilaian berdasarkan metrik strategi Risiko.
- Untuk menjalankan strategi usaha yang telah dinilai layak berdasarkan strategi Risiko dijabarkan dalam program kegiatan perusahaan berdasarkan bidang kegiatan yang tidak terbatas pada kegiatan pemasaran dan penjualan, pengadaan, produksi dan kualitas produk, teknis dan teknologi, keuangan dan akuntansi, sistem dan organisasi, pengembangan SDM, penelitian dan pengembangan, pelestarian lingkungan, investasi, atau kegiatan lainnya.

d. Pengalokasian Anggaran Pendapatan dan Biaya serta Proyeksi Laporan Keuangan
Perencanaan atas sasaran dan strategi termasuk meliputi pengalokasian anggaran pendapatan dan biaya serta proyeksi laporan keuangan. Penyusunan anggaran pendapatan harus selaras dengan sasaran dan strategi yang telah disesuaikan dengan strategi Risiko.

e. Perencanaan Audit Intern
Dalam rancangan RKAP wajib dilengkapi dengan perencanaan Audit Intern sebagai bagian dari bab Manajemen Risiko.

f. Perencanaan Tata Kelola Terintegrasi

3. Penilaian Risiko
Berdasarkan sasaran yang ditetapkan, Perseroan wajib melakukan penilaian Risiko yang terdiri dari proses identifikasi Risiko, kuantifikasi Risiko, rencana perlakuan Risiko, dan prioritisasi Risiko.

a. Identifikasi risiko
- Identifikasi Risiko dilakukan oleh masing-masing pemilik Risiko selaku Lini Pertama dengan berkoordinasi atau berkonsultasi kepada fungsi Manajemen Risiko selaku Lini Kedua.
- Setiap sasaran dan strategi wajib dilakukan identifikasi Risiko.
- Profil Risiko hasil identifikasi disajikan paling sedikit memuat: i) sasaran, (ii) strategi, (iii) taksonomi Risiko, (iv) peristiwa Risiko, (v) penyebab Risiko, (vi) *Key Risk Indicator* (KRI), (vii) threshold KRI dalam 3 (tiga) kategori yaitu batas bahaya, batas hati-hati, dan batas aman sebagai early warning signal, (viii) kontrol saat ini (existing control) dan penilaian efektivitas kontrol, (ix) dampak Risiko, dan (x) perkiraan waktu terjadinya eksposur Risiko.
- Peristiwa Risiko yang diidentifikasi dikelompokkan berdasarkan Taksonomi Risiko Perseroan dan disesuaikan dengan kegiatan usaha perusahaan.

- The feasibility of a strategy to be used in realizing business target to be achieved is assessed based on the Risk strategy metric.
- To implement a business strategy that has been assessed as feasible based on the Risk strategy, it is outlined in the company's activity program based on areas of activity that are not limited to marketing and sales activities, procurement, production and product quality, technical and technology, finance and accounting, systems and organizations, HR development, research and development, environmental conservation, investment, or other activities.

d. Allocation of Revenue and Cost Budget and Financial Report Projection
Planning for targets and strategies includes the allocation of revenue and cost budget and financial report projection. The preparation of the revenue budget must be in line with the targets and strategies that have been adjusted to the Risk strategy.

e. Internal Audit Planning
The draft RKAP must be accompanied by Internal Audit planning as part of the Risk Management chapter.
Integrated Governance Planning

3. Risk Assessment
Based on the targets set, the Company is required to conduct a Risk assessment consisting of Risk identification process, Risk quantification, Risk treatment plan, and Risk prioritization.

a. Risk identification
- Risk identification is carried out by each Risk owner as the First Line by coordinating or consulting with the Risk Management function as the Second Line.
- Every target and strategy must undergo Risk identification.
- The Risk Profile resulting from the identification is presented containing at least: i) targets, (ii) strategies, (iii) Risk taxonomy, (iv) Risk events, (v) causes of Risk, (vi) Key Risk Indicators (KRI), (vii) KRI thresholds in 3 (three) categories, namely danger limits, caution limits, and safety limits as early warning signals, (viii) existing controls and assessment of control effectiveness, (ix) Risk impacts, and (x) estimated time of Risk exposure.
- Identified Risk events are grouped based on the Company's Risk Taxonomy and adjusted to the company's business activities.

- Melakukan identifikasi penyebab Risiko.
- Identifikasi KRI
- Identifikasi kontrol/pengendalian yang telah ada (control existing)
- Penilaian efektivitas kontrol/pengendalian
- Dampak Risiko diidentifikasi berdasarkan 2 (dua) kategori yaitu: (i) dampak kuantitatif, atau (ii) dampak kualitatif. Masing-masing kategori dampak tersebut diberikan deskripsi yang menjelaskan dampak yang akan dihadapi atau diterima oleh perusahaan atas suatu Risiko.
- Perkiraan waktu terjadinya eksposur Risiko diidentifikasi berdasarkan waktu bagi perusahaan akan terpapar dengan suatu Risiko. Perkiraan waktu tersebut didasarkan atas pertimbangan data historis, proyeksi lingkungan yang mempengaruhi, atau keumuman sesuai dengan Risiko yang melekat pada industri.

b. Kuantifikasi Risiko
- Seluruh Risiko yang telah diidentifikasi dilakukan kuantifikasi Risiko yang terdiri dari: (i) kuantifikasi Risiko Inheren, dan (ii) kuantifikasi Risiko Residual.
- Masing-masing kuantifikasi Risiko meliputi: (i) Eksposur Risiko, (ii) Skala Risiko, dan (iii) Level Risiko.
- Perhitungan Eksposur Risiko
- Perhitungan untuk menentukan nilai Dampak dan nilai Probabilitas
- Perhitungan Skala Risiko
- Perhitungan Level Risiko diperoleh berdasarkan hasil pemetaan antara Skala Dampak dengan Skala Risiko
- Hasil kuantifikasi Risiko Inheren disajikan paling sedikit memuat: (i) asumsi perhitungan dampak, (ii) nilai dampak rupiah atau mata uang fungsional pembukuan untuk Risiko Kuantitatif atau nilai skor Risiko untuk Risiko Kualitatif, (iii) skala dampak, (iv) skala probabilitas, (v) Eksposur Risiko, (vi) Skala Risiko, dan (vii) Level Risiko.
- Hasil kuantifikasi Risiko Residual disajikan paling sedikit memuat: (i) nilai dampak tiap triwulan, (ii) skala dampak tiap triwulan, (iii) nilai probabilitas tiap triwulan, (iv) skala probabilitas tiap triwulan, (v) Eksposur Risiko tiap triwulan untuk Risiko Kuantitatif, (vi) Skala Risiko tiap triwulan, dan (vii) Level Risiko tiap triwulan

c. Rencana Perlakuan Risiko
- Perseroan menyusun rencana perlakuan Risiko dan mengalokasikan anggaran yang memadai untuk menurunkan nilai Risiko sesuai dengan target nilai Risiko Residual.
- Informasi rencana perlakuan Risiko paling sedikit memuat antara lain: (i) opsi

- Identifying the causes of Risk.
- KRI Identification
- Identification of existing controls
- Assessment of control effectiveness
- Risk impacts are identified based on 2 (two) categories, namely: (i) quantitative impacts, or (ii) qualitative impacts. Each impact category is given a description that explains the impact that will be faced or received by the company for a Risk.
- Estimated time of Risk exposure is identified based on the time the company will be exposed to a Risk. The estimated time is based on consideration of historical data, projections of influencing environment, or generality according to the Risk inherent in the industry.

b. Risk Quantification
- All identified Risks are subject to Risk quantification consisting of: (i) Inherent Risk quantification, and (ii) Residual Risk quantification.
- Each Risk quantification includes: (i) Risk Exposure, (ii) Risk Scale, and (iii) Risk Level.
- Risk Exposure Calculation
- Calculation to determine Impact value and Probability value
- Risk Scale Calculation
- Risk Level Calculation is obtained based on mapping results between Impact Scale and Risk Scale
- Inherent Risk quantification results are presented containing at least: (i) impact calculation assumptions, (ii) rupiah impact value or functional accounting currency for Quantitative Risk or Risk score value for Qualitative Risk, (iii) impact scale, (iv) probability scale, (v) Risk Exposure, (vi) Risk Scale, and (vii) Risk Level.
- Residual Risk quantification results are presented containing at least: (i) impact value each quarter, (ii) impact scale each quarter, (iii) probability value each quarter, (iv) probability scale each quarter, (v) Risk Exposure each quarter for Quantitative Risk, (vi) Risk Scale each quarter, and (vii) Risk Level each quarter

c. Risk Treatment Plan
- The Company prepares a Risk treatment plan and allocates an adequate budget to reduce the Risk value in accordance with the Residual Risk value target.
- Information on the Risk treatment plan at least includes: (i) Risk treatment options,

perlakuan Risiko, (ii) kegiatan rencana perlakuan Risiko, (iii) jenis program kegiatan di dalam RKAP, (iv) output kegiatan perlakuan Risiko, (v) anggaran biaya kegiatan perlakuan Risiko, (vi) pejabat yang bertanggungjawab, dan (vii) timeline pelaksanaan kegiatan perlakuan Risiko.

- Opsi perlakuan Risiko dilakukan secara efektif dan efisien sesuai dengan hasil perhitungan Level Risiko sebagaimana kriteria pemilihan opsi perlakuan Risiko.

- Rencana penyusunan perlakuan Risiko

d. Prioritisasi Risiko
   - Proses Integrasi Risiko
     BUMN melakukan proses integrasi Risiko terhadap seluruh Risiko yang telah dilakukan penilaian Risiko baik yang berasal dari anak perusahaan BUMN atau unit Lini Pertama dari BUMN Induk. Tujuan integrasi Risiko untuk memperoleh daftar Risiko Utama yang akan dicantumkan dalam rancangan perencanaan strategis baik RJP atau RKAP serta akan dilakukan pemantauan dan evaluasi pada level enterprise.
   - Proses Agregasi Risiko
     Bersamaan dengan penyampaian usulan perencanaan strategis berbasis Risiko baik RJP atau RKAP, Perseroan menyampaikan kertas kerja hasil perhitungan nilai ambang strategi Risiko, hasil penilaian Risiko, dan hasil integrasi Risiko kepada Kementerian BUMN.

4. Penetapan Perencanaan Strategis
   Direksi menyampaikan usulan perencanaan strategis Perseroan baik RJP atau RKAP yang telah disusun berbasis Risiko kepada Dewan Komisaris. Usulan perencanaan strategis berbasis Risiko telah memperhitungkan biaya perlakuan Risiko dan target Eksposur Risiko Residual. Dewan Komisaris melakukan evaluasi terhadap usulan perencanaan strategis Perseroan berdasarkan reviu yang telah dilakukan oleh organ Komite di bawah Dewan Komisaris.

PROSES PEMANTAUAN DAN EVALUASI MANAJEMEN RISIKO

1. Pemantauan dan Evaluasi Risiko atas Pelaksanaan Perlakuan Risiko
   a. Pemantauan dan evaluasi Risiko terhadap Risiko Utama hasil integrasi Risiko.
   b. Pemantauan dan evaluasi Risiko dilakukan untuk mengevaluasi kualitas pelaksanaan Manajemen Risiko sesuai dengan perencanaan Manajemen Risiko yang telah disusun dalam dokumen perencanaan strategis dibandingkan

(ii) Risk treatment plan activities, (iii) types of activity programs in the RKAP, (iv) Risk treatment activity output, (v) Risk treatment activity cost budget, (vi) responsible officials, and (vii) timeline for implementing Risk treatment activities.

- Risk treatment options are carried out effectively and efficiently in accordance with the results of the Risk Level calculation as the criteria for selecting Risk treatment options.
- Risk treatment preparation plan

d. Risk Prioritization
   - Risk Integration Process
     SOEs carry out a Risk integration process for all Risks that have been assessed for Risk, both those originating from SOE subsidiaries or First Line units of the Parent SOE. The purpose of Risk integration is to obtain a list of Main Risks that will be included in the strategic planning draft, both RJP or RKAP, and will be monitored and evaluated at the enterprise level.
   - Risk Aggregation Process
     Along with the submission of the Risk-based strategic planning proposal, either RJP or RKAP, the Company submits a working paper of the results of Risk strategy threshold calculation, the results of Risk assessment, and the results of Risk integration to the Ministry of SOEs.

4. Determination of Strategic Planning
   The Board of Directors submits the Company's strategic planning proposal, either RJP or RKAP that has been prepared based on Risk to the Board of Commissioners. The Risk-based strategic planning proposal has taken into account the Risk treatment costs and the Residual Risk Exposure target. The Board of Commissioners evaluates the Company's strategic planning proposal based on the review that has been conducted by the Committee organ under the Board of Commissioners.

RISK MANAGEMENT MONITORING AND EVALUATION PROCESS

1. Risk Monitoring and Evaluation of Risk Treatment Implementation
   a. Risk monitoring and evaluation of the Main Risks resulting from Risk integration.
   b. Risk monitoring and evaluation are carried out to evaluate the quality of Risk Management implementation in accordance with the Risk Management planning that has been prepared in the strategic planning document compared

dengan pencapaian kinerja atas target dari sasaran dan strategi yang telah ditetapkan.

c. Dewan Komisaris melalui Komite Tata Kelola Terintegrasi dan Komite Pemantau Risiko melakukan evaluasi Risiko Terintegrasi paling sedikit setiap bulan.
d. Pemantauan dan evaluasi yang dilakukan oleh Direksi dan Dewan Komisaris meliputi realisasi atas pencapaian kinerja, Risiko Utama yang masih mempengaruhi sasaran dan strategi perusahaan ke depan hingga akhir tahun, realisasi pelaksanaan Audit Intern, dan hasil Tata Kelola Terintegrasi.

e. Hasil pemantauan dan evaluasi Direksi dan reviu dari Dewan Komisaris menjadi bahan penyusunan laporan kepada Kementerian BUMN.

2. Pelaporan
Perseroan wajib menyampaikan laporan Manajemen Risiko kepada Kementerian BUMN, yang terdiri dari:
   a. Laporan penerapan Manajemen Risiko
   b. Laporan Audit Intern
   c. Laporan Tata Kelola Terintegrasi
   d. Laporan pencapaian kinerja
3. Evaluasi Kinerja
   a. Berdasarkan pelaporan yang disampaikan oleh Perseroan, Kementerian BUMN akan melakukan pemantauan dan evaluasi terhadap Risiko Agregasi dan Integrasi Risiko.
   b. Pelaksanaan perlakuan Risiko Utama Kementerian BUMN yang merupakan Risiko Agregasi dari seluruh BUMN menjadi tugas dan tanggung jawab Direksi dan Dewan Komisaris.

   c. Proses pemantauan dan evaluasi yang dilakukan oleh Kementerian BUMN tidak memindahkan atau melepaskan tanggung jawab Direksi dan Dewan Komisaris atas seluruh Risiko yang dihadapi oleh Perseroan dan akibat yang ditimbulkan dari Risiko tersebut.
   d. Evaluasi terhadap pelaporan Manajemen Risiko Perseroan dilakukan secara menyeluruh sebagai bagian dari evaluasi kinerja Perseroan.

PROFIL RISIKO DAN PENGELOLAANNYA

Perusahaan telah mengidentifikasi beberapa risiko signifikan yang dimonitor secara periodik sampai dengan akhir tahun. Risiko-risiko Signifikan Perusahaan telah dipetakan ke dalam Taksonomi Risiko KBUMN pada level T5 (Peristiwa Risiko). Profil Risiko Signifikan Korporat Tahun 2024 yang dilengkapi dengan Inheren diuraikan pada tabel di bawah ini.

to the achievement of performance on the targets of objectives and strategies that have been set.
c. The Board of Commissioners through Integrated Governance Committee and Risk Monitoring Committee conducts an Integrated Risk evaluation at least every month.
d. Monitoring and evaluation carried out by the Board of Directors and the Board of Commissioners include the realization of performance achievements, Main Risks that still affect the company's targets and strategies going forward until the end of the year, realization of Internal Audit implementation, and Integrated Governance results.
e. The results of the Board of Directors' monitoring and evaluation and the review by the Board of Commissioners become the material for preparing a report to the Ministry of SOEs.

2. Reporting
The Company is required to submit a Risk Management report to the Ministry of SOEs, consisting of:
   a. Risk Management implementation report
   b. Internal Audit Report
   c. Integrated Governance Report
   d. Performance achievement report
3. Performance Evaluation
   a. Based on the reporting submitted by the Company, the Ministry of SOEs will monitor and evaluate the Aggregation Risk and Risk Integration.
   b. Implementation of the Main Risk treatment of the Ministry of SOEs which is the Aggregation Risk of all SOEs becomes the task and responsibility of the Board of Directors and the Board of Commissioners.
   c. The monitoring and evaluation process carried out by the Ministry of SOEs does not transfer or release the responsibility of the Board of Directors and the Board of Commissioners for all Risks faced by the Company and the consequences arising from these Risks.

   d. Evaluation of the Company's Risk Management reporting is carried out comprehensively as part of the Company's performance evaluation.

RISK PROFILE AND THE MITIGATION

The Company has identified several significant risks which are monitored periodically until the end of the year. The Company's Significant Risks have been mapped to the KBUMN Risk Taxonomy at level T5 (Risk Event). The 2024 Corporate Significant Risk Profile with Inherent is outlined in the table below.

No.	Peristiwa Risiko Risk Occasion	Penyebab Risiko Risk Causation	Mitigasi Risiko Risk Mitigation
1.	Ketidaktepatan Pengelolaan PMN Inappropriate PMN Management	Pengelolaan proyek PMN yang tidak tepat (seperti: perencanaan yang kurang matang, pengawasan yang lemah, kesalahan penilaian, perubahan kondisi pasar dan ketidaksesuaian dengan kebijakan pemerintah) Improper management of PMN projects (such as: poor planning, weak supervision, misjudgment, changes in market conditions and incompatibility with government policies).	Monitoring dan controlling pencapaian realisasi penyerapan dana PMN dan pengendalian proyek; Monitoring and controlling the achievement of PMN fund absorption realization and project control;
2.	Ketidakcukupan kapabilitas Direksi dan Komisaris anak perusahaan dalam menjalankan tugas Inadequate capability of subsidiaries' Boards of Directors and Board of Commissioners in carrying out their duties	Seleksi yang tidak tepat dan kurangnya program pengembangan kompetensi Direksi dan Komisaris Inappropriate selection and lack of competency development programs for Board of Directors and Board of Commissioners	Leadership Development Program Leadership Development Program
3.	Demotivasi Pekerja Employee Demotivation	Lingkungan kerja yang tidak mendukung dan pengakuan serta insentif yang tidak memadai Unsupportive work environment and inadequate recognition and incentives	▪ Penyusunan Kebijakan Remunerasi dan Fasilitas Pekerja; ▪ Penyusunan Pedoman Pemetaan dan Penyiapan Alih Profesi SDM sejalan dengan implementasi pemurnian bisnis ▪ Implementasi PKB dan PB ▪ Pengelolaan aplikasi Keluh Kesah Pekerja (P-Talk) ▪ Preparation of Remuneration and Employee Facilities Policy; ▪ Preparation of HC Profession Mapping and Preparation Guidelines in line with business refinement implementation. ▪ Implementation of CLA and PB ▪ Management of Employee Grievance application (P-Talk)
4.	Kerugian Signifikan Anak Perusahaan akibat struktur bisnis korporasi yang tidak tepat Significant losses of subsidiaries due to inappropriate corporate business structure	Strategi bisnis yang tidak efektif serta pasar yang tidak stabil Ineffective business strategies and unstable markets	▪ Melaksanakan project management dan project governance secara ketat. ▪ Penyusunan SOP Divestasi Saham 1 on 1 Transaction ▪ Pengumpulan data dan dokumen persiapan gugatan calon investor divestasi saham ▪ Penyusunan petunjuk teknis divestasi saham 1 on 1 Transaction (Optional apabila Divestasi Fire 2.1 Dijalankan) ▪ Finalisasi conditional sales and purchase agreement ▪ Pemenuhan Condition Precedent ▪ Finalisasi sales and purchase agreement ▪ Implement strict project management and project governance. ▪ SOP Preparation for 1 on 1 Transaction Share Divestment ▪ Collection of data and documents in preparation for the lawsuit of prospective share divestment investors ▪ Preparation of technical guidelines for divestment of shares 1 on 1 Transaction (Optional if Fire Divestment 2.1 is executed) ▪ Finalization of conditional sales and purchase agreement ▪ Fulfillment of Condition Precedent ▪ Finalization of sales and purchase agreement
5.	Stagnansi Pertumbuhan Bisnis Stagnant Business Growth	Kurangnya inovasi dalam bisnis dan permintaan pasar yang menurun Lack of innovation in business and declining market demand	▪ Pengembangan Potensi Pelabuhan Melalui Kerjasama dengan Strategic Partnersuntuk lokasi di CT2&3, MNP, Selat Malaka ▪ Implementasi Pengembangan Bisnis MEPS ▪ Pengembangan Kawasan Industri yang terintegrasi dengan Pelabuhan (1. Kijing 2. Kuala Tanjung 3. Arun Lhokseumawe) ▪ Proses Pemilihan Mitra untuk Proyek Strategis CT2&CT3 ▪ Implementasi Pengembangan Bisnis MEPS (Tidak ada Update) ▪ Pengembangan Kawasan Industri yang terintegrasi dengan Pelabuhan (1. Kijing 2. Kuala Tanjung 3. Arun Lhokseumawe ▪ Port Potential Development through Cooperation with Strategic Partners for locations in CT2&3, MNP, Malacca Strait ▪ Implementation of MEPS Business Development ▪ Development of Industrial Estates integrated with Ports (1. Kijing 2. Kuala Tanjung 3. Arun Lhokseumawe) ▪ Partner Selection Process for CT2&CT3 Strategic Project ▪ Implementation of MEPS Business Development (No Update) ▪ Development of Industrial Estates integrated with Ports (1. Kijing 2. Kuala Tanjung 3. Arun Lhokseumawe)
6.	Kerugian Selisih Kurs atas Eksposur Utang USD Foreign Exchange Loss on USD Debt Exposure	Fluktuasi nilai tukar Rp terhadap USD Fluctuation of Rp exchange rate against USD	Pembelian USD secara berkala Penurunan utang USD Periodic USD purchases Decrease in USD debt

No.	Peristiwa Risiko Risk Occasion	Penyebab Risiko Risk Causation	Mitigasi Risiko Risk Mitigation
7.	Kegagalan Mempertahankan Pangsa Pasar Eksisting Failure to Maintain Existing Market Share	Karena persaingan yang tinggi, perubahan preferensi pelanggan, atau ketidakcukupan fasilitas Due to high competition, changing customer preferences, or inadequate facilities	▪ Standardisasi Operasi Pelayanan Non Petikemas (Curah dan Multipurpose) berbasis Planning & Control sesuai guidebook standarisasi ▪ Standardiasi Operasi Pelayanan Petikemas berbasis Planning & Control sesuai guidebook standarisasi ▪ Implementasi sistem pelayanan kapal terpadu (Phinnisi) pada 30 cabang pelabuhan ▪ kordinasi dengan DJPL setiap bulan ▪ Standardization of Non Container Service Operations (Bulk and Multipurpose) based on Planning & Control according to standardization guidebooks ▪ Standardization of Container Service Operations based on Planning & Control according to standardization guidebooks ▪ Implementation of integrated ship service system (Phinnisi) at 30 port branches ▪ Coordination with DJPL every month
8.	Komplain/tuntutan masyarakat sekitar pelabuhan berujung Demonstrasi Complaints/demands from the community around the port lead to demonstrations.	Masyarakat merasa adanya dampak yang dipandang buruk terhadap aset/ fasilitas/ aktivitasnya yang telah ada di sekitar lokasi pelabuhan, atau karena adanya harapan dari masyarakat atas peningkatan taraf hidup atau ekonomi sebagai bagian dari komunitas yang ada di sekitar pelabuhan. The community feels that there is a perceived adverse impact on their existing assets/facilities/activities around the port location, or because of the community's expectations for an increase in living standards or economy as part of the community around the port.	▪ Pelaksanaan Program TJSL Bidang Prioritas di wilayah Pembangunan Proyek Strategis Nasional ▪ Pelaksanaan Program TJSL Non Prioritas di wilayah Pembangunan Proyek Strategis Nasional ▪ Sosialiasi pelaksanaan proyek yang berdampak pada masyarakat/fasilitas masyarakat ▪ Penyediaan anggaran mitigasi dampak sosial dan lingkungan pembangunan Proyek Strategis Nasional ▪ Pelibatan / rekrutmen masyarakat lokal sebagai tenaga kerja dalam Pembangunan Proyek Strategis Nasional ▪ Implementation of Priority CSR Program in National Strategic Project Development Area ▪ Implementation of Non-Priority CSR Programs in National Strategic Project Development area ▪ Socialization of project implementation that affects the community facilities ▪ Provision of budget for mitigation of social and environmental impacts of National Strategic Project development ▪ Involvement/recruitment of local communities as labor in National Strategic Project Development
9.	Pencemaran Lingkungan (Tanah dan Air) Environmental Pollution (Land and Water)	Belum dilaksanakannya aksi mitigasi perubahan iklim sebagaimana KepmenHub KM8/2023 Climate change mitigation actions have not been implemented as KepmenHub KM8/2023	▪ Penyusunan Final Report roadmap ▪ Pelaksanaan Internalisasi Roadmap ▪ Berita acara pelaksanaan running trial test dashboar ▪ Implementasi Energi Terbarukan dan Elektrifikasi Peralatan ▪ Preparation of Final Report roadmap ▪ Roadmap Internalization Implementation ▪ Minutes of implementation of dashboard trial test ▪ Implementation of Renewable Energy and Equipment Electrification
10.	Pencemaran Lingkungan (Udara) Environmental Pollution (Air)	Minimnya pengawasan dan monitoring pengelolaan lingkungan di pelabuhan serta Minimnya fasilitas penyimpanan limbah B3 Lack of supervision and monitoring of environmental management at the port and lack of hazardous waste storage facilities.	Monitoring Tingkat Pemenuhan Terhadap Peraturan Perundang-undangan di Bidang Lingkungan Hidup/RKL-RPL (HO) Monitoring the Level of Compliance with Environmental Legislation/RKL-RPL (HO)
11.	Cyber Attack Cyber Attack	Adanya ancaman tindakan berbahaya seperti Virus, malware, dll. The threat of malicious actions such as viruses, malware, etc.	▪ Monitoring dan evaluasi sistem keamanan informasi ▪ Peningkatan infrastruktur teknologi informasi dan komunikasi (TIK) ▪ Peningkatan perangkat keamanan sistem informasi ▪ Standarisasi jaringan ▪ Monitoring and evaluation of information security systems ▪ Improvement of information and communication technology (ICT) infrastructure ▪ Improvement of information system security devices ▪ Network standardization
12.	Piutang Macet Bad Debt	Ketidakmampuan atau ketidakmauan pelanggan untuk membayar utang Inability or unwillingness of customers to pay debts	▪ Pengembangan Locking System di Lingkungan Entitas Anak Perusahan ▪ Penyelesaian Piutang Usaha Macet ▪ Development of Locking System in Subsidiary Company Environment ▪ Settlement of Bad Debt

No.	Peristiwa Risiko Risk Occasion	Penyebab Risiko Risk Causation	Mitigasi Risiko Risk Mitigation
13.	Denda Pajak (atas SPT Masa Withholding dan PPN bulanan) Tax Penalty (on monthly Withholding and VAT returns)	Keterlambatan pembayaran serta kesalahan pengisian formulir pajak Late payents and errors in filling out tax forms	▪ Peningkatan Kompetensi dan Kepatuhan Perpajakan melalui Diklat dan Sosialisasi Perpajakan; ▪ Sosialisasi Perpajakan PT Pelabuhan Indonesia (Persero); ▪ Pengembangan Sistem Informasi Perpajakan PT Pelabuhan Indonesia (Persero) ▪ Increasing Competence and Tax Compliance through Training and Tax Socialization; ▪ Socialization of Taxation of PT Pelabuhan Indonesia (Persero); ▪ Development of Tax Information System of PT Pelabuhan Indonesia (Persero)
14.	Ketidakcukupan Rasio Liquiditas Insufficient Liquidity Ratio	Pengelolaan kas yang buruk dan kewajiban yang mendadak meningkat Poor cash management and sudden increase in liabilities	Optimalisasi kas dan pendanaan Pelindo Group Program Efisiensi Optimization of Pelindo Group's cash and funding Efficiency Program
15.	Kecelakaan Kerja Work Accidents	Kurangnya kepedulian dan kesadaran terhadap implementasi Budaya K3 Lack of concern and awareness of the implementation of OHS Culture	▪ Internalisasi budaya K3; ▪ Peningkatan Sarana dan Prasarana K3; ▪ Implementasi SMK3 dan Pola Pengamanan Pelabuhan ▪ Internalization of OHS Culture; ▪ Improvement of OHS Facilities and Infrastructure; ▪ Implementation of OHSMS and Port Security Pattern
16.	Kegagalan Meraih Market Baru Failure to Capture New Markets	Strategi pemasaran yang tidak efektif, perubahan tren konsumen, atau persaingan yang kuat. Ineffective marketing strategies, changing consumer trends, or strong competition.	▪ Risiko Kegagalan Meraih Market Baru, sampai dengan Juli 2024 telah dilakukan Penjajakan Kerjasama: Penyediaan Terminal LPG Temporary di Makassar oleh PT Pertamina Patra Niaga, ▪ Penyediaan Jasa Kepelabuhanan dan Sarfas Petrochemical di Kijing oleh PT Pertamina Patra Niaga, ▪ Pengelolaan Operasi TUKS PT Astra Agro Lestari Tbk, ▪ Pengelolaan Operasi Kali Blencong Kawasan Berikat Nusantara (KBN), ▪ Kerjasama Pengembangan LPG dan LNG Terminal oleh PT PT Timas Global Energy, ▪ Rencana Persiapan Kerja Sama Pengembangan Layanan Operasi Terminal untuk TUKS/Tersus PT CBU Tbk oleh PT Citra Borneo Utama Tbk, ▪ Kerjasama Bongkar Muat Barang di TUKS dan Pelabuhan Umum dengan PT Pupuk Iskandar Muda oleh PT Pupuk Iskandar Muda; ▪ Persiapan Kerja Sama Operasi Penyediaan Fasilitas Terminal LNG Batang oleh PT PT Opsico Trada Nusantara; ▪ Risk of Failure to Reach New Markets, until July 2024 Cooperation Exploration has been carried out: Provision of Temporary LPG Terminal in Makassar by PT Pertamina Patra Niaga, ▪ Provision of Port Services and Petrochemical Sarfas in Kijing by PT Pertamina Patra Niaga, ▪ Management of TUKS Operations of PT Astra Agro Lestari Tbk, ▪ Operation Management of Kali Blencong Kawasan Berikat Nusantara (KBN), ▪ LPG and LNG Terminal Development Cooperation by PT Timas Global Energy, ▪ Preparation Plan for Cooperation in the Development of Terminal Operation Services for TUKS/PT CBU Tbk by PT Citra Borneo Utama Tbk, ▪ Cooperation of Loading and Unloading of Goods at TUKS and Public Ports with PT Pupuk Iskandar Muda by PT Pupuk Iskandar Muda; ▪ Preparation of Operation Cooperation for the Provision of Batang LNG Terminal Facilities by PT Opsico Trada Nusantara;

No.	Peristiwa Risiko Risk Occasion	Penyebab Risiko Risk Causation	Mitigasi Risiko Risk Mitigation
17.	Kegagalan Komersialisasi Aset Properti Idle Failure to Commercialize Idle Property Assets	Program pemasaran yang kurang atraktif sehingga kurang menarik minat pelanggan Unattractive marketing program that does not attract customer interest	▪ Developing sistem Digital Marketing; ▪ Optimalisasi Aset Lahan untuk mengetahui posisi status penggunaan lahan dengan mapping lahan idle seluruh Regional periode Januari sd September 2024. ▪ Penyusunan Project Charter Implementasi Anjungan Listrik Mandiri (ALMA). ▪ Pemetaan dan Kesepakatan Area Cabang Pemasangan ALMA dengan PT PLN Group ▪ BA/ Perjanjian Kesepakatan Implementasi ALMA di beberapa Area Cabang ▪ Penyusunan Timeline Implementasi ALMA ▪ Persiapan Go Live ▪ Go Live Impelementasi ALMA di Cabang Regional 1 ▪ Go Live Impelementasi ALMA di Cabang Regional 2 ▪ Portofolio Aset Perusahaan ▪ Developing Digital Marketing system; ▪ Optimization of Land Assets to determine the position of land use status by mapping idle land throughout the Region for January to September 2024. ▪ Preparation of Project Charter for Independent Electricity Platform (ALMA) Implementation. ▪ Mapping and Agreement on Branch Area for ALMA Installation with PT PLN Group. ▪ BA/Agreement on ALMA Implementation in several Branch Areas ▪ ALMA Implementation Timeline Preparation ▪ Go Live Preparation ▪ Go Live ALMA Implementation in Regional 1 Branches ▪ Go Live ALMA Implementation in Regional 2 Branches ▪ Company Asset Portfolio
18.	Gangguan Layanan Service Interruption	Kerusakan peralatan/ fasilitas atau bencana/ cuaca buruk Equipment/facility damage or disaster/severe weather	▪ Monitoring tingkat Availability dan Utilitas Peralatan Pelabuhan ▪ Penyusunan Pedoman Business Continuity Management (BCM) ▪ Melakukan identifikasi Business Impact Analysis (BIA) Proses Bisnis dan Sistem Aplikasi Kritikal ▪ Penyusunan Prosedur Business Continuity Plan (BCP) ▪ Penyusunan Mekanisme BCM yang mengacu kepada aktivitas/layanan operasional perusahaan ▪ Drill / uji coba ▪ Monitoring Availability dan Pemeliharaan Fasilitas Sipil ▪ Monitoring Pelaksanaan Pengerukan Alur Pelayaran dan Kolam Pelabuhan ▪ Monitoring the Availability and Utility level of Port Equipment ▪ Preparation of Business Continuity Management (BCM) Guidelines ▪ Identifying Business Impact Analysis (BIA) of Business Processes and Critical Application Systems ▪ Preparation of Business Continuity Plan (BCP) Procedures ▪ Preparation of BCM Mechanisms that refer to the Company's operational activities/services ▪ Drill/trial ▪ Monitoring Availability and Maintenance of Civil Facilities ▪ Monitoring the Implementation of Dredging of Shipping Lanes and Port Ponds
19.	Ineficiency Biaya Cost Inefficiency	Pemborosan sumber daya atau proses yang tidak efektif Waste of resources or ineffective processes	Pengendalian anggaran sesuai Peraturan Direksi serta memanfaatkan tools yang ada di SAP untuk melakukan release dan unrelase serta transfer anggaran Budget control in accordance with the Board of Directors Regulation and utilizing existing tools in SAP to release and unrelease and transfer budgets.
20.	Kurangnya Kompetensi Pekerja Lack of Employee Competence	Level kompetensi pekerja pada jabatan yang sama tidak seragam The competency level of employees in the same position is not equal	▪ Pemberian akses akun Portaverse untuk melakukan Pelatihan: ▪ Penyediaan Katalog Kursus ▪ Pemberian Learning Saldo untuk Pembelian Kursus ▪ Penyediaan Kursus gratis ▪ Penyediaan Kursus sesuai dengan Rumpun/Fungsi/ Kompetensi Pekerja ▪ Providing Portaverse account access to conduct Training: ▪ Provision of Course Catalog ▪ Provision of Learning Balance for Course Purchase ▪ Provision of free courses ▪ Provision of courses in accordance with the clump/function/ competence of employees

No.	Peristiwa Risiko Risk Occasion	Penyebab Risiko Risk Causation	Mitigasi Risiko Risk Mitigation
21.	Pelanggaran Hukum Legal Violations	ketidaktahuan peraturan, atau pengawasan yang lemah Ignorance of regulations, or weak supervision	▪ Pengembangan Aplikasi Sistem Informasi Hukum ▪ Pendampingan Hukum Program Strategis Perusahaan ▪ Penyesuaian peraturan/kebijakan internal; ▪ Sosialisasi peraturan yang berlaku ▪ Menerima Relaas Panggilan Sidang/ Surat Panggilan atas Gugatan/Laporan Pidana baik sebagai Saksi atau Permintaan Keterangan/Data lainnya terkait informasi awal perkara ▪ Information System Application Development ▪ Legal Assistance for the Company's Strategic Programs ▪ Adjustment of internal regulations/policies; ▪ Socialization of applicable regulations ▪ Receiving a summons for a lawsuit/criminal report either as a witness or requesting other information/data related to the case preliminary information.
22.	Kehilangan Aset Asset Loss	Penguasaan aset Perusahaan oleh mitra yang telah habis masa perjanjiannya dan/ atau Lahan perusahaan ditempati oleh warga tanpa adanya perjanjian kerjasama Company assets Control by partners whose agreements have expired and/or Company land is occupied by residents without a cooperation agreement.	▪ Penyelesaian Permasalahan Aset Perusahaan dan Balik Nama ke PT Pelindo (Persero); ▪ Upaya Litigasi Penyelematan Aset Perusahaan ▪ Settlement of Company Asset Issues and Transfer of Name to PT Pelindo (Persero); ▪ Litigation Efforts to Save Company Assets
23.	Turunnya Reputasi Perusahaan Decline in Company Reputation	Skandal dan/ atau layanan kepada pelanggan yang buruk atau menurun Scandals and/or poor or declining customer service	▪ Program Komunikasi Eksternal; ▪ Pelaksanaan monitoring dan evaluasi pemberitaan Pelindo ▪ External Communication Program; ▪ Implementation of monitoring and evaluation of Pelindo news
24.	Fraud/ Penyuapan/ Gratifikasi/ Pelanggaran Etik Lainnya Fraud/Bribery/Gratuities/Other Ethical Violations	Belum semua pekerja paham dan sadar terkait larangan tindakan suap, curang, korupsi dan pemerasan. Not all employees understand and are aware of the prohibition of bribery, fraud, corruption and extortion.	▪ Penerapan, monitoring, sosialisasi dan evaluasi atas Pelaksanaan Penglolaan Whistleblowing System, Gratifikasi, benturan kepentingan dan Anti Fraud. ▪ Implementasi & Sertifikasi ISO 37001 dan ISO 9001 Terintegrasi serta Inisiasi Penerapan 1 (satu) ISO Series lainnya ke dalam Sistem Manajemen Terpadu di Kantor Pusat dan Regional ▪ Implementation, monitoring, socialization and evaluation of the Whistleblowing System, Gratification, Conflict of Interest and Anti-Fraud Management. ▪ Implementation & Certification of ISO 37001 and ISO 9001 Integrated and Initiation of Implementation of 1 (one) other ISO Series into Integrated Management System at Head Office and Regional Offices.
25.	Ketidaktepatan Penyusunan Program Investasi Inaccurate Investment Programming	Perizinan dan/atau desain proyek yang belum selesai Unfinished permits and/or project designs	▪ Monthly meeting dengan penanggungjawab CAPEX ditingkat Reg dan Subholding ▪ Pelatihan pembuatan Feasibility Study ▪ Integrasi Sistem Aplikasi Pelindo Usulan Investasi (PELUIT) dengan Dashboard Monitoring Investasi ▪ Pilot Project Evaluasi Pasca Pelaksanaan Investasi di Pelabuhan Kijing dan Makassar New Port ▪ Monthly meeting with the person in charge of CAPEX at Reg and Subholding level ▪ Feasibility Study preparation training ▪ Integration of Pelindo Investment Proposal Application System (PELUIT) with Investment Monitoring Dashboard ▪ Pilot Project Post Implementation Evaluation of Investment in Kijing Port and Makassar New Port
26.	Keterlambatan Pelaksanaan Proyek Investasi Delays in Investment Project Implementation	Ketidaksesuaian pelaksanaan proyek antara rencana dan realisasi di lapangan Discrepancies in project implementation between plans and realization in the field	▪ Pengendalian dan monitoring kontrol Proyek Investasi ▪ Penyusunan Mekanisme Kerja Manajemen Proyek ▪ Dashboard Monitoring Realisasi Investasi (Lanjutan) ▪ Review Perdir struktur dan tata kelola proyek investasi ▪ Pengendalian dokumen kontrak Proyek Investasi Strategis Kantor Pusat ▪ Control and monitoring of Investment Project control ▪ Development of Project Management Working Mechanism ▪ Investment Realization Monitoring Dashboard (Continued) ▪ Review of BoD Decree on structure and governance of investment projects ▪ Control of Head Office Strategic Investment Project contract documents

PENILAIAN RISIKO

Pemetaan Risiko dengan menggunakan heat map 5x5 yang berisi informasi peta warna risiko yang memuat

RISK ASSESSMENT

Risk Mapping using a 5x5 heat map containing risk color map information which contains the realization

realisasi Risiko Residual Triwulan 4 dibandingkan dengan target Risiko Residual Triwulan 4. Peta risiko perusahaan ditunjukan sebagai berikut.

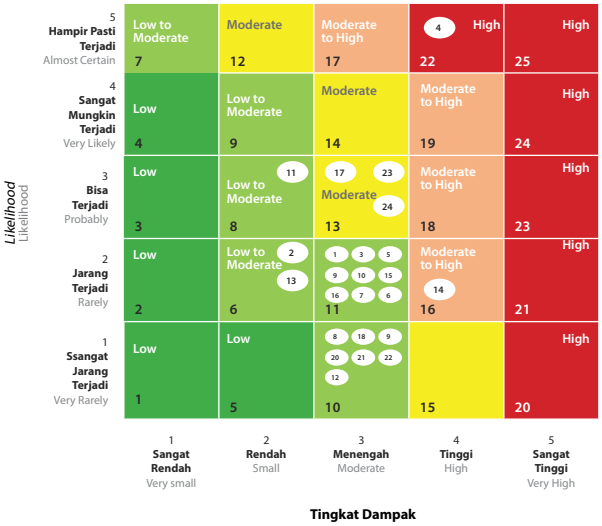
of Fourth Quarter Residual Risk compared to Fourth Quarter Residual Risk target. The Company's risk map is shown below.

Target Risiko Triwulan 4

Target Risiko Triwulan 4

Realisasi Risiko Residual a.d Triwulan 4

Realisasi Risiko Residual a.d Triwulan 4



1	Pelaksanaan Proyek PMN PMN Project Implementation	13	Kewajiban Kontijen Contingent Liability
2	Kebijakan Pengelolaan Top Management Top Management Policy	14	Keselamatan dan Kesehatan Kerja (K3) Occupational Health and Safety (OHS)
3	Budaya dan Kesejahteraan Culture and Welfare	15	Sales dan Marketing Sales and Marketing
4	Pengelolaan Anak Perusahaan & Afiliasi Subsidiary & Affiliate Management	16	Disrupsi Bisnis Business Disruption
5	Pengembangan Bisnis Baru New Business Development	17	Peningkatan Biaya Increased Costs
6	Pergerakan Rupiah Rupiah Movement	18	Ketersediaan Tenaga Terampil Availability of Skilled Labor
7	Pergerakan Komoditas Commodity Movement	19	Kepatuhan Compliance
8	Environmental Social Governance Environmental Social Governance	20	Kehilangan Hak atas Aset Loss of Asset Rights
9	Pencemaran Lingkungan Environmental Pollution	21	Reputasi Perusahaan Company Reputation
10	Keamanan Jaringan Network Security	22	Pelanggaran Kode Etik Code of Conduct Violations
11	Cashflow	23	Perencanaan Investasi Investment Planning
12	Pajak Tax	24	Pelaksanaan Investasi Investment Implementation

Pada Peta Risiko di atas dapat terlihat bahwa realisasi Risiko Residual Triwulan 4 banyak mengalami perubahan, baik penurunan skala risiko maupun kenaikan skala risiko. Terdapat 11 (Sebelas) Sub-Kelompok Risiko (T4) yang berada diatas target risiko, terdapat 9 (Sembilan) Sub-Kelompok Risiko (T4) sesuai dengan target risiko dan terdapat 4 (Empat) Sub-Kelompok Risiko (T4) yang tidak tercapai target risiko

In the Risk Map above, it can be seen that the realization of Residual Risk in the Fourth Quarter has changed a lot, both a decrease and an increase in the risk scale. There were 11 (Eleven) Risk Sub-Groups (T4) that were above the risk target, there were 9 (Nine) Risk Sub-Groups (T4) in accordance with the risk target and there were 4 (Four) Risk Sub-Groups (T4) that did not achieve their risk targets. This is because the realization of KRI (key

nya. Hal ini dikarenakan realisasi progress capaian KRI (*key risk indicator*) triwulan berjalan pada masing-masing peristiwa risiko berpengaruh signifikan pada perubahan skala probabilitas.

EVALUASI PELAKSANAAN MANAJEMEN RISIKO

Perseroan melakukan asesmen Indeks Kematangan Risiko (*Risk Maturity Index*) dengan menggunakan 2 (dua) penilaian aspek dimensi, yakni:

1. Aspek Dimensi seperti Budaya dan Kapabilitas Risiko, Organisasi dan Tata Kelola, Kerangka Risiko dan Kepatuhan, Dimensi Proses dan Kontrol Risiko, dan Model, Data, dan Teknologi Risiko;

2. Aspek Kinerja meliputi Tingkat Kesehatan Peringkat Akhir (Final Rating) dan Peringkat Komposit Risiko.

Tingkat maturitas manajemen risiko yang dilakukan pada Pelindo tahun buku 2023 dan dievaluasi pada tahun 2024 dengan memperoleh nilai 3,05 dalam kategori Fase Praktik yang Baik menggambarkan pencapaian yang signifikan dalam pengelolaan risiko perusahaan. Penilaian ini menunjukkan pelaksanaan sistem manajemen risiko yang diterapkan Perseroan sudah sesuai dengan standar yang diharapkan dalam pengelolaan risiko.

