PATRAJASA

TERUS TUMBUH, TULUS MELAYANI

Laporan Tahunan 2025 Annual Report

Sanggahan

PT Patra Jasa menyajikan laporan tahunan yang memuat informasi mengenai kondisi keuangan, kinerja operasi, kebijakan, proyeksi, rencana, strategi, serta tujuan dari aktivitas bisnis yang dijalankan oleh PT Patra Jasa. Informasi tersebut digolongkan sebagai pernyataan yang dibuat berdasarkan perundang-undangan yang berlaku, kecuali hal-hal yang bersifat historis. Informasi yang disampaikan memiliki prospek risiko dan ketidakpastian karena dapat mengalami perkembangan aktual dan secara material dapat berbeda dari laporan yang disampaikan.

Laporan Tahunan ini memuat kata "Perseroan" sebagai definisi dari PT Patra Jasa selaku Perusahaan yang memiliki kegiatan usaha utama dalam bidang *Property, Hospitality* dan *Multiservices*. Pada beberapa kesempatan, kata "kami" dan "Patra Jasa" juga digunakan untuk memberikan kemudahan dalam penyebutan nama PT Patra Jasa secara umum.

Disclaimer

PT Patra Jasa presents an annual report that contains information about the financial condition, operating performance, policies, projections, plans, strategies, and objectives of the business activities carried out by PT Patra Jasa. This information is classified as a statement made under applicable laws and regulations, except for matters of historical nature. The information submitted has the prospect of risk and uncertainty as it may undergo actual developments and may materially differ from the report presented.

This Annual Report contains the word "Company" as a definition of PT Patra Jasa that has main business activities in Property Investment & Development, Hotels and Resorts, and Services. On several occasions, the word "we" and "Patra Jasa" are also used to provide convenience in referring to PT Patra Jasa in general.

Tema dan Penjelasan Tema

Theme and Theme Explanation

TERUS TUMBUH, TULUS MELAYANI

2025

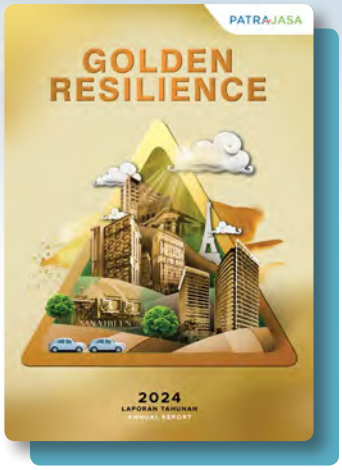
Mencerminkan ambisi strategis Patra Jasa dalam mengakselerasi nilai aset dan memperluas jangkauan bisnis di sektor Properti, *Hospitality*, dan Multi Jasa. Pertumbuhan ini didorong oleh optimalisasi sumber daya dan inovasi sistem yang terukur, selaras dengan peran kami dalam memperkuat ekosistem energi nasional di bawah naungan Pertamina Group. Fokus kami adalah memastikan keberlanjutan usaha yang memberikan kontribusi finansial dan strategis yang kuat bagi holding. Manifestasi dari standar operasional Perusahaan yang mengutamakan keandalan dan kenyamanan pelanggan. Perusahaan meyakini bahwa kualitas pelayanan yang autentik lahir dari dedikasi yang profesional, di mana setiap solusi diberikan dengan integritas dan transparansi. Melalui pendekatan yang solutif di hotel, perkantoran, dan jasa pendukung lainnya, Perusahaan memastikan setiap layanan yang diberikan melampaui standar prosedur untuk menciptakan kepercayaan jangka panjang bagi seluruh pemangku kepentingan.

Patra Jasa's strategic ambition is reflected in its efforts to accelerate asset value and expand its business reach in the Property, Hospitality, and Multi-Services sectors. This growth is driven by the optimization of resources and measurable system innovation, in line with our role in strengthening the national energy ecosystem under the Pertamina Group. Our focus is on ensuring sustainable operations that provide strong financial and strategic contributions to the holding company. This commitment is reflected in the Company's operational standards that prioritize reliability and customer comfort. The Company believes that authentic service quality stems from professional dedication, where every solution is delivered with integrity and transparency. Through a solution-oriented approach in hotels, offices, and other supporting services, the Company ensures that every service provided exceeds standard procedures to build long-term trust among all stakeholders.

Kesinambungan Tema

Theme Continuity

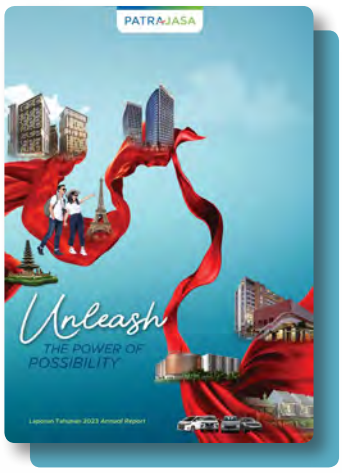
2024



Tema ini mencerminkan kemampuan sebuah organisasi atau perusahaan untuk tetap tangguh, solid, dan beradaptasi meski dihadapkan pada berbagai tantangan. Kata "*Golden*" menggambarkan nilai, prestasi, dan pencapaian terbaik yang diraih sepanjang perjalanan, sementara "*Resilience*" menekankan pada ketangguhan untuk terus berkembang dan bertahan dalam kondisi yang penuh ketidakpastian.

This theme reflects the ability of an organization or company to remain resilient, solid, and adaptable even when faced with various challenges. The word "Golden" describes the values, achievements, and best accomplishments made throughout the journey, while "Resilience" emphasizes the strength to continue to grow and survive in conditions full of uncertainty.

2023



Tema ini memberikan pesan untuk terus bersemangat dalam mengembangkan potensi bisnis dan menciptakan inovasi baru merupakan kunci bagi Patra Jasa agar semakin maju. Pengembangan potensi yang ada baik dari internal Perusahaan maupun dari mitra dan pemangku kepentingan eksternal, dapat mencapai tujuan visi dan misi Perusahaan untuk menjadi yang terdepan dalam industri *Property, Hospitality* dan *Services*. Perusahaan menggandeng semua pihak yang terlibat dan menjalin sinergi yang kuat, sehingga Patra Jasa dapat menciptakan nilai tambah yang signifikan untuk bisnis yang berkelanjutan serta memperluas ruang lingkup kemungkinan untuk kesuksesan yang lebih besar. Tema ini mengajak setiap individu dan pemangku kepentingan untuk bekerja sama dalam mengoptimalkan potensi dan menghadapi tantangan dengan keyakinan akan kemungkinan-kemungkinan yang ada.

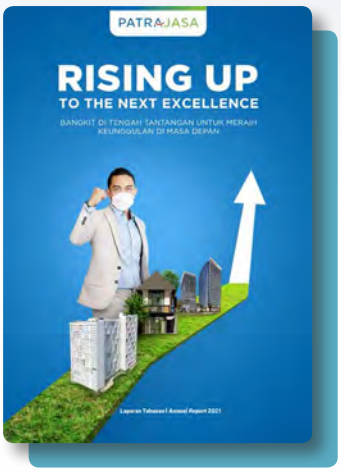
This theme provides a message to continue to be enthusiastic in developing business potential and creating new business potential and creating new innovations is the key for Patra Jasa to progress. The Development of existing potential, both from within the Company and external partners and stakeholders, can achieve the goals of the Company's vision and mission to become the leader in the Property, Hospitality, and Services industries. The company collaborates with all parties involved and establishes strong synergies, so as Patra Jasa to create significant added value for sustainable business and expand the scope of possibilities for greater success. This theme invites every individual and stakeholder to work together to optimize potential and face challenges with confidence in the possibilities.

2022

Sinergitas merupakan sebuah langkah harmonisasi seluruh insan beserta kemampuannya dalam membangun sebuah karya yang bermanfaat dan berkualitas. Sinergi ini mencakup kolaborasi harmonis antara seluruh elemen yang terlibat dalam perusahaan, termasuk karyawan, manajemen, mitra, dan pemangku kepentingan lainnya. Sinergi ini memungkinkan terciptanya karya-karya yang bermanfaat dan berkualitas, serta mendukung upaya menjaga keberlanjutan bisnis.

Synergy is a step to harmonize all people and their abilities in building useful and high-quality work. This synergy includes harmonious collaboration between all elements involved in the company, including employee, management, partners, and other stakeholders. This synergy enables the creation of useful and quality of work, and supports efforts to maintain business sustainability.

2021



Pada tahun 2021, Perseroan mencerminkan semangat untuk terus maju dan berprestasi di tengah tantangan yang dihadapi, terutama akibat dampak pandemi COVID-19. Perseroan menekankan pentingnya penguatan potensi internal serta kerja sama dengan pihak eksternal sebagai langkah strategis untuk menghadapi perubahan pola kerja dan kebiasaan masyarakat yang terjadi akibat pandemi. Perseroan menerapkan serangkaian kebijakan strategis untuk menyesuaikan diri dengan kondisi saat ini, termasuk adaptasi terhadap pola kerja baru dan kebiasaan masyarakat yang berubah. Ini dilakukan dengan tujuan untuk tetap relevan dan meraih peluang yang masih terbuka di tengah tantangan yang ada.

Dalam menjalankan upayanya, Perseroan didukung oleh manajemen yang handal dan sumber daya manusia yang memiliki kemampuan yang mumpuni. Dengan keyakinan ini, Perseroan yakin dapat meraih kesuksesan di masa depan. Perseroan juga melakukan berbagai penyesuaian dan pembaruan, termasuk dalam bidang teknologi informasi, untuk mengurangi dampak pandemi COVID-19 terhadap kinerja ekonomi dan operasional. Langkah ini bertujuan untuk mempertahankan kepercayaan dari publik, pemerintah, dan para pemangku kepentingan lainnya.

Selain itu, Perseroan juga menitikberatkan pada strategi keberlanjutan untuk mencapai tujuan pembangunan yang berkelanjutan. Hal ini melibatkan internalisasi dampak terhadap lingkungan dari setiap kegiatan ekonomi dan sosial yang dilakukan Perseroan sepanjang tahun. Dengan demikian, tema ini mencerminkan komitmen Perseroan untuk terus berinovasi dan beradaptasi demi mencapai tingkat keunggulan yang lebih tinggi di masa depan.

In 2021, the Company reflects its spirit to move forward and achieve success amidst the challenges faced, especially due to the impact of the COVID-19 pandemic. The Company emphasizes the importance of strengthening internal potential and cooperation with external parties as strategic steps to deal with changes in work patterns and people's habits. This is aimed at remaining relevant and seizing the opportunities that remain open amidst the challenge. The Company implemented a variety of strategic policies to adjust to current conditions, including adaptation to new work patterns and changing societal habits. This is with the aim of remaining relevant and seizing opportunities that remain open amidst the existing challenges.

ing out its efforts, the Company is supported by reliable management and capable human resources. With this confidence, the Company is confident that it can achieve success in the future. The Company has also made various adjustments and updates, including in the field of information technology, to reduce impact of the COVID-19 pandemic on economic and operational performance. This step aims to maintain the trust of the public, the government, and other stakeholders.

In addition, the Company also emphasizes sustainability strategies to achieve sustainable development goals. This involves internalizing the environmental impact of every economic and social activity the company undertakes throughout the year. Thus, this theme reflects the Company's commitment to continuously innovate and adapt to achieve higher levels of excellence in the future.

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Financial Statement of PT Patra Jasa

Pencapaian Patra Jasa

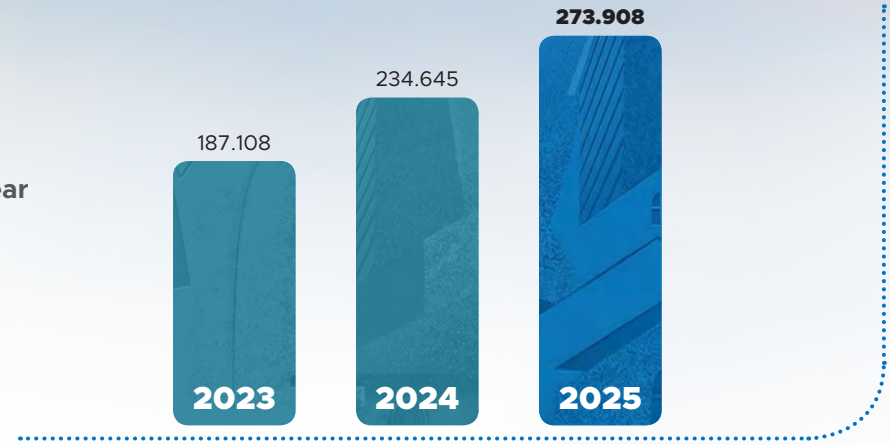
Achievement of Patra Jasa

Kinerja Keuangan

Financial Performance

Laba Tahun Berjalan

Profit For The Year

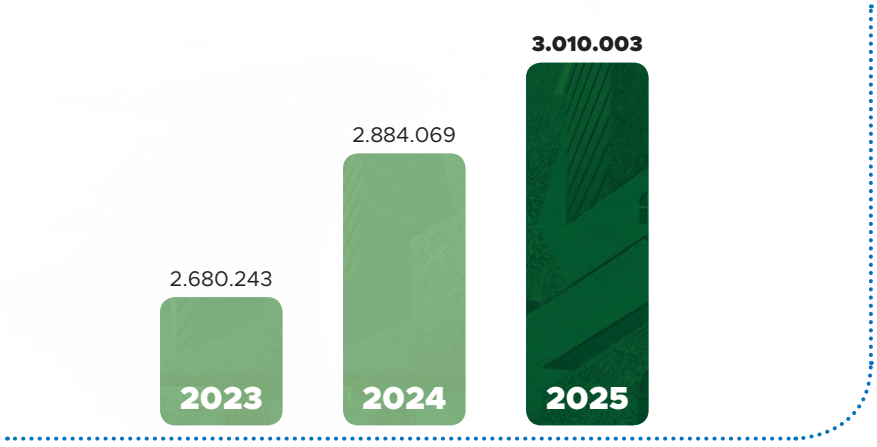


Dalam Jutaan Rupiah

In Million Rupiah

Ekuitas

Equity

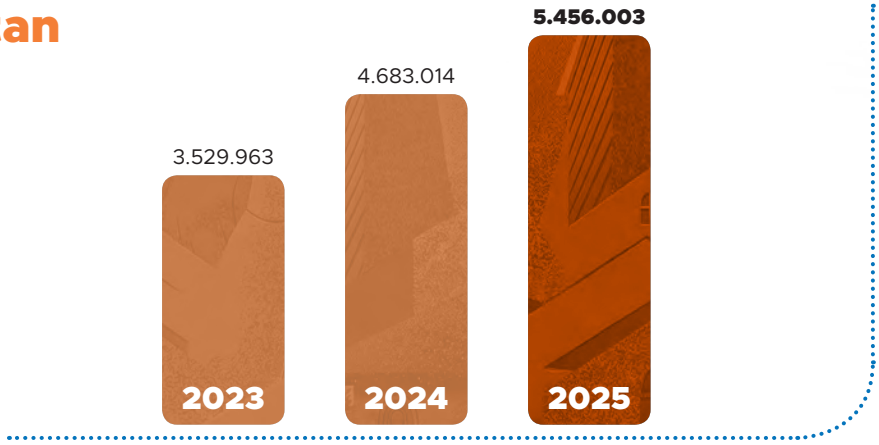


Dalam Jutaan Rupiah

In Million Rupiah

Pendapatan

Revenue



Dalam Jutaan Rupiah

In Million Rupiah

Kinerja Pendapatan Segmen Usaha 2025
Segment Revenue Performance 2025

Property Investment & Development

Property Investment

Pendapatan / Revenue
Rp 504
Miliar / Billion

Laba Bersih / Net Profit
Rp 187
Miliar / Billion

Property Development

Pendapatan / Revenue
Rp 43
Miliar / Billion

Unit Terjual / Unit Sold
87

Hotels & Resorts

Pendapatan / Revenue
Rp 388
Miliar / Billion

Laba Bersih / Net Profit
Rp 88
Miliar / Billion

Services

Pendapatan / Revenue
Rp 3,8
Triliun / Trillion

Laba Bersih / Net Profit
Rp 403
Miliar / Billion

Rencana Jangka Panjang Perusahaan

Long - Term Plan of the Company

STRATEGIC HOUSE PATRA JASA

ASPIRASI PATRA JASA:
To Become Pertamina's Reliable Partner in Unlocking Value from Pertamina's Assets

PRIORITAS STRATEGIS

Property Development & Investment

Menjadi mitra properti yang andal bagi Pertamina
- Memberikan layanan terintegrasi "*one stop shop*" untuk memenuhi kebutuhan properti grup Pertamina (misal RDP, gedung kantor, pusat data, dan gedung arsip) baik produk maupun jasa
- Membantu pemenuhan kebutuhan properti dari karyawan Pertamina

Optimasi inventaris properti yang tersedia
- Mengoptimalkan inventaris properti dengan eksplorasi strategi penjualan sebagai langkah *quick win*
- Penambahan pengembangan produk baru disesuaikan dengan hasil kajian

Mengoptimalkan pemanfaatan aset grup Pertamina yang digunakan secara maksimal
- Membuka peluang nilai dari aset yang belum dimanfaatkan secara maksimal

To become a reliable property partner for Pertamina
- Provide integrated "one-stop shop" services to fulfill the property needs of the Pertamina Group, including RDP, office buildings, data centers, and archive buildings, covering both products and services.
- Support the fulfillment of property requirements for Pertamina employees.

Optimization of available property inventory
- Optimize property inventory through exploration of sales strategies as a quick win initiative.
- Ensure that the development of new products is aligned with the results of feasibility studies and assessments.

Maximizing the utilization of Pertamina Group assets
- Unlock potential value from assets that have not yet been optimally utilized.

Hotels & Resorts

Mengembangkan hotel *flagship luxury* untuk mewakili kualitas produk dan jasa Patra Jasa
- Mengembangkan hotel flagship di area dengan permintaan dan nilai potensi tinggi
- Menjajaki potensi *partnership* dengan *leading hotel brands & operatorship* atau pengelolaan mandiri sesuai kajian nilai bisnis yang optimal

Transformasi hotel premium *non-luxury* untuk menjadi *leading national hotel chain* terdepan untuk segmen menengah hingga atas
- Standarisasi & peningkatan fasilitas hingga operasional
- Peningkatan *branding & marketing*

Mengalokasikan properti untuk akomodasi Pertamina
- *Low-cost & clean lodging* untuk Pertamina *Group*, terpisah dari *brand* Patra Jasa

Developing a flagship luxury hotel to represent the quality of products and services of Patra Jasa
- Developing flagship hotels in areas with high demand and strong value potential
- Exploring partnership opportunities with leading hotel brands & operatorship, or independent management based on sound business value assessments

Transforming non-luxury premium hotels into a leading national hotel chain targeting the upper-middle segment
- Standardization and enhancement of facilities to operational excellence
- Strengthening branding & marketing initiatives

Allocating properties for Pertamina accommodation
- Providing low-cost & clean lodging for Pertamina Group, operating separately from the Patra Jasa brand

Services

Meningkatkan kualitas layanan dengan menerapkan *best-practice*

Memperluas pangsa pasar untuk layanan di seluruh Pertamina *Group*, termasuk layanan yang disediakan untuk anak usaha
- Memperluas cakupan layanan ke *stakeholder* termasuk kantor regional, unit operasional, maupun gedung baru

Mengembangkan *higher value integrated services*
- Mengembangkan *higher value integrated services* berbagai solusi dengan standar *best-in-class*, termasuk *workplace experience* dan *sustainability services*
- Melakukan ekspansi ke *higher value integrated services* guna meningkatkan *competitiveness* dan *enterprise value*

Mendukung Pertamina *Group* dalam pelaksanaan strategi optimalisasi portofolio bisnis, sejalan dengan Aspirasi Patra Jasa

Elevating service quality through the adoption of best practices

Expanding market share across all Pertamina Group services, including services rendered to subsidiaries
- Extending service coverage to stakeholders, encompassing regional offices, operational units, and newly constructed buildings

Developing higher value integrated services
- Developing higher value integrated services grounded in best-in-class standards, incorporating workplace experience and sustainability services
- Pursuing expansion into higher value integrated services to enhance competitiveness and enterprise value

Supporting Pertamina Group in the execution of its business portfolio optimization strategy, in alignment with the Aspirations of Patra Jasa

ENABLERS

SDM: Penguatan tata kelola, pengembangan talenta, pembentukan budaya kerja dan digitalisasi HC berbasis data
Human Capital (HC): Strengthening governance frameworks, accelerating talent development, cultivating a high-performance work culture, and advancing data-driven HC digitalization

IT & Digital: Membangun kemampuan IT fungsional, proses & tata kelola IT, keunggulan bisnis melalui digitalisasi
IT & Digital: Building functional IT capabilities, enhancing IT processes and governance, and driving business excellence through digital transformation

Supply Chain Excellence: Pengadaan strategis, peningkatan proses perolehan barang, optimasi biaya pengadaan, pengadaan investasi strategis
Supply Chain Excellence: Implementing strategic procurement, improving goods acquisition processes, optimizing procurement costs, and executing strategic investment procurement

QHSE & Sustainability: Penguatan standarisasi mutu, peningkatan budaya, keamanan dan kesehatan kerja, optimalisasi pengelolaan lingkungan proaktif, serta penerapan operasi bisnis berkelanjutan
QHSE & Sustainability: Reinforcing quality standardization, strengthening occupational safety, health and security culture, proactively optimizing environmental management, and embedding sustainable business operations

Peristiwa Penting 2025

Important Events in 2025

03 **Januari /** *January*

Patra Jasa Tingkatkan Kenyamanan dan Aksesibilitas Ibadah melalui Renovasi Masjid Darussalam

Patra Jasa Enhances Worship Facilities Through the Renovation of Darussalam Mosque

PT Patra Jasa mengawali tahun 2025 dengan meresmikan renovasi Masjid Darussalam di area Patra Cirebon Hotel & Convention sebagai wujud komitmen terhadap kontribusi sosial dan spiritual. Selain menyediakan fasilitas ibadah yang lebih nyaman dan inklusif bagi pekerja maupun masyarakat sekitar, acara peresmian ini juga diisi dengan pemberian santunan kepada anak yatim. Melalui inisiatif ini, perusahaan berharap masjid tersebut menjadi pusat syiar Islam yang terjaga kebersihannya dan memberikan manfaat berkelanjutan bagi publik.

PT Patra Jasa inaugurated the renovated Darussalam Mosque at the Patra Cirebon Hotel & Convention complex, reflecting the Company's commitment to social and spiritual development. The initiative provides a more comfortable and inclusive place of worship for employees and the surrounding community, while also supporting local residents through donations to orphans. Through this effort, the Company aims to create lasting benefits for the community and strengthen the mosque's role as a center for Islamic worship and outreach.

07 **Januari /** *January*

Patra Jasa Berkontribusi Mempersiapkan Generasi Muda Melalui Program Makan Bergizi

Patra Jasa Contributes to Preparing the Younger Generation Through the Nutritious Meal Program

Bersinergi dengan lima BUMN lainnya, PT Patra Jasa menyelenggarakan program Makan Bergizi Gratis (MBG) bagi 280 siswa SDN Katulampa 2 Bogor pada 7 Januari 2025 sebagai bentuk dukungan terhadap kesehatan dan nutrisi generasi muda. Kegiatan yang dihadiri langsung oleh Direktur Utama Ray SM Daulay dan perwakilan lintas instansi ini tidak hanya memberikan asupan nutrisi optimal, tetapi juga menjadi sarana edukasi pola makan sehat dan motivasi bagi para siswa. Melalui kolaborasi ini, Patra Jasa menegaskan dedikasinya dalam menjalankan program Tanggung Jawab Sosial dan Lingkungan (TJSL) yang berkelanjutan demi mencetak generasi masa depan yang tangguh dan berprestasi.

In collaboration with five other state-owned enterprises, PT Patra Jasa organized a Free Nutritious Meal (MBG) program for 280 students at SDN Katulampa 2 Bogor on January 7, 2025, as a form of support for the health and nutrition of the younger generation. The event, attended by President Director Ray SM Daulay and representatives from various agencies, not only provided optimal nutrition but also served as a means of educating students about healthy eating habits and motivating them. Through this collaboration, Patra Jasa reaffirmed its dedication to implementing Corporate Social Responsibility (CSR) programs to shape a resilient and accomplished future generation.

21 **Januari /** *January*

Patra Jasa Group Membuka Bulan K3 Nasional dengan Prestasi *Zero Accident* 2024

Patra Jasa Group Marks the Opening of National Occupational Safety and Health Month with a Zero Accident Achievement in 2024

Sebagai bagian dari peringatan Bulan K3 Nasional 2025, Patra Jasa Group menyelenggarakan acara pembukaan di Patra Jasa Office Tower pada 21 Januari untuk memperkuat transformasi budaya keselamatan kerja di seluruh unit usahanya. Acara yang dihadiri jajaran direksi ini mengapresiasi capaian *Zero Accident* tahun 2024 sekaligus menghadirkan *Talkshow* mengenai kesehatan mental guna membangkitkan motivasi kerja pekerja. Melalui kolaborasi aktif dan evaluasi menyeluruh, Patra Jasa berkomitmen menjadikan keselamatan sebagai prioritas utama demi menciptakan lingkungan kerja yang aman, sehat, dan produktif.

As part of the 2025 National HSE Month commemoration, Patra Jasa Group held an opening event at Patra Jasa Office Tower on January 21 to strengthen the transformation of work safety culture across all of its business units. The event, attended by the board of directors, recognized the achievement of Zero Accidents in 2024 and featured a talk show on mental health to boost employee motivation. Through active collaboration and comprehensive evaluation, Patra Jasa is committed to making safety a top priority in order to create a safe, healthy, and productive work environment.

24 **Januari /** *January*

Patra Jasa Raih 3 Penghargaan di IHCBA 2024, Bukti Transformasi SDM yang Berkelanjutan

Patra Jasa Wins 3 Awards at IHCBA 2024, Proof of Sustainable Human Resource Transformation

PT Patra Jasa meraih tiga penghargaan bergengsi dalam ajang Indonesia *Human Capital Award* (IHCBA) 2024 yang diselenggarakan di Jakarta pada 24 Januari 2025, termasuk penghargaan individu bagi Direktur Keuangan dan Umum, Aditya Dhanwantara, atas kepemimpinannya dalam transformasi SDM. Pencapaian kategori Gold untuk keterlibatan pekerja dan Silver untuk inisiatif inklusivitas ini menegaskan keberhasilan perusahaan dalam menciptakan lingkungan kerja yang adaptif dan berkeadilan. Melalui momentum ini, Patra Jasa berkomitmen untuk terus berinovasi dalam pengelolaan sumber daya manusia guna mendukung keberlanjutan bisnis dan memberikan dampak positif bagi seluruh pemangku kepentingan.

PT Patra Jasa received three prestigious awards at the Indonesia Human Capital Award (IHCBA) 2024, held in Jakarta on January 24, 2025, including an individual award presented to Aditya Dhanwantara, Director of Finance and General Affairs, in recognition of his leadership in human capital transformation. The achievement of a Gold award for employee engagement and a Silver award for inclusivity initiatives underscores the Company's success in fostering an adaptive and equitable work environment. Through this achievement, Patra Jasa remains committed to continuously innovating its human capital management practices to support business sustainability and create positive value for all stakeholders.

14 **Februari /** *February*

Pemaparan Program Strategis pada Agenda Town Hall Meeting PT Patra Jasa Tahun 2025

PT Patra Jasa Outlines Strategic Programs at the 2025 Town Hall Meeting

PT Patra Jasa menyelenggarakan Town Hall Meeting tahunan bertema "Golden Resilience" pada 14 Februari 2025 secara *Hybrid* untuk membahas evaluasi kinerja 2024 dan memaparkan strategi perusahaan tahun ini. Dihadiri oleh jajaran Dewan Komisaris, Direksi, serta seluruh Perwira, acara ini menekankan pentingnya efisiensi dan motivasi tinggi dalam mengejar target 2025 demi memberikan kontribusi maksimal bagi Pertamina dan negara. Melalui agenda rutin ini, Direktur Utama Ray SM Daulay berharap sinergi seluruh pihak dapat membawa perusahaan meraih pencapaian yang lebih gemilang dibandingkan tahun sebelumnya.

PT Patra Jasa held its annual Town Hall Meeting with the theme "Golden Resilience" on February 14, 2025, in a hybrid format to discuss the 2024 performance evaluation and present the company's strategy for this year. Attended by the Board of Commissioners, Board of Directors, and all officers, the event emphasized the importance of efficiency and high motivation in pursuing the 2025 targets to provide maximum contribution to Pertamina and the country. Through this regular agenda, President Director Ray SM Daulay hopes that the synergy of all parties can bring the company to achieve more brilliant achievements than the previous year.

21 **Februari /** *February*

Implementasi Budaya K3 Melalui Acara Penutupan Bulan K3 Nasional di Patra Jasa Group Tahun 2025

Implementation of HSE Culture Through the Closing Ceremony of National HSE Month

PT Patra Jasa Group resmi menutup rangkaian Bulan K3 Nasional 2025 pada 21 Februari dengan tema penguatan keterampilan HSSE untuk mendukung bisnis berkelanjutan, yang ditandai dengan pencapaian *zero accident* dan peluncuran desain seragam keselamatan baru. Acara yang dihadiri manajemen puncak dan perwakilan PT Pertamina (Persero) ini membagikan berbagai penghargaan kompetisi internal serta apresiasi Predikat Biru PERCA 2024 bagi sejumlah unit operasi hotel dan perkantoran. Melalui penutupan ini, Direktur Utama Ray SM Daulay berharap seluruh Perwira tidak hanya menerapkan budaya K3 secara konsisten, tetapi juga menjadi inspirasi dalam menjaga keselamatan dan kesehatan kerja di setiap aktivitas perusahaan.

PT Patra Jasa Group officially closed the 2025 National HSE Month on February 21 with the theme of strengthening HSSE skills to support sustainable business, marked by the achievement of zero accidents and the launch of a new safety uniform design. The event, attended by top management and representatives from PT Pertamina (Persero), distributed various internal competition awards and the 2024 PERCA Blue Predicate appreciation to a number of hotel and office operating units. Through this closing ceremony, President Director Ray SM Daulay expressed his hope that all officers would not only consistently implement HSE culture, but also serve as inspiration in maintaining safety and health in every company activity.

27 **Februari /** *February*

Penandatanganan Perjanjian Kerja Bersama PT Patra Jasa Periode 2025-2027

PT Patra Jasa Signs Collective Labor Agreement for the 2025–2027 Period

PT Patra Jasa resmi menandatangani Perjanjian Kerja Bersama (PKB) periode 2025-2027 pada 27 Februari di Jakarta sebagai komitmen bersama antara manajemen dan Serikat Pekerja Patra Jasa (SPPJ) untuk menciptakan lingkungan kerja yang harmonis dan produktif. Disaksikan langsung oleh Dirjen PHI Kemnaker RI, penandatanganan ini menjadi pedoman resmi mengenai hak dan kewajiban guna mendukung kesejahteraan karyawan serta pertumbuhan perusahaan yang berkelanjutan. Melalui PKB ini, Direktur Utama Ray SM Daulay berharap tercipta hubungan konstruktif yang mampu menjawab tantangan masa depan sekaligus memperkuat sinergi dalam mewujudkan visi perusahaan.

PT Patra Jasa officially signed a Collective Labor Agreement (PKB) for the 2025-2027 period on February 27 in Jakarta as a joint commitment between management and the Patra Jasa Workers Union (SPPJ) to create a harmonious and productive work environment. Witnessed directly by the Director General of Industrial Relations at the Ministry of Manpower of the Republic of Indonesia, this signing serves as an official guideline regarding rights and obligations to support employee welfare and sustainable company growth. Through this CBA, President Director Ray SM Daulay hopes to create a constructive relationship that can address future challenges while strengthening synergy in realizing the company's vision.

06 **Maret /** *March*

Wujud Solidaritas, Patra Jasa Group Memberikan Bantuan Bagi PERWIRA dan Masyarakat yang Menjadi Korban Bencana Alam

Demonstrating Solidarity, Patra Jasa Group Provides Assistance to PERWIRA and Communities Affected by Natural Disasters

Sebagai bentuk solidaritas atas banjir besar di awal Maret 2025, PT Patra Jasa melalui program Patra Jasa Peduli menyalurkan bantuan sembako kepada 47 pekerja (Perwira) dan warga terdampak di wilayah Jakarta, Bekasi, hingga Kalimantan. Inisiatif yang melibatkan berbagai unit operasi ini bertujuan meringankan beban ekonomi pasca-bencana sekaligus memberikan pendampingan pemulihan bagi para penyintas. Dengan mengedepankan semangat gotong royong, Patra Jasa menegaskan komitmennya untuk tidak hanya fokus pada bisnis, tetapi juga hadir secara nyata dalam membangun ketahanan sosial bagi masyarakat dan lingkungan di situasi darurat.

As a form of solidarity for the major floods in early March 2025, PT Patra Jasa, through its Patra Jasa Peduli program, distributed basic food assistance to 47 workers (officers) and affected residents in the Jakarta, Bekasi, and Kalimantan areas. This initiative, which involved various operating units, aimed to ease the economic burden after the disaster and provide recovery assistance to survivors. By promoting a spirit of mutual cooperation, Patra Jasa reaffirmed its commitment to not only focus on business, but also to be actively involved in building social resilience for the community and the environment in emergency situations.

10 **Maret /** *March*

Naik Pelita Air dan Menginap di Patra Malioboro Hotel, Anak-anak Panti Asuhan Liburan Tak Terlupakan di Jogja

Flying with Pelita Air and Staying at Patra Malioboro Hotel, Orphanage Children Enjoy an Unforgettable Vacation in Yogyakarta

Melalui kolaborasi program TJSL bertajuk "Harmoni Kebersamaan", Pelita Air dan Patra Jasa mengajak anak-anak dari Yayasan Rasulullah SAW Jakarta untuk merasakan pengalaman Ramadan 1446 H yang spesial di Yogyakarta. Kegiatan ini meliputi penerbangan nyaman bersama Pelita Air, kunjungan edukatif ke destinasi ikonik seperti Keraton Yogyakarta dan Benteng Vredeburg, hingga pengalaman menginap eksklusif di Patra Malioboro Hotel. Selain bertujuan memberikan kebahagiaan dan wawasan baru bagi anak-anak panti asuhan, sinergi ini juga menjadi strategi pemasaran kreatif melalui tagar #NaikPelitaNginepdiPatra guna meningkatkan kesadaran publik terhadap layanan kedua anak perusahaan Pertamina tersebut.

Through a CSR program collaboration entitled "Harmony of Togetherness," Pelita Air and Patra Jasa invited children from the Rasulullah SAW Foundation in Jakarta to enjoy a special Ramadan 1446 H experience in Yogyakarta. The activities include a comfortable flight with Pelita Air, educational visits to iconic destinations such as the Yogyakarta Palace and Vredeburg Fort, and an exclusive stay at the Patra Malioboro Hotel. In addition to aiming to bring happiness and new insights to the children of the orphanage, this synergy also serves as a creative marketing strategy through the hashtag #NaikPelitaNginepdiPatra to increase public awareness of the services offered by these two Pertamina subsidiaries.

12 **Maret /** *March*

Safari Ramadan 1446 H Patra Jasa: Merajut Kebersamaan, Menebar Kebahagiaan di Patra Semarang Hotel & Convention

Patra Jasa's Safari Ramadan 1446 H: Fostering Togetherness and Sharing Happiness at Patra Semarang Hotel & Convention

PT Patra Jasa mengawali rangkaian Safari Ramadan 1446 H bertema "Harmoni Kebersamaan" dengan menyantuni 100 anak yatim dari tiga panti asuhan di Patra Semarang Hotel & Convention pada 12 Maret. Acara yang dihadiri jajaran Dewan Komisaris dan Direksi ini diisi dengan tausiyah dan buka puasa bersama sebagai upaya mempererat silaturahmi serta meningkatkan kepedulian sosial perusahaan di bulan suci. Melalui kolaborasi dengan Badan Dakwah Islam (BDI), inisiatif ini menegaskan komitmen Patra Jasa dalam menghadirkan program yang bermanfaat bagi masyarakat sekaligus memperkuat nilai solidaritas dalam budaya kerja.

PT Patra Jasa kicked off its Ramadan Safari 1446 H series themed "Harmony of Togetherness" by providing assistance to 100 orphans from three orphanages at Patra Semarang Hotel & Convention on March 12. The event, attended by the Board of Commissioners and Directors, featured religious preaching and a shared iftar meal as part of efforts to strengthen ties and enhance the company's social responsibility during the holy month. Through collaboration with the Islamic Da'wah Board (BDI), this initiative underscores Patra Jasa's commitment to delivering meaningful programs for the community while reinforcing the value of solidarity within its corporate culture.

17 **Maret /** *March*

Patra Jasa Gelar *Event* Bertema Harmoni Kebersamaan di Bulan Suci Ramadhan

Patra Jasa Holds Event with the Theme of Harmony and Togetherness in the Holy Month of Ramadan

Sebagai bagian dari rangkaian Safari Ramadan 1446 H, PT Patra Jasa menyelenggarakan tausiyah dan pemberian santunan kepada 100 anak yatim dari tiga yayasan di Patra Jasa Office Tower pada 17 Maret. Acara yang dihadiri oleh jajaran Dewan Komisaris dan Direksi ini bertepatan dengan peringatan Malam Nuzulul Qur'an, dengan total santunan yang telah disalurkan mencapai 350 anak di tiga lokasi berbeda selama bulan suci. Melalui kegiatan ini, perusahaan bertujuan memperkuat ukhuwah islamiyah dan keimanan para Perwira, sekaligus menjadikan nilai-nilai Al-Qur'an sebagai inspirasi untuk membangun lingkungan kerja yang lebih harmonis dan saling mendukung.

As part of the 1446 H Ramadan Safari series, PT Patra Jasa held a religious preaching and gave donations to 100 orphans from three foundations at the Patra Jasa Office Tower on March 17. The event, attended by members of the Board of Commissioners and Directors, coincided with the commemoration of the Night of the Quran's Revelation, with a total of 350 children receiving assistance across three different locations during the holy month. Through this activity, the company aims to strengthen Islamic brotherhood and the faith of its officers, while also using the values of the Qur'an as inspiration to build a more harmonious and supportive work environment.

19 **Maret /** *March*

Safari Ramadan 1446 H, Patra Jasa Eratkan Silaturahmi di Patra Cirebon Hotel & Convention

Safari Ramadan 1446 H: Patra Jasa Strengthens Togetherness at Patra Cirebon Hotel & Convention

Melalui kolaborasi kedua dengan Badan Dakwah Islam (BDI), PT Patra Jasa menyelenggarakan Safari Ramadan 1446 H di Patra Cirebon Hotel & Convention pada 19 Maret dengan memberikan santunan kepada anak-anak dari tiga panti asuhan setempat. Acara yang dihadiri jajaran Komisaris dan Direksi ini menjadi wadah untuk memperkuat silaturahmi serta meningkatkan keimanan melalui rangkaian kegiatan spiritual seperti tadarus, pembagian takjil, dan peringatan Nuzulul Quran di Masjid Darussalam. Selain menekankan komitmen sosial perusahaan, manajemen juga memanfaatkan momentum ini untuk mengingatkan para Perwira akan pentingnya menjaga keselamatan saat mudik Lebaran mendatang.

Through its second collaboration with the Islamic Da'wah Agency (BDI), PT Patra Jasa held the 1446 H Ramadan Safari at Patra Cirebon Hotel & Convention on March 19, providing assistance to children from three local orphanages. The event, attended by the Board of Commissioners and Directors, served as a platform to strengthen relationships and enhance faith through a series of spiritual activities such as Quran recitation, distribution of iftar meals, and the commemoration of Nuzulul Quran at Darussalam Mosque. In addition to emphasizing the company's social commitment, management also used this opportunity to remind officers of the importance of ensuring safety during the upcoming Eid al-Fitr holiday travel.

14 **April /** *April*

Pererat Jalinan Silaturahmi, Patra Jasa Group Mengadakan Halalbihalal Idulfitri 1446 H

Patra Jasa Group Strengthens Togetherness Through Halalbihalal Idulfitri 1446 H

PT Patra Jasa menyelenggarakan Halalbihalal Idulfitri 1446 H pada 14 April di Jakarta dengan menghadirkan tausiyah dari Ustadz Zacky Mirza sebagai ajang silaturahmi sekaligus syukur atas kelancaran rangkaian Safari Ramadan sebelumnya. Acara yang dihadiri lengkap oleh jajaran Dewan Komisaris dan Direksi ini menekankan penguatan nilai-nilai AKHLAK serta peningkatan produktivitas kerja pasca-libur Lebaran. Selain acara pusat, kegiatan serupa juga dilaksanakan oleh unit *Facility Management Services* (FMS) di berbagai area guna mempererat kekeluargaan antar-Perwira. Melalui momentum ini, Direktur Utama Ray SM Daulay berharap semangat kebersamaan yang terjalin dapat menjadi fondasi kuat dalam menciptakan lingkungan kerja yang lebih harmonis dan berkinerja tinggi.

PT Patra Jasa held a Halalbihalal Eid al-Fitr 1446 H celebration on April 14 in Jakarta, featuring a sermon by Ustadz Zacky Mirza as a gathering to strengthen ties and give thanks for the smooth running of the previous Ramadan Safari series. The event, attended by the full Board of Commissioners and Directors, emphasized the strengthening of AKHLAK values and the improvement of work productivity after the Eid al-Fitr holiday. In addition to the main event, similar activities were also held by the Facility Management Services (FMS) unit in various areas to strengthen the sense of family among officers. Through this momentum, President Director Ray SM Daulay hopes that the spirit of togetherness that has been fostered can become a strong foundation for creating a more harmonious and high-performing work environment.

19 **Mei /** *May*

Patra Jasa Tunjukkan Kiprah di APQ Awards 2025 Lewat Partisipasi Unit Bisnis dan Anak Perusahaan

Patra Jasa Shows Its Performance at the 2025 APQ Awards Through the Participation of Its Business Units and Subsidiaries

PT Patra Jasa turut berpartisipasi dalam ajang tahunan Annual Pertamina *Quality Awards* (APQ Awards) 2025 yang resmi dibuka secara daring pada 19 Mei dengan tema "*Sustainable Innovation for Nusantara's Energy Resilience*". Melibatkan tiga unit bisnis (Patra Bandung, Patra Malioboro, The Patra Bali) serta dua anak perusahaan (MTT dan PAR), keterlibatan ini merupakan wujud komitmen strategis perusahaan dalam mendorong inovasi berkelanjutan dan menampilkan ide kreatif di lingkungan Pertamina Grup. Melalui ajang yang diikuti 180 gugus ini, Patra Jasa bertekad memberikan kontribusi signifikan terhadap efisiensi dan keunggulan operasional guna mendukung ketahanan energi nasional.

PT Patra Jasa participated in the annual Pertamina Quality Awards (APQ Awards) 2025, which was officially opened online on May 19 with the theme "Sustainable Innovation for Nusantara's Energy Resilience". Involving three business units (Patra Bandung, Patra Malioboro, The Patra Bali) and two subsidiaries (MTT and PAR), this participation is a manifestation of the company's strategic commitment to promoting sustainable innovation and showcasing creative ideas within the Pertamina Group. Through this event, which was participated in by 180 groups, Patra Jasa is determined to make a significant contribution to operational efficiency and excellence in order to support national energy resilience.

06 **Juni /** *June*

Patra Jasa Group Wujudkan Kepedulian Sosial melalui Kurban Idul Adha 1446 H dengan Semangat Berbagi dan Kolaborasi

Patra Jasa Group Upholds Social Responsibility through Idul Adha 1446H Qurban Observance in the Spirit of Sharing and Collaboration

PT Patra Jasa Group bersama Badan Dakwah Islam (BDI) merayakan Idul Adha 1446 H dengan menyembelih 7 ekor sapi dan 3 ekor kambing yang dipusatkan di Patra Jasa Office Tower untuk didistribusikan kepada pekerja operasional serta masyarakat sekitar. Melalui sinergi lintas entitas perusahaan ini, Direktur Utama Ray SM Daulay menegaskan komitmen korporasi dalam memperkuat nilai spiritual dan kepedulian sosial di lingkungan kerja. Inisiatif ini merupakan wujud nyata tanggung jawab kemanusiaan perusahaan untuk terus bertumbuh harmonis bersama komunitas dan memberikan manfaat bagi sesama.

PT Patra Jasa Group together with the Islamic Da'wah Agency (BDI) celebrated Eid al-Adha 1446 H by slaughtering 7 cows and 3 goats at the Patra Jasa Office Tower to be distributed to operational workers and the surrounding community. Through this cross-entity synergy, President Director Ray SM Daulay emphasized the corporation's commitment to strengthening spiritual values and social awareness in the workplace. This initiative is a tangible manifestation of the company's humanitarian responsibility to continue to grow harmoniously with the community and provide benefits to others.

10 **Juni /** *June*

PT Patra Jasa Perkuat Komitmen Keberlanjutan dengan Meraih Peringkat ESG 'BBB'

PT Patra Jasa Strengthens Sustainability Commitment by Achieving 'BBB' ESG Rating

PT Patra Jasa berhasil meraih peringkat ESG (*Environmental, Social, dan Governance*) sementara 'BBB' dari MSCI per Mei 2025, sebuah pencapaian strategis yang menempatkan perusahaan pada posisi kompetitif di sektor real estat nasional. Peringkat ini didukung oleh skor kuat pada pilar Tata Kelola (5.4) dan Sosial (6.2), yang mencerminkan transparansi serta akuntabilitas perusahaan dalam praktik bisnis berkelanjutan bagi para investor global. Melalui pengakuan ini, Patra Jasa berkomitmen untuk terus meningkatkan standar pengelolaan lingkungan dan kontribusi sosial guna memperkuat kepercayaan pemangku kepentingan serta memastikan pertumbuhan bisnis yang bertanggung jawab.

PT Patra Jasa has successfully achieved a provisional ESG (Environmental, Social, and Governance) rating of 'BBB' from MSCI as of May 2025, a strategic achievement that places the company in a competitive position in the national real estate sector. This rating is supported by strong scores in the Governance (5.4) and Social (6.2) pillars, reflecting the company's transparency and accountability in sustainable business practices for global investors. Through this recognition, Patra Jasa is committed to continuously improving its environmental management standards and social contributions to strengthen stakeholder trust and ensure responsible business growth.

18 **Juni /** *June*

Tanamkan Ilmu, Bangun Negeri: Patra Jasa Lanjutkan Program Mengajar 2025

Sharing Knowledge, Building the Nation: Patra Jasa Continues Its Teaching Program in 2025

Sebagai bagian dari rangkaian menyambut HUT ke-50, PT Patra Jasa menyelenggarakan program Patra Jasa Mengajar 2025 di SDN Marga Mulya VI, Bekasi. Kegiatan yang melibatkan 50 sukarelawan Perwira ini fokus memberikan edukasi mengenai nilai AKHLAK, bahasa Inggris, serta pencegahan bullying kepada para siswa di sekitar area operasional Patraland Urbano Apartment. Selain berbagi ilmu, Direktur Utama Ray SM Daulay juga menyerahkan bantuan fasilitas pendidikan berupa proyektor, printer, dan alat kebersihan untuk mendukung lingkungan belajar yang lebih kondusif. Inisiatif ini menegaskan komitmen TJSL perusahaan dalam mencerdaskan anak bangsa dan memperkuat hubungan harmonis dengan masyarakat sekitar.

As part of a series of events to celebrate its 50th anniversary, PT Patra Jasa organized the Patra Jasa Mengajar 2025 program at SDN Marga Mulya VI, Bekasi. This activity, which involved 50 Perwira volunteers, focused on educating students in the vicinity of the Patraland Urbano Apartment operational area about AKHLAK values, English, and bullying prevention. In addition to sharing knowledge, President Director Ray SM Daulay also handed over educational facilities such as projectors, printers, and cleaning equipment to support a more conducive learning environment. This initiative reaffirms the company's TJSL commitment to educating the nation's children and strengthening harmonious relations with the surrounding community.

20 **Juni /** *June*

Patra Jasa Tunjukkan Kekuatan Finansial, Laba Bersih Melesat di Tahun Buku 2024

Patra Jasa Demonstrates Financial Strength, Net Profit Soars in Fiscal Year 2024

Melalui Rapat Umum Pemegang Saham Tahunan (RUPST) Tahun Buku 2024 yang digelar pada 20 Juni 2025 di Patra Jasa Office Tower, PT Patra Jasa melaporkan pencapaian kinerja keuangan yang solid dengan mencatatkan pendapatan sebesar Rp 4,6 Triliun (naik 32,7% dari tahun 2023) dan Laba Bersih sebesar Rp 234,6 Miliar. Keberhasilan yang mencerminkan efektivitas strategi bisnis dan efisiensi operasional ini juga didukung oleh berbagai inovasi layanan sepanjang tahun 2024, seperti peluncuran Villa Patra Semarang, Vila Kayu Patra Anyer, dan Shasta Lounge. Dengan fondasi keuangan yang kuat dan komitmen terhadap inovasi berkelanjutan, Patra Jasa siap melangkah lebih agresif sekaligus memperkuat perannya sebagai pilar penting yang mendukung penciptaan nilai jangka panjang di Pertamina Group.

Through the Annual General Meeting of Shareholders (AGMS) for the Fiscal Year 2024, held on 20 June 2025 at Patra Jasa Office Tower, PT Patra Jasa reported strong financial performance, recording revenue of IDR 4.6 trillion, an increase of 32.7% compared to 2023, and net profit of IDR 234.6 billion. This achievement reflects the effectiveness of the Company's business strategy and operational efficiency, and is further supported by various service innovations throughout 2024, including the launch of Villa Patra Semarang, Vila Kayu Patra Anyer, and Shasta Lounge. With a solid financial foundation and a commitment to continuous innovation, Patra Jasa is positioned to advance more aggressively while strengthening its role as a key pillar in driving long-term value creation within the Pertamina Group.

25 **Juni /** *June*

Bukti Komitmen Berkelanjutan, Patra Jasa Sabet 3 Penghargaan di TJSL & CSR Award 2025

Patra Jasa Wins Three Awards at the 2025 TJSL & CSR Awards, Reflecting Its Commitment to Sustainability

PT Patra Jasa meraih prestasi gemilang dalam ajang TJSL & CSR Award 2025 dengan memborong dua penghargaan Gold untuk kategori Sosial dan Lingkungan pada 25 Juni di Jakarta. Penghargaan ini diberikan atas keberhasilan perusahaan menjalankan 30 program berkelanjutan yang bermanfaat bagi 1.500 penerima di seluruh unit bisnis sepanjang tahun 2024. Melengkapi pencapaian tersebut, Direktur Utama Ray SM Daulay turut dianugerahi penghargaan Strong Leadership on Social and Environment Program, mempertegas komitmen kepemimpinan perusahaan terhadap praktik bisnis yang bertanggung jawab dan selaras dengan pilar SDGs.

PT Patra Jasa achieved a remarkable feat at the 2025 TJSL & CSR Award by winning two Gold awards in the Social and Environmental categories on June 25 in Jakarta. These awards were given in recognition of the company's success in implementing 30 sustainable programs that benefited 1,500 recipients across all business units throughout 2024. To complement this achievement, President Director Ray SM Daulay was also awarded the Strong Leadership on Social and Environment Program award, reinforcing the company's leadership commitment to responsible business practices in line with the SDGs pillars.

26 **Juni /** *June*

Sabet Special Achievement di 7th TOP Digital PR Award 2025, Patra Jasa Tunjukkan Performa Unggul dalam PR Digital

Winning Special Achievement at the 7th TOP Digital PR Award 2025, Patra Jasa Demonstrates Superior Performance in Digital PR

PT Patra Jasa berhasil meraih penghargaan Special Achievement for Subsidiary BUMN dalam ajang 7th Top Digital PR Award 2025 pada 26 Juni di Jakarta. Dengan skor tinggi sebesar 86,97 poin, perusahaan dinilai unggul dalam tiga parameter utama: Digital Media, Digital Sentiment, dan Digital Awareness. Prestasi ini menegaskan kapabilitas Patra Jasa dalam mengelola reputasi digital secara efektif sekaligus menjadi motivasi untuk terus mengembangkan praktik kehumasan yang profesional dan transparan di era digital.

PT Patra Jasa won the Special Achievement for State-Owned Enterprise Subsidiary award at the 7th Top Digital PR Award 2025 on June 26 in Jakarta. With a high score of 86.97 points, the company was rated superior in three main parameters: Digital Media, Digital Sentiment, and Digital Awareness. This achievement confirms Patra Jasa's capability in effectively managing its digital reputation while also motivating it to continue developing professional and transparent public relations practices in the digital era.

14 **Juli /** *July*

Langkah Nyata untuk Bumi Lestari, Patra Jasa Kenalkan Eco Enzyme ke Lingkungan Kerja

Patra Jasa Introduces Eco Enzyme in the Workplace as a Concrete Step Toward Sustainability

Patra Jasa menyelenggarakan talkshow dan workshop lingkungan bertajuk "*Eco Starts with Enzyme for a Sustainable Tomorrow*" di Jakarta. Kegiatan ini merupakan bentuk implementasi *Living Core Values* (LCV) AKHLAK 2025 (pilar Kompeten, Kolaboratif, dan Adaptif) guna memperkuat budaya keberlanjutan. Dalam acara ini, perusahaan mengedukasi pekerja mengenai pemanfaatan *eco enzyme* dalam operasional unit bisnis serta memaparkan pencapaian skor LCV AKHLAK tahun 2024 sebesar 202,29 (kategori *Acceptance*).

Patra Jasa held an environmental talk show and workshop entitled "Eco Starts with Enzyme for a Sustainable Tomorrow" in Jakarta. This activity is a form of implementing the Living Core Values (LCV) AKHLAK 2025 (Competent, Collaborative, and Adaptive pillars) to strengthen the culture of sustainability. During the event, the company educated employees on the use of eco enzymes in business unit operations and presented the 2024 AKHLAK LCV score of 202.29 (Acceptance category).

17 **Juli /** *July*

Menapaki Usia Emas, Patra Jasa Tegaskan Komitmen untuk Tumbuh dan Bertransformasi

Entering its Golden Age, Patra Jasa Affirms its Commitment to Growth and Transformation

Menandai usia emas perusahaan, PT Patra Jasa menyelenggarakan Syukuran Hari Jadi ke-50 dengan mengusung tema "*Golden Resilience*". Acara yang berlangsung di Yudistira Ballroom ini dihadiri langsung oleh Dewan Komisaris dan Jajaran Direksi PT Pertamina (Persero) serta seluruh pemangku kepentingan strategis. Dalam momentum ini, perusahaan menegaskan arah strategis di era baru untuk memperkuat inovasi, memperluas kolaborasi, serta memantapkan posisi sebagai mitra terpercaya dalam mendukung pembangunan nasional di sektor properti, hospitality, dan multi jasa.

Marking the company's golden anniversary, PT Patra Jasa held its 50th Anniversary Celebration with the theme "Golden Resilience". The event, held at the Yudistira Ballroom, was attended by the Board of Commissioners and Directors of PT Pertamina (Persero) as well as all strategic stakeholders. During this milestone, the company reaffirmed its strategic direction in the new era to strengthen innovation, expand collaboration, and solidify its position as a trusted partner in supporting national development in the property, hospitality, and multi-service sectors.

24 **Juli /** *July*

Patra Jasa Raih Penghargaan Mitra Kerja Terbaik di Ajang SRM Summit 2025

Patra Jasa Wins Best Business Partner Award at SRM Summit 2025

PT Patra Jasa meraih penghargaan bergengsi sebagai Mitra Kerja Terbaik Holding Sinergi Pertamina Incorporated pada ajang *Supplier Relationship Management* (SRM) Summit 2025 yang diselenggarakan oleh PT Pertamina (Persero). Penghargaan ini diterima langsung oleh Direktur Utama Ray SM Daulay sebagai bentuk pengakuan atas keunggulan kinerja, kepatuhan standar operasional, dan integritas tinggi dalam mendukung ekosistem pengadaan barang dan jasa di lingkungan Pertamina Group. Menjadi satu-satunya entitas AP Services & Portfolio yang menerima penghargaan ini, Patra Jasa menegaskan komitmennya dalam transformasi digitalisasi, kolaborasi berkelanjutan, serta penerapan standar HSSE yang unggul untuk mendukung pertumbuhan nasional.

PT Patra Jasa won a prestigious award as the Best Business Partner of Pertamina Incorporated Synergy Holding at the 2025 Supplier Relationship Management (SRM) Summit organized by PT Pertamina (Persero). The award was received directly by President Director Ray SM Daulay as a form of recognition for excellence in performance, compliance with operational standards, and high integrity in supporting the goods and services procurement ecosystem within the Pertamina Group. As the only AP Services & Portfolio entity to receive this award, Patra Jasa reaffirms its commitment to digital transformation, sustainable collaboration, and the implementation of superior HSSE standards to support national growth.

28 **Juli /** *July*

Perkuat Ketahanan Digital, PT Patra Jasa Tandatangani Komitmen TI dan Siber

Strengthening Digital Resilience, PT Patra Jasa Signs IT and Cyber Commitment

PT Patra Jasa melaksanakan Penandatanganan Komitmen Tata Kelola Teknologi Informasi (TI) dan *Cyber Security Charter* bersama anak perusahaannya, PT Prima Armada Raya dan PT Mitra Tours and Travel. Langkah strategis ini merupakan tindak lanjut komitmen bersama PT Pertamina (Persero) untuk memperkuat ketahanan digital melalui lima aspek utama: Strategi Pengelolaan TI, Klasifikasi Keamanan Informasi, Tata Kelola Aplikasi, Tata Kelola Data Elektronik, dan *Cyber Security Charter*. Inisiatif ini menegaskan kesiapan perusahaan dalam menghadapi tantangan keamanan siber serta mempercepat transformasi digital yang terintegrasi di seluruh lini bisnis Patra Jasa Group.

PT Patra Jasa signed an Information Technology (IT) Governance and Cyber Security Charter Commitment with its subsidiaries, PT Prima Armada Raya and PT Mitra Tours & Travel. This strategic step is a follow-up to PT Pertamina (Persero)'s joint commitment to strengthen digital resilience through five main aspects: IT Management Strategy, Information Security Classification, Application Governance, Electronic Data Governance, and Cyber Security Charter. This initiative affirms the company's readiness to face cyber security challenges and accelerate integrated digital transformation across all Patra Jasa Group business lines.

13 **Agustus /** *August*

Strategi Risiko Patra Jasa, Transformasi Manajemen Bisnis Berkelanjutan Melalui RMF

Patra Jasa Risk Strategy, Sustainable Business Management Transformation Through RMF

PT Patra Jasa menyelenggarakan Risk Management Forum dengan menghadirkan pakar risiko dari PT Pertamina (Persero). Forum ini bertujuan memperkuat tata kelola risiko dan investasi jangka panjang melalui pembahasan tiga tema utama: *ongoing business, project risk rating*, dan *fraud awareness*. Inisiatif ini menegaskan komitmen perusahaan dalam membangun budaya manajemen risiko yang sistematis, berintegritas, dan berbasis etika kerja guna melindungi keberlanjutan bisnis serta meminimalkan risiko operasional dan finansial.

PT Patra Jasa held a Risk Management Forum featuring risk experts from PT Pertamina (Persero). The forum aimed to strengthen risk governance and long-term investment through discussions on three main themes: ongoing business, project risk rating, and fraud awareness. This initiative reaffirmed the company's commitment to building a systematic, ethical, and integrity-based risk management culture to protect business continuity and minimize operational and financial risks.

22 **Agustus /** *August*

Semarak Hari Kemerdekaan ke-80, Patra Jasa Teguhkan Semangat Solidaritas

Celebrating the 80th Independence Day, Patra Jasa Strengthens the Spirit of Solidarity

Dalam rangka memperingati HUT ke-80 Republik Indonesia, PT Patra Jasa menyelenggarakan acara Gebyar Kemerdekaan yang diikuti oleh seluruh jajaran Direksi, manajemen, dan Perwira kantor pusat. Melalui berbagai perlombaan yang mengedepankan sportivitas dan kreativitas, kegiatan ini bertujuan untuk mempererat silaturahmi, solidaritas, serta meneguhkan nilai-nilai kebangsaan seperti gotong royong dan persatuan dalam budaya kerja perusahaan demi mendukung pertumbuhan dan keberlanjutan bisnis.

In commemoration of the 80th anniversary of the Republic of Indonesia, PT Patra Jasa held an Independence Day celebration attended by the entire board of directors, management, and officers of the head office. Through various competitions that emphasize sportsmanship and creativity, this event aims to strengthen relationships, solidarity, and reinforce national values such as mutual cooperation and unity in the company's work culture in order to support business growth and sustainability.

28 **Agustus /** *August*

Patra Jasa Raih Tiga Penghargaan di OSH Asia's Summit 2025

Patra Jasa Wins Three Awards at OSH Asia's Summit 2025

PT Patra Jasa meraih prestasi gemilang di ajang OSH Asia's Summit 2025 dengan memborong tiga penghargaan: *Excellence Company for Safety Management Fast Learning, The Most Safety Culture*, dan *The Best OSH in Construction Category.* Selain itu, Direktur Utama Ray SM Daulay dinobatkan sebagai *The Best CEO on OSH Culture*. Penghargaan ini merupakan bentuk apresiasi atas konsistensi perusahaan dalam memperkuat kematangan budaya K3 (Keselamatan dan Kesehatan Kerja) serta implementasi SMK3 sebagai pondasi utama dalam mendukung keberlanjutan bisnis.

PT Patra Jasa achieved outstanding success at the OSH Asia's Summit 2025 by winning three awards: Excellence Company for Safety Management Fast Learning, The Most Safety Culture, and The Best OSH in Construction Category. In addition, President Director Ray SM Daulay was named The Best CEO on OSH Culture. These awards are a form of appreciation for the company's consistency in strengthening the maturity of its OSH (Occupational Safety and Health) culture and the implementation of SMK3 as the main foundation in supporting business sustainability.

25 **September /** *September*

Dorong Keterampilan Blue Food di Bali, Kolaborasi Patra Jasa dan Pertamina International Shipping

Promoting Blue Food Skills in Bali: A Collaboration between Patra Jasa and Pertamina International Shipping

Melalui program TJSL "Kenali", kolaborasi antara Pertamina International Shipping, Patra Jasa, dan Divers Clean Action menyelenggarakan Workshop Blue Food di Desa Kelan, Bali, guna meningkatkan keterampilan ekonomi masyarakat pesisir dalam mengolah produk laut secara berkelanjutan dan bernilai komersial.

Through the CSR program "Kenali," a collaboration between Pertamina International Shipping, Patra Jasa, and Divers Clean Action, a Blue Food Workshop was conducted in Kelan Village, Bali, aimed at enhancing coastal community economic skills in processing marine products in a sustainable manner with commercial value.

10 **Oktober /** *October*

Patra Jasa Gelar Pelatihan dan Sertifikasi Lokal Tour Guide Demi Pengembangan SDM Pariwisata Bali

Patra Jasa Holds Local Tour Guide Training and Certification for the Development of Bali's Tourism Human Resources

PT Patra Jasa melalui unit bisnis The Patra Bali Resort & Villas menyelenggarakan program TJSL berupa Pelatihan & Sertifikasi Lokal Tour Guide di Bali. Bersinergi dengan PT Pertamina (Persero), kegiatan ini bertujuan meningkatkan kompetensi, etika pelayanan, dan profesionalisme pemandu wisata lokal sebagai garda terdepan pariwisata. Program yang diakhiri dengan sertifikasi resmi oleh LSP Parindo ini merupakan wujud nyata komitmen perusahaan dalam pengembangan SDM pariwisata yang unggul, berdaya saing global, dan berbasis kearifan lokal.

PT Patra Jasa, through its business unit The Patra Bali Resort & Villas, is organizing a CSR program in the form of Local Tour Guide Training & Certification in Bali. In collaboration with PT Pertamina (Persero), this activity aims to improve the competence, service ethics, and professionalism of local tour guides as the frontline of tourism. This program, which concludes with official certification by LSP Parindo, is a tangible manifestation of the company's commitment to developing tourism human resources that are excellent, globally competitive, and based on local wisdom.

10 **November /** *November*

Wujud Investasi Berkualitas, Patra Jasa Raih Penghargaan di Jakarta Investment Award 2025

A Form of Quality Investment, Patra Jasa Wins Award at the 2025 Jakarta Investment Award

PT Patra Jasa meraih penghargaan kategori Investasi Tertinggi pada Sektor Perumahan, Kawasan Industri, dan Perkantoran (PMDN) dalam ajang Jakarta Investment Award (JIA) 2025 yang diselenggarakan oleh Pemprov DKI Jakarta. Penghargaan ini merupakan apresiasi atas kontribusi nyata perusahaan dalam menciptakan realisasi investasi terbesar tahun 2024 serta membangun ekosistem ekonomi yang berkelanjutan dan berdaya saing global di Jakarta. Capaian ini menegaskan peran strategis Patra Jasa dalam mendukung pembangunan nasional melalui tiga pilar bisnis utamanya: *Property Investment & Development, Hotels & Resorts, serta Services*.

PT Patra Jasa won the Highest Investment award in the Housing, Industrial Estates, and Offices (PMDN) category at the 2025 Jakarta Investment Award (JIA) organized by the Jakarta Provincial Government. This award is an appreciation for the company's tangible contribution in creating the largest investment realization in 2024 and building a sustainable and globally competitive economic ecosystem in Jakarta. This achievement confirms Patra Jasa's strategic role in supporting national development through its three main business pillars: Property Investment & Development, Hotels & Resorts, and Services.

11 **November /** *November*

Patra Jasa Tingkatkan Kompetensi 50 UMKM Cirebon Melalui Pelatihan dan Sertifikasi BNSP

Patra Jasa Improves Competence of 50 MSMEs in Cirebon Through BNSP Training and Certification

PT Patra Jasa menyelenggarakan program TJSL "Pelatihan dan Sertifikasi BNSP Keamanan Pangan Nasional" bagi 50 pelaku UMKM di Kabupaten Cirebon. Berkolaborasi dengan *Business Development Service* (BDS) dan LSP BNSP, kegiatan ini mencakup pelatihan standar mutu pangan, praktik pengolahan higienis (*kitchen practice*), hingga strategi pemasaran digital. Inisiatif ini merupakan langkah nyata perusahaan dalam mendukung penguatan ekonomi kerakyatan, standardisasi kompetensi nasional, serta pencapaian Sustainable Development Goals (SDGs) di bidang ketahanan pangan dan pemberdayaan ekonomi.

PT Patra Jasa organized a CSR program entitled "BNSP National Food Safety Training and Certification" for 50 MSME actors in Cirebon Regency. In collaboration with Business Development Service (BDS) and LSP BNSP, this activity included training on food quality standards, hygienic processing practices (kitchen practice), and digital marketing strategies. This initiative represents a concrete step by the company to support the strengthening of the people's economy, national competency standardization, and the achievement of Sustainable Development Goals (SDGs) in the areas of food security and economic empowerment.

25 **November /** *November*

Patra Jasa Kembali Buktikan Tata Kelola Unggul di Ajang Corporate Governance Perception Index Award 2025

Patra Jasa Once Again Proves Its Excellent Governance at the 2025 Corporate Governance Perception Index Award

PT Patra Jasa meraih penghargaan Indonesia *Trusted Companies Award* dalam ajang *Corporate Governance Perception Index* (CGPI) Award 2025. Mengangkat tema "Membangun Kapabilitas Dinamis Perusahaan dalam Kerangka *Good Corporate Governance* (GCG)", penghargaan ini menobatkan Patra Jasa sebagai Perusahaan terpercaya atas konsistensi dalam menerapkan prinsip tata kelola yang transparan, terkendali, dan berkelanjutan. Pencapaian ini menegaskan komitmen perusahaan dalam membangun fondasi GCG yang kuat untuk meningkatkan daya saing dan nilai jangka panjang bagi seluruh pemangku kepentingan.

PT Patra Jasa won the Indonesia Trusted Companies Award at the 2025 Corporate Governance Perception Index (CGPI) Award. With the theme "Building Dynamic Company Capabilities within the Framework of Good Corporate Governance (GCG)", this award recognizes Patra Jasa as a Trusted Company for its consistency in implementing transparent, controlled, and sustainable governance principles. This achievement reaffirms the company's commitment to building a strong GCG foundation to enhance competitiveness and long-term value for all stakeholders.

26 **November /** *November*

Patra Jasa Salurkan Bantuan Akses Air Bersih untuk Warga Gedongtengen, Yogyakarta

Patra Jasa Supports Clean Water Access for the Gedongtengen Community

PT Patra Jasa melalui unit bisnis Patra Malioboro Hotel menyalurkan bantuan fasilitas air bersih bagi warga Kemantren Gedongtengen, Yogyakarta (Kelurahan Sosrodipuran dan Sosromenduran). Program TJSL ini berupa pengadaan instalasi penyulingan air RO 7 UV yang memberikan manfaat bagi lebih dari 290 warga. Inisiatif ini merupakan wujud nyata kepedulian perusahaan terhadap peningkatan kualitas kesehatan masyarakat dan sanitasi lingkungan di kawasan padat penduduk, sekaligus mendukung upaya pemerintah daerah dalam menjaga stabilitas air tanah setempat.

PT Patra Jasa through Patra Malioboro Hotel has provided clean water facilities to residents of Kemantren Gedongtengen, Yogyakarta (Sosrodipuran and Sosromenduran villages). This CSR program involves the provision of RO 7 UV water purification installations that benefit more than 290 residents. This initiative is a tangible expression of the company's concern for improving public health and environmental sanitation in densely populated areas, while also supporting local government efforts to maintain the stability of local groundwater.

03 **Desember /** *December*

Perkuat Sistem Tata Kelola, Patra Jasa Gelar Pisah Sambut Direktur Keuangan dan Umum

Strengthening Governance System, Patra Jasa Holds Farewell and Welcome Ceremony for Finance and General Affairs Director

PT Patra Jasa menyelenggarakan acara Pisah Sambut Direktur Keuangan dan Umum di Yudistira Ballroom, Patra Jasa Office Tower. Acara ini menandai transisi kepemimpinan dari Aditya Dhanwantara (periode 2024–2025) kepada Kurnia Pinayungan sebagai Direktur Keuangan dan Umum yang baru. Momen ini menjadi tonggak strategis bagi perusahaan untuk memperkuat struktur manajemen dan menyempurnakan tata kelola organisasi guna mendukung keberlanjutan bisnis serta pertumbuhan perusahaan di masa mendatang.

PT Patra Jasa held a farewell and welcome event for Finance and General Affairs Director at the Yudistira Ballroom, Patra Jasa Office Tower. This event marked the leadership transition from Aditya Dhanwantara (2024–2025 term) to Kurnia Pinayungan as the new Finance and General Affairs Director. This moment is a strategic milestone for the company to strengthen its management structure and refine its organizational governance to support business sustainability and future growth.

04 **Desember /** *December*

Komitmen Transformasi Digital, Patra Jasa Sabet Tiga Penghargaan dalam TOP Digital Awards 2025

Digital Transformation Commitment, Patra Jasa Wins Three Awards at the 2025 TOP Digital Awards

PT Patra Jasa berhasil meraih tiga penghargaan pada ajang TOP Digital Awards 2025 yang diselenggarakan oleh Majalah IT Works di Jakarta pada 4 Desember 2025 setelah melalui proses penilaian yang objektif oleh dewan juri. Perusahaan ini membawa pulang penghargaan tertinggi, yaitu TOP Digital Implementation 2025 #Stars 5, atas keunggulan infrastruktur dan implementasi teknologi digitalnya yang dinilai layak menjadi rujukan instansi lain. Selain pencapaian perusahaan, penghargaan individu juga diberikan kepada M. Indharto Rusman selaku TOP Chief Information Officer (CIO) on Digital Implementation 2025 dan Ahmad Baihaki selaku TOP IT Vice President on Digital Implementation 2025 atas dedikasi dan kepemimpinan mereka dalam menyukseskan transformasi digital di lingkungan Patra Jasa.

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04 **Desember /** *December*

Patra Jasa Luncurkan Program Pengelolaan Sampah Organik untuk Berdayakan Masyarakat Anyer

Patra Jasa Launches Organic Waste Management Program to Empower Anyer Community

PT Patra Jasa melalui unit bisnis Patra Anyer Hotel meluncurkan Program Pengelolaan Sampah Organik Berbasis Pemberdayaan dan Edukasi di Kecamatan Anyer, Kabupaten Serang. Menghadapi tantangan volume sampah wilayah pesisir yang mencapai 30–40 ton per hari, perusahaan menginisiasi solusi ramah lingkungan melalui metode maggot farming. Program TJSL ini bertujuan mengurangi beban TPSA sekaligus memberikan nilai ekonomi tambahan bagi masyarakat melalui pengelolaan sampah terpadu, sejalan dengan komitmen perusahaan dalam menjaga kelestarian ekosistem pariwisata dan kesehatan lingkungan.

PT Patra Jasa, through its business unit Patra Anyer Hotel, launched an Empowerment and Education-Based Organic Waste Management Program in Anyer District, Serang Regency. Faced with the challenge of coastal waste volumes reaching 30–40 tons per day, the company initiated an environmentally friendly solution through maggot farming. This CSR program aims to reduce the burden on TPSA while providing additional economic value to the community through integrated waste management, in line with the company's commitment to preserving the tourism ecosystem and environmental health.

11 **Desember /** *December*

Peduli Sosial, Patra Jasa Perluas Akses Air Bersih Warga di Lebak Gede, Kota Bandung

Patra Jasa Expands Access to Clean Water for Residents of Lebak Gede, Bandung

PT Patra Jasa melalui unit bisnis Patra Bandung Hotel menyerahkan fasilitas sanitasi air bersih kepada warga Kelurahan Lebak Gede, Kota Bandung. Program TJSL ini difokuskan pada penyediaan akses air layak konsumsi bagi warga RW 07 dan RW 12, guna mendukung peningkatan kualitas kesehatan masyarakat dan menekan risiko stunting. Selain pembangunan infrastruktur, inisiatif ini mencakup edukasi perilaku hidup bersih serta program ketahanan pangan melalui pemanfaatan lahan produktif, yang menegaskan komitmen perusahaan dalam menciptakan dampak sosial yang inklusif dan berkelanjutan di wilayah operasionalnya.

PT Patra Jasa, through its business unit Patra Bandung Hotel, handed over clean water sanitation facilities to residents of Lebak Gede Village, Bandung City. This CSR program focuses on providing access to clean drinking water for residents of RW 07 and RW 12, in order to support improvements in public health and reduce the risk of stunting. In addition to infrastructure development, this initiative includes education on clean living practices and food security programs through the utilization of productive land, which reaffirms the company's commitment to creating inclusive and sustainable social impact in its operational areas.

17 **Desember /** *December*

Perkuat Sinergi Industri dan Akademisi, Patra Jasa Sepakati Kerja Sama Keberlanjutan Bersama Universitas Pertamina

Strengthening Synergy between Industry and Academia, Patra Jasa Agrees on Sustainability Cooperation with Pertamina University

PT Patra Jasa menandatangani Nota Kesepahaman (MoU) dengan Universitas Pertamina (UPER) untuk memperkuat sinergi antara dunia industri dan akademisi dalam bidang keberlanjutan. Kolaborasi strategis ini berfokus pada pengembangan riset terapan, inovasi, dan peningkatan kualitas SDM guna mendukung implementasi program Environmental, Social, and Governance (ESG) perusahaan. Kerja sama ini merupakan bagian dari roadmap keberlanjutan Patra Jasa hingga tahun 2030 untuk menghadirkan solusi operasional bisnis yang berbasis riset dan berdampak positif bagi lingkungan serta masyarakat.

PT Patra Jasa signed a Memorandum of Understanding (MoU) with Pertamina University (UPER) to strengthen synergy between industry and academia in the field of sustainability. This strategic collaboration focuses on the development of applied research, innovation, and human resource quality improvement to support the implementation of the company's Environmental, Social, and Governance (ESG) program. This collaboration is part of Patra Jasa's sustainability roadmap until 2030 to provide research-based business operational solutions that have a positive impact on the environment and society.

Patra Malioboro Hotel

Jejak Langkah

Oversteps of Patra Jasa

Selama lima dekade, PT Patra Jasa telah menorehkan berbagai pencapaian gemilang dan sukses melakukan transformasi bisnisnya. Keberhasilan ini tidak hanya memperkokoh fondasi perusahaan, tetapi juga menjadi pendorong utama bagi pertumbuhan dan keberlanjutan bisnis di masa depan. Dengan pengalaman panjang dan rekam jejak yang solid, PT Patra Jasa terus berinovasi dan beradaptasi untuk menghadapi tantangan serta meraih peluang baru, demi memastikan kontribusi berkelanjutan bagi industri dan masyarakat.

For five decades, PT Patra Jasa has achieved various of outstanding achievements and successfully transformed its business. This success has not only strengthened the company's foundation, but has also become a main driver for future business growth and sustainability. With long experience and a solid track record, PT Patra Jasa continues to innovate and adapt to face challenges and seize new opportunities, in order to ensure sustainable contributions to the industry and society.

1963

Cikal bakal PT Patra Jasa berdiri dengan nama Vacantie Cord Puntjak N.V.

The forerunner of PT Patra Jasa was established under the name Vacantie Cord Puntjak N.V.

1975

Pada tahun ini terjadi perubahan nama Vacantie Cord Puntjak N.V. menjadi PT Patra Jasa untuk mengelola aset hotel dan gedung perkantoran milik PT Pertamina (Persero), sehingga pada tahun ini tanggal 17 Juli 1975 diperingati sebagai hari jadi Perseroan.

In this year there was change in the name of Vacantie Cord Puntjak N.V. to PT Patra Jasa to manage hotel assets and office building owned by PT Pertamina (Persero), so that this year, July 17, 1975, was commemorated as the anniversary of the Company.

1988-1992

PT Pertamina (Persero) menyerahkan kepemilikan aset hotel dan gedung perkantoran sebagai bentuk penyertaan modal di PT Patra Jasa.

PT Pertamina (Persero) handled ownership of hotel assets and office building assets as a form of capital participation in PT Patra Jasa.

2014

PT Patra Jasa melakukan perubahan Anggaran Dasar perusahaan dan mulai merambah bisnis baru sebagai pengembang dan pengelola properti serta pengembangan satu anak perusahaan baru yaitu PT Prima Armada Raya, yang bergerak di bidang penyewaan kendaraan.

PT Patra Jasa amended its Articles of Association and started new businesses as a property developer and manager, as well as development of a new subsidiary, PT Prima Armada Raya, which is engaged in vehicle rental.

2016

PT Patra Jasa melakukan *rebranding* bisnisnya menjadi 3 pilar yaitu Property Investment & Development, Hotels & Resorts, dan Services.

PT Patra Jasa rebranded its business into three pillars, namely Property Investment & Development, Hotels & Resorts, and Services.

2018

Sinergi Pendayagunaan Aset PT Pertamina (Persero) dan Anak Perusahaan dan Penandatanganan Kerjasama dengan BUMN dan swasta mendirikan anak perusahaan PT Mitra Tours and Travel (MTT).

Synergy in Asset Utilization of PT Pertamina (Persero) and Its Subsidiaries as well as the Signing of Cooperation with State-Owned Enterprises (BUMN) and Private Sector to establish subsidiary PT Mitra Tours and Travel (MTT).

2019

PT Patra Jasa, PT Wijaya Karya Bangunan Gedung Tbk dan PT Wijaya Karya Realty membentuk Joint Venture (JV) bernama PT Patra Wijaya Realtindo. Patra Jasa juga memiliki cucu perusahaan melalui PT Mitra Tours and Travel bernama PT Manajemen CBT Nusantara.

PT Patra Jasa, PT Wijaya Karya Bangunan Gedung Tbk, and PT Wijaya Karya Realty formed a joint venture company called PT Patra Wijaya Realtindo. Patra Jasa also has a younger company through PT Mitra Tours and Travel called PT Manajemen CBT Nusantara.

2020

PT Patra Jasa ikut berperan aktif dalam memerangi penyebaran virus COVID-19 di Indonesia, salah satunya dengan penugasan dari PT Pertamina (Persero) membangun Rumah Sakit Pertamina Jaya (RSPJ) Modular yang berada di Patra Jakarta Hotel, Patra Bandung Hotel menjadi POSKO BERSAMA BUMN & BNPB, dan membangun Rumah Sakit Pertamina Pusat (RSPP) Extension COVID-19 di Kawasan Simprug. Pada tahun 2020, PT Patra Jasa berhasil membuka dua hotel, yaitu Patra Dumai Hotel pada tanggal 18 November 2020 dan Patra Malioboro Hotel pada tanggal 28 Desember 2020.

PT Patra Jasa has played an active role in combating the spread of COVID-19 virus in Indonesia, one of which is the assignment from PT Pertamina (Persero) to build the Pertamina Jaya Modular Hospital (RSPJ) located at Patra Hotel Jakarta, Patra Bandung Hotel to become a Joint POSKO for BUMN & BNPB, and build the Pertamina Central Hospital (PCH) COVID-19 Extension in the Simprug area. In 2020, PT Patra Jasa successfully opened two hotels, namely Patra Dumai Hotel on November 18, 2020, and Patra Malioboro Hotel on December 28, 2020.

2021

Patra Jasa kembali mendapat penugasan dari PT Pertamina (Persero) untuk membangun Rumah Sakit Modular Pertamina Tanjung Duren berkapasitas 305 bed, yang bekerjasama dengan PT Pertamina Bina Medika IHC. Penyelesaian pembangunan RS Modular ini dilakukan selama 30 hari. Perubahan Anggaran Dasar Perseroan pada ketentuan Pasal 3 mengenai maksud dan tujuan serta kegiatan usaha Perseroan sesuai dengan Klasifikasi Baku Lapangan Usaha Indonesia ("KBLI").

Patra Jasa was again assigned by PT Pertamina (Persero) to build the 305-bed capacity Pertamina Tanjung Duren Modular Hospital, in collaboration with PT Pertamina Bina Medika IHC. The completion of construction of this Modular Hospital was carried out within 30 days. Amendment to the Company's Articles of Association in the provisions of Article 3 regarding the purpose and objectives and business activities of the Company in accordance with the Indonesian Standard Industrial Classification ("ISIC").

2022

Di tahun 2022, Patra Jasa berkomitmen dalam meningkatkan industri pariwisata Indonesia, diantaranya dengan melakukan kerja sama dalam pengelolaan The Patra Bali Resort & Villas bersama PT Hotel Indonesia Group. Pada tanggal 9 Desember 2022, Patra Jasa melakukan Ground breaking Fasilitas Research & Technology Center (RTC) Terintegrasi. Pembangunan RTC Terintegrasi adalah penugasan PT Pertamina (Persero) terhadap Patra Jasa sebagai bentuk sinergi untuk menyediakan fasilitas terintegrasi di satu lokasi sehingga proses penelitian dapat berlangsung secara efektif dan efisien.

In 2022, Patra Jasa is committed to improving Indonesia's tourism industry, one of which through cooperation in the management of The Patra Bali Resort & Villas with PT Hotel Indonesia Group. On December 9, 2022, Patra Jasa laid the first stone for the construction of the Integrated Research & Technology Center (RTC) facility. The construction of this Integrated RTC is an assignment from PT Pertamina (Persero) to Patra Jasa as a form of synergy to provide integrated facilities in one location so that the research process can take place effectively and efficiently

2023

Tahun 2023, Patra Jasa berhasil melakukan optimalisasi aset dengan melakukan renovasi di salah satu Unit Bisnis, di antaranya Patra Parapat Hotel. Selanjutnya di tahun 2023 terdapat pelaksanaan atas keberhasilan pengatapan atau topping off untuk fasilitas Research & Technology Center (RTC) Terintegrasi. Capaian ini merupakan salah satu momen penting dalam mewujudkan Indonesia mencapai nol emisi pada 2060.

In 2023, Patra Jasa successfully optimized its assets by renovating one of its business units, namely Patra Parapat Hotel. Furthermore, in 2023, there was a successful topping off for the Integrated Research & Technology Center (RTC) facility. This achievement is one of the important moments in realizing zero emission Indonesia by 2060

2022

Di tahun 2022, Patra Jasa berkomitmen dalam meningkatkan industri pariwisata Indonesia, diantaranya dengan melakukan kerja sama dalam pengelolaan The Patra Bali Resort & Villas bersama PT Hotel Indonesia Group. Pada tanggal 9 Desember 2022, Patra Jasa melakukan Ground breaking Fasilitas Research & Technology Center (RTC) Terintegrasi. Pembangunan RTC Terintegrasi adalah penugasan PT Pertamina (Persero) terhadap Patra Jasa sebagai bentuk sinergi untuk menyediakan fasilitas terintegrasi di satu lokasi sehingga proses penelitian dapat berlangsung secara efektif dan efisien.

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2024

Pada tahun 2024, Patra Jasa berhasil melakukan optimalisasi dan revitalisasi aset. Di awal tahun, Patra Jasa meresmikan The Rinascimento Italian Restaurant di The Patra Bali Resort & Villas. Selain itu, sejumlah proyek renovasi dan revitalisasi dilakukan pada beberapa aset hotel, seperti Patra Dumai Hotel dan Patra Semarang Hotel & Convention. Patra Jasa juga meluncurkan Bobocabin Patra Parapat. Di akhir tahun 2024, Patra Jasa meresmikan Villa Kayu Patra Anyer dan Shasta Lounge di Patra Semarang Hotel & Convention. Semua langkah ini dilakukan untuk memberikan kontribusi positif dalam mendukung kemajuan pariwisata Indonesia.

In 2024, Patra Jasa successfully optimized and revitalized its assets. At the beginning of the year, Patra Jasa inaugurated Rinascimento Italian Restaurant at The Patra Bali Resort & Villas. In addition, a number of renovation and revitalization projects were carried out on several hotel assets, such as Patra Dumai and Patra Semarang Hotel & Convention. Patra Jasa also launched Bobocabin Patra Parapat. At the end of 2024, Patra Jasa inaugurated Villa Kayu Patra Anyer and Shasta Lounge Patra at Semarang Hotel. All these steps are taken to make a positive contribution to supporting the progress of Indonesian tourism.

2025

Tahun 2025, Patra Jasa telah berhasil memperoleh peringkat ESG (Environmental, Social dan Governance) 'BBB' dari Morgan Stanley Capital International (MSCI). Hal ini merupakan pencapaian penting yang menempatkan Patra Jasa dalam sorotan di tengah meningkatnya perhatian global terhadap praktik keberlanjutan Perusahaan.

In 2025, Patra Jasa successfully achieved a 'BBB' ESG (Environmental, Social, and Governance) rating from Morgan Stanley Capital International (MSCI). This is a significant achievement that has put Patra Jasa in the spotlight amid growing global attention on corporate sustainability practices.

01

Patra Semarang Hotel & Convention

KILAS KINERJA 2025

PERFORMANCE OVERVIEW 2025

Ikhtisar Keuangan

Financial Highlight

Laporan Ikhtisar Laba Rugi Komprehensif
Summary of Comprehensive Income Statement

Uraian Description	Pertumbuhan (%) Growth (%) 2024 – 2025	2025	2024	2023	2022	2021
Pendapatan Income	16.51%	**5.456.003**	4.683.014	3.529.963	2.663.285	2.202.307
Laba Kotor Gross Profits	3.78%	**1.250.596**	1.205.068	1.005.562	804.333	589.476
Beban Usaha Business Expenses	14.23%	**(586.940)**	(684.292)	(556.399)	(510.307)	(431.766)
Laba Sebelum Pajak Penghasilan Profit Before Income Tax	23.44%	**389.560**	315.598	244.322	133.433	47.540
Beban Pajak Penghasilan Income Tax Expenses	42.86%	**(115.652)**	(80.953)	(57.214)	(11.084)	3.028
Laba Tahun Berjalan Current Year Profit	16.73%	**273.908**	234.645	187.108	122.349	50.568
Laba Komprehensif Tahun Berjalan Year-to-Date Comprehensive Profits	9.36%	**261.003**	238.670	185.954	121.851	63.873
Laba yang Dapat Didistribusikan kepada: Profits Distributable to:	16.73%	**273.908**	234.645	187.108	122.349	50.568
Pemilik Entitas Induk; Owner of the Parent Entity;	15.04%	**270.217**	234.883	185.120	121.026	50.386
Kepentingan Non-Pengendali; Non - Controlling Interest;	1.651%	**3.691**	(238)	1.988	1.323	182
Laba Komprehensif yang Dapat Didistribusikan kepada: Comprehensive Profits Distributable to:	9.36%	**261.003**	238.670	185.954	121.851	63.873
Pemilik Entitas Induk; Owner of Parent Entity;	7.70%	**257.319**	238.914	183.968	120.530	63.690
Kepentingan Non-Pengendali; Non - Controlling Interest;	1.604%	**3.684**	(244)	1.986	1.321	183
Laba Bersih per Saham (Dalam Rupiah) Net Profit per Share (In Rupiah)	20.00%	**0.18**	0,15	0.12	0,08	0,04

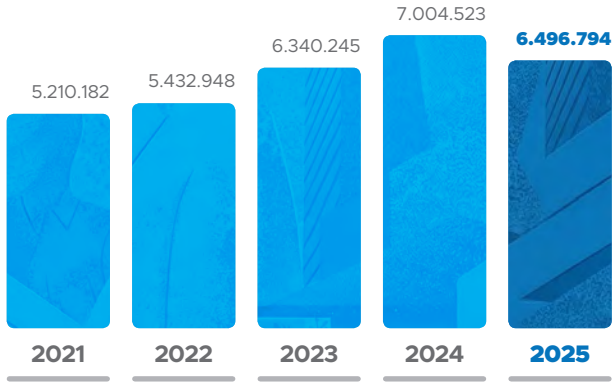
Laporan Posisi Keuangan
Statement of Financial Position

Uraian Description	Pertumbuhan (%) Growth (%) 2024 – 2025	2025	2024	2023	2022	2021
Aset Lancar Current Assets	-20.06%	**3.053.616**	3.820.049	3.354.798	2.403.160	2.204.485
Aset Tidak Lancar Non - Current Assets	8.12%	**3.443.178**	3.184.472	2.985.447	3.029.788	3.005.697
Total Aset Total Assets	-7.25%	**6.496.794**	7.004.522	6.340.245	5.432.948	5.210.182
Liabilitas Jangka Pendek Short - Term Liabilities	-17.86%	**2.190.032**	2.666.175	2.290.195	1.461.385	1.507.732
Liabilitas Jangka Panjang Long - Term Liabilities	-13.22%	**1.296.759**	1.494.278	1.369.807	1.240.967	1.083.628
Total Liabilitas Total Liabilities	-16.19%	**3.486.791**	4.160.452	3.660.002	2.702.352	2.591.360
Jumlah Ekuitas Total Equity	5.83%	**3.010.003**	2.844.069	2.680.243	2.730.596	2.618.822
Jumlah Liabilitas dan Ekuitas Total Liability and Equity	-7.25	**6.496.794**	7.004.522	6.340.245	5.432.948	5.210.182
Rasio Laba (Rugi) terhadap Jumlah Aset (%) Ratio of Profit (Loss) to Total Assets (%)	25.86%	**4.22**	3,35	2,95	2,25	00,49
Rasio Laba (Rugi) terhadap Ekuitas (%) Profit (Loss) to Equity Ratio (%)	10.30%	**9.10**	8,25	6,98	4,48	0,89
Rasio Laba (Rugi) terhadap Pendapatan (%) Profit (Loss) to Revenue Ratio (%)	0.19%	**5.02**	5,01	5,30	4,59	1,23
Rasio Lancar (%) Current Ratio (%)	-2.79%	**1.39**	1.43	1.46	1.64	1.46
Rasio Liabilitas terhadap Ekuitas (%) Liability to Equity Ratio (%)	-20.81%	**115.84**	146,29	136,55	98,97	83,67
Rasio Liabilitas terhadap Jumlah Aset (%) Liability to Total Assets Ratio	-9.64%	**53.67**	59,40	57,73	49,74	45,55

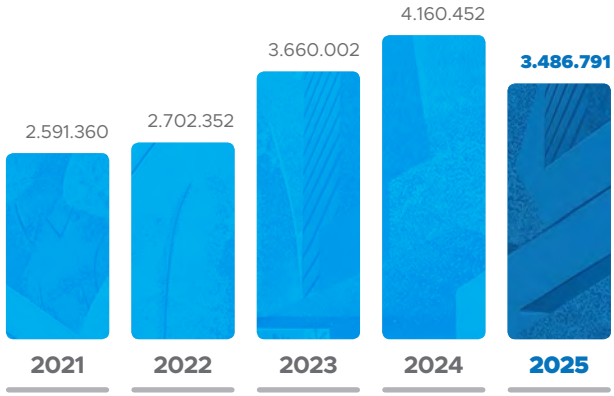
Grafik Ikhtisar Keuangan

Financial Summary Chart

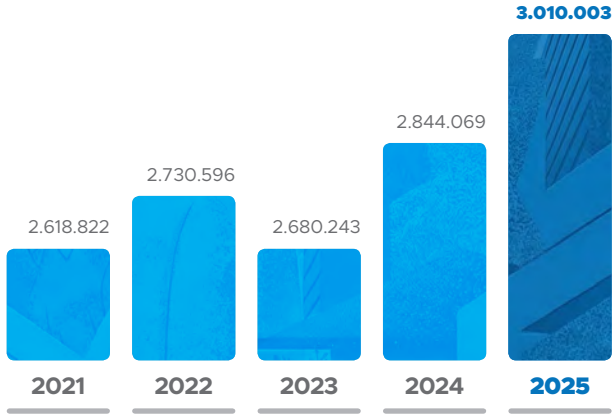
Total Aset
Assets



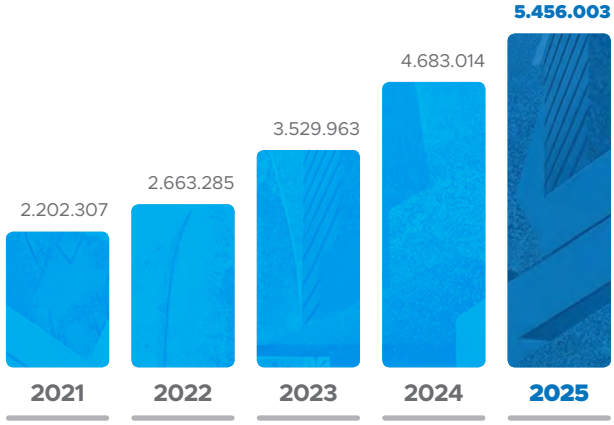
Total Liabilitas
Liabilities



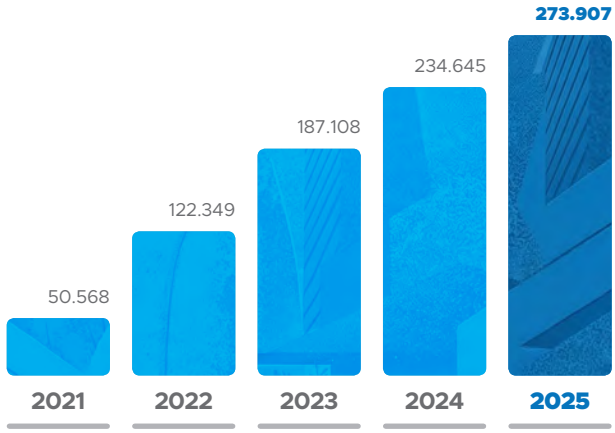
Total Ekuitas
Equity



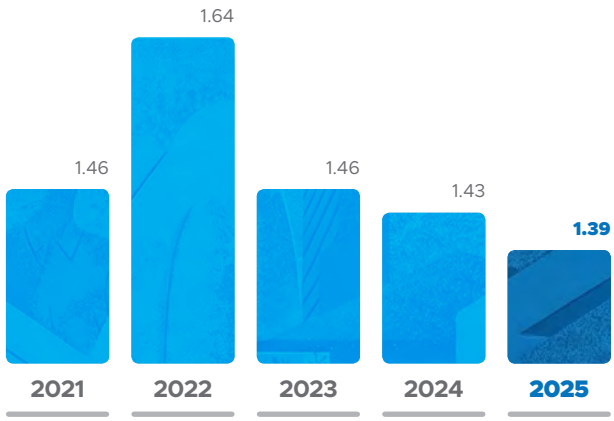
Pendapatan
Revenue



Laba Tahun Berjalan
Profit for the Year



Rasio Lancar
Current Ratio



Ikhtisar Saham dan Obligasi

Summary of Stocks and Bonds

Ikhtisar Saham

Dalam periode 2021 hingga 2025, Perseroan tidak melakukan penawaran saham di bursa efek mana pun. Oleh karena itu, saham Perseroan tidak dimiliki oleh publik atau masyarakat umum, sehingga data mengenai jumlah saham yang beredar, kapitalisasi pasar berdasarkan harga saham di bursa, harga saham tertinggi, terendah, dan penutupan, serta volume perdagangan saham tidak tersedia.

Summary of Stocks

During the period 2021 to 2025, the Company did not conduct any stock offering on any stock exchange. therefore, the Company shares are not owned by the public or the general public, so data on the number of shares outstanding, market capitalization based on stock prices on the stock exchange, the highest, lowest and closing stock prices, and stock trading volume are not available.

Ikhtisar Obligasi

Pada periode 2021 hingga 2025, Perseroan tidak mengeluarkan obligasi di bursa efek, baik domestik maupun internasional. Dengan demikian, tidak ada informasi yang dapat disampaikan terkait ikhtisar kinerja obligasi Perseroan.

Summary of Bonds

In the period 2021 - 2025, the Company did not issue bonds on the stock exchange, either at home or overseas. therefore, there is no information that can be conveyed regarding the overview of the Company's bond performance.

Aksi Korporasi

Selama tahun 2025, Perseroan tidak melaksanakan aksi korporasi seperti pemecahan saham, penggabungan saham, pemberian saham bonus, perubahan nilai nominal saham, penangguhan perdagangan saham, maupun pencabutan pencatatan saham. Akibatnya, informasi mengenai hal tersebut tidak dicantumkan dalam Laporan Tahunan ini.

Corporate Action

During 2025, the Company did not conduct any corporate actions such as stock split. stock merger, bonus stock, change in par value of shares, temporary suspension of stock trading, or deslisting of shares. Therefore, infomartion regarding these matters in not included in this Annual Report.

Key Performance Indicator (KPI) PT Patra Jasa Tahun 2025

Key Performance Indicator (KPI) PT Patra Jasa in 2025

KEY PERFORMANCE INDICATOR (KPI) KOLEGIAL PT PATRA JASA

Tahun / Year : **2025**
Posisi / Position : **Direksi / Board of Directors**
Periode / Period : **Januari – Desember / January – December**

No.	Item	Satuan Unit
Financial (20%)		
1	Laba Bersih / Net Profit	IDR Miliar / IDR Billion
2	Overhead Cost to EBIDTA	%
3	Rasio Biaya Pendapatan Operasional (BOPO)	%
4	Non-Captive Growth (Facility Management Services, Hospitality, MTT dan PRIMA)	%
5	ROIC > WACC	%
Operasional / Operational (80%)		
Safety (6%)		
1	HSSE Ekselen	%
Internal Process & Customer Focus (48%)		
1	Pertumbuhan Total Pengelolaan Gedung dan Rumah (FMS)	%
2	Customer Satisfaction Index	Likert Scale
3	Rata-rata Tingkat Hunian (Hotel, Perkantoran, Perumahan)	
	a. Hotel	%
	b. Perkantoran	%
	c. Perumahan	%
4	Realisasi Investasi: Anggaran Belanja Investasi	In-range %
5	Persiapan Optimalisasi Aset PT Pertamina (Persero)	%
6	Implementasi Management Risiko	%
Growth (26%)		
1	Pengembangan Nusantara Sustainability Hub di IKN	%
2	Pengembangan Gedung Arsip Daan Mogot	%
3	Peningkatan Kualitas Bisnis	
	a. Penyelesaian Home Ownership Program dengan Pertamina Group	%
	b. Penerapan Keamanan Siber Security Komponen	%
	c. Sertifikasi Profesi Dalam Rangka Peningkatan Pelayanan	#Jumlah
Boundary KPI		
1	Number of Accident (NoA)	#
2	GCG Implementation Compliance	%
3	Optimalisasi Pelaksanaan Sinergi Pertamina Group	%
4	Pengelolaan Risiko	%
5	Tindak Lanjut Rekomendasi Hasil Audit Internal dan Eksternal	%
6	Cost Optimization	%

	Polaritas Polarity	Bobot Weight	Target				Realisasi TW IV	Performance TW IV	Weighted Performance
			TW I	TW II	TW III	TW IV			
		20%							
	Max	6%	27,9	27,9	100,0	211,7	273,9	110,0	6,60
	Min	5%	21	21	22,0	22	15,7	110,0	5,50
	Max	5%				89	87,8	101,3	5,07
	Max	2%				4	2,8	70,9	1,42
	Max	2%	-2,2	-2,20	-2,2	-1,6	0,2	110,0	2,20
		80%							**80,87**
		6%							**6,60**
	Max	6%				100	110,0	110,0	6,60
		48%							
	Max	8%	1	3	7	10	10,3	102,9	8,23
	Max	6%				4,3	4,4	102,1	6,13
	Max	3%	51	56	60	70	67,2	96,0	2,88
	Max	3%	94	96	97	98	100,0	102,0	3,06
	Max	3%	92	94	95	96	97,8	101,8	3,05
	Max	10%	85	85	85	85	72,6	85,4	8,54
	Max	7%	22	73	82	100	104,5	104,5	7,32
	Max	8%				100	107,5	107,5	8,60
		26%							**26,45**
	Max	5%	85	90	95	100	95,0	95,0	4,75
	Max	5%	85	90	95	100	90,0	90,0	4,50
	Max	2%	70	70	90	100	90,0	90,0	1,80
	Max	7%	0	30	90	100	110,0	110,0	7,70
	Max	7%	13	30	50	70	88,0	110,0	7,70
		100%							101,65
	Min		0	0	0	0	0		0,00
	Max		24	48	72	95	100		1,00
	Max		100	100	100	100	110		2,50
	Max		100	100	100	100	100		1,00
	Max		100	100	100	100	100		0,00
	Max					0,03	0,06		1,00
									107,15

Realisasi Tingkat Kesehatan Perusahaan Tahun 2025

Corporate Health Goals for 2025

Rating Definition

Obligor dengan peringkat $_{id}$A memiliki kemampuan yang kuat dibandingkan obligor Indonesia lainnya untuk memenuhi komitmen keuangan jangka panjangnya. Walaupun demikian, kemampuan obligor mungkin akan mudah terpengaruh oleh perubahan buruk keadaan dan kondisi ekonomi dibandingkan dengan peringkat lebih tinggi. Tanda tambah (+) menunjukkan bahwa peringkat yang diberikan relatif kuat dan di atas rata-rata kategori yang bersangkutan.

Rating Definition

An $_{id}$A-rated obligor has a stronger ability than other Indonesian obligors to meet its long-term financial commitments. However, the obligor's ability may be more susceptible to adverse changes in economic circumstances and conditions than those with higher ratings. A plus sign (+) indicates that the rating is relatively strong and above the average of the related category.

Financial Highlights

As of/for the year ended	Dec-2024 (Audited)	Dec-2023 (Audited)	Dec-2022 (Audited)	Dec-2021 (Audited)
Total adjusted assets [IDR bn]	7,002.4	6,339.0	5,432.6	5,209.8
Total adjusted debt [IDR bn]	2,035.9	1,632.2	1,597.9	1,601.9
Total adjusted equity [IDR bn]	2,841.9	2,679.0	2,730.3	2,618.4
Total sales [IDR bn]	4,683.0	3,530.0	2,663.3	2,202.3
EBITDA [IDR bn]	853.2	749.8	513.8	399.6
Net income after MI [IDR bn]	217.1	185.1	121.0	50.4
EBITDA margin [%]	18.2	21.2	19.3	18.1
Adjusted debt/EBITDA [X]	2.4	2.2	3.1	4.0
Adjusted debt/adjusted equity [X]	0.7	0.6	0.6	0.6
FFO/adjusted debt [%]	27.0	31.2	16.6	17.1
EBITDA/IFCCI [X]	5.3	6.1	4.0	4.3
USD exchange rate [IDR/USD]	16,157	15,439	15,592	14,278

Merujuk pada Surat PEFINDO No. RC-540/PEF-DIR/IV/2025 tanggal 23 April 2025 perihal Sertifikat Pemeringkatan atas PT Patra Jasa periode 22 April 2025 sampai dengan 1 Januari 2026, Panitia Pemeringkat PT PEFINDO memutuskan peringkat $_{id}$**AA/Stable** (Double A; Stable Outlook) terhadap PT Patra Jasa untuk periode 22 April 2025 sampai dengan 1 Januari 2026. PT Patra Jasa dengan peringkat $_{id}$**AA** memiliki kemampuan yang sangat kuat dibandingkan obligor Indonesia lainnya untuk memenuhi komitmen keuangan jangka panjangnya.

Referring to PEFINDO Letter No. RC-540/PEF-DIR/IV/2025 dated April 23, 2025 concerning the Rating Certificate for PT Patra Jasa for the period of April 22, 2025 to January 1, 2026, the Rating Committee of PT PEFINDO has assigned a rating of $_{id}$**AA/Stable** (Double A; Stable Outlook) to PT Patra Jasa for the same period. PT Patra Jasa, with an $_{id}$**AA** rating, demonstrates a very strong capacity relative to other Indonesian obligors to meet its long-term financial commitments.

Laporan Sinergi Perseroan dengan PT Pertamina (Persero), Anak Perusahaan dan Afiliasinya Pada Tahun 2025

Report on the Company's Synergy with PT Pertamina (Persero), Its Subsidiaries and Affiliates in 2025

Pada tahun 2025, Perseroan menjalin kolaborasi yang mencerminkan sinergi dengan PT Pertamina (Persero), termasuk Anak Perusahaan dan Afiliasinya. Melalui kolaborasi tersebut, pendapatan yang dihasilkan mencapai Rp5,3 triliun, tumbuh 13% dari Pendapatan Sinergi tahun 2024 dan tercapai 134% dari RKAP 2025. Rincian mengenai sinergi antara Perseroan dan PT Pertamina (Persero), Anak Perusahaan, serta Afiliasinya selama tahun 2025 dapat dilihat pada tabel berikut:

In 2025, the Company established collaborations that reflect synergies with PT Pertamina (Persero), including its Subsidiaries and Affiliates. Through these collaborations, revenue reached Rp5.3 trillion, representing a 13% increase from 2024 Synergy Revenue and achieving 134% of the 2025 Budget Plan. Details regarding the synergy between the Company and PT Pertamina (Persero), its subsidiaries, and affiliates during 2025 can be seen in the following table:

Dalam Milliar Rupiah / In billions of rupiah

No.	Partner Sinergi Synergy Partner	Aktivitas Activities	Audited 2024	RKAP 2025	AUDITED 2025	% thd AUDITED 2024	% thd RKAP 2025	Justifikasi Justification
PENDAPATAN / REVENUE								
1	PT Pertamina (Persero)	Pendapatan dari Sewa Hotel, Sewa Kantor, Sewa Hunian, Sewa Kendaraan, FMS, serta Tours & Travel. Revenue from Hotel Rentals, Office Rentals, Residential Rentals, Vehicle Rentals, FMS, and Tours & Travel.	1.348	969	1.710	127	177	Peningkatan pendapatan dari Sewa Kantor, FMS, Sewa Kendaraan, serta Tours & Travel. Increase in Revenue from Office Rentals, FMS, Vehicle Rentals, and Tours & Travel.
2	PT Pelita Air Service	Pendapatan dari Sewa Hotel, Sewa Kendaraan, serta Tours & Travel. Revenue from Hotel Rentals, Vehicle Rentals, and Tours & Travel.	32	28	36	111	127	Peningkatan tarif hotel, tarif sewa kendaraan, serta tarif tours & travel. Increases in Hotel Rates, Car Rental Rates, and Tour and Travel Rates.
3	PT Pertamina Bina Medika	Pendapatan dari Sewa Hotel, FMS, Sewa Kendaraan, serta Tours & Travel. Revenue from Hotel Rentals, FMS, Vehicle Rentals, and Tours & Travel.	44	37	116	261	309	Peningkatan pendapatan dari sewa kendaraan, penginapan hotel, FMS, serta tours & travel. Increases in vehicle rental, hotel stays, FMS, and tours and travel.
4	PT Pertamina Pedeve Indonesia (dl PT Pertamina Dana Ventura)	Pendapatan dari Tours & Travel. Revenue from Tours & Travel.	0,12	0,14	0,10	83	73	Penurunan pendapatan dari Tours & Travel. Decline in Tours & Travel Revenue.
5	PT Pertamina Training & Consulting	Pendapatan dari Sewa Hotel, FMS, Sewa Kendaraan, serta Tours & Travel. Revenue from Hotel Rentals, FMS, Vehicle Rentals, and Tours & Travel.	12	9	23	193	262	Peningkatan pendapatan dari Sewa Hotel dan FMS. Increase in Revenue from Hotel Rentals and FMS.

No.	Partner Sinergi Synergy Partner	Aktivitas Activities	Audited 2024	RKAP 2025	AUDITED 2025	% thd AUDITED 2024	% thd RKAP 2025	Justifikasi Justification
6	PT Asuransi Tugu Pratama Indonesia	Pendapatan dari Premi Asuransi, Sewa Kendaraan, serta Tours & Travel. Revenue from Insurance Premiums, Vehicle Rentals, and Tours & Travel.	5	2	1	20	59	Penurunan pendapatan dari Sewa Kendaraan dan Tours & Travel. Decline in Revenue from Vehicle Rentals and Tours & Travel.
8	PT Pertamina International Shipping	Pendapatan dari Sewa Hotel, Sewa Kendaraan, FMS, Katering, serta Tours & Travel. Revenue from Hotel Rentals, Vehicle Rentals, FMS, Catering, Vehicle Rentals, and Tours & Travel.	207	199	218	105	109	Peningkatan pendapatan dari Sewa Kantor, FMS, Sewa Kendaraan, serta Tours & Travel. Increase in Revenue from Office Rentals, FMS, Vehicle Rentals, and Tours & Travel.
9	PT Pertamina Power Indonesia	Pendapatan dari Sewa Hotel, Sewa Kantor, FMS, Sewa Kendaraan, serta Tours & Travel. Revenue from Hotel Rentals, Office Rentals, FMS, Vehicle Rentals, and Tours & Travel.	70	112	70	100	63	Pendapatan PT Pertamina Power Indonesia pada tahun 2025 tetap stabil sebesar 70, dengan kontribusi yang seimbang dari Sewa Kantor, FMS, Sewa Kendaraan, serta Tours & Travel. PT Pertamina Power Indonesia's revenue in 2025 remains stable at 70, with equal revenue contributions from Office Rentals, FMS, Vehicle Rentals, and Tours & Travel.
10	PT Kilang Pertamina International	Pendapatan dari Sewa Hotel, Sewa Kantor, FMS, Sewa Kendaraan, serta Tours & Travel. Revenue from Hotel Rentals, Office Rentals, FMS, Vehicle Rentals, and Tours & Travel.	1.157	792	1.199	104	151	Peningkatan pendapatan dari Sewa Hotel, Sewa Kantor, FMS, Sewa Kendaraan, serta Tours & Travel. Increase in Revenue from Hotel Rentals, Office Rentals, FMS, Vehicle Rentals, and Tours & Travel.
11	PT Pertamina Patra Niaga	Pendapatan dari Sewa Hotel, Sewa Kantor, FMS, Sewa Kendaraan, serta Tours & Travel. Revenue from Hotel Rentals, Office Rentals, FMS, Vehicle Rentals, and Tours & Travel.	1.311	1.175	1.430	109	122	Peningkatan pendapatan dari Sewa Hotel, Sewa Kantor, FMS, Sewa Kendaraan, serta Tours & Travel. Increase in Revenue from Hotel Rentals, Office Rentals, FMS, Vehicle Rentals, and Tours & Travel.

No.	Partner Sinergi Synergy Partner	Aktivitas Activities	Audited 2024	RKAP 2025	AUDITED 2025	% thd AUDITED 2024	% thd RKAP 2025	Justifikasi Justification
12	Perusahaan Gas Negara	Pendapatan dari Sewa Hotel, Sewa Kantor, FMS, Sewa Kendaraan, serta Tours & Travel. Revenue from Hotel Rentals, Office Rentals, FMS, Vehicle Rentals, and Tours & Travel.	115	71	81	70	114	Penurunan pendapatan dari FMS dan Tours & Travel. Decline in Revenue from FMS and Tours & Travel.
13	PT Pertamina Hulu Energi	Pendapatan dari Sewa Hotel, Sewa Kantor, FMS, Sewa Kendaraan, serta Tours & Travel. Revenue from Hotel Rentals, Office Rentals, FMS, Vehicle Rentals, and Tours & Travel.	379	530	397	46	58	Penurunan pendapatan dari Sewa Hotel, FMS, Sewa Kendaraan, serta Tours & Travel. Decrease in revenue from hotel rentals, FMS, vehicle rentals, and tours & travel.
		Total	**379**	**530**	**397**	**46**	**58**	

Pendapatan dari Sinergi dengan Pertamina (Perseroan), Anak Perusahaan, dan Afiliasinya di tahun 2025 sebesar Rp5,3 triliun, tumbuh 13% dari Pendapatan Sinergi tahun 2023 dan tercapai 134% dari RKAP 2025. Pendapatan dari Transaksi Ticketing Mitra Tours & Travel disajikan secara Gross.

Revenue from synergies with Pertamina (the Company), its subsidiaries, and affiliates in 2025 is projected to be Rp5.3 trillion, representing a 13% increase from 2024 synergy revenue and achieving 134% of the 2025 Budget Plan. Revenue from ticketing transactions with Tours & Travel partners is presented on a gross basis.

Sepanjang tahun 2025, biaya yang dialokasikan untuk mendukung kerja sama sinergi dengan PT Pertamina (Persero), termasuk Anak Perusahaan dan Afiliasinya, sebesar Rp43 miliar, yaitu meningkat 3% dari Biaya Sinergi tahun 2024. Informasi lebih rinci mengenai pengeluaran sinergi Perseroan selama tahun 2025 disajikan dalam tabel berikut:

Throughout 2025, costs allocated to support synergy cooperation with PT Pertamina (Persero), including its Subsidiaries and Affiliates, amounted to Rp43 billion, an increase of 3% from the 2024 Synergy Costs. More detailed information regarding the Company's synergy expenditures during 2025 is presented in the following table:

Dalam miliar rupiah

In billions of rupiah

No.	Partner Sinergi Synergy Partner	Aktivitas Activities	2024	2025	%	Justifikasi Justification
BIAYA / COST						
1	PT Pertamina (Persero)	Biaya ERP & SAP, Asuransi, Kendaraan ERP & SAP Costs, Insurance, Vehicles	15	15	100	Peningkatan biaya ERP & SAP serta asuransi Increases in ERP & SAP costs, Insurance
2	PT Pelita Air Service	Biaya Sewa Lahan Parkir Parking Lot Rental Fees	1	2	200	Peningkatan biaya sewa lahan parkir mobil PAR Increase in PAR Car Parking Lot Rental Fees
3	PT Pertamina Bina Medika	Biaya Medis Medical Expenses	4	8	200	Peningkatan biaya medis Increase in Medical Costs
4	PT Patra Niaga	Biaya Sewa Ruangan Room Fees	4	4	100	Peningkatan biaya sewa ruangan Increase in room rental fees

No.	Partner Sinergi Synergy Partner	Aktivitas Activities	2024	2025	%	Justifikasi Justification
5	Perusahaan Gas Negara	Biaya Gas untuk Gedung Patra Jasa Gas Costs for the Patra Jasa Building	5	5	100	Peningkatan biaya pembayaran gas Increase in Gas Payment Fees
6	PT Pertamina Power Indonesia	Biaya Pembangkit Listrik Tenaga Surya (PLTS) Grha Pertamina Cost of the Grha Pertamina Solar Power Plant	0.04	0.25	625	Peningkatan biaya PLTS Grha Pertamina Increase in the cost of the Grha Pertamina solar power plant
7	PT Pertamina Training & Consulting	Biaya Outsourcing Outsourcing Costs	1	2	200	Peningkatan biaya outsourcing Increase in outsourcing costs
8	PT Asuransi Tugu Pratama Indonesia	Biaya Asuransi Insurance Costs	6	2	33	Penurunan premi asuransi Property All Risk Reduction in Property All Risk insurance premiums
9	PT Kilang Pertamina International	Biaya Sewa Ruangan Room Fee	1	2	200	Peningkatan biaya sewa Ruang RDP Balikpapan Increase in the rental fee for the Balikpapan RDP Room

No.	Partner Sinergi Synergy Partner	Aktivitas Activities	2024	2025	%	Justifikasi Justification
10	PT Pertamina International Shipping	Biaya FMS FMS Fees	0.45	-	n/a	Penurunan biaya FMS dan MTT untuk pengadaan air minum kemasan Reduction in FMS and MTT costs for the procurement of bottled water
11	PT Pertamina Pedeve Indonesia		2	2	100	Peningkatan pembayaran dividen Increase in dividend payments
12	PT Pertamina Energy Terminal		-	0.47	n/a	Peningkatan biaya FMS dan pengadaan layanan FMS Increase in FMS costs and the procurement of FMS services
		Total	**39.49**	**42.73**	**108**	

Patra Dumai Hotel

02

Patraland Residential Kuningan

LAPORAN MANAJEMEN

MANAGEMENT REPORT

Laporan Dewan Komisaris

Board of Commissioners Report

Yth. Pemegang Saham dan Pemangku Kepentingan,

Puji syukur kami panjatkan ke hadirat Tuhan Yang Maha Esa atas limpahan rahmat-Nya, sehingga PT Patra Jasa mampu menuntaskan Tahun Buku 2025 dengan capaian yang tetap solid. Di tengah dinamika pasar yang terus bertransformasi, sinergi dan dedikasi seluruh jajaran Perseroan telah berhasil menjaga stabilitas operasional serta memperkuat posisi tawar perusahaan di industri terkait.

Respected Shareholders and Stakeholders,

We give praise and thanks to God Almighty for His abundant blessings, enabling PT Patra Jasa to successfully complete the 2025 Fiscal Year with solid achievements. Amidst the ever-changing market dynamics, the synergy and dedication of the entire Company have succeeded in maintaining operational stability and strengthening the Company's bargaining position in the relevant industry.

Selaku Dewan Komisaris, kami menyampaikan laporan pengawasan ini sebagai bentuk tanggung jawab atas kinerja Direksi sepanjang tahun 2025. Evaluasi kami difokuskan pada ketangkasan strategi bisnis dalam merespons pemulihan pasar, pengawasan kebijakan operasional, serta pemastian bahwa setiap langkah strategis tetap berlandaskan pada prinsip Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*). Kami meyakini bahwa kepatuhan terhadap regulasi dan penguatan etika bisnis adalah kunci utama dalam menjaga keberlanjutan visi dan misi Patra Jasa ke depan.

Sepanjang tahun 2025, ekonomi global masih dilingkupi tantangan, namun Indonesia menunjukkan resiliensi yang luar biasa. Perekonomian nasional pada tahun 2025 tercatat tumbuh sebesar 5,11%, melampaui capaian tahun sebelumnya. Selain itu, tingkat inflasi tahunan (y-on-y) pada Desember 2025 tetap terkendali pada angka 2,92%. Pertumbuhan yang stabil ini, didorong oleh kuatnya konsumsi domestik dan ekspor jasa, memberikan landasan yang kokoh bagi sektor properti dan pariwisata yang merupakan inti bisnis Perseroan.

Meskipun dihadapkan pada persaingan pasar yang dinamis, PT Patra Jasa tetap tangguh dalam menjaga performanya. Capaian positif ini didukung oleh pencapaian KPI sebesar 106,26 yang mencerminkan kesehatan finansial dan operasional

As the Board of Commissioners, we submit this supervisory report as part of our responsibility for the performance of the Board of Directors throughout 2025. Our evaluation focuses on the agility of business strategies in responding to market recovery, oversight of operational policies, and ensuring that every strategic step remains based on the principles of Good Corporate Governance. We believe that compliance with regulations and strengthening business ethics are key to maintaining the sustainability of Patra Jasa's vision and mission going forward.

Throughout 2025, the global economy remained challenging, but Indonesia showed remarkable resilience. The national economy in 2025 grew by 5.11%, surpassing the previous year's achievement. In addition, the annual inflation rate (y-on-y) in December 2025 remained under control at 2.92%. This stable growth, driven by strong domestic consumption and service exports, provides a solid foundation for the property and tourism sectors, which are the core businesses of the Company.

Despite facing dynamic market competition, PT Patra Jasa remains resilient in maintaining its performance. This positive achievement is supported by a KPI of 106.26, which reflects the company's financial and operational health. We are optimistic

ADITYA GRIADI

Komisaris Utama
President Commissioner

perusahaan. Kami optimis bahwa dengan fondasi yang telah dibangun sepanjang 2025, Perseroan siap mengoptimalkan setiap peluang di masa mendatang demi memberikan nilai tambah yang berkelanjutan bagi seluruh pemangku kepentingan.

Mekanisme dan Frekuensi Pemberian Nasihat kepada Direksi

Sebagai bagian dari tanggung jawabnya, Dewan Komisaris tidak hanya menjalankan fungsi pengawasan terhadap pengelolaan Perseroan yang dilakukan oleh Direksi, tetapi juga secara aktif memberikan arahan serta rekomendasi strategis guna memastikan efektivitas setiap kebijakan yang diterapkan sepanjang tahun 2025. Pemantauan ini dilakukan secara berkala untuk menjamin bahwa strategi bisnis, rencana kerja, serta pengembangan Perseroan tetap berjalan selaras dengan tujuan jangka panjang perusahaan, kepatuhan terhadap Anggaran Dasar, keputusan Rapat Umum Pemegang Saham (RUPS), serta regulasi yang berlaku. Dewan Komisaris telah memberikan berbagai masukan komprehensif kepada Direksi yang mencakup penguatan aspek keuangan, efisiensi kinerja operasional, perluasan kolaborasi bisnis, hingga optimalisasi tata kelola divisi guna merespons dinamika pasar properti dan hospitalitas secara lebih tangkas. Dalam menjalankan tugas tersebut, Dewan Komisaris didukung penuh oleh komite-komite di bawahnya yang melakukan kajian mendalam berbasis data dan analisis teknis guna menghasilkan keputusan yang objektif dan terukur.

Salah satu mekanisme utama dalam pemberian arahan tersebut diwujudkan melalui forum Rapat Gabungan dengan Direksi, yang sepanjang tahun 2025 telah diselenggarakan sebanyak 15 (lima belas) kali. Frekuensi pertemuan ini senantiasa merujuk pada ketentuan Peraturan Menteri Badan Usaha Milik Negara No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan BUMN yang menekankan pentingnya sinergi berkelanjutan antara pengawas dan pengelola. Selain itu, guna mengevaluasi berbagai isu strategis secara internal, Dewan Komisaris juga telah melaksanakan 13 (tiga belas) kali Rapat Internal dengan tingkat kehadiran anggota yang sangat tinggi. Komitmen nyata ini tercermin dari partisipasi aktif jajaran Dewan Komisaris, di mana seluruh anggota Dewan Komisaris secara konsisten hadir dalam agenda-agenda penting Perseroan dengan tingkat kehadiran masing-masing sebesar 100%.

Melengkapi forum resmi tersebut, Dewan Komisaris juga aktif menjalin dialog terbuka dengan para pemangku kepentingan serta melakukan kunjungan lapangan guna mendapatkan perspektif yang lebih luas dan akurat mengenai kondisi riil bisnis. Komitmen pengawasan nyata ini ditunjukkan melalui pelaksanaan kegiatan *Management Walkthrough* (MWT) ke berbagai unit usaha dan unit bisnis Perseroan sepanjang tahun 2025. Melalui pendekatan langsung di lapangan, Dewan Komisaris memastikan bahwa setiap kebijakan diambil secara objektif dan berbasis fakta lapangan, sehingga seluruh strategi yang diterapkan tetap konsisten dengan visi, misi, serta prinsip Tata Kelola Perusahaan yang Baik sebagai fondasi utama dalam

that with the foundation that has been built throughout 2025, the Company is ready to optimize every opportunity in the future to provide sustainable added value for all stakeholders.

Mechanism and Frequency of Proving Advice to the Board of Directors

As part of its responsibilities, the Board of Commissioners not only carries out the function of supervising the management of the Company by the Board of Directors, but also actively provides direction and recommendations to ensure the effectiveness of the policies implemented. This monitoring is carried out periodically to ensure that the Company's business strategy, work plan, and development are in line with the Company's long - term goals. In addition, the Board of Commissioners also play a role in overseeing the implementation of strategic policies, compliance with the Articles of Association , decisions of the General Meeting of Shareholders (GMS), and applicable regulations. The Board of Commissioners has provided comprehensive input to the Board of Directors, covering the strengthening of financial aspects, operational performance efficiency, expansion of business collaboration, and optimization of division governance in order to respond more agilely to the dynamics of the property and hospitality markets. In carrying out these tasks, The Board of Commissioners is fully supported by its committees, which conduct in-depth data-based studies and technical analyses to produce objective and measurable decisions.

One of the primary mechanisms for providing such direction is realized through the Joint Meeting forum with the Board of Directors, which throughout 2025 was held 15 (fifteen) times. The frequency of these meetings consistently refers to the provisions of the Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of SOEs, which emphasizes the importance of sustainable synergy between supervisory and management functions. In addition, to evaluate various strategic issues internally, the Board of Commissioners also conducted 13 (thirteen) Internal Meetings, with a very high level of attendance from its members. This genuine commitment is reflected in the active participation of the Board of Commissioners, where all members consistently attend the Company's important agendas with an attendance rate of 100%.

Complementing these formal forums, the Board of Commissioners also actively engages in open dialogue with stakeholders and conducts field visits to gain a broader and more accurate perspective on the real business conditions. This commitment to effective supervision is demonstrated through the implementation of Management Walkthrough (MWT) activities across the Company's various business units and business units throughout 2025. Through a direct approach in the field, the Board of Commissioners ensures that every policy is made objectively and based on facts in the field, so that all strategies implemented remain consistent with the vision, mission, and principles of Good Corporate Governance

menciptakan nilai tambah yang berkelanjutan bagi seluruh pemegang saham.

Pengawasan Dalam Perumusan dan Implementasi Strategi yang Disusun oleh Direksi

Dewan Komisaris menjalankan mandat pengawasan terhadap perumusan dan implementasi strategi oleh Direksi dengan senantiasa berpedoman pada Peraturan Menteri Badan Usaha Milik Negara No. PER-2/MBU/03/2023. Dalam tahap perumusan kebijakan bisnis, Dewan Komisaris memastikan bahwa strategi yang disusun Direksi telah selaras dan mengadopsi regulasi serta kebijakan operasional PT Pertamina (Persero) selaku Induk Perusahaan. Regulasi ini menjadi landasan utama dalam memastikan rencana kerja tetap berada pada jalur yang tepat demi mendukung pertumbuhan Perseroan.

Sepanjang tahun 2025, efektivitas pengawasan didokumentasikan melalui laporan berkala dan laporan triwulanan evaluasi KPI, di mana realisasi KPI konsolidasi tercapai sebesar 107,15%. Dewan Komisaris melakukan pengawasan secara komprehensif dari dua sisi, baik melalui penelaahan laporan manajemen maupun peninjauan langsung di lapangan guna memvalidasi hubungan komunikasi Direksi dengan pekerja di unit-unit bisnis. Selain itu, Dewan Komisaris secara aktif memberikan arahan agar strategi jangka panjang dalam RJPP tetap dianalisis secara *agile* setiap bulan guna memastikan relevansinya dengan dinamika ekonomi saat ini.

Dalam aspek tata kelola, Dewan Komisaris meyakini bahwa keberhasilan eksekusi strategi sangat bergantung pada kualitas kepemimpinan Direksi. Dewan Komisaris senantiasa mendorong penyempurnaan governansi sesuai peraturan terbaru, yang diwujudkan melalui pemutakhiran SOP, penguatan sistem *Whistleblowing System* (WBS), serta pelaksanaan penilaian 360 derajat terhadap Direksi. Sepanjang tahun 2025, Direksi telah menunjukkan kepemimpinan yang solid dan efektif yang selaras dengan prinsip tata kelola yang baik.

Penilaian Dewan Komisaris atas Kinerja Direksi

Dewan Komisaris melakukan evaluasi terhadap kinerja Direksi dengan merujuk pada pencapaian *Key Performance Indicators* (KPI) baik kualitatif maupun kuantitatif. Sepanjang tahun 2025, Dewan Komisaris menilai Direksi telah melaksanakan tugas dengan sangat baik, di mana realisasi kinerja secara konsisten berada dalam koridor target RKAP 2025.

Dewan Komisaris memberikan apresiasi tinggi terhadap kemampuan Direksi dalam merumuskan strategi yang adaptif dan komprehensif. Kami mencatat bahwa proses perumusan strategi yang berpijak pada sinergi internal serta penyelarasan terhadap arah kebijakan PT Pertamina (Persero) telah menciptakan landasan operasional yang kokoh. Dewan Komisaris berperan

as the main foundation in creating sustainable added value for all shareholders.

Supervision in the Formulation and Implementation of Strategies Formulated by the Board of Directors.

The Board of Commissioners carried out the function of overseeing the formulation and implementation of strategies carried out by the Board of Directors with the reference to the Regulation of the Minister of State - Owned Enterprises No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State - Owned Enterprises. This regulation emphasizes that the Board of Commissioners has the responsibility to ensure that the implementation of the work plan, including management policies and strategies, is carried out in accordance with the predetermined direction to support the Company's growth and sustainability.

Throughout 2025, the effectiveness of oversight was documented through periodic reports and quarterly KPI evaluation reports, with consolidated KPI achievement reaching 107.15%. The Board of Commissioners conducted comprehensive oversight from two perspectives: through the review of management reports and on-site inspections to validate communication between the Board of Directors and employees across business units. Additionally, the Board of Commissioners actively provided guidance to ensure that long-term strategies outlined in the RJPP are analyzed on a monthly basis using agile methodologies to maintain their relevance to current economic dynamics.

In terms of governance, the Board of Commissioners believes that the success of strategy execution heavily depends on the quality of the Board of Directors' leadership. The Board of Commissioners consistently encourages the improvement of governance in accordance with the latest regulations, which is realized through the updating of SOPs, the strengthening of the Whistleblowing System (WBS), and the implementation of 360-degree evaluations of the Board of Directors. Throughout 2025, the Board of Directors has demonstrated solid and effective leadership in line with the principles of good governance.

The Board of Commissioners' Assessment of the Board of Directors' Performance

The Board of Commissioners evaluated the Board of Directors' performance based on the achievement of both qualitative and quantitative Key Performance Indicators (KPIs). Throughout 2025, the Board of Commissioners assessed that the Board of Directors had performed its duties exceptionally well, with actual performance consistently falling within the targets set in the 2025 Annual Business Plan.

The Board of Commissioners highly commends the Board of Directors' ability to formulate adaptive and comprehensive strategies. We note that the strategic formulation process, grounded in internal synergy and aligned with the policy direction of PT Pertamina (Persero), has established a solid operational foundation. The Board of Commissioners plays an active role in

aktif dalam memberikan tinjauan kritis dan arahan strategis dalam forum rapat berkala, memastikan bahwa setiap ekspansi bisnis tetap mengedepankan prinsip kehati-hatian (*prudence*) serta tata kelola perusahaan yang baik (GCG). Kami menilai Direksi sangat responsif dalam menindaklanjuti arahan Dewan Komisaris, terutama dalam hal penajaman prioritas pada tiga pilar bisnis utama: *Property Investment & Development, Hotels & Resorts,* dan *Services*.

Keberhasilan kepemimpinan Direksi tercermin pada pertumbuhan positif kinerja keuangan. Hingga 31 Desember 2025, total aset Perseroan mencapai Rp6,497 triliun, liabilitas jangka panjang sebesar Rp1,297 triliun, dan ekuitas Rp3,010 triliun. Laba tahun berjalan mencapai Rp273.908 miliar, tumbuh 16,73% dibandingkan tahun sebelumnya. Dewan Komisaris menilai pencapaian ini merupakan hasil dari kemampuan Direksi dalam mendukung prospek bisnis Pertamina Group, sekaligus keberanian untuk mulai membuka pasar eksternal (*non-captive*) di tengah tingginya permintaan dari internal Pertamina.

Dalam aspek implementasi, Dewan Komisaris memantau secara ketat disiplin Direksi dalam menjalankan kebijakan efisiensi struktur biaya dan optimalisasi anggaran. Kami memandang bahwa keberhasilan mencapai target pendapatan di tengah dinamika ekonomi nasional merupakan bukti efektivitas transformasi digital, seperti penggunaan aplikasi *E-Inspection*, yang mampu menjamin transparansi serta akurasi pengawasan operasional. Dewan Komisaris juga menggarisbawahi langkah Direksi dalam mengatasi kendala di sektor *Hospitality* dan *Property* melalui inovasi skema pembiayaan dan peningkatan kompetensi *Human Capital* sebagai langkah solutif yang krusial untuk menjaga daya saing jangka panjang.

Dewan Komisaris juga memberikan apresiasi atas komitmen Direksi dalam mengintegrasikan strategi bisnis dengan prinsip keberlanjutan dan ESG (*Environmental, Social, and Governance*). Hal ini terbukti melalui inisiatif nyata seperti pengelolaan limbah restoran menjadi pupuk, penyediaan sarana kebersihan, serta bantuan pendidikan di area bisnis Perseroan. Dewan Komisaris meyakini bahwa pendekatan strategis yang fleksibel dan inovatif ini menjadi pilar utama yang mendorong pertumbuhan berkelanjutan Perseroan di tahun 2025. Meskipun terdapat rencana transformasi industri jasa melalui wacana *holdingisasi* atau pembentukan badan seperti Danantara, Dewan Komisaris memastikan bahwa fokus pengawasan saat ini tetap *in-line* dengan target-target yang ditetapkan BP BUMN dan BPI Danantara.

providing critical reviews and strategic guidance during regular meetings, ensuring that every business expansion prioritizes the principles of prudence and good corporate governance (GCG). We assess that the Board of Directors is highly responsive in following up on the Board of Commissioners' guidance, particularly regarding the sharpening of priorities across the three core business pillars: Property Investment & Development, Hotels & Resorts, and Services.

The success of the Board of Directors' leadership is reflected in the positive growth of financial performance. As of December 31, 2025, the Company's total assets reached Rp6.497 trillion, long-term liabilities amounted to Rp1.297 trillion, and equity stood at Rp3.010 trillion. Net income for the year reached Rp273,908 billion, growing by 16.73% compared to the previous year. The Board of Commissioners views this achievement as a result of the Board of Directors' ability to support the business prospects of the Pertamina Group, as well as the courage to begin opening up external (non-captive) markets amidst high demand from within Pertamina.

In terms of implementation, the Board of Commissioners closely monitors the Board of Directors' discipline in executing cost-structure efficiency policies and budget optimization. We view the success in achieving revenue targets amid national economic dynamics as evidence of the effectiveness of digital transformation, such as the use of the E-Inspection application, which ensures transparency and accuracy in operational oversight. The Board of Commissioners also underscores the Board of Directors' steps in addressing challenges in the Hospitality and Property sectors through innovative financing schemes and enhancing Human Capital competencies as crucial, solution-oriented measures to maintain long-term competitiveness.

The Board of Commissioners also commended the Board of Directors' commitment to integrating business strategies with sustainability and ESG (Environmental, Social, and Governance) principles. This is evidenced by concrete initiatives such as converting restaurant waste into fertilizer, providing sanitation facilities, and offering educational assistance in the Company's business areas. The Board of Commissioners believes that this flexible and innovative strategic approach serves as the main pillar driving the Company's sustainable growth by 2025. Although there are plans for the transformation of the service industry through the concept of holding company formation or the establishment of entities like Danantara, the Board of Commissioners ensures that the current focus of oversight remains aligned with the targets set by BP BUMN and BPI Danantara.

Pandangan Atas Prospek Usaha Perseroan yang Disusun Direksi

Dewan Komisaris mencermati bahwa meskipun kondisi ekonomi global pada tahun 2025 masih diwarnai oleh tantangan geopolitik dan fluktuasi pasokan energi, PT Patra Jasa tetap menunjukkan resiliensi yang tinggi. Dewan Komisaris memberikan validasi positif terhadap optimisme Direksi yang memproyeksikan tren pemulihan industri *hospitality*, *property*, dan *services* yang semakin stabil. Kami sependapat dengan analisis Direksi bahwa penguatan sektor pariwisata, peningkatan mobilitas masyarakat, serta pesatnya kebutuhan kegiatan *Meeting, Incentive, Convention*, dan *Exhibition* (MICE) akan menjadi peluang pertumbuhan yang signifikan bagi Perseroan pada tahun mendatang.

Berdasarkan evaluasi terhadap rencana strategis Direksi, Dewan Komisaris berkeyakinan bahwa Perseroan memiliki modalitas yang solid untuk terus bertumbuh secara berkelanjutan. Dewan Komisaris mengapresiasi langkah Direksi yang menempatkan keunggulan kompetitif Perseroan sebagai pengelola aset strategis di lingkungan PT Pertamina (Persero) sebagai motor pertumbuhan utama. Namun, kami juga memberikan arahan strategis agar Perseroan tetap *agile* dan melakukan analisis pasar secara bulanan guna memastikan bahwa strategi bisnis tetap relevan dengan dinamika ekonomi terkini dan tekanan terhadap efisiensi biaya.

Oleh karena itu, Dewan Komisaris mendukung penuh langkah strategis Direksi sepanjang tahun 2025 yang berfokus pada:

- Akselerasi Pertumbuhan dan Penetrasi Pasar: Mendukung upaya Direksi untuk tidak hanya mengandalkan *captive market* dari Pertamina, tetapi juga secara agresif menjajaki kemitraan strategis dan pasar eksternal (*non-captive*) guna menciptakan sumber pendapatan yang lebih beragam.
- Transformasi Digital dan Efisiensi: Sejalan dengan pandangan Direksi mengenai tren digitalisasi global, Dewan Komisaris mendorong penguatan fitur sistem digital terintegrasi untuk menjamin transparansi dan efektivitas pengawasan operasional di seluruh unit bisnis.
- Integrasi ESG dan Keberlanjutan: Memastikan bahwa penerapan prinsip *Environmental, Social, and Governance* (ESG) bukan sekadar pemenuhan tren global, melainkan diimplementasikan melalui inisiatif nyata yang mendukung nilai jangka panjang aset dan keberlanjutan lingkungan.
- Penguatan Kapabilitas Organisasi: Mendukung komitmen Direksi dalam memprioritaskan pengembangan Sumber Daya Manusia dan manajemen risiko agar setiap langkah ekspansi, termasuk pengembangan proyek Perusahaan, dilaksanakan secara efektif dan *prudent*.
- Meskipun terdapat potensi perubahan struktural di tahun 2026 terkait wacana pembentukan Badan Pengelola (BP) Danantara dan rencana *holdingisasi* perusahaan jasa, Dewan Komisaris memastikan bahwa strategi Perseroan saat ini tetap konsisten dalam mendukung ekosistem Pertamina Group. Kami menilai proyeksi pertumbuhan ekonomi Indonesia yang stabil di kisaran 5,1% – 5,2% (yoy) menjadi

The Board of Directors' Outlook on the Company's Business Prospects

The Board of Commissioners notes that although the global economic conditions in 2025 will still be marked by geopolitical challenges and fluctuations in energy supply, PT Patra Jasa continues to demonstrate high resilience. The Board of Commissioners endorses the Board of Directors' optimism regarding the increasingly stable recovery trends in the hospitality, property, and services industries. We concur with the Board of Directors' analysis that the strengthening of the tourism sector, increased public mobility, and the rapid growth in demand for Meetings, Incentives, Conventions, and Exhibitions (MICE) activities will present significant growth opportunities for the Company in the coming year.

Based on an evaluation of the Board of Directors' strategic plan, the Board of Commissioners is confident that the Company possesses a solid foundation to continue growing sustainably. The Board of Commissioners appreciates the Board of Directors' initiative to position the Company's competitive advantage as a strategic asset manager within the PT Pertamina (Persero) ecosystem as the primary growth driver. However, we also provide strategic guidance for the Company to remain agile and conduct monthly market analysis to ensure that business strategies remain relevant to current economic dynamics and cost-efficiency pressures.

Therefore, the Board of Commissioners fully supports the Board of Directors' strategic initiatives for 2025, which focus on:

- Accelerating Growth and Market Penetration: Supporting the Board of Directors' efforts to not only rely on Pertamina's captive market, but also to aggressively explore strategic partnerships and external (non-captive) markets to create a more diversified revenue stream.
- Digital Transformation and Efficiency: In line with the Board of Directors' perspective on global digitalization trends, the Board of Commissioners encourages the strengthening of integrated digital system features to ensure transparency and the effectiveness of operational oversight across all business units.
- ESG Integration and Sustainability: Ensuring that the application of Environmental, Social, and Governance (ESG) principles is not merely a response to global trends, but is implemented through concrete initiatives that support the long-term value of assets and environmental sustainability.
- Strengthening Organizational Capabilities: Supporting the Board of Directors' commitment to prioritizing human resource development and risk management so that every expansion step, including the Company's project development, is carried out effectively and prudently.
- Although there is potential for structural changes in 2026 related to the proposed establishment of the Danantara Management Agency (BP) and plans to reorganize service companies into a holding structure, the Board of Commissioners confirms that the Company's current strategy remains consistent in supporting the Pertamina Group ecosystem. We view Indonesia's stable economic growth

momentum yang tepat bagi Direksi untuk mengakselerasi program strategisnya. Dewan Komisaris meyakini bahwa dengan kepemimpinan Direksi yang adaptif dan fokus pada pengalaman pelanggan (*customer experience*), Patra Jasa mampu memperkokoh posisinya sebagai pemimpin industri yang tangguh.

Pandangan dan Pengawasan Dewan Komisaris atas Penerapan Tata Kelola Perusahaan di Lingkup Perseroan

Dewan Komisaris menegaskan bahwa penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*/GCG) merupakan pilar fundamental, bukan sekadar pemenuhan kewajiban regulasi. GCG menjadi landasan utama dalam mengoperasikan bisnis yang transparan, akuntabel, dan berkelanjutan. Sejalan dengan prinsip tersebut, Dewan Komisaris berkomitmen penuh dalam mengawal implementasi GCG secara menyeluruh di setiap tingkatan organisasi, mencakup jajaran manajemen hingga seluruh personel operasional.

Secara umum, Dewan Komisaris memberikan penilaian positif atas upaya Direksi dalam memperkuat kerangka kebijakan kepatuhan dan pembaruan berkala pada Pedoman GCG serta SOP yang adaptif terhadap dinamika industri. Dewan Komisaris mengapresiasi langkah progresif Direksi dalam meningkatkan transparansi melalui implementasi *e-Procurement*, ketepatan waktu pelaporan, serta penguatan fungsi kepatuhan melalui penunjukan *Chief Compliance Officer* (CCO) dan Fungsi Kepatuhan Anti Penyuapan (FKAP) berbasis ISO 37001:2016. Pengawasan aktif terus dilakukan melalui Komite Nominasi dan Remunerasi (KNR) untuk memastikan bahwa kepatuhan pelaporan LHKPN tetap dipertahankan pada tingkat 100%.

Dewan Komisaris turut menyoroti dan mendukung penguatan pengendalian internal yang dilakukan Direksi melalui sistem *Internal Control over Financial Reporting* (ICoFR) serta optimalisasi sistem LOTS (*Legal Compliance One Touch System*) dalam mengelola benturan kepentingan. Kami menilai bahwa integrasi teknologi informasi dalam media monitoring operasional telah secara signifikan meningkatkan efektivitas fungsi pengawasan internal dan audit. Lebih lanjut, Dewan Komisaris memastikan prinsip tata kelola telah selaras dengan strategi keberlanjutan melalui implementasi ESG, seperti program pengelolaan limbah operasional dan bantuan sosial di area bisnis Perseroan, sebagai bagian dari tanggung jawab moral perusahaan terhadap pemangku kepentingan.

Sebagai wujud kepatuhan terhadap regulasi terkini, khususnya Peraturan Menteri BUMN No. PER-2/MBU/03/2023, Dewan Komisaris senantiasa mendorong Direksi untuk mengedepankan prinsip kehati-hatian (*duty of care*) dan pelindungan atas keputusan bisnis (*Business Judgment Rule*). Kami memandang bahwa pola komunikasi proaktif dan penyelenggaraan Rapat Gabungan berkala yang dilakukan Direksi telah memperkuat mekanisme *check and balances* serta kualitas pengambilan

projection in the range of 5.1% – 5.2% (year-over-year) as the right momentum for the Board of Directors to accelerate its strategic programs. The Board of Commissioners is confident that, under the Board of Directors' adaptive leadership and focus on customer experience, Patra Jasa is capable of strengthening its position as a resilient industry leader.

Views and Supervision of the Board of Commissioners on the implementation of Corporate Governance within the Company

The Board of Commissioners believes that the implementation of Good Corporate Governance (GCG) is not merely an obligation, but a cornerstone of running a transparent, accountable, and sustainable business. In line with this principle, the Board of Commissioners is fully committed to overseeing the comprehensive implementation of GCG at every level of the organization, from management to all operational staff.

In general, the Board of Commissioners gives a positive assessment of the Board of Directors' efforts to strengthen the compliance policy framework and periodically update the GCG Guidelines and SOPs to adapt to industry dynamics. The Board of Commissioners appreciates the Board of Directors' progressive steps in enhancing transparency through the implementation of e-Procurement, timely reporting, and the strengthening of compliance functions via the appointment of a Chief Compliance Officer (CCO) and an Anti-Bribery Compliance Function (FKAP) based on ISO 37001:2016. Active oversight continues to be conducted through the Nomination and Remuneration Committee (NRC) to ensure that compliance with LHKPN reporting is maintained at 100%.

The Board of Commissioners also highlights and supports the strengthening of internal controls carried out by the Board of Directors through the Internal Control over Financial Reporting (ICoFR) system and the optimization of the LOTS (Legal Compliance One Touch System) in managing conflicts of interest. We assess that the integration of information technology into operational monitoring has significantly enhanced the effectiveness of internal oversight and audit functions. Furthermore, the Board of Commissioners ensures that governance principles align with sustainability strategies through the implementation of ESG initiatives, such as operational waste management programs and social assistance initiatives within the Company's business areas, as part of the company's moral responsibility toward stakeholders.

As a demonstration of compliance with current regulations, particularly Ministry of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023, the Board of Commissioners consistently encourages the Board of Directors to prioritize the duty of care and the Business Judgment Rule in business decisions. We believe that the proactive communication approach and the holding of regular Joint Meetings by the Board of Directors have strengthened the checks and balances mechanism as

keputusan strategis. Dewan Komisaris memastikan bahwa fokus pengawasan GCG tetap berjalan selaras (*in-line*) dengan parameter yang ditetapkan oleh BP BUMN.

Efektivitas implementasi GCG sepanjang tahun 2025 telah diuji melalui proses asesmen independen. Berdasarkan evaluasi tersebut, Patra Jasa berhasil meraih skor 93,84% dengan klasifikasi "Sangat Baik". Capaian ini diperkuat dengan perolehan predikat sebagai "Trusted Companies" pada Survey *Corporate Governance Perception Index* (CGPI) tahun 2025. Dewan Komisaris menyambut baik ambisi Direksi untuk meningkatkan predikat menjadi "Most Trusted" pada periode mendatang dan mendukung transformasi tata kelola agar tidak hanya menjadi pemenuhan kepatuhan, tetapi juga sebagai pendorong utama strategi bisnis demi akselerasi kinerja terbaik di industri.

Pandangan dan Peran Dewan Komisaris dalam Penerapan *Whistleblowing System*

Sebagai wujud nyata komitmen terhadap penerapan *Good Corporate Governance* (GCG) yang komprehensif, PT Patra Jasa secara berkelanjutan mengoperasikan dan menyempurnakan Sistem Pelaporan Pelanggaran atau *Whistleblowing System* (WBS). Sistem ini berfungsi sebagai kanal resmi bagi seluruh insan Perseroan serta pemangku kepentingan untuk melaporkan indikasi pelanggaran hukum, penyimpangan kode etik (*Code of Conduct*), maupun tindakan yang berpotensi merugikan kredibilitas serta finansial perusahaan. Guna menjaga kredibilitas dan kepercayaan pelapor, mekanisme WBS dijalankan dengan memegang teguh prinsip kerahasiaan, anonimitas, dan independensi, sehingga setiap laporan dapat diproses secara objektif, adil, dan profesional.

Dewan Komisaris berperan aktif dalam melakukan evaluasi dan memberikan rekomendasi strategis guna memastikan efektivitas fungsi WBS. Hal ini diwujudkan melalui langkah pemutakhiran standar prosedur operasional (SOP) secara berkala serta penguatan infrastruktur pelaporan digital melalui sistem LOTS (*Legal Compliance One Touch System*) guna menciptakan lingkungan kerja yang bersih dan transparan. Bagi Dewan Komisaris, WBS merupakan elemen kunci dalam memperkokoh budaya organisasi yang berbasis pada etika dan kepatuhan. Oleh karena itu, partisipasi aktif dari seluruh *stakeholders* menjadi faktor penentu keberhasilan implementasi tata kelola di Perseroan.

Sepanjang tahun 2025, Dewan Komisaris telah menerima dan mencatat sebanyak 4 (empat) laporan pelanggaran yang masuk melalui mekanisme WBS. Terhadap laporan tersebut, Dewan Komisaris menjalankan fungsi pemantauan secara intensif untuk memastikan bahwa setiap tahapan tindak lanjut dilaksanakan sesuai dengan prosedur operasional yang berlaku.

well as the quality of strategic decision-making. The Board of Commissioners ensures that the focus of GCG oversight remains aligned with the parameters set by the State-Owned Enterprises Board (BP BUMN).

The effectiveness of GCG implementation throughout 2025 has been assessed through an independent evaluation process. Based on this evaluation, Patra Jasa achieved a score of 93.84% with a "Very Good" classification. This achievement is further reinforced by the company's designation as a "Trusted Company" in the 2025 Corporate Governance Perception Index (CGPI) Survey. The Board of Commissioners welcomes the Board of Directors' ambition to elevate this designation to "Most Trusted" in the coming period and supports governance transformation so that it serves not only as a means of compliance but also as a key driver of business strategy to accelerate top-tier performance in the industry.

The Perspective and Role of the Board of Commissioners in the Implementation of a Whistleblowing System

As a tangible manifestation of its commitment to implementing comprehensive Good Corporate Governance (GCG), PT Patra Jasa continuously operates and enhances its Whistleblowing System (WBS). This system serves as an official channel for all Company personnel as well as stakeholders to report indications of legal violations, breaches of the Code of Conduct, or actions that may potentially harm the Company's credibility and financial standing. To maintain the credibility of the system and the trust of whistleblowers, the WBS mechanism is implemented by strictly upholding the principles of confidentiality, anonymity, and independence, ensuring that every report can be processed objectively, fairly, and professionally. The Board of Commissioners also plays an active role in evaluating and providing strategic recommendations to ensure the effectiveness of the WBS function.

This is achieved through the regular updating of standard operating procedures (SOPs) and the strengthening of digital reporting infrastructure via the LOTS (Legal Compliance One Touch System) to create a clean and transparent work environment. For the Board of Commissioners, the WBS is a key element in strengthening an organizational culture rooted in ethics and compliance. Therefore, the active participation of all stakeholders is a critical factor in the successful implementation of corporate governance within the Company.

Throughout 2025, the Board of Commissioners received and recorded a total of four (4) violation reports submitted through the Whistleblowing System (WBS) mechanism. In response to these reports, the Board of Commissioners carried out intensive monitoring to ensure that each stage of the follow-up process was implemented in accordance with the applicable operational procedures.

Penilaian atas Kinerja Komite di Bawah Dewan Komisaris 2025

Dalam mengoptimalkan fungsi pengawasan korporasi sepanjang tahun 2025, Dewan Komisaris didukung secara intensif oleh tiga komite strategis: Komite Audit, Komite Pemantau Investasi dan Manajemen Risiko, serta Komite Nominasi dan Remunerasi. Ketiga instrumen ini memegang peranan krusial dalam menjamin bahwa aspek tata kelola, mitigasi risiko, dan kebijakan sumber daya manusia diimplementasikan sesuai dengan prinsip-prinsip GCG yang berlaku.

Sebagai komitmen untuk meningkatkan efisiensi kerja, Dewan Komisaris melakukan evaluasi kinerja tahunan terhadap setiap komite. Penilaian ini didasarkan pada tingkat ketercapaian program kerja tahunan serta kepatuhan pelaksanaan tugas terhadap mandat yang diatur dalam Piagam Komite (*Committee Charter*). Sepanjang tahun 2025, Dewan Komisaris menilai bahwa seluruh komite telah menjalankan tanggung jawabnya secara sangat baik dan efektif.

Dewan Komisaris menilai bahwa komite-komite tersebut sangat membantu dalam melaksanakan tugas pengawasan, terutama dalam memberikan kajian mendalam dan rekomendasi strategis atas laporan keuangan serta performa operasional Perseroan. Kontribusi nyata komite juga terlihat dalam aktivitas lapangan, di mana komite turut mendampingi Dewan Komisaris dalam kegiatan *Management Walkthrough* (MWT) guna memvalidasi keselarasan antara laporan manajemen dengan kondisi riil di unit-unit bisnis. Hasil analisis dan temuan lapangan tersebut menjadi rujukan fundamental bagi Dewan Komisaris dalam melakukan pembahasan strategis bersama Direksi.

Eksekusi rencana kerja komite tahun 2025 dilakukan melalui mekanisme rapat internal berkala, keterlibatan aktif dalam rapat Dewan Komisaris, serta pemenuhan instruksi khusus lainnya. Seluruh *output* berupa kajian dan rekomendasi dilaporkan secara tertulis kepada Dewan Komisaris sebagai wujud transparansi dan akuntabilitas kerja. Pengawasan penerapan tata kelola oleh komite-komite ini, khususnya melalui Komite Nominasi dan Remunerasi (KNR), memastikan bahwa kebijakan internal tetap relevan dan terintegrasi dengan aspek keberlanjutan serta prinsip ESG yang telah dicanangkan Perseroan.

Secara keseluruhan, Dewan Komisaris memandang kontribusi komite penunjang pada tahun 2025 sangat signifikan dalam memperkuat kualitas pengawasan organisasi. Atas dedikasi tersebut, Dewan Komisaris memberikan apresiasi setinggi-tingginya dan mendorong seluruh komite untuk terus menajamkan kualitas analisis guna mendukung Perseroan dalam menghadapi dinamika tantangan bisnis serta rencana transformasi industri di masa depan.

Evaluation of the Performance of Committees Under the Board of Commissioners 2025

In carrying out its supervisory function over the Company, the Board of Commissioners is supported by three committees under its coordination: the Audit Committee, the Investment Monitoring and Risk Management Committee, and the Nomination and Remuneration Committee. These three bodies play a crucial role in ensuring that governance, risk mitigation, and human resources policies are implemented in accordance with applicable GCG principles.

As part of its commitment to improving operational efficiency, the Board of Commissioners conducts an annual performance evaluation of each committee. This assessment is based on the degree of achievement of the annual work program as well as compliance with the execution of duties in accordance with the mandates set forth in the Committee Charter. Throughout 2025, the Board of Commissioners assessed that all committees have carried out their responsibilities very well and effectively.

The Board of Commissioners assessed that these committees were highly instrumental in carrying out oversight duties, particularly in providing in-depth analyses and strategic recommendations regarding the Company's financial reports and operational performance. The committees' tangible contributions were also evident in field activities, where they accompanied the Board of Commissioners during Management Walkthrough (MWT) sessions to validate the alignment between management reports and actual conditions across business units. The results of these analyses and field findings serve as a fundamental reference for the Board of Commissioners in conducting strategic discussions with the Board of Directors.

The execution of the committees' 2025 work plans is carried out through regular internal meetings, active participation in Board of Commissioners meetings, and the fulfillment of other specific instructions. All outputs, in the form of studies and recommendations, are reported in writing to the Board of Commissioners as a manifestation of transparency and accountability in their work. Oversight of governance implementation by these committees, particularly through the Nomination and Remuneration Committee (KNR), ensures that internal policies remain relevant and integrated with sustainability aspects and the ESG principles established by the Company.

Overall, the Board of Commissioners views the contribution of the supporting committees in 2025 as highly significant in strengthening the quality of organizational oversight. In recognition of this dedication, the Board of Commissioners extends its highest appreciation and encourages all committees to continue refining the quality of their analysis to support the Company in addressing the dynamics of business challenges and future industry transformation plans.

Informasi Perubahan Komposisi Dewan Komisaris

Information Regarding Changes in the Composition of the Board of Commissioners

Periode 1 Januari – 9 Februari 2025	Period January 1 – February 9, 2025
Komisaris Utama / President Commissioner	*Vacant*
Komisaris / Commissioner	Rudi Prabowo Aji
Komisaris / Commissioner	Surono
Komisaris Independen / Independent Commissioner	Nazali Lempo
Komisaris Independen / Independent Commissioner	Suryo Tridoso Eko Sapto Handono

Periode 10 Februari – 15 Maret 2025	Period February 10 – March 15, 2025
Komisaris Utama / President Commissioner	Aditya Griadi
Komisaris / Commissioner	Rudi Prabowo Aji
Komisaris / Commissioner	Surono
Komisaris Independen / Independent Commissioner	Nazali Lempo
Komisaris Independen / Independent Commissioner	Suryo Tridoso Eko Sapto Handono

* Aditya Griadi menjabat sebagai Komisaris Utama berdasarkan KPSSS PT Patra Jasa tanggal 10 Februari 2025.

** Rudi Prabowo Aji tidak lagi menjabat sebagai Komisaris berdasarkan KPSSS PT Patra Jasa tanggal 15 Maret 2025.

* Aditya Griadi was appointed as President Commissioner pursuant to the PT Patra Jasa Board of Commissioners' Resolution dated February 10, 2025.

** Rudi Prabowo Aji is no longer serving as a Commissioner pursuant to the PT Patra Jasa Board of Commissioners' Resolution dated March 15, 2025.

Periode 16 Maret – 31 Desember 2025	Period March 16 – December 31, 2025
Komisaris Utama / President Commissioner	Aditya Griadi
Komisaris / Commissioner	Surono
Komisaris Independen / Independent Commissioner	Nazali Lempo
Komisaris Independen / Independent Commissioner	Suryo Tridoso Eko Sapto Handono

Jakarta, April / April 2026
Atas Nama Dewan Komisaris
On behalf of the Board of Commissioners

Aditya Griadi
Komisaris Utama
President Commissioner

Laporan Direksi

Board of Directors Report

Pemegang Saham dan Pemangku Kepentingan yang Kami Hormati,

Puji syukur kami panjatkan ke hadirat Tuhan Yang Maha Esa atas segala rahmat dan bimbingan-Nya, sehingga PT Patra Jasa mampu menuntaskan tahun buku 2025 dengan capaian kinerja yang solid dan membanggakan. Keberhasilan dalam menavigasi dinamika pasar serta mengoptimalkan berbagai peluang pertumbuhan sepanjang tahun ini merupakan bukti nyata dari kematangan dan ketangguhan Perseroan. Kemampuan adaptasi yang tinggi dalam menghadapi perubahan industri yang kompetitif telah memungkinkan PT Patra Jasa untuk terus bertumbuh secara berkelanjutan.

Respected Shareholders and Stakeholders

We extend our gratitude to the Almighty God for His blessings and guidance, which have enabled PT Patra Jasa to successfully conclude the 2025 financial year with solid and commendable performance achievements. The Company's success in navigating market dynamics and optimizing various growth opportunities throughout the year stands as clear evidence of its maturity and resilience. A strong capacity for adaptation in responding to the changes within a highly competitive industry has enabled PT Patra Jasa to continue growing sustainably.

Dalam kesempatan yang berharga ini, kami jajaran Direksi dengan bangga mempersembahkan laporan pengelolaan Perseroan untuk tahun buku 2025, yang dilengkapi dengan laporan keuangan yang telah diaudit oleh Kantor Akuntan Publik. Seluruh pencapaian yang tertuang dalam laporan ini merupakan buah dari kerja keras, dedikasi, dan sinergi kolektif seluruh manajemen serta karyawan dalam memaksimalkan potensi bisnis di seluruh lini operasional. Kinerja positif di tahun 2025 tidak hanya membuktikan efektivitas strategi yang kami terapkan, tetapi juga memperkuat fondasi perusahaan untuk terus melangkah menuju pertumbuhan yang berkelanjutan di masa depan.

On this valuable occasion, we, the Board of Directors, proudly present the Company's management report for the 2025 financial year, accompanied by financial statements that have been audited by a Public Accounting Firm. All achievements presented in this report are the result of the hard work, dedication, and collective synergy of the entire management and employees in maximizing business potential across all operational lines. The positive performance in 2025 not only demonstrates the effectiveness of the strategies we have implemented, but also strengthens the Company's foundation to continue advancing toward sustainable growth in the future.

Ringkasan Strategis Eksekutif

PT Patra Jasa berhasil menuntaskan tahun buku 2025 dengan resiliensi yang solid, menandai lima dekade eksistensinya melalui pencapaian skor KPI Kolegial yang melampaui target. Pertumbuhan ini bukan sekadar angka laporan, melainkan hasil dari strategi penajaman tiga pilar bisnis—Property, Hospitality, dan Services—yang adaptif terhadap dinamika ekonomi nasional. Keberhasilan Perseroan mencerminkan kematangan operasional dan efektivitas sinergi di bawah naungan Pertamina Group dalam menghadapi volatilitas pasar global.

Executive Summary

PT Patra Jasa successfully concluded the 2025 fiscal year with solid resilience, marking five decades of existence by achieving colleague KPI scores that exceeded targets. This growth is not merely a figure on a report, but the result of a strategy to sharpen the three pillars of the business—Property, Hospitality, and Services—which have adapted to the dynamics of the national economy. The Company's success reflects operational maturity and the effectiveness of synergies under the Pertamina Group umbrella in navigating global market volatility.

RAY SM DAULAY

Direktur Utama
President Director

Tiga pencapaian kunci di tahun 2025 menunjukkan lompatan kualitas dari data menjadi daya saing strategis: pertama, pertumbuhan laba tahun berjalan yang meningkat signifikan dari tahun sebelumnya maupun target RKAP, didorong oleh optimalisasi tingkat hunian aset properti. Kedua, pengakuan internasional melalui peringkat ESG dari MSCI, yang memposisikan Perseroan pada level kompetitif di sektor real estat global melalui transparansi tata kelola. Ketiga, kematangan tata kelola yang dibuktikan dengan predikat "Trusted Company" serta pencapaian *Zero Accident*, yang mempertegas standar operasional yang andal.

Meskipun mencatatkan performa gemilang, Perseroan mengidentifikasi tiga tantangan utama yang memerlukan mitigasi strategis: pertama, ketatnya kompetisi di sektor hospitalitas yang menuntut peremajaan unit hotel secara masif untuk memenuhi ekspektasi pasar premium. Kedua, rendahnya kecepatan penyerapan pasar pada segmen hunian bertingkat (*high-rise*), yang dipengaruhi oleh dinamika regulasi dan daya beli. Ketiga, tekanan pada margin operasional di lini bisnis jasa akibat kenaikan biaya produksi, yang menuntut efisiensi melalui akselerasi digitalisasi.

Menuju tahun 2026, PT Patra Jasa menetapkan tiga prioritas strategis untuk mengakselerasi pertumbuhan berkelanjutan: pertama, penetrasi pasar *non-captive* secara agresif guna mendiversifikasi sumber pendapatan di luar ekosistem Pertamina. Kedua, transformasi digital terintegrasi melalui implementasi *Single Source of Truth* (SSOT) dan penguatan *Cyber Security Charter* untuk menjamin keamanan serta efisiensi data lintas unit bisnis. Ketiga, pengembangan portofolio hijau yang selaras dengan ESG, termasuk penyelesaian *Nusantara Sustainability Hub* di IKN dan inovasi *green property* untuk menangkap tren investasi berkelanjutan global.

Secara keseluruhan, strategi 2026 akan difokuskan pada penyeimbangan stabilitas operasional dengan pertumbuhan aset melalui kepemimpinan yang adaptif dan fokus pada pengalaman pelanggan. Dengan memanfaatkan posisi sebagai pengelola aset strategis Pertamina, PT Patra Jasa optimis dapat terus bertransformasi menjadi pemimpin industri yang tangguh, sekaligus memberikan nilai tambah jangka panjang yang signifikan bagi seluruh pemangku kepentingan.

Peran Strategis terhadap Pertamina

PT Patra Jasa memegang peran sentral dalam ekosistem Pertamina Group melalui manifestasi aspirasi menjadi mitra andal dalam membuka potensi nilai aset holding. Peran strategis ini dijabarkan ke dalam tiga fungsi utama:

1. Asset Monetization Engine: Patra Jasa bertindak sebagai mesin penggerak dalam memaksimalkan nilai dari aset-aset non-inti milik Pertamina. Melalui pilar *Property Investment & Development*, Perseroan mengubah lahan dan bangunan yang belum optimal menjadi unit komersial produktif, seperti apartemen, gedung kantor, hingga pusat data terintegrasi, guna memastikan pemanfaatan aset memberikan *return* yang maksimal bagi holding.

Three key achievements in 2025 demonstrate a qualitative leap from data to strategic competitiveness: first, a significant increase in net income compared to both the previous year and the budget targets, driven by the optimization of property asset occupancy rates. Second, international recognition through the MSCI ESG rating, which positions the Company at a competitive level in the global real estate sector through governance transparency. Third, governance maturity evidenced by the "Trusted Company" designation and the achievement of Zero Accidents, which reinforces reliable operational standards.

Despite its outstanding performance, the Company has identified three key challenges that require strategic mitigation: first, intense competition in the hospitality sector, which demands a massive renovation of hotel properties to meet premium market expectations. Second, slow market uptake in the high-rise residential segment, influenced by regulatory dynamics and purchasing power. Third, pressure on operating margins in the services business line due to rising production costs, which demands efficiency through accelerated digitalization.

Looking toward 2026, PT Patra Jasa has established three strategic priorities to accelerate sustainable growth: first, aggressive penetration of non-captive markets to diversify revenue sources outside the Pertamina ecosystem. Second, integrated digital transformation through the implementation of a Single Source of Truth (SSOT) and the strengthening of the Cyber Security Charter to ensure data security and efficiency across business units. Third, the development of a green portfolio aligned with ESG, including the completion of the Nusantara Sustainability Hub in the IKN and green property innovations to capture global sustainable investment trends.

Overall, the 2026 strategy will focus on balancing operational stability with asset growth through adaptive leadership and a focus on the customer experience. By leveraging its position as Pertamina's strategic asset manager, PT Patra Jasa is confident it can continue to transform into a resilient industry leader while delivering significant long-term value to all stakeholders.

Strategic Role in Pertamina

PT Patra Jasa plays a central role in the Pertamina Group ecosystem by embodying its aspiration to be a reliable partner in unlocking the value potential of the holding company's assets. This strategic role is articulated through three main functions:

1. Asset Monetization Engine: Patra Jasa serves as the driving force in maximizing the value of Pertamina's non-core assets. Through its Property Investment & Development pillar, the Company transforms underutilized land and buildings into productive commercial units—such as apartments, office buildings, and integrated data centers—to ensure that asset utilization delivers maximum returns for the holding company.

2. Recurring Income Generator: Melalui pengelolaan hotel, perkantoran (seperti Patra Jasa Office Tower dan Grha Pertamina), serta jasa manajemen fasilitas (FMS), Perseroan menjadi sumber pendapatan berulang (*recurring income*) yang stabil bagi Pertamina Group. Dalam tahun 2025, sinergi pendapatan dengan Pertamina dan afiliasinya mencapai Rp5,3 triliun, yang menunjukkan kontribusi finansial nyata bagi kesehatan fiskal grup.
3. Strategic Enabler (Property & Hospitality): Patra Jasa berfungsi sebagai penyedia solusi terintegrasi (*one-stop shop*) untuk mendukung kelancaran operasional dan kesejahteraan karyawan Pertamina. Hal ini mencakup penyediaan akomodasi yang efisien bagi pekerja, pengembangan fasilitas penelitian seperti *Research & Technology Center* (RTC) Terintegrasi, hingga pengelolaan program perumahan karyawan (*Home Ownership Program*) yang mendukung loyalitas dan produktivitas insan Pertamina.

Kondisi Ekonomi dan Industri

Perekonomian Indonesia sepanjang tahun 2025 menunjukkan resiliensi yang luar biasa dan berhasil mencatatkan penguatan di tengah berbagai penyesuaian ekonomi global. Berdasarkan data Badan Pusat Statistik (BPS), ekonomi nasional tahun 2025 tumbuh positif sebesar 5,11%, melampaui capaian tahun sebelumnya. Fundamental ekonomi tetap terjaga dengan kokoh, tercermin dari Neraca Pembayaran Indonesia yang tetap sehat serta stabilitas nilai tukar Rupiah yang mampu bertahan terhadap volatilitas pasar keuangan global berkat kebijakan pro-stabilitas Bank Indonesia. Selain itu, angka inflasi pada akhir tahun 2025 berhasil dikendalikan pada level 2,92%, yang berada dalam kisaran sasaran pemerintah. Ketahanan sektor jasa keuangan juga tetap solid dengan likuiditas yang memadai serta rasio permodalan yang kuat, yang pada gilirannya mendorong pertumbuhan kredit tetap berada di jalur positif.

