PERTAMINA
NEW & RENEWABLE ENERGY

LAPORAN TAHUNAN **2024** *ANNUAL REPORT*

# **DRIVING** CHANGE, DEFINING **THE FUTURE**

PERTAMINA NEW & RENEWABLE ENERGY



# Informasi yang Disajikan dalam Laporan Tahunan serta Sanggahan dan Batasan Tanggung Jawab

## Information Presented in the Annual Report, Disclaimers and Limitations of Responsibility

Penyusunan Laporan Tahunan PT Pertamina Power Indonesia, disebut juga "PNRE" atau "Perusahaan", tahun 2024 menggunakan referensi dan standar yang berlaku di Indonesia, tempat di mana Perusahaan berdomisili dan mengembangkan kegiatan operasi dan bisnisnya. Meskipun PNRE bukan emiten atau perusahaan publik, parameter dan kriteria standar laporan ini mengacu kepada Peraturan OJK No. 29/POJK.04/2016 tentang Laporan Tahunan Emiten atau Perusahaan Publik, serta Surat Edaran OJK No. 16/SEOJK.04/2021 tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik.

Penyampaian laporan tahunan ini juga mengelaborasi beberapa dokumen Perusahaan, baik itu Rencana Kerja dan Anggaran Perusahaan (RKAP), Rencana Jangka Panjang Perusahaan (RJPP), Laporan Keuangan teraudit, dan Tingkat Kesehatan Perusahaan. Penggunaan berbagai dokumen ini diharapkan memberikan landasan argumentasi yang kuat dalam menghadirkan informasi dan data yang valid.

Laporan Tahunan ini memuat berbagai pernyataan terkait kondisi keuangan, operasi, kebijakan, proyeksi, rencana, strategi, serta tujuan Perusahaan, yang digolongkan sebagai pernyataan ke depan dalam pelaksanaan perundang-undangan yang berlaku. Pernyataan-pernyataan tersebut memiliki prospek risiko serta ketidakpastian, hingga kemungkinan perbedaan dengan perkembangan yang aktual. Berbagai pernyataan prospektif dalam Laporan Tahunan ini disusun berdasarkan asumsi-asumsi mengenai kondisi terkini, serta proyeksi atas situasi mendatang terkait lingkungan bisnis Perusahaan. PNRE tidak dapat menjamin bahwa berbagai dokumen yang telah dipastikan keabsahannya akan membawa hasil yang pasti.

Laporan Tahunan ini memuat kata "PNRE", "Perusahaan", atau "Perseroan" yang mengacu pada PT Pertamina Power Indonesia sebagai penyedia energi baru dan terbarukan. Selain itu, kata "Kami" juga digunakan pada beberapa kesempatan dengan fungsi yang sama, atas pertimbangan kemudahan penyebutan PT Pertamina Power Indonesia.

Untuk dapat meraih pembaca yang lebih beragam dan sesuai ketentuan yang berlaku, laporan ini disajikan dalam 2 (dua) bahasa yaitu Bahasa Indonesia dan Bahasa Inggris. Laporan Tahunan ini dapat dilihat dan diunduh di situs web resmi korporat yaitu www.pertaminanre.com. Selain itu, laporan ini juga memberikan penanda kinerja untuk mempermudah pembaca dan pengguna laporan.

The Preparation of PT Pertamina Power Indonesia's Annual Report, referred to as "PNRE" or "the Company," for the year 2024, is based on the applicable references and standards in Indonesia, where the Company is domiciled and conducts its operations and business activities. Although PNRE is not an issuer or a public company, the parameters and criteria of this report adhere to OJK Regulation No. 29/POJK.04/2016 concerning Annual Reports of Issuers or Public Companies, as well as OJK Circular Letter No. 16/SEOJK.04/2021 regarding the Form and Content of Annual Reports for Issuers or Public Companies.

This annual report also elaborates on several Company documents, including the Company's Work Plan and Budget (RKAP), the Company's Long-Term Plan (RJPP), the audited Financial Statements, and the Company's Health Rating. The use of these various documents is expected to provide a solid foundation for presenting valid information and data.

This Annual Report contains various statements related to the Company's financial condition, operations, policies, projections, plans, strategies, and objectives, which are classified as forward-looking statements under applicable legislation. These statements carry potential risks and uncertainties and may differ from actual developments. The forward-looking statements in this Annual Report are based on assumptions regarding current conditions and projections for the future business environment of the Company. PNRE cannot guarantee that the documents, which have been verified for authenticity, will yield certain results.

This Annual Report uses the terms "PNRE," and "the Company," to refer to PT Pertamina Power Indonesia, the provider of renewable energy. The term "We" is also used on occasion with the same meaning, for ease of reference to PT Pertamina Power Indonesia.

To reach a wider audience and in accordance with applicable regulations, this report is presented in two languages: Indonesian and English. The Annual Report can be viewed and downloaded from the official corporate website at www.pertaminanre.com. Additionally, the report provides performance indicators to assist readers and users of the report.

# Tema Sampul

## Cover Theme



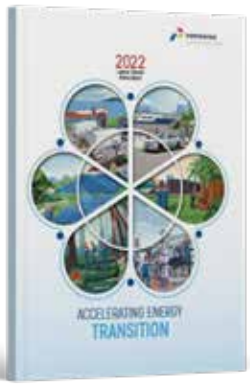

# 2024 Driving Change, Defining The Future

Tahun 2024 menjadi momen di mana PNRE tidak hanya melampaui batas teknis dan operasional, tetapi juga memperluas makna dari energi itu sendiri. Melalui keberanian mengeksplorasi jalur-jalur baru seperti pengembangan bioenergi dari tebu dan aren, serta uji teknologi energi alternatif, PNRE membuktikan komitmennya untuk terus bergerak ke depan, bahkan saat medan yang ditempuh belum pernah dijajaki sebelumnya.

"*Driving Change, Defining The Future*" menggambarkan semangat untuk tidak hanya menyediakan energi yang berkelanjutan, namun juga upaya menciptakan dampak sosial, lingkungan, dan inovasi yang jauh melampaui ekspektasi. PNRE tidak hanya menghasilkan energi, tetapi juga menjadi penggerak perubahan dan katalisator masa depan.

The year 2024 marked a moment when PNRE not only surpassed technical and operational limits but also expanded the very meaning of energy itself. Through its bold exploration of new pathways, such as the development of bioenergy from sugarcane and palm sugar, as well as testing alternative energy technologies, PNRE demonstrated its commitment to moving forward, even in uncharted territories.

"Driving Change, Defining The Future" reflects the spirit of not only providing sustainable energy but also making a profound impact in the social, environmental, and innovation sectors, far beyond expectations. PNRE is not just a producer of energy; it is a driver of change and a catalyst for the future.







## 2022

### Accelerating Energy Transition

Dengan telah menjadi Subholding Power & New Renewable Energy, pada tahun 2022 PT Pertamina Power Indonesia mempertajam strategi dalam menjalankan mandat untuk membangun *green businesses* Pertamina.

With the transformation into a Subholding Power & New Renewable Energy, in 2022 PT Pertamina Power Indonesia sharpened its strategies in carrying out the mandate to build Pertamina's green businesses.

Optimalisasi sumber daya, kolaborasi dengan mitra- mitra strategis, upaya agresif mencari peluang bisnis, serta eksekusi proyek yang efisien dilakukan untuk mempercepat transisi energi.

Optimization of resources, collaboration with strategic partners, aggressive efforts to seek business opportunities, and efficient project execution are being pursued to accelerate the energy transition.

*Brand transformation* menjadi Pertamina New & Renewable Energy ("Pertamina NRE") yang dilakukan juga mendukung Perseroan untuk fokus dalam *green businesses* dan transisi energi.

The brand transformation into Pertamina New & Renewable Energy ("Pertamina NRE") also supports the Company's focus on green businesses and energy transition.

## 2021

### Building Collaboration Towards Energy Transition

Pertamina Power Indonesia mendapatkan mandat untuk melakukan transisi energi Pertamina sejak 2020. Pada tahun 2021, Pertamina Power Indonesia semakin agresif menjalankan amanah tersebut.

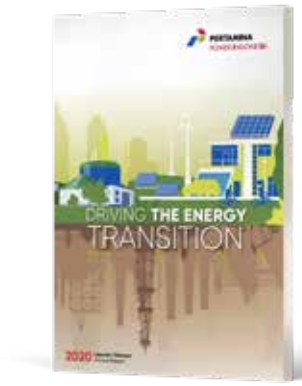
Pertamina Power Indonesia has been mandated to implement Pertamina's energy transition since 2020. In 2021, Pertamina Power Indonesia was increasingly aggressive in carrying out this mandate.

Untuk mewujudkan transisi energi, Pertamina Power Indonesia berkolaborasi dengan berbagai mitra strategis, baik dengan antar subholding Pertamina, antar BUMN, maupun dengan mitra strategis lain.

To achieve the energy transition, Pertamina Power Indonesia collaborates with various strategic partners, both with Pertamina sub holdings, between SOEs, and with other strategic partners.

Di sisi lain Pertamina Power Indonesia juga menjadi mitra strategis pemerintah dalam kolaborasi mewujudkan transisi energi Indonesia dan mencapai target net zero emission tahun 2060.

On the other hand, Pertamina Power Indonesia is also a strategic partner of the government in the collaboration to achieve Indonesia's energy transition and reach the target of net zero emissions by 2060.




# 2020

## The Energy Transition

PT Pertamina Power Indonesia (PPI) terus berupaya untuk mendukung Pemerintah Republik Indonesia dalam meningkatkan bauran energi dan mempersiapkan transisi energi di masa depan. Hal tersebut diwujudkan dalam penyediaan energi-energi bersih yang diimplementasikan melalui Pembangkit Listrik Tenaga Biogas (PLTBg), Pembangkit Listrik Tenaga Gas Uap (PLTGU), Pembangkit Listrik Tenaga Surya (PLTS) dan lainnya.

PT Pertamina Power Indonesia (PPI) continues striving to support the Government of the Republic of Indonesia in increasing the energy mix and preparing for a future energy transition. This is manifested in the provision of clean energy through Biogas Power Plants (PLTBg), Steam Gas Power Plants (PLTGU), Solar Power Plants (PLTS) and others.

Hingga saat ini, kami telah memiliki portofolio energi bersih seperti PLTS di Kawasan Badak LNG Bontang dengan kapasitas terpasang 4 MW, PLTS SPBU 257,4 kWp, PLTBg Sei Mangkei 2,4 MW, dan beberapa proyek lainnya yang sedang digarap.

Until today, we have already had a clean energy portfolio such as the solar power plant (PLTS) in the Badak LNG Bontang area with an installed capacity of 4 MW, PLTS SPBU 257.4 kWp, PLTBg Sei Mangkei 2.4 MW, and several other projects that are being worked on.

Hal ini menjadi suatu kebanggaan tersendiri bagi kami untuk melaksanakan amanah dan mengawal program transisi energi melalui penyediaan energi bersih dalam rangka menciptakan masa depan energi yang berkelanjutan.

We are proud to carry out the mandate and oversee the energy transition program by providing clean energy to create a future with sustainable energy.



# Daftar Isi

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# Mengintegrasikan Energi untuk Kebutuhan Nasional

## Integrating Energy for National Needs

"Pertamina memiliki peran strategis dalam menyediakan energi yang dibutuhkan Indonesia untuk menggerakkan seluruh sendi-sendi kehidupan. Atas tanggung jawab tersebut, Pertamina membangun jaringan bisnis yang terintegrasi, mulai dari hulu hingga hilir. Sejak 12 Juni 2020, Pertamina membentuk 6 (enam) subholding, yaitu Upstream Subholding, Gas Subholding, Refining and Petrochemical Subholding, NRE Subholding, Commercial and Trading Subholding, dan Integrated Marine Logistics Subholding."

Pertamina holds a strategic role in supplying the energy required by Indonesia to power every aspect of life. To fulfill this responsibility, Pertamina has developed an integrated business network that spans from upstream to downstream. Since June 12, 2020, Pertamina has established six subholdings: Upstream Subholding, Gas Subholding, Refining & Petrochemical Subholding, NRE Subholding, Commercial and Trading Subholding, and Integrated Marine Logistics Subholding."



Negara Republik Indonesia
Republic of Indonesia

**PERTAMINA**

Holding BUMN Migas
Holding of Oil and Gas State-Owned Enterprises

**PERTAMINA HULU ENERGI**
Upstream Subholding

**PERTAMINA GAS NEGARA**
Gas Subholding

**PERTAMINA KILANG PERTAMINA INTERNASIONAL**
Refining and Petrochemicals Subholding

**PERTAMINA NEW & RENEWABLE ENERGY**
NRE Subholding

**PERTAMINA PATRA NIAGA**
Commercial and Trading Subholding

**PERTAMINA INTERNATIONAL SHIPPING**
Integrated Marine Logistics Subholding

JAWA SATU POWER
JAWA SATU REGAS
PERTAMINA GEOTHERMAL ENERGY
IBC

# Proyek Energi Baru dan Terbarukan

New and Renewable Energy Projects

PNRE terus melakukan inovasi dan perbaikan untuk memenuhi aspirasi terbentuknya ekosistem energi baru dan terbarukan nasional. Tak hanya berdampak bagi masyarakat, PNRE menjadikan Prinsip ini sebagai kelangsungan usaha dalam pengembangan operasi dan bisnisnya.

PNRE continues to innovate and improve to fulfill the aspiration of creating a national ecosystem for new and renewable energy. Not only benefiting society, PNRE also regards this principle as key to the sustainability of its operations and business development.



PLTBG Sei Mangkei menyerap limbah dengan potensi bahaya 40 kali lebih tinggi bagi lingkungan, untuk kemudian diolah menjadi pembangkit listrik hingga mendatangkan kebermanfaatan.

The Sei Mangkei PLTBG absorbs waste with a hazardous potential 40 times higher for the environment, which is then processed into electricity generation, bringing about significant benefits.

# Perdagangan Karbon: Menyambut Lanskap Baru Pertumbuhan Ekonomi

## Carbon Trading: Welcoming a New Landscape for Economic Growth



PNRE menjadi pionir dalam perdagangan karbon dalam IDXCarbon yang digelar Bursa Efek Indonesia (BEI). Sebagai penyedia unit karbon pada perdagangan perdana IDXCarbon tertanggal 26 September 2023, PNRE telah mencatatkan dirinya sebagai salah satu pelaku usaha yang secara nyata mendukung penuh target nihil emisi Indonesia di tahun 2060.

"PNRE has become a pioneer in carbon trading on IDXCarbon, organized by the Indonesia Stock Exchange (IDX). As a provider of carbon units in the inaugural IDXCarbon trade on September 26, 2023, PNRE has established itself as one of the key players actively supporting Indonesia's target of achieving net-zero emissions by 2060.

Di tahun 2024, PNRE mencatatkan penjualan tertinggi unit karbon di IDXCarbon dengan volume mencapai 380.183 $tCO^2e$ sehubungan dengan hal tersebut total penjualan karbon yang diperoleh sampai dengan 2024 mencapai 863.295 $tCO_2e$.

In 2024, PNRE recorded the highest carbon unit sales on IDXCarbon, with a volume reaching 380,183 $tCO_2e$. In connection with this, the total carbon sales accumulated up to 2024 reached 863,295 $tCO_2e$.

# KINERJA 2024
## 2024 Performance



**Keandalan Pembangkit dengan Equivalent Availability Factor (EAF)**
Power Plant Reliability with an Equivalent Availability Factor (EAF)

**97,38%**

**Tingkat keandalan operasional pembangkit dengan EAF memiliki rata-rata di atas 95%. EAF tertinggi dalam 5 tahun terakhir adalah pada tahun 2020 sebesar 99,40%, menunjukkan performa optimal. Meskipun terdapat fluktuasi pada beberapa tahun, EAF tetap stabil dan konsisten hingga mencapai 97,38% pada 2024 meningkat 0,18% dibandingan dengan tahun 2023 yaitu 97,20%, hal ini mencerminkan pengelolaan yang andal dan efisien.**
The average operational reliability of the power plant, measured by the EAF, has remained above 95%. The highest EAF in the past five years was recorded in 2020 at 99.40%, indicating optimal performance. Despite some fluctuations in certain years, the EAF has remained stable and consistent, reaching 97.38% in 2024—an increase of 0.18% compared to 97.20% in 2023. This reflects reliable and efficient management.

**Jumlah Kapasitas Terpasang**
Installed Capacity

**2.502,12 MW**

**Meningkat 0,07% dari tahun sebelumnya sebesar 2.500,45 MW.**
Increased by 0.07% from the previous year of 2,500.45 MW.

**Keandalan Pembangkit dengan Equivalent Forced Outage Rate (EFOR)**
Power Plant Reliability with an Equivalent Forced Outage Rate (EFOR)

**0,22%**

**Tingkat gangguan tak terencana (EFOR) berada di level sangat rendah, menunjukkan keandalan operasional yang tinggi. EFOR tertinggi dalam 5 tahun terakhir terjadi pada 2021 sebesar 1,46%, namun terus membaik hingga mencapai 0,22% pada 2024. Capaian ini mencerminkan pemeliharaan dan pengelolaan pembangkit yang efektif dan responsif terhadap potensi gangguan.**
The level of unplanned outages (EFOR) is very low, indicating high operational reliability. The highest EFOR in the past five years occurred in 2021 at 1.46%, but has consistently improved, reaching 0.22% in 2024. This achievement reflects effective maintenance and responsive power plant management in addressing potential disruptions.

**Jumlah Produksi Listrik**
Electricity Production

**8.475,35 GWh**

**Mengalami kenaikan 55,44% dari tahun sebelumnya sebanyak 5.451,60 GWh.**
Increased by 55.44% from the previous year of 5.451,60 GWh.

**Pendapatan**
Revenue

**USD416,81 juta/million**

**Meningkat 1,28% dari tahun sebelumnya sebesar USD411,54 juta.**
Increased by 1.28% from the previous year of USD 411.54 million.

**PNRE terus berupaya mendorong kinerja operasi dan aspek keekonomian, agar mampu menjaga profitabilitasnya secara berkelanjutan**
PNRE continues to strive to enhance operational performance and economic aspects, aiming to maintain its profitability sustainably.

**USD135,63 juta/million**

**Laba Tahun Berjalan**
Profit for the Year

**Terkoreksi 7,48% dari tahun sebelumnya sebesar USD146,60 juta.**
Decreased by 7.48% from the previous year of USD146.60 million.



**Jumlah Liabilitas**
Total Liabilities

# USD1,04
**miliar/**billion

Meningkat 1,87% dari tahun sebelumnya sebesar USD1,02 miliar.
Increased 1.87% from the previous year of USD1.02 billion.

**Jumlah Aset**
Total Assets

# USD3,38
**miliar/**billion

**Tumbuh 3,28% dari tahun sebelumnya sebesar USD3,28 miliar.**
Growing 3.28% from the previous year of USD3.28 billion.

**Jumlah Ekuitas**
Total Equity

**Tumbuh 3,92% dari tahun sebelumnya sebesar USD2,26 miliar.**
Growing 3.92% from the previous year of USD2.26 billion.

**miliar/**billion
# USD2,35

**Saldo Kas dan Setara Kas**
Cash and Cash Equivalents

**Mengalami kenaikan 4,32% dari tahun sebelumnya sebesar USD716,60 juta.**
Increased by 4.32% from the previous year of USD716.60 million.

**miliar/**billion
# USD747,52



## "SANGAT BAIK"

Penilaian Penerapan GCG Hasil penilaian penerapan GCG tahun 2024, meningkat dari tahun sebelumnya dengan skor sebesar 85,85 juga dengan predikat "Sangat Baik"

## "VERY GOOD"

GCG Implementation Assessment
The results of the GCG implementation assessment for 2024 showed an improvement from the previous year, with a score of 85.85 a "Very Good" rating.

**4,07%**
**Imbal Hasil Aset**
Return on Assets

**12,83%**
**Imbal Hasil Investasi**
Return on Investment

**59,22%**
**Marjin Laba Kotor**
Gross Profit Margin

**32,54%**
**Marjin Laba Bersih**
Net Profit Margin

**288,94%**
**Rasio Kas**
Cash Ratio

**358,40%**
**Rasio Lancar**
Current Ratio

**22,61%**
**Rasio Liabilitas terhadap Aset**
Liabilities to Assets Ratio

**9,45 Kali/*Times***
**Time Interest Earned (TIE) Ratio**
Time Interest Earned (TIE) Ratio

01

# Performa 2024

Performance Highlights 2024





# Ikhtisar Data Keuangan Penting

## Highlights of Key Financial Data

**dalam Ribuan Dolar Amerika, kecuali dinyatakan lain**
in Thousands of US Dollars, unless otherwise stated

| Perihal<br>Subject | 2024 | 2023 | 2022 | 2021 | 2020** | YoY<br>2023-2024<br>(%) | CAGR<br>2020-2024<br>(%) |
|---|---|---|---|---|---|---|---|
| Pendapatan<br>Revenue | 416.815 | 411.541 | 388.591 | 370.984 | 356.097 | 1,28 ↑ | 3,20 ↑ |
| Beban Pokok Pendapatan dan Beban Langsung Lainnya<br>Cost of Revenue and Other Direct Cost | (169.960) | (160.584)* | (174.596) | (183.095) | (164.801) | 5,84 ↑ | 0,62 ↑ |
| Laba Bruto<br>Gross Profit | 246.855 | 250.957* | 213.995 | 187.889 | 191.296 | (1,63) ↑ | 5,23 ↑ |
| Beban Umum dan Administrasi<br>General and Administrative Expenses | (65.820) | (52.887)* | (33.777) | (19.112) | (10.864) | 24,45 ↑ | 43,38 ↑ |
| Laba Usaha<br>Operating Profit | 181.035 | 198.070 | 180.218 | 168.777 | 180.432 | (8,60) ↓ | 0,07 ↑ |
| Bagian atas Laba Neto Entitas Asosiasi dan Ventura Bersama<br>Share in Net Profit of Associate and Joint Ventures | 846 | 5.729 | 4.523 | 5.716 | 5.235 | (85,23) ↓ | (30,55) ↓ |
| Pendapatan/(Beban) Keuangan<br>Finance Income/(Costs) | 11.479 | 7.355 | (6.615) | (11.710) | (19.357) | 56,07 ↑ | (190,08) ↓ |
| Pendapatan/(Beban) Lain-Lain, Bersih<br>Other Income/(Expenses), Net | 10.053 | 12.990 | 7.220 | (36.787) | (41.742) | (22,61) ↓ | (175,22) ↓ |
| Laba Sebelum Beban Pajak Penghasilan<br>Profit Before Income Tax Expense | 203.413 | 224.144 | 185.346 | 125.996 | 124.568 | (9,25) ↓ | 10,30 ↑ |
| Beban Pajak Penghasilan<br>Income Tax Expense | (67.780) | (77.544) | (67.294) | (44.361) | (37.658) | (12,59) ↓ | 12,47 ↑ |
| Laba Tahun Berjalan Sebelum Efek Penyesuaian Penggabungan Usaha<br>Profit for the Year Before the Effect of Merging Entities Income Adjustment | 135.633 | 146.600 | 118.052 | 81.635 | 86.910 | (7,48) ↓ | 9,31 ↑ |
| Laba Penggabungan Usaha<br>Merging Entities Income | - | - | - | (64.172) | (72.832) | - - | - - |
| Laba Tahun Berjalan<br>Profit for the Year | 135.633 | 146.600 | 118.052 | 17.463 | 14.078 | (7,48) ↓ | 57,31 ↑ |
| Penghasilan Komprehensif Lain<br>Other Comprehensive Income | 6.120 | (457) | 55.273 | (24.037) | (5.259) | (1.439,17) ↓ | (203,08) ↓ |
| Jumlah Penghasilan Komprehensif Tahun Berjalan<br>Total Comprehensive Income for the Year | 141.753 | 146.143 | 173.325 | (6.574) | 8.819 | (3,00) ↓ | 74,27 ↑ |
| Laba Tahun Berjalan yang Dapat Diatribusikan kepada:<br>Profit for the Year Attributable To: | | | | | | | |

**dalam Ribuan Dolar Amerika, kecuali dinyatakan lain**
in Thousands of US Dollars, unless otherwise stated

| Perihal<br>Subject | 2024 | 2023 | 2022 | 2021 | 2020** | YoY<br>2023-2024<br>(%) | CAGR<br>2020-2024<br>(%) |
|---|---|---|---|---|---|---|---|
| Pemilik Entitas Induk<br>Owners of the Parent Entity | 85.793 | 95.930 | 107.910 | 10.711 | 14.078 | (10,57) ↓ | 43,54 ↑ |
| Kepentingan Non-Pengendali<br>Non-Controlling Interest | 49.840 | 50.670 | 10.142 | 6.752 | - | (1,64) ↓ | - - |
| Jumlah<br>Total | 135.633 | 146.600 | 118.052 | 17.463 | 14.078 | (7,48) ↓ | 57,31 ↑ |
| Jumlah Penghasilan Komprehensif Tahun Berjalan yang Dapat Diatribusikan kepada:<br>Total Comprehensive Income For the Year Attributable To: | | | | | | | |
| Pemilik Entitas Induk<br>Owners of the Parent Entity | 92.894 | 94.501 | 163.183 | (13.326) | 8.819 | (1,70) ↓ | 60,15 ↑ |
| Kepentingan Non-Pengendali<br>Non-Controlling Interest | 48.859 | 51.642 | 10.142 | 6.752 | 0 | (5,39) ↓ | - - |
| Jumlah<br>Total | 141.753 | 146.143 | 173.325 | (6.574) | 8.819 | (3,00) ↓ | 74,27 ↑ |
| EBITDA | 309.300,12 | 330.979,87 | 297.841,80 | 295.114,00 | 281.448,00 | (6,55%) ↓ | 2,37% ↑ |
| Laba per Saham (USD per lembar saham)***<br>Earnings per Share (USD per share)*** | 2,92 | 3,27 | 3,67 | 0,36 | 0,48 | (10,57) ↓ | 43,54 ↑ |

***) Direklasifikasi.**
****) Disajikan kembali sehubungan dengan penerapan retrospektif PSAK 38 (Revisi 2012) Kombinasi Bisnis Entitas Sepengendali sehubungan dengan akuisisi PGE (Catatan 1b).**
*****) Laba per saham dihitung dengan membagi laba tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk dengan jumlah saham yang beredar di tahun buku.**
*) Reclassified.
**) Restated in connection with the retrospective application of PSAK 38 (2012 Revision) on Business Combinations of Entities Under Common Control related to the acquisition of PGE (Note 1b).
***) Earnings per share is calculated by dividing the profit for the year attributable to owners of the parent entity by the number of shares outstanding during the financial year.

## Posisi Keuangan Konsolidasian
Consolidated Financial Position

**dalam Ribuan Dolar Amerika, kecuali dinyatakan lain**
in Thousands of US Dollars, unless otherwise stated

| Perihal<br>Subject | 2024 | 2023 | 2022 | 2021 | 2020* | YoY<br>2023-2024<br>(%) | CAGR<br>2020-2024<br>(%) |
|---|---|---|---|---|---|---|---|
| Aset<br>Assets | | | | | | | |
| Aset Lancar<br>Current Assets | | | | | | | |
| Kas dan Setara Kas<br>Cash and cash equivalents | 747.524 | 716.602 | 288.439 | 153.743 | 282.829 | 4,32 ↑ | 21,46 ↑ |
| Aset Lancar Lainnya<br>Other Current Assets | 179.714 | 192.252 | 174.629 | 157.073 | 166.233 | (6,52) ↓ | 1,57 ↑ |
| Jumlah Aset Lancar<br>Total Current Assets | 927.238 | 908.854 | 463.068 | 310.816 | 449.062 | 2,02 ↑ | 15,61 ↑ |
| Aset Tidak Lancar<br>Non-Current Assets | | | | | | | |
| Aset Panas Bumi – Bersih<br>Geothermal Assets - Net | 2.024.607 | 1.941.009 | 1.901.716 | 1.957.307 | 2.078.024 | 4,31 ↑ | (0,52) ↓ |
| Investasi Jangka Panjang<br>Long Term Investment | 150.899 | 139.406 | 122.431 | 56.199 | - | 8,24 ↑ | - - |
| Aset Tidak Lancar Lainnya<br>Other Non-Current Assets | 282.785 | 288.726 | 260.510 | 260.298 | 162.929 | (2,06) ↓ | 11,66 ↑ |
| Jumlah Aset Tidak Lancar<br>Total Non-Current Assets | 2.458.291 | 2.369.141 | 2.284.657 | 2.273.804 | 2.240.953 | 3,76 ↑ | 1,87 ↑ |
| Jumlah Aset<br>Total Assets | 3.385.529 | 3.277.995 | 2.747.725 | 2.584.620 | 2.690.015 | 3,28 ↑ | 4,71 ↑ |
| Liabilitas dan Ekuitas<br>Liabilities and Equity | | | | | | | |
| Liabilitas<br>Liabilities | | | | | | | |

## Posisi Keuangan Konsolidasian
Consolidated Financial Position

dalam Ribuan Dolar Amerika, kecuali dinyatakan lain
in Thousands of US Dollars, unless otherwise stated

| Perihal<br>Subject | 2024 | 2023 | 2022 | 2021 | 2020* | YoY 2023-2024 (%) | CAGR 2020-2024 (%) |
|---|---|---|---|---|---|---|---|
| Liabilitas Jangka Pendek<br>Current Liabilities | 258.715 | 267.144 | 820.671 | 218.114 | 682.381 | (3,16) ↓ | (17,63) ↓ |
| Liabilitas Jangka Panjang<br>Non-Current Liabilities | 779.712 | 752.236 | 363.518 | 969.804 | 854.489 | 3,65 ↑ | (1,81) ↓ |
| Jumlah Liabilitas<br>Total Liabilities | 1.038.427 | 1.019.380 | 1.184.189 | 1.187.918 | 1.536.870 | 1,87 ↑ | (7,54) ↓ |
| Ekuitas<br>Equity | | | | | | | |
| Ekuitas yang Diatribusikan kepada Pemilik Entitas Induk<br>Equity Attributable to Owners of the Parent Entity | 1.605.347 | 1.534.434 | 1.460.710 | 1.295.959 | 1.153.290 | 4,62 ↑ | 6,84 ↑ |
| Ekuitas yang Diatribusikan kepada Kepentingan Non-Pengendali<br>Equity Attributable to Non-Controlling Interests | 741.755 | 724.181 | 102.826 | 100.743 | (145) | 2,43 ↑ | (651,80) ↓ |
| Jumlah Ekuitas<br>Total Equity | 2.347.102 | 2.258.615 | 1.563.536 | 1.396.702 | 1.153.145 | 3,92 ↑ | 15,27 ↑ |
| Jumlah Liabilitas dan Ekuitas<br>Total Liabilities and Equity | 3.385.529 | 3.277.995 | 2.747.725 | 2.584.620 | 2.690.015 | 3,28 ↑ | 4,71 ↑ |

*) Disajikan kembali sehubungan dengan penerapan retrospektif PSAK 38 (Revisi 2012) Kombinasi Bisnis Entitas Sepengendali sehubungan dengan akuisisi PGE (Catatan 1b).
*) Restated in connection with the retrospective application of PSAK 38 (2012 Revision) on Business Combinations of Entities Under Common Control related to the acquisition of PGE (Note 1b).

## Arus Kas
Cash flow

dalam Ribuan Dolar Amerika, kecuali dinyatakan lain
in Thousands of US Dollars, unless otherwise stated

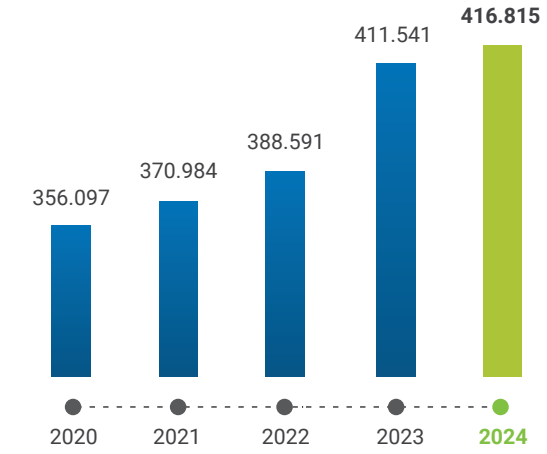
| Perihal<br>Subject | 2024 | 2023 | 2022 | 2021 | 2020** | YoY 2023-2024 (%) | CAGR 2020-2024 (%) |
|---|---|---|---|---|---|---|---|
| Arus kas dari aktivitas operasi<br>Cash flows from operating activities | 242.244 | 236.530* | 203.019 | 241.201 | 222.331 | 2,42 ↑ | 1,73 ↑ |
| Arus kas dari/(digunakan untuk) Investasi<br>Cash flows from/(used for) Investment | (106.995) | (100.800) | (29.263) | (195.465) | (33.656) | 6,15 ↑ | 26,03 ↑ |
| Arus kas dari/ (digunakan untuk) pendanaan<br>Cash flows from/(used for) financing | (115.680) | 292.471* | (35.775) | (174.032) | (149.219) | (139,55) ↓ | (4,96) ↓ |
| Kenaikan (Penurunan) Neto kas dan setara kas<br>Net Increase (Decrease) in cash and cash equivalents | 19.569 | 428.201 | 137.981 | (128.296) | 39.456 | (95,43) ↓ | (13,09) ↓ |
| Kas dan setara kas awal tahun<br>Cash and cash equivalents at the beginning of the year | 716.602 | 288.439 | 153.473 | 282.829 | 245.170 | 148,44 ↑ | 23,93 ↑ |
| Efek Perubahan Nilai Kurs Pada Kas dan Setara Kas<br>Effect of Exchange Rate Changes on Cash and Cash Equivalents | 11.353 | (38) | (3.285) | (790) | (1.797) | (29.976,32) ↓ | (244,58) ↓ |
| Kas dan setara kas akhir tahun<br>Cash and cash equivalents at end of the year | 747.524 | 716.602 | 288.439 | 153.743 | 282.829 | 4,32 ↑ | 21,46 ↑ |

*) Direklasifikasi.
**) Disajikan kembali kembali sehubungan dengan penerapan retrospektif PSAK 38 (Revisi 2012) Kombinasi Bisnis Entitas Sepengendali sehubungan dengan akuisisi PGE (Catatan 1b).
*) Reclassified.
**) Restated in connection with the retrospective application of PSAK 38 (2012 Revision) on Business Combinations of Entities Under Common Control related to the acquisition of PGE (Note 1b).

## Pendapatan

Revenue

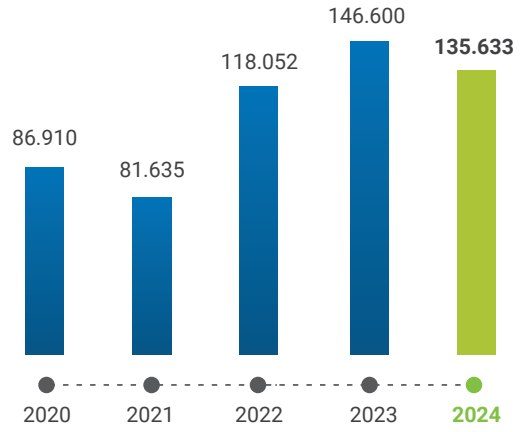
**USD-ribu**
USD-thousand




## Laba Tahun Berjalan

Profit for the Year

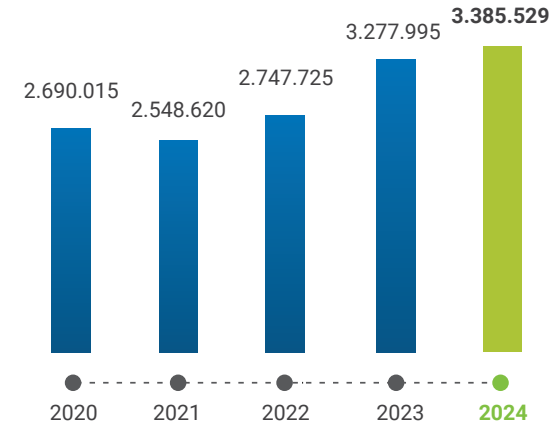
**USD-ribu**
USD-thousand




## Jumlah Aset

Total Assets

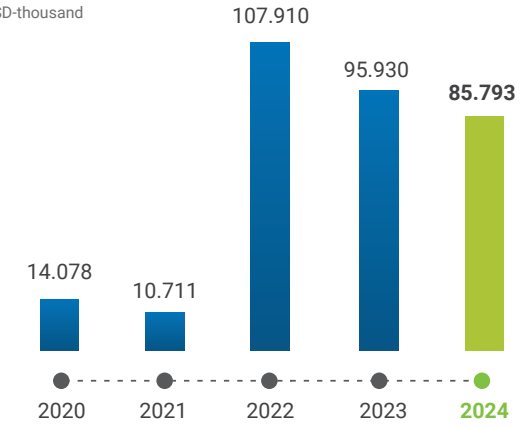
**USD-ribu**
USD-thousand




## Laba Tahun Berjalan yang Dapat Diatribusikan kepada Pemilik Entitas Induk

Profit for the Year Attributable to Owners of the Parent Entity

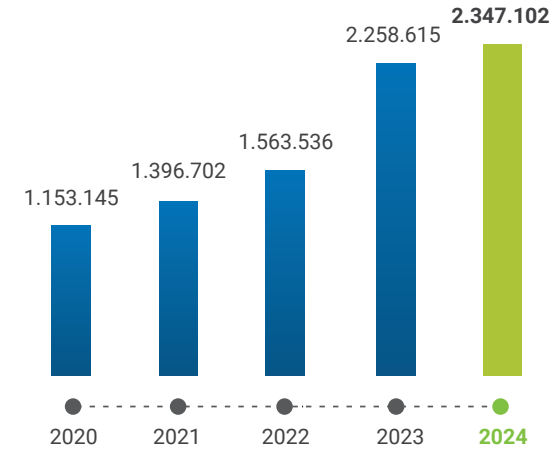
**USD-ribu**
USD-thousand




## Jumlah Ekuitas

Total Equity

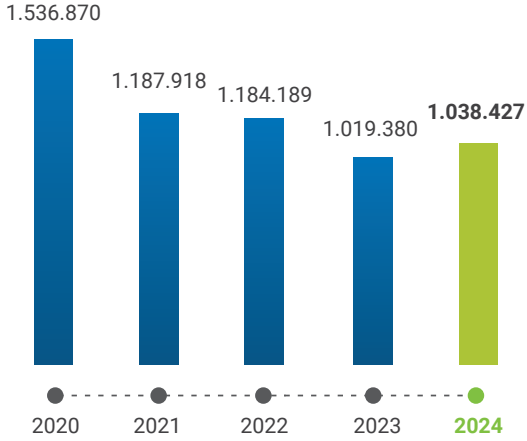
**USD-ribu**
USD-thousand




## Jumlah Liabilitas

Total Liabilities

**USD-ribu**
USD-thousand



## Rasio-rasio Keuangan Penting
Key Financial Ratios

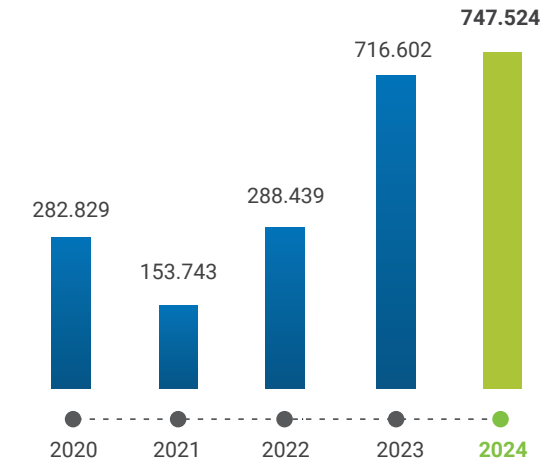
| Perihal<br>Subject | Satuan<br>Unit | 2024 | 2023 | 2022 | 2021 | 2020* | Kenaikan (Penurunan) 2023-2024<br>Increase (Decrease) 2023-2024 | |
|---|---|---|---|---|---|---|---|---|
| Profitabilitas<br>Profitability | | | | | | | | |
| Imbal Hasil atas Aset<br>Return on Assets | % | 4,07 | 4,87 | 4,43 | 3,10 | 3,22 | (0,80) | ↓ |
| Imbal Hasil atas Ekuitas<br>Return on Equity | % | 5,78 | 6,49 | 7,55 | 5,84 | 7,54 | (0,71) | ↓ |
| Imbal Hasil atas Investasi<br>Return on Investment | % | 12,83 | 12,85 | 14,75 | 15,39 | 14,94 | (0,02) | ↓ |
| Marjin Laba Kotor<br>Gross Profit Margin | % | 59,22 | 55,85 | 55,07 | 50,65 | 53,72 | 3,37 | ↑ |
| Marjin Laba Operasi<br>Operating Profit Margin | % | 43,43 | 48,13 | 46,38 | 45,49 | 50,67 | (4,70) | ↓ |
| Marjin Laba Bersih<br>Net Profit Margin | % | 32,54 | 35,62 | 30,38 | 22,00 | 24,41 | (3,08) | ↓ |
| Kemampuan Beroperasi<br>Operating Capability | | | | | | | | |
| Perputaran Jumlah Aset<br>Total Asset Turnover | % | 16,21 | 16,00 | 19,69 | 22,94 | 21,64 | 0,21 | ↑ |
| Kolektibilitas Piutang<br>Receivables Collectibility | hari | 60 | 62 | 61 | 64 | 73 | (2,00) | ↓ |
| Rasio Likuiditas<br>Liquidity Ratio | | | | | | | | |
| Rasio Kas<br>Cash Ratio | % | 288,94 | 268,25 | 35,15 | 70,49 | 41,45 | 20,69 | ↑ |
| Rasio Lancar<br>Current Ratio | % | 358,40 | 340,21 | 56,43 | 142,50 | 65,81 | 18,19 | ↑ |
| Rasio Solvabilitas<br>Solvency Ratio | | | | | | | | |
| Liabilitas terhadap Ekuitas<br>Liabilities to Equity | % | 32,62 | 32,10 | 60,37 | 68,59 | 89,32 | 12,14 | ↑ |
| Liabilitas terhadap Aset<br>Liabilities to Assets | % | 22,61 | 22,12 | 34,35 | 37,06 | 38,29 | 8,55 | ↑ |
| Ekuitas terhadap Aset<br>Equity to Assets | % | 69,33 | 68,90 | 56,90 | 54,04 | 42,87 | 0,43 | ↑ |
| Time Interest Earned (TIE) Ratio | kali | 9,45 | 13,54 | 19,25 | 20,24 | 12,18 | (4,09) | ↓ |

***) Disajikan kembali dalam rangka Disajikan kembali kembali sehubungan dengan penerapan retrospektif PSAK 38 (Revisi 2012) Kombinasi Bisnis Entitas Sepengendali sehubungan dengan akuisisi PGE (Catatan 1b).**
*) Restated in connection with the retrospective application of PSAK 38 (2012 Revision) on Business Combinations of Entities Under Common Control related to the acquisition of PGE (Note 1b).

## Kas dan Setara Kas

Cash and Cash Equivalents

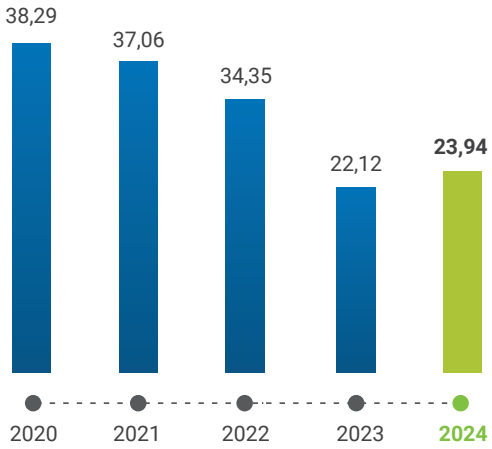
**USD-ribu**
USD-thousand




## Liabilitas terhadap Aset

Liabilities to Assets

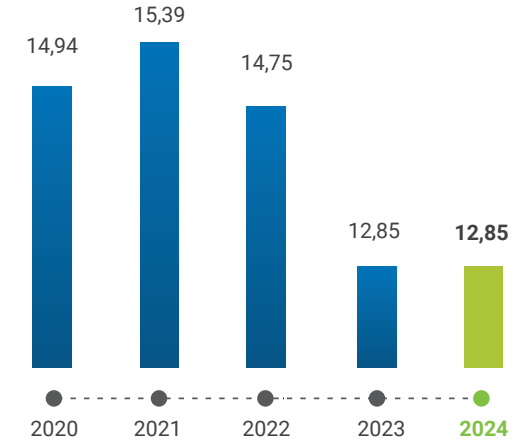
**%**
%




## Imbal Hasil atas Investasi

Return on Investment

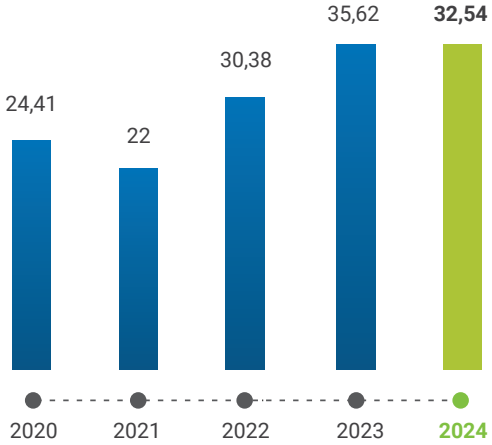
**%**
%




## Marjin Laba Bersih

Net Profit Margin

**%**
%



# Ikhtisar Operasi, HSSE, dan Investasi

## Highlights of Operations, HSSE, and Investment

### Kinerja Operasi
Operational Performance

| Perihal<br>Subject | Satuan<br>Unit | 2024 | 2023 | 2022 | 2021 | 2020 | YoY 2023-2024 (%) | CAGR 2020-2024 (%) |
|---|---|---|---|---|---|---|---|---|
| Kapasitas Terpasang<br>Installed Capacity | Megawatt (MW) | 2.502,12 | 2.500,45 | 2.471,39* | 1.567,68 | 680,70 | 0,19 ↑ | 29,74 ↑ |
| Produksi Listrik<br>Electricity generated | Gigawatt Hour (GWh) | 8.475,35 | 5.451,60 | 4.658,82 | 4.686,12 | 4.637,91 | 55,47 ↑ | 12,82 ↑ |
| Keandalan Pembangkit dengan EAF | (%) | 97,38 | 97,20 | 95,95 | 95,78 | 98,20 | 0,18 ↑ | |
| Keandalan Pembangkit dengan EFOR | (%) | 0,22 | 0,21 | 0,46 | 1,46 | 0,60 | 0,01 ↑ | |

***) Tidak termasuk kapasitas dari PLTS skema jual putus.**
*) Excludes the capacity from Solar Power Plant with buy outright scheme

### Kinerja HSSE
HSSE Performance

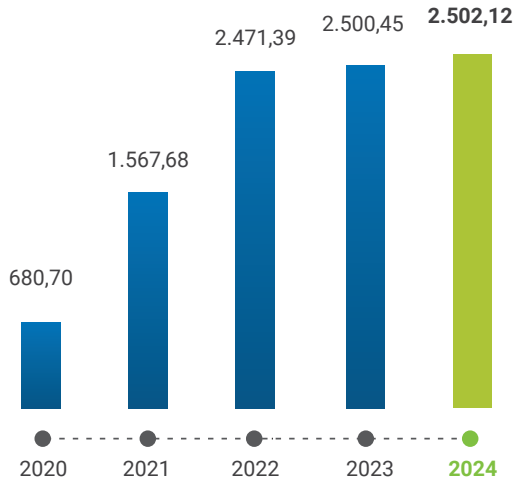
| Perihal<br>Subject | Satuan<br>Unit | 2024 | 2023 | 2022 | 2021 | 2020 | Kenaikan (Penurunan) 2023-2024 (%)<br>Increase (Decrease) 2023-2024 (%) |
|---|---|---|---|---|---|---|---|
| Jumlah Jam Kerja<br>Total Working Hours | jam<br>hours | 7.363.996 | 9.607.092 | 10.140.785 | 15.231.558* | 24.693.135 | (28,82) ↓ |
| Jumlah Jam Kerja Hilang<br>Total Lost Working Hours | *rate* | 48 | - | 776 | - | - | - - |
| Jumlah Kecelakaan Kerja (Kematian)<br>Total Work Accidents (Fatality) | kasus<br>cases | - | - | - | - | - | - - |
| Jumlah Kecelakaan Kerja<br>Total Work Accidents | kasus<br>cases | - | - | 1** | - | - | - - |
| Kebakaran<br>Fire | kasus<br>cases | - | - | - | - | - | - - |
| Penanganan Medis<br>Medical Treatment | kasus<br>cases | 4***** | 3**** | 1*** | 8 | 2 | 33,33 ↑ |

***disajikan kembali**
**** satu *Lost Time Injury* terjadi tanggal 6 Januari 2022 di PT PGE Tbk Area Lumut Balai**
***** satu *Medical Treatment Case* terjadi tanggal 17 Februari 2022 di pekerjaan konstruksi PLTS di PT Pertamina Lubricants Gresik**
****** tiga *Medical Treatment Case* terjadi tanggal 22 Mei 2023 di Cluster KMJ-43 PT PGE Tbk Area Kamojang, 4 Juni 2023 di project pengeboran di PT PGE Tbk Area Ulubelu, dan 9 November 2023 di Lokasi pengeboran TLG 3-4 PT PGE Tbk Area Karaha**
******* terjadi di lingkungan Mitra kerja dan Kontraktor**
* restatement
** one lost Time Injury occurred on January 6, 2022 at PT PGE Tbk Area Lumut Balai
*** one Medical Treatment Case occurred on February 17, 2022 at the Solar Power Plant (PLTS) construction work at PT Pertamina Lubricants Gresik
**** three Medical Treatment Cases occurred on May 22, 2023 at Cluster KMJ-43 PT PGE Tbk in Kamojang Area, on June 4, 2023 at the drilling project at PT PGE Tbk in Ulubelu Area and on November 9, 2023 at the drilling project site of TLG 3-4 PT PGE Tbk in Karaha Area
***** occurred in the environment of Partners and Contractors

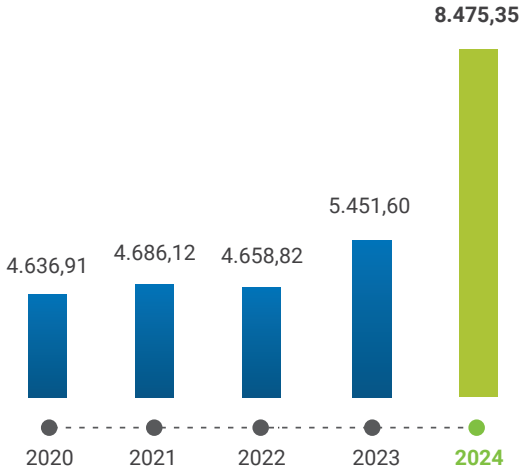
### Kinerja Investasi Barang Modal
Capital Goods Investment Performance

| Perihal<br>Subject | Satuan<br>Unit | 2024 | 2023 | 2022 | 2021 | 2020 | YoY 2023-2024 (%) | CAGR 2020-2024 (%) |
|---|---|---|---|---|---|---|---|---|
| Realisasi Investasi Barang Modal<br>Capital Goods Investment Realization | USD-ribu<br>USD-thousand | 192.131 | 168.600 | 63.187 | 1.960.278 | 58.593 | 13,96 ↑ | 33,73 ↑ |

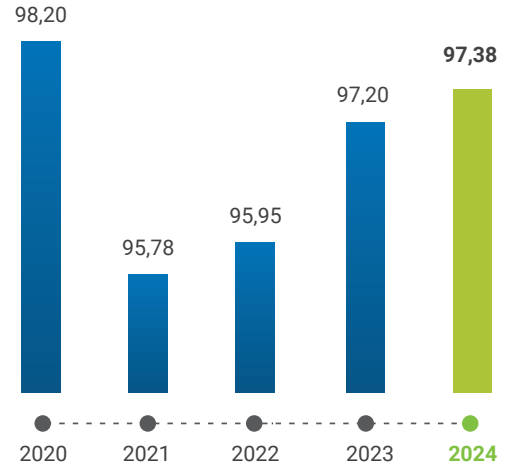
## Kapasitas Terpasang (MW)
Installed Capacity (MW)



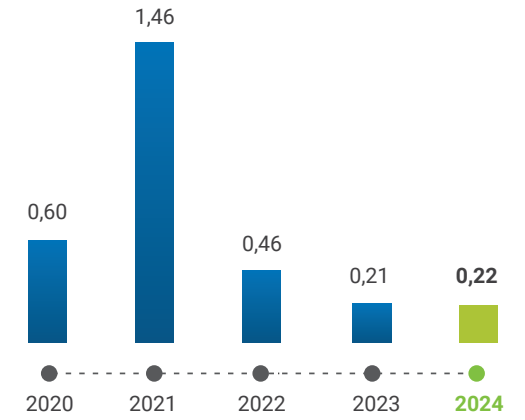

## Produksi Listrik (GWh)
Electricity generated (GWh)



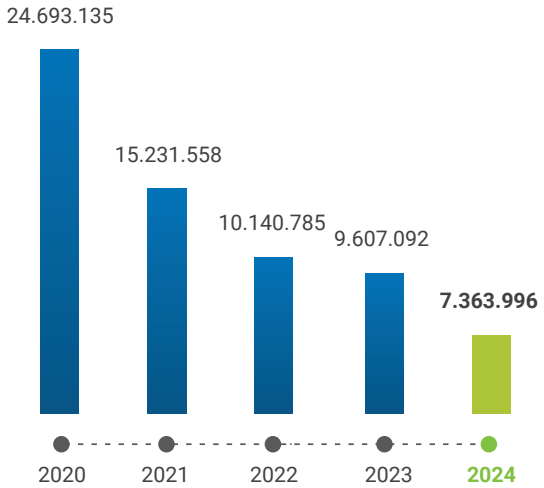

## Kehandalan Pembangkit dengan EAF (%)
Kehandalan Pembangkit dengan EAF (%)



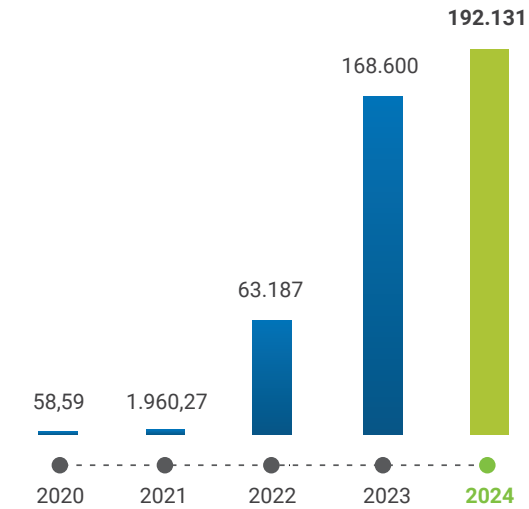

## Kehandalan Pembangkit dengan EFOR (%)
Kehandalan Pembangkit dengan EFOR (%)




## Jumlah Jam Kerja Selamat (%)
Total Safe Working Hours (%)




## Realisasi Investasi Barang Modal (USD-ribu)
Capital Goods Investment Realization (USD-Thousand)



# Ikhtisar Saham

## Share Highlights

Jumlah saham yang diterbitkan Perusahaan sebanyak 29.379.726 lembar saham, di mana sebanyak 29.379.711 lembar saham atau sebesar 99,99995% dimiliki oleh *Holding* BUMN Migas/entitas induk Perusahaan, PT Pertamina (Persero); sedangkan sisanya sebanyak 15 lembar saham atau sebesar 0,00005% dimiliki oleh PT Pertamina Pedeve Indonesia. Hingga akhir tahun 2024, Perusahaan tidak pernah melakukan Penawaran Umum Perdana Saham, atau *Initial Public Offering* (IPO) dan tidak memperdagangkan sahamnya di bursa saham manapun. Namun demikian, entitas anak Perusahaan, PT Pertamina Geothermal Energy Tbk, pada tanggal 24 Februari 2023 efektif mencatatkan penawaran umum perdana saham pada Bursa Efek Indonesia.

The Company has issued a total of 29,379,726 shares, of which 29,379,711 shares, or 99.99995%, are owned by the state-owned oil and gas holding company, PT Pertamina (Persero); while the remaining 15 shares, or 0.00005%, are owned by PT Pertamina Pedeve Indonesia. As of the end of 2024, the Company has not conducted an Initial Public Offering (IPO) and does not trade its shares on any stock exchange. However, the Company's subsidiary, PT Pertamina Geothermal Energy Tbk, successfully conducted its IPO on the Indonesia Stock Exchange on February 24, 2023.

# Informasi tentang Obligasi, Sukuk, Obligasi Konversi, atau Efek Lainnya, serta Informasi Pendanaan Lainnya

## Information on Bonds, Sukuk, Convertible Bonds, or Other Securities, and Other Funding Information

Hingga akhir tahun 2024, Perusahaan tidak pernah menerbitkan obligasi/sukuk/obligasi konversi, maupun efek bersifat utang lainnya, baik yang bersifat publik maupun privat. Meskipun demikian, entitas anak Perusahaan, PT Pertamina Geothermal Energy Tbk, menerbitkan surat utang berwawasan lingkungan dengan nilai nominal sebesar US$400 juta yang diterbitkan di Singapore Exchange.

Until the end of 2024, the Company has not issued any bonds, sukuk, convertible bonds, or any other debt securities, either publicly or privately. However, the Company's subsidiary, PT Pertamina Geothermal Energy Tbk, issued a green bond with a nominal value of US$400 million, which was listed on the Singapore Exchange.



# Penghargaan dan Sertifikasi

## Awards and Certifications

### Penghargaan Tahun 2024 Berskala Internasional/Regional

International/Regional Scale Awards in 2024



#### 2ND RUNNER UP OF THE ON-GRID: PLTBG SEI MANGKEI

Deskripsi Penghargaan: PNRE meraih peringkat 2nd Runner Up of the on-Grid: PLTBg Sei Mangkei pada penghargaan Asean Renewable Energy Awards
Pemberi Penghargaan: ASEAN Energy Business Forum
Acara/Kegiatan: Local Grid of the ASEAN Renewable Energy Project Awards
Tanggal Diberikan: 25 September 2024
Description: PNRE was ranked 2nd Runner Up of the on-Grid: Sei Mangkei Biogas Plant at the Asean Renewable Energy Awards
Awarded by: ASEAN Energy Business Forum
Event/Activity: Local Grid of the ASEAN Renewable Energy Project Awards
Date: September 25, 2024

### Penghargaan Tahun 2024 Berskala Nasional

National Scale Awards in 2024



#### PENGHARGAAN LISTRIK INDONESIA 2024

Penghargaan: PNRE berhasil memperoleh penghargaan The Most Energy Transition Implementer dalam ajang Penghargaan Listrik Indonesia 2024.
Pemberi Penghargaan: Majalah Listrik Indonesia
Acara/Kegiatan: Awarding Night Penghargaan Listrik Indonesia 2024
Tanggal Diberikan: 2 Mei 2024
Description: PNRE successfully received the award for The Most Energy Transition Implementer at the Penghargaan Listrik Indonesia 2024 event.
Awarded by: Listrik Indonesia Magazine
Event/Activity: Penghargaan Listrik Indonesia 2024 Awarding Night
Date: May 2, 2024




#### KATADATA GREEN INISIATIVE AWARDS 2024

Deskripsi Penghargaan: PNRE memperoleh penghargaan Katadata Green Initiative Awards sebagai bentuk apresiasi atas inisiatif PNRE dalam memperluas proyek-proyek energi bersih.
Pemberi Penghargaan: Katadata
Acara/Kegiatan: Katadata Sustainability Action for The Future Economy (SAFE) 2024
Tanggal Diberikan: 7-8 Agustus 2024
Description: PNRE received the Katadata Green Initiative Award as recognition for its initiatives in expanding clean energy projects.
Awarded by: Katadata
Event/Activity: Katadata Sustainability Action for The Future Economy (SAFE) 2024
Date: August 7-8, 2024




#### *PLATINUM RATING* – UPAYA PENCEGAHAN DAN PENGENDALIAN HIV-AIDS DI LINGKUNGAN KERJA

Deskripsi Penghargaan: PNRE meraih platinum rating dalam upaya pencegahan dan pengendalian HIV-AIDS di lingkungan kerja
Pemberi Penghargaan: Menteri Tenaga Kerja RI
Acara/Kegiatan: Penghargaan P2HIV Perusahaan Kemenaker RI
Tanggal Diberikan: 6 Agustus 2024
Description: PNRE received a platinum rating for its efforts in HIV-AIDS prevention and control in the workplace
Awarded by: Minister of Manpower of the Republic of Indonesia
Event/Activity: Company HIV-AIDS Prevention Award by the Ministry of Manpower of the Republic of Indonesia
Date: August 6, 2024




## WINNER THE BEST SAFETY PERFORMANCE PROJECT - PLTGU 1.760 MW - IPP JAWA 1

Deskripsi Penghargaan: PNRE memperoleh penghargaan Winner The Best Safety Performance Project untuk PLTGU 1.760 MW - IPP Jawa 1
Pemberi Penghargaan: Direktorat Logistik dan Infrastruktur Pertamina
Acara/Kegiatan: PROJ-X Fest 2024
Tanggal Diberikan: 30 Agustus 2024
Description: PNRE received the Winner of The Best Safety Performance Project for the 1,760 MW steam gas power plant (PLTGU) - IPP Jawa 1.
Awarded by: Directorate of Logistics and Infrastructure, Pertamina
Event/Activity: PROJ-X Fest 2024
Date: August 30, 2024




## ANUGERAH LINGKUNGAN PROPER 2022—2023

Deskripsi Penghargaan: PNRE memperoleh penghargaan 1st Runner Up Category Project of The Year atas Proyek RDMP RU VI Balongan
Pemberi Penghargaan: Direktorat Logistik dan Infrastruktur Pertamina
Acara/Kegiatan: PROJ-X Fest 2024
Tanggal Diberikan: 30 Agustus 2024
Description: PNRE received the 1st Runner Up award in the Category of Project of The Year for the RDMP RU VI Balongan Project.
Awarded by: Directorate of Logistics and Infrastructure, Pertamina
Event/Activity: PROJ-X Fest 2024
Date: August 30, 2024



## WINNER PROJECT OF THE YEAR - PROYEK LAHENDONG 7 & 8

Deskripsi Penghargaan: PNRE memperoleh penghargaan Winner Project of The Year atas Proyek Lahendong 7 & 8
Pemberi Penghargaan: Direktorat Logistik dan Infrastruktur Pertamina
Acara/Kegiatan: PROJ-X Fest 2024
Tanggal Diberikan: 30 Agustus 2024
Description: PNRE received the Winner Project of The Year for the Lahendong 7 & 8 Project.
Awarded By: Directorate of Logistics and Infrastructure, Pertamina
Event/Activity: PROJ-X Fest 2024
Date: August 30, 2024



## Tanda Kehormatan – Konsistensi dalam mengembangkan Energi Rendah Karbon
## Honorary Award - Consistency in Developing Low-Carbon Energy.

Deskripsi Penghargaan: PNRE memperoleh Tanda Kehormatan atas Konsistensi dalam mengembangkan Energi Rendah Karbon
Pemberi Penghargaan: Majalah Listrik Indonesia
Acara/Kegiatan: Penghargaan Listrik Indonesia
Tanggal Diberikan: 2 Oktober 2024
Description: PNRE received an Honorary Award for Consistency in Developing Low-Carbon Energy.
Awarded By: Listrik Indonesia Magazine
Event/Activity: Penghargaan Listrik Indonesia
Date: October 2, 2024



## Gold Rating - Sustainability Report Pertamina NRE 2023

Deskripsi Penghargaan: PNRE Meraih Gold Rating untuk Sustainability Reporting pada ASSRAT 2024
Pemberi Penghargaan: NCRR
Acara/Kegiatan: Asia Sustainability Reporting Rating (ASRRAT) 2024
Tanggal Diberikan: 21 November 2024
Description: PNRE received the Gold Rating for Sustainability Reporting at the ASSRAT 2024.
Awarded By: NCRR
Event/Activity: Asia Sustainability Reporting Rating (ASRRAT) 2024
Date: November 21, 2024




## Anugerah KEK Sei Mangkei 2024
## KEK Sei Mangkei Award 2024

Deskripsi Penghargaan: PNRE meraih penghargaan atas ketaatan Estate Regulation
Pemberi Penghargaan: KEK Sei Mangkei
Acara/Kegiatan: Malam Anugerah KEK Sei Mangkei 2024
Tanggal Diberikan: 16 Desember 2024
Description: PNRE received an award for compliance with Estate Regulation.
Awarded By: KEK Sei Mangkei
Event/Activity: KEK Sei Mangkei Award Night 2024
Date: December 16, 2024

## Sertifikasi yang Masih Berlaku di Tahun 2024
Valid Certifications in 2024




### Iso 9001 : 2015

**Deskripsi sertifikasi:**
Sistem manajemen mutu adalah suatu sistem yang dirancang untuk memastikan produk atau jasa yang dihasilkan oleh suatu perusahaan selalu memenuhi standar kualitas yang telah ditetapkan. Adapun ruang lingkup sertifikasi adalah pengembangan perjualan berbasis energi baru terbarukan (kantor pusat) dan pembangkitan dan pasokan listrik untuk kawasan ekonomi khusus Sei Mangkei - (pasokan listrik berbasis pome dan tenaga surya)

**Lembaga yang mengeluarkan sertifikasi:**
Tuvrheinland

**Tanggal dikeluarkannya sertifikasi:**
10 Agustus 2021

**Masa berlaku hingga**:
9 Agustus 2024

**Description**:
(Quality management system)
The quality management system is a system designed to ensure that the products or services produced by a company consistently meet established quality standards. The scope of the certification includes renewable energy-based sales development (head office) and electricity generation and supply for the sei mangkei special economic zone (electricity s

**Certified by:**
Tuvrheinland

**Certification issued on**:
August 10, 2021

**Valid until**:
August 9, 2024




### SNI ISO 37001 : 2016

**Deskripsi Sertifikasi**:
Sistem Manajemen Anti Penyuapan

**Lembaga yang Mengeluarkan Sertifikasi**:
TUV NORD

**Tanggal Dikeluarkannya Sertifikasi**:
25 Oktober 2021
**Masa Berlaku Hingga**:
24 Oktober 2024

**Description**:
Anti-Bribery Management System

**Certified by**: TUV NORD

**Certification Issued On**:
October 25, 2021

**Valid Until**:
October 24, 2024




### Sistem Manajemen Keselamatan dan Kesehatan Kerja Occupational Safety and Health Management System

**Deskripsi Sertifikasi**:
Penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja dengan hasil capaian 91,57% untuk kategori tingkat lanjutan (166 Kriteria)

**Lembaga yang Mengeluarkan Sertifikasi**:
Kementerian Ketenagakerjaan Republik indonesia

**Tanggal Dikeluarkannya Sertifikasi**:
13 Mei 2022

**Masa Berlaku Hingga**: 13 Mei 2025

**Description**:
Implementation of the Occupational Safety and Health Management System with audit result 91.57% for advanced level category (166 Criteria)

**Certified by**:
Ministry of Manpower of the Republic of Indonesia

**Certification Issued On**:
May 13, 2022

**Valid Until**:
May 13, 2025




## ISO 45001 : 2018

**Deskripsi Sertifikasi**:
Sistem Manajemen K3 adalah bagian integral dari sistem manajemen perusahaan secara keseluruhan yang bertujuan untuk mengendalikan risiko terkait keselamatan dan kesehatan kerja. Adapun ruang lingkup sertifikasi adalah Pengembangan Perjualan Berbasis Energi baru Terbarukan (Kantor Pusat) dan Pembangkitan dan Pasokan Listrik untuk Kawasan Ekonomi Khusus Sei Mangkei - (pasokan Listrik berbasis POME dan Tenaga Surya)

**Lembaga yang Mengeluarkan Sertifikasi**:
TUVRheinland

**Tanggal Dikeluarkannya Sertifikasi**:
16 September 2022

**Masa Berlaku Hingga**:
9 Agustus 2024

**Description**:
The Occupational Health and Safety Management System is an integral part of the company's overall management system aimed at controlling risks related to occupational health and safety. The scope of the certification includes Renewable Energy-Based Sales Development (Head Office), and Electricity Generation and Supply for the Sei Mangkei Special Economic Zone (Electricity supply based on POME and Solar Power)

**Certified by**:
TUV Rheinland

**Certification Issued On**:
September 16, 2022

**Valid Until**:
August 9, 2024




## ISO 14001 : 2015

**Deskripsi Sertifikasi**:
Sistem Manajemen Lingkungan adalah pendekatan sistematis yang digunakan oleh Perusahaan untuk mengidentifikasi, mengelola, memantau, dan mengendalikan isu-isu lingkungan secara holistik. Adapun ruang lingkup sertifikasi adalah Pengembangan Perjualan Berbasis Energi Baru Terbarukan (Kantor Pusat) dan Pembangkitan dan Pasokan Listrik untuk Kawasan Ekonomi Khusus Sei Mangkei - (pasokan Listrik berbasis POME dan Tenaga Surya)

**Lembaga yang Mengeluarkan Sertifikasi**:
TUVRheinland

**Tanggal Dikeluarkannya Sertifikasi**:
16 September 2022

**Masa Berlaku Hingga**:
9 Agustus 2024

**Description**:
The Environmental Management System is a systematic approach used by the Company to identify, manage, monitor, and control environmental issues in a holistic manner. The scope of the certification includes Renewable Energy-Based Sales Development (Head Office) and Electricity Generation and Supply for the Sei Mangkei Special Economic Zone (Electricity supply based on POME and Solar Power).

**Certified by**: TUV Rheinland

**Certification Issued On**:
September 16, 2022

**Valid Until**: August 9, 2024




## Business continuity management system - iso 22301:2019

**Deskripsi sertifikasi**:
Sertifikasi dalam ruang lingkup sistem manajemen keberlanjutan bisnis dalam kaitannya dengan aktivitas pt pertamina power indonesia dilaksanakan di tingkat manajemen puncak, sekretariat, dan lima direktorat dengan enam fungsi bisnis kritis yang mencakup teknologi & teknik, manajemen keandalan & integritas aset, hsse, manajemen rantai pasok & fasilitas, teknologi informasi & komunikasi, serta keuangan korporat.

**Lembaga yang mengeluarkan sertifikasi**
bsi

**Tanggal dikeluarkannya sertifikasi**:
9 november 2023

**Masa berlaku hingga**:
08 november 2026

**Description**:
This certification covers the business continuity management system in relation to pt pertamina power indonesia activity performed in top management, secretariat, and five directorates with six critical business functions which include namely technology & engineering, reliability & asset integrity management, hsse, supply chain & facilities management, information & communication technology, and corporate finance.

**Certified by**:
bsi

**Certification issued on**:
november 9, 2023

**Valid until**:
november 8, 2026

# Kilas Peristiwa 2024

## 2024 Event Highlights




**January 11, 2024**

*Penandatanganan Nota Kesepahaman Pengembangan Energi Terbarukan dan Smart Grid di Indonesia antara PNRE dan Huawei Technologies Co., Ltd*

Signing of the Memorandum of Understanding on Renewable Energy and Smart Grid Development in Indonesia between PNRE and Huawei Technologies Co., Ltd

PNRE dan Huawei Technologies Co., Ltd. meneken nota kesepahaman untuk mengembangkan energi terbarukan dan *smart grid* di Indonesia pada Kamis, 11 Januari 2024. Kerjasama yang akan dilakukan meliputi inovasi dan pengembangan teknologi *smart grid, distributed generation*, dan digitalisasi.

PNRE and Huawei Technologies Co., Ltd. signed a memorandum of understanding to develop renewable energy and smart grids in Indonesia on Thursday, January 11, 2025. The collaboration will include innovation and development of smart grid technology, distributed generation, and digitalization.




**January 17, 2024**

*Kolaborasi PNRE dengan Toyota dalam Pengembangan Ekosistem Hidrogen*

PNRE Collaboration with Toyota in the Development of the Hydrogen Ecosystem

PNRE berkolaborasi dengan Toyota untuk mengembangkan ekosistem hidrogen sebagai bahan bakar kendaraan di Indonesia. Groundbreaking Hydrogen Refueling Station (HRS) diselenggarakan pada Rabu, 17 Januari 2024 di SPBU Daan Mogot. Kolaborasi yang dijalankan tentang pengembangan ekosistem transportasi berbasis hidrogen.

PNRE Collaboration with Toyota in the Development of the Hydrogen Ecosystem
PNRE collaborated with Toyota to develop a hydrogen ecosystem as a vehicle fuel in Indonesia. The groundbreaking ceremony for the Hydrogen Refueling Station (HRS) was held on Wednesday, January 17, 2024, at the Daan Mogot gas station. The collaboration focuses on the development of a hydrogen-based transportation ecosystem.




**January 22, 2024**

*Kerja Sama Inovasi Energi dan Sistem Ketenagalistrikan PNRE bersama Hitachi Energy*

PNRE Collaboration with Hitachi Energy on Energy Innovation and Power Systems

PNRE mengumumkan kerja sama dengan Hitachi Energy, dalam hal inovasi konservasi energi dan sistem ketenagalistrikan melalui penandatanganan nota kesepahaman pada Senin, 22 Januari 2024. Dalam kerja sama tersebut, keduanya sepakat untuk melakukan penelitian dan pengembangan solusi inovatif yang dapat diterapkan dalam berbagai sektor, termasuk pengelolaan sumber daya energi dan konservasi energi di lingkungan Pertamina NRE.

PNRE announced a collaboration with Hitachi Energy on energy conservation innovation and power systems through the signing of a memorandum of understanding on Monday, January 22, 2024. Under this collaboration, both parties agreed to conduct research and develop innovative solutions that can be applied across various sectors, including energy resource management and energy conservation in Pertamina NRE.



**February 13, 2024**

*Kemitraan Strategis antara PNRE dan PT Perkebunan Nusantara III (PTPN III)*

Strategic Partnership between PNRE and PT Perkebunan Nusantara III (PTPN III)

PNRE dan PT Perkebunan Nusantara III (PTPN III) mengumumkan kemitraan strategis dalam proyek komersialisasi kredit karbon pada Selasa, 13 Februari 2024. Kerja sama ini bertujuan untuk meningkatkan kontribusi terhadap upaya mengurangi emisi gas rumah kaca dan mendukung keberlanjutan lingkungan. Kerja sama ini berfokus pada komersialisasi kredit karbon dari Pembangkit Listrik Tenaga Biogas (PLTBg) Sei Mangkei. PLTBg merupakan salah satu pembangkit listrik dengan energi terbarukan yang dapat dihitung kredit karbonnya dari dua sisi, yaitu dari pembangkitan energi bersihnya serta dari tangkapan gas metana yang tak terlepas ke atmosfir.

PNRE and PT Perkebunan Nusantara III (PTPN III) announced a strategic partnership in a carbon credit commercialization project on Tuesday, February 13, 2024. This collaboration aims to enhance contributions to efforts in reducing greenhouse gas emissions and supporting environmental sustainability. The partnership focuses on the commercialization of carbon credits from the Sei Mangkei Biogas Power Plant (PLTBg). The PLTBg is a renewable energy power plant whose carbon credits can be calculated from two aspects: the generation of clean energy and the capture of methane gas that would otherwise be released into the atmosphere.



**March 21, 2024**

*Komitmen Pimpin Transisi Energi, Pertamina Resmikan PLTS Kilang Cilacap*

Commitment to Lead the Energy Transition, Pertamina Inaugurates Cilacap Refinery Solar Power Plant

PT Kilang Pertamina Internasional (KPI) Refinery Unit IV (Cilacap) meresmikan Pembangkit Listrik Tenaga Surya (PLTS) berkapasitas 0,99 Megawatt peak (MWp) pada Kamis, 21 Maret 2024. Pembangunan PLTS ini merupakan hasil sinergi Pertamina Group, yaitu antara KPI dengan PNRE. PLTS dengan total kapasitas terpasang 0,99 MWp tersebut dibangun 2 area yang terpisah, yaitu sebesar 495 KWp dan 504 KWp. Dengan PLTS ini, diperkirakan akan menyalurkan energi sebesar 1421 MWh per tahun dan menurunkan emisi karbon sebesar hampir 1083 ton CO2 per tahun.

PT Kilang Pertamina Internasional (KPI) Refinery Unit IV (Cilacap) officially inaugurated a Solar Power Plant (PLTS) with a capacity of 0.99 Megawatt peak (MWp) on Thursday, March 21, 2024. The development of this PLTS is the result of synergy within the Pertamina Group, specifically between KPI and PNRE. The PLTS, with a total installed capacity of 0.99 MWp, was built across two separate areas, with capacities of 495 KWp and 504 KWp, respectively. The solar plant is expected to generate approximately 1,421 MWh of energy per year and reduce carbon emissions by nearly 1,083 tons of CO annually.



**March 21, 2024**

*PLTGU Jawa-1 Terbesar di Asia Tenggara Siap Beroperasi Penuh, Tekan Emisi Karbon 3.3 Juta Ton Per Tahun.*

Jawa-1 Steam Gas Power Plant, the Largest in Southeast Asia, Ready for Full Operation — Cutting 3.3 Million Tons of Carbon Emissions Annually

Pembangkit Listrik Gas Uap (PLTGU) Jawa-1 dengan kapasitas 1760 MW siap beroperasi secara penuh setelah melewati serangkaian tes seperti *plant reliability run & net dependable capacity test* pada jumat, 29 Maret 2024. Dengan begitu, Indonesia akan resmi memiliki pembangkit *integrated* terbesar di Asia Tenggara yang dilengkapi dengan *regasification system*. PLTGU Jawa-1 dikelola oleh PT Jawa Satu Power (JSP) yang dimiliki oleh konsorsium antara Pertamina New & Renewable Energy (Pertamina NRE) dengan kepemilikan 40 persen. PLTGU Jawa-1 merupakan pembangkit Listrik yang mengintegrasikan Floating Storage and Regasification Unit (FSRU) dengan unit pembangkit listrik berkapasitas 1760 MW yang terdiri dari 2 unit pembangkit dengan masing-masing kapasitas 880 MW. Unit 2 telah beroperasi komersial sejak Desember 2023. Proyek ini menghubungkan ketersediaan pasokan gas di Papua dengan kebutuhan listrik di Pulau Jawa dan Bali.

The Jawa-1 Steam Gas Power Plant, with a capacity of 1,760 MW, is ready for full operation after completing a series of tests including the plant reliability run and net dependable capacity test on Friday, March 29, 2024. With this milestone, Indonesia officially becomes home to the largest integrated power plant in Southeast Asia, equipped with a regasification system. Jawa-1 Steam Gas Power Plant is managed by PT Jawa Satu Power (JSP), a company owned by a consortium that includes Pertamina New & Renewable Energy (Pertamina NRE), which holds a 40 percent stake. The plant integrates a floating storage and regasification unit (FSRU) with a power generation facility consisting of two units, each with a capacity of 880 MW. Unit 2 has been commercially operational since December 2023. This project connects the availability of gas supply in Papua with the electricity demand on the islands of Java and Bali.



**March 21, 2024**

*Kesiapan Pertamina NRE Pasok Energi Bersih Selama Ramadhan & Idul Fitri*

Pertamina NRE Ensures Clean Energy Supply During Ramadan and Eid al-Fitr

Selama Ramadan dan Idul Fitri 2024, Pertamina NRE menjamin pasokan listrik bersih tetap stabil untuk masyarakat dan industri melalui optimalisasi pembangkit energi terbarukan seperti PLTGU Jawa-1 (1.760 MW), PLTS (53 MW), PLTBg (4,4 MW), dan geothermal (672,5 MW). Di beberapa wilayah seperti Lampung, Sulawesi Utara, dan Gorontalo, kontribusi listrik bersih bahkan mencapai 20–30% dari kebutuhan puncak. Corporate Secretary PNRE, Dicky Septriadi, menegaskan komitmen perusahaan dalam mendukung kelancaran arus mudik melalui pemantauan rutin, kunjungan manajemen, dan Commander's Call. Kolaborasi dengan mitra industri seperti PTPN III juga memperkuat pemanfaatan energi terbarukan. Seluruh upaya ini merupakan bagian dari kontribusi PNRE terhadap ketahanan energi nasional dan target Net Zero Emission 2060.

During Ramadan and Eid al-Fitr 2024, Pertamina NRE ensured a stable supply of clean electricity for both the public and industry by optimizing its renewable energy power plants, including the Jawa-1 Steam Gas Power Plant (1,760 MW), solar power plants (53 MW), biogas power plants (4.4 MW), and geothermal plants (672.5 MW). In several regions such as Lampung, North Sulawesi, and Gorontalo, clean electricity contributed up to 20–30% of peak demand. Pertamina NRE Corporate Secretary, Dicky Septriadi, emphasized the Company's commitment to supporting a smooth homecoming season through routine monitoring, management visits, and Commander's Call activities. Collaborations with industrial partners, such as PTPN III, have also strengthened the use of renewable energy sources. All these efforts are part of PNRE's contribution to national energy resilience and the Net Zero Emission 2060 target.

PNRE dan Fikom Unpad menandatangani kerja sama strategis di Auditorium Pascasarjana Fikom Unpad untuk mendukung diseminasi energi baru terbarukan dan transisi energi di Indonesia pada 22 April 2024. Penandatanganan dilakukan oleh Dekan Fikom Unpad, Dr. Dadang Rahmat Hidayat, dan Corporate Secretary PNRE, Dr. Dicky Septriadi, yang juga memberikan kuliah umum bertema "Strategi Komunikasi dalam Pengembangan Energi Baru Terbarukan." Kolaborasi ini mencakup pengembangan kurikulum, seminar, workshop, materi edukasi, dan kampanye publik untuk meningkatkan pemahaman generasi muda dan masyarakat tentang pentingnya transisi energi menuju Net Zero Emission 2060.

PNRE and Fikom Unpad signed a strategic partnership at the Fikom Unpad Postgraduate Auditorium to support the dissemination of renewable energy and energy transition in Indonesia on April 22, 2024. The signing ceremony was conducted by the Dean of Fikom Unpad, Dr. Dadang Rahmat Hidayat, and the Corporate Secretary of PNRE, Dr. Dicky Septriadi, who also delivered a public lecture titled "Communication Strategies in the Development of Renewable Energy." This collaboration includes curriculum development, seminars, workshops, educational materials, and public campaigns aimed at increasing the understanding of youth and society on the importance of the energy transition towards Net Zero Emission 2060.



**April 22, 2024**

*PNRE – Fikom Unpad : Praktisi Akademisi Garap Sosialisasi Renewable Energy*

PNRE - Fikom Unpad: Practitioners and Academics Collaborate on Renewable Energy Outreach



**May 22, 2024**

*PNRE – Masdar Teken Kerja Sama Energi Terbarukan di Indonesia dan Internasional*

PNRE - Masdar Sign Renewable Energy Collaboration in Indonesia and Internationally

Pada 22 Mei 2024 di Nusa Dua, Bali, Pertamina NRE dan Masdar menandatangani nota kesepahaman untuk mengembangkan pembangkit listrik tenaga surya (PLTS) dan tenaga angin (PLTB) di Indonesia dan negara potensial lainnya. Penandatanganan dilakukan oleh CEO PNRE, John Anis, dan Director of Development Masdar, Abdulla Zayed, disaksikan oleh Menko Marves Luhut Binsar Panjaitan, Menteri Energi PEA Suhail Mohammed Al Mazroui, dan pejabat terkait lainnya. Kerja sama ini bertujuan untuk melakukan studi kelayakan dalam pengembangan energi terbarukan, termasuk hidrogen hijau, yang akan membuka peluang akses energi bersih secara global. Nicke Widyawati, Direktur Utama Pertamina, menyatakan bahwa kolaborasi ini mendukung strategi Pertamina untuk mencapai target Net Zero Emission 2060, sementara CEO Masdar, Mohamed Jameel Al Ramahi, menegaskan komitmen mereka untuk menjadikan Indonesia pemimpin regional dalam transisi energi

On May 22, 2024, in Nusa Dua, Bali, Pertamina NRE and Masdar signed a memorandum of understanding to develop solar power plants (PLTS) and wind power plants (PLTB) in Indonesia and other potential countries. The signing was carried out by the CEO of PNRE, John Anis, and the Director of Development of Masdar, Abdulla Zayed, witnessed by Coordinating Minister for Maritime Affairs and Investment Luhut Binsar Panjaitan, UAE Minister of Energy Suhail Mohammed Al Mazroui, and other relevant officials. This collaboration aims to conduct feasibility studies for renewable energy development, including green hydrogen, which will open up opportunities for global access to clean energy. Nicke Widyawati, President Director of Pertamina, stated that this collaboration supports Pertamina's strategy to achieve the Net Zero Emission 2060 target, while the CEO of Masdar, Mohamed Jameel Al Ramahi, emphasized their commitment to making Indonesia a regional leader in the energy transition.



**June 6, 2024**

*Terus Tumbuh, PNRE Bukukan Kenaikan Laba 24 Persen pada RUPS Tahunan PNRE Tahun Buku 2023*

PNRE Records a 24% Profit Increase at the Annual GMS for fiscal year 2023

PNRE - KPI Menandatangani Kerjasama Penyediaan Energi Rendah Karbon Rapat Umum Pemegang Saham Tahunan (RUPST) pada 6 Juni 2024, PNRE melaporkan kenaikan kinerja yang signifikan di tahun 2023, dengan peningkatan laba bersih sebesar 24% dibandingkan tahun sebelumnya. Pendapatan perusahaan mencapai US$411,5 juta, naik 6% dari 2022, sementara EBITDA dan laba bersih masing-masing mencatatkan kenaikan 11% dan 24%. Pertamina NRE juga berhasil meningkatkan produksi listrik menjadi 5.452 GWh, dengan kinerja operasional yang handal, termasuk keberhasilan dalam IPO Pertamina Geothermal Energy (PGE) dan penerbitan obligasi hijau global senilai US$400 juta. Selain itu, perusahaan juga sukses memasang beberapa PLTS dan memenangkan lelang pengembangan panas bumi Way Ratai di Lampung. PNRE menunjukkan komitmen terhadap transisi energi dan keberlanjutan dengan pencapaian ESG yang baik, mendukung target Net Zero Emission 2060.

At the Annual General Meeting of Shareholders (AGMS) on June 6, 2024, PNRE reported significant performance growth in 2023, with a 24% increase in net profit compared to the previous year. The Company's revenue reached US$411.5 million, a 6% increase from 2022, while EBITDA and net profit both rose by 11% and 24%, respectively. Pertamina NRE also successfully increased electricity production to 5,452 GWh, with reliable operational performance, including the successful IPO of Pertamina Geothermal Energy (PGE) and the issuance of a US$400 million global green bond. Additionally, the Company successfully installed several solar power plants and won the Way Ratai geothermal development auction in Lampung. PNRE has demonstrated its commitment to energy transition and sustainability with strong ESG achievements, supporting the Net Zero Emission 2060 target.

PT Kilang Pertamina Internasional (KPI) Unit Dumai bersama PNRE meresmikan bantuan Pembangkit Listrik Tenaga Surya (PLTS) off-grid berkapasitas 2,2 kWp dengan baterai 5 kWh untuk Kelompok Sehati, komunitas ibu dan anak di Kelurahan Tanjung Palas, Dumai, yang sukses mengembangkan budidaya hidroponik sayuran. Inisiatif ini, yang diresmikan pada 9 Juli 2024, merupakan bagian dari program Desa Energi Berdikari untuk mengatasi tantangan biaya listrik dalam operasional hidroponik sekaligus mendorong pemanfaatan energi baru terbarukan di tingkat masyarakat. Kolaborasi ini juga menjadi wujud komitmen Pertamina dalam mendukung transisi energi, memperkuat ekonomi lokal, serta mewujudkan target ESG dan Tujuan Pembangunan Berkelanjutan (SDGs), khususnya dalam penanggulangan perubahan iklim.

PT Kilang Pertamina Internasional (KPI) Dumai Unit, in collaboration with PNRE, officially inaugurated an off-grid solar power system (PLTS) with a capacity of 2.2 kWp and a 5 kWh battery for the Sehati Group, a community of mothers and children in Tanjung Palas Village, Dumai, who have successfully developed hydroponic vegetable cultivation. This initiative, launched on July 9, 2024, is part of the Desa Energi Berdikari program aimed at addressing electricity costs in hydroponic operations while promoting the use of renewable energy at the community level. This collaboration also reflects Pertamina's commitment to supporting the energy transition, strengthening the local economy, and contributing to ESG targets and the Sustainable Development Goals (SDGs), particularly in combating climate change.



**July 9, 2024**

*Pertamina Grup, Manfaatkan Energi Hijau untuk Komunitas Hidroponik Sehati Kota Dumai*

Pertamina Group Utilizes Green Energy for the Sehati Hydroponic Community in Dumai



**Agustus, 2024**

*Gali Potensi Energi Bersih, PNRE Bangun Proyek Inovasi Flare Gas to Power*

Unlocking Clean Energy Potential, PNRE Develops Flare Gas to Power Innovation Project

Pertamina NRE, bersama PT Pertamina Geothermal Energy (PGEO) dan PT Jawa Satu Power, mengembangkan proyek "Flare Gas to Power" untuk mengubah *flare gas* yang dihasilkan dari eksplorasi migas menjadi energi listrik. Proyek ini dimulai pada 2025 di kilang Balongan dengan kapasitas 10-20 Megawatt dan investasi 60-100 juta dollar AS. Selain itu, proyek serupa juga direncanakan di kilang Cilacap, Plaju, dan Dumai. Inovasi ini bertujuan mengurangi emisi, memenuhi kebutuhan listrik kilang Pertamina, dan mengurangi biaya listrik yang sebelumnya bergantung pada solar atau gas. Proyek ini mendukung transisi energi bersih dan upaya global untuk mengurangi dampak perubahan iklim.

Pertamina NRE, in collaboration with PT Pertamina Geothermal Energy (PGEO) and PT Jawa Satu Power, is developing the "Flare Gas to Power" project to convert flare gas produced from oil and gas exploration into electrical energy. The project, set to begin in 2025 at the Balongan refinery with a capacity of 10-20 Megawatts and an investment of USD60-100 million, will also expand to refineries in Cilacap, Plaju, and Dumai. This innovation aims to reduce emissions, meet the electricity needs of Pertamina's refineries, and lower electricity costs that were previously reliant on diesel or gas. The project supports the clean energy transition and global efforts to mitigate climate change impacts.




**August 27, 2024**

*Gaungkan Energi Bersih, PNRE Dukung Green Pesantren di Nusantara*

Promoting Clean Energy, PNRE Supports Green Pesantren

PNRE mendukung Program Green Pesantren melalui instalasi pembangkit listrik tenaga surya (PLTS) di Yayasan Pondok Pesantren Hidayatullah Pemaluan, Penajam Paser Utara, yang dikenal aktif dalam isu lingkungan, ekonomi hijau, serta energi berkelanjutan. Pada 27 Agustus 2024, penyerahan simbolis PLTS dilakukan oleh Manajer Komunikasi & Hubungan Pemangku Kepentingan PNRE, Rika Gresia, kepada pimpinan yayasan. PLTS ini digunakan untuk operasional masjid dan memberikan manfaat nyata berupa efisiensi biaya listrik. Rika menegaskan bahwa program ini menjadi bagian dari upaya Pertamina mendekatkan masyarakat pada isu transisi energi serta mendorong kontribusi nyata dari seluruh lapisan masyarakat. Program ini juga sejalan dengan konsep keberlanjutan IKN dan diharapkan menjadi model bagi pengembangan pesantren ramah lingkungan lainnya di Indonesia, serta mendukung pencapaian SDGs dan target Net Zero Emission.

PNRE supports the Green Pesantren Program through the installation of a solar power system (PLTS) at the Hidayatullah Pemaluan Islamic Boarding School Foundation in Penajam Paser Utara, known for its active engagement in environmental issues, green economy, and sustainable energy. On August 27, 2024, a symbolic handover of the PLTS was conducted by PNRE's Communication & Stakeholder Relations Manager, Rika Gresia, to the foundation's leadership. The PLTS is used to power the mosque and provides tangible benefits such as electricity cost savings. Rika emphasized that this program is part of Pertamina's effort to raise awareness about energy transition issues and encourage tangible contributions from all segments of society. The program aligns with the sustainability concept of the Nusantara Capital City (IKN) and is expected to serve as a model for the development of other environmentally friendly pesantren in Indonesia, supporting the achievement of SDGs and the Net Zero Emission target.

PNRE menandatangani kerja sama dengan PT Sinergi Gula Nusantara (SGN) dan Pemerintah Provinsi NTT untuk mengembangkan bisnis bioetanol di Indonesia pada 4 September 2024. Dengan SGN, Pertamina NRE akan membangun pabrik bioetanol di Glenmore, Banyuwangi, dengan kapasitas 30.000 kiloliter per tahun yang menggunakan bahan baku molase dari pabrik gula Glenmore. Sementara dengan Pemprov NTT, kedua pihak akan mengeksplorasi potensi lahan untuk tanaman energi seperti tebu, jagung, dan singkong guna mendukung produksi bioetanol. Inisiatif ini diharapkan mempercepat transisi energi nasional, mengurangi ketergantungan pada bahan bakar fosil, menciptakan lapangan kerja baru, serta meningkatkan ketahanan energi dan kesejahteraan masyarakat. Program ini juga mendukung agenda pemerintah untuk mengurangi emisi gas rumah kaca dan mendorong ketahanan energi berbasis sumber daya lokal, sejalan dengan Peraturan Presiden No. 40 Tahun 2023 tentang Percepatan Swasembada Gula dan Penyediaan Bioetanol sebagai Bahan Bakar Bio.

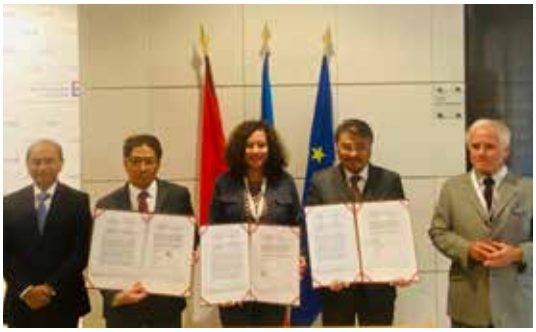
PNRE signed a collaboration agreement with PT Sinergi Gula Nusantara (SGN) and the East Nusa Tenggara (NTT) Provincial Government to develop the bioethanol business in Indonesia on September 4, 2024. In partnership with SGN, Pertamina NRE will build a bioethanol plant in Glenmore, Banyuwangi, with a capacity of 30,000 kiloliters per year, using molasses from the Glenmore sugar mill as raw material. Meanwhile, with the NTT Provincial Government, both parties will explore potential land for energy crops such as sugarcane, corn, and cassava to support bioethanol production. This initiative is expected to accelerate the national energy transition, reduce dependence on fossil fuels, create new job opportunities, and enhance energy security and community welfare. The program also supports the government's agenda to reduce greenhouse gas emissions and promote energy resilience based on local resources, in line with Presidential Regulation No. 40 of 2023 on the Acceleration of Sugar Self-Sufficiency and the Provision of Bioethanol as Biofuel.



**September 4, 2024**

*PNRE Siap Bangun Pabrik Bioetanol, Optimalkan Sumber Daya Domestik*

PNRE Ready to Build Bioethanol Plant, Optimize Domestic Resources



**September 26, 2024**

*PNRE Grup dan Genvia Tandatangani Nota Kesepahaman tentang Teknologi Produksi Hidrogen Ramah Lingkungan*

PNRE Group and Genvia Sign Memorandum of Understanding on Environmentally-Friendly Hydrogen Production Technology

PNRE, PT Pertamina Geothermal Energy Tbk (PGE), dan Genvia menandatangani Nota Kesepahaman (MoU) pada 26 September 2024 untuk mengembangkan produksi hidrogen hijau melalui integrasi teknologi Solid Oxide Electrolyzer (SOEL) dengan sumber panas geothermal. Kolaborasi ini bertujuan untuk mengurangi konsumsi energi dalam produksi hidrogen hijau, dengan melakukan studi teknis dan ekonomi di salah satu lokasi geothermal PGE. Inisiatif ini sejalan dengan komitmen Pertamina untuk mempercepat transisi energi Indonesia dan mengurangi emisi karbon, mendukung pencapaian target emisi nol pada 2060, serta mendorong potensi energi hijau Indonesia, khususnya geothermal, yang juga dapat memberikan manfaat ekonomi dan lingkungan yang signifikan bagi negara.

PNRE, PT Pertamina Geothermal Energy Tbk (PGE), and Genvia signed a Memorandum of Understanding (MoU) on September 26, 2024, to develop green hydrogen production through the integration of solid oxide electrolyzer (SOEL) technology with geothermal heat sources. This collaboration aims to reduce energy consumption in green hydrogen production by conducting technical and economic studies at one of PGE's geothermal sites. This initiative aligns with Pertamina's commitment to accelerating Indonesia's energy transition and reducing carbon emissions, supporting the achievement of the country's net-zero emissions target by 2060, while also harnessing Indonesia's green energy potential, particularly geothermal, which can bring significant economic and environmental benefits to the country.




**September 20, 2024**

*Manfaatkan PLTS , PNRE dukung Budidaya Jamur di Cilamaya*

PNRE Supports Mushroom Cultivation in Cilamaya by Utilizing Solar Power

Pada 20 September 2024, PNRE menginstal Pembangkit Listrik Tenaga Surya (PLTS) di Cilamaya Wetan, Karawang, untuk mendukung kemandirian energi dan ekonomi masyarakat, khususnya dalam proses budidaya jamur. PLTS dengan kapasitas 2,2 kWp dan penyimpanan baterai 5 kWh ini merupakan bagian dari program Desa Energi Berdikari (DEB) yang bertujuan untuk meningkatkan efisiensi dan keberlanjutan dalam budidaya jamur menggunakan energi terbarukan. Program ini juga diharapkan dapat mengurangi emisi karbon sebanyak 3.120 ton CO2-eq per tahun, sejalan dengan komitmen Indonesia untuk transisi energi bersih dan mencapai target Net Zero Emission 2060.

On September 20, 2024, PNRE installed a Solar Power Plant (PLTS) in Cilamaya Wetan, Karawang, to support energy independence and economic empowerment, particularly in mushroom cultivation. The 2.2 kWp PLTS, with a 5 kWh battery storage, is part of the Desa Energi Berdikari (DEB) program, which aims to enhance efficiency and sustainability in mushroom farming through renewable energy. This initiative is also expected to reduce carbon emissions by 3,120 tons of CO2-eq per year, aligning with Indonesia's commitment to the clean energy transition and the target of achieving Net Zero Emissions by 2060

PNRE menandatangani kerjasama dengan PT Pertamina International Shipping (PIS) pada 14 Oktober 2024 untuk mengembangkan bisnis transportasi berbasis energi terbarukan, khususnya untuk hidrogen hijau dan bahan bakar berkelanjutan lainnya. CEO PNRE, John Anis, mengatakan bahwa posisi strategis Indonesia di jalur pelayaran internasional memberikan peluang besar untuk pengembangan bisnis bahan bakar berkelanjutan di sektor maritim. Kerjasama ini bertujuan untuk mengurangi biaya transportasi dan menciptakan efisiensi. PIS juga mendukung pengembangan proyek Jakarta Integrated Green Terminal yang akan mengoptimalkan fasilitas penyimpanan karbon dan distribusi energi terbarukan seperti bioetanol dan hidrogen, memperkuat komitmen Pertamina dalam mendukung transisi energi yang lebih bersih di sektor maritim.

On October 14, 2024, PNRE signed a collaboration agreement with PT Pertamina International Shipping (PIS) to develop renewable energy-based transportation solutions, focusing on green hydrogen and other sustainable fuels. PNRE CEO John Anis highlighted Indonesia's strategic position on global shipping routes as a key opportunity for advancing sustainable fuel initiatives in the maritime sector. The partnership aims to reduce transportation costs and boost efficiency. PIS is also supporting the development of the Jakarta Integrated Green Terminal, which will enhance carbon storage capabilities and the distribution of renewable energy sources such as bioethanol and hydrogen, reinforcing Pertamina's commitment to a cleaner energy transition in maritime sector.



**October 14, 2024**

*PNRE –PIS Jalin Kerjasama Hijau di Sektor Maritim*

PNRE – PIS Collaborate to Advance Green Maritime Sector



**March 21, 2024**

*PNRE Raih Penghargaan Gold Rating di ASRRAT 2024*

PNRE Receives Gold Rating at ASRRAT 2024

PNRE meraih prestasi luar biasa dengan memperoleh Gold Rating dalam Asia Sustainability Reporting Rating (ASRRAT) 2024. Acara penghargaan yang diselenggarakan oleh National Center for Corporate Reporting (NCCR) dan Institute Certified Sustainability Practitioners (ICSP) ini berlangsung di Raffles Hotel Jakarta pada 21 November 2024. Dengan tema "Enhanced Transparency and Accountability for Sustainable Business," ASRRAT 2024 menilai laporan keberlanjutan perusahaan berdasarkan standar internasional, seperti Global Reporting Initiative (GRI) dan regulasi OJK. Pertamina NRE dianugerahi Gold Rating berkat laporan keberlanjutan yang sangat baik. Dicky Septriadi, VP Corporate Secretary Pertamina NRE, menyampaikan pentingnya transparansi dan akuntabilitas dalam menjalankan bisnis yang berkelanjutan. Penghargaan ini mencerminkan komitmen Pertamina NRE untuk terus berinovasi dan memimpin di sektor energi terbarukan dengan tetap memperhatikan prinsip keberlanjutan.

Pertamina NRE achieved a remarkable milestone by earning a Gold Rating at the 2024 Asia Sustainability Reporting Rating (ASRRAT), held on November 21, 2024, at Raffles Hotel Jakarta. Organized by the National Center for Corporate Reporting (NCCR) and the Institute Certified Sustainability Practitioners (ICSP), ASRRAT 2024 carried the theme "Enhanced Transparency and Accountability for Sustainable Business." The assessment was based on international standards such as the Global Reporting Initiative (GRI) and regulations from Indonesia's Financial Services Authority (OJK). PNRE received the Gold Rating for its excellence in sustainability reporting. Dicky Septriadi, VP Corporate Secretary of Pertamina NRE, emphasized the importance of transparency and accountability in sustainable business practices. The award reflects Pertamina NRE's ongoing commitment to innovation and leadership in the renewable energy sector while upholding strong sustainability principles.



**November 28, 2024**

*Hari Menanam Pohon Indonesia, PNRE tanami Lahan Kritis Ulubelu*

PNRE Rehabilitates Critical Land in Ulubelu on Indonesia Tree Planting Day

PNRE, bersama dengan anak perusahaannya PT Pertamina Geothermal Energy (PGE) Tbk. Area Ulubelu, mengadakan kegiatan penanaman pohon pada 28 November 2024 dalam rangka memperingati Hari Menanam Pohon Indonesia. Kegiatan ini dilaksanakan di lahan kritis bekerjasama dengan Kelompok Usaha Perhutanan Sosial (KUPS) Margo Rukun Bestari di Ulubelu, Lampung. Inisiatif ini bertujuan untuk memulihkan ekosistem, meningkatkan kualitas lingkungan, serta mengurangi risiko bencana tanah longsor. Komitmen Pertamina NRE terhadap keberlanjutan sejalan dengan visi untuk mencapai Net Zero Emission pada 2060, yang juga mencerminkan kolaborasi dengan masyarakat setempat untuk melindungi lingkungan dan memberikan manfaat ekologis jangka panjang. Proyek ini menekankan pentingnya penanaman pohon sebagai upaya pengurangan risiko bencana dan pelestarian lingkungan.

To commemorate Indonesia Tree Planting Day, PNRE, in collaboration with its subsidiary PT Pertamina Geothermal Energy (PGE) Tbk Ulubelu Area, organized a tree planting activity on November 28, 2024. The event took place on critical land areas in partnership with the Social Forestry Business Group (KUPS) Margo Rukun Bestari in Ulubelu, Lampung. The initiative aims to restore ecosystems, improve environmental quality, and reduce the risk of landslides. Pertamina NRE's commitment to sustainability aligns with its vision of achieving Net Zero Emission by 2060 and reflects meaningful collaboration with local communities to protect the environment and deliver long-term ecological benefits. This project underscores the importance of tree planting as a crucial step in disaster risk reduction and environmental conservation.

Pertamina NRE dan Pertamina Hulu Energi (PHE) menggelar acara penyuluhan pengelolaan sampah dalam rangka Ciliwung Festival 2024 di Saung Bamboon, Ciliwung pada 8 Desember 2024. Acara ini melibatkan perwakilan Kementerian Lingkungan Hidup, pemerintah lokal, dan komunitas setempat untuk meningkatkan kesadaran tentang pentingnya pengelolaan sampah. Kegiatan utama termasuk workshop pembuatan ecobrick dan diskusi mengenai pengelolaan sampah berbasis komunitas. Zaerul Muhtaram, VP HSSE Pertamina NRE, menekankan pentingnya kolaborasi untuk konservasi lingkungan dan diharapkan dapat menjadi langkah awal untuk menyelamatkan Sungai Ciliwung.

Pertamina NRE, in collaboration with Pertamina Hulu Energi (PHE), held a waste management awareness event as part of the 2024 Ciliwung Festival at Saung Bamboon, Ciliwung, on December 8, 2024. The event brought together representatives from the Ministry of Environment, local government, and community groups to raise awareness on the importance of proper waste management. Key activities included an ecobrick-making workshop and discussions on community-based waste management strategies. Zaerul Muhtaram, VP HSSE of Pertamina NRE, highlighted the importance of collaboration in environmental conservation, expressing hope that this initiative would serve as a meaningful step toward restoring the Ciliwung River.



**December 8, 2024**

*Festival Ciliwung 2024 : PNRE Gelar Sosialisasi Pengelolaan Sampah Ciliwung*

Ciliwung Festival 2024: PNRE Promotes Community-Based Waste Management




**December 10, 2024**

*Pertamina Ajak Pengguna MyPertamina Dorong Dekarbonisasi Lewat Program "Redeem Point Kredit Karbon"*

Pertamina Engages MyPertamina Users in Decarbonization Through "Redeem Carbon Credit Points" Program

Pada 10 Desember 2024, PT Pertamina Patra Niaga bekerja sama dengan PNRE meluncurkan program Redeem Point Kredit Karbon MyPertamina. Program ini memungkinkan pengguna MyPertamina menukarkan 250 poin untuk mendapatkan voucher kredit karbon senilai 250 kg CO2e, sebagai upaya mendukung dekarbonisasi dan pencapaian target net zero emission (NZE) pada 2060. Program ini juga bertujuan meningkatkan kesadaran masyarakat akan pentingnya kredit karbon dalam mengurangi emisi. CEO Pertamina NRE, John Anis, berharap program ini memperkuat kolaborasi dan mendorong pasar kredit karbon di Indonesia.

On December 10, 2024, PT Pertamina Patra Niaga, in collaboration with PNRE, launched the "Redeem Carbon Credit Points" program via MyPertamina. The initiative allows users to exchange 250 loyalty points for a carbon credit voucher equivalent to 250 kg of CO e, supporting decarbonization efforts and Indonesia's net zero emission (NZE) target by 2060. The program also aims to raise public awareness of the role of carbon credits in emissions reduction. John Anis, CEO of Pertamina NRE, expressed optimism that the initiative will strengthen collaboration and stimulate the growth of the carbon credit market in Indonesia.



# 02

# Laporan Manajemen

Management Report




FSRU JAWA SATU

# Laporan Dewan Komisaris

Board of Commissioners Report



**Rida Mulyana**

**Komisaris Utama**
President Commissioner

**Apresiasi kami berikan kepada Direksi. Di tengah perekonomian global yang menekan iklim investasi, serta tantangan pengembangan dalam industri energi berbasis baru dan terbarukan, PNRE tetap mampu mewujudkan pertumbuhan berkelanjutannya.**

We extend our appreciation to the Board of Directors. Amid the global economic pressures affecting the investment climate and the challenges in advancing the new and renewable energy sector, PNRE has consistently managed to achieve sustainable growth.

**Para Pemegang Saham dan Pemangku Kepentingan yang Terhormat,**

Sebagai bagian dari *Holding* Badan Usaha Milik Negara (BUMN) Migas di mana PT Pertamina (Persero) bertindak sebagai entitas induk *Holding*, PT Pertamina Power Indonesia atau "PNRE" dipercaya untuk menjadi *Subholding Power & New Renewable Energy* berperan dalam mengelola energi berbasis baru dan terbarukan (EBT) khususnya dalam kelompok usaha PT Pertamina (Persero). Amanat ini menjadi bagian dari upaya Grup Pertamina untuk dapat mendukung agenda Pemerintah Indonesia terkait target nihil emisi atau *Net Zero Emission* pada tahun 2060.

## Membangun Ekosistem Energi Rendah Karbon di Tengah Tantangan Perekonomian

Di sepanjang tahun 2024, perekonomian global menunjukkan stabilitasnya meskipun masih menampilkan kesan yang menantang. Pertumbuhan perekonomian dunia versi International Monetary Fund (IMF) diproyeksikan sebesar 3,2%, atau sama dengan tahun sebelumnya. Negara maju mencatat pertumbuhan sebesar 1,8% atau hanya tumbuh melandai dari tahun sebelumnya sebesar 1,7%; sedangkan negara berkembang mencatat penurunan dari 4,4% di tahun 2023

**Esteemed shareholders and stakeholders,**

As part of the State-Owned Enterprise (SOE) Oil and Gas Holding, in which PT Pertamina (Persero) serves as the parent entity, PT Pertamina Power Indonesia, or "PNRE," has been entrusted to serve as the Power & New Renewable Energy Subholding, responsible for managing new and renewable energy (NRE), particularly within the PT Pertamina (Persero) business group. This mandate is part of Pertamina Group's efforts to support the Indonesian Government's agenda to achieve Net Zero Emissions by 2060.

## Building a Low-Carbon Energy Ecosystem Amid Economic Challenges

Throughout 2024, the global economy has demonstrated a degree of stability, although it continues to present concerning challenges. According to the International Monetary Fund (IMF), global economic growth is projected at 3.2%, the same as the previous year. Developed countries recorded growth of 1.8%, a slight increase from 1.7% in the previous year; while emerging economies saw a decline from 4.4% in 2023 to 4.2% in 2024. This situation has largely been shaped by ongoing pressures

menjadi 4,2% di tahun 2024. Situasi ini terutama dibentuk dari berbagai tekanan atas produksi dan pasokan komoditas, masih maraknya berbagai konflik, dan peristiwa cuaca ekstrem.

on commodity production and supply, persistent conflicts, and extreme weather events.

Tahun 2024 juga menunjukkan tantangan melalui peristiwa deflasi. Inflasi tinggi akibat ketimpangan rantai pasokan yang terjadi dalam 2 (dua) tahun terakhir mengakibatkan para pelaku usaha melakukan percepatan produksi dan logistik untuk dapat melakukan penyesuaian *demand* dan *supply*. Hal ini kemudian menyebabkan pasokan yang berlebihan yang kemudian menciptakan momentum deflasi di berbagai negara. Di samping itu, kekhawatiran melemahnya belanja dan daya beli masyarakat serta perlunya reformasi struktural dalam lanskap perekonomian dunia turut berdampak pada berbagai harga barang.

The year 2024 also brought challenges in the form of deflationary events. High inflation caused by supply chain imbalances over the past two years prompted businesses to accelerate production and logistics in an effort to balance demand and supply. This eventually led to oversupply, creating deflationary momentum in various countries. Additionally, concerns over weakening consumer spending and purchasing power, along with the need for structural reforms in the global economic landscape, also affected the prices of various goods.

Di tengah dinamisnya kondisi perekonomian global, Pemerintah Indonesia berupaya merumuskan berbagai kebijakan untuk dapat menjaga perekonomian nasional tidak mengalami turbulensi. Salah satu momen besar dan penting bagi Indonesia adalah Pemilihan Umum (Pemilu) yang dilakukan secara serentak pada Februari 2024. Atas ajang besar 5 tahunan ini, Pemerintah Indonesia melalui Kementerian Keuangan RI mengalokasikan anggaran hingga Rp71,3 triliun dengan harapan dapat mendorong sektor perekonomian riil masyarakat seperti kebutuhan pengadaan logistik, pemenuhan barang dan jasa untuk kebutuhan Pemilu, hingga honorarium badan *Adhoc* hingga di tingkat paling bawah.

Amid the dynamic conditions of the global economy, the Indonesian government has made efforts to formulate various policies to prevent national economic turbulence. One of the major and significant events for Indonesia was the General Election (Pemilu), which was held simultaneously in February 2024. For this major five-year event, the Government of Indonesia, through the Ministry of Finance, allocated a budget of up to Rp 71.3 trillion, with the aim of stimulating the real sector of the economy—such as logistics procurement, the provision of goods and services for the election, and honorariums for Adhoc bodies down to the lowest administrative levels.

Badan Pusat Statistik (BPS) merilis perekonomian Indonesia tahun 2024 mampu mencatat pertumbuhan sebesar 5,03%, meskipun melambat dibandingkan capaian tahun 2023 dengan catatan pertumbuhan sebesar 5,05% (c-to-c). Tak berbeda jauh, IMF memproyeksikan perekonomian Indonesia tumbuh 5%, atau relatif sama dibandingkan tahun sebelumnya. Meskipun bertahan dengan berbagai dinamika yang ada, perekonomian Indonesia ini masih tetap mampu mencatat pertumbuhan di atas pertumbuhan ekonomi dunia.

According to data released by Central Statistics Agency (BPS), the Indonesian economy grew by 5.03% in 2024, a slight slowdown compared to the 5.05% growth recorded in 2023 (c-to-c). Similarly, the IMF projected Indonesia's economic growth at 5%, which is relatively stable compared to the previous year. Despite ongoing global uncertainties, Indonesia's economy continues to outperform global economic growth.

Sebanding dengan situasi global, perekonomian nasional juga mencatat adanya tantangan deflasi yang terjadi di tahun 2024. Hal ini terlihat dari data Indeks Harga Konsumen (IHK) yang dirilis BPS tercatat mengalami penurunan pada rentang bulan Mei hingga Agustus 2024. Hal ini menjadi alarm bagi Pemerintah Indonesia untuk dapat menciptakan kebijakan yang dapat mengantisipasi potensi negatif dari tren deflasi yang terjadi.

In line with global conditions, the national economy also faced deflationary challenges in 2024. This was reflected in the Consumer Price Index (CPI) data released by BPS, which showed a decline between May and August 2024. This trend served as a warning for the Indonesian government to implement policies aimed at mitigating the potential negative impacts of deflation.

Inflasi sebagai salah satu faktor penting dalam perekonomian nasional masih menunjukkan tren yang cukup positif. Pemerintah Indonesia cukup berhasil dalam menjaga inflasi nasional, dengan tren kenaikan inflasi saat Pemilu namun kemudian diikuti dengan penurunan yang signifikan hingga akhir tahun 2024.

Inflation, as one of the key factors in the national economy, continued to show a relatively positive trend. The Indonesian government succeeded in maintaining inflation at a manageable level, with a noticeable increase during the election period followed by a significant decline toward the end of 2024.

Sektor ketenagalistrikan sebagai sektor yang berperan sentral bagi urat nadi kehidupan ekonomi dan sosial juga tak lepas dari kondisi perekonomian global dan nasional. Hal ini terlihat dari investasi atas industri ketenagalistrikan. Kementerian Energi dan Sumber Daya Mineral Republik Indonesia (ESDM RI)

The electricity sector, which plays a central role in the economic and social fabric, has also been impacted by both global and national economic conditions. This is evident in the investments in the electricity industry. The Ministry of Energy and Mineral Resources of the Republic of Indonesia (ESDM RI) reported that

mencatat realisasi investasi sektor ESDM nasional mencapai USD32,3 miliar, meningkat dibandingkan tahun sebelumnya dengan realisasi sebesar USD29,9 miliar. Dari angka tersebut, investasi untuk subsektor ketenagalistrikan sebesar USD5,3 miliar, dan Energi Baru, Terbarukan, dan Konservasi Energi (EBTKE) mencapai USD1,8 miliar.

Dari sisi volume pasokan, Kementerian ESDM RI menyebutkan bahwa kapasitas terpasang pembangkit nasional pada tahun 2024 mencapai 101 GW, dengan pembangkit energi fosil sebesar 86 GW atau 85%, dan pembangkit berbasis EBT sebesar 15,1 GW atau 15%. Untuk konsumsi listrik per kapita, pada tahun 2024 target yang dipatok dapat terpenuhi sesuai dengan realisasi, yakni sebesar 1.411 kWh/kapita. Konsumsi listrik ini terus mencatat pertumbuhan dalam beberapa tahun terakhir, dari tahun 2019 sebesar 1.084 kWh/kapita, kemudian 2020 menjadi 1.089 kWh/kapita, kemudian terjadi lonjakan dari 2022 ke 2023 dari 1.173 kWh/kapita ke 1.337 kWh/kapita.

Menarik untuk melihat upaya Pemerintah Indonesia dalam mendorong ketenagalistrikan dari EBTKE. Upaya Pemerintah Indonesia untuk dapat mewujudkan target besar nihilnya emisi CO2 di tahun 2060 dilakukan melalui akselerasi berbagai pembangkit listrik berbasis EBT. Hal ini tertuang dalam Rencana Umum Ketenagalistrikan Nasional (RUKN) yang dirilis pada tahun 2024 sebagai dokumen yang disusun berdasarkan Kebijakan Energi Nasional (KEN). Dalam RUKN tersebut, dapat dilihat bahwa rencana pengembangan sistem penyediaan tenaga listrik nasional diarahkan kepada berbagai pengembangan teknologi ketenagalistrikan yang dapat mendukung nihil emisi, seperti pemanfaatan biomassa untuk *co-firing* (Cfbio) serta *green* NH3 atau Cfbio+CCS di Pembangkit Listrik Tenaga Uap (PLTU), penambahan pembangkit tenaga listrik berdasarkan target bauran energi dalam KEN, kebutuhan investasi pembangkit dan transmisi tenaga listrik antar provinsi periode 2024-2060 mencapai USD1,1 triliun atau rata-rata sekitar USD30 miliar per tahun, dan beberapa kebijakan penting lainnya.

## Pelaksanaan Fungsi Pengawasan oleh Dewan Komisaris atas Kebijakan Strategis yang Dijalankan Direksi

Peran pengawasan Dewan Komisaris dilakukan melalui keterlibatan intensif Dewan Komisaris secara rutin dalam memberi arahan terhadap penyusunan rencana kerja Perusahaan kepada Direksi. Dewan Komisaris dan Direksi memiliki forum rapat gabungan yang membahas berbagai agenda menyangkut rencana kerja, operasional, peluang usaha, serta isu-isu strategis yang memerlukan persetujuan Dewan Komisaris. Rapat ini merupakan bentuk koordinasi dalam rangka membahas laporan-laporan periodik Direksi dan memberikan tanggapan, catatan dan nasihat yang dituangkan dalam risalah rapat.

Di sepanjang tahun 2024, Dewan Komisaris menggelar 4 (empat) kali rapat internal, serta 18 kali rapat gabungan dengan mengundang Direksi. Dalam berbagai rapat tersebut dibahas beberapa hal yang membutuhkan perhatian Dewan Komisaris,

national energy sector investments reached USD 32.3 billion, an increase compared to the previous year's investment of USD 29.9 billion. Of this amount, USD 5.3 billion was invested in the electricity subsector, while New and Renewable Energy and Energy Conservation (EBTKE) accounted for USD 1.8 billion.

In terms of supply volume, the Ministry of ESDM RI stated that the national installed power generation capacity in 2024 reached 101 GW, with fossil fuel-based power plants contributing 86 GW or 85%, and renewable energy-based power plants contributing 15.1 GW or 15%. For per capita electricity consumption, the 2024 target was achieved with a real figure of 1,411 kWh per capita. This consumption has shown continuous growth in recent years, from 1,084 kWh per capita in 2019, to 1,089 kWh per capita in 2020, followed by a significant increase from 1,173 kWh per capita in 2022 to 1,337 kWh per capita in 2023.

It is noteworthy to observe the Indonesian government's efforts in advancing electricity from EBTKE (New and Renewable Energy and Energy Conservation). The government's efforts to achieve the ambitious target of zero CO2 emissions by 2060 are being pursued through the acceleration of various EBT-based power plants. This is outlined in the National Electricity General Plan (RUKN), which was released in 2024 as a document based on the National Energy Policy (KEN). As stated in RUKN, the development plan for the national electricity supply system is directed towards various electricity technologies that can support zero emissions, such as the utilization of biomass for co-firing (Cfbio) and green NH3 or Cfbio+CCS in Steam Power Plants (PLTU). The plan also includes the addition of power plants based on energy mix targets outlined in KEN. The investment required for power plants and transmission lines between provinces from 2024 to 2060 is estimated at USD 1.1 trillion, or an average of around USD 30 billion per year, along with other key policies.

## Implementation of the Supervisory Function by the Board of Commissioners over the Strategic Policies Implemented by the Board of Directors

The supervisory role of the Board of Commissioners is carried out through its intensive and regular involvement in providing guidance on the preparation of the Company's work plans to the Board of Directors. The Board of Commissioners and the Board of Directors hold joint meetings to discuss various agendas related to work plans, operations, business opportunities, and strategic issues that require the approval of the Board of Commissioners. These meetings serve as a coordination forum to discuss the periodic reports from the Board of Directors and provide responses, comments, and advice, which are recorded in the meeting minutes.

Throughout 2024, the Board of Commissioners held 4 (four) internal meetings and 18 joint meetings with the Board of Directors. During these meetings, several matters requiring the Board of Commissioners' attention were discussed, including

baik laporan kinerja rutin bulanan, perkembangan *Good Corporate Governance* (GCG) terutama pada aspek manajemen risiko dan pengendalian internal, maupun hal-hal khusus seperti proses konsolidasi entitas anak baik dalam hal operasi maupun pelaporan keuangan.

Di samping itu, dalam melaksanakan tugasnya, Dewan Komisaris juga melakukan kunjungan kerja untuk mendapatkan pengawasan penuh atas data dan informasi yang didapatkan langsung dari lapangan. Di sepanjang tahun 2024, Dewan Komisaris melakukan 6 (enam) kunjungan kerja ke 8 (delapan) area operasi yang dimiliki Perusahaan, dimana hasil kunjungan kerja ini menjadi bahan bagi pengawasan atas pelaksanaan pengelolaan Perusahaan yang dilakukan oleh Direksi.

## Penilaian atas Kinerja Direksi Mengenai Pengelolaan Perusahaan dan Dasar Penilaiannya

Penilaian atas kinerja Direksi didasarkan pada Petunjuk Teknis Pedoman Penilaian Kinerja Direksi, Dewan Komisaris, dan Komite Penunjang Dewan Komisaris di *Subholding* dan Anak Perusahaan Pertamina No. A05-002/K20000/2022-S9 (Petunjuk Teknis Pedoman Penilaian Kinerja). Dalam dokumen tersebut, dipaparkan bahwa penilaian kinerja Direksi, baik penilaian individu Direktur Utama maupun Direktur lainnya, dilakukan dengan melibatkan penilaian sendiri, penilaian berbasis AKHLAK *Behavior Survey* (ABS) dari *Subordinate*, *Peer*, pimpinan, anggota tim atau pejabat lain yang mewakili Fungsi/Unit/Direktorat/Entitas, maupun penilaian dari Dewan Komisaris sebagai *evaluator*.

Berdasarkan dokumen Petunjuk Teknis di atas, komponen dalam penilaian kinerja Direksi mencakup:

1. *Key Performance Indicator* (KPI) Direksi, baik yang bersifat kolegial dan/atau individual dengan bobot masing-masing KPI sesuai ketentuan yang berlaku di tahun periode penilaian;
2. Nilai-nilai Utama AKHLAK (AKHLAK *Behavior*) yang merupakan *core values* yang ditetapkan oleh Kementerian BUMN, atau standar lainnya yang ditetapkan. Dalam hal pemberlakukan di Grup Pertamina, maka dapat disesuaikan dengan penambahan perilaku *Critical Behaviors* tertentu (apabila diperlukan) sebagai bagian penekanan dan *uniqueness* dari penerapan nilai-nilai utama AKHLAK dan perilaku budaya di lingkungan Pertamina *Group*.

Kelompok penilaian kinerja Direksi sesuai dengan Petunjuk Teknis di atas dapat digambarkan pada bagan di bawah ini.

routine monthly performance reports, developments in Good Corporate Governance (GCG), particularly in risk management and internal controls, as well as specific matters such as the consolidation process of subsidiaries, both operationally and financially.

Additionally, in carrying out its duties, the Board of Commissioners also conducted field visits to gain direct oversight of the data and information collected on-site. Throughout 2024, the Board of Commissioners conducted 6 (six) visits to 8 (eight) operational areas of the Company. The insights gathered from these visits were used to monitor and assess the implementation of the Company's management practices by the Board of Directors.

## Assessment of the Board of Directors' Performance Regarding Company Management and the Basis for the Assessment

The performance assessment of the Board of Directors is based on the Technical Guidelines for the Performance Assessment of the Board of Directors, Board of Commissioners, and Supporting Committees within the Subholding and Subsidiaries of Pertamina No. A05-002/K20000/2022-S9 (Technical Guidelines for Performance Assessment). The document outlines that the performance evaluation of the Board of Directors, including both the individual assessment of the Chief Executive Officer and other Directors, is conducted through self-assessment, an AKHLAK Behavior Survey (ABS) based on feedback from subordinates, peers, leaders, team members, or other officials representing Functions/Units/Directorates/Entities, as well as an evaluation from the Board of Commissioners as the evaluator.

According to the Technical Guidelines, the components in the performance assessment of the Board of Directors include:

1. Key Performance Indicators (KPIs) for the Board of Directors, both collegial and/or individual, with the weight of each KPI according to the applicable regulations for the assessment period;
2. AKHLAK core values (AKHLAK Behavior), which are the core values set by the Ministry of SOEs, or other standards as set by the relevant authority. In the context of Pertamina Group, the assessment may include the addition of certain Critical Behaviors (if necessary) as part of emphasizing and distinguishing the application of the core AKHLAK values and cultural behaviors within the Pertamina Group.

The performance evaluation framework for the Board of Directors, as outlined in the Technical Guidelines, is illustrated in the chart below.



| Evaluee | Evaluator | Acuan KPI<br>KPI Reference | Menetapkan<br>Determine |
|---|---|---|---|
| Direktur Utama Perusahaan<br>Chief Executive Officer of the Company | Dewan Komisaris Perusahaan<br>Board of Commissioners of the Company | Direktur Utama PT Pertamina (Persero)<br>Chief Executive Officer of PT Pertamina (Persero) | Direktur Utama PT Pertamina (Persero) selaku pemegang saham<br>Chief Executive Officer of PT Pertamina (Persero) as shareholder |
| Direktur Perusahaan<br>Director of the Company | Dewan Komisaris dan Direktur Utama Perusahaan<br>Board of Commissioners and Chief Executive Officer of the Company | Direktur Utama Perusahaan<br>Chief Executive Officer of the Company | Direktur Utama PT Pertamina (Persero) selaku pemegang saham<br>Chief Executive Officer of PT Pertamina (Persero) as shareholder |

Selain itu, Dewan Komisaris juga melakukan penilaian kinerja Direksi yang meliputi aspek operasional, keuangan dan aspek lainnya yang berkaitan erat bagi keberlanjutan usaha Perusahaan. Dasar penilaian yang dilakukan Dewan Komisaris meliputi pencapaian terhadap Rencana Kerja dan Anggaran Perusahaan (RKAP).

In addition, the Board of Commissioners also conducts a performance assessment of the Board of Directors, covering operational, financial, and other aspects closely related to the sustainability of the Company's business. The basis for the assessment carried out by the Board of Commissioners includes achievements against the Company's Work Plan and Budget (RKAP).

Dewan Komisaris mengapresiasi kinerja Direksi dalam hal pencapaian RKAP 2024 ditengah kondisi perekonomian yang penuh dengan tantangan dan dinamika. Terlepas dari berbagai pencapaian target yang belum maksimal, perusahaan berhasil mencatatkan pendapatan sebesar USD46,81 juta, meningkat dari tahun sebelumnya sebesar USD411,54 juta.

The Board of Commissioners commends the Board of Directors for their performance in achieving the 2024 Corporate Work Plan and Budget (RKAP), amid a challenging and dynamic economic landscape. Despite several targets not being optimally achieved, the Company successfully recorded revenue of USD 46.81 million, a notable increase from USD 411.54 thousand in the previous year.

Di samping kinerja keuangan, Dewan Komisaris juga mengapresiasi kinerja Keselamatan & Kesehatan Kerja (K3) dan implementasi Asset Integrity Management System (AIMS) dalam mendukung operasional PNRE. Dewan Komisaris tetap menekankan perlunya peningkatan sosialisasi budaya HSSE kepada seluruh pekerja dan mitra kerja. Implementasi AIMS Perseroan perlu dilakukan dengan pendataan aset, pengklasifikasian aset tersebut sesuai kondisi saat inspeksi, perencanaan jadwal pemeliharaan, dan menyiapkan anggaran pemeliharaan yang diintegrasikan baik dalam Anggaran Biaya Operasi atau Anggaran Biaya Investasi untuk memastikan kelancaran proses pemeliharaan aset.

Beyond financial performance, the Board of Commissioners also acknowledges the Company's efforts in Occupational Health and Safety (OHS) and the implementation of the Asset Integrity Management System (AIMS), which play a critical role in supporting PNRE's operations. The Board underscores the importance of continuing to promote HSSE (Health, Safety, Security, and Environment) culture across all employees and business partners. The implementation of the Company's AIMS must be carried out through asset data collection, classification of the assets based on their condition at the time of inspection, maintenance schedule planning, and the preparation of a maintenance budget that is integrated into the Operational Budget or the Investment Budget to ensure the smooth execution of the asset maintenance process.

Dewan Komisaris memandang bahwa Direksi telah melaksanakan tanggung jawab sesuai dengan bidang tugasnya masing - masing serta sinergi yang baik sehingga mewujudkan kinerja yang positif. Strategi yang diterapkan untuk menjadi solusi bagi kendala dan tantangan perusahaan dinilai tepat untuk membawa pertumbuhan bagi perusahaan. Terlepas dari tantangan yang muncul di sepanjang tahun 2024, Direksi mampu menyikapi dengan baik dengan merumuskan dan menerapkan langkah - langkah strategis yang tepat sasaran.

The Board of Commissioners views that the Board of Directors has carried out its responsibilities according to its respective areas of responsibility and has demonstrated good synergy, resulting in positive performance. The strategies implemented to address the Company's challenges were considered appropriate and have contributed to the Company's growth. Despite the challenges faced throughout 2024, the Board of Directors responded effectively by formulating and implementing targeted strategic measures.

Secara khusus, melalui penilaian kuantitatif yang telah dilakukan, Dewan Komisaris menekankan pada 2 (dua) aspek yang masih membutuhkan fokus dan perhatian untuk perbaikan dan peningkatan ke depan, yaitu aspek tambahan kapasitas terpasang *Clean Energy*, serta realisasi Anggaran Biaya Investasi (ABI).

Specifically, based on the quantitative assessment carried out, the Board of Commissioners emphasizes two aspects that still require focus and attention for improvement and future enhancement: the addition of installed Clean Energy capacity and the realization of the Investment Budget (ABI).

Secara keseluruhan, Dewan Komisaris menyambut baik dan memberikan apresiasi terhadap capaian kinerja, komitmen dan dedikasi yang telah diperlihatkan Direksi dan seluruh jajaran. Berbagai realisasi program strategis yang telah dijalankan mampu berbuah baik, yang tercermin dari peningkatan kapasitas terpasang dari pembangkit Gas to Power dan EBT yang dimiliki Perusahaan. Demikian pula dengan kenaikan signifikan produksi listrik yang menunjukkan keberhasilan PNRE secara konsolidasian mampu mengoptimalkan kinerjanya. Hal ini kemudian berujung positif pada kinerja keuangan, di mana pendapatan Perusahaan tercatat mengalami pertumbuhan, yang diimbangi dengan posisi keuangan yang terjaga dengan cukup baik.

Overall, the Board of Commissioners welcomes and appreciates the achievements, commitment, and dedication demonstrated by the Board of Directors and the entire team. The successful implementation of various strategic programs has yielded positive results, reflected in the increase in installed capacity from Gas to Power and renewable energy power plants owned by the Company. Likewise, the significant rise in electricity production demonstrates the successful consolidation of PNRE in optimizing its performance. This has resulted in a positive outcome for financial performance, with the Company's revenue showing growth while maintaining a healthy financial position.

## Pandangan atas Perkembangan Penerapan Tata Kelola Perusahaan yang Baik

Perkembangan Tata Kelola Perusahaan yang Baik, atau *Good Corporate Governance* (GCG) tak lepas dari kemampuan Perusahaan untuk menghadirkan proses dan mekanisme GCG yang dapat mewadahi penerapan 5 (lima) prinsip dasar GCG, yaitu Transparansi, Akuntabilitas, Responsibilitas, Independensi, dan Kewajaran. Penerapan ke-5 prinsip ini akan menjamin keberlangsungan Perusahaan, khususnya dalam pemahaman tentang kepatuhan terhadap peraturan dan perundang-undangan yang berlaku.

Dewan Komisaris memandang bahwa manajemen Perusahaan telah berupaya senantiasa memenuhi seluruh aspek kepatuhan terkait penerapan prinsip GCG yang diatur dalam berbagai peraturan dan perundang-undangan yang berlaku. Penerapan prinsip GCG di lingkup Perusahaan juga telah selaras dengan praktik terbaik GCG saat ini, termasuk diantaranya keberadaan Struktur Tata Kelola yang telah sesuai dengan ketentuan yang berlaku serta mampu memenuhi kebutuhan Perusahaan dalam mewujudkan penerapan GCG terbaik.

Secara umum, 3 (tiga) organ utama, yaitu Rapat Umum Pemegang Saham (RUPS) sebagai forum bagi pemegang saham dalam mengambil keputusan strategis, Dewan Komisaris berperan mengawasi dan memberikan masukan serta nasehat bagi Direksi, serta Direksi yang bertugas mengelola Perusahaan sesuai dengan prinsip-prinsip Perseroan Terbatas, telah berjalan dengan sangat baik. Terutama dengan arahan dari entitas induk, Pertamina yang telah memiliki pengalaman dan telah mengimplementasikan praktik terbaik penerapan GCG, khususnya sebagai induk *Holding* BUMN Migas yang memiliki kompleksitas kepatuhan.

Dewan Komisaris memandang bahwa hubungan antara Dewan Komisaris sebagai pengawas dan Direksi sebagai pengelola telah berjalan dengan sangat baik. Organ pendukung Dewan Komisaris, yaitu Sekretaris Dewan Komisaris, Komite Audit, Komite Investasi & Manajemen Risiko, Komite Nominasi & Remunerasi, dan Komite Tata Kelola Terintegrasi dapat memberikan pengawasan atas manajemen risiko hingga audit internal dan tahapan audit eksternal.

Dewan Komisaris juga menyambut baik penilaian penerapan GCG yang dilakukan Direksi dan jajarannya untuk dapat menangkap gambaran tentang maturitas penerapan GCG di lingkup Perusahaan. Penilaian ini juga melengkapi bagian dari Hasil Tata Kelola atau *Governance Outcome* yang memberikan gambaran tentang sejauh apa penerapan GCG telah dilaksanakan di lingkup Perusahaan.

## Perspectives on the Development of Good Corporate Governance

The development of Good Corporate Governance (GCG) is intrinsically linked to the Company's ability to establish processes and mechanisms that embody the five fundamental GCG principles: Transparency, Accountability, Responsibility, Independence, and Fairness. Implementing these principles ensures the Company's sustainability, particularly in terms of compliance with applicable laws and regulations.

The Board of Commissioners believes that the Company's management has consistently strived to address all aspects of compliance in implementing GCG principles as mandated by various laws and regulations. The application of these principles within the Company aligns with current best practices in GCG, including the establishment of a governance structure that meets regulatory requirements and effectively supports the Company's pursuit of exemplary GCG implementation.

In general, the three main bodies—the General Meeting of Shareholders (GMS) as a forum for shareholders to make strategic decisions, the Board of Commissioners responsible for overseeing and advising the Board of Directors, and the Board of Directors in charge of managing the Company in accordance with Limited Liability Company principles—have performed exceptionally well. This is especially true under the guidance of the parent entity, Pertamina, which has extensive experience and has implemented best practices in GCG, particularly as the parent of a state-owned oil and gas holding with complex compliance needs.

The Board of Commissioners observes that the relationship between the Board of Commissioners as the overseer and the Board of Directors as the manager has functioned very effectively. Supporting bodies—including the Secretary of the Board of Commissioners, the Audit Committee, the Investment & Risk Management Committee, the Nomination & Remuneration Committee, and the Integrated Governance Committee—have provided oversight on risk management as well as internal and external audits.

The Board of Commissioners also welcomes the assessment of GCG implementation conducted by the Board of Directors and its team, as it captures an overall picture of the maturity of GCG practices within the Company. This evaluation complements the Governance Outcome, which reflects the extent to which GCG has been effectively implemented across the organization.

## Pandangan atas Pengelolaan Whistleblowing System (WBS) di Perusahaan dan Peran Dewan Komisaris Dalam WBS Perusahaan

Salah satu proses atau mekanisme GCG yang cukup penting adalah pemberlakuan Sistem Pelaporan Pelanggaran, atau *Whistleblowing System* (WBS). Sistem ini memungkinkan mekanisme pelaporan yang menjamin kerahasiaan pelapor. Perusahaan memiliki WBS yang dikelola secara terpusat oleh entitas induk, PT Pertamina (Persero), melalui kanal Pertamina Clean, di mana penanganan pengaduan dikelola oleh Fungsi *Investigation* Audit Internal entitas induk, PT Pertamina (Persero).