PERNYATAAN DIREKSI DAN/ATAU DEWAN KOMISARIS ATAU KOMITE AUDIT ATAS KECUKUPAN SISTEM MANAJEMEN RISIKO

Dewan Komisaris Perusahaan memiliki organ pendukung yakni Komite Good Corporate Governance dan Pemantau Manajemen Risiko yang bertugas melakukan pemantauan dan evaluasi pelaksanaan tugas satuan kerja Manajemen Risiko guna memberikan rekomendasi kepada Dewan Komisaris.

Dewan Komisaris dan Direksi berpandangan bahwa sistem manajemen risiko tahun 2024 telah berjalan memadai. Hal ini berdasarkan bawah Group Manajemen Risiko Kantor Pusat secara periodik selalu melakukan pertemuan dengan Komite GCG dan PMR dalam rangka melakukan koordinasi terkait rencana dan *monitoring* proses implementasi Manajemen Risiko Perusahaan. Hasil koordinasi dituangkan dalam bentuk notulen rapat untuk selanjutnya dapat ditindaklanjuti oleh Group Manajemen Risiko. Koordinasi yang secara rutin setiap bulan telah dilakukan dengan Komite GCG dan PMR di tahun 2024. Adapun topik yang dibahas dalam koordinasi tersebut diantaranya meliputi Usulan Profil Risiko RKAP, Hasil *Monitoring* Profil Risiko Bulanan, dan hal-hal lainnya yang menjadi perhatian Direksi dan Komisaris.

risk indicator) progress in the current quarter for each risk event has a significant effect on changes in the probability scale.

RISK MANAGEMENT EVALUATION

The Company conducted a Risk Maturity Index assessment using 2 (two) dimensional aspect assessments, namely:

1. Dimensional aspects such as Risk Culture and Capability, Organization and Governance, Risk and Compliance Framework, Risk Process and Control Dimensions, and Risk Models, Data and Technology;
2. Performance Aspects including Final Rating Health Level and Risk Composite Rating.

The risk management maturity level conducted at Pelindo in fiscal year 2023 and evaluated in 2024 by obtaining a score of 3.05 in the Good Practice Phase category illustrates a significant achievement in managing corporate risk. This assessment shows that the implementation of risk management system applied by the Company is in accordance with the expected standards in risk management.

STATEMENT OF BOARD OF DIRECTORS AND/OR BOARD OF COMMISSIONERS OR AUDIT COMMITTEE ON THE ADEQUACY OF RISK MANAGEMENT SYSTEM

The Company's Board of Commissioners has supporting organs, including the Good Corporate Governance and Risk Management Monitoring (GCG and RMM) Committee that is tasked with monitoring and evaluating the Risk Management work unit duties in order to provide recommendations to the Board of Commissioners.

Board of Commissioners and Board of Directors are of the view that the risk management system in 2024 has been running adequately. This is based on the Head Office Risk Management Group's periodic meetings with the GCG and PMR Committees to coordinate the planning and monitoring of the Company's Risk Management implementation process. The results of coordination are presented in the form of meeting minutes for further follow-up by the Risk Management Group. Regular monthly coordination has been conducted with the GCG and PMR Committees in 2024. The topics discussed in this coordination include the Proposed RKAP Risk Profile, Quarterly Risk Profile Monitoring Results and other matters of concern to the Directors and Commissioners.

Perkara Hukum
Legal Cases

Tabel Perkara Hukum
Legal Cases

No.	Perkara Penting Litigation	Jumlah Amount		
		Perdata Civil	Pidana Criminal	Hubungan Industrial Industrial Relations
1.	Telah Selesai (telah mempunyai kekuatan hukum yang tetap) Completed (had permanent legal force)	5	4	-
2.	Dalam proses penyelesaian In the process of completion	12	2	1
Total		**17**	**6**	**1**

PERKARA HUKUM YANG DIHADAPI PERUSAHAAN
LEGAL CASES FACED BY THE COMPANY

Tabel Perkara Hukum yang Dihadapi Perusahaan
Legal Cases Faced by the Company

No	Register, Locus Perkara dan Para Pihak Register, Case Locus and Parties	Pokok Perkara / Gugatan Subject Matter/Lawsuit
1	No. 281/Pdt.G/2019/PN.Mdn Tanggal 4 Desember 2019 Locus di Medan (Sumatera Utara) PARA PIHAK Penggugat : PT Metito Indonesia Tergugat : PT Pelindo No. 281/Pdt.G/2019/PN.Mdn Dated December 4, 2019 Locus in Medan (North Sumatra) PARTIES Plaintiff : PT Metito Indonesia Defendant : PT Pelindo	PT Pelindo melakukan Kerjasama Operasi Pengusahaan Air Minum di Pelabuhan Belawan, Dumai, dan Tanjung Balai Karimun dengan PT Metito dimana jangka waktu perjanjian sebagai berikut: 1. Pelabuhan Belawan sejak 01 Des 2004 s.d 30 Nov 2018 (14 Tahun) 2. Pelabuhan Dumai sejak 01 Apr 2005 s.d 31 Mar 2019 (14 Tahun) 3. Pelabuhan Tanjung Balai Karimun sejak 01 Nov 2006 s.d 31 Okt 2020 (14 Tahun). Dalam pelaksanaan perjanjian, terdapat pengakhiran pelaksanaan kerjasama pada lokasi Pelabuhan Tanjung Balai Karimun dan Belawan, atas pengakhiran Kerjasama Operasi Pengusahaan Air Minum di Pelabuhan Dumai, PT Metito melakukan Gugatan ke Pengadilan Negeri Medan dengan petitum yang intinya sebagai berikut : 1. Menyatakan pengakhiran Perjanjian kerjasama secara dini tertanggal 30 November 2015 berikut Penegasan pengakhiran perjanjian kerjasama tertanggal 29 Januari 2016 yang dibuat oleh Penggugat sebagai akibat wanprestasi Tergugat adalah sah, mengikat, dan beralasan hukum. 2. Memerintahkan Tergugat untuk segera dan sekaligus membayar kepada Penggugat tagihan – tagihan terhutang berupa : a. Tagihan untuk bulan Desember 2015 dan Januari 2016 sebesar Rp. 249.210.646,00; b. Denda karena tidak/belum membayar tagihan terhutang Penggugat untuk Periode Mei – Oktober 2015 dan Periode Desember 2015 dan Januari 2016 yang sampai dengan tanggal 14 Februari 2019 berjumlah Rp. 285.795.323,00 c. Memerintahkan Tergugat untuk melaksanakan ketentuan Pasal 23 ayat (2) huruf b Perjanjian kerjasama yaitu membeli dan membayar fasilitas – fasilitas milik Penggugat yang telah ditanamkan di Pelabuhan Dumai dengan harga sebesar Rp. 24.560.623.050,62 d. Memerintahkan Tergugat untuk mengganti biaya – biaya yang telah dikeluarkan oleh Penggugat sejak 1 Februari 2016 sampai dengan 18 Februari 2019 yang jumlahnya sebesar Rp. 2.186.000.962,00 Memerintahkan Tergugat untuk mengganti kerugian Penggugat akibat kehilangan pendapatan dari 1 Februari 2016 sampai dengan 31 Maret 2019 sebesar Rp. 20.440.000.000,00 e. Memerintahkan Tergugat untuk mengganti pendapatan Penggugat yang hilang selama masa produksi sebesar Rp. 37.464.324.952,00 PT Pelindo conducts Drinking Water Operation Cooperation at the Port of Belawan, Dumai, and Tanjung Balai Karimun with PT Metito where the agreement period is as follows: 1. Belawan Port since Dec 1, 2004 to Nov 30, 2018 (14 years) 2. Dumai Port since Apr 1, 2005 to Mar 31, 2019 (14 years) 3. Tanjung Balai Karimun Port since Nov 1, 2006 to Oct 31, 2020 (14 years). In the agreement implementation, there was a termination of the cooperation at the Tanjung Balai Karimun and Belawan Port, for the termination of Drinking Water Operation Cooperation at Dumai Port, PT Metito filed a lawsuit at the Medan District Court with the following petitum: 1. Declare that the early termination of Cooperation Agreement dated November 30, 2015 along with the Affirmation of termination of Cooperation Agreement dated January 29, 2016 made by the Plaintiff as a result of the Defendant's default is valid, binding, and legally grounded. 2. Instruct the Defendant to immediately and simultaneously pay to Plaintiff the outstanding invoices in the form of: a. Bills for December 2015 and January 2016 amounting to Rp249,210,646.00; b. Fines for not paying the Plaintiff's outstanding bills for May - October 2015 and December 2015 and January 2016 which up to February 14, 2019 amounted to Rp285,795,323.00. c. Order the Defendant to implement the provisions of Article 23 paragraph (2) letter b of the cooperation agreement, namely to purchase and pay for the Plaintiff's facilities that have been invested in Dumai Port at a price of Rp24,560,623,050.62 d. Ordering the Defendant to reimburse the costs incurred by the Plaintiff from February 1, 2016 to February 18, 2019 in the amount of Rp2,186,000,962.00 Ordering the Defendant to reimburse the Plaintiff for loss of income from February 1, 2016 to March 31, 2019 in the amount of Rp20,440,000,000.00 e. Ordering the Defendant to compensate the Plaintiff's lost income during the production period in the amount of Rp37,464,324,952.00

	Status Penyelesaian, Risiko, Nilai Gugatan Settlement Status, Risk, Lawsuit Amount	**Pengaruhnya terhadap kondisi Perusahaan** Impact on the Company's Condition	**Sanksi Administratif** Administrative Sanctions
	Penanganan perkara ini dilakukan secara Bersama-sama antara tim hukum Perseroan. Hasil Penanganan: Tingkat PN (Mengabulkan Gugatan Penggugat Sebahagian) Tingkat Banding (Mengabulkan Gugatan Penggugat Sebahagian) Tingkat Kasasi (Menolak Permohonan Kasasi dari PT Metito dan Perseroan) Resiko Membayar kewajiban dengan total Rp. 129.617.192 (sebagaimana dalam Putusan Banding) Nilai Gugatan sebesar Rp 85.185.954.933 This case was handled jointly by the Company's legal team. Handling Result: District Court Level (Partially Granting the Plaintiff's Lawsuit) Appeal Level (Granting the Plaintiff's Lawsuit Partially) Cassation Level (Rejecting the Cassation Request from PT Metito and the Company) Risk of paying liabilities totaling Rp129,617,192 (as in the Appeal Verdict) Lawsuit Amounting to Rp85,185,954,933	Dengan adanya putusan kasasi maka yang berlaku adalah putusan banding di mana Perseroan harus Membayar kewajiban dengan total Rp. 129.617.192 Akan tetapi Telah dilakukan Perdamaian antara PT Pelindo dan PT Metito melalui Perjanjian Perdamaian With the cassation verdict, the appeal verdict applies, in which the Company must pay obligations totaling Rp.129,617,192. However, Peace has been made between PT Pelindo and PT Metito through the Peace Agreement	Tidak Ada None

Tabel Perkara Hukum yang Dihadapi Perusahaan
Legal Cases Faced by the Company

No	Register, Locus Perkara dan Para Pihak Register, Case Locus and Parties	Pokok Perkara / Gugatan Subject Matter/Lawsuit
2.	No. 37/Pdt.G/2022/PN.Pbu, tanggal 09 Jun 2022 Locus di Pangkalan Bun (Kalimantan Tengah) PARA PIHAK Penggugat : PT Kapuas Prima Coal Tergugat I : PT Pelindo Turut Tergugat I : Kantah Kotawaringin Turut Tergugat II : Bupati Kotawaringin Barat Turut Tergugat III : Camat Kumai Turut Tergugat IV : Lurah Kumai Hulu Turut Tergugat V : H. Misran Turut Tergugat VI : Notaris Eko Soemarno, SH No. 37/Pdt.G/2022/PN.Pbu, Dated June 9, 2022 Locus in Pangkalan Bun (Central Kalimantan) PARTIES Plaintiff: PT Kapuas Prima Coal Defendant I: PT Pelindo Co-Defendant I: Kantah Kotawaringin Co-Defendant II: Regent of West Kotawaringin Co-Defendant III: Kumai Sub-District Head Co-Defendant IV: Head of Village of Kumai Hulu Co-Defendant V: H. Misran Co-Defendant VI : Notary Eko Soemarno, SH	Bahwa Gugatan Perdata oleh PT Kapuas Prima Coal (KPC), Tbk kepada PT Pelindo selaku Tergugat I terkait dengan Perbuatan Melawan Hukum atas sengketa kepemilikan tanah dengan seluas 3.029 M2/0,39 Ha yang terletak di Jalan CPO Pelabuhan Kalap, Rukun Tetangga 018, kelurahan Kumai Hulu, kecamatan Kumai, Kabupaten Kotawaringin Barat, Provinsi Kalimantan Tengah. Inti dari Petitum sebagai berikut : 1. Menyatakan "Objek Sengketa" yang dimiliki Penggugat seluas 3.029 M2/0,39 Ha "tidak terjadi tumpang tindih" dengan "izin lokasi" dari Tergugat sebagaimana "SK Bupati Kotawaringin Barat Nomor : 111.480.42/BPN/III/1999 tanggal 3 Februari 1999 Tentang Pemberian Izin Lokasi Untuk Keperluan Pembangunan Fasilitas Pelabuhan CPO" dan Sertipikat HPL Nomor : 05 seluas 587.704,5 M2 atas nama Pemegang Hak : PT. Pelabuhan Indonesia III Cabang Kumai; 2. Menghukum Tergugat untuk membayar kerugian Materil sebesar Rp. 500.000.000,00 maupun Immateril sebesar Rp. 10.000.000.000 That the Civil Lawsuit by PT Kapuas Prima Coal (KPC), Tbk to PT Pelindo as the Defendant I is related to the Unlawful Acts on the dispute of land ownership with an area of 3,029 M2/0.39 Ha located at Jalan CPO Pelabuhan Kalap, Neighborhood Association 018, Kumai Hulu village, Kumai sub-district, West Kotawaringin Regency, Central Kalimantan Province. The essence of Petitum is as follows: 1. Declare that the "Disputed Object" owned by the Plaintiff covering an area of 3,029 M2/0.39 Ha "does not overlap" with the "location permit" of the Defendant as " The Regent of West Kotawaringin Decree Number: 111.480.42/BPN/III/1999 dated February 3, 1999 Regarding Granting Location Permit for the Purpose of Construction of CPO Port Facilities" and HPL Certificate Number: 05 covering an area of 587,704.5 M2 in the name of the Right Holder: PT Pelabuhan Indonesia III Kumai Branch; 2. Punish the Defendant to pay material damages in the amount of Rp500,000,000.00 and immaterial damages in the amount of Rp10,000,000,000.
3	No. 13/Pdt.G/2022/PN.Pbu, tanggal 25 Feb 2022 Locus di Pangkalan Bun (Kalimantan Tengah) PARA PIHAK Penggugat : Siti Hawa Binti Umar, dkk Tergugat I : PT Pelindo III. Tergugat II : Panitia Pengadaan Tanah Tergugat III : BPN Kantah Kotawaringin Barat Tergugat IV : Camat Kumai Tergugat V : Lurah Kumai Hulu No. 13/Pdt.G/2022/PN.Pbu, Dated Feb 25, 2022 Locus in Pangkalan Bun (Central Kalimantan) PARTIES Plaintiffs: Siti Hawa Binti Umar, et al Defendant I: PT Pelindo III. Defendant II: Land Acquisition Committee Defendant III: BPN Kantah Kotawaringin Barat Defendant IV: Kumai Sub-District Head Defendant V: Head of Village of Kumai Hulu	Gugatan Perdata oleh Siti Hawa Binti Umar, dkk kepada PT Pelindo terkait dengan sengketa kepemilikan tanah dengan seluas 14.150 M2 yang terletak di Sungai Kalap/ Sungai Kumai RT.12, kelurahan Kumai Hulu, kecamatan Kumai, Kabupaten Kotawaringin Barat.. Inti dari petitum sebagai berikut : 1. Menyatakan tindakan Tergugat I dan Tergugat II yang tidak melakukan Pembayaran Sisa Tanah yang belum di Ganti Rugi seluas 14.150 M2 adalah Perbuatan Wanprestasi. 2. Menyatakan bahwa Sertifikat HPL No.5 tahun 2001 atas nama Tergugat I adalah Cacat Hukum dan tidak mempunyai nilai Pembuktian yang sah dan mengikat.I 3. Bahwa Kerugian Material yang di derita oleh Para Penggugat adalah sebesar Rp. 7.075.000.000,-dan kerugian imateril sebesar Rp 424.500.000;-. Civil lawsuit by Siti Hawa Binti Umar, et al. against PT Pelindo related to a land ownership dispute involving 14,150 M2 of land located at Sungai Kalap/Sungai Kumai RT.12, Kumai Hulu village, Kumai subdistrict, West Kotawaringin Regency. The essence of petition is as follows: 1. Stating that the actions of Defendant I and Defendant II in not making payment for the remaining 14,150 M2 of land that has not been compensated is an act of default. 2. Stating that HPL Certificate No. 5 of 2001 in the name of Defendant I is legally flawed and has no valid and binding evidentiary value. 3. That the material losses suffered by the Plaintiffs amounted to Rp7,075,000,000, and the immaterial losses amounted to Rp424,500,000

	Status Penyelesaian, Risiko, Nilai Gugatan Settlement Status, Risk, Lawsuit Amount	Pengaruhnya terhadap kondisi Perusahaan Impact on the Company's Condition	Sanksi Administratif Administrative Sanctions
	Penanganan perkara ini dilakukan secara Bersama-sama antara tim hukum Perseroan dengan Kantor Huku, Prestise Law Firm. Hasil Penanganan: 1. Tingkat PN (Gugatan diterima, Perseroan Kalah) 2. Tingkat Banding (Menolak gugatan Penggugat, Perseroan Menang) 3. Tingkat Kasasi (Menolak Permohonan Kasasi, Perseroan Menang/Incraht) 4. Tingkat PK (menunggu putusan PK) 5. PT Pelindo telah mengajukan Eksekusi berdasarkan surat permohonoan eksekusi nomor : HK.03/27/9/1/HKHM/ED3/REG3-24 tanggal 27 September 2024 perihal Permohonan Eksekusi (Bekerjasama dengan JPN). Resiko berpotensi kehilangan asset dan pendapatan Nilai Gugatan sebesar Rp 10.500.000.000 This case was handled jointly between the Company's legal team and Prestige Law Firm. Handling Results: 1. District Court (Lawsuit accepted, Company lost) 2. Appeal Level (Rejected the Plaintiff's lawsuit, the Company won) 3. Cassation Level (Rejecting the Cassation Application, the Company Wins/Incraht) 4. PK level (waiting for PK verdict) 5. PT Pelindo has filed an Execution based on the execution request letter number: HK.03/27/9/1/HKHM/ED3/REG3-24 dated September 27, 2024 regarding Execution Request (in cooperation with JPN). Risk of potential loss of assets and income Lawsuit Amounting to Rp10,500,000,000	Dengan adanya putusan kasasi maka perkara ini sudah dinyatakan berkekuatan hukum tetap, walaupun ada Upaya Peninjauan Kembali dari Pihak Penggugat dan posisi. PT Pelindo selaku Tergugat dinyatakan sebagai pihak pemenang With the cassation verdict, this case has been declared legally binding, even though there is an attempt to review the Plaintiff's position. PT Pelindo as the Defendant was declared as the winning party.	Tidak Ada None
	Penanganan perkara ini dilakukan secara Bersama-sama antara tim hukum Perseroan dengan Kantor Hukum Prestise Law Firm. 1. Tingkat PN (Gugatan diterima, Perseroan Kalah) 2. Tingkat Banding (Menolak gugatan Penggugat, Perseroan Menang) 3. Tingkat Kasasi (Menolak Permohonan Kasasi, Perseroan Menang/Inkracht) Resiko berpotensi kehilangan asset dan pendapatan Nilai Gugatan sebesar Rp 7.499.500.000 This case was handled jointly by the Company's legal team and Prestige Law Firm. 1. District Court Level (Lawsuit accepted, Company loses) 2. Appeal Level (Dismissing Plaintiff's lawsuit, Company wins) 3. Cassation Level (Dismissing Cassation Request, Company Wins/Inkracht) Risk of potential loss of assets and income Lawsuit Amounting to Rp7,499,500,000	Dengan adanya putusan kasasi maka perkara ini sudah dinyatakan berkekuatan hukum tetap, walaupun ada Upaya Peninjauan Kembali dari Pihak Penggugat dan posisi PT Pelindo selaku Tergugat dinyatakan sebagai pihak pemenang With the cassation verdict, this case has been declared legally binding, despite an appeal from the plaintiff. PT Pelindo, as the defendant, was declared the winner	Tidak Ada None

Tabel Perkara Hukum yang Dihadapi Perusahaan
Legal Cases Faced by the Company

No	Register, Locus Perkara dan Para Pihak Register, Case Locus and Parties	Pokok Perkara / Gugatan Subject Matter/Lawsuit
4	No. 865/Pdt.G/2017/PN.Sby, tanggal 31 Okt 2017 Locus di Surabaya (Jawa Timu) PARA PIHAK Penggugat : PT Pelindo Tergugat : Wawan Syahrwhani No. 865/Pdt.G/2017/PN.Sby, dated Oct. 31, 2017 Locus in Surabaya (East Java) PARTIES Plaintiff: PT Pelindo Defendant: Wawan Syahrwhani	Bahwa tanah HPL PT Pelindo diserahkan sebagian penggunaannya kepada Tergugat, yakni tanah yang terletak di Jalan Teluk Kumai Barat Nomor 38 C seluas ± 216 M2 dan Jalan Teluk Kumai Timur Nomor 83 A seluas ± 536 M2 dengan diikat dengan Perjanjian Penyerahan Penggunaan Bagian Tanah. Bahwa pada tanggal 27 Januari 2003 diadakan Perjanjian Penyerahan Penggunaan Bagian Tanah Hak Pengelolaan dengan Nomor HK.0501/71/TPR-2003 antara Penggugat dengan Tergugat untuk objek tanah Hak Pengelolaan milik Penggugat yang terletak di jalan Teluk Kumai Barat Nomor 38 C Surabaya seluas ± 216 M2; Perjanjian berlangsung dengan jangka waktu selama 10 (sepuluh) tahun terhitung sejak tanggal 15 Oktober 2002 sampai dengan tanggal 14 oktober 2012, sampai dengan lewat waktu Tergugat masih menempati objek perkara sehingga diajukan gugatan oleh PT Pelindo kepada Tergugat. Inti dari Petitum sebagai berikut : 1. Menghukum TERGUGAT untuk segera menyerahkan Tanah Hak Pengelolaan milik Penggugat di Jalan Teluk Kumai Barat Nomor 38 C Surabaya seluas ±216 M2 dan Jalan Teluk Kumai Timur Nomor 83 A 2. Menghukum TERGUGAT untuk membayar biaya pengosongan tanah objek sengketa di Jalan Teluk Kumai Barat Nomor 38 C Surabaya seluas ±216 M2 dan Jalan Teluk Kumai Timur Nomor 83 A Suarabaya seluas ±536 M2 That the HPL land of PT Pelindo was partially handed over to the Defendant, i.e. the land located at Jalan Teluk Kumai Barat Number 38 C covering an area of ± 216 M2 and Jalan Teluk Kumai Timur Number 83 A covering an area of ± 536 M2, bound by the Land Use Transfer Agreement. That on January 27, 2003, a Land Use Transfer Agreement for Management Rights Land with Number HK.0501/71/TPR-2003 was held between Plaintiff and Defendant for the Management Rights land object owned by Plaintiff located on Jalan Teluk Kumai Barat Number 38 C Surabaya covering an area of ± 216 M2; The agreement lasted for a period of 10 (ten) years from October 15, 2002, to October 14, 2012, and the Defendant still occupied the object of the case after the deadline, so a lawsuit was filed by PT Pelindo against the Defendant. The essence of Petition as follows: 1. Order the DEFENDANT to immediately hand over the Management Rights Land belonging to the Plaintiff at Jalan Teluk Kumai Barat Number 38 C Surabaya covering an area of ±216 M2 and Jalan Teluk Kumai Timur Number 83 A 2. Order the DEFENDANT to pay the costs of vacating the disputed land on Jalan Teluk Kumai Barat Number 38 C Surabaya covering an area of ±216 M2 and Jalan Teluk Kumai Timur Number 83 A Surabaya covering an area of ±536 M2
5	No. 384/Pdt.G/2017/PN Mnd, tanggal 18 Okt 2017 Locus di Manado (Sulawesi Utara) PARA PIHAK Penggugat : Makis Sasambe Tergugat I : PT Pelindo No. 384/Pdt.G/2017/PN Mnd, Dated Oct. 18, 2017 Locus in Manado (North Sulawesi) PARTIES Plaintiff: Makis Sasambe Defendant I: PT Pelindo	Bahwa Penggugat selaku Direktur PT. Dian Osiania Indonesia bertindak guna kepentingan PT. Dian Osiania Indonesia Manado yang memiliki Kapal KM. Bawangung Nusa 1 yang bertambat di kolam bandar Pelabuhan Manado. Bahwa ternyata disaat melakukan pekerjaan pengerukan oleh Tergugat ditempat labuh/tambat KM. Bawangung Nusa 1 tersebut, terjadi kesalahan yang mengakibatkan pondasi kaki dermaga patah dan beberapa bagian patahan pondasi kaki dermaga berupa beton mengganjal lambung kapal saat air laut surut, kapal terbentur di atas patahan kaki dermaga yang berbentuk batu besar dan kapal mengalami kebocoran yang besar dan air laut masuk kedalam lambung kapal sehingga kapal tenggelam, sejak bulan Januari 2016 sampai sekarang. Inti dari Petitum sebagai berikut : 1. Menyatakan menjadi hukum tenggelamnya kapal KM. Bawangung Nusa 1 milik Penggugat diakibatkan kesalahan Tergugat saat pengerukan. 2. Menghukum tergugat membayar kerugian Penggugat sebesar Rp.82.649.572.000. That the Plaintiff as Director of PT. Dian Osiania Indonesia acted in the interest of PT. Dian Osiania Indonesia Manado which owns the ship KM. Bawangung Nusa 1 which is moored in the harbor of Manado Port. That it turns out that when the Defendant was carrying out dredging work at the anchorage/mooring place of KM. Bawangung Nusa 1, an error occurred which resulted in the pier foundation breaking and several parts of the pier foundation breaking in the form of concrete wedging the hull of the ship at low tide, the ship hit a large rock on the pier and the ship suffered a large leak and seawater entered the hull of the ship causing it to sink, from January 2016 until now. The essence of Petition is as follows: 1. Declare that the sinking of the ship KM. Bawangung Nusa 1 owned by the Plaintiff was caused by the Defendant's error during dredging. 2. Order the Defendant to pay the Plaintiff's losses amounting to Rp82,649,572,000.

	Status Penyelesaian, Risiko, Nilai Gugatan Settlement Status, Risk, Lawsuit Amount	**Pengaruhnya terhadap kondisi Perusahaan** Impact on the Company's Condition	**Sanksi Administratif** Administrative Sanctions
	Penanganan perkara ini dilakukan oleh tim hukum Perseroan Hasil Penanganan: 1. Tingkat PN (Gugatan ditolak, Perseroan Kalah) 2. Tingkat Banding (Menerima permohonan Banding, Perseroan Menang) 3. Tingkat Kasasi (Menolak Permohonan Kasasi, Perseroan Menang/Incraht) Resiko berpotensi kehilangan asset dan pendapatan Nilai Gugatan sebesar Rp - The handling of this case was carried out by the Company's legal team Handling Results: 1. District Court Level (Lawsuit rejected, Company loses) 2. Appeal Level (Accepts Appeal, Company Wins) 3. Cassation Level (Rejects Cassation Request, Company Wins/Incraht) Risk of potential loss of assets and income Lawsuit Amounting to Rp –	Dengan adanya putusan kasasi maka perkara ini sudah dinyatakan berkekuatan hukum tetap dan posisi PT Pelindo selaku Tergugat dinyatakan sebagai pihak pemenang Bahwa Eksekusi pengosongan telah dilaksanakan pada tanggal 21 Mei 2024 With the cassation verdict, this case has been declared legally binding and the position of PT Pelindo as the Defendant is declared the winning party That the eviction was carried out on May 21, 2024	Tidak Ada None
	Penanganan perkara ini dilakukan oleh tim hukum Perseroan. Hasil Penanganan: 1. Tingkat PN (Gugatan ditolak, Perseroan Menang) 2. Tingkat Banding (Gugatan ditolak, Perseroan Menang) 3. Tingkat Kasasi (Menolak Permohonan Kasasi, Perseroan Menang). Resiko menganggu alur pelayaran Nilai Gugatan sebesar Rp.82.649.572.000. The handling of this case was carried out by the Company's legal team. Handling Results: 1. District Court Level (Lawsuit Dismissed, Company Wins) 2. Appeal Level (Lawsuit Dismissed, Company Wins) 3. Cassation Level (Dismissal of Cassation Appeal, Company Wins). Risk of disrupting shipping lanes Lawsuit Amounting to Rp82,649,572,000.	Dengan adanya putusan kasasi maka perkara ini sudah dinyatakan berkekuatan hukum tetap dan posisi PT Pelindo selaku Tergugat dinyatakan sebagai pihak pemenang. With the cassation verdict, this case has been declared legally binding and the position of PT Pelindo as the Defendant is declared the winning party.	Tidak Ada None

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Legal Cases Faced by the Company

No	Register, Locus Perkara dan Para Pihak Register, Case Locus and Parties	Pokok Perkara / Gugatan Subject Matter/Lawsuit
6	No. 358/Pdt.G/2019/PN Mks, tanggal 19 Sep 2019 Locus di Makassar (Sulawesi Selatan) PARA PIHAK Penggugat : Ibrahim I.Dg. Sitaba Tergugat I : Ince Baharuddin alias Baharuddin Tergugat II : Ince Rahmawati alias Rahmawati Tergugat III : PT Pelindo Tergugat IV : Pertamina Unit Pemasaran Dalam Negeri Wilayah VII Sulawesi Tergugat V : Pemkot Makasar Tergugat VI : Kepala BPN Kota Makassar No. 358/Pdt.G/2019/PN Mks, Dated Sept 19, 2019 Locus in Makassar (South Sulawesi) PARTIES Plaintiff: Ibrahim I.Dg.Sitaba Defendant I: Ince Baharuddin alias Baharuddin Defendant II: Ince Rahmawati alias Rahmawati Defendant III: PT Pelindo Defendant IV: Pertamina Domestic Marketing Unit Region VII Sulawesi Defendant V: Makassar City Government Defendant VI: Head of National Land Agency (BPN) Makassar City	Bahwa PT Pelindo ("Tergugat III") adalah pemilik tanah dalam hal ini "tanah sengketa" yang berada di atas lahan yang telah terbit Sertifikat Hak Pengelolaan Lahan / S HPL No. 1 / 1994 atas nama PT. Pelindo IV Makassar; Bahwa tanah obyek sengketa yang diklaim Penggugat, di atasnya telah diterbitkan Sertifikat Hak Pengelolaan Lahan / S.HPL. No.1 / 1994 atas nama PT. Pelindo IV Makassar, sebelum diterbitkan S.HPL. No.1. Tahun 1994, berstatus Hukum sebagai : "Tanah Milik Adat" atas Nama IPADJALLO, berdasarkan bukti kepemilikan - Tanah Milik Indonesia / Tanah Milik Adat berupa "Surat SIMANA BOETAJA TANAE", dari HOOFD VAN LANDREATE Makassar, Cap Crown, tanggal 27 – 09 – 1858, Atas Nama : IPADJALLO, Buku Pendaftaran Huruf C.I. No. 9, Parentana : Karaeng / Aroeng Tallo, Parentana Petoro Maroeso, Parentana : Makassar, Nomor Persil : 24 dvv III. seluas 14,57 Ha, atau berupa sebidang tanah yang terletak di Desa / Keluarahan Ujung Tanah, Kecamatan Ujung Tanah, Kota Makassar, Persil No. 24, dvv III, dengan luas seluruhnya 14,57 Ha, Kohir No. 9 C I, yang dikenal dengan Lompok Camboko Inti dari Petitum sebagai berikut: 1. Menyatakan Sertifikat HPL No. 1/ 1994 GS No. 45 / 1992 a.n. PT. Pelindo IV Cabang Kelas I Makassar, serta surat – surat lain atas nama siapapun juga atas tanah obyek sengketa, harus pula dinyatakan tidak mempunyai kekuatan hukum mengikat. 2. Menghukum PT. Pelindo dan PT. Pertamina, untuk secara tanggung renteng membayar uang Ganti Rugi atas uang sewa obyek sengketa sebesar Rp. 1.000.000.000,- (satu miliyar rupiah) per tahun, terhitung sejak tahun 1958 (sejak dinasionalisasi) sampai sekarang berjumlah Rp. 61.000.000.000,- (enam puluh satu miliyar) atau sampai putusan dalam perkara ini memperoleh kekuatan hukum tetap. That PT Pelindo ("Defendant III") is the owner of the land in this case the "disputed land" which is on land that has been issued a Certificate of Land Management Rights/SHPL.No.1/1994 in the name of PT. Pelindo IV Makassar; That the disputed land claimed by the Plaintiff, on which a Land Management Rights Certificate/S.HPL.No.1/1994 was issued in the name of PT. Pelindo IV Makassar, before the issuance of S.HPL. No.1. In 1994, the legal status was as: "Customary Land" in the name of IPADJALLO, based on proof of ownership - Indonesian Land/Customary Land in the form of a 'SIMANA BOETAJA TANAE Letter', from HOOFD VAN LANDREATE Makassar, Crown Stamp, dated 09–27–1858, In the name of: IPADJALLO, Registration Book Letter C.I. No. 9, Parentana: Karaeng/Aroeng Tallo, Parentana Petoro Maroeso, Parentana: Makassar, Parcel Number: 24 dvv III. covering an area of 14.57 hectares, or in the form of a plot of land located in Ujung Tanah Village/District, Ujung Tanah District, Makassar City, Parcel No. 24, dvv III, with a total area of 14.57 hectares, Land Register No. 9 C I, known as Lompok Camboko The essence of Petition is as follows: 1. Declaring HPL Certificate No. 1/1994 GS No. 45/1992 on behalf of PT. Pelindo IV Class I Makassar Branch, as well as other letters in anyone's name on the disputed land, must also be declared as having no binding legal force. 2. Order PT. Pelindo and PT. Pertamina, to jointly and severally pay compensation for the disputed object's rent amounting to Rp1,000,000,000 (one billion rupiah) per year, starting from 1958 (since nationalization) until now amounting to Rp61,000,000,000 (sixty-one billion) or until the decision in this case obtains permanent legal force.

PERMASALAHAN HUKUM YANG SEDANG DIHADAPI DEWAN KOMISARIS DAN DIREKSI YANG SEDANG MENJABAT

Selama tahun 2024, tidak terdapat permasalahan hukum yang sedang dihadapi Dewan Komisaris dan Direksi yang sedang menjabat.

LEGAL CASES FACED BY BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS IN OFFICE

During 2024, there were no legal cases faced by Board of Commissioners and Board of Directors in office.

PERMASALAHAN HUKUM YANG SEDANG DIHADAPI ANAK PERUSAHAAN

Selama tahun 2024, tidak terdapat permasalahan hukum yang sedang dihadapi anak peusahaan.

LEGAL ISSUES FACED BY SUBSIDIARIES

During 2024, there were no legal issues faced by subsidiaries.

	Status Penyelesaian, Risiko, Nilai Gugatan Settlement Status, Risk, Lawsuit Amount	**Pengaruhnya terhadap kondisi Perusahaan** Impact on the Company's Condition	**Sanksi Administratif** Administrative Sanctions
	Penanganan perkara ini dilakukan oleh tim hukum Perseroan dan Kantor Hukum Janis & Associates. Hasil Penanganan: 1. Tingkat PN (Gugatan ditolak, Perseroan Menang) 2. Tingkat Banding (Menguatkan Putusan Tingkat Pertama, Perseroan Menang) 3. Tingkat Kasasi (Menolak Permohonan Kasasi, Perseroan Menang) 4. Tingkat PK (Menolak Permohonan PK, Perseroan Menang). Resiko berpotensi kehilangan asset dan pendapatan Nilai Gugatan sebesar Rp 61.000.000.000 The handling of this case was carried out by the Company's legal team and Janis & Associates Law Firm. Handling Results: 1. District Court Level (Lawsuit rejected, Company Wins) 2. Appeal Level (Upholds First Level Decision, Company Wins) 3. Cassation Level (Rejects Cassation Request, Company Wins) 4. Final Appeal Level (Rejects Final Appeal Request, Company Wins). Risk of potential loss of assets and income Lawsuit Amounting to Rp61,000,000,000	Dengan adanya putusan kasasi maka perkara ini sudah dinyatakan berkekuatan hukum tetap dan posisi PT Pelindo selaku Tergugat dinyatakan sebagai pihak pemenang. With the cassation verdict, this case has been declared legally binding and the position of PT Pelindo as the Defendant is declared the winning party.	Tidak Ada None

Sanksi Administratif yang Dikenakan kepada Perusahaan, Anggota Dewan Komisaris dan Direksi Oleh Otoritas Pasar Modal dan Otoritas Lainnya

Administrative Sanctions Imposed on The Company, Members of Board of Commissioners and Board of Directors by Capital Market Authorities and Other Authorities

Selama tahun 2024, tidak terdapat Sanksi Administratif yang Dikenakan Kepada Perusahaan, Anggota Dewan Komisaris dan Direksi Oleh Otoritas Pasar Modal dan Otoritas Lainnya.

During 2024, there were no Administrative Sanctions Imposed on the Company, Members of Board of Commissioners and Board of Directors by the Capital Market Authority and Other Authorities.

Akses Informasi dan Data Perusahaan

Access to Company Information and Data

Perseroan akan mengungkapkan informasi secara lengkap, akurat, dan tepat waktu kepada Pemegang Saham dan Dewan Komisaris. Pengungkapan informasi kepada Publik dan *Stakeholders* lainnya dilakukan secara wajar, dengan memperhatikan klasifikasi informasi, kepentingan Perseroan dan kebutuhan pihak yang berkepentingan sesuai dengan peraturan yang berlaku. Setiap jajaran Perseroan tidak diperkenankan melakukan pengungkapan informasi yang bertentangan dengan peraturan dan etika bisnis, antara lain:

1. Mengungkapkan informasi yang salah;
2. Mengungkapkan informasi yang tidak seluruhnya benar;
3. Mengungkapkan informasi yang tidak lengkap;
4. Perseroan melarang penggunaan informasi oleh Orang Dalam, termasuk data/informasi yang berasal dari Anak Perusahaan yang sudah tercatat di Bursa Efek dan belum diungkap ke publik, dengan maksud untuk menguntungkan diri sendiri, kelompok, atau orang lain secara tidak sah dan bertentangan dengan peraturan perundang-undangan yang berlaku;
5. Perseroan melarang memperbincangkan tentang informasi rahasia dengan keluarga atau pihak di luar Perseroan, atau membicarakannya di tempat-tempat umum di luar lingkungan Perseroan;
6. Pengungkapan Informasi Biasa dapat dilakukan oleh setiap jajaran Perseroan;
7. Pengungkapan Informasi Terbatas kepada pihak lain dapat dilakukan oleh Pejabat di bawah Direktur terkait atau Pejabat lainnya yang secara khusus ditunjuk oleh Direksi;

The Company discloses complete, accurate and timely information to Shareholders and Board of Commissioners. Disclosure of information to the Public and other Stakeholders is carried out reasonably, taking into account the classification of information, the interests of the Company and the needs of interested parties in accordance with applicable regulations. Each line of the Company is not allowed to disclose information that is contrary to regulations and business ethics, including:

1. Disclosing false information;
2. Disclosing information that is not entirely correct;
3. Disclosing incomplete information;
4. The Company prohibits the use of information by Insiders, including data/information originating from Subsidiaries that have been listed on the Stock Exchange and have not been disclosed to the public, with the intention of benefiting themselves, groups, or others illegally and contrary to applicable laws and regulations;
5. The Company prohibits discussing confidential information with family or parties outside the Company, or discussing it in public places outside the Company;
6. Disclosure of Ordinary Information can be done by every line of the Company;
7. Disclosure of Restricted Information to other parties may be made by Officers under the relevant Director or other Officers specifically appointed by Board of Directors;

8. Pengungkapan Informasi Rahasia kepada pihak lain dapat dilakukan, dimana Direktur atau Pejabat Perseroan dapat ditugasi oleh Direksi untuk meminta persetujuan tertulis dari Direktur Utama atau Direktur terkait;
9. Informasi yang belum terklasifikasi tidak dapat diungkapkan pihak lain sebelum informasi tersebut ditetapkan klasifikasinya oleh Direksi.

Pengungkapan informasi Perseroan harus memperhatikan tingkat *urgency* dan manfaat bagi Perseroan. Informasi Biasa Perseroan yang dipublikasikan dapat diperoleh atau diakses dengan cepat dan tepat waktu, biaya ringan, dan cara sederhana.

Sebagai bentuk pelaksanaan keterbukaan informasi Perseroan kepada para pemangku kepentingan maupun masyarakat umum, Perseroan telah menyediakan informasi secara tepat waktu, relevan, memadai, jelas, akurat, dan mudah diakses melalui berbagai media, baik media cetak maupun media elektronik.

8. Disclosure of Confidential Information to other parties may be made, where a Director or Officer of the Company may be assigned by the Board of Directors to seek written approval from President Director or relevant Director;
9. Unclassified information cannot be disclosed to other parties before the information is classified by Board of Directors.

The disclosure of the Company's information must pay attention to the level of urgency and benefits for the Company. The Company›s published Ordinary Information can be obtained or accessed quickly and on time, at low cost, and in a simple manner.

As a form of implementation of the Company's information disclosure to stakeholders and the general public, the Company has provided information in a timely, relevant, adequate, clear, accurate, and easily accessible manner through various media, both print and electronic media.

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INVESTOR RELATION

INVESTOR RELATION

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Kegiatan investor relation selama tahun 2024 adalah sebagai berikut.

Investor relations activities throughout 2024 are as follows.