Daya tahan ekonomi nasional tahun 2025 ini didukung oleh konsistensi Pemerintah dalam mengoptimalkan bauran kebijakan fiskal dan moneter guna memitigasi risiko ketidakpastian global. Kebijakan moneter diarahkan secara cermat untuk mengawal stabilitas harga, sementara kebijakan makroprudensial tetap akomodatif untuk mendukung pemulihan sektor-sektor strategis. Fokus pemerintah pada keberlanjutan proyek infrastruktur dan penguatan konsumsi domestik telah memberikan landasan yang kokoh bagi dunia usaha, khususnya bagi industri properti dan pariwisata, untuk terus melakukan ekspansi di tengah kondisi pasar yang semakin dinamis.

Di sektor properti, khususnya di wilayah Jakarta dan area penyangga, pasar menunjukkan tren yang lebih optimis dibandingkan tahun sebelumnya. Sektor properti komersial, terutama perkantoran dan apartemen, mulai menunjukkan tanda-tanda pemulihan yang nyata dengan peningkatan tingkat hunian sebesar 101%. Di sisi lain, sektor *hospitality* dan industri kembali menjadi motor penggerak utama yang melampaui ekspektasi awal. Sepanjang tahun 2025, sektor *hospitality* dan MICE (*Meetings, Incentives, Conferences, and Exhibitions*) mencatatkan performa yang sangat kuat berkat kembali

2. Recurring Income Generator: Through the management of hotels, office buildings (such as the Patra Jasa Office Tower and Grha Pertamina), and facility management services (FMS), the Company serves as a stable source of recurring income for the Pertamina Group. By 2025, revenue synergy with Pertamina and its affiliates reached Rp5.3 trillion, demonstrating a tangible financial contribution to the group's fiscal health.
3. Strategic Enabler (Property & Hospitality): Patra Jasa serves as an integrated solutions provider (one-stop shop) to support the operational efficiency and well-being of Pertamina employees. This includes providing efficient accommodation for workers, developing research facilities such as the Integrated Research & Technology Center (RTC), and managing the employee housing program (Home Ownership Program) that supports the loyalty and productivity of Pertamina's workforce.

Economic and Industrial Conditions

Indonesia's economy throughout 2025 demonstrated remarkable resilience and recorded strengthening amid various global economic adjustments. Based on data from Statistics Indonesia (BPS), the national economy in 2025 grew positively by 5.11%, surpassing the achievement of the previous year. Economic fundamentals remained solid, as reflected in a healthy Balance of Payments and the stability of the Rupiah exchange rate, which was able to withstand volatility in global financial markets supported by pro-stability policies implemented by Bank Indonesia. In addition, inflation at the end of 2025 was successfully maintained at 2.92%, remaining within the government's target range. The resilience of the financial services sector also remained solid, supported by adequate liquidity and strong capital ratios, which in turn kept credit growth on a positive trajectory.

The resilience of the national economy in 2025 was supported by the Government's consistency in optimizing the mix of fiscal and monetary policies to mitigate the risks arising from global uncertainties. Monetary policy was carefully directed to maintain price stability, while macroprudential policy remained accommodative to support the recovery of strategic sectors. The Government's focus on the sustainability of infrastructure projects and the strengthening of domestic consumption has provided a solid foundation for the business sector, particularly the property and tourism industries, to continue expanding amid increasingly dynamic market conditions.

In the property sector, particularly in Jakarta and its surrounding areas, the market showed a more optimistic trend compared to the previous year. The commercial property segment, especially office spaces and apartments, began to show clear signs of recovery with an increase in occupancy rates of 101vt%. On the other hand, the hospitality sector once again became a primary growth driver, exceeding initial expectations. Throughout 2025, the hospitality and MICE (Meetings, Incentives, Conferences, and Exhibitions) sector recorded very strong performance as business activities and both domestic and international

normalnya aktivitas bisnis dan perjalanan wisata nasional maupun internasional. Hal ini tercermin dari rata-rata tingkat hunian hotel (*Occupancy Rate*) Perseroan yang mencapai 64%. Sementara itu, sektor pergudangan dan logistik juga terus bertumbuh positif didorong oleh ekspansi ekonomi digital.

Kondisi ekonomi nasional yang stabil dan cenderung menguat pada tahun 2025 ini memberikan dampak yang sangat positif bagi kinerja lini bisnis Perseroan. Meskipun tantangan kompetisi tetap ketat, perusahaan berhasil membukukan performa yang menggembirakan di seluruh segmen, baik *hospitality*, properti, maupun jasa. Capaian positif ini juga didorong oleh penguatan kapasitas Perseroan sebagai mitra terpercaya (*reliable partner*) bagi PT Pertamina (Persero) melalui penyediaan layanan jasa yang terintegrasi dan berkualitas tinggi. Sinergi ini tidak hanya memperkuat posisi strategis perusahaan di pasar, tetapi juga memastikan keberlanjutan bisnis jangka panjang di tengah dinamika industri yang menantang.

Analisis atas Kinerja Perusahaan

Strategi dan Kebijakan Strategis Perusahaan

Sepanjang tahun 2025, PT Patra Jasa secara konsisten melakukan adaptasi terhadap dinamika ekonomi nasional guna memperkuat daya saing dan performa bisnis berkelanjutan. Fokus utama strategi Perseroan diarahkan pada peningkatan kualitas layanan dan pengalaman pelanggan (*customer experience*) sebagai keunggulan kompetitif utama, sejalan dengan arah kebijakan PT Pertamina (Persero). Implementasi strategi ini dijalankan secara disiplin melalui tiga pilar utama: *Property Investment & Development*, *Hotels & Resorts*, serta *Services*, dengan tetap mengedepankan prinsip kehati-hatian dan efisiensi operasional melalui evaluasi struktur biaya serta optimalisasi anggaran.

Pada sektor Property Investment & Development, lini *Property Investment* di tahun 2025 difokuskan pada strategi optimalisasi aset melalui peningkatan tingkat hunian, diversifikasi pemanfaatan aset, serta perbaikan dan pemeliharaan fasilitas secara terencana dan berkelanjutan. Strategi ini bertujuan untuk meningkatkan nilai jangka panjang aset sekaligus mendukung stabilitas keuangan Perseroan. Sementara itu, pada lini pembangunan, Perseroan terus mengupayakan penyelesaian proyek-proyek strategis dengan tetap memperhatikan kebijakan efisiensi yang dilakukan melalui penerapan prinsip kehati-hatian dalam setiap pengambilan keputusan bisnis.

Di sektor Hotels & Resorts, strategi tahun 2025 dititikberatkan pada standarisasi kualitas layanan dan optimalisasi proses operasional guna memastikan konsistensi layanan yang prima. Setelah sukses dengan peluncuran berbagai unit baru di tahun sebelumnya, tahun ini Perseroan fokus pada penyediaan layanan akomodasi dan keramahan, seperti pengelolaan hotel, resort, atau fasilitas penginapan lainnya.

travel returned to normal. This was reflected in the Company's average hotel occupancy rate, which reached 64%. Meanwhile, the warehousing and logistics sector also continued to grow positively, driven by the expansion of the digital economy.

The stable and strengthening national economic conditions in 2025 had a highly positive impact on the performance of the Company's business lines. Despite intense competitive challenges, the Company successfully recorded encouraging performance across all segments, including hospitality, property, and services. This positive achievement was also supported by the strengthening of the Company's capacity as a reliable partner for PT Pertamina (Persero) through the provision of integrated and high-quality services. This synergy not only reinforces the Company's strategic position in the market but also ensures long-term business sustainability amid the dynamics of a challenging industry.

Analysis of Company Performance

Company Strategic Policies and Strategies

Throughout 2025, PT Patra Jasa consistently adapted to the dynamics of the national economy in order to strengthen its competitiveness and sustainable business performance. The Company's strategic focus was directed toward enhancing service quality and customer experience as its primary competitive advantage, in line with the policy direction of PT Pertamina (Persero). The implementation of this strategy was carried out in a disciplined manner through three main pillars: Property Investment & Development, Hotels & Resorts, and Services, while continuing to uphold the principles of prudence and operational efficiency through the evaluation of cost structures and the optimization of budgets.

In the Property Investment & Development sector, the Property Investment line in 2025 focused on an asset optimization strategy through increasing occupancy rates, diversifying asset utilization, and implementing planned and sustainable improvements and maintenance of facilities. This strategy aims to enhance the long-term value of assets while supporting the Company's financial stability. Meanwhile, in the development line, the Company continued to pursue the completion of strategic projects while adhering to efficiency policies through the application of prudential principles in every business decision-making process.

In the Hotels & Resorts sector, the 2025 strategy focused on standardizing service quality and optimizing operational processes to ensure consistent excellence in service delivery. After successfully launching several new units in the previous year, the Company this year focused on providing accommodation and hospitality services, including the management of hotels, resorts, and other lodging facilities.

Optimalisasi aset tetap menjadi prioritas melalui kegiatan *sales & marketing* yang agresif serta penguatan *branding* pada unit-unit unggulan seperti The Patra Bali Resort & Villas dan Bobocabin Patra Parapat. Upaya ini dibarengi dengan penyelarasan kebijakan *Human Capital* untuk mendorong produktivitas, kompetensi, serta budaya kerja yang berorientasi pada kinerja, kolaborasi, dan pelayanan.

Pada lini Services, unit *Multi Services* terus memperkuat perannya sebagai *engine of growth* dengan memperluas cakupan layanan di wilayah kerja Pertamina Group. Strategi utama tahun 2025 mencakup retensi kontrak strategis pada segmen *captive* serta penetrasi pasar *non-captive* yang lebih luas dengan target pertumbuhan pendapatan sebesar 7%. Transformasi digital diperkuat melalui pengembangan fitur terbaru pada aplikasi E-Inspection guna menjamin transparansi dan akurasi pengawasan operasional. Dukungan anak perusahaan juga semakin solid, di mana PT Prima Armada Raya fokus pada pengembangan *new revenue stream* di bidang penjualan kendaraan (*resale*), sementara PT Mitra Tours and Travel terus mengoptimalkan platform digital dan efektivitas *collection period* untuk menjaga stabilitas arus kas.

Direksi secara kolektif memiliki peran strategis dalam merumuskan, meninjau, dan menyetujui strategi serta kebijakan melalui mekanisme rapat yang terkoordinasi dengan mempertimbangkan arah kebijakan Induk Perusahaan, kondisi internal, serta dinamika risiko dan peluang industri. Sebagai bagian dari komitmen terhadap induk perusahaan, PT Patra Jasa senantiasa menjalankan berbagai penugasan strategis dari Pertamina Group yang mencakup ketiga pilar bisnis tersebut. Dengan pendekatan yang terintegrasi, adaptif, serta penguatan penerapan prinsip *Good Corporate Governance* (GCG), manajemen risiko, serta kepatuhan terhadap peraturan perundang-undangan, Perseroan optimis dapat menutup tahun 2025 dengan capaian yang melampaui target sekaligus memberikan nilai tambah berkelanjutan bagi seluruh pemangku kepentingan.

Peran Direksi dalam Perumusan Strategi dan Kebijakan Strategis

Sepanjang tahun 2025, strategi yang diimplementasikan oleh PT Patra Jasa merupakan hasil sinergi aktif antara jajaran manajemen dan seluruh karyawan yang dijalankan sesuai dengan fungsi serta tanggung jawab masing-masing. Dalam proses penyusunannya, strategi ini senantiasa berpijak pada Rencana Kerja dan Anggaran Perusahaan (RKAP) 2025 serta Rencana Jangka Panjang Perusahaan (RJPP) sebagai panduan fundamental untuk merealisasikan target bisnis tahunan di tengah dinamika ekonomi yang kompetitif. Perumusan strategi diawali dengan analisis komprehensif oleh setiap direktorat melalui kajian mendalam terhadap tren industri properti dan hospitalitas, kondisi makroekonomi, serta pemetaan peluang dan tantangan spesifik tahun 2025. Seluruh hasil evaluasi tersebut

Asset optimization remained a priority through aggressive sales and marketing initiatives, as well as strengthening the branding of flagship units such as The Patra Bali Resort & Villas and Bobocabin Patra Parapat. These efforts were accompanied by the alignment of human capital policies to promote productivity, enhance competencies, and foster a work culture focused on performance, collaboration, and service excellence.

In the Services division, the Multi Services unit continues to strengthen its role as the engine of growth by expanding the scope of services across the Pertamina Group's operational areas. Key strategies for 2025 include retaining strategic contracts in the captive segment and expanding market penetration in the non-captive segment, with a revenue growth target of 7%. Digital transformation is being strengthened through the development of new features in the E-Inspection application to ensure transparency and accuracy in operational oversight. Support from subsidiaries has also grown stronger, with PT Prima Armada Raya focusing on the development of new revenue streams in vehicle sales (resale), while PT Mitra Tours and Travel continues to optimize its digital platform and improve the effectiveness of the collection period to maintain cash flow stability.

The Board of Directors collectively plays a strategic role in formulating, reviewing, and approving strategies and policies through coordinated meeting mechanisms, taking into account the parent company's policy direction, internal conditions, and industry risk and opportunity dynamics. As part of its commitment to the parent company, PT Patra Jasa consistently executes various strategic assignments from the Pertamina Group covering these three business pillars. With an integrated and adaptive approach, along with the strengthening of the implementation of Good Corporate Governance (GCG) principles, risk management, and compliance with laws and regulations, the Company is optimistic that it can close out 2025 with achievements that exceed targets while providing sustainable value for all stakeholders.

The Role of the Board of Directors in Formulating Strategy and Strategic Policies

Throughout 2025, the strategy implemented by PT Patra Jasa is the result of active synergy between management and all employees, carried out in accordance with their respective roles and responsibilities. In its formulation, this strategy consistently relies on the 2025 Corporate Work Plan and Budget (RKAP) and the Corporate Long-Term Plan (RJPP) as fundamental guidelines for achieving annual business targets amidst a competitive economic landscape. Strategy formulation begins with a comprehensive analysis by each directorate through an in-depth review of trends in the property and hospitality industries, macroeconomic conditions, and the mapping of specific opportunities and challenges for 2025. All evaluation results are then integrated into business strategies, action plans, and

kemudian diintegrasikan menjadi strategi bisnis, rencana aksi, dan kebijakan strategis yang disusun berdasarkan skala prioritas guna memastikan pencapaian kinerja yang maksimal di seluruh lini bisnis.

Setelah draf strategi utama untuk tahun berjalan difinalisasi, Direksi mempresentasikannya kepada Dewan Komisaris dalam forum rapat berkala untuk memperoleh tinjauan, masukan, dan arahan strategis. Mekanisme ini memastikan bahwa setiap kebijakan yang diambil tidak hanya berorientasi pada ekspansi bisnis semata, namun juga teguh memegang prinsip tata kelola perusahaan yang baik (*Good Corporate Governance*). Direksi secara aktif menindaklanjuti arahan Dewan Komisaris dengan menyempurnakan strategi sebelum ditetapkan sebagai pedoman operasional di seluruh unit bisnis dan anak perusahaan. Sepanjang tahun 2025, kolaborasi ini telah menghasilkan berbagai kebijakan strategis utama. Melalui pendekatan yang sistematis dan berbasis data, PT Patra Jasa optimis dapat menavigasi dinamika industri secara lebih adaptif, memperkuat daya saing, serta memberikan nilai tambah yang berkelanjutan bagi seluruh pemangku kepentingan.

Proses Implementasi Strategi 2025

Sepanjang tahun 2025, Direksi memegang tanggung jawab utama dalam memastikan bahwa implementasi strategi dan kebijakan strategis berjalan selaras dengan prinsip tata kelola perusahaan yang berlaku di Perseroan. Guna menjamin efektivitas pelaksanaannya di tengah iklim bisnis yang kompetitif, setiap kebijakan strategis telah diturunkan menjadi indikator kinerja utama atau *Key Performance Indicators* (KPI) yang terukur bagi setiap direktorat, divisi, hingga unit kerja terkait. Dalam mengawal strategi ini, Direksi menerapkan mekanisme pemantauan dan evaluasi berjenjang yang dilakukan secara berkala, di mana hingga akhir tahun 2025, capaian KPI perusahaan mencapai 106,26. Direksi memastikan bahwa strategi dijalankan secara efektif, adaptif, dan berkelanjutan melalui rapat serta pembahasan yang dilakukan secara terkoordinasi dan berkesinambungan.

Untuk memperkuat koordinasi dan menjaga transparansi pencapaian target, Direksi mengoptimalkan sistem informasi manajemen dan berbagai media komunikasi internal yang memungkinkan pemantauan berkelanjutan terhadap aspek keuangan, operasional, pengadaan (*procurement*), serta manajemen sumber daya manusia. Selain itu, Direksi secara konsisten menjalankan langkah-langkah strategis untuk memperkokoh eksekusi di lapangan selama tahun 2025, yang meliputi:

1. Pembaruan Prosedur: Melakukan standarisasi kualitas layanan, optimalisasi proses operasional, serta perbaikan fasilitas melalui simplifikasi dan digitalisasi pada sejumlah standar prosedur operasional (SOP).
2. Penyusunan dan Sosialisasi Rencana Kerja: Melaksanakan agenda sosialisasi RKAP 2025 secara menyeluruh untuk memastikan peningkatan produktivitas serta penguatan nilai-nilai perusahaan di setiap jenjang karyawan.

strategic policies formulated based on priority levels to ensure maximum performance across all business lines.

Once the draft of the main strategy for the current year is finalized, the Board of Directors presents it to the Board of Commissioners during regular meetings to obtain reviews, feedback, and strategic guidance. This mechanism ensures that every policy adopted is not solely focused on business expansion but also firmly upholds the principles of good corporate governance (GCG). The Board of Directors actively follows up on the Board of Commissioners' guidance by refining the strategy before it is established as an operational guideline across all business units and subsidiaries. Throughout 2025, this collaboration has resulted in various key strategic policies. Through a systematic and data-driven approach, PT Patra Jasa remains optimistic about navigating industry dynamics more adaptively, strengthening its competitiveness, and delivering sustainable added value to all stakeholders.

The Implementation Process of the 2025 Strategy

Throughout 2025, the Board of Directors bears primary responsibility for ensuring that the implementation of strategies and strategic policies aligns with the Company's applicable corporate governance principles. To ensure the effectiveness of this implementation amid a competitive business climate, each strategic policy has been translated into measurable Key Performance Indicators (KPIs) for each directorate, division, and relevant work unit. In overseeing this strategy, the Board of Directors implements a tiered monitoring and evaluation mechanism conducted periodically, whereby by the end of 2025, the Company's KPI achievement reached 106.26%. The Board of Directors ensures that the strategy is executed effectively, adaptively, and sustainably through meetings and discussions conducted in a coordinated and continuous manner.

To strengthen coordination and maintain transparency in achieving targets, the Board of Directors optimized the management information system and various internal communication channels that enable continuous monitoring of financial, operational, procurement, and human resource management aspects. In addition, the Board of Directors consistently implemented strategic measures to reinforce on-the-ground execution throughout 2025, which include the following:

1. Procedure Update: Standardizing service quality, optimizing operational processes, and improving facilities through the simplification and digitalization of several Standard Operating Procedures (SOPs).
2. Work Plan Preparation and Socialization: Conducting comprehensive socialization of the 2025 RKAP to ensure increased productivity and the strengthening of corporate values at every level of employees.

3. Eksekusi Strategi dan Program: Memastikan program kerja unggulan di sektor properti dan hospitalitas berjalan sesuai *timeline* dengan fokus pada peningkatan fasilitas dan infrastruktur guna memastikan konsistensi layanan yang prima.
4. Penyampaian Visi dan Misi: Memperkuat budaya kerja organisasi yang fokus pada hasil, kerja sama, dan pelayanan sebagai kunci pencapaian target.
5. Koordinasi Berkelanjutan: Menyelenggarakan rapat koordinasi bulanan dan *Management Walkthrough* guna menjamin sinergi antarunit usaha dan pemangku kepentingan.

Melalui pendekatan yang sistematis dan berlandaskan penguatan prinsip *Good Corporate Governance* (GCG), manajemen risiko, serta kepatuhan terhadap peraturan, Direksi berkomitmen penuh untuk mendorong pertumbuhan terbaik bagi Perseroan sekaligus menciptakan nilai tambah yang berkelanjutan.

Perbandingan Hasil dan Target

Kinerja Keuangan

Perseroan berhasil mempertahankan momentum pertumbuhan finansial yang positif sepanjang tahun 2025, yang tercermin pada peningkatan berbagai parameter kunci di tengah dinamika pasar. Kebijakan efisiensi dilakukan melalui evaluasi struktur biaya dan optimalisasi anggaran guna menjaga profitabilitas di tengah ketidakpastian kondisi eksternal. Total aset Perseroan tercatat mencapai Rp 6,497 triliun. Realisasi aset ini menunjukkan performa yang solid melalui strategi optimalisasi aset dan diversifikasi pemanfaatan aset dengan tingkat pencapaian sebesar 91% dari target RKAP 2025.

Pada sisi liabilitas, tercatat sebesar Rp3,487 triliun, mengalami penyesuaian sebesar 16,19% dibandingkan posisi tahun sebelumnya. Sementara itu, total ekuitas Perseroan menunjukkan penguatan menjadi Rp3,010 triliun, meningkat 5,83% dari tahun 2024. Langkah-langkah strategis ini dijalankan dengan mengedepankan prinsip kehati-hatian dan akuntabilitas guna mendukung kinerja keuangan Perseroan dalam jangka panjang.

Aspek profitabilitas tetap menjadi motor penggerak utama kinerja keuangan. Perseroan mencatatkan pendapatan sebesar Rp5,456 triliun, meningkat sebesar 16,51% dibandingkan perolehan tahun 2024. Capaian pendapatan ini berhasil mencapai 118% dari target tahun 2025, di mana kontribusi signifikan bersumber dari optimalisasi aset properti melalui peningkatan tingkat hunian. Sejalan dengan kenaikan pendapatan, laba tahun berjalan tercatat tumbuh sebesar 16,73% menjadi Rp273,908 miliar. Realisasi laba ini merefleksikan pengendalian biaya dan efisiensi operasional dengan tetap menjaga standar mutu layanan yang diterapkan di seluruh unit bisnis.

3. Strategy and Program Execution: Ensuring that flagship work programs in the property and hospitality sectors are implemented according to the established timeline, with a focus on enhancing facilities and infrastructure to maintain consistent service excellence.
4. Delivering Vision and Mission: Strengthening an organizational work culture that focuses on results, collaboration, and service as key drivers for achieving targets.
5. Continuous Coordination: Conducting monthly coordination meetings and Management Walkthroughs to ensure synergy among business units and stakeholders.

Through a systematic approach grounded in the strengthening of Good Corporate Governance (GCG) principles, risk management, and regulatory compliance, the Board of Directors is fully committed to driving optimal growth for the Company while creating sustainable added value.

Comparison of Results and Targets

Financial Performance

The Company successfully maintained positive financial growth momentum throughout 2025, as reflected in improvements across various key metrics amid market dynamics. Efficiency measures were implemented through cost structure evaluations and budget optimization to maintain profitability amid uncertain external conditions. The Company's total assets reached Rp 6.497 trillion. This asset realization demonstrates solid performance through asset optimization strategies and diversification of asset utilization, achieving 91% of the 2025 RKAP target.

On the liability side, the figure stood at Rp3.487 trillion, reflecting an adjustment of 16.19% compared to the previous year's position. Meanwhile, the Company's total equity strengthened to Rp3.010 trillion, an increase of 5.83% from 2024. These strategic measures were implemented by prioritizing the principles of prudence and accountability to support the Company's long-term financial performance.

Profitability remains the primary driver of financial performance. The Company recorded revenue of Rp5.456 trillion, an increase of 16.51% compared to 2024. This revenue achievement reached 118% of the 2025 target, with a significant contribution stemming from the optimization of property assets through increased occupancy rates. In line with the increase in revenue, net income for the current year grew by 16.73% to Rp273.908 billion. This profit realization reflects cost control and operational efficiency while maintaining the service quality standards applied across all business units.

Kinerja Investasi

Dalam aspek pengembangan usaha, Perseroan merealisasikan investasi senilai Rp635,070 miliar sepanjang tahun 2025. Jika dibandingkan dengan tahun 2024, nilai investasi tahun ini mengalami kenaikan sebesar 166,44%. Realisasi investasi ini difokuskan pada peningkatan fasilitas dan infrastruktur guna memastikan keberlanjutan daya saing bisnis. Capaian investasi tersebut sangat dipengaruhi oleh kebijakan penarapan prinsip kehati-hatian dalam setiap pengambilan keputusan bisnis demi mendukung pertumbuhan jangka panjang Perseroan.

Investment Performance

In terms of business development, the Company realized investments amounting to Rp635.070 billion throughout 2025. Compared to 2024, the value of investment this year increased/decreased by 166.44%. This investment realization was focused on enhancing facilities and infrastructure to ensure the sustainability of the Company's business competitiveness. This investment achievement was strongly influenced by the policy of applying prudential principles in every business decision-making process in order to support the Company's long-term growth.

Kendala yang Dihadapi dan Penyelesaiannya

Secara keseluruhan, kinerja Perseroan pada tahun 2025 mencatatkan pertumbuhan yang solid. Meski demikian, dalam merealisasikan strategi bisnis, Perseroan tetap menghadapi dinamika tantangan di setiap lini operasional. Guna memitigasi risiko tersebut, sejumlah langkah strategis telah diimplementasikan untuk menjamin keberlanjutan dan daya saing Perseroan di masa depan.

1. **Sektor Hospitality**
   Bisnis perhotelan menghadapi tantangan kompetisi yang semakin ketat, antara lain:
   - Kebutuhan renovasi dan peremajaan unit hotel: Perseroan mengidentifikasi adanya kebutuhan mendesak untuk menyelesaikan renovasi pada beberapa unit hotel guna memenuhi ekspektasi pasar yang semakin tinggi terhadap kualitas akomodasi premium.
   - Keterbatasan ruang meeting di beberapa unit hotel: Seiring dengan meningkatnya frekuensi kegiatan korporasi, tantangan utama adalah memaksimalkan utilisasi ruang pertemuan pada periode *peak season*. Solusinya, Perseroan melakukan digitalisasi sistem pemesanan dan meningkatkan fleksibilitas pengaturan ruang rapat.
   - Pengembangan SDM di sektor hospitality: Menghadapi dinamika tenaga kerja di industri jasa, Perseroan mengintensifkan program sertifikasi profesi bagi karyawan guna menjamin standar layanan yang unggul dan konsisten.

2. **Sektor Property Investment & Development**
   Industri properti pada segmen hunian bertingkat (*high-rise*) masih menghadapi tantangan pada sisi kecepatan penyerapan pasar. Sebagai respons, Perseroan mengambil langkah-langkah berikut:
   1. Inovasi Skema Pembiayaan: Memperluas kerja sama dengan perbankan untuk menyediakan skema pembiayaan dengan suku bunga khusus bagi karyawan Pertamina Group dan pelanggan umum.
   2. Efektivitas Pemasaran Digital: Mengoptimalkan anggaran pemasaran melalui platform berbasis data guna menjangkau target pasar secara lebih akurat dan efisien.
   3. Dinamika Regulasi dan Perizinan: Merespons perubahan kebijakan teknis di daerah dengan memperkuat

Constraints Faced and Their Resolutions

Overall, the Company's performance in 2025 recorded solid growth. Nevertheless, in implementing its business strategy, the Company continued to face dynamic challenges across each operational line. To mitigate these risks, a number of strategic measures have been implemented to ensure the Company's sustainability and competitiveness in the future.

1. **Hospitality Segment**
   The hotel business faces increasingly intense competition, including the following challenges:
   - The need for renovation and rejuvenation of hotel units: The Company has identified an urgent need to complete renovations in several hotel units in order to meet the increasingly high market expectations for premium accommodation quality.
   - Limited meeting space in several hotels: Along with the increasing frequency of corporate activities, the main challenge lies in maximizing the utilization of meeting spaces during peak seasons. As a solution, the Company has implemented the digitalization of the booking system and enhanced the flexibility of meeting room arrangements.
   - Human resource development in the hospitality sector: In response to workforce dynamics in the service industry, the Company has intensified professional certification programs for employees to ensure superior and consistent service standards.

2. **Property Investment & Development Sector**
   The property industry, particularly in the high-rise residential segment, continues to face challenges in terms of market absorption rates. In response, the Company has undertaken the following measures:
   1. Financing Scheme Innovation: Expanding collaboration with banking institutions to provide financing schemes with special interest rates for employees of the Pertamina Group and the general public.
   2. Digital Marketing Effectiveness: Optimizing marketing budgets through data-driven platforms to reach target markets more accurately and efficiently.
   3. Regulatory and Licensing Dynamics: Responding to changes in regional technical policies by strengthening

koordinasi bersama instansi terkait untuk memastikan kelancaran progres pembangunan.

3. **Sektor Services**
   Pada lini bisnis jasa, fokus utama tantangan terletak pada optimalisasi margin dan efektivitas sistem pembayaran:

   - Akselerasi Digitalisasi Operasional: Menghadapi kendala biaya operasional yang terus meningkat, Perseroan mulai mengimplementasikan sistem untuk mengotomasi proses administrasi dan pengawasan lapangan pada kontrak-kontrak strategis.
   - Manajemen Arus Kas: Melakukan koordinasi intensif dengan mitra strategis dan entitas di lingkungan Pertamina Group untuk mempercepat proses rekonsiliasi data dan memperlancar siklus penagihan (*collection period*).

Sebagai solusi menyeluruh, Perseroan terus memperkuat sinergi di lingkungan Pertamina Group sembari memperluas pangsa pasar eksternal untuk memastikan keberlanjutan pertumbuhan di seluruh segmen bisnis.

Prospek Usaha

PT Patra Jasa tetap optimis terhadap prospek bisnis ke depan dengan melihat tren pemulihan industri yang semakin stabil. Direksi memandang bahwa prospek industri *hospitality*, *property*, dan *services* pada tahun mendatang menunjukkan peluang pertumbuhan yang tetap positif, baik di tingkat nasional maupun global, meskipun masih dihadapkan pada dinamika dan ketidakpastian kondisi ekonomi serta geopolitik. Sektor properti komersial telah memasuki fase penguatan yang nyata, di mana pertumbuhan sektor pariwisata, kegiatan MICE, serta pengembangan kawasan dan infrastruktur diperkirakan akan memberikan dampak positif. Sektor *hospitality* dan MICE diprediksi akan terus mengalami pertumbuhan permintaan yang pesat, didorong oleh peningkatan mobilitas masyarakat serta kebutuhan akan layanan berbasis kualitas, kenyamanan, dan pengalaman pelanggan.

Optimisme Perseroan juga didasarkan pada performa solid di sektor-sektor kunci, mulai dari pengelolaan aset hingga sektor jasa pendukung lainnya. Di tingkat global, Direksi mencermati bahwa tren digitalisasi, keberlanjutan (*sustainability*), serta penerapan prinsip ESG akan semakin memengaruhi arah pengembangan industri. Perseroan memandang bahwa efektivitas kebijakan internal dalam menjaga keseimbangan antara stabilitas operasional dan pertumbuhan aset akan menjadi kunci utama, terutama dalam menghadapi tantangan persaingan yang ketat serta tekanan terhadap efisiensi biaya. Direksi akan terus memperkuat strategi bisnis melalui inisiatif yang berorientasi pada peningkatan daya saing, efisiensi operasional, serta penguatan transformasi digital dan pemanfaatan teknologi dalam mendukung operasional.

coordination with relevant authorities to ensure the smooth progress of the development of.

3. **Service Segment**
   In the services business line, the main challenges are focused on optimizing margins and enhancing the effectiveness of the payment system:
   - Operational Digitalization Acceleration: In response to the continuously rising operational costs, the Company has begun implementing a system to automate administrative processes and field supervision for strategic contracts.
   - Cash Flow Management: Conducting intensive coordination with strategic partners and entities within the Pertamina Group to accelerate the data reconciliation process and streamline the billing cycle (collection period).

As a comprehensive solution, the Company continues to strengthen synergy within the Pertamina Group while expanding its external market share to ensure sustainable growth across all business segments.

Business Prospects

PT Patra Jasa remains optimistic about its future business prospects, observing that the trend of industry recovery is becoming increasingly stable. The Board of Directors believes that the prospects for the hospitality, property, and services industries in the coming year present positive growth opportunities, both at the national and global levels, despite ongoing economic and geopolitical dynamics and uncertainties. The commercial property sector has entered a phase of tangible strengthening, where growth in the tourism sector, MICE activities, as well as the development of regional areas and infrastructure is expected to generate positive impacts. The hospitality and MICE (Meetings, Incentives, Conferences, and Exhibitions) sectors are projected to continue experiencing rapid growth in demand, driven by increased community mobility and the growing need for services that emphasize quality, comfort, and customer experience.

The Company's optimism is also grounded in its solid performance across key sectors, ranging from asset management to other supporting service sectors. At the global level, the Board of Directors observes that trends in digitalization, sustainability, and the implementation of ESG (Environmental, Social, and Governance) principles will increasingly influence the direction of industry development. The Company believes that the effectiveness of internal policies in maintaining a balance between operational stability and asset growth will be a key factor, particularly in addressing intense competition and pressures on cost efficiency. The Board of Directors will continue to strengthen the business strategy through initiatives focused on enhancing competitiveness, improving operational efficiency, and reinforcing digital transformation and the utilization of technology to support operations.

Posisi strategis PT Patra Jasa sebagai pengelola dan pengembang aset di lingkungan PT Pertamina (Persero) tetap menjadi keunggulan kompetitif utama. Melalui sinergi berkelanjutan dalam ekosistem BUMN, Perseroan berkomitmen untuk mempercepat implementasi berbagai program strategis. Direksi juga akan terus menjajaki peluang pengembangan bisnis dan kemitraan strategis guna memperluas pasar, meningkatkan utilisasi aset, serta menciptakan sumber pendapatan yang lebih beragam. Langkah ini diambil guna memastikan manfaat optimal bagi seluruh pemangku kepentingan serta memperkokoh posisi Patra Jasa sebagai pemimpin di industri yang adaptif dan tangguh.

Guna memastikan keberlanjutan kinerja, Direksi berkomitmen untuk tetap memprioritaskan penguatan manajemen risiko, penerapan tata kelola perusahaan yang baik, serta pengembangan sumber daya manusia agar setiap langkah strategis dilaksanakan secara efektif dan *prudent*.

Penerapan Tata Kelola Perusahaan (GCG) 2025

PT Patra Jasa meneguhkan komitmennya dalam memperkuat implementasi *Good Corporate Governance* (GCG) di seluruh lini operasional sepanjang tahun 2025. Perseroan memandang GCG sebagai landasan fundamental untuk menjamin keberlanjutan bisnis dan menjaga kepercayaan pemangku kepentingan. Komitmen ini diwujudkan melalui penguatan kerangka kebijakan kepatuhan serta pembaruan berkala pada Pedoman GCG, Pedoman COC, dan Prosedur Operasional Standar (SOP) agar tetap adaptif dengan dinamika industri.

Sebagai bentuk transparansi dan kepatuhan terhadap regulasi, Direksi mengimplementasikan langkah strategis melalui ketepatan waktu penyampaian laporan keuangan dan manajemen, pemutakhiran website perusahaan, publikasi kanal *Whistleblowing System* (WBS), serta penerapan *e-Procurement* untuk menjamin objektivitas proses bisnis. Perseroan secara konsisten mempertahankan tingkat kepatuhan pelaporan LHKPN sebesar 100% yang didukung oleh program *awareness* periodik dan penunjukan Administrator Unit Kerja Pengelolaan LHKPN. Selain itu, efektivitas fungsi kepatuhan diperkuat melalui penunjukan *Chief Compliance Officer* (CCO) serta Fungsi Kepatuhan Anti Penyuapan (FKAP) dalam pengelolaan SMAP berbasis ISO 37001:2016.

Untuk menjamin efektivitas pengendalian internal, Internal Audit secara berkelanjutan melakukan evaluasi dan monitoring pada proses bisnis, melaksanakan audit internal maupun eksternal, serta memastikan pelaksanaan tindakan perbaikan atas rekomendasi audit. Perseroan juga menerapkan sistem *Internal Control over Financial Reporting* (ICoFR) untuk menjamin keandalan laporan keuangan serta mengoptimalkan aplikasi teknologi informasi sebagai media monitoring operasional. Pengelolaan benturan kepentingan turut diperketat melalui

The strategic position of PT Patra Jasa as an asset manager and developer within the PT Pertamina (Persero) environment remains a key competitive advantage. Through continued synergy within the SOE ecosystem, the Company is committed to accelerating the implementation of various strategic programs. The Board of Directors will also continue to explore opportunities for business development and strategic partnerships to expand markets, increase asset utilization, and create more diversified sources of revenue. This step is taken to ensure optimal benefits for all stakeholders and to strengthen Patra Jasa's position as an adaptive and resilient leader in the industry.

To ensure the sustainability of performance, the Board of Directors is committed to continuing to prioritize the strengthening of risk management, the implementation of good corporate governance, and the development of human resources so that every strategic initiative is carried out effectively and prudently.

Implementation of Governance (GCG) 2025

PT Patra Jasa reaffirmed its commitment to strengthening the implementation of Good Corporate Governance (GCG)across all operational lines throughout 2025. The Company views GCG as a fundamental foundation for ensuring business sustainability and maintaining the trust of stakeholders. This commitment is realized through the strengthening of the compliance policy framework as well as periodic updates to the GCG Guidelines, Code of Conduct (CoC) Guidelines, and Standard Operating Procedures (SOP) to ensure they remain adaptive to industry dynamics.

As a form of transparency and compliance with regulations, the Board of Directors implements strategic measures through the timely submission of financial and management reports, the regular updating of the Company's website, the publication of the Whistleblowing System (WBS) channel, and the implementation of e-Procurement to ensure objectivity in business processes. The Company consistently maintains a 100% compliance rate in reporting the State Officials' Wealth Report (LHKPN), supported by periodic awareness programs and the appointment of an LHKPN Management Unit Administrator. In addition, the effectiveness of the compliance function is strengthened through the appointment of a Chief Compliance Officer (CCO) and the Anti-Bribery Compliance Function (FKAP) in managing the Anti-Bribery Management System (SMAP) based on ISO 37001:2016.

To ensure the effectiveness of internal control, Internal Audit continuously conducts evaluations and monitoring of business processes, performs both internal and external audits, and ensures the implementation of corrective actions in response to audit recommendations. The Company also implements an Internal Control over Financial Reporting (ICoFR) system to ensure the reliability of financial statements and to optimize the use of information technology applications as a medium for operational monitoring. The management of conflicts of interest

deklarasi Pakta Integritas, daftar kepemilikan saham oleh Direksi dan Dewan Komisaris, serta penyediaan fasilitas pelaporan potensi konflik kepentingan melalui sistem LOTS (*Legal Compliance One Touch System*).

Dalam pengambilan keputusan, Direksi secara konsisten mengedepankan prinsip kehati-hatian (*duty of care*) dan pelindungan atas keputusan bisnis (*Business Judgment Rule*). Efektivitas fungsi di bawah Direksi dijaga melalui pembagian tugas dan pendelegasian wewenang yang jelas, di mana setiap rekomendasi dikaji secara kritis dalam Rapat Direksi yang terdokumentasi secara akuntabel. Interaksi dengan Dewan Komisaris dibangun melalui prinsip komunikasi proaktif, transparan, dan *check and balances* sesuai *Board Manual*, yang diwujudkan melalui penyelenggaraan Rapat Gabungan berkala serta penyampaian laporan manajemen dan matriks risiko secara tepat waktu.

Memasuki periode berikutnya, Direksi berkomitmen untuk menyempurnakan kualitas implementasi GCG secara berkelanjutan dengan target meraih predikat "Most Trusted" pada *Corporate Governance Perception Index* (CGPI). Selain itu, Perseroan akan mendorong transformasi implementasi tata kelola dari sekadar pemenuhan kepatuhan operasional menjadi pendorong utama strategi bisnis untuk mengakselerasi pencapaian kinerja terbaik di industrinya. Efektivitas tata kelola ini divalidasi melalui penilaian tahunan, di mana pada tahun buku 2025, Perseroan berhasil meraih skor 93,84% dengan klasifikasi "Sangat Baik".

Penerapan Manajemen Risiko 2025

PT Patra Jasa menempatkan manajemen risiko sebagai instrumen strategis yang fundamental dalam menjamin kelancaran operasional serta memitigasi potensi hambatan bisnis sepanjang tahun 2025. Perseroan memandang bahwa pengelolaan risiko yang efektif tidak hanya berfungsi sebagai pelindung nilai dari ketidakpastian, tetapi juga sebagai pendorong utama dalam mengoptimalkan peluang usaha di tengah dinamika industri properti dan hospitalitas. Melalui pendekatan yang terintegrasi, manajemen risiko berperan penting dalam menciptakan stabilitas kerja, membangun kepercayaan pemangku kepentingan, serta memperkuat tata kelola perusahaan yang sehat dan meningkatkan budaya sadar risiko pada Perusahaan.

Sistem pengelolaan risiko di lingkungan Perseroan dijalankan secara proaktif dengan mengacu pada Pedoman Manajemen Risiko Nomor 004/A/CORFIN/2024 tanggal 27 Desember 2024. Implementasi strategi ini dimulai dengan penyusunan *Risk Register* yang diselaraskan secara ketat dengan Rencana Kerja dan Anggaran Perusahaan (RKAP) 2025. Proses penyusunan dilakukan melalui mekanisme *bottom-up*, di mana setiap *Risk Owner* pada masing-masing fungsi dan unit bisnis bertanggung jawab mengidentifikasi seluruh potensi risiko yang dapat menghambat pencapaian target strategis tahun berjalan.

is further strengthened through the declaration of an Integrity Pact, disclosure of share ownership by members of the Board of Directors and the Board of Commissioners, as well as the provision of facilities for reporting potential conflicts of interest through the LOTS (Legal Compliance One Touch System).

In decision-making, the Board of Directors consistently upholds the principles of prudence (duty of care) and the protection of business decisions (Business Judgment Rule). The effectiveness of functions under the Board of Directors is maintained through clear division of duties and delegation of authority, whereby each recommendation is critically reviewed in Board of Directors Meetings that are documented in an accountable manner. Interaction with the Board of Commissioners is established through the principles of proactive communication, transparency, and checks and balances in accordance with the Board Manual, which are implemented through the regular convening of Joint Meetings as well as the timely submission of management reports and risk matrices.

Entering the next period, the Board of Directors is committed to continuously enhancing the quality of Good Corporate Governance (GCG) implementation with the target of achieving the "Most Trusted" designation in the Corporate Governance Perception Index (CGPI). In addition, the Company will promote the transformation of governance implementation from merely fulfilling operational compliance to becoming a key driver of business strategy in accelerating the achievement of best-in-class performance within the industry. The effectiveness of this governance framework is validated through annual assessments, in which, in the 2025 financial year, the Company achieved a score of 93.84%, classified as "Very Good."

Implementation of Risk Management 2025

PT Patra Jasa places risk management as a fundamental strategic instrument in ensuring smooth operational activities and mitigating potential business obstacles throughout 2025. The Company views effective risk management not only as a safeguard against uncertainties but also as a key driver in optimizing business opportunities amid the dynamics of the property and hospitality industries. Through an integrated approach, risk management plays an important role in creating operational stability, building stakeholder trust, strengthening sound corporate governance, and enhancing a risk-aware culture within the Company.

The risk management system within the Company is implemented proactively in accordance with the Risk Management Guidelines No. 004/A/CORFIN/2024 dated December 27, 2024. The implementation of this strategy began with the preparation of a Risk Register, which was closely aligned with the 2025 Company Work Plan and Budget (RKAP). The preparation process was carried out through a bottom-up mechanism, in which each Risk Owner within their respective functions and business units was responsible for identifying all potential risks that could hinder the achievement of the year's strategic targets.

Memasuki tahun 2025, efektivitas manajemen risiko diperkuat melalui integrasi ekosistem digital dan penyampaian matriks risiko yang komprehensif sebagai syarat wajib sebelum pengambilan keputusan aksi korporasi. Hal ini menjamin bahwa setiap kebijakan strategis telah melalui proses telaah risiko yang ketat serta selaras dengan prinsip kehati-hatian (*duty of care*) dan pelindungan keputusan bisnis (*Business Judgment Rule*).

Guna memastikan efektivitas mitigasi, Perseroan melaksanakan proses pemantauan dan evaluasi secara berkala setiap bulan terhadap realisasi langkah-langkah penanganan risiko yang tercatat dalam *Risk Register*. Penerapan manajemen risiko di tahun 2025 juga difokuskan pada penguatan aspek kepatuhan melalui sistem LOTS (*Legal Compliance One Touch System*) dan pemantauan profil risiko pada tiga pilar bisnis utama—*Property Investment & Development, Hotels & Resorts, and Services*—guna menjaga resiliensi perusahaan terhadap volatilitas pasar. Konsistensi ini merupakan bentuk nyata komitmen Perseroan dalam melindungi aset, mengamankan target pendapatan, serta mendorong efisiensi biaya operasional di seluruh lini bisnis.

Pengembangan Sumber Daya Manusia 2025

PT Patra Jasa menempatkan Sumber Daya Manusia (SDM) yang kompeten dan profesional sebagai pilar fundamental dalam mengakselerasi pertumbuhan bisnis, khususnya pada sektor *hospitality* dan *services* yang sangat bergantung pada kualitas layanan. Guna menjamin ketersediaan talenta unggul, Perseroan menjalankan mekanisme rekrutmen yang selektif serta menyelenggarakan berbagai inisiatif pengembangan kompetensi yang selaras dengan kebutuhan industri terkini. Program ini mencakup pelatihan berbasis sertifikasi, baik melalui Sertifikasi Profesi (Non-BNSP) maupun Sertifikasi BNSP. Sebagai wujud komitmen terhadap peningkatan kapabilitas talenta, pada tahun 2025 Perseroan mengalokasikan anggaran pengembangan kompetensi sebesar Rp7,9 miliar.

Selain fokus pada peningkatan keterampilan teknis, Perseroan terus memperbarui kebijakan sumber daya manusia demi meningkatkan kualitas dan efektivitas kerja karyawan. Perseroan mengimplementasikan sistem penilaian kinerja dan manajemen karir yang terukur dengan tujuan strategis sebagai berikut:

- Memacu produktivitas serta optimalisasi kinerja organisasi secara menyeluruh melalui budaya kerja yang berbasis pada target.
- Memperkuat motivasi dan loyalitas karyawan guna menurunkan tingkat *turnover* talenta kunci.
- Memetakan kebutuhan pelatihan secara akurat guna mempersiapkan suksesi kepemimpinan di masa depan.

Melalui program pengembangan karir yang komprehensif, Perseroan berupaya mengoptimalkan potensi setiap talenta internal agar dapat memberikan kontribusi maksimal dalam mendukung pilar bisnis *Property Investment & Development, Hotels & Resorts, and Services*. Di samping itu, penguatan etos

Entering 2025, the effectiveness of risk management was further strengthened through the integration of a digital ecosystem and the submission of a comprehensive risk matrix as a mandatory requirement prior to making any corporate action decisions. This ensures that every strategic policy has undergone a rigorous risk assessment process and is aligned with the principles of prudence (duty of care) and the protection of business decisions (Business Judgment Rule).

To ensure the effectiveness of mitigation efforts, the Company conducts periodic monitoring and evaluation on a monthly basis regarding the implementation of risk handling measures recorded in the Risk Register. The implementation of risk management in 2025 also focused on strengthening compliance aspects through the LOTS (Legal Compliance One Touch System) and monitoring risk profiles across the three main business pillars—Property Investment & Development, Hotels & Resorts, and Services.—to maintain the Company's resilience against market volatility. This consistency reflects the Company's tangible commitment to safeguarding its assets, securing revenue targets, and promoting operational cost efficiency across all business lines.

Human Resources Management 2025

PT Patra Jasa places competent and professional Human Resources (HR) as a fundamental pillar in accelerating business growth, particularly in the hospitality and services sectors, which are highly dependent on service quality. To ensure the availability of a superior workforce, the Company implements a selective recruitment process and develops various programs to improve the quality and competence of employees. This program includes certification training, both through Professional Certification (Non - BNSP) and BNSP Certification. As a manifestation of its commitment to enhancing talent capabilities, in 2025 the Company allocated a competency development budget of Rp7.9 billion.

In addition to focusing on improving technical skills, the Company continues to refine its human resource policies to enhance the quality and effectiveness of employee performance. The Company has implemented a measurable performance appraisal and career management system with the following strategic objectives:

- Driving productivity and optimizing overall organizational performance through a target-based work culture.
- Strengthening employee motivation and loyalty to reduce the turnover rate of key talents.
- Accurately mapping training needs in order to prepare future leadership succession.

Through comprehensive career development programs, the Company strives to optimize the potential of each internal talent to contribute maximally in supporting the Property Investment & Development, Hotels & Resorts, and Services. business pillars. In addition, the strengthening of work ethics is carried out through

kerja dilakukan melalui internalisasi berkelanjutan atas budaya perusahaan AKHLAK, yang diintegrasikan ke dalam aktivitas operasional harian guna menjamin standar pelayanan dan profesionalisme yang konsisten di seluruh unit bisnis dan anak perusahaan.

the continuous internalization of the AKHLAK corporate culture, which is integrated into daily operational activities to ensure consistent standards of service and professionalism across all business units and subsidiaries.

Pelaksanaan Tanggung Jawab Sosial dan Lingkungan (TJSL)

PT Patra Jasa mengintegrasikan program Tanggung Jawab Sosial dan Lingkungan (TJSL) sebagai elemen krusial dalam strategi keberlanjutan bisnis dengan melibatkan pemangku kepentingan secara aktif. Memasuki tahun 2025, program ini disusun melalui pendekatan yang lebih strategis dengan menyelaraskan profil risiko bisnis dan prinsip ESG (*Environmental, Social, and Governance*). Langkah ini memastikan bahwa setiap kontribusi Perseroan memberikan dampak nyata yang terukur terhadap lingkungan sekaligus memperkuat nilai jangka panjang perusahaan.

Implementasi TJSL Perseroan difokuskan pada penguatan kontribusi terhadap Tujuan Pembangunan Berkelanjutan atau Sustainable Development Goals (SDGs) yang dikelompokkan ke dalam tiga pilar utama:

1. Pilar Sosial: Berfokus pada pemenuhan hak dasar manusia secara adil. Pada tahun 2025, inisiatif ini diperkuat melalui pemberian bantuan pendidikan di wilayah sekitar area bisnis Perseroan guna mendukung peningkatan kualitas sumber daya manusia lokal.
2. Pilar Lingkungan: Menitikberatkan pada pelestarian ekosistem. Perseroan merealisasikan inisiatif inovatif berupa pengelolaan limbah operasional restoran menjadi pupuk organik serta penyediaan sarana kebersihan yang memadai di unit-unit bisnis sebagai bentuk nyata penerapan ekonomi sirkular.
3. Pilar Ekonomi: Mendorong pertumbuhan ekonomi berkualitas melalui penciptaan peluang kerja dan sinergi inklusif, didukung oleh infrastruktur yang memadai serta kemitraan strategis di lingkungan Pertamina Group.

Sepanjang tahun 2025, Perseroan telah merealisasikan anggaran sebesar Rp1,07 miliar untuk berbagai inisiatif strategis tersebut. Pelaksanaan program dijalankan secara mandiri maupun melalui sinergi intensif dengan PT Pertamina (Persero) selaku induk perusahaan untuk menjamin efektivitas distribusi manfaat bagi masyarakat luas.

Bagi Perseroan, komitmen terhadap TJSL di tahun 2025 melampaui aspek kepatuhan regulasi semata. Hal ini merupakan perwujudan tanggung jawab etis dalam menciptakan dampak positif yang berkelanjutan bagi masyarakat, pelestarian lingkungan, serta mendukung penguatan ekonomi nasional menuju masa depan yang lebih hijau.

Implementation of Corporate Social Responsibility

PT Patra Jasa integrates its Corporate Social Responsibility (CSR) program as a crucial element of its business sustainability strategy by actively engaging stakeholders. Entering 2025, the program was designed through a more strategic approach by aligning the Company's business risk profile with ESG (Environmental, Social, and Governance) principles. This step ensures that every contribution made by the Company delivers measurable and tangible impacts on the environment while strengthening the Company's long-term value.

The implementation of the Company's TJSL initiatives is focused on strengthening contributions to the Sustainable Development Goals (SDGs), which are grouped into three main pillars:

1. Social Pillar: Focused on the equitable fulfillment of basic human rights. In 2025, this initiative was strengthened through the provision of educational assistance in areas surrounding the Company's business operations to support the improvement of local human capital quality.
2. Environmental Pillar: Emphasizing ecosystem preservation. The Company implemented innovative initiatives such as converting restaurant operational waste into organic fertilizer and providing adequate sanitation facilities across its business units as a tangible application of the circular economy.
3. Economic Pillar: Driving quality economic growth through the creation of employment opportunities and inclusive synergy, supported by adequate infrastructure and strategic partnerships within the Pertamina Group.

Throughout 2025, the Company realized a budget of Rp1.07 billion to support these various strategic initiatives. The programs were implemented independently as well as through intensive synergy with PT Pertamina (Persero) as the parent company, to ensure the effective distribution of benefits to the wider community.

For the Company, its commitment to Corporate Social Responsibility (CSR) in 2025 goes beyond mere regulatory compliance. It represents an embodiment of the Company's ethical responsibility to create sustainable positive impacts for society, preserve the environment, and support the strengthening of the national economy toward a greener future.

Perubahan Komposisi Direksi

Sepanjang tahun 2025, terdapat perubahan komposisi Direksi PT Patra Jasa yang dapat dirincikan sebagai berikut:

Changes in the Composition of the Board of Directors

Throughout 2025, there were changes in the composition of the Board of Directors of PT Patra Jasa, which can be detailed as follows:

Periode 1 – 27 September 2025	Period September 1 – 27, 2025
Direktur Utama / President Director	Ray Syaputra Muda Daulay
Direktur Strategi dan Pengembangan Bisnis / Director of Strategy and Business Development	Muhammad Indharto Rusman
Direktur Properti / Director of Property	Dani Noor Achmad Sulaeman
Direktur Hospitality dan Multi Services / Director of Hospitality and Multi Services	Rizky Mahesa Dwiyana
Direktur Keuangan dan Umum / Director of Finance and General Affairs	Aditya Dhanwantara

* Ray Syaputra Muda Daulay tidak lagi menjabat sebagai Direktur Utama berdasarkan KPSSS PT Patra Jasa tanggal 27 September 2025.

* Ray Syaputra Muda Daulay no longer serves as President Director based on the Shareholders' Circular Resolution of PT Patra Jasa dated September 27, 2025.

Periode 28 September – 8 Oktober 2025	Period September 28 – October 8, 2025
Plt. Direktur Utama / Acting President Director	Aditya Dhanwantara
Direktur Strategi dan Pengembangan Bisnis / Director of Strategy and Business Development	Muhammad Indharto Rusman
Direktur Properti / Director of Property	Dani Noor Achmad Sulaeman
Direktur Hospitality dan Multi Services / Director of Hospitality and Multi Services	Rizky Mahesa Dwiyana
Direktur Keuangan dan Umum / Director of Finance and General Affairs	Aditya Dhanwantara

* Aditya Dhanwantara menjabat sebagai Plt. Direktur Utama berdasarkan Surat Dewan Komisaris PT Patra Jasa Nomor: 092/S/PJ/DEKOM/IX/2025 tanggal 29 September 2025.

* Aditya Dhanwantara serves as Acting President Director based on the Letter of the Board of Commissioners of PT Patra Jasa No. 092/S/PJ/DEKOM/IX/2025 dated September 29, 2025.

Periode 8 Oktober – 25 November 2025	Period October 8 – November 25, 2025
Direktur Utama / President Director	Ray Syaputra Muda Daulay
Direktur Strategi dan Pengembangan Bisnis / Director of Strategy and Business Development	Muhammad Indharto Rusman
Direktur Properti / Director of Property	Dani Noor Achmad Sulaeman
Direktur Hospitality dan Multi Services / Director of Hospitality and Multi Services	Rizky Mahesa Dwiyana
Direktur Keuangan dan Umum / Director of Finance and General Affairs	Aditya Dhanwantara

* Ray Syaputra Muda Daulay menjabat kembali sebagai Direktur Utama berdasarkan KPSSS PT Patra Jasa tanggal 8 Oktober 2025.
* Aditya Dhanwantara tidak menjabat lagi sebagai Direktur Keuangan dan Umum berdasarkan KPSSS PT Patra Jasa tanggal 25 November 2025.

* Ray Syaputra Muda Daulay was reappointed as President Director based on the KPSSS of PT Patra Jasa dated October 8, 2025.
* Aditya Dhanwantara no longer serves as Director of Finance and General Affairs based on the Shareholders' Circular Resolution of PT Patra Jasa dated November 25, 2025.

Periode 25 November – 31 Desember 2025	Period of November 25 – December 31, 2025
Direktur Utama / President Director	Ray Syaputra Muda Daulay
Direktur Strategi dan Pengembangan Bisnis / Director of Strategy and Business Development	Muhammad Indharto Rusman
Direktur Properti / Director of Property	Dani Noor Achmad Sulaeman
Direktur Hospitality dan Multi Services / Director of Hospitality and Multi Services	Rizky Mahesa Dwiyana
Direktur Keuangan dan Umum / Director of Finance and General Affairs	Kurnia Pinayungan

* Kurnia Pinayungan menjabat sebagai Direktur Keuangan dan Umum berdasarkan KPSSS PT Patra Jasa tanggal 25 November 2025.

* Kurnia Pinayungan serves as Director of Finance and General Affairs based on the Shareholders' Circular Resolution of PT Patra Jasa dated November 25, 2025.

Penutup

Mewakili jajaran Direksi, kami menyampaikan rasa terima kasih dan apresiasi yang setinggi-tingginya kepada para Pemegang Saham atas kepercayaan serta dukungan berkelanjutan yang menjadi fondasi kekuatan kami. Penghargaan tulus juga kami sampaikan kepada Dewan Komisaris atas arahan strategis dan pengawasan yang konsisten, serta kepada seluruh pemangku kepentingan atas sinergi dan kolaborasi yang senantiasa terjalin harmonis.

Penghargaan serta apresiasi yang sebesar-besarnya kami tujukan kepada seluruh insan karyawan PT Patra Jasa. Berkat dedikasi, integritas, dan kerja keras yang luar biasa, Perseroan berhasil menutup tahun buku 2025 dengan pencapaian kinerja yang solid dan mampu melampaui berbagai tantangan industri yang dinamis.

Dengan semangat transformasi yang sama, kami melangkah menuju tahun mendatang dengan optimisme yang lebih besar. Kami berkomitmen untuk terus memperkuat daya saing Perseroan dan memastikan bahwa fundamen yang telah kita bangun bersama akan membawa PT Patra Jasa meraih keunggulan yang berkelanjutan serta mewujudkan visi sebagai perusahaan yang paling dipercaya di industrinya.

Closing

On behalf of the Board of Directors, we would like to express our highest gratitude and appreciation to the Shareholders for their trust and continued support, which serve as the foundation of our strength. Our sincere appreciation is also extended to the Board of Commissioners for their strategic guidance and consistent oversight, as well as to all stakeholders for the synergy and collaboration that have been maintained harmoniously.

We extend our highest appreciation and gratitude to all employees of PT Patra Jasa. Through their dedication, integrity, and exceptional hard work, the Company successfully concluded the 2025 financial year with solid performance achievements and was able to overcome the various challenges of a dynamic industry.

With the same spirit of transformation, we move forward into the coming year with even greater optimism. We remain committed to continuously strengthening the Company's competitiveness and ensuring that the foundations we have built together will enable PT Patra Jasa to achieve sustainable excellence and realize its vision of becoming the most trusted company in its industry.

Jakarta, April / April 2026
Atas Nama Direksi
On behalf of the Board of Directors

Ray SM Daulay
Direktur Utama
President Director

Surat Pernyataan Dewan Komisaris dan Direksi tentang Tanggung Jawab atas Laporan Tahunan 2025

Statement Letters from the Board of Commissioners and Board of Directors on the Accountability for the Annual Report 2025

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

Demikian pernyataan ini dibuat dengan sebenarnya.
Jakarta, April 2026

We, the undersigned, testify that all information in the 2025 Annual Report of PT Patra Jasa is presented in its entirety and we are fully responsible for the correctness of the contents of the Annual Report and Financial Statements of the Company.

This statement is hereby made in all truthfulness.
Jakarta, April 2026

Dewan Komisaris
Board of Commissioners

ADITYA GRIADI
Komisaris Utama
President Commissioner

SURONO
Komisaris
Commissioner

NAZALI LEMPO
Komisaris Independen
Independent Commissioner

SURYO TRIDOSO EKO SAPTO HANDONO
Komisaris Independen
Independent Commissioner

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

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Jakarta, April 2026

Direksi
Board of Directors

RAY SYAPUTRA MUDA DAULAY
Direktur Utama
President Director

MUHAMMAD INDHARTO RUSMAN
Direktur Strategi dan Pengembangan Bisnis
Director of Strategy and Business Development

DANI NOOR ACHMAD SULAEMAN
Direktur Properti
Director of Property

RIZKY MAHESA DWIYANA
Direktur Hospitality dan Multi Services
Director of Hospitality and Multi Services

KURNIA PINAYUNGAN
Direktur Keuangan dan Umum
Director of Finance and General Affairs

03

Patra Cirebon Hotel & Convention

PROFIL PERUSAHAAN

COMPANY PROFILE

Identitas Perusahaan

Corporate Identity

Nama Perusahaan **Name of Company**	PT Patra Jasa PT Patra Jasa
Bidang Usaha **Business Sector**	*Property Investment & Development, Hotels & Resorts,* dan *Services* Property Investment & Development, Hotels & Resorts, and Services
Tanggal Pendirian **Date of Establishment**	17 Juli 1975 July 17, 1975
Dasar Hukum Pendirian **Legal Basis of Establishment**	Akta No. 18 tanggal 17 Juli 1975 oleh Notaris Achmad Daroqutni Deed No. 18 dated July 17, 1975 by Notary Achmad Daroqutni
Kepemilikan Saham **Share Ownership**	PT Pertamina (Persero): 99,999% PT Pertamina Pedeve Indonesia: 0,001%
Modal Dasar **Authorized Capital**	Rp1.537.195.000.000
Modal Ditempatkan **Issued Capital**	Rp1.537.195.000.000
Jumlah Karyawan **Total Employees**	832 orang 832 employees
VP Corporate Secretary **VP Corporate Secretary**	Fadjar Djoko Santoso
Entitas Anak **Subsidiary Entities**	PT Prima Armada Raya (PAR) PT Mitra Tours and Travel (MTT)
Entitas Asosiasi dan Ventura Bersama **Associates and Joint Ventures Entities**	PT Patra Wijaya Realtindo
Alamat Kantor Pusat **Head Office Address**	Patra Jasa Office Tower Lantai 3A Jl. Jend. Gatot Subroto Kav. 32–34 Jakarta 12950, Indonesia
Telepon **Phone**	(62-21) 5217 232
Email **Email**	sekper.pj@patra-jasa.com
Situs web **Website**	www.patra-jasa.com

Riwayat Singkat Perseroan

Brief History of the Company

PT Patra Jasa pertama kali didirikan pada tahun 1963 dengan nama Vacantie Cord Puntjak N.V. Selanjutnya, berdasarkan Akta Notaris Achmad Daroqutni Nomor 18 tanggal 18 Juli 1975, Perseroan secara resmi mengubah nama menjadi PT Patra Jasa.

PT Patra Jasa was established in 1963 under the name Vacantie Cord Puntjak N.V., then through Notarial Deed Achmad Daroqutni No. 18 dated July 18, 1975, the Company's name changed to PT Patra Jasa.

Akta tersebut telah mengalami beberapa perubahan hingga yang terakhir terjadi pada tahun 2008, yaitu melalui akta yang dibuat oleh Notaris Dr. Amrul Partomuan Pohan, S.H., LL.M., No. 50 tanggal 14 Agustus 2008. Akta No. 50 tanggal 14 Agustus 2008 tersebut berisi persetujuan perubahan atas seluruh ketentuan Anggaran Dasar PT Patra Jasa agar sesuai dengan Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas. Perubahan tersebut telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui Surat Keputusan No. AHU 62728.AH.01.02 Tahun 2008 tanggal 15 September 2008, yang kemudian didaftarkan pada Daftar Perseroan dengan nomor AHU-0084232.AH.01.09 Tahun 2008 pada tanggal 15 September 2008, dan diumumkan dalam Berita Negara Republik Indonesia No. 97, tanggal 2 Desember 2008, Tambahan No. 26062.

The deed has undergone several amendments, until the last occurred in 2008, namely through a deed made by Notary Dr. Amrul Partomuan Pohan, S.H., LL.M., No. 50 dated August 14, 2008. Deed No.50 dated August 14, 2008 contains the approval of amendments to all provisions of the Articles of Association of PT Patra Jasa to comply with Law No.40 of 2007 concerning Limited Liability Companies. The amendment was approved by the Minister of Law and Human Rights of the Republic of Indonesia through Decree No. AHU 62728.AH.01.02 of 2008 dated September 15, 2008, which was then registered in the Register of Companies under the number AHU-0084232. AH.01.09 of 2008 on September 15, 2008, and announced in the State of Gazette of the Republic of Indonesia No. 97, dated December 2, 2008, Addition No. 26062

Pada tahun 2014, Perseroan melakukan perubahan Akta yang dibuat di hadapan Notaris Buntario Tigris, S.H., S.E., Nomor 107 tanggal 14 April 2014 tentang Perubahan Badan Hukum PT Patra Jasa dengan nomor pendaftaran 4014042331230112 yang telah disetujui oleh Menteri Hukum dan Hak Asasi Manusia dengan nomor AHU-01004.40.20.2014 Tahun 2014 tanggal 23 April 2014. Pada tahun 2017, Perseroan juga telah melakukan perubahan Akta yang dibuat di hadapan Lenny Janis Ishak, SH., Nomor 16 Tanggal 19 September 2017 tentang Penambahan Modal Dasar dan Modal Disetorkan Perseroan pada ketentuan Pasal 4 mengenai Modal Perseroan. Selanjutnya, Perseroan melakukan perubahan Akta yang dibuat di hadapan Miryany Usman, S.H., Nomor 24 tanggal 10 Desember 2021 tentang Perubahan Anggaran Dasar Perseroan pada ketentuan Pasal 3 mengenai maksud dan tujuan serta kegiatan usaha Perseroan sesuai dengan Klasifikasi Baku Lapangan Usaha Indonesia ("KBLI") dengan nomor pendaftaran 4021121731201685 yang telah disetujui oleh Menteri Hukum dan Hak Asasi Manusia dengan Nomor AHU-AH.01.03-04697731 Tahun 2021 tanggal 17 Desember 2021.

In 2014, the Company amended the Deed made before Notary Buntario Tigris, SH., S.E., Number 107 dated April 14, 2014 concerning Amendments to the Legal Entity of PT Patra Jasa with registration number 4014042331230112 which was approved by the Minister of Law and Human Rights with number AHU-01004.40.20.2014 year 2014 dated April 23, 2014. In 2017, the Company also amended the Deed made before Lenny Janis Ishak, S.H., Number 16 Dated September 19, 2017 concerning the Addition of Authorized Capital and Paid- up Capital of the Company in the provisions of Article 4 regarding the Company's Capital. Furthermore, the Company amended the Deed made before Miryany Usman, S.H., Number 24 dated December 10, 2021 concerning Amendments to the Company's Articles of Association in the provisions of Article 3 regarding the purpose and objectives and business activities of the company in accordance with the Indonesian Standard Industrial Classification ('KBLI") with the registration number 4021121731201685 which has been approved by the Minister of Law and Human Rights with NUmber AHU-AH.01.03-04697731 of 2021 dated december 17, 2021.

Pada tahun 2023, Anggaran Dasar Perseroan mengalami 2 (dua) kali perubahan. Pertama, mengenai Perubahan Nomenklatur & Peralihan Jabatan Anggota Direksi yaitu melalui Akta No. 6 tanggal 09 Maret 2023. Kedua, berkaitan dengan Pengangkatan Anggota Dewan Komisaris melalui Akta No. 4 tanggal 06 Juli 2023. Namun, tidak terdapat perubahan mengenai ketentuan-ketentuan yang termuat dalam Anggaran Dasar.

In 2023, the Company's Articles of Association underwent 2 (two) amendments. First, regarding Changes in Nomenclature & Transfer of Position of Members of the Board of Directors through Deed No.6 dated March 09, 2023. Secondly, regarding the Appointment of Members of the Board of Commissioners through Deed No.4 dated July 06, 2023. However, there were no changes regarding the provisions contained in the Articles of Association.

Pada tahun 2024, Anggaran Dasar Perseroan mengalami Perubahan Anggaran Dasar yaitu Pernyataan Keputusan Pemegang Saham PT Patra Jasa, tanggal 23 September 2024 Nomor 195.

In 2024, the Company's Articles of Association were amended, namely the Decree of Shareholders of PT Patra Jasa, on September 23, 2024 Number 195.

Selanjutnya pada tahun 2025, Perseroan tidak melakukan perubahan terhadap Anggaran Dasar, sehingga Anggaran Dasar yang berlaku pada tahun 2025 tetap mengacu pada Akta Pernyataan Keputusan Pemegang Saham PT Patra Jasa tanggal 23 September 2024 Nomor 195.

Furthermore, in 2025, the Company did not make any amendments to its Articles of Association. Therefore, the Articles of Association applicable in 2025 continue to refer to the Deed of Shareholders' Resolution of PT Patra Jasa dated September 23, 2024, Number 195.

Sejak awal didirikan, PT Patra Jasa beroperasi dengan melakukan kegiatan pengelolaan atau menjadi operator atas aset PT Pertamina (Persero), yaitu hotel dan gedung perkantoran. Pada tahun 1988–1992, PT Pertamina (Persero) secara bertahap menyerahkan kepemilikan aset-aset tersebut kepada PT Patra Jasa sebagai bentuk penyertaan modal. Hingga tahun 2016, PT Patra Jasa bergerak di bidang usaha jasa perhotelan, penyewaan gedung perkantoran, dan penyewaan perumahan untuk tempat tinggal.

Since its establishment, PT Patra Jasa has operated by managing or operating PT Pertamina (Persero) assets, namely hotels and office buildings. In 1988–1992, PT Pertamina (Persero) gradually handed over ownership of these assets to PT Patra Jasa as a form of capital participation. Until 2016, PT Patra Jasa was engaged in the business of hotel services, leasing office buildings, and leasing residential housing.

Saat ini, PT Patra Jasa mengoperasikan 9 unit hotel yang tersebar di beberapa provinsi di Indonesia, yaitu terletak di Bali, Semarang, Cirebon, Bandung, Jakarta, Anyer, Parapat, Yogyakarta, dan Dumai. PT Patra Jasa mengelola aset milik Pertamina, yaitu Patra Palembang dan Pertamina Simprug Residential sebagai *operator ship*. PT Patra Jasa juga memiliki 9 *property investment & development* yang terdiri dari apartemen, gedung perkantoran, perumahan, dan layanan multi jasa yang unggul. 2 gedung perkantoran yaitu Patra Jasa Office Tower yang terletak di Jl. Jend. Gatot Subroto Kav. 32–34, Jakarta dan Grha Pertamina yang terletak di Jl. Merdeka Timur No.6, Jakarta, ruang kantor seluas 250 m^2 di Menara Sudirman, serta Patraland Residential Kuningan yang terdiri dari 127 rumah, Patra Residence Palagan, 2 apartemen, yaitu Patraland Urbano Apartment di Bekasi dan Patraland Amarta Apartment di Yogyakarta. Selain itu, PT Patra Jasa juga memiliki usaha komersial berupa F&B Retail, Facilities Management Service, Penyewaan Kendaraan, dan Layanan Event Organizer, MICE, Tours & Travel.

Currently, PT Patra Jasa operates nine hotel units across several provinces in Indonesia, located in Bali, Semarang, Cirebon, Bandung, Jakarta, Anyer, Parapat, Yogyakarta, and Dumai. The Company also manages assets owned by PT Pertamina (Persero), namely Patra Palembang and Pertamina Simprug Residential, as the operator. In addition, PT Patra Jasa owns and develops nine property investment & development assets comprising apartments, office buildings, residential areas, and integrated multi-service facilities. These include two office buildings, namely Patra Jasa Office Tower located at Jl. Jend. Gatot Subroto Kav. 32–34, Jakarta, and Grha Pertamina located at Jl. Merdeka Timur No. 6, Jakarta, as well as 250 m^2 of office space at Menara Sudirman. The Company's residential portfolio includes Patraland Residential Kuningan, comprising 127 housing units, and Patra Residence Palagan. Its apartment portfolio consists of Patraland Urbano Apartment in Bekasi and Patraland Amarta Apartment in Yogyakarta. Furthermore, PT Patra Jasa also operates commercial business lines including Food & Beverage Retail, Facilities Management Services, Vehicle Rental Services, and Event Organizer services covering MICE (Meetings, Incentives, Conventions, and Exhibitions), Tours, and Travel services.

Visi, Misi, dan Budaya Perusahaan

Vision, Mission, and Culture of the Company

Visi dan Misi

Perusahaan melalui Rencana Kerja dan Anggaran Perusahaan Tahun 2025 telah menetapkan Visi dan Misi Perusahaan, yaitu:

Vision and Mission

The Company through the Company's Work Plan and Budget Year 2025 has set the Company's Vision and Mission, namely:

Visi
Vision

Menjadi Perusahaan yang terdepan dalam industri *Property, Hospitality*, dan Multi Jasa.

To become a leading company in Property, Hospitality, and Services industries.

Misi
Mission

Membangun bisnis yang berkesinambungan secara jangka panjang dan menerapkan tata kelola perusahaan, tanggung jawab sosial, manajemen mutu, risiko, dan keuangan yang baik.

To build a long-term sustainable business and implement good corporate governance, corporate social responsibility, quality management, risk and financial management.

Review terhadap Visi dan Misi Perusahaan

Pada tahun 2025, Manajemen telah melakukan pengkajian terhadap kesesuaian Visi dan Misi Perusahaan dan menyimpulkan bahwa Visi dan Misi Perusahaan masih relevan dan selaras dengan tantangan dan rencana pengembangan usaha Perusahaan ke depan sehingga belum diperlukan adanya perubahan. Hal ini telah mendapat persetujuan dari Dewan Komisaris.

Review of the Company's Vision and Mission

In 2025, Management reviewed the suitability of the Company's Vision and Mission and concluded that the Company's Vision and Mission are still relevant and aligned with the challenges and business development plans of the Company going ahead so that no changes are required. This has been approved by the Board of Commissioners.

Budaya Perusahaan

Perusahaan berkomitmen secara berkelanjutan untuk menumbuhkan dan menjalankan tata nilai Perusahaan secara tertib, agar budaya Perusahaan senantiasa tercermin dalam pelaksanaan kegiatan seluruh Pekerja.

Culture Alignment Strategy

Bentuk komitmen Perusahaan dalam menerapkan tata nilai Perusahaan sebagai budaya Perusahaan diwujudkan melalui pelaksanaan internalisasi transformasi tata nilai Perusahaan berdasarkan Surat Keputusan Nomor Kpts-33/C00000/2020-S0. Tata nilai Perusahaan yaitu AKHLAK dijabarkan sebagai berikut:

Company's Culture

The Company is committed to instilling and implementing the Company's values in a disciplined manner to ensure that the Company's culture is reflected in the activities of all Employees on an ongoing basis.

Culture Alignment Strategy

As a form of commitment to the implementation of corporate values as a culture in the Company, the Company has internalized the transformation of corporate values, through Decree Number Kpts-33/C00000/2020-S0. The Company's values, namely AKHLAK, are described as follows:

AKHLAK

AMANAH KOMPETEN HARMONIS
LOYAL ADAPTIF KOLABORATIF

A	K	H	L	A	K
AMANAH **TRUSTWORTHY**	**KOMPETEN** **COMPETENT**	**HARMONIS** **HARMONIOUS**	**LOYAL** **LOYAL**	**ADAPTIF** **ADAPTIVE**	**KOLABORATIF** **COLLABORATIVE**
Memegang teguh kepercayaan yang diberikan • Memenuhi janji dan komitmen • Bertanggung jawab atas tugas, keputusan dan tindakan yang dilakukan • Berpegang teguh kepada nilai moral dan etika	Terus belajar mengembangkan kapabilitas • Meningkatkan kompetensi diri untuk menjawab tantangan yang selalu berubah • Membantu orang lain belajar • Menyelesaikan tugas dengan kualitas baik	Saling peduli dan menghargai perbedaan • Menghargai setiap orang apapun latar belakangnya • Suka menolong orang lain • Membangun lingkungan kerja yang kondusif	Berdedikasi mengutamakan kepentingan Bangsa dan Negara • Menjaga nama baik sesama karyawan, pimpinan, BUMN dan Negara • Rela berkorban untuk mencapai tujuan yang lebih besar • Patuh pada pimpinan sepanjang tidak bertentangan dengan hukum dan etika	Terus berinovasi dan antusias dalam meng-gerakkan ataupun menghadapi perubahan • Cepat menyesuaikan diri untuk menjadi lebih baik • Terus menerus melakukan perbaikan mengikuti perkembangan teknologi • Bertindak proaktif	Membangun kerja sama yang sinergis • Memberikan kesempatan kepada berbagai pihak untuk berkontribusi • Terbuka dalam bekerja sama untuk menghasilkan nilai tambah • Menggerakkan pemanfaatan berbagai sumber daya untuk tujuan bersama
Uphold the trust given • Fulfill promises and commitments • Responsible for duties, decisions and actions taken • Uphold to moral and ethical values	Continue to learn and develop capabilities • Improve personal competence to meet ever-changing challenges • Help others in learning • Complete tasks with highest quality	Caring for each other and respecting differences • Respect everyone regardless of background • Enjoy helping others • Build a conducive work environment	Dedicated and prioritize the interests of the Nation and State • Maintain the good name of fellow employees, leaders, SOEs and the State • Willing to achieve a greater goals • Obey the leader as long as it does not conflict with the law and ethics	Continue to inno-vate and maintain enthusiastic in driving or adapting to change • Quickly adapt to get better • Embrace technological advancements for ongoing improvement • Be proactively	Foster synergistic cooperation • Provides an opportunity for various parties to contribute • Open to working together to generate added value • Mobilize the utilization of various resources for a common goal

Kegiatan Usaha

Business Activities

Kegiatan Usaha Menurut Anggaran Dasar Terakhir

Perubahan terakhir Anggaran Dasar Perusahaan sebagaimana tercantum dalam Akta Pernyataan Keputusan Pemegang Saham PT Patra Jasa Nomor 195 Tanggal 23 September 2024 memuat perubahan-perubahan yang telah memperoleh persetujuan melalui Rapat Umum Pemegang Saham (RUPS). Berdasarkan Anggaran Dasar tersebut, Perseroan memiliki maksud dan tujuan untuk menjalankan kegiatan usaha yang terintegrasi di bidang properti, *hospitality*, dan jasa penunjang lainnya, termasuk pengembangan dan pengelolaan *real estate*, penyediaan akomodasi beserta layanan pendukungnya, serta berbagai layanan operasional bagi pelanggan. Ruang lingkup kegiatan usaha tersebut memberikan fleksibilitas bagi Perseroan untuk mengembangkan portofolio bisnis secara berkelanjutan sejalan dengan dinamika industri dan peluang usaha yang tersedia.

Sejalan dengan ruang lingkup kegiatan pada Anggaran Dasar tersebut, Perusahaan tetap mengelompokkan pelaksanaan kegiatan usahanya dalam 3 (tiga) Pilar Bisnis utama, yaitu *Property Investment & Development*, *Hotels & Resorts*, dan *Services*, yang masing-masing terus dikembangkan secara adaptif sesuai dengan dinamika industri dan peluang usaha yang tersedia.

Business Activities According to the Latest Articles of Association

The latest amendments to the Company's Articles of Association, as set forth in the Deed of Declaration of Shareholders' Resolution of PT Patra Jasa No. 195 dated September 23, 2024, contain changes that have been approved by the General Meeting of Shareholders (GMS). Pursuant to these Articles of Association, the Company's purpose and objectives are to conduct integrated business activities in the property, hospitality, and related support services sectors, including real estate development and management, the provision of accommodations along with supporting services, and various operational services for customers. This scope of business activities provides the Company with the flexibility to develop its business portfolio sustainably in line with industry dynamics and available business opportunities.

In line with the scope of activities in the Articles of Association, the Company continues to group the implementation of its business activities into 3 (three) main Business Pillars, namely Property Investment & Development, Hotels & Resorts, and Services, each of which is continuously developed adaptively in accordance with industry dynamics and available business opportunities.

Kegiatan Usaha yang Dijalankan pada Tahun Buku

Selama tahun 2025, Perusahaan melaksanakan operasional usaha dengan mengacu pada Anggaran Dasar Perusahaan terbaru dan telah menjalankan seluruh kegiatan usaha utama serta kegiatan usaha penunjang sebagaimana diatur dalam Anggaran Dasar tersebut. Penjelasan atas masing-masing kegiatan usaha utama yang dijalankan Perusahaan adalah sebagai berikut:

Property Investment & Development

Perusahaan menjalankan lini bisnis *Property Investment & Development* melalui pengembangan kawasan komersial terpadu dengan penyediaan fasilitas apartemen, kondotel, perumahan, sentra bisnis, dan pengembangan destinasi wisata yang tersebar di berbagai wilayah Indonesia meliputi

Business Activities Conducted During Financial Year

Throughout 2025, the Company conducted its business operations based on the Company's Articles of Association and has carried out all the main business activities listed in the Articles of Association. An explanation of in each main business activity carried out by the Company is as follows:

Property Investment & Development

The Company operates its Property Investment & Development business line through the development of integrated commercial areas, providing apartment, condotel, residential, business center, and tourism destination facilities across various regions in Indonesia, including Jakarta, Bekasi, Bogor,

Jakarta, Bekasi, Bogor, Cirebon, Balikpapan hingga Yogyakarta. Perusahaan menjalankan lini bisnis ini dengan bertindak sebagai pengembang serta penjual atau penyewaan properti yang meliputi perkantoran, perumahan, dan jenis properti lainnya. Selain itu, Perusahaan juga melakukan kegiatan penyiapan lahan, instalasi, serta penyelesaian konstruksi sebagai bagian dari integrasi proses pengembangan properti. Perusahaan juga menjalankan kegiatan usaha real estat yang mencakup pembelian, penjualan, penyewaan, serta pengelolaan properti, termasuk penyewaan *venue* untuk kegiatan MICE (*Meeting, Incentive, Convention, and Exhibition*) serta pengembangan kawasan pariwisata. Saat ini, produk yang dimiliki dan dikembangkan oleh perusahaan adalah sebagai berikut:

Proyek Pengembangan

1. Apartemen
   a. Patraland Amarta Apartment, Yogyakarta
   b. Patraland Urbano Apartment, Bekasi
2. Kawasan *Mixed Use*
   a. Patraland Soho Patra Park, Cirebon
3. Perumahan
   a. Patraland Puri Jayasari, Tangerang
   b. Patra Residence Palagan, Yogyakarta
   c. Sana Hills, Bogor
4. Gedung Perkantoran
   a. Patra Jasa Office Tower, Jakarta
   b. Grha Pertamina, Jakarta
5. Low Rise Residential
   a. Patraland Residential Kuningan, Jakarta
   b. Patraland Residential Balikpapan, Balikpapan

Hotels & Resorts

Lini bisnis *Hotels & Resorts* dijalankan melalui pengelolaan dan pengoperasian berbagai jenis akomodasi yang dimiliki maupun dikelola oleh Perusahaan, mencakup hotel, vila, kondotel, serta bentuk akomodasi lainnya. Selain penyediaan jasa akomodasi, Perusahaan juga menjalankan kegiatan usaha pendukung berupa penyediaan makanan dan minuman melalui restoran, jasa boga (*catering*), serta layanan *hospitality* lainnya guna meningkatkan nilai tambah layanan kepada pelanggan. Adapun hotel-hotel yang dimiliki oleh Perusahaan adalah sebagai berikut:

1. Hotel bintang 5
   a. The Patra Bali Resort & Villas
2. Hotel bintang 4
   a. Patra Semarang Hotel & Convention
   b. Patra Cirebon Hotel & Convention
3. Hotel bintang 3
   a. Patra Bandung Hotel
   b. Patra Jakarta Hotel
   c. Patra Anyer Hotel
   d. Patra Parapat Hotel
   e. Patra Dumai Hotel
   f. Patra Malioboro Hotel

Cirebon, Balikpapan, and Yogyakarta. The Company conducts this business line by acting as a property developer as well as engaging in the sale and leasing of properties, including office buildings, residential properties, and other types of real estate. In addition, the Company carries out land preparation, installation, and construction completion activities as part of its integrated property development process. The Company also undertakes real estate business activities covering the acquisition, sale, leasing, and management of properties, including venue rental services for MICE (Meetings, Incentives, Conventions, and Exhibitions) activities, as well as tourism area development. Currently, the products owned and developed by the Company are as follows:

Development Projects

1. Apartment
   a. Patraland Amarta Apartment, Yogyakarta
   b. Patraland Urbano Apartment, Bekasi
2. Mixed Use Areas
   a. Patraland Soho Patra Park, Cirebon
3. Residential Area
   a. Patraland Puri Jayasari, Tangerang
   b. Patra Residence Palagan, Yogyakarta
   c. Sana Hills, Bogor
4. Office Building
   a. Patra Jasa Office Tower, Jakarta
   b. Grha Pertamina, Jakarta
5. Low Rise Residential
   a. Patraland Residential Kuningan, Jakarta
   b. Patraland Residential Balikpapan, Balikpapan

Hotels & Resorts

Hotels & Resorts business line is carried out through the management and operation of various types of accommodation owned and/or managed by the Company, including hotels, villas, condotels, and other forms of accommodation. In addition to providing accommodation services, the Company also conducts supporting business activities through the provision of food and beverage services, including restaurants, catering services, and other hospitality-related services, to enhance the value of its offerings to customers. The hotels owned by the Company are as follows:

1. Five-star Hotel
   a. The Patra Bali Resort & Villas
2. Four-star Hotel
   a. Patra Semarang Hotel & Convention
   b. Patra Cirebon Hotel & Convention
3. Three-star Hotel
   a. Patra Bandung Hotel
   b. Patra Jakarta Hotel
   c. Patra Anyer Hotel
   d. Patra Parapat Hotel
   e. Patra Dumai Hotel
   f. Patra Malioboro Hotel

Selain itu, Hotels & Resorts juga mengelola:

1. Patra Palembang, yang merupakan pengelolaan aset milik PT Pertamina (Persero) dengan bentuk Kerja Sama Operasi (KSO).
2. Pertamina Simprug Residence
   Sejalan dengan Anggaran Dasar terbaru, Perusahaan juga memiliki ruang lingkup untuk mengembangkan usaha di bidang jasa perjalanan, reservasi, serta pengelolaan kegiatan pariwisata lainnya sebagai bagian dari ekosistem *hospitality* yang terintegrasi.

Services

Pengelolaan lini bisnis *Services* difokuskan pada penyediaan layanan manajemen fasilitas yang mendukung peningkatan kinerja dan daya saing bisnis klien sehingga menjadi lebih efektif, efisien, dan kompetitif. Sejalan dengan perluasan Anggaran Dasar, lini bisnis ini juga mencakup penyediaan jasa keamanan, jasa administrasi perkantoran, jasa penyelenggaraan *event* (MICE), serta jasa penunjang lainnya yang mendukung kegiatan usaha klien secara menyeluruh. Layanan yang disediakan adalah sebagai berikut:

1. Patra *Facility Management Support*
   - *Reception Services*
   - *Office Logistics*
   - *Call Centre*
   - *Mail-room Services*
   - *Shipping & Receiving*
   - *Reprographics & Photocopy*
   - *Document Handling*
   - *Warehouse Services*
   - *Office Reinstatement*
   - *Catering Services*
2. Patra *Facility Management Cleaning*
   - *Daily & Periodic Cleaning*
   - *Janitorial Services*
   - *Washroom Services*
   - *Industrial Cleaning*
   - *Clean Room Services*
   - *Landscaping*
   - *Pest Control*
   - *Garbage Team*
3. Patra *Facility Management Access Control*
   - *Access Control*
   - *Concierge Services*
   - *Mobile Patrols*
   - *Security Services*
4. Patra *Facility Management Engineering*
   - *Operation & Maintenance*
   - *Project Management*
   - *Mechanical & Engineering*
   - *Building Automation System*
5. Patra *Facility Management Parking*
   - Manajemen *Parking*
   - Layanan *Valet*
   - Sistem Parkir Terintegrasi

In addition, Hotels & Resorts also manages:

1. Patra Palembang, which is an asset owned by PT Pertamina (Persero) under an Operational Cooperation Agreement (KSO).
2. Pertamina Simprug Residence
   In accordance with the latest Articles of Association, the Company is also mandated to expand its business activities encompassing travel services, reservation management, and the administration of other tourism-related operations as an integral part of its integrated hospitality ecosystem.

Services

The Services business line focuses on providing facility management services that support the enhancement of clients' performance and business competitiveness, enabling them to operate more effectively, efficiently, and competitively. In line with the expansion of the Company's Articles of Association, this business line also encompasses the provision of security services, office administration services, event organizing services (MICE), and other supporting services that comprehensively support clients' business activities. The services provided are as follows:

1. Patra Facility Management Support
   - Reception Services
   - Office Logistics
   - Call Centre
   - Mail-room Services
   - Shipping & Receiving
   - Reprographics & Photocopy
   - Document Handling
   - Warehouse Services
   - Office Reinstatement
   - Catering Services
2. Patra Facility Management Cleaning
   - Daily & Periodic Cleaning
   - Janitorial Services
   - Washroom Services
   - Industrial Cleaning
   - Clean Room Services
   - Landscaping
   - Pest Control
   - Garbage Team
3. Patra Facility Management Access Control
   - Access Control
   - Concierge Services
   - Mobile Patrols
   - Security Services
4. Patra Facility Management Engineering
   - Operation & Maintenance
   - Project Management
   - Mechanical & Engineering
   - Building Automation System
5. Patra Facility Management Parking
   - Parking Management
   - Valet Service
   - Integrated Parking System

Brand Kami

Our Brand

PROPERTY DEVELOPMENT & INVESTMENT

Property Development & Investment

- PATRALAND Urbano APARTMENT
- PATRALAND amarta APARTMENT
- PATRALAND SOHO @ PATRAPARK
- PATRA RESIDENCE PALAGAN
- SANA HILLS BY PATRA JASA

HOTELS & RESORTS

Hotels & Resorts

- THE PATRA ★★★★★ Resort & Villas THE PATRA BALI
- PATRA ★★★★ Hotel & Convention PATRA SEMARANG; Hotel & Convention PATRA CIREBON
- PATRA ★★★ PATRA DUMAI; PATRA MALIOBORO; PATRA BANDUNG; PATRA JAKARTA; PATRA ANYER; PATRA PARAPAT

SERVICES

Multi Services

- PATRA FACILITY MANAGEMENT SUPPORT
- PATRA FACILITY MANAGEMENT PARKING
- PATRA FACILITY MANAGEMENT ACCESS CONTROL
- PATRA FACILITY MANAGEMENT CLEANING
- PATRA FACILITY MANAGEMENT ENGINEERING

PROPERTY INVESTMENT

- Patra Jasa Office Tower
- Patraland Residential Kuningan
- Patraland Residential Balikpapan
- Grha Pertamina

SUBSIDIARIES & AFFILIATE

- PAR
- MITRA TOURS & TRAVEL
- PWR
- MANAJEMEN CBT NUSANTARA

PERTAMINA

Wilayah Operasional

Operational Area

PERTAMINA GROUP

RUMAH SAKIT IHC GROUP

SWASTA NON PERTAMINA

Hospitalities; 9 hotels, 2 operatori, 1.216 rooms

Property Invest; 2 office towers, 145 residentials

Property Development; 2 apartemens, 1 shop houses, 2 real estates

Facility Management Services; 34 areas, 30 Pertamina Hospitals, 1 Private Hospital

Prima Armada Raya; 22 regions, 3.335 car fleet rental

Alamat Kantor Pusat Entitas Anak
Addresses of Subsidiary Head Office

PT Prima Armada Raya
Patra Jasa Office Tower Lt. 1
Jl. Gatot Subroto Kav. 32-34
Fax : (62-21) 529 00020

PT Mitra Tours and Travel
Patra Jasa Office Tower
Ground Floor
Jl. Jend. Gatot Subroto Kav. 32-34
Jakarta Selatan 12950

Alamat Cucu Perusahaan
Addresses of Secondtier of Subsidiary

PT Manajemen CBT Nusantara
Jl. Ring Road Utara No 66
Maguwoharjo, Depok, Kab Sleman,
Yogyakarta

Alamat Operasional Kantor:
Address of Operational Office:
Jl. Wanurejo Dusun 2 Borobudur,
Kec. Borobudur, Kab. Magelang,
Jawa Tengah 56553
PHSS Badak

Alamat Joint Venture
Addresses of Joint Venture

PT Patra Wijaya Realtindo
Patra Jasa Office Tower
Jl. Jend. Gatot Subroto Kav. 32-34
Jakarta Selatan 12950

The Patra Bali Resort & Villas
Jl. Ir. H. Juanda
South Kuta Beach
Kuta-Bali 80361
Tel. : (62-361) 935 1161
Fax : (62-361) 9352 030

Patra Semarang Hotel & Convention
Jl. Sisingamangaraja
Candi Baru-Semarang 50252
Tel. : (62-24) 831 4441/ 841 4141
Fax : (62-24) 831 4448

Patra Cirebon Hotel & Convention
Jl. Tuparev No.11, Cirebon,
Jawa Barat 45153
Tel. : (0231) 4990149

Patra Bandung Hotel
Jl. Ir. H. Juanda No.132
Bandung 40132
Tel. : (62-22) 250 2664
Fax : (62-22) 250 4995

Patra Jasa Office Tower
Jl. Gatot Subroto Kav. 32-34
Jakarta 12950, Indonesia
Tel. : (62-21) 521 7295
Fax : (62-21) 522 8084

Patra Jakarta Hotel
Jl. Jendral A. Yani No. 2
By Pass-Jakarta 10510
Tel. : (62-21) 421 1919/424 0608
Fax : (62-21) 424 3720

Patra Anyer Hotel
Jl. Raya Karang Bolong Km.130.
Anyer 42166, Banten – Indonesia
Tel. : (62-254) 602 700
Fax : (62-254) 600 126

Patra Parapat Hotel
Jl. Pertamina Siuhan
Danau Toba, Parapat
Sumatera Utara
Tel. : (62-625) 41196/41186
Fax : (62-625) 41536

Patra Malioboro Hotel
Jl. Sosrowijayan No. 35
Gedongtengen, 55271
Yogyakarta
Tel : (62-74) 5012 177

Patra Dumai Hotel
Jl. Sultan Syarif Kasim,
Dumai 28814
Tel. : (62-75) 59910311

Patra Palembang (Operatorship)
Jl. Pusdiklat Kav. 1
Sungaigerong
Sumatera Selatan, 309967
Tel. : (62-811) 7875300

Pertamina Simprug Residential (Operatorship)
Jl. Sinabung II, RT.7/RW.8,
Grogol Selatan, Jakarta Selatan,
12220

Struktur Organisasi Perusahaan

Company's Organizational Structure

Direktur Utama
President Director
RAY SM DAULAY

VP Legal & Compliance
HARNI LATFIA

VP Corporate Secretary
FADJAR DJOKO SANTOSO (PJ)

Direktur Strategi dan Pengembangan Bisnis
Director of Strategy and Business Development
M. INDHARTO RUSMAN

- **VP Pengembangan Bisnis**
  M. SHABRI JAMI
- **VP Strategi Korporasi**
  DIAN HERDIYANA
- **VP Pengembangan Digital**
  AHMAD BAIHAKI
- **Control Project Management Office**
  DYAH KUSUMAWARDHANY

Direktur Property
Director of Property
DANI NA SULAEMAN

- **VP Marketing & Sales Property**
  ROY EFFENDI (PJ)
- **VP Perencanaan & Design Property**
  ALFA SURAYYA
- **VP Produksi & Pengendalian**
  VACANT
- **VP Property Management**
  IG. AYU ARIAWATI

Head of Internal Audit
S.W. NUGRAHANINGRUM E.A

VP QHSE
NUR ROHMAN

Direktur Hospitality dan Multi Services
Director of Hospitality and Multi Services
RIZKY MAHESA DWIYANA

Direktur Keuangan dan Umum
Director of Finance and General Affairs
KURNIA PINAYUNGAN

VP Marketing & Sales
RINA MARTHA

VP Perencanaan & Design Produksi
ARTHANTY WISNUWARDHANY

VP Hospitality Management
FAIRUS SUNGKAR

VP Multi Services
SAID BANI ADAM

VP Corporate Finance
BHAKTI YUWANDA

VP Controller & Reporting
G. NYOMAN OKA C

VP Procurement
ANDHI CHARLY A

VP Human Capital
KIKI AGUSTINA ZAKARIA

VP Asset Management & General Affair
JOKO MEDIANTORO

Asosiasi Industri

Industry Association

Hingga 31 Desember 2025, Patra Jasa tidak memiliki entitas asosiasi, baik dalam skala nasional maupun internasional.

As of December 31, 2025, Patra Jasa had no associates, either nationally or intentionally.

Jumlah Karyawan

Number of Employees

Hingga 31 Desember 2025, jumlah total karyawan di Perusahaan mencapai 832 (delapan ratus tiga puluh dua) orang. Data karyawan secara lebih terperinci, mencakup kategori jenis kelamin, tingkat organisasi, rentang usia, tingkat pendidikan, dan status kepegawaian, dapat ditemukan pada Bab 5 tentang Tinjauan Pendukung Bisnis dalam Laporan Tahunan ini.

As of December 31, 2025, the total number of employees in the Company reached 832 (eight hundred and thirty-two) people. More detailed employee data, including gender, organizational level, age range, education level, and employment status, can be found in Chapter 5 on Business Support Review in this Annual Report.

Akuntan Publik dan KAP

Public Accountants and Public Accounting Firms (KAP)

Informasi mengenai akuntan publik serta Kantor Akuntan Publik yang memberikan jasa audit pada laporan keuangan Perusahaan tahun buku 2025 adalah sebagai berikut:

Information regarding the public accountant and Public Accounting Firm that provided audit services on the Company's financial statements for the fiscal year 2025 is a follows:

Periode Penugasan Period of Assignment	**Nama Akuntan** Accountant's Name	**Kantor Akuntan Publik** Public Accounting Firm	**Alamat** Address	**Honorarium Auditor** Auditor's Honorarium	**Jasa yang Diberikan** Services Provided
2025	Ade Ikhwan	Heliantono & Rekan	Gedung Menara Palma Lantai 10 Unit 02, Jl. HR. Rasuna Said Blok X2 Kavling 6, 1249556, Jakarta Selatan	Rp386.280.000	Audit atas laporan keuangan konsolidasian PT Patra Jasa dan entitas anaknya. Audit of the consolidated financial statements of PT Patra Jasa and its subsidiaries.

Kantor Akuntan Publik tersebut tidak memberikan jasa non-audit, sehingga tidak terdapat informasi mengenai honorarium atas pelaksanaan pekerjaan *non-audit* tersebut.

The Public Accounting Firm does not provide non-audit services, so there is no information regarding fees for the performance of such non-audit work.

Lembaga atau Profesi Penunjang Pasar Modal

Institutions or Professions Supporting the Capital Market

Dalam rangka mendukung pelaksanaan operasional bisnis, Perusahaan menjalin kerja sama dengan berbagai lembaga dan profesi yang memiliki kompetensi di bidangnya. Berikut daftar lembaga atau profesi penunjang tersebut:

To support the running of its business operations, the Company collaborates with various institutions or professionals that are experts in their fields. The following is a list of these supporting institutions or professions:

Daftar proyek, vendor, dan nilai kontrak pada tahun 2025

Projects, vendors, and contract value data in 2025

No.	Nama Vendor Vendor Name	Jumlah Total	Jenis Kontrak Types of Contract	Jumlah Kontrak Total Contract
1	PT Waskita Karya TBK	1	Kontrak Biasa / Reguler Contract	100.352 juta / million
2	PT Tata Rekatama Bunindo	1	Kontrak Biasa / Reguler Contract	90.600 juta / million
3	PT Sumber Berkat Dwitunggal	45	Kontrak Biasa, Kontrak Payung / Reguler Contract, Framework Agreement	60.988 juta / million
4	PT Bintang Fajar Persada	112	Kontrak Payung / Framework Agreement	54.469 juta / million
5	PT Kartikasari Manunggal Putra	2	Kontrak Biasa / Reguler Contract	41.831 juta / million
6	Koperasi Tankers	124	Kontrak Payung / Framework Agreement	34.745 juta / million
7	PT Perta Samudera	63	Kontrak Payung / Framework Agreement	23.441 juta / million
8	CV Putra Jaya	79	Kontrak Payung / Framework Agreement	23.098 juta / million
9	PT Samudera Rejeki Lestari	65	Kontrak Payung / Framework Agreement	22.759 juta / million
10	PT Muliawan Putra	32	Kontrak Payung / Framework Agreement	22.642 juta / million
11	PT Mustika Bangun Alam	2	Kontrak Biasa / Reguler Contract	22.184 juta / million
12	PT Sempurna Raya Abadi	25	Kontrak Biasa, Kontrak Payung / Reguler Contract, Framework Agreement	15.891 juta / million
13	PT Maduma Jaya Utama	44	Kontrak Payung / Framework Agreement	14.703 juta / million
14	PT Seribu Pulau Pertiwi	4	Kontrak Payung / Framework Agreement	13.999 juta / million
15	PT Karya Perdana Baru	3	Kontrak Biasa / Reguler Contract	12.508 juta / million
16	PT Asuransi Jiwa Inhealth Indonesia	1	Kontrak Biasa / Reguler Contract	11.849 juta / million
17	PT BAJ Manunggal	11	Kontrak Payung / Framework Agreement	11.340 juta / million
18	PT Lam Jagar Natio	6	Kontrak Biasa / Reguler Contract	9.433 juta / million
19	PT Jaya Teknik Indonesia	3	Kontrak Biasa / Reguler Contract	9.301 juta / million
20	PT Sekawan Bangun Perkasa	1	Kontrak Biasa / Reguler Contract	8.195 juta / million
21	SIP Law Firm	3	Kontrak Biasa / Reguler Contract	8.048 juta / million
22	PT Trilogi Reka Industri	22	Kontrak Payung / Framework Agreement	7.865 juta / million
23	PT Vanadya Anugerah Pratama	13	Kontrak Biasa / Reguler Contract	7.027 juta / million
24	PT Pricewaterhousecoopers Indonesia Advisory	1	Kontrak Biasa / Reguler Contract	6.993 juta / million
25	PT SoftwareOne Indonesia	6	Kontrak Biasa / Reguler Contract	6.769 juta / million
26	PT Mefiran Eka Persada	6	Kontrak Payung / Framework Agreement	6.762 juta / million
27	PT Putra Sabar Mandiri	5	Kontrak Payung / Framework Agreement	6.667 juta / million
28	PT Indosat	27	Kontrak Biasa, Kontrak Payung / Reguler Contract, Framework Agreement	6.603 juta / million
29	PT Anre Mandiri Jaya	8	Kontrak Payung / Framework Agreement	6.214 juta / million
30	PT Wahyu Pratama Cemerlang	8	Kontrak Payung / Framework Agreement	5.981 juta / million
31	PT Kemang Manis Batang	9	Kontrak Payung / Framework Agreement	5.728 juta / million
32	PT Citra Mutia Mandiri	2	Kontrak Biasa / Reguler Contract	5.462 juta / million
33	PT Sinar Mutiara EPC	1	Kontrak Biasa / Reguler Contract	5.432 juta / million
34	PT Tethagra Adyatama	2	Kontrak Biasa / Reguler Contract	5.430 juta / million
35	CV Gabe Putra Mandiri	35	Kontrak Payung / Framework Agreement	5.319 juta / million
36	PT Prima Armada Raya	8	Kontrak Biasa / Reguler Contract	4.516 juta / million
37	PT Jaya Kencana	1	Kontrak Biasa / Reguler Contract	4.480 juta / million
38	PT Prio Integrasi Universal	2	Kontrak Biasa / Reguler Contract	3.815 juta / million
39	PT Daikin Applied Solutions Indonesia	5	Kontrak Biasa / Reguler Contract	3.683 juta / million
40	PT Kanjeng Nurma Sejahtera	21	Kontrak Biasa / Reguler Contract	3.661 juta / million
41	PT Ecocare Indo Pasifik Tbk	43	Kontrak Payung / Framework Agreement	3.510 juta / million
42	PT Raff Mitra Solusindo	3	Kontrak Biasa / Reguler Contract	3.476 juta / million

No.	Nama Vendor Vendor Name	Jumlah Total	Jenis Kontrak Types of Contract	Jumlah Kontrak Total Contract
43	PT Indo Pilar Utama	3	Kontrak Payung / Framework Agreement	2.914 juta / million
44	PT Cipta Optima Gema	2	Kontrak Biasa / Reguler Contract	2.840 juta / million
45	PT Calmic Indonesia	50	Kontrak Payung / Framework Agreement	2.803 juta / million
46	PT Masterdata Bali	5	Kontrak Biasa / Reguler Contract	2.707 juta / million
47	PT Rancang Persada Tuotif	3	Kontrak Biasa / Reguler Contract	2.482 juta / million
48	PT Gamma Beta Alpha Consultant	2	Kontrak Biasa / Reguler Contract	2.455 juta / million
49	PT Prawita Karya	6	Kontrak Payung / Framework Agreement	2.380 juta / million
50	KJPP Abdullah Fitriantoro & Rekan	4	Kontrak Biasa / Reguler Contract	2.351 juta / million
51	PT Citramandiri Consulindo	2	Kontrak Biasa / Reguler Contract	2.245 juta / million
52	PT Sarsamindo Sampurna	3	Kontrak Biasa / Reguler Contract	2.212 juta / million
53	PT Gara Samudra Perkasa	2	Kontrak Biasa / Reguler Contract	2.100 juta / million
54	PT Wonderful Indah Jaya	15	Kontrak Biasa / Reguler Contract	2.098 juta / million
55	PT Rayya Satu Indonesia	18	Kontrak Biasa, Kontrak Payung	2.015 juta / million
56	PT Sentra Proteksi Data Teknologi Indonesia	1	Kontrak Biasa / Reguler Contract	2.000 juta / million
57	PT Bringin Karya Sejahtera	1	Kontrak Biasa / Reguler Contract	1.972 juta / million
58	PT Interior Design Product	1	Kontrak Biasa / Reguler Contract	1.821 juta / million
59	PT Sinergy Informasi Pratama	3	Kontrak Biasa / Reguler Contract	1.681 juta / million
60	PT Literasi Visi Media	1	Kontrak Biasa / Reguler Contract	1.585 juta / million
61	CV Dian Karya Abadi	1	Kontrak Biasa / Reguler Contract	1.582 juta / million
62	PT Wirakara Integra Nusantara	2	Kontrak Biasa / Reguler Contract	1.579 juta / million
63	Kantor Notaris Intan Dahlia, S.H., M.KN.	3	Kontrak Biasa / Reguler Contract	1.545 juta / million
64	PT Paramitra Multi Perkasa	1	Kontrak Payung / Framework Agreement	1.490 juta / million
65	PT Raga Merah Putih	13	Kontrak Payung / Framework Agreement	1.287 juta / million
66	PT Nugratama Selaras Raya	3	Kontrak Biasa / Reguler Contract	1.229 juta / million
67	Notaris Retno Agustianningsih	1	Kontrak Payung / Framework Agreement	1.212 juta / million
68	PT Maxima Rei	16	Kontrak Biasa / Reguler Contract	1.182 juta / million
69	KAP Heliantono & Rekan (PARKER RUSSELL INTERNASIONAL)	1	Kontrak Biasa / Reguler Contract	1.159 juta / million
70	Kantor Notaris Aslina Perangin Angin, S.H., M.KN.	2	Kontrak Biasa / Reguler Contract	1.099 juta / million
71	PT Sinergi Karya Solusindo	2	Kontrak Biasa / Reguler Contract	1.028 juta / million
72	PT Quadratura Indonesia	3	Kontrak Payung / Framework Agreement	1.016 juta / million
73	CV Megatama	2	Kontrak Biasa / Reguler Contract	1.009 juta / million
74	CV Cakra Sinar Gemilang	6	Kontrak Biasa / Reguler Contract	986 juta / million
75	PT Amanah Karya Agung	1	Kontrak Payung / Framework Agreement	985 juta / million
76	PT Hay Group (Korn Ferry)	1	Kontrak Biasa / Reguler Contract	975 juta / million
77	PT Karya Insani Sedjahtera	1	Kontrak Biasa / Reguler Contract	963 juta / million
78	PT Deloitte Consulting	1	Kontrak Biasa / Reguler Contract	900 juta / million
79	PT Mulia Nicosalti	1	Kontrak Biasa / Reguler Contract	890 juta / million
80	PT Hema Cipta Kreastika	3	Kontrak Payung / Framework Agreement	852 juta / million
81	CV Ferton Jaya	1	Kontrak Payung / Framework Agreement	842 juta / million
82	PT Dewata Vulcanindo Suryajaya	1	Kontrak Biasa / Reguler Contract	840 juta / million
83	PT Ultranindo Sedayu	1	Kontrak Biasa / Reguler Contract	790 juta / million
84	PT Tritunggal Adyabuana	4	Kontrak Biasa / Reguler Contract	769 juta / million
85	MD SOLUTION	5	Kontrak Biasa / Reguler Contract	745 juta / million
86	PT Sucofindo	3	Kontrak Biasa / Reguler Contract	731 juta / million
87	PT Real Borneo Indonesia	15	Kontrak Payung / Framework Agreement	697 juta / million
88	PT Cushman & Wakefield Indonesia	3	Kontrak Payung / Framework Agreement	686 juta / million
89	PT Seraphim Digital Technology	1	Kontrak Biasa / Reguler Contract	675 juta / million
90	PT Deloitte Konsultan Indonesia	1	Kontrak Biasa / Reguler Contract	655 juta / million
91	PT Azbil Berca Indonesia	1	Kontrak Biasa / Reguler Contract	609 juta / million
92	CV Reyhan Asa Prima	1	Kontrak Payung / Framework Agreement	607 juta / million
93	PT Tekad Kreasi Indonesia	1	Kontrak Biasa / Reguler Contract	587 juta / million
94	PT CB Advisory	3	Kontrak Payung / Framework Agreement	577 juta / million
95	PT Lintas Sinergi Profesi	1	Kontrak Biasa / Reguler Contract	555 juta / million
96	PT Kayana Ananta Samala	1	Kontrak Biasa / Reguler Contract	535 juta / million
97	Koperasi Patra	9	Kontrak Payung / Framework Agreement	503 juta / million

No.	Nama Vendor Vendor Name	Jumlah Total	Jenis Kontrak Types of Contract	Jumlah Kontrak Total Contract
98	PT Indonesia Indikator	1	Kontrak Biasa / Reguler Contract	480 juta / million
99	PT Abhinaya Muda Sinergi	1	Kontrak Biasa / Reguler Contract	470 juta / million
100	PT Netsolution	2	Kontrak Biasa / Reguler Contract	469 juta / million
101	CV Raga Sport Indonesia	1	Kontrak Biasa / Reguler Contract	460 juta / million
102	CV Gaya Baru Persada	3	Kontrak Payung	451 juta / million
103	PT Didu Indonesia	1	Kontrak Biasa / Reguler Contract	450 juta / million
104	PT Maharani Yutaka Service	6	Kontrak Payung / Framework Agreement	442 juta / million
105	PT Duta Abadi Primantara	3	Kontrak Payung / Framework Agreement	432 juta / million
106	Notaris Jimmy Tanal	6	Kontrak Payung / Framework Agreement	431 juta / million
107	PT Pratama Savindo Oetama	1	Kontrak Biasa / Reguler Contract	427 juta / million
108	PT Sakura System Solutions	1	Kontrak Biasa / Reguler Contract	420 juta / million
109	PT Air Mas Perkasa	8	Kontrak Biasa / Reguler Contract	414 juta / million
110	PT Satria Tama Cemerlang	2	Kontrak Biasa / Reguler Contract	412 juta / million
111	PT Wira Setya Indo Putra	1	Kontrak Biasa / Reguler Contract	395 juta / million
112	PT Kharisma Integrasi Manajemen	1	Kontrak Biasa / Reguler Contract	389 juta / million
113	PT Aviro Global Teknologi	1	Kontrak Biasa / Reguler Contract	360 juta / million
114	PT Agnella Karya Sukses	1	Kontrak Biasa / Reguler Contract	355 juta / million
115	Firma Alchemist Law Office	1	Kontrak Biasa / Reguler Contract	350 juta / million
116	PT Eco Build Indonesia	1	Kontrak Biasa / Reguler Contract	350 juta / million
117	PT Handasa Konsultan	1	Kontrak Biasa / Reguler Contract	345 juta / million
118	PT Citas Otis Elevator	1	Kontrak Biasa / Reguler Contract	317 juta / million
119	PT Duta Abadi Permata	4	Kontrak Biasa / Reguler Contract	317 juta / million
120	PT Sango Cemarics Indonesia	1	Kontrak Biasa / Reguler Contract	315 juta / million
121	PT Dedato Indonesia	1	Kontrak Payung / Framework Agreement	307 juta / million
122	PT Poinplus Cipta Kreasi	1	Kontrak Biasa / Reguler Contract	300 juta / million
123	PT Hari Wisata Karpet	1	Kontrak Biasa / Reguler Contract	297 juta / million
124	Kantor Konsultan Pajak Zulfia	3	Kontrak Biasa / Reguler Contract	297 juta / million
125	PT Integra Inovasi Indonesia	2	Kontrak Biasa / Reguler Contract	296 juta / million
126	Kantor Notaris & PPAT Ir. Nanette Cahyanie Handari Adi Warsito, S.H	2	Kontrak Biasa / Reguler Contract	276 juta / million
127	PT Lapi ITB	1	Kontrak Biasa / Reguler Contract	273 juta / million
128	PT Spektra Dinamika	2	Kontrak Biasa / Reguler Contract	273 juta / million
129	PT Mitsubishi Jaya Elevator and Escalator	3	Kontrak Payung / Framework Agreement	256 juta / million
130	PT Teknologi Mandiri Integritas	1	Kontrak Biasa / Reguler Contract	253 juta / million
131	Toko Jaya Ilmu	1	Kontrak Biasa / Reguler Contract	240 juta / million
132	PT Surveyor Indonesia Cabang Semarang	1	Kontrak Biasa / Reguler Contract	239 juta / million
133	PT Bicom Mitra Solusindo	6	Kontrak Biasa / Reguler Contract	238 juta / million
134	CV Aquam Mandiri	2	Kontrak Payung / Framework Agreement	237 juta / million
135	PT Aman Asa Indonesia	1	Kontrak Biasa / Reguler Contract	232 juta / million
136	PT Asta Bumi Cipta	3	Kontrak Biasa / Reguler Contract	227 juta / million
137	PT Sumber Rizky Energi	1	Kontrak Biasa / Reguler Contract	210 juta / million
138	PT Iforte Solusi Infotek	1	Kontrak Biasa / Reguler Contract	204 juta / million
139	PT Saptakencana Kharisma Jaya	1	Kontrak Biasa / Reguler Contract	203 juta / million
140	PT Mega Asia Global	1	Kontrak Biasa / Reguler Contract	200 juta / million
141	PT Kreasi Utama Mandiri	1	Kontrak Biasa / Reguler Contract	199 juta / million
142	Muhtar Halim & Partners Law Office	1	Kontrak Payung / Framework Agreement	194 juta / million
143	PT Patra Cendrawasih	3	Kontrak Payung / Framework Agreement	191 juta / million
144	PT Redjo Bangun Selaras	1	Kontrak Payung / Framework Agreement	189 juta / million
145	PT Home Center Indonesia (Informa)	1	Kontrak Biasa / Reguler Contract	187 juta / million
146	PT Arsa Parama Kreasi	1	Kontrak Biasa / Reguler Contract	181 juta / million
147	PT Hyundai Elevator Indonesia	1	Kontrak Biasa / Reguler Contract	161 juta / million
148	PT Nalendra Halilintar Samudra	1	Kontrak Biasa / Reguler Contract	160 juta / million
149	PT Rekadia Solusi Teknologi	1	Kontrak Biasa / Reguler Contract	155 juta / million
150	Toko Megah	1	Kontrak Biasa / Reguler Contract	153 juta / million
151	PT Pemeringkat Efek Indonesia (PEFINDO)	1	Kontrak Biasa / Reguler Contract	144 juta / million
152	PT Lakone Komunika Jaya Abadi	1	Kontrak Biasa / Reguler Contract	138 juta / million
153	PT Bumi Wirastraya Sejahtera	1	Kontrak Biasa / Reguler Contract	132 juta / million

No.	Nama Vendor Vendor Name	Jumlah Total	Jenis Kontrak Types of Contract	Jumlah Kontrak Total Contract
154	KJPP Munir Wisnu Heru dan Rekan	1	Kontrak Biasa / Reguler Contract	119 juta / million
155	PT TUV Rheinland	1	Kontrak Biasa / Reguler Contract	119 juta / million
156	PT Mahkota Rizky Perdana	1	Kontrak Payung / Framework Agreement	118 juta / million
157	KJPP Rengganis, Hamid & Rekan	1	Kontrak Biasa / Reguler Contract	111 juta / million
158	PT Sinkona Indonesia Lestari	1	Kontrak Payung / Framework Agreement	107 juta / million
159	PT Andalas Riyha Utama	1	Kontrak Biasa / Reguler Contract	106 juta / million
160	Toko Istana Mebel	1	Kontrak Biasa / Reguler Contract	100 juta / million
161	PT Bhinneka Rekayasa Teknologi	1	Kontrak Biasa / Reguler Contract	98 juta / million
162	PT Bangkit Sejahtera Bersama	2	Kontrak Biasa / Reguler Contract	88 juta / million
163	PT Neotech Cakrawala Indonesia	1	Kontrak Biasa / Reguler Contract	85 juta / million
164	PT Pesona Mitratama Mandiri	1	Kontrak Biasa / Reguler Contract	70 juta / million
165	Petrus Bangkit Priyo Nugroho	1	Kontrak Biasa / Reguler Contract	69 juta / million
166	PT Sukses Tribayu Solusi Cerdas	2	Kontrak Biasa / Reguler Contract	61 juta / million
167	PT Mulia Perkasa Solusindo	1	Kontrak Biasa / Reguler Contract	60 juta / million
168	PT Onindo Sekurita Pratama	1	Kontrak Biasa / Reguler Contract	57 juta / million
169	PT Lamjaya Global Solusi	1	Kontrak Biasa / Reguler Contract	55 juta / million
170	PT Arkananindo	1	Kontrak Biasa / Reguler Contract	52 juta / million
171	PT British Standards Institution (BSI)	1	Kontrak Biasa / Reguler Contract	51 juta / million
172	PT Insan Fitrah Sejahtera	1	Kontrak Payung / Framework Agreement	50 juta / million
173	KKA Riana & Rekan	1	Kontrak Biasa / Reguler Contract	46 juta / million
174	Tokopedia	2	Kontrak Biasa / Reguler Contract	42 juta / million
175	PT Monotaro	2	Kontrak Biasa / Reguler Contract	38 juta / million
176	PT Trijaya	1	Kontrak Biasa / Reguler Contract	33 juta / million
177	Orka Komputer	1	Kontrak Biasa / Reguler Contract	33 juta / million
178	CV Java Multi Mandiri	1	Kontrak Biasa / Reguler Contract	29 juta / million
179	PT Andhika Digdaya Manunggal	1	Kontrak Biasa / Reguler Contract	27 juta / million
180	KOPKARLA	1	Kontrak Biasa / Reguler Contract	13 juta / million
181	PD Senang	1	Kontrak Biasa / Reguler Contract	8 juta / million
182	PT Pelita Baru	1	Kontrak Biasa / Reguler Contract	1 juta / million
Total		**1225**		**821.138 juta / million**

Assignment Period 2025

Konsultan Konstruksi dan Bangunan

Assignment Period 2025

Construction and Building Consultants

No.	Nama Vendor Vendor's Name	Alamat Address	Kota City	Komoditi Vendor Commodity Vendor
1.	PT Tethagra Adyatama	Gedung Menara Hijau Lt. 7 - 708	Jakarta Selatan South Jakarta	Perencanaan Arsitektur, Pengawasan Rekayasa Architectural Planning, Engineering Supervision
2.	PT Surveyor Indonesia	Graha Surveyor Indonesia Lt. 4 – 11 Jl. Jend. Gatot Soebroto Kav. 56 Setia Budi Jakarta Selatan 12950	Jakarta Selatan South Jakarta	Konsultasi Konstruksi Construction Consultation
3.	PT Gamma Beta Alpha Consultant	Ged. Pembina Jl. Di Panjaitan No. 45, DKI Jakarta	Jakarta Timur East Jakarta	Perencanaan Arsitektur Architectural Planning
4.	PT Pratama Savindo Oetama	Jl. Ciputat Raya No. 10a, Kebayoran Lama Selatan	Jakarta Selatan South Jakarta	Perencanaan Rekayasa Engineering Planning
5.	PT Quadratura Indonesia	K-Link Tower Lt.11 Suite.A, Jl. Jend. Gatot Subroto 59a, Setiabudi, Jakarta Selatan	Jakarta Selatan South Jakarta	Perencanaan Arsitektur Architectural Planning
6.	PT Hema Cipta Kreastika	Jl. Dederuk No.25, Bandung	Bandung	Perencanaan Arsitektur Architectural Planning
7.	PT Dedato Indonesia	Jl. Cut Mutia I Blok Fa 2 No. 37 RT 003/007 Kel. Jurang Mangu	Tangerang Selatan South Tangerang	Perencanaan Arsitektur, Pengawasan Rekayasa Architectural Planning, Engineering Supervision

No.	Nama Vendor Vendor's Name	Alamat Address	Kota City	Komoditi Vendor Commodity Vendor
8.	PT Kayana Ananta Samala	Pondok Indah Office Tower 3, 17th Floor Jalan Sultan Iskandar Muda, Kav V-Ta Jakarta 12310	Jakarta Selatan South Jakarta	Perencanaan Arsitektur Architectural Planning
9.	PT Rayya Satu Indonesia	Intiland Tower Lantai 2 Jl. Jendral Sudirman Kav. 32 Jakarta Pusat	Jakarta Pusat Central Jakarta	Konsultan Quantity Surveyor

Konsultan SDM **HR Consultant**

No.	Nama Vendor Vendor's Name	Alamat Address	Kota City	Komoditi Vendor Commodity Vendor
1.	PT Deloitte Konsultan Indonesia	The Plaza Office Tower 32nd Floor, Jl. M.H. Thamrin Kav 28 – 30	Jakarta Pusat Central Jakarta	Konsultan Manajamen Management Consultant
2.	PT Hay Group	DBS Bank Tower, 25th Fl. Suite 2501. Ciputra World 1. Jl Prof. Dr. Satrio Kav 3-5	Jakarta Selatan South Jakarta	Konsultan Manajamen Management Consultant
3.	Lapi ITB	Jl. Ganesha 15b	Bandung	Konsultan Manajamen Management Consultant
4.	KKA Riana Dan Rekan	District 8, Treasury Tower, Lantai 6n, Scbd, Jl. Jend. Sudirman Kav.52-53, Kel. Senayan, Kec. Kebayoran Baru, Kota Adm. Jakarta Selatan, Prov. DKI Jakarta	Jakarta Selatan South Jakarta	Aktuaria Actuary
5.	PT Deloitte Consulting	Gedung The Plaza Office Tower Lantai 27, Jl. MH Thamrin Kavling 28–30, Kelurahan Gondangdia	Jakarta Pusat Central Jakarta	Konsultan Manajamen Management Consultant

Konsultan Hukum dan Perijinan **Legal and Licensing Consultants**

No.	Nama Vendor Vendor's Name	Alamat Address	Kota City	Komoditi Vendor Commodity Vendor
1.	Firma Alchemist Law Office	Menara Cakrawala Lt 12, Unit 1205a, Jl. M.H. Thamrin No.9, Desa/Kelurahan Kebon Sirih, Kec. Menteng, Kota Adm. Jakarta Pusat, Provinsi DKI Jakarta	Jakarta Pusat Central Jakarta	Konsultan Hukum Legal Consultant
2.	SIP Law Firm	7 Building, Jln Buncit Raya No. 7, DKI Jakarta	Jakarta Selatan South Jakarta	Konsultan Hukum Legal Consultant
3.	Kantor Pajak Zulfia	Jl Tipar Cakung RT 006 RW 003 Sukapura	Jakarta Utara North Jakarta	Konsultan Hukum Pajak Tax Law Consultant
4.	PT Handasa Konsultan	Jl. Boulevard Grand Depok City Ruko Aster Blok C No. 23 RT. 006/ RW. 004, Tirtajaya, Sukmajaya, Depok	Depok	Konsultan Hukum dan Perijinan Legal and Licensing Consultant
5.	Kantor Notaris Aslina Perangin-Angin, S.H., M.Kn	Apartemen The Lavande Resd C/11/15, RT. 007, RW. 001, Kel. Menteng Dalam, Kec. Tebet, Jakarta Selatan	Jakarta Selatan South Jakarta	Konsultan Hukum dan Perijinan Legal and Licensing Consultant
6.	PWC Legal Indonesia	World Trade Centre 3, 33-43 Floor, Jl. Jend Sudirman Kav. 29-31	Jakarta Selatan South Jakarta	Konsultan Hukum Legal Consultant
7.	Kantor Notaris Intan Dahlia, S.H., M,Kn	Jalan Raya Tanah Lot, Banjar Batanbuah Kaja, Desa Beraban	Bali	Konsultan Hukum Legal Consultant
8.	Notaris Nanette Cahyanie	Jl Panglima Polim V/11, Kebayoran Baru, Jakarta Selatan	Jakarta Selatan South Jakarta	Konsultan Hukum dan Perijinan Legal and Licensing Consultant
9.	Muhtar Halim & Partners Law Office	Citylofts Sudirman, 19th Fl, Suite 1907	Jakarta Pusat Central Jakarta	Konsultan Hukum Legal Consultant

Konsultan Lain-Lain **Other Consultants**

No.	Nama Vendor Vendor's Name	Alamat Address	Kota City	Komoditi Vendor Commodity Vendor
1.	PT Sentra Proteksi Data Teknologi Indonesia	Jl Taman Kebalen Indah Vila Mutiara Gading 3 Cluster Havana Blok S03 No. 02 RT 006 / RW 020 Kabupaten Bekasi Jawa Barat 17610	Bekasi	Konsultan Manajemen Lainnya Other Management Consultants
2.	PT Literasi Visi Media	Karang Tengah Raya, DKI Jakarta	Jakarta Selatan South Jakarta	Konsultan Digital Digital Consultant
3.	PT Cushman & Wakefield Indonesia	Gedung Bursa Efek Indonesia Tower 2, Lantai 16, Jl. Jend.Sudirman Kav.52-53 Jakarta Indonesia, DKI Jakarta	Jakarta Selatan South Jakarta	Konsultan Manajemen Lainnya Other Management Consultants
4.	PT Spektra Dinamika	Jl. Tat Twam Asi No.10 Pasar Rebo Operations Office Jl. Villa Nusa Indah 2 Blok S3 No.2 Bojong Kulur	Bogor	Konsultan Manajemen Lainnya Other Management Consultants
5.	PT Cb Advisory	Kawasan Bisnis Granadha Lt. 12b, Jl. Jend. Sudirman Kav. 50 Jakarta Selatan 12930	Jakarta Selatan South Jakarta	Konsultan Manajemen Lainnya Other Management Consultants
6.	PT Rayya Satu Indonesia	Intiland Tower Lantai 2 Jl. Jendral Sudirman Kav. 32 Jakarta Pusat	Jakarta Pusat Central Jakarta	Konsultan Manajemen Lainnya Other Management Consultants
7.	KJPP Abdullah Fitriantoro & Rekan	Golden Plaza Blok G 43-44 Jl. Rs. Fatmawati 15	Jakarta Selatan South Jakarta	Konsultan Manajemen Lainnya Other Management Consultants
8.	KAP Heliantono & Rekan (Parker Russel International)	Aminta Plaza, 7th Floor Suite # 704, Jl. Tb Simatupang Kav. 10, Jakarta Selatan 12310	Jakarta Selatan South Jakarta	Konsultan Manajemen Lainnya Other Management Consultants
9.	KJPP Rengganis Hamid & Rekan	Menara Kuningan Lantai 8, Jalan HR Rasuna Said Blok X-7, Kav. 5	Jakarta Selatan South Jakarta	Konsultan Manajemen Lainnya Other Management Consultants

Patra Bandung Hotel

Akses Informasi dan Data Perusahaan

Access to Company Information and Data

Dalam rangka mendukung keterbukaan informasi serta memberikan kemudahan akses bagi para pemangku kepentingan, Perusahaan menyediakan informasi dan data Perusahaan melalui situs resmi Perusahaan, yaitu www.patra-jasa.com. Komitmen terhadap transparansi tersebut diwujudkan melalui pengelolaan, pengembangan, dan pembaharuan situs resmi Perusahaan secara berkala sesuai dengan Peraturan Otoritas Jasa Keuangan (OJK) No. 8/POJK.04/2015 tanggal 25 Juni 2015. Berdasarkan peraturan OJK tersebut, situs resmi Perusahaan diwajibkan untuk memuat hal-hal berikut:

1. Informasi Umum Perusahaan Publik
2. Informasi bagi Pemodal
3. Informasi Tata Kelola Perusahaan
4. Informasi Tanggung Jawab Sosial Perusahaan

Berkaitan dengan hal tersebut, Perusahaan melalui situs resminya telah menyediakan informasi-informasi sebagai berikut:

1. Tentang Kami
   a. Ikhtisar
      - Tata Kelola Perusahaan
      - Laporan Tahunan
      - Anak Perusahaan
      - Penghargaan
   b. Visi, Misi & Tata Nilai
   c. Manajemen
      - Komisaris
      - Direksi
      - Komite
2. Bisnis
   a. Property Investment & Development
   b. Hotels & Resorts
   c. Services
3. Tanggung Jawab Sosial dan Lingkungan
4. Media & Informasi

In order to support information disclosure and provide easy access for stakeholders, the Company provides information and data about the Company through its official website, www.patra-jasa.com. This commitment to transparency is realized through the management, development, and regular updating of the Company's official website in accordance with Financial Services Authority (OJK) Regulation No. 8/POJK.04/2015 dated June 25, 2015. Based on this OJK regulation, the Company's official website is required to contain the following:

1. General Information of Public Companies
2. Information for Investors
3. Information about Corporate Governance
4. Information about Corporate Social Responsibility

In this regards, the Company through its official website has provided the following information:

1. About Us
   a. Overview
      - Corporate Governance
      - Annual Report
      - Subsidiaries
      - Awards
   b. Vision, Mission & Values
   c. Management
      - Board of Commissioners
      - Board of Directors
      - Committee
2. Business
   a. Property Investment & Development
   b. Hotels & Resorts
   c. Services
3. Corporate Social Responsibility (CSR)
4. Media & Information

Penghargaan dan Sertifikasi Tahun 2025

Awards and Certifications in 2025

Sepanjang tahun 2025, Perusahaan turut aktif pada berbagai ajang kompetisi serta sertifikasi dan telah mendapatkan berbagai penghargaan serta sertifikasi sebagai berikut:

Throughout 2025, the Company actively participated in various competitions and certification programs, and received numerous awards and certifications, as follows:

24 Januari 2025
24 January 2025

Indonesia Human Capital Award (IHCBA), Brilliant Equality and Inclusion Initiatives of Year 2024 - Predikat Silver, yang diselenggarakan oleh businessupdate.id.
Indonesia Human Capital Award (IHCBA), Brilliant Equality and Inclusion Initiatives of the Year 2024 - Silver Award, organized by businessupdate.id.

24 Januari 2025
24 January 2025

Indonesia Human Capital Award (IHCBA), Brilliant Employee Engagement of Year 2024 - Predikat Gold, yang diselenggarakan oleh businessupdate.id
Indonesia Human Capital Award (IHCBA), Brilliant Employee Engagement of the Year 2024 - Gold Award, organized by businessupdate.id.

24 Januari 2025
24 January 2025

Indonesia Human Capital Award (IHCBA), Brilliant Director in HC Transformation of Year 2024 (Direktur Keuangan dan Umum Patra Jasa, Aditya Dhanwantara), yang diselenggarakan oleh businessupdate.id
Indonesia Human Capital Award (IHCBA), Brilliant Director in HC Transformation of the Year 2024 (Director of Finance and General Affairs at Patra Jasa, Aditya Dhanwantara), organized by businessupdate.id.

22 Mei 2025
22 May 2025

Annual Pertamina Quality (APQ) Awards 2025, Winner Sustainability Excellence for Operational Unit Subsidiary Portfolio Cluster, diselenggarakan oleh Pertamina.
Annual Pertamina Quality (APQ) Awards 2025, Winner of Sustainability Excellence for Operational Unit Subsidiary Portfolio Cluster, organized by Pertamina.

22 Mei 2025
22 May 2025

Annual Pertamina Quality (APQ) Awards 2025, 1st Place - The Best Business Performance Excellence for Portfolio Subsidiary, yang diselenggarakan oleh Pertamina.
Annual Pertamina Quality (APQ) Awards 2025, 1st Place - The Best Business Performance Excellence for Portfolio Subsidiary, organized by Pertamina.

25 Juni 2025
25 June 2025

TJSL & CSR Award 2025, Gold Pilar Sosial, yang diselenggarakan oleh BUMN Track.
TJSL & CSR Award 2025, Gold Social Pillar, organized by BUMN Track.

25 Juni 2025
25 June 2025

TJSL & CSR Award 2025, Gold Pilar Lingkungan, Strong Leadership on Social and Environment Program of TJSL & CSR (Direktur Utama Patra Jasa Ray SM Daulay).

TJSL & CSR Award 2025, Gold Award for the Environmental Pillar, as well as the Strong Leadership on Social and Environmental Program of TJSL & CSR Award presented to the President Director of Patra Jasa, SM Daulay.

25 Juni 2025
25 June 2025

7th Top Digital PR Award 2025 - Special Achievement for Subsidiary BUMN dari InfoEkonomi.ID & Tras N Co.

7th Top Digital PR Award 2025 – Special Achievement for BUMN Subsidiary, presented by InfoEkonomi.ID in collaboration with TRAS N Co.

24 Juli 2025
24 July 2025

Supplier Relationship Management (SRM) Summit 2025, Mitra Kerja Terbaik Holding Sinergi Pertamina Incorporated, yang diselenggarakan oleh Pertamina.

Supplier Relationship Management (SRM) Summit 2025, Pertamina Incorporated's Best Partner, organized by Pertamina.

28 Agustus 2025
28 August 2025

OSH Asia's Summit 2025,
1. Excellence Company for Safety Management Fast Learning;
2. The Most Safety Culture;
3. The Best OSH in Construction Category;

yang diselenggarakan oleh First Indonesia Magazine

1. Excellence Company for Safety Management Fast Learning;
2. The Most Safety Culture;
3. The Best OSH in Construction Category;

28 Agustus 2025
28 August 2025

OSH Asia's Summit 2025, The Best CEO on OSH Culture (Direktur Utama Patra Jasa Ray SM Daulay), yang diselenggarakan oleh First Indonesia Magazine.

OSH Asia Summit 2025, The Best CEO on OSH Culture (President Director of Patra Jasa Ray SM Daulay), organized by First Indonesia Magazine.

8 September 2025
8 September 2025

TOP GRC Awards 2025, TOP GRC AWARDS #Star 4, yang diselenggarakan oleh Top Business Magazine.

TOP GRC Awards 2025, TOP GRC AWARDS #Star 4, organized by Top Business Magazine.

8 September 2025
8 September 2025

TOP GRC Awards 2025, The Most Committed GRC Leader (Direktur Utama Patra Jasa Ray SM Daulay), yang diselenggarakan oleh Top Business Magazine.

TOP GRC Awards 2025, The Most Committed GRC Leader (President Director of Patra Jasa Ray SM Daulay), organized by Top Business Magazine.

18 September 2025
18 September 2025

Supplier Engagement Day 2025, Best HSSE Compliance to PT Pertamina Internasional EP in 2025, yang diselenggarakan oleh PT Pertamina Internasional EP.

Supplier Engagement Day 2025, Best HSSE Compliance to PT Pertamina Internasional EP in 2025, organized by PT Pertamina Internasional EP.

16 September 2025
16 September 2025

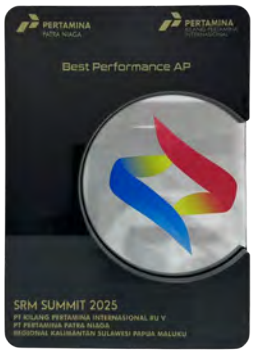
Sumatra Supplier Relationship Management (SRM) Summit 2025 PT Pertamina Patra Niaga, Best Perfomance, yang diselenggarakan oleh PT Pertamina Patra Niaga.

Sumatra Supplier Relationship Management (SRM) Summit 2025 PT Pertamina Patra Niaga, Best Performance, organized by PT Pertamina Patra Niaga.

18 September 2025
18 September 2025

Supplier Engagement Day 2025 Regional 5, Token Of Apprecation, yang diselenggarakan oleh PT Pertamina Internasional EP.

Supplier Engagement Day 2025 Regional 5, Token of Appreciation, organized by PT Pertamina International EP.



16 September 2025
16 September 2025

SRM SUMMIT 2025, Best Perfomance AP, yang diselenggarakan oleh PT Kilang Pertamina Internasional V, PT Pertamina Patra Niaga, Regional Kalimantan Sulawesi Papua Maluku.

SRM SUMMIT 2025, Best Performance AP, organized by PT Kilang Pertamina Internasional V, PT Pertamina Patra Niaga, Kalimantan Sulawesi Papua Maluku Region.

10 November 2025
10 November 2025

Jakarta Invesment Awards 2025, Perusahaan dengan Kontribusi Realisasi, Investasi pada tahun 2024 pada Sektor Perumahan, Kawasan Industri dan Perkantoran, yang diselenggarakan oleh Pemerintah DKI Jakarta.

Jakarta Investment Awards 2025, Companies with Realized Contributions, Investments in 2024 in the Housing, Industrial Estates, and Office Sectors, organized by the DKI Jakarta Provincial Government.

14 November 2025
14 November 2025

Traveloka Hotel Awards 2025, Exceptional Guest Experience Value untuk Patra Malioboro Hotel, yang diselenggarakan oleh Traveloka.

Traveloka Hotel Awards 2025, Exceptional Guest Experience Value for Patra Malioboro Hotel, organized by Traveloka.

25 November 2025
25 November 2025

Corporate Governance Perception Index Award 2025, Perusahaan Terpercaya, yang diselenggarakan oleh Majalah SWA, The Indonesian Institute for Corporate Governance (IICG).

Corporate Governance Perception Index Award 2025, Trusted Company, organized by SWA Magazine, The Indonesian Institute for Corporate Governance (IICG).

4 Desember 2025
4 Desember 2025

TOP Digital Award 2025, TOP CIO On Digital Implementation 2025 (Direktur Strategi dan Pengembangan Bisnis, M. Indharto Rusman), yang diselenggarakan oleh Majalah IT Works.

TOP Digital Award 2025, TOP CIO On Digital Implementation 2025 (Director of Strategy and Business Development, M. Indharto Rusman), organized by IT Works Magazine.

4 Desember 2025
4 Desember 2025

TOP Digital Award 2025, Top Digital Implementation 2025 #Star 5, yang diselenggarakan oleh Majalah IT Works.

TOP Digital Award 2025, Top Digital Implementation 2025 #Star 5, organized by IT Works Magazine.

4 Desember 2025
4 Desember 2025

TOP Digital Award 2025, TOP VP IT On Digital Implementation 2025 (Ahmad Baihaki), yang diselenggarakan oleh Majalah IT Works.

TOP Digital Award 2025, TOP VP IT On Digital Implementation 2025 (Ahmad Baihaki), organized by IT Works Magazine.

10 Desember 2025
10 Desember 2025

CHSE (Cleanliness, Health, Safety, and Environmental Sustainability) untuk The Patra Bali Resort & Villas yang diselenggarakan oleh Komite Akreditasi Nasional (KAN) melalui Lembaga Sertifikasi Produk Pariwisata Bali Mandiri.

CHSE (Cleanliness, Health, Safety, and Environmental Sustainability) for The Patra Bali Resort & Villas, organized by the National Accreditation Committee (KAN) through the Bali Mandiri Tourism Product Certification Agency.

10 Desember 2025
10 Desember 2025

Hotel Bintang Lima untuk The Patra Bali Resort & Villas yang diselenggarakan oleh Komite Akreditasi Nasional (KAN) melalui Lembaga Sertifikasi Produk Pariwisata Bali Mandiri.

Five-Star Hotel for The Patra Bali Resort & Villas, awarded by the National Accreditation Committee (KAN) through the Bali Mandiri Tourism Product Certification Agency.

Dewan Komisaris

Board of Commissioners

Suryo Tridoso Eko Sapto Handono
Komisaris Independen
Independent Commissioner

Surono
Komisaris
Commissioner

Aditya Griadi
Komisaris Utama
President Commissioner

Nazali Lempo
Komisaris Independen
Independent Commissioner

Profil Dewan Komisaris

Profile of Board of Commissioners

Aditya Griadi

Komisaris Utama
President Commissioner

Dasar pengangkatan **Basis for Appointment**	Diangkat sebagai Komisaris Utama berdasarkan: • Keputusan Pemegang Saham Secara Sirkuler PT Patra Jasa tanggal 15 Maret 2022; dan Pengangkatan kembali sebagai Komisaris Utama berdasarkan: • Keputusan Pemegang Saham Secara Sirkuler PT Patra Jasa tanggal 10 Februari 2025 Appointed as President Commissioner based on: • Circular Shareholders' Resolution dated 15 March, 2022 Reappointed as President Commissioner based on: • Circular Shareholders Resolution dated February 10, 2025
Usia **Age**	60 tahun 60 years
Kewarganegaraan **Nationality**	Warga Negara Indonesia Indonesia
Riwayat Pendidikan **Education History**	Sarjana Manajemen Komputer dari Universitas Bina Nusantara (1984) Bachelor's Degree in Computer Management from Bina Nusantara University (1984).
Sertifikasi **Certification**	Certified Risk Profesional (CRP) 2024 Certified Risk Pprofessional (CRP) 2024
Riwayat Jabatan/ Pengalaman Kerja **Career History / Work Experience**	• Founder / Business Development Director PT Ayatana Adhiwisata Khatulistiwa (2015 – 2019); • Founder & Business Development Director PT Sinergi Semesta Sukses (2011); dan • Founder / Managing Director PT Bina Media Andhika (2001) • Founder / Business Development Director at PT Ayatana Adhiwisata Khatulistiwa (2015 - 2019); • Founder & Business Development Director at PT Sinergi Semesta Sukses (2011); and • Founder / Managing Director at PT Bina Media Andhika (2001).
Rangkap Jabatan **Concurrent Positions**	*Shareholder* dan Pendiri PT Padma Adiwisata Mandiri. Shareholder and Founder of PT Padma Adiwisata Mandiri
Hubungan Afiliasi **Affiliate Relationship**	Tidak memiliki hubungan afiliasi dengan Pemegang Saham, anggota Direksi, dan anggota Dewan Komisaris lainnya. Has no affiliation with Shareholders, members of the Board of Directors, and other members of the Board Commissioners.

Surono

Komisaris
Commissioner

Dasar pengangkatan **Basis for Appointment**	Keputusan Pemegang Saham Secara Sirkuler tanggal 22 Juni 2023 Circular Resolution of Shareholders dated June 22, 2023
Usia **Age**	55 tahun 55 years
Kewarganegaraan **Nationality**	Warga Negara Indonesia Indonesia
Riwayat Pendidikan **Education History**	• Doktor Pendidikan dan Olahraga, Universitas Negeri Jakarta; • Magister Manajemen Olahraga, Universitas Jakarta; • S1 Pendidikan Kepelatihan, Institut Keguruan dan Ilmu Pendidikan Yogyakarta. • Doctor of Education and Sports, Jakarta State University; • Master of Sports Management, Jakarta University; • Bachelor of Coaching Education, Yogyakarta Institute of Teacher Training and Education.
Sertifikasi **Certification**	*Training* dan Sertifikasi *Certified Risk Profesional* (CRP) Certified Risk Professional (CRP) Training and Certification
Riwayat Jabatan/ Pengalaman Kerja **Career History / Work Experience**	• Kementerian Pemuda dan Olahraga (Deputi 4 Bidang Peningkatan Prestasi Olahraga, 2023); • Kementerian Pemuda dan Olahraga (Kepala Bidang Pengembangan Pelatih dan Instruktur pada Asdep Tenaga Keolahragaan, Deputi Bidang Peningkatan Prestasi Olahraga, 2011); • Departemen Pendidikan Nasional (Kepala Seksi Evaluasi di Direktorat Jenderal Olahraga, 2004). • Ministry of Youth and Sports (Deputy 4 for Sports Performance Improvement, 2023); • Ministry of Youth and Sports (Head of Coach and Instructor Development at the Assistant Deputy for Sports Personnel, Deputy for Sports Performance Improvement, 2011); • Ministry of National Education (Head of the Evaluation Section at the Directorate General of Sports, 2004).
Rangkap Jabatan **Concurrent Positions**	Tidak memiliki rangkap jabatan baik sebagai anggota Dewan Komisaris, Direksi, atau jabatan lainnya di Anak Perusahaan maupun institusi lain. Does not have concurrent positions as a member of the Board of Commissioners, Board of Directors, or other positions in Subsidiaries or other institutions.
Hubungan Afiliasi **Affiliate Relationship**	Tidak memiliki hubungan afiliasi dengan Pemegang Saham, anggota Direksi, dan anggota Dewan Komisaris lainnya. Has no affiliation with Shareholders, members of the Board of Directors, and other members of the Board Commissioners.

Nazali Lempo

Komisaris Independen
Independent Commissioner

Dasar pengangkatan **Basis for Appointment**	Keputusan Pemegang Saham Secara Sirkuler tanggal 15 Mei 2024. Circular Resolution of Shareholders dated May 15, 2024.
Usia **Age**	60 tahun 60 years
Kewarganegaraan **Nationality**	Warga Negara Indonesia Indonesia
Riwayat Pendidikan **Education History**	• Doktor Ilmu Hukum, Universitas Hasanuddin, Makassar (2016); • Magister Hukum, Universitas Hasanuddin, Makassar (2009); • Sarjana Hukum, Universitas Hasanuddin, Makassar (2005). • Doctor of Law, Hasanuddin University, Makassar (2016); • Master of Law, Hasanuddin University, Makassar (2009); • Bachelor of Law, Hasanuddin University, Makassar (2005).
Sertifikasi **Certification**	Enterprise Risk Management Sertifikat Kompetensi (Badan Nasional Sertifikasi Profesi) Manajemen Risiko berlaku 3 tahun sejak 19 April 2024. Enterprise Risk Management Competency Certificate (National Professional Certification Agency) Risk Management valid for 3 years from April 19, 2024.
Riwayat Jabatan/ Pengalaman Kerja **Career History / Work Experience**	• Komandan Pusat Polisi Militer (2021) dan Oditur Jenderal Tentara Nasional Indonesia (TNI); • Komandan Pusat Polisi Militer Angkatan Laut (2018); • Wakil Komandan Pusat Polisi Militer Angkatan Laut (2017); • Wakil Komandan Lantamal II Padang (2016). • Commander of the Military Police Center (2021) and Auditor General of the Indonesian National Armed Forces (TNI); • Commander of the Navy Military Police Center (2018); • Deputy Commander of the Navy Military Police Center (2017); • Deputy Commander of Lantamal II Padang (2016).
Rangkap Jabatan **Concurrent Positions**	Tidak memiliki rangkap jabatan baik sebagai anggota Dewan Komisaris, Direksi, atau jabatan lainnya di Anak Perusahaan maupun institusi lain. Does not have concurrent positions as a member of the Board of Commissioners, Board of Directors, or other positions in Subsidiaries or other institutions.
Hubungan Afiliasi **Affiliate Relationship**	Tidak memiliki hubungan afiliasi dengan Pemegang Saham, anggota Direksi, dan anggota Dewan Komisaris lainnya. Has no affiliation with Shareholders, members of the Board of Directors, and other members of the Board Commissioners.

Suryo Tridoso Eko Sapto Handono

Komisaris Independen
Independent Commissioner

Dasar pengangkatan **Basis for Appointment**	Keputusan Pemegang Saham Secara Sirkuler tanggal 18 Oktober 2024. Circular Resolution of Shareholders dated October 18, 2024.
Usia **Age**	59 tahun 59 years
Kewarganegaraan **Nationality**	Warga Negara Indonesia Indonesia
Riwayat Pendidikan **Education History**	• Sekolah Staf dan Komando Tentara Nasional Indonesia (SESKO TNI) pada tahun 2015; • Sekolah Staf dan Komando Angkatan Darat (SESKOAD) pada tahun 2003; • Akademi Militer (AKMIL) pada tahun 1989. • Indonesian National Armed Forces Staff and Command College (SESKO TNI) in 2015; • Army Staff and Command College (SESKOAD) in 2003; • Military Academy (AKMIL) in 1989
Sertifikasi **Certification**	*Training* dan Sertifikasi *Certified Risk Profesional* (CRP) Training and Certification as a Certified Risk Professional (CRP)
Riwayat Jabatan/ Pengalaman Kerja **Career History / Work Experience**	• Ketua Lembaga Penjaminan Mutu dan Pengembangan Pembelajaran pada Mei 2024; • PA SAHLI TK.II KAMSOS BID KOMSOS KOMSOS PANGLIMA TNI pada 2023; • Irpussenarhanud, PA SAHLI TK.II WAS Eropa & Amerika SAHLI BID. HUBINT PANGLIMA TNI pada 2022; • Waasrena Kasad, Direktur Lembaga (Dirlem) Sekolah Calon Perwira Angkatan Darat (SECAPA AD) pada 2021; • Perwira Menengah (PAMEN) (DIK SESKO TNI) Detasemen Markas Besar Tentara Nasional Indonesia Angkatan Darat (DENMABESAD) pada 2015. • Head of the Quality Assurance and Learning Development Agency in May 2024; • PA SAHLI TK.II KAMSOS BID KOMSOS KOMSOS PANGLIMA TNI in 2023; • Irpussenarhanud, PA SAHLI TK.II WAS Europe & America SAHLI BID. HUBINT PANGLIMA TNI in 2022; • Waasrena Kasad, Director of the Army Officer Candidate School (SECAPA AD) in 2021; • Middle Officer (PAMEN) (DIK SESKO TNI) Detachment of the Indonesian Army Headquarters (DENMABESAD) in 2015.
Rangkap Jabatan **Concurrent Positions**	Tidak memiliki rangkap jabatan baik sebagai anggota Dewan Komisaris, Direksi, atau jabatan lainnya di Anak Perusahaan maupun institusi lain. Does not have concurrent positions as a member of the Board of Commissioners, Board of Directors, or other positions in Subsidiaries or other institutions.
Hubungan Afiliasi **Affiliate Relationship**	Tidak memiliki hubungan afiliasi dengan Pemegang Saham, anggota Direksi, dan anggota Dewan Komisaris lainnya. Has no affiliation with Shareholders, members of the Board of Directors, and other members of the Board Commissioners.

Direksi

Board of Directors

Kurnia Pinayungan
Direktur Keuangan dan Umum
Director of Finance and General Affairs

Ray Syaputra Muda Daulay
Direktur Utama
President Director

Rizky Mahesa Dwiyana
Direktur Hospitality dan Multi Services
Director of Hospitality and Multi Services

Muhammad Indharto Rusman
Direktur Strategi dan Pengembangan Bisnis
Director of Strategy and Business Development

Dani Noor Achmad Sulaeman
Direktur Properti
Director of Property

Profil Direksi

Profile of the Board of Directors

Ray Syaputra Muda Daulay

Direktur Utama
President Director

Dasar pengangkatan **Basis for Appointment**	Diangkat sebagai Direktur Utama berdasarkan: • Keputusan Pemegang Saham Secara Sirkuler PT Patra Jasa tanggal 15 Mei 2024; dan Pengangkatan kembali sebagai Direktur Utama berdasarkan: • Keputusan Pemegang Saham Secara Sirkuler PT Patra Jasa tanggal 8 Oktober 2025 Appointed as President Director based on: • Circular Resolution of Shareholders of PT Patra Jasa dated May 15, 2024; and Reappointed as President Director based on: • Circular Resolution of Shareholders of PT Patra Jasa dated October 8, 2025.
Usia **Age**	44 tahun 44 years
Kewarganegaraan **Nationality**	Warga Negara Indonesia Indonesia
Riwayat Pendidikan **Education History**	• Magister Hukum Bisnis, Universitas Indonesia (2004); • Sarjana Hukum, Universitas Katolik Parahyangan (1999). • Master of Business Law, University of Indonesia (2004); • Bachelor of Law, Parahyangan Catholic University (1999).
Sertifikasi **Certification**	• Pelatihan sertifikasi Certified Risk Professional Berbasis ISO 3100 Tahun 2018, dilaksanakan pada tanggal 05-07 Agustus 2024 di Patra Bandung Hotel. • The ISO 3100-based Certified Risk Professional certification training was held on August 5-7, 2024, at the Patra Bandung Hotel.
Riwayat Jabatan/ Pengalaman Kerja **Career History / Work Experience**	• Direktur Hospitality dan Multi Services di PT Patra Jasa (2024); • PT Pertamina (Persero) (Manager Asset Operation, 2020); • PT Pertamina (Persero) (Region Manager Asset Operation Kalimantan (Kalimantan-Balikpapan) PMS, 2020); • PT Pertamina (Persero) (Unit Manager Asset Operation MOR V, 2019); • PT Pertamina (Persero) (Assistance Manager Asset & Contract Mon. 2015). • Director of Hospitality and Multi Services at PT Patra Jasa (2024); • PT Pertamina (Persero) (Manager of Asset Operation, 2020); • PT Pertamina (Persero) (Region Manager Asset Operation Kalimantan (Kalimantan-Balikpapan) PMS, 2020); • PT Pertamina (Persero) (Unit Manager Asset Operation MOR V, 2019); • PT Pertamina (Persero) (Assistant Manager Asset & Contract Mon. 2015).
Rangkap Jabatan **Concurrent Positions**	Tidak memiliki rangkap jabatan baik sebagai anggota Dewan Komisaris, Direksi, atau jabatan lainnya di Anak Perusahaan maupun institusi lain. Does not have concurrent positions as a member of the Board of Commissioners, Board of Directors, or other positions in Subsidiaries or other institutions.
Hubungan Afiliasi **Affiliate Relationship**	Tidak memiliki hubungan afiliasi dengan Pemegang Saham, anggota Direksi, dan anggota Dewan Komisaris lainnya. Has no affiliation with Shareholders, members of the Board of Directors, and other members of the Board Commissioners.

Muhammad Indharto Rusman

Direktur Strategi dan Pengembangan Bisnis
Director of Strategy and Business Development

Dasar pengangkatan **Basis for Appointment**	Keputusan Pemegang Saham Secara Sirkuler tanggal 15 Mei 2024. Circular Resolution of Shareholders dated May 15, 2024.
Usia **Age**	50 tahun 50 years
Kewarganegaraan **Nationality**	Warga Negara Indonesia Indonesia
Riwayat Pendidikan **Education History**	• Pendidikan Pascasarjana Manajemen di Universitas Trisakti pada tahun 2006; • Sarjana Ekonomi di Universitas Trisakti, Jakarta pada tahun 2000. • Master's Degree in Management from Trisakti University in 2006; • Bachelor's Degree in Economics from Trisakti University, Jakarta in 2000.
Sertifikasi **Certification**	• Pelatihan sertifikasi Certified Risk Professional Berbasis ISO 3100 Tahun 2018, dilaksanakan pada tanggal 05-07 Agustus 2024 di Patra Bandung Hotel. • The ISO 3100-based Certified Risk Professional certification training was held on August 5-7, 2024, at the Patra Bandung Hotel.
Riwayat Jabatan/ Pengalaman Kerja **Career History / Work Experience**	• Direktur PT Mitra Tours and Travel pada Mei 2018 hingga Mei 2024; • PT Patra Jasa sebagai VP Subsidiary Joint Venture (2017; • Direktur Operasi di PT Prima Armada Raya (2018); • PJ General Manager di PT Prima Armada Raya (2015); • Manager Pengembangan Aset PT Patra Jasa (2014). • Director of PT Mitra Tours and Travel from May 2018 to May 2024; • PT Patra Jasa as VP Subsidiary Joint Venture (2017); • Director of Operations at PT Prima Armada Raya (2017); • Acting General Manager at PT Prima Armada Raya (2015); • Asset Development Manager at PT Patra Jasa (2014).
Rangkap Jabatan **Concurrent Positions**	Tidak memiliki rangkap jabatan baik sebagai anggota Dewan Komisaris, Direksi, atau jabatan lainnya di Anak Perusahaan maupun institusi lain. Does not have concurrent positions as a member of the Board of Commissioners, Board of Directors, or other positions in Subsidiaries or other institutions.
Hubungan Afiliasi **Affiliate Relationship**	Tidak memiliki hubungan afiliasi dengan Pemegang Saham, anggota Direksi, dan anggota Dewan Komisaris lainnya. Has no affiliation with Shareholders, members of the Board of Directors, and other members of the Board Commissioners.

Dani Noor Achmad Sulaeman

Direktur Properti
Director of Property

Dasar pengangkatan **Basis for Appointment**	Keputusan Pemegang Saham Secara Sirkuler tanggal 20 Februari 2024. Circular Resolution of Shareholders dated February 20, 2024.
Usia **Age**	47 tahun 47 years
Kewarganegaraan **Nationality**	Warga Negara Indonesia Indonesia
Riwayat Pendidikan **Education History**	Sarjana Arsitektur di Institut Teknologi Nasional, Bandung pada tahun 2002. Bachelor of Architecture at the National Institute of Technology, Bandung in 2002.
Sertifikasi **Certification**	• Pelatihan sertifikasi *Certified Risk Professional* Berbasis ISO 3100 Tahun 2018, dilaksanakan pada tanggal 05-07 Agustus 2024 di Patra Bandung Hotel. • The ISO 3100-based Certified Risk Professional certification training was held on August 5-7, 2024, at the Patra Bandung Hotel.
Riwayat Jabatan/ Pengalaman Kerja **Career History / Work Experience**	• Manager Asset Project Management Office PT Pertamina (Persero) 2024; • Manager Asset Management Kantor Pusat Subholding C&T-KP Jakarta di tahun 2021; • Unit Manager Asset Operation MOR III (Jawa 1-Jakarta) tahun 2020; • Unit Manager Asset Operation MOR IV (Jawa 2-Semarang) tahun 2019; • Assistant Manager Office Support di tahun 2015. • Manager Asset Project Management Office PT Pertamina (Persero) 2024; • Manager Asset Management Kantor Pusat Subholding C&T-KP Jakarta di tahun 2021; • Unit Manager Asset Operation MOR III (Jawa 1-Jakarta) tahun 2020; • Unit Manager Asset Operation MOR IV (Jawa 2-Semarang) tahun 2019; • Assistant Manager Office Support di tahun 2015.
Rangkap Jabatan **Concurrent Positions**	Tidak memiliki rangkap jabatan baik sebagai anggota Dewan Komisaris, Direksi, atau jabatan lainnya di Anak Perusahaan maupun institusi lain. Does not have concurrent positions as a member of the Board of Commissioners, Board of Directors, or other positions in Subsidiaries or other institutions.
Hubungan Afiliasi **Affiliate Relationship**	Tidak memiliki hubungan afiliasi dengan Pemegang Saham, anggota Direksi, dan anggota Dewan Komisaris lainnya. Has no affiliation with Shareholders, members of the Board of Directors, and other members of the Board Commissioners.

Rizky Mahesa Dwiyana

Direktur Hospitality dan Multi Services
Director of Hospitality and Multi Services

Dasar pengangkatan **Basis for Appointment**	Keputusan Pemegang Saham Secara Sirkuler tanggal 15 Mei 2024. Circular Resolution of Shareholders dated May 15, 2024.
Usia **Age**	41 tahun 41 years
Kewarganegaraan **Nationality**	Warga Negara Indonesia Indonesia
Riwayat Pendidikan **Education History**	• Magister Ilmu Hukum, Universitas Indonesia pada tahun 2009; • Sarjana Hukum, Universitas Indonesia pada tahun 2007. • Master of Law, University of Indonesia in 2009; • Bachelor of Law, University of Indonesia in 2007/
Sertifikasi **Certification**	• Pelatihan sertifikasi *Certified Risk Professional* Berbasis ISO 3100 Tahun 2018, dilaksanakan pada tanggal 05-07 Agustus 2024 di Patra Bandung Hotel. • The ISO 3100-based Certified Risk Professional certification training was held on August 5-7, 2024, at the Patra Bandung Hotel.
Riwayat Jabatan/ Pengalaman Kerja **Career History / Work Experience**	• Direktur Utama PT Patra Logistik (2022); • Manager Land Ownership PT Pertamina (Persero) (2020). • President Director of PT Patra Logistik (2022); • Manager of Land Ownership at PT Pertamina (Persero) (2020).
Rangkap Jabatan **Concurrent Positions**	Tidak memiliki rangkap jabatan baik sebagai anggota Dewan Komisaris, Direksi, atau jabatan lainnya di Anak Perusahaan maupun institusi lain. Does not have concurrent positions as a member of the Board of Commissioners, Board of Directors, or other positions in Subsidiaries or other institutions.
Hubungan Afiliasi **Affiliate Relationship**	Tidak memiliki hubungan afiliasi dengan Pemegang Saham, anggota Direksi, dan anggota Dewan Komisaris lainnya. Has no affiliation with Shareholders, members of the Board of Directors, and other members of the Board Commissioners.

Kurnia Pinayungan

Direktur Keuangan dan Umum
Director of Finance and General Affairs

Dasar pengangkatan **Basis for Appointment**	Keputusan Pemegang Saham Secara Sirkuler tanggal 25 November 2025. Circular Resolution of Shareholders dated November 25, 2025.
Usia **Age**	49 tahun 49 years
Kewarganegaraan **Nationality**	Warga Negara Indonesia Indonesia
Riwayat Pendidikan **Education History**	• Magister Manajemen di Universitas Diponegoro (2015); dan • Sarjana Ekonomi Akuntansi di Universitas Diponegoro (2001) • Master of Management at Diponegoro University (2015); and • Bachelor of Accounting at Diponegoro University (2001)
Sertifikasi **Certification**	• Certified Risk Professional (CRP) - 2025 • Certified in Audit Committe Practises (CACP) - 2019 • Certified Public Accountant (CPA) - 2016 • Chartered Accountant (CA) - 2013
Riwayat Jabatan/ Pengalaman Kerja **Career History / Work Experience**	• Direktur Keuangan di PT Pertamina Training and Consulting (2025); • Manager PMO Shared Services Project di PT Pertamina (Persero) (2023); • Komite Audit di PT Pertamina Gas (2023); • Manager Record to Report & Manager Order to Cash Shared Service Finance di PT Pertamina (Persero) (2021); dan • Management Accounting Manager di PT Pertamina Lubricants (2020) • Finance Director at PT Pertamina Training and Consulting (2025); • PMO Shared Services Project Manager at PT Pertamina (Persero) (2023); • Audit Committee at PT Pertamina Gas (2023); • Manager of Record to Report & Manager of Order to Cash Shared Service Finance at PT Pertamina (Persero) (2021); and • Management Accounting Manager at PT Pertamina Lubricants (2020)
Rangkap Jabatan **Concurrent Positions**	Tidak memiliki rangkap jabatan baik sebagai anggota Dewan Komisaris, Direksi, atau jabatan lainnya di Anak Perusahaan maupun institusi lain. Does not have concurrent positions as a member of the Board of Commissioners, Board of Directors, or other positions in Subsidiaries or other institutions.
Hubungan Afiliasi **Affiliate Relationship**	Tidak memiliki hubungan afiliasi dengan Pemegang Saham, anggota Direksi, dan anggota Dewan Komisaris lainnya. Has no affiliation with Shareholders, members of the Board of Directors, and other members of the Board Commissioners.

Perubahan Komposisi Dewan Komisaris dan Direksi Tahun 2025

Changes in the Composition of the Board of Commissioners and the Board of Directors for The Year 2025

Perubahan Komposisi Dewan Komisaris

Changes in the Composition of the Board of Commissioners

Periode 1 Januari – 9 Februari 2025	Period of January 1 to February 9, 2025
Komisaris Utama / President Commissioner	*Vacant*
Komisaris / Commissioner	Rudi Prabowo Aji
Komisaris / Commissioner	Surono
Komisaris Independen / Independent Commissioner	Nazali Lempo
Komisaris Independen / Independent Commissioner	Suryo Tridoso Eko Sapto Handono

Periode 10 Februari – 15 Maret 2025	Period of February 10 to March 15, 2025
Komisaris Utama / President Commissioner	Aditya Griadi
Komisaris / Commissioner	Rudi Prabowo Aji
Komisaris / Commissioner	Surono
Komisaris Independen / Independent Commissioner	Nazali Lempo
Komisaris Independen / Independent Commissioner	Suryo Tridoso Eko Sapto Handono

* Aditya Griadi menjabat sebagai Komisaris Utama berdasarkan KPSSS PT Patra Jasa tanggal 10 Februari 2025.

** Rudi Prabowo Aji tidak lagi menjabat sebagai Komisaris berdasarkan KPSSS PT Patra Jasa tanggal 15 Maret 2022.

* Aditya Griadi serves as President Commissioner based on PT Patra Jasa's KPSSS dated February 10, 2025.

** Rudi Prabowo Aji no longer serves as Commissioner based on PT Patra Jasa's KPSSS dated March 15, 2022.

Periode 16 Maret – 31 Desember 2025	Period of March 16 to December 31, 2025
Komisaris Utama / President Commissioner	Aditya Griadi
Komisaris / Commissioner	Surono
Komisaris Independen / Independent Commissioner	Nazali Lempo
Komisaris Independen / Independent Commissioner	Suryo Tridoso Eko Sapto Handono

Perubahan Komposisi Direksi

Changes in the Composition of the Board of Directors

Periode 1 – 27 September 2025	Period of September 1 to September 27, 2025
Direktur Utama / President Director	Ray Syaputra Muda Daulay
Direktur Strategi dan Pengembangan Bisnis / Director of Strategy and Business Development	Muhammad Indharto Rusman
Direktur Properti / Director of Property	Dani Noor Achmad Sulaeman
Direktur Hospitality dan Multi Services / Director of Hospitality and Multi Services	Rizky Mahesa Dwiyana
Direktur Keuangan dan Umum / Director of Finance and General Affairs	Aditya Dhanwantara

* Ray Syaputra Muda Daulay tidak lagi menjabat sebagai Direktur Utama berdasarkan KPSSS PT Patra Jasa tanggal 27 September 2022.

* Ray Syaputra Muda Daulay is no longer serving as President Director based on PT Patra Jasa's KPSSS dated September 27, 2022.

Periode 28 September – 8 Oktober 2025	Period of September 28 to October 8, 2025
Plt. Direktur Utama / Acting President Director	Aditya Dhanwantara
Direktur Strategi dan Pengembangan Bisnis / Director of Strategy and Business Development	Muhammad Indharto Rusman
Direktur Properti / Director of Property	Dani Noor Achmad Sulaeman
Direktur Hospitality dan Multi Services / Director of Hospitality and Multi Services	Rizky Mahesa Dwiyana
Direktur Keuangan dan Umum / Director of Finance and Gen Affairs eral	Aditya Dhanwantara

* Aditya Dhanwantara menjabat sebagai Plt. Direktur Utama berdasarkan Surat Dewan Komisaris PT Patra Jasa Nomor: 092/S/PJ/DEKOM/IX/2025 tanggal 29 September 2025.

* Aditya Dhanwantara serves as Acting President Director based on the Letter of the Board of Commissioners of PT Patra Jasa Number: 092/S/PJ/DEKOM/IX/2025 dated September 29, 2025.

Periode 8 Oktober - 25 November 2025	Period of October 8 to November 25, 2025
Direktur Utama / President Director	Ray Syaputra Muda Daulay
Direktur Strategi dan Pengembangan Bisnis / Director of Strategy and Business Development	Muhammad Indharto Rusman
Direktur Properti / Director of Property	Dani Noor Achmad Sulaeman
Direktur Hospitality dan Multi Services / Director of Hospitality and Multi Services	Rizky Mahesa Dwiyana
Direktur Keuangan dan Umum / Director of Finance and General Affairs	Aditya Dhanwantara

* Ray Syaputra Muda Daulay menjabat kembali sebagai Direktur Utama berdasarkan KPSSS PT Patra Jasa tanggal 8 Oktober 2025.
* Aditya Dhanwantara tidak menjabat lagi sebagai Direktur Keuangan dan Umum berdasarkan KPSSS PT Patra Jasa tanggal 25 November 2025.

* Ray Syaputra Muda Daulay was reappointed as President Director based on the KPSSS of PT Patra Jasa dated October 8, 2025.
* Aditya Dhanwantara no longer serves as Director of Finance and General Affairs based on PT Patra Jasa's KPSSS dated November 25, 2025.