Di sepanjang tahun 2024, terdapat 2 (dua) pengaduan yang masuk melalui WBS Pertamina yang melibatkan PNRE. Seluruh pengaduan tersebut sedang dalam proses tindak lanjut sesuai dengan mekanisme penanganan yang telah ditetapkan. Dewan Komisaris berharap, penerapan WBS ini dapat memperkuat penerapan GCG di lingkup Grup Pertamina, utamanya di tingkat PNRE, agar penegakan terkait pelanggaran GCG dapat berjalan secara faktual dan berkembang dari waktu ke waktu.

## Penilaian atas Kinerja Organ Pendukung Dewan Komisaris

Dalam menjalankan tugas dan tanggung jawabnya, Dewan Komisaris dibantu oleh organ pendukung yang dibentuk sesuai dengan ketentuan perundang-undangan. Dewan Komisaris telah melakukan penilaian kepada Komite Audit, Komite Investasi & Manajemen Risiko, Komite Nominasi & Remunerasi dan Sekretariat Dewan Komisaris. Semua organ pendukung telah memberikan kinerja yang baik dan berhasil meningkatkan efektivitas pelaksanaan tugas dan fungsi Dewan Komisaris.

Evaluasi terhadap kinerja Komite Tata Kelola Terintegrasi tahun 2024 belum dilakukan karena komite tersebut baru dibentuk dan masih dalam tahap awal pengembangan serta penataan organisasi. Namun, penilaian kinerja anggota Komite Tata Kelola Terintegrasi mengacu pada penilaian kinerja Dewan Komisaris dalam melaksanakan tugas dan tanggung jawabnya sesuai dengan penilaian yang berlaku di perusahaan dan ditetapkan oleh PT Pertamina Persero.

Dewan Komisaris memberikan apresiasinya atas seluruh masukan yang telah diberikan ke-5 organ pendukung untuk membantu tugas pengawasan Dewan Komisaris.

## Perubahan Susunan Dewan Komisaris

Di sepanjang tahun 2024 terdapat perubahan keanggotaan Dewan Komisaris berdasarkan Keputusan Pemegang Saham Secara Sirkuler (KPSSS). Kronologis pergantian susunan Dewan Komisaris di sepanjang tahun 2024, dan susunan Dewan Komisaris per 31 Desember 2024 adalah sebagai berikut.

## Perspective on the Management of the Whistleblowing System (WBS) in the Company and the Role of the Board of Commissioners in the Company's WBS

One of the key processes or mechanisms in Good Corporate Governance (GCG) is the implementation of a Whistleblowing System (WBS). This system enables a reporting mechanism that ensures the confidentiality of the whistleblower. The Company has a WBS that is centrally managed by its parent entity, PT Pertamina (Persero), through the Pertamina Clean channel, where the handling of complaints is managed by the Internal Audit Investigation Function of PT Pertamina (Persero).

Throughout 2024, there were 2 (two) complaints submitted through Pertamina's Whistleblowing System (WBS) involving PNRE. All complaints are currently being followed up in accordance with the established handling mechanisms. The Board of Commissioners hopes that the implementation of the WBS will strengthen the enforcement of GCG within the Pertamina Group, particularly at the PNRE level, enabling GCG enforcement to be carried out in a factual manner and to continuously improve over time.

## Assessment of the Performance of the Supporting Organs of the Board of Commissioners

In carrying out its duties and responsibilities, the Board of Commissioners is supported by auxiliary bodies established in accordance with prevailing laws and regulations. The Board of Commissioners has conducted performance evaluations of the Audit Committee, the Investment & Risk Management Committee, the Nomination & Remuneration Committee, and the Secretariat of the Board of Commissioners. All supporting organs have demonstrated good performance and have successfully enhanced the effectiveness of the Board of Commissioners in carrying out its duties and functions.

An evaluation of the performance of the Integrated Governance Committee for 2024 has not yet been conducted, as the committee was newly established and is still in the early stages of development and organizational structuring. However, the performance assessment of the members of the Integrated Governance Committee refers to the performance assessment of the Board of Commissioners in carrying out its duties and responsibilities, based on the assessment standards applicable within the Company as determined by PT Pertamina Persero.

The Board of Commissioners expresses its appreciation for all the input provided by the five supporting organs in assisting the Board's supervisory duties.

## Changes in the Composition of the Board of Commissioners

Throughout 2024, there were changes in the membership of the Board of Commissioners based on the Circular Shareholders' Resolution (KPSSS). The chronology of changes in the composition of the Board of Commissioners during 2024, along with the composition of the Board as of December 31, 2024, is as follows.

### Kronologis Susunan Dewan Komisaris di Sepanjang Tahun 2024
Chronology of Changes in the Composition of the Board of Commissioners Throughout 2024

| Periode 1 Januari s.d 1 Februari 2024<br>January 1 to February 1 2024 | Periode 1 Februari s.d 25 April 2024<br>February 1 to April 25, 2024 | Periode 25 April s.d 31 Desember 2024<br>April 25 to December 31, 2024 | Keterangan<br>Notes |
|---|---|---|---|
| Havidh Nazif (Komisaris)<br>(Commissioner) | Havidh Nazif (Komisaris)<br>(Commissioner) | Havidh Nazif (Komisaris)<br>(Commissioner) | - |
| Ajar Budi Kuncoro (Komisaris)<br>(Commissioner) | Ajar Budi Kuncoro (Komisaris)<br>(Commissioner) | Ajar Budi Kuncoro (Komisaris)<br>(Commissioner) | - |
| Budiman Parhusip (Komisaris)<br>(Commissioner) | Budiman Parhusip (Komisaris)<br>(Commissioner) | Budiman Parhusip (Komisaris)<br>(Commissioner) | - |
| Dwi Agus Setiawan (Komisaris)<br>(Commissioner) | Dwi Agus Setiawan (Komisaris)<br>(Commissioner) | | Dwi Agus Setiawan tidak lagi menjabat berdasarkan Keputusan Pemegang Saham Secara Sirkuler (KPSSS) tanggal 25 April 2024 dikarenakan telah habis masa jabatan.<br>Dwi Agus Setiawan no longer held the position based on the Circular Shareholders' Resolution (KPSSS) dated April 25, 2024, due to the expiration of his term. |
| | Rida Mulyana (Komisaris Utama)<br>(President Commissioner) | Rida Mulyana (Komisaris Utama)<br>(President Commissioner) | Rida Mulyana diangkat berdasarkan KPSSS tanggal 1 Februari 2024.<br>Rida Mulyana was appointed based on the Circular Shareholders' Resolution (KPSSS) dated February 1, 2024. |

### Susunan Dewan Komisaris Perusahaan per 31 Desember 2024
Board of Commissioners Composition as of December 31, 2024

| Nama<br>Name | Jabatan<br>Position | Dasar Pengangkatan sebagai Komisaris<br>Basics of Appointment as Commissioner | Masa Jabatan<br>Term of Office | Periode Jabatan<br>Period of Office |
|---|---|---|---|---|
| Rida Mulyana | Komisaris Utama<br>President Commissioner | Keputusan Pemegang Saham Secara Sirkuler tanggal 1 Februari 2024 yang dilembagakan melalui Akta No. 53 tanggal 27 Februari 2024 yang dibuat di hadapan Marianne Vincentia Hamdani, S.H., notaris di Jakarta Utara.<br>Circular Shareholders' Resolution (KPSSS) dated February 1, 2024, as outlined in Deed No. 53 dated February 27, 2024, made before Marianne Vincentia Hamdani, S.H., a notary in North Jakarta | 1 Februari 2024 s.d RUPS yang akan diselenggarakan di tahun 2027<br>February 1, 2024 until the GMS to be held in 2027 | Ke-1<br>First |
| Budiman Parhusip | Komisaris<br>Commissioner | Keputusan Pemegang Saham Secara Sirkuler tanggal 27 September 2022 yang dilembagakan melalui Akta No. Akta No. 38 tanggal 24 Oktober 2022 yang dibuat di hadapan Marianne Vincentia Hamdani, S.H., notaris di Jakarta Utara.<br>Circular Shareholders' Resolution (KPSSS) dated September 27, 2022, as outlined in Deed No. 38 dated October 24, 2022, made before Marianne Vincentia Hamdani, S.H., a notary in North Jakarta. | 27 September 2022 s.d RUPS yang akan diselenggarakan di tahun 2025<br>September 27, 2022 until the GMS to be held in 2025 | Ke-1<br>First |
| Ajar Budi Kuncoro | Komisaris<br>Commissioner | Keputusan Pemegang Saham Secara Sirkuler tanggal 13 Juni 2023 yang dilembagakan melalui Akta No. 11 tanggal 11 Juli 2023 yang dibuat di hadapan Marianne Vincentia Hamdani, S.H., notaris di Jakarta Utara.<br>Circular Shareholders' Resolution (KPSSS) dated June 13, 2023, as outlined in Deed No. 11 dated July 11, 2023, made before Marianne Vincentia Hamdani, S.H., a notary in North Jakarta. | 16 Juni 2023 s.d RUPS yang akan diselenggarakan di tahun 2026<br>June 16, 2023 until the GMS to be held in 2026 | Ke-2<br>Second |
| Havidh Nazif | Komisaris<br>Commissioner | Keputusan Pemegang Saham Secara Sirkuler tanggal 21 September 2023 yang dilembagakan melalui Akta No. Akta No. 3 tanggal 2 Oktober 2023 di hadapan Marianne Vincentia Hamdani, S.H., notaris di Jakarta Utara.<br>Circular Shareholders' Resolution (KPSSS) for the appointment of a Board of Commissioners member dated September 21, 2023, as outlined in Deed No. 3 dated October 2, 2023, made before Marianne Vincentia Hamdani, S.H., a notary in North Jakarta. | 21 September 2023 s.d RUPS yang akan diselenggarakan di tahun 2026<br>September 21, 2023 until the GMS to be held in 2026 | Ke-1<br>First |

Tidak terdapat perubahan susunan Dewan Komisaris sejak 31 Desember 2024 hingga ditandatanganinya laporan tahunan ini per tanggal 19 Mei 2025.

There have been no changes in the composition of the Board of Commissioners from December 31, 2024, up to the signing of this annual report on May 19,2025.

## Pandangan atas Proyeksi Tahun 2025

## 2025 Business Outlook

Perekonomian di tahun 2025 diprediksi masih akan menunjukkan tekanannya. IMF memprediksi perekonomian dunia tumbuh sebesar 3,3%, atau tumbuh melandai dibandingkan tahun 2024 sebesar 3,2%. Situasi ini terutama akan dibentuk dari perekonomian negara maju, khususnya Amerika Serikat, yang berupaya menjalankan kebijakan proteksionisme dari pemerintahan baru dalam rangka mengoptimalkan sumber daya internalnya. Di sisi lain, kebijakan proteksinonisme ini akan berdampak pada perang tarif yang akan berimbas langsung pada keseimbangan neraca perdagangan dunia secara keseluruhan.

The global economy in 2025 is projected to continue facing various pressures. The IMF forecasts global economic growth at 3.3%, a slight slowdown compared to 3.2% in 2024. This situation is largely influenced by advanced economies, particularly the United States, which is expected to adopt protectionist policies under its new administration in an effort to optimize domestic resources. On the other hand, such protectionism may trigger tariff wars, directly affecting the balance of global trade.

Iklim investasi dan arus modal juga akan mendapatkan tantangan, terutama dengan suku bunga global yang masih tinggi yang berdampak terhadap pengetatan likuiditas dan terbatasnya arus modal masuk ke negara berkembang. Hal ini akan memberikan tekanan pada nilai tukar mata uang negara berkembang, termasuk Indonesia. Selain itu, tensi geopolitik yang eskalatif, konflik Rusia-Ukraina dan konflik di Timur Tengah yang belum mereda, masih akan mewarnai kondisi perekonomian dunia tahun 2025.

The investment climate and capital flows will also face challenges, especially with global interest rates remaining high, which may tighten liquidity and limit capital inflows into developing countries. This situation will put pressure on the currencies of emerging markets, including Indonesia. Moreover, ongoing geopolitical tensions—such as the Russia-Ukraine conflict and and the ongoing tension in the Middle East—are expected to continue shaping global economic conditions in 2025.

Indonesia sendiri diharapkan mampu merumuskan berbagai kebijakan jangka pendek untuk dapat menciptakan *absorber* atas kondisi tahun 2025 yang masih akan diliputi tantangan. Pemerintah Indonesia mencanangkan perekonomian Indonesia tahun 2025 dapat tumbuh 5,2%, yang terutama akan ditopang bauran kebijakan fiskal dan moneter serta sektor keuangan. Konsumsi domestik diharapkan masih akan kuat dengan terkendalinya inflasi dan penciptaan lapangan kerja. Akselerasi transformasi ekonomi akan terus ditingkatkan khususnya melalui revitalisasi industri, termasuk hilirisasi dan ekosistem *Electric Vehicles* (EV), penguatan sektor jasa termasuk ekonomi kreatif dan digitalisasi, serta penguatan reformasi struktural untuk meningkatkan *ease of doing business*, dan memperkuat daya saing produk ekspor dan investasi.

Indonesia is expected to formulate short-term policies to act as buffers against these ongoing global challenges. The Indonesian government has projected the national economy to grow by 5.2% in 2025, mainly supported by a mix of fiscal and monetary policies and the financial sector. Domestic consumption is expected to remain strong, driven by controlled inflation and job creation. Economic transformation will be further accelerated, particularly through industrial revitalization, including downstreaming and development of the Electric Vehicle (EV) ecosystem, strengthening of the services sector such as creative economy and digitalization, as well as reinforcing structural reforms to improve the ease of doing business and enhance the competitiveness of exports and investment.

Untuk sektor ketenagalistrikan, Rencana Umum Ketenagalistrikan Nasional (RUKN) yang dirilis pada tahun 2024 telah menetapkan *roadmap* atau peta jalan ketenagalistrikan untuk dapat mendukung nihilnya emisi CO2 di tahun 2060. Proyeksi rata-rata kebutuhan investasi pembangkit dan transmisi tenaga listrik antar provinsi lebih kurang USD30 miliar per tahun dipercaya akan mampu memberikan dorongan bagi perwujudan target besar Pemerintah Indonesia terkait emisi nihil.

For the electricity sector, the National Electricity General Plan (RUKN) released in 2024 has outlined a roadmap for electricity development to support the goal of achieving zero CO2 emissions by 2060. The projected average investment required for power plants and transmission across provinces, estimated at around USD 30 billion per year, is believed to provide a significant boost toward the realization of the Indonesian government's ambitious zero-emission target.

Di samping itu, kebutuhan energi yang terus meningkat akan menjadi peluang bagi Perusahaan untuk dapat menumbuhkembangkan operasi dan bisnisnya. Terutama dengan target nihil emisi dari Pemerintah Indonesia, kebutuhan akan energi rendah karbon dan Energi Baru dan Terbarukan (EBT) akan semakin meningkat yang akan menjadi peluang besar bagi PNRE.

Secara khusus, Dewan Komisaris menyambut baik proyeksi kinerja Perusahaan tahun 2025. Proyeksi peningkatan kapasitas terpasang diharapkan mampu direalisasikan oleh Direksi beserta seluruh jajarannya, terutama dengan berbagai program strategis yang telah dicanangkan.

## Penutup

Kepada PT Pertamina (Persero) selaku pemegang saham pengendali dan PT Pertamina Dana Ventura (Pedeve) selaku pemegang saham, Dewan Komisaris mengucapkan terima kasih atas kepercayaan yang telah diberikan. Dewan Komisaris menyampaikan apresiasi kepada Direksi atas kerja sama dan komitmen yang telah ditunjukkan. Dewan Komisaris juga menyampaikan apresiasi kepada seluruh Perwira PNRE yang telah memberikan kontribusinya secara optimal. Dewan Komisaris sungguh berharap, perjalanan tahun 2024 menjadi catatan penting bagi seluruh jajaran untuk dapat merumuskan strategi yang tepat dan mampu membawa Perusahaan menuju pertumbuhan yang lebih baik.

In addition, the continuously increasing energy demand presents an opportunity for the Company to grow and expand its operations and business. Particularly with the Indonesian government's target of zero emissions, the demand for low-carbon energy and New and Renewable Energy (NRE) will continue to rise, creating substantial opportunities for PNRE.

The Board of Commissioners is optimistic about the Company's projected performance in 2025. It is expected that the planned increase in installed capacity will be achieved by the Board of Directors and their team, particularly through the various strategic programs that have been initiated.

## Closing

The Board of Commissioners would like to express its gratitude to PT Pertamina (Persero) as the controlling shareholder and PT Pertamina Dana Ventura (Pedeve) as the shareholder, for the trust they have placed in the Company. The Board of Commissioners also extends its appreciation to the Board of Directors for their collaboration and commitment. Additionally, the Board of Commissioners appreciates all PNRE officers for their optimal contributions. The Board of Commissioners sincerely hopes that the journey in 2024 will serve as an important milestone for the entire team to formulate the right strategies and lead the Company toward better growth.

**Jakarta, 19 Mei 2025**
Jakarta, May 19, 2025

Atas nama Dewan Komisaris PT Pertamina Power Indonesia
On behalf of the Board of Commissioners of PT Pertamina Power Indonesia



**Rida Mulyana**
Komisaris Utama
President Commissioner

# Anggota Dewan Komisaris

## Member of the Board of Commissioners



**Rida Mulyana**

**Komisaris Utama**
President Commisioners

**Havidh Nazif**

**Komisaris**
Commisioners



**Ajar Budi Kuncoro**

**Komisaris**
Commisioners

**Budiman Parhusip**

**Komisaris**
Commisioners

# Laporan Direksi

Board of Directors Report



## John Anis

**Direktur Utama**
Chief Executive Officer

**Dibutuhkan komitmen seluruh pihak, agar industri energi berbasis baru dan terbarukan Nasional dapat berkembang dengan baik. Dengan aspek keekonomian yang masih akan berkembang, perkembangan energi EBT menjadi tantangan bersama, baik bagi Regulator, Investor, Kreditur, maupun Pelaku Usaha termasuk PNRE.**

Achieving the growth of the national renewable energy sector requires the commitment of all parties involved. With the evolving economic aspects, advancing renewable energy becomes a shared challenge for regulators, investors, creditors, and businesses, including PNRE.

**Para Pemegang Saham dan Pemangku Kepentingan yang Terhormat,**

Sebagai *Subholding Power & New Renewable Energy* dalam Holding Badan Usaha Milik Negara (BUMN) Migas, PT Pertamina Power Indonesia atau "PNRE" memiliki peran yang cukup besar dalam menghadirkan energi rendah karbon dan energi baru dan terbarukan (EBT) dalam pengelolaan industri migas oleh Grup Pertamina. Untuk itu, izinkan saya menyampaikan laporan Direksi yang dapat memberikan gambaran tentang perjalanan Perusahaan di sepanjang tahun 2024. Laporan tahunan ini juga menjadi implementasi transparansi PNRE yang berupaya menjungjung tinggi prinsip - prinsip Tata Kelola secara konsisten dan berkesinambungan dalam menjalankan kegiatan bisnis sehari - hari.

## Strategi Mengembangkan Bisnis Energi Baru dan Terbarukan oleh Perusahaan

Pendirian Perusahaan di tahun 2016 bertujuan menyelenggarakan usaha di bidang ketenagalistrikan dan energi lainya serta melaksanakan pengelolaan dan pengembangan fasilitas *Floating Storage and Regasification*

**Esteemed Shareholders and Stakeholders,**

As a Subholding Power & New Renewable Energy within the State-Owned Enterprise (SOE) Oil & Gas Holding, PT Pertamina Power Indonesia, or "PNRE," plays a significant role in providing low-carbon energy and new and renewable energy (NRE) in the management of the oil and gas industry within the Pertamina Group. Therefore, allow me to present the Board of Directors' report, which provides an overview of the Company's journey throughout 2024. This annual report also reflects PNRE's commitment to transparency, upholding governance principles consistently and sustainably in its daily business operations.

## Strategy for Developing the New and Renewable Energy Business

The Company's establishment in 2016 aimed to conduct business in the electricity and energy sectors, as well as manage and develop Floating Storage and Regasification Terminal (FSRT) facilities, including the purchase of Liquefied Natural Gas

*Terminal* (FSRT), termasuk pembelian *Liquefied Natural Gas* (LNG) dan pemasaran atas hasil pengelolaan fasilitas FSRT, industri suku cadang dan aksesoris kendaraan bermotor roda 4 (empat) atau lebih, perdagangan besar suku cadang dan aksesoris mobil serta kegiatan bisnis terkait lainnya. Transformasi Perusahaan secara fundamental terjadi pada tahun 2020 ketika Perusahaan ditunjuk sebagai *Subholding Power & New Renewable Energy* dalam *Holding* BUMN Migas yang bertanggung jawab pada pelaksanaan sejumlah kegiatan, yang terdiri dari eksplorasi dan produksi sumber energi baru dan terbarukan (EBT) secara terintegrasi dengan cakupan usahanya meliputi eksplorasi dan operasi wilayah kerja geothermal dan pembangkit listrik panas bumi, pembangkit listrik tenaga gas dan pengembangan energi baru dan terbarukan.

(LNG) and marketing the results of FSRT facility management. The Company was also involved in the automotive spare parts and accessories industry, wholesale trade of automobile parts, and related business activities. A fundamental transformation of the Company occurred in 2020 when it was appointed as the Subholding Power & New Renewable Energy within the State-Owned Oil and Gas Holding, responsible for implementing various activities. These activities include the exploration and production of new and renewable energy (NRE) sources, integrated operations in geothermal working areas, geothermal power plants, gas power plants, and the development of new and renewable energy.

Memasuki tahun 2024 yang masih diliputi tantangan untuk pengembangan EBT di Indonesia, Direksi berupaya merumuskan strategi pengembangan operasi dan bisnis sebagaimana telah diamanatkan melalui 4 (empat) program strategis.

Entering 2024, amid ongoing challenges for the development of NRE in Indonesia, the Board of Directors is focused on formulating a strategy to develop operations and business through four strategic programs.

**Program Strategis PNRE Tahun 2024**
PNRE Strategic Program 2024




*HSSE Excellence* merupakan kunci penting bagi Perusahaan sebagai bagian dari Grup Pertamina. Strategi ini tidak hanya mencerminkan pengelolaan risiko utama Perusahaan, tetapi juga memastikan keselarasan proses bisnis dengan standardisasi yang berlaku di Grup Pertamina. Beberapa agenda dalam *HSSE Excellence* secara rutin menjadi bagian dari indikator kinerja utama, seperti target nihil fatalitas, penerapan program budaya HSSE Excellence, serta standar HSSE di seluruh lini operasional. Program ini juga mencakup inisiatif promotif dan preventif, serta pemantauan kesehatan pekerja melalui kegiatan MCU, DCU, dan Health Talk. Selain itu, *HSSE Excellence* diperkuat dengan pelaksanaan audit sertifikasi ISO 9001, 14001, 45001, dan Sistem Manajemen Kesehatan dan Keselamatan Kerja (SMK3), serta penilaian berkala seperti PROPER, PERCA, FERRAT, MERRAT, SUPREME, dan SMPg. Pengembangan lebih lanjut dilakukan melalui penilaian aspek lingkungan, sosial, dan tata kelola (ESG), pelaksanaan 12 inisiatif HSSE dalam rangka pemenuhan *milestone sustainability roadmap*, serta penerapan program dekarbonisasi.

HSSE Excellence is a key pillar for the Company as part of the Pertamina Group. This strategy is part of addressing the Company's key risks, as well as ensuring business processes align with Pertamina Group's standards. Several agendas within HSSE Excellence are routinely part of key performance indicators, such as the zero fatality target, HSSE Excellence culture programs, and HSSE standards across all operations. This includes the implementation of promotional, preventive programs, as well as worker health monitoring through MCU, DCU, and Health Talk activities. In addition, HSSE Excellence was reinforced through the implementation of certification audits for ISO 9001, 14001, and 45001, as well as the Occupational Health and Safety Management System (SMK3), along with periodic assessments such as PROPER, PERCA, FERRAT, MERRAT, SUPREME, and SMPg. Further development was carried out through the assessment of environmental, social, and governance (ESG) aspects, the implementation of 12 HSSE initiatives as part of achieving the milestones of the sustainability roadmap, and the adoption of a decarbonization program.

Pada program ke-2, yaitu pengembangan bisnis dan investasi, Perusahaan berupaya mengoptimalkan peluang *captive market* di lingkup Grup Pertamina, terutama terkait proyek *Gas to Power*, efisiensi energi, serta proyek EBT dan *future*

The second program, Business Development and Investment, the Company strives to optimize opportunities within the Pertamina Group's captive market, particularly in gas-to-power projects, energy efficiency initiatives, as well as renewable energy (RE) and future business ventures such as carbon

business seperti perdagangan karbon, *Hydrogen*, serta proyek baterai untuk ekosistem *Electric Vehicle* (EV). Perusahaan juga mengoptimalkan pasar eksternal Grup Pertamina melalui sinergi dan kerja sama dengan BUMN lainnya, termasuk Grup PT PLN (Persero) yang memiliki target besar atas transisi energi listrik berbasis EBT.

Operasional yang unggul sebagai program strategis PNRE tak lepas dari standardisasi mutu dan *Service Level Agreement* (SLA) Perusahaan sejalan dengan pengembangan bisnis yang dilakukan. PNRE berkomitmen untuk terus menjaga keandalan dan optimalisasi produksi dari pembangkit yang dimiliki untuk mencapai target, di samping tentunya berfokus pada biaya yang efektif dan efisiensi. Salah satu *tagline* penting yang diusung PNRE adalah OTOBOSOROR (*On Time, On Budget, On Specification, On Return, On Regulation*) sebagai bagian dari *Project Delivery Excellence*. Tak hanya itu, operasi yang unggul juga dikembangkan melalui penerapan *Asset Integrity Management System* (AIMS) dan *Computerized Maintenance Management System* (CMMS) serta akselerasi digitalisasi proses bisnis dan penguatan keamanan siber.

Keuangan sebagai program strategis lainnya dari Perusahaan menjadi isu penting yang membutuhkan fokus dan perhatian yang cukup besar. Terutama dengan sifat bisnis dari proyek berbasis EBT yang masih terus mengalami perkembangan, baik dari sisi regulasi, teknologi, maupun *output* dan pemanfaatannya. Hal ini tentu membutuhkan investasi yang cukup besar dengan faktor keekonomian yang belum dapat disetarakan dengan kemampuan pembangkit berbasis fosil dalam menciptakan profitabilitasnya.

Untuk itu, PNRE mengambil langkah strategis dalam mengelola investasi, salah satunya dengan pendanaan melalui penyertaan modal Perusahaan untuk beberapa proyek investasi, pendanaan *working capital*, *briding loan* investasi maupun proyek investasi dengan menggunakan *notional pooling*, *Shareholder Loan* (SHL), *intercompany funding* dan pendanaan eksternal yang kompetitif seperti *project financing*, *green financing*, *sponsorship*, hibah, dan mekanisme pendanaan jangka pendek atau panjang yang sesuai lainnya. Agar pendanaan dapat berjalan dengan efektif, PNRE berupaya menjaga rasio *credit rating agency*, *financial covenant* dan *sustainability financial position*. Di samping itu, Perusahaan juga berupaya melakukan optimalisasi biaya melalui optimasi *internal manpower* dalam melakukan kajian studi, pengelolaan material *inventory non-stack* untuk mengurangi pengadaan material baru, dan optimasi biaya pengadaan barang dan jasa.

Dengan berbagai inisiatif yang telah dilakukan, di akhir tahun 2024 Perusahaan berhasil meningkatkan kapasitas terpasang dari pembangkit tenaga listrik yang dimiliki, dari 2.500,45 MW di akhir tahun 2023 menjadi 2.502,12 MW serta 55 MW yang masih dalam tahap mechanical completion di tahun 2024. Penambahan kapasitas terpasang ini terutama didapatkan dari Pembangkit Listrik Tenaga Panas Bumi (PLTP) yang dikelola entitas anak, PT Pertamina Geothermal Energy Tbk ("PGE").

trading, hydrogen, and battery projects for the Electric Vehicle (EV) ecosystem. The Company is also leveraging external markets beyond the Pertamina Group through synergy and collaboration with other state-owned enterprises, including the PT PLN (Persero) Group, which has ambitious targets for transitioning to renewable-based electricity.

Operational Excellence, as a strategic program of PNRE, are inseparable from the Company's quality standardization and Service Level Agreement (SLA), in line with ongoing business development. PNRE is committed to maintaining the reliability and optimization of production from its power plants to achieve targets, while also focusing on cost-effectiveness and efficiency. One of the key taglines promoted by PNRE is OTOBOSOROR (On Time, On Budget, On Specification, On Return, On Regulation) as part of its Project Delivery Excellence. Furthermore, operational excellence is also enhanced through the implementation of the Asset Integrity Management System (AIMS) and Computerized Maintenance Management System (CMMS), as well as the acceleration of business process digitalization and the strengthening of cybersecurity.

Finance, as another strategic program of the Company, is a critical issue that requires significant focus and attention. This is especially true given the nature of renewable energy-based projects, which continue to evolve in terms of regulations, technology, as well as output and utilization. These projects naturally require substantial investment, with economic factors that have yet to match the profitability levels of fossil-based power plants.

To address this, PNRE has taken strategic steps in managing its investments, including funding through capital injection by the Company for several investment projects, working capital financing, investment bridging loans, as well as utilizing mechanisms such as notional pooling, Shareholder Loans (SHL), intercompany funding, and competitive external financing options such as project financing, green financing, sponsorships, grants, and other appropriate short- or long-term funding schemes. To ensure funding is carried out effectively, PNRE strives to maintain credit rating agency ratios, financial covenants, and a sustainability financial position. In addition, the Company also seeks to optimize costs through internal manpower optimization for conducting feasibility studies, management of non-stack inventory materials to reduce new material procurement, and cost optimization in the procurement of goods and services.

Through various initiatives undertaken, by the end of 2024 the Company successfully increased its installed power generation capacity from 2,500.45 MW at the end of 2023 to 2,502.12 MW, with an additional 55 MW in the mechanical completion stage as of 2024. This increase in installed capacity was primarily contributed by the Geothermal Power Plants (PLTP) operated by its subsidiary, PT Pertamina Geothermal Energy Tbk ("PGE").

Produksi listrik secara keseluruhan mengalami kenaikan yang cukup signifikan. Pada tahun 2024, PNRE berhasil mencatatkan kinerja operasional tertinggi dalam sejarah perusahaan untuk produksi EBT. Total produksi dari kegiatan operasi mencapai 8.475,35 GWh. Jika dibandingkan dengan capaian tahun 2023 yang sebesar 5.451,59 GWh, terdapat pertumbuhan produksi sebesar 55,47% baik Pembangkit Listrik Tenaga Surya (PLTS), Pembangkit Listrik Tenaga Biogas (PLTBg), Pembangkit Listrik Tenaga Panas Bumi (PLTP), maupun *Gas to Power* mengalami kenaikan produksi listrik, dengan kenaikan signifikan pada pembangkit *Gas to Power* yang meningkat dari 670,46 GWh menjadi 3.574,41 GWh.

Overall electricity production saw a significant increase. In 2024, PNRE recorded the highest operational performance in the company's history for renewable energy production. The total output from operational activities reached 8,475.35 GWh. Compared to the 2023 figure of 5,451.59 GWh, this represents a production growth of 55.47% all types of power plants—Solar Power Plants (PLTS), Biogas Power Plants (PLTBg), Geothermal Power Plants (PLTP), and Gas to Power—recorded increases in electricity production. The most notable growth came from Gas to Power plants, which surged from 670.46 GWh to 3,574.41 GWh.

Kinerja produktivitas tersebut berdampak positif pada kinerja laba rugi Perusahaan. Di akhir tahun 2024, PNRE berhasil membukukan pendapatan sebesar USD416,81 juta, meningkat dari tahun sebelumnya sebesar USD411,54 juta. Di tahun 2024, PNRE mencatat sumber pendapatan baru, yaitu penjualan karbon kredit yang didapatkan dari kegiatan - kegiatan penjualan *carbon credit* dari produksi PLTP Lahendong 5&6 di bursa karbon. Sedangkan laba tahun berjalan terkoreksi, dari USD146,60 juta menjadi USD135,63 juta, yang terutama disebabkan kenaikan beban pokok pendapatan dan beban langsung lainnya yang cukup tinggi, di samping bagian atas laba neto entitas asosiasi dan ventura bersama yang terkoreksi cukup dalam.

This productivity performance had a positive impact on the Company's profit and loss performance. By the end of 2024, PNRE recorded revenue of USD416.81 million, an increase from the previous year's USD411.54 million. In 2024, PNRE also recorded a new source of revenue from the sale of carbon credits, specifically from the carbon credit transactions generated by the Lahendong 5&6 Geothermal Power Plant (PLTP) through the carbon exchange. However, profit for the year declined from USD146.60 million to USD135.63 million, primarily due to a significant increase in cost of revenue and other direct expenses, as well as a considerable decline in the share in net profit of associates and joint ventures.

Posisi keuangan Perusahaan menunjukkan kinerja yang cukup baik, dengan pertumbuhan saldo aset sebesar 3,28%, liabilitas yang meningkat 1,87%, dan ekuitas meningkat 3,92%. Pada aset, investasi jangka panjang mengalami peningkatan sejalan dengan program strategis pengembangan bisnis dan investasi melalui penyertaan modal Perusahaan untuk beberapa proyek. Pengelolaan permodalan juga menjadi salah satu fokus dan perhatian pemegang saham Perusahaan, khususnya dalam memenuhi kebutuhan investasi yang dilakukan Perusahaan. Manajemen memantau struktur permodalan melalui rasio utang berbunga terhadap ekuitas, dengan realisasi di akhir tahun 2024 sebesar 32,62%. Hingga akhir tahun 2024 PNRE memiliki ekuitas atau permodalan sendiri yang cukup dominan untuk dapat memenuhi modal kerja dan investasi barang modal yang dilakukan.

The Company's financial position demonstrated solid performance, with asset balance growing by 3.28%, liabilities increasing by 1.87%, and equity rising by 3.92%. On the asset side, long-term investments saw an increase in line with the Company's strategic business development and investment programs through capital injections for several projects. Capital management has also been a key area of focus and concern for the Company's shareholders, particularly in meeting the investment needs undertaken by the Company. Management monitors the capital structure through the interest-bearing debt-to-equity ratio, which stood at 32.62% at the end of 2024. As of year-end 2024, PNRE maintained a strong equity position, which was sufficient to support its working capital and capital expenditure requirements.

Strategi yang dijalankan tidak hanya ditujukan untuk meningkatkan laba ekonomi PNRE dalam jangka pendek semata. Namun, PNRE berupaya untuk menyasar kesinambungan usaha dalam jangka panjang sehingga pengembangan EBT yang dikembangkan oleh PNRE terus memberikan manfaat bagi pemangku kepentingan.

The strategies implemented are not solely aimed at increasing PNRE's short-term economic profit. Rather, PNRE strives to ensure long-term business sustainability, so that the development of renewable energy carried out by PNRE continues to deliver value for stakeholders.

## Peranan Direksi dalam Perumusan Strategi dan Proses Implementasi Strategi

## Role of the Board of Directors in Strategy Formulation and Implementation Process

Kebijakan strategis PNRE dirumuskan dalam rencana kerja dan anggaran yang disusun oleh Direksi dan disetujui oleh Dewan Komisaris dalam Rapat Gabungan antara Dewan Komisaris dan Direksi, untuk kemudian disahkan bersama-sama dengan pemegang saham. Proses penyusunan kebijakan strategis

PNRE's strategic policies are formulated within the work plan and budget prepared by the Board of Directors and approved by the Board of Commissioners during a Joint Meeting between the Board of Commissioners and the Board of Directors, and subsequently ratified together with the shareholders. The



Perusahaan dituangkan dalam bentuk Rencana Kerja dan Anggaran Perusahaan (RKAP) yang menjadi acuan target-target Perusahaan, untuk kemudian dituangkan dalam bentuk *Key Performance Indicator* (KPI).

Direksi bersama seluruh jajaran manajemen, melalui masukan dari Dewan Komisaris, melakukan pemantauan berkala terhadap penerapan kebijakan Perusahaan di seluruh level organisasi. Hal ini dilakukan untuk memastikan bahwa strategi dan kebijakan Perusahaan relevan dengan perkembangan bisnis dan penerapannya berjalan sesuai dengan tujuan dan target Perusahaan. Direksi berperan aktif untuk memastikan bahwa seluruh level organisasi memahami serta menerapkan strategi Perusahaan secara konsisten pada masing-masing unit. Untuk itu, Direksi terlibat langsung dalam pengawasan implementasi strategi serta memastikan bahwa seluruh bagian organisasi memperoleh kesempatan yang sama dalam menyampaikan ide-ide dan inovasi yang dapat mendukung tercapainya tujuan Perusahaan.

Hal ini terlihat dari 2 (dua) hal mendasar, yaitu komposisi Direksi yang cukup banyak, serta penyelenggaraan rutin rapat koordinasi. Hingga akhir tahun 2024, Direksi berjumlah 6 (enam) direktorat dengan masing-masing cakupan tugas dan tanggung jawab yang selaras dengan kebijakan strategis Perusahaan. Untuk dapat berkoordinasi dengan baik, Direksi melaksanakan rapat formal sebanyak 26 kali di sepanjang tahun 2024.

formulation of the Company's strategic policies is documented in the Company's Work Plan and Budget (RKAP), which serves as a guide for the Company's targets, and is then broken down into Key Performance Indicators (KPIs).

The Board of Directors, along with the entire management team and based on input from the Board of Commissioners, conducts regular monitoring of the implementation of Company policies across all organizational levels. This is done to ensure that the Company's strategies and policies remain relevant to business developments and are implemented in line with the Company's goals and targets. The Board of Directors plays an active role in ensuring that all levels of the organization understand and consistently implement the Company's strategies within their respective units. To achieve this, the Board of Directors is directly involved in overseeing strategy implementation and ensuring that all parts of the organization have equal opportunities to contribute ideas and innovations that support the Company's objectives.

This is reflected in two key aspects: the relatively large composition of the Board of Directors and the routine coordination meetings held. As of the end of 2024, the Board of Directors consisted of six directorates, each with duties and responsibilities aligned with the Company's strategic policies. To ensure effective coordination, the Board of Directors held 26 formal meetings throughout 2024.

## Pencapaian Target Tahun 2024

Jika dibandingkan dengan target yang tertuang dalam RKAP tahun 2024, kapasitas terpasang dan produksi listrik PNRE masing-masing mencapai 58,45% dan 115,78% terhadap target. Adanya beberapa hambatan menyebabkan kapasitas terpasang belum mencapai target, seperti ketersediaan lahan yang terbatas, regulasi EBT di Indonesia, serta adanya perubahan priotitisasi oleh *Offtaker*. Sedangkan kinerja produksi listrik berada di atas target yang terutama disebabkan adanya pengakuan produksi Listrik Jawa-1 yang disesuaikan dengan *availability factor* (AF) per bulan, kontribusi produksi PLTP Area Kamojang serta optimalisasi kinerja aset.

Pada kinerja profitabilitas, penjualan dan pendapatan serta laba bersih tahun berjalan PNRE tercatat berada di atas target. Penjualan panas bumi yang dilakukan entitas anak, PT Pertamina Geothermal Energy Tbk, memberikan dampak positif terhadap pencapaian penjualan dan pendapatan yang mencatat kinerja 101,28% terhadap target. Sedangkan laba bersih tahun berjalan berhasil membukukan realisasi mencapai 104,30% terhadap target tahun 2024 yang tak lepas dari efisiensi pada beban pokok penjualan.

Posisi keuangan juga berhasil direalisasikan dengan pendekatan kehati-hatian. Hal ini terlihat dari aset, liabilitas, dan ekuitas, yang masing-masing terjaga sedikit di bawah target yang telah ditetapkan. Strategi pengelolaan neraca Perusahaan terutama tercermin dari kehati-hatian atas investasi barang modal yang belum menyerap target yang ditetapkan, di mana terdapat beberapa penyesuaian tata waktu investasi.

## Kendala, Tantangan dan Solusi yang Ditempuh Perusahaan

Sebagaimana telah disebutkan sebelumnya, tantangan besar dalam pengembangan proyek pembangkit berbasis EBT muncul dari ekosistem EBT yang masih bertransformasi dan berupaya menemukan bentuk terbaiknya. Salah satu aspek penting dalam pengembangan ekosistem EBT di Indonesia adalah dukungan regulator untuk dapat merumuskan kebijakan yang dapat mendorong percepatan terbentuknya ekosistem EBT di Indonesia.

Perusahaan menyadari, transformasi ini tentunya membutuhkan proses, waktu, tenaga, dan biaya yang tentunya tidak sedikit. Penyesuaian regulasi untuk mewadahi transformasi ini sangat diperlukan agar ekosistem EBT, khususnya bagi pelaku usaha, dapat menemukan peta jalan yang sesuai dengan target yang dibutuhkan.

Transformasi menuju ekosistem EBT yang mapan ini juga menjadi cita-cita dari Pemerintah Indonesia, khususnya dengan target nihil emisi yang telah dicanangkan. Agar proses menuju target ini dapat berjalan dengan lancar, diperlukan berbagai studi kelayakan yang tepat sasaran, khususnya terkait inovasi untuk dapat membangun keekonomian dan profitabilitas bagi para pelaku usaha dalam industri EBT.

## Achievement of 2024 Targets

Compared to the targets outlined in the 2024 RKAP, PNRE achieved 58.45%of its installed capacity target and 115.78% of its electricity production target. The shortfall in installed capacity was primarily due to several challenges, including limited land availability, regulatory constraints on renewable energy in Indonesia, and changes in prioritization by the Offtaker. On the other hand, electricity production exceeded expectations, largely driven by the recognition of Jawa-1's electricity output, which was adjusted based on the monthly availability factor (AF), the contribution of geothermal power production from the Kamojang Area and the optimization of asset performance.

In terms of profitability, PNRE recorded sales, revenue, and net profit for the year that were all above target. The geothermal sales by the subsidiary, PT Pertamina Geothermal Energy Tbk, had a positive impact on sales and revenue, achieving 101.28% of the target. Meanwhile, the net profit for the year successfully reached 104.30% of the 2024 target, supported by efficiency in cost of revenue.

The Company also maintained a prudent financial position. This is reflected in its assets, liabilities, and equity, all of which were slightly below the targeted levels. The Company's balance sheet management strategy emphasized caution in capital expenditure, with some adjustments made to investment timelines, resulting in lower-than-targeted capital goods absorption.

## Challenges, Obstacles, and Solutions Undertaken by the Company

As previously mentioned, a significant challenge in the development of renewable energy-based power plant projects arises from the evolving renewable energy ecosystem, which is still in the process of transformation and working to find its optimal form. One key aspect in the development of the renewable energy ecosystem in Indonesia is the support from regulators to formulate policies that can accelerate the formation of this ecosystem.

The Company recognizes that this transformation requires a considerable amount of time, effort, and resources. Regulatory adjustments are essential to accommodate this transformation, allowing the renewable energy ecosystem, particularly for business players, to find a roadmap aligned with the targets that need to be achieved.

The transition to a well-established renewable energy ecosystem is also an ambition of the Indonesian Government, especially with the set target of achieving zero emissions. To ensure the smooth progress toward this goal, various targeted feasibility studies are needed, particularly regarding innovations that can build economic viability and profitability for businesses in the renewable energy industry.

Direksi, dengan dukungan Dewan Komisaris dan entitas induk, PT Pertamina (Persero), telah berupaya membangun komunikasi, sinergi, maupun kerja sama dengan berbagai pemangku kepentingan untuk dapat membentuk ekosistem EBT menuju kemapanan. Direksi menyadari, proses ini tentu tak bisa dilakukan dalam waktu dekat. Dibutuhkan komitmen seluruh pemangku kepentingan agar pembentukan ekosistem EBT dapat terakselerasi dengan baik dan efektif.

The Board of Directors, with the support of the Board of Commissioners and the parent entity, PT Pertamina (Persero), has made efforts to establish communication, synergy, and collaboration with various stakeholders to shape the renewable energy ecosystem toward maturity. The Board of Directors understands that this process cannot be completed in the short term. It requires the commitment of all stakeholders to ensure that the formation of the renewable energy ecosystem can be accelerated effectively and efficiently.

## Perkembangan Penerapan Tata Kelola Perusahaan yang Baik

## Development in the Implementation of Good Corporate Governance

Sebagai bagian dari *Holding* BUMN Migas, PNRE memiliki kewajiban yang tinggi untuk menerapkan prinsip Tata Kelola Perusahaan yang Baik, atau *Good Corporate Governance* (GCG), yang diterjemahkan ke dalam 5 (lima) prinsip yaitu Transparansi, Akuntabilitas, Responsibilitas, Independensi, dan Kewajaran. Ke-5 prinsip ini telah menjadi dasar bagi Perusahaan dan seluruh entitas usaha di Indonesia untuk dapat menghadirkan pengelolaan organisasi bisnis yang *compliance*.

As part of the State-Owned Enterprise (SOE) Oil and Gas Holding, PNRE has a high obligation to implement Good Corporate Governance (GCG) principles, which are translated into five key principles: Transparency, Accountability, Responsibility, Independence, and Fairness. These five principles have become the foundation for the Company and all business entities in Indonesia to ensure compliant business management.

Sejalan dengan peningkatan penerapan prinsip GCG, Perusahaan melakukan asesmen dan/atau penilaian sendiri/ evaluasi penerapan prinsip GCG. Sebagai bagian dari Grup Pertamina, PNRE melakukan pengukuran penerapan GCG dengan menggunakan Keputusan Sekretaris Kementerian 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. Meskipun Kementerian BUMN RI telah mencabut Keputusan Sekretaris Kementerian BUMN tersebut, PT Pertamina (Persero) selaku entitas induk telah memberikan arahan untuk dapat menggunakan Keputusan Sekretaris Kementerian BUMN di atas melalui penilaian sendiri. Hasil penilaian sendiri yang dilakukan untuk penerapan tahun buku 2024 menunjukkan skor 85,85 dengan predikat "Sangat Baik", meningkat dari skor tahun 2023 sebesar 81,83 dengan predikat "Baik". Sejumlah rekomendasi dari proses penilaian akan menjadi masukan penting bagi manajemen untuk melakukan langkah-langkah perbaikan bagi peningkatan penerapan GCG Perusahaan.

In line with the enhanced application of GCG principles, the Company conducts self-assessment and/or evaluation of the implementation of these principles. As part of the Pertamina Group, PNRE measures the implementation of GCG using the Secretary of Ministry of State-Owned Enterprises Decision No. SK-16/S.MBU/2012 dated June 6, 2012, regarding the Indicators/Parameters for the Assessment and Evaluation of Good Corporate Governance Implementation in State-Owned Enterprises. Although the Ministry of State-Owned Enterprises of the Republic of Indonesia has revoked this Decision, PT Pertamina (Persero), as the parent entity, has directed the continued use of the aforementioned Decision for self-assessment purposes. The self-assessment results for the 2024 fiscal year implementation show a score of 85.85 with the rating of "Very Good," an improvement from the 2023 score of 81.83 with a "Good" rating. Several recommendations from the assessment process will serve as valuable input for management to take corrective actions and further enhance the implementation of GCG within the Company.

Pengelolaan risiko juga menjadi perhatian besar. Perusahaan menetapkan "*Top Risk*" yang juga dilaporkan kepada entitas induk. Dari berbagai risiko yang telah dipetakan, manajemen telah melakukan berbagai upaya mitigasi yang akan menjadi langkah-langkah antisipatif dalam mengelola risiko tersebut. Demikian pula dengan audit internal. Sebagai proses pengawasan di lingkup internal, Audit Internal dijalankan dengan tujuan dapat memberikan pandangan atas kesalahan pengelolaan operasi dan bisnis Perusahaan.

Risk management is also a major area of focus. The Company has identified "Top Risks," which are reported to the parent entity. Of the various risks that have been mapped, management has made various mitigation efforts that will be anticipatory steps in managing these risks. The same applies to internal audit. As a supervisory process in the internal scope, Internal Audit is carried out with the aim of providing insight into the mismanagement of the Company's operations and business.

Penerapan teknologi informasi juga menjadi bagian penting dalam penerapan GCG. Fungsi teknologi informasi merupakan salah satu fungsi penunjang bisnis Perusahaan dalam hal

The implementation of information technology is also a crucial aspect of applying Good Corporate Governance (GCG). Information technology functions as a key business support

ketersediaan layanan sistem informasi. Ketersediaan layanan komunikasi dengan ketersediaan jaringan dan infrastruktur serta penerapan manajemen informasi dengan penerapan tata kelola teknologi informasi di lingkungan Perusahaan dan entitas anak.

Patut menjadi perhatian adalah pengelolaan SDM sebagai pemangku kepentingan. PNRE berupaya mengelola SDM dalam 2 (dua) perspektif, di mana SDM menjadi modal insani bagi Perusahaan, sekaligus pemenuhan seluruh hak-hak terkait ketenagakerjaan. Agar kedua perspektif ini dapat berjalan beriringan, Manajemen terus mendorong internalisasi budaya korporasi sebagai nilai fundamental yang akan melandasi perilaku Perwira PNRE. Pengelolaan SDM juga diperkuat dengan pengukuran kinerja karyawan, di mana hal ini akan menciptakan kontribusi positif atas modal insani yang dimiliki terhadap kinerja Perusahaan secara keseluruhan. Untuk dapat menciptakan produktivitas yang efektif dan sesuai dengan visi dan misi yang diusung, Perusahaan memberikan kesempatan yang terbuka atas program pengembangan kompetensi bagi seluruh karyawan. Perusahaan juga berkomitmen untuk membentuk mekanisme talenta dan suksesi yang akan memberikan hal positif bagi kesiapan jangka panjang.

Dalam membentuk SDM yang dapat berkontribusi positif, Perusahaan menerapkan sistem remunerasi berbasis kinerja. Hal ini diharapkan mampu mendorong produktivitas SDM yang selaras dengan motivasi setiap karyawan untuk dapat berkembang. Perusahaan juga melakukan *employee engagement* untuk memberikan perhatian atas dukungan lingkungan kerja, keterlibatan, dan kepuasan karyawan.

Fondasi terpenting dalam pelaksanaan prinsip GCG adalah penerapan kode etik sebagai etika bisnis yang berlandaskan pada nilai integritas. Manajemen menempatkan nilai-nilai budaya korporasi sebagai salah satu landasan bagi pembentukan etika bisnis yang akan menciptakan pengelolaan operasi dan bisnis berbasis akuntabilitas. Melalui integritas, implementasi etika bisnis akan memiliki dasar yang kuat, yang akan menjadi modal bagi Perusahaan untuk tumbuh lebih baik di masa-masa mendatang.

## Inisiatif Keberlanjutan

PNRE menyadari bahwa bahwa rantai nilai dalam pengembangan bisnis pembangkit berbasis EBT lekat hubungannya dengan upaya transisi energi dari *Holding* BUMN Migas. Atas aspirasi tersebut, Perusahaan berupaya membuktikan dengan mengembangkan dan merealisasikan berbagai inisiatif keberlanjutan sebagaimana dapat dilihat pada Laporan Keberlanjutan sebagai dokumen yang tidak terpisahkan dari Laporan Tahunan ini. Integrasi dan internalisasi keberlanjutan dalam proses bisnis Perusahaan tentunya menjadi fokus penting agar aspirasi pemegang saham untuk dapat mewujudkan transisi energi dapat berjalan sesuai dengan yang diharapkan, baik oleh pemegang saham maupun oleh Kementerian BUMN RI selaku representasi dari Pemerintah Indonesia.

function, ensuring the availability of information systems services. This includes communication services, network and infrastructure availability, as well as the application of information management through the governance of information technology within the Company and its subsidiaries.

Another important area to focus on is human resource management as a key stakeholder. PNRE strives to manage human resources from 2 (two) perspectives, where HR serves both as the Company's human capital and as the fulfillment of all labor-related rights. To ensure these two perspectives go hand in hand, Management continues to promote the internalization of corporate culture as a fundamental value that underpins the behavior of PNRE personnel. Human resource management is also reinforced by employee performance assessment, which creates a positive contribution from human capital to the overall performance of the Company. To foster effective productivity aligned with the Company's vision and mission, open opportunities are provided for all employees to participate in competency development programs. The Company is also committed to establishing a talent and succession mechanism that will positively contribute to long-term readiness.

To build human resources that can contribute positively, the Company implements a performance-based remuneration system. This is expected to encourage HR productivity in line with each employee's motivation to grow. The Company also carries out employee engagement to focus on workplace support, involvement, and employee satisfaction.

The most critical foundation in applying GCG principles is the implementation of a Code of Conduct, which is based on the values of integrity. Management places corporate cultural values as one of the cornerstones for developing a business ethics framework that will drive accountable operations and business management. Through integrity, the implementation of business ethics will have a strong foundation, which will serve as a capital for the Company to grow and improve in the future.

## Sustainability Initiatives

PNRE recognizes that the value chain in developing renewable energy-based power plants is closely tied to the energy transition efforts led by the State-Owned Oil and Gas Holding Company. In line with this aspiration, the Company strives to demonstrate its commitment by developing and implementing various sustainability initiatives, as outlined in the Sustainability Report, which forms an integral part of this Annual Report. The integration and internalization of sustainability into the Company's business processes remain a key focus to ensure that the shareholders' aspiration for achieving an energy transition is realized as expected, both by the shareholders and by the Ministry of State-Owned Enterprises of the Republic of Indonesia, as the representative of the Government of Indonesia.

## Perubahan Komposisi Direksi

Di sepanjang tahun 2024 terdapat perubahan keanggotaan Direksi berdasarkan Keputusan Pemegang Saham Secara Sirkuler (KPSSS). Kronologis pergantian susunan Direksi di sepanjang tahun 2024, dan susunan Direksi per 31 Desember 2024 adalah sebagai berikut.

## Changes in the Composition of the Board of Directors

Throughout 2024, there were changes in the composition of the Board of Directors based on Circular Shareholders' Resolution (KPSSS). The chronology of these changes and the composition of the Board of Directors as of December 31, 2024, are as follows.

**Kronologis Susunan Direksi di Sepanjang Tahun 2024**
Chronology of the Composition of the Board of Directors Throughout 2024

| **Periode 1 Januari s.d 14 Februari 2024** January 1 to February 14, 2024 | **Periode 14 Februari s.d 20 Februari 2024** February 14 to February 20, 2024 | **Periode 20 Februari s.d 15 Mei 2024** February 20 to May 15, 2024 | **Periode 15 Mei s.d 31 Desember 2024** May 15 to December 31, 2024 | **Keterangan** Notes |
|---|---|---|---|---|
| Dannif Danusaputro (Direktur Utama) (Chief Executive Officer) | | | | Dannif Danusaputro tidak lagi menjabat berdasarkan Keputusan Pemegang Saham Secara Sirkuler (KPSSS) tanggal 14 Februari 2024 dikarenanya telah habis masa jabatan. Dannif Danusaputro no longer held the position based on the Circular Shareholders' Resolution (KPSSS) dated February 14, 2024, due to the expiration of his term. |
| Fadli Rahman (Direktur Perencanaan Strategis & Pengembangan Bisnis) (Director of Strategic Planning & Business Development) | Fadli Rahman (Direktur Perencanaan Strategis & Pengembangan Bisnis) (Director of Strategic Planning & Business Development) | Fadli Rahman (Direktur Perencanaan Strategis & Pengembangan Bisnis) (Director of Strategic Planning & Business Development) | Fadli Rahman (Direktur Perencanaan Strategis & Pengembangan Bisnis) (Director of Strategic Planning & Business Development) | Berdasarkan KPSSS tanggal 25 Oktober 2024, Fadli Rahman diangkat kembali untuk periode ke-2. Based on the Circular Shareholders' Resolution (KPSSS) dated October 25, 2024, Fadli Rahman was reappointed for a second term. |
| Norman Ginting (Direktur Proyek & Operasi) (Director of Projects and Operations) | Norman Ginting (Direktur Proyek & Operasi) (Director of Projects and Operations) | Norman Ginting (Direktur Proyek & Operasi) (Director of Projects and Operations) | Norman Ginting (Direktur Proyek & Operasi) (Director of Projects and Operations) | Berdasarkan KPSSS tanggal 25 Oktober 2024, Norman Ginting diangkat kembali untuk periode ke-2. Based on the Circular Shareholders' Resolution (KPSSS) dated October 25, 2024, Norman Ginting was reappointed for a second term. |
| Iman Hilmansah (Direktur Keuangan) (Director of Finance) | | | | Iman Hilmansah tidak lagi menjabat berdasarkan KPSSS tanggal 14 Februari 2024 dengan alasan dikarenanya telah habis masa jabatan. Iman Hilmansah no longer held the position based on the Circular Shareholders' Resolution (KPSSS) dated February 14, 2024, due to the expiration of his term. |

**Kronologis Susunan Direksi di Sepanjang Tahun 2024**
Chronology of the Composition of the Board of Directors Throughout 2024

| **Periode 1 Januari s.d 14 Februari 2024** January 1 to February 14, 2024 | **Periode 14 Februari s.d 20 Februari 2024** February 14 to February 20, 2024 | **Periode 20 Februari s.d 15 Mei 2024** February 20 to May 15, 2024 | **Periode 15 Mei s.d 31 Desember 2024** May 15 to December 31, 2024 | **Keterangan** Notes |
|---|---|---|---|---|
| Said Reza Pahlevy (Direktur SDM & Penunjang Bisnis) (Director of HR & Business Support) | | | | Said Reza Pahlevy tidak lagi menjabat berdasarkan KPSSS tanggal 14 Februari 2024 dengan alasan dikarenanya telah habis masa jabatan. Said Reza Pahlevy no longer held the position based on the Circular Shareholders' Resolution (KPSSS) dated February 14, 2024, due to the expiration of his term. |
| | | John Anis (Direktur Utama) (Chief Executive Officer) | John Anis (Direktur Utama) (Chief Executive Officer) | John Anis diangkat berdasarkan KPSSS tanggal 20 Februari 2024. John Anis was appointed based on the Circular Shareholders' Resolution (KPSSS) dated February 20, 2024. |
| | | Irzan Noor Rizki (Direktur SDM & Penunjang Bisnis) (Director of Human Capital & Corporate Services) | Irzan Noor Rizki (Direktur SDM & Penunjang Bisnis) (Director of Human Capital & Corporate Services) | Irzan Noor Rizki diangkat berdasarkan KPSSS tanggal 20 Februari 2024. Irzan Noor Rizki was appointed based on the Circular Shareholders' Resolution (KPSSS) dated February 20, 2024. |
| | | Nelwin Aldriansyah (Direktur Keuangan) (Director of Finance) | Nelwin Aldriansyah (Direktur Keuangan) (Director of Finance) | Nelwin Aldriansyah diangkat berdasarkan KPSSS tanggal 20 Februari 2024. Nelwin Aldriansyah was appointed based on the Circular Shareholders' Resolution (KPSSS) dated February 20, 2024. |
| | | | Iin Febrian (Direktur Manajemen Risiko) (Director of Risk Management) | Iin Febrian diangkat berdasarkan KPSSS tanggal 15 Mei 2024. Iin Febrian was appointed based on the Circular Shareholders' Resolution (KPSSS) dated May 15, 2024. |

## Susunan Direksi Perusahaan per 31 Desember 2024
Board of Directors Composition as of December 31, 2024

| Nama<br>Name | Jabatan<br>Position | Dasar Pengangkatan sebagai Direktur<br>Basics of Appointment as Director | Masa Jabatan<br>Term of Office | Periode Jabatan<br>Period of Office |
|---|---|---|---|---|
| John Anis | Direktur Utama<br>Chief Executive Officer | Keputusan Pemegang Saham Secara Sirkuler tanggal 20 Februari 2024 yang dilembagakan melalui Akta No. 49 tanggal 19 Maret 2024 yang dibuat di hadapan Marianne Vincentia Hamdani, S.H., notaris di Jakarta Utara.<br>Circular Shareholders' Resolution (KPSSS) dated February 20, 2024, as outlined in Deed No. 49 dated March 19, 2024, made before Marianne Vincentia Hamdani, S.H., a notary in North Jakarta | 20 Februari 2024 s.d RUPS yang akan diselenggarakan di tahun 2027<br>February 20, 2024 until the GMS to be held in 2027 | Ke-1<br>First |
| Fadli Rahman | Direktur Perencanaan Strategis dan Pengembangan Bisnis<br>Director of Strategic Planning and Business Development | Keputusan Pemegang Saham Secara Sirkuler tanggal 25 Oktober 2024 yang dilembagakan dalam Akta No. 14 tanggal 12 November 2024 yang dibuat di hadapan Marianne Vincentia Hamdani, S.H., notaris di Jakarta Utara<br>Circular Shareholders' Resolution (KPSSS) dated October 25, 2024, as outlined in Deed No. 14 dated November 12, 2024, made before Marianne Vincentia Hamdani, S.H., a notary in North Jakarta | 25 Oktober 2024 s.d RUPS yang akan diselenggarakan di tahun 2027<br>October 25, 2024 until the GMS to be held in 2027 | Ke-2<br>Second |
| Norman Ginting | Direktur Proyek & Operasi<br>Director of Projects and Operations | Keputusan Pemegang Saham Secara Sirkuler tanggal 25 Oktober 2024 yang dilembagakan dalam Akta No. 14 tanggal 12 November 2024 yang dibuat di hadapan Marianne Vincentia Hamdani, S.H., notaris di Jakarta Utara<br>Circular Shareholders' Resolution (KPSSS) dated October 25, 2024, as outlined in Deed No. 14 dated November 12, 2024, made before Marianne Vincentia Hamdani, S.H., a notary in North Jakarta | 25 Oktober 2024 s.d RUPS yang akan diselenggarakan di tahun 2027<br>October 25, 2024 until the GMS to be held in 2027 | Ke-2<br>Second |
| Irzan Noor Rizki | Direktur SDM & Penunjang Bisnis<br>Director of Human Capital & Corporate Services | Keputusan Pemegang Saham Secara Sirkuler tanggal 20 Februari 2024 yang dilembagakan melalui Akta No. 49 tanggal 19 Maret 2024 yang dibuat di hadapan Marianne Vincentia Hamdani, S.H., notaris di Jakarta Utara.<br>Circular Shareholders' Resolution (KPSSS) dated February 20, 2024, as outlined in Deed No. 49 dated March 19, 2024, made before Marianne Vincentia Hamdani, S.H., a notary in North Jakarta | 20 Februari 2024 s.d RUPS yang akan diselenggarakan di tahun 2027<br>February 20, 2024 until the GMS to be held in 2027 | Ke-1<br>First |
| Nelwin Aldriansyah | Direktur Keuangan<br>Director of Finance | Keputusan Pemegang Saham Secara Sirkuler tanggal 20 Februari 2024 yang dilembagakan melalui Akta No. 49 tanggal 19 Maret 2024 yang dibuat di hadapan Marianne Vincentia Hamdani, S.H., notaris di Jakarta Utara.<br>Circular Shareholders' Resolution (KPSSS) dated February 20, 2024, as outlined in Deed No. 49 dated March 19, 2024, made before Marianne Vincentia Hamdani, S.H., a notary in North Jakarta | 20 Februari 2024 s.d RUPS yang akan diselenggarakan di tahun 2027<br>February 20, 2024 until the GMS to be held in 2027 | Ke-1<br>First |
| Iin Febrian | Direktur Manajemen Risiko<br>Director of Risk Management | Keputusan Pemegang Saham Secara Sirkuler tanggal 15 Mei 2024 yang dilembagakan melalui Akta No. 4 tanggal 7 Juni 2024 yang dibuat di hadapan Marianne Vincentia Hamdani, S.H., notaris di Jakarta Utara<br>Circular Shareholders' Resolution (KPSSS) dated May 15, 2024 as outlined in Deed No. 4 dated June 7, 2024, made before Marianne Vincentia Hamdani, S.H., a notary in North Jakarta | 15 Mei 2024 s.d RUPS yang akan diselenggarakan di tahun 2027<br>May 15, 2024 until the GMS to be held in 2027 | Ke-1<br>First |

Tidak terdapat perubahan susunan Direksi sejak 31 Desember 2024 hingga ditandatanganinya laporan tahunan ini per tanggal 19 Mei 2025.

There have been no changes in the composition of the Board of Directors from December 31, 2024, up to the signing of this annual report on May 19, 2025.

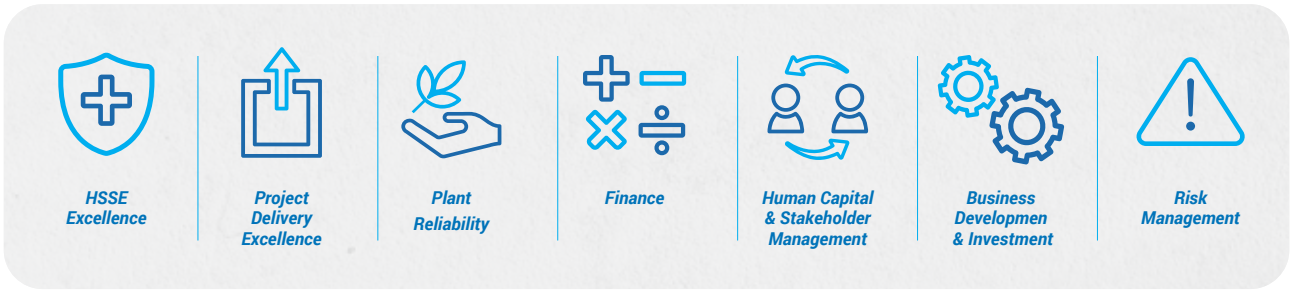
## Prospek Usaha dan Proyeksi Kinerja Perusahaan Tahun 2025

Tahun 2025 akan menjadi tahun optimis bagi Perusahaan. Meskipun sejumlah analis memproyeksikan perekonomian global masih akan menunjukkan tekanannya, sebagian besar analis juga memberikan gambaran tentang besarnya kebutuhan energi sebagai imbas dari populasi yang terus bertumbuh. Meningkatnya kesadaran berbagai pihak akan kebutuhan pengembangan bisnis rendah karbon dan EBT menjadi peluang besar bagi PNRE untuk dapat menciptakan momentumnya. Untuk itu, Perusahaan merumuskan program strategis tahun 2025 ke dalam 7 (tujuh) program.

## Business Outlook and Performance Projection for 2025

The Company anticipates that 2025 will be a year of significant promise. While several analysts project that the global economy will continue to face pressure, many also highlight the growing energy demand driven by an increasing population. The rising awareness across various sectors of the need to develop low-carbon and renewable energy businesses presents a significant opportunity for PNRE to build its momentum. In response, the Company has outlined its 2025 strategic direction into seven key programs.

**Program Strategis PNRE Tahun 2025**
PNRE Strategic Program 2025




PNRE memproyeksikan kapasitas terpasang di tahun 2025 dapat meningkat hingga 5%, yang terutama didapatkan dari pembangkit *Gas to Power* dan EBT yang tengah dikembangkan di tahun 2024 dan akan beroperasi di tahun 2025. Produksi listrik diprediksi akan terkoreksi terutama karena adanya peningkatan produksi panas bumi dan EBT lainnya, serta adanya kebutuhan pemeliharaan pada fasilitas pembangkit *Gas to Power*. Untuk dapat merealisasikan proyeksi tersebut, PNRE akan berupaya menyinergikan kebutuhan penyediaan energi rendah karbon seperti *Gas to Power* dan PLTS serta solusi efisiensi energi dalam Grup Pertamina. Perusahaan juga akan berupaya membangun kerja sama, baik dengan BUMN lainnya terutama PLN serta afiliasinya sebagai BUMN kelistrikan serta sektor industri dan komersial untuk pengembangan proyek *Gas to Power* dan EBT.

PNRE projects that its installed capacity in 2025 will increase by up to 5%, primarily driven by the Gas to Power and renewable energy plants currently under development in 2024, which are expected to be operational in 2025. Electricity production is anticipated to be adjusted, mainly due to the increased output from geothermal and other renewable energy sources, as well as necessary maintenance on the Gas to Power plants. To achieve these projections, PNRE will work to synergize the need for low-carbon energy solutions, such as Gas to Power and solar power (PLTS), alongside energy efficiency solutions within the Pertamina Group. The Company will also focus on building partnerships with other state-owned enterprises, particularly PLN and its affiliates in the electricity sector, as well as with industrial and commercial sectors to develop Gas to Power and renewable energy projects.

## Penutup

Direksi dan seluruh Perwira PNRE menyampaikan terima kasih atas dukungan dan kepercayaan yang telah diberikan PT Pertamina (Persero) selaku entitas induk Perusahaan. Direksi juga menyampaikan rasa terima kasihnya kepada Dewan Komisaris, komite - komite dan organ pendukungnya selaku representasi pemegang saham atas arahan, nasihat dan pengawasan yang telah dilakukan.

Kepada seluruh Perwira PNRE, izinkan Direksi menyampaikan apresiasinya atas seluruh dedikasi yang telah diberikan. Demikian pula kepada mitra kerja, Direksi menyampaikan terima kasih atas dukungan dan kerjasama yang telah tercipta. Semoga semangat kebersamaan ini menjadi fondasi bagi Perusahaan untuk dapat tumbuh di masa yang akan datang. Berbekal dukungan penuh dari seluruh pihak, PNRE optimis dapat terus tumbuh dan berkomitmen untuk memberikan manfaat yang berkelanjutan.

## Closing Remarks

The Board of Directors and all PNRE officers extend their gratitude for the support and trust given by PT Pertamina (Persero) as the controlling shareholder and PT Pertamina Dana Ventura (Pedeve) as the shareholder. The Board of Directors also expresses their appreciation to the Board of Commissioners, committees, and supporting organs as the shareholder representatives for their guidance, advice, and oversight.

To all PNRE officers, the Board of Directors conveys its appreciation for the dedication shown. Likewise, the Board of Directors thanks our partners for their support and cooperation. We hope that this spirit of togetherness will serve as the foundation for the Company's future growth.With the full support of all stakeholders, PNRE is optimistic about its continued growth and is committed to delivering sustainable benefits.

**Jakarta, 19 Mei 2025**
Jakarta, May 19, 2025

Atas nama Direksi dan seluruh Insan PT Pertamina Power Indonesia
On behalf of the Board of Directors and all employees of PT Pertamina Power Indonesia



**John Anis**
Direktur Utama
Chief Executive Officer

# Anggota Direksi

## Member of the Board of Directors



### John Anis

**Direktur Utama**
Chief Executive Officer

### Norman Ginting

**Direktur Proyek & Operasi**
Director of Projects and Operations

### Irzan Noor Rizki

**Direktur SDM & Penunjang Bisnis**
Director of Human Capital & Corporate Services



## Fadli Rahman

**Direktur Perencanaan Strategis dan Pengembangan Bisnis**
Director of Strategic Planning and Business Development

## Nelwin Aldriansyah

**Direktur Keuangan**
Director of Finance

## Iin Febrian

**Direktur Manajemen Risiko**
Director of Risk Management

# Surat Pernyataan Anggota Direksi dan Dewan Komisaris Tentang Tanggung Jawab atas Laporan Tahunan 2024 Pertamina NRE

Kami yang bertanda tangan di bawah ini menyatakan bahwa seluruh informasi dalam Laporan Tahunan Tahun Buku 2024 Pertamina NRE telah dimuat secara lengkap dan kami bertanggung jawab penuh atas kebenaran isi Laporan Tahunan Perusahaan.

Demikian pernyataan ini dibuat dengan sebenarnya.

Jakarta, Mei 2025
Jakarta, May 2025

**Dewan Komisaris**
**Board of Commissioners**

**Rida Mulyana**
Komisaris Utama
President Commissioner

**Ajar Budi Kuncoro**
Komisaris
Commissioner

**Havidh Nazif**
Komisaris
Commissioner

**Budiman Parhusip**
Komisaris
Commissioner

# Statement of Members of the Board of Directors and Board of Commissioners on the Responsibility for the 2024 Annual Report of Pertamina NRE

We, the undersigned, hereby declare that all information in the 2024 Annual Report of Pertamina NRE has been fully disclosed, and we bear full responsibility for the accuracy of the content of the Company's Annual Report.

Thus, this statement is made truthfully.

Jakarta, Mei 2025
Jakarta, May 2025

**Direksi**
**Board of Directors**



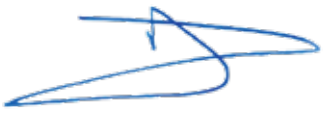
**Norman Ginting**
Direktur Proyek dan Operasi
Director of Project and Operations



**John Anis**
Direktur Utama
Chief Executive Officer



**Fadli Rahman**
Direktur Perencanaan Strategis dan Pengembangan Bisnis
Director of Strategic Planning and Business Development



**Iin Febrian**
Direktur Manajemen Risiko
Director of Risk Management



**Nelwin Aldriansyah**
Direktur Keuangan
Director of Finance



**Irzan Noor Rizki**
Direktur SDM dan Penunjang Bisnis
Director of Human Capital & Corporate Services

# 03

# Profil Perusahaan

Company Profile





# Identitas Perusahaan

## Company Identity

**Nama Perusahaan**
Company Name

PT Pertamina Power Indonesia

**Tanggal Pendirian Perusahaan**
Date of Establishment

26 Oktober 2016
October 26, 2016

**Komposisi Pemegang Saham**
*Shareholding Composition*

PT Pertamina (Persero) 99,99995097%
Pertamina Pedeve Indonesia 0,00004903%
*PT Pertamina (Persero): 99.99995097%*
*Pertamina Pedeve Indonesia: 0.00004903%*

**Dasar Hukum Pendirian dan Perubahan Terakhirnya**
*The Legal Basis for Establishment and Its Latest Amendment*

Akta Pendirian Perseroan Terbatas yang dibuat oleh Shahreza Annaz, SH, notaris pengganti dari Notaris Lenny Janis Ishak, S.H. No. 17 tanggal 26 Oktober 2016. Pendirian Perusahaan didasarkan pada Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas. Akta Pendirian PT Pertamina Power Indonesia telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia RI melalui Surat Keputusan Menteri Hukum dan HAM RI Nomor AHU-0047785.AH.01.01.Tahun 2016 tanggal 27 Oktober 2016 tentang Pengesahan Pendirian Badan Hukum Perseroan Terbatas PPI.

Deed of Establishment of the Limited Liability Company drawn up by Shahreza Annaz, S.H., substitute notary for Notary Lenny Janis Ishak, S.H., No. 17 dated October 26, 2016. The establishment of the company is based on Law No. 40 of 2007 concerning Limited Liability Companies. The Deed of Establishment of PT Pertamina Power Indonesia has been ratified by the Minister of Law and Human Rights of the Republic of Indonesia through Decree No. AHU-0047785. AH.01.01.Tahun 2016 dated October 27, 2016, regarding the Legal Entity Establishment Approval.

**Status Badan Hukum**
Legal Entity Status

Perseroan Terbatas (PT)

**Alamat Kantor Pusat**
Head Office Address

Pertamina New & Renewable Energy
PT Pertamina Power Indonesia
Grha Pertamina Tower Pertamax Lt.12 Jl.
Medan Merdeka Timur no. 11-13 Jakarta 10110,
Indonesia

**Modal Ditempatkan dan Disetor Penuh**
Issued and Fully Paid Capital

Rp29.379.726.000.000

**Modal Dasar**
Authorized Capital

Rp113.069.748.000.000

**Kegiatan Usaha**
Business Activities

Energi berbasis gas dan energi baru dan terbarukan
*Gas-Based Energy and New & Renewable Energy*

**Jumlah Karyawan**
Number of Employees

**126 orang**
126 Employees

**Telepon**
Phone

021-381 5111 ext. 2172

**Media Sosial**
Social Media

Pertamina New & Renewable Energy (Pertamina NRE)

Pertamina New & Renewable Energy

@pertamina.nre

**Call Center**
135

**SItus Web**
Website
www.pertaminanre.com

**Surel**
Email
pertaminanre@pertamina.com



# Riwayat Singkat Perusahaan

## Company Overview

### Sekilas tentang Perusahaan

PT Pertamina Power Indonesia, disebut juga "Perusahaan" atau "Pertamina NRE" atau "PNRE", didirikan berdasarkan Akta No. 17 tanggal 26 Oktober 2016 yang dibuat di hadapan Lenny Janis Ishak, S.H., notaris di Jakarta Selatan. PNRE didirikan dengan maksud menyelenggarakan usaha di bidang ketenagalistrikan dan energi lainya serta melaksanakan pengelolaan dan pengembangan fasilitas *Floating Storage and Regasification Terminal* (FSRT), termasuk pembelian *Liquefied Natural Gas* (LNG) dan pemasaran atas hasil pengelolaan fasilitas FSRT, industri suku cadang dan aksesoris kendaraan bermotor roda empat atau lebih, perdagangan besar suku cadang dan aksesoris mobil serta kegiatan bisnis terkait lainnya.

Pada tanggal 13 Juni 2020, Perusahaan ditunjuk sebagai *Subholding Power & New Renewable Energy* (NRE) yang bertanggung jawab pada pelaksanaan sejumlah kegiatan, yang terdiri dari eksplorasi dan produksi sumber energi baru dan terbarukan (EBT) secara terintegrasi dengan cakupan usahanya meliputi eksplorasi dan operasi wilayah kerja geothermal dan pembangkit listrik panas bumi, pembangkit listrik tenaga gas dan pengembangan energi baru dan terbarukan.

Anggaran Dasar Perusahaan telah mengalami beberapa kali perubahan. Perubahan Anggaran Dasar yang terakhir dituangkan dalam Akta No. 12 tanggal 19 September 2024 yang dibuat di hadapan Marianne Vincentia Hamdani, S.H., Notaris di Jakarta, tentang Revisi/Perubahan Sebagian Ketentuan Anggaran Dasar terkait dengan Kegiatan Investasi dan Divestasi serta Beberapa Bagian Khusus Lainnya. Akta tersebut telah disetujui oleh Menteri Hukum dan Hak Asasi Manusia RI melalui Surat Keputusan Menteri Hukum dan HAM RI No. AHU-0060368.AH. 01. 02. TAHUN 2024 serta pemberitahuan perubahan Anggaran Dasar Perseroannya telah diterima dan dicatat dalam database Sistem Administrasi Badan Hukum Kementerian Hukum dan HAM RI dalam surat No. AHU-AH.01. 01.-0194696, kedua surat tersebut tertanggal 24 September 2024.

Dalam menjalankan kegiatan usahanya, Perusahaan senantiasa menerapkan praktik bisnis korporasi yang sehat dan selalu mengedepankan prinsip-prinsip Tata Kelola Perusahaan yang Baik atau *Good Corporate Governance* (GCG) di setiap aspek bisnis maupun operasionalnya sehari-hari agar mampu memberikan nilai tambah yang berkelanjutan kepada para pemangku kepentingan (*stakeholders*). Perusahaan senantiasa memanfaatkan sinergi kuat yang terjalin bersama Pertamina Group sehingga Perusahaan optimis dapat menjadi pemain utama di bidang bisnis power maupun *non-power* berbasis gas dan EBT, termasuk bisnis *captive power* maupun *on-grid power* di Indonesia.

### The Company at a Glance

PT Pertamina Power Indonesia, also referred to as "the Company," "Pertamina NRE," or "PNRE," was established based on Deed No. 17 dated October 26, 2016, which was made before Lenny Janis Ishak, S.H., a notary in South Jakarta. PNRE was established with the purpose of engaging in the electricity and other energy sectors and managing and developing Floating Storage and Regasification Terminal (FSRT) facilities, including the purchase of Liquefied Natural Gas (LNG) and marketing the results of FSRT facility management, the automotive spare parts and accessories industry for four-wheeled or more vehicles, wholesale trade of automotive spare parts and accessories, and other related business activities.

On June 13, 2020, the Company was appointed as the Subholding for Power & New Renewable Energy (NRE), responsible for implementing a range of activities, which include the exploration and production of new and renewable energy (EBT) in an integrated manner. Its business scope includes the exploration and operation of geothermal work areas and geothermal power plants, gas power plants, and the development of new and renewable energy.

The Company's Articles of Association have undergone several changes. The most recent amendment was recorded in Deed No. 12 dated September 19, 2024, made before Marianne Vincentia Hamdani, S.H., a notary in Jakarta, concerning the revision/amendment of certain provisions of the Articles of Association related to Investment and Divestment Activities and other specific sections. This deed has been approved by the Minister of Law and Human Rights of the Republic of Indonesia through Decree No. AHU-0060368.AH.01.02. TAHUN 2024, and the notification of the change in the Company's Articles of Association has been received and recorded in the Ministry of Law and Human Rights' Legal Entity Administration System database with letter No. AHU-AH.01.01-0194696, both dated September 24, 2024.

In carrying out its business activities, the Company consistently applies sound corporate business practices and upholds the principles of Good Corporate Governance (GCG) in every aspect of its business and daily operations, in order to provide sustainable added value to its stakeholders. The Company continues to leverage the strong synergy with Pertamina Group, which gives the Company the confidence to become a key player in the power and non-power businesses, in both gas-based and New and Renewable Energy (EBT) sectors, including captive and on-grid power businesses in Indonesia.

Hingga saat ini, Perusahaan telah memiliki 1 (satu) entitas anak yakni PT Pertamina Geothermal Energy Tbk yang berfokus pada pengembangan panas bumi dengan jumlah 15 Wilayah Kerja Operasi; 2 (dua) ventura bersama, PT Jawa Satu Power (JSP) yang berpartisipasi di dalam proyek IPP Jawa-1, dan PT Jawa Satu Regas (JSR) yang mengelola *Floating Storage and Regasification Unit* (FSRU) Jawa Satu; serta 1 (satu) entitas asosiasi yaitu PT Industri Baterai Indonesia yang berfokus pada pengembangan manufaktur baterai.

## Informasi tentang Perubahan Nama

Sejak berdirinya, Perusahaan tidak pernah melakukan perubahan nama.

To date, the Company has 1 (one) subsidiary, namely PT Pertamina Geothermal Energy Tbk, which focuses on geothermal development with 15 operational work areas; 2 (two) joint ventures, PT Jawa Satu Power (JSP), which participates in the Jawa-1 IPP project, and PT Jawa Satu Regas (JSR), which manages the Jawa Satu Floating Storage and Regasification Unit (FSRU); as well as 1 (one) associate entity, PT Industri Baterai Indonesia, which focuses on battery manufacturing development.

## Information on the Name Changes

Since its establishment, the Company has never changed its name.



# JEJAK LANGKAH
# MILESTONES



## 2016

- Pendirian Perusahaan.
- Pembentukan usaha patungan, PT Jawa Satu Power (JSP).

- The Company was established.
- The Company established a joint venture, PT Jawa Satu Regas (JSP).



## 2018

- PT Jawa Satu Regas didirikan.
- Perseroan menandatangani MOU dengan BPDB (Bangladesh Power Development Board) untuk pengembangan IPP 1.200 MW di Bangladesh.

- PT Jawa Satu Regas was established
- The Company signed an MoU with BPDB (Bangladesh Power Development Board) to develop a 1,200 MW Independent



## 2020

- Commercial Operation Date (COD) Pembangkit Listrik Tenaga Biogas (PLTBg) Sei Mangkei 2,4 MW.
- Groundbreaking Pembangkit Listrik Tenaga Surya (PLTS) Sei Mangkei 2 MWp.

- Commercial Operation Date (COD) of 2.4 MW Sei Mangkei Biogas Power Plant.
- Groundbreaking of the Sei Mangkei



## 2021

- Legal End-State sebagai Subholding Power & NRE, menjadi induk perusahaan dari PT Pertamina Geothermal Energy.
- COD PLTS RU IV Cilacap dengan kapasitas 1,34 MW & Sei Mangke

- PT Jawa Satu Regas was established
- The Company signed an MoU with BPDB (Bangladesh Power Development Board) to develop a 1,200 MW Independent







# 2022

- *Launching* Brand Transformation Pertamina NRE.
- Pengalihan kepemilikan saham PT Industri Baterai Indonesia (IBI) dari PT Pertamina (Persero) kepada PT Pertamina Power Indonesia (Pertamina NRE).
- Penandatanganan Nota Kesepahaman (MOU) antara Pertamina NRE, PGE & Schlumberger tentang Pengembangan Energi Baru Terbarukan di Indonesia.
- Penandatanganan Perjanjian Kerja Sama (JSA) antara Pertamina NRE, SEMBCORP & IGNIS tentang Pengembangan Skala Komersial Produksi Hidrogen Bersih.
- Penandatanganan Perjanjian Studi Bersama antara Pertamina NRE & TEPCO tentang Pengembangan Skala Pilot Hidrogen Hijau & Amonia Hijau.
- Penandatanganan Perjanjian Pengembangan Bersama antara Pertamina NRE & ACWA tentang Pasokan Listrik, Uap, dan Air untuk Proyek GRR&P Tuban.
- Penandatanganan Nota Kesepahaman (MOU) antara Pertamina NRE & MASDAR tentang Pembangkit Listrik Tenaga Surya & Pengembangan Energi Bersih.

- Launching Brand Transformation Pertamina NRE.
- Transfer of share ownership of PT Industri Baterai Indonesia (IBI) from PT Pertamina (Persero) to Pertamina NRE
- Signing of MOU between Pertamina NRE & Perhutani on Nature Based Solutions (NBS)
- Signing of MOU between Pertamina NRE, PGE & Schlumberger on New Renewable Energy Development in Indonesia
- Signing of JSA between Pertamina NRE, SEMBCORP & IGNIS on Commercial Scale Development of Clean Hydrogen Production
- Signing of Joint Study Agreement between Pertamina NRE & TEPCO on Pilot Scale Development of Green Hydrogen & Green Ammonia
- Signing of Joint Development Agreement between Pertamina NRE & ACWA on Electricity, Steam, and Water Supply for GRR&P Tuban Project
- Signing of Memorandum of Understanding between Pertamina NRE & MASDAR on Solar Power Plant & Clean Energy Development

# 2023

- Penawaran Umum Perdana (IPO) PT Pertamina Geothermal Energy Tbk (PGEO).
- Perdagangan pertama kredit karbon sebesar ~460 ktCO2e di IDXCarbon.
- Tanggal Mulai Operasi Komersial Pembangkit Listrik Tenaga Gas Uap (PLTGU) Jawa-1 Unit 2 dengan kapasitas terpasang 880 MW. Tanggal Mulai Operasi Komersial Pembangkit Listrik Tenaga Surya Duri dengan kapasitas terpasang 17,28 MW.
- Tanggal Operasi Commissioning Pembangkit Listrik Tenaga Surya Dumai dengan kapasitas terpasang 1,99 MW.
- Tanggal Operasi Commissioning Pembangkit Listrik Tenaga Surya Rumbai dengan kapasitas terpasang 5,73 MW.
- Duta Besar Jepang untuk Indonesia mengunjungi PGE Lahendong untuk Studi Bersama Pengembangan Hidrogen Hijau.
- Pertamina NRE- TEPCO HD Mengonsolidasikan Pengembangan Hidrogen Hijau dan Amonia Hijau.
- Pertamina NRE - Pupuk Kaltim Menandatangani Kerja Sama untuk Studi Amonia Hijau Berbasis Torium.
- Honda Menandatangani Kerja Sama dengan Pertamina dalam Penelitian Penggunaan Mobil Listrik untuk Kegiatan Komersial.
- Pertamina NRE Mencapai Peringkat Emas dalam ASRRAT 2024.
- Pertamina NRE dan VKTR Menandatangani Kerja Sama untuk Mempercepat Transisi Kendaraan Listrik di Indonesia.
- Pertamina NRE Bekerja Sama dengan Fairatmos untuk Mengembangkan Proyek Karbon Berbasis Alam.
- Pertamina NRE – Otoritas Ibu Kota Nusantara (OIKN) Bertujuan Mengembangkan Solusi Berbasis Alam dan Ekosistem.

- Initial Public Offering (IPO) PT Pertamina Geothermal Energy Tbk (PGEO).
- First carbon credit trade of 460 ktCO2e on IDXCarbon.
- Commercial Operation Date of Steam Gas Power Plant (PLTGU) Jawa-1 Unit 2 with an 880 MW installed capacity Commercial Operation Date of Duri Solar Power Plant with 17.28 MW installed capacity
- Commissioning Operations Date of Dumai Solar Power Plant with 1.99 MW installed capacity
- Commissioning Operations Date of Rumbai Solar Power Plant with 5.73 MW installed capacity
- Japanese Ambassador to Indonesia paid a visit to PGE Lahendong for a Green Hydrogen Development Joint-Study.
- Pertamina NRE- TEPCO HD Consolidated the Development of Green Hydrogen and Green Ammonia
- Pertamina NRE - Pupuk Kaltim Signed Cooperation for Thorium-Based Green Ammonia Study.
- Honda Signed Cooperation with Pertamina in the Research on Electric Car Use for Commercial Activities
- Pertamina NRE Achieved a Gold Rating in the ASRRAT 2024.
- Pertamina NRE and VKTR Signed A Cooperation to Accelerate EV Transition in Indonesia
- Pertamina NRE Collaborates with Fairatmos to Develop Nature-Based Carbon Projects.
- Pertamina NRE – the Archipelago Capital Authority (OIKN) Aim to Develop Nature and Ecosystem-Based Solutions

# 2024

- Peluncuran Program CID Pertama Pertamina NRE
- Tanggal Mulai Operasi Komersial Pembangkit Listrik Tenaga Gas Uap (PLTGU) Jawa-1 Unit 1.
- Proyek Awal: Kolaborasi Bioetanol antara Pertamina NRE & PT Sinergi Gula Nusantara.
- Peletakan Batu Pertama Pembangkit Listrik Tenaga Surya (PLTS) RU V Balikpapan.
- Pertamina NRE dan Guma Siap Membangun Pembangkit Listrik Tenaga Gas di Afrika Selatan.
- Gali potensi Energi Bersih, Pertamina NRE Bangun Proyek Inovasi Flare Gas to Power
- Komitmen Pimpin Transisi Energi, Pertamina Resmikan PLTS Kilang Cilacap dan Balongan

- Launch of Pertamina NRE's CID Program
- Commercial Operation Date of Steam Gas Power Plant (PLTGU) Jawa-1 Unit 1
- Initial Project: Bioethanol collaboration between Pertamina NRE & PT Sinergi Gula Nusantara
- Grondbreaking PLTS RU V Balikpapan
- Pertamina NRE and Guma Ready to Build G
- Unlocking Clean Energy Potential, Pertamina NRE Develops Flare Gas to Power Innovation Project
- Reaffirming Commitment to Lead Energy Transition, Pertamina Inaugurates Solar Power Plants at Cilacap and Balongan Refineries

# Visi, Misi, dan Tata Nilai Perusahaan

## Company Vision, Mission and Values

Visi dan Misi Pertamina NRE berdasarkan Surat Keputusan No. Kpts-002/PPI00000/2024-S0 tentang Visi dan Misi PT Pertamina Power Indonesia yang ditetapkan pada tanggal 30 Januari 2024.

Visi dan Misi Pertamina NRE berdasarkan Surat Keputusan No. Kpts-002/PPI00000/2024-S0 tentang Visi dan Misi PT Pertamina Power Indonesia yang ditetapkan pada tanggal 30 Januari 2024.

**Energizing People and Planet with Green Energy.**

Memberikan Energi Hijau bagi Manusia dan Lingkungan.

# VISION

VISION





**To lead energy transition and become a leader of Low Carbon Solutions, Renewable Energy, & Future Green Business in the region through innovation and breakthrough initiatives to create value for stakeholders.**

Memimpin transisi energi dan menjadi pemimpin Solusi Karbon Rendah, Energi Terbarukan, & Bisnis Hijau Masa Depan di Indonesia melalui inovasi dan inisiatif terobosan untuk menciptakan nilai bagi pemangku kepentingan

# MISSION
## MISI



## Nilai-Nilai dan Budaya Perusahaan

Sebagai bagian dari Grup Pertamina, Perusahaan senantiasa menyelaraskan Tata Nilai Unggulan milik Perusahaan dengan Tata Nilai Korporat yang telah ditetapkan Pertamina, antara lain:

## Company Values and Culture

Sebagai bagian dari Grup Pertamina, Perusahaan senantiasa menyelaraskan Tata Nilai Unggulan milik Perusahaan dengan Tata Nilai Korporat yang telah ditetapkan Pertamina, antara lain:

### AMANAH
TRUSTWORTHY

**Memegang teguh kepercayaan yang diberikan**
Maintaining the trust that is given

### HARMONIS
HARMONIOUS

**Saling peduli dan menghargai perbedaan**
Caring for each other and respecting diversities

### ADAPTIF
ADAPTIVE

**Terus berinovasi dan antusias menggerakkan ataupun menghadapi perubahan**
Continuing to innovate and be enthusiastic in enforcing or overcoming change




### KOMPETEN
COMPETENT

**Terus belajar dan mengembangkan kapabilitas**
Keep learning and developing capacity

### LOYAL
LOYAL

**Berdedikasi dan mengutamakan kepentingan Bangsa dan Negara**
Dedicated and prioritizing the interests of the nation and state

### KOLABORATIF
COLLABORATIVE

**Membangun kerja sama yang sinergis**
Building synergistic collaboration

# Makna Logo Perusahaan

## Meaning of the Company Logo

Struktur identitas *brand* Pertamina New & Renewable Energy menjadi dasar pembuatan identitas visual yang berupa *Brandmark* dan *Brandname*. Struktur ini mencakup pembentukan, komposisi serta perbandingan jarak setiap elemen yang ada pada identitas brand Pertamina New & Renewable Energy.

The brand identity structure of Pertamina New & Renewable Energy serves as the foundation for creating the visual identity, which includes the Brandmark and Brandname. This structure encompasses the formation, composition, and proportional spacing of each element within the Pertamina New & Renewable Energy brand identity




### *Brandmark*

Bentuk anak panah menggambarkan aspirasi organisasi Pertamina untuk senantiasa bergerak ke depan, maju dan progresif. Simbol ini juga mengisyaratkan huruf "P" yakni huruf pertama dari Pertamina.

### *Brandname*

*Brandname* adalah nama dari *brand* yaitu Pertamina New & Renewable Energy. *Brandname* berfungsi untuk memperkenalkan Subholding Power & NRE ke publik sebagai salah satu Anak Perusahaan Pertamina yang berfokus pada lini bisnis Energi Baru Terbarukan (EBT), meskipun secara entitas masih menggunakan nama PT Pertamina Power Indonesia.

### Brandmark

The arrow shape represents Pertamina's organizational aspiration to always move forward, advance, and be progressive. This symbol also hints at the letter "P," which is the first letter of Pertamina.

### Brandname

The brand name is "Pertamina New & Renewable Energy." The brand name serves to introduce the Subholding Power & NRE to the public as one of Pertamina's subsidiaries that focuses on the New and Renewable Energy (EBT) business line, even though, as an entity, it still uses the name PT Pertamina Power Indonesia.

# Kegiatan dan Bidang Usaha serta Produk dan Layanan Jasa

## Activities, Line of Business and Products and Services

Kegiatan Usaha Menurut Anggaran Dasar dan Kegiatan Usaha yang Dilaksanakan

Berdasarkan Anggaran Dasar Perusahaan, sebagaimana termaktub dalam Akta Pendirian PT Pertamina Power Indonesia No. 17 tertanggal 26 Oktober 2016, yang telah mengalami perubahan dan terakhir diubah dengan Akta Pernyataan Keputusan Pemegang Saham PT Pertamina Power Indonesia No.12 tertanggal 19 September 2024 tentang Revisi/Perubahan Sebagian Ketentuan Anggaran Dasar terkait dengan Kegiatan Investasi dan Divestasi serta Beberapa Bagian Khusus Lainnya, kegiatan usaha Perusahaan adalah sebagai berikut:

1. Menjalankan kegiatan Pembangkitan Tenaga Listrik (KBLI 35111)
   Kelompok ini mencakup usaha memproduksi tenaga listrik melalui pembangkitan tenaga listrik yang menggunakan berbagai jenis sumber energi. Sumber energi fosil seperti batubara, gas, bahan bakar minyak, dan diesel. Sumber energi terbarukan seperti panas bumi, angin, bioenergi, sinar matahari, aliran dan terjunan air, gerakan dan perbedaan suhu lapisan laut. Sumber energi *hybrid* dan menggabungkan sumber energi fosil dengan energi terbarukan, dan energi yang berasal dari teknologi *energy storage.*
2. Menjalankan kegiatan Transmisi Tenaga Listrik (KBLI 35112)

   Kelompok ini mencakup usaha pengoperasian sistem transmisi atau usaha penyaluran tenaga listrik dari pembangkit ke jaringan distribusi melalui jaringan tenaga listrik yang bertegangan tinggi (antara 35 kilovolt s.d 150 kilovolt) dan/ atau bertegangan ekstra tinggi (antara 150 kilovolt s.d 500 kilovolt) dan/atau bertegangan ultra tinggi (di atas 500 kilovolt) termasuk gardu - gardu induknya, baik berasal dari produksi sendiri maupun dari produksi pihak lain.
3. Menjalankan kegiatan Distribusi Tenaga Listrik (KBLI 35113)

   Kelompok ini mencakup usaha pengoperasian sistem distribusi atau usaha penyaluran tenaga listrik melalui jaringan tenaga listrik yang bertegangan menengah ke bawah (di bawah 35 kilovolt) sampai ke konsumen atau pelanggan termasuk dengan gardu-gardu distribusinya baik berasal dari produksi sendiri maupun dari produksi pihak lain.
4. Menjalankan kegiatan Pembangkit, Transmisi, Distribusi, dan Penjualan Tenaga Listrik dalam Satu Kesatuan Usaha (KBLI 35115)
   Kelompok ini mencakup kegiatan memproduksi tenaga listrik, penyaluran tenaga listrik melalui jaringan transmisi dan distribusi tenaga listrik, serta penjualan tenaga listrik kepada konsumen akhir yang dilaksanakan dalam satu kesatuan usaha.
5. Menjalankan kegiatan Pembangkit, Transmisi dan Penjualan Tenaga Listrik dalam Satu Kesatuan Usaha (KBLI 35116)

Business Activities According to the Articles of Association and Business Activities Conducted

Based on the Company's Articles of Association, as outlined in the Deed of Establishment of PT Pertamina Power Indonesia No. 17 dated October 26, 2016, which has been amended and last revised by the Deed of Shareholders' Resolution of PT Pertamina Power Indonesia No. 12 dated September 19, 2024, regarding the Revision/Amendment of Certain Provisions of the Articles of Association related to Investment and Divestment Activities and Other Special Sections, the Company's business activities are as follows:

1. Conducting Activities of Electricity Generation (KBLI 35111)

   This group includes businesses engaged in the production of electricity through various forms of power generation. These sources of energy include fossil fuels such as coal, natural gas, petroleum, and diesel. Renewable energy sources such as geothermal, wind, bioenergy, solar radiation, water flow and falls, motion, and differences in sea layer temperatures. Hybrid energy sources that combine fossil fuels with renewable energy sources, and energy derived from energy storage technologies.
2. Conducting Activities of Electric Power Transmission (KBLI 35112)
   This group includes the operation of the transmission system or the business of distributing electricity from power plants to distribution networks through high-voltage (between 35 kilovolts to 150 kilovolts) and / or extra high-voltage (between 150 kilovolts to 500 kilovolts) and / or high-voltage ultra high (above 500 kilovolts) including the substations, either from their own production or from other parties' production.
3. Conducting Activities of Electric Power Distribution (KBLI 35113)
   This group includes the business of operating the distribution system or the business of distributing electricity through the power grid with medium to lower voltage (below 35 kilovolts) to consumers or customers, including distribution substations, both self-produced and from other parties.
4. Conducting Integrated Electricity Generation, Transmission, Distribution, and Sales (KBLI 35115)

   This group includes the activities of producing electricity, distributing electricity through electric power transmission and distribution networks, and selling electricity to final consumers, which are carried out within a single business entity.
5. Conducting Integrated Electricity Generation, Transmission, and Sales (KBLI 35116)

Kelompok ini mencakup kegiatan memproduksi tenaga listrik, penyaluran tenaga listrik melalui jaringan transmisi, dan penjualan tenaga listrik kepada konsumen akhir yang dilaksanakan dalam satu kesatuan usaha.

6. Menjalankan kegiatan Pembangkit, Distribusi dan Penjualan Tenaga Listrik Dalam Satu Kesatuan Usaha (KBLI 35117)
   Kelompok ini mencakup kegiatan memproduksi tenaga listrik, penyaluran tenaga listrik melalui jaringan distribusi dan penjualan tenaga listrik kepada konsumen akhir yang dilaksanakan dalam satu kesatuan usaha.
7. Menjalankan kegiatan Distribusi dan Penjualan Tenaga Listrik Dalam Satu Kesatuan Usaha (KBLI 35118); Kelompok ini mencakup kegiatan penyaluran tenaga listrik melalui jaringan distribusi dan penjualan tenaga listrik kepada konsumen akhir yang dilaksanakan dalam satu kesatuan usaha.
8. Menjalankan kegiatan Aktivitas Penunjang Tenaga Listrik Lainnya (KBLI 35129)
   Kelompok ini mencakup usaha jasa lain yang secara langsung berkaitan dengan penyediaan dan pemanfaatan tenaga listrik namun tidak tercakup dalam kelompok 35121 s.d. 35122, seperti jasa pencatatan meteran, pemberian tagihan dan kegiatan perdagangan pulsa/token listrik serta kegiatan penunjang kelistrikan lainnya.
9. Menjalankan kegiatan Pengadaan Gas Alam dan Buatan (KBLI 35201)
   Kelompok ini mencakup usaha pengolahan bahan bakar gas yang dapat dimanfaatkan secara langsung sebagai bahan bakar di mana pembuatannya disertai usaha peningkatan mutu gas, seperti pemurnian, pencampuran dan proses lainnya yang dihasilkan dari gas alam (termasuk LPG), karbonasi dan gasifikasi batu bara, atau bahan hidrokarbon lain.
10. Menjalankan kegiatan Distribusi Gas Alam dan Buatan (KBLI 35202)
    Kelompok ini mencakup usaha penyaluran gas melalui jaringan yang bertekanan ekstra tinggi (lebih dari 10 bar) yang bertekanan tinggi (antara 4 bar sampai dengan 10 bar); dan yang bertekanan menengah ke bawah (di bawah 4 bar) baik berasal dari produksi sendiri maupun produksi pihak lain sampai kekonsumen atau pelanggan. Penyaluran gas melalui pipa atas dasar balas jasa atau *fee*, dimasukkan dalam kelompok 49300. Termasuk. penyaluran, distribusi dan pengadaan semua jenis bahan bakar gas melalui sistem saluran, perdagangan gas kepada konsumen melalui saluran, kegiatan agen gas yang melakukan perdagangan gas melalui sistem distribusi gas yang dioperasikan oleh pihak lain dan pengoperasian pertukaran komoditas dan kapasitas pengangkutan bahan bakar gas.
11. Menjalankan kegiatan Instalasi Listrik (KBLI 43211)
    Kelompok ini mencakup kegiatan pembangunan, pemasangan, pemeliharaan, pembangunan kembali instalasi listrik pada pembangkit, transmisi, gardu induk, distribusi tenaga listrik, sistem catu daya, dan instalasi listrik pada bangunan gedung baik untuk hunian maupun non hunian, seperti pemasangan instalasi jaringan listrik tegangan rendah. Termasuk kegiatan pemasangan dan pemeliharaan instalasi listrik pada bangunan sipil, seperti jalan raya, jalan kereta api dan lapangan udara.

This group includes the activities of producing electricity, distributing electricity through the transmission network, and selling electricity to end consumers which are carried out within a single business entity.

6. Conducting Integrated Electricity Generation, Distribution, and Sales (KBLI 35117)
   This group includes the activities of producing electricity, distributing electricity through distribution networks and selling electricity to end consumers which are carried out within a single business entity.
7. Conducting Distribution and Sales of Electricity within One Business Entity (KBLI 35118). This group includes electricity distribution activities through the distribution network and the sale of electricity to end consumers which is carried out in within a single business entity.
8. Conducting Other Supporting Activities for Electricity (KBLI 35129)
   This group includes other service businesses that are directly related to the provision and utilization of electricity but are not included in the 35121 to 35122 group category, such as meter recording services, billing and trading activities for electricity tokens as well as other electricity support activities.
9. Conducting Procurement of Natural and Synthetic Gas (KBLI 35201)
   This group includes gas fuel processing businesses that can be used directly as fuel where the production is accompanied by efforts to improve gas quality, such as refining, mixing and other processes produced from natural gas (including LPG), carbonation and gasification of coal, or other hydrocarbons materials.
10. Conducting Distribution of Natural and Synthetic Gas (KBLI 35202)
    This group includes the distribution of gas through networks that are highly pressurized (more than 10 bar), high-pressure (between 4 bar and 10 bar), and medium to low pressure (below 4 bar), whether it originates from one's own production or from third-party production, to consumers or customers. The distribution of gas through pipelines based on service fees or fees is classified under group 49300. This also includes the distribution, delivery, and procurement of all types of gas fuels through pipeline systems, trading gas to consumers through pipelines, gas agency activities involving the trading of gas through gas distribution systems operated by others, and the operation of commodity and capacity exchange for gas fuel transportation.
11. Conducting Electrical Installation (KBLI 43211)
    This group includes the activities of building, installing, maintaining, rebuilding electrical installations at generators, transmissions, substations, electricity distribution, power supply systems, and electrical installations in buildings, both residential and non-residential, such as installing low-voltage power lines. . Including the installation and maintenance of electrical installations in civil buildings, such as roads, railways and airports.

12. Menjalankan Kegiatan Aktivitas Ekspedisi Muatan Kapal (EMKL) (KBLI 52293)
    Kelompok ini mencakup usaha pengiriman dan/atau pengepakan barang dalam volume besar, yang diangkut melalui angkutan laut.
13. Menjalankan kegiatan Aktivitas Penunjang Angkutan Lainnya YTDL (KBLI 52299)
    Kelompok ini mencakup usaha pengiriman dan/atau pengepakan barang dalam volume besar lainnya, selain yang tercakup dalam kelompok 52291 sampai dengan 52298, seperti jasa pengiriman dan/atau pengepakan benda berharga asal muatan kapal yang tenggelam dan benda budaya lainnya. Jasa pengepakan atas dasar balas jasa (*fee*) atau kontrak yang tidak ada hubungannya dengan kegiatan pengangkutan dimasukkan dalam Jasa Pengepakan (82920).
14. Menjalankan kegiatan Pergudangan dan Penyimpanan (KBLI 52101)
    Kelompok ini mencakup usaha yang melakukan kegiatan penyimpanan barang sementara sebelum barang tersebut dikirim ke tujuan akhir, dengan tujuan komersial.
15. Menjalankan kegiatan Aktivitas *Bonded Warehousing* atau Wilayah Kawasan Berikat (KBLI 52103)
    Kelompok ini mencakup usaha atau kegiatan yang merupakan bagian dari wilayah pabean yang dengan peraturan pemerintah diberikan perlakuan khusus seperti berada di luar wilayah pabean dan dikelola oleh suatu badan berbentuk perusahaan yang melakukan kegiatan pergudangan, seperti Daerah Industri Pulau Batam.
16. Menjalankan kegiatan Pergudangan dan Penyimpanan Lainnya (KBLI 52109)
    Kelompok ini mencakup usaha pergudangan dan penyimpanan lainnya yang belum tercakup dalam kelompok 52101 sampai dengan 52108. Termasuk kegiatan depo peti kemas yang melakukan penyimpanan dan/atau penumpukan peti kemas, dan dapat dilengkapi dengan fasilitas lain.
17. Menjalankan kegiatan Industri Suku Cadang dan Aksesori Kendaraan Bermotor Roda Empat atau Lebih (KBLI 29300)
    Kelompok ini mencakup usaha pembuatan komponen dan suku cadang kendaraan bermotor roda empat atau lebih, seperti *leaf sporing*, radiator, *fuel tank*, *muffer*, rem, *gearboxes*/persenelling, as roda, *road wheel*, *suspension shock absorber*, *silencer*, pipa pembuangan, kataliser pengubah, kopling, roda kemudi, sistem kolom kemudi dan kotak kemudi; suku cadang dan aksesori untuk bodi karoseri kendaraan bermotor, seperti sabuk pengaman, pintu, *bumper*, *airbag*; tempat duduk mobil; peralatan listrik kendaraan bermotor, seperti *generator*, alternator, busi, *ignition wiring harnesses*/starter, sistem buka tutup pintu dan jendela otomatis, pemasangan argometer ke dalam panel instrumen, pengatur voltase; *inverter* untuk kendaraan bermotor roda empat atau lebih; dan lain lain.
18. Menjalankan kegiatan Perdagangan Besar Suku Cadang dan Aksesori Mobil (KBLI 45301)
    Kelompok ini mencakup usaha perdagangan besar berbagai suku cadang, komponen dan aksesori mobil yang terpisah dari perdagangannya, seperti karet ban dan ban dalam, busi

12. Conducting Ship Expedition Activities (EMKL) (KBLI 52293)
    This group includes the business of shipping and/or packing large volumes of goods which are transported by sea.
13. Conducting Other Transport Support Activities Not Included Elsewhere (KBLI 52299)
    This group includes the business of shipping and/or packing of goods in other large volumes, other than those included in the 52291 to 52298 groups, such as shipping and/or packing services for valuables from the sinking ship cargo and other cultural objects. Packing services on a fee basis or contract that are not related to transportation activities are included in Packing Services (82920).
14. Conducting Warehousing and Storage activities (KBLI 52101)
    This group includes businesses engaged in the temporary storage of goods before they are shipped to their final destination, for commercial purposes.
15. Conducting Bonded Warehousing or Bonded Zone activities (KBLI 52103)
    This group includes businesses or activities that are part of a customs area, which, under government regulations, are granted special treatment, such as being located outside the customs territory and managed by an entity in the form of a company that engages in warehousing activities, such as the Batam Industrial Area.
16. Conducting Other Warehousing and Storage activities (KBLI 52109)
    This group includes warehousing and storage activities not covered by groups 52101 to 52108. It includes container depot activities that involve the storage and/or stacking of containers, and may be equipped with other supporting facilities.
17. Conducting manufacture of motor vehicle parts and accessories for four-wheeled or more vehicles (KBLI 29300)
    This group includes the production of components and spare parts for four-wheeled or more motor vehicles, such as leaf springs, radiators, fuel tanks, mufflers, brakes, gearboxes/transmissions, axles, road wheels, suspension shock absorbers, silencers, exhaust pipes, catalytic converters, clutches, steering wheels, steering column systems, and steering boxes; spare parts and accessories for vehicle bodywork, such as seat belts, doors, bumpers, airbags; car seats; electrical equipment for motor vehicles, such as generators, alternators, spark plugs, ignition wiring harnesses/starters, automatic door and window systems, ammeter installation into instrument panels, voltage regulators; inverters for four-wheeled or more vehicles; and others.
18. Conducting wholesale trade of auto parts and accessories (KBLI 45301)
    This group includes wholesale trade of various auto parts, components, and accessories sold separately, such as tire rubber and inner tubes, car spark plugs, batteries

mobil, baterai (aki), perlengkapan lampu dan bagian-bagian kelistrikan.

19. Menjalankan kegiatan Pendidikan Teknik Swasta (KBLI 85497)
    Kelompok ini mencakup kegiatan pendidikan teknik diselenggarakan swasta. Kegiatan yang termasuk dalam kegiatan ini adalah jasa pendidikan atau kursus desain, desain grafis, desain interior, elektronika, *engineering*, instalasi listrik, konstruksi, las, mekanik otomotif mobil dan motor, sekolah mengemudi kendaraan bermotor (mengemudi), pemetaan, perminyakan, rancang/tata bangunan, riset, teknik, teknik industri, teknik kelautan, teknik mesin, teknik sipil, teknisi alat berat, teknisi *handphone*, teknisi komputer, telekomunikasi dan lain-lain.

20. Menjalankan kegiatan Aktivitas Perusahaan *Holding* (KBLI 64200)
    Kelompok ini mencakup kegiatan dari perusahaan *holding* (*holding companies*), yaitu perusahaan yang menguasai aset dari sekelompok perusahaan subsidiari dan kegiatan utamanya adalah kepemilikan kelompok tersebut. "*Holding Companies*" tidak terlibat dalam kegiatan usaha perusahaan subsidiarinya. Kegiatannya mencakup jasa yang diberikan penasihat (*counsellors*) dan perunding (*negotiators*) dalam merancang *merger* dan akuisisi perusahaan.
21. Menjalankan kegiatan Pengoperasian Instalasi Penyediaan Tenaga Listrik (KBLI 35121)
    Kelompok ini mencakup usaha pengoperasian yang dilakukan oleh pihak lain atas fasilitas pembangkit yang menghasilkan energi listrik, fasilitas sistem transmisi tenaga listrik dan sistem distribusi tenaga listrik.
22. Menjalankan kegiatan Pengoperasian Instalasi Pemanfaatan Tenaga Listrik (KBLI 35122)
    Kelompok ini mencakup usaha pengoperasian yang dilakukan oleh pihak lain atas fasilitas instalasi pemanfaatan tenaga listrik mencakup instalasi pemanfaatan tenaga listrik tegangan tinggi, instalasi pemanfaatan tenaga listrik tegangan menengah, dan instalasi pemanfaatan tenaga listrik tegangan rendah.
23. Menjalankan kegiatan Aktivitas Penyewaan dan Sewa Guna Tanpa Hak Opsi Mesin Pertambangan dan Energi Serta Peralatannya (KBLI 77395)
    Kelompok ini mencakup kegiatan penyewaan dan sewa guna usaha tanpa hak opsi (*operational leasing*) mesin dan peralatan pertambangan dan penggalian tanpa operator yang secara umum digunakan sebagai barang modal oleh perusahaan, seperti mesin pembangkit listrik. Termasuk mesin penggerak atau uap dan turbin, alat pertambangan dan perminyakan, peralatan radio dan komunikasi profesional.
24. Menjalankan kegiatan Pemanfaatan Kayu Hutan Tanaman Pada Hutan Produksi (KBLI 02111)
    Kelompok ini mencakup usaha pemanfaatan kayu yang meliputi penanaman atau pengayaan, pemeliharaan, pemanenan atau penebangan hasil yang berasal dari hutan tanaman pada hutan produksi. Jenis tanaman kayu kehutanan seperti jati, pinus, mahoni, sonokeling, sengon/albasia/jeunjing, jabon, akasia, ekalitus, cendana, dan tanaman kayu kehutanan lainnya.

(accumulators), lighting equipment, and electrical parts.

19. Conducting Private Engineering Education (KBLI 85497)
    This group includes engineering education activities organized by private institutions. Activities in this category include educational or training services in design, graphic design, interior design, electronics, engineering, electrical installations, construction, welding, automotive mechanics for cars and motorcycles, motor vehicle driving schools, mapping, petroleum, architectural design, research, industrial engineering, marine engineering, mechanical engineering, civil engineering, heavy equipment technicians, mobile phone technicians, computer technicians, telecommunications, and others.
20. Conducting Holding Company Activities (KBLI 64200)
    This group includes the activities of holding companies, namely companies that control the assets of a group of subsidiary companies and the main activity is the ownership of the group. "Holding Companies" are not involved in the business activities of their subsidiary companies. Its activities include the services provided by counselors and negotiators in designing corporate mergers and acquisitions.
21. Conducting the Operation of Power Supply Installations (KBLI 35121)
    This group encompasses the operation activities carried out by third parties on power generation facilities, electricity transmission system facilities, and electricity distribution system facilities.
22. Conducting the Operation of Electric Power Utilization Installations (KBLI 35122)
    This group includes operation activities carried out by third parties on electric power utilization facilities, including high-voltage, medium-voltage, and low-voltage installations.
23. Conducting Rental and Operational Leasing of Mining and Energy Machinery and Equipment (KBLI 77395)
    This group includes the rental and operational leasing activities of mining and quarrying machinery and equipment without operators, generally used as capital goods by companies. This includes power-generating machinery, steam and gas turbines, mining and oil equipment, and professional radio and communication equipment.
24. Conducting the Utilization of Timber from Plantation Forests in Production Forests (KBLI 02111)
    This group encompasses efforts related to the utilization of wood, including planting or enrichment, maintenance, harvesting, or logging of products originating from plantation forests in production forests. Types of forestry timber plants include teak, pine, mahogany, rosewood, acacia, eucalyptus, sandalwood, and other forestry timber plants.

25. Menjalankan kegiatan Pemanfaatan Kayu Hutan Tanaman Hasil Rehabilitasi pada Hutan Produksi (KBLI 02112)
    Kelompok ini mencakup usaha pemanfaatan kayu yang meliputi penanaman atau pengayaan, pemeliharaan, pemanenan atau penebangan hasil yang berasal dari hutan tanaman yang dibangun melalui kegiatan merehabilitasi lahan dan hutan pada hutan produksi. Jenis tanaman kayu kehutanan seperti jati, pinus, mahoni, sonokeling, sengon/albasia/jeunjing, jabon, akasia, ekalitus, cendana, dan tanaman kayu kehutanan lainnya.
26. Menjalankan kegiatan Pemanfaatan Kayu Hutan Tanaman Rakyat (KBLI 02113)
    Kelompok ini mencakup usaha pemanfaatan kayu yang meliputi penanaman atau pengayaan, pemeliharaan, pemanenan atau penebangan hasil yang berasal dari hutan tanaman rakyat yang dibangun oleh kelompok masyarakat untuk meningkatkan potensi dan kualitas hutan produksi dengan menerapkan silvikultur dalam rangka menjamin kelestarian sumber daya hutan. Jenis tanaman kayu kehutanan seperti jati, pinus, mahoni, sonokeling, sengon/albasia/jeunjing, jabon, akasia, ekalitus, cendana, dan tanaman kayu kehutanan lainnya.
27. Menjalankan kegiatan Pemanfaatan Kayu hutan Tanaman Lainnya (KBLI 02119)
    Kelompok ini mencakup usaha pemanfaatan hasil hutan kayu yang berasal dari hutan tanaman lainnya yang tidak termasuk dalam kelompok diatas yang merupakan hasil inovasi pemanfaatan hasil hutan tanaman. Contoh hutan rakyat seperti tanaman kehutanan yang dikelola oleh masyarakat yang berada di luar hutan.
28. Menjalankan kegiatan Pemanfaatan Kayu Hutan Alam (KBLI 02121)
    Kelompok ini mencakup usaha pemanfaatan hutan alam melalui kegiatan pemanenan atau penebangan dengan batas diameter, pengayaan, dan pemeliharaan. Kegiatan pemanenan/penebangan/pengayaan/penanaman dilakukan terhadap jenis-jenis pohon yang dikelompokan ke dalam kelompok jenis meranti, kelompok rimba campuran kelompok kayu indah dan kelompok kayu jenis lainnya yang berlaku di seluruh Indonesia, tidak termasuk jenis kayu yang dilindungi.
29. Menjalankan kegiatan Pemanfaatan Kayu Hasil Restorasi Ekosistem Pada Hutan Alam (KBLI 02122)
    Kelompok ini mencakup usaha untuk membangun kawasan dalam hutan alam yang memiliki ekosistem penting sehingga dapat dipertahankan fungsi dan keterwakilannya melalui kegiatan pemeliharaan, perlindungan dan pemulihan ekosistem hutan termasuk penanaman, pengayaan, penjarangan, penangkaran satwa, pelepasliaran flora dan fauna untuk mengembalikan unsur hayati (flora dan fauna) dan unsur non hayati (tanah, iklim, dan tofografi) pada suatu kawasan kepada jenis yang asli , sehingga tercapai keseimbangan ekosistenya, serta usaha pemanfaatan kayu hasil restorasi ekosistem yang sudah tercapai keseimbangan ekosistemnya.
30. Menjalankan kegiatan Jasa Perlindungan Hutan dan Konservasi Alam (KBLI 02402)
    Kelompok ini mencakup usaha dalam rangka menunjang Pemantauan Informasi Lingkungan (PIL)/Analisis Dampak

25. Conducting the Utilization of Timber from Rehabilitated Plantation Forests in Production Forests (KBLI 02112)
    This group encompasses efforts related to the utilization of wood, including planting or enrichment, maintenance, harvesting, or logging of products originating from plantation forests established through land and forest rehabilitation activities in production forests. Types of forestry timber plants include teak, pine, mahogany, rosewood, acacia, eucalyptus, sandalwood, and other forestry timber plants.
26. Conducting Utilization of Timber from Community Plantation Forests (KBLI 02113)
    This group encompasses efforts related to the utilization of wood, including planting or enrichment, maintenance, harvesting, or logging of products originating from community plantation forests established by community groups to enhance the potential and quality of production forests through the application of silviculture to ensure the sustainability of forest resources. Types of forestry timber plants include teak, pine, mahogany, rosewood, acacia, eucalyptus, sandalwood, and other forestry timber plants.
27. Conducting Utilization of Timber from Other PlantationForest (KBLI 02119)
    This group encompasses efforts related to the utilization of timber from other plantation forests that do not fall into the categories mentioned above and represent innovative utilization of plantation forest products. Examples include community forests managed by communities located outside formal forest areas.
28. Conducting Utilization of Timber from Natural Forests (KBLI 02121)
    This group encompasses efforts related to the utilization of natural forests through harvesting or logging activities with diameter limits, enrichment, and maintenance. Harvesting/logging/enrichment/planting activities are carried out for tree species grouped into the meranti species group, mixed forest species group, beautiful wood species group, and other wood species groups that are applicable throughout Indonesia, excluding protected wood species.
29. Conducting Utilization of Wood from Ecosystem Restoration in Natural Forests (KBLI 02122)
    This group encompasses efforts to establish areas within natural forests that have crucial ecosystems, allowing them to maintain their functions and representativeness through activities such as ecosystem maintenance, protection, and restoration. This includes planting, enrichment, thinning, wildlife breeding, reintroduction of flora and fauna to restore the biological (flora and fauna) and non-biological (soil, climate, and topography) elements of an area to their original state, thus achieving ecosystem balance. It also includes the utilization of wood from ecosystem restoration once ecosystem balance has been achieved.
30. Conducting activities of Forest Protection and Nature Conservation Services (KBLI 02402)
    This group includes efforts aimed at supporting Environmental Information Monitoring (PIL) and ANDAL

Lingkungan (ANDAL), Usaha Kelola Lingkungan (UK Usaha Pemantauan Lingkungan (UPL). Termasuk didalamnya usaha pemanfaatan jasa penyimpanan dan penyerapan karbon.

31. Menjalankan kegiatan Jasa Rehabilitasi das Restorasi Kehutanan Sosial (KBLI 02403)
    Kelompok ini mencakup usaha dalam rangka rehabilitasi lahan dan kehutanan sosial di dalam maupun kawasan hutan.
32. Menjalankan kegiatan Jasa Kehutanan Bidang Perencanaan Kehutanan (KBLI 02404)
    Kelompok ini mencakup usaha jasa kehutanan dalam rangka penyiapan data dasar seperti inventarisasi hutan, pengukuran dan penata batas, dan penafsiran citra indra jarak jauh.
33. Menjalankan kegiatan Taman Nasional (KBLI 91032)
    Kelompok ini mencakup kegiatan kawasan pelestarian alam yang mempunyai ekosistem asli dikelola secara zonasi untuk menyelenggarakan usaha penyediaan sarana wisata alam di zona pemanfaatan dan usaha penyediaan jasa wisata alam yang bertujuan meningkatkan pemanfaatan gejala keunikan dan keindahan alam untuk kegiatan pariwisata dan rekreasi, penelitian, ilmu pengetahuan, pendidikan, dan kebudayaan, menunjang budidaya, penyimpanan dan/atau penyerapan karbon serta konservasi sumber daya alam yang diselenggarakan oleh pemerintah, seperti: Taman Nasional Gunung Gede Pangrango (di Jawa Barat), Taman Nasional Gunung Leuser (Aceh), Taman Nasional Kelimutu (NTT), Taman Nasional Komodo (NTT), Taman Nasional Gunung Palung (Kalimatan Barat), dan Taman Nasional Bromo Tengger Semeru (Jawa Timur).
34. Menjalankan kegiatan Taman Hutan Raya (KBLI 91033)
    Kelompok ini mencakup kegiatan kawasan pelestarian alam untuk tujuan koleksi tumbuhan dan/atau satwa yang alami atau bukan alami, jenis asli dan/atau bukan asli untuk menyelenggarakan usaha penyediaan sarana wisata alam di blok pemanfaatan dan usaha penyediaan jasa wisata alam yang bertujuan meningkatkan pemanfaatan gejala keunikan dan keindahan alam untuk kegiatan pariwisata dan rekreasi, penelitian, ilmu pengetahuan, pendidikan, dan kebudayaan, menunjang budidaya, penyimpanan dan/atau penyerapan karbon serta konservasi sumber daya alam, seperti Tahura Cut Nyak Dhien (Aceh), Tahura Bukit Barisan (Sumatra Utara), Tahura Juanda (Jawa Barat), Tahura Sultan Adam (Kalimantan Selatan), Tahura R. Suryo (Jawa Timur), Tahura Ngurah Rai (Bali), dan Tahura Bukit Soeharto: (Kalimantan Timur).
35. Menjalankan kegiatan Pengadaan Uap/Air Panas dan Udara Dingin (KBLI 35301)
    Kelompok ini mencakup kegiatan memproduksi dan mendistribusikan uap dan air panas untuk pemanasan, pembangkit tenaga dan penggunaan lainnya. Kegiatannya seperti produksi, pengumpulan dan distribusi uap dan air panas untuk pemanas, energi dan kegunaan lain dan kegiatan produksi dan distribusi udara dingin.

36. Menjalankan kegiatan Penampungan dan Penyaluran Air Baku (KBLI 36002)
    Kelompok ini mencakup usaha pengadaan dan penyaluran

(Environmental Impact Analysis), Environmental Management Efforts (UKL), and Environmental Monitoring Efforts (UPL). It also includes efforts related to the utilization of carbon storage and absorption services.

31. Conducting activities of Social Forestry Rehabilitation and Restoration Services (KBLI 02403)
    This group includes efforts aimed at rehabilitating land and engaging in social forestry activities both within and outside forest areas.
32. Conducting activities of Forestry Planning Services (KBLI 02404)
    This category encompasses forestry services related to the preparation of basic data, such as forest inventory, measurement and boundary demarcation, and interpretation of remote sensing imagery.
33. Conducting activities for National Parks (KBLI 91032)
    This group includes activities related to natural conservation areas with native ecosystems managed in zones to provide natural tourism facilities in utilization zones. These areas aim to provide natural tourism services with the goal of enhancing the utilization of unique natural beauty for tourism and recreation, research, science, education, culture, supporting cultivation, carbon storage and/or absorption, and natural resource conservation. These activities are conducted by the government, and examples include Gunung Gede Pangrango National Park (in West Java), Gunung Leuser National Park (Aceh), Kelimutu National Park (East Nusa Tenggara), Komodo National Park (East Nusa Tenggara), Gunung Palung National Park (West Kalimantan), and Bromo Tengger Semeru National Park (East Java).

34. Conducting activities for Grand Forest Parks (KBLI 91033)
    This group includes activities related to natural conservation areas for the purpose of collecting natural and non-natural plant and animal species, whether native or non-native, to provide natural tourism facilities in utilization blocks. These areas aim to provide natural tourism services with the goal of enhancing the utilization of unique natural beauty for tourism and recreation, research, science, education, culture, supporting cultivation, carbon storage and/or absorption, and natural resource conservation. Examples include Cut Nyak Dhien Forest Park (Aceh), Bukit Barisan Forest Park (North Sumatra), Juanda Forest Park (West Java), Sultan Adam Forest Park (South Kalimantan), R. Suryo Forest Park (East Java), Ngurah Rai Forest Park (Bali), and Bukit Soeharto Forest Park (East Kalimantan).

35. Conducting the Provision of Steam/Hot Water and Cold Air (KBLI 35301)
    This group includes activities related to the production and distribution of steam and hot water for heating, power generation, and other uses. It also covers the production and distribution of cold air. Activities include the production, collection, and distribution of steam and hot water for heating, energy, and other purposes, as well as the production and distribution of cold air.
36. Conducting Storage and Distribution of Raw Water (KBLI 36002)
    This group includes activities related to the provision and

air baku untuk keperluan industri, pembangkit listrik dan lain-lain. Kelompok ini juga mencakup kegiatan pengelolaan jaringan irigasi, namun tidak mencakup pengoperasian peralatan irigasi seperti alat penyemprot untuk keperluan pertanian.

37. Menjalankan kegiatan Pengadaan Gas Bio (KBLI 35203)
Kelompok ini mencakup usaha pengolahan bahan bakar gas yang dapat dimanfaatkan secara langsung sebagai bahan bakar yang dihasilkan dari produk sampingan pertanian, perkebunan, peternakan, atau sampah/limbah dimana pembuatannya disertai usaha peningkatan mutu gas, seperti pemurnian, pencampuran dan proses lainnya.
38. Menjalankan kegiatan Perdagangan Besar Suku Cadang Sepeda Motor dan Aksesorinya (KBLI 45405)
Kelompok ini mencakup usaha perdagangan besar suku cadang sepeda motor dan aksesorinya.

39. Menjalankan kegiatan Perdagangan Besar atas Dasar Balas Jasa (*Fee*) atau Kontrak (KBLI 46100)
Kelompok ini mencakup usaha agen yang menerima komisi, perantara (makelar), pelelangan, dan pedagang besar lainnya yang memperdagangkan barang-barang dalam negeri, luar negeri atas nama pihak lain. Kegiatannya antara lain agen komisi, broker barang dan seluruh perdagangan besar lainnya yang menjual atas nama dan tanggungan pihak lain; kegiatan yang terlibat dalam penjualan dan pembelian bersama atau melakukan transaksi atas nama perusahaan, termasuk melalui internet; dan agen yang terlibat dalam perdagangan seperti bahan baku pertanian, binatang hidup; bahan baku tekstil dan barang setengah jadi; bahan bakar, bijih-bijihan, logam dan industri kimia, termasuk pupuk; makanan, minuman dan tembakau; tekstil, pakaian, bulu, alas kaki dan barang dari kulit; kayu-kayuan dan bahan bangunan; mesin, termasuk mesin kantor dan komputer, perlengkapan industri, kapal, pesawat; furnitur, barang keperluan rumah tangga dan perangkat keras; kegiatan perdagangan besar rumah pelelangan; agen komisi zat radioaktif dan pembangkit radiasi pengion. Termasuk penyelenggara pasar lelang komoditas. Tidak termasuk kegiatan perdagangan besar mobil dan sepeda motor, dimasukkan dalam golongan 451 s.d. 454.

40. Menjalankan kegiatan Perdagangan Besar Suku Cadang Elektronik (KBLI 46521)
Kelompok ini mencakup usaha perdagangan besar katup dan tabung elektronik, peralatan semi konduktor, *microchip* dan IC dan PCB.

41. Menjalankan kegiatan Perdagangan Besar Berbagai Macam Barang (KBLI 46900)
Kelompok ini mencakup usaha perdagangan besar berbagai macam barang yang tanpa mengkhususkan tertentu (tanpa ada kekhususan tertentu) termasuk perkulakan.

42. Menjalankan kegiatan Industri Motor Listrik (KBLI 27111)

Kelompok ini mencakup usaha pembuatan motor listrik dan komponen/bagiannya, seperti motor AC, motor DC, stator, rotor, *brush* dan *commutator*, kecuali mesin pembakaran

distribution of raw water for industrial purposes, power generation, and other uses. It also encompasses the management of irrigation networks but does not include the operation of irrigation equipment such as spraying devices for agricultural purposes.

37. Conducting Procurement of Bio Gas (KBLI 35203)
This group includes the processing of gas fuels that can be used directly as fuel, which are produced from agricultural, plantation, livestock, or waste by-products, with efforts to enhance the gas quality, such as purification, mixing, and other processes.

38. Conducting Wholesale Trade of Motorcycle Spare Parts and Accessories (KBLI 45405)

This group encompasses wholesale businesses involved in the trade of motorcycle spare parts and accessories.

39. Conducting Wholesale Trade on a Fee or Contract Basis (KBLI 46100)
This group encompasses businesses acting as agents that receive commissions, act as intermediaries (brokers), conduct auctions, and engage in other wholesale trading activities in the domestic and international markets on behalf of others. Activities include commission agents, commodity brokers, and all other wholesale traders who sell on behalf of and at the expense of others. This includes activities involved in joint sales and purchases or conducting transactions on behalf of companies, including via the internet. It also covers agents involved in the wholesale trade of agricultural raw materials, live animals, textile raw materials and semi-finished goods, fuel, ores, metals, and chemicals, including fertilizers, food, beverages, and tobacco, textiles, clothing, fur, footwear, and leather goods, wood and building materials, machinery, including office machinery and computers, industrial equipment, ships, aircraft, furniture, household goods, and hardware. This group also includes wholesale auction houses and commission agents for radioactive materials and ionizing radiation generators. It includes the operation of commodity auction markets. Excluded from this group is the wholesale trade of automobiles and motorcycles, which is classified in groups 451 to 454.

40. Conducting Wholesale Trade of Electronic Components (KBLI 46521)
This group encompasses wholesale businesses involved in the trade of electronic components, including electronic valves and tubes, semiconductor equipment, microchips, integrated circuits (ICs), and printed circuit boards (PCBs).

41. Conducting Wholesale Trade of Various Goods (KBLI 46900)

This category includes wholesale trade businesses involved in the distribution of a wide range of goods without specializing in specific products, including general merchandise.

42. Conducting activities of Electric Motor Manufacturing Industry (KBLI 27111)
This group encompasses the manufacturing of electric motors and their components, including AC motors, DC motors, stators, rotors, brushes, and commutators. It excludes internal

dalam untuk menyalakan motor.

43. Menjalankan kegiatan Industri Baterai untuk Kendaraan Bermotor Listrik (KBLI 27203)
    Kelompok ini mencakup usaha pembuatan segala macam baterai untuk kendaraan bermotor listrik.
44. Menjalankan kegiatan Industri Mesin untuk Keperluan Umum Lainnya YTDL (KBLI 28199)
    Kelompok ini mencakup pembuatan mesin umum lainnya, seperti *fire sprinklers*, mesin penyaring dan pembersih cairan dan gas, unit penyulingan cairan, peralatan untuk proyeksi, penyebaran atau penyemprotan cairan atau bubuk, seperti pistol semprot, pemadam api, mesin penyemprot pasir, mesin pembersih dengan uap air dan lain-lain, mesin penyulingan atau rektifikasi untuk kilang minyak, industri kimia, industri minuman dan lain - lain, mesin penukar panas (*heat exchanger*), mesin untuk mencairkan udara atau gas, *generator gas*, mesin penggulung lainnya dan silindernya (kecuali untuk logam dan kaca) termasuk *calendering machine* (mesin pres), mesin sentrifugal (kecuali mesin pemisah krim dan pengering pakaian), mesin *packing* dan tali untuk isolasi dan sejenisnya yang terbuat dari kombinasi bahan atau lapisan bahan yang sama, mesin penjual barang otomatis, kipas ventilasi loteng (kipas *gable*/dinding, ventilasi atap dan lain - lain), meteran pita dan perkakas tangan sejenis, alat presisi masinis (bukan optik) dan peralatan patri dan solder bukan listrik. Termasuk pembuatan komponen dan peralatannya.
45. Menjalankan kegiatan Perdagangan Besar Produk Lainnya YTDL (KBLI 46699)
    Kelompok ini mencakup usaha perdagangan besar produk lainnya yang belum tercakup dalam salah satu kelompok perdagangan besar di atas. Termasuk perdagangan besar serat atau fiber tekstil dan lainlain, perdagangan besar batu mulia (berlian, intan, safir dan lain-lain).
46. Menjalankan kegiatan Aktivitas Pemrograman Berbasis Kecerdasan Artifisial (KBLI 62015)
    Kelompok ini mencakup konsultasi yang dilanjutkan analisis dan pemrograman yang memanfaatkan teknologi kecerdasan artifisial (AI) termasuk subset dari AI seperti *machine learning*, *natural language processing*, *expert system*, dan subset AI lainnya.
47. Menjalankan kegiatan Penasihat Berjangka (KBLI 66173)
    Kelompok ini mencakup kegiatan konsultasi (penasihat) perdagangan berjangka yaitu memberikan nasihat kepada pihak lain mengenai jual beli komoditas berdasarkan kontrak berjangka, kontrak derivatif syariah, dan/atau kontrak derivatif lainnya dengan menerima imbalan, termasuk juga untuk pihak yang menjalankan fungsi sebagai wakil penasihat berjangka.
48. Menjalankan kegiatan Aktivitas Konsultansi Manajemen Industri (KBLI 70204)
    Kelompok ini mencakup kegiatan bantuan nasihat, bimbingan dan operasional usaha dan permasalahan organisasi dan manajemen perusahaan industri, seperti

combustion engines used for powering motors.

43. Conducting activities of Electric Vehicle Battery Manufacturing Industry (KBLI 27203)
    This group includes the production of all types of batteries for electric vehicles.
44. Conducting Other General Purpose Machinery Manufacturing Industry (KBLI 28199)
    This group encompasses the manufacture of various general-purpose machinery, including fire sprinklers, fluid and gas filtering and cleaning machines, liquid distillation units, equipment for projection, spraying, or spreading liquids or powders such as spray guns, fire extinguishers, sandblasting machines, steam cleaning machines, and more. It also includes the production of distillation or rectification machines used in oil refineries, chemical industries, beverage industries, and others. Other machines in this category consist of heat exchangers, air or gas liquefying machines, gas generators, various winding machines and their cylinders (excluding those for metal and glass), calendering machines (press machines), centrifugal machines (excluding cream separators and clothes dryers), packing machines, insulation tapes and similar tools made from a combination of materials or layers of the same material, automatic vending machines, attic ventilation fans (gable/dormer fans, roof vents, and others), tape meters, and similar hand tools. Additionally, this category includes non-electric machinist precision equipment, non-electric embossing and soldering equipment, as well as the manufacturing of components and equipment for these machines.
45. Conducting Wholesale Trade of Other Products, Not Elsewhere Classified (KBLI 46699)
    This group includes wholesale trade businesses involved in the distribution of various other products that are not classified within any of the specific wholesale trade groups mentioned earlier. It may encompass wholesale trade in textile fibers or other textiles and wholesale trade in precious stones (diamonds, gems, sapphires, etc.) and other similar products.
46. Conducting Artificial Intelligence-Based Programming Activities (KBLI 62015)
    This group encompasses ongoing consultation, analysis, and programming utilizing artificial intelligence (AI) technology, including subsets of AI such as machine learning, natural language processing, expert systems, and other AI subsets.
47. Conducting activities of Futures Advisors (KBLI 66173)
    This group encompasses the activities of futures trading consultancy (advisory), which involves providing advice to others on buying and selling commodities based on futures contracts, Sharia-compliant derivative contracts, and/or other derivative contracts for compensation, including those who perform the function of futures advisory representatives.
48. Conducting Industrial Management Consulting Activities (KBLI 70204)
    This group includes activities related to providing advice, guidance, and operational assistance for business and organizational issues in industrial companies. It encompasses

perencanaan strategi dan organisasi; keputusan berkaitan dengan keuangan; tujuan dan kebijakan pemasaran; perencanaan, praktik dan kebijakan sumber daya manusia; perencanaan penjadwalan dan pengontrolan produksi.