No	Tanggal Date	Judul Kegiatan Meeting dengan Investor Meeting Subject with Investors
1	7 Mei 2024 May 7, 2024	Annual Review Meeting dengan Fitch Ratings Annual Review Meeting with Fitch Ratings
2	13 Mei 2024 May 13, 2024	Non Deal Roadshow Meeting dengan Eastsprings, Goldman Sachs, Aberdeen, Lombard Odier, Nikko AM, MUTB, Pictet, dan Blackrock, Singapura Non Deal Roadshow Meeting with Eastsprings, Goldman Sachs, Aberdeen, Lombard Odier, Nikko AM, MUTB, Pictet, and Blackrock, Singapore
3	16 Mei 2024 May 16, 2024	Non Deal Roadshow Meeting Non Deal Roadshow Meeting with WAMCO, Payden&Rygel, and Doubleline, Los Angeles dengan WAMCO, Payden&Rygel, dan Doubleline, Los Angeles
4	17 Mei 2024 May 17, 2024	Non Deal Roadshow Meeting dengan Pacific Life dan Aristotle, Los Angeles Non Deal Roadshow Meeting with Pacific Life and Aristotle, Los Angeles
5	20 Mei 2024 May 20, 2024	Non Deal Roadshow Meeting dengan Macquaire, Marathon, Lord Abbett, dan Lazard, New York Non Deal Roadshow Meeting with Macquaire, Marathon, Lord Abbett, and Lazard, New York
6	21 Mei 2024 May 21, 2024	Non Deal Roadshow Meeting dengan Compass Rose dan Golden Tree, New York Non Deal Roadshow Meeting with Compass Rose and Golden Tree, New York
7	22 Mei 2024 May 22, 2024	Non Deal Roadshow Meeting dengan PIMCO dan Mesarete Capital, London Non Deal Roadshow Meeting with PIMCO and Mesarete Capital, London
8	23 Mei 2024 May 23, 2024	Non Deal Roadshow Meeting dengan Pictet AM, Barings, Bluebay AM, Aviva AM, Candrium AM, dan Nomura AM, London Non Deal Roadshow Meeting with Pictet AM, Barings, Bluebay AM, Aviva AM, Candrium AM, and Nomura AM, London
9	29 Mei 2024 May 29, 2024	Meeting dengan Aberdeen, Online Meeting with Aberdeen, Online
10	27 Septembr 2024 September 27, 2024	Annual Review Meeting dengan Moody's Investor Services Annual Review Meeting with Moody's Investor Services
11	3 Oktober 2024 October 3, 2024	Meeting dengan Nippon Wealth Life Insurance, Jakarta Meeting with Nippon Wealth Life Insurance, Jakarta
12	7 Oktober 2024 October 7, 2024	Meeting dengan State of Washington Investment Board, Jakarta Meeting with State of Washington Investment Board, Jakarta
13	8 Oktober 2024 October 8, 2024	Management Meeting dengan PT Pemeringkat Efek Indonesia Management Meeting with PT Pemeringkat Efek Indonesia

SIARAN PERS

PRESS CONFERENCE

No.	Tanggal Date	Siaran Pers Press Release
1	03 Januari 2024 January 3, 2024	Perubahan Dewan Komisaris Pelindo Changes on Pelindo's Board of Commissioners
2	05 Januari 2024 January 5, 2024	Pelabuhan Benoa Sukses Layani Turn Around 4400 Penumpang Cruise Celebrity Millenium Benoa Port Successfully Served Turn Around of 4400 Cruise Passengers on the Celebrity Millenium
3	05 Januari 2024 January 5, 2024	H+10 Nataru 2023/2024, Pelindo Layani Hampir 1.6 Juta Pemudik 10+ Days of Christmas and New Year 2023/2024, Pelindo Served Nearly 1.6 Million Travelers
4	12 Januari 2024 January 12, 2024	Tutup Tahun 2023, Pelindo Regional 2 Tunjukkan Kinerja Positif Closing in 2023, Pelindo Regional 2 Shows Positive Performance
5	18 Januari 2024 January 18, 2024	PELINDO DUKUNG PENERAPAN GREEN SHIPPING MELALUI PENGURANGAN EMISI DI PELABUHAN PELINDO SUPPORTS THE IMPLEMENTATION OF GREEN SHIPPING THROUGH EMISSION REDUCTION IN PORTS
6	31 Januari 2024 January 31, 2024	Pelindo Mulai Membangun Kawasan Industri Terintegrasi Pelabuhan di Kuala Tanjung Pelindo Begins to Build Port Integrated Industrial Estate in Kuala Tanjung
7	05 Februari 2024 February 5, 2024	Pelindo Membangun Hub Logistik dan Rantai Pasok di Kuala Tanjung Pelindo Builds Logistics Hub and Supply Chain in Kuala Tanjung
8	06 Februari 2024 February 6, 2024	Potensi Menjanjikan, MV Cilegon Sandar Perdana di TTL Promising Potential, MV Cilegon Docks for the First Time at TTL
9	07 Februari 2024 February 7, 2024	Kinerja Pelindo Makin Solid, Peti Kemas 2023 Tembus 17,7 Juta Teus Pelindo's Performance Increasingly Solid, Container 2023 Exceeded 17.7 Million Teus
10	07 Februari 2024 February 7, 2024	Fasilitas Terminal Penumpang Meningkat, Pelindo Siap Layani Libur Long Weekend Passenger Terminal Facilities Increase, Pelindo is Ready to Serve Long Weekends
11	12 Februari 2024 February 12, 2024	Catat Kinerja Mentereng, Pelindo Regional 4 Bukukan Pertumbuhan Diatas 100% Recorded an Outstanding Performance, Pelindo Regional 4 Posted Growth of Over 100%
12	22 Februari 2024 February 22, 2024	Erick Thohir: Makassar New Port, Pelabuhan Hub Terbesar Di Indonesia Timur Erick Thohir: Makassar New Port, the Largest Hub Port in Eastern Indonesia
13	03 Maret 2024 March 3, 2024	Pelindo Lakukan Penyegaran Pengurus Pada Empat Subholding Pelindo Refreshes Management at Four Sub-holdings
14	21 Maret 2024 March 21, 2024	Pelindo Siapkan 63 Terminal Penumpang & Roro Pada Mudik Lebaran 2024 Pelindo Prepared 63 Passenger & Roro Terminals for the 2024 Eid Holiday Homecoming
15	24 Maret 2024 March 24, 2024	Siagakan Layanan Arus Mudik dan Balik Idul Fitri 2024, SPJM Pastikan Kehandalan Layanan di Semua Lini Prepare for the 2024 Eid Homecoming and Return Flow, SPJM Ensures Service Reliability in All Lines
16	27 Maret 2024 March 27, 2024	Persiapan Jalan Tol Cibitung – Cilincing (JTCC) Sambut Arus Mudik Lebaran 2024 Preparation for the Cibitung - Cilincing (JTCC) Toll Road to Welcome the 2024 Eid Homecoming and Return Flow
17	27 Maret 2024 March 27, 2024	Pelabuhan Lembar Catat Kinerja Positif, Pelindo: Dukung Konektivitas Nasional Lembar Port Recorded Positive Performance, Pelindo: Supports National Connectivity
18	30 Maret 2024 March 30, 2024	Pelindo Beri Diskon Penumpukan Hingga 50% Selama Pembatasan Angkutan Lebaran 2024 Pelindo Gave Up to 50% Stacking Discount During 2024 Eid Transportation Restrictions
19	02 April 2024 April 2, 2024	Jaga Kelancaran dan Keamanan Penumpang, Pelindo Siagakan Posko Terpadu Angkutan Lebaran 2024 To Maintain Passenger Flow and Safety, Pelindo Activated Integrated Command Post for 2024 Eid Transportation
20	03 April 2024 April 5, 2024	Kinerja Solid, Laba Pelindo 2023 Tembus 4T Solid Performance, Pelindo Profits Exceeded 4 Trillion in 2023
21	05 April 2024 April 5, 2024	Pelindo Pastikan Layanan Berjalan Optimal Selama Cuti Bersama Idul Fitri 2024 Pelindo Ensures Services Run Optimally During Eid 2024 Joint Leave
22	13 April 2024 April 13, 2024	Pelindo Pastikan Arus Balik Lebaran 2024 Berjalan Optimal Pelindo Ensures 2024 Eid Reverse Flow Runs Optimally
23	29 April 2024 April 29, 2024	Pelindo Layani 2.2 Juta Orang Selama Mudik Lebaran 2024 Pelindo Served 2.2 Million People During Eid Homecoming 2024
24	30 April 2024 April 30, 2024	Dukung Percepatan BMTH, Komisi VI DPR RI Minta Kapal Ikan Non - Tuna Di Pelabuhan Benoa Segera Direlokasi Supporting the Acceleration of BMTH, Commission VI of the Indonesian Parliament Requested Non-Tuna Fishing Vessels in Benoa Port to be Immediately Relocated
25	17 Mei 2024 May 17, 2024	Pelindo Sambut Baik Kemudahan Operasional Bagi Operator Kapal Wisata Pelindo Welcomes Operational Ease for Tourist Ship Operators
26	20 Mei 2024 May 20, 2024	Pelindo Siap Dukung Percepatan Pengeluaran Petikemas Impor Pelindo is Ready to Support the Acceleration of Imported Container Expenditure

No.	Tanggal Date	Siaran Pers Press Release
27	20 Mei 2024 May 20, 2024	Pelindo Lanjutkan Program Pemberdayaan Masyarakat dan Pelestarian Lingkungan di Raja Ampat Pelindo Continues Community Empowerment and Environmental Conservation Program in Raja Ampat
28	22 Mei 2024 May 22, 2024	Konjen Tiongkok Kunjungi JIIPE Gresik, Apresiasi Potensi Investasi dan Kolaborasi Bilateral Indonesia-Tiongkok Chinese Consul General Visits JIIPE Gresik, Appreciating Indonesia-China Bilateral Investment Potential and Collaboration
29	29 Mei 2024 May 29, 2024	Pelindo Pamerkan Aplikasi Audit Berbasis Risiko dalam Expo Pengawasan Intern 2024 Pelindo Exhibited Risk-Based Audit Application at the 2024 Internal Supervision Expo
30	30 Mei 2024 May 30, 2024	Pelindo Jasa Maritim Sukses Laksanakan Pemanduan Laut Dalam Di Selat Malaka Pelindo Jasa Maritim Successfully Carries Out Deep Sea Navigation in the Malacca Strait
31	12 Juni 2024 June 12, 2024	Laba Meningkat, RUPST PT Jasa Armada Indonesia Tbk Putuskan Pembagian Dividen Rp118 Miliar Increased Profit, PT Jasa Armada Indonesia Tbk's AGM Decided on Dividend Distribution of Rp118 Billion
32	17 Juni 2024 June 17, 2024	Layanan Perdana Resorts World Cruises Sukses, Jadikan Pelabuhan di Indonesia Sebagai Homeport Cruise Resorts World Cruises' First Service a Success, Makes Port in Indonesia a Homeport Cruise
33	18 Juni 2024 June 18, 2024	Tingkatkan Pariwisata Indonesia, Pelindo Jalin Kerjasama Dengan Resorts World Cruises To Improve Indonesian Tourism, Pelindo Collaborates with Resorts World Cruises
34	26 Juni 2024 June 26, 2024	Erick Thohir Kembali Tingkatkan Kapabilitas Digital Influencer BUMN, Makassar jadi Lokasi Workshop ke 6 Erick Thohir Once Again Improves the Digital Capabilities of SOE Influencers, Makassar Becomes the 6th Workshop Location
35	26 Juni 2024 June 26, 2024	Erick Thohir Tegaskan Komitmen Untuk Prioritaskan Kesehatan Mental Karyawan BUMN, Gelar Roadshow ke 6 di Sulawesi Erick Thohir Affirms Commitment to Prioritize Mental Health of SOE Employees, Holds 6th Roadshow in Sulawesi
36	04 Juli 2024 July 4, 2024	Pelindo Bertransformasi Tingkatkan Layanan di Sektor Pelabuhan Non-Petikema Pelindo Transforms to Improve Services in the Non-Container Port Sector
37	04 Juli 2024 July 4, 2024	Reformasi Tata Kelola Pelabuhan, Sistem Digital Sudah Berlaku di 246 Pelabuhan Indonesia Port Governance Reform, Digital Systems Now in Effect at 246 Indonesian Ports
38	07 Juli 2024 July 7, 2024	Pelindo Perluas Penerapan Auto Gate di 29 Pelabuhan pada 2024 Pelindo Expands the Implementation of Auto Gates in 29 Ports by 2024
39	17 Juli 2024 July 17, 2024	Beri Kemudahan Untuk Pelanggan, Pelindo Jasa Maritim Luncurkan Call Center Providing Convenience for Customers, Pelindo Maritime Services Launched a Call Center
40	22 Juli 2024 July 22, 2024	Himpun Masukan Pemakai Jasa, Pelindo Jasa Maritim Wujudkan Layanan Terbaik Gathering Input from Service Users, Pelindo Maritime Services Realizes the Best Service
41	23 Juli 2024 July 23, 2024	JIIPE KEK Gresik Meraih Penghargaan KEK Industri Terbaik dari Pemerintah Republik Indonesia JIIPE Gresik SEZ Won the Best SEZ Industry Award from the Indonesian Government
42	23 Juli 2024 July 23, 2024	Kinerja Perusahaan Optimal, Pelindo Jasa Maritim Catat Pertumbuhan Laba di Tahun 2023 Optimal Company Performance, Pelindo Maritime Services Recorded Profit Growth in 2023
43	23 Juli 2024 July 23, 2024	SPTP : Arus Peti Kemas Semester 1 Tahun 2024 Tumbuh 6 Persen SPTP: Container Flow in First Semester of 2024 Grew by 6 Percent
44	26 Juli 2024 July 26, 2024	Kinerja Operasional Pelindo Jasa Maritim Terus Tumbuh di Semester 1 Tahun 2024 Operational Performance of Pelindo Maritime Services Continues to Grow in First Semester of 2024
45	29 Juli 2024 July 29, 2024	Pelindo Perluas Penerapan Autogate Pass ke 34 Pelabuhan Pelindo Expands Autogate Pass Implementation to 34 Ports
46	30 Juli 2024 July 30, 2024	Pelindo Siap Kerjakan Penugasan Pemerintah Bangun Pelabuhan Batang Pelindo is Ready to Work on Government Assignment to Build Batang Port
47	31 Juli 2024 July 31, 2024	Layanan Kapal Tumbuh 6,01%, Pelindo Regional 4 Catat Peningkatan Kinerja Positif di Semester I 2024 Vessel Services Grew by 6.01%, Pelindo Regional 4 Recorded Positive Performance Improvement in First Semester of 2024
48	31 Juli 2024 July 31, 2024	Pelindo Catatkan Kenaikan 14 Juta Ton Arus Barang Pada Semester I 2024 Pelindo Recorded an Increase of 14 Million Tons of Goods Flow in First Semester of 2024
49	09 Agustus 2024 August 9, 2024	Rayakan Hari Jadi ke-3, Pelindo Kembali Menggelar Program Pelindo Mengajar Celebrating its 3rd Anniversary, Pelindo Once Again Held the Pelindo Mengajar Program
50	10 Agustus 2024 August 10, 2024	Sumbang Pajak 5,6 Triliun pada 2023, Pelindo Jadi Kontibutor Terbesar Klaster Logistik BUMN Contributing 5.6 Trillion in Taxes by 2023, Pelindo Became the Largest Contributor to the SOE Logistics Cluster
51	05 September 2024 September 5, 2024	Lanjutkan Program Pelindo Mengajar 2024, Pelindo Dukung Digitalisasi Pendidikan di 64 Sekolah Continuing the Pelindo Mengajar Program by 2024, Pelindo Supports the Digitization of Education in 64 Schools

No.	Tanggal Date	Siaran Pers Press Release
52	05 September 2024 September 5, 2024	PELINDO PASTIKAN FASILITAS OPTIMAL DUKUNG PELAKSANAAN PON XXI 2024 DI ACEH DAN SUMUT PELINDO ENSURES OPTIMAL FACILITIES TO SUPPORT THE IMPLEMENTATION OF PON XXI 2024 IN ACEH AND NORTH SUMATRA
53	05 September 2024 September 5, 2024	SINERGI SPJM DAN PT KALTIM MELATI BHAKTI SATYA KEMBANGKAN POTENSI KEMARITIMAN DI KALIMANTAN TIMUR SYNERGY BETWEEN SPJM AND PT KALTIM MELATI BHAKTI TO DEVELOP MARITIME POTENTIAL IN EAST KALIMANTAN
54	07 September 2024 September 7, 2024	Kunjungan Perdana Presiden Zanzibar ke Pelindo: Buka Potensi Kerjasama Sektor Maritim The First Visit of Zanzibar's President to Pelindo: Unlocking the Potential for Maritime Sector Cooperation
55	14 September 2024 September 14, 2024	Pelindo Run & Ride 2024 Catatkan Rekor 31 Ribu Peserta Pelindo Run & Ride 2024 Set a Record of 31 Thousand Participants
56	23 September 2024 September 23, 2024	Tiga Tahun Majukan Indonesia, Pelindo Dukung Pariwisata Maritim Lewat Sail to Indonesia Three Years of Advancing Indonesia, Pelindo Supports Maritime Tourism through Sail to Indonesia
57	26 September 2024 September 26, 2024	Pelindo Sukses Gelar BUMN Learning Festival Roadshow Perdana di Medan Pelindo Successfully Held the First SOE Learning Festival Roadshow in Medan
58	27 September 2024 September 27, 2024	Tiga Tahun Merger, Aset Pelindo Tembus 123 Triliun Rupiah Three Years of Merger, Pelindo Assets Exceeded 123 Trillion Rupiah
59	01 Oktober 2024 October 1, 2024	Kinerja Makin Solid, Pelindo Lunasi Global Bond USD 500 Juta Performance Increasingly Solid, Pelindo Repaid Global Bond of USD 500 Million
60	02 Oktober 2024 October 2, 2024	Pelindo Sukses Mencapai Kinerja yang Konsisten dalam 3 Tahun Merger Pelindo Successfully Achieves Consistent Performance in 3 Years of Merger
61	03 Oktober 2024 October 3, 2024	Perdana, Yacht Mancanegara Sandar di BMTH Pelindo For the First Time, Foreign Yachts Anchor at BMTH Pelindo
62	04 Oktober 2024 October 4, 2024	PTP Nonpetikemas Dukung Proyek Strategis Nasional Pembangunan Smelter Grade Alumina di Terminal Kijing PTP Nonpetikemas Supports National Strategic Project for the Construction of a Smelter Grade Alumina Plant at Kijing Terminal
63	14 Oktober 2024 October 14, 2024	Pelindo Luncurkan Seri Buku Kapita Selekta Pengembangan Pelabuhan Perdana di Indonesia Pelindo Launched a Series of Books on Selected Topics on the Development of First Port in Indonesia
64	17 Oktober 2024 October 17, 2024	Kinerja Pelindo Dapat Penilaian BPKP, Ini Hasilnya Pelindo's Performance Assessed by BPKP, Here Are the Results
65	18 Oktober 2024 October 18, 2024	Pelindo Kokoh Pertahankan Peringkat idAAA Pelindo Stands Strong, Maintains idAAA Rating
66	05 November 2024 November 5, 2024	Arus Barang Tumbuh, Pendapatan Pelindo Q3 Tembus 23,5 T Growing Flow of Goods, Pelindo's Third Quarter Revenue Reached 23.5 Trillion Rupiah
67	05 November 2024 November 5, 2024	Kolaborasi Pelindo dan KSOP Tanjung Perak Tingkatkan Keselamatan Layanan Kapal Ro-Ro Collaboration Between Pelindo and KSOP Tanjung Perak Improves Safety of Ro-Ro Ship Services
68	19 November 2024 November 19, 2024	Perkuat GCG, Pelindo Kolaborasi Dengan Jamdatun Strengthening GCG, Pelindo Collaborates with Jamdatun
69	28 November 2024 November 28, 2024	Konsisten Terapkan GCG, Pelindo Kembali Dinobatkan Sebagai Indonesia Trusted Company 2024 Consistently Implementing Good Corporate Governance, Pelindo was Once Again Named an Indonesia Trusted Company for 2024
70	01 Desember 2024 December 1, 2024	Pelindo Siap Layani PLTU Binjeita di Perairan Wajib Pandu Labuan Uki Pelindo is Ready to Serve Binjeita Coal Fired Power Plant in Mandatory Waters of Labuan Uki Pilot Port
71	04 Desember 2024 December 4, 2024	Wamen KBUMN Aminuddin Dukung Transformasi SDM Pelindo Pascamerger Deputy Minister of State-Owned Enterprises Aminuddin Supports Pelindo's Human Capital Transformation Post-Merger
72	06 Desember 2024 December 6, 2024	63 Terminal Penumpang Pelindo Siap Hadapi Nataru 2024/2025 63 Pelindo Passenger Terminals is Ready to Face Christmas and New Year Holidays of 2024/2025
73	07 Desember 2024 December 7, 2024	2 Juta Orang Akan Lewat Terminal Penumpang Pelindo Saat Nataru 2024/2025 2 Million People Will Pass Through Pelindo Passenger Terminals During Christmas and New Year Holidays of 2024/2025
74	10 Desember 2024 December 10, 2024	Ciptakan Liburan Seru Nataru, Pelindo Sulap 2 Pelabuhan dengan Wajah Baru Create an Exciting Christmas and New Year Vacation, Pelindo Magically Transforms 2 Ports with a New Face
75	16 Desember 2024 December 16, 2024	Libur Nataru, Pelindo Regional 4 Prediksi Arus Penumpang Kapal Meningkat 12,5% Christmas and New Year Vacation, Pelindo Regional 4 Predicted a 12.5% Increase in Ship Passenger Flow

No.	Tanggal Date	Siaran Pers Press Release
76	19 Desember 2024 December 19, 2024	Hattrick! Pelindo Raih Predikat BUMN Informatif Tiga Kali Berturut-Turut Hattrick! Pelindo Won the Title of Informative SOE Three Times in a Row
77	19 Desember 2024 December 19, 2024	Pelindo Pastikan Kelancaran Arus Penumpang Nataru 2024/2025 Pelindo Ensures Smooth Passenger Flow for Christmas and New Year of 2024/2025
78	20 Desember 2024 December 20, 2024	Pelindo Perkuat Komitmen Anti Korupsi Melalui Business Integrity Forum Pelindo Strengthens Anti-Corruption Commitment Through Business Integrity Forum
79	20 Desember 2024 December 20, 2024	Sinergi Pelindo Group & FKS Group Kembangkan Program Pemberdayaan Masyarakat Lingkungan Pelabuhan Synergy of Pelindo Group & FKS Group Develop Port Environment Community Empowerment Program
80	23 Desember 2024 December 23, 2024	TERMINAL TELUK LAMONG PECAHKAN REKOR SHIP TO SHIP KAPAL CURAH KERING TERCEPAT LAMONG BAY TERMINAL BREAKS SHIP TO SHIP RECORD FOR THE FASTEST DRY BULK SHIP
81	23 Desember 2024 December 23, 2024	Pelindo Gratiskan Layanan Pelabuhan Ciwandan pada Puncak Arus Liburan Nataru Pelindo Frees Ciwandan Port Services at the Peak of Christmas and New Year Holiday
82	24 Desember 2024 December 24, 2024	Arus Penumpang Nataru H-3 Tembus 815 Ribu, Pelindo Terus Layani 24/7 Traffic 3 Days Before Christmas and New Year, 815 Thousand Passengers, Pelindo Continues to Serve 24/7
83	24 Desember 2024 December 24, 2024	Pelindo Dorong Stakeholders Tingkatkan Keselamatan Kerja di Lingkungan Pelabuhan Pelindo Encourages Stakeholders to Improve Work Safety in the Port Environment
84	24 Desember 2024 December 24, 2024	Puncak Arus Libur Nataru 2024, Pelindo Regional 4 Pastikan Kelancaran Operasional Peak of Christmas and New Year Holiday 2024, Pelindo Regional 4 Ensures Smooth Operations
85	28 Desember 2024 December 28, 2024	Perkuat Ketahanan Pangan Nasional, Pelindo Multi Terminal Group Pastikan Kelancaran Bongkar Komoditas Beras Strengthen National Food Security, Pelindo Multi Terminal Group Ensures Smooth Unloading of Rice Commodities
86	30 Desember 2024 December 30, 2024	Mewujudkan Ketahanan Logistik Nasional: Peran Strategis Transformasi Pelindo Realizing National Logistics Resilience: The Strategic Role of Pelindo Transformation
87	30 Desember 2024 December 30, 2024	Pastikan Kelancaran Arus Nataru, Menko AHY Cek Langsung Terminal Penumpang Pelindo Ensuring the Smooth Flow of Christmas and New Year Holidays, Coordinating Minister AHY Checks Pelindo Passenger Terminal Directly

TRANSPARANSI PENYAMPAIAN LAPORAN

Perseroan berkomitmen untuk mematuhi kewajiban penyampaian laporan yang bersifat insidental maupun sektoral yang dimintakan oleh Regulator, Pemegang Saham, maupun pihak lain yang memiliki hak sesuai dengan peraturan perundang-undangan yang berlaku.

Adapun laporan yang telah disampaikan selama tahun 2024 antara lain:

1. Laporan Truwulan I
2. Laporan Triwulan II
3. Laporan Triwulan III
4. Laporan Tahunan tidak diaudit (unaudited),
5. Laporan tahunan telah diaudit (audited)
6. Laporan Kinerja TJSL Triwulan I,II,III
7. Laporan Tahunan TJSL Tahunan (unaudited)
8. Laporan Tahunan TJSL audited
9. Laporan Manajemen
10. Laporan Internal Control Testing
11. Laporan Tata Kelola Terintegrasi

TRANSPARENCY OF REPORT SUBMISSION

The Company is committed to complying with its obligation to submit incidental and sectoral reports requested by the Regulators, Shareholders, or other parties who have rights in accordance with applicable laws and regulations.

The reports submitted during 2024 included:

1. Quarter I Report
2. Quarter II Report
3. Quarter III Report
4. Unaudited Annual Report
5. Audited Annual Report
6. SER Performance Report for Quarter I, II, III
7. Annual SER Annual Report (unaudited)
8. Audited SER Annual Report
9. Management Report
10. Internal Control Testing Report
11. Integrated Governance Report

Kode Etik
Code of Conduct

Pelindo menyadari akan pentingnya arti implementasi GCG sebagai salah satu alat untuk meningkatkan nilai dan pertumbuhan bisnis jangka panjang dan secara berkesinambungan, tidak hanya bagi Pemegang saham (*shareholder*) namun juga untuk segenap Pemangku Kepentingan (*stakeholder*) lainnya. Oleh karena itu, Perusahaan berkomitmen mengimplementasikan GCG secara konsisten yang salah satunya dilakukan melalui penerapan Pedoman Kode Etik Bisnis (*Code of Conduct*).

Pelindo realizes the importance of GCG implementation as a tool to increase value and long-term business growth on a sustainable basis, not only for shareholders but also for all other stakeholders. Therefore, the Company is committed to implementing GCG consistently, one of which is done through the implementation of Code of Conduct.

Pedoman Kode Etik Bisnis adalah sekumpulan komitmen yang terdiri dari Etika Profesional dan Etika Kerja Insan Pelindo yang memuat Panduan Perilaku Insan Pelindo, yang disusun untuk mempengaruhi, membentuk dan mengarahkan kesesuaian tingkah laku dengan nilai-nilai dan budaya Perseroan dalam mencapai visi dan misi.

The Code of Conduct is a set of commitments consisting of the Professional Ethics and Work Ethics of Pelindo employees that contain Pelindo People' Behavioral Guidance, which is prepared to influence, shape and direct behavioral conformity with the values and culture of the Company in achieving the vision and mission.

Dalam rangka melaksanakan Peraturan Menteri Badan Usaha Milik Negara No PER-02/MBU/03/2023 Tanggal 3 Maret 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara. Berdasarkan aturan baru tersebut, perusahaan melakukan penyesuaian terhadap Pedoman Kode Etik Bisnis Perusahaan yang telah ditetapkan pada Peraturan Direksi Nomor HK.01/27/12/3/TKPT/UTMA/ PLND-23 tanggal 27 Desember 2023 tentang Pedoman Kode Etik Bisnis PT Pelabuhan Indonesia (Persero).

In order to implement the State-Owned Enterprises Ministerial Regulation No. PER-02/MBU/03/2023 dated March 3, 2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises. Based on these new rules, the Company made adjustments to the Company's Code of Business Ethics Guidelines which have been stipulated in Board of Directors Regulation Number HK.01/27/12/3/TKPT/ UTMA/ PLND-23 dated December 27, 2023 concerning the Code of Business Ethics Guidelines of PT Pelabuhan Indonesia (Persero).

MAKSUD DAN TUJUAN

1. Maksud penerapan Pedoman Kode Etik Bisnis bagi PT Pelabuhan Indonesia (Persero) adalah sebagai berikut:
   a. Setiap Insan Pelindo memahami bahwa segala aktivitas Perusahaan berlandaskan pada prinsip-prinsip tata kelola perusahaan yang baik yang meliputi Keterbukaan, Akuntabilitas, Tanggung Jawab, Ketidakberpihakan, Kewajaran dan Terpercaya;
   b. Mendorong seluruh Insan Pelindo untuk berperilaku baik dalam melaksanakan segala aktivitas Perusahaan;
   c. Menciptakan suasana kerja yang sehat dan nyaman dalam lingkungan Perusahaan;
   d. Membangun reputasi Perusahaan lebih baik;
   e. Meminimalisir peluang terjadinya penyimpangan.

PURPOSE AND OBJECTIVES

1. The purposes of implementing the Code of Conduct for PT Pelabuhan Indonesia (Persero) are as follows:
   a. Every Pelindo People understands that all Company's activities are based on the principles of good corporate governance which include Transparency, Accountability, Responsibility, Impartiality, Fairness and Trustworthiness;
   b. Encouraging all Pelindo people to behave well in carrying out all Company's activities;
   c. Creating a healthy and comfortable working atmosphere in the Company's environment;
   d. Build a better reputation of the Company;
   e. Minimize the chance of deviation.

2. Tujuan penerapan Pedoman Kode Etik Bisnis bagi PT Pelabuhan Indonesia (Persero) adalah sebagai berikut:
   a. Sebagai komitmen bersama untuk mewujudkan visi dan melaksanakan misi PT Pelabuhan Indonesia (Persero) secara profesional dan beretika dalam melakukan usaha;
   b. Sebagai panduan perilaku bagi seluruh Insan Pelindo yang harus dipatuhi dalam melaksanakan segala aktivitas bisnis;
   c. Sebagai landasan etis untuk bertindak dan berpikir serta mengambil keputusan yang terkait dengan Perusahaan;
   d. Mengembangkan hubungan yang harmonis, sinergi dan saling menguntungkan antara Insan Pelindo dan *stakeholders* lainnya dengan berlandaskan prinsip-prinsip korporasi yang sehat dan beretika, agar menjadi perusahaan yang berdaya saing tinggi.
   e. Setiap Insan Pelindo memahami dan berkomitmen menjalankan tanggung jawabnya untuk berperilaku sesuai pedoman tentang perilaku dan etika (*code of conduct*).

POKOK-POKOK KODE ETIK

Kode Etik Bisnis mencerminkan tindakan dan nilai-nilai yang menjadi panduan Insan Pelindo dalam berinteraksi dengan semua Pemangku Kepentingan (Karyawan, Pelanggan, Pemerintah, Vendor, dan Komunitas) untuk membangun hubungan jangka panjang yang bertujuan untuk memberikan informasi, pemahaman serta cara untuk melaporkan setiap pelanggaran atau ketidakjelasan terkait dengan etika profesional dan etika kerja. Kode etik Bisnis Perseroan mengatur terkait Etika Profesional dan Etika Kerja.

Etika Profesional

Etika Profesional yaitu etika yang berkaitan dengan bidang pekerjaan untuk memastikan kualitas dan proses yang dijalani sesuai dengan kaidah-kaidah dalam profesi serta sebagai acuan untuk berhubungan dengan Stakeholders. Dalam etika profesional mengatur mengenai:

1. Hubungan dengan Pekerja
2. Hubungan dengan Pemegang Saham
3. Hubungan dengan Serikat Pekerja
4. Hubungan dengan Pelanggan
5. Hubungan dengan Vendor
6. Hubungan dengan Kreditur
7. Hubungan dengan Debitur
8. Hubungan dengan Investor dan Lembaga Keuangan
9. Hubungan dengan Pesaing
10. Hubungan dengan Masyarakat, Komunitas dan Lingkungan

2. The objectives of implementing the Code of Conduct for PT Pelabuhan Indonesia (Persero) are as follows:
   a. As a shared commitment to realize the vision and carry out the mission of PT Pelabuhan Indonesia (Persero) in a professional and ethical manner of doing a business;
   b. As a behavioral guide for all Pelindo People that must be obeyed in carrying out all business activities;
   c. As an ethical basis for acting, thinking and making decisions related to the Company;
   d. Develop harmonious, synergistic and mutually beneficial relationships between Pelindo People and other stakeholders based on sound and ethical corporate principles, in order to become a highly competitive Company;
   e. Every Pelindo People understands and is committed to carrying out its responsibility to behave in accordance with the code of conduct.

PRINCIPLES OF CODE OF CONDUCT

The Code of Conduct reflects the actions and values that guide Pelindo People in interacting with all Stakeholders (Employees, Customers, Government, Vendors, and Communities) to build long-term relationships that aim to provide information, understanding and ways to report any violations or ambiguity regarding professional ethics and work ethics. The Company's Code of Conduct regulates Professional Ethics and Work Ethics.

Professional Ethics

Professional Ethics, namely ethics related to the field of work in order to ensure the quality and processes carried out in accordance with the rules in the profession as well as as a reference for dealing with stakeholders. Professional ethics regulates:

1. Relationship with Employees;
2. Relationship with Shareholders;
3. Relationship with Trade Union;
4. Relationship with Customers;
5. Relationship with Vendors;
6. Relationship with Creditors;
7. Relationship with Debtors;
8. Relationship with Investors and Financial Institutions;
9. Relationship with Competitors;
10. Relationship with Society, Community and Environment;

11. Hubungan dengan Regulator dan Aparatur Pemerintah
12. Hubungan dengan Sub Holding dan/atau Anak Perusahaan
13. Hubungan dengan Pemangku Kepentingan Lain

Etika Kerja

Etika Kerja yaitu sistem nilai atau norma yang digunakan dalam bekerja didasarkan pada kerja keras dan ketekunan yang diharapkan dapat meningkatkan karakter moral Insan Pelindo seperti kejujuran, keterbukaan, ketulusan dan loyalitas.

1. Kepatuhan Terhadap Hukum, Peraturan Perundang-undangan dan Ketentuan Lainnya
2. Benturan Kepentingan
3. Korupsi dan Suap
4. Anti Kecurangan (*Fraud*)
5. Pencurian dan Penyelewengan Sejenisnya
6. Pencucian Uang
7. Gratifikasi (Pemberian dan Penerimaan Hadiah atau Imbalan, Jamuan, Hiburan dan Donasi
8. Kesempatan yang Sama untuk Mendapatkan Pekerjaan dan Promosi
9. Pendokumentasian dan Pencatatan Perusahaan
10. Integritas Laporan Keuangan
11. Kerahasiaan Data dan/atau Informasi
12. Media, Komunikasi, dan Penyebaran Informasi
13. Pengelolaan Arsip
14. Perlindungan Harta Perusahaan
15. Pengendalian Intern
16. Perjalanan Dinas
17. Hak atas Kekayaan Intelektual (HAKI)
18. Aktivitas Politik dan Sosial
19. Perilaku Etis Terhadap Sesama Pekerja
20. Pelanggaran *Insider Trading*

KEPATUHAN TERHADAP KODE ETIK

Kode Etik Bisnis ini berlaku bagi seluruh Insan Pelindo yaitu Dewan Komisaris, Direksi dan Seluruh Karyawan Pelindo. Setiap tahun seluruh Insan Pelindo menandatangani Pakta Integritas dan Kepatuhan Kode Etik Bisnis.

Setiap tahun seluruh Insan Pelindo menandatangani Pakta Integritas dan Kepatuhan Kode Etik Bisnis sebagai bentuk komitmen bersama atas kepatuhan kepada asas-asas GCG. Penandatanganan pakta integritas dan Kepatuhan Kode Etik Bisnis di Pelindo pada tahun 2023 tercapai penuh. Seluruh Dewan Komisaris, Direksi dan 100% Pegawai Pelindo telah menandatangani pakta integritas melalui sistem PGOOD.

11. Relationship with Regulators and Government Apparatus;
12. Relationship with Sub Holding and/or Subsidiaries; and
13. Relationship with Other Stakeholders.

Work Ethics

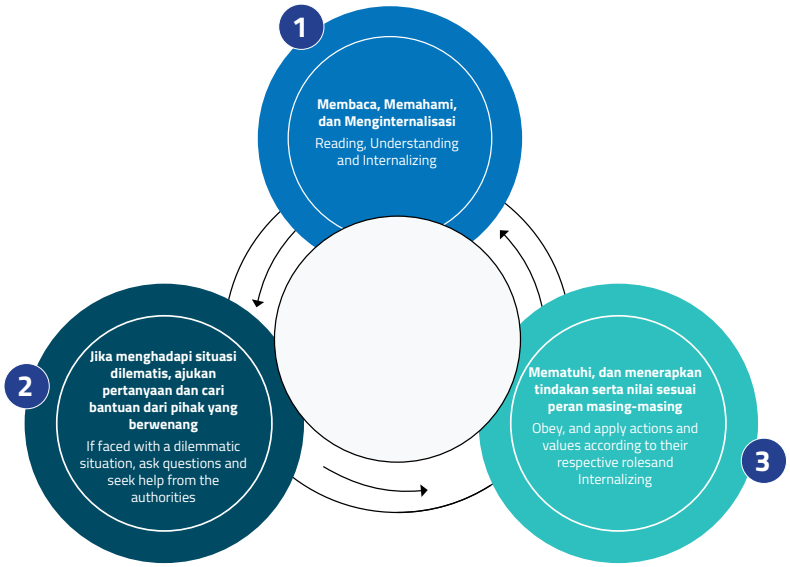
Work Ethics is a system of values or norms used in work based on hard work and perseverance, which is expected to improve the moral character of Pelindo People such as honesty, openness, sincerity and loyalty.

1. Compliance with Laws, Legislations and Other Provisions;
2. Conflict of Interest;
3. Corruption and Bribery;
4. Anti-fraud;
5. Theft and Other Misappropriation;
6. Money Laundering;
7. Gratification (Giving and Receiving of Gifts or Rewards, Meals, Entertainment and Donations);
8. Equal Opportunity to Get Job and Promotion;
9. Company's Documentation and Records;
10. Financial Report Integrity;
11. Confidentiality of Data and/or Information;
12. Media, Communication and Information Dissemination;
13. Archive Management;
14. Company's Assets Protection;
15. Internal Control;
16. Service Travel;
17. Intellectual Property Rights (HAKI);
18. Political and Social Activities;
19. Ethical Behavior towards Fellow Workers; and
20. Insider Trading Violations.

COMPLIANCE WITH CODE OF CONDUCT

The Code of Conduct applies to all Pelindo People, i.e., Board of Commissioners, Board of Directors and all employees of Pelindo.

Every year, all Pelindo People sign the Integrity Pact and Compliance with the Code of Conduct as a form of joint commitment to comply with GCG principles. The signing of integrity pacts and compliance with the Code of Conduct in Pelindo in 2024 was fully achieved. The entire Board of Commissioners, Board of Directors and 100% of Pelindo people have signed an integrity pact through the PGOOD system.



PENYEBARLUASAN KODE ETIK

Dalam rangka membangun kultur perusahaan berbasis nilai-nilai tata kelola perusahaan yang baik dan *corporate culture,* maka Perseroan melakukan sosialisasi dan internalisasi nilai-nilai yang terkandung dalam Pedoman Kode Etik Bisnis kepada seluruh insan Pelindo secara berkala. Adapun kegiatan sosialisasi kode etik selama tahun 2024 adalah sebagai berikut.

1. Sepanjang tahun 2024 telah dilakukan sosialisasi terkait Peraturan Direksi tentang *Board Manual*, Gratifikasi GCG, Kode Etik, Whistleblowing System sebanyak 41 kegiatan berupa penyampaian artikel, infografis sosialisasi tatap muka.

2. Sosialisasi disampaikan melalui media internal perusahaan (Pelindo E-Office, Email Blast, Majalah internal digital atau Pelindo Corner) dan kanal komunikasi perusahaan seperti website, e-office, Instagram, facebook, twitter yang dapat diakses oleh internal dan eksternal perusahaan;

3. Sosialisasi Tata Muka terkait GCG, WBS, Kode Etik, Gratifikasi, yang dilakukan pada:

    a. Tanggal 22 Mei dan 2 Desember 2024 sosialisasi di SPJM
    b. Tanggal 23 Agustus 2024 sosialisasi di PT EDII
    c. Tanggal 29 Agustus 2024 sosialisasi podcast PT PDS
    d. Tanggal 6 September 2024 sosialisasi di PT PMLI

CODE OF CONDUCT SOCIALIZATION

In order to build a corporate culture based on the values of good corporate governance and corporate culture, the Company regularly socializes and internalizes the values contained in the Code of Conduct to all Pelindo people. The code of conduct dissemination activities during 2024 are as follows.

1. Throughout 2024, there have been 41 socialization activities related to the Board of Directors Regulation on the Board Manual, GCG Gratification, Code of Conduct, and Whistleblowing System in the form of article submissions, infographics, and face-to-face
2. Socialization is delivered through the Company's internal media (Pelindo E-Office, Email Blast, internal digital magazine or Pelindo Corner) and Company communication channels such as the website, e-office, Instagram, Facebook, and Twitter which can be accessed by internal and external parties;
3. Face-to-face socialization related to GCG, WBS, Code of Conduct, and Gratuities, which was carried out on:
    a. On May 22 and December 2, 2024, socialization at SPJM
    b. August 23, 2024, socialization at PT EDII
    c. August 29, 2024, podcast socialization at PT PDS
    d. September 6, 2024, socialization at PT PMLI

e. Tanggal 15 Oktober 2024 pelaksanaan GCG Forum
f. Tanggal 17 Oktober 2024 pelaksanaan Forum Bisnis Berintegritas bersama PT Pelabuhan Indonesia (Persero) dan Transparansi Internasional Indonesia (TII) : "Teguhkan Komitmen Berantas Korupsi untuk Indonesia maju"
g. Tanggal 5 Desember 2024 sosialisasi di PT IKT
h. Tanggal 6 Desember 2024 sosialisasi di Regional 2 - Cabang Banten

UPAYA PENERAPAN DAN PENEGAKAN KODE ETIK

Dalam rangka mewujudkan komitmen Perusahaan terhadap para pemangku kepentingan (*stakeholders*), maka seluruh Insan Pelindo memiliki komitmen untuk:

1. Senantiasa berpikir dan berperilaku secara korporasi dengan mengutamakan kepentingan Perusahaan di atas kepentingan pribadi dan/atau kelompok untuk memberikan yang terbaik bagi Perusahaan;
2. Senantiasa peduli dan menjaga citra baik serta reputasi Perusahaan;
3. Melaksanakan tugas secara profesional dengan penuh tanggung jawab serta menjunjung tinggi integritas, kejujuran, dan semangat kebersamaan;
4. Peduli dan tanggap terhadap keluhan pelanggan/ mitra bisnis dan dengan segera menindaklanjuti sesuai dengan ketentuan yang berlaku;
5. Memiliki motivasi yang kuat untuk mengembangkan diri dan memperluas pengetahuan serta bersedia berbagi pengetahuan (*sharing knowledge*) dan keterampilan serta membantu rekan kerja lainnya tanpa merasa takut tersaingi;
6. Selalu bersikap terpuji sebagai individu dan anggota masyarakat dan tidak melakukan perbuatan tercela yang dapat menurunkan citra Perusahaan;
7. Menghindarkan diri dari seluruh tindakan yang dapat melanggar ketentuan dan atau menyalahgunakan wewenang;
8. Melaksanakan ibadah agama yang dianut oleh masing-masing Insan Pelindo dengan baik serta memahami dan mematuhi etika dan perilaku;
9. Bekerja sesuai dengan prinsip-prinsip Tata Kelola Perusahaan yang Baik.

Oleh sebab itu sebagai perwujudan Komitmen diatas maka:

1. Seluruh Insan Pelindo wajib menandatangani Pakta Integritas dan Janji Pedoman Kode Etik Bisnis yang merupakan komitmen Insan Pelindo untuk melaksanakan Pedoman Kode Etik Bisnis yang diperbaharui setiap tahun;

e. October 15, 2024, implementation of the GCG Forum
f. October 17, 2024, implementation of the Business Forum with Integrity with PT Pelabuhan Indonesia (Persero) and Transparency International Indonesia (TII): "Strengthen the Commitment to Eradicate Corruption for a Prosperous Indonesia"
g. December 5, 2024, socialization at PT IKT
h. December 6, 2024, socialization in Regional 2 - Banten Branch

CODE OF CONDUCT IMPLEMENTATION AND ENFORCEMENT EFFORTS

In order to realize the Company's commitment to stakeholders, all Pelindo People are committed to:

1. Always think and behave in a corporate manner by prioritizing the interests of the Company above personal and/or group interests and to provide the best for the Company;
2. Always care and maintain the good image and reputation of the Company;
3. Carry out duties professionally with full responsibility and uphold integrity, honesty, and the spirit of togetherness;
4. Care and respond to customer/business partner complaints and immediately follow up in accordance with applicable regulations;
5. Have a strong motivation to develop themselves and expand their knowledge and are willing to share knowledge and skills as well as help other co-workers without fearing competition;
6. Always be commendable as an individual and a member of the community and not commit any disgraceful act that could degrade the Company's image;
7. Avoid all actions that may violate the provisions and or abuse authority;
8. Carry out religious worship adhered to by each Pelindo People properly, and understand and comply with ethics and behavior;
9. Work in accordance with the principles of Good Corporate Governance.

As an embodiment of the above commitments:

1. All Pelindo People are required to sign the Integrity Pact which are the commitments of Pelindo People to implement the Code of Conduct that is updated every year;

2. Pedoman Kode Etik Bisnis harus disosialisasikan dan dipahami oleh Insan Pelindo;
3. Pakta Integritas, Janji Pedoman Kode Etik Bisnis dan Pernyataan Benturan Kepentingan Dewan Komisaris dan Direksi dibuat dan ditandatangani dalam satu rangkap dan disimpan di Sekretariat Perusahaan;
4. Pakta Integritas dan Janji Pedoman Kode Etik Bisnis Pekerja Perusahaan dibuat dan ditandatangani pada sistem P-Good (Pelindo *Good Corporate Governance*);
5. Adapun unit kerja di Kantor Pusat (Departemen Head Tata Kelola dan Kepatuhan), Regional (Departemen Head Pelayanan SDM dan Umum), Sub Holding dan Anak Perusahaan (SVP Sekretariat Perusahaan) melakukan monitoring, membuat laporan dan rekapitulasi Pekerja Perusahaan yang melaksanakan penandatanganan Pakta Integritas di wilayah kerjanya masing - masing setiap tahunnya, untuk kemudian disampaikan kepada *Group Head* Manajemen Risiko, Tata Kelola dan Kepatuhan PT Pelabuhan Indonesia (Persero);
6. Seluruh Pimpinan Unit Kerja sampai dengan pimpinan 2 (dua) level dibawahnya bertanggung jawab dan memberi keteladanan bagi bawahannya atas penerapan Pedoman Kode Etik Bisnis ini.

2. Code of Conduct must be socialized and understood by Pelindo People;
3. Integrity Pact, Promises of Code of Business Ethics Guidelines and Statements of Conflicts of Interest of Board of Commissioners and Board of Directors are made and signed in one copy and kept in Corporate Secretariat;
4. The Integrity Pact and Code of Conduct Commitment for Company Employees are created and signed in the P-Good system (Pelindo Good Corporate Governance);
5. The work units at Head Office (Governance and Compliance Department Head), Regional Offices (Human Capital and General Services Department Head), SubHoldings, and Subsidiaries (SVP Corporate Secretariat) monitor, report, and summarize the employees who sign the Integrity Pact in their respective areas of work each year. This information is then presented to the Group Head of Risk Management, Governance, and Compliance at PT Pelabuhan Indonesia (Persero).
6. All Heads of Work Units up to 2 (two) levels below are responsible for and set an example for their subordinates for the implementation of this Code of Conduct.