Periode 25 November – 31 Desember 2025	Period of November 25 to December 31, 2025
Direktur Utama / President Director	Ray Syaputra Muda Daulay
Direktur Strategi dan Pengembangan Bisnis / Director of Strategy and Business Development	Muhammad Indharto Rusman
Direktur Properti / Director of Property	Dani Noor Achmad Sulaeman
Direktur Hospitality dan Multi Services / Director of Hospitality and Multi Services	Rizky Mahesa Dwiyana
Direktur Keuangan dan Umum / Director of Finance and General Affairs	Kurnia Pinayungan

* Kurnia Pinayungan menjabat sebagai Direktur Keuangan dan Umum berdasarkan KPSSS PT Patra Jasa tanggal 25 November 2025.

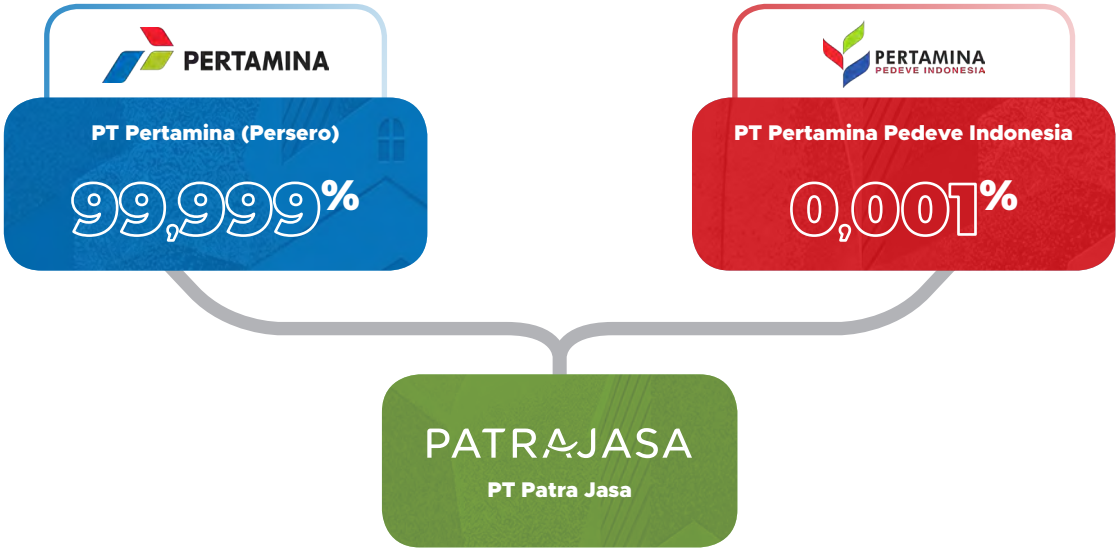
* Kurnia Pinayungan serves as Director of Finance and General Affairs based on PT Patra Jasa's KPSSS dated November 25, 2025.

Informasi Pemegang Saham

Shareholder Information

Komposisi Pemegang Saham

Shareholder Composition



Saat ini, PT Pertamina (Persero) merupakan pemegang saham pengendali pada Perusahaan. Hal ini dilandasi alasan bahwa PT Pertamina (Persero) memiliki 99,999% atas saham Perusahaan, sementara sisanya yaitu sebesar 0,001% saham Perusahaan dimiliki oleh PT Pertamina Pedeve Indonesia.

Perusahaan berstatus sebagai Perusahaan Tertutup dan bukan merupakan Perusahaan Terbuka. Oleh karena itu, Perusahaan tidak menyajikan data mengenai pemegang saham yang memiliki 5% (lima persen) atau lebih saham Emiten atau Perusahaan Publik maupun kelompok pemegang saham masyarakat. Informasi terkait kepemilikan saham oleh institusi asing maupun kepemilikan individu/asing juga tidak disajikan, mengingat seluruh saham Perusahaan dimiliki oleh dua pemegang saham yang merupakan institusi lokal.

Currently, PT Pertamina (Persero) is the controlling shareholder of the Company. This is based on the reason that PT Pertamina (Persero) owns 99.999% of the Company's shares, while the remaining 0.001% of the Company's shares are owned by PT Pertamina Pedeve Indonesia.

The Company's status is not a Public Company. Therefore, the Company is currently unable to present data relating to shareholders who own 5% (five percent) or more of the Issuer or Public as well as public shareholders groups. Furthermore, data relating to share ownership by foreign institutions or individual/foreign ownership also cannot be presented because the Company's shares are owned by two shareholders who are local institutions.

Kepemilikan Saham Anggota Direksi dan Dewan Komisaris pada Perseroan

Sampai dengan 31 Desember 2025, tidak terdapat anggota Direksi maupun anggota Dewan Komisaris yang memiliki saham baik secara langsung atau tidak langsung pada Perseroan.

Share Ownership of Members of the Board of Directors and Board of Commissioners in the Company

As of December 31, 2025, none member of the Board of Directors or Board of Commissioners owns shares either directly or indirectly in the Company.

Pemegang Saham Masyarakat

Saat ini, tidak terdapat saham Perseroan yang dimiliki oleh masyarakat. Hal ini dikarenakan status Perseroan bukan merupakan Perusahaan Terbuka. Komposisi pemegang saham Perseroan dapat dilihat pada sub Komposisi Pemegang Saham dalam Laporan Tahunan ini.

Public Shareholders

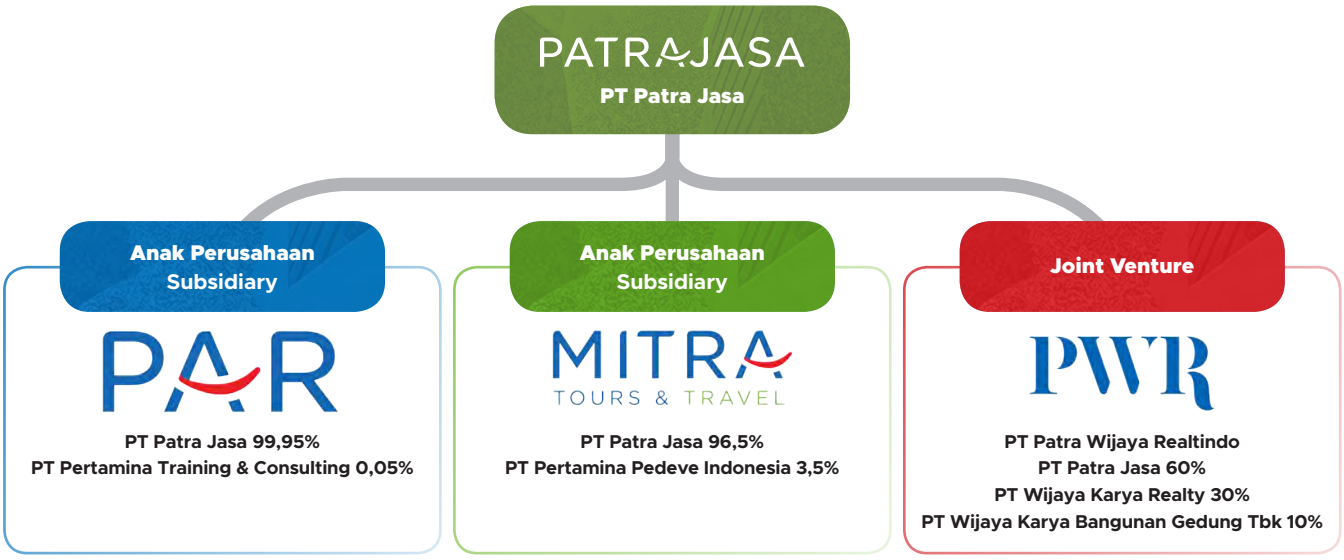
Currently, there are no shares of the Company owned by the public. At this moment, there are no shares owned by the public due to the Company's status as a Public Company. The composition of the Company's shareholders can be seen in the Shareholders Composition section of this Annual Report.

Struktur Grup Perusahaan

Struktur grup Perusahaan terdiri atas kepemilikan saham oleh Perusahaan pada Anak Perusahaan serta Perusahaan Ventura Bersama yang dapat dilihat pada bagan beserta penjelasannya di bawah ini:

Corporate Group Structure

The Company's group structure consists of the Company's shareholdings in Subsidiaries and Joint Ventures, which can be seen in the chart and its explanation below:

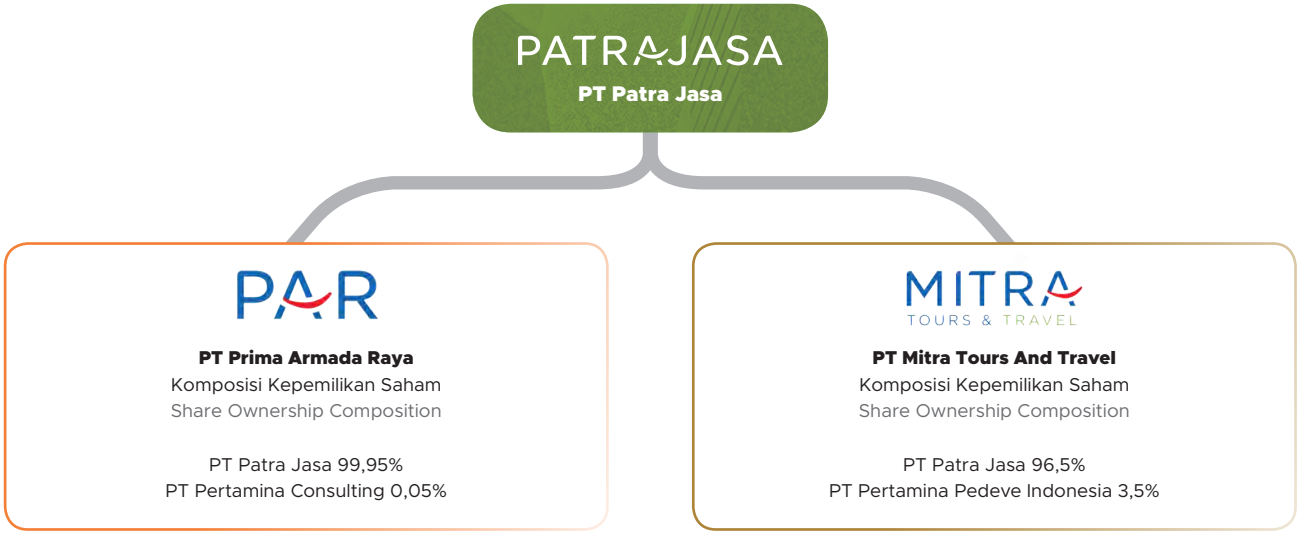


Entitas Anak

Hingga 31 Desember 2025, Perusahaan memiliki 2 (dua) Anak Perusahaan dimana Perusahaan sebagai pemegang saham pengendali pada kedua Anak Perusahaan tersebut. Informasi berkaitan entitas anak yang dimiliki Perusahaan disajikan pada bagan di bawah ini:

Subsidiary Entity

As of December 31, 2025, the Company has 2 (two) Subsidiaries in which the Company is the controlling shareholder of both subsidiaries. Information related to subsidiaries owned by the Company is presented in the chart below:



Informasi lebih lengkap mengenai Entitas Anak Perusahaan dapat dilihat pada tabel sebagai berikut:

Further information about the Company's subsidiaries can be seen in the following table:

Nama Anak Perusahaan Name of Subsidiary	**Jenis Usaha** Type of Business	**Status** Status	**Informasi Perusahaan** Information of Company
PT Prima Armada Raya	Penyediaan layanan penyewaan kendaraan, layanan pengemudi, serta layanan perbaikan dan penjualan kendaraan di lingkungan PT Pertamina (Persero), Anak Perusahaan serta afiliasi Pertamina Group, Perusahaan BUMN serta swasta. Providing vehicle rental services, driver services, vehicle repair and sales services within PT Pertamina (Persero), subsidiaries and affiliates of Pertamina Group, state-owned companies, and private companies.	Beroperasi Operates	Patra Jasa Office Tower Lt. 1 Jl. Jend Gatot Subroto Kav 32-34 Jakarta 12950, Indonesia Tel: (+6221) 529 00021 Fax: (+6221) 529 0020
PT Mitra Tours And Travel	Penyediaan jasa dan kebutuhan perjalanan wisata dan umrah, mulai dari pemesanan tiket hingga tempat menginap, serta jasa *event organizer*. Provides services and needs for travel and Umrah, ranging from ticket bookings to places to stay, as well as event organizer services.	Beroperasi Operates	Patra Jasa Office Tower Ground Floor Jl. Jend Gatot Subroto Kav 32-34 Jakarta 12950, Indonesia

Perusahaan Ventura Bersama

Sampai dengan 31 Desember 2025, Perusahaan mempunyai kepemilikan saham pada 1 (satu) perusahaan ventura bersama yang dapat dilihat pada tabel di bawah ini:

Joint Venture Company

As of December 31, 2025, the Company has share ownership in 1 (one) joint venture company, as shown in the table below:

Nama Perusahaan Ventura Bersama Name of Joint Venture Company	**Jenis Usaha** Type of Business	**Status** Status	**Komposisi Kepemilikan Saham** Shareholding Composition	**Informasi Perusahaan** Information of Company
PT Patra Wijaya Realtindo	Pembangunan, *Developer*, dan Properti Construction, Developers, and Property	Beroperasi Operates	• PT Patra Jasa: 60% • PT Wijaya Karya Realty: 30% • PT Wijaya Karya Bangunan Gedung Tbk 10%	Patra Jasa Office Tower Jl. Jend Gatot Subroto Kav 32-34 Jakarta 12950, Indonesia

Perusahaan Asosiasi

Hingga 31 Desember 2025, Perusahaan tidak memiliki entitas asosiasi, baik dalam skala nasional maupun internasional.

Associate Company

As of December 31, 2025, the Company does not have any associates, either on national or international scale.

Kronologi Pencatatan Saham

Hingga 31 Desember 2025, PT Patra Jasa bukan merupakan perusahaan publik dan tidak mencatatkan sahamnya di bursa efek manapun. Oleh karena itu, tidak tersedia informasi terkait pencatatan saham, jumlah saham, nilai nominal, harga penawaran dari awal pencatatan hingga akhir tahun buku, maupun nama bursa efek tempat saham Emiten atau Perusahaan Publik tersebut tercatat. Hal ini juga mencakup ketiadaan data mengenai pemecahan saham (*stock split*), penggabungan saham

Listing History of Shares

Until December 31, 2025, PT Patra Jasa was not a public company and did not list its shares on any stock exchange. Therefore, there is no information available regarding the listing of shares, number of shares, nominal value, offering price from the beginning of the listing until the end of the fiscal year, or the name of the stock exchange where the shares of the Issuer or Public Company are listed. This also includes the non availability of data on stock splits, reverse stock combinations,

(*reverse stock*), dividen saham, saham bonus, perubahan nilai nominal saham, pelaksanaan efek konversi, serta penambahan atau pengurangan modal.

stock dividends, bonus shares, changes in the nominal value of shares, the implementation of convertible securities, and capital increases or decreases.

Aksi Korporasi

Selama tahun 2025, Perseroan tidak melakukan aksi korporasi seperti pemecahan saham, penggabungan saham, pemberian saham bonus, penurunan nilai nominal saham, penangguhan perdagangan saham, dan pencabutan pencatatan saham. Oleh karena itu, informasi terkait hal tersebut tidak dapat disertakan dalam Laporan Tahunan ini.

Corporate Actions

In 2025, the Company did not undertake corporate actions such as stock splits, stock mergers, issuance of bonus shares, reduction of nominal share value, suspension of share trading, and delisting of shares. Therefore, information related to these matters cannot be included in this Annual Report.

Informasi Pencatatan Efek Lainnya

Hingga 31 Desember 2025, Perusahaan bukan merupakan Perusahaan Terbuka, sehingga tidak terdapat informasi mengenai pencatatan efek lainnya.

Other Listing Information

Until December 31, 2025, the Company is not a Public Company, so there is no information regarding the listing of other securities.

04

Patra Anyer Hotel

TINJAUAN PENDUKUNG BISNIS

BUSINESS SUPPORTING OVERVIEW

Sumber Daya Manusia

Human Resources

Pada tahun 2025, PT Patra Jasa terus memperkuat peran Sumber Daya Manusia (SDM) sebagai faktor utama dalam memastikan keberlangsungan operasional dan pencapaian target bisnis perusahaan. Perusahaan meyakini bahwa organisasi yang adaptif, didukung oleh struktur yang jelas dan talenta yang kompeten, merupakan kunci dalam menjaga daya saing perusahaan di tengah dinamika industri.

Penguatan tata kelola SDM dilakukan melalui penyempurnaan Uraian Jabatan, pelaksanaan Workload Analysis berbasis Full-Time Equivalent (FTE), serta penguatan implementasi Key Performance Indicator (KPI) individu berbasis Balanced Scorecard. Inisiatif ini bertujuan memastikan kejelasan peran, efektivitas struktur organisasi, serta keselarasan antara kinerja individu dan sasaran strategis perusahaan.

PT Patra Jasa juga melanjutkan transformasi digital pada fungsi Human Capital melalui optimalisasi Human Capital Information System (HCIS), yang mendukung pengelolaan data kepegawaian, pemantauan kinerja, serta layanan administrasi SDM secara elektronik. Pemanfaatan sistem digital ini meningkatkan efisiensi proses kerja, transparansi, serta kualitas pengambilan keputusan berbasis data.

Di sisi pengembangan kapabilitas, PT Patra Jasa secara konsisten melaksanakan berbagai program pelatihan, sertifikasi profesi, coaching, dan mentoring guna meningkatkan kompetensi teknis maupun kepemimpinan pekerja. Komitmen terhadap keberagaman dan kesetaraan kesempatan tercermin dari komposisi women leaders yang mencapai 25,44%, melampaui target yang ditetapkan bagi perusahaan BUMN.

Selain itu, PT Patra Jasa terus mengoptimalkan penerapan pola kerja hybrid secara adaptif dengan tetap mengedepankan produktivitas dan efektivitas operasional. Melalui berbagai inisiatif tersebut, PT Patra Jasa memastikan kesiapan SDM yang kompeten, adaptif, dan selaras dengan kebutuhan bisnis guna mendukung kinerja perusahaan secara berkelanjutan.

In 2025, PT Patra Jasa continued to strengthen the role of Human Resources (HR) as a key factor in ensuring operational sustainability and the achievement of the Company's business targets. The Company believes that an adaptive organization, supported by a clear structure and competent talent, is essential to maintaining its competitiveness amid the dynamic industry landscape.

Strengthening human capital governance was carried out through the refinement of Job Descriptions, the implementation of a Full-Time Equivalent (FTE)-based Workload Analysis, and the enhancement of individual Key Performance Indicators (KPIs) based on the Balanced Scorecard framework. These initiatives aim to ensure role clarity, organizational structure effectiveness, and alignment between individual performance and the Company's strategic objectives.

PT Patra Jasa also continued its digital transformation within the Human Capital function through the optimization of the Human Capital Information System (HCIS), which supports employee data management, performance monitoring, and electronic HR administrative services. The utilization of this digital system enhances process efficiency, transparency, and the quality of data-driven decision-making.

In terms of capability development, PT Patra Jasa consistently implemented various training programs, professional certifications, coaching, and mentoring initiatives to enhance both the technical and leadership competencies of its employees. The Company's commitment to diversity and equal opportunity is reflected in the composition of women leaders, which reached 25.44%, exceeding the target set for state-owned enterprises (SOEs).

In addition, PT Patra Jasa continued to optimize the implementation of a hybrid working model in an adaptive manner, while prioritizing productivity and operational effectiveness. Through these various initiatives, PT Patra Jasa ensures the readiness of a competent and adaptive workforce aligned with business needs, thereby supporting the Company's sustainable performance.

Demografi SDM

Hingga 31 Desember 2025, jumlah pekerja PT Patra Jasa tercatat sebanyak 832 orang, mengalami penurunan dibandingkan tahun 2024.

Berikut adalah rincian demografi pekerja PT Patra Jasa pada tahun 2025:

Human Resource Demographics

As of 31 December 2025, the total number of PT Patra Jasa employees was recorded at 832, experiencing a decrease compared to 2024.

The following is a breakdown of PT Patra Jasa's employee demographics in 2025:

Komposisi Pekerja Berdasarkan Jenis Kelamin / **Employee Composition Based on Gender**

Uraian / Description	2025		2024		2023	
	Jumlah / Total	%	Jumlah / Total	%	Jumlah / Total	%
Laki-Laki / Male	559	67,19	582	68,5	569	67,98
Perempuan / Female	273	32,81	268	31,5	268	32,02
Jumlah / Total	**832**		**850**		**837**	

Komposisi Pekerja Berdasarkan Level Organisasi / **Composition of Workers Based on Organizational Level**

Uraian / Description	2025	2024	2023
Direktur / Board of Directors	5	5	5
SVP / SVP	-	-	3
VP / VP	20	21	16
Manager / General Manager	16	16	14
Manager / Manager	100	114	108
Assistant Manager / Assistant Manager	-	-	143
Section Head / Section Head	-	-	-
Supervisor / Supervisor	-	-	-
Staf Ahli / Expert Staff	-	-	-
Senior Analyst / Senior Analyst	174	163	-
Analyst / Analyst	276	281	270
Junior Analyst / Junior Analyst	241	250	278
Officer / Officer	-	-	-
Jumlah / Total	**832**	**850**	**837**

Komposisi Pekerja Berdasarkan Rentang Usia / **Composition of Workers Based on Age Range**

Uraian / Description	2025	2024	2023
>51 tahun / years old	74	77	62
41-50 tahun / years old	279	283	282
31-40 tahun / years old	278	266	251
21-30 tahun / years old	201	224	242
<21 tahun / years old	0	0	0
Jumlah / Total	**832**	**850**	**837**

Komposisi Pekerja Berdasarkan Tingkat Pendidikan dan Kompetensi

Composition of Workers Based on Education Level and Competency

Uraian Description	2025	2024	2023
S2 / Master Degree	49	77	62
S1 / Bachelor Degree	353	283	282
Diploma / Diploma	180	266	251
<SMA / <Senior High School	250	224	242
Jumlah / Total	**832**	**850**	**837**

Komposisi Pekerja Berdasarkan Status Kepegawaian

Composition of Workers Based on Employment Status

Uraian Description	2025	2024	2023
Perbantuan / Seconded	7	6	3
Pekerja Tetap/Pekerja Waktu Tidak Tertentu (PWTT) / Permanent	384	372	382
Pekerja Non-Tetap/Pekerja Waktu Tertentu / Contract	441	472	452
Jumlah / Total	**832**	**850**	**837**

Pengembangan Karir

Pengembangan karir merupakan suatu proses sistematis yang dirancang untuk meningkatkan kemampuan, pengetahuan, dan keterampilan karyawan, serta memastikan mereka dapat berkembang sesuai dengan tuntutan pekerjaan dan tujuan organisasi. Dengan perencanaan karir yang matang, individu akan lebih mudah mencapai keberhasilan pribadi dan organisasi, serta meningkatkan kepuasan dan motivasi kerja.

Tujuan utama dari pengembangan karir adalah untuk mengoptimalkan potensi karyawan dan memastikan mereka siap mengisi posisi yang lebih tinggi, baik melalui promosi, perluasan tanggung jawab, ataupun peningkatan keterampilan dan kompetensi. Selain itu, pengembangan karir berperan dalam memperkuat loyalitas dan semangat kerja karyawan, serta menyediakan rencana pelatihan yang dibutuhkan untuk mempersiapkan masa depan perusahaan.

Keberhasilan organisasi sangat bergantung pada kontribusi optimal dari setiap karyawan di berbagai unit bisnis dan dukungan operasional yang ada. Kinerja yang tinggi juga dipengaruhi oleh penerapan budaya perusahaan yang positif dan konsisten. Oleh karena itu, penting bagi perusahaan untuk selalu memperhatikan pengembangan karir sebagai bagian tak terpisahkan dari strategi manajemen sumber daya manusia dalam mendukung pencapaian tujuan perusahaan.

Program Magang

Setiap tahunnya, perusahaan menyelenggarakan program magang yang terbuka bagi para siswa Sekolah Menengah Kejuruan (SMK) dan mahasiswa dari berbagai universitas, memberikan kesempatan untuk mengembangkan keterampilan

Career Development

Career development is a systematic process designed to improve employees' abilities, knowledge, and skills, and ensure they can develop in accordance with job demands and organizational goals. With careful career planning, individuals will more easily achieve personal and organizational success, and increase job satisfaction and motivation.

The main objective of career development is to optimize employees' potential and ensure they are ready to fill higher positions, either through promotion, expansion of responsibilities or improvement of skills and competencies. In addition, career development plays a role in strengthening employee loyalty and morale, as well as providing the training plan needed to prepare for the future of the company.

The success of the organization is highly dependent on the optimal contribution of each employee in various business units and existing operational support. High performance is also influenced by the implementation of a positive and consistent corporate culture. Therefore, it is important for companies to always pay attention to career development as an integral part of human resource management strategies in supporting the achievement of company goals.

Internship Program

Every year, the company organizes an internship program open to Vocational High School students and students from various universities, providing an opportunity to develop skills in the world of work. The process of accepting interns is done through

di dunia kerja. Proses penerimaan peserta magang dilakukan melalui seleksi aplikasi yang masuk, yang kemudian disesuaikan dengan kebutuhan dan prioritas internal perusahaan. Program magang ini memberikan kesempatan bagi peserta untuk mengasah keterampilan dan potensi mereka di bidang hospitality, dengan menyediakan bimbingan (*mentorship*) serta pengalaman langsung yang sangat bernilai dalam lingkungan kerja profesional.

the selection of incoming applications, which are then adjusted to the company's internal needs and priorities. This internship program gives participants the opportunity to hone their skills and potential in the hospitality field, by providing mentorship and valuable hands-on experience in a professional work and environment.

Pengembangan Kompetensi Pegawai

Untuk memastikan kinerja SDM yang optimal, Perseroan secara konsisten mendukung berbagai program dan inisiatif yang bertujuan untuk meningkatkan kompetensi setiap karyawan. Pengembangan ini disesuaikan dengan bidang keahlian dan tanggung jawab masing-masing individu, serta bertujuan untuk mempersiapkan mereka menghadapi tantangan masa depan. Melalui program pelatihan, sertifikasi, dan berbagai kesempatan pengembangan diri, Perseroan berkomitmen untuk terus menumbuhkan potensi terbaik dari setiap pegawai, yang pada akhirnya mendukung pencapaian tujuan bisnis yang lebih besar.

Program pengembangan kompetensi pegawai yang dilaksanakan selama tahun buku 2025 terdapat 88 (delapan puluh delapan) kegiatan pengembangan kompetensi dengan terdiri dari 30 (tiga puluh) sertifikasi BNSP dan 58 Pelatihan. Berikut rincian pengembangan kompetensi yang dilaksanakan:

Employee Competency Development

To ensure optimal HR performance, the Company consistently supports various programs and initiatives aimed at improving the competence of each employee. This development is based on each individual's area of expertise and responsibility, and aims to prepare them for the future challenges. Through training programs, certifications, and various self - development opportunities, the Company is committed to continuously fostering the best potential of each employee, which ultimately supports the achievement of greater business goals.

The employee competency development program implemented during the 2025 financial year comprised a total of 88 (eighty-eight) competency development activities, consisting of 30 (thirty) BNSP certifications and 58 training programs. The details of the competency development initiatives carried out are as follows:

No.	Deskripsi / Description
1	Business Seminar Entrepreneurship Unlocked : Turning Ideas Into Sustainable Business
2	Certified Human Resources Professional (CHRP)
3	Corporate Lawyer Starter Kit 101 Batch XI
4	EDGE Auditor Training
5	Enterprise Risk Management berbasis ISO 31000:2018 Batch II
6	Executive Butler
7	Fraud In Procurement
8	Governance, Risk Management and Compliance (GRC) Professional
9	Graphic Design Knowledge to Improve Your Power Point Presentation
10	Harnessing AI and Digital Technology For Smart Construction
11	Klarifikasi & Negosiasi Proses Pengadaan / Clarification & Negotiation of Procurement Process
12	Komisaris Profesional I / Professional Commissioner I
13	Komisaris Profesional II / Professional Commissioner II
14	Lawyer Skill for Development & Investor Property
15	Leadership Course
16	Microsoft Excel Intermediate
17	Microsoft Excel Advanced
18	Pelatihan Master of Ceremony (MC) / Master of Ceremony Training (MC)
19	Pelatihan Pemantauan Pengelolaan Limbah Bahan Berbahaya dan Beracun (PPLB3) / Hazardous and Toxic Waste Management Monitoring Training
20	Pelatihan Penanggung Jawab Operasional Instalasi Pengendalian Pencemaran Udara (POIPPU) / Training for Persons in Charge of Air Pollution Control Installation Operations

No.	Deskripsi / Description
21	Pelatihan Penanggung Jawab Operasional Pengelolaan Air Limbah (POPAL) / Training for Persons Responsible for Wastewater Management Operations
22	Pelatihan Penanggung Jawab Pengendalian Pencemaran Air (PPPA) / Training for Persons Responsible for Water Pollution Control
23	Pelatihan Penanggung Jawab Pengendalian Pencemaran Udara (PPPU) / Training for Persons Responsible for Air Pollution Control
24	Pendidikan Khusus Profesi Advokat (PKPA) / Special Education for the Advocate Profession
25	Penyelia Halal / Halal Supervisor
26	Public Speaking Mastery
27	Return on Advertising Spend (ROAS)
28	Sertifikasi Ahli K3 Listrik / Electrical K3 expert certification
29	Sertifikasi Ahli K3 Umum / General K3 Expert Certification
30	Sertifikasi Ahli K3 Umum KEMENAKER / General K3 Expert Certification of the Ministry of Manpower
31	Sertifikasi Ahli Petugas K3 / K3 Officer Expert Certification
32	Sertifikasi Awareness Internal Auditor ISO Integrasi (9001,14001,45001,37001,27001 dan ISO 41001) / ISO Integration Internal Auditor Awareness Certification (9001,14001,45001,37001,27001 and ISO 41001)
33	Sertifikasi BNSP Cleaning Service Batch / BNSP Cleaning Service Batch Certification
34	Sertifikasi Contract Drafter / Contract Drafter Certification
35	Sertifikasi Gada Madya / Gada Madya Certification
36	Sertifikasi Gada Pratama / Gada Pratama Certification
37	Sertifikasi K3 Konstruksi / Construction K3 Certification
38	Sertifikasi Legal Drafting / Ahli Perancang Kontrak / Legal Drafting Certification / Contract Drafting Expert
39	Sertifikasi Pasar Modal Dasar / Basic Capital Market Certification
40	Sertifikasi Pengelolaan Administrasi Keuangan / Financial Administration Management Certification
41	Sertifikasi Pengelolaan Keamanan Pangan Berbasis HACCP / HACCP-Based Food Safety Management Certification
42	Sertifikasi Petugas P3K / First Aid Officer Certification
43	Sertifikasi Procurement Officer (CPOf) / Procurement Officer Certification (CPOf)
44	Sertifikasi Procurement Specialist (CPSp) / Procurement Specialist Certification (CPSp)
45	Sertifikasi Public Relation / Public Relations Certification
46	Sertifikasi Quantity Surveyor Muda / Junior Quantity Surveyor Certification
47	Sertifikasi Kompetensi Pool Guard / Pool Guard Competency Certification
48	Supervisory Leadership
49	Sustainability Academy
50	Boosting Work Solutions with AI and Design Thinking
51	Training atas Pengemudi VIP / VIP Driver Training
52	Training Comptia Project +
53	Safety Driving
54	Patra Academy - FMS Project Batch 1
55	Wawasan Kebangsaan & Bela Negara / National Insight & National Defense
56	Business Leader Upskilling “Strategic Leader Compentencies” / Business Leader Upskilling “Strategic Leader Compentencies”
57	Workshop Ketatausahaan dan Kearsipan / Administration and Archiving Workshop
58	Sosialisasi & Pelatihan Penggunaan E-PJ Office / Socialization & Training on the Use of E-PJ Office
59	Refreshment Implementasi ERP Sistem Odoo / Refreshment of Odoo ERP System Implementation
60	Service Excellence AP PT Patra Jasa
61	NCC - Pelatihan Basic Housekeeping Area Maluku / NCC - Basic Housekeeping Training, Maluku Area
62	Sertifikasi Ahli K3 Konstruksi / Construction K3 Expert Certification
63	Penggunaan Automated External Defibrillator (AED) / Use of Automated External Defibrillator (AED)
64	Workplace Harrashment Prevention

No.	Deskripsi / Description
65	HC Management Reporting Sesuai ISO 30414
66	Workshop Wacana Penghapusan Outsourcing dan Isu Ketenagakerjaan Terkini / Workshop on the Discourse on Eliminating Outsourcing and Current Employment Issues
67	Workshop Data Analytic IT
68	E-Learning Peningkatan Pemahaman Gratifikasi / E-Learning to Improve Understanding of Gratification
69	Executive Sustainability Masterclass Cohort 10
70	CTBUH Indonesia Conference
71	Performance Management Capability Development Training
72	Navigating Labor Laws and Conflict: Practical Skills in Industrial Relations
73	Pelatihan Ahli Muda Keselamatan dan Kesehatan Kerja (K3) Lingkungan Kerja Angkatan I / Junior Expert Training for Occupational Safety and Health (K3) in the Work Environment Batch I
74	Workshop PPh 21 Lanjutan: Administrasi dan Pelaporan PPh 21 Serta Mitigasi Risiko pada saat Pemeriksaan /SP2DK / Advanced PPh 21 Workshop: PPh 21 Administration and Reporting and Risk Mitigation during Audits/SP2DK
75	SLC (Strategy Leadership Competency)
76	Executive dan Working Session PCU New Perspective
77	Auditor Sistem Manajemen Pengamanan / Security Management System Auditor
78	Lead Auditor ISO 3700:2025
79	Diskusi Hukum Kupas Tuntas Prosedur Spin Off (Pemisahan), Inbreng, Merger dan Akuisisi Perseroan Terbatas / Legal Discussion: A Comprehensive Review of Spin-Off Procedures (Separation), Inbreng, Mergers, and Acquisitions of Limited Liability Companies
80	Alat Pemadam Api Ringan (APAR) / Portable Fire Extinguisher
81	Penerapan Modul Inventor dan Pengembangan pada System E-inspection / Implementation of Inventor and Development Modules in the E-inspection System
82	Pelatihan Comptia Project+ / Comptia Project+ Training
83	Upskilling Awareness & Internal Auditor (ISO 9001:2015 & ISO 37001:2016) PT KERETA API INDONESIA (Persero)
84	Perlindungan Data Pribadi / Personal Data Protection
85	Mini Magister Hukum Tahun 2025 / Mini Master of Laws 2025
86	Pelatihan & Sertifikasi Auditor Energi Bangunan Gedung / Building Energy Auditor Training & Certification
87	Workshop & Sosialisasi Sistem Web F1, Coretax, dan Upload Anggaran RKAP / Workshop & Socialization of the F1 Web System, Coretax, and RKAP Budget Upload
88	Workshop Implementasi Coretax terkait Kewajiban Perpajakan Pegawai sebagai Wajib Pajak Orang Pribadi / Coretax Implementation Workshop on Employee Tax Obligations as Individual Taxpayers

Biaya Pengembangan Kompetensi SDM

Sebagai bagian dari komitmen untuk mendukung pengembangan sumber daya manusia, Perseroan telah mengalokasikan anggaran sebesar Rp7.919.579.955 untuk program pengembangan kompetensi pada tahun 2025.

Human Resource Competency Development Costs

As part of its commitment to supporting human capital development, the Company allocated a budget of IDR 7,919,579,955 for competency development programs in 2025.

Rekrutmen dan Perputaran Pekerja

Untuk memastikan kelancaran operasional dan pemenuhan kebutuhan SDM di berbagai bidang, Perseroan telah melaksanakan proses rekrutmen dan berhasil merekrut sebanyak 21 orang pekerja baru. Berikut adalah rincian jumlah rekrutmen dan perputaran pekerja untuk tahun buku 2025:

Employee Recruitment and Turnover

To ensure smooth operations and meet human resource needs across various sectors, the Company has implemented a recruitment process and successfully hired 21 new employees. The following is a breakdown of the recruitment numbers and employee turnover for the 2025 fiscal year:

Uraian / Description	2025
New Hiring	21
Mutasi & Rotasi / Mutation & Rotation	81
Promosi / Promotion	40
Penugasan / Assignment	1

Program Kontrak Pekerja Penyandang Disabilitas

Pada tahun 2025, Perseroan memperkuat komitmen inklusivitasnya melalui kolaborasi strategis dengan PT Pertamina Training and Consulting (PTC) dalam menyediakan peluang kerja bagi penyandang disabilitas. Melalui skema kerja sama ini, individu penyandang disabilitas ditempatkan di berbagai posisi operasional dan administratif di lingkungan Patra Jasa yang sesuai dengan kompetensi dan keahlian mereka.

Sepanjang tahun 2025, terdapat total 6 tenaga kerja penyandang disabilitas yang bertugas melalui kemitraan dengan PTC, yang seluruhnya tersebar di berbagai unit operasional. Seluruh proses rekrutmen dan penempatan ini dilakukan dengan mengacu pada Undang-Undang No. 8 Tahun 2016 tentang Penyandang Disabilitas, guna memastikan peran yang diberikan selaras dengan kebutuhan operasional Perseroan.

Melalui program kemitraan ini, Perseroan memastikan adanya kesetaraan peluang bagi penyandang disabilitas untuk berkontribusi dan mengembangkan potensi mereka, khususnya di sektor hospitality dan layanan pendukung. Perseroan secara aktif menciptakan lingkungan kerja yang inklusif, ramah, dan menghargai keberagaman sebagai bagian dari nilai inti perusahaan. Langkah ini bukan sekadar pemenuhan regulasi, melainkan wujud nyata tanggung jawab sosial perusahaan (CSR) dalam membangun ekosistem kerja yang terbuka, adil, dan memberikan dampak positif yang berkelanjutan bagi masyarakat luas.

Pernyataan Persamaan Hak

Dalam upaya menciptakan lingkungan kerja yang adil dan transparan, Perseroan berkomitmen untuk memberikan perlakuan yang setara kepada setiap karyawan tanpa memandang latar belakang mereka. Setiap individu diberikan hak yang sama dan diwajibkan untuk menjalankan tanggung jawab sesuai dengan jabatan dan peran yang diemban. Seluruh hak dan kewajiban ini telah diatur secara rinci dalam Peraturan Perseroan, yang juga telah disosialisasikan kepada semua karyawan untuk memastikan pemahaman yang jelas mengenai ketentuan yang berlaku.

Disable Workers Contract Program

In 2025, the Company strengthened its commitment to inclusivity through a strategic collaboration with PT Pertamina Training and Consulting (PTC) to provide employment opportunities for persons with disabilities. Through this partnership scheme, individuals with disabilities were placed in various operational and administrative positions within Patra Jasa, aligned with their respective competencies and areas of expertise.

Throughout 2025, a total of 6 (six) employees with disabilities were engaged through the partnership with PTC, all of whom were assigned across various operational units. The entire recruitment and placement process was conducted in accordance with Law No. 8 of 2016 on Persons with Disabilities, to ensure that the roles assigned were aligned with the Company's operational needs.

Through this program, the Company is committed to providing equal opportunities for people with disabilities to contribute, develop skills and maximize their potential in the hospitality sector. In addition, the Company strives to create an inclusive and welcoming work environment, which supports diversity and promotes the principles of equality, openness, and respect for the rights of all employees. In doing so, the Company not only fulfills its legal obligations, but also plays an active role in facilitating and enriching diversity in the workplace, thus strengthening its commitment to corporate social responsibility (CSR) and inclusivity values in every aspect of its operations.

Statement of Equal Rights

In its efforts to create a fair and transparent work environment, the Company is committed to providing equal treatment to all employees regardless of their background. Each individual is granted equal rights and is required to fulfill responsibilities in accordance with their respective positions and roles. All such rights and obligations are comprehensively stipulated in the Company Regulations, which have been duly communicated to all employees to ensure a clear understanding of the applicable provisions.

Sebagai wujud nyata dari komitmen Perseroan terhadap kesejahteraan karyawan, baik selama masa kerja maupun setelah pensiun, Perseroan menerapkan kebijakan upah yang mengacu pada Upah Minimum Regional (UMR) yang ditetapkan oleh pemerintah dan menyesuaikan dengan lokasi operasional. Hal ini tidak hanya berfokus pada kesejahteraan ekonomi, tetapi juga menciptakan lingkungan kerja yang inklusif, berkeadilan, serta mendukung keberlanjutan kesejahteraan karyawan dalam jangka panjang.

Rencana Pengembangan SDM 2025

Sebagai bagian dari upaya memastikan kesiapan organisasi dalam mendukung pertumbuhan bisnis yang berkelanjutan, PT Patra Jasa secara berkelanjutan melakukan evaluasi terhadap efektivitas pengelolaan dan pengembangan Sumber Daya Manusia. Evaluasi ini menjadi dasar dalam menyusun arah pengembangan SDM yang lebih terstruktur, adaptif, dan selaras dengan kebutuhan organisasi serta kebijakan pengelolaan talenta di lingkungan PT Pertamina (Persero) Group.

Sejalan dengan hal tersebut, Perseroan menetapkan sejumlah fokus pengembangan SDM yang akan dilaksanakan secara bertahap, antara lain:

1. **Penguatan pengelolaan kompetensi berbasis jabatan melalui implementasi Pertamina Development Hub (PDH)**

   Perseroan akan melanjutkan optimalisasi implementasi PDH sebagai platform pengelolaan kompetensi terintegrasi, termasuk penyempurnaan Kebutuhan Kompetensi Jabatan (KKJ), pelaksanaan asesmen kompetensi teknis yang lebih spesifik sesuai fungsi jabatan, serta pemanfaatan hasil asesmen sebagai dasar penyusunan *Individual Development Plan* (IDP). Inisiatif ini juga menjadi bagian dari kesiapan implementasi proses *People Review* untuk memperkuat pengelolaan kinerja dan pengembangan talenta secara terintegrasi.

2. **Penyempurnaan struktur organisasi dan penguatan landasan pengelolaan SDM**
   Perseroan akan melanjutkan evaluasi dan penyempurnaan struktur organisasi, Uraian Jabatan, serta analisis beban kerja guna memastikan efektivitas organisasi dan kesesuaian kebutuhan tenaga kerja dengan perkembangan bisnis perusahaan.

As a tangible manifestation of the Company's commitment to employee welfare, both during employment and after retirement, the Company implements a wage policy that refers to the Regional Minimum Wage (UMR) established by the government and adjusts it according to the respective operational locations. This approach not only focuses on economic welfare but also fosters an inclusive and equitable work environment, while supporting the long-term sustainability of employee well-being.

Human Resource Development Plan 2025

As part of its efforts to ensure organizational readiness in supporting sustainable business growth, PT Patra Jasa continuously evaluates the effectiveness of its Human Resources management and development practices. This evaluation serves as the foundation for formulating a more structured and adaptive HR development direction, aligned with organizational needs and the talent management policies within the PT Pertamina (Persero) Group.

In line with this, the Company has established several key Human Resources development priorities to be implemented progressively, including:

1. **Strengthening Position-Based Competency Management through the Implementation of the Pertamina Development Hub (PDH)**
   The Company will continue to optimize the implementation of the Pertamina Development Hub (PDH) as an integrated competency management platform, including the refinement of Position Competency Requirements (KKJ), the implementation of more function-specific technical competency assessments, and the utilization of assessment results as the basis for preparing Individual Development Plans (IDPs). This initiative also forms part of the Company's readiness for implementing the People Review process to further strengthen integrated performance management and talent development.

2. **Refinement of Organizational Structure and Strengthening of Human Resources Management Framework**
   The Company will continue to evaluate and refine its organizational structure, Job Descriptions, and workload analysis to ensure organizational effectiveness and alignment between workforce requirements and the Company's evolving business needs.

3. **Penguatan sistem manajemen kinerja dan budaya *Pay for Performance***
   Perseroan akan mengoptimalkan implementasi *Key Performance Indicator* (KPI) individu berbasis *Balanced Scorecard* serta memperkuat proses evaluasi kinerja secara berkala guna mendorong budaya kerja yang berorientasi pada kinerja, akuntabilitas, dan pencapaian hasil.

4. **Pengembangan kompetensi dan kepemimpinan secara terarah**
   Program pelatihan, sertifikasi profesi, serta pengembangan kepemimpinan akan terus ditingkatkan dengan pendekatan berbasis kebutuhan kompetensi jabatan dan hasil asesmen, guna memastikan kesiapan talenta dalam mendukung kebutuhan organisasi saat ini dan di masa mendatang.

5. **Optimalisasi pemanfaatan sistem digital *Human Capital***
   Perseroan akan melanjutkan pengembangan dan optimalisasi *Human Capital Information System* (HCIS) serta integrasinya dengan platform pengelolaan kompetensi dan pembelajaran digital, guna mendukung pengelolaan SDM yang lebih efektif, transparan, dan berbasis data.

Melalui berbagai inisiatif tersebut, PT Patra Jasa berkomitmen untuk membangun SDM yang kompeten, adaptif, dan berdaya saing tinggi, serta memastikan kesiapan organisasi dalam menghadapi dinamika bisnis dan mendukung pertumbuhan perusahaan secara berkelanjutan.

3. **Strengthening Performance Management System and the Pay for Performance Culture**
   The Company will optimize the implementation of individual Key Performance Indicators (KPIs) based on the Balanced Scorecard framework and strengthen periodic performance evaluation processes to foster a performance-oriented work culture focused on accountability and results achievement.

4. **Targeted Competency and Leadership Development**

   Training programs, professional certifications, and leadership development initiatives will continue to be enhanced using an approach based on position competency requirements and assessment results, in order to ensure talent readiness in supporting both current and future organizational needs.

5. **Optimization of Digital Human Capital Systems Utilization**
   The Company will continue the development and optimization of the Human Capital Information System (HCIS), along with its integration with competency management and digital learning platforms, to support more effective, transparent, and data-driven human capital management.

Through these various initiatives, PT Patra Jasa is committed to building a competent, adaptive, and highly competitive workforce, while ensuring organizational readiness to navigate business dynamics and support the Company's sustainable growth.

Teknologi Informasi

Information Technology

Seiring dengan pesatnya perkembangan dunia digital, PT Patra Jasa menyadari bahwa teknologi informasi (TI) menjadi salah satu pilar utama dalam menjaga kelangsungan dan efisiensi operasional perusahaan. Di tahun 2025, Perseroan semakin mengedepankan TI untuk memastikan pengelolaan informasi yang lebih baik, lebih cepat, dan lebih akurat. Perseroan tidak hanya berfokus pada adaptasi terhadap perubahan tersebut, tetapi juga berkomitmen untuk mengintegrasikan teknologi mutakhir guna meningkatkan efisiensi operasional dan produktivitas. TI bukan hanya sekedar alat, melainkan faktor kunci yang mendukung proses pengambilan keputusan, pengolahan data, serta penyimpanan dan distribusi informasi secara efektif di seluruh lini perusahaan. Untuk itu, investasi yang berkelanjutan dalam pengembangan infrastruktur TI dan peningkatan kapasitas sumber daya manusia yang mengelola teknologi ini sangatlah penting. PT Patra Jasa berkomitmen untuk terus berinovasi dan beradaptasi dengan tren teknologi terbaru guna menjaga produktivitas dan daya saing perusahaan, sekaligus memastikan keberlanjutan dan pertumbuhannya di era digital yang semakin maju.

Along with the rapid development of the digital world, PT Patra Jasa realizes that information technology (IT) is one the main pillars in maintaining the continuity and efficiency of the company's operations. In 2025, the Company will increasingly prioritize IT to ensure better, faster and more accurate information management. The Company not only focuses on adapting to these changes, but it is also committed to integrating the latest technology to improve operational efficiency and productivity. IT is not just a tool, but a key factor that supports the decision-making process, data processing and effective storage and distribution of information throughout the company. For this reason, continuous investment in the development of IT infrastructure and capacity building of human resources who manage this technology is very important. PT Patra Jasa is committed to continuing to innovate and adapt to the latest technology trends to maintain the company's productivity and competitiveness, while ensuring its sustainability and growth in an increasingly advanced digital era.

Pengembangan Teknologi Informasi

Perusahaan telah menetapkan Roadmap IT Master Plan periode 2025–2029 sebagai pedoman strategis dalam pengelolaan teknologi informasi. Roadmap tersebut disusun untuk memastikan keselarasan antara pengelolaan teknologi informasi dengan kebutuhan bisnis serta prioritas strategis perusahaan dalam mendukung transformasi digital, sekaligus mengoptimalkan penciptaan nilai tambah bagi seluruh pemangku kepentingan.

Sejalan dengan Roadmap IT Master Plan periode 2025–2029, pada tahun 2025 Perusahaan secara konsisten melakukan investasi di bidang teknologi informasi (TI). Investasi tersebut direncanakan dan diimplementasikan untuk membangun, memperkuat, dan mengembangkan sistem aplikasi, infrastruktur, serta keamanan informasi, termasuk penerapan tata kelola teknologi informasi yang baik, guna memberikan manfaat optimal dalam mendukung kelancaran operasional serta mendorong percepatan pertumbuhan dan peningkatan kinerja perusahaan

Information Technology Development

The Company has established the IT Master Plan Roadmap for the 2025 to 2029 period as a strategic guideline for managing information technology. The Roadmap was formulated to ensure alignment between IT management and the Company's business needs and strategic priorities in supporting digital transformation, while optimizing value creation for all stakeholders.

In line with the IT Master Plan Roadmap for 2025 to 2029, the Company consistently carried out investments in Information Technology (IT) throughout 2025. These investments were planned and implemented to build, strengthen, and develop application systems, infrastructure, and information security, including the implementation of sound IT governance, in order to deliver optimal benefits in supporting smooth operations and accelerating the Company's growth and performance improvement.

Tugas dan Tanggung Jawab Pihak Pengelola Pengembangan Teknologi Informasi

Perusahaan memberikan amanah pada pengelola IT untuk melakukan pengelolaan terhadap program- program yang dapat mendukung pengembangan teknologi informasi di Perusahaan, adapun tugas dan tanggung jawab yang diemban meliputi IT Aplikasi dan IT Infrastuktur diantaranya:

Duties and Responsibilities of the Information Technology Development Management Function

The Company entrusts the IT management function with overseeing programs that support the development of information technology within the organization. The duties and responsibilities assigned encompass both IT Applications and IT Infrastructure, including the following:

Kegiatan IT Infrastructure & Security sepanjang 2025:

1. Perencanaan Design.
2. Monitoring Infrastruktur & Jaringan.
3. Instalasi dan Konfigurasi perangkat meliputi *Server, Switch, Electrical Protection and Treatment System,* dan *Cabling*.
4. *License System Infrastructure* dan *Software*.
5. *Preventive & Corrective Maintenance Hardware*.
6. Kesadaran mengenai penerapan keamanan Siber.

Kegiatan IT Application sepanjang 2025:

1. Perencanaan Implementasi *Application*.
2. *Assessment Business* proses & *Blueprint*.
3. *Development Application*.
4. UAT (*User Acceptance Test*) & *Training Application*.
5. Proses *Go live* Sistem.
6. *Preventive & Corrective Maintenance*

Kegiatan IT Strategy & Tata Kelola sepanjang 2025:

1. Penyelarasan Bisnis dan TI sesuai dengan IT *Road Map* 2025–2029.
2. Perencanaan dan Monitoring terhadap Pelaksanaan Rencana Kerja Investasi dan Operasional IT.
3. Penerapan Tata Kelola IT.
4. Pelaksanaan Audit COBIT 2019.
5. Perencanaan dan Penerapan risiko.
6. Pelaksanaan Instrument Keamanan Siber (IKAS).

IT Infrastructure & Security Activities Throughout 2025:

1. Design Planning.
2. Network infrastructure monitoring.
3. Installation and Configuration of devices including Servers, Switches, Electrical Protection and Treatment Systems, and Cabling.
4. License System Infrastructure and Software.
5. Preventive & Corrective Maintenance Hardware.
6. Awareness regarding the implementation of Cyber security.

IT Application Activities throughout 2025:

1. Application Implementation Planning.
2. Business Process Assessment & Blueprint Development.
3. Application Development.
4. User Acceptance Testing (UAT) & Application Training.
5. System Go-Live Process.
6. Preventive & Corrective Maintenance.

IT Strategy & Governance Activities Throughout 2025:

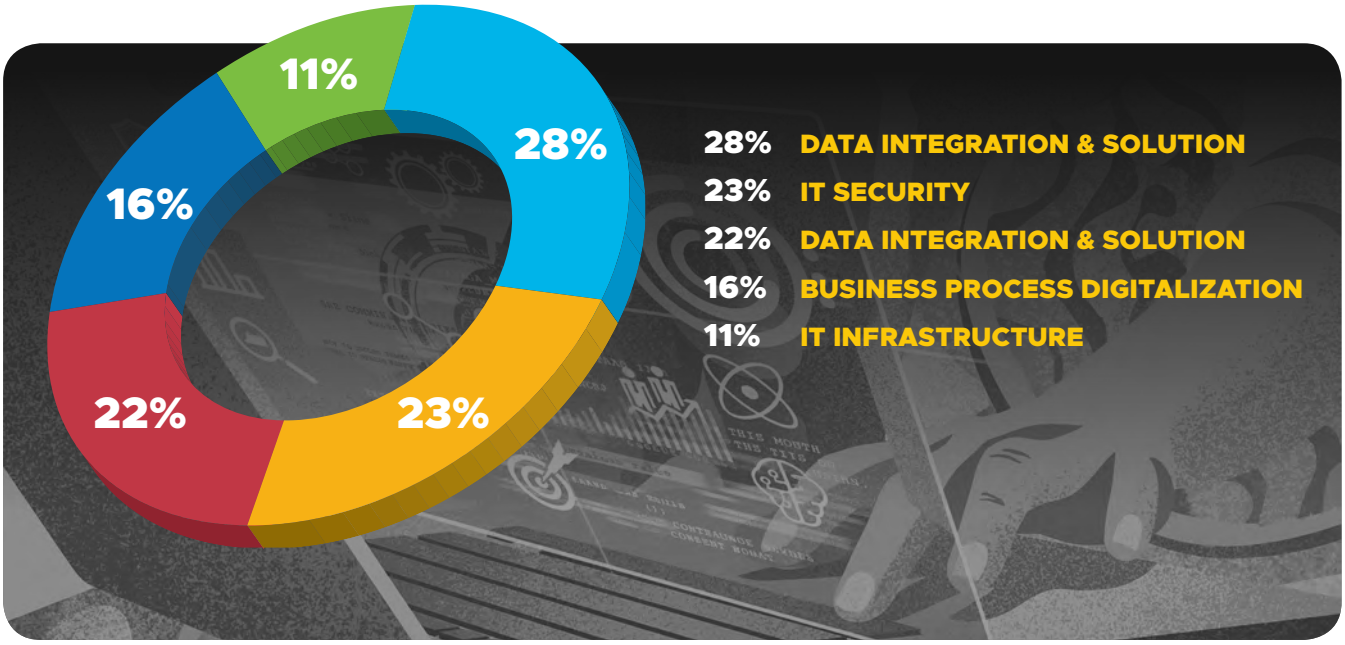
1. Business and IT Alignment in accordance with the 2025–2029 IT Roadmap.
2. Planning and Monitoring of IT Investment and Operational Work Plan Implementation.
3. Implementation of IT Governance.
4. Implementation of IT Governance.
5. Risk Planning and Implementation.
6. Implementation of Cyber Security Instruments (IKAS).

Biaya Pengembangan Teknologi Informasi

Pada tahun 2025, Biaya Investasi TI diarahkan untuk mendukung sejumlah kegiatan strategis diantaranya sebagai berikut:

Information Technology Development Costs

In 2025, IT Investment Costs will be directed to support a number of strategic activities, including the following:



Rencana Pengembangan Teknologi Informasi

Untuk beberapa tahun mendatang, Perusahaan secara berkelanjutan melakukan penguatan kapabilitas teknologi informasi melalui rencana pengembangan yang disusun selaras dengan Rencana Jangka Panjang Perusahaan (RJPP) serta *Roadmap* IT *Masterplan* 2025–2029. Pada tahun 2026, pengembangan teknologi informasi diarahkan pada pelaksanaan inisiatif strategis guna mendukung percepatan transformasi digital, peningkatan keamanan informasi, serta implementasi *Single Source of Truth* (SSOT) secara terintegrasi, konsisten, dan berkesinambungan meliputi:

Information Technology Development Plan

For the coming years, the Company will continuously strengthen its information technology capabilities through development plans aligned with the Company's Long-Term Corporate Plan (RJPP) and the 2025 to 2029 IT Master Plan Roadmap. In 2026, IT development will be directed toward the implementation of strategic initiatives to accelerate digital transformation, enhance information security, and implement a Single Source of Truth (SSOT) in an integrated, consistent, and sustainable manner, including:

Patraland Amarta Apartment

05

Soho Patra Park Cirebon

ANALISIS DAN PEMBAHASAN MANAJEMEN

MANAGEMENT DISCUSSION AND ANALYSIS

Tinjauan Operasi Per Segmen Usaha

Operations Overview by Business Segment

PT Patra Jasa merupakan perusahaan yang berfokus pada tiga pilar bisnis utama, yakni *Property Investment & Development, Hotels & Resorts,* dan *Services, Hotels & Resorts*, serta *Services.* Mengawali kiprahnya di industri perhotelan sejak tahun 1975, Perusahaan kemudian melakukan ekspansi strategis ke sektor properti dan multijasa.

Sebagai bagian dari PT Pertamina (Persero), salah satu BUMN terbesar di Indonesia, kredibilitas dan pengalaman PT Patra Jasa dalam menyajikan pelayanan prima telah teruji. Portofolio Perusahaan mencakup 9 unit hotel dan 2 *operatorship* hotel di berbagai provinsi, 9 investasi dan pengembangan properti berupa apartemen serta perumahan, hingga layanan multijasa yang kompetitif. Sampai dengan akhir tahun 2025, PT Patra Jasa konsisten menjalankan usahanya melalui ketiga segmen bisnis tersebut.

Segmen Properti

Di sektor Properti, operasional Perusahaan terfokus pada dua pilar utama: *Property Investment* dan *Property Development*. Dalam lingkup *Property Investment*, aktivitas mencakup manajemen penyewaan ruang perkantoran di Patra Jasa Office Tower dan Grha Pertamina, hunian di Patraland Residential Kuningan, Jakarta, serta portofolio kantor, rumah, dan apartemen di Patraland Residential Balikpapan.

Sementara itu, pada bidang *Property Development*, PT Patra Jasa mengelola berbagai proyek pengembangan strategis, termasuk *Landed House* Puri Jayasri di Sarua, Tangerang Selatan; SOHO Patra Park di Cirebon; Patraland Urbano Apartment di Bekasi; serta Patraland Amarta Apartment dan *Landed House* Palagan yang berlokasi di Daerah Istimewa Yogyakarta.

Kinerja Segmen Properti

Sepanjang tahun 2025, segmen *Property Investment* berhasil mencatatkan pendapatan sebesar Rp504 miliar atau mencapai 102% dari tahun sebelumnya. Sejalan dengan itu, laba bersih segmen ini tumbuh positif hingga 107% dibandingkan tahun 2024, mencapai angka Rp187 miliar.

Secara lebih rinci, kontribusi dari unit-unit aset adalah sebagai berikut:

- **Patra Jasa Office Tower:** Mencapai pendapatan 106% (Rp147 miliar), meskipun laba bersih tercatat sebesar Rp78 miliar atau 95% dibandingkan tahun lalu.
- **Grha Pertamina:** Mengalami sedikit penyesuaian kinerja dengan pendapatan Rp240 miliar (95%) dan laba bersih sebesar Rp67 miliar (95%) dari pencapaian tahun 2024.
- **Patra Residential:** Menunjukkan pertumbuhan signifikan dengan realisasi pendapatan 124% (Rp64 miliar) dan lonjakan laba bersih mencapai 211% (Rp28 miliar).

PT Patra Jasa is a company focused on three main business pillars: Property Investment & Development, Hotels & Resorts, dan Services, Hotels & Resorts, and Services. Having begun its presence in the hospitality industry in 1975, the Company subsequently carried out strategic expansion into the property and multi-services sectors.

As part of PT Pertamina (Persero), one of the largest state-owned enterprises in Indonesia, the credibility and experience of PT Patra Jasa in delivering excellent services have been well established. The Company's portfolio includes 9 hotel units and 2 hotel operatorships across various provinces, 9 property investments and developments in the form of apartments and residential housing, as well as competitive multi-services offerings. As of the end of 2025, PT Patra Jasa consistently operates its business through these three business segments.

Property Segment

In the Property sector, the Company's operations are focused on two main pillars: Property Investment and Property Development. Within the scope of Property Investment, activities include the management of office space leasing at Patra Jasa Office Tower and Grha Pertamina, residential units at Patraland Residential Kuningan, Jakarta, as well as a portfolio of offices, houses, and apartments at Patraland Residential Balikpapan.

Meanwhile, in the Property Development segment, PT Patra Jasa manages various strategic development projects, including Landed House Puri Jayasri in Sarua, South Tangerang; SOHO Patra Park in Cirebon; Patraland Urbano Apartment in Bekasi; as well as Patraland Amarta Apartment and Landed House Palagan, both located in the Special Region of Yogyakarta.

Property Segment Performance

Throughout 2025, the Property Investment segment recorded revenue of Rp504 billion, representing 102% of the previous year's performance. In line with this achievement, the segment's net profit grew positively to 107% compared to 2024, reaching Rp187 billion.

In more detail, the contributions from each asset unit are as follows:

- **Patra Jasa Office Tower**: Achieved revenue of 106% (Rp147 billion), although net profit was recorded at Rp78 billion, or 95% compared to the previous year.
- **Grha Pertamina**: Experienced a slight performance adjustment with revenue of Rp240 billion (95%) and net profit of Rp67 billion (95%)of the 2024 achievement.
- **Patra Residential**: Demonstrated significant growth with revenue realization of 124% (Rp64 billion) and a sharp increase in net profit reaching 211% (Rp28 billion).

- **Patraland Residential Balikpapan:** Mencatatkan pendapatan sebesar Rp53 miliar (99%), namun berhasil mengoptimalkan laba bersih hingga mencapai 146% atau Rp14 miliar dibandingkan tahun sebelumnya.

- **Patraland Residential Balikpapan:** Recorded revenue of Rp53 billion (99%), while successfully optimizing net profit to 146% or Rp14 billion compared to the previous year.

Sepanjang tahun 2025, lini bisnis *Property Development* berhasil membukukan pengakuan pendapatan atas penjualan 87 unit apartemen. Adapun rincian unit yang berkontribusi terhadap pendapatan tersebut adalah sebagai berikut:

Throughout 2025, the Property Development business line successfully recorded revenue recognition from the sale of 87 apartment units. The details of the units contributing to this revenue are as follows:

Properti Property	**Unit Terjual** Unit Sold	**Pendapatan Penjualan** Sales Income
Patraland Amarta Apartement	30	Rp20 miliar / billion
Patraland Urbano Apartement	44	Rp8 miliar / billion
Patra Residence Palagan	13	Rp15 miliar / billion

Pada tahun 2025, Patraland Amarta Apartement dan Patraland Urbano Apartement mencatatkan pendapatan penjualan sebesar Rp28 miliar, tercapai 64% dibandingkan dengan pendapatan penjualan pada tahun 2024 sebesar Rp44 miliar.

In 2025, Patraland Amarta Apartement and Patraland Urbano Apartement recorded sales revenue of Rp28 billion, representing 64% of the sales revenue achieved in 2024, which amounted to Rp44 billion.

Sementara itu, jumlah persedian tersedia untuk dijual atas aset real estate disajikan pada tabel berikut ini:

Meanwhile, the amount of inventory available for sale for real estate assets is presented in the following table:

Dalam Jutaan Rupiah / In Million Rupiah

Uraian Description	**2025**	**2024**	**Pertumbuhan / Growth**	
			Nominal	**%**
Aset Real Estate / Real Estate Assets				
Persediaan Tersedia untuk Dijual / Inventory for Sale				
- Apartemen / Apartment	614.059	623.128	(9.069)	-1,46%
- Kavling Tanah / Land Lot	72.574	99.924	(27.350)	-27,37%
- Unit Bangunan / Building Unit	41.985	42.364	(379)	-0,89%
- Tanah untuk Pengembangan / Land for Development	239.564	734.361	(494.797)	-67,38%
Jumlah / Total	**968.182**	**1.499.777**	**(531.595)**	**-35,44%**

Pada tahun 2025 tercatat total persediaan aset real estate senilai Rp968 miliar sedangkan pencapaian posisi tahun 2024 tercatat senilai Rp1,50 triliun. Dengan demikian pendapatan kontrak dengan pelanggan dari sektor properti disimpulkan mengalami penurunan sebesar 35,44% atau setara dengan -Rp531,60 miliar.

In 2025, the total inventory of real estate assets was recorded at Rp968 billion, compared to Rp1.50 trillion in 2024. Accordingly, revenue from contracts with customers in the property sector experienced a decrease of 35.44%, equivalent to Rp531.60 billion.

Kegiatan Segmen Properti

Sejak awal pendiriannya, PT Patra Jasa senantiasa memegang teguh komitmen untuk menghadirkan layanan berstandar internasional yang selaras dengan upaya penciptaan nilai jangka panjang bagi masyarakat serta dukungan terhadap percepatan pemulihan ekonomi nasional. Sebagai wujud nyata dari implementasi strategi bisnis yang berkelanjutan, berikut adalah rincian capaian operasional pada segmen properti yang berhasil direalisasikan sepanjang tahun 2025:

Property Segment Activities

Since its establishment, PT Patra Jasa has consistently upheld its commitment to delivering international-standard services aligned with the creation of long-term value for society, while also supporting the acceleration of national economic recovery. As a tangible manifestation of the implementation of a sustainable business strategy, the following are the details of operational achievements in the property segment realized throughout 2025:

Properti Development

1. Mengikuti kegiatan seperti *roadshow* dan *exhibition* di beberapa daerah.
2. Memfasilitasi beberapa kegiatan *customer visit* di masing-masing unit.

Properti Investment

1. Monitoring terkait dengan *Customer Relation Index* 2025.
2. Kegiatan *Emergency Drill* 2025 yang dilaksanakan di seluruh unit.
3. Melakukan kerjasama dengan agen Properti.
4. *Employee Training* & Sertifikasi 2025.

Property Development

1. Participating in activities such as roadshows and exhibitions in several regions.
2. Facilitating several customer visit activities at each respective unit.

Property Investment

1. Monitoring related to the 2025 Customer Relation Index.
2. 2025 Emergency Drill activities conducted across all units.
3. Establishing partnerships with property agents.
4. Employee Training & Certification 2025.

Segmen Hospitality

PT Patra Jasa merupakan salah satu lini bisnis perusahaan yang berfokus pada jasa penyediaan layanan akomodasi, meliputi pengelolaan hotel, resort, serta berbagai fasilitas penginapan lainnya. Segmen ini bertujuan untuk menghadirkan pengalaman menginap yang berkualitas dan mengesankan bagi pelanggan, sejalan dengan komitmen perusahaan dalam menghadirkan layanan yang memenuhi standar profesionalisme terbaik. Selain itu, segmen Hospitality juga berperan dalam mendukung pertumbuhan ekonomi lokal dan menciptakan peluang kerja bagi masyarakat di sekitar wilayah operasional.

Segment Hospitality

PT Patra Jasa is one of the Company's business lines focusing on accommodation service provision, encompassing the management of hotels, resorts, and various other lodging facilities, with the aim of delivering high-quality and memorable stay experiences for customers in line with the Company's commitment to upholding the highest standards of professionalism, while also contributing to local economic growth and creating employment opportunities for communities surrounding its operational areas.

Kinerja Segmen Hospitality

Pada tahun 2025, pendapatan konsolidasi hotel mencapai Rp388 miliar, tercapai sebesar 121% dari tahun sebelumnya sebesar Rp321 miliar. Sementara itu, laba bersih mencapai Rp88 miliar, tercapai 141% dibandingkan tahun lalu yang sebesar Rp62 miliar. Tingkat hunian juga tercapai sebesar 103%, naik menjadi 64% dari sebelumnya 62%. Selain itu, *Average Room Rate* (ARR) meningkat menjadi Rp742.623 dari sebelumnya Rp710.201

Hospitality Segment Performance

In 2025, consolidated hotel revenue reached Rp388 billion, representing 121% of the previous year's revenue of Rp321 billion. Meanwhile, net profit amounted to Rp88 billion, achieving 141% compared to the previous year's Rp62 billion.The occupancy rate also reached 103% of the target, increasing to 64% from 62% in the previous year. In addition, the Average Room Rate (ARR) increased to Rp742,623, up from Rp710,201 previously.

Kegiatan Segmen Hospitality

Sepanjang tahun 2025, berbagai aktivitas telah dilaksanakan dalam segmen perhotelan, di antaranya adalah sebagai berikut:

Hospitality Segment Activities

Throughout 2025, various activities were carried out within the hospitality segment, including the following:

No	Kegiatan / Activities	Waktu / Time
Bali		
1	ITB Berlin - Jerman	Maret 2025 / March 2025
2	*Business Matching* di Warsawa - Polandia / Business Matching in Warsaw - Poland	Maret 2025 / March 2025
3	MG *Table Top*	Maret 2025 / March 2025
4	*Wedding* Expo Bali	Maret 2025 / March 2025
5	*Business Matching* di Bandung / Business Matching in Bandung	April 2025 / April 2025
6	*Business Matching* di Surabaya / Business Matching in Surabaya	Mei 2025 / May 2025
7	BBTF Bali	Juni 2025 / June 2025
8	KliknBook	Agustus 2025 / August 2025
Semarang		
1	Guyub sesarengan PHRI DIY di Jawa Timur / Guyub Sesarengan PHRI DIY in East Java	Juni 2025 / June 2025
2	*Sales Mission* di Bandung / Sales Mission in Bandung	September 2025 / September 2025
Cirebon		
1	MG Table Top di Surabaya / MG Table Top in Surabaya	Juni 2025 / June 2025
2	*West Java Tourism Exchange* 3 di Patra Cirebon / West Java Tourism Exchange 3 at Patra Cirebon	Agustus 2025 / August 2025

Bandung		
1	Klik n Book di Aston Kartika Grogol - Jakarta / Klik n Book at Aston Kartika Grogol - Jakarta	Agustus 2025 / August 2025
2	Secretary Gathering di Patra Semarang / Secretary Gathering at Patra Semarang	September 2025 / September 2025
Parapat		
1	Pekan Investasi dan Inovasi Prov Sumut / North Sumatra Provincial Investment and Innovation Week	Agustus 2025 / August 2025
Dumai		
1	DUMAI EXPO 2025	April 2025 / April 2025
Malioboro		
1	Klik And Book Table Top 2025 (Patra Malioboro)	Agustus 2025 / August 2025
2	Borobudur Travel Mart & Expo (Patra Malioboro)	Oktober 2025 / October 2025
3	Table Top #9 PHRI (Patra Malioboro)	Agustus 2025 / August 2025

Segmen Services

Dalam bisnis jasa, PT Patra Jasa mengoperasikan Patra Facility Management, yang menyediakan berbagai layanan seperti dukungan manajemen, pengelolaan parkir, pengelolaan keamanan, layanan kebersihan, dan manajemen teknis. Divisi layanan ini juga didukung oleh dua anak perusahaan. Pertama, PT Prima Armada Raya, yang menawarkan jasa sewa kendaraan, penyediaan supir, dan penjualan kembali kendaraan. Kedua, PT Mitra Tours and Travel, yang menyediakan layanan tur & transportasi, *MICE (Meeting, Incentive, Convention, Exhibition), EO (Event Organizer)*, penjualan tiket, dan akomodasi.

Patra *Facility Management Services (FMS)* menawarkan layanan pengelolaan, pemeliharaan, dan perawatan untuk 267 rumah, 30 Rumah Sakit dan Klinik Pertamina, serta 1 rumah sakit non-Pertamina. Layanan ini mencakup area yang luas, meliputi Pulau Sumatera, Pulau Jawa & Bali Nusa, Pulau Kalimantan, Pulau Sulawesi, dan Pulau Papua.

Services Segment

In the services business, PT Patra Jasa operates Patra Facility Management, which provides various services such as management support, parking management, security management, cleaning services, and technical management. This service division is also supported by two subsidiaries. First, PT Prima Armada Raya, which offers vehicle rental, driver supply, and vehicle resale services. Second, PT Mitra Tours and Travel, which provides tour & transportation services, MICE (Meeting, Incentive, Convention, Exhibition), EO (Event Organizer), ticket sales, and accommodation.

Patra Facility Management Services (FMS) offers management, maintenance and care services for 267 houses, 30 Pertamina Hospitals and Clinics, and 1 non - Pertamina hospital. These services cover a wide area, including Sumatra Island, Java & Bali Nusa Island, Kalimantan Island, Sulawesi Island, and Papua Island.

Kinerja Segmen Services

Pada lini bisnis tour & travel yang dijalankan oleh PT Mitra Tours and Travel mencatat pendapatan sebesar Rp1,42 triliun pada tahun 2025, turun sebesar 98% dari tahun 2024 yang sebesar Rp1,44 miliar. Laba bersihnya sebesar Rp104,9 miliar, turun sebesar 99% dari tahun sebelumnya yang sebesar Rp105,0 miliar.

Pada lini bisnis sewa kendaraan, PT Prima Armada Raya mencatat pendapatan sebesar Rp1,08 triliun pada tahun 2025, tercapai sebesar 101% dari tahun 2024 yang sebesar Rp1,07 triliun. Laba bersihnya mencapai Rp29 miliar, tercapai sebesar 138% dari tahun sebelumnya yang sebesar Rp21 miliar. Jumlah kendaraan yang disewa pada tahun 2025 mencapai 3.686 unit, tercapai sebesar 123% dibandingkan tahun 2024 yang sebanyak 3.005 unit. Sementara itu, penjualan kendaraan (*resale*) sebesar 923 unit, dari sebelumnya 1.204 unit.

Pada Facility Management Services (FMS) mencatat pendapatan sebesar Rp1,4 triliun pada tahun 2025, tercapai sebesar 125% dari tahun 2024 yang sebesar Rp1,1 triliun. Laba bersihnya

Service Segment Performance

In the tour & travel business line operated by PT Mitra Tours and Travel, revenue in 2025 reached Rp1.42 trillion, reflecting a 2% decrease compared to 2024 revenue of Rp1.44 trillion. Net profit amounted to Rp104.9 billion, slightly declining from Rp105.0 billion in the previous year.

In the vehicle rental business line, PT Prima Armada Raya recorded revenue of Rp1.08 trillion in 2025, achieving 101% of the 2024 revenue of Rp1.07 trillion. Net profit reached Rp29 billion, representing 138% of the previous year's Rp21 billion. The number of vehicles rented in 2025 reached 3,686 units, or 123% compared to 3,005 units in 2024. Meanwhile, vehicle resale totaled 923 units, compared to 1,204 units in the previous year.

In the Facility Management Services (FMS) line of business, revenue in 2025 reached Rp1.4 trillion, achieving 125% of the 2024 revenue of Rp1.1 trillion. Net profit reached Rp269 billion,

mencapai Rp269 miliar, tercapai sebesar 128% dari tahun sebelumnya yang sebesar Rp211 miliar. Jumlah gedung yang dikelola pada tahun 2025 mencapai 958 unit, tercapai sebesar 110% dari tahun 2024 yang sebanyak 870 unit. Sementara itu, jumlah rumah yang dikelola pada tahun 2025 sebesar 360 unit, tercapai sebesar 111% dari tahun 2024 yang sebanyak 360 unit.

Secara keseluruhan, total pendapatan segmen multi jasa pada tahun 2025 mencapai Rp3,8 triliun, tercapai sebesar 107% dibandingkan tahun 2024 yang sebesar Rp3,6 triliun. Laba bersih segmen ini mencapai Rp403 miliar, tercapai sebesar 120% dari tahun 2024 yang sebesar Rp337 miliar.

Kegiatan Segmen Services

Sepanjang tahun 2025, berbagai aktivitas telah dilaksanakan dalam segmen services, di antaranya adalah sebagai berikut:

1. Penyelenggaraan Sertifikasi K3 Kelistrikan Kemnaker
2. Evaluasi dan *Kick Off Meeting* Pekerjaan *Facility Management Services* di Lingkungan PT Pertamina Hulu Energi
3. Rapat Koordinasi *General Services* di Lingkungan *Subholding Upstream*
4. Review Kinerja Semester I 2025 dan RKAP 2026 Divisi *Multi Services Management*
5. Partisipasi dalam *Supplier Engagement Day* 2025 Regional 5
6. Partisipasi *Jakarta Eco Future Fest (JEFF)* 2025
7. Penandatanganan *Collaborative Excellence for Reliable Facilities* antara PT Patra Jasa dan PT Patra Niaga Regional Kalimantan
8. Penyelenggaraan Sertifikasi BNSP Pengawas *Housekeeping*

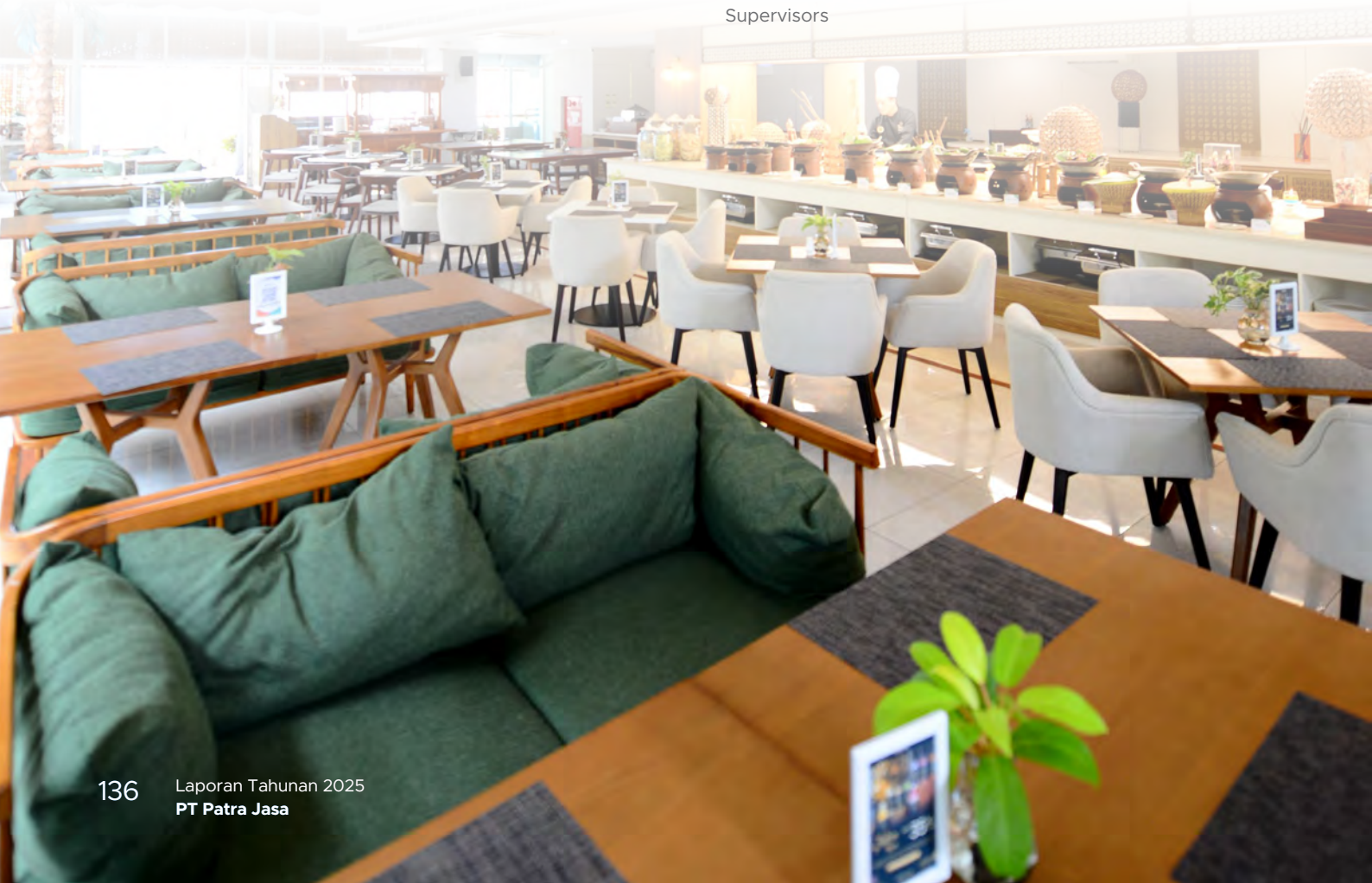
or 128% of the previous year's Rp211 billion. The number of buildings managed in 2025 reached 958 units, representing 110% of the 870 units managed in 2024. Meanwhile, the number of houses managed in 2025 amounted to 360 units, achieving 111% compared to 2024.

Overall, the total revenue of the multi-services segment in 2025 reached Rp3.8 trillion, achieving 107% compared to Rp3.6 trillion in 2024. Net profit for this segment reached Rp403 billion, representing 120% of the Rp337 billion recorded in 2024.

Services Segment Activities

Throughout 2025, various activities were carried out within the services segment, including the following:

1. Implementation of Electrical Occupational Health and Safety (OHS) Certification by the Ministry of Manpower
2. Evaluation and Kick-off Meeting for the Facility Management Services Project within PT Pertamina Hulu Energi
3. Coordination Meeting for General Services within the Upstream Subholding
4. Performance Review for the First Semester of 2025 and the 2026 RKAP of the Multi Services Management Division
5. Participation in Supplier Engagement Day 2025 – Regional 5
6. Participation in Jakarta Eco Future Fest (JEFF) 2025
7. Signing of the Collaborative Excellence for Reliable Facilities between PT Patra Jasa and PT Patra Niaga Regional Kalimantan
8. Implementation of BNSP Certification for Housekeeping Supervisors



Tinjauan Kinerja Keuangan

Financial Performance Overview

Analisis dan pembahasan kinerja keuangan secara komprehensif disusun berdasarkan informasi yang diambil dari Laporan Keuangan Patra Jasa untuk periode yang berakhir pada 31 Desember 2025. Laporan ini telah diaudit oleh Kantor Akuntan Publik Heliantono dan Rekan dan memperoleh opini wajar. Hal ini menunjukkan bahwa, dalam semua aspek material, posisi keuangan Patra Jasa beserta entitas anaknya per 31 Desember 2025, serta kinerja keuangan dan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, telah disajikan sesuai dengan Standar Akuntansi Keuangan yang berlaku di Indonesia.

The comprehensive analysis and discussion of financial performance is prepared based on information taken from Patra Jasa's Financial Statements for the period ended December 31, 2025. This report has been audited by the Public Accountant Firm Heliantono and partners and obtained an unqualified opinion. This indicates that, in all material aspects, the financial position of Patra Jasa and its subsidiaries as of December 31, 2025 and the consolidated financial performance and cash flows for the year ended, have been presented in accordance with Indonesian Financial Accounting Standards.

Pemahaman terhadap penjelasan tinjauan keuangan ini tetap mengacu pada uraian dalam catatan Laporan Keuangan Konsolidasian, yang merupakan bagian integral dari Laporan Tahunan ini. Sepanjang tahun berjalan, Entitas telah menerapkan Standar Akuntansi Keuangan (SAK) dan Interpretasi Standar Akuntansi Keuangan (ISAK) yang telah diperbarui dan direvisi oleh Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia. Standar-standar tersebut dipilih karena relevan dengan operasional Entitas dan mempengaruhi penyajian laporan keuangan per 31 Desember 2025.

An understanding of the explanations in the financial review is subject to the descriptions in the notes to the Consolidated Financial Statements, which are an integral part of this annual Report. During the year, the Entity has applied the updated and revised Financial Accounting Standards (FAS) and Interpretations of Financial Accounting Standards (IFAS) issued by the Financial Accountants. These standards were selected because they are relevant to the Entity's operations and affect the presentation of the financial statements as of December 31, 2025.

Laporan Posisi Keuangan

Hingga tanggal 31 Desember 2025, Perusahaan mencatat peningkatan kinerja keuangan dibandingkan dengan periode yang sama pada tahun 2024. Total aset Perusahaan mencapai Rp6,497 triliun, mengalami penurunan sebesar 7,25%. Sementara itu, liabilitas tercatat sebesar Rp3,487 triliun, menurun 16,19%, dan ekuitas pemegang saham tercatat sebesar Rp3,010 triliun, mengalami peningkatan sebesar 5,83%.

Statement of Financial Position

As of December 31, 2025, the Company recorded an improvement in financial performance compared to the same period in 2024. The Company's total assets amounted to Rp6.497 trillion, representing a decrease of 7.25%. Meanwhile, liabilities were recorded at Rp3.487 trillion, declining by 16.19%, and shareholders' equity amounted to Rp3.010 trillion, reflecting an increase of 5.83%.

Tabel Laporan Posisi Keuangan
Dalam Jutaan Rupiah

Statement of Financial Position Table
In Million Rupiah

Uraian Description	**2025**	**2024**	**Pertumbuhan / Growth**	
			Nominal	**%**
Jumlah Aset / Total Assets	6.496.794	7.004.522	(507.728)	-7,25%
Jumlah Liabilitas / Total Liabilities	3.486.791	4.160.452	(673.661)	-16,19%
Jumlah Ekuitas / Total Equities	3.010.003	2.844.069	165.934	5,83%

Jumlah Aset

Menurut laporan keuangan per 31 Desember 2025, jumlah aset Perusahaan mencapai Rp6,50 triliun. Angka ini menunjukkan penurunan aset sebesar 7,25% dibandingkan tahun sebelumnya yang sebesar Rp7,00 triliun. Penurunan ini terutama didorong oleh penurunan aset lancar sebesar 19,77% dibandingkan dengan posisi pada tahun 2024.

Total Assets

According to the financial statements as of December 31, 2025, the Company's total assets amounted to Rp6.50 trillion. This figure reflects a 7.25% decrease compared to the previous year, which stood at Rp7.00 trillion. The decline was primarily driven by a 19.77% reduction in current assets compared to the position recorded in 2024.

Jumlah Liabilitas

Hingga 31 Desember 2025, liabilitas Perusahaan mengalami penurunan menjadi Rp3,49 triliun dari Rp4,16 triliun pada tahun sebelumnya. Penurunan sebesar 16,19% ini disebabkan oleh penurunan liabilitas jangka pendek sebesar 17,86% dan liabilitas jangka panjang sebesar 13,22%.

Total Liabilities

As of December 31, 2025, the Company's liabilities decreased to Rp3.49 trillion, from Rp4.16 trillion in the previous year. This 16.19% decline was driven by a reduction in short-term liabilities by 17.86% and long-term liabilities by 13.22%.

Jumlah Ekuitas

Pada tahun 2025, nilai ekuitas Perusahaan per 31 Desember 2025 tercatat sebesar Rp3,01 triliun, meningkat sebesar 5,83% atau senilai Rp165,934 miliar dibandingkan dengan ekuitas tahun sebelumnya yang sebesar Rp2,84 triliun.

Total Equity

In 2025, the Company's equity as of December 31, 2025 was recorded at Rp3.01 trillion, representing an increase of 5.83%, or Rp165.934 billion, compared to the previous year's equity of Rp2.84 trillion.

Aset

Dalam Jutaan Rupiah

Assets

In Million Rupiah

Uraian / Description	2025	2024	Pertumbuhan / Growth	
			Nominal	%
Aset / Assets				
Aset Lancar / Current Assets	3.053.617	3.820.049	(766.433)	-20,06%
Aset Tidak Lancar / Non-Current Assets	3.443.178	3.184.472	258.705	8,12%
Jumlah Aset / Total Assets	6.496.794	7.004.522	(507.727)	-7,25%

Aset Lancar

Berdasarkan laporan keuangan per 31 Desember 2025, aset lancar mengalami penurunan sebesar 20,06% menjadi Rp3,05 triliun. Penurunan ini dipicu oleh penurunan kas dan setara kas sebesar Rp56,93 miliar, piutang usaha Rp213,79 serta uang muka dan beban dibayar di muka sebesar Rp150,00 miliar. Sementara itu, komponen terbesar dalam aset lancar perusahaan adalah persediaan, yang mencapai Rp984 miliar atau setara dengan 32,21% dari total aset lancar.

Current Assets

Based on the financial statements as of December 31, 2025, current assets decreased by 20.06% to Rp3.05 trillion. This decline was mainly driven by decreases in cash and cash equivalents amounting to Rp56.93 billion, trade receivables of Rp213.79 billion, as well as advances and prepaid expenses totaling Rp150.00 billion. Meanwhile, the largest component of the Company's current assets is inventory, which amounts to Rp984 billion, equivalent to 32.21% of total current assets.

Dalam Jutaan Rupiah

In Million Rupiah

Uraian / Description	2025	2024	Pertumbuhan / Growth	
			Nominal	%
Aset Lancar / Current Assets				
Kas dan Setara Kas / Cash and Cash Equivalents	401.126	457.424	(56.298)	-12,31%
Piutang Usaha / Trade Receivables	353.013	566.802	(213.789)	-37,72%
Aset Kontrak / Contract Assets	699.902	535.497	164.405	30,70%
Piutang lain-lain / Other Receivables	94.876	92.711	2.165	2,34%
Persediaan / Inventories	983.647	1.561.495	(577.848)	-37,01%
Pajak dibayar di muka / Prepaid Taxes	209.408	159.283	50.125	31,47%
Uang muka dan beban dibayar di muka / Advances and Prepayments	279.620	429.622	(150.002)	-34,91%
Aset Lancar Lainnya / Other Current Assets	32.023	17.216	14.807	86,01%
Jumlah Aset Lancar / Total Current Assets	3.053.616	3.820.049	(766.433)	-20,06%

Kas dan Setara Kas

Hingga 31 Desember 2025, laporan keuangan mencatat kas dan setara kas sebesar Rp401,13 miliar. Jumlah ini mengalami penurunan sebesar 12,31% atau setara dengan Rp56,93 miliar dibandingkan tahun 2024 yang tercatat sebesar Rp457,42 miliar.

Cash and Cash Equivalent

As of December 31, 2025, the Company's financial statements recorded cash and cash equivalents of Rp401.13 billion. This amount represents a decrease of 12.31%, or Rp56.93 billion, compared to Rp457.42 billion recorded in 2024.

Piutang Usaha

Hingga 31 Desember 2025, laporan keuangan mencatat piutang usaha Perusahaan sebesar Rp353.01 miliar. Jumlah ini mengalami penurunan sebesar 37,72% atau setara dengan Rp213,79 miliar dibandingkan tahun 2024. Penurunan tersebut terutama disebabkan oleh penurunan piutang dari pihak berelasi sebesar Rp300,68 miliar atau 44,05% dibandingkan tahun sebelumnya.

Aset Kontrak

Hingga 31 Desember 2025, laporan keuangan perusahaan menunjukkan bahwa jumlah aset kontrak perusahaan mencapai Rp699,90 miliar. Angka ini mengalami kenaikan signifikan sebesar 30,70% atau setara dengan Rp164,41 miliar dibandingkan tahun sebelumnya yang tercatat sebesar Rp535,50 miliar. Peningkatan tersebut terutama dipicu oleh kenaikan aset kontrak dari pihak berelasi, yang meningkat sebesar 22,89%.

Piutang Lain-lain

Hingga 31 Desember 2025, laporan keuangan perusahaan menunjukkan bahwa piutang lain-lain tercatat sebesar Rp94,88 miliar. Jumlah ini mengalami kenaikan, yaitu sebesar 2,34% atau setara dengan Rp2,17 miliar, dibandingkan dengan tahun 2024 yang mencatat nilai sebesar Rp92,71 miliar.

Persediaan

Hingga 31 Desember 2025, laporan keuangan perusahaan mencatat persediaan perusahaan sebesar Rp983,65 miliar. Jumlah ini mengalami penurunan sebesar 37,01% atau setara dengan Rp577,85 miliar dibandingkan tahun sebelumnya.

Pajak Dibayar di Muka

Hingga 31 Desember 2025, laporan keuangan mencatat nilai pajak dibayar di muka lainnya sebesar Rp209,41 miliar. Jumlah ini mengalami kenaikan sebesar 31,47% atau setara dengan Rp50,13 miliar dibandingkan dengan tahun 2024.

Uang Muka dan Beban dibayar di Muka

Jumlah uang muka dan beban dibayar di muka bagian lancar per 31 Desember 2025, sebesar Rp279,62 miliar, terjadi penurunan sebesar 34,91% atau setara dengan Rp150,00 miliar dibandingkan tahun sebelumnya sebesar Rp429,62 miliar.

Aset Lancar Lainnya

Hingga 31 Desember 2025, perolehan aset lancar lainnya mengalami kenaikan signifikan sebesar 86,01% atau setara dengan Rp18,41 miliar dibandingkan tahun sebelumnya, yang mencatat nilai aset lancar lainnya sebesar Rp17,22 miliar.

Aset Tidak Lancar

Perusahaan mengalami kenaikan dalam perolehan jumlah aset tidak lancar sebesar 8,12% atau sekitar Rp258,71 miliar per 31 Desember 2025, dibandingkan dengan tahun sebelumnya yang mencapai Rp3,18 triliun.

Trade Receivables

As of December 31, 2025, the Company's financial statements recorded trade receivables of Rp353.01 billion. This amount represents a decrease of 37.72%, or Rp213.79 billion, compared to 2024. The decline was primarily due to a reduction in receivables from related parties amounting to Rp300.68 billion, or 44.05% compared to the previous year.

Contract Assets

As of December 31, 2025, the Company's financial statements recorded contract assets of Rp699.90 billion. This figure represents a significant increase of 30.70%, or Rp164.41 billion, compared to Rp535.50 billion in the previous year. The increase was mainly driven by a rise in contract assets from related parties, which increased by 22.89%.

Other Receivables

As of December 31, 2025, the Company's financial statements recorded other receivables of Rp94.88 billion. This amount represents an increase of 2.34%, or Rp2.17 billion, compared to Rp92.71 billion in 2024.

Inventory

As of December 31, 2025, the Company's financial statements recorded inventory amounting to Rp983.65 billion. This figure represents a decrease of 37.01%, or Rp577.85 billion, compared to the previous year.

Prepaid Taxes

As of December 31, 2025, the financial statements recorded other prepaid taxes amounting to Rp209.41 billion. This represents an increase of 31.47%, or Rp50.13 billion, compared to 2024.

Advances and Prepaid Expenses

As of December 31, 2025, current advances and prepaid expenses amounted to Rp279.62 billion, representing a decrease of 34.91%, or Rp150.00 billion, compared to Rp429.62 billion in the previous year.

Other Current Assets

As of December 31, 2025, other current assets increased significantly by 86.01%, or Rp18.41 billion, compared to the previous year, which recorded Rp17.22 billion in other current assets.

Non - Current Assets

The Company recorded an increase in total non-current assets of 8.12%, or approximately Rp258.71 billion, as of 31 December 2025, compared to the previous year, which amounted to Rp3.18 trillion.

Dalam Jutaan Rupiah / In Million Rupiah

Uraian / Description	2025	2024	Pertumbuhan / Growth	
			Nominal	%
Aset Tidak Lancar / Non-Current Assets				
Aset tetap – neto / Fixed assets – net	1.920.617	1.544.677	375.940	24,34%
Properti investasi – neto / Investment Properties – net	1.010.784	1.016.565	(5.781)	-0,57%
Aset hak guna – neto / Right of use assets – net	259.755	353.997	(94.242)	-26,62%
Tanah untuk pengembangan / Land for development	136.053	136.053	-	-
Uang muka jangka panjang / Long-term advances	8.441	12.371	(3.930)	-31,77%
Pajak dibayar di muka / Prepaid taxes	-	-	-	-
Taksiran restitusi pajak / Claim for tax refund	-	21.979	(21.979)	-100,00%
Aset tak berwujud / Intangible assets	1.798	2.141	(343)	-16,02
Aset pajak tangguhan / Deferred tax assets	61.947	58.017	3.930	6,77%
Aset tidak lancar lainnya/ Other non-current assets	43.783	38.671	5.112	13,22%
Jumlah Aset Tidak Lancar / Total Non-Current Assets	**3.443.178**	**3.184.472**	**258.706**	**8,12%**

Aset Tetap – Neto
Sampai tanggal 31 Desember 2025, perusahaan mencatat jumlah Aset tetap – neto sebesar Rp1,92 triliun. Dibandingkan dengan tahun 2024, terjadi kenaikan sebesar 24,34% atau senilai Rp375,94 miliar.

Fixed Assets - Net
As of December 31, 2025, the Company recorded fixed assets – net amounting to Rp1.92 trillion. Compared to 2024, this represents an increase of 24.34%, or Rp375.94 billion.

Properti Investasi – Neto
Hingga 31 Desember 2025, nilai properti investasi – neto perusahaan turun sebesar 0,57% dibandingkan tahun sebelumnya, yang sebelumnya tercatat sebesar Rp1,02 triliun.

Investment Property - Net
As of December 31, 2025, the Company's investment property – net decreased by 0.57% compared to the previous year, which had been recorded at Rp1.02 trillion.

Aset Hak Guna – Neto
Sampai tanggal 31 Desember 2025, perusahaan mencatat jumlah Aset hak guna – neto sebesar Rp259,76 miliar. Dibandingkan dengan tahun 2024, terjadi penurunan sebesar 26,62% atau senilai Rp94,24 miliar.

Right-of-Use Assets – Net
As of December 31, 2025, the Company recorded right-of-use assets – net of Rp259.76 billion. Compared to 2024, this represents a decrease of 26.62%, or Rp94.24 billion.

Tanah Untuk Pengembangan
Tanah untuk pengembangan tahun 2025 tercatat sama dengan tahun sebelumnya.

Land for Development
As of 2025, land for development remained unchanged compared to the previous year.

Uang Muka Jangka Panjang
Hingga 31 Desember 2025, nilai uang muka jangka panjang perusahaan turun sebesar 31,77% dibandingkan tahun sebelumnya, yang sebelumnya tercatat sebesar Rp12,37 miliar.

Long - Term Advances
As of December 31, 2025, the Company's long-term advances decreased by 31.77% compared to the previous year, which had been recorded at Rp12.37 billion.

Pajak Dibayar Di Muka
Pajak dibayar di muka tahun 2025 tercatat sama dengan tahun sebelumnya.

Prepaid Taxes
As of 2025, prepaid taxes remained unchanged compared to the previous year.

Taksiran Restitusi Pajak
Sampai tanggal 31 Desember 2025, perusahaan tidak memiliki Taksiran restitusi pajak. Dibandingkan dengan tahun 2024, terjadi penurunan sebesar 100,00% atau senilai Rp21,98 miliar.

Claim for Tax Refund
As of December 31, 2025, the Company had no claims fo tax refunds. Compared to 2024, this represents a 100% decrease, or Rp21.98 billion.

Aset Tak Berwujud
Hingga 31 Desember 2025, nilai Aset tak berwujud perusahaan turun sebesar 16,02% dibandingkan tahun sebelumnya, yang sebelumnya tercatat sebesar Rp21,98 miliar.

Intangible Assets
As of December 31, 2025, the Company's intangible assets decreased by 16.02% compared to the previous year, which had been recorded at Rp21.98 billion.

Aset Pajak Tangguhan

Sampai tanggal 31 Desember 2025, perusahaan mencatat jumlah Aset pajak tangguhan sebesar Rp61,95 miliar. Dibandingkan dengan tahun 2024, terjadi kenaikan sebesar 6,77% atau senilai Rp3,93 miliar.

Deferred Tax Assets

As of December 31, 2025, the Company recorded deferred tax assets amounting to Rp61.947 billion. Compared to 2024, this represents an increase of 6.77%, or Rp3.930 billion.

Aset Tidak Lancar Lainnya

Hingga 31 Desember 2025, nilai Aset tidak lancar lainnya perusahaan meningkat sebesar 13,22% dibandingkan tahun sebelumnya, yang sebelumnya tercatat sebesar Rp38,67 miliar.

Other Non - Current Assets

As of December 31, 2025, the Company's other non-current assets increased by 13.22% compared to the previous year, which had been recorded at Rp38.67 billion.

Liabilitas

Dalam Jutaan Rupiah

Liabilities

In Million Rupiah

Uraian Description	2025	2024	Pertumbuhan / Growth	
			Nominal	%
Liabilitas / Liabilities				
Liabilitas Jangka Pendek / Current Liabilities	2.190.032	2.666.175	(476.143)	-17,86%
Liabilitas Jangka Panjang / Non-Current Liabilities	1.296.759	1.494.278	(197.519)	-13,22%
Jumlah Liabilitas / Total Liabilities	**3.486.791**	**4.160.452**	**(673.661)**	**-16,19%**

Liabilitas Jangka Pendek

Hingga 31 Desember 2025, liabilitas jangka pendek perusahaan tercatat sebesar Rp2,19 triliun, turun sebesar Rp476,14 miliar atau 17,86% dibandingkan tahun sebelumnya yang sebesar Rp2,67 triliun.

Short Term Liabilities

As of 31 December 2025, the Company's short-term liabilities were recorded at Rp2.19 trillion, representing a decrease of Rp476.14 billion, or 17.86%, compared to the previous year, which amounted to Rp2.67 trillion.

Dalam jutaan rupiah

In Million Rupiah

Uraian Description	2025	2024	Pertumbuhan / Growth	
			Nominal	%
Liabilitas Jangka Pendek / Short-Term Liabilities				
Utang Usaha / Trade Payables	781.956	758.480	(151.524)	-19.97%
Jaminan Pelanggan / Customer Guarantee	3.848	27.661	(23.813)	-86,09%
Utang lain-lain / Other payable	360	2.326	(1.966)	-84.52
Beban Akrual / Accrued expenses	363.854	278.936	84.918	30,44%
Utang Pajak / Tax payables	61.231	43.673	17.558	40,20%
Utang bank jangka pendek / Short term bank loan	475.000	295.000	180.000	61,02%
Bagian Lancar atas Utang bank jangka Panjang / Current maturities of Long term bank loan	187.126	247.685	(60.559)	-24,45%
Bagian Lancar atas Utang pembiayaan konsumen / Current maturities of Consumer finance loans	187.062	161.599	25.463	15,76%
Bagian Lancar atas Liabilitas sewa / Current maturities of Lease liability	17.407	16.686	721	4,32%
Bagian Lancar atas Liabilitas kontrak / Current maturities of Contract liabilities	84.101	787.764	(703.663)	-89,32%
Liabilitas lancar lainnya / Other current liabilities	28.087	46.365	(18.278)	-39,42%
Total Liabilitas Jangka Pendek / Total Short-Term Liabilities	**2.190.032**	**2.666.175**	**(476.143)**	**-17,86%**

Utang Usaha

Perusahaan mencatatkan utang usaha per 31 Desember 2025 sebesar Rp781,96 miliar, mengalami penurunan sebesar 16,23% atau senilai Rp151,54 miliar dibandingkan tahun sebelumnya sebesar Rp933,50 miliar.

Trade Payables

As of December 31, 2025, the Company recorded trade payables amounting to Rp781.96 billion, representing a decrease of 16.23%, or Rp151.54 billion, compared to the previous year, which amounted to Rp933.50 billion.

Jaminan Pelanggan
Jaminan Pelanggan per 31 Desember 2025 tercatat sebesar Rp3,845 miliar, mengalami penurunan sebesar 86,09% atau setara Rp23,81 miliar dibandingkan dengan tahun sebelumnya.

Utang lain-lain
Perusahaan mencatatkan utang lain-lain per 31 Desember 2025 sebesar Rp360 juta, mengalami penurunan sebesar 84,57% atau setara Rp1,97 miliar dibandingkan dengan tahun sebelumnya.

Beban Akrual
Beban akrual per 31 Desember 2025 tercatat sebesar Rp363,85 miliar, mengalami peningkatan sebesar 30,44% atau setara Rp84,92 miliar dibandingkan dengan tahun sebelumnya.

Utang Pajak
Nilai utang pajak perusahaan per 31 Desember 2025, tercatat sebesar Rp61,23 miliar, mengalami peningkatan sebesar Rp17,558 atau setara 40,20% dibandingkan dengan tahun sebelumnya.

Utang Bank Jangka Pendek
Nilai Utang bank jangka pendek perusahaan per 31 Desember 2025, tercatat sebesar Rp475 miliar, mengalami peningkatan sebesar Rp180 miliar atau setara 61,02% dibandingkan dengan tahun sebelumnya.

Bagian Lancar Atas Utang Bank Jangka Panjang
Perusahaan mencatatkan Bagian Lancar atas Utang bank jangka Panjang per 31 Desember 2025 sebesar Rp187,13 miliar, mengalami penurunan sebesar 24,45% atau senilai Rp60,56 miliar dibandingkan tahun sebelumnya sebesar Rp247,69 miliar.

Bagian Lancar Atas Utang Pembiayaan Konsumen
Bagian Lancar atas Utang pembiayaan konsumen per 31 Desember 2025 tercatat sebesar Rp187,06 miliar, mengalami peningkatan sebesar 15,76% atau setara Rp25,46 miliar dibandingkan dengan tahun sebelumnya.

Bagian Lancar Atas Liabilitas Sewa
Perusahaan mencatatkan Bagian Lancar atas Liabilitas sewa per 31 Desember 2025 sebesar Rp17,41 miliar, mengalami peningkatan sebesar 4,32% atau setara Rp721 juta dibandingkan dengan tahun sebelumnya.

Bagian Lancar Atas Liabilitas Kontrak
Perusahaan mencatatkan Bagian Lancar atas Liabilitas kontrak per 31 Desember 2025 sebesar Rp84,10 miliar, mengalami penurunan sebesar 89,32% atau setara Rp703,66 miliar dibandingkan dengan tahun sebelumnya.

Liabilitas Lancar Lainnya
Liabilitas lancar lainnya per 31 Desember 2025 tercatat sebesar Rp28,09 miliar, mengalami penurunan sebesar 39,42% atau setara Rp18,28 miliar dibandingkan dengan tahun sebelumnya.

Customer Deposits
Customer deposits as of December 31, 2025 were recorded at Rp3.85 billion, representing a decrease of 86.09%, or Rp23.81 billion, compared to the previous year.

Other Payables
The Company recorded other payables as of December 31, 2025 amounting to Rp360 million, representing a decrease of 84.57%, or Rp1.97 billion, compared to the previous year.

Accrued Expenses
Accrued expenses as of December 31, 2025 were recorded at Rp363.85 billion, representing an increase of 30.44%, or Rp84.92 billion, compared to the previous year.

Taxes Payable
The Company's taxes payable as of December 31, 2025 amounted to Rp61.23 billion, representing an increase of Rp17.558 billion, or 40.20%, compared to the previous year.

Short - Term Bank Loans
The Company recorded short-term bank loans as of December 31, 2025 amounting to Rp475 billion, representing an increase of Rp180 billion, or 61.02%, compared to the previous year.

Current Maturities of Long Term Bank Loan
The Company recorded the current maturities of long-term bank loans as of December 31, 2025 amounting to Rp187.13 billion, representing a decrease of 24.45%, or Rp60.56 billion, compared to the previous year, which amounted to Rp247.69 billion.

Current Maturities of Consumer Finance Loans
The current maturities of consumer financing payables as of December 31, 2025 amounted to Rp187.06 billion, representing an increase of 15.76%, or Rp25.46 billion, compared to the previous year.

Current Maturities of Lease Liabilities
The Company recorded the current maturities of lease liabilities as of December 31, 2025 amounting to Rp17.41 billion, representing an increase of 4.32%, or Rp721 million, compared to the previous year.

Current Maturities of Contract Liabilities
The Company recorded the current maturities of contract liabilities as of December 31, 2025 amounting to Rp84.10 billion, representing a decrease of 89.32%, or Rp703.66 billion, compared to the previous year.

Other Current Liabilities
Other current liabilities as of December 31, 2025 were recorded at Rp28.09 billion, representing a decrease of 39.42%, or Rp18.28 billion, compared to the previous year.

Liabilitas Jangka Panjang

Hingga 31 Desember 2025, liabilitas jangka panjang perusahaan tercatat sebesar Rp1,30 triliun, menurun sebesar Rp197,52 miliar atau 13,22% dibandingkan tahun sebelumnya yang sebesar Rp1,49 triliun.

Non - Current Liabilities

As of December 31, 2025, the Company's long-term liabilities were recorded at Rp1.30 trillion, representing a decrease of Rp197.52 billion, or 13.22%, compared to the previous year, which amounted to Rp1.49 trillion.

Dalam Jutaan Rupiah / In Million Rupiah

Uraian Description	2025	2024	Pertumbuhan / Growth	
			Nominal	%
Utang Bank Jangka Panjang – setelah Dikurangi Bagian Lancar / Long-Term Bank Loans – Net of Current Portion	634.012	733.102	(99.090)	-13,52%
Utang Pembiayaan Sewa Konsumen – Setelah Dikurangi Bagian Lancar / Obligations Under Consumer Finance Loans – Net of Current Portion	170.263	213.856	(43.593)	-20,38%
Liabilitas Kontrak – Setelah Dikurangi Bagian Lancar / Contract Liabilities – Net of Current Portion	28.297	36.028	(7.731)	-21,46%
Liabilitas Sewa Dikurangi Bagian yang Jatuh Tempo dalam Satu Tahun / Lease Liabilities, Net of Current Portion	292.689	368.021	(75.332)	-20,47%
Liabilitas Imbalan Kerja / Employee Benefits Liabilities	171.497	141.020	30.477	21,61%
Liabilitas Jangka Panjang Lainnya / Other Non-Current Liabilities	-	2.250	(2.250)	-100,00%
Jumlah Liabilitas Jangka Panjang / Total Non-Current Liabilities	**1.296.759**	**1.494.278**	**(197.519)**	**-13,22%**

Utang Bank Jangka Panjang – Setelah Dikurangi Bagian Lancar

Perusahaan mencatatkan utang bank jangka panjang setelah dikurangi bagian lancar per 31 Desember 2025 sebesar Rp634,01 miliar, mengalami penurunan sebesar 13,52% atau setara Rp99,09 miliar dibandingkan dengan tahun sebelumnya sebesar Rp733,10 miliar.

Long - Term Banks Loans - Net of Current Portion

As of December 31, 2025, the Company recorded long-term bank loans net of the current portion amounting to Rp634.01 billion, representing a decrease of 13.52%, or Rp99.09 billion, compared to Rp733.10 billion in the previous year.

Utang Pembiayaan Sewa Konsumen – Setelah Dikurangi Bagian Lancar

Perusahaan mencatat penurunan pada utang pembiayaan sewa konsumen setelah dikurangi bagian lancar sebesar Rp170,26 miliar atau 20,38% dibandingkan tahun sebelumnya yang sebesar Rp213,86 miliar.

Obligations Under Consumer Finance Loans - Net of Current Portion

The Company recorded a decrease in consumer financing payables net of the current portion amounting to Rp170.26 billion, or 20.38%, compared to the previous year, which amounted to Rp213.86 billion.

Liabilitas Kontrak Setelah Dikurangi Bagian Lancar

Nilai liabilitas kontrak setelah dikurangi bagian lancar per 31 Desember 2025 sebesar Rp28,30 miliar, mengalami penurunan sebesar 21,46% atau setara Rp7,73 miliar dibandingkan tahun sebelumnya sebesar Rp36,03 miliar.

Contract Liabilities - Net of Current Portion

The value of contract liabilities net of the current portion as of December 31, 2025 amounted to Rp28.30 billion, representing a decrease of 21.46%, or Rp7.73 billion, compared to the previous year, which amounted to Rp36.03 billion.

Liabilitas Sewa Dikurangi Bagian yang Jatuh Tempo dalam Satu Tahun

Perusahaan mencatatkan Liabilitas Sewa Dikurangi Bagian yang Jatuh Tempo dalam Satu Tahun per 31 Desember 2025 sebesar Rp292,69 miliar, mengalami penurunan sebesar 20,47% atau setara Rp75,33 miliar dibandingkan dengan tahun sebelumnya sebesar Rp368,02 miliar.

Lease Liabilities - Net of Current Portion

The Company recorded lease liabilities net of the portion due within one year as of December 31, 2025 amounting to Rp292.69 billion, representing a decrease of 20.47%, or Rp75.33 billion, compared to the previous year, which amounted to Rp368.02 billion.

Liabilitas Imbalan Kerja

Nilai liabilitas imbalan kerja per 31 Desember 2025 sebesar Rp171,50 miliar, mengalami peningkatan sebesar 21,61% atau Rp30,48 miliar dibandingkan dengan tahun sebelumnya sebesar Rp141,02 miliar.

Employee Benefits Liabilities

The value of employee benefits liabilities as of December 31, 2025 amounted to Rp171.50 billion, representing an increase of 21.61%, or Rp30.48 billion, compared to the previous year, which amounted to Rp141.02 billion.

Liabilitas Jangka Panjang Lainnya

Nilai Liabilitas Jangka Panjang Lainnya per 31 Desember 2025 nihil, mengalami penurunan sebesar 100,00% atau setara Rp2,25 miliar dibandingkan tahun sebelumnya sebesar Rp2,25 miliar.

Other Non - Current Liabilities

The value of other non-current liabilities as of December 31, 2025 was nil, representing a decrease of 100%, or Rp2.25 billion, compared to the previous year, which amounted to Rp2.25 billion.

Ekuitas

Dalam Jutaan Rupiah

Equity

In Million Rupiah

Uraian Description	2025	2024	Pertumbuhan / Growth	
			Nominal	%
Ekuitas / Equity				
Modal Saham – ditempatkan dan disetor penuh 1.537.195 saham dengan nilai nominal Rp1.000.000 (nilai penuh) per lembar saham / Share Capital – issued and fully paid 1,537,195 shares at a par value of Rp1,000,000 (full amount) per share	1.537.195	1.537.195	-	-
Tambahan Modal Disetor / Additional Paid-in Capital	(1.368)	(1.368)	-	-
Saldo Laba / Retained Earnings				
Ditentukan / Appropriated	192.606	192.606	-	-
Tidak Ditentukan / Unappropriated	1.267.664	1.103.940	163.724	11,83%
Jumlah Ekuitas yang Dapat Diatribusikan Kepada Pemilik Entitas Induk / Total Equity Attributable to Owners of the Parent Entity	2.996.097	2.832.373	163.724	5,78%
Komponen ekuitas lainnya / Other equity Components	(34.448)	(21.551)		
Kepentingan Non-Pengendali / Non-Controlling Interests	13.906	11.696	2.210	18,89%
Jumlah Ekuitas / Total Equity	**3.010.003**	**2.844.069**	**165.934**	**5,83%**

Jumlah Ekuitas yang Dapat Diatribusikan Kepada Pemilik Entitas Induk

Jumlah ekuitas yang dapat diatribusikan kepada pemilik entitas induk per 31 Desember 2025 sebesar Rp3,00 triliun, mengalami peningkatan sebesar 5,78% atau Rp163,72 miliar dibandingkan dengan tahun sebelumnya sebesar Rp2,83 triliun.

Total Equity Attributable to Owners of the Parent Entity

The equity attributable to owners of the parent entity as of December 31, 2025 amounted to Rp3.00 trillion, representing an increase of 5.78%, or Rp163.72 billion, compared to the previous year, which amounted to Rp2.83 trillion.

Laporan Laba Rugi Komprehensif

Di tahun 2025, perusahaan mencatat laba rugi komprehensif tahun berjalan sebesar Rp261,00 miliar, naik sebesar 9,36% atau Rp22,33 miliar dibandingkan tahun sebelumnya yang sebesar Rp238,67 miliar.

Statement of Comprehensive Income

In 2025, the Company recorded total comprehensive income for the year amounting to Rp261.00 billion, representing an increase of 9.36%, or Rp22.33 billion, compared to the previous year, which amounted to Rp238.67 billion.

Tabel Laporan Laba Rugi Komprehensif

Dalam Jutaan Rupiah

Comprehensive Income Statement Table

In Million Rupiah

Uraian Description	2025	2024	Pertumbuhan / Growth	
			Nominal	%
Laporan Laba Rugi Komprehensif / Comprehensive Profit (Loss) Report				
Pendapatan / Revenue	5.456.003	4.683.014	772.989	16,51%
Beban Pokok Pendapatan / Cost of Revenue	(4.205.407)	(3.477.946)	(727.461)	20,92%
Laba Kotor / Gross Profit	1.250.596	1.205.068	45.528	3,78%
Beban Usaha / Operating Express	(586.940)	(684.292)	97.352	-14,23%
Laba Sebelum Pajak Penghasilan / Profit Before Income Tax	389.559	315.598	73.961	23,44%
Beban Pajak Penghasilan / Income Tax Expenses	(115.652)	(80.952)	(34.700)	42,86%
Laba Tahun Berjalan / Profit for The Year	273.908	234.645	39.263	16,73%
Jumlah Laba Komprehensif Tahun Berjalan / Total Comprehensive Income of The Year	261.003	238.670	22.333	9,36%

Uraian Description	2025	2024	Pertumbuhan / Growth	
			Nominal	%
Jumlah Laba yang Dapat Diatribusikan / Profit Attributable To:				
Pemilik Entittas Owner / Owner of The Parent	270.217	234.883	35.334	15,04%
Kepentingan Non-Pengendali / Non-Controlling Interest	3.691	(238)	3.929	-1.650,84%
Jumlah Penghasilan Komprehensif yang Dapat Diatribusikan kepada: / Total Comprehensive Income for The Current Year Attribute To:				
Pemilik Entitas Induk / Owner of The Parent	257.319	238.915	18.404	7.70%
Kepentingan Non-Pengendali / Non-Controlling Interest	3.684	(245)	3.929	-1.603,67%
Laba Bersih Per Saham yang Dapat Diatribusikan kepada Pemilik Entitas Induk / Earnings per Share Attributable to Owners of The Parent Entity	0,18	0,15	0,03	20,00%

Pendapatan

Hingga 31 Desember 2025, pendapatan usaha perusahaan mencapai Rp5,46 triliun, meningkat 16,51% atau Rp772,989 miliar dibandingkan tahun sebelumnya yang sebesar Rp4,68 triliun.

Revenue

As of December 31, 2025, the Company's operating revenue reached Rp5.46 trillion, representing an increase of 16.51%, or Rp772.989 billion, compared to the previous year, which amounted to Rp4.68 trillion.

Dalam Jutaan Rupiah

In Million Rupiah

Uraian Description	2025	2024	Pertumbuhan / Growth	
			Nominal	%
Pendapatan Usaha / Revenue				
Pendapatan Kontrak dengan Pelanggan / Revenue Contracts from Customers				
Jasa Manajemen Fasilitas / Facility Management Services	1.354.502	1.080.410	274.092	25,37%
Properti / Property	805.064	315.597	489.467	155.09%
Tur dan Travel / Tours and Travel	1.389.899	1.427.988	(38.089)	-2,67%
Hotel dan Katering / Hotel and Catering	378.814	320.723	58.091	18,11%
Sub-Total / Sub-Total	3.928.280	3.144.718	783.562	24,92%
Pendapatan Sewa Lainnya / Rent and Other Revenues				
Sewa Kendaraan / Vehicles Rent	747.911	765.658	(17.747)	-2,32%
Penjualan Kendaraan / Vehicles Sales	292.874	292.669	205	0,07%
Perkantoran / Offices	355.612	325.919	29.693	9,11%
Perumahan / Residence	131.327	154.051	(22.724)	-14,75%
Sub-Total / Sub-Total	1.527.723	1.538.296	(10.573)	-0,69%
Jumlah Pendapatan Usaha / Total Revenue	**5.456.003**	**4.683.014**	**772.989**	**16,51%**

Beban Pokok Pendapatan

Hingga tanggal 31 Desember 2025, beban pokok pendapatan Perusahaan mencapai Rp4,21 triliun, menunjukkan kenaikan sebesar 20,92% atau setara dengan Rp727,46 miliar jika dibandingkan dengan tahun sebelumnya yang sebesar Rp3,48 triliun.

Cost of Revenue

As of December 31, 2025, the Company's cost of revenue reached Rp4.21 trillion, representing an increase of 20.92%, or Rp727.46 billion, compared to the previous year, which amounted to Rp3.48 trillion.

Dalam jutaan rupiah

In Million Rupiah

Uraian Description	2025	2024	Pertumbuhan / Growth	
			Nominal	%
Beban Pokok Pendapatan / Cost of Revenue				
Properti / Properties	71.950	63.738	8.212	12,88%
Jasa Manajemen Fasilitas / Facility Management Services	532.460	302.154	230.306	76,22%

Uraian Description	2025	2024	Pertumbuhan / Growth	
			Nominal	%
Tur dan Travel / Tours and Travel	1.229.418	1.231.303	(1.885)	-0,15%
Penjualan Kendaraan Bekas / Used Vehicles Sold	164.609	191.332	(26.723)	-13,97%
Hotel dan Katering / Hotel and Catering	131.836	95.740	36.096	37,70%
Sewa Kendaraan / Vehicle Rental	61.001	42.116	18.885	44,84%
Sub-Total / Sub-Total	2.191.275	1.926.383	264.892	13,75%
Beban Langsung / Direct Costs:				
Gaji dan Tunjangan / Salaries and Wages	607.794	581.527	26.267	4,52%
Penyusutan Aset Tetap / Depreciation of Fixed Assets	193.807	202.808	(9.001)	-4,44%
Perbaikan dan Perawatan / Repair and Maintenance	79.266	66.706	12.560	18,83%
Penyusutan Aset Hak Guna / Depreciation of Right-of-Use Assets	65.497	62.413	3.084	4,94%
Perlengkapan Operasional / Operation Supplies	65.304	65.276	28	0,04%
Penyusutan Properti Investasi / Depreciation of investment Properties	59.883	52.416	7.476	14,25%
Peralatan Operasional / Operation Equipment	325.754	230.628	95.126	41,25%
Listrik, Air dan Gas / Electricity, Water and Gas	154.263	37.644	116.619	309,79%
Sewa / Rental	10.714	7.858	2.856	36,35%
Perjalanan dan Transportasi / Travel and Transportation	39.341	36.554	2.787	7,62%
Seragam / Uniform	13.306	10.757	2.549	23,69%
Lainnya / Others	399.204	196.974	202.230	102,67%
Sub-total / Sub-Total	2.014.132	1.551.563	462.569	29,81%
Jumlah Beban Pokok Pendapatan / Total Cost of Revenue	**4.205.407**	**3.477.946**	**727.461**	**20,92%**

Laba Tahun Berjalan

Sepanjang tahun 2025, Perusahaan mencatat laba tahun berjalan sebesar Rp273,91 miliar, yang menunjukkan peningkatan sebesar 16,73% dari tahun sebelumnya yang sebesar Rp234,65 miliar.

Profit for the Year

Throughout 2025, the Company recorded profit for the year amounting to Rp273.91 billion, representing an increase of 16.73% compared to the previous year, which amounted to Rp234.65 billion.

Penghasilan Komprehensif Tahun Berjalan

Pada tahun 2025, penghasilan komprehensif tahun berjalan Perusahaan mencapai Rp261,00 miliar, mengalami peningkatan sebesar 9,36% atau setara dengan Rp22,33 miliar dibandingkan dengan tahun sebelumnya yang sebesar Rp238,670 miliar.

Current Year Comprehensive Income

In 2025, the Company's total comprehensive income for the year reached Rp261.00 billion, representing an increase of 9.36%, or Rp22.33 billion, compared to the previous year, which amounted to Rp238.670 billion.

Laba Per Saham

Sepanjang tahun 2025, Perusahaan mencatat laba per saham yang dapat diatribusikan kepada pemilik entitas induk sebesar Rp0,18 juta, menunjukkan peningkatan dibandingkan tahun sebelumnya yang tercatat sebesar Rp0,15 juta.

Earnings Per Share

Throughout 2025, the Company recorded earnings per share attributable to owners of the parent entity amounting to Rp0.18 million, reflecting an increase compared to the previous year, which was recorded at Rp0.15 million.

Laporan Arus Kas

Dalam Jutaan Rupiah

Cash Flow Statement

In Million Rupiah

Uraian Description	2025	2024	Pertumbuhan / Growth	
			Nominal	%
Arus Kas / Cash Flows				
Arus Kas dari Aktivitas Operasi / Cash Flows from Operating Activities	768.720	545.416	223.304	40,94%
Arus Kas dari Aktivitas Investasi / Cash Flows from Investing Activities	(635.070)	(238.350)	(396.720)	166,44%
Arus Kas dari Aktivitas Pendanaan / Cash Flows from Financing Activities	(189.948)	(258.071)	68.123	-26,40%

Uraian Description	2025	2024	Pertumbuhan / Growth	
			Nominal	%
Kenaikan (Penurunan) Bersih dari Kas dan Setara Kas / Net Decrease in Cash and Cash Equivalents	(56.298)	48.995	(105.293)	-214,91%
Kas dan Setara Kas pada Awal Tahun / Cash and Cash Equivalents at the Beginning of the Year	457.424	408.429	48.995	11,99%
Kas dan Setara Kas pada Akhir Tahun / Cash and Cash Equivalents at the end of the Year	401.126	457.424	(56.298)	-12,31%

Arus Kas Dari Aktivitas Operasi

Sepanjang tahun 2025, arus kas dari aktivitas operasi perusahaan mencapai Rp768,72 miliar, meningkat sebesar 40,94% atau setara dengan Rp223,30 miliar dibandingkan tahun sebelumnya yang sebesar Rp545,42 miliar.

Cash Flows from Operating Activities

Throughout 2025, the Company's cash flow from operating activities amounted to Rp768.72 billion, representing an increase of 40.94%, or Rp223.30 billion, compared to the previous year, which amounted to Rp545.42 billion.

Arus Kas Dari Aktivitas Investasi

Pada tahun 2025, arus kas bersih dari aktivitas investasi mencapai -Rp635,07 miliar, mengalami penurunan sebesar 166,44% atau Rp396,72 miliar dibandingkan jumlah arus kas dari aktivitas investasi pada tahun 2024 sebesar -Rp238.35 miliar.

Cash Flows from Investing Activities

In 2025, the Company's net cash flow from investing activities amounted to -Rp635.07 billion, representing a decrease of 166.44%, or Rp396.72 billion, compared to net cash flow from investing activities in 2024, which amounted to -Rp238.35 billion.

Arus Kas Dari Aktivitas Pendanaan

Pada tahun 2025, arus kas bersih dari aktivitas pendanaan Perusahaan tercatat sebesar -Rp189,95 miliar, naik sebesar 26,40% atau Rp68,12 miliar dibandingkan tahun sebelumnya yang sebesar -Rp258,07 miliar.

Cash Flows From Financing Activities

In 2025, the Company's net cash flow from financing activities was recorded at -Rp189.95 billion, representing an increase of 26.40%, or Rp68.12 billion, compared to the previous year, which amounted to -Rp258.07 billion.

Kemampuan Membayar Utang dan Kolektibilitas Piutang

Ability to Pay Debts and Collectivity of Receivables

Kemampuan Perusahaan dalam memenuhi kewajiban hutangnya dipengaruhi oleh tingkat likuiditas dan solvabilitas, yang tercermin melalui beberapa rasio keuangan berikut:

The Company's ability to meet its debt obligations is influenced by its liquidity and solvency levels, which are reflected in the following financial ratios:

Kemampuan Membayar Utang Jangka Pendek (Rasio Likuiditas)

Berdasarkan rasio likuiditas, pada tahun 2025 aset lancar Perusahaan mampu menutupi 1,39 kali kewajiban lancar, mengalami penurunan sebesar 2,79% dibandingkan tahun sebelumnya yang sebesar 1,43 kali.

Ability to Pay Long - Term Debt (Solvency Ratio)

Based on the liquidity ratio, in 2025 the Company's current assets were able to cover its current liabilities 1.39 times, representing a decrease of 2.79% compared to the previous year, which was 1.43 times.

Dalam Jutaan Rupiah

In Million Rupiah

Uraian Description	2025	2024	Pertumbuhan / Growth	
			Nominal	%
Rasio / Ratio				
Aset Lancar / Current Assets	3.053.617	3.820.049	(766.432)	-20,06%
Liabilitas Jangka Pendek / Current Liabilities	2.190.032	2.666.175	(476.143)	-17,86%
Rasio Lancar / Current Ratio	1,39	1,43	(0,04)	-2,79%

Kemampuan Membayar Utang Jangka Panjang (Rasio Solvabilitas)

Berdasarkan rasio *debt to equity (DER)* atau *leverage*, terlihat bahwa sebagian besar pembiayaan aset pada tahun 2025 dan 2024 didanai melalui ekuitas. Pada tahun 2025, DER tercatat sebesar 115,84%, sementara pada tahun 2024 sebesar 146,29%. Hal ini menunjukkan bahwa Perusahaan memiliki kemampuan yang sangat baik dalam memenuhi kewajiban utangnya.

Ability to Pay Long - Term Debt (Solvency Ratio)

Based on the debt-to-equity ratio (DER) or leverage ratio, it can be observed that the majority of asset financing in 2025 and 2024 was funded through equity. In 2025, the DER was recorded at 115.84%, while in 2024 it stood at 146.29%. This indicates that the Company has a very strong ability to meet its debt obligations.

Dalam Jutaan Rupiah / In Million Rupiah

Uraian / Description	2025	2024	Pertumbuhan / Growth	
			Nominal	%
Rasio / Ratio				
Total Aset / Total Assets	6.496.794	7.004.522	(507.728)	-7,25%
Total Liabilitas / Total Liabilities	3.486.791	4.160.452	(673.661)	-16,19%
Ekuitas / Equity	3.010.003	2.844.069	165.934	5,83%
Debt to Equity Ratio (DER) (%)	115,84	146,29	(30,45)	-20,81%
Debt to Asset Ratio (DAR) (%)	53,67	59,39	(5.72)	-9,63%

Kolektibilitas Piutang

Dalam laporan posisi keuangan tahun 2025, Perusahaan mencatat piutang usaha bersih sebesar Rp353,01 miliar, yang terdiri dari piutang usaha pihak berelasi sebesar Rp300,68 miliar dan piutang usaha pihak ketiga sebesar Rp52,34 miliar.

Collectibility of Receivables

In the 2025 statement of financial position, the Company recorded net trade receivables of Rp353.01 billion, consisting of trade receivables from related parties amounting to Rp300.68 billion and trade receivables from third parties amounting to Rp52.34 billion.

Dalam Jutaan Rupiah / In Million Rupiah

Uraian / Description	2025	2024	Pertumbuhan / Growth	
			Nominal	%
Analisis Umur Piutang / Receivable Maturity Analysis				
Pihak Berelasi / Related Parties				
0 - 30 hari / days	168.475	408.653	(240.178)	-58,77%
31- 90 hari / days	75.227	87.611	(12.384)	-14,14%
91 - 365 hari / days	36.866	28.789	8.077	28,06%
Lebih dari 365 hari / days	20.829	13.492	7.337	54,38%
Sub Total / Sub Total	**301.398**	**538.545**	**(237.147)**	**-44,03%**
Dikurangi: Cadangan Kerugian Penurunan Nilai / Less: Allowance for Impairment Loss	(722)	(1.114)	392	-35,19%
Jumlah Pihak Berelasi / Total Related Parties Nett	**300.676**	**537.431**	**-236.755**	**-44,05%**
Pihak ketiga / Third Parties				
0 - 30 hari / days	19.914	15.348	4.566	29,75%
31 - 90 hari / days	13.709	8.432	5.277	62,58%
91 - 365 hari / days	10.362	10.100	262	2,59%
Lebih dari 365 hari / days	18.821	12.956	5.865	45,27%
Sub Total / Sub Total	62.807	46.836	15.971	34,09%
Dikurangi: Cadangan Kerugian Penurunan Nilai / Less: Allowance for Impairment Loss	(10.471)	(17.465)	6.994	-40,05%
Jumlah Pihak Ketiga Bersih / Total Third Parties Nett	**52.336**	**29.371**	**22.965**	**78,19%**
Jumlah Piutang Utang Bersih / Total Nett Account Receivable	**353.012**	**566.802**	**(213.790)**	**-37,72**

Struktur Modal

Capital Structure

Struktur modal yang optimal melibatkan pemeliharaan rasio modal yang sehat dan memaksimalkan nilai pemegang saham. Perseroan dapat menyesuaikan pembayaran dividen kepada pemegang saham, memberikan imbalan modal kepada pemegang saham, atau menerbitkan saham baru.

An optimal capital structure is continuously pursued by maintaining a balanced and healthy capital ratio to maximize value for shareholders. In managing this composition, the Company retains the flexibility to adjust its dividend payment scheme, provide investment returns to shareholders, or issue new shares in accordance with its funding requirements and prevailing market conditions.

Dalam Jutaan Rupiah / In Million Rupiah

Uraian / Description	2025	2024	Pertumbuhan / Growth	
			Nominal	%
Liabilitas Jangka Pendek / Current Liabilities	2.190.032	2.666.175	(476.143)	-17,86%
Liabilitas Jangka Panjang / Non-Current Liabilities	1.296.759	1.494.278	(197.519)	-13,22%
Jumlah Liabilitas / Total Liabilities	3.486.791	4.160.452	(673.661)	-16,19%
Ekuitas / Equity	3.010.003	2.844.069	165.934	5,83%
Rasio Liabilitas Jangka Pendek terhadap Ekuitas (%) / Current Liabilities to Equity Ratio	72,76	93,75	(20,99)	-22,39%
Rasio Liabilitas Jangka Panjang terhadap Ekuitas (%) / Non-current Liabilities to Equity Ratio	43,08	52,54	(9,46)	-18,01%
Rasio Total Liabilitas terhadap Ekuitas (%) / Total Liabilities to Equity Ratio	115,84	146,29	(30,45)	-20,81%

Kebijakan Struktur Modal

Capital Structure Policy

PT Patra Jasa mengelola struktur permodalan dengan tujuan utama menjaga rasio modal yang sehat demi keberlangsungan operasional serta peningkatan nilai bagi pemegang saham. Perusahaan secara dinamis menyesuaikan kebijakan modal guna beradaptasi dengan fluktuasi kondisi ekonomi. Secara berkala, Direksi melakukan evaluasi struktur modal untuk memastikan tingkat leverage tetap berada pada rasio 1 (satu) atau di bawahnya. Dalam proses peninjauan tersebut, Dewan mempertimbangkan efisiensi biaya investasi serta mitigasi risiko yang menyertainya.

PT Patra Jasa manages its capital structure with the primary objective of maintaining a healthy capital ratio to support operational sustainability and enhance shareholder value. The Company dynamically adjusts its capital policies to adapt to fluctuations in economic conditions. Periodically, the Board of Directors evaluates the capital structure to ensure that the leverage level remains at or below a ratio of 1 (one). In this review process, the Board also considers the efficiency of investment costs as well as the associated risk mitigation measures.

Ikatan Material Untuk Investasi Barang Modal

Materials Commitments For Capital Goods Investments

Sepanjang tahun buku terakhir, Perseroan memiliki ikatan material untuk investasi barang modal yang dirinci sebagai berikut:

- **Tujuan**: Ikatan material ini merupakan bentuk komitmen Perseroan dalam pengadaan barang modal yang telah disusun dalam Rencana Bisnis Perseroan.
- **Sumber Pendanaan**: Pemenuhan pendanaan atas komitmen tersebut direncanakan bersumber dari kas internal Perseroan.
- **Mata Uang & Mitigasi Risiko**: Seluruh transaksi pengikatan dan belanja modal didenominasikan dalam mata uang Rupiah. Mengingat seluruh aktivitas dilakukan dalam mata uang yang sama, Perseroan menilai tidak diperlukan adanya instrumen perlindungan nilai (hedging) terhadap risiko fluktuasi mata uang asing.

Throughout the latest financial year, the Company has maintained material commitments for capital expenditure investments, detailed as follows:

- **Purpose**: These material commitments represent the Company's commitment to the procurement of capital goods as outlined in the Company's Business Plan.
- **Source of Funding**: The funding required to fulfill these commitments is planned to be sourced from the Company's internal cash.
- **Currency & Risk MItigation**: All binding transactions and capital expenditures are denominated in Indonesian Rupiah. As all activities are conducted in the same currency, the Company considers that no hedging instruments are required to mitigate the risk of foreign exchange fluctuations.

Data Proyek, Vendor, dan Nilai Kontrak

Dalam Jutaan Rupiah

Project Data, Vendor and Contract Value

In Million Rupiah

No.	Nama Vendor Vendor Name	Jumlah Total	Jumlah Kontrak Total Contract
1	PT Waskita Karya TBK	1	100.352.000.000
2	PT Tata Rekatama Bunindo	1	90.600.000.000
3	PT Sumber Berkat Dwitunggal	45	60.988.000.000
4	PT Bintang Fajar Persada	112	54.469.000.000
5	PT Kartikasari Manunggal Putra	2	41.831.000.000
6	Koperasi Tankers	124	34.745.000.000
7	PT Perta Samudera	63	23.441.000.000
8	CV Putra Jaya	79	23.098.000.000
9	PT Samudera Rejeki Lestari	65	22.759.000.000
10	PT Muliawan Putra	32	22.642.000.000
11	PT Mustika Bangun Alam	2	22.184.000.000
12	PT Sempurna Raya Abadi	25	15.891.000.000
13	PT Maduma Jaya Utama	44	14.703.000.000
14	PT Seribu Pulau Pertiwi	4	13.999.000.000
15	PT Karya Perdana Baru	3	12.508.000.000
16	PT Asuransi Jiwa Inhealth Indonesia	1	11.849.000.000
17	PT BAJ Manunggal	11	11.340.000.000
18	PT Lam Jagar Natio	6	9.433.000.000
19	PT Jaya Teknik Indonesia	3	9.301.000.000
20	PT Sekawan Bangun Perkasa	1	8.195.000.000
21	SIP Law Firm	3	8.048.000.000
22	PT Trilogi Reka Industri	22	7.865.000.000
23	PT Vanadya Anugerah Pratama	13	7.027.000.000
24	PT Pricewaterhousecoopers Indonesia Advisory	1	6.993.000.000
25	PT SoftwareOne Indonesia	6	6.769.000.000
26	PT Mefiran Eka Persada	6	6.762.000.000
27	PT Putra Sabar Mandiri	5	6.667.000.000
28	PT Indosat	27	6.603.000.000

No.	Nama Vendor Vendor Name	Jumlah Total	Jumlah Kontrak Total Contract
29	PT Anre Mandiri Jaya	8	6.214.000.000
30	PT Wahyu Pratama Cemerlang	8	5.981.000.000
31	PT Kemang Manis Batang	9	5.728.000.000
32	PT Citra Mutia Mandiri	2	5.462.000.000
33	PT Sinar Mutiara EPC	1	5.432.000.000
34	PT Tethagra Adyatama	2	5.430.000.000
35	CV Gabe Putra Mandiri	35	5.319.000.000
36	PT Prima Armada Raya	8	4.516.000.000
37	PT Jaya Kencana	1	4.480.000.000
38	PT Prio Integrasi Universal	2	3.815.000.000
39	PT Daikin Applied Solutions Indonesia	5	3.683.000.000
40	PT Kanjeng Nurma Sejahtera	21	3.661.000.000
41	PT Ecocare Indo Pasifik Tbk	43	3.510.000.000
42	PT Raff Mitra Solusindo	3	3.476.000.000
43	PT Indo Pilar Utama	3	2.914.000.000
44	PT Cipta Optima Gema	2	2.840.000.000
45	PT Calmic Indonesia	50	2.803.000.000
46	PT Masterdata Bali	5	2.707.000.000
47	PT Rancang Persada Tuotif	3	2.482.000.000
48	PT Gamma Beta Alpha Consultant	2	2.455.000.000
49	PT Prawita Karya	6	2.380.000.000
50	KJPP Abdullah Fitriantoro & Rekan	4	2.351.000.000
51	PT Citramandiri Consulindo	2	2.245.000.000
52	PT Sarsamindo Sampurna	3	2.212.000.000
53	PT Gara Samudra Perkasa	2	2.100.000.000
54	PT Wonderful Indah Jaya	15	2.098.000.000
55	PT Rayya Satu Indonesia	18	2.015.000.000
56	PT Sentra Proteksi Data TeknologiIndonesia	1	2.000.000.000
57	PT Bringin Karya Sejahtera	1	1.972.000.000
58	PT Interior Design Product	1	1.821.000.000
59	PT Sinergy Informasi Pratama	3	1.681.000.000
60	PT Literasi Visi Media	1	1.585.000.000
61	CV Dian Karya Abadi	1	1.582.000.000
62	PT Wirakara Integra Nusantara	2	1.579.000.000
63	Kantor Notaris Intan Dahlia, S.H., M.KN.	3	1.545.000.000
64	PT Paramitra Multi Perkasa	1	1.490.000.000
65	PT Raga Merah Putih	13	1.287.000.000
66	PT Nugratama Selaras Raya	3	1.229.000.000
67	Notaris Retno Agustianningsih	1	1.212.000.000
68	PT Maxima Rei	16	1.182.000.000
69	KAP Heliantono & Rekan (PARKER RUSSELL INTERNASIONAL)	1	1.159.000.000
70	Kantor Notaris Aslina Perangin Angin, S.H., M.KN.	2	1.099.000.000
71	PT Sinergi Karya Solusindo	2	1.028.000.000
72	PT Quadratura Indonesia	3	1.016.000.000
73	CV Megatama	2	1.009.000.000
74	CV Cakra Sinar Gemilang	6	986.000.000
75	PT Amanah Karya Agung	1	985.000.000
76	PT Hay Group (Korn Ferry)	1	975.000.000
77	PT Karya Insani Sedjahtera	1	963.000.000
78	PT Deloitte Consulting	1	900.000.000

No.	Nama Vendor Vendor Name	Jumlah Total	Jumlah Kontrak Total Contract
79	PT Mulia Nicosalti	1	890.000.000
80	PT Hema Cipta Kreastika	3	852.000.000
81	CV Ferton Jaya	1	842.000.000
82	PT Dewata Vulcanindo Suryajaya	1	840.000.000
83	PT Ultranindo Sedayu	1	790.000.000
84	PT Tritunggal Adyabuana	4	769.000.000
85	MD SOLUTION	5	745.000.000
86	PT Sucofindo	3	731.000.000
87	PT Real Borneo Indonesia	15	697.000.000
88	PT Cushman & Wakefield Indonesia	3	686.000.000
89	PT Seraphim Digital Technology	1	675.000.000
90	PT Deloitte Konsultan Indonesia	1	655.000.000
91	PT Azbil Berca Indonesia	1	609.000.000
92	CV Reyhan Asa Prima	1	607.000.000
93	PT Tekad Kreasi Indonesia	1	587.000.000
94	PT CB Advisory	3	577.000.000
95	PT Lintas Sinergi Profesi	1	555.000.000
96	PT Kayana Ananta Samala	1	535.000.000
97	Koperasi Patra	9	503.000.000
98	PT Indonesia Indikator	1	480.000.000
99	PT Abhinaya Muda Sinergi	1	470.000.000
100	PT Netsolution	2	469.000.000
101	CV Raga Sport Indonesia	1	460.000.000
102	CV Gaya Baru Persada	3	451.000.000
103	PT Didu Indonesia	1	450.000.000
104	PT Maharani Yutaka Service	6	442.000.000
105	PT Duta Abadi Primantara	3	432.000.000
106	Notaris Jimmy Tanal	6	431.000.000
107	PT Pratama Savindo Oetama	1	427.000.000
108	PT Sakura System Solutions	1	420.000.000
109	PT Air Mas Perkasa	8	414.000.000
110	PT Satria Tama Cemerlang	2	412.000.000
111	PT Wira Setya Indo Putra	1	395.000.000
112	PT Kharisma Integrasi Manajemen	1	389.000.000
113	PT Aviro Global Teknologi	1	360.000.000
114	PT Agnella Karya Sukses	1	355.000.000
115	Firma Alchemist Law Office	1	350.000.000
116	PT Eco Build Indonesia	1	350.000.000
117	PT Handasa Konsultan	1	345.000.000
118	PT Citas Otis Elevator	1	317.000.000
119	PT Duta Abadi Permata	4	317.000.000
120	PT Sango Cemarics Indonesia	1	315.000.000
121	PT Dedato Indonesia	1	307.000.000
122	PT Poinplus Cipta Kreasi	1	300.000.000
123	PT Hari Wisata Karpet	1	297.000.000
124	Kantor Konsultan Pajak Zulfia	3	297.000.000
125	PT Integra Inovasi Indonesia	2	296.000.000
126	Kantor Notaris & PPAT Ir. Nanette Cahyanie Handari Adi Warsito, S.H	2	276.000.000
127	PT Lapi ITB	1	273.000.000
128	PT Spektra Dinamika	2	273.000.000

No.	Nama Vendor Vendor Name	Jumlah Total	Jumlah Kontrak Total Contract
129	PT Mitsubishi Jaya Elevator and Escalator	3	256.000.000
130	PT Teknologi Mandiri Integritas	1	253.000.000
131	Toko Jaya Ilmu	1	240.000.000
132	PT Surveyor Indonesia Cabang Semarang	1	239.000.000
133	PT Bicom Mitra Solusindo	6	238.000.000
134	CV Aquam Mandiri	2	237.000.000
135	PT Aman Asa Indonesia	1	232.000.000
136	PT Asta Bumi Cipta	3	227.000.000
137	PT Sumber Rizky Energi	1	210.000.000
138	PT Iforte Solusi Infotek	1	204.000.000
139	PT Saptakencana Kharisma Jaya	1	203.000.000
140	PT Mega Asia Global	1	200.000.000
141	PT Kreasi Utama Mandiri	1	199.000.000
142	Muhtar Halim & Partners Law Office	1	194.000.000
143	PT Patra Cendrawasih	3	191.000.000
144	PT Redjo Bangun Selaras	1	189.000.000
145	PT Home Center Indonesia (Informa)	1	187.000.000
146	PT Arsa Parama Kreasi	1	181.000.000
147	PT Hyundai Elevator Indonesia	1	161.000.000
148	PT Nalendra Halilintar Samudra	1	160.000.000
149	PT Rekadia Solusi Teknologi	1	155.000.000
150	Toko Megah	1	153.000.000
151	PT Pemeringkat Efek Indonesia (PEFINDO)	1	144.000.000
152	PT Lakone Komunika Jaya Abadi	1	138.000.000
153	PT Bumi Wirastraya Sejahtera	1	132.000.000
154	KJPP Munir Wisnu Heru dan Rekan	1	119.000.000
155	PT TUV Rheinland	1	119.000.000
156	PT Mahkota Rizky Perdana	1	118.000.000
157	KJPP Rengganis, Hamid & Rekan	1	111.000.000
158	PT Sinkona Indonesia Lestari	1	107.000.000
159	PT Andalas Riyha Utama	1	106.000.000
160	Toko Istana Mebel	1	100.000.000
161	PT Bhinneka Rekayasa Teknologi	1	98.000.000
162	PT Bangkit Sejahtera Bersama	2	88.000.000
163	PT Neotech Cakrawala Indonesia	1	85.000.000
164	PT Pesona Mitratama Mandiri	1	70.000.000
165	Petrus Bangkit Priyo Nugroho	1	69.000.000
166	PT Sukses Tribayu Solusi Cerdas	2	61.000.000
167	PT Mulia Perkasa Solusindo	1	60.000.000
168	PT Onindo Sekurita Pratama	1	57.000.000
169	PT Lamjaya Global Solusi	1	55.000.000
170	PT Arkananindo	1	52.000.000
171	PT British Standards Institution (BSI)	1	51.000.000
172	PT Insan Fitrah Sejahtera	1	50.000.000
173	KKA Riana & Rekan	1	46.000.000
174	Tokopedia	2	42.000.000
175	PT Monotaro	2	38.000.000
176	PT Trijaya	1	33.000.000
177	Orka Komputer	1	33.000.000
178	CV Java Multi Mandiri	1	29.000.000

No.	Nama Vendor Vendor Name	Jumlah Total	Jumlah Kontrak Total Contract
179	PT Andhika Digdaya Manunggal	1	27.000.000
180	KOPKARLA	1	13.000.000
181	PD Senang	1	8.000.000
182	PT Pelita Baru	1	1.000.000
Total		**1.225**	**821.138.000.000**

Investasi Barang Modal

Capital Goods Investments

Realisasi investasi barang modal Perseroan diproyeksikan melalui pencapaian Anggaran Biaya Investasi (ABI). Sepanjang tahun 2025, alokasi ABI tersebut meliputi kebutuhan investasi untuk pengembangan bisnis (*business development*) serta aktivitas penunjang (*non-business development*). Adapun perbandingan kinerja investasi Perseroan untuk periode yang berakhir pada tahun 2024 disajikan dalam tabel di bawah ini:

The realization of the Company's capital expenditure investment is projected through the achievement of the Investment Budget (Anggaran Biaya Investasi/ABI). Throughout 2025, the ABI allocation covered investment requirements for business development as well as supporting activities (non-business development). A comparison of the Company's investment performance for the period ending 2024 is presented in the table below:

Dalam Miliar Rupiah / In Billion Rupiah

No	Satuan Unit	Realisasi ABI s/d Desember 2024 ABI Realization until December 2024	RKAP 2025	Realisasi ABI s/d Desember 2025 ABI Realization until December 2025	%	
		1	2	3	4 (3/1)	5 (3/2)
1.	Business Development & Anorganik	226,51	736,19	580,92	256,46%	78,91%
2.	Non Business Development	218,91	405,80	279,61	127,73%	68,90%
	Jumlah / Total	**445,43**	**1.141,99**	**860,53**	**193,19%**	**75,36%**

- Realisasi ABI 2025 sebesar Rp860,53 miliar (75,36%) atau ekivalen USD 51,83 juta (72,62%) dari target ABI sebesar Rp1.141,99 miliar atau ekivalen USD 71,37 juta.
- Berikut Top 3 kontributor *gap* atas belum tercapainya target ABI 2025 terhadap anggaran:
  a. Hotel Patra Surabaya (-IDR 97,11 Miliar): Terdampak signifikan dari rencana penyelarasan bisnis Hospitality (realisasi investasi cenderung *slowing down*);
  b. Pengadaan Kendaraan - Pertamina Grup (-IDR 74,50 Miliar): Perubahan tata waktu pengadaan jasa kendaraan pada pasar *captive* (C&T dan KPI). Dilakukan mitigasi dengan melakukan ekspansi terhadap *non-captive;* dan
  c. *Maintenance* & Revitalisasi Patra Semarang (-IDR 41,96 Miliar): terdampak signifikan dari rencana penyelarasan bisnis Hospitality (realisasi investasi cenderung *slowing down*)

- The realization of ABI in 2025 amounted to IDR 860.53 billion (75.36%), or equivalent to USD 51.83 million (72.62%) of the ABI target of IDR 1,141.99 billion, or approximately equivalent to USD 71.37 million.
- The following are the top three contributors to the gap in the non-achievement of the 2025 ABI target against the budget:
  a. Hotel Patra Surabaya (-IDR 97.11 billion), which was significantly impacted by the planned alignment of the Hospitality business, resulting in a slowdown in investment realization;
  b. Vehicle Procurement – Pertamina Group (-IDR 74.50 billion), driven by changes in the procurement timeline for vehicle services in the captive market (C&T and KPI), with mitigation efforts undertaken through expansion into the non-captive market; and
  c. Maintenance & Revitalization of Patra Semarang (-IDR 41.96 billion), which was also significantly affected by the planned alignment of the Hospitality business, leading to a deceleration in investment realization.

Perbandingan Target dan Realisasi Tahun 2025 dan Proyeksi 2026

Comparison of Targets and Realization in 2025 and Projections for 2026

Pencapaian kinerja perusahaan pada tahun 2025 di atas target yang ditetapkan dalam RKAP, hal tersebut tercermin pada realisasi laba tahun berjalan sebesar Rp274 miliar atau 129% dari target yang ditetapkan.

Pendapatan tahun 2025 sebesar Rp5,5 triliun, tercapai 118% dari RKAP 2025, sejalan dengan realisasi laba usaha tahun 2025 sebesar Rp664 miliar, tercapai 114% dari RKAP 2025, Sedangkan realisasi laba sebelum pajak penghasilan pada tahun 2025 adalah sebesar Rp454 miliar atau 142% dari RKAP 2025.

The Company's performance achievements in 2025 exceeded the targets set in the RKAP, as reflected in the realization of profit for the year amounting to Rp274 billion, or 129% of the established target.

Revenue in 2025 reached Rp5.5 trillion, achieving 118% of the 2025 RKAP target, in line with the realization of operating profit in 2025 amounting to Rp664 billion, or 114% of the 2025 RKAP target. Meanwhile, the realization of profit before income tax in 2025 amounted to Rp454 billion, or 142% of the 2025 RKAP target.

Tabel Perbandingan Target dan Realisasi Produksi dan Laba Rugi

Dalam Jutaan Rupiah

Table of Comparison Between Target and Realization of Production and Profit and Loss.

In Million Rupiah

Uraian Description	**RKAP 2025** RKAP 2025	**Realisasi 2025** Realization 2025	**Pencapaian** Achievement	**Proyeksi 2026** 2026 Projection
Penjualan landed house * / Landed house sales*	12	13	108%	21
Rata-rata tingkat hunian, hotel, perkantoran, perumahan* / Average Occupancy Rate of Hotels, Offices, Housing*	66% 100% 96%	64% 100% 98%	97% - 101%	67% 100% 96%
Pendapatan / Revenue	4.628.054	5.456.003	118%	5.160.704
Laba Kotor / Gross Profit	1.239.529	1.250.596	101%	1.374.580
Laba Sebelum Pajak Penghasilan / Profit Before Income Tax	320.339	453.988	142%	396.951
Laba Tahun Berjalan / Income for the Year	211.690	273.908	129%	266.459

Berdasarkan laporan realisasi posisi keuangan per 31 Desember 2025, terlihat bahwa total aset, liabilitas, dan ekuitas todak melebihi target yang telah ditetapkan dalam RKAP 2025. Realisasi total aset 91% dari target, dimana aset lancar mencapai 88% di atas target, sementara aset tidak lancar mencapai 93% dari target.

Di sisi lain, realisasi liabilitas mencapai 84% dari target, terutama disebabkan oleh realisasi liabilitas jangka panjang sebesar 62% dan liabilitas jangka pendek sebesar 106% dari target RKAP 2025. Sementara itu, realisasi ekuitas mencapai 99% dari target yang telah ditetapkan dalam RKAP 2025.

Based on the financial position realization report as of 31 December 2025, the total assets, liabilities, and equity did not exceed the targets set in the 2025 RKAP. The realization of total assets reached 91% of the target, where current assets achieved 88% of the target, while non-current assets reached 93% of the target.

On the other hand, the realization of liabilities reached 84% of the target, mainly due to the realization of long-term liabilities at 62% and short-term liabilities at 106% of the 2025 RKAP target. Meanwhile, the realization of equityreached 99% of the target set in the 2025 RKAP.

Tabel Target dan Realisasi Posisi Keuangan dan lainnya

Dalam Jutaan Rupiah

Targets and Realizations Table for Financial Positions and others

In Million Rupiah

Uraian Description	**RKAP 2025** RKAP 2025	**Realisasi 2025** Realization 2025	**Pencapaian** Achievement	**Proyeksi 2026** 2026 Projection
Aset Lancar / Current Assets	3.450.815	3.053.617	88%	3.331.482
Aset Tidak Lancar / Non Current Assets	3.714.554	3.443.178	93%	4.307.073
Jumlah Aset / Total Assets	**7.165.369**	**6.496.794**	**91%**	**7.638.555**
Liabilitas Jangka Pendek / Short Term Liabilities	2.069.127	2.190.032	106%	2.506.235

Uraian Description	**RKAP 2025** RKAP 2025	**Realisasi 2025** Realization 2025	**Pencapaian** Achievement	**Proyeksi 2026** 2026 Projection
Liabilitas Jangka Panjang / Long Term Liabilities	2.081.679	1.296.759	62%	1.993.718
Jumlah Liabilitas / Total Liabilities	**4.150.806**	**3.486.791**	**84%**	**4.499.953**
Jumlah Ekuitas / Total Equities	**3.014.563**	**3.010.003**	**99%**	**3.138.602**
Struktur Modal / Capital Structure	**-**	**-**	**-**	**-**
- Debt to Equity Ratio (DER)	1,38	1,16	19%	1,43
- Debt to Asset Ratio (DAR)	0,58	0,54	7%	0,59
Kebijakan Dividen / Dividen Policy	-	93.858	-	-
- Rasio Pembagian Dividen** / Payout Ratio**	-	40%	-	-

Informasi dan Fakta Material Yang Terjadi Setelah Tanggal Laporan Akuntan

Material Information and Facts Occurring After the Date of the Accountant's Report

Perusahaan tidak memiliki informasi terkait fakta material yang terjadi setelah tanggal laporan akuntan.

The Company states that there are no material information or facts that occurred after the date of the auditor's report that could affect the Company's financial position or operations.

Prospek Usaha, Kondisi Industri dan Kondisi Ekonomi

Business Prospects, Industrial Conditions and Economic Conditions

Kondisi Ekonomi Makro dan Pasar Internasional

Memasuki tahun buku 2026, ekonomi global diproyeksikan berada pada jalur pertumbuhan yang lebih stabil setelah melewati fase volatilitas suku bunga di tahun-tahun sebelumnya. Pertumbuhan ekonomi nasional diperkirakan akan terjaga di kisaran **5,1% hingga 5,3% (yoy)**, didorong oleh konsumsi domestik yang kuat dan keberlanjutan proyek strategis nasional. Di kancah internasional, tren *sustainable investment* menjadi penggerak utama. Data dari *International Energy Agency* (IEA) menunjukkan peningkatan investasi pada bangunan ramah lingkungan sebesar **12% secara global**. Bagi Perseroan, hal ini merupakan peluang besar untuk menarik minat mitra strategis internasional melalui pengembangan portofolio yang memenuhi standar ESG (*Environmental, Social, and Governance*).

Macroeconomic Conditions and International Market

Entering the 2026 financial year, the global economy is projected to move toward a more stable growth path after experiencing interest rate volatility in previous years. National economic growth is expected to remain within the range of 5.1% to 5.3% (yoy), driven by strong domestic consumption and the continued implementation of national strategic projects. At the international level, the sustainable investment trend has become a key driver. Data from the International Energy Agency (IEA) indicates a 12% global increase in investment in green buildings. For the Company, this presents a significant opportunity to attract international strategic partners through the development of portfolios that meet ESG (Environmental, Social, and Governance) standards.

Dinamika Industri Properti dan Hospitality

Industri properti nasional pada tahun 2026 diprediksi mengalami akselerasi, khususnya pada segmen *mixed-use development* dan kawasan residensial yang terintegrasi dengan transportasi publik (TOD). Berdasarkan data riset pasar properti terkini, permintaan untuk hunian menengah dengan fitur *smart home* diproyeksikan tumbuh sebesar **8,5%**.

Dynamics of the Property and Hospitality Industry

The national property industry in 2026 is projected to accelerate, particularly in the mixed-use development segment and residential areas integrated with public transportation (Transit-Oriented Development/TOD). Based on the latest property market research data, demand for middle-class housing equipped with smart home features is projected to grow by **8.5%**.

Sementara itu, sektor hospitality mencatatkan pemulihan total dengan tingkat penghunian kamar (TPK) hotel berbintang secara nasional yang diproyeksikan mencapai rata-rata **60–65%**. Kebangkitan sektor MICE (*Meeting, Incentive, Convention, and Exhibition*) pasca-transisi ekonomi global menjadi katalis positif bagi unit bisnis hotel milik Perseroan yang berlokasi di titik strategis dan destinasi wisata utama.

Meanwhile, the hospitality sector has recorded a full recovery, with the national occupancy rate of star-rated hotels projected to reach an average of **60–65%**. The revival of the MICE (Meeting, Incentive, Convention, and Exhibition)sector following the global economic transition has become a positive catalyst for the Company's hotel business units located in strategic areas and major tourism destinations.

Strategi dan Proyeksi Perseroan

PT Patra Jasa berada pada posisi yang menguntungkan untuk menangkap peluang pertumbuhan tersebut melalui tiga pilar strategis:

1. **Sinergi dan Keberlanjutan:** Mengoptimalkan basis pasar *captive* di lingkungan Pertamina Group sembari memperluas pangsa pasar eksternal melalui standarisasi layanan yang akuntabel.
2. **Inovasi Produk:** Pengembangan *green property* dan digitalisasi layanan hospitalitas guna menjawab kebutuhan pasar yang kian peduli pada aspek lingkungan dan efisiensi teknologi.
3. **Efisiensi Operasional:** Menjaga struktur permodalan yang sehat dengan target rasio profitabilitas yang unggul dibandingkan rata-rata industri, guna memberikan imbal hasil yang maksimal bagi pemegang saham.

Company Strategy and Outlook

PT Patra Jasa is in a favorable position to capture these growth opportunities through three strategic pillars:

1. **Synergy and Sustainability**: Optimizing the captive market base within the Pertamina Group environment while expanding external market share through accountable service standardization.
2. **Product Innovation**: Developing green property and digitalizing hospitality services to respond to market demand that increasingly prioritizes environmental sustainability and technological efficiency.
3. **Operational Efficiency**: Maintaining a healthy capital structure with profitability ratio targets that exceed the industry average, in order to deliver optimal returns to shareholders.

Data Pendukung Kuantitatif (Proyeksi 2026)

Supporting Quantitative Data (2026 Projection)

Indikator Indicator	**Proyeksi 2026** 2026 Projection	**Sumber/Referensi** Sources/Reference
Pertumbuhan PDB Indonesia Indonesia GDP Growth	5,1% – 5,3%	Konsensus Makroekonomi 2026 2026 Macroeconomics Consensus
Pertumbuhan Sektor Properti Property Sector Growth	8,5% (yoy)	Riset Pasar Properti Nasional National Property Market Research
Rata-rata TPK Hotel Nasional Average National Hotel Occupancy Rate	60% – 65%	Data Perhimpunan Hotel & Restoran Indonesian Hotel & Restaurant Association Data
Target Efisiensi Energi Operasional Operations Energy Efficiency Target	10% – 15%	Rencana Aksi Keberlanjutan Perseroan Company Sustainability Action Plan

Aspek Pemasaran Atas Barang dan/atau Jasa Perusahaan

Marketing Aspects of the Company's Goods and/or Services

Aspek Pemasaran

Perseroan menerapkan strategi pemasaran yang komprehensif dan adaptif untuk memastikan pertumbuhan berkelanjutan di seluruh lini bisnis. Pendekatan pemasaran PT Patra Jasa tidak hanya berfokus pada perolehan pendapatan, tetapi juga pada penguatan *brand equity* sebagai penyedia layanan properti dan hospitalitas terkemuka di Indonesia.

Marketing Aspect

The Company implements a comprehensive and adaptive marketing strategy to ensure sustainable growth across all business lines. PT Patra Jasa's marketing approach is not only focused on revenue generation but also on strengthening brand equity as a leading provider of property and hospitality services in Indonesia.

1. Strategi Pemasaran

Perseroan mengimplementasikan strategi pemasaran terintegrasi yang mencakup beberapa pilar utama:

- **Sinergi Ekosistem Pertamina (Captive Market Optimization):** Mengoptimalkan potensi pasar di lingkungan Pertamina Group melalui penyediaan jasa pengelolaan properti, layanan *hospitality*, dan penyewaan ruang kantor bagi entitas anak usaha dan afiliasi.
- **Digital Transformation & Omni-channel Marketing:** Memperkuat penetrasi pasar melalui platform digital, termasuk optimalisasi *Online Travel Agent* (OTA) untuk sektor hotel, serta penggunaan media sosial dan pemasaran konten kreatif untuk memasarkan proyek residensial.
- **Customer Experience & Loyalty Program:** Meningkatkan nilai jual melalui program loyalitas pelanggan dan standarisasi layanan yang unggul untuk memastikan tingkat retensi konsumen yang tinggi.
- **Strategic Partnership:** Menjalin kolaborasi dengan agen properti nasional, institusi perbankan untuk kemudahan pembiayaan (KPR), serta mitra strategis lainnya untuk memperluas jangkauan distribusi barang dan jasa.
- **Sustainable & Green Marketing:** Memposisikan produk properti Perseroan sebagai hunian ramah lingkungan (konsep *green development*), yang kini menjadi preferensi utama konsumen modern dan investor yang peduli pada aspek keberlanjutan.

2. Pangsa Pasar

PT Patra Jasa memiliki posisi tawar yang kuat dengan pangsa pasar yang tersebar di berbagai wilayah strategis Indonesia:

- **Sektor Hospitality:** Perseroan mengelola portofolio hotel dan resort di destinasi utama seperti Bali, Jakarta, Bandung, Semarang, dan Anyer. Di segmen hotel bintang 3 dan 4, Perseroan berhasil mempertahankan pangsa pasar yang stabil berkat lokasi yang strategis dan reputasi layanan yang handal.
- **Sektor Properti:** Melalui pengembangan kawasan residensial, apartemen, dan perkantoran, Perseroan secara progresif memperluas pangsa pasar di segmen menengah-atas. Penguasaan lahan di lokasi premium (seperti Kuningan, Jakarta) memberikan keunggulan kompetitif dalam memperebutkan pangsa pasar penyewaan ruang kantor.
- **Sektor Jasa (Services):** Sebagai bagian dari grup energi terbesar di Indonesia, Perseroan memegang pangsa pasar yang signifikan dalam layanan manajemen fasilitas (*facility management*) dan jasa katering industri untuk sektor energi dan korporasi.

1. Marketing Strategy

The Company implements an integrated marketing strategy that encompasses several key pillars:

- **Pertamina Ecosystem Synergy (Captive Market Optimization):** Optimizing market potential within the Pertamina Group environment through the provision of property management services, hospitality services, and office space leasing for subsidiaries and affiliated entities.
- **Digital Transformation & Omni-channel Marketing:** Strengthening market penetration through digital platforms, including the optimization of Online Travel Agents (OTA) for the hotel sector, as well as the use of social media and creative content marketing to promote residential projects.
- **Customer Experience & Loyalty Program:** Enhancing value propositions through customer loyalty programs and service excellence standardization to ensure a high level of customer retention.
- **Strategic Partnership:** Establishing collaborations with national property agents, banking institutions to facilitate financing (mortgage/KPR), and other strategic partners to expand the distribution network of goods and services.
- **Sustainable & Green Marketing:** Positioning the Company's property products as environmentally friendly housing (green development concept), which has become a key preference among modern consumers and sustainability-oriented investors.

2. Market Share

PT Patra Jasa holds a strong bargaining position with market share distributed across several strategic regions in Indonesia:

- **Hospitality Sector:** The Company manages a portfolio of hotels and resorts in major destinations such as Bali, Jakarta, Bandung, Semarang, and Anyer. In the 3-star and 4-star hotel segments, the Company has maintained stable market share due to its strategic locations and reliable service reputation.
- **Property Sector:** Through the development of residential areas, apartments, and office buildings, the Company is progressively expanding its market share in the upper-middle segment. Land ownership in premium locations (such as Kuningan, Jakarta) provides a competitive advantage in the office space leasing market.
- **Service Sector:** As part of one of the largest energy groups in Indonesia, the Company holds a significant market share in facility management services and industrial catering services for the energy and corporate sectors.

Kebijakan Dividen

Dividend Policy

Distribusi dividen kepada pemilik Perusahaan diakui sebagai liabilitas dalam laporan keuangan konsolidasian Grup pada periode saat dividen tersebut telah memperoleh persetujuan dari pemegang saham dalam Rapat Umum Pemegang Saham (RUPS). Penentuan besaran dividen yang dibagikan kepada pemegang saham sepenuhnya merupakan wewenang RUPS berdasarkan kebijakan yang berlaku. Sebagai informasi, dividen yang dibagikan terakhir kali pada tahun 2024 adalah sebesar Rp93,86 miliar.

The distribution of dividends to the Company's shareholders is recognized as a liability in the Group's consolidated financial statements in the period when the dividend has been approved by the shareholders at the General Meeting of Shareholders (GMS). The determination of the amount of dividends distributed to shareholders is fully within the authority of the GMS, based on the prevailing policy. For information, the most recent dividend distribution in 2024 amounted to Rp93.86 billion.

Dalam Jutaan Rupiah / In Million Rupiah

Kebijakan Dividen Dividend Policy	**Tahun Buku /** Fiscal Year				
	2024	**2023**	**2022**	**2021**	**2020**
Laba Tahun Berjalan / Income of The Year	234.645	187.108	122.349	50.568	1.979
Dividen Kas yang Dibagikan / Cash Dividend Distributed	93.858	74.843	10.077	-	-
Dividen per Lembar Saham / Dividend per Share	61.057	48.688	23.619	6.555	
Rasio Pembagian Dividen / Payout Ratio	40%	40%	20%	10%	
Keputusan RUPS / GMS Resolution	RUPS Tahunan PT Patra Jasa Tahun 2025 / Annual GMS PT Patra Jasa 2025	RUPS Tahunan PT Patra Jasa Tahun 2024 / Annual GMS PT Patra Jasa 2024	RUPS Tahunan PT Patra Jasa Tahun 2023 / Annual GMS PT Patra Jasa 2023	RUPS Tahunan PT Patra Jasa Tahun 2022 / Annual GMS PT Patra Jasa 2022	
Tanggal Pengumuman / Announcement Date	20 Juni 2025 / June 20, 2025	16 Mei 2024 / May 16, 2024	18 April 2023 / April 18, 2023	20 April 2022 / April 20, 2022	
Tanggal Pembayaran / Payment Date	Desember 2025 / December, 2025	18 Oktober 2024 / October 18, 2024			

Program Kepemilikan Saham oleh Pekerja dan/atau Manajemen (ESOP/MSOP)

Employee and/or Management Stock Ownership Program (ESOP/MSOP)

Hingga akhir periode pelaporan tahun 2025, Perseroan belum mengimplementasikan program kepemilikan saham bagi karyawan maupun manajemen (*Employee/Management Stock Option Plan*), baik melalui penawaran saham langsung maupun opsi saham. Oleh karena itu, Laporan Tahunan ini tidak menyajikan informasi terkait opsi saham (stock option), yang mencakup jumlah saham, harga pelaksanaan (*exercise price*), masa berlaku, serta kriteria kualifikasi bagi karyawan dan manajemen.