49. Menjalankan kegiatan Aktivitas Konsultasi Manajemen Lainnya (KBLI 70209)
Kelompok ini mencakup ketentuan bantuan nasihat, bimbingan dan operasional usaha dan permasalahan organisasi dan manajemen lainnya, seperti perencanaan strategi dan organisasi; keputusan berkaitan dengan keuangan; tujuan dan kebijakan pemasaran; perencanaan, praktik dan kebijakan sumber daya manusia; perencanaan penjadwalan dan pengontrolan produksi. Penyediaan jasa usaha ini dapat mencakup bantuan nasihat, bimbingan dan operasional berbagai fungsi manajemen, konsultasi manajemen olah *agronomist* dan *agricultural economist* pada bidang pertanian dan sejenisnya, rancangan dari metode dan prosedur akuntansi, program akuntansi biaya, prosedur pengawasan anggaran belanja, pemberian nasihat dan bantuan untuk usaha dan pelayanan masyarakat dalam perencanaan, pengorganisasian, efisiensi dan pengawasan, informasi manajemen dan lain-lain. Termasuk jasa pelayanan studi investasi infrastruktur.

50. Menjalankan kegiatan Aktivitas Keinsinyuran dan Konsultasi Teknis YBDI (KBLI 71102)
Kelompok ini mencakup kegiatan perancangan teknik, dan konsultansi, seperti permesinan, pabrik dan proses industri; proyek yang melibatkan teknik sipil, teknik hidrolik, teknik lalu lintas; jasa nasihat dan konsultansi rekayasa teknik, jasa rekayasa konstruksi bangunan gedung hunian dan non hunian, jasa rekayasa pekerjaan teknik sipil sumber daya air, jasa rekayasa untuk pekerjaan mekanikal dalam bangunan, jasa rekayasa bangunan fasilitas olahraga, jasa konsultansi teknik lingkungan, jasa konsultansi terkait konstruksi pekerjaan sistem kendali lalu lintas, jasa rekayasa konstruksi pembangkit jaringan transmisi, gardu induk, dan distribusi tenaga listrik serta jasa rekayasa untuk proses industri, produksi dan fasilitas produksi, jasa rekayasa lainnya, perluasan dan realisasi proyek yang berhubungan dengan teknik listrik dan elektro, teknik pertambangan, teknik kimia, mekanik, teknik industri dan teknik sistem dan teknik keamanan; proyek manajemen air; dan kegiatan manajemen proyek dan jasa penyelidikan lapangan yang berkaitan dengan konstruksi; kegiatan perluasan proyek yang menggunakan AC, pendingin, kebersihan dan Teknik pengontrolan polusi, teknik akustik dan lain-lain; kegiatan survei geofisika, geologi dan survei seismik atau gempa bumi termasuk jasa pembuatan prospektus dan jasa interpretasi geologi dan geofisika sektor konstruksi; kegiatan survei geodetik meliputi kegiatan survei batas dan tanah, survei hidrologi, survei keadaan di atas dan di bawah permukaan tanah dan kegiatan informasi spasial dan kartografi termasuk kegiatan pemetaan dan jasa pembuatan peta. Termasuk jasa rekayasa pekerjaan teknik sipil transportasi, jasa fasilitasi teknis prasarana dan sarana umum sektor konstruksi.

strategic and organizational planning, financial decision-making, marketing objectives and policies, human resource planning, scheduling and production control planning, and more.

49. Conducting Other Management Consulting Services (KBLI 70209)
This group includes the provision of advisory, guidance, and operational assistance for various management functions and organizational issues. It covers strategic and organizational planning, financial decision-making, marketing objectives and policies, human resource planning, scheduling and production control planning. Service providers in this category may offer advisory, guidance, and operational assistance for a wide range of management functions, including consulting in agricultural economics, accounting methods, cost accounting programs, budget expenditure control procedures, advice and assistance for business and community services in planning, organizing, efficiency, supervision, management information, and more. This category also includes services related to infrastructure investment studies.

50. Conducting activities of Engineering and Technical Consultating Services Related to It (KBLI 71102)
This group includes activities related to technical design and consultancy, such as machinery, factories, and industrial processes; projects involving civil engineering, hydraulic engineering, and traffic engineering; advisory and consultancy services in engineering, building design for residential and non-residential buildings, civil engineering services for water resources, mechanical engineering services for buildings, engineering services for sports facilities, environmental engineering consultancy, consultancy related to the construction of traffic control systems, engineering services for construction of power generation plants, transmission networks, substations, and electricity distribution, as well as engineering services for industrial processes, production, and production facilities. It also covers other engineering services, expansion and implementation of projects related to electrical and electronic engineering, mining engineering, chemical engineering, mechanical engineering, industrial engineering, systems engineering, and safety engineering; water management projects; project management activities and field investigation services related to construction; project expansion activities involving air conditioning, cooling, sanitation, pollution control engineering, acoustics engineering, and others; geophysical, geological, and seismic surveys or earthquake surveys, including prospectus preparation and geological and geophysical interpretation services in the construction sector; geodetic surveys, including boundary and land surveys, hydrological surveys, surveys of conditions above and below the earth's surface, and spatial information and cartography activities, including mapping and map-making services. It also includes engineering services for transportation civil engineering works and technical facilitation services for public infrastructure in the construction sector.

51. Menjalankan kegiatan Aktivitas Konsultasi Bisnis dan Broker Bisnis (KBLI 74902)
    Kelompok ini mencakup usaha pemberian saran dan bantuan operasional pada dunia bisnis, seperti kegiatan broker bisnis yang mengatur pembelian dan penjualan bisnis berskala kecil dan menengah, termasuk praktik profesional, kegiatan broker hak paten (pengaturan pembelian dan penjualan hak paten), kegiatan penilaian selain real estat dan asuransi (untuk barang antik, perhiasan dan lainlain), audit rekening dan informasi tarif barang atau muatan, kegiatan pengukuran kuantitas dan kegiatan peramalan cuaca. Tidak termasuk makelar real estat.
52. Menjalankan kegiatan Aktivitas Profesional Ilmiah dan Teknis Lainnya YTDL (KBLI 74909)
    Kelompok ini mencakup kegiatan profesional, ilmiah dan teknik lainnya yang tidak diklasifikasikan di tempat lain, seperti jasa konsultasi ilmu pertanian (*agronomist*), konsultasi lingkungan, konsultasi teknik lain dan kegiatan konsultan selain konsultan arsitek, teknik dan manajemen. Termasuk juga jasa penyelaman dan pengangkatan benda muatan kapal tenggelam di kapal tenggelam. Kelompok ini juga mencakup kegiatan yang dilakukan oleh agen atau perwakilan atas nama perorangan yang biasa terlibatkan dalam pembuatan gambar bergerak, produksi teater atau hiburan lainnya atau atraksi olahraga dan penempatan buku, permainan (sandiwara, musik dan lain-lain), hasil seni, fotografi dan lain-lain, dengan publiser, produser dan lain-lain.
53. Menjalankan kegiatan Industri Kimia Dasar Anorganik Gas Industri (KBLI 20112)
    Kelompok ini mencakup usaha industri kimia dasar yang menghasilkan bahan kimia gas industri, seperti zat asam, zat lemas, zat asam arang, amoniak dan *dry ice*. Termasuk juga usaha industri kimia dasar yang menghasilkan gas mulia, seperti helium, neon, argon dan radon; serta jenis-jenis gas industri lainnya.
54. Menjalankan kegiatan Industri Kimia Dasar Organik Lainnya (KBLI 20119)
    Kelompok ini mencakup usaha industri Kimia Dasar Organik yang belum tercakup dalam golongan Industri Kimia Dasar Organik, seperti *plasticizer*, bahan untuk bahan baku pestisida, zat aktif permukaan, bahan pengawet.
55. Menjalankan kegiatan Industri Kayu Bakar dan Pelet Kayu (KBLI 16295)
    Kelompok ini mencakup industri kayu bakar dan pelet kayu yang dibuat dari serbuk kayu atau bahan substitusi seperti ampas kopi atau biji kedelai yang dipres.
56. Menjalankan kegiatan *Treatment* dan Pembuangan Limbah dan Sampah Tidak Berbahaya (KBLI 38211)
    Kelompok ini mencakup usaha pengoperasian lahan untuk pembuangan limbah dan sampah yang tidak berbahaya, pembuangan limbah dan sampah yang tidak berbahaya melalui pembakaran atau metode lain dengan atau tanpa menghasilkan produk berupa listrik atau uap, bahan bakar substitusi, biogas, abu atau produk ikutan lainnya untuk kegunaan lebih lanjut, dan sebagainya dan treatment limbah dan sampah organik untuk pembuangan.
57. Menjalankan kegiatan Industri Kimia Dasar Organik Yang Bersumber Dari Hasil Pertanian (KBLI 20115)

51. Conducting activities of Business Consultancy and Business Brokerage Services (KBLI 74902)
    This group includes providing advice and operational assistance in the business world, such as business brokerage activities that facilitate the buying and selling of small and medium-sized businesses, including professional practices. It also includes patent brokerage activities (facilitating the buying and selling of patents), valuation services other than real estate and insurance (for antiques, jewelry, etc.), account auditing, information on product or cargo tariffs, quantity measurement activities, and weather forecasting services. Excludes real estate brokerage.
52. Conducting Other Professional, Scientific, and Technical Activities Not Elsewhere Classified (KBLI 74909)
    This group includes professional, scientific, and technical activities not classified elsewhere, such as agricultural science consultancy (agronomists), environmental consultancy, other technical consultancy services, and consultancy activities excluding architecture, engineering, and management consultants. It also includes diving and salvage services for objects from sunken ships. Additionally, this group covers activities performed by agents or representatives on behalf of individuals typically involved in the production of motion pictures, theater, other entertainment, sports events, and the placement of books, games (drama, music, etc.), artwork, photography, and more, with publishers, producers, and others.
53. Conducting activities of Basic Inorganic Chemical Industry for Industrial Gases (KBLI 20112)
    This category encompasses basic chemical industry efforts that produce industrial gases, such as acidic gases, inert gases, carbonic acid gases, ammonia, and dry ice. It also includes basic chemical industry efforts that produce noble gases like helium, neon, argon, and radon, as well as other types of industrial gases.
54. Conducting Other Basic Organic Chemical Industry (KBLI 20119)
    This group includes the basic organic chemical industry businesses not covered in the basic organic chemical industry category, such as plasticizers, materials for pesticide raw materials, surfactants, and preservatives.
55. Conducting Firewood and Wood Pellet Industry (KBLI 16295)
    This category encompasses the firewood and wood pellet industry, which involves the production of firewood and wood pellets made from wood sawdust or substitute materials like coffee grounds or soybeans that are compressed.
56. Conducting Treatment and Disposal of Non-Hazardous Waste and Garbage Activities (KBLI 38211)
    This group includes businesses involved in the operation of landfills for the disposal of non-hazardous waste and garbage, the disposal of non-hazardous waste and garbage through incineration or other methods, with or without the production of electricity, steam, substitute fuels, biogas, ash, or other by-products for further use, and the treatment of organic waste and garbage for disposal purposes.
57. Conducting Organic Basic Chemical Industry Sourced from Agricultural Products (KBLI 20115)

Kelompok ini mencakup usaha industri kimia organik yang menghasilkan bahan kimia dari hasil pertanian termasuk kayu, getah (*gum*), minyak nabati industri (IVO) dengan produk antara lain: asam alufamat, asam asetat, asam citrat, asam benzoat, *fatty acid, fatty alcohol, glycerine, furfural, sarbitol*, dan bahan kimia organik lainnya dari hasil pertanian. Kelompok ini juga mencakup pembuatan *biofuel*, arang kayu, arang batok kelapa dengan produk: *biofuel* cair (biodiesel dan bioethanol-anhidrat), biohidrokarbon (minyak diesel nabati, minyak bensin nabati, minyak avtur/*jet-fuel* nabati) dan bahan kimia resin/damar buatan berbasis bahan terbarukan (*bionbenzene, biotoluene* dan *bioxylene* dan *biopolymer* bioplastik dari bahan terbarukan).

This category encompasses organic chemical industry efforts that produce chemicals derived from agricultural products, including wood, latex (gum), industrial vegetable oils (IVO), with products including: aluminum sulfate, acetic acid, citric acid, benzoic acid, fatty acids, fatty alcohols, glycerin, furfural, sorbitol, and other organic chemicals sourced from agricultural products. This category also includes the production of biofuels, wood charcoal, coconut shell charcoal, with products such as liquid biofuels (biodiesel and anhydrous bioethanol), biohydrocarbons (vegetable oil diesel, vegetable oil gasoline, vegetable oil aviation fuel), and renewable-based synthetic resin/damar chemicals (biobenzene, biotoluene, bioxylene, and biopolymers - bioplastics sourced from renewable materials).

58. Menjalankan kegiatan Pengumpulan Limbah dan Sampah Tidak Berbahaya (KBLI 38110)
    Kelompok ini mencakup pengumpulan sampah padat yang tidak berbahaya dalam suatu daerah, misalnya pengumpulan sampah rumah tangga dan usaha dengan menggunakan tempat sampah, tempat sampah beroda, kontainer sampah dan lain-lain yang meliputi campuran bahan-bahan yang dapat dipulihkan, pengumpulan bahan-bahan yang dapat didaur ulang, pengumpulan minyak dan lemak masak bekas pakai dan pengumpulan sampah dari tempat sampah di tempat umum. Termasuk juga usaha pengumpulan sampah konstruksi dan pembongkaran bangunan, pengumpulan dan pembersihan runtuhan atau puing, pengumpulan sampah dari pabrik tekstil dan pengoperasian pos pemindah sampah untuk sampah yang tidak berbahaya.

58. Conducting Activities of Non-Hazardous Waste and Garbage Collection (KBLI 38110)
    This group includes the collection of non-hazardous solid waste within a region, such as household and business waste collection using bins, rolling bins, waste containers, and others. This includes the collection of mixed recoverable materials, recycling materials, used cooking oils and fats collection, and public litter collection. It also encompasses construction and demolition waste collection, debris or rubble collection and cleaning, waste collection from textile factories, and the operation of waste transfer stations for non-hazardous waste.

59. Menjalankan kegiatan Perkebunan Tebu (KBLI 01140)
    Kelompok ini mencakup usaha perkebunan mulai dari kegiatan pengolahan lahan, penyemaian, pembibitan, penanaman, pemeliharaan dan pemanenan jika menjadi satu kesatuan kegiatan tanaman tebu. Termasuk kegiatan pembibitan dan pembenihan tebu.

59. Conducting Activities of Sugarcane Plantation (KBLI 01140)
    This group encompasses plantation activities, including land preparation, seeding, plant propagation, planting, maintenance, and harvesting, if they are part of a sugar cane cultivation operation. It also includes sugar cane propagation and seedling activities.

60. Menjalankan kegiatan Pertanian Bit Gula dan Tanaman Pemanis Bukan Tebu (KBLI 01137)
    Kelompok ini mencakup usaha pertanian mulai dari kegiatan pengolahan lahan, penanaman, pemeliharaan, juga pemanen dan pasca panen jika menjadi satu kesatuan kegiatan tanaman bit gula dan tanaman pemanis lainnya bukan tebu, seperti stevis dan sorgum manis. Termasuk kegiatan pembibitan dan pembenihan tanaman bit gula dan tanaman pemanis bukan tebu.

60. Conducting Activities of Sugar Beet and Non-Sugarcane Sweetener Crop Farming (KBLI 01137)
    This group encompasses farming activities, including land preparation, planting, cultivation, harvesting, and post-harvest activities if they are part of a sugar beet and other non-sugar cane sweetener crop operation. It includes crops like sugar beets and other sweetening plants excluding sugar cane, such as stevia and sweet sorghum. This also includes sugar beet and non-sugar cane sweetener crop plant breeding and seedling activities.

61. Menjalankan kegiatan Pertanian Komoditas Jagung (KBLI 01111)
    Kelompok ini mencakup usaha pertanian komoditas jagung mulai dari kegiatan pengolahan lahan, penanaman, pemeliharaan, dan juga pemanenan dan pasca panen jika menjadi satu kesatuan kegiatan tanaman jagung. Termasuk kegiatan pembibitan dan pembenihan tanaman jagung.

61. Conducting Activities of Corn Corn Agriculture (KBLI 01111)
    This group includes corn commodity agriculture businesses starting from land processing activities, planting, maintenance, and also harvesting and post-harvest if it becomes a unified corn plant activity. This includes the activities of seedling and breeding corn plants.

62. Menjalankan kegiatan Industri Pati Ubi Kayu (KBLI 10621)
    Kelompok ini mencakup usaha pembuatan pati ubi kayu melalui ekstraksi, seperti tepung tapioka.

62. Conducting Activities of Cassava Starch Industry (KBLI 10621)
    This group includes the production of cassava starch through extraction, such as tapioca flour.

63. Menjalankan kegiatan Industri Pati dan Produk Pati Lain (KBLI 10629)
    Kelompok ini mencakup usaha pembuatan berbagai macam pati melalui proses ekstraksi yang belum termasuk kelompok 10621 s.d. 10623, seperti pati kentang, pati bengkoang, pati temulawak, pati irut, dan pati biji mangga.
64. Menjalankan kegiatan Industri Penggilingan dan Pembersihan Jagung (KBLI 10632)
    Kelompok ini mencakup usaha penggilingan dan pembersihan jagung.
65. Menjalankan kegiatan Industri Pati Beras dan Jagung (KBLI 10634)
    Kelompok ini mencakup usaha pembuatan pati beras dan pati jagung (maizena).
66. Menjalankan kegiatan Industri Glukosa dan Sejenisnya (KBLI 10623)
    Kelompok ini mencakup usaha pembuatan gula glukosa, selain yang termasuk dalam kelompok 10721 dan 10722, seperti glucosa, fructosa, lactosa, maltosa, sacharosa, dan sediaan pemanis lainnya. Termasuk pemanis buatan.

67. Menjalankan kegiatan Industri Gula Pasir (KBLI 10721)

    Kelompok ini mencakup usaha pembuatan gula yang berbentuk kristal (pasir), bahan utamanya dari tebu, bit ataupun lainnya.
68. Menjalankan kegiatan Industri Pengolahan Gula Lain Bukan Sirop (KBLI 10729)
    Kelompok ini mencakup usaha pengolahan gula ke dalam bentuk lain, termasuk pembuatan gula batu, gula cair, tepung gula, gula pengganti dari jus tebu, bit, maple gula cair, gula stevis, kelapa, nira, aren dan *molasse* (harum manis), *toping* (non buah) saus manis, dan gula merah yang tidak murni dari nira sebagai bahan baku utamanya dan yang tidak termasuk dalam kelompok 10721 sd. 10723.

69. Menjalankan kegiatan Perdagangan Eceran Pakan Ternak/Unggas/Ikan dan Hewan Piaraan (KBLI 47754)
    Kelompok ini mencakup usaha perdagangan eceran khusus pakan ternak/unggas/ikan dan makanan hewan piaraan di dalam bangunan, seperti ransum pakan ternak/unggas/ikan, konsentrat pakan ternak/unggas/ikan, tepung tulang, tepung darah dan tepung kerang.
70. Menjalankan kegiatan Industri Peralatan Listrik Lainnya (KBLI 27900)
    Kelompok ini mencakup pembuatan dinamo lampu sepeda, dinamo magnetik, busi, alat-alat peringatan suara (*sirine*, klakson, alarm, bel, dan sebagainya), peralatan sinyal listrik seperti alat-alat pengatur lalu-lintas jalan raya, jalan kereta api, di pelabuhan laut dan udara dan sinyal untuk pejalan kaki, berbagai peralatan listrik dan elektronik yang tidak termasuk kelompok manapun, seperti *charger* (pengisi) baterai padat, alat pembuka dan penutup pintu listrik, mesin pembersih ultrasonik (kecuali untuk laboratorium, dokter gigi), *tanning beds*, peralatan *solid state inverter*, peralatan rektifikasi, *fuel cells*, penyuplai daya teregulasi dan tidak teregulasi, UPS (*uninterruptible power supplies*), supresor gelombang (kecuali untuk distribusi level voltase),

63. Conducting Activities of Starch and Other Starch Product Industry (KBLI 10629)
    This group includes the production of various types of starch through extraction processes not included in groups 10621 to 10623, such as potato starch, jicama starch, Javanese turmeric starch, irut starch, and mango seed starch.
64. Conducting Activities of Corn Milling and Cleaning Industry (KBLI 10632)
    This group includes the milling and cleaning of corn.

65. Conducting Activities of Rice and Corn Starch Industry (KBLI 10634)
    This group includes the production of rice starch and corn starch (maize starch).
66. Conducting Activities of Glucose and Similar Industries (KBLI 10623)
    This group includes the industry involved in the production of glucose sugar, other than those included in groups 10721 and 10722, such as glucose, fructose, lactose, maltose, sucrose, and other sweeteners. It also includes artificial sweeteners.
67. Conducting Activities of Granulated Sugar Industry (KBLI 10721)
    This group includes businesses involved in the production of granulated sugar, which is in crystal form, primarily made from sugarcane, sugar beets, or other sources.
68. Conducting Activities of Other Sugar Processing Industry Excluding Syrup (KBLI 10729)
    This group includes businesses involved in the processing of sugar into various forms, including the production of rock sugar, liquid sugar, powdered sugar, sugar substitutes from sugarcane, beets, maple syrup, stevia, coconut, sap, palm sugar, and molasses (harum manis). It also covers non-fruit-based sweet sauces and brown sugar that is not purely derived from sap as its main raw material, excluding groups 10721 to 10723.
69. Conducting Retail Trade of Animal/Fowl/Fish Feed and Pet Food (KBLI 47754)
    This category includes retail businesses specializing in the sale of animal/fowl/fish feed and pet food within a building, such as livestock/poultry/fish feed, concentrated animal/fowl/fish feed, bone meal, blood meal, and clam meal.

70. Conducting Other Electrical Equipment Manufacturing Industry (KBLI 27900)
    This group includes the manufacture of bicycle lamp dynamos, magnetic dynamos, spark plugs, sound warning devices (sirens, horns, alarms, bells, etc.), electrical signal equipment such as traffic control devices for highways, railways, seaports, airports, and pedestrian signals, various electrical and electronic equipment not included in any other group, such as solid battery chargers, electric door openers and closers, ultrasonic cleaning machines (except for laboratories, dental applications), tanning beds, solid-state inverters, rectifiers, fuel cells, regulated and unregulated power supplies, uninterruptible power supplies (UPS), wave suppressors (except for voltage level distribution), equipment cables, connection cables, other

kabel peralatan, kabel sambungan, perangkat kabel listrik lainnya yang berpenyekat dan berkonektor, karbon dan grafit-elektroda, kontak dan produk karbon dan grafit-listrik lainnya, akselerator partikel, kapasitor, resistor, kondenser listrik dan komponen sejenisnya, elektromagnet, papan skor-listrik, reklame listrik, insulator (penyekat)-listrik (kecuali penyekat kaca atau porselen), - peralatan patri dan solder listrik, besi solder tangan dan pembuatan peralatan modul fotovoltaik (panel surya), rokok elektrik (*vape*). Termasuk usaha pembuatan komponen dan perlengkapannya.

71. Menjalankan kegiatan Perdagangan Eceran Bahan Bakar Minyak, Bahan Bakar Gas (BBG), dan Liquefied Petroleum Gas (LPG) di Sarana Pengisian Bahan Bakar Transportasi Darat, Laut, dan Udara (KBLI 47301)
    Kelompok ini mencakup usaha perdagangan eceran bahan bakar minyak, bahan bakar gas, LPG, atau jenis bahan bakar lain di sarana pengisian bahan bakar untuk transportasi darat, laut, dan udara (seperti SPBU, SPBG dsb) untuk kendaraan bermotor seperti mobil dan sepeda motor (misalnya bensin, solar, BBG, dan LPG), termasuk pula bahan bakar untuk *speed boat* dan genset. Biasanya kegiatan ini dikombinasikan dengan penjualan bahan-bahan pelumas, *cooling products*, bahan-bahan pembersih dan barang-barang lain untuk keperluan mobil dan sepeda motor. Perdagangan besar bahan bakar dimasukkan dalam kelompok 46610. Perdagangan eceran LPG dan bahan bakar untuk keperluan memasak atau pemanas dimasukkan dalam kelompok 47772.
72. Menjalankan kegiatan Angkutan Bermotor untuk Barang Khusus (KBLI 49432)
    Kelompok ini mencakup operasional angkutan barang dengan kendaraan bermotor untuk barang yang secara khusus mengangkut satu jenis barang, seperti angkutan bahan bakar minyak, minyak bumi, hasil olahan, LPG, LNG dan CNG, angkutan barang berbahaya, limbah bahan berbahaya dan beracun, angkutan barang alat-alat berat, angkutan peti kemas, angkutan tumbuhan hidup, angkutan hewan hidup dan pengangkutan kendaraan bermotor.
73. Menjalankan kegiatan Instalasi Minyak dan Gas (KBLI 43223)
    Kelompok ini mencakup kegiatan pemasangan dan pemeliharaan instalasi minyak dan gas pada bangunan gedung hunian dan non-hunian serta bangunan sipil lainnya, pekerjaan inspeksi, dan perawatan fasilitas produksi minyak, gas, petrokimia dan panas bumi termasuk pekerjaan instalasi perpipaannya di darat maupun di bawah laut. Termasuk instalasi fasilitas produksi dan penyimpanan di darat dan di laut untuk minyak, gas, petrokimia, dan panas bumi termasuk anjungan lepas pantai dan bawah laut.
74. Menjalankan kegiatan Perdagangan Besar Gula, Coklat, Kembang Gula, dan Sediaan Pemanis (KBLI 46331)
    Kelompok ini mencakup usaha perdagangan besar gula, coklat, kembang gula, dan sediaan pemanis.
75. Menjalankan kegiatan Perdagangan Besar Bahan Bakar Padat, Cair dan Gas dan Produk Yang Berhubungan dengan Itu (YBDI) (KBLI 46610)
    Kelompok ini mencakup usaha perdagangan besar bahan

electrical cable devices with insulators and connectors, carbon and graphite electrodes, contacts and other carbon and graphite electrical products, particle accelerators, capacitors, resistors, electrical condensers and similar components, electromagnets, electric scoreboards, electric billboards, electrical insulators (except glass or porcelain insulators), electric soldering and welding equipment, hand soldering irons, and the manufacture of photovoltaic module equipment (solar panels), electronic cigarettes (vapes). It also includes the manufacture of components and accessories.

71. Conducting Retail Trade of Petroleum, Gas Fuel (BBG), and Liquefied Petroleum Gas (LPG) at Fueling Stations for Land, Sea, and Air Transportation (KBLI 47301)

    This group includes retail trade of petroleum, gas fuel, LPG, or other types of fuel at fueling stations for land, sea, and air transportation (such as gas stations, CNG stations, etc.) for motor vehicles like cars and motorcycles (e.g., gasoline, diesel, BBG, and LPG), including fuel for speedboats and generators. This activity is usually combined with the sale of lubricants, cooling products, cleaning materials, and other items for cars and motorcycles. Wholesale fuel trade is included in group 46610. Retail trade of LPG and fuel for cooking or heating purposes is included in group 47772.

72. Conducting Motorized Specialized Freight Transport (KBLI 49432)
    This group includes the operation of freight transport with motor vehicles specifically designed to carry one type of goods, such as the transportation of fuel, crude oil, refined products, LPG, LNG, and CNG, hazardous cargo transport, hazardous and toxic waste transport, heavy equipment transport, container transport, live plant transport, live animal transport, and motor vehicle transport.

73. Conducting Activities of Oil and Gas Installation (KBLI 43223)
    This group includes activities related to the installation and maintenance of oil and gas installations in residential and non-residential buildings, as well as other civil structures. It also involves inspection and maintenance work for oil, gas, petrochemical, and geothermal production facilities, including pipeline installation on land and underwater. This includes the installation of production and storage facilities onshore and offshore for oil, gas, petrochemicals, and geothermal energy, including offshore and underwater platforms.
74. Conducting Wholesale Trade of Sugar, Chocolate, and Sugar Confectionery (KBLI 46331)
    This group encompasses wholesale businesses involved in the trade of sugar, chocolate, sugar confectionery, and sweeteners.
75. Conducting Wholesale Trade of Solid, Liquid, and Gas Fuels, and Related Products (KBLI 46610)

    This group encompasses wholesale businesses involved

bakar gas, cair, dan padat serta produk sejenisnya, seperti minyak bumi mentah, minyak mentah, bahan bakar diesel, *gasoline*, bahan bakar oli, kerosin, premium, solar, minyak tanah, batu bara, arang, ampas arang batu, bahan bakar kayu, nafta, bahan bakar nabati (biofuels) dan bahan bakar lainnya termasuk pula bahan bakar gas (LPG, gas butana dan propana, dan lain-lain) dan minyak semir, minyak pelumas dan produk minyak bumi yang telah dimurnikan, serta bahan bakar nuklir.

76. Menjalankan kegiatan Perdagangan Besar Padi dan Palawija (KBLI 46201)
    Kelompok ini mencakup usaha perdagangan besar hasil pertanian tanaman padi dan palawija sebagai bahan baku atau bahan dasar dari suatu kegiatan berikutnya, seperti padi, jagung, gabah, gandum dan serelia lainnya. Termasuk perdagangan besar benih dan bibit padi, palawija, dan serealia lainnya.

in the trade of gas, liquid, and solid fuels, as well as similar products. It includes crude oil, raw oil, diesel fuel, gasoline, fuel oil, kerosene, premium gasoline, solar oil, kerosene, coal, charcoal, coal ash, wood fuel, naphtha, biofuels, and other fuels, including gas fuels (LPG, butane, propane, and others), shoe polish, lubricating oils, refined petroleum products, and nuclear fuel.

76. Conducting Wholesale Trade of Rice and Cereals (KBLI 46201)
    This group encompasses wholesale businesses involved in the trade of agricultural products such as rice and cereals, which serve as raw materials or basic materials for subsequent activities. It includes the wholesale trade of products like rice, maize, rice grain, wheat, and other cereals. This category also includes the wholesale trade of rice, grain, and cereal seeds and seedlings.

Terhadap seluruh kegiatan yang telah dimuat dalam Anggaran Dasar Perusahaan, sudah dilakukan tahap studi untuk realisasinya. Sesuai kegiatan usaha yang telah dijalankan oleh Perusahaan, hingga saat ini telah terealisasi kegiatan Pembangkitan Tenaga Listrik (KBLI 35111), Transmisi Tenaga Listrik (KBLI 35112), Distribusi Tenaga Listrik (KBLI 35113), Pembangkit, Transmisi, Distribusi, dan Penjualan Tenaga Listrik dalam Satu Kesatuan Usaha (KBLI 35115), Pembangkit, Transmisi dan Penjualan Tenaga Listrik dalam Satu Kesatuan Usaha (KBLI 35116), Pembangkit, Distribusi dan Penjualan Tenaga Listrik Dalam Satu Kesatuan Usaha (KBLI 35117), Distribusi dan Penjualan Tenaga Listrik Dalam Satu Kesatuan Usaha (KBLI 35118), Aktivitas Penunjang Tenaga Listrik Lainnya (KBLI 35129), menjalankan kegiatan Pengadaan Uap/Air Panas dan Udara Dingin (KBLI 35301), Distribusi Gas Alam dan Buatan (KBLI 35202), Pengadaan Gas Bio (KBLI 35203), Instalasi Listrik (KBLI 43211), Aktivitas Perusahaan Holding (KBLI 64200), Pengoperasian Instalasi Penyediaan Tenaga Listrik (KBLI 35121).

A study phase has been conducted to assess the feasibility of all activities outlined in the Company's Articles of Association. As for the business operations carried out so far, the Company has implemented activities in Electricity Generation (KBLI 35111), Electric Power Transmission (KBLI 35112), Electric Power Distribution (KBLI 35113), Integrated Electricity Generation, Transmission, Distribution, and Sales (KBLI 35115), Integrated Electricity Generation, Transmission, and Sales (KBLI 35116), Integrated Electricity Generation, Distribution, and Sales (KBLI 35117), Integrated Electricity Distribution and Sales (KBLI 35118), and Other Supporting Electricity Activities (KBLI 35129). By the end of 2024, the Company has also expanded into the Distribution of Natural and Synthetic Gas (KBLI 35202), Procurement of Bio Gas (KBLI 35203), Electrical Installation (KBLI 43211), Holding Company Activities (KBLI 64200), and Operation of Electricity Supply Installations (KBLI 35121).

Pada tahun 2024 Perusahaan mengembangkan proyek ketenagalistrikan yang bersumber dari gas dan Energi Baru Terbarukan (EBT), seperti panas matahari, biogas, biomassa, panas bumi, dan sumber EBT lainnya, serta bisnis penyimpanan energi dalam baterai dan dekarbonasi.

As of 2024, the Company is developing electricity projects sourced from gas and New and Renewable Energy (NRE), such as solar energy, biogas, biomass, geothermal, and other NRE sources, as well as energy storage business in batteries and decarbonization.

## Produk dan Layanan Jasa yang Dihasilkan

Hingga saat ini, produk yang dihasilkan Perusahaan berupa tenaga listrik (tanpa melakukan penjualan tenaga listrik) yang bersumber dari biogas (PLTBg), tenaga surya (PLTS), dan tenaga panas bumi (PLTP). Tidak hanya menghasilkan listrik, Perusahaan juga menghasilkan uap dari panas bumi yang akan digunakan di PLTP, serta penjualan karbon kredit dari pembangkit EBT.

## Products and Services Offered

To date, the Company produces electricity (without selling it) from biogas (PLTBg), solar energy (PLTS), and geothermal energy (PLTP). In addition to electricity, the Company also generates steam from geothermal energy for use in PLTP, as well as Carbon Credits from renewable energy power plants.

# Wilayah Operasi

## Operation Areas




1 Sibayak 12 MW

2 Ulubelu 220 MW



3 Lumut Balai 55 MW

4 Karaha 30 MW

5 Kamojang 235 MW



6 Lahendong 121 MW



7 Kwala Sawit 1 MW (O&M)*

8 Pagar Merbau 1MW (O&M)*

9 10 PLTBg Sei Mangkei 2,4 MW
PLTS Sei Mangkei 2 MW



11 Tj Uban 1,7 MW

12 Dumai 2,77 MW

13 Rokan 25,7 MW



14 16 19 20 SPBU 355 (COCO +
DODO + East Timor) 1,8 MW



15 Plaju 2,25 MW

17 Balongan 1,5 MW

18 Cilacap 2,34 MW

21 Badak 4 MW



*) Kapasitas hanya diakui hingga November 2024 sehubungan dengan berakhirnya kontrak O&M

- 1 Gas To Power (1.772,9 MW)
- 1 Geothermal (672,5 MW)
- 1 Solar (54,3 MWp)
- 1 Biomass/biogas (2,4 MW)




24 Dumai 12,9 MW

26 IPP Jawa Satu Power 1.760 MW



JAWA SATU POWER

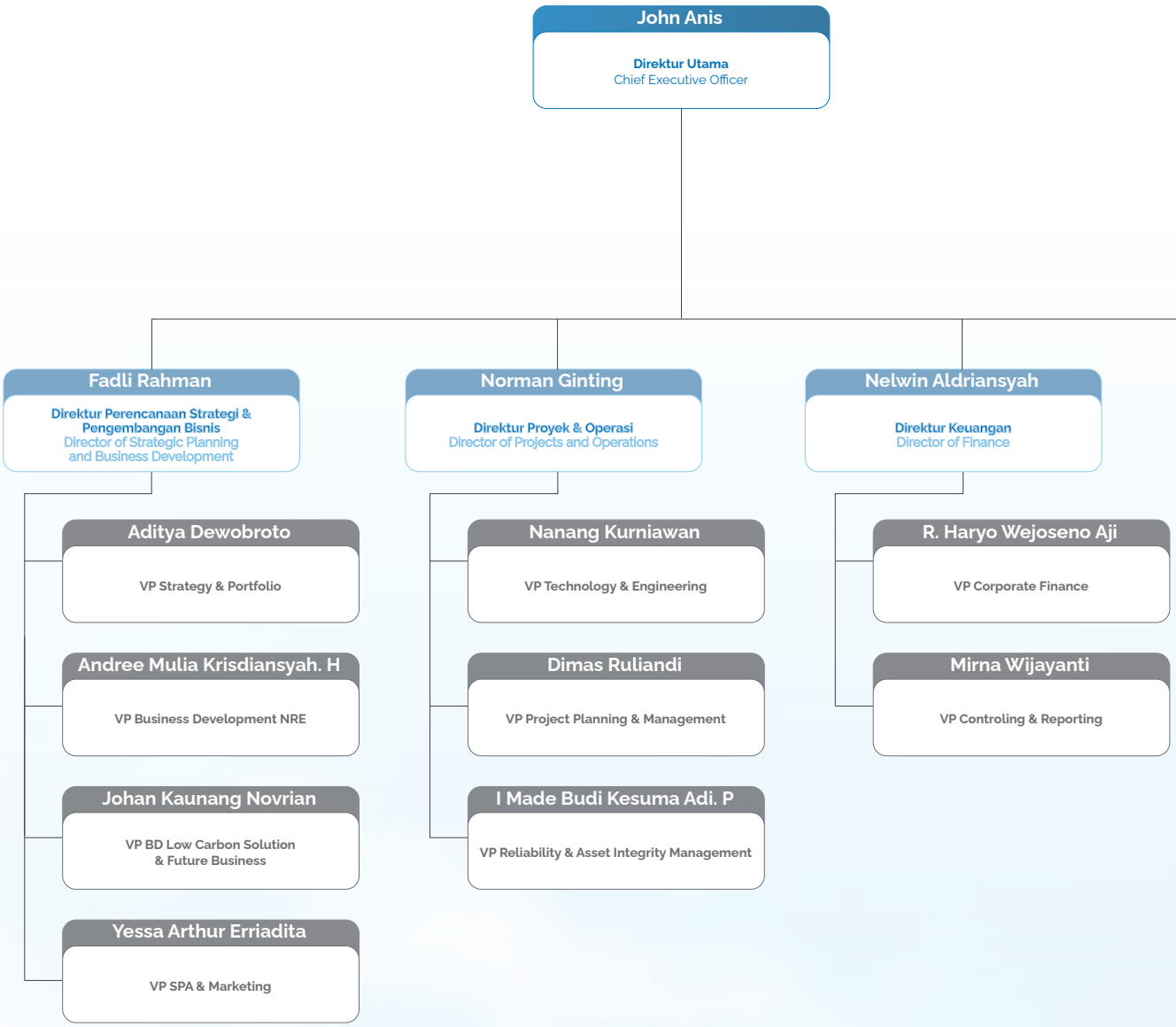
JAWA SATU REGAS

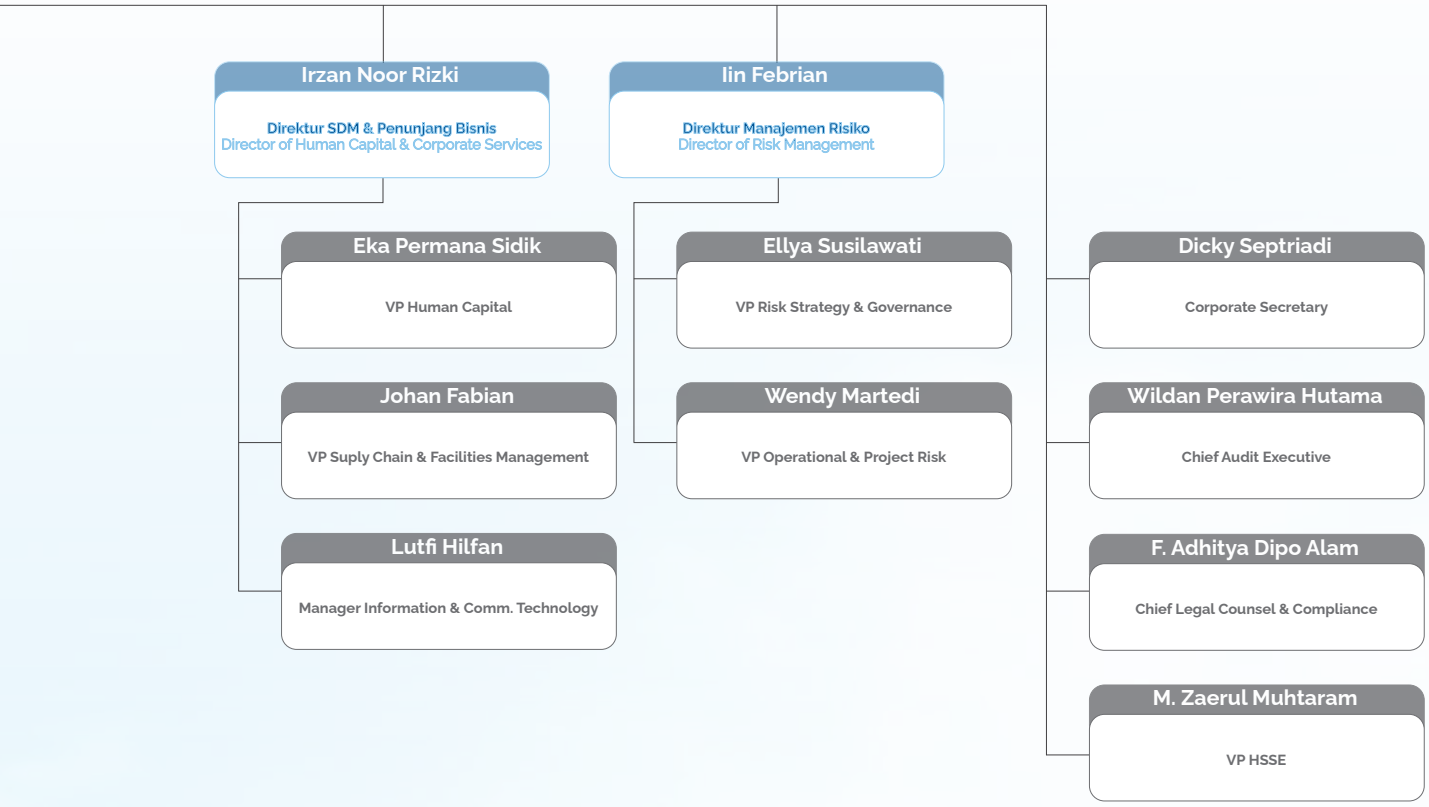
22 Captive Solar PV Pertamina 7,3 MW (various locations)

23 External Solar PV Pertamina11 3,0 MW (various locations)

# Struktur Organisasi

## Organization Structure




Irzan Noor Rizki
Direktur SDM & Penunjang Bisnis
Director of Human Capital & Corporate Services
Iin Febrian
Direktur Manajemen Risiko
Director of Risk Management
Eka Permana Sidik
VP Human Capital
Johan Fabian
VP Suply Chain & Facilities Management
Lutfi Hilfan
Manager Information & Comm. Technology
Ellya Susilawati
VP Risk Strategy & Governance
Wendy Martedi
VP Operational & Project Risk
Dicky Septriadi
Corporate Secretary
Wildan Perawira Hutama
Chief Audit Executive
F. Adhitya Dipo Alam
Chief Legal Counsel & Compliance
M. Zaerul Muhtaram
VP HSSE



# Susunan dan Profil Dewan Komisaris

## Composition and Profile of the Board of Commissioners

**Kronologi Perubahan Susunan Dewan Komisaris di Sepanjang Tahun 2024**
Chronology of Changes in the Composition of the Board of Commissioners Throughout 2024

| **Periode 1 Januari s.d 1 Februari 2024** January 1 to February 1 2024 | **Periode 1 Februari s.d 25 April 2024** February 1 to April 25, 2024 | **Periode 26 April s.d 31 Desember 2024** April 26 to December 31, 2024 | **Keterangan** Notes |
|---|---|---|---|
| Havidh Nazif (Komisaris) (Commissioner) | Havidh Nazif Komisaris) (Commissioner) | Havidh Nazif (Komisaris) (Commissioner) | Havidh Nafiz diangkat berdasarkan KPSSS tanggal 21 September 2023. Havidh Nazif was appointed based on the Circular Shareholders' Resolution (KPSSS) dated September 21, 2023. |
| Ajar Budi Kuncoro (Komisaris) (Commissioner) | Ajar Budi Kuncoro (Komisaris) (Commissioner) | Ajar Budi Kuncoro Komisaris) (Commissioner) | Ajar Budi Kuncoro diangkat kembali berdasarkan KPSSS tanggal 16 Juni 2023. Ajar Budi Kuncoro was reappointed based on the Circular Shareholders' Resolution (KPSSS) dated June 16, 2023. |
| Budiman Parhusip Komisaris) (Commissioner) | Budiman Parhusip (Komisaris) (Commissioner) | Budiman Parhusip (Komisaris) (Commissioner) | Budiman Parhusip diangkat berdasarkan KPSSS tanggal 27 September 2022. Budiman Parhusip was appointed based on the Circular Shareholders' Resolution (KPSSS) dated September 27, 2022. |
| Dwi Agus Setiawan (Komisaris) (Commissioner) | Dwi Agus Setiawan (Komisaris) (Commissioner) | | Dwi Agus Setiawan berhenti menjabat pada 25 April 2024 dikarenakan telah habis masa jabatan. Dwi Agus Setiawan no longer held the position on April 25, 2024, due to the expiration of his term. |
| | Rida Mulyana (Komisaris Utama) (President Commissioner) | Rida Mulyana (Komisaris Utama) (President Commissioner) | Rida Mulyana diangkat berdasarkan KPSSS tanggal 1 Februari 2024. Rida Mulyana was appointed based on the Circular Shareholders' Resolution (KPSSS) dated February 1, 2024. |



# Rida Mulyana

Komisaris Utama
President Commisioners

Periode jabatan: 1 Februari 2024 s.d RUPS yang akan diselenggarakan di tahun 2027, periode pertama.
Term of office: February 1, 2024 until the GMS to be held in 2027, first term

**Data Pribadi**
Warga Negara Indonesia
Usia 61 tahun
Berdomisili di Tangerang Selatan, Banten, Indonesia

**Riwayat Jabatan dan Pengangkatan**
Diangkat berdasarkan Keputusan Pemegang Saham Secara Sirkuler (KPSSS) tanggal 1 Februari 2024 yang dituangkan dalam Akta No. 53 tanggal 27 Februari 2024 yang dibuat di hadapan Marianne Vincentia Hamdani, S.H., notaris di Jakarta Utara, dengan masa jabatan hingga RUPS yang akan diselenggarakan di tahun 2027. Jabatan ini merupakan periode pertama, sebelumnya beliau tidak menjabat dalam jajaran Dewan Komisaris Perusahaan.

**Riwayat Pendidikan**
- *Master of Science* Teknik Perminyakan, Imperial College London, Inggris (1992)
- Sarjana Teknik Perminyakan, Institut Teknologi Bandung (ITB) Indonesia (1988)

**Riwayat Profesi**
- Komisaris PT Pertamina (Persero) (2022-2023)
- Sekretaris Jenderal, Kementerian Energi dan Sumber Daya Mineral Republik Indonesia (2022-2023)
- Komisaris PT PLN (Persero) (2019-2022)
- Direktur Jenderal Ketenagalistrikan, Kementerian Energi dan Sumber Daya Mineral Republik Indonesia (2019 -2022)
- Direktur Energi Baru, Terbarukan dan Konservasi Energi, Kementerian Energi dan Sumber Daya Mineral Republik Indonesia (2013-2019)
- Kepala Biro Perencanaan dan Kerja Sama (2010-2013)
- Kepala Pusat Penelitian dan Pengembangan Teknologi Minyak dan Gas Bumi "LEMIGAS" (2009-2010)
- Sekretaris Direktorat Jenderal Minyak dan Gas Bumi (2009)

**Sertifikasi Profesi**
- Pengembangan Sistem Manajemen Risiko - Lembaga Sertifikasi Profesi Pasar Modal (LSPPM) (Februari 2024)
- Profesional Pengawas Tata Kelola Bersertifikasi - Lembaga Sertifikasi Profesi - Mitra Kalyana Sejahtera (LSP MKS) (Agustus 2024)
- Profesional Pengawas Tata Kelola Bersertifikasi - Lembaga Sertifikasi Profesi - Mitra Kalyana Sejahtera (LSP MKS) (November 2024)

**Rangkap Jabatan**
Di Dalam Perusahaan: Ketua Komite Audit (2024-sekarang)
Di Luar Perusahaan: tidak ada.

**Hubungan Afiliasi**
Tidak memiliki hubungan afiliasi dengan Dewan Komisaris lainnya, Direksi, atau dengan PT Pertamina (Persero) selaku Pemegang Saham Utama/Pengendali.

**Personal Data**
Indonesian citizen
61 years old
Based in South Tangerang, Banten, Indonesia

**Position History and Appointment**
Appointed based on the Circular Shareholders' Resolution (KPSSS) dated February 1, 2024, as outlined in Deed No. 53 dated February 27, 2024, made before Marianne Vincentia Hamdani, S.H., a notary in North Jakarta, with a term lasting until the General Meeting of Shareholders (RUPS) to be held in 2027. This is the first term for this position, as he had not previously served on the Board of Commissioners of the Company.

**Education**
- Master of Science in Petroleum Engineering, Imperial College London, United Kingdom (1992)
- Bachelor of Petroleum Engineering, Institut Teknologi Bandung (ITB), Indonesia (1988)

**Professional History**
- Commissioner of PT Pertamina (Persero) (2022-2023)
- Secretary General, Ministry of Energy and Mineral Resources of the Republic of Indonesia (2022-2023)
- Commissioner of PT PLN (Persero) (2019-2022)
- Director General of Electricity, Ministry of Energy and Mineral Resources of the Republic of Indonesia (2019-2022)
- Director of New, Renewable Energy and Energy Conservation, Ministry of Energy and Mineral Resources of the Republic of Indonesia (2013-2019)
- Head of Planning and Cooperation Bureau (2010-2013)
- Head of Oil and Gas Technology Research and Development Center "LEMIGAS" (2009-2010)
- Secretary of Directorate General of Oil and Gas (2009)

**Professional Certification**
- Risk Management System Development - Lembaga Sertifikasi Profesi Pasar Modal (LSPPM) (February 2024)
- Certified Governance Supervisory Professional - Lembaga Sertifikasi Profesi - Mitra Kalyana Sejahtera (LSP MKS) (August 2024)
- Certified Governance Supervisory Professional - Lembaga Sertifikasi Profesi - Mitra Kalyana Sejahtera (LSP MKS) (November 2024)

**Concurrent Position**
Within the Company: Chairman of the Audit Committee (2024-present)
Outside the Company: none.

**Affiliations**
He has no affiliations with any other members of the Board of Commissioners, the Board of Directors, or with PT Pertamina (Persero) as the Major/Controlling Shareholder.



# Ajar Budi Kuncoro

Komisaris
Commisioners

Periode jabatan: 13 Juni 2023 s.d RUPS yang akan diselenggarakan di tahun 2026, periode kedua
Term of office: June 13, 2023 until the GMS to be held in 2026, second term

**Data Pribadi**
Warga Negara Indonesia
Usia 60 tahun
Berdomisili di DKI Jakarta, Indonesia

**Riwayat Jabatan dan Pengangkatan**
Diangkat berdasarkan Keputusan Pemegang Saham Secara Sirkuler (KPSSS) tanggal 16 Juni 2023 yang dituangkan dalam Akta No. 11 tanggal 11 Juli 2023 yang dibuat di hadapan Marianne Vincentia Hamdani, S.H., notaris di Jakarta Utara, dengan masa jabatan hingga RUPS yang akan diselenggarakan di tahun 2026. Jabatan ini merupakan periode kedua, sebelumnya beliau menjabat dalam jajaran Dewan Komisaris Perusahaan berdasarkan Keputusan Pemegang Saham Secara Sirkuler (KPSSS) tanggal 13 Juni 2020 yang dituangkan dalam Akta No. 13 tanggal 26 Juni 2020 yang dibuat di hadapan Marianne Vincentia Hamdani, S.H notaris di Jakarta.

**Riwayat Pendidikan**
- Master of Arts bidang Southeast Asian Studies, University of Wisconsin, Amerika Serikat (1997).
- Sarjana Ilmu Sosial dan Ilmu Politik, Universitas Gadjah Mada, Yogyakarta, Indonesia (1989).

**Riwayat Profesi**
- Staf Khusus Menteri Koordinator Bidang Politik Hukum dan Keamanan (2020-2024).
- *Head of Teacher Training Institute Development* Tanoto Foundation (2018-2020).
- *Regional Partnership Coordination Manager*, USAID Mitra Kunci Initiative Development Alternatives Inc., (2017-2018).
- *University and Stakeholder Coordination Senior Manager*, USAID Prioritas Education Development Center Inc. (2013-2017).
- *Teacher Training Institute Development Specialist*, USAID Prioritas Education Development Center Inc (2012-2013).
- *Provincial Liaison for Central Java*, Bridging Team of USAID Basic Education USAID (2012).
- *Provincial Coordinator for Central Java*, *Decentralized Basic Education* #3 (*Life-skills for youth*) International Relief and Development, Inc. (2005-2011).

**Sertifikasi Profesi**
- Pengembangan Sistem Manajemen Risiko - Lembaga Sertifikasi Profesi Pasar Modal (LSPPM) (Februari 2024)
- Profesional Pengawas Tata Kelola Bersertifikasi - Lembaga Sertifikasi Profesi - Mitra Kalyana Sejahtera (LSP MKS) (Agustus 2024)
- Profesional Pengawas Tata Kelola Bersertifikasi - Lembaga Sertifikasi Profesi - Mitra Kalyana Sejahtera (LSP MKS) (November 2024)

**Rangkap Jabatan**
Di Dalam Perusahaan: Ketua Komite Nominasi dan Remunerasi (2023-sekarang)

Di Luar Perusahaan: tidak ada.

**Hubungan Afiliasi**
Tidak memiliki hubungan afiliasi dengan Dewan Komisaris lainnya, Direksi, atau dengan PT Pertamina (Persero) selaku Pemegang Saham Utama/Pengendali, maupun dengan Pemerintah Republik Indonesia selalu entitas pemilik akhir.

**Personal Data**
Indonesian Citizen
60 years old
Based in DKI Jakarta, Indonesia

**Position History and Appointment**
Appointed based on the Circular Shareholders' Resolution (KPSSS) dated June 16, 2023, as outlined in Deed No. 11 dated July 11, 2023, made before Marianne Vincentia Hamdani, S.H., a notary in North Jakarta, with a term lasting until the General Meeting of Shareholders (RUPS) to be held in 2026. This is his second term in office, having previously served on the Company's Board of Commissioners based on the Circular Shareholders' Resolution (KPSSS) dated June 13, 2020, as stated in Deed No. 13 dated June 26, 2020, drawn up before Marianne Vincentia Hamdani, S.H., a notary in Jakarta.

**Education**
- Master of Arts in Southeast Asian Studies, University of Wisconsin, USA (1997).
- Bachelor of Social and Political Sciences, Universitas Gadjah Mada, Yogyakarta, Indonesia (1989).

**Professional History**
- Special Staff to the Coordinating Minister for Political, Legal and Security Affairs (2020-2024).
- Head of Teacher Training Institute Development of Tanoto Foundation (2018-2020).
- Regional Partnership Coordination Manager, USAID Mitra Kunci Initiative Development Alternatives Inc., (2017-2018).
- University and Stakeholder Coordination Senior Manager, USAID Prioritas Education Development Center Inc. (2013-2017).
- Teacher Training Institute Development Specialist, USAID Prioritas Education Development Center Inc (2012-2013).
- Provincial Liaison for Central Java, Bridging Team of USAID Basic Education USAID (2012).
- Provincial Coordinator for Central Java, Decentralized Basic Education #3 (Life-skills for youth) International Relief and Development, Inc. (2005-2011).

**Professional Certification**
- Risk Management System Development - Lembaga Sertifikasi Profesi Pasar Modal (LSPPM) (February 2024)
- Certified Governance Supervisory Professional - Lembaga Sertifikasi Profesi - Mitra Kalyana Sejahtera (LSP MKS) (August 2024)
- Certified Governance Supervisory Professional - Lembaga Sertifikasi Profesi - Mitra Kalyana Sejahtera (LSP MKS) (November 2024)

**Concurrent Position**
Within the Company: Chairman of the Nomination and Remuneration Committee (2023-present)
Outside the Company: None.

**Affiliations**
He has no affiliations with any other members of the Board of Commissioners, the Board of Directors, or with PT Pertamina (Persero) as the major/controlling shareholder, nor with the Government of the Republic of Indonesia as the ultimate owner entity.



# Budiman Parhusip

Komisaris
Commisioners

Periode jabatan: 27 September 2022 s.d RUPS yang akan diselenggarakan di tahun 2025, periode pertama.
Term of office: September 27, 2022 until the GMS to be held in 2025, first term.

**Data Pribadi**
Warga Negara Indonesia
Usia 64 tahun
Berdomisili di DKI Jakarta, Indonesia

**Riwayat Jabatan dan Pengangkatan**
Diangkat berdasarkan Keputusan Pemegang Saham Secara Sirkuler (KPSSS) tanggal 27 September 2022 yang dituangkan dalam Akta No. 38 tanggal 24 Oktober 2022 yang dibuat di hadapan Marianne Vincentia Hamdani, S.H., notaris di Jakarta Utara, dengan masa jabatan hingga RUPS yang akan diselenggarakan di tahun 2025. Jabatan ini merupakan periode pertama, sebelumnya beliau tidak menjabat dalam jajaran Dewan Komisaris Perusahaan.

**Riwayat Pendidikan**
- *Master of Business* (MBA) *International Business*, University of Southern California, Los Angeles, Amerika Serikat (1994).
- Sarjana Teknik Elektro, Institut Teknologi Bandung (ITB) Indonesia (1984).

**Riwayat Profesi**
- Direktur Utama PT Pertamina Hulu Energi (2020-2022).
- Komisaris PT Gihon Telekomunikasi Indonesia (2018-2020)
- Komisaris PT Archi Indonesia (2017-2020).
- *Chief Executive Officer* PT Rukun Raharja Tbk (2010-2017).
- *Consultant to Companies in Oil and Gas Industry, Executive Advisor to President of* BP Indonesia (2009-2010).
- *Executive Vice President* Tangguh LNG Development BP Indonesia (2001-2009).
- VP & GM Kangean PSC and Muriah PSC, ARCO Indonesia (1985-2000)
- *Gas Development Manager & Deputy VP Exploitation Engineering, ARCO* Indonesia (1985-2000)

**Sertifikasi Profesi**
- Pengembangan Sistem Manajemen Risiko - Lembaga Sertifikasi Profesi Pasar Modal (LSPPM) (Februari 2024)
- Profesional Pengawas Tata Kelola Bersertifikasi - Lembaga Sertifikasi Profesi - Mitra Kalyana Sejahtera (LSP MKS) (Agustus 2024)

**Rangkap Jabatan**
Di Dalam Perusahaan:
- Wakil Ketua Komite Audit (2024-sekarang)
- Ketua Komite Investasi dan Manajemen Risiko (2022-sekarang)

Di Luar Perusahaan: tidak ada.

**Hubungan Afiliasi**
Tidak memiliki hubungan afiliasi dengan Dewan Komisaris lainnya, Direksi, atau dengan PT Pertamina (Persero) selaku Pemegang Saham Utama/Pengendali maupun dengan Pemerintah Republik Indonesia sebagai entitas pemilik akhir.

**Personal Data**
Indonesian citizen
64 years old
Based in DKI Jakarta, Indonesia

**Position History and Appointment**
Appointed based on the Circular Shareholders' Resolution (KPSSS) dated September 27, 2022, as outlined in Deed No. 38 dated October 24, 2022, made before Marianne Vincentia Hamdani, S.H., a notary in North Jakarta, with a term lasting until the General Meeting of Shareholders (RUPS) to be held in 2025. This is the first term for this position, as he had not previously served on the Board of Commissioners of the Company.

**Education**
- Master of Business (MBA) International Business, University of Southern California, Los Angeles, USA (1994).
- Bachelor of Electrical Engineering, Institut Teknologi Bandung (ITB), Indonesia (1984).

**Professional History**
- Chief Executive Officer of PT Pertamina Hulu Energi (2020-2022).
- Commissioner of PT Gihon Telekomunikasi Indonesia (2018-2020)
- Commissioner of PT Archi Indonesia (2017-2020).
- Chief Executive Officer of PT Rukun Raharja Tbk (2010-2017).
- Consultant to Companies in Oil and Gas Industry, Executive Advisor to President of BP Indonesia (2009-2010).
- Executive Vice President of Tangguh LNG Development BP Indonesia (2001-2009).
- VP & GM Kangean PSC and Muriah PSC of ARCO Indonesia (1985-2000)
- Gas Development Manager & Deputy VP Exploitation Engineering of ARCO Indonesia (1985-2000).

**Professional Certification**
- Risk Management System Development - Lembaga Sertifikasi Profesi Pasar Modal (LSPPM) (February 2024)
- Certified Governance Supervisory Professional - Lembaga Sertifikasi Profesi - Mitra Kalyana Sejahtera (LSP MKS) (LSP MKS) (August 2024)

**Concurrent Position**
Within the Company:
- Vice Chairman of the Audit Committee (2024-present)
- Chairman of the Investment and Risk Management Committee (2022-present

Outside the Company: None.

**Affiliations**
He has no affiliations with any other members of the Board of Commissioners, the Board of Directors, or with PT Pertamina (Persero) as the major/controlling shareholder, nor with the Government of the Republic of Indonesia as the ultimate owner entity.



# Havidh Nazif

Komisaris
Commisioners

Periode jabatan: 19 September 2023 s.d RUPS yang akan diselenggarakan di tahun 2026, periode pertama.
Term of office: September 19, 2023 until the GMS to be held in 2026, First term.

**Data Pribadi**
Warga Negara Indonesia
Usia 43 tahun
Berdomisili di DKI Jakarta, Indonesia

**Riwayat Jabatan dan Pengangkatan**
KPSSS Pengangkatan Anggota Dewan Komisaris tanggal 21 September 2023, Akta No. 3 tanggal 2 Oktober 2023 di hadapan Marianne Vincentia Hamdani, S.H., notaris di Jakarta Utara, dengan masa jabatan hingga RUPS yang akan diselenggarakan di tahun 2026. Jabatan ini merupakan periode pertama, sebelumnya beliau tidak menjabat dalam jajaran Dewan Komisaris Perusahaan.

**Riwayat Pendidikan**
- Doktor bidang Strategi Perusahaan, Ekonomi dan Bisnis, Universitas Indonesia (2016).
- Pascasarjana *Geothermal Programme*, United Nations University, Islandia (2011).
- Magister Manajemen, Manajemen Keuangan, Universitas Padjadjaran, Bandung, Indonesia (2007).
- Sarjana Hukum, Ilmu Hukum Ekonomi, Universitas Padjadjaran, Bandung, Indonesia (2004)
- Sarjana Teknik, Teknik Elektro, Universitas Kristen Maranatha, Bandung, Indonesia (2004).

**Riwayat Profesi**
- Direktur Pembinaan Pengusahaan Ketenagalistrikan (Juni 2023-sekarang)
- Anggota Komite Investasi dan Manajemen Risiko PT Perusahaan Listrik Negara (Persero) (2022-2023)
- Koordinator untuk Perencanaan dan Pelaporan Energi Baru Terbarukan dan Konservasi Energi (2021-2023).
- Kepala Subdirektorat Penyiapan Program Panas Bumi, Kementerian Energi dan Sumber Daya Mineral (ESDM) RI (2016-2021).
- Kepala Seksi Investasi Panas Bumi, Kementerian ESDM RI (2015-2016)
- Kepala Seksi Perlindungan Lingkungan Panas Bumi, Kementerian ESDM RI (2012-2015).
- Kepala Seksi Perencanaan Panas Bumi, Kementerian ESDM RI (2011-2012).

**Sertifikasi Profesi**
- Profesional Pengawas Tata Kelola Bersertifikasi - Lembaga Sertifikasi Profesi - Mitra Kalyana Sejahtera (LSP MKS) (Agustus 2024)
- Profesional Pengawas Tata Kelola Bersertifikasi - Lembaga Sertifikasi Profesi - Mitra Kalyana Sejahtera (LSP MKS) (November 2024)

**Rangkap Jabatan**
Di Dalam Perusahaan:
- Wakil Ketua II Komite Nomisasi & Remunerasi (2023-sekarang).
- Wakil Ketua Komite Investasi & Manajemen Risiko (2024-sekarang).
- Di Luar Perusahaan: Direktur Pembinaan Pengusahaan Ketenagalistrikan, Direktorat Jenderal Ketenagalistrikan, Kementerian ESDM RI (2023-sekarang).

**Hubungan Afiliasi**
Tidak memiliki hubungan afiliasi dengan Dewan Komisaris lainnya, Direksi, atau dengan PT Pertamina (Persero) selaku Pemegang Saham Utama/Pengendali. Namun beliau memiliki hubungan afiliasi Pemerintah Indonesia melalui rangkap jabatan yang dimiliki.

**Personal Data**
Indonesian Citizen
43 years old
Based in DKI Jakarta, Indonesia

**Position History and Appointment**
Appointed based on the Circular Shareholders' Resolution (KPSSS) for the appointment of a Board of Commissioners member dated September 21, 2023, as outlined in Deed No. 3 dated October 2, 2023 made before Marianne Vincentia Hamdani, S.H., a notary in North Jakarta, with a term lasting until the GMS to be held in 2026. This is the first term for this position, as he had not previously served on the Board of Commissioners of the Company.

**Education**
- Doctorate in Corporate Strategy, Economics, and Business, Universitas Indonesia (2016).
- Postgraduate Program in Geothermal, United Nations University, Iceland (2011).
- Master of Management, Financial Management, Universitas Padjadjaran, Bandung, Indonesia (2007).
- Bachelor of Law, Economic Law, Universitas Padjadjaran, Bandung, Indonesia (2004).
- Bachelor of Engineering, Electrical Engineering, Universitas Kristen Maranatha, Bandung, Indonesia (2004).

**Professional History**
- Director of Electricity Business Development (June 2023-present)
- Member of Investment and Risk Management Committee of PT Perusahaan Listrik Negara (Persero) (2022-2023)
- Coordinator for Planning and Reporting on New Renewable Energy and Energy Conservation (2021-2023).
- Head of Subdirectorate for Geothermal Program Preparation, Ministry of Energy and Mineral Resources (ESDM) RI (2016-2021).
- Head of Geothermal Investment Section, Ministry of Energy and Mineral Resources (2015-2016).
- Section Head of Geothermal Environmental Protection, Ministry of Energy and Mineral Resources (2012-2015).
- Head of Geothermal Planning Section, Ministry of Energy and Mineral Resources (2011-2012).

**Professional Certification**
- Certified Governance Supervisory Professional - Lembaga Sertifikasi Profesi Mitra Kalyana Sejahtera (LSP MKS) (August 2024)
- Certified Governance Supervisory Professional - Lembaga Sertifikasi Profesi Mitra Kalyana Sejahtera (LSP MKS) (November 2024)

**Concurrent Position**
Within the Company:
- Vice Chairman II of the Nomination & Remuneration Committee (2023-present).
- Vice Chairman of the Investment & Risk Management Committee (2024-present).
- Outside the Company: Director of Electricity Business Development, Directorate General of Electricity, Ministry of Energy and Mineral Resources of the Republic of Indonesia (2023-present).

**Affiliations**
He has no affiliations with any other members of the Board of Commissioners, the Board of Directors, or with PT Pertamina (Persero) as the major/controlling shareholder. However, he has an affiliation with the Government of Indonesia due to holding a concurrent position.

# Susunan dan Profil Direksi

## Composition and Profile of the Board of Directors

**Kronologi Perubahan Susunan Direksi di Sepanjang Tahun 2024**
Chronology of Changes in the Composition of the Board of Directors Throughout 2024

| **Periode 1 Januari s.d 14 Februari 2024** January 1 to February 14, 2024 | **Periode 14 Februari s.d 20 Februari 2024** February 14 to February 20, 2024 | **Periode 20 Februari s.d 15 Mei 2024** February 20 to May 15, 2024 | **Periode 15 Mei s.d 31 Desember 2024** May 15 to December 31, 2024 | **Keterangan** Notes |
|---|---|---|---|---|
| Dannif Danusaputro (Direktur Utama) (Chief Executive Officer) | | | | Dannif Danusaputro tidak lagi menjabat tanggal 14 Februari 2024 dikarenakan telah habis masa jabatan. Dannif Danusaputro no longer held the position based on the Circular Shareholders' Resolution (KPSSS) dated February 14, 2024, due to the expiration of his term. |
| Fadli Rahman (Direktur Perencanaan Strategis & Pengembangan Bisnis) (Director of Strategic Planning & Business Development) | Fadli Rahman (Direktur Perencanaan Strategis & Pengembangan Bisnis) (Director of Strategic Planning & Business Development) | Fadli Rahman (Direktur Perencanaan Strategis & Pengembangan Bisnis) (Director of Strategic Planning & Business Development) | Fadli Rahman (Direktur Perencanaan Strategis & Pengembangan Bisnis) (Director of Strategic Planning & Business Development) | Berdasarkan KPSSS tanggal 25 Oktober 2024, Fadli Rahman diangkat kembali untuk periode ke-2. Based on the Circular Shareholders' Resolution (KPSSS) dated October 25, 2024, Fadli Rahman was reappointed for a second term. |
| Norman Ginting (Direktur Proyek & Operasi) (Director of Projects and Operations) | Norman Ginting (Direktur Proyek & Operasi) (Director of Projects and Operations) | Norman Ginting (Direktur Proyek & Operasi) (Director of Projects and Operations) | Norman Ginting (Direktur Proyek & Operasi) (Director of Projects and Operations) | Berdasarkan KPSSS tanggal 25 Oktober 2024, Norman Ginting diangkat kembali untuk periode ke-2. Based on the Circular Shareholders' Resolution (KPSSS) dated October 25, 2024, Norman Ginting was reappointed for a second term. |
| Iman Hilmansah (Direktur Keuangan) (Director of Finance) | | | | Iman Hilmansah berhenti menjabat tanggal 14 Februari 2024 dikarenakan telah habis masa jabatan. Iman Hilmansah no longer held the position based on the Circular Shareholders' Resolution (KPSSS) dated February 14, 2024, due to the expiration of his term. |
| Said Reza Pahlevy (Direktur SDM & Penunjang Bisnis) (Director of HR & Business Support) | | | | Said Reza Pahlevy berhenti menjabat tanggal 14 Februari dikarenakan telah habis masa jabatan. Said Reza Pahlevy no longer held the position based on the Circular Shareholders' Resolution (KPSSS) dated February 14, 2024, due to the expiration of his term. |

### Kronologi Perubahan Susunan Direksi di Sepanjang Tahun 2024
Chronology of Changes in the Composition of the Board of Directors Throughout 2024

| **Periode 1 Januari s.d 14 Februari 2024**<br>January 1 to February 14, 2024 | **Periode 14 Februari s.d 20 Februari 2024**<br>February 14 to February 20, 2024 | **Periode 20 Februari s.d 15 Mei 2024**<br>February 20 to May 15, 2024 | **Periode 15 Mei s.d 31 Desember 2024**<br>May 15 to December 31, 2024 | **Keterangan**<br>Notes |
|---|---|---|---|---|
| | | John Anis (Direktur Utama)<br>(Chief Executive Officer) | John Anis (Direktur Utama)<br>(Chief Executive Officer) | John Anis diangkat berdasarkan KPSSS tanggal 20 Februari 2024.<br>John Anis was appointed based on the Circular Shareholders' Resolution (KPSSS) dated February 20, 2024. |
| | | Irzan Noor Rizki (Direktur SDM & Penunjang Bisnis)<br>(Director of Human Capital & Corporate Services) | Irzan Noor Rizki (Direktur SDM & Penunjang Bisnis)<br>(Director of Human Capital & Corporate Services) | Irzan Noor Rizki diangkat berdasarkan KPSSS tanggal 20 Februari 2024.<br>Irzan Noor Rizki was appointed based on the Circular Shareholders' Resolution (KPSSS) dated February 20, 2024. |
| | | Nelwin Aldriansyah (Direktur Keuangan)<br>(Director of Finance) | Nelwin Aldriansyah (Direktur Keuangan)<br>(Director of Finance) | Nelwin Aldriansyah diangkat berdasarkan KPSSS tanggal 20 Februari 2024.<br>Nelwin Aldriansyah was appointed based on the Circular Shareholders' Resolution (KPSSS) dated February 20, 2024. |
| | | | Iin Febrian (Direktur Manajemen Risiko)<br>(Director of Risk Management) | Iin Febrian diangkat berdasarkan KPSSS tanggal 15 Mei 2024.<br>Iin Febrian was appointed based on the Circular Shareholders' Resolution (KPSSS) dated May 15, 2024. |



# John Anis

Direktur Utama
Chief Executive Officer

Periode jabatan: 20 Februari 2024 s.d RUPS yang akan diselenggarakan di tahun 2027, periode pertama.
Term of office: 20 February 2024 until the GMS to be held in 2027, first term.

**Data Pribadi**
Warga Negara Indonesia
Usia 58 tahun
Domisili Jakarta Selatan, DKI Jakarta, Indonesia

**Riwayat Jabatan dan Pengangkatan**
Diangkat berdasarkan Keputusan Pemegang Saham Secara Sirkuler (KPSSS) tanggal 20 Februari 2024 yang dituangkan dalam Akta No. 49 tanggal 19 Maret 2024 yang dibuat di hadapan Marianne Vincentia Hamdani, S.H., notaris di Jakarta Utara, dengan masa jabatan hingga RUPS yang akan diselenggarakan di tahun 2027. Jabatan ini merupakan periode pertama, sebelumnya beliau tidak menjabat dalam jajaran Direksi Perusahaan.

**Riwayat Pendidikan**
Sarjana Teknik Listrik, Institut Teknologi Bandung (ITB), Indonesia (1991).

**Riwayat Profesi**
Dengan lebih dari 25 tahun pengalaman di industri migas berstandar internasional, beliau telah memimpin kegiatan operasi dan pengembangan dalam lingkungan multikultural yang menantang, dengan fokus utama pada keselamatan (HSE), pengembangan sumber daya manusia, penciptaan nilai, dan kinerja. Awal karirnya dimulai di Schlumberger sebagai *Wire Line and Logging Field Engineer* (1992-1996), dan perjalanan kariernya membawanya ke berbagai negara termasuk Jepang, Perancis, dan Yaman (Yemen LNG) selama bergabung dengan Total E&P Indonesie (1996-2018). Pencapaian gemilangnya terbukti dengan berbagai promosi, dan pada tahun 2013, John diangkat sebagai Vice President of Field Operations di Total E&P Indonesie, yang mengelola produksi dari produsen gas terbesar di Indonesia.

Pada Januari 2018, ia diangkat sebagai *Executive Vice President Operations & Manager* Wilayah Kalimantan Timur PT Pertamina Hulu Mahakam dan pada 1 April 2018 diangkat untuk menjabat *General Manager* PT Pertamina Hulu Mahakam. John Anis memegang posisi puncak sebagai Direktur Utama di Pertamina Internasional EP (2020-2024). Beliau melanjutkan karir sebagai Direktur Utama PT Pertamina Power Indonesia (2024-sekarang).

**Sertifikasi Profesi**
*Certified Risk Professional*, Indonesia *Risk & Business Advisory* (IRBA) (2024)

**Rangkap Jabatan**
Di Dalam Perusahaan: tidak ada.
Di Luar Perusahaan: Dewan Komisaris, PT Pertamina Geothermal Energy Tbk (2024-sekarang)

**Hubungan Afiliasi**
Tidak memiliki hubungan afiliasi dengan anggota Direksi lainnya, Dewan Komisaris maupun Pemegang Saham Utama/Pengendali serta entitas pemilik akhir Perusahaan.

**Personal Data**
Indonesian Citizen
58 years old
Based on South Jakarta, DKI Jakarta, Indonesia

**Position History and Appointment**
Appointed based on the Circular Shareholders' Resolution (KPSSS) dated February 20, 2024, as outlined in Deed No. 49 dated March 19, 2024, made before Marianne Vincentia Hamdani, S.H., a notary in North Jakarta, with a term lasting until the GMS) to be held in 2027. This is the first term for this position, as he had not previously served on the Board of Directors of the Company.

**Education**
Bachelor of Electrical Engineering, Institut Teknologi Bandung (ITB), Indonesia (1991).

**Professional History**
With over 25 years of experience in the international oil and gas industry, he has led operations and development activities in challenging multicultural environments, with a primary focus on safety (HSE), human resource development, value creation, and performance. His career began at Schlumberger as a Wire Line and Logging Field Engineer (1992-1996), and his journey took him to various countries, including Japan, France, and Yemen (Yemen LNG) during his time with Total E&P Indonesie (1996-2018). His remarkable achievements were demonstrated through various promotions, and in 2013, John was appointed as the Vice President of Field Operations at Total E&P Indonesie, managing production from Indonesia's largest gas producer.

In January 2018, he was appointed as Executive Vice President Operations & Manager of East Kalimantan at PT Pertamina Hulu Mahakam, and on April 1, 2018, he was appointed General Manager of PT Pertamina Hulu Mahakam. John Anis then held the position as the Chief Executive Officer of Pertamina International EP (2020-2024) before he was appointed as the Chief Executive Officer of PT Pertamina Power Indonesia (2024-present).

**Professional Certification**
Certified Risk Professional, Indonesia Risk & Business Advisory (IRBA) (2024)

**Concurrent Position**
Within the Company: none.
Outside the Company: Board of Commissioners, PT Pertamina Geothermal Energy Tbk (2024-present).

**Affiliations**
He has no affiliations with any other members of the Board of Directors, the Board of Commissioners, the Major/Controlling Shareholder, or the ultimate owner entity of the Company.



# Fadli Rahman

Direktur Perencanaan Strategis dan Pengembangan Bisnis
Director of Strategic Planning and Business Development

Periode jabatan: 25 Oktober 2024 s.d RUPS yang akan diselenggarakan di tahun 2027, periode kedua.
Term of office: October 25, 2024 until the GMS to be held in 2027, second term.

**Data Pribadi**
Warga Negara Indonesia
Usia 38 tahun
Domisili Jakarta Selatan, DKI Jakarta, Indonesia

**Riwayat Jabatan dan Pengangkatan**
Diangkat berdasarkan Keputusan Pemegang Saham Secara Sirkuler (KPSSS) tanggal 25 Oktober 2024 yang dituangkan dalam Akta No. 14 tanggal 12 November 2024 yang dibuat di hadapan Marianne Vincentia Hamdani, S.H., notaris di Jakarta Utara, dengan masa jabatan hingga RUPS yang akan diselenggarakan di tahun 2027. Jabatan ini merupakan periode kedua, sebelumnya beliau telah menjabat dalam jajaran Direksi Perusahaan pada periode pertama yang diangkat berdasarkan KPSSS tanggal 1 November 2021 yang dituangkan dalam Akta No. 11 tanggal 19 November 2021 yang dibuat di hadapan Marianne Vincentia Hamdani, S.H., notaris di Jakarta Utara

**Riwayat Pendidikan**
- Doktor, *Mineral and Energy Economics*, Colorado School of Mines, Amerika Serikat (2016).
- *Master*, *Mineral and Energy Economics*, Colorado School of Mines, Amerika Serikat (2013).
- Sarjana Teknik Perminyakan, Institut Teknologi Bandung (ITB), Indonesia (2007).

**Riwayat Profesi**
- Komisaris PT Pertamina Hulu Energi (2020-2021).
- Tenaga Ahli Menteri BUMN RI (2021).

- Kepala Staf Wakil Menteri BUMN I (2020-2021).
- *Executive Advisor to Vice Minister-1*, Kementerian BUMN RI (2020-2021).

- *Principal*, Boston Consulting Group (2016-2020).
- *Senior Field Engineer*, Schlumberger (2008-2011).
- *Reservoir Engineer*, Conoco Phillips (2007-2008)

**Sertifikasi Profesi**
*Certified Risk Professional*, Indonesia *Risk & Business Advisory* (IRBA) (2024)

**Rangkap Jabatan**
Di Dalam Perusahaan: tidak ada.
Di Luar Perusahaan: Dewan Komisaris PT Industri Baterai Indonesia fyi, PT IBI afliasi PNRE

**Hubungan Afiliasi**
Tidak memiliki hubungan afiliasi dengan anggota Direksi lainnya, Dewan Komisaris maupun Pemegang Saham Utama/Pengendali serta entitas pemilik akhir Perusahaan.

**Personal Data**
Indonesian Citizen
38 years old
Based in South Jakarta, DKI Jakarta, Indonesia

**Position History and Appointment**
Appointed based on the Circular Shareholders' Resolution (KPSSS) dated October 25, 2024, as outlined in Deed No. 14 dated November 12, 2024, made before Marianne Vincentia Hamdani, S.H., a notary in North Jakarta, with a term lasting until the GMS to be held in 2027. This is the second term for this position, as he had previously served on the Board of Directors of the Company during the first term, appointed based on the KPSSS dated November 1, 2021, as outlined in Deed No. 11 dated November 19, 2021, made before Marianne Vincentia Hamdani, S.H., a notary in North Jakarta.

**Education**
- Doctorate in Mineral and Energy Economics, Colorado School of Mines, United States (2016)
- Master's in Mineral and Energy Economics, Colorado School of Mines, United States (2013)
- Bachelor of Petroleum Engineering, Institut Teknologi Bandung (ITB), Indonesia (2007)

**Professional History**
- Commissioner of PT Pertamina Hulu Energi (2020-2021).
- Expert Staff to the Minister of State-Owned Enterprises of the Republic of Indonesia (2021).
- Chief of Staff to the Vice Minister I of State-Owned Enterprises (2020-2021)
- Executive Advisor to the Vice Minister-1, Ministry of State-Owned Enterprises of the Republic of Indonesia (2020-2021)
- Principal, Boston Consulting Group (2016-2020)
- Senior Field Engineer, Schlumberger (2008-2011)
- Reservoir Engineer, ConocoPhillips (2007-2008)

**Professional Certification**
Certified Risk Professional, Indonesia Risk & Business Advisory (IRBA) (2024)

**Concurrent Position**
Within the Company: none.
Outside the Company: none.

**Affiliations**
He has no affiliations with any other members of the Board of Directors, the Board of Commissioners, the Major/Controlling Shareholder, or the ultimate owner entity of the Company.



# Norman Ginting

Direktur Proyek & Operasi
Director of Projects and Operations

Periode jabatan: 25 Oktober 2024 s.d RUPS yang akan diselenggarakan di tahun 2027, periode kedua.
Term of office: October 25, 2024 until the GMS to be held in 2027, second term.

**Data Pribadi**
Warga Negara Indonesia
Usia 49 tahun
Domisili Jakarta Timur, DKI Jakarta, Indonesia

**Riwayat Jabatan dan Pengangkatan**
Diangkat berdasarkan Keputusan Pemegang Saham Secara Sirkuler (KPSSS) tanggal 25 Oktober 2024 yang dituangkan dalam Akta No. 14 tanggal 12 November 2024 yang dibuat di hadapan Marianne Vincentia Hamdani, S.H., notaris di Jakarta Utara, dengan masa jabatan hingga RUPS yang akan diselenggarakan di tahun 2027. Jabatan ini merupakan periode kedua, sebelumnya beliau telah menjabat dalam jajaran Direksi Perusahaan pada periode pertama yang diangkat berdasarkan KPSSS tanggal 27 Oktober 2021 yang dituangkan dalam Akta No. 10 tanggal 19 November 2021 yang dibuat di hadapan Marianne Vincentia Hamdani, S.H., notaris di Jakarta Utara

**Riwayat Pendidikan**
Sarjana Teknik Kimia, Institut Teknologi Bandung (ITB), Indonesia (2000).

**Riwayat Profesi**
- VP *Technical & Engineering*, PNRE (2020-2021).
- *Vice President* IPP *Gas Fired*, PNRE (2020).
- *Manager* IPP *Non Java*, PT Pertamina (Persero) (2017-2019).
- *Asst Manager Renewable Wind Hydro*, PT Pertamina (Persero) (2016-2017).
- Staf Ahli, PT Pertamina (Persero) (2014-2016)
- *Country Head*, Hanergy (2014).
- *Sr BD Manager*, Lanco International (2011-2014).
- *Process Engineer & Project Development*, Medco Energi (2000-2005).

**Sertifikasi Profesi**
*Certified Risk Professional*, Indonesia *Risk & Business Advisory* (IRBA) (2024)

**Rangkap Jabatan**
Di Dalam Perusahaan: tidak ada.
Di Luar Perusahaan: tidak ada.

**Hubungan Afiliasi**
Tidak memiliki hubungan afiliasi dengan anggota Direksi lainnya, Dewan Komisaris maupun Pemegang Saham Utama/Pengendali serta entitas pemilik akhir Perusahaan.

**Personal Data**
Indonesian Citizen
49 years old
Based in East Jakarta, DKI Jakarta, Indonesia

**Position History and Appointment**
Appointed based on the Circular Shareholders' Resolution (KPSSS) dated October 25, 2024, as outlined in Deed No. 14 dated November 12, 2024, made before Marianne Vincentia Hamdani, S.H., a notary in North Jakarta, with a term lasting until the GMS to be held in 2027. This is the second term for this position, as he had previously served on the Board of Directors of the Company during the first term, appointed based on the KPSSS dated October 27, 2021, as outlined in Deed No. 10 dated November, 19 2021, made before Marianne Vincentia Hamdani, S.H., a notary in North Jakarta.

**Education**
Bachelor of Chemical Engineering, Institut Teknologi Bandung (ITB), Indonesia (2000).

**Professional History**
- VP Technical & Engineering, PNRE (2020-2021).
- Vice President IPP Gas Fired, PNRE (2020).
- Manager IPP Non Java, PT Pertamina (Persero) (2017-2019).
- Assistant Manager, Renewable Wind Hydro, PT Pertamina (Persero) (2016-2017)
- Expert Staff, PT Pertamina (Persero) (2014-2016)
- Country Head, Hanergy (2014)
- Senior Business Development Manager, Lanco International (2011-2014)
- Process Engineer & Project Development, Medco Energi (2000-2005)

**Professional Certification**
Certified Risk Professional, Indonesia Risk & Business Advisory (IRBA) (2024)

**Concurrent Position**
Within the Company: none.
Outside the Company: none.

**Affiliations**
He has no affiliations with any other members of the Board of Directors, the Board of Commissioners, the Major/Controlling Shareholder, or the ultimate owner entity of the Company.



# Irzan Noor Rizki

Direktur SDM & Penunjang Bisnis
Director of Human Capital & Corporate Services

Periode jabatan: 20 Februari 2024 s.d RUPS yang akan diselenggarakan di tahun 2027, periode pertama.
Term of office: February 20, 2024 until the GMS to be held in 2027, first term

**Data Pribadi**
Warga Negara Indonesia
Usia 48 tahun
Domisili Jakarta Selatan, DKI Jakarta, Indonesia

**Riwayat Jabatan dan Pengangkatan**
Diangkat berdasarkan Keputusan Pemegang Saham Secara Sirkuler (KPSSS) tanggal 20 Februari 2024 yang dituangkan dalam Akta No. 49 tanggal 19 Maret 2024 yang dibuat di hadapan Marianne Vincentia Hamdani, S.H., notaris di Jakarta Utara, dengan masa jabatan hingga RUPS yang akan diselenggarakan di tahun 2027. Jabatan ini merupakan periode pertama, sebelumnya beliau tidak menjabat dalam jajaran Direksi Perusahaan.

**Riwayat Pendidikan**
- Magister Manajemen Ekonomi, Universitas Gadjah Mada, Yogyakarta, Indonesia (2015)
- Sarjana Hukum, Universitas Indonesia (1999)

**Riwayat Profesi**
Beliau telah mengabdikan dirinya selama 22 tahun bersama Pertamina. Mengawali karir sebagai Staf Personalia dengan penempatan di Jayapura pada tahun 2001. Pengalamannya dalam pengembangan SDM di lingkup Pertamina terekam dalam beberapa posisi penting yang pernah diduduki, di antaranya VP HRM Services Kantor Pusat PT Pertamina (Persero) (2017-2020) dan VP Human Capital PT Pertamina Power Indonesia (2021-2024).

**Sertifikasi Profesi**
- *Certified* Risk Professional, Indonesia Risk & Business Advisory (IRBA) (2024)
- Sertifikasi Pengetahuan Dasar di Bidang Dana Pensiun, Lembaga Sertifikasi Profesi Dana Pensiun (2020)

**Rangkap Jabatan**
Di Dalam Perusahaan: tidak ada.
Di Luar Perusahaan: tidak ada.

**Hubungan Afiliasi**
Tidak memiliki hubungan afiliasi dengan anggota Direksi lainnya, Dewan Komisaris maupun Pemegang Saham Utama/Pengendali serta entitas pemilik akhir Perusahaan.

**Personal Data**
Indonesian Citizen
48 years old
Based in South Jakarta, DKI Jakarta, Indonesia

**Position History and Appointment**
Appointed based on the Circular Shareholders' Resolution (KPSSS) dated February 20, 2024, as outlined in Deed No. 49 dated March 19, 2024, made before Marianne Vincentia Hamdani, S.H., a notary in North Jakarta, with a term lasting until the GMS to be held in 2027. This is the first term for this position, as he had not previously served on the Board of Director of the Company.

**Education**
- Master of Economic Management, Universitas Gadjah Mada, Yogyakarta, Indonesia (2015)
- Bachelor of Law, Universitas Indonesia (1999)

**Professional History**
He has dedicated 22 years of service to Pertamina, beginning as a Personnel Staff in Jayapura in 2001. His experience in human resource development within Pertamina is reflected in several important positions held, including VP of HRM Services at the Head Office of PT Pertamina (Persero) (2017-2020) and VP of Human Capital at PT Pertamina Power Indonesia (2021-2024).

**Professional Certification**
- Certified Risk Professional, Indonesia Risk & Business Advisory (IRBA) (2024)
- Basic Knowledge Certification in Pension Funds, Lembaga Sertifikasi Profesi Dana Pensiun (2020)

**Concurrent Position**
Within the Company: none.
Outside the Company: none.

**Affiliations**
He has no affiliations with any other members of the Board of Directors, the Board of Commissioners, the Major/Controlling Shareholder, or the ultimate owner entity of the Company.



# Nelwin Aldriansyah

Direktur Keuangan
Director of Finance

Periode jabatan: 20 Februari 2024 s.d RUPS yang akan diselenggarakan di tahun 2027, periode pertama.
Term of office: February 20, 2024 until the GMS to be held in 2027, first term.

**Data Pribadi**
Warga Negara Indonesia
Usia 55 tahun
Domisili DKI Jakarta

**Riwayat Jabatan dan Pengangkatan**
Diangkat berdasarkan Keputusan Pemegang Saham Secara Sirkuler (KPSSS) tanggal 20 Februari 2024 yang dituangkan dalam Akta No. 49 tanggal 19 Maret 2024 yang dibuat di hadapan Marianne Vincentia Hamdani, S.H., notaris di Jakarta Utara, dengan masa jabatan hingga RUPS yang akan diselenggarakan di tahun 2027. Jabatan ini merupakan periode pertama, sebelumnya beliau tidak menjabat dalam jajaran Direksi Perusahaan.

**Riwayat Pendidikan**
- Manajemen Bisnis (MBA), University of Strathclyde, Glasgow, Skotlandia (1997)
- Sarjana Ekonomi, Universitas Indonesia (1994)

**Riwayat Profesi**
Sebelumnya berkiprah di PT Bahana Sekuritas sebagai *Director Investment Banking* (2018-2021). Sempat bergabung dengan CGS-CIMB Sekuritas Indonesia sebagai *Director Corporate Finance* periode (2010-2018). Beliau kemudian ditunjuk sebagai Direktur Keuangan PT Pertamina Geothermal Energy (2021), dengan pencapaian diantaranya restrukturisasi finansial serta berhasil membawa *green bond* PT Pertamina Geothermal Energy yang berhasil *oversubscribed* hingga 8,25 kali.

**Sertifikasi Profesi**
*Certified Risk Professional*, Indonesia *Risk & Business Advisory* (IRBA) (2024)

**Rangkap Jabatan**
Di Dalam Perusahaan: tidak ada.
Di Luar Perusahaan: tidak ada.

**Hubungan Afiliasi**
Tidak memiliki hubungan afiliasi dengan anggota Direksi lainnya, Dewan Komisaris maupun Pemegang Saham Utama/Pengendali serta entitas pemilik akhir Perusahaan.

**Personal Data**
Indonesian Citizen
55 years old
Based in DKI Jakarta

**Position History and Appointment**
Appointed based on the Circular Shareholders' Resolution (KPSSS) dated February 20, 2024, as outlined in Deed No. 49 dated March 19, 2024, made before Marianne Vincentia Hamdani, S.H., a notary in North Jakarta, with a term lasting until the GMS to be held in 2027. This is the first term for this position, as he had not previously served on the Board of Directors of the Company.

**Education**
- Business Management (MBA), University of Strathclyde, Glasgow, Scotland (1997)
- Bachelor of Economics, Universitas Indonesia (1994)

**Professional History**
He previously served as Director of Investment Banking at PT Bahana Sekuritas (2018-2021). He also worked at CGS-CIMB Sekuritas Indonesia as Director of Corporate Finance from 2010 to 2018. He was then appointed as the Director of Finance at PT Pertamina Geothermal Energy in 2021, where key achievements include leading a financial restructuring and successfully bringing a green bond issuance for PT Pertamina Geothermal Energy, which was oversubscribed by 8.25 times.

**Professional Certification**
Certified Risk Professional, Indonesia Risk & Business Advisory (IRBA) (2024)

**Concurrent Position**
Within the Company: none.
Outside the Company: none.

**Affiliations**
He has no affiliations with any other members of the Board of Directors, the Board of Commissioners, the Major/Controlling Shareholder, or the ultimate owner entity of the Company.



# Iin Febrian

Direktur Manajemen Risiko
Director of Risk Management

Periode jabatan: 15 Mei 2024 s.d RUPS yang akan diselenggarakan di tahun 2027, periode pertama.
Term of office: May 15, 2024 until the GMS to be held in 2027, first term

**Data Pribadi**
Warga Negara Indonesia
Usia 46 tahun
Domisili Jakarta Selatan, DKI Jakarta, Indonesia

**Riwayat Jabatan dan Pengangkatan**
Diangkat berdasarkan Keputusan Pemegang Saham Secara Sirkuler (KPSSS) tanggal 20 Februari 2024 yang dituangkan dalam Akta No. 4 tanggal 7 Juni 2024 yang dibuat di hadapan Marianne Vincentia Hamdani, S.H., notaris di Jakarta Utara, dengan masa jabatan hingga RUPS yang akan diselenggarakan di tahun 2027. Jabatan ini merupakan periode pertama, sebelumnya beliau tidak menjabat dalam jajaran Direksi Perusahaan.

**Riwayat Pendidikan**
- Magister Manajemen, Universitas Prasteya Mulya Jakarta, Indonesia (2009)
- Sarjana Teknik Industri, Universitas Andalas (2000)

**Riwayat Profesi**
Sebelumnya beliau diberikan amanat sebagai Direktur Utama PT Pertamina Retail (2020-2024). Beliau mengawali karir sebagai WP BBM Retail Rayon IV Semarang PT Pertamina (Persero) (2002-2005), melanjutkan karir sebagai WP BBM Rayon III Medan PT Pertamina (Persero) (2005-2006), kemudian diangkat sebagai *Sales Area Manager Kalselteng* PT Pertamina (Persero) (2007-2013). Beliau melanjutkan karir sebagai *Marketing Branch Manager* Bali & NTB PT Pertamina (Persero) (2013), lalu diangkat sebagai *Region Manager Petrochemical Marketing* V Surabaya PT Pertamina (Persero) (2013-2017), dan kemudian dipercaya untuk menjabat *Region Manager Retail Fuel Marketing* IV Semarang PT Pertamina (Persero) (2017-2018), serta *General Manager - Manager Operation Region* VIII Jayapura PT Pertamina (Persero) (2018-2019). Beliau kemudian diangkat sebagai General Manager - Manager Operation Region IV Semarang PT Pertamina (Persero) (2019-2020).

**Sertifikasi Profesi**
*Enterprise Risk Management*, Indonesia *Risk & Business Advisory Services* (2024)

**Rangkap Jabatan**
Di Dalam Perusahaan: tidak ada.
Di Luar Perusahaan: tidak ada.

**Hubungan Afiliasi**
Tidak memiliki hubungan afiliasi dengan anggota Direksi lainnya, Dewan Komisaris maupun Pemegang Saham Utama/Pengendali serta entitas pemilik akhir Perusahaan.

**Personal Data**
Indonesian Citizen
46 years old
Based in South Jakarta, DKI Jakarta, Indonesia

**Position History and Appointment**
Appointed based on the Circular Shareholders' Resolution (KPSSS) dated February 20, 2024, as outlined in Deed No. 4 dated June 7, 2024, made before Marianne Vincentia Hamdani, S.H., a notary in North Jakarta, with a term lasting until the GMS to be held in 2027. This is the first term for this position, as he had not previously served on the Board of Directors of the Company.

**Education**
- Master of Management, Universitas Prasteya Mulya Jakarta, Indonesia (2009)
- Bachelor of Industrial Engineering, Universitas Andalas (2000)

**Professional History**
He was previously entrusted with the position of President Director of PT Pertamina Retail ((2020-2024). He began his career as WP BBM Retail Rayon IV Semarang at PT Pertamina (Persero) (2002-2005), and continued as WP BBM Rayon IV Medan at PT Pertamina (Persero) (2005-2006). He was then appointed as Sales Area Manager for Kalselteng at PT Pertamina (Persero) (2007-2013). He further advanced his career as Marketing Branch Manager for Bali & NTB at PT Pertamina (Persero) (2013), and later as Region Manager for Petrochemical Marketing V Surabaya at PT Pertamina (Persero) (2013-2017). Subsequently, he was entrusted with the role of Region Manager for Retail Fuel Marketing IV Semarang at PT Pertamina (Persero) (2017-2018), and then as General Manager - Manager of Operation Region VIII Jayapura at PT Pertamina (Persero) (2018-2019). He was later appointed as General Manager - Manager of Operation Region IV Semarang at PT Pertamina (Persero) (2019-2020).

**Professional Certification**
Enterprise Risk Management, Indonesia Risk & Business Advisory Services (2024)

**Concurrent Position**
Within the Company: none.
Outside the Company: none.

**Affiliations**
He has no affiliations with any other members of the Board of Directors, the Board of Commissioners, the Major/Controlling Shareholder, or the ultimate owner entity of the Company.

# Pejabat Eksekutif

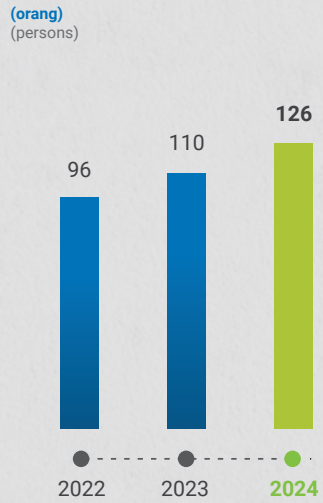
## Executive Officers

| No | Nama<br>Name | Jabatan<br>Position | Usia<br>Ages | Menjabat Sejak<br>In office since |
|---|---|---|---|---|
| 1 | Ellya Susilawati | VP Risk Strategy & Governance | 50 | 2024 |
| 2 | Wendy Martedi | VP Operational & Project Risk | 48 | 2024 |
| 3 | Aditya Dewobroto | VP Strategy & Portfolio | 48 | 2023 |
| 4 | Johan Kaunang Novrian | VP BD Low Carbon Sol. & Future Business | 41 | 2024 |
| 5 | Yessa Arthur Erriadita | VP SPA & Marketing | 43 | 2024 |
| 6 | Andree Mulia Krisdiansyah Harahap | VP Business Development NRE | 48 | 2024 |
| 7 | Nanang Kurniawan | VP Technology & Engineering | 44 | 2022 |
| 8 | Dimas Ruliandi | VP Project Management & Acceleration | 41 | 2024 |
| 9 | I Made Budi Kesuma Adi. P | VP Reliability & Asset Integrity Management | 44 | 2024 |
| 10 | R. Haryo Wejoseno Aji | VP Corporate Finance | 46 | 2023 |
| 11 | Mirna Wijayanti | VP Controlling & Reporting | 44 | 2023 |
| 12 | Johan Fabian | VP Supply Chain & Facilities Management | 49 | 2023 |
| 13 | Eka Permana Sidik | VP Human Capital | 49 | 2024 |
| 14 | Dicky Septriadi | Corporate Secretary | 40 | 2020 |
| 15 | Wildan Perawira Hutama | Chief Audit Executive | 48 | 2023 |
| 16 | F. Adhitya Dipo Alam | Chief Legal Counsel & Compliance | 45 | 2024 |
| 17 | M. Zaerul Muhtaram | VP HSSE | 43 | 2024 |

# Demografi Pekerja
## Employee Demographics

Per 31 Desember 2024, jumlah pekerja yang berkarya di PNRE adalah sebanyak 126. Jumlah ini bertambah 16 orang dari tahun sebelumnya sebanyak 110 orang. Hal ini disebabkan oleh rekrutmen dan *employee transfer*.

As of December 31, 2024, the number of employees working at PNRE is 126. This number has increased by 16 people from the previous year's total of 110. This was due to recruitment and employee transfer.



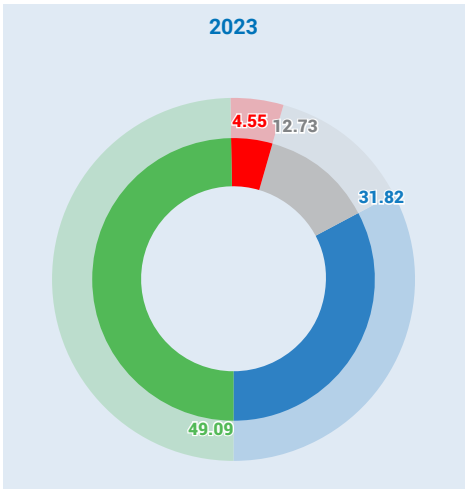

**Tren Perkembangan Jumlah Karyawan Pertamina NRE 2022-2024**

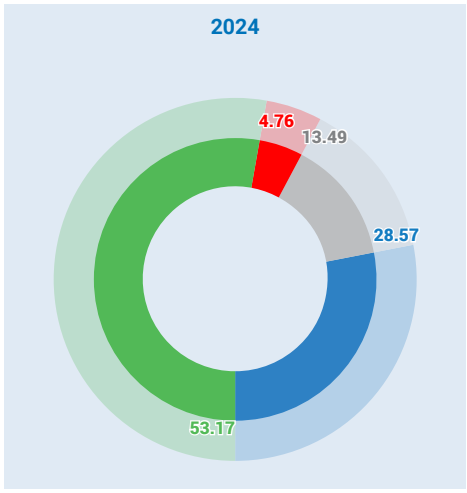
Pertamina NRE Employee Development in 2022-2024

**Demografi Pekerja PNRE Berdasarkan Level Jabatan**
Subholding Power & New Renewable Energy Employees Based on Position Level

| Level Jabatan<br>Position Level | 2024 | | | | 2023 | | | | Kenaikan (Penurunan) 2023-2024<br>Increase (Decrease) 2023-2024 | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | L (orang) (persons) | P (orang) (persons) | Jumlah (orang) Total (persons) | Komposisi (%) Composition (%) | L (orang) (persons) | P (orang) (persons) | Jumlah (orang) Total (persons) | Komposisi (%) Composition (%) | Selisih (orang) Difference (persons) | Persentase (%) Percentage (%) | |
| Direksi<br>Board of Directors | 6 | - | 6 | 4,76 | 5 | - | 5 | 4,55 | 1 | 20,00 | ↑ |
| L2 VP Setara<br>L2 VP Equivalent | 15 | 2 | 17 | 13,49 | 11 | 3 | 14 | 12,73 | 3 | 21,43 | ↑ |
| L3 Manager Setara<br>L3 Manager Equivalent | 25 | 11 | 36 | 28,57 | 25 | 10 | 35 | 31,82 | 1 | 2,86 | ↑ |
| L4 ke Bawah<br>L4 and Below | 44 | 23 | 67 | 53,17 | 41 | 15 | 54 | 49,09 | 13 | 24,07 | ↑ |
| Subjumlah<br>Subtotal | 90 | 36 | 126 | 100,00 | 82 | 28 | 110 | 100,00 | 16 | 14,55 | ↑ |

L = Laki-laki | P = Perempuan
L = Male | P = Female



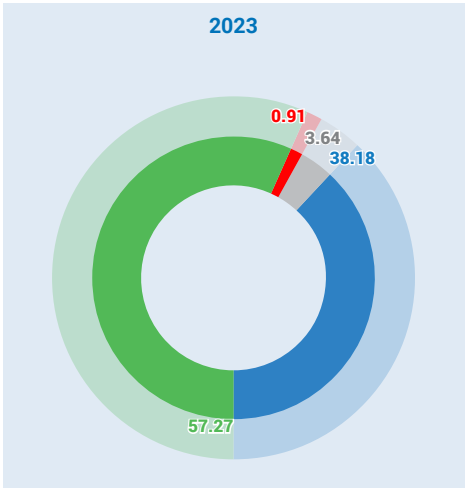



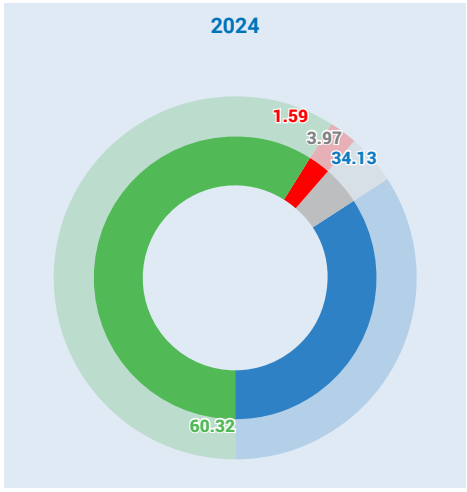

L2 VP Setara/L2 VP equivalent
L3 Manager Setara/L3 Manager equivalent
Direksi/Board of Directors
L4 Ke bawah/L4 and below

## Demografi Pekerja PNRE Berdasarkan Latar Belakang Pendidikan
Subholding Power & New Renewable Energy Employees Based on Education

| Latar Belakang Pendidikan Education | 2024 | | | | 2023 | | | | Kenaikan (Penurunan) 2023-2024 Increase (Decrease) 2023-2024 | |
|---|---|---|---|---|---|---|---|---|---|---|
| | L (orang) (persons) | P (orang) (persons) | Jumlah (orang) Total (persons) | Komposisi (%) Composition (%) | L (orang) (persons) | P (orang) (persons) | Jumlah (orang) Total (persons) | Komposisi (%) Composition (%) | Selisih (orang) Difference (persons) | Persentase (%) Percentage (%) |
| Strata 3<br>Doctorate | 4 | 1 | 5 | 3,97 | 3 | 1 | 4 | 3,64 | 1 | 20,00 ↑ |
| Strata 2<br>Master's Degree | 35 | 8 | 43 | 34,13 | 33 | 9 | 42 | 38,18 | 3 | 21,43 ↑ |
| Strata 1<br>Bachelor's Degree | 50 | 26 | 76 | 60,32 | 45 | 18 | 63 | 57,27 | 1 | 2,86 ↑ |
| Diploma 3<br>Diploma 3 | 1 | 1 | 2 | 1,59 | 1 | - | 1 | 0,91 | 13 | 24,07 ↑ |
| Subjumlah<br>Subtotal | 90 | 36 | 126 | 100,00 | 82 | 28 | 110 | 100,00 | 16 | 14,55 ↑ |

L = Laki-laki | P = Perempuan
L = Male | P = Female



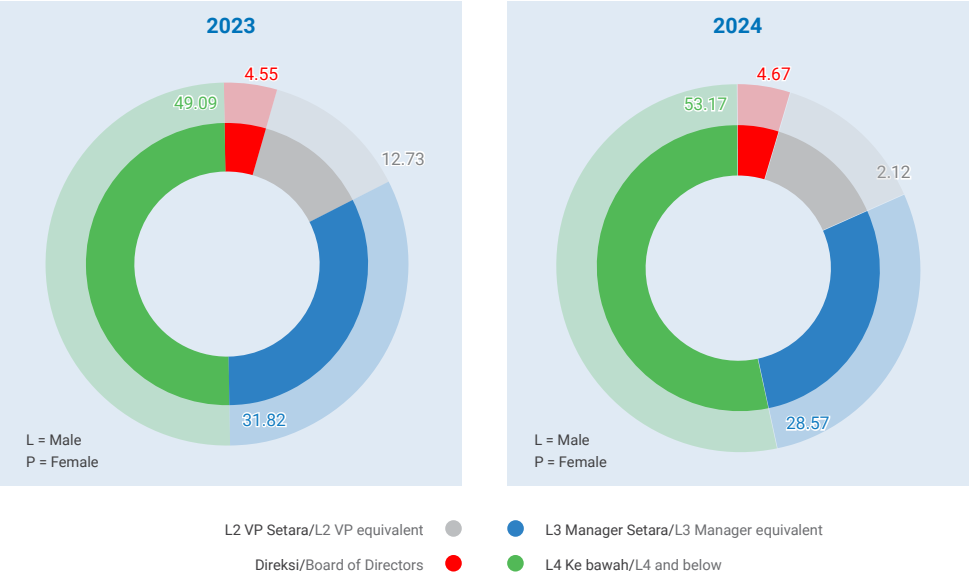




Strata 3
Strata 2
Diploma
Strata 1

## Demografi Pekerja *Subholding* PNRE Berdasarkan Kelompok Usia
Subholding Power & New Renewable Energy Employees Based on Age Range

| Kelompok Usia<br>Age Range | 2024 | | | | 2023 | | | | Kenaikan (Penurunan) 2023-2024<br>Increase (Decrease) 2023-2024 | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | L (orang) (persons) | P (orang) (persons) | Jumlah (orang) Total (persons) | Komposisi (%) Composition (%) | L (orang) (persons) | P (orang) (persons) | Jumlah (orang) Total (persons) | Komposisi (%) Composition (%) | Selisih (orang) Difference (persons) | Persentase (%) Percentage (%) | |
| > 50 tahun<br>> 50 years old | 3 | 1 | 4 | 3,17 | 4 | 1 | 5 | 4,55 | (1) | (20,00) | ↓ |
| 41-50 tahun<br>41-50 years old | 31 | 11 | 42 | 33,33 | 27 | 8 | 35 | 31,82 | 7 | 20,00 | ↑ |
| 31-40 tahun<br>31-40 years old | 47 | 12 | 59 | 46,83 | 42 | 10 | 52 | 47,27 | 7 | 13,46 | ↑ |
| 25-30 tahun<br>25-30 years old | 9 | 7 | 16 | 12,70 | 9 | 6 | 15 | 13,64 | 1 | 6,67 | ↑ |
| < 25 tahun<br>< 25 years old | 0 | 5 | 5 | 3,97 | | 3 | 3 | 2,73 | 2 | 66,67 | ↑ |
| Subjumlah<br>Subtotal | 90 | 36 | 126 | 100,00 | 82 | 28 | 110 | 100,00 | 16 | 14,55 | ↑ |

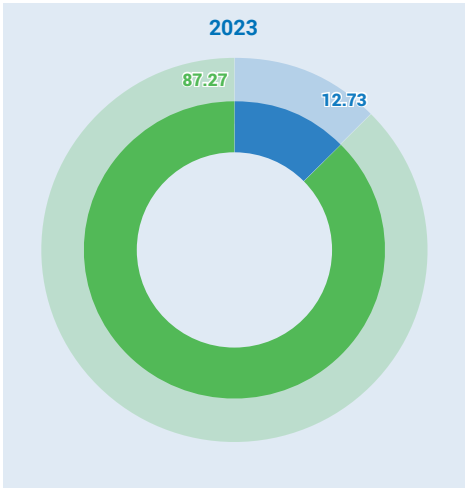
L = Laki-laki | P = Perempuan
L = Male | P = Female

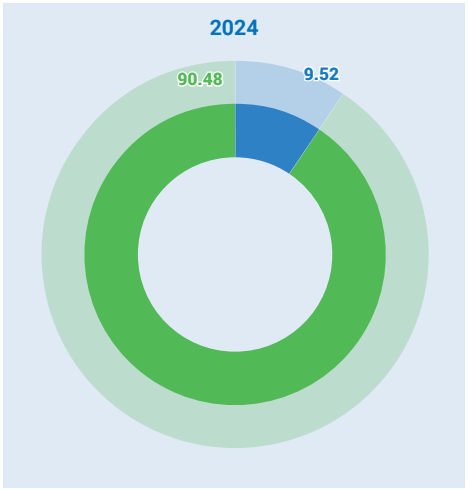



## Demografi Pekerja PNRE Berdasarkan Status Kepegawaian
Subholding Power & New Renewable Energy Employees Based on Employment Status

| Status Kepegawaian<br>Employment Status | 2024 | | | | 2023 | | | | Kenaikan (Penurunan) 2023-2024<br>Increase (Decrease) 2023-2024 | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | L (orang) (persons) | P (orang) (persons) | Jumlah (orang) Total (persons) | Komposisi (%) Composition (%) | L (orang) (persons) | P (orang) (persons) | Jumlah (orang) Total (persons) | Komposisi (%) Composition (%) | Selisih (orang) Difference (persons) | Persentase (%) Percentage (%) | |
| Pekerja Waktu Tertentu (PWT)<br>Contract Employees | 8 | 4 | 12 | 9,52 | 9 | 5 | 14 | 12,73 | (2) | (14,29) | ↓ |
| Pekerja Waktu Tidak Tertentu (PWTT)<br>Permanent Employees | 82 | 32 | 114 | 90,48 | 73 | 23 | 96 | 87,27 | 18 | 18,75 | ↑ |
| Subjumlah<br>Subtotal | 90 | 36 | 126 | 100,00 | 82 | 28 | 110 | 100,00 | 16 | 14,55 | ↑ |

L = Laki-laki | P = Perempuan
L = Male | P = Female



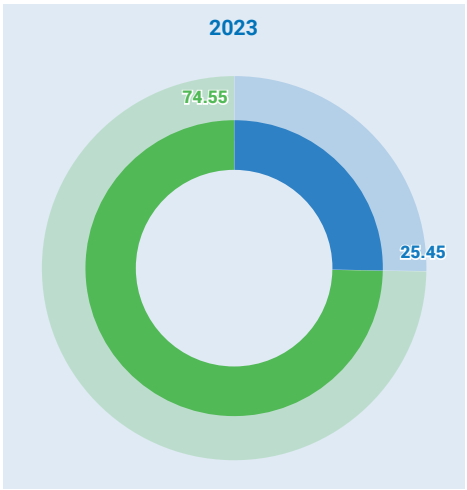

Pekerja Waktu Tidak Tertentu (PWTT)/Permanent Employees

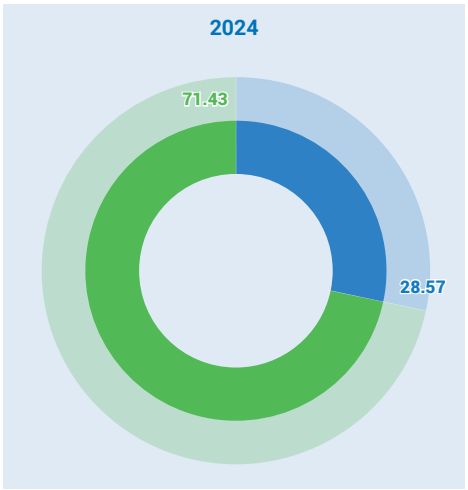
Pekerja Waktu Tertentu (PWT)/Contract Employees

**Komposisi Karyawan berdasarkan *Gender***
Employee Composition by Gender

| Gender | 2024 | | 2023 | | Kenaikan (Penurunan) 2023-2024 Increase (Decrease) 2023-2024 | | |
|---|---|---|---|---|---|---|---|
| | Jumlah (orang) Total (persons) | Komposisi (%) Composition (%) | Jumlah (orang) Total (persons) | Komposisi (%) Composition (%) | Selisih (orang) Difference (persons) | Persentase (%) Percentage (%) | |
| Laki-laki Male | 90 | 71,43 | 82 | 74,55 | 8 | 9,76 | ↑ |
| Perempuan Female | 36 | 28,57 | 28 | 25,45 | 8 | 28,57 | ↑ |
| Subjumlah Subtotal | 126 | 100,00 | 110 | 100,00 | 16 | 14,55 | ↑ |

L = Laki-laki | P = Perempuan
L = Male | P = Female




Laki-laki/Male

Perempuan/Female

"Tentang pengelolaan aspek ketenagakerjaan, pemenuhan hak-hak pekerja, pengembangan kompetensi, dan komitmen Perusahaan untuk tumbuh bersama seluruh pekerja dapat dilihat pada Laporan Keberlanjutan sebagai dokumen yang tidak terpisahkan dari Laporan Tahunan ini."

"The management of labor aspects, workers' rights fulfillment, competency development, and the Company's commitment to growing alongside all employees are outlined in the Sustainability Report, which is an integral part of this Annual Report."



# Pemegang Saham
## Shareholders

"Tidak terdapat perubahan susunan pemegang saham. PT Pertamina (Persero) selaku *Holding* BUMN Migas menjadi pemegang saham utama/pengendali sekaligus entitas induk Perusahaan."

"There has been no change in the composition of shareholders. PT Pertamina (Persero), as the State-Owned Oil and Gas Holding Company, remains the majority/controlling shareholder and the parent entity of the Company."

**Pemegang Saham per 31 Desember 2024**
Shareholders as of December 31, 2024

| **Nama Pemegang Saham** Shareholder Name | **Jumlah Saham** Number of Shares | **Nilai Nominal (USD-ribu)** Nominal Value (USD-thousand) | **Persentase (%)** Percentage (%) |
|---|---|---|---|
| PT Pertamina (Persero) | 29.379.711 | 2.039.551 | 99,99995% |
| PT Pertamina Pedeve Indonesia | 15 | 1 | 0,00005% |
| Jumlah Total | 29.379.726 | 2.039.552 | 100% |

Perusahaan tidak melakukan penawaran umum perdana saham, dan tidak melakukan program opsi saham oleh manajemen. Demikian pula entitas induk, PT Pertamina (Persero), serta PT Pertamina Pedeve Indonesia sebagai pemegang saham Perusahaan lainnya, tidak melakukan penawaran umum perdana saham, dan tidak melakukan program opsi saham oleh manajemen. Dengan demikian, tidak terdapat individu yang memiliki saham Perusahaan baik langsung maupun tidak langsung; termasuk Dewan Komisaris dan Direksi.

The Company did not conduct an initial public offering (IPO) of shares nor implement a stock option program for management. Likewise, the parent entity, PT Pertamina (Persero), and PT Pertamina Pedeve Indonesia, as other shareholder of the Company, did not conduct an IPO or establish a stock option program for management. Consequently, no individual, including members of the Board of Commissioners and the Board of Directors, holds shares in the Company, either directly or indirectly.



## Informasi Pemegang Saham Utama/ Pengendali Perusahaan Hingga Pemilik Akhir

Pemegang saham utama/pengendali Perusahaan adalah PT Pertamina (Persero) yang merupakan Badan Usaha Milik Negara (BUMN), dengan kepemilikan langsung atas Perusahaan sebesar 99,99995% dan kepemilikan tidak langsung atas Perusahaan melalui PT Pertamina Pedeve Indonesia sebesar 0,00005%. Seluruh saham atau 100% saham PT Pertamina (Persero) dimiliki oleh Negara Republik Indonesia, dengan demikian Negara Republik Indonesia bertindak selaku entitas pemilik manfaat akhir Perusahaan.

Berdasarkan Peraturan Pemerintah No. 41 Tahun 2003 tentang Pelimpahan Kedudukan, Tugas dan Kewenangan Menteri Keuangan pada Perusahaan Persero (Persero), Perusahaan Umum (PERUM) dan Perusahaan Jawatan (PERJAN) kepada Menteri Negara Badan Usaha Milik Negara, dan Undang-undang No. 19 Tahun 2003 tentang Badan Usaha Milik Negara; kuasa entitas pemilik akhir Perusahaan adalah Kementerian Badan Usaha Milik Negara (BUMN).

## Information on the Company's Major Controlling Shareholder and Ultimate Owner

The Company's major/controlling shareholder is PT Pertamina (Persero), a State-Owned Enterprise (SOE), which directly holds 99.99995% of the Company's shares and indirectly holds 0.00005% through PT Pertamina Pedeve Indonesia. 100% of PT Pertamina (Persero)'s shares are owned by the Republic of Indonesia, making the Republic of Indonesia the ultimate beneficial owner of the Company.

According to Government Regulation No. 41 of 2003 on the Delegation of the Position, Duties, and Authority of the Minister of Finance in State-Owned Enterprises (Persero), Public Enterprises (PERUM), and Public Service Agencies (PERJAN) to the Minister of State-Owned Enterprises, as well as Law No. 19 of 2003 on State-Owned Enterprises, the authority of the ultimate owner of the Company lies with the Ministry of State-Owned Enterprises (BUMN).



PT Pertamina (Persero)
Pemegang Saham Utama/Pengendali/Entitas Induk
*Major/Controlling Shareholder/Parent Entity*

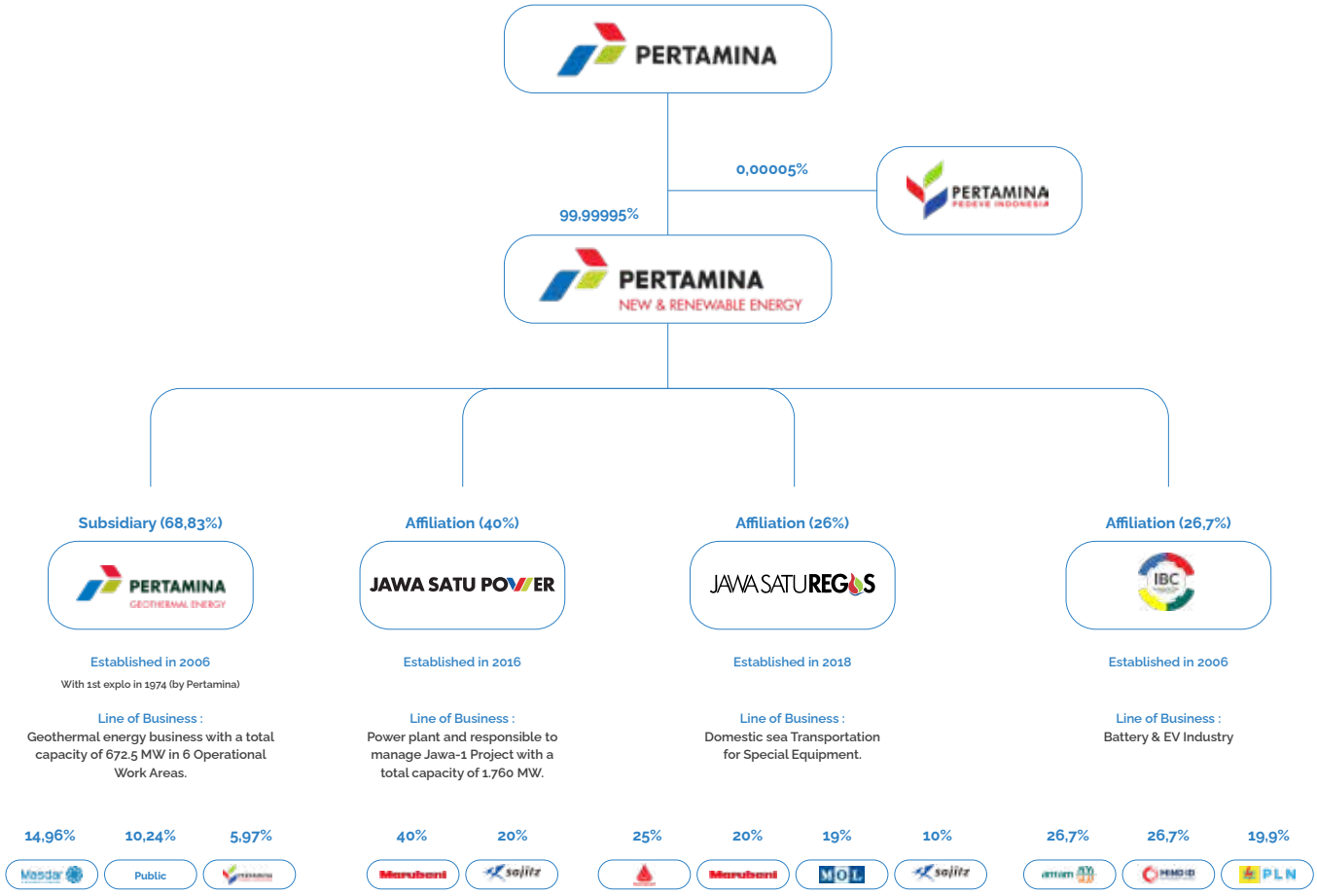
| | | |
|---|---|---|
| Tanggal Pendirian<br>Date of Establishment | : | 10 Desember 1957<br>December 10, 1957 |
| Status Badan Hukum<br>Legal Entity Status | : | Perseroan Terbatas (PT); Penanaman Modal Dalam Negeri (PMDN); Badan Usaha Milik Negara (BUMN)<br>Limited Liability Company (PT); Domestic Investment (PMDN); State-Owned Enterprises (SOE) |
| Kepemilikan Saham<br>Share Ownership | : | Pemerintah Republik Indonesia: 100,00%<br>Government of the Republic of Indonesia: 100.00% |
| Kegiatan Usaha<br>Business Activities | : | Pengusahaan minyak dan gas bumi<br>Oil and gas business |
| Alamat<br>Address | : | Gedung Grha Pertamina<br>Jl. Medan Merdeka Timur. No. 11-13<br>Jakarta Pusat 10110, Indonesia |
| Telp<br>Telephone | : | +6221 3815111, 3816111 |
| Call Center | : | 135 |
| Situs Web<br>Website | : | www.pertamina.com |
| Surel<br>Email | : | pcc135@pertamina.com |
| Skala Usaha<br>Business Scale | : | Aset: US$ 78,063,159,503<br>Assets: US$ 78,063,159,503 |
| | | Liabilitas: US$ 15,592,938,613<br>Liabilities: US$ 15,592,938,613 |
| | | Ekuitas: US$ 62,470,220,890<br>Equity: US$ 62,470,220,890 |
| | | Penjualan dan pendapatan usaha lainnya: US$ 768,698,222<br>Revenue and other operating income: US$ 768,698,222 |
| | | Laba bersih: US$ 3,238,291,374<br>Net profit: US$ 3,238,291,374 |
| Manajemen Puncak<br>Top Management | : | Dewan Komisaris:<br>1. Mochamad Iriawan (Komisaris Utama & Komisaris Independen)<br>2. Dony Oskaria (Wakil Komisaris Utama)<br>3. Condro Kirono (Komisaris Independen)<br>4. Alexander Lay (Komisaris Independen)<br>5. Raden Adjeng Sondaryani (Komisaris Independen)<br>6. Iggi H. Achsien (Komisaris Independen)<br>7. Heru Pambudi (Komisaris)<br>8. Bambang Suswantono (Komisaris)<br><br>Direksi:<br>1. Simon Aloysius Mantiri (Direktur Utama)<br>2. Wiko Migantoro (Wakil Direktur Utama)<br>3. Alfian Nasution (Direktur Logistik & Infrastruktur)<br>4. Emma Sri Martini (Direktur Keuangan)<br>5. M. Erry Sugiharto (Direktur Sumber Daya Manusia)<br>6. Erry Widiastono (Direktur Penunjang Bisnis)<br>7. Atep Salyadi Dariah Saputra (Direktur Strategi, Portofolio, dan Pengembangan Usaha)<br>8. Ahmad Siddik Badruddin (Direktur Manajemen Risiko)<br><br>Board of Commissioners:<br>1. Mochamad Iriawan (President Commissioner & Independent Commissioner)<br>2. Dony Oskaria (Deputy President Commissioner)<br>3. Condro Kirono (Independent Commissioner)<br>4. Alexander Lay (Independent Commissioner)<br>5. Raden Adjeng Sondaryani (Independent Commissioner)<br>6. Iggi H. Achsien (Independent Commissioner)<br>7. Heru Pambudi (Commissioner)<br>8. Bambang Suswantono (Commissioner)<br><br>Board of Directors:<br>1. Simon Aloysius Mantiri (Chief Executive Officer)<br>2. Wiko Migantoro (Vice Chief Executive Officer)<br>3. Alfian Nasution (Logistics & Infrastructure Director)<br>4. Emma Sri Martini (Finance Director)<br>5. M. Erry Sugiharto (Human Resources Director)<br>6. Erry Widiastono (Business Support Director)<br>7. Atep Salyadi Dariah Saputra (Strategy, Portfolio, and Business Development Director)<br>8. Ahmad Siddik Badruddin (Risk Management Director) |

# Struktur Kelompok Usaha dan Sinergi dalam Industri Energi Baru & Terbarukan (EBT) Nasional

## Business Group Structure and Synergy in the National New & Renewable Energy (NRE) Industry

"Struktur kelompok usaha PNRE mencakup entitas anak, asosiasi, dan ventura bersama dalam *Subholding Power & New Renewable Energy* menunjukkan sinergi Pertamina bersama Pemerintah Indonesia dan pelaku usaha lainnya untuk mendorong percepatan terwujudnya energi hijau nasional."

"The structure of the PNRE business group, which includes subsidiaries, associates, and joint ventures within the Subholding Power & New Renewable Energy, demonstrates the synergy between Pertamina, the Government of Indonesia, and other business players to accelerate the realization of national green energy."



# Daftar Entitas Anak, Entitas Asosiasi, Ventura Bersama, dan Special *Vehicel Purpose* (SVP)

List of Subsidiaries, Associates, Joint Ventures and Special Purpose Vehicles (SPV)

| **Nama** Name | **Bidang Usaha** Line of Business | **Domisili Domicile** | **Alamat** Address | **Tahun Pendirian** Year of Establishment | **Tahun Beroperasi Komersial** Year of Commercial Operation | **Tahun Penempatan Modal oleh PNRE** Year of Capital Placement by PNRE | **Kepemilikan PNRE** (%) PNRE Ownership (%) | | **Jumlah Aset Sebelum Eliminasi** (USD-ribu) Total Assets Before Elimination (USD-thousands) | | **Status Operasi** Operating Status |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | **2024** | **2023** | **2024** | **2023** | |
| Entitas Anak Langsung Direct Subsidiary | | | | | | | | | | | |
| PT Pertamina Geothermal Energy Tbk ("PGE") | Pengusahaan tenaga panas bumi Geothermal energy | DKI Jakarta | Grha Pertamina, Tower Pertamax Lt. 3-9, Jl. Medan Merdeka Timur No. 11-13 Jakarta 10110, Indonesia | 2006 | 2006 | 2021 | 68,83 | 69,01 | 2.997.402 | 2.964.141 | Beroperasi Operating |
| Entitas Anak Tidak Langsung, melalui PGE Indirect Subsidiaries, through PGE | | | | | | | | | | | |
| PT Pertamina Geothermal Energy Kotamobagu | Pengusahaan tenaga panas bumi Geothermal energy | DKI Jakarta | Grha Pertamina, Tower Pertamax Lt. 3-9, Jl. Medan Merdeka Timur No. 11-13 Jakarta 10110, Indonesia | 2022 | - | 2022 | 99,00 | 99,00 | 12 | 12 | Belum beroperasi Not yet operating |
| PT Geothermal Energi Seulawah | Pengusahaan tenaga panas bumi Geothermal energy | DKI Jakarta | Grha Pertamina, Tower Pertamax Lt. 3-9, Jl. Medan Merdeka Timur No. 11-13 Jakarta 10110, Indonesia | 2017 | - | 2017 | 75,00 | 75,00 | 29 | 222 | Belum beroperasi Not yet operating |
| Ventura Bersama Langsung Direct Joint Venture | | | | | | | | | | | |

| **Nama** Name | **Bidang Usaha** Line of Business | **Domisili Domicile** | **Alamat** Address | **Tahun Pendirian** Year of Establishment | **Tahun Beroperasi Komersial** Year of Commercial Operation | **Tahun Penempatan Modal oleh PNRE** Year of Capital Placement by PNRE | **Kepemilikan PNRE** (%) PNRE Ownership (%) | | **Jumlah Aset Sebelum Eliminasi** (USD-ribu) Total Assets Before Elimination (USD-thousands) | | **Status Operasi** Operating Status |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | **2024** | **2023** | **2024** | **2023** | |
| PT Jawa Satu Power | Pembangkitan listrik<br>Production of electricity | DKI Jakarta | Wisma Nusantara, Lt. 26t, Jl. MH Thamrin No 59 Jakarta 10350, Indonesia | 2016 | 2023 | 2016 | 40,00 | 40,00 | 1.986.139,22 | 1.671.082,265 | Beroperasi<br>Operating |
| PT Jawa Satu Regas | Angkutan laut dalam negeri untuk barang khusus<br>Domestic sea transportation for special goods | DKI Jakarta | Wisma Nusantara, Lt. 26t, Jl. MH Thamrin No 59 Jakarta 10350, Indonesia | 2016 | 2023 | 2016 | 26,00 | 26,00 | 323.638,65 | 347.982,550 | Beroperasi<br>Operating |
| Ventura Bersama Tidak Langsung, melalui PGE<br>Indirect Joint Venture, through PGE | | | | | | | | | | | |
| PT Cahaya Anagata Energy | Pengusahaan tenaga panas bumi<br>Geothermal energy | DKI Jakarta | Wisma Nusantara, Lt. 26t, Jl. MH Thamrin No 59 Jakarta 10350, Indonesia | 2023 | - | 2023 | 40,00 | 40,00 | 30.232 | - | Belum beroperasi |
| Entitas Asosiasi<br>Associate | | | | | | | | | | | |
| PT Industri Baterai Indonesia (IBI) | Industri Baterai<br>Battery industry | DKI Jakarta | Menara Mandiri II Lt. 3A<br>Jl. Jenderal Sudirman Kav. 54-55, Jakarta 12190 | 2021 | 2021 | 2021 | 25,00 | 25,00 | 13.626,95 | 17.315,78 | Beroperasi<br>Operating |

# Informasi tentang Perdagangan Saham serta Penerbitan Efek Lainnya

## Information on Share Trading and Issuance of Other Securities

Per 31 Desember 2024, Perusahaan tidak melakukan penawaran umum perdana saham dan pencatatan serta perdagangan saham di bursa saham manapun. Perusahaan juga tidak menerbitkan efek dalam bentuk apapun yang bersifat utang.

Namun, Perusahaan memiliki entitas anak, PT Pertamina Geothermal Energy Tbk ("PGE"), di mana pada tanggal 24 Februari 2023 PGE efektif mencatatkan penawaran umum perdana saham pada Bursa Efek Indonesia (BEI). Selain itu, pada tanggal 27 April 2023 PGE menerbitkan surat utang berwawasan lingkungan *Senior Unsecured Fixed Rate Notes* yang diterbitkan di Bursa Efek Singapura (SGX-ST) dengan nilai sebesar USD400 juta dan tingkat bunga 5,15% yang akan jatuh tempo pada tanggal 27 April 2028.

As of December 31, 2024, the Company did not conduct an initial public offering (IPO) of shares or list and trade shares on any stock exchange. The Company also did not issue any debt securities in any form.

However, the Company owns a subsidiary, PT Pertamina Geothermal Energy Tbk ("PGE"), which successfully conducted its initial public offering on the Indonesia Stock Exchange (IDX) on February 24, 2023. Additionally, on April 27, 2023, PGE issued a Green Bond in the form of Senior Unsecured Fixed Rate Notes, listed on the Singapore Exchange (SGX-ST), with a value of USD 400 million and an interest rate of 5.15%, maturing on April 27, 2028.