JENIS SANKSI PELANGGARAN KODE ETIK

TYPE OF SANCTION FOR VIOLATION OF CODE OF CONDUCT

Jenis Pelanggaran Type of Violation	**Sanksi** Sanction
Ringan Mild	Teguran Tertulis Teguran Lisan Pernyataan Tidak Puas Pemotongan Tunjangan posisi 5% selama 2 bulan Written Reprimand Oral Reprimand Statement of Dissatisfaction Position allowance deduction of 5% for 2 (two) months
Sedang Moderate	Pemotongan Penghasilan sebesar 20% selama 3 bulan Income deduction of 20% for 3 (three) months
Berat Severe	Penurunan Kelas Jabatan 3 Tingkat Lebih Rendah Pemutusan Hubungan Kerja Demotion to 3 (three) Levels Lower Dismissal of Employment

JUMLAH PELANGGARAN DAN SANKSI YANG DIBERIKAN

NUMBER OF VIOLATIONS AND SANCTIONS IMPOSED

NO	KATEGORI	KANTOR PUSAT	REGIONAL 1	REGIONAL 2	REGIONAL 3	REGIONAL 4	SPMT	SPSL	SPTP	SPJM
1	RINGAN	0	0	1	22	2	27	0	16	0
2	SEDANG	0	0	1	4	0	6	0	4	0
3	BERAT	2	0	0	0	1	0	0	4	2

NO	KATEGORI	KANTOR PUSAT	REGIONAL 1	REGIONAL 2	REGIONAL 3	REGIONAL 4	SPMT	SPSL	SPTP	SPJM
4	BERAT - PHK	6	0	0	0	0	0	0	0	0

Kebijakan Pemberian Kompensasi Jangka Panjang Berbasis Kinerja

Performance-Based Long-Term Compensation Policy

Peraturan Menteri BUMN Nomor PER-3/MBU/03/2023, yang ditetapkan pada 20 Maret 2023, mengatur tentang Organ dan Sumber Daya Manusia di Badan Usaha Milik Negara (BUMN). Salah satu ketentuan penting dalam peraturan ini adalah mengenai penangguhan pembayaran tantiem dan insentif kinerja bagi anggota Direksi dan Dewan Komisaris/Dewan Pengawas BUMN.

The Minister of SOEs Regulation No. PER-3/MBU/03/2023, dated March 20, 2023 regulates the Organs and Human Resources in State-Owned Enterprises (SOEs). One of the important provisions in this regulation is related to the suspension of bonuses and performance incentives payments for members of the Board of Directors and Board of Commissioners/Supervisory Board of SOEs.

Perseroan telah melaksanakan proses penangguhan Tantiem/Insentif Kinerja Tahun Buku 2022 bagi Dewan Komisaris dan Direksi PT Pelabuhan Indonesia (Persero) periode Tahun 2022 sebesar 21% dari keseluruhan Tantiem dengan jangka waktu penangguhan pembayaran tersebut harus dilakukan selama 3 tahun.

The Company suspended 21% of the PT Pelabuhan Indonesia (Persero) Board of Commissioners and Board of Directors Tantiem/Performance Incentives for the 2022 Fiscal Year as the total Tantiem during the payment suspension period must be made for 3 years.

Selain itu, Perseroan belum memiliki kebijakan kompensasi jangka panjang berbasis kinerja. Di samping itu, Pelindo bukan merupakan Perusahaan Terbuka sehingga tidak memiliki Program Kepemilikan Saham oleh Pegawai dan/atau Manajemen (ESOP/MSOP).

In addition, the Company does not yet have a long-term performance-based compensation policy. Pelindo is not a Public Company so it does not have an Employee and/or Management Stock Ownership Program (ESOP/MSOP).

Kebijakan Pengungkapan Informasi Kepemilikan Saham Dewan Komisaris dan Direksi Serta Pelaksanaannya

Policy on Information Disclosure of Board of Commissioners and Board Of Directors Share Ownership and The Implementation

Pelindo bukan merupakan Perusahaan Terbuka sehingga tidak terdapat informasi Kepemilikan saham anggota Direksi dan anggota Dewan Komisaris paling lambat 3 (tiga) hari kerja setelah terjadinya kepemilikan atau setiap perubahan kepemilikan atas saham Perusahaan Terbuka.

Pelindo is not a Public Company, hence there is no information on share ownership of members of Board of Directors and members of Board of Commissioners no later than 3 (three) working days after the ownership or any changes in the ownership of shares of Public Company.

Whistleblowing System
Whistleblowing System

Whistleblowing system (WBS) atau yang disebut Pelindo Bersih diperkenalkan untuk memperkuat penerapan dalam rangka memberikan kesempatan kepada seluruh insan Pelindo dan *stakeholders* lainnya untuk dapat menyampaikan laporan mengenai indikasi pelanggaran terhadap nilai–nilai etika yang berlaku, berdasarkan bukti-bukti yang dapat dipertanggung-jawabkan serta dengan niat baik.

Pelindo Bersih adalah sebuah program nyata dari manajemen Pelindo beserta seluruh cabang pelabuhan dan grup perusahaan untuk mewujudkan tempat kerja yang bersih dari tindakan curang, korupsi dan pemerasan.

Dalam pengelolaan Whistblowing System, Pelindo aktif dalam melakukan koordinasi dan komunikasi dengan KPK RI khususnya pada kegiatan monitoring dan evaluasi WBS Tindak Pidana Korupsi (TPK) Terintegrasi dengan KPK. beberapa hal yang telah dilakukan adalah:

1. *Monitoring* dan evaluasi oleh KPK dilakukan secara semester
2. Pelindo telah melakukan pengelolaan komitmen pimpinan dengan melakukan pendantangan pakta integritas Dewan Komisaris, Direksi dan Tim Komite Pelindo Bersih untuk menciptakan pelabuhan bersih tanpa fraud, korupsi, kolusi dan nepotisme
3. Melakukan review terhadap kebijakan, SOP pengelolaan Whistblowing System dan tugas dan tanggung jawab Komite Pelindo bersih
4. Aktif dalam pembangunan budaya anti korupsi (sosialisasi) yang melibatkan pimpnan puncak
5. Launching system baru Whistblowing system Pelindo pada tanggal 15 Oktober 2024. Saluran berubah menjadi https://pelindobersih.pelindo.co.id/ .Kelebihan sistem baru ini adalah : Sistem tersambung dengan saluran KPK RI (khusunya untuk laporan tindak pidana korupsi), identitas pelapor full anonimus, terstandarisasi ISO 37002:2021
6. Melakukan *survey* internal efektivitas WBS TPK Terintegrasi di lingkungan Pelindo. Surveu ini bertujuan untuk melihat dan menilai lapoan efektivitas penanganan laporan serta persepsi pekerja pelindo dan stakeholders terhadap tindak pindana korupsi di WBS Pelindo. Survei melibatkan seluruh unit dan wilayah kerja pelindo dengan total sebanyak 3.708 responden. Secara

Whistleblowing System (WBS) or what is known as Pelindo Bersih was introduced to strengthen its implementation in providing opportunities for all Pelindo people and other stakeholders to submit report regarding indications of violations of applicable ethical values, based on accountable evidence and with good intentions.

Pelindo Bersih is a real program from Pelindo management and all port branches and corporate groups to create a workplace that is clean from fraud, corruption and extortion.

In managing the Whistleblowing System, Pelindo is actively coordinating and communicating with the Indonesian Corruption Eradication Commission (KPK), especially in monitoring and evaluating the Corruption Crime (TPK) Whistleblowing System integrated with the KPK. Some of the things that have been done are:

1. Monitoring and evaluation by the KPK is carried out on a semester basis
2. Pelindo has managed the commitment of its leaders by signing an integrity pact with Board of Commissioners, Board of Directors and Pelindo Bersih Committee Team to create a clean port without fraud, corruption, collusion and nepotism
3. Review the policies, SOPs for managing the Whistblowing System and the duties and responsibilities of Pelindo Bersih Committee
4. Be active in building an anti-corruption culture (socialization) involving top management
5. Launching the new Pelindo Whistblowing system on October 15, 2024. The channel has changed to https://pelindobersih.pelindo.co.id/. The advantages of this new system are: The system is connected to the Corruption Eradication Commission (KPK) channel (especially for reports of corruption), reporter identity is fully anonymous, standardized ISO 37002:2021.
6. Conduct an internal survey of the effectiveness of WBS TPK Integrated in Pelindo. This survey aims to see and assess the report on the effectiveness of handling reports and the perception of Pelindo employees and stakeholders towards acts of corruption in WBS Pelindo. The survey involved all Pelindo units and work areas with a total of 3,708 respondents. Overall, from the survey on

keseluruhan dari survei efektivitas WBS TPK Terintegrasi PT Pelindo dapat disimpulkan bahwa mayoritas responden merasa system WBS telah berjalan dengan baik, terutama dalam menjaga kerahasiaan pelapor (75% setuju) dan perlindungan pelapor (85% setuju). Pegawai juga menunjukkan kesadaran tinggi terhadap kewajiban melapor (91% setuju) dan merasa puas dengan tindak lanjut laporan (86% setuju).

the effectiveness of Pelindo's Integrated TPK Whistleblower System (WBS), it can be concluded that the majority of respondents feel that the WBS system has been running well, especially in maintaining the whistleblower's confidentiality (75% agree) and protection (85% agree). Employees also showed high awareness of the obligation to report (91% agree) and felt satisfied with the report follow-up (86% agree).

PENYAMPAIAN DAN MEDIA LAPORAN PELANGGARAN

Pelindo menyediakan aplikasi/sistem untuk melaporkan tindakan curang, korupsi, dan pemerasan bagi seluruh *stakeholder* yang memiliki informasi dan ingin melaporkan suatu perbuatan terindikasi pelanggaran yang dilakukan oleh insan Pelindo, cabang pelabuhan, dan grup perusahaan melalui sistem yang independen. Melalui sistem ini, Pelindo dapat menjadi perseroan yang lebih baik dan mempunyai daya saing baik di tingkat nasional dan internasional. Bagi insan Pelindo atau stakeholder yang melaporkan akan diberikan perlindungan, baik dalam hal kerahasiaan identitas maupun dari kemungkinan tindakan balasan oleh si terlapor.

Sistem pelaporan pelanggaran (*whistleblowing system*) adalah sistem yang digunakan untuk menerima, mengolah dan menindaklanjuti serta membuat pelaporan atas informasi yang disampaikan oleh pelapor mengenai pelanggaran yang terjadi di lingkungan perusahaan.

Telah dilakukan penyampaian surat terkait tindak lanjut pelaksanaan penerapan single WBS untuk pelindo group dimana di dalam nya juga terdapat perintah untuk melakukan publikasi terkait larangan pungli, praktik suap seta gratifikasi No SK.01.01/21/12/1/HLTI/WDUT/PLND-21 tanggal 21 Desember 2021. Sehingga saluran WBS Pelindo Group terkelola menjadi satu pintu di Kantor Pusat. Dalam rangka melaksanakan Peraturan Menteri Badan Usaha Milik Negara No PER-02/MBU/03/2023 Tanggal 3 Maret 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara. Berdasarkan aturan baru tersebut, Perseroan melakukan penyesuaian terhadap *Whistleblowing System* yang telah ditetapkan pada Peraturan Direksi

SUBMISSION AND MEDIA FOR VIOLATION REPORTS

Pelindo provides an application/system to report fraudulent acts, corruption, and extortion for all stakeholders who have information and wish to report an act indicating a violation committed by Pelindo people, port branches, and corporate groups through an independent system. Through this system, Pelindo can become a better Company and have competitiveness both at the national and international level. Pelindo people or stakeholders who report will be given a protection, both in terms of identity confidentiality and from possible retaliation by the reported party.

The whistleblowing system is a system used to receive, process and follow up as well as make report on information submitted by the whistleblower regarding violation that occurred within the Company.

A letter has been submitted regarding the follow-up to the implementation of the single WBS implementation for the Pelindo group in which there is also an order to publish a publication regarding the prohibition of extortion, bribery and gratuities No SK.01.01/21/12/1/HLTI/WDUT/PLND-21 dated December 21, 2021. So that the Pelindo Group WBS channel is managed into one door at Head Office. In order to implement the Regulation of Minister of State-Owned Enterprises No. PER-02/MBU/03/2023 dated March 3, 2023, concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises. Based on this new regulation, the Company has made adjustments to the Whistleblowing System as stipulated

Nomor SK.01.01/12/3/TKPT/UTMA/PLND-23 tanggal 13 Desember 2023 tentang Pedoman *Whistleblowing System* PT Pelabuhan Indonesia (Persero).

in the Board of Directors Regulation No. SK.01.01/12/3/TKPT/UTMA/PLND-23 dated December 13, 2023, regarding the Whistleblowing System Guidelines of PT Pelabuhan Indonesia (Persero).

PERLINDUNGAN BAGI WHISTLEBLOWER

1. Perseroan menjamin kerahasiaan identitas pelapor, kecuali apabila pengungkapan tersebut diperlukan dalam kaitan dengan laporan atau penyidikan yang dilakukan oleh pihak berwajib;
2. Pelaporan yang dilakukan tanpa identitas akan tetap di proses, namun demikian akan dipertimbangkan terlebih dahulu kesungguhan isi laporan, kredibilitas, dan bukti-bukti yang diajukan, serta kemungkinan untuk melakukan konfirmasi pelaporan;
3. Perseroan menetapkan sanksi atas penyalahgunaan saluran WBS dan ditegaskan bahwa para pihak yang menyampaikan laporan berupa fitnah atau laporan palsu akan diberikan sanksi termasuk proses hukum dan tidak memperoleh baik jaminan kerahasiaan maupun perlindungan Pelapor;
4. Perseroan menjamin terhadap pelapor dari segala tuntutan hukum, baik pidana maupun perdata, intimidasi, hukuman maupun tindakan tidak menyenangkan dari pihak manapun atas kesaksian dan/atau pelaporan yang akan, sedang atau telah diberikanya, kecuali kesaksian dan/atau laporan tersebut diberikan tidak dengan itikad baik;

WHISTLEBLOWER PROTECTION

1. The Company guarantees the confidentiality of whistleblower's identity, except if the disclosure is required related to the report or investigation conducted by the authorities;
2. Report made without an identity will still be processed, however, the seriousness of the report content, credibility, and evidence submitted, as well as the possibility to confirm the report will be considered;
3. The Company stipulates sanctions for the misuse of WBS channel and emphasizes that parties who submit report in the form of slander or false report will be subject to sanctions including legal processes and does not receive either guarantees of confidentiality or Whistleblower protection;
4. The Company guarantees the whistleblower against all lawsuits, both criminal and civil, intimidation, punishment or unpleasant actions from any party for the testimony and/or reporting that will be, is being or has been given, unless the testimony and/or report is not submitted with good intention;

5. Perusahaan memberikan perlindungan kepada pelapor atas kemungkinan dilakukannya hal-hal sebagai berikut:
   a. Pemecatan yang tidak adil;
   b. Penurunan jabatan atas pangkat dengan alasan yang tidak jelas;
   c. Catatan yang merugikan dalam file data pribadinya (personal file record);
6. Perusahaan menjamin kepentingan dan memberikan pendampingan hukum bagi pelapor pada saat sebelum dan setelah selesainya proses kasus terkait hal yang dilaporkan;
7. Perusahaan memberikan hak kepada pelapor untuk ikut serta dalam proses memilih dan menentukan bentuk perlindungan kepetingan dan pendampingan hukum sejauh tidak bertentangan dengan peraturan perusahaan.

PENANGANAN PENGADUAN

1. Pengelolaan WBS Pelindo Bersih dibantu oleh Pengelola Eksternal yang merupakan pihak ketiga independen. Pengelolaan oleh pihak ketiga independen termasuk pada aktivitas penerimaan, administrasi dan konfirmasi kelengkapan laporan yang kemudian diteruskan kepada Komite Pelindo Bersih;
2. Komite Pelindo Bersih melakukan verifikasi terhadap laporan yang disampaikan oleh pelapor untuk menentukan pemenuhan syarat/kriteria pengaduan;
3. Komite Pelindo Bersih selanjutnya memformulasikan hasil verifikasi dan identifikasi laporan;
4. Hasil verifikasi dituangkan dalam laporan Hasil verifikasi yang disusun secara sistematik, singkat, jelas, dan dapat dipertanggungjawabkan serta memuat kesimpulan serta dilengkapi data pendukung dan saran tindak lanjut;
5. Teknik verifikasi merupakan kerahasian dan kewenangan Komite Pelindo Bersih dengan prinsip-prinsip proporsional sebanding atas materi yang dilaporkan;
6. Jika diperlukan investigasi lebih lanjut, maka Komite Pelindo Bersih dapat meminta persetujuan Direktur Utama untuk pelaksanaan investigasi oleh fungsi Satuan Pengawasan Intern;
7. Apabila pengaduan tidak memenuhi syarat maka Komite Pelindo Bersih tidak menindaklanjuti dan pengaduan disimpan dalam *file* berkas pengaduan;
8. Hasil laporan yang telah dibahas dan disepakati disampaikan kepada Direktur Utama dan atau pihak terkait untuk ditindaklanjuti sesuai hasil investigasi;
9. Untuk tindak lanjut pelaporan Sub Holding, Anak Perusahaan, Perusahaan Afiliasi dan Anak Perusahaan Other Business Portofolio maka investasi akan dilakukan oleh Tim WBS dari masing-masing perusahaan. Sementara untuk pelaporan

5. The Company provides protection to the whistleblower against the possibility of the following things:
   a. Unfair dismissal;
   b. Demotion of rank for unclear reasons;
   c. Adverse records in his/her personal file record;
6. The Company guarantees the interests and provides legal assistance to the whistleblower before and after the completion of the case process related to the reported matter;
7. The Company grants the right to the whistleblower to participate in the process of selecting and determining the form of interest protection and legal assistance as long as does not conflict with Company regulations.

COMPLAINT HANDLING

1. The management of Pelindo Bersih WBS is assisted by an External Manager who is an independent third-party entity with activities includes receiving, administering, and confirming the completeness of reports, which are then forwarded to Pelindo Bersih Committee.
2. Pelindo Bersih Committee verifies the submitted reports then determine compliance with the complaint criteria/requirements.
3. Pelindo Bersih Committee then formulates verification results and report identification.
4. Verification results are documented in a Verification Results report that is systematically, concisely, clearly, and accountably prepared, containing conclusions and supporting data, as well as follow-up recommendations.
5. Verification techniques are confidential and under Pelindo Bersih Committee authorization, guided by proportional principles aligned with the reported material.
6. If further investigation is required, Pelindo Bersih Committee may seek approval from President Director for the Internal Supervision Unit to conduct the investigation;
7. If a complaint does not meet the criteria, Pelindo Bersih Committee will not pursue it, and the complaint will be kept in the complaint file;
8. The discussed and agreed-upon report results are presented to the President Director and/or relevant parties for further action according to the investigation results.
9. For follow-up on reports from Sub Holdings, Subsidiaries, Affiliate Companies, and Other Business Portfolio Subsidiaries, the investigation will be carried out by WBS Team of each Company. Meanwhile, for Regional reporting, the investigation

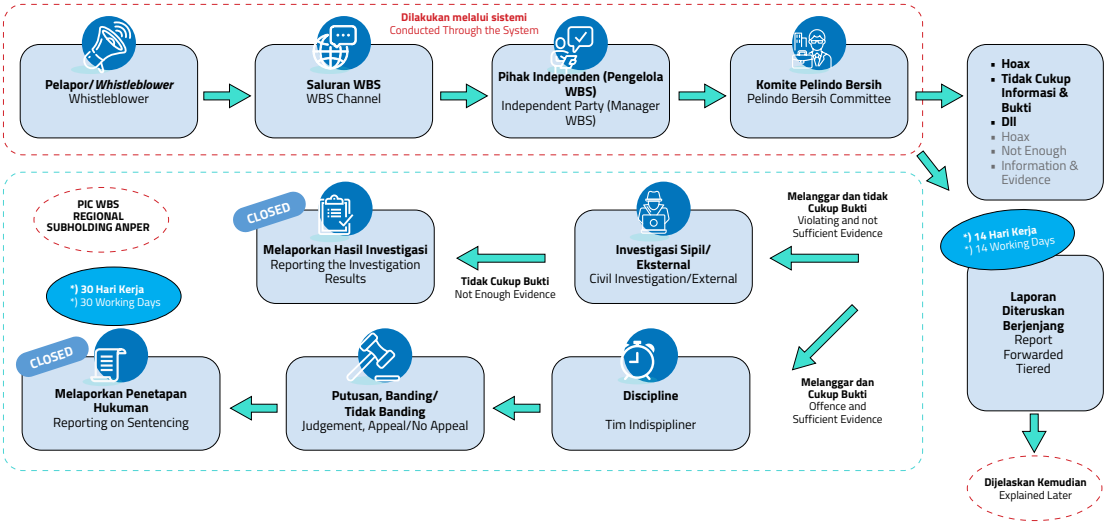
Regional, investigasi akan dibantu oleh Regional Head dan SVP Layanan SDM dan Umum Regional. Investigasi dapat melibatkan Tim Indisipliner, Pengendalian Internal, Hukum, Pengelola SDM dan Penanggung Jawab Operasional di wilayah kerja masing-masing hingga tindak lanjut dianggap selesai dengan tetap menjaga kerahasian laporan dan identitas pelapor;

10. Kepada pihak terlapor yang terbukti bersalah dapat dijatuhi hukuman sesuai dengan peraturan yang berlaku di perusahaan dan/atau perundang-undangan. Penjatuhan hukuman dapat dilakukan oleh Tim Indisipliner masing-masing wilayah kerja sesuai dengan Peraturan Direksi Terkait Indisipliner. PIC WBS masing-masing wilayah kerja melaporkannya kepada Komite Pelindo Bersih;
11. Direksi PT Pelabuhan Indonesia (Persero) tetap mempunyai kewenangan untuk mengambil tindakan di luar Tim Indisipliner dengan memperhatikan kepentingan perusahaan terutama untuk menjaga nama baik perusahaan dan efektivitas penanganan pengaduan tetapi tetap memberikan sanksi apabila terlampir terbukti bersalah.

will be assisted by Regional Head and SVP of HC and General Services of the respective region. The investigation may involve Disciplinary Team, Internal Control, Legal, HC Management, and Operational Official in their respective areas until the follow-up is considered complete while maintaining reports confidentiality and reporters' identities.

10. Individuals found guilty may be subject to penalties according to the Company's regulations and/or laws. The imposition of penalties can be carried out by the Disciplinary Team in each work area according to the Relevant Disciplinary Regulations. The WBS PIC in each work area reports it to the Pelindo Bersih Committee;
11. The Board of Directors of PT Pelabuhan Indonesia (Persero) retains the authority to take action outside of Disciplinary Team while considering the Company's interests, especially in maintaining the Company's reputation and effectiveness of handling complaints, but still imposes sanctions if proven guilty.

Alur Tindak Lanjut *Whistleblowing System*
Whistleblowing System Follow-up Flow



JENIS PELANGGARAN YANG DAPAT DILAPORKAN

Pelanggaran yang dapat dilaporkan adalah semua perbuatan yang menyimpang atau bertentangan dengan peraturan perusahaan, kode etik, melawan hukum dan segala perbuatan di luar ketentuan yang dapat mengakibatkan kerugian secara materiel maupun penurunan citra perusahaan.

TYPES OF VIOLATIONS THAT CAN BE REPORTED

Violations that can be reported are all acts that deviate or conflict with Company regulations, code of conduct, against the law and all actions outside the provisions that can result in material losses or a decrease in the Company's image.

Kategori pelanggaran meliputi:

1. **Tindakan Curang (Tidak Adil)**
   Adalah tindakan yang dilakukan oleh seseorang/ sekelompok Insan Pelindo dengan maksud untuk menguntungkan diri sendiri atau orang lain, dengan memakai nama palsu atau martabat palsu, dengan tipu muslihat, ataupun rangkaian kebohongan ataupun menggerakkan orang lain untuk memberikan keuntungan kepadanya dengan cara–cara yang tidak benar dan melawan hukum.

   Contoh dari tindakan curang :
   a. Menyetujui pemberian order kepada supplier yang memiliki "hubungan istimewa";
   b. Membayar atau tidak membayar vendor yang memiliki "hubungan istimewa", yang secara langsung-tidak langsung memberi keuntungan komersial atau bentuk manfaat kompetitif lainnya bagi pada vendor lain;
   c. Merekrut staf yang memiliki "hubungan istimewa" dengannya, sementara ada kandidat yang memiliki kualifikasi yang lebih baik.

2. **Korupsi**
   Tindakan Insan Pelindo, yang secara tidak wajar dan tidak legal memperkaya diri atau memperkaya orang orang yang memiliki "hubungan istimewa" dengannya, dengan menyalah gunakan jabatan dan kekuasaan yang dipercayakan kepadanya.

   Contoh dari tindakan korupsi :
   a. Menyalahgunakan kekuasaan untuk kepentingan pribadi atau kelompok;
   b. Menerima keuntungan (contohnya uang, hadiah, keramah-tamahan) yang bertentangan dengan tanggung jawab jabatan;
   c. Menggunakan anggaran, harta, jasa pelayanan dan informasi perusahaan dan anak perusahaan untuk aktivitas diluar kedinasan;
   d. Menerima keuntungan (dalam bentuk apapun) dari siapapun selain dari gaji dan tunjangan yang berhak mereka terima.

3. **Pencurian**
   Kegiatan/tindakan mengambil suatu barang, yang seluruhnya atau sebagian kepunyaan orang lain, dengan maksud untuk dimiliki secara melawan hukum (KUHP Pasal 362).

   Contoh dari tindakan pencurian:
   a. Mengambil hak milik orang lain tanpa persetujuan dari pemilik tersebut;
   b. Menggunakan identitas diri orang lain untuk mendapatkan barang dan pelayanan;
   c. Menjual benda-benda dan menyimpan hasil dari penjualan secara rahasia;

The categories of violation are:

1. **Fraudulent Action**
   It is an act committed by individual/a group of Pelindo People for personal benefit or others by using false identity or false dignity by trickery or lies or moving others to benefit him or her in prohibited and unlawful ways.

   Example of fraudulent action:
   a. Approve an order to supplier with special relationship.
   b. Paying or not paying vendors who have a "special relationship", which directly or indirectly provides a commercial advantage or other form of competitive advantage to other vendors;
   c. Recruit staff that has a "special relationship" with them while there are candidates with better qualifications.

2. **Corruption**
   It is an act of Pelindo People that improperly and illegally enriches or enriches those who have a "special relationship", by abusing positions and powers.

   Example of corruption act:
   a. Abusing power for personal or group interests;
   b. Receiving benefits (eg money, gifts, hospitality) contrary to the responsibilities of his/her position;
   c. Using budgets, assets, services and information of the Company and subsidiaries for activities outside the service;
   d. Receive benefits (in any form) from anyone other than salary and benefits that they are entitled to receive.

3. **Theft**
   It is the activity/action to take goods, wholly or partly belongs to another person, with the intent to possess unlawfully (KUHP Article 362).

   Example of theft:
   a. Taking the property of other person without the owner's consent;
   b. Using the identity of others to get goods and services;
   c. Selling goods and keeping the proceeds from the sale in secret;

d. Menyalahgunakan/mengambil tanpa alasan hak uang/barang/data/ dokumen milik perusahaan dan/atau nasabah di lingkungan kerja.

4. Pelanggaran Kebijakan dan Peraturan Perusahaan
Kegiatan/tindakan yang dilakukan oleh Insan Pelindo baik disengaja maupun terencana yang bertentangan dengan kebijakan dan peraturan internal Perusahaan dan Anak Perusahaan. Pelaku pelanggaran ini dapat diancam sanksi menurut ketentuan yang berlaku, baik internal maupun eksternal.

Contoh dari tindakan pelanggaran kebijakan dan peraturan perusahaan:
a. Menjalankan tugas diluar prosedur dan instruksi yang telah ditetapkan;
b. Membocorkan informasi perusahaan, seperti: mengenai anggaran, penawaran dari pemasok, strategi bisnis dan lain sebagainya kepada orang-orang yang tidak berhak di luar kewenangannya;
c. Membuat dan/atau menggunakan dan/atau memberikan dan/atau mengubah dan/atau menyalin dan/atau menggandakan data dan/atau keterangan yang tidak sesuai dengan sebenarnya sehingga merugikan perusahaan dan/atau nasabah dan/atau investor/calon investor;
d. Pemberian fasilitas kredit atau perpanjangan waktu pembayaran kewajiban kepada pelanggan atau vendor/supplier yang terindikasi melanggar ketentuan dan berpotensi merugikan Perusahaan dan Anak Perusahaan secara ekonomis;
e. Pelanggaran Norma & Etika (Kode Etik) dengan tindakan diantaranya Perbuatan asusila dilingkungan perseroan, pelecehan, penggunaan narkoba dan terlibat dalam kegiatan masyarakat yang di larang.

5. Benturan Kepentingan
Sebuah situasi dan kondisi dimana Insan Pelindo atau Pemegang Saham karena kedudukan atau jabatan di Perusahaan dan Anak Perusahaan memiliki wewenang yang berpotensi disalahgunakan baik sengaja maupun tidak sengaja untuk kepentingan pribadinya sehingga menimbulkan adanya pertentangan antara kepentingan pribadi dan/atau kelompok dan/atau keluarga dengan kepentingan ekonomis Perusahaan dan Anak Perusahaan.

Kondisi tersebut dapat mempengaruhi kualitas keputusan atas tugas yang diamanatkan kepadanya, sehingga kinerja hasil keputusan tersebut dapat merugikan Perusahaan dan Anak Perusahaan.

d. Abusing/taking without any reason in the form of money/goods/data/documents owned by the Company in the workplace.

4. Violations of Company Policies and Regulations
Activities/actions carried out by Pelindo People, whether intentional or planned, are contrary to the internal policies and regulations of the Company and its Subsidiaries. Perpetrators of this violation can be threatened with sanctions according to applicable regulations, both internal or external.

Example of violation of Company policies and regulations:
a. Carry out the tasks other than the established procedures and instructions;
b. Leaking corporate information, such as: about the budget, supply from suppliers, business strategies and so on to unauthorized people.
c. Creating and/or using and/or providing and/or changing and/or copying and/or duplicating data and/or information that are not in accordance with the truth, detrimental to the Company and/or customers and/or investors/potential investors;
d. Provision of credit facilities and extension of obligation payments to customers or vendors/suppliers indicated to violate the provisions and potentially harm the Company and Subsidiaries in an economic manner.
e. Violation of Code of Conduct with actions including immoral acts within the Company, harassment, drug use and involvement in prohibited community activities.

5. Conflict of Interest
A situation in which Pelindo People or the Shareholder due to the position in the Company has the authority that is potentially misused either intentionally or unintentionally for his or her personal interest, resulting in a conflict between personal interests and/or groups and/or families with the economic interests of the Company.

Such condition can affect the quality of decision on the tasks assigned, so that the performance of the decision results can be detrimental to the Company and its Subsidiaries.

Contoh dari tindakan Benturan Kepentingan :

a. Menerima hadiah dalam bentuk uang atau hiburan dari vendor atau supplier;
b. Menerima bantuan finansial atau non-finansial dari vendor atau supplier;
c. Di mana seseorang atau pasangannya melakukan tindakan yang memiliki kepentingan yang berbenturan dengan kegiatan bisnis di perusahaan;
d. Pemberian keputusan penunjukan pihak tertentu sebagai penyedia barang/jasa, dimana insan Pelindo tersebut mempunyai kepentingan ekonomis pada pihak yang ditunjuk tersebut.

Example of Conflict of Interest:

a. Receive prizes in the form of money or entertainment from vendors or suppliers;
b. Receive financial or non-financial assistance from vendors or suppliers;
c. A person or his/her spouse performs actions that have conflict of interests with business activities in the Company;
d. Decide the appointment of a certain party as a provider of goods/services, in which Pelindo people have an economic interest in the appointed party.

6. Penyuapan / Gratifikasi

Suatu tindakan/kegiatan yang dilakukan secara sengaja dan sadar menerima sesuatu atau janji, sedangkan dia mengetahui atau patut dapat menduga bahwa pemberian sesuatu atau janji itu dimaksudkan supaya dia berbuat sesuatu atau tidak berbuat sesuatu dalam tugasnya, yang berlawanan dengan kewenangan atau kewajibannya yang menyangkut kepentingan umum (Pasal 3 UU No. 11 Tahun 1980 tentang Tindak Pidana Suap).

Pemberian dalam arti luas, yakni meliputi pemberian uang, barang, rabat, komisi, pinjaman tanpa bunga, tiket perjalanan, fasilitas penginapan, perjalanan wisata, pengobatan cuma-cuma, dan fasilitas lainnya. (Pasal 128 UU No. 20 Tahun 2001 tentang Perubahan atas Undang-Undang nomor 31 tahun 1999 tentang Pemberantasan Tindak Pidana Korupsi). Untuk informasi lebih lanjut terkait Penyuapan/Gratifikasi terdapat di dalam Pedoman Pengendalian Gratifikasi PT Pelabuhan Indonesia (Persero).

Contoh dari tindakan penyuapan / gratifikasi :

a. Menerima imbalan secara langsung maupun tidak langsung dalam bentuk apapun dari pihak manapun yang terkait dengan suatu transaksi bisnis perusahaan;
b. Menerima keuntungan-keuntungan dalam bentuk apapun yang mempengaruhi penilaian atau keputusan bisnis perusahaan yang akan diambil.

6. **Bribery/Gratification**

A deliberate and conscious act of accepting something or a promise, while he or she knows or can reasonably expect that the giving of something or a promise is meant for he or she to do something or to do anything in his or her duties, which is contrary to his or her authority or obligation in the public interest (Article 3 of Law No. 11 of 1980 concerning the Crime of Bribery).

In a broad sense, giving includes the provision of money, goods, rebates, commissions, interest-free loans, travel tickets, lodging facilities, tourist trips, free medical treatment, and other facilities. (Article 128 of Law No. 20 of 2001 on Amendment to Law No. 31 of 1999 concerning Eradication of Criminal Acts of Corruption. For further information regarding Bribery/Gratification, please refer to the PT Pelabuhan Indonesia (Persero) Gratification Control Guidelines.

Example of bribery/gratification:

a. Receive direct or indirect benefits in any form from any party related to a Company business transaction;
b. Receive benefits in any form that affect the assessment or business decisions to be taken.

7. Penipuan

Kegiatan/tindakan yang dilakukan secara sengaja dan sadar dengan maksud untuk menguntungkan diri sendiri atau orang lain secara melawan hukum, dengan memakai nama palsu atau martabat palsu, dengan tipu muslihat, ataupun rangkaian kebohongan, menggerakan orang lain untuk menyerahkan barang sesuatu kepadanya, atau supaya memberi hutang maupun menghapuskan piutang (KUHP Pasal 378).

7. **Embezzlement**

A deliberate and conscious act with the intent to unlawfully benefit oneself or others, by using a false name or false prestige, by deception, or a series of lies, to incite other people to hand over something to them, or to give debt or write off receivables (KUHP Article 378).

Contoh dari tindakan Penipuan :

a. Suatu tipu muslihat yang dipakai oleh salah satu pihak sehingga menyebabkan pihak lain menandatangani kontrak tersebut, padahal tanpa tipu muslihat tersebut pihak lain itu tidak akan menandatangani kontrak yang bersangkutan;
b. Dengan sengaja memberikan produk yang dalam kondisi rusak yang mengakibatkan kerugian dalam bentuk finansial;
c. Bekerja sendiri ataupun bekerjasama dengan pihak lain untuk menipu atasan atau Perusahaan dengan menggunakan tanda tangan palsu atau faktur palsu.

8. Pemerasan

Kegiatan/tindakan yang dilakukan dengan maksud untuk menguntungkan diri sendiri atau orang lain secara melawan hukum, memaksa seorang dengan kekerasan atau ancaman kekerasan untuk memberikan barang sesuatu, yang seluruhnya atau sebagian adalah kepunyaan orang itu atau orang lain, atau supaya membuat hutang maupun menghapuskan piutang (KUHP Pasal 368).

Contoh dari tindakan Pemerasan :

a. Melakukan pungutan tidak sah dalam bentuk apapun juga dalam menjalankan tugasnya untuk kepentingan pribadi/golongan/pihak lain;
b. Meminta sejumlah uang atau hadiah kepada calon supplier sebagai pengganti untuk sebuah pekerjaan;
c. Meminta sejumlah uang atau hadiah kepada pelanggan sebagai pengganti untuk sebuah pelayanan istimewa/khusus.

9. Penggelapan

Tindakan/kegiatan yang dilakukan dengan sengaja dan secara sadar melawan hukum untuk memiliki barang sesuatu yang seluruhnya atau sebagian adalah kepunyaan orang lain, yang saat ini ada dalam kekuasaannya bukan karena kejahatan. (KUHP Pasal 372).

Contoh dari tindakan Penggelapan:

a. Dengan sengaja dan melawan hukum memiliki suatu benda yang seluruhnya atau sebagian adalah milik perusahaan, yang dalam kekuasaannya baik karena jabatannya maupun bukan karena jabatannya.
b. Melakukan tindakan tidak jujur dengan menyembunyikan barang/ harta perusahaan tanpa sepengetahuan perusahaan dengan tujuan untuk memiliki, menguasai, atau digunakan untuk tujuan lain.

Example of Embezzlement:

a. A ruse used by a party to cause the other party to sign the contract, even though without this ruse the other party would not have signed the contract concerned;
b. Deliberately providing products that are in a damaged condition resulting in financial losses;
c. Working alone or in collaboration with other parties to deceive superiors or the Company by using fake signatures or fake invoices.

8. **Fraud**

A deliberate and conscious act that is intended to benefit themselves or others unlawfully, using false identity or false dignity, with tricks, or lies, moving others to surrender something to them, or to give debt or write off accounts receivable (KUHP Article 368).

Example of Fraud:

a. Performing illegal levies in any form in carrying out their duties for the interests of personal/ group/other party;
b. Requesting a sum of money or a gift from potential supplier as a substitute for a job;
c. Requesting a certain amount of money or a gift from a customer in exchange for a special service.

9. **Extortion**

A deliberate and conscious unlawful act to possess goods that are wholly or partly owned by another person, which is currently under their control, not because of a crime. (KUHP Article 372).

Example of Exortion:

a. Deliberately and unlawfully owns an object which is wholly or partly owned by the Company, which is under his/her control either because of his/her position or not because of his/her position.
b. Performing dishonest actions by hiding Company goods/assets without the Company's knowledge with the aim of possessing, controlling, or using them for other purposes.

PENGELOLA LAPORAN PELANGGARAN

Pedoman kerja Komite Pelindo Bersih mengacu pada Peraturan Direksi Nomor SK.01.01/13/12/3/TKPT/UTMA/PLND-23 tanggal 13 Desember 2023 tentang Pedoman *Whistleblowing System* PT Pelabuhan Indonesia (Persero). PT Pelabuhan Indonesia (Persero) bersama pihak ketiga selaku mitra dalam penerapan sistem WBS telah menerima dan memonitor pengaduan baik internal dan eksternal serta membuat laporan bulanan kepada Tim Pelindo Bersih sebagai counterpart yang diatur dalam Surat Keputusan Direksi Nomor: SK.01.01/25/7/1/TKPT/UTMA/PLND-23 tanggal 25 Juli 2023 tentang Tugas dan Tanggung Jawab Komite Pelindo Bersih Dalam Pelaksanaan *Whistleblowing System* PT Pelabuhan Indonesia (Persero), yang beranggotakan:

WHISTLEBLOWING MANAGEMENT

Pelindo Bersih Committee work guidelines refer to the Board of Directors Regulation Number SK.01.01/13/12/3/TKPT/UTMA/PLND-23 dated December 13, 2023 concerning Guidelines for PT Pelabuhan Indonesia (Persero) Whistleblowing System. PT Pelabuhan Indonesia (Persero) together with third parties as partners in the implementation of WBS system have received and monitored both internal and external complaints and made monthly reports to Pelindo Bersih Team as a counterpart as regulated in the Board of Directors Decree Number: SK.01.01/25/7/1/TKPT/UTMA/PLND-23 dated July 25, 2023 concerning Duties and Responsibilities of Pelindo Bersih Committee in the Implementation of Whistleblowing System of PT Pelabuhan Indonesia (Persero), which consists of:

SOSIALISASI WHISTLEBLOWING SYSTEM

1. Sepanjang tahun 2024 telah dilakukan sosialisasi terkait Peraturan Direksi tentang *Board Manual*, Gratifikasi GCG, Kode Etik, Whistleblowing System sebanyak 41 kegiatan berupa penyampaian artikel, infografis sosialisasi tatap muka Sosialisasi disampaikan melalui media internal perusahaan (Pelindo E-Office, Email Blast, Majalah internal digital atau Pelindo Corner) dan kanal komunikasi perusahaan seperti website, e-office, Instagram, facebook, twitter yang dapat diakses oleh internal dan eksternal perusahaan;

2. Sosialisasi Tata Muka terkait GCG, WBS, Kode Etik, Gratifikasi, yang dilakukan pada:

3. Tanggal 22 Mei dan 2 Desember 2024 sosialisasi di SPJM
   a. Tanggal 22 Mei dan 2 Desember 2024 sosialisasi di SPJM
   b. Tanggal 23 Agustus 2024 sosialisasi di PT EDII
   c. Tanggal 29 Agustus 2024 sosialisasi podcast PT PDS
   d. Tanggal 6 September 2024 sosialisasi di PT PMLI
   e. Tanggal 15 Oktober 2024 pelaksanaan GCG Forum
   f. Tanggal 17 Oktober 2024 pelaksanaan Forum Bisnis Berintegritas bersama PT Pelabuhan Indonesia (Persero) dan Transparansi Internasional Indonesia (TII) : "Teguhkan Komitmen Berantas Korupsi untuk Indonesia maju"
   g. Tanggal 5 Desember 2024 sosialisasi di PT IKT
   h. Tanggal 6 Desember 2024 sosialisasi di Regional 2 - Cabang Banten

WHISTLEBLOWING SYSTEM SOCIALIZATION

1. Throughout 2024, there have been 41 socialization activities related to the Board of Directors Regulation on the Board Manual, GCG Gratification, Code of Conduct, and Whistleblowing System in the form of article submissions, infographics, and face-to-face Socialization is delivered through the Company's internal media (Pelindo E-Office, Email Blast, internal digital magazine or Pelindo Corner) and Company communication channels such as the website, e-office, Instagram, Facebook, and Twitter which can be accessed by internal and external parties;
2. Face-to-face socialization related to GCG, WBS, Code of Conduct, and Gratuities, which was carried out on:
3. On May 22 and December 2, 2024, socialization at SPJM
   a. May 22 and December 2, 2024 socialization at SPJM
   b. August 23, 2024, socialization at PT EDII
   c. August 29, 2024, podcast socialization at PT PDS
   d. September 6, 2024, socialization at PT PMLI
   e. October 15, 2024, implementation of the GCG Forum
   f. October 17, 2024, implementation of the Business Forum with Integrity with PT Pelabuhan Indonesia (Persero) and Transparency International Indonesia (TII): "Strengthen the Commitment to Eradicate Corruption for a Prosperous Indonesia"
   g. December 5, 2024, socialization at PT IKT
   h. December 6, 2024, socialization in Regional 2 - Banten Branch

JUMLAH PENGADUAN DAN PROSES PENGADUAN

Selama tahun 2024 melalui sistem Whistleblowing (WBS) Pelindo telah menerima laporan pengaduan 560 laporan dengan 7 (tujuh) laporan yang termasuk kedalam kategori pelanggaran dan 553 Laporan yang termasuk *out of scope*. terdapat 1 (satu) laporan yang tahun 2023 sampai dengan tahun 2024 yang masih dalam proses penyelesaian. Sehingga total laporan terkait pelanggaran yang masuk dalam saluran WBS Pelindo sebanyak 8 (delapan) laporan, dengan rincian sebagai berikut:

NUMBER OF COMPLAINTS AND COMPLAINTS HANDLING

During 2024, through the Whistleblowing System (WBS), Pelindo has received 560 reports, with 7 (seven) reports falling into the violations category and 553 reports falling into the out of scope category. There is one report from 2023 to 2024 that is still in the process of being resolved. So that the total number of reports related to violations that are included in Pelindo's WBS channel is 8 (eight) reports, with the following details:

Tahun Year	**Kategori Laporan** Report Category	**No Laporan** Report No.	**Jumlah Laporan** Number of Reports	**Tindak Lanjut** Follow-up
2023	Indikasi Pelanggaran Kebijakan dan Peraturan Perusahaan Indication of Violation of Company Policies and Regulations	WBS-PLND-2023-307	1	90%
2024	Indikasi Penipuan Indication of Embezzlement	WBS-PLND-2024-314	2	100% tidak terbukti 100% not proven
		WBS-PLND-2024-315		100% Terbukti sanksi: PHK 100% Proven Sanction: Dismissal
	Indikasi Pelanggaran Kebijakan Indication of Policy Violation	WBS-PLND-2024-354	2	100% Terbukti Sanksi: pemindahan alih tugas 100% Proven Sanction: Transfer of Duties
		WBS-PLND-2024-349		20%
	Indikasi Pemerasan Indication of Fraud	WBS-PLND-2024-317	1	100% Tidak terbukti 100% Not proven
	Indikasi Konflik Kepentingan Indication of Conflict of Interest	WBS-PLND-2024-424	1	20%
	Indikasi Penggelapan Indication of Extortion	PLND-2024-481	1	10%
Rata-rata Tindak Lanjut Average of Follow-up				64%

Laporan yang termasuk dalam kategori *out of scope* telah disarankan oleh pengelola WBS Independen untuk melakukan pelaporan kepada saluran terkait dan/atau *customer service* Pelindo Group. Laporan yang belum selesai dikarenakan laporan yang masuk pada TW 3 2024 dan masih dalam proses investigasi.