As of the end of the 2025 reporting period, the Company has not implemented an employee or management share ownership program (Employee/Management Stock Option Plan), either through direct share offerings or stock options. Therefore, this Annual Report does not present information related to stock options, including the number of shares, exercise price, validity period, or qualification criteria for employees and management.

Realisasi Penggunaan Dana Hasil Penawaran Umum

Realization of the Use of Funds from the Public Offering

PT Patra Jasa merupakan entitas berbentuk Perseroan Terbatas tertutup, dengan struktur kepemilikan saham yang terdiri dari PT Pertamina (Persero) sebagai Pemegang Saham Pengendali dan PT Pertamina Pedeve Indonesia. Hingga akhir periode laporan tahun 2025, Perseroan belum melakukan Penawaran Umum Perdana Saham (*Initial Public Offering*/IPO) di bursa efek.

Sehubungan dengan status tersebut, Laporan Tahunan ini tidak menyajikan informasi mengenai perolehan dana, rencana dan rincian alokasi penggunaan dana, saldo dana, maupun tanggal persetujuan Rapat Umum Pemegang Saham (RUPS) yang berkaitan dengan aktivitas penawaran umum saham.

PT Patra Jasa is a closed limited liability company. The company's main shareholders are PT Pertamina (Persero) as the Controlling Shareholder and PT Pertamina Pedeve Indonesia. Until the end of the 2025 reporting period, Patra Jasa had never conducted an initial Public Offering (IPO) on the stock exchange.

In relation to this status, this Annual Report does not present information regarding the proceeds from public offerings, the plan and detailed allocation of the use of proceeds, the remaining balance of funds, nor the date of approval by the General Meeting of Shareholders (GMS) related to public share offering activities.

Informasi Transaksi Material Yang Mengandung Benturan Kepentingan Atau Transaksi Dengan Pihak Afiliasi

Information on Material Transactions Containing Conflicts of Interest or Transactions with Affiliated Parties

Pihak berelasi didefinisikan sebagai individu atau entitas yang memiliki keterkaitan dengan entitas pelapor. Individu atau anggota keluarga dekat dianggap memiliki relasi dengan entitas pelapor apabila memenuhi salah satu kriteria berikut:

- Memiliki pengendalian atau pengendalian bersama atas entitas pelapor;
- Memiliki pengaruh signifikan terhadap entitas pelapor; atau
- Merupakan personel manajemen kunci pada entitas pelapor maupun entitas induk.

Seluruh transaksi material dengan pihak-pihak berelasi—baik yang dilakukan dengan tingkat bunga dan harga pasar wajar maupun tidak—telah diungkapkan secara rinci dalam Catatan 35 atas Laporan Keuangan.

Adapun kategori pihak-pihak berelasi yang diungkapkan meliputi:

1. Entitas anak beserta entitas di bawah kendalinya;
2. Perusahaan asosiasi atau entitas terafiliasi;
3. Entitas ventura bersama;
4. Personel manajemen kunci;
5. Entitas lain yang berada di bawah pengendalian Pemerintah Republik Indonesia;
6. Lembaga keuangan yang dikendalikan oleh Pemerintah Republik Indonesia; serta

Related parties are defined as individuals or entities that have a relationship with the reporting entity. An individual or a close member of that individual's family is considered to have a relationship with the reporting entity if they meet one of the following criteria:

- Has control or joint control over the reporting entity;
- Has significant influence over the reporting entity; or
- Key management personnel of the reporting entity or its parent entity.

All material transactions with related parties—whether conducted at prevailing market interest rates and prices or otherwise—have been fully disclosed in Note 35 to the Financial Statements.

The categories of related parties disclosed include:

1. Subsidiaries and those under their control;
2. Associated/Affiliated Companies;
3. Joint venture;
4. Key Management;
5. Other Entities controlled by the Government of the Republic of Indonesia;
6. Financial institutions controlled by the Government of the Republic of Indonesia; and

7. Anggota keluarga dekat dari individu yang memiliki pengaruh atau pengendalian.

7. Close family members of individuals who have influence or control.

Berikut catatan transaksi dengan pihak-pihak berelasi:

The following are notes on transactions with related parties:

No.	Pihak-Pihak Parties	Hubungan Relation	Sifat Relasi Nature of Relation
1	Pertamina (Persero) ("Pertamina")	Pemegang Saham Mayoritas / Majority Shareholders	Pendapatan, Beban Umum dan Administrasi, Piutang Usaha, Aset Kontrak, Utang Usaha dan Modal Saham / Revenue, General and Administration Expense, Trade Receivables, Contract Assets, Account Payables and Share Capital
2	Pertamina Pedeve Indonesia ("Pedeve")	Pemegang Saham / Shareholders	Modal Saham / Share Capital
3	Pertamina Lubricants ("Lubricants")	Entitas Sepengendali / Entity Under Common Control	Pendapatan dan Piutang Usaha / Revenue and Trade Receivables
4	Pertamina EP Cepu	Entitas Sepengendali / Entity Under Common Control	Pendapatan dan Piutang Usaha / Revenue and Trade Receivables
5	Pertamina International Eksplorasi dan Produksi ("PIEP")	Entitas Sepengendali / Entity Under Common Control	Pendapatan dan Piutang Usaha / Revenue and Trade Receivables
6	Pertamina Hulu Energi ("PHE")	Entitas Sepengendali / Entity Under Common Control	Pendapatan dan Piutang Usaha / Revenue and Trade Receivables
7	Pertamina Hulu Energi Jambi Merang ("PHEJM")	Entitas Sepengendali / Entity Under Common Control	Pendapatan dan Piutang Usaha / Revenue and Trade Receivables
8	Pertamina Hulu Indonesia ("PHI")	Entitas Sepengendali / Entity Under Common Control	Pendapatan dan Piutang Usaha / Revenue and Trade Receivables
9	Pertamina Hulu Kalimantan Timur ("PHKT")	Entitas Sepengendali / Entity Under Common Control	Pendapatan dan Piutang Usaha / Revenue and Trade Receivables
10	Perusahaan Gas Negara ("PGN")	Entitas Sepengendali / Entity Under Common Control	Pendapatan, Piutang Usaha dan Beban Pokok Pendapatan / Revenue, Trade Receivables and Cost of Revenues
11	Perta Arun Gas ("PAG")	Entitas Sepengendali / Entity Under Common Control	Pendapatan dan Piutang Usaha / Revenue and Trade Receivables
12	Pertamina EP International ("International EP")	Entitas Sepengendali / Entity Under Common Control	Pendapatan dan Piutang Usaha / Revenue and Trade Receivables
13	Pertamina EP ("EP")	Entitas Sepengendali / Entity Under Common Control	Pendapatan dan Piutang Usaha / Revenue and Trade Receivables
14	Pertamina International Shipping ("PIS")	Entitas Sepengendali / Entity Under Common Control	Pendapatan dan Piutang Usaha / Revenue and Trade Receivables
15	Pertamina Patra Niaga ("Patra Niaga")	Entitas Sepengendali / Entity Under Common Control	Pendapatan dan Piutang Usaha / Revenue and Trade Receivables
16	Tugu Pratama Indonesia ("Tugu")	Entitas Sepengendali / Entity Under Common Control	Pendapatan, Piutang Usaha dan Beban Pokok Pendapatan / Revenue, Trade Receivables and Cost of Revenues
17	Pertamina Training & Consulting ("PTC")	Entitas Sepengendali / Entity Under Common Control	Beban Umum dan Administrasi / General and Administration Expense
18	Pertamina Hulu Energi ONJW ("PHE ONJW")	Entitas Sepengendali / Entity Under Common Control	Pendapatan / Revenue
19	Pertamina Gas ("Pertagas")	Entitas Sepengendali / Entity Under Common Control	Pendapatan / Revenue
20	Pertamina Bina Medika ("Bina Medika")	Entitas Sepengendali / Entity Under Common Control	Beban Umum dan Administrasi / General and Administration Expense
21	Telekomunikasi Indonesia Persero) Tbk ("Telkom")	Entitas Berelasi dengan Pemerintah / Government-Related Entities	Beban Umum dan Administrasi / General and Administration Expense

No.	Pihak-Pihak Parties	Hubungan Relation	Sifat Relasi Nature of Relation
22	Angkasa Pura (Persero) ("Angkasa Pura")	Entitas Berelasi dengan Pemerintah / Government-Related Entities	Beban Umum dan Administrasi / General and Administration Expense
23	Perusahaan Listrik Negara (Persero) ("PLN")	Entitas Berelasi dengan Pemerintah / Government-Related Entities	Beban Umum dan Administrasi / General and Administration Expense
24	Asuransi Jiwa Tugu Mandiri ("AJTM")	Entitas Berelasi dengan Pemerintah / Government-Related Entities	Utang Usaha / Trade Payables
25	Mandiri Utama Finance	Entitas Berelasi dengan Pemerintah / Government-Related Entities	Utang Pembiayaan Konsumen / Obligations Under Consumer Finance Loans
26	Mandiri Tunas Finance	Entitas Berelasi dengan Pemerintah / Government-Related Entities	Utang Pembiayaan Konsumen / Obligations Under Consumer Finance Loans
27	BRI Finance	Entitas Berelasi dengan Pemerintah / Government-Related Entities	Utang Pembiayaan Konsumen / Obligations Under Consumer Finance Loans
28	Wijaya Karya Realty ("WKR")	Entitas Berelasi dengan Pemerintah / Government-Related Entities	Pendapatan dan Piutang Usaha / Revenue and Trade Receivables
29	Wijaya Karya Bangunan Gedung Tbk ("WKBG")	Entitas Berelasi dengan Pemerintah / Government-Related Entities	Utang Usaha / Trade Payables
30	Hotel Indonesia Group	Entitasi Asosiasi dan Ventura Bersama / Associates and Joint Venture Entities	Piutang Usaha / Trade Receivables
31	PT Bank Mandiri (Persero) Tbk ("Mandiri")	Entitas Berelasi dengan Pemerintah / Government-Related Entities	Penempatan Kas dan Setara Kas dan Utang Bank / Placement of Cash and Cash Equivalents and Bank Loans
32	PT Bank Rakyat Indonesia (Persero) Tbk ("BRI")	Entitas Berelasi dengan Pemerintah / Government-Related Entities	Penempatan Kas dan Setara Kas / Placement of Cash and Cash Equivalents
33	PT Bank Negara Indonesia (Persero)Tbk ("BNI")	Entitas Berelasi dengan Pemerintah / Government-Related Entities	Penempatan Kas dan Setara Kas / Placement of Cash and Cash Equivalents
34	Bank DKI	Entitas Berelasi dengan Pemerintah / Government-Related Entities	Penempatan Kas dan Setara Kas / Placement of Cash and Cash Equivalents
35	PT Bank Tabungan Negara (Persero) Tbk ('BTN")	Entitas Berelasi dengan Pemerintah / Government-Related Entities	Penempatan Kas dan Setara Kas dan Utang Bank / Placement of Cash and Cash Equivalents and Bank Loans
36	PT Bank Syariah Indonesia ("BSI")	Entitas Berelasi dengan Pemerintah / Government-Related Entities	Penempatan Kas dan Setara Kas / Placement of Cash and Cash Equivalents

Transaksi material, transaksi afiliasi, dan transaksi benturan kepentingan, yang terjadi pada tahun 2025 yaitu:

The material transactions, affiliated transactions, and conflict-of-interest transactions that occurred in 2025 are as follows:

Tanggal Date	Pihak yang Bertransaksi Transaction Parties	Perikatan dan Nilai Transaksi Commitment and Transaction Value	Obyek Transaksi Transaction Object
31 Agustus 2022 August 31, 2022	PT Pertamina (Persero)	Perjanjian penugasan penyediaan barang pengganti tukar menukar barang milik negara pada Kementerian Lingkungan Hidup dan Kehutanan dengan nomor perjanjian SP-013/I00000/2022-S0 dan 179/DIR-PJ/PKS/VIII/2022 dengan harga kontrak ini sebesar maksimal Rp594 miliar Assignment agreement for the provision of replacement assets in the exchange of state-owned assets at the Ministry of Environment and Forestry under agreement numbers SP-013/I00000/2022-S0 and 179/DIR-PJ/PKS/VIII/2022, with a maximum contract value of Rp594 billion.	Pengakuan pendapatan penugasan penyediaan barang pengganti tukar menukar barang milik negara pada Kementerian Lingkungan Hidup dan Kehutanan (KLHK). Revenue recognition from the assignment for the provision of replacement assets in the exchange of state-owned assets at the Ministry of Environment and Forestry (KLHK).

Tanggal Date	Pihak yang Bertransaksi Transaction Parties	Perikatan dan Nilai Transaksi Commitment and Transaction Value	Obyek Transaksi Transaction Object
31 Agustus 2022 August 31, 2022	PT Pertamina (Persero)	Perjanjian penugasan penyediaan fasilitas infrastruktur *research and technology center* (RTC) dengan nomor perjanjian SP-012/I00000/2022-S0 dan 178/DIR-PJ/PKS/VIII/2022 dan 179/DIR-PJ/PKS/VIII/2022 dengan harga kontrak ini sebesar maksimal Rp549 miliar. Assignment agreement for the provision of Research and Technology Center (RTC) infrastructure facilities under agreement numbers SP-012/I00000/2022-S0, 178/DIR-PJ/PKS/VIII/2022, and 179/DIR-PJ/PKS/VIII/2022, with a maximum contract value of Rp549 billion.	Pengakuan pendapatan penugasan penyediaan fasilitas infrastruktur research and technology center (RTC). Revenue recognition from the assignment for the provision of Research and Technology Center (RTC) infrastructure facilities.
27 Agustus 2024 August 27, 2024	PT Waskita Karya (Persero) Tbk	Addendum VII No. 075/AMD-PJ.VII.SP/VIII/2024, dengan nilai kontrak Rp198 miliar (termasuk PPN). Addendum VII No. 075/AMD-PJ.VII.SP/VIII/2024, with a contract value of Rp198 billion (including VAT).	Pekerjaan Jasa Rancang dan Bangun Penyediaan Barang Pengganti Barang Milik Negara pada Kementerian Lingkungan Hidup dan Kehutanan (KLHK). Design and Build Services for the provision of replacement assets for state-owned assets at the Ministry of Environment and Forestry (KLHK).
11 Oktober 2024 October 11, 2024	PT Brantas Abipraya (Persero) – PT Guna Rogate Indah (KSO)	Addendum II Surat Perjanjian No090/AMD-PJ.I.SP/X/2024, dengan perubahan nilai kontrak menjadi Rp229,639 miliar (termasuk PPN 11%). Addendum II to Agreement No. 090/AMD-PJ.I.SP/X/2024, revising the contract value to Rp229.639 billion (including 11% VAT).	Pekerjaan Jasa Rancang dan Bangun Penyediaan Barang Pengganti Barang Milik Negara pada KLHK Tahap II. Design and Build Services for the provision of replacement assets for state-owned assets at KLHK – Phase II.
30 Desember 2024 December 30, 2024	PT Pembangunan Perumahan (Persero)	Addendum III No. 108/AMD-PJ.I.Sp/XIII/2024, dengan nilai kontrak Rp480,700 miliar (termasuk PPN). Addendum III No. 108/AMD-PJ.I.SP/XII/2024, with a contract value of Rp480.700 billion (including VAT).	Pekerjaan Jasa Rancang dan Bangun Fasilitas Research & Technology Center Terintegrasi Pertamina. Design and Build and Services for Pertamina's Integrated Research & Technology Center Facility.

Penjelasan Mengenai Kewajaran Transaksi

Perseroan menegaskan bahwa seluruh transaksi yang dilakukan dengan pihak-pihak berelasi maupun afiliasi telah diungkapkan secara penuh dalam Laporan Keuangan, sesuai dengan standar PSAK 7 tentang "Pengungkapan Pihak-pihak Berelasi". Seluruh transaksi tersebut dilaksanakan dengan persyaratan, tingkat harga, dan kondisi komersial yang wajar, setara dengan transaksi yang dilakukan dengan pihak ketiga (*arm's length principle*). Perseroan menjamin tidak terdapat perbedaan kebijakan harga maupun syarat transaksi antara pihak-pihak berelasi dengan pihak ketiga manapun.

Explanation of Fairness of Transactions

The Company affirms that all transactions conducted with related parties and affiliated entities have been fully disclosed in the Financial Statements, in accordance with PSAK 7 on "Related Party Disclosures." All such transactions were carried out under fair terms, pricing levels, and commercial conditions, equivalent to those applied in transactions with third parties (arm's length principle). The Company ensures that there are no differences in pricing policies or transaction terms between related parties and any third parties.

Patraland Amarta Apartment

Kebijakan Mekanisme Review atas Transaksi dan Pemenuhan Peraturan Terkait

Perusahaan telah menetapkan kebijakan yang mengatur persyaratan dan ketentuan untuk transaksi yang melibatkan benturan kepentingan dan/atau transaksi dengan pihak berelasi. Melalui mekanisme transaksi yang transparan dan pelaporan yang terbuka, Direksi menyatakan bahwa seluruh transaksi afiliasi yang tercantum dalam tabel di atas telah melalui prosedur yang memadai. Hal ini dilakukan untuk memastikan bahwa transaksi afiliasi tersebut dilaksanakan sesuai dengan praktik bisnis yang umum berlaku dan mematuhi prinsip transaksi wajar (*armslength principle*).

Dewan Komisaris dan Komite Audit telah melakukan penelaahan dan memberikan persetujuan atas transaksi afiliasi tersebut. Mereka juga memastikan bahwa transaksi-transaksi tersebut telah melalui prosedur yang sesuai, dilaksanakan berdasarkan praktik bisnis yang lazim, dan memenuhi prinsip transaksi wajar *(armslength principle)*. Sepanjang tahun 2025, tidak ditemukan pelanggaran terhadap peraturan perundang-undangan yang terkait dengan transaksi pihak berelasi, serta tidak ada transaksi yang mengandung benturan kepentingan.

Policy on Review Mechanism for Transactions and Fulfillment of Related Regulations

The company has established policies governing the terms and conditions for transactions involving conflicts of interest and/or transactions with related parties. Through transparent transaction mechanisms and open reporting, the Board of Directors declares that all affiliate transactions listed in the table above have gone through adequate procedures. This is done to ensure that these affiliate transactions are carried out in accordance with generally accepted business practices and comply with the arm's length principle.

The Board of Commissioners and the Audit Committee have conducted a thorough review and provided approval for the affiliated transactions. This process ensures that all transactions have complied with the appropriate procedures, were carried out based on common business practices, and uphold the principle of arm's length transactions. Throughout the 2025 financial year, no violations of laws and regulations related to related-party transactions were identified, and there were no transactions involving conflicts of interest in the Company's operations.

Perubahan Ketentuan Peraturan Perundang-undangan yang Berpengaruh Signifikan Terhadap Perusahaan

Changes in Legislative Provisions that Significantly Affect the Company

Perubahan Kebijakan Akuntansi, Alasan dan Dampaknya Terhadap Laporan Keuangan Perseroan

Grup menerapkan pertama kali standar yang direvisi yang berlaku efektif untuk periode yang dimulai pada tanggal 31 Desember 2024, termasuk standar yang direvisi berikut ini yang mempengaruhi laporan keuangan konsolidasian Grup.

Amendemen PSAK 221: Kekurangan Ketertukaran

Amendemen tersebut mengharuskan pengungkapan informasi yang memungkinkan penggunaan laporan keuangan memahami dampak mata uang yang tidak dapat dipertukarkan. Amendemen berlaku untuk periode pelaporan tahunan yang dimulai pada atau setela 1 Januari 2025. Penerapan dini diperkenankan dimana entitas diharuskan mengungkapkan fakta tersebut. Tanggal penerapan awal adalah awal periode Pelaporan tahunan saat entitas pertama kali menerapkan Amendemen tersebut.

Changes in Accounting Policies, Reasons, and Their Impact on the Company's Financial Statements

The Group adopted for the first time the revised standards effective for periods beginning December 31, 2024, including the following revised standards that affect the Group's consolidated financial.

Amendment PSAK 221: Lack of Exchange

This amendment requires the disclosure of information that enables users of the financial statements to understand the impact of currencies that cannot be exchanged. The amendment is effective for annual reporting periods beginning on or after January 1, 2025. Early adoption is permitted, provided that the entity discloses such fact. The initial application date is the beginning of the annual reporting period when the entity first applies the amendment.

PSAK 117: Kontrak Asuransi

Standar akuntansi baru yang komprehensif untuk kontrak asuransi yang mencakup pengakuan dan pengukuran. penyajian dan pengungkapan. pada saat berlaku efektif PSAK 117 akan menggantikan PSAK 104: Kontrak asuransi. PSAK 117 berlaku untuk semua jenis kontrak asuransi. Jiwa, nonjiwa, asuransi langsung dan reasuransi, terlepas dari entitas yang menerbitkannya, serta untuk jaminan dan instrumen keuangan tertentu dengan fitur partisipasi tidak mengikat, serta beberapa pengecualian ruang lingkup akan berlaku. Tujuan keseluruhan dari PSAK 117 adalah untuk menyediakan model akuntansi untuk kontrak asuransi yang lebih bermanfaat dan konsisten untuk asuradur.

PSAK 117: Insurance Contract

PSAK 117 introduces a comprehensive new accounting standard for insurance contracts, covering recognition and measurement, presentation, and disclosure. Upon becoming effective, PSAK 117 will replace PSAK 104: Insurance Contracts. PSAK 117 applies to all types of insurance contracts—life, non-life, direct insurance, and reinsurance—regardless of the entity issuing them, as well as to certain guarantees and financial instruments with discretionary participation features, subject to several scope exclusions. The overall objective of PSAK 117 is to provide a more useful and consistent accounting model for insurance contracts for insurers.

Informasi Kelangsungan Usaha

Business Continuity Information

Hingga akhir tahun 2025, Perseroan tetap optimis dalam mempertahankan keberlangsungan operasionalnya di masa mendatang. Hal ini merupakan pertimbangan fundamental yang memberikan dampak signifikan terhadap stabilitas dan rencana strategis Perusahaan ke depan.

As of the end of 2025, the Company remains optimistic about maintaining the sustainability of its operations in the future. This serves as a fundamental consideration that has a significant impact on the Company's stability and its strategic plans going forward.

Asumsi Dasar Kelangsungan Usaha

Sebagai anak perusahaan yang sepenuhnya dikendalikan oleh PT Pertamina (Persero), PT Patra Jasa memiliki sinergi yang kuat di mana sebagian besar pendapatan bersumber dari Induk Perusahaan serta entitas terkait. Oleh karena itu, keberlanjutan operasional Perseroan senantiasa didukung oleh komitmen pemegang saham selaras dengan kondisi keuangan yang sehat.

Basic Assumption of Business Continuity

As a wholly owned subsidiary of PT Pertamina (Persero), PT Patra Jasa maintains strong synergy with its parent company, where a significant portion of its revenue is derived from the Parent Company and related entities. Therefore, the sustainability of the Company's operations is consistently supported by the commitment of its shareholders, in line with its sound financial condition.

Dalam naungan PT Pertamina (Persero), Perseroan memastikan seluruh aktivitas operasional selaras dengan visi, misi, dan tujuan strategis Induk Perusahaan. Langkah ini diwujudkan melalui sinkronisasi rencana aksi yang tertuang dalam Rencana Jangka Panjang Perusahaan (RJPP) serta Rencana Kerja dan Anggaran Tahunan (RKAT). Di tengah tren positif industri properti dan pariwisata, Perseroan menunjukkan daya saing yang konsisten, yang tercermin dari pertumbuhan laba yang melampaui laju pertumbuhan aset. Ke depan, dengan memanfaatkan dukungan kebijakan pemerintah sebagai katalisator, PT Patra Jasa optimis dapat terus berekspansi dan memperkuat posisi pasarnya.

Under the auspices of PT Pertamina (Persero), the Company ensures that all operational activities are aligned with the vision, mission, and strategic objectives of the Parent Company. This alignment is implemented through the synchronization of action plans outlined in the Long-Term Corporate Plan (RJPP) and the Annual Work Plan and Budget (RKAT). Amid the positive trends in the property and tourism industries, the Company has demonstrated consistent competitiveness, reflected in profit growth that exceeds asset growth. Going forward, by leveraging supportive government policies as a catalyst, PT Patra Jasa remains optimistic about continuing its expansion and strengthening its market position.

Laporan Tahunan yang Terintegrasi

Integrated Annual Report

Perseroan menyajikan laporan tahunan dan laporan keberlanjutan secara terintegrasi dengan mensinergikan data kinerja historis, konteks keberlanjutan, serta analisis mendalam mengenai risiko, peluang, dan prospek usaha di masa depan. Pengungkapan informasi di dalamnya merupakan satu kesatuan yang mencakup kinerja ekonomi, pelaksanaan Tanggung Jawab Sosial dan Lingkungan (TJSL), serta tata kelola perusahaan yang selaras. Melalui pendekatan ini, pemegang saham dan pemangku kepentingan dapat memperoleh pemahaman yang utuh mengenai tujuan strategis serta kemajuan Perseroan dalam menciptakan nilai berkelanjutan.

Perseroan berkomitmen untuk senantiasa meningkatkan kualitas transparansi dengan mengadopsi praktik terbaik, termasuk standar *Global Reporting Initiative* (GRI). Perseroan juga proaktif merespons evolusi standar pelaporan global, seperti IFRS 1 dan IFRS 2 dari *International Sustainability Standards Board* (ISSB). Sebagai bagian dari upaya peningkatan berkelanjutan, Perseroan terus menyelaraskan diri dengan regulasi terkini, termasuk SEOJK No. 16/SEOJK.4/2021, dengan fokus utama penguatan pada aspek Tata Kelola (*Governance*), Strategi (*Strategy*), Manajemen Risiko (*Risk Management*), dan Target (*Metrics and Targets*). GRI 1. POJK No. 16/SEOJK.4/2021.

Companies compile annual reports and sustainability reports in an integrated manner, combining historical performance data with the company's sustainability context and information that describe risks, opportunities, and future business prospects. The disclosure of information in these two reports is an interrelated part, covering company performance (economic aspects), the implementation of Corporate Social and Environmental Responsibility (environmental and social aspects), and corporate governance (governance aspects). This helps shareholders and stakeholders understand the company's strategic objectives and its progress in creating sustainable value.

The Company is committed to continuously improving the quality of transparency by adopting best practices, including the Global Reporting Initiative (GRI) standards. The Company also proactively responds to the evolution of global reporting standards, such as IFRS 1 and IFRS 2 issued by the International Sustainability Standards Board (ISSB).As part of its continuous improvement efforts, the Company continues to align with the latest regulations, including SEOJK No. 16/SEOJK.4/2021, with a primary focus on strengthening the aspects of Governance, Strategy, Risk Management, and Metrics and Targets. GRI 1; POJK No. 16/SEOJK.4/2021.

06

TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE

Implementasi *Good Corporate Governance* (GCG) merupakan pilar fundamental bagi Perseroan untuk mengevaluasi kinerja, menjaga keberlangsungan usaha, serta memperkuat kepercayaan pemangku kepentingan. Melalui struktur yang kokoh, GCG menyediakan kerangka kerja yang mengatur peran serta sinergi antara Dewan Komisaris, Direksi, dan komite pendukung secara akuntabel. Dengan komitmen pada penerapan GCG yang konsisten, Perseroan optimis dapat meningkatkan efisiensi operasional dan memacu pertumbuhan jangka panjang yang berkelanjutan, selaras dengan visi strategis yang telah ditetapkan untuk tahun 2025.

The implementation of Good Corporate Governance (GCG) is a fundamental pillar for the Company to evaluate performance, maintain business continuity, and strengthen stakeholder trust. Through a robust structure, GCG provides a framework that regulates the roles and synergies between the Board of Commissioners, the Board of Directors, and supporting committees in an accountable manner. With a commitment to consistent implementation of GCG, the Company is optimistic that it can improve operational efficiency and drive sustainable long-term growth, in line with the strategic vision set for 2025.

Komitmen GCG Patra Jasa

Patra Jasa's GCG Commitment

PT Patra Jasa menerapkan *Good Corporate Governance* (GCG) sebagai pilar utama untuk mengoptimalkan kinerja, menjamin keberlanjutan bisnis, serta memperkuat kepercayaan pemangku kepentingan. Komitmen ini diwujudkan melalui pembaruan berkala pada pedoman, kebijakan, dan SOP agar tetap relevan dengan dinamika pasar serta regulasi terbaru. Setiap perubahan diikuti dengan sosialisasi intensif untuk menginternalisasi budaya tata kelola di seluruh tingkatan organisasi, guna memastikan efisiensi, transparansi, dan akuntabilitas tetap terjaga di seluruh lini bisnis.

PT Patra Jasa implements Good Corporate Governance (GCG) as a key pillar to optimize performance, ensure business sustainability, and strengthen stakeholder trust. This commitment is realized through regular updates to guidelines, policies, and SOPs to remain relevant to market dynamics and the latest regulations. Every change is followed by intensive socialization to internalize the governance culture at all levels of the organization, in order to ensure that efficiency, transparency, and accountability are maintained across all lines of business.

Untuk menjaga integritas penerapan GCG, Perseroan bekerja sama dengan pihak independen dalam melakukan evaluasi berkala guna memastikan kesesuaian dengan standar terbaik. Proses ini mencakup identifikasi kondisi aktual, penilaian komprehensif untuk memitigasi kesenjangan operasional, serta pemantauan rutin guna memperoleh umpan balik konstruktif. Melalui langkah-langkah ini, setiap organ Perseroan didorong untuk berfungsi secara mandiri dan profesional, didukung oleh sistem pelaporan berbasis *online* yang transparan.

To maintain the integrity of GCG implementation, the Company works with independent parties to conduct periodic evaluations to ensure compliance with the highest standards. This process includes identifying actual conditions, conducting comprehensive assessments to mitigate operational gaps, and performing routine monitoring to obtain constructive feedback. Through these measures, each organ of the Company is encouraged to function independently and professionally, supported by a transparent online reporting system.

Secara berkelanjutan, PT Patra Jasa terus memperkuat kualitas praktik tata kelola dengan menyelaraskan indikator kinerja terhadap parameter yang ditetapkan. Fokus utama Perseroan adalah memastikan bahwa setiap tindakan strategis tidak hanya memenuhi aspek kepatuhan hukum, tetapi juga mampu menciptakan nilai tambah bagi kredibilitas perusahaan di mata dunia usaha.

PT Patra Jasa continues to strengthen the quality of its governance practices by aligning performance indicators with established parameters. The Company's main focus is to ensure that every strategic action not only complies with legal requirements, but also adds value to the Company's credibility in the eyes of the business world.

Dasar Hukum Penerapan GCG

Legal Foundation of GCG Implementation

Penerapan GCG di PT Patra Jasa didasarkan pada berbagai peraturan dan kebijakan, baik eksternal maupun internal, yang sekaligus mendukung dan sejalan dengan visi maupun misi Perseroan, yaitu meliputi sebagai berikut:

1. **Undang – Undang Republik Indonesia Nomor 40 Tahun 2007** tentang Perseroan Terbatas sebagaimana diubah dengan Undang-Undang Republik Indonesia Nomor 6 tahun 2023 tentang Penetapan Peraturan pemerintah Pengganti Undang-Undang Nomor 2 tahun 2022 tentang Cipta Kerja menjadi Undang-Undang beserta perubahannya dari waktu ke waktu.
2. **Peraturan Menteri BUMN No. PER-2/MBU/03/2023** Tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara, yang berlaku sejak 3 Maret 2023.
3. **Peraturan Menteri BUMN No. PER-3/MBU/03/2023** Tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara, yang berlaku sejak 20 Maret 2023.
4. **Pedoman Umum GCG Indonesia** yang dikembangkan oleh Komite Nasional Kebijakan Governance (KNKG) sebagai panduan untuk penerapan tata kelola perusahaan yang efektif di Indonesia.
5. **Prinsip-prinsip Good Corporate Governance yang dikembangkan Organisation for Economic Co-Operation and Development Tahun 2023 (OECD Corporate Governance 2023)** sebagai standar internasional untuk tata kelola perusahaan yang baik, guna memastikan transparansi, akuntabilitas, dan keberlanjutan bisnis.
6. **Anggaran Dasar Perseroan** Anggaran Dasar Perseroan berdasarkan Akta No. 195 tanggal 23 September 2024 yang dibuat oleh Notaris Jimmy Tanal, Penerimaan Pemberitahuan Perubahan Anggaran Dasar PT Patra Jasa telah diterima oleh Kementerian Hukum dan Hak Asasi Manusia pada daftar Perseroan Nomor AHU-0210681.AH.01.11.Tahun 2024 tanggal 02 Oktober 2024.

Regulasi, kebijakan, dan prinsip-prinsip tersebut menjadi acuan dalam pengambilan keputusan serta penerapan kebijakan di seluruh tingkat organisasi. Hal ini bertujuan untuk menciptakan lingkungan kerja yang sehat, kondusif, dan mendukung keberlanjutan kinerja Perseroan.

The implementation of Good Corporate Governance (GCG) at PT Patra Jasa is based on various regulations and policies, both external and internal, which also support and align with the Company's vision and mission, as follows:

1. **Law of the Republic of Indonesia Number 40 of 2007** concerning Limited Liability Companies, as amended by Law of the Republic of Indonesia Number 6 of 2023 on the Stipulation of Government Regulation in Lieu of Law Number 2 of 2022 on Job Creation as Law, including its amendments from time to time.
2. **Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023** concerning Guidelines on Governance and Significant Corporate Activities of State-Owned Enterprises, effective as of 3 March 2023.
3. **Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023** concerning Organs and Human Resources of State-Owned Enterprises, effective as of 20 March 2023.
4. **The Indonesian GCG Guidelines** developed by the National Committee on Governance Policy (KNKG) as guidance for the effective implementation of corporate governance in Indonesia.
5. **The principles of Good Corporate Governance as developed by the Organisation for Economic Co-operation and Development in 2023 (OECD Corporate Governance 2023)** as international standards for good corporate governance, ensuring transparency, accountability, and business sustainability.
6. **The Company's Articles of Association** The Company's Articles of Association as set forth in Deed No. 195 dated 23 September 2024, drawn up before Notary Jimmy Tanal. The notification of amendments to the Articles of Association of PT Patra Jasa has been duly received by the Ministry of Law and Human Rights of the Republic of Indonesia and recorded in the Company Register under No. AHU-0210681.AH.01.11. Year 2024 dated 2 October 2024.

These regulations, policies, and principles serve as references in decision-making and policy implementation at all levels of the organization. This aims to create a healthy and conducive working environment and to support the sustainability of the Company's performance.

Tujuan dan Dasar Implementasi GCG

Objectives and Legal Foundation of Good Corporate Governance (GCG)

PT Patra Jasa berkomitmen dalam mengimplementasikan GCG agar sejalan dengan visi perusahaan untuk menjadi entitas yang berkelanjutan dan kompetitif. GCG dianggap sebagai strategi utama untuk mendukung transformasi, mendorong perbaikan, dan mencapai kinerja Perseroan yang lebih baik di masa depan. Dengan penerapan GCG yang konsisten, Perseroan memastikan terciptanya tata kelola yang transparan, akuntabel, dan berorientasi pada keberlanjutan.

Berikut adalah tujuan utama penerapan GCG di lingkungan PT Patra Jasa:

1. **Optimalisasi Nilai Perseroan:** Meningkatkan dan mengoptimalkan nilai Perseroan untuk memperkuat daya saing di tingkat nasional dan internasional, guna menjaga keberlangsungan bisnis dan mendukung pertumbuhan jangka panjang yang berkelanjutan.
2. **Manajemen Profesional:** Mendorong penerapan manajemen yang profesional, efisien, dan efektif dengan memperkuat fungsi serta meningkatkan kemandirian organ-organ Perseroan.
3. **Sinergi Organ Perseroan:** Mengelola, mengarahkan, dan mengontrol hubungan kerja yang harmonis dan fungsional antara Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris, dan Direksi untuk memastikan kelancaran tata kelola.
4. **Kepatuhan dan Moralitas:** Mendorong pengambilan keputusan dan pelaksanaannya yang berlandaskan nilai-nilai moral tinggi, kepatuhan terhadap hukum yang berlaku, serta tanggung jawab sosial yang kuat.
5. **Pengembangan SDM dan Budaya:** Menciptakan sumber daya manusia yang kompeten dan profesional serta membangun budaya kerja yang adaptif, inovatif, dan produktif untuk menghadapi tantangan bisnis.
6. **Penguatan Akuntabilitas:** Memperkuat akuntabilitas Perseroan dengan memastikan bahwa setiap aktivitas bisnis dilakukan secara transparan dan dapat dipertanggungjawabkan kepada seluruh *stakeholders*.
7. **Mitigasi Risiko:** Meningkatkan efektivitas sistem pengawasan untuk meminimalkan risiko penyimpangan dalam pengelolaan Perseroan.
8. **Peningkatan Reputasi:** Meningkatkan reputasi Perseroan di mata publik dan *stakeholders* melalui praktik tata kelola yang baik dan konsisten.
9. **Kontribusi Ekonomi:** Mengoptimalkan kontribusi Perseroan dalam mendukung perekonomian nasional, khususnya di sektor strategis yang relevan.
10. **Iklim Investasi:** Berperan aktif dalam menciptakan iklim investasi yang positif dan kondusif, serta mendorong pertumbuhan investasi di Indonesia untuk mendukung stabilitas ekonomi.

Dengan penerapan GCG yang terus ditingkatkan, PT Patra Jasa berkomitmen untuk terus memberikan nilai tambah bagi semua pihak yang berkepentingan dan mendukung pertumbuhan ekonomi nasional yang berkelanjutan.

PT Patra Jasa is committed to implementing GCG in line with the company's vision to become a sustainable and competitive entity. GCG is considered a key strategy to support transformation, drive improvement, and achieve better performance for the Company in the future. Through consistent implementation of GCG, the Company ensures transparent, accountable, and sustainability-oriented governance.

The following are the main objectives of implementing Good Corporate Governance (GCG) within PT Patra Jasa:

1. **Optimization of the Company's Value**: Enhancing and optimizing the Company's value to strengthen its competitiveness at the national and international levels, in order to maintain business continuity and support sustainable long-term growth.
2. **Professional Management**: Promoting the implementation of professional, efficient, and effective management by strengthening the functions and increasing the independence of the Company's organs.
3. **Synergy Among the Company's Organs**: Manage, direct, and control harmonious and functional working relationships between the General Meeting of Shareholders (GMS), the Board of Commissioners, and the Board of Directors to ensure smooth governance.
4. **Compliance and Ethical Conduct**: Encouraging decision-making and implementation based on high moral values, compliance with applicable laws, and strong social responsibility.
5. **HR Development and Culture**: Creating competent and professional human resources and building an adaptive, innovative, and productive work culture to face business challenges.
6. **Strengthening Accountability**: Strengthening the Company's accountability by ensuring that all business activities are conducted transparently and are accountable to all stakeholders.
7. **Risk Mitigation**: Improving the effectiveness of the monitoring system to minimize the risk of irregularities in the management of the Company.
8. **Reputation Enhancement**: Enhancing the Company's reputation in the eyes of the public and stakeholders through good and consistent governance practices.
9. **Economic Contribution**: Optimizing the Company's contribution in supporting the national economy, particularly in relevant strategic sectors.
10. **Investment Climate**: Playing an active role in creating a positive and conducive investment climate, as well as encouraging investment growth in Indonesia to support economic stability.

With the continuous improvement of GCG implementation, PT Patra Jasa is committed to continuing to provide added value to all stakeholders and supporting sustainable national economic growth.

Prinsip Penerapan GCG

Principles of GCG Implementation

Perseroan menerapkan GCG melalui penerapan prinsip-prinsip GCG sesuai dengan pedoman yang tercantum dalam Peraturan Menteri Negara Badan Usaha Milik Negara (BUMN) Nomor PER-2/MBU/03/2023 tanggal 3 Maret 2023 tentang Tata Kelola dan Kegiatan Korporasi Signifikan di BUMN. Prinsip-prinsip ini menjadi dasar dalam menciptakan sistem tata kelola perusahaan yang kokoh dan berorientasi pada keberlanjutan.

Berikut adalah prinsip-prinsip utama GCG beserta implementasinya di PT Patra Jasa:

The Company implements GCG by applying GCG principles in accordance with the guidelines set forth in Regulation of the Minister of State-Owned Enterprises (BUMN) Number PER-2/MBU/03/2023 dated March 3, 2023 concerning Corporate Governance and Significant Corporate Activities in BUMN. These principles form the basis for creating a robust and sustainability-oriented corporate governance system.

The following are the main principles of GCG and their implementation at PT Patra Jasa:

Prinsip GCG GCG Principle	**Deskripsi** Description	**Penerapan** Implementation
Transparansi Transparency	Transparansi yaitu prinsip keterbukaan dalam melaksanakan proses pengambilan keputusan dan keterbukaan mengungkapkan informasi material dan relevan mengenai Perseroan. Prinsip ini bertujuan untuk menjaga objektivitas dalam menjalankan bisnis, sehingga perusahaan harus menyediakan informasi yang material dan relevan, tidak hanya yang dipersyaratkan oleh peraturan perundang-undangan namun hal penting dalam pengambilan keputusan pemegang saham, dan pemangku kepentingan lain. Transparency refers to the principle of openness in carrying out the decision-making process and in disclosing material and relevant information concerning the Company. This principle aims to maintain objectivity in conducting business, so that the company must provide material and relevant information, not only those required by laws and regulations but important in the decision making of shareholders, and other stakeholders.	Perseroan memastikan adanya keterbukaan dalam melaksanakan proses pengambilan keputusan dan keterbukaan dalam mengungkapkan informasi material dan relevan mengenai Perseroan melalui berbagai media, seperti siaran pers dan situs resmi perusahaan. Selain itu, transparansi diterapkan dalam proses audit internal dan eksternal, serta komunikasi kepada pemangku kepentingan mengenai kebijakan, strategi, dan kinerja perusahaan. The Company ensures transparency in carrying out the decision-making process and transparency in disclosing material and relevant information about the Company through various media, such as press releases and the Company's official website. In addition, transparency is applied in the internal and external audit process, as well as communication to stakeholders regarding the Company's policies, strategies and performance.
Akuntabilitas Accountability	Akuntabilitas yaitu prinsip kejelasan fungsi, pelaksanaan dan pertanggungjawaban Organ sehingga pengelolaan Perseroan terlaksana secara efektif. Untuk itu perlu kejelasan fungsi, struktur, sistem dan pertanggungjawaban setiap organ perusahaan. Accountability refers to the principle of clarity in the functions, implementation, and accountability of the Company's organs, thereby ensuring that the management of the Company is carried out effectively. For this reason, it is necessary to clarify the functions, structure, system and accountability of each organ of the company.	Perseroan memastikan kesesuaian pengelolaan Perseroan terhadap peraturan perundang-undangan yang berlaku dan prinsip-prinsip korporasi yang sehat. Conformity of the Company's management to prevailing laws and regulations sounds corporate principles.

Prinsip GCG GCG Principle	**Deskripsi** Description	**Penerapan** Implementation
Pertanggungjawaban Responsibility	Pertanggungjawaban, yaitu prinsip kesesuaian di dalam pengelolaan Perseroan terhadap ketentuan peraturan perundang-undangan dan prinsip korporasi yang sehat. Prinsip ini memastikan bahwa perusahaan bertindak secara etis dan bertanggung jawab dalam operasionalnya. Responsibility refers to the principle of conformity in the management of the Company with prevailing laws and regulations, as well as sound corporate principles. This principle ensures that the company acts ethically and responsibly in its operations.	Perseroan menerapkan prinsip tanggung jawab dengan memastikan seluruh kegiatan operasionalnya sesuai regulasi, mematuhi ketentuan Anggaran Dasar dan peraturan perundang-undangan yang berlaku, melaksanakan tanggung jawab sosial perusahaan, serta melaksanakan kewajiban keterbukaan informasi sesuai regulasi yang ditetapkan. The Company applies the principle of responsibility by complying with the applicable provisions of the Articles of Association and laws and regulations implementing corporate social responsibility, and carrying out information disclosure obligations under established regulations.
Kemandirian Independence	Kemandirian yaitu keadaan dimana Perseoran dikelola secara profesional tanpa benturan kepentingan dan pengaruh/tekanan dari pihak manapun yang tidak sesuai dengan ketentuan peraturan perundang-undangan dan prinsip korporasi yang sehat. Prinsip ini mensyaratkan agar perusahaan dikelola secara profesional tanpa ada benturan kepentingan dan tanpa tekanan atau intervensi dari pihak lain. Independence refers to a condition in which the Company is managed in a professional manner, free from conflicts of interest and from any influence or pressure from any party that is not in accordance with prevailing laws and regulations as well as sound corporate principles. This principle requires that the Company is professionally managed without any conflict of interest and pressure or intervention from other parties.	Perseroan menerapkan prinsip ini dengan saling menghormati hak, kewajiban, tugas, wewenang, serta tanggung jawab di antara organ Perseroan; Pemegang Saham dan Dewan Komisaris tidak melakukan intervensi terhadap pengurusan Perseroan; serta Dewan Komisaris, Direksi, dan seluruh Pekerja senantiasa menghindari terjadinya benturan kepentingan dalam pengambilan keputusan. Perseroan harus membangun struktur organisasi yang jelas. The Company's implementation of this principle includes mutual respect for the rights, obligations, duties, authorities, and responsibilities among the Company's organs: Shareholders and the Board of Commissioners do not intervene in the management of the Company; and the Board of Commissioners, Board of Directors, and all Employees constantly avoid conflicts of interest in decision making. The Company must establish a clear organizational structure.
Kewajaran Fairness	Kewajaran yaitu prinsip keadilan dan kesetaraan di dalam memenuhi hak Pemangku Kepentingan (*Stakeholders*) yang timbul berdasarkan perjanjian dan ketentuan peraturan perundang-undangan. Perusahaan harus senantiasa memperhatikan kepentingan pemegang saham dan pemangku kepentingan lainnya sesuai dengan peraturan perundangan yang berlaku. Fairness refers to the principle of justice and equality in fulfilling the rights of Stakeholders arising from agreements and prevailing laws and regulations. The Company is required to always consider the interest of shareholders and other stakeholders following the prevailing laws and regulations.	Perseroan mengimplementasikan prinsip kewajaran melalui pemberian kesempatan yang sama bagi seluruh Pemangku Kepentingan (*Stakeholders*), memastikan keadilan dan kesetaraan dalam memenuhi hak-hak pada *stakeholders* yang timbul berdasarkan perjanjian maupun peraturan perundang-undangan, melindungi hak-hak karyawan sesuai ketentuan, serta memastikan distribusi keuntungan yang adil kepada para pemegang saham dan kontribusi kepada masyarakat. The Company implements the principle of fairness through providing equal opportunities for all Stakeholders, ensuring fairness and equality in fulfilling the rights of stakeholders arising under agreements and laws and regulations, protecting employee rights in accordance with the provisions, and ensuring fair distribution of profits to shareholders and contributions to society.

Upaya Memperkuat Penerapan GCG

Efforts of Strengthen GCG Implementation

Sepanjang tahun 2025, Perseroan secara konsisten mengintegrasikan lima prinsip dasar GCG sebagai pilar utama dalam memperkokoh struktur pengelolaan perusahaan. Dalam upaya mewujudkan tata kelola perusahaan yang berkelanjutan (*sustainable governance*), Perseroan telah menempuh serangkaian inisiatif strategis, baik secara internal maupun melalui kolaborasi dengan pihak independen, yang mencakup:

1. **Internalisasi Etika Bisnis:** Melaksanakan sosialisasi *Code of Conduct* secara menyeluruh kepada seluruh Perwira Patra Jasa guna memastikan keselarasan perilaku kerja dengan nilai-nilai etika perusahaan.
2. **Penguatan Komitmen Pimpinan:** Memperbarui Pakta Integritas dan Komitmen Penerapan GCG bagi Dewan Komisaris serta Direksi sebagai wujud keteladanan dalam kepatuhan tata kelola.
3. **Evaluasi Independen:** Melakukan *assessment* penerapan GCG yang melibatkan penilai independen untuk memperoleh evaluasi yang objektif dan transparan terhadap kualitas tata kelola Perseroan.
4. **Modernisasi Sistem Pelaporan:** Memperkuat mekanisme pelaporan pelanggaran melalui penyediaan instrumen (*tools*) yang lebih aksesibel dan *user-friendly* guna memfasilitasi pelaporan yang aman.
5. **Budaya Anti-gratifikasi, Anti-Fraud, dan Transparansi:** Mengintensifkan sosialisasi program pengendalian gratifikasi serta optimalisasi *Whistleblowing System* (WBS) untuk menciptakan lingkungan kerja yang bersih dan berintegritas.

Throughout 2025, the Company consistently integrated the five basic principles of GCG as the main pillars in strengthening the company's management structure. In an effort to realize sustainable governance, the Company has undertaken a series of strategic initiatives, both internally and through collaboration with independent parties, which include:

1. **Internalization of Business Ethics**: Conducting comprehensive dissemination of the Code of Conduct to all Patra Jasa employees to ensure that work behavior is in line with the company's ethical values.
2. **Strengthening of Leadership Commitment**: Updating the Integrity Pact and Commitment to Implementing GCG for the Board of Commissioners and Board of Directors as a form of exemplary compliance with governance.
3. **Independent Evaluation**: Conducting a GCG implementation assessment involving independent assessors to obtain an objective and transparent evaluation of the Company's governance quality.
4. **Modernization Reporting System**: Strengthen the mechanism for reporting violations by providing more accessible and user-friendly tools to facilitate secure reporting.
5. **Anti-Gratification, Anti-Fraud, and Transparency Culture**: Intensifying the dissemination of the gratification control program and optimizing the Whistleblowing System (WBS) to create a clean and ethical work environment.

Prosedur Pelaksanaan Penilaian Penerapan GCG

GCG Implementation Assessment Procedure

Pelaksanaan penilaian atas penerapan GCG di lingkungan Perseroan dilaksanakan berdasarkan Peraturan Menteri BUMN Nomor PER-2/MBU/03/2023 tanggal 3 Maret 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara. Proses ini dilakukan dengan beberapa tujuan utama sebagai berikut:

- Mengevaluasi penerapan GCG melalui analisis kondisi aktual penerapannya dan membandingkannya dengan indikator serta parameter yang telah ditentukan.
- Memberikan gambaran hasil evaluasi berupa skor penerapan GCG, dilengkapi dengan rekomendasi perbaikan untuk mengurangi kesenjangan antara praktik aktual dengan standar yang diharapkan.
- Memantau konsistensi pelaksanaan GCG di seluruh organisasi Perseroan, sekaligus mengidentifikasi masukan untuk penyempurnaan dan pengembangan kebijakan GCG.

The assessment of GCG implementation within the Company is carried out based on the Minister of State-Owned Enterprises Regulation Number PER-2/MBU/03/2023 dated March 3, 2023, concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises. This process is carried out with the following main objectives:

- Evaluate the implementation of GCG by analyzing its actual conditions and comparing them with predetermined indicators and parameters.
- Providing an overview of the evaluation results in the form of a GCG implementation score, accompanied by recommendations for improvement to reduce the gap between actual practices and expected standards.
- Monitoring the consistency of GCG implementation throughout the Company's organization, while identifying input for the improvement and development of GCG policies.

- Mendukung terciptanya pengelolaan Perseroan yang lebih profesional, transparan, dan efisien, serta memperkuat peran dan kemandirian Organ Perseroan.

Kriteria/Indikator Penilaian

Parameter penilaian/*assessment* penerapan GCG yang digunakan mengacu pada ketentuan Peraturan Menteri BUMN No. PER-2/MBU/03/2023 tanggal 3 Maret 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara jo. Keputusan Sekretaris Menteri Negara BUMN 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 Badan Usaha Milik Negara. Terdapat 6 (enam) Aspek, 43 (empat puluh tiga) Parameter, 153 (seratus lima puluh tiga) Indikator, dan 568 (lima ratus enam puluh delapan) Faktor Uji Kesesuaian.

Assessment penerapan GCG Dewan Komisaris secara garis besar meliputi aspek-aspek penilaian sebagai berikut:

1. Dewan Komisaris melaksanakan program pelatihan atau pembelajaran secara berkelanjutan.
2. Dewan Komisaris melakukan pembagian tugas, wewenang, dan tanggung jawab secara jelas serta menetapkan faktor-faktor yang dibutuhkan untuk mendukung pelaksanaan tugas Dewan Komisaris.
3. Dewan Komisaris melakukan pengawasan terhadap pelaksanaan kebijakan pengelolaan Anak Perusahaan atau perusahaan patungan.
4. Dewan Komisaris berperan dalam pencalonan anggota Direksi, menilai kinerja Direksi (individu dan kolegial), serta mengusulkan tantiem/insentif kinerja sesuai ketentuan yang berlaku dengan mempertimbangkan kinerja Direksi.
5. Dewan Komisaris melakukan tindakan terhadap potensi benturan kepentingan yang menyangkut dirinya.
6. Dewan Komisaris memantau dan memastikan bahwa praktik Tata Kelola Perusahaan yang Baik telah diterapkan secara efektif dan berkelanjutan.
7. Dewan Komisaris menyelenggarakan Rapat Dewan Komisaris yang efektif dan menghadiri Rapat Dewan Komisaris sesuai dengan ketentuan perundang-undangan.
8. Dewan Komisaris memiliki Sekretaris Dewan Komisaris untuk mendukung tugas kesekretariatan Dewan Komisaris.
9. Dewan Komisaris memiliki Komite Dewan Komisaris yang efektif.

Selanjutnya, *assessment* penerapan GCG Direksi secara garis besar meliputi aspek-aspek penilaian sebagai berikut:

1. Direksi memiliki program pengenalan dan pelatihan atau pembelajaran serta melaksanakannya secara berkelanjutan.
2. Direksi melaksanakan pengendalian operasional dan keuangan terhadap implementasi rencana dan kebijakan Perusahaan.

- Supporting the creation of more professional, transparent, and efficient management of the Company, as well as strengthening the role and independence of the Company's organs.

Criteria/Assessment Indicators

The assessment parameters for GCG implementation refer to the provisions of Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 dated March 3, 2023 concerning Guidelines for Corporate Governance and Significant Corporate Activities of State-Owned Enterprises in conjunction with Decree of the Secretary 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 State-Owned Enterprises. There are 6 (six) Aspects, 43 (forty-three) Parameters, 153 (one hundred fifty-three) Indicators, and 568 (five hundred sixty-eight) Conformity Test Factors.

The assessment of the Board of Commissioners' implementation of GCG broadly covers the following aspects:

1. The Board of Commissioners implements a continuous training or learning program.
2. The Board of Commissioners clearly divides tasks, authorities, and responsibilities and determines the factors needed to support the implementation of the Board of Commissioners' duties.
3. The Board of Commissioners supervises the implementation of management policies for Subsidiaries or joint ventures.
4. The Board of Commissioners plays a role in nominating members of the Board of Directors, assessing the performance of the Board of Directors (individually and collectively), and proposing performance bonuses/incentives in accordance with applicable regulations, taking into account the performance of the Board of Directors.
5. The Board of Commissioners takes action against potential conflicts of interest involving itself.
6. The Board of Commissioners monitors and ensures that Good Corporate Governance practices are implemented effectively and sustainably.
7. The Board of Commissioners shall hold effective Board of Commissioners Meetings and attend Board of Commissioners Meetings in accordance with the provisions of the law.
8. The Board of Commissioners has a Secretary of the Board of Commissioners to support the secretarial duties of the Board of Commissioners.
9. The Board of Commissioners has an effective Board of Commissioners Committee.

Furthermore, the assessment of the Board of Directors' implementation of GCG broadly covers the following aspects:

1. The Board of Directors has an orientation and training or learning program and implements it on an ongoing basis.
2. The Board of Directors exercises operational and financial control over the implementation of the Company's plans and policies.

3. Direksi melaksanakan pengurusan Perusahaan sesuai dengan peraturan perundang-undangan yang berlaku dan Anggaran Dasar.
4. Direksi melakukan hubungan yang bernilai tambah bagi Perusahaan dan *Stakeholders*, serta memonitor dan mengelola potensi benturan kepentingan anggota Direksi dan manajemen di bawah Direksi.
5. Direksi memastikan Perusahaan melaksanakan keterbukaan informasi dan komunikasi sesuai peraturan perundang-undangan yang berlaku, serta menyampaikan informasi kepada Dewan Komisaris dan Pemegang Saham secara tepat waktu.
6. Direksi menyelenggarakan Rapat Direksi dan menghadiri Rapat Direksi sesuai dengan ketentuan perundang-undangan.
7. Direksi wajib menyelenggarakan pengawasan intern yang berkualitas dan efektif.
8. Direksi menyelenggarakan fungsi Corporate Secretary yang berkualitas dan efektif.
9. Direksi menyelenggarakan RUPS Tahunan dan RUPS lainnya sesuai Peraturan Perundang-undangan.

3. The Board of Directors manages the Company in accordance with applicable laws and regulations and the Articles of Association.
4. The Board of Directors establishes relationships that add value to the Company and its stakeholders, and monitors and manages potential conflicts of interest among members of the Board of Directors and management under the Board of Directors.
5. The Board of Directors ensures that the Company implements information disclosure and communication in accordance with applicable laws and regulations, and conveys information to the Board of Commissioners and Shareholders in a timely manner.
6. The Board of Directors shall convene Board of Directors Meetings and attend Board of Directors Meetings in accordance with the provisions of the law.
7. The Board of Directors shall conduct high-quality and effective internal oversight.
8. The Board of Directors performs the function of Corporate Secretary in a qualified and effective manner.
9. The Board of Directors shall hold Annual General Meetings of Shareholders and other General Meetings of Shareholders in accordance with the laws and regulations.

Pihak yang Melaksanakan Penilaian Penerapan GCG

The Party Conducting the Assessment of GCG Implementation

Assessment atas penerapan GCG untuk tahun buku 2025 dilaksanakan oleh *assessor* independen, yaitu PT Sigma Bina Solusi. Penilaian ini dilakukan dengan mengacu pada parameter yang ditetapkan dalam Peraturan Menteri BUMN No. PER-2/MBU/03/2023 tanggal 3 Maret 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan BUMN jo. Keputusan Sekretaris Menteri BUMN 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 Badan Usaha Milik Negara.

The assessment of GCG implementation for the financial year 2025 was conducted by an independent assessor, namely PT Sigma Bina Solusi. The assessment was carried out with reference to the parameters stipulated in Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 dated March 3, 2023 concerning Guidelines on Governance and Significant Corporate Activities of State-Owned Enterprises, in conjunction with Decree of the Secretary of the Ministry of State-Owned Enterprises No. SK-16/S-MBU/2012 dated June 6, 2012 concerning Indicators/Parameters for the Assessment and Evaluation of the Implementation of Good Corporate Governance in State-Owned Enterprises.

Pengukuran Implementasi GCG

Dalam pelaksanaan *assessment* penerapan GCG, terdapat dua metode yang umum digunakan, yaitu:

1. ***Self-assessment***: Penilaian dilakukan secara mandiri oleh Perseroan dengan melibatkan tim internal yang memahami operasional perusahaan dan prinsip-prinsip GCG.
2. ***Assessment* oleh pihak independen**: Penilaian dilakukan oleh lembaga atau konsultan independen untuk memperoleh perspektif eksternal yang lebih netral dan berbasis parameter baku.

Measurement of GCG Implementation

In conducting the assessment of GCG implementation, there are two commonly used methods, namely

1. **Self-assessment**: The assessment is conducted independently by the Company, involving an internal team that understands the company's operations and GCG principles.
2. **Assessment by an independent party**: Assessments are conducted by independent institutions or consultants to obtain a more neutral external perspective based on standard parameters.

Assessment Penerapan GCG Tahun Buku 2025

Pihak yang Melaksanakan *Assessment* Penerapan GCG Tahun Buku 2025

Untuk pengukuran GCG tahun buku 2025, PT Patra Jasa menggunakan metode *assessment* oleh pihak eksternal guna menjamin objektivitas, akurasi, dan kredibilitas hasil penilaian. Sejalan dengan komitmen tersebut, Perseroan menunjuk PT Sigma Bina Solusi sebagai asesor independen yang kompeten untuk mengevaluasi implementasi tata kelola di seluruh lini organisasi.

Hasil *Assessment* Penerapan GCG Tahun Buku 2025

Berdasarkan proses *assessment* yang telah dilaksanakan, PT Patra Jasa berhasil meraih skor penerapan GCG sebesar **93,84**, yang dikategorikan dalam klasifikasi **Sangat Baik**. Pencapaian ini mencerminkan komitmen perusahaan dalam menerapkan prinsip-prinsip tata kelola yang transparan, akuntabel, dan berkelanjutan.

Sebagai bagian dari upaya untuk terus meningkatkan kualitas tata kelola perusahaan, PT Patra Jasa juga secara rutin melakukan *assessment* penerapan GCG. Hasil evaluasi selama 5 (lima) tahun terakhir menunjukkan tren positif dalam implementasi GCG, yang menjadi indikator keberlanjutan dari komitmen manajemen untuk menjaga praktik tata kelola yang unggul. Adapun rincian hasil *assessment* GCG PT Patra Jasa dalam lima tahun terakhir adalah sebagai berikut:

Assessment of GCG Implementation for the Financial Year 2025

The Party Conducting the GCG Implementation Assessment for Fiscal Year 2025

For the measurement of GCG implementation for the financial year 2025, PT Patra Jasa applied an external assessment method to ensure the objectivity, accuracy, and credibility of the evaluation results. In line with this commitment, the Company appointed PT Sigma Bina Solusi as a competent independent assessor to evaluate the implementation of governance across all levels of the organization.

Results of the GCG Implementation Assessment for Fiscal Year 2025

Based on the assessment process that has been carried out, PT Patra Jasa achieved a GCG implementation score of **93.84**, which falls under the **Very Good** classification. This achievement reflects the Company's commitment to implementing governance principles that are transparent, accountable, and sustainable.

As part of its efforts to continuously improve corporate governance, PT Patra Jasa also regularly conducts assessments on the implementation of GCG. The results of evaluations over the past five years show a positive trend in GCG implementation, which is an indicator of management's ongoing commitment to maintaining excellent governance practices. The details of PT Patra Jasa's GCG assessment results over the past five years are as follows:

Aspek Pengujian / Indikator / Parameter Testing Aspects / Indicators / Parameters	**Bobot** Weight	**Skor /** Score				
		2025	**2024**	**2023**	**2022**	**2021**
Komitmen terhadap Penerapan Tata Kelola Perusahaan yang Baik secara Berkelanjutan Commitment to the Continuous Implementation of Good Corporate Governance	7,00	**98,91**	98,91	6,82	6,77	6,45
Pemegang Saham dan RUPS Shareholders and General Meeting of Shareholders	9,00	99,64	99,64	8,92	8,9	8,87
Dewan Komisaris Board of Commissioners	35,00	99,51	98,96	34,47	33,87	33,59
Direksi Board of Directors	35,00	99,56	99,05	34,62	34,52	34,22
Pengungkapan Informasi dan Transparansi Information Disclosure and Transparency	9,00	91,93	91,93	8,75	8,13	8,27
Aspek Lainnya Other Aspects	5,00	0,00	0,00	0,00	0,00	0,00
Skor Keseluruhan **Overall Score**	**100,00**	**93.84**	**93,47**	**92,71**	**92,34**	**91,29**
Klasifikasi Kualitas Penerapan GCG Classification of GCG Implementation Quality		Sangat Baik Very Good	Sangat Baik Very Good	Sangat Baik Very Good	Sangat Baik Very Good	Sangat Baik Very Good
Pihak Penilai The Assessor		PT Sigma Bina Solusi	Servitama Consulting	Servitama Consulting	PT Sigma Bina Solusi	Servitama Consulting

Tindak Lanjut Rekomendasi *Assessment* Penerapan GCG Tahun Buku 2024

Sebagai wujud komitmen terhadap implementasi GCG yang mendalam, Perseroan secara proaktif menindaklanjuti hasil assessment tahun buku 2024. Temuan dalam penilaian tersebut telah dikonversi menjadi masukan strategis untuk menyelaraskan praktik tata kelola perusahaan dengan standar serta best practice yang berlaku di tingkat nasional maupun internasional.

Seluruh rekomendasi dari hasil penilaian tahun 2024 telah dijadikan panduan utama dalam rangkaian penyempurnaan di sepanjang tahun 2025. Langkah-langkah perbaikan yang diambil secara terukur ini memastikan implementasi tata kelola berjalan semakin optimal, sekaligus menegaskan integritas, transparansi, dan akuntabilitas Perseroan dalam setiap lini operasionalnya.

Follow-up on Recommendations from the GCG Implementation Assessment for Fiscal Year 2024

As a manifestation of its commitment to the thorough implementation of GCG, the Company proactively followed up on the results of the assessment for the 2024 fiscal year. The findings of the assessment have been converted into strategic input to align corporate governance practices with applicable national and international standards and best practices.

All recommendations from the 2024 assessment results have been used as the main guidelines for a series of improvements throughout 2025. These measured improvement measures ensure that governance implementation runs optimally, while also reinforcing the Company's integrity, transparency, and accountability in every line of its operations.

Struktur dan Mekanisme Tata Kelola Perusahaan

Corporate Governance Structure and Mechanisms

Berdasarkan Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas, organ Perseroan terdiri dari Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris, dan Direksi. Masing-masing organ memiliki kewenangan dan tanggung jawab yang diatur dalam Anggaran Dasar Perseroan serta peraturan perundang-undangan. Dalam konteks penerapan GCG, ketiga organ ini menjalankan perannya secara sinergis. RUPS memiliki kewenangan strategis, Dewan Komisaris bertugas melakukan pengawasan dan memberikan nasihat kepada Direksi, sementara Direksi bertanggung jawab atas pengelolaan operasional perusahaan.

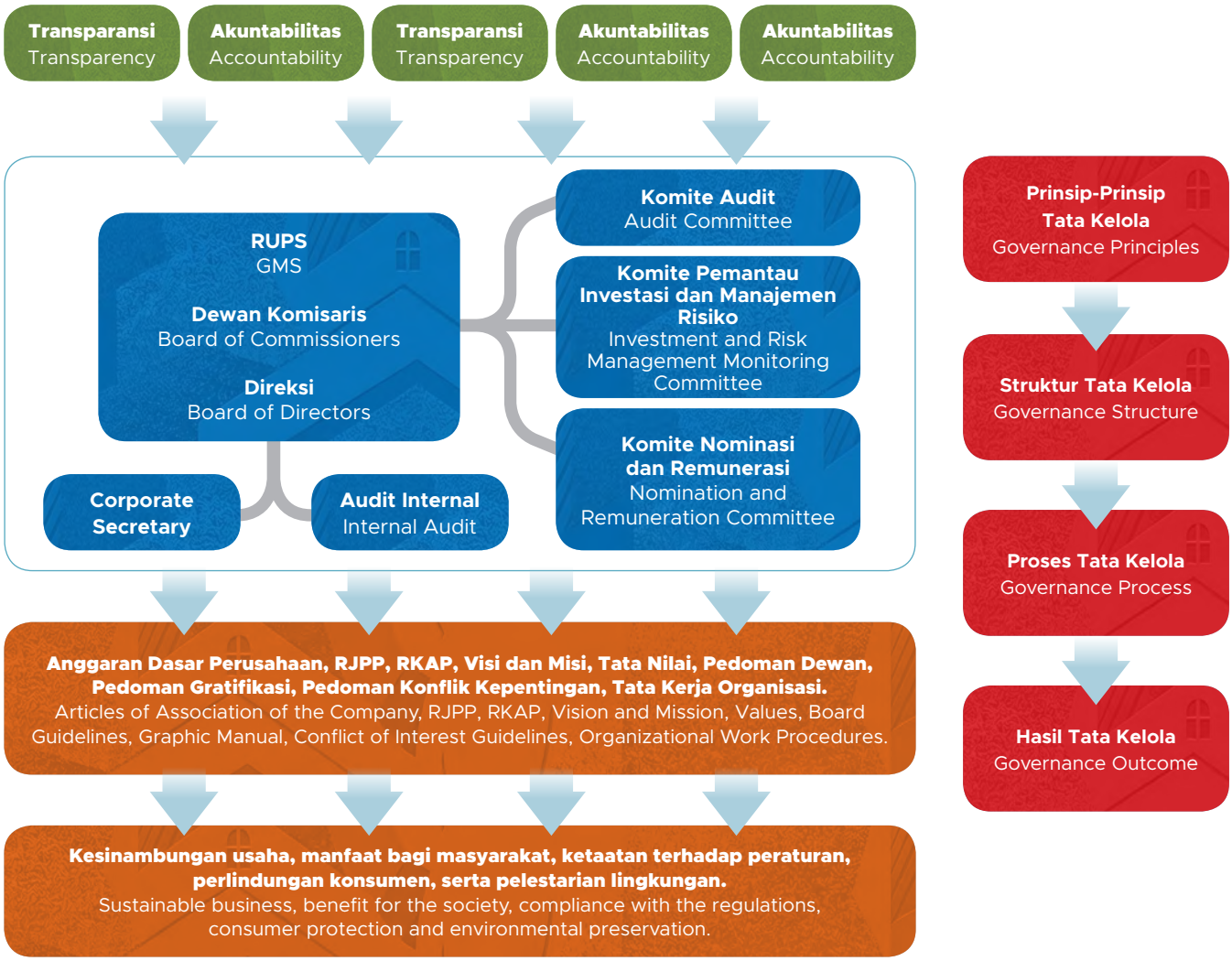
Penerapan GCG di Perseroan didukung oleh struktur dan mekanisme yang memastikan keterbukaan, akuntabilitas, tanggung jawab, independensi, dan kewajaran. Kerangka kerja ini mencakup kebijakan, pedoman, serta prosedur untuk mendorong tata kelola yang efektif dan berkelanjutan. Sinergi antara organ-organ Perseroan menjadi elemen kunci dalam mewujudkan GCG yang mendukung tercapainya tujuan strategis perusahaan.

Berikut ini merupakan struktur serta mekanisme penerapan GCG pada Perseroan:

Based on Law Number 40 of 2007 concerning Limited Liability Companies, the organs of a company consist of the General Meeting of Shareholders (GMS), the Board of Commissioners, and the Board of Directors. Each organ has the authority and responsibilities stipulated in the Company's Articles of Association and laws and regulations. In the context of implementing GCG, these three organs perform their roles synergistically. The GMS has strategic authority, the Board of Commissioners is tasked with supervising and advising the Board of Directors, while the Board of Directors is responsible for the operational management of the company.

The implementation of GCG in the Company is supported by structures and mechanisms that ensure transparency, accountability, responsibility, independence, and fairness. This framework includes policies, guidelines, and procedures to promote effective and sustainable governance. Synergy between the Company's organs is a key element in realizing GCG that supports the achievement of the company's strategic objectives.

The following is the structure and mechanism for implementing GCG in the Company:



Rapat Umum Pemegang Saham

General Meeting Shareholders

Rapat Umum Pemegang Saham (RUPS) merupakan organ tertinggi dalam tata kelola perusahaan yang memiliki kewenangan strategis dalam menetapkan keputusan penting terkait arah dan kebijakan Perseroan. Seluruh keputusan RUPS dilaksanakan sesuai dengan ketentuan peraturan perundang-undangan dan Anggaran Dasar, dengan tetap memperhatikan prinsip keberlanjutan serta kepentingan terbaik Perseroan.

Sebagai bagian dari Pertamina Grup, RUPS Perseroan berperan dalam memastikan Direksi dan Dewan Komisaris menjalankan fungsi pengelolaan dan pengawasan secara efektif sesuai dengan standar tata kelola perusahaan yang berlaku. RUPS juga menjadi forum bagi pemegang saham untuk menyampaikan aspirasi serta memperkuat sinergi dan kinerja Perseroan di lingkungan Pertamina Grup.

The General Meeting of Shareholders (GMS) is the highest body in corporate governance with strategic authority to make important decisions regarding the direction and policies of the Company. All GMS decisions are implemented in accordance with the provisions of laws and regulations and the Articles of Association, while taking into account the principles of sustainability and the best interests of the Company.

As part of the Pertamina Group, the Company's General Meeting of Shareholders plays a role in ensuring that the Board of Directors and Board of Commissioners carry out their management and supervisory functions effectively in accordance with applicable corporate governance standards. The General Meeting of Shareholders also serves as a forum for shareholders to convey their aspirations and strengthen the Company's synergy and performance within the Pertamina Group.

Hak dan Kewajiban Pemegang Saham

Pemegang saham memiliki hak dan kewajiban yang melekat sebagai bagian dari perannya dalam Perseroan, antara lain:

- Menghadiri RUPS dan memberikan suara sesuai klasifikasi dan jumlah saham yang dimiliki.
- Memberikan kuasa, termasuk hak substitusi, kepada individu atau badan hukum untuk mewakili mereka dalam RUPS.
- Menerima pembagian dari keuntungan perusahaan dalam bentuk dividen atau bentuk distribusi lainnya yang sebanding dengan jumlah saham yang dimiliki.
- Mendapatkan penjelasan lengkap dan informasi akurat terkait pelaksanaan RUPS, sistem penggajian, fasilitas bagi anggota Dewan Komisaris dan Direksi, serta laporan keuangan atau informasi lain yang tercantum dalam Laporan Tahunan.
- Memperoleh informasi material mengenai perusahaan secara tepat waktu dan konsisten.
- Mendapatkan penjelasan terkait penerapan prinsip-prinsip GCG.
- Mengadakan RUPS jika Direksi lalai menyelenggarakan RUPS Tahunan sesuai ketentuan.
- Memberikan pengesahan terhadap Rencana Jangka Panjang Perusahaan (RJPP) dan Rencana Kerja dan Anggaran Perusahaan (RKAP) yang diajukan oleh Direksi.

Rights and Obligations of Shareholders

Shareholders have rights and obligations inherent to their role in the Company, including:

- Attend the GMS and vote according to the classification and number of shares owned.
- Granting power of attorney, including the right of substitution, to individuals or legal entities to represent them at the GMS.
- Receiving a share of the company's profits in the form of dividends or other forms of distribution proportional to the number of shares owned.
- Obtain a complete explanation and accurate information regarding the implementation of the GMS, the remuneration system, facilities for members of the Board of Commissioners and Board of Directors, as well as financial reports or other information contained in the Annual Report.
- Obtaining timely and consistent material information about the company.
- Obtaining explanations regarding the implementation of GCG principles.
- Hold a GMS if the Board of Directors fails to hold an Annual GMS in accordance with the provisions.
- Approve the Company's Long-Term Plan (RJPP) and Work Plan and Budget (RKAP) submitted by the Board of Directors.

Jenis Rapat Umum Pemegang Saham (RUPS)

Terdapat dua jenis RUPS dalam Perseroan:

1. **RUPS Tahunan,** dilaksanakan setiap akhir tahun buku Perseroan, paling lambat 6 (enam) bulan setelah tahun buku berakhir.
2. **RUPS Luar Biasa,** diselenggarakan sewaktu-waktu apabila terdapat kebutuhan penting yang memerlukan keputusan dari para pemegang saham.

Types of General Meetings of Shareholders (GMS)

There are two types of GMS in the Company:

1. **Annual General Meeting Shareholders**, conducted at the end of each fiscal year of the Company, no later than 6 (six) months after the end of the fiscal year.
2. **Extraordinary General Meeting of Shareholders**, is held at any time when there is an important matter that requires a decision by the shareholders.

Wewenang dan Hak RUPS Tahunan (RUPST)

Rapat Umum Pemegang Saham Tahunan (RUPST) merupakan forum tertinggi dalam tata kelola perusahaan yang memberikan pemegang saham wewenang strategis untuk menentukan arah perusahaan. Berikut adalah wewenang dan hak utama yang dimiliki oleh RUPST:

1. Mengevaluasi kinerja Dewan Komisaris dan Direksi dalam menjalankan tugas dan tanggung jawab mereka sepanjang tahun buku.
2. Mengambil keputusan strategis, termasuk perubahan jumlah modal, revisi Anggaran Dasar Perusahaan, pengelolaan laba perusahaan, serta tindakan korporasi seperti penggabungan, peleburan, pengambilalihan, pemisahan, pembubaran perusahaan, investasi jangka panjang, kerja sama strategis, pembentukan anak perusahaan, penyertaan modal, atau pengalihan aset.
3. Mengangkat dan memberhentikan anggota Dewan Komisaris dan Direksi sesuai kebutuhan perusahaan.

Authority and Rights of the Annual General Meeting of Shareholders (AGMS)

The Annual General Meeting of Shareholders (AGM) is the highest forum in corporate governance that gives shareholders strategic authority to determine the direction of the company. The following are the main authorities and rights held by the AGM:

1. Evaluating the performance of the Board of Commissioners and Directors in carrying out their duties and responsibilities throughout the fiscal year.
2. Making strategic decisions, including changes in capital, revisions to the Company's Articles of Association, management of company profits, and corporate actions such as mergers, consolidations, acquisitions, demergers, dissolutions, long-term investments, strategic alliances, establishment of subsidiaries, capital participation, or asset transfers.
3. Appointing and dismissing members of the Board of Commissioners and Board of Directors as required by the company.

4. Menyepakati atau menolak dokumen strategis perusahaan, yaitu Rencana Jangka Panjang Perusahaan (RJPP) dan Rencana Kerja dan Anggaran Perusahaan (RKAP).
5. Menetapkan aturan mengenai perangkapan jabatan bagi anggota Dewan Komisaris dan Direksi untuk memastikan efisiensi dan efektivitas tata kelola.
6. Menunjuk akuntan publik untuk melakukan audit terhadap laporan keuangan perusahaan.
7. Menentukan struktur dan besaran remunerasi bagi Dewan Komisaris dan Direksi guna memastikan keselarasan dengan kinerja dan tanggung jawab masing-masing organ perusahaan.

Melalui hak dan wewenang ini, RUPST memainkan peran sentral dalam menjaga transparansi, akuntabilitas, serta keberlanjutan perusahaan. Keputusan yang dihasilkan dalam forum ini menjadi landasan bagi manajemen dalam menjalankan visi dan misi perusahaan secara strategis.

Tata Cara Penyelenggaraan RUPS Tahunan

RUPS Tahunan merupakan forum penting bagi pemegang saham untuk mengevaluasi kinerja perusahaan. Proses penyelenggaraannya melalui tahapan-tahapan berikut:

- **Simulasi Pra-RUPS**: Dilakukan sebagai langkah awal antara Perseroan, Direktorat Strategi, Portofolio, dan Pengembangan Usaha, serta Corporate Administration PT Pertamina (Persero) untuk mempersiapkan pelaksanaan RUPS.
- **Penerbitan Undangan**: Undangan RUPS Tahunan dikirimkan kepada pemegang saham paling lambat 14 (empat belas) hari sebelum pelaksanaannya, sesuai ketentuan yang berlaku.
- **Pelaksanaan RUPS Tahunan**: RUPS dilaksanakan sesuai agenda yang telah disusun. Risalah rapat dibuat oleh notaris yang hadir dan kemudian diaktakan untuk memastikan dokumen resmi serta legalitas hasil rapat.

Tata Cara Penyelenggaraan RUPS Sirkuler

Selain RUPS Tahunan, perusahaan juga dapat menyelenggarakan RUPS Sirkuler untuk pengambilan keputusan secara tertulis tanpa mengadakan rapat secara fisik. Prosedur pelaksanaannya meliputi:

- Persetujuan dari Direksi atas materi yang akan diajukan dalam RUPS Sirkuler.
- Rekomendasi dari Dewan Komisaris mengenai materi tersebut untuk memastikan kesesuaian dengan tujuan perusahaan.
- Penyelenggaraan RUPS Sirkuler dengan hasil keputusan yang kemudian disahkan secara tertulis.

4. Agreeing to or rejecting strategic company documents, namely the Company's Long-Term Plan (RJPP) and the Company's Work Plan and Budget (RKAP).
5. Establishing rules regarding the dual roles of members of the Board of Commissioners and Board of Directors to ensure efficient and effective governance.
6. Appointing a public accountant to audit the company's financial statements.
7. Determining the structure and amount of remuneration for the Board of Commissioners and Board of Directors to ensure alignment with the performance and responsibilities of each corporate body.

Through these rights and authorities, the AGM plays a central role in maintaining the company's transparency, accountability, and sustainability. The decisions made in this forum form the basis for management in strategically implementing the company's vision and mission.

Procedures for Conducting Annual General Meetings

The Annual General Meeting of Shareholders is an important forum for shareholders to evaluate the company's performance. The process is carried out through the following stages:

- **Pre-AGM Simulation**: This was done as an initial step between the Company, the Directorate of Strategy, Portfolio, and Business Development, and Corporate Administration of PT Pertamina (Persero) to prepare for the implementation of the GMS.
- **Issuance of Invitations**: The invitation to the Annual General Meeting of Shareholders shall be sent to shareholders no later than 14 (fourteen) days prior to the meeting, in accordance with applicable regulations.
- **Implementation of the Annual General Meeting of Shareholders**: The GMS was held according to the prepared agenda. The minutes of the meeting were prepared by the attending notary and then notarized to ensure the official status and legality of the meeting's results.

Procedures for Conducting a Circular General Meeting of Shareholders

In addition to the Annual GMS, the company may also hold a Circular GMS to make decisions in writing without holding a physical meeting. The implementation procedure includes:

- Approval from the Board of Directors on the material to be submitted in the Circular General Meeting of Shareholders.
- Recommendations from the Board of Commissioners regarding the material to ensure compliance with the company's objectives.
- Holding a Circular General Meeting of Shareholders with the results of the decision then ratified in writing.

RUPS yang Diselenggarakan pada Tahun 2025

Sepanjang tahun 2025, PT Patra Jasa telah melaksanakan 6 (Enam) kali RUPS, yang terdiri atas 1 (satu) RUPS Tahunan dan 4 (empat) RUPS Sirkuler. Rincian pelaksanaan RUPS ini akan dijelaskan lebih lanjut pada bagian berikut.

GMS Convened in 2025

Throughout 2025, PT Patra Jasa convened 6 (six) General Meetings of Shareholders (GMS), consisting of 1 (one) Annual GMS and 4 (four) Circular GMS. The detailed implementation of these GMS will be further elaborated in the following section.

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

RUPS Tahunan dengan agenda Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Tahun Buku 2024 telah diselenggarakan pada 20 Juni 2025. Perseroan memastikan seluruh tahapan penyelenggaraan RUPS dilaksanakan sesuai dengan ketentuan Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas serta Anggaran Dasar Perseroan.

Proses persiapan hingga pelaksanaan RUPS Tahunan dilakukan dengan mengedepankan prinsip-prinsip Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*/GCG), guna menjamin transparansi, akuntabilitas, tanggung jawab, independensi, dan kewajaran. Keputusan-keputusan strategis yang dihasilkan dalam forum tersebut menjadi dasar penting bagi manajemen dalam menjaga keberlanjutan usaha serta mendorong pertumbuhan kinerja Perseroan secara berkesinambungan.

Pelaksanaan dan keputusan hasil RUPS Tahunan 2025 adalah sebagai berikut:

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

The Annual General Meeting of Shareholders (AGMS) with the agenda of Approval of the Annual Report and Ratification of the Financial Statements for the Financial Year 2024 was held on 20 June 2025. The Company ensured that all stages of the AGMS were conducted in accordance with the provisions of Law No. 40 of 2007 concerning Limited Liability Companies as well as the Company's Articles of Association.

The preparation and implementation process of the AGMS was carried out by upholding the principles of Good Corporate Governance (GCG), in order to ensure transparency, accountability, responsibility, independence, and fairness. The strategic decisions resolved in the forum serve as an important foundation for management in maintaining business sustainability and driving the Company's performance growth in a sustainable manner.

The implementation and resolutions of the Annual General Meeting of Shareholders (AGMS) for the Financial Year 2025 are as follows:

Pelaksanaan RUPST AGMS Implementation	**Keputusan** Decision
20 Juni 2025 June 20, 2025	**Agenda I** - Menyetujui Laporan Tahunan Perseroan untuk Tahun Buku 2024 (dua ribu dua puluh empat) serta mengesahkan Laporan Keuangan Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2024 (tiga puluh satu Desember dua ribu dua puluh empat), beserta penjelasannya yang telah diaudit oleh Kantor Akuntan Publik Heliantono dan Rekan (Parker Russell International) sebagaimana termuat dalam Laporan Nomor 00164/2.0459/AU.1/03/0916-1/1/II/2025 tanggal 28-2-2025 (dua puluh delapan Februari dua ribu dua puluh lima) dengan pendapat "wajar, dalam semua hal yang material". - Memberikan pelunasan dan pembebasan sepenuhnya dari tanggung jawab (*volledig acquit et de charge*) kepada Direksi atas tindakan pengurusan dan kepada Dewan Komisaris atas tindakan pengawasan Perseroan yang telah dijalankan selama Tahun Buku 2024 (dua ribu dua puluh empat), sepanjang tindakan-tindakan tersebut: i. tercermin dalam Laporan Tahunan Perseroan (termasuk Laporan Keuangan) Tahun Buku 2024 (dua ribu dua puluh empat); dan ii. bukan merupakan tindak pidana dan/atau perbuatan melawan hukum. **Agenda I** - Approved the Company's Annual Report for the Financial Year 2024 (two thousand twenty-four) and ratified the Company's Financial Statements for the financial year ended 31 December 2024 (thirty-first of December two thousand twenty-four), including the explanatory notes thereto, which were audited by the Public Accounting Firm Heliantono & Rekan (Parker Russell International) as stated in Report No. 00164/2.0459/AU.1/03/0916-1/1/II/2025 dated 28 February 2025 (twenty-eighth of February two thousand twenty-five), with an unqualified opinion ("fair, in all material respects").

Pelaksanaan RUPST AGMS Implementation	Keputusan Decision
	- Granted full release and discharge (volledig acquit et de charge) to the Board of Directors for their management actions and to the Board of Commissioners for their supervisory actions carried out during the Financial Year 2024 (two thousand twenty-four), provided that such actions: i. reflected in the Company's Annual Report (including the Financial Statements) for the Financial Year 2024 (two thousand twenty-four); and ii. do not constitute a criminal offense and/or a violation of applicable laws and regulations.
	Agenda II - Menetapkan Penggunaan Laba Bersih Perseroan Tahun Buku 2024 (dua ribu dua puluh empat) sebesar Rp234.644.940.833,- (dua ratus tiga puluh empat miliar enam ratus empat puluh empat juta sembilan ratus empat puluh empat ribu delapan ratus tiga puluh tiga Rupiah) sebagai berikut: i. Sebesar Rp93.857.976.332,- (sembilan puluh tiga miliar delapan ratus lima puluh tujuh juta sembilan ratus tujug puluh enam ribu tiga ratus tiga puluh dua Rupiah) sebagai Dividen kepada Pemegang Saham Perseroan sesuai porsi kepemilikan saham pada Perseroan. ii. Sebesar Rp140.786.964.501,- (seratus empat puluh miliar tujuh ratus delapan puluh enam juta sembilan ratus enam puluh empat ribu lima ratus satu Rupiah) yang dapat digunakan Perseroan antara lain untuk pemenuhan cadangan wajib dan kegiatan operasional serta pengembangan usaha. - Perseroan wajib membayarkan Dividen dengan mekanisme tunai secara langsung atau bertahap kepada Pemegang Saham Perseroan selambat-lambatnya 23-12-2025 (tiga puluh Desember dua ribu dua puluh lima). - Pelunasan pembayaran Dividen kepada Pemegang Saham harus dilakukan terlebih dahulu sebelum pembayaran Penghargaan atas Kinerja (Tantiem atau Insentif Kinerja atau Insentif Khusus) kepada anggota Direksi dan Dewan Komisaris Perseroan, atau diputuskan lain oleh Pemegang Saham. - Keterlambatan pembayaran Dividen setelah tanggal jatuh tempo akan dikenakan denda sebesar 2% (dua persen) setiap bulannya dikalikan total Dividen yang harus dibayarkan. **Agenda II** - Resolved the appropriation of the Company's Net Profit for the Financial Year 2024 (two thousand twenty-four) amounting to Rp234,644,940,833 (two hundred thirty-four billion six hundred forty-four million nine hundred forty-four thousand eight hundred thirty-three Rupiah), as follows: i. An amount of Rp93,857,976,332 (ninety-three billion eight hundred fifty-seven million nine hundred seventy-six thousand three hundred thirty-two Rupiah) shall be distributed as dividends to the Company's Shareholders in proportion to their respective share ownership in the Company. ii. An amount of Rp140,786,964,501 (one hundred forty billion seven hundred eighty-six million nine hundred sixty-four thousand five hundred one Rupiah) shall be retained and may be utilized by the Company, among others, to fulfill the statutory reserve requirement as well as to support operational activities and business development. - The Company is obligated to pay the Dividends in cash, either in a lump sum or in installments, to the Company's Shareholders no later than 23 December 2025 (the twenty-third of December two thousand twenty-five). - The full settlement of Dividend payments to the Shareholders must be completed prior to the payment of Performance-Based Compensation (Tantiem, Performance Incentives, or Special Incentives) to members of the Board of Directors and the Board of Commissioners of the Company, unless otherwise resolved by the Shareholders. - Any delay in Dividend payment after the due date shall be subject to a penalty of 2% (two percent) per month, calculated based on the total amount of Dividends payable.
	Agenda III - Memberikan kuasa dan wewenang kepada Dewan Komisaris Perseroan untuk menunjukkan dan mengganti Kantor Akuntan Publik (KAP) dalam melakukan pemeriksaan aras Laporan Keuangan Perseroan untuk periode Tahun Buku 2025 (dua ribu dua puluh lima), 2026 (dua ribu dua puluh enam) dan 2027 (dua ribu dua puluh tujuh) berikut besaran nilai jasanya, sesuai ketentuan dan peraturan yang berlaku, dengan ketentuan bahwa Kantor Akuntan Publik (KAP) yang ditunjuk Perseroan dikonsultasikan atau dikoordinasikan terlebih dahulu dengan PT Pertamina (Persero). - Dewan Komisaris Perseroan agar melakukan evaluasi setiap tahun atas kinerja Kantor Akuntan Publik (KAP) dan mengusulkan kembali kepada RUPS Perseroan untuk penetapan Kantor Akuntan Publik (KAP) untuk periode Tahun Buku 2026 (dua ribu dua puluh enam).

Pelaksanaan RUPST AGMS Implementation	Keputusan Decision
	Agenda III - Granted authority and power to the Company's Board of Commissioners to appoint and replace the Public Accounting Firm (KAP) to audit the Company's Financial Statements for the Financial Years 2025 (two thousand twenty-five), 2026 (two thousand twenty-six), and 2027 (two thousand twenty-seven), including determining the professional fees, in accordance with the prevailing laws and regulations, provided that the appointed Public Accounting Firm (KAP) shall first be consulted and/or coordinated with PT Pertamina (Persero). - The Company's Board of Commissioners shall conduct an annual evaluation of the performance of the appointed Public Accounting Firm (KAP) and subsequently propose to the General Meeting of Shareholders (GMS) the appointment of the Public Accounting Firm (KAP) for the Financial Year 2026 (two thousand twenty-six).
	Agenda IV - Penetapan Penghargaaan atas Kinerja (Tantiem atau Insentif Kinerja atau Insentif Khusus) Tahun 2024 (dua ribu dua puluh empat) kepada Direksi dan Dewan Komisaris Perseroan akan ditentukan kemudian dan ditetapkan dalam RUPS terpisah baik secara sirkuler atau fisik sesuai ketentuan yang berlaku. **Agenda IV** - The determination of Performance-Based Compensation (Tantiem, Performance Incentives, or Special Incentives) for the Financial Year 2024 (two thousand twenty-four) for the Board of Directors and the Board of Commissioners of the Company shall be resolved at a later date and stipulated in a separate General Meeting of Shareholders (GMS), whether conducted by circular resolution or physically, in accordance with the prevailing regulations.
	Agenda V - Penetapan Remunerasi Tahun 2024 (dua ribu dua puluh lima) kepada Direksi dan Dewan Komisaris Perseroan akan ditentukan kemudian dan ditetapkan dalam RUPS terpisah baik secara sirkuler atau fisik sesuai ketentuan yang berlaku. **Agenda V** - The determination of Remuneration for the year 2025 (two thousand twenty-five) for the Board of Directors and the Board of Commissioners of the Company shall be resolved at a later date and stipulated in a separate General Meeting of Shareholders (GMS), whether conducted by circular resolution or physically, in accordance with the prevailing

RUPS Luar Biasa Tahun 2025

Sepanjang tahun 2025, PT Patra Jasa tidak menyelenggarakan Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) karena tidak terdapat agenda atau kebutuhan korporasi yang mensyaratkan pelaksanaannya selama tahun berjalan.

Extraordinary GMS in 2025

Throughout 2025, PT Patra Jasa did not convene an Extraordinary General Meeting of Shareholders (EGMS), as there were no corporate agendas or requirements necessitating its implementation during the year.

RUPS Sirkuler Tahun 2025

Sepanjang tahun 2025, PT Patra Jasa telah menyelenggarakan 4 (empat) kali RUPS Sirkuler, dengan rincian sebagai berikut:

Circular GMS Year 2025

Throughout 2025, PT Patra Jasa has held (four) Circular GMS, with details as follows:

Pelaksanaan RUPS Sirkuler Circular GMS Implementation	Keputusan Decision
10 Februari 2025 February 10, 2025	Pengangkatan Kembali Anggota Dewan Komisaris Reappointment of Members of the Board of Commissioners
8 Juli 2025 July 8, 2025	Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2025 The Company's Work Plan and Budget (RKAP) for the Year 2025
8 Oktober 2025 October 8, 2025	Pengangkatan Kembali Anggota Direksi Reappointment of Members of the Board of Directors
24 November 2025 November 24, 2025	Penempatan Wakil Perseroan Sebagai Pengurus di Anak Perusahaan Appointment of Company Representatives as Management in Subsidiaries

Pelaksanaan RUPS Sirkuler Circular GMS Implementation	Keputusan Decision
25 November 2025 November 25, 2025	Pemberhentian dan Pengangkatan Anggota Direksi Dismissal and Appointment of Members of the Board of Directors

RUPS yang Diselenggarakan pada Tahun 2024

Sepanjang tahun 2024, PT Patra Jasa telah melaksanakan 14 (empat belas) kali RUPS, yang terdiri atas 1 (satu) RUPS Tahunan dan 13 (tiga belas) RUPS Sirkuler. Rincian pelaksanaan RUPS ini akan dijelaskan lebih lanjut pada bagian berikut.

General Meeting of Shareholders Held in 2024

Throughout 2024, PT Patra Jasa held 14 (fourteen) GMS, consisting of 1 (one) Annual GMS and 13 (thirteen) Circular GMS. Details of the implementation of these GMS will be explained further in the following section.

RUPS Tahunan Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Tahun 2024

RUPS Tahunan dengan agenda Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Tahun Buku 2024 telah diselenggarakan pada 15 Mei 2024. Perseroan memastikan seluruh tahapan penyelenggaraan RUPS dilaksanakan sesuai dengan ketentuan Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas serta Anggaran Dasar Perseroan.

Proses persiapan hingga pelaksanaan RUPS Tahunan dilakukan dengan mengedepankan prinsip-prinsip Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*/GCG), guna menjamin transparansi, akuntabilitas, tanggung jawab, independensi, dan kewajaran. Keputusan-keputusan strategis yang dihasilkan dalam forum tersebut menjadi dasar penting bagi manajemen dalam menjaga keberlanjutan usaha serta mendorong pertumbuhan kinerja Perseroan secara berkesinambungan.

Pelaksanaan dan keputusan hasil RUPS Tahunan 2024 adalah sebagai berikut:

Annual General Meeting of Shareholders Approval of Annual Report and Ratification of Financial Statements for 2024

The Annual General Meeting of Shareholders with the agenda of Approving the Annual Report and Ratifying the Financial Statements for the 2024 Fiscal Year was held on May 15, 2024. The Company ensures that all stages of the AGM are carried out in accordance with the provisions of Law Number 40 of 2007 concerning Limited Liability Companies and the Company's Articles of Association.

The process of preparing for and conducting the Annual General Meeting of Shareholders is carried out by prioritizing the principles of Good Corporate Governance (GCG) in order to ensure transparency, accountability, responsibility, independence, and fairness. The strategic decisions made in this forum serve as an important basis for management in maintaining business sustainability and encouraging the Company's continuous performance growth.

The implementation and decisions of the 2024 Annual GMS are as follows:

Pelaksanaan RUPS Sirkuler Circular GMS Implementation	Keputusan Decision
15 Mei 2024 May 15, 2024	**Agenda I** - Menyetujui Laporan Tahunan Perseroan untuk Tahun Buku 2023 (dua ribu dua puluh tiga) serta mengesahkan Laporan Keuangan Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2023 (tiga puluh satu Desember dua ribu dua puluh tiga), termasuk penjelasannya, yang telah diaudit oleh Kantor Akuntan Publik HENDRAWINATA HANNY ERWIN & SUMARGO sebagaimana tercantum dalam Laporan Nomor 00029/2.1127/AU.1/03/0797-2/1/II/2024 tertanggal 23 Maret 2024 (dua puluh tiga Maret dua ribu dua puluh empat), dengan opini "wajar dalam semua hal yang material".

Pelaksanaan RUPS Sirkuler Circular GMS Implementation	Keputusan Decision
	- Memberikan pelunasan dan pembebasan sepenuhnya dari tanggung jawab (*volledig acquit et de charge*) kepada Direksi atas tindakan pengurusan dan kepada Dewan Komisaris atas tindakan pengawasan yang telah dijalankan selama Tahun Buku yang berakhir pada 31 Desember 2023 (tiga puluh satu Desember dua ribu dua puluh tiga), sepanjang: i. Tindakan-tindakan tersebut tercermin dalam Laporan Tahunan Perseroan (termasuk Laporan Keuangan) Tahun Buku 2023; dan ii. Tindakan-tindakan tersebut bukan merupakan tindak pidana dan/atau perbuatan melawan hukum. **Agenda I** - Approving the Company's Annual Report for the 2023 (two thousand twenty-three) fiscal year and ratifying the Company's Financial Statements for the fiscal year ending on December 31, 2023 (thirty-one December two thousand twenty-three), including the explanations, which have been audited by the Public Accounting Firm HENDRAWINATA HANNY ERWIN & SUMARGO as stated in Report Number 00029/2.1127/AU.1/03/0797-2/ 1/II/2024 dated March 23, 2024 (twenty-three March two thousand twenty-four), with an opinion of "fair in all material respects". - Granting full acquittal and release from liability (volledig acquit et de charge) to the Board of Directors for its management actions and to the Board of Commissioners for its supervisory actions carried out during the Fiscal Year ending on December 31, 2023 (thirty-one December two thousand twenty-three), insofar as: i. Such actions are reflected in the Company's Annual Report (including the Financial Report) for the Financial Year ended in 2023. ii. Such actions do not constitute criminal offense and/or acts against the law.
	Agenda II - Menyetujui Penggunaan Laba Perseroan Tahun Buku 2023 (dua ribu dua puluh tiga) akan ditentukan kemudian dan ditetapkan dalam Rapat Umum Pemegang Saham (RUPS) terpisah secara sirkuler. **Agenda II** - Approval of the Use of the Company's Profit for the 2023 (two thousand twenty-three) Fiscal Year will be determined later and decided in a separate General Meeting of Shareholders (GMS) by circular letter.
	Agenda III - Menyetujui penetapan Kantor Akuntan Publik (KAP) HENDRAWINATA, HANNY, ERWIN & SUMARGO (Kreston Indonesia) dalam melakukan pemeriksaan atas Laporan Keuangan Perseroan untuk Tahun Buku yang berakhir pada tanggal 31-12-2024 (tiga puluh satu Desember dua ribu dua puluh empat) sesuai dengan hasil evaluasi dan usulan Dewan Komisaris Perseroan. **Agenda III** - Approved the appointment of Public Accounting Firm HENDRAWINATA, HANNY, ERWIN & SUMARGO (Kreston Indonesia) to audit the Company's Financial Statements for the Fiscal Year ending on December 31, 2024, in accordance with the results of the evaluation and recommendation of the Company's Board of Commissioners.
	Agenda IV - Menyetujui Penetapan Penghargaan atas Kinerja (Tantiem/Insentif Kinerja/Insentif Khusus) Tahun Buku 2023 (dua ribu dua puluh tiga) kepada Direksi dan Dewan Komisaris Perseroan akan ditentukan kemudian dan ditetapkan dalam Rapat Umum Pemegang Saham (RUPS) terpisah baik secara sirkuler atau fisik sesuai ketentuan yang berlaku. **Agenda IV** - Approval of the Determination of Performance Awards (Bonuses/Performance Incentives/ Special Incentives) for the 2023 (two thousand twenty-three) Fiscal Year to the Company's Board of Directors and Board of Commissioners will be determined later and decided in a separate General Meeting of Shareholders (GMS) either by circular letter or in person in accordance with applicable regulations.

Pelaksanaan RUPS Sirkuler Circular GMS Implementation	Keputusan Decision
	Agenda V - Menyetujui Penetapan Remunerasi Tahun Buku 2024 (dua ribu dua puluh empat) kepada Direksi dan Dewan Komisaris Perseroan akan ditentukan kemudian dan ditetapkan dalam Rapat Umum Pemegang Saham (RUPS) terpisah baik secara sirkuler atau fisik sesuai ketentuan yang berlaku. **Agenda V** - Approval of the Remuneration for the 2024 (two thousand twenty-four) Fiscal Year for the Company's Board of Directors and Board of Commissioners will be determined later and decided in a separate General Meeting of Shareholders (GMS) either by circular letter or in person in accordance with applicable regulations.

RUPS Luar Biasa Tahun 2024

Sepanjang tahun 2024, PT Patra Jasa tidak menyelenggarakan Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) karena tidak terdapat agenda atau kebutuhan korporasi yang mensyaratkan pelaksanaannya selama tahun berjalan.

2024 Extraordinary General Meeting of Shareholders

Throughout 2024, PT Patra Jasa did not hold an Extraordinary General Meeting of Shareholders (EGMS) because there was no agenda or corporate need that required its implementation during the current year.

RUPS Sirkuler Tahun 2024

Sepanjang tahun 2024, PT Patra Jasa telah menyelenggarakan 13 (tiga belas) kali RUPS Sirkuler, dengan rincian sebagai berikut:

2024 Circular General Meeting of Shareholders

Throughout 2024, PT Patra Jasa has held 13 (thirteen) Circular General Meetings of Shareholders, with the following details:

Pelaksanaan RUPS Sirkuler Circular GMS Implementation	Keputusan Decision
2 Januari 2024 January 2, 2024	Penempatan Wakil Perseroan sebagai Direktur Keuangan dan SDM PT Prima Armada Raya / Appointment of the Company Representative as Finance and Human Resources Director of PT Prima Armada Raya
9 Januari 2024 January 9, 2024	Penempatan Wakil Perseroan sebagai Anggota Direksi PT Patra Wijaya Realtindo / Appointment of the Company Representative as Member of the Board of Directors of PT Patra Wijaya Realtindo
20 Februari 2024 February 20, 2024	Pemberhentian dan Pengangkatan Direktur Properti / Dismissal and Appointment of Property Directors
27 Februari 2024 February 27, 2024	Perubahan Nomenklatur Jabatan Anggota Direksi dan Pengalihan Tugas Anggota Direksi / Changes in the Nomenclature of Board Member Positions and Transfer of Board Member Duties
24 April 2024 April 24, 2024	Penempatan Wakil Perseroan sebagai Anggota Dewan Komisaris PT Prima Armada Raya / Appointment of the Company Representative as Member of the Board of Commissioners of PT Prima Armada Raya
8 Mei 2024 May 8, 2024	Penempatan Wakil Perseroan sebagai Direktur PT Mitra Tours and Travel / Appointment of the Company Representative as Director of PT Mitra Tours and Travel
15 Mei 2024 May 15, 2024	Pengalihan Tugas Anggota Direksi, Pemberhentian Anggota Direksi dan Pengangkatan Anggota Direksi dan Dewan Komisaris / Transfer of Duties of Board Members, Dismissal of Board Members, and Appointment of Board Members and Board of Commissioners
17 Mei 2024 May 17, 2024	Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2024 / Company Work Plan and Budget (RKAP) for 2024
26 Juli 2024 July 26, 2024	Penunjukan Kantor Akuntan Publik untuk Mengaudit Laporan Keuangan Periode Tahun Buku 2024 / Appointment of a Public Accounting Firm to Audit the Financial Statements for the 2024 Fiscal Year
11 September 2024 September 11, 2024	Revisi/Perubahan Sebagian Ketentuan Anggaran Dasar terkait dengan Kegiatan Investasi dan Divestasi / Revision/Partial Amendment of Articles of Association Provisions related to Investment and Divestment Activities
25 September 2024 September 25, 2024	Penetapan Penggunaan Laba Bersih Tahun Buku 2023 / Determination of the Use of Net Profit for Fiscal Year 2023

Pelaksanaan RUPS Sirkuler Circular GMS Implementation	Keputusan Decision
27 September 2024 September 27, 2024	Penetapan Penghargaan atas Kinerja Tahunan Tahun Buku 2023 dan Remunerasi 2024 Anggota Direksi dan Dewan Komisaris Perseroan / Determination of Awards for Annual Performance in Fiscal Year 2023 and Remuneration for 2024 for Members of the Board of Directors and Board of Commissioners of the Company
18 Oktober 2024 October 18, 2024	Pengangkatan Anggota Dewan Komisaris / Appointment of Board of Commissioners Members

Direksi

Board of Directors

Direksi merupakan organ yang bertanggung jawab secara kolegial atas pengelolaan dan operasional Perseroan agar berjalan secara efektif dan berkelanjutan. Direksi bertindak untuk dan atas nama Perseroan dalam pengambilan keputusan strategis guna mendukung pencapaian visi dan misi Perseroan, dengan tetap mematuhi Anggaran Dasar, kebijakan internal, serta peraturan perundang-undangan yang berlaku.

Dalam perannya sebagai penggerak utama bisnis, Direksi bertanggung jawab menjaga kelangsungan usaha dan meningkatkan daya saing Perseroan sesuai dengan pembagian tugas dan kewenangan masing-masing. Pelaksanaan tugas Direksi didukung oleh fungsi strategis, termasuk Corporate Secretary dan Internal Audit, guna memastikan efektivitas pengelolaan serta penerapan prinsip Tata Kelola Perusahaan yang Baik (GCG).

Kriteria dan Persyaratan Direksi

Untuk memastikan kepemimpinan yang profesional dan efektif, Perseroan menetapkan kriteria khusus bagi anggota Direksi. Standar ini disusun berdasarkan Anggaran Dasar, Board Manual serta prinsip tata kelola perusahaan yang baik (GCG) guna menjamin bahwa setiap anggota Direksi memiliki integritas, kompetensi, serta pengalaman yang memadai dalam menjalankan tugasnya.

Adapun kriteria utama dalam pemilihan anggota Direksi adalah sebagai berikut:

1. Orang perorangan yang cakap melakukan perbuatan hukum, kecuali dalam waktu 5 (lima) tahun sebelum pengangkatan pernah:
   a. Dinyatakan pailit;
   b. Menjadi anggota direksi atau anggota Dewan Komisaris atau anggota Dewan Pengawas yang dinyatakan bersalah menyebabkan suatu Persero atau Perum dinyatakan pailit; atau
   c. Dihukum karena melakukan tindak pidana yang merugikan keuangan Negara dan/atau yang berkaitan dengan sektor keuangan.

The Board of Directors is the body collectively responsible for the management and operations of the Company to ensure that it runs effectively and sustainably. The Board of Directors acts for and on behalf of the Company in making strategic decisions to support the achievement of the Company's vision and mission, while complying with the Articles of Association, internal policies, and applicable laws and regulations.

In its role as the main driver of the business, the Board of Directors is responsible for maintaining business continuity and improving the Company's competitiveness in accordance with their respective duties and authorities. The implementation of the Board of Directors' duties is supported by strategic functions, including the Corporate Secretary and Internal Audit, to ensure effective management and the application of Good Corporate Governance (GCG) principles.

Criteria and Requirements of the Board of Directors

To ensure professional and effective leadership, the Company has established specific criteria for members of the Board of Directors. These standards are based on the Articles of Association, the Board Manual, and the principles of good corporate governance (GCG) to ensure that each member of the Board of Directors has the integrity, competence, and experience necessary to perform their duties.

The main criteria for selecting members of the Board of Directors are as follows:

1. An individual who is legally competent to perform legal acts, provided that within the last 5 (five) years prior to appointment, he/she has not:
   a. Been declared bankrupt;
   b. Served as a member of the Board of Directors, Board of Commissioners, or Supervisory Board who was found at fault for causing a Company (Persero) or Public Company (Perum) to be declared bankrupt; or
   c. Been convicted of a criminal offense that caused losses to state finances and/or is related to the financial sector.

2. Mempertimbangkan keahlian, integritas, kepemimpinan, jujur, berperilaku baik dan berdedikasi tinggi untuk memajukan dan mengembangkan Perseroan serta persyaratan lainnya berdasarkan peraturan perundangan.
3. Antara para anggota Direksi dan antara anggota Direksi dengan anggota Dewan Komisaris dilarang memiliki hubungan keluarga sedarah sampai dengan derajat ketiga, baik menurut garis lurus maupun garis ke samping, atau hubungan semenda (menantu atau ipar).

Seluruh anggota Direksi yang saat ini menjabat telah memenuhi persyaratan tersebut. Seluruhnya berdomisili di Indonesia, dengan mayoritas memiliki pengalaman lebih dari 5 (lima) tahun di bidang operasional sebagai pejabat eksekutif di Perseroan. Dengan latar belakang tersebut, Direksi diharapkan mampu menjalankan tugas dan tanggung jawabnya secara optimal demi keberlanjutan dan pertumbuhan Perseroan.

Rangkap Jabatan Direksi

Perseroan memiliki kebijakan yang mengatur rangkap jabatan bagi anggota Direksi sebagaimana tertuang dalam Anggaran Dasar. Kebijakan ini bertujuan untuk memastikan fokus dan dedikasi penuh Direksi dalam menjalankan tugas pengelolaan perusahaan secara efektif.

Sepanjang tahun 2025, tidak terdapat anggota Direksi yang merangkap jabatan di perusahaan lain, baik sebagai Direksi maupun dalam posisi lain yang dilarang sesuai dengan ketentuan dalam Anggaran Dasar serta peraturan perundang-undangan yang berlaku. Hal ini mencerminkan komitmen Perseroan dalam menerapkan tata kelola perusahaan yang baik serta menjaga profesionalisme dalam menjalankan fungsi kepemimpinan.

Pedoman Kerja dan Tata Tertib Direksi

Sebagai bentuk komitmen terhadap penerapan Tata Kelola Perusahaan yang Baik (GCG), Perseroan telah menetapkan Board Manual No. 008/A/LC/2025 tanggal 25 September 2025 sebagai acuan dalam menjalankan tugas dan tanggung jawab Direksi. Board Manual ini disusun berdasarkan prinsip hukum korporasi, Anggaran Dasar Perseroan, peraturan perundang-undangan yang berlaku, arahan Pemegang Saham, serta praktik terbaik (*best practice*) GCG.

Board Manual tersebut menjadi pedoman dalam pelaksanaan fungsi pengelolaan dan pengambilan keputusan secara efektif, efisien, transparan, dan akuntabel, serta memastikan setiap kebijakan Direksi selaras dengan strategi bisnis, visi, dan misi Perseroan. Pedoman ini dirancang secara sistematis dan komprehensif untuk mendukung implementasi GCG yang konsisten serta mengoptimalkan kinerja Direksi sesuai ketentuan yang berlaku.

2. Taking into account expertise, integrity, leadership, honesty, good conduct, and a high level of dedication to advancing and developing the Company, as well as other requirements in accordance with prevailing laws and regulations.
3. Members of the Board of Directors are prohibited from having familial relationships, either among themselves or with members of the Board of Commissioners, up to the third degree by blood (lineal or collateral) or by marriage (in-laws).

All current members of the Board of Directors meet these requirements. All of them reside in Indonesia, with the majority having more than five years of experience in operations as executive officers at the Company. With this background, the Board of Directors is expected to be able to carry out its duties and responsibilities optimally for the sustainability and growth of the Company.

Concurrent Position of Board of Directors

The Company has a policy governing the concurrent positions of members of the Board of Directors as set forth in the Articles of Association. This policy aims to ensure the full focus and dedication of the Board of Directors in carrying out their duties of managing the company effectively.

Throughout 2025, no member of the Board of Directors held concurrent positions in other companies, either as a director or in other positions prohibited by the Articles of Association and applicable laws and regulations. This reflects the Company's commitment to implementing good corporate governance and maintaining professionalism in carrying out its leadership functions.

Code of Conduct for the Board of Directors

As a form of commitment to the implementation of Good Corporate Governance (GCG), the Company has established Board Manual No. 008/A/LC/2025 dated September 25, 2025 as a reference in carrying out the duties and responsibilities of the Board of Directors. This Board Manual has been prepared based on corporate law principles, the Company's Articles of Association, applicable laws and regulations, Shareholder directives, and GCG best practices.

The Board Manual serves as a guideline for the effective, efficient, transparent, and accountable implementation of management and decision-making functions, as well as ensuring that every policy of the Board of Directors is in line with the Company's business strategy, vision, and mission. This guideline is designed systematically and comprehensively to support the consistent implementation of GCG and optimize the performance of the Board of Directors in accordance with applicable regulations.

Muatan Pedoman Kerja dan Tata Tertib Direksi

Contents of the Work Guidelines and Rules of Procedure for the Board of Directors

Tanggung Jawab Kolegial **Collegial Responsibility**	Direksi bertindak secara kolegial dalam pengambilan keputusan dan menjalankan tugas sesuai dengan pembagian wewenang masing-masing. Setiap anggota Direksi memiliki kedudukan setara, dengan Direktur Utama berperan sebagai koordinator utama (primus inter pares). The Board of Directors acts collegially in making decisions and carrying out duties in accordance with their respective division of authority. Each member of the BOD has an equal position, with the President Director acting as the main coordinator (primus inter pares).
Efektivitas dan Independensi **Effectiveness and Independence**	Komposisi Direksi dirancang agar memungkinkan pengambilan keputusan yang efektif, cepat, dan tepat, serta tetap menjaga independensi dalam menjalankan tugasnya. The composition of the Board of Directors is designed to enable effective, quick, and appropriate decision-making, while maintaining independence in carrying out its duties.
Integritas dan Kompetensi **Integrity and Competence**	Direksi wajib memiliki integritas tinggi, pengalaman, serta pemahaman yang mendalam terhadap kompleksitas bisnis Perseroan guna memastikan pengelolaan yang optimal. The Board of Directors must possess high integrity, experience, and a deep understanding of the complexity of the Company's business to ensure optimal management.
Akuntabilitas **Accountability**	Direksi bertanggung jawab kepada RUPS sesuai dengan ketentuan yang berlaku, guna menjamin transparansi dan akuntabilitas dalam pengelolaan Perseroan. The Board of Directors is responsible to the GMS in accordance with applicable regulations, in order to ensure transparency and accountability in the management of the Company.
Koordinasi dengan Organ Perusahaan **Coordination with Company Organs**	Direksi wajib membangun komunikasi yang efektif dengan Dewan Komisaris dan pemegang saham, serta memastikan setiap keputusan bisnis yang diambil telah melalui mekanisme pengawasan dan evaluasi yang ketat. The Board of Directors must establish effective communication with the Board of Commissioners and shareholders, and ensure that every business decision take has gone through a rigorous monitoring and evaluation mechanism.
Kepatuhan terhadap Regulasi **Regulatory Compliance**	Direksi wajib memastikan bahwa seluruh kebijakan dan keputusan perusahaan telah sesuai dengan peraturan perundang-undangan, standar industri, serta kode etik perusahaan, guna meminimalkan risiko hukum dan operasional. The Board of Directors shall ensure that all company policies and decisions are in accordance with laws and regulations, industry standards, and the company's code of ethics, in order to minimize legal and operational risks.
Penyempurnaan Berkelanjutan **Continuous Improvement**	Board Manual akan senantiasa dievaluasi dan diperbaharui sesuai dengan perkembangan bisnis, regulasi terbaru, serta dinamika industri guna meningkatkan efektivitas implementasi tata kelola perusahaan. The Board of Directors's Board Manual will be continuously evaluated and updated in accordance with business developments, the latest regulations, and industry dynamics to improve the effectiveness of corporate governance implementation.

Tugas, Tanggung Jawab dan Wewenang Direksi

Tugas Direksi

Tugas Direksi adalah menjalankan segala tindakan yang berkaitan dengan pengurusan Perseroan untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan serta mewakili Perseroan baik di dalam maupun di luar Pengadilan tentang segala hal dan segala kejadian dengan pembatasan sebagaimana diatur dalam peraturan perundang-undangan, Anggaran Dasar dan/atau keputusan Rapat Umum Pemegang Saham.

Duties, Responsibilities, and Authorities of the Board of Directors

Duties of the Board of Directors

The duties of the Board of Directors are to carry out all actions related to the management of the Company for the benefit of the Company and in accordance with its purposes and objectives, as well as to represent the Company both in and outside the court in all matters and events, subject to the limitations as stipulated in prevailing laws and regulations, the Articles of Association, and/or resolutions of the General Meeting of Shareholders.

Tanggung Jawab Direksi

Setiap anggota Direksi bertanggung jawab penuh secara pribadi apabila bersangkutan bersalah atau lalai menjalankan tugasnya untuk kepentingan dan usaha Perseroan, kecuali apabila anggota Direksi yang bersangkutan dapat membuktikan bahwa:

1. Kerugian tersebut bukan karena kesalahan atau kelalaiannya;
2. Telah melakukan pengurusan dengan itikad baik dan kehati-hatian untuk kepentingan dan sesuai dengan maksud dan tujuan Perseroan;
3. Tidak mempunyai benturan kepentingan baik langsung maupun tidak langsung atas tindakan pengurusan yang mengakibatkan kerugian; dan
4. Telah mengambil tindakan untuk mencegah timbul atau berlanjutnya kerugian tersebut.

Wewenang Direksi

1. Menetapkan misi, sasaran usaha, strategi usaha, kebijakan, dan program kerja/ kegiatan Perusahaan melalui penyusunan RKAP untuk selanjutnya memperoleh persetujuan sesuai dengan Anggaran Dasar.
2. Mengatur ketentuan-ketentuan tentang kepegawaian Perseroan termasuk pembinaan pegawai, penetapan upah dan penghasilan lain pesangon dan/atau penghargaan atas pengabdian serta manfaat pensiun bagi para pegawai Perseroan berdasarkan peraturan perundang-undangan yang berlaku dan/atau Keputusan Rapat Umum Pemegang Saham.
3. Mengangkat dan memberhentikan pegawai Perseroan berdasarkan peraturan kepegawaian dan peraturan perundang-undangan yang berlaku.
4. Mengatur penyerahan kekuasaan Direksi untuk mewakili Perseroan di dalam dan di luar pengadilan kepada seorang atau beberapa orang Anggota Direksi yang khusus ditunjuk untuk itu atau kepada seorang atau beberapa orang Anggota Direksi yang khusus ditunjuk untuk itu atau kepada seorang atau beberapa orang Pekerja Perseroan baik sendiri-sendiri maupun bersama-sama atau kepada pihak lain.
5. Direksi dapat mengangkat dan memberhentikan Sekretaris Perusahaan berdasarkan aturan dan ketentuan yang berlaku.
6. Menjalankan tindakan lainnya bagi kegiatan pengurusan maupun tindak kepemilikan atas harta kekayaan Perseroan, sesuai dengan ketentuan yang diatur dalam Anggaran Dasar ini dan yang ditetapkan oleh Rapat Umum Pemegang Saham atau berdasarkan peraturan perundang-undangan yang berlaku.
7. Melakukan perubahan terhadap mata anggaran investasi sepanjang (i) tidak mengubah nilai masing-masing rekening investasi dan (ii) tidak mengubah total nilai proyek yang telah ditetapkan dalam persetujuan investasi sesuai ketentuan sistem tata kerja (STK) investasi yang berlaku.

Dengan menjalankan tugas dan wewenang sesuai ketentuan tersebut, Direksi diharapkan dapat memastikan keberlanjutan usaha, meningkatkan nilai perusahaan, serta mengoptimalkan kontribusi bagi seluruh pemangku kepentingan.

Responsibilities of the Board of Directors

Each member of the Board of Directors shall be personally and fully liable if they are at fault or negligent in performing their duties for the interest and business of the Company, unless the concerned member of the Board of Directors can prove that:

1. The loss was not due to their fault or negligence;
2. They have conducted the management in good faith and with prudence for the interest of and in accordance with the purposes and objectives of the Company;
3. They did not have any conflict of interest, either directly or indirectly, in the management actions that resulted in the loss; and
4. They have taken actions to prevent the occurrence or continuation of such loss.

Authorities of the Board of Directors

1. To determine the Company's mission, business objectives, business strategies, policies, and work programs/activities through the preparation of the RKAP, to subsequently obtain approval in accordance with the Articles of Association.
2. To stipulate provisions concerning the Company's employment matters, including employee development, determination of wages and other income, severance pay and/or service appreciation, as well as pension benefits for the Company's employees, based on prevailing laws and regulations and/or resolutions of the General Meeting of Shareholders.
3. To appoint and dismiss employees of the Company in accordance with employment regulations and prevailing laws and regulations.
4. To regulate the delegation of the Board of Directors' authority to represent the Company in and outside the court to one or more specifically appointed members of the Board of Directors, or to one or more employees of the Company, either individually or jointly, or to other parties.
5. The Board of Directors may appoint and dismiss the Corporate Secretary in accordance with applicable rules and regulations.
6. To undertake other actions related to the management and ownership of the Company's assets, in accordance with the provisions stipulated in the Articles of Association and those determined by the General Meeting of Shareholders or based on prevailing laws and regulations.
7. To make changes to investment budget line items provided that (i) such changes do not alter the value of each investment account and (ii) do not change the total project value as approved in the investment approval, in accordance with the applicable investment governance system (STK).

By carrying out their duties and authorities in accordance with these provisions, the Board of Directors is expected to ensure business sustainability, increase corporate value, and optimize contributions to all stakeholders.

Peran, Tugas, Wewenang, dan Tanggung Jawab Masing-Masing Direktur

Tugas dan tanggung jawab Direksi ditetapkan melalui keputusan dalam rapat Direksi dengan tetap mengacu pada peraturan perundang-undangan yang berlaku serta Anggaran Dasar Perseroan. Pembagian peran setiap Direktur telah ditetapkan berdasarkan Keputusan Pemegang Saham Secara Sirkuler tanggal 27 Februari 2023, yang mengatur mengenai Perubahan Nomenklatur Jabatan Anggota Direksi serta Pengalihan Tugas Anggota Direksi. Keputusan ini mengatur ruang lingkup tugas masing-masing Direktur untuk memastikan efektivitas pengelolaan dan pencapaian tujuan strategis Perseroan.

Keputusan ini dibuat guna mengoptimalkan fungsi manajerial dan kepemimpinan dalam Perseroan, serta memastikan bahwa setiap anggota Direksi menjalankan tugasnya secara profesional, transparan, dan bertanggung jawab sesuai dengan prinsip-prinsip GCG. Dengan adanya pembagian tugas yang jelas, diharapkan setiap Direktur dapat menjalankan fungsinya secara efektif guna mencapai tujuan strategis serta mendukung keberlanjutan pertumbuhan dan pengembangan usaha Perseroan.

Duties and Responsibilities of Each Director

The duties and responsibilities of the Board of Directors are determined through decisions in Board of Directors meetings, while still referring to the prevailing laws and regulations and the Company's Articles of Association. The division of roles for each Director has been determined based on the Circular Shareholder Resolution dated February 27, 2023, which regulates Changes in the Nomenclature of Board Member Positions and the Transfer of Duties Member. This decision regulates the scope of duties of each Director to ensure the effectiveness of management and the achievement of the Company's strategic objectives.

This decision was made to optimize managerial and leadership functions within the Company, as well as to ensure that each member of the Board of Directors performs his/her duties in a professional, transparent, and responsible manner in accordance with GCG principles. With a clear division of duties, it is expected that each Director will be able to carry out their functions effectively in order to achieve strategic objectives and support the sustainability of the Company's business growth and development.

Direktur Utama President Director	1. Memimpin, mengarahkan, dan bertanggung jawab penuh terhadap keberlangsungan usaha serta pengelolaan operasional Perseroan. / To lead, direct, and be fully responsible for the business continuity and operational management of the Company. 2. Mengawasi serta memastikan optimalisasi pengelolaan aset, investasi, sumber pendapatan, dan alokasi pembelanjaan guna menjamin kesinambungan dan pertumbuhan usaha Perseroan. / To oversee and ensure the optimization of asset management, investments, revenue sources, and expenditure allocation to ensure the sustainability and growth of the Company's business. 3. Memastikan pencapaian visi dan misi Perseroan secara komprehensif dengan menetapkan strategi dan kebijakan yang selaras dengan tujuan korporasi. / To ensure the comprehensive achievement of the Company's vision and mission by establishing strategies and policies that are aligned with corporate objectives. 4. Bertindak sebagai perwakilan resmi Perseroan dalam menjalankan hubungan eksternal, termasuk dengan pemangku kepentingan strategis, mitra bisnis, dan entitas terkait lainnya. / To act as the Company's authorized representative in conducting external relations, including with strategic stakeholders, business partners, and other related entities. 5. Bertanggung jawab atas mitigasi dan pengelolaan risiko keuangan serta operasional yang dapat mempengaruhi stabilitas dan keberlanjutan usaha Perseroan. / To be responsible for mitigating and managing financial and operational risks that may affect the stability and sustainability of the Company's business. 6. Menetapkan serta mengesahkan kebijakan dan peraturan internal yang menjadi pedoman bagi seluruh pekerja dalam menjalankan tugas serta tanggung jawabnya. / To Establish and ratify internal policies and regulations that serve as guidelines for all employees in carrying out their duties and responsibilities. 7. Mengawasi penyusunan dan penyampaian laporan kinerja Perseroan secara transparan, akurat, dan akuntabel kepada pemangku kepentingan sesuai dengan prinsip tata kelola perusahaan yang baik (*Good Corporate Governance*/GCG). / To oversee the preparation and submission of the Company's performance reports in a transparent, accurate, and accountable manner to stakeholders in accordance with the principles of good corporate governance (GCG). 8. Membangun serta memperkuat budaya organisasi yang sejalan dengan nilai-nilai utama Persero (AKHLAK) sebagai induk Perseroan, guna menciptakan lingkungan kerja yang profesional, berintegritas, serta berorientasi pada kinerja unggul. / To build and strengthen an organizational culture that is in line with the core values of Persero (AKHLAK) as the Company's parent, in order to create a professional, integrity, and superior performance-oriented work environment.

Direktur Strategi dan Pengembangan Bisnis Director of Strategy and Business Development	1. Merumuskan strategi pengembangan serta investasi dengan mempertimbangkan skala prioritas, ketersediaan sumber daya, penerapan teknologi, serta prospek bisnis guna memastikan keberlanjutan dan pertumbuhan Perseroan. / Formulate development and investment strategies by considering the priority scale, availability of resources, application of technology, and business prospects to ensure the sustainability and growth of the Company. 2. Memimpin, mengarahkan, serta bertanggung jawab atas pelaksanaan kegiatan investasi dan pengembangan usaha yang selaras dengan visi, misi, serta rencana strategis Perseroan. / To lead, direct, and be responsible for the implementation of investment and development activities according to the Company's vision, mission, and strategic plan. 3. Mengelola serta mengoptimalkan kerja sama strategis, mengidentifikasi peluang bisnis baru, serta memantau dinamika dan perkembangan pasar guna memastikan tercapainya target dan keberlanjutan bisnis Perseroan. / To manage and optimize strategic cooperation, identify new business opportunities, and monitor market dynamics and developments to ensure the achievement of the Company's target and business sustainability. 4. Memimpin serta mengawasi pengelolaan dan optimalisasi aset Perseroan sesuai dengan perencanaan strategis serta potensi pengembangan bisnis. / To lead and oversee the management and optimization of the Company's assets in accordance with strategic planning and business development potential. 5. Bertanggung jawab atas perencanaan, pelaksanaan, serta pengawasan program dan proyek strategis yang akan atau sedang berjalan dalam lingkup Direktorat Pengembangan Bisnis guna meningkatkan daya saing dan nilai tambah bagi Perseroan. / Responsible for the planning, implementing, and supervision of strategic programs and projects that will be or are underway within the scope of the Business Development Directorate in order to increase competitiveness and added value for the Company. 6. Mendorong penguatan budaya organisasi yang selaras dengan nilai-nilai utama yang dianut oleh Perseroan (AKHLAK) guna meningkatkan profesionalisme, integritas, serta efektivitas pengelolaan bisnis Perseroan. / To encourage the strengthening of organizational culture in line with the Company's core values (AKHLAK) in order to improve the professionalism, integrity, and the effectiveness of the Company's business management.
Direktur Properti Director of Property	1. Memimpin, mengarahkan, serta bertanggung jawab atas perencanaan, pelaksanaan, dan penyelesaian kegiatan rancang bangun infrastruktur, termasuk pengelolaan sumber daya serta penerapan teknologi pendukung, dengan tetap berkoordinasi dan bekerjasama dengan Direktorat Pengembangan Bisnis agar selaras dengan rencana strategis investasi dan pengembangan unit bisnis Perseroan. / To lead, direct, and be responsible for the planning, implementation, and completion of infrastructure design activities, availability of resources and supporting technology while collaborating and cooperating with the Directorate Business Development, to remain aligned with the strategic plan for investment and development of the Company's business units. 2. Mengelola serta mengawasi seluruh aspek teknis yang mencakup penyusunan program kerja, penjadwalan pelaksanaan, perencanaan anggaran biaya, serta penyusunan laporan pertanggungjawaban pasca penyelesaian pekerjaan teknik. / To, lead, direct and be responsible for engineering work including preparation of work programs, implementation schedules, cost budget plans,and post - engineering accountability reports. 3. Mengambil keputusan strategis serta memberikan solusi terhadap permasalahan teknis yang muncul dalam proses penyelesaian pekerjaan teknik guna memastikan kelancaran dan kualitas hasil kerja. / To make strategic decisions and provide solutions to technical problems that arise in the process of completing engineering work to ensure the smoothness and quality of work results. 4. Memimpin serta mengkoordinasikan program rehabilitasi dan/atau pemeliharaan aset bangunan serta infrastruktur yang dimiliki oleh Perseroan guna memastikan nilai dan keberlanjutan aset tersebut. / To lead and coordinate the rehabilitation and/or maintenance programs of buildings and infrastructure assets owned by the Company to ensure the value and sustainability of these assets. 5. Mengembangkan serta meningkatkan kompetensi teknis dalam desain, pengembangan, dan integrasi sistem yang dapat menunjang proses rancang bangun infrastruktur secara berkelanjutan guna meningkatkan efisiensi dan efektivitas operasional Perseroan. / Develop and improve technical competence in the design, development, and integration of systems that can support the infrastructure design process on an ongoing basis to improve the efficiency and effectiveness of the Company's operations.

	6. Menyusun serta mengawasi penerapan kebijakan, sistem prosedur, dan program kerja di lingkungan divisi yang berada di bawah naungan Direktorat Teknik guna memastikan tata kelola yang efektif dan sesuai dengan standar yang berlaku. / To develop and supervise the implementation of policies, system procedures, and work programs within the division under the Directorate of Engineering to ensure effective governance in accordance with applicable standards. 7. Bertanggung jawab atas penerapan standar Keselamatan dan Kesehatan Kerja (K3) bagi seluruh pekerja di bawah naungan Direktorat Teknik guna menciptakan lingkungan kerja yang aman dan produktif. / Responsible for implementing Occupational Safety and Health (OSH) standards for all workers under the Directorate of Engineering to create a safe and productive work environment. 8. Mengembangkan serta memperkuat budaya organisasi yang selaras dengan nilai-nilai utama yang dianut oleh Perseroan (AKHLAK) guna mendukung profesionalisme serta keberlanjutan bisnis Perseroan. / Developing and strengthening an organizational culture that is in line with the Company's core values (AKHLAK) to support the Company's professionalism and business sustainability.
Direktur Hospitality dan Multi Services Director of Hospitality and Multi Services	1. Memimpin, mengelola, serta mengembangkan kebijakan korporat terkait jasa, sarana, dan fasilitas, yang mencakup kebijakan organisasi, sistem operasional, pengelolaan penunjang usaha, serta aspek keamanan, dengan tetap memastikan pelaksanaan transformasi Perseroan sesuai dengan strategi yang telah ditetapkan oleh Direksi. / To lead, the management and development of corporate policies as well as the management of services, facilitates, and amenities, which include organizational and system policies, as well as management of business support, and security and coordination of the Company's transformation according to the strategy set by the Board of Directors. 2. Mengoptimalkan efisiensi dan efektivitas dalam fungsi-fungsi umum dan layanan jasa guna meningkatkan daya saing serta produktivitas Perseroan. / Optimizing efficiency and effectiveness in general functions and services to improve the Company's competitiveness and productivity. 3. Memimpin serta mengoordinasikan penyusunan kebijakan strategis korporat yang selaras dengan perencanaan strategis Perseroan guna mendukung keberlanjutan serta pertumbuhan bisnis. / Lead and coordinate the preparation of corporate strategic policies that are aligned with the Company's strategic planning to support business sustainability and growth. 4. Mengambil keputusan organisasi dalam lingkup Pusat Korporat dengan mempertimbangkan kebijakan strategis yang telah ditetapkan oleh Direksi guna memastikan tata kelola yang optimal. / Make organizational decisions within the scope of the Corporate Center, by considering strategic policies set by the Board of Directors to ensure optimal governance. 5. Memberikan pertimbangan strategis atas keputusan bisnis yang berada dalam lingkup kewenangan, guna memastikan kebijakan yang diambil sejalan dengan visi, misi, dan tujuan strategis Perseroan. / Provide strategic considerations on business decisions that are within the scope of authority, to ensure that the policies taken are in line with Company's vision, mission and strategic objectives. 6. Memimpin serta mengarahkan pelaksanaan transformasi dan reorganisasi Perseroan, termasuk pengelolaan serta pembinaan pekerja sesuai dengan pedoman dan regulasi yang berlaku guna meningkatkan kapabilitas serta efektivitas organisasi. / To lead and direct the implementation of the Company's transformation and reorganization, including the management and development of employees in accordance with applicable guidelines and regulations in order to improve organizational capabilities and effectiveness.

Direktur Keuangan dan Umum Director of Finance and General Affairs	1. Memimpin dan mengendalikan perumusan kebijakan, pengelolaan, serta pelaporan keuangan secara korporat, mencakup fungsi pengendalian keuangan (controller), manajemen risiko perbendaharaan dan pendanaan, pengelolaan portofolio anak perusahaan, serta keuangan pada sektor perhotelan, perkantoran, dan perumahan guna meningkatkan kinerja serta peringkat keuangan Perseroan. / To lead and control the formulation of policies, and financial reporting, on corporate basis including the (controller) functions, treasury and funding risk management, subsidiary portfolio management, and finance in the hotel, office, and housing sectors to improve the Company's financial performance ratings. 2. Melaksanakan serta mengawasi implementasi seluruh kebijakan keuangan sesuai dengan keputusan Direksi, serta memastikan efisiensi dan efektivitas fungsi keuangan di tingkat pusat, korporat, direktorat, kelompok usaha, dan unit usaha. / To carry out and supervise the implementation of all financial policies in accordance with the decisions, Board of Directors, and ensure the efficiency and effectiveness of finance functions at the central, corporate, directorate, business group, and business unit levels. 3. Menyusun, menetapkan, serta mengkoordinasikan Rencana Kerja dan Anggaran Perusahaan (RKAP) serta pengendalian akuntansi terkait biaya operasional, pendapatan, keuntungan, serta tingkat investasi secara menyeluruh dalam lingkungan Perseroan. / To prepare, determine, and coordinate the Company's Work Plan and Budget (RKAP) as well as accounting control related to operating costs, revenues, profits, and overall investment levels within the Company. 4. Mengkonsolidasi, mengendalikan, dan mengawasi penyusunan serta pelaksanaan arus kas Perseroan berdasarkan RKAP dalam rangka meningkatkan efisiensi keuangan. / To consolidate, control, and supervise the preparation and implementation of the Company's cash flow based on the RKAP in order to improve financial efficiency. 5. Mengarahkan serta mengawasi pengelolaan keuangan Perseroan, yang mencakup kebijakan anggaran, perbendaharaan, akuntansi, manajemen risiko, investasi, serta strategi pendanaan guna menjaga stabilitas dan pertumbuhan keuangan Perseroan. / To direct and supervise the Company's financial management, which includes budget policies, treasury, accounting, risk management, investment, and funding strategies to maintain the Company's financial stability and growth. 6. Mengelola portofolio investasi serta mengambil keputusan finansial yang strategis untuk mengoptimalkan nilai tambah dan memastikan tercapainya tujuan keuangan Perseroan sesuai dengan kebijakan Direksi. / To manage the investment portfolio and make strategic financial decisions to optimize added value and ensure the achievement of the Company's financial objectives in accordance with the policies of the Board of Directors. 7. Meninjau, mengevaluasi, serta meningkatkan kebijakan dan prosedur keuangan secara berkala, termasuk dalam penetapan sistem serta tata kerja pengelolaan keuangan yang selaras dengan perkembangan teknologi, dinamika ekonomi, serta peraturan perundang-undangan yang berlaku. / To periodically review, evaluate, and improve financial policies and procedures, including establishment of financial management systems and work procedures that are in line with technological developments, economic dynamics, and applicable laws and regulations. 8. Mengarahkan serta membina struktur organisasi dan pengelolaan sumber daya manusia di lingkup direktoratnya guna meningkatkan efektivitas serta profesionalisme dalam pelaksanaan tugas dan tanggung jawabnya. / To direct and foster organizational structures and management of human resources within the scope of his directorate in order to increase effectiveness and professionalism in the implementation of his duties and responsibilities.

Hak dan Kewajiban Direksi

Dalam rangka memastikan tercapainya visi, misi, dan tujuan Perseroan, Direksi memiliki sejumlah hak dan kewajiban yang harus dipenuhi dalam menjalankan tugas pengelolaan dan pengawasan. Hak dan kewajiban ini mencakup berbagai aspek yang berkaitan dengan pengelolaan keuangan, pengambilan keputusan strategis, serta tanggung jawab kepada pemegang saham.

Berikut adalah hak dan kewajiban yang harus dilaksanakan oleh Direksi:

1. Berhak memperoleh penghasilan dengan besaran dan jenis yang ditetapkan sesuai dengan ketentuan peraturan perundang-undangan yang berlaku.
2. Wajib melaksanakan tugas dengan penuh dedikasi, mencurahkan perhatian, serta pengabdiannya secara penuh dalam menjalankan kewajiban dan mencapai tujuan Perseroan.
3. Bertanggung jawab untuk menyelenggarakan rapat Direksi sekurang-kurangnya satu kali dalam sebulan guna memastikan koordinasi serta pengambilan keputusan strategis yang efektif.
4. Wajib mempertanggungjawabkan pelaksanaan tugasnya kepada Rapat Umum Pemegang Saham (RUPS) sesuai dengan ketentuan hukum yang berlaku.

Direktur Utama memiliki hak dan wewenang untuk bertindak atas nama Direksi dan mewakili Perseroan dalam setiap tindakan hukum dan operasional. Dalam hal Direktur Utama berhalangan hadir, maka salah satu anggota Direksi lainnya berhak dan berwenang untuk bertindak atas nama Direksi dan mewakili Perseroan sesuai dengan mekanisme yang ditetapkan.

Jenis Keputusan Direksi Yang Memerlukan Persetujuan Dewan Komisaris

a. Menerima pinjaman jangka pendek, kecuali pinjaman dari Pemegang Saham mayoritas.
b. Memberikan pinjaman jangka pendek.
c. Menggunakan aktiva tetap yang diperlukan dalam melaksanakan penarikan kredit jangka pendek.
d. Melepaskan dan menghapuskan aktiva tetap bergerak dengan umur ekonomis yang lazim berlaku dalam industri pada umumnya sampai dengan 5 (lima) tahun.
e. Menghapuskan dari pembukuan terhadap piutang macet dan persediaan barang mati.
f. Mengadakan kerja sama lisensi, kontrak manajemen, menyewakan aset, kerja sama operasi dan perjanjian kerja sama lainnya yang dalam bidang usaha perseroan sebagaimana ketentuan Pasal 3 Anggaran Dasar ini yang melebihi nilai tertentu yang ditetapkan oleh Dewan Komisaris.
g. Mengadakan kerja sama lisensi, kontrak manajemen, menyewakan aset, kerja sama operasi dan kerja sama lainnya yang tidak dalam bidang usaha Perseroan sebagaimana

Rights and Obligations of the Board of Directors

In order to ensure the achievement of the Company's vision, mission, and objectives, the Board of Directors has a number of rights and obligations that must be fulfilled in carrying out management and supervisory duties. These rights and obligations cover various aspects relating to financial management, strategic decision-making, as well as responsibility to shareholders.

The following are the rights and obligations that must be carried out by the Board of Directors:

1. To generate a large income whose size and type are determined in accordance with the provisions of the applicable laws and regulations.
2. To perform their duties, the Board of Directors is required to devote their full attention and dedication to their duties and achievement of the Company's objectives.
3. To be responsible for organizing Board of Directors meetings at least once a month to ensure effective coordination and strategic decision-making.
4. Be accountable for the implementation of its duties to the General Meeting of Shareholders (GMS) in accordance with applicable legal provisions.

The President Director has the right and authority to act on behalf of the Board of Directors and represent the Company in every legal and operational action. In the event that the President Director is absent, one of the other members of the Board of Directors is entitled and authorized to act on behalf of the Board of Directors and represent the Company in accordance with the established mechanism.

Types of Board of Directors Decisions Requiring Approval from the Board of Commissioners

a. Accepting short term - loans, except loans from the majority shareholder.
b. Providing short - term loans.
c. Utilizing fixed assets necessary for drawing down short - term credit.
d. Disposing of a writing off moveable fixed assets with a typical economic lifespan up to 5 (years), as commonly applicable in the industry.
e. Writing off bad debts and obsolete inventory from the books
f. Entering into licensing agreements, management contracts, asset leasing joint operations, and other cooperation agreements within the Company's line of business as stipulated in Article 3 of the Article of Association which exceed a certain value determined by the Board of Commissioners.
g. Entering into licensing agreements, management contracts, asset leasing, joint operations, and other cooperation agreements outside the Company's line of business as

ketentuan pasal 3 Anggaran Dasar ini untuk jangka waktu tidak lebih dari 1 (satu) tahun atau yang melebihi nilai tertentu yang ditetapkan oleh Dewan Komisaris.

h. Menetapkan dan menyesuaikan struktur organisasi sampai dengan 1 (satu) tingkat dibawah Direksi.
i. Melakukan penyertaan modal pada perubahan lainnya dengan batasan nilai dan/atau kriteria tertentu yang ditetapkan oleh RUPS.
j. Mendirikan anak perusahaan dan/atau perusahaan patungan dengan batasan nilai dan/atau kriteria tertentu yang ditetapkan oleh RUPS.
k. Melepaskan penyertaan modal atau perubahan struktur permodalan yang mengakibatkan terjadinya dilusi kepemilikan saham Perseroan pada anak perusahaan atau perusahaan patungan dengan batasan nilai dan/atau kriteria tertentu yang ditetapkan oleh RUPS.
l. Melakukan penggabungan, peleburan, pengambilalihan, pemisahan dan pembubaran anak perusahaan atau perusahaan patungan dengan batasan nilai dan/atau kriteria tertentu yang ditetapkan oleh RUPS.
m. Menjadikan aktiva tetap milik Perseroan sebagai penyertaan modal dalam perseroan lain atau dalam rangka mendirikan anak perusahaan, dengan batasan nilai dan/atau kriteria tertentu yang ditetapkan RUPS.
n. Perubahan terhadap rekening investasi yang telah ditetapkan dalam rencana kerja dan anggaran perusahaan.

stipulated in Article 3 of the Article of Association, for a period not exceeding a certain value determined by the Board of Commissioners.

h. Establishing and adjusting the organizational structure up to one (1) level below the Board of Directors.
i. Equity participation in other entities, within value limits and/criteria specified by the General Meeting Shareholders (GMS)
j. Establishing subsidiaries and/or joint venture companies, within value limits and/criteria specified by the GMS.
k. Divesting equity participation or altering capital structure resulting in dilution of the Company's share ownership in subsidiaries or joint ventures, within value limits and/or criteria specified by the GMS.
l. Merger, consolidation, acquisition spin - off or dissolution of subsidiaries or joint ventures, within value limits and/or criteria specified by the GMS.
m. Using the Company's fixed assets as equity participation in another company or for the purpose of establishing a subsidiary, within values limits and/or criteria specified by the GMS.
n. Changes to investment accounts that have been set out in the Company's work plan and budget.

Pernyataan Independensi dan Pengelolaan Potensi Benturan Kepentingan Direksi

Sebagai wujud komitmen dalam penerapan Tata Kelola Perusahaan yang Baik (Good Corporate Governance), Direksi sebagai organ utama dalam struktur manajemen Perseroan menjalankan fungsi manajerial dengan menjunjung tinggi integritas serta bebas dari praktik Korupsi, Kolusi, dan Nepotisme (KKN).

Untuk mencegah terjadinya benturan kepentingan (conflict of interest), setiap anggota Direksi diwajibkan menandatangani surat pernyataan komitmen pada awal dan akhir setiap tahun buku, yang menegaskan independensi serta kesediaan untuk menghindari potensi benturan kepentingan dalam pelaksanaan tugas dan tanggung jawabnya.

Surat pernyataan tersebut mencerminkan komitmen Direksi dalam menjaga integritas, profesionalisme, serta mengutamakan kepentingan Perseroan di atas kepentingan pribadi. Selanjutnya, dalam rangka meningkatkan transparansi dan akuntabilitas, Direksi bersama Sekretaris Perusahaan menyusun dan mengelola Daftar Khusus yang memuat informasi kepemilikan saham Direksi dan/atau anggota keluarganya, baik pada Perseroan maupun perusahaan lain yang memiliki hubungan dengan Perseroan. Hingga 31 Desember 2025, seluruh anggota Direksi tidak memiliki saham di Perseroan.

Statement of Independence and Management of Potential Conflicts of Interest of the Board of Directors

As a part of the Company's commitment to implementing Good Corporate Governance, the Board of Directors, as the main element in the Company's management structures, is committed to performing managerial functions with high integrity and free from Corruption, Collusion, and Nepotism (KKN) practices.

In order to prevent conflicts of interest, each member of the Board of Directors is required to sign a statement of letter at the beginning and end of each financial year period stating their commitment to act with independence and avoid potential conflicts of interest in the performance of their duties and responsibilities.

The statement letter reflects the commitment of all members of the Board of Directors in maintaining integrity and professionalism as well as performing duties by prioritizing the interest of the Company over personal interests. Furthermore, in order to enhance transparency and accountability, the Board of Directors, together with the Corporate Secretary, are required to compile and manage a Special Register containing information on share ownership by the Board of Directors and/or their family members, both registered with the Company and other companies that have a relationship with the Company. As of December 31, 2025, all members of the Board of Directors do not own shares in the Company.

Surat Keluar Direksi Tahun 2025

Selama tahun 2024, Direksi telah menerbitkan sebanyak 540 (lima ratus empat puluh) surat yang mencakup berbagai aspek strategis perusahaan. Korespondensi tersebut meliputi kebijakan pengelolaan sumber daya manusia, tata kelola keuangan, efektivitas operasional bisnis, serta arahan strategis Perseroan.

Board of Directors' Outgoing Letter for 2025

During 2024, the Board of Directors issued 540 (five hundred and forty) letters covering various strategic aspects of the company. The correspondence included human resource management policies, financial governance, business operational effectiveness, and the Company's strategic directions.

Rapat Direksi

Rapat Internal Direksi

Kebijakan Rapat Internal Direksi

Dalam rangka menunjang pelaksanaan tugas, fungsi, dan tanggung jawab Direksi dalam mengelola Perseroan, Perseroan menetapkan kebijakan penyelenggaraan Rapat Internal Direksi sebagai salah satu mekanisme utama pengambilan keputusan dan koordinasi manajerial. Kebijakan ini dirancang untuk memastikan proses pengelolaan perusahaan berjalan secara terarah, efektif, serta selaras dengan visi, misi, dan tujuan strategis Perseroan.

Ketentuan mengenai penyelenggaraan Rapat Internal Direksi telah diatur dan ditetapkan dalam *Board Manual* Perusahaan. Dalam pedoman tersebut, ditetapkan bahwa Rapat Internal Direksi dilaksanakan secara berkala dengan frekuensi sekurang-kurangnya 1 (satu) kali dalam sebulan. Melalui kebijakan tersebut, Rapat Internal Direksi difungsikan sebagai forum resmi bagi Direksi untuk membahas isu strategis, mengevaluasi kinerja Perseroan, menyelaraskan kebijakan lintas fungsi, serta mengambil keputusan yang diperlukan dalam rangka mendukung keberlanjutan dan pertumbuhan usaha Perseroan.

Frekuensi dan Kehadiran Direksi dalam Rapat Internal Direksi Tahun 2025

Direksi secara rutin menyelenggarakan rapat internal sebagai bagian dari pelaksanaan tugas dan tanggung jawab dalam pengelolaan Perseroan. Sepanjang tahun 2025, Direksi telah melaksanakan 45 (empat puluh lima) kali rapat internal.

Rincian agenda, pelaksanaan, serta tingkat kehadiran Rapat Internal Direksi selama tahun 2025 disajikan dalam tabel berikut:

Board Meeting

Internal Board Meeting

Internal Board Meeting Policy

In order to support the implementation of the duties, functions, and responsibilities of the Board of Directors in managing the Company, the Company has established a policy on the implementation of Internal Board Meetings as one of the main mechanisms for decision-making and managerial coordination. This policy is designed to ensure that the company's management processes run in a focused and effective manner, in line with the Company's vision, mission, and strategic objectives.

Provisions concerning the implementation of the Board of Directors' Internal Meetings are stipulated and regulated in the Company's Board Manual. The guidelines stipulate that the Board of Directors' Internal Meetings shall be conducted periodically, with a minimum frequency of 1 (one) meeting per month. Pursuant to this policy, the Board of Directors' Internal Meetings function as an official forum for the Board to discuss strategic issues, evaluate the Company's performance, align cross-functional policies, and make necessary decisions in order to support the sustainability and growth of the Company's business.

Frequency and Attendance of Directors at Internal Board Meetings in 2025

The Board of Directors routinely holds internal meetings as part of the implementation of its duties and responsibilities in managing the Company. Throughout 2025, the Board of Directors held 45 (forty-five) internal meetings.

The details of the agenda, implementation, and attendance rate of the Board of Directors' Internal Meetings throughout 2025 are presented in the following table:

No.	Tanggal Rapat Meeting Date	Agenda Rapat Meeting Agenda
1	6 Januari 2025 January 6, 2025	1) Pembahasan *Closing* Laporan Keuangan Ytd Desember 2024 (Unaudited) / Discussion of Closing Financial Statements YTD December 2024 (Unaudited)
2	20 Januari 2025 January 20, 2025	1) Kinerja Ytd Desember 2024 / Year-to-date performance as of December 2024
3	20 Januari 2025 January 20, 2025	1) RATAS: Kredit Modal Kerja Rp75M dari Bank BTN / RATAS: Working Capital Loan of IDR 75 Million from Bank BTN 2) RATAS: Pendanaan Hotel Patra Surabaya dari Bank BTN / RATAS: Funding for Patra Surabaya Hotel from Bank BTN 3) RATAS: Rencana Penerbitan Obligasi / RATAS: Bond Issuance Plan
4	3 Februari 2025 February 3, 2025	1) Update Rencana Penerbitan Obligasi / Update on Bond Issuance Plan 2) Revisi SOP Pengadaan / Revision of Procurement SOP 3) Hasil Kajian Gas Lahan Surabaya / Results of the Surabaya Land Gas Study

No.	Tanggal Rapat Meeting Date	Agenda Rapat Meeting Agenda
5	10 Februari 2025 February 10, 2025	1) Update Operatorship Patra Surabaya / Update Operatorship Patra Surabaya
6	18 Februari 2025 February 18, 2025	1) Kinerja Ytd Januari 2025 / YTD Performance January 2025 2) Laporan Cashflow Ytd Januari 2025 / Cash Flow Report YTD January 2025
7	19 Februari 2025 February 19, 2025	1) Kajian Operatorship Tower Drupadi, Apartemen Amarta / Study of Operatorship Tower Drupadi, Amarta Apartment 2) Kajian Alternatif Pengembangan Apartemen Urbano, Bekasi / Alternative Study on the Development of Urbano Apartments, Bekasi
8	24 Februari 2025 February 24, 2025	1) Hasil Kajian Gas Alam Lahan Surabaya Bagian Selatan (Area Pembangunan Hotel) / Results of Natural Gas Study in South Surabaya (Hotel Development Area)
9	3 Maret 2025 March 3, 2025	1) Paparan Final Kajian Gas Alam Lahan Surabaya / Final Presentation of the Surabaya Land Natural Gas Study
10	10 Maret 2025 March 10, 2025	1) Pembahasan HOP / HOP discussion 2) Agenda HC / Agenda HC
11	17 Maret 2025 March 17, 2025	1) Kinerja Keuangan Ytd Februari 2025 / Financial Performance YTD February 2025
12	17 Maret 2025 March 17, 2025	1) Agenda Valuasi Saham Patra Jasa Ref Surat Dir SPPU / Patra Jasa Stock Valuation Agenda Ref Letter from SPPU Director
13	25 Maret 2025 March 25, 2025	1) Usulan Penetapan dan Penggunaan Laba Bersih Tahun 2024 / Proposal for the Determination and Use of Net Profit for 2024
14	14 April 2025 April 14, 2025	1) Paparan Kajian Market Feasibility Study Pengembangan Hotel Bintang 3 diatas tiga Alternatif Lahan / Presentation of Market Feasibility Study for the Development of a 3-Star Hotel on Three Alternative Sites 2) Operatorship Surabaya / Operatorship Surabaya 3) Kelanjutan Pengadaan KLHK Tahap III / Continuation of KLHK Procurement Phase III
15	17 April 2025 April 17, 2025	1) Pembahasan Inventory Patra Jasa / Discussion of Patra Jasa Inventory 2) Pembahasan Renovasi Patraland Residensial / Discussion of Patraland Residential Renovation 3) Revisi SOP Procurement / Revision of Procurement SOP
16	21 April 2025 April 21, 2025	1) Kinerja Keuangan dan Laporan Cashflow Ytd Maret 2025 / Financial Performance and Cash Flow Report YTD March 2025
17	28 April 2025 April 28, 2025	1) Dry Run Performance Management Review TW I / Dry Run Performance Management Review TW I 2) Update Kajian FS Tiga Lokasi untuk Pengembangan Hotel Bintang 3 (Corporate Review) / Update on Feasibility Study of Three Locations for Development of a 3-Star Hotel (Corporate Review) 3) Operatorship Surabaya / Operatorship Surabaya
18	16 Mei 2025 May 16, 2025	1) Proses Valuasi Nilai Wajar Pertamina Grup / Fair Value Valuation Process for Pertamina Group
19	19 Mei 2025 May 19, 2025	1) Kinerja Keuangan dan Laporan Cashflow Ytd April 2025 / Financial Performance and Cash Flow Report YTD April 2025 2) Update Operatorship Patra Surabaya / Update Operatorship Patra Surabaya
20	20 Mei 2025 May 20, 2025	1) Pengembangan Sementara POV sebagai Sport & F&B Park / Temporary Development of POV as a Sports & F&B Park
21	2 Juni 2025 June 2, 2025	1) Pedoman Corporate Governance & Excellence / Corporate Governance & Excellence Guidelines
22	10 Juni 2025 June 10, 2025	1) Dividen Anak Perusahaan / Subsidiaries' Dividends 2) PAR (FID KRP dan Pengalihan Mata Anggaran) / PAR (FID KRP and Budget Transfer)
23	10 Juni 2025 June 10, 2025	1) Dividen Anak Perusahaan / Subsidiaries' Dividends 2) PAR (FID KRP dan Pengalihan Mata Anggaran) / PAR (FID KRP and Budget Transfer)
24	16 Juni 2025 June 16, 2025	1) Kinerja Ytd Mei 2025 dan Laporan Cashflow Ytd Mei 2025 / YTD Performance for May 2025 and YTD Cash Flow Report for May 2025 2) Evaluasi Efektivitas ABI Non Business Development / Evaluation of the Effectiveness of Non-Business Development ABI

No.	Tanggal Rapat Meeting Date	Agenda Rapat Meeting Agenda
25	26 Juni 2025 June 26, 2025	1) Penyampaian Kajian Tindak Lanjut Tower Drupadi, Apartemen Amarta / Presentation of Follow-up Study on Drupadi Tower, Amarta Apartment
26	7 Juli 2025 July 7, 2025	1) Hasil Laporan Pelaksanaan WLA / WLA Implementation Report Results
27	21 – 22 Juli 2025 July 21 - 22 2025	1) *Challenge Session* BOD – RKAP 2026 / Challenge Session BOD – RKAP 2026 2) BOD Meeting / BOD Meeting
28	23 Juli 2025 July 23, 2025	1) Operatorship Patra Surabaya / Operatorship Patra Surabaya
29	28 Juli 2025 July 28, 2025	1) Pemaparan Usulan ABI 2026 Hasil Rakor CS BOD / Presentation of ABI 2026 Proposal Results of CS BOD Coordination Meeting
30	4 Agustus 2025 August 4, 2025	1) Aset Tanah Idle dan Pencegahan Pencabutan Hak atas Tanah Milik Patra Jasa / Idle Land Assets and Prevention of Revocation of Land Rights Owned by Patra Jasa 2) Persetujuan TOR Kajian Strategis Patra Jasa dalam Ekosistem Danantara / Approval of Terms of Reference for Strategic Review of Patra Jasa in the Danantara Ecosystem
31	19 Agustus 2025 August 19, 2025	1) Kinerja Ytd Juli 2025 dan Laporan *Cashflow* Juli 2025 / YTD Performance for July 2025 and Cash Flow Report for July 2025
32	19 Agustus 2025 August 19, 2025	1) RATAS: Pembahasan Draf Perjanjian dengan Wika Gedung / RATAS: Discussion of Draft Agreement with Wika Gedung
33	1 September 2025 1 September 2025	1) Laporan Hasil Kick Off Konsolidasi Hotel BUMN / Report on the Results of the Kick-Off for the Consolidation of State-Owned Hotels 2) Pembahasan Cost Allocation / Discussion of Cost Allocation
34	16 September 2025 September 16, 2025	1) Pengembangan POV / POV Development 2) Tindak Lanjut Patra Surabaya / Follow-up by Patra Surabaya 3) Peminatan Lahan Jayamandala / Jayamandala Land Specialization
35	22 September 2025 September 22, 2025	1) Alternatif Usulan RKAP 2026 PAJ / Alternative Proposal for the 2026 PAJ RKAP 2) Kinerja Keuangan dan Cash Flow Ytd Agustus 2025 / Financial Performance and Cash Flow YTD August 2025
36	22 September 2025 September 22, 2025	1) RATAS: Pembayaran Pertalife / RATAS: Pertalite Payment
37	6 Oktober 2025 October 6, 2025	1) RATAS: Pelaksanaan Penghapusan Aktiva Tetap / RATAS: Implementation of Fixed Asset Disposal 2) RATAS: Cost Allocation / RATAS: Cost Allocation
38	20 Oktober 2025 October 20, 2025	1) Kinerja Keuangan Ytd September 2025 dan Laporan *Cashflow* Ytd September 2025 / Financial Performance YTD September 2025 and Cash Flow Report YTD September 2025
39	27 Oktober 2025 October 27, 2025	1) KPI 2026 / KPI 2026
40	17 November 2025 November 17, 2025	1) Kinerja Keuangan Ytd Oktober 2025 / Financial Performance YTD October 2025
41	20 November 2025 November 20, 2025	1) Ratas: *Update Project* Patra Surabaya / Ratas: Update Project Patra Surabaya
42	3 Desember 2025 December 3, 2025	1) Ratas: Penyelesaian Kewajiban Pengembalian Pembayaran Lahan kepada PWR dan Penyelesaian Kewajiban PWR kepada WIKA Gedung atas Uang Muka Setoran Modal Tambahan / Ratas: Settlement of Land Payment Obligations to PWR and Settlement of PWR's Obligations to WIKA Gedung for Additional Capital Deposit Advances
43	10 Desember 2025 December 10, 2025	1) Tindak Lanjut Pembangunan Hotel Patra Surabaya / Follow-up on the Construction of the Patra Surabaya Hotel 2) *Update Streamlining* Penandatanganan *Program Charter* PAJ Group, terkait Penataan Anak Usaha di Lingkungan Pertamina / Update on Streamlining the Signing of the PAJ Group Charter Program, related to the Restructuring of Subsidiaries within Pertamina
44	15 Desember 2025 December 15, 2025	1) Kinerja Keuangan Ytd November 2025 dan Laporan Cashflow Ytd November 2025 / Financial Performance YTD November 2025 and Cash Flow Report YTD November 2025 2) Pengalihan *Operatorship* Hotel milik PT Patra Jasa / Plan to Transfer Operatorship of Hotels Owned by PT Patra Jasa

No.	Tanggal Rapat Meeting Date	Agenda Rapat Meeting Agenda
45	22 Desember 2025 December 22, 2025	1) Ratas: Reklasifikasi ABO menjadi ABI Tahun 2025 / Ratas: Reclassification of ABO to ABI in 2025

Berdasarkan informasi terkait pelaksanaan rapat internal Direksi tersebut, tingkat kehadiran masing-masing anggota Direksi disajikan sebagai berikut:

Based on information related to the implementation of the internal Board of Directors meeting, the attendance rate of each member of the Board of Directors is presented as follows

No.	Nama Name	Jabatan Position	Jumlah Rapat Total Meeting	Jumlah Kehadiran Total Attendance	Tingkat Kehadiran Attendance Level
1.	Ray Syaputra Muda Daulay *)	Direktur Utama President Director	44	43	98%
2.	Muhammad Indharto Rusman	Direktur Strategi dan Pengembangan Bisnis Director of Strategy and Business Development	45	44	98%
3.	Dani Noor Achmad Sulaeman	Direktur Properti Director of Property	45	45	100%
4.	Rizky Mahesa Dwiyana	Direktur Hospitality dan Multi Services Director of Hospitality and Multi Services	45	42	93%
5.	Kurnia Pinayungan **)	Direktur Keuangan dan Umum Director of Finance and General Affairs	4	4	100%
6.	Aditya Dhanwantara ***)	Direktur Keuangan dan Umum Director of Finance and General Affairs	41	40	98%

*) Pengangkatan kembali sebagai Direksi Patra Jasa sejak 8 Oktober 2025
**) Menjabat sebagai Direksi Patra Jasa sejak 25 November 2025
***) Sudah tidak menjabat sebagai Direksi Patra Jasa sejak 25 November 2025

*) Pengangkatan kembali sebagai Direksi Patra Jasa sejak 8 Oktober 2025
**) Menjabat sebagai Direksi Patra Jasa sejak 25 November 2025
***) Sudah tidak menjabat sebagai Direksi Patra Jasa sejak 25 November 2025

Rapat Direksi Bersama Dewan Komisaris

Kebijakan Rapat Direksi Bersama Dewan Komisaris

Sebagai perwujudan mekanisme pengawasan dan koordinasi yang efektif, Perseroan menetapkan ketentuan mengenai penyelenggaraan Rapat Direksi bersama Dewan Komisaris secara berkala. Rapat ini berfungsi sebagai forum strategis untuk memastikan keselarasan pandangan antara organ pengelola dan organ pengawas dalam mengevaluasi kebijakan, memantau mitigasi risiko, serta menetapkan arahan strategis demi kepentingan terbaik Perseroan.

Ketentuan mengenai rapat gabungan Direksi bersama Dewan Komisaris tersebut diatur dalam *Board Manual* Perusahaan, yang mengamanatkan penyelenggaraan rapat dilakukan secara terjadwal sekurang-kurangnya 1 (satu) kali dalam sebulan.

Frekuensi dan Kehadiran Direksi dalam Rapat Bersama Dewan Komisaris Tahun 2025

Sepanjang tahun 2025, Direksi dan Dewan Komisaris telah melaksanakan 15 (lima belas) kali rapat gabungan.

Joint Meeting of the Board of Directors and Board of Commissioners

Policy on Joint Board of Directors and Board of Commissioners Meetings

As a manifestation of effective supervision and coordination mechanisms, the Company has established provisions regarding the regular holding of joint meetings between the Board of Directors and the Board of Commissioners. These meetings serve as a strategic forum to ensure alignment between the management and supervisory bodies in evaluating policies, monitoring risk mitigation, and setting strategic directions in the best interests of the Company.

Provisions concerning the joint meetings of the Board of Directors and the Board of Commissioners are stipulated in the Company's Board Manual, which mandate that such meetings be conducted on a scheduled basis at least 1 (one) time per month.

Frequency and Attendance of Directors at Joint Meetings with the Board of Commissioners in 2025

Throughout 2025, the Board of Directors and Board of Commissioners held 15 (fifteen) joint meetings. This frequency

Frekuensi tersebut mencerminkan komitmen kedua organ dalam memperkuat tata kelola perusahaan yang sehat dan berkelanjutan.

reflects the commitment of both bodies to strengthening sound and sustainable corporate governance.

Rincian agenda, pelaksanaan, serta tingkat kehadiran Rapat Direksi bersama Dewan Komisaris selama tahun 2025 disajikan dalam tabel berikut:

Details of the agenda, implementation, and attendance rate of the Board of Directors and Board of Commissioners meetings during 2025 are presented in the following table:

No.	Tanggal Rapat Meeting Date	Agenda Rapat Meeting Agenda
1	24 Januari 2025 January 24, 2025	1) Kinerja Keuangan PT Patra Jasa Bulan Desember 2024 / Financial Performance of PT Patra Jasa in December 2024 2) Fasilitas Pinjaman Kredit Modal Kerja Rp75M / Working Capital Loan Facility of IDR 75 million
2	4 Februari 2025 February 4, 2025	1) Pendanaan Pembangunan Hotel Patra Surabaya / Funding for the Construction of Patra Surabaya Hotel
3	25 Februari 2025 February 25, 2025	1) Kebutuhan atas Fasilitas Pinjaman Kredit Modal Kerja Rp75M / Requirement for Working Capital Loan Facilities of IDR 75 million 2) Pendanaan Pembangunan Hotel Patra Surabaya / Funding for the Construction of Patra Surabaya Hotel 3) *Property Development* / Property Development
4	26 Februari 2025 February 26, 2025	1) Kinerja Keuangan PT Patra Jasa Bulan Januari 2025 / Financial Performance of PT Patra Jasa in January 2025 2) Update Proyek pembangunan KLHK / Update on KLHK development projects
5	25 Maret 2025 March 25, 2025	1) Kinerja Keuangan PT Patra Jasa Bulan Februari 2025 / Financial Performance of PT Patra Jasa in February 2025
6	14 April 2025 April 14, 2025	1) Usulan RJPP PT Patra Jasa 2025 – 2029 Suplemen 2034 / Proposed RJPP of PT Patra Jasa 2025–2029 Supplement 2034
7	29 April 2025 April 29, 2025	1) Kinerja Keuangan PT Patra Jasa Bulan Maret 2025 / Financial Performance of PT Patra Jasa in March 2025 2) Investasi Sana Hills, Urbano, Palagan, Amarta, KLHK / Investment of Sana Hills, Urbano, Palagan, Amarta, KLHK 3) *Dry Run* Pra RUPS Laporan Tahunan PT Patra Jasa Tahun Buku 2024 / Dry Run Prior to the Annual General Meeting of Shareholders Annual Report of PT Patra Jasa for Fiscal Year 2024
8	28 Mei 2025 May 28, 2025	1) Kinerja Keuangan PT Patra Jasa Bulan April 2025 / Financial Performance of PT Patra Jasa in April 2025
9	26 Juni 2025 June 26, 2025	1) Kinerja Keuangan PT Patra Jasa Bulan Mei 2025 / Financial Performance of PT Patra Jasa in May 2025
10	28 Juli 2025 July 28, 2025	1) Kinerja Keuangan PT Patra Jasa Ytd Juni 2025 / Financial Performance of PT Patra Jasa YTD June 2025 2) Penandatanganan Komitmen Tata Kelola Teknologi Informasi dan *Cyber Security Charter* Anak Perusahaan / Signing of the Commitment to Information Technology Governance and Cyber Security Charter for Subsidiaries
11	27 Agustus 2025 August 27, 2025	1) Kinerja Keuangan PT Patra Jasa Ytd Juli 2025 / Financial Performance of PT Patra Jasa YTD July 2025
12	30 September 2025 September 30, 2025	1) Kinerja Keuangan PT Patra Jasa Ytd Agustus 2025 / Financial Performance of PT Patra Jasa YTD August 2025 2) Usulan RKAP PT Patra Jasa Tahun 2026 / PT Patra Jasa's 2026 Budget Proposal
13	30 Oktober 2025 October 30, 2025	1) Kinerja Keuangan PT Patra Jasa Bulan September 2025 / Financial Performance of PT Patra Jasa in September 2025
14	18 November 2025 November 18, 2025	1) Kinerja Keuangan PT Patra Jasa Bulan Oktober 2025 / Financial Performance of PT Patra Jasa in October 2025 2) Update Rencana Integrasi Unit Bisnis Hotel Patra Jasa / Update on the Integration Plan for Patra Jasa's Hotel Business Unit
15	22 Desember 2025 December 22, 2025	1) Kinerja Keuangan PT Patra Jasa Ytd November 2025 / Financial Performance of PT Patra Jasa YTD November 2025

Berdasarkan informasi terkait pelaksanaan rapat Direksi bersama Dewan Komisaris tersebut, tingkat kehadiran masing-masing anggota Direksi disajikan sebagai berikut:

Based on information regarding the implementation of the joint meetings of the Board of Directors and the Board of Commissioners, the attendance rate of each member of the Board of Directors is presented as follows:

No.	Nama Name	Jabatan Position	Jumlah Rapat Total Meeting	Jumlah Kehadiran Total Attendance	Tingkat Kehadiran Attendance Level
1.	Ray Syaputra Muda Daulay *)	Direktur Utama President Director	14	14	100%
2.	Muhammad Indharto Rusman	Direktur Strategi dan Pengembangan Bisnis Director of Strategy and Business Development	15	15	100%
3.	Dani Noor Achmad Sulaeman	Direktur Properti Director of Property	15	15	100%
4.	Rizky Mahesa Dwiyana	Direktur Hospitality dan Multi Services Director of Hospitality and Multi Services	15	15	100%
5.	Kurnia Pinayungan **)	Direktur Keuangan dan Umum Director of Finance and General Affairs	1	1	100%
6.	Aditya Dhanwantara ***)	Direktur Keuangan dan Umum Director of Finance and General Affairs	14	14	100%

*) Pengangkatan kembali sebagai Direksi Patra Jasa sejak 8 Oktober 2025

**) Menjabat sebagai Direksi Patra Jasa sejak 25 November 2025

***) Sudah tidak menjabat sebagai Direksi Patra Jasa sejak 25 November 2025

*) Reappointed as a Director of Patra Jasa effective October 8, 2024

**) Has served as a Director of Patra Jasa since November 25

***) No longer serves as a Director of Patra Jasa since November 2025

Tingkat Kehadiran Direksi dalam Rapat Umum Pemegang Saham (RUPS) yang Diselenggarakan pada Tahun 2025

Board of Directors' Attendance Rate at the General Meeting of Shareholders (GMS) Held in 2025

No.	Nama Name	Jabatan Position	Jumlah Rapat Total Meeting	Jumlah Kehadiran Total Attendance	Tingkat Kehadiran Attendance Level
1.	Ray Syaputra Muda Daulay *)	Direktur Utama President Director	1	1	100%
2.	Muhammad Indharto Rusman	Direktur Strategi dan Pengembangan Bisnis Director of Strategy and Business Development	1	1	100%
3.	Dani Noor Achmad Sulaeman	Direktur Properti Director of Property	1	1	100%
4.	Rizky Mahesa Dwiyana	Direktur Hospitality dan Multi Services Director of Hospitality and Multi Services	1	1	100%
5.	Kurnia Pinayungan **)	Direktur Keuangan dan Umum Director of Finance and General Affairs	-	-	-
6.	Aditya Dhanwantara ***)	Direktur Keuangan dan Umum Director of Finance and General Affairs	1	1	100%

*) Pengangkatan kembali sebagai Direksi Patra Jasa sejak 8 Oktober 2025

*) Reappointed as a Director of Patra Jasa effective October 8, 2024

**) Menjabat sebagai Direksi Patra Jasa sejak 25 November 2025

***) Sudah tidak menjabat sebagai Direksi Patra Jasa sejak 25 November 2025

**) Has served as a Director of Patra Jasa since November 25

***) No longer serves as a Director of Patra Jasa since November 2025

Program Pengenalan Direksi

Kebijakan Program Pengenalan Direksi

Perseroan berkomitmen penuh untuk memastikan bahwa setiap anggota Direksi yang baru bergabung dapat segera beradaptasi dan berkontribusi secara optimal dalam menjalankan tugas serta tanggung jawabnya. Oleh karena itu, Perseroan menetapkan kebijakan penyelenggaraan Program Pengenalan Direksi bagi anggota yang baru ditunjuk guna mempercepat proses integrasi mereka ke dalam tata kelola perusahaan.