# Lembaga dan Profesi Penunjang Pasar Modal

## Capital Market Supporting Institutions and Professions

### AKUNTAN PUBLIK DAN KANTOR AKUNTAN PUBLIK
PUBLIC ACCOUNTANTS AND PUBLIC ACCOUNTING FIRM

| | | |
|---|---|---|
| Kantor Akuntan Publik (KAP)<br>Public Accounting Firm (KAP) | : | Kantor Akuntan Publik (KAP) Purwantono, Sungkoro & Surja<br>Registrasi KMK: 603/KM.1/2015 |
| Akuntan Publik (AP)<br>Public Accountant (AP) | : | Widya Arijanti<br>Registrasi: AP.0702 |
| Jasa yang Diberikan<br>Services Provided | : | Jasa Audit: Audit atas Laporan Keuangan Konsolidasian Tahun Buku 2024<br>Jasa Non Audit: Tidak Ada<br>Audit Services: Audit of Consolidated Financial Statements for Fiscal Year 2024<br>Non-Audit Services: None |
| Periode Penugasan<br>Period of Assignment | : | 01 Januari 2024 s.d 31 Desember 2024<br>January 1, 2024 to December 31, 2024 |
| Waktu Terbit Laporan<br>Report Issuance Date | : | 27 Maret 2025<br>March 27, 2025 |
| Biaya<br>Fee | : | Jasa Audit: Rp.838.500.000,- belum termasuk Pajak Pertambahan Nilai (PPN)<br>Jasa Non Audit: Tidak Ada<br>Audit Services: Rp.838,500,000,- excluding Value Added Tax (VAT)<br>Non-Audit Services: None |

### NOTARIS
NOTARY

| | | |
|---|---|---|
| Nama<br>Name | : | Marianne Vincentia Hamdani, SH |
| Alamat<br>Address | : | Jl. Boulevard Raya Blok K4 No.3 Kelapa Gading Permai Jakarta Utara 14240<br>Telp. 021-4532463<br>Faks. 45854285 |
| Jasa yang Diberikan<br>Services Provided | : | Memastikan kepatuhan terhadap ketentuan hukum yang berlaku serta keabsahan setiap keputusan pemegang saham, dengan mendokumentasikan keputusan tersebut dalam akta otentik, serta menyusun dan mengesahkan akta keputusan RUPS, baik tahunan maupun luar biasa, yang mencakup perubahan anggaran dasar, pengangkatan atau pemberhentian Direksi dan Dewan Komisaris, serta aksi korporasi lainnya.<br>Ensuring compliance with applicable legal provisions and the validity of each shareholder decision by documenting such decisions in authentic deeds, as well as preparing and legalizing the deed of General Meeting of Shareholders (GMS) resolutions, both annual and extraordinary, which include amendments to the Articles of Association, the appointment or dismissal of the Board of Directors and Board of Commissioners, and other corporate actions. |

### NOTARIS
NOTARY

| | | |
|---|---|---|
| Nama<br>Name | : | Dini Lastari Siburian, SH |
| Alamat<br>Address | : | Grha Gardini, Jl. Margasatwa Jl. Komp. Mahkamah Agung No.60, Pd. Labu, Kec. Cilandak, Kota Jakarta Selatan, DKI Jakarta 12450 |
| Jasa yang Diberikan<br>Services Provided | : | Memastikan legalitas dan keabsahan keputusan yang diambil pada RUPS Tahunan serta mendokumentasikan seluruh jalannya rapat dalam bentuk akta otentik.<br>Ensuring the legality and validity of decisions made at the Annual GMS and documenting the entire proceedings of the meeting in the form of an authentic deed. |

## KONSULTAN HUKUM
LEGAL CONSULTANT

| | | |
|---|---|---|
| Nama<br>Name | : | Ginting Reksodipuro |
| Alamat<br>Address | : | Sudirman Central Business District, The Energy Building, Jl. Jend. Sudirman kav 52-53 No.5 15th floor, RT.5/RW.3, Senayan, Kec. Kby. Baru, Jakarta, Daerah Khusus Ibukota Jakarta 12190 |
| Jasa yang Diberikan<br>Services Provided | : | 1. Pemberian opini legal pada proyek-proyek yang dijalankan Perusahaan, dan pendampingan dalam transaksi atau proses akuisisi, baik di dalam maupun di luar negeri berdasarkan hukum Indonesia atau yurisdiksi hukum yang relevan.<br>2. Membantu dalam penyusunan dokumen perjanjian transaksi (*transaction agreement*) sesuai dengan kebutuhan dan permintaan Perusahaan dan mendampingi Perusahaan dalam proses *due diligence* yang dilakukan oleh lembaga atau pihak terkait guna memastikan kepatuhan terhadap aspek legal termasuk melakukan negosiasi dengan kuasa hukum pihak lain guna menyesuaikan ketentuan-ketentuan hukum yang perlu dipenuhi dalam suatu transaksi.<br>3. Konsultasi dan sosialisasi terkait regulasi baru atau perubahan peraturan yang dapat memengaruhi proyek-proyek yang dijalankan oleh Perusahaan.<br>1. Providing legal opinions on projects undertaken by the Company and offering assistance in transactions or acquisition processes, both domestic and international, based on Indonesian law or other relevant legal jurisdictions.<br>2. Assisting in the preparation of transaction agreement documents in accordance with the Company's needs and requests, and supporting the Company in the due diligence process conducted by relevant institutions or parties to ensure compliance with legal aspects, including negotiating with the legal representatives of other parties to align the legal provisions required in a transaction.<br>3. Providing consultations and disseminating information regarding new regulations or regulatory changes that may affect the Company's ongoing projects. |

| | | |
|---|---|---|
| Nama<br>Name | : | Soewito Suhardiman Eddymurthy Kardono (SSEK) Law firm |
| Alamat<br>Address | : | Mayapada Tower, Jl. Jenderal Sudirman 14th Floor, Kuningan, Karet Kuningan, Setiabudi, South Jakarta City, Jakarta 12920 |
| Jasa yang Diberikan<br>Services Provided | : | 1. Pemberian opini legal pada proyek-proyek yang dijalankan Perusahaan, dan pendampingan dalam transaksi atau proses akuisisi, baik di dalam maupun di luar negeri berdasarkan hukum Indonesia atau yurisdiksi hukum yang relevan.<br>2. Membantu dalam penyusunan dokumen perjanjian transaksi (*transaction agreement*) sesuai dengan kebutuhan dan permintaan Perusahaan dan mendampingi Perusahaan dalam proses *due diligence* yang dilakukan oleh lembaga atau pihak terkait guna memastikan kepatuhan terhadap aspek legal termasuk melakukan negosiasi dengan kuasa hukum pihak lain guna menyesuaikan ketentuan-ketentuan hukum yang perlu dipenuhi dalam suatu transaksi.<br>3. Konsultasi dan sosialisasi terkait regulasi baru atau perubahan peraturan yang dapat memengaruhi proyek-proyek yang dijalankan oleh Perusahaan.<br>1. Providing legal opinions on projects undertaken by the Company and offering assistance in transactions or acquisition processes, both domestic and international, based on Indonesian law or other relevant legal jurisdictions.<br>2. Assisting in the preparation of transaction agreement documents in accordance with the Company's needs and requests, and supporting the Company in the due diligence process conducted by relevant institutions or parties to ensure compliance with legal aspects, including negotiating with the legal representatives of other parties to align the legal provisions required in a transaction.<br>3. Providing consultations and disseminating information regarding new regulations or regulatory changes that may affect the Company's ongoing projects. |

| | | |
|---|---|---|
| Nama<br>Name | : | Guido Hidayanto & Partners (GHP) Law Firm |
| Alamat<br>Address | : | World Trade Center 3, Level 27, Jl. Jenderal Sudirman No.RT.8 Kav. 29-31, Karet Kuningan, Jakarta 12920 |
| Jasa yang Diberikan<br>Services Provided | : | 1. Pemberian opini legal pada proyek-proyek yang dijalankan Perusahaan, dan pendampingan dalam transaksi atau proses akuisisi, baik di dalam maupun di luar negeri berdasarkan hukum Indonesia atau yurisdiksi hukum yang relevan.<br>2. Membantu dalam penyusunan dokumen perjanjian transaksi (*transaction agreement*) sesuai dengan kebutuhan dan permintaan Perusahaan dan mendampingi Perusahaan dalam proses *due diligence* yang dilakukan oleh lembaga atau pihak terkait guna memastikan kepatuhan terhadap aspek legal termasuk melakukan negosiasi dengan kuasa hukum pihak lain guna menyesuaikan ketentuan-ketentuan hukum yang perlu dipenuhi dalam suatu transaksi.<br>3. Konsultasi dan sosialisasi terkait regulasi baru atau perubahan peraturan yang dapat memengaruhi proyek-proyek yang dijalankan oleh Perusahaan.<br>1. Providing legal opinions on projects undertaken by the Company and offering assistance in transactions or acquisition processes, both domestic and international, based on Indonesian law or other relevant legal jurisdictions.<br>2. Assisting in the preparation of transaction agreement documents in accordance with the Company's needs and requests, and supporting the Company in the due diligence process conducted by relevant institutions or parties to ensure compliance with legal aspects, including negotiating with the legal representatives of other parties to align the legal provisions required in a transaction.<br>3. Providing consultations and disseminating information regarding new regulations or regulatory changes that may affect the Company's ongoing projects. |

| | | |
|---|---|---|
| Nama<br>Name | : | Hanafiah Ponggawa & Partners - Dentons |
| Alamat<br>Address | : | Wisma 46 Kota BNI, 32nd, 41st Floor Kav. 1, Tanahabang, Jl. Jenderal Sudirman, RT.10/RW.11, Karet Tengsin, Jakarta Pusat, Kota Jakarta Pusat, Daerah Khusus Ibukota Jakarta 10220 |
| Jasa yang Diberikan<br>Services Provided | : | 1. Pemberian opini legal pada proyek-proyek yang dijalankan Perusahaan, dan pendampingan dalam transaksi atau proses akuisisi, baik di dalam maupun di luar negeri berdasarkan hukum Indonesia atau yurisdiksi hukum yang relevan.<br>2. Membantu dalam penyusunan dokumen perjanjian transaksi (*transaction agreement*) sesuai dengan kebutuhan dan permintaan Perusahaan dan mendampingi Perusahaan dalam proses *due diligence* yang dilakukan oleh lembaga atau pihak terkait guna memastikan kepatuhan terhadap aspek legal termasuk melakukan negosiasi dengan kuasa hukum pihak lain guna menyesuaikan ketentuan-ketentuan hukum yang perlu dipenuhi dalam suatu transaksi.<br>3. Konsultasi dan sosialisasi terkait regulasi baru atau perubahan peraturan yang dapat memengaruhi proyek-proyek yang dijalankan oleh Perusahaan.<br>1. Providing legal opinions on projects undertaken by the Company and offering assistance in transactions or acquisition processes, both domestic and international, based on Indonesian law or other relevant legal jurisdictions.<br>2. Assisting in the preparation of transaction agreement documents in accordance with the Company's needs and requests, and supporting the Company in the due diligence process conducted by relevant institutions or parties to ensure compliance with legal aspects, including negotiating with the legal representatives of other parties to align the legal provisions required in a transaction.<br>3. Providing consultations and disseminating information regarding new regulations or regulatory changes that may affect the Company's ongoing projects. |

| | | |
|---|---|---|
| Nama<br>Name | : | Hiswara Bunjamin & Tandjung - Herbert Smith Freehills |
| Alamat<br>Address | : | 18th Floor, Tower 1, Sudirman 7.8, Jl. Jenderal Sudirman No.Kav.7-8, RT.10/RW.11, Karet Tengsin, Tanah Abang, Central Jakarta City, Jakarta 10220 |
| Jasa yang Diberikan<br>Services Provided | : | 1. Pemberian opini legal pada proyek-proyek yang dijalankan Perusahaan, dan pendampingan dalam transaksi atau proses akuisisi, baik di dalam maupun di luar negeri berdasarkan hukum Indonesia atau yurisdiksi hukum yang relevan.<br>2. Membantu dalam penyusunan dokumen perjanjian transaksi (*transaction agreement*) sesuai dengan kebutuhan dan permintaan Perusahaan dan mendampingi Perusahaan dalam proses *due diligence* yang dilakukan oleh lembaga atau pihak terkait guna memastikan kepatuhan terhadap aspek legal termasuk melakukan negosiasi dengan kuasa hukum pihak lain guna menyesuaikan ketentuan-ketentuan hukum yang perlu dipenuhi dalam suatu transaksi.<br>3. Konsultasi dan sosialisasi terkait regulasi baru atau perubahan peraturan yang dapat memengaruhi proyek-proyek yang dijalankan oleh Perusahaan.<br>1. Providing legal opinions on projects undertaken by the Company and offering assistance in transactions or acquisition processes, both domestic and international, based on Indonesian law or other relevant legal jurisdictions.<br>2. Assisting in the preparation of transaction agreement documents in accordance with the Company's needs and requests, and supporting the Company in the due diligence process conducted by relevant institutions or parties to ensure compliance with legal aspects, including negotiating with the legal representatives of other parties to align the legal provisions required in a transaction.<br>3. Providing consultations and disseminating information regarding new regulations or regulatory changes that may affect the Company's ongoing projects. |

**JASA PENILAI**

| | | |
|---|---|---|
| Nama<br>Name | : | PT Pemeringkat Efek Indonesia (Pefindo) |
| Alamat<br>Address | : | Equity Tower 30th floor, Sudirman Central Business District Lot.9<br>Jl. Jenderal Sudirman Kav. 52-53 Jakarta 12190, Indonesia |
| Jasa yang Diberikan<br>Services Provided | : | Pemeringkat Tingkat Kesehatan Perusahaan tahun buku 2024<br>Corporate Health Rating Agency for Fiscal Year 2024 |

# Keanggotaan Asosiasi

## Membership in Associations

| keanggotaan Asosiasi<br>Association | | Status Keanggotaan Asosiasi<br>Association Membership Status |
|---|---|---|
| Masyarakat Energi Terbarukan<br>Indonesia Renewable Energy Society | : | Anggota<br>Member |
| Asosiasi Energi Surya Indonesia<br>Indonesian Solar Energy Association | : | Anggota<br>Member |
| UN Global Compact | : | Anggota<br>Member |
| Masyarakat Ketenagalistrikan Indonesia<br>Indonesian Electrical Power Society | : | Anggota<br>Member |
| Indonesian Gas Society | : | Anggota<br>Member |
| Asosiasi Ekosistem Mobilitas Listrik (AEML)<br>Electric Mobility Ecosystem Association | : | Anggota<br>Member |

# Situs Web Perusahaan

## Company Website

Perusahaan menyediakan sarana bagi masyarakat umum untuk dapat mengakses informasi tentang perusahaan melalui situs web resmi, https://pertaminanre.Com, dan tersedia dalam 2 (dua) bahasa yaitu bahasa indonesia dan bahasa inggris. Situs web perusahaan secara berkala diperbaharui agar senantiasa dapat menyajikan informasi yang akurat dan terkini. Adapun laporan maupun informasi yang dipublikasikan di situs web perusahaan, antara lain:

The Company provides a platform for the general public to access information about the Company through the official website, https://pertaminanre.com, available in two languages: Indonesian and English. The Company's website is regularly updated to ensure it presents accurate and up-to-date information. The reports and information published on the Company's website include, among others:

**Tentang Kami**
About Us

- Sekilas
- Visi Misi
- Manajemen
- Struktur Grup
- Overview
- Vision & Mission
- Management
- Group Structure

**Bisnis Portofolio**
Business Portfolio

- *Carbon Business*
- *Power Generation*
- *EV Ecosystem*
- *Hydrogen*
- *Other Services*



**Publikasi**
Publication

- Berita
- Hubungan Investor
- News
- Investor Relations

**Keberlanjutan**
Sustainability

- Lingkungan
- Sosial
- *Governance*
- Environment
- SocialManagement
- Governance

# 04

# Analisa dan Pembahasan Manajemen atas Kinerja Perusahaan

Management Discussion and Analysis of Performance





# Tinjauan Perekonomian dan Industri

## Economic and Industrial Overview

### Kondisi Perekonomian Global

Pertumbuhan populasi dan ekonomi global mendorong peningkatan permintaan energi. McKinsey (2024) memproyeksikan permintaan energi global akan meningkat sekitar 11% (*in continued momentum scenario*) dan 18% (*in slow evolution scenario*) pada tahun 2050. Keterbatasan energi fosil dan ketegangan geopolitik di kawasan penghasil bahan bakar fosil seperti Timur Tengah dan Eurasia memperburuk pasokan energi fosil. Di Indonesia, ekonomi tumbuh 4,95% pada kuartal III 2024 (*year-on-year*) menurut BPS (Badan Pusat Statistik), dengan pertumbuhan penduduk 0,82% mencapai 281 juta jiwa. Transisi ke Energi Baru dan Terbarukan (EBT) menjadi kunci untuk mengatasi keterbatasan energi fosil dan memenuhi permintaan energi domestik yang besar. Akselerasi pengembangan EBT penting untuk menanggapi perubahan iklim, melindungi pertumbuhan ekonomi, dan memastikan ketahanan energi.

Adanya permintaan energi yang semakin meningkat untuk memenuhi kebutuhan berbagai sektor membuat Industri EBT terus tumbuh. McKinsey dalam *Global Energy Perspective* 2024 melaporkan bahwa EBT diproyeksikan tumbuh sebesar 65% hingga 80% pada tahun 2050. Faktor pendukungnya termasuk biaya *Levelized Cost of Energy* (LCOE) EBT yang lebih rendah dibandingkan energi fosil, serta dukungan regulasi seperti Perpres Nomor 112 Tahun 2022 tentang Percepatan Pengembangan EBT. Proyeksi bauran energi 2025 dari *Indonesia Energy Transition Outlook* 2025 memperkirakan EBT akan mencapai 16% dari total bauran energi primer.

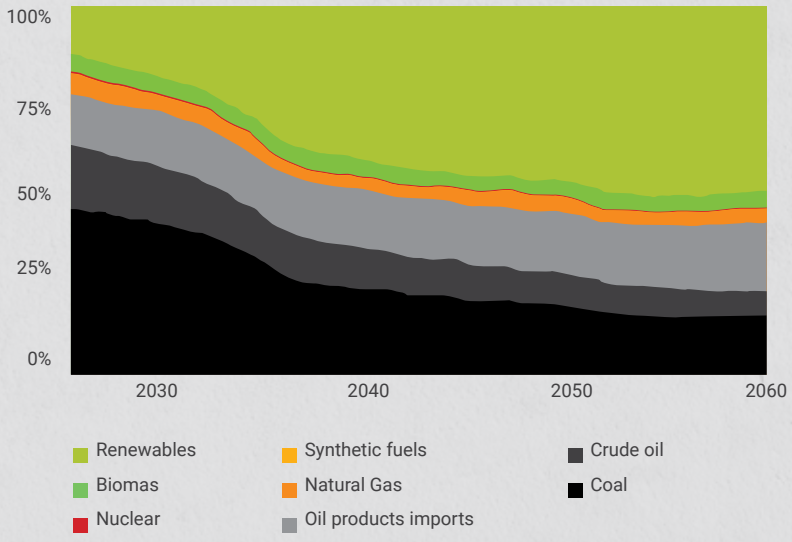
### Global Economic Outlook

Population growth and the global economy drive increased energy demand. McKinsey (2024) projects that global energy demand will rise by approximately 11% (in the continued momentum scenario) and 18% (in the slow evolution scenario) by 2050. The limitations of fossil energy and geopolitical tensions in fossil fuel-producing regions such as the Middle East and Eurasia further strain fossil energy supply. In Indonesia, the economy grew by 4.95% in Q3 2024 (year-on-year) according to The Central Statistics Agency (BPS), with a population growth of 0.82%, reaching 281 million people. The transition to New and Renewable Energy (NRE) is key to overcoming fossil energy limitations and meeting the country's high energy demand. Accelerating NRE development is crucial to addressing climate change, safeguarding economic growth, and ensuring energy security.

The increasing energy demand across various sectors is driving the continuous growth of the renewable energy (NRE) industry. McKinsey, in its Global Energy Perspective 2024, reports that NRE is projected to grow by 65% to 80% by 2050. Key supporting factors include the lower Levelized Cost of Energy (LCOE) of NRE compared to fossil energy, as well as regulatory support, such as Presidential Regulation No. 112 of 2022 on the Acceleration of NRE Development. The Indonesia Energy Transition Outlook 2025 projects that NRE will account for 16% of the total primary energy mix by 2025.

**IETO (BaU) Primary Energy Mix**

IETO (BaU) Primary Energy Mix




Gambar : Bauran Energi Indonesia 2025-2060 (Sumber: IESR – IETO 2025)
Figure: Indonesia Energy Mix 2025-2060 (Source: IESR – IETO 2025)

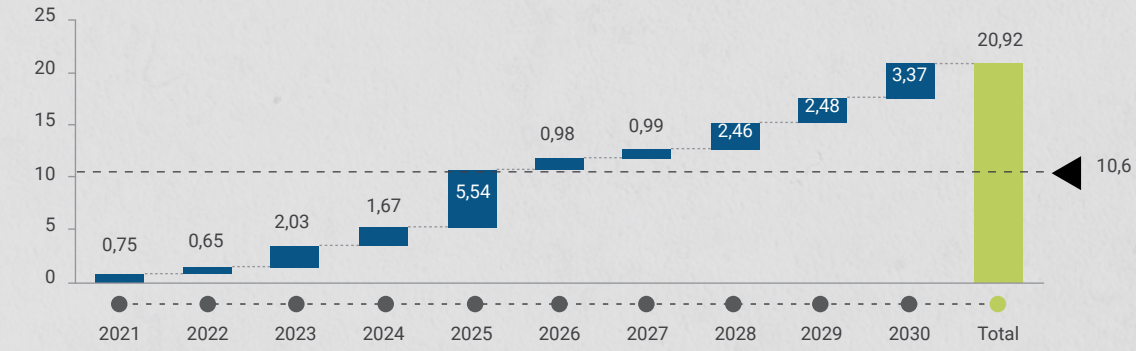
## Kondisi Perekonomian Indonesia

Sejalan dengan regulasi pemerintah yang tertuang dalam Peraturan Pemerintah Nomor 79 Tahun 2014 tentang Kebijakan Energi Nasional (KEN), pemerintah menargetkan pemanfaatan EBT sebesar 23% pada tahun 2025 dan 31% pada tahun 2050. Pemerintah memiliki komitmen untuk menambah kapasitas pembangkit sebesar 10,6 GW (s.d 2025) dan 10,3 GW (2026 – 2030), sehingga dengan adanya penambahan kapasitas tersebut, total kapasitas pembangkit EBT yang sebelumnya hanya sebesar 8 GW (2021) di tahun 2030 dapat menjadi sebesar 28,9 GW.

## Indonesia Economic Outlook

In line with government regulations outlined in Government Regulation No. 79 of 2014 concerning the National Energy Policy (KEN), the government targets renewable energy (NRE) utilization of 23% by 2025 and 31% by 2050. The government is committed to increasing power generation capacity by 10.6 GW (until 2025) and an additional 10.3 GW (2026–2030). With this capacity expansion, the total NRE power generation capacity, which was only 8 GW in 2021, is expected to reach 28.9 GW by 2030.

**Penambahan Pembangkit EBT (GW)**
Penambahan Pembangkit EBT (GW)




**Rencana Penambahan Pembangkit EBT**
NRE Power Plants Addition Plan

Untuk Sektor kendaraan listrik (EV) di Indonesia terus berkembang pesat, didorong oleh peningkatan populasi EV yang signifikan, insentif pemerintah, serta investasi dari berbagai perusahaan. Berdasarkan laporan Menko Perekonomian, jumlah kendaraan listrik di Indonesia tumbuh dari 41.743 unit pada 2022 menjadi 133.225 unit pada April 2024. Insentif fiskal, seperti pajak kendaraan 0% dan PPN 1%, turut menekan total cost of ownership (TCO) EV, membuatnya lebih kompetitif dibanding kendaraan berbahan bakar fosil. Perusahaan seperti Bluebird dan Xanh SM telah mengadopsi taksi listrik, sementara Transjakarta menargetkan elektrifikasi penuh pada 2030. Industri *ride-hailing* seperti Gojek dan Grab juga mulai mengadopsi EV untuk mendukung target emisi nol bersih 2060. Sejalan dengan pertumbuhan EV, infrastruktur pengisian daya juga terus dikembangkan, dengan jumlah SPKLU mencapai 1.582 unit dan SPBKLU 2.182 unit pada pertengahan 2024, dan ditargetkan meningkat drastis hingga 2030 sesuai Grand Strategi Energi Nasional.

Bisnis *green hydrogen* di Indonesia menghadapi tantangan dalam menurunkan biaya akibat daya saing harga gas yang mendapat insentif pemerintah, sehingga membuat gas lebih kompetitif. Daya saing *green hydrogen* dapat meningkat dengan pengurangan insentif gas dan penerapan pajak karbon. Permintaan listrik diproyeksikan meningkat 4,3% per tahun seiring pengembangan *hydrogen*, dengan konsumsi mencapai 1,75 juta ton per tahun pada 2023 dan mayoritas pasokan hingga 2025 masih berasal dari biogas dan gas alam, sebelum beralih

The electric vehicle (EV) sector in Indonesia continues to grow rapidly, driven by a significant increase in EV adoption, government incentives, and investments from various companies. According to a report by the Coordinating Ministry for Economic Affairs, the number of EVs in Indonesia grew from 41,743 units in 2022 to 133,225 units by April 2024. Fiscal incentives, such as a 0% vehicle tax and a 1% VAT, have helped lower the total cost of ownership (TCO) for EVs, making them more competitive compared to fossil-fuel vehicles. Companies like Bluebird and Xanh SM have adopted electric taxis, while Transjakarta aims for full electrification by 2030. Ride-hailing companies such as Gojek and Grab have also started integrating EVs to support Indonesia's net-zero emissions target by 2060. Alongside EV growth, charging infrastructure is also being expanded, with 1,582 public charging stations (SPKLU) and 2,182 battery-swapping stations (SPBKLU) in mid-2024. This number is expected to increase significantly by 2030 in line with the National Energy Grand Strategy.

The green hydrogen business in Indonesia faces challenges in reducing costs due to the price competitiveness of gas, which benefits from government incentives, making it a more attractive option. Green hydrogen's competitiveness can improve with reduced gas incentives and the implementation of a carbon tax. Electricity demand is projected to grow by 4.3% annually alongside hydrogen development, with consumption reaching 1.75 million tons per year in 2023. Until 2025, the majority of supply will still come from biogas and natural gas before

ke energi terbarukan lebih dari 75% pada 2060. Meski *supply hydrogen* terus tumbuh dan melebihi *demand*, adopsinya masih terhambat oleh infrastruktur yang belum memadai dan biaya yang tinggi. Indonesia memiliki potensi produksi besar, didukung oleh peluncuran 21 *Green Hydrogen Plant* (GHP) oleh PLN yang memanfaatkan listrik dari PLTS. Ketidakseimbangan supply dan *demand* ini membuka peluang ekspor ke negara seperti Jepang dan Korea Selatan, namun berisiko menciptakan inefisiensi investasi jika pengembangan infrastruktur dan pasar domestik tidak berjalan optimal.

Untuk bisnis Biodiesel Pemerintah menargetkan implementasi kebijakan B50 biodiesel pada 2025 untuk mengurangi impor diesel dan menghemat 20 miliar dolar per tahun, seiring dengan larangan impor minyak kelapa sawit oleh Uni Eropa yang mendorong Indonesia untuk mengurangi ketergantungan pada bahan bakar fosil. Selain itu, Indonesia mulai menerapkan bioethanol dalam bahan bakar melalui Pertamax *Green* 95 (E5) dan berencana meningkatkannya menjadi E10 pada 2029. Namun, target ini menghadapi tantangan besar karena produksi bioethanol domestik saat ini hanya 40.000 kL per tahun, jauh dari kebutuhan E5 sebesar 3-3,5 juta kL dan E10 sebesar 7,3 juta kL per tahun. Untuk mencapai target tersebut, diperlukan ekspansi besar-besaran, termasuk pembebasan lahan hingga 1,37 juta hektar. Dengan mempertimbangkan faktor internal dan eksternal, dilakukan analisis lebih lanjut mengenai tantangan dan peluang dalam pengembangan biofuel di Indonesia.

shifting to more than 75% renewable energy by 2060. Despite the continuous growth of hydrogen supply exceeding demand, adoption remains hindered by inadequate infrastructure and high costs. Indonesia has significant production potential, supported by PLN's launch of 21 Green Hydrogen Plants (GHP) utilizing electricity from solar power plants (PLTS). This supply-demand imbalance presents export opportunities to countries like Japan and South Korea but also risks creating investment inefficiencies if infrastructure development and the domestic market do not progress optimally.

For the biodiesel business, the government aims to implement the B50 biodiesel policy by 2025 to reduce diesel imports and save $20 billion per year. This initiative aligns with the European Union's ban on palm oil imports, which has pushed Indonesia to reduce its dependence on fossil fuels. Additionally, Indonesia has begun incorporating bioethanol into fuel through Pertamax Green 95 (E5) and plans to increase the blend to E10 by 2029. However, this target faces significant challenges, as domestic bioethanol production currently stands at only 40,000 kL per year—far below the E5 requirement of 3–3.5 million kL and the E10 requirement of 7.3 million kL per year. To meet these targets, large-scale expansion is necessary, including land allocation of up to 1.37 million hectares. Considering both internal and external factors, further analysis is required to assess the challenges and opportunities in Indonesia's biofuel development.



# Kebijakan Strategis Perusahaan

## Corporate Strategic Policy

### Strategi Utama

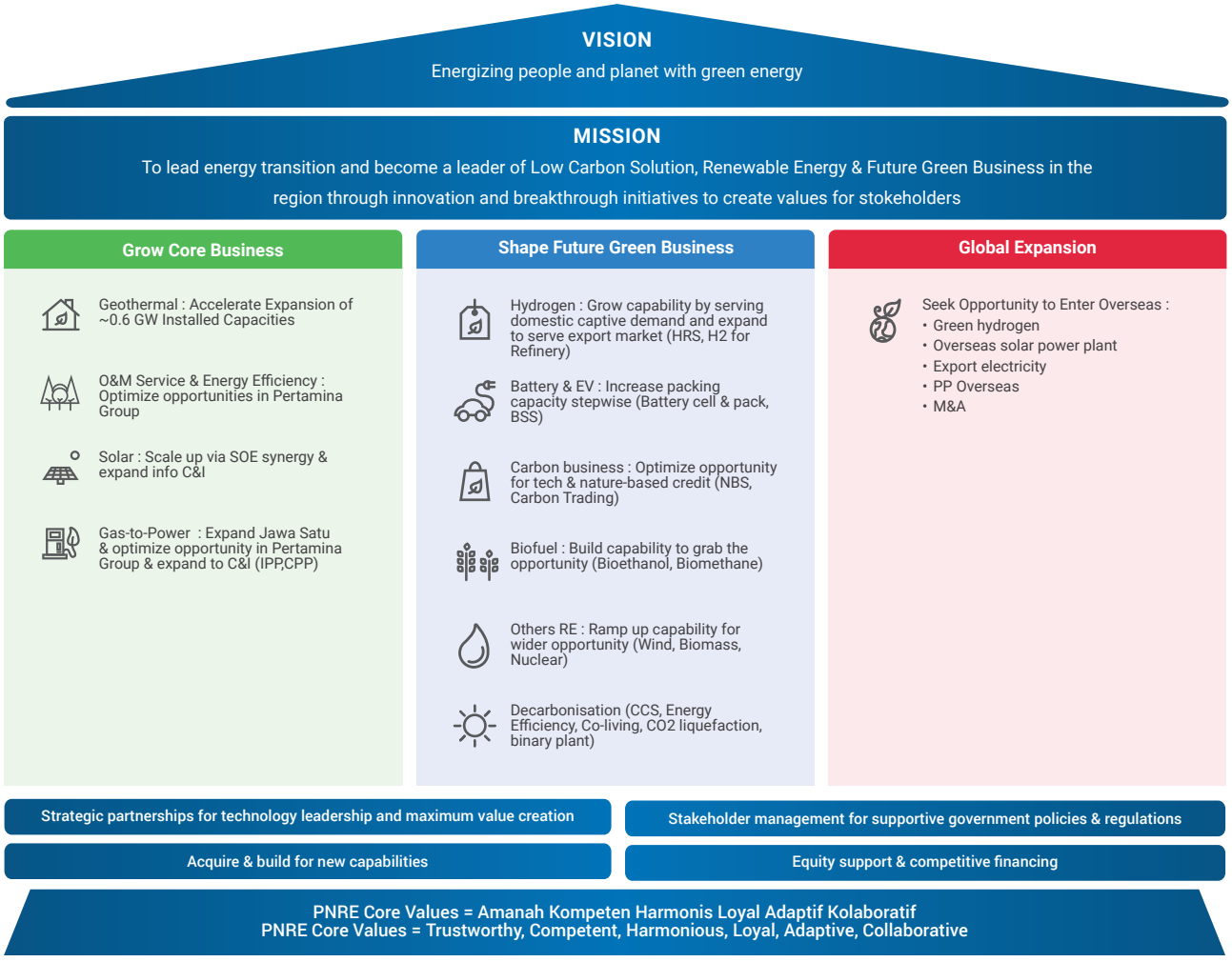
Sejak tahun 2020 Perusahaan diberikan mandat untuk mengawal transisi energi oleh PT Pertamina (Persero) selaku perusahaan induk (*Holding*). Perusahaan mengelola PT Pertamina Geothermal Energy, Tbk (PGE) sebagai anak usaha, PT Jawa Satu Power (JSP), PT Jawa Satu Regas (JSR) dan PT Industri Baterai Indonesia (IBI) sebagai afiliasi, dalam rangka mengelola dan mengembangkan bisnis di bidang ketenagalistrikan, energi baru dan terbarukan, dan bisnis hijau masa depan.

Perusahaan memiliki visi *Energizing People and Planet with Green Energy* dan misi *To Lead Energy Transition and Become a Leader of Low Carbon Solutions, Renewable Energy & Future Green Business in the Region Through Innovation and Breakthrough Initiatives to Create Values for Stakeholders*. Untuk mencapai visi dan misi tersebut, Perseroan memiliki 3 pilar strategis, yaitu *Grow Core Business*, *Shape Future Green Business*, dan *Global Expansion*.

### Key Strategy

Since 2020, the Company has been entrusted with overseeing the energy transition by PT Pertamina (Persero), its parent company (Holding). The Company manages PT Pertamina Geothermal Energy, Tbk (PGE) as a subsidiary, and PT Jawa Satu Power (JSP), PT Jawa Satu Regas (JSR), and PT Industri Baterai Indonesia (IBI) as affiliates, with the goal of managing and developing businesses in the fields of electricity, new and renewable energy, and future green businesses.

The Company's vision is Energizing People and Planet with Green Energy, and its mission is To Lead Energy Transition and Become a Leader of Low Carbon Solutions, Renewable Energy & Future Green Business in the Region Through Innovation and Breakthrough Initiatives to Create Value for Stakeholders. To achieve this vision and mission, the Company has three strategic pillars: Grow Core Business, Shape Future Green Business, and Global Expansion.



Pilar *Grow Core Business* merupakan bisnis yang menjadi *legacy* dari *Subholding* PNRE, yaitu bisnis kelistrikan berbasis gas, bisnis energi terbarukan berupa panas bumi dan PLTS, serta bisnis O&M *Service* dan *Energy Efficiency*.

Pilar *Shape Future Green Business* merupakan bisnis baru yang sedang dikembangkan untuk menjadi bisnis masa depan, antara lain:

1. Pembangkit listrik dari sumber energi terbarukan lainnya seperti PLTB dan PLTBm,
2. Ekosistem kendaraan listrik dan baterai,
3. Produksi, transportasi dan niaga hidrogen rendah karbon dan produk-produk turunannya, termasuk niaga hidrogen sebagai bahan bakar kendaraan pada *Hydrogen Refueling Station*,
4. *Carbon Trading* (pemasaran sertifikat pengurangan emisi karbon dan kredit karbon dari pembangkit berbasis gas & EBT serta Nature Ecosystem Based Solution).
5. Inisiatif dekarbonisasi seperti *carbon capture* & *storage* (CCS), *cogeneration plant*, *energy efficiency*, dan *co-firing hydrogen*.

Pilar *Global Expansion* merupakan aspirasi *Subholding* PNRE untuk aktif mencari peluang bisnis global, baik melalui investasi organik maupun anorganik, seperti gas & *solar power plant*, ekspor listrik, ekspor pellet kayu, ekspor hidrogen rendah karbon dan produk turunannya, serta akuisisi bisnis panas bumi maupun EBT lainnya.

## Sinergi PNRE dengan Grup Pertamina

Untuk meningkatkan kinerja Pertamina Group, PNRE juga bersinergi dengan entitas Pertamina Group lainnya baik untuk operasional Perusahaan maupun pengembangan bisnis. Sinergi PNRE antara lain sebagai berikut:

1. Penyediaan jasa akomodasi dengan PT Patra Jasa
2. Penyediaan layanan Kesehatan bagi pekerja dan klinik *on-site* dengan PT Pertamina Bina Medika IHC
3. Penyediaan Tenaga Alih Daya dengan PT Patra Badak Arun Solusi dan PT Pertamina Training & Consulting.
4. Penyediaan kendaraan operasional dengan PT Pratama Mitra Sejati
5. Penyediaan jasa asuransi dengan PT Tugu Pramata Indonesia
6. Penyediaan bahan bakar untuk kendaraan operasional dengan PT Patra Niaga
7. Kerja sama dengan *Subholding Upstream, Refinery & Petrochemical*, *Commercial & Trading*, Gas, dan *Shipping*, maupun *Non-Subholding* seperti PT Pertamina Bina Medika PT Patra Jasa dan PT Patra Air Service dalam penyediaan PLTS.
8. Kerja sama Penyediaan & Pengelolaan asset Pembangkit di lingkungan SH *Upstream*, SH Gas, dan SH R&P.
9. Kerja sama *Maintenance program* antara Pertamina NRE – KPB
10. Kerja sama dengan *Subholding* maupun *Non-Subholding* untuk *carbon trading*

Grow Core Business Pillar refers to the legacy business of the Subholding PNRE, which includes gas-based electricity generation, renewable energy businesses such as geothermal and solar power, as well as O&M services and energy efficiency.

Shape Future Green Business Pillar focuses on new businesses currently being developed to become the future growth drivers, including:

1. Power generation from other renewable energy sources such as wind (PLTB) and biomass (PLTBm),
2. Electric vehicle and battery ecosystem,
3. Production, transportation, and trade of low-carbon hydrogen and its by-products, including hydrogen trading for vehicle fuel at Hydrogen Refueling Stations,
4. Carbon trading (marketing of carbon reduction certificates and carbon credits from gas and renewable energy power plants, as well as Nature Ecosystem Based Solutions),
5. Decarbonization initiatives such as carbon capture & storage (CCS), cogeneration plants, energy efficiency, and hydrogen co-firing.

Global Expansion Pillar represents the Subholding PNRE's aspiration to actively seek global business opportunities, both through organic and inorganic investments, such as gas & solar power plants, electricity exports, wood pellet exports, low-carbon hydrogen and its by-products, as well as geothermal and other renewable energy business acquisitions.

## Synergy Between PNRE and Pertamina Group

To enhance the performance of Pertamina Group, PNRE collaborates with other Pertamina Group entities for both operational and business development purposes. The key synergies of PNRE include:

1. Provision of accommodation services with PT Patra Jasa
2. Provision of healthcare services for employees and on-site clinics with PT Pertamina Bina Medika IHC
3. Provision of outsourced labor with PT Patra Badak Arun Solusi and PT Pertamina Training & Consulting
4. Provision of operational vehicles with PT Pratama Mitra Sejati
5. Provision of insurance services with PT Tugu Pramata Indonesia
6. Provision of fuel for operational vehicles with PT Patra Niaga
7. Collaboration with Subholding Upstream, Refinery & Petrochemical, Commercial & Trading, Gas, and Shipping, as well as Non-Subholding entities such as PT Pertamina Bina Medika, PT Patra Jasa, and PT Patra Air Service for the provision of solar power plants (PLTS)
8. Collaboration in the provision and management of power generation assets within SH Upstream, SH Gas, and SH Refinery & Petrochemical
9. Collaboration on maintenance programs between Pertamina NRE and KPB
10. Collaboration with both Subholding and Non-Subholding entities for carbon trading

Per 31 Desember 2024, jumlah sinergi PNRE sebagai pemasok/penyedia jasa sebesar USD3.859.917. Sedangkan sinergi PNRE sebagai pemberi kerja sebesar USD 16.523.787.

As of December 31, 2024, the value of PNRE's synergy as a supplier/service provider amounted to USD 3,859,917, while as an employer amounted to USD 16,523,787.

## Tinjauan Operasional

Dalam menjalankan kegiatannya, PNRE mengembangkan proyek ketenagalistrikan yang bersumber dari gas dan Energi Baru Terbarukan (EBT), seperti panas matahari, biogas, biomassa, panas bumi, dan sumber EBT lainnya, serta bisnis penyimpanan energi dalam baterai dan dekarbonasi.

Produk yang dihasilkan Perusahaan berupa tenaga listrik (tanpa melakukan penjualan tenaga listrik) yang bersumber dari biogas (PLTBg), tenaga surya (PLTS), dan tenaga panas bumi (PLTP). Tidak hanya menghasilkan listrik, Perusahaan juga menghasilkan uap dari tenaga panas bumi yang akan digunakan di PLTP, penjualan karbon dari pembangkit EBT.

PNRE juga melaksanakan bisnis O&M ServiceServis untuk aset-aset termasuk pembangkit serta melaksanakan penjualan karbon kredit dari pembankit energi baru terbarukan milik PNRE Group

## Operational Overview

In the conduct of its operations, PNRE develops power generation projects utilizing gas and New and Renewable Energy (NRE) sources, such as solar energy, biogas, biomass, geothermal energy, and other renewable sources, as well as engaging in businesses involving battery energy storage and decarbonization.

The Company's products consist of electricity (without directly selling the electricity) generated from biogas (biogas power plants), solar power (solar power plants), and geothermal energy (geothermal power plants). In addition to generating electricity, the Company also produces steam from geothermal energy to be used in geothermal power plants, and engages in carbon sales from NRE power plants.

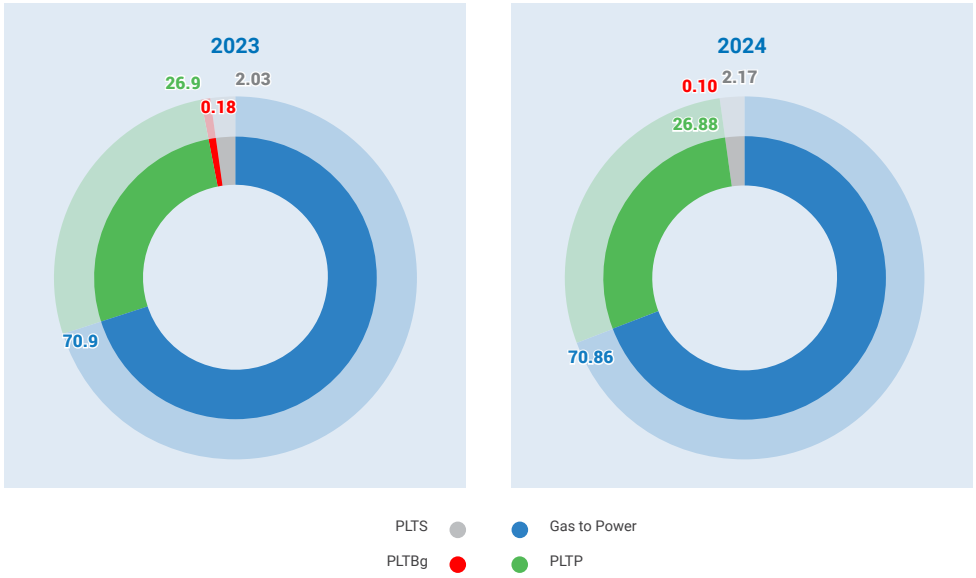
PNRE also operates an O\&M (Operation and Maintenance) services business for various assets, including power plants, and conducts carbon credit sales from renewable energy power plants owned by the PNRE Group.

### Kinerja Operasi Konsolidasian PNRE
PNRE Consolidated Operating Performance

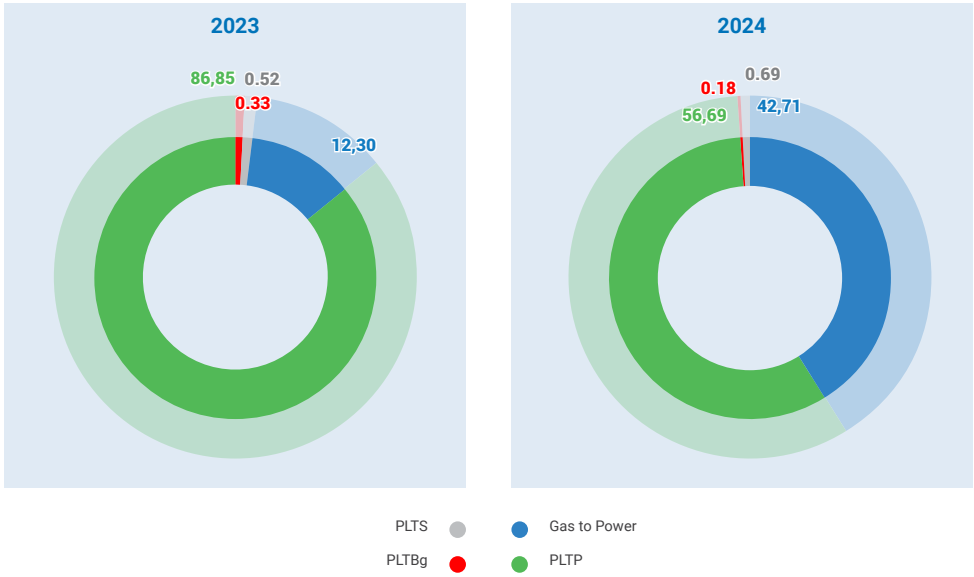
| Pembangkit<br>Power Plant | Kapasitas Terpasang<br>Installed capacity | | | | | | | Produksi Listrik<br>Production of Electricity | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 2024 | | 2023 | | Kenaikan (Penurunan) 2023-2024<br>Increase (Decrease) 2023-2024 | | | 2024 | | 2023 | | Kenaikan (Penurunan) 2023-2024<br>Increase (Decrease) 2023-2024 | | |
| | Volume (MWh) | Komposisi (%)<br>Composition (%) | Volume (MWh) | Komposisi (%)<br>Composition (%) | Nominal (MWh) | Persentase (%)<br>Percentage (%) | | Volume (MWh) | Komposisi (%)<br>Composition (%) | Volume (MWh) | Komposisi (%)<br>Composition (%) | Nominal (MWh) | Persentase (%)<br>Percentage (%) | |
| | (1) | | (2) | | (3=1-2) | (3:2) | | (4) | | (5) | | (6=4-5) | (6:4) | |
| **Pembangkit Beroperasi** \| Power Plant Onstream | | | | | | | | | | | | | | |
| Pembangkit Listrik Tenaga Surya (PLTS)<br>Solar Power Plant (PLTS) | 54,32 | 2,17 | 50,65 | 2,03 | 3,67 | 7,25 | ↑ | 58.711 | 0,69 | 28.538 | 0,52 | 30.173 | 105,73 | ↑ |
| Pembangkit Listrik Tenaga Biogas (PLTBg)<br>Biogas Power Plant (PLTBg) | 2,40 | 0,10 | 4,40 | 0,18 | (2) | (45,45) | ↓ | 15.011 | 0,18 | 18.031 | 0,33 | 3.020 | 16,75 | ↑ |
| Pembangkit Listrik Tenaga Panas Bumi (PLTP)<br>Geothermal Power Plants (PLTP) | 672,50 | 26,88 | 672,50 | 26,90 | - | - | - | 4.827.221 | 56,96 | 4.734.568 | 86,85 | 92.653 | 1,96 | ↑ |
| Gas to Power | 1.772,90 | 70,86 | 1.772,90 | 70,90 | - | - | - | 3.574.409 | 42,17 | 670.459 | 12,30 | 2.903.950 | 433,13 | ↑ |
| Jumlah<br>Total | 2.502,12 | 100 | 2.500,45 | 100 | 1,67 | 1,07 | ↑ | 8.475.352 | 100 | 5.451.596 | 100 | 3.023.755 | 55,47 | ↑ |
| **Mechanical Completion Stage** | | | | | | | | | | | | | | |
| Pembangkit Listrik Tenaga Panas Bumi (PLTP)<br>Geothermal Power Plants (PLTP) | 55* | 0 | 0 | 0 | 55 | - | | 0 | 0 | 0 | 0 | 0 | 0 | ↑ |

***Mechanical completion Lumut Balai unit 2 dilakukan pada Desember 2024 sehingga berpengaruh kepada kapasitas terpasang namun belum mempengaruhi produksi listrik tahun 2024**
The mechanical completion of Lumut Balai Unit 2 was achieved in December 2024, which impacted the installed capacity but did not yet contribute to electricity production in 2024.

## Komposisi Kapasitas Terpasang
Composition of Installed Capacity




## Komposisi Produksi Listrik
Komposisi Produksi Listrik




## Kinerja Operasi Konsolidasian PNRE untuk kapasitas pembangkitan O&M Services
Consolidated Operational Performance of PNRE for Power Generation Capacity under O&M Services

| Perihal<br>Subject | Satuan<br>Unit | 2024 | 2023 | Kenaikan (Penurunan) 2023-2024<br>Increase (Decrease) 2023-2024 | |
|---|---|---|---|---|---|
| | | | | Nominal | Persentase (%)<br>Percentage (%) |
| Kapasitas aset pembangkit yang dikelola melalui layanan O&M<br>Installed Capacity of Power Assets under O&M Services | MW | 146,6 | 6,2 | 140,4 | 2.160 |

**Kinerja Operasi Konsolidasian PNRE untuk penjualan karbon kredit**
Consolidated Operational Performance of PNRE – Carbon Credit Sales

| Perihal<br>Subject | Satuan<br>Unit | 2024 | 2023 | Kenaikan (Penurunan) 2023-2024<br>Increase (Decrease) 2023-2024 | | |
|---|---|---|---|---|---|---|
| | | | | Nominal | Persentase (%)<br>Percentage (%) | |
| Karbon Kredit Terjual<br>Carbon Credits Sold | tCO2e | 380.183 | 483.112 | (102.929) | (21) | ↓ |

## Pembangkit Listrik Tenaga Surya (PLTS)

PLTS yang dikelola PNRE digunakan untuk memenuhi kebutuhan listrik pada beberapa *offtaker*. Selain menghasilkan listrik, PLTS berperan penting dalam mendukung pengembangan energi hijau. Pada tahun 2024, PNRE telah membangun PLTS yang tersebar di seluruh Indonesia, dengan lokasi lebih dari 250 dan jumlah kapasitas terpasang mencapai 54,32 MWp.

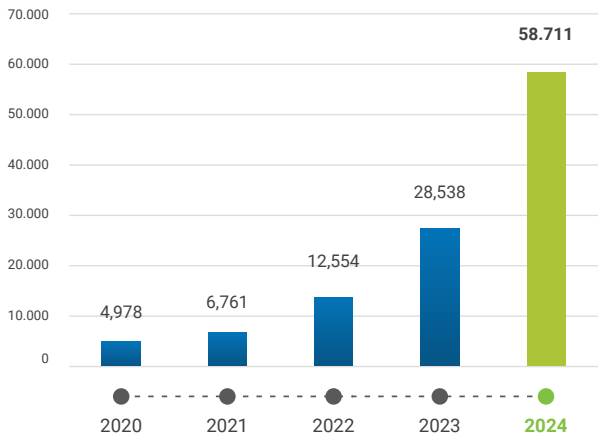
## Solar Power Plants (PLTS)

The Solar Power Plants (PLTS) managed by PNRE are used to meet the electricity needs of several offtakers. In addition to generating electricity, PLTS plays a crucial role in supporting the development of green energy. In 2024, PNRE has built over 250 PLTS locations across Indonesia, with a total installed capacity reaching 54,32 MWp.

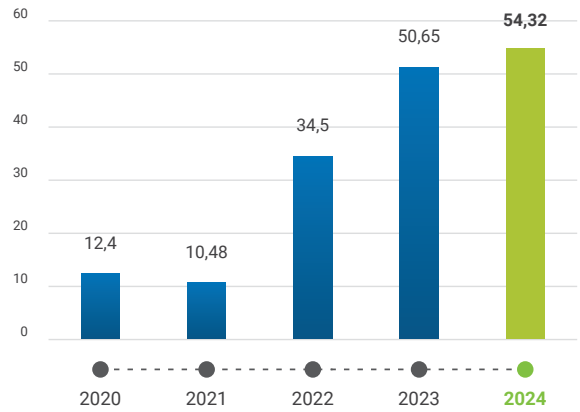
**Kinerja Operasi PLTS**
Solar Power Plant Operation Performance

| PLTS | Kapasitas Terpasang (MW)<br>Installed Capacity (MW) | Produksi Listrik<br>Electricity Production | | Kenaikan (Penurunan) 2023-2024<br>Increase (Decrease) 2023-2024 | | |
|---|---|---|---|---|---|---|
| | | 2024 (MWh) | 2023 (MWh) | Nominal (MWh) | Persentase (%)<br>Percentage (%) | |
| PLTS internal<br>Internal PLTS | 48,45 | 53.604,93 | 24.656,66 | 28.948,27 | 117,40 | ↑ |
| PLTS eksternal<br>External PLTS | 4,97 | 4.320,76 | 3.125,10 | 1.195,66 | 38,26 | ↑ |
| PLTS SPBU<br>Solar Power Plant in Gas Station | 0,91 | 785,05 | 751,25 | 33,80 | 4,50 | ↑ |
| Jumlah<br>Total | 54,32 | 58.710,74 | 28.533,01 | 30.177,73 | 105,76 | ↑ |

**Produksi Listrik PLTS (MWh)**
Solar Power Plant Electricity Production (MWh)




**Kapasitas Terpasang PLTS (MW)**
Solar Power Plant Installed Capacity (MW)




Di sepanjang tahun 2024, produksi listrik dari PLTS Perusahaan mencapai 58.711 MWh, mengalami peningkatan 105,73% atau setara dengan 30.173 MWh dibandingkan tahun 2023 sebesar

Throughout 2024, electricity production from the Company's Solar Power Plants (PLTS) reached 58,711 MWh, marking an increase of 105.73% or 30,173 MWh compared to 28,538 MWh

28.538 MWh. Kenaikan ini secara signifikan disebabkan oleh realisasi produksi dari PLTS Pertamina Hulu Rokan (PHR) Fase 1 (Duri, Rumbai, Dumai) yang beroperasi selama setahun penuh (*full year*) di tahun 2024 sedangkan di tahun 2023, PLTS PHR mulai beroperasi setelah *Commercial Operation Date* (COD) pada bulan Juli untuk Area Duri dan Rumbai, serta pada bulan September untuk Area Dumai sehingga realisasi produksi PLTS PHR dicatat pada bulan Juli - Desember 2024 dan PLTS Kilang Fase-1 (6,5 MW) yang sudah beroperasi *full year* di 2024.

Dalam rangka pengembangan usaha segmen PLTS, Perusahaan telah melaksanakan hal-hal sebagai berikut:

1. Pengembangan di *captive market* internal Pertamina, sebagai bagian dari upaya transisi energi Pertamina-Group untuk area-area *non-critical* di SH & AP/Portfolio Co. dan di SPBU-SPBU.
2. Upaya inisiasi eksternal dengan sinergi BUMN (PLTS APII, PLTS Sei Mangkei dengan PTPN) serta *commercial & industry*.
3. Upaya kerja sama dengan PLN/ Afiliasi untuk pengembangan pembangkit rendah karbon
4. Upaya inisiasi Akuisisi baik domestik maupun internasional.

## Pembangkit Listrik Tenaga Biogas (PLTBg)

PLTBg yang dikelola PNRE digunakan untuk memenuhi kebutuhan listrik pada beberapa *offtaker*. Selain menghasilkan listrik, PLTBg berperan penting dalam mendukung pengembangan energi hijau dengan pemanfaatan limbah cair kelapa sawit atau *Palm Oil Mill Effluent* (POME). PNRE telah mengoperasikan PLTBg dengan kapasitas terpasang sebesar 4,4 MWp hingga akhir November 2024 dan turun menjadi 2,4 MWp pada akhir Desember 2024, menurun 2,0 MWp dari kapasitas terpasang di akhir tahun 2023, yang disebabkan oleh berakhirnya kontrak untuk untuk PLTBg Kwala Sawit dan PLTBg Pagar Merbau pada November 2024.

in 2023. This significant rise is primarily due to the full-year operation of the Pertamina Hulu Rokan (PHR) Phase 1 PLTS (Duri, Rumbai, Dumai) in 2024. In contrast, in 2023, the PHR PLTS began operations after the Commercial Operation Date (COD) in July for the Duri and Rumbai areas, and in September for the Dumai area, with production recorded from July to December 2024, while the Phase-1 Refinery Solar Power Plant (6.5 MW) has been operating for the full year in 2024.

As part of the development of the solar power plant (PLTS) segment, the Company has undertaken the following initiatives:

1. Development of gas power plants in collaboration with PLN through the IPP scheme, as well as CPP projects, to meet the internal captive needs of the Pertamina Group's 2025 Work Plan and Budget, as well as external captive customers such as smelters, mines, and others.
2. Initiation of the Integrated Power Solutions PHR Phase-1 Project
3. Initiation of the CPP Inalum Kuala Tanjung Project
4. Initiation of the IPP Jawa Satu Expansion Project

## Biogas Power Plant (PLTBg)

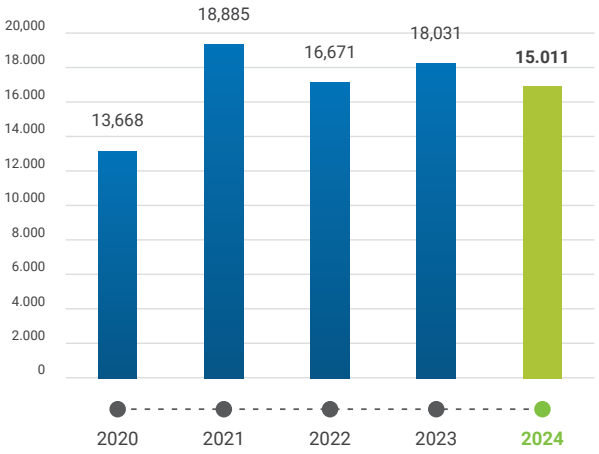
The biogas power plant (PLTBg) managed by PNRE are utilized to meet the electricity needs of several offtakers. In addition to generating electricity, PLTBg plays an important role in supporting the development of green energy through the utilization of palm oil mill effluent (POME). As of the end of November 2024, PNRE had operated PLTBg with a total installed capacity of 4.4 MWp, which decreased to 2.4 MWp by the end of December 2024, a decline of 2.0 MWp compared to the installed capacity at the end of 2023. This decrease was due to the expiration of contracts for the Kwala Sawit and Pagar Merbau PLTBg in November 2024.

**Kinerja Operasi PLTBg**
Biogas Power Plant Operation Performance

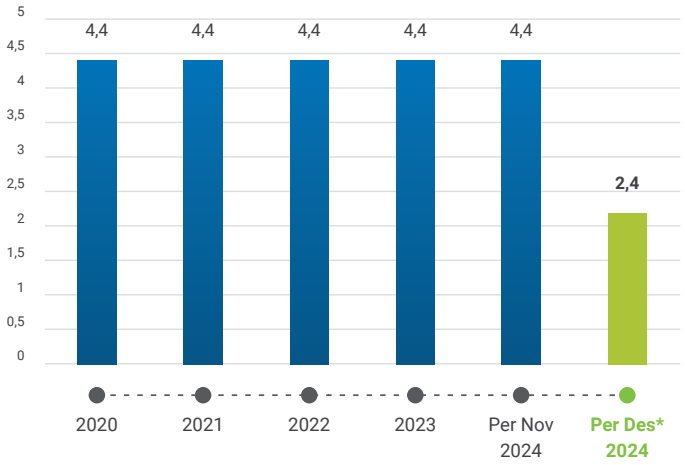
| PLTBg | Kapasitas Terpasang (MW) Installed Capacity (MW) | | | Produksi Listrik Electricity Production | | Kenaikan (Penurunan) 2023-2024 Increase (Decrease) 2023-2024 | | |
|---|---|---|---|---|---|---|---|---|
| | Per Desember 2024 | Per November 2024 | 2023 | 2024 (MWh) | 2023 (MWh) | Nominal (MWh) | Persentase (%) Percentage (%) | |
| PLTBg Sei Mangkei | 2,40 | 2,40 | 2,40 | 9.295,50 | 10.409,42 | (1.113,92) | (10,70) | ↓ |
| PLTBg Kwala Sawit* | - | 1,00 | 1,00 | 3.003,29 | 3.850,88 | (847,59) | (22,01) | ↓ |
| PLTBg Pagar Merbau* | - | 1,00 | 1,00 | 2.711,91 | 3.771,79 | (1.059,88) | (28,10) | ↓ |
| Jumlah Total | 2,40 | 4,40 | 4,40 | 15.010,70 | 18.031,48 | (3.020,78) | (16,75) | ↓ |

*) Kontrak PLTBg Kwala Sawit dan Pagar Merbau berakhir pada November 2024
*) The Kwala Sawit and Pagar Merbau biogas power plant (PLTBg) contract ended in November 2024.

**Produksi Listrik PLTBg (MWh)**
Biogas Power Plant Electricity Production (MWh)




**Kapasitas Terpasang PLTBg (MW)**
Biogas Power Plant Installed Capacity (MW)




*) Kontrak PLTGb Kwala Sawit dan PLTBg Pagar Merbau berakhir pada November 2024

Di sepanjang tahun 2024, produksi listrik dari PLTBg Perusahaan mencapai 15.011 MWh, mengalami penurunan 16,75% atau setara dengan 3.020 MWh dibandingkan tahun 2023 sebesar 18.031 MWh. Penurunan ini disebabkan oleh keterbatasan bahan bakar berupa Palm Oil Mill Effluent (POME) di tahun 2024 serta telah berakhirnya kontrak PLTBg Kwala Sawit dan PLTBg Pagar Merbau pada November 2024.

Dalam rangka pengembangan usaha segmen PLTBg, Perusahaan telah melaksanakan hal-hal sebagai berikut:

1. Inisiasi kerja sama lanjutan dengan PTPN;
2. *Screening* potensi pengembangan baik organik maupun inorganik;
3. Menjaga kehandalan dan suplai bahan baku POME dari Pabrik Kelapa Sawit di PLTBg Sei Mangkei;
4. Pelaksanaan evaluasi kinerja operasional PLTBg Pagar Merbau dan Kwala Sawit pasca berakhirnya kontrak O&M Service pada kedua PLTBg.

Throughout 2024, the Company's biogas power plants (PLTBg) generated 15,011 MWh of electricity, reflecting a 16.75% decline (or 3,020 MWh) compared to the 2023 output of 18,031 MWh. This decrease was attributed to limited Palm Oil Mill Effluent (POME) fuel supply in 2024, as well as the expiration of operational contracts for the PLTBg Kwala Sawit and PLTBg Pagar Merbau in November 2024.

To advance its PLTBg business segment, the Company has undertaken the following initiatives:

1. Initiated follow-up collaborations with PTPN;
2. Conducted screening for potential organic and inorganic expansion opportunities;
3. Ensured reliability and supply of POME feedstock from palm oil mills for the PLTBg Sei Mangkei
4. Performed operational performance evaluations for the PLTBg Pagar Merbau and PLTBg Kwala Sawit following the conclusion of their O&M service contracts.

## Pembangkit Listrik Tenaga Panas Bumi (PLTP)

PLTP dikelola oleh entitas anak, PT Pertamina Geothermal Energy Tbk ("PGE"). Terdapat 6 (enam) wilayah kerja panas bumi yang dioperasikan sendiri di tahun 2024, yaitu Sibayak, Kamojang, Lahendong, Ulubelu, Karaha, dan Lumut Balai. Jumlah kapasitas terpasang pada tahun 2024 dari ke-6 wilayah kerja tersebut mencapai sebesar 727,50 MW.

## Geothermal Power Plants (PLTP)

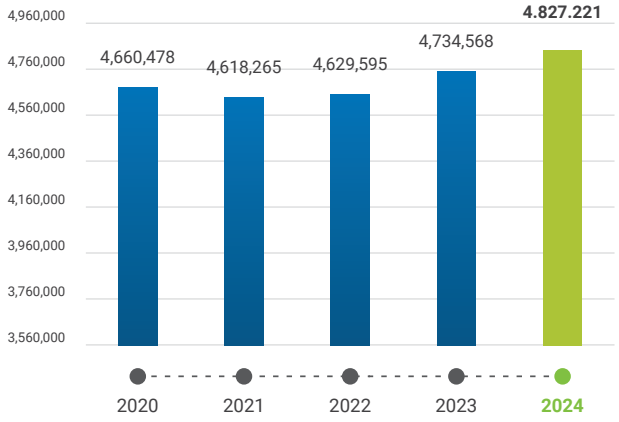
The PLTP operations are managed by the subsidiary, PT Pertamina Geothermal Energy, Tbk ("PGE"). In 2024, there were six (6) geothermal working areas operated by PGE: Sibayak, Kamojang, Lahendong, Ulubelu, Karaha, and Lumut Balai. The total installed capacity of these six working areas in 2024 reached 727,50 MW.

## Kinerja Operasi PLTP
Geothermal Power Plant Operation Performance

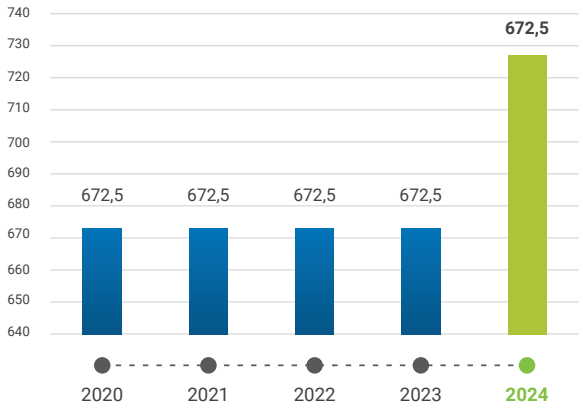
| PLTP | Kapasitas Terpasang (MW) Installed Capacity (MW) | Produksi Listrik Electricity Production | | Kenaikan (Penurunan) 2023-2024 Increase (Decrease) 2023-2024 | | |
|---|---|---|---|---|---|---|
| | | 2024 (MWh) | 2023 (MWh) | Nominal (MWh) | Persentase (%) Percentage (%) | |
| **Pembangkit Beroperasi** \| Power Plant Onstream | | | | | | |
| PLTP Kamojang | 235,00 | 1.784.447,04 | 1.693.641,06 | 90.805,98 | 5,36 | ↑ |
| PLTP Lahendong | 120,50 | 872.345,85 | 868.860,25 | 3.485,60 | 0,40 | ↑ |
| PLTP Sibayak | 12,00 | - | - | - | - | - |
| PLTP Ulubelu | 220,00 | 1.593.697,35 | 1.606.076,29 | (12.378,94) | (0,77) | ↓ |
| PLTP Karaha | 30,00 | 94.666,08 | 96.682,04 | (2.015,96) | (2,09) | ↓ |
| PLTP Lumut Balai Unit I | 55 | 482.064,46 | 469.300,22 | 12.764,24 | 2,72 | ↑ |
| Jumlah Total | 672,50 | 4.827.220,77 | 4.734.567,85 | 92.652,92 | 1,96 | ↑ |
| **Mechanical Completion Stage** | | | | | | |
| PLTP Lumut Balai Unit II | 55* | - | - | - | - | - |

**Mechanical completion* Lumut Balai unit 2 dilakukan pada Desember 2024 sehingga berpengaruh kepada kapasitas terpasang namun belum mempengaruhi produksi listrik tahun 2024
The mechanical completion of Lumut Balai Unit 2 was achieved in December 2024, which impacted the installed capacity but did not yet contribute to electricity production in 2024.

### Produksi Listrik PLTP (MWh)
Geothermal Power Plant Electricity Production (MWh)




### Kapasitas Terpasang PLTP (MW)
Geothermal Power Plant Installed Capacity (MW)




Di sepanjang tahun 2024, produksi listrik dari ke-6 wilayah kerja PGE (Pembangkit Own Operation) sebesar 4.827.221 MWh, mengalami peningkatan 1,96% atau setara dengan 92.654 MWh dibandingkan tahun 2023 sebesar 4.734.568 MWh. Kenaikan ini disebabkan oleh adanya program optimalisasi pembangkitan (*load factor*) PLTP serta akselerasi kegiatan *maintenance* yang meliputi *Turn Around*, *Maintenance Outage, Simple Inspection* dan *Minor Inspection*.

Dalam rangka pengembangan usaha segmen PLTP, Perusahaan telah melaksanakan hal-hal sebagai berikut:

1. Penyelesaian EPCC PLTP Lumut Balai Unit-II (55 MW)
2. Mempercepat COD Hululais Unit 1-2 (110 MW)
3. Eksplorasi WK *existing* antara lain Lahendong Unit 7-8 dan Gunung Tiga.

In 2024, the electricity generation from PGE's six operational areas amounted to 4,827,221 MWh, showing a 1.96% increase (equivalent to 92,654 MWh) compared to the 2023 production of 4,734,568 MWh. This increase was driven by the optimization program of the geothermal power plant's generation (load factor) as well as the acceleration of maintenance activities, including Turn Around, Maintenance Outage, Simple Inspection, and Minor Inspection.

In line with the development of its geothermal power plant (PLTP) business segment, the Company has implemented the following activities:

1. Completion of EPCC for Lumut Balai Geothermal Power Plant Unit-II (55 MW)
2. Acceleration of COD for Hululais Units 1–2 (110 MW)
3. Exploration of existing working areas (WK), including Lahendong Units 7–8 and Gunung Tiga

4. Kerja sama dengan PLN Group untuk pengembangan *binary project (co-generation)* di WK *existing* PGE (230 MW)

5. Melihat potensi dan peluang pengembangan secara anorganik, baik domestik maupun internasional.

## Pembangkit Listrik Gas to Power

Proyek *Gas to Power* terdiri dari proyek *Captive Power Plant* (CPP) terutama untuk penyediaan listrik maupun pengelolaan infrastruktur/fasilitas pembangkit listrik berbasis gas di internal Grup Pertamina maupun *external captive market* dan proyek *Independent Power Producer* (IPP) untuk eksternal Grup Pertamina. Pembangkit listrik berbasis gas menghasilkan hanya ¼ emisi karbon dibandingkan dengan pembangkit batu bara.

Pembangkit *Gas to Power* PNRE terdiri dari proyek *Gas Engine* Dumai untuk memenuhi kebutuhan operasional RU II Dumai serta PLTGU Jawa-1 Unit-1 dan Unit-2 dibawah JSP sebagai afiliasi PNRE menyediakan energi untuk grid Jawa & Bali.

4. Collaboration with PLN Group for the development of binary projects (co-generation) in PGE's existing working areas (230 MW)
5. Exploring potential and opportunities for inorganic development, both domestically and internationally

## Gas to Power Electricity Production

The Gas to Power projects consist of Captive Power Plant (CPP) projects, primarily focused on providing electricity and managing gas-based power plant infrastructure/facilities within the Pertamina Group as well as external captive markets, and Independent Power Producer (IPP) projects for markets outside the Pertamina Group. Gas-based power plants produce only a quarter of the carbon emissions compared to coal-fired plants.

PNRE's Gas to Power power plants consist of the Gas Engine Dumai project to meet the operational needs of RU II Dumai refinery, as well as PLTGU Jawa-1 Unit-1 and Unit-2 under JSP as PNRE's affiliate that supplies energy to the Java-Bali grid.

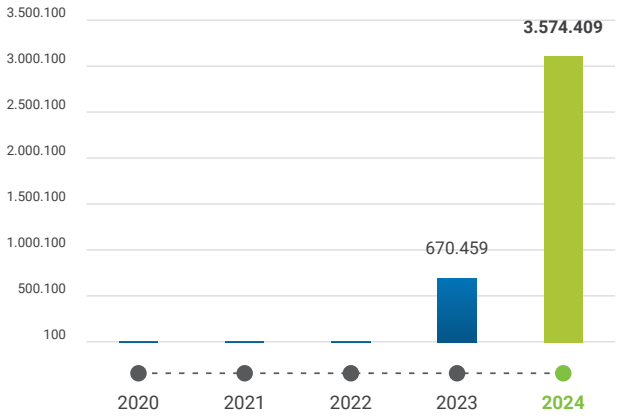
**Kinerja Operasi Gas to Power**
Gas to Power Operation Performance

| Gas to Power | Kapasitas Terpasang (MW) Installed Capacity (MW) | Produksi Listrik Electricity Production | | Kenaikan (Penurunan) 2023-2024 Increase (Decrease) 2023-2024 | | |
|---|---|---|---|---|---|---|
| | | 2024 (MWh) | 2023 (MWh) | Nominal (MWh) | Persentase (%) Percentage (%) | |
| Jawa-1 Unit-1 | 880,00 | 1.688.859,18 | 224.825,38 | 1.464.033,80 | 651,19 | ↑ |
| Jawa-1 Unit-2 | 880,00 | 1.843.522,56 | 430.768,37 | 1.412.754,19 | 327,96 | ↑ |
| *Gas Engine* Dumai | 12,90 | 42.027,20 | 14.865,47 | 27.161,73 | 182,72 | ↑ |
| Jumlah Total | 1.772,90 | 3.574.408,93 | 670.459,22 | 2.903.949,71 | 433,13 | ↑ |

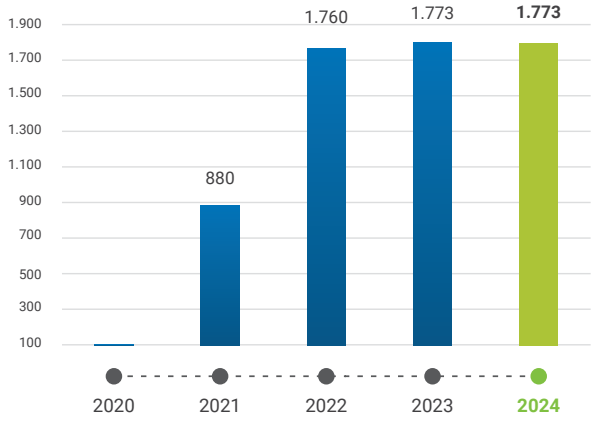
Di sepanjang tahun 2024, produksi listrik dari *Gas to Power* mencapai 3.574.408,93 MWh, mengalami peningkatan 510,36% atau setara dengan 2.988.783,68 MWh dibandingkan tahun 2023 sebesar 585.652,26 MWh. Kenaikan ini secara signifikan disebabkan oleh beroperasinya IPP Jawa Satu *Power* Unit 2 di Maret 2024 dan produksi *Gas Engine* Dumai terealisasi selama *full year* pada tahun 2024 sedangkan di tahun 2023 produksi *Gas Engine* Dumai dicatat setelah beroperasi yakni di bulan Agustus 2023.

Throughout 2024, electricity production from Gas to Power reached 3,574,408.93 MWh, showing an increase of 510.36% or equivalent to 2,988,783.68 MWh compared to 2023's production of 585,652.26 MWh. This significant rise was primarily driven by the operational commencement of Jawa Satu Power Unit 2 IPP in March 2024 along with full-year production of the Dumai Gas Engine in 2024, whereas in 2023 the Dumai Gas Engine production was only recorded from August 2023 following its commissioning.

**Produksi Listrik Gas to Power (MWh)**
Gas to Power Electricity Production (MWh)




**Kapasitas Terpasang Gas to Power (MW)**
Gas to Power Installed Capacity (MW)




Kapasitas terpasang *Gas to Power* PNRE diakui sejak tahun 2021 dengan *first gas in* di PLTGU Jawa-1 Unit-1, dilanjutkan di tahun 2022 dengan *first gas in* di PLTGU Jawa-1 Unit-2. Namun karena proses *commissioning* yang cukup panjang, PLTGU Jawa-1 Unit-2 COD di akhir 2023 dan Unit-1 COD di awal 2024 sehingga produksi baru dicatat sejak 2023 dan 2024.

Kapasitas terpasang *gas to power* 2024 tetap sama seperti tahun 2023, namun produksi meningkat secara pesat karena pembangkit-pembangkit *gas to power* sudah beroperasi *full year* di tahun 2024

Dalam rangka pengembangan usaha segmen Gas to Power, Perusahaan telah melaksanakan hal-hal sebagai berikut:

1. Sinergi Pertamina *Group* dengan PNRE sebagai penyedia listrik *low carbon* sebagai bagian dari upaya transisi dan efisiensi energi Pertamina *Group* terutama di SH Upstream dan SH R&P,
2. Upaya inisiasi eksternal dengan sinergi BUMN serta *commercial & industry* (smelter, tambang, dll),
3. Upaya kerja sama dengan PLN/ Afiliasi untuk proyek IPP Gas to Power.

PNRE's Gas to Power installed capacity has been recognized since 2021 with first gas in at PLTGU Jawa-1 Unit-1, followed in 2022 with first gas in at PLTGU Jawa-1 Unit-2. However, due to the lengthy commissioning process, PLTGU Jawa-1 Unit-2 achieved COD in late 2023 and Unit-1 in early 2024, so production was only recorded starting from 2023 and 2024.

The Gas to Power installed capacity in 2024 remained the same as in 2023, but production increased significantly because the Gas to Power plants operated for the full year in 2024.

For the development of the Gas to Power business segment, the Company has implemented the following:

1. Pertamina Group synergy with PNRE as a provider of low-carbon electricity as part of Pertamina Group's energy transition and efficiency efforts, especially in SH Upstream and SH R&P.
2. External development initiatives through synergy with state-owned enterprises and commercial & industrial sectors (smelters, mining, etc.).
3. Collaboration efforts with PLN/Affiliates for Gas to Power IPP projects.

## Jasa Operasi dan Pemeliharaan

Jasa Operasi dan Pemeliharaan merupakan salah satu kegiatan usaha di Pertamina NRE yang mencakup pengelolaan, monitoring dan pemeliharaan yang bertujuan untuk memaksimalkan efisiensi, keandalan dan masa manfaat peralatan/fasilitas produksi sehingga meminimalisir *unplanned downtime/shutdown* dan mengoptimalkan biaya operasional.

Pada Jasa Operasi dan Pemeliharaan Perusahaan hingga tahun 2024 Perusahaan telah melakukan beberapa inisiasi pengembangan usaha, yaitu:

1. Proyek O&M Service PERTAMINA Hulu Kalimantan Timur yang dimulai sejak September tahun 2022 dan akan berakhir pada tahun 2025.
   Kegiatan mencakup operasi dan pemeliharaan untuk Area Layanan Umum, termasuk pembangkit listrik dan area kantor. Pemeliharaan dan keandalan pembangkit listrik

## Operation and Maintenance Services

Operation and Maintenance Services are one of the business activities at Pertamina NRE, which include management, monitoring, and maintenance aimed at maximizing the efficiency, reliability, and service life of production equipment/facilities to minimize unplanned downtime/shutdowns and optimize operational costs.

In the area of Operations and Maintenance (O&M) Services, the Company has initiated several business development projects up to 2024, as follows:

1. O&M Service Project for PERTAMINA Hulu East Kalimantan: This project began in September 2022 and is scheduled to end in 2025.
   It involves operations and maintenance for the General Service Area, including power plants and office areas. The maintenance and reliability of the power plant, with a

dengan kapasitas terpasang 6,5 MW untuk memenuhi permintaan pasokan daya impor PLN jika sewaktu-waktu mengalami kendala. Dalam operasinya didukung oleh 8 operator dengan 3 *shift* dan 6 teknisi untuk menjaga keandalan dan ketersediaan peralatan.

2. Proyek *Consultancy Service - Functional System Criticality Assessment & Equipment Criticality Assessment* Kilang PERTAMINA Balikpapan yang dimulai pada Agustus 2023 hingga Februari 2024.
   Pekerjaan yang dilakukan mencakup studi untuk menentukan kekritisan sistem dan peralatan yang digunakan sebagai referensi atau tolak ukur untuk penerapan perawatan yang sesuai oleh Perusahaan. Total peralatan dalam pekerjaan studi meliputi area *Inside Battery Limit* (ISBL) dan *Outside Battery Limit* (OSBL) sebanyak 15.810 peralatan. PNRE telah menyelesaikan studi selama 7 bulan sesuai dengan jangka waktu kontrak.
3. Proyek *Maintenance New Utilities* Kilang PERTAMINA Balikapapan pada Agustus 2024 hingga Juli 2026.
   Pada proyek ini cakupan kegiatan meliputi berbagai jenis perawatan, seperti perawatan prediktif, perawatan korektif, dan perawatan preventif untuk enam unit di area kelistrikan dan utilitas. Unit-unit ini memiliki total kapasitas daya terpasang sebesar 346,8 MW, dengan kapasitas generator turbin uap sebesar 30 MW dan generator turbin gas sebesar 46,8 MW. Indikator kinerja/KPI untuk pada proyek ini meliputi durasi perawatan korektif sebesar 100%, ketersediaan peralatan sebesar 90%, akurasi PM & PdM sebesar 100%, dan *zero unplanned* sebesar 100%.
   Untuk melaksanakan operasi pemeliharaan dan perawatan pada proyek ini, PNRE mempekerjakan 51 orang sesuai BoQ kontrak, yang terdiri dari berbagai posisi seperti *helper, technician, supervisor, safety officer*, dan *project manager*. Hingga saat ini, sebanyak 36 personel telah *on board*.

capacity of 6.5 MW, aim to meet the demand for electricity supply from PLN if there are any issues. The operation is supported by 8 operators working in 3 shifts and 6 technicians to maintain the reliability and availability of the equipment.

2. Consultancy Service Project - Functional System Criticality Assessment & Equipment Criticality Assessment for PERTAMINA Balikpapan Refinery, which started in August 2023 and end in February 2024. The work includes a study to determine the criticality of the systems and equipment used, which will serve as a reference or benchmark for implementing appropriate maintenance by the company. The total equipment involved in the study includes 15,810 pieces of equipment within the Inside Battery Limit (ISBL) and Outside Battery Limit (OSBL) areas. PNRE successfully completed the 7-month study in accordance with the contract duration.
3. New Utilities Maintenance Project at PERTAMINA Balikpapan Refinery: This project will run from August 2024 to July 2026. The scope of activities includes various types of maintenance, such as predictive, corrective, and preventive maintenance for six units in the electrical and utilities area. These units have a total installed power capacity of 346.8 MW, with a steam turbine generator capacity of 30 MW and a gas turbine generator capacity of 46.8 MW. The Key Performance Indicators (KPIs) for this project include a 100% corrective maintenance duration, 90% equipment availability, 100% accuracy of PM & PdM, and 100% zero unplanned downtime.
   To carry out the operations and maintenance for this project, PNRE employs 51 personnel as per the contract's Bill of Quantities (BoQ), consisting of various positions such as helpers, technicians, supervisors, safety officers, and project managers. To date, 36 personnel have been onboarded.

### 1. Proyek O&M Service Pertamina Hulu Kalimantan Timur (PHKT)

1. O&M Service Project for Pertamina Hulu Kalimantan Timur (PHKT)

| **Perihal** Subject | **Satuan** Unit | **2024** | **2023** | **Kenaikan (Penurunan) 2023-2024** Increase (Decrease) 2023-2024 | | |
|---|---|---|---|---|---|---|
| | | | | **Nominal** | **Persentase (%)** Percentage (%) | |
| Nilai Kontrak/*Revenue* | USD | 529.618,69 | 434.530,36 | 95.088,33 | 21,88 | ↑ |
| HSSE *Performance – Safety Manhour* | Hour(s) | 71.413 | 40.808 | 30.605 | 75,00 | ↑ |
| HSSE *Performance – Incident* | Case(s) | - | - | - | - | |
| Pemenuhan *Service Level Agreement* Fulfillment of Service Level Agreement | % | 100,00 | 100,00 | - | - | |
| Pemenuhan *Personil on Board* Fulfillment of on-Board Personnel | % | 14,00 | 14,00 | - | - | |

### 2. Proyek Consultancy Service - Functional System Criticality Assessment (FSCA) & Equipment Criticality Assessment (ECA) Kilang Pertamina Balikpapan (KPB)

2. Consultancy Service - Functional System Criticality Assessment (FSCA)
& Equipment Criticality Assessment (ECA) project for Kilang Pertamina Balikpapan (KPB)

| Perihal<br>Subject | Satuan<br>Unit | 2024 | 2023 | Kenaikan (Penurunan) 2023-2024<br>Increase (Decrease) 2023-2024 | | |
|---|---|---|---|---|---|---|
| | | | | Nominal | Persentase (%)<br>Percentage (%) | |
| Nilai Kontrak/*Revenue*<br>Contract Value/Revenue | USD | 122.665,60 | 50,393,68 | 72.271,92 | 143,41 | ↑ |
| Progress Penyelesaian Pekerjaan Tahun Berjalan<br>Progress Penyelesaian Pekerjaan Tahun Berjalan | Persentase | 100 | 82,28 | 17,72 | 21,54 | ↑ |

### 3. Proyek Maintenance New Utilities Kilang Pertamina Balikpapan (KPB)

3. Maintenance New Utilities project for Kilang Pertamina Balikpapan (KPB)

| Perihal<br>Subject | Satuan<br>Unit | 2024 | 2023 | Kenaikan (Penurunan) 2023-2024<br>Increase (Decrease) 2023-2024 | | |
|---|---|---|---|---|---|---|
| | | | | Nominal | Persentase (%)<br>Percentage (%) | |
| Nilai Kontrak/*Revenue*<br>Contract Value/Revenue | USD | 480.277,70 | - | 480.277,70 | - | - |
| HSSE *Performance – Safety Manhour* | Hour(s) | 16.544 | - | 16.544 | - | - |
| HSSE *Performance – Incident* | Case(s) | - | - | - | - | - |
| Pemenuhan Personil *on Board*<br>Fulfillment of on Board Personnel | Orang | 36 | - | 36 | - | - |

Pada proyek O&M Service PHKT secara keseluruhan telah terselesaikan sebanyak 55 Surat Perintah Kerja (SPK) sejak awal kontrak September 2022 sampai dengan Desember 2024 meliputi komponen manpower, material, alat dan jasa sesuai pada Kontrak. Proyek Consultancy Service - Functional System Criticality Assessment (FSCA) & Equipment Criticality Assessment (ECA) Kilang Pertamina Balikpapan (KPB) merupakan proyek konsultasi berupa *desktop study* yang telah terselesaikan dengan progress 100% sesuai dengan jangka waktu kontrak yaitu Agustus 2023 sampai dengan Februari 2024. Proyek *Maintenance New Utilities* Kilang Pertamina Balikpapan (KPB) merupakan proyek baru didapatkan oleh Pertamina NRE dengan jangka waktu 2 tahun (Agustus 2024 sampai dengan Juli 2026).

In the PHKT O&M Service project, a total of 55 Work Orders (SPK) have been completed from the start of the contract in September 2022 up to December 2024, covering manpower, materials, equipment, and services components as stipulated in the Contract. The Consultancy Service - Functional System Criticality Assessment (FSCA) & Equipment Criticality Assessment (ECA) project for Kilang Pertamina Balikpapan (KPB) was a consultancy project in the form of a desktop study, which has been completed with 100% progress within the contract period from August 2023 to February 2024. The Maintenance New Utilities project for Kilang Pertamina Balikpapan (KPB) is a new project awarded to Pertamina NRE with a duration of 2 (two) years (August 2024 to July 2026).

## Penjualan Karbon Kredit

PNRE telah ditunjuk oleh entitas induk, PT Pertamina (Persero), untuk berperan menjadl aggregator untuk melakukan penjualan karbon. Perusahaan telah menjual karbon kredit dari Lahendong 5&6 vol.1&2 (produksi 2016-2020) bertotal 863.295 tCO2e dari 864.209 tCO2e (99,8%) karbon yang tersedia, di mana sisanya akan disimpan sebagai *stock* di IDX Carbon dan untuk *carbon neutral event* di Pertamina Group sampai dengan produksi *carbon credit* selanjutnya.

Penjualan *carbon credit existing* dari PLTP Lahendong unit 5 & 6 vol.1-3 serta pengembangan *supply* karbon baik dari pembangkit *low carbon* (*tech base*) seperti di PLTGU Jawa-1

## Carbon Credit Sales

SH PNRE has sold carbon credits from Lahendong 5&6 vol. 1&2 (production from 2016-2020), totaling 863,295 tCO2e out of 864,209 tCO2e (99.8%) of the available carbon credits. The remaining credits will be stored as stock in IDX Carbon and reserved for carbon neutral events within the Pertamina Group until the next carbon credit production.

The sale of existing carbon credits from Lahendong Geothermal Power Plant Units 5 & 6 volumes 1-3, as well as the development of carbon supply from low-carbon power plants (tech-based)

dan PLTBg Sei Mangkei atau dari kerja sama penjagaan dan pemeliharaan konsesi hutan (NEBS) bekerja sama dengan pemilik Konsesi seperti Perhutani dan OIKN.

Di tahun 2024, penjualan Karbon Kredit mencapai 380.183 tCO2e melalui PLTP Lahendong unit 5 & 6. Penjualan tersebut disesuaikan dengan ketersediaan karbon yang dihasilkan dari produksi PLTP Lahendong 5&6.

## Proyek Pengembangan Energi Baru dan Terbarukan

Selain PLTGU Jawa-1, terdapat beberapa proyek Energi Baru dan Terbarukan (EBT) lain serta bisnis hijau yang dijalankan Perusahaan, antara lain pengembangan *green hydrogen* seperti *pilot plant project* yang berlokasi di area kerja panas bumi Ulubelu dan Lahendong, *Hydrogen Refuelling Station*, *Nature Based Solution* (NBS), perdagangan karbon, ekosistem kendaraan listrik (EV) dan baterai baik di PNRE maupun di tingkat entitas asosiasi, PT Industri Baterai Indonesia ("IBI").

Untuk proyek *clean hydrogen*, tim proyek telah melakukan investigasi lokasi untuk pengembangan proyek di area Sumatera serta tengah dilaksanakan *feasibility study* untuk pengembangan proyek di Sulawesi serta menginisiasi proyek untuk pemanfaatan Green H2 di RU III Plaju.

Terdapat pula Proyek EV untuk pengembangan ekosistem EV dengan membentuk kemitraan strategis di sepanjang rantai nilai EV. Melalui afiliasi SH PNRE yaitu IBI, dilaksanakan juga proyek kerja sama untuk pengembangan *value chain* bisnis baterai antara lain, *mining, smelting, battery pack plant*, dan *battery recycling*.

Sementara untuk *Carbon Business*, PNRE tengah mengupayakan kerja sama dengan Perhutani & OIKN untuk kerja sama NBS dan juga telah berhasil menjual 381 ribu ton CO2 ekuivalen dari PLTP Lahendong 5&6 di tahun 2024 .

PNRE juga tengah menginisiasi kerja sama dengan PTPN dan SH C&T dalam pengembangan *bioethanol plant* untuk memenuhi rencana *demand* biofuel Pemerintah Indonesia

such as Jawa-1 Steam Gas Power Plant and Sei Mangkei Biomass Power Plant (PLTBg), or through collaboration in the protection and maintenance of forest concessions (NEBS) in partnership with concession owners such as Perhutani and OIKN.

In 2024, the sale of Carbon Credits reached 380,183 tCO2e through Lahendong Geothermal Power Plant Units 5 & 6. The sales volume was adjusted based on the availability of carbon credits generated from the production of Lahendong Units 5 & 6.

## New and Renewable Energy Development Projects

In addition to the PLTGU Jawa-1 project, the Company is also engaged in several other New and Renewable Energy (NRE) projects and green businesses, including green hydrogen development such as pilot plant projects located in the Ulubelu and Lahendong geothermal working areas, Hydrogen Refuelling Station, Nature Based Solution (NBS), carbon trading, electric vehicle (EV) and battery ecosystems both at PNRE and at the associated entity level, PT Industri Baterai Indonesia (IBI).

For the clean hydrogen project, the project team has conducted site investigations for project development in the Sumatra region and is currently conducting a feasibility study for project development in Sulawesi, as well as initiating a project for the utilization of Green Hydrogen at Refinery Unit III Plaju.

There is also an EV project for the development of the EV ecosystem through the establishment of strategic partnerships along the EV value chain. Through SH PNRE's affiliate IBI, collaborative projects are also being implemented for the development of battery business value chain including mining, smelting, battery pack plant, and battery recycling.

Meanwhile for Carbon Business, PNRE has signed a Commercial Agreement with Perhutani for NBS cooperation in 1 concession in December 2023 and has also successfully sold 383 thousand tons of CO2 equivalent from Lahendong 5&6 Geothermal Power Plant (PLTP) in 2024.

PNRE is also initiating a partnership with PTPN and SH C&T for the development of a bioethanol plant to meet the Indonesian government's biofuel demand plan.

# Aspek Pemasaran

## Marketing Aspect

### Strategi Pemasaran

PNRE telah melakukan berbagai upaya secara intensif dalam meningkatkan kapasitas pembangkit terpasang baik yang bersumber dari gas maupun EBT. Untuk pembangkit listrik tenaga gas, Perusahaan mengoptimalkan peluang *captive market* di lingkup Grup Pertamina, seperti *Subholding* R&P untuk penyediaan listrik dan utilitas sesuai dengan kebutuhan maupun rencana pengembangan kilang, serta *Subholding Upstream* untuk penyediaan listrik dan jasa O&M Services. Selain itu, Perusahaan juga menjajaki peluang bisnis *energy efficiency* aset-aset internal Pertamina.

Untuk peluang eksternal, PNRE juga menginisiasi proyek dengan pihak eksternal yang akan membangun *smelter* dan tambang. Untuk pembangkit listrik EBT, Perusahaan mengoptimalkan peluang *captive market* di Grup Pertamina untuk membangun PLTS di berbagai aset internal Pertamina, di mana kerja sama mencakup seluruh *Subholding Portfolio & Services*. Perusahaan juga aktif menginisiasi potensi dengan pihak eksternal baik melalui sinergi BUMN seperti pembangunan PLTS di Bandara Angkasa Pura II, inisiasi proyek Bioethanol dengan PTPN, maupun dengan *Commercial & Industry* (C&I) seperti Jababeka, Telkom Data Center, PT Mass Rapid Transit (MRT).

Untuk inisiasi proyek PLTB, Perusahaan menjalin kerja sama dengan Pondera. Perusahaan juga tengah menginisiasi proyek - proyek bisnis masa depan (*future business*) yang diproyeksikan akan berkembang pesat 5-10 tahun ke depan seperti:

1. *Nature Based Solutions* dan *Carbon Trading*
   Perusahaan tengah bekerja sama dengan Perhutani untuk dapat menggunakan *carbon credit* dari konsesi hutan Perhutani dan telah melaksanakan peluncuran IDX Carbon dan melaksanakan jual beli *carbon credit* baik di lingkup internal Pertamina maupun dengan pihak eksternal.
2. *Clean Hydrogen*
   Perusahaan telah menandatangani *Joint Development Agreement* untuk *pilot project Green Hydrogen* dan *Green Ammonia* dari pembangkit EBT (PLTS dan PLTP).
3. EV *Ecosystem*
   Perusahaan telah mengoperasikan 6 BSS di Bali dan telah mengakuisisi OEM (WIMA) melalui IBI. Perusahaan juga telah menandatangani *Joint Development Agreement* untuk pengembangan manufaktur *battery pack* dan infrastruktur EV yaitu *battery swapping & charging station*.

Secara khusus, strategi pemasaran PNRE difokuskan pada pemanfaatan *competitive advantage* yang dimiliki sendiri maupun Grup Pertamina yang memiliki reputasi sebagai pemain

### Marketing Strategy

PNRE has made intensive efforts to increase the installed generation capacity both from gas and renewable energy sources. For gas power plants, the Company optimizes captive market opportunities within the Pertamina Group, such as Subholding R&P for electricity and utility supply in accordance with the needs and development plans of refineries, as well as Subholding Upstream for electricity and O&M Services. Additionally, the Company is exploring business opportunities in energy efficiency for Pertamina's internal assets.

For external opportunities, PNRE has initiated projects with external parties that will build smelters and mines. For renewable energy power plants, the Company optimizes captive market opportunities within the Pertamina Group to build solar power plants (PLTS) on various Pertamina internal assets, with cooperation covering the entire Subholding Portfolio & Services. The Company is also actively initiating potential projects with external parties, including synergies within SOEs such as the development of solar power plants at Angkasa Pura II Airport, a bioethanol project with PTPN, and collaborations with Commercial & Industry (C&I) entities like Jababeka, Telkom Data Center, and PT Mass Rapid Transit (MRT).

For wind power plant (PLTB) projects, the Company has established a partnership with Pondera. The Company is also initiating future business projects expected to grow rapidly in the next 5 to 10 years, such as:

1. Nature Based Solutions and Carbon Trading
   The Company is working with Perhutani to utilize carbon credits from Perhutani's forest concessions and has participated in IDX Carbon, engaging in the buying and selling of carbon credits both internally within Pertamina and with external parties.
2. Clean Hydrogen
   The Company has signed a Joint Development Agreement for a pilot project on Green Hydrogen and Green Ammonia from renewable energy plants (solar and geothermal power plants).
3. EV Ecosystem
   The Company operates 6 Battery Swapping Stations (BSS) in Bali and has acquired an Original Equipment Manufacturer (OEM), WIMA, through IBI. The Company has also signed a Joint Development Agreement for the development of battery pack manufacturing and EV infrastructure, including battery swapping and charging stations.

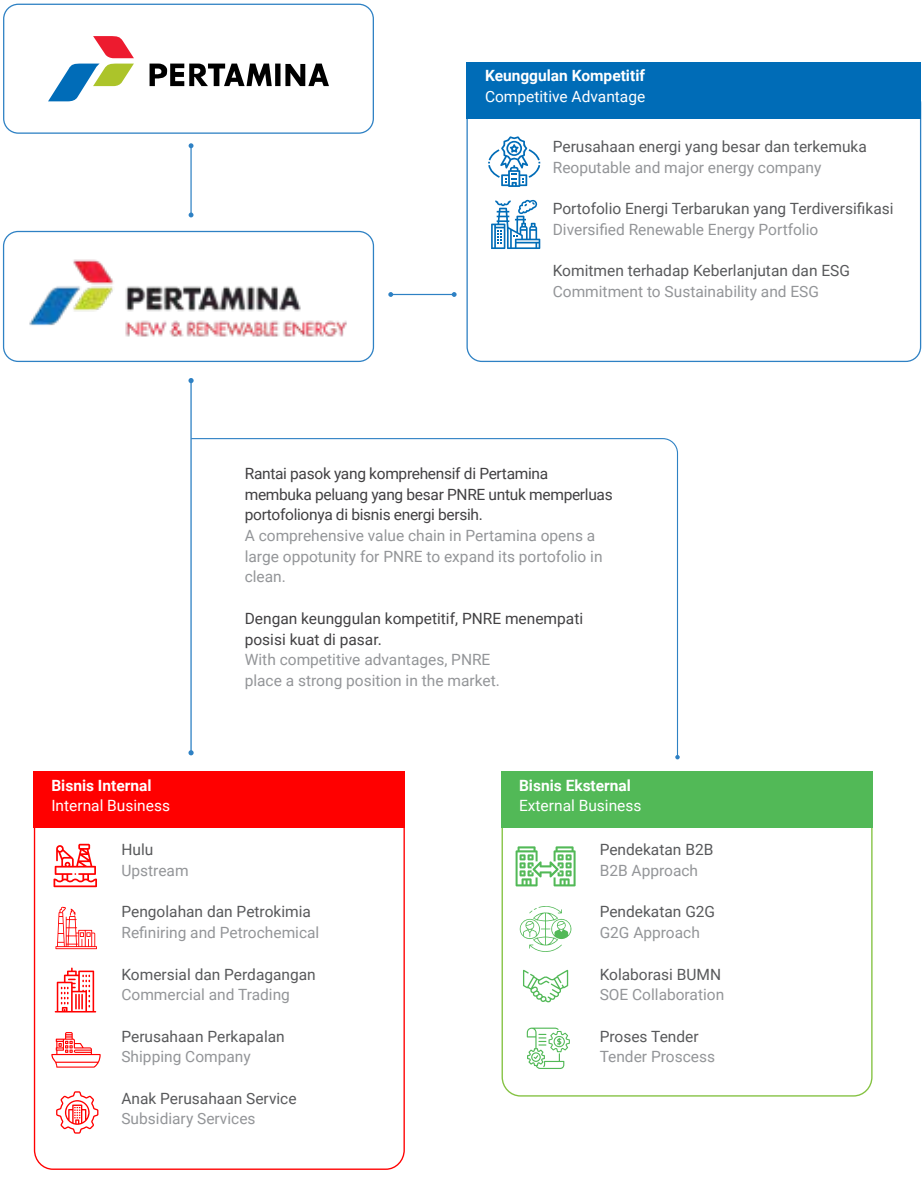
Specifically, PNRE's marketing strategy focuses on leveraging the competitive advantage of both its own capabilities and those of the Pertamina Group, which is known as a major

utama dalam bisnis energi. Perusahaan mendapatkan peluang untuk memperluas dan meningkatkan portofolio bisnisnya karena adanya dukungan rantai nilai bisnis Grup Pertamina yang komprehensif dan terintegrasi. Selain itu, Perusahaan juga memiliki *leverage* dalam memperkuat posisinya di pasar bisnis energi.

Perusahaan juga aktif menginisiasi kerja sama baik dengan pelaku usaha nasional maupun internasional untuk mendapatkan *competitive advantage* secara teknologi, finansial, pasar, keekonomian, termasuk *risk sharing*. Kerja sama dengan mitra strategis ada di seluruh lini bisnis, seperti Masdar dan Sembcorp untuk PLTS, Pondera untuk PLTB, Sembcorp, Keppel & Chevron untuk *Green Hydrogen*, dan Tepco untuk *Green Ammonia*, Shell untuk NBS, Grab EKB dan VKTR untuk EV Ecosystem. Selain itu, dengan kerja sama tersebut diharapkan Perseroan dapat mengoptimalkan berbagai peluang bisnis baik di pasar eksternal Pertamina Group seperti lelang Proyek IPP PLN, B2B dengan Pengelola Kawasan Ekonomi Khusus, maupun *captive market* internal Grup Pertamina seperti pemenuhan kebutuhan listrik di area kilang, aset *Upstream* maupun operasional *downstream*.

player in the energy business. The Company is presented with opportunities to expand and enhance its business portfolio due to the comprehensive and integrated business value chain support from the Pertamina Group. Additionally, the Company holds leverage to strengthen its position in the energy market.

The Company is also actively initiating partnerships with both national and international business players to gain competitive advantages in technology, finance, market access, economics, and risk sharing. Strategic partnerships are spread across all business lines, such as Masdar and Sembcorp for solar power plants (PLTS), Pondera for wind power plants (PLTB), Sembcorp, Keppel & Chevron for Green Hydrogen, Tepco for Green Ammonia, Shell for Nature-Based Solutions (NBS), and Grab EKB and VKTR for the EV Ecosystem. Through these collaborations, the Company aims to optimize various business opportunities in both external Pertamina Group markets, such as IPP PLN Project tenders, B2B with Special Economic Zone Managers, and internal Pertamina Group captive markets, such as electricity supply to refinery areas, upstream assets, and downstream operations.



## Pangsa Pasar

PNRE mencoba menyajikan data pangsa pasar berdasarkan IPP nasional berbasis gas dan EBT.

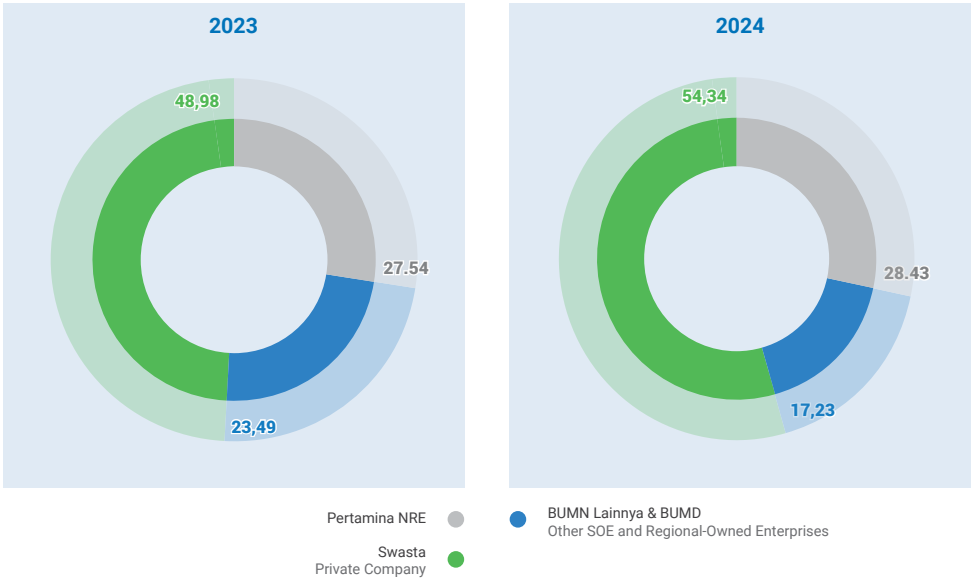
## Market share

PNRE aims to present market share data based on the national gas-based IPP and renewable energy sources (EBT).

**Pangsa Pasar IPP Nasional Berbasis Gas dan EBT Tahun 2024**
Pangsa Pasar IPP Nasional Berbasis Gas dan EBT Tahun 2024

| Entitas IPP | 2024 | | 2023 | |
|---|---|---|---|---|
| | Kapasitas Terpasang (MW) | Komposisi (%) | Kapasitas Terpasang (MW) | Komposisi (%) |
| Pertamina NRE | 2.472,00 | 28,43 | 2.472,00 | 27,54 |
| BUMN Lainnya | 1.498,37 | 17,23 | 2.108,40 | 23,49 |
| Swasta | 4.725,67 | 54,34 | 4.396,30 | 48,98 |
| Jumlah<br>Total | 8.696,04 | 100,00 | 8.976,70 | 100,00 |

**Diagram pangsa pasar IPP Nasional Berbasis Gas dan EBT Tahun 2024**
Diagram pangsa pasar IPP Nasional Berbasis Gas dan EBT Tahun 2024




Berdasarkan data yang dikumpulkan dari berbagai sumber yang dapat diakses secara publik, di tahun 2024, pangsa pasar Perusahaan di pasar IPP nasional berbasis gas dan EBT mencapai 28,43% dari jumlah kapasitas pembangkit yang dibangun oleh IPP domestik lainnya. Angka ini mengalami kenaikan dari tahun sebelumnya di mana PNRE berkontribusi 27,54% atas kapasitas IPP nasional berbasis gas dan EBT.

Based on data collected from various publicly accessible sources, in 2024, the Company's market share in the national gas-based IPP and renewable energy (EBT) market reached 28.43% of the total generation capacity built by other domestic IPPs. This represents an increase from the previous year, where PNRE contributed 27.54% of the national gas-based IPP and EBT capacity.

# Pelaksanaan Proyek Strategis Nasional atau Penugasan Lain

## Implementation of National Strategic Projects or Other Assignments

Saat ini PNRE belum memiliki penugasan terkait proyek-proyek Proyek Strategis Nasional. Namun terdapat sejumlah proyek Subholding PNRE yang termasuk dalam Strategic Mapping (SMAP) yang dimonitor oleh Kementerian BUMN setiap bulannya yang dapat dikelompokkan menjadi dua yaitu:

1. Proyek Eksplorasi & Pengembangan Geothermal:
   Termasuk pelaksanaan eksplorasi antara lain eksplorasi untuk Lahendong 7&8, Kotamobagu, Gunung Tiga, Way Ratai, Seulawah, Sungai Penuh, dan Bunbun serta pengembangan wilayah kerja PGE antara lain Lumut Balai 1&2, Hululais 1&2, dan *cogeneration plant* di Ulubelu dan Lahendong
2. Implementasi bisnis pengembangan pabrik bioethanol bekerja sama dengan PT Sinergi Gula Nusantara (SGN) dan Pertamina Patra Niaga (PPN)

Selain dua proyek SMAP diatas, terdapat inisiatif strategis dari Kementerian BUMN yang termaktub dalam RJPP 2020 - 2024 untuk SH PNRE yaitu *Partnership* dengan penyedia *battery technology* untuk mendirikan *battery cell manufacturing*, *launching* E2W Business yang direalisasikan melalui penyertaan Indonesia Battery Holding yaitu PT Industri Baterai Indonesia ("IBI").

There are several SH PNRE projects included in the Strategic Mapping (SMAP) monitored by the Ministry of SOEs on a monthly basis, which can be categorized into two groups:

1. Geothermal Exploration & Development Projects:
   This includes exploration activities such as those for Lahendong 7&8, Kotamobagu, Gunung Tiga, Way Ratai, Seulawah, Sungai Penuh, and Bunbun, as well as the development of PGE working areas, including Lumut Balai 1&2, Hululais 1&2, and cogeneration plants in Ulubelu and Lahendong.
2. Implementation of Bioethanol Plant Development Business, in collaboration with PT Sinergi Gula Nusantara (SGN) and Pertamina Patra Niaga (PPN).

In addition to the two SMAP projects mentioned above, there is a strategic initiative from the Ministry of SOEs, as outlined in the 2020-2024 Long-Term Corporate Plan (RJPP), for SH PNRE, namely partnerships with battery technology providers to establish battery cell manufacturing and the launch of the E2W (electric two-wheeler) business, which is being realized through the investment in Indonesia Battery Holding, namely PT Industri Baterai Indonesia ("IBI").

# Teknologi

## Technology

### Pengembangan Teknologi Informasi Perusahaan Tahun 2024

1. *ICT Strategic Planning*:
   a. Pelaksanaan pengumpulan kebutuhan bisnis terkait layanan teknologi informasi dan komunikasi (TIK) Tahun 2025. Kegiatan ini ditujukan agar penyelesaian kebutuhan bisnis dari pelanggan layanan TIK dapat diestimasi dan dipenuhi selama tahun 2025 dan mendapatkan saran terhadap layanan TIK.
   b. Pelaksanaan Survei Digital Acceleration Index (DAI) 2024 (berkolaborasi dengan *Enterprise* IT – *Holding*). Survei DAI diselenggarakan pada periode 14 Oktober – 8 November 2024 dengan sebelumnya telah dilakukan

### The Company's Information Technology Development in 2024

1. ICT Strategic Planning:
   a. Business requirements gathering for information and communication technology (ICT) services in 2025. This activity aims to estimate and meet the business needs of ICT service customers during 2025 and to obtain recommendations for ICT services.

   b. 2024 Digital Acceleration Index (DAI) Survey (in collaboration with Enterprise IT – Holding). The DAI survey was conducted from October 14 to November 8, 2024, following pulse check surveys and simulations.

*pulse check* survei dan simulasi survei terlebih dahulu. Survei ini ditujukan untuk mengevaluasi dan menilai implementasi digital di Pertamina NRE.

c. Migrasi *Enterprise Architecture* (EA) *tools* SH PNRE bekerja sama dengan *Enterprise* IT – *Holding*. Sejalan dengan rencana kerja Fungsi Enterprise IT (EIT) – PT Pertamina (Persero) terkait *integrated* EA, dilakukan migrasi EA *tools* yang sebelumnya diimplementasi di SH PNRE.

2. *Business Solution*
   a. *Development* beberapa aplikasi Pertamina NRE. Aplikasi tersebut adalah *Manpower Planning*, *Internal Audit Consultation*, *Customer Service* PNRE, dan beberapa modul PNRE *Mobile* (*Lunch Meal*, *Order Service*, *Car Reservation*, dan HC *Dashboard* Infografis & Demografis).

   b. *Enhancement* aplikasi *Audit report* & *Reminder*.

   c. Perpanjangan lisensi untuk implementasi *software package Document Management System*, *Learning Management System*, dan penyediaan lisensi Anaplan untuk mendukung implementasi modul *planning* di SH PNRE.
   d. Telah dilakukan persiapan penggunaan aplikasi PMS *Online* di Pertamina NRE meliputi koordinasi dengan Pertamina *Holding* untuk implementasi dan koordinasi antara Fungsi SPPU Pertamina *Holding* dan Fungsi S&P PNRE.

3. *Cyber Security*
   a. Pelaksanaan *Penetration Test* bekerja sama dengan Fungsi EIT-Holding. *Penetration test* dilakukan agar celah keamanan siber dapat diminimalkan

   b. Penetapan *Lead Information Security Officer* (LISO) di SH PNRE.
   c. Pengukuran *Cyber Security Maturity* (CSM) tahun 2024 oleh Badan Siber & Sandi Negara. CSM dilakukan bersama dengan Fungsi EIT *Holding* yang bertujuan untuk menilai kematangan implementasi keamanan informasi di Pertamina NRE.
   d. Implementasi dan *cross audit* ISO/IEC 27001:2022 di Pertamina NRE. Proses ini dilakukan untuk pemenuhan KPI implementasi ISO/IEC 27001:2022 di Pertamina NRE sebelum dilakukannya audit internal dan sertifikasi di tahun 2025.
   e. IT *Security Awareness* pada tanggal 13 Agustus 2024 dengan pembicara eksternal *IT Security Expert* – Bapak Toto Atmojo kepada Perwira PNRE dengan tema "*Awareness to Protect Our Data*".
   f. IT *Security Awareness* setiap bulannya melalui *broadcast email* dan *landing page* PNRE *Mobile*.

The purpose of this survey is to evaluate and assess the digital implementation at Pertamina NRE.

c. Migration of Enterprise Architecture (EA) tools for SH PNRE in collaboration with Enterprise IT – Holding. As part of the Enterprise IT (EIT) – Holding's work plan for integrated EA, the migration will move the EA tools previously used at SH PNRE.

2. Business Solution
   a. Development of several Pertamina NRE applications, including Manpower Planning, Internal Audit Consultation, Customer Service PNRE, and various PNRE Mobile modules such as Lunch Meal, Order Service, Car Reservation, and HC Dashboard Infographics & Demographics.
   b. Enhancements to the Audit Report & Reminder application.
   c. Extension of licenses for the implementation of the Document Management System and Learning Management System software packages, as well as the provision of Anaplan licenses to support the implementation of the planning module at SH PNRE.
   d. Preparations for using the PMS Online application at Pertamina NRE are complete, including coordination with Pertamina Holding for its implementation and collaboration between the SPPU Function at Pertamina Holding and the S&P PNRE Function.

3. Cyber Security
   a. Implementation of Penetration Test in collaboration with the EIT-Holding function. The penetration test was performed to minimize potential cyber security vulnerabilities.
   b. Appointment of a Lead Information Security Officer (LISO) at SH PNRE.
   c. Assessment of the 2024 Cyber Security Maturity (CSM) was carried out by the National Cyber and Crypto Agency (BSSN). The CSM was conducted together with the EIT Holding function to evaluate the maturity of information security implementation at Pertamina NRE.
   d. The implementation and cross audit of ISO/IEC 27001:2022 have been carried out at Pertamina NRE. This process is aimed at meeting the KPI for the implementation of ISO/IEC 27001:2022 at Pertamina NRE before the internal audit and certification in 2025.
   e. IT Security Awareness was conducted on August 13, 2024, with an external IT Security Expert speaker, Mr. Toto Atmojo, who addressed PNRE officers on the topic "Awareness to Protect Our Data."
   f. IT Security Awareness sessions have been held monthly through email broadcasts and the PNRE Mobile landing page.

g. Komitmen Keamanan Informasi yang telah ditandantangani oleh Direktur Utama Pertamina *Holding*, *Subholding*, dan AP/FS dan diterapkan untuk seluruh Pertamina *Group* termasuk SH PNRE.

4. *Integrated Data Management & Analytics*
   a. Data *Ingestion* sebanyak 7 SOR (*System of Record*) ke *platform Datalake* Pertamina yang bertujuan selain memenuhi KPI IT *Strategy Alignment* tahun 2024 juga untuk melengkapi implementasi *One Data* Pertamina (ODP) di Pertamina Group
   *b. Development Dashboard* POINTS yang terdiri atas tiga *stage*. *Stage* I meliputi lingkup *Production* dan HSSE, *stage* II meliputi lingkup *Project Pipeline* dan Investasi, dan *stage* 3 meliputi lingkup *Finance*.

5. *ICT Infrastructure & Facilities Mangement*
   a. Penyediaan perangkat kerja dan layanan jaringan *information technology* (IT) termasuk fasilitas jabatan di lingkungan PNRE.
   b. Pengadaan aplikasi jenis *commercial off-the-shelf* untuk kebutuhan Fungsi *Technology & Engineering*.
   c. Pengadaan lisensi aplikasi pendukung operasional.
   d. Penggantian perangkat CCTV dan *Access Security System* (ACS) PNRE berupa akses *face recognition* untuk seluruh pintu masuk.
   e. Pengadaan perangkat operasional IT untuk ruang rapat maupun *command center*.
   f. Pemasangan Internet di beberapa lokasi operasi PNRE.
   g. Pelaksanaan *Security Posturing* di lingkungan PNRE. *Security posturing* bertujuan untuk melindungi jaringan internal Pertamina NRE dari insiden keamanan siber.
   h. Telah dilakukan pembaruan *Subcription*.
   i. Telah dilakukan *setting* dan konfigurasi CCTV di *Site* PNRE.
   j. Penetapan Harga layanan *Shared Services* dan *Enterprise* IT dengan PT Pertamina Power Indonesia tahun 2024.

6. *Shared Services*
   a. Rekonsiliasi layanan *Shared Services* dan *Enterprise* IT TW IV 2023.
   b. Penetapan Harga layanan *Shared Services* dan *Enterprise* IT dengan PT Pertamina Power Indonesia tahun 2024.

g. An Information Security Commitment has been established and signed by the CEO of Pertamina Holding, Subholding, and AP/FS, which is applied across the entire Pertamina Group, including SH PNRE.

4. Integrated Data Management & Analytics
   a. The Data Ingestion of 7 SOR (System of Record) into Pertamina's Datalake platform has been completed. This aims not only to meet the IT Strategy Alignment KPI for 2024 but also to support the implementation of One Data Pertamina (ODP) across the Pertamina Group.
   b. The development of the POINTS Dashboard has been completed, which consists of three stages: Stage I covers Production and HSSE, Stage II covers Project Pipeline and Investment, and Stage III covers Finance.

5. ICT Infrastructure & Facilities Management
   a. Provision of work devices and information technology (IT) network services, including executive facilities for PNRE officers.
   b. Procurement of commercial off-the-shelf applications for the needs of the Technology & Engineering Function.
   c. Procurement of application licenses to support operations.
   d. Replacement of CCTV and Access Security System (ACS) devices at PNRE with face recognition access for all entry points.
   e. Procurement of operational IT devices for meeting rooms and the command center.
   f. Internet connections have been installed at several PNRE operating locations.
   g. Implementation of Security posturing at PNRE to safeguard Pertamina NRE's internal network from cybersecurity incidents.
   h. Renewal of Subscription.
   i. CCTV setup and configuration have been carried out at the PNRE Site.
   j. Extension of the Managed Printer Services (MPS) contract.

6. Shared Services
   a. Reconciliation of Shared Services and Enterprise IT services for Q4 2023.
   b. Determination of the 2024 service rates for Shared Services and Enterprise IT of PT Pertamina Power Indonesia.

# Penelitian dan Pengembangan

## Penelitian dan Pengembangan

Selama tahun 2024 PNRE telah melaksanakan beberapa program penelitian dan pengembangan sebagai berikut:

1. *Nature & Ecosystem Based Solutions* (NEBS) dan *Carbon Credit*
   Menindaklanjuti aspirasi dekarbonisasi yang tertuang dalam *Net Zero Emission* (NZE) *Commitment* Pertamina, Pertamina NRE bekerja sama dengan Perhutani dalam proyek *Nature-Based Solution*. Telah diselesaikan *pre-feasibility study* (Pre-FS) untuk 9 konsesi milik Perhutani, dan telah dilanjutkan dengan *feasibility study* (FS) untuk 3 konsesi yaitu Semamu, Sei Tubu, dan Kunyit Simendurut. PNRE juga tengah menginisiasi potensi kerja sama NEBS dengan Otoritas Ibu Kota Nusantara (OIKN). Pertamina NRE juga telah melakukan penjualan *carbon credit* dari PLTP Lahendong 5 & 6 (volume 1 & 2) di *IDX Carbon Exchange* sebesar 380.183 tonCO2e di tahun 2024 sehingga total penjualan 2023 - 2024 sebesar 863.295 tonCO2e. Pertamina NRE juga dalam tahap negosiasi untuk penjualan *carbon credit* IPP Jawa-1 dan PLTBg Sei Mangkei.

2. *Bioethanol*
   Mengacu ke *roadmap* BUMN dan *roadmap* Pertamina. Telah dilaksanakan inisiasi pengembangan Bioethanol *first generation* (1G) baik dengan *feedstock* tebu dan *feedstock* non-tebu. Pertamina NRE telah menyelesaikan FS untuk proyek bioethanol berbasis tebu di Glenmore, Jawa Timur dengan kapasitas 30.000 kL / tahun dan inisiasi *bioethanol* plant dengan bahan baku jagung 180.000 kl/tahun.

3. *Clean Hydrogen*
   Untuk proyek *Hydrogen*, Pertamina NRE tengah mengembangkan proyek green H2 untuk industri baik di internal Pertamina dengan proyek *Hydrogen for Refinery* di RU III Plaju maupun eksternal Pertamina dengan inisiatif *Hydrogen for Export* di Sulawesi Utara, yang telah diselesaikan proses *feasibility study* (FS) bersama dengan TEPCO di 2024 dan *hydrogen for export* Sumatera. Selain itu PNRE juga menginisiasi *hydrogen for transportation* dengan inisiatif Pembangunan 1 lokasi Hydrogen Refuelling Station (HRS).

Throughout 2024, PNRE has implemented several research and development programs as follows:

1. Nature & Ecosystem Based Solutions (NEBS) and Carbon Credit
   In line with the decarbonization aspirations outlined in Pertamina's Net Zero Emission (NZE) Commitment, Pertamina NRE has collaborated with Perhutani on a Nature-Based Solution project. A pre-feasibility study (Pre-FS) has been completed for nine of Perhutani's concessions, followed by a feasibility study (FS) for three concessions: Semamu, Sei Tubu, and Kunyit Simendurut. PNRE is also initiating potential NEBS collaboration with the Nusantara Capital City Authority (OIKN). Pertamina NRE has sold carbon credits from Lahendong Geothermal Power Plant Units 5 & 6 (volumes 1 & 2) amounting to 380.183 tons CO2e on the IDX Carbon Exchange in 2024, bringing the total sales for 2023–2024 to 863.295 tons CO2e. Pertamina NRE is also in the negotiation stage for selling carbon credits from the IPP Jawa-1 and Sei Mangkei biogas power plant (PLTBg).

2. Bioethanol
   Referring to the BUMN and Pertamina bioethanol roadmaps, PNRE has initiated the development of first-generation (1G) bioethanol using both sugarcane and non-sugarcane feedstocks. PNRE has completed a feasibility study for a sugarcane-based bioethanol project in Glenmore, East Java, with a capacity of 30,000 kL per year, and has initiated a corn-based bioethanol plant with a capacity of 180,000 kL per year.

3. Clean Hydrogen
   For hydrogen projects, Pertamina NRE is developing green hydrogen for industrial use, including internal projects such as Hydrogen for Refinery at Refinery Unit III Plaju, and external initiatives like Hydrogen for Export in North Sulawesi, in which the feasibility study (FS) with TEPCO was completed in 2024. Other initiatives include hydrogen for export from Sumatra and hydrogen for transportation, with the development of Hydrogen Refuelling Station (HRS).

# Analisis Kinerja Keuangan

## Analysis of Financial Performance

Informasi tinjauan keuangan yang disajikan berasal dari Laporan Keuangan PT Pertamina Power Indonesia disajikan sesuai dengan kaidah yang tertuang dalam Pernyataan Standar Akuntansi Keuangan ("PSAK") Indonesia. Analisa dan pembahasan mengacu pada laporan keuangan untuk tanggal dan tahun-tahun yang berakhir pada 31 Desember 2024 dan 2023 yang telah diaudit oleh Kantor Akuntan Publik (KAP) Purwantono, Sungkoro & Surja (Anggota dari Ernst & Young Global Limited) dengan penanggung jawab Widya Arijanti (Izin Registrasi: AP.0702), dalam laporannya yang telah dirilis pada tanggal 27 Maret 2025 dengan opini wajar, dalam semua hal yang material

The financial information presented is derived from the Financial Statements of PT Pertamina Power Indonesia, prepared in accordance with the principles outlined in the Indonesian Financial Accounting Standards ("PSAK"). The analysis and discussion refer to the financial statements for the years ended December 31, 2024, and 2023, which have been audited by the Public Accounting Firm (KAP) Purwantono, Sungkoro & Surja (a member of Ernst & Young Global Limited) with Widya Arijanti (Registration License: AP.0702) as the responsible party in the report, which was issued on March 27, 2025, with opinion of fair, in all material respects.

## Laporan Posisi Keuangan Konsolidasian

## Consolidated Statement of Financial Position

**"Kinerja posisi keuangan PNRE di tahun 2024 menunjukkan aspek fundamental yang kokoh"**

""PNRE's financial position performance in 2024 reflects strong fundamental aspects."

**Kinerja Posisi Keuangan Secara Keseluruhan, Periode 2023-2024**
Overall Financial Position Performance, Period 2023-2024

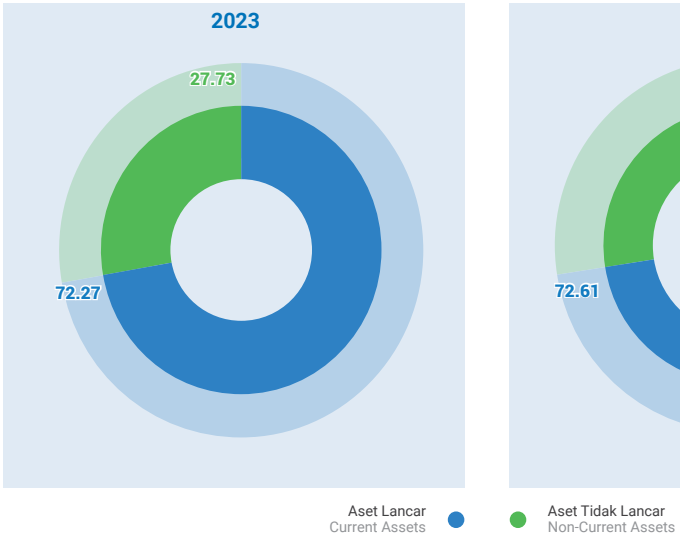
| **Pos Akun** Item | **2024 (USD-ribu)** (USD-thousand) | **2023 (USD-ribu)** (USD-thousand) | **Kenaikan (Penurunan) 2023-2024** Increase (Decrease) 2023-2024 | | |
|---|---|---|---|---|---|
| | | | **Nominal (USD-ribu)** Nominal (USD-thousand) | **Persentase (%)** Percentage (%) | |
| Aset<br>Assets | | | | | |
| Jumlah Aset<br>Total Assets | 3.385.529 | 3.277.995 | 107.534 | 3,28 | ↑ |
| Liabilitas dan Ekuitas<br>Liabilities and Equity | | | | | |
| Jumlah Liabilitas<br>Total Liabilities | 1.038.427 | 1.019.380 | 19.047 | 1,87 | ↑ |
| Jumlah Ekuitas<br>Total Equity | 2.347.102 | 2.258.615 | 88.487 | 3,92 | ↑ |
| Jumlah Liabilitas dan Ekuitas<br>Total Liabilities and Equity | 3.385.529 | 3.277.995 | 107.534 | 3,28 | ↑ |

## Aset Konsolidasian

## Consolidated Assets

**Kinerja Aset Secara Keseluruhan, Periode 2023-2024**
Overall Assets Performance, Period 2023-2024

| Pos Akun<br>Item | 2024 | | 2023 | | Kenaikan (Penurunan) 2023-2024<br>Increase (Decrease) 2023-2024 | | |
|---|---|---|---|---|---|---|---|
| | Jumlah (USD-ribu)<br>Total (USD-thousand) | Kontribusi (%)<br>Contribution (%) | Jumlah (USD-ribu)<br>Total (USD-thousand) | Kontribusi (%)<br>Contribution (%) | Nominal | Persentase (%)<br>Percentage (%) | |
| | (1) | | (2) | | (3=1-2) | (3:2) | |
| Aset Lancar<br>Current Assets | 927.238 | 27,39 | 908.854 | 27,73 | 18.384 | 2,02 | ↑ |
| Aset Tidak Lancar<br>Non-Current Assets | 2.458.291 | 72,61 | 2.369.141 | 72,27 | 89.150 | 3,76 | ↑ |
| Jumlah Aset<br>Total Assets | 3.385.529 | 100,00 | 3.277.995 | 100,00 | 107.534 | 3,28 | ↑ |




Jumlah aset Perusahaan pada 31 Desember 2024 tercatat sebesar USD3,39 miliar, meningkat 3,28% atau setara USD107,53 juta dari tahun 2023 sebesar USD3,28 miliar. Peningkatan jumlah aset tersebut utamanya disebabkan oleh kenaikan pada Aset Lancar sebesar 2,02% atau setara USD18,38 juta dan kenaikan pada Aset Tidak Lancar sebesar 3,76% atau setara USD89,15 juta

The Company's total assets as of December 31, 2024, were recorded at USD3.39 billion, an increase of 3.28% or equivalent to USD107.53 million from USD 3.28 billion in 2023. The increase in total assets was primarily driven by a 2.02% rise in Current Assets, equivalent to USD 18.38 million, and a 3.76% increase in Non-Current Assets, equivalent to USD 89.15 million.

## Aset Lancar Konsolidasian

## Consolidated Current Assets

**Kinerja Aset Lancar, Periode 2023-2024**
Current Assets Performance, Period 2023-2024

| Pos Akun<br>Item | 2024 (USD-ribu)<br>(USD-thousand) | 2023 (USD-ribu)<br>(USD-thousand) | Kenaikan (Penurunan) 2023-2024<br>Increase (Decrease) 2023-2024 | | |
|---|---|---|---|---|---|
| | | | Nominal (USD-ribu)<br>Nominal (USD-thousand) | Persentase (%)<br>Percentage (%) | |
| Kas dan setara kas<br>Cash and cash equivalents | 747.524 | 716.602 | 30.922 | 4,32 | ↑ |
| Kas yang dibatasi penggunaannya<br>Restricted cash | 386 | - | 386 | - | - |
| Piutang usaha<br>Trade receivables | 131.698 | 139.352 | (7.654) | (5,49) | ↓ |
| Piutang sewa pembiayaan – bagian lancar<br>Finance lease receivable - current portion | 415 | 276 | 139 | 50,36 | ↑ |
| Piutang lain-lain<br>Other receivables | 4.689 | 5.386 | (697) | (12,94) | ↓ |
| Persediaan<br>Inventories | 18.479 | 22.638 | (4.159) | (18,37) | ↓ |
| Pajak Pertambahan Nilai ("PPN") yang dapat ditagihkan kembali – bagian lancar<br>Value Added Tax ("VAT") - current portion | 17.173 | 5.492 | 11.681 | 212,69 | ↑ |
| Tagihan pengembalian pajak<br>Claim for tax refund | 0 | 291 | (291) | (100,00) | - |
| Pajak dibayar di muka<br>Prepaid taxes | 1.472 | 859 | 613 | 71,36 | ↓ |
| Biaya dibayar di muka dan uang muka<br>Prepayments and advances | 5.402 | 17.958 | (12.556) | (69,92) | ↓ |
| Jumlah Aset Lancar<br>Total Current Assets | 927.238 | 908.854 | 18.384 | 2,02 | ↑ |

Saldo aset lancar PNRE di akhir tahun 2024 mencapai USD927,24 juta, meningkat 2,02% atau setara USD18,38 juta dari tahun sebelumnya sebesar USD908,85 juta. Kenaikan aset lancar utamanya disebabkan oleh kenaikan pada akun Kas dan Setara Kas atas penerimaan dividen dari investasi pada anak perusahaan PHE, penerimaan atas penerbitan saham *Management and Employee Stock Option Program* (MESOP) PT PGE Tbk dan penerimaan dari pinjaman jangka panjang.

Kenaikan aset lancar juga disebabkan oleh kenaikan pada akun pajak dibayar di muka bagian lancar atas saldo *outstanding* PPN *Reimbursement* yang saat ini dalam proses penagihan kepada Direktorat Jenderal Anggaran.

The current assets balance of PNRE at the end of 2024 reached USD927.24 million, an increase of 2.02% or equivalent to USD18.38 million compared to the previous year, which amounted to USD908.85 million. The increase in current assets was mainly due to a rise in the Cash and Cash Equivalents account, driven by dividend income from investments in the PHE subsidiary, proceeds from the issuance of Management and Employee Stock Option Program (MESOP) shares by PT PGE Tbk, and receipts from long-term loans.

The increase was also attributed to a rise in the current portion of Prepaid Taxes, particularly the outstanding VAT reimbursement balance, which is currently in the collection process with the Directorate General of Budget.

## Aset Tidak Lancar Konsolidasian

## Consolidated Assets

**Kinerja Aset Tidak Lancar, Periode 2023-2024**
Non-Current Assets Performance, Period 2023-2024

| Pos Akun<br>Item | 2024 (USD-ribu)<br>(USD-thousand) | 2023 (USD-ribu)<br>(USD-thousand) | Kenaikan (Penurunan) 2023-2024<br>Increase (Decrease) 2023-2024 | | |
|---|---|---|---|---|---|
| | | | Nominal (USD-ribu)<br>Nominal (USD-thousand) | Persentase (%)<br>Percentage (%) | |
| Kas yang dibatasi penggunaannya | 459 | 0 | 459 | - | - |
| Aset pajak tangguhan<br>Deferred tax assets | 323 | 246 | 77 | 31,30 | ↓ |
| Piutang sewa pembiayaan – bagian tidak lancar<br>Finance lease receivables - non-current portion | 9.277 | 10.116 | (839) | (8,29) | ↑ |
| Aset sewa operasi, bersih<br>Operating lease assets, net | 28.729 | 26.586 | 2.143 | 8,06 | ↑ |
| Aset panas bumi, bersih<br>Geothermal assets, net | 2.024.607 | 1.941.009 | 83.598 | 4,31 | ↑ |
| Investasi jangka panjang<br>Long term investment | 150.899 | 139.406 | 11.493 | 8,24 | ↑ |
| Piutang pinjaman pihak berelasi<br>Due from related parties | 109.073 | 100.869 | 8.204 | 8,13 | ↑ |
| Aset hak guna, bersih<br>Right-of-use assets, net | 7.170 | 4.513 | 2.657 | 58,87 | ↑ |
| PPN yang dapat ditagihkan kembali – bagian tidak lancar<br>Reimbursable Value Added Tax (VAT) - non-current portion | 98.460 | 108.985 | (10.525) | (9,66) | ↓ |
| Aset keuangan yang dinilai pada nilai wajar melalui pendapatan komprehensif lain<br>Financial assets at fair value through other comprehensive income | 21.716 | 29.004 | (7.288) | (25,13) | ↓ |
| Aset lain-lain – bersih<br>Other assets, net | 7.578 | 8.407 | (829) | (9,86) | ↓ |
| Jumlah Aset Tidak Lancar<br>Total Non-Current Assets | 2.458.291 | 2.369.141 | 89.150 | 3,76 | ↑ |

Saldo aset tidak lancar Perusahaan per 31 Desember 2024 mencapai USD2,46 miliar, meningkat 3,76% atau setara USD89,15 juta dari tahun 2023 sebesar USD2,37 miliar. Kenaikan aset tidak lancar ini utamanya disebabkan oleh kenaikan pada akun Aset Panas Bumi Bersih atas kapitalisasi aset panas bumi dan *Asset Under Construction* (AUC) tahun berjalan. Selain itu kenaikan disebabkan oleh peningkatan Investasi Jangka Panjang atas serap laba/ rugi perusahaan asosiasi dan penambahan investasi ke IBC.

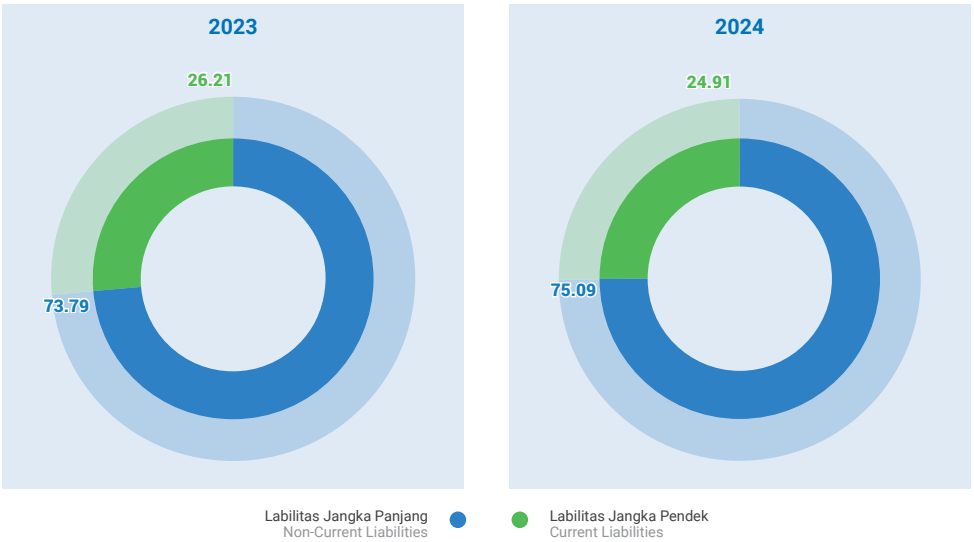
The Company's non-current assets balance as of December 31, 2024, reached USD 2.46 billion, an increase of 3.76% or equivalent to USD89.15 million compared to 2023, which amounted to USD2.37 billion. The increase in non-current assets was primarily due to the rise in the Net Geothermal Assets account, resulting from the capitalization of geothermal assets and Asset Under Construction (AUC) during the year. Additionally, the increase was driven by the growth in Long-term Investments, reflecting the share of profit/loss from associated companies and additional investment in IBC.