Reports that fall under the out-of-scope category have been advised by the Independent WBS manager to report to the relevant channels and/or Pelindo Group customer service. The report has not been completed because the report was received in the third quarter of 2024 and is still under investigation.

SANKSI/TINDAK LANJUT ATAS PENGADUAN DI TAHUN 2024

Kepada pihak terlapor yang terbukti bersalah dapat dijatuhi hukuman sesuai dengan peraturan yang berlaku di Perseroan dan/atau perundang-undangan. Penjatuhan hukuman dapat dilakukan oleh Tim Indisipliner masing-masing wilayah kerja sesuai dengan Peraturan Direksi Terkait Indisipliner. Berdasarkan tindak lanjut atas laporan WBS di atas yang telah diproses, terdapat 2 aduan yang terbukti dan selanjutnya diberikan sanksi kepada terlapor yaitu hukuman pemutusan hubungan kerja dan sanksi pengalihan tugas.

SANCTIONS/FOLLOW-UP ON REPORTS IN 2024

The reported party who is proven guilty can be punished in accordance with the regulations in force in the Company and/or legislation. The punishment can be carried out by the Indisciplinary Team of each work area in accordance with the Board of Directors Regulation Regarding Indiscipline. Based on the follow-up to the above-processed WBS report, there were 2 reported complaints that were proven and subsequently sanctioned, which were dismissal of employment and transfer of duties.

Program Anti Korupsi
Anti-Corruption Program

Program Anti Korupsi Perseroan diatur dalam kode etik, pedoman *Whistleblowing System*, pedoman gratifikasi Perseroan, disampaikan pula pada perdir benturan kepentingan, anti fraud dan budaya SMAP. Pelindo berkomitmen menciptakan praktik bisnis yang bersih dan menjauhi segala bentuk kecurangan (*Fraud*). Komitmen Perseroan diperkuat dengan dibentuknya sistem *Whistleblowing System* yaitu sistem yang disediakan oleh Pelindo bagi seluruh *stakeholders.*

The anti-corruption program in the Company's is regulated in the code of conduct, Whistleblowing System guidelines and the Company's gratification guidelines. Pelindo is committed to creating clean business practices and avoiding all forms of fraud. The Company's commitment is strengthened by the establishment of Whistleblowing System, which is a system provided by Pelindo for all stakeholders.

Pelindo melarang segala bentuk korupsi dan suap. Korupsi (*Corruption*), merupakan tindakan yang melawan hukum, memperkaya diri sendiri, orang lain atau badan lain yang merugikan atau perekonomian Negara. Penyuapan dapat diartikan sebagai pemberian atau penerimaan segala bentuk penawaran, komitmen, uang, hadiah, hiburan, atau barang berharga yang tidak sesuai dengan etika, yang diberikan atau diterima dengan tujuan favoritisme, mempengaruhi, mengubah keputusan, melanggar perjanjian kerja, memberikan keuntungan yang tidak pantas dan tidak sesuai etika ketika Insan Pelindo berada dalam kapasitas pekerjaan.

Pelindo prohibits all forms of corruption and bribery. Corruption, is an act against the law, enriching oneself, other people or other entities that harm or the economy of the State. Bribery can be defined as the giving or receiving of any form of offer, commitment, money, gift, entertainment, or valuable goods that are not in accordance with ethics, which are given or received with the aim of favoritism, influencing, changing decisions, violating employment agreements, providing inappropriate and unethical benefits when Pelindo People are in a work capacity.

PT Pelabuhan Indonesia (Persero) mengharapkan semua Insan Pelindo untuk:

1. Tidak memberi atau menerima semua hal yang telah disebutkan di atas dari pihak eksternal seperti pelanggan, pesaing dan vendor;
2. Apabila terdapat pihak eksternal yang memberikan penawaran atau mencoba untuk melakukan hal serupa, Insan Pelindo perlu melaporkannya kepada atasan untuk menentukan tindakan yang pantas dilakukan dan/atau Tim UPG.

PT Pelabuhan Indonesia (Persero) expects all Pelindo people to:

1. Not give or receive any of the above from external parties such as customers, competitors and vendors;
2. If there are external parties who make offers or try to do the same, Pelindo People need to report it to their superiors to determine the appropriate action and/or the UPG Team.

Pelaksanaan kegiatan selama tahun 2023 yaitu:

1. Sepanjang tahun 2024 telah dilakukan sosialisasi terkait Peraturan Direksi tentang *Board Manual*, Gratifikasi GCG, Kode Etik, Whistleblowing System sebanyak 41 kegiatan berupa penyampaian artikel, infografis sosialisasi tatap muka
2. Sosialisasi disampaikan melalui media internal perusahaan (Pelindo E-Office, Email Blast, Majalah internal digital atau Pelindo Corner) dan kanal komunikasi perusahaan seperti website, e-office, Instagram, facebook, twitter yang dapat diakses oleh internal dan eksternal perusahaan;
3. Sosialisasi Tata Muka terkait GCG, WBS, Kode Etik, Gratifikasi, yang dilakukan pada:
    a. Tanggal 22 Mei dan 2 Desember 2024 sosialisasi di SPJM
    b. Tanggal 23 Agustus 2024 sosialisasi di PT EDII
    c. Tanggal 29 Agustus 2024 sosialisasi podcast PT PDS
    d. Tanggal 6 September 2024 sosialisasi di PT PMLI
    e. Tanggal 15 Oktober 2024 pelaksanaan GCG Forum
    f. Tanggal 17 Oktober 2024 pelaksanaan Forum Bisnis Berintegritas bersama PT Pelabuhan Indonesia (Persero) dan Transparansi Internasional Indonesia (TII) : "Teguhkan Komitmen Berantas Korupsi untuk Indonesia maju"
    g. Tanggal 5 Desember 2024 sosialisasi di PT IKT
    h. Tanggal 6 Desember 2024 sosialisasi di Regional 2 - Cabang Banten
4. Sosialisasi dengan sistem Pelindo *Good Corporate Governance* (P-Good)
5. Pelaksanaan keikutsertaan Perusahaan dalam Hari Anti Korupsi Sedunia 2024 (HAKORDIA) yang dilakukan Pelindo Group.
6. Keikutsertaan Tim UPG Pelindo dalam ajang Insan UPG KPK RI
7. Keikutsertaan pekerja Pelindo dalam training handling and measuring conflict of interest (COI)
8. Pelaksanaan *Monitoring* dan Evaluasi *Whistleblowing System* Tindak Pidana Korupsi bersama KPK;
9. Pelindo aktif dalam mengikuti penyelenggaraan Monitoring dan Evaluasi (Monev) Program Pengendalian Gratifikasi (PPG). Pada tahun 2024, Pelindo mengikuti Monev PPG pertama kali, dengan hasil:
10. Peringkat Klasifikasi (BUMN) : Menduduki peringkat 8 dari 154 perusahaan

The implementation of activities during 2024 are:

1. Throughout 2024, there have been 41 socialization activities related to the Board of Directors Regulation on the Board Manual, GCG Gratification, Code of Conduct, and Whistleblowing System in the form of article submissions, infographics, and face-to-face
2. Socialization is delivered through the Company's internal media (Pelindo E-Office, Email Blast, internal digital magazine or Pelindo Corner) and Company communication channels such as the website, e-office, Instagram, Facebook, and Twitter which can be accessed by internal and external parties of the Company;
3. Face-to-face socialization related to GCG, WBS, Code of Conduct, and Gratuities, which was carried out on:
    a. May 22 and December 2, 2024, socialization at SPJM
    b. August 23, 2024, socialization at PT EDII
    c. August 29, 2024, podcast socialization at PT PDS
    d. September 6, 2024, socialization at PT PMLI
    e. October 15, 2024, implementation of the GCG Forum
    f. October 17, 2024, implementation of the Business Forum with Integrity with PT Pelabuhan Indonesia (Persero) and Transparency International Indonesia (TII): "Strengthen the Commitment to Eradicate Corruption for a Prosperous Indonesia"
    g. December 5, 2024, socialization at PT IKT
    h. December 6, 2024 socialization in Regional 2 - Banten Branch
4. Socialization with the Pelindo Good Corporate Governance (P-Good) system
5. Implementation of the Company's participation in the 2024 World Anti-Corruption Day (HAKORDIA) conducted by the Pelindo Group.
6. Participation of the Pelindo UPG Team in the KPK RI UPG People event
7. Participation of Pelindo workers in training on handling and measuring conflict of interest (COI)
8. Implementation of Monitoring and Evaluation of the Whistleblowing System for Corruption Crimes with the Corruption Eradication Commission (KPK);
9. Pelindo is actively involved in the implementation of Monitoring and Evaluation (Monev) of the Gratification Control Program (PPG). In 2024, Pelindo participated in Monev PPG for the first time, with the following results:
10. Classification Ranking (SOE): Ranked 8th out of 154 Companies

11. Peringkat Nasional : Menduduki peringkat 23 dari 1.467 Kementerian, Lembaga, Organisasi dan. Pemerintahan (KLOP)
12. Pelaksanaan E learning Penguatan Pemahaman Gratifikasi yang dilakukan oleh KPK RI pada tanggal 22 Agustus - 22 September 2024 sebanyak 200 pekerja dengan metode self learning.

11. National Ranking: Ranked 23rd out of 1,467 Ministries, Institutions, Organizations and Governments (KLOP)
12. Implementation of E-learning Strengthening the Understanding of Gratification conducted by the Indonesian Corruption Eradication Commission (KPK RI) on August 22 - September 22, 2024 for 200 employees using the self-learning method.

PROGRAM DAN PROSEDUR YANG DILAKUKAN DALAM MENGATASI PRAKTIK KORUPSI

PROGRAMS AND PROCEDURES UNDERTAKEN TO OVERCOME CORRUPTION PRACTICES

SISTEM MANAJEMEN ANTI PENYUAPAN

Dewan Komisaris dan Direksi berkomitmen untuk menetapkan kebijakan anti penyuapan dalam menjalankan kegiatan usahanya yang bersih dari praktik suap dan korupsi dengan menerapkan Sistem Manajemen Anti Penyuapan (SMAP) ISO 37001:2016. Salah satu implementasi SMAP yang dilakukan oleh Pelindo adalah, perusahaan melakukan audit sertifikasi ISO 37001:2016 yang dilakukan oleh PT British Standard Institute (BSI) Group Indonesia, dengan hasil sebagai berikut

ANTI-BRIBERY MANAGEMENT SYSTEM

Board of Commissioners and Board of Directors are committed to establishing anti-bribery policies in carrying out business activities that are clean from bribery and corruption by implementing the ISO 37001:2016 Anti-Bribery Management System (SMAP). One of the SMAP implementations carried out by Pelindo is that the Company conducted an ISO 37001: 2016 certification audit conducted by PT British Standard Institute (BSI) Group Indonesia, with the following results

No	Wilayah Kerja Working Area	No Sertifikat Certificate No.	Exp Date
1	Kantor Pusat Head Office	IABMS 791634	6 Juli 2026 July 26, 2026
2	Regional 1 Region 1	IABMS 791631	6 Juli 2026 July 26, 2026
3	Regional 2 Region 2	IABMS 791638	6 Juli 2026 July 26, 2026
4	Regional 3 Region 3	IABMS 791641	6 Juli 2026 July 26, 2026
5	Regional 4 Region 2	IABMS 791643	6 Juli 2026 July 26, 2026

Komitmen penerapan kebijakan anti penyuapan telah ditandatangani oleh Dewan Komisaris dan Direksi serta di sosialisasikan ke seluruh wilayah Pelindo Group.

The commitment to implement the anti-bribery policy has been signed by Board of Commissioners and Board of Directors and socialized to all areas of Pelindo Group.

Budaya anti penyuapan dilakukan dengan menerapkan zero tolerance terhadap penyuapan yang dilakukan oleh setiap Insan Pelindo. Zero tolerance terhadap penyuapan salah satunya dilakukan dengan Menjunjung tinggi nilai integrasi dan berpegang teguh pada Peraturan Perusahaan serta prinsip 5No's, yaitu:

1. *No Bribery* (Tidak boleh ada suap menyuap);
2. *No Kickback* (Tidak boleh ada komisi, tanda terima kasih baik dalam bentuk uang dan dalam bentuk lainnya);
3. *No Gift* (Tidak boleh ada hadiah atau gratifikasi yang bertentangan dengan peraturan dan ketentuan yang berlaku);
4. *No Luxurious Hospitality* (Tidak boleh ada penyambutan dan jamuan yang berlebihan);
5. *No Corruption* (Tidak boleh melakukan korupsi untuk memperkaya diri sendiri atau korporasi baik secara sadar maupun tidak disadari).

Perusahaan tidak akan melakukan toleransi atas segala bentuk tindakan pelanggaran gratifikasi dan suap.

Anti-bribery culture is carried out by applying zero tolerance to bribery committed by every Pelindo People. Zero tolerance for bribery is carried out by upholding the value of integration and adhering to Company Regulations and the 5No's principle, namely:

1. No Bribery (There should be no bribery);
2. No Kickback (No commissions, gratuities in the form of money and other forms);
3. No Gift (There should be no gifts or gratuities that are contrary to the applicable rules and regulations);
4. No Luxurious Hospitality (No excessive welcoming and hospitality);
5. No Corruption (No corruption to enrich oneself or the corporation either consciously or unconsciously).

The Company will not tolerate all forms of gratification and bribery violations.

KEBIJAKAN GRATIFIKASI

PT Pelabuhan Indonesia (Persero) menyadari bahwa dalam menjalin hubungan kerja dengan pihak ketiga, seringkali bersinggungan dengan praktik gratifikasi, sehingga dibutuhkan sebuah pedoman untuk mengendalikan praktik tersebut. Hal ini dilakukan agar seluruh Insan Pelindo memiliki pemahaman yang sama tentang perlakuan terhadap gratifikasi serta membantu Insan Pelindo untuk tidak terjerat dalam praktik gratifikasi yang termasuk tindak pidana suap.

Pengertian Gratifikasi menurut Undang-Undang nomor 20 Tahun 2001 pasal 12B adalah Pemberian dalam arti luas yakni meliputi permberian dan/atau penerimaan hadiah/cinderamata dan hiburan, baik yang diterima di dalam negeri maupun di luar negeri dan yang dilakukan dengan menggunakan sarana elektronik atau tanpa sarana elektronik yang diberikan atau diterima oleh Insan Pelindo yang terjadi karena berkaitan dengan jabatan/wewenangnya di Perusahaan yang dapat menimbulkan benturan kepentingan dan/atau mempengaruhi independensinya dalam bekerja serta berlawanan dengan kewajiban atau tugasnya.

Dalam rangka melaksanakan Peraturan Menteri Badan Usaha Milik Negara No PER-02/MBU/03/2023 Tanggal 3 Maret 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara. Berdasarkan aturan baru tersebut,

GRATIFICATION POLICY

PT Pelabuhan Indonesia (Persero) realizes that in establishing a working relationship with third parties, the practice of gratification is often involved, hence a guideline is needed to control this practice. This aims for all Pelindo People to have the same understanding about the treatment of gratification and assist Pelindo People not to be entangled in gratification practices which is included the crime of bribery.

The definition of gratification according to Law No. 20 of 2001 article 12B is a gift in a broad sense, which includes the giving and/or receipt of gifts/souvenirs and entertainment, both received domestically and abroad and carried out using electronic devices or without electronic devices, given or received by Pelindo People that occur due to their position/authority in the Company, which may cause a conflict of interest and/or affect their independence at work as well as contrary to their obligations or duties.

In order to implement the Minister of State-Owned Enterprises Regulation No. PER-02/MBU/03/2023 dated March 3, 2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises. Based on these new rules, the Company

perusahaan melakukan penyesuaian terhadap Pedoman Pengendalian Gratifikasi yang telah ditetapkan pada Peraturan Direksi Nomor HK.01/9/11/3/TKPT/UTMA/PLND-23 tanggal 9 November 2023 tentang Pengendalian Gratifikasi PT Pelabuhan Indonesia (Persero)

made adjustments to the Gratification Control Guidelines set out in Board of Directors Regulation Number HK.01/9/11/3/TKPT/UTMA/PLND-23 dated November 9, 2023 concerning Gratification Control of PT Pelabuhan Indonesia (Persero).

PENGELOLAAN PENGENDALIAN GRATIFIKASI

Dalam kondisi tertentu, saat insan Pelindo tidak dapat menghindar untuk menerima pemberian dari Pihak Ketiga dengan pemberian tersebut di luar ketentuan atau pemberian tersebut sudah ada di suatu tempat yang dititipkan kepada/melalui orang lain tanpa sepengetahuan Insan Pelindo, maka yang bersangkutan wajib melaporkan baik secara langsung kepada KPK atau melalui Unit Pengendalian Gratifikasi (UPG) sesuai mekanisme yang telah diatur.

Manajemen telah membentuk unit pengelolaan gratifikasi yang tertuang dalam Surat Keputusan Direksi PT Pelabuhan Indonesia (Persero) Nomor SK.01.01/24/7/1/TKPT/UTMA/PLND-23 tanggal 24 Juli 2023 tentang Pembentukan Tim Fungsi Kepatuhan Anti Penyuapan (FKAP) yang Sekaligus Sebagai Unit Pengendalian Gratifikasi (UPG), Unit Pengelolaan Benturan Kepentingan dan Fraud Dalam Pelaksanaan Sistem Manajemen Anti Penyuapan (SMAP) di Lingkungan PT Pelabuhan Idonesia (Persero), yang terdiri dari:

GRATIFICATION CONTROL MANAGEMENT

Under certain conditions, when Pelindo people cannot avoid receiving a gift from a Third Party, provided that the gift is other than the provisions or the gift is already in a place that is entrusted to/through another person without the knowledge of Pelindo people, then the person concerned must report it either directly to KPK or through Gratification Control Unit (GCU) according to the regulated mechanism.

Management has established a gratification management unit as stipulated in the Decree of Board of Directors of PT Pelabuhan Indonesia (Persero) No. SK.01.01/24/7/1/TKPT/UTMA/PLND23 dated July 24, 2023 concerning Establishment of Anti-Bribery Compliance Function Team (FKAP) which is also a Gratification Control Unit (UPG), Conflict of Interest and Fraud Management Unit in the Implementation of Anti-Bribery Management System (SMAP) within PT Pelabuhan Indonesia (Persero), consisting of:

Jabatan dalam Tim Positions in The Team	**Jabatan** Position
Ketua (Sekaligus Anggota) Chairman (Concurrent Member)	*Group Head* Manajemen Risiko, Tata Kelola, dan Kepatuhan Group Head of Risk Management, Governance and Compliance
Wakil Ketua (Sekaligus Anggota) Vice Chairman (Concurrent Member)	*Group Head* Satuan Pengawasan Internal Group Head of Internal Audit
Sekretaris (Sekaligus Anggota) Secretary (Concurrent Member	*Department Head* Tata Kelola dan Kepatuhan Department Head of Governance and Compliance
Anggota Member	*Group Head* Sekretariat Perusahaan Group Head Corporate Secretariat
Anggota Member	*Group Head* Hukum Group Head of Legal
Anggota Member	*Group Head* Layanan SDM Group Head of HC Services
Penanggung Jawab TIM FKAP sekaligus TIM UPG-Regional Responsible for the FKAP TEAM concurrent the UPG - Regional TEAM	*Regional Head* 1, 2, 3, 4
Anggota TIM FKAP sekaligus TIM UPG-Regional Member of the FKAP TEAM concurrent the UPG - Regional TEAM	*Division Head* Pelayanan SDM dan Umum Regional 1, 2, 3, dan 4 Head of HC and Public Services Division for Regional 1, 2, 3 and 4
Penanggung Jawab TIM FKAP sekaligus TIM UPG – Cabang/Sub Regional Responsible for the FKAP TEAM concurrent the UPG - Branch/Sub Regional	*General Manager*/CEO Sub Regional General Manager/CEO Sub Regional
Anggota TIM FKAP sekaligus TIM UPG – Cabang/Sub Regional Member and UPG TEAM – Branch/Sub Regional	Unit Pengelola Layanan SDM dan Umum HC and General Services Management Unit

Tugas dan Tanggung Jawab Unit Pengendalian Gratifikasi

1. **Tim UPG Kantor Pusat:**
   a. Melakukan sosialisasi pengendalian gratifikasi di lingkungan PT Pelabuhan Indonesia (Persero);
   b. Melakukan koordinasi dengan unit atau bagian terkait implementasi dan efektivitas pengendalian gratifikasi;
   c. Me*review* dan memperbaharui kebijakan pengelolaan, pembentukan lingkungan anti gratifikasi dan pencegahan korupsi di lingkungan PT Pelabuhan Indonesia (Persero);
   d. Menerima laporan, merekap dan melaporkan gratifikasi dari pihak internal PT Pelabuhan Indonesia (Persero) kepada Komisi Pemberantasan Korupsi;
   e. Menyimpan barang gratifikasi sampai dengan ditetapkannya status barang gratifikasi oleh KPK;
   f. Menindaklanjuti hasil rekomendasi KPK atas penetapan status barang gratikasi;
   g. Berkoordinasi dengan tim KPK terkait dengan pelaksanaan gratifikasi di lingkungan kerja PT Pelabuhan Indonesia (Persero); dan
   h. Berkoordinasi dengan Tim UPG Regional, Cabang, Holding, Anak Perusahaan, Perusahaan Afiliasi dan *Other Business Portfolio* terkait Pengendalian Gratifikasi di lingkungan kerja PT Pelabuhan Indonesia (Persero).

2. **Tim UPG Regional:**
   a. Para Regional Head menjadi penanggung jawab di wilayah kerjanya dan melakukan koordinasi dengan Group Head Sekretariat Perusahaan dalam hal pengelolaan gratifikasi di wilayah regional masing-masing;
   b. Melakukan sosialisasi pengendalian gratiikasi di lingkungan PT Pelabuhan Indonesia (Persero) berkoordinasi dengan Tim UPG Kantor Pusat;
   c. Menerima laporan, merekap dan melaporkan gratifikasi dari pihak internal PT Pelabuhan Indonesia (Persero) kepada Tim UPG Kantor Pusat;
   d. Menyimpan barang gratifikasi sampai dengan ditetapkannya status barang gratifikasi oleh KPK dan melaporkannya ke Tim UPG Kantor Pusat.

Gratification Control Unit Duties and Responsibilities

1. **Head Office GCU Team:**
   a. Conducting socialization of gratification control within PT Pelabuhan Indonesia (Persero);
   b. Coordinate with units or sections related to the implementation and effectiveness of gratification control;
   c. Reviewing and updating management policies, establishing an anti-gratification environment and preventing corruption within PT Pelabuhan Indonesia (Persero);
   d. Receive reports, recapitulate and report gratuities from internal parties of PT Pelabuhan Indonesia (Persero) to the Corruption Eradication Commission;
   e. Storing the goods of gratification until the status of the goods is determined by KPK;
   f. Following up on the results of KPK's recommendation on the determination of the status of goods of gratification;
   g. Coordinate with KPK team related to the implementation of gratification in working environment of PT Pelabuhan Indonesia (Persero); and
   h. Coordinate with the Regional GCU Team, Branches, Holding, Subsidiaries, Affiliated Companies and Other Business Portfolios related to Gratification Control in working environment of PT Pelabuhan Indonesia (Persero).

2. **Regional GCU Team:**
   a. Regional Heads are responsible for their working areas and coordinate with the Group Head Corporate Secretariat in terms of gratification management in their respective regional areas;
   b. Conducting socialization of gratification control within PT Pelabuhan Indonesia (Persero) in coordination with the Head Office GCU Team;
   c. Receive reports, recapitulate and report gratuities from internal parties of PT Pelabuhan Indonesia (Persero) to the Head Office GCU Team;
   d. Storing the goods of gratification until the status of the goods is determined by the KPK and reporting it to the Head Office GCU Team.

3. Tim UPG Cabang:

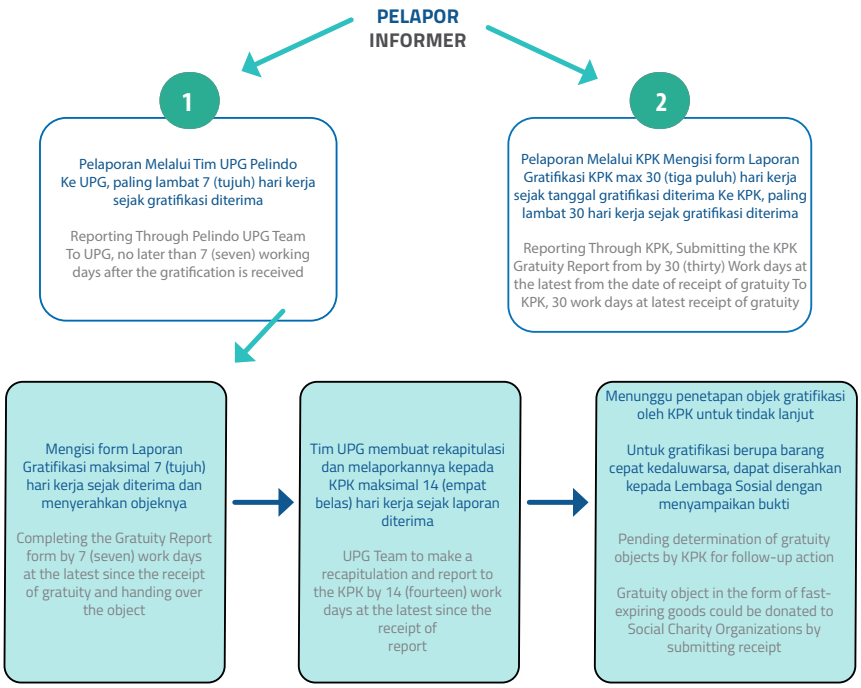
a. Para General Manager cabang menjadi penanggung jawab di wilayah kerjanya dan melakukan koordinasi dengan Regional Head dan Kantor Pusat dalam hal pengelolaan gratifikasi di wilayah regional masing-masing;
b. Melakukan sosialisasi pengendalian gratifikasi di lingkungan PT Pelabuhan Indonesia (Persero) berkoordinasi dengan Tim UPG Regional;
c. Menerima laporan, merekap dan melaporkan gratifikasi dari pihak internal PT Pelabuhan Indonesia (Persero) kepada Tim UPG Kantor Pusat dan tembusan kepada Regional Head;
d. Menyimpan barang gratifikasi sampai dengan ditetapkannya status barang gratifikasi oleh KPK dan melaporkannya ke Tim UPG Kantor Pusat tembusan kepada Regional Head.

3. **Branch GCU Team:**

a. Branch General Managers are responsible for their working areas and coordinate with Regional Heads and Head Office in terms of gratification management in their respective regional areas;
b. Conducting socialization of gratification control within PT Pelabuhan Indonesia (Persero) in coordination with the Regional GCU Team;
c. Receive reports, recapitulate and report gratuities from internal parties of PT Pelabuhan Indonesia (Persero) to the Head Office GCU Team and a copy to the Regional Head;
d. Storing the goods of gratification until the status of the goods is determined by KPK and reporting it to the Head Office GCU Team with a copy to the Regional Head.

Mekanisme Pelaporan

Reporting Mechanism



Apabila terdapat Gratifikasi sebagaimana yang sudah diatur Perusahaan, maka Insan Pelindo yang bersangkutan wajib melaporkan dengan tata cara sebagai berikut:

1. Saluran Pelaporan Gratifikasi, jika Insan Pelindo menerima barang Gratifikasi:
   a. Pelaporan Melalui KPK
      Laporan Gratifikasi disampaikan secara online melalui aplikasi Gratifikasi Online (GOL). Laporan Gratifikasi akan diproses oleh KPK dalam waktu 30 (tiga puluh) hari kerja sejak laporan dinyatakan lengkap dan diterima oleh KPK. Untuk informasi lebih lengkap dapat dilihat di https://gol.kpk.go.id/login;
   b. Pelaporan Melalui Tim UPG Perusahaan
      Jika Insan Pelindo menerima baik secara langsung maupun tidak langsung gratifiksi dapat mengisi form Laporan Gratifikasi UPG Perusahaan sebagaimana terlampir, selambat-lambatnya 7 (tujuh) hari kerja terhitung sejak tanggal Gratifikasi diterima dengan menyerahkan objek gratifikasi yang diterima.
2. Tim UPG membuat rekapitulasi Laporan Gratifikasi serta melaporkannya kepada KPK selambat-lambatnya 14 (empat belas) hari kerja sejak laporan Gratifikasi diterima oleh Tim UPG Perusahaan untuk selanjutnya mendapat penetapan status objek Gratifikasi oleh KPK;

In the event of a gratification occurs, as stipulated by the Company, the relevant Pelindo People must report it in the following manner:

1. Gratification Reporting Channel, if Pelindo People receive Gratification goods:
   a. Reporting Through KPK
      The Gratification Report is submitted online through the Online Gratification (GOL) application. The Gratification Report will be processed by KPK within 30 (thirty) working days after the report is declared complete and received by KPK. For more complete information, see https://gol. kpk.go.id/login;
   b. Reporting Through the Company's UPG Team
      If Pelindo People receive gratuities directly or indirectly, they can fill out the Company's UPG Gratification Report form as attached, no later than 7 (seven) working days from the receipt date of the Gratification by submitting the object of gratification received.
2. The UPG Team makes a recapitulation of the Gratification Report and submit a report to KPK no later than 14 (fourteen) working days after the Gratification report is received by the Company's UPG Team for further approval of the status of Gratification object by KPK;

3. Untuk penerimaan Gratifikasi yang merupakan barang yang cepat kadaluarsa (misal: makanan dan minuman), maka dapat diserahkan kepada Lembaga Sosial dengan menyampaikan bukti tanda serah terima kepada Tim UPG selambat-lambatnya 7 (tujuh) hari setelah tanggal penerimaan Gratifikasi sebagaimana dimaksud, dengan contoh Format sebagaimana diatur dalam Pedoman ini;
4. Untuk penerimaan Gratifikasi yang merupakan barang seperti Cinderamata/Uang/Makanan yang tidak cepat kadaluarsa, dan sebagainya menunggu penetapan objek Gratifikasi oleh KPK untuk tindak lanjut.
5. Saluran Pelaporan Gratifikasi, jika Insan Pelindo melihat adanya dugaan pelanggaran terkait Gratifikasi:
   Penyampaian laporan gratifikasi juga dapat dilakukan melalui saluran *Whistleblowing System* (Pelindo Bersih) bagi Insan Pelindo yang mengetahui adanya indikasi pelanggaran gratifikasi, sebagaimana yang telah diatur pada Pedoman *Whistleblowing System* PT Pelabuhan Indonesia (Persero).

3. For Gratification which is an item that expires quickly (eg food and drink), can be submitted to Social Institutions by submitting proof of handover to the UPG Team no later than 7 (seven) days after the receipt date of the Gratification, using the Format as regulated in these Guidelines;
4. For Gratification in the form of goods such as Souvenirs/ Money/Food that does not expire quickly, and others, is waiting for the determination of the object of Gratification by KPK for follow-up.
5. Gratification Reporting Channel, if Pelindo Personel witnesses an alleged violation related to Gratification:
   Gratification report can also be submitted through the Whistleblowing System (Pelindo Bersih) channel for Pelindo People who are aware of any indications of gratification violation, as stipulated in PT Pelabuhan Indonesia (Persero) Whistleblowing System Guidelines.

LAPORAN GRATIFIKASI TAHUN 2024

Pasca Merger, Pelindo aktif dalam mengikuti penyelenggaraan Monitoring dan Evaluasi (Monev) Program Pengendalian Gratifikasi (PPG). Pada tahun 2024, Pelindo mengikuti Monev PPG pertama kali, dengan hasil

1. Peringkat Klasifikasi (BUMN) : Menduduki peringkat 8 dari 154 perusahaan
2. Peringkat Nasional : Menduduki peringkat 23 dari 1.467 Kementerian, Lembaga, Organisasi dan. Pemerintahan (KLOP)

GRATIFICATION REPORT IN 2024

Post-Merger, Pelindo is actively involved in monitoring and evaluating the Gratification Control Program (GCP). In 2024, Pelindo participated in the GCP monitoring and evaluation for the first time, with the following results

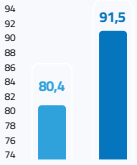
1. Classification Rating (SOE): Ranked 8th out of 154 companies
2. National Rating: Ranked 23rd out of 1,467 Ministries, Institutions, Organizations and Governments (KLOP)

Pasca merger, Pelindo aktif mengikuti penyelenggaraan monitoring dan evaluasi program pengendalian gratifikasi. Pada tahun 2024, Pelindo mengikuti penilaian Monev PPG pertama kali, dengan hasil

Detail Penilaian Monev PPG Pelindo 2024

NO	ITEM PENILAIAN	SMT I	SMT II
1	Aturan pengendalian gratifikasi	50	100
2	Penetapan SK/Dokumen lainnya	100	100
3	Dokumen tambahan (BUMN/BUMND)	100	100
4	Penyebaran pesan melalui media (internal)	100	100
5	Penyebaran pesan melalui media (eksternal)	100	100
6	E-Learning peningkatan pemahaman gratifikasi	0	100
7	Sosialisasi pihak internal	100	100
8	Sosialisasi pihak eksternal	90	100
9	Identifikasi titik rawan praktik gratifikasi	70	70
10	Mitigasi risiko titik rawan praktik gratifikasi	70	70
11	Pelaporan gratifikasi	100	100
12	Inovasi	75	75
	TOTAL NILAI IMPLEMENTASI	80,4	91,5

Penilaian Monev PPG Pelindo Tahun 2024



Hasil Penilaian Monev PPG Pelindo Semester 2 2024

Peringkat Klasifikasi (BUMN)*

8/154

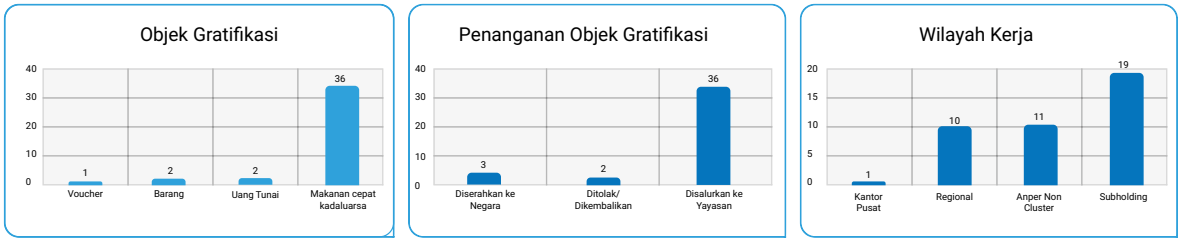
Peringkat Nasional*

23/1.467

***) Sumber:**
1. Raport Hasil Evaluasi Implementasi PPG Semester 2 tahun 2024 oleh Tim Program Pengendalian Gratifikasi KPK RI
2. Website Gratifikasi KPK RI : https://gol.kpk.go.id/

*) Sumber:
1. Raport Hasil Evaluasi Implementasi PPG Semester 2 tahun 2024 oleh Tim Program Pengendalian Gratifikasi KPK RI
2. Website Gratifikasi KPK RI : https://gol.kpk.go.id/

Periode Tahun 2024



Sepanjang Tahun 2024, Pelindo Group mencatat pelaporan pengendalian Gratifikasi sebanyak 41 laporan

Pelaporan Penerimaan Gratifikasi dapat disampaikan kepada;
1.Tim UPG masing-masing Regional & Cabang, serta melakukan koordinasi dengan Tim UPG Kantor Pusat
2.Melalui Sistem KPK https://gol.kpk.go.id/login/
3.Yayasan Panti Sosial (jika makanan cepat kadaluarsa)

PELATIHAN/SOSIALISASI ANTI KORUPSI KEPADA KARYAWAN

1. Sepanjang tahun 2024 telah dilakukan sosialisasi terkait Peraturan Direksi tentang *Board Manual*, Gratifikasi GCG, Kode Etik, Whistleblowing System sebanyak 41 kegiatan berupa penyampaian artikel, infografis sosialisasi tatap muka

2. Sosialisasi disampaikan melalui media internal perusahaan (Pelindo E-Office, Email Blast, Majalah internal digital atau Pelindo Corner) dan kanal komunikasi perusahaan seperti website, e-office, Instagram, facebook, twitter yang dapat diakses oleh internal dan eksternal perusahaan;

ANTI-CORRUPTION TRAINING/SOCIALIZATION TO EMPLOYEES

1. Throughout 2024, there have been 41 socialization activities related to the Board of Directors Regulation on the Board Manual, GCG Gratification, Code of Conduct, and Whistleblowing System in the form of article submissions, infographics, and face-to-face
2. Socialization is delivered through the Company's internal media (Pelindo E-Office, Email Blast, internal digital magazine or Pelindo Corner) and Company communication channels such as the website, e-office, Instagram, Facebook, and Twitter which can be accessed by internal and external parties of the Company;

3. Sosialisasi Tata Muka terkait GCG, WBS, Kode Etik, Gratifikasi, yang dilakukan pada:
    a. Tanggal 22 Mei dan 2 Desember 2024 sosialisasi di SPJM
    b. Tanggal 23 Agustus 2024 sosialisasi di PT EDII
    c. Tanggal 29 Agustus 2024 sosialisasi podcast PT PDS
    d. Tanggal 6 September 2024 sosialisasi di PT PMLI
    e. Tanggal 15 Oktober 2024 pelaksanaan GCG Forum
    f. Tanggal 17 Oktober 2024 pelaksanaan Forum Bisnis Berintegritas bersama PT Pelabuhan Indonesia (Persero) dan Transparansi Internasional Indonesia (TII) : "Teguhkan Komitmen Berantas Korupsi untuk Indonesia maju"
    g. Tanggal 5 Desember 2024 sosialisasi di PT IKT
    h. Tanggal 6 Desember 2024 sosialisasi di Regional 2 - Cabang Banten
4. Sosialisasi dengan sistem Pelindo *Good Corporate Governance* (P-Good)
5. Pelaksanaan keikutsertaan Perusahaan dalam Hari Anti Korupsi Sedunia 2024 (HAKORDIA) yang dilakukan Pelindo Group.
6. Keikutsertaan Tim UPG Pelindo dalam ajang Insan UPG KPK RI
7. Keikutsertaan pekerja Pelindo dalam training handling and measuring conflict of interest (COI)
8. Pelaksanaan *Monitoring* dan Evaluasi *Whistleblowing System* Tindak Pidana Korupsi bersama KPK;
9. Pelindo aktif dalam mengikuti penyelenggaraan Monitoring dan Evaluasi (Monev) Program Pengendalian Gratifikasi (PPG). Pada tahun 2024, Pelindo mengikuti Monev PPG pertama kali, dengan hasil:
10. Peringkat Klasifikasi (BUMN) : Menduduki peringkat 8 dari 154 perusahaan
    a. Peringkat Nasional : Menduduki peringkat 23 dari 1.467 Kementerian, Lembaga, Organisasi dan. Pemerintahan (KLOP)
    b. Pelaksanaan E learning Penguatan Pemahaman Gratifikasi yang dilakukan oleh KPK RI pada tanggal 22 Agustus - 22 September 2024 sebanyak 200 pekerja dengan metode self learning.

3. Face-to-face socialization related to GCG, WBS, Code of Conduct, and Gratuities, which was carried out on:
    a. May 22 and December 2, 2024, socialization at SPJM
    b. August 23, 2024, socialization at PT EDII
    c. August 29, 2024, podcast socialization at PT PDS
    d. September 6, 2024, socialization at PT PMLI
    e. October 15, 2024, implementation of the GCG Forum
    f. October 17, 2024, implementation of the Business Forum with Integrity with PT Pelabuhan Indonesia (Persero) and Transparency International Indonesia (TII): "Strengthen the Commitment to Eradicate Corruption for a Prosperous Indonesia"
    g. December 5, 2024, socialization at PT IKT
    h. December 6, 2024 socialization in Regional 2 - Banten Branch
4. Socialization with the Pelindo Good Corporate Governance (P-Good) system
5. Implementation of the Company's participation in the 2024 World Anti-Corruption Day (HAKORDIA) conducted by the Pelindo Group.
6. Participation of the Pelindo UPG Team in the KPK RI UPG People event
7. Participation of Pelindo workers in training on handling and measuring conflict of interest (COI)
8. Implementation of Monitoring and Evaluation of the Whistleblowing System for Corruption Crimes with the Corruption Eradication Commission (KPK);
9. Pelindo is actively involved in the implementation of Monitoring and Evaluation (Monev) of the Gratification Control Program (PPG). In 2024, Pelindo participated in Monev PPG for the first time, with the following results:
10. Classification Ranking (SOE): Ranked 8th out of 154 Companies
    a. National Ranking: Ranked 23rd out of 1,467 Ministries, Institutions, Organizations and Governments (KLOP)
    b. Implementation of E-learning Strengthening the Understanding of Gratification conducted by the Indonesian Corruption Eradication Commission (KPK RI) on August 22 - September 22, 2024 for 200 employees using the self-learning method.

Pengelolaan Laporan Harta Kekayaan Penyelenggara Negara (LHKPN)

State Official Wealth Report (LHKPN)

Perseroan telah memiliki kebijakan terkait pengelolaan laporan harta kekayaan penyelenggara Negara (LHKPN) yang telah disahkan berdasarkan Peraturan Direksi Nomor: HK.01/20/12/1/ADKS/UTMA/PLND-21 tanggal 20 Desember 2021 tentang Pedoman Pelaporan Harta Kekayaan Bagi Direksi, Dewan Komisaris, dan Pejabat Struktural di Lingkungan PT Pelabuhan Indonesia (Persero).

Adapun pengelola LHKPN yaitu:
1. Penanggung jawab: *Group Head* Kesekretariatan Perusahaan Kantor Pusat
2. Koordinator Bidang Kepegawaian: *Group Head* Layanan SDM Kantor Pusat
3. Koordinator Bidang Pengawasan: *Group Head* Hukum Kantor Pusat

Jumlah wajib lapor di lingkungan Pelindo sebanyak 347 orang. Pada tahun 2024 wajib lapor yang telah melaporkan LHKPN sebanyak 346 (99,71%) orang dan sebanyak 1 (0,29%) orang belum melaporkan.

The Company has a policy regarding the management of State Official Wealth Report (LHKPN), which has been ratified based on the Board of Directors Regulation No. HK.01/20/12/1/ ADKS/ UTMA/PLND-21 dated December 20, 2021 concerning Guidelines for Wealth Report of Board of Directors, Board of Commissioners, and Structural Officers within PT Pelabuhan Indonesia (Persero).

The management team of LHKPN are:
1. Person in charge: Corporate Secretarial Group Head of Head Office.
2. Personnel Coordinator: HC Services Group Head of Head Office.
3. Coordinator of Supervision: Legal Group Head of Head Office.

Mandatory reporters in Pelindo is as much as 347 people. In 2024, the mandatory reporters who have reported their Wealth Report (LHKPN) are 346 people (99.71%), while 1 people (0.29%) have not yet reported.

Insider Trading

Insider trading adalah Perdagangan efek (jual atau beli) yang dilakukan seseorang dan atau sekelompok orang dengan dasar informasi atau fakta material yang telah diketahuinya terlebih dahulu sebelum informasi tersebut diinformasikan kepada publik, dengan tujuan mendapatkan keuntungan jalan pintas (*short swing profit*) di Pasar Modal.

Insider trading is the trading of securities (buying or selling) carried out by an individual or group of people based on information or material facts that they have known in advance before the information is made known to the public, with the aim of gaining a short swing profit in the Capital Market.

Secara prinsip, Pelindo mendorong Karyawannya untuk berinvestasi dan memiliki efek (termasuk saham atau obligasi) yang dikeluarkan oleh Perseroan dan/atau perusahaan-perusahaan lain dalam group. Pelindo yang tercatat di Bursa Efek Indonesia (Emiten Grup Pelindo), sebagai investasi jangka panjang dan tidak bersifat spekulatif. Namun investasi tersebut harus dilakukan sesuai dengan ketentuan peraturan perundangan yang berlaku.

In principle, Pelindo encourages its employees to invest and own securities (including stocks or bonds) issued by the Company and/or other companies in the group. Pelindo listed on the Indonesia Stock Exchange (Pelindo Group Issuer), as a long-term investment and not speculative. However, such investment must be made in accordance with the provisions of applicable laws and regulations.

Sesuai dengan Undang-undang Pasar Modal tersebut, dianggap melakukan *insider trading* apabila:

1. Adanya orang dalam.
2. Adanya informasi orang dalam yang bersifat material dan belum dipublikasikan kepada publik.
3. Adanya transaksi perdagangan efek oleh orang dalam berdasarkan informasinya tersebut.

In accordance with the Capital Market Law, insider trading is considered to be carried out if:

1. There is an insider.
2. There is material insider information that has not been published to the public.
3. There is a securities trading transaction by an insider based *on the information.*

Apabila salah satu dari tiga unsur di atas tidak terpenuhi, maka pelaku tindak kejahatan ini tidak dapat dianggap melakukan kejahatan insider trading. Untuk itu, urgensi pengetahuan, pemahaman dan penguasaan terhadap unsur-unsur insider trading tidak boleh dianggap sebelah mata. Pelarangan terkait insider trading secara jelas telah diatur pada Pedoman Kode Eitk Bisnis PT Pelabuhan Indonesia (Persero). Selama tahun 2024 tidak terdapat insider trading.