Kebijakan ini tertuang dalam Pedoman *Board Manual* Perusahaan. Program ini dirancang secara komprehensif dengan fokus pada pemahaman mendalam terhadap visi, misi, strategi bisnis, struktur organisasi, kebijakan internal, serta kepatuhan terhadap regulasi yang berlaku. Selain membekali Direksi dengan wawasan operasional, kebijakan ini juga bertujuan untuk memperkuat sinergi dengan Dewan Komisaris dan unit kerja terkait agar koordinasi serta mekanisme pengambilan keputusan berjalan lebih efektif sejak awal masa jabatan. Penanggung jawab atas pelaksanaan program pengenalan Direksi ini berada pada Divisi Human Capital.

Pelaksanaan Program Pengenalan Direksi

Menindaklanjuti pengangkatan anggota Direksi baru pada tahun 2025, Perseroan telah melaksanakan program pengenalan sebagai bentuk pemenuhan kebijakan tata kelola. Melalui pemaparan materi strategis, kunjungan lapangan, dan diskusi mendalam dengan manajemen kunci, program ini berhasil memberikan pemahaman menyeluruh terhadap peta operasional dan tantangan bisnis Perseroan ke depan.

Adapun rincian terkait pelaksanaan program pengenalan Direksi tersebut sebagai berikut:

Board of Directors Introduction Program

Director Introduction Program Policy

The Company is fully committed to ensuring that each newly appointed member of the Board of Directors can quickly adapt and contribute optimally in carrying out their duties and responsibilities. Therefore, the Company has established a Board of Directors Orientation Program policy for newly appointed members to accelerate their integration into the company's governance.

This policy is outlined in the Company's Board Manual. The program is comprehensively designed with a focus on in-depth understanding of the vision, mission, business strategy, organizational structure, internal policies, and compliance with applicable regulations. In addition to equipping the Board of Directors with operational insights, this policy also aims to strengthen synergy with the Board of Commissioners and related work units so that coordination and decision-making mechanisms run more effectively from the beginning of their term of office. The Human Capital Division is responsible for implementing this Board of Directors orientation program.

Implementation of the Board of Directors Introduction Program

Following the appointment of new Board members in 2025, the Company has implemented an orientation program as part of its corporate governance policy. Through presentations on strategic matters, field visits, and in-depth discussions with key management personnel, this program has succeeded in providing a comprehensive understanding of the Company's operational map and future business challenges.

The details regarding the implementation of the Board of Directors introduction program are as follows:

No.	Agenda Agenda	Waktu Pelaksanaan Time of Implementation	Keterangan Description
1.	Pisah Sambut Direktur Keuangan dan Umum Farewell and Welcome Ceremony for the Director of Finance and General Affairs	2 Desember 2025 December 2, 2025	Luring Offline

Pelatihan dan/atau Peningkatan Kompetensi Direksi

Kebijakan Pelatihan dan/atau Peningkatan Kompetensi Direksi

Perseroan menyadari bahwa kualitas kepemimpinan merupakan pilar utama dalam menjaga daya saing di pasar yang kompetitif. Sebagai upaya untuk terus memperkuat tata kelola dan pengelolaan yang efisien, Perseroan berkomitmen untuk menyediakan kesempatan yang maksimal bagi Direksi dalam mengembangkan kemampuan serta pengetahuan yang relevan. Kebijakan ini merupakan bagian dari strategi jangka panjang Perseroan dalam memastikan kinerja yang optimal dan responsif terhadap dinamika industri.

Secara formal, kebijakan peningkatan kompetensi ini dijalankan sejalan dengan ketentuan yang tercantum dalam Board Manual Perusahaan. Melalui landasan ini, Perseroan mewajibkan adanya program pengembangan berkelanjutan yang bertujuan untuk memberikan wawasan baru, memperbarui keterampilan teknis, serta mempersiapkan jajaran Direksi dalam menghadapi tantangan bisnis yang terus berkembang.

Pelaksanaan Pelatihan dan/atau Peningkatan Kompetensi Direksi

Sebagai wujud nyata dari komitmen pengembangan kepemimpinan, berbagai pelatihan dan program peningkatan kompetensi telah dilaksanakan bagi jajaran Direksi sepanjang tahun 2025. Pelaksanaan program ini difokuskan pada pemantapan pengetahuan strategis, penguatan keterampilan kepemimpinan, dan penyelarasan strategi pengelolaan yang dibutuhkan untuk mendorong kemajuan serta keberlanjutan bisnis Perseroan ke depan.

Sepanjang tahun 2025, Direksi telah berpartisipasi dalam serangkaian kegiatan pengembangan kompetensi yang meliputi forum strategis, seminar industri, serta lokakarya kepemimpinan. Adapun daftar kegiatan pelatihan yang telah diikuti oleh anggota Direksi selama tahun 2025 adalah sebagai berikut:

Training and/or Competency Improvement for Directors

Training and/or Competency Improvement Policy for Directors

The Company recognizes that leadership quality is a key pillar in maintaining competitiveness in a competitive market. In an effort to continue strengthening governance and efficient management, the Company is committed to providing maximum opportunities for the Board of Directors to develop relevant skills and knowledge. This policy is part of the Company's long-term strategy to ensure optimal performance and responsiveness to industry dynamics.

Formally, this competency improvement policy is implemented in accordance with the provisions set forth in the Company's Board Manual. Based on this foundation, the Company requires a continuous development program aimed at providing new insights, updating technical skills, and preparing the Board of Directors to face ever-evolving business challenges.

Implementation of Training and/or Competency Improvement for Directors

As a tangible manifestation of our commitment to leadership development, various training and competency enhancement programs have been implemented for the Board of Directors throughout 2025. These programs focus on consolidating strategic knowledge, strengthening leadership skills, and aligning management strategies needed to drive the Company's future progress and sustainability.

Throughout 2025, the Board of Directors participated in a series of competency development activities, including strategic forums, industry seminars, and leadership workshops. The list of training activities attended by members of the Board of Directors during 2025 is as follows:

No.	Tanggal Date	Nama Pelatihan Training Name	Penyelenggara Organizer	Tempat Place
Ray Syaputra Muda Daulay - Direktur Utama / President Director				
1.	9 Juli 2025 July 9, 2025	Executive Sustainability Master Class Cohort 10	Pertamina Corporate University	Jakarta
Muhammad Indharto Rusman - Direktur Strategi dan Pengembangan Bisnis / Director of Strategy and Business Development				
1.	7 Februari 2025 February 7, 2025	Business Leader Upskilling : Strategic Leader Competencies (SLC)	Pertamina Corporate University	Jakarta
2.	9 Juli 2025 July 9, 2025	Executive Sustainability Master Class Cohort 10	Pertamina Corporate University	Jakarta
Dani Noor Achmad Sulaeman - Direktur Properti / Director of Property				
1.	20 Januari 2025 January 20, 2025	Executive Sustainability Master Class Cohort 10	Pertamina Corporate University	Jakarta
2.	7 Februari 2025 February 7, 2025	Business Leader Upskilling : Strategic Leader Competencies (SLC)	Pertamina Corporate University	Jakarta

No.	Tanggal Date	Nama Pelatihan Training Name	Penyelenggara Organizer	Tempat Place
3.	9 Juli 2025 July 9, 2025	Executive Sustainability Master Class Cohort 10	Pertamina Corporate University	Jakarta
4.	17 Mei – 2 November 2025 May 17, – November 2, 2025	Mini Magister Hukum Tahun 2025 / Mini Master of Law Program 2025	Pertamina Corporate University	Jakarta
5.	30 September – 1 Oktober 2025 September 30, – October 1, 2025	Business Leader Upskilling: Strategic Level Competecies	Pertamina Corporate University	Jakarta
Rizky Mahesa Dwiyana - Direktur Hospitality dan Multi Services / Director of Hospitality and Multi Services				
1.	7 Februari 2025 February 7, 2025	Business Leader Upskilling: Strategic Leader Competencies (SLC)	Pertamina Corporate University	Jakarta
2.	9 Juli 2025 July 9, 2025	Executive Sustainability Master Class Cohort 10	Pertamina Corporate University	Jakarta
Aditya Dhanwantara - Direktur Keuangan dan Umum / Director of Finance and General Affairs				
1.	9 Juli 2025 July 9, 2025	Executive Sustainability Master Class Cohort 10	Pertamina Corporate University	Jakarta
2.	31 Juli 2025 31 July, 2025	*Clear Series - E-Learning* - Budaya Sadar Risiko Patra Jasa Group Tahun 2025	PT Patra Jasa	*Online*

Penilaian Kinerja Komite di Bawah Direksi

Evaluasi kinerja komite dilakukan secara sistematis oleh Direksi melalui pengumpulan laporan kinerja tahunan. Penilaian mengacu pada tiga kriteria utama:

- Capaian Kinerja:
  Mengukur sejauh mana target dan tugas telah dicapai.
- Kompetensi Anggota:
  Menilai kemampuan dan keahlian anggota dalam mendukung pengambilan keputusan.
- Kehadiran dalam Rapat:
  Menilai partisipasi aktif dan konsistensi kehadiran dalam rapat.

Sepanjang tahun 2025, Perusahaan belum memiliki Komite di bawah Direksi, sehingga tidak terdapat pelaksanaan penilaian kinerja komite pendukung Direksi.

Performance Assessment of Committees under the Board of Directors

The Board of Directors systematically evaluates the committee's performance by collecting annual performance reports. The assessment is based on three main criteria:

- Performance Achievements:
  Measuring the extent to which targets and tasks have been achieved.
- Member Competencies:
  Assessing members' abilities and expertise in supporting decision-making.
- Attendance at Meetings:
  Assessing active participation and consistent attendance at meetings.

Throughout 2025, the Company did not have any committees under the Board of Directors, so there was no performance assessment of the committees supporting the Board of Directors.

Dewan Komisaris

Board of Commissioners

Dewan Komisaris merupakan pilar utama dalam struktur tata kelola PT Patra Jasa yang berfungsi memastikan seluruh kegiatan operasional dan strategis berjalan selaras dengan prinsip transparansi, akuntabilitas, serta kepentingan pemegang saham. Tugas utamanya adalah mengawasi kebijakan dan kinerja Direksi, serta memberikan nasihat strategis guna menjamin pengelolaan perusahaan yang efektif dan berkelanjutan. Meskipun tidak terlibat dalam operasional harian, Dewan Komisaris bertanggung jawab mengevaluasi arah kebijakan dan memastikan penerapan GCG yang optimal di seluruh level organisasi.

The Board of Commissioners is the main pillar in the governance structure that plays a crucial role in the Company. As an important part of the corporate governance structure, the Board of Commissioners has a major role in ensuring that the Company's operational and strategic activities run in accordance with the principles of transparency, accountability, and the interests of shareholders. The main function of the Board of Commissioners is to supervise the policies and performance of the Board of Directors, as well as to provide advice and recommendation necessary for the management of the Company. Although it is not directly involved in operational decision - making, the Board of Commissioners still plays a role in providing strategic evaluations and considerations to ensure the company's policy direction is effective and sustainable. In addition, the Board of Commissioners also has the responsibility of ensuring optimal GCG implementation at all levels of the organization.

Proses pengangkatan dan pemberhentian anggota Dewan Komisaris dilakukan melalui Rapat Umum Pemegang Saham (RUPS) dengan merujuk pada Anggaran Dasar, Board Manual, serta regulasi yang berlaku. Untuk mendukung efektivitas pengawasan, Dewan Komisaris didampingi oleh komite-komite khusus, yaitu:

- **Komite Audit:** Bertanggung jawab memastikan kepatuhan regulasi, efektivitas pengendalian internal, dan kualitas pelaporan keuangan sesuai dengan Piagam Komite Audit.
- **Komite Pemantau Investasi dan Manajemen Risiko:** Bertugas memberikan rekomendasi kebijakan investasi serta memastikan strategi mitigasi risiko diterapkan secara menyeluruh demi keberlanjutan bisnis.

The appointment and dismissal of members of the Board of Commissioners is carried out by the General Meeting of Shareholders (GMS), in accordance with the general and specific requirements stipulated in the Company's Article of Association, Board Manual, and applicable provisions. To support effective supervision, the Board of Commissioners is assisted by special committees, namely:

- **Audit Committee**: which in carrying out its duties and responsibilities and authorities are carried out in accordance with the Audit Committee Charter
- **Investment Monitoring and Risk Management Committee**: which functions to assist the Board of Commissioners in providing input and evaluating the investment management system, internal control and providing information to the board of commissioners on related issues to anticipate investment risks and the implementation of integrated risk management in the Company.

Melalui struktur pengawasan yang kuat dan sistematis, Dewan Komisaris berkomitmen mengawal visi dan misi Perseroan demi menciptakan nilai jangka panjang bagi seluruh pemangku kepentingan.

With a strong and systematic supervisory structure, the Board of Commissioners is expected to perform its duties optimally in overseeing the Company's vision, mission and strategic objectives to create long - term value for all shareholders and other stakeholders.

Kriteria dan Persyaratan Dewan Komisaris

Sebagai organ pengawas yang berperan strategis dalam memastikan penerapan tata kelola perusahaan yang baik, anggota Dewan Komisaris PT Patra Jasa dipilih melalui proses seleksi yang ketat berdasarkan kriteria yang telah ditetapkan. Setiap calon anggota wajib memenuhi standar profesionalisme, kompetensi, dan integritas agar mampu menjalankan fungsi pengawasan dan pemberian nasihat secara optimal.

Adapun persyaratan yang harus dipenuhi oleh anggota Dewan Komisaris adalah sebagai berikut:

Criteria and Requirements for the Board of Commissioners

As a supervisory organ that has a strategic role in ensuring good corporate governance, members of the Board of Commissioners of PT Patra Jasa are selected through a rigorous selection process based on predetermined criteria. Each member must meet the requirements of professionalism, competence, and integrity in order to carry out their duties and responsibilities optimally.

The criteria that must be met by members of the Company's Board of Commissioners are as follows:

- Memiliki kompetensi dan integritas tinggi dalam melaksanakan fungsi pengawasan serta pemberian nasihat bagi kepentingan perusahaan.
- Memahami dan mematuhi Anggaran Dasar Perseroan serta seluruh peraturan perundang-undangan yang terkait dengan tugas dan kewajibannya.
- Berkomitmen terhadap penerapan prinsip-prinsip Tata Kelola Perusahaan yang Baik (GCG).
- Memiliki keahlian dan pengalaman yang relevan dengan bidang tugas yang diemban.
- Memiliki kemampuan kepemimpinan dan objektivitas dalam pengambilan keputusan strategis.
- Memiliki rekam jejak profesional dan reputasi yang baik.

- Menjunjung tinggi moral, etika, kejujuran, dan tanggung jawab.
- Cakap melakukan tindakan hukum sesuai ketentuan yang berlaku.
- Tidak pernah dinyatakan pailit atau menyebabkan suatu perusahaan dinyatakan pailit dalam kurun waktu 5 (lima) tahun sebelum pengangkatan.
- Tidak pernah dihukum karena melakukan tindak pidana dalam 5 (lima) tahun terakhir sebelum pengangkatan.

Dengan penerapan kriteria tersebut, Perseroan memastikan bahwa Dewan Komisaris yang terpilih mampu menjalankan tugasnya secara profesional, independen, serta berorientasi pada kepentingan dan keberlanjutan jangka panjang perusahaan.

- Having high competence and integrity in carrying out supervisory and advisory functions for the benefits of the company
- Understand and comply with the Company's Articles of Association and all regulations related to their duties and obligations.
- Committed to implementation of (GCG) principles.

- Having skills and experience that are relevant to the field of duties to be carried out.
- Strong leadership skills and ability to make strategic decision objectively
- Having a good professional track record and a positive reputation in carrying out previous assignments.
- Having high morals and ethics and upholding the values of honesty and responsibility.
- Having the ability to carry out legal actions in accordance with applicable regulations.
- Having never been declared bankrupt or caused the company to experience bankruptcy within 5 (five) years prior to appointment.
- Not having a legal record or having been convicted of a criminal offense in the five (5) years prior to appointment.

By these strict criteria, the Company ensures that the elected Board of Commissioners is able to carry out its duties professionally, independently, and oriented towards the long-term interests of the Company.

Rangkap Jabatan Dewan Komisaris

Dalam rangka memastikan tata kelola perusahaan yang efektif dan transparan, Perseroan telah mengatur kebijakan terkait rangkap jabatan anggota Dewan Komisaris melalui *Board Manual*. Kebijakan ini bertujuan untuk memberikan pedoman yang jelas mengenai pembatasan dan pengelolaan rangkap jabatan, guna mencegah potensi benturan kepentingan serta memastikan fungsi pengawasan dan pemberian nasihat dapat berjalan dengan baik.

Berikut ini adalah rincian mengenai rangkap jabatan yang dimiliki oleh beberapa anggota Dewan Komisaris Perseroan:

Concurrent Positions on the Board of Commissioners

In order to ensure effective and transparent corporate governance, the Company has regulated policies related to concurrent positions of members of the Board of Commissioners through the Board Manual. This policy aims to provide clear guidelines regarding the limitation and management of concurrent positions, in order to prevent potential conflicts of interest and ensure that the supervisory and advisory services can be carried out properly.

The following are details regarding the concurrent positions held by several members of the Company's Board of Commissioners:

No.	Nama Name	Jabatan Position	Jabatan di Perusahaan/ Lembaga Lain Positions in Other Companies/Institutions
1.	Aditya Griadi	Komisaris Utama President Commissioner	*Shareholder* dan Pendiri PT Padma Adiwisata Mandiri Shareholder and Founder of PT Padma Adiwisata Mandiri

Pedoman Kerja dan Tata Tertib Dewan Komisaris

Untuk menjamin efektivitas pengawasan selaras dengan prinsip GCG, Perseroan menetapkan Board Manual No. 008/A/LC/2025 tanggal 25 September 2025 sebagai panduan kerja

Code of Conduct for the Board of Commissioners

To ensure the effectiveness of supervision in alignment with GCG principles, the Company established Board Manual No. 008/A/LC/2025 dated 25 September 2025 as a systematic working

sistematis Dewan Komisaris. Pedoman ini disusun berdasarkan hukum korporasi, Anggaran Dasar, regulasi terkini, dan arahan Pemegang Saham guna memastikan tugas pengawasan serta pemberian nasihat berjalan konsisten.

Beberapa ketentuan strategis dalam *Board Manual* Dewan Komisaris meliputi:

- Hak untuk memeriksa seluruh catatan keuangan, aset, dan dokumen penting guna memastikan integritas laporan serta transaksi Perseroan.
- Kewenangan untuk membentuk komite pendukung atau menunjuk tenaga ahli dengan biaya yang ditanggung oleh Perseroan.
- Pembagian tugas antar anggota yang ditetapkan melalui rapat internal, serta penunjukan seorang sekretaris untuk mendukung kelancaran tugas.
- Hak meminta penjelasan langsung dari Direksi mengenai pengelolaan perusahaan, di mana Direksi wajib memberikan keterangan yang diperlukan.
- Wewenang untuk memberhentikan sementara anggota Direksi jika terdapat indikasi pelanggaran atau kelalaian yang berpotensi merugikan Perseroan.

Melalui kepatuhan terhadap tata tertib ini, Dewan Komisaris dapat menjalankan fungsinya secara profesional demi mendukung keberlanjutan dan pertumbuhan jangka panjang Perseroan.

Peran, Tugas, dan Tanggung Jawab Dewan Komisaris

Dewan Komisaris berfungsi sebagai organ pengawas utama yang bertanggung jawab memastikan Direksi mengelola perusahaan selaras dengan prinsip *Good Corporate Governance* (GCG) dan tujuan jangka panjang organisasi. Sebagai wujud akuntabilitas dan transparansi, Dewan Komisaris melaporkan hasil pengawasannya kepada RUPS guna menjaga integritas serta reputasi perusahaan di mata pemegang saham. Komitmen ini tidak hanya bertujuan untuk memastikan kepatuhan terhadap regulasi, tetapi juga menjadi landasan strategis bagi pertumbuhan perusahaan yang sehat, kompetitif, dan berkelanjutan.

Mengacu pada Board Manual Perusahaan, Dewan Komisaris memiliki tugas dan tanggung jawab melakukan pengawasan terhadap kebijakan pengurusan Perseroan yang dilakukan oleh Direksi serta memberikan nasihat kepada Direksi termasuk pelaksanaan Rencana Jangka Panjang Perusahaan (selanjutnya disingkat RJPP), Rencana Kerja dan Anggaran Perusahaan (selanjutnya disingkat RKAP) serta ketentuan-ketentuan Anggaran Dasar dan keputusan Rapat Umum Pemegang Saham (selanjutnya disingkat RUPS), dan peraturan perundang-undangan yang berlaku, untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan.

guideline for the Board of Commissioners. This guideline was formulated based on corporate law, the Articles of Association, prevailing regulations, and directives from the Shareholders to ensure that supervisory duties and the provision of advice are carried out consistently.

Several strategic provisions set out in the Board of Commissioners' Board Manual include:

- The right to examine all financial records, assets, and key documents to ensure the integrity of the Company's reports and transactions.
- The authority to establish supporting committees or appoint external experts, with the costs borne by the Company.
- The allocation of duties among members as determined through internal meetings, as well as the appointment of a secretary to support the effective discharge of responsibilities.
- The right to request direct explanations from the Board of Directors regarding the management of the Company, whereby the Board of Directors is obligated to provide the necessary information.
- The authority to temporarily suspend members of the Board of Directors if there are indications of violations or negligence that may potentially harm the Company.

Through compliance with these governance provisions, the Board of Commissioners is able to carry out its functions professionally in order to support the Company's sustainability and long-term growth.

Duties and Responsibilities of the Board of Commissioners

The Board of Commissioners serves as the main supervisory body responsible for ensuring that the Board of Directors manages the company in accordance with the principles of Good Corporate Governance (GCG) and the long-term objectives of the organization. As a form of accountability and transparency, the Board of Commissioners reports the results of its supervision to the GMS in order to maintain the integrity and reputation of the company in the eyes of its shareholders. This commitment is not only aimed at ensuring compliance with regulations, but also serves as a strategic foundation for healthy, competitive, and sustainable company growth.

Referring to the Company's Board Manual, the Board of Commissioners has the duty and responsibility to supervise the management policies of the Company carried out by the Board of Directors and to provide advice to the Board of Directors, including the implementation of the Company's Long-Term Plan (hereinafter referred to as RJPP), the Company's Work Plan and Budget (hereinafter referred to as the WBP) and the provisions of the Articles of Association and resolutions of the General Meeting of Shareholders (hereinafter referred to as the GMS), and applicable laws and regulations, for the benefit of the Company and in accordance with the Company's objectives and purposes.

Peran, Tugas, dan Tanggung Jawab Komisaris Utama

Sebagai Komisaris Utama, individu ini berperan sebagai *primus inter pares* yang mengoordinasikan kegiatan Dewan Komisaris secara keseluruhan serta bertanggung jawab kepada RUPS. Dalam menjalankan perannya, Komisaris Utama memastikan Dewan Komisaris bekerja secara efektif, terkoordinasi, dan mampu melaksanakan fungsi pengawasan terhadap Direksi secara objektif dan transparan.

Komisaris Utama juga menciptakan iklim kerja yang kondusif bagi kolaborasi antaranggota Dewan Komisaris, sehingga setiap keputusan yang diambil mencerminkan pandangan yang komprehensif dan seimbang serta mendukung pengelolaan perusahaan yang berkelanjutan.

Wewenang Dewan Komisaris

Sebagai organ pengawasan dalam perusahaan, Dewan Komisaris diberikan wewenang yang luas untuk memastikan bahwa pengelolaan perusahaan dilakukan sesuai dengan ketentuan yang berlaku dan prinsip-prinsip tata kelola yang baik. Wewenang Dewan Komisaris meliputi sebagai berikut:

- Menetapkan batasan-batasan nilai dari perbuatan hukum Direksi yang memerlukan persetujuan tertulis Dewan Komisaris.
- Menunjuk Direksi atau seseorang untuk mewakili Perseroan apabila terjadi jabatan anggota Direksi lowong.
- Memberhentikan sementara seorang atau lebih anggota Direksi.
- Menunjuk pihak lain untuk mewakili Perseroan dalam hal terjadi benturan kepentingan Perseroan dengan kepentingan semua anggota Direksi.
- Bila dalam kondisi tertentu, diperlukan pendelegasian dalam hal menjalankan fungsi pengawasan, Dewan Komisaris telah memiliki mekanisme pendelegasian wewenang.

Secara keseluruhan, wewenang yang dimiliki Dewan Komisaris adalah landasan penting dalam menjalankan tugas pengawasan dan memberikan kontribusi terhadap kelangsungan serta kesuksesan perusahaan.

Hak dan Kewajiban Dewan Komisaris

Sebagai salah satu organ utama dalam struktur organisasi perusahaan, Dewan Komisaris memiliki hak dan kewajiban yang saling berkaitan untuk memastikan perusahaan dikelola dengan baik dan sesuai dengan prinsip-prinsip GCG. Hak dan kewajiban ini dirancang untuk mendukung peran Dewan Komisaris dalam pengawasan operasional dan pengambilan keputusan strategis perusahaan. Dewan Komisaris memiliki hak dan kewajiban sebagai berikut:

- Kepada anggota Dewan Komisaris yang baru ditunjuk wajib diberikan program pengenalan mengenai perusahaan, tanggung jawab untuk mengadakan program pengenalan tersebut berada pada Komisaris Utama atau jika Komisaris

Duties and Responsibilities of the Chief Commissioner

As President Commissioner, this individual acts as primus inter pares, coordinating the activities of the Board of Commissioners as a whole and reporting to the GMS. In carrying out their role, the President Commissioner ensures that the Board of Commissioners works effectively and in a coordinated manner, and is able to perform its supervisory function over the Board of Directors objectively and transparently.

The President Commissioner also creates a conducive working environment for collaboration among members of the Board of Commissioners, so that every decision made reflects a comprehensive and balanced perspective and supports sustainable corporate management.

Authority of the Board of Commissioners

As the supervisory organ in the company, the Board of Commissioners is given broad authority to ensure that the management of the company is carried out in accordance with applicable regulations and the principles of good governance. The authority of the Board of Commissioners includes the following:

- Set limits on the value of legal actions taken by the Board of Directors that require the written approval of the Board of Commissioners.
- Appoint the Board of Directors or individual to represent the Company in the event of a vacant Director Position
- Temporarily suspend one or more members of the Board of Directors.
- Appoint another party to represent the Company in the event of a conflict of interest between the Company and the interests of all members of the Board of Directors.
- If, under certain circumstances, delegation is required in terms of carrying out the supervisory functions, the Board of Commissioners has a mechanism for delegation authority.

Overall, the authority possessed in the Board of Commissioners is an important foundation for carrying out its supervisory duties and contributing to the continuity and success of the company.

Board of Commissioners Rights and Obligations

As one of the main organs in the company's organizational structure, the Board of Commissioners has interrelated rights and obligations to ensure that the company is managed properly and in accordance with GCG principles. These rights and obligations are designed to support the Board of Commissioners' role in supervising the company's operations and strategic decision-making. The Board of Commissioners has the following rights and obligations:

- Newly appointed members of the Board of Commissioners must undergo an orientation program about the company. The responsibility for conducting the orientation program rests with the President Commissioner. If the President

Utama berhalangan, maka tanggung jawab pelaksanaan program pengenalan berada pada Direktur Utama.

- Komisaris wajib membentuk Komite Audit yang bekerja secara kolektif dan berfungsi membantu Komisaris dalam melaksanakan tugasnya.
- Dewan Komisaris memberikan masukan-masukan pada saat penyusunan RJPP dan RKAP.
- Dewan Komisaris mengawasi dan memantau kepatuhan Direksi dan Tim Manajemen dalam menjalankan perusahaan sesuai strategi yang telah ditetapkan dalam RJPP.
- Dewan Komisaris mengawasi dan memantau kepatuhan Direksi dan Tim Manajemen perusahaan sesuai strategi yang ditetapkan dalam RKAP.
- Rapat Dewan Komisaris diselenggarakan secara berkala yaitu sekurang-kurangnya sekali dalam sebulan.
- Dewan Komisaris dapat mengundang Direksi untuk menghadiri rapat yang diadakan oleh Dewan Komisaris.

Dengan memegang hak untuk mengawasi dan memberi arahan, serta kewajiban untuk bertanggung jawab atas pengawasan yang dilakukan, Dewan Komisaris berperan penting dalam menciptakan perusahaan yang beretika dan berkelanjutan.

Pelaksanaan Tugas dan Tanggung Jawab Dewan Komisaris Tahun 2025

Dewan Komisaris menjalankan fungsi pengawasan untuk memastikan pengelolaan Perseroan selaras dengan rencana strategis serta target kinerja yang telah ditetapkan. Pengawasan tersebut dilakukan secara berkesinambungan guna memastikan setiap kebijakan dan keputusan Direksi memberikan nilai tambah yang optimal bagi Pemegang Saham dan para pemangku kepentingan.

Sepanjang tahun 2025, Dewan Komisaris melaksanakan tugas pengawasan secara aktif terhadap aspek strategis maupun operasional, dengan menitikberatkan pada keberlanjutan usaha dan pencapaian kinerja jangka panjang Perseroan. Sebagai bagian dari pelaksanaan tugasnya, Dewan Komisaris telah memberikan persetujuan dan rekomendasi kepada Direksi yang akan disajikan pada bagian di bawah ini.

Commissioner is unavailable, the responsibility falls to the President Director.

- The Board of Commissioners must establish an Audit Committee that works collectively to assist the Board of Commissioners in carrying out its duties.
- The Board of Commissioners provides input during the preparation of the RJPP and RKAP.
- The Board of Commissioners supervises and monitors that f the Board of Directors and Management Team comply with strategies set out in the RJPP when operating the Company.
- The Board of Commissioners supervises and monitors the Board of Directors and Management team to comply with strategies set out in the RKAP.
- Meeting of the Board of Commissioners are held regularly, at least once a month
- The Board of Commissioners may invite the Board of Directors to attend meetings held by the Board of Commissioners.

By holding the right to supervise and provide direction, as well as the obligation to be accountable for the supervision carried out, the Board of Commissioners plays an important role in creating an ethical and sustainable company.

Implementation of the Duties and Responsibilities of the Board of Commissioners in 2025

The Board of Commissioners performs a supervisory function to ensure that the Company's management is in line with its strategic plans and performance targets. This supervision is carried out on an ongoing basis to ensure that every policy and decision made by the Board of Directors provides optimal added value for Shareholders and stakeholders.

In 2025, the Board of Commissioners carried out supervisory functions, with a focus on achieving sustainability and corporate success. This supervisory process covers various operational and strategic aspects of the company to ensure that long - term goals can be achieved effectively and efficiently. As part of its duties, the Board of Commissioners has provided approval and recommendations to the Board of Directors, which are presented in the section below.

Surat Persetujuan Dewan Komisaris Tahun 2025

Letter of Approval from the Board of Commissioners for 2025

No	Nomor Surat Letter Number	Tanggal Date	Perihal Regarding
1	025/S/PJ/DEKOM/III/2025	12 Maret 2025 March 12, 2025	Persetujuan Dewan Komisaris atas Fasilitas Pinjaman Kredit Modal Kerja ("KMK") dari PT Bank Tabungan Negara (Persero) Tbk Tahun 2025 Dengan Agunan Kredit Berupa Tanah Berikut Bangunan Yang Berdiri Diatasnya Dengan Bukti Kepemilikan Berupa SHGB No. 00603 a.n PT Patra Jasa. / Approval of the Board of Commissioners for a Working Capital Loan Facility ("KMK") from PT Bank Tabungan Negara (Persero) Tbk for 2025 with collateral in the form of land and buildings standing thereon with proof of ownership in the form of SHGB No. 00603 in the name of PT Patra Jasa.

No	Nomor Surat Letter Number	Tanggal Date	Perihal Regarding
2	030/S/PJ/DEKOM/IV/2025	14 April 2025 April 14, 2025	Persetujuan Perhitungan Peringkat Komposit Risiko Tahun 2024 sebagai Salah Satu Syarat Pemberian penghargaan atas Kinerja Tahunan (Tantiem). / Approval of the 2024 Composite Risk Rating Calculation as One of the Requirements for Awarding Annual Performance Bonuses (Tantiem).
3	051/S/PJ/DEKOM/V/2025	27 Mei 2025 May 27, 2025	Persetujuan Perhitungan Peringkat Komposit Risiko TW I Tahun 2025. / Approval of TW I Composite Risk Rating Calculation for 2025
4	055/S/PJ/DEKOM/VI/2025	3 Juni 2025 June 3, 2025	Persetujuan Revisi Top Risk Register Tahun 2025 PT Patra Jasa dan Anak Perusahaan. / Approval of the Revised Top Risk Register for 2025 of PT Patra Jasa and Subsidiaries.
5	074/S/PJ/DEKOM/VII/2025	24 Juli 2025 July 24, 2025	Persetujuan atas Usulan Calon Peserta Pemilihan Kantor Akuntan Publik (KAP) untuk Audit Laporan Keuangan PT Patra Jasa Tahun Buku 2025, 2026 dan 2027. / Approval of Proposed Candidates for Public Accounting Firm (KAP) Selection for Auditing PT Patra Jasa's Financial Statements for Fiscal Years 2025, 2026, and 2027.
6	079/S/PJ/DEKOM/VIII/2025	5 Agustus 2025 August 5, 2025	Persetujuan Kerangka Acuan Kerja (KAK), *Owner Estimate* (OE) serta *Bill of Quantity* (BQ) Pengadaan Jasa Audit Laporan Keuangan Konsolidasian PT Patra Jasa dan Anak Perusahaan Tahun Buku 2025, 2026, dan 2027. / Approval of the Terms of Reference (TOR), Owner Estimate (OE) and Bill of Quantity (BQ) for the Procurement of Consolidated Financial Statement Audit Services for PT Patra Jasa and its Subsidiaries for the 2025, 2026, and 2027 Fiscal Years.
7	093/S/PJ/DEKOM/IX/2025	30 September 2025 September 30, 2025	Persetujuan Penetapan Pemenang Pengadaan Kantor Akuntan Publik (KAP) untuk Melaksanakan Audit Laporan Keuangan Konsolidasian PT Patra Jasa dan Anak Perusahaan untuk Periofe Tahun Buku 2025, 2026 dan 2027. / Approval of the Winner of the Public Accounting Firm (KAP) Procurement to Conduct Audits of the Consolidated Financial Statements of PT Patra Jasa and its Subsidiaries for the Fiscal Years 2025, 2026, and 2027.
8	105/S/PJ/DEKOM/XI/2025	4 November 2025 November 4, 2025	Persetujuan atas Usulan Penetapan Pj VP Corporate Secretary PT Patra Jasa yang telah disetujui oleh Direktur Utama PT Pertamina (Persero) dan Direktur Sumber Daya Manusia PT Pertamina (Persero). / Approval of the Proposed Appointment of Acting Vice President Corporate Secretary of PT Patra Jasa, which has been approved by the President Director of PT Pertamina (Persero) and the Director of Human Resources of PT Pertamina (Persero).

Surat Rekomendasi Dewan Komisaris Tahun 2025 **Board of Commissioners Letter in 2025**

No	Nomor Surat Letter Number	Tanggal Date	Perihal Regarding
1	003.1/S/PJ/DEKOM/I/2025	14 Januari 2025 January 14, 2025	Telaah atas Rancangan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2025. / Review of the Draft Work Plan and Budget (RKAP) for 2025.
2	004/S/PJ/DEKOM/I/2025	14 Januari 2025 January 14, 2025	Tanggapan Dewan Komisaris PT Patra Jasa atas Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2025. / Response of the Board of Commissioners of PT Patra Jasa to the Company's Work Plan and Budget (RKAP) for 2025.
3	009/S/PJ/DEKOM/I/2025	22 Januari 2025 January 22, 2025	Rekomendasi Dewan Komisaris atas Penetapan Komisaris dan Direksi PT Patra Wijaya Realtindo. / Recommendation of the Board of Commissioners on the Appointment of Commissioners and Directors of PT Patra Wijaya Realtindo.

No	Nomor Surat Letter Number	Tanggal Date	Perihal Regarding
4	034/S/PJ/DEKOM/IV/2025	17 April 2025 April 17, 2025	Telaah atas Laporan Tahunan PT Patra Jasa Tahun Buku 2024. / Review of PT Patra Jasa's Annual Report for Fiscal Year 2024.
5	044/S/PJ/DEKOM/V/2025	7 Mei 2025 May 7, 2025	Usulan Perubahan Remunerasi Direksi dan Dewan Komisaris Tahun 2005 serta Penghargaan atas Kinerja (Tantiem) Direksi dan Dewan Komisaris Tahun 2024. / Proposed Changes to the Remuneration of the Board of Directors and Board of Commissioners for 2005 and Performance Awards (Tantiem) for the Board of Directors and Board of Commissioners for 2024.
6	049/S/PJ/DEKOM/V/2025	23 Mei 2025 May 23, 2025	Penunjukan Kantor Akuntan Publik (KAP) untuk Melaksanakan Audit Laporan Keuangan Konsolidasian PT Patra Jasa dan Anak Perusahaan Tahun Buku 2025, 2026 dan 2027. / Appointment of a Public Accounting Firm (KAP) to Conduct Audits of the Consolidated Financial Statements of PT Patra Jasa and Its Subsidiaries for the Fiscal Years 2025, 2026, and 2027.

Rapat Dewan Komisaris

Rapat Internal Dewan Komisaris

Kebijakan Rapat Internal Dewan Komisaris

Dalam rangka mengoptimalkan fungsi pengawasan serta pemberian nasihat kepada Direksi, Dewan Komisaris menetapkan kebijakan penyelenggaraan Rapat Internal sebagai platform utama dalam menjalankan tugas dan tanggung jawabnya. Kebijakan ini bertujuan untuk memastikan bahwa pengawasan terhadap jalannya Perseroan dilakukan secara independen, objektif, dan terukur, guna menjaga agar operasional perusahaan tetap selaras dengan visi, misi, serta target strategis yang telah ditetapkan.

Ketentuan mengenai pelaksanaan rapat ini telah diatur secara formal dalam Board Manual Perusahaan. Berdasarkan pedoman tersebut, Dewan Komisaris berkomitmen untuk menyelenggarakan rapat internal secara rutin dengan frekuensi sekurang-kurangnya 1 (satu) kali dalam sebulan. Melalui forum resmi ini, Dewan Komisaris melakukan evaluasi terhadap laporan kinerja berkala, meninjau efektivitas kebijakan strategis, serta merumuskan rekomendasi penting demi menjamin keberlanjutan dan pertumbuhan usaha Perseroan dalam jangka panjang.

Frekuensi dan Kehadiran Komisaris dalam Rapat Internal Dewan Komisaris Tahun 2025

Dewan Komisaris secara rutin menyelenggarakan rapat internal sebagai bagian dari pelaksanaan fungsi pengawasan dan pemberian nasihat dalam rangka memastikan tata kelola Perseroan berjalan dengan baik. Sepanjang tahun 2025, Dewan Komisaris telah melaksanakan 13 (tiga belas) kali rapat internal.

Rincian mengenai agenda pembahasan, waktu pelaksanaan, serta tingkat kehadiran anggota dalam Rapat Internal Dewan Komisaris selama tahun 2025 disajikan secara lengkap dalam tabel berikut:

Board of Commissioners Meeting

Internal Meeting of the Board of Commissioners

Internal Meeting Policy of the Board of Commissioners

In order to optimize its supervisory and advisory functions to the Board of Directors, the Board of Commissioners has established a policy on the conduct of Internal Meetings as the main platform for carrying out its duties and responsibilities. This policy aims to ensure that the supervision of the Company's operations is conducted independently, objectively, and measurably, in order to maintain the company's operations in line with its vision, mission, and strategic targets.

Provisions concerning the implementation of these meetings are formally regulated in the Company's Board Manual. Pursuant to these guidelines, the Board of Commissioners is committed to convening internal meetings on a regular basis, with a minimum frequency of 1 (one) meeting per month. Through this official forum, the Board of Commissioners evaluates periodic performance reports, reviews the effectiveness of strategic policies, and formulates key recommendations to ensure the Company's long-term sustainability and business growth.

Frequency and Attendance of Commissioners at Internal Meetings of the Board of Commissioners in 2025

The Board of Commissioners routinely holds internal meetings as part of its supervisory and advisory functions to ensure the Company's governance runs smoothly. Throughout 2025, the Board of Commissioners held 13 (thirteen) internal meetings.

Details regarding the discussion agenda, implementation time, and attendance rate of members in the Internal Meeting of the Board of Commissioners during 2025 are presented in full in the following table:

No.	Tanggal Rapat Meeting Date	Agenda Rapat Meeting Agenda
1	15 Januari 2025 January 15, 2025	1) Pembagian Tugas Dewan Komisaris PT Patra Jasa Division of Duties of the Board of Commissioners of PT Patra Jasa
2	22 Januari 2025 January 22, 2025	1) Penetapan Dewan Komisaris dan Direksi PT Patra Wijaya Realtindo Appointment of the Board of Commissioners and Board of Directors of PT Patra Wijaya Realtindo
3	12 Februari 2025 February 12, 2025	1) Hasil Penilaian Kinerja Tahunan Individu Anggota Dewan Komisaris dan Komite Penunjang Dewan Komisaris serta Direksi PT Patra Jasa Tahun 2024 Results of the 2024 Annual Individual Performance Evaluation of the Members of the Board of Commissioners, Supporting Committees of the Board of Commissioners, and the Board of Directors of PT Patra Jasa
4	7 Maret 2025 Maret 7, 2025	1) Pengangkatan Staf Sekretariat Dewan Komisaris PT Patra Jasa Appointment of the Secretariat Staff of the Board of Commissioners of PT Patra Jasa
5	17 Maret 2025 March 17, 2025	1) Isu Utama PT Patra Jasa dan Kebijakan Pemerintah serta Pertamina Holding terkait Pelaksanaan Efisiensi Anggaran dan Pembatasan Perjalanan Dinas Key Issues of PT Patra Jasa and Government as well as Pertamina Holding Policies Related to Budget Efficiency Implementation and Official Travel Restrictions
6	16 April 2025 April 16, 2025	1) Pembagian Tugas Dewan Komisaris PT Patra Jasa Division of Duties of the Board of Commissioners of PT Patra Jasa
7	28 April 2025 April 28, 2025	1) Update hasil diskusi Komite dengan Tim Direktorat mengenai progres rencana operatorship Patra Surabaya oleh Komite kepada Dewan Komisaris Update on the Committee's Discussion with the Directorate Team Regarding the Progress of the Patra Surabaya Operatorship Plan, as Reported by the Committee to the Board of Commissioners
8	26 Juni 2025 June 26, 2025	1) Penyesuaian Honorarium Anggota Komite yang ditugaskan oleh Pertamina Adjustment of Honorarium for Committee Members Assigned by Pertamina
9	9 Juli 2025 July 9, 2025	1) Pengangkatan kembali Sdri. Swasti Anggriani sebagai Anggota Komite Audit PT Patra Jasa Reappointment of Ms. Swasti Anggriani as a Member of the Audit Committee of PT Patra Jasa
10	27 Agustus 2025 August 27, 2025	1) Rencana Kerja dan Anggaran (RKA), *Key Performance Indicator* (KPI) dan Petunjuk Teknis KPI Dewan Komisaris Tahun 2026 2026 Work Plan and Budget (RKA), Key Performance Indicators (KPI), and Technical Guidelines for the KPI of the Board of Commissioners
11	29 September 2025 September 29, 2025	1) Penunjukan Pelaksana Tugas (Plt.) Direktur Utama PT Patra Jasa Appointment of the Acting President Director of PT Patra Jasa
12	30 September 2025 September 30, 2025	1) Penetapan Pemenang Pengadaan Kantor Akuntan Publik (KAP) untuk Melaksanakan Audit Laporan Keuangan Konsolidasian PT Patra Jasa dan Anak Perusahaan untuk Periode Tahun Buku 2025, 2026 dan 2027 Determination of the Selected Public Accounting Firm (KAP) to Conduct the Audit of the Consolidated Financial Statements of PT Patra Jasa and Its Subsidiaries for Fiscal Years 2025, 2026, and 2027
13	2 Oktober 2025 October 2, 2025	1) Penetapan Penggantian Pelaksana Tugas Direktur Utama PT Patra Jasa Determination of the Replacement of the Acting President Director of PT Patra Jasa

Berdasarkan informasi terkait pelaksanaan rapat internal Dewan Komisaris tersebut, tingkat kehadiran masing-masing anggota Dewan Komisaris disajikan sebagai berikut:

Based on the information regarding the implementation of such meetings, the attendance rate of each member of the Board of Commissioners is presented as follows:

No.	Nama Name	Jabatan Position	Jumlah Rapat Total Meeting	Jumlah Kehadiran Total Attendance	Tingkat Kehadiran Attendance Level
1.	Aditya Griadi *)	Komisaris Utama / President Commissioner	12	12	100%
2.	Rudi Prabowo Aji **)	Komisaris / Commissioner	4	4	100%
3.	Surono	Komisaris / Commissioner	13	13	100%

No.	Nama Name	Jabatan Position	Jumlah Rapat Total Meeting	Jumlah Kehadiran Total Attendance	Tingkat Kehadiran Attendance Level
4.	Nazali Lempo	Komisaris Independen / Independent Commissioner	13	13	100%
5.	Suryo Tridoso Eko Sapto Handono	Komisaris Independen / Independent Commissioner	13	13	100%

*) Pengangkatan kembali sebagai Komisaris Utama Patra Jasa sejak 10 Februari 2025
**) Sudah tidak menjabat sebagai Komisaris Patra Jasa sejak 15 Maret 2025

*) Reappointed as President Commissioner of Patra Jasa effective February 10, 2025
**) No longer serves as a Commissioner of Patra Jasa effective March 15, 2025

Rapat Dewan Komisaris Bersama Direksi

Kebijakan serta rincian realisasi penyelenggaraan rapat Dewan Komisaris bersama Direksi telah disampaikan dalam Bab Tata Kelola Perusahaan sub bab Direksi dengan judul "Rapat Direksi Bersama Dewan Komisaris."

Berdasarkan informasi terkait pelaksanaan rapat Dewan Komisaris bersama Direksi tersebut, tingkat kehadiran masing-masing anggota Dewan Komisaris disajikan sebagai berikut:

Meetings of the Board of Commissioners with the Board of Directors

The policies and detailed realization of the meetings between the Board of Commissioners and the Board of Directors have been presented in the Corporate Governance Chapter, under the subsection of the Board of Directors titled "Meetings of the Board of Directors with the Board of Commissioners."

Based on the information regarding the implementation of such meetings, the attendance rate of each member of the Board of Commissioners is presented as follows:

No.	Nama Name	Jabatan Position	Jumlah Rapat Total Meeting	Jumlah Kehadiran Total Attendance	Tingkat Kehadiran Attendance Level
1.	Aditya Griadi *)	Komisaris Utama / President Commissioner	13	13	100%
2.	Rudi Prabowo Aji **)	Komisaris / Commissioner	4	4	100%
3.	Surono	Komisaris / Commissioner	15	15	98%
4.	Nazali Lempo	Komisaris Independen / Independent Commissioner	15	14	93%
5.	Suryo Tridoso Eko Sapto Handono	Komisaris Independen / Independent Commissioner	15	15	100%

*) Pengangkatan kembali sebagai Komisaris Utama Patra Jasa sejak 10 Februari 2025
**) Sudah tidak menjabat sebagai Komisaris Patra Jasa sejak 15 Maret 2025

*) Reappointed as President Commissioner of Patra Jasa effective February 10, 2025
**) No longer serves as a Commissioner of Patra Jasa effective March 15, 2025

Tingkat Kehadiran Dewan Komisaris dalam Rapat Umum Pemegang Saham (RUPS) yang Diselenggarakan pada Tahun 2025

Attendance Rate of the Board of Commissioners at the General Meeting of Shareholders (GMS) Held in 2025

No.	Nama Name	Jabatan Position	Jumlah Rapat Total Meeting	Jumlah Kehadiran Total Attendance	Tingkat Kehadiran Attendance Level
1.	Aditya Griadi *)	Komisaris Utama / President Commissioner	1	1	100%
2.	Rudi Prabowo Aji **)	Komisaris / Commissioner	-	-	-
3.	Surono	Komisaris / Commissioner	1	1	100%
4.	Nazali Lempo	Komisaris Independen / Independent Commissioner	1	1	100%
5.	Suryo Tridoso Eko Sapto Handono	Komisaris Independen / Independent Commissioner	1	1	100%

*) Pengangkatan kembali sebagai Komisaris Utama Patra Jasa sejak 10 Februari 2025

**) Sudah tidak menjabat sebagai Komisaris Patra Jasa sejak 15 Maret 2025

*) Reappointed as President Commissioner of Patra Jasa effective February 10, 2025

**) No longer serves as a Commissioner of Patra Jasa effective March 15, 2025

Program Pengenalan Dewan Komisaris

Kebijakan Program Pengenalan Dewan Komisaris

Perseroan meyakini bahwa pemahaman yang mendalam terhadap profil perusahaan merupakan prasyarat mutlak bagi Dewan Komisaris untuk menjalankan fungsi pengawasan yang berkualitas. Oleh karena itu, Perseroan menetapkan kebijakan orientasi bagi anggota Dewan Komisaris yang baru menjabat. Program ini bertujuan untuk memberikan gambaran utuh mengenai peta bisnis, tata nilai, serta tantangan strategis yang dihadapi Perseroan, sehingga anggota baru dapat segera memberikan kontribusi pemikiran yang bernilai tambah bagi perusahaan.

Landasan utama kebijakan ini merujuk pada Board Manual Perusahaan. Fokus utama dari program ini meliputi penguasaan terhadap model bisnis perusahaan, manajemen risiko, kepatuhan terhadap regulasi sektoral, serta evaluasi terhadap kinerja keuangan dan operasional. Melalui program ini, diharapkan tercipta sinergi yang kuat antara fungsi pengawasan dan eksekutif, tanpa mengurangi independensi masing-masing organ dalam pengambilan keputusan. Pelaksanaan serta koordinasi seluruh rangkaian program pengenalan ini berada di bawah tanggung jawab Sekretaris Perusahaan.

Pelaksanaan Program Pengenalan Dewan Komisaris

Sepanjang tahun buku 2025, Perusahaan tidak menyelenggarakan program orientasi atau pengenalan bagi Dewan Komisaris. Hal ini dikarenakan tidak adanya penambahan anggota baru dalam jajaran Dewan Komisaris. Perubahan komposisi yang terjadi pada periode ini hanyalah berupa pengangkatan kembali

Board of Commissioners Introduction Program

Board of Commissioners Introduction Program Policy

The Company believes that a deep understanding of the company profile is an absolute prerequisite for the Board of Commissioners to perform its supervisory functions effectively. Therefore, the Company has established an orientation policy for newly appointed members of the Board of Commissioners. This program aims to provide a comprehensive overview of the Company's business map, values, and strategic challenges, so that new members can immediately contribute valuable insights to the Company.

The primary foundation of this policy refers to the Company's Board Manual. The main focus of this program includes a comprehensive understanding of the Company's business model, risk management, compliance with sectoral regulations, and evaluation of financial and operational performance. Through this program, it is expected that strong synergy will be established between the supervisory and executive functions, without diminishing the independence of each governing body in decision-making.The implementation and coordination of the entire induction program are the responsibility of Corporate Secretary.

Implementation of the Board of Commissioners Introduction Program

Throughout the 2025 fiscal year, the Company did not hold any orientation or introduction programs for the Board of Commissioners. This was due to the absence of new members joining the Board of Commissioners. The only change in composition during this period was the reappointment of Aditya

Aditya Griadi sebagai Komisaris Utama. Mengingat beliau bukan merupakan anggota baru di lingkungan Dewan Komisaris, maka program pengenalan tidak dilaksanakan.

Pelatihan dan/atau Peningkatan Kompetensi Dewan Komisaris

Kebijakan Pelatihan dan/atau Peningkatan Kompetensi Dewan Komisaris

Perseroan meyakini bahwa pengawasan yang efektif bersumber dari kualitas wawasan dan ketajaman analisis para anggotanya. Sebagai upaya memperkuat peran pengawasan dan pemberian nasihat, Perseroan berkomitmen memfasilitasi Dewan Komisaris untuk terus memperbarui pengetahuan serta kompetensi yang relevan dengan dinamika industri. Kebijakan ini merupakan bagian dari strategi jangka panjang guna memastikan Dewan Komisaris tetap responsif terhadap perubahan regulasi serta tren bisnis global.

Implementasi kebijakan ini merujuk pada Board Manual Perusahaan. Melalui landasan tersebut, Perseroan memfasilitasi program pengembangan berkelanjutan yang bertujuan untuk memperdalam pemahaman teknis, memperluas wawasan tata kelola, serta memperkuat fungsi kontrol dalam menghadapi tantangan korporasi yang semakin kompleks.

Pelaksanaan Pelatihan dan/atau Peningkatan Kompetensi Dewan Komisaris

Sebagai realisasi dari komitmen peningkatan kapasitas pengawasan, jajaran Dewan Komisaris telah mengikuti berbagai program pengembangan kompetensi sepanjang tahun 2025. Program-program tersebut difokuskan pada penguatan pemahaman strategis, manajemen risiko, serta pembaruan standar tata kelola yang diperlukan untuk memastikan keberlanjutan bisnis dan integritas operasional Perseroan.

Selama tahun 2025, Dewan Komisaris secara aktif berpartisipasi dalam beragam forum strategis, seminar profesional, dan lokakarya manajerial yang relevan dengan fungsi pengawasan. Rincian mengenai kegiatan pelatihan serta pengembangan kompetensi yang telah diikuti oleh anggota Dewan Komisaris selama tahun 2025 tersaji dalam tabel di bawah ini:

Griadi as President Commissioner. Considering that he was not a new member of the Board of Commissioners, no introduction program was held.

Training and/or Competency Improvement for the Board of Commissioners

Training and/or Competency Improvement Policy for the Board of Commissioners

The Company believes that effective supervision stems from the quality of insight and analytical acumen of its members. In an effort to strengthen the role of supervision and advisory services, the Company is committed to facilitating the Board of Commissioners to continuously update their knowledge and competencies relevant to industry dynamics. This policy is part of a long-term strategy to ensure that the Board of Commissioners remains responsive to regulatory changes and global business trends.

The implementation of this policy refers to the Company's Board Manual. Through this foundation, the Company facilitates a sustainable development program that aims to deepen technical understanding, broaden governance insights, and strengthen control functions in facing increasingly complex corporate challenges.

Implementation of Training and/or Competency Improvement for the Board of Commissioners

As part of its commitment to improving supervisory capacity, the Board of Commissioners participated in various competency development programs throughout 2025. These programs focused on strengthening strategic understanding, risk management, and updating governance standards necessary to ensure the Company's business sustainability and operational integrity.

During 2025, the Board of Commissioners actively participated in various strategic forums, professional seminars, and managerial workshops relevant to their supervisory functions. Details regarding the training and competency development activities attended by members of the Board of Commissioners during 2025 are presented in the table below:

No.	Tanggal Date	Nama Pelatihan Training Name	Penyelenggara Organizer	Tempat Place
Aditya Griadi - Komisaris Utama / President Commissioner				
1	11 – 12 Juni 2025 June 11 – 12, 2025	Pelatihan Ke-16 'KOMISARIS PROFESIONAL, Menjadi Komisaris yang Kompeten dan Bertanggung Jawab' / 16th Training Session: 'PROFESSIONAL COMMISSIONERS: Becoming Competent and Responsible Commissioners'	PT Intipesan Pariwara	Jakarta
Surono - Komisaris / Commissioner				
1	12 – 13 Juni 2025 June 12 – 13, 2025	*Training* dan Sertifikasi *Certified Risk Profesional* (CRP) / Certified Risk Professional (CRP) Training and Certification	Indonesia Risk & Business Advisory (IRBA)	Bandung

No.	Tanggal Date	Nama Pelatihan Training Name	Penyelenggara Organizer	Tempat Place
2	17 – 18 September 2025 September 17 – 18, 2025	Pelatihan Ke-16 'KOMISARIS PROFESIONAL, Menjadi Komisaris yang Kompeten dan Bertanggung Jawab' / 16th Training Session: 'PROFESSIONAL COMMISSIONERS: Becoming Competent and Responsible Commissioners'	PT Intipesan Pariwara	Jakarta
Nazali Lempo - Komisaris Independen / Independent Commissioner				
1	11 – 12 Juni 2025 June 11 – 12, 2025	Pelatihan Ke-16 'KOMISARIS PROFESIONAL, Menjadi Komisaris yang Kompeten dan Bertanggung Jawab' / 16th Training Session: 'PROFESSIONAL COMMISSIONERS: Becoming Competent and Responsible Commissioners'	PT Intipesan Pariwara	Jakarta
Suryo Tridoso Eko Sapto Handono - Komisaris Independen / Independent Commissioner				
1	11 – 12 Juni 2025 June 11 – 12, 2025	Pelatihan Ke-16 'KOMISARIS PROFESIONAL, Menjadi Komisaris yang Kompeten dan Bertanggung Jawab' / 16th Training Session: 'PROFESSIONAL COMMISSIONERS: Becoming Competent and Responsible Commissioners'	Kementerian BUMN melalui BUMN School of Excellence Ministry of State-Owned Enterprises (SOEs) through the SOE School of Excellence	Jakarta
2	26 – 27 Februari 2025 Februari 26 – 27, 2025	*Onboarding Commissioner Program* Angkatan 9 Tahun 2025 / Onboarding Commissioner Program Batch 9, 2025	Kementerian BUMN melalui BUMN School of Excellence Ministry of State-Owned Enterprises (SOEs) through the SOE School of Excellence	Jakarta
3	12 – 13 Juni 2025 June 12 – 13, 2025	*Training dan Sertifikasi Certified Risk Profesional* (CRP) / Certified Risk Professional (CRP) Training and Certification	Indonesia Risk & Business Advisory (IRBA)	Bandung
4	17 – 18 September 2025 September 17 – 18, 2025	Pelatihan Ke-16 'KOMISARIS PROFESIONAL, Menjadi Komisaris yang Kompeten dan Bertanggung Jawab' / 16th Training Session: 'PROFESSIONAL COMMISSIONERS: Becoming Competent and Responsible Commissioners'	PT Intipesan Pariwara	Jakarta

Kriteria Komisaris Independen

Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas mengatur bahwa Perseroan dapat menunjuk 1 (satu) atau lebih Komisaris Independen untuk mendukung prinsip transparansi dan akuntabilitas dalam pengelolaan Perseroan.

Mengacu pada Anggaran Dasar Perseroan, kriteria berikut ditetapkan sebagai acuan untuk memilih Komisaris Independen di Perseroan:

- Komisaris Independen tidak boleh menjadi individu yang terlibat langsung dalam kegiatan operasional perusahaan, baik dalam merencanakan, memimpin, mengendalikan, maupun mengawasi jalannya kegiatan perusahaan dalam 6 (enam) bulan terakhir. Hal ini tidak berlaku jika yang bersangkutan diangkat kembali sebagai Komisaris Independen untuk periode berikutnya.
- Komisaris Independen tidak diperbolehkan memiliki saham, baik secara langsung maupun tidak langsung, dalam perusahaan.

Criteria for Independent Commissioners

Law No. 40 of 2007 concerning Limited Liability Companies stipulates that a company may appoint one or more Independent Commissioners to support the principles of transparency and accountability in the management of the company.

With reference to the Company's Articles of Association, the following criteria are established as a reference for selecting Independent Commissioners in the Company:

- Independent Commissioners may not be individuals who have been directly involved in the company's operational activities, whether in planning, leading, controlling, or supervising the company's activities in the last six (6) months. This does not apply if the person concerned is reappointed as an Independent Commissioner for the next term.
- Independent Commissioners are not permitted to own shares, either directly or indirectly, in the company.

- Komisaris Independen harus bebas dari hubungan afiliasi dengan perusahaan, termasuk hubungan dengan anggota Dewan Komisaris, Direksi, maupun pemegang saham utama perusahaan.
- Komisaris Independen tidak boleh memiliki hubungan usaha, baik langsung maupun tidak langsung, yang dapat mempengaruhi kegiatan usaha perusahaan.

Penerapan kriteria ini bertujuan untuk menjaga objektivitas dan independensi Komisaris dalam menjalankan fungsi pengawasan, serta memastikan keputusan yang diambil tidak terpengaruh oleh konflik kepentingan.

Kriteria Penunjukan dan Standar Independensi

Anggota Dewan Komisaris wajib memenuhi persyaratan yang ketat terkait integritas, kompetensi, serta reputasi keuangan yang baik. Setiap calon harus memiliki rekam jejak yang bersih, tidak pernah dinyatakan pailit, serta tidak pernah terlibat dalam tindakan yang menyebabkan suatu perusahaan mengalami kebangkrutan. Selain itu, calon anggota juga harus bebas dari perbuatan tercela dan tidak pernah dijatuhi sanksi pidana atas tindakan yang merugikan perusahaan maupun masyarakat.

Penunjukan anggota Dewan Komisaris dilakukan dengan mempertimbangkan kualitas moral, profesionalisme, dan kapabilitas yang dimiliki. Dengan standar tersebut, anggota yang terpilih diharapkan mampu menjalankan fungsi pengawasan dan pemberian nasihat secara efektif, serta senantiasa mengedepankan prinsip transparansi dan akuntabilitas dalam melindungi kepentingan perusahaan dan seluruh pemangku kepentingan.

Pemenuhan kriteria independensi menjadi aspek penting untuk memastikan Dewan Komisaris dapat melaksanakan tugasnya tanpa benturan kepentingan, sehingga setiap rekomendasi dan keputusan yang dihasilkan tetap objektif serta mendukung pertumbuhan dan keberlanjutan perusahaan.

Pernyataan Independensi dan Pengelolaan Benturan Kepentingan

Sebagai wujud komitmen terhadap penerapan tata kelola perusahaan yang baik, Dewan Komisaris berperan aktif dalam memastikan transparansi serta mencegah praktik yang bertentangan dengan prinsip kejujuran dan integritas, termasuk Korupsi, Kolusi, dan Nepotisme (KKN). Untuk menjaga independensi dan menghindari potensi benturan kepentingan, setiap anggota Dewan Komisaris wajib menandatangani surat pernyataan komitmen pada awal dan akhir tahun buku sebagai bentuk pertanggungjawaban pribadi atas kepatuhan terhadap prinsip tersebut.

Selain itu, Dewan Komisaris dengan dukungan Sekretaris Dewan Komisaris menyusun Daftar Khusus yang memuat kepemilikan saham anggota Dewan Komisaris beserta keluarga terdekatnya, baik di Perseroan maupun di perusahaan lain, guna menjamin keterbukaan dan mencegah konflik kepentingan.

- Independent Commissioners must be free from any affiliation with the company, including relationships with members of the Board of Commissioners, the Board of Directors, or major shareholders of the company.
- Independent Commissioners shall not have any business relationship, either directly or indirectly, that could influence the company's business activities.

The application of these criteria aims to maintain the objectivity and independence of Commissioners in carrying out their supervisory functions, as well as to ensure that decisions made are not influenced by conflicts of interest.

Appointment Criteria and Independence Standards

Members of the Board of Commissioners must meet strict requirements regarding integrity, competence, and good financial reputation. Each candidate must have a clean track record, never have been declared bankrupt, and never have been involved in actions that caused a company to go bankrupt. In addition, candidates must also be free from disgraceful acts and never have been subject to criminal sanctions for actions that harm the company or society.

The appointment of members of the Board of Commissioners is based on their moral character, professionalism, and capabilities. With these standards, the selected members are expected to be able to carry out their supervisory and advisory functions effectively, and to always uphold the principles of transparency and accountability in protecting the interests of the company and all stakeholders.

Fulfilling the criteria of independence is an important aspect to ensure that the Board of Commissioners can carry out its duties without any conflicts of interest, so that every recommendation and decision made remains objective and supports the growth and sustainability of the company.

Statement of Independence and Management of Conflicts of Interest

As a manifestation of its commitment to implementing good corporate governance, the Board of Commissioners plays an active role in ensuring transparency and preventing practices that are contrary to the principles of honesty and integrity, including corruption, collusion, and nepotism (KKN). To maintain independence and avoid potential conflicts of interest, each member of the Board of Commissioners is required to sign a statement of commitment at the beginning and end of the fiscal year as a form of personal accountability for compliance with these principles.

In addition, the Board of Commissioners, with the support of the Secretary of the Board of Commissioners, compiles a Special List containing the share ownership of members of the Board of Commissioners and their immediate families, both in the Company and in other companies, in order to ensure

Hingga 31 Desember 2024, seluruh anggota Dewan Komisaris Perseroan tidak memiliki saham di Perseroan. Langkah-langkah ini memastikan setiap keputusan diambil secara objektif demi kepentingan perusahaan dan para pemangku kepentingan.

Penilaian Kinerja Direksi dan Dewan Komisaris

Evaluasi kinerja Dewan Komisaris dan Direksi dilaksanakan secara rutin setiap tahun guna memastikan pencapaian kinerja Perseroan selaras dengan prinsip-prinsip GCG, praktik terbaik, serta ketentuan peraturan perundang-undangan yang berlaku. Proses ini bertujuan untuk mendukung perbaikan berkelanjutan, memperkuat fungsi pengawasan dan pengelolaan, serta menjaga keberlanjutan usaha dalam jangka panjang.

Pelaksanaan penilaian di PT Patra Jasa mengacu pada Pedoman Penilaian Kinerja Direksi, Dewan Komisaris, dan Komite Penunjang Dewan Komisaris di lingkungan Subholding dan Anak Perusahaan PT Pertamina (Persero) sebagaimana diatur dalam Pedoman No. A05-002-K20000-2022-S9. Penilaian mempertimbangkan kontribusi masing-masing pihak terhadap kinerja perusahaan serta keselarasan dengan visi dan misi Perseroan. Proses tersebut dilaksanakan oleh Pemegang Saham yang memuat hasil penilaian individual terhadap Direksi, Dewan Komisaris, dan Komite Penunjang. Hasil evaluasi kemudian disahkan melalui Keputusan RUPS bersamaan dengan persetujuan Laporan Tahunan dan pengesahan Laporan Keuangan tahun buku 2024 pada RUPS Tahunan Tahun 2025. Ke depan, Perseroan akan terus menyempurnakan mekanisme evaluasi guna memastikan standar kinerja yang tinggi dan mendukung keberhasilan jangka panjang PT Patra Jasa.

Penilaian Kinerja Komite di Bawah Dewan Komisaris

Untuk memastikan efektivitas dan kualitas kinerja komite di bawah Dewan Komisaris, dilakukan evaluasi secara berkala atas pelaksanaan tugas masing-masing komite. Penilaian ini dilakukan oleh Dewan Komisaris berdasarkan laporan capaian kinerja sesuai dengan peran dan tanggung jawab yang telah ditetapkan.

Evaluasi tersebut juga mempertimbangkan tingkat kehadiran dalam rapat serta kontribusi berupa rekomendasi yang diberikan dalam mendukung fungsi pengawasan dan pemberian nasihat kepada Direksi. Sepanjang tahun 2024, seluruh komite telah menjalankan tugasnya dengan baik, tidak hanya memperkuat proses pengawasan, tetapi juga berkontribusi terhadap peningkatan kinerja dan perbaikan berkelanjutan Perseroan.

transparency and prevent conflicts of interest. As of December 31, 2024, all members of the Company's Board of Commissioners do not own shares in the Company. These measures ensure that every decision is made objectively in the interests of the company and its stakeholders.

Performance Assessment of the Board of Directors and Board of Commissioners

The performance evaluation of the Board of Commissioners and Board of Directors is conducted annually to ensure that the Company's performance is in line with the principles of GCG, best practices, and applicable laws and regulations. This process aims to support continuous improvement, strengthen oversight and management functions, and maintain long-term business sustainability.

The assessment at PT Patra Jasa refers to the Performance Assessment Guidelines for the Board of Directors, Board of Commissioners, and Board of Commissioners Support Committee within the Subholding and Subsidiaries of PT Pertamina (Persero) as stipulated in Guideline No. A05-002-K20000-2022-S9. The assessment considers the contribution of each party to the company's performance and alignment with the vision and mission of the Company. The process is carried out by the Shareholders which contains the results of individual assessments of the Board of Directors, the Board of Commissioners, and the Supporting Committees. The evaluation results are subsequently ratified through a General Meeting of Shareholders (GMS) Resolution concurrently with the approval of the Annual Report and the ratification of the Financial Statements for the 2024 financial year at the 2025 Annual GMS. Going forward, the Company will continue to refine its evaluation mechanisms to ensure high performance standards and to support the long-term success of PT Patra Jasa.

Performance Assessment of Committees under the Board of Commissioners

To ensure the effectiveness and quality of the committees under the Board of Commissioners, periodic evaluations are conducted on the performance of each committee. These assessments are carried out by the Board of Commissioners based on performance reports in accordance with their established roles and responsibilities.

The evaluation also took into account attendance at meetings and contributions in the form of recommendations made in support of the supervisory and advisory functions to the Board of Directors. Throughout 2024, all committees performed their duties well, not only strengthening the supervisory process, but also contributing to the improvement of the Company's performance and continuous improvement.

Nominasi dan Remunerasi Direksi dan Dewan Komisaris

Nomination and Remuneration of The Board of Directors and Board of Commissioners

Perseroan menerapkan proses nominasi Dewan Komisaris dan Direksi yang terstruktur, transparan, dan profesional guna menjamin keberlanjutan kepemimpinan yang berintegritas. Proses nominasi ini merujuk pada ketentuan Anggaran Dasar serta regulasi yang berlaku, dengan melibatkan evaluasi ketat terhadap aspek kompetensi dan pengalaman kandidat. Sebagai bagian dari strategi suksesi, Perseroan mengelola *talent pool* melalui pemetaan dan asesmen berkala guna menyiapkan kandidat potensial dari internal maupun instansi terkait.

Pendekatan tersebut diperkuat dengan strategi 3S (*Source, System, & Skill*) yang diselaraskan dengan tiga pilar bisnis utama Perseroan (*Property Investment & Development, Hotels & Resorts,* dan *Services*). Melalui mekanisme ini, setiap daftar nominasi yang terpilih akan diajukan kepada PT Pertamina (Persero) selaku pemegang saham utama untuk mendapatkan persetujuan akhir, sehingga memastikan bahwa pengisian posisi strategis senantiasa mendukung pertumbuhan perusahaan yang berkelanjutan.

Remunerasi Direksi dan Dewan Komisaris

Penetapan remunerasi di PT Patra Jasa dilaksanakan berdasarkan prinsip Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*/GCG) serta mengacu pada Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas dan Keputusan Pemegang Saham.

Sesuai ketentuan yang berlaku, besaran gaji, uang jasa, serta tunjangan lainnya (apabila ada) ditetapkan oleh RUPS dan dapat didelegasikan kepada Dewan Komisaris untuk ditindaklanjuti sesuai mekanisme yang ditetapkan.

Dalam menentukan remunerasi, Perseroan mempertimbangkan beberapa faktor utama, antara lain:

- Prinsip kewajaran, dengan mengacu pada praktik terbaik dan standar remunerasi di industri sejenis;
- Peningkatan tanggung jawab dan kompleksitas pengelolaan perusahaan; serta
- Penyesuaian biaya hidup (*Cost of Living Adjustment*/COLA) guna menjaga keseimbangan terhadap dinamika kondisi ekonomi.

Prosedur Penetapan Remunerasi Direksi dan Dewan Komisaris

Adapun mekanisme penetapan remunerasi Dewan Komisaris dan Direksi dilakukan melalui tahapan sebagai berikut:

1. Dewan Komisaris menjalankan fungsi nominasi dan remunerasi, termasuk melakukan kajian yang dapat

The Company implements a structured, transparent, and professional nomination process for the Board of Commissioners and Board of Directors to ensure the continuity of leadership with integrity. This nomination process refers to the provisions of the Articles of Association and applicable regulations, involving a rigorous evaluation of the candidates' competence and experience. As part of its succession strategy, the Company manages its talent pool through regular mapping and assessment to prepare potential candidates from within the Company and related institutions.

This approach is reinforced by the 3S strategy (Source, System, & Skill) which is aligned with the Company's three main business pillars (Property Investment & Development, Hotels & Resorts, and Services). Through this mechanism, each selected list of nominees will be submitted to PT Pertamina (Persero) as the majority shareholder for final approval, thereby ensuring that the filling of strategic positions always supports the company's sustainable growth.

Remuneration of the Board of Directors and Board of Commissioners

Remuneration at PT Patra Jasa is determined based on the principles of Good Corporate Governance (GCG) and refers to Law No. 40 of 2007 concerning Limited Liability Companies and Shareholder Decisions.

In accordance with applicable regulations, the amount of salary, service fees, and other allowances (if any) shall be determined by the GMS and may be delegated to the Board of Commissioners to be followed up in accordance with the established mechanism.

In determining remuneration, the Company considers several key factors, including:

- The principle of fairness, with reference to best practices and remuneration standards in similar industries;
- Increased responsibility and complexity of company management; and
- Cost of Living Adjustment (COLA) to maintain balance in response to economic dynamics.

Procedures for Determining Remuneration for the Board of Directors and Board of Commissioners

The mechanism for determining the remuneration of the Board of Commissioners and Board of Directors is carried out through the following stages:

1. The Board of Commissioners performs nomination and remuneration functions, including conducting reviews that

melibatkan pihak independen guna menjaga objektivitas.
2. Dewan Komisaris menelaah usulan Direksi serta rekomendasi komite terkait sebelum menyampaikannya kepada RUPS.
3. RUPS mengevaluasi usulan tersebut dengan mempertimbangkan keselarasan terhadap strategi dan keberlanjutan perusahaan.
4. RUPS memberikan persetujuan dan menetapkan remunerasi Dewan Komisaris dan Direksi.

Kebijakan ini dirancang untuk memastikan sistem remunerasi yang diterapkan bersifat kompetitif, adil, dan selaras dengan kinerja, sehingga mampu mendorong pencapaian tujuan strategis Perseroan secara berkelanjutan.

Indikator Penetapan Remunerasi Direksi dan Dewan Komisaris

Penetapan remunerasi Dewan Komisaris dan Direksi PT Patra Jasa dilakukan berdasarkan keputusan RUPS dengan mempertimbangkan hasil kajian internal guna memastikan keselarasan dengan prinsip Tata Kelola Perusahaan yang Baik (GCG).

Dalam proses penentuannya, Perseroan menggunakan sejumlah indikator utama, yaitu:
1. Kinerja keuangan serta pencapaian *Key Performance Indicator* (KPI) sesuai dengan target yang telah ditetapkan;
2. Kinerja dan kontribusi individu dalam menjalankan tugas dan tanggung jawab;
3. Prinsip kewajaran dengan memperhatikan praktik remunerasi pada industri sejenis untuk menjaga daya saing; dan
4. Keselarasan dengan strategi serta tujuan jangka panjang perusahaan.

Pendekatan ini memastikan bahwa sistem remunerasi yang diterapkan bersifat objektif, kompetitif, dan mendukung pencapaian kinerja berkelanjutan.

Struktur Remunerasi Direksi dan Dewan Komisaris

Remunerasi bagi Dewan Komisaris dan Direksi PT Patra Jasa disusun untuk mencerminkan tanggung jawab, kontribusi, serta pencapaian kinerja dalam menjalankan tugas pengelolaan dan pengawasan perusahaan.

Struktur dan komponen remunerasi yang diberikan mencakup:

1. Gaji/Honorarium – Kompensasi tetap yang diberikan berdasarkan tanggung jawab dan peran masing-masing anggota.
2. Tunjangan – Termasuk tunjangan komunikasi, transportasi, kesehatan, dan tunjangan lain sesuai kebijakan perusahaan.
3. Fasilitas – Penyediaan sarana yang mendukung kelancaran tugas dan tanggung jawab.

may involve independent parties to maintain objectivity.
2. The Board of Commissioners reviews the Board of Directors' proposals and the relevant committee's recommendations before submitting them to the GMS.
3. The GMS evaluated the proposal by considering its alignment with the company's strategy and sustainability.
4. The GMS approves and determines the remuneration of the Board of Commissioners and the Board of Directors.

This policy is designed to ensure that the remuneration system implemented is competitive, fair, and aligned with performance, thereby enabling the Company to achieve its strategic objectives on a sustainable basis.

Indicators for Determining the Remuneration of the Board of Directors and the Board of Commissioners

The remuneration of the Board of Commissioners and Board of Directors of PT Patra Jasa is determined based on a decision of the General Meeting of Shareholders, taking into account the results of an internal review to ensure alignment with the principles of Good Corporate Governance (GCG).

In the determination process, the Company uses a number of key indicators, namely:
1. Financial performance and Key Performance Indicator (KPI) achievements are in line with the targets set;
2. Individual performance and contribution in carrying out duties and responsibilities;
3. The principle of fairness by taking into account remuneration practices in similar industries to maintain competitiveness; and
4. Alignment with the company's long-term strategies and objectives.

This approach ensures that the remuneration system implemented is objective, competitive, and supports the achievement of sustainable performance.

Remuneration Structure for the Board of Directors and Board of Commissioners

Remuneration for the Board of Commissioners and Board of Directors of PT Patra Jasa is structured to reflect their responsibilities, contributions, and performance achievements in carrying out their duties of managing and supervising the company.

The structure and components of remuneration provided include:
1. Salary/Honorarium – Fixed compensation given based on the responsibilities and roles of each member.
2. Allowances – Including communication, transportation, health, and other allowances in accordance with company policy.
3. Facilities – Provision of resources that support the smooth running of tasks and responsibilities.

4. Tantiem/Insentif Kinerja – Penghargaan berdasarkan pencapaian kinerja individu maupun kinerja perusahaan.

Melalui struktur ini, PT Patra Jasa memastikan sistem remunerasi yang kompetitif dan selaras dengan prinsip tata kelola perusahaan yang baik (GCG) guna mendorong kinerja optimal dan pertumbuhan berkelanjutan. Berikut penjabaran masing-masing struktur dan komponen remunerasi secara detail:

1. Gaji/Honorarium

a. Gaji Direksi
- Direktur Utama sebesar Rp 138.555.000,- (seratus tiga puluh delapan juta lima ratus lima puluh lima ribu rupiah) (net).
- Anggota Direksi lainnya sebanyak 85% dari gaji Direktur Utama

b. Honorarium Dewan Komisaris
- Komisaris Utama adalah sebesar 45% dari Gaji Direktur Utama.
- Honorarium Anggota Dewan Komisaris adalah 90% dari honorarium Komisaris Utama.

2. Tunjangan

a. Tunjangan Direksi
- Tunjangan Perumahan
  Tunjangan perumahan (termasuk biaya utilitas) anggota Direksi Perseroan diberikan secara bulanan dengan mengikuti ketentuan sebagai berikut:
  - Tunjangan Perumahan diberikan paling banyak sebesar Rp27.500.000,00 (dua puluh tujuh juta lima ratus ribu rupiah).
  - Dalam hal terdapat masa jabatan yang berpadanan, maka Tunjangan Perumahan dihitung dan diberikan secara proporsional.
- Tunjangan Hari Raya Keagamaan (THRK) THRK Direksi diberikan dengan ketentuan sebagai berikut:
  - Anggota Direksi: 1 (satu) kali Gaji.
  - Bagi Direksi Perseroan yang berasal dari Pekerja Pertamina Grup, pembayaran THRK dilakukan secara proporsional sesuai masa kerja dan Upah/Gaji di masing-masing Perusahaan.
- Asuransi Purna Jabatan
  Asuransi Purna Jabatan diberikan kepada Anggota Direksi Perseroan selama menjabat dengan premi yang ditanggung oleh Perseroan paling banyak 25% dari Gaji dalam 1 (satu) tahun dengan ketentuan sebagaimana diatur dalam Surat SVP Human Capital Development PT Pertamina (Persero) No. 193/K10000/2021-S8 tanggal 2 Juli 2021 perihal Penyesuaian Premi Asuransi Purna Jabatan (Aspurjab) bagi Anggota Direksi dan Dewan Komisaris/Dewan Pengawas Anak Perusahaan/Perusahaan Terafiliasi Pertamina (AP/PTP) dan/atau perubahannya.

4. Performance Bonus/Incentive – Rewards based on individual and company performance achievements.

Through this structure, PT Patra Jasa ensures a competitive remuneration system that is in line with the principles of good corporate governance (GCG) in order to encourage optimal performance and sustainable growth. The following is a detailed description of each structure and remuneration component:

1. Salary/Honorarium

a. Executive Salary
- President Director: IDR 138,555,000 (one hundred thirty-eight million five hundred fifty-five thousand rupiah) (net).
- Other members of the Board of Directors receive 85% of the President Director's salary.

b. Board of Commissioners' Honorarium
- The President Commissioner's salary is 45% of the President Director's salary.
- The honorarium for members of the Board of Commissioners is 90% of the honorarium for the Chief Commissioner.

2. Allowance

a. Executive Allowance
- Housing Allowances
  Housing allowances (including utility costs) for members of the Company's Board of Directors are provided on a monthly basis in accordance with the following provisions:
  - The Housing Allowance is provided at a maximum amount of IDR 27,500,000.00 (twenty-seven million five hundred thousand rupiah).
  - In the event of overlapping terms of office, the Housing Allowance shall be calculated and provided on a pro rata basis.
- Religious Holiday Allowance (THRK)
  THRK Directors are appointed under the following conditions:
  - Board Members: 1 (one) times salary.
  - For the Company's Board of Directors who are former Pertamina Group employees, THRK payments are made proportionally based on their length of service and wages/salaries at their respective companies.
- Retirement Insurance
  Retirement Insurance is provided to Members of the Company's Board of Directors during their term of office with premiums borne by the Company up to a maximum of 25% of their salary in 1 (one) year, subject to the provisions set forth in PT Pertamina (Persero) SVP Human Capital Development Letter No. 193/K10000/ 2021-S8 dated July 2, 2021, regarding the Adjustment of Post-Employment Insurance Premiums (Aspurjab) for Members of the Board of Directors and Board of Commissioners/Board of Supervisors of Pertamina Subsidiaries/Affiliated Companies (AP/PTP) and/or amendments thereto.

b. Tunjangan Dewan Komisaris
   - Tunjangan Transportasi
     Tunjangan Transportasi bagi Anggota Dewan Komisaris Perseroan diberikan sebesar 20% dari Honorarium masing-masing anggota Dewan Komisaris. Dalam hal terdapat masa jabatan yang berpadanan, maka pembayaran Tunjangan Transportasi dihitung secara proporsional.
   - Tunjangan Hari Raya Keagamaan (THRK)
     THRK Dewan Komisaris diberikan dengan ketentuan sebagai berikut:
     - Anggota Dewan Komisaris: 1 (satu) kali Honorarium.
     - THRK Dewan Komisaris hanya diberikan kepada Dewan Komisaris yang bukan berasal dari Pekerja dan/atau anggota Direksi Pertamina Grup.
   - Tunjangan Purna Jabatan
     Asuransi Purna Jabatan diberikan kepada Anggota Dewan Komisaris Perseroan selama menjabat dengan premi yang ditanggung oleh Perseroan paling banyak 25% dari Honorarium dalam 1 (satu) tahun dengan ketentuan sebagaimana diatur dalam Surat SVP Human Capital Development PT Pertamina (Persero) No. 193/K10000/2021-S8 tanggal 2 Juli 2021 perihal Penyesuaian Premi Asuransi Purna Jabatan (Aspurjab) bagi Anggota Direksi dan Dewan Komisaris/Dewan Pengawas Anak Perusahaan/ Perusahaan Terafiliasi Pertamina (AP/PTP) dan/atau perubahannya.

3. Fasilitas

Fasilitas yang diterima oleh Direksi terdiri dari fasilitas kendaraan ringan, fasilitas bantuan hukum, fasilitas komunikasi dan sarana teknologi informasi, serta fasilitas kesehatan. Selanjutnya, untuk fasilitas bagi Dewan Komisaris meliputi fasilitas bantuan hukum, fasilitas komunikasi dan sarana teknologi informasi, serta fasilitas kesehatan.

4. Tantiem/Insentif Kinerja

Komposisi besarnya Penghargaan Atas Kinerja bagi anggota Direksi dan Dewan Komisaris untuk Tahun Buku 2023 mengikuti faktor jabatan sebagai berikut:
- Direktur Utama: maksimum Rp 4.701.000.000,- (empat miliar tujuh ratus satu juta rupiah) (gross).
- Anggota Direksi: 85% x Tantiem Direktur Utama.
- Komisaris Utama: 45% x Tantiem Direktur Utama.
- Anggota Komisaris: 90% x Tantiem Komisaris Utama.

Struktur dan komponen remunerasi yang diterima oleh Direksi dan Dewan Komisaris PT Patra Jasa tidak termasuk pemberian bonus kinerja, bonus non-kinerja, dan/atau opsi saham bagi setiap anggota Direksi dan Dewan Komisaris.

b. Board of Commissioners Allowance
   - Transportation Allowances
     Transportation allowances for members of the Company's Board of Commissioners are provided at 20% of the honorarium of each member of the Board of Commissioners. In the event of overlapping terms of office, transportation allowances are calculated proportionally.
   - Religious Holiday Allowance (THRK)
     THRK Board of Commissioners is granted with the following provisions:
     - Members of the Board of Commissioners: 1 (one) honorarium.
     - THRK Board of Commissioners is only granted to members of the Board of Commissioners who are not employees and/or members of the Pertamina Group Board of Directors.
   - Retirement Insurance
     Post-employment insurance is provided to members of the Company's Board of Commissioners during their term of office with premiums borne by the Company at a maximum of 25% of the honorarium in 1 (one) year with the provisions as stipulated in the Letter of the SVP of Human Capital Development of PT Pertamina (Persero) No. 193/K10000/ 2021-S8 dated July 2, 2021, regarding the Adjustment of Post-Employment Insurance Premiums (Aspurjab) for Members of the Board of Directors and Board of Commissioners/Board of Supervisors of Pertamina Subsidiaries/Affiliated Companies (AP/PTP) and/or amendments thereto.

3. Facilitate

The facilities received by the Board of Directors consist of light vehicle facilities, legal assistance facilities, communication facilities and information technology facilities, as well as health facilities. Furthermore, facilities for the Board of Commissioners include legal assistance facilities, communication facilities and information technology facilities, as well as health facilities.

4. Performance Bonus/Incentive

The composition of the Performance Awards for members of the Board of Directors and Board of Commissioners for the 2023 Fiscal Year is based on the following position factors:
- President Director: maximum IDR 4,701,000,000 (four billion seven hundred and one million rupiah) (gross).
- Board Members: 85% x President Director's bonus.
- President Commissioner: 45% x President Director's bonus.
- Commissioner Members: 90% x President Commissioner's Bonus.

The structure and components of remuneration received by the Board of Directors and Board of Commissioners of PT Patra Jasa do not include performance bonuses, non-performance bonuses, and/or stock options for each member of the Board of Directors and Board of Commissioners.

Besaran Remunerasi Masing-Masing Anggota Direksi dan Anggota Dewan Komisaris

Total penghasilan untuk seluruh anggota Dewan Komisaris adalah Rp3.758.618.995,- (tiga miliar tujuh ratus lima puluh delapan juat enam ratus delapan belas ribu sembilan ratus sembilan puluh sembilan lima rupiah).

The Amount of Remuneration for Each Member of the Board of Directors and the Board of Commissioners

The total remuneration for all members of the Board of Commissioners amounted to Rp8,299,168,168 (eight billion two hundred ninety-nine million one hundred sixty-eight thousand one hundred sixty-eight rupiah).

Kebijakan Terkait Perencanaan Atas Suksesi Anggota Direksi dan Manajemen Kunci

Policy Related To Planning For The Succession of Board Members and Key Management

Dalam rangka menjaga kesinambungan kepemimpinan, PT Patra Jasa telah menetapkan kebijakan rencana suksesi yang mencakup seluruh level manajemen. Kebijakan ini dirancang untuk memastikan kesiapan talenta dalam menghadapi tantangan bisnis ke depan serta menjamin kelancaran operasional Perseroan. Dewan Komisaris memberikan perhatian khusus terhadap implementasi kebijakan tersebut sebagaimana tercermin dalam Program Kerja Dewan Komisaris, termasuk pembahasan pada rapat 13 September 2023 terkait kinerja Divisi HC & GA dan program yang mendukung transparansi pengelolaan SDM. Strategi Human Capital Perseroan diarahkan pada pengelolaan SDM yang transparan dan selaras dengan praktik terbaik industri guna meningkatkan produktivitas.

Direksi turut menindaklanjuti komitmen tersebut melalui penerapan kebijakan manajemen karier serta sistem promosi, demosi, dan mutasi sebagaimana diatur dalam Pedoman Tata Kelola Perusahaan yang ditetapkan pada 15 Mei 2013. Melalui kebijakan suksesi ini, Perseroan berkomitmen menyiapkan pemimpin masa depan yang mampu melanjutkan visi dan misi perusahaan, sekaligus memitigasi risiko ketergantungan pada individu tertentu dengan memastikan ketersediaan talenta yang siap mengisi posisi kunci demi keberlanjutan jangka panjang.

In order to maintain continuity of leadership, PT Patra Jasa has established a succession plan policy that covers all levels of management. This policy is designed to ensure the readiness of talent in facing future business challenges and to guarantee the smooth operation of the Company. The Board of Commissioners pays special attention to the implementation of this policy as reflected in the Board of Commissioners' Work Program, including discussions at the September 13, 2023 meeting regarding the performance of the HC & GA Division and programs that support transparency in human resource management. The Company's Human Capital strategy is directed at transparent human resource management that is in line with industry best practices in order to increase productivity.

The Board of Directors follows up on this commitment by implementing career management policies and promotion, demotion, and transfer systems as stipulated in the Corporate Governance Guidelines established on May 15, 2013. Through this succession policy, the Company is committed to preparing future leaders who are capable of continuing the company's vision and mission, while mitigating the risk of dependence on certain individuals by ensuring the availability of talent ready to fill key positions for long-term sustainability

Kebijakan Keberagaman Komposisi Dewan Komisaris dan Direksi

Diversity Policy for The Composition of The Board of Commissioners and Board of Directors

Sebagai bagian dari komitmen untuk meningkatkan kualitas tata kelola perusahaan, Perseroan memandang keberagaman dalam komposisi Dewan Komisaris dan Direksi sebagai faktor penting dalam memperkaya perspektif serta meningkatkan efektivitas pengambilan keputusan strategis.

As part of its commitment to improving corporate governance, the Company views diversity in the composition of its Board of Commissioners and Board of Directors as an important factor in enriching perspectives and enhancing the effectiveness of strategic decision-making.

Penetapan komposisi Dewan Komisaris dan Direksi dilakukan berdasarkan kebutuhan kompetensi dan kualifikasi jabatan, melalui proses yang objektif dan sesuai dengan ketentuan yang berlaku. Hingga saat ini, Perseroan belum menetapkan kebijakan khusus terkait keberagaman berdasarkan latar belakang suku, usia, pendidikan, maupun aspek lainnya. Namun demikian, susunan Dewan Komisaris dan Direksi yang ada telah mencerminkan keberagaman yang konstruktif, termasuk dari sisi usia, yang turut mendukung dinamika serta progresivitas kinerja perusahaan.

The composition of the Board of Commissioners and Board of Directors is determined based on the competencies and qualifications required for each position, through an objective process and in accordance with applicable regulations. To date, the Company has not established a specific policy regarding diversity based on ethnicity, age, education, or other aspects. However, the existing composition of the Board of Commissioners and Board of Directors reflects constructive diversity, including in terms of age, which supports the dynamics and progressiveness of the company's performance.

Organ Pendukung Dewan Komisaris

Supporting Organs of The Board of Commissioners

Dalam menjalankan fungsi pengawasan dan pemberian nasihat kepada Direksi, Dewan Komisaris PT Patra Jasa didukung oleh organ pendukung yang terdiri dari para profesional independen dan kompeten di bidangnya. Organ ini berperan melakukan analisis dan kajian secara komprehensif guna memastikan pengawasan berjalan efektif sesuai prinsip tata kelola yang baik, serta berkoordinasi dengan organ pendukung Direksi sebagaimana diatur dalam Piagam Komite. Saat ini, Dewan Komisaris didukung oleh Sekretaris Dewan Komisaris, Komite Audit, Komite Nominasi dan Remunerasi, serta Komite Pemantau Investasi dan Manajemen Risiko yang menjalankan tugasnya secara independen dan profesional.

In performing its supervisory and advisory functions to the Board of Directors, the Board of Commissioners of PT Patra Jasa is supported by supporting bodies consisting of independent professionals who are competent in their fields. These bodies conduct comprehensive analyses and reviews to ensure that supervision is carried out effectively in accordance with the principles of good governance, and coordinate with the supporting bodies of the Board of Directors as stipulated in the Committee Charter. Currently, the Board of Commissioners is supported by the Secretary of the Board of Commissioners, the Audit Committee, the Nomination and Remuneration Committee, and the Investment Monitoring and Risk Management Committee, which carry out their duties independently and professionally.

Sekretaris Dewan Komisaris

Sekretaris Dewan Komisaris berperan strategis dalam mendukung efektivitas fungsi pengawasan Dewan Komisaris melalui pengelolaan administrasi, koordinasi kesekretariatan, serta fasilitasi komunikasi antara Dewan Komisaris, Direksi, dan pemangku kepentingan. Selain memastikan kelancaran pelaksanaan tugas, Sekretaris Dewan Komisaris juga mengawal penerapan prinsip-prinsip GCG sesuai praktik terbaik dan ketentuan yang berlaku, serta bertanggung jawab langsung kepada Dewan Komisaris dalam menjaga transparansi dan akuntabilitas tata kelola perusahaan.

Secretary of the Board of Commissioners

The Secretary of the Board of Commissioners has a strategic role in supporting the effectiveness of the Board of Commissioners' supervisory function through administrative management, secretarial coordination, and facilitation of communication between the Board of Commissioners, the Board of Directors, and stakeholders. In addition to ensuring the smooth execution of tasks, the Secretary of the Board of Commissioners also oversees the implementation of GCG principles in accordance with best practices and applicable regulations, and is directly responsible to the Board of Commissioners for maintaining transparency and accountability in corporate governance.

Pejabat Sekretaris Dewan Komisaris

Sepanjang tahun 2025, posisi Sekretaris Dewan Komisaris dijabat oleh Harnawan Santoso. Penunjukan Harnawan Santoso sebagai Sekretaris Dewan Komisaris didasarkan pada Surat Keputusan Dewan Komisaris Nomor 003/Kpts/PJ/DEKOM/VI/2024 tanggal 04 Juni 2024 tentang Pengangkatan Sekretaris Dewan Komisaris PT Patra Jasa.

Officer Serving as Secretary to the Board of Commissioners

Throughout 2025, the position of Secretary of the Board of Commissioners was held by Harnawan Santoso. The appointment of Harnawan Santoso as Secretary of the Board of Commissioners was based on Board of Commissioners Decree Number 003/Kpts/PJ/DEKOM/VI/2024 dated June 4, 2024, concerning the Appointment of the Secretary of the Board of Commissioners of PT Patra Jasa.

Pedoman Kerja Sekretaris Dewan Komisaris

Tugas dan tanggung jawab Sekretaris Dewan Komisaris diatur dalam Surat Keputusan Dewan Komisaris No. 002/Kpts/PJ/DEKOM/VI/2024 tentang Penerapan Honorarium, Tunjangan, Fasilitas, serta Fungsi, Tugas Pokok Sekretaris Dewan Komisaris PT Patra Jasa. Berdasarkan keputusan tersebut, Sekretaris Dewan Komisaris berperan mendukung efektivitas pelaksanaan fungsi pengawasan dan pemberian nasihat oleh Dewan Komisaris melalui koordinasi administratif, pengelolaan informasi, serta fasilitasi komunikasi dengan berbagai pemangku kepentingan. Adapun fungsi, tugas, dan tanggung jawab Sekretaris Dewan Komisaris adalah sebagai berikut:

Fungsi:

1. Bertanggung jawab atas seluruh kegiatan, kinerja, serta prosedur yang digunakan dalam mendukung tugas Dewan Komisaris.
2. Bertanggung jawab atas seluruh kebijakan, administrasi, kesekretariatan, pengarsipan, serta aspek protokoler dalam kegiatan Dewan Komisaris.

Tugas:

1. Menyelenggarakan administrasi kesekretariatan bagi Dewan Komisaris.
2. Mengkoordinasikan rapat Dewan Komisaris serta pertemuan dengan Pemegang Saham, Direksi, dan pihak terkait lainnya.
3. Menyediakan data dan informasi yang diperlukan oleh Dewan Komisaris dan komite-komitenya, termasuk:
   a. Memantau tindak lanjut keputusan, rekomendasi, dan arahan Dewan Komisaris.
   b. Menyiapkan bahan administrasi terkait laporan dan kegiatan Direksi dalam mengelola Perusahaan.
   c. Mendukung administrasi serta memantau hal-hal yang memerlukan persetujuan atau rekomendasi Dewan Komisaris terkait pengelolaan Perusahaan.
4. Menghimpun data teknis dari komite-komite Dewan Komisaris dan tenaga ahli untuk mendukung tugas Dewan Komisaris.

Tanggung Jawab:

1. Menyusun Rencana Kerja dan Anggaran Dewan Komisaris.
2. Mengatur undangan rapat serta menyusun notulen rapat.
3. Membuat laporan pemantauan dan tindak lanjut terhadap arahan dan rekomendasi Dewan Komisaris kepada Direksi.
4. Menyiapkan bahan rapat bagi Dewan Komisaris dan komite-komite di bawahnya.
5. Mengelola arsip dan dokumentasi Dewan Komisaris, termasuk administrasi surat-menyurat, hasil kajian, serta rekomendasi yang diberikan oleh Dewan Komisaris.

Work Guidelines for the Secretary to the Board of Commissioners

The duties and responsibilities of the Secretary of the Board of Commissioners are stipulated in Board of Commissioners Decree No. 002/Kpts/PJ/DEKOM/VI/2024 concerning the Application of Honoraria, Allowances, Facilities, and the Functions and Main Duties of the Secretary of the Board of Commissioners of PT Patra Jasa. Based on this decision, the Secretary of the Board of Commissioners plays a role in supporting the effective implementation of the supervisory and advisory functions of the Board of Commissioners through administrative coordination, information management, and facilitation of communication with various stakeholders. The functions, duties, and responsibilities of the Secretary of the Board of Commissioners are as follows:

Function:

1. Responsible for all activities, performance, and procedures used in supporting the duties of the Board of Commissioners.
2. Responsible for all performance policies and all administrative procedures, secretarial. archiving and protocol activities of the Board of Commissioners.

Duties:

1. Organizing secretarial administration activities within the Board of Commissioners.
2. Coordinating Board of Commissioners meeting and meetings between the Board of Commissioners, Shareholders, Board of Directors, and other related parties.
3. Providing data and information required by the Board of Commissioners and its committees within the Board of Commissioners including:
   a. Monitor the implementation decisions, recommendations, and directives of the Board of Commissioners.
   b. Managing administrative materials related to report/activities of the Board of Directors in managing the Company.
   c. Providing administrative support and monitoring for matters requiring approval or recommendation from the Board of Commissioners regarding the Company management activities carried out by the Board of Directors.
4. Collecting technical data from committees within the Board of Commissioners and the Board of Commissioners experts as needed.

Responsible:

1. Prepare the Board of Commissioners' Work Plan and Budget.
2. Prepare meeting invitations and minutes of meeting outcomes.
3. Prepare monitoring and follow-up reports on the results of the Board of Commissioners' directives and recommendations to the Board of Directors.
4. Compile meeting materials required by the Board of Commissioners and its committees.
5. Archive all Board of Commissioners documents, including correspondence administration, review results, and recommendations of the Board of Commissioners.

Kebijakan Remunerasi Sekretaris Dewan Komisaris

Dalam menetapkan remunerasi Sekretaris Dewan Komisaris, PT Patra Jasa mengacu pada Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor PER-03/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara. Honorarium ditetapkan oleh Dewan Komisaris dengan mempertimbangkan kondisi keuangan Perseroan, dengan batas maksimal sebesar 15% dari gaji Direktur Utama.

Selain honorarium, Sekretaris Dewan Komisaris berhak menerima tunjangan transportasi sebesar 20% dari honorarium bulanan serta tunjangan hari raya yang diberikan 1 (satu) kali dalam setahun sebesar 1 (satu) kali honorarium bulanan. Di samping itu, yang bersangkutan juga memperoleh fasilitas kesehatan sesuai dengan kebijakan internal Perseroan.

Laporan Ringkas terkait Pelaksanaan Tugas Sekretaris Dewan Komisaris Tahun 2025

Sepanjang tahun 2025, Sekretaris Dewan Komisaris berperan aktif dalam memastikan kelancaran pelaksanaan fungsi pengawasan Dewan Komisaris, terutama dalam pengelolaan aspek kesekretariatan dan administrasi. Pelaksanaan tugas tersebut diwujudkan melalui berbagai kegiatan pendukung yang menunjang efektivitas kerja Dewan Komisaris.

Realisasi tugas yang dilakukan antara lain meliputi:

1. Mengimplementasikan seluruh proses, mekanisme, dan tata kerja yang mendukung optimalisasi kinerja Dewan Komisaris.
2. Menerapkan kebijakan serta tata kelola administrasi, kesekretariatan, pengarsipan, dan protokoler secara tertib dan sesuai ketentuan guna menjaga keteraturan operasional di lingkungan Dewan Komisaris.

Evaluasi dan Penilaian Kinerja Sekretaris Dewan Komisaris oleh Dewan Komisaris

Dewan Komisaris melaksanakan evaluasi tahunan terhadap kinerja Sekretaris Dewan Komisaris guna memastikan efektivitas pelaksanaan fungsi pengawasan Perseroan. Penilaian tersebut didasarkan pada capaian pelaksanaan tugas pokok dalam mendukung kelancaran aktivitas dan kebutuhan operasional Dewan Komisaris.

Sepanjang tahun 2024, Sekretaris Dewan Komisaris memperoleh penilaian yang sangat baik. Selain menjalankan tugas secara optimal, Sekretaris Dewan Komisaris juga mampu memenuhi kebutuhan pendukung fungsi pengawasan serta menjaga efektivitas komunikasi antara Dewan Komisaris dan para pemangku kepentingan. Kinerja tersebut dinilai memberikan kontribusi positif terhadap terwujudnya tata kelola perusahaan yang transparan dan akuntabel.

Remuneration Policy for the Secretary of the Board of Commissioners

In determining the remuneration of the Secretary of the Board of Commissioners, PT Patra Jasa refers to the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-03/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises. The honorarium is determined by the Board of Commissioners by taking into account the Company's financial condition, with a maximum limit of 15% of the President Director's salary.

In addition to honorarium, the Secretary of the Board of Commissioners is entitled to receive a transportation allowance of 20% of the monthly honorarium and a holiday allowance given once a year amounting to one month's honorarium. In addition, the person concerned also receives health facilities in accordance with the Company's internal policies.

Summary Report on the Implementation of the Duties of the Secretary of the Board of Commissioners in 2025

Throughout 2025, the Secretary of the Board of Commissioners played an active role in ensuring the smooth implementation of the Board of Commissioners' supervisory functions, particularly in managing secretarial and administrative aspects. These duties were carried out through various supporting activities that enhanced the effectiveness of the Board of Commissioners' work.

The realization of duties carried out includes, among others:

1. Implementing all processes, mechanisms, and working procedures that support the optimization of the performance of the Board of Commissioners.
2. Implementing policies and governance related to administration, secretarial functions, records management, and protocol in an orderly manner and in accordance with applicable regulations to ensure operational orderliness within the Board of Commissioners' environment.

Evaluation and Performance Assessment of the Secretary of the Board of Commissioners by the Board of Commissioners

The Board of Commissioners conducts an annual evaluation of the performance of the Secretary of the Board of Commissioners to ensure the effectiveness of the Company's supervisory functions. The assessment is based on the achievement of key tasks in supporting the smooth running of the activities and operational needs of the Board of Commissioners.

Throughout 2024, the Secretary of the Board of Commissioners received excellent evaluations. In addition to performing their duties optimally, the Secretary of the Board of Commissioners was also able to meet the needs of supporting supervisory functions and maintain effective communication between the Board of Commissioners and stakeholders. This performance was considered to have made a positive contribution to the realization of transparent and accountable corporate governance.

Komite Audit

Untuk memperkuat fungsi pengawasan, Dewan Komisaris membentuk Komite Audit yang bertugas mendukung pengawasan atas pengelolaan perusahaan oleh Direksi sesuai prinsip GCG. Komite Audit bekerja secara independen dan bertanggung jawab langsung kepada Dewan Komisaris. Seluruh anggotanya diangkat dan diberhentikan oleh Dewan Komisaris, dengan pelaporan kepada RUPS.

Committee Audit

To strengthen its supervisory function, the Board of Commissioners established an Audit Committee tasked with supporting the supervision of the company's management by the Board of Directors in accordance with GCG principles. The Audit Committee works independently and is directly responsible to the Board of Commissioners. All members are appointed and dismissed by the Board of Commissioners, with reporting to the GMS.

Susunan Keanggotaan Komite Audit

Susunan keanggotaan Komite Audit sepanjang tahun 2025 adalah sebagai berikut:

Audit Committee Membership Structure

The composition of the Audit Committee throughout 2025 is as follows:

Nama Name	**Jabatan pada Komite Audit** Position on the Audit Committee	**Dasar Penunjukan** Basis of Appointment	**Keterangan** Description
Suryo Tridoso Eko Sapto Handono	Ketua Komite Audit Chairman of the Audit Committee	Surat Keputusan Dewan Komisaris No.004/Kpts/PJ/DEKOM/IV/2025 Board of Commissioners Decree No.004/Kpts/PJ/DEKOM/IV/2025	Komisaris Independen Independent Commissioner
Rudi Prabowo Aji	Anggota Komite Audit Audit Committee Member	Surat Keputusan Dewan Komisaris No.004/Kpts/PJ/DEKOM/VI/2024 Board of Commissioners Decree No.004/Kpts/PJ/DEKOM/VI/2024	Komisaris (*berakhir di 15 Maret 2025) Commissioner (term ends March 15, 2025)
Aditya Griadi	Anggota Komite Audit Audit Committee Member	Surat Keputusan Dewan Komisaris No.004/Kpts/PJ/DEKOM/IV/2025 Board of Commissioners Decree No.004/Kpts/PJ/DEKOM/IV/2025	Komisaris Utama President Commissioner
Nazali Lempo	Anggota Komite Audit Audit Committee Member	Surat Keputusan Dewan Komisaris No.004/Kpts/PJ/DEKOM/IV/2025 Board of Commissioners Decree No.004/Kpts/PJ/DEKOM/IV/2025	Komisaris Independen Independent Commissioner
Swasti Anggriani	Anggota Komite Audit Audit Committee Member	Surat Keputusan Dewan Komisaris No.004/DEKOM-PJ/Kpts/VIII/2023 Board of Commissioners DecreeNo.004/DEKOM-PJ/Kpts/VIII/2023	Independen Independent

Profil Anggota Komite Audit **Profile Member of Audit Committee**

SURYO TRIDOSO EKO SAPTONO HANDONO

Ketua Komite Audit / Chairman of Audit Committee

Dasar Hukum Penunjukan **Legal Basis for Appointment**	Surat Keputusan Dewan Komisaris No.004/Kpts/PJ/DEKOM/IV/2025 / Board of Commissioners Decree No.004/Kpts/PJ/DEKOM/IV/2025
Periode dan Masa Jabatan **Period and Term of Office**	16 April 2025 – 31 Desember 2025 April 16, 2025 – December 31, 2025

Informasi lengkap mengenai profil Suryo Tridoso Eko Saptono Handono tersedia pada Bab Profil Perusahaan, bagian Profil Dewan Komisaris dalam Laporan Tahunan ini. / Complete information regarding Suryo Tridoso Eko Saptonoi's profile is available in the Company Profile chapter, under the Board of Commissioners Profile section of this Annual Report.

RUDI PRABOWO AJI

Anggota Komite Audit / Member of Audit Committee

Dasar Hukum Penunjukan **Legal Basis for Appointment**	Surat Keputusan Dewan Komisaris No. 004/Kpts/PJ/DEKOM/VI/2024 / Board of Commissioners Decree No. 004/Kpts/PJ/DEKOM/VI/2024
Periode dan Masa Jabatan **Period and Term of Office**	1 Januari – 15 Maret 2025 January 1 – March 15, 2025

Informasi lengkap mengenai profil Rudi Prabowo Aji tersedia pada Bab Profil Perusahaan, bagian Profil Dewan Komisaris dalam Laporan Tahunan ini. / Complete information regarding Rudy Prabowo Ajii's profile is available in the Company Profile chapter, under the Board of Commissioners Profile section of this Annual Report.

ADITYA GRIADI

Anggota Komite Audit / Member of Audit Committee

Dasar Hukum Penunjukan **Legal Basis for Appointment**	Surat Keputusan Dewan Komisaris No.004/Kpts/PJ/DEKOM/IV/2025 / Board of Commissioners Decree No.004/Kpts/PJ/DEKOM/IV/2025
Periode dan Masa Jabatan **Period and Term of Office**	1 Januari – 15 Maret 2025 January 1 – March 15, 2025

Informasi lengkap mengenai profil Aditya Griadi tersedia pada Bab Profil Perusahaan, bagian Profil Dewan Komisaris dalam Laporan Tahunan ini. / Complete information regarding Aditya Griadi's profile is available in the Company Profile chapter, under the Board of Commissioners Profile section of this Annual Report.

NAZALI LEMPO

Anggota Komite Audit / Member of Audit Committee

Dasar Hukum Penunjukan **Legal Basis for Appointment**	Surat Keputusan Dewan Komisaris No.004/Kpts/PJ/DEKOM/IV/2025 / Board of Commissioner decree No.004/Kpts/PJ/DEKOM/IV/2025
Periode dan Masa Jabatan **Period and Term of Office**	1 April – 31 Desember 2025 April 1 – December 31, 2025

Informasi lengkap mengenai profil Nazali Lempo tersedia pada Bab Profil Perusahaan, bagian Profil Dewan Komisaris dalam Laporan Tahunan ini. / Complete information regarding Nazali Lempo's profile is available in the Company Profile chapter, under the Board of Commissioners Profile section of this Annual Report.

SWASTI ANGGRIANI

Anggota Komite Audit / Member of Audit Committee

Dasar Hukum Penunjukan **Legal Basis for Appointment**	Surat Keputusan Dewan Komisaris No. 004/DEKOM-PJ/Kpts/VIII/2023. / Board of Commissioners Decree No. 004/DEKOM-PJ/Kpts/VIII/2023.
Periode dan Masa Jabatan **Period and Term of Office**	2023 – 2025
Usia **Age**	50 tahun 50 years
Kewarganegaraan **Nationality**	Indonesia
Riwayat Pendidikan **Education History**	Sarjana Ekonomi Akuntansi, Universitas Diponegoro (1994-1999) Bachelor of Economics in Accounting at Universitas Diponegoro (1994-1999)
Pengalaman Kerja **Work Experience**	• Internal Auditor, Revenue Assurance (2010-2022) • External Auditor, Revenue Assurance (2000-2010) • Internal Auditor, Revenue Assurance (2010-2022) • External Auditor, Revenue Assurance (2000-2010)
Rangkap Jabatan **Concurrent Position**	Tidak memiliki rangkap jabatan baik sebagai anggota Dewan Komisaris, Direksi, atau jabatan lainnya di Anak Perusahaan maupun institusi lain. / Does not have concurrent positions as a member of the Board of Commissioners, Board of Directors, or other positions in subsidiaries or other positions.

Pernyataan Independensi Komite Audit

Komite Audit berperan penting dalam menjaga transparansi dan akuntabilitas perusahaan serta memastikan penerapan tata kelola sesuai prinsip yang telah ditetapkan. Dalam menjalankan tugasnya, Komite Audit bersifat independen dan bebas dari hubungan usaha yang dapat mempengaruhi objektivitas, dengan seluruh anggotanya telah memenuhi persyaratan independensi, kompetensi, pengalaman, dan integritas sesuai ketentuan yang berlaku.

Statement of Independence of the Audit Committee

The Audit Committee plays a vital role in maintaining the Company's transparency and accountability, as well as ensuring the implementation of governance in accordance with established principles. In carrying out its duties, the Audit Committee acts independently and is free from any business relationships that may affect its objectivity. All members have fulfilled the requirements of independence, competence, experience, and integrity in accordance with prevailing regulations.

Berikut adalah rincian mengenai aspek independensi setiap anggota Komite Audit:

The following are the details regarding the independence aspects of each member of the Audit Committee:

Aspek Independensi Independence Aspect	**Suryo Tidoso Eko Sapto Handono**	**Aditya Griadi**	**Rudi Prabowo Aji**	**Nazali Lempo**	**Swasti Anggriani**
Tidak memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi / Does not have financial relationship with the Board of Commissioners and Board of Directors	✓	✓	✓	✓	✓
Tidak memiliki hubungan kepengurusan di perusahaan, anak perusahaan, maupun perusahaan afiliasi / Does not have a management relationship in the Company, subsidiaries, or affiliated companies	✓	✓	✓	✓	✓
Tidak memiliki hubungan kepemilikan saham di Patra Jasa / Does not have shareholdings relationship in Patra Jasa	✓	✓	✓	✓	✓
Tidak memiliki hubungan keluarga dengan Dewan Komisaris, Direksi, dan/atau sesama anggota Komite Audit / Does not have family relationship with the Board of Commissioners, Board of Directors, and/or fellow members of Audit Committee	✓	✓	✓	✓	✓

Pedoman Kerja dan/atau Piagam (*Charter*) Komite Audit

Dalam rangka menjalankan tugas dan fungsinya, Komite Audit berpedoman pada Piagam (*Charter*) Komite Audit PT Patra Jasa Tahun 2020 yang disahkan pada bulan Agustus tahun 2020. Sebagai bagian dari upaya untuk memastikan kelancaran pelaksanaan tugas, Piagam (*charter*) Komite yang berisi penjabaran rinci mengenai tugas dan tanggung jawab yang harus dijalankan, serta pedoman operasional yang jelas merupakan panduan bagi Komite Audit dalam melaksanakan jabatannya.

Audit Committee Work Guidelines and Charter

In carrying out its duties and functions, the Audit Committee refers to the 2020 Charter of the Audit Committee of PT Patra Jasa, which was ratified in August 2020. As part of efforts to ensure the effective implementation of its responsibilities, the Committee Charter—containing a detailed description of the duties and responsibilities to be carried out, as well as clear operational guidelines—serves as the primary reference for the Audit Committee in performing its role.

Tugas Komite Audit

1. Melakukan evaluasi terhadap informasi keuangan yang akan dipublikasikan oleh perusahaan kepada publik dan/atau pihak berwenang, termasuk laporan keuangan, proyeksi, serta dokumen lainnya yang berkaitan dengan data keuangan perusahaan.
2. Melakukan penilaian terhadap kepatuhan perusahaan terhadap peraturan perundang-undangan yang relevan dengan kegiatan usaha yang dijalankan.
3. Memberikan pendapat yang objektif apabila terjadi perbedaan pendapat antara manajemen dan auditor terkait dengan layanan yang diberikan.
4. Melakukan tinjauan terhadap pelaksanaan audit internal dan mengawasi tindak lanjut yang diambil oleh Direksi terkait temuan dari auditor eksternal.
5. Melakukan evaluasi terhadap proses manajemen risiko yang dijalankan oleh Direksi, khususnya jika perusahaan tidak memiliki fungsi pemantauan risiko di bawah Dewan Komisaris.
6. Meneliti dan menangani pengaduan yang berkaitan dengan proses akuntansi serta laporan keuangan perusahaan.
7. Menelaah dan memberikan rekomendasi kepada Dewan Komisaris terkait potensi benturan kepentingan yang mungkin terjadi di perusahaan.

Audit Committee Duties

1. Reviewing financial information that will be released by the Company to the public and/or relevant authorities, including financial statements, projections, and other reports related to the Company's financial information.
2. Reviewing the compliance with laws and regulations related to the Company's activities.
3. Providing independent opinion in the case there are differences between management and accountants for service provided.
4. Reviewing the implementation of audits by internal auditors and overseeing the implementation of follow-up by the Board of Directors on the external auditors' and fees.
5. Reviewing the risk management implementation activities carried out by the Board of Directors, if the Company does not have a risk monitoring function under the Board of Commissioners.
6. Reviewing complaints related to the Company's accounting processes and financial reporting processes.
7. Reviewing and providing advice to the Board of Commissioners regarding potential conflicts of interest of the Company.

8. Menjaga kerahasiaan semua dokumen, data, dan informasi yang berkaitan dengan perusahaan.

8. Maintaining the confidentiality of the Company's documents, data and information.

Tanggung Jawab Komite Audit

1. Menjamin bahwa laporan keuangan dan informasi lainnya yang disampaikan oleh perusahaan kepada pihak terkait dan publik disusun dengan cara yang transparan, akurat, dapat dipercaya, dan tepat waktu.
2. Menjamin bahwa perusahaan telah memiliki sistem pengendalian internal yang memadai untuk melindungi aset dan kekayaan perusahaan dari risiko yang tidak diinginkan.
3. Memastikan bahwa perusahaan menjalankan operasionalnya dengan cara yang efektif dan efisien serta mematuhi seluruh peraturan perundang-undangan yang berlaku.
4. Memberikan rekomendasi kepada Dewan Komisaris terkait pemilihan akuntan berdasarkan kriteria independensi, ruang lingkup tugas, dan biaya jasa yang diajukan.

Audit Committee Responsibilities.

1. Ensure that financial reports and other information provided by the Company to related parties and the public are presented in a transparent,reliable, trustworthy and timely manner.
2. Ensure that the Company has an adequate internal control system to protect the company's assets and wealth from unwanted risks.
3. Ensure that the Company works effectively and efficiently and complies with applicable laws and regulations.
4. Providing recommendations to the Board of Commissioners regarding the appointment of accountants based on independence, scope of assignments and fees.

Pelatihan dan/atau Peningkatan Kompetensi Komite Audit Tahun 2025

Pada tahun 2025, terdapat peningkatan kompetensi yang diikuti oleh anggota Komite Audit, sebagai berikut:

Training and/or Competency Development of the Audit Committee in 2025

In 2025, members of the Audit Committee participated in competency development programs, as follows:

No.	Tanggal Date	Nama Pelatihan Training Name	Penyelenggara Organizer	Tempat Place
Swasti Anggriani - Anggota Komite Audit / Member of Audit Committee				
1	12 – 13 Juni 2025 June 12 – 13, 2025	*Training dan Sertifikasi Certified Risk Profesional* (CRP)	Indonesia Risk & Business Advisory (IRBA)	Bandung

Rapat Komite Audit

Kebijakan Rapat Komite Audit

Untuk mendukung kinerjanya, Komite Audit dapat menyelenggarakan rapat, baik rapat internal, maupun rapat bersama Dewan Komisaris. Kebijakan terkait pelaksanaan rapat Komite Audit diatur dalam Piagam Komite Audit yang disahkan pada Agustus 2020. Berdasarkan Piagam tersebut, Komite Audit setidaknya melaksanakan rapat sebanyak satu kali dalam satu bulan.

Audit Committee Meetings

Audit Committee Meeting Policy

To support its performance, the Audit Committee may convene meetings, either internal meetings or joint meetings with the Board of Commissioners. The policy governing the implementation of Audit Committee meetings is stipulated in the Audit Committee Charter ratified in August 2020. Based on the Charter, the Audit Committee is required to hold at least one meeting per month.

Pelaksanaan Rapat Komite Audit Tahun 2025

Selama tahun 2025, Komite Audit menyelenggarakan rapat internal maupun rapat bersama Internal Auditor, Eksternal Auditor, serta turut berpartisipasi dalam rapat gabungan Dewan Komisaris dan Direksi. Secara internal, Komite Audit telah melaksanakan 21 (dua puluh satu) kali rapat dengan rincian sebagai berikut:

Implementation of Audit Committee Meetings in 2025

Throughout 2025, the Audit Committee held internal meetings as well as meetings with the Internal Auditor and External Auditor, and also participated in joint meetings of the Board of Commissioners and the Board of Directors. Internally, the Audit Committee conducted 21 (twenty-one) meetings, with the details as follows:

No.	Tanggal Rapat Date	Agenda Rapat Agenda
1	7 Januari 2025 January 7, 2025	1) Pembahasan dan *Update Progress* Pelaksanaan Audit Laporan Keuangan Tahun Buku 2024 PT Patra Jasa dan Anak Perusahaan / Discussion and Progress Update on the Implementation of the Fiscal Year 2024 Financial Statement Audit of PT Patra Jasa and Its Subsidiaries 2) Komitmen Penyelesaian Laporan Keuangan *Audited* / Commitment to the Completion of the Audited Financial Statements 3) Pembahasan terkait Penerbitan Obligasi / Discussion on Bond Issuance
2	13 Januari 2025 January 13, 2025	1) Pembahasan Progress Ke-1 *Year End Audit* Laporan Keuangan Konsolidasian Tahun 2024 / Discussion on the 1st Progress of the 2024 Year-End Audit of the Consolidated Financial Statements
3	17 Januari 2025 January 17, 2025	1) Pembahasan dan Update Progress Pelaksanaan Audit Laporan Keuangan Tahun Buku 2024 PT Patra Jasa dan Anak Perusahaan / Discussion and Progress Update on the Implementation of the Fiscal Year 2024 Financial Statement Audit of PT Patra Jasa and Its Subsidiaries
4	22 Januari 2025 January 22, 2025	1) Pembahasan Progress ke – 2 *Year End Audit* Laporan Keuangan Konsolidasian Tahun 2024 / Discussion on the 2nd Progress of the 2024 Year-End Audit of the Consolidated Financial Statements
5	23 Januari 2025 January 23, 2025	1) Pembahasan dan *Update Progress* Pelaksanaan Audit Laporan Keuangan Tahun Buku 2024 PT Patra Jasa dan Anak Perusahaan / Discussion and Progress Update on the Implementation of the Fiscal Year 2024 Financial Statement Audit of PT Patra Jasa and Its Subsidiaries
6	3 Februari 2025 February 3, 2025	1) Pembahasan *Progress* ke – 3 *Year End Audit* Laporan Keuangan Konsolidasian Tahun 2024 / Discussion on the 3rd Progress of the 2024 Year-End Audit of the Consolidated Financial Statements
7	12 Februari 2025 February 12, 2025	1) Pembahasan *Progress* ke – 4 *Year End Audit* Laporan Keuangan Konsolidasian Tahun 2024 / Discussion on the 4th Progress of the 2024 Year-End Audit of the Consolidated Financial Statements
8	24 Februari 2025 February 24, 2025	1) Pembahasan *Progress* ke – 5 *Year End Audit* Laporan Keuangan Konsolidasian Tahun 2024 / Discussion on the 5th Progress of the 2024 Year-End Audit of the Consolidated Financial Statements
9	15 Maret 2025 March 15, 2025	1) Monitoring Tindak Lanjut Hasil Temuan Audit Internal dan Eksternal sampai dengan TW IV Tahun 2024 / Monitoring of Follow-Up Actions on Internal and External Audit Findings up to Q4 2024 2) Monitoring Laporan *Whistleblowing System* (WBS) TW IV Tahun 2024 / Monitoring of Whistleblowing System (WBS) Reports for Q4 2024 3) Progress Audit Laporan Keuangan Konsolidasian 31 Desember 2024 / Progress of the Consolidated Financial Statement Audit as of 31 December 2024
10	16 April 2025 April 16, 2025	1) Monitoring Tindak Lanjut Temuan Audit TW I Tahun 2025 / Monitoring of Follow-Up Actions on Audit Findings for Q1 2025 2) Monitoring Laporan WBS TW I Tahun 2025 / Monitoring of WBS Reports for Q1 2025
11	28 April 2025 April 28, 2025	1) *Progress* Rencana *Operatorship* Patra Hotel Surabaya / Progress of the Patra Hotel Surabaya Operatorship Plan
12	9 Juli 2025 July 9, 2025	1) Monitoring Tindak Lanjut Temuan Audit TW II Tahun 2025 / Monitoring of Follow-Up Actions on Audit Findings for Q2 2025 2) Monitoring Laporan WBS TW II Tahun 2025 / Monitoring of WBS Reports for Q2 2025
13	30 September 2025 September 30, 2025	1) Penetapan Pemenang Pengadaan Kantor Akuntan Publik (KAP) untuk Melaksanakan Audit Laporan Keuangan Konsolidasian PT Patra Jasa dan Anak Perusahaan untuk Periode Tahun Buku 2025, 2026 dan 2027 / Determination of the Selected Public Accounting Firm (KAP) to Conduct the Audit of the Consolidated Financial Statements of PT Patra Jasa and Its Subsidiaries for Fiscal Years 2025, 2026, and 2027
14	8 Oktober 2025 October 8, 2025	1) *Monitoring* Tindak Lanjut Temuan Audit TW III 2025 / Monitoring of Follow-Up Actions on Audit Findings for Q3 2025 2) *Monitoring* Laporan WBS TW III 2025 / Monitoring of WBS Reports for Q3 2025 3) *Timeline* Audit Laporan Keuangan Tahun Buku 2025 / Audit Timeline for Fiscal Year 2025 Financial Statements
15	17 Oktober 2025 October 17, 2025	1) *Kick Off* Audit KAP Laporan Keuangan Konsolidasian PT Patra Jasa dan Anak Perusahaan Untuk Periode Tahun Buku 2025 / Kick-Off Meeting of the Public Accounting Firm (KAP) for the Audit of the Consolidated Financial Statements of PT Patra Jasa and Its Subsidiaries for Fiscal Year 2025

No.	Tanggal Rapat Date	Agenda Rapat Agenda
16	20 Oktober 2025 October 20, 2025	1) Rapat *Progress* Pertama Interim Audit Laporan Keuangan Konsolidasian & PUMK Tahun 2025 / First Progress Meeting of the Interim Audit of the 2025 Consolidated Financial Statements & PUMK
17	3 November 2025 November 3, 2025	1) Rapat *Progress* Kedua Interim Audit Laporan Keuangan Konsolidasian & PUMK Tahun 2025 / Second Progress Meeting of the Interim Audit of the 2025 Consolidated Financial Statements & PUMK
18	4 November 2025 November 4, 2025	1) Konsolidasi Komite Audit – Internal Audit Pertamina Group / Audit Committee Consolidation Meeting – Pertamina Group Internal Audit
19	17 November 2025 November 17, 2025	1) Rapat *Progress* Ketiga Interim Audit Laporan Keuangan Konsolidasian & PUMK Tahun 2025 / Third Progress Meeting of the Interim Audit of the 2025 Consolidated Financial Statements & PUMK
20	1 Desember 2025 December 1, 2025	1) Rapat *Progress* Keempat Interim Audit Laporan Keuangan Konsolidasian & PUMK Tahun 2025 / Fourth Progress Meeting of the Interim Audit of the 2025 Consolidated Financial Statements & PUMK
21	4 Desember 2025 December 4, 2025	1) Konsolidasi Komite Audit - Internal Audit Pertamina Group / Audit Committee Consolidation Meeting – Pertamina Group Internal Audit

Tingkat Kehadiran Anggota Komite Audit dalam Rapat

Attendance Rate of Audit Committee Members at Meetings

No.	Nama Name	Jabatan Position	Jumlah Rapat Total Meeting	Jumlah Kehadiran Total Attendance	Tingkat Kehadiran Attendance Level
1.	Suryo Tridoso Eko Sapto Handono	Ketua Komite Audit Chairman of the Audit Committee	21	21	100%
2.	Aditya Griadi	Anggota Komite Audit Member of Audit Committee	17	17	100%
3.	Rudi Prabowo Aji	Anggota Komite Audit Member of Audit Committee	13	13	100%
4.	Nazali Lempo	Anggota Komite Audit Member of Audit Committee	21	21	100%
5.	Swasti Anggriani	Anggota Komite Audit Member of Audit Committee	21	21	100%

Uraian Pelaksanaan Kegiatan Komite Audit Tahun 2025

Sepanjang tahun 2025, Komite Audit telah menjalankan mandatnya secara konsisten berdasarkan peta jalan strategis yang disahkan oleh Dewan Komisaris. Fokus utama Komite adalah memperkuat pilar pengawasan guna menjamin integritas pelaporan dan kepatuhan organisasi. Berikut adalah poin-poin esensial implementasi kegiatan selama tahun berjalan:

- **Integritas Laporan Keuangan:** Menelaah secara mendalam laporan keuangan tahunan dan triwulanan serta proyeksi finansial untuk memastikan penyajian data yang wajar, transparan, dan selaras dengan standar akuntansi terkini.
- **Mitigasi Risiko & Pengendalian Internal**: Mengevaluasi ketangguhan sistem pengendalian internal, mencakup keandalan pelaporan, proteksi aset perusahaan, hingga efektivitas strategi pencegahan kecurangan (*fraud*).
- **Kepatuhan Regulasi**: Memastikan seluruh aktivitas bisnis beroperasi dalam koridor hukum, termasuk kepatuhan

Description of the Implementation of Activities of the Audit Committee in 2025

Throughout 2025, the Audit Committee consistently carried out its mandate based on the strategic roadmap approved by the Board of Commissioners. The Committee's primary focus was to strengthen the pillars of oversight to ensure the integrity of reporting and organizational compliance. The following are the key points of activity implementation during the year:

- **Financial Reporting Integrity**: Conducting in-depth reviews of annual and quarterly financial statements as well as financial projections to ensure fair presentation, transparency, and alignment with the latest accounting standards.
- **Risk Mitigation & Internal Control**: Evaluating the robustness of the internal control system, including the reliability of reporting, protection of company assets, and the effectiveness of fraud prevention strategies.
- **Regulatory Compliance**: Ensuring that all business activities operate within the legal framework, including compliance

terhadap regulasi OJK dan standar pasar modal melalui koordinasi intensif dengan fungsi Legal.

- **Optimalisasi Fungsi Audit**: Meninjau performa audit internal secara periodik dan mengawal ketegasan Direksi dalam menindaklanjuti setiap temuan auditor eksternal.
- **Transparansi Publik**: Menjamin akurasi informasi material yang dipublikasikan kepada *stakeholders* melalui proses klarifikasi yang ketat bersama manajemen dan auditor eksternal.
- **Independensi Auditor Eksternal**: Memberikan rekomendasi strategis kepada Dewan Komisaris terkait penunjukan Kantor Akuntan Publik dengan menitikberatkan pada aspek independensi, rekam jejak, serta efisiensi cakupan audit.

with Financial Services Authority (OJK) regulations and capital market standards through close coordination with the Legal function.

- **Optimization of the Audit Function**: Periodically reviewing the performance of the internal audit function and overseeing the Board of Directors' firm follow-up on findings from external auditors.
- **Public Transparency**: Ensuring the accuracy of material information disclosed to stakeholders through rigorous clarification processes with management and external auditors.
- **External Auditor Independence**: Providing strategic recommendations to the Board of Commissioners regarding the appointment of a Public Accounting Firm, emphasizing independence, track record, and efficiency of audit scope.

Komite Nominasi dan Remunerasi

Dewan Komisaris didukung oleh Komite Nominasi dan Remunerasi dalam menjalankan fungsi pengawasan di bidang nominasi dan remunerasi guna memastikan pengelolaan sumber daya manusia yang optimal. Komite ini memberikan rekomendasi terkait pengangkatan, pemberhentian, serta penetapan remunerasi anggota Direksi dan Dewan Komisaris sesuai kebijakan yang berlaku. Ketua dan anggota komite diangkat serta diberhentikan oleh Dewan Komisaris, dan dalam menjalankan tugasnya berpedoman pada Piagam Komite yang ditetapkan pada 1 Desember 2023. Komite bertanggung jawab langsung kepada Dewan Komisaris, menyampaikan laporan triwulanan dan tahunan, serta dievaluasi secara berkala untuk memastikan efektivitas kinerja organisasi maupun individu anggotanya.

Nomination and Remuneration Committee

The Board of Commissioners is supported by the Nomination and Remuneration Committee in carrying out its supervisory function in the areas of nomination and remuneration to ensure optimal human capital management. The Committee provides recommendations regarding the appointment, dismissal, and determination of remuneration for members of the Board of Directors and the Board of Commissioners in accordance with prevailing policies. The Chairperson and members of the Committee are appointed and dismissed by the Board of Commissioners and, in performing their duties, refer to the Committee Charter established on December 1, 2023. The Committee is directly accountable to the Board of Commissioners, submits quarterly and annual reports, and is periodically evaluated to ensure the effectiveness of both organizational and individual performance of its members.

Susunan Keanggotaan Komite Nominasi dan Remunerasi

Susunan keanggotaan Komite Nominasi dan Remunerasi sepanjang tahun 2025 adalah sebagai berikut:

Composition of the Nomination and Remuneration Committee

The composition of the Nomination and Remuneration Committee throughout 2025 is as follows:

Nama Name	**Jabatan pada Komite Audit** Position in the Audit Committee	**Dasar Penunjukan** Basis for Appointment	**Keterangan** Description
Nazali Lempo	Ketua Komite Nominasi dan Remunerasi / Chairman of the Nomination and Remuneration Committee	Surat Keputusan Dewan Komisaris No.004/Kpts/PJ/DEKOM/IV/2025 Board of Commissioners Decree No.004/Kpts/PJ/DEKOM/IV/2025	Komisaris Independen Independent Commissioner
Surono	Anggota Komite Nominasi dan Remunerasi / Member of the Nomination and Remuneration Committee	Surat Keputusan Dewan Komisaris No.004/Kpts/PJ/DEKOM/IV/2025 Board of Commissioners Decree No.004/Kpts/PJ/DEKOM/IV/2025	Komisaris Commissioner
Gusman Adiwardhana	Anggota Komite Nominasi dan Remunerasi / Member of the Nomination and Remuneration Committee	Surat Keputusan Dewan Komisaris No. 001/Kpts/PJ/DEKOM/V/2024 Board of Commissioners Decree No. 001/Kpts/PJ/DEKOM/V/2024	Independen Independent

Profil Anggota Komite Nominasi dan Remunerasi **Profile of the Nomination and Remuneration Committee**

NAZALI LEMPO

Ketua Komite Nominasi dan Remunerasi / Chairman of the Nomination and Remuneration Committee

Dasar Hukum Penunjukan **Legal Basis for Appointment**	Surat Keputusan Dewan Komisaris No.004/Kpts/PJ/DEKOM/IV/2025 / Board of Commissioners Decree No.004/Kpts/PJ/DEKOM/IV/2025
Periode dan Masa Jabatan **Period and Term of Office**	16 April 2025 – 31 Desember 2025 April 16, 2025 – December 31, 2025

Informasi lengkap mengenai profil Nazali Lempo tersedia pada Bab Profil Perusahaan, bagian Profil Dewan Komisaris dalam Laporan Tahunan ini. / Complete information regarding Nazalia Lempo's profile is available in the Company Profile chapter, under the Board of Commissioners Profile section of this Annual Report.

SURONO

Anggota Komite Nominasi dan Remunerasi / Member of the Nomination and Remuneration Committee

Dasar Hukum Penunjukan **Legal Basis for Appointment**	Surat Keputusan Dewan Komisaris No.004/Kpts/PJ/DEKOM/IV/2025 / Board of Commissioners Decree No.004/Kpts/PJ/DEKOM/IV/2025
Periode dan Masa Jabatan **Period and Term of Office**	16 April 2025 – 31 Desember 2025 April 16, 2025 – December 31, 2025

Informasi lengkap mengenai profil Surono tersedia pada Bab Profil Perusahaan, bagian Profil Dewan Komisaris dalam Laporan Tahunan ini. / Complete information regarding Surono's profile is available in the Company Profile chapter, under the Board of Commissioners Profile section of this Annual Report.

GUSMAN ADIWARDHANA

Anggota Komite Nominasi dan Remunerasi / Member of the Nomination and Remuneration Committee

Dasar Hukum Penunjukan **Legal Basis for Appointment**	SK Dewan Komisaris No. 001/Kpts/PJ/DEKOM/V/2024 / Board of Commissioners Decree No. 001/Kpts/PJ/DEKOM/V/2024
Periode dan Masa Jabatan **Period and Term of Office**	30 Mei 2024 – 26 Mei 2025 May 30, 2024 – May 26, 2025
Usia **Age**	43 tahun 43 years
Kewarganegaraan **Nationality**	Indonesia
Riwayat Pendidikan **Education History**	• S2, Master Business Administration, Institut Teknologi Bandung (2016) • S1, Ekonomi, Kalbis Institute (former STIE Supra Jakarta) • Master of Business Administration (MBA), Institut Teknologi Bandung (2016) • Bachelor of Economics, Kalbis Institute (formerly STIE Supra Jakarta)

Pengalaman Kerja **Work Experience**	• Manager Talent & Leadership (2023) • Senior Manager HC BP & Recruitment (2021-2023) • Unit Manager HC RU VI - PT Pertamina (Persero) (2020-2021) • HR People Development Sr Analyst - PT Pertamina EP (2019-2020) • Strategic C&B and Budgeting Sr Analyst - PT Pertamina EP (2018-2019) • HR Operation - Pertamina Internasional EP (2016-2018) • HR Operation - Pertamina Algeria EP (2014-2016) • Officer BP Process - Pertamina (2013-2014) • Manager Talent & Leadership (2023) • Senior Manager HC BP & Recruitment (2021-2023) • Unit Manager HC RU VI - PT Pertamina (Persero) (2020-2021) • HR People Development Sr Analyst - PT Pertamina EP (2019-2020) • Strategic C&B and Budgeting Sr Analyst - PT Pertamina EP (2018-2019) • HR Operation - Pertamina Internasional EP (2016-2018) • HR Operation - Pertamina Algeria EP (2014-2016) • Officer BP Process - Pertamina (2013-2014)
Rangkap Jabatan **Concurrent Position**	Manager Group Talent Synergy (2023-present) Manager Group Talent Synergy (2023-present)

Pernyataan Independensi Komite Nominasi dan Remunerasi

Komite Nominasi dan Remunerasi merupakan unit profesional yang berperan penting dalam menjaga objektivitas dan integritas pengelolaan sumber daya manusia. Komite ini beroperasi tanpa hubungan usaha, baik langsung maupun tidak langsung, dengan kegiatan bisnis perusahaan guna memastikan setiap keputusan terkait nominasi, pengangkatan, dan remunerasi dilakukan secara independen dan bebas dari pengaruh eksternal. Seluruh anggotanya telah memenuhi kriteria independensi, keahlian, pengalaman, dan integritas sesuai peraturan yang berlaku, sehingga mampu menjalankan tugas secara profesional dan akuntabel.

Berikut adalah rincian aspek independensi dari seluruh anggota Komite Nominasi dan Remunerasi:

Statement of Independence of the Nomination and Remuneration Committee

The Nomination and Remuneration Committee is a professional unit that plays a crucial role in maintaining the objectivity and integrity of human capital management. The Committee operates without any business relationship, either directly or indirectly, with the Company's business activities to ensure that all decisions related to nomination, appointment, and remuneration are made independently and free from external influence. All members have fulfilled the criteria of independence, expertise, experience, and integrity in accordance with prevailing regulations, enabling them to perform their duties professionally and accountably.

The following are the details of the independence aspects fulfilled by all members of the Nomination and Remuneration Committee:

Aspek Independensi Independence Aspect	**Nazali Lempo**	**Surono**	**Gusman Adiwardhana**
Tidak memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi / Does not have financial relationship with the Board of Commissioners and Board of Directors	✓	✓	✓
Tidak memiliki hubungan kepengurusan di perusahaan, anak perusahaan, maupun perusahaan afiliasi / Does not have a management relationship in the Company, subsidiaries, or affiliated companies	✓	✓	✓
Tidak memiliki hubungan kepemilikan saham di Patra Jasa / Does not have shareholdings relationship in Patra Jasa	✓	✓	✓
Tidak memiliki hubungan keluarga dengan Dewan Komisaris, Direksi, dan/atau sesama anggota Komite Audit / Does not have family relationship with the Board of Commissioners, Board of Directors, and/or fellow members of Audit Committee	✓	✓	✓

Pedoman Kerja dan/atau Piagam (Charter) Komite Nominasi dan Remunerasi

Dalam menjalankan tugas dan tanggung jawabnya, Komite Nominasi dan Remunerasi berpedoman pada Piagam (Charter) yang tertuang dalam Piagam Komite Nominasi dan Remunerasi PT Patra Jasa Tahun 2023 tanggal 1 Desember 2023. Piagam tersebut menjadi landasan kerja yang mengatur kedudukan, struktur, keanggotaan, tugas, wewenang, serta mekanisme kerja komite, sehingga setiap pelaksanaan fungsi nominasi dan remunerasi dapat dilakukan secara terarah, konsisten, transparan, dan sesuai dengan ketentuan peraturan perundang-undangan serta prinsip tata kelola perusahaan yang baik.

Tugas dan Tanggung Jawab Komite Nominasi dan Remunerasi

Komite Nominasi dan Remunerasi berperan sebagai unit pengawasan yang mendampingi Dewan Komisaris dalam memastikan pelaksanaan kegiatan yang terkait dengan nominasi dan remunerasi di perusahaan. Berdasarkan Piagam Komite Nominasi dan Remunerasi yang disusun pada 1 Desember 2023, berikut adalah rincian tugas dan tanggung jawab yang diemban oleh komite ini dalam melaksanakan fungsi pengawasannya:

1. Melakukan evaluasi atas perencanaan nominasi dan remunerasi yang tercantum dalam Rencana Jangka Panjang Perusahaan (RJPP) atau Rencana Kerja dan Anggaran Perusahaan (RKAP);
2. Memantau pelaksanaan nominasi dan remunerasi sesuai dengan rencana atau anggaran (RJPP/RKAP) serta menganalisis hasil dari investasi kegiatan perusahaan;
3. Menilai kesesuaian perencanaan nominasi dan remunerasi dengan tingkat risiko yang terukur, serta menyesuaikannya dengan strategi dan keberlanjutan ekonomi perusahaan;
4. Mengawasi pelaksanaan nominasi dan remunerasi dan melakukan analisis terhadap hasil investasi kegiatan perusahaan;
5. Mengkaji efektivitas kebijakan nominasi dan remunerasi dari segi pengelolaan Sumber Daya Manusia (SDM) di perusahaan;
6. Menyediakan informasi dan bahan rujukan yang diperlukan oleh Dewan Komisaris dalam hal nominasi dan remunerasi kegiatan perusahaan;
7. Memberikan saran dan rekomendasi kepada Dewan Komisaris terkait dengan laporan Direksi mengenai kegiatan nominasi dan remunerasi;
8. Menyusun rencana kerja tahunan Komite Nominasi dan Remunerasi;
9. Menjalankan tugas lainnya yang diberikan oleh Dewan Komisaris yang berhubungan dengan kegiatan nominasi dan remunerasi perusahaan;
10. Menyusun laporan terkait hasil pelaksanaan tugas Komite Nominasi dan Remunerasi dan menyampaikannya kepada Dewan Komisaris;
11. Melaksanakan tugas lain yang diberikan oleh Dewan Komisaris, serta memberikan dukungan kepada Komite

Work Guidelines and/or Charter of the Nomination and Remuneration Committee

In carrying out its duties and responsibilities, the Nomination and Remuneration Committee refers to the Charter as stipulated in the 2023 Charter of the Nomination and Remuneration Committee of PT Patra Jasa dated December 1, 2023. The Charter serves as the working foundation governing the position, structure, membership, duties, authorities, and working mechanisms of the Committee, thereby ensuring that the implementation of nomination and remuneration functions is conducted in a directed, consistent, transparent manner and in accordance with prevailing laws and regulations as well as the principles of good corporate governance.

Duties and Responsibilities of the Nomination and Remuneration Committee

The Nomination and Remuneration Committee acts as a supervisory unit assisting the Board of Commissioners in ensuring the proper implementation of activities related to nomination and remuneration within the Company. Based on the Charter of the Nomination and Remuneration Committee dated December 1, 2023, the following are the duties and responsibilities carried out by the Committee in performing its supervisory function:

1. Conducting evaluation over the nomination and remuneration activities plan of the Company as outlined in the RJPP or RKAP;
2. Monitoring the implementation of nomination and remuneration activities if the Company based on the plan or budget (RJPP/RKAP) and analyzing the result of the Company's investment activities;
3. Assess the suitability of nomination and remuneration planning with measurable levels of risks and adjust it to the Company's strategy and economic sustainability;
4. Monitoring the implementation of the nomination and remuneration activities and analyzing investment results in the Company;
5. Conducting a study on the effectiveness of implementing the nomination and remuneration policies of the Company and managing the Company from a human Resources perspectives;
6. Providing reference materials and information for the needs of the Board of Commissioners related to nominating and remuneration activities of the Company;
7. Providing input and recommendations on the report of the Board of Directors concerning nomination and remuneration activities of the Company;
8. Prepare the annual work plan of the Nomination and Remuneration Committee;
9. Carrying out other duties assigned by the Board of Commissioners related to the nomination and remuneration activities of the Company;
10. Reporting the work results of the Nomination and Remuneration Committee to the Board of Commissioners;
11. Carrying out other assignments from the Board of Commissioners, and assisting the Audit Committee as well

Audit dan Komite Pemantau Investasi dan Manajemen Risiko perusahaan.

the Company's Investment and Risk Management Monitoring Committee.

Pelatihan dan/atau Peningkatan Kompetensi Komite Nominasi dan Remunerasi Tahun 2025

Hingga akhir tahun 2025, belum terdapat partisipasi anggota Komite dalam kegiatan sertifikasi atau pelatihan formal. Meskipun demikian, anggota Komite tetap menjalankan tugas dan tanggung jawabnya secara optimal dengan mengacu pada pengalaman, kompetensi, serta pembelajaran berkelanjutan melalui diskusi internal, kajian regulasi, dan pemantauan perkembangan praktik tata kelola perusahaan yang relevan. Ke depan, Komite akan mempertimbangkan partisipasi dalam program pelatihan dan sertifikasi guna semakin memperkuat kapasitas dan efektivitas pelaksanaan fungsinya.

Training and/or Competency Development of the Nomination and Remuneration Committee in 2025

As of the end of 2025, there has been no participation by Committee members in certification or formal training programs. Nevertheless, the Committee members have continued to perform their duties and responsibilities optimally by relying on their experience, competencies, and continuous learning through internal discussions, regulatory reviews, and monitoring developments in relevant corporate governance practices. Going forward, the Committee will consider participating in training and certification programs to further strengthen its capacity and enhance the effectiveness of its functions.

Rapat Komite Nominasi dan Remunerasi

Kebijakan Rapat Komite Nominasi dan Remunerasi

Untuk mendukung kinerjanya, Komite Nominasi dan Remunerasi dapat menyelenggarakan rapat, baik rapat internal, maupun rapat bersama Dewan Komisaris. Kebijakan terkait pelaksanaan rapat Komite Nominasi dan Remunerasi diatur dalam Piagam Komite Nominasi dan Remunerasi tanggal 1 Desember 2023. Berdasarkan Piagam tersebut, Komite Nominasi dan Remunerasi setidaknya melaksanakan rapat sebanyak satu kali dalam satu bulan.

Meetings of the Nomination and Remuneration Committee

Meeting Policy of the Nomination and Remuneration Committee

To support its performance, the Nomination and Remuneration Committee may convene meetings, either internal meetings or joint meetings with the Board of Commissioners. The policy governing the implementation of the Committee's meetings is stipulated in the Charter of the Nomination and Remuneration Committee dated December 1, 2023. Based on the Charter, the Nomination and Remuneration Committee is required to hold at least one meeting per month.

Pelaksanaan Rapat Komite Nominasi dan Remunerasi Tahun 2025

Selama tahun 2025, Komite Nominasi dan Remunerasi menyelenggarakan rapat internal sebanyak 2 (dua) kali dengan rincian sebagai berikut:

Implementation of Meetings of the Nomination and Remuneration Committee in 2025

Throughout 2025, the Nomination and Remuneration Committee held 2 (two) internal meetings, with the details as follows:

No.	Tanggal Rapat Date	Agenda Rapat Agenda
1	6 Mei 2025 May 6, 2025	1) Usulan Perubahan Besaran Gaji / Honorarium Tahun 2025 dan Tantiem Tahun 2024 bagi Direksi dan Dewan Komisaris / Proposal for Adjustment of Salaries/Honorarium for 2025 and Tantiem for 2024 for the Board of Directors and the Board of Commissioner
2	6 Agustus 2025 August 6, 2025	1) Sistem Manajemen Talenta Patra Jasa / Patra Jasa Talent Management System 2) Vacant Fulfillment Organisasi Patra Jasa / Fulfillment of Vacant Positions within the Patra Jasa Organization

Tingkat Kehadiran Anggota Komite Nominasi dan Remunerasi dalam Rapat

Attendance Rate of Members of the Nomination and Remuneration Committee at Meetings

No.	Nama Name	Jabatan Position	Jumlah Rapat Total Meeting	Jumlah Kehadiran Total Attendance	Tingkat Kehadiran Attendance Level
1.	Nazali Lempo	Ketua Komite Nominasi dan Remunerasi Chairman of the Nomination and Remuneration Committee	2	2	100%

No.	Nama Name	Jabatan Position	Jumlah Rapat Total Meeting	Jumlah Kehadiran Total Attendance	Tingkat Kehadiran Attendance Level
2.	Suryo Tridoso Eko Sapto Handono	Anggota Komite Nominasi dan Remunerasi Member of the Nomination and Remuneration Committee	2	2	100%
3.	Surono	Anggota Komite Nominasi dan Remunerasi Member of the Nomination and Remuneration Committee	2	2	100%
4.	Gusman Adiwardhana	Anggota Komite Nominasi dan Remunerasi Member of the Nomination and Remuneration Committee	2	2	100%

Uraian Pelaksanaan Kegiatan Komite Nominasi dan Remunerasi Tahun 2025

Sepanjang tahun 2025, Komite Nominasi dan Remunerasi telah menunaikan mandat pengawasannya berdasarkan rencana kerja strategis yang disahkan oleh Dewan Komisaris. Fokus Komite tertuju pada penguatan struktur kepemimpinan dan optimalisasi kesejahteraan berbasis kinerja guna mendukung pertumbuhan berkelanjutan. Berikut adalah poin-poin esensial implementasi kegiatan selama tahun berjalan:

- **Penyelarasan Strategis:** Mengevaluasi perencanaan nominasi dan remunerasi dalam RJPP serta RKAP untuk menjamin sinergi antara arah kebijakan SDM dengan visi jangka panjang Perseroan.
- **Optimalisasi Anggaran SDM:** Mengawal implementasi program sesuai alokasi RKAP serta menelaah efisiensi anggaran, khususnya pada program pengembangan kompetensi dan skema insentif performa.
- **Keseimbangan Risiko & Daya Saing:** Memastikan kebijakan remunerasi selaras dengan profil risiko bisnis serta mampu menjaga daya saing talenta tanpa mengabaikan keberlanjutan ekonomi perusahaan.
- **Dukungan Keputusan Strategis:** Menyediakan analisis data dan materi pendukung yang komprehensif bagi Dewan Komisaris dalam proses penetapan, penilaian, hingga manajemen transisi pejabat senior.
- **Evaluasi Capaian & Retensi:** Memberikan masukan kritis atas laporan Direksi terkait efektivitas kebijakan remunerasi dan keberhasilan program retensi talenta terbaik.
- **Tata Kelola Kerja & Pelaporan:** Menjalankan agenda kerja tahunan secara disiplin, termasuk sinkronisasi jadwal evaluasi kebijakan dan penyampaian laporan pertanggungjawaban kepada Dewan Komisaris secara periodik.
- **Penugasan Khusus & Adaptasi Organisasi:** Berperan aktif dalam evaluasi kinerja Direksi serta memberikan rekomendasi penyelarasan struktur organisasi agar tetap relevan dengan dinamika kebutuhan bisnis

Description of the Implementation of Activities of the Nomination and Remuneration Committee in 2025

Throughout 2025, the Nomination and Remuneration Committee fulfilled its supervisory mandate based on the strategic work plan approved by the Board of Commissioners. The Committee's focus was directed toward strengthening leadership structures and optimizing performance-based welfare to support sustainable growth. The following are the key points of activity implementation during the year:

- **Strategic Alignment**: Evaluating nomination and remuneration planning within the Long-Term Corporate Plan (RJPP) and the Annual Work Plan and Budget (RKAP) to ensure synergy between human capital policies and the Company's long-term vision.
- **Human Capital Budget Optimization**: Overseeing the implementation of programs in accordance with RKAP allocations and reviewing budget efficiency, particularly in competency development programs and performance-based incentive schemes.
- **Risk & Competitiveness Balance**: Ensuring that remuneration policies are aligned with the Company's business risk profile while maintaining talent competitiveness without compromising the Company's economic sustainability.
- **Strategic Decision Support**: Providing comprehensive data analysis and supporting materials to the Board of Commissioners in the processes of appointment, evaluation, and transition management of senior executives.
- **Performance Evaluation & Retention**: Delivering critical input on the Board of Directors' reports regarding the effectiveness of remuneration policies and the success of key talent retention programs.
- **Governance & Reporting**: Implementing the annual work agenda in a disciplined manner, including synchronizing policy evaluation schedules and submitting periodic accountability reports to the Board of Commissioners.
- **Special Assignment & Organizational Adaptation**: Actively participating in the evaluation of the Board of Directors' performance and providing recommendations for aligning the organizational structure with evolving business needs.

Komite Pemantau Investasi dan Manajemen Risiko

Komite Pemantau Investasi dan Manajemen Risiko merupakan organ pendukung Dewan Komisaris yang bertugas membantu pelaksanaan fungsi pengawasan, khususnya dalam aspek investasi dan penerapan manajemen risiko.

Sebelumnya bernama Komite Investasi, komite ini mengalami perubahan nomenklatur menjadi Komite Pemantau Investasi dan Manajemen Risiko berdasarkan Surat Keputusan Dewan Komisaris No. 005/DEKOM-PJ/Kpts/VIII/2023 tanggal 16 Agustus 2023 tentang Pemberhentian Anggota Komite Investasi dan Pengangkatan Anggota Komite Pemantau Investasi dan Manajemen Risiko.

Dalam menjalankan tugasnya, Komite bersifat independen dan bertanggung jawab langsung kepada Dewan Komisaris.

Investment and Risk Management Monitoring Committee

The Investment and Risk Management Monitoring Committee is a supporting organ of the Board of Commissioners, tasked with assisting in the implementation of the supervisory function, particularly in the areas of investment and the application of risk management.

Previously known as the Investment Committee, the Committee underwent a change in nomenclature to become the Investment and Risk Management Monitoring Committee based on the Board of Commissioners Decree No. 005/DEKOM-PJ/Kpts/VIII/2023 dated 16 August 2023 concerning the Dismissal of Members of the Investment Committee and the Appointment of Members of the Investment and Risk Management Monitoring Committee.

In carrying out its duties, the Committee acts independently and is directly accountable to the Board of Commissioners.

Susunan Keanggotaan Komite Pemantau Investasi dan Manajemen Risiko

Susunan keanggotaan Komite Pemantau Investasi dan Manajemen Risiko sepanjang tahun 2025 adalah sebagai berikut:

Composition of the Investment and Risk Management Monitoring Committee

The composition of the Investment and Risk Management Monitoring Committee throughout 2025 is as follows:

Nama Name	**Jabatan pada Komite Audit** Position in the Audit Committee	**Dasar Penunjukan** Basis for Appointment	**Keterangan** Description
Aditya Griadi	Ketua Komite Pemantau Investasi dan Manajemen Risiko Chairman of the Investment and Risk Management Monitoring Committee	Surat Keputusan Dewan Komisaris No.004/Kpts/PJ/DEKOM/IV/2025 Board of Commissioners No.004/Kpts/PJ/DEKOM/IV/2025	Komisaris Utama President Commissioner
Surono	Anggota Komite Pemantau Investasi dan Manajemen Risiko Member of the Investment and Risk Management Monitoring Committee	Surat Keputusan Dewan Komisaris No.004/Kpts/PJ/DEKOM/IV/2025 Board of Commissioners Decree No.004/Kpts/PJ/DEKOM/IV/2025	Komisaris Commissioner
Septrianur Kurniawan	Anggota Komite Pemantau Investasi dan Manajemen Risiko Member of the Investment and Risk Management Monitoring Committee	Surat Keputusan Dewan Komisaris No.005/Kpts/PJ/DEKOM/VIII/2024 Board of Commissioners Decree No.005/Kpts/PJ/DEKOM/VIII/2024	Independen Independent

Profil Anggota Komite Pemantau Investasi dan Manajemen Risiko

Profile of a Member of the Investment and Risk Management Monitoring Committee

ADITYA GRIADI

Ketua Komite Pemantau Investasi dan Manajemen Risiko / Chairman of the Investment and Risk Management Monitoring Committee

Dasar Hukum Penunjukan **Legal Basis for Appointment**	Surat Keputusan Dewan Komisaris No.004/Kpts/PJ/DEKOM/IV/2025 / Board of Commissioners Decree No.004/Kpts/PJ/DEKOM/IV/2025
Periode dan Masa Jabatan **Period and Term of Office**	16 April 2025 – 31 Desmeber 2025 April 16, 2025 – December 31, 2025

Informasi lengkap mengenai profil Aditya Griadi tersedia pada Bab Profil Perusahaan, bagian Profil Dewan Komisaris dalam Laporan Tahunan ini. / Complete information regarding the profile of Rudi Prabowo Aji's is available in the Company Profile chapter, under the Board of Commissioners Profile section of this Annual Report

SURONO

Anggota Komite Pemantau Investasi dan Manajemen Risiko / Member of the Investment and Risk Management Monitoring Committee

Dasar Hukum Penunjukan **Legal Basis for Appointment**	Surat Keputusan Dewan Komisaris No.004/Kpts/PJ/DEKOM/IV/2025 / Board of Commissioners Decree No.004/Kpts/PJ/DEKOM/IV/2025
Periode dan Masa Jabatan **Period and Term of Office**	16 April 2025 – 31 Desmeber 2025 April 16, 2025 – December 31, 2025

Informasi lengkap mengenai profil Surono tersedia pada Bab Profil Perusahaan, bagian Profil Dewan Komisaris dalam Laporan Tahunan ini. / Complete information regarding the profile of Surono's is available in the Company Profile chapter, under the Board of Commissioners Profile section of this Annual Report

SEPTRIANUR KURNIAWAN

Anggota Komite Pemantau Investasi dan Manajemen Risiko / Member of the Investment and Risk Management Monitoring Committee

Dasar Hukum Penunjukan **Legal Basis for Appointment**	SK Dewan Komisaris No. 005/Kpts/PJ/DEKOM/VIII/2024 Board of Commissioners Decree No. 005/Kpts/PJ/DEKOM/VIII/2024
Periode dan Masa Jabatan **Period and Term of Office**	
Usia **Age**	37 tahun 37 years
Kewarganegaraan **Nationality**	Indonesia
Riwayat Pendidikan **Education History**	• Magister Hukum, Universitas Gadjah Mada • Sarjana Hukum, Sekolah Tinggi Hukum Bandung • Sarjana Teknik, Institut Teknologi Bandung • Master of Laws, University of Gadjah Mada • Bachelor of Laws, Bandung School of Laws • Bachelor of Engineering, Institut Teknologi Bandung

Pengalaman Kerja **Work Experience**	• PT Pertamina (Persero)-SPPU (Sr. Analyst II Portofolio Management - Strategy & Investment, 2024) • PT Pertamina (Persero) (Assisstant to the BOC-Investment Monitoring & Risk Management Committee, 2023) • PT Pertamina (Persero)-Board of Commissioner (Assisstant to the BOC-Audit Committee, 2021-2022) • PT Pertamina EP/SH Upstream (Officer Compliance, 2021-2022) • PT Pertamina EP-Legal & Relation Department (Head Office CSR-Sr. Analyst, 2019-2021) • PT Pertamina EP Asset 1-Legal & Relation Department (Government & PR Analyst, 2018-2019) • PT Pertamina EP Asset 1-Legal & Relation Department (CSR Analyst, 2017-2018) • PT Pertamina EP Asset 5 Sangatta-Legal & Relation Department (Legal & Relation Staff, 2013-2017) • PT Pertamina EP (Bimbingan Profesi Sarjana (BPS) Pertamina, 2012-2013) • PT Bank Rakyat Indonesia (Persero) - Internal Audit Division (Jr. Auditor, 2012) • PT Bank Rakyat Indonesia (Persero) (Program Pengembangan Staf (PPS) BRI, 2011-2013) • PT Bhakti Energi Persada-Mine Planning Department (Jr. Wellsite Geologist, 2010-2011) • PT Pertamina (Persero)-SPPU (Sr. Analyst II Portofolio Management - Strategy & Investment, 2024) • PT Pertamina (Persero) (Assisstant to the BOC-Investment Monitoring & Risk Management Committee, 2023) • PT Pertamina (Persero)-Board of Commissioner (Assisstant to the BOC-Audit Committee, 2021-2022) • PT Pertamina EP/SH Upstream (Officer Compliance, 2021-2022) • PT Pertamina EP-Legal & Relation Department (Head Office CSR-Sr. Analyst, 2019-2021) • PT Pertamina EP Asset 1-Legal & Relation Department (Government & PR Analyst, 2018-2019) • PT Pertamina EP Asset 1-Legal & Relation Department (CSR Analyst, 2017-2018) • PT Pertamina EP Asset 5 Sangatta-Legal & Relation Department (Legal & Relation Staff, 2013-2017) • PT Pertamina EP (PT Pertamina EP (Pertamina Graduate Professional Development Program (BPS), 2012–2013) • PT Bank Rakyat Indonesia (Persero) - Internal Audit Division (Jr. Auditor, 2012) • PT Bank Rakyat Indonesia (Persero) (Staff Development Program(PPS) BRI, 2011-2013) • PT Bhakti Energi Persada-Mine Planning Department (Jr. Wellsite Geologist, 2010-2011)
Rangkap Jabatan **Concurrent Position**	Tidak memiliki rangkap jabatan baik sebagai anggota Dewan Komisaris, Direksi, atau jabatan lainnya di Anak Perusahaan maupun institusi lain. / Does not have concurrent positions as a member of the Board of Commissioners, Board of Directors, or other positions in subsidiaries or other institutions.

Pernyataan Independensi Komite Pemantau Investasi dan Manajemen Risiko

Komite Pemantau Investasi dan Manajemen Risiko adalah unit profesional yang tidak memiliki hubungan usaha, baik secara langsung maupun tidak langsung, dengan kegiatan bisnis Perseroan. Hal ini dilakukan untuk memastikan independensi dalam menjalankan tugas dan tanggung jawabnya. Oleh karena itu, seluruh anggota Komite telah memenuhi persyaratan independensi, keahlian, pengalaman, serta integritas sesuai dengan ketentuan yang berlaku.

Aspek independensi yang telah dipenuhi oleh seluruh anggota Komite Investasi adalah sebagai berikut:

Statement of Independence of the Investment and Risk Management Monitoring Committee

The Investment and Risk Management Monitoring Committee is a professional unit that has no business relationship, either directly or indirectly, with the Company's business activities. This is intended to ensure independence in carrying out its duties and responsibilities. Accordingly, all members of the Committee have fulfilled the requirements of independence, expertise, experience, and integrity in accordance with the prevailing regulations.

The aspects of independence fulfilled by all members of the Investment Committee are as follows:

Aspek Independensi Independence Aspect	**Aditya Griadi**	**Surono**	**Septrianur Kurniawan**
Tidak memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi / Does not have financial relationship with the Board of Commissioners and Board of Directors	✓	✓	✓
Tidak memiliki hubungan kepengurusan di perusahaan, anak perusahaan, maupun perusahaan afiliasi / Does not have a management relationship in the Company, subsidiaries, or affiliated companies	✓	✓	✓
Tidak memiliki hubungan kepemilikan saham di Patra Jasa / Does not have shareholdings relationship in Patra Jasa	✓	✓	✓
Tidak memiliki hubungan keluarga dengan Dewan Komisaris, Direksi, dan/atau sesama anggota Komite Audit / Does not have family relationship with the Board of Commissioners, Board of Directors, and/or fellow members of Audit Committee	✓	✓	✓

Pedoman Kerja dan/atau Piagam (Charter) Komite Pemantau Investasi dan Manajemen Risiko

Dalam menjalankan tugas dan tanggung jawabnya, Komite Pemantau Investasi dan Manajemen Risiko berpedoman pada Piagam (Charter) yang tertuang dalam Piagam Komite Pemantau Investasi dan Manajemen Risiko tanggal 30 Oktober 2023. Piagam tersebut menjadi dasar pelaksanaan fungsi komite yang mengatur kedudukan, struktur, tugas, wewenang, serta mekanisme kerja dalam melakukan pemantauan investasi dan penerapan manajemen risiko. Dengan berpedoman pada piagam tersebut, komite memastikan setiap pelaksanaan tugas dilakukan secara sistematis, independen, dan selaras dengan prinsip tata kelola perusahaan yang baik serta ketentuan peraturan yang berlaku.

Work Guidelines and/or Charter of the Investment and Risk Management Monitoring Committee

In carrying out its duties and responsibilities, the Investment and Risk Management Monitoring Committee refers to its Charter as set forth in the Charter of the Investment and Risk Management Monitoring Committee dated 30 October 2023. The Charter serves as the basis for the implementation of the Committee's functions, governing its position, structure, duties, authorities, and working mechanisms in monitoring investments and the implementation of risk management. By adhering to the Charter, the Committee ensures that all duties are carried out systematically, independently, and in alignment with the principles of good corporate governance and prevailing regulations.