## Liabilitas Konsolidasian

## Consolidated Liabilities

**Kinerja Liabilitas Secara Keseluruhan, Periode 2023-2024**
Overall Liabilities Performance, Period 2023-2024

| Pos Akun<br>Item | 2024 | | 2023 | | Kenaikan (Penurunan) 2023-2024<br>Increase (Decrease) 2023-2024 | | |
|---|---|---|---|---|---|---|---|
| | Jumlah (USD-ribu)<br>Total (USD-thousand) | Kontribusi (%)<br>Contribution (%) | Jumlah (USD-ribu)<br>Total (USD-thousand) | Kontribusi (%)<br>Contribution (%) | Nominal | Persentase (%)<br>Percentage (%) | |
| | (1) | | (2) | | (3=1-2) | (3:2) | |
| Liabilitas Jangka Pendek<br>Current Liabilities | 258.715 | 24,91 | 267.144 | 26,21 | (8.429) | (3,16) | ↓ |
| Liabilitas Jangka Panjang<br>Non-Current Liabilities | 779.712 | 75,09 | 752.236 | 73,79 | 27.476 | 3,65 | ↑ |
| Jumlah Liabilitas<br>Total Liabilities | 1.038.427 | 100,00 | 1.019.380 | 100,00 | 19.047 | 1,87 | ↑ |




Jumlah liabilitas PNRE pada 31 Desember 2024 tercatat sebesar USD1,04miliar, meningkat 1,87% atau setara USD19,05 juta dari tahun 2023 sebesar USD1,02 miliar. Peningkatan jumlah liabilitas ini disebabkan oleh kenaikan pada Liabilitas Jangka Panjang Perusahaan sebesar 3,65% atau setara USD27,48 juta, di sisi lain Liabilitas Janga Pendek Perusahaan mengalami penurunan sebesar 3,16% atau setara USD8,43 juta, sebagaimana dijelaskan di bawah ini.

As of December 31, 2024, PNRE's total liabilities were recorded at USD1.04 billion, an increase of 1.87% or equivalent to USD19.05 million compared to 2023, which amounted to USD 1.02 billion. The increase in total liabilities was due to a 3.65% rise in the Company's Non-Current Liabilities, equivalent to USD27.48 million. On the other hand, the Company's Current Liabilities decreased by 3.16% or equivalent to USD8.43 million, as further detailed below.

## Liabilitas Jangka Pendek Konsolidasian

## Consolidated Current Liabilities

**Kinerja Liabilitas Jangka Pendek, Periode 2023-2024**
Current Liabilities Performance, Period 2023-2024

| **Pos Akun**<br>Item | **2024 (USD-ribu)**<br>(USD-thousand) | **2023 (USD-ribu)**<br>(USD-thousand) | **Kenaikan (Penurunan) 2023-2024**<br>Increase (Decrease) 2023-2024 | | |
|---|---|---|---|---|---|
| | | | **Nominal (USD-ribu)**<br>Nominal (USD-thousand) | **Persentase (%)**<br>Percentage (%) | |
| Utang usaha<br>Trade payables | 105.405 | 89.889 | 15.516 | 17,26 | ↑ |
| Utang lain-lain<br>Other payables | 13.688 | 33.287 | (19.599) | (58,88) | ↓ |
| Utang pajak<br>Taxes payable | 7.226 | 18.955 | (11.729) | (61,88) | ↓ |
| Biaya yang masih harus dibayar<br>Accrued expenses | 114.023 | 108.392 | 5.631 | 5,20 | ↑ |
| Pinjaman bank jangka pendek<br>Short-term bank loan | - | - | - | - | - |
| Pinjaman jangka panjang yang akan jatuh tempo dalam satu tahun<br>Current maturities of long-term loans | 15.172 | 15.500 | (328) | (2,12) | ↓ |
| Pendapatan tangguhan<br>Deferred revenue | 337 | 211 | 126 | 59,72 | ↑ |
| Liabilitas sewa yang akan jatuh tempo dalam satu tahun<br>Current maturities of lease liabilities | 2.864 | 910 | 1.954 | 214,73 | ↑ |
| Jumlah Liabilitas Jangka Pendek<br>Total Current Liabilities | 258.715 | 267.144 | (8.429) | (3,16) | ↓ |

Saldo liabilitas jangka pendek Perusahaan per 31 Desember 2024 mencapai USD258,72 juta, mengalami penurunan 3,16% atau setara USD8,43 juta dari tahun sebelumnya sebesar USD267,14 juta. Penurunan liabilitas jangka pendek utamanya disebabkan oleh akun Utang lain-lain atas *settlement* pembayaran kepada vendor pihak berelasi Pertamina Group antara lain untuk pembayaran bunga, *commitment fee, service charge* dan cicilan pokok SLA. Selain itu, penurunan juga disebabkan oleh penurunan pada akun utang pajak terutama atas turunnya utang pajak kini berupa Setoran Bagian Pemerintah (SBP) YTD 2024, serta turunnya utang PPh 21 atas penerapan kebijakan Tarif Efektif Rata-rata (TER) pada tahun 2024.

The Company's current liabilities balance as of December 31, 2024, reached USD258.72 million, a decrease of 3.16% or equivalent to USD8.43 million compared to the previous year, which amounted to USD267.14 million. The decrease in current liabilities was primarily due to the settlement of Other Payables to related-party vendors within the Pertamina Group, including payments for interest, commitment fees, service charges, and principal installments of SLA. In addition, the decrease was also attributed to a reduction in tax payables, mainly due to a decline in current tax payables in the form of Government Share Contributions (SBP) year-to-date 2024, as well as a decrease in Article 21 income tax payables following the implementation of the Average Effective Rate (TER) policy in 2024.

## Liabilitas Jangka Panjang Konsolidasian

## Consolidated Non-Current Liabilities

**Kinerja Liabilitas Jangka Panjang, Periode 2023-2024**
Non-Current Liabilities Performance, Period 2023-2024

| Pos Akun<br>Item | 2024 (USD-ribu)<br>(USD-thousand) | 2023 (USD-ribu)<br>(USD-thousand) | Kenaikan (Penurunan) 2023-2024<br>Increase (Decrease) 2023-2024 | | |
|---|---|---|---|---|---|
| | | | Nominal (USD-ribu)<br>Nominal (USD-thousand) | Persentase (%)<br>Percentage (%) | |
| Liabilitas pajak tangguhan<br>Deferred tax liabilities | 21.895 | 15.471 | 6.424 | 41,52 | ↑ |
| Pinjaman jangka panjang setelah dikurangi bagian yang akan jatuh tempo dalam satu tahun<br>Long-term loans, net of current maturities | 343.754 | 315.083 | 28.671 | 9,10 | ↑ |
| Liabilitas sewa - setelah dikurangi bagian yang jatuh tempo dalam satu tahun<br>Lease liabilities - net of current maturities | 3.884 | 3.557 | 327 | 9,19 | ↑ |
| Utang obligas<br>Bonds payable | 398.643 | 398.236 | 407 | 0,10 | ↑ |
| Imbalan kerja jangka panjang<br>Long-term employee benefits | 10.330 | 14.431 | (4.101) | (28,42) | ↓ |
| Kewajiban jangka panjang lainnya<br>Other long-term liabilities | 1.206 | 5.458 | (4.252) | (77,90) | ↓ |
| Jumlah Liabilitas Jangka Panjang<br>Total Non-Current Liabilities | 779.712 | 752.236 | 27.476 | 3,65 | ↑ |

Saldo liabilitas jangka panjang Perusahaan di akhir tahun 2024 tercatat sebesar USD779,71 juta, meningkat 3,65% atau setara USD27,48 juta dari tahun 2023 sebesar USD752,24 juta. Kenaikan liabilitas jangka panjang ini utamanya disebabkan oleh kenaikan pada akun Pinjaman jangka panjang setelah dikurangi bagian yang akan jatuh tempo dalam satu tahun atas penambahan pinjaman JBIC oleh PNRE kepada Perusahaan di Bulan Juli 2024. Selain itu kenaikan juga disebabkan oleh akun Liabilitas Pajak Tangguhan atas beda waktu depresiasi.

The Company's non-current liabilities balance at the end of 2024 was recorded at USD779.71 million, an increase of 3.65% or equivalent to USD27.48 million compared to 2023, which amounted to USD752.24 million. The increase in non-current liabilities was primarily due to the rise in Long-term Loans, net of the current portion, following the additional loan from JBIC provided by PNRE to the Company in July 2024. Additionally, the increase was also driven by Deferred Tax Liabilities arising from temporary differences in depreciation.

## Ekuitas Konsolidasian

## Consolidated Equity

**Kinerja Ekuitas, Periode 2023-2024**
Equity Performance, Period 2023-2024

| Pos Akun<br>Item | 2024 (USD-ribu)<br>(USD-thousand) | 2023 (USD-ribu)<br>(USD-thousand) | Kenaikan (Penurunan) 2023-2024<br>Increase (Decrease) 2023-2024 | | |
|---|---|---|---|---|---|
| | | | Nominal (USD-ribu)<br>Nominal (USD-thousand) | Persentase (%)<br>Percentage (%) | |
| Ekuitas yang dapat diatribusikan kepada pemilik entitas induk<br>Equity attributable to owners of the parent entity | | | | | |
| Modal saham<br>Share capital | 2.039.552 | 2.039.552 | - | - | - |
| Tambahan modal disetor<br>Additional paid in capital | (743.684) | (743.684) | - | - | - |
| Komponen ekuitas lainnya<br>Other equity components | 28.283 | 22.163 | 6.120 | 27,61 | ↑ |
| Saldo laba<br>Retained earnings | 281.196 | 216.403 | 64.793 | 29,94 | ↑ |

**Kinerja Ekuitas, Periode 2023-2024**
Equity Performance, Period 2023-2024

| Pos Akun<br>Item | 2024 (USD-ribu)<br>(USD-thousand) | 2023 (USD-ribu)<br>(USD-thousand) | Kenaikan (Penurunan) 2023-2024<br>Increase (Decrease) 2023-2024 | | |
|---|---|---|---|---|---|
| | | | Nominal (USD-ribu)<br>Nominal (USD-thousand) | Persentase (%)<br>Percentage (%) | |
| Subjumlah<br>Subtotal | 1.605.347 | 1.534.434 | 70.913 | 4,62 | ↑ |
| Ekuitas yang dapat diatribusikan kepada kepentingan non-pengendali<br>Total equity attributable to non-controlling interest | 741.755 | 724.181 | 17.574 | 2,43 | ↑ |
| Jumlah Ekuitas<br>Total Equity | 2.347.102 | 2.258.615 | 88.487 | 3,92 | ↑ |

Saldo ekuitas PNRE hingga akhir tahun 2024 mencapai USD2,35 miliar, meningkat 3,92% atau setara USD88,49 juta dari tahun 2023 sebesar USD2,26 miliar. Kenaikan ekuitas Perusahaan utamanya disebabkan oleh pergerakan laba sepanjang tahun 2024, dampak pengukuran kembali program pensiun manfaat pasti oleh aktuaris, serap perubahan ekuitas anak perusahaan, ventura bersama dan asosiasi serta kepentingan non pengendali.

PNRE's equity balance by the end of 2024 reached USD2.35 billion, an increase of 3.92% or equivalent to USD88.49 million compared to 2023, which amounted to USD 2.26 billion. The increase in the Company's equity was mainly driven by profit generated throughout 2024, the impact of the remeasurement of the defined benefit pension plan by the actuary, absorption of changes in the equity of subsidiaries, joint ventures, and associates, as well as non-controlling interests.

## Laporan Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian

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

> **"Di tengah tekanan situasi perekonomian, PNRE berupaya mengoptimalkan inovasi dan layanannya dalam rangka menjaga profitabilitasnya."**
>
> "Amid economic pressures, PNRE strives to optimize its innovations and services in order to maintain its profitability."

**Kinerja Laba Rugi dan Penghasilan Komprehensif Lain, Periode 2023-2024**
Profit and Loss and Other Comprehensive Income Performance, Period 2023-2024

| Pos Akun<br>Item | 2024 (USD-ribu)<br>(USD-thousand) | 2023 (USD-ribu)<br>(USD-thousand) | Kenaikan (Penurunan) 2023-2024<br>Increase (Decrease) 2023-2024 | | |
|---|---|---|---|---|---|
| | | | Nominal (USD-ribu)<br>Nominal (USD-thousand) | Persentase (%)<br>Percentage (%) | |
| Pendapatan<br>Revenue | 416.815 | 411.541 | 5.274 | 1,28 | ↑ |
| Beban pokok pendapatan dan beban langsung lainnya<br>Cost of revenue and other direct cost | (169.960) | (160.584)* | (9.376) | 5,84 | ↑ |

**Kinerja Laba Rugi dan Penghasilan Komprehensif Lain, Periode 2023-2024**
Profit and Loss and Other Comprehensive Income Performance, Period 2023-2024

| **Pos Akun** Item | **2024 (USD-ribu)** (USD-thousand) | **2023 (USD-ribu)** (USD-thousand) | **Kenaikan (Penurunan) 2023-2024** Increase (Decrease) 2023-2024 | | |
|---|---|---|---|---|---|
| | | | **Nominal (USD-ribu)** Nominal (USD-thousand) | **Persentase (%)** Percentage (%) | |
| Laba bruto<br>Gross Profit | 246.855 | 250.957* | (4.102) | (1,63) | ↓ |
| Beban umum dan administrasi<br>General and administrative expenses | (65.820) | (52.887)* | 12.933 | 24,45 | ↑ |
| Laba usaha<br>Operating Profit | 181.035 | 198.070 | (17.035) | (8,60) | ↓ |
| Bagian atas laba neto entitas asosiasi dan ventura Bersama<br>Share in net profit of associate and joint ventures | 846 | 5.729 | (4.883) | (85,23) | ↓ |
| Pendapatan keuangan<br>Finance income | 44.194 | 31.791 | 12.403 | 39,01 | ↑ |
| Beban keuangan<br>Finance costs | (32.715) | (24.436) | (8.279) | 33,88 | ↑ |
| Pendapatan/(beban) lain-lain neto<br>Other income/(expense), net | 10.053 | 12.990 | (2.937) | (22,61) | ↓ |
| Laba sebelum beban pajak penghasilan<br>Profit before income tax expense | 203.413 | 224.144 | (20.731) | (9,25) | ↓ |
| Manfaat/(beban) pajak penghasilan neto<br>Income tax benefit /(expense) net | (67.780) | (77.544) | 9.764 | (12,59) | ↓ |
| Laba tahun berjalan<br>Profit for the year | 135.633 | 146.600 | (10.967) | (7,48) | ↓ |
| Penghasilan/(rugi) komprehensif lain<br>Other comprehensive income/(loss) | 6.120 | (457) | 6.577 | (1.439,17) | ↓ |
| Jumlah penghasilan komprehensif tahun berjalan<br>Total comprehensive income for the year | 141.753 | 146.143 | (4.390) | (3,00) | ↓ |
| Laba tahun berjalan yang dapat diatribusikan kepada:<br>Profit for the year attributable to: | | | | | |
| Pemilik entitas induk<br>Owners of the parent entity | 85.793 | 95.930 | (10.137) | (10,57) | ↓ |
| Kepentingan non-pengendali<br>Non-controlling interest | 49.840 | 50.670 | (830) | (1,64) | ↓ |
| | 135.633 | 146.600 | (10.967) | (7,48) | ↓ |
| Jumlah penghasilan komprehensif tahun berjalan yang dapat diatribusikan kepada:<br>Total comprehensive income for the year attributable to: | | | | | |
| Pemilik entitas induk<br>Owners of the parent entity | 92.894 | 94.501 | (1.607) | (1,70) | ↓ |
| Kepentingan non-pengendali<br>Non-controlling interest | 48.859 | 51.642 | (2.783) | (5,39) | ↓ |
| | 141.753 | 146.143 | (4.390) | (3,00) | ↓ |
| EBITDA | 309.300,12 | 330.979,87 | (21.679,75) | (6,55%) | ↓ |
| Laba per Saham (USD per saham)<br>Earnings per Share (USD per share) | 2,92 | 3,27 | (0,35) | (10,57) | ↓ |

*) Direklasifikasi.
*) Reclassified.

## Pendapatan

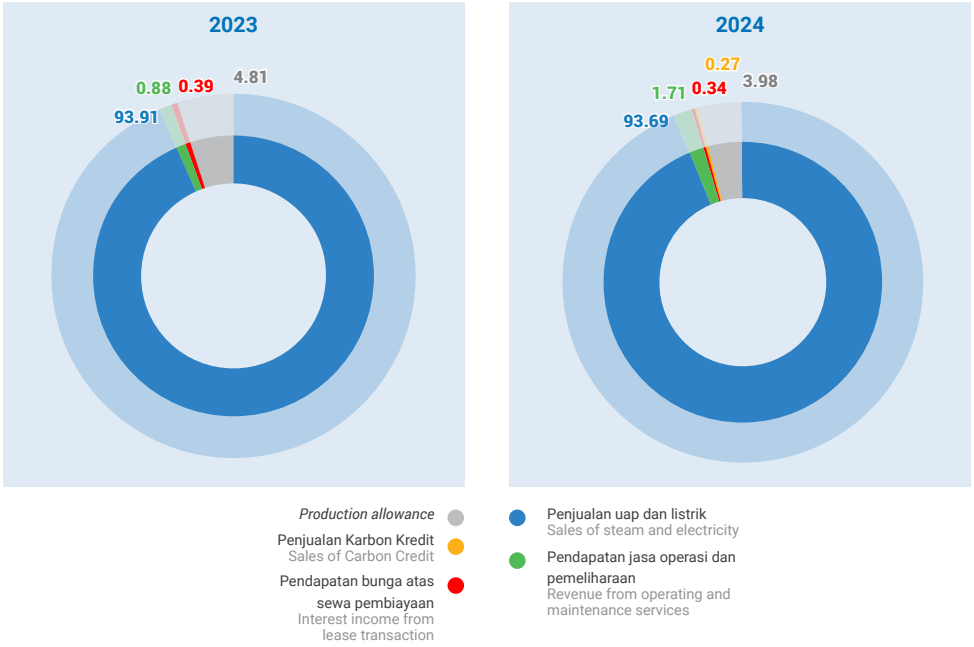
Perusahaan membagi kegiatan usahanya berdasarkan pendapatan ke dalam 5 (lima) sumber, yaitu penjualan uap dan listrik, pendapatan jasa operasi dan pemeliharaan, pendapatan bunga atas sewa pembiayaan, penjualan karbon kredit, dan *production allowance*.

## Revenue

The Company divides its business activities based on revenue into 5 (five) sources, namely sales of steam and electricity, revenue from operating and maintenance services, interest income from lease transaction, sales of carbon kredit, and production allowance.

**Sumber Pendapatan dan Kontribusinya terhadap Pendapatan Konsolidasian, Periode 2023-2024**
Sources of Revenue and Contribution to Consolidated Revenue, Period 2023-2024

| Pendapatan Revenue | 2024 | | 2023 | | Kenaikan (Penurunan) 2023-2024 Increase (Decrease) 2023-2024 | | |
|---|---|---|---|---|---|---|---|
| | Jumlah (USD-ribu) Total (USD-thousand) | Kontribusi (%) Contribution (%) | Jumlah (USD-ribu) Total (USD-thousand) | Kontribusi (%) Contribution (%) | Nominal | Persentase (%) Percentage (%) | |
| | (1) | | (2) | | (3=1-2) | (3:2) | |
| Penjualan uap dan listrik<br>Sales of steam and electricity | 390.531 | 93,69 | 386.493 | 93,91 | 4.038 | 1,04 | ↑ |
| Pendapatan jasa operasi dan pemeliharaan<br>Revenue from operating and maintenance services | 7.124 | 1,71 | 3.630 | 0,88 | 3.494 | 96,25 | ↑ |
| Pendapatan bunga atas sewa pembiayaan<br>Interest income from lease transaction | 1.431 | 0,34 | 1.623 | 0,39 | (192) | (11,83) | ↓ |
| Penjualan Karbon Kredit<br>Sales of Carbon Credit | 1.140 | 0,27 | 0 | 0,00 | 1.140 | - | - |
| *Production allowance* | 16.589 | 3,98 | 19.795 | 4,81 | (3.206) | (16,20) | ↓ |
| Jumlah Pendapatan Konsolidasian<br>Total Consolidated Revenue | 416.815 | 100,00 | 411.541 | 100,00 | 5.274 | 1,28 | ↑ |




Pendapatan PNRE di tahun 2024 sebesar USD416,82 juta, meningkat 1,28% atau setara USD5,27 juta dari tahun sebelumnya sebesar USD411,54 juta. Kenaikan ini utamanya disebabkan oleh adanya peningkatan penjualan uap dan listrik serta peningkatan pendapatan usaha operasi lainnya atas penjualan *carbon credit* dan penerimaan dari PLTS PHR yang telah mencapai *Commercial Operation Date* (COD).

PNRE's revenue in 2024 amounted to USD416.82 million, an increase of 1.28% or equivalent to USD5.27 million compared to the previous year, which stood at USD411.54 million. This increase was primarily due to higher sales of steam and electricity, as well as an increase in other operating income from the sale of carbon credits and revenue from the PLTS PHR that has achieved Commercial Operation Date (COD).

## Beban Pokok Pendapatan dan Beban Langsung Lainnya

## Cost of Revenue and Other Direct Costs

**Kinerja Beban Pokok Pendapatan dan Beban Langsung Lainnya, Periode 2023-2024**
Cost of Revenue and Other Direct Costs Performance, Period 2023-2024

| Pos Akun<br>Item | 2024 | | 2023* | | Kenaikan (Penurunan) 2023-2024<br>Increase (Decrease) 2023-2024 | | |
|---|---|---|---|---|---|---|---|
| | Jumlah (USD-ribu)<br>Total (USD-thousand) | Kontribusi (%)<br>Contribution (%) | Jumlah (USD-ribu)<br>Total (USD-thousand) | Kontribusi (%)<br>Contribution (%) | Nominal | Persentase (%)<br>Percentage (%) | |
| | (1) | | (2) | | (3=1-2) | (3:2) | |
| Depresiasi<br>Depreciation | 115.699 | 68,07 | 111.160 | 69,22 | 4.539 | 4,08 | ↑ |
| Upah dan tunjangan<br>Salaries and allowances | 25.081 | 14,76 | 22.375 | 13,93 | 2.706 | 12,09 | ↑ |
| Jasa teknik<br>Services and contract | 19.154 | 11,27 | 13.975 | 8,70 | 5.179 | 37,06 | ↑ |
| Tenaga kerja dan jasa profesional<br>Manpower and professional services | 7.525 | 4,43 | 7.319 | 4,56 | 206 | 2,81 | ↑ |
| Material dan peralatan<br>Materials and equipment | 2.501 | 1,47 | 3.305 | 2,06 | (804) | (24,33) | ↓ |
| Lain-lain<br>Others | - | - | 2.450 | 1,53 | (2.450) | (100,00) | ↓ |
| Jumlah Beban Pokok Pendapatan dan Beban Langsung Lainnya<br>Total Cost of Revenue and Other Direct Costs | 169.960 | 100,00 | 160.584 | 100,00 | 9.376 | 5,84 | ↑ |

*) Direklasifikasi.
*) Reclassified.

Beban pokok pendapatan dan beban langsung lainnya Perusahaan mengalami peningkatan 5,84% atau setara USD9,38 juta, dari USD160,58 juta di tahun 2023 menjadi USD169,96 juta di tahun 2024. Kenaikan beban pokok penjualan Perusahaan utamanya disebabkan oleh adanya peningkatan beban depresiasi akibat tambahan kapitalisasi aset; peningkatan upah dan tunjangan akibat adanya tambahan pekerja baru di PGE, realisasi iuran pasti dan program kesehatan pekerja pensiun (Prokespen); biaya konsultan; beban premi asuransi dan peningkatan realisasi biaya O&M dan PLTS yang telah beroperasi.

The Company's cost of revenue and other direct costs increased by 5.84% or equivalent to USD9.38 million, from USD160.58 million in 2023 to USD169.96 million in 2024. This increase in the Company's cost of revenue was primarily due to higher depreciation expenses from additional asset capitalization, increased wages and benefits due to the addition of new employees at PGE, realization of pension plan contributions and employee health programs (Prokespen), consultancy fees, insurance premiums, and higher operating and maintenance (O&M) costs and solar power plants that has already been commissioned.

## Beban Umum dan Administrasi

## General and Administrative Expenses

**Kinerja Beban Umum dan Administrasi, Periode 2023-2024**
General and Administrative Expenses Performance, Period 2023-2024

| Pos Akun<br>Item | 2024 | | 2023* | | Kenaikan (Penurunan) 2023-2024<br>Increase (Decrease) 2023-2024 | | |
|---|---|---|---|---|---|---|---|
| | Jumlah (USD-ribu)<br>Total (USD-thousand) | Kontribusi (%)<br>Contribution (%) | Jumlah (USD-ribu)<br>Total (USD-thousand) | Kontribusi (%)<br>Contribution (%) | Nominal | Persentase (%)<br>Percentage (%) | |
| | (1) | | (2) | | (3=1-2) | (3:2) | |
| Upah dan tunjangan<br>Salaries and wages | 34.013 | 51,68 | 27.603 | 52,19 | 6.410 | 23,22 | ↑ |

**Kinerja Beban Umum dan Administrasi, Periode 2023-2024**
General and Administrative Expenses Performance, Period 2023-2024

| Pos Akun<br>Item | 2024 | | 2023* | | Kenaikan (Penurunan) 2023-2024<br>Increase (Decrease) 2023-2024 | | |
|---|---|---|---|---|---|---|---|
| | Jumlah (USD-ribu)<br>Total (USD-thousand) | Kontribusi (%)<br>Contribution (%) | Jumlah (USD-ribu)<br>Total (USD-thousand) | Kontribusi (%)<br>Contribution (%) | Nominal | Persentase (%)<br>Percentage (%) | |
| | (1) | | (2) | | (3=1-2) | (3:2) | |
| Tenaga kerja dan jasa profesional<br>Manpower and professional services | 16.436 | 24,97 | 14.684 | 27,76 | 1.752 | 11,93 | ↑ |
| Biaya Jasa Keuangan<br>Financial Service Cost | 4.468 | 6,79 | 574 | 1,09 | 3.894 | 678,40 | ↑ |
| Perjalanan Dinas<br>Business Trip | 4.231 | 6,43 | 1.091 | 2,06 | 3.140 | 287,81 | ↑ |
| Promosi dan Sponsorship<br>Promotion and Sponsorship | 2.414 | 3,67 | 2.085 | 3,94 | 329 | 15,78 | ↑ |
| Pengembangan Lingkungan<br>Environment Development | 1.271 | 1,93 | 1.369 | 2,59 | (98) | (7,16) | ↓ |
| Material dan Peralatan<br>Material and Equipment | 872 | 1,32 | 1.520 | 2,87 | (648) | (42,63) | ↓ |
| Depresiasi<br>Depreciation | 777 | 1,18 | 472 | 0,89 | 305 | 64,62 | ↑ |
| Sewa<br>Lease | 660 | 1,00 | 1.426 | 2,70 | (766) | (53,72) | ↓ |
| Sertifikasi dan perizinan<br>Certification and permit | 558 | 0,85 | 344 | 0,65 | 214 | 62,21 | ↑ |
| Lain-lain<br>Others | 120 | 0,18 | 1.719 | 3,25 | (1.599) | (93,02) | ↓ |
| Jumlah Beban Umum dan Administrasi<br>Total General and Administrative Expenses | 65.820 | 100,00 | 52.887 | 100,00 | 12.933 | 24,45 | ↑ |

*) Direklasifikasi.
*) Reclassified.

Beban umum dan administrasi Perusahaan mengalami peningkatan24,45% atau setara USD12,93 juta, dari USD52,89 juta di tahun 2023 menjadi USD65,82 juta di tahun 2024. Kenaikan beban umum dan administrasi Perusahaan utamanya disebabkan oleh adanya kenaikan biaya konsultan bisnis di Perusahaan yang sejalan dengan bertambahnya proyek di sepanjang tahun 2024.

The Company's general and administrative expenses increased by 24.45% or equivalent to USD12.93 million, from USD52.89 million in 2023 to USD65.82 million in 2024. This increase in general and administrative expenses was primarily due to higher business consultancy fees for the Company, in line with the growth of business projects throughout 2024.

## Bagian atas Laba Neto Entitas Asosiasi dan Ventura Bersama

Bagian atas laba neto entitas asosiasi dan ventura bersama merupakan bagian dari laba yang diakui dari kinerja entitas asosiasi, PT Industri Baterai Indonesia ("IBI"), dan 3 (tiga) entitas ventura bersama, yaitu PT Jawa Satu Power ("JSP"), PT Jawa Satu Regas ("JSR"), dan PT Cahaya Anagata Energy ("CAE").

Hingga akhir tahun 2024, investasi PNRE atas IBI mencapai USD2,94 juta, investasi atas JSP ssbesar USD123,16 juta, investasi atas JSR sebesar USD12,70 juta , dan investasi atas CAE sebesar USD12,09 juta.

Bagian atas laba neto entitas asosiasi dan ventura bersama yang dicatatkan Perusahaan di tahun 2024 sebesar USD846 juta, mengalami penurunan 85,23% atau setara USD4,88 juta dari tahun sebelumnya sebesar USD5,73 juta. Penurunan ini utamanya disebabkan oleh fluktuasi serap laba/rugi investasi di perusahaan asosiasi (JSP JSR, IBI, dan CAE) selama tahun 2024 .

## Share in Net Profit of Associate and Joint Ventures

The share in net profit from associates and joint ventures represents the portion of profit recognized from the performance of the associate, PT Industri Baterai Indonesia ("IBI"), and 3 (three) joint venture entities, namely PT Jawa Satu Power ("JSP"), PT Jawa Satu Regas ("JSR"), and PT Cahaya Anagata Energy ("CAE").

By the end of 2024, PNRE's investment in IBI amounted to USD2.94 million, in JSP to USD123.16 million, in JSR to USD12.70 million, and in CAE to USD 12.09 million.

The share in net profit from associates and joint ventures recorded by the Company in 2024 was USD846 thousand, a decrease of 85.23% or equivalent to USD4.88 million compared to the previous year's figure of USD5.73 million. This decline was primarily due to fluctuations in the share of profit/loss from investments in associated companies (JSP JSR, IBI, and CAE) throughout 2024.

## Pendapatan/(Beban) Keuangan

Pendapatan dan/atau beban keuangan merupakan komponen dalam laporan keuangan yang menggambarkan pendapatan yang berasal dari kegiatan pendanaan dan aktivitas keuangan lainnya.

## Finance Income/(Expenses)

Finance income and/or expenses are components of the financial statements that reflect revenue derived from funding activities and other financial operations.

**Kinerja Pendapatan/(Beban) Keuangan, Periode 2023-2024**
Finance Income/(Expenses) Performance, Period 2023-2024

| Pos Akun<br>Item | 2024 | | 2023 | | Kenaikan (Penurunan) 2023-2024<br>Increase (Decrease) 2023-2024 | | |
|---|---|---|---|---|---|---|---|
| | Jumlah (USD-ribu)<br>Total (USD-thousand) | Kontribusi (%)<br>Contribution (%) | Jumlah (USD-ribu)<br>Total (USD-thousand) | Kontribusi (%)<br>Contribution (%) | Nominal (USD)<br>Nominal (USD) | Persentase (%)<br>Percentage (%) | |
| | (1) | | (2) | | (3=1-2) | (3:2) | |
| Pendapatan keuangan:<br>Finance income | | | | | | | |
| Bunga bank<br>Bank interest | 35.827 | 81,07 | 24.104 | 75,82 | 11.723 | 48,64 | ↑ |
| Pinjaman Jangka Panjang Pihak Berelasi<br>Long-Term Receivable Related Parties | 8.204 | 18,56 | 7.512 | 23,63 | 692 | 9,21 | ↑ |
| Lain-lain<br>Others | 163 | 0,37 | 175 | 0,55 | (12) | (6,86) | ↓ |
| Subjumlah<br>Subtotal | 44.194 | 100,00 | 31.791 | 100,00 | 12.403 | 39,01 | ↑ |
| Beban keuangan:<br>Finance Expenses | | | | | | | |
| Bunga pinjaman jangka panjang<br>Interest on long-term loan | (32.520) | 99,40 | (17.881) | 73,17 | (14.639) | 81,87 | ↑ |
| Bunga pinjaman jangka pendek<br>Interest on short-term loan | - | - | (6.351) | 25,99 | 6.351 | (100,00) | ↓ |
| Bunga sewa<br>Interest on lease | (195) | 0,60 | (204) | 0,83 | 9 | (4,41) | ↓ |
| Subjumlah<br>Subtotal | (32.715) | 100,00 | (24.436) | 100,00 | (8.279) | 33,88 | ↑ |
| Jumlah Pendapatan/(Beban) Keuangan<br>Total Finance Income/(Expenses) | 11.479 | | 7.355 | | 4.124 | 56,07 | ↑ |

Di tahun 2024, Perusahaan membukukan pendapatan keuangan sebesar USD11,48 juta, meningkat 56,07% atau setara USD4,12 juta dari tahun sebelumnya dengan pendapatan keuangan sebesar USD7,35 juta. Kenaikan ini utamanya disebabkan oleh penerimaan bunga giro dan deposito *Special Rate* dari peningkatan saldo bank dan deposito.

In 2024, the Company recorded finance income of USD11.48 million, an increase of 56.07% or equivalent to USD4.12 million compared to the previous year's finance income of USD7.35 million. This increase was primarily due to the receipt of interest from current accounts and Special Rate deposits, resulting from the higher bank balance and deposits.

## Pendapatan/(Beban) Lain-lain Neto

## Net Other Income/(Expenses)

**Kinerja Pendapatan/(Beban) Lain-lain Neto, Periode 2023-2024**
Net Other Income/(Expenses) Performance, Period 2023-2024

| Pos Akun<br>Item | 2024 | | 2023 | | Kenaikan (Penurunan) 2023-2024<br>Increase (Decrease) 2023-2024 | | |
|---|---|---|---|---|---|---|---|
| | Jumlah (USD-ribu)<br>Total (USD-thousand) | Kontribusi (%)<br>Contribution (%) | Jumlah (USD-ribu)<br>Total (USD-thousand) | Kontribusi (%)<br>Contribution (%) | Nominal | Persentase (%)<br>Percentage (%) | |
| | (1) | | (2) | | (3=1-2) | (3:2) | |
| Laba/(rugi) selisih kurs, bersih<br>Foreign exchange gain/loss, net | 10.943,00 | 108,85 | 15.549 | 119,70 | (4.606) | (29,62) | ↓ |
| Penjualan *carbon kredit*<br>Carbon credit sales | - | - | 1.199 | 9,23 | (1.199) | (100,00) | ↓ |
| Dividen<br>Dividends | 1.994,00 | 19,83 | 3.748 | 28,85 | (1.754) | (46,80) | ↓ |
| Pendapatan dari denda kontrak dan pembelian material<br>Income from penalties contracts and materials purchases | 378,00 | 3,76 | 770 | 5,93 | (392) | (50,91) | ↓ |
| Pajak penghasilan atas saham pendiri<br>Founder tax | 0,00 | 0,00 | (8.143) | (62,69) | 8.143 | (100,00) | ↓ |
| Provisi PPN yang dapat ditagihkan kembali<br>Provision of reimbursable VAT | (304,00) | (3,02) | - | - | (304,00) | - | |
| Provisi material<br>Provision of materials | (1.653,00) | (16,44) | - | - | (1.653,00) | - | |
| Lain-lain, bersih<br>Others, net | (1.305,00) | (12,98) | (133) | (1,02) | (1.172) | 881,20 | ↑ |
| Jumlah Pendapatan/(Beban) Lain-lain Neto<br>Total Net Other Income/(Expenses) | 10.053,00 | 100,00 | 12.990 | 100,00 | (2.937) | (22,61) | ↓ |

Di tahun 2024, Perusahaan membukukan beban lain-lain neto sebesar USD10,05 juta, mengalami penurunan 22,61% atau setara USD2,94 juta dari tahun sebelumnya di mana Perusahaan mencatat pendapatan lain-lain sebesar USD12,99 juta. Penurunan ini utamanya disebabkan oleh adanya pembayaran biaya *founder tax* atas IPO PGE di tahun 2023 sedangkan di 2024 tidak ada, serta adanya penurunan *gain forex* akibat fluktuasi kurs.

In 2024, the Company recorded net other expenses of USD10.05 million, a decrease of 22.61% or USD2.94 million compared to the previous year, where the Company recorded other income of USD12.99 million. This decrease was primarily due to the payment of founder tax expenses for PGE's IPO in 2023, which was not incurred in 2024, as well as a decrease in forex gains due to exchange rate fluctuations.

## Pajak Penghasilan

Di tahun 2024, Perusahaan membukukan beban pajak penghasilan neto sebesar USD67,78 juta, mengalami penurunan 12,59% atau setara USD20,73 juta dari tahun sebelumnya di mana Perusahaan mencatat beban pajak penghasilan neto sebesar USD77,54 juta. Penurunan ini disebabkan oleh adanya koreksi fiskal beda temporer yang diperhitungkan di tahun 2024 yakni atas depresiasi fiskal penuh pada beberapa aset.

## Income Tax

In 2024, the Company recorded net income tax expense of USD67.78 million, a decrease of 12.59% or equivalent to USD20.73 million compared to the previous year, when the Company recorded net income tax expense of USD77.54 million. This decrease was due to the correction of temporary tax differences accounted for in 2024, specifically related to full fiscal depreciation on several assets.

## Laba/(Rugi) Tahun Berjalan

Atas kinerja pendapatan dan berbagai pendapatan dan/atau beban, di tahun 2024 Perusahaan membukukan laba tahun berjalan sebesar USD135,63 juta, yaitu 7,48% atau setara USD10,97 juta dari tahun sebelumnya sebesar USD146,60 juta. Penurunan ini utamanya disebabkan oleh peningkatan beban umum dan administrasi, adanya penurunan bagian atas laba neto entitas asoisasi dan ventura bersama, serta penurunan pendapatan/ beban lain-lain di tahun 2024.

## Penghasilan/(Rugi) Komprehensif Lain

Penghasilan/(rugi) komprehensif lain merupakan komponen yang mencatat perubahan dalam ekuitas perusahaan yang tidak termasuk dalam laba rugi yang dihasilkan dari aktivitas operasional utama.

Di tahun 2024, Perusahaan membukukan penghasilan komprehensif lain sebesar USD6,12 juta, meningkat 1.439,17% atau setara USD6,58 juta dari tahun sebelumnya di mana Perusahaan mencatat rugi komprehensif lain sebesar USD457 ribu.

## Laba/(Rugi) per Saham

Meskipun Laporan Keuangan Teraudit tidak menyajikan akun ini, Perusahaan berupaya menghitung probabilitas atas profitabilitas yang dapat diberikan kepada pemegang saham.

## Profit/(Loss) for the Year

Based on the performance of revenue and various income and/or expense components, in 2024 the Company recorded a profit for the year of USD135.63 million, a decrease of 7.48% or equivalent to USD10.97 million compared to the previous year's profit of USD146.60 million. This decline was mainly due to the increase in general and administrative expenses, a decline in the share in net income from associated entities and joint ventures, as well as a decrease in other income/expenses in 2024.

## Other Comprehensive Income/(Loss)

Other comprehensive income/(loss) represents a component that records changes in the Company's equity that are not included in profit or loss generated from main operational activities.

In 2024, the Company recorded other comprehensive income of USD6.12 million, an increase of 1,439.17% or equivalent to USD6.58 million compared to the previous year, in which the Company reported other comprehensive loss of USD457 thousand.

## Earnings/(Loss) per Share

Although the audited financial statements do not include this account, the Company made an effort to estimate the potential profitability that could be delivered to shareholders.

**Kinerja Laba/(Rugi) per Saham, Periode 2023-2024**
Earnings/(Loss) per Share Performance, Period 2023-2024

| Pos Akun<br>Item | Satuan<br>Unit | 2024 | 2023 | Kenaikan (Penurunan) 2023-2024<br>Increase (Decrease) 2023-2024 | | |
|---|---|---|---|---|---|---|
| | | | | Nominal | Persentase (%)<br>Percentage (%) | |
| Laba/(rugi) tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk<br>Profit/(loss) for the year attributable to the owners of the parent entity | USD | 85.793.218 | 95.930.474 | 10.137.256 | (10,57) | ↓ |
| Jumlah saham<br>Number of shares | saham<br>shares | 29.379.726 | 29.379.726 | - | - | - |
| Laba/(rugi) per saham<br>Earnings/(loss) per share | USD/saham<br>USD/share | 2,92 | 3,27 | (0,35) | (10,70) | ↓ |

Di tahun 2024 Perusahaan mencatat laba per saham sebesar USD2,92 per saham, menurun sebesar 10,70% atau USD0,35 dari tahun sebelumnya dengan pembukuan laba per saham sebesar USD3,27 per saham.

In 2024, the Company recorded earnings per share of USD2.92, a decrease of 10.70% or USD0.35 compared to the previous year, when earnings per share stood at USD3.27.

## Laporan Arus Kas Konsolidasian

## Consolidated Cash Flow Statement

**"Kenaikan kas di akhir tahun menjadi kekuatan bagi PNRE untuk dapat berekspansi di masa mendatang."**

"The increase in cash at the end of the year provides PNRE with the strength to expand in the future."

**Kinerja Arus Kas, Periode 2023-2024**
Cash Flow Performance, Period 2023-2024

| **Pos Akun** Item | **2024 (USD-ribu)** (USD-thousand) | **2023 (USD-ribu)** (USD-thousand) | **Kenaikan (Penurunan) 2023-2024** Increase (Decrease) 2023-2024 | | |
|---|---|---|---|---|---|
| | | | **Nominal (USD-ribu)** Nominal (USD-thousand) | **Persentase (%)** Percentage (%) | |
| Arus kas dari aktivitas operasi<br>Cash flows from operating activities | 242.244 | 236.530* | 5.714 | 2,42 | ↑ |
| Arus kas dari aktivitas Investasi<br>Cash flows from investing activities | (106.995) | (100.800) | (6.195) | 6,15 | ↑ |
| Arus kas dari aktivitas pendanaan<br>Cash flows from financing activities | (115.680) | 292.471* | (408.151) | (139,55) | ↓ |
| Kenaikan/(penurunan) neto kas dan setara kas<br>Net increase/(decrease) in cash and cash equivalents | 19.569 | 428.201 | (408.632) | (95,43) | ↓ |
| Kas dan setara kas awal tahun<br>Cash and cash equivalents at the beginning of the year | 716.602 | 288.439 | 428.163 | 148,44 | ↑ |
| Efek perubahan nilai kurs pada kas dan setara kas<br>Effect of exchange rate changes on cash and cash equivalents | 11.353 | (38) | 11.391 | (29.976,32) | ↓ |
| Kas dan setara kas akhir tahun<br>Cash and cash equivalents at the end of the year | 747.524 | 716.602 | 30.922 | 4,32 | ↑ |

*) Direklasifikasi.
*) Reclassified.

Per 31 Desember 2024, PNRE mencatat kas dan setara kas sebesar USD747,52 juta, meningkat 4,32% atau setara USD30,92 dari tahun sebelumnya sebesar USD716,60 juta. Kenaikan kas dan setara kas ini terutama disebabkan oleh peningkatan penerimaan arus kas dari aktivitas operasi, penerimaan dividen, penerimaan dana dari Management Employee Stock Option Program (MESOP) di PGE serta penerimaan dana atas pinjaman.

As of December 31, 2024, PNRE recorded cash and cash equivalents of USD747.52 million, an increase of 4.32% or equivalent to USD30.92 million compared to the previous year's balance of USD716.60 million. This increase in cash and cash equivalents was primarily driven by higher cash inflows from operating activities, dividend receipts, proceeds from the Management Employee Stock Option Program (MESOP) at PGE, and funds received from loans.

## Arus Kas dari Aktivitas Operasi

## Cash Flows from Operating Activities

**Kinerja Arus Kas dari Aktivitas Operasi, Periode 2023-2024**
Cash Flows from Operating Activities Performance, Period 2023-2024

| Pos Akun<br>Item | 2024 (USD-ribu)<br>(USD-thousand) | 2023 (USD-ribu)<br>(USD-thousand) | Kenaikan (Penurunan) 2023-2024<br>Increase (Decrease) 2023-2024 | | |
|---|---|---|---|---|---|
| | | | Nominal (USD-ribu)<br>Nominal (USD-thousand) | Persentase (%)<br>Percentage (%) | |
| Penerimaan kas dari pelanggan<br>Cash received from customers | 805.871 | 803.776 | 2.095 | 0,26 | ↑ |
| Penerimaan kas dari pendapatan bunga<br>Cash received from interest income | 39.271 | 24.010 | 15.261 | 63,56 | ↑ |
| Penerimaan kas dari aktivitas operasi lainnya<br>Cash received from other operating activities | 16.491 | 16.524 | (33) | (0,20) | ↓ |
| Penerimaan dari restitusi pajak<br>Cash received from tax refunds | 1.741 | 3.991 | (2.250) | (56,38) | ↓ |
| Penambahan kas yang dibatasi penggunaannya<br>Increase in restricted cash | (845) | - | (845) | - | - |
| Penerimaan dari/(pembayaran untuk) premi asuransi dan klaim lainnya<br>Received from/(payment for) insurance premiums and other claims | (906) | 88 | (994) | (1.129,55) | ↓ |
| Pembayaran kas untuk aktivitas operasi lainnya<br>Cash payments for other operating activities | (8.037) | - | (8.037) | - | |
| Pembayaran kas kepada pekerja dan manajemen<br>Cash payments to employees and management | (41.123) | (36.324) | (4.799) | 13,21 | ↑ |
| Pembayaran kas atas pajak penghasilan<br>Cash payments of income tax | (71.398) | (86.757) | 15.359 | (17,70) | ↓ |
| Pembayaran kas kepada pemasok<br>Cash payments to suppliers | (498.821) | (488.778)* | (10.043) | 2,05 | ↑ |
| Arus kas neto diperoleh dari/(digunakan untuk) aktivitas operasi<br>Net cash flows provided by/(used in) operating activities | 242.244 | 236.530 | 5.714 | 2,42 | ↑ |

*) Direklasifikasi.
*) Reclassified.

Di tahun 2024, Perusahaan mencatat arus kas yang diperoleh dari aktivitas operasi sebesar USD242,24 juta, meningkat 2,42% atau setara dengan USD5,71 dibandingkan arus kas yang diperoleh dari aktivitas operasi tahun 2023 sebesar USD236,53 juta. Kenaikan ini disebabkan oleh meningkatnya penerimaan kas dari aktivitas operasional seiring dengan kenaikan penjualan dan adanya peningkatan pendapatan bunga.

In 2024, the Company recorded cash flows generated from operating activities of USD242.24 million, an increase of 2.42% or equivalent to USD5.71 million compared to the cash flows from operating activities in 2023, which amounted to USD236.53 million. The increase was driven by higher cash inflows from operating activities in line with the rise in sales and an increase in interest income.

## Arus Kas dari Aktivitas Investasi

## Cash Flows from Investing Activities

**Kinerja Arus Kas dari Aktivitas Investasi, Periode 2023-2024**
Cash Flows from Investing Activities Performance, Period 2023-2024

| Pos Akun<br>Item | 2024 (USD-ribu)<br>(USD-thousand) | 2023 (USD-ribu)<br>(USD-thousand) | Kenaikan (Penurunan) 2023-2024<br>Increase (Decrease) 2023-2024 | | |
|---|---|---|---|---|---|
| | | | Nominal (USD-ribu)<br>Nominal (USD-thousand) | Persentase (%)<br>Percentage (%) | |
| Penerimaan dividen<br>Cash received from dividend | 2.574 | 1.174 | 1.400 | 119,25 | ↑ |
| Penerimaan dana yang dibatasi penggunaannya<br>Receipt of funds with restricted use | - | - | - | - | - |

**Kinerja Arus Kas dari Aktivitas Investasi, Periode 2023-2024**
Cash Flows from Investing Activities Performance, Period 2023-2024

| Pos Akun<br>Item | 2024 (USD-ribu)<br>(USD-thousand) | 2023 (USD-ribu)<br>(USD-thousand) | Kenaikan (Penurunan) 2023-2024<br>Increase (Decrease) 2023-2024 | | |
|---|---|---|---|---|---|
| | | | Nominal (USD-ribu)<br>Nominal (USD-thousand) | Persentase (%)<br>Percentage (%) | |
| Penambahan investasi pada perusahaan asosiasi dan ventura bersama<br>Additional investment in associate and joint ventures | (100) | (16.297) | 16.197 | (99,39) | ↓ |
| Pembelian aset tetap, dan aset panas bumi<br>Purchase of fixed assets and geothermal assets | (109.469) | (85.677) | (23.792) | 27,77 | ↑ |
| Arus kas bersih yang diperoleh dari (digunakan untuk) aktivitas investasi<br>Net cash flows provided by/(used in) investing activities | (106.995) | (100.800) | (6.195) | 6,15 | ↑ |

Perusahaan mencatat di tahun 2024 arus kas yang digunakan untuk aktivitas investasi sebesar USD106,99 juta, meningkat 6,15% atau setara dengan USD6,20 juta dibandingkan arus kas yang digunakan untuk aktivitas investasi tahun 2023 sebesar USD100,80 juta. Kenaikan ini disebabkan oleh adanya pengeluaran kas untuk proyek investasi PLTS dan Geothermal di tahun 2024 serta untuk aktivitas M&A

In 2024, the Company recorded cash flows used in investing activities of USD106.99 million, an increase of 6.15% or equivalent to USD6.20 million compared to the cash flows used in investing activities in 2023, which amounted to USD100.80 million. The increase was driven by cash outflows for solar PV and geothermal investment projects in 2024 as well as for M&A activities.

## Arus Kas dari Aktivitas Pendanaan

## Cash Flows from Financing Activities

**Kinerja Arus Kas dari Aktivitas Pendanaan, Periode 2023-2024**
Cash Flows from Financing Activities Performance, Period 2023-2024

| Pos Akun<br>Item | 2024 (USD-ribu)<br>(USD-thousand) | 2023 (USD-ribu)<br>(USD-thousand) | Kenaikan (Penurunan) 2023-2024<br>Increase (Decrease) 2023-2024 | | |
|---|---|---|---|---|---|
| | | | Nominal (USD-ribu)<br>Nominal (USD-thousand) | Persentase (%)<br>Percentage (%) | |
| Penerimaan kas dari pinjaman jangka panjang<br>Cash received from long-term loan | 15.649 | - | 15.649 | - | |
| Penerimaan kas dari penerbitan saham anak perusahaan<br>Cash received from a subsidiary's share issuance | 4.752 | 589.269 | (584.517) | (99,19) | ↓ |
| Penerimaan kas dari penerbitan utang obligasi anak perusahaan<br>Cash received from a subsidiary's bond issuance | - | 399.737 | (399.737) | (100,00) | ↓ |
| Pembayaran kas atas biaya penerbitan saham dan obligasi<br>Cash paid for subsidiary's bonds and share issuance costs | - | (4.888) | 4.888 | (100,00) | ↓ |
| Pembayaran pinjaman jangka pendek<br>Cash paid for short-term loan | - | (608.150) | 608.150 | (100,00) | ↓ |
| Pembayaran liabilitas sewa<br>Cash paid for lease liabilities | (3.619) | (3.262)* | (357) | 10,94 | ↑ |
| Pembayaran pinjaman jangka panjang<br>Cash paid for long-term loan | (14.973) | (7.729) | (7.244) | 93,72 | ↑ |
| Pembayaran beban keuangan<br>Cash paid for finance cost | (51.203) | (35.854) | (15.349) | 42,81 | ↑ |
| Pembayaran dividen<br>Cash paid for dividend | (66.286) | (36.652) | (29.634) | 80,85 | ↑ |
| Arus kas neto diperoleh dari/(digunakan untuk) aktivitas pendanaan<br>Net cash flows provided by/(used in) financing activities | (115.680) | 292.471 | (408.151) | 139,55 | ↑ |

*) Direklasifikasi.
*) Reclassified.

Di tahun 2024, Perusahaan mencatat arus kas yang digunakan untuk aktivitas pendanaan sebesar USD115,68 juta, meningkat 139.55% atau setara dengan USD408,15 juta dibandingkan arus kas yang diperoleh dari aktivitas pendanaan tahun 2023 sebesar USD292,47 juta. Kenaikan ini disebabkan oleh adanya pengeluaran kas untuk pembayaran pinjaman jangka pendek perusahaan, pembayaran dividen, pembayaran bunga pinjaman serta lebih rendahnya penerimaan dana pinjaman tahun 2024 dibandingan dengan pada tahun 2023.

In 2024, the Company recorded cash flows used for financing activities amounting to USD115.68 million, an increase of 139.55% or equivalent to USD408.15 million compared to cash flows from financing activities in 2023, which amounted to USD292.47 million. This increase was due to cash disbursements for the repayment of the Company's short-term loans, dividend payments, interest payments, and lower loan proceeds received in 2024 compared to 2023.

# Kemampuan Menghasikan Keuntungan

## Profit Generating Ability

Dalam mengukur kemampuan menghasilkan keuntungan, Perusahaan menggunakan beberapa rasio yang dapat digolongkan ke dalam rasio profitabilitas.

In measuring the ability to generate profit, the Company uses several ratios that can be classified into profitability ratios.

**Rasio Profitabilitas, Periode 2023-2024**
Profitability Ratio, Period 2023-2024

| Rasio Profitabilitas<br>Profitability Ratio | 2024<br>(%) | 2023<br>(%) | Kenaikan (Penurunan) 2023-2024<br>Increase (Decrease) 2023-2024 | |
|---|---|---|---|---|
| Imbal Hasil atas Aset<br>Return on Assets | 4,07 | 4,87 | (0,8) | ↓ |
| Imbal Hasil atas Ekuitas<br>Return on Equity | 5,78 | 6,49 | (0,71) | ↓ |
| Imbal Hasil atas Investasi<br>Return on Investment | 12,83 | 12,85 | (0,02) | ↓ |
| Marjin Laba Kotor<br>Gross Profit Margin | 59,22 | 55,85 | 3,37 | ↑ |
| Marjin Laba Operasi<br>Operating Profit Margin | 43,43 | 48,13 | (4,70) | ↓ |
| Marjin Laba Bersih<br>Net Profit Margin | 32,54 | 35,62 | (3,08) | ↓ |
| Perputaran Jumlah Aset<br>Total Asset Turnover | 16,21 | 16,00 | 0,21 | ↑ |

Perusahaan mencatat perputaran jumlah aset sebesar 16,21% pada tahun 2024 dan sebesar 16,00% pada 2023, meningkat sebesar 0,21%. Hal ini menunjukkan bahwa Perusahaan semakin efisien dalam memanfaatkan aset yang dimiliki untuk menghasilkan pendapatan.

The Company recorded an asset turnover of 16.21% in 2024 and 16.00% in 2023, representing an increase of 0.21%. This indicates that the Company is becoming more efficient in utilizing its assets to generate revenue.

# Kemampuan Membayar Utang

## Debt Repayment Ability

Kemampuan Perusahaan dalam memenuhi seluruh kewajiban, baik kewajiban jangka pendek maupun jangka panjang, diukur melalui rasio likuiditas dan rasio solvabilitas, sebagaimana dijelaskan di bawah ini.

The Company's ability to meet all obligations, both short-term and long-term obligations, is measured through liquidity ratios and solvency ratios, as explained below.

### Rasio Likuiditas

Likuiditas adalah kemampuan Perusahaan untuk melunasi semua kewajiban yang harus segera dipenuhi (liabilitas jangka pendek). Dalam analisis kemampuan membayar utang, Perusahaan menggunakan rasio lancar dan rasio kas.

### Liquidity Ratio

Liquidity is the Company's ability to settle all obligations that must be paid immediately (short-term liabilities). In the analysis of debt repayment ability, the Company uses the current ratio and cash ratio.

**Rasio Likuiditas, Periode 2023-2024**
Liquidity Ratio, Period 2023-2024

| Rasio Likuiditas<br>Liquidity Ratio | 2024<br>(%) | 2023<br>(%) | Kenaikan (Penurunan) 2023-2024<br>Increase (Decrease) 2023-2024 | |
|---|---|---|---|---|
| Rasio Kas<br>Cash Ratio | 288,94 | 268,25 | 20,69 | ↑ |
| Rasio Lancar<br>Current Ratio | 358,40 | 340,21 | 18,19 | ↑ |

Berdasarkan rasio kas dan rasio lancar tersebut menunjukkan peningkatan kemampuan Perusahaan dalam melunasi kewajiban jangka pendek.

Based on the cash ratio and current ratio, this indicates an improvement in the Company's ability to settle its short-term obligations.

### Rasio Solvabilitas

Untuk mengukur kemampuan dalam memenuhi seluruh kewajiban jangka panjang Perusahaan digunakan rasio solvabilitas yang diukur dengan membuat perbandingan seluruh kewajiban terhadap seluruh aset dan perbandingan seluruh kewajiban terhadap ekuitas.

Rasio solvabilitas yang menunjukkan kemampuan Perusahaan dalam membayar kewajiban-kewajibannya antara lain dapat diukur melalui rasio liabilitas terhadap ekuitas, yang dihitung dengan cara membandingkan jumlah liabilitas dengan jumlah ekuitas, dan rasio liabilitas terhadap aset, yang dihitung dengan cara membandingkan jumlah liabilitas dengan jumlah aset.

### Solvency Rasio

To measure the ability to meet all long-term obligations, the Company uses solvency ratios, which are measured by comparing total liabilities to total assets and comparing total liabilities to equity.

The solvency ratio, which shows the Company's ability to pay its obligations, can be measured through the liability-to-equity ratio, which is calculated by comparing the total liabilities to the total equity, and the liability-to-asset ratio, which is calculated by comparing the total liabilities to the total assets.

**Rasio Solvabilitas, Periode 2023-2024**
Solvency Ratio, Period 2023-2024

| Rasio Solvabilitas<br>Solvency Ratio | Satuan<br>Unit | 2024 | 2023 | Kenaikan (Penurunan) 2023-2024<br>Increase (Decrease) 2023-2024 | |
|---|---|---|---|---|---|
| Liabilitas terhadap Ekuitas<br>Liabilities to Equity | % | 32,62 | 32,10 | 0,52 | ↑ |
| Liabilitas terhadap Aset<br>Liabilities to Assets | % | 22,61 | 22,12 | 0,49 | ↑ |
| Ekuitas terhadap Aset<br>Equity to Assets | % | 69,33 | 68,90 | 0,43 | ↑ |
| *Time Interest Earned* (TIE) *Ratio* | kali | 9,45 | 13,54 | (4,09) | ↓ |

Pada tahun 2024, liabilitas terhadap ekuitas, liabilitas terhadap aset dan TIE mengalami penurunan yang mengindikasikan peningkatan kemampuan Perusahaan dalam melunasi kewajiban – kewajibannya.

In 2024, the liability-to-equity ratio, liability-to-assets ratio, and TIE (Times Interest Earned) showed a decrease, indicating an improvement in the Company's ability to settle its obligations.

# Tingkat Kolektibilitas Piutang
## Receivables Collectability

Tingkat kolektibilitas piutang adalah kemampuan Perusahaan untuk menagih piutangnya.

The receivables collectability rate is the Company's ability to collect its receivables.

**Kinerja Rata-rata Tingkat Penagihan Piutang, Periode 2023-2024**
Average Performance of Receivables Collection Rate, Period 2023-2024

| Perihal<br>Subject | Satuan<br>Unit | 2024 | 2023 | Kenaikan (Penurunan) 2023-2024<br>Increase (Decrease) 2023-2024 | | |
|---|---|---|---|---|---|---|
| | | | | Nominal | Persentase (%)<br>Percentage (%) | |
| Piutang usaha<br>Trade receivables | USD-ribu<br>USD-thousand | 131.698 | 139.352 | (7.654) | (5,49) | ↓ |
| Rata-rata tingkat penagihan piutang<br>Average receivables collection rate | hari<br>days | 60 | 62 | (2) | (3,23) | ↓ |

Perusahaan mencatat rata-rata 60 hari pada tahun 2024 untuk kolektibilitas piutangnya dan 62 hari pada tahun 2023 untuk kolektibilitas piutangnya. Hal ini membuktikan bahwa Perusahaan memiliki sistem pengelolaan piutang yang baik dan tergolong lancar.

The Company recorded an average of 60 days in 2024 for the collectability of its receivables and 62 days in 2023 for the collectability of its receivables. This proves that the Company has a good receivables management system and experiences no issues with collecting its receivables.

# Struktur Modal dan Dasar Kebijakan Manajemen atas Struktur Modal Perusahaan

## Capital Structure and Management's Policy Basis on the Company's Capital Structure

Sebagai upaya PNRE dalam menjaga struktur modal agar tetap berada pada posisi yang optimal guna menunjang pengembangan usaha Pertamina NRE, namun tetap menjaga tingkat biaya dana pada level yang efisien. Karena itu, Perusahaan berupaya untuk memadukan modal sendiri atau ekuitas dan utang berbasis bunga.

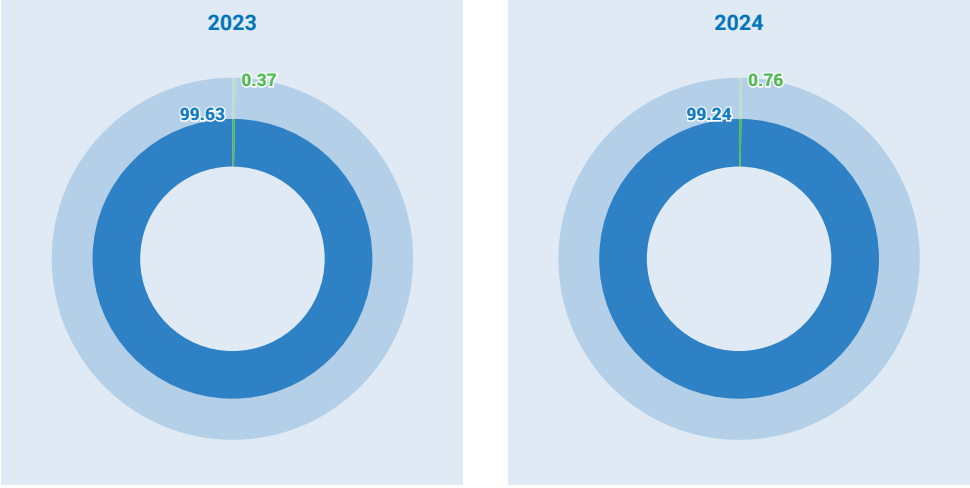
In an effort to maintain an optimal capital structure that supports Pertamina NRE's business development while keeping the cost of capital efficient, the Company aims to balance equity and interest-bearing debt.

Struktur modal Perusahaan per 31 Desember 2024 dapat dijelaskan dalam tabel di bawah ini.

The Company's capital structure as of December 31, 2024, is shown in the table below.

**Kinerja Struktur Modal, Periode 2023-2024**
Capital Structure Performance, Period 2023-2024

| Pos Akun<br>Item | 2024 | | 2023 | | Kenaikan (Penurunan) 2023-2024<br>Increase (Decrease) 2023-2024 | | |
|---|---|---|---|---|---|---|---|
| | Jumlah (USD-ribu)<br>Total (USD-thousand) | Kontribusi (%)<br>Contribution (%) | Jumlah (USD-ribu)<br>Total (USD-thousand) | Kontribusi (%)<br>Contribution (%) | Nominal | Persentase (%)<br>Percentage (%) | |
| | (1) | | (2) | | (3=1-2) | (3:2) | |
| Utang berbunga<br>Interest-bearing debt | | | | | | | |
| Utang Bank Jangka Panjang | 15.649 | 0,66 | - | - | 15.649 | - | ↑ |
| Utang Obligasi | 400.000 | 16,91 | 400.000 | 17,64 | - | - | |
| *Subsidiary Loan Agreement* (SLA) | 343.219 | 14,51 | 320.525 | 14,14 | 22.694 | 7,08 | |
| Liabilitas sewa<br>Lease liabilities | 6.748 | 0,29 | 4.467 | 0,20 | 2.281 | 51,06 | ↑ |
| Subjumlah<br>Subtotal | 765.616 | 32,37 | 724.992 | 31,61 | 40.624 | 5,60 | ↑ |
| Dikurangi kas dan setara kas<br>Net of cash and cash equivalent | (747.524) | (31,61) | (716.602) | 17,64 | 30.922 | 4,32 | ↑ |
| Jumlah Utang Berbunga-Bersih | 18.092 | 0,76 | 8.390 | 0,37 | 9.702 | 115,64 | ↑ |
| Ekuitas/permodalan sendiri<br>Own equity/capital | | | | | | | |
| Jumlah Ekuitas<br>Total Equity | 2.347.102 | 99,24 | 2.258.615 | 99,63 | 88.487 | 3,92 | ↑ |
| Jumlah Permodalan<br>Total Capital | 2.365.194 | 100,00 | 2.267.005 | 100,00 | 143.213 | 6,32 | ↑ |
| Rasio utang berbunga terhadap ekuitas (%)<br>Interest-bearing debt to equity ratio (%) | 32,62 | | 32,10 | | 0,52 | | ↑ |




Hingga akhir tahun 2024, PNRE memiliki ekuitas atau permodalan sendiri yang dominan, dengan komposisi sebesar USD1,62 juta atau 98,96% terhadap keseluruhan struktur modal untuk dapat memenuhi modal kerja dan investasi barang modal yang dilakukan.

By the end of 2024, PNRE's equity, or own capital, makes up the majority of its capital structure, totaling USD1.62 million, which accounts for 98.96% of the overall capital. This is intended to support working capital and investments in capital expenditures.



# Ikatan yang Material untuk Investasi Barang Modal

## Material Commitments for Capital Goods Investment

Pada tahun 2024, Perusahaan tidak memiliki ikatan yang material terkait investasi barang modal.

In 2024, the Company had no material commitments related to capital expenditure investments.

# Realisasi Investasi Barang Modal

## Realization of Capital Goods Investment

Investasi barang modal atau *capital expenditure* (capex) merupakan aktivitas pembelian sejumlah aset tetap atau untuk menambah nilai aset tetap yang diharapkan dapat memberikan nilai manfaat di masa yang akan datang.

Capital expenditure (CapEx) refers to the activity of purchasing fixed assets or enhancing the value of fixed assets, with the expectation that these assets will provide future benefits.

Realisasi investasi barang modal Perusahaan tercermin dari belanja modal atau *Capital Expenditure* (Capex). Di tahun 2024, belanja modal Perusahaan sebesar USD 192,13 juta yang terdiri dari belanja modal Perusahaan untuk kegiatan *Business Development* sebanyak 8 proyek dengan total realisasi investasi sebesar USD108.481.002, proyek anorganik USD2.507.557 dan investasi *Non Business Development* dengan total realisasi investasi sebesar USD81.142.514.

The realization of the Company's capital goods investment is reflected in its Capital Expenditure (Capex). In 2024, the Company's capital expenditure amounted to USD 192.13 million, consisting of capital expenditure for Business Development activities across 8 projects with a total realized investment of USD108,481,002, anorganic project USD2,507,557, and Non-Business Development investments with a total realized investment of USD81,142,514.

**Realisasi Investasi Barang Modal**
Realisasi Investasi Barang Modal

| No. | Jenis Investasi<br>Types of Investment | Tujuan Investasi<br>Objective of Investment | Nilai (USD-Ribu)<br>Value (USD-Thousand) |
|---|---|---|---|
| 1 | Proyek Lumut Balai Unit 1 dan 2<br>Lumut Balai Project Unit 1 and 2 | Membangun infrastruktur dan fasilitas produksi PLTP untuk Lumut Balai Unit 2 dengan kapasitas 55 MW<br>Constructing the infrastructure and production facilities for the Lumut Balai Geothermal Power Plant Unit 2 with a capacity of 55 MW. | SLA-1242 JICA, dana IPO dan modal sendiri / own equity<br>SLA-1242 JICA, IPO funds and own equity |
| 2 | Eksplorasi Wilayah Kerja Eksisting<br>Exploring Existing Work Areas | Memperoleh potensi produksi panas bumi di wilayah eksisting yang dapat meningkatkan ketersediaan uap dan produksi<br>Securing geothermal production potential in existing areas to enhance steam availability and production. | Dana IPO dan modal sendiri / own equity<br>IPO funds and own equity |
| 3 | Proyek Hululais<br>Hululais Project | Melakukan survei dan pengurusan perizinan untuk membangun dan mengoperasikan PLTP Hululais<br>Conducting surveys and managing permits for the construction and operation of the Hululais Geothermal Power Plant. | Dana IPO dan modal sendiri / own equity<br>IPO funds and own equity |
| 4 | PLTP Lahendong Unit 7 & 8<br>Lahendong Geothermal Power Plant Unit 7 & 8 | Melakukan pembangunan infrastruktur dan fasilitas produksi PLTP Lahendong Unit 7 dan 8 dengan kapasitas 2 x 20 MW<br>Constructing the infrastructure and production facilities for Lahendong Geothermal Power Plant Units 7 and 8 with a capacity of 2 x 20 MW. | Dana IPO dan modal sendiri / own equity<br>IPO funds and own equity |

**Realisasi Investasi Barang Modal**
Realisasi Investasi Barang Modal

| No. | Jenis Investasi<br>Types of Investment | Tujuan Investasi<br>Objective of Investment | Nilai<br>(USD-Ribu)<br>Value<br>(USD-Thousand) |
|---|---|---|---|
| 5 | EBT Internal Pertamina<br><br>Pertamina Internal Renewable Energy | Melakukan kegiatan EPC pembangunan PLTS di internal Pertamina<br><br>Carrying out EPC activities for the construction of solar power plants within Pertamina. | Modal sendiri / own equity<br>IPO funds and own equity |
| 6 | EBT Eksternal Pertamina<br><br>Pertamina External Renewable Energy | Melakukan kegiatan EPC pembangunan PLTS kepada pihak eksternal Pertamina<br><br>Carrying out EPC activities for the construction of solar power plants for external parties outside of Pertamina. | Modal sendiri / own equity<br>IPO funds and own equity |
| 7 | *Non Business Development* | Melakukan kegiatan perbaikan dan revitalisasi fasilitas produksi, pembelian material yang menunjang fasilitas produksi dan penyiapan/ perbaikan infrastruktur.<br><br>Carrying out repair and revitalization activities for production facilities, purchasing materials to support production facilities, and preparing/improving infrastructure. | SLA-1242 JICA, dana IPO dan modal sendiri / own equity<br>SLA-1242 JICA, IPO funds and own equity |

**Investasi Barang Modal, Periode 2023-2024**
Investasi Barang Modal, Periode 2023-2024

| Pos Akun | 2024<br>(USD-ribu) | 2023<br>(USD-ribu) | Kenaikan (Penurunan) 2023-2024 | | |
|---|---|---|---|---|---|
| | | | Nominal<br>(USD-ribu) | Persentase<br>(%) | |
| Investasi Barang Modal | 192.131 | 168.600 | 23.531 | 13,96 | ↑ |

Peningkatan realisasi Investasi Barang Modal pada tahun 2024 dipengaruhi oleh adanya peningkatan realisasi kegiatan Non Business Development meliputi perbaikan dan revitalisasi fasilitas produksi, pembelian material yang menunjang fasilitas produksi dan penyiapan/ perbaikan infrastruktur.

The increase in the realization of Capital Expenditure in 2024 was influenced by the higher realization of Non-Business Development activities, including the repair and revitalization of production facilities, the purchase of materials supporting production facilities, and the preparation/improvement of infrastructure.

# Informasi tentang Dampak Nilai Tukar Mata Uang Asing

## Information on the Impact of Foreign Exchange Rates

Pendapatan dan pengeluaran Grup sebagian besar dalam mata uang dolar Amerika Serikat yang secara tidak langsung merupakan lindung nilai alami (*natural hedging*) terhadap *exposure* fluktuasi mata uang asing. Penguatan/pelemahan rupiah, euro dan yen terhadap dolar AS akan meningkatkan/ menurunkan laba-rugi setelah pajak.

The Group's revenues and expenses are primarily denominated in US dollars, which indirectly serve as a natural hedge against foreign exchange fluctuations. The strengthening or weakening of the rupiah, euro, and yen against the US dollar will result in an increase or decrease in profit or loss after tax.

# Informasi dan Fakta Material yang Terjadi Setelah Tanggal Laporan Akuntan

## Material Information and Facts that Occurred After the Accountant's Reporting Date

Tidak terdapat peristiwa penting setelah tanggal laporan akuntan hingga tanggal disahkannya laporan tahunan.

There were no significant events occurring after the date of the accountant's report up to the date of the approval of the annual report.

# Pencapaian Target Tahun 2024

## Target Achievement 2024

### Asumsi-asumsi yang Digunakan serta Proses Perumusan Target Tahun 2024

Pada penyusunanan RKAP 2024, parameter yang digunakanan untuk penyusunan antara lain kurs USD to IDR sebesar 15.000.

### Assumptions Used and the Target-Setting Process for 2024

In the preparation of the 2024 Work Plan and Budget (RKAP), the parameters used included an exchange rate assumption of USD to IDR at 15,000.

**Pencapaian Realisasi Terhadap Target Tahun 2024**
Achievement of Realization Against Target in 2024

| **Perihal** Subject | **Satuan** Unit | **Realisasi 2024** Realization 2024 | **Target 2024** Target 2024 | **Pencapaian Realisasi Terhadap Target 2024 (%)** Realization Against Target 2024 (%) | |
|---|---|---|---|---|---|
| | | 1 | 2 | (1:2) | |
| Produksi dan Pemasaran<br>Production and Marketing | | | | | |
| Kapasitas Terpasang<br>Installed capacity | MW | 2.502,12 | 2.626,04 | 95,28 | ↑ |
| Produksi Listrik<br>Electricity Production | MWh | 8.475,35 | 7.320,43 | 115,78 | ↑ |
| Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian<br>Consolidated Profit or Loss and Other Comprehensive Income | | | | | |
| Penjualan dan pendapatan<br>Sales and revenue | USD-ribu<br>USD-thousand | 416.815,00 | 411.541,00 | 101,28 | ↓ |
| Beban pokok penjualan<br>Cost of revenue | USD-ribu<br>USD-thousand | 169.960,00 | 186.308,81 | 91,22 | ↑↓ |
| Beban usaha<br>Operating expenses | USD-ribu<br>USD-thousand | 65.820,00 | 62.197,89 | 105,82 | ↑ |
| Pendapatan/(beban) lain-lain<br>Other income/(expenses) | USD-ribu<br>USD-thousand | 10.053,00 | 36.187,93 | 27,78 | ↓ |
| Manfaat/(beban) pajak penghasilan<br>Income tax benefit/(expense) | USD-ribu<br>USD-thousand | (67.780,00) | 74.777,62 | (90,64) | ↓ |
| Laba bersih tahun berjalan (USD-juta)<br>Net profit for the year (USD-million) | USD-ribu<br>USD-thousand | 135.633,00 | 130.038,68 | 104,30 | ↑ |

**Pencapaian Realisasi Terhadap Target Tahun 2024**
Achievement of Realization Against Target in 2024

| Perihal<br>Subject | Satuan<br>Unit | Realisasi 2024<br>Realization 2024 | Target 2024<br>Target 2024 | Pencapaian Realisasi Terhadap Target 2024 (%)<br>Realization Against Target 2024 (%) | |
|---|---|---|---|---|---|
| | | 1 | 2 | (1:2) | |
| Posisi Keuangan Konsolidasian dan Struktur Modal<br>Consolidated Financial Position and Capital Structure | | | | | |
| Aset<br>Assets | USD-ribu<br>USD-thousand | 3.385.529,00 | 3.488.007,11 | 97,06 | ↓ |
| Liabilitas<br>Liabilities | USD-ribu<br>USD-thousand | 1.038.427,00 | 1.113.166,40 | 93,29 | ↓ |
| Ekuitas<br>Equity | USD-ribu<br>USD-thousand | 2.347.102,00 | 2.374.840,70 | 98,83 | ↓ |
| Rasio utang berbunga terhadap ekuitas<br>Interest-bearing debt to equity ratio | % | 32,62 | 35,85 | 90,99 | ↓ |
| Investasi Barang Modal<br>Capital Goods Investment | | | | | |
| Anggaran Biaya Investasi (ABI)<br>Investment Cost Budget | USD-ribu<br>USD-thousand | 192.131.073 | 684.030.943 | 28,09 | ↓ |

## Pencapaian Target Produksi dan Pemasaran

Kapasitas terpasang SH PNRE tahun 2024 sebesar 2.502,12 MW, tercapai 58,45% terhadap RKAP 2024. Penambahan kapasitas terpasang berasal dari proyek-proyek PLTS Internal Pertamina dan PLTP. Penambahan kapasitas terpasang SH PNRE tahun 2024 sebesar 58,7 MW diantaranya berasal dari *mechanical completion* proyek PLTP Lumut Balai Unit-2 (55,0 MW), PLTS RU V Balikpapan (2,5 MW), PLTS RU II Dumai (1,0 MW), PLTS PAS Extension (0,1 MW), dan PLTS Pertagas (0,1 MW). Namun terdapat pengurangan kapasitas sebesar 2,0 MW dari PLTBg Kwala Sawit (1,0 MW) dan PLTBg Pagar Merbau (1,0 MW) yang habis masa kontraknya di November 2024.

Pengembangan kapasitas terpasang SH PNRE terdapat hambatan yang dihadapi, seperti:
1. Ketersediaan Lahan Yang Terbatas
2. Regulasi EBT di Indonesia
3. Perubahan prioritisasi oleh *Offtaker*

Realisasi produksi listrik tahun 2024 sebesar 8.475,35 GWh. Realisasi lebih tinggi 15,78% dari RKAP 2024 terutama disebabkan pengakuan produksi Listrik Jawa-1, yang disesuaikan dengan *availability factor* (AF) per bulan, terealisasi di atas target RKAP. Selain itu, peningkatan produksi juga didukung oleh produksi *Geothermal* di sebagian besar lokasi yang tercapai diatas target berkat penyerapan pembangkitan PLTP yang optimal. Peningkatan produksi terhadap realisasi tahun 2023 terutama disebabkan telah beroperasinya produksi listrik dari Jawa-1, Gas Engine Dumai dan PLTS Internal Pertamina seperti PLTS Rokan dan PLTS di lokasi Kilang Pertamina Grup yang sudah beroperasi penuh sejak awal tahun 2024.

## Achievement of Production and Marketing Targets

PNRE's installed capacity for 2024 reached 2.502,12 MW, achieving 58,45% of the 2024 Work Plan and Budget (RKAP) target. The increase in installed capacity came from internal Pertamina solar PV projects and geothermal power plants. The additional installed capacity in 2024 totaled 58.7 MW, mainly from the mechanical completion of the following projects: Lumut Balai Geothermal Power Plant Unit-2 (55.0 MW), Balikpapan Refinery Unit V Solar PV Plant (2.5 MW), Dumai Refinery Unit II Solar PV Plant (1.0 MW), PAS Extension Solar PV Plant (0.1 MW), and Pertagas Solar PV Plant (0.1 MW). However, there was a reduction in capacity of 2.0 MW due to the expiration of contracts for Kwala Sawit Biogas Power Plant (1.0 MW) and Pagar Merbau Biogas Power Plant (1.0 MW) in November 2024.

The development of installed capacity at SH PNRE's faced obstacles, such as:
1. Limited land availability
2. Renewable energy regulations in Indonesia
3. Changes in prioritization by the offtaker

Electricity production in 2024 reached 8,475.35 GWh, exceeding the 2024 RKAP target by 15.78%. This was mainly due to the recognition of electricity production from the Jawa-1 project, which, based on its monthly availability factor (AF), was realized above the planned target. In addition, the increase in production was supported by geothermal output at most sites that exceeded targets, thanks to optimal absorption from the geothermal power plants. The increase in production compared to the 2023 realization was primarily due to the commencement of electricity production from Jawa-1, Dumai Gas Engine, and Pertamina's internal solar power plants such as PLTS Rokan and solar power plants at Pertamina Group refinery locations, which have been fully operational since the beginning of 2024.

## Pencapaian Target Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian

1. Pendapatan perusahaan tercapai sebesar sebesar USD 416,81 juta atau 96,93% dari target tahun 2024, hal ini disebabkan oleh:
   a. Adanya gangguan operasional dan gangguan jaringan PLN pada PLTBg Sei Mangkei,
   b. Deviasi cuaca dan *failure inverter* di beberapa titik PLTS,
   c. Tertundanya jadwal *Commercial Operation Date* (COD) pada PLTS *New Project*
   d. Realisasi pendapatan pada O&M Services, NBS & Carbon Trading, serta EV & *Battery* yang belum maksimal.

   Disisi lain penjualan energi panas bumi melalui PT Pertamina Geothermal Energy Tbk mengalami kenaikan dan terealisasi melebihi target 2024 sebesar 103%.
2. Beban pokok penjualan tercapai sebesar USD169,96 atau 91,22% dari target tahun 2024 yang disebabkan oleh seiring dengan upaya efisiensi biaya, rendahnya *material consumed* dan belum tercapainya pendapatan di proyek.
3. Beban usaha tahun 2024 sebesar USD65,82 juta atau 105,82% dari target tahun 2024 yang disebabkan karena rendahnya komponen utama *Promotion & Corp. Image* dan *financial expenses* atas biaya *upfront fee bringing loan* yang tidak terealisasi.
4. Pendapatan/ (Beban) lain dan keuangan tahun 2024 sebesar USD 10,05 juta atau lebih rendah 27,78% dari target tahun 2024 yang dipengaruhi oleh pembebanan *Interest During Construction* (IDC), serap laba/rugi AP/JV dan pendapatan / beban lainnya.

## Pencapaian Target Posisi Keuangan Konsolidasian

1. Realisasi aset Perusahaan tahun 2024 terdiri dari aset lancar sebesar USD 927,24 juta dan aset tidak lancar sebesar USD2,46 miliar. Dibandingkan dengan target, realisasi tahun 2024 tercapai sebesar 101,69% yang utamanya dipengaruhi oleh peningkatan aset tetap serta aset minyak dan gas bumi serta panas bumi.
2. Realisasi Liabilitas Perusahaan tahun 2024 terdiri dari Liabilitas Jangka Pendek sebesar USD USD 258,71 juta dan Liabilitas Jangka Panjang sebesar USD 779,71 juta. Dibandingkan dengan target, realisasi tahun 2024 tercapai sebesar 93,29% utamanya karena telah dilakukannya *settlement* pembayaran terhadap beberapa kewajiban jangka pendek dan jangka panjang perusahaan.
3. Realisasi Ekuitas perusahaan tahun 2024 sebesar USD 2,35 miliar. Dibandingkan dengan target, realisasi tahun 2024 tercapai sebesar 98,83% utamanya karena pergerakan laba tahun 2024, dampak pengukuran kembali Past Service Liability (PSL) dan serap perubahan ekuitas anak perusahaan, ventura bersama dan asosiasi.

## Target Realization of Consolidated Profit and Loss and Other Comprehensive Income

1. The Company's revenue reached USD 416.81 million, or 96.93% of the 2024 target. This was due to:
   a. Operational disruptions and network disturbances of the PLN network at Sei Mangkei Biomass Power Plant (PLTBg),
   b. Weather deviations and inverter failures at several solar PV (PLTS) sites,
   c. Delays in the Commercial Operation Date (COD) schedule of the PLTS New Project,
   d. Suboptimal revenue realization from O&M Services, NBS & Carbon Trading, and EV & Battery segments.

   On the other hand, geothermal energy sales through PT Pertamina Geothermal Energy Tbk increased and exceeded the 2024 target by 103%.
2. The cost of revenue reached USD 169.96 million, or 91,22% of the 2024 target, due to cost-efficiency efforts, lower material consumption, and unachieved revenue in certain projects.
3. Operating expenses for 2024 amounted to USD 65.82 million, or 105.82% of the 2024 target, due to low expenses in key components such as Promotion & Corporate Image and unrealized financial expenses related to upfront fee of bringing loans.
4. Other income/(expenses) and finance income for 2024 amounted to USD 10.05 million, or 27.78% lower than the 2024 target, influenced by Interest During Construction (IDC) charges, profit/loss from Associate/JV, and other income/ expenses.

## Target Realization of Consolidated Financial Position

1. The Company's asset realization in 2024 consisted of current assets amounting to USD 927.24 million and non-current assets amounting to USD 2.46 billion. Compared to the target, the 2024 realization was 101.69%, primarily influenced by the increase in fixed assets as well as oil, gas, and geothermal assets.
2. The Company's liabilities in 2024 consisted of current liabilities amounting to USD 258.71 million and non-current liabilities amounting to USD 779.71 million. Compared to the target, the 2024 realization reached 93.29%, primarily due to the settlement of several short-term and long-term obligations.
3. The Company's equity in 2024 amounted to USD 2.35 billion. Compared to the target, the realization in 2024 reached 98.83%, mainly due to the profit generated in 2024, the impact of the remeasurement of Past Service Liability (PSL), and the absorption of equity changes from subsidiaries, joint ventures, and associates.

## Pencapaian Target Struktur Modal

Pencapaian target struktur modal dapat dijelaskan sebagai berikut:

1. Realisasi modal saham tahun 2024 sebesar USD 2.04 miliar, tidak terdapat perubahan atau terealisasi sesuai target.
2. Realisasi tambahan modal saham tahun 2024 sebesar USD 743,68 juta, tidak terdapat perubahan atau terealisasi sesuai target.

## Pencapaian Target Investasi Barang Modal

Realisasi Target Investasi atau Anggaran Biaya Investasi (ABI) SH PNRE YTD Desember 2024 sebesar USD184,9 juta, yang terdiri dari USD179,9 juta ABI untuk pengembangan dan pengoperasian PLTP USD2,5 juta penyertaan Perusahaan PNRE ke PT Industri Baterai IndonesiaIBC dan USD2,4 juta untuk pengembangan PLTS.

Realisasi ABI tercapai 28,09% dari target RKAP 2024 di 684 US$ juta. Anggaran Biaya Investasi lebih kecil dari *plan* terutama karena tidak tercapainya mata anggaran investasi berikut.

1. Investasi Inorganik SH PNRE yang tertunda disebabkan oleh perubahan tata-waktu transaksi
2. *Drawndown* ABI yang disebabkan oleh perubahan tata-waktu pada proyek-proyek yang sudah dalam tahap eksekusi

## Target Realization of Capital Structure

The achievement of target in terms of capital structure can be explained as follows:

1. The realization of share capital in 2024 amounted to USD 2.04 billion, with no changes and was in line with the target.
2. The realization of additional share capital in 2024 amounted to USD 743.68 million, with no changes and was in line with the target.

## Target Realization of Capital Expenditure Investment

The realization of the Investment Target or Investment Budget (ABI) for SH PNRE as of December 2024 amounted to USD 184.9 million, consisting of USD 179.9 million for the development and operation of PLTP, USD 2.5 million for the company's investment in PT Industri Baterai Indonesia IBC, and USD 2.4 million for the development of PLTS.

The ABI realization reached 28,09% of the 2024 RKAP target of USD 684 million. The investment budget was lower than planned, mainly due to the unachieved investment budget items as follows:

1. The delayed inorganic investment for SH PNRE due to changes in the transaction timeline.
2. The drawdown of ABI due to changes in the timeline for projects that are already in the execution stage.



# Tingkat Kesehatan Perusahaan

## Corporate Health Level

Sebagai bagian dari *Holding* BUMN Migas, PNRE berupaya meratifikasi berbagai ketentuan yang dikeluarkan oleh Menteri BUMN RI. Salah satunya adalah Peraturan Menteri BUMN RI No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara, di mana disebutkan bahwa penilaian tingkat kesehatan BUMN dinilai menggunakan peringkat (*rating*) yang didasarkan pada pemeringkatan yang dilakukan oleh perusahaan pemeringkat nasional, perusahaan pemeringkat internasional, atau perusahaan pemeringkat nasional yang terafiliasi dengan perusahaan pemeringkat internasional, yang telah memenuhi berbagai kualifikasi sebagaimana dijelaskan dalam Peraturan Menteri BUMN RI No. PER-2/MBU/03/2023. Pemeringkatan ini dilakukan dalam rangka membantu BUMN dan kelompok usaha meningkatkan kredibilitasnya dan mempermudah aksesibilitas kepada sumber pendanaan yang kompetitif.

As part of the State-Owned Enterprises (SOE) Holding in the oil and gas sector, PNRE strives to ratify various provisions issued by the Minister of State-Owned Enterprises of the Republic of Indonesia. One of these is the Minister of SOEs Regulation No. PER-2/MBU/03/2023 on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, which states that the health level of SOEs is assessed using a rating system based on evaluations by national rating agencies, international rating agencies, or national rating agencies affiliated with international rating agencies, all of which must meet various qualifications as outlined in the Minister of SOEs Regulation No. PER-2/MBU/03/2023. This rating is conducted to help SOEs and their business groups improve their credibility and facilitate access to competitive funding sources.

Di tahun 2024, Perusahaan memperoleh pemeringkatan "idAAA/Stable" dari PEFINDO, sehingga tingkat kesehatan PNRE diklasifikasikan menjadi Sangat Sehat (AAA).

In 2024, the Company obtained an "idAAA/Stable" rating from PEFINDO, thereby classifying PNRE's health status as Very Healthy (AAA).

Di tahun sebelumnya, Perusahaan memperoleh pemeringkatan "idAA+ *Stable*" dari PEFINDO.

In the previous year, the Company received an "idAA+ Stable" rating from PEFINDO.

# *Key Performance Indicator*

## Key Performance Indicator

KPI 2024 terdiri dari KPI Bersama dan *boundary* KPI yang diturunkan dari *Holding* serta KPI khusus *Subholding* PNRE dengan realisasi terlampir di tabel berikut.

The 2024 KPI consists of Joint KPIs and Boundary KPIs derived from the Holding, as well as Specific KPIs for the Subholding PNRE, with the realizations attached in the following table.

Terdapat 19 item KPI yang tercapai dengan 7 item KPI yang tidak tercapai sebagai berikut:

1. EBITDA *Subholding*
2. ROIC > WACC
3. *Interest Bearing Debt to EBITDA*
4. Tambahan Kapasitas *Clean Energy*
5. Realisasi ABI
6. Implementasi *Carbon Credit*
7. Pengembangan Proyek *Gas to Power*

A total of 19 KPI items were achieved, while 7 KPI items were not achieved, as follows:

1. Subholding EBITDA
2. ROIC > WACC
3. Interest Bearing Debt to EBITDA
4. Additional Clean Energy Capacity
5. ABI Realization
6. Carbon Credit Implementation
7. Gas to Power Project Development

6 Item KPI yang tidak tercapai berdasarkan penilaian berikut : The 6 unmet KPI items are based on the following assessment:

| No. | KPI | 2024 | Realisasi 2024 |
|---|---|---|---|
| | | Bobot Weight | %WP |
| A. KPI Bersama<br>A. Joint KPI | | | 30,95 |
| 1 | EBITDA Subholding<br>Subholding EBITDA | 5 | 4,66 |
| 2 | ROIC ≥ WACC | 4 | 3,79 |
| 3 | Interest Bearing Debt to EBITDA | 4 | 4,14 |
| 4 | Interest Bearing Debt to Invested Capital | 4 | 4,23 |
| 5 | Cost per Unit | 5 | 5,44 |
| 6 | Implementasi ESG:<br>ESG Implementation: | | |
| | a. Skor Rating ESG<br>a. ESG Rating Score | 2,5 | 2,75 |
| | b. Reduksi Emisi CO2e<br>b. CO2e Emission Reduction | 2,5 | 2,75 |
| 7 | Peningkatan Budaya HSSE<br>HSSE Culture Improvement | 3 | 3,19 |
| B. KPI Subholding<br>B. Subholding KPI | | | 69,67 |
| 1 | Tambahan Kapasitas Terpasang Clean Energy<br>Additional Clean Energy Installed Capacity | 6 | 3,51 |
| 2 | Volume Produksi Listrik<br>Electricity Production Volume | 7 | 7,70 |
| 3 | Kehandalan Pembangkit<br>Generator Reliability | 9 | |
| | a. Equivalent Availability Factor / EAF (50%) | 4,5 | 4,95 |
| | b. Equivalent Forced Outage Rate / EFOR (50%) | 4,5 | 4,95 |
| 4 | Realisasi Investasi<br>Investment Realization | | |
| | a. Schedule Performance Index-30% | 2,4 | 2,40 |
| | b. Cost Performance Index-30% | 2,4 | 2,64 |
| | c. Realisasi ABI-30%<br>c. ABI Realization -30% | 2,4 | 0,79 |
| | d. Komitmen FID-10%<br>d. FID Commitment -10% | 0,8 | 0,83 |
| 5 | Implementasi Asset Integrity Management<br>Asset Integrity Management Implementation | 5 | 5,50 |
| 6 | Pemenuhan Program M&A<br>M&A Program Fulfillment | 6 | 6,60 |
| 7 | Implementasi Carbon Credit<br>Carbon Credit Implementation | 6 | 5,91 |
| 8 | Pengembangan Proyek PNRE<br>PNRE Project Development | | |
| | a. Gas to Power BD-30% | 2,4 | 2,04 |
| | b. Geothermal BD-70% | 5,6 | 6,16 |
| 9 | Kerjasama/Sinergi BUMN & Sektor Swasta<br>Cooperation/Synergy between SOE and Private Sector | 3 | 3,30 |
| 10 | Hydrogen Project Initiatives | 4 | 4,00 |
| 11 | Energy Fund Investment & Deployment Roadmap | 3 | 3,00 |
| 12 | Konsolidasi Aset Pertamina Group ke PPI<br>Consolidation of Pertamina Group Assets to PPI | 3 | 3,21 |
| 13 | Bioethanol | 2 | 2,18 |
| Total | | | 100,62 |
| C. Boundary KPI | | | |
| 1 | Number of Accident (NoA) | | - |
| 2 | GCG Implementation Compliance | | 1 |
| 3 | Optimalisasi Pelaksanaan Sinergi Pertamina<br>Optimization of Pertamina Group Synergy Implementation | | 2,5 |
| 4 | Pengelolaan Risiko<br>Risk Management | | - |
| 5 | Tindak Lanjut Rekomendasi Hasil Audit Inter<br>Follow-up on Internal & External Audit Result Recommendations | | - |
| 6 | Cost Optimization | | 1,5 |
| Total | | | 105,62 |

# Rincian Masalah yang Terjadi di Tahun 2024

## Issues Arising in 2024

Berikut ini merupakan rincian masalah yang terjadi sepanjang tahun 2024:

1. Keekonomian usulan investasi EBT yang *challenging*;
2. Regulasi yang kurang kondusif;
3. Terbatasnya tenaga ahli/kompenten di bidang EBT (Bioenergy, Wind, etc) & *future business* (Hydrogen, EV, CCS, etc) untuk pengembangan bisnis;
4. Dukungan persetujuan dan proses internal untuk pengembangan M&A baik lokal maupun internasional, terutama karena keterbatasan asset M&A lokal.

Upaya dalam mengatasi permasalahan yang telah dilakukan antara lain:

1. Usulan kebijakan khusus untuk *hurdle rate*, pendanaan dengan bunga yang kompetitif, *strategic partnership*, prioritisasi proyek & *budget*, dan lainnya;
2. *Stakeholder engagement*, FGD, *workshop* dengan kementerian & asosiasi untuk menyampaikan *concern* dan dukungan yang diperlukan;
3. Peningkatan kompetensi melalui *customized training*, sertifikasi, *direct hire*, penggunaan jasa konsultan dan *strategic partnership;*
4. Koordinasi dengan Pertamina Holding & KBUMN untuk proses *waiver* moratorium pembentukan JV untuk percepatan pertumbuhan perusahaan melalui inisiatif anorganik;
5. Lebih agresif *sourcing pipeline* melalui *Investment Bank*, *networking*, termasuk peluang dari luar negeri; *Gate review* melalui *workshop* bersama antara GR *Team* & Komite Investasi SH & Holding.

Summary of Issues encountered throughout 2024:

1. The economic viability of renewable energy (EBT) still challenging;
2. Less conducive regulations;
3. A limited number of skilled/competent professionals in the fields of renewable energy (Bioenergy, Wind, etc.) and future businesses (Hydrogen, EV, CCS, etc.) for business development.
4. Support for approvals and internal processes for M\&A development, both local and international, especially due to the limited availability of local M&A assets.

Efforts to adddress the issues undertaken include:

1. Proposals for special policies on hurdle rates, funding with competitive interest rates, strategic partnerships, project & budget prioritization, and others.
2. Stakeholder engagement, focus group discussions (FGD), and workshops with ministries & associations to convey concerns and necessary support.
3. Competency enhancement through customized training, certification, direct hiring, consulting services, and strategic partnerships.
4. Coordination with Pertamina Holding and the Ministry of SOEs for the waiver process of the moratorium on JV formation to accelerate company growth through inorganic initiatives;
5. More aggressive pipeline sourcing through investment banks, networking, including opportunities from abroad; gate review through joint workshops between the GR Team and the SH & Holding Investment Committee.

# Kebijakan Dividen dan Pembagiannya

## Dividend Policy and Distribution

### Dasar Kebijakan tentang Pembagian Dividen Perusahaan

Mengacu pada Undang-Undang RI No. 40 Tahun 2007 tentang Perseroan Terbatas, dividen hanya boleh dibagikan apabila Perusahaan mempunyai "saldo laba yang positif". Pembagian dividen kepada pemegang saham diakui sebagai liabilitas dalam laporan keuangan konsolidasian Perusahaan pada periode di mana dividen dideklarasikan.

Menurut pedoman penggunaan laba anak perusahaan A6-001/H40000/2020/S9 PT Pertamina (Persero), pemegang saham dapat mempertimbangkan penggunaan laba bersih perusahaan diprioritaskan guna pemenuhan cadangan wajib dan kebutuhan pendanaan pengembangan bisnis perusahaan, serta dibagikan sebagai dividen kepada Pemegang Saham.

### Pembagian Dividen yang Dilakukan di Tahun 2024 dan Kronologis Pembagian Dividen

Berdasarkan keputusan RUPS Tahunan tahun buku 2023 yang diselenggarakan pada tanggal 6 Juni 2024, terkait penggunaan laba tahun 2023, para pemegang saham mengambil keputusan sebagai berikut:

1. Menetapkan penggunaan laba bersih diatribusikan ke pemilik entitas induk tahun buku 2023 sebesar USD146.600.340,- sebagai berikut:
   a. Sebesar USD21.000.000,- dibagikan sebagai dividen kepada Pemegang Saham.
   b. Sebesar USD125.600.340,- sebagai cadangan, termasuk untuk mendukung kegiatan operasional dan pengembangan Perusahaan.
2. Jadwal pembayaran dividen dari Perusahaan selambat-lambatnya 30 hari setelah ditetapkan dalam RUPS Tahunan secara sekaligus dan dibayarkan dalam mata uang Dolar Amerika Serikat (USD). Pembayaran dividen harus dilunasi sebelum pembayaran tantiem kepada Direksi dan Dewan Komisaris. Keterlambatan pembayaran Dividen setelah tanggal jatuh tempo akan dikenakan denda sebesar 2% dari jumlah dividen setiap bulannya.
3. Memberikan otorisasi kepada Direktorat Keuangan Pertamina untuk mengatur mekanisme pembayaran dividen yang optimal bagi pemegang saham.

Kronologis pembagian dividen Perusahaan dalam 3 (tiga) tahun terakhir dapat dilihat pada tabel di bawah ini.

### Policy on Dividend Distribution

Referring to the Indonesian Law No. 40 of 2007 on Limited Liability Companies, dividends may only be distributed if the company has a "positive retained earnings balance." Dividend distribution to shareholders is recognized as a liability in the Company's consolidated financial statements for the period in which the dividend is declared.

According to the guidelines on the use of the subsidiary's profits A6-001/H40000/2020/S9 PT Pertamina (Persero), shareholders may consider the use of the company's net profit prioritized for the fulfillment of mandatory reserves and funding needs for the company's business development, and distributed as dividends to Shareholders.

### Dividend Distribution in 2024 and the Chronology of Dividend Distribution

Based on the resolution of the Annual GMS for the fiscal year 2023 held on June 6, 2024, regarding the use of 2023 profits, the shareholders made the following decisions:

1. To allocate the net profit attributable to the owners of parent entity for the fiscal year 2023 amounting to USD146,600,340 as follows:
   a. USD21,000,000 will be distributed as dividends to shareholders.
   b. USD 125,600,340 will be allocated as reserves, including to support the Company's operational activities and development.
2. The dividend payment schedule will be no later than 30 days after being approved at the Annual GMS, and will be paid in US Dollars (USD). Dividend payments must be completed before any bonus payments to the Board of Directors and the Board of Commissioners. Any delay in the dividend payment beyond the due date will incur a penalty of 2% of the total dividend amount per month.
3. Authorize the Finance Directorate of Pertamina to arrange the optimal mechanism for dividend payment to shareholders.

The chronology of the Company's dividend distribution over the last 3 (three) years can be seen in the table below.

**Kronologis Pembagian Dividen Periode 2022-2024**
Chronology of Dividend Distribution Period 2022-2024

| **Tahun Pembagian** Year of Distribution | **Tahun Hasil Usaha** Year of Business Earnings | **Tanggal Pengumuman** Announcement Date | **Laba Bersih sebagai Dasar Pembagian Dividen** (USD-ribu) Net Profit as the Basis for Dividend Distribution (USD-thousand) | **Tanggal Pembayaran** Payout Date | **Dividen Kas yang Dibagikan** (USD-ribu) Cash Dividends Distributed (USD-thousands) | **Dividen per Lembar Saham** (USD/saham) Dividend per Share (USD/share) | **Rasio Pembagian Dividen** (%) Dividend Payout Ratio (%) |
|---|---|---|---|---|---|---|---|
| 2024 | 2023 | 12 Juni 2024<br>June 12, 2024 | 146.600 | 4 Juli 2024<br>July 4, 2024 | 21.000 | 0,71 | 14,32 |
| 2023 | 2022 | 9 Juni 2023<br>June 9, 2023 | 118.052 | 28 Juli 2023<br>July 28, 2023 | 8.494 | | |
| | | | | 8 Agustus 2023<br>August 8, 2023 | 13.255 | | |
| | | | | | 21.749 | 0,74 | 18,42 |
| 2022 | 2021 | 8 Juni 2022<br>June 8, 2022 | 10.711 | Pemegang saham memutuskan Perusahaan tidak membagikan dividen<br>The shareholders decided that the Company did not distribute dividends. | | | |

# Perpajakan dan PNBP Lainnya: Kontribusi Terhadap Negara

## Taxation and Other Non-Tax State Revenues (PNBP): Contribution to the State

Perusahaan berkomitmen untuk dapat memberikan kontribusi kepada negara dan pembangunan nasional, khususnya melalui pemenuhan kewajiban perpajakan dan setoran Pendapatan Negara Bukan Pajak (PNBP). Perusahaan melakukan pembayaran pajak meliputi Pajak Penghasilan (PPh) Potong/Pungut, Pajak Pertambahan Nilai (PPN), Pajak Bumi dan Bangunan (PBB), dan pajak daerah lainnya, dalam jangka waktu sesuai ketentuan perpajakan yang berlaku.

Perusahaan telah menyampaikan dokumen pelaporan pajak, seperti Surat Pemberitahuan (SPT) Masa atas PPh dan PPN, SPT Tahunan PPh Badan, serta dokumen perpajakan lainnya kepada otoritas perpajakan yang berwenang dalam jangka waktu sesuai ketentuan perpajakan yang berlaku. Sampai dengan 31 Desember 2024, Perusahaan telah membayarkan pajak sebesar USD 26.710 ribu atau naik 35,87% dari tahun sebelumnya yaitu sebesar USD 17.129 ribu.

Berikut disampaikan kontribusi pajak dan setoran PNBP yang dilakukan Perusahaan.

The Company is committed to contributing to the country and national development, particularly through fulfilling tax obligations and Non-Tax State Revenue (PNBP) contributions. The Company has made tax payments, including Income Tax (PPh) Withholding, Value Added Tax (PPN), Land and Building Tax (PBB), and other local taxes, within the time frame as per applicable tax regulations.

The Company has submitted tax reporting documents, such as the Monthly Tax Return (SPT) for PPh and PPN, the Annual Corporate Income Tax Return (SPT Tahunan PPh Badan), and other tax documents to the relevant tax authorities within the time frame stipulated by applicable tax laws. As of December 31, 2024, the Company has paid taxes amounting to USD 26.710 thousand, an increase of 35.87% compared to the previous year, which amounted to USD 17.129 thousand.

Below is the presentation of the tax contributions and PNBP payments made by the Company

**Pembayaran Pajak Periode 2023-2024**
Pembayaran Pajak Periode 2023-2024

| Jenis Pajak | 2024 (USD-ribu) | 2023 (USD-ribu) | Kenaikan (Penurunan) 2023-2024 | | |
|---|---|---|---|---|---|
| | | | Nominal (USD-ribu) | Persentase (%) | |
| Pajak Penghasilan (PPh) | 25.697 | 16.997 | 8.700 | 51,19 | ↑ |
| Pajak Pertambahan Nilai (PPN) & Pajak Penjualan atas Barang Mewah (PPnBM) | 146 | 132 | 14 | 10,61 | ↑ |
| Bea Masuk/Keluar, Bea & Cukai, dan Bea Materai | 720 | - | 720 | - | - |
| PBB P3 (Perkebunan, Perhutanan, Pertambangan) | - | - | - | - | - |
| Pajak Pemerintah Pusat Lainnya | 147 | - | 147 | - | - |
| Pajak Daerah dan Retribusi Daerah (PDRD), termasuk PBB P2 (Perkotaan dan Perdesaan) | - | - | - | - | - |
| Jumlah Pajak yang Disetorkan | 26.710 | 17.129 | 8.700 | 51,19 | ↑ |

Realisasi pembayaran PNBP di lingkup SH PNRE merupakan realisasi Setoran Bagian Pemerintah (SBP) di PGE. Sesuai Keputusan Presiden No. 49/1991, Keputusan Menteri Keuangan No. 766/KMK.04/1992, dan Peraturan Menteri Keuangan No. 90/PMK.02/2017, PGE sebagai pengusaha panas bumi berkewajiban menyetor bagian Pemerintah sebesar 34% dari laba usaha bersih ke Kementerian Keuangan.

Kewajiban SBP ini diperlakukan sebagai pemenuhan kewajiban Pajak Penghasilan Badan pada perusahaan umumnya namun yang membedakan adalah pajak-pajak lainnya berupa Pajak Pertambahan Nilai (PPN), Pajak Bumi dan Bangunan (PBB), Bonus Produksi dan pungutan-pungutan lainnya ditanggung/dikembalikan oleh Pemerintah. Sampai dengan 31 Desember 2024, Perusahaan telah membayarkan Setoran Bagian Pemerintah sebesar USD 67.878 ribu atau turun 0,09 % dari tahun sebelumnya yaitu sebesar USD 67.935 ribu. Berikut disampaikan kontribusi pembayaran PNBP periode 2023-2024 yang dilakukan Perusahaan.

The realization of PNBP (Non-Tax State Revenue) payments within the scope of SH PNRE represents the fulfillment of the Government's Share Payment (SBP) obligation in PGE. In accordance with Presidential Decree No. 49/1991, Minister of Finance Decree No. 766/KMK.04/1992, and Minister of Finance Regulation No. 90/PMK.02/2017, PGE, as a geothermal company, is required to remit 34% of its net operating profit as the Government's share to the Ministry of Finance.

This SBP obligation is treated similarly to a corporate income tax obligation but differs in that other taxes, such as Value Added Tax (VAT), Land and Building Tax (PBB), production bonuses, and other levies, are covered or refunded by the Government. As of December 31, 2024, the Company has remitted the Government's Share Payment of USD 67.878 thousand, which represents a 0.09% decrease compared to the previous year's amount of USD 67.935 thousand. Below is the summary of the PNBP contributions for the 2023-2024 period made by the Company.

**Pembayaran Pajak Periode 2023-2024**
Pembayaran Pajak Periode 2023-2024

| Jenis Pajak | 2024 (USD-ribu) | 2023 (USD-ribu) | Kenaikan (Penurunan) 2023-2024 | | |
|---|---|---|---|---|---|
| | | | Nominal (USD-ribu) | Persentase (%) | |
| Setoran Bagian Pemerintah | 67.878 | 67.935 | (57) | (0,08) | ↓ |
| Jumlah PNBP yang Disetorkan | 67.878 | 67.935 | (57) | (0,08) | ↓ |

# Informasi tentang Penggunaan Dana Hasil Penawaran Umum

## Information on the Use of Proceeds from the Public Offering

Hingga akhir tahun 2024 Perusahaan tidak melakukan penawaran umum, baik penawaran umum saham di bursa maupun penawaran atas surat utang yang bersifat publik.

As of the end of 2024, the Company did not conduct any public offerings, either of shares on the stock exchange or public offerings of debt securities.

# Laporan Penggunaan Tambahan PMN

## Report on the Use of Additional PMN (State Capital Injection)

Hingga akhir tahun 2024 perusahaan tidak melakukan penawaran umum, baik penawaran umum saham di bursa maupun penawaran atas surat utang yang bersifat publik.

Until the end of 2024, the Company has not conducted any public offerings, either of shares on the stock exchange or public debt securities.

# Informasi Material Mengenai Investasi, Ekspansi, Divestasi, Penggabungan Usaha, Akuisisi, dan/atau Restrukturisasi Utang/Modal

## Material Information Regarding Investment, Expansion, Divestment, Business Merger, Acquisition, and/or Debt/Capital Restructuring

Sepanjang tahun 2024, tidak terdapat informasi material mengenai investasi, ekspansi, divestasi, peleburan usaha maupun akuisisi serta restrukturisasi utang/modal yang dilakukan oleh Perusahaan.

Throughout 2024, there was no material information regarding investments, expansions, divestments, mergers, acquisitions, or debt/capital restructuring carried out by the Company.

# Informasi Transaksi Material yang Mengandung Benturan Kepentingan dan/atau Transaksi dengan Pihak Afiliasi/ Pihak Berelasi

## Material Transaction Information Containing Conflicts of Interest and/or Transaction with Affiliated Parties/Related Parties

### Informasi Transaksi Material yang Mengandung Benturan Kepentingan dan/ atau Transaksi dengan Pihak Afiliasi/Pihak Berelasi

Perusahaan dan entitas anaknya melakukan transaksi dengan pihak berelasi sesuai dengan definisi yang diuraikan pada PSAK 224: Pengungkapan Pihak-Pihak Berelasi. Transaksi ini dilakukan berdasarkan persyaratan yang disetujui oleh kedua belah pihak, dimana persyaratan tersebut mungkin tidak sama dengan transaksi lain yang dilakukan dengan pihak-pihak yang tidak berelasi. Saldo dan transaksi signifikan dengan pihak-pihak berelasi diungkapkan dalam Catatan Laporan Keuangan No. 29. Kecuali diungkapkan khusus sebagai pihak berelasi, maka pihak-pihak lain yang disebutkan dalam Catatan atas laporan keuangan konsolidasian merupakan pihak tidak berelasi.

### Material Transaction Information Containing Conflicts of Interest and/or Transactions with Affiliated Parties/Related Parties

The Company and its subsidiaries conduct transactions with related parties in accordance with the definition outlined in PSAK 224: Related Party Disclosures. These transactions are carried out based on terms agreed upon by both parties, which may not be the same as those of transactions with unrelated parties. Significant balances and transactions with related parties are disclosed in Note 29 of the Financial Statements. Unless specifically disclosed as related parties, other parties mentioned in the Notes to the Consolidated Financial Statements are considered unrelated parties.

### Sifat dari Transaksi Dengan Pihak yang Berelasi

Transaksi pihak yang berelasi antara Perusahaan dengan Pertamina dan anak perusahaannya meliputi pembiayaan, pembebanan imbalan kerja karyawan perbantuan, pembebanan biaya bunga, biaya asuransi, dividen, dan transaksi penyerahan barang/jasa lainnya.

### Nature of Transactions with Related Parties

Related party transactions between the Company and Pertamina and its subsidiaries include financing, employee secondment benefit charges, interest charges, insurance costs, dividends, and transactions involving the delivery of goods/services.

| No. | Hubungan<br>Relations | Pihak-pihak yang berelasi<br>Related Parties |
|---|---|---|
| 1 | Pemegang saham<br>Shareholders | PT Pertamina (Persero) |
| 2 | Entitas di bawah pengendalian yang sama<br>Entity under common control | PT Pertamina Pedeve Indonesia |
| 3 | Entitas di bawah pengendalian yang sama<br>Entity under common control | PT Pertamina Hulu Energi dan entitas anaknya/and its subsidiaries |
| 4 | Entitas di bawah pengendalian yang sama<br>Entity under common control | PT Pertamina Hulu Rokan |
| 5 | Entitas di bawah pengendalian yang sama<br>Entity under common control | PT Pertamina Hulu Kalimantan Timur ("Pertamina Hulu Kaltim") |
| 6 | Entitas di bawah pengendalian yang sama<br>Entity under common control | PT Pertamina Energy Terminal |
| 7 | Entitas di bawah pengendalian yang sama<br>Entity under common control | PT Pertamina Gedung Konstruksi |
| 8 | Entitas di bawah pengendalian yang sama<br>Entity under common control | PT Pertamina Drilling Contractor |
| 9 | Entitas di bawah pengendalian yang sama<br>Entity under common control | PT Sigma Cipta Utama |

| No. | Hubungan<br>Relations | Pihak-pihak yang berelasi<br>Related Parties |
|---|---|---|
| 10 | Entitas di bawah pengendalian yang sama<br>Entity under common control | PT Pertamina Hulu Energi Tomori Sulawesi ("PHE Tomori Sulawesi") |
| 11 | Entitas di bawah pengendalian yang sama<br>Entity under common control | PT Pertamina Hulu Energi Salawati Basin ("PHE Salawati Basin") |
| 12 | Entitas di bawah pengendalian yang sama<br>Entity under common control | PT Pertamina Drilling Services Indonesia dan entitas anaknya |
| 13 | Entitas di bawah pengendalian yang sama<br>Entity under common control | PT Patra Trading dan entitas anaknya/and its subsidiaries ("PDSI") |
| 14 | Entitas di bawah pengendalian yang sama<br>Entity under common control | PT Asuransi Tugu Pratama Indonesia dan entitas anaknya/and its subsidiaries ("Asuransi Tugu") |
| 15 | Entitas di bawah pengendalian yang sama<br>Entity under common control | PT Patra Jasa dan entitas anaknya/and its subsidiaries |
| 16 | Entitas di bawah pengendalian yang sama<br>Entity under common control | PT Pertamina Mitra Sejati |
| 17 | Entitas di bawah pengendalian yang sama<br>Entity under common control | PT Mitra Tour & Travel |
| 18 | Entitas di bawah pengendalian yang sama<br>Entity under common control | PT Patra Dinamika Raya |
| 19 | Entitas di bawah pengendalian yang sama<br>Entity under common control | PT Pertamina Bina Medika |
| 20 | Entitas di bawah pengendalian yang sama<br>Entity under common control | PT Patra Trading & Consulting |
| 21 | Ventura Bersama<br>Joint ventures | PT Jawa Satu Power ("JSP") |
| 22 | Ventura Bersama<br>Joint ventures | PT Jawa Satu Regas ("JSR") |
| 23 | Ventura Bersama<br>Joint ventures | PT Cahaya Anagata Energy ("CAE") |
| 24 | Entitas berelasi dengan Pemerintah<br>Government related entities | PT PLN (Persero) dan entitas anaknya/and its subsidiaries |
| 25 | Entitas berelasi dengan Pemerintah<br>Government related entities | PT Perkebunan Nusantara II |
| 26 | Entitas berelasi dengan Pemerintah<br>Government related entities | PT Perkebunan Nusantara III |
| 27 | Entitas berelasi dengan Pemerintah<br>Government related entities | PT Indonesia Power |
| 28 | Entitas berelasi dengan Pemerintah<br>Government related entities | PT Wijaya Karya (Persero) Tbk |
| 29 | Entitas berelasi dengan Pemerintah<br>Government related entities | PT BRI Life Insurance |
| 30 | Entitas berelasi dengan Pemerintah<br>Government related entities | Direktorat Jenderal Anggaran |
| 31 | Entitas berelasi dengan Pemerintah<br>Government related entities | PT Bank Negara Indonesia (Persero) Tbk |
| 32 | Entitas berelasi dengan Pemerintah<br>Government related entities | PT Bank Mandiri (Persero) Tbk |
| 33 | Entitas berelasi dengan Pemerintah<br>Government related entities | PT Bank Rakyat Indonesia (Persero) Tbk |
| 34 | Entitas berelasi dengan Pemerintah<br>Government related entities | PT Tracon Industri |

Sesuai dengan penerapan PSAK 115, Perusahaan bertindak sebagai agen untuk penjualan *pass-through* dari kontraktor KOB, sehingga Perusahaan tidak mencatat penjualan *pass-through* dan pembelian uap dan listrik dari kontraktor KOB.

In accordance with the implementation of PSAK 115, the Company acts as an agent for the passthrough sales from the KOB contractor, thus the Company does not record passthrough sales and the purchase of steam and electricity from the KOB contractor.

# Informasi Keuangan yang Mengandung Kejadian yang Bersifat Luar Biasa dan Jarang Terjadi

## Financial Information Containing Extraordinary and Unusual Events

Tidak terdapat informasi keuangan yang mengandung kejadian yang bersifat luar biasa dan jarang terjadi di sepanjang tahun 2024.

There is no financial information containing extraordinary and unusual events throughout the year 2024.

# Perubahan Peraturan Perundang-undangan yang Berpengaruh Signifikan Terhadap Perusahaan

## Changes in Laws and Regulation that Significantly Affect the Company

Pada tahun 2024, Perusahaan sudah menlakukan kajian atas Perubahan Peraturan Perundang-Undangan, namum tidak terdapat Perubahan Peraturan Perundang-Undangan yang berpengaruh signifikan terhadap Perusahaan dan berdampak secara material terhadap Laporan Keuangan Perusahaan. Dengan demikian, tidak ada informasi yang diungkapkan pada Laporan Tahunan ini.

In 2024, the Company conducted a review of changes in laws and regulations; however, there were no changes that had a significant impact on the Company or a material effect on the Company's Financial Statements. Therefore, no information is disclosed in this Annual Report

# Perubahan Kebijakan Akuntansi dan Dampaknya Terhadap Perusahaan

## Changes in Accounting Policies and The Impact on the Company

| **Perubahan Kebijakan Akuntansi**<br>Changes in Accounting Policies | **Alasan Perubahan**<br>Reason for Change | **Dampak Terhadap Laporan Keuangan**<br>Impact on Financial Reports |
|---|---|---|
| Amandemen PSAK 201 : Liabilitas Jangka Panjang Dengan Kovenan<br><br>Amendment of PSAK 201: Non-current Liabilities with Covenant | Menyesuaikan dengan Standar Akuntasi yang berlaku efektif sejak 1 Januari 2024<br><br>To comply with the accounting standards that came into effect on January 1, 2024 | Tidak ada dampak signifikan atas penerapan kebijakan akuntansi tersebut<br><br>There is no significant impact from the implementation of the accounting policy. |
| Amandemen PSAK 116 : Liabilitas Sewa dalam Jual Beli dan Sewa Balik<br><br>Amendment of PSAK 116: Lease liability in a Sale and Leaseback | Menyesuaikan dengan Standar Akuntasi yang berlaku efektif sejak 1 Januari 2024<br><br>To comply with the accounting standards that came into effect on January 1, 2024 | Tidak ada dampak signifikan atas penerapan kebijakan akuntansi tersebut<br><br>There is no significant impact from the implementation of the accounting policy. |
| Amandemen PSAK 207 dan 107 : Pengaturan Pembiayaan Pemasok<br><br>Amendment of PSAK 207 and PSAK 107: Supplier Finance Arrangements | Menyesuaikan dengan Standar Akuntasi yang berlaku efektif sejak 1 Januari 2024<br><br>To comply with the accounting standards that came into effect on January 1, 2024 | Tidak ada dampak signifikan atas penerapan kebijakan akuntansi tersebut<br><br>There is no significant impact from the implementation of the accounting policy. |

# Prospek Usaha Tahun 2025

## Business Outlook in 2025

Pertumbuhan populasi dan ekonomi global mendorong peningkatan permintaan energi. McKinsey (2024) memproyeksikan permintaan energi global akan meningkat sekitar 11% (*in continued momentum scenario*) dan 18% (*in slow evolution scenario*) pada tahun 2050. Keadaan geopolitik dunia yang dinamis seperti ketegangan di kawasan penghasil bahan bakar fosil seperti Timur Tengah dan Eurasia serta kebijakan-kebijakan rezim baru Amerika Serikat yang pro-energi fosil akan berdampak terhadap rantai suplai dan bauran energi untuk memenuhi peningkatan permintaan energi. Pada Kebijakan Energi Nasional (KEN) 2024, Pemerintah menargetkan peningkatan bauran EBT jangka pendek di tahun 2030 ke 19% - 21%, naik dari 13% di tahun 2024. Peningkatan permintaan energi serta fokus Pemerintah Indonesia untuk meningkatkan bauran energi EBT ini menjadi peluang PNRE untuk dapat mengembangkan bisnis Gas-to-Power dan EBT

Pengelolaan target ESG dan Net Zero terutama di Perusahaan-Perusahaan terutama di Pertamina Group juga menjadi peluang pengembangan bisnis-bisnis *low carbon* dan EBT PNRE. PNRE

Population growth and global economic expansion are driving an increase in energy demand. McKinsey (2024) projects that global energy demand will rise by approximately 11% (in the continued momentum scenario) and 18% (in the slow evolution scenario) by 2050. The dynamic geopolitical landscape, including tensions in fossil fuel-producing regions such as the Middle East and Eurasia, as well as pro-fossil energy policies from the new U.S. administration, will impact supply chains and the energy mix needed to meet this growing demand. In the 2024 National Energy Policy (KEN), the Indonesian government has set a short-term target to increase the renewable energy mix to 19%-21% by 2030, up from 13% in 2024. The rising energy demand and the government's focus on expanding the renewable energy mix present an opportunity for PNRE to develop its Gas-to-Power and renewable energy businesses.

The management of ESG and Net Zero targets, particularly within companies in the Pertamina Group, presents an opportunity for PNRE to expand its low-carbon and renewable

telah memasang 48,45 MW PLTS di lingkungan Pertamina Group, dan dengan pengalaman pengembangan pembangkit juga tengah menginisiasi proyek Gas-to Power dan PLTS di lingkungan Pertamina Group, terutama di SH Upstream dan SH R&P. PNRE juga menginisiasi proyek O&M Service dan *energy efficiency* seperti pemanfaatan *flare gas to power* dan pengembangan *cogeneration plant* sebagai sinergi Pertamina Group untuk efisiensi biaya dan pengurangan emisi

Selain itu terdapat juga tren untuk mengurangi bahan bakar fosil untuk kendaraan. Penggunaan kendaraan listrik selama 5 tahun terakhir meningkat cukup signifikan dengan populasi kendaraan listrik di 2020 sebesar 3.894 kendaraan menjadi 133.225 kendaraan di 2025 dan diproyeksikan terus meningkat di 5-10 tahun kemudian. Peningkatan ini dapat menjadi peluang bagi IBI sebagai afiliasi PNRE dibidang *EV & Battery* untuk mengembangkan EV *Ecosystem* dengan pengembangan *smelting dan battery plant* untuk memenuhi *demand* baterai, pengembangan infrastruktur berupa SPKLU dan SPBKLU serta penjualan kendaraan Listrik baik roda dua maupun roda empat.

Selain itu, Pemerintah Indonesia juga mentargetkan ketercapaian B50 *biodiesel policy* di tahun 2025. Untuk mencapai tujuan tersebut Pemerintah telah mengimplementasikan penggunaan campuran *bioethanol* 5% (E5) dan pada tata jalan *bioethanol* merencanakan untuk meningkatkan ke 10% (E10) di tahun 2029. Untuk mencapai target E10 diproyeksikan dibutuhkan 7,3 juta kiloliter *bioethanol* per tahun sementara saat ini industri domestik baru menghasilkan 40 ribu kiloliter per-tahun sehingga terdapat peluang pengembangan *Bioethanol Plant* untuk memenuhi potensi *demand.*

Terdapat juga potensi bisnis *green hydrogen* berkat kapasitas produksi yang terus berkembang, didukung oleh inisiatif seperti peluncuran Green Hydrogen Plant (GHP) oleh PLN yang memanfaatkan energi terbarukan. Permintaan listrik yang meningkat akibat pengembangan hidrogen hijau serta proyeksi dominasi sumber energi terbarukan pada 2060 menunjukkan prospek jangka panjang yang menjanjikan. Meskipun biaya produksi masih tinggi akibat persaingan dengan gas bersubsidi, daya saing *green hydrogen* dapat meningkat dengan pengurangan insentif harga gas dan penerapan pajak karbon. Surplus produksi hidrogen bersih membuka peluang ekspor ke negara seperti Jepang dan Korea Selatan yang memiliki kebutuhan tinggi, menjadikannya sebagai sumber nilai tambah bagi perekonomian nasional.

energy businesses. PNRE has installed 48,45 MW of solar power plants (PLTS) within the Pertamina Group and, leveraging its experience in power plant development, is also initiating Gas-to-Power and PLTS projects, particularly in the Upstream and R&P Subholdings. Additionally, PNRE is launching O&M service and energy efficiency projects, such as utilizing flare gas for power generation and developing cogeneration plants. These initiatives align with Pertamina Group's synergy efforts to enhance cost efficiency and reduce emissions.

Additionally, there is a growing trend to reduce the use of fossil fuels for vehicles. The adoption of electric vehicles (EVs) has increased significantly over the past five years, with the EV population rising from 3,894 vehicles in 2020 to 133,225 vehicles in 2025. This number is projected to continue growing over the next 5 to 10 years. This growth presents an opportunity for IBC, as PNRE's affiliate in the EV and battery sector, to expand the EV ecosystem. This includes developing smelting and battery plants to meet battery demand, building infrastructure such as EV charging stations (SPKLU) and battery swapping stations (SPBKLU), and selling both two-wheeled and four-wheeled electric vehicles.

Furthermore, the Indonesian government is targeting the implementation of the B50 biodiesel policy by 2025. To achieve this goal, the government has already introduced a 5% bioethanol blend (E5) and plans to increase it to 10% (E10) by 2029 in the transportation sector. To meet the E10 target, an estimated 7.3 million kiloliters of bioethanol per year will be required. However, the current domestic industry only produces 40 thousands kiloliters per year, highlighting a significant opportunity for the development of bioethanol plants to meet the growing demand.

There is also significant business potential in green hydrogen, driven by increasing production capacity and initiatives such as PLN's launch of the Green Hydrogen Plant (GHP), which utilizes renewable energy. The rising electricity demand due to green hydrogen development and the projected dominance of renewable energy sources by 2060 indicate promising long-term prospects. Although production costs remain high due to competition with subsidized gas, green hydrogen's competitiveness could improve with reduced gas price incentives and the implementation of a carbon tax. Additionally, the surplus production of clean hydrogen presents an opportunity for exports to countries like Japan and South Korea, where demand is high, making it a valuable contributor to the national economy.

# Rencana Strategis dan Proyeksi Kinerja Perusahaan Tahun 2025

## The Company's strategic Plan and Performance Projections for 2025

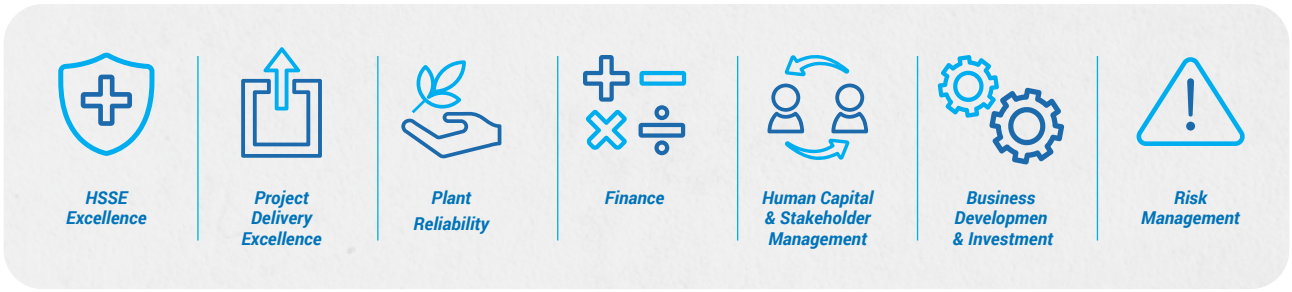
Menyikapi prospek perkembangan pembangkit tenaga listrik berbasis EBT sebagaimana telah disampaikan di atas, Perusahaan akan berupaya menciptakan kesejajaran dengan kebijakan strategis PT Pertamina (Persero) selaku *Holding* BUMN Migas. Arahan strategis RKAP tahun 2025 bertema "*Strengthening the Foundation for Sustainable Growth*" mengacu ke RJPP periode 2025-2029 yang mengacu kepada tema RJPP 2025-2029 yaitu "*Fostering Energy Resilience*" disampaikan melalui surat Direktur Utama PT Pertamina (Persero) No. 263/C00000/2024-S0 tanggal 16 Juli 2024 dengan penekanan pada 2 fokus utama, yaitu *Maximizing Legacy Businesses*, dan *Building Low Carbon Businesses*.

Untuk itu, di tahun 2025 PNRE akan mendorong beberapa program strategis sesuai arahan *Holding* BUMN Migas

In response to the prospects for the development of renewable energy-based power plants as outlined above, the Company will strive to align with the strategic policies of PT Pertamina (Persero) as the Holding of the State-Owned Oil and Gas Enterprises (BUMN Migas). The strategic direction of the 2025 RKAP is themed "Strengthening the Foundation for Sustainable Growth," which refers to the RJPP for the 2025-2029 period, with the theme "Fostering Energy Resilience," as conveyed through the decree of the President Director of PT Pertamina (Persero) No. 263/C00000/2024-S0 dated July 16, 2024. The focus is on two main priorities: Maximizing Legacy Businesses and Building Low Carbon Businesses.

Therefore, in 2025, PNRE will promote several strategic programs in line with the directions of the Holding of State-Owned Oil and Gas Enterprises.

**Program Strategis PNRE Tahun 2025**
PNRE Strategic Program 2025




Sebagai salah satu aspek penting dalam Grup Pertamina, HSSE menjadi isu utama yang harus dipenuhi oleh Perusahaan. Beberapa program terkait *HSSE Excellence* yang akan dilaksanakan PNRE di tahun 2025 adalah:

1. Implementasi HSSE pada *Major Project* dan *New Business*.
2. Implementasi program budaya *HSSE Excellence* dan SUPREME.
3. Pelaksanaan HSSE Digitalization dan HSSE One Map.
4. Implementasi CLSR terbaru dan 9 (sembilan) Perilaku Wajib CLSR.
5. *Zero NoA* diantaranya adalah *Zero Fatality* dan *Zero Incident* untuk *Process Safety Event Tier* 1 & 2, dan *Zero Environmental Accident* setara 15 BOE (*barrels oils equivalent*).
6. Implementasi program promotif, preventif serta *monitoring* kesehatan pekerja melalui program *health* seperti *MCU, DCU dan Health Talk*.
7. Audit Sertifikasi ISO 9001, 14001, 45001, dan Resertifikasi SMK3.
8. Pelaksanaan penilaian ESG serta CDP *Water & Climate*.
9. Monitoring & koordinasi pelaksanaan *Decarbonization Initiatives* Subholding PNRE.

As one of the key aspects within the Pertamina Group, HSSE is a major issue that must be addressed by the Company. Several HSSE Excellence programs that PNRE will implement in 2025 include:

1. Implementation of HSSE in Major Projects and New Businesses.
2. Implementation of the HSSE Excellence culture program and SUPREME.
3. Execution of HSSE Digitalization and HSSE One Map.
4. Implementation of the latest CLSR and the 9 mandatory CLSR Behaviors.
5. Zero NoA, including Zero Fatality, Zero Incident for Process Safety Events Tier 1 & 2, and Zero Environmental Accidents equivalent to 15 BOE (barrels of oil equivalent).
6. Implementation of promotive, preventive, and worker health monitoring programs such as MCU, DCU, and Health Talk.
7. ISO 9001, 14001, 45001 certification audits and SMK3 recertification.
8. Execution of ESG assessments and CDP Water & Climate.
9. Monitoring and coordination of Decarbonization Initiatives of Subholding PNRE.

10. Penilaian *PROPER, PERCA, FERRAT, MERRAT, SUPREME, SMPg*.
11. Kajian dokumen lingkungan AMDAL/RKL RPL Rinci dan pelaksanaan pemantauaan lingkungan *flare to power*, *hydrogen*, PLTGU, PLTP, PLTS.
12. Mendukung pelaksanaan *due diligence* pengembangan baik proyek organik maupun proyek non organik.
13. Target penyelesaian tindak lanjut PEKA minimal 90%.
14. Monitoring *security risk dashboard*.
15. Melanjutkan 12 *HSSE initiatives* pemenuhan *milestone sustainability roadmap.*

*Project Delivery Excellence* ditempuh melalui beberapa program, yaitu:
1. Menjaga keandalan dan optimalisasi produksi dari pembangkit eksisting dan pembangkit yang COD di 2025 untuk mencapai target produksi dan *revenue.*
2. Mengupayakan optimalisasi dan efisiensi biaya operasi.
3. *Project Delivery Excellence* agar tercapai realisasi proyek OTOBOSOROR (*On Time, On Budget, On Specification, On Return, On Regulation*).
4. Mengembangkan *Project Management System* sebagai sistem *monitoring* untuk menjaga ketercapaian OTOBOSOR
5. Melakukan akselerasi digitalisasi bisnis proses, termasuk *centralized procurement.*
6. Memperkuat *cyber security* di semua aspek.

Strategi *Plant Reliability* ditempuh melalui strategi pemeliharaan berbasis *Reliability Centered Maintenance* (RCM) yang optimal dengan tujuan memaksimalkan keandalan dan ketersediaan operasional Pembangkit. Penerapan *Computerized Maintenance Management System* (CMMS) SAP PM (*Plant Maintenance*) *Module* untuk meningkatkan efisiensi dan efektivitas pemeliharaan. Penerapan RCM dalam SAP PM *module* sebagai upaya menjaga keandalan dan operasional pembangkit.

Aspek manajemen risiko juga menjadi bagian dari proyeksi kinerja Perusahaan tahun 2025, yang terutama dilakukan melalui penguatan pengelolaan risiko dan meningkatkan peran strategis manajemen risiko sebagai *key enabler* Perusahaan, melalui kegiatan:
1. *Review* dan *update* Strategi Risiko dalam penyusunan RKAP 2026.
2. Secara rutin melakukan identifikasi kesenjangan kebijakan/ prosedur *existing* atas tujuan dan risiko Perusahaan, memastikan pengelolaan risiko terintegrasi ke dalam kebijakan/prosedur.
3. Peningkatan keterlibatan Direktorat Manajemen Risiko dalam proyek-proyek, dimulai pada tahap *pre-mortem, advisory* penyusunan kajian dan profil risiko, reviu atas kajian risiko, *monitoring* eksekusi proyek, dan *monitoring on-going business risk*.
4. Peningkatan keterlibatan Direktorat Manajemen Risiko dalam isu-isu strategis, *corporate action*, dan isu lainnya yang berdampak pada kinerja Perusahaan dan pencapaian RKAP/RJPP.

10. Assessment of PROPER, PERCA, FERRAT, MERRAT, SUPREME, and SMPg.
11. Review of environmental documents such as AMDAL/RKL/ RPL Rinci and implementation of environmental monitoring for flare to power, hydrogen, Steam Gas, geothermal, and solar power plants.
12. Support for due diligence in the development of both organic and non-organic projects.
13. Target completion of PEKA follow-ups at a minimum of 90%.
14. Monitoring of the security risk dashboard.
15. Continuing 12 HSSE initiatives to meet sustainability roadmap milestones.

Project Delivery Excellence will be achieved through several programs, including:
1. Maintaining the reliability and optimization of production from existing power plants and plants that achieve COD in 2025 to meet production and revenue targets.
2. Striving for the optimization and efficiency of operational costs.
3. Ensuring Project Delivery Excellence by achieving the realization of OTOBOSOROR (On Time, On Budget, On Specification, On Return, On Regulation).
4. Developing a Project Management System as a monitoring tool to ensure the achievement of OTOBOSOROR.
5. Accelerating the digitalization of business processes, including centralized procurement.
6. Strengthening cybersecurity across all aspects.

The Plant Reliability strategy is implemented through an optimal Reliability Centered Maintenance (RCM) approach, aimed at maximizing the reliability and operational availability of the power plants. The implementation of the Computerized Maintenance Management System (CMMS) SAP PM (Plant Maintenance) Module is designed to improve the efficiency and effectiveness of maintenance. The application of RCM within the SAP PM module is an effort to maintain the reliability and operational performance of the power plants.

Risk management is also a key part of the Company's performance projections for 2025, primarily through strengthening risk management and enhancing the strategic role of risk management as a key enabler for the Company. This will be carried out through the following activities:
1. Review and update of the Risk Strategy in the preparation of the 2026 RKAP.
2. Regularly identifying gaps in existing policies/procedures related to the Company's goals and risks, ensuring that risk management is integrated into policies/procedures.
3. Increasing the involvement of the Risk Management Directorate in projects, starting from the pre-mortem stage, advisory in the preparation of studies and risk profiles, reviewing risk studies, monitoring project execution, and monitoring ongoing business risks.
4. Increasing the involvement of the Risk Management Directorate in strategic issues, corporate actions, and other issues that impact the Company's performance and the achievement of RKAP/RJPP.

5. Peningkatan kapabilitas manajemen risiko di seluruh lini melalui program pelatihan dan sertifikasi, baik untuk organ pengelola risiko maupun *risk owner* (*first line*).
6. Program budaya risiko dalam rangka internalisasi budaya risiko.
7. Integrasi manajemen risiko kepada entitas anak serta entitas asosiasi.
8. Identifikasi kecukupan kontrol/pengendalian internal (*Internal Control*) dalam proses bisnis Perusahaan dengan melihat apakah seluruh proses bisnis telah mampu mengelola risiko dengan baik sehingga dapat membantu pencapaian tujuan Perusahaan
9. Melakukan identifikasi dan analisa atas *emerging risk* yang termasuk dalam konteks bisnis Perusahaan, seperti namun tidak terbatas pada *energy transition risk* dan *climate change*, termasuk analisa atas akibat *emerging risk* (misal: suhu ekstrem, banjir) terhadap aset operasi Perusahaan.