If one of the three elements above is not met, then the perpetrator of this crime cannot be considered to have committed an insider trading crime. Therefore, the urgency of knowledge, understanding and comprehension of the elements of insider trading should not be underestimated. The prohibition on insider trading has been clearly regulated in PT Pelabuhan Indonesia (Persero) Code of Conduct Guidelines. During 2024, no insider trading was found.

Tata Kelola Terintegrasi
Integrated Governance

Sebagai wujud transparansi pelaksanaan Tata Kelola Terintegrasi pada Konglomerasi Perusahaan PT Pelabuhan Indonesia (Persero) / Pelindo, serta sebagai tindak lanjut ketentuan yang tercantum pada Peraturan Menteri BUMN PER-02/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan BUMN. Pelindo membentuk Komite Tata Kelola Terintegrasi yang berada di bawah organ Dewan Komisaris.

As a manifestation of transparency in the implementation of Integrated Governance at PT Pelabuhan Indonesia (Persero)/Pelindo Corporate Conglomeration, and as a follow-up to the provisions set forth in the Minister of State-Owned Enterprises Regulation PER-02/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, Pelindo has formed an Integrated Governance Committee under the oversight of the Board of Commissioners.

Sebagai pengendali group perusahaan, PT Pelabuhan Indonesia (Persero) memiliki kapasitas untuk mengawasi dan melakukan koordinasi di segala lini bisnis Perusahaan. Sinergi positif antara Pelindo dengan Anak Perusahaan diharapkan dapat mendukung upaya terwujudnya Pelindo sebagai Indonesia Maritime Gateway.

As the controlling entity, Pelindo has the capacity to oversee and coordinate across all of the Company's lines of business. Positive synergy between Pelindo and its subsidiaries is expected to support efforts to establish Pelindo as the Indonesia Maritime Gateway.

Dalam rangka mewujudkan hal tersebut di atas, diperlukan peran serta Pelindo untuk mengarahkan dan mengawasi Anak Perusahaan agar dalam pengelolaan setiap Anak Perusahaan agar sejalan dengan kebijakan strategis Pelindo guna mendorong penerapan Tata Kelola Perusahaan yang baik pada klasifikasi risiko Konglomerasi.

To achieve this goal, Pelindo's role is needed to direct and supervise its subsidiaries in aligning their management with Pelindo's strategic policies, thereby promoting the good Corporate Governance implementation in risk classification of Conglomeration.

Pelaksanaan Tata Kelola Terintegrasi pada Perusahaan Konglomerasi PT Pelabuhan Indonesia (Persero) harus senantiasa berlandaskan pada 6 (Enam) prinsip dasar tata kelola yang baik yaitu:

1. Keterbukaan (*Transparency*)
   Perseroan menjamin adanya keterbukaan dan objektivitas dalam melaksanakan proses pengambilan keputusan untuk menjalankan kegiatan usahanya. Perseroan harus menyediakan informasi yang bersifat materiil dan relevan mengenai Perusahaan dengan cara yang mudah diakses dan dipahami oleh para Pemangku Kepentingan. Perseroan harus mengambil inisiatif untuk mengungkapkan tidak hanya informasi yang dipersyaratkan oleh Anggaran Dasar dan peraturan perundang-undangan yang berlaku, tetapi juga hal-hal yang penting dan mempengaruhi pengambilan keputusan para Pemangku Kepentingan sesuai dengan klasifikasi Informasi Perusahaan.
2. Akuntabilitas (*Accountability*)
   Perseroan bekerja dengan akuntabilitas tinggi serta mempertanggungjawabkan segala tindakannya secara transparan dan wajar untuk kepentingan Perseroan sesuai dengan ketentuan Anggaran Dasar, peraturan perundang-undangan

Integrated Governance implementation in Conglomerate Company of PT Pelabuhan Indonesia (Persero) should based on 6 (Six) fundamental principles of good governance, namely:

1. Transparency
   The Company ensures transparency and objectivity in decisions making process of its business activities. The Company must provide material and relevant information in a manner that is easily accessible and understandable by stakeholders. The Company should take initiative to disclose not only the information required by the Articles of Association and applicable regulations but also matters that are important and impacting stakeholders' decision according to the Company's classification of Information.
2. Accountability
   The Company operates with a high accountability to responsible for its action transparently and fairly for the benefit of the Company in accordance with the provisions in the Articles of Association, applicable regulations, business ethics, and the

yang berlaku, etika perilaku bisnis, dan budaya Perusahaan dengan tetap memperhatikan kepentingan Stakeholders guna mencapai kinerja Perseroan secara berkesinambungan..

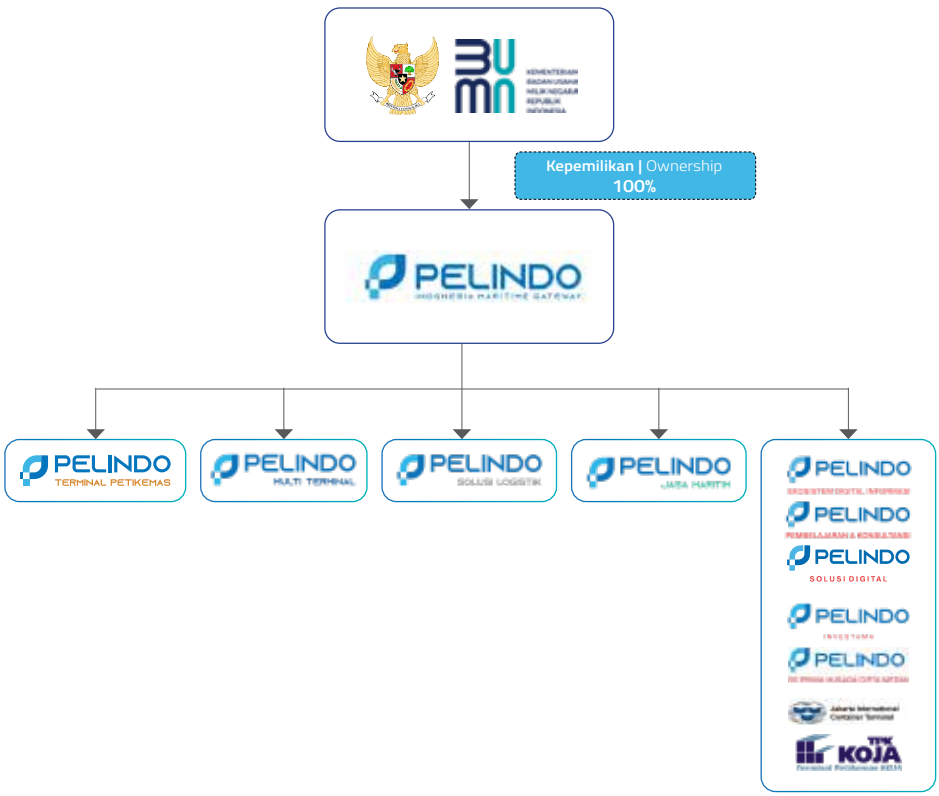
3. Tanggung Jawab (*Responsibility*)
   Perseroan berpegang teguh pada prinsip kehati-hatian dan memastikan kepatuhan terhadap peraturan Perusahaan, Anggaran Dasar dan peraturan perundang-undangan yang berlaku, serta melaksanakan tanggung jawab sosial antara lain kepedulian terhadap Masyarakat dan kelestarian lingkungan terutama di sekitar Perseroan dengan membuat perencanaan dan pelaksanaan yang memadai sehingga terpelihara kesinambungan usaha Perseroan.
4. Kemandirian (*Independent*)
   Perseroan dikelola secara profesional dengan menghindari benturan kepentingan serta pengaruh/ tekanan dari pihak manapun yang tidak sesuai dengan peraturan perundang-undangan yang berlaku dari prinsip-prinsip korporasi yang sehat.
5. Kewajaran dan Kesetaraan (*Fairness*)
   Dalam melaksanakan kegiatannya Perseroan senantiasa memperhatikan kepentingan berdasarkan asas kewajaran dan kesetaraan.
6. Terpercaya (*Trusted*)
   Perusahaan mendapatkan kepercayaan dan dukungan penuh dari seluruh Pemangku Kepentingan.

Company's culture while also considering the interests of stakeholders to achieve the Company's performance continuously.

3. Responsibility
   The Company adheres strictly to the prudence principle and ensures compliance with the Company's regulations, Articles of Association, applicable laws and regulations, as well as carries out social responsibilities, which including attention to the community and environmental sustainability, especially around the Company, by making adequate planning and implementation to maintain the Company's business continuity.
4. Independence
   The Company is professionally managed by avoiding conflicts of interest and influence/ pressure from any parties that do not comply with applicable laws and regulations which not adhering to principles of sound corporate governance.
5. Fairness
   In carrying out its activities, the Company always considers interests based on the principles of fairness and equality.
6. Trusted
   The Company receives full trust and support from all stakeholders.

STRUKTUR

STRUCTURE



Penerapan Pedoman Tata Kelola Perusahaan Terbuka

Implementation of Public Company Governance Guidelines

No	Aspek; Prinsip; Rekomendasi Aspects; Principles; Recomendations	Comply or Explain Comply or Explain
A.	**Aspek 1 : Hubungan Perusahaan Terbuka Dengan Pemegang Saham Dalam Menjamin Hak-Hak Pemegang Saham.** Aspect 1: Relationship between Public Company and Shareholders guaranteeing Shareholders' rights	
A.1.	Prinsip 1 : Meningkatkan Nilai Penyelenggaraan Rapat Umum Pemegang Saham (RUPS). Principle 1: Increase value of General Meetings of Shareholders (GMS) Implementation	
A.1.1.	Rekomendasi 1 : Perusahaan Terbuka memiliki cara atau prosedur teknis pengumpulan suara (voting) baik secara terbuka maupun tertutup yang mengedepankan independensi, dan kepentingan pemegang saham. Penjelasan : Setiap saham dengan hak suara yang dikeluarkan mempunyai satu hak suara (one share one vote). Pemegang saham dapat menggunakan hak suaranya pada saat pengambilan keputusan, terutama dalam pengambilan keputusan dengan cara pengumpulan suara (voting). Namun demikian, mekanisme pengambilan keputusan dengan cara pengumpulan suara (voting) baik secara terbuka maupun tertutup belum diatur secara rinci. Perusahaan Terbuka direkomendasikan mempunyai prosedur pengambilan suara dalam pengambilan keputusan atas suatu mata acara RUPS. Adapun prosedur pengambilan suara (voting) tersebut harus menjaga independensi ataupun kebebasan pemegang saham. Sebagai contoh, dalam pengumpulan suara (voting) secara terbuka dilakukan dengan cara mengangkat tangan sesuai dengan instruksi pilihan yang ditawarkan oleh pimpinan RUPS. Sedangkan, dalam pengumpulan suara (voting) secara tertutup dilakukan pada keputusan yang membutuhkan kerahasiaan ataupun atas permintaan pemegang saham, dengan cara menggunakan kartu suara ataupun dengan penggunaan electronic voting. Recommendation 1: Public Company has open and closed voting based decision making mechanism and procedure that promote independency and interest of Shareholders. Explanation: Any shares with right to vote that issued have one vote (one share one vote). Shareholders may use their voting rights at the time of decision making, especially if voting needs to be done. However, the decision making mechanism by voting either openly or closedly has not been regulated in details. Public Company is recommended to have a voting procedure in making its decisions as one of GMS' agenda. The voting procedure must maintain shareholders's independency. For example, voting is done openly by raising hands to choose the options offered by the GMS' chairman. Meanwhile, closed voting is done in a decision making process that need secrecy or as requested by shareholders. This procedure may use card or electronic voting.	Perseroan tidak memiliki kebijakan terkait tata cara prosedur teknis pengumpulan suara (voting) secara terbuka maupun tertutup disebabkan karena Perseroan bukan merupakan Perusahaan Terbuka *Comply* The Company does not apply policy regarding technical procedures for open or closed voting because the Company is not a publicly traded Company. Comply
A.1.2.	Rekomendasi 2 : Seluruh anggota Direksi dan anggota Dewan Komisaris Perusahaan Terbuka hadir dalam RUPS Tahunan. Penjelasan : Kehadiran seluruh anggota Direksi dan anggota Dewan Komisaris Perusahaan Terbuka bertujuan agar setiap anggota Direksi dan anggota Dewan Komisaris dapat memperhatikan, menjelaskan, dan menjawab secara langsung permasalahan yang terjadi atau pertanyaan yang diajukan oleh pemegang saham terkait mata acara dalam RUPS. Recommendation 2: The entire member of the Public Company Board of Directors and Board of Commissioners attend the Annual GMS. Explanation: The presence of all members of the Company's Board of Directors and Board of Commissioners is intended to ensure that each member is able to observe, explain and answer directly the problems or questions raised by shareholders regarding the GMS' agenda.	Setiap tahunan Seluruh Direksi dan Dewan Komisaris menghadiri RUPS tahunan yang dipimpin oleh Pemegang Saham (kuasa Pemegang Saham) dari Pemerintah yang diwakili oleh Kementrian BUMN. Ketidakhadiran Direksi dan Dewan Komisaris disertai dengan Surat Kuasa Comply Every year, the entire Board of Directors and Board of Commissioners attend the GMS that led by the Shareholders (proxy of the Shareholders) from the Government represented by the Ministry of SOE. The absence of Directors and Commissioners is stated with letter of authorization. Comply

No	Aspek; Prinsip; Rekomendasi Aspects; Principles; Recomendations	Comply or Explain Comply or Explain
A.1.3.	Rekomendasi 3 : Ringkasan risalah RUPS tersedia dalam Situs Web Perusahaan Terbuka paling sedikit selama 1 (satu) tahun. Penjelasan : Berdasarkan ketentuan dalam Pasal 34 ayat (2) Peraturan Otoritas Jasa Keuangan Nomor 32/POJK.04/2014 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka, Perusahaan Terbuka wajib membuat ringkasan risalah RUPS dalam bahasa Indonesia dan bahasa asing (minimal dalam bahasa Inggris), serta diumumkan 2 (dua) hari kerja setelah RUPS diselenggarakan kepada masyarakat, yang salah satunya melalui Situs Web Perusahaan Terbuka. Ketersediaan ringkasan risalah RUPS pada Situs Web Perusahaan Terbuka memberikan kesempatan bagi pemegang saham yang tidak hadir untuk mendapatkan informasi penting dalam penyelenggaraan RUPS secara mudah dan cepat. Oleh karena itu, ketentuan tentang jangka waktu minimal ketersediaan ringkasan risalah RUPS di Situs Web dimaksudkan untuk menyediakan kecukupan waktu bagi pemegang saham untuk memperoleh informasi tersebut. Recommendation 3: Summary of GMS Minutes shall be available at the Public Company Website minimum for 1 (one) year. Explanation: Public Company must prepare summary of GMS minutes in Indonesian and other languages (minimum in English), and announced to the public in 2 (two) working days after the GMS was held, one of it is through the Company's Website. The availability of summary of GMS minutes at the Company's website provides an opportunity for the absent shareholders in GMS to obtain important easily and quickly. Therefore, the regulation concerning the minimum period of the availability of summary of GMS minutes on the Website is intended to provide sufficient time for shareholders to obtain such information.	Perseroan bukan perusahaan terbuka sehingga tidak menerbitkan risalah RUPS pada web Perseroan. Comply The Company is not a public Company and therefore does not publish the GMS minutes on the Company's website. Comply
A.2.	Prinsip 2 : Meningkatkan Kualitas Komunikasi Perusahaan Terbuka dengan Pemegang Saham atau Investor. Principle 2: Improve quality of Communication between Public Company and Shareholders or Investors	
A.2.1.	Rekomendasi 4 : Perusahaan Terbuka memiliki suatu kebijakan komunikasi dengan pemegang saham atau investor. Penjelasan : Adanya komunikasi antara Perusahaan Terbuka dengan pemegang saham atau investor dimaksudkan agar para pemegang saham atau investor mendapatkan pemahaman lebih jelas atas informasi yang telah dipublikasikan kepada masyarakat, seperti laporan berkala, keterbukaan informasi, kondisi atau prospek bisnis dan kinerja, serta pelaksanaan tata kelola Perusahaan Terbuka. Disamping itu, pemegang saham atau investor juga dapat menyampaikan masukan dan opini kepada manajemen Perusahaan Terbuka. Kebijakan komunikasi dengan para pemegang saham atau investor menunjukan komitmen Perusahaan Terbuka dalam melaksanakan komunikasi dengan para pemegang saham atau investor. Dalam kebijakan tersebut dapat mencakup strategi, program, dan waktu pelaksanaan komunikasi, serta panduan yang mendukung pemegang saham atau investor untuk berpartisipasi dalam komunikasi tersebut. Recommendation 4: Public Company has a policy on communication with shareholders or investors. Explanation: Any communication between the Company and shareholders or investors is intended for them to gain a clearer understanding of publicly available information, such as periodic reports, information disclosure, business or performance conditions and prospects, and Corporate Governance implementation. In addition, shareholders or investors may also submit feedback and opinions to the Company's management The Company's commitment in conducting communication with shareholders or investors is demonstrated by the communication policy. Such policy may includes strategies, programs, and communication timelines, as well as guidance that support shareholders or investors to participate in such communications.	Perusahaan memiliki kebijakan komunikasi dengan pemegang saham atau investor. Setiap tahunnya perusahan rutin melakukan pertemuan dengan Pemegang Saham, Investor dan Stakeholders lainnya untuk menyampaikan informasi dan aktifitas perusahan terkini termasuk isuisu yang berkembang. Comply The Company has a communication policy with shareholders or investors. Every year the Company routinely conducts meetings with shareholders, investors and other stakeholders to convey the latest information and activities including emerging issues. Comply

No	Aspek; Prinsip; Rekomendasi Aspects; Principles; Recomendations	Comply or Explain Comply or Explain
A.2.2.	Rekomendasi 5 : Perusahaan Terbuka mengungkapkan kebijakan komunikasi Perusahaan Terbuka dengan pemegang saham atau investor dalam Situs Web. Penjelasan : Pengungkapan kebijakan komunikasi merupakan bentuk transparansi atas komitmen Perusahaan Terbuka dalam memberikan kesetaraan kepada semua pemegang saham atau investor atas pelaksanaan komunikasi. Pengungkapan informasi tersebut juga bertujuan untuk meningkatkan partisipasi dan peran pemegang saham atau investor dalam pelaksanaan program komunikasi Perusahaan Terbuka. Recommendation 5: Public Company shall disclose communication policy of Public Company with Shareholders or investors at the website. Explanation: The Company's commitment on transparency in providing equity to all shareholders or investors is shown in the communication policy disclosure. Such disclosure also aims to increase shareholders or investors' participation and role in the Company's communication program implementation	Dalam rangka keterbukaan informasi publik, Perseroan mempublikasikan laporan tahunan, laporan keuangan, dan informasi terkait lainnya di dalam situs Web secara berkala. Bagi stakeholders yang menginginkan informasi selain yang terdapat website dapat menyampaikan pada sistem PPID Pelindo di website Perseroan. Comply As part of public information transparency, the Company publishes annual reports, financial statements, and other related information on its website regularly. For stakeholders seeking information beyond what is available on the website, they can submit their requests through Pelindo's PPID on the Company's website. Comply
B.	**Aspek 2 : Fungsi dan Peran Dewan Komisaris** **Aspect 2: Board of Commissioners' Function and Role**	
B.1.	Prinsip 3 : Memperkuat Keanggotaan dan Komposisi Dewan Komisaris. Principle 3: Strengthening Board of Commissioners membership and composition.	
B.1.1.	Rekomendasi 6 : Penentuan jumlah anggota Dewan Komisaris mempertimbangkan kondisi Perusahaan Terbuka. Penjelasan : Jumlah anggota Dewan Komisaris dapat mempengaruhi efektivitas pelaksanaan tugas dari Dewan Komisaris. Penentuan jumlah anggota Dewan Komisaris Perusahaan Terbuka wajib mengacu kepada ketentuan peraturan perundang-undangan yang berlaku, yang paling kurang terdiri dari 2 orang berdasarkan ketentuan Peraturan Otoritas Jasa Keuangan Nomor 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik. Selain itu, perlu juga mempertimbangkan kondisi Perusahaan Terbuka yang antara lain yang meliputi karakteristik, kapasitas, dan ukuran, serta pencapaian tujuan dan pemenuhan kebutuhan bisnis yang berbeda diantara Perusahaan Terbuka. Namun demikian, jumlah anggota Dewan Komisaris yang terlalu besar berpotensi dapat mengganggu efektivitas pelaksanaan fungsi Dewan Komisaris. Recommendation 6: Determination of the number of Board of Commissioners member takes into account the condition of Public Company. Explanation: The number of Board of Commissioners members may affect their effectiveness in work. The number of members determination shall refer to the applicable laws, that at least 2 (two) persons according to Financial Services Authority Regulations No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies. In addition, it is also necessary to consider the Company's conditions which include, among other things, the characteristics, capacities and sizes, as well as the achievement of objectives and the fulfillment of different business needs among the Company. However, too many members of Board of Commissioners is potentially disrupt the effectiveness of Board of Commissioners' functions implementation.	Per 31 Desember 2024, anggota Dewan Komisaris Independen berjumlah 4 (empat) orang atau 57,14% persen dari total anggota Dewan Komisaris yang berjumlah 7 (tujuh) orang, sehingga telah memenuhi kriteria yang disyaratkan, yaitu minimal 20 persen dari total anggota Dewan Komisaris Perseroan. Comply As of December 31, 2024, the number of Independent Commissioners is 2 (two) or 28.57% of the total Board of Commissioners members, which amounts to 7 (seven) individuals, thus meeting the required criteria of at least 20 percent. Comply

No	Aspek; Prinsip; Rekomendasi Aspects; Principles; Recomendations	Comply or Explain Comply or Explain
B.1.2.	Rekomendasi 7 : Penentuan komposisi anggota Dewan Komisaris memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan. Penjelasan : Komposisi Dewan Komisaris merupakan kombinasi karakteristik baik dari segi organ Dewan Komisaris maupun anggota Dewan Komisaris secara individu, sesuai dengan kebutuhan Perusahaan Terbuka. Karakteristik tersebut dapat tercermin dalam penentuan keahlian, pengetahuan, dan pengalaman yang dibutuhkan dalam pelaksanaan tugas pengawasan dan pemberian nasihat oleh Dewan Komisaris Perusahaan Terbuka. Komposisi yang telah memperhatikan kebutuhan Perusahaan Terbuka merupakan suatu hal yang positif, khususnya terkait pengambilan keputusan dalam rangka pelaksanaan fungsi pengawasan yang dilakukan dengan mempertimbangkan berbagai aspek yang lebih luas. Recommendation 7: Determination of the composition of Board of Commissioners members concerns diversity of required skill, knowledge and experience. Explanation: Board of Commissioners composition is a characteristics combination both in terms of Board of Commissioners as a body and Board of Commissioners members as an individual, in accordance with the Company's needs. Such characteristics may be reflected in the determination of skills, knowledge and experience required for supervisory and advisory tasks implementation by Board of Commissioners of the Company. Composition that has taken into account the needs of the Company is a positive thing, especially regarding decision-making in supervisory function implementation that consider various broader aspects.	Komposisi Dewan Komisaris perusahaan termasuk beragam dengan tingkat pengalaman dan kompetensi sesuai tugas dan fungsi yang dibutuhkan perusahaan dalam menjalankan fungsi pengawasan Comply The composition of Board of Commissioners is diverse, encompassing varying levels of experience and competence that align with the roles and functions required by the Company in carrying out its supervisory functions. Comply
B.2.	Prinsip 4 : Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Dewan Komisaris. Principle 4: Improve Quality of Implementation of Board of Commissioners Duties and Responsibilities.	
B.2.1.	Rekomendasi 8 : Dewan Komisaris mempunyai kebijakan penilaian sendiri (self assessment) untuk menilai kinerja Dewan Komisaris. Penjelasan : Kebijakan penilaian sendiri (self assessment) Dewan Komisaris merupakan suatu pedoman yang digunakan sebagai bentuk akuntabilitas atas penilaian kinerja Dewan Komisaris secara kolegial. Self assessment atau penilaian sendiri dimaksud dilakukan oleh masing-masing anggota untuk menilai pelaksanaan kinerja Dewan Komisaris secara kolegial, dan bukan menilai kinerja individual masing-masing anggota Dewan Komisaris. Dengan adanya self assessment ini diharapkan masing-masing anggota Dewan Komisaris dapat berkontribusi untuk memperbaiki kinerja Dewan Komisaris secara berkesinambungan. Dalam kebijakan tesebut dapat mencakup kegiatan penilaian yang dilakukan beserta maksud dan tujuannya, waktu pelaksanaannya secara berkala, dan tolok ukur atau kriteria penilaian yang digunakan sesuai dengan dengan rekomendasi yang diberikan oleh fungsi nominasi dan remunerasi Perusahaan Terbuka, dimana adanya fungsi tersebut telah diwajibkan dalam Peraturan Otoritas Jasa Keuangan Nomor 34/POJK.04/2014 tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik. Recommendation 8: Board of Commissioners has self assessment policy to evaluate its performance. Explanation: Board of Commissioners' self assessment policy is a guideline used as a form of accountability for Board of Commissioners' performance in a collegial manner. The Self Assessment is undertaken by each member to assess Board of Commissioners' performance in a collegial manner, rather than assessing the individual performance of each member. By doing self assessment, each member of Board of Commissioners is expected to contribute in continuous performance improvement. This policy contains assessment activities undertaken, purposes and objectives, periodic execution time, and assessment indicators or criteria used in accordance with the recommendations given by the nomination and remuneration function of the Company, where such function is required in Financial Services Authority Regulations No. 34/POJK.04/2014 on the Nomination and Remuneration Committee of Issuers or Public Companies.	Penilaian atas Kinerja Dewan Komisaris telah diatur dalam Pedoman Tata Kelola Perusahaan dan Board Manual. Dewan Komisaris juga memiliki Key Performance Indicator (KPI) secara kolegial maupun secara individu yang telah disetujui oleh Pemegang Saham, sebagai sasaran kerja dari Dewan Komisaris Comply Performance Assessments of Board of Commissioners are regulated in the Corporate Governance Guidelines and Board Manual. The Board of Commissioners also has collegial and individual Key Performance Indicators (KPIs) that has been approved by Shareholders, serving as work targets for Board of Commissioners. Comply

No	Aspek; Prinsip; Rekomendasi Aspects; Principles; Recomendations	Comply or Explain Comply or Explain
B.2.2.	Rekomendasi 9 : Kebijakan penilaian sendiri (self assessment) untuk menilai kinerja Dewan Komisaris, diungkapkan melalui Laporan Tahunan Perusahaan Terbuka. Penjelasan : Pengungkapan kebijakan self assessment atas kinerja Dewan Komisaris dilakukan tidak hanya untuk memenuhi aspek transparansi sebagai bentuk pertanggungjawaban atas pelaksanaan tugasnya, namun juga untuk memberikan keyakinan khususnya kepada para pemegang saham atau investor atas upaya-upaya yang perlu dilakukan dalam meningkatkan kinerja Dewan Komisaris. Dengan adanya pengungkapan tersebut pemegang saham atau investor mengetahui mekanisme check and balance terhadap kinerja Dewan Komisaris. Recommendation 9: Self Assessment policy to evaluate Board of Commissioners' performance shall be disclosed in the Annual Report of Public Company. Explanation: The disclosure on policy of Board of Commissioners' performance Self Assessment is conducted not only to fulfill the transparency aspect as part of performance accountability, but also to give confidence to shareholders or investors upon the efforts to improve Board of Commissioners' performance. This disclosure enables shareholders or investors to acknowledge the check and balance mechanism on Board of Commissioners' performance.	Setiap tahunnya Perusahaan menerbitkan Laporan Tahunan yang disampaikan kepada Pemegang Saham dan di publikasikan melalui website perusahaan Didalam Laporan tahunan juga disajikan tugas dan kegiatan Dewan Komisaris dalam satu tahun terakhir termasuk memberikan penilaian atas kinerja Direksi dan peran Dewan Komisaris dalam melakukan pengawasan. Comply Every year, the Company publishes an Annual Report which is presented to the Shareholders and made available on the Company's website. Annual Report also present the Board of Commissioners' tasks and activities in the past year, including Board of Directors performance assessment and Board of Commissioners' role in supervision. Comply
B.2.3.	Rekomendasi 10 : Dewan Komisaris mempunyai kebijakan terkait pengunduran diri anggota Dewan Komisaris apabila terlibat dalam kejahatan keuangan. Penjelasan : Kebijakan pengunduran diri anggota Dewan Komisaris yang terlibat dalam kejahatan keuangan merupakan kebijakan yang dapat meningkatkan kepercayaan para pemangku kepentingan terhadap Perusahaan Terbuka, sehingga integritas perusahaan akan tetap terjaga. Kebijakan ini diperlukan untuk membantu kelancaran proses hukum dan agar proses hukum tersebut tidak mengganggu jalannya kegiatan usaha. Selain itu, dari sisi moralitas, kebijakan ini membangun budaya beretika di lingkungan Perusahaan Terbuka. Kebijakan tersebut dapat tercakup dalam Pedoman ataupun Kode Etik yang berlaku bagi Dewan Komisaris. Selanjutnya, yang dimaksud dengan terlibat dalam kejahatan keuangan merupakan adanya status terpidana terhadap anggota Dewan Komisaris dari pihak yang berwenang. Kejahatan keuangan dimaksud seperti manipulasi dan berbagai bentuk penggelapan dalam kegiatan jasa keuangan serta Tindakan Pidana Pencucian Uang sebagaimana dimaksud dalam Undang-Undang Nomor 8 Tahun 2010 tentang Pencegahan dan Pemberantasan Tindak Pidana Pencucian Uang. Recommendation 10: Board of Commissioners has policy on resignation of Board of Commissioners members if involved in financial crime. Explanation: The resignation policy of Board of Commissioners members that involved in financial crime is a policy that can increase stakeholders' trust in Public Company, so that the Company's integrity will be maintained. This policy is required to expedite the legal process and to ensure that the legal process does not interfere business activities. In addition, from morality side, this policy builds an ethical culture within the Company's environment. This policy may be covered in the Board Manual or Code of Conduct that are applicable to Board of Commissioners. Furthermore, what is meant by involved in financial crime is the convicted status of Board of Commissioners' member from the authorized party. Such financial crimes include manipulation and fraud in the financial service activities and Money Laundering Crime Act as referred to Law No.8 of 2010 concerning the Prevention and Eradication of Money Laundering Crime.	Perusahan memiliki Board Manual sebagai dasar tata kelola antar organ perusahaan yang mengatur tentang kebijakan pengunduran diri serta termasuk mengatur Etika jabatan dan hal-hal yang dilarang dilakukan oleh Dewan Komisaris. Selain itu Dewan Komisaris juga menandatangani Pakta Integritas sebagai komitmen penegakan Etika jabatan yang sesuai dengan nilai-nilai perusahaan. Comply The Company has a Board Manual serve as the basis for governance among the Company's organs, which regulates policies on resignation as well as governs the Code of Conduct of Board of Commissioners and prohibited actions. In addition, Board of Commissioners also signs an Integrity Pact as a commitment to uphold ethical conduct that in line with the Company's values. Comply

No	Aspek; Prinsip; Rekomendasi Aspects; Principles; Recomendations	Comply or Explain Comply or Explain
B.2.4.	Rekomendasi 11 : Dewan Komisaris atau Komite yang menjalankan fungsi Nominasi dan Remunerasi menyusun kebijakan suksesi dalam proses Nominasi anggota Direksi. Penjelasan : Berdasarkan ketentuan Peraturan Otoritas Jasa Keuangan Nomor 34/POJK.04/2014 tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik, komite yang menjalankan fungsi nominasi mempunyai tugas untuk menyusun kebijakan dan kriteria yang dibutuhkan dalam proses Nominasi calon anggota Direksi. Salah satu kebijakan yang dapat mendukung proses Nominasi sebagaimana dimaksud adalah kebijakan suksesi anggota Direksi. Kebijakan mengenai suksesi bertujuan untuk menjaga kesinambungan proses regenerasi atau kaderisasi kepemimpinan di perusahaan dalam rangka mempertahankan keberlanjutan bisnis dan tujuan jangka panjang perusahaan. Recommendation 11: Board of Commissioners or Committee who is in charge in Nomination and Remuneration function formulates succession policy in Board of Directors members nomination process. Explanation: Based on Financial Services Authority Regulation No. 34/POJK.04/2014 concerning the Nomination and Remuneration Committee of Issuers or Public Companies, the nomination committee has duty to formulate policies and criteria required in Board of Directors' candidates nomination process. One of the policies is the succession policy of Board of Directors members. The succession policy aims to maintain the leadership regeneration process in the Company in order to maintain the Company's business sustainability and long-term goals.	Dewan Komisaris telah membentuk Komite Nominasi dan Remunerasi yang bertugas melakukan proses nominasi untuk suksesi kepemimpian perusahaan termasuk Direksi Comply Board of Commissioners has established a Nomination and Remuneration Committee tasked with the nomination process for the Company's leadership succession, including Board of Directors. Comply
C.	**Aspek 3 : Fungsi dan Peran Direksi** **Aspect 3: Board of Directors' Role and Function**	
C.1.	Prinsip 5 : Memperkuat Keanggotaan dan Komposisi Direksi. Principle 5: Strengthening Board of Directors membership and composition	
C.1.1.	Rekomendasi 12 : Penentuan jumlah anggota Direksi mempertimbangkan kondisi Perusahaan Terbuka serta efektifitas dalam pengambilan keputusan. Penjelasan : Sebagai organ perusahaan yang berwenang dalam pengurusan perusahaan, penentuan jumlah Direksi sangat mempengaruhi jalannya kinerja Perusahaan Terbuka. Dengan demikian, penentuan jumlah anggota Direksi harus dilakukan melalui pertimbangan yang matang dan wajib mengacu pada ketentuan Peraturan Perundang-undangan yang berlaku, dimana berdasarkan Peraturan Otoritas Jasa Keuangan Nomor 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik paling sedikit terdiri dari 2 (dua) orang. Disamping itu, dalam penentuan jumlah Direksi harus didasarkan pada kebutuhan untuk mencapai maksud dan tujuan Perusahaan Terbuka dan disesuaikan dengan kondisi Perusahaan Terbuka yang meliputi karakteristik, kapasitas, dan ukuran Perusahaan Terbuka serta bagaimana tercapainya efektivitas pengambilan keputusan Direksi. Recommendation 12: Determination of the number of Board of Directors members takes into account the condition of the Public Company and effectiveness in the decision making process. Explanation: As corporate body in charge of managing the Company, the determination of the number of Board of Directors greatly affects the Company's performance. Thus, the number of Board of Directors' members determination shall be conducted through careful consideration and shall refer to the prevailing laws and regulations, which in accordance with Financial Services Authority Regulations No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies that shall comprises of at least 2 (two) persons. In addition, in determining the number of Board of Directors shall be based on the need to achieve the Company's goals and objectives and adjusted to the Company's conditions, including characteristics, capacity and size, and how effective Board of Directors in decision making.	Saat ini jumlah Direksi sebanyak 7orang yang salah satunya berperan sebagai Direktur Utama. Pembagian tugas Direksi terdiri atas 7 Direktorat yang saling terkait dan sesuai dengan kebutuhan perusahan ke depan. Setiap Direktorat membawahi DivisiDivisi yang telah disesuaikan dan dikelompokkan berdasarkan tugas dan fungsi dari masing-masing Direktorat, sehingga setiap Divisi memiliki tugas dan fungsi yang saling melengkapi untuk pencapaian tujuan perusahaan. Saat ini perusahan memiliki 23 Divisi yang di pimpin oleh *Group Head* dan dibantu oleh Departement Head *Comply* Currently, there are 7 Directors, one of whom serves as the President Director. The division of tasks among Directors consists of 7 Directorates that are interrelated and aligned with the Company's future needs. Each Directorate oversees Divisions that have been adjusted and grouped based on the tasks and functions of each Directorate, so that each Division has complementary tasks and functions for achieving the Company's goals. At present, the Company has 23 Divisions led by Group Heads and assisted by Department Heads. Comply

No	Aspek; Prinsip; Rekomendasi Aspects; Principles; Recomendations	Comply or Explain Comply or Explain
C.1.2.	Rekomendasi 13 : Penentuan komposisi anggota Direksi memperhatikan, keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan. Penjelasan : Seperti halnya Dewan Komisaris, keberagaman komposisi anggota Direksi merupakan kombinasi karakteristik yang diinginkan baik dari segi organ Direksi maupun anggota Direksi secara individu, sesuai dengan kebutuhan Perusahaan Terbuka. Kombinasi tersebut ditentukan dengan cara memperhatikan keahlian, pengetahuan dan pengalaman yang sesuai pada pembagian tugas dan fungsi jabatan Direksi dalam mencapai tujuan Perusahaan Terbuka. Dengan demikian, pertimbangan kombinasi karakteristik dimaksud akan berdampak dalam ketepatan proses pencalonan dan penunjukan individual anggota Direksi ataupun Direksi secara kolegial. Recommendation 13: Determination of Board of Directors members composition takes into account the diversity of required skill, knowledge and experience. Explanation: As with Board of Commissioners, the diversity of Board of Directors' members composition is the desirable characteristics of Board of Directors as an organization and Board of Directors members as an individual, in accordance to the Company's needs. The combination is determined by taking into account the appropriate skills, knowledge and experiences on Board of Directors' division and functions in achieving the Company's objectives. Therefore, the characteristics consideration will have an impact in the accuracy of nomination process and individual appointment of Board of Directors's members in a collegial manner.	Perusahaan saat ini memiliki komposisi anggota Direksi yang beragam namun sesuai dengan tugas dan fungsinya berdasarkan pengalaman dan kompetensi yang mumpuni. Comply Currently, the Company has a diverse composition of Directors that aligns with their roles and functions based on their extensive experience and competence. Comply
C.1.3.	Rekomendasi 14 : Anggota Direksi yang membawahi bidang akuntansi atau keuangan memiliki keahlian dan/atau pengetahuan di bidang akuntansi. Penjelasan : Laporan Keuangan merupakan laporan pertanggungjawaban manajemen atas pengelolaan sumber daya yang dimiliki oleh Perusahaan Terbuka, yang wajib disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan yang berlaku umum di Indonesia dan juga peraturan OJK terkait, antara lain peraturan perundang-undangan di sektor Pasar Modal yang mengatur mengenai penyajian dan pengungkapan Laporan Keuangan Perusahaan Terbuka. Berdasarkan peraturan perundang-undangan di sektor Pasar Modal yang mengatur mengenai tanggung jawab Direksi atas Laporan Keuangan, Direksi secara tanggung renteng bertanggung jawab atas Laporan Keuangan, yang ditandatangani Direktur Utama dan anggota Direksi yang membawahi bidang akuntansi atau keuangan. Dengan demikian, pengungkapan dan penyusunan informasi keuangan yang disajikan dalam laporan keuangan akan sangat tergantung pada keahlian, dan/atau pengetahuan Direksi, khususnya anggota Direksi yang membawahi bidang akuntansi atau keuangan. Adanya kualifikasi keahlian dan/atau pengetahuan di bidang akuntansi yang setidaknya dimiliki anggota Direksi dimaksud dapat memberikan keyakinan atas penyusunan Laporan Keuangan, sehingga Laporan Keuangan tersebut dapat diandalkan oleh para pemangku kepentingan (stakeholders) sebagai dasar pengambilan keputusan ekonomi terkait Perusahaan Terbuka dimaksud. Keahlian dan/atau pengetahuan tersebut dapat dibuktikan dengan latar belakang pendidikan, sertifikasi pelatihan, dan/atau pengalaman kerja terkait. Recommendation 14: Board of Directors member who supervises Accounting or Finance has expertise and/or knowledge in Accounting. Explanation: The Financial Statements is the management accountability report on managing the resources owned by the Public Company, which must be prepared and presented in accordance with the generally accepted Financial Accounting Standards in Indonesia as well as related OJK regulations, including regulation on the Capital Market sector regarding the presentation and disclosure of Public Company's Financial Statements. Under the Capital Market sector laws and regulations that governing Board of Directors' responsibilities on the Financial Statements, Board of Directors is jointly and severally liable for the Financial Statements, signed by the President Director and Director that is in charge of accounting or finance. Thus, the disclosure and compilation of financial information presented in the financial statements will largely depend on the expertise, and/or knowledge of Board of Directors, especially members of Board of Directors in charge of accounting or finance. The expertise and/or knowledge qualification in the accounting field at least give Board of Directors members confidence in the preparation of Financial Statements, so that the Financial Statements can be relied upon by the stakeholders as the basis for economic decision making. Such expertise and/or knowledge may be evidenced by educational background, training certification and/or related work experience.	Direksi bertanggung jawab dalam penyajian laporan keuangan dan setiap tutup tahun dilakukan audit kewajaran atas penyajian laporan keuangan oleh Auditor eksternal. Direksi yang membawahi bidang akuntansi dan keuangan melakukan fungsi pengendalian disetiap proses transaksi keuangan sampai transaksi tersebut dibukukan dalam pencatatan keuangan sesuai dengan Kebijakan Akuntansi dan Keuangan yang senantiasa dievaluasi dan disesuaikan dengan ketentuan PSAK terkini. Direksi yang membawahi bidang akuntansi dan keuangan memiliki kualifikasi dan kompetensi serta pengalaman yang memadai dalam menjalankan tugas-tugasnya. Comply Board of Directors is responsible for presenting financial statements which audited by an external auditor at the end of each fiscal year to ensure fairness of the financial statement. The Directorate in charge of accounting and finance performs control functions at each financial transaction process up to transactions recording according to the Accounting and Financial Policies, which are constantly evaluated and adjusted with the latest PSAK regulations. Directors in charge of accounting and finance have adequate qualifications, competencies and experience in carrying out their duties. Comply

No	Aspek; Prinsip; Rekomendasi Aspects; Principles; Recomendations	Comply or Explain Comply or Explain
C.2.	Prinsip 6 : Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Direksi. Principle 6: Improve the quality of Board of Directors duty and responsibility implementation.	
C.2.1.	Rekomendasi 15 : Direksi mempunyai kebijakan penilaian sendiri (self assessment) untuk menilai kinerja Direksi. Penjelasan : Seperti halnya pada Dewan Komisaris, kebijakan penilaian sendiri (self assessment) Direksi merupakan suatu pedoman yang digunakan sebagai bentuk akuntabilitas atas penilaian kinerja Direksi secara kolegial. Self assessment atau penilaian sendiri dimaksud dilakukan oleh masing-masing anggota Direksi untuk menilai pelaksanaan kinerja Direksi secara kolegial, dan bukan menilai kinerja individual masing-masing anggota Direksi. Dengan adanya self assessment ini diharapkan masing-masing anggota Direksi dapat berkontribusi untuk memperbaiki kinerja Direksi secara berkesinambungan. Dalam kebijakan tesebut dapat mencakup kegiatan penilaian yang dilakukan beserta maksud dan tujuannya, waktu pelaksanaannya secara berkala, dan tolak ukur atau kriteria penilaian yang digunakan sesuai dengan dengan rekomendasi yang diberikan oleh fungsi nominasi dan remunerasi Perusahaan Terbuka, dimana pembentukan fungsi tersebut telah diwajibkan dalam Peraturan Otoritas Jasa Keuangan Nomor 34/POJK.04/2014 tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik. Recommendation 15: Board of Directors has self assessment policy to evaluate Board of Directors' performance. Explanation: As with Board of Commissioners, Board of Directors' self assessment policy is a guideline used as a performance accountability for Board of Directors in a collegial manner. The Self Assessment is conducted by each member of Board of Directors to assess Board of Directors' performance in a collegial manner rather than assessing the individual performance of each member of Board of Directors. With the existence of Self Assessment is expected that each member of Board of Directors can contribute to improve Board of Directors' performance on an ongoing basis. The policy contains assessment activities undertaken, purposes and objectives, periodic execution time, and assessment indicators and criteria used in accordance with the recommendations given by the nomination and remuneration function of the Company, where such function is required in Financial Services Authority Regulation No. 34/POJK.04/2014 on the Nomination and Remuneration Committee of Issuers or Public Companies.	Setiap triwulan Direksi menerbitkan laporan kinerja perusahaan dan dilaporkan kepada Dewan Komisaris dan Pemegang Saham. Kebijakan penilaian kinerja Direksi sesuai dengan Pedoman tata kelola perusahaan dan Board Manual. Pelaporan atas Kinerja Direksi sesuai dengan Key Performace Indicator (KPI) yang telah disetujui oleh Pemegang Saham dan Dewan Komisaris. Penilaian Direksi dilakukan secara Kolegial dan Individual. Comply Every quarter, Board of Directors issues a Company performance report, which is then reported to the Board of Commissioners and shareholders. The policy for performance assesment of Board of Directors has complies with the Corporate Governance Guidelines and Board Manual. Reporting on the Board of Directors' performance is in accordance with the Key Performance Indicator (KPI) approved by the Shareholders and the Board of Commissioners. The Board of Directors assessment is conducted collegially and individually. Comply
C.2.2.	Rekomendasi 16 : Kebijakan penilaian sendiri (self assessment) untuk menilai kinerja Direksi diungkapkan melalui laporan tahunan Perusahaan Terbuka. Penjelasan : Pengungkapan kebijakan self assessment atas kinerja Direksi dilakukan tidak hanya untuk memenuhi aspek transparansi sebagai bentuk pertanggungjawaban atas pelaksanaan tugasnya, namun juga untuk memberikan informasi penting atas upaya-upaya perbaikan dalam pengelolaan Perusahaan Terbuka. Informasi tersebut sangat bermanfaat untuk memberikan keyakinan kepada pemegang saham atau investor bahwa terdapat kepastian pengelolaan perusahaan terus dilakukan ke arah yang lebih baik. Dengan adanya pengungkapan tersebut pemegang saham atau investor mengetahui mekanisme check and balance terhadap kinerja Direksi. Recommendation 16: Self-assessment policy to evaluate Board of Director's performance shall be disclosed in the Annual Report of Public Company. Explanation: The disclosure of Self Assessment policy on Board of Directors' performance is conducted not only to fulfill the transparency aspect as a performance accountability, but also to provide important information regarding improvement efforts in the management of the Public Company. Such information is very useful to provide confidence to shareholders or investors that there is certainty of corporate management to be continuously carried out in a better direction. With the disclosure, shareholders or investors acknowledge the check and balance mechanism on Board of Directors' performance	Direksi telah mengungkapkan penilaian kinerja Direksi melalui laporan tahunan Perusahaan. Comply Board of Directors has disclosed its performance assessment through the Company's annual report Comply