Tugas dan Tanggung Jawab Komite Pemantau Investasi dan Manajemen Risiko

Dalam membantu Dewan Komisaris dalam melakukan pengawasan di bidang investasi dan manajemen risiko, Komite Pemantau Investasi dan Manajemen Risiko mempunyai tugas dan tanggung jawab sebagai berikut:

1. Menelaah efektivitas pedoman investasi yang telah ditetapkan bagi kegiatan investasi.
2. Menelaah dan mengkaji secara periodik pelaksanaan kegiatan investasi yang telah dilaksanakan oleh Perseroan

Duties and Responsibilities of the Investment and Risk Management Monitoring Committee

In assisting the Board of Commissioners in supervising investment and risk management matters, the Investment and Risk Management Monitoring Committee has the following duties and responsibilities:

1. Reviewing the effectiveness of the established investment guidelines for investment activities.
2. Reviewing and assessing the implementation of investment activities carried out by the Company, including compliance

yang meliputi kepatuhan dalam melaksanakan kebijakan investasi yang telah digariskan dan petunjuk pelaksanaan terkait tingkat risiko dari setiap investasi.
3. Secara periodik, melakukan pengkajian dan menelaah kelengkapan pedoman dan memberikan rekomendasi kepada Dewan Komisaris atas penyesuaian-penyesuaian yang diperlukan.
4. Memastikan dibuatnya risalah rapat yang dilakukan Komite Investasi untuk dilaporkan kepada Dewan Komisaris secara reguler.
5. Menyediakan bahan rujukan dan informasi untuk keperluan Dewan Komisaris terkait pengelolaan investasi risiko usaha apabila diminta.
6. Membuat rencana kerja tahunan Komite Investasi yang diselaraskan dengan rencana kerja tahunan atas kebijakan investasi Perseroan.
7. Melaporkan hasil-hasil kerja Komite kepada Dewan Komisaris secara periodik.
8. Melaksanakan tugas lain dari Dewan Komisaris terkait peran dan tanggung jawab Dewan Komisaris dalam hal pengawasan atas investasi Perseroan.

with established investment policies and implementation guidelines related to the risk level of each investment.

3. Reviewing and assessing the completeness of guidelines and providing recommendations to the Board of Commissioners regarding necessary adjustments.
4. Ensuring that minutes of meetings conducted by the Investment Committee are prepared and reported regularly to the Board of Commissioners.
5. Providing reference materials and information for the Board of Commissioners regarding investment and business risk management, when requested.
6. Preparing the Annual Work Plan of the Investment Committee aligned with the Company's annual investment policy work plan.
7. Reporting the results of the Committee's work periodically to the Board of Commissioners.
8. Carrying out other duties assigned by the Board of Commissioners related to its supervisory role over the Company's investments.

Pelatihan dan/atau Peningkatan Kompetensi Komite Pemantau Investasi dan Manajemen Risiko Tahun 2025

Pada tahun 2025, terdapat peningkatan kompetensi yang diikuti oleh anggota Komite Pemantau Investasi dan Manajemen Risiko, sebagai berikut:

Training and/or Competency Development of the Investment and Risk Management Monitoring Committee in 2025

In 2025, members of the Investment and Risk Management Monitoring Committee participated in competency development programs, as follows:

No.	Tanggal Date	Nama Pelatihan Training Name	Penyelenggara Organizer	Tempat Place
Septrianur Kurniawan - Anggota Komite Pemantau Investasi dan Manajemen Risiko / Member of the Investment Monitoring and Risk Management Committee				
1	12 – 13 Juni 2025 June 12 – 13, 2025	Training dan Sertifikasi *Certified Risk Profesional* (CRP) / Certified Risk Professional (CRP) Training and Certification	Indonesia Risk & Business Advisory (IRBA)	Bandung

Rapat Komite Pemantau Investasi dan Manajemen Risiko

Kebijakan Rapat Komite Pemantau Investasi dan Manajemen Risiko

Untuk mendukung kinerjanya, Komite Pemantau Investasi dan Manajemen Risiko dapat menyelenggarakan rapat, baik rapat internal, maupun rapat bersama Dewan Komisaris. Kebijakan terkait pelaksanaan rapat Komite Pemantau Investasi dan Manajemen Risiko diatur dalam Piagam Komite Pemantau Investasi dan Manajemen Risiko tanggal 30 Oktober 2023. Berdasarkan Piagam tersebut, Komite Pemantau Investasi dan Manajemen Risiko setidaknya melaksanakan rapat sebanyak satu kali dalam satu bulan.

Meetings of the Investment and Risk Management Monitoring Committee

Meeting Policy of the Investment and Risk Management Monitoring Committee

To support its performance, the Investment and Risk Management Monitoring Committee may convene meetings, either internal meetings or joint meetings with the Board of Commissioners. The policy governing the implementation of the Committee's meetings is stipulated in the Charter of the Investment and Risk Management Monitoring Committee dated October 30, 2023. Based on the Charter, the Investment and Risk Management Monitoring Committee is required to hold at least one meeting per month.

Pelaksanaan Rapat Komite Pemantau Investasi dan Manajemen Risiko Tahun 2025

Selama tahun 2025, Komite Pemantau Investasi dan Manajemen Risiko menyelenggarakan rapat internal sebanyak 7 (tujuh) kali dengan rincian sebagai berikut:

Implementation of Meetings of the Investment and Risk Management Monitoring Committee in 2025

Throughout 2025, the Investment and Risk Management Monitoring Committee held 7 (seven) internal meetings, with the details as follows:

No.	Tanggal Rapat Date	Agenda Rapat Agenda
1	15 Januari 2025 January 15, 2025	1) Pengelolaan Manajemen Risiko PT Patra Jasa TW IV Tahun 2024 / Risk Management of PT Patra Jasa for Q4 2024
2	22 April 2025 April 22, 2025	1) Pengelolaan Manajemen Risiko PT Patra Jasa TW I Tahun 2025 / Risk Management of PT Patra Jasa for Q1 2025
3	23 April 2025 April 23, 2025	1) Pengelolaan Investasi PT Patra Jasa TW I Tahun 2025 / Investment Management of PT Patra Jasa for Q1 2025
4	16 Juli 2025 July 16, 2025	1) Pengelolaan Manajemen Risiko PT Patra Jasa TW II Tahun 2025 / Risk Management of PT Patra Jasa for Q2 2025
5	2 Agustus 2025 August 2, 2025	1) Monitoring Pengelolaan dan Pemantauan Kegiatan Investasi PT Patra Jasa TW II Tahun 2025 / Monitoring of the Management and Supervision of PT Patra Jasa's Investment Activities for Q2 2025
6	12 November 2025 November 12, 2025	1) Pengelolaan Manajemen Risiko PT Patra Jasa TW III Tahun 2025 / Risk Management of PT Patra Jasa for Q3 2025
7	25 November 2025 November 25, 2025	1) Monitoring Pengelolaan dan Pemantauan Kegiatan Investasi PT Patra Jasa TW III Tahun 2025 / Monitoring of the Management and Supervision of PT Patra Jasa's Investment Activities for Q3 2025

Tingkat Kehadiran Anggota Komite Pemantau Investasi dan Manajemen Risiko dalam Rapat

Attendance Rate of Members of the Investment and Risk Management Monitoring Committee at Meetings

No.	Nama Name	Jabatan Position	Jumlah Rapat Total Meeting	Jumlah Kehadiran Total Attendance	Tingkat Kehadiran Attendance Level
1.	Aditya Griadi	Ketua Komite Pemantau Investasi dan Manajemen Risiko / Chairman of the Investment Monitoring and Risk Management Committee	61	61	100%
2.	Surono	Anggota Komite Pemantau Investasi dan Manajemen Risiko / Member of the Investment Monitoring and Risk Management Committee	7	7	100%
3.	Septrianur Kurniawan	Anggota Komite Pemantau Investasi dan Manajemen Risiko / Member of the Investment Monitoring and Risk Management Committee	7	7	100%

Uraian Pelaksanaan Kegiatan Komite Pemantau Investasi dan Manajemen Risiko Tahun 2025

Sepanjang tahun 2025, Komite Pemantau Investasi dan Manajemen Risiko menjalankan fungsinya secara proaktif berlandaskan rencana kerja strategis yang telah disahkan Dewan Komisaris. Komite berfokus pada penguatan tata kelola investasi dan mitigasi risiko guna memastikan setiap langkah ekspansi Perseroan terukur dan bernilai tambah. Berikut adalah capaian implementasi kegiatan selama tahun berjalan:

Description of the Implementation of Activities of the Investment and Risk Management Monitoring Committee in 2025

Throughout 2025, the Investment and Risk Management Monitoring Committee carried out its functions proactively based on the strategic work plan approved by the Board of Commissioners. The Committee focused on strengthening investment governance and risk mitigation to ensure that every step of the Company's expansion is measured and value-adding. The following are the key achievements in the implementation of activities during the year:

- **Optimalisasi Pedoman Investasi:** Menelaah dan meng-evaluasi efektivitas pedoman investasi secara berkala untuk memastikan relevansinya terhadap dinamika pasar dan kebutuhan strategis Perseroan.

- **Pengawasan Risiko & Kepatuhan:** Melakukan kajian mendalam terhadap profil risiko dan kepatuhan pelaksanaan investasi guna menjaga integritas portofolio bisnis.

- **Dukungan Pengambilan Keputusan:** Menyediakan basis data informasi yang komprehensif serta rekomendasi strategis bagi Dewan Komisaris dalam menyikapi pengelolaan risiko usaha.
- **Transparansi & Akuntabilitas:** Mendokumentasikan seluruh proses evaluasi dalam risalah rapat yang akuntabel serta melaporkan hasil kerja Komite secara periodik kepada Dewan Komisaris.
- **Perencanaan Strategis:** Menyusun peta jalan kerja tahunan yang sinkron dengan kebijakan investasi induk perusahaan dan visi pertumbuhan Perseroan.
- **Fleksibilitas Pengawasan:** Menjalankan penugasan khusus dari Dewan Komisaris dalam mengawal proyek-proyek investasi tertentu agar tetap berada dalam koridor target yang ditetapkan.

- **Optimization of investment Guidelines**: Reviewing and periodically evaluating the effectiveness of investment guidelines to ensure their relevance to market dynamics and the Company's strategic needs.

- **Risk & Compliance Oversight**: Conducting in-depth assessments of risk profiles and compliance in the implementation of investments to safeguard the integrity of the business portfolio.
- **Decision - Making Support**: Providing a comprehensive information database and strategic recommendations to the Board of Commissioners in addressing business risk management.
- **Transparency & Accountability**: Documenting all evaluation processes in accountable meeting minutes and reporting the Committee's work results periodically to the Board of Commissioners.
- **Strategic Planning**: Developing an annual work roadmap aligned with the parent company's investment policies and the Company's growth vision.
- **Supervisory Flexibility**: Carrying out special assignments from the Board of Commissioners in overseeing specific investment projects to ensure they remain within the established targets.

Sekretaris Perusahaan

Corporate Secretary

Sesuai dengan Peraturan Menteri BUMN Nomor PER-02/MBU/2023 tanggal 3 Maret 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan BUMN, Direksi wajib menyelenggarakan fungsi Sekretaris Perusahaan.

Di Perseroan, fungsi tersebut dijalankan oleh Corporate Secretary yang bertugas mendukung Direksi dalam pengelola-an perusahaan, termasuk memastikan kepatuhan terhadap peraturan perundang-undangan serta membangun dan memelihara hubungan yang efektif dengan para pemangku kepentingan.

Struktur Organisasi Corporate Secretary

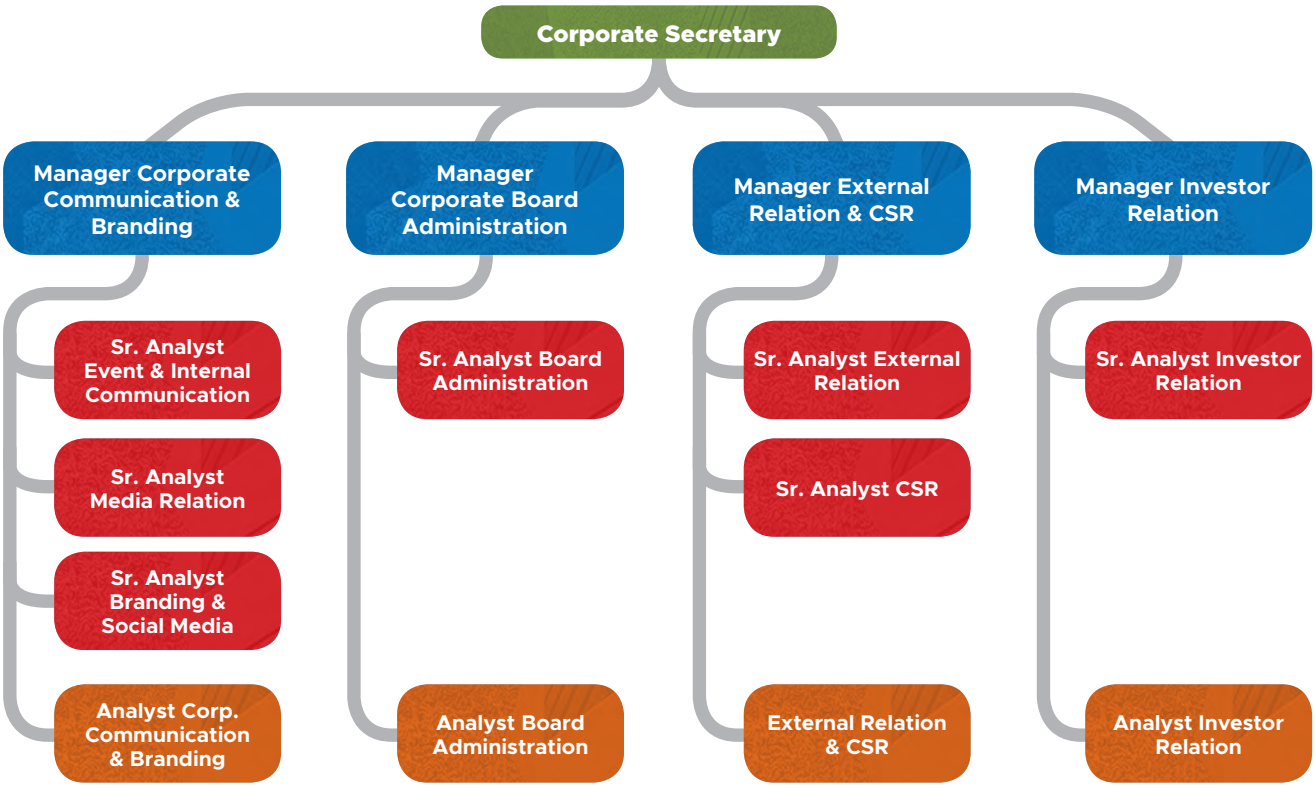
Dalam menjalankan fungsinya, Corporate Secretary didukung oleh tiga bagian utama, yaitu Corporate Communication & Branding, Corporate Board Administration, serta External Relation & CSR. Struktur organisasi yang memperkuat efektivitas peran Corporate Secretary adalah sebagai berikut:

In accordance with the Regulation of the Minister of State-Owned Enterprises (SOEs) Number PER-02/MBU/2023 dated March 3, 2023 concerning Guidelines on Governance and Significant Corporate Actions of SOEs, the Board of Directors is required to establish the Corporate Secretary function.

Within the Company, this function is carried out by the Corporate Secretary, who is responsible for supporting the Board of Directors in corporate management, including ensuring compliance with prevailing laws and regulations, as well as building and maintaining effective relationships with stakeholders.

Corporate Secretary Organizational Structure

In performing its function, the Corporate Secretary is supported by three main divisions, namely Corporate Communication & Branding, Corporate Board Administration, and External Relation & CSR. The organizational structure that strengthens the effectiveness of the Corporate Secretary's role is as follows:



Profil Corporate Secretary

Unit Corporate Secretary dipimpin oleh Fadjar Djoko Santoso dengan profil sebagai berikut:

Corporate Secretary Profile

The Corporate Secretary Unit is led by Fadjar Djoko Santoso with the following profile:

FADJAR DJOKO SANTOSO

VP Corporate Secretary

Dasar Hukum Penunjukan **Legal Basis for Appointment**	Surat Keputusan PT Pertamina (Persero) Nomor: SKMJ-00571/K20300/2025-S8 tanggal 3 November 2025 / Decree of PT Pertamina (Persero) Number: SKMJ-00571/K20300/2025-S8 dated November 3, 2025
Domisili **Domicile**	Jakarta
Riwayat Pendidikan **Education History**	• Master of Global Media Communication, The University of Melbourne - 2017 • Fakultas Ilmu Komunikasi, Universitas Padjadjaran - 2007 • Master of Global Media Communication, The University of Melbourne - 2017 • Faculty of Communication Sciences, Universitas Padjadjaran - 2007
Pengalaman Kerja **Work Experience**	2023 – sekarang : PT Pertamina (Persero) 2008 – 2022 : Sekretariat Presiden, Kementerian Sekretariat Negara RI 2023 – now : PT Pertamina (Persero) 2008 – 2022 : Presidential Secretariat Ministry of State Secretariat of the Republic of Indonesia

Pelatihan atau Peningkatan Kompetensi Corporate Secretary Tahun 2025

Sepanjang tahun 2025, Perusahaan senantiasa berkomitmen untuk meningkatkan kompetensi Sekretaris Perusahaan guna mendukung efektivitas tata kelola perusahaan yang baik. Namun,

Corporate Secretary Training and Competency Development in 2025

Throughout 2025, the Company consistently demonstrated its commitment to enhancing the competence of the Corporate Secretary in order to support the effective implementation of

sehubungan dengan pengangkatan Sekretaris Perusahaan yang baru dilaksanakan pada penghujung tahun 2025, maka pada periode pelaporan ini belum terdapat program pelatihan formal atau pengembangan kompetensi eksternal yang diikuti oleh pejabat yang bersangkutan. Fokus utama di sisa tahun buku 2025 diarahkan pada proses orientasi internal dan transisi tugas, sementara rencana pengembangan kompetensi strategis yang komprehensif telah disusun untuk diimplementasikan secara intensif pada tahun 2026.

Uraian Pelaksanaan Tugas Corporate Secretary Tahun 2025

Uraian tugas dan tanggung jawab Corporate Secretary diatur dalam Pedoman Kerja Corporate Secretary yang merujuk pada Pedoman Pengelolaan Anak Perusahaan dan Perusahaan Patungan PT Pertamina (Persero), yang berfungsi sebagai pedoman utama dalam melaksanakan tugas dan tanggung jawabnya. Berdasarkan Pedoman tersebut, tugas dan tanggung jawab utama Corporate Secretary meliputi: Merujuk pada Pedoman tersebut, sepanjang tahun 2025 Corporate Secretary telah menjalankan fungsi dan tanggung jawabnya melalui kegiatan-kegiatan sebagai berikut:

1. Mengelola komunikasi korporat yang meliputi kegiatan pengelolaan media, *brand management*, komunikasi internal dan komunikasi eksternal.
2. Mengelola relasi dengan pemangku kepentingan Perusahaan yang terdiri dari namun tidak terbatas pada pemegang saham, pemerintah, dan legislatif dalam rangka memperoleh pengakuan, penerimaan dan keberlanjutan hubungan baik antara perusahaan dengan pemangku kepentingan serta memajukan kepentingan Perusahaan.
3. Mengelola kegiatan Tanggung Jawab Sosial dan Lingkungan (TJSL) Perusahaan yang efektif dan tepat sasaran bagi masyarakat, khususnya sekitar wilayah operasi Perusahaan, yang bertujuan memberikan manfaat bagi pembangunan ekonomi, pembangunan sosial, pembangunan lingkungan serta pembangunan hukum dan tata kelola bagi Perusahaan.
4. Mengelola kegiatan korporasi terkait pelaporan kepada Pemegang Saham Tahunan dan RUPS.
5. Menentukan dan mengendalikan kegiatan yang berkaitan dengan dukungan kepada aktivitas Direksi dan Dewan Komisaris, termasuk pengelolaan administrasi dalam rangka memenuhi tata kelola perusahaan yang baik.
6. Mengelola data dan informasi Perusahaan, khususnya untuk kebutuhan pemangku kepentingan eksternal meliputi pengumpulan bahan informasi dan dokumentasi, pelayanan dan verifikasi bahan informasi publik untuk diakses oleh masyarakat umum, guna mewujudkan implementasi prinsip GCG.
7. Menyusun dan menyampaikan laporan pengelolaan Corporate Secretary secara periodik kepada Direktur Utama.

good corporate governance. However, considering that the appointment of the new Corporate Secretary was carried out at the end of 2025, no formal training programs or external competency development activities were undertaken by the respective officer during the reporting period. Accordingly, the primary focus during the remaining period of the 2025 financial year was directed toward internal orientation and the transition of responsibilities, while a comprehensive strategic competency development plan has been prepared for more intensive implementation in 2026.

Description of the Implementation of Corporate Secretary Duties in 2025

The roles and responsibilities of the Corporate Secretary are stipulated in the Corporate Secretary Work Guidelines, which refer to the Guidelines for the Management of Subsidiaries and Joint Venture Companies of PT Pertamina (Persero), serving as the primary reference in carrying out its duties and responsibilities.Based on these Guidelines, the main duties and responsibilities of the Corporate Secretary include Referring to the same Guidelines, throughout 2025 the Corporate Secretary has carried out its functions and responsibilities through the following activities:

1. Manage corporate communications that include media management, brand management, internal communications, and external communications.
2. Manage relationships with the Company's stakeholders, consisting of but not limited to shareholders, government, and legislature in order to obtain recognition, acceptance, and the sustainability of good relations between the Company and stakeholders, and advance the interest of the Company.
3. Managing the Company's Corporate Social Responsibility (CSR) activities that are effective and on target for the community, especially around the Company's operational areas, which aim to provide benefits for economic development, social development, environmental development and legal and governance development for the Company.
4. Manage corporate activities related to reporting to the Annual General Meeting of Shareholders (AGMS) and other General Meetings of Shareholders (GMS).
5. Determining and controlling activities related to support to the activities of Board of Directors and the Board of Commissioners, including administrative management in order to fulfill good corporate governance.
6. Managing the Company's data and information, especially for the needs of external stakeholders, including the collection of information and documentation materials, services and verification of public information materials to be accessed by the general public, in order to implement the principles of Good Corporate Governance (GCG).
7. Prepare and submit periodic Corporate Secretary management reports to the President Director.

Unit Audit Internal

Internal Audit Unit

Mengacu pada Peraturan Menteri BUMN Nomor PER-02/MBU/2023 tanggal 3 Maret 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan BUMN, Direksi diwajibkan membentuk Satuan Pengawasan Intern (SPI) sebagai bagian dari sistem pengendalian dan pengawasan internal perusahaan.

Sebagai bentuk kepatuhan terhadap ketentuan tersebut, Perseroan telah membentuk fungsi dimaksud dengan nomenklatur Unit Audit Internal, yang bertanggung jawab membantu Direksi dalam memastikan efektivitas sistem pengendalian internal, manajemen risiko, serta kepatuhan terhadap peraturan perundang-undangan dan kebijakan perusahaan.

Referring to the Regulation of the Minister of State-Owned Enterprises (SOEs) Number PER-02/MBU/2023 dated March 3, 2023 concerning Guidelines on Governance and Significant Corporate Actions of SOEs, the Board of Directors is required to establish an Internal Audit Unit (SPI) as part of the Company's internal control and supervision system.

As a form of compliance with these provisions, the Company has established the aforementioned function under the nomenclature of the Internal Audit Unit, which is responsible for assisting the Board of Directors in ensuring the effectiveness of the internal control system, risk management, as well as compliance with prevailing laws and regulations and company policies.

Struktur dan Kedudukan Unit Audit Internal

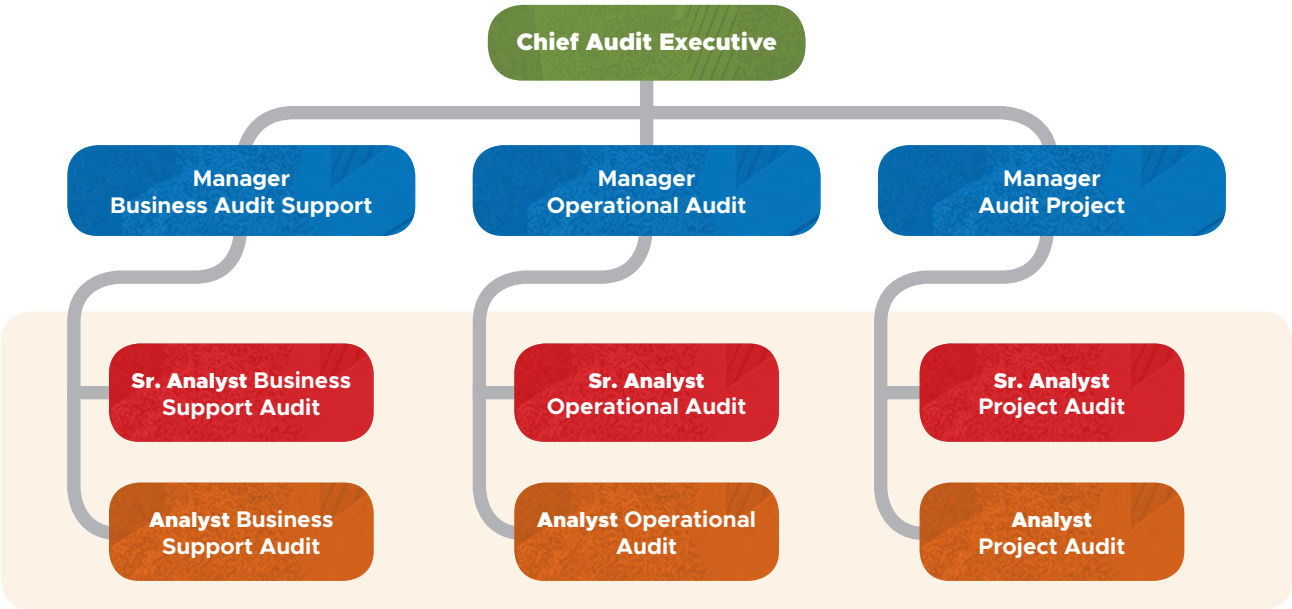
Unit Audit Internal memiliki peran strategis sebagai lini pertahanan ketiga dalam sistem pengendalian internal Perseroan. Dalam struktur organisasi, Unit Audit Internal berkedudukan langsung di bawah Direktur Utama (fungsi leher), sehingga secara struktural bertanggung jawab dan melapor langsung kepada Direktur Utama.

Dalam menjalankan tugasnya, Unit Audit Internal juga berkoordinasi dengan Dewan Komisaris melalui Komite Audit guna memastikan efektivitas fungsi pengawasan. Kedudukan Unit Audit Internal dalam struktur organisasi Perseroan serta struktur internal unit tersebut disajikan pada bagan berikut.

Structure and Position of the Internal Audit Unit

The Internal Audit Unit holds a strategic role as the third line of defense within the Company's internal control system. Within the organizational structure, the Internal Audit Unit reports directly to the President Director (neck function), and is therefore structurally accountable and directly responsible to the President Director.

In carrying out its duties, the Internal Audit Unit also coordinates with the Board of Commissioners through the Audit Committee to ensure the effectiveness of the oversight function. The position of the Internal Audit Unit within the Company's organizational structure, as well as the internal structure of the unit, is presented in the following chart.



Sesuai dengan Peraturan Menteri BUMN Nomor PER-02/MBU/2023 tanggal 3 Maret 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan BUMN, Satuan Pengawasan Intern dipimpin oleh seorang kepala yang diangkat dan diberhentikan oleh Direktur Utama dengan persetujuan Dewan Komisaris.

Chief Audit Executive diangkat dan diberhentikan oleh Direktur Utama setelah terlebih dahulu memperoleh rekomendasi dari Chief Audit Executive PT Pertamina (Persero) dan memperoleh persetujuan Dewan Komisaris.

Pada tahun 2025, Unit Audit Internal dipimpin oleh S. W. Nugrahaningrum E. A., berdasarkan Surat Keputusan Direktur PT Patra Jasa No. 129/DIRUTPJ/Kpts/XII/2017.

In accordance with Regulation of the Minister of State-Owned Enterprises Number PER-02/MBU/2023 dated 3 March 2023 concerning Guidelines on Governance and Significant Corporate Activities of State-Owned Enterprises, the Internal Supervisory Unit is led by a Head appointed and dismissed by the President Director with the approval of the Board of Commissioners.

The Chief Audit Executive is appointed and dismissed by the President Director after first obtaining a recommendation from the Chief Audit Executive of PT Pertamina (Persero) and approval from the Board of Commissioners.

In 2025, the Internal Audit Unit was led by S. W. Nugrahaningrum E. A., based on the Decree of the President Director of PT Patra Jasa No. 129/DIRUTPJ/Kpts/XII/2017.

Profil Kepala Unit Audit Internal

Profile of the Head of the Internal Audit Unit

S. W. NUGRAHANINGRUM E. A

Chief Audit Executive

Dasar Hukum Penunjukan **Legal Basis for Appointment**	Surat Keputusan Direktur PT Patra Jasa No. 129/DIRUTPJ/Kpts/XII/2017 / Decree of the President Director of PT Patra Jasa No. 129/DIRUTPJ/Kpts/XII/2017
Domisili **Domicile**	Jakarta
Riwayat Pendidikan **Education History**	S1 Teknologi Pangan dan Gizi - Institut Pertanian Bogor (1995) Bachelor's Degree (S1) in Food Technology and Nutrition – Institut Pertanian Bogor (1995)
Pengalaman Kerja **Work Experience**	• PT Patra Jasa, Kepala Divisi Umum (2014-2017) • PT Patra Jasa, Internal Auditor QA Head (2005-2014) • PT Patra Jasa, FB Quality Assurance Manager (2002-2005) • PT Patra Jasa, Head of General Division (2014-2017) • PT Patra Jasa, Internal Auditor QA Head (2005-2014) • PT Patra Jasa, FB Quality Assurance Manager (2002-2005)
Sertifikasi **Certification**	• Certified Risk Professional (2024) • Qualified Internal Auditor (2019) • Internal Auditor ISO 22000:2015 (2014) • Internal Quality Auditor ISO 9001:2008 (2013) • Certified Risk Professional (Tahun) • Qualified Internal Auditor (2019) • Internal Auditor ISO 22000:2015 (2014) • Internal Quality Auditor ISO 9001:2008 (2013)

Pelatihan dan/atau Peningkatan Kompetensi Unit Audit Internal Tahun 2025

Perseroan berkomitmen meningkatkan kompetensi Unit Audit Internal secara berkelanjutan guna mengoptimalkan peran strategisnya terhadap kinerja organisasi. Hal ini diwujudkan melalui partisipasi aktif Chief Audit Executive dalam berbagai program pengembangan profesional yang kemudian di-internalisasi kepada seluruh tim melalui sesi *knowledge sharing*. Upaya ini memastikan kapasitas teknis dan standar audit internal Perseroan tetap relevan dengan praktik global terkini.

Training and/or Competency Development of the Internal Audit Unit in 2025

The Company is committed to continuously enhancing the competencies of the Internal Audit Unit in order to optimize its strategic role in supporting organizational performance. This commitment is demonstrated through the active participation of the Chief Audit Executive in various professional development programs, the insights from which are subsequently internalized across the entire team through knowledge-sharing sessions. These efforts ensure that the Company's technical capabilities and internal audit standards remain aligned with the latest global best practices.

Sepanjang tahun 2025, Chief Audit Executive telah berpartisipasi dalam berbagai pelatihan sebagai berikut:

Throughout 2025, the Chief Audit Executive participated in the following training programs:

No.	Deskripsi Description	Tanggal Date
1	*Risk Management Forum Across The Group: Emerging Risk Management Overview*	25 Februari 2025 February 25, 2025
2	*Information Security Easy Course* (ISEC) 2025	12 Maret 2025 March 12, 2025
3	*E-Learning Training on the Implementation of Corporate Governance, Anti-Corruption, and Anti-Bribery at* PT Patra Jasa (*First Semester* – 2025)	25 Maret 2025 March 25, 2025
4	*Sharing Session: "Beyond Compliance: Internal Audit And Its Role in Safeguarding Corporate Reputation"* 2025	4 April 2025 April 4, 2025
5	*Training: Internal Assessor Risk Maturity Assessment*	24 - 25 April 2025 April 24 - 25, 2025
6	*Risk Management Forum Across The Group: Risk Oversight Tool for More Than 260 Pertamina Affiliate Companies*	23 Mei 2025 May 23, 2025
7	*Auditor Academy* Q2 2025	18 - 19 Juni 2025 June 18 - 19, 2025
8	*GRC Series* 2025: *The Future of Corporate Governance: A Balance Between Power, Purpose, and Principles*	26 Juni 2025 June 26, 2025
9	*Clear Series: Patra Jasa Group's 2025 Risk Awareness Culture E - Learning*	7 Juli 2025 July 7, 2025
10	*Legal Compliance Awareness Program (LCAP): E - Learning on Business Negotiations Documents*	17 September 2025 September 17, 2025
11	*Sharing Session on Opportunities and Challenges for Internal Auditors Following the Implementation of Law No. 1 of* 2025 *and the Era of Artificial Intelligence in 2025*	25 September 2025 September 25, 2025
12	*Sharing Session Fraud Awareness: Strengthening Internal Controls Through Fraud Prevention*	23 Oktober 2025 October 23, 2025
13	*E-Learning Cyber Security Induction*	28 Oktober 2025 October 28, 2025
14	*Clear Series X Cyber Security Awareness: Phishing: Think Before You Click!*	29 Oktober 2025 October 29, 2025
15	*Personal Data Protection - Personal Data is More Than Just Information: Let's Learn About the Personal Data Protection Act!*	17 November 2025 November 17, 2025
16	*Corporate Life Saving Rules*	18 November 2025 November 18, 2025
17	HSSE *Culture Training*	18 November 2025 November 18, 2025
18	*Fraud Awareness (Mobile Learning)*	18 November 2025 November 18, 2025
19	AKHLAK (*Trustworthy, Competent, Harmonious, Loyal, Adaptable, Collaborative*)	18 November 2025 November 18, 2025
20	*Respectful Workplace* 2025	18 November 2025 November 18, 2025
21	HAKORDIA Patra Jasa 2025 *E - Learning Program (Anti - Corruption and Anti - Fraud Awareness, and Implementation of Good Corporate Governance, Second Semester* 2025)	11 Desember 2025 December 11, 2025

Kualifikasi atau Sertifikasi Profesi SDM Unit Audit Internal

Sampai dengan 31 Desember 2024, Unit Audit Internal memiliki jumlah SDM sebanyak 7 (tujuh) orang yang terdiri dari 1 (satu) orang Chief Audit Executive dan 6 (enam) auditor. SDM Unit Audit Internal tersebut telah memiliki kualifikasi dan kompetensi yang memadai untuk mendukung pelaksanaan tugas dan tanggung jawabnya. Rincian sertifikasi yang dimiliki oleh masing masing SDM Unit Audit Internal adalah sebagai berikut:

Professional Qualifications or Certifications of Internal Audit Unit Personnel

As of 31 December 2024, the Internal Audit Unit had a total of 7 (seven) personnel, consisting of 1 (one) Chief Audit Executive and 6 (six) auditors. The personnel of the Internal Audit Unit possess adequate qualifications and competencies to support the execution of their duties and responsibilities. The details of the certifications held by each member of the Internal Audit Unit are as follows:

Nama Name	**Jabatan** Position	**Sertifikasi** Certification
S. W. Nugrahaningrum E. A.	Chief Audit Executive	- Qualified Internal Auditor (QIA) - Certified Risk Professional (CRP)
Sapriyanto Marbun	Auditor	- Qualified Internal Auditor (QIA) - Certified Risk Professional (CRP)
Hartini	Auditor	- Qualified Internal Auditor (QIA) - Certified Risk Professional (CRP)
Indra Zaelani	Auditor	- Qualified Internal Auditor (QIA) - Certified Risk Professional (CRP)
Farah Timor Kalariman	Auditor	- Qualified Internal Auditor (QIA) - Certified Risk Management Professional (CRMP)
Estie Hudiati Sholeha	Auditor	- Qualified Internal Auditor (QIA) - Certified Risk Professional (CRP)
Muhammad Ihsan Hidayat	Auditor	- Qualified Internal Auditor (QIA) - Certified Risk Management Professional (CRMP)

Piagam (Charter) Unit Audit Internal

Untuk mendukung pelaksanaan tugas dan tanggung jawab-nya, Unit Audit Internal telah memiliki **Piagam Internal Audit PT Patra Jasa** yang disahkan pada 30 September 2024. Piagam ini menjadi landasan utama dalam memastikan efektivitas, objektivitas, dan independensi Unit Audit Internal dalam melaksanakan kegiatan audit, evaluasi, serta pemberian rekomendasi terkait tata kelola perusahaan, manajemen risiko, dan sistem pengendalian internal.

Piagam Internal Audit tersebut memuat antara lain:

1. Visi;
2. Misi;
3. Tujuan;
4. Ruang lingkup;
5. Prinsip utama Internal Audit;
6. Kedudukan Internal Audit;
7. Independensi;
8. Wewenang;
9. Tugas dan tanggung jawab; serta
10. Standar pelaksanaan Internal Audit.

Dengan adanya Piagam ini, pelaksanaan fungsi pengawasan internal di Perseroan memiliki kerangka kerja yang jelas, terstruktur, dan selaras dengan ketentuan peraturan perundang-undangan serta praktik tata kelola yang baik.

Piagam (Charter) Unit Audit Internal

To support the implementation of its duties and responsibilities, the Internal Audit Unit has established the **Internal Audit Charter of PT Patra Jasa**, which was ratified on September 30, 2024. The Charter serves as the primary foundation to ensure the effectiveness, objectivity, and independence of the Internal Audit Unit in carrying out audit activities, evaluations, and providing recommendations related to corporate governance, risk management, and the internal control system.

The Internal Audit Charter includes, among others:

1. Vision;
2. Mission;
3. Objectives;
4. Scope;
5. Core Principles of Internal Audit;
6. Organizational Position of Internal Audit
7. Independent;
8. Authority;
9. Duties and responsibilities; and
10. Internal Audit Implementation Standards.

With the establishment of this Charter, the implementation of the Company's internal oversight function is supported by a clear and structured framework that aligns with prevailing laws and regulations as well as best practices in good corporate governance.

Untuk menunjang pelaksanaan tugas dan tanggung jawabnya, selain berpedoman pada Piagam Internal Audit PT Patra Jasa, Unit Audit Internal juga mengacu pada kode etik dan pedoman internal sebagai berikut:

1. Kode Etik dan Profesionalisme Auditor Internal yang ditetapkan oleh Chief Audit Executive tanggal 3 Juli 2025.
2. Pedoman Pengelolaan Fungsi Internal Audit No. 001/A/IA/2024 yang ditetapkan tanggal 3 Oktober 2024.

Uraian Tugas dan Tanggung Jawab Unit Audit Internal

Tugas Unit Audit Internal

1. Menyusun dan melaksanakan *Annual Audit Plan* (AAP) serta mereview AAP yang sedang berjalan, untuk memastikan kesesuaiannya dengan proses bisnis dan risiko Perseroan, serta lingkup dan tujuan penugasan.
2. Melakukan pemeriksaan dan penilaian atas efisiensi dan efektivitas di bidang keuangan, akuntansi, sumber daya manusia, operasional, pemasaran, kegiatan kerja sama operasional, pelaksanaan implementasi mutu HSSE, dan kegiatan lainnya.
3. Melakukan konsultasi atau memberikan saran perbaikan informasi yang objektif tentang kegiatan yang diperiksa kepada manajemen/unit usaha/audit.
4. Melakukan penugasan dengan supervisi dan didukung dengan kertas kerja yang memadai, serta rekomendasi, *advice*, dan *insight* yang disampaikan dapat diimplementasikan oleh *Auditee*.
5. Melaksanakan koordinasi dengan Fungsi Pengawas Perseroan dalam melakukan tindak lanjut atas pengaduan/penyingkapan melalui *Whistle Blowing System* (WBS) dan pengaduan masyarakat atau pihak lainnya sesuai dengan ketentuan yang berlaku.
6. Melakukan tugas-tugas lainnya yang ditetapkan atau diminta oleh Direksi, Dewan Komisaris dan/atau Komite Audit berkaitan dengan ruang lingkup Audit Internal.
7. Melaporkan hasil pengawasan kepada Direktur Utama dan Direktur lainnya yang relevan.
8. Memantau, menganalisis dan melaporkan pelaksanaan tindak lanjut perbaikan yang telah disarankan dari hasil audit internal, eksternal, dan institusi pengawasan lainnya kepada Direktur Utama dan Komite Audit secara periodik.
9. Melaporkan hasil kegiatan Internal Audit kepada Direktur Utama, dan Dewan Komisaris melalui Komite Audit serta Chief Audit Executive PT Pertamina (Persero).
10. Melaksanakan koordinasi dengan Komite Audit.
11. Melakukan koordinasi dengan Chief Audit Executive PT Pertamina (Persero) dalam pelaksanaan kegiatan Internal Audit yang dikelola secara tersentralisasi di Holding sesuai dengan Tabel RASCI yang telah disetujui oleh Direktur Utama PT Pertamina (Persero).

To further support the execution of its duties and responsibilities, in addition to adhering to the Internal Audit Charter of PT Patra Jasa, the Internal Audit Unit also refers to the following codes and internal guidelines:

1. Code of Ethics and Professional Conduct for Internal Auditors, stipulated by the Chief Audit Executive on July 3, 2025.
2. Internal Audit Function Management Guideline No. 001/A/IA/2024, stipulated on October 3, 2024.

Internal Audit Duties and Responsibilities

Internal Audit Unit Duties

1. Develop and execute the Annual Audit Plan (AAP), and review its progress to ensure the alignment with the Company's business processes and risks, and the assignment's scope and objectives.
2. Examining and assessing efficiency and effectiveness in finance, accounting, human resources, operations, marketing, operational cooperation activities, quality implementation, and other activities.
3. Consult or advise on the improvement of objectives information, about the activities examined to the management/business unit/audit
4. Perform audit assignments under proper supervision, supported by adequate working papers, and deliver recommendations, advice, and insights that are implementable by the auditee.
5. Coordinate with the Company's supervisory functions in following up complaints or disclosures submitted through the Whistleblowing System (WBS), as well as public or third-party complaints, in accordance with applicable regulations.
6. Perform other duties as determined or requested by the Board of Directors, Board of Commissioners, and/or Audit Committee within the scope of Internal Audit.
7. Report supervision results to the President Director and other relevant Directors.
8. Monitor, analyze, and report the implementation of corrective actions arising from internal audit, external audit, and other supervisory institutions to the President Director and the Audit Committee.
9. Submit the Internal Audit findings to the President Director and the Board of Commissioners through the Audit Committee, as well as to the Chief Audit Executive of PT Pertamina (Persero).
10. Work closely with the Audit Committee.
11. Coordinated with the Chief Audit Executive of PT Pertamina (Persero) in the implementation of centralized Internal Audit activities in the Holding level, following the approval of the RASCI Table by the President Director of PT Pertamina (Persero).

Tanggung Jawab Unit Audit Internal

1. Membuat dan melaksanakan strategi, kebijakan serta rencana kegiatan pengawasan.
2. Melaksanakan audit operasional dan kepatuhan pada seluruh aktivitas Perseroan guna meningkatkan efektivitas pengendalian intern, pengelolaan risiko, dan proses GCG.
3. Membantu pelaksanaan audit investigasi terhadap masalah yang dapat menimbulkan kerugian bagi Perseroan, di PT Patra Jasa dan Anak Perusahaan.
4. Memberikan konsultansi terhadap seluruh jajaran manajemen mengenai upaya peningkatan efektivitas pengendalian internal, peningkatan efisiensi, pengelolaan risiko, dan kegiatan lainnya yang terkait untuk meningkatkan kinerja Perseroan.

Responsibilities of the Internal Audit Unit

1. Create and implement strategies, policies, and plans for supervision activities.
2. Conduct operational and compliance audits on all Company activities to enhance the effectiveness of internal controls, risk management, and Good Corporate Governance (GCG) processes.
3. Conduct special audits to uncover cases that have indications of abuse of authority, embezzlement, misappropriation and fraud
4. Provide consultancy services to all levels of management regarding efforts to improve the effectiveness of internal control, increase efficiency, manage risks to improve the Company's performance.

Rapat Unit Audit Internal

Kebijakan Rapat Unit Audit Internal

Sesuai dengan Peraturan Menteri BUMN Nomor: PER-02/MBU/2023, Unit Audit Internal Perseroan memiliki wewenang untuk berkomunikasi dan mengadakan rapat secara langsung dengan Direksi, Dewan Komisaris, dan/atau Komite Audit. Komunikasi ini dilakukan baik secara berkala maupun insidental sebagai bagian dari mekanisme pengawasan. Adapun frekuensi dan tata cara pelaksanaannya telah diatur secara rinci dalam Piagam Internal Audit PT Patra Jasa per tanggal 30 September 2024.

Internal Audit Unit Meetings

Internal Audit Unit Meeting Policy

In accordance with Regulation of the Minister of State-Owned Enterprises (SOEs) No. PER-02/MBU/2023, the Company's Internal Audit Unit is authorized to communicate and hold direct meetings with the Board of Directors, the Board of Commissioners, and/or the Audit Committee. Such communication is conducted either on a periodic or incidental basis as part of the oversight mechanism. The frequency and procedures for these meetings are stipulated in detail in the Internal Audit Charter of PT Patra Jasa dated 30 September 2024.

Pelaksanaan Rapat Unit Audit Internal Tahun 2025

Sepanjang tahun 2025, Unit Audit Internal telah melaksanakan 24 (dua puluh empat) kali rapat internal. Atas frekuensi pelaksanaan rapat sepanjang tahun buku tersebut, tingkat kehadiran auditor adalah 100%.

Implementation of Internal Audit Unit Meetings in 2025

Throughout 2025, the Internal Audit Unit conducted 24 (twenty-four) internal meetings. Based on the frequency of meetings held during the fiscal year, the attendance rate of the auditors was 100%.

Uraian Pelaksanaan Tugas Unit Audit Internal

Sepanjang tahun 2025, Fungsi Internal Audit telah melaksanakan kegiatan sebagai berikut:

1. Realisasi penugasan AAP 2025 sebanyak 4 penugasan, *On Going* AAP 2025 sebanyak 2 penugasan, Non AAP sebanyak 3 penugasan dan Carry Over AAP 2024 sebanyak 2 penugasan.
2. Fungsi IA telah melaksanakan jasa konsultasi sebanyak 63 konsultasi. Topik konsultasi meliputi:
   a. Counterpart KAP atas Audit Laporan Keuangan sebanyak 10%
   b. ICoFR sebanyak 6%
   c. Legal & Compliance sebanyak 6%
   d. Pemutakhiran TL Rekomendasi Hasil Audit Internal/Eksternal sebanyak 17%
   e. STK/Pedoman/Kebijakan sebanyak 21%
   f. Pelaksanaan Project/Penugasan sebanyak 10%
   g. Pengelolaan Hotel sebanyak 2%

Description of the Implementation of Duties of the Internal Audit Unit

Throughout 2025, the internal Audit Function carried out the following activities:

1. The realization of the 2025 Annual Audit Program (AAP) comprised 4 completed audit engagements, 2 ongoing AAP 2025 engagements, 3 non-AAP engagements, and 2 carry-over engagements from the 2024 AAP.
2. The Internal Audit (IA) function has conducted a total of 63 consulting engagements. The consultation topics included:
   a. Public Accounting Firm (KAP) counterpart for Financial Statement Audit: 10%
   b. ICoFR: 6%
   c. Legal & Compliance: 6%
   d. Update of Follow-Up Actions on Internal/External Audit Recommendations: 17%
   e. STK/Guidelines/Policies: 21%
   f. Project/Assignment Implementation: 10%
   g. Hotel Management: 2%

h. Pengelolaan Keuangan sebanyak 3%
i. Pengembangan Properti sebanyak 5%
j. Tata Kelola Terintegrasi (TKT) sebanyak 8%
k. Lainnya sebanyak 13%

h. Financial Management: 3%
i. Property Development: 5%
j. Integrated Governance (TKT): 8%
k. Others: 13%

Sistem Pengendalian Internal

Internal Control System

Uraian terkait Sistem Pengendalian Internal

Membangun budaya sadar risiko dan pengendalian internal yang memadai dibutuhkan dalam kondisi bisnis perusahaan yang dinamis. Untuk itu Perusahaan mengupayakan terlaksananya sistem pengendalian internal yang efektif dan dapat diandalkan agar memberikan keyakinan yang memadai kepada para pemangku kepentingan.

Penguatan fungsi pengendalian internal dibutuhkan untuk membantu manajemen meningkatkan efektivitas, efisiensi, dan pengendalian operasional maupun keuangan, pengamanan aset, serta kepatuhan terhadap hukum dan peraturan yang berlaku. Sistem pengawasan atas pengendalian internal dilaksanakan dengan melibatkan seluruh elemen perusahaan.

Description of the Internal Control System

Building a strong risk awareness culture and maintaining adequate internal controls are essential in today's dynamic business environment. Therefore, the Company strives to implement an effective and reliable internal control system to provide reasonable assurance to stakeholders.

Strengthening the internal control function is necessary to assist management in improving operational and financial effectiveness and efficiency, safeguarding assets, and ensuring compliance with applicable laws and regulations. Supervision of internal controls is carried out by involving all elements of the Company.

Kesesuaian Sistem Pengendalian Internal dengan COSO (*Internal Control Framework*)

Sistem pengendalian internal mengacu pada kerangka pengendalian *Committee of Sponsoring Organization of The Treadway Commission* (COSO), yang dijalankan dengan pendekatan *the three lines model* yang berpedoman pada 5 (lima) komponen sistem pengendalian internal, yaitu:

Alignment of the Internal Control System with the COSO Framework

The internal control system refers to the framework developed by Committee of Sponsoring Organizations of the Treadway Commission (COSO) and is implemented using the Three Lines Model approach, guided by five components of internal control as follows:

Komponen Component	**Penerapan** Implementation
Lingkungan Pengendalian **Control Environment**	Pemantauan secara berkala atas lingkungan pengendalian perusahaan dilakukan oleh Dewan Komisaris melalui komite-komite yang dibentuk dan mengomunikasikan hasilnya kepada Direksi untuk ditindaklanjuti. / Periodic monitoring of the Company's control environment is conducted by the Board of Commissioners through established committees, and the results are communicated to the Board of Directors for follow-up actions.
Penilaian Risiko **Risk Assessment**	Prosedur yang memadai untuk mengidentifikasi dan memitigasi kejadian dan kendala yang dapat berisiko terhadap pencapaian target Perusahaan telah ditetapkan oleh Direksi. Untuk memastikan pengelolaan risiko dilaksanakan secara baik, Dewan Komisaris melakukan pemantauan melalui Komite Pemantau Investasi dan Manajemen Risiko. / Adequate procedures to identify and mitigate events and constraints that may pose risks to the achievement of corporate targets have been established by the Board of Directors. To ensure proper risk management implementation, the Board of Commissioners conducts oversight through the Investment and Risk Management Monitoring Committee.

Komponen Component	**Penerapan** Implementation
Kegiatan Pengendalian **Control Activities**	• Kebijakan dan prosedur proses bisnis perusahaan telah disusun serta disetujui oleh Direksi dan dimutakhirkan yang secara berkala sesuai kebutuhan perusahaan dengan melibatkan fungsi – fungsi terkait. / The Company's business process policies and procedures have been developed, approved by the Board of Directors, and periodically updated as necessary, involving relevant functions. • Internal Audit mensosialisasikan program *Fraud Awareness* dengan berkolaborasi bersama fungsi – fungsi terkait. / Internal Audit conducts Fraud Awareness programs in collaboration with related functions. • Perancangan proses penerapan ICoFR untuk memberikan keyakinan terhadap keandalan laporan keuangan. / The Company designs and implements the ICoFR (Internal Control over Financial Reporting) process to provide assurance on the reliability of financial reporting.
Informasi dan Komunikasi **Information and Communication**	Perusahaan memiliki standar pengumpulan data dan/atau perangkat teknologi informasi yang dapat menghasilkan laporan terkait kegiatan operasional, kondisi keuangan, penerapan manajemen risiko dan kepatuhan, serta kebutuhan lainnya guna mendukung pemenuhan tugas Direksi dan/atau Dewan Komisaris. / The Company has established data collection standards and/or information technology systems capable of generating reports on operational activities, financial conditions, risk management implementation, compliance matters, and other relevant information to support the duties of the Board of Directors and/or Board of Commissioners.
Pemantauan Pengendalian Internal **Monitoring of Internal Control**	Pemantauan terhadap efektivitas pelaksanaan pengendalian internal dilakukan oleh Dewan Komisaris (berserta Komite – komite yang dibentuk), Direksi, dan Internal Audit. Direksi dan manajemen berkomitmen menindaklanjuti hasil pemantauan dan rekomendasi Internal Audit. / Monitoring of the effectiveness of internal control implementation is carried out by the Board of Commissioners (including its committees), the Board of Directors, and Internal Audit. The Board of Directors and management are committed to following up on monitoring results and Internal Audit recommendations.

Tinjauan Efektivitas Sistem Pengendalian Internal

Internal Audit sebagai fungsi pengawas internal telah melakukan kegiatan *assurance* dan *consulting* sesuai dengan Annual Audit Plan tahun 2025. Fungsi Internal Audit melakukan evaluasi atas efektivitas pelaksanaan pengendalian intern pada proses bisnis yang diaudit. KAP Heliantono & Rekan (Parker Russell International) sebagai auditor independen juga mempertimbangkan pengendalian internal perusahaan ketika menyatakan opini atas laporan keuangan konsolidasian PT Patra Jasa dan Anak Perusahaan.

Rekomendasi Internal Audit atas kegiatan *assurance* dan *consulting* telah disampaikan kepada manajemen untuk ditindaklanjuti dan monitoring tindak lanjut dilakukan secara berkala. Berdasarkan hasil audit yang dilakukan di tahun 2025, dapat disimpulkan bahwa penerapan sistem pengendalian internal secara umum telah berjalan dengan efektif dan tidak ada kelemahan yang signifikan.

Review of the Effectiveness of the Internal Control System

Internal Audit, as the internal supervisory function, has conducted assurance and consulting activities in accordance with the 2025 Annual Audit Plan. Internal Audit evaluates the effectiveness of internal control implementation in the audited business processes. KAP Heliantono & Rekan (a member firm of Parker Russell International), as the independent auditor, also considers the Company's internal controls when expressing its opinion on the consolidated financial statements of PT Patra Jasa and its subsidiaries.

Recommendations resulting from Internal Audit assurance and consulting activities have been submitted to management for follow-up, with periodic monitoring of corrective actions. Based on audit results in 2025, it can be concluded that the implementation of the internal control system has generally been effective, with no significant weaknesses identified.

Pernyataan Direksi dan/atau Dewan Komisaris atas Kecukupan Sistem Pengendalian Internal

Berdasarkan evaluasi komprehensif oleh Direksi dan Dewan Komisaris melalui Komite Audit, sistem pengendalian internal Perseroan sepanjang tahun 2025 dinyatakan telah berjalan secara memadai dan efektif. Penilaian ini didasarkan pada hasil rapat berkala Komite Audit yang secara mendalam menelaah setiap temuan audit, terutama terkait potensi kelemahan kontrol maupun deviasi prosedur. Atas temuan tersebut, Manajemen telah menindaklanjuti rekomendasi strategis guna memperkuat efektivitas sistem pengendalian di seluruh lini organisasi.

Melalui kesinambungan evaluasi dan ketepatan tindak lanjut ini, Perseroan memastikan peningkatan kepatuhan unit kerja terhadap regulasi yang berlaku. Komitmen ini merupakan langkah krusial dalam memperkokoh tata kelola perusahaan guna mendukung operasional yang transparan, akuntabel, serta berkelanjutan.

Statement of the Board of Directors and/or Board of Commissioners on the Adequacy of the Internal Control System

Based on a comprehensive evaluation conducted by the Board of Directors and the Board of Commissioners through the Audit Committee, the Company's internal control system throughout 2025 has been deemed adequate and effective. This assessment is based on periodic Audit Committee meetings that thoroughly reviewed audit findings, particularly those related to potential control weaknesses or procedural deviations. Management has followed up on these findings with strategic recommendations to strengthen the effectiveness of controls across all organizational lines.

Through continuous evaluation and timely follow-up actions, the Company ensures improved compliance by all work units with applicable regulations. This commitment represents a crucial step in strengthening corporate governance to support transparent, accountable, and sustainable operations.

Sistem Manajemen Risiko

Risk Management System

Gambaran Umum Mengenai Sistem Manajemen Risiko

Manajemen risiko merupakan proses pengelolaan risiko secara sistematis dalam menangani risiko usaha dengan tepat. Manajemen risiko merupakan sarana untuk mengidentifikasi sumber dari risiko dan ketidakpastian serta memperkirakan dampak yang ditimbulkannya. Manajemen risiko yang efektif mampu meminimalisasi risiko usaha sehingga menjamin pelaksanaan kegiatan usaha dengan lancar dan semakin meningkatkan budaya sadar risiko di Perusahaan.

Sistem Manajemen Risiko

Perseroan meyakini penerapan manajemen risiko efektif mampu meminimalisasi risiko usaha sehingga menjamin pelaksanaan kegiatan usaha dengan lancar. Penerapan manajemen risiko juga bertujuan untuk memaksimalkan peluang usaha, mempertahankan lingkungan kerja yang kondusif, membangun kepercayaan *investor/financer*, meningkatkan *shareholder value*, membentuk tata kelola yang sehat, mengantisipasi perubahan eksternal, dan lain-lain. Perseroan menerapkan pengelolaan risiko secara terpadu untuk mengidentifikasi, mengukur, memantau, dan mengendalikan paparan risiko di seluruh lini organisasi, dalam rangka memitigasi potensi dampak negatif terhadap pencapaian tujuan Perseroan dan meningkatkan budaya sadar risiko di semua unit usaha.

Overview of the Risk Management System

Risk management is a systematic process of managing risks in addressing business uncertainties appropriately. It serves as a tool to identify sources of risk and uncertainty, as well as to assess the potential impacts arising from them. Effective risk management minimizes business risks, ensures the smooth execution of operations, and strengthens the Company's risk awareness culture.

Risk Management System

The Company believes that the effective implementation of risk management can minimize business risks and ensure the smooth conduct of its operations. The implementation of risk management also aims to maximize business opportunities, maintain a conducive working environment, build investor and financier confidence, enhance shareholder value, establish sound corporate governance, and anticipate external changes. The Company applies an integrated risk management approach to identify, measure, monitor, and control risk exposure across all organizational lines. This approach is designed to mitigate potential negative impacts on the achievement of corporate objectives and to enhance risk awareness culture throughout all business units.

Sistem manajemen risiko diterapkan berdasarkan Pedoman Manajemen Risiko Nomor 004/A/CORFIN/2024 tanggal 27 Desember 2024 beserta prosedur kerjanya sebagai dasar pelaksanaan Manajemen Risiko di Perusahaan.

Pedoman dan STK Manajemen Risiko

Patra Jasa telah menyusun Pedoman Manajemen Risiko sebagai landasan pelaksanaan manajemen risiko di Perusahaan. Pedoman ini mengacu pada Peraturan Menteri BUMN No. PER-02/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara (BUMN), serta selaras dengan Pedoman Manajemen Risiko PT Pertamina (Persero) No. A4-001/H30000/2021-S9 dan No. A4.1-01/F10000/2024-S9.

Pedoman Manajemen Risiko No. 004/A/CORFIN/2024 tanggal 27 Desember 2024 disusun sebagai dasar pelaksanaan Manajemen Risiko di Perusahaan, dengan tujuan memaksimalkan dan menciptakan value bagi Perusahaan yang berlandaskan Tata Kelola Perusahaan yang Baik.

Fungsi Manajemen Risiko telah memiliki 1 Sistem Tata Kerja (STK) Manajemen Risiko *Ongoing Business* No. B05/J00000/2025 tanggal 30 Desember 2025 dengan tugas dan tanggung jawab fungsi diantaranya adalah:

1. Memberikan komitmen untuk mendukung terwujudnya strategi penerapan Manajemen Risiko dan Budaya Risiko.
2. Bertanggung jawab atas pemantauan pelaksanaan kebijakan Manajemen Risiko dan pengelolaan risiko yang diambil oleh Perusahaan.
3. Mengambil keputusan yang berkaitan dengan pengelolaan risiko Perusahaan berdasarkan Sistem Tata Kerja yang berlaku, disusun dengan tujuan sebagai dasar pelaksanaan Manajemen Risiko di Perusahaan agar dapat memaksimalkan dan menciptakan *value* bagi Perusahaan dengan berlandaskan Tata Kelola Perusahaan yang Baik.

Struktur Komite Manajemen Risiko

Berdasarkan Surat Keputusan Direksi No. 226/SKpts/PJ/DIRUT/XII/2024, Komite Manajemen Risiko di PT Patra Jasa terdiri dari susunan keanggotaan sebagai berikut:

The risk management system is implemented in accordance with Risk Management Guideline No. 004/A/CORFIN/2024 dated December 27, 2024, along with its supporting procedures, as the basis for Risk Management implementation within the Company.

Risk Management Guidelines and Work System (STK)

PT Patra Jasa has established Risk Management Guidelines as the foundation for implementing risk management within the Company. These guidelines refer to the Regulation of the Minister of State-Owned Enterprises (SOEs) No. PER-02/MBU/03/2023 concerning Governance and Significant Corporate Activities of State-Owned Enterprises (SOEs), and are aligned with the Risk Management Guidelines of PT Pertamina (Persero) No. A4-001/H30000/2021-S9 and No. A4.1-01/F10000/2024-S9.

Risk Management Guideline No. 004/A/CORFIN/2024 dated December 27, 2024 was prepared as the basis for implementing Risk Management within the Company, with the objective of maximizing and creating value based on Good Corporate Governance principles.

The Risk Management Function has established one Work System (STK) for Ongoing Business Risk Management No. B05/J00000/2025 dated December 30, 2025. The duties and responsibilities of this function include:

1. Demonstrating commitment to supporting the effective implementation of Risk Management and Risk Culture strategies.
2. Monitoring the implementation of Risk Management policies and overseeing the Company's risk management practices.
3. Making decisions related to the Company's risk management in accordance with the applicable Work System, which serves as the operational basis for implementing Risk Management to maximize and create value in line with Good Corporate Governance principles..

Structure of the Risk Management Committee

Based on Board of Directors Decree No. 226/SKpts/PJ/DIRUT/XII/2024, the Risk Management Committee of PT Patra Jasa comprises the following members:

Jabatan Position	**Anggota** Member
Ketua Komite Manajemen Risiko Chair of the Risk Management Committee	Direktur Keuangan & Umum (selaku *Chief Risk Officer/CRO*) Director of Finance & General Affairs (serving as Chief Risk Officer/CRO)
Koordinator Pelaksana Komite Manajemen Risiko Executive Coordinator Risk Management Committee	VP Corporate Finance & Risk Management VP Corporate Finance & Risk Management
Sekretaris Komite Manajemen Risiko Secretary of the Risk Management Committee	Fungsi Risk Management Risk Management Function
Anggota Tetap Komite Manajemen Risiko Permanent Members of the Risk Management Committee	Direktur Keuangan & Umum Director of Finance & General Affairs

Jabatan Position	**Anggota** Member
Anggota Tidak Tetap Komite Manajemen Risiko Non - Permanent Members of the Risk Management Committee	1. Direktur Utama / President Director 2. Direktur Strategi dan Pengembangan Bisnis / Director of Strategy & Business Development 3. Direktur Hospitality dan Multi Services / Director of Hospitality and Multi Services 4. Direktur Properti / Director of Property

Identifikasi Risiko

Sistem manajemen risiko diterapkan melalui beberapa tahap pelaksanaan, sebagaimana dijelaskan sebagai berikut:

1. **Level Proyek**
   Sistem manajemen risiko yang dilakukan di setiap segmen usaha sesuai dengan prosedur yang ada. Proses penerapan manajemen risiko pada level ini pun sudah mulai terintegrasi dengan departemen, maupun Kantor Pusat.
2. **Level Operasional**
   Sistem manajemen risiko yang dilakukan di level operasional berdasarkan sistem manajemen risiko yang ada dalam prosedur yang telah dilaksanakan, terutama dalam review dan monitoring risiko yang sudah diidentifikasi pada saat RKAP. Hubungan risiko usaha dengan risiko operasional dimanfaatkan untuk mengidentifikasi risiko di setiap segmen usaha sehingga dapat digunakan untuk operasional dan manajemen informasi.
3. **Level Fungsional (Kantor Pusat)**
   Proses manajemen risiko fungsional dilakukan untuk mengintegrasikan sistem manajemen risiko di level operasional.

Risk Identification

The risk management system is implemented through several stages, as described below:

1. **Project Level**
   The risk management system is implemented in each business segment in accordance with established procedures. At this level, the implementation process has begun to integrate with relevant departments as well as the Head Office.
2. **Operational Level**
   The risk management system at the operational level is carried out based on established procedures, particularly in the review and monitoring of risks identified during the RKAP (Annual Work Plan and Budget) process. The relationship between business risks and operational risks is utilized to identify risks in each business segment, thereby supporting operational activities and management information processes.
3. **Functional Level (Head Office)**
   The functional risk management process is conducted to integrate the risk management system at the operational level with the broader corporate framework.

Key Risk Indicator (KRI)

KRI digunakan untuk mendeteksi dan memantau potensi risiko sebelum risiko itu benar-benar terjadi, selain itu dilakukan *contingency* untuk dilakukan tindakan segera atas risiko tersebut.

Fungsi dan tujuan utama KRI yaitu:

1. ***Early Warning*** yaitu memberikan sinyal dini terhadap risiko yang bisa mengganggu tujuan bisnis atau operasional Perusahaan.
2. ***Monitoring* Risiko Secara Berkelanjutan** yaitu membantu perusahaan untuk terus melakukan pengawasan area-area yang rawan risiko berdasarkan indikator kuantitatif dan kualitatif.
3. **Mendukung Pengambilan Keputusan** yaitu memberikan informasi berbasis data kepada manajemen untuk menentukan langkah mitigasi atau respon risiko.
4. **Mengukur Efektivitas Kontrol** yaitu apabila KRI yang melewati *threshold* maka kontrol internal tidak efektif dan perlu tindakan lain yang lebih efektif.
5. **Meningkatkan Budaya Sadar Risiko** yaitu semua unit usaha lebih *aware* terhadap batas-batas aman dalam proses bisnis.

Key Risk Indicator (KRI)

KRIs are used to detect and monitor potential risks before they materialize. In addition, contingency measures are prepared to enable immediate action when such risks arise.

The primary functions and objectives of KRIs are as follows:

1. **Early Warning** to provide early signals of risks that may disrupt the Company's business or operational objectives.
2. **Continuous Risk Monitoring** to assist the Company in continuously overseeing risk-prone areas based on quantitative and qualitative indicators.
3. **Decision-Making Support** to provide data-driven information to management in determining appropriate mitigation measures or risk responses.
4. **Control Effectiveness Measurement** if a KRI exceeds the established threshold, it indicates that internal controls may be ineffective and require stronger corrective actions.
5. **Enhancement of Risk Awareness** to increase awareness across all business units regarding safe limits within business processes.

Profil Risiko dan Mitigasi Risiko

Jenis Risiko

Dengan mempertimbangkan tingkat probabilitas risiko yang cukup besar di setiap unit usaha, dampak potensial yang dapat ditimbulkan, serta proyeksi bisnis ke depan yang selaras dengan visi dan misi Perseroan, berikut ini adalah beberapa risiko usaha utama yang dihadapi oleh Perseroan:

1. **Risiko Litigasi**
   Perusahaan memperhitungkan risiko litigasi dalam menghadapi gugatan dan proses persidangan, gugatan, dan pemenuhan permintaan kelengkapan dokumen litigasi. Risiko ini di atas dapat diatasi dengan melakukan koordinasi untuk penyelesaian masalah hukum diluar persidangan dan melakukan koordinasi ke pihak terkait serta menunjuk Penasehat Hukum yang memiliki jam terbang dan yang memiliki keahlian serta strategi yang baik.
2. **Risiko HSSE - Kecelakaan Kerja**
   Perusahaan memperhitungkan adanya risiko kecelakaan kerja yang berakibat kematian atau cacat permanen pada pekerja yang disebabkan kurangnya standard keselamatan kerja, kurangnya proses pengawasan kerja, kurangnya kompetensi (pemahaman, pengetahuan, skill, perilaku) pekerja yang mengakibatkan terjadinya kematian pada pekerja atau cacat permanen anggota tubuh pekerja sehingga berdampak kehilangan pekerja dan penambahan biaya operasional atas kompensasi pada pekerja sesuai regulasi yang berlaku. Risiko ini dapat di atas dengan melakukan program pengembangan standardisasi HSSE untuk semua proses bisnis perusahaan (Multi Services, Hospitality, Property Management), pengembangan ketentuan pengelolaan keselamatan kontraktor, dan pelaksanaan evaluasi berkala melalui MWT dan Audit.
3. **Risiko *Building Integrity***
   Perusahaan memperhitungkan risiko adanya *overbudget* biaya operasional produk yang disebabkan oleh usia gedung yang sudah lama, adanya kenaikan harga kontrak biaya perawatan fasilitas, adanya pemeliharaan rumah kosong dan dan rusak di Patra Residential yang menyebabkan biaya meningkat dan tidak mencapai target laba. Risiko ini dapat diatasi dengan program melakukan *preventive maintenance*, perbaikan terhadap rumah kosong dan atau rusak dan melakukan efisiensi biaya.
4. **Risiko Proyek**
   Perusahaan memperhitungkan risiko proyek disebabkan oleh pengembangan lahan proyek yang kurang optimal yang mengakibatkan hasil output desain yang tidak sesuai dengan rencana awal. Risiko ini dapat dimitigasi dengan melakukan koordinasi rutin dalam menganalisa dan memenuhi kebutuhan data dalam segi desain arsitektur, interior, struktur, MEP maupun teknis dalam proses pengembangan lahan proyek.
5. **Risiko Pemasaran**
   Perusahaan memperhitungkan risiko pemasaran produk properti yang disebabkan oleh perubahan kondisi ekonomi, persaingan dan perubahan regulasi, serta Kualitas dan Kuantitas SDM Sales kurang maksimal yang mengakibatkan target penjualan tidak tercapai. Risiko ini dapat diatasi

Risk Profile and Risk Mitigation

Types of Risks

Taking into account the relatively high probability of risks across each business unit, the potential impacts that may arise, and future business projections aligned with the Company's vision and mission, the following are the key business risks faced by the Company:

1. **Litigation Risk**
   The Company considers litigation risk in dealing with lawsuits, court proceedings, claims, and the fulfillment of document requirements in litigation processes.This risk can be mitigated through coordination to resolve legal disputes outside the court, coordination with relevant parties, and the appointment of experienced legal counsel with strong expertise and strategic capabilities.
2. **HSSE Risk – Workplace Accidents**
   The Company recognizes the risk of workplace accidents resulting in fatalities or permanent disabilities due to inadequate safety standards, insufficient supervision, and limited employee competence (understanding, knowledge, skills, and behavior). Such incidents may result in loss of personnel and increased operational costs for compensation in accordance with applicable regulations. This risk can be mitigated through the development of standardized HSSE programs across all business processes (Multi Services, Hospitality, and Property Management), enhancement of contractor safety management provisions, and periodic evaluations through Management Walkthroughs (MWT) and audits.
3. **Building Integrity Risk**
   The Company considers the risk of operational cost overruns caused by aging buildings, increased facility maintenance contract costs, and the upkeep of vacant or damaged houses in Patra Residential, which may lead to higher expenses and failure to achieve profit targets.This risk can be mitigated through preventive maintenance programs, repair of vacant or damaged houses, and cost efficiency initiatives.
4. **Project Risk**
   The Company considers project risks arising from suboptimal land development, which may result in design outputs that do not align with the initial plan.This risk can be mitigated through routine coordination to analyze and fulfill data requirements in architectural, interior, structural, MEP (Mechanical, Electrical, and Plumbing), and other technical aspects during project land development.
5. **Marketing Risk**
   The Company considers the risk of property marketing challenges due to economic changes, competition, regulatory changes, and suboptimal quality and quantity of Sales human resources, potentially leading to unmet sales targets. This risk can be mitigated through aggressive

dengan melakukan usaha penjualan secara agresif dan komprehensif melalui *advertising*, promosi, kebijakan harga, dan kerja sama dengan instansi pemerintah, swasta dan Induk Perusahaan melalui program penjualan *property*, salah satunya Program *Home Ownership Program* (HOP).

6. **Risiko Sumber Daya**
   Perusahaan memperhitungkan risiko sumber daya yang disebabkan oleh menurunnya kualitas dan kompetensi karyawan yang mengakibatkan penguasaan produk knowledge dan belum optimalnya pelayanan yang diberikan kepada tamu maupun *stakeholder*. Risiko ini dapat diatasi dengan melakukan training bulanan untuk meningkatkan kompetensi.

and comprehensive sales efforts, including advertising, promotions, pricing strategies, and collaboration with government institutions, private entities, and the Parent Company through property sales programs, including the Home Ownership Program (HOP).

6. **Human Resource Risk**
   The Company considers the risk of declining employee quality and competence, which may affect product knowledge mastery and service excellence to guests and stakeholders.This risk can be mitigated through monthly training programs to enhance employee competencies.

Upaya Mitigasi Risiko

Identifikasi Risiko dilakukan dengan menggunakan Metode *Fault Tree Analysis* (FTA), yaitu dengan melakukan *cascading* atau diturunkan (*Top-Down*) dari *Strategic Objective* (*Key Performance Indicator*). Merinci potensi risiko dari kejadian puncak (*Top Event*), kemudian diturunkan kepada sebab-sebab terjadinya suatu *Top Event* sampai pada suatu kegagalan dasar (*Basic Events*).

Risk Mitigation Efforts

Risk identification is conducted using the Fault Tree Analysis (FTA) method, through a top-down cascading approach from Strategic Objectives (Key Performance Indicators). This method details potential risks from the Top Event and breaks them down into causal factors leading to Basic Events (root causes).

Top Risk Revisi Perusahaan Tahun 2025 / **Revised Top Corporate Risks in 2025**

No.	Kejadian Risiko Risk Event	*Risk Treatment Plan*
1	Tidak Tercapainya NOP Multi Jasa Failure to Achieve Multi Services NOP	a. Meningkatkan pelayanan yang optimal dengan didukung peningkatan kompetensi pekerja melalui pelatihan; / Enhance optimal service supported by improved employee competencies through training; b. Memperluas *market segment* atas unit bisnis; / Expand market segments across business units; c. Dilakukan reviu kinerja operasional dan keuangan secara berkala. / Conduct periodic operational and financial performance reviews.
2	Terjadinya Peningkatan Cadangan Kerugian Piutang Increase in Allowance for Doubtful Accounts	a. Membuat prosedur/STK atas penagihan piutang macet; / Establish procedures/ STK for bad debt collection; b. Melakukan *monitoring* piutang dengan unit-unit usaha; / Monitor receivables across business units; c. Adanya penerapan KPI atas piutang pada unit-unit usaha. / Implement KPI targets for receivables at business unit level.
3	Kelumpuhan Sistem Informasi Information System Failure	a. Pengadaan *security tool; /* Procure security tool; b. Penerapan *cyber war; /* Implement cyber war; c. *Monitoring server* dan perangkat sistem secara rutin. / Conduct routine monitoring of servers and system devices.
4	Kebakaran dan Bencana Alam yang Menyebabkan Kerusakan pada Elemen Struktural, Mengurangi Kekuatan dan Stabilitas Bangunan Fire and Natural Disasters Causing Structural Damage and Reduced Building Stability	a. Penguatan sistem proteksi kebakaran dan penerapan *fire safety management plan*; . Strengthen fire protection systems and implement a fire safety management plan b. Pengembangan dan uji coba *Emergency Response Plan* (ERP); / Develop and test Emergency Response Plans (ERP); c. Pelatihan rutin dan sosialisasi kesiapsiagaan karyawan; / Conduct routine employee training and preparedness socialization. d. Penguatan sistem proteksi kebakaran dan penerapan *fire safety management plan*. / Strengthening the fire protection system and implementing a Fire Safety Management Plan.

No.	Kejadian Risiko Risk Event	*Risk Treatment Plan*
5	Bocornya Informasi Data Pribadi Karyawan dan Pelanggan Patra Jasa Leakage of Employee and Customer Personal Data	a. Melakukan *awereness* mengenai Perlindungan Data Pribadi (PDP) dan membuat STK Pelindungan Data Pribadi; / Conduct Personal Data Protection (PDP) awareness programs and establish PDP procedures (STK); b. Meningkatkan keamanan sistem dengan penggunaan *Multi Factor Authentification (*MFA); / Enhance system security through Multi-Factor Authentication (MFA); c. Menutup *port* yang tidak diperlukan; / Close unnecessary ports; d. Menerapkan enkripsi (HTTPS,SSH,VPN) dan *monitoring system* informasi/web secara rutin. / Implement encryption (HTTPS, SSH, VPN) and conduct routine monitoring of information systems/websites.
6	*Fraud & Bribery*	a. Meningkatkan kesadaran risiko *Fraud & Bribery* di semua fungsi/unit usaha dan anak Perusahaan; / Increase Fraud & Bribery risk awareness across all functions/ business units and subsidiaries; b. Meningkatkan sosialisasi *Fraud & Bribery Risk* baik melalui pelatihan/*training* dan *broadcast* media di Perusahaan; / Enhancing awareness and socialization of Fraud & Bribery Risk through training programs and internal corporate media broadcasts. c. Melakukan revisi atas STK/TKO anti penyuapaan/GCG/Tata kelola Perusahaan dengan memasukan *Fraud Risk & Bribery Risk* sesuai ISO 37001; / Revise anti-bribery/GCG/corporate governance procedures (STK/TKO) to incorporate Fraud & Bribery Risk in line with ISO 37001; d. Meningkatkan kesadaran risiko *Fraud & Bribery* di semua fungsi/unit usaha dan anak perusahaan; / Increase Fraud & Bribery risk awareness across all functions/ business units and subsidiaries; e. Melakukan audit secara teratur dan setiap pekerja harus menandatangani *Code of Conduct* (COC) sebagai pernyataan komitmen Perwira Patra Jasa yang harus mematuhi peraturan yang berlaku di Perusahaan. / Conducting regular audits and requiring every employee to sign the Code of Conduct (COC) as a formal statement of commitment to comply with the Company's prevailing regulations.
7	Belum Optimalnya Usaha Advokasi untuk Usulan Penyesuaian Kebijakan Pemerintah dalam Mendukung Bisnis Perusahaan Suboptimal Advocacy for Proposed Government Policy Adjustments Supporting Business	a. Meningkatkan pelayanan (kepuasan pelanggan) dan fasilitas/sarana pendukung lainnya; / Enhance service quality and supporting facilities; b. Meningkatkan pemasaran dan promosi sesuai dengan *market segmen*; / Strengthen marketing and promotion aligned with market segments; c. Menetapkan harga kompetitif untuk meningkatkan penjualan. / Establish competitive pricing strategies to increase sales.

Tinjauan atas Efektivitas Sistem Manajemen Risiko

Proses manajemen risiko ini terdiri dari pengidentifkasian risiko, pengukuran risiko, pemetaan risiko, pengelolaan risiko,serta pengendalian dan pengawasan risiko. Hasilnya menunjukkan bahwa efektivitas penerapan manajemen risiko tergolong cukup efektif. Terdapat pengaruh signifikan pada penerapan manajemen risiko terhadap tingkat kegiatan dalam rangka meningkatkan target Perseroan.

PT Patra Jasa telah melakukan Penilaian ***Risk Maturity Index* (RMI)** berbasis kinerja atau ***Risk Maturity Assessment* (RMA)** berdasarkan Petunjuk Teknis Nomor SK-8/DKU.MBU/12/2023 tentang Penilaian Indeks Kematangan Risiko di Lingkungan Badan Usaha Milik Negara. **Aspek Dimensi Patra Jasa adalah 2,9 dan aspek kinerja 95,0 berada pada Fase Praktik yang Baik.**

Review of the Effectiveness of the Risk Management System

The risk management process comprises risk identification, risk measurement, risk mapping, risk management, as well as risk control and monitoring. The results indicate that the effectiveness of risk management implementation is considered fairly effective. There is a significant impact of risk management implementation on the level of activities undertaken to achieve the Company's targets.

PT Patra Jasa has conducted a performance-based **Risk Maturity Index (RMI)** assessment or **Risk Maturity Assessment (RMA)** in accordance with Technical Guideline No. SK-8/DKU.MBU/12/2023 concerning Risk Maturity Index Assessment within State-Owned Enterprises. **Patra Jasa achieved a dimension aspect score of 2.9 and a performance aspect score of 95.0, placing the Company in the Good Practice Phase.**

Kualitas Penerapan Manajemen Risiko (KPMR) Tahun 2025 PT Patra Jasa yaitu ***Satisfactory* 1,** artinya risiko terkendali sangat baik dan kemungkinan tidak tercapainya target kinerja tergolong sangat rendah.

PT Patra Jasa telah melakukan survei budaya sadar risiko untuk meningkatkan awareness para pekerja di semua fungsi dan unit-unit usaha, dengan survei ini bisa menjadi pondasi penting untuk menciptakan lingkungan kerja yang lebih proaktif terhadap potensi risiko dan mendukung pengambilan keputusan yang lebih bijak di seluruh unit usaha.

PT Patra Jasa memiliki ***risk appetite*** sebagai berikut:

a. Perusahaan memiliki preferensi ***zero appetite*** terhadap pelanggaran **kepatuhan/*compliance* (*fraud*)**, serta berkomitmen untuk mencegah perilaku tersebut.
b. Perusahaan memiliki preferensi ***zero appetite*** terhadap jumlah insiden yang terhitung sebagai ***Number of Accident* (NoA)**.
c. Perusahaan memiliki preferensi ***low appetite*** terhadap pengelolaan risiko reputasi dengan menjaga ***Stakeholder Satisfaction Index*** agar tercipta kepercayaan publik terhadap Perusahaan.

Pernyataan Direksi dan/atau Dewan Komisaris atau Komite Audit atas Kecukupan Sistem Manajemen Risiko

Meningkatkan sosialisasi budaya kesadaran manajemen risiko serta penambahan fasilitas pelatihan kepada seluruh manajemen dan pekerja PT Patra Jasa, baik di Kantor Pusat maupun unit-unit operasional, agar dapat dipahami dan diimplementasikan secara efektif dalam aktivitas sehari-hari. Dengan demikian, setiap individu di Perusahaan memiliki pemahaman yang kuat mengenai pentingnya manajemen risiko dan dapat mengintegrasikannya dalam pengambilan keputusan untuk mencapai tujuan Perusahaan secara optimal sesuai dengan Tata Kelola Perusahaan yang Baik.

Sistem Manajemen Risiko perlu dilakukan evaluasi secara berkala dan diimplementasikan dengan baik agar tetap relevan dan efektif seiring dengan perubahan lingkungan bisnis.

The Quality of Risk Management Implementation (KPMR) of PT Patra Jasa in 2025 was rated **Satisfactory 1**, meaning that risks are very well controlled and the likelihood of failing to achieve performance targets is classified as very low.

PT Patra Jasa has also conducted a risk awareness culture survey to enhance awareness among employees across all functions and business units. This survey serves as an essential foundation for fostering a more proactive work environment toward potential risks and supporting more prudent decision-making across all business units.

PT Patra Jasa has established the following **risk appetite**:

a. The Company maintains a **zero appetite** for **compliance violations (fraud)** and is committed to preventing such conduct.
b. The Company maintains a **zero appetite** for the number of incidents classified as **Number of Accident (NoA)**.
c. The Company maintains a **low appetite** for reputational risk management by safeguarding the **Stakeholder Satisfaction Index** to foster public trust in the Company.

Statement of the Board of Directors and/or the Board of Commissioners or the Audit Committee on the Adequacy of the Risk Management System

The Company seeks to enhance the socialization of risk management awareness culture and to expand training facilities for all management and employees of PT Patra Jasa, both at the Head Office and operational units, to ensure effective understanding and implementation in daily activities. Through this approach, every individual within the Company is expected to have a strong understanding of the importance of risk management and to integrate it into decision-making processes to optimally achieve the Company's objectives in line with Good Corporate Governance principles.

The Risk Management System must be evaluated periodically and implemented consistently to ensure its continued relevance and effectiveness in response to changes in the business environment.

Perkara Hukum Yang Berdampak Material dan Sanksi Administratif

Legal Cases With Material Impact and Administrative Sanctions

Perkara Hukum yang Dihadapi Perusahaan

Perkara hukum yang dihadapi Perusahaan pada tahun 2025 adalah sebagai berikut:

Legal Cases Faced by the Company

The legal cases faced by the Company in 2025 are as follow:

Pokok Perkara Subject Matter	**Status Penyelesaian Perkara/Gugatan** Case/Lawsuit Settlement Status	**Risiko yang Dihadapi dan Nilai Nominal Tuntutan/Gugatan** Risks Faced by the Company and Nominal Value of Claims/Lawsuits
Gugatan Perbuatan Melawan Hukum No. 678/Pdt.G/2024/PN.Sby jo No. 666/PDT/2025/PN.SBY di Pengadilan Negeri Surabaya, antara Sdr. Ade Irawan,dkk (Para Penggugat) melawan PT Patra Jasa sebagai Tergugat; dan Mari Haryani sebagai Turut Tergugat 1, PLN Unit Layanan Pelanggan (ULP) Turut Tergugat 2, (Para Turut Tergugat). Lawsuit on Allegations of Unlawful Acts (onrechtmatige daad) No. 678/Pdt.G/2024/PN.Sby jo No. 666/PDT/2025/PN.SBY at the Surabaya District Court, between Mr. Ade Irawan, et al. (The Plaintiffs) against PT Patra Jasa as the Defendant; Mari Haryani as Co-Defendant I, and PLN Customer Service Unit (ULP) as Co-Defendant II (The Co-Defendants).	Patra Jasa menang di Tingkat 1 dan Banding. Perkara sudah inkracht pada tanggal 14 Agustus 2025. PAJ prevailed at both the First Instance and Appellate levels. The case reached a final and binding legal status (inkracht van gewijsde) on August 14, 2025.	Tidak ada None
Gugatan Perbuatan Melawan Hukum Nomor 1051/Pdt.G/2024/PN.Sby antara Nurhamid, dkk sebagai Para Penggugat melawan PT Patra Jasa sebagai Tergugat dan Kepala BPN Surabaya 1 sebagai Turut Tergugat. Lawsuit on Allegations of Unlawful Acts No. 1051/Pdt.G/2024/PN.Sby at the Surabaya District Court, between Nurhamid, et al. (The Plaintiffs) against PT Patra Jasa as the Defendant and the Head of BPN Surabaya 1 as the Co-Defendant.	Patra Jasa menang di Tingkat 1 dan Perkara sudah inkracht tanggal 17 Maret 2025. The Company prevailed at the First Instance level. The case reached final and binding legal status (inkracht van gewijsde) on March 17, 2025.	Tidak ada None
Gugatan Perbuatan Melawan Hukum Nomor 1005/Pdt.G/2025/PN.Sby antara Chairul Anam, dkk sebagai Para Penggugat melawan PT Patra Jasa sebagai Tergugat dan Kepala BPN Surabaya 1 sebagai Turut Tergugat. Lawsuit on Allegations of Unlawful Acts No. 1005/Pdt.G/2025/PN.Sby at the Surabaya District Court, between Chairul Anam, et al. (The Plaintiffs) against PT Patra Jasa as the Defendant and the Head of BPN Surabaya 1 as the Co-Defendant.	Patra Jasa menang di Tingkat 1 dan Perkara sudah inkracht tanggal 21 Januari 2026. The Company prevailed at the First Instance level. The case reached final and binding legal status (inkracht van gewijsde) on January 21, 2026.	Tidak ada None

Perkara Hukum yang Dihadapi Entitas Anak, Dewan Komisaris dan/atau Direksi

Sampai dengan 31 Desember 2025, tidak terdapat perkara hukum yang melibatkan Entitas Anak maupun anggota Dewan Komisaris dan Direksi PT Patra Jasa yang sedang menjabat.

Cases Faced by Subsidiaries, Board of Commissioners and Directors

As of December 31, 2025, there were no legal cases involving the Subsidiaries or the incumbent members of the Board of Commissioners and Board of Directors of Patra Jasa.

Sanksi Administratif yang Dikenakan kepada Perusahaan, Anggota Dewan Komisaris dan/atau Direksi

Sampai dengan 31 Desember 2025, Perseroan tidak menerima sanksi administrasi dari Regulator.

Administrative Sanctions Imposed on the Company, Members of the Board of Commissioners, and/or the Board of Directors

As of December 31, 2025, the Company has not received any administrative sanctions from the Regulator.

Pedoman Perilaku dan Etika Bisnis

Code of Conduct and Business Ethics

Pernyataan Budaya Perusahaan

Pedoman Perilaku dan Etika Bisnis bukan sekadar instrumen pencapaian tujuan organisasi, melainkan pilar strategis dalam menjaga kredibilitas dan kepercayaan pemangku kepentingan. Sebagai pedoman utama, Pedoman Perilaku dan Etika Bisnis membentuk pola perilaku dan landasan pengambilan keputusan yang mendorong terciptanya budaya integritas serta akuntabilitas di seluruh lini Perusahaan.

Untuk mewujudkan budaya kerja yang kokoh, Perseroan telah menetapkan standar etika melalui **Pedoman Perilaku dan Etika Bisnis/*Code of Conduct* (COC) No. 002/A/LC/2020 tanggal 1 Agustus 2021**. Kebijakan ini merumuskan prinsip, nilai, dan standar perilaku yang wajib dipatuhi oleh setiap individu di lingkungan Perusahaan. Melalui implementasi yang konsisten, Perseroan memastikan setiap keputusan dan tindakan yang diambil senantiasa menjunjung tinggi etika serta relevan dengan dinamika bisnis yang dihadapi.

Statement of Corporate Culture

The Code of Conduct and Business Ethics is not merely an instrument for achieving organizational objectives, but a strategic pillar in safeguarding credibility and stakeholder trust. As a primary guideline, the Code of Conduct and Business Ethics shapes behavioral patterns and serves as the foundation for decision-making, fostering a culture of integrity and accountability throughout the Company.

To establish a strong corporate culture, the Company has set ethical standards through the PT Patra Jasa **Code of Conduct (COC) No. 002/A/LC/2020 dated August 1, 2021**. This policy formulates the principles, values, and standards of conduct that must be observed by every individual within the Company. Through consistent implementation, the Company ensures that every decision and action taken upholds ethical standards and remains relevant to the evolving business environment.

Pokok-Pokok Pedoman Perilaku dan Etika Bisnis

Muatan Pedoman Perilaku dan Etika Bisnis Patra Jasa sebagai berikut:

1. Pendahuluan
2. Kebijakan Mutu, Kesehatan, Keselamatan Kerja, Lingkungan, dan Pengamanan Perusahaan
3. Kebijakan Anti Penyuapan
4. Sumber Daya Manusia
5. Komitmen terhadap Mitra Kerja dan Pelanggan
6. Komitmen Perseroan
7. Perlindungan terhadap Aset Perseroan

Main Points of Patra Jasa Code of Conduct and Business Ethics

The contents of the Patra Jasa Code of Conduct and Business Ethics are as follows:

1. Introduction
2. Company Policy on Quality, Health, Occupational Safety, the Environment, and Security
3. Anti - Bribery Policy
4. Human Resources
5. Commitment to Business Partners and Customers
6. The Company's Commitment
7. Protection of the Company's Assets

Sosialisasi Pedoman Perilaku dan Etika Bisnis dan Upaya Penegakannya

Perseroan menjamin penerapan Pedoman Perilaku dan Etika Bisnis secara konsisten di seluruh tingkatan organisasi dan aktivitas operasional. Sebagai langkah preventif, sosialisasi rutin dilaksanakan untuk menginternalisasi nilai-nilai dan regulasi perusahaan, sehingga setiap Perwira Perseroan dapat menjalankan tugasnya dengan standar etika yang tinggi. Untuk menjamin keterbukaan informasi, dokumen Pedoman Perilaku dan Etika Bisnis juga dapat diakses secara publik melalui situs web resmi Perseroan.

Guna memastikan efektivitas implementasi, Perseroan secara aktif menjalankan mekanisme pemantauan, pelaporan, dan evaluasi berkala. Komitmen ini tercermin dalam serangkaian kegiatan edukasi strategis sepanjang tahun 2025, antara lain:

1. Pelaksanaan survey Pertamina *Fraud Perception Index* (PERFECT) tahun 2025.

Socialization of Code of Conduct and Business Ethics and Arrest Efforts

The Company ensures the consistent implementation of the Code of Conduct and Business Ethics across all levels of the organization and operational activities. As a preventive measure, regular socialization programs are conducted to internalize the Company's values and regulations, enabling every member of the Company to perform their duties in accordance with high ethical standards. To ensure transparency, the Code of Conduct and Business Ethics document is also publicly accessible through the Company's official website.

To ensure effective implementation, the Company actively carries out monitoring mechanisms, reporting processes, and periodic evaluations. This commitment is reflected in a series of strategic educational initiatives conducted throughout 2025, including:

1. Implementation of the Pertamina Fraud Perception Index (PERFECT) Survey for 2025.

2. Pelaksanaan sosialisasi *Fraud Awareness* kepada Mitra Kerja PT Patra Jasa dalam kegiatan *vendor day* pada tanggal 15 Oktober 2025.
3. Pelaksanaan sosialisasi *Fraud Awareness* kepada pekerja Patra Jasa Grup baik secara *offline* maupun *online* pada tanggal 13 Agustus 2025 dan 11 Desember 2025.
4. Sosialisasi Implementasi GCG, Anti Korupsi, & Anti Penyuapan di lingkungan PT Patra Jasa.
5. Sosialisasi Implementasi *Anti Bribery* (Anti Penyuapan) & Pengendalian Gratifikasi PT Patra Jasa
6. Deklarasi Pernyataan kepatuhan atas *Code of Conduct* (COC) dan/atau Kebijakan *Anti-Fraud*.
7. Penerbitan Pedoman Pelaksanaan dan Pengelolaan Implementasi GCG oleh Perwira Patra Jasa No. 007/A/LC/2025 rev-0 tanggal 21 Juli 2025.
8. Sosialisasi Penerbitan Pedoman Pelaksanaan dan Pengelolaan Implementasi GCG oleh Perwira Patra Jasa No. 007/A/LC/2025 rev-0 tanggal 21 Juli 2025 kepada seluruh Perwira Patra Jasa pada tanggal 17 Oktober 2025.
9. Publikasi Pedoman Etika dan Perilaku Bisnis/*Code of Conduct* Rev-1 No. 002/A/LC/2020 tanggal 01 Agustus 2021 dan Pedoman Pelaksanaan dan Pengelolaan Implementasi GCG oleh Perwira Patra Jasa No. 007/A/LC/2025 rev-0 tanggal 21 Juli 2025 di *Website Legal Compliance One Touch System* (LOTS).
10. *E-Learning* Sosialisasi Implementasi GCG, Anti Korupsi, & Anti Penyuapan di lingkungan PT Patra Jasa (Semester I - Tahun 2025) melalui *E-Learning Legal Compliance One Touch System* (LOTS).
11. *E-Learning* Peringatan Hakordia Patra Jasa Tahun 2025 (Sosialisasi Anti - Korupsi, *Anti - Fraud*, & Implementasi GCG Semester II - Tahun 2025) melalui *E-Learning Legal Compliance One Touch System* (LOTS).
12. CLEAR Series: (*Compliance & Learning For Ethical Awareness and Risk Management) X Cyber Security Awareness: Phising: Think Before You Click!* melalui *E-Learning Legal Compliance One Touch System* (LOTS) pada tanggal 29 Oktober 2025.
13. CLEAR (*Compliance & Learning For Ethical Awareness and Risk Management*) Series: *E-Learning Budaya* Sadar Risiko Patra Jasa Group Tahun 2025 melalui *E-Learning Legal Compliance One Touch System* (LOTS) pada tanggal 04 Juli 2025.
14. Kewajiban Deklarasi Pernyataan kepatuhan atas *Code of Conduct* (COC) dan/atau Kebijakan *Anti-Fraud* melalui Modul Implementasi GCG oleh Perwira Patra Jasa di *Website Legal Compliance One Touch System* (LOTS).

Melalui inisiatif ini, Perseroan terus memperkuat kepatuhan dan kesadaran kolektif untuk mendukung keberlanjutan tata kelola perusahaan yang baik.

2. Implementation of Fraud Awareness socialization for PT Patra Jasa's Business Partners during the Vendor Day event on 15 October 2025.
3. Implementation of Fraud Awareness socialization for Patra Jasa Group employees, conducted both offline and online, on 13 August 2025 and 11 December 2025.
4. Socialization of the implementation of Good Corporate Governance (GCG), Anti-Corruption, and Anti-Bribery within PT Patra Jasa.
5. Socialization of the implementation of Anti-Bribery and Gratification Control within PT Patra Jasa.
6. Declaration of compliance with the Code of Conduct (CoC) and/or Anti-Fraud Policy.
7. Issuance of the Guidelines for the Implementation and Management of GCG by Patra Jasa Personnel No. 007/A/LC/2025 rev-0 dated 21 July 2025.
8. Socialization of the issuance of the Guidelines for the Implementation and Management of GCG by Patra Jasa Personnel No. 007/A/LC/2025 rev-0 dated 21 July 2025 to all Patra Jasa Personnel on 17 October 2025.
9. Publication of the Code of Ethics and Business Conduct (Code of Conduct) Rev-1 No. 002/A/LC/2020 dated 1 August 2021 and the Guidelines for the Implementation and Management of GCG by Patra Jasa Personnel No. 007/A/LC/2025 rev-0 dated 21 July 2025 on the Legal Compliance One Touch System (LOTS) website.
10. E-learning on the socialization of GCG implementation, Anti-Corruption, and Anti-Bribery within PT Patra Jasa (Semester I – 2025) through the Legal Compliance One Touch System (LOTS) e-learning platform.
11. E-learning for the Commemoration of National Anti-Corruption Day (Hakordia) Patra Jasa 2025 (Socialization of Anti-Corruption, Anti-Fraud, and GCG Implementation for Semester II – 2025) through the Legal Compliance One Touch System (LOTS) e-learning platform.
12. CLEAR Series (Compliance & Learning for Ethical Awareness and Risk Management): Cyber Security Awareness – Phishing: "Think Before You Click!" through the Legal Compliance One Touch System (LOTS) e-learning platform on 29 October 2025.
13. CLEAR Series (Compliance & Learning for Ethical Awareness and Risk Management): E-learning on Risk Awareness Culture of the Patra Jasa Group for 2025 through the Legal Compliance One Touch System (LOTS) e-learning platform on 4 July 2025.
14. Mandatory declaration of compliance with the Code of Conduct (CoC) and/or Anti-Fraud Policy through the GCG Implementation Module by Patra Jasa Personnel on the Legal Compliance One Touch System (LOTS) website.

Through this initiative, the Company continues to strengthen compliance and collective awareness in support of the sustainability of Good Corporate Governance practices.

Pernyataan Keberlakuan Pedoman Perilaku dan Etika Bisnis

Sesuai dengan **Pedoman Etika dan Perilaku Bisnis/ Code of Conduct Rev-1 No. 002/A/LC/2020 tanggal 01 Agustus 2021**, seluruh jajaran organisasi, mulai dari tingkat Pekerja hingga Manajemen, wajib mengadopsi standar perilaku tersebut dalam setiap aktivitas operasional. Ketentuan ini bertujuan untuk mengeliminasi potensi pelanggaran etika sekaligus menciptakan budaya kerja yang konsisten, berintegritas, dan selaras dengan prinsip tata kelola perusahaan yang baik.

Sebagai wujud nyata dari komitmen tersebut, setiap Insan Perseroan wajib membuat Deklarasi Pernyataan kepatuhan atas *Code of Conduct* (COC) dan/atau Kebijakan Anti-Fraud melalui Modul Implementasi GCG oleh Perwira Patra Jasa di Website *Legal Compliance One Touch System* (LOTS). Dokumen ini merupakan instrumen strategis dalam mendorong kepatuhan Perwira Patra Jasa terhadap implementasi Tata Kelola Perusahaan yang Baik (GCG), yang sekaligus menjadi bagian dari indikator kinerja utama (KPI), khususnya pada aspek GCG Implementation Compliance dalam KPI kolegial Direksi. Untuk memastikan implementasi tersebut berjalan secara efektif dan tidak sekadar formalitas, Perseroan secara konsisten melakukan evaluasi berkala guna menilai tingkat kepatuhan serta memastikan internalisasi nilai-nilai GCG dalam perilaku kerja sehari-hari.

Statement on the Applicability of the Code of Conduct and Business Ethics

In accordance with the **PT Patra Jasa Code of Conduct and Business Ethics No. 002/A/LC/2020 tanggal 01 Agustus 2021**, all levels of the organization, from Employees to Management, are required to adopt these standards of conduct in every operational activity. This provision aims to eliminate potential ethical violations while fostering a consistent, integrity-driven work culture aligned with the principles of Good Corporate Governance.

As a tangible manifestation of this commitment, all Company personnel are required to submit a Declaration of Compliance with the Code of Conduct (CoC) and/or the Anti-Fraud Policy through the GCG Implementation Module by Patra Jasa Personnel on the Legal Compliance One Touch System (LOTS) website. This document serves as a strategic instrument in promoting compliance among Patra Jasa Personnel with the implementation of Good Corporate Governance (GCG), and simultaneously forms part of the key performance indicators (KPI), particularly under the GCG Implementation Compliance aspect within the collegial KPI of the Board of Directors. To ensure that such implementation is carried out effectively and not merely as a formality, the Company consistently conducts periodic evaluations to assess the level of compliance and to ensure the internalization of GCG values in daily work behavior.

Kebijakan Pemberian Kompensasi Berupa Program Kepemilikan Saham Oleh Manajemen (*Management Stock Ownership Program*/MSOP) Dan/Atau Oleh Karyawan (*Employee Stock Ownership Program*/ESOP)

Compensation Policy in the form of Management Stock Ownership Program (MSOP) and/or Employee Stock Ownership Program (ESOP)

Perseroan tidak menyediakan program opsi kepemilikan saham, baik untuk manajemen melalui *Management Stock Ownership Program* (MSOP) maupun untuk pekerja melalui *Employee Stock Ownership Program* (ESOP). Kebijakan ini sejalan dengan struktur kepemilikan saham Perseroan yang tidak mencakup pemberian saham kepada individu di luar pemegang saham utama.

Selain itu, seluruh anggota Dewan Komisaris dan Direksi Perseroan tidak memiliki saham Perseroan, baik secara langsung maupun tidak langsung. Hal ini memastikan independensi dan objektivitas dalam pengambilan keputusan strategis yang berkaitan dengan tata kelola dan operasional perusahaan.

The Company does not provide a share ownership option program, either for management through a Management Stock Ownership Program (MSOP) or for employees through an Employee Stock Ownership Program (ESOP). This policy is aligned with the Company's shareholding structure, which does not include the allocation of shares to individuals outside the principal shareholder(s).

Furthermore, all members of the Board of Commissioners and the Board of Directors do not own shares in the Company, either directly or indirectly. This ensures independence and objectivity in strategic decision-making related to the Company's governance and operations.

Kebijakan ini juga mencerminkan komitmen Perseroan untuk menjalankan prinsip transparansi dan akuntabilitas dalam seluruh aktivitas bisnisnya.

This policy also reflects the Company's commitment to upholding the principles of transparency and accountability in all of its business activities.

Kebijakan Pengungkapan Informasi Kepemilikan Saham Anggota Dewan Komisaris dan Anggota Direksi

Policy on Disclosure of Share Ownership By Members of The Board of Commissioners and The Board of Directors

Sebagai bentuk kepatuhan terhadap prinsip akuntabilitas dan transparansi dalam tata kelola perusahaan yang baik (*Good Corporate Governance*), Perseroan mewajibkan seluruh anggota Dewan Komisaris dan Direksi untuk melaporkan kepemilikan saham mereka, baik secara langsung maupun tidak langsung. Kewajiban pelaporan, termasuk atas setiap perubahan kepemilikan, telah diatur secara rinci dalam Pedoman GCG serta *Board Manual*.

Kebijakan ini merupakan langkah preventif untuk memitigasi potensi benturan kepentingan, sekaligus memperkuat kepercayaan publik terhadap integritas pengelolaan perusahaan. Sepanjang tahun buku 2025, Perseroan mencatat bahwa tidak terdapat aktivitas transaksi, baik pembelian maupun penjualan saham, yang dilakukan oleh anggota Direksi dan Dewan Komisaris secara langsung maupun tidak langsung.

As part of its compliance with the principles of accountability and transparency in the implementation of Good Corporate Governance (GCG), the Company requires all members of the Board of Commissioners and the Board of Directors to report their share ownership, whether held directly or indirectly. The reporting obligation, including any changes in ownership, is comprehensively regulated in the GCG Guidelines and the Board Manual.

This policy serves as a preventive measure to mitigate potential conflicts of interest, while strengthening public trust in the integrity of the Company's management. Throughout the 2025 financial year, the Company recorded no share transactions, whether purchases or sales, conducted directly or indirectly by members of the Board of Directors and the Board of Commissioners.

Keterbukaan Informasi Perusahaan

Company Information Disclosure

Transparansi merupakan elemen fundamental dalam penerapan tata kelola perusahaan yang baik, yang mencerminkan keterbukaan, kejujuran, dan akuntabilitas dalam setiap aspek operasional. Prinsip ini menuntut penyampaian informasi yang jelas, akurat, dan tepat waktu kepada seluruh pemangku kepentingan, baik internal maupun eksternal, termasuk pemegang saham, regulator, dan masyarakat. Lebih dari sekadar kewajiban regulasi, transparansi menjadi fondasi dalam membangun kepercayaan, memperkuat akuntabilitas, serta mendukung keberlanjutan dan daya saing perusahaan dalam jangka panjang.

Patra Jasa berkomitmen untuk mengedepankan prinsip transparansi dalam penerapan GCG. Direksi memastikan bahwa seluruh informasi material, termasuk Laporan Tahunan dan Laporan Keuangan, disampaikan kepada pemegang saham dan

Transparency constitutes a fundamental element in the implementation of Good Corporate Governance (GCG), reflecting openness, honesty, and accountability in every aspect of operations. This principle requires the delivery of clear, accurate, and timely information to all stakeholders, both internal and external, including shareholders, regulators, and the public. Beyond a regulatory obligation, transparency serves as the foundation for building trust, strengthening accountability, and supporting the Company's long-term sustainability and competitiveness.

Patra Jasa is committed to upholding the principle of transparency in the implementation of GCG. The Board of Directors ensures that all material information, including the Annual Report and Financial Statements, is submitted to shareholders and

instansi terkait sesuai ketentuan yang berlaku. Penyampaian tersebut dilakukan secara tepat waktu, akurat, dan berbasis data objektif guna menjamin keterbukaan serta kepatuhan dalam pengelolaan perusahaan.

relevant authorities in accordance with applicable regulations. Such disclosure is carried out in a timely, accurate, and objective data-based manner to ensure openness and compliance in corporate management.

Etika Penyebaran Informasi Non-Publik

Setiap pekerja Perseroan wajib menjaga kerahasiaan seluruh informasi non-publik yang berkaitan dengan kegiatan perusahaan, termasuk data pelanggan, hubungan dengan pemegang saham, pemangku kepentingan, dan pihak terkait lainnya. Informasi tersebut tidak boleh diungkapkan kepada pihak yang tidak berwenang, baik selama masa kerja maupun setelah berakhirnya hubungan kerja, guna melindungi kepentingan perusahaan serta memastikan kepatuhan terhadap etika bisnis dan peraturan yang berlaku.

Ethics in the Dissemination of Non - Public Information

All employees of the Company are required to maintain the confidentiality of all non-public information related to the Company's activities, including customer data, relationships with shareholders, stakeholders, and other related parties. Such information must not be disclosed to unauthorized parties, both during the term of employment and after the termination of employment, in order to protect the Company's interests and ensure compliance with business ethics and prevailing regulations.

Tata Kelola Data dan Informasi

Untuk menerapkan prinsip tata kelola data dan informasi secara proporsional, Perseroan menetapkan mekanisme sebagai berikut:

1. Dalam memastikan keakuratan data dan informasi, Perseroan menggunakan aplikasi pendukung serta menunjuk penanggung jawab pada setiap unit kerja untuk menjaga validitas data di masing-masing unit.
2. Untuk menjamin keamanan dan kerahasiaan data, diterapkan penggunaan *username* dan *password*, serta perlindungan anti-virus pada jaringan LAN.
3. Dalam menjaga integritas dan reliabilitas data, proses verifikasi dilakukan melalui sistem yang dijalankan oleh setiap unit kerja di Perseroan.
4. Untuk memastikan ketepatan waktu penyajian data dan informasi, dilakukan review berkala oleh bagian keuangan serta pelaksanaan *internal assessment* dan audit IT setiap tahun.

Data and Information Governance

In implementing data and information governance principles proportionally, the Company has established the following mechanisms:

1. To ensure data and information accuracy, the Company utilizes supporting applications and appoints responsible officers in each work unit to maintain data validity within their respective units.
2. To safeguard data security and confidentiality, the Company implements username and password protection, as well as antivirus protection within the LAN network.
3. To maintain data integrity and reliability, verification processes are conducted through systems operated by each work unit within the Company.
4. To ensure the timeliness of data and information presentation, periodic reviews are conducted by the Finance Department, along with annual internal assessments and IT audits.

Akses Data dan Informasi Perusahaan

Perseroan berkomitmen untuk mengungkapkan informasi secara tepat waktu, akurat, dan lengkap sesuai ketentuan peraturan perundang-undangan. Keterbukaan ini bertujuan memastikan pemegang saham dan pemangku kepentingan memperoleh informasi yang relevan dan transparan mengenai kinerja serta aktivitas perusahaan. Sebagai bentuk implementasi prinsip transparansi, Perseroan menyediakan akses informasi yang luas melalui berbagai media elektronik guna mendukung kepercayaan publik dan penerapan tata kelola perusahaan yang baik.

Informasi mengenai situs web resmi Perusahaan, akun media sosial, serta kontak komunikasi yang tersedia adalah sebagai berikut:

Access to Company Data and Information

The Company is committed to disclosing information in a timely, accurate, and comprehensive manner in accordance with applicable laws and regulations. This transparency aims to ensure that shareholders and stakeholders obtain relevant and transparent information regarding the Company's performance and activities. As part of the implementation of the transparency principle, the Company provides broad access to information through various electronic media to foster public trust and support the effective implementation of Good Corporate Governance.

Information regarding the Company's official website, social media accounts, and available communication contact channels is as follows:

Corporate Secretary

Alamat : Patra Jasa Office Tower, Lantai 3A
Jl. Jend. Gatot Subroto Kav 32-34
Jakarta Selatan 12950 - Indonesia
Telepon : (62-81) 5217232
Situs Web : www.patra-jasa.com
E-mail : sekper.pj@patra-jasa.com

Corporate Secretary

Address : Patra Jasa Office Tower, Floor 3A
Jl. Jend. Gatot Subroto Kav 32-34
South Jakarta 12950 - Indonesia
Telephone : (62-81) 5217232
Website : www.patra-jasa.com
E-mail : sekper.pj@patra-jasa.com

Siaran Pers Tahun 2025

Sepanjang tahun 2025, berikut adalah sejumlah data dan informasi yang telah diumumkan melalui siaran pers:

1. Patra Jasa Dukung Generasi Muda Melalui Program Makan Bergizi
2. Dukung Potensi Wisata, Patra Jasa Benahi Taman Kera Aek Nauli
3. Patra Cirebon Hotel & Convention Renovasi Masjid Darussalam dan Santuni Anak Yatim
4. Penandatanganan Nota Kesepahaman PT Surveyor Indonesia dengan Prima Armada Raya
5. Mitra Tours And Travel Raih Penghargaan Bergengsi: Top 10 Producing Accounts 2024
6. Release TJSL Renovasi Masjid Patra Cirebon
7. Pelita Air dan Patra Malioboro Hotel Fasilitasi Anak-anak Panti Asuhan Liburan Nyaman di Yogyakarta
8. Praktik Keberlanjutan Patra Jasa Meraih Penghargaan APQ Awards
9. Kembangkan SDM Pariwisata Bali, Patra Jasa Gelar Pelatihan dan Sertifikasi Lokal Tour Guide
10. Patra Jasa Tingkatkan Kompetensi 50 UMKM Cirebon Melalui Pelatihan dan Sertifikasi BNSP
11. Wujud Investasi Berkualitas, Patra Jasa Raih Penghargaan di Jakarta Investment Award 2025
12. Patra Jasa Siapkan Layanan Optimal Jelang Libur Natal 2025 dan Tahun Baru 2026
13. Patra Jasa Kembali Buktikan Tata Kelola Unggul di Ajang Corporate Governance Perception Index Award 2025
14. Patra Jasa Salurkan Bantuan Akses Air Bersih untuk Warga Gedongtengen, Yogyakarta
15. Patra Jasa Siapkan Layanan Optimal Jelang Libur Natal 2025 dan Tahun Baru 2026

Press Release in 2025

Throughout 2025, the following data and information were communicated through a series of press releases by Patra Jasa as part of the Company's commitment to maintaining transparency and strengthening engagement with stakeholders:

1. Patra Jasa Supports the Younger Generation through the Nutritious Meal Program
2. Supporting Tourism Potential, Patra Jasa Revitalizes Aek Nauli Monkey Park
3. Patra Cirebon Hotel & Convention Renovates Darussalam Mosque and Provides Assistance to Orphans
4. Signing of a Memorandum of Understanding between PT Surveyor Indonesia and Prima Armada Raya
5. Mitra Tours and Travel Receives Prestigious Award: Top 10 Producing Accounts 2024
6. TJSL Release on the Renovation of Patra Cirebon Mosque
7. Pelita Air and Patra Malioboro Hotel Facilitate a Comfortable Holiday in Yogyakarta for Children from Orphanages
8. Patra Jasa's Sustainability Practices Receive Recognition at the APQ Awards
9. Developing Bali's Tourism Human Resources, Patra Jasa Holds Training and Certification for Local Tour Guides
10. Patra Jasa Enhances the Competence of 50 Cirebon MSMEs through BNSP Training and Certification
11. Demonstrating Quality Investment, Patra Jasa Receives Recognition at the Jakarta Investment Award 2025
12. Patra Jasa Prepares Optimal Services Ahead of the 2025 Christmas and 2026 New Year Holiday Period
13. Patra Jasa Reaffirms Excellent Governance at the Corporate Governance Perception Index Award 2025
14. Patra Jasa Distributes Clean Water Access Assistance to Residents of Gedongtengen, Yogyakarta
15. Patra Jasa Prepares Optimal Services Ahead of the 2025 Christmas and 2026 New Year Holiday Period

Sistem Pelaporan Pelanggaran (*Whistleblowing System*)

Evolution Reporting System (Whistleblowing System)

Sebagai wujud komitmen terhadap *Good Corporate Governance* (GCG), Perseroan mengimplementasikan *Whistleblowing System* (WBS) yang merujuk pada **Pedoman Pengelolaan Pengaduan PT Pertamina (Persero) No. A9-001/J00000/2022-S9**. Sistem ini dirancang secara terintegrasi untuk mengelola pelaporan atas pelanggaran hukum, Kode Etik, maupun kebijakan internal. Dengan menjunjung tinggi prinsip kerahasiaan dan anonimitas, WBS menjamin perlindungan bagi pelapor dari segala bentuk tindakan balasan.

Sebagai tindak lanjut atas implementasi tersebut, Perusahaan juga telah menetapkan **Tata Kerja Organisasi Pemantauan dan Tindak Lanjut atas Pengaduan No. 001/TKO/IA/2025** pada 23 Juli 2025. Ketentuan ini menjadi landasan operasional dalam memastikan setiap pengaduan yang diterima melalui WBS ditindaklanjuti secara sistematis, objektif, dan akuntabel sesuai dengan mekanisme yang berlaku.

As part of its commitment to Good Corporate Governance (GCG), the Company has implemented a Whistleblowing System (WBS) that refers to the Complaint Management **Guidelines of PT Pertamina (Persero) No. A9-001/J00000/2022-S9**. This system is designed in an integrated manner to manage reports of violations of laws, the Code of Ethics, and internal policies. By upholding the principles of confidentiality and anonymity, the WBS guarantees protection for whistleblowers against any form of retaliation.

As a follow-up to this implementation, the Company has also established the **Organizational Work Procedure (TKO) for Monitoring and Follow-up of Complaints No. 001/TKO/IA/2025 dated 23 July 2025**. This provision serves as the operational foundation to ensure that every complaint received through the WBS is handled systematically, objectively, and accountably in accordance with the applicable mechanisms.

Cara Penyampaian Laporan Pelanggaran

Pelaporan WBS terintegrasi dengan kanal WBS PT Pertamina (Persero), dimana media pelaporan WBS PT Pertamina (Persero) dikelola oleh konsultan independen. Pengaduan dapat berupa laporan atas dugaan terjadinya pelanggaran terhadap prinsip-prinsip GCG dan nilai-nilai etika yang berlaku (*fraud & irregularities*). Adapun kanal WBS adalah sebagai berikut:

Mechanism for Submitting Violation

The WBS reporting system is integrated with the WBS channel of PT Pertamina (Persero), where the reporting media is managed by an independent consultant. Complaints may include reports of alleged violations of GCG principles and applicable ethical values (fraud & irregularities). The available WBS channels are as follows:

Media	Kanal WBS / WBS Channel
Telepon / Telephone	(021) 2350 7051
SMS dan Whatsapp / SMS and Whatsapp	+62811 1067 9111
Fax	+6221 381 5912
E-mail	pertaminaclean@tipoffs.co.sg
Website	https://pertaminaclean.tipoffs.info
Mail Box	Pertamina Clean PO Box 2600 JKP 10026

Perlindungan Bagi Pelapor

Sesuai Komitmen Anti Fraud, PT Patra Jasa mendukung pengelolaan WBS secara terintegrasi yang mengedepankan prinsip-prinsip kepercayaan, ketidakberpihakan, dan memberikan perlindungan kepada pelapor.

Kebijakan perlindungan terhadap pelapor diatur dalam TKO Pemantauan dan Tindak Lanjut atas Pengaduan No. 001/TKO/IA/2025 tanggal 23 Juli 2025 sebagai berikut:

- Dalam melakukan proses tindak lanjut atas setiap pengaduan/penyingkapan wajib mengedepankan kerahasiaan, asas praduga tidak bersalah dan profesionalisme.
- Identitas Pelapor dijamin kerahasiaannya oleh Perusahaan.

Protection for Whistleblower

In line with its Anti-Fraud Commitment, PT Patra Jasa supports the integrated management of the WBS, emphasizing the principles of trust, impartiality, and protection for whistleblowers.

The whistleblower protection policy is regulated under the TKO for Monitoring and Follow-up of Complaints No. 001/TKO/IA/2025 dated 23 July 2025, as follows:

- The follow-up process for every complaint/disclosure must uphold confidentiality, the presumption of innocence, and professionalism.
- The identity of the whistleblower is guaranteed to remain confidential by the Company.

- Perusahaan menjamin perlindungan terhadap Pelapor dari segala bentuk ancaman, intimidasi, hukuman ataupun tindakan tidak menyenangkan dari pihak manapun selama Pelapor menjaga kerahasiaan kasus yang diadukan kepada pihak manapun.
- Perlindungan ini juga berlaku bagi pekerja yang melaksanakan penelaahan awal/klarifikasi maupun pihak-pihak yang memberikan informasi terkait dengan pengaduan/penyingkapan.
- Dalam memberikan perlindungan, Perusahaan dapat bekerja sama dengan Lembaga Perlindungan Saksi dan Korban (LPSK) melalui Pertamina.
- Pihak yang melanggar prinsip kerahasiaan tersebut akan diberikan sanksi yang berat sesuai ketentuan yang berlaku di Perusahaan.

- The Company ensures protection for whistleblowers against any form of threats, intimidation, punishment, or other adverse actions from any party, provided that the whistleblower maintains the confidentiality of the reported case.
- This protection also applies to employees conducting preliminary reviews/clarifications as well as parties providing information related to the complaint/disclosure.
- In providing protection, the Company may cooperate with the Witness and Victim Protection Agency (LPSK) through Pertamina.
- Any party violating these confidentiality principles will be subject to severe sanctions in accordance with the Company's prevailing regulations.

Penanganan Pengaduan

Penanganan pengaduan di PT Patra Jasa sesuai dengan Prosedur Pemantauan dan Tindak Lanjut atas Pengaduan tertuang dalam TKO Pemantauan dan Tindak Lanjut atas Pengaduan No. 001/TKO/IA/2025 tanggal 23 Juli 2025 sebagai berikut:

a. Pengelolaan pengaduan dilakukan oleh Fungsi Investigation IA & WBS Holding dan dilaporkan secara reguler kepada Perusahaan melalui CAE, Direktur Utama, dan Komite Audit.
b. Fungsi Internal Audit Patra Jasa melakukan koordinasi dan/atau konfirmasi atas Laporan Pengelolaan Pengaduan kepada Fungsi WBS Holding untuk menentukan tindak lanjut berikutnya.
c. Fungsi Internal Audit Patra Jasa melakukan tindak lanjut sesuai dengan hasil koordinasi dan jika diperlukan dapat melakukan monitoring kepada Fungsi Pengawas lainnya atas tindak lanjut pengaduan yang disampaikan Fungsi WBS Holding.
d. Fungsi Internal Audit Patra Jasa melaporkan hasil tindak lanjut yang menjadi kewenangannya kepada CAE Holding melalui VP Investigation IA & WBS Holding, Direktur Utama, dan Komite Audit.

Complaint Handling

Complaint handling at PT Patra Jasa is carried out in accordance with the Procedure for Monitoring and Follow-up of Complaints as stipulated in TKO No. 001/TKO/IA/2025 dated 23 July 2025, as follows:

a. Complaint management is conducted by the Investigation IA & WBS Holding Function and reported regularly to the Company through the Chief Audit Executive (CAE), the President Director, and the Audit Committee.
b. The Internal Audit Function of Patra Jasa coordinates and/or confirms the Complaint Management Report with the WBS Holding Function to determine the next course of action.
c. The Internal Audit Function of Patra Jasa carries out follow-up actions based on coordination results and, if necessary, monitors other supervisory functions regarding the follow-up of complaints submitted by the WBS Holding Function.
d. The Internal Audit Function of Patra Jasa reports the results of follow-up actions within its authority to the Holding CAE through the VP Investigation IA & WBS Holding, the President Director, and the Audit Committee.

Pihak Pengelola Pengaduan

Berdasarkan Surat Keputusan Direktur Utama No. 209/DIRUT-PJ/SKpts/IX/2024 tanggal 30 September 2024 tentang Penunjukan Chief Compliance Officer (CCO) dan Pengelola Whistle Blowing System (WBS) menugaskan Chief Audit Executive sebagai pengelola WBS Perseroan untuk melakukan koordinasi dengan Fungsi Investigation Audit & WBS PT Pertamina (Persero).

Complaint Management Authority

Based on the President Director Decree No. 209/DIRUT-PJ/SKpts/IX/2024 dated 30 September 2024 regarding the Appointment of the Chief Compliance Officer (CCO) and the Whistleblowing System (WBS) Administrator, the Chief Audit Executive is appointed as the Company's WBS administrator and is responsible for coordinating with the Investigation Audit & WBS Function of PT Pertamina (Persero).

Hasil Penanganan Pengaduan Tahun 2025

Jumlah Pengaduan yang Masuk dan Diproses pada Tahun 2025

Patra Jasa berkomitmen menindaklanjuti setiap laporan pengaduan. Selama tahun 2025 terdapat 4 pengaduan yang

Result of Complaint Handling 2025

Number of Complaints Received and Processed in 2025

Patra Jasa is committed to following up on every complaint received. Throughout 2025, there were 4 complaints, consisting

terdiri dari 3 kategori fraud dan 1 kategori irregularities. Berikut adalah rincian pengaduan yang diterima 3 tahun terakhir berdasarkan sub-klasifikasi *fraud/irregularities*:

of 3 fraud cases and 1 irregularity case. Below is a summary of complaints received over the past three years based on fraud/irregularities sub-classification:

No.	Sub Klasifikasi Fraud/Irregularities Fraud/Irregularities Sub - Classification	2023	2024	2025	Total
1	*Cash*	1	2	3	6
2	*Conflict of Interest*	1			1
3	*Ethics*		1		1
4	*Human Capital*		1		1
5	*Others*		2		2
6	Pelanggaran *Respectful Workplace* (RWP) / Respectful Workplace Violations (RWP)		1	1	2
Total		2	7	4	13

Sanksi/Tindak Lanjut atas Pengaduan yang Telah Selesai Diproses pada Tahun 2025

Berikut adalah rincian jumlah laporan pengaduan yang masuk melalui saluran WBS selama 2025 berdasarkan status tindak lanjutnya:

Sanctions/Follow up - on Complaints Completed in 2025

The following is the breakdown of complaints received through the WBS channel in 2025 based on their follow-up status:

No.	Status Tindak Lanjut Follow - up Status	Jumlah Total
1	Analisa Awal / Initial Status	4
2	*Waiting List* Investigasi / Waiting List for Investigation	-
3	Penanganan/Investigasi / Handling/Investigation	1
4	Resume Penanganan/Investigasi / Handling/Investigation Summary	-
5	*Closed*	8
Total		13

Kebijakan Anti Korupsi

Anti - Corruption Policy

Komitmen anti-korupsi Perseroan dikukuhkan melalui **Kebijakan Implementasi Sistem Manajemen Anti Penyuapan (SMAP) di lingkungan PT Patra Jasa yang ditetapkan pada 1 Oktober 2024**. Kebijakan ini menegaskan mandat bagi seluruh Perwira Patra Jasa untuk menerapkan prinsip *zero tolerance* terhadap Korupsi, Kolusi, dan Nepotisme, penyuapan, dan/atau *fraud*.

Melalui kebijakan ini, Patra Jasa memastikan seluruh pekerja senantiasa menjunjung tinggi perilaku etis dan prinsip tata kelola perusahaan yang baik. Langkah ini merupakan upaya strategis untuk membangun lingkungan kerja yang bersih dan berintegritas, guna melindungi reputasi serta nilai-nilai fundamental Perseroan dari risiko penyimpangan.

The Company's anti-corruption commitment was formalized through the **Policy on the Implementation of the Anti-Bribery Management System (SMAP) within PT Patra Jasa, enacted on 1 October 2024**. This policy mandates all Patra Jasa personnel to consistently Implementing a zero-tolerance principle toward Corruption, Collusion, and Nepotism, bribery, and/or fraud.

Through this policy, Patra Jasa ensures that all employees consistently uphold ethical conduct and the principles of Good Corporate Governance (GCG). This measure represents a strategic initiative to establish a clean and integrity-driven work environment, thereby safeguarding the Company's reputation and fundamental values from the risk of misconduct.

Selain Kebijakan Implementasi SMAP tersebut, Perseroan juga memperkokoh infrastruktur kepatuhan melalui penetapan sejumlah pedoman strategis, tata kerja organisasi, serta perolehan sertifikasi resmi sebagai berikut:

1. Sertifikat ISO 37001:2016 Sistem Manajemen Anti Penyuapan dengan No. 82431623015 atas nama PT Patra Jasa yang berlaku sejak 29 Desember 2023 sampai dengan 28 Desember 2026.
2. Pedoman Pencegahan Pelanggaran Konflik Kepentingan No. 002/A/LC/2024 tanggal 30 September 2024.
3. Pedoman Pengendalian Gratifikasi No. 004/A/LC/2024 tanggal 30 September 2024.
4. Pedoman Pengelolaan Sistem Manajemen Anti Penyuapan No. 001/A/LC/2023 Revisi ke-1 tanggal 30 September 2024.
5. Tata Kerja Organisasi (TKO) Unit Pengendalian Gratifikasi No. 001/TKO/LC/2024 tanggal 30 September 2024.

Program dan Prosedur Anti Korupsi

Sebagai wujud nyata dari implementasi kebijakan anti-korupsi di lingkungan Perseroan, berikut ini adalah program dan prosedur yang diterapkan untuk mencegah dan memberantas korupsi:

1. Penerapan Klausul terkait Gratifikasi dan Suap di Perjanjian Kerja Sama.
2. Penerapan Klausul terkait Implementasi GCG & Anti Korupsi di Perjanjian Operasional terkait Sewa Menyewa.
3. Penerapan Klausul terkait Implementasi GCG & Anti Korupsi di Perjanjian Pengadaan Barang/Jasa.
4. Penerapan Klausul terkait Implementasi GCG & Anti Korupsi di Perjanjian Manajemen Penginapan.
5. Penerapan *Key Performance Indicator* (KPI) GCG Implementation *Compliance* oleh Perwira Patra Jasa sesuai dengan level jabatan.
6. Kampanye Pengendalian Gratifikasi melalui channel sosial media Youtube Perusahaan (berupa video awareness terkait Pengendalian Gratifikasi) yang dapat diakses melalui link berikut: https://youtu.be/F2FMD_CftMg?si=vTOy7GXxeqlPxIMi.
7. Kampanye Anti Penyuapan dan WBS di Unit Kerja Perusahaan melalui pemasangan banner dan media elektronik.
8. Deklarasi Pernyataan kepatuhan atas *Code of Conduct* (COC) dan/atau Kebijakan *Anti-Fraud*.
9. Deklarasi Pernyataan Konflik Kepentingan/*Conflict of Interest* (COI).
10. Deklarasi Penyampaian Laporan Penerimaan/Pemberian/Penolakan Gratifikasi.
11. Program pencegahan dan pengendalian Anti Korupsi, Gratifikasi, *Anti-bribery* dan *Anti-Fraud* di lingkungan Patra Jasa Grup.
12. Partisipasi dalam Kegiatan Peringatan Hari Anti Korupsi Sedunia (HAKORDIA) Tahun 2025 Pertamina Grup.

In addition to the SMAP Implementation Policy, the Company has strengthened its compliance infrastructure through the establishment of strategic guidelines, organizational work procedures, and the acquisition of official certifications as follows.

1. ISO 37001:2016 Anti-Bribery Management System Certificate No. 82431623015 under the name of PT Patra Jasa, valid from December 29, 2023 to December 28, 2026.
2. Conflict of Interest Prevention Guideline No. 002/A/LC/2024 dated September 30, 2024.
3. Gratification Control Guideline No. 004/A/LC/2024 dated 30 September 2024.
4. Anti-Bribery Management System Governance Guideline No. 001/A/LC/2023 Revision 1 dated September 30, 2024.
5. Organizational Work Procedure (TKO) for the Gratification Control Unit No. 001/TKO/LC/2024 dated September 30, 2024.

Anti-Corruption Program and Procedures

As a tangible manifestation of the implementation of the Company's anti-corruption policy, the following programs and procedures have been established to prevent and eradicate corruption:

1. Inclusion of clauses related to gratification and bribery in Cooperation Agreements.
2. Inclusion of clauses related to the implementation of GCG and Anti-Corruption principles in Operational Lease Agreements.
3. Inclusion of clauses related to the implementation of GCG and Anti-Corruption principles in Procurement Agreements for Goods and Services.
4. Inclusion of clauses related to the implementation of GCG and Anti-Corruption principles in Lodging Management Agreements.
5. Implementation of Key Performance Indicators (KPI) for GCG Compliance by Perwira Patra Jasa in accordance with their respective job levels.
6. Gratification Control Campaign through the Company's official YouTube social media channel (in the form of an awareness video on Gratification Control), accessible via the following link: https://youtu.be/F2FMD_CftMg?si=vTOy7GXxeqlPxIMi.
7. Anti-Bribery and Whistleblowing System (WBS) Campaign within Company work units through the installation of banners and electronic media.
8. Declaration of Compliance Statement with the Code of Conduct (COC) and/or Anti-Fraud Policy.
9. Declaration of Conflict of Interest (COI) Statement.
10. Declaration of Submission of Reports on the receipt/provision/rejection of gratification.
11. Anti-Corruption, Gratification, Anti-Bribery, and Anti-Fraud Prevention and Control Program within the Patra Jasa Group.
12. Participation in the 2025 International Anti-Corruption Day (HAKORDIA) Commemoration Activities of Pertamina Group.

13. Partisipasi dalam Kegiatan Peringatan Hari Anti Korupsi Sedunia (HAKORDIA) Tahun 2025 Patra Jasa Grup.
14. Partisipasi Program Legal & Compliance Learning terkait GCG diikuti oleh seluruh Perwira Patra Jasa.

Pelatihan/Sosialisasi Anti Korupsi Kepada Karyawan

Dalam rangka membangun budaya organisasi yang bersih, Perseroan secara konsisten menyelenggarakan program pelatihan dan sosialisasi pencegahan korupsi bagi seluruh pekerja. Inisiatif ini merupakan langkah proaktif untuk mempertajam kesadaran terhadap risiko korupsi, memperkokoh integritas individu, serta memastikan setiap insan Perseroan memahami mekanisme pelaporan dan prosedur mitigasi yang berlaku.

Sebagai perwujudan nyata dari komitmen tersebut, sepanjang tahun 2025 Perseroan telah melaksanakan serangkaian kegiatan edukasi anti-korupsi dengan rincian sebagai berikut:

13. Participation in the 2025 International Anti-Corruption Day (HAKORDIA) Commemoration Activities of Patra Jasa Group.
14. Participation in the Legal & Compliance Learning Program related to GCG, attended by all Perwira Patra Jasa.

Anti-Corruption Training/Socialization for Employees

In fostering a clean organizational culture, the Company consistently conducts training programs and awareness initiatives on corruption prevention for all employees. This initiative constitutes a proactive measure to enhance awareness of corruption risks, strengthen individual integrity, and ensure that every member of the Company understands the applicable reporting mechanisms and mitigation procedures.

As a concrete manifestation of this commitment, throughout 2025 the Company has conducted a series of anti-corruption educational activities with the following details:

No.	Jenis Kegiatan Type of Activity	Judul Kegiatan Activity Title	Lokasi/Media Pelaksanaan Location/ Implementation Media	Peserta Participants	Tanggal Pelaksanaan Date of Implementation
1.	Training	Legal Compliance Coaching Clinic – Implementasi GCG Perwira Patra Jasa Semester I / Legal Compliance Coaching Clinic – Implementation of GCG for Perwira Patra Jasa (First Semester)	Online via Ms Teams Online through MS Teams	Seluruh Perwira Patra Jasa All Perwira Patra Jasa	25 Maret 2025 March 25, 2025
2.	Sosialisasi Socialization	E-Learning Sosialisasi Implementasi GCG, Anti Korupsi, & Anti Penyuapan di lingkungan PT Patra Jasa (Semester I - Tahun 2025) / E-Learning on the Socialization of GCG Implementation, Anti-Corruption, and Anti-Bribery within PT Patra Jasa (First Semester – 2025)	Online via Sistem LOTS Online through LOTS System	Perwira Patra Jasa yang termasuk User KPI GCG Perwira Patra Jasa who are included as GCG KPI Users	21 Maret 2025 – 31 Juli 2025 March 21 – July 31, 2025
3	Training	Anti-Fraud & Anti-Corruption Series: E-Learning KPK RI Peningkatan Pemahaman Gratifikasi PT Patra Jasa / Anti-Fraud & Anti-Corruption Series: KPK RI E-Learning on Enhancing Understanding of Gratification at PT Patra Jasa	Offline dengan Sistem KPK RI Offline with the KPK RI System	Divisi Legal & Compliance Legal & Compliance Division	18 Juli 2025 July 18, 2025
4	Training	Training dan Sertifikasi Lead Auditor ISO 37001:2025 Sistem Manajemen Anti Penyuapan / Training and Certification for Lead Auditor ISO 37001:2025 Anti-Bribery Management System	Offline	Divisi Legal & Compliance Legal & Compliance Division	6 – 10 Oktober 2025 October 6 – 10, 2025
5	Sosialisasi Socialization	Sosialisasi Implementasi Anti Bribery (Anti Penyuapan) & Pengendalian Gratifikasi PT Patra Jasa / Socialization of Anti-Bribery Implementation and Gratification Control at PT Patra Jasa	Offline	Penyedia Barang/ Jasa PT Patra Jasa dan Seluruh Perwira Patra Jasa	15 Oktober 2025 October 15, 2025

No.	Jenis Kegiatan Type of Activity	Judul Kegiatan Activity Title	Lokasi/Media Pelaksanaan Location/ Implementation Media	Peserta Participants	Tanggal Pelaksanaan Date of Implementation
6.	Sosialisasi Socialization	E-Learning Peringatan Hakordia Patra Jasa Tahun 2025 (Sosialisasi Anti - Korupsi, Anti - Fraud, & Implementasi GCG Semester II - Tahun 2025) / E-Learning for the 2025 Hakordia Commemoration at Patra Jasa (Socialization of Anti-Corruption, Anti-Fraud, and GCG Implementation – Second Semester 2025)	Online via Sistem LOTS Online through LOTS System	Perwira Patra Jasa yang termasuk User KPI GCG Perwira Patra Jasa who are included as GCG KPI Users	10 – 31 Desember 2025 December 10 – 31, 2025
7	Sosialisasi Socialization	Peringatan Hari Anti Korupsi Sedunia Patra Jasa Grup Tahun 2025 / Commemoration of International Anti-Corruption Day 2025 at Patra Jasa Group	Offline	Seluruh Perwira Patra Jasa All Perwira Patra Jasa	10 Desember 2025 December 10, 2025
8	Program Awareness Awareness Program	Publikasi Reminder Kewajiban Upload Bukti Lapor LHKPN Periodik 2025 Via LOTS / Publication of Reminder on the Obligation to Upload 2025 Periodic LHKPN Reporting Evidence via LOTS	via Sistem LOTS via the LOTS System	Seluruh Perwira Patra Jasa All Perwira Patra Jasa	13 Januari 2026 January 13, 2026
9	Program Awareness Awareness Program	Publikasi Kewajiban Penyampaian LHKPN Tahun 2025 Patra Jasa Grup / Publication of the Obligation to Submit the 2025 LHKPN for the Patra Jasa Group	via Sistem LOTS via the LOTS System	Perwira Patra Jasa yang termasuk user LHKPN Perwira Patra Jasa who are registered as LHKPN Users	28 Januari 2026 January 28, 2025

Tata Kelola Teknologi Informasi

Information Technology Governance Policy

Perseroan menyadari bahwa teknologi informasi merupakan elemen strategis dalam menunjang kelancaran dan efektivitas kegiatan usaha. Oleh sebab itu, Perseroan mengintegrasikan prinsip-prinsip tata kelola yang baik dalam pengelolaan, pemanfaatan, dan pengembangan sistem teknologi informasi. Penerapan tata kelola ini diarahkan untuk mendorong efisiensi operasional, meningkatkan daya saing, serta memastikan bahwa investasi dan penggunaan teknologi memberikan nilai tambah optimal bagi para pemangku kepentingan. Komitmen tersebut juga menjadi bagian dari kesiapan Perseroan dalam merespons perkembangan teknologi dan dinamika industri yang terus berubah.

The Company recognizes that information technology is a strategic element in supporting the smooth running and effectiveness of its business activities. Therefore, the Company integrates the principles of good governance in the management, utilization, and development of information technology systems. The implementation of this governance is aimed at promoting operational efficiency, increasing competitiveness, and ensuring that investment and use of technology provide optimal added value for stakeholders. This commitment is also part of the Company's readiness to respond to technological developments and the ever-changing dynamics of the industry.

Kebijakan Tata Kelola Teknologi Informasi

Dalam menerapkan tata kelola teknologi informasi, Perseroan mengacu pada ketentuan PER-2/MBU/03/2023, khususnya terkait penguatan aspek tata kelola TI. Sebagai implementasinya, Perseroan menetapkan regulasi internal yang

Information Technology Governance Policy

In implementing information technology governance, the Company refers to the provisions of PER-2/MBU/03/2023, particularly those related to strengthening IT governance aspects. As part of its implementation, the Company has

mengatur pengelolaan dan pemanfaatan teknologi informasi secara terintegrasi. Kebijakan ini dirancang untuk memastikan pengelolaan TI berjalan secara terstruktur, aman, dan sesuai standar yang berlaku, sekaligus memperkuat perlindungan informasi, pengendalian akses sistem, serta proses verifikasi keamanan aplikasi guna mendukung keberlangsungan bisnis di era digital.

Pelaksanaan Tata Kelola Teknologi Informasi

Implementasi tata kelola teknologi informasi dilakukan melalui berbagai inisiatif strategis, antara lain pengelolaan potensi gangguan, penguatan keamanan siber, dan penerapan rencana pemulihan bencana.

Gangguan

Pada aspek gangguan, Perseroan secara aktif mengidentifikasi dan memantau risiko internal maupun eksternal yang berpotensi menghambat operasional. Upaya mitigasi dilakukan melalui penyesuaian proses bisnis, peningkatan kapabilitas digital, serta pembaruan sistem dan infrastruktur agar tetap adaptif dan tangguh.

Keamanan Dunia Maya

Dalam aspek keamanan siber, Perseroan menerapkan standar pengamanan yang komprehensif untuk menjaga kerahasiaan, integritas, dan ketersediaan data. Langkah-langkah yang dilakukan mencakup penggunaan teknologi perlindungan data, *firewall*, antivirus, sistem deteksi ancaman, serta peningkatan kesadaran karyawan melalui edukasi rutin mengenai praktik keamanan informasi.

Pemulihan Bencana

Untuk mengantisipasi kondisi darurat, Perseroan memiliki *Disaster Recovery Plan* (DRP) yang memastikan keberlanjutan operasional apabila terjadi gangguan signifikan, baik akibat bencana alam, serangan siber, maupun kegagalan sistem. Rencana ini meliputi mekanisme pencadangan data, penyediaan lokasi pemulihan alternatif, serta pelaksanaan uji coba berkala guna memastikan kesiapan dan efektivitas prosedur yang telah ditetapkan.

established internal regulations governing the integrated management and utilization of information technology. This policy is designed to ensure that IT management is carried out in a structured, secure manner and in accordance with applicable standards, while also strengthening information protection, system access control, and application security verification processes to support business continuity in the digital era.

Implementation of Information Technology Governance

The implementation of information technology governance is carried out through various strategic initiatives, including managing potential disruptions, strengthening cybersecurity, and implementing disaster recovery plans.

Disruptions

In terms of disruptions, the Company actively identifies and monitors internal and external risks that could potentially hamper operations. Mitigation efforts are carried out through business process adjustments, digital capability enhancements, and system and infrastructure updates to remain adaptive and resilient.

Cybersecurity

In terms of cybersecurity, the Company implements comprehensive security standards to maintain the confidentiality, integrity, and availability of data. Measures taken include the use of data protection technology, firewalls, antivirus software, threat detection systems, and raising employee awareness through regular education on information security practices.

Disaster Recovery

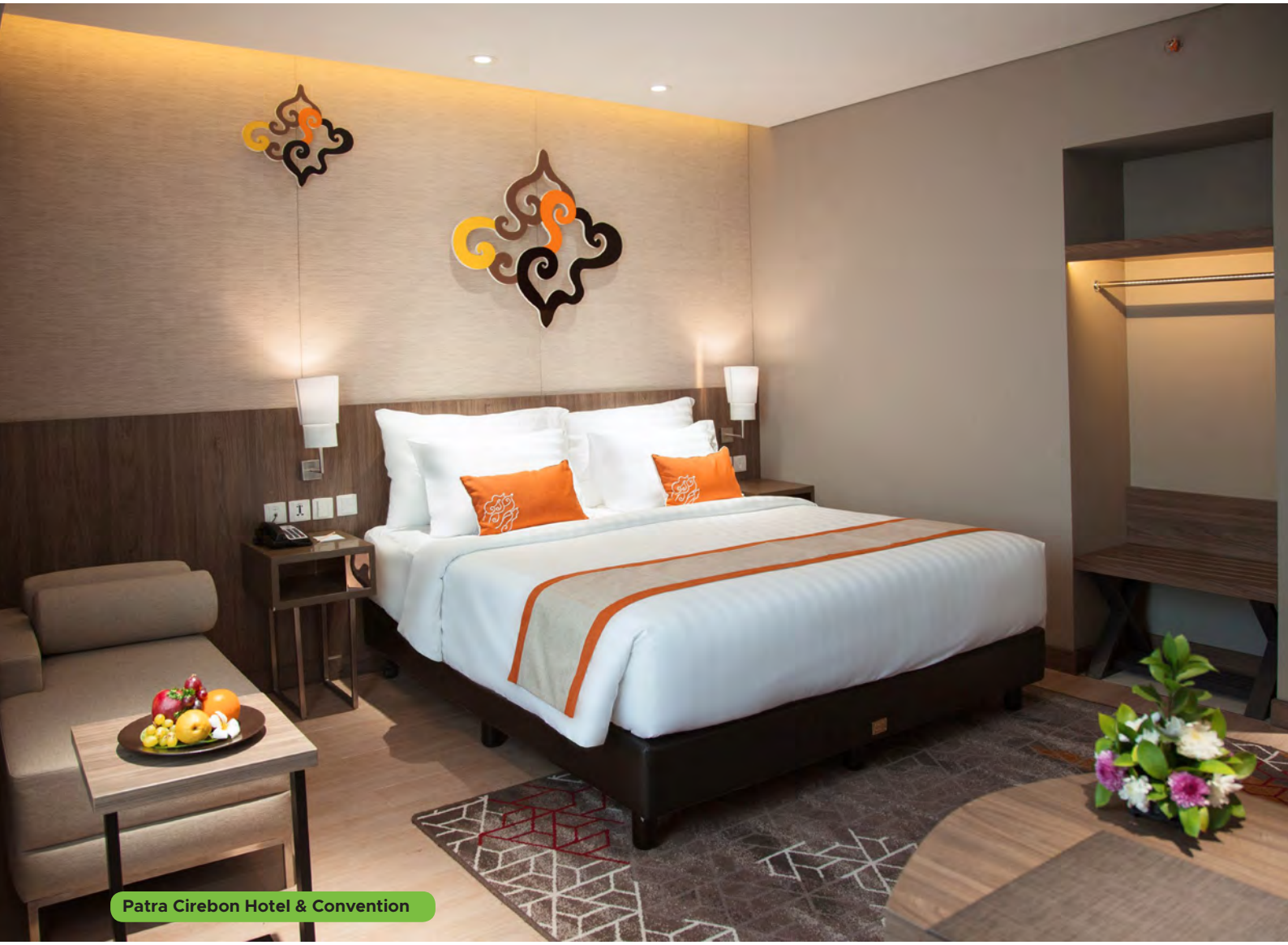
To anticipate emergency situations, the Company has established a Disaster Recovery Plan (DRP) to ensure business continuity in the event of significant disruptions, whether caused by natural disasters, cyberattacks, or system failures. The plan encompasses data backup mechanisms, the provision of alternative recovery sites, and the implementation of periodic testing to ensure the readiness and effectiveness of the established procedures.

Penerapan Pedoman Tata Kelola Perusahaan Terbuka

Implementation of Public Company Corporate Governance Guidelines

Sampai dengan 31 Desember 2025, PT Patra Jasa bukan merupakan perusahaan terbuka, sehingga tidak terdapat kewajiban untuk menyampaikan informasi terkait penerapan pedoman tata kelola perusahaan terbuka, termasuk rekomendasi maupun penjelasan atas rekomendasi yang belum dilaksanakan.

As of 31 December 2025, PT Patra Jasa is not a public company. Accordingly, there is no obligation to disclose information regarding the implementation of public company corporate governance guidelines, including recommendations or explanations for any recommendations that have not been implemented.



Patra Cirebon Hotel & Convention

07

The Patra Bali Resort & Villas

TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN PERUSAHAAN

CORPORATE SOCIAL AND ENVIRONMENTAL RESPONSIBILITY

Komitmen Perseroan dalam menjaga keberlanjutan usaha diwujudkan melalui keterlibatan aktif para pemangku kepentingan dalam pelaksanaan Program Tanggung Jawab Sosial dan Lingkungan (TJSL). Pelaksanaan program TJSL dilakukan secara terintegrasi dengan mempertimbangkan analisis risiko serta keterkaitannya dengan proses bisnis Perseroan, sehingga tetap selaras dengan kebutuhan dan ekspektasi para pemangku kepentingan. Program TJSL juga dirancang secara terarah guna mendukung pencapaian tujuan strategis Perseroan, dengan memastikan dampak yang terukur serta kontribusi nyata berupa manfaat, perubahan positif, maupun nilai tambah bagi pemangku kepentingan dan Perseroan. Seluruh pelaksanaan program mengedepankan prinsip akuntabilitas, sehingga setiap kegiatan dapat dipertanggungjawabkan secara transparan serta meminimalkan potensi penyalahgunaan maupun penyimpangan. Melalui pendekatan tersebut, Perseroan berkomitmen untuk terus memperkuat praktik keberlanjutan sekaligus memberikan kontribusi positif bagi lingkungan, masyarakat, dan seluruh pemangku kepentingan secara berkesinambungan.

The Company's commitment to maintaining business sustainability is demonstrated through the active involvement of stakeholders in the implementation of the Corporate Social Responsibility (CSR). The implementation of the TJSL program is carried out in an integrated manner by taking into account risk analysis and its linkage to the Company's business processes, ensuring alignment with the needs and expectations of stakeholders. The SER program is also designed in a focused manner to support the achievement of the Company's strategic objectives by ensuring measurable impacts and tangible contributions in the form of benefits, positive changes, and added value for both stakeholders and the Company. All program implementations prioritize the principle of accountability, ensuring that each activity can be transparently accounted for while minimizing the potential for misuse or irregularities. Through this approach, the Company is committed to continuously strengthening sustainability practices while delivering positive contributions to the environment, society, and all stakeholders in a sustainable manner.

Dalam rangka mendukung terwujudnya pembangunan berkelanjutan, Perseroan telah merumuskan strategi serta berbagai inisiatif keberlanjutan dengan menginternalisasi dampak lingkungan dalam setiap aktivitas ekonomi dan sosial yang dilaksanakan sepanjang tahun buku. Melalui Laporan Tahunan ini, Perseroan menyampaikan informasi terkait rencana program dan anggaran Tanggung Jawab Sosial dan Lingkungan (TJSL) beserta realisasinya selama tahun 2025 sebagai bentuk transparansi dan akuntabilitas kepada para pemangku kepentingan.

In order to support the realization of sustainable development, the Company has formulated strategies and various sustainability initiatives by internalizing environmental impacts in every economic and social activity carried out throughout the financial year. Through this Annual Report, the Company presents information regarding the plan and budget for the Corporate Social Responsibility (CSR) Program, along with its realization during 2025, as a form of transparency and accountability to stakeholders.

Rencana Kegiatan dan Realisasi Tahun 2025

Rencana Kegiatan Tahun 2025

Pada tahun 2025, Perseroan telah menetapkan alokasi anggaran sebesar Rp1.105.000.000 untuk pelaksanaan Program Tanggung Jawab Sosial dan Lingkungan (TJSL). Anggaran tersebut diperuntukkan bagi berbagai kegiatan yang mencakup pilar lingkungan, pilar sosial, serta pilar ekonomi. Adapun rincian rencana alokasi anggaran pada ketiga pilar tersebut adalah sebagai berikut:

Activity Plan and Realization in 2025

Activity Plan in 2025

In 2025, the Company allocated a budget of IDR1,105,000,000 for the implementation of the Corporate Social Responsibility (CSR) Program. The budget was designated for various activities covering the environmental, social, and economic pillars. The details of the planned budget allocation across these three pillars are presented as follows:

Pilar Pillar	**Total Biaya** Total Expenses
Pilar Lingkungan / Environmental Pillar	Rp385.000.000
Pilar Sosial / Social Pillar	Rp200.500.000
Pilar Ekonomi / Economy Pillar	Rp519.500.000
Jumlah Total Biaya (RKAP) / Total Budgeted Cost (RKAP)	**Rp1.105.000.000**

Realisasi Kegiatan Tahun 2025

Realisasi anggaran Program Tanggung Jawab Sosial dan Lingkungan (TJSL) Perseroan sepanjang tahun 2025 tercatat sebesar Rp1.071.761.532 Rincian penggunaan anggaran tersebut disajikan sebagai berikut:

The Realization in 2025

The budget realization for the Company's Corporate Social Responsibility (CSR) Program throughout 2025 was recorded at IDR1,071,761,532. The details of the budget utilization are presented as follows:

Pilar Pillar	**Total Biaya** Total Expenses
Pilar Lingkungan / Environmental Pillar	Rp385.000.000
Pilar Sosial / Social Pillar	Rp196.539.000
Pilar Ekonomi / Economy Pillar	Rp490.222.532
Jumlah Total Biaya (RKAP) / Total Budgeted Cost (RKAP)	**Rp1.071.761.532**

Informasi yang lebih rinci dan lengkap mengenai capaian kinerja serta pelaksanaan Program Tanggung Jawab Sosial dan Lingkungan (TJSL) Perseroan disajikan secara tersendiri dalam Laporan Keberlanjutan Tahun 2025. Laporan Keberlanjutan tersebut merupakan bagian yang tidak terpisahkan dari Laporan Tahunan 2025 serta melengkapi pengungkapan informasi keberlanjutan Perseroan kepada para pemangku kepentingan.

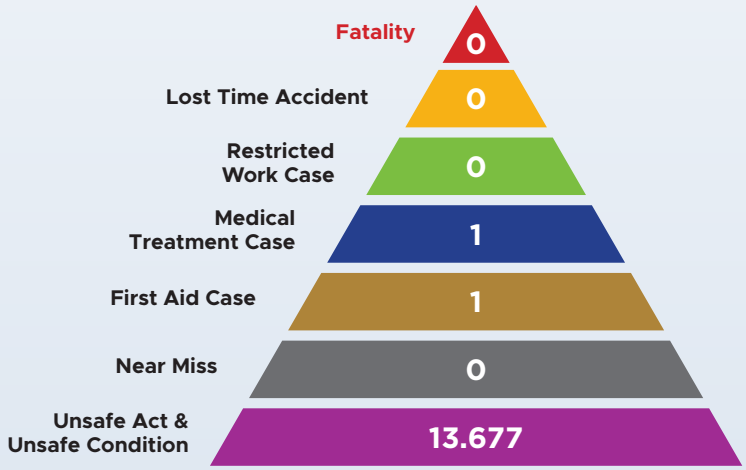
More detailed and comprehensive information regarding the Company's performance achievements and the implementation of the Corporate Social Responsibility (CSR) Program is presented separately in the 2025 Sustainability Report. The Sustainability Report constitutes an integral part of the 2025 Annual Report and complements the disclosure of the Company's sustainability information to stakeholders.

Kinerja HSSE 2025

Tahun 2025 Perseroan berhasil mendapatkan sertifikasi atas penerapan Sistem Manajemen Mutu, Kesehatan dan Keselamatan Kerja dari Lembaga Independen Auditor ISO 9001 : 2016 terkait Sistem Manajemen Mutu dan ISO 45001 : 2018 terkait Sistem Manajemen Kesehatan dan Keselamatan Kerja. Untuk pencapaian statistik kinerja HSSE tahun 2025 sebagai berikut:

HSSE Performance 2025

In 2025, the Company successfully obtained certification for the implementation of its Quality Management System and Occupational Health and Safety Management System from an independent ISO 9001:2016 certification body for the Quality Management System and an ISO 45001:2018 certification body for the Occupational Health and Safety Management System. The HSSE performance statistics for 2025 are as follows:



	RKAP 2025	ACTUAL 2025
Fatality (NOA)	0	0
TRIR (Total Recordable Incident Rate)	0.17	0.04
Safe Man Hour		26.208.205

Hingga akhir tahun 2025, PT Patra Jasa mencatatkan jam kerja sebanyak 26.208.205. Perseroan juga berhasil mencatatkan *Zero Incident* sepanjang tahun 2025.

Dengan capaian tersebut, maka secara konsolidasi PT Patra Jasa mencatatkan kinerja *Total Recordable Incident Rate* (TRIR) di akhir tahun 2025 sebesar 0,05 – jauh di bawah limit sebagaimana tercantum dalam kesepakatan kinerja yaitu 0,17.

Dalam pengelolaan aspek *Quality, Health, Safety, Security, and Environment* (QHSSE), PT Patra Jasa telah menerapkan *Business Performance Excellence* melalui Kriteria Kinerja Ekselen Pertamina (BPE KKEP) dengan predikat *Solidifying*. Perseroan juga mengintegrasikan sistem manajemen SUPREME Pertamina dengan predikat Kuning, sebagai bagian dari upaya peningkatan kinerja berkelanjutan.

Selain itu, Perseroan secara konsisten menerapkan berbagai standar sistem manajemen berbasis regulasi dan internasional, antara lain Sistem Manajemen K3 sesuai Peraturan Pemerintah Nomor 50 Tahun 2012, serta standar ISO yang mencakup ISO 9001:2015 (Sistem Manajemen Mutu), ISO 14001:2015 (Sistem Manajemen Lingkungan), ISO 45001:2018 (Sistem Manajemen Kesehatan dan Keselamatan Kerja), dan ISO 41001:2018 (Sistem Manajemen Fasilitas).

Pada tahun 2025, PT Patra Jasa berhasil mempertahankan dan memperoleh sertifikasi sistem manajemen sebagai berikut:

- Mempertahankan Sertifikasi ISO 9001:2015 dalam penerapan Sistem Manajemen Mutu
- Mempertahankan Sertifikasi ISO 14001:2015 dalam penerapan Sistem Manajemen Lingkungan
- Mempertahankan Sertifikasi ISO 45001:2018 dalam penerapan Sistem Manajemen Kesehatan dan Keselamatan Kerja
- Mempertahankan Sertifikasi ISO 37001:2016 dalam penerapan Sistem Manajemen Anti Penyuapan
- Mempertahankan Sertifikasi ISO 27001:2022 dalam penerapan Sistem Manajemen Keamanan Informasi
- Memperoleh Sertifikasi ISO 41001:2018 dalam penerapan Sistem Manajemen Fasilitas

By the end of 2025, PT Patra Jasa had logged a total of 26,208,205 working hours. The company also achieved a Zero Incident record throughout 2025.

With these achievements, PT Patra Jasa recorded a consolidated Total Recordable Incident Rate (TRIR) of 0.05 at the end of 2025 well below the limit of 0.17 specified in the performance agreement.

In managing Quality, Health, Safety, Security, and Environment (QHSSE) aspects, PT Patra Jasa has implemented Business Performance Excellence through Pertamina's Business Performance Excellence Criteria (BPE KKEP), achieving a "Solidifying" rating. The company has also integrated Pertamina's SUPREME management system, achieving a "Yellow" rating, as part of its efforts to continuously improve performance.

In addition, the Company consistently implements various regulatory and international management system standards, including the Occupational Health and Safety Management System in accordance with Government Regulation No. 50 of 2012, as well as ISO standards such as ISO 9001:2015 (Quality Management System), ISO 14001:2015 (Environmental Management System), ISO 45001:2018 (Occupational Health and Safety Management System), and ISO 41001:2018 (Facility Management System).

In 2025, PT Patra Jasa successfully maintained and obtained the following management system certifications:

- Maintained ISO 9001:2015 certification for the implementation of the Quality Management System
- Maintained ISO 14001:2015 certification for the implementation of the Environmental Management System
- Maintained ISO 45001:2018 certification for the implementation of the Occupational Health and Safety Management System
- Maintained ISO 37001:2016 Certification for the implementation of the Anti-Bribery Management System
- Maintained ISO 27001:2022 Certification for the implementation of the Information Security Management System
- Obtained ISO 41001:2018 Certification for the implementation of the Facility Management System

Komitmen Perseroan dalam implementasi HSSE juga tercermin melalui berbagai penghargaan yang diraih sepanjang tahun 2025, antara lain:

- OSH Asia's Summit 2025:
  Excellence Company for Safety Management Fast Learning
  The Most Safety Culture
  The Best OSH in Construction Category
  The Best CEO on OSH Culture
- Penghargaan P2-HIV-AIDS – Dinas Tenaga Kerja DKI Jakarta Kategori Platinum.
- Pertamina *Environment Regullation Compliance Assurance* (PERCA) Ketegori Biru untuk 5 unit operasi Hotel & Property Management (Grha Pertamina, Patra Jasa Office Tower, Patra Cirebon Hotel & Convention, Patra Bandung Hotel, Patra Malioboro Hotel).
- Annual Pertamina Quality Award 2025 1st *Place The Best Business Performance Excellence For Portfolio Subsidiary-Winning & Best Emerging Sustainability Initiative.*

Dalam rangka mendukung kesejahteraan pekerja, Perseroan juga menjalankan berbagai program *wellness* yang mencakup aspek kesehatan fisik dan mental. Pada aspek kesehatan fisik, program dilaksanakan melalui Patra Fit, kegiatan komunitas olahraga, turnamen olahraga, serta pelaksanaan *medical check-up* (MCU). Sementara itu, pada aspek kesehatan mental, Perseroan menginisiasi program Patra Ramah yang berfokus pada peningkatan kesadaran (*awareness*) terhadap kesehatan mental di lingkungan kerja.

Upaya Perseroan untuk membangun tingkat maturity budaya HSSE yang baik dalam pengelolaan aspek QHSSE, PT Patra Jasa dalam penilaian *maturity* budaya HSSE berhasil meraih score 4.17 pada level Proactive pada tahun 2025. Capaian ini menunjukkan bahwa budaya keselamatan telah terinternalisasi secara kuat dalam seluruh lini organisasi. Selanjutnya, sebagai bagian dari komitmen terhadap perbaikan berkelanjutan, PT Patra Jasa berhasil meraih pencapaian Value Creation CIP Revenue Growth sebesar Rp401.620.000.000 dan *Cost Efficiecy* sebesar Rp943.895.488. Secara keseluruhan, kinerja HSSE PT Patra Jasa pada tahun 2025 menunjukkan tren yang sangat positif, baik dari sisi keselamatan kerja, kepatuhan terhadap standar, maupun penguatan budaya HSSE yang berkelanjutan.

The Company's commitment to HSSE implementation is also reflected in the various awards it has received throughout 2025, including:

- OSH Asia's Summit 2025:
  Excellence Company for Safety Management and Rapid Learning
  The Most Safety Culture
  The Best OSH in the Construction Category
  The Best CEO for OSH Culture
- P2-HIV-AIDS Award – Jakarta Capital City Manpower Office, Platinum Category.
- Pertamina Environment Regulation Compliance Assurance (PERCA) Blue Category for 5 operational units in Hotel & Property Management (Grha Pertamina, Patra Jasa Office Tower, Patra Cirebon Hotel & Convention, Patra Bandung Hotel, Patra Malioboro Hotel).
- Annual Pertamina Quality Award 2025: 1st Place for Best Business Performance Excellence in the Portfolio Subsidiary Category – Winner & Best Emerging Sustainability Initiative.

To support employee well-being, the Company also implements various wellness programs that cover both physical and mental health. In terms of physical health, these programs are carried out through Patra Fit, community sports activities, sports tournaments, and medical check-ups (MCUs). Meanwhile, regarding mental health, the Company has launched the Patra Ramah program, which focuses on raising awareness of mental health in the workplace.

Through the Company's efforts to build a high level of HSSE cultural maturity in managing QHSSE aspects, PT Patra Jasa achieved a score of 4.17 at the Proactive level in the 2025 HSSE cultural maturity assessment. This achievement demonstrates that a safety culture has been strongly internalized throughout the entire organization. Furthermore, as part of its commitment to continuous improvement, PT Patra Jasa achieved Value Creation CIP Revenue Growth of IDR 401,620,000,000 and Cost Efficiency of IDR 943,895,488. Overall, PT Patra Jasa's HSSE performance in 2025 shows a very positive trend, both in terms of workplace safety, compliance with standards, and the strengthening of a sustainable HSSE culture.

Referensi Kriteria *Annual Report Award* (ARA)

Annual Report Award (ARA) Criteria References

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A.1.11.20a.b	Bukti/penjelasan yang menunjukkan bahwa perusahaan telah menerapkan rekomendasi tersebut Evidence/explanation showing that the company has implemented these recommendations	N/A
A.1.11.20a.c	Penjelasan atas rekomendasi yang belum dilaksanakan, disertai alasan dan alternatif Description of the recommendations that have not been implemented, the reasons, and the implementation alternatives	N/A
A.1.11.20b	Pengungkapan terkait penerapan atas pedoman governansi Perusahaan dengan pendekatan *"comply or explain"* atau *"apply or explain"*, meliputi: Disclosures related to the implementation of the Company's governance guidelines using the "comply or explain" or "apply or explain" approach, include:	N/A
A.1.11.20b.a	Pernyataan mengenai rekomendasi yang telah dilaksanakan Statement regarding recommendations have been implemented	N/A
A.1.11.20b.b	Bukti/penjelasan yang menunjukkan bahwa perusahaan telah menerapkan rekomendasi tersebut Evidence/explanation showing that the company has implemented these recommendations	N/A
A.1.11.20b.c	Penjelasan atas rekomendasi yang belum dilaksanakan, disertai alasan dan alternatif Description of the recommendations that have not been implemented, the reasons, and the implementation alternatives	N/A

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B.A.4.b	Komite Nominasi dan Remunerasi Nomination and Remuneration Committee	–
B.A.4.c	Komite Manajemen Risiko Risk Management Committee	–
B.A.4.d	Komite Lainnya Other Committee	–
B.A.5	Deskripsi proses governansi terkait isu IT termasuk *disruption* (gangguan), *cyber security* (keamanan dunia maya), dan *disaster recovery* (pemulihan bencana) untuk memastikan semua risiko utama telah diidentifikasi, dikelola, dan dilaporkan pada Direksi (ASEAN CG *Score Card* B.E.5.1) Description of governance processes related to IT issues including disruption, cyber security, and disaster recovery to ensure all major risks have been identified, managed, and reported to the Board of Directors (ASEAN CG Score Card B.E.5.1)	280
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Nomor Number	Pertanyaan ARA ARA Question	Halaman Page
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08

LAPORAN KEUANGAN

FINANCIAL STATEMENT

PT PATRA JASA

DAN ENTITAS ANAKNYA | *AND ITS SUBSIDIARIES*

Laporan keuangan konsolidasian tanggal 31 Desember 2025
dan untuk tahun yang berakhir pada tanggal tersebut
beserta laporan auditor independen
Consolidated financial statements as of December 31, 2025 and
for the year then ended
with independent auditor's report

PATRAJASA

PT. PATRA JASA
Patra Jasa Office Tower 3Ard Floor
Jl. Jend. Gatot Subroto Kav. 32-34
Jakarta 12950, Indonesia
www.patra-jasa.com

SURAT PERNYATAAN DIREKSI TENTANG TANGGUNG JAWAB ATAS LAPORAN KEUANGAN KONSOLIDASIAN PADA TANGGAL 31 DESEMBER 2025 DAN UNTUK TAHUN YANG BERAKHIR PADA 31 DESEMBER 2025

BOARD OF DIRECTOR'S STATEMENT REGARDING THE RESPONSIBILITY FOR THE CONSOLIDATED FINANCIAL STATEMENTS AS OF DECEMBER 31, 2025 AND FOR THE YEAR THEN ENDED DECEMBER 31, 2025

PT PATRA JASA DAN ENTITAS ANAKNYA | ***PT PATRA JASA AND ITS SUSIDIARIES***

Kami yang bertanda-tangan di bawah ini: | *We, the undersigned:*

Nama	:	Ray SM Daulay	:	*Name*
Alamat kantor	:	Patra Jasa Office Tower Kav 32 – 34 Jalan Gatot Subroto, RT.6/RW.3, Kuningan Timur, Kota Jakarta Selatan Daerah Khusus Ibukota Jakarta	:	*Office Address*
Alamat Rumah	:	Jalan Arema RT.002/RW.005 Kelurahan Tugu Kecamatan Cimanggis Provinsi Jawa Barat	:	*Residential Addres*
Nomor Telepon	:	021-521-7201	:	*Telephone*
Jabatan	:	Direktur Utama/ *President Director*	:	*Function*
Nama	:	Kurnia Pinayungan	:	*Name*
Alamat kantor	:	Patra Jasa Office Tower Kav 32 – 34 Jalan Gatot Subroto, RT.6/RW.3, Kuningan Timur, Kota Jakarta Selatan Daerah Khusus Ibukota Jakarta	:	*Office Address*
Alamat Rumah	:	Jalan Cipinang Baru I No 34 B Kelurahan Cipinang Kecamatan Pulo Gadung Jakarta Timur	:	*Residential Addres*
Nomor Telepon	:	021-521-7201	:	*Telephone*
Jabatan	:	Direktur Keuangan dan Umum / *Finance and General Director*	:	*Function*

Menyatakan bahwa :

1. Direksi bertanggung jawab atas penyusunan dan penyajian laporan keuangan konsolidasian PT Patra Jasa dan Entitas Anaknya;
2. Laporan keuangan konsolidasian Grup telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia;
   a. Semua informasi dalam laporan keuangan Perusahaan telah dimuat secara lengkap dan benar;
   b. Laporan keuangan konsolidasian PT Patra Jasa dan Entitas Anaknya tidak mengandung informasi atau fakta material yang tidak benar dan tidak menghilangkan informasi atau fakta material; dan
3. Direksi bertanggung jawab atas sistem pengendalian internal PT Patra Jasa dan Entitas Anaknya.

Demikian pernyataan ini dibuat dengan sebenarnya

Declare that:

1. *The Board of Directors is responsible for the preparation and presentation of the consolidated financial statements of PT Patra Jasa and its Subsidiaries;*
2. *The Group's consolidated financial statements have been prepared and presented in accordance with Indonesian Financial Accounting Standards;*
   a. *All information in the Company's financial statements has been completely and correctly disclosed;*
   b. *The consolidated financial statements of PT Patra Jasa and its Subsidiaries do not contain any incorrect information or material fact, nor do they omit information or material fact; and*
3. *The Board of Directors is responsible for PT Patra Jasa and its Subsidiaries internal control system.*

This statement is made truthfully.