Untuk pengelolaan *Human Capital & Stakeholder Management*, terdapat 5 poin strategis terkait inisiatif strategis *human capital*, termasuk program-program berikut:

1. *Governance Structure*
   Pelaksanaan evaluasi dan penyusunan struktur organisasi yang sesuai dengan kebutuhan bisnis Perusahaan.

2. *Talent Management & Capability Development*
   Pengisian struktur organisasi dengan *talent* yang sesuai kebutuhan perusahaan serta pelaksanaan pengembangan pekerja dan peningkatan kompetensi untuk mengakomodir kebutuhan bisnis yang cepat berubah.
3. *Culture & Digital Transformation*
   Proses Internalisasi program budaya AKHLAK & serta digitalisasi proses bisnis HC.

Pada aspek *Business Development & Investment* sebagai kunci penting ekspansi dan pertumbuhan bisnis Perusahaan di masa mendatang, beberapa program yang akan dilakukan di tahun 2025 diantaranya adalah:

1. *Bioethanol Development*
   Inisiasi pengembangan pabrik Bioethanol berbasis tebu maupun non-tebu untuk memenuhi *demand* yang diproyeksikan *roadmap* internal Pertamina termasuk namun tidak terbatas untuk rencana pengembangan proyek *on pipeline* di Jawa Timur (Glenmore), Jawa Barat dan NTT.
2. Pengembangan ekosistem *clean hydrogen* dengan inisiasi *clean hydrogen for industry* (*refineries*) dan *for transportation* baik di internal Pertamina untuk mendukung target dekarbonisasi Pertamina Group seperti rencana pengembangan *clean hydrogen plant* di RU III Plaju dan pengembangan *hydrogen refueling station* untuk mobil operasional Pertamina Group maupun eksternal Pertamina untuk memenuhi *demand* industry dalam negeri maupun luar negeri (ekspor).
3. *Geothermal Development*
   Melalui PGE, mengembangkan kapasitas terpasang *geothermal* sebagai *renewable energy* yang dapat mendukung *base load* sesuai dengan target RJPP 2025-2029 untuk mencapai 1 GW kapasitas terpasang *geothermal* di tahun 2027.

5. Enhancing the capabilities of risk management across all levels through training and certification programs, both for risk management bodies and risk owners (first line).
6. Implementing a risk culture program to internalize risk awareness within the organization.
7. Integrating risk management within subsidiaries and associated entities.
8. Identifying the adequacy of Internal Control in the Company's business processes, assessing whether all business processes are capable of managing risks effectively to help achieve the Company's objectives.

9. Identifying and analyzing emerging risks that are relevant to the Company's business context, such as, but not limited to, energy transition risks and climate change, including analyzing the impacts of emerging risks (e.g., extreme temperatures, flooding) on the Company's operational assets.

In terms of Human Capital & Stakeholder Management , there are five strategic points related to HC strategic initiatives, including the following programs:

1. Governance Structure
   The implementation of evaluations and the development of an organizational structure that aligns with the Company's business needs.
2. Talent Management & Capability Development
   Filling organizational structures with talent that meets the Company's needs and implementing employee development and competency enhancement programs to accommodate the rapidly changing business environment.
3. Culture & Digital Transformation
   The internalization of the AKHLAK culture program and the digitalization of HC business processes.

In the aspect of Business Development & Investment, which is a key driver for the Company's future business expansion and growth, several programs to be undertaken in 2025 include:

1. Bioethanol Development
   Initiating the development of bioethanol plants based on sugarcane and non-sugarcane sources to meet the demand projected in Pertamina's internal roadmap, including but not limited to planned projects in the pipeline in East Java (Glenmore), NTT, and Merauke.
2. Clean Hydrogen Ecosystem Development with the initiative of clean hydrogen for industry (refineries) and for transportation both within Pertamina to support the decarbonization targets of Pertamina Group, such as the planned development of a clean hydrogen plant at RU III Plaju and hydrogen refueling stations for Pertamina Group's operational vehicles, as well as externally to meet domestic and international (export) industry demand.

3. Geothermal Development
   Through PGE, developing geothermal installed capacity as renewable energy that can support base load, in line with the RJPP 2025-2029 target to achieve 1 GW of installed geothermal capacity by the year 2027.

4. *Carbon Business & NEBS*
   Penjualan *carbon credit existing* dari PLTP Lahendong 5&6 vol 1-3 serta pengembangan *supply* karbon baik dari pembangkit *low carbon* (*tech base*) seperti di PLTGU Jawa-1 dan PLTBg Sei Mangkei atau dari kerja sama penjagaan dan pemeliharaan konsesi hutan (NEBS) bekerja sama dengan pemilik Konsesi seperti Perhutani dan OIKN.
5. *O&M Services & Energy Eficiency*
   Untuk mewujudkan sinergi Pertamina Group dan sebagai upaya dekarbonisasi di Pertamina Group, Pertamina NRE menginisiasi proyek *energy efficiency* dan *energy audit* untuk mengidentifikasi dan mengimplementasi inisiatif-inisiatif *energy efficiency.* Pada tahun 2025 akan difokuskan pada proyek prioritas yang telah disepakati antara Pertamina NRE dengan SH R&P serta Pertamina NRE dengan SHU. Selain itu Pertamina NRE juga melanjutkan inisiasi jasa O&M *services* baik di internal Pertamina maupun eksternal Pertamina
6. *Gas to Power Projects*
   Sebagai pembangkit *low carbon* yang juga dapat berkontribusi pada *base load,* Pertamina NRE berinisiatif untuk mengembangkan pembangkit gas baik bekerja sama dengan PLN dengan skema IPP, maupun dalam bentuk CPP baik untuk memenuhi *captive* internal Pertamina *group* maupun *captive* eksternal Pertamina seperti smelter, tambang, dan lain lain.
7. *M&A Initiatives*
   Sebagai upaya untuk mengakselerasi pengembangan portfolio Pertamina NRE dan sebagai salah satu upaya untuk melaksanakan *pillar* ketiga *strategy house* Pertamina NRE yaitu *"Global Expansion".* Pertamina NRE melakukan *screening* potensi M&A sesuai dengan kriteria-kriteria *M&A Strategy* yang telah disusun serta melaksanakan *due diligence* dan negosiasi sebagai upaya pengembangan bisnis secara inorganik.

Pada aspek keuangan, Perusahaan akan melakukan beberapa pendekatan strategis yaitu:

1. Pendanaan melalui Penyertaan Modal Pertamina (PMP) untuk beberapa proyek investasi, khususnya terkait proyek M&A, penyertaan modal ke Anak Perusahaan (AP)/Perusahaan Patungan (JV), baik *existing* seperti *working capital* dan proyek EV & Battery yang dilaksanakan oleh IBI, maupun AP/JV baru yang dibentuk seperti proyek dengan skema *partnership* (EBT, IPP, CPP, Hydrogen, EV & Battery Ecosystem, NBS/Carbon), Energy Fund dan proyek lainnya yang memerlukan PMP untuk pendanaan proyek.
2. Selain menggunakan PMP, pendanaan untuk *working capital, bridging loan investasi* maupun proyek investasi dapat menggunakan *notional pooling, shareholder loan* (SHL), *intercompany funding* dan pendanaan eksternal yang kompetitif, antara lain *project financing, green financing, sponsorship, grant,* dan mekanisme pendanaan jangka pendek atau panjang yang sesuai lainnya.
3. PMP maupun SHL pada butir a dan b di atas dapat diberikan oleh Pertamina ke Pertamina NRE maupun dari Pertamina NRE kepada AP/JV dibawahnya, atau dari AP Pertamina NRE kepada AP/JV dibawahnya.

4. Carbon Business & NEBS
   Selling existing carbon credits from PLTP Lahendong 5&6 volumes 1-3 and developing carbon supply from low-carbon power plants (tech base) such as PLTGU Jawa-1 and PLTBg Sei Mangkei or from collaboration on forest concession management and maintenance (NEBS) in partnership with concession owners such as Perhutani and OIKN.
5. O&M Services & Energy Efficiency
   To achieve synergy within Pertamina Group and support decarbonization efforts, Pertamina NRE is initiating energy efficiency and energy audit projects to identify and implement energy efficiency initiatives. In 2025, focus will be on priority projects agreed upon between Pertamina NRE and SH R&P, as well as between Pertamina NRE and SHU. Additionally, Pertamina NRE will continue to initiate O&M services for both internal and external Pertamina stakeholders.
6. Gas to Power Projects
   As low-carbon power plants that can also contribute to base load, Pertamina NRE is initiating the development of gas power plants, either in cooperation with PLN under the IPP scheme or in the form of CPPs, to meet the captive internal needs of Pertamina Group as well as external captives such as smelters, mines, and others.
7. M&A Initiatives
   As an effort to accelerate the development of Pertamina NRE's portfolio and as part of the third pillar of Pertamina NRE's strategy house, "Global Expansion," Pertamina NRE is screening potential M&A opportunities based on the M&A Strategy criteria that have been established and carrying out due diligence and negotiations as part of inorganic business development efforts.

In the financial aspect, the Company will implement several strategic approaches, including:

1. Funding through Pertamina Capital Injection (PMP) for several investment projects, particularly related to M&A projects, capital injections into Subsidiaries (AP) or Joint Ventures (JV), both existing ones such as working capital and EV & Battery projects carried out by IBI, as well as new AP/JVs established for projects under partnership schemes (renewable energy, IPP, CPP, hydrogen, EV & Battery ecosystem, NBS/Carbon), Energy Fund, and other projects requiring PMP for project financing.
2. In addition to using PMP, funding for working capital, investment bridging loans, or investment projects may also utilize notional pooling, shareholder loans (SHL), intercompany funding, and competitive external funding sources, including project financing, green financing, sponsorships, grants, and other suitable short- or long-term financing mechanisms.
3. PMP or SHL as mentioned above may be provided by Pertamina to Pertamina NRE, by Pertamina NRE to its AP/JV, or by Pertamina NRE's AP to its respective AP/JV.

4. Melakukan proses perolehan dan pengelolaan fasilitas pendanaan jangka pendek dan jangka panjang, yang diperlukan oleh entitas di lingkungan Subholding PNRE.
5. Menjaga rasio *credit rating agency, financial covenant* dan *sustainability financial position*.
6. Optimisasi dan digitalisasi pengelolaan likuiditas perusahaan.
7. Kerja sama dengan perbankan/institusi keuangan untuk mendukung proses bisnis.
8. Pengelolaan risiko operasi & investasi sesuai batasan risiko yang ditetapkan.
9. Percepatan penagihan (*collection*) kepada pelanggan.
10. *Cost optimization* melalui optimasi internal *manpower* dalam melakukan kajian studi, pengelolaan material *inventory non-stock* untuk mengurangi pengadaan material baru, dan optimasi biaya pengadaan barang dan jasa.

Di tahun 2025, diproyeksikan kapasitas terpasang Subholding PNRE akan mengalami peningkatan yang berasal dari kapasitas pembangkit *Gas to Power* dan EBT yang tengah dikembangkan di tahun 2024 yang diproyeksikan akan beroperasi di tahun 2025. Namun produksi diproyeksikan akan mengalami penurunan meskipun diproyeksikan akan terjadi kenaikan produksi panas bumi dan EBT lainnya. Proyeksi penurunan produksi Gas to Power disebabkan oleh telah ditargetkannya pelaksanaan *maintenance* pembangkit selama 3 bulan pada tahun 2025.

Untuk mencapai target di tahun 2025 PNRE melaksanakan program strategis berikut

1. Penerapan sinergi Pertamina Grup dengan PNRE menyediakan energi *low carbon* seperti *Gas to Power* dan PLTS serta Solusi efisiensi energi di lingkungan Pertamina Grup, terutama di *Subholding Upstream* dan *Subholding* R&P
2. Kerja sama baik dengan BUMN lainnya terutama PLN serta afiliasinya sebagai BUMN kelistrikan serta sektor *Commercial & Industry* (C&I) untuk pengembangan proyek gas to power dan EBT
3. *Sourcing, screening*, dan *closing* potensi inisiatif anorganik.
4. Pelaksanaan program *asset integrity* dan *maintenance* pembangkit untuk menjaga kehandalan pembangkit.

4. Managing the acquisition and administration of short-term and long-term financing facilities required by entities within the PNRE Subholding.
5. Maintaining credit rating agency ratios, financial covenants, and sustainability financial position.
6. Optimizing and digitalizing the Company's liquidity management.
7. Collaborating with banks/financial institutions to support business processes.
8. Managing operational and investment risks according to the established risk limits.
9. Accelerating collection processes from customers.
10. Cost optimization through internal manpower optimization for study assessments, managing non-stock material inventory to reduce new material procurement, and optimizing the cost of goods and services procurement.

In 2025, the installed capacity of Subholding PNRE is projected to increase, driven by the Gas-to-Power and renewable energy (EBT) power plants currently under development in 2024, which are expected to become operational in 2025. However, overall production is projected to decline despite an anticipated increase in geothermal and other renewable energy production. The projected decline in Gas-to-Power production is due to the scheduled maintenance of the power plant, which is planned to take place over a period of three months in 2025.

To achieve its 2025 targets, PNRE is implementing the following strategic programs:

1. Strengthening synergies within Pertamina Group by providing low-carbon energy solutions such as gas-to-power and solar power plants (PLTS), as well as energy efficiency solutions, particularly in the Subholding Upstream and Subholding R&P.
2. Collaborating with other state-owned enterprises (SOEs), especially PLN and its affiliates as key players in the electricity sector, as well as with the commercial and industry (C&I) sector, to develop gas-to-power and renewable energy projects.
3. Sourcing, screening, and closing potential inorganic initiatives.
4. Implementing asset integrity and power plant maintenance programs to ensure plant reliability.

# Peta Jalan Usaha: Rencana Jangka Panjang

## Business Roadmap: Long Term Plan

Dalam Rencana Jangka Panjang Perusahaan (RJPP) periode 2025-2029 yang disusun dengan tema "Membangun Ekosistem Berkelanjutan untuk Masa Depan Hijau Indonesia", PNRE memiliki 3 pillar sebagaimana berikut:

In the Company's Long-Term Plan (RJPP) for the 2025-2029 period, themed "Building a Sustainable Ecosystem for Indonesia's Green Future," PNRE has three main pillars as follows:

### *Grow Core Business*

Mengembangkan lini bisnis yang merupakan *legacy* dari Subholding PNRE yang terdiri dari:

1. Geothermal: Pengembangan inisiatif-inisiatif bisnis panas bumi berupa penyediaan uap maupun listrik untuk meningkatkan kapasitas terpasang dari *Cogeneration* (Cogen), *extension* di Wilayah Kerja ("WK") yang telah ada maupun eksplorasi dan pengembangan WK baru. Selain itu, pengembangan bisnis dari produk sampingan/ turunan maupun bisnis lainnya yang terkait dengan pemanfaatan panas bumi.
2. Gas to Power: Pengembangan inisiatif - inisiatif bisnis kelistrikan berbasis gas, yaitu *Independent Power Producer* ("IPP") dan *Captive Power Plant* ("CPP") untuk meningkatkan kapasitas terpasang, maupun utilitas, yaitu fasilitas penyediaan *steam, cooling water, water desalination, water treatment*, dan lainnya, baik di internal Pertamina Group maupun Commercial & Industry (C&I), tender PLN, seperti ekspansi IPP Jawa Satu, CPP smelter dan tambang, pembangkit listrik dan utilitas di grup Pertamina.
3. Solar Power: Pengembangan inisiatif-inisiatif bisnis pembangkit listrik tenaga surya (PLTS) untuk meningkatkan kapasitas terpasang, baik di internal grup Pertamina, eksternal (C&I), tender PLN. Selain itu, pengembangan bisnis hulu seperti manufaktur *solar cell*/ panel maupun bisnis lainnya yang terkait dengan PLTS.
4. Bisnis O&M Services dan Energy dan Implementasi Energy Efficiency, termasuk pengelolaan pembangkit listrik dan utilitas, di internal grup Pertamina maupun eksternal (C&I). Inisiatif-inisiatif bisnis di atas dapat berupa investasi organik maupun anorganik melalui akuisisi dan/atau penyertaan untuk akselerasi pengembangan portofolio bisnis.

Developing the business lines that are the legacy of Subholding PNRE, which include:

1. Geothermal: Developing geothermal business initiatives such as the provision of steam and electricity to increase the installed capacity of Cogeneration (Cogen), extending existing Working Areas (WK), and exploring and developing new WKs. Additionally, developing businesses related to by-products/derivatives or other businesses related to the utilization of geothermal energy.
2. Gas to Power: Developing gas-based electricity initiatives, including Independent Power Producers ("IPP") and Captive Power Plants ("CPP"), to increase installed capacity, as well as utilities such as steam supply facilities, cooling water, water desalination, water treatment, and others, both within the Pertamina Group and for Commercial & Industry (C&I) sectors, PLN tenders, such as the IPP Jawa Satu expansion, CPP for smelters and mining, power plants, and utilities within the Pertamina Group.
3. Solar Power: Developing solar power generation initiatives (PLTS) to increase installed capacity, both within the Pertamina Group, external sectors (C&I), and PLN tenders. Additionally, developing upstream businesses like solar cell/panel manufacturing and other businesses related to PLTS.
4. O&M Services and Energy Business, and Energy Efficiency Implementation, including power plant and utility management, both within the Pertamina Group and externally (C&I). These business initiatives can take the form of organic investments or inorganic ones through acquisitions and/or equity participation to accelerate the development of the business portfolio.

## Shape Future Green Business

Mengembangkan lini bisnis masa depan ramah lingkungan seperti:

1. *Hydrogen*: Pengembangan inisiatif-inisiatif bisnis ekosistem *clean hydrogen* dan produk-produk turunannya, dengan membangun kapabilitas melalui pemenuhan *captive demand* di domestik, seperti kilang, *hydrogen refuelling station* (HRS), secara paralel mengembangkan pasar ekspor.
2. *Battery* & EV: Pengembangan inisiatif-inisiatif bisnis ekosistem EV & Battery, termasuk *end-to-end battery value chain*, seperti *mining, battery material, battery cell, battery pack, swapping & charging infrastructure, battery recycling, battery as a service, battery energy storage system*, maupun bisnis kendaraan listrik (EV2W, EV4W, bus).
3. *Carbon Business*: Pengembangan inisiatif-inisiatif bisnis ekosistem karbon, termasuk *supply* dari Natural and Ecosystem Based Solution ("NEBS") dan *Technology Based* serta *carbon credit trading*.
4. Biofuel: Pengembangan inisiatif-inisiatif bisnis ekosistem *bioethanol* dan biomethane serta produk sampingan/ turunannya, termasuk bisnis yang terkait dengan penyediaan *feedstock*.
5. *Other* NRE: Pengembangan inisiatif- inisiatif bisnis energi baru dan terbarukan lainnya, termasuk inisiatif *wind power* (*offshore & onshore*), biomass, *co-firing*, untuk *captive market* maupun tender PLN serta kajian nuklir.
6. *Decarbonization*: Pengembangan inisiatif-inisiatif pengurangan emisi Subholding PNRE untuk mencapai target Roadmap Net-Zero Emission (NZE) Pertamina yang terdiri dari efisiensi bahan bakar, pengembangan *cogeneration*, *co-firing* dengan hydrogen dan *carbon capture & storage* ("CCS") di pembangkit *gas to power* dan *offset* dengan *carbon credit*.

Inisiatif-inisiatif bisnis di atas dapat berupa investasi organik maupun anorganik melalui akuisisi atau penyertaan untuk akselerasi pengembangan kapabilitas maupun portofolio bisnis.

Developing environmentally friendly future business lines such as:

1. Hydrogen: Developing clean hydrogen ecosystem business initiatives and its derivative products, by building capabilities through fulfilling captive demand domestically, such as refineries and hydrogen refueling stations (HRS), while simultaneously developing export markets.
2. Battery & EV: Developing electric vehicle (EV) & battery ecosystem business initiatives, including the end-to-end battery value chain, such as mining, battery materials, battery cells, battery packs, swapping & charging infrastructure, battery recycling, battery as a service, battery energy storage systems, and electric vehicle (EV2W, EV4W, buses) businesses.
3. Carbon Business: Developing carbon ecosystem business initiatives, including supply from Natural and Ecosystem-Based Solutions (NEBS) and Technology-Based solutions, as well as carbon credit trading.
4. Biofuel: Developing bioethanol and biomethane ecosystem business initiatives and their by-products/derivatives, including businesses related to feedstock provision.
5. Other NRE: Developing other new and renewable energy (NRE) business initiatives, including wind power (offshore & onshore), biomass, co-firing for captive markets and PLN tenders, as well as nuclear studies.
6. Decarbonization: Developing emission reduction initiatives for Subholding PNRE to achieve Pertamina's Net-Zero Emission (NZE) Roadmap target, which includes fuel efficiency, cogeneration development, co-firing with hydrogen, and carbon capture & storage (CCS) in gas-to-power plants, and offsetting with carbon credits.

These business initiatives can take the form of organic investments or inorganic ones through acquisitions or equity participation to accelerate the development of capabilities and business portfolios.

## Global Expansion

Mengembangkan bisnis *overseas* baik melalui investasi organik maupun anorganik melalui akuisisi dan/atau penyertaan untuk akselerasi pengembangan kapabilitas maupun portofolio bisnis PNRE di seluruh *value chain* masing-masing lini bisnis di atas, antara lain IPP, NRE (Solar, Wind, Geothermal), Hydrogen, Battery & EV, Carbon, Biofuel (Bioethanol, Biomass), dan lainnya.

Developing overseas businesses, both through organic and inorganic investments, including acquisitions and/or equity participation, to accelerate the development of capabilities and business portfolios for PNRE across the entire value chain of each business line mentioned above, such as IPP, NRE (Solar, Wind, Geothermal), Hydrogen, Battery & EV, Carbon, Biofuel (Bioethanol, Biomass), and others.

**Vision**

Energizing people and planet with green energy

**Mission**

To lead energy transition and become a leader of Low Carbon Solution, Renewable Energy & Future Green Business in the region through innovation and breakthrough initiatives to create values for stokeholders

**Grow Core Business**

- Geothermal : Accelerate Expansion of ~0.6 GW Installed Capacities
- O&M Service & Energy Efficiency : Optimize opportunities in Pertamina Group
- Solar : Scale up via SOE synergy & expand info C&I
- Gas-to-Power : Expand Jawa Satu & optimize opportunity in Pertamina Group & expand to C&I (IPP,CPP)

**Shape Future Green Business**

- Hydrogen : Grow capability by serving domestic captive demand and expand to serve export market (HRS, H2 for Refinery)
- Battery & EV : Increase packing capacity stepwise (Battery cell & pack, BSS)
- Carbon business : Optimize opportunity for tech & nature-based credit (NBS, Carbon Trading)
- Biofuel : Build capability to grab the opportunity (Bioethanol, Biomethane)
- Others RE : Ramp up capability for wider opportunity (Wind, Biomass)
- Decarbonisation (CCS, Energy Efficiency, Co-living, CO2 liquefaction, binary plant)

**Global Expansion**

Seek Opportunity to Enter Overseas :
- Green hydrogen
- Overseas solar power plant
- Export electricity I
- PP Overseas
- M&A

**Strategic partnerships for technology leadership and maximum value creation**

**Stakeholder management for supportive government policies & regulations**

**Acquire & build for new capabilities**

**Equity support & competitive financing**

**PNRE Core Values = Amanah Kompeten Harmonis Loyal Adaptif Kolaboratif**
**PNRE Core Values = Trustworthy, Competent, Harmonious, Loyal, Adaptive, Collaborative**

# 05

# Tata Kelola Perusahaan

Corporate Governance





# Perkembangan Penerapan Tata Kelola Perusahaan yang Baik di Lingkup PNRE

## The Development of Good Corporate Governance Implementation in PNRE

### Prinsip-prinsip Tata Kelola dan Komitmen Perusahaan

Penerapan Tata Kelola Perusahaan yang Baik, atau *Good Corporate Governance* ("GCG"), tak lepas dari upaya Perusahaan dalam mewujudkan bisnis yang beretika yang akan menentukan keberlanjutan, khususnya terkait kelangsungan usaha di masa-masa mendatang. Prinsip-prinsip dasar tata kelola sebagaimana tertuang dalam Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia (BUMN RI) No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara, wajib menjadi asas utama dalam organisasi PNRE, yaitu:

1. Transparansi (*transparency*), yaitu keterbukaan dalam melaksanakan proses pengambilan keputusan dan keterbukaan dalam mengungkapkan informasi material dan relevan mengenai Perusahaan;
2. Akuntabilitas (*accountability*), yaitu kejelasan fungsi, pelaksanaan, dan pertanggungjawaban organ Perusahaan sehingga pengelolaan Perusahaan terlaksana secara efektif;
3. Pertanggungjawaban (*responsibility*), yaitu kesesuaian di dalam pengelolaan Perusahaan terhadap ketentuan peraturan perundang-undangan dan prinsip korporasi yang sehat;
4. Kemandirian (*independency*), yaitu keadaan di mana Perusahaan dikelola secara profesional tanpa benturan kepentingan dan pengaruh/tekanan dari pihak manapun yang tidak sesuai dengan ketentuan peraturan perundang-undangan dan prinsip korporasi yang sehat; dan
5. Kewajaran (*fairness*), yaitu keadilan dan kesetaraan di dalam memenuhi hak pemangku kepentingan yang timbul berdasarkan perjanjian dan ketentuan peraturan perundang-undangan.

Komite Nasional Kebijakan Governance (KNKG) melalui Pedoman Umum Governansi Korporate Indonesia (PUGKI) 2021 mendefinisikan ke-5 prinsip di atas ke dalam 4 (empat) pilar governansi korporat, yaitu Perilaku Beretika, Akuntabilitas, Transparansi, dan Keberlanjutan.

PNRE berkomitmen untuk melaksanakan berbagai prinsip tata kelola tersebut. Terutama dengan statusnya sebagai bagian dari *Holding* BUMN Migas, Perusahaan memiliki standar yang cukup tinggi dalam menerapkan prinsip-prinsip di atas, meskipun PNRE bukanlah perusahaan terbuka.

### Good Corporate Governance Principles and the Company's Commitment

The implementation of Good Corporate Governance ("GCG") is inseparable from the Company's efforts to establish an ethical business that will determine its sustainability, particularly concerning the continuity of its operations in the future. The fundamental principles of governance, as outlined in the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-2/MBU/03/2023 on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, must serve as the primary foundation within the PNRE organization. These principles are:

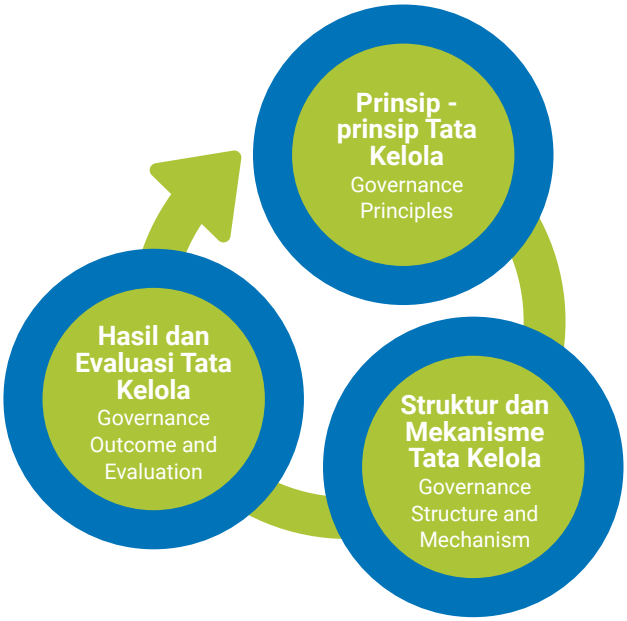
1. Transparency: Openness in the decision-making process and disclosure of material and relevant information about the Company;
2. Accountability: Clarity in the functions, implementation, and responsibilities of the Company's organs to ensure effective corporate management;
3. Responsibility: Compliance in corporate management with applicable laws and regulations as well as sound corporate principles;
4. Independency: The condition in which the Company is managed professionally without conflicts of interest or undue influence/pressure from any party that is not in accordance with laws and sound corporate principles; and
5. Fairness: Justice and equality in fulfilling the rights of stakeholders arising from agreements and applicable laws and regulations.

The National Committee on Governance Policy (KNKG), through the Indonesian Corporate Governance General Guidelines (PUGKI) 2021, defines the five principles above into four (4) pillars of corporate governance, namely Ethical Behavior, Accountability, Transparency, and Sustainability.

PNRE is committed to implementing these governance principles. Especially as part of the State-Owned Oil & Gas Holding, the Company upholds high standards in applying these principles, despite not being a publicly listed company.

Agar berbagai prinsip di atas dapat terimplementasikan dengan baik, Perusahaan berupaya mengembangkan struktur tata kelola yang dapat mewadahi kepentingan pemilik modal/ pemegang saham, kelangsungan usaha PNRE sendiri, dan keseimbangan dengan kepentingan dari berbagai pemangku kepentingan yang terlibat dalam rantai nilai.

To ensure the effective implementation of these principles, the Company strives to develop a governance structure that accommodates the interests of shareholders, the sustainability of PNRE itself, and a balanced approach to the interests of various stakeholders involved in the value chain.



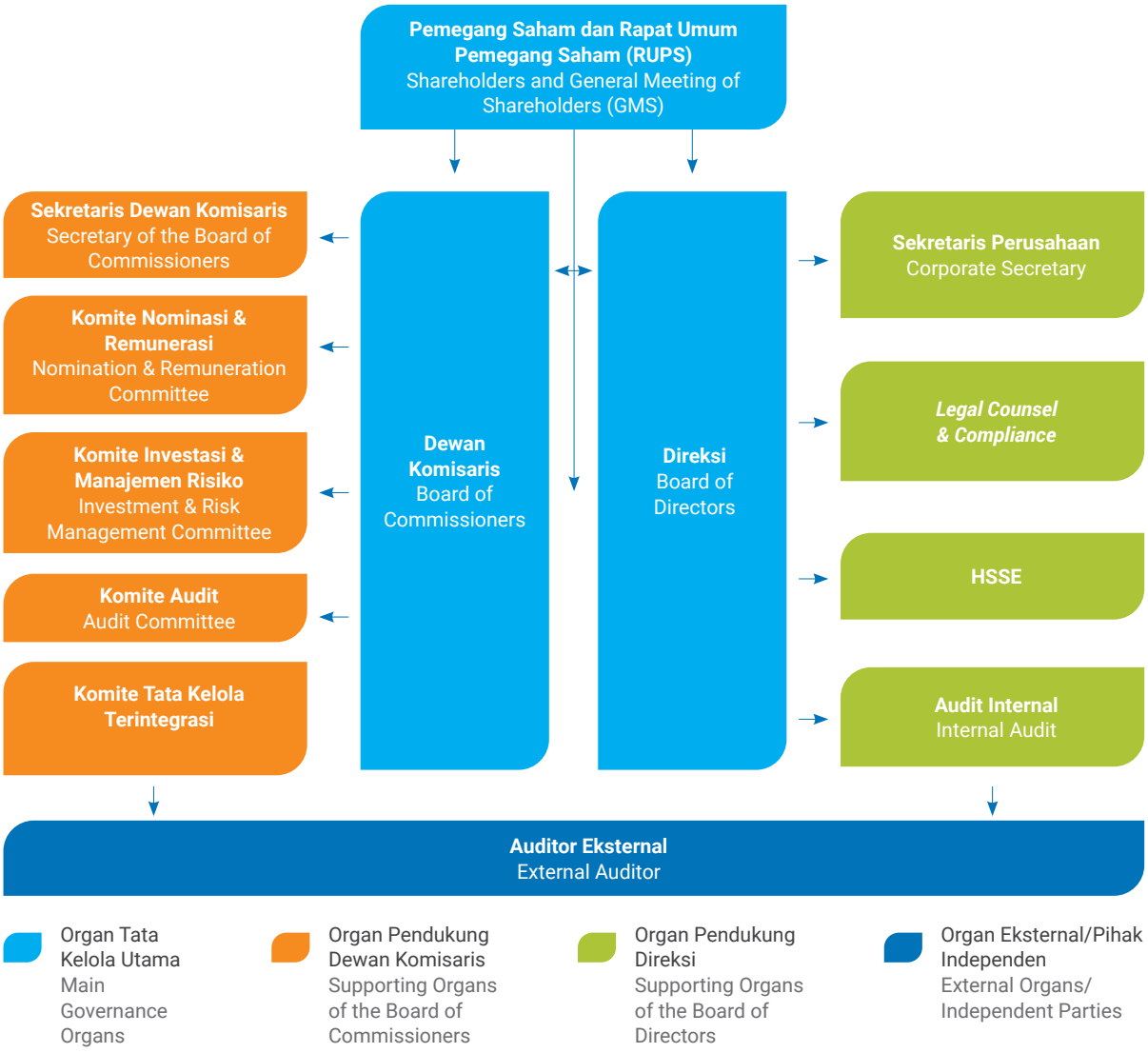

## Struktur dan Mekanisme Tata Kelola

Struktur tata kelola (*Governance Structure*) Perusahaan mengacu pada Undang-Undang Republik Indonesia (RI) No. 40 Tahun 2007 tentang Perseroan Terbatas, dan/atau perubahannya, di mana dijelaskan bahwa organ Perusahaan terdiri dari Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris, dan Direksi. Dewan Komisaris dan Direksi Perusahaan telah dilengkapi dengan organ pendukung agar peran serta fungsi Dewan Komisaris dan Direksi dapat berjalan efektif. Di samping itu, sesuai dengan Undang -Undang RI No. 40 Tahun 2007 tentang Perseroan Terbatas, pemegang saham memiliki hak dan wewenang untuk menunjuk pihak luar independen yang berperan melakukan audit dan memberikan penjaminan atas pernyataan laporan keuangan yang akan dipertanggungjawabkan oleh Dewan Komisaris dan Direksi, yang pada akhirnya akan menentukan nominasi atau pengangkatan kembali serta remunerasi yang diberikan kepada Dewan Komisaris dan Direksi.

## Governance Structure and Mechanism

The Company's governance structure refers to Law of the Republic of Indonesia No. 40 of 2007 on Limited Liability Companies, and/or its amendments, which state that a company's governance organs consist of the General Meeting of Shareholders (GMS), the Board of Commissioners, and the Board of Directors. The Board of Commissioners and the Board of Directors are supported by auxiliary bodies to ensure their roles and functions operate effectively. In addition, in accordance with Law No. 40 of 2007 on Limited Liability Companies, shareholders have the right and authority to appoint an independent external party to conduct audits and provide assurance on financial statements, which are the responsibility of the Board of Commissioners and the Board of Directors. Ultimately, this process plays a role in determining nominations, reappointments, and the remuneration provided to the Board of Commissioners and the Board of Directors.

**Struktur Tata Kelola PNRE**
PNRE Governance Structure




Mekanisme atau proses tata kelola (*Governance Process* atau *Governance Mechanism*) adalah cara aturan main yang disepakati bersama-sama antara pemilik modal/pemegang saham, Dewan Komisaris, dan Direksi, agar fungsi dan peran masing-masing organ memiliki lingkup pemisahannya. Pemegang saham melalui Anggaran Dasar, serta Dewan Komisaris dan Direksi, berupaya membentuk aturan main yang tertuang dalam berbagai pedoman, kebijakan, serta Prosedur Tetap atau *Standard Procedure Operational* (SOP), yang kemudian dikenal sebagai *soft structure* GCG yang mengatur lingkup tanggung jawab organ GCG, dan hubungan kerja antar organ GCG, termasuk dengan pemangku kepentingan baik internal maupun eksternal.

PNRE telah memiliki Anggaran Dasar dan berbagai pedoman, kebijakan, serta Prosedur Tetap yang ditinjau setiap tahunnya agar tetap relevan dengan perkembangan operasional serta perkembangan bisnis yang dinamis.

The governance process or governance mechanism refers to the agreed-upon rules and procedures between shareholders, the Board of Commissioners, and the Board of Directors to ensure a clear separation of roles and functions among these governance organs. Shareholders, through the Articles of Association, along with the Board of Commissioners and the Board of Directors, establish governance rules in the form of various guidelines, policies, and Standard Operating Procedures (SOPs). These collectively form the soft structure of Good Corporate Governance (GCG), which defines the scope of responsibilities for governance organs and regulates their working relationships, including interactions with both internal and external stakeholders.

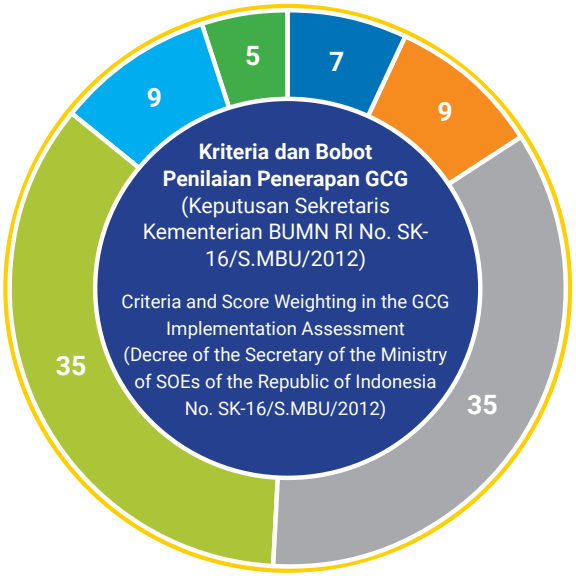
PNRE has established its Articles of Association, along with various guidelines, policies, and Standard Operating Procedures, which are reviewed annually to remain relevant to operational developments and the dynamic business environment.

## Hasil Tata Kelola dan Upaya Pemantauan Penerapan Tata Kelola

Keluaran atau hasil tata kelola (*Governance Output*) menjadi cermin dari keberhasilan Perusahaan dalam menerapkan prinsip-prinsip GCG. Hal ini dapat terlihat dari berbagai hal, seperti kepatuhan Perusahaan atas berbagai peraturan dan perundang-undangan yang melingkupi, remediasi dan keinginan baik atas Perusahaan atas pengaduan dari pemangku kepentingan, manajemen krisis, hingga keterbukaan informasi bagi seluruh pemangku kepentingan.

Selain itu, agar penerapan prinsip-prinsip GCG dapat terpantau dengan baik, Perusahaan memiliki mekanisme pengukuran penerapan GCG. Mengacu pada Surat Keputusan Sekretaris Kementerian Badan Usaha Milik Negara Republik Indonesia No. SK-12/S.MBU/08/2023 tentang Pencabutan Keputusan Sekretaris Kementerian Badan Usaha Milik Negara No. SK-16/S.MBU/2012 tentang Indikator/Parameter Penilaian dan Evaluasi Atas Penerapan Tata Kelola Perusahaan yang Baik (GCG) pada Badan Usaha Milik Negara maka acuan yang biasa digunakan sebagai panduan indikator GCG sudah tidak digunakan. Pelaksanaan *Self Assesment* GCG yang dilakukan oleh Perusahaan pada tahun 2024 mengacu pada Peraturan Menteri BUMN RI No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara.

Evaluasi GCG yang dilaksanakan juga mencakup etika bisnis atau *Code of* Conduct, dimana penilaian untuk aspek Komitmen Terhadap Penerapan Tata Kelola secara Berkelanjutan memiliki paramater penilaian terkait *Code of Conduct*. Model pengukuran dilakukan dalam 2 (dua) pendekatan, yaitu penilaian atau asesmen dari pihak eksternal/asesor independen, dan evaluasi atau *review* dari melibatkan tim internal Perusahaan, untuk kedua pendekatan tersebut.




- Komitmen terhadap Penerapan Tata Kelola Perusahaan yang baik secara berkelanjutan
  Commitment to Sustainable Implementation of Good Corporate Governance
- Pemegang Saham dan RUPS/Pemilik Modal
  Shareholders and GMS/Capital Owners
- Dewan Komisaris
  Board of Commissioners
- Direksi
  Board of Directors
- Pengungkapan Informasi dan Transparansi
  Information Disclosure and Transparency
- Aspek Lainnya
  Other Aspects

## Governance Outcomes and Monitoring Efforts

The governance outcomes reflect the Company's success in implementing GCG principles. These outcomes can be observed through various aspects, such as the Company's compliance with applicable laws and regulations, its responsiveness and goodwill in addressing stakeholder complaints, crisis management, and transparency in providing information to all stakeholders.

To ensure effective monitoring of GCG implementation, the Company has a governance assessment mechanism. Referring to the Decree of the Secretary of the Ministry of State-Owned Enterprises of the Republic of Indonesia No. SK-12/S.MBU/08/2023 concerning the Revocation of the Decree of the Secretary of the Ministry of State-Owned Enterprises No. SK-16/S.MBU/2012 on Indicators/Parameters for the Assessment and Evaluation of the Implementation of Good Corporate Governance (GCG) in State-Owned Enterprises, the reference commonly used as a guideline for GCG indicators is no longer applied. The GCG Self-Assessment carried out by the Company in 2024 refers to the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Actions of State-Owned Enterprises.

The GCG evaluation carried out also includes business ethics or the Code of Conduct, where the assessment for the aspect of Commitment to the Sustainable Implementation of Governance includes evaluation parameters related to the Code of Conduct. The assessment model is carried out using two approaches: assessment by an external independent assessor and evaluation or review involving the Company's internal team, for both approaches.

### Klasifikasi Kualitas Pengukuran Penerapan GCG
GCG Assessment Results Classification

**Nilai > 75 s.d. ≤ 85 "Baik"**
Score > 85 "Excellent"

**Nilai > 60 s.d. ≤ 75 "Cukup Baik"**
Score > 75 to ≤ 85 "Good"

**Nilai > 50 s.d. ≤ 60 "Kurang Baik"**
Score > 60 s.d. ≤ 75 "Fairly Good"

**Nilai ≤ 50 "Tidak Baik"**
Score ≤ 50 "Bad"

Berikut disampaikan rincian tentang pengukuran penerapan GCG tahun 2024 dan pengukuran tahun 2023.
The following are the details of the GCG implementation assessments for 2023 and 2024.

### Pengukuran Penerapan GCG Tahun 2024
GCG Implementation Assessments in 2024

| | | |
|---|---|---|
| Jenis Penilaian<br>*Type of Assessment* | : | *Self Assessment* |
| *Assessor*/Penilai<br>Assessor | : | Sinergi Daya Prima |
| Tahun Buku Penerapan<br>Implementation Year | : | 1 Januari 2024 s.d 31 Desember 2024<br>January 1, 2024 to December 31, 2024 |
| Waktu Pengukuran<br>Date of Assessment | : | 16 Januari 2025 s.d 16 Mei 2025<br>January 16, 2025 to May 16, 2025 |
| Waktu Terbit Laporan<br>Date of Report Publication | : | Mei 2025<br>May 2025 |

### Hasil Pengukuran Penerapan GCG Tahun 2023-2024
GCG Assessment Result 2023-2024

| **Aspek Pengujian/Indikator/Paramater**<br>Assessment Aspects/Indicators/Parameters | **Bobot**<br>Weight | **Capaian Tahun 2024**<br>2024 | | **Capaian Tahun 2023**<br>2023 | |
|---|---|---|---|---|---|
| | | **Skor**<br>Score | **Capaian (%)**<br>Achievement (%) | **Skor**<br>Score | **Capaian (%)**<br>Achievement (%) |
| Komitmen terhadap Penerapan Tata Kelola Perusahaan yang Baik secara Berkelanjutan<br>Commitment to Sustainable Implementation of Good Corporate Governance | 7,000 | 6,305 | 90,07 | 6,27 | 89,52 |
| Pemegang Saham dan RUPS/Pemilik Modal<br>Shareholders and GMS/Capital Owners | 9,000 | 8,122 | 90,24 | 7,63 | 84,75 |
| Dewan Komisaris<br>Board of Commissioners | 35,000 | 31,871 | 91,06 | 29,92 | 85,48 |
| Direksi<br>Board of Directors | 35,000 | 31,230 | 89,23% | 30,88 | 88,23 |
| Pengungkapan Informasi dan Transparansi<br>Information Disclosure and Transparency | 9,000 | 8,322 | 92,47 | 7,14 | 79,30 |
| Aspek Lainnya<br>Other aspects | 5,000 | 0,000 | 0,00% | - | - |
| Skor Keseluruhan<br>Total Score | 100,00 | 85,85 | 85,85% | 81,32 | 81,83 |
| Kualifikasi Peringkat<br>Rating | | "Sangat Baik"<br>"Very Good" | | | "Baik"<br>"Good" |

Hasil *Area of Improvement* (AOI) atau rekomendasi atas pengukuran penerapan GCG tahun 2024, serta ada atau tidak adanya kesamaan dengan hasil pengukuran tahun 2023 dapat dilihat pada tabel di bawah ini.

The table below shows the Areas of Improvement (AOI) or recommendations from the 2024 GCG assessment, along with any similarities compared to the 2023 assessment.

## Rekomendasi Pengukuran Penerapan GCG Tahun 2024
Recommendation from the GCG Assessment 2024

| No | **Hasil Rekomendasi Pengukuran Penerapan GCG Tahun 2024**<br>Hasil Rekomendasi Pengukuran Penerapan GCG Tahun 2024 | **Terdapat Dalam Rekomendasi Pengukuran Penerapan GCG Tahun 2023**<br>Terdapat Dalam Rekomendasi Pengukuran Penerapan GCG Tahun 2023 | **Rencana Tindak Lanjut (Jika Merupakan Rekomendasi Pengukuran Penerapan GCG Tahun 2023)**<br>Rencana Tindak Lanjut (Jika Merupakan Rekomendasi Pengukuran Penerapan GCG Tahun 2023) |
|---|---|---|---|
| I | Aspek I – Komitmen terhadap Penerapan Tata Kelola Perusahaan yang Baik Secara Berkelanjutan<br>Aspect I - Commitment to Sustainable Implementation of Good Corporate Governance | | |
| 1 | Memfinalisasi Draft COCG yang muatannya sudah disesuaikan dengan status Perusahaan dan peraturan perundang-undangan yang berlaku.<br><br>Mengesahkan COCG yang telah dimutakhirkan untuk ditandatangani oleh seluruh anggota Direksi dan Dewan Komisaris.<br><br>Finalizing the draft of the COCG, the contents of which have been adjusted to the Company's status and applicable laws and regulations.<br><br>Ratifying the updated COCG to be signed by all members of the Board of Directors and the Board of Commissioners. | V | Telah dilakukan pembaharuan terhadap pedoman Tata Kelola Perusahaan yang Baik (COCG) dan sedang dalam finalisasi.<br><br>The Good Corporate Governance (COCG) guidelines have been updated and are currently being finalized. |
| 2 | Memfinalisasi Draft Pedoman Etika Usaha dan Tata Perilaku (Code of Conduct).<br><br>Mengesahkan Pedoman Etika Usaha dan Tata Perilaku (Code of Conduct) untuk ditandatangani oleh seluruh anggota Direksi dan Dewan Komisaris.<br><br>Finalizing the draft of the Code of Business Ethics and Code of Conduct.<br><br>Ratifying the Code of Business Ethics and Code of Conduct to be signed by all members of the Board of Directors and the Board of Commissioners. | V | Telah dilakukan pembaharuan terhadap pedoman Etika Usaha dan Tata Perilaku (Code of Conduct) dan sedang dalam finalisasi.<br><br>The Code of Business Ethics and Code of Conduct has been updated and is currently being finalized. |
| 3 | Memfinalisasi penyusunan pembagian tugas dan wewenang masing-masing anggota Direksi.<br><br>Menetapkan pembagian tugas dan wewenang masing-masing anggota Direksi oleh RUPS dan penetapan tersebut dapat dilimpahkan RUPS kepada Dewan Komisaris.<br><br>Menunjuk seorang anggota Direksi secara formal oleh Rapat Direksi sebagai penanggung jawab dalam penerapan dan pemantauan Tata Kelola Perusahaan yang Baik.<br><br>Finalizing the formulation of the division of duties and authorities of each member of the Board of Directors.<br><br>Establishing the division of duties and authorities of each member of the Board of Directors by the GMS, with the possibility for such determination to be delegated by the GMS to the Board of Commissioners.<br><br>Formally appointing a member of the Board of Directors by the Board of Directors Meeting to be responsible for the implementation and monitoring of Good Corporate Governance. | V | Telah dilakukan penyusunan uraian jabatan Direksi dan dalam tahap proses pembahasan dengan RUPS.<br><br>The job descriptions of the Board of Directors have been prepared and are in the process of being discussed with the GMS. |
| 4 | Melakukan revisi *Board Manual* yang diselaraskan dengan Anggaran Dasar Perusahaan yang berlaku.<br><br>Revising the Board Manual to align with the prevailing Articles of Association of the Company. | X | |

Rekomendasi Pengukuran Penerapan GCG Tahun 2024
Recommendation from the GCG Assessment 2024

| No | Hasil Rekomendasi Pengukuran Penerapan GCG Tahun 2024<br>Hasil Rekomendasi Pengukuran Penerapan GCG Tahun 2024 | Terdapat Dalam Rekomendasi Pengukuran Penerapan GCG Tahun 2023<br>Terdapat Dalam Rekomendasi Pengukuran Penerapan GCG Tahun 2023 | Rencana Tindak Lanjut (Jika Merupakan Rekomendasi Pengukuran Penerapan GCG Tahun 2023)<br>Rencana Tindak Lanjut (Jika Merupakan Rekomendasi Pengukuran Penerapan GCG Tahun 2023) |
|---|---|---|---|
| 5 | Melakukan sosialisasi Pedoman Perilaku yang berlaku di Perusahaan kepada seluruh Perwira PPI.<br><br>Conducting the dissemination of the applicable Code of Conduct in the Company to all PPI Officers. | X | Rekomendasi telah masuk dalam rencana tindak lanjut tahun 2025<br><br>The recommendation has been included in the 2025 follow-up action plan |
| 6 | Meningkatkan pencapaian skor pelaksanaan Tata Kelola Perusahaan yang Baik sesuai dengan KPI yang ditetapkan.<br><br>Improving the achievement of the Good Corporate Governance implementation score in accordance with the established KPIs. | X | |
| 7 | Melengkapi Pedoman Pengendalian Gratifikasi dengan ketentuan mengenai:<br>a. hak dan perlindungan pelapor; dan<br>b. sanksi atas penyimpangan ketentuan gratifikasi.<br><br>Menyesuaikan batas waktu penyampaian laporan gratifikasi dengan aturan yang tercantum dalam Peraturan Komisi Pemberantasan Korupsi RI Nomor: 2 Tahun 2019 tanggal 5 November 2019 tentang Pelaporan Gratifikasi.<br><br>Memfinalisasi *draft* Tata Kerja Organisasi (TKO) Penanganan Pelaporan oleh Unit Pengendalian Gratifikasi yang telah disesuaikan dengan peraturan yang berlaku.<br><br>Completing the Gratification Control Guidelines with provisions regarding:<br>a. rights and protection of the whistleblower; and<br>b. sanctions for violations of gratification regulations.<br><br>Adjusting the deadline for submitting gratification reports in accordance with the regulations stated in the Indonesian Corruption Eradication Commission Regulation Number: 2 Year 2019 dated November 5, 2019, concerning Gratification Reporting.<br><br>Finalizing the draft of the Organizational Work Procedures (TKO) for Handling Reports by the Gratification Control Unit, which has been adjusted to comply with applicable regulations. | V | Pada tahun 2023, telah dibuat Pedoman Gratifikasi No. A12-002/PPI00300/2023-S9 sebagai tindak lanjut AoI Tahun 2023. Akan tetapi, masih perlu ditinjau kembali terkait ketentuan perlindungan pelapor dan sanksi gratifikasi.<br><br>In 2023, Gratification Guidelines No. A12-002/PPI00300/2023-S9 were established as a follow-up to the AoI of 2023. However, a review is still needed regarding the provisions on whistleblower protection and gratification sanctions. |
| II | Aspek II – Pemegang Saham dan RUPS<br>Aspect II - Shareholders and GMS/Capital Owners | | |
| 1 | Menyelaraskan ketentuan terkait dengan jumlah anggota Dewan Komisaris yang terdapat dalam Pedoman Tata Kelola Perusahaan dengan Anggaran Dasar Perusahaan*.<br><br>Aligning the provisions related to the number of members of the Board of Commissioners contained in the Corporate Governance Guidelines with the Company's Articles of Association*. | X | Rekomendasi telah masuk dalam rencana tindak lanjut tahun 2025.<br><br>The recommendation has been included in the 2025 follow-up action plan. |

## Rekomendasi Pengukuran Penerapan GCG Tahun 2024
Recommendation from the GCG Assessment 2024

| No | **Hasil Rekomendasi Pengukuran Penerapan GCG Tahun 2024**<br>Hasil Rekomendasi Pengukuran Penerapan GCG Tahun 2024 | **Terdapat Dalam Rekomendasi Pengukuran Penerapan GCG Tahun 2023**<br>Terdapat Dalam Rekomendasi Pengukuran Penerapan GCG Tahun 2023 | **Rencana Tindak Lanjut (Jika Merupakan Rekomendasi Pengukuran Penerapan GCG Tahun 2023)**<br>Rencana Tindak Lanjut (Jika Merupakan Rekomendasi Pengukuran Penerapan GCG Tahun 2023) |
|---|---|---|---|
| 2 | Menetapkan Komisaris Utama dalam waktu paling lambat 30 (tiga puluh) hari setelah terjadi lowongan, karena jumlah Komisaris sudah lebih dari 1 (satu) orang.<br><br>The President Commissioner must be appointed within a maximum of 30 (thirty) days following a vacancy, given that the number of Commissioner is more than 1 (one) person. | X | ..... |
| 3 | Menetapkan anggota Dewan Komisaris Independen dan jumlahnya paling sedikit 20% dari seluruh anggota Dewan Komisaris serta secara eksplisit dalam keputusan pengangkatannya terdapat anggota Komisaris yang memiliki kompetensi dibidang auditing, keuangan dan akuntansi.<br><br>Appointing Independent Members of the Board of Commissioners, comprising at least 20% of the total members of the Board of Commissioners, and explicitly including in their appointment decisions members who possess competencies in auditing, finance, and accounting. | V | Dewan Komisaris telah memberikan arahan untuk melakukan korespondensi kepada RUPS untuk mengajukan permintaan pengisian Jabatan Komisaris Independen.<br><br>The Board of Commissioners has given directive to correspond with the GMS to submit a request for the appointment of an Independent Commissioner. |
| 4 | Melakukan pengesahan RJPP sesuai dengan ketentuan yang berlaku.<br><br>Approving the RJPP in accordance with the applicable regulations. | X | |
| 5 | Memastikan penyusunan dan persetujuan RKAP memperhatikan batas waktu persetujuan sesuai ketentuan AD Perusahaan.<br><br>Ensuring that the preparation and approval of the RKAP takes into account the approval deadline in accordance with the Company's Articles of Association. | V | Telah disampaikan kepada PT Pertamina (Persero) melalui Corporate Administration. Hal ini, menjadi concern di seluruh SH Pertamina Group.<br>Submitted to PT Pertamina (Persero) through Corporate Administration. This matter is a concern across all SH within Pertamina Group. |
| 6 | Menetapkan Kontrak Manajemen yang memuat target kinerja Direksi secara individu.<br><br>Establishing a Management Contract that includes individual performance targets for the Board of Directors. | X | |
| 7 | Menetapkan Kontrak Kinerja yang memuat target kinerja Dewan Komisaris.<br><br>Establishing a Performance Contract that includes performance targets for the Board of Commissioners. | X | |
| 8 | Memberikan penilaian kinerja Anggota Direksi (Individu) berdasarkan laporan kinerja Direksi dan mempertimbangkan tanggapan Dewan Komisaris atas kinerja anggota Direksi tersebut.<br><br>Evaluating the performance of individual members of the Board of Directors based on the Board of Directors' performance report and taking into account the Board of Commissioners' response to the performance of the respective Directors. | X | |

## Rekomendasi Pengukuran Penerapan GCG Tahun 2024
Recommendation from the GCG Assessment 2024

| No | **Hasil Rekomendasi Pengukuran Penerapan GCG Tahun 2024**<br>Hasil Rekomendasi Pengukuran Penerapan GCG Tahun 2024 | **Terdapat Dalam Rekomendasi Pengukuran Penerapan GCG Tahun 2023**<br>Terdapat Dalam Rekomendasi Pengukuran Penerapan GCG Tahun 2023 | **Rencana Tindak Lanjut (Jika Merupakan Rekomendasi Pengukuran Penerapan GCG Tahun 2023)**<br>Rencana Tindak Lanjut (Jika Merupakan Rekomendasi Pengukuran Penerapan GCG Tahun 2023) |
|---|---|---|---|
| 9 | Menyesuaikan ketentuan dalam Anggaran Dasar terkait dengan jangka waktu penyampaian rancangan Laporan Tahunan yang telah ditandatangani oleh seluruh anggota Direksi dan Dewan Komisaris yang disampaikan oleh Direksi kepada pemegang saham.<br><br>Adjusting the provisions in the Articles of Association related to the timeframe for submitting the Annual Report draft, which has been signed by all members of the Board of Directors and the Board of Commissioners, and is submitted by the Board of Directors to the shareholders. | X | |
| 10 | Memastikan Direksi menyampaikan Laporan Tahunan yang telah ditandatangani oleh seluruh anggota Direksi dan Dewan Komisaris kepada RUPS/Pemegang Saham sesuai dengan ketentuan yang berlaku.<br><br>Ensuring that the Board of Directors submits the Annual Report, which has been signed by all members of the Board of Directors and the Board of Commissioners, to the GMS/Shareholders in accordance with the applicable regulations. | X | |
| 11 | Menyesuaikan ketentuan dalam AD Perusahaan Pasal 12 ayat (3) huruf e dengan Pasal 19 ayat (5) terkait dengan jangka waktu penyampaian rancangan Laporan Tahunan yang telah ditandatangani oleh seluruh anggota Direksi dan Dewan Komisaris kepada pemegang saham.<br>a. hak dan perlindungan pelapor; dan<br>b. sanksi atas penyimpangan ketentuan gratifikasi.<br><br>Adjusting the provisions in article 12 paragraph (3) letter e of the Company's Articles of Association with Article 19 paragraph (5), regarding the timeframe for submitting the Annual Report draft, which has been signed by all members of the Board of Directors and the Board of Commissioners, to the shareholders.<br><br>a. rights and protection of the whistleblower; and<br>b. sanctions for violations of gratuity regulations. | X | |
| 12 | Melakukan upaya-upaya menindaklanjuti area of improvement yang dihasilkan dari assessment atas pelaksanaan Tata Kelola Perusahaan yang baik yang menjadi ranah Pemegang Saham secara menyeluruh.<br><br>Taking follow-up actions on areas of improvement identified from the assessment of the Good Corporate Governance implementation, which fall under the overall responsibility of the Shareholders. | X | |

## Rekomendasi Pengukuran Penerapan GCG Tahun 2024
Recommendation from the GCG Assessment 2024

| No | **Hasil Rekomendasi Pengukuran Penerapan GCG Tahun 2024**<br>Hasil Rekomendasi Pengukuran Penerapan GCG Tahun 2024 | **Terdapat Dalam Rekomendasi Pengukuran Penerapan GCG Tahun 2023**<br>Terdapat Dalam Rekomendasi Pengukuran Penerapan GCG Tahun 2023 | **Rencana Tindak Lanjut (Jika Merupakan Rekomendasi Pengukuran Penerapan GCG Tahun 2023)**<br>Rencana Tindak Lanjut (Jika Merupakan Rekomendasi Pengukuran Penerapan GCG Tahun 2023) |
|---|---|---|---|
| III | Aspek III – Dewan Komisaris<br>Aspect III – Board of Commissioners | | |
| 1 | Melengkapi informasi anggaran program pelatihan anggota Dewan Komisaris dalam RKA Dewan Komisaris.*<br><br>Menyampaikan Rencana Kerja Dewan Komisaris kepada Direksi dalam bentuk surat untuk dimuat di RKAP dan kepada Pemegang Saham untuk disahkan.<br><br>Completing the budget information for the training program of the Board of Commissioners in the Work Plan and Budget (RKA) of the Board of Commissioners.<br><br>Submitting the Work Plan of the Board of Commissioners to the Board of Directors in the form of a letter to be included in the RKAP and to the Shareholders for approval. | V | Rekomendasi telah masuk dalam rencana tindak lanjut tahun 2025.<br><br>The recommendations have been included in the follow-up plan for the year 2025. |
| 2 | Menilai Kinerja Dewan Komisaris Tahun 2024 dengan menyusun Key Performance Indicator yang dimasukan ke dalam Rencana Kerja Dewan Komisaris.<br><br>Assessing the performance of the Board of Commissioners for the year 2024 by preparing Key Performance Indicators to be included in the Work Plan of the Board of Commissioners. | X | ..... |
| 3 | Melakukan monitoring progres pemberian persetujuan rancangan RJPP yang dimiliki Perusahaan sesuai dengan batasan waktu yang berlaku.<br><br>Monitoring the progress of granting approval for the Company's Long-Term Business Plan (RJPP) draft in accordance with the applicable time limits. | V | Sampai laporan GCG Assessment Tahun Buku 2024 diterbitkan, PNRE masih mengacu pada RJPP PT Pertamina (Persero).<br><br>PNRE sudah mengajukan surat terkait standalone. Namun, rancangan RJPP 2025-2029 sampai saat ini sedang dalam tahap penyusunan.<br><br>Selanjutnya, Dewan Komisaris akan memberikan persetujuan atas rancangan RJPP milik PNRE mengacu kepada ketentuan Anggaran Dasar dan Pedoman Tata Kerja Dewan Komisaris.<br><br>Until the GCG Assessment Report for Fiscal Year 2024 is issued, PNRE still refers to the Long-Term Business Plan (RJPP) of PT Pertamina (Persero).<br><br>PNRE has submitted a letter regarding standalone. However, the draft RJPP for 2025–2029 is currently in the preparation stage.<br><br>Subsequently, the Board of Commissioners will give approval for PNRE's draft RJPP in accordance with the provisions of the Articles of Association and the Board of Commissioners' Work Guidelines. |

## Rekomendasi Pengukuran Penerapan GCG Tahun 2024
Recommendation from the GCG Assessment 2024

| No | **Hasil Rekomendasi Pengukuran Penerapan GCG Tahun 2024**<br>Hasil Rekomendasi Pengukuran Penerapan GCG Tahun 2024 | **Terdapat Dalam Rekomendasi Pengukuran Penerapan GCG Tahun 2023**<br>Terdapat Dalam Rekomendasi Pengukuran Penerapan GCG Tahun 2023 | **Rencana Tindak Lanjut (Jika Merupakan Rekomendasi Pengukuran Penerapan GCG Tahun 2023)**<br>Rencana Tindak Lanjut (Jika Merupakan Rekomendasi Pengukuran Penerapan GCG Tahun 2023) |
|---|---|---|---|
| 4 | Memastikan adanya kesimpulan dari Dewan Komisaris terkait kesesuaian atau ketidaksesuaian rancangan RKAP dan RJPP.<br><br>Memastikan pemberian tanggapan Dewan Komisaris atas rancangan RKAP tepat waktu sesuai dengan ketentuan yang berlaku.<br><br>Ensuring that the Board of Commissioners reaches a conclusion regarding the conformity or non-conformity of the draft RKAP and RJPP.<br><br>Ensuring that the Board of Commissioners provides feedback on the draft RKAP in a timely manner in accordance with applicable regulations. | V | Dewan Komisaris telah memertimbangkan serta akan memberikan kesimpulan terkait kesesuaian atau ketidaksesuaian rancangan RKAP dan RJPP pada tahun berikutnya.<br><br>The Board of Commissioners has considered and will provide a conclusion regarding the conformity or non-conformity of the draft RKAP and RJPP in the following year. |
| 5 | Memastikan konsistensi penandatanganan Laporan Manajemen Triwulan oleh seluruh anggota Direksi dan Dewan Komisaris.<br><br>Ensuring the consistency of the signing of the Quarterly Management Report by all members of the Board of Directors and the Board of Commissioners. | V | Laporan Manajemen Triwulanan III dan IV Tahun 2024 sudah ditandatangani oleh seluruh anggota Direksi dan Dewan Komisaris.<br><br>The Quarterly Management Reports for the third and fourth quarters of 2024 have been signed by all members of the Board of Directors and the Board of Commissioners. |
| 6 | Menyesuaikan Pedoman COCG dengan AD Perusahaan terkait pengangkatan dan pemberhentian anggota Direksi dan Dewan Komisaris anak perusahaan.*<br><br>Adjusting the COCG Guidelines to align with the Company's Articles of Association regarding the appointment and dismissal of members of the Board of Directors and Board of Commissioners of subsidiaries. | V | Rekomendasi telah masuk dalam rencana tindak lanjut tahun 2025.<br><br>The recommendation has been included in the 2025 follow-up action plan. |
| 7 | Melengkapi muatan Pedoman Tata Kerja Dewan Komisaris sub bagian Rapat Dewan Komisaris dengan penjelasan bahwa Rapat Gabungan merupakan bentuk pembahasan/telaah atas usulan Direksi dan arahan/ keputusan RUPS terkait dengan usulan Direksi.<br><br>Memastikan pelaksanaan Rapat Dewan Komisaris dan Direksi sesuai dengan ketentuan yang berlaku.<br><br>Menyusun Risalah Rapat Dewan Komisaris dengan mencantumkan dinamika rapat.<br><br>Melaksanakan Rapat Komite Audit, Komite Investasi & Manajemen Risiko dan Komite Nominasi & Remunerasi sekali dalam 1 (satu) bulan sesuai dengan Piagam Komite.<br><br>Menyelaraskan Pedoman Tata Kerja Dewan Komisaris dan masing-masing Piagam Komite terkait penentuan waktu finalisasi Risalah Rapat.<br><br>Memperbarui Pedoman Tata Kerja Dewan Komisaris terkait penyimpanan risalah asli Rapat Komite. | V | Tata Kerja Dewan Komisaris akan disesuaikan dengan PER03BUMN yang akan mencakup pada poin-poin yang menjadi temuan AoI 2024.<br><br>The Work Guidelines of the Board of Commissioners will be adjusted to comply with PER03BUMN and will include points identified as findings in the 2024 AoI. |

## Rekomendasi Pengukuran Penerapan GCG Tahun 2024
Recommendation from the GCG Assessment 2024

| No | Hasil Rekomendasi Pengukuran Penerapan GCG Tahun 2024<br>Hasil Rekomendasi Pengukuran Penerapan GCG Tahun 2024 | Terdapat Dalam Rekomendasi Pengukuran Penerapan GCG Tahun 2023<br>Terdapat Dalam Rekomendasi Pengukuran Penerapan GCG Tahun 2023 | Rencana Tindak Lanjut (Jika Merupakan Rekomendasi Pengukuran Penerapan GCG Tahun 2023)<br>Rencana Tindak Lanjut (Jika Merupakan Rekomendasi Pengukuran Penerapan GCG Tahun 2023) |
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| | Completing the contents of the Board of Commissioners' Work Guidelines, specifically the section on Board of Commissioners Meetings, with an explanation that Joint Meetings serve as a forum for discussing/reviewing proposals from the Board of Directors and directions/decisions from the GMS related to the Board of Directors' proposals.<br><br>Ensuring the implementation of Board of Commissioners and Board of Directors meetings in accordance with applicable regulations.<br><br>Preparing the Minutes of the Board of Commissioners meetings by including the dynamics of the meetings.<br><br>Conducting Audit Committee, Investment & Risk Management Committee, and Nomination & Remuneration Committee meetings once every month in accordance with the Committee Charters.<br><br>Aligning the Board of Commissioners' Work Guidelines and each Committee Charter regarding the timing for finalizing meeting minutes.<br><br>Updating the Board of Commissioners' Work Guidelines concerning the storage of the original minutes of Committee meetings. | | |
| 8 | Memperhatikan batas waktu penyampaian Laporan Triwulan Komite Audit & Komite Investasi dan Manajemen Risiko kepada Dewan Komisaris sesuai dengan ketentuan yang berlaku.<br><br>Paying attention to the deadline for submitting the Quarterly Reports of the Audit Committee and the Investment and Risk Management Committee to the Board of Commissioners in accordance with applicable regulations. | X | |
| IV | Direksi | | |
| 1 | Menyesuaikan materi Program Pengenalan dengan yang dimaksud dalam Board Manual.<br><br>Adjusting the content of the Introduction Program to align with what is stated in the Board Manual. | X | Memfinalisasi *board manual* yang memuat materi program pengenalan Direksi.<br><br>Finalizing the Board Manual containing materials for the Directors' induction program. |
| 2 | Melengkapi *Board Manual* atau mengatur dalam dokumen tersendiri mengenai Kewajiban Direksi untuk melaksanakan program pelatihan dalam rangka peningkatan kompetensi anggota Direksi.<br><br>Completing the Board Manual or arranging in a separate document the obligation of the Board of Directors to carry out training programs aimed at enhancing the competence of Board members. | X | Memfinalisasi Board Manual terkait ketentuan mengenai Kewajiban Direksi untuk melaksanakan program pelatihan dalam rangka peningkatan kompetensi anggota Direksi.<br><br>Finalizing the Board Manual provisions regarding the obligation of Directors to undertake training programs aimed at enhancing their competencies. |

## Rekomendasi Pengukuran Penerapan GCG Tahun 2024
Recommendation from the GCG Assessment 2024

| No | Hasil Rekomendasi Pengukuran Penerapan GCG Tahun 2024<br>Hasil Rekomendasi Pengukuran Penerapan GCG Tahun 2024 | Terdapat Dalam Rekomendasi Pengukuran Penerapan GCG Tahun 2023<br>Terdapat Dalam Rekomendasi Pengukuran Penerapan GCG Tahun 2023 | Rencana Tindak Lanjut (Jika Merupakan Rekomendasi Pengukuran Penerapan GCG Tahun 2023)<br>Rencana Tindak Lanjut (Jika Merupakan Rekomendasi Pengukuran Penerapan GCG Tahun 2023) |
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| 3 | Memperbaharui uraian tugas dan tanggungjawab masing-masing anggota Direksi agar sesuai dengan kondisi Perusahaan saat ini.*<br><br>Updating the job descriptions and responsibilities of each member of the Board of Directors to align with the current condition of the Company. | X | Rekomendasi telah masuk dalam rencana tindak lanjut tahun 2025.<br><br>The recommendation has been included in the 2025 follow-up action plan. |
| 4 | Melengkapi *Board Manual* yang mengatur mengenai standar waktu tingkat kesegeraan pengambilan keputusan Direksi untuk mengkomunikasikan kepada tingkatan organisasi dibawah Direksi.<br><br>Completing the Board Manual by including standards for the timeliness and urgency of decision-making by the Board of Directors to be communicated to the organizational levels under the Board of Directors. | X | Memfinalisasi *Board Manual* yang mengatur mengenai standar waktu tingkat kesegeraan pengambilan keputusan Direksi untuk mengkomunikasikan kepada tingkatan organisasi dibawah Direksi.<br><br>Finalizing the Board Manual that regulates the standard response time for decision-making by the Board of Directors to be communicated to the organizational levels below the Board. |
| 5 | Menyusun RJPP sesuai dengan pedoman penyusunan RJPP yang ditetapkan.*<br><br>Preparing the Long-Term Business Plan (RJPP) in accordance with the established RJPP preparation guidelines. | X | Memfinalisasi RJPP sesuai dengan pedoman penyusunan RJPP yang ditetapkan.<br><br>Finalizing the Corporate Long-Term Plan (RJPP) in accordance with the applicable RJPP preparation guidelines. |
| 6 | Memenuhi ketentuan AD Perusahaan terkait jangka waktu penyampaian RKAP kepada Dewan Komisaris dan Pemegang Saham.<br><br>Complying with the provisions of the Company's Articles of Association regarding the timeframe for submitting the RKAP to the Board of Commissioners and Shareholders. | X | |
| 7 | Memonitor progress RKAP mendapat persetujuan RUPS sesuai dengan Anggaran Dasar Perusahaan dan Board Manual.<br><br>Monitoring the progress of RKAP approval by the GMS in accordance with the Company's Articles of Association and the Board Manual. | X | |
| 8 | Memastikan terdapat pengisian jabatan yang kosong untuk setiap level jabatan dalam Perusahaan.<br><br>Ensuring that vacant positions are filled at every level within the Company. | V | Dalam hal ini, Human Capital telah melakukan pengisian posisi Vice President yang lowong pada beberapa fungsi terkait<br><br>In this regard, Human Capital has filled the vacant Vice President positions in several related functions. |
| 9 | Memperhatikan tingkat pencapaian KPI Sub holding dengan yang ditargetkan dalam RKAP.<br><br>Paying attention to the KPI achievement level of the Subholding in comparison to the targets set in the RKAP. | X | |

## Rekomendasi Pengukuran Penerapan GCG Tahun 2024
Recommendation from the GCG Assessment 2024

| No | **Hasil Rekomendasi Pengukuran Penerapan GCG Tahun 2024**<br>Hasil Rekomendasi Pengukuran Penerapan GCG Tahun 2024 | **Terdapat Dalam Rekomendasi Pengukuran Penerapan GCG Tahun 2023**<br>Terdapat Dalam Rekomendasi Pengukuran Penerapan GCG Tahun 2023 | **Rencana Tindak Lanjut (Jika Merupakan Rekomendasi Pengukuran Penerapan GCG Tahun 2023)**<br>Rencana Tindak Lanjut (Jika Merupakan Rekomendasi Pengukuran Penerapan GCG Tahun 2023) |
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| 10 | Meningkatkan tingkat kesesuaian penerapan TI dengan kebutuhan Perusahaan.<br><br>Enhancing the alignment of IT implementation with the Company's requirements. | X | Memfinalisasi pedoman IT terbaru sesuai dengan ketentuan yang ada.<br><br>Finalizing the latest IT guidelines in accordance with the prevailing regulations. |
| 11 | Memastikan terdapat kebijakan mengenai:<br>a. Standar Pelayanan Minimal<br>b. Kebijakan Mutu (sistem pengendalian Mutu Produk)<br><br>Ensuring the existence of policies regarding:<br>a. Minimum Service Standards<br>b. Quality Policy (Product Quality Control System) | V | Dalam hal ini, telah disampaikan kepada fungsi terkait untuk menyusun STK yang berkaitan dengan Standar Pelayanan Minimal dan Kebijakan Mutu (Sistem Pengendalian Mutu Produk)<br><br>In this regard, the relevant function has been instructed to prepare STK related to the Minimum Service Standards and the Quality Policy (Product Quality Control System). |
| 12 | Memastikan sosialisasi Kebijakan/Pedoman/TKO disosialisasikan kepada pelanggan dan dipublikasikan di website Perusahaan.<br><br>Ensuring that Policies/Guidelines/TKO are socialized to customers and published on the Company's website. | X | |
| 13 | Menyusun kebijakan pengaturan untuk anak perusahaan dan perusahaan patungan (subsidiary governance).<br><br>Developing governance policies for subsidiaries and joint venture companies (subsidiary governance). | V | Dalam hal ini, telah disampaikan kepada fungsi terkait untuk menyusun STK yang berkaitan dengan kebijakan pengaturan untuk anak perusahaan dan perusahaan patungan milik PNRE<br><br>In this regard, the relevant function has been instructed to prepare STK related to governance policies for PNRE's subsidiaries and joint venture companies. |
| 14 | Menyusun kebijakan terkait penetapan remunerasi Direksi dan Dewan Komisaris anak perusahaan dan perusahaan patungan sejalan dengan perubahan Pemegang Saham.<br><br>Developing a policy regarding the determination of remuneration for the Board of Directors and Board of Commissioners of subsidiaries and joint venture companies in line with changes in Shareholders. | X | |
| 15 | Melengkapi Pedoman/TKO mengenai hak-hak pelanggan, kebijakan keamanan, keselamatan, dan kesehatan pelanggan sesuai dengan peraturan perundang-undangan yang berlaku.<br><br>Completing the Guidelines/TKO regarding customer rights, as well as policies on customer security, safety, and health in accordance with applicable laws and regulations. | V | Dalam hal ini, telah disampaikan kepada fungsi terkait untuk menyusun STK yang berkaitan dengan hak-hak pelanggan, kebijakan keamanan, keselamatan, dan kesehatan pelanggan<br><br>In this regard, the relevant function has been instructed to prepare STK related to customer rights, as well as policies on customer security, safety, and health. |

## Rekomendasi Pengukuran Penerapan GCG Tahun 2024
Recommendation from the GCG Assessment 2024

| No | Hasil Rekomendasi Pengukuran Penerapan GCG Tahun 2024<br>Hasil Rekomendasi Pengukuran Penerapan GCG Tahun 2024 | Terdapat Dalam Rekomendasi Pengukuran Penerapan GCG Tahun 2023<br>Terdapat Dalam Rekomendasi Pengukuran Penerapan GCG Tahun 2023 | Rencana Tindak Lanjut (Jika Merupakan Rekomendasi Pengukuran Penerapan GCG Tahun 2023)<br>Rencana Tindak Lanjut (Jika Merupakan Rekomendasi Pengukuran Penerapan GCG Tahun 2023) |
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| 16 | Memastikan rekomendasi hasil survey kepuasan pelanggan telah ditindaklanjuti.<br><br>Ensuring that the recommendations from the customer satisfaction survey have been followed up. | X | |
| 17 | Memastikan hasil survey kepuasan pelanggan telah disampaikan kepada Direksi.<br><br>Ensuring that the results of the customer satisfaction survey have been submitted to the Board of Directors. | X | |
| 18 | Memastikan secara berkala Perusahaan melakukan assessment pemasok berdasarkan pencapaian QCDS (Quality, Cost, Delivery, Service).<br><br>Ensuring that the Company periodically conducts supplier assessments based on the achievement of QCDS (Quality, Cost, Delivery, Service). | X | |
| 19 | Memastikan Perusahaan melakukan survey kepuasan Pemasok.<br><br>Ensuring that the Company conducts supplier satisfaction surveys. | X | |
| 20 | Memperhatikan Pedoman Pendanaan PT Pertamina (Persero) yang digunakan sebagai acuan manajemen dalam pengelolaan penggunaan pinjaman jangka Panjang.<br><br>Paying attention to the Funding Guidelines of PT Pertamina (Persero), which serve as a reference for management in managing the use of long-term loans. | X | |
| 21 | Memastikan mencantumkan rencana besaran anggaran tanggung jawab sosial perusahaan dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) dan bukan sebagai distribusi laba.<br><br>Ensuring that the planned budget for corporate social responsibility is included in the Company's Work Plan and Budget (RKAP) and not accounted for as profit distribution. | X | |
| 22 | Melaksanaan kegiatan tanggung jawab sosial sesuai dengan rencana yang ditetapkan dan sesuai dengan Peraturan Menteri BUMN RI Nomor PER-1/MBU/03/2023 tanggal 24 Maret 2023 tentang Penugasan Khusus dan Program Tanggung Jawab Sosial dan Lingkungan BUMN.<br><br>Carrying out social responsibility activities in accordance with the established plan and in compliance with the Regulation of the Minister of SOEs of the Republic of Indonesia Number PER-1/MBU/03/2023 dated March 24, 2023, concerning Special Assignments and Social and Environmental Responsibility Programs for SOEs. | X | |

## Rekomendasi Pengukuran Penerapan GCG Tahun 2024
Recommendation from the GCG Assessment 2024

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| 23 | Mengesahkan draft *Board Manual* yang telah mengatur ketentuan terkait pernyataan tidak memiliki benturan kepentingan oleh Direksi ditandatangani pada awal pengangkatan yang diperbaharui setiap awal tahun, agar dapat menjadi panduan kerja bagi Dewan Komisaris dan Direksi.<br><br>Approving the Board Manual draft that includes provisions regarding the declaration of no conflict of interest by the Board of Directors, signed at the beginning of their appointment and updated annually, to serve as a work guideline for the Board of Commissioners and the Board of Directors. | X | |
| 24 | Memastikan seluruh anggota Direksi telah membuat daftar Khusus mengenai kepemilikan sahamnya dan/atau keluarganya (istri/suami dan anak-anaknya) di perusahaan lain serta melaporkan kepada Perusahaan.*<br><br>Ensuring that all members of the Board of Directors have prepared a Special List regarding their share ownership and/or that of their family members (spouses and children) in other companies and have reported it to the Company. | X | Rekomendasi telah masuk dalam rencana tindak lanjut tahun 2025<br><br>The recommendation has been included in the 2025 follow-up action plan. |
| 25 | Memastikan Dewan Komisaris menerima seluruh Laporan Manajemen Perusahaan Triwulanan disampaikan kepada Dewan Komisaris dan dilakukan secara tepat Waktu.<br><br>Ensuring that the Board of Commissioners receives all Quarterly Company Management Reports submitted to them in a timely manner. | V | Rekomendasi telah masuk dalam rencana tindak lanjut tahun 2025<br><br>The recommendation has been included in the 2025 follow-up action plan. |
| 26 | Melengkapi Pedoman eksisting terkait Rapat Direksi yang memuat:<br>a. Etika Rapat.<br>b. Pelaksanaan evaluasi tindak lanjut hasil rapat sebelumnya.<br>c. Pembahasan/telaah atas arahan/usulan dan/atau tindak lanjut pelaksanaan atas keputusan Dewan Komisaris terkait dengan usulan Direksi.<br><br>Completing the existing Guidelines related to Board of Directors Meetings to include:<br>a. Meeting Ethics.<br>b. Implementation of evaluation of the follow-up on the results of previous meetings.<br>c. Discussion/review of directions/proposals and/or follow-up on the implementation of decisions of the Board of Commissioners related to the Board of Directors' proposals. | X | |
| 27 | Menyusun rencana Rapat Direksi dan agenda yang akan dibahas.<br><br>Preparing the Board of Directors meeting plan and the agenda to be discussed. | X | |

## Rekomendasi Pengukuran Penerapan GCG Tahun 2024
Recommendation from the GCG Assessment 2024

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| 28 | Memuat ketentuan terkait peninjauan dan pemutakhiran Piagam Audit Internal dalam Piagam Audit Internal.<br><br>Including provisions related to the review and updating of the Internal Audit Charter within the Internal Audit Charter. | X | |
| 29 | Memastikan Risalah Rapat Direksi memuat Dinamika Rapat (jalannya rapat), hasil evaluasi atas pelaksanaan keputusan rapat sebelumnya dan keputusan rapat sebelumnya.<br><br>Ensuring that the Board of Directors meeting minutes include the meeting dynamics (proceedings), the evaluation results of the implementation of previous meeting decisions, and the previous meeting decisions. | X | |
| 30 | Menyusun aturan terkait bila anggota Direksi melaksanakan pelatihan yang diselenggarakan di luar negeri.<br><br>Developing regulations concerning Directors' participation in overseas training programs. | V/X | |
| 31 | Memastikan audit ISO 9001:2015, 14001:2015, dan 45001:2018 diperbaharui secara berkala.<br><br>Ensuring the regular renewal of ISO 9001:2015, 14001:2015, and 45001:2018 certifications through periodic audits. | V/X | |
| 32 | Menyesuaikan posisi yang tercantum dalam KPI dengan nomenklatur berdasarkan Akta RUPS secara Sirkuler No: 49 tanggal 19 Maret 2024.<br><br>Aligning position titles stated in the KPI with the nomenclature as stipulated in the Circular Resolution of the Shareholders No. 49 dated 19 March 2024. | V/X | |
| V | Pengungkapan Informasi dan Transparansi<br>Aspect V - Information Disclosure and Transparency | | |
| 1 | Menyusun dan menetapkan kebijakan yang mengatur mengenai informasi apa saja yang dikategorikan informasi publik dan informasi rahasia Perusahaan.<br><br>Developing and establishing a policy that regulates which information is classified as public information and which is confidential information of the Company. | V | Dalam hal ini, telah disampaikan kepada fungsi terkait untuk menyusun STK terkait informasi publik yang dikategorikan<br><br>In this regard, the relevant function has been instructed to prepare STK related to the categorization of public information. |
| 2 | Menyusun dan menetapkan kebijakan tentang pengelolaan dan pemutakhiran website.<br><br>Developing and establishing a policy on the management and updating of the website. | V | Dalam hal ini, telah disampaikan kepada fungsi terkait untuk menyusun STK terkait pengelolaan dan pemutakhiran website<br><br>In this regard, the relevant function has been instructed to prepare STK related to the management and updating of the website. |

## Rekomendasi Pengukuran Penerapan GCG Tahun 2024
Recommendation from the GCG Assessment 2024

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|---|---|---|---|
| 3 | Melengkapi muatan Laporan Tahunan dengan Evaluasi RJP sebagaimana ketentuan Peraturan Menteri BUMN Nomor: PER-2/MBU/03/2023 tanggal 24 Maret 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan BUMN.<br><br>Completing the content of the Annual Report with an evaluation of the RJP in accordance with the provisions of the Regulation of the Minister of SOEs Number: PER-2/MBU/03/2023 dated March 24, 2023, concerning Guidelines for Governance and Significant Corporate Activities of SOEs. | X | ..... |
| 4 | Memastikan Laporan Tahunan bagian Analisis dan Pembahasan Manajemen dilengkapi dengan informasi mengenai: (WP V.40.147)<br>a. Penjelasan per segmen usaha yang memuat uraian mengenai penjualan/pendapatan usaha dan profitabilitas.<br>b. Penjelasan ikatan yang material atas Investasi barang modal yang memuat penjelasan tentang tujuan dari ikatan tersebut; sumber dana yang diharapkan untuk memenuhi ikatan-ikatan tersebut; mata uang yang menjadi denominasi; langkahlangkah yang direncanakan perusahaan untuk melindungi risiko dari posisi mata uang asing yang terkait.<br>c. Informasi keuangan yang telah dilaporkan yang mengandung kejadian yang sifatnya luar biasa dan jarang terjadi.<br>d. Informasi tentang peningkatan atau penurunan yang material dikaitkan dengan jumlah barang yang dijual atau barang baru.<br>e. Informasi tentang dampak perubahan harga terhadap penjualan pendapatan bersih Perusahaan.<br>f. Penjelasan mengenai dampaknya terhadap kinerja dan risiko usaha di masa mendatang.<br>g. Penjelasan mengenai dampaknya terhadap kinerja dan risiko usaha di masa mendatang dari Informasi dan Fakta Material yang Terjadi Setelah Tanggal Laporan Akuntan.<br>h. Penjelasan mengenai dampak perubahan Peraturan Perundangundangan terhadap Laporan Keuangan. | X | |

### Rekomendasi Pengukuran Penerapan GCG Tahun 2024
Recommendation from the GCG Assessment 2024

| No | Hasil Rekomendasi Pengukuran Penerapan GCG Tahun 2024<br>Hasil Rekomendasi Pengukuran Penerapan GCG Tahun 2024 | Terdapat Dalam Rekomendasi Pengukuran Penerapan GCG Tahun 2023<br>Terdapat Dalam Rekomendasi Pengukuran Penerapan GCG Tahun 2023 | Rencana Tindak Lanjut (Jika Merupakan Rekomendasi Pengukuran Penerapan GCG Tahun 2023)<br>Rencana Tindak Lanjut (Jika Merupakan Rekomendasi Pengukuran Penerapan GCG Tahun 2023) |
|---|---|---|---|
| | Ensuring that the Annual Report's Management Discussion and Analysis section includes information on:<br>a. Explanation per business segment covering descriptions of sales/revenue and profitability.<br>b. Explanation of material commitments related to capital investment, including the purpose of the commitments; expected funding sources to fulfill these commitments; currency denomination; and the company's planned measures to mitigate risks related to foreign currency positions.<br>c. Reported financial information involving extraordinary and rare events.<br>d. Information on material increases or decreases related to quantities sold or new products.<br>e. Information on the impact of price changes on the Company's net sales revenue.<br>f. Explanation of the impact on future business performance and risks.<br>g. Explanation of the impact on future business performance and risks from Material Information and Facts occurring after the Accountant's Report Date.<br>h. Explanation of the impact of changes in legislation on the Financial Statements. | | |

**v = telah ditindaklajuti** | v = Has been followed up
**x = belum ditindaklanjuti** | x = Has not been followed up

Komitmen Perusahaan dalam menyempurnakan penerapan GCG di antaranya dilakukan dengan menindaklanjuti setiap temuan dalam penilaian GCG yang menjadi rekomendasi dalam area peningkatan atau *Area of Improvement* pengukuran penerapan GCG. Hingga akhir tahun 2024, Perusahaan telah menindaklanjuti rekomendasi pengukuran penerapan GCG untuk tahun 2023 sebagaimana dapat dilihat di bawah ini.

The Company's commitment to improving GCG implementation includes addressing findings from GCG assessments that are recommended as areas of improvement. By the end of 2024, the Company has followed up on the recommendations from the 2023 GCG assessment, as shown below.

### Rekomendasi Pengukuran Penerapan GCG Tahun 2023 dan Tindak Lanjutnya
Recommendations from the 2023 GCG Implementation Assessment and Follow-Up Actions

| No | Rekomendasi Pengukuran Penerapan GCG Tahun 2023<br>Recommendations from the 2023 GCG Implementation Assessment | Penjelasan Tindak Lanjut Hingga Akhir Tahun 2024<br>Follow-Up Actions Until the End of 2024 | |
|---|---|---|---|
| | | **Status**<br>Status | **Bentuk Tindak Lanjut**<br>Follow-Up Actions |
| I | Komitmen terhadap Penerapan Tata Kelola Perusahaan yang Baik Secara Berkelanjutan<br>Commitment to Sustainable Implementation of Good Corporate Governance | | |
| 1 | Perusahaan diharapkan memastikan Pedoman Tata Kelola Perusahaan yang Baik (*GCG Code*) ditandatangani oleh Dewan Komisaris dan Direksi atau dikukuhkan RUPS.<br><br>The Company is expected to ensure that the Good Corporate Governance (GCG) Code is signed by the Board of Commissioners and the Board of Directors or formally ratified by the GMS. | Progress | Dalam Proses finalisasi GCG Code yang telah direvisi oleh seluruh anggota Dewan Komisaris dan Direksi.<br><br>In the process of finalizing the GCG Code which has been revised by all members of the Board of Commissioners and the Board of Directors. |

**Rekomendasi Pengukuran Penerapan GCG Tahun 2023 dan Tindak Lanjutnya**
Recommendations from the 2023 GCG Implementation Assessment and Follow-Up Actions

| No | Rekomendasi Pengukuran Penerapan GCG Tahun 2023<br>Recommendations from the 2023 GCG Implementation Assessment | Penjelasan Tindak Lanjut Hingga Akhir Tahun 2024<br>Follow-Up Actions Until the End of 2024 | |
|---|---|---|---|
| | | **Status**<br>Status | **Bentuk Tindak Lanjut**<br>Follow-Up Actions |
| 2 | Perusahaan diharapkan memastikan Pedoman Tata Kelola Perusahaan yang Baik (GCG Code) ditinjau dan dimutakhirkan secara berkala.<br><br>The Company is expected to ensure that the Good Corporate Governance (GCG) Code is reviewed and updated regularly. | Progress | Dalam Proses finalisasi GCG Code yang telah direvisi oleh seluruh anggota Dewan Komisaris dan Direksi.<br><br>In the process of finalizing the GCG Code which has been revised by all members of the Board of Commissioners and the Board of Directors. |
| 3 | Perusahaan diharapkan memastikan Pedoman Perilaku (*Code of Conduct*) ditandatangani oleh Direksi dan Dewan Komisaris.<br><br>The Company is expected to ensure that the Code of Conduct is signed by the Board of Directors and the Board of Commissioners. | X | |
| 4 | Perusahaan diharapkan memastikan Muatan Pedoman Perilaku memuat Pernyataan Komitmen Direksi dan Dewan Komisaris.<br><br>The Company is expected to ensure that the Code of Conduct includes a Commitment Statement from the Board of Directors and the Board of Commissioners. | X | |
| 5 | Perusahaan diharapkan memastikan Pedoman Perilaku ditinjau dan dimutakhirkan secara berkala.<br><br>The Company is expected to ensure that the Code of Conduct is reviewed and updated regularly. | X | |
| 6 | Perusahaan diharapkan memastikan di dalam tugas anggota Direksi yang ditunjuk sebagai penanggung jawab GCG memuat memantau dan menjaga agar kegiatan usaha perusahaan tidak menyimpang dari ketentuan yang berlaku.<br><br>The Company is expected to ensure that the responsibilities of the Board of Directors member appointed as the GCG officer include monitoring and ensuring that business activities comply with applicable regulations. | X | |
| 7 | Perusahaan diharapkan memastikan di dalam tugas anggota Direksi yang ditunjuk sebagai penanggung jawab GCG memuat memantau dan menjaga kepatuhan perusahaan terhadap seluruh perjanjian dan komitmen yang dibuat oleh perusahaan dengan pihak ketiga.<br><br>The Company is expected to ensure that the responsibilities of the Board of Directors member appointed as the GCG officer include monitoring and maintaining the Company's compliance with all agreements and commitments made with third parties. | X | |
| 8 | Perusahaan diharapkan memastikan seluruh karyawan menandatangani secara berkala pernyataan kepatuhan terhadap Pedoman Perilaku.<br><br>The Company is expected to ensure that all employees periodically sign a compliance statement for the Code of Conduct. | V | Melakukan monitoring aplikasi compols secara berkala dari awal tahun sd Triwulan I dan memberikan notifikasi kepada Pekerja yang belum menandatangani pernyataan kepatuhan.<br><br>Conducted regular monitoring of the Compols application from the beginning of the year through the first quarter and sent notifications to employees who had not yet signed the compliance statement. |

**Rekomendasi Pengukuran Penerapan GCG Tahun 2023 dan Tindak Lanjutnya**
Recommendations from the 2023 GCG Implementation Assessment and Follow-Up Actions

| No | Rekomendasi Pengukuran Penerapan GCG Tahun 2023<br>Recommendations from the 2023 GCG Implementation Assessment | Penjelasan Tindak Lanjut Hingga Akhir Tahun 2024<br>Follow-Up Actions Until the End of 2024 | |
|---|---|---|---|
| | | **Status**<br>Status | **Bentuk Tindak Lanjut**<br>Follow-Up Actions |
| 9 | Perusahaan diharapkan memastikan Survey Tingkat pemahaman yang baik terhadap Pedoman Tata Kelola Perusahaan yang Baik dan Pedoman Perilaku oleh Dewan Komisaris dan organ pendukungnya, Direksi, dan karyawan perusahaan lebih dari 85%.<br><br>The Company is expected to ensure that a survey assessing the Board of Commissioners and its supporting organs, the Board of Directors, and employees' understanding of the Good Corporate Governance Code and the Code of Conduct achieves a score of over 85%. | | Sudah dilakukan survey tingkat pemahaman yang baik terhadap GCG Code dan Pedoman Perilaku yang diikuti oleh mitra kerja dan pekerja, untuk direksi dan dewan komisaris survey dilakukan melalui Compliance Online System<br><br>A survey has been conducted to assess the level of understanding of the GCG Code and Code of Conduct among business partners and employees, while for the Board of Directors and Board of Commissioners, the survey was carried out through the Compliance Online System. |
| 10 | Perusahaan diharapkan memastikan adanya pelaporan berkala tentang perkembangan pemenuhan kewajiban menyampaikan LHKPN kepada KPK.<br><br>The Company is expected to ensure periodic reporting on the progress of complying with the obligation to submit the LHKPN to the KPK. | V | Telah dilakukan koordinasi dengan fungsi Compliance PT Pertamina (Persero) dalam penyampaian LHKPN dan perkembangan pemenuhan kewajiban menyampaikan LHKPN kepada KPK secara berkala.<br><br>Coordination has been carried out with the Compliance function of PT Pertamina (Persero) regarding the submission of the LHKPN and the progress of fulfilling the obligation to submit the LHKPN to the KPK periodically. |
| 11 | Perusahaan diharapkan memastikan pedoman gratifikasi memuat mengenai:<br>1. Komitmen Dewan Komisaris dan Direksi; dan<br>2. Sanksi atas penyimpangan ketentuan gratifikasi.<br><br>The Company is expected to ensure that the gratuity guidelines include:<br>1. A commitment from the Board of Commissioners and the Board of Directors; and<br>2. Sanctions for violations of gratuity provisions. | X | |
| 12 | Perusahaan diharapkan memastikan Pedoman penerapan sistem pelaporan pelanggaran (whistle blowing) yang memuat kewajiban untuk melakukan pelaporan atas pelanggaran.<br><br>The Company is expected to ensure that the whistleblowing system guidelines include an obligation to report violations. | V | Melengkapi muatan Pedoman Pengelolaan Pengaduan dengan kewajiban untuk melakukan pelaporan atas pelanggaran.<br><br>Completed the Complaint Management Guidelines with the obligation to report violations. |
| II | Pemegang Saham dan RUPS/Pemilik Modal<br>Shareholders and GMS/Capital Owners | | |
| 1 | Pemegang Saham diharapkan memastikan adanya Daftar Bakal Calon yang disetujui oleh Menteri Negara BUMN dan berisikan nama-nama yang diperoleh melalui proses penjaringan dalam rangka memperoleh calon anggota Direksi.<br><br>The Shareholders are expected to ensure the existence of a List of Prospective Candidates approved by the Minister of State-Owned Enterprises, containing names selected through a screening process to identify potential candidates for the Board of Directors. | V | Membuat daftar Top Talent calon anggota Direksi dari Talent Pool Pemegang Saham Pengendali Perusahaan.<br><br>Created a list of Top Talent candidates for the Board of Directors from the Talent Pool of the Company's Controlling Shareholders. |

**Rekomendasi Pengukuran Penerapan GCG Tahun 2023 dan Tindak Lanjutnya**
Recommendations from the 2023 GCG Implementation Assessment and Follow-Up Actions

| No | Rekomendasi Pengukuran Penerapan GCG Tahun 2023<br>Recommendations from the 2023 GCG Implementation Assessment | Penjelasan Tindak Lanjut Hingga Akhir Tahun 2024<br>Follow-Up Actions Until the End of 2024 | |
|---|---|---|---|
| | | **Status**<br>Status | **Bentuk Tindak Lanjut**<br>Follow-Up Actions |
| 2 | Pemegang Saham diharapkan memastikan adanya Uji Kelayakan Kepatutan dilakukan oleh Tim terhadap:<br>1. Bakal calon anggota Direksi yang telah menyelesaikan masa jabatannya untuk diangkat menjadi anggota Direksi pada jabatan yang berbeda atau menjadi anggota Direksi pada BUMN yang lain;<br>2. Bakal calon anggota Direksi yang berasal dari pejabat eselon I dan II instansi Pemerintah.<br><br>The Shareholders are expected to ensure that a Fit and Proper Test is conducted by the Team for:<br>1. Prospective Board of Directors members who have completed their term and are being considered for a different position within the Board of Directors or a directorial position in another SOE.<br>2. Prospective Board of Directors members originating from echelon I and II officials of government institutions. | V<br><br>Hanya berlaku untuk Bottom Up<br>Applies only to Bottom Up. | Menyelenggarakan Fit and Proper Test untuk setiap calon anggota Direksi Perusahaan sesuai dengan ketentuan yang berlaku<br><br>Conducted Fit and Proper Tests for each candidate of the Company's Board of Directors in accordance with the applicable regulations. |
| 3 | Pemegang Saham diharapkan memastikan adanya penetapan hasil akhir UKK dan Evaluasi oleh Tim dan disampaikan kepada Menteri Negara BUMN.<br><br>The Shareholders are expected to ensure that the final results of the Fit and Proper Test and Evaluation are determined by the Team and submitted to the Minister of State-Owned Enterprises. | V<br><br>Hanya berlaku untuk Bottom Up<br>Applies only to Bottom Up. | Memastikan adanya hasil akhir dan/ atau keputusan *Fit and Proper Test* yang memuat daftar nama calon anggota Direksi Perusahaan dari daftar *Top Talent* yang tersedia dan diajukan.<br><br>Ensured the final results and/or decisions of the Fit and Proper Test, which include the list of candidate names for the Company's Board of Directors selected from the available and submitted Top Talent list. |
| 4 | Pemegang Saham diharapkan memastikan adanya pelaksanaan uji kelayakan dan kepatutan yang menilai semua kriteria penilaian Direksi yang ditetapkan dalam ketentuan perundang-undangan.<br><br>The Shareholders are expected to ensure the implementation of a fit and proper test that assesses all evaluation criteria for the Board of Directors as stipulated by applicable regulations. | V<br><br>Hanya berlaku untuk Bottom Up<br>Applies only to Bottom Up. | Menyelenggarakan *Fit and Proper Test* untuk setiap calon anggota Direksi Perusahaan sesuai dengan ketentuan yang berlaku<br><br>Organized Fit and Proper Tests for each candidate for the Company's Board of Directors in accordance with the applicable regulations. |
| 5 | Pemegang Saham diharapkan memastikan anggota Direksi yang tercantum dalam penetapan hasil UKK dan Evaluasi yang disampaikan oleh Tim.<br><br>The Shareholders are expected to ensure that the appointed members of the Board of Directors are those listed in the final results of the Fit and Proper Test and Evaluation submitted by the Team. | V<br><br>Hanya berlaku untuk Bottom Up<br>Applies only to Bottom Up. | Memastikan adanya hasil akhir atau keputusan atau berita acara *Fit and Proper Test* yang memuat daftar nama calon anggota Direksi Perusahaan dari daftar *Top Talent* yang tersedia dan diajukan.<br><br>Ensured the final results and/or decisions of the Fit and Proper Test, which include the list of candidate names for the Company's Board of Directors selected from the available and submitted Top Talent list. |

**Rekomendasi Pengukuran Penerapan GCG Tahun 2023 dan Tindak Lanjutnya**
Recommendations from the 2023 GCG Implementation Assessment and Follow-Up Actions

| No | Rekomendasi Pengukuran Penerapan GCG Tahun 2023<br>Recommendations from the 2023 GCG Implementation Assessment | Penjelasan Tindak Lanjut Hingga Akhir Tahun 2024<br>Follow-Up Actions Until the End of 2024 | |
|---|---|---|---|
| | | **Status**<br>Status | **Bentuk Tindak Lanjut**<br>Follow-Up Actions |
| 6 | Pemegang Saham diharapkan menyusun pengaturan/ mekanisme pengunduran diri dari jabatan rangkap atau jabatan anggota Direksi, yang paling lambat 30 hari sejak terjadi perangkapan jabatan tersebut.<br><br>Shareholders are expected to establish arrangements/ mechanisms for the resignation from concurrent positions or positions as members of the Board of Directors, no later than 30 days after the dual position occurs. | V | Menetapkan pengaturan/mekanisme pengunduran diri dari jabatan rangkap atau jabatan anggota Direksi dengan ketentuan paling lambat 30 (tiga puluh) hari sejak terjadi perangkapan jabatan.<br><br>Established the regulations/mechanism for resignation from concurrent positions or Board of Directors membership, with the provision that it must occur no later than 30 (thirty) days after the concurrent position arises. |
| 7 | Pemegang Saham diharapkan mencari usulan calon anggota Dewan Komisaris.<br><br>Shareholders are expected to seek proposals for candidates of the Board of Commissioners. | V | Mencari usulan/rujukan calon anggota Dewan Komisaris yang berasal dari *Top Talent* internal Perusahaan<br><br>Sought proposals/references for candidates of the Board of Commissioners originating from the Company's internal Top Talent. |
| 8 | Pemegang Saham diharapkan memastikan melaksanakan penilaian terhadap Calon Dewan Komisaris.<br><br>Shareholders are expected to ensure the assessment of Board of Commissioners candidates is conducted. | V<br><br>Hanya berlaku untuk Bottom Up<br>Applies only to Bottom Up. | Menyelenggarakan *Fit and Proper Test* untuk setiap calon anggota Dewan Komisaris Perusahaan sesuai dengan ketentuan yang berlaku yang didukung dengan adanya hasil akhir atau keputusan atau berita acara *Fit and Proper Test* tersebut.<br><br>Conducted Fit and Proper Tests for each candidate of the Company's Board of Commissioners in accordance with the applicable regulations, supported by the final results, decisions, or official minutes of the Fit and Proper Test. |
| 9 | Pemegang Saham diharapkan memastikan Penilaian mencakup semua kriteria penilaian Dewan Komisaris yang ditetapkan dalam ketentuan perundang-undangan di bidang BUMN (penilaian terhadap persyaratan integritas, dedikasi, memahami masalah-masalah manajemen perusahaan yang berkaitan dengan salah satu fungsi manajemen dan memiliki pengetahuan yang memadai di bidang usaha perusahaan). Proses penilaian calon Dewan Komisaris didukung dengan Berita Acara Penilaian.<br><br>Shareholders are expected to ensure that the evaluation covers all assessment criteria for the Board of Commissioners as stipulated in regulations governing state-owned enterprises. This includes assessing integrity requirements, dedication, understanding of corporate management issues related to specific management functions, and adequate knowledge of the company's business sector. The assessment process for Board of Commissioners candidates must be supported by an Assessment Minutes document. | V<br><br>Hanya berlaku untuk Bottom Up<br>Applies only to Bottom Up. | Menyelenggarakan *Fit and Proper Test* untuk setiap calon anggota Dewan Komisaris Perusahaan sesuai dengan ketentuan yang berlaku yang didukung dengan adanya hasil akhir atau keputusan atau berita acara *Fit and Proper Test* tersebut.<br><br>Conducted Fit and Proper Tests for each candidate of the Company's Board of Commissioners in accordance with the applicable regulations, supported by the final results, decisions, or official minutes of the Fit and Proper Test. |

**Rekomendasi Pengukuran Penerapan GCG Tahun 2023 dan Tindak Lanjutnya**
Recommendations from the 2023 GCG Implementation Assessment and Follow-Up Actions

| No | Rekomendasi Pengukuran Penerapan GCG Tahun 2023<br>Recommendations from the 2023 GCG Implementation Assessment | Penjelasan Tindak Lanjut Hingga Akhir Tahun 2024<br>Follow-Up Actions Until the End of 2024 | |
|---|---|---|---|
| | | **Status**<br>Status | **Bentuk Tindak Lanjut**<br>Follow-Up Actions |
| 10 | Pemegang Saham diharapkan memastikan adanya bukti RUPS menetapkan anggota Dewan Komisaris Independen paling sedikit 20% dari anggota Dewan Komisaris secara eksplisit dalam keputusan pengangkatannya. Komisaris Independen memiliki kompetensi di bidang auditing, keuangan, dan akuntansi.<br><br>Shareholders are expected to ensure documented evidence that the GMS explicitly designates at least 20% of the Board of Commissioners as Independent Commissioners in its appointment decision. Independent Commissioners must possess expertise in auditing, finance, and accounting. | X | |
| 11 | Pemegang Saham diharapkan menyusun pengaturan mengenai jumlah maksimum jabatan Dewan Komisaris dan Dewan Pengawas yang boleh dipegang oleh seorang anggota Dewan Komisaris.<br><br>Shareholders are expected to define the maximum number of positions a Board of Commissioners member may hold across the Board of Commissioners and the Supervisory Board. | Progress | Telah disampaikan kepada Pemegang Saham dalam hal ini PT Pertamina (Persero) terkait beberapa *Area of Improvement* salah satunya untuk menetapkan pengaturan/ mekanisme terkait dengan jumlah maksimum jabatan anggota Dewan Komisaris atau Dewan Pengawas yang dapat di jabat oleh anggota Dewan Komisaris Perusahaan.<br><br>It has been conveyed to the Shareholder, in this case PT Pertamina (Persero), regarding several Areas of Improvement, one of which is to establish regulations/mechanisms related to the maximum number of positions in the Board of Commissioners or Supervisory Board that can be held by members of the Company's Board of Commissioners. |
| 12 | Pemegang Saham diharapkan memastikan pengesahan/ persetujuan rancangan RKAP tepat waktu.<br><br>Shareholders are expected to ensure the timely approval or authorization of the RKAP draft. | X | |
| III | Dewan Komisaris/Dewan Pengawas<br>Board of Commissioners/Supervisory Board | | |
| 1 | Dewan Komisaris diharapkan memberikan tanggapan tertulis berupa pendapat dan saran mengenai rancangan RJPP kepada RUPS/Pemilik Modal.<br><br>The Board of Commissioners is expected to provide a written response in the form of opinions and recommendations on the RJPP draft to the GMS/Shareholder. | Progress | Sedang berjalannya proses rancangan RJPP dengan memperhatikan ketentuan yang berlaku<br><br>The preparation process of the Long-Term Corporate Plan (RJPP) is underway, taking into account the applicable regulations. |
| 2 | Dewan Komisaris diharapkan memberikan tanggapan rancangan RJPP dalam jangka waktu sesuai ketentuan/ kebijakan.<br><br>The Board of Commissioners is expected to respond to the RJPP draft within the timeframe specified by regulations or policies. | Progress | Sedang berjalannya proses rancangan RJPP dengan memperhatikan ketentuan yang berlaku<br><br>The preparation process of the Long-Term Corporate Plan (RJPP) is underway, taking into account the applicable regulations. |
| 3 | Dewan Komisaris diharapkan memberikan tanggapan rancangan RJPP dengan kualitas yang memadai.<br>The Board of Commissioners is expected to provide a response to the RJPP draft with adequate quality. | Progress | Sedang berjalannya proses rancangan RJPP dengan memperhatikan ketentuan yang berlaku<br><br>The preparation process of the Long-Term Corporate Plan (RJPP) is underway, taking into account the applicable regulations. |

**Rekomendasi Pengukuran Penerapan GCG Tahun 2023 dan Tindak Lanjutnya**
Recommendations from the 2023 GCG Implementation Assessment and Follow-Up Actions

| No | Rekomendasi Pengukuran Penerapan GCG Tahun 2023<br>Recommendations from the 2023 GCG Implementation Assessment | Penjelasan Tindak Lanjut Hingga Akhir Tahun 2024<br>Follow-Up Actions Until the End of 2024 | |
|---|---|---|---|
| | | **Status**<br>Status | **Bentuk Tindak Lanjut**<br>Follow-Up Actions |
| 4 | Dewan Komisaris diharapkan memberikan pendapat dan saran terhadap rancangan RKAP dan disampaikan kepada RUPS/Pemilik Modal untuk bahan pertimbangan keputusan RUPS/Pemilik Modal serta terdapat simpulan bahwa rancangan RKAP selaras dan/atau tidak selaras dengan RJPP.<br><br>The Board of Commissioners is expected to provide opinions and recommendations on the RKAP draft and submit them to the GMS/Shareholder as a consideration for decision-making. The response should include a conclusion on whether the RKAP draft aligns or does not align with the RJPP. | V | Sedang berjalannya proses rancangan RJPP dengan memperhatikan ketentuan yang berlaku<br><br>The preparation process of the Long-Term Corporate Plan (RJPP) is underway, taking into account the applicable regulations. |
| 5 | Dewan Komisaris diharapkan menyampaikan arahan tentang peningkatan efektivitas sistem pengendalian intern kepada Direksi.<br><br>The Board of Commissioners is expected to provide guidance to the Board of Directors on improving the effectiveness of the internal control system. | V | Memberikan arahan berupa surat kepada Direksi sebagai tindaklanjut Rapat internal Dewan Komisaris atau disampaikan dalam Rapat Gabungan Dewan Komisaris dan Direksi mengenai peningkatan efektivitas sistem pengendalian intern yang didokumentasikan dengan baik.<br><br>Issued a directive letter to the Board of Directors as a follow-up to the internal Board of Commissioners meeting or conveyed during the Joint Meeting of the Board of Commissioners and Board of Directors regarding the enhancement of the effectiveness of the internal control system, which is well documented. |
| 6 | Dewan Komisaris diharapkan memberikan arahan tentang peningkatan efektivitas sistem pengendalian intern dengan kualitas yang memadai.<br><br>The Board of Commissioners is expected to provide guidance on improving the effectiveness of the internal control system with adequate quality. | V | Memberikan arahan berupa surat kepada Direksi sebagai tindaklanjut Rapat internal Dewan Komisaris atau disampaikan dalam Rapat Gabungan Dewan Komisaris dan Direksi mengenai peningkatan efektivitas sistem pengendalian intern yang didokumentasikan dengan baik.<br><br>Issued a directive letter to the Board of Directors as a follow-up to the internal Board of Commissioners meeting or conveyed during the Joint Meeting of the Board of Commissioners and Board of Directors regarding the enhancement of the effectiveness of the internal control system, which is well documented. |
| 7 | Dewan Komisaris diharapkan memberikan arahan tentang manajemen risiko perusahaan dengan kualitas yang memadai.<br><br>The Board of Commissioners is expected to provide guidance on corporate risk management with adequate quality. | V | Memberikan arahan berupa surat kepada Direksi sebagai tindaklanjut Rapat internal Dewan Komisaris atau disampaikan dalam Rapat Gabungan Dewan Komisaris dan Direksi mengenai manajemen risiko.<br><br>Issued a directive letter to the Board of Directors as a follow-up to the internal Board of Commissioners meeting or conveyed during the Joint Meeting of the Board of Commissioners and Board of Directors regarding risk management. |
| 8 | Dewan Komisaris diharapkan menyampaikan arahan kepada Direksi tentang sistem teknologi informasi perusahaan dan pelaksanaannya dengan kualitas yang memadai.<br><br>The Board of Commissioners is expected to provide guidance to the Board of Directors on the company's information technology system and its implementation with adequate quality. | X | |

**Rekomendasi Pengukuran Penerapan GCG Tahun 2023 dan Tindak Lanjutnya**
Recommendations from the 2023 GCG Implementation Assessment and Follow-Up Actions

| No | Rekomendasi Pengukuran Penerapan GCG Tahun 2023<br>Recommendations from the 2023 GCG Implementation Assessment | Penjelasan Tindak Lanjut Hingga Akhir Tahun 2024<br>Follow-Up Actions Until the End of 2024 | |
|---|---|---|---|
| | | **Status**<br>Status | **Bentuk Tindak Lanjut**<br>Follow-Up Actions |
| 9 | Dewan Komisaris diharapkan menyampaikan saran kepada Direksi dengan kualitas yang memadai tentang kebijakan suksesi manajemen dan pelaksanaannya.<br><br>The Board of Commissioners is expected to provide the Board of Directors with well-qualified recommendations on management succession policies and their implementation. | X | |
| 10 | Dewan Komisaris diharapkan memberikan proses telaah terhadap kebijakan akuntansi dan penyusunan laporan keuangan, melalui pembahasan laporan keuangan triwulanan dengan manajemen ataupun auditor eksternal.<br><br>The Board of Commissioners is expected to conduct a review of accounting policies and financial statement preparation through discussions on quarterly financial reports with management or external auditors. | V | Memberikan telaah terkait penyusunan laporan keuangan sesuai SK No. Kpts006/K/DK/PPI/2021-S0 tentang Pedoman Tata Kerja Dewan Komisaris<br><br>Provided a review related to the preparation of financial statements in accordance with Decree No. Kpts006/K/DK/PPI/2021-S0 concerning the Board of Commissioners' Working Guidelines. |
| 11 | Dewan Komisaris diharapkan memberikan saran berdasarkan hasil telaah terhadap kebijakan akuntansi dan penyusunan laporan keuangan.<br><br>The Board of Commissioners is expected to provide recommendations based on the results of the review of accounting policies and financial statement preparation. | V | Memberikan telaah terkait penyusunan laporan keuangan sesuai SK No. Kpts006Kpts006/K/DK/PPI/2021-S0 tentang Pedoman Tata Kerja Dewan Komisaris.<br><br>Provided a review related to the preparation of financial statements in accordance with Decree No. Kpts006/K/DK/PPI/2021-S0 concerning the Board of Commissioners' Working Guidelines. |
| 12 | Dewan Komisaris diharapkan menyampaikan arahan kepada Direksi tentang kebijakan akuntansi dan penyusunan laporan keuangan beserta penerapannya.<br><br>The Board of Commissioners is expected to provide guidance to the Board of Directors on accounting policies, financial statement preparation, and their implementation. | V | Memberikan arahan berupa surat kepada Direksi sebagai tindaklanjut Rapat internal Dewan Komisaris atau disampaikan dalam Rapat Gabungan Dewan Komisaris dan Direksi mengenai kebijakan akuntansi.<br><br>Issued a directive letter to the Board of Directors as a follow-up to the internal Board of Commissioners meeting or conveyed during the Joint Meeting of the Board of Commissioners and Board of Directors regarding accounting policies. |
| 13 | Dewan Komisaris diharapkan menyampaikan saran kepada Direksi dengan kualitas yang memadai atas kebijakan akuntansi dna penyusunan laporan keuangan beserta penerapannya.<br><br>The Board of Commissioners is expected to provide the Board of Directors with well-qualified recommendations on accounting policies, financial statement preparation, and their implementation. | V | Memberikan arahan berupa surat kepada Direksi sebagai tindaklanjut Rapat internal Dewan Komisaris atau disampaikan dalam Rapat Gabungan Dewan Komisaris dan Direksi mengenai kebijakan akuntansi.<br><br>Issued a directive letter to the Board of Directors as a follow-up to the internal Board of Commissioners meeting or conveyed during the Joint Meeting of the Board of Commissioners and Board of Directors regarding accounting policies. |
| 14 | Dewan Komisaris diharapkan melakukan telaah terhadap kebijakan pengadaan dan pelaksanaannya.<br><br>The Board of Commissioners is expected to review procurement policies and their implementation. | V | Memberikan arahan berupa surat kepada Direksi sebagai tindaklanjut Rapat internal Dewan Komisaris atau disampaikan dalam Rapat Gabungan Dewan Komisaris dan Direksi mengenai kebijakan pengadaan.<br><br>Issued a directive letter to the Board of Directors as a follow-up to the internal Board of Commissioners meeting or conveyed during the Joint Meeting of the Board of Commissioners and Board of Directors regarding procurement policies. |

**Rekomendasi Pengukuran Penerapan GCG Tahun 2023 dan Tindak Lanjutnya**
Recommendations from the 2023 GCG Implementation Assessment and Follow-Up Actions

| No | Rekomendasi Pengukuran Penerapan GCG Tahun 2023<br>Recommendations from the 2023 GCG Implementation Assessment | Penjelasan Tindak Lanjut Hingga Akhir Tahun 2024<br>Follow-Up Actions Until the End of 2024 | |
|---|---|---|---|
| | | **Status**<br>Status | **Bentuk Tindak Lanjut**<br>Follow-Up Actions |
| 15 | Dewan Komisaris diharapkan memberikan saran berdasarkan hasil pengawasan dan penelaahan atas kebijakan pengadaan dan pelaksanaannya.<br><br>The Board of Commissioners is expected to provide recommendations based on the results of supervision and review of procurement policies and their implementation. | V | Memberikan arahan berupa surat kepada Direksi sebagai tindaklanjut Rapat internal Dewan Komisaris atau disampaikan dalam Rapat Gabungan Dewan Komisaris dan Direksi mengenai kebijakan pengadaan.<br><br>Issued a directive letter to the Board of Directors as a follow-up to the internal Board of Commissioners meeting or conveyed during the Joint Meeting of the Board of Commissioners and Board of Directors regarding procurement policies. |
| 16 | Dewan Komisaris diharapkan menyampaikan arahan kepada Direksi tentang kebijakan pengadaan dan pelaksanaannya.<br><br>The Board of Commissioners is expected to provide guidance to the Board of Directors on procurement policies and their implementation. | V | Memberikan arahan berupa surat kepada Direksi sebagai tindaklanjut Rapat internal Dewan Komisaris atau disampaikan dalam Rapat Gabungan Dewan Komisaris dan Direksi mengenai kebijakan pengadaan.<br><br>Issued a directive letter to the Board of Directors as a follow-up to the internal Board of Commissioners meeting or conveyed during the Joint Meeting of the Board of Commissioners and Board of Directors regarding procurement policies. |
| 17 | Dewan Komisaris diharapkan menyampaikan saran kepada Direksi dengan kualitas yang memadai mengenai kebijakan pengadaan dan pelaksanaannya.<br><br>The Board of Commissioners is expected to provide the Board of Directors with well-qualified recommendations on procurement policies and their implementation. | V | Memberikan arahan berupa surat kepada Direksi sebagai tindaklanjut Rapat internal Dewan Komisaris atau disampaikan dalam Rapat Gabungan Dewan Komisaris dan Direksi mengenai kebijakan pengadaan.<br><br>Issued a directive letter to the Board of Directors as a follow-up to the internal Board of Commissioners meeting or conveyed during the Joint Meeting of the Board of Commissioners and Board of Directors regarding procurement policies. |
| 18 | Dewan Komisaris diharapkan menyampaikan saran kepada Direksi dengan kualitas yang memadai mengenai kebijakan mutu dan pelayanan beserta pelaksanaannya.<br><br>The Board of Commissioners is expected to provide the Board of Directors with well-qualified recommendations on quality and service policies and their implementation. | V | Memberikan arahan mengenai kebijakan mutu berupa surat kepada Direksi sebagai tindaklanjut Rapat internal Dewan Komisaris atau disampaikan dalam Rapat Gabungan Dewan Komisaris dan Direksi mengenai kebijakan mutu.<br><br>Issued a directive regarding quality policy in the form of a letter to the Board of Directors as a follow-up to the internal Board of Commissioners meeting or conveyed during the Joint Meeting of the Board of Commissioners and Board of Directors regarding the quality policy. |

## Rekomendasi Pengukuran Penerapan GCG Tahun 2023 dan Tindak Lanjutnya

Recommendations from the 2023 GCG Implementation Assessment and Follow-Up Actions

| No | Rekomendasi Pengukuran Penerapan GCG Tahun 2023<br>Recommendations from the 2023 GCG Implementation Assessment | Penjelasan Tindak Lanjut Hingga Akhir Tahun 2024<br>Follow-Up Actions Until the End of 2024 | |
|---|---|---|---|
| | | **Status**<br>Status | **Bentuk Tindak Lanjut**<br>Follow-Up Actions |
| 19 | Dewan Komisaris diharapkan memberikan evaluasi dengan tingkat kualitas yang memadai atas kepatuhan Direksi dalam menjalankan perusahaan dan kesesuaian dengan RKAP dan/atau RJPP.<br><br>The Board of Commissioners is expected to provide a well-qualified evaluation of the Board of Directors' compliance in managing the company and its alignment with the RKAP and/or RJPP. | V | Membuat Laporan Tugas Pengawasan Tahunan dengan ruang lingkup pengawasan secara umum dan/atau khusus sesuai dengan Anggaran Dasar serta dalam RUPS dengan muatan minimal terkait:<br>1. Pelaksanaan Tugas Dewan Komisaris<br>2. Realisasi Anggaran Dewan Komisaris<br>3. Realisasi Pencapaian *Key Performance*<br><br>Indicators Dewan Komisaris<br>Prepared the Annual Supervisory Report covering general and/or specific supervisory scopes in accordance with the Articles of Association and as presented at the General Meeting of Shareholders (GMS), with a minimum content including:<br>1. Implementation of the Board of Commissioners' Duties<br>2. Realization of the Board of Commissioners' Budget<br>3. Realization of the Board of Commissioners' Key Performance Indicators Achievements |
| 20 | Dewan Komisaris diharapkan memberikan pengawasan dengan kualitas yang memadai atas kepatuhan Direksi terhadap anggaran dasar dan peraturan perundang-undangan serta perjanjian dengan pihak ketiga.<br><br>The Board of Commissioners is expected to provide well-qualified oversight of the Board of Directors' compliance with the articles of association, applicable laws and regulations, and agreements with third parties. | V | Membuat Laporan Tugas Pengawasan Tahunan dengan ruang lingkup pengawasan secara umum dan/atau khusus sesuai dengan Anggaran Dasar serta dalam RUPS dengan muatan minimal terkait:<br>1. Pelaksanaan Tugas Dewan Komisaris<br>2. Realisasi Anggaran Dewan Komisaris<br>3. Realisasi Pencapaian *Key Performance*<br><br>Indicators Dewan Komisaris<br>Prepared the Annual Supervisory Report covering general and/or specific supervisory scopes in accordance with the Articles of Association and as presented at the General Meeting of Shareholders (GMS), with a minimum content including:<br>1. Implementation of the Board of Commissioners' Duties<br>2. Realization of the Board of Commissioners' Budget<br>3. Realization of the Board of Commissioners' Key Performance Indicators Achievements |

**Rekomendasi Pengukuran Penerapan GCG Tahun 2023 dan Tindak Lanjutnya**
Recommendations from the 2023 GCG Implementation Assessment and Follow-Up Actions

| No | Rekomendasi Pengukuran Penerapan GCG Tahun 2023<br>Recommendations from the 2023 GCG Implementation Assessment | Penjelasan Tindak Lanjut Hingga Akhir Tahun 2024<br>Follow-Up Actions Until the End of 2024 | |
|---|---|---|---|
| | | **Status**<br>Status | **Bentuk Tindak Lanjut**<br>Follow-Up Actions |
| 21 | Komisaris Utama diharapkan menandatangani Laporan Manajemen Triwulanan I s.d. Triwulan III, serta seluruh anggota Dewan Komisaris menandatangani Laporan Manajemen Tahunan, setelah dievaluasi/dibahas Dewan Komisaris dan Direksi.<br><br>The President Commissioner is expected to sign the Quarterly Management Reports for Q1 to Q3, while all members of the Board of Commissioners are expected to sign the Annual Management Report after evaluation/discussion by the Board of Commissioners and the Board of Directors. | V | Melakukan penandatanganan oleh seluruh anggota Direksi dan Dewan Komisaris atas Laporan Manajemen Triwulan 1 sampai dengan 3 dan Laporan Manajemen Tahunan setelah dilakukan pembahasan bersama dengan mengacu kepada Peraturan Menteri BUMN RI Nomor: PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan BUMN Pasal 215 Ayat (1)<br><br>Carried out the signing by all members of the Board of Directors and the Board of Commissioners on the Quarterly Management Reports for Quarters 1 to 3 and the Annual Management Report after joint discussions, referring to Article 215 Paragraph (1) of the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number: PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Actions of State-Owned Enterprises. |
| IV | Direksi<br>Board of Directors | | |
| 1 | Direksi diharapkan menyampaikan kepada Sekretaris Perusahaan untuk diadakan program pengenalan bagi anggota Direksi yang baru diangkat.<br><br>The Board of Directors is expected to inform the Corporate Secretary to organize an orientation program for newly appointed members of the Board of Directors. | V | Mengadakan program pengenalan bagi anggota Direksi yang baru diangkat (jika ada) oleh Sekretaris Perusahaan.<br><br>Sebagaimana yang tercantum dalam *Board Manual*.<br><br>Conducted an induction program for newly appointed members of the Board of Directors (if any) by the Corporate Secretary.<br><br>As stated in the Board Manual. |
| 2 | Direksi diharapkan merealisasikan pelatihan bagi anggota Direksi sesuai dengan rencana kerja Direksi.<br><br>The Board of Directors is expected to implement training for its members in accordance with the Board of Directors' work plan. | V | Melaksanakan pelatihan bagi anggota Direksi sesuai dengan rencana kerja Direksi<br><br>Catatan: Setelah review RKAP, dalam RKAP Tahun 2023 belum mencantumkan rencana kerja bagi Direksi untuk mengikuti pelatihan.<br><br>Conducted training for members of the Board of Directors in accordance with the Board of Directors' work plan.<br><br>Note: Following the review of the RKAP, the 2023 RKAP did not include a work plan for the Board of Directors to participate in training. |
| 3 | Direksi diharapkan membuat laporan hasil pelatihan yang telah dijalani anggota Direksi.<br><br>The Board of Directors is expected to compile a report on the training undertaken by its members. | V | Menyusun laporan terhadap seluruh pelatihan yang diikuti oleh masingmasing anggota Direksi<br><br>Prepared a report on all training programs attended by each member of the Board of Directors. |

**Rekomendasi Pengukuran Penerapan GCG Tahun 2023 dan Tindak Lanjutnya**
Recommendations from the 2023 GCG Implementation Assessment and Follow-Up Actions

| No | Rekomendasi Pengukuran Penerapan GCG Tahun 2023<br>Recommendations from the 2023 GCG Implementation Assessment | Penjelasan Tindak Lanjut Hingga Akhir Tahun 2024<br>Follow-Up Actions Until the End of 2024 | |
|---|---|---|---|
| | | **Status**<br>Status | **Bentuk Tindak Lanjut**<br>Follow-Up Actions |
| 4 | Direksi diharapkan memastikan SOP untuk proses bisnis inti perusahaan dilaksanakan konsisten dan tidak terdapat penyimpangan atas prosedur.<br><br>The Board of Directors is expected to ensure that the SOPs for the company's core business processes are consistently implemented, with no deviations from the procedures. | Progress | Sedang dlakukan monitoring secara berkala atas setiap pelaksanaan SOP yang dimiliki Perusahaan.<br><br>Periodic monitoring is being conducted on the implementation of each Standard Operating Procedure (SOP) owned by the Company. |
| 5 | Direksi diharapkan menempatkan karyawan pada setiap level jabatan dalam organisasi perusahaan dan tidak terdapat jabatan yang kosong.<br><br>The Board of Directors is expected to assign employees to every level of position within the company's organization, ensuring that no positions remain vacant. | Progress | Terdapat pengisian level jabatan untuk jabatan Vice Pricident di beberapa fungsi yang kosong pada Tahun 2024<br><br>Vacant Vice President positions in several functions were filled in the year 2024. |
| 6 | Direksi diharapkan memastikan penempatan karyawan pada setiap level jabatan sesuai dengan spesifikasi jabatan yang ditetapkan.<br><br>The Board of Directors is expected to ensure that employees are assigned to each position level in accordance with the specified job requirements. | Progress | Telah dilakukan penempatan pegawai pada setiap level jabatan sesuai dengan spesifikasi jabatan yang ditetapkan,<br><br>Employees were placed at each job level in accordance with the established job specifications. |
| 7 | Direksi diharapkan memastikan pembahasan/evaluasi bulanan atas kinerja dari jabatan/unit-unit di bawah Direksi secara berjenjang.<br><br>The Board of Directors is expected to ensure monthly discussions/evaluations of the performance of positions/ units under the Board of Directors, conducted in a hierarchical manner. | V | Menyusun pembahasan/evaluasi bulanan atas kinerja dari jabatan/unitunit dibawah Direksi. Saran tindak lanjut: Menuangkan dalam Laporan Manajemen atau dalam Rapat Manajemen bersama Direksi yang ditulis dalam risalah rapat.<br><br>Prepared monthly discussions/evaluations of the performance of positions/units under the Board of Directors. Follow-up suggestion: Documented in the Management Report or in Management Meetings with the Board of Directors, recorded in the meeting minutes. |
| 8 | Direksi diharapkan menindaklanjuti hasil pembahasan bulanan atas kinerja jabatan/unit di bawah Direksi yang tidak/ belum mencapai target yang ditetapkan.<br><br>The Board of Directors is expected to follow up on the results of the monthly discussions regarding the performance of positions/units under the Board of Directors that have not yet met the established targets. | V | Memastikan hasil pembahasan bulanan atas kinerja jabatan/unit di bawah Direksi yang tidak/belum telah mencapai target yang ditetapkan.<br><br>Saran tindak lanjut: Pembahasan dilakukan dalam Rapat Direksi dengan Manajamen.<br>Ensured the results of monthly discussions on the performance of positions/units under the Board of Directors that have not or have not yet to achieve the set targets.<br>Follow-up suggestion: Discussions are conducted in Board of Directors meetings with management. |

**Rekomendasi Pengukuran Penerapan GCG Tahun 2023 dan Tindak Lanjutnya**
Recommendations from the 2023 GCG Implementation Assessment and Follow-Up Actions

| No | Rekomendasi Pengukuran Penerapan GCG Tahun 2023<br>Recommendations from the 2023 GCG Implementation Assessment | Penjelasan Tindak Lanjut Hingga Akhir Tahun 2024<br>Follow-Up Actions Until the End of 2024 | |
|---|---|---|---|
| | | **Status**<br>Status | **Bentuk Tindak Lanjut**<br>Follow-Up Actions |
| 9 | Direksi diharapkan melakukan analisis dan evaluasi terhadap perkembangan kinerja jabatan/unit-unit di bawah Direksi.<br><br>The Board of Directors is expected to conduct analysis and evaluation of the performance development of positions/units under the Board of Directors. | V | Memastikan analisis dan evaluasi terhadap perkembangan kinerja jabatan/unit-unit di bawah Direksi dilakukan.<br><br>Saran tindak lanjut: Pembahasan dilakukan dalam Rapat Direksi dengan Manajamen.<br><br>Ensured that analysis and evaluation of the performance developments of positions/ units under the Board of Directors were conducted.<br><br>Follow-up suggestion: Discussions are carried out in Board of Directors meetings with management. |
| 10 | Direksi diharapkan memastikan adanya laporan kinerja teknologi yang disampaikan kepada Dewan Komisaris (termasuk hasil audit TI).<br><br>The Board of Directors is expected to ensure that performance reports on technology, including the results of the IT audit, are submitted to the Board of Commissioners. | X | |
| 11 | Direksi diharapkan memastikan Perusahaan memiliki kebijakan mengenai standar pelayanan minimal.<br><br>The Board of Directors is expected to ensure that the Company has a policy regarding minimum service standards. | X | |
| 12 | Direksi diharapkan memastikan Perusahaan memiliki SOP Layanan Pelanggan dan Standar Pelayanan Minimal (SPM).<br><br>The Board of Directors is expected to ensure that the Company has a Customer Service SOP and Minimum Service Standards (SPM). | X | |
| 13 | Direksi diharapkan memastikan SOP dan SPM diinformasikan secara terbuka.<br><br>The Board of Directors is expected to ensure that the SOP and Minimum Service Standards (SPM) are communicated openly. | X | |
| 14 | Direksi diharapkan memastikan indikator SPM tercapai.<br><br>The Board of Directors is expected to ensure that the Minimum Service Standards (SPM) indicators are achieved. | V | Memastikan Indikator SPM tercapai.<br><br>Ensured that the SPM indicators were achieved. |
| 15 | Direksi diharapkan memastikan sistem pengendalian mutu diterapkan secara konsisten, ditandai dengan keluhan pelanggan atas mutu produk/jasa menurun.<br><br>The Board of Directors is expected to ensure that the quality control system is consistently implemented, as indicated by a decrease in customer complaints regarding the quality of products/services. | V | Memastikan Sistem pengendalian mutu diterapkan secara konsisten, ditandai dengan keluhan pelanggan atas mutu produk/jasa menurun.<br><br>Ensured that the quality control system was implemented consistently, as indicated by a decrease in customer complaints regarding product/service quality. |
| 16 | Direksi diharapkan memastikan Perusahaan menindaklanjuti ketidaksesuaian mutu dalam proses produksi.<br><br>The Board of Directors is expected to ensure that the Company follows up on any quality discrepancies in the production process. | V | Memastikan terdapat tindaklanjut ketidaksesuaian mutu dalam proses produksi.<br><br>Ensured that follow-up actions were taken on quality non-conformities in the production process. |

**Rekomendasi Pengukuran Penerapan GCG Tahun 2023 dan Tindak Lanjutnya**
Recommendations from the 2023 GCG Implementation Assessment and Follow-Up Actions

| No | Rekomendasi Pengukuran Penerapan GCG Tahun 2023<br>Recommendations from the 2023 GCG Implementation Assessment | Penjelasan Tindak Lanjut Hingga Akhir Tahun 2024<br>Follow-Up Actions Until the End of 2024 | |
|---|---|---|---|
| | | **Status**<br>Status | **Bentuk Tindak Lanjut**<br>Follow-Up Actions |
| 17 | Direksi diharapkan memastikan sistem mutu dievaluasi dan diaudit secara berkala.<br><br>The Board of Directors is expected to ensure that the quality management system is regularly evaluated and audited. | V | Memastikan Sistem mutu dievaluasi dan diaudit secara berkala.<br><br>Ensured that the quality system was evaluated and audited periodically. |
| 18 | Direksi diharapkan memastikan Perusahaan memberikan kompensasi dalam hal SPM dan mutu tidak terpenuhi.<br><br>The Board of Directors is expected to ensure that the Company provides compensation in cases where the Minimum Service Standards (SPM) and quality standards are not met. | V | Memastikan terdapat pemberian kompensasi dalam hal SPM dan mutu tidak terpenuhi.<br><br>Ensured that compensation was provided in cases where SPM and quality standards were not met. |
| 19 | Direksi diharapkan memastikan Perusahaan memiliki harga perkiraan sendiri (HPS) yang dikalkulasikan secara keahlian dan berdasarkan data yang dapat dipertanggungjawabkan. Nilai total HPS terbuka dan tidak bersifat rahasia.<br><br>The Board of Directors is expected to ensure that the Company has its own Owner Estimate Price (HPS), which is calculated based on expertise and supported by accountable data. The total value of the HPS is transparent and not confidential. | V | Memastikan Perusahaan memiliki harga perkiraan sendiri (HPS) yang dikalkulasikan secara keahlian dan berdasarkan data yang dapat dipertanggungjawabkan. Saran tindak lanjut: HPS dapat dicantumkan dalam Pedoman Pengadaan Barang dan Jasa, dimana HPS mengambil estimasi dari RKAP. Kurang lebih seperti:<br>1. Historis harga pengadaan barang sejenis dari berbagai penyedia eksternal.<br>2. Historis harga rata-rata pengadaan dari berbagai penyedia eksternal.<br>3. Daftar harga pasar (*price list*).<br>4. Daftar harga (*price list*) yang disesuaikan dengan adanya diskon, antara lain karena pembelian tunai, waktu pembayaran, volume, dll.<br>5. Historis harga yang memperhitungkan jarak, regional atau lainnya.<br>6. Rekomendasi dari pihak luar yang memiliki keahlian relevan, yang dimintakan bantuan memperhitungkan harga pasar/wajar.<br><br>Ensured the Company had its own estimated price (HPS) calculated professionally and based on accountable data.<br><br>Follow-up suggestion: The HPS can be included in the Goods and Services Procurement Guidelines, where the HPS is derived from the RKAP estimates, approximately including:<br>1. Historical prices of procurement for similar goods from various external suppliers.<br>2. Historical average procurement prices from various external suppliers.<br>3. Market price lists.<br>4. Price lists adjusted for discounts, such as for cash purchases, payment terms, volume, etc.<br>5. Historical prices considering distance, regional factors, or others.<br>6. Recommendations from external parties with relevant expertise, requested to assist in calculating fair/market prices. |
| 20 | Direksi diharapkan memastikan melakukan evaluasi pasca pendidikan dan pelatihan.<br><br>The Board of Directors is expected to ensure that post-training and education evaluations are conducted. | V | Melakukan evaluasi pasca pendidikan dan pelatihan.<br><br>Conducted evaluations after education and training sessions. |