No	Aspek; Prinsip; Rekomendasi Aspects; Principles; Recomendations	Comply or Explain Comply or Explain
C.2.3.	Rekomendasi 17 : Direksi mempunyai kebijakan terkait pengunduran diri anggota Direksi apabila terlibat dalam kejahatan keuangan. Penjelasan : Kebijakan pengunduran diri anggota Direksi yang terlibat dalam kejahatan keuangan merupakan kebijakan yang dapat meningkatkan kepercayaan para pemangku kepentingan terhadap Perusahaan Terbuka, sehingga integritas perusahaan akan tetap terjaga. Kebijakan ini diperlukan untuk membantu kelancaran proses hukum dan agar proses hukum tersebut tidak mengganggu jalannya kegiatan usaha. Selain itu, dari sisi moralitas, kebijakan ini akan membangun budaya beretika di lingkungan Perusahaan Terbuka. Kebijakan tersebut dapat tercakup dalam Pedoman ataupun Kode Etik yang berlaku bagi Direksi. Selanjutnya, yang dimaksud dengan terlibat dalam kejahatan keuangan merupakan adanya status terpidana terhadap anggota Direksi dari pihak yang berwenang. Kejahatan keuangan dimaksud seperti manipulasi dan berbagai bentuk penggelapan dalam kegiatan jasa keuangan serta Tindakan Pidana Pencucian Uang sebagaimana dimaksud dalam Undang Undang Nomor 8 Tahun 2010 tentang Pencegahan dan Pemberantasan Tindak Pidana Pencucian Uang. Recommendation 17: Board of Directors has policy related to resignation of Board of Directors member if involved in financial crime. Explanation: The resignation policy of Board of Directors members that involved in financial crime is a policy that can increase stakeholders' trust in Public Company, so that the Company's integrity will be maintained. This policy is required to expedite the legal process and to ensure that the legal process does not interfere business activities. In addition, from morality side, this policy builds an ethical culture within the Company's environment. This policy may be covered in the Guidelines or Code of Conducts that are applicable to Board of Directors. Furthermore, what is meant by involved in financial crime is the convicted status of Board of Directors member from the authorized party. Such financial crimes include manipulation and fraud in the financial service activities and Money Laundering Crime Act as referred to Law No.8 of 2010 concerning the Prevention and Eradication of Money Laundering Crime.	Perusahan memiliki Board Manual sebagai dasar tata kelola antar organ perusahaan yang mengatur pengunduran diri anggota Direksi termasuk mengatur Etika jabatan dan halhal yang dilarang dilakukan oleh Direksi. Selain itu Direksi juga menandatangani Pakta Integritas sebagai komitmen penegakan Etika jabatan yang sesuai dengan nilai-nilai perusahaan Comply The Company has a Board Manual serve as the basis for governance among the Company's organs, which regulates policies on resignation as well as governs the Code of Conduct of Board of Directors and prohibited actions. In addition, the Board of Directors also signs an Integrity Pact as a commitment to uphold ethical conduct that in line with the Company's values. Comply
D.	**Aspek 4 : Partisipasi Pemangku Kepentingan** **Aspect 4: Stakeholders Participation**	
D.1.	Prinsip 7 : Meningkatkan Aspek Tata Kelola Perusahaan melalui Partisipasi Pemangku Kepentingan. Principle 7: Improve Corporate Governance Aspect through Stakeholders Participation.	
D.1.1.	Rekomendasi 18 : Perusahaan Terbuka memiliki kebijakan untuk mencegah terjadinya insider trading. Penjelasan : Seseorang yang mempunyai informasi orang dalam dilarang melakukan suatu transaksi Efek dengan menggunakan informasi orang dalam sebagaimana dimaksud dalam Undang-Undang mengenai Pasar Modal. Perusahaan Terbuka dapat meminimalisir terjadinya insider trading tersebut melalui kebijakan pencegahan, misalnya dengan memisahkan secara tegas data dan/atau informasi yang bersifat rahasia dengan yang bersifat publik, serta membagi tugas dan tanggung jawab atas pengelolaan informasi dimaksud secara proporsional dan efisien. Recommendation 18: Public Company has policy to prevent insider trading. Explanation: A person who has inside information is prohibited to engaging in a Securities transaction by using inside information as referred to the Capital Market Law. Public Companies can minimize the occurrence of insider trading through prevention policies, for example by strictly separating confidential data and/or public information, as well as dividing the management duties and responsibilities for such information in a proportionate and efficient manner.	Perusahaan tidak menerbitkan Saham pada Pasar Modal, karena perusahaan merupakan BUMN yang sahamnya dimiliki oleh Pemerintah Comply The Company does not issue shares on the Capital Market because it is a StateOwned Enterprise (SOE) whose shares are owned by the Government. Comply

No	Aspek; Prinsip; Rekomendasi Aspects; Principles; Recomendations	Comply or Explain Comply or Explain
D.1.2.	Rekomendasi 19 : Perusahaan Terbuka memiliki kebijakan anti korupsi dan anti fraud. Penjelasan : Kebijakan anti korupsi bermanfaat untuk memastikan agar kegiatan usaha Perusahaan Terbuka dilakukan secara legal, prudent, dan sesuai dengan prinsip-prinsip tata kelola yang baik. Kebijakan tersebut dapat merupakan bagian dalam kode etik, ataupun dalam bentuk tersendiri. Dalam kebijakan tersebut dapat meliputi antara lain mengenai program dan prosedur yang dilakukan dalam mengatasi praktik korupsi, balas jasa (kickbacks), fraud, suap dan/atau gratifikasi dalam Perusahaan Terbuka. Lingkup dari kebijakan tersebut harus menggambarkan pencegahan Perusahaan Terbuka terhadap segala praktik korupsi baik memberi atau menerima dari pihak lain. Recommendation 19: Public Company has anti-corruption and anti-fraud policy. Explanation: Anti-corruption policy is useful to ensure that the Company's business activities are conducted legally, prudently, and in accordance with the principles of good governance. The policy may be part of the code of conduct, or in its own form. The policy may include, among others, the programs and procedures undertaken in overcoming corrupt practices, kickbacks, fraud, bribery and/or gratification in the Public Company. The policy scope should illustrate the Public Company's prevention against any corrupt practices of either giving or receiving from other parties.	Perusahaan memiliki kebijakan Kode Etik Bisnis dimana di dalamnya mengatur mengenai anti korupsi dan anti fraud Selain itu Seluruh Pegawaii juga menandatangani Pakta Integritas sebagai komitmen penegakan Etika jabatan yang sesuai dengan nilai-nilai perusahaan Comply The Company has a Business Code of Ethics policy that includes provisions on anti-corruption and anti-fraud. In addition, all personel also signs an Integrity Pact as a commitment to uphold ethical conduct that in line with the Company's values Comply
D.1.3.	Rekomendasi 20 : Perusahaan Terbuka memiliki kebijakan tentang seleksi dan peningkatan kemampuan pemasok atau vendor. Penjelasan : Kebijakan tentang seleksi pemasok atau vendor bermanfaat untuk memastikan agar Perusahaan Terbuka memperoleh barang atau jasa yang diperlukan dengan harga yang kompetitif dan kualitas yang baik. Sedangkan kebijakan peningkatan kemampuan pemasok atau vendor bermanfaat untuk memastikan bahwa rantai pasokan (supply chain) berjalan dengan efisien dan efektif. Kemampuan pemasok atau vendor dalam memasok/memenuhi barang atau jasa yang dibutuhkan perusahaan akan mempengaruhi kualitas output perusahaan. Dengan demikian, pelaksanaan kebijakan-kebijakan tersebut dapat menjamin kontinuitas pasokan, baik dari segi kuantitas maupun kualitas yang dibutuhkan Perusahaan Terbuka. Adapun cakupan kebijakan ini meliputi kriteria dalam pemilihan pemasok atau vendor, mekanisme pengadaan yang transparan, upaya peningkatan kemampuan pemasok atau vendor, dan pemenuhan hak-hak yang berkaitan dengan pemasok atau vendor. Perseroan memiliki kebijakan terkait pengadaan barang dan jasa yang berisi tentang seleksi dan peningkatan kemampuan pemasok atau vendor yang tertuang dalam standar Pedoman Procurement. Recommendation 20: Public Company has policy on suppliers and vendors selection and capacity building. Explanation: The policy on suppliers or vendors selection is useful to ensure that Public Company obtains the goods or services needed at competitive prices and good quality. While the policy on capacity building of suppliers or vendors is useful to ensure that the supply chain runs efficiently and effectively. The ability of suppliers or vendors to supply/fulfill the goods or services needed by the Company will affect the quality of the Company's output. The implementation of these policies can guarantee supply continuity, both in terms of quantity and quality required by Public Company. The scope of these policies includes criteria in selecting suppliers or vendors, transparent procurement mechanism, efforts to increase the ability of suppliers or vendors, and fulfillment of rights relating to suppliers or vendors. The Company has a policy related to the procurement of goods and services which contains the selection and improvement of supplier or vendor capabilities as stated in the standard Procurement Guidelines.	Perusahaan memiliki Kebijakan Pengadaan Barang dan Jasa melalui Peraturan Direksi yang telah mengatur mengenai mekanisme seleksi pemasok/ vendor dan jenis-jenis pengadaannya. Comply The Company has Policy for Procurement of Goods and Services through a Board Regulation that governs the selection mechanism for suppliers/ vendors and the types of procurement. Comply

No	Aspek; Prinsip; Rekomendasi Aspects; Principles; Recomendations	Comply or Explain Comply or Explain
D.1.4.	Rekomendasi 21 : Perusahaan Terbuka memiliki kebijakan tentang pemenuhan hak-hak kreditur. Penjelasan : Kebijakan tentang pemenuhan hak-hak kreditur digunakan sebagai pedoman dalam melakukan pinjaman kepada kreditur. Tujuan dari kebijakan dimaksud adalah untuk menjaga terpenuhinya hak-hak dan menjaga kepercayaan kreditur terhadap Perusahaan Terbuka. Dalam kebijakan tersebut mencakup pertimbangan dalam melakukan perjanjian, serta tindak lanjut dalam pemenuhan kewajiban Perusahaan Terbuka kepada kreditur. Recommendation 21: Public Company has policy on creditors' rights fulfillment. Explanation: The creditors' rights fulfillment policy is used as a guide in providing loan to creditors. The policy's objective is to maintain the rights fulfillment and the creditors' trust to the Company. The policy includes consideration in making agreements, as well as follow-up in obligations fulfilment by the Company to the creditors.	Perseroan memiliki kebijakan perlindungan kreditur yang tertuang dalam Pedoman *Good Corporate Governance* Pelindo Nomor:HK. 01/13/12/4/TKPT/UTMA/PLND-23 Tanggal 13 Desember 2023. Perseroan menjunjung hak-hak para Kreditur dengan menghormati kewajiban sesuai kontrak dan menyampaikan informasi yang diperlukan yang harus diungkapkan berdasarkan undang-undang, peraturan lain yang berlaku serta *best practice*. *Comply* The Company has a creditor protection policy as stated in Pelindo's Code of Good Corporate Governance Number: HK. 01/13/12/4/TKPT/UTMA/PLND-23 Dated December 13, 2023. The Company upholds the rights of Creditors by honoring obligations according to the contract and submitting the necessary information that must be disclosed based on applicable laws, regulations and best practices. Comply
D.1.5.	Rekomendasi 22 : Perusahaan Terbuka memiliki kebijakan sistem whistleblowing. Penjelasan : Kebijakan sistem whistleblowing yang telah disusun dengan baik akan memberikan kepastian perlindungan kepada saksi atau pelapor atas suatu indikasi pelanggaran yang dilakukan karyawan atau manajemen Perusahaan Terbuka. Penerapan kebijakan sistem tersebut akan berdampak pada pembentukan budaya tata kelola perusahaan yang baik. Kebijakan sistem whistleblowing mencakup antara lain jenis pelanggaran yang dapat dilaporkan melalui sistem whistleblowing, cara pengaduan, perlindungan dan jaminan kerahasiaan pelapor, penanganan pengaduan, pihak yang mengelola aduan, dan hasil penanganan dan tindak lanjut pengaduan. Recommendation 22: Public Company has whistleblowing system policy. Explanation: Well-structured whistleblowing policy will provide protection assurance to witnesses or whistleblowers for a violation indication committed by employee or management. Policy system implementation will have an impact on the establishment of good corporate governance culture. Whistleblowing system policies include, among others, types of offenses, complaints, whistleblower's protection and confidentiality, complaint handling, complaint handling party, and the results of handling and follow-up.	Perusahaan telah memiliki kebijakan Whistleblowing System (WBS) melalui Peraturan Direksi No SK.01.01/13/12/3/TKPT/UTMA/PLND-23 tanggal 13 Desember 2023 tentang pedoman Whistleblowing System PT Pelabuhan Indonesia (Persero) Sistem WBS diterapkan melalui 6 saluran utama yaitu: Web Online : https://pelindobersih.whistleblowing.link/ Telepon: +62 21 2782 2345 Faksimile: +62 21 2782 3456 SMS / WhatsApp: +62 811 933 2345 / +62 811 9511 665 Email: pelindobersih@whistleblowing.link Pos: Pelindo Bersih. PO Box 1074. JKS 12010 Perseroan juga mempunyai Surat Keputusan Direksi PT Pelabuhan Indonesia (Persero) tentang Tugas dan Tanggung Jawab Komite Pelindo Bersih dalam Pelaksanaan Whistleblowing System PT Pelabuhan Indonesia (Persero) Nomor SK.01.01/25/7/1/TKPT/UTMA/PLND-23 tanggal 25 Juli 2023 Comply The Company has established Whistleblowing System (WBS) policy through Board of Directors Regulation No. SK.01.01/13/12/3/TKPT/UTMA/PLND23 dated December 13, 2023, regarding Guidelines for Whistleblowing System of PT Pelabuhan Indonesia (Persero). WBS system is implemented through 6 main channels, namely: Web Online : https://pelindobersih. whistleblowing.link/ Phone : +62 21 2782 2345 Faksimile : +62 21 2782 3456 SMS/WhatsApp : +62 811 933 2345 / +62 811 9511 665 Email : pelindobersih@whistleblowing.link Letter : Pelindo Bersih. PO Box 1074. JKS 12010 The Company also has Decree of Board of Directors of PT Pelabuhan Indonesia (Persero) regarding Duties and Responsibilities of Pelindo Bersih Committee in the Whistleblowing System Implementation No. SK.01.01/25/7/1/TKPT/UTMA/PLND23 dated July 25, 2023. Comply

No	Aspek; Prinsip; Rekomendasi Aspects; Principles; Recomendations	Comply or Explain Comply or Explain
D.1.6.	Rekomendasi 23 : Perusahaan Terbuka memiliki kebijakan pemberian insentif jangka panjang kepada Direksi dan karyawan. Penjelasan : Insentif jangka panjang merupakan insentif yang didasarkan atas pencapaian kinerja jangka panjang. Rencana insentif jangka panjang mempunyai dasar pemikiran bahwa kinerja jangka panjang perusahaan tercermin oleh pertumbuhan nilai dari saham atau target-target jangka panjang perusahaan lainnya. Insentif jangka panjang bermanfaat dalam rangka menjaga loyalitas dan memberikan motivasi kepada Direksi dan karyawan untuk menigkatkan kinerja atau produktivitasnya yang akan berdampak pada peningkatan kinerja perusahaan dalam jangka panjang. Adanya suatu kebijakan insentif jangka panjang merupakan komitmen nyata Perusahaan Terbuka untuk mendorong pelaksanaan pemberian insentif jangka panjang kepada Direksi dan Karyawan dengan syarat, prosedur dan bentuk yang disesuaikan dengan tujuan jangka panjang Perusahaan Terbuka. Kebijakan dimaksud dapat mencakup antara lain maksud dan tujuan pemberian insentif jangka panjang, syarat dan prosedur dalam pemberian insentif, dan kondisi dan risiko yang harus diperhatikan oleh Perusahaan Terbuka dalam pemberian insentif. Kebijakan tersebut juga dapat tercakup dalam kebijakan remunerasi Perusahaan Terbuka yang ada. Recommendation 23: Public Company has long-term incentives for Board of Directors and employees. Explanation: Long-term incentives are incentive based on long-term performance achievement. Long-term incentive plan has a rationale that the Company's long-term performance is reflected by the stock value growth or other long-term targets of the Company. Long-term incentives are useful in order to maintain loyalty and motivate Board of Directors and employees to improve performance or productivity that will impact on improving the Company's performance over the long term. The long-term incentives policy is the Company's actual commitment to encourage the long-term incentives to Board of Directors and Employees on terms, procedures and forms that are comply to long-term objectives of the Company. Such policies may include, goals and purposes of providing long-term incentives, terms and procedures for granting incentives, as well as the conditions and risks to be considered by the Company in providing incentives. The policy may also be included in the Company's existing remuneration policy.	Perusahaan telah memiliki Jaminan Hari Tua untuk Direksi dan Karyawan Selain itu Direksi juga diberikan asuransi purna jabatan Comply The Company has Retirement Benefit Plan for Directors and Employees. In addition, the Board of Directors is also provided with retirement insurance. Comply
E.	**Aspek 5 : Keterbukaan Informasi** **Aspect 5: Information Disclosure**	
E.1.	Prinsip 8 : Meningkatkan Pelaksanaan Keterbukaan Informasi. Principle 8: Improve the implementation of information disclosure.	
E.1.1.	Rekomendasi 24 : Perusahaan Terbuka memanfaatkan penggunaan teknologi informasi secara lebih luas selain Situs Web sebagai media keterbukaan informasi. Penjelasan : Penggunaan teknologi informasi dapat bermanfaat sebagai media keterbukaan informasi. Adapun keterbukaan informasi yang dilakukan tidak hanya keterbukaan informasi yang telah diatur dalam peraturan perundang-undangan, namun juga informasi lain terkait Perusahaan Terbuka yang dirasakan bermanfaat untuk diketahui pemegang saham atau investor. Dengan pemanfaatan teknologi informasi secara lebih luas selain Situs Web diharapkan perusahaan dapat meningkatkan efektivitas penyebaran informasi perusahaan. Meskipun demikian, pemanfaatan teknologi informasi yang dilakukan tetap memperhatikan manfaat dan biaya perusahaan. Recommendation 24: Public Company utilizes broader information technology application besides website as means of information disclosure. Explanation: Information technology can be useful as a way of information disclosure. The information disclosure is not only those that have been regulated in legislation, but also other information related to the Company that is felt useful to be known by shareholders or investors. With the utilization of more widely technology than the Website, the Company is expected to improve the corporate information dissemination effectiveness. Nevertheless, the information technology utilization should still pay attention to the Company's benefits and costs.	Perusahaan telah memiliki website resmi melalui www.pelindo.co.id, pemutahiran websites ini dilakukan secara periodik dan merupakan tanggungjawab Sekretariat perusahaan. Selain itu perusahaan juga memiliki media social melalui Youtube, Twitter, Facebook dan instagram Comply The Company has an official website at www.pelindo.co.id, which updated periodically and under the Corporate Secretary responsibility. The Company also has social media accounts on YouTube, Twitter, Facebook, and Instagram. Comply

No	Aspek; Prinsip; Rekomendasi Aspects; Principles; Recomendations	Comply or Explain Comply or Explain
E.1.2.	Rekomendasi 25 : Laporan Tahunan Perusahaan Terbuka mengungkapkan pemilik manfaat akhir dalam kepemilikan saham Perusahaan Terbuka paling sedikit 5% (lima persen), selain pengungkapan pemilik manfaat akhir dalam kepemilikan saham Perusahaan Terbuka melalui pemegang saham utama dan pengendali. Penjelasan : Peraturan perundang-undangan di sektor Pasar Modal yang mengatur mengenai penyampaian laporan tahunan Perusahaan Terbuka telah mengatur kewajiban pengungkapan informasi mengenai pemegang saham yang memiliki 5% (lima persen) atau lebih saham Perusahaan Terbuka, serta kewajiban pengungkapan informasi mengenai pemegang saham utama dan pengendali Perusahaan Terbuka baik langsung maupun tidak langsung sampai dengan pemilik manfaat terakhir dalam kepemilikan saham tersebut. Dalam Pedoman Tata Kelola ini direkomendasikan untuk mengungkapkan pemilik manfaat akhir atas kepemilikan saham Perusahaan Terbuka paling sedikit 5% (lima persen), selain mengungkapkan pemilik manfaat akhir dari kepemilikan saham oleh pemegang saham utama dan pengendali. Recommendation 25: Annual Report of Public Company shall disclose the shareholding of Public Company minimum 5% (five percent), in addition to disclosure of end-benefit owners in the shareholding of Public Company via major and controlling shareholders. Explanation: The Capital Market sector legislation in governing the Company's annual report submission has set out the obligation to disclose information regarding the shareholders of 5% (five percent) or more as well as the major and controlling shareholders of the Company either directly or indirectly up to the end-benefit owners in the ownership of such shares. In the Governance Manual, it is recommended to disclose the end-benefit owners of Public Company's shares of at least 5% (five percent), other than to disclose the end-benefit owners of shares by major and controlling shareholders.	Saham Perusahaan saat masih dimiliki oleh mayoritas Pemerintah, karena status perusahaan sebagai BUMN. Saham Perusahaan belum dimiliki oleh masyarakat karena perusahaan belum melakukan IPO. Comply The Company's shares are still majorityowned by the government due to its status as a state-owned enterprise (SOE). The Company's shares are not owned by the public because the Company has not conducted an IPO yet. Comply

Good Corporate Governance Assessment

GCG ASSESSMENT BERDASARKAN SK-16/S. MBU/2012

Berdasarkan Salinan Keputusan Sekretaris Kementerian BUMN RI No SK-12/S.MBU/08/2023 tanggal 16 Agustus 2023 tentang Pencabutan Keputusan Sekretaris Kementerian BUMN No SK-16/S.MBU/2012 tentang Indikator /Parameter Penilaian dan Evaluasi Atas Penerapan Tata Kelola Perusahaan Yang Baik (Good Corporate Governance) pada Badan Usaha Milik Negara dan belum belum terdapat aturan terbaru terkait penilaian penerapan Tata Kelola Perusahaan Yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara, sehingga sampai dengan Laporan Tahunan ini diterbitkan Perseroan belum melaksanakan GCG Assessment tahun buku 2024. Perseroan masih menunggu arahan dari Kementerian BUMN untuk melakukan penilaian GCG tahun buku 2024.

Sebegai bentuk efektivitas dan mengukur tingkat implementasi praktik GCG di lingkup usaha, Perseroan melakukan self assessment dengan menindaklanjuti rekomendasi atas hasil assessment tahun buku 2022.

KRITERIA PENILAIAN

GCG *Assessment* GCG dilakukan dengan menggunakan kriteria penilaian berdasarkan Keputusan Sekretaris Kementerian Badan Usaha Milik Negara No. SK-16/S. MBU/2012 tanggal 6 Juni 2012 tentang Indikator/ Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (Good Corporate Governance) pada BUMN. Indikator yang digunakan dalam assessment GCG tersebut meliputi:

1. Komitmen terhadap penerapan tata kelola perusahaan yang baik secara berkelanjutan;
2. Pemegang Saham dan RUPS/Pemilik Modal;
3. Dewan Komisaris/Dewan Pengawas;
4. Direksi;
5. Pengungkapan informasi dan transparansi; dan
6. Aspek lainnya

PIHAK YANG MELAKUKAN ASSESSMENT

Pihak yang melakukan penilaian implementasi GCG di tahun buku 2022 adalah Badan Pengawasan Keuangan dan Pembangunan.

GCG ASSESSMENT BASED ON SK-16/S. MBU/2012

Based on a copy of Secretary of the Indonesian Ministry of SOEs Decree No. SK-12/S.MBU/08/2023 dated August 16, 2023 concerning Revocation of Secretary of the Ministry of SOEs Decree No. SK-16/S. MBU/2012 concerning Indicators/Parameters for Assessment and Evaluation of Good Corporate Governance Implementation in State-Owned Enterprises and there are no updated regulations regarding the Good Corporate Governance implementation assessment in State-Owned Enterprises, so until the Company publishes this Annual Report, it has not carried out the GCG Assessment for 2024 fiscal year. The Company is still awaiting direction from the Ministry of State-Owned Enterprises to conduct a GCG assessment for 2024 fiscal year.

As a form of effectiveness and to measure the level of implementation of GCG practices in the business scope, the Company conducts a self-assessment by following up on the recommendations of assessment results for fiscal year 2022.

ASSESSMENT CRITERIA

The GCG assessment for 2022 fiscal year was carried out using assessment criteria based on the Decree of Secretary of Ministry of State-Owned Enterprises No. SK-16/S.MBU/2012 dated June 6, 2012 concerning Indicators/Parameters for Assessment and Evaluation of the Implementation of Good Corporate Governance in SOEs. The indicators used in the GCG assessment include:

1. Commitment on sustainable implementation of good corporate governance;
2. Shareholders and GMS/Capital Owners;
3. Board of Commissioners/Supervisory Board;
4. Board of Directors;
5. Disclosure of information and transparency; and
6. Other aspects.

ASSESSOR

The GCG assessment in 2022 fiscal year was conducted by the Financial and Development Supervisory Agency.

HASIL PENILAIAN

Skor penilaian GCG Perseroan selama tahun buku 2021 sampai dengan tahun buku 2022 sebagai berikut:

ASSESSMENT RESULT

The Company's GCG assessment score for 2021 to 2022 fiscal year as follows:

Tahun Buku Fiscal Year	Skor Penilaian Assessment Score	Kategori Category	Pelaksana Assessor
2021	Diagnostic Assessment	-	BPKP RI
2022	90,473	Sangat Baik Very Good	BPKP RI

Rincian hasil GCG *assessment* Pelindo tahun buku 2022 sebagai berikut:

Details of Pelindo's GCG assessment results for 2022 fiscal year are as follows:

Aspek Governance Governance Aspects	Bobot Weight	Capaian Perusahaan Company Achievements	Persentase (%) Percentage (%)
Komitmen terhadap Penerapan Tata Kelola secara Berkelanjutan Commitment to Sustainable Governance Implementation	7	6,848	97,824
Pemegang Saham Shareholders	9	8,369	92,986
Dewan Komisaris Board of Commissioners	35	32,337	92,390
Direksi Board of Directors	35	32,194	91,984
Pengungkapan Informasi dan Transparansi Disclosure of Information and Transparency	9	8,850	98,341
Sub Total	95	88,598	
Aspek Lainnya Other Aspects	5	1,875	
Total	**100**	**90,473**	**90,473**

REKOMENDASI DAN TINDAK LANJUTNYA

Berdasarkan hasil penilaian GCG untuk tahun buku 2022, terdapat beberapa hal yang perlu menjadi perhatian bagi Pelindo untuk segera ditindaklanjuti agar pelaksanaan GCG di Pelindo semakin baik. Adapun *Area of Improvement* (AoI) untuk tahun buku 2022 adalah sebagai berikut:

RECOMMENDATION AND FOLLOW UP

Based on the GCG assessment results for 2022 fiscal year, there are several things that need attention for Pelindo to be followed up immediately so that the GCG implementation in Pelindo is getting better. The Areas of Improvement (AoI) for 2022 fiscal year are as follows:

No.	Indikator Indicator	Rekomendasi Recommendation	Tindak Lanjut Follow-up	Capaian Achievements
A. Komitmen Terhadap Penerapan Tata Kelola Secara Berkelanjutan Commitment to Sustainable Governance Implementation				
1.	Parameter 9: Perusahaan melaksanakan kebijakan /SOP tentang kepatuhan pelaporan harta kekayaan Penyelenggara Negara. Parameter 9: The Company applies policies/SOPs regarding compliance with the state officials' assets reporting	Agar diberlakukan sanksi kepada pegawai yang belum menyampaikan LHKPN sesuai dengan waktu yang ditetapkan sebagaimana diatur dalam Peraturan Direksi PT Pelindo Nomor HK/01/20/12/1/ADKS/UTMA/2021 tanggal 20 Desember 2021. Sanctions should be imposed to employees who have not submitted their LHKPN according to the time specified as stipulated in PT Pelindo Board of Directors Regulation Number: HK/01/20/12/1/ ADKS/UTMA/2021 dated December 20, 2021.	Telah disampaikan Surat kepada BoD, BoC Anper yang belum melakukan pelaporan untuk tetap melapor yang ditandatangani Wadirut yang dibuat oleh GH Sekretariat Perusahaan selaku Penanggungjawab pelaporan LHKPN A letter has been sent to the BoD, BoC of Subsidiaries who have not reported, to continue reporting, signed by the Vice President, made by GH the Corporate Secretariat as the person in charge of LHKPN reporting.	100%

No.	Indikator Indicator	Rekomendasi Recommendation	Tindak Lanjut Follow-up	Capaian Achievements
B. Pemegang Saham Shareholders				
1.	Parameter 23 : Pemegang Saham/ RUPS/Pemilik Modal melaksanakan penilaian terhadap calon anggota Dewan Komisaris. Parameter 23: Shareholders/ GMS/Capital Owners carry out an assessment of prospective members of Board of Commissioners	Pemegang Saham agar meminta masukan secara formal dari Departemen teknis BUMN untuk calon anggota Komisaris. Shareholders are asked to request formal input from the SOE technical department for prospective members of Board of Commissioners.	Penyerahan salinan SK Menteri BUMN tentang pengangkatan Dewan Komisaris ditindaklanjuti dengan membuat Berita Acara Penyerahan. The submission of a copy of the SOE Minister's Decree on the appointment of Board of Commissioners is followed up by making a Minutes of Submission.	100%
2.	Parameter 24 : Pemegang Saham/ RUPS/Pemilik Modal menetapkan pengangkatan anggota Dewan Komisaris dan komposisinya. Parameter 24: Shareholders/ GMS/Capital Owners determine the appointment of members of Board of Commissioners and their composition	Pemegang saham agar melengkapi Penetapan pengangkatan Dewan Komisaris dengan Berita Acara RUPS/ Pelantikan Dewan Komisaris. Shareholders are required to complete the determination of appointment of Board of Commissioners with the minutes of GMS/Inauguration of Board of Commissioners	Penyerahan salinan SK Menteri BUMN tentang pengangkatan Dewan Komisaris ditindaklanjuti dengan membuat Berita Acara Penyerahan. The submission of a copy of the SOE Minister's Decree on the appointment of Board of Commissioners is followed up by making a Minutes of Submission.	100%
3.	Parameter 27 : Pemegang Saham/ RUPS/Pemilik Modal memberikan pengesahan Rencana Jangka Penjang Perusahaan (RJPP) atau Revisi RJPP. Parameter 27: Shareholders/GMS/ Capital Owners ratify the Company's Long Term Plan (RJPP) or Revised RJPP.	Pemegang saham agar melakukan upaya percepatan pembahasan rancangan RJPP Tahun 2021-2025 bersama Direksi dan Komisaris PT Pelabuhan Indonesia (Persero) sehingga dapat segera melakukan pengesahan RJPP Tahun 2021-2025. 2021-2025. Shareholders should make efforts to accelerate the discussion of 2021- 2025 RJPP draft with Directors and Commissioners of PT Pelabuhan Indonesia (Persero) so the 2021-2025 RJPP can be immediately ratified.	Percepatan proses persetujuan RJPP sehingga sesuai dengan batas waktu sebagaimana Peraturan Menteri BUMN Nomor: PER-02/ MBU/03/2023. Accelerate the RJPP approval process so that it is in accordance with the deadline as stipulated in the Minister of SOE Regulation Number: PER-02/MBU/03/2023.	100%
4.	Parameter 28: Pemegang Saham/ RUPS/Pemilik Modal memberikan pengesahan Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP). Parameter 28: Shareholders/GMS/ Capital Owners ratify the Approval of the Company's Work Plan and Budget (RKAP).	Pemegang saham agar melakukan pengesahan RKAP tepat waktu sesuai ketentuan. Shareholders are required to ratify the RKAP in a timely manner according to the provisions.	Percepatan evaluasi atas usulan RKAP, dan mempercepat proses pengusulan Surat Kuasa Menteri BUMN sehingga RKAP dapat disetujui paling lambat sebelum akhir bulan Desember. Accelerate the evaluation of RKAP proposals, and accelerate the process of proposing the Minister of SOEs' Authorization Letter so that the RKAP can be approved no later than the end of December.	100%
5.	Parameter 32: Pemegang Saham/ RUPS/Pemilik Modal menetapkan auditor eksternal yang mengaudit Laporan Keuangan perusahaan. Parameter 32: Shareholders/GMS/ Capital Owners determine external auditors to audit the Company's Financial Statements	Pemegang Saham agar melakukan penetapan besarnya honorarium. Shareholders should determine the amount of honorarium.	Memberikan arahan kepada Dewan Komisaris untuk mengusulkan besarnya nilai honorarium auditor eksternal (KAP) kepada RUPS sebagaimana diatur pada PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara. Memberikan pelimpahan kewenangan kepada Dewan Komisaris untuk menetapkan besaran imbalan jasa audit dengan besaran sebagaimana yang diusulkan oleh Dewan Komisaris melalui Keputusan RUPS Tahunan PT Pelabuhan Indonesia (Persero). Provide direction to the Board of Commissioners to propose the amount of honorarium for external auditors (KAP) to the GMS as stipulated in PER2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises. Provide delegation of authority to the Board of Commissioners to determine the amount of audit fees with the amount proposed by Board of Commissioners through the Annual GMS Resolution of PT Pelabuhan Indonesia (Persero).	100%

No.	Indikator Indicator	Rekomendasi Recommendation	Tindak Lanjut Follow-up	Capaian Achievements
C. Dewan Komisaris Board of Commissioners				
1.	Parameter 44 : Dewan Komisaris menetapkan mekanisme pengambilan keputusan Dewan Komisaris. Parameter 44: Board of Commissioners determines the mechanism for Board of Commissioners' decision making	Dewan Komisaris agar melaksanakan dan memonitoring tingkat kesegeraan pengambilan keputusan persetujuan terhadap usulan Direksi sesuai dengan standar waktu yang ditentukan. Board of Commissioners is required to carry out and monitor the level of urgency in making approval decisions on the Board of Directors' proposals in accordance with the specified time standard.	Telah dilakukan evaluasi dan monitoring tingkat kesegeraan tanggapan Dewan Komisaris. Evaluation and monitoring of the level of immediacy of the Board of Commissioners' response has been carried out.	100%
2.	Parameter 47: Dewan Komisaris memberikan persetujuan atas rancangan RKAP yang disampaikan oleh Direksi. Parameter 47: Board of Commissioners gives approval for the RKAP draft submitted by the Board of Directors.	Dewan Komisaris agar dalam memberikan tanggapan atas usulan RKAP memuat simpulan atas keselarasan rancangan RKAP dengan RJPP. Board of Commissioners in responding to the RKAP proposal should include a conclusion on the alignment of RKAP draft with RJPP.	Telah diakomodir di dalam tanggapan RKAP 2024 Has been accommodated in the 2024 RKAP response.	100%
3.	Parameter 51: Dewan Komisaris memberikan arahan tentang penguatan sistem pengendalian intern perusahaan. Parameter 51: Board of Commissioners provides direction on strengthening the Company's internal control system.	Dewan Komisaris agar melakukan telaah atas internal control report yang dibuat oleh Manajemen. Board of Commissioners is required to review the internal control report prepared by Management	Komite Audit telah melakukan Evaluasi terhadap Laporan Manajemen tahun 2022 (Audited) Audit Committee has evaluated the 2022 Management Report (Audited).	100%
4.	Parameter 58 : Dewan Komisaris mengawasi dan memantau kepatuhan Direksi dalam menjalankan peraturan perundangan yang berlaku dan perjanjian dengan pihak ketiga. Parameter 58: Board of Commissioners supervises and monitors the compliance of the Board of Directors in carrying out applicable laws and regulations and agreements with third parties.	Menambahkan pada Board manual/SOP Dewan Komisaris kebijakan/pedoman yang mengatur Komisaris untuk melakukan pengawasan atas kepatuhan perusahaan terhadap dan Anggaran Dasar. Add to the Board manual/SOP of Board of Commissioners, policies/guidelines that regulate the Commissioners to supervise the Company's compliance with the Articles of Association	Telah ditambahkan di dalam Board Manual, dimana Board Manual terbaru juga telah disahkan berdasarkan Peraturan Direksi Pelindo No HK.01/27/11/2/TKPT/UTMA/PLND-23 tanggal 27 November 2023 tentang Pedoman Tata Laksana Kerja Hubungan Dewan Komisaris dan Direksi (Board It has been added in the Board Manual, where the latest Board Manual has also been ratified based on Pelindo Board of Directors Regulation No. HK.01/27/11/2/TKPT/UTMA/PLND-23 dated November 27, 2023 concerning Guidelines for Work Procedures of Board of Commissioners and Board of Directors Relations.	100%
5.	Parameter 58 : Dewan Komisaris mengawasi dan memantau kepatuhan Direksi dalam menjalankan peraturan perundangan yang berlaku dan perjanjian dengan pihak ketiga. Parameter 58: Board of Commissioners supervises and monitors the compliance of the Board of Directors in carrying out applicable laws and regulations and agreements with third parties.	Melaporkan hasil evaluasi / pembahasan peraturan perundang-undangan yang berlaku dan anggaran dasar serta kepatuhan perusahaan terhadap seluruh perjanjian dan komitmen yang dibuat oleh perusahaan dengan pihak ketiga kepada RUPS dalam laporan tugas pengawasan yang dilaksanakan oleh Dewan komisaris secara semesteran dan tahunan. Report the results of evaluation/ discussion of applicable laws and regulations and the articles of association as well as the Company's compliance with all agreements and commitments made by the Company with third parties to the GMS in the semiannual and annual Board of Commissioners supervisory report. Report the results of evaluation/discussion of applicable laws and regulations and the articles of association as well as the Company's compliance with all agreements and commitments made by the Company with third parties to the GMS in the semiannual and annual Board of Commissioners supervisory report.	Pengawasan terhadap kesesuaian dengan peraturan, anggaran dasar dan review komitmen kerjasama dengan pihak ketiga telah diakomodir di dalam nota dinas KGCGPMR saat evaluasi kajian kerjasama dengan pihak ekternal dan kerjasama lainnya Supervision of compliance with regulations, articles of association and review of cooperation commitments with third parties has been accommodated in the KGCGPMR official memorandum when evaluating the review of cooperation with external parties and other cooperation.	100%

No.	Indikator Indicator	Rekomendasi Recommendation	Tindak Lanjut Follow-up	Capaian Achievements
6.	Parameter 60: Dewan Komisaris memberikan persetujuan atas transaksi atau tindakan dalam lingkup kewenangan Dewan Komisaris atau RUPS/Pemilik Modal. Parameter 60: Board of Commissioners gives approval for transactions or actions within the scope of authority of Board of Commissioners or GMS/Capital Owners.	Dewan Komisari sagar me mastikan/ memonitoring pemberian otorisasi atau rekomendasi tidak melebihi ketentuan (paling lambat 14 hari sejak usulan atau dokumen secara lengkap diterima oleh Dewan Komisaris). Board of Commissioners must ensure/ monitor the granting of authorization or recommendations that do not exceed the provisions (no later than 14 days after the complete proposal or document is received by Board of Commissioners).	Telah dilakukan evaluasi dan monitoring tingkat kesegeraan tanggapan Dewan Komisaris. Evaluation and monitoring of the level of immediacy of the Board of Commissioners' response has been carried out.	100%
7.	Parameter 61: Dewan Komisaris (berdasarkan usul dari Komite Audit) mengajukan calon Auditor Eksternal kepada RUPS/Pemilik Modal. Parameter 61: Board of Commissioners (based on the recommendation from Audit Committee) proposes a candidate for External Auditor to the GMS/ Capital Owners.	Dewan Komisaris agar memuat besarnya honorarium/imbal jasa yang diusulkan untuk eksternal auditor dalam Usulan Auditor Eksternal kepada RUPS. Board of Commissioners should include the amount of honorarium/ remuneration proposed for external auditors in the External Auditor's Proposal to the GMS.	Telah dilakukan Usulan Penetapan dan Persetujuan Kantor Akuntan Publik (KAP) tahun buku 2023 pada tanggal 23 Mei 2023 yang didalamnya telah memuat Nilai Honotarium sebagaimana dimaksud dalam parameter Proposal for Determination and Approval of Public Accountant Firm (KAP) for fiscal year 2023 has been made on May 23, 2023, which contains Honorarium Fee as referred to in parameter.	100%
8.	Parameter 62: Dewan Komisaris memastikan audit eksternal dan audit internal dilaksanakan secara efektif serta melaksanakan telaah atas pengaduan yang berkaitan dengan BUMN yang diterima oleh Dewan Komisaris. Parameter 62: Board of Commissioners ensures that external audit and internal audit are carried out effectively and review complaints related to SOEs received by the Board of Commissioners	Dewan Komisaris agar Menyampaikan arahan kepada Direksi tentang peningkatan efektivitas audit internal. Board of Commissioners should give directions to Board of Directors regarding increasing the effectiveness of internal audit.	Telah disampaikan pada tanggapan Laporan Manajemen Triwulanan Tahun 2023 Has been submitted in the 2023 Quarterly Management Report response.	100%
9.	Parameter 65: Peran Dewan Komisaris dalam pemilihan calon anggota Direksi dan Dewan Komisaris Anak Perusahaan perusahaan/perusahaa n patungan. Parameter 65: The role of Board of Commissioners in selecting candidates for members of Board of Directors and Board of Commissioners of a Subsidiary Company/joint venture.	Dewan Komisaris agar melakukan Penetapan tertulis terhadap proses pengangkatan Direksi dan Dewan Komisaris anak perusahaan/perusahaan patungan paling lambat 15 hari kalender terhitung sejak tanggal diterimanya calon Direksi dan Dewan Komisaris anak perusahaan/perusahaan patungan. Board of Commissioners is required to make a written determination regarding the process of appointing Board of Directors and Board of Commissioners of a subsidiary/joint venture no later than 15 calendar days from the date of receipt of the candidates for Board of Directors and Board of Commissioners of the subsidiary/joint venture.	Penetapan tertulis atas proses pengangkatan Direksi dan Dewan Komisaris anak perusahaan/ perusahaan patungan yang melebihi SLA (15 hari kalender) akan dijelaskan pada saat proses penilaian GCG Written stipulations on the appointment process of Board of Directors and Board of Commissioners of subsidiaries/joint ventures that exceed the SLA (15 calendar days) will be explained during GCG assessment process.	100%
10.	Parameter 67: Dewan Komisaris menilai Direksi dan melaporkan hasil penilaian tersebut kepada Pemegang Saham/Pemilik Modal. Parameter 67: Board of Commissioners evaluates Board of Directors and reports the assessment results to Shareholders/Capital Owners	Dewan Komisaris agar menambahkan pemantauan kinerja Direksi dan pelaporan kepada Pemegang Saham dalam Rencana Kerja (RKA) Dewan Komisaris. Board of Commissioners should add monitoring of the performance of Board of Directors and reporting to Shareholders in the Work Plan (RKA) of Board of Commissioners	Telah disusun dan di kirimkan ke Kementerian BUMN perihal RKA Dewan Komisaris tahun 2024 Has been prepared and submitted to the Ministry of SOEs regarding the RKA for Board of Commissioners in 2024.	100%
11.	Parameter 67: Dewan Komisaris menilai Direksi dan melaporkan hasil penilaian tersebut kepada Pemegang Saham/Pemilik Modal. Parameter 67: Board of Commissioners evaluates Board of Directors and reports the assessment results to Shareholders/Capital Owners.	Dewan Komisaris agar menyampaikan hasil penilaian kinerja Direksi secara kolegial dan individu kepada RUPS dalam laporan tugas pengawasan Dewan Komisaris secara semesteran dan tahunan. Board of Commissioners should submit the results of performance assessment of Board of Directors collegially and individually to the GMS in the semiannual and annual report of Board of Commissioners' supervisory duties.	hasil penilaian kinerja Direksi secara kolegial dan individu kepada RUPS dalam laporan tugas pengawasan Dewan Komisaris secara semesteran dan tahunan dismpaikan kepada RUPS The Board of Directors' performance assessment results on a collegial and individual basis are submitted to the GMS in the Board of Commissioners' supervisory duty reports on a semesterly and annual basis.	100%