Atas nama dan mewakili Direksi / *For and on behalf of the Board of Directors*

Jakarta, 27 Februari 2026 / *February 27, 2026*

METERAI TEMPEL
D6ANX240157068

Ray SM Daulay	Kurnia Pinayungan
Direktur Utama/ *President Director*	Direktur Keuangan dan Umum/ *Finance and General Director*

Heliantono&Rekan
Parker Russell

00209/2.0459/AU.1/03/0916-2/1/II/2026

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The original report included herein is in the Indonesian language.

Laporan Auditor Independen

Pemegang Saham, Dewan Komisaris, dan Direksi
PT PATRA JASA

Opini

Kami telah mengaudit laporan keuangan konsolidasian PT Patra Jasa dan Entitas Anak ("Grup"), yang terdiri dari laporan posisi keuangan konsolidasian tanggal 31 Desember 2025, serta laporan laba rugi dan penghasilan komprehensif lain konsolidasian, laporan perubahan ekuitas konsolidasian, dan laporan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, serta catatan atas laporan keuangan konsolidasian, termasuk informasi kebijakan akuntansi material.

Menurut opini kami, laporan keuangan konsolidasian terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian Grup tanggal 31 Desember 2025, serta kinerja keuangan konsolidasian dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Basis Opini

Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Tanggung jawab kami menurut standar tersebut diuraikan lebih lanjut dalam paragraf Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian pada laporan kami. Kami independen terhadap Grup berdasarkan ketentuan etika yang relevan dalam audit kami atas laporan keuangan konsolidasian di Indonesia, dan kami telah memenuhi tanggung jawab etika lainnya berdasarkan ketentuan tersebut. Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini audit kami.

Tanggung Jawab Manajemen dan Pihak yang Bertanggung Jawab atas Tata Kelola terhadap Laporan Keuangan Konsolidasian

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan konsolidasian tersebut sesuai dengan Standar Akuntansi Keuangan di Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan konsolidasian yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

Independent Auditor's Report

The Shareholders, Boards of Commissioners and Directors
PT PATRA JASA

Opinion

We have audited the consolidated financial statements of PT Patra Jasa and Subsidiaries ("the Group"), which comprise the consolidated statement of financial position as of December 31, 2025, and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity, and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policies information.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as of December 31, 2025, and its consolidated financial performance and consolidated cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.

Basis for Opinion

We conducted our audit in accordance with the Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements paragraph of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Indonesia, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

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Laporan Auditor Independen (lanjutan)

Tanggung Jawab Manajemen dan Pihak yang Bertanggung Jawab atas Tata Kelola terhadap Laporan Keuangan Konsolidasian (lanjutan)

Dalam penyusunan laporan keuangan konsolidasian, manajemen bertanggung jawab untuk menilai kemampuan Grup dalam mempertahankan kelangsungan usahanya, mengungkapkan, sesuai dengan kondisinya, hal-hal yang berkaitan dengan kelangsungan usaha, dan menggunakan basis akuntansi kelangsungan usaha, kecuali manajemen memiliki intensi untuk melikuidasi Grup atau menghentikan operasi, atau tidak memiliki alternatif yang realistis selain melaksanakannya.

Pihak yang bertanggung jawab atas tata kelola bertanggung jawab untuk mengawasi proses pelaporan keuangan Grup.

Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian

Tujuan kami adalah untuk memperoleh keyakinan memadai tentang apakah laporan keuangan konsolidasian secara keseluruhan bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan, dan untuk menerbitkan laporan auditor yang mencakup opini kami. Keyakinan memadai merupakan suatu tingkat keyakinan tinggi, namun bukan merupakan suatu jaminan bahwa audit yang dilaksanakan berdasarkan Standar Audit akan selalu mendeteksi kesalahan penyajian material ketika hal tersebut ada. Kesalahan penyajian dapat disebabkan oleh kecurangan maupun kesalahan dan dianggap material jika, baik secara individual maupun secara agregat, dapat diekspektasikan secara wajar akan memengaruhi keputusan ekonomi yang diambil oleh pengguna berdasarkan laporan keuangan konsolidasian tersebut.

Sebagai bagian dari suatu audit berdasarkan Standar Audit, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga:

- Mengidentifikasi dan menilai risiko kesalahan penyajian material dalam laporan keuangan konsolidasian, baik yang disebabkan oleh kecurangan maupun kesalahan, mendesain dan melaksanakan prosedur audit yang responsif terhadap risiko tersebut, serta memperoleh bukti audit yang cukup dan tepat untuk menyediakan basis bagi opini kami. Risiko tidak terdeteksinya kesalahan penyajian material yang disebabkan oleh kecurangan lebih tinggi dari yang disebabkan oleh kesalahan, karena kecurangan dapat melibatkan kolusi, pemalsuan,

Independent Auditor's Report (continued)

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements (continued)

In preparing the consolidated financial statements, management is responsible for assessing the Groups's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Standards on Auditing will always detect material misstatements when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with Standards on Auditing, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- *Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to such risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.*

The original report included herein is in the Indonesian language.

Laporan Auditor Independen (lanjutan)

Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian (lanjutan)

penghilangan secara sengaja, pernyataan salah, atau pengabaian pengendalian internal.

- Memperoleh suatu pemahaman tentang pengendalian internal yang relevan dengan audit untuk mendesain prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan opini atas keefektivitasan pengendalian internal Grup.
- Mengevaluasi ketepatan kebijakan akuntansi yang digunakan serta kewajaran estimasi akuntansi dan pengungkapan terkait yang dibuat oleh manajemen.
- Menyimpulkan ketepatan penggunaan basis akuntansi kelangsungan usaha oleh manajemen dan, berdasarkan bukti audit yang diperoleh, apakah terdapat suatu ketidakpastian material yang terkait dengan peristiwa atau kondisi yang dapat menyebabkan keraguan signifikan atas kemampuan Group untuk mempertahankan kelangsungan usahanya. Ketika kami menyimpulkan bahwa terdapat suatu ketidakpastian material, kami diharuskan untuk menarik perhatian dalam laporan auditor kami ke pengungkapan terkait dalam laporan keuangan konsolidasian atau, jika pengungkapan tersebut tidak memadai, harus menentukan apakah perlu untuk memodifikasi opini kami. Kesimpulan kami didasarkan pada bukti audit yang diperoleh hingga tanggal laporan auditor kami. Namun, peristiwa atau kondisi masa depan dapat menyebabkan Grup tidak dapat mempertahankan kelangsungan usaha.
- Mengevaluasi penyajian, struktur, dan isi laporan keuangan konsolidasian secara keseluruhan, termasuk pengungkapannya, dan apakah laporan keuangan konsolidasian mencerminkan transaksi dan peristiwa yang mendasarinya dengan suatu cara yang mencapai penyajian wajar.
- Memperoleh bukti audit yang cukup dan tepat terkait informasi keuangan entitas atau aktivitas bisnis dalam Grup untuk menyatakan opini atas laporan keuangan konsolidasian. Kami bertanggung jawab atas arahan, supervisi, dan pelaksanaan audit Grup. Kami tetap bertanggung jawab sepenuhnya atas opini audit kami.

Independent Auditor's Report (continued)

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements (continued)

- *Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.*
- *Evaluate the appropriateness of the accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.*
- *Conclude on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Groups ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.*
- *Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.*
- *Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.*

Laporan Auditor Independen (lanjutan)

Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian (lanjutan)

Kami mengomunikasikan kepada pihak yang bertanggung jawab atas tata kelola mengenai, antara lain, ruang lingkup dan saat yang direncanakan atas audit, serta temuan audit signifikan, termasuk setiap defisiensi signifikan dalam pengendalian internal yang teridentifikasi oleh kami selama audit.

Independent Auditor's Report (continued)

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements (continued)

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during the audit.

Heliantono & Rekan

Ade Ikhwan

00209

Registrasi Akuntan Publik No. AP.0916 | *Public Accountant Registration No. AP.0916*
Jakarta, 27 Februari 2026 | *February 27, 2026*

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PT PATRA JASA DAN ENTITAS ANAKNYA
LAPORAN POSISI KEUANGAN KONSOLIDASIAN
TANGGAL 31 DESEMBER 2025
(Disajikan dalam Rupiah, kecuali dinyatakan lain)

PT PATRA JASA AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AS OF DECEMBER 31, 2025
(Expressed in Rupiah, unless otherwise stated)

	2025	Catatan/ *Notes*	2024	
ASET				***ASSETS***
ASET LANCAR				***CURRENT ASSETS***
Kas dan setara kas	401.126.345.062	2g,2j,4,34,38	457.423.929.620	*Cash and cash equivalents*
Piutang usaha				*Account receivable*
Pihak berelasi	300.676.181.795	2h,5, 34,38	537.430.864.747	*Related parties*
Pihak ketiga	52.336.546.435	2k,5, 38	29.370.739.757	*Third parties*
Aset kontrak				*Contract assets*
Pihak berelasi	559.381.088.154	6,34,38	250.968.646.687	*Related parties*
Pihak ketiga	140.520.774.332	6, 38	284.528.548.567	*Third parties*
Piutang lain-lain				*Other receivables*
Pihak ketiga	94.876.441.803	2h,39	92.711.318.116	*Third parties*
Persediaan	983.646.801.562	2l,7	1.561.494.560.211	*Inventories*
Pajak dibayar di muka	209.408.847.769	22a	159.282.600.034	*Prepaid taxes*
Uang muka dan beban dibayar di muka	279.620.421.598	2m,8	429.621.649.335	*Advances and prepayments*
Aset lancar lainnya	32.023.111.163	9	17.216.337.129	*Other current assets*
JUMLAH ASET LANCAR	**3.053.616.559.673**		**3.820.049.194.203**	***TOTAL CURRENT ASSETS***
ASET TIDAK LANCAR				***NON-CURRENT ASSETS***
Aset tetap – neto	1.920.616.748.084	2n,12	1.544.676.569.106	*Fixed assets – net*
Properti investasi – neto	1.010.784.104.814	2o,11	1.016.565.019.614	*Investment Properties – net*
Aset hak guna – neto	259.754.591.726	13a	353.997.496.210	*Right of use assets – net*
Tanah untuk pengembangan	136.052.938.751	14	136.052.938.751	*Land for development*
Uang muka jangka panjang	8.441.154.293	2m,8	12.371.109.788	*Long-term advances*
Pajak dibayar di muka				*Prepaid taxes*
Taksiran restitusi pajak	-		21.979.076.610	*Claim for tax refund*
Aset tak berwujud	1.797.966.837	2s	2.141.259.014	*Intangible assets*
Aset pajak tangguhan	61.946.995.585	22f	58.017.372.090	*Deferred tax assets*
Aset tidak lancar lainnya	43.783.019.211	15	38.671.587.775	*Other non-current assets*
JUMLAH ASET TIDAK LANCAR	**3.443.177.519.301**		**3.184.472.428.958**	***TOTAL NON-CURRENT ASSETS***
JUMLAH ASET	**6.496.794.078.974**		**7.004.521.623.161**	***TOTAL ASSETS***

PT PATRA JASA DAN ENTITAS ANAKNYA
LAPORAN POSISI KEUANGAN
KONSOLIDASIAN (lanjutan)
TANGGAL 31 DESEMBER 2025
(Disajikan dalam Rupiah, kecuali dinyatakan lain)

PT PATRA JASA AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF
FINANCIAL POSITION (continued)
AS OF DECEMBER 31, 2025
(Expressed in Rupiah, unless otherwise stated)

	2025	Catatan/ *Notes*	2024	
LIABILITAS DAN EKUITAS				***LIABILITIES AND EQUITY***
LIABILITAS				***LIABILITIES***
LIABILITAS JANGKA PENDEK				***CURRENT LIABILITIES***
Utang usaha		2s, 16, 34,37		*Account payable*
Pihak berelasi	69.070.049.170	38	175.018.327.448	*Related parties*
Pihak ketiga	712.886.749.265	16,38	583.461.427.199	*Third parties*
Jaminan Pelanggan	3.847.707.468	17	27.661.137.421	*Customer deposits*
Utang lain-lain	359.646.354	2c,2l,2q	2.325.556.472	*Other payable*
Beban akrual	363.853.696.996	18,38, 39	278.936.425.870	*Accrued expenses*
Utang pajak	61.230.691.592	23.b	43.672.759.863	*Tax payables*
Utang bank jangka pendek	475.000.000.000	2w,19,35, 38,39	295.000.000.000	*Short term bank loan*
Bagian Lancar atas:				*Current maturities of:*
Utang bank jangka panjang	187.126.106.339	20,35,38,39	247.684.981.589	*Long term bank loan*
Utang pembiayaan konsumen	187.062.071.510	21,35,38,39	161.599.039.143	*Consumer finance loans*
Liabilitas sewa	17.406.572.543	13.b,38,39	16.686.182.132	*Lease liability*
Liabilitas kontrak	84.101.325.968	23	787.764.018.095	*Contract liabilities*
Liabilitas lancar lainnya	28.087.023.699	38,39	46.364.698.138	*Other current liabilities*
JUMLAH LIABILITAS JANGKA PENDEK	**2.190.031.640.904**		**2.666.174.553.370**	***TOTAL CURRENT LIABILITIES***
LIABILITAS JANGKA PANJANG				***NON-CURRENT LIABILITIES***
Utang jangka panjang setelah dikurangi bagian jatuh tempo dalam satu tahun:				*Long-term liabilities net Of current maturities:*
Utang bank	634.012.146.012	20,35,38,39	733.101.787.692	*Bank loan*
Utang pembiayaan konsumen	170.263.397.372	21,35,38,39	213.856.371.759	*Consumer finance loans*
Liabilitas sewa	292.689.895.630	13b,38,39	368.021.017.538	*Lease liabilities*
Liabilitas kontrak	28.296.556.899	24	36.028.265.171	*Contract liabilities*
Liabilitas imbalan kerja	171.497.264.286	2aa,25	141.020.118.643	*Employee benefit liabilities*
Liabilitas jangka Panjang lainnya	-	38,39	2.250.150.107	*Other non-current liabilities*
JUMLAH LIABILITAS JANGKA PANJANG	**1.296.759.260.199**		**1.494.277.710.910**	***TOTAL NON-CURRENT LIABILITIES***
JUMLAH LIABILITAS	**3.486.790.901.103**		**4.160.452.264.280**	***TOTAL LIABILITIES***

PT PATRA JASA DAN ENTITAS ANAKNYA
LAPORAN POSISI KEUANGAN
KONSOLIDASIAN (lanjutan)
TANGGAL 31 DESEMBER 2025
(Disajikan dalam Rupiah, kecuali dinyatakan lain)

PT PATRA JASA AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF FINANCIAL POSITION (continued)
AS OF DECEMBER 31, 2025
(Expressed in Rupiah, unless otherwise stated)

	2025	Catatan/ *Notes*	2024	
EKUITAS				***EQUITY***
Modal Saham – Nilai Nominal Rp1.000.000 (nilai penuh) per saham Modal Dasar, ditempatkan dan disetor penuh – 1.537.195 saham	1.537.195.000.000	25	1.537.195.000.000	*Share capital Rp1,000,000 par value per share. Authorised, issued, and fully paid share capital – 1,537,195 shares*
Tambahan modal disetor	(1.367.611.120)	26	(1.367.611.120)	*Additional paid-in capital*
Saldo laba				*Retained earnings*
Ditentukan penggunaannya	192.605.963.667		192.605.963.667	*Appropriated*
Tidak ditentukan penggunaannya	1.267.664.031.491		1.103.939.736.928	*Unappropriated*
Jumlah ekuitas yang dapat diatribusikan kepada:				*Total equity attributable to:*
Pemilik Entitas Induk	2.996.097.384.038		2.832.373.089.475	*Owners of the parent entity*
Kepentingan nonpengendali	13.905.793.833		11.696.269.406	*Non-controlling interest*
JUMLAH EKUITAS	**3.010.003.177.871**		**2.844.069.358.881**	***TOTAL EQUITY***
JUMLAH LIABILITAS DAN EKUITAS	**6.496.794.078.974**		**7.004.521.623.161**	***TOTAL LIABILITIES AND EQUITY***

PT PATRA JASA DAN ENTITAS ANAK
LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN
TAHUN YANG BERAKHIR PADA TANGGAL 31 DESEMBER 2025
(Disajikan dalam Rupiah, kecuali dinyatakan lain)

PT PATRA JASA AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
YEAR ENDED DECEMBER 31, 2025
(Expressed in Rupiah, unless otherwise stated)

	2025	Catatan/ *Notes*	2024	
PENDAPATAN	5.456.003.451.418	28, 35	4.683.014.170.257	*REVENUE*
BEBAN POKOK PENDAPATAN	(4.205.406.963.824)	29, 35	(3.477.945.563.860)	*COST OF REVENUES*
LABA KOTOR	**1.250.596.487.594**		**1.205.068.606.397**	***GROSS PROFIT***
Beban usaha	(586.940.050.663)	30, 35	(684.291.966.564)	*Operating expenses*
Pendapatan keuangan	10.077.565.797		1.522.881.413	*Finance income*
Beban keuangan, neto	(167.592.136.306)	31	(162.410.549.363)	*Finance cost, net*
(Beban)/pendapatan lain-lain	(52.153.785.976)	32	8.873.515.967	*Other (expenses)/income*
LABA SEBELUM PAJAK PENGHASILAN DAN PAJAK FINAL	**453.988.080.446**		**368.762.487.850**	***PROFIT BEFORE TAX INCOME AND FINAL TAX***
Beban Pajak Final	(64.428.380.923)	22e	(53.164.781.876)	*Final tax expense*
LABA SEBELUM PAJAK PENGHASILAN	**389.559.699.523**		**315.597.705.974**	***PROFIT BEFORE INCOME TAX***
Beban Pajak Penghasilan				***Income Tax Expenses***
Beban pajak kini	(115.941.901.831)	2x,22d	(88.911.331.338)	*Current tax*
Manfaat pajak tangguhan	289.951.364	2x,22f	7.958.566.197	*Income tax benefit*
LABA TAHUN BERJALAN	**273.907.749.055**		**234.644.940.833**	***PROFIT FOR THE YEAR***
Pos yang tidak akan direklasifikasi ke laba rugi:				*Item that will not be reclassified to profit or loss:*
Penilaian kembali liabilitas imbalan kerja	(16.543.964.234)	25	5.211.812.655	*Remeasurement of employee benefit liabilities*
Pajak penghasilan terkait	3.639.672.131		(1.187.231.035)	*Related income tax*
JUMLAH PENGHASILAN KOMPREHENSIF LAIN	**261.003.456.953**		**238.669.522.453**	***TOTAL OTHER COMPREHENSIVE INCOME***
Jumlah Laba				
Tahun Berjalan yang Dapat Diatribusikan kepada:				***Total Income for The Current year Attributable to:***
Pemilik entitas induk	270.216.835.761		234.883.093.067	*Owners of the parent entity*
Kepentingan nonpengendali	3.690.913.294		(238.152.234)	*Non-controlling Interest*
	273.907.749.055		**234.644.940.833**	
Jumlah Penghasilan Komprehensif Lain yang Dapat Diatribusikan kepada:				***Total Other Comprehensive Income Attributable to:***
Pemilik Entitas Induk	257.319.049.480		238.914.138.909	*Equity holder of the parent entity*
Kepentingan Nonpengendali	3.684.407.473		(244.318.555)	*Non-Controlling Interest*
	261.003.456.953		**238.669.820.354**	
Laba per saham yang dapat diatribusikan kepada				*Earnings per share attributable to*
Pemilik Entitas Induk	0.18	34	0.15	*to Owners of the Parent Entity*

Catatan atas laporan keuangan konsolidasian merupakan bagian tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

PT PATRA JASA DAN ENTITAS ANAKNYA LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN UNTUK TAHUN YANG BERAKHIR PADA TANGGAL 31 DESEMBER 2025
(Disajikan dalam Jutaan Rupiah, kecuali dinyatakan lain)

PT PATRA JASA AND ITS SUBSIDIARIES CONSOLIDATED STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED DECEMBER 31, 2025
(Expressed in Million Rupiah, unless otherwise stated)

	Total Ekuitas yang dapat Diatribusikan kepada Pemilik\ Entitas Induk/ *Equity*					Kepentingan NonPengendali/		
			Saldo Laba/ *Retained Earnings*					
	Modal Saham/ *Share Capital*	**Tambahan modal disetor/ *Additional paid-in capital***	**Ditentukan penggunaanya/ *Appropriated***	**Tidak Ditentukan penggunaannya/ *Unappropriated***	**Jumlah/ *Total***	***Non-Controlling Interest***	**Jumlah Ekuitas/ *Total Equity***	
Saldo per 31 Desember 2023	**1.537.195.000.000**	**(1.367.611.120)**	**192.605.963.667**	**939.869.000.000**	**2.668.302.352.547**	**11.940.000.000**	**2.680.242.352.547**	***Balance as of December 31, 2023***
Laba tahun berjalan	-	-	-	234.883.093.067	234.883.093.067	(238.152.234)	234.644.940.833	*Income for the year*
Laba komprehensif lain	-	-	-	4.030.984.455	4.030.984.455	(5.578.360)	4.025.406.095	*Other comprehensive income*
Dividen	-	-	-	(74.843.340.594)	(74.843.340.594)	-	(74.843.340.594)	*Dividend*
Saldo per 31 Desember 2024	**1.537.195.000.000**	**(1.367.611.120)**	**192.605.963.667**	**1.103.939.736.928**	**2.832.373.089.475**	**11.696.269.406**	**2.844.069.358.881**	***Balance as of December 31, 2024***
Laba tahun berjalan	-	-	-	270.216.835.761	270.216.835.761	3.690.913.294	273.907.749.055	*Income for the year*
Lainnya	-	-	-	263.221.415	263.221.415	-	263.221.415	*Others*
Laba komprehensif lain	-	-	-	(12.897.786.281)	(12.897.786.281)	(6.505.821)	(12.904.292.102)	*Other comprehensive income*
Dividen	-	-	-	(93.857.976.332)	(93.857.976.332)	(1.474.883.046)	(95.332.859.378)	*Dividend*
Saldo per 31 Desember 2025	**1.537.195.000.000**	**(1.367.611.120)**	**192.605.963.667**	**1.267.664.031.491**	**2.996.097.384.038**	**13.905.793.833**	**3.010.003.177.871**	***Balance as of December 31, 2025***

Catatan atas laporan keuangan konsolidasian merupakan bagian tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

PT PATRA JASA DAN ENTITAS ANAK
LAPORAN ARUS KAS KONSOLIDASIAN
TAHUN YANG BERAKHIR PADA
TANGGAL 31 DESEMBER 2025
(Disajikan dalam Rupiah, kecuali dinyatakan lain)

PT PATRA JASA AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENTS OF CASH FLOWS
YEAR ENDED
DECEMBER 31, 2025
(Expressed in Rupiah, unless otherwise stated)

	2025	2024	
ARUS KAS DARI AKTIVITAS OPERASI			***CASH FLOWS FROM OPERATING ACTIVITIES***
Penerimaan Kas dari Pelanggan	4.701.876.052.217	4.462.936.000.000	*Cash Received from Customers*
Pembelian Kendaraan untuk Disewakan	(72.223.123.196)	(4.311.000.000)	*Acquisition of Rental Vehicles*
Pembayaran Kepada Karyawan	(905.662.016.861)	(1.250.551.000.000)	*Payment to Employee*
Pembayaran Kepada Pemasok dan Pihak Ketiga Lainnya	(2.607.129.128.570)	(2.313.287.000.000)	*Payment to Vendor and Other Third Parties*
Pembayaran Bunga	(142.244.313.344)	(162.199.000.000)	*Payment of Interest*
Penerimaan Pendapatan Bunga	10.077.565.797	1.523.000.000	*Receipt of Interest Income*
Pembayaran Pajak Penghasilan dan Pajak Final	(215.974.880.727)	(188.695.000.000)	*Payment for Corporate Income Tax and Final Tax*
Arus Kas Bersih Diperoleh dari Aktivitas Operasi	**768.720.155.309**	**545.416.000.000**	***Net Cash Flows Provided by Operating Activities***
ARUS KAS DARI AKTIVITAS INVESTASI			***CASH FLOWS FROM INVESTING ACTIVITIES***
Perolehan Aset Tetap	(580.967.858.172)	(238.350.000.000)	*Acquisitions of Fixed Assets*
Perolehan Properti Investasi	(54.102.141.870)	--	*Acquisitions of Investment Properties*
Arus Kas Bersih Digunakan untuk Aktivitas Investasi	**(635.070.000.042)**	**(238.350.000.000)**	***Net Cash Flows Used in Investing Activities***
ARUS KAS DARI AKTIVITAS PENDANAAN			***CASH FLOW FROM FINANCING ACTIVITIES***
Pencairan Utang Bank Jangka Pendek	360.000.000.000	375.000.000.000	*Drawdown of Short-Term Bank Loans*
Pembayaran Utang Bank Jangka Pendek	(286.731.176.215)	(144.578.000.000)	*Payment of Short-Term Bank Loans*
Pencairan Utang Bank Jangka Panjang	615.351.483.070	125.944.000.000	*Drawdown of Long-Term Bank Loans*
Pembayaran Utang Bank Jangka Panjang	(665.940.070.435)	(151.718.000.000)	*Payment of Long-Term Bank Loans*
Pembayaran Utang Pembiayaan Konsumen	(92.681.818.568)	(209.895.000.000)	*Payments of Consumer Finance Loans*
Pencairan Pinjaman Pihak Berelasi		(92.000.000.000)	*Payment of Related Party*
Pembayaran Liabilitas Sewa	(26.088.181.343)	(85.981.070.380)	*Repayment of Lease Liabilities*
Pembayaran Dividen	(93.857.976.332)	(74.843.000.000)	*Dividend Payment*
Arus Kas Bersih Digunakan untuk Aktivitas Pendanaan	**(189.947.739.823)**	**(258.071.070.380)**	***Net Cash Flows Used in Financing Activities***
(PENURUNAN)/ KENAIKAN KAS DAN SETARA KAS	(56.297.584.558)	48.994.929.620	***NET (DECREASE)/ INCREASE IN CASH AND CASH EQUIVALENT***
KAS DAN SETARA KAS AWAL TAHUN	457.423.929.620	408.429.000.000	***CASH AND CASH EQUIVALENT AT BEGINNING OF YEAR***
KAS DAN SETARA KAS AKHIR TAHUN	**401.126.345.062**	**457.423.929.620**	***CASH AND CASH EQUIVALENTS AT END OF YEAR***

Catatan atas laporan keuangan konsolidasian merupakan bagian tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

1. UMUM

a. Pendirian dan Informasi Umum

PT Patra Jasa ("Perusahaan"), dahulu bernama Vacantie Cord Puntjak N.V, didirikan pada tahun 1963. Selanjutnya berubah nama menjadi PT Patra Jasa berdasarkan Akta No. 18 tanggal 17 Juli 1975 oleh Notaris Achmad Daroqutni, Notaris di Jakarta dan dimuat dalam buku register Kantor Pengadilan Negeri Jakarta No. 4027 tanggal 24 November 1975 dan Berita Negara Republik Indonesia No. 102 tanggal 23 Desember 1975. Akta tersebut telah mendapatkan persetujuan dari Menteri Kehakiman Republik Indonesia No. Y.A.5/278/12 tanggal 4 November 1975.

Perusahaan merupakan entitas anak dari Perseroan terbatas PT Pertamina (Persero). Pemegang saham langsung Perusahaan adalah PT Pertamina (Persero) dan PT Pertamina Pedeve Indonesia.

Anggaran Dasar Perusahaan telah beberapa kali mengalami perubahan. Perubahan terakhir dibuat berdasarkan Akta Notaris No. 195 tanggal 23 September 2024 oleh Jimmy Tanal, S.H. mengenai peningkatan modal dasar dan modal disetor. Akta perubahan tersebut telah mendapatkan persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU- AH.01.03-0197604 Tahun 2024 tanggal 02 Oktober 2024.

b. Maksud dan Tujuan

Sesuai dengan Anggaran Dasar, Perusahaan dan entitas anak ("Grup") menjalankan aktivitas-aktivitas sebagai berikut:

1) Bergerak dalam bidang *hospitality*, properti dan katering;

2) Untuk mencapai maksud dan tujuan di atas, Perusahaan melakukan usaha di bidang:

   a. Pengembangan dan pengelolaan perhotelan, perkantoran, perumahan, apartemen dan bangunan lainnya. Khusus untuk mencapai maksud dan tujuan di atas, Perusahaan dapat melaksanakan kegiatan usaha, termasuk kegiatan investasi, dengan bertindak sebagai pengembang dan pengelola yang kegiatannya meliputi perencanaan, pelaksanaan, pengawasan konstruksi, pengelolaan dan penyewaan perumahan, perkantoran, perhotelan dan apartemen termasuk pengalihan dengan pola kepemilikan bersama (*strata title*) beserta dengan fasilitas pendukung lainnya.

1. GENERAL

a. Establishment and General Information

PT Patra Jasa (the "Company"), formerly named Vacantie Cord Puntjak N.V, was established in 1963. Its name changed to PT Patra Jasa by Deed No. 18, dated July 17, 1975 based on Notary Achmad Daroqutni, Notary in Jakarta a registered in the Jakarta District Court registration book No. 4027 dated November 24, 1975 and State Gazette of Republic of Indonesia No. 102 dated December 23, 1975. This deed has been approved by Minister of Justice Republic of Indonesia as stated In the letter No. Y.A.5/278/12 dated November 4, 1975

The company is a subsidiary of the limited liability company PT Pertamina (Persero). The direct shareholders of the company are PT Pertamina (Persero) and PT Pertamina Pedeve Indonesia.

The Company's Articles of Association have undergone several amendments. The most recent amendment was made based on Notarial Deed No. 195 dated September 23, 2024, by Jimmy Tanal, S.H., regarding the increase in authorized capital and paid-up capital. The amendment deed has been approved by the Minister of Law and Human Rights of the Republic of Indonesia through Decree No. AHU-AH.01.03-0197604 of 2024 dated October 2, 2024.

b. Purposes and Objectives

The In accordance with its Articles of Association, the Company and its subsidiaries ("Group") conduct the following activities:

1) Engaged in hospitality, property and catering;

2) To achieve such purposes, the Company conducts the following activities:

   a. Development and management of hospitality, office, residential, apartments and other building. Specifically for achieve the objectives above, the Company may conduct business activities, including investment activities, by acting as a developer and administrator whose activities include planning, executing, construction supervising, management and rental of housing, offices, hotels and apartments, including the transfer of the pattern of co-ownership (strata title) along with other supporting facilities.

1. UMUM (lanjutan)

b. Maksud dan Tujuan (lanjutan)

b. Jasa, meliputi pengelolaan perhotelan, pengelolaan perkantoran, perumahan, apartemen dan bangunan lainnya, broker agen properti dan katering

c. Tempat dan Kedudukan Perusahaan

Perusahaan berkedudukan di Gedung Patra Jasa, Jl. Gatot Soebroto Kav. 32- 34, Jakarta Selatan.

d. Komisaris, Direktur, dan Karyawan

Berdasarkan Akta Notaris No. 228 tanggal 22 Desember 2025 dari Jimmy Tanal S.H., para Pemegang Saham menyetujui pemberhentian Aditya Dhanwantara sebagai Direktur Keuangan dan Umum dan pengangkatan Kurnia Pinayungan sebagai Direktur Keuangan dan Umum sesuai ketentuan Anggaran Dasar dan Peraturan Perundang-undangan.

Susunan pengurus Perusahaan adalah sebagai berikut:

1. GENERAL (continued)

b. Purposes and Objectives (continued)

b. Services, including hospitality management, management offices, residentials, apartments, and other buildings, brokerage property agent, and catering.

c. The Company's Domicile

The Company is domiciled at Patra Jasa Building, Jl. Gatot Soebroto Kav. 32-34, South Jakarta.

d. Commissioner, Directors, and Employees

Based on Notarial Deed No. 228 dated December 22, 2025, from Jimmy Tanal, S.H., the Shareholders approved the dismissal of Aditya Dhanwantara as the Finance and General Director and the appointment of Kurnia Pinayungan as the Finance and General Director in accordance with the provisions of the Articles of Association and applicable laws and regulations.

The composition of the Company's Board of Management are as follows:

	2025	2024	
Dewan Komisaris			***Board of Commissioners***
Komisaris Utama	Aditya Griadi	-	*President Commissioner*
Komisaris	-	Rudi Prabowo Aji	*Commissioner*
Komisaris	Surono	Surono	*Commissioner*
Komisaris Independen	Nazali Lempo	Nazali Lempo	*Independent Commissioner*
	Suryo Tridoso	Suryo Tridoso	
	Eko Sapto	Eko Sapto	
Komisaris Independen	Handono	Handono	*Independent Commissioner*
Dewan Direktur			***Board of Directors***
Direktur Utama	Ray SM Daulay	Ray SM Daulay	*President Director*
Direktur Strategi dan Pengembangan Bisnis *)	Muhammad Indharto Rusman	Muhammad Indharto Rusman	*Strategic and Business Development Director*)*
	Dani Noor	Dani Noor	
	Achmad	Achmad	
Direktur Properti*	Sulaeman	Sulaeman	*Property Director**
	Rizky Mahesa	Rizky Mahesa	
Direktur Hospitality dan Multiservices*	Dwiyana	Dwiyana	*Hospitality and Multiservice Director**
	Kurnia	Aditya	
Direktur Keuangan dan Umum	Pinayungan	Dhanwantara	*Finance and General Director*

Pada tanggal 31 Desember 2025 dan 2024 jumlah karyawan tetap adalah masing- masing 388 dan 374 orang (tidak diaudit).

As of December 31, 2025 and 2024 total permanent employees are 388 and 374, respectively (unaudited).

1. UMUM (lanjutan)

e. Struktur Perusahaan

Pada tanggal 31 Desember 2025 dan 2024, persentase kepemilikan Perusahaan, baik secara langsung maupun tidak langsung dan jumlah aset entitas anak adalah sebagai berikut:

1. GENERAL (continued)

e. Structure Company

As at December 31, 2025 and 2024, the percentage of ownership of the Company, either directly or indirectly, and the total assets of the subsidiaries are as follows:

Entitas Anak/ *Subsidiaries*	Kegiatan Usaha/ *Core Business*	Mulai Beroperasi/ *Start Operation*	Persentase Kepemilikan *% of Ownership* 2025	Persentase Kepemilikan *% of Ownership* 2024	Total Aset Sebelum Eliminasi / *Total Assets Before Elimination* 2025	Total Aset Sebelum Eliminasi / *Total Assets Before Elimination* 2024
Pemilikan Langsung/ *Direct Ownership*						
PT Prima Armada Raya (“PAR”)	Sewa dan beli kendaraan bermotor, jasa pengangkutan umum di darat dan perbengkelan/ *Rental and lease of motor vehicles, public transport services and car workshop*	2014	99,95%	99,95%	1.518.698	1.622.066
PT Mitra Tours and Travel (“MTT”)	Bidang wisata dan perjalanan / *Tour and travel business*	1973	96,50%	96,50%	848.797	915.336
PT Wijaya Realtindo (“PWR”)	Pembangunan dan Properti / *Development and Property*	2019	60,00%	60,00%	808.551	868.536
Entitas Asosiasi dan ventura Bersama/ *Associates and Joint Ventures Entities*						
PT Patra Indonesia (“PI”)	Perhotelan/ *Hotel*	1992	30,00%	30,00%	-	-
Pemilikan Tidak Langsung melalui MTT/ *Indirect Ownership through MTT*						
PT Manajemen CBT Nusantara	Pembangunan desa wisata yang dikelola oleh BUMN/ *Development of Tourism villages managed by state-owned enterprises*	2019	24,39%	24,39%	-	-

Dalam laporan keuangan konsolidasian ini, Perusahaan dan entitas anak secara bersama-sama disebut sebagai “Grup”.

In these consolidated financial statement, the Company and its subsidiaries are collectively referred as “the Group”.

2. KEBIJAKAN AKUNTANSI MATERIAL

a. Dasar Penyajian Laporan Keuangan Konsolidasian

Laporan keuangan konsolidasian Grup telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia yang meliputi Pernyataan Standar Akuntansi Keuangan ("PSAK") dan Interpretasi Standar Akuntansi Keuangan ("ISAK") yang diterbitkan oleh Dewan Standar Akuntansi Keuangan – Ikatan Akuntan Indonesia ("DSAK–IAI").

Laporan keuangan konsolidasian disusun berdasarkan konsep akrual, kecuali laporan arus kas konsolidasian, dengan menggunakan konsep biaya historis, keculai seperti yang disebutkan dalam Catatan atas laporan keuangan konsolidasian yang relevan.

Laporan arus kas konsolidasian disusun dengan menggunakan metode langsung dengan menyajikan penerimaan dan pengeluaran kas dan setara kas yang diklasifikasikan ke dalam aktivitas operasi, investasi dan pendanaan.

Standar akuntansi baru

Pada tanggal 1 Januari 2025, Grup menerapkan pernyataan standar akuntansi keuangan dan interpretasi standar akuntansi keuangan baru dan revisi yang efektif sejak tanggal tersebut. Penyesuaian kebijakan akuntansi Grup telah dibuat seperti yang disyaratkan, sesuai dengan ketentuan transisi dalam masing-masing standar dan interpretasi. Penerapan standar dan interpretasi yang baru dan direvisi tidak menghasilkan perubahan besar terhadap kebijakan akuntansi Grup dan tidak memiliki dampak material pada jumlah yang dilaporkan untuk tahun berjalan atau tahun sebelumnya:

Amendemen PSAK 221, Pengaruh Perubahan Kurs Valuta Asing

Amendemen ini menjelaskan kriteria ketertukaran antara dua mata uang dan mensyaratkan pengungkapan informasi yang memungkinkan pengguna laporan keuangan memahami dampak mata uang yang tidak dapat dipertukarkan. Amendemen ini diperkirakan tidak memberikan dampak material terhadap laporan keuangan konsolidasian.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES

a. Basis of Preparation of The Consolidated Financial Statements

The Group's consolidated financial statements were prepared and presented in accordance with Indonesian Financial Accounting Standards which include the Statements of Financial Accounting Standards ("PSAK") and Interpretation of Financial Accounting Standards ("ISAK") issued by the Financial Accounting Standard Board – Institute of Indonesia Chartered Accountants ("DSAK–IAI").

The consolidated financial statements are prepared based on the accrual basis of accounting, except for the consolidated statement of cash flows, which is prepared using the historical cost convention, unless otherwise stated in the relevant notes to the consolidated financial statements.

The consolidated statement of cash flow is prepared based on the direct method by classifying cash flows on the basis of operating, investing, and financing activities.

New accounting standard

On January 1, 2025, the Group adopted the new and revised statement of financial accounting standards and interpretations of financial accounting standards effective from that date. Adjustments to the Group's accounting policies have been made as required, in accordance with the transitional provisions of the respective standards and interpretations. The adoption of the new and revised standards and interpretations did not result in major changes to the Group's accounting policies and had no material effect on the amounts reported for the current or prior financial year:

Amendment PSAK 221, Effect of Changes in Foreign Exchange Rate

This amendment clarifies the criteria for interchangeability between two currencies and requires disclosure of information that enables users of financial statements to understand the impact of a currency not being exchangeable. These amendments are not expected to have an impact to the Group's consolidated financial statement.

2. KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

a. Dasar Penyajian Laporan Keuangan Konsolidasian (lanjutan)

Standar akuntansi yang telah diterbitkan namun belum berlaku efektif

Berlaku efektif 1 Januari 2026

Amendemen PSAK 109, Instrumen Keuangan, dan PSAK 107, Instrumen Keuangan, Pengungkapan

Amendemen ini menjelaskan terkait penghentian pengakuan liabilitas keuangan dengan kas menggunakan sistem pembayaran elektronik, klasifikasi aset keuangan, pengungkapan terkait investasi pada instrumen ekuitas ditetapkan untuk diukur pada nilai wajar melalui penghasilan komprehensif lain, dan pengungkapan terkait persyaratan kontraktual yang mengubah waktu atau jumlah arus kas kontraktual.

Amendemen tersebut tidak memiliki dampak terhadap laporan keuangan konsolidasian Grup.

Amendemen ini mengatur pertimbangan sebagai pembeli neto dalam menerapkan ketentuan 'penggunaan sendiri'.

Amendemen ini menjelaskan penerapan akuntansi lindung nilai jika kontrak yang mengacu pada listrik bergantung alam ditetapkan sebagai instrumen lindung nilai serta amendemen ini mensyaratkan pengungkapan agar pengguna dapat memahami risiko dari kontrak yang mengacu pada listrik bergantung alam.

Amendemen ini diperkirakan tidak memberikan dampak material terhadap laporan keuangan konsolidasi.

Berlaku efektif 1 Januari 2027

PSAK 118, Penyajian dan Pengungkapan dalam Laporan Keuangan

DSAK IAI telah mengesahkan PSAK 118, Penyajian dan Pengungkapan dalam Laporan Keuangan. PSAK 118 akan menggantikan PSAK 201, Penyajian Laporan Keuangan. PSAK 118 memberikan persyaratan untuk penyajian subtotal laba (rugi) operasi, laba (rugi) sebelum pendanaan dan pajak penghasilan, serta laba (rugi). Selain itu, PSAK 118 juga mensyaratkan penghasilan dan beban untuk diklasifikasikan ke dalam kategori operasi, investasi, dan pendanaan, serta pajak penghasilan dan operasi yang dihentikan.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

a. Basis of Preparation of The Consolidated Financial Statements (continued)

Accounting standards issued but not yet effective

Effective January 1, 2026

Amendments to PSAK 109, Financial Instruments, and PSAK 107, Financial Instruments: Disclosures

These amendments provide clarifications regarding derecognition of financial liabilities settled through electronic payment systems, classification of financial assets, disclosures related to investments in equity instruments designated to be measured at fair value through other comprehensive income, and disclosures related to contractual requirements that modify the timing or amount of contractual cash flows.

The amendments had no impact on the Group's consolidated financial statements.

This amendment regulates the consideration as a net buyer in applying the provisions of "own use".

This amendment explains the application of hedge accounting if a contract that refers to weather dependent electricity is designated as a hedging instrument, and this amendment requires disclosures so that users can understand the risks from contracts that refer to weather-dependent electricity.

This amendment is not expected to have a material impact on the consolidated financial statements.

Effective January 1, 2027

PSAK 118, Presentation and Disclosures in Financial Statements

DSAK IAI has issued PSAK 118, Presentation and Disclosures in Financial Statements, which supersedes PSAK 201, Presentation of Financial Statements. PSAK 118 introduces requirements for the presentation of key subtotals, including operating profit or loss, profit or loss before financing and income taxes, and net profit or loss. In addition, PSAK 118 requires that income and expenses be classified into the following categories: operating, investing, and financing, along with income taxes and discontinued operations.

2. KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

PSAK 118, Penyajian dan Pengungkapan dalam Laporan Keuangan (lanjutan)

PSAK 118 juga mengatur mengenai pengungkapan Ukuran Kinerja Tetapan Manajemen ("UKTM") dengan tujuan mengomunikasikan pandangan manajemen atas aspek kinerja keuangan perusahaan secara keseluruhan. PSAK 118 menjelaskan mengenai peran laporan keuangan utama dan catatan atas laporan keuangan serta prinsip dan persyaratan mengenai agregasi dan disagregasi informasi. Prinsip tersebut berlaku baik dalam penyajian di laporan keuangan maupun dalam pengungkapan di catatan atas laporan keuangan. Saat ini, Grup tengah berupaya mengidentifikasi dampak yang akan ditimbulkan terhadap laporan keuangan konsolidasian.

PSAK 119, Entitas Anak Tanpa Akuntabilitas Publik: Pengungkapan

DSAK IAI telah mengesahkan PSAK 119, Entitas Anak Tanpa Akuntabilitas Publik: Pengungkapan. PSAK 119 mengatur persyaratan pengungkapan yang dapat diterapkan oleh entitas sebagai pengganti persyaratan pengungkapan dalam PSAK lain. Entitas dapat memilih untuk menerapkan PSAK ini dalam laporan keuangan konsolidasian, tersendiri, atau laporan keuangan individual jika dan hanya jika pada akhir periode pelaporan entitas merupakan entitas anak tanpa akuntabilitas publik dimana entitas induknya menyusun laporan keuangan konsolidasian yang tersedia bagi publik yang mematuhi SAK Indonesia. Amendemen ini diperkirakan tidak memberikan dampak material terhadap laporan keuangan konsolidasian.

b. Prinsip-prinsip konsolidasian

i) Kekuasaan atas *investee*, yaitu hak yang ada saat ini yang memberi investor kemampuan kini untuk mengarahkan aktivitas relevan dari *investee*;
ii) Eksposur atau hak atas imbal hasil variabel dari keterlibatannya dengan *investee*; dan
iii) Kemampuan untuk menggunakan kekuasaannya atas *investee* untuk memengaruhi jumlah imbal hasil.

Bila Grup tidak memiliki hak suara atau hak serupa secara mayoritas atas suatu *investee*, Grup mempertimbangkan semua fakta dan keadaan yang relevan dalam mengevaluasi apakah mereka memiliki kekuasaan atas *investee*, termasuk:

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

PSAK 118, Presentation and Disclosures in Financial Statements (continued)

PSAK 118 also addresses the disclosure of Management-defined Performance Measures ("MPM"), which are intended to communicate management's perspective on the entity's overall financial performance. The standard elaborates on the role of the primary financial statements and the notes to the financial statements, and sets out principles and requirements related to the aggregation and disaggregation of information. These principles apply both to the presentation within the financial statements and to the disclosures. The Group is currently assessing the potential impact of PSAK 118 on its consolidated financial statements.

PSAK 119, Subsidiaries Without Public Accountability: Disclosures

The Indonesian Financial Accounting Standards Board (DSAK IAI) has issued PSAK 119, Subsidiaries Without Public Accountability: Disclosures. PSAK 119 sets out disclosure requirements that may be applied by an entity as an alternative to the disclosure requirements in other PSAKs. An entity may elect to apply this Standard in its consolidated, separate, or individual financial statements if, and only if, at the end of the reporting period, the entity is a subsidiary without public accountability whose parent prepares consolidated financial statements that are available to the public and comply with Indonesian Financial Accounting Standards (SAK). This amendment is not expected to have a material impact on the consolidated financial statements.

b. Principles of Consolidation

i) Power over the investee, that is existing rights that give the investor current ability to direct the relevant activities of the investee;

ii) Exposure, or rights, to variable returns from its involvement with the investee; and
iii) The ability to use its power over the investee to affect its returns.

When the Group has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

2. KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

b. Prinsip-prinsip Konsolidasian (lanjutan)

i) Pengaturan kontraktual dengan pemilik hak suara lainnya dari *investee*;
ii) Hak yang timbul atas pengaturan kontraktual lain; dan
iii) Hak suara dan hak suara potensial yang dimiliki Grup.

Grup menilai kembali apakah mereka mengendalikan *investee* bila fakta dan keadaan mengindikasikan adanya perubahan terhadap satu atau lebih dari ketiga elemen dari pengendalian. Konsolidasi atas entitas anak dimulai sejak Grup memperoleh pengendalian atas entitas anak dan berhenti pada saat Grup kehilangan pengendalian atas entitas anak.

Aset, liabilitas, penghasilan dan beban dari entitas anak yang diakuisisi pada tahun tertentu disertakan dalam laporan keuangan konsolidasian sejak tanggal Grup memperoleh kendali sampai tanggal Grup tidak lagi mengendalikan entitas anak tersebut.

Seluruh laba rugi dan setiap komponen penghasilan komprehensif lain diatribusikan pada pemilik entitas induk dan pada Kepentingan Non Pengendali ("KNP"), walaupun hal ini akan menyebabkan saldo KNP yang defisit.

Seluruh saldo akun, transaksi, penghasilan dan beban antar perusahaan yang signifikan, dan keuntungan atau kerugian hasil transaksi dari intra Grup yang belum direalisasi dan dividen dieliminasi pada saat konsolidasi.

Perubahan dalam bagian kepemilikan entitas induk pada entitas anak yang tidak mengakibatkan hilangnya pengendalian, dicatat sebagai transaksi ekuitas. Bila kehilangan pengendalian atas suatu entitas anak, maka Grup menghentikan pengakuan atas aset (termasuk *goodwill*), liabilitas, KNP dan komponen lain dari ekuitas terkait, sementara keuntungan atau kerugian yang dihasilkan diakui pada laba rugi. Bagian dari investasi yang tersisa diakui pada nilai wajar.

Laporan keuangan konsolidasian disusun dengan menggunakan kebijakan akuntansi yang sama untuk transaksi dan peristiwa lain dalam keadaan yang serupa. Jika anggota Grup menggunakan kebijakan akuntansi yang berbeda untuk transaksi dan peristiwa dalam keadaan yang serupa, maka penyesuaian dilakukan atas laporan keuangannya dalam penyusunan laporan keuangan konsolidasian.

Biaya yang terkait dengan akuisisi dibebankan pada saat terjadinya.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

b. Principles of Consolidation (continued)

i) The contractual arrangement with the other vote holders of the investee;
ii) Rights arising from other contractual arrangements, and
iii) The Group's voting rights and potential voting rights.

The Group re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary.

Assets, liabilities, income and expenses of a subsidiary acquired during the year are included in the consolidated financial statements from the date the Group gains control until the date the Group ceases to control the subsidiary.

Profit or loss and each component of other comprehensive income are attributed to the equity holders of the parent of the Group and to the Non-Controlling Interests ("NCI"), even if this results in the NCI having a deficit balance.

All significant intra and inter-group balances, transactions, income and expenses, and unrealized gain or losses resulting from intra-group transactions and dividends are eliminated on consolidation.

A change in the parent's ownership interest in a subsidiary, without a loss of control, is accounted for as an equity transaction. If the Group loses control over a subsidiary, it derecognizes the related assets (including goodwill), liabilities, NCI and other component of equity, while any resultant gain or loss is recognized in the profit or loss. Any investment retained is recognized at fair value.

The consolidated financial statements are prepared using consistent accounting policies for transactions and events in similar circumstances. If the members of the Group use different accounting policies for transactions and events in similar circumstances, adjustments were made to its financial statements in preparing the consolidated financial statements.

Acquisition-related costs are expensed as incurred.

2. KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

c. Transaksi dan saldo dalam mata uang asing

Mata uang pelaporan yang digunakan pada laporan keuangan konsolidasian adalah Rupiah, yang merupakan mata uang fungsional Perusahaan dan entitas anak. Tiap entitas dalam Grup menentukan mata uang fungsionalnya masing-masing dan laporan keuangannya masing-masing diukur menggunakan mata uang fungsional tersebut.

Transaksi dalam mata uang asing dicatat dalam Rupiah berdasarkan kurs yang berlaku pada saat transaksi dilakukan. Pada tanggal pelaporan, aset dan liabilitas moneter dalam mata uang asing dijabarkan sesuai dengan rata-rata kurs jual dan beli yang diterbitkan oleh Bank Indonesia pada tanggal transaksi perbankan terakhir untuk tahun yang bersangkutan, dan keuntungan atau kerugian kurs yang timbul, dikreditkan atau dibebankan pada operasi tahun yang bersangkutan.

Grup menggunakan kurs JISDOR yang telah ditetapkan oleh Induk Perusahaan. Nilai pada tahun 2025 dan 2024 adalah sebagai berikut:

1 Dolar Amerika Serikat	16.720	16.157 *1 United States Dollar*

d. Transaksi Pihak-pihak Berelasi

Pihak-pihak berelasi adalah orang atau entitas yang terkait dengan Perusahaan (entitas pelapor):

a) Orang atau anggota keluarga terdekat yang mempunyai relasi dengan entitas pelapor jika orang tersebut (i) mengendalikan, atau dikendalikan oleh, atau berada di bawah pengendalian bersama dengan entitas pelapor; (ii) memiliki kepentingan dalam entitas pelapor yang memberikan pengaruh signifikan atas entitas pelapor; atau (iii) merupakan personel manajemen entitas pelapor.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

c. Transactions and balances in foreign currencies

The reporting currency used in the consolidated financial statements is Rupiah, which is the functional currency of the Company and subsidiary. Each entity in the Group determines its own functional currency and their financial statements are measured using that functional currency.

Transactions in foreign currencies are recorded in Rupiah at the rates of exchange prevailing at the time the transactions are made. At the reporting date, monetary assets and liabilities denominated in foreign currencies are adjusted to reflect the average of the selling and buying rates of exchange prevailing at the last banking transaction date of the year, as published by Bank Indonesia, and any resulting gains or losses are credited or charged to operations of the current year.

The Group uses the JISDOR exchange rate as determined by the Parent Company. The exchange rates applied in 2025 and 2024 are as follows:

d. Transactions with Related Parties

A related party is a person or entity that is related to the Company (the reporting entity):

a) A person or a close member of that person's family is related to a reporting entity if that person (i) controls, or is controlled by or is under common control with the reporting entity; (ii) has an interest in the reporting entity that gives significant influence over the reporting entity; or (iii) is a member of the key management personnel of reporting entity.

2. KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

d. Transaksi Pihak-pihak Berelasi (lanjutan)

b) Suatu entitas berelasi dengan entitas pelapor jika memenuhi salah satu hal berikut: (1) entitas dan entitas pelapor adalah anggota dari kelompok usaha yang sama; (2) satu entitas adalah entitas asosiasi atau ventura bersama dari entitas lain; (3) kedua entitas tersebut adalah ventura bersama dari pihak ketiga yang sama; (4) satu entitas adalah ventura bersama dari entitas ketiga dan entitas yang lain adalah entitas asosiasi dari entitas ketiga; (5) entitas tersebut adalah suatu program imbalan pasca kerja untuk imbalan kerja dari salah satu entitas pelapor atau entitas yang terkait dengan entitas pelapor. Jika entitas pelapor adalah entitas penyelenggara program tersebut, maka entitas sponsor juga berelasi dengan entitas pelapor; (6) entitas yang dikendalikan atau dikendalikan bersama oleh orang yang diidentifikasi dalam huruf a); (7) orang yang diidentifikasi dalam huruf a) (1) memiliki pengaruh signifikan atas entitas atau personel manajemen kunci entitas (atau entitas induk dari entitas).

Pihak-pihak berelasi adalah orang atau entitas yang terkait dengan Perusahaan (entitas pelapor): (lanjutan)

Transaksi ini dilakukan berdasarkan persyaratan yang disetujui oleh kedua belah pihak. Di mana persyaratan tersebut mungkin tidak sama dengan transaksi lain yang dilakukan dengan pihak-pihak yang tidak berelasi.

e. Instrumen Keuangan

Instrumen keuangan adalah setiap kontrak yang memberikan aset keuangan bagi satu entitas dan liabilitas keuangan atau ekuitas bagi entitas lain.

- aset keuangan yang diukur pada nilai wajar (baik melalui penghasilan komprehensif lain, atau melalui laba rugi), dan

(i) Aset keuangan

Grup mengklasifikasikan aset keuangan dalam kategori berikut ini:

- Aset keuangan diukur pada biaya perolehan diamortisasi; dan
- Aset keuangan yang diukur pada nilai wajar melalui laba rugi atau melalui penghasilan komprehensif lain.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

d. Transactions with Related Parties (continued)

b) An entity is related to a reporting entity if any of the following conditions apply: (1) the entity and reporting entity are members of the same group; (2) one entity is an associate or joint venture of the other entity; (3) both entities are joint ventures of the same third parties; (4) one entity is a joint venture of a third party and the other entity is an associate of the third entity; (5) the entity is a post-employment defined benefit plan for the benefit of employees of either the reporting entity or an entity related to the reporting entity; (6) the entity is controlled by a person identified in a); (7) a person identified in a) (1) has significant influence over the entity or is a member of the key management personnel of the entity (or a parent of the entity).

A related party is a person or entity that is related to the Company (the reporting entity): (continued)

The transactions to related parties are made based on agreed terms. Whereas such terms may not be the same as those with the transactions to third parties.

e. Financial Instrument

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

- *those to be measured subsequently at fair value (either through other comprehensive income, or through profit or loss), and*

(i) Financial assets

The Group classifies its financial assets into the following categories:

- *Financial assets measured at amortised costs; and*
- *Financial assets measured at fair value through profit or loss (“FVTPL”) or through other comprehensive income (“FVOCI”).*

2. KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Instrumen Keuangan (lanjutan)

Klasifikasi ini tergantung pada model bisnis Grup dan persyaratan kontraktual arus kas yaitu apakah penentuan arus kasnya semata dari pembayaran pokok dan bunga**.**

Pengukuran setelah pengakuan awal

Grup menentukan klasifikasi aset keuangan tersebut pada pengakuan awal.

Grup melakukan reklasifikasi instrumen utang jika dan hanya jika terdapat perubahan model bisnis atas aset keuangan tersebut.

Aset keuangan pada awalnya diakui sebesar nilai wajar ditambah biaya transaksi yang terkait. Aset keuangan ini selanjutnya diukur sebesar biaya perolehan diamortisasi menggunakan metode suku bunga efektif dikurangi penurunan nilai.

Metode suku bunga efektif adalah metode menghitung biaya perolehan diamortisasi dari instrumen utang dan mengalokasikan pendapatan bunga selama periode yang relevan.

Keuntungan atau kerugian pada penghentian atau modifikasi aset keuangan yang dicatat pada biaya perolehan diamortisasi diakui pada laba rugi. Kerugian yang timbul dari penurunan nilai juga diakui pada laba rugi.

Penghentian pengakuan

Aset keuangan dihentikan pengakuannya ketika hak untuk menerima arus kas dari aset telah berakhir atau telah ditransfer dan Grup telah secara substansial mentransfer seluruh risiko dan manfaat kepemilikan.

Penurunan nilai

Grup menerapkan pendekatan yang disederhanakan untuk mengukur Kerugian Kredit Ekspektasian ("KKE") yang menggunakan cadangan KKE seumur hidup berdasarkan basis forward looking untuk seluruh saldo piutang usaha.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

e. Financial Instrument (continued)

The classification depends on the Group's business model and the contractual terms of the cash flows when determining whether their cash flows are solely payment of principal and interest.

Subsequent measurement

The Group determines the classification of its financial assets at initial recognition.

The Group reclassifies debt instruments when and only when its business model for managing those assets changes.

Financial assets are initially recognised at fair value plus related transaction costs. They are subsequently measured at amortised cost using the effective interest method less impairment.

The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating interest income over the relevant period.

Any gains or losses on derecognition or modification of a financial asset held at amortised cost are recognised in profit or loss. The losses arising from impairment are also recognised in the profit or loss.

Derecognition

Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the group has transferred substantially all the risks and rewards of ownership.

Impairment

The Group applies the "simplified approach" to measure Expected Credit Loss ("ECL") which uses a lifetime expected loss allowance on a forward looking basis for all trade receivables.

2. KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Instrumen Keuangan (lanjutan)

Untuk mengukur KKE, Grup menerapkan kombinasi dari kajian individual dan kajian kolektif. Untuk kajian individual diestimasi berdasarkan arus kas yang didiskontokan. Untuk kajian kolektif, piutang usaha dikelompokkan berdasarkan karakteristik risiko kredit dan jatuh tempo yang serupa.

(ii) Liabilitas keuangan

Pengakuan dan pengukuran awal

Grup mengklasifikasikan liabilitas keuangan dalam kategori berikut ini: diukur pada nilai wajar melalui laba rugi dan yang diukur pada biaya perolehan diamortisasi.

Grup memiliki liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi yang meliputi utang usaha, utang lain-lain, akrual, dan pinjaman.

Pengukuran setelah pengakuan awal

Setelah pengakuan awal yaitu sebesar nilai wajar ditambah biaya transaksi, Grup mengukur seluruh liabilitas keuangan pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif.

Penghentian pengakuan

Liabilitas keuangan dihentikan pengakuannya pada saat liabilitas tersebut dilepaskan atau dibatalkan atau kadaluwarsa.

Saling hapus antar instrumen keuangan

Aset keuangan dan liabilitas keuangan disalinghapuskan dan jumlah netonya dilaporkan pada laporan posisi keuangan konsolidasian ketika terdapat hak yang berkekuatan hukum untuk melakukan saling hapus atas jumlah yang telah diakui tersebut dan adanya niat untuk menyelesaikan secara neto, atau untuk merealisasikan aset dan menyelesaikan liabilitas secara bersamaan.

Hak saling hapus tidak kontingen atas peristiwa di masa depan dan dapat dipaksakan secara hukum dalam situasi bisnis yang normal dan dalam peristiwa gagal bayar, atau peristiwa kepailitan atau kebangkrutan Grup atau pihak lawan.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

e. Financial Instrument (continued)

To measure the ECL, the Group applies a combination of individual assessment and collective assessment. For individual assessment is estimated based on discounted cash flows. For the collective assessment, trade receivables have been grouped based on similar credit risk characteristics and the days past due.

(ii) Financial liabilities

Initial recognition and measurement

The Group classifies its financial liabilities in the following categories: at fair value through profit or loss and measured at amortised costs.

The Group has financial liabilities measured at amortised cost, which comprised of trade payables, other payables, accruals and borrowings.

Subsequent measurement

After initial recognition which is at fair value plus transaction costs, the Group measures all financial liabilities at amortised cost using effective interest rate method.

Derecognition

Financial liabilities are derecognised when the obligation under the liability is discharged or cancelled or expired.

Offsetting financial instruments

Financial assets and liabilities are offset and the net amount is reported in the consolidated statement of financial position when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis, or realise the asset and settle the liability simultaneously.

The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default in solvency or bankcrupty of the Group or the counterparty.

2. KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

f. Kas dan Setara Kas

Kas dan setara kas terdiri atas kas dan bank dan deposito berjangka dengan jangka waktu 3 bulan atau kurang sejak saat penempatan dan tidak dijaminkan, serta tidak dibatasi penggunaannya.

g. Piutang Usaha dan Lain-lain

Piutang usaha merupakan jumlah yang terutang dari pelanggan atas penjualan barang dagangan atau jasa dalam kegiatan usaha normal. Jika piutang diperkirakan dapat ditagih dalam waktu satu tahun atau kurang (atau dalam siklus operasi normal jika lebih panjang), piutang diklasifikasikan sebagai aset lancar. Jika tidak, piutang disajikan sebagai aset tidak lancar.

Piutang lain-lain dari pihak berelasi merupakan saldo piutang yang terkait dengan pinjaman yang diberikan kepada pihak berelasi Grup.

Piutang usaha dan piutang lain-lain pada awalnya diakui sebesar nilai wajar dan selanjutnya diukur pada biaya perolehan diamortisasi dengan menggunakan metode bunga efektif, apabila dampak pendiskontoan signifikan, dikurangi provisi atas penurunan nilai.

h. Persediaan

Persediaan dinyatakan menurut nilai yang terendah antara harga perolehan dengan nilai bersih yang dapat direalisasi.

Nilai bersih yang dapat direalisasi adalah taksiran harga jual yang wajar setelah dikurangi dengan taksiran biaya untuk menyelesaikan dan menjual barang jadi yang dihasilkan.

Aset Real Estat

Aset real estat yang terdiri dari bangunan siap dijual, tanah belum dikembangkan, tanah yang sedang dikembangkan dan bangunan dalam konstruksi, dinyatakan sebesar biaya perolehan atau nilai realisasi bersih, mana yang lebih rendah.

Biaya perolehan tanah yang belum dikembangkan meliputi biaya pra- perolehan dan perolehan tanah. Biaya perolehan akan dipindahkan ke tanah yang sedang dikembangkan pada saat pengembangan tanah akan dimulai atau dipindahkan ke bangunan dalam penyelesaian pada saat tanah tersebut siap dibangun.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

f. Cash and Cash Equivalents

Cash and cash equivalents comprise cash on hand and in banks and short-term deposits with an original maturity of 3 months or less at the time of placement and not pledged as collateral and not restricted to use.

g. Trade Receivables and Others

Trade receivables are amounts due from customers for merchandise sold or services performed in the ordinary course of business. If collection is expected in one year or less (or in the normal operating cycle of the business if longer), they are classified as current assets. If not, they are presented as non-current assets.

Other receivables from related parties are receivables balance reflecting loan given to related parties of the Group.

Trade and other receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, if the impact of discounting is significant, less any provision for impairment.

h. Inventories

Inventories are stated at the lower of cost or net realizable value.

Net realizable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and the costs to sell the finished goods produced.

Real Estate Assets

Real estate assets consisting of building ready for sale, land not yet developed, land under development and buildings under construction, are stated at cost or net realizable value, whichever is lower.

The cost of land not yet developed consists of pre-development costs and cost of the land. The cost of the land not yet developed is transferred to the land under development account when the development of the land has started or is transferred to the assets under construction account when the land is ready for development.

2. KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

h. Persediaan (lanjutan)

Aset Real Estat (lanjutan)

Biaya perolehan tanah yang sedang dikembangkan meliputi biaya perolehan tanah yang belum dikembangkan ditambah dengan biaya pengembangan langsung dan tidak langsung yang dapat diatribusikan pada aset pengembangan real estat serta biaya pinjaman. Biaya perolehan tanah yang sedang dikembangkan akan dipindahkan ke bangunan yang sedang dikonstruksi pada saat tanah tersebut selesai dikembangkan.

Biaya perolehan bangunan yang sedang dikonstruksi meliputi biaya perolehan tanah yang telah selesai dikembangkan ditambah dengan biaya konstruksi, biaya lainnya yang dapat diatribusikan pada aktivitas pengembangan real estat dan biaya pinjaman, serta dipindahkan ke bangunan yang siap dijual pada saat selesai dibangun dan siap dijual.

Biaya aktivitas pengembangan real estat yang dikapitalisasi ke proyek pengembangan real estat adalah:

- Biaya pra-perolehan tanah;
- Biaya perolehan tanah;
- Biaya yang secara langsung
- Berhubungan dengan proyek; Biaya yang dapat diatribusikan pada
- Aktivitas pengembangan real estat; dan Biaya pinjaman.

Biaya yang dialokasikan sebagai beban proyek adalah:

- Biaya pra-perolehan tanah atas tanah yang tidak berhasil diperoleh; dan
- Kelebihan biaya dari hasil yang diperoleh atas pembangunan sarana umum yang dikomersialkan, yang dijual atau dialihkan, sehubungan dengan penjualan unit.

Grup tetap melakukan kapitalisasi biaya ke proyek pengembangan walaupun realisasi pendapatan pada masa depan lebih rendah dari nilai tercatat proyek. Atas perbedaan yang terjadi Grup melakukan penyisihan secara periodik. Jumlah penyisihan tersebut akan mengurangi nilai tercatat proyek dan dibebankan ke laba rugi tahun berjalan.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

h. Inventories (continued)

Real Estate Assets (continued)

The cost of land under development consists of cost of land not yet developed, direct and indirect costs related to the development of real estate assets and borrowing costs. The cost of land under development is transferred to the buildings under construction account when the land development is completed.

The cost of building under construction consists of the cost of developed land, construction costs, other costs related to the development of real estate and borrowing costs, and is transferred to the building when it is completed and ready for sale.

The real estate development costs which are capitalized to the real estate development project are:

- *Land pre-acquisition costs;*
- *Land acquisition costs;*
- *Project direct costs;*
- *Costs that are attributable to real estate*
- *Development activities; and Borrowing costs.*

Costs which are allocated to project costs are:

- *Pre-acquisition costs of land which is not successfully acquired; and*
- *Excess of costs over anticipated proceeds on the sale or transfer of commercialised public utilities, in connection with the sale of units.*

The Group capitalises the costs of project development even if the realisation of projected revenue is lower than the capitalised project costs. However, the Group recognises provisions periodically for the difference that may arise. The provision is accounted for as a reduction in capitalised project costs and is charged to profit or loss for the year.

2. KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

h. Persediaan (lanjutan)

Biaya yang telah dikapitalisasi ke proyek pengembangan real estat dialokasikan ke setiap unit real estat dengan metode identifikasi khusus.

Beban yang diakui di laba rugi pada saat terjadinya adalah biaya yang tidak berhubungan dengan proyek real estat.

Persediaan Hotel/Motel

Persediaan hotel/motel yang terdiri dari makanan, minuman, bahan pemeliharaan gedung dan keperluan hotel lainnya dinyatakan sebesar biaya perolehan atau nilai realisasi bersih, mana yang lebih rendah. Biaya perolehan ditentukan dengan metode rata-rata tertimbang.

Penyisihan persediaan usang ditentukan berdasarkan hasil penelaahan terhadap keadaan pada akhir periode pelaporan.

Persediaan Lainnya

Persediaan lainnya yang terdiri dari kendaraan bekas dinyatakan dengan nilai yang lebih rendah antara harga perolehan dan nilai realisasi bersih. Harga perolehan adalah nilai tercatat kendaraan pada saat transfer dari kendaraan operasional menjadi kendaraan bekas siap jual. Nilai realisasi bersih adalah estimasi harga penjualan dalam kegiatan usaha biasa, dikurangi estimasi biaya penyelesaian dan estimasi beban penjualan.

i. Biaya Dibayar Dimuka dan Uang Muka

Biaya dibayar dimuka diamortisasi dan dibebankan pada operasi selama masa manfaat dengan menggunakan metode garis lurus.

Uang muka adalah bagian dari kontrak yang dibayarkan atau diterima di muka untuk barang atau jasa. Uang muka dicatat sebagai aset pada laporan posisi keuangan konsolidasian.

j. Aset Tetap

Hak atas tanah diakui sebesar harga perolehan.

Grup menganalisis fakta dan keadaan untuk masing-masing jenis hak atas tanah dalam menentukan perlakuan akuntansi untuk masing-masing hak atas tanah tersebut sehingga dapat merepresentasikan dengan tepat suatu kejadian atau transaksi ekonomi yang mendasarinya.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

h. Inventories (continued)

Costs capitalized to real estate project development are allocated to each real estate unit using the specific identification method.

Expenses which are not related to the development of real estate are charged to profit or loss when incurred.

Hotel/Motel Inventories

Hotel/motel inventories which consist of foods, beverages, building maintenance supplies and hotel supplies, are stated at cost or net realizable value, whichever is lower. Cost is determined using the weighted average method.

Allowance for inventory obsolescence is determined based on review of inventory condition at the end of reporting period.

Other Inventories

Other inventories which consist of used vehicles are stated at the lower of cost or net realizable value. Cost is the carrying value of the vehicle when its status was transferred from operational vehicle to used vehicle ready to sell. Net realizable value is the estimated selling price in the ordinary course of business, less an estimation of the cost of completion and selling expenses.

i. Prepaid Expense and Advance

Prepaid expenses are amortized and charged to operations over the period benefited by using the straight-line method.

Advances is part of contractually due that is paid or received in advance for goods or services. Advances are recorded as asset on the consolidated statements of financial position.

j. Fixed Assets

Land rights are recognised at cost.

The Group analyses the facts and circumstances for each type of land rights in determining the accounting for each of these land rights so that it can accurately represent an underlying economic event or transaction.

2. KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

j. Aset Tetap (lanjutan)

Jika hak atas tanah tidak mengalihkan pengendalian atas aset kepada Grup, melainkan mengalihkan hak untuk menggunakan aset, Grup menerapkan perlakuan akuntansi atas transaksi tersebut sebagai sewa berdasarkan PSAK 116 Sewa. Jika hak atas tanah secara substansi menyerupai pembelian tanah, maka Grup menerapkan PSAK 216 Aset Tetap.

Aset tetap, kecuali hak atas tanah, dinyatakan sebesar biaya perolehan dikurangi akumulasi penyusutan dan rugi penurunan nilai, bila ada. Biaya perolehan termasuk biaya penggantian bagian aset tetap saat biaya tersebut terjadi, jika memenuhi kriteria pengakuan. Demikian juga, pada saat inspeksi yang signifikan dilakukan, biaya inspeksi itu diakui ke dalam jumlah tercatat aset tetap sebagai suatu penggantian jika memenuhi kriteria pengakuan.

Semua biaya pemeliharaan dan perbaikan yang tidak memenuhi kriteria pengakuan diakui dalam laporan laba rugi dan penghasilan komprehensif lain pada saat terjadinya.

Penyusutan dihitung sejak bulan ketika aset tersebut digunakan berdasarkan metode garis lurus, dengan taksiran umur manfaat aset sebagai berikut:

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

j. Fixed Assets (continued)

If the land rights do not transfer control of the underlying assets to the Group, but give the rights to use the underlying assets, the Group applies the accounting treatment of these transactions as leases under SFAS 116 Leases. If land rights are substantially similar to land purchases, the Group applies SFAS 216 Property, Plant and Equipment.

Fixed assets, except for ladrights, are stated at cost less accumulated depreciation and impairment losses, if any. Such cost includes the cost of replacing part of the fixed assets when that cost is incurred, if the recognition criteria are met. Likewise, when a major inspection is performed, its cost is recognized in the carrying amount of the fixed assets as a replacement if the recognition criteria are satisfied.

All other repairs and maintenance costs that do not meet the recognition criteria are recognized in the statements of profit or loss and other comprehensive income as incurred.

Depreciation is made starting from the month the assets are placed in service using the straight-line method over the estimated useful lives of the assets as follows:

	Tahun/ *Years*	
Pengembangan Tanah	10 – 20	*Land Improvements*
Bangunan	5 – 25	*Building*
Kendaraan	5 – 8	*Vehicles*
Mesin dan Perlengkapan	4 – 8	*Machinery and Equipment*
Perabot dan Peralatan Kantor	4 – 8	*Furniture, Fixtures and Office Equipment*

Aset tetap dievaluasi kemungkinan penurunan nilainya jika terjadi peristiwa atau perubahan keadaan yang mengindikasikan bahwa nilai tercatatnya tidak dapat seluruhnya dipulihkan.

Aset tetap dihentikan pengakuannya pada saat dilepaskan atau saat tidak ada manfaat ekonomis masa depan yang diharapkan dari penggunaan atau pelepasannya. Keuntungan atau kerugian yang timbul dari penghentian pengakuan aset (dihitung sebagai perbedaan antara jumlah neto hasil pelepasan dan jumlah tercatat aset) dimasukkan ke dalam laporan laba rugi dan penghasilan komprehensif lain pada tahun aset tersebut dihentikan pengakuannya.

Fixed assets are reviewed for impairment when events or changes in circumstances indicate that the carrying values may not be fully recoverable.

An item of fixed assets is derecognized upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the statements of profit or loss and other comprehensive income in the year the asset is derecognized.

2. KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

j. Aset Tetap (lanjutan)

Pada setiap akhir tahun buku, nilai residu, umur manfaat dan metode penyusutan aset direviu, dan jika sesuai dengan keadaan, disesuaikan secara prospektif.

Aset dalam penyelesaian dinyatakan sebesar harga perolehan. Akumulasi biaya perolehan akan dipindahkan ke masing-masing akun aset tetap pada saat aset tetap tersebut telah selesai dikerjakan dan siap untuk digunakan sesuai tujuannya.

Efektif bulan Desember 2025 Perusahaan mengubah kebijakan akuntansi hak atas tanah dari model biaya menjadi model revaluasi agar jumlah tercatat hak atas tanah tidak berbeda secara material dengan nilai wajarnya. Dalam model revaluasian, hak atas tanah diukur pada nilai wajar dikurangi akumulasi rugi penurunan nilai, jika ada. Perubahan kebijakan akuntansi ini berlaku secara prospektif.

Revaluasi dilakukan dengan keteraturan yang cukup untuk memastikan bahwa jumlah tercatat tanah tidak berbeda secara material dengan nilai wajarnya.

Surplus revaluasi diakui dalam penghasilan komprehensif lain dan terakumulasi dalam ekuitas pada bagian surplus revaluasi aset tetap. Namun, kenaikan tersebut diakui dalam laba rugi hingga sebesar jumlah penurunan nilai aset yang sama akibat revaluasi yang pernah diakui sebelumnya dalam laba rugi, Defisit revaluasi diakui dalam laba rugi. Namun penurunan nilai tersebut diakui dalam surplus revaluasi aset tetap sepanjang tidak melebihi saldo surplus revaluasi untuk aset tersebut.

Kapitalisasi biaya pinjaman

Biaya pinjaman yang dapat diatribusikan langsung dengan perolehan, pembangunan atau pembuatan aset kualifikasian dikapitalisasi sebagai bagian biaya perolehan aset tersebut. Biaya pinjaman lainnya diakui sebagai beban pada saat terjadi. Biaya pinjaman terdiri dari biaya bunga dan biaya keuangan lain yang ditanggung oleh Perusahaan sehubungan dengan peminjaman dana.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

j. Fixed Assets (continued)

The assets' residual values, useful lives and depreciation method are reviewed at each reporting year end and adjusted prospectively if necessary.

Construction in progress is stated at cost. The accumulated cost will be transferred to the appropriate fixed asset account when the construction is completed and the asset is ready for its intended use.

Effective December 2025 the Company changed the accounting policy of ladrights from cost model to revaluation model in order to ensure that the carrying value of landrights does not differ materially from its fair value. In revaluation model, landrights is measured at fair value less accumulated impairment losses, if any. This accounting policy change is applied prospectively.

Valuations are performed with sufficient frequency to ensure that the carrying amount of land does not differ materially from its fair value.

A revaluation surplus is recorded in other comprehensive income and credited to the asset revaluation surplus in equity. However, to the extent that it reverses a revaluation deficit of the same asset previously recognised in profit or loss, the increase is recognised in profit and loss. A revaluation deficit is recognised in the statement of profit or loss, except to the extent that it offsets an existing surplus on the same asset recognised in the asset revaluation reserve.

Capitalization of borrowing costs

Borrowing costs that are directly attributable to the acquisition, construction and production of a qualifying asset are capitalized as part of the cost of the related assets. Otherwise, borrowing costs are recognized as expenses when incurred. Borrowing costs consist of interests and other financing charges that the Company incurs in connection with the borrowing of funds.

2. KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

j. Aset Tetap (lanjutan)

Kapitalisasi biaya pinjaman dimulai pada saat aktivitas yang diperlukan untuk mempersiapkan aset agar dapat digunakan sesuai dengan maksudnya, dan pengeluaran untuk aset kualifikasian dan biaya pinjamannya telah terjadi. Kapitalisasi biaya pinjaman dihentikan pada saat selesainya secara substansial seluruh aktivitas yang diperlukan untuk mempersiapkan aset kualifikasian agar dapat digunakan sesuai dengan maksudnya.

k. Properti Investasi

Properti yang dimiliki untuk disewakan dalam jangka panjang atau untuk kenaikan harga atau keduanya, dan yang tidak ditempati oleh perusahaan-perusahaan di Grup konsolidasian diklasifikasikan sebagai properti investasi. Properti investasi juga mencakup properti yang sedang dikonstruksi atau dikembangkan untuk digunakan sebagai properti investasi di masa depan.

Properti investasi dinyatakan sebesar biaya perolehan dikurangi akumulasi penyusutan dan rugi penurunan nilai. Biaya perolehan termasuk biaya penggantian bagian properti investasi saat biaya tersebut terjadi, jika memenuhi kriteria pengakuan. Selanjutnya, pada saat inspeksi yang signifikan dilakukan, biaya inspeksi itu diakui ke dalam jumlah nilai tercatat properti investasi sebagai suatu penggantian jika memenuhi kriteria pengakuan. Semua biaya pemeliharaan dan perbaikan yang tidak memenuhi kriteria pengakuan diakui dalam laba rugi pada saat terjadinya.

Tanah tidak disusutkan. Penyusutan pengembangan tanah dan bangunan dihitung dengan menggunakan metode garis lurus untuk mengalokasikan harga perolehan atau jumlah revaluasi sampai dengan nilai sisanya selama masa manfaat yang diestimasi, sebagai berikut:

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

j. Fixed Assets (continued)

Capitalization of borrowing costs commences when the activities to prepare the qualifying asset for its intended use are in progress and the expenditures for the qualifying asset and the borrowing costs have been incurred. Capitalization of borrowing costs ceases when substantially all the activities necessary to prepare the qualifying assets are completed for their intended use.

k. Investment Properties

Property that is held for long-term rental yields or for capital appreciation or both, and that is not occupied by the companies in the consolidated Group, is classified as investment property. Investment properties also includes property that is being constructed or developed for future use as investment property.

Investment properties are stated at cost less accumulated depreciation and impairment losses. Cost includes the cost of replacing part of an investment property when it is incurred, if the recognition criteria are met. Furthermore, when a significant inspection is carried out, the cost of the inspection is recognized in the carrying amount of the investment property as a replacement if the recognition criteria are met. All maintenance and repair costs that do not meet the recognition criteria are recognized in profit or loss when incurred.

Land is not depreciated. Depreciation on land improvement and buildings is calculated using the straight-line method to allocate the cost or revaluation amount up to the remaining value over the estimated useful life, as follows:

	Tahun/ *Years*	
Pengembangan Tanah	10 – 20	*Land Improvements*
Bangunan	8 – 20	*Building*

Akumulasi biaya konstruksi bangunan dan pengembangan tanah dikapitalisasi sebagai aset dalam pembangunan. Biaya tersebut direklasifikasi ke akun properti investasi pada saat proses konstruksi atau pengembangan selesai. Penyusutan dimulai pada saat aset tersebut siap untuk digunakan sesuai dengan tujuan untuk disewakan.

The accumulated costs of building construction and land improvement are capitalized as assets under construction. These costs are reclassified to investment property accounts when the construction or development process is completed. Depreciation begins when the asset is ready for use in accordance with the purpose for which it is leased.

2. KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

k. Properti Investasi (lanjutan)

Nilai sisa properti investasi, masa manfaat dan metode penyusutan ditelaah dan jika perlu disesuaikan, pada setiap akhir periode pelaporan.

l. Aset Tak Berwujud

Hak Atas Tanah

Biaya legal awal untuk mendapatkan hak legal diakui sebagai bagian biaya akuisisi tanah, biaya-biaya tersebut tidak didepresiasikan. Biaya terkait dengan pembaruan hak atas tanah diakui sebagai aset tak berwujud dan diamortisasi sepanjang umur hukum hak atas tanah.

Perangkat Lunak

Biaya pengembangan piranti lunak komputer diakui sebagai aset yang diamortisasi selama estimasi masa manfaat, yang tidak lebih dari tiga tahun.

m. Penurunan Nilai Aset Nonkeuangan

Pada akhir setiap periode pelaporan, Grup menelaah nilai tercatat aset nonkeuangan untuk menentukan apakah terdapat indikasi bahwa aset tersebut telah mengalami penurunan nilai. Jika terdapat indikasi tersebut, jumlah terpulihkan dari aset diestimasi untuk menentukan tingkat kerugian penurunan nilai (jika ada). Bila tidak memungkinkan untuk mengestimasi jumlah terpulihkan atas suatu aset individual, Grup mengestimasi jumlah terpulihkan dari unit penghasil kas atas aset. Ketika dasar alokasi yang wajar dan konsisten dapat diidentifikasi, aset perusahaan juga dialokasikan ke masing-masing kelompok unit penghasil kas, atau sebaliknya mereka dialokasikan ke kelompok terkecil dari kelompok unit penghasil kas di mana dasar alokasi yang wajar dan konsisten dapat diidentifikasi.

Aset takberwujud dengan masa manfaat tidak terbatas dan aset tak berwujud yang belum tersedia untuk digunakan diuji penurunan nilainya setiap tahun dan ketika terdapat indikasi penurunan nilai.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

k. Investment Properties (continued)

The residual values of investment properties, useful lives and depreciation methods are reviewed and adjusted, if necessary, at the end of each reporting period.

l. Intangible Assets

Land Rights

Initial legal costs incurred to obtain legal rights are recognized as part of the acquisition cost of the land, and these costs are not depreciated. Costs related to renewal of land rights are recognized as intangible assets and amortized during the period of the land rights.

Software

Computer software development costs recognized as assets are amortized over their estimated useful lives, which does not exceed three years.

m. Impairment of Non-Financial Assets

At the end of each reporting period, the Group reviews the carrying amount of non- financial assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where the asset does not generate cash flows that are independent from other assets, the Group estimates the recoverable amount of the cash- generating unit to which the asset belongs. When a reasonable and consistent basis of allocation can be identified, corporate assets are also allocated to individual cash-generating units, or otherwise they are allocated to the smallest group of cash-generating units for which a reasonable and consistent allocation basis can be identified.

Intangible assets with indefinite useful lives and intangible assets not yet available for use are tested for impairment annually, and whenever there is an indication that the asset maybe impaired.

2. KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

m. Penurunan Nilai Aset Nonkeuangan (lanjutan)

Jumlah terpulihkan adalah nilai tertinggi antara nilai wajar dikurangi biaya pelepasan dan nilai pakai. Dalam menilai nilai pakainya, estimasi arus kas masa depan didiskontokan ke nilai kini menggunakan tingkat diskonto sebelum pajak yang menggambarkan penilaian pasar kini dari nilai waktu uang dan risiko spesifik atas aset dengan estimasi arus kas masa depan belum disesuaikan.

Jika jumlah terpulihkan dari aset nonkeuangan (unit penghasil kas) lebih kecil dari nilai tercatatnya, nilai tercatat aset (unit penghasil kas) diturunkan menjadi sebesar jumlah terpulihkan dan rugi penurunan nilai segera diakui dalam laba rugi, kecuali aset tersebut disajikan pada jumlah revaluasian, di mana kerugian penurunan nilai diperlakukan sebagai penurunan revaluasi.

Ketika penurunan nilai selanjutnya dibalik, jumlah tercatat aset (atau unit penghasil kas) ditingkatkan ke estimasi yang direvisi dari jumlah terpulihkannya, namun kenaikan jumlah tercatat tidak boleh melebihi jumlah tercatat ketika kerugian penurunan nilai tidak diakui untuk aset (atau unit penghasil kas) pada tahun-tahun sebelumnya. Pembalikan rugi penurunan nilai diakui segera dalam laba rugi, kecuali aset yang bersangkutan disajikan pada jumlah revaluasian, dalam hal ini pembalikan kerugian penurunan nilai diperlakukan sebagai kenaikan revaluasi.

n. Utang Usaha

Utang usaha adalah kewajiban membayar barang atau jasa yang telah diterima dalam kegiatan usaha normal dari pemasok. Utang usaha diklasifikasikan sebagai liabilitas jangka pendek jika pembayarannya jatuh tempo dalam waktu satu tahun atau kurang (atau dalam siklus operasi normal, jika lebih lama). Jika tidak, utang tersebut disajikan sebagai liabilitas jangka panjang.

Utang usaha pada awalnya diakui sebesar nilai wajar dan selanjutnya diukur pada biaya perolehan diamortisasi dengan menggunakan metode bunga efektif.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

m. Impairment of Non-Financial Assets (continued)

Recoverable amount is the higher of fair value less cost to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of the non- financial asset (cash generating unit) is less than its carrying amount, the carrying amount of the asset (cash generating unit) is reduced to its recoverable amount and an impairment loss is recognized immediately in profit or loss, unless the relevant asset is carried at revaluation amount, in which the impairment loss is treated as a revaluation decrease.

When an impairment loss subsequently reverses, the carrying amount of the asset (or a cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognized for the asset (or cash-generating unit) in prior years. A reversal of an impairment loss is recognized immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

n. Trade Payables

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Trade payable are classified as current liabilities if payment is due within one year or less (or in the normal operating cycle of the business if longer). If not, they are presented as non-current liabilities.

Trade payables are recognised initially at fair value and subsequently measured at amortized cost using the effective interest method.

2. KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

o. Pinjaman

Pada saat pengakuan awal, pinjaman diakui sebesar nilai wajar, dikurangi dengan biaya-biaya transaksi yang terjadi. Selanjutnya, pinjaman diukur sebesar biaya perolehan diamortisasi; selisih antara penerimaan (dikurangi biaya transaksi) dan nilai pelunasan dicatat pada laporan laba rugi selama periode pinjaman dengan menggunakan metode bunga efektif.

Biaya yang dibayar untuk memperoleh fasilitas pinjaman diakui sebagai biaya transaksi pinjaman sepanjang besar kemungkinan sebagian atau seluruh fasilitas akan ditarik. Dalam hal ini, biaya memperoleh pinjaman ditangguhkan sampai penarikan pinjaman terjadi. Sepanjang tidak terdapat bukti bahwa besar kemungkinan sebagian atau seluruh fasilitas akan ditarik, biaya memperoleh pinjaman dikapitalisasi sebagai pembayaran di muka untuk jasa likuiditas dan diamortisasi selama periode fasilitas yang terkait.

Biaya pinjaman akan dihentikan pengakuannya dari laporan posisi keuangan konsolidasian ketika kewajiban yang tertulis pada kontrak dibatalkan, atau sudah tidak berlaku. Selisih antara nilai tercatat dari liabilitas keuangan yang sudah berakhir atau dialihkan ke pihak lain, dan imbalan yang dibayarkan, termasuk aset nonkas yang dialihkan atau liabilitas yang ditanggung, diakui dalam laba rugi sebagai pendapatan lain-lain atau biaya keuangan.

Ketika liabilitas keuangan dinegosiasikan kembali dan entitas mengeluarkan instrumen ekuitas kepada kreditor untuk menyelesaikan seluruh atau sebagian liabilitas (*debt for equity swap*), keuntungan atau kerugian diakui dalam laporan laba rugi konsolidasian yang dicatat sebagai selisih antara jumlah tercatat dari liabilitas keuangan.

Pinjaman diklasifikasikan sebagai liabilitas jangka pendek kecuali Grup memiliki hak tanpa syarat untuk menunda pembayaran liabilitas selama paling tidak 12 bulan setelah tanggal pelaporan.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

o. Borrowing

Borrowings are recognized initially at fair value, net of transaction costs incurred. Borrowings are subsequently carried at amortised cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognised in the profit or loss over the period of the borrowings using the effective interest method.

Fees paid on the establishment of loan facilities are recognized as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw-down occurs. To the extent that there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalized as a pre-payment for liquidity services and amortised over the period of the facility to which it relates.

Borrowings cost are removed from the consolidated statement of financial position when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognized in profit or loss as other income or finance costs.

Where the terms of a financial liability are renegotiated and the entity issues equity instruments to a creditor to extinguish all or part of the liability (debt for equity swap), a gain or loss is recognized in the consolidated profit or loss, which is measured as the difference between the carrying amount of the financial liability and the fair value of the equity instruments issued.

Borrowings are classified as current liabilities unless the Group has an unconditional right to defer the settlement of the liability for at least 12 months after the reporting date.

2. KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

o. Pinjaman (lanjutan)

Biaya bunga dan biaya pinjaman lainnya, seperti biaya diskonto pinjaman baik yang secara langsung atau tidak langsung digunakan untuk pendanaan konstruksi aset kualifikasian, dikapitalisasi hingga aset tersebut selesai dikonstruksi. Untuk biaya pinjaman yang dapat diatribusikan secara langsung pada aset kualifikasian, jumlah yang dikapitalisasi ditentukan dari biaya pinjaman aktual yang terjadi selama periode berjalan, dikurangi penghasilan yang diperoleh dari investasi sementara atas dana hasil pinjaman tersebut. Untuk pinjaman yang tidak dapat diatribusikan secara langsung pada suatu aset kualifikasian, jumlah yang dikapitalisasi ditentukan dengan mengalikan tingkat kapitalisasi terhadap jumlah yang dikeluarkan untuk memperoleh aset kualifikasian. Tingkat kapitalisasi dihitung berdasarkan rata-rata tertimbang biaya pinjaman yang dibagi dengan jumlah pinjaman yang tersedia selama periode, selain pinjaman yang secara spesifik diambil untuk tujuan memperoleh suatu aset kualifikasian.

p. Provisi

Provisi diakui ketika Grup memiliki kewajiban kini (baik bersifat hukum maupun bersifat konstruktif) sebagai akibat peristiwa masa lalu, kemungkinan besar Grup diharuskan menyelesaikan kewajiban dan estimasi yang andal mengenai jumlah kewajiban tersebut dapat dibuat.

Jumlah yang diakui sebagai provisi adalah hasil estimasi terbaik pengeluaran yang diperlukan untuk menyelesaikan kewajiban kini pada akhir periode pelaporan, dengan mempertimbangkan risiko dan ketidakpastian yang meliputi kewajibannya. Apabila suatu provisi diukur menggunakan arus kas yang diperkirakan untuk menyelesaikan kewajiban kini, maka nilai tercatatnya adalah nilai kini dari arus kas (ketika pengaruh nilai waktu uang bersifat material).

Ketika beberapa atau seluruh manfaat ekonomi untuk penyelesaian provisi yang diharapkan dapat dipulihkan dari pihak ketiga, piutang diakui sebagai aset apabila terdapat kepastian bahwa penggantian akan diterima dan jumlah piutang dapat diukur secara andal.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

o. Borrowing (continued)

Interest and other borrowing costs, such as discount fees on loans either directly or indirectly used in financing the construction of a qualifying asset, are capitalized up to the date when construction is complete. For borrowings that are directly attributable to a qualifying asset, the amount to be capitalized is determined as the actual borrowing cost incurred during the period, less any income earned on the temporary investment of such borrowings. For borrowings that are not directly attributable to a qualifying assets, the amount to be capitalized is determined by applying a capitalization rate to the amount expended on the qualifying assets. The capitalization rate is the weighted average of the total borrowing costs applicable to the total borrowings outstanding during the period, other than borrowings made specifically for the purpose of obtaining a qualifying assets.

p. Provision

Provisions are recognized when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that the Group will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognized as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows (when the effect of time value of money is material).

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, a receivable is recognized as an asset if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.

2. KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

q. Imbalan Kerja

Grup menyelenggarakan program pensiun iuran pasti atau manfaat pasti untuk semua karyawan tetapnya. Selain itu Grup juga memberikan imbalan kerja jangka panjang lainnya, yang meliputi: santunan hari tua, imbalan perawatan kesehatan pascakerja, cuti panjang dan penghargaan masa pengabdian, dan bantuan kematian.

Beban atas pemberian imbalan dalam program imbalan manfaat pasti ditentukan dengan metode *Projected Unit Credit*.

Pengukuran kembali atas liabilitas (aset) imbalan pasti neto, yang diakui sebagai penghasilan komprehensif lain, terdiri dari:

- Keuntungan dan kerugian aktuarial;
- Imbal hasil atas aset program, tidak termasuk jumlah yang dimasukkan dalam bunga neto atas liabilitas (aset) imbalan pasti neto; dan
- Setiap perubahan dampak batas aset, tidak termasuk jumlah yang dimasukkan dalam bunga neto atas liabilitas (aset) imbalan pasti neto.

Pengukuran kembali atas liabilitas (aset) imbalan pasti neto yang diakui sebagai penghasilan komprehensif lain tidak direklasifikasi ke laba rugi pada periode berikutnya.

Beban imbalan kerja jangka panjang lainnya ditentukan dengan metode *Projected Unit Credit* dengan metode yang disederhanakan dimana metode ini tidak mengakui pengukuran kembali dalam penghasilan komprehensif lain. Total nilai neto dari biaya jasa kini, biaya bunga neto atas liabilitas (aset) imbalan pasti neto dan pengukuran kembali liabilitas (aset) imbalan pasti neto diakui pada laba rugi tahun berjalan.

Biaya jasa lalu diakui dalam laba rugi pada tanggal yang lebih awal antara:

- Tanggal amandemen atau kurtailmen program; dan
- Tanggal pada saat Grup mengakui biaya restrukturisasi terkait.

Bunga neto ditentukan dengan mengalikan liabilitas (aset) imbalan pasti neto dengan tingkat diskonto. Grup mengakui perubahan atas liabilitas imbalan pasti neto berikut pada "Beban pokok pendapatan", "Beban penjualan" dan "Beban umum dan administrasi" pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian:

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

q. Employee benefits

The Group provides defined contribution plan or defined benefit plan to all of its permanent employees. In addition, the Group also provides other long-term employee benefits, such as: post-retirement benefits, post-retirement healthcare benefits, long-term compensation leave and service rewards, and death donation.

The cost of providing benefits under the defined benefits plan is determined using the Projected Unit Credit method.

Remeasurements of the net defined benefit liability (asset), which are recognized as other comprehensive income, consists of:

- *Actuarial gain and loss;*
- *The return on plan assets, excluding amounts included in net interest on the net defined benefit liability (asset); and*
- *Any change in the effect of the asset ceiling, excluding amounts included in net interest on the net defined benefit liability (asset).*

Remeasurements of the net defined benefit liability (asset) recognized in other comprehensive income will not be reclassified to profit or loss in the next periods.

The cost of providing other long-term employee benefits is determined using the Projected Unit Credit method using simplified method of not recognizing remeasurements in other comprehensive income. The net total of service cost, net interest on the net defined benefit liability (asset) and remeasurements of the net defined benefit liability (asset) are recognized in profit or loss for the year.

Past service costs are recognized in profit or loss at the earlier of:

- *The date of the plan amendment or curtailment; and*
- *The date that the Group recognizes related restructuring costs.*

Net interest is calculated by applying discount rate to the net defined benefit liability (asset). The Group recognizes the following changes in the net defined benefit obligation under "Cost of revenue", "Selling expenses" and "General and administrative expenses" in the consolidated statements of profit or loss and other comprehensive income:

2. KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

q. Imbalan Kerja (lanjutan)

- Biaya jasa yang terdiri dari biaya jasa kini, biaya jasa lalu dan keuntungan dan kerugian atas kurtailmen; dan
- Beban atau pendapatan bunga neto.

r. Perpajakan

Grup menerapkan PSAK No. 212, Pajak Penghasilan.

Beban pajak terdiri dari pajak kini dan pajak tangguhan. Pajak diakui dalam laba rugi, kecuali jika pajak tersebut terkait dengan transaksi atau kejadian yang diakui di penghasilan komprehensif lain atau langsung diakui ke ekuitas. Dalam hal ini, pajak tersebut masing-masing diakui dalam penghasilan komprehensif lain atau ekuitas.

Pajak kini

Aset dan liabilitas pajak kini untuk tahun berjalan diukur sebesar jumlah yang diharapkan dapat direstitusi dari atau dibayarkan kepada otoritas perpajakan. Tarif pajak dan peraturan pajak yang digunakan untuk menghitung jumlah tersebut adalah yang telah berlaku atau secara substantif telah berlaku pada tanggal pelaporan.

Bunga dan denda disajikan sebagai bagian dari penghasilan atau beban operasi lain karena tidak dianggap sebagai bagian dari beban pajak penghasilan.

Pajak tangguhan

Pajak tangguhan diakui dengan menggunakan metode liabilitas atas perbedaan temporer pada tanggal pelaporan antara dasar pengenaan pajak dari aset dan liabilitas dan jumlah tercatatnya untuk tujuan pelaporan keuangan pada tanggal pelaporan.

Liabilitas pajak tangguhan diakui untuk semua perbedaan temporer kena pajak, kecuali:

(i) liabilitas pajak tangguhan yang terjadi dari pengakuan awal *goodwill* atau dari aset atau liabilitas dari transaksi yang bukan transaksi kombinasi bisnis, dan pada waktu transaksi tidak mempengaruhi laba akuntansi dan laba kena pajak atau rugi fiskal;

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

q. Employee Benefits (continued)

- *Service costs comprising current service costs, past-service costs and gains and losses on curtailments; and*
- *Net interest expense or income.*

r. Taxation

The Group adopts PSAK No. 212, Income Tax.

The tax expense comprises current and deferred tax. Tax is recognised in the profit or loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case, the tax is also recognised in other comprehensive income or directly in equity, respectively.

Current tax

Current income tax assets and liabilities for the current year are measured at the amount expected to be recovered from or paid to the taxation authority. The tax rates and tax laws used to compute the amount are those that have been enacted or substantively enacted as at the reporting date.

Interests and penalties are presented as part of other operating income or expenses since they are not considered as part of the income tax expense.

Deferred tax

Deferred tax is recognized using the liability method on temporary differences at the reporting date between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

Deferred tax liabilities are recognized for all taxable temporary differences, except:

(i) where the deferred tax liability arises from the initial recognition of goodwill or of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss;

2. KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

r. Perpajakan (lanjutan)

Pajak tangguhan (lanjutan)

(ii) dari perbedaan temporer kena pajak atas investasi pada entitas anak, yang saat pembalikannya dapat dikendalikan dan besar kemungkinannya bahwa beda temporer itu tidak akan dibalik dalam waktu dekat.

Aset pajak tangguhan diakui untuk seluruh perbedaan temporer yang dapat dikurangkan dan akumulasi rugi fiskal belum dikompensasi, bila kemungkinan besar laba kena pajak akan tersedia sehingga perbedaan temporer dapat dikurangkan tersebut, dan rugi fiskal belum dikompensasi, dapat dimanfaatkan, kecuali:

(i) jika aset pajak tangguhan timbul dari pengakuan awal aset atau liabilitas dalam transaksi yang bukan transaksi kombinasi bisnis dan tidak mempengaruhi laba akuntansi maupun laba kena pajak atau rugi fiskal; atau

(ii) dari perbedaan temporer yang dapat dikurangkan atas investasi pada entitas anak, aset pajak tangguhan hanya diakui bila besar kemungkinannya bahwa beda temporer itu tidak akan dibalik dalam waktu dekat dan laba kena pajak dapat dikompensasi dengan beda temporer tersebut.

Jumlah tercatat aset pajak tangguhan ditelaah pada setiap tanggal pelaporan dan nilai tercatat aset pajak tangguhan tersebut diturunkan apabila laba fiskal mungkin tidak memadai untuk mengkompensasi sebagian atau semua manfaat aset pajak tangguhan. Aset pajak tangguhan yang tidak diakui ditinjau ulang pada setiap tanggal pelaporan dan akan diakui apabila besar kemungkinan bahwa laba fiskal pada masa yang akan datang akan tersedia untuk pemulihannya.

Aset dan liabilitas pajak tangguhan diukur dengan menggunakan tarif pajak yang diharapkan akan berlaku pada tahun saat aset dipulihkan atau liabilitas diselesaikan berdasarkan tarif pajak dan peraturan pajak yang berlaku atau yang secara substantif telah berlaku pada tanggal pelaporan.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

r. Taxation (continued)

Deferred tax (continued)

(ii) in respect of taxable temporary differences associated with investments in subsidiaries, when the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred tax assets are recognized for all deductible temporary differences and carry forward of unused tax losses, to the extent that it is probable that taxable profits will be available against which deductible temporary differences, and the carry forward of unused tax losses can be utilized, except:

(i) where the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; or

(ii) in respect of deductible temporary differences associated with investments in subsidiaries, deferred tax assets are recognized only to the extent that it is probable that the temporary differences will not reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilized.

The carrying amount of a deferred tax asset is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the benefit of that deferred tax asset to be utilized. Unrecognized deferred tax assets are reassessed at each reporting date and are recognized to the extent that it has become probable that future taxable profit will allow the deferred tax assets to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the year when the asset is realized or the liability is settled, based on tax rates and tax laws that have been enacted or substantively enacted as of the reporting date.

2. KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

r. Perpajakan (lanjutan)

Pajak Pertambahan Nilai

Pendapatan, beban-beban dan aset-aset diakui neto atas jumlah Pajak Pertambahan Nilai ("PPN") kecuali:

(i) PPN yang muncul dari pembelian aset atau jasa yang tidak dapat dikreditkan oleh kantor pajak, yang dalam hal ini PPN diakui sebagai bagian dari biaya perolehan aset atau sebagai bagian dari item beban-beban yang diterapkan; dan
(ii) piutang dan utang yang disajikan termasuk dengan jumlah PPN.

Jumlah PPN neto yang terpulihkan dari, atau terutang kepada, kantor pajak termasuk sebagai bagian dari piutang atau utang pada laporan posisi keuangan.

Pajak Final

Sesuai peraturan perpajakan di Indonesia, pajak final dikenakan atas nilai bruto transaksi, dan tetap dikenakan walaupun atas transaksi tersebut pelaku transaksi mengalami kerugian.

Pajak final tidak termasuk dalam lingkup yang diatur oleh PSAK 212, Pajak Penghasilan.

s. Pengakuan Pendapatan dan Beban

Pendapatan diakui bila besar kemungkinan manfaat ekonomi akan diperoleh oleh Grup dan jumlahnya dapat diukur secara andal. Pendapatan diukur pada nilai wajar pembayaran yang diterima, tidak termasuk diskon, rabat, dan PPN.

Perusahaan menelaah pengaturan pendapatannya melalui kriteria tertentu untuk menentukan apakah bertindak sebagai prinsipal atau agen. Perusahaan berkesimpulan untuk bertindak sebagai prinsipal dalam semua pengaturan pendapatan.

Penjualan barang

Pendapatan dari penjualan diakui pada saat semua risiko dan manfaat kepemilikan barang secara signifikan telah berpindah kepada pembeli.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

r. Taxation (continued)

Value-Added Tax

Revenue, expenses and assets are recognized net of the amount of Value Added Tax ("VAT") except:

(i) the VAT incurred on a purchase of assets or services is not recoverable from the taxation authority, in which case the VAT is recognized as part of the cost of acquisition of the asset or as part of the expense item as applicable; and
(ii) receivables and payables that are stated inclusive of the VAT amount.

The net amount of VAT recoverable from, or payable to, the taxation authorities is included as part of receivables or payables in the statement of financial position.

Final Tax

In accordance with the tax regulation in Indonesia, final tax is applied to the gross value of transactions, even when the parties carrying the transaction recognizing losses.

Final tax is scoped out from PSAK 212, Income Tax.

s. Revenues and Expenses Recognition

Revenue is recognized to the extent that it is probable that the economic benefits will flow to the Group and the revenue can be reliably measured. Revenue is measured at the fair value of the consideration received, excluding discounts, rebates, and VAT.

The Company assesses its revenue arrangements against specific criteria in order to determine if it is acting as principal or agent. The Company has concluded that it is acting as a principal in all of its revenue arrangements.

Sale of goods

Revenues from sales are recognized when all of the significant risks and rewards of ownership of the goods have been passed to the buyers.

2. KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

s. Pengakuan Pendapatan dan Beban (lanjutan)

Penghasilan/beban bunga

Untuk semua instrumen keuangan yang diukur pada biaya perolehan diamortisasi, penghasilan atau beban bunga dicatat dengan menggunakan metode suku bunga efektif, yaitu suku bunga yang secara tepat mendiskontokan estimasi pembayaran atau penerimaan kas di masa datang selama perkiraan umur dari instrumen keuangan, atau jika lebih tepat, digunakan periode yang lebih singkat, untuk nilai tercatat neto dari aset keuangan atau liabilitas keuangan.

Beban dan biaya

Pembayaran harga transaksi berbeda untuk setiap kontrak. Aset kontrak diakui setelah imbalan yang dibayarkan oleh pelanggan kurang dari saldo kewajiban pelaksanaan yang telah dipenuhi. Liabilitas kontrak diakui setelah imbalan yang dibayarkan oleh pelanggan lebih dari saldo kewajiban pelaksanaan yang telah dipenuhi.

Penghasilan Bunga

Pendapatan bunga dari aset keuangan pada FVPL dimasukkan dalam keuntungan (kerugian) nilai wajar bersih atas aset tersebut. Pendapatan bunga dari aset keuangan pada biaya perolehan diamortisasi dan aset keuangan pada FVOCI yang dihitung dengan menggunakan metode suku bunga efektif diakui dalam laporan laba rugi sebagai bagian dari pendapatan lain.

Pendapatan bunga dihitung dengan menerapkan suku bunga efektif terhadap nilai tercatat bruto dari aset keuangan kecuali untuk aset keuangan yang kemudian mengalami penurunan nilai kredit. Untuk aset keuangan yang mengalami penurunan nilai kredit, suku bunga efektif diterapkan ke nilai tercatat bersih dari aset keuangan (setelah dikurangi penyisihan kerugian).

Pendapatan bunga disajikan sebagai pendapatan keuangan yang diperoleh dari aset keuangan yang dimiliki untuk tujuan pengelolaan kas. Pendapatan bunga lainnya dimasukkan ke dalam pendapatan lain.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

s. Revenues and Expenses Recognition (continued)

Finance income/costs

For all financial instruments measured at amortized cost, interest income or expense is recorded using effective interest rate method, which is the rate that exactly discounts the estimated future cash payments or receipts over the expected life of the financial instrument or a shorter period, where appropriate, to the net carrying value of the financial asset or liability.

Cost and expenses

Payment of the transaction price is different for each contract. A contract asset is recognized once the consideration paid by customer is less than the balance of performance obligation which has been fulfill. A contract liability is recognized once the consideration paid by customer is more than the balance of performance obligation which has been fulfill.

Interest Income

Interest income from financial assets at FVPL is included in the net fair value gains (losses) on these assets. Interest income on financial assets at amortised cost and financial assets at FVOCI calculated using the effective interest method is recognized in the statement of profit or loss as part of other income.

Interest income is calculated by applying the effective interest rate to the gross carrying amount of a financial asset except for financial assets that subsequently become credit impaired. For credit-impaired financial assets the effective interest rate is applied to the net carrying amount of the financial asset (after deduction of the loss allowance).

Interest income is presented as finance income where it is earned from financial assets that are held for cash management purposes. Any other interest income is included in other income.

2. KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

t. Sewa

Grup mengklasifikasikan sewa dengan mempertimbangkan sejauh mana risiko dan manfaat yang terkait dengan kepemilikan aset sewaan berada pada *lessor* atau *lessee*, dan lebih menekankan pada substansi transaksi dibandingkan bentuk kontraknya.

Grup bertindak sebagai *lessee*, dengan demikian:

i) Suatu sewa diklasifikasikan sebagai sewa pembiayaan jika sewa tersebut mengalihkan secara substansial seluruh risiko dan manfaat yang terkait dengan kepemilikan aset sewaan. Sewa tersebut dikapitalisasi sebesar nilai wajar aset sewaan atau sebesar nilai kini pembayaran sewa minimum, jika nilai kini pembayaran tersebut lebih rendah dari nilai wajarnya. Pembayaran sewa minimum dialokasikan antara bagian yang merupakan beban keuangan dan bagian yang merupakan pelunasan liabilitas, sedemikian rupa sehingga menghasilkan suatu tingkat suku bunga periodik yang konstan atas saldo liabilitas. Beban keuangan dibebankan langsung ke laba rugi.

   Jika tidak terdapat kepastian yang memadai bahwa *lessee* akan mendapatkan hak kepemilikan pada akhir masa sewa, maka aset sewaan yang dikapitalisasi disusutkan selama periode yang lebih pendek antara masa manfaat aset sewaan atau masa sewanya.

ii) Suatu sewa diklasifikasikan sebagai sewa operasi jika sewa tidak mengalihkan secara substansial seluruh risiko dan manfaat yang terkait dengan kepemilikan aset sewaan. Dengan demikian, pembayaran sewa diakui sebagai beban dengan dasar garis lurus (*straight-line basis*) selama masa sewa.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

t. Leases

The Group classifies leases based on the extent to which risks and rewards incidental to the ownership of a leased asset are vested upon the lessor or the lessee, and the substance of the transaction rather than the form of the contract.

The Group is acting as a lessee, therefore:

i) A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership of the leased assets. Such leases are capitalized at the inception of the lease at the fair value of the leased property or, if lower, at the present value of minimum lease payments. Lease payments are apportioned between the finance charges and reduction of the lease liability so as to achieve a constant rate of interest on the remaining balance of liability. Finance charges are charged directly to the profit or loss.

   Capitalized leased assets are depreciated over the shorter of the estimated useful life of the asset or the lease term, if there is no reasonable certainty that the Group will obtain ownership by the end of the lease term.

ii) Lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership of the leased asset. Accordingly, the related lease payments are recognized in profit or loss on a straight-line basis over the lease term.

2. KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

u. Distribusi Dividen

Distribusi dividen kepada pemilik Perusahaan diakui sebagai liabilitas dalam laporan keuangan Grup pada periode dimana dividen telah disetujui oleh pemegang saham entitas dalam Rapat Umum Pemegang Saham Perusahaan.

v. Laba per Saham

Laba per saham dasar dihitung dengan membagi laba bersih yang tersedia bagi pemegang saham Perusahaan dengan jumlah rata-rata tertimbang saham biasa yang beredar pada periode berjalan.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

u. Dividend Distribution

Dividend distribution to the Company's shareholders is recognised as a liability in the Group's financial statements in the period in which the dividends are approved by the Company's shareholders.

v. Earning per Share

Basic earnings per share are calculated by dividing the profit attributable to the equity holders of the Company by the weighted average number of ordinary shares outstanding during the period.

3. PERTIMBANGAN PENTING, ESTIMASI, DAN ASUMSI

Estimasi dan pertimbangan terus dievaluasi berdasarkan pengalaman historis dan faktor- faktor lain, termasuk ekspektasi peristiwa masa depan yang diyakini wajar berdasarkan kondisi yang ada.

Estimasi dan Asumsi Akuntansi yang Penting

Grup membuat estimasi dan asumsi mengenai masa depan. Estimasi akuntansi yang dihasilkan, menurut definisi, akan jarang sekali sama dengan hasil aktualnya. Estimasi dan asumsi yang secara signifikan berisiko menyebabkan penyesuaian material terhadap jumlah tercatat aset dan liabilitas selama 12 bulan ke depan dipaparkan di bawah ini.

a. Ketidakpastian Eksposur Perpajakan

Berdasarkan peraturan perpajakan yang berlaku saat ini, manajemen mempertimbangkan apakah jumlah yang tercatat pada akun tagihan pajak dapat dipulihkan dan direstitusi oleh Kantor Pajak. Lebih lanjut, manajemen mempertimbangkan liabilitas yang mungkin timbul dari hasil pemeriksaan pajak yang masih diajukan keberatannya.

Pertimbangan signifikan dilakukan dalam menentukan provisi atas pajak penghasilan badan maupun pajak lainnya atas transaksi tertentu. Ketidakpastian timbul terkait dengan interpretasi dari peraturan perpajakan yang kompleks dan jumlah dan waktu dari penghasilan kena pajak di masa depan. Grup membuat analisis untuk semua posisi pajak terkait dengan pajak penghasilan untuk menentukan jika liabilitas pajak yang belum diakui harus diakui.

3. SIGNIFICANT JUDGMENTS, ESTIMATES, AND ASSUMPTIONS

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical Accounting Estimate and Assumptions

The Group makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next 12 months are addressed below.

a. Uncertain Tax Exposures

Based on the tax regulations currently enacted, management assessed whether the amounts recorded underestimated claims for tax refund are recoverable and refundable by the Tax Office. Further, the management also assessed the possible liabilities that may arise from the tax assessments under objection.

Significant judgement is involved in determining the provision for corporate income tax and other taxes on certain transactions. Uncertainties exist with respect to the interpretation of complex tax regulations and the amount and timing of future taxable income. The Group makes an analysis of all tax positions related to income taxes to determine if a tax liability for unrecognized taxes should be recognized.

3. PERTIMBANGAN PENTING, ESTIMASI, DAN ASUMSI (lanjutan)

b. Imbalan Kerja

Nilai kini kewajiban pensiun tergantung pada beberapa faktor yang ditentukan dengan dasar aktuarial berdasarkan beberapa asumsi. Asumsi yang digunakan untuk menentukan biaya (penghasilan) pensiun neto mencakup tingkat diskonto dan kenaikan gaji di masa mendatang. Adanya perubahan pada asumsi ini akan memengaruhi jumlah tercatat kewajiban pensiun.

Untuk tingkat kenaikan gaji masa datang, Grup mengumpulkan data historis mengenai perubahan gaji dasar pekerja dan menyesuaikannya dengan perencanaan bisnis masa datang.

Asumsi kunci kewajiban pensiun lainnya sebagian ditentukan berdasarkan kondisi pasar saat ini. Informasi tambahan diungkapkan pada Catatan 24.

c. Estimasi Masa Manfaat Aset NonKeuangan

Grup mengestimasi masa manfaat ekonomis aset nonkeuangan berdasarkan utilisasi dari aset yang diharapkan dan didukung dengan rencana dan strategi usaha dan perilaku pasar. Estimasi dari masa manfaat aset nonkeuangan adalah berdasarkan penelaahan Grup terhadap praktik industri, evaluasi teknis internal dan pengalaman untuk aset yang sejenis. Estimasi masa manfaat ditelaah minimal setiap akhir periode pelaporan dan diperbarui jika ekspektasi berbeda dari estimasi sebelumnya dikarenakan pemakaian dan kerusakan fisik, keusangan secara teknis atau komersial dan hukum atau pembatasan lain atas penggunaan dari aset. Tetapi, adalah mungkin, hasil di masa depan dari operasi dapat dipengaruhi secara material oleh perubahan-perubahan dalam estimasi yang diakibatkan oleh perubahan faktor- faktor yang disebutkan di atas.

Grup mengestimasi masa manfaat ekonomis aset nonkeuangan antara 4 sampai dengan 25 tahun. Ini adalah umur yang secara umum diharapkan dalam industri dimana Grup menjalankan bisnisnya. Perubahan tingkat pemakaian dan perkembangan teknologi dapat memengaruhi masa manfaat ekonomis dan nilai sisa aset, dan karenanya biaya penyusutan masa depan mungkin direvisi.

3. SIGNIFICANT JUDGMENTS, ESTIMATES, AND ASSUMPTIONS (continued)

b. Employee Benefits

The present value of the pension obligations depends on a number of factors that are determined on an actuarial basis using a number of assumptions. The assumptions used in determining the net cost (income) for pensions include the discount rate and future salary increase. Any changes in these assumptions will have an impact on the carrying amount of pension obligations.

For the rate of future salary increases, the Group collects all historical data relating to changes in base salaries and adjusts it for future business plans.

Other key assumptions for pension obligations are based in part on current market conditions. Additional information is disclosed in Note 24.

c. Estimating Useful Lives of Non-Financial Assets

The Group estimates the useful lives of its non-financial assets based on expected asset utilize as supported by business plans and strategies that also consider expected market behavior. The estimation of the useful lives of non-financial assets are based on the Group's assessment of industry practice, internal technical evaluation and experience with similar assets. The estimated useful lives are reviewed at least each financial period-end and are updated if expectations differ from previous estimates due to physical wear and tear, technical or commercial obsolescence and legal or other limitations on the use of the assets. It is possible, however, that future results of operations could be material affected by changes in the estimates caused by changes in the factors mentioned above.

The Group estimates the useful lives of its non-financial assets to be within 4 to 25 years. These are common life expectancies applied in the industries where the Group conducts its businesses. Changes in the expected level of usage and technological development could impact the economic useful lives and the residual values of these assets, and therefore future depreciation charges could be revised.

3. PERTIMBANGAN PENTING, ESTIMASI, DAN ASUMSI (lanjutan)

d. Sewa

Dalam menentukan jangka waktu sewa, Grup mempertimbangkan semua fakta dan keadaan yang menimbulkan insentif ekonomi untuk menggunakan opsi perpanjangan, opsi pembelian atau tidak menggunakan opsi penghentian. Opsi perpanjangan (atau periode setelah opsi penghentian kontrak kerja) hanya termasuk dalam jangka waktu sewa jika cukup pasti akan diperpanjang (atau tidak dihentikan). Penilaian tersebut ditinjau jika terjadi peristiwa signifikan atau perubahan signifikan dalam situasi yang memengaruhi penilaian ini dan berada dalam kendali Grup.

Pertimbangan Penting Dalam Penentuan Kebijakan Akuntansi Entitas

a. Mata Uang Fungsional

Mata uang fungsional dari Grup adalah mata uang dari lingkungan ekonomi utama dimana entitas beroperasi.

Grup mempertimbangkan beberapa faktor dalam menentukan mata uang fungsionalnya seperti mata uang yang memengaruhi pendapatan, biaya dan aktivitas pendanaan serta mata uang yang mana penerimaan dari aktivitas operasi pada umumnya dipertahankan.

Berdasarkan substansi ekonomis dari kondisi yang sesuai dengan Grup, mata uang fungsional telah ditentukan berupa Rupiah Indonesia (Rp), karena hal ini berkaitan dengan fakta bahwa mayoritas bisnis Grup dipengaruhi oleh penetapan harga dengan lingkungan ekonomis lokal.

3. SIGNIFICANT JUDGMENTS, ESTIMATES, AND ASSUMPTIONS (continued)

d. Leases

in determining the lease term, the Group considers all facts and circumstances that create an economic incentive to exercise an extension option, purchase option or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated). The lease term is reviewed if a significant event or a significant change in circumstances occurs which affects this assessment and that is within the control of the Group.

Critical Judgements In Applying The Entity's Accounting Policies

a. Functional Currency

The functional currency of the Group is the currency of the primary economic environment in which each entity operates.

The Group considers some factors in determining its functional currency, among others, the currency that mainly influences the revenue, cost and financing activities, and the currency in which receipts from operating activities are usually retained.

Based on the economic substance of the underlying circumstances relevant to the Group, the functional currency has been determined to be Indonesian Rupiah (Rp), as this reflected the fact that majority of the Group operational businesses are influenced by pricing in local economic environment.

3. PERTIMBANGAN PENTING, ESTIMASI, DAN ASUMSI (lanjutan)

b. Estimasi Penyisihan atas Penurunan Nilai dari Piutang

Saat mengukur KKE, Grup menggunakan informasi masa depan yang wajar dan dapat didukung, yang didasarkan pada asumsi untuk pergerakan masa depan dari berbagai pendorong ekonomi dan bagaimana penggerak ini akan saling memengaruhi.

Loss given default adalah estimasi kerugian yang timbul karena gagal bayar. Perhitungan didasarkan pada perbedaan antara arus kas kontraktual terutang dan yang diharapkan akan diterima, dengan mempertimbangkan arus kas dari agunan dan peningkatan kredit integral.

Probability of default merupakan input utama dalam mengukur KKE. *Probability of default* adalah perkiraan kemungkinan gagal bayar selama jangka waktu tertentu, yang penghitungannya mencakup data historis, asumsi, dan ekspektasi kondisi masa depan.

Pada tanggal 31 Desember 2025, penyisihan penurunan nilai piutang usaha dan asset kontrak Grup adalah sebesar Rp11.192.160.140 dan Rp2.804.865.236 (Catatan 5 dan 6).

c. Penurunan Nilai Persediaan

Grup membuat penyisihan penurunan nilai persediaan berdasarkan estimasi persediaan pada masa mendatang. Walaupun asumsi yang digunakan dalam mengestimasi penurunan nilai persediaan telah sesuai dan wajar, namun perubahan signifikan atas asumsi ini akan berdampak material terhadap penyisihan penurunan nilai persediaan, yang pada akhirnya akan memengaruhi hasil usaha Grup.

Tidak terdapat penurunan nilai tercatat cadangan nilai persediaan Grup pada tanggal 31 Desember 2025 (Catatan 7).

3. SIGNIFICANT JUDGMENTS, ESTIMATES, AND ASSUMPTIONS (continued)

b. Estimating Allowance for Impairment Losses on Receivables

When measuring ECL, the Group uses reasonable and supportable forward- looking information, which is based on assumptions for the future movement of different economic drivers and how these drivers will affect each other.

Loss given default is an estimate of the loss arising on default. It is based on the difference between the contractual cash flows due and those that the lender would expect to receive, taking into account cash flows from collateral and integral credit enhancements.

Probability of default constitutes a key input in measuring ECL. Probability of default is an estimate of the likelihood of default over a given time horizon, the calculation of which includes historical data, assumptions and expectations of future conditions.

As of December 31, 2025, allowance for impairment on the Group's receivables and contract assets is amounting to Rp11,192,160,140 and Rp2,804.865.236, respectively (Notes 5 and 6).

c. Allowance for Decline in Value of Inventories

The Group provides allowance for decline in value of inventories based on future estimated inventories. While it is believed that the assumptions used in the estimation of the allowance for decline in value of inventories are appropriate and reasonable, significant changes in these assumptions may material affect the assessment of the allowance for decline in value of inventories, which ultimately will impact the result of the Group's operations.

There were no allowance for impairment inventory as of December 31, 2025 (Note 7).

3. PERTIMBANGAN PENTING, ESTIMASI, DAN ASUMSI (lanjutan)

d. Penurunan Nilai atas Aset Tetap dan Properti Investasi

Masa manfaat setiap aset tetap, dan properti investasi Grup ditentukan berdasarkan periode kegunaan yang diharapkan dari aset tersebut. Estimasi ini ditentukan berdasarkan evaluasi teknis internal dan pengalaman atas aset sejenis. Masa manfaat setiap aset direviu secara periodik dan disesuaikan apabila prakiraan berbeda dengan estimasi sebelumnya karena keausan, keusangan teknis dan komersial, hukum atau keterbatasan lainnya atas pemakaian aset. Namun terdapat kemungkinan bahwa hasil operasi dimasa mendatang dapat dipengaruhi secara signifikan oleh perubahan atas jumlah serta periode pencatatan beban yang diakibatkan karena perubahan faktor yang disebutkan di atas.

Perubahan masa manfaat aset tetap, dan properti investasi dapat memengaruhi jumlah beban penyusutan dan amortisasi yang diakui dan penurunan nilai tercatat aset tersebut.

Pada tanggal 31 Desember 2025, tidak ada penurunan nilai yang diakui dalam aset tetap dan properti investasi Grup (Catatan 11 dan 12).

e. Penurunan Nilai atas Instrumen Keuangan

Manajemen menggunakan teknik penilaian, termasuk model diskonto arus kas dalam mengukur nilai wajar dari instrumen keuangan dimana penawaran pasar aktif tidak tersedia.

Dalam menerapkan teknik penilaian, manajemen memanfaatkan input pasar semaksimal mungkin, dan menggunakan estimasi dan asumsi, yang sejauh mungkin, sesuai dengan data yang dapat diobservasi oleh pelaku pasar akan digunakan di dalam penentuan harga instrumen. Dalam hal data yang berlaku tidak dapat dicermati, maka manajemen akan menggunakan estimasi terbaik dimana asumsi akan digunakan oleh pelaku pasar. Perkiraan ini mungkin berbeda dengan harga sebenarnya yang akan dicapai dalam transaksi wajar pada tanggal pelaporan.

3. SIGNIFICANT JUDGMENTS, ESTIMATES, AND ASSUMPTIONS (continued)

d. Impairment of Property, Plant, and Equipment and Investment Properties

The useful life of each item of the Group's property, plant and equipment, and investment properties are estimated based on the period over which the asset is expected to be available for use. Such estimation is based on internal technical evaluation and experience with similar assets. The estimated useful life of each asset is reviewed periodically and updated if expectations differ from previous estimates due to physical wear and tear, technical or commercial obsolescence and legal or other limits on the use of the asset. It is possible, however, that future results of operations could be material affected by changes in the amounts and timing of recorded expenses brought about by changes in the factors mentioned above.

A change in the estimated useful life of any item of property, plant and equipment, and investment properties would affect the recorded depreciation and amortization expense, respectively, and decrease in the carrying values of these assets.

As of December 31, 2025, there was no allowance for impairment losses recognized on the Group property, plant and equipment and investment properties (Notes 11 and 12).

e. Determining Fair Value of Financial Instruments

Management uses valuation techniques, including the discounted cash flow model in measuring the fair value of financial instruments where active market quotes are not available.

In applying the valuation techniques, management makes maximum use of market inputs, and uses estimates and assumptions that are, as far as possible, consistent with observable data that market participants would use in pricing the instrument. Where applicable data is not observable, management uses its best estimate about the assumptions that market participants would make. These estimates may vary from the actual prices that would be achieved in an arm's length transaction at the reporting date.

3. PERTIMBANGAN PENTING, ESTIMASI, DAN ASUMSI (lanjutan)

f. Pajak Penghasilan

Pertimbangan signifikan dilakukan dalam menentukan provisi atas pajak penghasilan badan. Terdapat transaksi dan perhitungan tertentu yang penentuan pajak akhirnya adalah tidak pasti sepanjang kegiatan usaha normal. Grup mengakui liabilitas atas pajak penghasilan badan berdasarkan estimasi apakah akan terdapat tambahan pajak penghasilan badan.

Penentuan provisi untuk pajak penghasilan badan memerlukan pertimbangan yang signifikan dari manajemen. Ada transaksi dan perhitungan tertentu yang penentuan pajak akhirnya tidak pasti selama kegiatan usaha biasa. Grup mengakui liabilitas atas masalah pajak penghasilan badan yang diharapkan berdasarkan estimasi apakah tambahan pajak penghasilan badan akan terutang. Jika hasil pajak final dari hal-hal tersebut berbeda dari jumlah yang pada awalnya dicatat, perbedaan tersebut akan berdampak pada aset dan liabilitas pajak kini dan tangguhan pada periode di mana penentuan tersebut dibuat.

g. Realisasi dari Aset Pajak Tangguhan

Grup melakukan penelaahan atas nilai tercatat aset pajak tangguhan pada setiap akhir periode pelaporan dan mengurangi nilai aset tersebut sebesar mungkin yang tidak dapat direalisasikan, dimana ketersediaan penghasilan kena pajak memungkinkan untuk menggunakan seluruh atau sebagian dari aset pajak tangguhan tersebut. Penelaahan Grup atas pengakuan aset pajak tangguhan untuk perbedaan temporer yang dapat dikurangkan berdasarkan tingkat dan waktu dari taksiran penghasilan kena pajak untuk periode pelaporan berikutnya.

Estimasi tersebut didasarkan pada pencapaian Grup di masa lalu dan ekspektasi masa depan terhadap pendapatan dan beban, serta dengan strategi perencanaan pajak di masa depan. Namun tidak ada kepastian bahwa Grup dapat menghasilkan penghasilan kena pajak yang cukup untuk memungkinkan penggunaan sebagian atau seluruh aset pajak tangguhan tersebut.

3. SIGNIFICANT JUDGMENTS, ESTIMATES, AND ASSUMPTIONS (continued)

f. Income Tax

Significant judgment is involved in determining the provision for corporate income tax. There are certain transactions and computation for which the ultimate tax determination is uncertain during the ordinary course of business. The Group recognizes liabilities for expected corporate income tax issues based on estimates of whether additional corporate income tax will be due.

Determining provision for corporate income tax requires significant judgment by management. There are certain transactions and computation for which the ultimate tax determination is uncertain during the ordinary course of business. The Group recognizes liabilities for expected corporate income tax issues based on estimates of whether additional corporate income tax will be due. Where the final tax outcome of these matters are different from the amount that are initially recorded, such differences will have an impact on the current and deferred tax assets and liabilities in the period in which such determination is made.

g. Realization of Deferred Tax Assets

The Group conducted a review of the carrying amount of deferred tax assets at each end of reporting period and reduce the value of such assets by as much as possible which cannot be realized, where the availability of taxable income allow to use all or part of the deferred tax assets. The Group's review on the recognition of deferred tax assets for deductible temporary difference can be deductible based on the level and timing from the estimated taxable income for the next reporting period.

The estimation is based on the achievement of the Group in the past and future expectation toward income and expenses, as well as with the tax planning strategies in the future. But there is no certainty that the Group can generate sufficient taxable income to allow to use part or all of these deferred tax assets.

4. KAS DAN SETARA KAS / *4. CASH AND CASH EQUIVALENT*

	2025	2024	
Kas			***Cash***
Rupiah	2.129.259.980	1.366.617.040	*Rupiah*
Jumlah	**2.129.259.980**	**1.366.617.040**	***Total***
Bank			
Pihak Berelasi			*Bank Related Parties*
Rupiah			*Rupiah*
PT Bank Mandiri (Persero) Tbk	294.629.740.130	279.043.737.873	*PT Bank Mandiri (Persero) Tbk*
PT Bank Negara Indonesia (Persero) Tbk	7.695.067.472	100.235.211.132	*PT Bank Negara Indonesia (Persero) Tbk*
PT Bank Rakyat Indonesia (Persero) Tbk	7.128.172.869	6.560.695.466	*PT Bank Rakyat Indonesia (Persero) Tbk*
PT Bank Syariah Indonesia Tbk	894.846.692	3.317.765.653	*PT Bank Syariah Indonesia Tbk*
PT Bank Tabungan Negara Tbk	261.396.952	-	*PT Bank Tabungan Negara (Persero) Tbk*
PT Bank DKI	9.362.266	-	*PT Bank DKI*
Subjumlah	310.618.586.381	389.157.410.124	*Subtotal*
Dolar Amerika Serikat			*United States Dollar*
PT Bank Mandiri (Persero) Tbk	2.722.041.248	3.085.838.194	*PT Bank Mandiri (Persero) Tbk*
Subjumlah	2.722.041.248	3.085.838.194	*Subtotal*
Pihak Ketiga			*Third Parties*
Rupiah			*Rupiah*
PT Bank BCA Syariah	2.855.419.459	2.361.393.720	*PT Bank BCA Syariah*
PT Bank Central Asia Tbk	2.741.159.095	1.005.206.048	*PT Bank Central Asia Tbk*
PT Bank Permata Tbk	1.743.741.227	1.285.998.225	*PT Bank Permata Tbk*
PT Bank BNI Tbk – Unit Syariah	1.729.596.790	44.244.792	*PT Bank BNI Tbk – Unit Syariah*
PT Bank Pan Indonesia Tbk	670.495.876	809.495.780	*PT Bank Pan Indonesia Tbk*
Bank Woori Saudara	556.430.532	55.327.157.037	*Bank Woori Saudara*
PT Bank IBK Indonesia	192.038.944	-	*PT Bank IBK Indonesia*
PT Bank Danamon Indonesia Tbk	124.248.794	-	*PT Bank Danamon Indonesia Tbk*
PT Bank Shinhan Indonesia	43.326.736	43.874.467	*PT Bank Shinhan Indonesia*
PT Bank UOB Indonesia Tbk	-	830.703.593	*PT Bank UOB Indonesia Tbk*
PT Bank CIMB Niaga Tbk	-	210.000	*PT Bank CIMB Niaga Tbk*
Jumlah	**10.656.457.453**	**61.708.283.661**	***Total***
Deposito Jangka Pendek			*Short-Term Deposit*
Pihak Berelasi			*Related Parties*
Rupiah			*Rupiah*
PT Bank Mandiri (Persero) Tbk	-	2.105.780.600	*PT Bank Mandiri (Persero) Tbk*
Subjumlah	-	2.105.780.600	*Sub Total*
Pihak Ketiga			*Related Parties*
Rupiah			*Rupiah*
PT Bank Danamon Indonesia Tbk	35.000.000.000	-	*PT Bank Danamon Indonesia Tbk*
PT Bank IBK Indonesia	40.000.000.000	-	*PT Bank IBK Indonesia*
Subjumlah	75.000.000.000	-	*Sub Total*
Jumlah	**401.126.345.062**	**457.423.929.620**	***Total***
Tingkat Bunga Deposito	5.3%	2,25%	*Deposit Interest Rate*
Jangka Waktu	1 – 50 Hari/*Days*	4 - 30 Hari/ *Days*	*Maturity Period*

Tidak ada saldo kas dan bank yang digunakan sebagai jaminan.

There is no cash on hand and in banks balance were used as collateral.

Eksposur maksimum terhadap risiko kredit pada akhir periode pelaporan adalah senilai jumlah tercatat dari setiap kelas kas dan setara kas sebagaimana yang diungkapkan di catatan 37.

The maximum exposure to credit risk at the end of the reporting period is the carrying amount of each class of cash and cash equivalents is disclosed in Note 37.

5. PIUTANG USAHA / *5. TRADE RECEIVABLES*

a. Berdasarkan Pihak / *a. By parties*

	2025	2024	
Pihak Berelasi - Bersih (Catatan 34)	301.397.725.303	538.544.750.641	*Related parties (Notes 34)*
Cadangan Kerugian Penurunan Nilai	(721.543.508)	(1.113.885.894)	*Allowance for Impairment Losses*
Subjumlah	**300.676.181.795**	**537.430.864.747**	***Subtotal***
Pihak Ketiga	62.807.163.067	46.835.537.734	*Third Parties*
Cadangan Kerugian Penurunan Nilai	(10.470.616.632)	(17.464.797.977)	*Allowance for Impairment Losses*
Subjumlah	**52.336.546.435**	**29.370.739.757**	***Subtotal***
Jumlah	**353.012.728.230**	**566.801.604.504**	***Total***

b. Berdasarkan Umur / *b. By Aging Categories*

	2025	2024	
Pihak Berelasi (Catatan 34)			***Related Parties (Note 34)***
0 – 30 Hari	168.475.224.197	408.653.171.992	*0 – 30 Hari*
31 – 90 hari	75.227.327.773	87.610.578.649	*30 – 60 days*
91 – 365 hari	36.866.192.872	28.789.000.000	*60 – 90 days*
> 365 hari	20.828.980.461	13.492.000.000	*> 120 days*
Subjumlah	**301.397.725.303**	**538.544.750.641**	*Sub Total*
Cadangan Kerugian Penurunan Nilai	(721.543.508)	(1.113.885.894)	*Allowance for Impairment Losses*
Jumlah	**300.676.181.795**	**537.430.864.747**	***Total***
Pihak Ketiga			***Third Parties***
0 – 30 Hari	19.914.290.551	15.346.489.086	*0 - 30 Days*
31 – 90 Hari	13.709.473.043	8.432.000.000	*31 - 90 Days*
91 – 365 Hari	10.362.259.768	10.100.000.000	*91 – 365 Days*
Lebih dari 365 Hari	18.821.139.706	12.957.048.648	*More than 365 Days*
Subjumlah	**62.807.163.067**	**46.835.537.734**	*Sub Total*
Cadangan Kerugian Penurunan Nilai	(10.470.616.632)	(17.464.797.977)	*Allowance for Impairment Losses*
Jumlah	**52.336.546.435**	**29.370.739.757**	***Total***

c. Mutasi Cadangan Kerugian Penurunan Nilai / *c. Movements in Allowance for Impairment Losses*

	2025	2024	
Saldo awal	18.578.683.871	23.259.079.032	*Beginning balance*
Penyesuaian	(8.055.097.949)	97.098.790	*Adjustment*
Penambahan (Catatan 33)	5.221.666.805	4.785.626.749	*Addition (Note 33)*
Pemulihan (Catatan 32)	(4.553.092.587)	(9.563.120.700)	*Recovery (Note 32)*
Saldo Akhir	**11.192.160.140**	**18.578.683.871**	***Ending Balance***

Manajemen berpendapat bahwa Cadangan kerugian penurunan nilai piutang di atas cukup untuk menutupi kerugian yang mungkin timbul dari tidak tertagihnya piutang usaha di kemudian hari.

Piutang usaha digunakan sebagai jaminan atas utang bank (Catatan 19 dan 20).

Management believes that the above allowances for impairment losses are adequate to cover any possible losses that may arise from uncollectible account receivables in the future.

Trade receivables are pledged as collateral for bank loan (Notes 19 and 20).

6. ASET KONTRAK / *6. CONTRACT ASSETS*

	2025	2024	
Pihak Berelasi (Catatan 34)	562.185.953.389	253.642.170.803	*Related Parties (Note 34)*
Pihak Ketiga	140.520.774.333	285.202.347.901	*Third Parties*
Cadangan Kerugian Penurunan Nilai	(2.804.865.236)	(3.347.323.451)	*Allowance for Impairment Losses*
Jumlah	**699.901.862.486**	**535.497.195.254**	***Total***

Aset kontrak dengan pihak ketiga terutama berasal dari penjualan apartemen, rumah toko (ruko) dan rumah dimana serah terima unit telah dilakukan dengan pelanggan tetapi penagihannya dilakukan secara mencicil.

Contract assets with third parties mainly come from the sales of apartments, small office home office (soho) and houses where the delivery of the units have been made with the customers but are billed in installments.

Mutasi cadangan kerugian penurunan nilai adalah sebagai berikut:

Changes in the allowance for impairment losses are as follows:

	2025	2024	
Saldo Awal	3.347.323.451	3.956.774.484	*Beginning Balance*
Penambahan (Catatan 33)	131.341.119	2.673.789.766	*Addition (Note 33)*
Pemulihan (Catatan 32)	(673.799.334)	(3.283.240.799)	*Recovery (Note 32)*
Saldo Akhir	**2.804.865.236**	**3.347.323.451**	***Ending Balance***

Manajemen berpendapat bahwa cadangan kerugian penurunan nilai di atas cukup untuk menutupi kerugian yang mungkin timbul atas aset kontrak di kemudian hari.

Management believes that the above allowances for impairment are adequate to cover any possible losses that may arise from contract assets in the future.

Eksposur maksimum terhadap risiko kredit pada akhir periode pelaporan adalah senilai jumlah tercatat dari setiap kelas piutang usaha sebagaimana yang diungkapkan di Catatan 37.

The maximum exposure to credit risk at the end of the reporting period is the carrying amount of each class of trade receivables is disclosed in Note 37.

7. PERSEDIAAN / *7. INVENTORIES*

	2025	2024	
Persediaan Hotel/Motel			*Hotel/Motel Inventories*
Perlengkapan Penunjang	3.037.543.852	2.772.253.576	*Material and Supplies*
Makanan dan Minuman	1.811.614.761	1.282.110.778	*Foods and Beverages*
Subjumlah	**4.849.158.613**	**4.054.364.354**	***Subtotal***
Aset Real Estat			*Real Estate*
Apartemen	614.059.133.421	623.127.523.412	*Apartment*
Tanah untuk Pengembangan	239.563.824.590	734.361.010.589	*Land under Development*
Kavling Tanah	72.573.980.274	99.923.777.296	*Land Lots*
Unit Bangunan	41.985.111.888	42.364.268.652	*Building Units*
Subjumlah	**968.182.050.174**	**1.499.776.579.949**	***Subtotal***
Persediaan Lainnya			*Other Inventory*
Kendaraan	10.615.592.774	57.663.615.908	*Vehicles*
Subjumlah	**10.615.592.774**	**57.663.615.908**	***Subtotal***
Jumlah	**983.646.801.562**	**1.561.494.560.211**	***Total***

7. PERSEDIAAN (lanjutan)

Pada 31 Desember 2025 dan 2024, persediaan Perusahaan yang diasuransikan adalah Unit Bangunan (Apartemen, Perumahan, dan Ruko). Persediaan tersebut telah diasuransikan terhadap risiko kerusakan dan risiko lainnya dengan nilai pertanggungan masing-masing sebesar Rp701.257.786.237 dan Rp663.573.192.951.

Manajemen berkeyakinan bahwa tidak ada indikasi penurunan nilai persediaan pada tanggal 31 Desember 2025 dan 2024.

7. INVENTORIES (continued)

As of December 31, 2025 and 2024, the Company's inventories insured are Building Units (Apartments, Housing and Shophouses). These inventories are insured against the risk of damage and other risks with a coverage value of Rp701,257,786,237 and Rp663,573,192,591 respectively.

Management believes that there are no changes in circumstances that indicate material impairment of inventories as at December 31, 2025 and 2024.

8. UANG MUKA DAN BEBAN DIBAYAR DI MUKA

8. ADVANCES AND PREPAYMENTS

	2025	2024	
Uang Muka Kerja Karyawan (Catatan 38)	231.968.958.670	398.732.029.733	*Employee Working Advances (Note 38)*
Operasional	32.995.764.904	6.885.638.889	*Operational*
Asuransi	9.443.299.796	13.895.686.969	*Insurances*
Pembelian Persediaan	8.441.154.293	12.371.109.787	*Purchase of Inventories*
Perlengkapan Pemeliharaan	3.762.462.529	486.844.000	*Maintenance Supplies*
Pembelian Aset Tetap	-	8.068.336.959	*Purchase of Fixed Assets*
Lainnya	1.449.935.699	1.553.112.786	*Others*
Subjumlah	**288.061.575.891**	**441.992.759.123**	***Subtotal***
Dikurangi: Bagian Jangka Panjang	(8.441.154.293)	(12.371.109.788)	*Less: Non-Current Portion*
Jumlah	**279.620.421.598**	**429.621.649.335**	***Total***

Berdasarkan Surat Perjanjian No. 100/SP- PJ/XII/2022 tertanggal 29 Desember 2022, Perusahaan dengan PT Pembangunan Perumahan (Persero) melakukan Pekerjaan Jasa Rancang dan Bangun Fasilitas *Research & Technology Center* Terintegrasi Pertamina dengan nilai kontrak Rp480.700.000.000 (termasuk PPN).

Terdapat beberapa Adendum yang terjadi pada periode 2024 dengan PT Pembangunan Perumahan (Persero), dengan Addendum Terakhir yakni Adendum III No. 108/AMD- PJ.I.SP/XIII/2024 tertanggal 30 Desember 2024. Sampai dengan 31 Desember 2024 saldo Uang Muka sebesar Rp86.613.000.000

Berdasarkan Surat Perjanjian No. 001/SP- PJ/I/2023 tertanggal 27 Januari 2023, Perusahaan dengan PT Waskita Karya (Persero) Tbk melakukan Pekerjaan Jasa Rancang dan Bangun Penyediaan Barang Pengganti Barang Milik Negara pada Kementerian Lingkungan Hidup dan Kehutanan (KLHK) Tahun 2022 dengan nilai kontrak Rp198.000.000.000 (termasuk PPN).

Terdapat beberapa Adendum yang terjadi pada periode 2024 dengan PT Waskita Karya (Persero) Tbk, dengan Adendum Terakhir yakni Adendum VII No. 075/AMD-PJ.VII.SP/VIII/2024 tertanggal 27 Agustus 2024. Sampai dengan 31 Desember 2024 saldo Uang Muka sebesar Rp4.490.000.000.

According to Agreement No. 100/SP- PJ/XII/2022 dated December 29, 2022, between the Company and PT Pembangunan Perumahan (Persero), the Company is engaged in the Design and Build Services for the Integrated Research & Technology Center for Pertamina, with a contract value of Rp480,700,000,000 (including VAT).

There are several Adendums that occurred in the 2024 period with PT Pembangunan Perumahan (Persero), with the Latest Adendum being Adendum III No. 108/AMD- PJ.I.SP/XIII/2024 dated December 30, 2024. As of December 31, 2024, the Down Payment balance is Rp 86,613,000,000.

According to Agreement No. 001/SP-PJ/I/2023 dated January 27, 2023, between the Company and PT Waskita Karya (Persero) Tbk, the Company is engaged in the Design and Build Services for the Provision of Substitute Goods for State-Owned Goods at the Ministry of Environment and Forestry (KLHK) for the year 2022, with a contract value of Rp198,000,000,000 (including VAT).

There are several Adendums that occurred in the 2024 period between PT Waskita Karya (Persero) Tbk, with the Last Adendum being Adendum VII No. 075/AMD-PJ.VII.SP/VIII/2024 dated August 27, 2024. As of December 31, 2024, the Down Payment balance is Rp 4,490,000,000.

8. UANG MUKA DAN BEBAN DIBAYAR DI MUKA (lanjutan)

Berdasarkan Surat Perjanjian No. 066/SP- PJ/IX/2023 tertanggal 15 September 2023, Perusahaan dengan PT Brantas Abipraya (Persero) – PT Guna Rogate Indah (KSO) melakukan Pekerjaan Jasa Rancang dan Bangun Penyediaan Barang Pengganti Barang Milik Negara pada KLHK Tahap II Tahun 2023 dengan nilai kontrak Rp205.000.000.000 (termasuk PPN).

Berdasarkan Adendum II Surat Perjanjian No, 090/AMD-PJ.I.SP/X/2024 tertanggal 11 Oktober 2024, dengan PT Brantas Abipraya (Persero) – PT Guna Rogate Indah (KSO), terdapat perubahan harga kontrak menjadi Rp 229.639.000.000 (termasuk PPN 11%). Sampai dengan 31 Desember 2024 saldo Uang Muka sebesar Rp3.518.000.000.

8. ADVANCES AND PREPAYMENTS (continued)

According to Agreement No. 066/SP- PJ/IX/2023 dated September 15, 2023, between the Company and PT Brantas Abipraya (Persero) – PT Guna Rogate Indah (KSO), the Company is engaged in the Design and Build Services for the Provision of Substitute Goods for State-Owned Goods at the Ministry of Environment and Forestry (KLHK) Step II for the year 2023, with a contract value of Rp205,000,000,000 (including VAT).

Based on Adendum II of the Agreement Letter No. 090/AMD-PJ.I.SP/X/2024 dated October 11, 2024, with PT Brantas Abipraya (Persero) – PT Guna Rogate Indah (KSO), there is a change in the contract price to Rp229,639,000,000 (including 11% VAT). Until December 31, 2024, the advance payment balance is Rp3,518,000,000.

9. ASET LANCAR LAINNYA / *9. OTHER CURRENT ASSETS*

	2025	2024	
Kas yang Dibatasi Penggunaannya	27.421.147.078	13.875.800.000	*Restricted Cash*
Lainnya	4.601.964.085	3.340.537.129	*Others*
Jumlah	**32.023.111.163**	**17.216.337.129**	***Total***

Aset lancar lainnya terutama merupakan kas yang dibatasi penggunaannya yang ditempatkan pada PT Bank Mandiri (Persero) Tbk sebagai jaminan atas pembelian tiket pesawat dalam rangka keanggotaan International Air Transport Association (IATA), serta dana yang ditempatkan pada PT Bank Rakyat Indonesia (Persero) Tbk terkait dengan pemberian fasilitas Kredit Pemilikan Properti (KPP). Selain itu, terdapat dana cadangan) yang ditempatkan pada PT Bank Negara Indonesia (Persero) Tbk untuk tujuan pemeliharaan, perbaikan, dan penggantian atas objek kerja sama dengan PT Pertamina (Persero).

Other current assets mainly represent restricted cash placed with PT Bank Mandiri (Persero) Tbk as collateral for airline ticket purchases in connection with membership in the International Air Transport Association (IATA), as well as funds placed with PT Bank Rakyat Indonesia (Persero) Tbk related to the provision of Mortgage Loan (Kredit Pemilikan Properti/KPP) facilities. In addition, the Company maintains a sinking fund placed with PT Bank Negara Indonesia (Persero) Tbk designated for maintenance, repair, and replacement of assets under the cooperation agreement with PT Pertamina (Persero).

10. INVESTASI PADA ENTITAS ASOSIASI

10. INVESTMENT IN ASSOCIATES

	31 Desember 2025/ *December 31, 2025*						
		Jumlah Saham yang Dimiliki					
	Persentase Kepemilikan/ *Percentage of Ownership*	**(Lembar)/** ***Total*** *Number of Shares*	**Saldo Awal/** *Beginning Balance*	**Penambahan atau Pengurangan/** *Addition or Deduction*	**Bagian Laba (Rugi)/** ***Share of Profit (Loss)***	**Saldo Akhir/** *Ending Balance*	
PT Patra Indonesia	30.00	2.376	237.600.000	-	-	237.600.000	*PT Patra Indonesia*
PT Manajemen CBT Nusantara	33.33	1.000	-	-	-	-	*PT Manajemen CBT Nusantara*
Dikurangi: Cadangan Kerugian Penurunan Nilai	-	-	(237.600.000)	-	-	(237.600.000)	*Less: Allowance for Impairment Loss*
Jumlah	**63.33**	**3.376**	**-**	**-**	**-**	**-**	***Total***

	31 Desember 2024 *December 31, 2024*						
		Jumlah Saham yang Dimiliki					
	Persentase Kepemilikan/ *Percentage of Ownership*	**(Lembar)/** ***Total*** *Number of Shares*	**Saldo Awal/** *Beginning Balance*	**Penambahan atau Pengurangan/** *Addition or Deduction*	**Bagian Laba (Rugi)/** ***Share of Profit (Loss)***	**Saldo Akhir/** *Ending Balance*	
PT Patra Indonesia	30.00	2.376	237.600.000	-	-	237.600.000	*PT Patra Indonesia*
PT Manajemen CBT Nusantara	33.33	1.000	-	-	-	-	*PT Manajemen CBT Nusantara*
Dikurangi: Cadangan Kerugian Penurunan Nilai	-	-	-	-	-	(237.600.000)	*Less: Allowance for Impairment Loss*
Jumlah	**63.33**	**3.376**	**-**	**-**	**-**	**-**	***Total***

Penyertaan saham pada PI telah diturunkan nilainya sesuai dengan koreksi audit Badan Pengawas Keuangan dan Pembangunan pada tahun 1999/2000 karena entitas tersebut mengalami kerugian.

Investment in shares at PI was impaired in accordance with Financial and Development Supervisory Agency audit corrections in year 1999/2000 because the entity suffered losses.

11. PROPERTI INVESTASI / *11. INVESTMENT PROPERTIES*

	2024	Penambahan/ *Additions*	Pengurangan/ *Deduction*	Reklasifikasi/ *Reclassifications*	2025	
Biaya Perolehan						***Acquisition Cost***
Tanah	20.290.670.662	-	-	-	20.290.670.662	*Land*
Bangunan	1.392.330.375.407	58.932.867.139	-	-	1.451.263.242.546	*Buildings*
Aset Dalam Pembangunan:						*Assets Under Constructions:*
Bangunan	2.122.099.263	-	-	(2.122.099.263)	-	*Buildings*
Total	**1.414.743.145.332**	**58.932.867.139**	**-**	**(2.122.099.263)**	**1.471.553.913.208**	***Total***
Akumulasi Penyusutan						***Accumulated Depreciation***
Bangunan	(398.178.125.718)	(59.883.056.670)	-	(2.708.626.006)	(460.769.808.394)	*Buildings*
Total	**(398.178.125.718)**	**(59.883.056.670)**	**-**	**(2.708.626.006)**	**(460.769.808.394)**	***Total***
Nilai Buku	**1.016.565.019.614**				**1.010.784.104.814**	***Book Value***

	2023	Penambahan/ *Additions*	Pengurangan/ *Deduction*	Reklasifikasi/ *Reclassifications*	2024	
Biaya Perolehan						***Acquisition Cost***
Tanah	20.290.670.662	-	-	-	20.290.670.662	*Land*
Bangunan	1.389.023.330.456	3.307.044.951	-	-	1.392.330.375.407	*Buildings*
Aset Dalam Pembangunan:						*Assets Under Constructions:*
Bangunan	-	2.122.099.263	-	-	2.122.099.263	*Buildings*
Total	**1.409.314.001.118**	**5.429.144.214**	**-**	**-**	**1.414.743.145.332**	***Total***
Akumulasi Penyusutan						***Accumulated Depreciation***
Bangunan	(344.052.068.030)	(52.649.807.387)	-	(1.476.250.301)	(398.178.125.718)	*Buildings*
Total	**(344.052.068.030)**	**(52.649.807.387)**	**-**	**(1.476.250.301)**	**(398.178.125.718)**	***Total***
Nilai Buku	**1.065.261.933.088**				**1.016.565.019.614**	***Book Value***

Rincian properti investasi tanah pada 31 Desember 2025 adalah sebagai berikut:

The detail of investment properties land as at December 31, 2025 are as follows:

	Biaya Perolehan/ *Acquisition Cost*	Luas/ *Wide* (m2/*sqm*) (Tidak Diaudit/ *Unaudited)*	
Jakarta (Perumahan)	8.803.514.931	91.212	*Jakarta (Residential)*
Pulau Bira	6.864.000.000	197.559	*Bira Island*
Solo	3.110.497.972	56.692	*Solo*
Surabaya	636.234.029	56.692	*Surabaya*
Jakarta (Gedung Kantor)	295.937.335	222	*Jakarta (Office Tower)*
Anyer	277.000.000	203.586	*Anyer*
Flores	219.710.000	42.148	*Flores*
Parapat	83.776.395	163.345	*Parapat*
Jumlah	**20.290.670.662**	**811.456**	***Total***

Tanah yang termasuk sebagai properti investasi terdiri dari tanah untuk bangunan sewa perumahan dan kantor dan tanah yang tidak ditujukan untuk dijual.

Land included as investment property consists of land for residential and office rental and land not intended for sale.

11. PROPERTI INVESTASI (lanjutan)

Perusahaan memiliki beberapa bidang tanah yang berlokasi di Jakarta, Pulau Bira, Solo, Surabaya, Anyer, Flores dan Parapat seluas 811.456 m^2 dengan sertifikat berupa Hak Guna Bangunan (HGB) yang berjangka waktu 20 – 50 tahun yang akan jatuh tempo antara tahun 2023 – 2052.

Properti investasi bangunan pada 31 Desember 2025 terdiri dari gedung Patra Jasa Office Tower, Gedung Graha Pertamina, dan rumah di Patra Kuningan dan Balikpapan.

Beban penyusutan disajikan dalam laporan laba rugi dan penghasilan komprehensif lain sebagai berikut:

11. INVESTMENT PROPERTIES (continued)

The Company owns several plots of land located in Jakarta, Bira Island, Solo, Surabaya, Anyer, Flores and Parapat covering an area of 811,456 m^2 with certificates in the form of Building Use Rights (HGB) with a term of 20 – 50 years which will mature between 2023 – 2052.

Investment properties buildings as at December 31, 2025 consists of Patra Jasa Office Tower, Graha Petamina Tower, houses in Patra Kuningan and house ini Balikpapan.

Depreciation expense is presented in the statement of profit or loss and other comprehensive income as follows:

	2025	2024	
Beban Pokok Pendapatan (Catatan 29)	59.883.056.670	52.416.036.700	*Cost of Revenues (Note 29)*
Beban Umum dan Administrasi (Catatan 30)	-	233.770.687	*General and Administration Expenses (Note 30)*
Jumlah	**59.883.056.670**	**52.649.807.387**	***Total***

Manajemen berkeyakinan bahwa sampai dengan diterbitkannya laporan ini, tidak terdapat indikasi penurunan nilai atas properti investasi.

Bangunan diasuransikan secara gabungan dengan aset tetap. Manajemen berpendapat bahwa nilai pertanggungan tersebut cukup untuk menutup kemungkinan kerugian atas aset yang dipertanggungkan.

Tidak ada saldo properti investasi yang digunakan sebagai jaminan.

Management believes that up to the issuance date of this report, there is no indication of impairment on investment properties.

Buildings are covered by insurance combined with fixed assets. Management believes that the sum insured amount is adequate to cover possible losses on assets insured.

There is no investment properties balance were used as collateral.

12. ASET TETAP

12. FIXED ASSET

	31 Desember 2025/ *December 31, 2025*					
	Saldo Awal/ *Beginning Balance*	**Penambahan/ *Additions***	**Pengurangan/ *Deduction***	**Reklasifikasi/ *Reclassification***	**Saldo Akhir/ *Ending Balance***	
Biaya Perolehan						***Acquisition Cost***
Tanah	26.682.014.536	-	-	-	26.682.014.536	*Land*
Pengembangan Tanah	16.494.120.035	47.747.748	-	-	16.541.867.783	*Land Improvement*
Bangunan	722.735.037.033	103.317.516.316	-	7.054.413.526	833.106.966.875	*Buildings*
Kendaraan	1.094.226.703.928	251.763.984.858	(15.687.686.308)	(230.713.760.896)	1.099.589.241.582	*Vehicle*
Mesin dan Peralatan Berat	410.677.151.259	40.125.686.676	-	27.592.628.944	478.395.466.879	*Machinery and Heavy*
Perabot dan Peralatan Kantor	4.699.398.453	3.603.134.086	-	(13.882)	8.302.518.657	*Equipment Office Furniture and Fixtures*
Aset Dalam Pembangunan						*Assets Under Construction*
Bangunan	127.835.291.881	193.021.864.176	(48.190.600)	20.594.221.483	341.403.186.940	*Building*
Aset Bergerak	90.317.710.289	78.429.409.651	(42.921.681.359)	(1.182.589.712)	127.008.028.293	*Movable Assets*
Jumlah	**2.493.667.427.414**	**670.309.343.511**	**(58.657.558.267)**	**(174.289.921.113)**	**2.931.029.291.545**	***Total***

12. ASET TETAP (lanjutan) / *12. FIXED ASSET (continued)*

Akumulasi penyusutan						***Accumulated Depreciation***
Pengembangan Tanah	(6.715.373.581)	(762.311.501)	-	-	(7.477.685.082)	*Land Improvement*
Bangunan	(332.692.455.458)	(41.617.467.757)	384.618.676	(1.632.704.442)	(375.558.008.981)	*Building*
Kendaraan	(318.961.766.524)	(131.223.841.789)	13.565.843.112	139.671.056.631	(296.948.708.570)	*Vehicle*
Mesin dan Peralatan Berat	(286.870.291.961)	(32.546.620.825)	-	(6.118.039.908)	(325.534.952.694)	*Machinery and Heavy Equipment*
Perabot dan Peralatan Kantor	(3.750.970.785)	(1.142.217.349)	-	-	(4.893.188.134)	*Office Furniture and Fixtures*
Jumlah	**(948.990.858.309)**	**(207.292.459.221)**	**13.950.461.788**	**131.920.312.281**	**(1.010.412.543.461)**	***Total***
Nilai buku neto	**1.544.676.569.107**				**1.920.616.748.084**	***Book Value***

	31 Desember 2024/ *December 31, 2024*					
	Saldo Awal/ *Beginning Balance*	**Penambahan/ *Additions***	**Pengurangan/ *Deduction***	**Reklasifikasi/ *Reclassification***	**Saldo Akhir/ *Ending Balance***	
Biaya Perolehan						***Acquisition Cost***
Tanah	26.682.014.536	-	-	-	26.682.014.536	*Land*
Pengembangan Tanah	16.494.120.035	-	-	-	16.494.120.035	*Land Improvement*
Bangunan	670.321.387.377	53.323.943.640	(194.528.120)	(715.765.864)	722.735.037.033	*Buildings*
Kendaraan	1.232.813.963.395	226.517.815.338	(3.128.994.172)	(361.976.080.632)	1.094.226.703.929	*Vehicle*
Mesin dan Peralatan Berat	390.546.648.159	28.315.757.300	(14.554.000.000)	6.368.745.800	410.677.151.259	*Machinery and Heavy*
Perabot dan Peralatan Kantor	4.699.398.453	-	(71.668.463)	(71.668.464)	4.699.398.452	*Equipment Office Furniture and Fixtures*
Aset Dalam Pembangunan						*Assets Under Construction*
Bangunan	42.677.580.848	62.790.711.033	-	22.367.000.000	127.835.291.880	*Building*
Aset Bergerak	86.126.623.197	10.767.087.092	-	(6.576.000.000)	90.317.710.288	*Movable Assets*
Jumlah	**2.470.361.736.000**	**381.715.314.403**	**(17.949.190.755)**	**(340.603.769.160)**	**2.493.667.427.413**	***Total***
Akumulasi penyusutan						***Accumulated Depreciation***
Pengembangan Tanah	(6.089.034.234)	(626.339.347)	-	-	(6.715.373.581)	*Land Improvement*
Bangunan	(309.900.455.458)	(27.166.000.000)	200.000.000	4.174.000.000	(332.692.455.458)	*Building*
Kendaraan	(390.972.034.976)	(149.721.845.141)	1.967.039.412	219.765.074.181	(318.961.766.524)	*Vehicle*
Mesin dan Peralatan Berat	(266.079.116.521)	(33.897.175.440)	13.106.000.000	-	(286.870.291.961)	*Machinery and Heavy Equipment*
Perabot dan Peralatan Kantor	(3.019.690.115)	(731.280.668)	-	-	(3.750.970.783)	*Office Furniture and Fixtures*
Jumlah	**(976.060.331.304)**	**(212.142.640.596)**	**15.273.039.412**	**223.939.074.181**	**(948.990.858.307)**	***Total***
Nilai buku neto	**1.494.301.404.696**				**1.544.676.569.106**	***Book Value***

Pembebanan penyusutan adalah sebagai berikut:

Depreciation expense was allocated as follows:

	2025	**2024**	
Beban Pokok Pendapatan (Catatan 29)	193.807.226.498	202.808.860.141	*Cost of Revenues (Note 29)*
Beban Umum dan Administrasi (Catatan 30)	13.485.232.723	9.333.476.448	*General and Administration Expenses (Note 30)*
Jumlah	**207.292.459.221**	**212.142.336.589**	***Total***

Aset tetap dan properti investasi Perusahaan telah diasuransikan terhadap risiko kerusakan dan risiko lainnya dengan nilai pertanggungan masing-masing sebesar Rp724.621.071.866 dan Rp805.540.000.000 pada 31 Desember 2025 dan 2024.

The Company's fixed assets and investment properties have been insured against losses from damage risks and other risks with sum insured of Rp724,621,071,866 and Rp805,540,000,000 as at December 31, 2025 and 2024, respectively.

Perusahaan memiliki tanah yang tersebar di wilayah Indonesia dengan hak legal berupa Hak Guna Bangunan (HGB) yang berjangka waktu 20 – 50 tahun dengan total luas 782.725 m2.

The Company owns land spread across Indonesia with legal rights in the form of Building Use Rights (HGB) with a term of 20 – 50 years with total wide are 782,725 m2.

Pengurangan aset tetap dikarenakan adanya penghapusan aset tetap dengan rincian sebagai berikut:

The deduction in fixed assets due to disposal of fixed assets with the following details:

12. ASET TETAP (lanjutan) / *12. FIXED ASSET (continued)*

	2025	2024	
Jumlah Tercatat Aset Tetap yang Dihapuskan	2.081.627.888	1.161.954.760	*Net Book Value of Fixed Assets Disposed*
Beban Penghapusan Aset Tetap	**2.081.627.888**	**1.161.954.760**	***Loss on Disposal of Fixed Assets***

Manajemen berpendapat bahwa nilai pertanggungan tersebut cukup untuk menutup kemungkinan kerugian atas aset yang dipertanggungkan.

Management believes that the sum insured amount is adequate to cover possible losses on assets insured.

Aset tetap digunakan sebagai jaminan atas utang bank (Catatan 19 dan 20).

Fixed assets are pledged as collateral for bank loan (Notes 19 and 20).

13. ASET HAK GUNA DAN LIABILITAS SEWA / *13. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES*

a. Aset Hak Guna / *a. Right-of-Use Assets*

	31 Desember 2025/ *December 31, 2025*					
	Saldo Awal/ *Beginning Balance*	**Penambahan/ *Additions***	**Pengurangan/ *Deduction***	**Penyesuaian/ *Adjustment***	**Saldo Akhir/ *Ending Balance***	
Nilai Tercatat						*Carrying Values*
Tanah	41.329.956.921	5.752.159.124	(2.800.000.000)	2.466.512.819	46.748.628.864	*Land*
Bangunan	32.441.515.465	7.566.913.062	(9.783.485.442)	2.216.572.380	32.441.515.465	*Building*
Kendaraan	362.705.594.999	-	(5.100.041.997)	(17.221.346.038)	340.384.206.964	*Vehicles*
Jumlah	**436.477.067.385**	**13.319.072.186**	**(17.683.527.439)**	**12.538.260.839**	**419.574.351.293**	***Total***
Akumulasi Penyusutan						*Accumulated Depreciation*
Tanah	(7.617.000.000)	(4.376.316.514)	2.952.496.091	(3.725.756.157.153)	(12.766.576.580)	*Land*
Bangunan	(10.922.398.587)	(7.950.689.442)	4.031.326.319	1.838.497.255.99	(13.003.264.454)	*Building*
Kendaraan	(63.940.172.589)	(72.004.956.083)	-	1.895.210.138.49	(134.049.918.533)	*Vehicles*
Jumlah	**(82.479.571.176)**	**(84.331.962.039)**	**6.983.822.410**	**(1.887.258.901)**	**(159.819.759.567)**	***Total***
	353.997.496.210				**259.754.591.726**	

	31 Desember 2024/ *December 31, 2024*					
	Saldo Awal/ *Beginning Balance*	**Penambahan/ *Additions***	**Pengurangan/ *Deduction***	**Reklasifikasi/ *Reclassification***	**Saldo Akhir/ *Ending Balance***	
Nilai Tercatat						***Carrying Values***
Tanah	37.344.000.000	2.801.956.921		1.184.000.000	41.329.956.921	*Land*
Bangunan	32.441.515.465			-	32.441.515.465	*Building*
Kendaraan	-	365.505.953.245	(2.800.358.246)	-	362.705.594.999	*Vehicles*
Jumlah	**69.785.515.465**	**368.307.910.166**	**(2.800.358.246)**	**1.184.000.000**	**436.477.067.385**	***Total***
Akumulasi Penyusutan						***Accumulated Depreciation***
Tanah	(5.987.000.000)	(1.630.000.000)	-	-	(7.617.000.000)	*Land*
Bangunan	(8.835.000.000)	(2.087.000.000)	-	-	(10.922.398.587)	*Building*
Kendaraan	-	(63.940.172.589)	-	-	(63.940.172.589)	*Vehicles*
Jumlah	**(14.822.000.000)**	**(67.657.172.589)**	**-**	**--**	**(82.479.571.176)**	***Total***
	54.963.515.465				**353.997.496.210**	

Biaya penyusutan yang dibebankan pada 31 Desember 2025 dan 2024 adalah sebagai berikut:

Depreciation expenses December 31, 2025 and 2024 were charge as follows:

	2025	2024	
Beban Pokok Pendapatan (Catatan 29)	65.496.903.251	62.412.643.047	*Cost of Revenues (Note 29)*
Beban Umum Administrasi (Catatan 30)	12.327.005.960	5.245.087.358	*General Administration Expense (Note 30)*
Jumlah	**77.823.909.211**	**67.657.730.405**	***Total***

13. ASET HAK GUNA DAN LIABILITAS SEWA (lanjutan)

13. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (continued)

b. Liabilitas Sewa

b. Leases Liabilities

	2025	2024	
Saldo Awal	384.707.199.670	77.781.025.341	*Beginning Balance*
Penambahan	13.319.072.186	365.505.953.245	*Additions*
Beban Bunga	24.627.421.914	25.582.543.510	*Interest Expenses*
Penyesuaian	(22.597.071.063)	1.818.677.574	*Adjustment*
Pembayaran	(89.960.154.534)	(85.981.000.000)	*Payment*
Saldo Akhir	310.096.468.173	384.707.199.670	*Ending Balance*
Dikurangi:			*Less:*
Bagian Tidak Lancar	(292.689.895.630)	(368.021.017.538)	*Non-Current Portion:*
Bagian Lancar	**17.406.572.543**	**16.686.182.132**	***Current Portion***

Laporan laba rugi menyajikan saldo berikut berkaitan dengan sewa:

The statement of profit or loss show the following amounts related to leases:

	2025	2024	
Beban Bunga	24.627.421.914	25.582.293.000	*Interest Expenses*
Saldo Akhir	**24.627.421.914**	**25.582.293.000**	***Ending Balance***

Jumlah yang terkait dengan sewa jangka pendek dan sewa atas aset bernilai rendah tidak dimasukkan sebagai liabilitas sewa berdasarkan sifatnya sebagaimana dibahas pada Catatan 2z.