**Rekomendasi Pengukuran Penerapan GCG Tahun 2023 dan Tindak Lanjutnya**
Recommendations from the 2023 GCG Implementation Assessment and Follow-Up Actions

| No | Rekomendasi Pengukuran Penerapan GCG Tahun 2023<br>Recommendations from the 2023 GCG Implementation Assessment | Penjelasan Tindak Lanjut Hingga Akhir Tahun 2024<br>Follow-Up Actions Until the End of 2024 | |
|---|---|---|---|
| | | **Status**<br>Status | **Bentuk Tindak Lanjut**<br>Follow-Up Actions |
| 21 | Direksi diharapkan memastikan tingkat keadilan yang memadai atas kesempatan pendidikan dan pelatihan karyawan.<br><br>The Board of Directors is expected to ensure fair access to education and training opportunities for all employees. | V | Memastikan tingkat keadilan yang memadai atas kesempatan pendidikan dan pelatihan pegawai.<br><br>Ensured an adequate level of fairness in providing education and training opportunities for employees. |
| 22 | Direksi diharapkan menetapkan kebijakan pengaturan untuk anak perusahaan (*subsidiary governance*) dan perusahaan patungan antara lain mencakup: pengangkatan Dewan Komisaris dn Direksi, penetapan target kinerja, dan penilaian kinerja serta insentif bagi Dewan Komisaris dan Direksi.<br><br>The Board of Directors is expected to establish governance policies for subsidiaries and joint ventures, covering aspects such as the appointment of the Board of Commissioners and Directors, performance target setting, performance evaluation, and incentives for the Board of Commissioners and Directors. | Progress | Sedang dilakukan diskusi terkait kebijakan pengaturan untuk anak perusahaan (*subsidiary governance*) dan perusahaan patungan antara lain mencakup: pengangkatan anggota Dewan Komisaris dan Direksi, penetapan target kinerja dan penilaian kinerja serta insentif bagi Dewan Komisaris dan Direksi.<br><br>Catatan: Untuk kebijakan penetapan target kinerja dan penilaian kinerja serta insentif bagi Dewan Komisaris dan Direksi anak perusahaan tidak terdapat rencana penyusunan kebijakan tersebut.<br>Discussions are currently underway regarding governance policies for subsidiaries and joint ventures, which include the appointment of members of the Board of Commissioners and Board of Directors, the establishment of performance targets and evaluations, as well as incentives for the Board of Commissioners and Board of Directors.<br>Note: There is no plan to develop policies on setting performance targets, performance evaluations, and incentives for the Board of Commissioners and Board of Directors of subsidiaries. |
| 23 | Direksi diharapkan memastikan pengangkatan Direksi dan Dewan Komisaris anak perusahaan/perusahaan patungan, melalui proses penjaringan, proses penilaian, dan proses penetapan.<br><br>The Board of Directors is expected to ensure that the appointment of Board of Directors and the Board of Commissioners for subsidiaries and joint ventures follows a structured process, including selection, evaluation, and final appointment. | Progress | Setiap proses dalam hal pengangkatan anggota Direksi dan Dewan Komisaris anak perusahaan/perusahaan patungan, melalui proses penjaringan, proses penilaian, dan proses penetapan sesuai dengan aturan yang berlaku<br><br>Every process related to the appointment of members of the Board of Directors and Board of Commissioners of subsidiaries/ joint ventures is carried out through a selection process, an evaluation process, and a determination process in accordance with the applicable regulations. |

## Rekomendasi Pengukuran Penerapan GCG Tahun 2023 dan Tindak Lanjutnya

Recommendations from the 2023 GCG Implementation Assessment and Follow-Up Actions

| No | Rekomendasi Pengukuran Penerapan GCG Tahun 2023<br>Recommendations from the 2023 GCG Implementation Assessment | Penjelasan Tindak Lanjut Hingga Akhir Tahun 2024<br>Follow-Up Actions Until the End of 2024 | |
|---|---|---|---|
| | | **Status**<br>Status | **Bentuk Tindak Lanjut**<br>Follow-Up Actions |
| 24 | Direksi diharapkan memastikan terdapat cascading atas sertifikasi terhadap laporan keuangan kepada tingkatan di bawah Direksi yang menjadi entitas akuntansi dan pelaporan atas laporan keuangannya yang akan dikonsolidasikan.<br><br>The Board of Directors is expected to ensure that there is cascading of the certification of the financial statements, to the level below the Board of Directors which is the accounting and reporting entity for its financial statements to be consolidated. | V | Memastikan terdapat *Cascading* atas sertifikasi terhadap laporan keuangan kepada tingkatan di bawah Direksi yang menjadi entitas akuntansi dan pelaporan atas laporan keuangannya yang akan dikonsolidasikan. Saran tindak lanjut:<br>• Menyusun kebijakan internal mengenai mekanisme cascading sertifikasi laporan keuangan dari entitas akuntansi ke Direksi; atau<br>• Memastikan SOP pengendalian internal mencakup prosedur validasi dan sertifikasi laporan keuangan sebelum dikonsolidasikan.<br><br>Ensured there was a cascading of certification related to financial statements to the levels below the Board of Directors that serve as accounting entities and are responsible for reporting their financial statements to be consolidated.<br>Follow-up suggestions:<br>• Develop an internal policy regarding the cascading mechanism for financial statement certification from accounting entities to the Board of Directors; or<br>• Ensure that the internal control SOP includes procedures for validation and certification of financial statements before consolidation. |
| 25 | Direksi diharapkan memastikan SPI melakukan evaluasi/ penilaian atas efektivitas pengendalian intern pada tingkat entitas.<br><br>The Board of Directors is expected to ensure that the Internal Audit Unit (SPI) conducts evaluations or assessments of the effectiveness of internal controls at the entity level. | V | Memastikan SPI melakukan evaluasi/ penilaian atas efektivitas pengendalian intern pada tingkat entitas.<br><br>Ensured that the Internal Audit Unit conducted evaluations/assessments of the effectiveness of internal controls at the entity level. |
| 26 | Direksi diharapkan memastikan SPI melakukan evaluasi/ penilaian atas efektivitas pengendalian intern pada tingkat operasional/aktivitas.<br><br>The Board of Directors is expected to ensure that the Internal Audit Unit (SPI) conducts evaluations or assessments of the effectiveness of internal controls at the operational/activity level. | V | Memastikan SPI melakukan evaluasi/ penilaian atas efektivitas pengendalian intern pada tingkat operasional/aktivitas.<br><br>Ensured that the Internal Audit Unit conducted evaluations/assessments of the effectiveness of internal controls at the operational/activity level. |
| 27 | Direksi diharapkan memastikan tidak terdapat keterlambatan pembayaran kepada pemasok sesuai dengan persyaratan dalam perjanjian/kontrak.<br><br>The Board of Directors is expected to ensure that there are no delays in payments to suppliers, in accordance with the terms of agreements or contracts. | V | Memastikan tidak terdapat keterlambatan pembayaran kepada pemasok sesuai dengan persyaratan dalam perjanjian/kontrak.<br><br>Ensured there were no delays in payments to suppliers in accordance with the terms of the agreements/contracts. |

**Rekomendasi Pengukuran Penerapan GCG Tahun 2023 dan Tindak Lanjutnya**
Recommendations from the 2023 GCG Implementation Assessment and Follow-Up Actions

| No | Rekomendasi Pengukuran Penerapan GCG Tahun 2023<br>Recommendations from the 2023 GCG Implementation Assessment | Penjelasan Tindak Lanjut Hingga Akhir Tahun 2024<br>Follow-Up Actions Until the End of 2024 | |
|---|---|---|---|
| | | **Status**<br>Status | **Bentuk Tindak Lanjut**<br>Follow-Up Actions |
| 28 | Direksi diharapkan memastikan Perusahaan memiliki kebijakan yang mendorong partisipasi karyawan.<br><br>The Board of Directors is expected to ensure that the Company has policies in place to encourage employee participation. | V | Memastikan Perusahaan memiliki kebijakan yang mendorong partisipasi pegawai.<br><br>Saran tindak lanjut: Menyusun kebijakan yang mencantumkan bagian Komunikasi dan Penyelesaian Permasalahan Pegawai.<br><br>Ensured the Company had a policy encouraging employee participation.<br><br>Follow-up suggestion: Develop a policy that includes a section on Employee Communication and Problem Resolution. |
| 29 | Direksi diharapkan memastikan penyediaan sarana partisipasi, misalnya konsultasi bersama (sarana diskusi antara serikat/wakil pekerja dengan manajemen), *team briefing* (untuk memastikan komunikasi dua arah secara konsisten dengan melibatkan karyawan), dan lain-lain.<br><br>The Board of Directors is expected to ensure the provision of participation channels, such as joint consultations between employee representatives and management, team briefings for consistent two-way communication, and other engagement initiatives. | V | Menyediakan sarana partisipasi karyawan.<br><br>Saran tindak lanjut: Menyusun Peraturan Perusahaan yang mencantumkan bagian Bimbingan Konseling Pegawai.<br><br>Provided means for employee participation.<br><br>Follow-up suggestion: Develop Company Regulations that include a section on Employee Counseling Guidance. |
| 30 | Direksi diharapkan memastikan penetapan jenis kebijakan perusahaan yang harus dikomunikasikan kepada karyawan dan jenis kebijakan yang harus melibatkan karyawan dalam perumusannya.<br><br>The Board of Directors is expected to define which company policies must be communicated to employees and which require employee involvement in their formulation. | V | Menetapkan kebijakan perusahaan yang harus dikomunikasikan kepada pegawai dan jenis kebijakan yang harus melibatkan pegawai dalam perumusannya.<br><br>Established company policies that must be communicated to employees and identified the types of policies that require employee involvement in their formulation. |
| 31 | Direksi diharapkan memastikan hasil survei tingkat kepuasan (indeks kepuasan karyawan).<br><br>The Board of Directors is expected to ensure the evaluation of employee satisfaction through surveys (Employee Satisfaction Index). | V | Memastikan survei tingkat kepuasan pegawai berjalan sesuai dengan ketentuan Perusahaan<br><br>Ensured that the employee satisfaction survey was conducted in accordance with the Company's regulations. |
| 32 | Direksi diharapkan memastikan tindakan atau program kerja untuk menindaklanjuti hasil survei kepuasan karyawan.<br><br>The Board of Directors is expected to ensure the implementation of action plans or programs to address employee satisfaction survey results. | V | Memastikan terdapat laporan tindaklanjut hasil survei kepuasan pegawai.<br><br>Ensured that a follow-up report on the results of the employee satisfaction survey was available. |
| 33 | Direksi diharapkan memastikan mekanisme keluhan stakeholders (pemasok, karyawan, dan lain-lain) dilaksanakan secara konsisten dan efektif.<br><br>The Board of Directors is expected to ensure that the stakeholder grievance mechanism (for suppliers, employees, etc.) is implemented consistently and effectively. | V | Memastikan mekanisme keluhan stakeholders (pemasok, pegawai, dll) dilaksanakan secara konsisten dan efektif.<br><br>Ensured that the complaint mechanisms for stakeholders (suppliers, employees, etc.) were implemented consistently and effectively. |
| 34 | Direksi diharapkan memastikan terdapat penyelesaian atas keluhan stakeholders (pemasok, karyawan, dan lain-lain) secara tuntas.<br><br>The Board of Directors is expected to ensure the thorough resolution of stakeholder complaints (suppliers, employees, etc.). | V | Memastikan terdapat penyelesaian atas keluhan stakeholders (pemasok, pegawai, dll) secara tuntas.<br><br>Ensured that complaints from stakeholders (suppliers, employees, etc.) were resolved thoroughly. |

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Recommendations from the 2023 GCG Implementation Assessment and Follow-Up Actions

| No | Rekomendasi Pengukuran Penerapan GCG Tahun 2023<br>Recommendations from the 2023 GCG Implementation Assessment | Penjelasan Tindak Lanjut Hingga Akhir Tahun 2024<br>Follow-Up Actions Until the End of 2024 | |
|---|---|---|---|
| | | **Status**<br>Status | **Bentuk Tindak Lanjut**<br>Follow-Up Actions |
| 35 | Direksi diharapkan meningkatkan kinerja perusahaan (sesuai KPI yang ditetapkan) dari tahun-tahun sebelumnya.<br><br>The Board of Directors is expected to improve the company's performance (as per established KPIs) compared to previous years. | X | |
| 36 | Direksi diharapkan memastikan penyampaian laporan kepemilikan saham pada perusahaan dan perusahaan lainnya kepada Perusahaan (Sekretaris Perusahaan) untuk dicatat dalam Daftar Khusus.<br><br>The Board of Directors is expected to report the share ownership reports in the Company and other companies to the Company (Corporate Secretary) to be recorded in the Special Register. | X | |
| 37 | Direksi diharapkan memastikan tingkat kesungguhan Direksi dalam pengambilan keputusan bebas kepentingan pribadi Direksi dan pihak-pihak lainnya.<br><br>The Board of Directors is expected to ensure a high level of commitment to decision-making that is free from personal or external interests. | V | Menandatangani pernyataan tidak memiliki kepentingan pribadi pada saat pengambilan keputusan.<br><br>Signed a statement of having no personal interest at the time of decision-making. |
| 38 | Direksi diharapkan menyampaikan laporan manajemen triwulanan dan tahunan serta laporan tahunan kepada Dewan Komisaris sebelum disampaikan kepada Pemegang Saham.<br><br>The Board of Directors is expected to submit quarterly and annual management reports, as well as the annual report, to the Board of Commissioners before presenting them to the Shareholders. | V | Menyampaikan laporan manajemen triwulanan dan tahunan serta laporan tahunan kepada Dewan Komisaris sebelum disampaikan kepada Pemegang Saham, sebagaimana dimaksud dalam Peraturan Menteri BUMN RI Nomor PER-2/MBU/03/2023 Pasal 215<br>1. Laporan triwulanan yang telah ditandatangani oleh Direksi bersama dengan Dewan Komisaris/Dewan Pengawas, disampaikan kepada RUPS/Menteri paling lambat 1 (satu) bulan setelah triwulan bersangkutan berakhir.<br>2. Laporan triwulanan pada triwulan keempat digabungkan dan disampaikan bersamaan dengan laporan tahunan.<br><br>Submitted quarterly and annual management reports as well as the annual report to the Board of Commissioners before being submitted to the Shareholders, as stipulated in Article 215 of the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-2/MBU/03/2023:<br>1. Quarterly reports signed by the Board of Directors together with the Board of Commissioners/Supervisory Board are submitted to the General Meeting of Shareholders (GMS)/Minister no later than one (1) month after the relevant quarter ends.<br>2. The fourth-quarter report is combined and submitted together with the annual report. |

**Rekomendasi Pengukuran Penerapan GCG Tahun 2023 dan Tindak Lanjutnya**
Recommendations from the 2023 GCG Implementation Assessment and Follow-Up Actions

| No | Rekomendasi Pengukuran Penerapan GCG Tahun 2023<br>Recommendations from the 2023 GCG Implementation Assessment | Penjelasan Tindak Lanjut Hingga Akhir Tahun 2024<br>Follow-Up Actions Until the End of 2024 | |
|---|---|---|---|
| | | **Status**<br>Status | **Bentuk Tindak Lanjut**<br>Follow-Up Actions |
| 39 | Direksi diharapkan memastikan penyampaian laporan manajemen (triwulanan dan tahunan) dan laporan tahunan kepada Dewan Komisaris tepat waktu, yakni sebelum batas waktu penyampaian kepada Pemegang Saham/Pemilik Modal.<br><br>The Board of Directors is expected to ensure the timely submission of quarterly and annual management reports, as well as the annual report, to the Board of Commissioners before the deadline for submission to Shareholders/Capital Owners. | V | Menyampaikan laporan manajemen (triwulanan dan tahunan) dan laporan tahunan kepada Dewan Komisaris tepat waktu, yakni sebelum batas waktu penyampaian kepada Pemegang Saham. Sebagaimana dimaksud dalam Peraturan Menteri BUMN RI Nomor PER-2/MBU/03/2023 Pasal 215 Ayat 1<br><br>Submitted management reports (quarterly and annual) and the annual report to the Board of Commissioners in a timely manner, specifically before the deadline for submission to the Shareholders. This was as stipulated in the Regulation of the Minister of SOEs of the Republic of Indonesia Number PER-2/MBU/03/2023 Article 215 Paragraph 1. |
| 40 | Direksi diharapkan menyampaikan laporan manajemen triwulanan yang telah ditandatangani seluruh anggota Direksi serta laporan manajemen tahunan dan laporan tahunan yang ditandatangani seluruh anggota Direksi dan anggota Dewan Komisaris, dan laporan tahunan kepada Pemegang Saham/ Pemilik Modal.<br><br>The Board of Directors is expected to submit the quarterly management report signed by all members of the Board of Directors, as well as the annual management report and annual report signed by all members of the Board of Directors and the Board of Commissioners, to the Shareholders/Capital Owners. | V | Menyampaikan laporan manajemen triwulanan yang telah ditandatangani seluruh anggota Direksi serta laporan manajemen tahunan dan laporan tahunan yang ditandatangani seluruh anggota Direksi dan anggota Dewan Komisaris, dan laporan tahunan kepada Pemegang Saham.<br><br>Submitted quarterly management reports signed by all members of the Board of Directors, as well as annual management reports and annual reports signed by all members of the Board of Directors and the Board of Commissioners, and the annual report to the Shareholders. |
| 41 | Direksi diharapkan memastikan Pedoman Rapat Direksi mengatur pembahasan/telaah atas arahan/usulan dan/atau tindak lanjut pelaksanaan atas keputusan Dewan Komisaris terkait dengan usulan Direksi.<br><br>The Board of Directors is expected to ensure that the Board of Directors' Meeting Guidelines regulate the discussion/review of the direction/proposal and/or follow-up implementation of the Board of Commissioners' decision related to the proposal of the Board of Directors. | X | |
| 42 | Direksi diharapkan memastikan jumlah tenaga auditor mencukupi kebutuhan perusahaan. Kecukupan tenaga auditor dihasilkan dari analisis beban kerja yang dilakukan oleh SPI dan/atau Divisi SDM.<br><br>The Board of Directors is expected to ensure that the number of auditors is sufficient to meet the company's needs. Auditor sufficiency should be determined through a workload analysis conducted by the Internal Audit Unit (SPI) and/or the Human Resources Division. | V | Formasi SPI di Perusahaan sudah terpenuhi saat ini.<br><br>The formation of the Internal Audit Unit (SPI) in the Company is currently fulfilled. |

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Recommendations from the 2023 GCG Implementation Assessment and Follow-Up Actions

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|---|---|---|---|
| | | **Status**<br>Status | **Bentuk Tindak Lanjut**<br>Follow-Up Actions |
| 43 | Direksi diharapkan memastikan uraian tugas Sekretaris Perusahaan mencakup hal-hal substantif: menatausahakan serta menyimpan dokumen perusahaan, termasuk tetapi tidak terbatas pada Daftar Pemegang Saham, Daftar Khusus, dan Risalah Rapat Direksi, Rapat Dewan Komisaris, dan RUPS.<br><br>The Board of Directors is expected to ensure that the Corporate Secretary's job description includes substantive responsibilities, such as managing and safeguarding company documents, including but not limited to the Shareholder Register, Special Register, and Minutes of Board of Directors Meetings, Board of Commissioners Meetings, and GMS. | V | Melengkapi uraian tugas Sekretaris Perusahaan dengan: menatausahakan serta menyimpan dokumen Perusahaan, termasuk tetapi tidak terbatas pada Daftar Pemegang Saham, Daftar Khusus dan risalah rapat Direksi, rapat Dewan Komisaris dan RUPS. Saran tindak lanjut: Melengkapi Job Desc/ Uraian Jabatan Sekretaris Perusahaan dengan tugas tersebut di atas.<br><br>Completed the job description of the Corporate Secretary with the responsibilities of managing and storing Company documents, including but not limited to the Shareholders Register, Special Registers, and minutes of the Board of Directors meetings, Board of Commissioners meetings, and General Meetings of Shareholders. Follow-up suggestion: Update the Corporate Secretary's Job Description to include the aforementioned duties. |
| 44 | Direksi diharapkan memastikan Sekretaris mengoordinasikan penyusunan Laporan Manajemen Triwulanan dan Tahunan yang akurat dan dapat diandalkan.<br><br>The Board of Directors is expected to ensure that the Corporate Secretary coordinates the preparation of accurate and reliable Quarterly and Annual Management Reports. | V | Memastikan bahwa Sekretaris Perusahaan melakukan pengkoordinasian penyusunan Laporan Manajemen Triwulanan dan Tahunan agar data/informasi yang diungkap adalah akurat dan dapat diandalkan.<br><br>Ensured that the Corporate Secretary coordinated the preparation of the Quarterly and Annual Management Reports so that the disclosed data/information was accurate and reliable. |
| 45 | Direksi diharapkan memastikan Laporan Manajemen Triwulanan dan Tahunan disampaikan kepada Dewan Komisaris tepat waktu.<br><br>The Board of Directors is expected to ensure the timely submission of Quarterly and Annual Management Reports to the Board of Commissioners. | X | |
| 46 | Direksi diharapkan memastikan dalam Risalah Rapat Direksi harus dicantumkan pula pendapat yang berbeda (dissenting comments) dengan apa yang diputuskan dalam Rapat Direksi (bila ada).<br><br>The Board of Directors is expected to ensure that the Minutes of Board of Directors Meetings include any dissenting opinions on the decisions made, if applicable. | V | Melengkapi risalah rapat dengan pendapat yang berbeda (dissenting comments/ opinions) (jika ada)<br><br>Mengubah template risalah rapat yang mengakomodasi/ menggambarkan pendapat yang berbeda (dissenting comments/ opinions) (jika ada)<br><br>Completed the minutes of the meeting with dissenting comments/opinions (if any). Revised the meeting minutes template to accommodate/reflect dissenting comments/ opinions (if any). |
| 47 | Direksi diharapkan memastikan Risalah Rapat mencantumkan jalannya rapat (dinamika rapat).<br><br>The Board of Directors is expected to ensure that the Minutes of Meetings document the proceedings and discussions of the meeting (meeting dynamics). | X | |

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|---|---|---|---|
| | | **Status**<br>Status | **Bentuk Tindak Lanjut**<br>Follow-Up Actions |
| 48 | Direksi diharapkan memastikan Sekretaris Perusahaan memiliki rencana kerja mengenai program pengenalan perusahaan kepada anggota Direksi dan anggota Dewan Komisaris yang baru diangkat.<br><br>The Board of Directors is expected to ensure that the Corporate Secretary has a work plan for the company's orientation program for newly appointed members of the Board of Directors and the Board of Commissioners. | V | Melengkapi Rencana Kerja Sekretaris Perusahaan telah memasukkan program pengenalan Perusahaan kepada anggota Direksi dan anggota Dewan Komisaris yang baru diangkat<br><br>Completed the Corporate Secretary's Work Plan by including a program for introducing the Company to newly appointed members of the Board of Directors and the Board of Commissioners. |
| 49 | Direksi diharapkan memastikan program pengenalan minimal meliputi: (1) pelaksanaan prinsip-prinsip GCG; (2) gambaran mengenai BUMN berkaitan dengan tujuan, sifat, dan lingkup kegiatan, kinerja keuangan dan operasi, strategi rencana usaha jangka pendek dan jangka panjang, posisi kompetitif, risiko dan masalah-masalah strategis lainnya; (3) keterangan berkaitan dengan kewenangan yang didelegasikan, audit internal dan eksternal, sistem dan kebijakan pengendalian internal, termasuk Komite Audit; (4) keterangan mengenai tugas dan tanggung jawab Dewan Komisaris dan Direksi serta hal-hal yang tidak diperbolehkan.<br><br>The Board of Directors is expected to ensure that the orientation program includes at a minimum: (1) Implementation of Good Corporate Governance (GCG) principles; (2) An overview of the SOE, including its objectives, nature, scope of activities, financial and operational performance, short- and long-term business strategies, competitive position, risks, and other strategic issues; (3) Information on delegated authorities, internal and external audits, internal control systems and policies, including the Audit Committee; (4) A description of the roles and responsibilities of the Board of Commissioners and the Board of Directors, as well as prohibited actions. | V | Menyelenggarakan program pengenalan anggota Direksi dan/atau anggota Dewan Komisaris yang baru diangkat (jika ada), minimal dengan materi terkait: (1) pelaksanaan prinsip-prinsip GCG; (2) gambaran mengenai BUMN berkaitan dengan tujuan, sifat, dan lingkup kegiatan, kinerja keuangan dan operasi, strategi, rencana usaha jangka pendek dan jangka panjang, posisi kompetitif, risiko dan masalah-masalah strategis lainnya; (3) keterangan berkaitan dengan kewenangan yang didelegasikan, audit internal dan eksternal, sistem dan kebijakan pengendalian internal, termasuk Komite Audit; (4) keterangan mengenai tugas dan tanggung jawab Dewan Komisaris dan Direksi serta hal-hal yang tidak diperbolehkan.<br><br>Saran tindak lanjut: Memastikan terdapat program pengenalan terhadap anggota Direksi dan Dewan Komisaris yang baru diangkat sesuai dengan ketentuan yang berlaku.<br><br>Organized an orientation program for newly appointed members of the Board of Directors and/or the Board of Commissioners (if any), covering at minimum the following materials: (1) implementation of GCG principles; (2) an overview of the SOE related to its objectives, nature, and scope of activities, financial and operational performance, strategy, short- and long-term business plans, competitive position, risks, and other strategic issues; (3) information regarding delegated authorities, internal and external audits, internal control systems and policies, including the Audit Committee; (4) information about the duties and responsibilities of the Board of Commissioners and the Board of Directors, as well as prohibited actions.<br><br>Follow-up suggestion: Ensure there is an orientation program for newly appointed members of the Board of Directors and Board of Commissioners in accordance with applicable regulations. |

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|---|---|---|---|
| | | **Status**<br>Status | **Bentuk Tindak Lanjut**<br>Follow-Up Actions |
| 50 | Direksi diharapkan memastikan RUPS/Keputusan Pemilik Modal untuk pengesahan/persetujuan RJPP dilaksanakan selambat-lambatnya dalam waktu 60 (enam puluh) hari setelah diterimanya Rancangan RJPP secara lengkap atau sebelum periode RJPP berikutnya berjalan.<br><br>The Board of Directors is expected to ensure that the GMS/ Capital Owner's Decision for the ratification/approval of the Long-Term Corporate Plan (RJPP) is carried out no later than 60 (sixty) days after receiving the complete RJPP draft or before the next RJPP period begins. | V | Mengingatkan Pemegang Saham untuk melakukan pengesahan/ persetujuan RJPP sesuai dengan peraturan yang berlaku serta mendokumentasikannya.<br><br>Reminded the Shareholders to approve/ ratify the Long-Term Business Plan (RJPP) in accordance with applicable regulations and documented the process. |
| V | Pengungkapan Informasi dan Transparansi<br>Information Disclosure and Transparency | | |
| 1 | Perusahaan diharapkan dapat menambahkan muatan tentang jenis-jenis pengelolaan informasi ke dalam kebijakan tentang pengendalian informasi perusahaan.<br><br>The Company is expected to include provisions on the types of information management in its corporate information control policy. | X | |
| 2 | Perusahaan diharapkan dapat menambahkan muatan informasi apa saja yang dikategorikan informasi publik dan informasi rahasia perusahaan ke dalam kebijakan tentang pengendalian informasi perusahaan.<br><br>The Company is expected to include classifications of public information and confidential corporate information in its corporate information control policy. | X | |
| 3 | Perusahaan diharapkan dapat meningkatkan kepatuhan perusahaan yang memadai terhadap kebijakan pengendalian informasi perusahaan secara berkelanjutan.<br><br>The Company is expected to continuously enhance its compliance with the corporate information control policy. | X | |
| 4 | Perusahaan diharapkan dapat membuat kebijakan tentang pengelolaan dan pemutakhiran website.<br><br>The Company is expected to establish a policy for website management and updates. | X | |
| 5 | Kebijakan tentang pengelolaan dan pemutakhiran website sebaiknya mencantumkan mekanisme waktu pengelolaan dan pemutakhiran website.<br><br>The policy on website management and updates should include a timeline mechanism for maintaining and updating the website. | X | |

**Rekomendasi Pengukuran Penerapan GCG Tahun 2023 dan Tindak Lanjutnya**
Recommendations from the 2023 GCG Implementation Assessment and Follow-Up Actions

| No | Rekomendasi Pengukuran Penerapan GCG Tahun 2023<br>Recommendations from the 2023 GCG Implementation Assessment | Penjelasan Tindak Lanjut Hingga Akhir Tahun 2024<br>Follow-Up Actions Until the End of 2024 | |
|---|---|---|---|
| | | **Status**<br>Status | **Bentuk Tindak Lanjut**<br>Follow-Up Actions |
| 6 | Perusahaan diharapkan dapat mencantumkan uraian atau penjelasan mengenai Visi dan Misi Perusahaan ke dalam Laporan Tahunan.<br><br>The Company is expected to include a description or explanation of its Vision and Mission in the Annual Report. | V<br><br>Sudah diitndaklanjuti dalam Laporan Tahunan 2023<br>It has been followed up in the 2023 Annual Report. | Melengkapi Laporan Tahunan pada bagian Profil Perusahaan dengan informasi mengenai:<br>a. visi misi Perusahaan<br>b. rencana dan anggaran pelatihan karyawan yang akan dilakukan di tahun yang akan datang<br>c. Jasa lain yang diberikan akuntan selain jasa finansial audit<br><br>Completed the Annual Report in the Company Profile section with information regarding:<br>a. the Company's vision and mission<br>b. the employee training plans and budget for the upcoming year<br>c. other services provided by the accountant besides financial audit services |
| 7 | Perusahaan diharapkan dapat mencantumkan pelatihan yang akan dilakukan di tahun yang akan datang ke dalam Laporan Tahunan.<br><br>The Company is expected to include planned training programs for the upcoming year in the Annual Report. | V<br><br>Sudah diitndaklanjuti dalam Laporan Tahunan 2023<br>It has been followed up in the 2023 Annual Report. | Melengkapi Laporan Tahunan pada bagian Profil Perusahaan dengan informasi mengenai:<br>a. visi misi Perusahaan<br>b. rencana dan anggaran pelatihan karyawan yang akan dilakukan di tahun yang akan datang<br>c. Jasa lain yang diberikan akuntan selain jasa finansial audit<br><br>Completed the Annual Report in the Company Profile section with information regarding:<br>a. the Company's vision and mission<br>b. the employee training plans and budget for the upcoming year<br>c. other services provided by the accountant besides financial audit services |
| 8 | Perusahaan diharapkan dapat mengungkapkan muatan tentang jasa lain yang diberikan akuntan selain jasa *financial* audit ke dalam Laporan Tahunan.<br><br>The Company is expected to disclose information on non-audit services provided by the accountant in the Annual Report. | V<br><br>Sudah diitndaklanjuti dalam Laporan Tahunan 2023<br>It has been followed up in the 2023 Annual Report. | Melengkapi Laporan Tahunan pada bagian Profil Perusahaan dengan informasi mengenai:<br>a. visi misi Perusahaan<br>b. rencana dan anggaran pelatihan karyawan yang akan dilakukan di tahun yang akan datang<br>c. Jasa lain yang diberikan akuntan selain jasa finansial audit<br><br>Completed the Annual Report in the Company Profile section with information regarding:<br>a. the Company's vision and mission<br>b. the employee training plans and budget for the upcoming year<br>c. other services provided by the accountant besides financial audit services |

**Rekomendasi Pengukuran Penerapan GCG Tahun 2023 dan Tindak Lanjutnya**
Recommendations from the 2023 GCG Implementation Assessment and Follow-Up Actions

| No | Rekomendasi Pengukuran Penerapan GCG Tahun 2023<br>Recommendations from the 2023 GCG Implementation Assessment | Penjelasan Tindak Lanjut Hingga Akhir Tahun 2024<br>Follow-Up Actions Until the End of 2024 | |
|---|---|---|---|
| | | **Status**<br>Status | **Bentuk Tindak Lanjut**<br>Follow-Up Actions |
| 9 | Perusahaan diharapkan dapat memastikan tanggung jawab sosial perusahaan mengenai "*Community Development Program*" mencakup informasi tentang Mitra Usaha binaan Perusahaan dan Program pengembangan seni budaya pada Laporan Tahunan.<br><br>The Company is expected to ensure that its corporate social responsibility under the "Community Development Program" includes details on its fostered business partners and initiatives for arts and culture development in the Annual Report. | V<br><br>Sudah diitndaklanjuti dalam Laporan Tahunan 2023, mitra binaan dan pengembangan seni budaya dilakukan<br>It has been followed up in the 2023 Annual Report, the fostered partners and the development of art and culture have been carried out. | Melengkapi Laporan Tahunan pada bagian Tata Kelola Perusahaan yang Baik dengan penjelasan mengenai mitra usaha binaan dan Program pengembangan seni budaya<br><br>Completed the Annual Report in the Good Corporate Governance section with explanations regarding assisted business partners and the arts and culture development program. |
| 10 | Perusahaan diharapkan dapat mengikuti dan memenangkan kejuaraan ARA di kesempatan berikutnya.<br><br>The Company is expected to participate in and win the ARA competition in the next opportunity. | X | |
| VI | Aspek Lainnya<br>Other Aspects | | |
| | | Nihil<br>Nil | |

**v = telah ditindaklajuti** | v = Has been followed up
**x = belum ditindaklanjuti** | x = Has not been followed up

Perusahaan telah melakukan pengukuran penerapan GCG dengan metode ini sejak tahun 2021. Hasil pengukuran menunjukkan tren kenaikan di mana hal ini memperlihatkan komitmen Perusahaan untuk dapat terus memperbaiki penerapan GCG secara berkelanjutan.

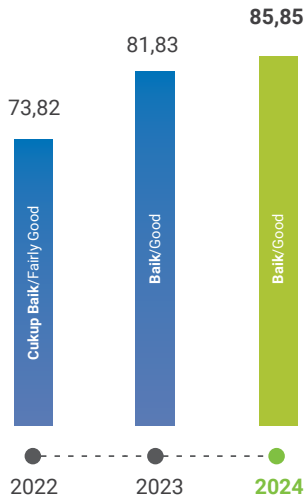
The Company has been measuring the implementation of GCG using this method since 2021. The measurement results show an upward trend, reflecting the Company's commitment to continuously improving GCG implementation.

Skor pengukuran penerapan GCG berdasarkan kriteria penilaian Keputusan Sekretaris Kementerian BUMN RI No. SK-16/SMBU/2012 sejak tahun 2022 dapat dilihat di bawah ini.

The GCG implementation score, based on the assessment criteria of the Decree of the Secretary of the Ministry of SOEs of the Republic of Indonesia No. SK-16/SMBU/2012 since 2022, can be seen below.

**Hasil Pengukuran Penerapan GCG Periode 2022-2024**
GCG Implementation Assessment Results Period 2022-2024

| Tahun Buku<br>Fiscal Year | Skor<br>Score | Pihak yang Melakukan Asesmen<br>Assessor |
|---|---|---|
| 2024 | 85,85 "Sangat Baik"<br>85,85 "Very Good" | Sinergi Daya Prima |
| 2023 | 81,83 "Baik"<br>81,83 "Good" | DPS Consulting |
| 2022 | 73,82 "Cukup Baik"<br>73,82 "Fairly Good" | *Self Assessment* |



# Rapat Umum Pemegang Saham

## General Meeting of Shareholders




### Pemegang Saham

Saham merupakan tanda kepemilikan atas modal yang disertakan dalam operasional Perusahaan. Per 31 Desember 2024, saham Perusahaan sebanyak 29.379.726 lembar, di mana sebanyak 2.039.551 saham atau 99,99995% dimiliki PT Pertamina (Persero), dan sisanya sebanyak 1 saham atau 0,00005% dimiliki PT Pertamina Pedeve Indonesia.

Undang-undang RI No. 40 Tahun 2007 tentang Perseroan Terbatas dan Anggaran Dasar Perusahaan menegaskan bahwa pemegang saham memiliki hak, wewenang, dan kewajibannya. Pengambilan keputusan oleh pemegang saham dilakukan melalui Rapat Umum Pemegang Saham ("RUPS"), di mana RUPS menjadi organ tertinggi dalam struktur tata kelola yang memiliki wewenang yang tidak dapat diberikan kepada Direksi atau Dewan Komisaris.

Perusahaan mengenal RUPS Tahunan yang diadakan setahun sekali serta RUPS Lainnya atau RUPS Luar Biasa yang diadakan sewaktu-waktu.

### Shareholders

Shares represent ownership of the capital invested in the Company's operations. As of December 31, 2024, the Company has a total of 29,379,726 shares, with 2,039,551 shares (99.99995%) owned by PT Pertamina (Persero) and the remaining 1 share (0.00005%) held by PT Pertamina Pedeve Indonesia.

The Republic of Indonesia's Law No. 40 of 2007 on Limited Liability Companies and the Company's Articles of Association define the rights, authorities, and obligations of shareholders. Shareholder decisions are made through the General Meeting of Shareholders ("GMS"), which serves as the highest governing body with exclusive authority that cannot be delegated to the Board of Directors or the Board of Commissioners.

The Company holds an Annual GMS once a year and may convene Other GMS or Extraordinary GMS as required.

**Jenis-jenis Pelaksanaan RUPS**
Types of GMS



**RUPS Tahunan**

yang diadakan untuk membahas laporan tahunan dan perhitungan tahunan Perusahaan dan dilaksanakan paling lambat 6 (enam) bulan setelah tahun buku.

**Annual GMS**

held to discuss the Company's annual report and financial statements and shall be conducted no later than six (6) months after the end of the fiscal year.



**RUPS Lainnya/RUPS Luar Biasa**

yang dapat diadakan sewaktu-waktu jika dipandang perlu oleh Direksi, Dewan Komisaris atau Pemegang Saham untuk menetapkan hal-hal yang tidak dilakukan dalam RUPS Tahunan.

**Other/Extraordinary GMS**

may be convened at any time if deemed necessary by the Board of Directors, Board of Commissioners, or Shareholders to decide on matters not addressed in the Annual GMS.

RUPS Lainnya juga dapat berupa Keputusan Pemegang Saham Secara Sirkuler (KPSSS), atau keputusan sirkuler pemegang saham di luar RUPS, sesuai dengan Pasal 91 Undang-undang RI No. 40 Tahun 2007 tentang Perseroan Terbatas. KPSSS atau keputusan sirkuler pemegang saham di luar RUPS merupakan pengambilan keputusan oleh pemegang saham yang sah tanpa mengadakan RUPS, dengan ketentuan seluruh pemegang saham telah diberitahu secara tertulis dan semua pemegang saham memberikan persetujuan mengenai usul yang diajukan secara tertulis serta menandatangani persetujuan secara tertulis. Keputusan yang diambil dengan cara demikian mempunyai kekuatan yang sama yang diambil dengan sah dalam RUPS. Berdasarkan Pasal 10 ayat 6 Anggaran Dasar Perusahaan, KPSSS atau RUPS Sirkuler mempunyai kekuatan hukum yang sama dengan keputusan yang diambil dengan sah dalam RUPS.

Other GMS can also take the form of a Circular Shareholders' Resolution (KPSSS), or a circular decision of shareholders outside the GMS, in accordance with Article 91 of Law No. 40 of 2007 concerning Limited Liability Companies. A KPSSS or circular decision of shareholders outside the GMS is a decision-making process by valid shareholders without convening a GMS, provided that all shareholders have been notified in writing and all shareholders provide written consent regarding the proposed resolution and sign the written approval. Decisions made in this manner hold the same legal force as those made validly in a GMS. Based on Article 10 paragraph 6 of the Company's Articles of Association, a KPSSS or Circular GMS has the same legal effect as a decision validly made in a GMS.

## RUPS dan Keputusan Pemegang Saham di Tahun 2024

Pada tahun 2024, Perusahaan mengadakan 1 (satu) kali RUPS dan beberapa Keputusan Pemegang Saham Secara Sirkuler (KPSSS) yaitu:

1. RUPS Tahunan tanggal 6 Juni 2024 tentang pertanggungjawaban kinerja Perusahaan tahun buku 2023;
2. Keputusan Pemegang Saham Secara Sirkuler (KPSSS) atau keputusan sirkuler pemegang saham di luar RUPS tanggal 1 Februari 2024 tentang Pengangkatan Anggota Dewan Komisaris.
3. KPSSS tanggal 20 Februari 2024 tentang Pengangkatan Direksi.
4. KPSSS tanggal 2 Mei 2024 tentang Rencana Kerja dan Anggaran Perusahaan (RKAP) tahun 2024.
5. KPSSS tanggal 15 Mei 2024 tentang Pengangkatan Direksi.

## GMS and Shareholders' Resolutions in 2024

In 2024, the Company held one (1) General Meeting of Shareholders (GMS) and several Circular Shareholders' Resolutions (KPSSS), as follows:

1. Annual GMS on June 6, 2024, regarding the accountability for the Company's performance for the fiscal year 2023;
2. KPSSS on February 1, 2024, regarding the Appointment of Members of the Board of Commissioners.
3. KPSSS on February 20, 2024, regarding the Appointment of the Board of Directors.
4. KPSSS on May 2, 2024, regarding the Company's Work Plan and Budget (RKAP) for 2024.
5. KPSSS on May 15, 2024, regarding the Appointment of the Board of Directors.

6. KPSSS tanggal 6 Juni 2024 tentang Penempatan Wakil Perseroan sebagai Anggota Direksi dan Anggota Dewan Komisaris PT Pertamina Geothermal Energy Tbk.
7. KPSSS tanggal 25 Juli 2024 tentang Penempatan Wakil Perseroan sebagai Anggota Dewan Komisaris PT Pertamina Geothermal Energy Tbk.
8. KPSSS tanggal 31 Juli 2024 tentang Penempatan Wakil Perseroan sebagai Anggota Dewan Komisaris PT Pertamina Geothermal Energy Tbk
9. KPSSS tanggal 10 September 2024 tentang Revisi/ Perubahan sebagian Ketentuan Anggaran Dasar terkait dengan Kegiatan Investasi dan Divestasi serta Beberapa Bagian Khusus Lainnya.
10. KPSSS tanggal 27 September 2024 tentang Penetapan Penghargaan atas Kinerja Tahunan Tahun Buku 2023 dan Remunerasi 2024 Anggota Direksi dan Dewan Komisaris Perseroan.
11. KPSSS tanggal 11 Oktober 2024 tentang Penetapan Threshold Anggaran Dasar terkait dengan Kegiatan Investasi dan Divestasi.
12. KPSSS tanggal 25 Oktober 2024 tentang Pengangkatan Kembali Anggota Direksi.

Berikut disampaikan rincian dari masing-masing RUPS dan KPSSS, serta bentuk tindak lanjut yang sudah dilakukan.

**1. RUPS Tahunan Tanggal 6 Juni 2024 tentang Pertanggungjawaban Kinerja Perusahaan Tahun Buku 2023**

Pada tanggal 6 Juni 2024 Perusahaan menggelar RUPS Tahunan atas pertanggungjawaban kinerja Perusahaan di tahun buku 2023. Berikut disampaikan keterangannya.

6. KPSSS on June 6, 2024, regarding the Placement of the Company's Representative as a Member of the Board of Directors and the Board of Commissioners of PT Pertamina Geothermal Energy Tbk.
7. KPSSS on July 25, 2024, regarding the Placement of the Company's Representative as a Member of the Board of Commissioners of PT Pertamina Geothermal Energy Tbk.
8. KPSSS on July 31, 2024, regarding the Placement of the Company's Representative as a Member of the Board of Commissioners of PT Jawa Satu Power.
9. KPSSS on September 10, 2024, regarding the Revision/ Amendment of Certain Provisions in the Articles of Association related to Investment and Divestment Activities, as well as Other Specific Sections.
10. KPSSS on September 27, 2024, regarding the Determination of Performance-Based Rewards for the Fiscal Year 2023 and the 2024 Remuneration for Members of the Board of Directors and the Board of Commissioners.
11. KPSSS on October 11, 2024, regarding the Determination of the threshold in the Articles of Association for Investment and Divestment Activities.
12. KPSSS on October 25, 2024, regarding the Reappointment of Members of the Board of Directors.

The following presents details of each GMS and KPSSS, along with the actions taken as follow-ups.

**1. Annual GMS on June 6, 2024, regarding the accountability for the Company's performance for the fiscal year 2023**

On June 6, 2024, the Company held its Annual General Meeting of Shareholders regarding the accountability for the Company's performance in the fiscal year 2023.

| | | |
|---|---|---|
| Hari/Tanggal<br>Day/Date | : | Kamis, 6 Juni 2024<br>Thursday, June 6, 2024 |
| Waktu<br>Time | : | Pk.13.43 s.d 15.04 WIB<br>13.43 – 15.04 Western Indonesia Time |
| Tempat<br>Venue | : | Gedung Grha Pertamina, Jakarta Pusat, DKI Jakarta Indonesia |
| Kehadiran<br>Attendance | : | **Pemegang Saham**<br>1. PT Pertamina (Persero):<br>a. Asep Samsul Arifin (VP Portfolio & Performance Management)<br>2. PT Pertamina Pedeve Indonesia:<br>a. Rahmi Amini (Direktur)<br>**Dewan Komisaris yang Menjabat:**<br>1. Rida Mulyana (Komisaris Utama)<br>2. Budiman Parhusip (Komisaris)<br>3. Ajar Budi Kuncoro (Komisaris)<br>4. Havidh Nazif (Komisaris)<br>**Direksi**<br>1. John Anis (Direktur Utama)<br>2. Fadli Rahman (Direktur Perencanaan Strategis & Pengembangan Bisnis)<br>3. Norman Ginting (Direktur Proyek & Operasi)<br>4. Irzan Noor Rizki (Direktur SDM & Penunjang Bisnis)<br>5. Nelwin Aldriansyah (Direktur Keuangan)<br>6. Iin Febrian (Direktur Manajemen Risiko) |

| | | |
|---|---|---|
| | | **Shareholders**<br>1. PT Pertamina (Persero):<br>a. Asep Samsul Arifin (VP Portfolio & Performance Management)<br>2. PT Pertamina Pedeve Indonesia:<br>a. Rahmi Amini (Director)<br>**Board of Commissioners:**<br>1. Rida Mulyana (President Commissioner)<br>2. Budiman Parhusip (Commissioner)<br>3. Ajar Budi Kuncoro (Commissioner)<br>4. Havidh Nazif (Commissioner)<br>**Board of Directors**<br>1. John Anis (Chief Executive Officer)<br>2. Fadli Rahman (Director of Strategic Planning & Business Development)<br>3. Norman Ginting (Director of Projects & Operations)<br>4. Irzan Noor Rizki (Director of Human Capital & Corporate Services)<br>5. Nelwin Aldriansyah (Director of Finance)<br>6. Iin Febrian (Director of Risk Management) |
| Penghitung Suara Independen<br>Independent Vote Counter | : | PNRE tidak menggunakan jasa penghitung suara independen<br>PNRE does not use the services of an independent vote counter. |
| Akta Berita Acara<br>Deed of Minutes | : | Akta No. 19 tanggal 6 Juni 2024 yang dibuat di hadapan Dini Lastari Siburian, S.H., notaris di Jakarta Selatan<br>Deed No. 19 dated June 6, 2024, drawn up before Dini Lastari Siburian, S.H., a notary in South Jakarta |

Adapun hasil keputusan RUPS Tahunan tahun buku 2023 dan tindak lanjutnya hingga akhir tahun 2024 adalah sebagai berikut.

The resolutions of the Annual General Meeting of Shareholders for the fiscal year 2023 and their follow-up actions until the end of 2024 are as follows.

| No | Agenda RUPS<br>RUPS Agenda | Tanggal Pelaksanaan<br>Date | No. Akta<br>Deed Number | Hasil Keputusan RUPS<br>RUPS Resolution |
|---|---|---|---|---|
| 1 | RUPS Laporan Tahunan Tahun Buku 2023<br>GMS for Annual Report Fiscal Year 2023 | 6 Juni 2024<br>June 6, 2024 | Akta Berita Acara RUPS Tahunan PT Pertamina Power Indonesia No. 19 tanggal 6 Juni 2024<br>Deed of Minutes of the Annual GMS of PT Pertamina Power Indonesia No. 19 dated June 6, 2024 | Penyampaian Laporan Tahunan Tahun Buku 2023 dan persetujuan Laporan Tahunan termasuk pengesahan Laporan Keuangan Perusahaan disertai pemberian pelunasan dan pembebasan tanggung jawab sepenuhnya (*volledig acquit et de charge*) kepada Direksi dan Dewan Komisaris.<br>Penetapan penggunaan laba Tahun Buku 2023.<br>Penunjukan Kantor Akuntan Publik (KAP) untuk mengaudit Laporan Keuangan Perusahaan Tahun Buku 2024.<br>Penetapan penghargaan atas kinerja (tantiem/ insnetif kinerja/insentif khusus) kepada Direksi dan Dewan Komisaris Tahun Buku 2023.<br>Penetapan remunerasi Direksi dan Dewan Komisaris Tahun Buku 2024.<br>Presentation of the Annual Report for Fiscal Year 2023 and approval of the Annual Report including ratification of the Company's Financial Statements, along with the granting of full release and discharge (volledig acquit et de charge) to the Board of Directors and the Board of Commissioners.<br>Determination of the allocation of profit for Fiscal Year 2023.<br>Appointment of a Public Accounting Firm (KAP) to audit the Company's Financial Statements for Fiscal Year 2024.<br>Determination of performance-based rewards (tantiem/performance incentives/special incentives) for the Board of Directors and the Board of Commissioners for Fiscal Year 2023.<br>Determination of remuneration for the Board of Directors and the Board of Commissioners for Fiscal Year 2024. |

| Mata Acara Rapat dan Keputusannya serta Tindak Lanjut atas Hasil Keputusan Rapat<br>Meeting Agenda, Resolutions, and Follow-Up Actions on Meeting Resolutions | |
|---|---|
| **Agenda Mata Acara 1:** | **Agenda Item 1:** |
| Penyampaian Laporan Tahunan Tahun Buku 2023 dan Persetujuan Laporan Tahunan termasuk Pengesahan Laporan Keuangan Perusahaan Disertai Pemberian Pelunasan dan Pembebasan Tanggung Jawab Sepenuhnya (*volledig acquit et de charge*) kepada Direksi dan Dewan Komisaris. | Presentation of the Fiscal Year 2023 Annual Report and Approval of the Annual Report, including the Ratification of the Company's Financial Statements, along with the Granting of Full Release and Discharge (volledig acquit et de charge) to the Board of Directors and Board of Commissioners. |
| Keputusan Mata Acara 1: | Agenda Item 1 Resolutions: |
| 1. Menyetujui laporan Tahunan Perusahaan untuk tahun buku 2023 serta mengesahkan Laporan Keuangan Perusahaan untuk tahun buku yang berakhir tanggal 31 Desember 2023 beserta penjelasannya yang telah diaudit oleh Kantor Akuntan Publik (KAP) Purwantono, Sungkoro & Surja sebagaimana termuat dalam Laporan No. 00172/2.1032/AU.I/02/0702-3/I/III/2024 tanggal 8 Maret 2024 dengan pendapat "wajar dalam semua hal yang material".;<br>2. 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 dilakukan dalam tahun buku yang berakhir tanggal 31 Desember 2023 sepanjang:<br>a. Tindakan-tindakan tersebut tercermin dalam Laporan Tahunan Perusahaan (termasuk Laporan Keuangan) tahun buku 2023 yang berakhir tanggal 31 Desember 2023.<br>b. Tindakan-tindakan tersebut bukan merupakan tindak pidana dan/atau perbuatan melawan hukum. | 1. Approved the Company's Annual Report for the fiscal year 2023 and ratified the Company's Financial Statements for the fiscal year ended December 31, 2023, along with its explanations, which have been audited by the Public Accounting Firm (KAP) Purwantono, Sungkoro & Surja, as stated in Report No. 00172/2.1032/AU.1/02/0702-3/I/III/2024 dated March 8, 2024, with an opinion of "fair in all material respects."<br>2. Granted full release and discharge (volledig acquit et de charge) to the Board of Directors for management actions and to the Board of Commissioners for supervisory actions carried out during the fiscal year ended December 31, 2023, provided that:<br>a. Such actions are reflected in the Company's Annual Report (including the Financial Statements) for the fiscal year 2023 ended December 31, 2023.<br>b. Such actions do not constitute criminal offenses and/or unlawful acts. |
| Tindak Lanjut atas Hasil Keputusan: | Follow-Up on the Resolutions: |
| Persetujuan dan pengesahan Pemegang Saham atas Laporan Tahunan dan Laporan Keuangan yang telah diaudit oleh KAP telah dituangkan dalam Akta RUPS ini. | The Shareholders' approval and ratification of the Annual Report and the Financial Statements audited by the Public Accounting Firm (KAP) have been documented in this GMS Deed. |
| **Agenda Mata Acara 2:** | **Agenda Item 2:** |
| Penetapan Penggunaan Laba Tahun Buku 2023. | Determination of the Use of the Fiscal Year 2023 Profit. |
| Keputusan Mata Acara 2: | Agenda Item 2 Resolutions: |
| 1. Menetapkan penggunaan laba bersih Perusahaan yang diatribusikan ke pemilik entitas induk tahun buku 2023 sebesar USD146.600.340,- sebagai berikut:<br>a. Sebesar USD21.000.000,- dibagikan sebagai dividen kepada Pemegang Saham.<br>b. Sebesar USD125.600.340,- sebagai cadangan, termasuk untuk mendukung kegiatan operasional dan pengembangan Perusahaan.<br>2. Jadwal pembayaran dividen dari Perusahaan selambat-lambatnya 30 hari setelah ditetapkan dalam RUPS Tahunan secara sekaligus dan dibayarkan dalam mata uang Dolar Amerika Serikat (USD). Pembayaran dividen harus dilunasi sebelum pembayaran tantiem kepada Direksi dan Dewan Komisaris. Keterlambatan pembayaran Dividen setelah tanggal jatuh tempo akan dikenakan denda sebesar 2% dari jumlah dividen setiap bulannya.<br>3. Memberikan otorisasi kepada Direktorat Keuangan Pertamina untuk mengatur mekanisme pembayaran dividen yang optimal bagi pemegang saham. | 1. Determined the allocation of the Company's net profit attributable to the owners of the parent entity for the fiscal year 2023, amounting to USD 146,600,340, as follows:<br>a. USD 21,000,000 to be distributed as dividends to Shareholders.<br>b. USD 125,600,340 to be allocated as reserves, including for supporting the Company's operational activities and development.<br>2. The dividend payment schedule shall be no later than 30 days after approval in the Annual GMS, to be made in a single payment in United States Dollars (USD). Dividend payments must be completed before the payment of bonuses (tantiem) to the Board of Directors and Board of Commissioners. Any delay in dividend payment beyond the due date will incur a penalty of 2% of the dividend amount per month.<br>3. Authorized Pertamina's Finance Directorate to arrange an optimal dividend payment mechanism for the shareholders. |
| Tindak Lanjut atas Hasil Keputusan: | Follow-Up on the Resolutions: |
| Pembayaran dividen kepada Pemegang Saham dilakukan pada tanggal 4 Juli 2024 dengan besaran sebagai berikut:<br>1. PT Pertamina (Persero) senilai USD20.999.989.<br>2. PT Pertamina Pedeve Indonesia senilai USD11. | The dividend payment to Shareholders was made on July 4, 2024, with the following amounts:<br>1. PT Pertamina (Persero): USD 20,999,989<br>2. PT Pertamina Pedeve Indonesia: USD 11 |
| **Agenda Mata Acara 3:** | **Agenda Item 3:** |
| Penunjukan Kantor Akuntan Publik (KAP) untuk Mengaudit Laporan Keuangan Perusahaan Tahun Buku 2024. | Appointment of a Public Accounting Firm (KAP) to audit the Company's Financial Statements for the Fiscal Year 2024. |

| Mata Acara Rapat dan Keputusannya serta Tindak Lanjut atas Hasil Keputusan Rapat<br>Meeting Agenda, Resolutions, and Follow-Up Actions on Meeting Resolutions | |
|---|---|
| Keputusan Mata Acara 3: | Agenda Item 3 Resolutions: |
| Memberikan kuasa dan melimpahkan kewenangan kepada Dewan Komisaris untuk menetapkan Kantor Akuntan Publik (KAP) dalam melakukan atas Laporan Keuangan Perusahaan untuk yang berakhir pada tanggal 31 Desember 2024 pemeriksaan tahun buku berikut besaran nilai jasanya, sesuai ketentuan dan peraturan yang berlaku, dengan ketentuan bahwa KAP yang ditunjuk Perusahaan dikonsultasikan/dikoordinasikan terlebih dahulu dengan PT Pertamina (Persero). | Authorized and delegated the authority to the Board of Commissioners to appoint a Public Accounting Firm (KAP) to audit the Company's Financial Statements for the fiscal year ended December 31, 2024, including determining the audit fee, in accordance with applicable laws and regulations. The appointed KAP must first be consulted/coordinated with PT Pertamina (Persero). |
| Tindak Lanjut atas Hasil Keputusan: | Follow-Up on the Resolutions: |
| Dewan Komisaris telah menindaklanjuti keputusan ini dengan memberikan evaluasi dan memberikan kuasa serta melimpahkan kewenangan kepada Direktur Utama untuk menetapkan kembali KAP Purwantono, Sungkoro & Surja (PSS-EY) sebagai pelaksana pekerjaan jasa audit Laporan Keuangan Konsolidasian PNRE untuk tahun buku 2024 melalui kontrak kerja "Adendum II Pokok-Pokok Perjanjian Jasa Audit atas Laporan Keuangan Konsolidasian PT Pertamina Power Indonesia dan PT Pertamina Geothermal Energy untuk Periode Tahun Buku 2022, 2023, dan 2024" No: SP-001/PPI00200/2025-S0.<br><br>Perusahaan telah menunjuk KAP Purwantono, Sungkoro & Surja untuk melakukan audit atas Laporan Keuangan Perusahaan untuk tahun buku yang berakhir pada tanggal 31 Desember 2024. | The Board of Commissioners has followed up on this resolution by conducting an evaluation and granting authority to the Chief Executive Officer to reappoint KAP Purwantono, Sungkoro & Surja (PSS-EY) as the auditor for the Consolidated Financial Statements of PNRE for the fiscal year 2024. This appointment was formalized through the work contract "Addendum II to the Key Terms of the Audit Services Agreement for the Consolidated Financial Statements of PT Pertamina Power Indonesia and PT Pertamina Geothermal Energy for the Fiscal Years 2022, 2023, and 2024" No: SP-001/PPI00200/2025-S0.<br><br>The Company has officially appointed KAP Purwantono, Sungkoro & Surja to audit the Company's Financial Statements for the fiscal year ended December 31, 2024. |
| **Agenda Mata Acara 4:** | **Agenda Item 4:** |
| Penetapan Penghargaan atas Kinerja (Tantiem/Insentif Kinerja/ Insentif Khusus) kepada Direksi dan Dewan Komisaris Tahun Buku 2023. | Determination of Performance Rewards (Tantiem/Performance Incentives/Special Incentives) for the Board of Directors and Board of Commissioners for the Fiscal Year 2023. |
| Keputusan Mata Acara 4: | Agenda Item 4 Resolutions: |
| Penetapan Penghargaan atas Kinerja (Tantiem/Insentif Khusus) Tahun Buku 2023 kepada Direksi dan Dewan Komisaris akan disetujui kemudian dan ditetapkan dalam RUPS terpisah secara sirkuler atau fisik sesuai ketentuan yang berlaku. | The determination of Performance Rewards (Tantiem/ Special Incentives) for the Board of Directors and Board of Commissioners for the fiscal year 2023 will be approved at a later date and decided in a separate GMS, either circular or physical, in accordance with applicable regulations. |
| Tindak Lanjut atas Hasil Keputusan: | Follow-Up on the Resolutions: |
| Penetapan Penghargaan atas Kinerja (Tantiem/Insentif Khusus) Tahun Buku 2023 kepada Direksi dan Dewan Komisaris telah ditetapkan dalam Akta No. 08 tanggal 10 Oktober 2024. Pembayaran atas Kinerja (Tantiem/Insentif Khusus) Tahun Buku 2023 telah terealisasi pada tanggal 30 September 2024. | The determination of Performance Rewards (Tantiem/ Special Incentives) for the Board of Directors and Board of Commissioners for the fiscal year 2023 was formalized in Deed No. 08 dated October 10, 2024. The payment of the Performance Rewards (Tantiem/Special Incentives) for the fiscal year 2023 was realized on September 30, 2024. |
| **Agenda Mata Acara 5:** | **Agenda Item 5:** |
| Penetapan Remunerasi Direksi dan Dewan Komisaris Tahun Buku 2024. | Determination of Remuneration for the Board of Directors and Board of Commissioners for the Fiscal Year 2024. |
| Keputusan Mata Acara 5: | Agenda Item 5 Resolutions: |
| Penetapan Remunerasi Tahun 2024 kepada Direksi dan Dewan Komisaris akan disetujui kemudian dan ditetapkan dalam RUPS terpisah baik secara sirkuler atau fisik sesuai ketentuan yang berlaku. | The determination of remuneration for the Board of Directors and Board of Commissioners for 2024 will be approved at a later date and decided in a separate GMS, either circular or physical, in accordance with applicable regulations. |
| Tindak Lanjut atas Hasil Keputusan: | Follow-Up on the Resolutions: |
| Penetapan Remunerasi Tahun 2024 kepada Direksi dan Dewan Komisaris telah ditetapkan dalam Akta No. 08 tanggal 10 Oktober 2024. | The determination of remuneration for the Board of Directors and Board of Commissioners for 2024 was formalized in Deed No. 08 dated October 10, 2024. |

2. **Keputusan Pemegang Saham Secara Sirkuler (KPSSS) atau Keputusan Sirkuler Pemegang Saham di Luar RUPS Tanggal 1 Februari 2024 tentang Pengangkatan Anggota Dewan Komisaris.**

Pada tanggal 1 Februari 2024 pemegang saham telah menyepakati untuk mengeluarkan KPSSS tentang pengangkatan Anggota Dewan Komisaris, dengan hasil keputusan sebagai berikut:

2. **KPSSS on February 1, 2024, regarding the appointment of Members of the Board of Commissioners.**

On February 1, 2024, the shareholders agreed to issue a Circular Shareholders' Resolution (KPSSS) regarding the appointment of Members of the Board of Commissioners, with the following resolutions:

a. Mengangkat Rida Mulyana sebagai Komisaris Utama Perusahaan, berlaku efektif terhitung mulai tanggal Keputusan Pemegang Saham Secara Sirkuler ini ditandatangani, untuk jangka waktu 1 (satu) periode masa jabatan sebagaimana dimaksud dalam Anggaran Dasar Perusahaan atau sampai dengan RUPS memutuskan lain.

Dengan demikian susunan Dewan Komisaris Perusahaan menjadi:

Dewan Komisaris
Komisaris Utama: Rida Mulyana
Komisaris: Ajar Budi Kuncoro
Komisaris: Dwi Agus Setiawan
Komisaris: Budiman Parhusip
Komisaris: Havidh Nazif

b. Bagi Anggota Dewan Komisaris yang diangkat sebagaimana keputusan angka 1 di atas yang masih menjabat pada jabatan lain yang dilarang oleh peraturan perundang-undangan, ketentuan instansi/otoritas terkait maupun ketentuan internal (termasuk Anggaran Dasar Perusahaan), maka yang bersangkutan harus mengundurkan diri atau diberhentikan dari jabatannya tersebut.

Hasil KPSSS ini telah dituangkan dalam Akta No. 53 tanggal 27 Februari 2024 yang dibuat di hadapan Marianne Vincentia Hamdani, S.H., notaris di Jakarta Utara. Susunan Dewan Komisaris setelah KPSSS/Akta KPSSS ini terbit telah disesuaikan.

a. Appointed Rida Mulyana as the President Commissioner of the Company, effective from the date this Circular Shareholders' Resolution is signed, for a term of office as stipulated in the Company's Articles of Association or until decided otherwise by the General Meeting of Shareholders (GMS).

As a result, the composition of the Company's Board of Commissioners is as follows:

Board of Commissioners
President Commissioner: Rida Mulyana
Commissioner: Ajar Budi Kuncoro
Commissioner: Dwi Agus Setiawan
Commissioner: Budiman Parhusip
Commissioner: Havidh Nazif

b. Any appointed Member of the Board of Commissioners who holds another position prohibited by applicable laws and regulations, relevant authorities, or internal regulations (including the Company's Articles of Association) shall resign or be dismissed from that position.

The results of this Circular Shareholders' Resolution have been documented in Deed No. 53 dated February 27, 2024, drawn up before Marianne Vincentia Hamdani, S.H., a notary in North Jakarta. The composition of the Board of Commissioners has been adjusted accordingly following the issuance of this KPSSS/Deed.

**3. Keputusan Pemegang Saham Secara Sirkuler (KPSSS) atau Keputusan Sirkuler Pemegang Saham di Luar RUPS Tanggal 20 Februari 2024 tentang Pengangkatan Direksi.**

Pada tanggal 20 Februari 2024 pemegang saham telah menyepakati untuk mengeluarkan KPSSS tentang pengangkatan Direksi, dengan hasil keputusan sebagai berikut:

a. Mengangkat:
   i. John Anis sebagai Direktur Utama;
   ii. Irzan Noor Rizki sebagai Direktur SDM & Penunjang Bisnis;
   iii. Nelwin Aldriansyah sebagai Direktur Keuangan;
   berlaku efektif terhitung mulai tanggal KPSSS ini ditandatangani, untuk jangka waktu 1 (satu) periode masa jabatan sebagaimana dimaksud dalam Anggaran Dasar Perusahaan atau sampai dengan RUPS memutuskan lain.

   Dengan demikian susunan Direksi Perusahaan menjadi:

   Direksi
   Direktur Utama: John Anis
   Direktur Perencanaan Strategis & Pengembangan

**3. KPSSS on February 20, 2024, regarding the appointment of the Board of Directors.**

On February 20, 2024, the shareholders agreed to issue a Circular Shareholders' Resolution (KPSSS) regarding the appointment of the Board of Directors, with the following resolutions:

a. Appointed:
   i. John Anis as Chief Executive Officer;
   ii. Irzan Noor Rizki as Director of Human Capital & Corporate Services;
   iii. Nelwin Aldriansyah as Director of Finance.
   The appointments are effective from the date this KPSSS is signed, for a term of office as stipulated in the Company's Articles of Association or until decided otherwise by the General Meeting of Shareholders (GMS).

   As a result, the composition of the Company's Board of Directors is as follows:

   Board of Directors
   Chief Executive Officer: John Anis
   Director of Strategic Planning & Business

Bisnis: Fadli Rahman
Direktur Proyek & Operasi: Norman Ginting
Direktur SDM & Penunjang Bisnis: Irzan Noor Rizki

Direktur Keuangan: Nelwin Aldriansyah

Development: Fadli Rahman
Director of Projects & Operations: Norman Ginting
Director of Human Capital & Corporate Services: Irzan Noor Rizki
Director of Finance: Nelwin Aldriansyah

b. Bagi Anggota Direksi yang diangkat sebagaimana keputusan angka 1 di atas yang masih menjabat pada jabatan lain yang dilarang oleh peraturan perundang-undangan, ketentuan instansi/otoritas terkait maupun ketentuan internal (termasuk Anggaran Dasar Perusahaan), maka yang bersangkutan harus mengundurkan diri atau diberhentikan dari jabatannya tersebut.

b. Any appointed Member of the Board of Directors who holds another position prohibited by applicable laws and regulations, relevant authorities, or internal regulations (including the Company's Articles of Association) must resign or be dismissed from that position.

Hasil KPSSS ini telah dituangkan dalam Akta No. 49 tanggal 19 Maret 2024 yang dibuat di hadapan Marianne Vincentia Hamdani, S.H., notaris di Jakarta Utara. Susunan Direksi setelah KPSSS/Akta KPSSS ini terbit telah disesuaikan.

The results of this Circular Shareholders' Resolution have been documented in Deed No. 49 dated March 19, 2024, drawn up before Marianne Vincentia Hamdani, S.H., a notary in North Jakarta. The composition of the Board of Directors has been adjusted accordingly following the issuance of this KPSSS/Deed.

4. **Keputusan Pemegang Saham Secara Sirkuler (KPSSS) atau Keputusan Sirkuler Pemegang Saham di Luar RUPS Tanggal 2 Mei 2024 tentang Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2024.**

4. **KPSSS on May 2, 2024, regarding the Company's Work Plan and Budget (RKAP) for 2024.**

Pada tanggal 2 Mei 2024 pemegang saham telah menyepakati untuk mengeluarkan KPSSS tentang RKAP Tahun 2024, dengan hasil keputusan sebagai berikut:

On May 2, 2024, the shareholders agreed to issue a Circular Shareholders' Resolution (KPSSS) regarding the 2024 Company Work Plan and Budget (RKAP), with the following resolutions:

a. Menyetujui RKAP Perusahaan Tahun Buku 2024 sebagaimana termuat dalam Buku RKAP Perusahaan Tahun 2024 yang tidak terpisahkan dari KPSSS ini.
b. Menyetujui *Key Performance Indicator* (KeyPI)/ Kesepakatan Kinerja Perusahaan Tahun 2024 setelah ditetapkan dan ditandatangani oleh Direksi, Dewan Komisaris Perusahaan serta Direktur Utama PT Pertamina (Persero) yang merupakan bagian tidak terpisahkan dari Buku RKAP Perusahaan Tahun 2024.
c. Menyetujui target minimum Tingkat Kesehatan Perusahaan (TKP) Perusahaan Tahun 2024 adalah BBB (klasifikasi: Sehat) dengan peringkat *corporate rating* minimum idBBB-/BBB- oleh Perusahaan Pemeringkat Nasional/Perusahaan Pemeringkat Nasional yang terafiliasi dengan Perusahaan Pemeringkat Internasional atau minimum B-/B3 oleh Perusahaan Pemeringkat Internasional.
d. Direksi Perusahaan bertanggung jawab terhadap pelaksanaan RKAP Perusahaan Tahun 2024 serta melaksanakan arahan Dewan Komisaris Perusahaan dan Dewan Komisaris Perusahaan bertanggung jawab terhadap pengawasan pelaksanaan RKAP Perusahaan Tahun 2024.
e. Memberikan berbagai arahan kepada Direksi Perusahaan, dengan pengawasan Dewan Komisaris Perusahaan.

a. Approved the Company's 2024 RKAP as outlined in the 2024 RKAP Book, which is an integral part of this KPSSS.
b. Approved the 2024 Key Performance Indicator (KeyPI)/ Company Performance Agreement after being determined and signed by the Board of Directors, Board of Commissioners, and the Chief Executive Officer of PT Pertamina (Persero), as an inseparable part of the 2024 RKAP Book.
c. Approved the minimum target for the Company's Health Level (TKP) in 2024 to be BBB (classification: Healthy), with a minimum corporate rating of idBBB-/ BBB- by a National Rating Agency/National Rating Agency affiliated with an International Rating Agency or a minimum of B-/B3 by an International Rating Agency.
d. The Company's Board of Directors is responsible for implementing the 2024 RKAP and executing the directives of the Board of Commissioners, while the Board of Commissioners is responsible for overseeing the implementation of the 2024 RKAP.
e. Provided various directives to the Company's Board of Directors, with oversight by the Board of Commissioners.

Hasil KPSSS ini telah dituangkan dalam Akta No. 49 tanggal 31 Mei 2024 yang dibuat di hadapan Marianne Vincentia Hamdani, S.H., notaris di Jakarta Utara. Pembahasan tentang pencapaian target tahun 2024 sebagaimana tertuang dalam keputusan KPSSS ini, dan TKP Perusahaan Tahun 2024, dapat dilihat pada bab "Analisis dan Pembahasan Manajemen atas Kinerja Perusahaan". Sedangkan realisasi (KeyPI) dapat dilihat pada bab ini.

The results of this KPSSS have been documented in Deed No. 49 dated May 31, 2024, drawn up before Marianne Vincentia Hamdani, S.H., a notary in North Jakarta. Discussions on the 2024 targets achievement, as stated in this KPSSS resolution and the Company's 2024 TKP, can be found in the chapter "Management Discussion and Analysis of Company Performance." The realization of the KeyPI can be found in this chapter.

5. **Keputusan Pemegang Saham Secara Sirkuler (KPSSS) atau Keputusan Sirkuler Pemegang Saham di Luar RUPS Tanggal 15 Mei 2024 tentang Pengangkatan Direksi.**

5. **KPSSS on May 15, 2024, regarding the appointment of the Board of Directors.**

Pada tanggal 15 Mei 2024 pemegang saham telah menyepakati untuk mengeluarkan KPSSS tentang pengangkatan Direksi, dengan hasil keputusan sebagai berikut:

a. Mengangkat Iin Febrian sebagai Direktur Manajemen Risiko Perusahaan, berlaku efektif terhitung mulai tanggal KPSSS ini ditandatangani, untuk jangka waktu 1 (satu) periode masa jabatan sebagaimana dimaksud dalam Anggaran Dasar Perusahaan atau sampai dengan RUPS memutuskan lain.

   Dengan demikian susunan Direksi Perusahaan menjadi:

   Direksi
   Direktur Utama: John Anis
   Direktur Perencanaan Strategis & Pengembangan Bisnis: Fadli Rahman
   Direktur Proyek & Operasi: Norman Ginting
   Direktur SDM & Penunjang Bisnis: Irzan Noor Rizki

   Direktur Keuangan: Nelwin Aldriansyah
   Direktur Manajemen Risiko: Iin Febrian

b. Bagi Anggota Direksi yang diangkat sebagaimana keputusan angka 1 di atas yang masih menjabat pada jabatan lain yang dilarang oleh peraturan perundang-undangan, ketentuan instansi/otoritas terkait maupun ketentuan internal (termasuk Anggaran Dasar Perusahaan), maka yang bersangkutan harus mengundurkan diri atau diberhentikan dari jabatannya tersebut.

On May 15, 2024, the shareholders agreed to issue a Circular Shareholders' Resolution (KPSSS) regarding the appointment of a Director, with the following resolutions:

a. Appointed Iin Febrian as the Company's Director of Risk Management, effective from the date this KPSSS is signed, for a term of one period as stipulated in the Company's Articles of Association or until decided otherwise by the General Meeting of Shareholders (GMS).

   As a result, the composition of the Company's Board of Directors is as follows:

   Board of Directors
   Chief Executive Officer: John Anis
   Director of Strategic Planning & Business Development: Fadli Rahman
   Director of Projects & Operations: Norman Ginting
   Director of Human Capital & Corporate Services: Irzan Noor Rizki
   Director of Finance: Nelwin Aldriansyah
   Director of Risk Management: Iin Febrian

b. Any member of the Board of Directors appointed as stated in point 1 who still holds a position prohibited by laws, regulations, or internal provisions (including the Company's Articles of Association) shall resign or be dismissed from that position.

Hasil KPSSS ini telah dituangkan dalam Akta No. 04 tanggal 7 Juni 2024 yang dibuat di hadapan Marianne Vincentia Hamdani, S.H., notaris di Jakarta Utara. Susunan Direksi setelah KPSSS/Akta KPSSS ini terbit telah disesuaikan.

The results of this KPSSS have been documented in Deed No. 04 dated June 7, 2024, drawn up before Marianne Vincentia Hamdani, S.H., a notary in North Jakarta. The composition of the Board of Directors has been adjusted following the issuance of this KPSSS/Deed.

6. **Keputusan Pemegang Saham Secara Sirkuler (KPSSS) atau Keputusan Sirkuler Pemegang Saham di Luar RUPS Tanggal 6 Juni 2024 tentang Penempatan Wakil Perseroan sebagai Anggota Direksi dan Anggota Dewan Komisaris PT Pertamina Geothermal Energy Tbk.**

6. **KPSSS on June 6, 2024, regarding the placement of the Company's Representative as a Member of the Board of Directors and the Board of Commissioners of PT Pertamina Geothermal Energy Tbk.**

Pada tanggal 6 Juni 2024 pemegang saham telah menyepakati untuk mengeluarkan KPSSS tentang penempatan Wakil Perusahaan sebagai Anggota Direksi dan Anggota Dewan Komisaris PT Pertamina Geothermal Energy Tbk, dengan hasil keputusan sebagai berikut:

a. Mencabut dan menyatakan tidak berlaku KPSSS Perusahaan tentang Penempatan Wakil Perusahaan Sebagai Anggota Direksi dan Anggota Dewan Komisaris PT Pertamina Geothermal Energy Tbk tanggal 23 Mei 2024;
b. Mengusulkan pengangkatan Sdr. Edwil Suzadi sebagai Direktur Eksplorasi dan Pengembangan PT Pertamina Geothermal Energy Tbk, berlaku efektif terhitung mulai tanggal 28 Mei 2024, untuk jangka waktu 1 (satu) periode masa jabatan sebagaimana dimaksud dalam Anggaran Dasar PT Pertamina Geothermal Energy Tbk atau sampai dengan RUPS PT Pertamina Geothermal Energy Tbk memutuskan lain;
c. Mengusulkan pengangkatan:
    i. John Anis sebagai Komisaris PT Pertamina Geothermal Energy Tbk;
    ii. Abdulla Zayed sebagai Komisaris PT Pertamina Geothermal Energy Tbk;
    berlaku efektif terhitung mulai tanggal 28 Mei 2024, untuk jangka waktu 1 (satu) periode masa jabatan sebagaimana dimaksud dalam Anggaran Dasar PT Pertamina Geothermal Energy Tbk atau sampai dengan RUPS PT Pertamina Geothermal Energy Tbk memutuskan lain;
d. Calon Komisaris PT Pertamina Geothermal Energy Tbk, John Anis yang diusulkan diangkat sebagaimana keputusan angka 3 di atas tidak mendapatkan penghasilan sebagai Komisaris PT Pertamina Geothermal Energy Tbk (bersifat *pro bono*).
e. Bagi calon Anggota Direksi dan Anggota Dewan Komisaris PT Pertamina Geothermal Energy Tbk yang diusulkan untuk diangkat sebagaimana keputusan angka 2 dan 3 di atas yang masih menjabat pada jabatan lain yang dilarang oleh peraturan perundang-undangan, ketentuan instansi/otoritas terkait maupun ketentuan internal (termasuk Anggaran Dasar PT Pertamina Geothermal Energy Tbk), maka yang bersangkutan harus mengundurkan diri atau diberhentikan dari jabatannya tersebut;
f. Calon Anggota Direksi yang diusulkan untuk diangkat sebagaimana angka 2 di atas adalah untuk menggantikan pejabat yang diusulkan diberhentikan dengan hormat Rachmat Hidajat dari jabatan sebagai Direktur Eksplorasi dan Pengembangan PT Pertamina Geothermal Energy Tbk dengan alasan penyegaran organisasi;
g. Calon Anggota Dewan Komisaris PT Pertamina Geothermal Energy Tbk yang diusulkan untuk diangkat sebagaimana angka 3 di atas adalah untuk menggantikan pejabat yang diusulkan untuk diberhentikan dengan hormat sebagai berikut:
    i. Dannif Saputro dari jabatannya sebagai Komisaris PT Pertamina Geothermal Energy Tbk dengan alasan penyegaran organisasi;

On June 6, 2024, the shareholders agreed to issue a Circular Shareholders' Resolution (KPSSS) regarding the placement of Company Representatives as Members of the Board of Directors and Board of Commissioners of PT Pertamina Geothermal Energy Tbk, with the following resolutions:

a. Revoked and declared invalid the Company's KPSSS on the Placement of Company Representatives as Members of the Board of Directors and Board of Commissioners of PT Pertamina Geothermal Energy Tbk, dated May 23, 2024.
b. Proposed the appointment of Mr. Edwil Suzadi as Director of Exploration and Development of PT Pertamina Geothermal Energy Tbk, effective from May 28, 2024, for a term of one period as stipulated in the Articles of Association of PT Pertamina Geothermal Energy Tbk or until decided otherwise by the General Meeting of Shareholders (GMS) of PT Pertamina Geothermal Energy Tbk.
c. Proposed the appointment of:
    i. John Anis as Commissioner of PT Pertamina Geothermal Energy Tbk;
    ii. Abdulla Zayed as Commissioner of PT Pertamina Geothermal Energy Tbk,
    effective from May 28, 2024, for a term of one period as stipulated in the Articles of Association of PT Pertamina Geothermal Energy Tbk or until decided otherwise by the GMS of PT Pertamina Geothermal Energy Tbk.
d. The proposed Commissioner of PT Pertamina Geothermal Energy Tbk, John Anis, as mentioned in point 3 above will serve on a pro bono basis without receiving remuneration.
e. Any proposed Members of the Board of Directors and Board of Commissioners of PT Pertamina Geothermal Energy Tbk as mentioned in point 3 above who still hold other positions prohibited by laws, regulations, relevant authorities, or internal provisions (including the Articles of Association of PT Pertamina Geothermal Energy Tbk) shall resign or be dismissed from such positions.
f. The proposed Member of the Board of Directors in point 2 above is to replace Rachmat Hidajat, who is proposed to be honorably dismissed from his position as Director of Exploration and Development of PT Pertamina Geothermal Energy Tbk for organizational refreshment.
g. The proposed Members of the Board of Commissioners of PT Pertamina Geothermal Energy Tbk in point 3 above are to replace the following individuals, who are proposed to be honorably dismissed for organizational refreshment:
    i. Dannif Saputro from his position as Commissioner of PT Pertamina Geothermal Energy Tbk;

ii. Sujit S. Parhar dari jabatan sebagai Komisaris Independen PT Pertamina Geothermal Energy Tbk dengan alasan penyegaran organisasi.

h. Direksi Perusahaan atau Kuasanya agar menindaklanjuti KPSSS ini dalam RUPS PT Pertamina Geothermal Energy Tbk sesuai ketentuan yang berlaku.

Hasil KPSSS ini telah dituangkan dalam Akta No. 06 tanggal 3 Juli 2024 yang dibuat di hadapan Marianne Vincentia Hamdani, S.H., notaris di Jakarta Utara. Semua putusan pada KPSSS tersebut sudah sepenuhnya dilaksanakan oleh PT Pertamina Geothermal Energy Tbk sehingga susunan Dewan Komisaris setelah KPSSS/Akta KPSSS ini terbit telah disesuaikan.

7. **Keputusan Pemegang Saham Secara Sirkuler (KPSSS) atau Keputusan Sirkuler Pemegang Saham di Luar RUPS Tanggal 25 Juli 2024 tentang tentang Penempatan Wakil Perseroan sebagai Anggota Dewan Komisaris PT Pertamina Geothermal Energy Tbk.**

Pada tanggal 25 Juli 2024 pemegang saham telah menyepakati untuk mengeluarkan KPSSS tentang penempatan Wakil Perusahaan sebagai Anggota Dewan Komisaris PT Pertamina Geothermal Energy Tbk, dengan hasil keputusan sebagai berikut:

a. Mengusulkan pengangkatan Abd. Musawir Yahya sebagai Komisaris Independen PT Pertamina Geothermal Energy Tbk untuk jangka waktu 1 (satu) periode masa jabatan sebagaimana dimaksud dalam Anggaran Dasar PT Pertamina Geothermal Energy Tbk atau sampai dengan RUPS PT Pertamina Geothermal Energy Tbk memutuskan-lain;

b. Bagi calon Anggota Dewan Komisaris PT Pertamina Geothermal Energy Tbk yang diusulkan untuk diangkat sebagaimana keputusan angka 1 di atas yang masih menjabat pada jabatan lain yang dilarang oleh peraturan perundang-undangan, ketentuan instansi/otoritas terkait maupun ketentuan internal (termasuk Anggaran Dasar PT Pertamina Geothermal Energy Tbk), maka yang bersangkutan harus mengundurkan diri atau diberhentikan dari jabatannya tersebut;

c. Direksi Perusahaan atau Kuasanya agar menindaklanjuti KPSSS ini dalam RUPS PT Pertamina Geothermal Energy Tbk sesuai ketentuan yang berlaku.

Hasil KPSSS ini telah dituangkan dalam Akta No. 28 tanggal 22 Agustus 2024 yang dibuat di hadapan Marianne Vincentia Hamdani, S.H., notaris di Jakarta Utara. Susunan Dewan Komisaris setelah KPSSS/Akta KPSSS ini terbit telah disesuaikan.

ii. Sujit S. Parhar from his position as Independent Commissioner of PT Pertamina Geothermal Energy Tbk.

h. The Company's Board of Directors or its authorized representative shall follow up on this KPSSS in the GMS of PT Pertamina Geothermal Energy Tbk in accordance with applicable regulations.

The results of this KPSSS have been documented in Deed No. 06 dated July 3, 2024, drawn up before Marianne Vincentia Hamdani, S.H., a notary in North Jakarta. All decisions in this KPSSS have been fully implemented by PT Pertamina Geothermal Energy Tbk, and the composition of the Board of Commissioners has been adjusted accordingly.

7. **KPSSS on July 25, 2024, regarding the Placement of the Company's Representative as a Member of the Board of Commissioners of PT Pertamina Geothermal Energy Tbk.**

On July 25, 2024, the shareholders agreed to issue a Circular Shareholders' Resolution (KPSSS) regarding the placement of a Company Representative as a Member of the Board of Commissioners of PT Pertamina Geothermal Energy Tbk, with the following resolutions:

a. Proposed the appointment of Abd. Musawir Yahya as an Independent Commissioner of PT Pertamina Geothermal Energy Tbk for a term of one period as stipulated in the Articles of Association of PT Pertamina Geothermal Energy Tbk or until decided otherwise by the General Meeting of Shareholders (GMS) of PT Pertamina Geothermal Energy Tbk.

b. Any proposed Member of the Board of Commissioners of PT Pertamina Geothermal Energy Tbk as mentioned in point 1 who still holds other positions prohibited by laws, regulations, relevant authorities, or internal provisions (including the Articles of Association of PT Pertamina Geothermal Energy Tbk) shall resign or be dismissed from such positions.

c. The Company's Board of Directors or its authorized representative shall follow up on this KPSSS in the GMS of PT Pertamina Geothermal Energy Tbk in accordance with applicable regulations.

The results of this KPSSS have been documented in Deed No. 28 dated August 22, 2024, drawn up before Marianne Vincentia Hamdani, S.H., a notary in North Jakarta. The composition of the Board of Commissioners has been adjusted accordingly following the issuance of this KPSSS/Deed.

8. **Keputusan Pemegang Saham Secara Sirkuler (KPSSS) atau Keputusan Sirkuler Pemegang Saham di Luar RUPS Tanggal 31 Juli 2024 tentang Penempatan Wakil Perseroan sebagai Anggota Dewan Komisaris dan Anggota Direksi PT Jawa Satu Power.**

Pada tanggal 31 Juli 2024 pemegang saham telah menyepakati untuk mengeluarkan KPSSS tentang penempatan Wakil Perusahaan sebagai Anggota Dewan Komisaris PT Jawa Satu Power, dengan hasil keputusan sebagai berikut:

a. Mengusulkan pengangkatan Harris sebagai Komisaris Utama PT Jawa Satu Power untuk jangka waktu 1 (satu) periode masa jabatan sebagaimana dimaksud dalam Anggaran Dasar PT Jawa Satu Power atau sampai dengan RUPS PT Jawa Satu Power memutuskan lain;

b. Mengusulkan pengangkatan:
   i. Putri Dwi Kusumawati Murray sebagai Direktur Utama PT Jawa Satu Power;
   ii. Jarot Wahyudianto sebagai Direktur Operasi PT Jawa Satu Power;
   untuk jangka waktu 1 (satu) periode masa jabatan sebagaimana dimaksud dalam Anggaran Dasar PT Jawa Satu Power atau sampai dengan RUPS PT Jawa Satu Power memutuskan lain;

c. Bagi calon Anggota Dewan Komisaris dan Anggota Direksi PT Jawa Satu Power yang diusulkan untuk diangkat sebagaimana keputusan angka 1 dan 2 di atas yang masih menjabat pada jabatan lain yang dilarang oleh peraturan perundang-undangan, ketentuan instansi/otoritas terkait maupun ketentuan internal (termasuk Anggaran Dasar PT Jawa Satu Power), maka yang bersangkutan harus mengundurkan diri atau diberhentikan dari jabatannya tersebut;

d. Calon Anggota Dewan Komisaris PT Jawa Satu Power yang diusulkan pengangkatannya sebagaimana angka 1 di atas adalah untuk menggantikan pejabat yang diusulkan untuk diberhentikan dengan hormat Radianto Kusuma dari jabatan Komisaris Utama PT Jawa Satu Power dengan alasan penyegaran organisasi;

e. Calon Anggota Direksi PT Jawa Satu Power yang diusulkan pengangkatannya sebagaimana angka 2 di atas adalah untuk menggantikan pejabat yang diusulkan untuk diberhentikan dengan hormat:
   i. Rr. Assistia Semiawan dari jabatan Direktur Utama PT Jawa Satu Power dengan alasan penyegaran organisasi;
   ii. Indra Trigha dari jabatan Direktur Operasi PT Jawa Satu Power dengan alasan penyegaran organisasi;

f. Direksi Perusahaan atau Kuasanya agar menindaklanjuti KPSSS ini dalam RUPS PT Jawa Satu Power sesuai ketentuan yang berlaku.

8. **KPSSS on July 31, 2024, regarding the placement of the Company's representative as a Member of the Board of Commissioners and the Board of Directors of PT Jawa Satu Power.**

On July 31, 2024, the shareholders agreed to issue a Circular Shareholders' Resolution (KPSSS) regarding the placement of a Company Representative as a Member of the Board of Commissioners of PT Jawa Satu Power, with the following resolutions:

a. Proposed the appointment of Harris as President Commissioner of PT Jawa Satu Power for a term of one period as stipulated in the Articles of Association of PT Jawa Satu Power or until decided otherwise by the General Meeting of Shareholders (GMS) of PT Jawa Satu Power.

b. Proposed the appointment of:
   i. Putri Dwi Kusumawati Murray as Chief Executive Officer of PT Jawa Satu Power;
   ii. Jarot Wahyudianto as Director of Operations of PT Jawa Satu Power;
   for a term of one period as stipulated in the Articles of Association of PT Jawa Satu Power or until decided otherwise by the GMS of PT Jawa Satu Power.

c. Any proposed Members of the Board of Commissioners and Board of Directors of PT Jawa Satu Power as mentioned in point 1 and 2 above who still hold other positions prohibited by laws, regulations, relevant authorities, or internal provisions (including the Articles of Association of PT Jawa Satu Power) shall resign or be dismissed from such positions.

d. The proposed appointment of the Board of Commissioners member in point 1 above is to replace Radianto Kusuma, who is proposed to be honorably discharged from his position as President Commissioner of PT Jawa Satu Power due to organizational restructuring.

e. The proposed appointment of the Board of Directors members in point 2 above is to replace the following officials who are proposed to be honorably discharged due to organizational restructuring:
   i. Rr. Assistia Semiawan from his position as Chief Executive Officer of PT Jawa Satu Power;
   ii. Indra Trigha from his position as Director of Operations of PT Jawa Satu Power.

f. The Company's Board of Directors or its authorized representative shall follow up on this KPSSS in the GMS of PT Jawa Satu Power in accordance with applicable regulations.

Hasil KPSSS ini telah dituangkan dalam Akta No. 33 tanggal 29 Agustus 2024 yang dibuat di hadapan Marianne Vincentia Hamdani, S.H., notaris di Jakarta Utara. Semua putusan pada KPSSS tersebut sudah sepenuhnya dilaksanakan oleh PT Jawa Satu Power sehingga susunan Dewan Komisaris setelah KPSSS/Akta KPSSS ini terbit telah disesuaikan.

The results of this KPSSS have been documented in Deed No. 33 dated August 29, 2024, drawn up before Marianne Vincentia Hamdani, S.H., a notary in North Jakarta. All resolutions in this KPSSS have been fully implemented by PT Jawa Satu Power, and the composition of the Board of Commissioners has been adjusted accordingly following the issuance of this KPSSS Deed.

9. **Keputusan Pemegang Saham Secara Sirkuler (KPSSS) atau Keputusan Sirkuler Pemegang Saham di Luar RUPS Tanggal 10 September 2024 tentang Revisi/Perubahan sebagian Ketentuan Anggaran Dasar terkait dengan Kegiatan Investasi dan Divestasi serta Beberapa Bagian Khusus Lainnya.**

9. **KPSSS on September 10, 2024, regarding the Revision/Amendment of Certain Provisions in the Articles of Association related to investment and Divestment Activities, as well as Other Specific Sections.**

Pada tanggal 10 September 2024 pemegang saham telah menyepakati untuk mengeluarkan KPSSS tentang revisi/perubahan sebagian ketentuan dalam Anggaran Dasar Perusahaan terkait kegiatan investasi dan divestasi serta beberapa bagian khusus lainnya, dengan hasil keputusan sebagai berikut:

a. Menetapkan revisi/perubahan Anggaran Dasar Perusahaan khusus yang terkait dengan kegiatan investasi dan divestasi, serta revisi/perubahan terbatas beberapa bagian khusus lainnya, dengan materi revisi/perubahan secara rinci sebagaimana terlampir dalam KPSSS ini;
   yaitu melakukan perubahan Anggaran Dasar pada:

   Pasal 3;
   Pasal 12 ayat (2);
   Pasal 12 ayat (6);
   Pasal 12 ayat (7);
   Pasal 12 ayat ( 8); dan
   Pasal 18;
   Selanjutnya agar Direksi Perusahaan menyusun dan menyatakan kembali seluruh ketentuan dalam Anggaran Dasar Perusahaan sehubungan dengan revisi/perubahan Anggaran Dasar Perusahaan sebagaimana dimaksud dan menyampaikan akta revisi/perubahan Anggaran Dasar Perusahaan yang telah dinyatakan kembali (*restatement*) tersebut kepada Pemegang Saham paling lambat 14 hari kalender setelah tanggal KPSSS ini;

On September 10, 2024, the shareholders agreed to issue a Circular Shareholders' Resolution (KPSSS) regarding the revision/amendment of certain provisions in the Company's Articles of Association related to investment and divestment activities, as well as several other specific sections, with the following resolutions:

a. Approved the revision/amendment of the Company's Articles of Association specifically related to investment and divestment activities, as well as limited revisions/amendments to several other specific sections, with the detailed revision/amendment materials as attached to this KPSSS.
   The amendments include changes to the following articles:
   Article 3
   Article 12 paragraph (2)
   Article 12 paragraph (6)
   Article 12 paragraph (7)
   Article 12 paragraph (8)
   Article 18
   The Company's Board of Directors is required to draft and restate all provisions in the Company's Articles of Association in connection with these amendments and submit the restated deed of amendment to the Shareholders no later than 14 calendar days after the date of this KPSSS.

b. Untuk pelaksanaan KPSSS ini, Direksi Perusahaan (dengan pengawasan Dewan Komisaris Perusahaan) agar:
   i. Melaporkan setiap pelaksanaan KPSSS ini kepada Pemegang Saham;
   ii. Memastikan seluruh tugas, fungsi, tanggung jawab, wewenang dan peran tiap-tiap fungsi di Perusahaan dilaksanakan sesuai dengan peraturan perundang-undangan dan ketentuan internal yang berlaku, serta tidak ada benturan kepentingan atau *conflict of interest*;
   iii. Berkoordinasi dengan Direktur Strategi, Portofolio, dan Pengembangan Usaha PT Pertamina (Persero) dalam rangka melakukan tindakan korporasi dan tindakan lainnya yang diperlukan, serta bertindak

b. To implement this KPSSS, the Company's Board of Directors (under the supervision of the Board of Commissioners) shall:
   i. Report each implementation of this KPSSS to the Shareholders;
   ii. Ensure that all duties, functions, responsibilities, authorities, and roles within the Company are carried out in accordance with applicable laws and internal regulations, and that there are no conflicts of interest;
   iii. Coordinate with the Director of Strategy, Portfolio, and Business Development of PT Pertamina (Persero) in executing corporate actions and other necessary measures while acting professionally and

secara profesional dan mandiri untuk kepentingan terbaik Perusahaan, dengan tetap mempedomani dan tunduk pada peraturan perundang-undangan, Anggaran Dasar Perusahaan, ketentuan internal dan sistem tata kerja Perusahaan sesuai dengan prinsip-prinsip GCG;

Hasil KPSSS ini telah dituangkan dalam Akta No. 12 tanggal 19 September 2024 yang dibuat di hadapan Marianne Vincentia Hamdani, S.H., notaris di Jakarta Utara, dan seluruhnya hasil keputusan telah ditindaklanjuti.

**10. Keputusan Pemegang Saham Secara Sirkuler (KPSSS) atau Keputusan Sirkuler Pemegang Saham di Luar RUPS Tanggal 27 September 2024 tentang Penetapan Penghargaan atas Kinerja Tahunan Tahun Buku 2023 dan Remunerasi 2024 Anggota Direksi dan Dewan Komisaris Perseroan.**

Pada tanggal 27 September 2024 pemegang saham telah menetapkan besaran nilai atas penghargaan kinerja tahunan tahun buku 2023 dan remunerasi tahun 2024 yang diberikan kepada Anggota Direksi dan Dewan Komisaris. Hasil KPSSS ini telah dituangkan dalam Akta No. 8 tanggal 10 Oktober 2024 yang dibuat di hadapan Marianne Vincentia Hamdani, S.H., notaris di Jakarta Utara. Perusahaan telah membayarkan seluruh kewajiban atas penghargaan kinerja tahunan tahun buku 2023 dan remunerasi tahun 2024 Anggota Direksi dan Dewan Komisaris sebagaimana telah diamanatkan oleh pemegang saham dalam KPSSS ini.

**11. Keputusan Pemegang Saham Secara Sirkuler (KPSSS) atau Keputusan Sirkuler Pemegang Saham di Luar RUPS Tanggal 11 Oktober 2024 tentang Penetapan Threshold Anggaran Dasar terkait dengan Kegiatan Investasi dan Divestasi.**

Pada tanggal 11 Oktober 2024 pemegang saham telah menyepakati untuk mengeluarkan KPSSS tentang penetapan *Threshold* Anggaran Dasar Perusahaan terkait dengan kegiatan investasi dan divestasi, dengan hasil keputusan sebagai berikut:

a. Menetapkan batas nilai dan/atau kriteria tertentu ("*threshold*") atas tindakan-tindakan di dalam Anggaran Dasar Perusahaan khusus untuk ketentuan yang terkait dengan kegiatan investasi dan divestasi;
b. Memberikan kewenangan kepada Direksi Perusahaan untuk menetapkan batasan nilai dan/atau kriteria tertentu ("*threshold*") untuk jenis dan kategori investasi yang tidak termasuk dalam angka 1 tersebut di atas sesuai sistem tata kerja terkait investasi di Perusahaan dengan tetap memperhatikan KPSSS PPI September 2023;
c. Menugaskan Direksi untuk menyesuaikan sistem tata kerja dan ketentuan terkait investasi dan divestasi di Perusahaan agar selaras dengan Keputusan Pemegang Saham ini;
d. Menyetujui untuk menunjuk dan memberikan kuasa, dengan hak substitusi, kepada Direksi Perusahaan, baik secara bersama-sama maupun sendiri-sendiri, untuk: (i) menyatakan keputusan-keputusan tersebut di atas

independently in the best interests of the Company, in compliance with applicable laws, the Company's Articles of Association, internal regulations, and corporate governance principles.

The results of this KPSSS have been documented in Deed No. 12 dated September 19, 2024, drawn up before Marianne Vincentia Hamdani, S.H., a notary in North Jakarta, and all decisions have been followed up.

**10. KPSSS on September 27, 2024, regarding the determination of performance-based rewards for the fiscal year 2023 and the 2024 remuneration for Members of the Board of Directors and the Board of Commissioners.**

On September 27, 2024, the shareholders determined the value of the annual performance rewards for the fiscal year 2023 and the 2024 remuneration granted to the Board of Directors and the Board of Commissioners. The results of this KPSSS have been documented in Deed No. 8 dated October 10, 2024, drawn up before Marianne Vincentia Hamdani, S.H., a notary in North Jakarta. The Company has fulfilled its obligations by paying the full amount of the annual performance rewards for the fiscal year 2023 and the 2024 remuneration for the Board of Directors and the Board of Commissioners as mandated by the shareholders in this KPSSS.

**11. KPSSS on October 11, 2024, regarding the Determination of the Threshold in the Articles of Association for Investment and Divestment Activities.**

On October 11, 2024, the shareholders agreed to issue a KPSSS regarding the establishment of the threshold in the Company's Articles of Association related to investment and divestment activities. The decisions were as follows:

a. Establishing specific value limits and/or certain criteria ("thresholds") for actions within the Articles of Association, particularly for provisions related to investment and divestment activities;
b. Granting authority to the Company's Board of Directors to establish value limits and/or certain criteria ("thresholds") for types and categories of investments not included in item 1 above, in accordance with the relevant investment procedures in the Company, while still considering the September 2023 PPI KPSSS;
c. Assigning the Board of Directors to adjust the procedures and provisions related to investment and divestment in the Company to align with the shareholders' decision;
d. Approving the appointment and granting power of attorney, with the right to substitute, to the Board of Directors, whether jointly or individually, to: (i) declare the

di hadapan Notaris (apabila diperlukan), (ii) membuat, menandatangani dan menyampaikan setiap akta sehubungan dengan KPSSS ini dan untuk melakukan pemberitahuan kepada pihak berwenang yang terkait dan/atau untuk memperoleh persetujuan dari pihak berwenang yang terkait, termasuk namun tidak terbatas kapada Menteri Hukum dan Hak Asasi Manusia Republik Indonesia, dan (iii) juga untuk melaksanakan setiap dan seluruh hal dan tindakan yang diperlukan atau diharuskan oleh peraturan perundang-undangan yang berlaku untuk melaksanakan KPSSS ini.

Hasil KPSSS ini telah dituangkan dalam Akta No. 27 tanggal 28 Oktober 2024 yang dibuat di hadapan Marianne Vincentia Hamdani, S.H., notaris di Jakarta Utara.

Atas keputusan KPSSS ini telah ditindaklanjuti melalui SK Direktur Utama PT Pertamina Power Indonesia No. KPTS-022/PPI00000/2024-S0 perihal Ambang Batas Nilai ("Threshold") dan *Decision Gate* Subholding Power & Renewable Energy tanggal 26 Oktober 2024 di Jakarta.

**12. Keputusan Pemegang Saham Secara Sirkuler (KPSSS) atau Keputusan Sirkuler Pemegang Saham di Luar RUPS Tanggal 25 Oktober 2024 tentang Pengangkatan Kembali Anggota Direksi.**

a. Pada tanggal 25 Oktober 2024 pemegang saham telah menyepakati untuk mengeluarkan KPSSS tentang pengangkatan kembali Anggota Direksi, dengan hasil keputusan sebagai berikut:
   Mengangkat kembali:
   i. Norman Ginting sebagai Direktur Proyek & Operasi untuk periode jabatan ke-2 berlaku efektif terhitung mulai tanggal 27 Oktober 2024;
   ii. Fadli Rahman sebagai Direktur Perencanaan-Strategis & Pengembangan Bisnis untuk periode ke-2 berlaku efektif terhitung mulai tanggal 1 November 2024;
   untuk jangka waktu 1 (satu) periode masa jabatan sebagaimana dimaksud dalam Anggaran Dasar Perusahaan atau sampai dengan RUPS Perusahaan memutuskan lain;

   Dengan demikian susunan Anggota Direksi Perusahaan menjadi;

   Direksi
   Direktur Utama: John Anis
   Direktur Perencanaan Strategis & Pengembangan Bisnis: Fadli Rahman
   Direktur Proyek & Operasi: Norman Ginting
   Direktur SDM & Penunjang Bisnis: Irzan Noor Rizki

   Direktur Keuangan: Nelwin Aldriansyah
   Direktur Manajemen Risiko: Iin Febrian

above decisions before a Notary (if needed), (ii) create, sign, and deliver any deeds related to this KPSSS and notify the relevant authorities and/or obtain approvals from the relevant authorities, including but not limited to the Minister of Law and Human Rights of the Republic of Indonesia, and (iii) also carry out all necessary actions required by applicable laws to implement this KPSSS.

The results of this KPSSS have been documented in Deed No. 27 dated October 28, 2024, drawn up before Marianne Vincentia Hamdani, S.H., a notary in North Jakarta.

This KPSSS decision has been followed up through the Decree of the Chief Executive Officer of PT Pertamina Power Indonesia No. KPTS-022/PPI00000/2024-S0 regarding the Threshold Value and Decision Gate of the Subholding Power & Renewable Energy dated October 26, 2024, in Jakarta.

**12. KPSSS on October 25, 2024, regarding the reappointment of Members of the Board of Directors**

a. On October 25, 2024, the shareholders agreed to issue a KPSSS regarding the reappointment of members of the Board of Directors, with the following decisions:

   Reappointing:
   i. Norman Ginting as the Director of Projects & Operations for a second term, effective from October 27, 2024;
   ii. Fadli Rahman as the Director of Strategic Planning & Business Development for a second term, effective from November 1, 2024;

   For a period of 1 (one) term as defined in the Company's Articles of Association or until the General Meeting of Shareholders (GMS) decides otherwise.

   The new composition of the Board of Directors is as follows:

   Board of Directors
   Chief Executive Officer: John Anis
   Director of Strategic Planning & Business Development: Fadli Rahman
   Director of Projects & Operations: Norman Ginting
   Director of Human Capital & Corporate Services: Irzan Noor Rizki
   Director of Finance: Nelwin Aldriansyah
   Director of Risk Management: Iin Febrian

b. Bagi Anggota Direksi yang diangkat sebagaimana keputusan angka 1 di atas yang masih menjabat pada jabatan lain yang dilarang oleh peraturan perundang-undangan, ketentuan instansi/otoritas terkait maupun ketentuan internal (termasuk Anggaran Dasar Perusahaan), maka yang bersangkutan harus mengundurkan diri atau diberhentikan dari jabatannya tersebut.

Hasil KPSSS ini telah dituangkan dalam Akta No. 14 tanggal 12 November 2024 yang dibuat di hadapan Marianne Vincentia Hamdani, S.H., notaris di Jakarta Utara. Susunan Direksi setelah KPSSS/Akta KPSSS ini terbit telah disesuaikan.

b. For any Board of Directors members reappointed under decision point 1 who still hold other positions that are prohibited by laws, relevant authority regulations, or internal provisions (including the Company's Articles of Association), they shall resign or be dismissed from those positions.

The results of this KPSSS have been documented in Deed No. 14 dated November 12, 2024, drawn up before Marianne Vincentia Hamdani, S.H., a notary in North Jakarta. The composition of the Board of Directors has been adjusted accordingly after the issuance of this KPSSS Deed.



# Dewan Komisaris
## Board of Commissioners

Dewan Komisaris merupakan organ Perusahaan yang bertugas melakukan pengawasan dan memberikan nasihat kepada Direksi serta memastikan bahwa Tata Kelola Perusahaan yang Baik telah diterapkan secara efektif dan berkelanjutan pada seluruh tingkatan atau jenjang organisasi sesuai ketentuan peraturan perundang-undangan dan/atau Anggaran Dasar Perusahaan.

The Board of Commissioners is an organ of the Company responsible for overseeing and providing advice to the Board of Directors, as well as ensuring that Good Corporate Governance (GCG) has been effectively and sustainably implemented at all levels or tiers of the organization in accordance with applicable laws and/or the Company's Articles of Association.

### Ketentuan Masa Jabatan dan Komposisi Dewan Komisaris

Masa jabatan anggota Dewan Komisaris ditetapkan oleh RUPS paling lama 3 (tiga) tahun dan dapat diangkat kembali untuk 1 (satu) kali masa jabatan. Anggota Dewan Komisaris dapat diberhentikan sewaktu-waktu sebelum masa jabatannya berakhir berdasarkan keputusan RUPS.

### Terms of Office Provision and Composition of the Board of Commissioners

The term of office of members of the Board of Commissioners is determined by the GMS for a maximum of 3 (three) years and may be reappointed for 1 (one) additional term. Members of the Board of Commissioners may be dismissed at any time before the end of their term based on the resolution of the GMS.

### Susunan Dewan Komisaris

Di sepanjang tahun 2024 terdapat perubahan susunan Dewan Komisaris sebagaimana disampaikan pada kronologis perubahan susunan Dewan Komisaris di sepanjang tahun 2024 pada bab "Profil Perusahaan" dalam Laporan Tahunan ini.

Komposisi Dewan Komisaris per tanggal 31 Desember 2024 adalah sebagai berikut ini.

### Composition of the Board of Commissioners

Throughout 2024, there were changes in the composition of the Board of Commissioners, as outlined in the chronology of changes in the Board of Commissioners in 2024 in the "Company Profile" section of this Annual Report.

The composition of the Board of Commissioners as of December 31, 2024, is as follows:

**Susunan Dewan Komisaris per 31 Desember 2024**
Composition of the Board of Commissioners as of December 31, 2024

| Nama<br>Name | Jabatan<br>Position | Dasar Pengangkatan<br>Basis of Appointment | Masa Jabatan<br>Term of Office | Periode Jabatan<br>Period of Office |
|---|---|---|---|---|
| Rida Mulyana | Komisaris Utama<br>President Commissioner | Keputusan Pemegang Saham secara Sirkuler tanggal 1 Februari 2024.<br>Circular Shareholders' Resolution dated February 1, 2024. | 2024 s.d RUPS yang akan diselenggarakan di tahun 2027<br>2024 to GMS to be held in 2027 | Pertama<br>First Period |
| Havidh Nazif | Komisaris<br>Commissioner | Keputusan Pemegang Saham secara Sirkuler tanggal 21 September 2023.<br>Circular Shareholders' Resolution dated September 21, 2023. | 2023 s.d RUPS yang akan diselenggarakan di tahun 2026<br>2023 to GMS to be held in 2026 | Pertama<br>First Period |
| Ajar Budi Kuncoro | Komisaris<br>Commissioner | Keputusan Pemegang Saham secara Sirkuler tanggal 16 Juni 2023.<br>Circular Shareholders' Resolution dated June 16, 2023 | 2023 s.d RUPS yang akan diselenggarakan di tahun 2026<br>2023 to GMS to be held in 2026 | Kedua<br>Second Period |
| Budiman Parhusip | Komisaris<br>Commissioner | Keputusan Pemegang Saham secara Sirkuler tanggal 27 September 2022<br>Circular Shareholders' Resolution dated September 27, 2022. | 2022 s.d RUPS yang akan diselenggarakan di tahun 2025<br>2022 to GMS to be held in 2025 | Pertama<br>First Period |

Per 1 Januari 2025 hingga ditandatanganinya Laporan Tahunan ini pada tanggal 19 Mei 2025, tidak terdapat perubahan susunan Dewan Komisaris. Profil masing-masing Dewan Komisaris dapat dilihat pada bab "Profil Perusahaan" dalam Laporan Tahunan ini.

As of January 1, 2025, up until the signing of this Annual Report on May 19, 2025, there have been no changes in the composition of the Board of Commissioners. The profile of each member of the Board of Commissioners can be found in the "Company Profile" section of this Annual Report.

## Informasi tentang Komisaris Independen

Hingga akhir tahun 2024, Perusahaan belum memiliki Komisaris Independen. Pengangkatan Komisaris Independen sepenuhnya menjadi wewenang pemegang saham.

## Pedoman Tata Kerja Dewan Komisaris

Dewan Komisaris memiliki petunjuk pelaksanaan kerja yang ditetapkan berdasarkan Surat Keputusan Dewan Komisaris No. Kpts-006/DK/PPI/2021-SO tentang Pedoman Tata Kerja Dewan Komisaris. Pedoman tersebut berlaku bagi Dewan Komisaris dan Organ Pendukung Dewan Komisaris. Pedoman tersebut mencakup pengaturan tentang tata kelola, program kerja, pembagian tugas dan tanggung jawab, mekanisme kerja, serta pertanggungjawaban dan kerahasiaan data dan informasi.

## Wewenang, Tugas, dan Tanggung Jawab Dewan Komisaris

Dewan Komisaris memiliki wewenang, tugas, dan tanggung jawab sebagaimana tercantum di dalam Anggaran Dasar Perusahaan sebagai berikut:

1. Dewan Komisaris bertugas melakukan pengawasan terhadap kebijakan pengurusan, jalannya pengurusan pada umumnya baik mengenai Perseroan maupun usaha Perseroan yang dilakukan oleh Direksi serta memberikan nasihat kepada Direksi termasuk pengawasan terhadap pelaksanaan RJPP, RKAP, serta ketentuan Anggaran Dasar dan Keputusan RUPS, serta peraturan perundang-undangan yang berlaku, untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan.
2. Dalam melaksanakan tugasnya tersebut, setiap anggota Dewan Komisaris harus:
   a. Mematuhi Anggaran Dasar dan peraturan perundang-undangan serta prinsip-prinsip profesionalisme, efisiensi, transparansi, kemandirian, akuntabilitas, pertanggungjawaban, serta kewajaran;
   b. Beritikad baik, penuh kehati-hatian dan bertanggung jawab kepada Perusahaan dalam hal ini diwakili oleh RUPS dalam menjalankan tugas pengawasan dan pemberian nasihat kepada Direksi untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan;
   c. Dilarang melakukan transaksi yang mempunyai benturan kepentingan dan mengambil kepentingan Perusahaan selain honorarium dan fasilitas yang ditentukan oleh RUPS.
3. Dewan Komisaris berwenang untuk:
   a. Melihat buku-buku, surat-surat, serta dokumen-dokumen lainnya, memeriksa kas untuk keperluan verifikasi dan lain-lain surat berharga dan memeriksa kekayaan Perseroan.

## Information on the Independent Commissioners

As of the end of 2024, the Company has not yet appointed an Independent Commissioner. The appointment of an Independent Commissioner is entirely at the discretion of the shareholders.

## Work Guidelines for the Board of Commissioners

The Board of Commissioners has work implementation guidelines established based on the Board of Commissioners' Decree No. Kpts-006/DK/PPI/2021-SO regarding the Board of Commissioners' Work Guidelines. These guidelines apply to the Board of Commissioners and the Board of Commissioners' Supporting Organs. The guidelines cover regulations on governance, work programs, division of duties and responsibilities, work mechanisms, as well as accountability and confidentiality of data and information.

## Authority, Duties, and Responsibilities of the Board of Commissioners

The Board of Commissioners has the authority, duties, and responsibilities as outlined in the Company's Articles of Association as follows:

1. The Board of Commissioners is responsible for overseeing the management policies, the overall management process, both regarding the Company and the business activities of the Company conducted by the Board of Directors, and providing advice to the Board of Directors. This includes overseeing the implementation of the Long-Term Corporate Plan (RJPP), the Annual Work Plan and Budget (RKAP), the provisions of the Articles of Association, resolutions of the GMS and applicable laws and regulations, for the benefit of the Company and in line with the Company's objectives and purposes.
2. In carrying out these duties, each member of the Board of Commissioners must:
   a. Comply with the Articles of Association, laws, and regulations, as well as the principles of professionalism, efficiency, transparency, independence, accountability, responsibility, and fairness;
   b. Act in good faith, with due care, and be accountable to the Company, as represented by the GMS, while performing oversight and providing advice to the Board of Directors for the benefit of the Company and in alignment with the Company's goals and objectives.
   c. Refrain from engaging in transactions that may lead to conflicts of interest and from taking any personal interests in the Company other than the honorarium and facilities determined by the GMS.
3. The Board of Commissioners has the authority to:
   a. Review the books, records, and other documents, as well as inspect the cash, securities, and assets of the Company for verification purposes;

b. Memasuki pekarangan, gedung, dan kantor yang dipergunakan oleh Perusahaan;
c. Meminta penjelasan dari Direksi dan/atau pejabat lainnya mengenai segala persoalan yang menyangkut pengelolaan Perusahaan;
d. Mengetahui segala kebijakan dan tindakan yang telah dan akan dijalankan oleh Direksi;
e. Meminta Direksi dan/atau pejabat lainnya di bawah Direksi dengan sepengetahuan Direksi untuk menghadiri rapat Dewan Komisaris;
f. Mengangkat Sekretaris Dewan Komisaris, jika dianggap perlu;
g. Memberhentikan sementara anggota Direksi sesuai dengan ketentuan Undang-Undang Perseroan Terbatas;
h. Membentuk komite-komite lain selain Komite Audit, jika dianggap perlu dengan memperhatikan kemampuan Perseroan;
i. Menggunakan tenaga ahli untuk hal tertentu dan dalam jangka waktu tertentu atas beban Perseroan, jika dianggap perlu;
j. Melakukan tindakan pengurusan Perseroan dalam keadaan tertentu untuk jangka waktu tertentu sesuai dengan ketentuan Anggaran Dasar;
k. Menghadiri rapat Direksi dan memberikan pandangan terhadap hal-hal yang dibicarakan; dan
l. Melaksanakan kewenangan pengawasan lainnya sepanjang tidak bertentangan dengan peraturan perundang-undangan, Anggaran Dasar, dan/atau keputusan RUPS.

## Pembagian Tugas Dewan Komisaris

Untuk meningkatkan efektivitas kerja Dewan Komisaris dalam melakukan pengawasan terhadap pengelolaan perusahaan yang dijalankan Direksi, Dewan Komisaris telah menyusun dan mengesahkan Surat Keputusan Dewan Komisaris untuk mengangkat Ketua dan Wakil Ketua Komite yang berasal dari anggota Dewan Komisaris. Pembagian peran di antara Dewan Komisaris dalam organ pendukung tercantum dalam Piagam Komite dengan penjabaran berikut ini.

b. Enter the premises, buildings, and offices used by the Company;
c. Request explanations from the Board of Directors and/or other officials regarding any issues related to the management of the Company;
d. Be informed of all policies and actions that have been or will be implemented by the Board of Directors;
e. Request that the Board of Directors and/or other officials under the Board of Directors, with the Board of Directors' consent, to attend Board of Commissioners meetings;
f. Appoint a Secretary of the Board of Commissioners, if deemed necessary;
g. Temporarily suspend a member of the Board of Directors in accordance with the provisions of the Limited Liability Company Law;
h. Establish other committees besides the Audit Committee, if deemed necessary, considering the Company's capacity;
i. Utilize experts for specific matters and for a specific period at the Company's expense, if deemed necessary;
j. Take management actions for the Company in certain circumstances for a specific period in accordance with the provisions of the Articles of Association;
k. Attend Board of Directors meetings and provide views on matters being discussed; and
l. Exercise other supervisory authorities as long as they do not conflict with applicable laws, the Articles of Association, and/or resolutions of the GMS.

## Division of Duties of the Board of Commissioners

To enhance the effectiveness of the Board of Commissioners in overseeing the management of the Company carried out by the Board of Directors, the Board of Commissioners has established and approved a Board of Commissioners' Decree to appoint the Chair and Vice-Chair of the Committee, who are members of the Board of Commissioners. The division of roles among the Board of Commissioners within the supporting organs is outlined in the Committee Charter, with the following details.

| Rida Mulyana (Komisaris Utama)<br>(President Commissioner) | |
|---|---|
| Komisaris Utama melaksanakan tugas, wewenang, dan tanggung jawab sesuai dengan Anggaran Dasar Perusahaan dan/atau ketentuan perundang-undangan yang berlaku. Tugas, wewenang, dan tanggung jawab tersebut antara lain adalah:<br>1. Melakukan evaluasi atas kinerja Perusahaan, memberikan rekomendasi kepada Dewan Direksi pada keseluruhan bidang usaha Perusahaan, melakukan evaluasi kepatuhan terhadap Tata Kelola Perusahaan yang Baik sesuai dengan Anggaran Dasar dan arahan Pemegang Saham;<br>2. Melakukan reviu, dan memberikan tanggapan dan telaah terhadap anggota Dewan Komisaris lainnya atas hasil evaluasi, pendapat dan saran yang disampaikan oleh anggota Dewan Komisaris dalam bidang masing-masing;<br>3. Mengeluarkan kebijakan atas hasil evaluasi, pendapat dan saran/rekomendasi/usulan yang disampaikan oleh anggota Dewan Komisaris maupun organ pendukung Dewan Komisaris dalam bidang masing-masing;<br>4. Memimpin Komite Audit dan melakukan pengawasan terhadap kegiatan Perusahaan yang terkait dengan bidang tugas Komite Audit;<br>5. Melakukan pengawasan terhadap sistem pengendalian internal dan efektivitas internal auditor dan eksternal auditor. | The President Commissioner carries out the duties, authority, and responsibilities in accordance with the Company's Articles of Association and/or applicable laws and regulations. These duties, authority, and responsibilities include the following:<br>1. Conduct an evaluation of the Company's performance, provide recommendations to the Board of Directors across all areas of the Company's business, and evaluate compliance with Good Corporate Governance in accordance with the Articles of Association and directions from the Shareholders;<br>2. Review and provide responses and assessments to other members of the Board of Commissioners regarding the results of evaluations, opinions, and suggestions submitted by members of the Board of Commissioners in their respective areas;<br>3. Issue policies based on the results of evaluations, opinions, and suggestions/recommendations/proposals submitted by members of the Board of Commissioners as well as supporting organs of the Board of Commissioners in their respective areas;<br>4. Lead the Audit Committee and supervise the Company's activities related to the duties of the Audit Committee;<br>5. Supervise the internal control system and the effectiveness of the internal auditor and external auditor. |
| **Havidh Nazif (Komisaris)**<br>(Commissioner) | |
| 1. Melakukan pengawasan pada kegiatan Perencanaan, Investasi dan Operasi Perusahaan;<br>2. Melakukan pengawasan terhadap kegiatan Perusahaan yang terkait dengan bidang tugas Komite Investasi dan Manajemen Risiko;<br>3. Melakukan pengawasan terhadap kegiatan Perusahaan yang terkait dengan bidang tugas Komite Komite Nominasi dan Remunerasi. | 1. Supervising the Company's Planning, Investment, and Operational activities;<br>2. Serving as Deputy Chairman and member of the Investment and Risk Management Committee;<br>3. Serving as Deputy Chairman II and member of the Nomination and Remuneration Committee. |
| **Ajar Budi Kuncoro (Komisaris)**<br>(Commissioner) | |
| 1. Melakukan pengawasan pada kegiatan Perencanaan dan Operasi Perusahaan;<br>2. Memimpin Komite Nominasi dan Remunerasi dan melakukan pengawasan terhadap kegiatan Perusahaan yang terkait dengan bidang tugas Komite Komite Nominasi dan Remunerasi. | 1. Supervising the Company's Planning and Operational activities;<br>2. Serving as Chairman and member of the Nomination and Remuneration Committee. |
| **Budiman Parhusip (Komisaris)**<br>(Commissioner) | |
| 1. Melakukan pengawasan pada kegiatan Perencanaan, Investasi dan Operasi Perusahaan;<br>2. Melakukan pengawasan terhadap kegiatan Perusahaan yang terkait dengan bidang tugas Komite Audit;<br>3. Memimpin Komite Investasi dan Manajemen Risiko dan melakukan pengawasan terhadap kegitan Perusahaan yang terkait dengan bidang tugas Komite Investasi dan Manajemen Risiko. | 1. Supervising the Company's Planning, Investment, and Operational activities;<br>2. Serving as Chairman and member of the Investment and Risk Management Committee;<br>3. Serving as Deputy Chairman and member of the Audit Committee. |

## Perbuatan Direksi yang Memerlukan Persetujuan Dewan Komisaris

Perbuatan-perbuatan Direksi yang memerlukan persetujuan tertulis dari Dewan Komisaris sebagaimana diatur dalam Anggaran Dasar Perusahaan adalah sebagai berikut:

1. Menerima pinjaman jangka pendek dengan jumlah tertentu sama dengan atau di atas batasan nilai yang telah ditentukan, dan pinjaman jangka menengah/panjang dari Bank atau lembaga keuangan lain;
2. Memberikan pinjaman jangka pendek dengan jumlah tertentu sama dengan atau di atas batasan nilai yang telah ditentukan;

## Actions of the Board of Directors Requiring Approval from the Board of Commissioners

The actions of the Board of Directors that require written approval from the Board of Commissioners, as stipulated in the Company's Articles of Association, are as follows:

1. Receiving short-term loans in a specific amount equal to or above a predetermined value threshold, and receiving medium/long-term loans from banks or other financial institutions;
2. Providing short-term loans in a specific amount equal to or above a predetermined value threshold;

3. Memberikan pinjaman jangka menengah/panjang;
4. Mengagunkan aktiva tetap yang diperlukan dalam melaksanakan penerimaan pinjaman;
5. Melepaskan dan menghapuskan aktiva tetap bergerak Perseroan dengan umur ekonomis yang lazim berlaku dalam industri pada umumnya lebih dari 5 (lima) tahun;
6. Melepaskan dan/atau menghapuskan aktiva tetap tidak bergerak;
7. Menghapuskan dari pembukuan piutang macet dan barang dengan jumlah tertentu sama dengan atau di atas batasan nilai;
8. Mengadakan kerja sama lisensi, kontrak manajemen, menyewakan aset, kerja sama operasi, dan perjanjian kerja sama lainnya yang tidak dalam bidang usaha Perusahaan yang diatur dalam anggaran dasar Perusahaan untuk jangka waktu tidak lebih dari 1 (satu) tahun atau yang melebihi nilai tertentu yang ditetapkan oleh Dewan Komisaris;
9. Mengadakkan kerja sama Bangun Guna Serah (Build Operate and Transfer/BOT), Bangun Guna Milik (Build, Operate and Owned/BOO) atau Bangun Sewa Serah (Build, Rent and Transfer/BRT);
10. Mengikat Perseroan sebagai penjamin (borg atau avalist);
11. Menempatkan wakil Perseroan untuk menjadi calon anggota Direksi dan Dewan Komisaris di anak perusahaan atau perusahaan patungan;
12. Perubahan terhadap anggaran investasi yang nikainya melebihi yang telah ditetapkan dalam Rencana Kerja dan Anggaran Perusahaan;
13. Tindakan-tindakan sebagaimana dimaksud pada ayat 6 huruf a,b,c,d,e dan g, Pasal ini yang mempunyai akibat keuangan bagi Perseroan yang sama dengan atau melebihi threeshold investasi yang ditetapkan oleh (PT Pertamina Persero).

## Program Pengenalan Perusahaan bagi Komisaris Baru

Setiap anggota Dewan Komisaris yang diangkat untuk pertama kalinya diwajibkan mengikuti program pengenalan mengenai Perusahaan. Tanggung jawab untuk mengadakan program pengenalan ini berada pada Sekretaris Perusahaan atau siapapun yang menjalankan fungsi sebagai Sekretaris Perusahaan. Kebijakan terkait orientasi Dewan Komisaris tercantum dalam Surat Keputusan Dewan Komisaris No. Kpts-006/DK/PPI/2021-SO tentang Pedoman Tata Kerja Dewan Komisaris.

Pada tahun 2024, Perusahaan mengangkat 1 (satu) orang Komisaris baru, yaitu Rida Mulyana sebagai Komisaris Utama melalui KPSSS tanggal 1 Februari 2024. Program pengenalan Perusahaan kepada Rida Mulyana dilakukan pada tanggal 5 Maret 2024 bertempat di Grha Pertamina dan dihadiri oleh Corporate Secretary, HSSE, dan Direktur Perencanaan Strategis dan Pengembangan Bisnis.

3. Providing medium/long-term loans;
4. Pledging fixed assets as collateral in connection with obtaining loans;
5. Releasing and writing off movable fixed assets of the Company that have a commonly accepted economic life of more than 5 (five) years in the industry;
6. Releasing and/or writing off immovable fixed assets;
7. Writing off from the books any non-performing loans and goods with a specific amount equal to or above a predetermined value threshold;
8. Entering into licensing agreements, management contracts, asset leasing, joint operations, and other cooperation agreements outside the Company's line of business as set forth in the Company's articles of association for a period not exceeding 1 (one) year or with a value exceeding the threshold determined by the Board of Commissioners;
9. Entering into Build Operate and Transfer (BOT), Build Operate and Own (BOO), or Build Rent and Transfer (BRT) cooperation schemes;
10. Binding the Company as a guarantor (borg or avalist);
11. Appointing Company representatives as prospective members of the Board of Directors and Board of Commissioners in subsidiaries or joint venture companies;
12. Making changes to the investment budget that exceed the amounts set forth in the Company's Work Plan and Budget;
13. Undertaking actions as referred to in paragraph 6 letters a, b, c, d, e, and g of this Article that result in financial consequences for the Company equal to or exceeding the investment threshold set by (PT Pertamina Persero).

## Company Orientation Program for New Commissioners

Each member of the Board of Commissioners who is appointed for the first time is required to participate in a program to familiarize them with the Company. The responsibility for organizing this orientation program lies with the Corporate Secretary or the individual fulfilling the Corporate Secretary's role. The policy related to the orientation of the Board of Commissioners is outlined in the Board of Commissioners' Decree No. Kpts-006/DK/PPI/2021-SO regarding the Work Guidelines for the Board of Commissioners.

In 2024, the Company appointed one new Commissioner, Rida Mulyana, as the President Commissioner through the KPSSS dated February 1, 2024. The Company orientation program for Rida Mulyana was held on March 5, 2024, at the Grha Pertamina and was attended by Corporate Secretary, HSSE, and Director of Strategic Planning and Business Development.

## Program Pengembangan Kompetensi Dewan Komisaris

Dalam mendukung pelaksanaan tugas dan tanggung jawab Dewan Komisaris, Perusahaan memberikan kesempatan kepada anggota Dewan Komisaris untuk mengikuti program pelatihan dan pengembangan kompetensi, baik yang diselenggarakan oleh internal Perusahaan atau yang diselenggarakan oleh pihak eksternal. Program pelatihan Dewan Komisaris tercantum dalam Surat Keputusan Dewan Komisaris No. Kpts-006/DK/PPI/2021-SO tentang Pedoman Tata Kerja Dewan Komisaris.

Sepanjang tahun 2024, anggota Dewan Komisaris telah mengikuti program pelatihan dan pengembangan kompetensi sebagai berikut.

## Competency Development Program for the Board of Commissioners

To support the execution of the duties and responsibilities of the Board of Commissioners, the Company provides opportunities for members of the Board of Commissioners to participate in training and competency development programs, both organized internally by the Company or by external parties. The training program for the Board of Commissioners is outlined in the Board of Commissioners' Decree No. Kpts-006/DK/PPI/2021-SO regarding the Work Guidelines for the Board of Commissioners.

Throughout 2024, members of the Board of Commissioners participated in the following training and competency development programs:

| **Dewan Komisaris**<br>Board of Commissioners | **Materi Kegiatan**<br>Competency Development Program | **Penyelenggara**<br>Organizer | **Tempat dan Waktu**<br>Venue and Date |
|---|---|---|---|
| Rida Mulyana (Komisaris Utama)<br><br>(President Commissioner) | *Enterprise Risk Management Training for CRP Certification* | Indonesia Risk & Business Advisory (IRBA) | Grha Pertamina Lt. 12 Ruang Rapat Gas to Power, 12 Februari 2024<br><br>Grha Pertamina 12th floor, Gas to Power Meeting Room, February 12, 2024 |
| | *Workshop Master Class Corporate Governance for CGOP Certification* | Center for Risk Management and Sustainability | Grha Pertamina, Gas Power/ Online, 6 Agustus 2024<br><br>Grha Pertamina, Gas Power/ Online, August 6, 2024 |
| | *Pertamina NRE Risk Management Forum*: Manajemen Risiko sebagai *Key Enabler* Proyek Investasi (Akuisisi) Energi Baru Terbarukan<br><br>Pertamina NRE Risk Management Forum: Risk Management as a Key Enabler of New and Renewable Energy Projects Investment (Acquisitions) | Pertamina NRE | Creative Room, 10 Oktober 2024<br><br>Creative Room, October 10, 2024 |
| | *Masterclass Compliance Management for CCOP Certification* | Center for Risk Management and Sustainability | Grha Pertamina Lt. 12 Ruang Rapat Gas to Power, 4 November 2024<br><br>Grha Pertamina 12th floor, Gas to Power Meeting Room, November 4, 2024 |

| Dewan Komisaris<br>Board of Commissioners | Materi Kegiatan<br>Competency Development Program | Penyelenggara<br>Organizer | Tempat dan Waktu<br>Venue and Date |
|---|---|---|---|
| Havidh Nazif (Komisaris)<br>(Commissioner) | *Summer Course on Psychology for Sustainability: A Human-Nature (Dis) Connection in the Anthropocene Epoch* | Fakultas Psikologi Universitas Padjajaran<br><br>Faculty of Psychology, Universitas Padjajaran | Zoom Meeting, 9 Juli 2024<br>Zoom Meeting, July 9, 2024 |
| | *Workshop Master Class Corporate Governance for CGOP Certification* | Center for Risk Management and Sustainability | Grha Pertamina, Gas Power/ Online, 6 Agustus 2024<br><br>Grha Pertamina, Gas Power/ Online, August 6, 2024 |
| | *Data Protection & Privacy Essential* | Center for Risk Management and Sustainability | M-Teams, 23-24 September 2024<br><br>M-Teams, September 23-24, 2024 |
| | *Simulation Based Workshop of Key Risk Indicators* | Center for Risk Management and Sustainability | M-Teams, 26-27 September 2024<br><br>M-Teams, September 26-27, 2024 |
| | *Masterclass Compliance Management for CCOP Certification* | Center for Risk Management and Sustainability | Grha Pertamina Lt. 12 Ruang Rapat Gas to Power, 4 November 2024<br><br>Grha Pertamina 12th floor, Gas to Power Meeting Room, November 4, 2024 |
| | 1. *Training Enhancing Collaboration – Four Quadrants Personality*<br>2. *Agile Leadership in Digital Era* | VIS Harnessing Human Energy | Hyatt Regency Yogyakarta, 22-23 November 2024<br><br>Hyatt Regency Yogyakarta, November 22-23, 2024 |
| | *Workshop Applied Neuropsychology in HRD Management & Industrial Organizational Psychology* | ABC School | Zoom Meeting, 30 November 2024<br><br>Zoom Meeting, November 30, 2024 |
| Ajar Budi Kuncoro (Komisaris)<br>(Commissioner) | *Enterprise Risk Management Training for CRP Certification* | Indonesia Risk & Business Advisory (IRBA) | Grha Pertamina Lt. 12 Ruang Rapat Gas to Power, 12 Februari 2024<br><br>Grha Pertamina 12th floor, Gas to Power Meeting Room, February 12, 2024 |
| | *Workshop Master Class Corporate Governance for CGOP Certification* | Center for Risk Management and Sustainability | Grha Pertamina, Gas Power/ Online, 6 Agustus 2024<br><br>Grha Pertamina, Gas Power/ Online, August 6, 2024 |
| | *Masterclass Compliance Management for CCOP Certification* | Center for Risk Management and Sustainability | Grha Pertamina Lt. 12 Ruang Rapat Gas to Power, 4 November 2024<br><br>Grha Pertamina 12th floor, Gas to Power Meeting Room, November 4, 2024 |
| | 1. *Training Enhancing Collaboration – Four Quadrants Personality*<br>2. *Agile Leadership in Digital Era* | VIS Harnessing Human Energy | Hyatt Regency Yogyakarta, 22-23 November 2024<br><br>Hyatt Regency Yogyakarta, November 22-23, 2024 |
| | Ngopi BerAKHLAK: *Inspirational Talkshow: Creating Synergy through Collaboration across Entities and Generations* | Pertamina NRE | Bali Ballroom Hotel Kempinski, 5 Desember 2024<br><br>Bali Ballroom Hotel Kempinski, December 5, 2024 |

| Dewan Komisaris<br>Board of Commissioners | Materi Kegiatan<br>Competency Development Program | Penyelenggara<br>Organizer | Tempat dan Waktu<br>Venue and Date |
|---|---|---|---|
| Budiman Parhusip (Komisaris)<br>(Commissioner) | *Enterprise Risk Management Training for CRP Certification* | Indonesia Risk & Business Advisory (IRBA) | Grha Pertamina Lt. 12 Ruang Rapat Gas to Power, 12 Februari 2024<br><br>Grha Pertamina 12th floor, Gas to Power Meeting Room, February 12, 2024 |
| | *Workshop Alignment* Komite Pemantau Investasi dan Manajemen Risiko<br><br>Workshop Alignment of Investment Monitoring and Risk Management Committee | Komite Pemantau Investasi dan Manajemen Risiko Dewan Komisaris PT Pertamina (Persero)<br><br>Investment Monitoring and Risk Management Committee of the Board of Commissioners of PT Pertamina (Persero) | Hotel Westin Surabaya, 29 Februari - 1 Maret 2024<br><br>Westin Surabaya Hotel, February 29 - March 1, 2024 |
| | *Workshop Alignment* Komite Pemantau Investasi dan Manajemen Risiko<br><br>Workshop Alignment of Investment Monitoring and Risk Management Committee | Komite Pemantau Investasi dan Manajemen Risiko Dewan Komisaris PT Pertamina (Persero)<br><br>Investment Monitoring and Risk Management Committee of the Board of Commissioners of PT Pertamina (Persero) | Hotel Intercontinental Bandung Dago Pakar, Jl. Resort Dago Pakar Raya 2B, Bandung, 25 April 2024<br><br>Hotel Intercontinental Bandung Dago Pakar, Jl. Resort Dago Pakar Raya 2B, Bandung, April 25, 2024 |
| | *Workshop Master Class Corporate Governance for CGOP Certification* | Center for Risk Management and Sustainability | Grha Pertamina, Gas Power/ Online, 6 Agustus 2024<br><br>Grha Pertamina, Gas Power/ Online, August 6, 2024 |

## Penilaian atas Kinerja Komite Pendukung Dewan Komisaris

Dalam menjalankan tugas dan tanggung jawabnya, Dewan Komisaris dibantu oleh 4 (empat) Komite di bawahnya, yaitu Komite Audit, Komite Nominasi & Remunerasi, Komite Investasi & Manajemen Risiko dan Komite Tata Kelola Terintegrasi. Setiap Komite memiliki indikator kinerja yang ditetapkan oleh Dewan Komisaris, yang mencakup 4 (empat) aspek utama:

1. Aspek perencanaan;
2. Aspek pengawasan dan nasihat;
3. Aspek pelaporan; dan
4. Aspek dinamis.

a. **Prosedur Pelaksanaan Penilaian Kinerja dan Kriteria yang Digunakan**
Berdasarkan Pedoman Penilaian Kinerja Direksi, Dewan Komisaris, dan Komite Penunjang Dewan Komisaris di *Subholding* dan Anak Perusahaan Pertamina No. A05-002/K20000/2022-S9, komponen dalam penilaian kinerja anggota Dewan Komisaris mencakup:

i. KPI Dewan Komisaris yang terdiri dari aspek-aspek kinerja beserta bobotnya, dengan besaran target yang disetujui oleh pemegang saham.

ii. KPI anggota Dewan Komisaris diperoleh dan dibedakan berdasarkan turunan dari KPI Dewan Komisaris pada aspek yang mencakup program

## Performance Assessment of the Supporting Committees of the Board of Commissioners

In carrying out its duties and responsibilities, the Board of Commissioners is assisted by 4 (four) committees, namely the Audit Committee, the Nomination & Remuneration Committee, the Investment & Risk Management Committee. and the Integrated Governance Committee Each committee has performance indicators established by the Board of Commissioners, covering four main aspects:

1. Planning aspect;
2. Oversight and advisory aspect;
3. Reporting aspect; and
4. Dynamic aspect.

a. **Performance Assessment Procedures and Criteria**
Based on the Performance Assessment Guidelines for the Board of Directors, Board of Commissioners, and Supporting Committees of the Board of Commissioners in Subholdings and Subsidiaries of Pertamina No. A05-002/K20000/2022-S9, the components of the performance assessment for members of the Board of Commissioners include:

i. The KPI of the Board of Commissioners, which consists of performance aspects along with their respective score weightings, with the target values approved by the shareholders.

ii. The KPIs for individual members of the Board of Commissioners are derived and differentiated based on the breakdown of the Board of Commissioners'

kerja Komite Dewan Komisaris, baik dalam hal perencanaan maupun realisasi program kerja di Komitenya masing-masing, tempat anggota Dewan Komisaris tersebut ditugaskan dan menjadi Ketua/Anggota pada Komite terkait.

iii. Nilai-nilai utama AKHLAK (AKHLAK *Behavior*) yang merupakan *core values* yang ditetapkan oleh Kementerian BUMN, atau standar lainnya yang ditetapkan.