No.	Indikator Indicator	Rekomendasi Recommendation	Tindak Lanjut Follow-up	Capaian Achievements
12.	Parameter 71: Dewan Komisaris melakukan pengukuran dan penilaian terhadap kinerja Dewan Komisaris. Parameter 71: Board of Commissioners measures and evaluates the performance of Board of Commissioners.	Dewan Komisaris agar dalam mengevaluasi pencapaian kinerja masing-masing anggota Dewan Komisaris dituangkan dalam risalah Rapat Dewan Komisaris. Board of Commissioners should evaluate the performance achievements of each member of Board of Commissioners as outlined in the minutes of Board of Commissioners' meeting.	Dewan Komisaris melakukan evaluasi pencapaian kinerja masing-masing anggota Dewan Komisaris dituangkan dalam risalah Rapat Dewan Komisaris. Board of Commissioners evaluates the performance achievements of each member of Board of Commissioners as outlined in the minutes of Board of Commissioners Meetings.	100%
13.	Parameter 83: Komite Dewan Komisari s melaporkan kegiatan dan hasil penugasan yang diterimanya kepada Dewan Komisaris. Parameter 83 : Committees of Board of Commissioners report on the activities and results of their assignments to the Board of Commissioners.	Dewan Komisaris agar menginstruksikan kepada Komite Audit dan Komite Nominasi dan Remunerasi dalam menyusun laporan triwulanan dan laporan tahunan komite agar memuat Perbandingan realisasi kegiatan dengan program kerja tahunan, Substansi hasil kegiatan dan Rekomendasi yang diberikan. Board of Commissioners should evaluate the performance achievements of each member of Board of Commissioners as outlined in the minutes of Board of Commissioners' meeting.	Laporan triwulan dan laporan tahunan Komite Audit dan Komite Nominasi dan Remunerasi telah memuat Perbandingan realisasi kegiatan dengan program kerja tahunan, Substansi hasil kegiatan dan Rekomendasi yang diberikan. The quarterly reports and annual reports of Audit Committee and Nomination and Remuneration Committee have contained Comparison of activity realization with annual work program, Substance of activity results and Recommendations given.	100%
D. Direksi Board of Directors				
1.	Parameter 86: Direksi menetapkan struktur/susunan organisasi yang sesuai dengan kebutuhan perusahaan. Parameter 86: Board of Directors determines the organizational structure/organization according to the needs of the Company.	Direksi agar mengesahkan kebijakan yang berisi spesifikasi jabatan yang di dalamnya memuat kompetensi yang dibutuhkan untuk semua tingkat jabatan. Board of Directors must adopt a policy on job specifications, which contains the competencies needed for all job levels.	Telah disahkannya Perdir kamus kompetensi Nomor: HK.01/4/12/2/PSOG/UTMA/PLND-23 tentang Direktori Kompetensi di Lingkungan PT Pelabuhan Indonesia (Persero) sebagai dasar penyusunan profil kompetensi jabatan The competency dictionary Board of Directors Regulation Number: HK.01/4/12/2/PSOG/UTMA/PLND-23 concerning Competency Directory within PT Pelabuhan Indonesia (Persero) has been approved as the basis for preparing position competency profiles.	100%
2.	Parameter 89: Direksi memiliki Rencana Jangka Panjang (RJPP) yang disahkan oleh RUPS/Pemilik Modal. Parameter 89: Board of Directors has a Long Term Plan (RJPP), which is approved by the GMS/Capital Owners.	Direksi agar memperhatikan ketepatan waktu penyusunan RJPP periode selanjutnya dan penyampaiannya ke Dewan Komisaris dan Pemegang Saham sesuai ketentuan. Board of Directors should pay attention to the timeliness of preparing the RJPP for the next period and submitting it to the Board of Commissioners and Shareholders in accordance with the provisions.	Buku RJP 2021-2025 telah disampaikan kembali pada Surat Direktur Utama kepada Menteri BUMN No. PR.03/9/12/1/PRKP/UTMA/PLND-22 tanggal 9 Desember 2022 perihal Penyampaian Penyesuaian Rancangan RJPP Tahun 2021-2025 (Terdapat tanda terima dari KBUMN) Sebagaimana PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan BUMN pada Pasal 92 pada no (2) dan (3) disebutkan RJP yang sudah disampaikan dianggap sah untuk dilaksanakan jika tidak mendapatkan pengesahan RUPS/Menteri dalam waktu 60 hari. The RJP 2021-2025 book has been resubmitted in the President Director's Letter to the Minister of SOEs No. PR.03/9/12/1/PRKP/UTMA/PLND22 dated December 9, 2022 regarding Submission of Adjustments to the Draft RJPP 2021-2025 (There was a receipt from KBUMN) As PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of SOEs in Article 92 at no (2) and (3) states that the RJP that has been submitted is considered valid for implementation if it does not get the GMS/Ministerial ratification within 60 days.	100%

No.	Indikator Indicator	Rekomendasi Recommendation	Tindak Lanjut Follow-up	Capaian Achievements
3.	Parameter 91: Direksi menempatkan karyawan pada semua tingkatan jabatan sesuai dengan spesifikasi jabatan dan memiliki rencana suksesi untuk seluruh jabatan dalam perusahaan. Parameter 91: Board of Directors places employees at all job levels in accordance with the job specifications and has a succession plan for all positions within the Company.	Direksi agar memperhatikan kompetensi dan aspirasi pegawai dalam penempatan karyawan di semua tingkatan. Board of Directors should pay attention to the competency and aspirations of employees in the placement of employees at all levels.	Pelaksanaan job bidding untuk pengisian posisi struktural yang bisa diikuti oleh seluruh pekerja di lingkungan PT Pelabuhan Indonesia (Persero) dengan persyaratan yang telah di tentukan Implementation of job bidding for filling structural positions that can be followed by all employees within PT Pelabuhan Indonesia (Persero) with predetermined requirements.	100%
4.	Parameter 92: Direksi memberikan respon terhadap usulan peluang bisnis yang berpotensi meningkatkan pendapatan perusahaan, penghematan/efisiensi perusahaan, pendayagunaan aset, dan manfaat lainnya. Parameter 92: Board of Directors responds to proposed business opportunities that have the potential to increase Company revenue, savings/efficiency, asset utilization, and other benefits.	Direksi agar mengupayakan penurunan complaint dari stakeholders terutama yang berdampak bagi masyarakat sekitar. Board of Directors should strive to reduce complaints from stakeholders, especially those that have an impact on the surrounding community	Dari Sisi TJSL: Telah dilaksanakan pelaksanaan program TJSL di wilayah Makassar New Port dalam rangka mengatasi tuntutan masyarat diwilayah sekitar diantaranya sbb: Pembentukan Bank Sampah di berbagai kelurahan terdampak, Pembentukan Kelompok Usaha Bersama (KUBE) istri Nelayan di berbagai kelurahan terdampak, Pemeriksaaan Kesehatan Gratis Dari sisi K3: Telah dilakukan: 1. Lesson Learn Merauke dan dikirimkan ke semua Regional 1 s/d 4 Proses Monitoring dan Reminder terhadap Daftar Action Log TindakLanjut yang diharuskan untuk dipenuhi 100% bagi Cabang Merauke 1. From the CSR side: The implementation of CSR programs in Makassar New Port area has been carried out in order to overcome the demands of the community in the surrounding area, including the following: Formation of Waste Banks in various affected villages, Formation of Joint Business Groups (KUBE) for Fishermen's wives in various affected villages, Free Health Checks In terms of OHS: Has been done: Merauke Lesson Learn and sent to all Regions 1 to 4. 2. Monitoring and Reminder process of Action Log Follow-up List that is required to be fulfilled 100% for Merauke Branch.	100%
5.	Parameter 93: Direksi merespon isu-isu terkini dari eksternal mengenai perubahan lingkungan bisnis dan permasalahannya, secara tepat waktu dan relevan. Parameter 93: Board of Directors responds to current issues from external regarding changes in the business environment and their problems, in a timely and relevant manner.	Direksi agar menyusun dan menetapkan kebijakan atau mekanisme dalam membahas isu-isu terkini tentang perubahan lingkungan bisnis dan permasalahannya. Board of Directors is required to formulate and establish policies or mechanisms to discuss current issues regarding changes in the business environment and their problems.	Telah disahkan Peraturan Direksi mengenai Pedoman Pengembangan Bisnis di Lingkungan PT Pelabuhan Indonesia (Persero) nomor: HK.01/21/1/1/PGBS/UTMA/PLND-22 The Board of Directors Regulation regarding Business Development Guidelines within PT Pelabuhan Indonesia (Persero) has been approved number: HK.01/21/1/1/PGBS/ UTMA/ PLND-22.	100%
6.	Parameter 101: Direksi melaksanakan sistem peningkatan mutu produk dan pelayanan. Parameter 101: Board of Directors applies product and service quality improvement system.	Direksi agar menyusun dan menetapkan kebijakan/pedoman terkait kompensasi bila mutu tidak terpenuhi. Board of Directors should formulate and establish policies/guidelines related to compensation if quality is not met.	Telah disusun Peraturan Direksi Nomor: HK.01/3/10/1/BNPL/UTMA/PLND-22 tanggal 3 Oktober 2022 tentang Pelayanan Jasa Kapal di Lingkungan PT Pelabuhan Indonesia (Persero), yang di dalamnya di atur tentang kompensasi untuk pengguna jasa terhadap pelayanan jasa tambat. (Dapat dilihat pada pasal 7 ayat 9) Board of Directors Regulation Number: HK.01/3/10/1/BNPL/UTMA/PLND-22 dated October 3, 2022 concerning Ship Services within PT Pelabuhan Indonesia (Persero), which regulates compensation for service users for mooring services. (Can be seen in article 7 paragraph 9).	100%

No.	Indikator Indicator	Rekomendasi Recommendation	Tindak Lanjut Follow-up	Capaian Achievements
7.	Parameter 103: Direksi mengembangkan SDM, menilai kinerja dan memberikan remunerasi yang layak, dan membangun lingkungan SDM yang efektif mendukung pencapaian perusahaan. Parameter 103: Board of Directors develops Human Capital, evaluates performance and provides appropriate remuneration, and builds an HC environment that effectively supports the Company's achievements.	Direksi agar menyusun dan menetapkan kebijakan/pedoman terkait remunerasi pegawai dan mensosialisasikannya. Board of Directors should formulate and establish policies/guidelines related to employee remuneration and socialize them.	Paska Merger Kebijakan Remunerasi telah ditetapkan oleh Manajemen Post Merger Remuneration Policy has been determined by Management	100%
8.	Parameter 110: Perusahaan menjalankan peraturan perundang-undangan yang berlaku dan perjanjian dengan pihak ketiga. Parameter 110: The Company complies with applicable laws and regulations and agreements with third parties.	Memaksimalkan rencana tindak lanjut yang telah disusun oleh manajemen sehingga hasil penilaian dari KLHK pada tahun berikutnya dapat berkurang yang mendapatkan peringkat merah. Maximizing follow-up plans that have been prepared by management so that the results of evaluation from the Ministry of Environment and Forestry in the following year can reduce those that received red rating.	Telah Terbit SK Pemeringkatan PROPER dan Rapor Final Biru yaitu: Tanjung Pandan, Tenau Kupang, Panjang, Pangkalbalam, Balikpapan, Tanjung Mas, Palembang, dan Tanjung Priok PROPER Ranking Decree and Blue Final Report have been issued, namely: Tanjung Pandan, Tenau Kupang, Panjang, Pangkalbalam, Balikpapan, Tanjung Mas, Palembang, and Tanjung Priok.	100%
9.	Parameter 110 : Perusahaan menjalankan peraturan perundang-undangan yang berlaku dan perjanjian dengan pihak ketiga. Parameter 110: The Company complies with applicable laws and regulations and agreements with third parties.	Melakukan updating peraturan yang mengatur Seluruh Nota Kesepahaman dan perjanjian yang melibatkan perusahaan dan pihak ketiga wajib Menggunakan bahasa Indonesia. Updating the regulation governing that all Memorandums of Understanding and agreements involving companies and third parties must use the Indonesian language.	Pengaturan penggunaan Bahasa Indonesia yang melibatkan perusahaan dan pihak ketiga telah diatur dalam Peraturan Direksi Tata Naskah Arrangements for the use of Indonesian language involving companies and third parties have been regulated in the Board of Directors Regulation on Manuscripts	100%
10.	Parameter 112 A: Pelaksanaann hubungan dengan pemasok. Parameter 112 A: Relations with suppliers	Melakukan monitoring dan evaluasi atas rekomendasi hasil asssessment pemasok berdasarkan pencapaian QCDS (quality, cost, delivey, service) dan menyusun dalam bentuk persentase terkait yang sudah ditindaklanjuti dan yang belum. Monitor and evaluate the recommendations from supplier assessment results based on QCDS (quality, cost, delivery, service) achievements and compile them in the form of percentages of those that have been followed up and those that have not.	QCDS sudah dalam survey kepuasan vendor QCDS is already in the vendor satisfaction survei.	100%
11	Parameter 112 B: Pelaksanaann hubungan dengan pemasok. Parameter 112 B: Relations with supplier.	Mencantumkan data status pembayaran apakah terlambat atau belum yang dilakukan kepada pemasok atau penyedia, bila terlambat perlu dilengkapi juga dengan tindak lanjutnya. Include data on the status of payment whether late or not made to suppliers or providers, if it is late, needs to be accompanied by follow-up actions.	Sudah bersurat ke layanan keuangan mengenai keluhan vendor terkait pembayaran Letters have been submitted to financial services regarding vendor complaints regarding payments	100%
12	Parameter 112 C: Pelaksanaann hubungan dengan pemasok. Parameter 112 C: Relations with suppliers	Menyusun analisis survei kepuasan penyedia terhadap proses pengadaan dengan mempertimbangkan aspek fairness dan transparansi. Prepare a provider satisfaction survey analysis of the procurement process by considering the aspects of fairness and transparency.	Aspek fairness dan transparansi sudah masuk dalam survey kepuasan vendor Fairness and transparency aspects have been included in the vendor satisfaction survey	100%

No.	Indikator Indicator	Rekomendasi Recommendation	Tindak Lanjut Follow-up	Capaian Achievements
13.	Parameter 115: Pelaksanaan hubungan dengan karyawan perusahaan. Parameter 115: Relations with Company employees.	Menyusun dan menetapkan kebijakan terkait dengan penetapan jenis kebijakan yang harus dikomunikasikan kepada karyawan dan kebijakan yang harus melibatkan karyawan dalam perumusannya. Develop and establish policies related to determining the types of policies that must be communicated to employees and policies that must involve employees in their formulation	Telah di tandatanganinya PKB Periode Tahun 2023-2025 antara PT Pelabuhan Indonesia (Persero) dengan Serikat Pekerja Pelabuhan Indonesia Bersatu Nomor: KP.08.03/10/11/2/ HBUP/UTMA/PLND-23 dan Nomor: 01/XI/ SKEP/SPPI-B/2023 tanggal 10 November 2023 The PKB has been signed for the 2023- 2025 period between PT Pelabuhan Indonesia (Persero) and the United Indonesian Port Workers Union Number: KP.08.03/10/11/2/ HBUP/UTMA/PLND23 and Number: 01/XI/ SKEP/SPPI-B/2023 dated November 10, 2023.	100%
14.	Parameter 116: Terdapat prosedur tertulis menampung dan menindaklanjuti keluhan-keluhan stakeholders. Parameter 116: There is a written procedure for accommodating and following up on stakeholder complaints	Menyusun dokumen terkait dengan realisasi tindak lanjut atas keluhan-keluhan stakeholders. Prepare documents related to the realization of follow-up on stakeholder complaints.	telah tersedianya wadah keluh kesah pekerja melalui Aplikasi Pelindo Talk dan Pelindo Kekeku yang sudah di sosialisasikan kepada Pekerja pada tanggal 6 November 2023. Untuk pelanggan telah dilakukan survey kepuasan Pelanggan The availability of a forum for workers' complaints through the Pelindo Talk and Pelindo Kekeku applications that have been socialised to employees on November 6, 2023. For customers, a customer satisfaction survey has been conducted.	100%
15.	Parameter 118 A: Perusahaan melaksanakan tanggung jawab sosial perusahaan untuk mendukung keberlanjutan operasi perusahaan Parameter 118 A: The Company carries out corporate social responsibility to support the sustainability of its operations.	Menyelesaikan penyusunan SOP yang memuat kewajiban perusahaan untuk memastikan bahwa asset-asset dan lokasi usaha serta fasilitas perusahaan lainnya memenuhi peraturan perundang-undangan yang berlaku berkenaan dengan pelestarian lingkungan. Complete the preparation of SOPs which contain the Company's obligations to ensure that the Company's assets and business locations and other facilities comply with applicable laws and regulations regarding environmental preservation.	SOP yang memuat kewajiban perusahaan untuk memastikan bahwa asset-asset dan lokasi usaha serta fasilitas perusahaan lainnya memenuhi peraturan perundang-undangan telah dibuat SOPs that contain the Company's obligation to ensure that assets and business locations as well as other Company facilities fulfil the laws and regulations have been made.	100%
16.	Parameter 118 B: Perusahaan melaksanakan tanggung jawab sosial perusahaan untuk mendukung keberlanjutan operasi perusahaan. Parameter 118 B: The Company carries out corporate social responsibility to support the sustainability of its operations.	Menyusun rencana dan strategi agar tidak terjadi lagi kenaikan tunggakan pinjaman UMKM. Develop plans and strategies to prevent an increase in MSME loan arrears.	Terdapat program pengembangan UMK khusus mitra binaan Pelindo dengan memberikan bantuan program peningkatan kapasitas dan masyarakat, program keikutsertaan pameran serta program sertifikasi usaha Special MSE development program for Pelindo's fostered partners by providing assistance for capacity building and community programs, exhibition participation programs and business certification programs.	100%
17.	Parameter 119 : Direksi menetapkan kebijakan tentang mekanisme bagi Direksi dan pejabat struktural untuk mencegah pengambilan keuntungan pribadi dan pihak lainnya disebabkan benturan kepentingan. Parameter 119: Board of Directors establishes a policy regarding mechanisms for Board of Directors and structural officials to prevent personal and other parties from taking advantage due to conflicts of interest.	Direksi agar melaksanakan penandatanganan Surat Pernyataan Benturan Kepentingan di setiap awal tahun. Board of Directors is required to carry out the signing of the Statement of Conflict of Interest at the beginning of each year.	Telah dilakukan Penandatanganan Surat Pernyataan Benturan Kepentingan dari tiap Direksi dan Komisaris di awal tahun A Conflict of Interest Statement has been signed by each Board of Directors and Board of Commissioners at the beginning of the year.	100%

No.	Indikator Indicator	Rekomendasi Recommendation	Tindak Lanjut Follow-up	Capaian Achievements
18.	Parameter 132 A: Sekretaris per usahaan menjalankan fungsi nya. Parameter 132 A: Corporate Secretary performs its functions.	Direksi agar menyampaikan laporan triwulanan ke Dewan Komisaris secara tepat waktu sesuai ketentuan Board of Directors is required to submit quarterly reports to the Board of Commissioners in a timely manner according to regulations.	Draft Revisi Peraturan Direksi Pedoman Penyusunan RKAP, Pengendalian Anggaran dan Pelaporan Kinerja di Lingkungan PT Pelabuhan Indonesia (Persero) telah disusun yang pada isinya terdapat pengaturan batas waktu penyampaian laporan ke Komisaris maksimal tanggal 25 bulan berikutnya setelah periode triwulanan berakhir The Draft Revision of Board of Directors Regulation on Guidelines for Preparation of RKAP, Budget Control and Performance Reporting within PT Pelabuhan Indonesia (Persero) has been prepared, which in its contents regulates the deadline for submitting reports to the Board of Commissioners by the 25th of following month after the quarterly period ends.	100%
19.	Parameter 132 B: Sekretaris perusahaan menjalankan fungsinya. Parameter 132 B: Corporate Secretary performs its functions	Direksi agar mendorong Pemegang Saham untuk mengesahkan RJPP dan menyusun risalah RUPSnya. Board of Directors to encourage Shareholders to ratify the RJPP and prepare the minutes of GMS.	Buku RJP 2021-2025 telah disampaikan kembali pada Surat Direktur Utama kepada Menteri BUMN No. PR.03/9/12/1/PRKP/UTMA/PLND-22 tanggal 9 Desember 2022 perihal Penyampaian Penyesuaian Rancangan RJPP Tahun 2021-2025 (Terdapat tanda terima dari KBUMN) Sebagaimana PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan BUMN pada Pasal 92 pada no (2) dan (3) disebutkan RJPP yang sudah disampaikan dianggap sah untuk dilaksanakan jika tidak mendapatkan pengesahan RUPS/Menteri dalam waktu 60 hari. The RJP 2021-2025 book has been resubmitted in the President Director's Letter to the Minister of SOEs No. PR.03/9/12/1/PRKP/UTMA/PLND22 dated December 9, 2022 regarding Submission of Adjustments to the Draft RJPP 2021-2025 (There was a receipt from KBUMN). As PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of SOEs in Article 92 at no (2) and (3) states that the RJPP that has been submitted is considered valid for implementation if it does not get GMS/Ministerial ratification within 60 days.	100%

No.	Indikator Indicator	Rekomendasi Recommendation	Tindak Lanjut Follow-up	Capaian Achievements
20.	Parameter 134 : Direksi menyelenggarakan RUPS sesuai dengan prosedur yang ditetapkan dalam Anggaran Dasar dan peraturan perundang-undangan. Parameter 134: Board of Directors holds GMS in accordance with the procedures stipulated in Articles of Association and laws and regulations.	Melakukan RUPS terkait dengan pengesahan/persetujuan RKAP pada akhir tahun anggaran, untuk RKAP tahun berikutnya Communicating and coordinating with stakeholders so that the GMS related to the approval of RJPP can be carried out immediately.	1. Pengesahan RKAP 2023 sudah dilakukan oleh Pemegang Saham (Kementerian BUMN) pada tanggal 29 Januari 2023 serta dasar pengesahan RKAP oleh Kementerian BUMN sesuai SK 373/MBU/11/2020 tanggal 17 November 2020 d lampiran 7 disebutkan bahwa pengesahan RKAP BUMN dilakukan paling lambat 31 januari pada tahun berjalan 2. Buku RJP 2021-2025 telah disampaikan kembali pada Surat Direktur Utama kepada Menteri BUMN No. PR:03/9/12/1/PRKP/UTMA/PLND-22 tanggal 9 Desember 2022 perihal Penyampaian Penyesuaian Rancangan RJPP Tahun 2021-2025 (Terdapat tanda terima dari KBUMN) 3. Sebagaimana PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan BUMN pada Pasal 92 pada no (2) dan (3) disebutkan RJP yang sudah disampaikan dianggap sah untuk dilaksanakan jika tidak mendapatkan pengesahan RUPS/Menteri dalam waktu 60 hari. 4. The ratification of 2023 RKAP has been carried out by the Shareholders (Ministry of SOEs) on January 29, 2023 and the basis for the RKAP ratification by the Ministry of SOEs in accordance with SK 373/MBU/11/2020 dated November 17, 2020 in attachment 7 states that the SOE RKAP ratification is carried out no later than January 31 of the current year. 5. The RJP 2021-2025 book has been resubmitted in the President Director's Letter to the Minister of SOEs No. PR: 03/9/12/1/PRKP/UTMA/PLND-22 dated December 9, 2022 regarding Submission of Adjustments to the Draft RJPP 2021- 2025 (There was a receipt from KBUMN) 6. As PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of SOEs in Article 92 at no (2) and (3) states that the RJP that has been submitted is considered valid for implementation if it does not get the GMS/Ministerial ratification within 60 days.	100%
E. Pengungkapan Informasi Information Disclosure				
1.	Parameter 144: Laporan Tahunan memuat mengenai Ikhtisar Data Keuangan Penting Parameter 144: The Annual Report contains Summary of Important Financial Data.	Belum terpenuhi karena masih entitas baru Not yet fulfilled because it is still a new entity	Annual Report dan sustainability report telah selesai dilakukan Annual Report and sustainability report have been completed.	s
2.	Parameter 148: Laporan Tahunan memuat pengungkapan praktik Tata Kelola Perusahaan yang Baik Parameter 148: The Annual Report contains disclosure of Good Corporate Governance practices.	Agar perusahaan menyajikan informasi pada laporan tahunan berkaitan dengan tanggung jawab sosial perusahaan sesuai ketentuan. The Company should present information in the annual report relating to corporate social responsibility in accordance with the provisions.	Annual Report dan sustainability report telah selesai dilakukan Annual Report and sustainability report have been completed.	100%

CORPORATE GOVERNANCE PERCEPTION INDEX (CGPI)

Corporate Governance Perception Index 2023 (CGPI 2023) diselenggarakan pada tahun 2024 untuk penilaian tahun buku 2023. Perjalanan penyelenggaraan CGPI selalu berfokus pada tema bisnis perusahaan yang konsisten memberikan semangat perbaikan (continuous improvement) dalam mempersiapkan perusahaan beradaptasi dengan perkembangan lingkungan

CORPORATE GOVERNANCE PERCEPTION INDEX (CGPI)

The Corporate Governance Perception Index 2023 (CGPI 2023) was held in 2024 for assessment of 2023 fiscal year. The journey of organizing the CGPI has always focused on the theme of corporate business that consistently encourages continuous improvement in preparing companies to adapt to developments in their external environment and to carry out integration

eksternalnya dan melaksanakan integrasi sesuai dengan tuntutan lingkungan internalnya guna menjamin pertumbuhan perusahaan yang berkelanjutan.

Program CGPI 2023 mengangkat tema penilaian "Membangun Kematangan Perusahaan dalam Kerangka GCG" dapat dimaknakan sebagai inisiatif strategis membangun sistem manajemen yang optimal di perusahaan sesuai prinsip, tata nilai, dan kepatuhan, guna menciptakan nilai dan memastikan pertumbuhan yang berkelanjutan secara etikal dan bermartabat. Melalui tema di atas CGPI 2023 berupaya mengungkapkan segala daya dan upaya perusahaan dalam membangun sistem manajemen yang optimal atau dalam tingkatan yang "*mature*" dengan pemanfaatan sumber daya yang efektif dan efisien dan selaras dengan prinsip, nilai dan kepatuhan GCG, sehingga mencapai pertumbuhan berkelanjutan.

KRITERIA PENILAIAN

CGPI 2023 dengan tema "Membangun Kematangan Perusahaan dalam Kerangka GCG" dinilai dari pemenuhan aspek dan indikator penilaian, meliputi 3 aspek penilaian yang kemudian dirinci kedalam 24 indikator penilaian. Penjelasan secara rinci disimak sebagai berikut:

1. **Aspek Struktur Tata Kelola *(Governance Structure)***
   Aspek ini merupakan penilaian terhadap kelengkapan Organ, struktur dan infrastruktur yang optimal di perusahaan sesuai prinsip, tata nilai, dan kepatuhan, guna menciptakan nilai dan memastikan pertumbuhan yang berkelanjutan secara etikal dan bermartabat. Secara rinci aspek struktur tata kelola ini terdiri dari beberapa indikator berikut:
   a. Pemegang Saham & RUPS
   b. Dewan Direksi
   c. Direksi
   d. Organ Pendukung Dewan Komisaris
   e. Organ Kelengkapan Direksi
   f. Manajemen Fungsional

2. **Aspek Proses Tata Kelola *(Governance Process)***
   Aspek ini merupakan penilaian terhadap sistem manajemen yang mampu mewujudkan optimalisasi seluruh fungsi manajemen sesuai dengan perubahan lingkungan konstektual perusahaan, serta prinsip, tata nilai, dan kepatuhan, guna menciptakan nilai dan memastikan pertumbuhan yang berkelanjutan secara etikal dan bermartabat. Secara rinci aspek proses tata kelola terdiri dari beberapa indikator berikut:
   a. Sistem dan Mekanisme Tata Kelola Pemegang Saham dan RUPS
   b. Sistem dan Mekanisme Tata Kelola Dewan Komisaris dan Direksi
   c. Sistem dan Mekanisme Tata Kelola Perilaku

in accordance with the demands of their internal environment to ensure sustainable Company growth.

The 2023 CGPI program takes the theme of assessment "Building Corporate Maturity within the GCG Framework" which can be interpreted as a strategic initiative to build an optimal management system in companies in accordance with principles, values, and compliance, to create value and ensure sustainable growth ethically and with dignity. Through the above theme, 2023 CGPI seeks to reveal all the Company's strengths and efforts in building an optimal or "mature" management system with the effective and efficient utilization of resources and in line with GCG principles, values and compliance, thus achieving sustainable growth.

ASSESSMENT CRITERIA

The 2023 CGPI with the theme "Building Corporate Maturity within the GCG Framework" is assessed based on the fulfillment of assessment aspects and indicators, covering 3 assessment aspects which are then detailed into 24 assessment indicators. A detailed explanation is provided as follows:

1. **Governance Structure Aspect**

   This aspect is an assessment of the completeness of optimal organs, structures and infrastructure in the Company in accordance with principles, values and compliance, in order to create value and ensure sustainable growth ethically and with dignity. In detail, this aspect of governance structure consists of the following indicators:
   a. Shareholders & GMS
   b. Board of Commissioners
   c. Board of Directors
   d. Supporting Organs of Board of Commissioners
   e. Completion Organs of Board of Directors
   f. Functional Management

2. **Governance Process Aspect**
   This aspect is an assessment of the management system that is capable of optimizing all management functions in accordance with changes in the Company's contextual environment, as well as principles, values, and compliance, in order to create value and ensure sustainable growth ethically and with dignity. In detail, the governance process aspect consists of the following indicators:

   a. Shareholder and GMS Governance Systems and Mechanisms
   b. Board of Commissioners and Board of Directors Governance Systems and Mechanisms
   c. Organizational Conduct Governance Systems

Keorganisasian
d. Sistem dan Mekanisme Tata Kelola Pengungkapan dan Keterbukaan Informasi
e. Sistem dan Mekanisme Tata Kelola Risiko
f. Sistem dan Mekanisme Tata Kelola Kepatuhan
g. Sistem dan Mekanisme Tata Kelola Pengendalian dan Pengawasan
h. Sistem dan Mekanisme Tata Kelola Perencanaan Strategis.
i. Sistem dan Mekanisme Tata Kelola Infrastruktur Organisasi
j. Sistem dan Mekanisme Tata Kelola Teknologi Informasi
k. Sistem dan Mekanisme Tata Kelola Tujuan Pembangunan Berkelanjutan
l. Sistem dan Mekanisme Tata Kelola Kreativitas dan Inovasi
m. Sistem dan Mekanisme Tata Kelola Membangun Kematangan Perusahaan

3. Aspek Hasil Tata Kelola *(Governance Outcome)*
Aspek ini merupakan penilaian terhadap kinerja perusahaan yang optimal, berhasil guna, dan berdaya guna dengan penggunaan sumber daya yang efektif dan efisien dalam menciptakan nilai dan memastikan pertumbuhan yang berkelanjutan secara etikal dan bermartabat. Secara rinci aspek hasil tata kelola terdiri dari beberapa indikator berikut:
a. Hasil dari Tata Kelola Organ Perusahaan
b. Kesesuaian Perilaku Keorganisasian
c. Hasil dari Tata Kelola Risiko, Kepatuhan, serta Pengendalian dan Pengawasan.
d. Hasil dari Tata Kelola Tujuan Pembangunan Berkelanjutan
e. Hasil dari Tata Kelola Membangun Kematangan Perusahaan

Tahapan penilaian CGPI 2023

Penilaian CGPI 2023 melakukan penilaian terhadap aspek dan indikator penilaian melalui 2 (dua) tahapan penilaian yaitu:
1. Tahapan Analisis
   Tahapan ini dilakukan melalui analisis terhadap aspek dan indikator penilaian CGPI 2022 melalui metode:
   a. Pengisian Kuesioner *Self Assessment*
   b. Penilaian Sistem Dokumentasi
2. Tahapan Observasi
   Tahapan ini merupakan klasifikasi terhadap hasil yang diperoleh dari tahapan analisis di atas melalui metode diskusi tanya jawab Tim Observer CGPI bersama Organ Perusahaan.

and Mechanisms
d. Information Disclosure and Transparency Governance Systems and Mechanisms
e. Risk Governance Systems and Mechanisms
f. Compliance Governance System and Mechanism
g. Control and Supervision Governance System and Mechanism
h. Strategic Planning Governance System and Mechanism
i. Organizational Infrastructure Governance System and Mechanism
j. Information Technology Governance System and Mechanism
k. Sustainable Development Goals Governance System and Mechanism
l. Creativity and Innovation Governance System and Mechanism
m. Building Corporate Maturity Governance System and Mechanism

3. **Governance Outcome Aspect**
This aspect is an assessment of the optimal, effective, and efficient performance of the Company through the effective and efficient use of resources in creating value and ensuring sustainable growth with ethics and dignity. In detail, the governance results aspect consists of the following indicators:
a. Results of Corporate Governance
b. Conformity of Organizational Behavior
c. Results of Risk, Compliance, and Control and Supervision Governance
d. Results of Sustainable Development Goals Governance
e. Results of Governance in Building Corporate Maturity

CGPI Assessment Stages in 2023

CGPI assessment in 2023 evaluates aspects and indicators through 2 (two) stages, namely:

1. Analysis Stage
   This stage is carried out through an analysis on CGPI assessment aspects and indicators using the following methods:
   a. Completion of Self-Assessment Questionnaire
   b. Assessment of Documentation Systems
2. Observation Stage
   This stage involves classification of results obtained from the analysis stage above through discussion and Q&A sessions between the CGPI Observer Team and the Company's Organ.

PIHAK YANG MELAKUKAN ASSESSMENT

Pihak yang melakukan penilaian CGPI yaitu The Indonesian Institute for Corporate Governance (IICG).

ASSESSOR

The assessment was conducted by Indonesian Institute for Corporate Governance (IICG).

HASIL PENILAIAN

Pelindo dalam Program Riset dan Pemeringkatan Corporate Governance Perception Index (CGPI) 2023 memperoleh capaian nilai sebesar 84,66 Berdasarkan kategori pemeringkatan nilai CGPI 2023, PT Pelabuhan Indonesia (Persero) memiliki nilai yang termasuk dalam predikat "Tepercaya". Rincian nilai untuk setiap aspek penilaian CGPI 2023 yang dicapai PT Pelabuhan Indonesia (Persero) adalah sebagai berikut:

1. Aspek Struktur Tata Kelola (Governance Structure) memperoleh nilai 28,22 dari nilai maksimum 33,33 atau pencapaian 84,65%.
2. Aspek Proses Tata Kelola (Governance Process) memperoleh nilai 28,35 dari nilai maksimum 33,34 atau pencapaian 85,04%.
3. Aspek Hasil Tata Kelola (Governance Outcome) memperoleh nilai 28,09 dari nilai maksimum 33,33 atau pencapian 84,28%.

ASSESSMENT RESULTS

Pelindo in the 2023 Corporate Governance Perception Index (CGPI) Research and Ranking Program obtained a score of 84.66. Based on the 2023 CGPI rating category, PT Pelabuhan Indonesia (Persero) has a rating that is included in the "Trusted" category. The score details for each aspect of the 2023 CGPI assessment achieved by PT Pelabuhan Indonesia (Persero) are as follows:

1. The Governance Structure aspect obtained a score of 28.22 out of a maximum score of 33.33, or 84.65% achievement.
2. The Governance Process aspect obtained a score of 28.35 out of a maximum score of 33.34, or 85.04% achievement.
3. The Governance Outcome aspect obtained a score of 28.09 out of a maximum score of 33.33, or 84.28% achievement.

Hasil CGPI 2023 yang diperoleh Pelindo dengan predikat "Tepercaya" tersebut menggambarkan bahwa organ perusahaan dan segenap anggota perusahaan Pelindo telah berkomitmen dan konsisten dalam mengimplementasikan prinsip dan sistem tata kelola perusahaan yang baik (*Good Corporate Governance*/ GCG). Pelindo juga telah membangun sistem manajemen yang optimal, berkualitas dan bermutu tinggi dengan pemanfaatan sumber daya yang efektif dan efisien, sesuai prinsip, nilai dan kepatuhan GCG. Dengan demikian Pelindo dapat menciptakan nilai tambah bagi *stakeholder* dan pertumbuhan perusahaan yang berkelanjutan secara etikal dan bermartabat.

The CGPI 2023 results obtained by Pelindo with the title of "Trusted" illustrate that the Company's organs and all Pelindo's People are committed and consistent in implementing the principles and systems of Good Corporate Governance (GCG). Pelindo has also built an optimal, high-quality management system with effective and efficient utilization of resources, in accordance with GCG principles, values, and compliance. Thus, Pelindo can create added value for stakeholders and sustainable Company growth with ethics and dignity.

Adapun rincian penilaian adalah sebagai berikut: The assessment details are as follows:

No	Indikator Indicator	Nilai Rerata Average Score	Pemenuhan Fulfillment	Kategori Category
I	**Aspek Struktur Tata Kelola (Governance Structure)** **Governance Structure Aspects**	**28,22**	**84,65%**	**Baik** **Good**
1	Pemegang Saham dan RUPS Shareholders & GMS	28,11	84,33%	Baik Good
2	Dewan Komisaris Board of Commissioners	28,49	85,47%	SangatBaik Very Good
3	Direksi Board of Directors	28,06	84,18%	Baik Good
4	Organ Pendukung Dewan Komisaris Supporting Organs of Board of Commissioners	28,39	85,18%	SangatBaik Very Good
5	Organ Kelengkapan Direksi Completion of Organs of Board of Directors	28,32	84,96%	Baik Good
6	Manajemen Fungsional Functional Management	27,93	83,80%	Baik Good
II	**Aspek Proses Tata Kelola (Governance Process)** **Governance Process Aspect**	**28,35**	**85,04%**	**SangatBaik** **Very Good**
1	Sistem dan Mekanisme Tata Kelola Pemegang Saham & RUPS Shareholders and GMS Governance System and Mechanisms	28,78	86,31%	SangatBaik Very Good
2	Sistem dan Mekanisme Tata Kelola Dewan Komisaris dan Direksi Board of Commissioners and Board of Directors Governance Systems and Mechanisms	28,38	85,11%	SangatBaik Very Good
3	Sistem dan Mekanisme Tata Kelola Perilaku Keorganisasian Organizational Governance Systems and Mechanisms	28,64	85,90%	SangatBaik Very Good
4	Sistem dan Mekanisme Tata Kelola Pengungkapan dan Keterbukaan Informasi Disclosure and Information Transparency Governance Systems and Mechanisms	28,56	85,65%	SangatBaik Very Good
5	Sistem dan Mekanisme Tata Kelola Risiko Risk Governance Systems and Mechanisms	28,41	85,23%	SangatBaik Very Good
6	Sistem dan Mekanime Tata Kelola Kepatuhan Compliance Governance Systems and Mechanisms	28,03	84,08%	Baik Good
7	Sistem dan Mekanisme Tata Kelola Pengendalian dan Pengawasan Control and Supervision Governance Systems and Mechanisms	28,81	86,42%	SangatBaik
8	Sistem dan Mekanisme Tata Kelola Perencanaan Strategis. Strategic Planning Governance Systems and Mechanisms.	27,87	83,59%	Baik Good
9	Sistem dan Mekanisme Tata Kelola Infrasturktur Organisasi Organizational Infrastructure Governance Systems and Mechanisms	27,98	83,92%	Baik Good
10	Sistem dan Mekanisme Tata Kelola Teknologi Informasi Information Technology Governance Systems and Mechanisms	28,13	84,38%	Baik Good
	Sistem dan Mekanisme Tata Kelola Tujuan Pembangungan Berkelanjutan Sustainable Development Goals Governance Systems and Mechanisms	28,22	84,64%	Baik Good
	Sistem dan Mekanisme Tata Kelola Kreativitas dan Inovasi Creativity and Innovation Governance Systems and Mechanisms	28,31	84,93%	Baik Good
11	Sistem dan Mekanisme Tata Kelola Membangun Kematangan Perusahaan Building Corporate Maturity Governance System and Mechanism	28,46	85,36%	SangatBaik Very Good
III	**Aspek Hasil Tata Kelola (Governance Outcome)** **Governance Outcome Aspect**	**28,09**	**84,28%**	**Baik** **Good**
1	Hasil dari Tata Kelola Organ Perusahaan Results of Corporate Governance	28,56	85,68%	SangatBaik Very Good
2	Kesesuaian Perilaku Keorganisasian Conformity of Organizational Behavior	28,19	84,57%	Baik Good
3	Hasil dari Tata Kelola Risiko, Kepatuhan, serta Pengendalian dan Pengawasan Results of Risk, Compliance, and Control and Supervision Governance	28,22	84,66%	Baik Good
4	Hasil dari Tata Kelola Tujuan Pembangunan Berkelanjutan Results of Sustainable Development Goals Governance	27,88	83,66%	Baik Good

No	Indikator Indicator	Nilai Rerata Average Score	Pemenuhan Fulfillment	Kategori Category
5	Hasil,dari Membangun Kematangan Perusahaan Results of Governance in Building Corporate Maturity	27,62	82,86%	Baik Good
6	NILAI CGPI 2023 2023 CGPI SCORE	84,66	TERPERCAYA TRUSTED	

REKOMENDASI DAN TINDAK LANJUTNYA

RECOMMENDATIONS AND FOLLOW-UPS

Rekomendasi Recommendations	Tindak Lanjut Follow-up
Aspek Struktur Tata Kelola (Governance Structure) Governance Structure Aspect	
Pelindo perlu mempertimbangkan pembentukan struktur komite ESG untuk mengoptimalkan implementasi dan monitoring roadmap ESG Perusahaan. Pelindo needs to consider establishing an ESG committee structure to optimize the implementation and monitoring of the Company's ESG roadmap.	Telah ditindaklanjut Has been followed up
Pelindo perlu mengoptimalkan kebijakan pengembangan kepemimpinan di perusahaan untuk memastikan ketersediaan calon pemimpin perusahaan yang kompeten, kompetitif, adaptif dan lincah dalam menghadapi dinamika perubahan secara berkelanjutan. Pelindo needs to optimize leadership development policies in the Company to ensure the availability of potential Company leaders who are competent, competitive, adaptive and agile in facing the dynamics of change on an ongoing basis.	Telah ditindaklanjut Has been followed up
Pelindo perlu melakukan pemutakhiran kebijakan dan strategi Perusahaan secara berkala melalui analisis berbasis risiko yang komprehensif berkaitan dengan dinamika lingkungan bisnis dan industri agar dapat mengoptimalkan potensi perusahaan. Pelindo needs to periodically update the Company's policies and strategies through comprehensive risk-based analysis related to the dynamics of business and industrial environment in order to optimize the Company's potential.	Telah ditindaklanjut Has been followed up
Pelindo perlu mengoptimalkan kebijakan tata kelola data yang sesuai dengan peraturan perundangan yang berlaku serta mengacu pada praktik terbaik dan diselaraskan dengan rencana strategis Perusahaan. Pelindo needs to optimize its data governance policy in accordance with applicable laws and regulations, as well as referring to best practices and aligning it with the Company's strategic plan.	Telah ditindaklanjut Has been followed up
Pelindo perlu mengoptimalkan kompetensi SDM terutama untuk posisi kunci dalam struktur organisasi yang dilengkapi dengan sertifikasi yang sesuai dan berstandar nasional maupun internasional. Pelindo needs to optimize human capital competencies, especially for key positions in the organizational structure, which are complemented by appropriate certification and national and international standards.	Telah ditindaklanjut Has been followed up
Aspek Proses Tata Kelola (Governance Process) Governance Process Aspect	
Pelindo perlu mengoptimalkan penguatan pengendalian internal diantaranya melalui implementasi internal control over financial reporting (ICOFR) untuk peningkatan akuntabilitas pelaporan yang disesuaikan dengan rencana strategis Perusahaan Pelindo needs to optimize the strengthening of internal controls, including through the implementation of internal control over financial reporting (ICOFR) to improve reporting accountability in line with the Company's strategic plan.	Telah ditindaklanjut Has been followed up
Pelindo perlu mengembangkan roadmap Tata Kelola Perusahaan secara terintegrasi dengan Grup Perusahaan agar pelaksanaan Tata Kelola Perusahaan Terintegrasi berjalan selaras dengan Rencana Strategis Perusahaan yang sesuai dengan Arahan Pemegang Saham. Pelindo needs to develop a Corporate Governance roadmap in an integrated manner with the Company Group so that the implementation of Integrated Corporate Governance runs in harmony with the Company's Strategic Plan in accordance with Shareholder Directions.	Telah ditindaklanjut Has been followed up
Pelindo perlu mengoptimalkan penerapan budaya risiko yang menyeluruh sehingga dapat menjadi fondasi yang kuat untuk dapat mengoptimalkan potensi dan meraih kinerja yang ekselen serta pertumbuhan bisnis yang berkelanjutan Pelindo needs to optimize the implementation of a comprehensive risk culture so that it can become a strong foundation for optimizing potential and achieving excellent performance and sustainable business growth.	Telah ditindaklanjut Has been followed up
Pelindo perlu memastikan manajemen krisis, proses tata kelola risiko di Teknologi Informasi termasuk gangguan, keamanan cyber, pemulihan bencana, telah diidentifikasi dan dikelola di unit kerja masing-masing perusahaan. Pelindo needs to ensure that crisis management, risk governance processes in Information Technology including disruptions, cyber security, and disaster recovery have been identified and managed in the Company's each work unit.	Telah ditindaklanjut Has been followed up