Amounts related to short-term leases and leases of low-value assets are not included in lease liabilities based on their nature as discussed in Note 2z.

Laporan arus kas menyajikan saldo berikut berkaitan dengan sewa:

The statements of cash flows show the following amounts related to leases:

	2025	2024	
Arus Kas dari Aktivitas Operasi	-	-	*Cash Flows from Operating Activities*
Pembayaran kepada Pemasok dan Pihak Ketiga Lainnya	-	-	*Payments to Suppliers and Other Third Parties*
Arus Kas dari Aktivitas Pendanaan	(10.636.000.000)	(13.550.000.000)	*Cash Flows from Financing Activities*
Pembayaran Kembali atas Liabilitas Sewa	(26.088.181.343)	(85.981.000.000)	*Repayment of Lease Liabilities*

Grup menandatangani beberapa perjanjian sewa yang sebagian besar berkaitan dengan sewa kendaraan. Perjanjian sewa biasanya memiliki periode tetap dari satu sampai dengan tiga puluh dua tahun. Ketentuan sewa dinegosiasikan secara individu dan mengandung syarat dan ketentuan yang berbeda. Perjanjian sewa tidak memberikan persyaratan apapun, tetapi aset yang disewakan tidak dapat digunakan sebagai jaminan atas pinjaman.

The Group entered into several lease agreements which are mainly related to vehicles rental. Rental agreements are typically made for fixed periods of one to thirty two years. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants, but leased assets may not be used as security for borrowing purposes.

Pembayaran terkait dengan sewa jangka pendek sebagai beban dalam laporan laba rugi. Sewa jangka pendek adalah sewa dengan masa sewa 12 bulan atau kurang. Sewa jangka pendek terdiri dari sewa gedung dan kendaraan dengan masa sewa kurang dari 12 bulan. Aset sewa jangka pendek per 31 Desember 2025 sebesar Rp10.714.161.613. (Catatan 29).

Payments related to short-term leases as an expense in the profit or loss. Short-term leases are leases with a lease term of 12 months or less. Short-term leases consist of building and vehicles with a lease term of less than 12 months. Short-term lease as of December 31, 2024 amounting to Rp10,712,161,613, respectively. (Note 29).

14. TANAH UNTUK PENGEMBANGAN / *14. LAND FOR DEVELOPMENT*

	2025		2024		
	Luas/ *Wide* (m2/*Sqm*) (Tidak Diaudit/ *Unaudited)*	Biaya Perolehan/ *Acquisition Cost*	Luas/ *Wide* (m2/*Sqm*) (Tidak Diaudit/ *Unaudited)*	Biaya Perolehan/ *Acquisition Cost*	
Surabaya	85.751	68.126.070.016	85.751	68.126.070.016	*Surabaya*
Lombok	93.736	7.416.898.236	93.736	7.416.898.236	*Lombok*
Pulau Bira	116.520	22.500.768.367	116.520	22.500.768.367	*Pulau Bira*
Semarang	54.634	731.289.674	54.634	731.289.674	*Semarang*
Cirebon	43.145	37.277.912.458	43.145	37.277.912.458	*Cirebon*
Jumlah	**393.786**	**136.052.938.751**	**393.786**	**136.052.938.751**	***Total***

Tanah termasuk tanah untuk pengembangan adalah tanah yang ditujukan untuk dijual.

Land included as the land for development is land that is intended for sale.

15. ASET TIDAK LANCAR LAINNYA / *15. OTHER NON-CURRENT ASSET*

	2025	2024	
Perpanjangan SHGB & SHM	38.740.917.847	31.893.022.530	*Extension of SHGB & SHM*
Renovasi Gedung	9.231.427.997	4.965.644.937	*Building Renovations*
Garansi Deposit	20.000.000	240.530.985	*Guarantee Deposits*
Lainnya	(4.209.326.632)	1.572.389.323	*Others*
Jumlah Aset tidak Lancar Lainnya	**43.783.019.212**	**38.671.587.775**	***Total Other Non Current Assets***

16. UTANG USAHA / *16. TRADE PAYABLES*

	2025	2024	
Pihak-pihak Berelasi (Catatan 34)	69.070.049.170	175.018.327.448	*Related Parties (Note 34)*
Pihak Ketiga	712.886.749.265	583.461.427.199	*Third Parties*
Jumlah Utang Usaha Bersih	**781.956.798.435**	**758.479.754.647**	***Total Accounts Payable - Net***

Seluruh utang usaha didenominasi dalam mata uang Rupiah.

All trade payables are denominated in Rupiah

Utang usaha tidak dijamin, tidak dikenakan bunga dan umumnya dikenakan syarat pembayaran antara 1 hari sampai dengan 60 hari.

Trade payables are unsecured, non-interest bearing and generally on 1 to 60 days terms of payment.

17. JAMINAN PELANGGAN / *17. CUSTOMER DEPOSITS*

	2025	2024	
Perumahan	1.306.805.532	300.193.863	*Residences*
Perkantoran	1.288.362.945	3.075.796.843	*Offfices*
Jasa Manajemen Fasilitas	1.252.538.991	24.285.146.715	*Facility Management Systems*
Jumlah	**3.847.707.468**	**27.661.137.421**	***Total***

18. BEBAN AKRUAL / *18. ACCRUED EXPENSES*

	2025	2024	
Bonus dan insentif	220.205.999.765	190.795.140.213	*Bonus and Incentive*
Utilitas dan Pemeliharaan	81.055.616.355	18.739.335.572	*Utilities and Maintenance*
Asuransi	19.317.739.922	45.774.355.898	*Insurance*
Denda Pajak	-	3.269.000.000	*Tax Penalty*
Gaji	5.272.363.228	3.007.492.107	*Salary*
Lainnya	38.001.977.726	17.351.102.081	*Others*
Jumlah	**363.853.696.996**	**278.936.425.871**	***Total***

19. UTANG BANK JANGKA PENDEK / *19. SHORT-TERM BANK LOANS*

	2025	2024	
Pihak Berelasi			***Related Parties***
Rupiah			*Rupiah*
PT Bank Rakyat Indonesia (Persero) Tbk	300.000.000.000	150.000.000.000	*PT Bank Rakyat Indonesia (Persero) Tbk*
PT Bank Tabungan Negara (Persero) Tbk	75.000.000.000	75.000.000.000	*PT Bank Tabungan Negara (Persero) Tbk*
Subjumlah	**375.000.000.000**	**225.000.000.000**	***Subtotal***
Pihak Ketiga			***Third Party***
Rupiah			*Rupiah*
PT Bank Permata Tbk	100.000.000.000	70.000.000.000	*PT Bank Permata Tbk*
Subjumlah	**100.000.000.000**	**70.000.000.000**	***Subtotal***
Jumlah	**475.000.000.000**	**295.000.000.000**	***Total***
Tingkat Bunga per Tahun	7,50 % - 8,30 %	6,70% - 8,30%	*Interest Rate per Year*

Perusahaan

PT Bank Rakyat Indonesia (Persero) Tbk ("BRI")

Perusahaan memperoleh fasilitas kredit pinjaman jangka pendek dari PT Bank Rakyat Indonesia untuk Kebutuhan *Working Capital* Tahun 2025 (JOBO) No. 045/H20000/2025-S4 tanggal 31 Januari 2025. Perusahaan mendapatkan fasilitas kredit sebesar Rp350.000.000.000 dengan suku bunga 8% di Bank BRI secara temporer selama 3 bulan sejak surat diterbitkan. Liabilitas yang timbul atas utilisasi fasilitas kredit menjadi liabilitas/risiko Perusahaan tanpa ada *parent guarantee* dari Holding.

PT Bank Tabungan Negara (Persero) Tbk

Berdasarkan Akta Perjanjian Kredit No. 98 tanggal 30 Mei 2023, Perusahaan mendapatkan fasilitas *Corporate Loan* Kredit Modal Kerja dengan MTT sebagai *joint borrower* maksimum Rp20.000.000.000 dengan suku bunga Lembaga Penjamin Simpanan (LPS *rate*) I ditambah *margin* sebesar 4,25% p.a. Perjanjian ini memiliki jangka waktu sampai dengan 12 bulan dan dapat diperpanjang tiap tahun berdasarkan evaluasi kreditur.

Berdasarkan Akta Perjanjian Kredit No. 33 tanggal 17 Desember 2024, Perusahaan mendapatkan fasilitas *Cash Loan* – Kredit Modal Kerja sampai jumlah setinggi-tingginya (*plafond* kredit) senilai Rp75.000.000.000 dan *Sub Limit Non-Cash Loan* – Penerbitan Bank Garansi sampai jumlah setinggi-tingginya (*plafond* kredit) senilai Rp5.000.000.000 dengan suku bunga 8,25%.

The Company

PT Bank Rakyat Indonesia (Persero) Tbk ("BRI")

The company obtained a short-term loan credit facility from PT Bank Raykat Indonesia for Working Capital Needs in 2024 (JOBO) No. 045/H20000/2025-S4 dated January 31, 2025. The company obtained a credit facility of Rp350,000,000,000 with an interest rate of 8% at Bank BRI temporarily for 3 months since the letter was issued. Liabilities arising from the utilization of credit facilities become liabilities/risks of Company without any parent guarantee from Holding.

PT Bank Tabungan Negara (Persero) Tbk

Based on Credit Agreement Deed No. 98 dated 30 May 2023, the Company obtained a Working Capital Credit Corporate Loan facility with MTT as joint borrower with a maximum of Rp20,000,000,000 with a Deposit Insurance Corporation interest rate (LPS rate) I plus a margin of 4.25% p.a. This agreement has a term of up to 12 months and can be extended annually based on creditor evaluation.

Based on Credit Agreement Deed No. 33 dated December 17, 2024, the Company obtained a Cash Loan facility - Working Capital Credit up to a maximum amount (credit ceiling) of Rp75,000,000,000 and a Sub Limit Non-Cash Loan - Issuance of Bank Guarantee up to a maximum amount (credit ceiling) of Rp5,000,000,000 with an interest rate of 8.25%.

19. UTANG BANK JANGKA PENDEK (lanjutan)

Perusahaan (lanjutan)

PT Bank Permata Tbk

Berdasarkan Perjanjian Kredit No.MML/17/1927/N/CORP tanggal 20 November 2017 dan MM/19/904/N/CG10 tanggal 29 November 2019, Perusahaan mendapatkan fasilitas *money market* dari PT Bank Permata Tbk., dengan masing-masing maksimum Rp50.000.000.000 dengan suku bunga 8,50% p.a. Perjanjian ini memiliki jangka waktu sampai dengan 1 tahun.

Berdasarkan Adendum keenam perjanjian *Money Market* I No. 1687/MM1/ADD/IX/2023/CG7 dan Adendum Adendum keempat perjanjian *Money Market* II 1693/MM2/ADD/IX/2023/CG7 tanggal 24 November 2023, para pihak sepakat untuk mengubah jangka waktu perjanjian semula sampai dengan 27 Agustus 2023 menjadi 27 Agustus 2024.

Pada tanggal 31 Desember 2025 dan 2024, saldo pinjaman ini adalah sebesar Rp100.000.000.000 dan Rp70.000.000.000.

19. SHORT-TERM BANK LOANS (continued)

The Company (continued)

PT Bank Permata Tbk

Based on Credit Agreement No. MML/17/1927/N/CORP on November 20, 2017 and MM/19/904/N/CG10 on November 29, 2019. The Company obtained money market facility from PT Bank Permata Tbk., amounted to maximum of Rp50,000,000,000, respectively, with an interest rate of 8.50% per annum. This agreement has a term up to 1 years.

Based on the sixth Adendum to the Money Market I agreement No. 1687/MM1/ADD/IX/2023/CG7 and the fourth Adendum to the Money Market II agreement 1693/MM2/ADD/IX/2023/CG7 dated November 24, 2023, the parties agreed to change the original agreement term from August 27, 2023 to August 27, 2024.

As of December 31, 2025 and 2024, the outstanding balance of these loans are amounted to Rp100,000,000,000 and Rp70,000,000,000, respectively.

20. UTANG BANK JANGKA PANJANG / *20. LONG-TERM BANK LOANS*

	2025	2024	
PT Bank Tabungan Negara (Persero) Tbk	686.275.000.000	870.075.000.000	*PT Bank Tabungan Negara (Persero) Tbk*
PT Bank Central Asia Syariah	35.360.205.364	51.215.546.200	*PT Bank Central Asia Syariah*
PT Bank Permata Tbk	21.496.636.643	44.139.540.627	*PT Bank Permata Tbk*
PT Bank Woori Bersaudara Indonesia 1906 Tbk	43.874.028.365	15.320.682.454	*PT Bank Woori Bersaudara Indonesia 1906 Tbk*
PT Bank IBK Indonesia Tbk	34.132.381.979	-	*PT Bank IBK Indonesia Tbk*
	821.138.252.351	**980.750.769.281**	
Dikurangi:			*Less:*
Bagian Lancar	(187.126.106.339)	(247.648.981.589)	*Current Portion*
Bagian Tidak Lancar	**634.012.146.012**	**733.101.787.692**	***Non-Current Portion***

Perusahaan

The Company

Pihak Berelasi

Related Parties

PT Bank Tabungan Negara (Persero) Tbk

PT Bank Tabungan Negara (Persero) Tbk

Berdasarkan Akta Perjanjian Kredit Investasi No. 27 tanggal 9 September 2020, Perusahaan mendapatkan fasilitas kredit investasi yang bersifat *non revolving* dengan maksimum Rp680.000 dengan suku bunga 8,25% p.a. Perjanjian ini memiliki jangka waktu sampai dengan 9 tahun.

Based on Deed of Investment Credit Agreement No. 27 on September 9, 2020, The Company obtained non revolving investment credit facility with amounted to maximum of Rp680,000 with an interest rate of 8.25% per annum. This agreement has a term up to 9 years.

Pinjaman ini bertujuan untuk pembiayaan *Capital Expenditures (Capex)* termasuk investasi pembangunan Gedung dan sarana prasarana atas proyek Grha Pertamina.

This loan aims to finance Capital Expenditures (Capex) including investment in the construction of buildings and infrastructure for the Grha Pertamina project.

Atas pinjaman tersebut, Perusahaan menjaminkan berupa tagihan / piutang sewa dari *tenant* yang akan diterima dari proyek Gedung Grha Pertamina yang akan diikat fidusia dan didaftarkan sebesar 135% dari plafon kredit investasi.

The Company guarantee of rent receivables from tenants will be received from the Grha Pertamina Building project which will be fiduciary bound and registered at 135% of the investment credit plafond.

Atas fasilitas kredit yang diterima di atas, Perusahaan diharuskan menjaga rasio keuangan secara konsolidasi, seperti *Debt Service Coverage* diatas 100%, rasio total hutang terhadap modal maksimal 250%, dan EBITDA positif. Pada tanggal 31 Desember 2025, Perusahaan sudah memenuhi semua persyaratan *covenant* yang ditentukan dalam perjanjian.

For the credit facilities received above, The Group is also required to maintain financial ratios on a consolidated basis, as the ratio of Debt Service Coverage more than 100%, the ratio of total liabilities to equity maximum 250%, and the positive of EBITDA. As of December 31, 2025, the Company has fulfilled all covenant requirements within the agreement.

Berdasarkan Akta Perjanjian Kredit No. 1 tanggal 1 November 2021, Perusahaan mendapatkan fasilitas kredit *corporate loan senior secured term loan* yang bersifat *non revolving* dengan maksimum Rp300.000.000.000 dengan suku bunga 8,75% p.a. Perjanjian ini memiliki jangka waktu sampai dengan 6 tahun.

Based on Deed of Credit Agreement No. 1 on November 1, 2021, The Company obtained non revolving corporate loan senior secured term loan credit facility with amounted to maximum of Rp300,000,000,000 with an interest rate of 8.75% per annum. This agreement has a term up to 6 years.

Berdasarkan Adendum perjanjian kredit No. 96 tanggal 30 Mei 2023, para pihak sepakat untuk mengubah ketentuan pasal 8 terkait jaminan kredit.

Based on Adendum of credit agreement No. 96 on May 30, 2023, the parties agree to amend the provisions of article 8 regarding credit guarantees.

20. UTANG BANK JANGKA PANJANG (lanjutan)

Perusahaan (lanjutan)

Pihak Berelasi (lanjutan)

Atas pinjaman tersebut, Perusahaan menjaminkan Sertifikat Hak Guna Bangunan (SHGB) No 131/Lebakgede seluas 1.731 m2, Sertifikat Hak Guna Bangunan (SHGB) No 142/Lebakgede seluas 942 m2, Sertifikat Hak Guna Bangunan (SHGB) No 182/Lebakgede seluas 151 m2, Sertifikat Hak Guna Bangunan (SHGB) No 201/Lebakgede seluas 853 m2, Sertifikat Hak Guna Bangunan (SHGB) No 140/Lebakgede seluas 1.078 m2, Sertifikat Hak una Bangunan (SHGB) No 215/ Cibeunying, Cempedak seluas 80 m2, Sertifikat Hak Guna Bangunan (SHGB) No 216/Lebakgede seluas 558 m2, Sertifikat Hak Guna Bangunan (SHGB) No 217/Lebakgede seluas 400 m2, Sertifikat Hak Guna Bangunan (SHGB) No 603/Kedawung seluas 20.690 m2.

Atas fasilitas kredit yang diterima di atas, Perusahaan diharuskan menjaga rasio keuangan secara konsolidasi, seperti *Current Ratio* minimal 100%, *Debt Service Coverage* minimal 100%, rasio total hutang terhadap modal maksimal 250%, dan EBITDA positif. Pada tanggal 31 Desember 2025, Perusahaan sudah memenuhi semua persyaratan *covenant* yang ditentukan dalam perjanjian

Berdasarkan Akta Perjanjian Kredit Investasi No. 97 tanggal 30 Mei 2023, Perusahaan mendapatkan fasilitas *corporate loan senior secured term loan* dengan maksimum Rp175.000.000.000 dengan suku bunga 4,50% p.a. Perjanjian ini memiliki jangka waktu sampai dengan 6 tahun.

Pinjaman ini bertujuan untuk *Corporate General Purpose* sesuai rencana bisnis Perusahaan diluar akuisisi land bank dan saham serta pembangunan apartemen dan hotel baru.

Atas fasilitas kredit yang diterima di atas, Perusahaan diharuskan menjaga rasio keuangan secara konsolidasi, seperti *Current Ratio* minimal 1 kali, *Debt Service Coverage Ratio* (DSCR) minimal 1 kali dan *Debt to Equity Ratio* maksimal 2,5 kali. Pada tanggal 31 Desember 2025, Perusahaan sudah memenuhi semua persyaratan covenant yang ditentukan dalam perjanjian.

Atas pinjaman tersebut, Perusahaan menjaminkan Sertifikat Hak Guna Bangunan (SHGB) No 603/Kedawung seluas 20.690 m2.

20. LONG-TERM BANK LOANS (continued)

The Company (continued)

Related Parties (continued)

The Company guarantee of Building Rights Title Certificate No 131/Lebakgede width 1,731 m2, Building Rights Title Certificate (SHGB) No 142/Lebakgede width 942 m2, Building Rights Title Certificate No 182/Lebakgede width 151 m2, Building Rights itle Certificate No 201/Lebakgede width 853 m2, Building Rights Title Certificate No 140/Lebakgede width 1,078 m2, Building Rights Title Certificate No 215/Cibeunying, Cempedak width 80 m2, Building Rights Title Certificate No 216/Lebakgede width 558 m2, Building Rights Title Certificate No 217/Lebakgede width 400 m2, Building Rights Title Certificate No 603/ Kedawung width 20,690 m2.

For the credit facilities received above, The Company is also required to maintain financial ratios on a consolidated basis, as the Current Ratio more than 100%, ratio of Debt Service Coverage more than 100%, the ratio of total liabilities to equity maximum 250%, and the positive of EBITDA. As of December 31, 2025, the Company has fulfilled all covenant requirements within the agreement.

Based on Deed of Investment Credit Agreement No. 97 on May 30, 2023, The Company obtained corporate loan senior secured term loan with amounted to maximum of Rp175,000,000,000 with an interest rate of 4.50% per annum. This agreement has a term up to 6 years.

This loan is aimed at Corporate General Purpose in accordance with the Company's business plan outside the acquisition of land banks and shares as well as the construction of new apartments and hotels.

For the credit facilities received above, The Group is also required to maintain financial ratios on a consolidated basis, as the ratio of Debt Service Coverage more than 1 times, the ratio of total liabilities to equity maximum 2.5 times, and the positive of EBITDA. As of December 31, 2025, the Company has fulfilled all covenant requirements within the agreement.

The Company guarantee of Building Rights Title Certificate No 603/Kedawung width 20,690 m2.

20. UTANG BANK JANGKA PANJANG (lanjutan)

PT Prima Armada Raya (PAR)

Pihak Ketiga

PT Bank Permata Tbk

Berdasarkan Akta Perjanjian Penyediaan Fasilitas Pembiayaan Syariah No. 10 tanggal 23 Agustus 2021, PAR mendapatkan fasilitas pembiayaan *ijarah muntahiya bittamlik* dengan maksimum Rp235.000.000.000 dengan biaya sewa 8,50% p.a. Perjanjian ini memiliki jangka waktu sampai dengan 4 tahun.

Atas pinjaman tersebut, PAR menjaminkan berupa fidusia atas kendaraan yang dibiayai dan dilengkapi dengan surat kuasa jual milik Perusahaan.

Atas fasilitas kredit yang diterima di atas, Perusahaan diharuskan menjaga rasio keuangan, seperti *Debt to Equity Ratio* maksimal 5 kali dan *Debt Service Coverage Ratio* minimal 1,1 kali. Pada tanggal 31 Desember 2024, Perusahaan sudah memenuhi semua persyaratan *covenant* yang ditentukan dalam perjanjian.

PT Bank BCA Syariah

Berdasarkan Surat Pemberitahuan Pemberian Fasilitas Pinjaman Nomor 226/ADP/2023 tertanggal 19 Mei 2023 dari PT Bank BCA Syariah, Perusahaan memperoleh fasilitas pembiayaan PI Murabahah (*Non-Revolving*) dengan fasilitas pembiayaan sebesar Rp75.000.000.000 dengan jangka waktu fasilitas 48 bulan.

Atas fasilitas kredit yang diterima diatas, Perusahaan menjaminkan kendaraan yang menjadi objek pembiayaan dan Perusahaan harus memenuhi *financial covenant* DSC > 1x dan D / E maksimal 4x. Pada tanggal 31 Desember 2025, Perusahaan sudah memenuhi semua persyaratan *covenant* yang ditentukan dalam perjanjian.

20. LONG-TERM BANK LOANS (continued)

PT Prima Armada Raya (PAR)

Third Parties

PT Bank Permata Tbk

Based on Deed of Sharia Financing Credit Agreement No. 10 on August 23, 2021, PAR obtained ijarah muntahiya bittamlik credit facility with amounted to maximum of Rp235,000,000,000 with a lease fee of 8.50% per annum. This agreement has a term up to 4 years.

This credit, PAR guarantee of fiduciary for the vehicles financed and equipped with the Company's sales power of attorney.

For the credit facilities received above, The Company is also required to maintain financial ratios, as the ratio of Debt to Equity Ratio less than 5 times and Debt Service Coverage Ratio more than 1.1 times. As of December 31, 2024, the Company has fulfilled all covenant requirements within the agreement.

PT Bank BCA Syariah

Based on the Notice of Loan Facility Provision Number 226/ADP/2023 dated May 19, 2023, from PT Bank BCA Syariah, the company obtained a Murabahah Financing Facility (Non- Revolving) with a financing amount of Rp75,000,000,000 and a facility period of 48 months.

Regarding the credit facility received, the company has pledged the financed vehicles as collateral, and the company must meet the financial covenants of DSC > 1x and a maximum D/E ratio of 4x. As of December 31, 2025, the Company has fulfilled all covenant requirements within the agreement.

20. UTANG BANK JANGKA PANJANG (lanjutan)

Perusahaan (lanjutan)

Pihak Ketiga (lanjutan)

PT Bank Woori Bersaudara Indonesia 1906 Tbk

Perusahaan mendapatkan fasilitas kredit dari PT Bank Woori Saudara Indonesia 1906 Tbk berdasarkan akta perjanjian kredit pemilikan kendaraan bermotor No.41 tanggal 22 Agustus 2024. Perusahaan mendapatkan fasilitas kredit investasi-kredit pemilikan kendaraan bermotor yang bersifat *non-revolving* dengan maksimum kredit sebesar Rp75.000.000.000. Jangka waktu fasilitas kredit selama 60 bulan sejak tanggal penandatanganan perjanjian kredit dengan tingkat bunga 7,47% per tahun.

Pada tanggal 31 Desember 2025 dan 2024, saldo pinjaman ini adalah sebesar Rp43.874.028.365 dan Rp15.320.682.454.

PT Bank IBK Indonesia Tbk

PAR mendapatkan fasilitas kredit modal kerja dari PT IBK Indonesia Tbk berdasarkan Surat Penawaran Pemberian Kredit No.002/RM-OL/III/2025 tanggal 21 Maret 2025. Tujuan fasilitas kredit adalah untuk mendukung kebutuhan modal kerja Perusahaan dengan *plafond* sebesar Rp80.000.000.000. Jangka waktu fasilitas kredit selama 60 bulan sejak perjanjian di tanda tangan, dengan tingkat bunga sebesar 7,5%.

20. LONG-TERM BANK LOANS (continued)

The Company (continued)

Third Parties (continued)

PT Bank Woori Bersaudara Indonesia 1906 Tbk

The company obtained a credit facility from PT Bank Woori Saudara Indonesia 1906 Tbk based on motor vehicle ownership credit agreement deed No. 41 dated 22 August 2024. The company obtained a non-revolving motor vehicle ownership credit-investment credit facility with a maximum credit of Rp 75,000,000,000. The term of the credit facility is 60 months from the date of signing the credit agreement with an interest rate of 7.47% per year.

As of December 31, 2025 and 2024, the outstanding balance of these loans are amounted to Rp43,874,028,365 and Rp15,320,682,454, respectively.

PT Bank IBK Indonesia Tbk

PAR has obtained a working capital credit facility from PT IBK Indonesia Tbk based on the Credit Offer Letter No. 002/RM-OL/III/2025 dated March 21, 2025. The purpose of the credit facility is to support the company's working capital needs with a plafond of Rp80,000,000,000. The term of the credit facility is 60 months from the date the agreement is signed, with an interest rate of 7.5%.

21. UTANG PEMBIAYAAN KONSUMEN

PAR, entitas anak, mengadakan beberapa perjanjian pembiayaan konsumen kendaraan bermotor dengan jangka waktu pembayaran selama 3 tahun dan dilunasi melalui angsuran bulanan. Suku bunga atas fasilitas pembiayaan konsumen pada tahun 31 Desember 2025 berkisar antara 7.50% sampai dengan 13.65% (2024: 8,00% sampai dengan 11,75%).

21. CONSUMER FINANCE LOANS

PAR, a subsidiary, has several consumer finance loan agreements for motor vehicles with financing terms of 3 years and are being repaid through monthly installments. Interest rates of consumer finance facilities in December 31, 2025, ranged from 7,50% to 13,65% (2024: 8.00% to 11.75%).

	2025	2024	
Entitas Berelasi dengan Pemerintah (Catatan 34)	139.288.092.196	90.845.464.051	*Government-Related Entities (Note 34)*
Pihak Ketiga	218.037.376.686	284.609.946.851	*Third Parties*
	357.325.468.882	**375.455.410.902**	
Dikurangi:			*Less:*
Bagian Lancar	(187.062.071.510)	(161.599.039.143)	*Current Portion*
Bagian Tidak Lancar	**170.263.397.372**	**213.856.371.759**	***Non-Current Portion***

22. PERPAJAKAN / *22. TAXATION*

a. Pajak Dibayar di Muka / *a. Prepaid Taxes*

	2025	2024	
Pajak Pertambahan Nilai (PPN):			*Value Added Tax (VAT):*
Perusahaan	120.436.812.923	102.215.301.793	*The Company*
Entitas Anak:			*Subsidiaries:*
PT Mitra Tours & Travel	18.015.561.579	-	*PT Mitra Tours & Travel*
PT Prima Armada Raya	16.318.032.385	1.853.697.349	*PT Prima Armada Raya*
PT Patra Wijaya Realtindo	1.038.804.595	1.038.804.595	*PT Patra Wijaya Realtindo*
Pajak Penghasilan **Badan:**			*Corporate Income Tax:* ***The Company:***
Entitas Anak			*Subsidiaries:*
PT Prima Armada Raya	735.899.072	-	*PT Prima Armada Raya*
PT Mitra Tours & Travel	-	6.457.062.209	*PT Mitra Tours & Travel*
Pajak Penghasilan Lainnya	52.863.737.215	47.717.734.088	*Other Income Taxes*
Jumlah	**209.408.847.769**	**159.282.600.034**	***Total***

b. Pajak Dibayar di Muka / *b. Prepaid Taxes*

	2025	2024	
Bagian Lancar Pajak			*Current Portion Other Taxes*
Lain-lain	52.863.737.215	47.717.734.088	*Non-Current Portion*
Bagian Tidak Lancar Pajak Penghasilan Badan	735.899.072	-	*Corporate Income Tax*
Pajak Lain-lain	155.809.211.482	105.107.803.737	*Other Taxes*
Jumlah	**209.408.847.769**	**159.282.600.034**	***Total***

c. Utang Pajak / *c. Taxes Payable*

	2025	2024	
Pajak penghasilan Badan:			***Corporate Income Tax:***
Perusahaan	35.101.874.838	13.877.086.072	*The Company*
Entitas Anak			*Subsidiaries:*
PT Prima Armada Raya	3.996.888.424	1.037.522.894	*PT Prima Armada Raya*
PT Mitra Tours & Travel	6.699.724.237	7.678.776.203	*PT Mitra Tours & Travel*
Pajak penghasilan Lainnya:			***Other Income Taxes***
PPh Pasal 21	4.165.100.350	9.885.772.912	*Income Tax Article 21*
PPh Pasal 23	2.930.184.010	1.274.473.606	*Income Tax Article 23*
PPh Pasal 25	910.723.967	376.681.510	*Income Tax Article 25*
PPh Pasal 26	292.025.789	505.100.565	*Income Tax Article 26*
PPh Pasal 4(2)	154.601.123	7.768.291.632	*Income Tax Article 4(2)*
Pajak Pertambahan Nilai			
Perusahaan			***Value Added Tax Company***
Entitas Anak:			*Subsidiaries:*
PT Mitra Tours & Travel	6.979.568.854	1.269.054.470	*PT Mitra Tours & Travel*
Jumlah	**61.230.691.592**	**43.672.759.864**	***Total***

22. PERPAJAKAN (lanjutan) / *22. TAXATION (continued)*

d. (Manfaat) Beban Pajak Penghasilan / *d. Income Tax (Benefits) Expenses*

	2025	2024	
Perusahaan			***The Company***
Pajak Kini	(67.066.800.680)	(40.453.515.858)	*Current Tax*
Pajak Kini			*Current Tax*
Penyesuaian dari Tahun Sebelumnya	-	(4.718.747.440)	*Prior Year Adjustment*
Pajak Tangguhan	(4.157.587.213)	7.581.655.248	*Deferred Tax*
Subjumlah	**(71.224.387.893)**	**(37.590.608.050)**	*Subtotal*
Entitas Anak			***Subsidiaries***
Pajak Kini Pajak	(46.841.394.380)	(45.914.052.364)	*Current Tax*
Penyesuaian dari Tahun Sebelumnya	(2.033.706.770)	2.174.948.077	*Current Tax - Prior Year Adjustment*
Pajak Tangguhan	4.447.538.576	376.947.196	*Deferred Tax*
Subjumlah	(44.427.562.574)	(43.362.157.091)	*Subtotal*
Jumlah	**(115.651.950.467)**	**(80.952.765.141)**	***Total***

Rekonsiliasi antara laba sebelum beban pajak, seperti yang tercantum dalam laba rugi dan estimasi laba kena pajak atau rugi fiskal adalah sebagai berikut:

The reconciliation between profit before tax, as shown in profit or loss and estimated taxable income or taxable losses is as follows:

	2025	2024	
Laba Konsolidasian Sebelum Pajak Penghasilan	453.988.080.446	368.762.487.850	*Consolidated Profit Before Income Tax*
Dikurangi:			*Deducted by:*
Laba Sebelum Pajak Entitas Anak	(178.644.070.776)	(159.904.417.520)	*Profit Before Tax of Subsidiaries*
Eliminasi	(414.335.020)	352.301.008	*Elimination*
Laba Sebelum Beban Pajak Penghasilan Perusahaan	274.929.674.649	209.210.371.338	*Profit Before Income Tax Expense of the Company*
Pendapatan dan Beban yang Telah Dikenakan Pajak Penghasilan Final	(83.629.766.427)	(123.868.421.163)	*Revenue and Expenses Subjected to Final Tax*
Laba Sebelum Pajak dari Pendapatan yang tidak Dikenakan Pajak Final	191.299.908.222	85.341.950.175	*Income Before Income Tax from Income not Subjected to Final Tax*
Koreksi Fiskal			***Fiscal Correction***
Beban Imbalan Kerja	12.281.688.038	5.213.596.014	*Employee Benefits Expense*
Beban Penyusutan Aset Tetap	36.133.865.217	27.801.184.193	*Depreciation Expense of Fixed Assets*
Beban Penyusutan Aset Hak Guna	2.005.898.510	2.415.254.999	*Depreciation Expense of Right-of-Use Assets*
Penyisihan Penurunan Nilai Piutang	(1.002.949.255)	(5.600.622.729)	*Allowance for Impairment loss of Receivables*
Beban yang tidak dapat Dikurangkan	66.716.815.334	80.790.472.608	*Non-Deductible Expense*
Bunga Jasa Giro dan Deposito	(2.586.131.904)	(12.084.002.198)	*Interest Income and Time Deposit*
Laba Fiskal - Perusahaan	304.849.094.162	183.877.833.062	*Fiscal Income The Company*
Beban Pajak Kini - Perusahaan	67.066.800.716	40.453.123.274	*Current Tax Expenses - The Company*
Kredit Pajak			*Tax Credit*
PPh Pasal 22	190.332	-	*Article 22*
PPh Pasal 23	30.756.085.510	26.576.429.786	*Article 23*
PPh Pasal 25	1.208.650.000	-	*Article 25*
Taksiran Kurang (Lebih) Bayar Pajak Penghasilan - Perusahaan	35.101.874.874	13.876.693.488	*Estimated Income Tax Underpayment (Overpayment) - the Company*

22. PERPAJAKAN (lanjutan)

22. TAXATION (continued)

d. (Manfaat) Beban Pajak Penghasilan

Perhitungan pajak penghasilan kini untuk tahun- tahun yang berakhir 31 Desember 2025 dan 2024 didasarkan pada taksiran penghasilan kena pajak. Jumlah tersebut dapat berubah sesuai dengan SPT tahunan terkait bila disiapkan dan dilaporkan kepada Direktorat Jenderal Pajak ("DJP"), atau ketika penilaian oleh DJP diterima, atau jika keberatan/banding diputuskan.

Pajak atas laba sebelum pajak penghasilan konsolidasian Grup berbeda dari nilai teoritis yang muncul apabila menggunakan rata-rata tertimbang tarif pajak terhadap laba pada entitas konsolidasian sebagai berikut:

d. Income Tax (Benefits) Expenses

The current income tax for the years ended December 31, 2025 and 2024 was based on estimated taxable income. The amount may be subject to adjustments to conform with the related annual tax return when it is prepared and filed to the Directorate General of Taxation ("DGT"), or when an assessment by the DGT is received, or if an objection/appeal is decided.

The tax on the Group's consolidated profit before income tax differs from the theoretical amount that would arise using the weighted average tax rate applicable to profits on the consolidated entities as follows:

e. Beban Pajak Final

e. Final Tax Expenses

	2025	2024	
Sewa Perumahan Dan Perkantoran	43.102.236.928	45.343.297.156	*Residential and Office Rent*
Pengalihan Hak atas Tanah dan Bangunan	21.326.143.995	7.795.096.944	*Sales of Land and Building*
Hotel	-	26.387.776	*Hotel*
Jumlah	**64.428.380.923**	**53.164.781.876**	***Total***

f. Pajak Tangguhan

f. Deferred Tax

	2024	Dikreditkan (Dibebankan) ke laba rugi/ *Credited (Charged) to profit or loss*	Dibebankan ke Penghasilan Komprehensif Lain/ *Charged to Other Comprehensive Income*	Penyesuaian Tahunan Sebelumnya/ *Prior Year Adjustment*	2025	
Aset Pajak Tangguhan:						*Deferred Tax Assets:*
Piutang Usaha	2.819.716.260	(220.648.836)		1.244.761.104	3.844.112.268	*Trade Receivables*
Aset tetap	12.678.754.308	1.129.900.987		5.100.076.108	18.906.977.095	*Fixed Assets*
Liabilitas Imbalan Kerja	29.688.970.169	(2.701.971.368)	3.491.176.084	(8.511.664.223)	21.967.717.821	*Employee Benefit Liabilities*
Sewa	5.550.736.591	(198.040.984)		-	5.352.959.016	*Lease*
Subjumlah	**50.738.177.328**	**(1.990.760.202)**	**3.491.176.084**	**(2.166.827.011)**	**50.071.766.200**	***Subtotal***
Entitas Anak						***Subsidiary***
Piutang Usaha	2.721.763.490	1.158.827.305	-	-	3.880.590.795	*Trade Receivables*
Aset tetap	(2.128.718.263)	(563.472.650)	-	747.090.365	(1.945.100.549)	*Fixed Assets*
Tantiem & Bonus	5.151.047.802	6.636.396	-	-	4.893.655.824	*Tantiem & Bonus*
Aset Tak Berwujud	469.577.812	-	-	-	469.577.812	*Intangible Assets*
Penyusutan Aset Hak Guna	(264.028.374)	3.299.531.363	-	-	3.299.531.363	*Right of Used Assets*
Liabilitas Imbalan Kerja	1.329.552.295	(201.074.202)	94.715.112	-	1.223.193.205	*Employee Benefits Liability*
Subjumlah	**7.279.194.762**	**3.700.448.211**	**94.715.112**	**747.090.365**	**11.821.448.450**	***Subtotal***
Jumlah Aset Pajak Tangguhan	**58.017.372.090**				**61.946.995.585**	***Total Asset Deferred Tax***

22. PERPAJAKAN (lanjutan)

22. TAXATION (continued)

f. Pajak Tangguhan (lanjutan)

f. Deferred Tax (continued)

	2023	Dikreditkan (Dibebankan) ke laba rugi/ *Credited (Charged) to profit or loss*	Dibebankan ke Penghasilan Komprehensif Lain/ *Charged to Other Comprehensive Income*	Penyesuaian Tahunan Sebelumnya/ *Prior Year Adjustment*	2024	
Aset Pajak Tangguhan:						*Deferred Tax Assets:*
Piutang Usaha	4.052.000.000	(1.232.283.740)	-	-	2.819.716.260	*Trade Receivables*
Aset tetap	6.561.000.000	6.117.754.308	-	-	12.678.754.308	*Fixed Assets*
Liabilitas Imbalan Kerja	28.542.000.000	2.165.970.169	-	(1.019.000.000)	29.688.970.169	*Employee Benefit Liabilities*
Sewa	5.020.000.000	530.736.591	-	-	5.550.736.591	*Lease*
Subjumlah	**44.175.000.000**	**7.582.177.328**		**(1.019.000.000)**	**50.738.177.328**	***Subtotal***
Entitas Anak						***Subsidiary***
Piutang Usaha	1.935.766.473	785.997.017			2.721.763.490	*Trade Receivables*
Aset tetap	652.761.727	(94.028.364)		(2.687.451.626)	(2.128.718.263)	*Fixed Assets*
Tantiem & Bonus	3.066.561.525	3.178.954.128		(1.094.467.851)	5.151.047.802	*Tantiem & Bonus*
Aset Tak Berwujud	57.615.277	411.962.535			469.577.812	*Intangible Assets*
Penyusutan Aset Hak Guna	-	(264.028.374)			(264.028.374)	*Right of Used Assets*
Liabilitas Imbalan Kerja	1.357.625.342	139.943.058	(168.016.106)		1.329.552.295	*Employee Benefits Liability*
Subjumlah	**7.070.330.344**	**4.158.800.000**	**(168.016.106)**	**(3.781.919.477)**	**7.279.194.762**	***Subtotal***
Jumlah Aset Pajak Tangguhan	**51.245.330.344**				**58.017.372.090**	***Total Asset Deferred Tax***

g. Surat Ketetapan Pajak (“SKP”)

Perusahaan

Pada 30 September 2024, Perusahaan menerima Surat Ketetapan Pajak (SKP) PPh Badan, PPN, PPh Pasal 21, PPh Pasal 22, PPh Pasal 23, dan PPN BM untuk tahun pajak 2019 dengan jumlah total kurang bayar sebesar Rp4.937.000.000.

g. Tax Assessment Letters (“SKP”)

The Company

On September 30, 2024, the Company received a Tax Underpayment Assessment Letter (SKPKB) for Corporate Income Tax, VAT, Income Tax Article 21, Income Tax Article 22, Income Tax Article 23, and VAT on Luxury Goods for the 2019 tax year with a total underpayment of Rp4,937,000,000.

22. PERPAJAKAN (lanjutan)

g. Surat Ketetapan Pajak (“SKP”)

Perusahaan

22. TAXATION (continued)

g. Tax Assessment Letters (“SKP”)

The Company

No/ *Num.*	Jenis Surat/ *Tax Letter*	Nomor Surat Ketetapan Pajak/ *Tax Assessment Letters No.*	Tanggal Surat/ *Date Issued*	Periode/ *Period*	Jumlah/ *Total*
1	Pajak Penghasilan Badan *Corporate Income Tax*	00020/206/19/051/24	30 September 2024	2019	1.790
2	Kurang Bayar PPh Final Pasal 21 *Underpayment Final Article 21*	00033/201/19/051/24	30 September 2024	Desember - 2019	602
3	Kurang Bayar PPh Final Pasal 23 *Underpayment Final Article 23*	00038/203/19/051/24	30 September 2024	Desember - 2019	532
4	Kurang Bayar PPh Final Pasal 4(2) *Underpayment Final Article 4(2)*	00018/240/19/051/24	30 September 2024	Desember - 2019	1.126
5	Kurang Bayar PPh Final Pasal 22 *Underpayment Final Article 22*	00005/502/19/051/24	30 September 2024	Desember - 2019	Nihil
6	Kurang Bayar PPN *Underpayment VAT*	00079/207/19/051/24	30 September 2024	September - 2019	12
7	Kurang Bayar PPN *Underpayment VAT*	00080/207/19/051/24	30 September 2024	Oktober - 2019	1
8	Kurang Bayar PPN *Underpayment VAT*	00081/207/19/051/24	30 September 2024	November - 2019	7
9	Kurang Bayar PPN *Underpayment VAT*	00082/207/19/051/24	30 September 2024	Desember - 2019	529
10	Kurang Bayar PPN BM *Underpayment VAT of LG*	00001/508/19/051/24	30 September 2024	Desember - 2019	Nihil
11	Kurang Bayar PPN *Underpayment VAT*	00002/277/19/051/24	30 September 2024	Desember - 2019	89
12	Kurang Bayar PPN *Underpayment VAT*	00034/107/19/051/24	30 September 2024	Desember - 2019	247

Pada Desember 2024, Perusahaan menerima Surat Tagihan Pajak (STP) PPh Final dan PPN untuk tahun pajak 2019 dengan jumlah total kurang bayar sebesar Rp4.936.000.000.

Telah dilakukan pelunasan SKP dengan Putusan Pengembalian Pajak senilai Rp4.596.000.000 dan dilakukan pembayaran secara tunai dengan kode *billing* senilai Rp340.000.000 pada 13 Desember 2024.

In December 2024, the Company has received Tax Collection Letter for Underpayment for fiscal year 2019 from the tax office pertaining Income Final Tax and VAT with totaling to Rp4,936,000,000.

The SKP has been paid off with a Tax Refund Decision of Rp4,596,000,000 and payment in cash with a billing code of Rp340,000,000 on December 13, 2024.

22. PERPAJAKAN (lanjutan)

h. Administrasi Perpajakan

Berdasarkan Undang-Undang perpajakan yang berlaku di Indonesia, Grup menghitung, menetapkan dan membayar sendiri besarnya jumlah pajak yang terutang. Direktur Jenderal Pajak dapat menetapkan atau mengubah liabilitas pajak dalam batas waktu lima tahun sejak saat terutangnya pajak.

22. TAXATION (continued)

h. Administrasi Perpajakan

Under the taxation laws of Indonesia, the Group submits tax returns on the basis of self-assessment. The Directorate General of Tax may assess or amend taxes within five years of the time the tax becomes due.

23. LIABILITAS KONTRAK / *23. CONTRACT LIABILITIES*

	2025	2024	
Unit Perumahan	72.415.840.208	485.725.481.836	*Residential Unit*
Unit Perkantoran	6.779.816.155	291.809.824.788	*Office Tower Unit*
Unit Hospitality dan FMS	4.905.669.604	10.228.711.471	*Hospitality and FMS Unit*
Sewa Kendaraan	28.296.556.899	36.028.265.171	*Vehicle Rent*
	112.397.882.867	**823.792.283.266**	
Dikurangi:			*Less:*
Bagian Tidak Lancar	(28.296.556.899)	(36.028.265.171)	*Non-Current Portion*
Jumlah	**84.101.325.968**	**787.764.018.095**	***Total***

24. LIABILITAS IMBALAN KERJA / *24. EMPLOYEE BENEFITS LIABILITIES*

Grup menyelenggarakan program pensiun imbalan pasti untuk semua karyawan tetapnya. Grup juga memberikan imbalan kerja imbalan pasti untuk karyawan sesuai dengan Undang- Undang No. 11 Tahun 2020 Tentang Cipta Kerja (Undang-Undang Cipta Kerja). Grup menghitung selisih antara imbalan yang diterima karyawan berdasarkan Undang-Undang Cipta Kerja yang berlaku dengan manfaat yang diterima dari program pensiun untuk pensiun normal.

The Group established a defined benefit pension plan covering all the local permanent employees. In addition. the Group also provides employment benefits as required under Labor Law No. 11 of year 2020 on Job Creation (Job Creation Law). For normal pension scheme, the Group calculates and recognizes the higher of the benefits under the Job Creation Law and those under such pension plan.

Liabilitas imbalan kerja Grup dan entitas anak pada tanggal 31 Desember 2025 dan 2024 dihitung oleh PT Padma Radya Aktuaria, Aktuaris independent tertanggal 18 Februari 2025.

The Group and its subsidiaries' employee benefit liabilities as of December 31, 2025 and 2024 were calculated by PT Padma Radya Aktuaria, an independent actuary dated February, 18 2025.

Asumsi-asumsi utama yang digunakan dalam menghitung imbalan kerja adalah sebagai berikut:

The principal assumption used in determining the liability for employee benefit are as follows:

	2025	2024	
Tingkat Bunga Aktuaris	6.50% per Tahun/ *per Annum*	7,25% per Tahun/ *per Annum*	*Actuarial Discount Rate*
Tingkat Mortalitas	TMI IV 2019	TMI IV 2019	*Mortality Rate*
Kenaikan Gaji dan Upah	8.00% per Tahun/ *per Annum*	8,00% per Tahun/ *per Annum*	*Wages and Salaries Increase*
Umur Pensiun	56 Tahun/ *Years*	56 Tahun/ *Years*	*Retirement Age*
Tingkat Cacat	10.00% TMI IV 2019	10,00% TMI IV 2019	*Disability Rate*

Saldo kewajiban imbalan kerja yang diakui pada laporan posisi keuangan konsolidasian adalah sebagai berikut:

The balance of employee benefits obligations recognized in the consolidated statements of financial position are as follows:

24. LIABILITAS IMBALAN KERJA (lanjutan)

24. EMPLOYEE BENEFITS LIABILITIES (continued)

	2025	2024	
Imbalan Kerja	148.456.486.086	124.091.725.751	*Employee Benefits*
Imbalan Kerja Jangka Panjang Lainnya	23.040.778.200	16.928.392.892	*Other Long-Term Employee Benefits*
Jumlah	**171.497.264.286**	**141.020.118.643**	***Total***

Beban imbalan kerja yang diakui pada laporan laba rugi adalah sebagai berikut:

Employee benefits expenses recognised in profit or loss are as follows:

	31 Desember 2025/ *December 31. 2025*			
	Imbalan Kerja/ *Employee Benefits*	**Imbalan Kerja Jangka Panjang Lainnya/ *Other Long-Term Employee Benefits***	**Jumlah/ *Total***	
Beban Jasa Kini	11.772.169.323	117.098.814	11.889.268.137	*Current Service Cost*
Beban Bunga	8.813.809.549	1.078.964.823	9.892.774.372	*Interest Expense*
Biaya Jasa Lalu	(1.914.745.731)	-	(1.914.745.731)	*Past Service Cost*
Lainnya	-	4.227.887.892	4.227.887.892	*Others*
Jumlah	**18.671.233.141**	**5.423.951.529**	**24.095.184.670**	***Total***

	31 Desember 2024/ *December 31. 2024*			
	Imbalan Kerja/ *Employee Benefits*	**Imbalan Kerja Jangka Panjang Lainnya/ *Other Long-Term Employee Benefits***	**Jumlah/ *Total***	
Beban Jasa Kini	12.197.226.182	1.400.330.204	13.597.556.386	*Current Service Cost*
Beban Bunga	7.793.530.587	1.056.107.364	8.849.637.951	*Interest Expense*
Jumlah	**19.990.756.769**	**2.456.437.568**	**22.447.194.337**	***Total***

Dari total beban di atas. per 31 Desember 2025 sebesar Rp24.095.184.670 (2024: Rp22.447.194.337) sebagai beban usaha.

From in total charges above. as of December 31, 2025 is Rp24,095,184,670 (2024: Rp22,447,194,337) were in operating expenses.

	2025	2024	
Kerugian Aktuaria yang Timbul dari:			*Actuarial Loss from:*
Penyesuaian Pengalaman	1.448.719.417	(360.069.581)	*Experience Adjustment*
Perubahan Asumsi Demografi	277.252.075	-	*Change in Demographic Assumption*
Perubahan Asumsi Keuangan	14.817.992.742	(6.079.419.340)	*Change in Financial Assumption*
Penyesuaian	4.227.887.892	1.227.000.000	*Adjustment*
Dampak atas Perubahan Metode Atribusi (IFRIC)	-	-	*Impact of Changes in Attribution Method (IFRIC)*

Mutasi kewajiban imbalan kerja selama tahun berjalan adalah sebagai berikut:

The movement in the employee benefits over the year is as follows:

24. LIABILITAS IMBALAN KERJA (lanjutan)

24. EMPLOYEE BENEFITS LIABILITIES (continued)

	Imbalan Kerja/ *Employee Benefits*	Imbalan Kerja Jangka Panjang Lainnya/ *Other Long-Term Employee Benefits*	Jumlah/ *Total*	
Per 31 Desember 2023	**121.576.000.000**	**14.332.000.000**	**135.908.000.000**	***At December 31, 2023***
Beban Imbalan Kerja	19.990.756.769	2.456.437.568	22.447.194.337	*Employee Benefits Expense*
Keuntungan Aktuaria yang Diakui Melalui Penghasilan Komprehensif Lain	(7.439.574.968)	999.901.504	(6.439.673.464)	*Actuarial Gain Recognized Through Other Comprehensive Income*
Imbalan yang Dibayarkan	(9.322.177.914)	(824.285.162)	(10.146.463.076)	*Benefits Paid*
Beban Lalu	(713.278.137)	-	(713.278.137)	
Lainnya	-	(35.661.018)	(35.661.018)	*Service past cost*
	-	-	-	*Others*
Per 31 Desember 2024	**124.091.725.751**	**16.928.392.892**	**141.020.118.643**	***At December 31, 2024***
Beban Imbalan Kerja	18.671.233.141	5.423.951.529	24.095.184.670	*Employee Benefits Expense*
Keuntungan Aktuaria yang Diakui Melalui Penghasilan Komprehensif Lain	11.695.127.387	4.848.836.846	16.543.964.233	*Actuarial Gain Recognized Through Other Comprehensive Income*
Imbalan yang Dibayarkan	(6.001.600.193)	(4.160.403.067)	(10.162.003.260)	*Benefits Paid*
Beban Lalu	-	-	-	*Service past cost*
Lainnya	-	-	-	*Other*
Per 31 Desember 2025	148.456.486.086	23.040.778.200	171.497.264.286	***At December 31, 2025***

Sensitivitas liabilitas secara keseluruhan terhadap perubahan asumsi tingkat diskonto dan tingkat pertumbuhan gaji adalah sebagai berikut:

Sensitivity of the overall liability to changes in the discount rate and salary increase rate assumptions is as follows:

	2025	**2024**	
Tingkat Diskonto	Kenaikan/ *Increase by* 1% Penurunan/ *Decrease by* 1%	Turun / *Decrease to* 12.517 Naik/ *Increase to* 11.489	*Discount Rate*
Tingkat Pertumbuhan Gaji	Kenaikan/ *Increase by* 1% Penurunan/ *Decrease by* 1%	Naik/ *Increase to* 8.925 Turun / *Decrease to* 16.004	*Salary Increase Rate*

Analisis sensitivitas didasarkan pada perubahan atas satu asumsi aktuarial dimana asumsi lainnya dianggap konstan. Dalam praktiknya. hal ini jarang terjadi dan perubahan beberapa asumsi mungkin saling berkorelasi. Dalam perhitungan sensitivitas kewajiban imbalan kerja atas asumsi aktuarial utama. metode yang sama (perhitungan nilai kini kewajiban imbalan kerja) telah diterapkan seperti dalam penghitungan kewajiban pensiun yang diakui dalam laporan posisi keuangan.

The sensitivity analyses are based on a change in an assumption while holding all other assumptions constant. In practice. this is unlikely to occur. and changes in some of the assumptions maybe correlated. When calculating the sensitivity of the employee benefits obligation to significant actuarial assumptions. the same method (present value of the employee benefits obligation) has been applied as when calculating the pension liability recognized within the statement of financial position.

24. LIABILITAS IMBALAN KERJA (lanjutan)

Analisis jatuh tempo yang diharapkan dari imbalan kerja dan imbalan jangka panjang lainnya yang tidak terdiskonto adalah sebagai berikut:

24. EMPLOYEE BENEFITS LIABILITIES (continued)

The expected maturity analysis of undiscounted employee benefits and other long-term benefits. are as follows:

	Kurang dari 1 Tahun/ *Less than 1 Year*	***Antara 1 – 5 Tahun/ Between 1 – 5 years***	**Lebih dari 5 Tahun/ *More than 5 Years***	
Imbalan Kerja	1.213.919.754	1.285.741.842	4.524.941.031	*Employee Benefits*

Durasi rata-rata dari kewajiban imbalan kerja pada tanggal 31 Desember 2025 adalah 14 tahun (2024: 14).

The average duration of the benefits obligation at December 31. 2025 is 14 years (2024: 14).

25. MODAL SAHAM

Komposisi pemegang saham adalah sebagai berikut:

25. SHARE CAPITAL

The composition of the Company's shareholders are as follows:

	Jumlah Lembar Saham/ *Amount of Shares*	**% Kepemilikan/ *Ownership***	**Jumlah/ *Total***	
PT Pertamina (Persero)	1.537.185.000.000	99.999 %	1.537.185.000.000	*PT Pertamina (Persero)*
PT Pertamina Pedeve Indonesia	10.000.000	0.0007 %	10.000.000	*PT Pertamina Pedeve Indonesia*
Jumlah Modal Ditempatkan dan Disetor	**1.537.195.000.000**	**100.000 %**	**1.537.195.000.000**	***Total Issued and Paid Shares***

26. TAMBAHAN MODAL SAHAM

26. ADDITIONAL SHARE CAPITAL

	2025	**2024**	
Agio Saham	652.900.798	652.900.798	*Paid-in Capital Excess of Par Difference in Value Resulting from Restructuring Transactions*
Selisih Nilai Transaksi Restrukturisasi Entitas pengendali	-	-	*Between Entities Under Common Control*
PT Patra Drilling Contractor Indonesia ("PDCI")	(2.283.733.333)	(2.283.733.333)	*Entities Under Common Control PT Patra Drilling Contractor Indonesia ("PDCI")*
MTT	263.221.415	263.221.415	*MTT*
Jumlah	**(1.367.611.120)**	**(1.367.611.120)**	***Total***

Selisih nilai transaksi restrukturisasi entitas sepengendali merupakan selisih antara nilai pembelian dengan nilai buku unit usaha *catering* PDCI dan MTT yang dialihkan ke Grup. yang terjadi pada tahun 2012 dan 2018.

Difference in value resulting from restructuring transactions between entity under common control represents the difference between acquisition cost with book value of PT PDCI's catering business unit and MTT which were transferred to the Group. that occurred in 2012 and 2018.

27. KEPENTINGAN NONPENGENDALI / *27. NON-CONTROLLING INTERESTS*

	2025	2024	
Saldo Awal Tahun	11.696.269.406	11.940.587.961	*Beginning Balance*
Pendapatan Komprehensif Anak Perusahaan	2.209.524.427	(244.318.555)	*Comprehensive Income of Subsidiaries*
Jumlah	**13.905.793.833**	**11.696.269.406**	***Total***

Kepentingan nonpengendali atas aset bersih entitas anak pada laporan posisi keuangan konsolidasian adalah sebagai berikut:

Non-controlling interest in net assets of subsidiaries in the consolidated statement of financial position are as follows:

	2025	2024	
Entitas Anak			*Subsidiaries*
PAR	203.171.914	192.597.966	*PAR*
MTT	13.186.738.716	10.993.759.435	*MTT*
PWR	515.883.203	509.912.005	*PWR*
Jumlah	**13.905.793.833**	**11.696.269.406**	***Total***

Porsi kepentingan nonpengendali atas laba komprehensif konsolidasian adalah sebagai berikut:

Non-controlling interests share of from consolidated comprehensive income are as follows:

	2025	2024	
Entitas Anak			*Subsidiaries*
PAR	10.655.659	10.953.560	*PAR*
MTT	3.676.551.957	3.670.087.735	*MTT*
PWR	(3.925.359.850)	(3.925.359.850)	*PWR*
Jumlah	**(238.152.234)**	**(244,318,555)**	***Total***

28. PENDAPATAN / *28. REVENUE*

Rincian penjualan menurut pelanggan dan lini produk adalah sebagai berikut:

The details of sales based on customer and product line are as follows:

	2025	2024	
Pendapatan Kontrak dengan Pelanggan			***Revenues Contract from Customers***
Tur dan Travel	1.389.899.567.276	1.427.987.819.236	*Tours and Travel*
Jasa Manajemen Fasilitas	1.354.502.223.914	1.080.409.506.298	*Facility Management Services*
Hotel dan Katering	378.814.284.372	320.723.132.748	*Hotels and Catering*
Properti	805.064.015.888	315.597.485.771	*Properties*
Subjumlah	**3.928.280.091.450**	**3.144.717.944.051**	***Subtotal***
Pendapatan Sewa dan Lainnya			***Rent and Other Revenues***
Sewa kendaraan	747.911.017.977	765.657.500.543	*Vehicles Rent*
Perkantoran	355.612.153.610	325.918.978.519	*Offices*
Penjualan Kendaraan	292.873.537.146	292.668.668.209	*Vehicles Sales*
Perumahan	131.326.651.235	154.051.078.895	Residence
Subjumlah	**1.527.723.359.968**	**1.538.296.226.206**	***Subtotal***
Jumlah	**5.456.003.451.418**	**4.683.014.170.257**	***Total***

29. BEBAN POKOK PENDAPATAN / *29. COST OF REVENUE*

	2025	2024	
Beban Pokok Pendapatan:			***Cost of Revenues:***
Tur dan Travel	1.229.418.239.972	1.231.303.038.601	*Tours and Travel*
Jasa Manajemen Fasilitas	532.460.832.160	302.153.696.235	*Facility Management Services*
Penjualan Kendaraan Bekas	164.608.987.256	191.331.803.916	*Used Vehicles Sold*
Hotel dan Katering	131.835.959.769	95.740.360.124	*Hotels and Catering*
Properti	71.950.287.365	63.738.115.158	*Properties*
Sewa Kendaraan	61.000.881.810	42.116.442.405	*Vehicles Rental*
Subjumlah	**2.191.275.188.332**	**1.926.383.456.439**	***Subtotal***
Beban Langsung:			***Direct Costs:***
Gaji dan Tunjangan	607.794.078.748	581.527.093.936	*Salaries and Wages*
Penyusutan Aset Tetap (Catatan 12)	193.807.226.498	202.808.860.141	*Depreciation of Fixed Assets (Note 12)*
Peralatan Operasional	325.753.600.358	230.627.758.514	*Operation Equipment*
Perlengkapan Operasional	65.303.271.363	65.276.088.263	*Operation Supplies*
Perbaikan dan Perawatan	79.265.543.107	66.705.766.754	*Repair and Maintenance*
Penyusutan Properti Investasi (Catatan 11)	59.883.056.670	52.416.631.803	*Depreciation of Investment Properties (Note 11)*
Listrik, Air, Gas dan BBM	154.263.317.722	37.643.964.638	*Electricity, Water and Gas*
Seragam	13.305.917.086	10.757.463.651	*Uniform*
Penyusutan Aset Hak Guna (Catatan 13)	65.496.903.251	62.413.088.263	*Depreciation of Right-of-Use Assets (Note 13)*
Perjalanan dan Transportasi	39.340.613.553	36.553.800.951	*Travel and Transportation*
Sewa	10.714.161.613	7.857.700.153	*Rental*
Lainnya (Masing-masing Di bawah Rp1 Miliar)	399.204.085.523	196.973.890.354	*Others (Each Below Rp1 Billion)*
Subjumlah	**2.014.131.775.492**	**1.551.562.107.421**	***Subtotal***
Jumlah	**4.205.406.963.824**	**3.477.945.563.860**	***Total***

30. BEBAN UMUM ADMINISTRASI / *30. GENERAL ADMINISTRATION EXPENSE*

	2025	2024	
Gaji, Bonus dan Tunjangan	343.531.392.929	405.996.983.329	*Salaries, Bonus and Wages*
Sewa	44.036.158.293	51.539.734.237	*Rent*
Pajak dan Perizinan	42.584.681.761	59.679.079.792	*Tax and Permits*
Iklan dan Promosi	34.782.739.938	22.362.435.032	*Advertising and Promotion*
Beban Kantor	29.012.543.598	42.859.942.628	*Office Expenses*
Jasa Profesional	17.519.640.074	26.754.424.008	*Professional Fees*
Listrik, Air dan Gas	15.523.798.829	15.841.156.791	*Electricity, Water and Gas*
Penyusutan Aset Tetap (Catatan 12)	13.485.232.723	9.333.476.448	*Depreciation of Fixed Assets (Note 12)*
Penyusutan Aset Hak Guna Amortisasi Aset tak Berwujud, dan Amortisasi Beban Ditangguhkan	17.101.772.160	6.784.762.495	*Depreciation of Right-of-Use Assets, Amortization of Intangible Assets, and Amortization of Deferred Charges*
Jasa *Laundry*, Keamanan Dan Kebersihan	5.562.148.065	3.577.790.134	*Laundry, Security and Cleaning Service*
Cadangan Kerugian Penurunan Nilai Piutang (Catatan 5)	631.755.618	745.147.920	*Allowance for Doubtful Account (Note 5)*
Penyusutan Properti Investasi (Catatan 11)	-	233.770.687	*Depreciation of Investment Properties (Note 11)*
Lainnya (Masing-masing di bawah Rp3 Miliar)	23.168.186.675	38.583.263.063	*Others (Each Bellow Rp3 Billion)*
Jumlah	**586.940.050.663**	**684.291.966.564**	***Total***

31. BEBAN KEUANGAN / *31. FINANCE EXPENSE*

	2025	2024	
Bunga Pinjaman	101.558.883.103	89.653.707.000	*Interest from Loan*
Bunga Pembiayaan Konsumen	41.405.831.289	47.175.161.307	*Interest from Consumer Finance*
Bunga Liabilitas Sewa	24.627.421.914	25.581.681.056	*Interest Lease Liabilities*
Jumlah	**167.592.136.306**	**162.410.549.363**	***Total***

32. (BEBAN)/PENDAPATAN LAIN-LAIN / *32. OTHERS (EXPENSES)/ INCOME*

	2025	2024	
Pendapatan Lain-lain			***Other Income***
Pemulihan Cadangan Kerugian Penurunan Nilai (Catatan 5c dan 6)	5.226.891.921	12.846.361.499	*Recovery Allowance for Impairment Losses (Notes 5c and 6)*
Keuntungan Selisih Kurs	384.645.643	-	*Gain on Foreign Exchange*
Subjumlah	**5.611.537.564**	**12.846.361.499**	***Subtotal***
Beban Lain-lain			***Other Expenses***
Denda Pajak	(10.513.653)	(2.522.982.130)	*Tax Penalty*
Kerugian Selisih Kurs	(503.863.883)	(670.323.061)	*Loss on Foreign Exchange*
Lain-lain	(57.250.946.004)	(779.540.341)	*Others*
Subjumlah	**(57.765.323.540)**	**(3.972.845.532)**	***Subtotal***
Jumlah	**(52.153.785.976)**	**8.873.515.967**	***Total***

33. LABA BERSIH PER SAHAM

Laba – Bersih

Laba bersih untuk tujuan penghitungan laba per saham yang diatribusikan kepada pemegang saham biasa pemilik entitas induk adalah sebesar Rp270.216.835.761 dan Rp234.883.093.067 masing-masing untuk periode 31 Desember 2025 dan 2024.

Jumlah Saham

Jumlah berdasarkan rata-rata tertimbang saham beredar yang digunakan sebagai dasar perhitungan laba per saham dasar pada 31 Desember 2025 dan 2024 adalah sebesar 1.537.195.000.000 saham.

Laba bersih Per Saham Dasar

Laba bersih per saham dasar adalah sebesar Rp0,18 dan Rp0,15 pada 31 Desember 2025 dan 2024.

33. EARNINGS PER SHARE

Net Profit

Net profit for the purpose of calculating earnings per share attributable to ordinary shareholders of the parent entity is Rp270,216,835,761 and Rp234,883,093,067 for the periods December 31, 2025 and 2024 respectively.

Number of Shares

The weighted average number of shares outstanding for the computation of earnings per share as of December 31, 2025 and 2024 are 1,537,195.000.000 shares.

Earning Per Shares

Earnings per share are Rp0.18 and Rp0.15 as of December 31, 2025 and 2024. respectively.

34. TRANSAKSI DAN SALDO DENGAN PIHAK-PIHAK BERELASI

Dalam kegiatan usaha normal Grup melakukan transaksi usaha dan bukan usaha dengan pihak-pihak berelasi yang terafiliasi dengan Grup melalui kepemilikan langsung dan tak langsung. dan/atau di bawah kendali pihak yang sama. Harga jual atau beli antara pihak-pihak berelasi ditentukan berdasarkan persyaratan yang disetujui oleh kedua belah pihak. yang mungkin tidak sama dengan transaksi lain yang dilakukan dengan pihak- pihak yang tidak berelasi.

Rincian sifat hubungan dan jenis transaksi yang signifikan dengan pihak-pihak berelasi adalah sebagai berikut:

34. TRANSACTIONS AND BALANCES WITH RELATED PARTIES

In the normal course of business the Group entered into trade and other transactions with related parties which are affiliated with the Group through equity ownership either direct or indirect. and/or under common control. Sales or purchase price among related parties is made based on terms agreed by the parties. which may not be the same as those for transactions between unrelated parties.

The details of nature of relationship and types of significant transactions with related parties are as follows:

No.	Pihak Berelasi/ *Related Parties*	Sifat Hubungan/ *Nature of Relationship*	Jenis Akun atau Transaksi/ *Account's Category or Transaction*
1	Pertamina (Persero) ("Pertamina")	Pemegang Saham Mayoritas/ *Majority Shareholders*	Pendapatan. Beban Umum dan Administrasi. Piutang Usaha. Aset Kontrak. Utang Usaha *dan Modal Saham/ Revenue. General and Administration Expense. Trade Receivables. Contract Assets. Account Payables and Share Capital*
2	Pertamina Pedeve Indonesia ("Pedeve")	Pemegang Saham/ *Shareholders*	Modal Saham/ *Share Capital*
3	Pertamina Lubricants ("Lubricants")	Entitas Sepengendali/ *Entity Under Common Control*	Pendapatan dan Piutang Usaha/ *Revenue and Trade Receivables*
4	Pertamina EP Cepu	Entitas Sepengendali/ *Entity Under Common Control*	Pendapatan dan Piutang Usaha/ *Revenue and Trade Receivables*
5	Pertamina International Eksplorasi dan Produksi ("PIEP")	Entitas Sepengendali/ *Entity Under Common Control*	Pendapatan dan Piutang Usaha/ *Revenue and Trade Receivables*
6	Pertamina Hulu Energi ("PHE")	Entitas Sepengendali/ *Entity Under Common Control*	Pendapatan dan Piutang Usaha/ *Revenue and Trade Receivables*
7	Pertamina Hulu Energi Jambi Merang ("PHEJM")	Entitas Sepengendali/ *Entity Under Common Control*	Pendapatan dan Piutang Usaha/ *Revenue and Trade Receivables*
8	Pertamina Hulu Indonesia ("PHI")	Entitas Sepengendali/ *Entity Under Common Control*	Pendapatan dan Piutang Usaha/ *Revenue and Trade Receivables*

34. TRANSAKSI DAN SALDO DENGAN PIHAK-PIHAK BERELASI (lanjutan)

Rincian sifat hubungan dan jenis transaksi yang signifikan dengan pihak-pihak berelasi adalah sebagai berikut: (lanjutan)

34. TRANSACTIONS AND BALANCES WITH RELATED PARTIES (continued)

The details of nature of relationship and types of significant transactions with related parties are as follows: (continued)

No.	Pihak Berelasi/ *Related Parties*	Sifat Hubungan/ *Nature of Relationship*	Jenis Akun atau Transaksi/ *Account's Category or Transaction*
9	Pertamina Hulu Kalimantan Timur ("PHKT")	Entitas Sepengendali/ *Entity Under Common Control*	Pendapatan dan Piutang Usaha/ *Revenue and Trade Receivables*
10	Perusahaan Gas Negara ("PGN")	Entitas Sepengendali/ *Entity Under Common Control*	Pendapatan. Piutang Usaha dan Beban Pokok Pendapatan/ *Revenue. Trade Receivables and Cost of Revenues*
11	Perta Arun Gas ("PAG")	Entitas Sepengendali/ *Entity Under Common Control*	Pendapatan dan Piutang Usaha/ *Revenue and Trade Receivables*
12	Pertamina EP International ("International EP")	Entitas Sepengendali/ *Entity Under Common Control*	Pendapatan dan Piutang Usaha/ *Revenue and Trade Receivables*
13	Pertamina EP ("EP")	Entitas Sepengendali/ *Entity Under Common Control*	Pendapatan dan Piutang Usaha/ *Revenue and Trade Receivables*
14	Pertamina International Shipping ("PIS")	Entitas Sepengendali/ *Entity Under Common Control*	Pendapatan dan Piutang Usaha/ *Revenue and Trade Receivables*
15	Pertamina Patra Niaga ("Patra Niaga")	Entitas Sepengendali/ *Entity Under Common Control*	Pendapatan dan Piutang Usaha/ *Revenue and Trade Receivables*
16	Tugu Pratama Indonesia ("Tugu")	Entitas Sepengendali/ *Entity Under Common Control*	Pendapatan. Piutang Usaha dan Beban Pokok Pendapatan/ *Revenue. Trade Receivables and Cost of Revenues*
17	Pertamina Training & Consulting ("PTC")	Entitas Sepengendali/ *Entity Under Common Control*	Beban Umum dan Administrasi/ *General and Administration Expenses*
18	Pertamina Hulu Energi ONJW ("PHE ONJW")	Entitas Sepengendali/ *Entity Under Common Control*	Pendapatan/ *Revenue*
19	Pertamina Gas ("Pertagas")	Entitas Sepengendali/ *Entity Under Common Control*	Pendapatan/ *Revenue*
20	Pertamina Bina Medika ("Bina Medika")	Entitas Sepengendali/ *Entity Under Common Control*	Beban Umum dan Administrasi/ *General and Administration Expenses*
21	Telekomunikasi Indonesia (Persero) Tbk ("Telkom")	Entitas Berelasi dengan Pemerintah/ *Government-Related Entities*	Beban Umum dan Administrasi/ *General and Administration Expenses*
22	Angkasa Pura (Persero) ("Angkasa Pura")	Entitas Berelasi dengan Pemerintah/ *Government-Related Entities*	Beban Umum dan Administrasi/ *General and Administration Expenses*
23	Perusahaan Listrik Negara (Persero) ("PLN")	Entitas Berelasi dengan Pemerintah/ *Government-Related Entities*	Beban Umum dan Administrasi/ *General and Administration Expenses*
24	Asuransi Jiwa Tugu Mandiri ("AJTM")	Entitas Berelasi dengan Pemerintah/ *Government-Related Entities*	Utang Usaha/ *Trade Payables*
25	Mandiri Utama Finance	Entitas Berelasi dengan Pemerintah/ *Government-Related Entities*	Utang pembiayaan konsumen/ *Obligations under consumer finance loans*
26	Mandiri Tunas Finance	Entitas Berelasi dengan Pemerintah/ *Government-Related Entities*	Utang pembiayaan konsumen/ *Obligations under consumer finance loans*
27	BRI Finance	Entitas Berelasi dengan Pemerintah/ *Government-Related Entities*	Utang pembiayaan konsumen/ *Obligations under consumer finance loans*
28	Wijaya Karya Realty ("WKR")	Entitas Berelasi dengan Pemerintah/ *Government-Related Entities*	Pendapatan dan Piutang Usaha/ *Revenue and Trade Receivables*
29	Wijaya Karya Bangunan Gedung Tbk ("WKBG")	Entitas Berelasi dengan Pemerintah/ *Government-Related Entities*	Utang Usaha/ *Trade Payables*
30	Hotel Indonesia Group	Entitasi Asosiasi dan Ventura Bersama/ *Associates and Joint Venture Entities*	Piutang Usaha/ *Trade Receivables*
31	PT Bank Mandiri (Persero) Tbk ("Mandiri")	Entitas Berelasi dengan Pemerintah/ *Government-Related Entities*	Penempatan Kas dan Setara Kas dan Utang Bank/ *Placement of Cash and Cash Equivalents and Bank Loans*
32	PT Bank Rakyat Indonesia (Persero) Tbk ("BRI")	Entitas Berelasi dengan Pemerintah/ *Government-Related Entities*	Penempatan Kas dan Setara Kas/ *Placement of Cash and Cash Equivalents*

34. TRANSAKSI DAN SALDO DENGAN PIHAK PIHAK BERELASI (lanjutan)

34. TRANSACTIONS AND BALANCES WITH RELATED PARTIES (continued)

Rincian sifat hubungan dan jenis transaksi yang signifikan dengan pihak-pihak berelasi adalah sebagai berikut: (lanjutan)

The details of nature of relationship and types of significant transactions with related parties are as follows: (continued)

No.	Pihak Berelasi/ *Related Parties*	Sifat Hubungan/ *Nature of Relationship*	Jenis Akun atau Transaksi/ *Account's Category or Transaction*
33	PT Bank Negara Indonesia (Persero) Tbk ("BNI")	Entitas Berelasi dengan Pemerintah/ *Government-Related Entities*	Penempatan Kas dan Setara Kas/ *Placement of Cash and Cash Equivalents*
34	Bank DKI	Entitas Berelasi dengan Pemerintah/ *Government-Related Entities*	Penempatan Kas dan Setara Kas/ *Placement of Cash and Cash Equivalents*
35	PT Bank Tabungan Negara (Persero) Tbk ("BTN")	Entitas Berelasi dengan Pemerintah/ *Government-Related Entities*	Penempatan Kas dan Setara Kas dan Utang Bank/ *Placement of Cash and Cash Equivalents and Bank Loan*
36	PT Bank Syariah Indonesia ("BSI")	Entitas Berelasi dengan Pemerintah/ *Government-Related Entities*	Penempatan Kas dan Setara Kas/ *Placement of Cash and Cash Equivalents*

Rincian akun-akun dan transaksi-transaksi dengan pihak-pihak berelasi adalah sebagai berikut:

The details of accounts and transactions with related parties are as follows:

	2025	2024	
Kas dan Setara Kas			***Cash and Cash Equivalents***
Mandiri	297.351.781.378	284.235.356.667	*Mandiri*
BRI	7.128.172.869	6.560.695.466	*BRI*
BTN	261.396.952	-	*BTN*
BNI	7.695.067.472	100.235.211.132	*BNI*
BNI Syariah	-	-	*BNI Syariah*
BSI	894.846.692	3.317.765.653	*BSI*
Bank DKI	9.362.266	-	*Bank DKI*
Jumlah	**313.340.627.629**	**394.349.028.918**	***Total***
Persentase terhadap Jumlah Aset	**6.28%**	**5.63%**	***Percentage of Total Assets***

	2025	2024	
Piutang Usaha			***Trade Receivables***
PT Kilang Pertamina International	45.173.711.014	191.494.937.883	*PT Kilang Pertamina International*
PT Pertamina Hulu Energi	31.940.712.202	11.811.138.173	*PT Pertamina Hulu Energi*
PT Pertamina International Shipping	25.164.293.703	20.645.176.331	*PT Pertamina International Shipping*
PT Pertamina (Persero)	22.910.492.682	86.581.148.362	*PT Pertamina (Persero)*
PT Pertamina Patra Niaga	21.920.965.324	63.530.000.000	*PT Pertamina Patra Niaga*
PT Pertamina Bina Medika	19.102.222.619	18.823.029.383	*PT Pertamina Bina Medika*
PT Pelita Air Service	12.534.784.423	9.673.937.428	*PT Pelita Air Service*
PT Pertamina Training & Consulting	11.299.137.132	4.940.359.384	*PT Pertamina Training & Consulting*
PT Pertamina Hulu Kalimantan Timur	9.142.399.119	19.947.984.030	*PT Pertamina Hulu Kalimantan Timur*
PT Pertamina Internasional EP	8.767.917.294	9.913.450.253	*PT Pertamina Internasional EP*
PT Pertamina Gas	6.449.985.600	-	*PT Pertamina Gas*
PT Kilang Minyak Balikpapan/Kilang Pertamina Balikpapan	5.813.929.288	20.035.530.938	*PT Kilang Minyak Balikpapan/Kilang Pertamina Balikpapan*
PT Pertamina Internasional Eksplorasi dan Produksi	5.768.246.130	3.699.516.921	*PT Pertamina Internasional Eksplorasi dan Produksi*
PT Pertamina EP Cepu	4.530.031.936	11.992.837.400	*PT Pertamina EP Cepu*
PT Pertamina Power Indonesia	3.728.261.805	2.170.122.176	*PT Pertamina Power Indonesia*
PT Perta Arun Gas	3.146.872.424	-	*PT Perta Arun Gas*
PT Pertamina Energy Terminal	2.865.419.471	3.616.928.348	*PT Pertamina Energy Terminal*
PT Pertamina Lubricants	1.717.872.434	12.146.928.000	*PT Pertamina Lubricants*
PT Pertamina Hulu Sanga- Sanga	-	6.713.870.784	*PT Pertamina Hulu Sanga-Sanga*
PT Pertamina Geothermal Energy	-	2.934.881.194	*PT Pertamina Geothermal Energy*

34. TRANSAKSI DAN SALDO DENGAN PIHAK PIHAK BERELASI (lanjutan)

34. TRANSACTIONS AND BALANCES WITH RELATED PARTIES (continued)

Rincian akun-akun dan transaksi-transaksi dengan pihak-pihak berelasi adalah sebagai berikut:

The details of accounts and transactions with related parties are as follows:

PT Pertamina Trans Kontinental	-	2.743.181.497	*PT Pertamina Trans Kontinental*
PT Pertamina Hulu Rokan	-	2.503.031.219	*PT Pertamina Hulu Rokan*
PT Pertamina OSES	-	2.428.429.522	*PT Pertamina OSES*
PT KPI RU VII KASIM	-	2.414.610.446	*PT KPI RU VII KASIM*
PT Patra Logistik		2.167.326.596	*Patra Logistik PT*
Lainnya (Di bawah Rp2 Miliar)	58.698.927.195	24.504.438.515	*Others (Each Below Rp2 Billion)*
Jumlah	**300.676.181.795**	**537.432.794.783**	***Total***
Persentase terhadap jumlah aset	**3%**	**7.67%**	***Percentage of Total Assets***

	2025	**2024**	
Aset Kontrak			***Contract Assets***
Pertamina	91.591.190.533	69.107.462.662	*Pertamina*
Patra Niaga	84.708.769.476	103.282.337.375	*Patra Niaga*
KPI	72.017.557.695	42.770.370.290	*KPI*
KPB	48.657.818.294	9.082.965.451	*KPB*
Bina Medika	31.653.764.153	7.071.041.967	*Bina Medika*
PIS	28.916.623.463	7.028.957.549	*PIS*
PHE	26.862.949.305	1.577.337.627	*PHE*
PTK	6.346.292.999	-	*PTK*
PHKT	3.871.029.793	3.744.818.939	*PHKT*
Pertamina Gas	2.590.511.894	-	*Pertamina Gas*
Pelita Air	2.369.838.901	933.488.508	*Pelita Air*
Lainnya (Di bawah Rp2 Miliar)	5.752.628.780	6.370.219.632	*Others (Each Below Rp2 Billion)*
Jumlah	**405.338.977.310**	**250.969.002.024**	***Total***
Persentase terhadap Jumlah Aset	**6.24%**	**3.58%**	***Percentage of Total Assets***
Utang Usaha			***Trade Payables***
PT Wijaya Karya Bangunan Gedung Tbk	63.748.995.000	123.748.995.000	*PT Wijaya Karya Bangunan Gedung Tbk*
PT Pertamina (Persero) (Opsen)	3.631.814.681	20.278.880.274	*PT Pertamina (Persero) (Opsen)*
PT Wijaya Karya Realty	958.831.875	24.040.000.000	*PT Wijaya Karya Realty*
PT Pertamina Bina Medika IHC (Opsen)	4.587.120.436	810.685.454	*PT Pertamina Bina Medika IHC (Opsen)*
PT Pertamina Training & Consulting	1.092.116.796	1.265.025.436	*PT Pertamina Training & Consulting*
PT Asuransi Tugu Pratama Indonesia Tbk (Opsen)	7.500.000	2.974.055.977	*PT Asuransi Tugu Pratama Indonesia Tbk (Opsen)*
PT Pelita Air Service (Opsen)	783.314.170	569.430.000.00	*PT Pelita Air Service (Opsen)*
PT Pertamina Energy Terminal	255.466.500	203.209.500.00	*PT Pertamina Energy Terminal*
Lainnya (Dibawah 2 Miliar)	74.605.072	168.561.627	*Lainnya (Dibawah 2 Miliar)*
Jumlah	**75.139.764.530**	**50.309.848.268**	***Total***
Persentase terhadap Jumlah Liabilitas	**3.00%**	**1.21%**	***Percentage of Total Liabilities***

34. TRANSAKSI DAN SALDO DENGAN PIHAK-PIHAK BERELASI (lanjutan)

34. TRANSACTIONS AND BALANCES WITH RELATED PARTIES (continued)

Rincian akun-akun dan transaksi-transaksi dengan pihak-pihak berelasi adalah sebagai berikut: (lanjutan)

The details of accounts and transactions with related parties are as follows: (continued)

Utang Bank Jangka Pendek			***Short-term Bank Loans***
BTN	75.000.000.000	75.000.000.000	*BTN*
BRI	300.000.000.000	150.000.000.000	*BRI*
Utang Bank Jangka Panjang			***Long-term Bank Loans***
BTN	686.275.000.000	870.075.000.000	*BTN*
Jumlah	**1.061.275.000.000**	**1.095.075.000.000**	***Total***
Persentase terhadap Jumlah Liabilitas	**81.88%**	**26.32%**	***Percentage of Liabilities***

	2025	**2024**	
Utang Pembiayaan Konsumen			***Consumer Finance Loans***
PT BRI Finance	31.928.972.270	42.829.051.015	*PT BRI Finance*
PT Mandiri Utama Finance	86.888.343.365	48.016.402.097	*PT Mandiri Utama Finance*
PT Mandiri Tunas Finance	52.399.748.831	-	*PT Mandiri Tunas Finance*
Jumlah	**171.217.064.466**	**90.845.464.050**	***Total***
Persentase terhadap Jumlah Liabilitas	**10.23%**	**7.05%**	***Percentage of Total Liabilities***
Pendapatan			***Revenues***
PT Pertamina (persero)	1.710.396.254.744	1.347.814.204.744	*PT Pertamina (persero)*
PT Pertamina Patra Niaga	1.362.459.976.390	1.196.927.093.647	*Pertamina Patra Niaga*
PT Kilang Pertamina Internasional	1.053.052.694.076	1.014.547.224.587	*PT Kilang Pertamina Internasional*
PT Pertamina Hulu Energi	162.803.696.094	78.062.004.437	*PT Pertamina Hulu Energi*
PT Pertamina International Shipping	159.106.931.978	171.422.837.195	*PT Pertamina International Shipping*
PT Kilang Pertamina Balikpapan	145.821.853.126	142.371.835.777	*PT Kilang Pertamina Balikpapan*
PT Pertamina Bina Medika IHC	115.625.826.109	44.332.854.547	*PT Pertamina Bina Medika IHC*
PT Pertamina EP	64.569.120.992	62.708.023.131	*PT Pertamina EP*
PT Pertamina EP Cepu	55.431.531.039	64.656.024.562	*PT Pertamina EP Cepu*
PT Pertamina Gas	49.945.200.007	22.548.922.666	*PT Pertamina Gas*
PT Pertamina Lubricants	43.124.955.392	99.794.886.976	*PT Pertamina Lubricants*
PT Pertamina Geothermal Energy	41.303.858.891	50.245.980.516	*PT Pertamina Geothermal Energy*
PT Pertamina Trans Kontinental	41.226.377.782	35.855.244.510	*PT Pertamina Trans Kontinental*
PT Pertamina Hulu Kalimantan Timur	39.104.855.180	72.948.707.120	*PT Pertamina Hulu Kalimantan Timur*
PT Pelita Air Service	35.688.439.840	32.210.924.922	*PT Pelita Air Service*
PT Pertamina Power Indonesia	28.758.780.929	19.554.257.170	*PT Pertamina Power Indonesia*
PT Pertamina Tranining & Consulting	22.642.737.644	11.743.551.398	*PT Pertamina Tranining & Consulting*
PT Pertamina Retail	20.746.159.774	14.367.263.720	*PT Pertamina Retail*
PT Pertamina Internasional Eksplorasi dan Produksi	18.262.365.669	17.674.410.915	*PT Pertamina Internasional Eksplorasi dan Produksi*
PT Perta Arun Gas	17.364.861.892	16.969.321.298	*PT Perta Arun Gas*
PT Pertamina Hulu Sanga Sanga	17.311.024.074	39.418.735.984	*PT Pertamina Hulu Sanga Sanga*
PT Pertamina Hulu Rokan	12.671.659.797	26.830.825.570	*PT Pertamina Hulu Rokan*
PT Pertamina Energy Terminal	12.322.994.476	-	*PT Pertamina Energy Terminal*
Lainnya (Dibawah Rp10 Miliar)	50.750.936.445	99.089.864.609	*Others (Blow Rp10 Billion)*
Jumlah	**5.280.493.092.340**	**4.682.095.000.000**	***Total***
Persentase terhadap Jumlah Pendapatan	**96,78%**	**99,98%**	***Percentage of Total Revenues***

34. TRANSAKSI DAN SALDO DENGAN PIHAK PIHAK BERELASI (lanjutan)

34. TRANSACTIONS AND BALANCES WITH RELATED PARTIES (continued)

Rincian akun-akun dan transaksi-transaksi dengan pihak-pihak berelasi adalah sebagai berikut: (lanjutan)

The details of accounts and transactions with related parties are as follows: (continued)

	2025	2024	
Beban Pokok Pendapatan			***Cost of Revenues***
PT Pertamina (Persero)	15.375.003.309	15.447.486.437	*PT Pertamina (Persero)*
PT Pertamina Bina Medika IHC	8.036.972.536	4.409.063.581	*PT Pertamina Bina Medika IHC*
PT Pertamina Gas Negara Tbk	5.386.298.202	5.052.629.962	*PT Pertamina Gas Negara Tbk*
PT Pertamina Patra Niaga	3.868.210.152	4.005.856.185	*PT Pertamina Patra Niaga*
PT Asuransi Tugu Pratama Indonesia Tbk	2.623.191.532	5.690.409.534	*PT Asuransi Tugu Prama Indonesia Tbk*
PT Pelita Air Service	1.580.837.256	610.652.565	*PT Pelita Air Service*
PT Kilang Pertamina International	1.568.995.152	1.112.111.979	*PT Kilang Pertamina International*
PT Pertamina Pedeve Indonesia	1.512.433.380	1.472.081.211	*PT Pertamina Pedeve Indonesia*
PT Pertamina Training & Consulting	1.486.303.736	1.404.957.911	*PT Pertamina Training & Consulting*
Lainnya (Di bawah Rp1 Miliar)	720.681.645	493.642.961	*Other (Each Below Rp1 Billion)*
Jumlah	**42.158.926.900**	**39.698.892.326**	***Total***
Persentase terhadap Jumlah Pendapatan	**1%**	**1%**	***Total Percentage of Total Revenue***

	2025	2024	
Beban Umum dan Administrasi			***Cost of Revenues***
PLN	1,648,484,570	11,006,044,576	*PLN*
Telkom	1,499,094,102	2,315,937,856	*Telkom*
Lainnya (Di bawah Rp1 Miliar)		2,311,044,367	*Other (Each Below Rp1 Billion)*
Jumlah	3,147,578,672	15,633,026,799	***Total***
Persentase terhadap Total Beban Umum dan Administrasi	1%	**2%**	***Percentage of Total General and Administration Expenses***

35. SEGMEN OPERASI

35. OPERATING SEGMENT

	31 Desember/ *December 31.* 2025					
	Perhotelan/ *Hospitality* Rp	**Properti/ *Property* Rp**	**Multi Jasa/ *Multi Service* Rp**	**Eliminasi/ *Elimination* Rp**	**Jumlah/ Total Rp**	
Pendapatan	388.121.474.002	1.309.109.435.017	3.845.804.700.557	(87.032.158.158)	5.456.003.451.418	*Revenues*
Beban Pokok Pendapatan Segmen	(213.364.710.496)	(872.136.170.863)	(3.135.533.909.929)	15.627.827.465	(4.205.406.963.824)	*Cost of Revenues Segment*
Laba Kotor	**174.756.763.505**	**436.973.264.154**	**710.270.790.627**	**-**	**1.250.596.487.593**	***Gross Profit***
Beban Usaha Segmen	(81.528.363.579)	(75.760.706.874)	(182.688.694.544)	71.404.330.693	(268.573.434.304)	*Operating Expenses Segment*
Beban Usaha yang Tidak Dapat Dialokasikan					(318.366.616.358)	*Unallocated Operating Expenses*
Total Beban Usaha	(81.528.363.579)	(75.760.706.874)	(182.688.694.544)	-	(586.940.050.662)	*Total Operating Expenses*
Pendapatan Keuangan Segmen		37.929.536	9.263.708.934	-	9.301.638.470	*Finance Income Segment*
Beban Keuangan Segmen	(5.015.778.527)	(44.628.307.099)	(92.022.228.865)		(141.666.314.490)	*Finance Costs Segment*
Pendapatan Keuangan Tidak Dapat Dialokasikan				-	775.927.327	*Unallocated Finance Income Segment*
Beban Keuangan Segmen Tidak Dapat Dialokasikan					(25.925.821.815)	*Unallocated Finance Costs Segment*
Lain-lain Bersih Segmen	10.798.666	(1.184.847.067)	3.076.959.509	-	1.902.911.108	*Net Others Income (Expenses) Segment*
Lain-lain Bersih Tidak Dapat Dialolasikan				-	(54.056.697.086)	*Unallocated Net Others Income (Expenses) Segment*
Total Lain-lain	(5.004.979.861)	(45.775.224.630)	(79.681.560.421)	-	(209.668.356.485)	*Total Others*
Laba Sebelum Pajak Penghasilan dan Pajak Final	**88.223.420.066**	**315.437.332.650**	**447.900.535.662**		**453.988.080.446**	***Income Before Income Tax And Final tax***

35. SEGMEN OPERASI (lanjutan) / *35. OPERATING SEGMENT (continued)*

	Perhotelan/ *Hospitality* Rp	Properti/ *Property* Rp	Multi Jasa/ *Multi Service* Rp	Eliminasi/ *Elimination* Rp	Jumlah/ *Total* Rp	
Pajak Final	(48.143.341)	(64.380.237.582)			(64.428.380.923)	*Final Tax*
Laba Sebelum Pajak Penghasilan	**88.175.276.725**	**251.057.095.068**	**447.900.535.662**		**389.559.699.523**	***Income Before Income Tax***
Beban Pajak Penghasilan					(115.941.901.831)	*Income Tax Expenses*
Beban Pajak Tangguhan					289.951.363	*Deferred Tax Expenses*
Laba Tahun Berjalan					**273.907.749.056**	***Income for The Year***
Penghasilan Komprehensif Lain					(12.568.483.979)	*Other Comprehensive Income*
Total Penghasilan Komprehensif Tahun Berjalan					**261.339.265.077**	***Total Other Comprehensive Income***
Aset dan Liabilitas						***Assets and Liabilities***
Aset Segmen	722.383.068.006	3.281.087.946.174	2.653.260.011.931	(2.066.927.860.464)	4.589.803.165.647	*Assets Segment*
Aset yang Tidak Dapat Dialokasikan					1.906.990.913.326	*Unallocated Assets*
Total Asset					**6.496.794.078.973**	***Total Assets***
Liabilitas Segmen	(568.220.713.680)	(1.890.536.503.588)	(2.894.640.605.010)	2.019.436.763.448	(3.333.961.058.830)	*Liabilities Segment*
Liabilitas yang Tidak Dapat Dialokasikan					(152.829.842.270)	*Unallocated Liabilities*
Total Liabilitas					**(3.486.790.901.100)**	***Total Liabilities***

	31 Desember/ *December 31*. 2024					
	Perhotelan/ *Hospitality* Rp	**Properti/ *Property* Rp**	**Multi Jasa/ *Multi Service* Rp**	**Eliminasi/ *Elimination* Rp**	**Jumlah/ Total Rp**	
Pendapatan	320.723.132.713	812.169.422.653	3.585.631.334.802	(35.509.719.912)	4.683.014.170.257	*Revenues*
Beban Pokok Pendapatan Segmen	(168.943.918.093)	(380.458.940.644)	(2.934.833.944.033)	6.291.238.917	(3.477.945.563.852)	*Cost of Revenues Segment*
Laba Kotor	**151.779.214.621**	**431.710.482.009**	**650.797.390.769**		**1.205.068.606.405**	***Gross Profit***
Beban Usaha Segmen	(84.815.471.127)	(96.702.084.540)	(197.114.566.572)	29.218.480.995	(349.413.641.245)	*Operating Expenses Segment Unallocated*
Beban Usaha yang Tidak Dapat Dialokasikan					(334.878.325.319)	*Operating Expenses*
Total Beban Usaha	(84.815.471.127)	(96.702.084.540)	(197.114.566.572)		(684.291.966.564)	*Total Operating Expenses*
Pendapatan Keuangan Segmen		11.592.588	1.507.112.388		1.518.704.976	*Finance Income Segment*
Beban Keuangan Segmen	(4.551.580.473)	(49.161.755.134)	(106.579.960.388)		(160.293.295.995)	*Finance Costs*
Pendapatan Keuangan Tidak Dapat Dialokasikan					4.176.436	*Segment Unallocated Finance Income Segment*
Beban Keuangan Segmen Tidak Dapat Dialokasikan					(2.117.253.366)	*Unallocated Finance Costs Segment*
Lain-lain Bersih Segmen	(6.473.078)	1.434.737.502	31.701.377.738		33.129.642.162	*Net Others Income (Expenses) Segment*
Lain-lain Bersih Tidak Dapat Dialokasikan					(24.256.126.205)	*Unallocated Net Others Income (Expenses) Segment*
Total Lain-lain	(4.558.053.551)	(47.715.425.044)	(73.371.470.261)		(152.014.151.991)	*Total Others*
Laba Sebelum Pajak Penghasilan dan Pajak Final	**62.405.689.942**	**287.292.972.426**	**380.311.353.936**		**368.762.487.850**	***Income Before Income Tax And Final tax***
						Final Tax
Pajak Final	(25.648.856)	(53.139.133.020)	-		(53.164.781.876)	Final Tax
Laba Sebelum Pajak Penghasilan	**62.380.041.086**	**234.153.839.406**	**380.311.353.936**		**315.597.705.974**	***Income Before Income Tax***
Beban Pajak Penghasilan					(88.911.331.338)	*Income Tax Expenses*
Beban Pajak Tangguhan					7.958.566.198	*Deferred Tax Expenses*
Laba Tahun Berjalan					**234.644.940.833**	***Income for The Year***
Penghasilan Komprehensif Lain					4.024.581.620	*Other Comprehensive Income*
Total Penghasilan Komprehensif Tahun Berjalan					**238.669.522.453**	***Total Other Comprehensive Income***
Aset dan Liabilitas						***Assets and Liabilities***
Aset Segmen	551.534.862.681	3.750.903.180.730	3.081.855.914.075	(2.331.876.319.069)	5.052.417.638.418	*Assets Segment*
Aset yang Tidak Dapat Dialokasikan					1.952.103.984.743	*Unallocated Assets*
Total Asset					**7.004.521.623.161**	***Total Assets***
Liabilitas Segmen	(268.283.775.807)	(1.700.076.230.215)	(2.621.043.183.803)	2.684.303.177.322	(1.905.100.012.503)	*Liabilities Segment*
Liabilitas yang Tidak Dapat Dialokasikan						*Unallocated Liabilities*
Total Liabilitas					**(1.581.690.888.597)**	***Total Liabilities***
					(3,486,790,901,100)	

36. ASET DAN LIABILITAS MONETING DALAM MATA UANG ASING

Pada tanggal 31 Desember 2025 dan 2024. Grup mempunyai aset dan liabilitas moneter dalam mata uang asing sebagai berikut:

36. MONETARY ASSETS AND LIABILITIES DENOMINATED IN FOREIGN CURRENCIES

As of December 31, 2025 and 2024. the Group had monetary assets and liabilities in foreign currencies as follows:

	31 Desember/ *December 31, 2025*		
	USD Nilai Penuh/ *Full Amount*	**Setara dengan Rupiah/ *Rupiah Equivalent***	
Aset			***Assets***
Kas dan setara kas	162.802	2.722.041.248	*Cash and Cash Equivalents*
Jumlah Aset Monster Dalam Mata Uang Asing	**162.802**	**2.722.041.248**	***Total Monetary Assets In Foreign Currencies***

	31 Desember/ *December 31, 2024*		
	USD Nilai Penuh/ *Full Amount*	**Setara dengan Rupiah/ *Rupiah Equivalent***	
Aset			***Assets***
Kas dan Setara Kas	188.272	3.085.838.194	*Cash and Cash Equivalents*
Jumlah Aset Monster Dalam Mata Uang Asing	**188.722**	**3.085.838.194**	***Total Monetary Assets In Foreign Currencies***

37. INSTRUMEN KEUANGAN DAN MANAJEMEN RISIKO KEUANGAN

Dalam aktivitas usahanya sehari-hari. Grup dihadapkan pada berbagai risiko. Risiko utama yang dihadapi Grup yang timbul dari instrumen keuangan adalah risiko kredit. risiko pasar (yaitu risiko tingkat suku bunga dan risiko nilai tukar mata uang asing) dan risiko likuiditas. Fungsi utama dari manajemen risiko Grup adalah untuk mengidentifikasi seluruh risiko utama. mengukur risiko-risiko ini dan mengelola posisi risiko sesuai dengan kebijakan dan tata cara Grup. Grup secara rutin menelaah kebijakan dan etika manajemen risiko untuk menyesuaikan dengan perubahan di pasar. produk dan praktek pasar terbaik.

Tujuan dan kebijakan manajemen risiko Keuangan Grup adalah untuk memastikan bahwa sumber daya keuangan yang memadai tersedia untuk operasi dan pengembangan bisnis. serta untuk mengelola risiko pasar (yaitu risiko mata uang asing dan risiko tingkat suku bunga). risiko kredit dan risiko likuiditas.

a. Risiko Kredit

Risiko kredit adalah risiko bahwa Grup akan mengalami kerugian yang timbul dari debitur atau pihak lawan yang gagal memenuhi kewajiban kontraktual mereka. Grup mengelola dan mengendalikan risiko kredit dengan menetapkan batasan jumlah risiko yang dapat diterima untuk debitur individu dan memantau risiko terkait dengan batasan-batasan tersebut.

Untuk mengukur kerugian kredit ekspektasian. piutang usaha dan aset kontrak telah dikelompokkan berdasarkan karakteristik risiko kredit gabungan dan waktu jatuh tempo.

37. FINANCIAL INSTRUMENTS AND FINANCIAL RISK MANAGEMENT

In its daily business activities. the Group is exposed to risks. The main risks faced by the Group arising from its financial instruments are credit risk. market risk (i.e. interest rate risk and foreign exchange rate risk) and liquidity risk. The core function of the Group's risk management is to identify all key risks for the Group. measure these risks and manage the risk positions in accordance with its policies and risk appetite. The Group regularly reviews its risk management policies and systems to reflect changes in markets. products and best market practice.

The Group's overall financial risk management and policies seek to ensure that adequate financial resources are available for the operation and development of its business. while managing its exposure to market risk (i.e. foreign exchange risk and interest rate risk). credit risk and liquidity risk.

a. Credit Risk

Credit risk is the risk that the Group will incur a loss arising from their debtors or counterparties' failure to fulfill their contractual obligations. The Group manage and control this credit risk by setting limits on the amount of risk they are willing to accept for individual debtors and by monitoring exposures in relation to such limits.

To measure the ECL. trade receivables and contract assets have been grouped based on shared credit risk characteristics and the days past due.

37. INSTRUMEN KEUANGAN DAN MANAJEMEN RISIKO KEUANGAN (lanjutan)

a. Risiko Kredit (lanjutan)

Tarif kerugian ekspektasian adalah berdasarkan profil pembayaran penjualan masing-masing selama periode 24 bulan sebelum 31 Desember 2023 atau 1 Januari 2021 dan kerugian kredit historis terkait yang dialami dalam periode ini. Tarif historis kerugian disesuaikan dengan informasi pada saat ini dan di masa depan atas faktor makro ekonomi yang memengaruhi kemampuan pelanggan untuk melunasi piutangnya.

37. FINANCIAL INSTRUMENTS AND FINANCIAL RISK MANAGEMENT (continued)

a. Credit Risk (continued)

The expected loss rates are based on the payment profiles of sales over a period of 24 months before December 31. 2023 or January 1, 2021. respectively. and the corresponding historical credit losses experienced within this period. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables.

	31 Desember/*December 31*, 2025		31 Desember/*December 31*, 2024		
	Cadangan untuk		Cadangan untuk		
	Tingkat Kerugian Ekspektasian/ *Expected Loss Rate*	(Pemulihan dari) Kerugian Kredit Ekspektasian/ *Provision for (Recovery from) Expected Credit Loss*	Tingkat Kerugian Ekspektasian/ *Expected Loss Rate*	(Pemulihan dari) Kerugian Kredit Ekspektasian/ *Provision for (Recovery from) Expected Credit Loss*	
Piutang Usaha					***Trade Receivables***
0-30 Hari	13.25%	1.483.186.125	1.45%	268.620.220	*0-30 Days*
31-90 Hari	2.13%	238.739.548	2.61%	484.041.603	*31-90 Days*
91-365 Hari	4.96%	554.688.378	25.42%	4.723.157.978	*91-365 Days*
Lebih dari 365 Hari	79.66%	8.915.546.089	70.53%	13.102.864.070	*More than 365 Days*
Jumlah	100%	**11.192.160.140**	100%	**18.578.683.871**	***Total***

b. Risiko Likuiditas

Risiko likuiditas adalah risiko dimana Grup tidak bisa memenuhi kewajiban pada saat jatuh tempo. Grup melakukan evaluasi dan pengawasan yang ketat atas arus kas masuk dan kas keluar untuk memastikan tersedianya dana untuk memenuhi kebutuhan pembayaran kewajiban yang jatuh tempo. Secara umum. kebutuhan dana untuk pelunasan kewajiban jangka pendek maupun jangka panjang yang jatuh tempo diperoleh dari pelunasan piutang dari pelanggan yang memiliki jangka waktu kredit satu bulan.

Tabel di bawah merupakan profil liabilitas keuangan Grup berdasarkan arus kas kontraktual yang tidak terdiskonto:

b. Liquidity Risk

Liquidity risk is the risk that the Group is unable to meet its obligations when they fall due. Group evaluates and monitors cash-in flow and cash-out flow to ensure the availability of fund to settle the due obligation. In general. fund needed to settle the current and long-term liabilities is obtained from settlement of trade receivables from the customers with one month credit term.

The table below summarises the maturity profile of the Group's financial liabilities based on contractual undiscounted payments:

37. INSTRUMEN KEUANGAN DAN MANAJEMEN RISIKO KEUANGAN (lanjutan)

37. FINANCIAL INSTRUMENTS AND FINANCIAL RISK MANAGEMENT (continued)

b. Risiko Likuiditas (lanjutan)

b. Liquidity Risk (continued)

	Jumlah/ *Total*	Sewaktu-waktu atau dalam waktu 1 tahun/ *On demand or within 1 years*	Dalam waktu 1-5 tahun/ *within 1-5 years*	Lebih dari 5 tahun/ *More than 5 years*	
Pada tanggal 31 Desember 2025					***As of December 31. 2025***
Utang Bank Jangka Pendek	475.000.000.000	475.000.000.000	-	-	*Short-term Bank Loans*
Utang Usaha	781.956.798.435	781.956.798.435	-	-	*Trade Payables*
Beban Akrual	363.853.696.993	363.853.696.993	-	-	*Expenses*
Liabilitas Sewa	227.456.965.445	17.406.572.543	292.689.895.630	-	*Leases Liabilities*
Utang Bank Jangka Panjang	821.138.252.351	187.126.106.339	634.012.146.012	-	*Long-term Bank Loans*
Utang Pembiayaan Konsumen	357.325.468.882	187.062.071.510	170.263.397.372	-	*Consumer Finance Loans*
Liabilitas Lancar Lainnya	28.087.023.700	28.087.023.700	-	-	*Other Current Liabilities*
Liabilitas Jangka Panjang Lainnya	-	-	-	-	*Other Non Current Liabilities*
Jumlah	**3.054.818.205.806**	**3.054.818.205.806**	**1.096.965.439.014**	**-**	***Total***

	Jumlah/ *Total*	Sewaktu-waktu atau dalam waktu 1 tahun/ *On demand or within 1 years*	Dalam waktu 1-5 tahun/ *within 1-5 years*	Lebih dari 5 tahun/ *More than 5 years*	
Pada tanggal 31 Desember 2024					***As of December 31. 2024***
Utang Bank Jangka Pendek	295.000.000.000	295.000.000.000			*Short-term Bank Loans*
Utang Usaha	758.479.754.647	758.479.754.647			*Trade Payables*
Beban Akrual	278.936.425.871	278.936.425.871			*Expenses*
Liabilitas Sewa	384.707.199.670	16.686.182.132	16.686.182.132		*Leases Liabilities*
Utang Bank Jangka Panjang	980.786.769.281	247.684.981.589	733.101.787.692		*Long-term Bank Loans*
Utang Pembiayaan Konsumen	375.455.410.902	161.599.039.143	213.856.371.759		*Consumer Finance Loans*
Liabilitas Lancar Lainnya	46.364.698.138	46.364.698.138			*Other Current Liabilities*
Liabilitas Jangka Panjang Lainnya	2.250.150.107	.	2.250.150.107		*Other Non Current Liabilities*
Jumlah	**3.121.980.408.616**	**1.804.751.081.520**	**965.894.491.690**		***Total***

c. Risiko Pasar

Grup memiliki eksposur terhadap risiko pasar. yaitu risiko suku bunga dan risiko mata uang asing.

Risiko tingkat bunga arus kas adalah risiko dimana arus kas masa depan dari suatu instrumen keuangan berfluktuasi karena perubahan suku bunga pasar.

Grup memiliki pinjaman jangka panjang dengan bunga mengambang. Grup memonitor secara ketat pergerakan suku bunga di pasar dan apabila suku bunga mengalami kenaikan yang signifikan maka Grup akan menegosiasikan suku bunga tersebut dengan para kreditur.

c. Market Risk

The Group is exposed to market risk. in particular interest rate risk and foreign currency risk.

Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

The Group's long-term loan is charged with floating interest rates. The Group strictly monitors the market interest rate fluctuation and if the interest rate significantly increases. they will renegotiate the interest rate with the creditors

37. INSTRUMEN KEUANGAN DAN MANAJEMEN RISIKO KEUANGAN (lanjutan)

c. Risiko Pasar (lanjutan)

1. Risiko Tingkat Bunga

   Pergerakan tingkat suku bunga diawasi untuk meminimalisasi dampak negatif terhadap posisi keuangan. Untuk mengukur risiko pasar atas pergerakan suku bunga. Grup melakukan analisis pada pergerakan marjin suku bunga dan pada profil jatuh tempo aset dan liabilitas keuangan berdasarkan jadwal perubahan suku bunga.

2. Risiko Mata Uang Asing

   Risiko nilai tukar mata uang asing adalah risiko dimana nilai wajar atau arus kas masa datang dari suatu instrumen keuangan akan berfluktuasi akibat perubahan nilai tukar mata uang asing. Eksposur Grup terhadap fluktuasi nilai tukar terutama berasal dari kas dan setara kas dalam mata uang AS Dolar.

Apabila terjadi penurunan/penguatan nilai tukar mata uang Rupiah terhadap nilai tukar mata uang asing. maka utang dalam mata uang asing akan meningkat/berkurang dalam mata uang Rupiah. Manajemen tidak melakukan lindung nilai atas risiko mata uang asing ini.

d. Manajemen Modal

Grup bertujuan mencapai struktur modal yang optimal untuk memenuhi tujuan usaha. diantaranya dengan mempertahankan rasio modal yang sehat dan maksimalisasi nilai pemegang saham.

Grup mengelola struktur permodalan dan melakukan penyesuaian. berdasarkan perubahan kondisi ekonomi. Untuk memelihara dan menyesuaikan struktur permodalan. Grup dapat menyesuaikan pembayaran dividen kepada pemegang saham. imbalan modal kepada pemegang saham atau menerbitkan saham baru. Tidak ada perubahan atas tujuan. kebijakan maupun proses untuk tahun yang berakhir pada tanggal 31 Desember 2025.

37. FINANCIAL INSTRUMENTS AND FINANCIAL RISK MANAGEMENT (continued)

c. Market Risk (continued)

1. Interest Rate Risk

Interest rate movements are monitored to minimize any negative impact on its financial position. To measure the market risk of interest rate movements. the Group conducts analysis on interest margin and the maturity profile of financial assets and liabilities based on schedule changes in interest rates.

2. Foreign Exchange Risk

Foreign exchange rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Group's exposure to exchange rate fluctuations results primarily from cash and cash equivalents which are denominated in US Dollar.

If there is a weakening/strengthening of the Rupiah exchange rate. payables in foreign exchange rate will increase/decrease in Rupiah terms. Management did not hedge this foreign exchange rate.

d. Capital Management

The Group aims to achieve an optimal capital structure in pursuit of their business objectives. which include maintaining healthy capital ratios and maximising shareholder value.

The Group manages its capital structure and makes adjustments to it. in light of changes in economic conditions. To maintain or adjust the capital structure. the Group may adjust the dividend payment to shareholders. return capital to shareholders or issue new shares. No changes were made in the objectives. policies or processes during the year ended December 31. 2025.

38. NILAI WAJAR ASET DAN LIABILITAS KEUANGAN

Berikut adalah ikhtisar nilai tercatat dan estimasi nilai wajar instrumen keuangan Grup yang dinyatakan dalam laporan posisi keuangan:

38. FAIR VALUE OF FINANCIAL ASSETS AND LIABILITIES

Below is an overview of the carrying value and estimated fair values of financial instruments of the Group that are stated in the statement of financial position:

	2025		2024		
	Nilai Wajar/ *Fair Value*	**Nilai Tercatat/ *Carrying Amount***	**Nilai Wajar/ *Fair Value***	**Nilai Tercatat/ *Carrying Amount***	
Aset Keuangan					
Kas dan Setara Kas	401.126.345.062	401.126.345.062	457.423.929.620	457.423.929.620	*Cash and Cash Equivalents*
Piutang Usaha	353.012.728.230	353.012.728.230	566.801.604.504	566.801.604.504	*Trade Receivables*
Aset Kontrak	699.901.862.485	699.901.862.485	535.497.195.254	535.497.195.254	*Contract Assets*
Piutang Lain-lain	94.876.441.803	94.876.441.803	92.711.318.116	92.711.318.116	*Other Receivables*
Aset lancar lainnya	4.601.964.087	4.601.964.087	3.340.537.130	3.340.537.130	*Other Current Assets*
Kas yang Dibatasi Penggunaannya	27.421.147.078	27.421.147.078	13.875.800.000	13.875.800.000	*Restricted Cash*
Jumlah Aset keuangan	1.580.940.488.745	1.580.940.488.745	1.669.650.384.624	1.669.650.384.624	***Total Financial Assets***
Liabilitas Keuangan					***Financial Liabilities***
Utang Bank Jangka Pendek	475.000.000.000	475.000.000.000	295.000.000.000	295.000.000.000	*Short-Term Bank Loans*
Utang Usaha	781.956.798.435	781.956.798.435	758.479.754.647	758.479.754.647	*Trade Payables*
Beban Akrual	363.853.696.993	363.853.696.993	278.936.425.871	278.936.425.871	*Accrued Expenses*
Liabilitas Sewa	17.406.572.543	17.406.572.543	384.707.199.670	384.707.199.670	*Lease Liabilities*
Utang Bank Jangka Panjang	634.012.146.012	634.012.146.012	733.101.787.692	733.101.787.692	*Long-Term Bank Loans*
Utang Pembiayaan Konsumen	170.263.397.372	170.263.397.372	213.856.371.759	213.856.371.759	*Consumer Finance Loans*
Pinjaman Pihak Berelasi	-	-	-	-	*Due to Related Party*
Liabilitas Lancar Lainnya	28.087.023.700	28.087.023.700	46.364.698.138	46.364.698.138	*Other Current Liabilities*
Liabilitas Jangka Panjang Lainnya	-	-	2.250.150.107	2.250.150.107	*Other Non-Current Liabilities*
Jumlah Liabilitas keuangan	**2.470.579.635.055**	**2.470.579.635.055**	**2.712.696.387.884**	**2.712.696.387.884**	***Total Financial Liabilities***

Seluruh nilai tercatat instrumen keuangan mendekati nilai wajar dari instrumen keuangan tersebut. Berikut ini adalah metode dan asumsi yang digunakan dalam mengestimasi nilai wajar dari setiap golongan instrumen Keuangan Group:

- Kas dan setara kas, Aset Kontrak dan piutang lain-lain. Seluruh aset Keuangan di atas merupakan aset keuangan jangka pendek yang akan jatuh tempo dalam waktu 12 bulan sehingga nilai tercatat aset keuangan tersebut telah mencerminkan nilai wajar dari aset keuangan tersebut.

The entire carrying amount of financial instruments approaching fair value of these financial instruments. The following are the methods and assumptions used in estimating the fair value of each class of financial instruments the Group:

- *Cash and cash equivalents, contract assets and other receivables are financial assets in the short term that will expire within 12 months. The carrying amount of financial assets has reflected the fair value of the asset.*

38. NILAI WAJAR ASET DAN LIABILITAS KEUANGAN (lanjutan)

Seluruh nilai tercatat instrumen keuangan mendekati nilai wajar dari instrumen keuangan tersebut. Berikut ini adalah metode dan asumsi yang digunakan dalam mengestimasi nilai wajar dari setiap golongan instrumen Keuangan Group: (lanjutan)

- Piutang usaha dihitung berdasarkan nilai wajar dan diturunkan melalui akun penyisihan dan jumlah kerugian yang terjadi diakui pada laporan laba rugi dan penghasilan komprehensif lain.

- Liabilitas keuangan jangka pendek terdiri dari biaya akrual, utang usaha, utang bank jangka pendek dan liabilitas lancar lainnya. Seluruh liabilitas keuangan tersebut merupakan kewajiban jangka pendek yang akan jatuh tempo dalam waktu 12 bulan sehingga nilai tercatat aset keuangan tersebut telah mencerminkan nilai wajar dari liabilitas keuangan.

38. FAIR VALUE OF FINANCIAL ASSETS AND LIABILITIES (continued)

The entire carrying amount of financial instruments approaching fair value of these financial instruments. The following are the methods and assumptions used in estimating the fair value of each class of financial instruments the Group: (continued)

- *Trade receivables is calculated based on the fair value and reduced through an allowance account and the amount of the loss is recognized in the statement of profit or loss and other comprehensive income.*

- *Short-term financial liabilities consist of accrued expenses, trade payables, short- term bank loans and other current liabilities. All financial liabilities that are short-term obligations will mature within 12 months. The carrying amount of the financial liabilities has reflected the fair value of financial liabilities.*

39. INFORMASI TAMBAHAN ARUS KAS

39. SUPPLEMENTARY CASH FLOW INFORMATION

a. Transaksi NonKas

a. Non-Cash Transaction

	2025	2024	
Pembelian Kendaraan Bermotor yang Diperoleh melalui Utang Bank dan Lembaga Keuangan Lain	250.210.333.327	209.506.852.980	*Purchase of Vehicles Obtained through Bank Purchase of Vehicles Loan and Other Financial*
Penambahan Persediaan dari Aset Tetap	-	1.275.455.234	*Additions of Inventory from Fixed Assets*
Penambahan Tanah untuk Pengembangan dari Persediaan	-	-	*Additions of Land Improvement from Inventory*
Penambahan Properti Investasi dari Aset Tetap	-	(5.429.928.123)	*Fixed Assets from Advance*
Penambahan Aset Tetap dari Uang Muka	-	(129.271.344.823)	*Addition of Fixed Assets from Advance*

b. Rekonsiliasi Liabilitas yang Timbul dari Aktivitas Pendanaan

Tabel di bawah ini menunjukkan rekonsiliasi liabilitas yang timbul dari aktivitas pendanaan untuk tahun yang berakhir 31 Desember 2025 dan 2024 sebagai berikut:

b. Reconciliation of Liabilities Arising from Financing Activities

The below table set out a reconciliation of liabilities arising from financing activities for the years ended December 31. 2025 and 2024 as follows:

39. INFORMASI TAMBAHAN ARUS KAS (lanjutan)

39. SUPPLEMENTARY CASH FLOW INFORMATION (continued)

b. Rekonsiliasi Liabilitas yang Timbul dari Aktivitas Pendanaan (lanjutan)

b. Reconciliation of Liabilities Arising from Financing Activities (continued)

	Arus kas Pendanaan/ *Financial Cash Flow*			Perubahan Non-Kas/ *Non-Cash Changes*		
	1 Januari/ *Januari 1,* 2025	**Penambahan/ *Addition***	**Pembayaran/ *Payment***	**Penambahan Aset Tetap/ *Additional in Fixed Assets***	**Lain-lain/ *Others***	**31 Desember/ *December 31,* 2025**
Liabilitas Sewa/ *Lease Liabilities*	23.198.000.000	-	(26.088.181.343)	(72.223.123.196)	-	(75.113.304.539)
Pinjaman Bank Jangka Pendek/ *Short-Term Bank Loans*	295.000.000.000	360.000.000.000	(286.731.176.215)	-	-	368.268.823.785
Pinjaman Bank Jangka Panjang/ *Long-Term Bank Loans*	980.787.000.000	615.351.483.070	(665.940.070.435)			930.198.412.635
Utang Pembiayaan Konsumen/	375.455.000.000	(1.655.447.028)	(16.474.494.992)	-	-	357.325.057.980
Pinjaman Pihak Berelasi/ *Related Party Loans*	-	-	-			-

	Arus kas Pendanaan/ *Financial Cash Flow*			Perubahan Non-Kas/ *Non-Cash Changes*		
	1 Januari/ *Januari 1,* 2024	**Penambahan/ *Addition***	**Pembayaran/ *Payment***	**Penambahan Aset Tetap/ *Additional in Fixed Assets***	**Lain-lain/ *Others***	**31 Desember/ *December 31,* 2024**
Liabilitas Sewa/ *Lease Liabilities*	83.488.000.000	-	(85.981.000.000)	25.691.000.000	-	23.198.000.000
Pinjaman Bank Jangka Pendek/ *Short-Term Bank Loans*	64.578.000.000	375.000.000.000	(144,578,000,000)	-	-	295.000.000.000
Pinjaman Bank Jangka Panjang/ *Long-Term Bank Loans*	1.006.561.000.000	125.944.000.000	(151.718.000.000)	-	-	980.787.000.000
Utang Pembiayaan Konsumen/	391.284.000.000	-	(209.895.000.000)	194.066.000.000	-	375.455.000.000
Pinjaman Pihak Berelasi/ *Related Party Loans*	92.000.000.000	-	(92.000.000.000)	-	-	-

40. PERIKATAN PENTING DAN KONTIJENSI

a. Pada tanggal 14 Juli 2023 Perusahaan dengan PT Hotel Indonesia Group (HIG) melakukan perjanjian pengelolaan hotel yang berlokasi di The Patra Bali Resort & Villas dengan nomor perjanjian 027/DIR- PJ/PKS/VII/2023 dan 01.00024/LGL- HIG/PERJ/VII/2023.

Para pihak bersepakat bahwa Operasional Hotel termasuk barang, produk, bentuk, mutu, merek (MERU) dan spesifikasi yang digunakan mengikuti standarisasi yang ditentukan HIG setelah mendapat persetujuan Perusahaan.

40. SIGNIFICANT COMMITMENT AND CONTIGENCIES

a. On July 14. 2023. the Company and PT Hotel Indonesia Group (HIG) entered into an hotel management agreement located at The Patra Bali Resort & Villas numbers 027/DIR-PJ/PKS/VII/2023 and 01.00024/LGL-HIG/PERJ/VII/2023.

The parties agree that Hotel Operations including goods, products, form, quality, brand (MERU) and specifications used following standards determined by HIG after obtaining Company approval.

40. PERIKATAN PENTING DAN KONTIJENSI (lanjutan)

Jangka waktu perjanjian ini adalah 5 tahun terhitung sejak 1 Januari 2023 dan berakhir pada 31 Desember 2027 dan dapat diperpanjang selambat-lambatnya 3 bulan sebelum perjanjian berakhir.

Adapun terkait biaya pengelolaan hotel dan jasa pengelolaan hotel sebagai berikut:

a) *Joining Fee* sebesar Rp100.000.000 yang dikenakan 1 kali ketika perjanjian ditandatangani;
b) Jasa Pengelolaan Hotel sebesar 2.5% dari total pendapatan kotor hotel yang dibayarkan setiap bulan paling lambat 60 hari kalender.
c) Insentif Jasa Pengelolaan sebesar 2% dari Laba Operasional Kotor Hotel jika mencapai 35%-40%; 5% dari Laba Operasional Kotor Hotel jika mencapai 40%-45% dan 6% dari Laba Operasional Kotor Hotel jika mencapai lebih dari 45% yang dibayarkan setiap bulan paling lambat 60 hari kalender;
d) Biaya Pemasaran sebesar 1% dari Pendapatan Kotor Kamar per Tahun. Biaya Transaksi melalui *website* HIG sebesar 6% dari setiap transaksi dan biaya transaksi untuk *loyalty program* sebesar 6% dari setiap transaksi yang dibayarkan setiap bulan paling lambat 60 hari kalender.

b. Pada tanggal 5 September 2023 Perusahaan dengan PT Bobox Mitra Indonesia (BMI) melakukan perjanjian manajemen penginapan bobocabin yang berlokasi di Jalan Pertamina Siuhan Rantauprapat. Kec. Girsang Sipangan Bolon Kab. Simanlungun. Sumatera Utara dengan nomor perjanjian 034/DIR-PJ/PKS/IX/2023 dan 057/PKS/BMI/IX/2023.

Adapun ruang lingkup pekerjaan diantaranya: lisensi, perencanaan dan technical assistance, pengiriman *box/cabin*, penyediaan *box/cabin* beserta *assembly box/cabin,* pemeliharaan dan garansi *box/cabin* dan pembukaan dan pengelolaan penginapan.

Perjanjian ini berlaku sejak tanggal perjanjian sampai dengan berakhirnya masa pemyelesaian administrasi. kecuali dilakukan pemutusan lebih awal. Masa persiapan dan pembukaan penginapan adalah 150 hari. masa pengelolaan penginapan adalah 5 tahun sejak tanggal pembukaan perdana penginapan dan masa penyelesaian administrasi adalah 90 hari sejak masa pengelolaan penginapan berakhir.

40. SIGNIFICANT COMMITMENT AND CONTIGENCIES (continue)

The term of this agreement is 5 years starting from January 1. 2023 and ending on December 31. 2027 and can be extended no later than 3 months before the agreement ends.

Regarding hotel management costs and hotel management services as follows:

a) Joining Fee amounting to Rp100,000,000 which is charged once when the agreement is signed;
b) Hotel Management Fee of 2.5% of the total gross hotel revenue, payable monthly no later than 60 calendar days.
c) Management Services Incentive of 2% of the Hotel's Gross Operating Profit if it reaches 35%-40%; 5% of the Hotel's Gross Operating Profit if it reaches 40%-45% and 6% of the Hotel's Gross Operating Profit if it reaches more than 45% which is paid every month no later than 60 calendar days;
d) Marketing Fees are 1% of Gross Room Revenue per Year. Transaction Fees via the HIG website are 6% of each transaction and transaction fees for the loyalty program are 6% of each transaction which are paid every month no later than 60 calendar days.

b. On September 5, 2023. the Company and PT Bobox Mitra Indonesia (BMI) entered into a bobocabin lodging management agreement located at Jalan Pertamina Siuhan Rantauprapat. Kec. Girsang Sipangan Bolon Kab. Simanlungun. Sumatera Utara numbers 034/DIR-PJ/PKS/IX/2023 dan 057/PKS/BMI/IX/2023.

The scope of work includes licensing. planning and technical assistance, delivery of boxes/cabins, provision of boxes/cabins along with assembly of boxes/cabins, maintenance and guarantees for boxes/cabins and opening and managing accommodation.

This agreement is valid from the date of agreement until the end of the administrative settlement period. unless terminated earlier. The preparation and opening period for the inn is 150 days. the inn management period is 5 years from the date of the initial opening of the inn and the administrative completion period is 90 days from the end of the inn management period.

40. PERIKATAN PENTING DAN KONTIJENSI (lanjutan)

Adapun terkait biaya perjanjian sebagai berikut:

a) Biaya Pengelolaan per bulan sebesar 3.2% dari omset bersih;
b) Biaya Administrasi per bulan sebesar 3.2% dari omset bersih;
c) Biaya Kinerja per bulan sebesar 0% dari Laba Operasional Kotor jika mencapai 0%-50%; 4.44% dari Laba Operasional Kotor jika mencapai 50%-55%. 6.66% dari Laba Operasional Kotor jika 55%- 60% dan 8.88% dari Laba Operasional Kotor jika mencapai lebih dari 60%;
d) Biaya Lisensi sebesar Rp155.000.000 *Technical Assistance* sebesar Rp447.500.000 dan *Capital Expenditures* sebesar Rp6.531.620.000.000.

c. Pada tanggal 31 Agustus 2022 Perusahaan dengan PT Pertamina (Persero) melakukan perjanjian penugasan penyediaan barang pengganti tukar menukar barang milik negara pada Kementerian Lingkungan Hidup dan Kehutanan dengan nomor perjanjian SP-013/I00000/2022-S0 dan 179/DIR-PJ/PKS/VIII/2022.

Adapun ruang lingkup pekerjaan diantaranya: perencanaan. perhitungan realisasi biaya. pengurusan perizinan. pelaksanaan pengadaan serta pelaksanaan teknis dan pengawasan penugasan pada lokasi penugasan dengan harga kontrak ini sebesar maksimal Rp594.367.000.000.

d. Pada tanggal 31 Agustus 2022 Perusahaan dengan PT Pertamina (Persero) melakukan perjanjian penugasan penyediaan fasilitas infrastruktur *research and technology center* (RTC) dengan nomor perjanjian SP-012/I00000/2022-S0 dan 178/DIR-PJ/PKS/VIII/2022. dan 179/DIR-PJ/PKS/VIII/2022.

Adapun ruang lingkup pekerjaan diantaranya: perencanaan, perhitungan realisasi biaya, pengurusan perizinan, pelaksanaan pengadaan serta pelaksanaan teknis dan pengawasan penugasan pada lokasi penugasan dengan harga kontrak ini sebesar maksimal Rp549.249.000.000.

Perjanjian ini berlaku sampai dengan 893 hari sejak tanggal perjanjian sampai dengan masa pemeliharaan dari objek penugasan dan akan tetap berlaku sampai 180 hari, kecuali diakhiri lebih awal.

40. SIGNIFICANT COMMITMENT AND CONTIGENCIES (continued)

Regarding costs agreement as follows:

a) Management fee per month is 3.2% of net revenues;
b) Administration expenses per month is 3.2% of net revenues;
c) erformance fee per month is 0& of Gross operating Profit it reaches 0% - 50%; 4.44% of Gross Operating
d) Profit if it reaches 50%-55%. 6.66% of Gross Operating Profit if it reaches 55%-60% and 8.88% of Gross Operating Profit if it reaches more than 60%;
e) License fee is Rp155,000,000. Technical Assistance is Rp447,500,000 and Capital Expenditures is Rp6.531.620,000.

c. On August 31, 2022. the Company and PT Pertamina (Persero) entered into an agreement for the assignment of replacement goods for the exchange of state property at the Ministry of Environment and Forestry with agreement numbers SP- 013/I00000/2022-S0 and 179/DIR-PJ/PKS/ VIII/2022.

The scope of work includes planning. calculating cost realization. licensing arrangements. procurement implementation and technical implementation and assignment supervision at the assignment location with a maximum contract price of Rp594.367,000,000.

d. On August 31, 2022. the Company and PT Pertamina (Persero) entered into an agreement for the assignment to provide research and technology center (RTC) infrastructure facilities with agreement numbers SP- 012/I00000/2022-S0 and 178/DIR- PJ/PKS/VIII/2022.

The scope of work includes planning, calculating cost realization, licensing arrangements, procurement implementation and technical implementation and assignment supervision at the assignment location with a maximum contract price of Rp549.249,000,000.

This agreement is valid for up to 893 days from the date of the agreement until the maintenance period of the assignment object and will remain valid for 180 days, unless terminated earlier.

40. PERIKATAN PENTING DAN KONTIJENSI (lanjutan)

e. Pada tanggal 29 November 2019, PWR melakukan perjanjian perencanaan, Pembangunan, pengembangan, pemasaran dan pengelolaan Tanah proyek apartemen The Pakubuwono Patra Kuningan di Jalan Dukuh Patra. Kelurahan Menteng Dalam, Kecamatan Tebet, Kota Jakarta Selatan dengan PT Pakubuwono Development yang berlaku selama 6 tahun.

Berdasarkan amendemen perjanjian tanggal 7 Januari 2021, PWR dan PT The Pakubuwono Development sepakat untuk mengubah jangka waktu dari 6 tahun menjadi 7 tahun.

f. Perjanjian dengan PT Kilang Pertamina Balikpapan

PAR memiliki perjanjian Pengadaan Jasa Sewa Kendaraan Ringan penumpang (KRP) dan Pengemudi PT Kilang Pertamina Balikpapan dengan No Perjanjian 33950250732/KPB3000/2023-S0 yang telah ditandatangani tanggal 3 Maret 2023 dengan nilai kontrak sebesar Rp138.252.000.000 Kontrak ini berlaku mulai tanggal 1 April 2023 sampai dengan 31 Maret 2026.

g. Perjanjian dengan PT Kilang Pertamina Internasional

PAR memiliki perjanjian Jasa Pelaksanaan pekerjaan layanan kendaraan ringan (KRP) *Refinery Unit* PT Kilang Pertamina Internasional (PT KPI) dengan No Perjanjian SP-224/KPI70000/2022/S0 yang telah ditandatangani tanggal 7 Juli 2022 dengan nilai kontrak sebesar Rp268.536.000. Kontrak ini berlaku mulai tanggal 7 Juli 2022 sampai dengan 7 Juli 2025.

h. Perjanjian dengan PT Pertamina (Persero), PT Kilang Pertamina Internasional, dan PT Pertamina Trans Kontinental

PAR memiliki perjanjian dengan PT Pertamina, PT Kilang Pertamina Internasional, dan PT Pertamina Trans Kontinental untuk “Jasa Layanan Transportasi di Lingkungan Non Jawa Balinus – Refinery Unit” berdasarkan perjanjian SP-046/I000000/2019-S0 tanggal 1 Januari 2022 dengan total harga kontrak sebesar Rp548.926.000.000.

40. SIGNIFICANT COMMITMENT AND CONTIGENCIES (continued)

e. On November 29. 2019, PWR entered into a planning, construction, development, marketing and land management agreement of The Pakubuwono Patra Kuningan apartment project on Jalan Dukuh Patra. Menteng Dalam Village, Tebet District, South Jakarta City with PT The Pakubuwono Developmment that valid for 6 years.

Based on latest amendment dated January 7, 2021. PWR and PT The Pakubuwono Development agreed to change the term of the agreement from 6 years to 7 years.

f. Agreement with PT Kilang Pertamina Balikpapan

PAR has a Light Passenger Vehicle (KRP) Rental and Driver Procurement Agreement with PT Kilang Pertamina Balikpapan. with Agreement Number 33950250732/KPB3000/2023-S0. signed on March 3, 2023. with a contract value of Rp138,252,000,000. This contract is valid from April 1, 2023 to March 31, 2026.

g. Agreement with PT Kilang Pertamina Internasional

PAR has a Light Vehicle Services (KRP) Implementation Service Agreement with Refinery Unit PT Kilang Pertamina Internasional (PT KPI). with Agreement Number SP-224/KPI70000/2022/S0. signed on July 7, 2022. with a contract value of Rp268,536,000. This contract is valid from July 7, 2022 until July 7, 2025.

h. Agreement with PT Kilang Pertamina (Persero), PT Kilang Pertamina International, and PT Pertamina Trans Kontinental

PAR signed an agreement with PT Pertamina, PT Kilang Pertamina Internasional, and PT Pertamina Trans Kontinental for “Transportation Services in Non-Java Balinus – Refinery Unit” based on agreement SP- 046/I000000/2019-S0 dated January 1, 2022 with a total contract price in the amount of Rp548.926,000,000.

40. PERIKATAN PENTING DAN KONTIJENSI (lanjutan)

i. Perjanjian dengan PT Pertamina, PT Kilang Pertamina Internasional, PT Pertamina Patra Niaga, PT Pertamina Internasional Shipping, PT Pertamina Power Indonesia, PT Peteka Karya Tirta.

PAR memiliki perjanjian dengan PT Pertamina, PT Kilang Pertamina Internasional, PT Pertamina Patra Niaga, PT Pertamina Internasional Shipping, PT Pertamina Power Indonesia, PT Peteka Karya Tirta untuk "Jasa Layanan Transportasi di Lingkungan Jawa Balinus – Kantor Pusat" berdasarkan perjanjian dengan No. SP-048/I00000/2019-S0 tanggal 1 Januari 2022 dengan total harga kontrak Rp 390.704.699.885.

j. Perjanjian dengan PT Pertamina. PT Kilang Pertamina Internasional. PT Trans Kontinental

PAR memiliki perjanjian dengan PT Pertamina (Persero), PT Kilang Pertamina Internasional, PT Pertamina Trans Kontinental untuk "Jasa Layanan Transportasi di Lingkungan Jawa Balinus – Refinery Unit" berdasarkan perjanjian dengan No. SP-050/I00000/2019-S0 tanggal 1 Januari 2022 dengan total harga kontrak Rp 371.944.495.682.

k. Perjanjian dengan PT Kilang Pertamina Internasional

PAR memiliki perjanjian Jasa Pelaksanaan pekerjaan layanan kendaraan ringan (KRP) *Refinery Unit* PT Kilang Pertamina Internasional (PT KPI) Wilayah Kerja Kantor Pusat dan *Refinery Unit* (Model OCLC 06) dengan Nomor Perjanjian SP-456/KPI70000/2023/S0 yang telah ditandatangani tanggal 22 Desember 2023 dengan nilai kontrak sebesar Rp479.955.872.912. Kontrak ini dimulai sejak Surat Perintah Pelaksanaan Pekerjaan Mendahului Kontrak (SP3MK) No.026/KPI70000/2023-S8 tanggal 31 Maret 2023 sampai dengan 31 Maret 2027.

40. SIGNIFICANT COMMITENT AND CONTIGENCIES (continued)

i. Agreement with PT Pertamina, PT Kilang Pertamina Internasional, PT Pertamina Patra Niaga, PT Pertamina Internasional Shipping, PT Pertamina Power Indonesia, PT Peteka Karya Tirta.

PAR signed an agreement with PT Pertamina, PT Pertamina International Refinery, PT Pertamina Patra Niaga, PT Pertamina International Shipping, PT Pertamina Power Indonesia, PT Peteka Karya Tirta for "Transportation Services in the Java Balinus Environment – Head Office" based on an agreement with No. SP-048/I00000/2019-S0 dated January 1. 2022 with a total contract price of Rp390.704,699,885.

j. Agreement with PT Pertamina. PT Kilang Pertamina Internasional. PT Trans Kontinental

PAR signed an agreement with PT Pertamina (Persero), PT Kilang Pertamina Internasional, PT Pertamina Trans Kontinental for "Transportation Services in the Java Balinus Environment – Refinery Unit" based on an agreement with No. SP- 050/I00000/2019-S0 dated January 1. 2022 with a total contract price of Rp371,944,495,682.

k. Agreement with PT Kilang Pertamina International

PAR has an agreement for the implementation of light vehicle service work (KRP) for the Refinery Unit of PT Kilang Pertamina Internasional (PT KPI) for the Head Office and Refinery Unit Work Area (Model OCLC 06) with Agreement Number SP-456/KPI70000/2023/S0 which was signed on December 22, 2023 with a contract value of Rp479,955,872,912. This contract started from the Pre-Contract Work Implementation Order (SP3MK) No.026/KPI70000/2023-S8 dated March 31, 2023 to March 31, 2027.

41. STANDAR AKUNTANSI DAN INTERPRETASI STANDAR YANG TELAH DISAHKAN NAMUN BELUM BERLAKU EFEKTIF

Berikut adalah ikhtisar PSAK dan ISAK yang telah diterbitkan oleh Dewan Standar Akuntansi Keuangan (DSAK) dan Dewan Standar Akuntansi Syariah (DSAS) - IAI yang relevan untuk Patra Jasa dan entitas anak. namun belum berlaku efektif untuk laporan keuangan konsolidasian pada tanggal 31 Desember 2024:

41. NEW ACCOUNTING STANDARDS AND INTERPRETATION OF STANDARD WHICH HAVE BEEN ISSUED BUT NOT YET EFFECTIVE

The following summarizes the PSAK and ISAK which were issued by the Financial Accounting Standards Board (DASK) and Sharia Accounting Standards Board (DSAS) and are relevant to Patra Jasa and Subsidiaries. but not yet effective for the consolidated financial statements of December 31, 2024:

41. STANDAR AKUNTANSI DAN INTERPRETASI STANDAR YANG TELAH DISAHKAN NAMUN BELUM BERLAKU EFEKTIF (lanjutan)

Efektif berlaku pada atau setelah tanggal 1 Januari 2025:

a. Amendemen PSAK 221: Kekurangan ketertukaran

Amendemen tersebut mengharuskan pengungkapan informasi yang memungkinkan penggunaan laporan keuangan memahami dampak mata uang yang tidak dapat dipertukarkan. Amendemen berlaku untuk periode pelaporan tahunan yang dimulai pada atau setela 1 Januari 2025. Penerapan dini diperkenankan dimana entitas diharuskan mengungkapkan fakta tersebut. Tanggal penerapan awal adalah awal periode Pelaporan tahunan saat entitas pertama kali menerapkan Amendemen tersebut.

b. PSAK 117: Kontrak asuransi

Standar akuntansi baru yang komprehensif untuk kontrak asuransi yang mencakup pengakuan dan pengukuran. penyajian dan pengungkapan. pada saat berlaku efektif PSAK 117 akan menggantikan PSAK 104: Kontrak asuransi. PSAK 117 berlaku untuk semua jenis kontrak asuransi. Jiwa, nonjiwa, asuransi langsung dan reasuransi, terlepas dari entitas yang menerbitkannya. serta untuk jaminan dan instrumen keuangan tertentu dengan fitur partisipasi tidak mengikat. serta beberapa pengecualian ruang lingkup akan berlaku. Tujuan keseluruhan dari PSAK 117 adalah untuk menyediakan model akuntansi untuk kontrak asuransi yang lebih bermanfaat dan konsisten untuk asuradur.

Efektif berlaku pada atau setelah tanggal 1 Januari 2026:

c. PSAK 109. "Instrumen Keuangan" dan PSAK 107 "Instrumen Keuangan Pengungkapan tentang Klasifikasi dan Pengukuran Instrumen Keuangan".

41. NEW ACCOUNTING STANDARDS AND INTERPRETATION OF STANDARD WHICH HAVE BEEN ISSUED BUT NOT YET EFFECTIVE (continued)

Effective on or after January 1. 2025:

a. Amendment of PSAK 221: Lack of exchangeability

The amendments require disclosure of information that enables users of financial statements to understand the impact of a currency not being exchangeable. The amendments apply for annual reporting periods beginning on or after 1 January 2025. Earlier application is permitted which an entity is required to disclose that fact. The date of initial application is the beginning of the annual reporting period in which an entity first applies the amendments.

b. PSAK 117: Insurance contracts

A comprehensive new accounting standard for insurance contracts covering recognition and measurement. presentation and disclosure. upon its effective date. PSAK 117 will replace PSAK 104: Insurance contracts. PSAK 117 applies to all types of insurance contracts life, non-life, direct insurance and re-insurance, regardless of the entities issuing them. as well as to certain guarantees and financial instruments with discretionary participation features. while a few scope exceptions will apply. The overall objective of PSAK 117 is to provide an accounting model for insurance contracts that is more useful and consistent for insurers.

Effective on or after January 1. 2026:

c. PSAK No. 109. PSAK 109. "Financial Instruments." and PSAK 107. "Financial Instruments: Disclosures about the Classification and Measurement of Financial Instruments."

41. STANDAR AKUNTANSI DAN INTERPRETASI STANDAR YANG TELAH DISAHKAN NAMUN BELUM BERLAKU EFEKTIF (lanjutan)

Amendemen ini menambahkan dan mengklarifikasi ketentuan dalam PSAK 109 terkait penghentian pengakuan liabilitas keuangan, serta mengklarifikasi penilaian karakteristik arus kas untuk aset keuangan dengan fitur ESG-linked, aset keuangan dengan fitur non-recourse, dan instrumen yang terikat secara kontraktual seperti tranche. Amendemen ini juga mengubah ketentuan dalam PSAK 107 terkait persyaratan pengungkapan investasi pada instrument ekuitas yang diukur pada nilai wajar melalui penghasilan komprehensif lain dan menambah ketentuan terkait instrumen keuangan dengan persyaratan kontraktual yang mengubah waktu atau jumlah arus kas kontraktual.

41. NEW ACCOUNTING STANDARDS AND INTERPRETATION OF STANDARD WHICH HAVE BEEN ISSUED BUT NOT YET EFFECTIVE (continued)

These amendments adding and clarify statement in PSAK 109 regarding derecognition of financial liabilities, as well as clarify the assessment of cash flow characteristics for financial assets with ESG-linked features, financial assets with non-recourse features, and contractually bound instruments such as tranches. The amendments also revise the statement in PSAK 107 regarding the disclosure requirements for investments in equity instruments measured at fair value through other comprehensive income and adding statement related to financial instruments with contractual terms that alter the timing or amount of contractual cash flows."

42. KEJADIAN SETELAH TANGGAL PELAPORAN

Berdasarkan Keputusan Pemegang Saham Secara Sirkuler tanggal 10 Februari 2025, tentang Pemberhentian dan Pengangkatan Direktur Keuangan dan Umum Perusahaan mengangkat kembali Sdr. Aditya Griadi sebagai Komisaris Utama Perusahaan.

42. EVENT AFTER THE REPORTING DATE

Based on the Circular Shareholders' Decision dated February 10, 2025, concerning the Dismissal and Appointment of the Company's Director of Finance and General Affairs. Mr. Aditya Griadi was reappointed as the Company's President Commissioner.

43. TANGGUNG JAWAB MANAJEMEN ATAS LAPORAN KEUANGAN KONSOLIDASIAN

Manajemen Perusahaan bertanggung jawab atas penyusunan dan penyajian laporan keuangan konsolidasian yang di otorisasi oleh Direksi untuk diterbitkan pada tanggal 27 Februari 2026.

43. MANAGEMENT RESPONSIBILITY ON THE CONSOLIDATED FINANCIAL STATEMENTS

The management of the Company is responsible for the preparation and presentation of the consolidated financial statements which were authorized by Director for issuance on February 27, 2026.

44. INFORMASI KEUANGAN TAMBAHAN

Informasi keuangan Perusahaan (entitas induk) terlampir, yang terdiri dari laporan posisi keuangan tanggal 31 Desember 2025. Serta laporan laba rugi komprehensif. laporan perubahan ekuitas, laporan arus kas dan catatan atas laporan keuangan untuk tahun yang berakhir pada tanggal tersebut. Disajikan sebagai informasi tambahan terhadap laporan keuangan konsolidasian.

44. SUPPLEMENTARY FINANCIAL INFORMATION

The accompanying financial information of the Company (parent entity). which compraises the statements of financial position as of December 31, 2025. And the statement of profit or loss and other comprehensive income, statements of changes equity, statements of cash flows and notes to the financial statements for the year then ended. Are presented as a supplementary information to the consolidated financial statements.

LAMPIRAN I
PT PATRA JASA
LAPORAN POSISI KEUANGAN
ENTITAS INDUK
TANGGAL 31 DESEMBER 2025

ATTACHMENT I
PT PATRA JASA
STATEMENT OF FINANCIAL POSITION
OF PARENT ENTITY
AS OF DECEMBER 31, 2025

(Disajikan dalam Rupiah, kecuali dinyatakan lain)

(Expressed in Rupiah, unless otherwise stated)

	2025	2024	
ASET			***ASSETS***
ASET LANCAR			***CURRENT ASSETS***
Kas dan Setara Kas	120.971.978.030	148.574.359.427	*Cash and Cash Equivalents*
Piutang Usaha			*Trade Receivable*
Pihak berelasi	161.140.859.478	266.818.263.837	*Related parties*
Pihak ketiga	21.083.373.229	26.816.080.918	*Third parties*
Aset Kontrak			*Contract Assets*
Pihak berelasi	130.540.624.543	93.112.514.095	*Related parties*
Pihak ketiga	130.438.889.878	152.295.092.755	*Third parties*
Piutang Lain-lain			*Other Receivables*
Pihak Ketiga	1.157.108.795.225	1.172.913.786.487	*Third Parties*
Persediaan	973.031.208.787	1.503.830.944.303	*Inventories*
Pajak Dibayar di Muka	173.300.550.138	149.933.035.881	*Prepaid Tax*
Uang Muka dan Beban Dibayar di Muka	13.432.106.419	15.696.454.091	*Advances and Prepayments*
Aset Lancar Lainnya	1.252.442.504	-	*Other Current Assets*
JUMLAH ASET LANCAR	**2.882.300.828.231**	**3.529.990.531.793**	***TOTAL CURRENT ASSETS***
ASET TIDAK LANCAR			***NON-CURRENT ASSETS***
Investasi pada Entitas Asosiasi	96.620.152.001	96.620.152.001	*Investment in Associates*
Aset Pajak Tangguhan	50.071.766.200	50.738.177.328	*Deferred Tax Assets*
Properti Investasi	1.010.784.104.814	1.016.565.019.614	*Investment Properties*
Aset Hak Guna	48.978.918.757	52.431.715.553	*Right-of-Use Assets*
Aset Tetap	1.114.170.952.456	767.603.871.816	*Fixed Assets*
Tanah untuk Pengembangan	136.052.938.751	136.052.938.751	*Land for Development*
Aset Tidak Lancar Lainnya	48.696.786.265	33.685.942.838	*Other Non-Current Assets*
JUMLAH ASET TIDAK LANCAR	**2.505.375.619.244**	**2.153.697.817.901**	***TOTAL NON-CURRENT ASSETS***
JUMLAH ASET	**5.387.676.447.475**	**5.683.688.349.694**	***TOTAL ASSETS***

LAMPIRAN I
PT PATRA JASA
LAPORAN POSISI KEUANGAN
ENTITAS INDUK
TANGGAL 31 DESEMBER 2025

ATTACHMENT I
PT PATRA JASA
STATEMENT OF FINANCIAL POSITION
OF PARENT ENTITY
AS OF DECEMBER 31, 2025

(Disajikan dalam Rupiah, kecuali dinyatakan lain)

(Expressed in Rupiah, unless otherwise stated)

	2025	2024	
LIABILITAS DAN EKUITAS			***LIABILITIES AND EQUITY***
LIABILITAS			***LIABILITIES***
LIABILITAS JANGKA PENDEK			***CURRENT LIABILITIES***
Utang usaha:			*Trade payables:*
Pihak berelasi	862.743.005.674	858.738.691.836	*Related parties*
Pihak ketiga	268.289.707.129	41.369.081.121	*Third parties*
Jaminan Pelanggan	3.847.707.468	27.661.137.421	*Customer Deposits*
Beban Akrual	298.877.445.940	220.007.188.634	*Accrued Expense*
Utang Pajak	35.873.627.192	27.340.942.794	*Taxes Payables*
Utang Bank Jangka Pendek	475.000.000.000	295.000.000.000	*Short-term Bank Loans*
Bagian Lancar dari Utang Bank Jangka Panjang	126.875.000.000	184.237.500.000	*Current Portion of Current Maturities of Long Term Bank Loan*
Bagian Lancar dari Liabilitas Kontrak	133.168.706.941	788.184.830.270	*Contract Liabilities*
Utang Jangka Pendek Lainnya Bagian Lancar dari	10.689.972.911	10.382.177.921	*Other Current Liabilities*
Liabilitas Sewa	19.617.519.153	15.235.811.132	*Current Portion of Lease Liabilities*
JUMLAH LIABILITAS JANGKA PENDEK	**2.234.982.692.408**	**2.468.157.361.128**	***TOTAL CURRENT LIABILITIES***
LIABILITAS JANGKA PANJANG			***NON-CURRENT LIABILITES***
Utang Bank Jangka Panjang Setelah Dikurangi Bagian yang Jatuh Tempo dalam Satu Tahun	559.400.000.000	685.837.500.000	*Long-term Bank Loans Net of Current Portion*
Liabilitas Imbalan Kerja	169.055.263.112	134.949.519.300	*Employee Benefits Liabilities*
Liabilitas Sewa Setelah Dikurangi Bagian yang Jatuh Tempo dalam Satu tahun	64.496.704.886	66.693.689.614	*Long-term Lease Liabilities Net of Current Portion*
Liabilitas Keuangan Tidak Lancar Lainnya	636.952.725	2.250.150.107	*Other Non-Current Liabilities*
JUMLAH LIABILITAS JANGKA PANJANG	**793.588.920.723**	**889.730.859.021**	***TOTAL NON CURRENT LIABILITES***
JUMLAH LIABILITAS	**3.028.571.613.131**	**3.357.888.220.149**	***TOTAL LIABILITIES***
EKUITAS			***EQUITY***
Modal saham – modal dasar ditempatkan dan disetor penuh –			*Share capital – Issued and Fully Paid*
1.537.195 saham dengan nilai nominal Rp1.000.000 (Nilai Penuh) per Lembar Saham	1.537.195.000.000	1.537.195.000.000	*1,537,195 Shares Nominal at a Par Value of Rp1,000,000 (Full Amount) per Shares*
Tambahan Modal Disetor	(1.367.611.120)	(1.630.832.535)	*Additional Paid in Capital*
Saldo laba			*Retained earnings*
Ditentukan	192.605.963.667	192.606.963.667	*Appropriated*
Tidak ditentukan	630.671.481.797	597.629.998.413	*Unappropriated*
JUMLAH EKUITAS	**2.359.104.834.344**	**2.325.800.129.545**	***TOTAL EQUITY***
JUMLAH LIABILITAS DAN EKUITAS	**5.387.676.447.475**	**5.683.688.349.694**	***TOTAL LIABILITIES AND EQUITY***

LAMPIRAN II
PT PATRA JASA
LAPORAN LABA RUGI
DAN PENGHASILAN KOMPREHENSIF LAIN
ENTITAS INDUK
TAHUN YANG BERAKHIR
PADA TANGGAL 31 DESEMBER 2025
(Disajikan dalam Rupiah, kecuali dinyatakan lain)

ATTACHMENT II
PT PATRA JASA
STATEMENT OF PROFIT LOSS
AND OTHER COMPREHENSIVE INCOME
OF PARENT ENTITY
THE YEAR ENDED
AS OF DECEMBER 31, 2025
(Expressed in Rupiah, unless otherwise stated)

	2025	2024	
	3.051.733.132.932	2.213.302.061.662	
PENDAPATAN			***REVENUE***
BEBAN POKOK PENDAPATAN	(2.129.770.680.340)	(1.378.052.754.032)	***COST OF REVENUE***
LABA KOTOR	921.962.452.593	835.249.307.630	***GROSS PROFIT***
Beban Umum dan Administrasi	(516.237.067.575)	(556.619.022.632)	*General and Administrative Expenses*
Pendapatan Keuangan	27.235.802.503	31.359.835.666	*Finance Income*
Beban Keuangan	(102.458.620.030)	(87.783.561.816)	*Finance Costs*
Beban Lain-lain	(55.572.892.842)	(12.996.187.510)	*Other Expenses*
Laba Sebelum Pajak Penghasilan dan Pajak Final	274.929.674.649	209.210.371.338	*Profit Before income Tax And Final Tax*
Beban Pajak Final	(64.428.380.923)	(53.164.781.876)	*Final Tax Expenses*
LABA SEBELUM PAJAK	**210.501.293.726**	**156.045.589.462**	***PROFIT BEFORE INCOME TAX***
MANFAAT (BEBAN) PAJAK PENGHASILAN			***INCOME TAX BENEFITS (EXPENSES)***
Pajak Kini	(67.066.800.680)	(45.172.263.298)	*Current tax*
Pajak Tangguhan	(4.157.587.213)	7.581.655.248	*Deferred Tax*
Total Pajak Penghasilan	(71.224.387.893)	(37.590.608.050)	*Total Income Tax*
LABA TAHUN BERJALAN	**139.276.905.833**	**118.454.981.412**	***INCOME FOR THE YEAR***
PENGHASILAN KOMPREHENSIF LAIN			***OTHER COMPREHENSIVE INCOME***
Pos yang Tidak akan Direklasifikasi ke Laba Rugi:			***Item that Will Not be Reclassified to Profit or Lose:***
Pengukuran Kembali atas Program Imbalan Pasti	(15.868.982.202)	4.632.656.831	*Remeasurement on Defined Benefits Plan*
Pajak Penghasilan Terkait	3.491.176.084	(1.019.184.503)	*Related income Tax*
	(12.377.806.118)	3.613.472.328	
JUMLAH LABA KOMPREHENSIF TAHUN BERJALAN	**126.899.099.716**	**122.068.453.740**	***TOTAL COMPREHENSIVE INCOME FOR THE YEAR***

LAMPIRAN III
PT PATRA JASA
LAPORAN PERUBAHAN EKUITAS
ENTITAS INDUK
TAHUN YANG BERAKHIR
PADA TANGGAL 31 DESEMBER 2025
(Disajikan dalam Rupiah, kecuali dinyatakan lain)

ATTACHMENT I
PT PATRA JASA
STATEMENT OF CHANGES IN EQUITY
OF PARENT ENTITY
THE YEAR ENDED
AS OF DECEMBER 31, 2025
(Expressed in Rupiah, unless otherwise stated)

	Modal saham *Share capital*	Tambahan Modal Disetor/ Additional Paid in Capital	Saldo laba (Akumulasi rugi) *Retained earnings (Accumulated losses)* Ditentukan Penggunaannya *Appropriated*	Saldo laba (Akumulasi rugi) *Retained earnings (Accumulated losses)* Belum ditentukan Penggunaannya *Unappropriated*	*Equity, net* Ekuitas, neto	
Saldo tanggal 1 Januari 2024	**1.537.195.000.000**	**(1.630.832.535)**	**192.605.963.667**	**550.404.885.267**	**2.278.575.016.399**	***Balance as of January 1, 2024***
Penghasilan komprehensif lain tahun berjalan	-	-	-	122.068.453.740	122.068.453.740	*Other comprehensive Income for the year*
Dividen	-	-	-	(74.843.340.594)	(74.843.340.594)	*Dividend*
Saldo tanggal 31 Desember 2024	**1.537.195.000.000**	**(1.630.832.535)**	**192.605.963.667**	**597.629.998.413**	**2.325.800.129.545**	***Balance as of December 31, 2024***
Penghasilan komprehensif lain tahun berjalan	-	-	-	126.899.099.716	126.899.099.716	*Other comprehensive Income for the year*
Lainnya	-	-	-	263.581.415	263.581.415	*Other*
Dividen	-	-	-	(93.857.976.332)	(93.857.976.332)	*Dividend*
Saldo tanggal 31 Desember 2025	**1.537.195.000.000**	**(1.367.611.120)**	**192.605.963.667**	**630.671.481.797**	**2.359.104.834.344**	***Balance as of December 31, 2025***

LAMPIRAN IV
PT PATRA JASA
LAPORAN ARUS KAS
ENTITAS INDUK
TAHUN YANG BERAKHIR
PADA TANGGAL 31 DESEMBER 2025
(Disajikan dalam Rupiah, kecuali dinyatakan lain)

ATTACHMENT IV
PT PATRA JASA
STATEMENT OF CASH FLOWS
OF PARENT ENTITY
THE YEAR ENDED
AS OF DECEMBER 31, 2025
(Expressed in Rupiah, unless otherwise stated)

	2025	2024	
ARUS KAS DARI AKTIVITAS OPERASI			***CASH FLOWS FROM OPERATING ACTIVITIES***
Penerimaan Kas dari Pelanggan	2.484.546.775.389	2.138.376.439.376	*Cash Receipts from Customers*
Pembayaran kepada Karyawan	(896.937.288.370)	(514.817.886.230)	*Payments to Employees*
Pembayaran kepada Pemasok dan Pihak Ketiga Lainnya	(595.053.640.295)	(1.547.945.624.923)	*Payments to Suppliers and Other Third Parties*
Pembayaran Bunga	(96.892.317.787)	(87.784.000.000)	*Payments for Interest*
Penerimaan Pendapatan Bunga	27.235.802.503	6.892.000.000	*Receipts from Interest Income*
Pembayaran Pajak Final	(136.195.198.020)	(67.449.310.362)	*Payments for Final tax*
Arus Kas Bersih Diperoleh/(Digunakan) untuk Aktivitas Operasi	786.704.133.421	(72.728.382.139)	*Net Cash Flows Provided by/(Used in) Operating Activities*
ARUS KAS DARI AKTIVITAS INVESTASI			***CASH FLOWS FROM INVESTING ACTIVITIES***
Perolehan Aset Tetap	-	(117.841.108.434)	*Acquisition of Fixed Assets*
Perolehan Tanah dalam Pengembangan	(636.458.215.273)	-	*Acquisition of Land of Developments*
Perolehan Properti Investasi	(54.102.141.870)	-	*Acquisitions of Investment Properties*
Arus Kas Bersih Digunakan untuk Aktivitas Investasi	(690.560.357.143)	(117.841.108.434)	*Net Cash Flows Used in Investing Activities*
ARUS KAS DARI AKTIVITAS PENDANAAN			***CASH FLOW FROM FINANCING ACTIVITIES***
Penerimaan dari Pinjaman Jangka Pendek	302.637.500.000	375.000.000.000	*Proceeds of Short-term Loan*
Pembayaran dari Pinjaman Jangka Pendek	(180.000.000.000)	(110.000.000.000)	*Repayments of Short-term Loan*
Penerimaan dari Pinjaman Jangka Panjang	648.562.500.000	115.000.000.000	*Proceeds of Long-term Loan*
Pembayaran dari Pinjaman Jangka Panjang	(775.000.000.000)	(140.725.000.000)	*Repayments of Long-term Loan*
Penerimaan dari Liabilitas Sewa	(26.088.181.343)	(3.382.000.000)	Proceeds of Lease Liabilities
Pembayaran Dividen	(93.857.976.332)	(74.843.000.000)	Repayments of Dividend
Pembayaran dari Pinjaman ICT	-	(92.000.000.000)	*Repayment of Related's Loan*
Arus Kas Bersih dari (Digunakan untuk) /Diperoleh dari Aktivitas Pendanaan	(123.746.157.675)	69.050.000.000	*Net Cash Flows (Used in)/Provided by Financing Activities*
PENURUNAN KAS DAN SETARA KAS BERSIH	**(27.602.381.397)**	**(121.519.490.573)**	***NET DECREASE IN CASH AND CASH EQUIVALENTS***
KAS DAN SETARA KAS AWAL TAHUN	**148.574.359.427**	**270.093.850.000**	***CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR***
KAS DAN SETARA KAS AKHIR TAHUN	**120.971.978.030**	**148.574.359.427**	***CASH AND CASH EQUIVALENTS AT END OF YEAR***

LAMPIRAN V
PT PATRA JASA
CATATAN ATAS LAPORAN KEUANGAN ENTITAS INDUK
TANGGAL 31 DESEMBER 2025 DAN UNTUK TAHUN YANG BERAKHIR PADA TANGGAL TERSEBUT
(Disajikan dalam Rupiah, kecuali dinyatakan lain)

a. Dasar penyusunan laporan keuangan tersendiri entitas induk

Laporan keuangan tersendiri entitas induk disusun sesuai dengan PSAK 227: "Laporan Keuangan Tersendiri".

PSAK 227 mengatur dalam hal entitas memilih untuk menyajikan laporan keuangan tersendiri maka laporan tersebut hanya dapat disajikan sebagai informasi tambahan dalam laporan keuangan konsolidasian. Laporan keuangan tersendiri adalah laporan keuangan yang disajikan oleh entitas induk yang mencatat investasi pada entitas anak, entitas asosiasi, dan pengendalian bersama entitas berdasarkan kepemilikan ekuitas langsung bukan berdasarkan pelaporan hasil dan aset neto *investee*.

PSAK 227: Laporan Keuangan Tersendiri yang berlaku efektif sejak 1 Januari 2016. memperkenankan metode biaya perolehan dan metode ekuitas sebagai metode pencatatan investasi pada entitas anak, ventura Bersama, dan entitas asosiasi dalam laporan keuangan tersendiri. Perusahaan menerapkan metode biaya perolehan dalam laporan keuangan entitas induk saja pada tanggal dan tahun-tahun yang berakhir 31 Desember 2025 dan 2024.

Kebijakan akuntansi yang diterapkan dalam penyusunan laporan keuangan tersendiri entitas induk adalah sama dengan kebijakan akuntansi yang diterapkan dalam penyusunan Laporan keuangan konsolidasian sebagaimana diungkapkan dalam Catatan 2 atas laporan keuangan konsolidasian. kecuali untuk penyertaan pada entitas anak dan entitas asosiasi.

Mata uang fungsional entitas induk adalah Rupiah. Mata uang penyajian yang digunakan untuk penyusunan laporan keuangan tersendiri adalah Rupiah. Laporan keuangan tersendiri disusun untuk keperluan pelaporan perpajakan Perusahaan.

b. Penyertaan saham pada entitas anak dan entitas asosiasi

Informasi mengenai entitas anak dan asosiasi yang dimiliki Perusahaan diungkapkan dalam Catatan 2 atas Laporan Keuangan Konsolidasian.

Jumlah yang diakui pada laporan posisi Keuangan adalah sebagai berikut:

ATTACHMENT V
PT PATRA JASA
NOTES TO THE FINANCIAL STATEMENTS OF PARENT ENTITY
TANGGAL 31 DESEMBER 2025 DAN UNTUK TAHUN YANG BERAKHIR PADA TANGGAL TERSEBUT AS OF DECEMBER 31, 2025
(Expressed in Rupiah, unless otherwise stated)

a. Basis of preparation of the separate financial statement of the parent entity

The separate financial statements of the parent entity are prepared in accordance with the PSAK 227: "Separate Financial Statements.

PSAK 227 regulates that when an entity elects to present separate financial statements, such statements may only be presented as supplementary information to the consolidated financial statements. Separate financial statements are financial statements presented by a parent entity in which investments in subsidiaries, associates, and jointly controlled entities are accounted for based on direct equity ownership, rather than on the reported results and net assets of the investees.

PSAK 227: Separate Financial Statements that effective since January 1, 2016, allows the use of the cost method and equity method to record the investment in subsidiaries, joint ventures, and associates in the separate financial statements. The Company implemented cost method in the financial statements of the parent entity only as at and for the years ended December 31. 2025 and 2024.

Accounting policies adopted in the preparation of the parent entity separate financial statements are the same as the accounting policies adopted in the preparation of the consolidated financial statements as disclosed in Note 2 to the consolidated financial statements. except for investments in subsidiaries and associates.

The parent entity's functional currency is Indonesian Rupiah. Presentation currency used in the preparation of the separate financial statement is the Indonesian Rupiah. Separate financial statements are prepared for the Company's tax reporting purposes.

b. Investments in shares of stock of subsidiaries and associates

Information about subsidiaries and associates owned by the Group disclosed in Note 2 Consolidated Financial Statements.

The amounts recognized in the statement of financial position are as follows:

LAMPIRAN V
PT PATRA JASA
CATATAN ATAS LAPORAN KEUANGAN ENTITAS INDUK
TANGGAL 31 DESEMBER 2025 DAN UNTUK TAHUN YANG BERAKHIR PADA TANGGAL TERSEBUT
(Disajikan dalam Rupiah, kecuali dinyatakan lain)

ATTACHMENT V
PT PATRA JASA
NOTES TO THE FINANCIAL STATEMENTS OF PARENT ENTITY
TANGGAL 31 DESEMBER 2025 DAN UNTUK TAHUN YANG BERAKHIR PADA TANGGAL TERSEBUT
AS OF DECEMBER 31, 2025
(Expressed in Rupiah, unless otherwise stated)

	2025	2024	
Investasi Saham	96.620.152.001	96.620.152.001	*Share Investment*
	96.620.152.001	96.620.152.001	
Investasi Saham			***Share Investment***
PAR	39.980.000.000	39.980.000.000	*PAR*
MTT	49.140.152.000	49.140.152.000	*MTT*
PWR	7.500.000.000	7.500.000.000	*PWR*
PI	237.600.000	237.600.000	*PI*
Cadangan kerugian penurunan nilai	(237.600.000)	(237.600.000)	*Allowance for impairment*
	96.620.152.001	**96.620.152.001**	

	2025	2024	
Pada awal periode	96.620.152.001	96.620.152.001	*At beginning of period*
Pengurangan	-	-	*Decrease*
Pada akhir tahun	**96.620.152.001**	**96.620.152.001**	***At the end of the year***

Pada tanggal 22 November 2023 PT Wika Realty dan PT Wijaya Karya Bangunan Gedung melakukan pengakhiran uang muka setoran modal sebesar Rp742.500 kepada PWR berdasarkan Kesepakatan Bersama Pemegang Saham pada tanggal 22 November 2023.

On November 22, 2023 PT Wika Realty and PT Wijaya Karya Bangunan Gedung terminate share capital amounting to Rp742.500 to PWR based on the Memorandum of Understanding dated November 22. 2023.

Investasi pada entitas anak dan entitas asosiasi yang dimiliki Perusahaan adalah sebagai berikut:

Investments in subsidiaries and associates owned by the Company are as follow:

Nama Entitas/ ***Name of Entity***	**Kedudukan Usaha/** ***Domiciles***	**Persentase Kepemilikan/** ***Percentage of Ownership***	**Sifat Hubungan/** ***Nature of Relationship***	**Metode Pengukuran/** ***Measurement method***
PAR	Jakarta. Indonesia	99.95%	Pemegang Saham/ *Shareholder*	Biaya/ *Cost*
MTT	Jakarta. Indonesia	96.50%	Pemegang Saham/ *Shareholder*	Biaya/ *Cost*
PWR	Jakarta. Indonesia	60.00%	Pemegang Saham/ *Shareholder*	Biaya/ *Cost*
PI	Jakarta. Indonesia	30.00%	Pemegang Saham/ *Shareholder*	Ekuitas/ *Equity*

2025

Laporan Tahunan

Annual Report

PATRA JASA

TERUS TUMBUH,
TULUS MELAYANI

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