Dalam hal pemberlakuan di Pertamina *Group*, maka dapat disesuaikan dengan penambahan perilaku *Critical Behaviors* tertentu (apabila diperlukan) sebagai bagian penekanan dan *uniqueness* dari penerapan nilai-nilai utama AKHLAK dan perilaku budaya di lingkungan Pertamina *Group*.

**b. Pihak yang Melakukan Penilaian**

Pihak yang melakukan penilaian sekaligus penetapan penilaian kinerja anggota komite adalah Dewan Komisaris Perusahaan, Anggota Komite lainnya (*Peers*), dan Anggota Sekretariat Dewan Komisaris dalam Komite terkait, sesuai dengan Petunjuk Teknis Pedoman Penilaian Kinerja Direksi, Dewan Komisaris, dan Komite Penunjang Dewan Komisaris di Subholding dan Anak Perusahaan Pertamina No. A05-002/K20000/2022-S9.

**c. Hasil Penilaian Kinerja Komite**

Dalam menjalankan tugas dan fungsinya, Dewan Komisaris dibantu oleh sejumlah komite, yakni Komite Audit, Komite Nominasi dan Remunerasi, Komite Pemantau Investasi dan Manajemen Risiko, serta Komite Tata Kelola Terintegrasi. Dewan Komisaris melakukan evaluasi terhadap kinerja komite-komite tersebut secara periodik dengan merujuk pada indikator kinerja utama seperti aspek perencanaan, pengawasan dan nasihat, pelaporan dan dinamis yang merupakan kombinasi capaian KPI dan penilaian AKHLAK Behaviour Survey. Berdasarkan indikator-indikator tersebut, seluruh komite mendapat nilai rata - rata 90,72 dengan predikat kinerja "HIGH". Dewan Komisaris menilai seluruh komite telah memberikan kinerja yang baik dan berhasil meningkatkan efektivitas pelaksanaan tugas dan fungsi Dewan Komisaris selama tahun 2024.

KPIs in areas such as the work programs of the Board of Commissioners' Committees, including both planning and the realization of the work programs in their respective Committees, where each member of the Board of Commissioners is assigned and serves as the Chair/Member of the relevant Committee.

iii. The core values of AKHLAK (AKHLAK Behavior), which are the core values set by the Ministry of State-Owned Enterprises (SOEs) or other standards established.

In the case of Pertamina Group, adjustments may be made by adding specific Critical Behaviors (if necessary) as part of the emphasis and uniqueness in applying the core values of AKHLAK and the cultural behaviors within Pertamina Group.

**b. Assessing Party**

The party responsible for conducting the assessment and determining the performance evaluation of committee members is the Board of Commissioners of the Company, Other Committee Members (Peers), and Secretariat Member of the Board of Commissioners in the relevant Committee, in accordance with the Technical Guidelines of the Performance Assessment for the Board of Directors, Board of Commissioners, and Supporting Committees of the Board of Commissioners in Subholdings and Subsidiaries of Pertamina No. A05-002/K20000/2022-S9.

**c. The Committee's Performance Assessment Results**

In carrying out its duties and functions, the Board of Commissioners is supported by several committees, namely the Audit Committee, the Nomination and Remuneration Committee, the Investment Monitoring and Risk Management Committee, and the Integrated Governance Committee. The Board of Commissioners conducts periodic evaluations of these committees' performance using key performance indicators, which include aspects of planning, oversight and advisory roles, reporting, and dynamics—a combination of KPI achievements and assessments from the AKHLAK Behaviour Survey. Based on these indicators, all committees received an average score of 90.72, with a performance rating of "HIGH." The Board of Commissioners considers that all committees have delivered strong performance and have successfully enhanced the effectiveness of the Board of Commissioners' duties and functions throughout 2024.


PERTAMINA

# Direksi
## Board of Directors

Direksi merupakan organ Perusahaan yang berwenang dan bertanggung jawab penuh atas pengurusan Perusahaan untuk kepentingan terbaik Perusahaan, sesuai maksud dan tujuannya, serta mewakili Perusahaan baik di dalam maupun di luar pengadilan, memastikan agar Perusahaan melaksanakan tanggung jawab sosialnya serta memperhatikan kepentingan dari berbagai pemangku kepentingan sesuai dengan peraturan perundang-undangan yang berlaku.

The Board of Directors is the corporate organ that is authorized and fully responsible for managing the Company in the best interest of the Company, in line with its objectives and purposes. It represents the Company both in and out of court, ensures the Company fulfills its social responsibilities, and considers the interests of various stakeholders in accordance with the prevailing laws and regulations.

### Ketentuan Masa Jabatan dan Komposisi Direksi

Pengangkatan dan pemberhentian Direksi Perusahaan dilakukan melalui mekanisme RUPS di mana masa jabatan anggota Direksi ditetapkan 3 (tiga) tahun dan dapat diangkat kembali untuk 1 (satu) kali masa jabatan dengan tidak mengurangi hak dan kewenangan RUPS untuk dapat memberhentikan anggota Direksi sewaktu-waktu sebelum masa jabatannya berakhir.

### Term of Office and Composition of the Board of Directors

The appointment and dismissal of the Board of Directors are carried out through the GMS mechanism, where the term of office for each member of the Board of Directors is set to 3 (three) years and may be reappointed for one (1) additional term without prejudice to the rights and authority of the GMS to dismiss any member of the Board of Directors at any time before the end of their term.

### Susunan Direksi

Di sepanjang tahun 2024 terdapat perubahan susunan Direksi sebagaimana disampaikan pada kronologis perubahan susunan Direksi di sepanjang tahun 2024 pada bab "Profil Perusahaan" dalam Laporan Tahunan ini.

Per 31 Desember 2024, susunan Direksi Perusahaan dapat dilihat di bawah ini.

### Composition of the Board of Directors

Throughout 2024, there were changes in the composition of the Board of Directors, as outlined in the chronology of changes to the Board of Directors in the "Company Profile" section of this Annual Report.

As of December 31, 2024, the composition of the Board of Directors is as follows:

**Susunan Direksi per 31 Desember 2024**
Composition of the Board of Directors as of December 31, 2024

| Nama<br>Name | Jabatan<br>Position | Dasar Pengangkatan<br>Basis of Appointment | Masa Jabatan<br>Term of Office | Periode Jabatan<br>Period of Office |
|---|---|---|---|---|
| John Anis | Direktur Utama<br>Chief Executive Officer | Keputusan Pemegang Saham secara Sirkuler tanggal 20 Februari 2024<br><br>Circular Shareholders' Resolution dated February 20, 2024 | 2024 s.d RUPS yang akan diselenggarakan di tahun 2027<br><br>2024 to GMS to be held in 2027 | Pertama<br>First Period |
| Fadli Rahman | Direktur Perencanaan Strategis & Pengembangan Bisnis<br><br>Director of Strategic Planning & Business Development | Periode Kedua: Keputusan Pemegang Saham secara Sirkuler tanggal 25 Oktober 2024<br>Periode Pertama: Keputusan Pemegang Saham secara Sirkuler tanggal 1 November 2021<br><br>Second Period: Circular Shareholders' Resolution on October 25, 2024<br>First Period: Circular Shareholders' Resolution on November 1, 2021 | 2024 s.d RUPS yang akan diselenggarakan di tahun 2027<br><br>2024 to GMS to be held in 2027 | Kedua<br>Second Period |

**Susunan Direksi per 31 Desember 2024**
Composition of the Board of Directors as of December 31, 2024

| Nama<br>Name | Jabatan<br>Position | Dasar Pengangkatan<br>Basis of Appointment | Masa Jabatan<br>Term of Office | Periode Jabatan<br>Period of Office |
|---|---|---|---|---|
| Norman Ginting | Direktur Proyek & Operasi<br><br>Director of Projects and Operations | Periode Kedua: Keputusan Pemegang Saham secara Sirkuler tanggal 25 Oktober 2024<br>Periode Pertama: Keputusan Pemegang Saham secara Sirkuler tanggal 27 Oktober 2021<br><br>Second Period: Circular Shareholders' Resolution on October 25, 2024<br>First Period: Circular Shareholders' Resolution on October 27, 2021 | 2024 s.d RUPS yang akan diselenggarakan di tahun 2027<br><br>2024 to GMS to be held in 2027 | Kedua<br>Second Period |
| Irzan Noor Rizki | Direktur SDM & Penunjang Bisnis<br><br>Director of Human Capital & Corporate Services | Keputusan Pemegang Saham secara Sirkuler tanggal 20 Februari 2024<br><br>Circular Shareholders' Resolution dated February 20, 2024 | 2024 s.d RUPS yang akan diselenggarakan di tahun 2027<br><br>2024 to GMS to be held in 2027 | Pertama<br>First Period |
| Nelwin Aldriansyah | Direktur Keuangan<br><br>Director of Finance | Keputusan Pemegang Saham secara Sirkuler tanggal 20 Februari 2024<br><br>Circular Shareholders' Resolution dated February 20, 2024 | 2024 s.d RUPS yang akan diselenggarakan di tahun 2027<br><br>2024 to GMS to be held in 2027 | Pertama<br>First Period |
| Iin Febrian | Direktur Manajemen Risiko<br><br>Director of Risk Management | Keputusan Pemegang Saham secara Sirkuler tanggal 15 Mei 2024<br><br>Circular Shareholders' Resolution dated May 15, 2024 | 2024 s.d RUPS yang akan diselenggarakan di tahun 2027<br><br>2024 to GMS to be held in 2027 | Pertama<br>First Period |

Per 1 Januari 2025 hingga ditandatanganinya Laporan Tahunan ini pada tanggal 19 Mei 2025, tidak terdapat perubahan susunan Direksi. Profil masing-masing Direksi dapat dilihat pada bab "Profil Perusahaan" dalam Laporan Tahunan ini.

As of January 1, 2025, until the signing of this Annual Report on May 19, 2025, there have been no changes to the composition of the Board of Directors. The profiles of each member of the Board of Directors can be found in the "Company Profile" section of this Annual Report.

## Pedoman Kerja Direksi

Dalam rangka pelaksanaan tugas dan fungsinya, Direksi Perusahaan dilengkapi dengan Pedoman Kerja sebagaimana diatur dalam *Board Manual* yang telah disahkan dan ditandatangani oleh Dewan Komisaris dan Direksi pada 22 Maret 2024 . *Board Manual* Direksi mengatur beberapa hal diantaranya wewenang, tugas, dan tanggung jawab Direksi dan Dewan Komisaris serta tata laksana kerja antara Direksi dan Dewan Komisaris dalam rangka menerapkan tata kelola perusahaan yang baik. Pedoman tersebut senantiasa ditinjau dan dimutakhirkan secara berkala sesuai perkembangan peraturan dan *best practices* terkini.

## Work Guidelines for the Board of Directors

In carrying out its duties and functions, the Company's Board of Directors follows a set of Work Guidelines outlined in the Board Manual, which was ratified and signed by the Board of Commissioners and the Board of Directors on March 22, 2024. The Board Manual regulates various matters, including the authority, duties, and responsibilities of the Board of Directors and the Board of Commissioners, as well as the working procedures between the two bodies in implementing good corporate governance. These guidelines are regularly reviewed and updated in accordance with regulatory developments and the latest best practices.

## Tugas dan Tanggung Jawab Direksi

Sebagaimana tercantum dalam *Board Manual*, Direksi Perusahaan memiliki tugas, wewenang, dan kewajiban dalam menjalankan kegiatan pengelolaan Perseroan, sebagai berikut:

1. Direksi bertugas menjalankan segala tindakan yang berkaitan dengan pengurusan Perseroan untuk kepentingan Perusahaan dan sesuai dengan maksud dan tujuan Perseroan serta mewakili Perseroan baik di dalam

## Duties and Responsibilities of the Board of Directors

As outlined in the Board Manual, the Board of Directors is responsible for managing the Company's operations, with the following duties, authorities, and obligations:

1. The Board of Directors is responsible for carrying out all actions related to the management of the Company in its best interests and in line with its objectives. This includes representing the Company in and outside of court in all

maupun di luar Pengadilan tentang segala hal dan segala kejadian dengan pembatasan-pembatasan sebagaimana diatur dalam peraturan perundang-undangan, Anggaran Dasar, dan/atau keputusan RUPS.

2. Dalam melaksanakan tugas sebagaimana dimaksud pada poin 1), maka Direksi berwenang untuk:
   a. Menetapkan kebijakan dalam memimpin pengurusan Perseroan;
   b. 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 RUPS;
   c. Mengangkat dan memberhentikan pegawai Perseroan berdasarkan peraturan kepegawaian dan peraturan perundang-undangan yang berlaku;
   d. 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 pekerja Perseroan baik sendiri-sendiri maupun bersama-sama atau kepada pihak lain;
   e. Direksi dapat mengangkat dan memberhentikan Sekretaris Perusahaan berdasarkan aturan dan ketentuan yang berlaku; dan
   f. Menjalankan tindakan-tindakan lainnya baik mengenai pengurusan maupun mengenai pemilikan kekayaan Perseroan, sesuai dengan ketentuan-ketentuan yang diatur dalam Anggaran Dasar ini dan yang ditetapkan oleh RUPS berdasarkan peraturan perundang-undangan yang berlaku.
   g. 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.

matters and situations, subject to the limitations set by laws and regulations, the Articles of Association, and/or resolutions of the General Meeting of Shareholders (GMS).

2. In carrying out the duty mentioned in point 1, the Board of Directors has the authority to:
   a. Establish policies for the management of the Company;
   b. Regulate employee-related matters, including development programs, wage determination, other benefits, severance pay, service awards, and pension benefits, in accordance with applicable laws and/or GMS resolutions;
   c. Appoint and dismiss employees in accordance with prevailing labor regulations and legal provisions;
   d. Delegate authority to represent the Company in legal matters to one or more designated members of the Board of Directors, employees, or external parties, either individually or jointly;
   e. Appoint and dismiss the Corporate Secretary in accordance with applicable rules and regulations; and
   f. Undertake other actions related to the management and ownership of the Company's assets, as stipulated in the Articles of Association and determined by the GMS in compliance with prevailing laws and regulations.
   g. Making changes to investment budget items provided that (i) the value of each investment account remains unchanged and (ii) the total project value as approved in the investment approval remains unchanged, in accordance with the applicable investment work system (STK) provisions.

## Pembagian Tugas Antar Direksi

Tugas dan tanggung jawab masing-masing Direktur adalah sebagai berikut.

## Division of Duties of the Board of Directors

The duties and responsibilities of each Director are as follows:

| **John Anis**<br>**(Direktur Utama)**<br>***(Chief Executive Officer)*** | |
|---|---|
| 1. Mengesahkan dan menetapkan kebijakan serta perencanaan strategi dan pengembangan bisnis di Perusahaan dan masing-masing Anak Perusahaan/Afiliasi. | 1. Approving and establishing policies, strategic planning, and business development initiatives for the Company and its Subsidiaries/Affiliates. |
| 2. Mengesahkan dan menetapkan strategi jangka panjang (Rencana Jangka Panjang Perusahaan) dan strategi pengembangan bisnis listrik berbasis gas, energi baru dan terbarukan di masing-masing Anak Perusahaan/Afiliasi dengan mempertimbangkan lingkungan strategis usaha. | 2. Approving and setting long-term strategies (Corporate Long-Term Plan) and business development strategies for gas-based electricity, new and renewable energy in each Subsidiary/Affiliate, taking into account the strategic business environment. |
| 3. Mengesahkan dan menetapkan pelaksanaan sinergi antar Anak Perusahaan sesuai potensi komersial masing-masing dengan tetap mengacu prinsip teknis operasional, finansial, hukum, dan formalitas. | 3. Approving and implementing synergy among Subsidiaries based on their respective commercial potential while adhering to technical, operational, financial, legal, and formal principles. |
| 4. Mengesahkan dan menetapkan target tahunan, perencanaan keuangan dan anggaran bagi masing-masing Anak Perusahaan/ Afiliasi yang terkait dengan bisnis listrik berbasis energi baru dan terbarukan berdasarkan target tahunan Perusahaan. | 4. Approving and setting annual targets, financial planning, and budgets for each Subsidiary/Affiliate engaged in new and renewable energy-based electricity, aligned with the Company's annual targets. |
| 5. Mengendalikan penggerak-penggerak pasar, kompetisi, operasional, dan keuangan yang dapat memberikan *insights* untuk peluang bisnis dengan menggunakan berbagai sumber data untuk meningkatkan portofolio bisnis listrik berbasis gas, energi baru dan terbarukan di masing-masing Anak Perusahaan/Afiliasi. | 5. Overseeing market drivers, competition, operations, and financial factors to gain insights into business opportunities by utilizing various data sources to enhance the gas-based, new, and renewable energy electricity business portfolio in each Subsidiary/Affiliate. |
| 6. Mengesahkan dan menetapkan strategi pengelolaan anggaran biaya operasi dan investasi, layanan umum, serta kegiatan *public affairs* untuk menunjang kelancaran operasi Perusahaan secara efektif dan efisien. | 6. Approving and setting strategies for managing operational and investment budgets, general services, and public affairs activities to ensure the Company's operations run effectively and efficiently. |
| 7. Memastikan segala proses aktivitas manajemen risiko di lingkungan Perusahaan berjalan sesuai dengan kebijakan strategi pengelolaan risiko secara komprehensif untuk meminimalkan/mengeliminasi risiko secara efektif dan efisien. | 7. Ensuring that all risk management activities within the Company align with comprehensive risk management policies to minimize or eliminate risks effectively and efficiently. |
| 8. Menentukan strategi penyelesaian temuan auditor internal dan eksternal di lingkungan Perusahaan. | 8. Defining strategies for addressing internal and external audit findings within the Company. |
| **Norman Ginting**<br>**(Direktur Proyek & Operasi)**<br>***(Director of Projects and Operations)*** | |
| 1. Merencanakan, memonitor, mengendalikan, dan mengevaluasi pelaksanaan proyek pengembangan infrastruktur untuk *Subholding* Power New & Renewable Energy (PNRE). | 1. Planning, monitoring, controlling, and evaluating the implementation of infrastructure development projects for Subholding Power New & Renewable Energy (PNRE). |
| 2. Mengarahkan dan merencanakan implementasi proyek untuk *Subholding* PNRE. | 2. Directing and planning project implementation for Subholding PNRE. |
| 3. Melaksanakan pengadaan barang jasa yang terkait dengan pengembangan proyek untuk *Subholding* PNRE. | 3. Carrying out procurement of goods and services related to project development for Subholding PNRE. |
| 4. Melakukan kegiatan *quality assurance* dalam proses pelaksanaan proyek. | 4. Conducting quality assurance activities in the project implementation process. |
| 5. Menyusun dan melaksanakan rencana *asset lifecycle management* untuk portofolio bisnis Energi Baru & Terbarukan untuk aset yang sudah beroperasi. | 5. Developing and implementing asset lifecycle management plans for the New & Renewable Energy business portfolio for operational assets. |
| 6. Menyusun rencana operasi untuk *Subholding* PNRE. | 6. Preparing operational plans for Subholding PNRE. |
| 7. Memonitor dan mengevaluasi pelaksanaan operasi *Subholding* PNRE. | 7. Monitoring and evaluating the implementation of Subholding PNRE operations. |

| **Fadli Rahman**<br>**(Direktur Perencanaan Strategis dan Pengembangan Bisnis)**<br>***(Director of Strategic Planning and Business Development)*** | |
|---|---|
| 1. Menetapkan rencana bisnis serta memastikan terlaksananya pengelolaan risiko untuk seluruh kegiatan bisnis Energi Baru & Terbarukan.<br>2. Menetapkan Rencana Kerja dan Anggaran Operasional (RKAP) dan investasi tahunan untuk bisnis Energi Baru & Terbarukan selaras dengan strategi Holding.<br>3. Memastikan terlaksananya pengukuran kinerja secara berkala untuk binsis Energi Baru & Terbarukan dan portofolionya.<br>4. Melakukan analisa dan kegaitan investasi *inorganic* dan divestasi bisnis Energi Baru & Terbarukan.<br>5. Mengembangkan studi kelayakan komersial, operasional, dan teknis untuk kebutuhan investasi proyek Energi Baru & Terbarukan.<br>6. Memastikan seluruh kegiatan bisnis Energi Baru & Terbarukan yang diusulkan telah melalui evaluasi aspek keekonomian, regulasi terkait, dan teknis.<br>7. Memastikan terlaksananya kerja sama (*partnership*) bisnis Energi Baru & Terbarukan.<br>8. Menetapkan portofolio aset dan arahan pengembangannya. | 1. Establishing business plans and ensuring effective risk management for all New & Renewable Energy business activities.<br>2. Developing The Annual Work Plan and Budget (RKAP) for New & Renewable Energy businesses in alignment with the Holding's strategy.<br>3. Ensuring periodic performance assessment for the New & Renewable Energy business and its portfolio.<br>4. Conducting analysis and activities related to inorganic investments and divestments in the New & Renewable Energy business.<br>5. Developing commercial, operational, and technical feasibility studies for New & Renewable Energy project investment needs.<br>6. Ensuring that all proposed New & Renewable Energy business activities undergo evaluation in terms of economic viability, relevant regulations, and technical aspects.<br>7. Ensuring the implementation of business partnerships in the New & Renewable Energy sector.<br>8. Defining the asset portfolio and its development direction. |
| **Irzan Noor Rizki**<br>**(Direktur SDM & Penunjang Bisnis)**<br>***(Director of Human Capital & Corporate Services)*** | |
| 1. Mengelola dan mengembangkan perangkat *human capital* dan organisasi, serta mengembangkan *talent* dan infrastruktur *human capital* bisnis Energi Baru & Terbarukan untuk mendukung operasional Perusahaan selaras dengan strategi Holding.<br>2. Mengelola dan mengoptimalkan proses *procurement* untuk bisnis Energi Baru & Terbarukan.<br>3. Melaksanakan optimasi pengelolaan aset penunjang untuk bisnis Energi Baru & Terbarukan.<br>4. Mengoptimalkan dan mengembangkan teknologi informasi untuk mendukung bisnis Energi Baru & Terbarukan. | 1. Managing and developing human capital systems and organizational structures, as well as enhancing talent and human capital infrastructure for the New & Renewable Energy business to support the Company's operations in alignment with the Holding's strategy.<br>2. Managing and optimizing the procurement process for the New & Renewable Energy business.<br>3. Implementing asset management optimization for supporting facilities in the New & Renewable Energy business.<br>4. Optimizing and developing information technology to support the New & Renewable Energy business. |
| **Nelwin Aldriansyah**<br>**(Direktur Keuangan)**<br>***(Director of Finance)*** | |
| 1. Melaksanakan investasi dan pendanaan untuk bisnis/proyek bisnis Energi Baru & Terbarukan selaras dengan strategi Holding.<br>2. Mengelola dan mengoptimalkan sumber daya keuangan secara *prudent*, efisien dan memberi nilai tambah untuk mendukung rencana kerja bisnis Energi Baru & Terbarukan.<br>3. Mengoptimalkan pengelolaan keuangan Perusahaan bisnis Energi Baru & Terbarukan secara efektif dan *accountable*.<br>4. Melakukan pelaporan dan mengembalikan kesehatan finansial bisnis Energi Baru & Terbarukan sesuai standar akuntansi dan *best practices* keuangan. | 1. Executing investments and financing for New & Renewable Energy businesses/projects in alignment with the Holding's strategy.<br>2. Managing and optimizing financial resources prudently, efficiently, and with added value to support the business plans of New & Renewable Energy.<br>3. Optimizing the financial management of the New & Renewable Energy business effectively and accountably.<br>4. Conducting financial reporting and restoring the financial health of the New & Renewable Energy business in accordance with accounting standards and financial best practices. |
| **Iin Febrian**<br>**(Direktur Manajemen Risiko)**<br>***(Director of Risk Management)*** | **Iin Febrian (Direktur Manajemen Risiko)**<br>(Director of Risk Management) |
| 1. Memimpin dan mengendalikan strategi dan kebijakan terkait dengan pengembangan sistem manajemen terintegrasi, sistem tata kelola, standarisasi, dan continuous improvement, pemantauan, dan evaluasi risiko Perusahaan secara luas termasuk ongoing business.<br>2. Melaksanakan pengelolaan risiko sesuai dengan ketentuan peraturan perundang-undangan, Anggaran Dasar, dan/atau keputusan RUPS.<br>3. Membentuk unit kerja Manajemen Risiko yang bertanggung jawab langsung kepada direktur yang membidangi pengelolaan risiko. | 1. Leading and controlling strategies and policies related to the development of integrated management systems, governance systems, standardization, continuous improvement, as well as the monitoring and evaluation of Company-wide risks, including ongoing business activities.<br>2. Implementing risk management in accordance with applicable laws and regulations, the Articles of Association, and/or resolutions of the General Meeting of Shareholders (GMS).<br>3. Managing the Company's risks, including setting strategies, implementation policies, and short- and long-term risk management programs for strategic, operational, and investment risks, while taking into account the Company's vision, mission, and applicable regulations. |

| Iin Febrian (Direktur Manajemen Risiko)<br>(Director of Risk Management) | Iin Febrian (Direktur Manajemen Risiko)<br>(Director of Risk Management) |
|---|---|
| 4. Melakukan pengawasan dan monitoring manajemen risiko sesuai arah bisnis yang tertuang dalam RJPP dan RKAP. | 4. Controlling and providing direction for the management of governance, internal control, and business continuity management in accordance with applicable regulations. |
| 5. Mengelola risiko Perusahaan termasuk penetapan strategi dan kebijakan implementasi, dan program pengelolaan risiko jangka pendek maupun jangka panjang, baik risiko strategis, operasional, dan investasi, dengan memperhatikan visi dan misi Perusahaan serta ketentuan yang berlaku. | 5. Establishing a Risk Management unit that reports directly to the director responsible for risk management. |
| 6. Mengendalikan dan memberikan arahan pengelolaan *governance, internal control, dan business continuity management* sesuai dengan ketentuan yang berlaku. | 6. Supervising and monitoring risk management in line with the business direction set forth in the Long-Term Corporate Plan (RJPP) and the Annual Corporate Budget and Work Plan (RKAP). |

## Program Pengenalan Perusahaan bagi Direksi Baru

Kepada anggota Direksi yang diangkat untuk pertama kalinya wajib diberikan program pengenalan mengenai Perusahaan. Tanggung jawab untuk mengadakan program pengenalan tersebut berada pada Sekretaris Perusahaan atau siapapun yang menjalankan fungsi sebagai Sekretaris Perusahaan. Kebijakan terkait orientasi Direksi tercantum dalam *Board Manual*.

Pada tahun 2024, Perusahaan mengangkat 4 (empat) Direksi baru, yaitu John Anis (Direktur Utama), Irzan Noor Rizki (Direktur SDM & Penunjang Bisnis) dan Nelwin Aldriansyah (Direktur Keuangan) melalui KPSSS tanggal 20 Februari 2024, dan Iin Febrian (Direktur Manajemen Risiko) melalui KPSSS tanggal 15 Mei 2024. Program pengenalan Perusahaan kepada John Anis, Irzan Noor Rizki dan Nelwin Aldriansyah dilakukan pada tanggal 4 Maret 2024 bertempat di Grha Pertamina dan dihadiri oleh pimpinan fungsi Pertamina NRE. Sedangkan program pengenalan Perusahaan kepada Iin Febrian dilakukan pada tanggal 17 Mei 2024 bertempat di Grha Pertamina dan dihadiri oleh pimpinan fungsi PNRE.

## Program Pengembangan Kompetensi Direksi

Perusahaan memfasilitasi kegiatan peningkatan kompetensi bagi Direksi dalam rangka memberikan pemahaman terkini tentang industri dan bisnis Perusahaan serta pengetahuan terkait tata kelola dan keberlanjutan, serta pengetahuan-pengetahuan lain yang terkait dengan pelaksanaan tugas Direksi.

Sepanjang tahun 2024, Direksi telah mengikuti program pelatihan dan pengembangan kompetensi sebagai berikut.

## Company Orientation Program for New Directors

Newly appointed members of the Board of Directors are required to participate in an introduction program about the Company. The responsibility for organizing this program lies with the Corporate Secretary or any individual fulfilling the role of the Corporate Secretary. Policies related to the Directors' orientation are outlined in the Board Manual.

In 2024, the Company appointed four new Directors: John Anis (Chief Executive Officer), Irzan Noor Rizki (Director of Human Capital & Corporate Services), and Nelwin Aldriansyah (Director of Finance), through KPSSS on February 20, 2024, and Iin Febrian (Director of Risk Management), through KPSSS on May 15, 2024. The Company's introduction program for John Anis, Irzan Noor Rizki, and Nelwin Aldriansyah was held on March 4, 2024, at Grha Pertamina and was attended by Pertamina NRE function leaders. Meanwhile, the introduction program for Iin Febrian was held on May 17, 2024, at Grha Pertamina and was attended by PNRE function leaders.

## Board of Directors Competency Development Program

The Company facilitates competency development activities for the Board of Directors to enhance their understanding of the latest industry and business trends, governance and sustainability practices, as well as other knowledge relevant to their duties.

Throughout 2024, the Board of Directors has participated in the following training and competency development programs.

### Program Pengembangan Kompetensi Direksi
Program Pengembangan Kompetensi Direksi

| Direksi<br>Board of Directors | Materi Kegiatan<br>Content of Training | Penyelenggara<br>Organizer | Tempat dan Waktu<br>Venue and Time |
|---|---|---|---|
| John Anis (Direktur Utama)<br>(Chief Executive Officer) | *Sustainability Leaders Forum* | Pertamina Corporate University | Jakarta, 8 Maret 2024<br>Jakarta, March 8, 2024 |
| | *The World's Premier Enegy Conference: Multidimensional Energy Transition: Markets, Climate, Technology and Geopolitics* | Ceraweek | Houston, 18-22 Maret 2024<br>Houston, March 18-22, 2024 |
| | *Certified Risk Professional Training* | IRBA (Indonesia Risk & Business Advisory) | *Online*, Zoom, 24 Juli 2024<br>Online, Zoom, July 24, 2024 |
| | *Pemantapan Nilai-Nilai Kebangsaan*<br>*Strengthening of National Values* | Lehamnas (Lembaga Ketahanan Nasional) RI | Jakarta, 21 - 27 Oktober 2024<br>Jakarta, October 21 - 27, 2024 |
| | *Sustainability Transcendence Forum terkait Environmental Issues (Water Stewardship and Climate Finance)* | Pertamina Corporate University | Jakarta, 1 November 2024<br>Jakarta, November 1, 2024 |
| | *Pertamina – BloombergNEF Strategic Forum* 2024 | SPPU | Jakarta, 8 November 2024<br>Jakarta, November 8, 2024 |
| Norman Ginting (Direktur Proyek & Operasi)<br>(Director of Projects and Operations) | *Certified Risk Professional Training* | IRBA (Indonesia Risk & Business Advisory) | *Online*, 12 Februari 2024<br>Online, February 12, 2024 |
| | *Leading Growth Strategy Drive Exponential Growth with a Proven Framework* | Northwestern & Kellogg | *Online*, Juli – Agustus 2024<br>Online, July – August 2024 |
| | BUMN *School of Excellence - BSE Business Essential Strategic Management Stream*<br>BUMN *School of Excellence - BSE Global Immersion Program* | EMERITUS - BUMN | *Online*, Zoom, Juli – Agustus 2024<br>Online, Zoom, July – August 2024 |
| | *Immersion Program* | INSEAD - BUMN | Singapura, 6-8 November 2024<br>Singapore, November 6-8, 2024 |
| | BSE *Global Immersion Program* | Kementerian BUMN | Singapura, 6-8 November 2024<br>Singapore, November 6-8, 2024 |
| | *Strategic Management for Organizational Excellence* | Thunderbird | Jakarta, 12-13 November 2024<br>Jakarta, November 12-13, 2024 |
| Fadli Rahman (Direktur Perencanaan Strategis dan Pengembangan Bisnis)<br>(Director of Strategic Planning and Business Development) | *Certified Risk Professional Training* | IRBA (Indonesia Risk & Business Advisory) | Jakarta, 12 Februari 2024<br>Jakarta, February 12, 2024 |
| | *Sustainability Leaders Forum* | Pertamina Corporate University | *Online*, 8 Maret 2024<br>Online, March 8, 2024 |

**Program Pengembangan Kompetensi Direksi**
Program Pengembangan Kompetensi Direksi

| Direksi<br>Board of Directors | Materi Kegiatan<br>Content of Training | Penyelenggara<br>Organizer | Tempat dan Waktu<br>Venue and Time |
|---|---|---|---|
| Irzan Noor Rizki (Direktur SDM & Penunjang Bisnis)<br>(Director of Human Capital & Corporate Services) | *Certified Risk Professional Training*<br>(Pengembangan Sistem Manajemen Risiko) | IRBA (Indonesia Risk & Business Advisory) | *Online*, Zoom, 16 Juli 2024<br>Online, Zoom, July 16, 2024 |
| | Pemantapan Nilai-Nilai Kebangsaan<br>Strengthening of National Values | Lehamnas (Lembaga Ketahanan Nasional) RI | Jakarta, 29 Juli - 4 Agustus 2024<br>Jakarta, July 29 - August 4, 2024 |
| Nelwin Aldriansyah (Direktur Keuangan)<br>(Director of Finance) | *Certified Risk Professional Training* | IRBA (Indonesia Risk & Business Advisory) | *Online*, 8 Juli 2024<br>Online, July 8, 2024 |
| | *Strategic Leader Competencies* (SLC) | Daya Dimensi Indonesia | *Online*, 18-19 Juli 2024<br>Online, July 18-19, 2024 |
| | Pemantapan Nilai-Nilai Kebangsaan<br>Strengthening of National Values | Lehamnas (Lembaga Ketahanan Nasional) RI | Jakarta, 29 Juli-4 Agustus 2024<br>Jakarta, July 29 - August 4, 2024 |
| | BUMN *School of Excellence* (BSE) - *Chief Financial Officer* (CFO) *School* | Kementerian BUMN RI<br>Ministry of State-Owned Enterprises of the Republic of Indonesia | Singapura, 26-28 September 2024<br>Singapore, September 26-28, 2024 |
| Iin Febrian (Direktur Manajemen Risiko)<br>(Director of Risk Management) | *Enterprise Risk Management Training for* CRP *Certification* | Indonesia Risk & Business Advisory Services | Zoom Meeting, 8 Juli 2024<br>Zoom Meeting, July 8, 2024 |
| | *Business Strategy* Harvard *Business School Course* | Harvard Business School | *Online*, Juli 2024-Juli 2025<br>Online, July 2024-July 2025 |
| | Pengembangan Sistem Manajemen Risiko<br>Risk Management System Development | BNSP | Jakarta, Agustus 2024<br>Jakarta, August 2024 |
| | Oxford *Capital Projects Leadership Programme* | Oxford University | London, 20-28 Oktober 2024<br>London, October 20-28, 2024 |

## Informasi tentang Komite Pendukung Direksi

Hingga akhir tahun 2024, Direksi tidak membentuk komite di bawah Direksi.

## Information on the Supporting Committee of the Board of Directors

Until the end of 2024, the Board of Directors did not establish any committees under the Board of Directors.

# Transparansi Informasi tentang Dewan Komisaris dan Direksi

## Information Disclosure on the Boardof Commissioners and Directors

### Keberagaman Dewan Komisaris dan Direksi

Penunjukan dan pengangkatan Dewan Komisaris dan Direksi dilakukan oleh pemegang saham dalam rangka memenuhi kebutuhan pengelolaan dan pengembangan operasi dan bisnis Perusahaan. Penunjukan dan pengangkatan tentunya mempertimbangkan latar belakang serta kecocokannya terhadap penempatan pada posisi yang dibutuhkan, baik latar belakang akademis yang dapat mendukung pengetahuan fundamental, latar belakang karir yang mendukung pengalaman dalam mengambil keputusan strategis, maupun latar belakang sosial seperti umur dan jenis kelamin yang dapat mendukung komposisi dan keseimbangan dalam pengambilan keputusan kolektif.

Hingga akhir tahun 2024, Perusahaan belum memiliki kebijakan khusus tertulis terkait komposisi keberagaman Dewan Komisaris dan Direksi. Penunjukan dan pengangkatan Dewan Komisaris dan Direksi sepenuhnya menjadi kewenangan pemegang saham.

### Board of Commissioners and Board of Directors Diversity

The appointment and selection of the Board of Commissioners and Board of Directors are carried out by the shareholders to meet the Company's management and business development needs. These appointments take into account the candidates' backgrounds and suitability for the required positions, including academic qualifications that support fundamental knowledge, career experience that enhances strategic decision-making capabilities, and social factors such as age and gender to ensure diversity and balance in collective decision-making.

As of the end of 2024, the Company has not established a specific written policy regarding the diversity composition of the Board of Commissioners and Board of Directors. The appointment and selection of these positions remain entirely at the discretion of the shareholders.

**Komposisi keberagaman Dewan Komisaris dan Direksi yang dimiliki oleh Perusahaan dapat terlihat pada informasi berikut.**
The diversity of the Company's Board of Commissioners and Board of Directors can be seen in the following table.

| **Nama** Name | **Jabatan** Position | **Usia (tahun)** Age (years) | **Jenis Kelamin** Gender | **Pendidikan** Education | **Bidang Keahlian** Skill |
|---|---|---|---|---|---|
| Rida Mulyana | Komisaris Utama<br>President Commissioner | 61 | Laki-laki<br>Male | *Master of Science* Teknik Perminyakan, Imperial College London, Inggris (1992)<br>Master of Science Petroleum Engineering, Imperial College London, UK (1992) | Energi, Migas<br>Energy, Oil and Gas |
| Ajar Budi Kuncoro | Komisaris<br>Commissioner | 60 | Laki-Laki<br>Male | *Master of Arts* bidang *Southeast Asian Studies*, University of Wisconsin, Amerika Serikat (1997)<br>Master of Arts in Southeast Asian Studies, University of Wisconsin, USA (1997) | Akademis, Sosial & Politik, Tata Kelola<br>Academic, Social & Political, Governance |
| Budiman Parhusip | Komisaris<br>Commissioner | 64 | Laki-Laki<br>Male | *Master of Business* (MBA) *International Business*, University of Southern California, Los Angeles, Amerika Serikat (1994)<br>Master of Business (MBA) International Business, University of Southern California, Los Angeles, United States (1994) | Bisnis, Energi<br>Business, Energy |
| Havidh Nazif | Komisaris<br>Commissioner | 43 | Laki-Laki<br>Male | Doktor bidang Strategi Perusahaan, Ekonomi dan Bisnis, Universitas Indonesia (2016)<br>Doctor in Corporate Strategy, Economics and Business, Universitas Indonesia (2016) | EBT, Panas Bumi, Bisnis<br>NRE, Geothermal, Business |

**Komposisi keberagaman Dewan Komisaris dan Direksi yang dimiliki oleh Perusahaan dapat terlihat pada informasi berikut.**
The diversity of the Company's Board of Commissioners and Board of Directors can be seen in the following table.

| **Nama** Name | **Jabatan** Position | **Usia (tahun)** Age (years) | **Jenis Kelamin** Gender | **Pendidikan** Education | **Bidang Keahlian** Skill |
|---|---|---|---|---|---|
| John Anis | Direktur Utama<br>Chief Executive Officer | 58 | Laki-Laki<br>Male | Sarjana Teknik Listrik, Institut Teknologi Bandung (1991)<br>Bachelor of Electrical Engineering, Institut Teknologi Bandung (1991) | 1. Industri migas berstandar internasional<br>2. Proyek dan Operasi dalam lingkungan multikultural.<br>1. An internationally standardized oil and gas industry<br>2. Projects and operations conducted in a multicultural environment. |
| Fadli Rahman | Direktur Perencanaan Strategis dan Pengembangan Bisnis<br>Director of Strategic Planning and Business Development | 38 | Laki-Laki<br>Male | Doktor, *Mineral and Energy Economics*, Colorado School of Mines, Amerika Serikat (2016)<br>Doctor, *Mineral and Energy Economics*, Colorado School of Mines, United States (2016) | Rekayasa Reservoir, keahlian lintas sektor dan membangun bisnis baru.<br>Reservoir Engineering, cross-sectoral expertise dan building new businesses. |
| Norman Ginting | Direktur Proyek & Operasi<br>Director of Projects and Operations | 49 | Laki-Laki<br>Male | Sarjana Teknik Kimia, Institut Teknologi Bandung (2000)<br>Bachelor of Chemical Engineering, Institut Teknologi Bandung (2000) | Pengembangan proyek, komersialisasi, pembiayaan proyek, teknis & operasi proyek tenaga listrik, energi terbarukan<br>Projects development, commercialization, project financing, technical & operation of power projects, renewable energy |
| Irzan Noor Rizki | Direktur SDM & Penunjang Bisnis<br>Director of Human Capital & Corporate Services | 48 | Laki-Laki<br>Male | Magister Manajemen Ekonomi, Universitas Gadjah Mada (2015)<br>Master of Economic Management, Gadjah Mada University (2015) | Manajemen Sumber Daya Manusia<br>Human Resource Management |
| Nelwin Aldriansyah | Direktur Keuangan<br>Director of Finance | 55 | Laki-Laki<br>Male | Manajemen Bisnis (MBA), University of Strathclyde, Glasgow, Skotlandia (1997)<br>Business Management (MBA), University of Strathclyde, Glasgow, Scotland (1997) | Perbankan Investasi, Keuangan Korporat, Penggalangan Dana, Merger dan Akuisisi, Pasar Modal Ekuitas dan Pasar Modal Utang<br>Investment Banking, Corporate Finance, Fund Raising, Mergers and Acquisitions, Equity Capital Market and Debt Capital Market |
| Iin Febrian | Direktur Manajemen Risiko<br>Director of Risk Management | 46 | Laki-laki<br>Male | Magister Manajemen, Universitas Prasetya Mulya Jakarta (2009)<br>Master of Management, Universitas Prasetya Mulya Jakarta (2009) | Manajemen Risiko, Marketing, Manajemen Strategic, dan Finance<br>Risk Management, Marketing, Strategic Management, and Finance |

## Hubungan Afiliasi Dewan Komisaris, Direksi, dan Pemegang Saham Utama/Pengendali

Pengungkapan hubungan afiliasi Dewan Komisaris, Direksi, dan Pemegang Saham Utama/Pengendali dapat dilihat pada tabel di bawah ini.

## Affiliation Relationship of the Board of Commissioners, Directors, and Major/Controlling Shareholders

Disclosure of affiliated relationships of the Board of Commissioners, Directors, and Major/Controlling Shareholders can be found in the table below.

| Nama dan Jabatan<br>Name and Position | Hubungan Afiliasi dengan<br>Affiliated with | | | |
|---|---|---|---|---|
| | **Dewan Komisaris**<br>Board of Commissioners | **Direksi**<br>Board of Directors | **PT Pertamina (Persero) selaku Pemegang Saham Utama / Pengendali**<br>PT Pertamina (Persero) as the Major/Controlling Shareholder | **Pemerintah Republik Indonesia selaku Entitas Pemilik Manfaat Akhir**<br>The Government of the Republic of Indonesia as the Ultimate Beneficial Owner Entity |
| Dewan Komisaris<br>Board of Commissioners | | | | |
| Rida Mulyana (Komisaris Utama)<br>(President Commissioner) | x | x | x | x |
| Havidh Nazif (Komisaris)<br>(Commissioner) | x | x | x | √ |
| Ajar Budi Kuncoro (Komisaris)<br>(Commissioner) | x | x | x | x |
| Budiman Parhusip (Komisaris)<br>(Commissioner) | x | x | x | x |
| Direksi<br>Board of Directors | | | | |
| John Anis (Direktur Utama)<br>(Chief Executive Officer) | x | x | x | x |
| Norman Ginting (Direktur Proyek & Operasi)<br>(Director of Projects and Operations) | x | x | x | x |
| Fadli Rahman (Direktur Perencanaan Strategis dan Pengembangan Bisnis)<br>(Director of Strategic Planning and Business Development) | x | x | x | x |
| Irzan Noor Rizki (Direktur SDM & Penunjang Bisnis)<br>(Director of Human Capital & Corporate Services) | x | x | x | x |
| Nelwin Aldriansyah (Direktur Keuangan)<br>(Director of Finance) | x | x | x | x |
| Iin Febrian (Direktur Manajemen Risiko)<br>(Director of Risk Management) | x | x | x | x |

√ = terdapat; x =tidak terdapat
√ = affiliated; x = not affiliated

Adanya hubungan afiliasi di atas disebabkan rangkap jabatan yang dimiliki anggota Komisaris pada lembaga/kementerian di tingkat Pemerintah Indonesia, yaitu:

- Havidh Nazif memiliki rangkap jabatan sebagai Direktur Pembinaan Pengusahaan Ketenagalistrikan, Direktorat Jenderal Ketenagalistrikan, Kementerian Energi dan Sumber Daya Mineral Republik Indonesia (2023-sekarang)

Rangkap jabatan di atas tidak menyalahi peraturan dan perundang-undangan yang berlaku. Rangkap jabatan ini menjadi representasi manajerial Pemerintah Indonesia kepada Perusahaan sebagai bagian dari *Holding* BUMN Migas.

The affiliation mentioned above arises due to the concurrent position held by a member of the Board of Commissioners in a government institution or ministry of the Indonesian Government, namely:

- Havidh Nazif concurrently serves as the Director of Electricity Business Development at the Directorate General of Electricity, Ministry of Energy and Mineral Resources of the Republic of Indonesia (2023–present).

This concurrent position does not violate any applicable laws or regulations. Instead, it serves as a managerial representation of the Indonesian Government within the Company as part of the State-Owned Enterprise (SOE) Oil and Gas Holding.

## Rapat Dewan Komisaris dan Direksi, serta Kehadiran Dewan Komisaris dan Direksi dalam Rapat Umum Pemegang Saham (RUPS)

## Meetings of the Board of Commissioners and Board of Directors, and Attendance of the Board of Commissioners and Board of Directors at the General Meeting of Shareholders (GMS)

### Rapat Dewan Komisaris

Rapat Dewan Komisaris diadakan sekurang-kurangnya 1 (satu) kali setiap bulan, sebagaimana tercantum dalam Anggaran

### Board of Commissioners Meetings

The Board of Commissioners holds meetings at least once a month, as stipulated in the Company's Articles of Association.

Dasar Perusahaan. Dalam rapat tersebut, Dewan Komisaris dapat mengundang Direksi.

In these meetings, the Board of Commissioners may invite the Board of Directors.

Sepanjang tahun 2024, Dewan Komisaris telah menyelenggarakan rapat internal Dewan Komisaris sebanyak 4 (empat) kali. Adapun frekuensi kehadiran Dewan Komisaris dalam rapat tersebut adalah sebagai berikut.

Throughout 2024, the Board of Commissioners conducted four internal meetings. The attendance of the Board of Commissioners in these meetings is as follows.

### Frekuensi Rapat Dewan Komisaris dan Kehadiran Dewan Komisaris

Frequency of Board of Commissioners Meetings and Attendance of the Board of Commissioners

| Dewan Komisaris<br>Board of Commissioners | Jumlah Rapat<br>Total Meetings | Jumlah Ketidakhadiran<br>Total Absences | Kehadiran<br>Attendance | Persentase (%)<br>Percentage (%) |
|---|---|---|---|---|
| Rida Mulyana (Komisaris Utama)*<br>(President Commissioner)* | 4 | - | 4 | 100 |
| Havidh Nazif (Komisaris)<br>(Commissioner) | 4 | - | 4 | 100 |
| Ajar Budi Kuncoro (Komisaris)<br>(Commissioner) | 4 | - | 4 | 100 |
| Budiman Parhusip (Komisaris)<br>(Commissioner) | 4 | - | 4 | 100 |
| Dwi Agus Setiawan (Komisaris)**<br>(Commissioner)** | - | - | - | - |
| Rata-rata<br>Average | | | | 100 |

***) Rida Mulyana menjabat sejak 1 Februari 2024.**
****) Dwi Agus Setiawan tidak lagi menjabat sejak 26 April 2024.**
*) Rida Mulyana served since February 1, 2024.
**) Dwi Agus Setiawan's no longer served on April 26, 2024.

### Agenda Rapat Internal Dewan Komisaris

Board of Commissioners Internal Meeting Agenda

| No | Tanggal<br>Date | Agenda | Peserta Rapat<br>Participants | Dewan Komisaris yang Tidak Hadir<br>Absent Board of Commissioners |
|---|---|---|---|---|
| 1 | 29 Mei 2024<br>May 29, 2024 | Finalisasi Usulan Penghargaan Kinerja/Tantiem Direksi dan Dewan Komisaris PT Pertamina Power Indonesia Tahun Buku 2023 dan Usulan Remunerasi Direksi dan Dewan Komisaris PT Pertamina Power Indonesia Tahun Buku 2024<br>Finalization of the Proposed Performance Reward/ Tantiem of the Board of Directors and Board of Commissioners of PT Pertamina Power Indonesia for Fiscal Year 2023 and Proposed Remuneration of the Board of Directors and Board of Commissioners of PT Pertamina Power Indonesia for Fiscal Year 2024. | 1. Rida Mulyana (Komisaris Utama) (President Commissioner)<br>2. Havidh Nazif (Komisaris) (Commissioner)<br>3. Ajar Budi Kuncoro (Komisaris) (Commissioner)<br>4. Budiman Parhusip (Komisaris) (Commissioner) | - |
| 2 | 29 Mei 2024<br>May 29, 2024 | Rencana Alokasi Anggaran Dewan Komisaris Tahun 2025<br>Board of Commissioners Budget Allocation Plan 2025 | 1. Rida Mulyana (Komisaris Utama/President Commissioner)<br>2. Havidh Nazif (Komisaris) (Commissioner)<br>3. Ajar Budi Kuncoro (Komisaris) (Commissioner)<br>4. Budiman Parhusip (Komisaris) (Commissioner) | - |
| 3 | 6 Juni 2024<br>June 6, 2024 | 1. Usulan Rencana Kunjungan Kerja/Perjalanan Dinas dan Pelatihan Dewan Komisaris Periode Juni-Desember 2024<br>2. Rencana Kunjungan Kerja Dewan Komisaris PT Pertamina Power Indonesia Tahun 2025<br>1. Proposed Work Visit Plan/Business Travel and Training for the Board of Commissioners for the June-December 2024 Period<br>2. Work Visit Plan of the Board of Commissioners of PT Pertamina Power Indonesia in 2025 | 1. Rida Mulyana (Komisaris Utama) (President Commissioner)<br>2. Havidh Nazif (Komisaris) (Commissioner)<br>3. Ajar Budi Kuncoro (Komisaris) (Commissioner)<br>4. Budiman Parhusip (Komisaris) (Commissioner) | - |

**Agenda Rapat Internal Dewan Komisaris**
Board of Commissioners Internal Meeting Agenda

| No | Tanggal Date | Agenda | Peserta Rapat Participants | Dewan Komisaris yang Tidak Hadir Absent Board of Commissioners |
|---|---|---|---|---|
| 4 | 9 Desember 2024 December 9, 2024 | 1. *PNRE Capital Structure Review: A Foundation to Value Creation*<br>2. *Portfolio Management Office*<br>3. *Human Resources Planning & Management in View of the Portfolio Development* | 1. Rida Mulyana (Komisaris Utama) (President Commissioner)<br>2. Havidh Nazif (Komisaris) (Commissioner)<br>3. Ajar Budi Kuncoro (Komisaris) (Commissioner)<br>4. Budiman Parhusip (Komisaris) (Commissioner) | - |

## Rapat Dewan Komisaris Mengundang Direksi

Di samping itu, Rapat Dewan Komisaris juga dapat dilakukan dengan mengundang Direksi. Di sepanjang tahun 2024, Dewan Komisaris telah menyelenggarakan rapat dengan mengundang Direksi sebanyak 18 (delapan belas) kali. Adapun frekuensi kehadiran Dewan Komisaris dan Direksi dalam rapat tersebut adalah sebagai berikut.

## Board of Commissioners Meetings Inviting the Board of Directors

Additionally, the Board of Commissioners meetings may also involve the Board of Directors. Throughout 2024, the Board of Commissioners held 18 (eighteen) meetings with the Board of Directors. The attendance of the Board of Commissioners and the Board of Directors in these meetings is as follows.

**Frekuensi Rapat Dewan Komisaris Mengundang Direksi, dan Kehadiran Dewan Komisaris dan Direksi dalam Rapat Dewan Komisaris Mengundang Direksi**
Frequency of Meetings of the Board of Commissioners Inviting Directors, and Attendance of the Board of Commissioners and Directors in Meetings of the Board of Commissioners Inviting Directors

| Nama dan Jabatan Name and Position | Jumlah Rapat Total Meetings | Jumlah Ketidakhadiran Total Absences | Kehadiran Attendance | Persentase (%) Percentage (%) |
|---|---|---|---|---|
| Dewan Komisaris<br>Board of Commissioners | | | | |
| Rida Mulyana (Komisaris Utama)*<br>(President Commissioner)* | 17 | - | 17 | 100 |
| Havidh Nazif (Komisaris)<br>(Commissioner) | 18 | - | 18 | 100 |
| Ajar Budi Kuncoro (Komisaris)<br>(Commissioner) | 18 | - | 18 | 100 |
| Budiman Parhusip (Komisaris)<br>(Commissioner) | 18 | - | 18 | 100 |
| Dwi Agus Setiawan (Komisaris)**<br>(Commissioner)** | 3 | - | 3 | 100 |
| Direksi<br>Board of Directors | | | | |
| John Anis (Direktur Utama)****<br>(Chief Executive Officer)**** | 17 | - | 17 | 100 |
| Norman Ginting (Direktur Proyek & Operasi)<br>(Director of Projects and Operations) | 18 | 4 | 14 | 78 |
| Fadli Rahman (Direktur Perencanaan Strategis dan Pengembangan Bisnis)<br>(Director of Strategic Planning and Business Development) | 18 | 1 | 17 | 94 |
| Irzan Noor Rizki (Direktur SDM & Penunjang Bisnis)****<br>(Director of Human Capital & Corporate Services)**** | 17 | 2 | 15 | 88 |
| Nelwin Aldriansyah (Direktur Keuangan)****<br>(Director of Finance)**** | 17 | 1 | 16 | 94 |
| Iin Febrian (Direktur Manajemen Risiko)*****<br>(Director of Risk Management)***** | 12 | - | 12 | 100 |

### Frekuensi Rapat Dewan Komisaris Mengundang Direksi, dan Kehadiran Dewan Komisaris dan Direksi dalam Rapat Dewan Komisaris Mengundang Direksi

Frequency of Meetings of the Board of Commissioners Inviting Directors, and Attendance of the Board of Commissioners and Directors in Meetings of the Board of Commissioners Inviting Directors

| Nama dan Jabatan<br>Name and Position | Jumlah Rapat<br>Total Meetings | Jumlah Ketidakhadiran<br>Total Absences | Kehadiran<br>Attendance | Persentase (%)<br>Percentage (%) |
|---|---|---|---|---|
| Dannif Danusaputro (Direktur Utama)***<br>(Chief Executive Officer)*** | 1 | - | 1 | 100 |
| Iman Hilmansah (Direktur Keuangan)***<br>(Director of Finance)*** | 1 | - | 1 | 100 |
| Said Reza Pahlevy (Direktur SDM & Penunjang Bisnis)***<br>(Director of Human Capital & Corporate Services)*** | 1 | - | 1 | 100 |
| Rata-rata<br>Average | | | | 96 |

***) Rida Mulyana menjabat sejak 1 Februari 2024.**
****) Dwi Agus Setiawan tidak lagi menjabat sejak 26 April 2024.**
*****) Dannif Danusaputro, Iman Hilmansah, dan Said Reza Pahlevy tidak lagi menjabat sejak 14 Februari 2024.**
******) John Anis, Irzan Noor Rizki, dan Nelwin Aldriansyah menjabat sejak 20 Februari 2024.**
*******) Iin Febrian menjabat sejak 15 Mei 2024.**
*) Rida Mulyana served since February 1, 2024.
**) Dwi Agus Setiawan no longer served as of April 26, 2024.
***) Dannif Danusaputro, Iman Hilmansah, and Said Reza Pahlevy no longer served as of February 14, 2024.
****) John Anis, Irzan Noor Rizki, and Nelwin Aldriansyah served since February 20, 2024.
*****) Iin Febrian served since May 15, 2024.

### Agenda Rapat Dewan Komisaris Mengundang Direksi

Agenda of Board of Commissioners Meeting Inviting Directors

| No | Tanggal<br>Date | Agenda | Peserta Rapat<br>Participants | Dewan Komisaris dan/atau Direksi yang Tidak Hadir<br>Absent Board of Commissioners and/or Directors |
|---|---|---|---|---|
| 1 | 22 Januari 2024<br>January 22, 2024 | *1. Monitoring* Sasaran Rencana Kerja dan Anggaran Perusahaan (RKAP) *Subholding Power & New Renewable Energy* (SH PNRE) *Year to Date* (YTD) Desember 2023<br>*2. Update* Pasca Akuisisi PT Gesits Motor Nusantara<br>1. Monitoring of the Work Plan and Budget (RKAP) Year to Date (YTD) December 2023 of Subholding Power & New Renewable Energy (SH PNRE) target<br>2. Post Acquisition Update of PT Gesits Motor Nusantara | 1. Ajar Budi Kuncoro (Komisaris) (Commissioner)<br>2. Dwi Agus Setiawan (Komisaris) (Commissioner)<br>3. Budiman Parhusip (Komisaris) (Commissioner)<br>4. Havidh Nazif (Komisaris) (Commissioner)<br>5. Agus Pranowo (Anggota Komite Audit) (Member of Audit Committee)<br>6. Mira Gardiana (Anggota Komite Nominasi & Remunerasi) (Member of Nomination & Remuneration Committee)<br>7. Roesly Mahmud (Anggota Komite Audit) (Member of Audit Committee)<br>8. Eri B.H. Reksoprodjo (Anggota Komite Investasi & Manajemen Risiko) (Member of Investment & Risk Management Committee)<br>9. Belladona Troxylon M. Anggota Komite Investasi & Manajemen Risiko) (Member of Investment & Risk Management Committee)<br>10. Seluruh anggota Direksi<br>All members of the Board of Directors | - |

**Agenda Rapat Dewan Komisaris Mengundang Direksi**
Agenda of Board of Commissioners Meeting Inviting Directors

| No | Tanggal<br>Date | Agenda | Peserta Rapat<br>Participants | Dewan Komisaris dan/atau Direksi yang Tidak Hadir<br>Absent Board of Commissioners and/or Directors |
|---|---|---|---|---|
| 2 | 23 Februari 2024<br>February 23, 2024 | 1. *Monitoring* Sasaran Rencana Kerja dan Anggaran Perusahaan (RKAP) *Subholding Power & New Renewable Energy* (SH PNRE) *Year to Date* (YTD) Januari 2024<br>2. *Update* Proyek Vatica<br>3. Proyek Northstar<br>1. Monitoring of the Work Plan and Budget (RKAP) Year to Date (YTD) January 2024 of Subholding Power & New Renewable Energy (SH PNRE) target<br>2. Vatica Project Update<br>3. Northstar Project | 1. Rida Mulyana (Komisaris Utama)<br>(President Commissioner)<br>2. Ajar Budi Kuncoro (Komisaris)<br>(Commissioner)<br>3. Dwi Agus Setiawan (Komisaris)<br>(Commissioner)<br>4. Budiman Parhusip (Komisaris)<br>(Commissioner)<br>5. Havidh Nazif (Komisaris)<br>(Commissioner)<br>6. Agus Pranowo (Anggota Komite Audit)<br>(Member of Audit Committee)<br>7. Mira Gardiana (Anggota Komite Nominasi & Remunerasi)<br>(Member of Nomination & Remuneration Committee)<br>8. Roesly Mahmud (Anggota Komite Audit)<br>(Member of Audit Committee)<br>9. Eri B.H. Reksoprodjo (Anggota Komite Investasi & Manajemen Risiko)<br>(Member of Investment & Risk Management Committee)<br>10. Belladona Troxylon M. (Anggota Komite Investasi & Manajemen Risiko)<br>(Member of Investment & Risk Management Committee)<br>11. Seluruh anggota Direksi<br>All members of the Board of Directors | - |
| 3 | 28 Maret 2024<br>March 28, 2024 | *Monitoring* Sasaran Rencana Kerja dan Anggaran Perusahaan (RKAP) *Subholding Power & New Renewable Energy* (SH PNRE) *Year to Date* (YTD) Februari 2024<br>Monitoring of the Work Plan and Budget (RKAP) Year to Date (YTD) February 2024 of Subholding Power & New Renewable Energy (SH PNRE) target | 1. Rida Mulyana (Komisaris Utama)<br>(President Commissioner)<br>2. Ajar Budi Kuncoro (Komisaris)<br>(Commissioner)<br>3. Dwi Agus Setiawan (Komisaris)<br>(Commissioner)<br>4. Budiman Parhusip (Komisaris)<br>(Commissioner)<br>5. Havidh Nazif (Komisaris)<br>(Commissioner)<br>6. Agus Pranowo (Anggota Komite Audit)<br>(Member of Audit Committee)<br>7. Mira Gardiana (Anggota Komite Nominasi & Remunerasi)<br>(Member of Investment & Risk Management Committee)<br>8. Roesly Mahmud (Anggota Komite Audit)<br>(Member of Audit Committee)<br>9. Eri B.H. Reksoprodjo (Anggota Komite Investasi & Manajemen Risiko)<br>(Member of Investment & Risk Management Committee)<br>10. Basuki (Anggota Komite Nominasi & Remunerasi)<br>(Member of Nomination & Remuneration Committee)<br>11. Seluruh Direksi<br>All members of the Board of Directors | 1. Direktur Perencanaan Strategis dan Pengembangan Bisnis berhalangan hadir berdasarkan Surat Penunjukan Pelaksana Tugas Harian No. SPPTH-008/PPI00000/2024-S8 dan digantikan oleh Direktur Proyek dan Operasi.<br>2. Direktur SDM & Penunjang Bisnis berhalangan hadir berdasarkan Surat Penunjukan Pelaksana Tugas Harian No. SPPTH-009/PPI00000/2024-S8 dan digantikan oleh Direktur Keuangan.<br><br>1. Director of Strategic Planning and Business Development was unable to attend, as stated in the Daily Task Assignment Letter No. SPPTH-008/PPI00000/2024-S8, and was replaced by the Director of Projects and Operations.<br>2. Director of HR & Business Support was unable to attend, as stated in the Daily Task Assignment Letter No. SPPTH-009/PPI00000/2024-S8, and was replaced by the Director of Finance. |

**Agenda Rapat Dewan Komisaris Mengundang Direksi**
Agenda of Board of Commissioners Meeting Inviting Directors

| No | Tanggal<br>Date | Agenda | Peserta Rapat<br>Participants | Dewan Komisaris dan/atau Direksi yang Tidak Hadir<br>Absent Board of Commissioners and/or Directors |
|---|---|---|---|---|
| 4 | 29 April 2024<br>April 29, 2024 | 1. *Monitoring* Sasaran Rencana Kerja dan Anggaran Perusahaan (RKAP) *Subholding Power & New Renewable Energy* (SH PNRE) *Year to Date* (YTD) Maret 2024<br>2. Tindak Lanjut BOC BOD *Meeting* 23 Februari 2024: Strategi Pencapaian Anggaran Biaya Investasi (ABI) *Subholding Power & New Renewable Energy* (SH PNRE) Tahun 2024<br>1. Monitoring of the Work Plan and Budget (RKAP) Year to Date (YTD) March 2024 of Subholding Power & New Renewable Energy (SH PNRE) target<br>2. Follow-up of BOC BOD Meeting February 23, 2024: Strategy for Achieving the Investment Cost Budget (ABI) of Subholding Power & New Renewable Energy (SH PNRE) in 2024 | 1. Rida Mulyana (Komisaris Utama)<br>(President Commissioner)<br>2. Ajar Budi Kuncoro (Komisaris)<br>(Commissioner)<br>3. Budiman Parhusip (Komisaris)<br>(Commissioner)<br>4. Havidh Nazif (Komisaris)<br>(Commissioner)<br>5. Agus Pranowo (Anggota Komite Audit)<br>(Member of Audit Committee)<br>6. Mira Gardiana (Anggota Komite Nominasi & Remunerasi)<br>(Member of Investment & Risk Management Committee)<br>7. Roesly Mahmud (Anggota Komite Audit)<br>(Member of Audit Committee)<br>8. Eri B.H. Reksoprodjo<br>(Anggota Komite Investasi & Manajemen Risiko)<br>(Member of Investment & Risk Management Committee)<br>9. Belladonna Troxylon M.<br>(Anggota Komite Investasi & Manajemen Risiko)<br>(Member of Investment & Risk Management Committee)<br>10. Basuki (Anggota Komite Nominasi & Remunerasi)<br>(Member of Nomination & Remuneration Committee)<br>11. Seluruh anggota Direksi<br>All members of the Board of Directors | - |
| 5 | 6 Mei 2024<br>May 6, 2024 | Usulan *Non-Binding Offer Submission* Proyek Skol PT Pertamina Power Indonesia 6 Mei 2024<br>Proposed Non-Binding Offer Submission Skol Project PT Pertamina Power Indonesia May 6, 2024 | 1. Rida Mulyana (Komisaris Utama)<br>(President Commissioner)<br>2. Ajar Budi Kuncoro (Komisaris)<br>(Commissioner)<br>3. Budiman Parhusip (Komisaris)<br>(Commissioner)<br>4. Havidh Nazif (Komisaris)<br>(Commissioner)<br>5. Agus Pranowo (Anggota Komite Audit)<br>(Member of Audit Committee)<br>6. Mira Gardiana (Anggota Komite Nominasi & Remunerasi)<br>(Member of Investment & Risk Management)<br>7. Roesly Mahmud (Anggota Komite Audit)<br>(Member of Audit Committee)<br>8. Eri B.H. Reksoprodjo (Anggota Komite Investasi & Manajemen Risiko)<br>(Member of Investment & Risk Management Committee)<br>9. Belladonna Troxylon M. (Anggota Komite Investasi & Manajemen Risiko)<br>(Member of Investment & Risk Management Committee)<br>10. Basuki (Anggota Komite Nominasi & Remunerasi)<br>(Member of Nomination & Remuneration Committee)<br>11. Seluruh anggota Direksi<br>All members of the Board of Directors | - |

**Agenda Rapat Dewan Komisaris Mengundang Direksi**
Agenda of Board of Commissioners Meeting Inviting Directors

| No | Tanggal Date | Agenda | Peserta Rapat Participants | Dewan Komisaris dan/atau Direksi yang Tidak Hadir Absent Board of Commissioners and/or Directors |
|---|---|---|---|---|
| 6 | 14 Mei 2024<br>May 14, 2024 | *Update* Progres Penyampaian *Non-Binding Offer* Proyek Skol<br>Skol Project Non-Binding Offer Submission Progress Update | 1. Rida Mulyana (Komisaris Utama)<br>(President Commissioner)<br>2. Ajar Budi Kuncoro (Komisaris)<br>(Commissioner)<br>3. Budiman Parhusip (Komisaris)<br>(Commissioner)<br>4. Havidh Nazif (Komisaris)<br>(Commissioner)<br>5. Agus Pranowo (Anggota Komite Audit)<br>(Member of Audit Committee)<br>6. Mira Gardiana Anggota Komite Nominasi & Remunerasi)<br>(Member of Investment & Risk Management)<br>7. Roesly Mahmud (Anggota Komite Audit)<br>(Member of Audit Committee)<br>8. Eri B.H. Reksoprodjo (Anggota Komite Investasi & Manajemen Risiko)<br>(Member of Investment & Risk Management Committee)<br>9. Belladonna Troxylon M. (Anggota Komite Investasi & Manajemen Risiko)<br>(Member of Investment & Risk Management Committee)<br>10. Basuki (Anggota Komite Nominasi & Remunerasi)<br>(Member of Nomination & Remuneration Committee)<br>11. Seluruh anggota Direksi<br>All members of the Board of Directors | - |
| 7 | 22 Mei 2024<br>May 22, 2024 | *1.* *Monitoring* Sasaran Rencana Kerja dan Anggaran Perusahaan (RKAP) *Subholding Power & New Renewable Energy Year to Date* (YTD) April 2024 (termasuk Strategi Pencapaian Anggaran Biaya Investasi)<br>*2.* *Monitoring* dan Evaluasi *Enterprise Risk Management Subholding Power & New Renewable Energy* Triwulan I Tahun 2024<br>3. Laporan Rencana Pembagian Dividen *Subholding Power & New Renewable Energy*<br>1. Monitoring of the Work Plan and Budget (RKAP) Year to Date (YTD) April 2024 of Subholding Power & New Renewable Energy (SH PNRE) target (including strategy for achieving investment cost budget)<br>2. Monitoring and Evaluation of Enterprise Risk Management Subholding Power & New Renewable Energy Quarter I Year 2024<br>3. Dividend Distribution Plan Report of Subholding Power & New Renewable Energy | 1. Rida Mulyana (Komisaris Utama)<br>(President Commissioner)<br>2. Ajar Budi Kuncoro (Komisaris)<br>(Commissioner)<br>3. Budiman Parhusip (Komisaris)<br>(Commissioner)<br>4. Havidh Nazif (Komisaris)<br>(Commissioner)<br>5. Agus Pranowo (Anggota Komite Audit)<br>(Member of Audit Committee)<br>6. Mira Gardiana Anggota Komite Nominasi & Remunerasi)<br>(Member of Investment & Risk Management)<br>7. Roesly Mahmud (Anggota Komite Audit)<br>(Member of Audit Committee)<br>8. Eri B.H. Reksoprodjo (Anggota Komite Investasi & Manajemen Risiko)<br>(Member of Investment & Risk Management Committee)<br>9. Belladonna Troxylon M. (Anggota Komite Investasi & Manajemen Risiko)<br>(Member of Investment & Risk Management Committee)<br>10. Basuki (Anggota Komite Nominasi & Remunerasi)<br>(Member of Nomination & Remuneration Committee)<br>11. Seluruh anggota Direksi<br>All members of the Board of Directors | - |

**Agenda Rapat Dewan Komisaris Mengundang Direksi**
Agenda of Board of Commissioners Meeting Inviting Directors

| No | Tanggal<br>Date | Agenda | Peserta Rapat<br>Participants | Dewan Komisaris dan/atau Direksi yang Tidak Hadir<br>Absent Board of Commissioners and/or Directors |
|---|---|---|---|---|
| 8 | 10 Juni 2024<br>June 10, 2024 | Pembahasan Proyek Mira<br>Discussion on Mira Project | 1. Rida Mulyana (Komisaris Utama)<br>(President Commissioner)<br>2. Ajar Budi Kuncoro (Komisaris)<br>(Commissioner)<br>3. Budiman Parhusip (Komisaris)<br>(Commissioner)<br>4. Havidh Nazif (Komisaris)<br>(Commissioner)<br>5. Agus Pranowo (Anggota Komite Audit)<br>(Member of Audit Committee)<br>6. Mira Gardiana Anggota Komite Nominasi & Remunerasi)<br>(Member of Investment & Risk Management)<br>7. Roesly Mahmud (Anggota Komite Audit)<br>(Member of Audit Committee)<br>8. Eri B.H. Reksoprodjo (Anggota Komite Investasi & Manajemen Risiko)<br>(Member of Investment & Risk Management Committee)<br>9. Basuki (Anggota Komite Nominasi & Remunerasi)<br>(Member of Nomination & Remuneration Committee)<br>10. Seluruh anggota Direksi<br>All members of the Board of Directors | - |
| 9 | 26 Juni 2024<br>June 26, 2024 | 1. Tindak Lanjut *Site Visit* Dewan Komisaris di PGEO Area Ulubelu: *Update* Progres Pengisian Jabatan Kosong, Kendala, dan Solusi<br>2. *Monitoring* Sasaran Rencana Kerja dan Anggaran Perusahaan (RKAP) *Subholding Power & New Renewable Energy Year to Date* (YTD) Mei 2024 (termasuk Strategi Pencapaian Anggaran Biaya Investasi)<br>3. Proyek Penyediaan Infrastruktur Kelistrikan Tahap I di PT Pertamina Hulu Rokan<br>1. Follow-up of the Site Visit of the Board of Commissioners at PGEO Ulubelu Area: Update on Progress of Filling Vacant Positions, Obstacles, and Solutions<br>2. Monitoring of the Work Plan and Budget (RKAP) Year to Date (YTD) May 2024 of Subholding Power & New Renewable Energy (SH PNRE) target (including strategy for achieving investment cost budget)<br>3. Electricity Infrastructure Provision Project Phase I at PT Pertamina Hulu Rokan | 1. Rida Mulyana (Komisaris Utama)<br>(President Commissioner)<br>2. Ajar Budi Kuncoro (Komisaris)<br>(Commissioner)<br>3. Budiman Parhusip (Komisaris)<br>(Commissioner)<br>4. Havidh Nazif (Komisaris)<br>(Commissioner)<br>5. Agus Pranowo (Anggota Komite Audit)<br>(Member of Audit Committee)<br>6. Mira Gardiana Anggota Komite Nominasi & Remunerasi)<br>(Member of Investment & Risk Management)<br>7. Roesly Mahmud (Anggota Komite Audit)<br>(Member of Audit Committee)<br>8. Eri B.H. Reksoprodjo (Anggota Komite Investasi & Manajemen Risiko)<br>(Member of Investment & Risk Management Committee)<br>9. Belladonna Troxylon M. (Anggota Komite Investasi & Manajemen Risiko)<br>(Member of Investment & Risk Management Committee)<br>10. Basuki (Anggota Komite Nominasi & Remunerasi)<br>(Member of Nomination & Remuneration Committee)<br>11. Seluruh anggota Direksi<br>All members of the Board of Directors | - |

**Agenda Rapat Dewan Komisaris Mengundang Direksi**
Agenda of Board of Commissioners Meeting Inviting Directors

| No | Tanggal<br>Date | Agenda | Peserta Rapat<br>Participants | Dewan Komisaris dan/atau Direksi yang Tidak Hadir<br>Absent Board of Commissioners and/or Directors |
|---|---|---|---|---|
| 10 | 22 Juli 2024<br>July 22, 2024 | 1. Usulan Rencana Kerja dan Anggaran Perusahaan *Subholding Power & New Renewable Energy* Tahun 2025<br>2. *Monitoring* Sasaran Rencana Kerja dan Anggaran Perusahaan (RKAP) *Subholding Power & New Renewable Energy Year to Date* (YTD) Juni 2024 (termasuk Strategi Pencapaian Anggaran Biaya Investasi)<br>3. *Monitoring* dan Evaluasi *Enterprise Risk Management Subholding Power & New Renewable Energy Year to Date* (YTD) Juni 2024<br>1. Proposed Work Plan and Budget of Subholding Power & New Renewable Energy for 2025<br>2. Monitoring of the Work Plan and Budget (RKAP) Year to Date (YTD) June 2024 of Subholding Power & New Renewable Energy (SH PNRE) target (including strategy for achieving investment cost budget)<br>3. *Monitoring* and Evaluation of *Enterprise Risk Management Subholding Power & New Renewable Energy Year to Date* (YTD) June 2024 | 1. Rida Mulyana (Komisaris Utama)<br>(President Commissioner)<br>2. Ajar Budi Kuncoro (Komisaris)<br>(Commissioner)<br>3. Budiman Parhusip (Komisaris)<br>(Commissioner)<br>4. Havidh Nazif (Komisaris)<br>(Commissioner)<br>5. Agus Pranowo (Anggota Komite Audit)<br>(Member of Audit Committee)<br>6. Mira Gardiana Anggota Komite Nominasi & Remunerasi)<br>(Member of Investment & Risk Management)<br>(Member of Audit Committee)<br>7. Eri B.H. Reksoprodjo (Anggota Komite Investasi & Manajemen Risiko)<br>(Member of Investment & Risk Management Committee)<br>8. Basuki (Anggota Komite Nominasi & Remunerasi)<br>(Member of Nomination & Remuneration Committee)<br>9. Seluruh anggota Direksi<br>All members of the Board of Directors | Direktur Proyek dan Operasi berhalangan hadir berdasarkan Surat Penunjukan Pelaksana Tugas Harian No. SPPTH-020/PPI00000/2024-S8 dan diwakilkan oleh Direktur Perencanaan Strategi & Pengembangan Bisnis<br><br>The Director of Project and Operations was unable to attend, as stated in the Daily Task Executor Appointment Letter No. SPPTH-020/PPI00000/2024-S8, and was represented by the Director of Strategic Planning & Business Development. |
| 11 | 5 Agustus 2024<br>August 5, 2024 | Usulan Penyampaian *Non-Binding Term Sheet* Proyek Palawan<br>Proposed Submission of Palawan Project Non-Binding Term Sheet | 1. Rida Mulyana (Komisaris Utama)<br>(President Commissioner)<br>2. Ajar Budi Kuncoro (Komisaris)<br>(Commissioner)<br>3. Budiman Parhusip (Komisaris)<br>(Commissioner)<br>4. Havidh Nazif (Komisaris)<br>(Commissioner)<br>5. Mira Gardiana Anggota Komite Nominasi & Remunerasi)<br>(Member of Investment & Risk Management)<br>6. Roesly Mahmud (Anggota Komite Audit)<br>(Member of Audit Committee)<br>7. Eri B.H. Reksoprodjo (Anggota Komite Investasi & Manajemen Risiko)<br>(Member of Investment & Risk Management Committee)<br>8. Belladonna Troxylon M. (Anggota Komite Investasi & Manajemen Risiko)<br>(Member of Investment & Risk Management Committee)<br>9. Basuki (Anggota Komite Nominasi & Remunerasi)<br>(Member of Nomination & Remuneration Committee)<br>10. Seluruh anggota Direksi<br>All members of the Board of Directors | - |

**Agenda Rapat Dewan Komisaris Mengundang Direksi**
Agenda of Board of Commissioners Meeting Inviting Directors

| No | Tanggal<br>Date | Agenda | Peserta Rapat<br>Participants | Dewan Komisaris dan/atau Direksi yang Tidak Hadir<br>Absent Board of Commissioners and/or Directors |
|---|---|---|---|---|
| 12 | 22 Agustus 2024<br>August 22, 2024 | 1. Usulan *Key Performance Indicator* (KPI) *Subholding Power & New Renewable Energy* Tahun 2025 beserta Petunjuk Teknis<br>2. *Monitoring* Sasaran Rencana Kerja dan Anggaran Perusahaan (RKAP) *Subholding Power & New Renewable Energy Year to Date* (YTD) Juli 2024 (termasuk Strategi Pencapaian Anggaran Biaya Investasi)<br>1. Proposed Key Performance Indicator (KPI) of Subholding Power & New Renewable Energy Year 2025 along with Technical Guidelines<br>2. Monitoring of the Work Plan and Budget (RKAP) Year to Date (YTD) July 2024 of Subholding Power & New Renewable Energy (SH PNRE) target (including strategy for achieving investment cost budget) | 1. Rida Mulyana (Komisaris Utama)<br>(President Commissioner)<br>2. Ajar Budi Kuncoro (Komisaris)<br>(Commissioner)<br>3. Budiman Parhusip (Komisaris)<br>(Commissioner)<br>4. Havidh Nazif (Komisaris)<br>(Commissioner)<br>5. Agus Pranowo (Anggota Komite Audit)<br>(Member of Audit Committee)<br>6. Mira Gardiana Anggota Komite Nominasi & Remunerasi)<br>(Member of Investment & Risk Management)<br>7. Roesly Mahmud (Anggota Komite Audit)<br>(Member of Audit Committee)<br>8. Eri B.H. Reksoprodjo (Anggota Komite Investasi & Manajemen Risiko)<br>(Member of Investment & Risk Management Committee)<br>9. Belladonna Troxylon M. (Anggota Komite Investasi & Manajemen Risiko)<br>(Member of Investment & Risk Management Committee)<br>10. Basuki (Anggota Komite Nominasi & Remunerasi)<br>(Member of Nomination & Remuneration Committee)<br>11. Seluruh anggota Direksi<br>All members of the Board of Directors | - |
| 13 | 4 September 2024<br>September 4, 2024 | 1. Usulan *Top Risk* Korporat *Subholding Power & New Renewable Energy* Tahun 2025<br>2. *Update* Rencana Restrukturisasi Pemegang Saham PT Industri Baterai Indonesia<br>1. Proposed Corporate Top Risk of Subholding Power & New Renewable Energy Year 2025<br>2. Update on Shareholder Restructuring Plan of PT Industri Baterai Indonesia | 1. Rida Mulyana (Komisaris Utama)<br>(President Commissioner)<br>2. Ajar Budi Kuncoro (Komisaris)<br>(Commissioner)<br>3. Budiman Parhusip (Komisaris)<br>(Commissioner)<br>4. Havidh Nazif (Komisaris)<br>(Commissioner)<br>5. Agus Pranowo (Anggota Komite Audit)<br>(Member of Audit Committee)<br>6. Roesly Mahmud (Anggota Komite Audit)<br>(Member of Audit Committee)<br>7. Eri B.H. Reksoprodjo (Anggota Komite Investasi & Manajemen Risiko)<br>(Member of Investment & Risk Management Committee)<br>8. Belladonna Troxylon M. (Anggota Komite Investasi & Manajemen Risiko)<br>(Member of Investment & Risk Management Committee)<br>9. Basuki (Anggota Komite Nominasi & Remunerasi)<br>(Member of Nomination & Remuneration Committee)<br>10. Anggota Direksi<br>Members of the Board of Directors | Direktur Proyek dan Operasi berhalangan hadir berdasarkan Surat Penunjukan Pelaksana Tugas Harian No. SPPTH-023/PPI00000/2024-S8 dan diwakilkan oleh Direktur Keuangan<br><br>The Director of Project and Operations was unable to attend, as stated in the Daily Task Executor Appointment Letter No. SPPTH-023/PPI00000/2024-S8, and was represented by the Director of Finance. |

**Agenda Rapat Dewan Komisaris Mengundang Direksi**
Agenda of Board of Commissioners Meeting Inviting Directors

| No | Tanggal<br>Date | Agenda | Peserta Rapat<br>Participants | Dewan Komisaris dan/atau Direksi yang Tidak Hadir<br>Absent Board of Commissioners and/or Directors |
|---|---|---|---|---|
| 14 | 19 September 2024<br>September 19, 2024 | 1. Usulan *Non-Binding Offer* Proyek Braga<br>2. *Monitoring* Sasaran Rencana Kerja dan Anggaran Perusahaan (RKAP) *Subholding Power & New Renewable Energy Year to Date* (YTD) Agustus 2024 (termasuk Strategi Pencapaian Anggaran Biaya Investasi)<br>3. *Update* Usulan Rencana Kerja dan Anggaran Perusahaan Tahun 2025<br>1. Proposed Non-Binding Offer for Braga Project<br>2. Monitoring of the Work Plan and Budget (RKAP) Year to Date (YTD) August 2024 of Subholding Power & New Renewable Energy (SH PNRE) target (including strategy for achieving investment cost budget)<br>3. Update on the Company's Proposed Work Plan and Budget Year 2025 | 1. Rida Mulyana (Komisaris Utama)<br>(President Commissioner)<br>2. Ajar Budi Kuncoro (Komisaris)<br>(Commissioner)<br>3. Budiman Parhusip (Komisaris)<br>(Commissioner)<br>4. Havidh Nazif (Komisaris)<br>(Commissioner)<br>5. Agus Pranowo (Anggota Komite Audit)<br>(Member of Audit Committee)<br>6. Roesly Mahmud (Anggota Komite Audit)<br>(Member of Audit Committee)<br>7. Basuki (Anggota Komite Nominasi & Remunerasi)<br>(Member of Nomination & Remuneration Committee)<br>8. Seluruh anggota Direksi<br>All members of the Board of Directors | - |
| 15 | 9 Oktober 2024<br>October 9, 2024 | 1. Progres Proyek Skol<br>2. Kerangka Strategi Risiko *Subholding Power & New Renewable Energy*<br>1. Skol Project Progress<br>2. Risk Strategy Framework of Subholding Power & New Renewable Energy | 1. Rida Mulyana (Komisaris Utama)<br>(President Commissioner)<br>2. Ajar Budi Kuncoro (Komisaris)<br>(Commissioner)<br>3. Budiman Parhusip (Komisaris)<br>(Commissioner)<br>4. Havidh Nazif (Komisaris)<br>(Commissioner)<br>5. Agus Pranowo (Anggota Komite Audit)<br>(Member of Audit Committee)<br>6. Roesly Mahmud (Anggota Komite Audit)<br>(Member of Audit Committee)<br>7. Eri B.H. Reksoprodjo (Anggota Komite Investasi & Manajemen Risiko)<br>(Member of Investment & Risk Management Committee)<br>8. Basuki (Anggota Komite Nominasi & Remunerasi)<br>(Member of Nomination & Remuneration Committee)<br>9. Anggota Direksi<br>Members of the Board of Directors | 1. Direktur Keuangan berhalangan hadir berdasarkan Surat Penunjukan Pelaksana Tugas Harian No. SPPTH-029/ PPI00000/2024-S8 dan diwakilkan oleh Direktur Manajemen Risiko.<br>2. Direktur Proyek & Operasi berhalangan hadir berdasarkan Surat Penunjukan Pelaksana Tugas Harian No. SPPTH-030/ PPI00000/2024-S8 dan diwakilkan oleh Direktur Perencanaan Strategis dan Pengembangan Bisnis.<br><br>1. The Director of Finance was unable to attend, as stated in the Daily Task Executor Appointment Letter No. SPPTH-029/ PPI00000/2024-S8, and was represented by the Director of Risk Management.<br>2. The Director of Projects & Operations was unable to attend, as stated in the Daily Task Executor Appointment Letter No. SPPTH-030/ PPI00000/2024-S8, and was represented by the Director of Strategic Planning and Business Development. |

**Agenda Rapat Dewan Komisaris Mengundang Direksi**
Agenda of Board of Commissioners Meeting Inviting Directors

| No | Tanggal<br>Date | Agenda | Peserta Rapat<br>Participants | Dewan Komisaris dan/atau Direksi yang Tidak Hadir<br>Absent Board of Commissioners and/or Directors |
|---|---|---|---|---|
| 16 | 28 Oktober 2024<br>October 28, 2024 | *1. Monitoring* Sasaran Rencana Kerja dan Anggaran Perusahaan (RKAP) *Subholding Power & New Renewable Energy Year to Date* (YTD) September 2024 (termasuk Strategi Pencapaian Anggaran Biaya Investasi)<br>*2. Monitoring Top Risk Subholding Power & New Renewable Energy Year to Date* (YTD) September 2024<br>1. Monitoring of the Work Plan and Budget (RKAP) Year to Date (YTD) September 2024 of Subholding Power & New Renewable Energy (SH PNRE) target (including strategy for achieving investment cost budget)<br>2. Monitoring Top Risk of Subholding Power & New Renewable Energy Year to Date (YTD) September 2024 | 1. Rida Mulyana (Komisaris Utama)<br>(President Commissioner)<br>2. Ajar Budi Kuncoro (Komisaris)<br>(Commissioner)<br>3. Budiman Parhusip (Komisaris)<br>(Commissioner)<br>4. Havidh Nazif (Komisaris)<br>(Commissioner)<br>5. Agus Pranowo (Anggota Komite Audit)<br>(Member of Audit Committee)<br>6. Roesly Mahmud (Anggota Komite Audit)<br>(Member of Audit Committee)<br>7. Basuki (Anggota Komite Nominasi & Remunerasi)<br>(Member of Nomination & Remuneration Committee)<br>8. Anggota Direksi<br>Members of the Board of Directors | Direktur Proyek dan Operasi berhalangan hadir berdasarkan Surat Penunjukan Pelaksana Tugas Harian No. SPPTH-020/PPI00000/2024-S8 dan diwakilkan oleh Direktur Perencanaan Strategi & Pengembangan Bisnis<br><br>The Director of Projects and Operations was unable to attend, as stated in the Daily Task Executor Appointment Letter No. SPPTH-020/PPI00000/2024-S8, and was represented by the Director of Strategic Planning & Business Development. |
| 17 | 5 November 2024<br>November 5, 2024 | 1. Diskusi Terbatas Dewan Komisaris dan Komite Dewan Komisaris<br>2. Proyek Palawan<br>1. Board of Commissioners and Board of Commissioners Committee Limited Discussion<br>2. Palawan Project | 1. Rida Mulyana (Komisaris Utama)<br>(President Commissioner)<br>2. Ajar Budi Kuncoro (Komisaris)<br>(Commissioner)<br>3. Budiman Parhusip (Komisaris)<br>(Commissioner)<br>4. Havidh Nazif (Komisaris)<br>(Commissioner)<br>5. Agus Pranowo (Anggota Komite Audit)<br>(Member of Audit Committee)<br>6. Mira Gardiana Anggota Komite Nominasi & Remunerasi)<br>(Member of Investment & Risk Management)<br>7. Roesly Mahmud (Anggota Komite Audit)<br>(Member of Audit Committee)<br>8. Eri B.H. Reksoprodjo (Anggota Komite Investasi & Manajemen Risiko)<br>(Member of Investment & Risk Management Committee)<br>9. Belladonna Troxylon M. (Anggota Komite Investasi & Manajemen Risiko)<br>(Member of Investment & Risk Management Committee)<br>10. Basuki (Anggota Komite Nominasi & Remunerasi)<br>(Member of Nomination & Remuneration Committee)<br>11. Seluruh anggota Direksi<br>All members of the Board of Directors | - |
| 18 | 26 November 2024<br>November 26, 2024 | *1. Monitoring* Sasaran Rencana Kerja dan Anggaran Perusahaan (RKAP) *Subholding Power & New Renewable Energy Year to Date* (YTD) Oktober 2024 (termasuk Strategi Pencapaian Anggaran Biaya Investasi)<br>2. Laporan *Top Risk Subholding Power & New Renewable Energy* Periode Oktober 2024<br>3. Sosialisasi Hasil Penilaian dan Progres Tindak Lanjut *Risk Maturity Index* Tahun 2023<br>1. Monitoring of the Work Plan and Budget (RKAP) Year to Date (YTD) October 2024 of Subholding Power & New Renewable Energy (SH PNRE) target (including strategy for achieving investment cost budget)<br>2. Top Risk Report of Subholding Power & New Renewable Energy Period October 2024<br>3. Socialization of Assessment Results and Follow-up Progress of Risk Maturity Index 2023 | 1. Rida Mulyana (Komisaris Utama)<br>(President Commissioner)<br>2. Ajar Budi Kuncoro (Komisaris)<br>(Commissioner)<br>3. Budiman Parhusip (Komisaris)<br>(Commissioner)<br>4. Havidh Nazif (Komisaris)<br>(Commissioner)<br>5. Agus Pranowo (Anggota Komite Audit)<br>(Member of Audit Committee)<br>6. Roesly Mahmud (Anggota Komite Audit)<br>(Member of Audit Committee)<br>7. Basuki (Anggota Komite Nominasi & Remunerasi)<br>(Member of Nomination & Remuneration Committee)<br>8. Anggota Direksi<br>Members of the Board of Directors | Direktur SDM & Penunjang Bisnis tidak hadir karena sedang menghadiri penugasan lain.<br><br>The Director of HR & Business Support was unable to attend due to another assignment. |

## Rapat Direksi

Rapat Direksi harus diadakan secara berkala, sekurang-kurangnya sekali dalam setiap bulan, dan dalam rapat tersebut Direksi dapat mengundang Dewan Komisaris. Ketentuan tentang Penyelenggaraan Rapat Direksi diatur dalam *Board Manual*.

Sepanjang tahun 2024, rapat Direksi telah terselenggara sebanyak 26 (dua puluh enam) kali. Frekuensi kehadiran Direksi dalam rapat tersebut adalah sebagai berikut.

## Board of Directors Meeting

The Board of Directors meeting must be held regularly, at least once a month, and in these meetings, the Board of Directors may invite the Board of Commissioners. The provisions regarding the organization of Board of Directors meetings are regulated in the Board Manual.

Throughout 2024, the Board of Directors has held a total of 26 (twenty-six) meetings. The attendance frequency of the Board of Directors in these meetings is as follows.

**Frekuensi Rapat Direksi dan Kehadiran Direksi dalam Rapat Direksi**
Frequency of Board of Directors Meetings and Attendance of Directors in the Board of Directors Meetings

| Direksi<br>Board of Directors | Jumlah Rapat<br>Total Meetings | Jumlah Ketidakhadiran<br>Total Absences | Kehadiran<br>Attendance | Persentase (%)<br>Percentage (%) |
|---|---|---|---|---|
| John Anis (Direktur Utama)**<br>(Chief Executive Officer)** | 23 | - | 23 | 100 |
| Norman Ginting (Direktur Proyek & Operasi)<br>(Director of Projects and Operations) | 26 | 1 | 25 | 96 |
| Fadli Rahman (Direktur Perencanaan Strategis dan Pengembangan Bisnis)<br>(Director of Strategic Planning and Business Development) | 26 | 1 | 25 | 96 |
| Irzan Noor Rizki (Direktur SDM & Penunjang Bisnis)**<br>(Director of Human Capital & Corporate Services)** | 23 | 1 | 22 | 96 |
| Nelwin Aldriansyah (Direktur Keuangan)**<br>(Director of Finance)** | 23 | - | 23 | 100 |
| Iin Febrian (Direktur Manajemen Risiko)***<br>(Director of Risk Management)*** | 18 | - | 18 | 100 |
| Dannif Danusaputro (Direktur Utama)*<br>(Chief Executive Officer)* | 3 | - | 3 | 100 |
| Iman Hilmansah (Direktur Keuangan)*<br>(Director of Finance)* | 3 | - | 3 | 100 |
| Said Reza Pahlevy (Direktur SDM & Penunjang Bisnis)*<br>(Director of Human Capital & Corporate Services)* | 3 | - | 3 | 100 |
| Rata-rata<br>Average | | | | 99 |

***) Dannif Danusaputro, Iman Hilmansah, dan Said Reza Pahlevy tidak lagi menjabat sejak 14 Februari 2024.**
****) John Anis, Irzan Noor Rizki, dan Nelwin Aldriansyah menjabat sejak 20 Februari 2024.**
*****) Iin Febrian menjabat sejak 15 Mei 2024.**
*) Dannif Danusaputro, Iman Hilmansah, and Said Reza Pahlevy no longer served as of February 14, 2024.
**) John Anis, Irzan Noor Rizki, and Nelwin Aldriansyah took office since February 20, 2024.
***) Iin Febrian took office since May 15, 2024.

**Agenda Rapat Direksi**
Board of Directors Meeting Agenda

| No | Tanggal<br>Date | Agenda | Peserta Rapat<br>Participants | Direksi yang Tidak Hadir<br>Absent Board of Directors |
|---|---|---|---|---|
| 1 | 10 Januari 2024<br>January 10, 2024 | 1. HSSE *Regular Update*<br>2. Tunggal Ika *Project*<br>3. Pembahasan Parameter Investasi Proyek Jawa-1<br>4. *Update Carbon Business*<br>5. Update Rencana Pengurus Wilus Ketenagalistrikan di Pertamina *Group*<br>6. PNRE Executive Retreat<br>1. HSSE Regular Update<br>2. Tunggal Ika Project<br>3. Discussion on Investment Parameters for Java-1 Project<br>4. Carbon Business Update<br>5. Update on the Electricity Regional Business Management Plan within Pertamina Group<br>6. PNRE Executive Retreat | 1. Dannif Danusaputro (Direktur Utama)<br>(Chief Executive Officer)<br>2. Norman Ginting<br>(Direktur Proyek & Operasi)<br>(Director of Projects and Operations)<br>3. Fadli Rahman<br>(Direktur Perencanaan Strategis & Pengembangan Bisnis)<br>(Director of Strategic Planning & Business Development) Said Reza Pahlevy (Direktur SDM & Penunjang Bisnis<br>(Director of HR & Business Support)<br>4. Iman Hilmansyah<br>(Direktur Keuangan)<br>(Director of Finance) | - |

**Agenda Rapat Direksi**
Board of Directors Meeting Agenda

| No | Tanggal<br>Date | Agenda | Peserta Rapat<br>Participants | Direksi yang Tidak Hadir<br>Absent Board of Directors |
|---|---|---|---|---|
| 2 | 1 Februari 2024<br>February 1, 2024 | 1. Proyek Tunggal Ika<br>2. HSSE *Regular Update*<br>3. [Terbatas] Persetujuan Pelepasan *Asset* Proyek EV Bali<br>4. [Terbatas] Update Kontrak Jasa Konsultasi Pengembangan Bisnis Karbon<br>1. Tunggal Ika Project<br>2. HSSE Regular Update<br>3. [Limited] Approval for the Disposal of EV Bali Project Assets<br>4. [Limited] Update on the Carbon Business Development Consultancy Contract | 1. Dannif Danusaputro (Direktur Utama<br>Chief Executive Officer)<br>2. Norman Ginting (Direktur Proyek & Operasi)<br>(Director of Projects and Operations)<br>3. Fadli Rahman (Direktur Perencanaan Strategis & Pengembangan Bisnis)<br>(Director of Strategic Planning & Business Development)<br>4. Said Reza Pahlevy (Direktur SDM & Penunjang Bisnis)<br>Director of HR & Business Support)<br>5. Iman Hilmansyah (Direktur Keuangan<br>Director of Finance) | - |
| 3 | 7 Februari 2024<br>February 7, 2024 | 1. HSSE *Regular Update*<br>2. *Update* Status TIndak Lanjut PLTS AP II<br>3. *Certified Risk Professional Assessment*<br>4. *Update* RUPS LB PGEO<br>1. HSSE Regular Update<br>2. Update on Follow-up Status of AP II Solar Power Plant<br>3. Certified Risk Professional Assessment<br>4. Update on PGEO Extraordinary GMS | 1. Dannif Danusaputro (Direktur Utama<br>Chief Executive Officer)<br>2. Norman Ginting (Direktur Proyek & Operasi)<br>(Director of Projects and Operations)<br>3. Fadli Rahman (Direktur Perencanaan Strategis & Pengembangan Bisnis)<br>(Director of Strategic Planning & Business Development)<br>4. Said Reza Pahlevy (Direktur SDM & Penunjang Bisnis)<br>Director of HR & Business Support)<br>5. Iman Hilmansyah (Direktur Keuangan<br>Director of Finance) | - |
| 4 | 6 Maret 2024<br>March 6, 2024 | 1. HSSE *Reguler Update*<br>2. *Update* dan Persetujuan Terkait Proyek Solusi Penyediaan Listrik dan Uap di PT Pertamina Hulu Rokan<br>3. Proyek Tunggal Ika<br>4. *Carbon Business Consultasy Update*<br>5. *Project* San Carlos<br>1. HSSE Regular Update<br>2. Update and Approval Regarding Electricity and Steam Supply Solution Project at PT Pertamina Hulu Rokan<br>3. Tunggal Ika Project<br>4. Carbon Business Consultation Update<br>5. San Carlos Project | 1. John Anis (Direktur Utama)<br>(Chief Executive Officer)<br>2. Norman Ginting (Direktur Proyek & Operasi<br>Director of Projects and Operations)<br>3. Fadli Rahman (Direktur Perencanaan Strategis dan Pengembangan Bisnis)<br>(Director of Strategic Planning & Business Development)<br>4. Irzan Noor Rizki (Direktur SDM & Penunjang Bisnis)<br>(Director of HR & Business Support)<br>5. Nelwin Aldriansyah (Direktur Keuangan)<br>(Director of Finance) | - |
| 5 | 18 Maret 2024<br>March 18, 2024 | 1. Proyek Tunggal Ika<br>2. *Update* Perkembangan Proyek Solusi Penyediaan Listrik dan Uap di PT Pertamina Hulu Rokan<br>1. Tunggal Ika Project<br>2. Progress Update on the Electricity and Steam Supply Solution Project at PT Pertamina Hulu Rokan | 1. John Anis (Direktur Utama)<br>(Chief Executive Officer)<br>2. Norman Ginting (Direktur Proyek & Operasi<br>Director of Projects and Operations)<br>3. Fadli Rahman (Direktur Perencanaan Strategis dan Pengembangan Bisnis)<br>(Director of Strategic Planning & Business Development)<br>4. Irzan Noor Rizki (Direktur SDM & Penunjang Bisnis)<br>(Director of HR & Business Support)<br>5. Nelwin Aldriansyah (Direktur Keuangan)<br>(Director of Finance) | - |

**Agenda Rapat Direksi**
Board of Directors Meeting Agenda

| No | Tanggal<br>Date | Agenda | Peserta Rapat<br>Participants | Direksi yang Tidak Hadir<br>Absent Board of Directors |
|---|---|---|---|---|
| 6 | 28 Maret 2024<br>March 28, 2024 | 1. HSSE Regular Update<br>2. Update Wilayah Usaha<br>3. KPI 2024 & Strategi Pencapaian KPI | 1. John Anis<br>(Direktur Utama)<br>(Chief Executive Officer)<br>2. Norman Ginting<br>(Direktur Proyek & Operasi<br>Director of Projects and Operations) | 1. Fadli Rahman<br>(Direktur Perencanaan Strategis & Pengembangan Bisnis / Director of Strategic Planning and Business Development), kehadiran dikuasakan kepada Norman Ginting (Direktur Proyek & Operasi / Director of Projects and Operations)<br>2. Irzan Noor Rizki<br>(Direktur SDM & Penunjang Bisnis / Director of HR & Business Support), kehadiran dikuasakan kepada Nelwin Aldriansyah (Direktur Keuangan / Director of Finance) |
| | | 1. HSSE Regular Update<br>2. Business Area Update<br>3. KPI 2024 & KPI Achievement Strategy | 3. Nelwin Aldriansyah<br>(Direktur Keuangan)<br>(Director of Finance) | 1. Fadli Rahman<br>(Director of Strategic Planning and Business Development), his attendance was delegated to Norman Ginting (Director of Projects and Operations)<br>2. Irzan Noor Rizki<br>(Director of HR & Business Support), his attendance was to Nelwin Aldriansyah (Director of Finance) |

**Agenda Rapat Direksi**
Board of Directors Meeting Agenda

| No | Tanggal<br>Date | Agenda | Peserta Rapat<br>Participants | Direksi yang Tidak Hadir<br>Absent Board of Directors |
|---|---|---|---|---|
| 7 | 30 April 2024<br>April 30, 2024 | 1. *Update* Perkembangan Proyek Rokan<br>2. *Update* Pemenuhan Peraturan Menteri BUMN 2/2023 dan Kegiatan Manajemen Risiko 2024<br>3. Usulan Perubahan Threshold Investasi Organik BD & NBD<br>4. [Terbatas] Update Progress DoU<br>5. [Terbatas] Update Hasil untuk Carbon Credit JSP<br>1. Progress Update of Rokan Project<br>2. Update on Compliance with Minister of SOE Regulation 2/2023 and Risk Management Activities 2024<br>3. Proposed Changes to BD & NBD Organic Investment Threshold<br>4. [Limited] DoU Progress Update<br>5. [Limited] Results Update for JSP Carbon Credit | 1. John Anis<br>(Direktur Utama)<br>(Chief Executive Officer)<br>2. Norman Ginting<br>(Direktur Proyek & Operasi<br>Director of Projects and Operations)<br>3. Fadli Rahman<br>(Direktur Perencanaan Strategis dan Pengembangan Bisnis)<br>(Director of Strategic Planning & Business Development)<br>4. Irzan Noor Rizki<br>(Direktur SDM & Penunjang Bisnis)<br>(Director of HR & Business Support)<br>5. Nelwin Aldriansyah<br>(Direktur Keuangan)<br>(Director of Finance) | - |
| 8 | 14 Mei 2024<br>May 14, 2024 | 1. *Update* RUPST PGE TB 2023<br>2. Peresmian Jawa-1 dan Pelaksanaan *Visit* Jawa-1 FSRU & IPP<br>3. Laporan GCG *Assessment* TB 2023<br>1. Update on PGE Annual GMS for FY 2023<br>2. Inauguration of Jawa-1 and Implementation of Visit Jawa-1 FSRU & IPP<br>3. FY 2023 GCG Assessment Report | 1. John Anis<br>(Direktur Utama)<br>(Chief Executive Officer)<br>2. Norman Ginting<br>(Direktur Proyek & Operasi<br>Director of Projects and Operations)<br>3. Fadli Rahman<br>(Direktur Perencanaan Strategis dan Pengembangan Bisnis)<br>(Director of Strategic Planning & Business Development)<br>4. Irzan Noor Rizki<br>(Direktur SDM & Penunjang Bisnis)<br>(Director of HR & Business Support)<br>5. Nelwin Aldriansyah<br>(Direktur Keuangan)<br>(Director of Finance) | - |
| 9 | 16 Mei 2024<br>May 16, 2024 | 1. HSSE *Regular Update*<br>2. *Update* Perkembangan Proyek Rokan<br>3. *Update Draft Joint Study Assessment* (JSA) PPI – KPI<br>4. [Terbatas] *Update* HoA Pemegang Saham IBC<br>5. *Update* Proyek Skol<br>1. HSSE Regular Update<br>2. Progress Update of Rokan Project<br>3. PPI – KPI Joint Study Assessment (JSA) Draft Update<br>4. [Limited] IBC Shareholder HoA Update<br>5. Skol Project Update | 1. John Anis<br>(Direktur Utama)<br>(Chief Executive Officer)<br>2. Norman Ginting<br>(Direktur Proyek & Operasi<br>Director of Projects and Operations)<br>3. Fadli Rahman<br>(Direktur Perencanaan Strategis dan Pengembangan Bisnis)<br>(Director of Strategic Planning & Business Development)<br>4. Irzan Noor Rizki<br>(Direktur SDM & Penunjang Bisnis)<br>(Director of HR & Business Support)<br>5. Nelwin Aldriansyah<br>(Direktur Keuangan)<br>(Director of Finance)<br>6. Iin Febrian<br>(Direktur Manajemen Risiko)<br>(Director of Risk Management) | - |

**Agenda Rapat Direksi**
Board of Directors Meeting Agenda

| No | Tanggal<br>Date | Agenda | Peserta Rapat<br>Participants | Direksi yang Tidak Hadir<br>Absent Board of Directors |
|---|---|---|---|---|
| 10 | 22 Mei 2024<br>May 22, 2024 | 1. Usulan Besaran Dividen SH PNRE Kinerja Tahun Buku 2023<br>2. Usulan Perubahan *Threshold*<br>*3. Update* Nusantara *Energy Fund*<br>1. Proposed Dividend Amount of SH PNRE Performance Fiscal Year 2023<br>2. Proposed Changes to Threshold<br>3. Update on Nusantara Energy Fund | 1. John Anis<br>(Direktur Utama)<br>(Chief Executive Officer)<br>2. Norman Ginting<br>(Direktur Proyek & Operasi<br>Director of Projects and Operations)<br>3. Fadli Rahman<br>(Direktur Perencanaan Strategis dan Pengembangan Bisnis)<br>(Director of Strategic Planning & Business Development)<br>4. Irzan Noor Rizki<br>(Direktur SDM & Penunjang Bisnis)<br>(Director of HR & Business Support)<br>5. Nelwin Aldriansyah<br>(Direktur Keuangan)<br>(Director of Finance)<br>6. Iin Febrian<br>(Direktur Manajemen Risiko)<br>(Director of Risk Management) | - |
| 11 | 6 Juni 2024<br>June 6, 2024 | 1. [Terbatas] *Executive Brief* Proyek Mitra<br>2. HSSE *Regular Update*<br>3. FID Ulang PLTS RU V Balikpapan *Rooftop*<br>*4. Update* Perkembangan Proyek Rokan<br>1. [Limited] Executive Brief of Partner Projects<br>2. HSSE Regular Update<br>3. Re-FID of RU V Balikpapan Rooftop Solar Power Plant<br>4. Progress Update of Rokan Project | 1. John Anis<br>(Direktur Utama)<br>(Chief Executive Officer)<br>2. Norman Ginting<br>(Direktur Proyek & Operasi<br>Director of Projects and Operations)<br>3. Fadli Rahman<br>(Direktur Perencanaan Strategis dan Pengembangan Bisnis)<br>(Director of Strategic Planning & Business Development)<br>4. Irzan Noor Rizki<br>(Direktur SDM & Penunjang Bisnis)<br>(Director of HR & Business Support)<br>5. Nelwin Aldriansyah<br>(Direktur Keuangan)<br>(Director of Finance)<br>6. Iin Febrian<br>(Direktur Manajemen Risiko)<br>(Director of Risk Management) | - |
| 12 | 21 Juni 2024<br>June 21, 2024 | 1. Buku Putih Pendirian Indonesia *Battery Corporation*<br>2. Update Tindak Lanjut *Workshop* Bioethanol<br>3. Bioethanol *Roadmap*<br>*4. Corporate Secretary*<br>1. White Paper on the Establishment of Indonesia Battery Corporation<br>2. Bioethanol Workshop Follow-up Update<br>3. Bioethanol Roadmap<br>4. Corporate Secretary | 1. John Anis<br>(Direktur Utama)<br>(Chief Executive Officer)<br>2. Norman Ginting<br>(Direktur Proyek & Operasi<br>Director of Projects and Operations)<br>3. Fadli Rahman<br>(Direktur Perencanaan Strategis dan Pengembangan Bisnis)<br>(Director of Strategic Planning & Business Development)<br>4. Irzan Noor Rizki<br>(Direktur SDM & Penunjang Bisnis)<br>(Director of HR & Business Support)<br>5. Nelwin Aldriansyah<br>(Direktur Keuangan)<br>(Director of Finance)<br>6. Iin Febrian<br>(Direktur Manajemen Risiko)<br>(Director of Risk Management) | - |

**Agenda Rapat Direksi**
Board of Directors Meeting Agenda

| No | Tanggal<br>Date | Agenda | Peserta Rapat<br>Participants | Direksi yang Tidak Hadir<br>Absent Board of Directors |
|---|---|---|---|---|
| 13 | 25 Juni 2024<br>June 25, 2024 | *1. Monitoring* Sasaran Rencana Kerja dan Anggaran Perusahaan (RKAP) *Year to Date* (YTD) Mei 2024<br>*2. Update Draft* Prognosa 2024 & RKAP 2025<br>*3. Update* Konsultan Proyek Skol<br>4. HSSE *Regular Update*<br>1. Monitoring of the Company's Work Plan and Budget (RKAP) Targets Year to Date (YTD) May 2024<br>2. Update on Prognosis 2024 & RKAP 2025 Draft<br>3. Update on Skol Project Consultant<br>4. HSSE Regular Update | 1. John Anis<br>(Direktur Utama)<br>(Chief Executive Officer)<br>2. Norman Ginting<br>(Direktur Proyek & Operasi<br>Director of Projects and Operations)<br>3. Fadli Rahman<br>(Direktur Perencanaan Strategis dan Pengembangan Bisnis)<br>(Director of Strategic Planning & Business Development)<br>4. Irzan Noor Rizki<br>(Direktur SDM & Penunjang Bisnis)<br>(Director of HR & Business Support)<br>5. Nelwin Aldriansyah<br>(Direktur Keuangan)<br>(Director of Finance)<br>6. Iin Febrian<br>(Direktur Manajemen Risiko)<br>(Director of Risk Management) | - |
| 14 | 3 Juli 2024<br>July 3, 2024 | 1. HSSE *Regular Update*<br>2. Kinerja 2024 (TW II & Prognosa) RKAP 2025 PGE<br>*3. Update* Perkembangan Proyek Rokan<br>*4. Update* Konsultan Proyek Skol<br>5. Hydrogen Export Project<br>6. Agenda Terbatas HC<br>1. HSSE Regular Update<br>2. Performance 2024 (Q2 & Prognosis) RKAP 2025 for PGE<br>3. Progress Update of Rokan Project<br>4. Skol Project Consultant Update<br>5. Hydrogen Export Project<br>6. Limited Agenda on HC | 1. John Anis<br>(Direktur Utama)<br>(Chief Executive Officer)<br>2. Norman Ginting<br>(Direktur Proyek & Operasi<br>Director of Projects and Operations)<br>3. Fadli Rahman<br>(Direktur Perencanaan Strategis dan Pengembangan Bisnis)<br>(Director of Strategic Planning & Business Development)<br>4. Irzan Noor Rizki<br>(Direktur SDM & Penunjang Bisnis)<br>(Director of HR & Business Support)<br>5. Nelwin Aldriansyah<br>(Direktur Keuangan)<br>(Director of Finance)<br>6. Iin Febrian<br>(Direktur Manajemen Risiko)<br>(Director of Risk Management) | - |
| 15 | 15 Juli 2024<br>July 15, 2024 | *1. Update Progress* Charlie<br>2. Prognosa 2024 & Usulan RKAP 2025 SH PNRE<br>3. Proyek Solar PV Manufactur – JDA<br>*4. Update* Perkembangan Proyek Rokan<br>5. HSSE *Regular Update*<br>1. Charlie Progress Update<br>2. Prognosis 2024 & Proposed RKAP 2025 of SH PNRE<br>3. Solar PV Manufactur - JDA Project<br>4. Progress Update of Rokan Project<br>5. HSSE Regular Update | 1. John Anis<br>(Direktur Utama)<br>(Chief Executive Officer)<br>2. Norman Ginting<br>(Direktur Proyek & Operasi<br>Director of Projects and Operations)<br>3. Fadli Rahman<br>(Direktur Perencanaan Strategis dan Pengembangan Bisnis)<br>(Director of Strategic Planning & Business Development)<br>4. Irzan Noor Rizki<br>(Direktur SDM & Penunjang Bisnis)<br>(Director of HR & Business Support)<br>5. Nelwin Aldriansyah<br>(Direktur Keuangan)<br>(Director of Finance)<br>6. Iin Febrian<br>(Direktur Manajemen Risiko)<br>(Director of Risk Management) | - |

**Agenda Rapat Direksi**
Board of Directors Meeting Agenda

| No | Tanggal<br>Date | Agenda | Peserta Rapat<br>Participants | Direksi yang Tidak Hadir<br>Absent Board of Directors |
|---|---|---|---|---|
| 16 | 22 Agustus 2024<br>August 22, 2024 | 1. Persetujuan Pendirian *Battery Cell* JVCo dan Restrukturisasi IBC<br>1. Approval of the Establishment of Battery Cell JVCo and Restructuring of IBC | 1. John Anis (Direktur Utama) (Chief Executive Officer)<br>2. Norman Ginting (Direktur Proyek & Operasi Director of Projects and Operations)<br>3. Fadli Rahman (Direktur Perencanaan Strategis dan Pengembangan Bisnis) (Director of Strategic Planning & Business Development)<br>4. Irzan Noor Rizki (Direktur SDM & Penunjang Bisnis) (Director of HR & Business Support)<br>5. Nelwin Aldriansyah (Direktur Keuangan) (Director of Finance)<br>6. Iin Febrian (Direktur Manajemen Risiko) (Director of Risk Management) | - |
| 17 | 27 Agustus 2024<br>August 27, 2024 | 1. EPC *Global Settlement*<br>2. Update RKAP 2025<br>3. Tambahan Biaya Konsultan<br>4. Proyek Bioethanol Glenmore<br>1. EPC Global Settlement<br>2. RKAP 2025 Update<br>3. Additional Consultant Fees<br>4. Glenmore Bioethanol Project | 1. John Anis (Direktur Utama) (Chief Executive Officer)<br>2. Norman Ginting (Direktur Proyek & Operasi Director of Projects and Operations)<br>3. Fadli Rahman (Direktur Perencanaan Strategis dan Pengembangan Bisnis) (Director of Strategic Planning & Business Development)<br>4. Irzan Noor Rizki (Direktur SDM & Penunjang Bisnis) (Director of HR & Business Support)<br>5. Nelwin Aldriansyah (Direktur Keuangan) (Director of Finance)<br>6. Iin Febrian (Direktur Manajemen Risiko) (Director of Risk Management) | - |
| 18 | 9 September 2024<br>September 9, 2024 | *1. Update* RKAP<br>2. Usulan Perubahan Draft SHA IBC<br>1. RKAP Update<br>2. Proposed Changes to the Draft SHA IBC | 1. John Anis (Direktur Utama) (Chief Executive Officer)<br>2. Norman Ginting (Direktur Proyek & Operasi Director of Projects and Operations)<br>3. Fadli Rahman (Direktur Perencanaan Strategis dan Pengembangan Bisnis) (Director of Strategic Planning & Business Development)<br>4. Irzan Noor Rizki (Direktur SDM & Penunjang Bisnis) (Director of HR & Business Support)<br>5. Nelwin Aldriansyah (Direktur Keuangan) (Director of Finance)<br>6. Iin Febrian (Direktur Manajemen Risiko) (Director of Risk Management) | - |

**Agenda Rapat Direksi**
Board of Directors Meeting Agenda

| No | Tanggal<br>Date | Agenda | Peserta Rapat<br>Participants | Direksi yang Tidak Hadir<br>Absent Board of Directors |
|---|---|---|---|---|
| 19 | 10 September 2024<br>September 10, 2024 | *Update* RKAP 2025<br>RKAP 2025 Update | 1. John Anis<br>(Direktur Utama)<br>(Chief Executive Officer)<br>2. Norman Ginting<br>(Direktur Proyek & Operasi<br>Director of Projects and Operations)<br>3. Fadli Rahman<br>(Direktur Perencanaan Strategis dan Pengembangan Bisnis)<br>(Director of Strategic Planning & Business Development)<br>4. Irzan Noor Rizki<br>(Direktur SDM & Penunjang Bisnis)<br>(Director of HR & Business Support)<br>5. Nelwin Aldriansyah<br>(Direktur Keuangan)<br>(Director of Finance)<br>6. Iin Febrian<br>(Direktur Manajemen Risiko)<br>(Director of Risk Management) | - |
| 20 | 13 September 2024<br>September 13, 2024 | *1. Site Visit* Uzbekistan<br>2. Persetujuan NBO to BOD *Project* Braga<br>*3. Update Project* Skol<br>*4. Update* Perkembangan Proyek Rokan<br>5. Usulan Strategi Risiko Tahun 2025<br>1. Site Visit Uzbekistan<br>2. NBO to BOD Project Braga Approval<br>3. Skol Project Update<br>4. Progress Update of Rokan Project<br>5. Proposed Risk Strategy for 2025 | 1. John Anis<br>(Direktur Utama)<br>(Chief Executive Officer)<br>2. Norman Ginting<br>(Direktur Proyek & Operasi<br>Director of Projects and Operations)<br>3. Fadli Rahman<br>(Direktur Perencanaan Strategis dan Pengembangan Bisnis)<br>(Director of Strategic Planning & Business Development)<br>4. Irzan Noor Rizki<br>(Direktur SDM & Penunjang Bisnis)<br>(Director of HR & Business Support)<br>5. Nelwin Aldriansyah<br>(Direktur Keuangan)<br>(Director of Finance)<br>6. Iin Febrian<br>(Direktur Manajemen Risiko)<br>(Director of Risk Management) | - |
| 21 | 20 September 2024<br>September 20, 2024 | *1. Monitoring Action Plan* SH PNRE's *Performance* 2024<br>*2. Update* PLTS<br>3. Proposal Indikatif PLTS Sei Mangkei Ekspansi-2,77 MWp<br>*4. Project Solar* PV *Manufacturing*<br>5. PPI-JSP *Carbon Trading Agreement*<br>1. Monitoring Action Plan SH PNRE's Performance 2024<br>2. Solar Power Plant Update<br>3. Indicative Proposal for Sei Mangkei Solar Power Plant Expansion-2.77 MWp<br>4. Solar PV Manufacturing Project<br>5. PPI-JSP Carbon Trading Agreement | 1. John Anis<br>(Direktur Utama)<br>(Chief Executive Officer)<br>2. Norman Ginting<br>(Direktur Proyek & Operasi<br>Director of Projects and Operations)<br>3. Fadli Rahman<br>(Direktur Perencanaan Strategis dan Pengembangan Bisnis)<br>(Director of Strategic Planning & Business Development)<br>4. Irzan Noor Rizki<br>(Direktur SDM & Penunjang Bisnis)<br>(Director of HR & Business Support)<br>5. Nelwin Aldriansyah<br>(Direktur Keuangan)<br>(Director of Finance)<br>6. Iin Febrian<br>(Direktur Manajemen Risiko)<br>(Director of Risk Management) | - |

**Agenda Rapat Direksi**
Board of Directors Meeting Agenda

| No | Tanggal<br>Date | Agenda | Peserta Rapat<br>Participants | Direksi yang Tidak Hadir<br>Absent Board of Directors |
|---|---|---|---|---|
| 22 | 23 September 2024<br>September 23, 2024 | Progress *Update* Project Skol<br>Project Skol Progress Update | 1. John Anis<br>(Direktur Utama)<br>(Chief Executive Officer)<br>2. Norman Ginting<br>(Direktur Proyek & Operasi<br>Director of Projects and Operations)<br>3. Fadli Rahman<br>(Direktur Perencanaan Strategis dan Pengembangan Bisnis)<br>(Director of Strategic Planning & Business Development)<br>4. Irzan Noor Rizki<br>(Direktur SDM & Penunjang Bisnis)<br>(Director of HR & Business Support)<br>5. Nelwin Aldriansyah<br>(Direktur Keuangan)<br>(Director of Finance)<br>6. Iin Febrian<br>(Direktur Manajemen Risiko)<br>(Director of Risk Management) | - |
| 23 | 1 Oktober 2024<br>October 1, 2024 | *Update* RKAP 2025<br>Agenda Terbatas HC<br>RKAP 2025 Update<br>Limited Agenda on HC | 1. John Anis<br>(Direktur Utama)<br>(Chief Executive Officer)<br>2. Norman Ginting<br>(Direktur Proyek & Operasi<br>Director of Projects and Operations)<br>3. Fadli Rahman<br>(Direktur Perencanaan Strategis dan Pengembangan Bisnis)<br>(Director of Strategic Planning & Business Development)<br>4. Irzan Noor Rizki<br>(Direktur SDM & Penunjang Bisnis)<br>(Director of HR & Business Support)<br>5. Nelwin Aldriansyah<br>(Direktur Keuangan)<br>(Director of Finance)<br>6. Iin Febrian<br>(Direktur Manajemen Risiko)<br>(Director of Risk Management) | - |
| 24 | 3 Oktober 2024<br>October 3, 2024 | 1. Persetujuan Tindak Lanjut Proyek Skol<br>2. [Terbatas] Implementasi Sewa Kendaraan Alokasi Jabatan dengan Opsi Buyback<br>1. Approval of Project Skol Follow-up<br>2. [Limited] Implementation of Position Allocation Vehicle Lease with Buyback Option | 1. John Anis<br>(Direktur Utama)<br>(Chief Executive Officer)<br>2. Norman Ginting<br>(Direktur Proyek & Operasi<br>Director of Projects and Operations)<br>3. Fadli Rahman<br>(Direktur Perencanaan Strategis dan Pengembangan Bisnis)<br>(Director of Strategic Planning & Business Development)<br>4. Irzan Noor Rizki<br>(Direktur SDM & Penunjang Bisnis)<br>(Director of HR & Business Support)<br>5. Nelwin Aldriansyah<br>(Direktur Keuangan)<br>(Director of Finance)<br>6. Iin Febrian<br>(Direktur Manajemen Risiko)<br>(Director of Risk Management) | - |

**Agenda Rapat Direksi**
Board of Directors Meeting Agenda

| No | Tanggal<br>Date | Agenda | Peserta Rapat<br>Participants | Direksi yang Tidak Hadir<br>Absent Board of Directors |
|---|---|---|---|---|
| 25 | 8 Oktober 2024<br>October 8, 2024 | *1. Progress Update* Inisiatif M&A PNRE<br>*2. Update Solar* PV *Manufacturing Project*<br>3. Potensi dan Mitigasi Kerawanan Pilkada Serentak 2024 terhadap Kegiatan Operasi SH PNRE<br>1. Progress Update on PNRE M&A Initiative<br>2. Update on Solar PV Manufacturing Project<br>3. Potential and Mitigation of Vulnerabilities of Simultaneous Regional Elections 2024 to SH PNRE Operations | 1. John Anis (Direktur Utama) (Chief Executive Officer)<br>2. Norman Ginting (Direktur Proyek & Operasi Director of Projects and Operations)<br>3. Fadli Rahman (Direktur Perencanaan Strategis dan Pengembangan Bisnis) (Director of Strategic Planning & Business Development)<br>4. Irzan Noor Rizki (Direktur SDM & Penunjang Bisnis) (Director of HR & Business Support)<br>5. Nelwin Aldriansyah (Direktur Keuangan) (Director of Finance)<br>6. Iin Febrian (Direktur Manajemen Risiko) (Director of Risk Management) | - |
| 26 | 28 Oktober 2024<br>October 28, 2024 | 1. FID Proyek Palawan<br>*2. Update* Proyek Rokan<br>1. FID of Palawan Project<br>2. Rokan Project Update | 1. John Anis (Direktur Utama) (Chief Executive Officer)<br>2. Norman Ginting (Direktur Proyek & Operasi Director of Projects and Operations)<br>3. Fadli Rahman (Direktur Perencanaan Strategis dan Pengembangan Bisnis) (Director of Strategic Planning & Business Development)<br>4. Irzan Noor Rizki (Direktur SDM & Penunjang Bisnis) (Director of HR & Business Support)<br>5. Nelwin Aldriansyah (Direktur Keuangan) (Director of Finance)<br>6. Iin Febrian (Direktur Manajemen Risiko) (Director of Risk Management) | - |
| 27 | 6 November 2024<br>November 6, 2024 | 1. HSSE *Regular Update*<br>2. Pengusulan Perubahan Skema Proyek Percontohan *Hydrogen Refueling Station* Daan Mogot<br>*3. Update Progress* Proyek Braga<br>1. HSSE Regular Update<br>2. Proposal for Changes to the Hydrogen Refueling Station Daan Mogot Pilot Project Scheme<br>3. Project Braga Progress Update | 1. John Anis (Direktur Utama) (Chief Executive Officer)<br>2. Fadli Rahman (Direktur Perencanaan Strategis dan Pengembangan Bisnis) (Director of Strategic Planning and Business Development)<br>3. Irzan Noor Rizki (Direktur SDM & Penunjang Bisnis) (Director of HR & Business Support)<br>4. Nelwin Aldriansyah (Direktur Keuangan) (Director of Finance)<br>5. Iin Febrian (Direktur Manajemen Risiko) (Director of Risk Management) | 1. Norman Ginting (Direktur Proyek & Operasi) (Director of Projects and Operations) |

**Agenda Rapat Direksi**
Board of Directors Meeting Agenda

| No | Tanggal<br>Date | Agenda | Peserta Rapat<br>Participants | Direksi yang Tidak Hadir<br>Absent Board of Directors |
|---|---|---|---|---|
| 28 | 11 November 2024<br>November 11, 2024 | Finalisasi Bilai *Biding Offer Project* Palawan<br>Finalization of the Bidding Offer for the Palawan Project | 1. John Anis (Direktur Utama)<br>(Chief Executive Officer)<br>2. Norman Ginting (Direktur Proyek & Operasi)<br>(Director of Projects and Operations)<br>3. Fadli Rahman (Direktur Perencanaan Strategis dan Pengembangan Bisnis)<br>(Director of Strategic Planning and Business Development)<br>4. Irzan Noor Rizki (Direktur SDM & Penunjang Bisnis)<br>(Director of HR & Business Support)<br>5. Nelwin Aldriansyah (Direktur Keuangan)<br>(Director of Finance)<br>6. Iin Febrian (Direktur Manajemen Risiko)<br>(Director of Risk Management) | - |
| 29 | 25 November 2024<br>November 25, 2024 | 1. [Terbatas] Putusan Pemegang Saham atas permohonan RUPSLB IBC<br>2. FID Solar PV *Manufacturing*<br>3. Pelepasan Aset Proyek EV Bali<br>4. Persetujuan Pengiriman Proposal Tender Proyek Kelistrikan PHR<br>5. [Terbatas] *Carbon Credit* Lahendong 5&6 volume 3: Persiapan penandatanganan Kontrak PPI-PGE<br>1. [Limited] Shareholder Decision on the Request for an Extraordinary General Meeting of Shareholders (RUPSLB) IBC<br>2. FID Solar PV Manufacturing<br>3. Asset Disposal for the EV Bali Project<br>4. Approval of Tender Proposal Submission for the PHR Electrical Project<br>5. [Limited] Lahendong 5&6 Carbon Credit Volume 3: Preparation for the Contract<br>6. Signing of PPI-PGE | 1. John Anis (Direktur Utama)<br>(Chief Executive Officer)<br>2. Norman Ginting (Direktur Proyek & Operasi)<br>(Director of Projects and Operations)<br>3. Fadli Rahman (Direktur Perencanaan Strategis dan Pengembangan Bisnis)<br>(Director of Strategic Planning and Business Development)<br>4. Irzan Noor Rizki (Direktur SDM & Penunjang Bisnis)<br>(Director of HR & Business Support)<br>5. Nelwin Aldriansyah (Direktur Keuangan)<br>(Director of Finance)<br>6. Iin Febrian (Direktur Manajemen Risiko)<br>(Director of Risk Management) | - |
| 30 | 29 November 2024<br>November 29, 2024 | *1. Update* Proyek Braga<br>1. Project Braga update | 1. John Anis (Direktur Utama)<br>(Chief Executive Officer)<br>2. Norman Ginting (Direktur Proyek & Operasi)<br>(Director of Projects and Operations)<br>3. Fadli Rahman (Direktur Perencanaan Strategis dan Pengembangan Bisnis)<br>(Director of Strategic Planning and Business Development)<br>4. Irzan Noor Rizki (Direktur SDM & Penunjang Bisnis)<br>(Director of HR & Business Support)<br>5. Nelwin Aldriansyah (Direktur Keuangan)<br>(Director of Finance)<br>6. Iin Febrian (Direktur Manajemen Risiko)<br>(Director of Risk Management) | - |
| 31 | 16 Desember 2024<br>Desember 16, 2024 | 1. [Terbatas] Persetujuan Usulan Investasi Proyek Solar PV *Manufacturing*<br>2. [Terbatas] Persetujuan Usulan Investasi Proyek Braga<br>3. [Terbatas] *Update Progress* Proyek Palawan dan Next Steps<br>4. [Terbatas] Persetujuan Pengiriman Revisi Dokumen Tender dan Update PHR terkait RRD Sirkuler<br>5. [Terbatas] *Update Global Settlement* dengan EPC Kontraktor Proyek PLTGU Jawa-1<br>6. [Terbatas] Man Power Planning 2025<br>7. HSSE *Update* (LTI PGE Karaha & *Next Action*)<br>1. [Limited] Approval of Investment Proposal for the Solar PV Manufacturing Project<br>2. [Limited] Approval of Investment Proposal for the Braga Project<br>3. [Limited] Progress Update on the Palawan Project and Next Steps<br>4. [Limited] Approval for Submission of Revised Tender Documents and PHR Update Related to RRD Circular | 1. John Anis (Direktur Utama)<br>(Chief Executive Officer)<br>2. Norman Ginting (Direktur Proyek & Operasi)<br>(Director of Projects and Operations)<br>3. Fadli Rahman (Direktur Perencanaan Strategis dan Pengembangan Bisnis)<br>(Director of Strategic Planning and Business Development) | |

**Agenda Rapat Direksi**
Board of Directors Meeting Agenda

| No | Tanggal<br>Date | Agenda | Peserta Rapat<br>Participants | Direksi yang Tidak Hadir<br>Absent Board of Directors |
|---|---|---|---|---|
| | | 5. [Limited] Update on Global Settlement with EPC Contractor for the Jawa-1 CCPP Project<br>6. [Limited] Manpower Planning 2025<br>7. HSSE Update (LTI at PGE Karaha & Next Action) | 4. Irzan Noor Rizki (Direktur SDM & Penunjang Bisnis) (Director of HR & Business Support)<br>5. Nelwin Aldriansyah (Direktur Keuangan) (Director of Finance)<br>6. Iin Febrian (Direktur Manajemen Risiko) (Director of Risk Management) | - |
| 32 | 23 Desember 2024<br>Desember 23, 2024 | 1. Update Arahan Dewan Komisaris<br>2. [Terbatas] Usulan Investasi Proyek Braga<br>3. Penunjukan Perusahaan Pemeringkat Penilai Tingkat Kesehatan Perusahaan Tahun Buku 2024<br>4. *Monitoring* SH PNRE *Performance*<br>5. Update Kelistrikan Proyek WK Rokan<br>1. Update on the Board of Commissioners' Directive<br>2. [Limited] Investment Proposal for the Braga Project<br>3. Appointment of Rating Agency for Company Health Assessment for Fiscal Year 2024<br>4. Monitoring of SH PNRE Performance<br>5. Update on Electrification of the WK Rokan Project | 1. John Anis (Direktur Utama) (Chief Executive Officer)<br>2. Norman Ginting (Direktur Proyek & Operasi) (Director of Projects and Operations)<br>3. Fadli Rahman (Direktur Perencanaan Strategis dan Pengembangan Bisnis) (Director of Strategic Planning and Business Development)<br>4. Irzan Noor Rizki (Direktur SDM & Penunjang Bisnis) (Director of HR & Business Support)<br>5. Nelwin Aldriansyah (Direktur Keuangan) (Director of Finance)<br>6. Iin Febrian (Direktur Manajemen Risiko) (Director of Risk Management) | - |

## Kehadiran Dewan Komisaris dan Direksi dalam RUPS

Di sepanjang tahun 2024, Perusahaan menggelar 1 (satu) kali RUPS, yaitu RUPS Tahunan tahun buku 2023 yang dilakukan pada tanggal 6 Juni 2024. Berikut disampaikan kehadiran Dewan Komisaris dan Direksi dalam RUPS Tahunan tersebut.

## Attendance of the Board of Commissioners and Directors at the GMS

Throughout 2024, the Company held one (1) General Meeting of Shareholders (GMS), namely the Annual GMS for the fiscal year 2023, which took place on June 6, 2024. Below is the attendance of the Board of Commissioners and Directors at the Annual GMS.

**Frekuensi dan Kehadiran Dewan Komisaris dan Direksi dalam RUPS**
Frequency and Attendance of the Board of Commissioners and Directors at the GMS

| Nama dan Jabatan<br>Name and Position | RUPS Tahunan Tahun Buku 2023 Tanggal 6 Juni 2024<br>Annual GMS for the Fiscal Year 2023, June 6, 2024 | Persentase (%)<br>Percentage (%) |
|---|---|---|
| Dewan Komisaris<br>Board of Commissioners | | |
| Rida Mulyana (Komisaris Utama)<br>(President Commissioner) | √ | 100,00 |
| Havidh Nazif (Komisaris)<br>(Commissioner) | √ | 100,00 |
| Ajar Budi Kuncoro (Komisaris)<br>(Commissioner) | √ | 100,00 |
| Budiman Parhusip (Komisaris)<br>(Commissioner) | √ | 100,00 |
| Direksi<br>Board of Directors | | |
| John Anis (Direktur Utama)<br>(Chief Executive Officer) | √ | 100,00 |
| Norman Ginting (Direktur Proyek & Operasi)<br>(Director of Projects and Operations) | √ | 100,00 |
| Fadli Rahman (Direktur Perencanaan Strategis dan Pengembangan Bisnis)<br>(Director of Strategic Planning and Business Development) | √ | 100,00 |
| Irzan Noor Rizki (Direktur SDM & Penunjang Bisnis)<br>(Director of HR & Business Support) | √ | 100,00 |
| Nelwin Aldriansyah (Direktur Keuangan)<br>(Director of Finance) | √ | 100,00 |
| Iin Febrian (Direktur Manajemen Risiko)<br>(Director of Risk Management) | √ | 100,00 |
| Rata-rata<br>Average | | 100,00 |

**√ = menghadiri; x = tidak menghadiri**
√ = attend; x = did not attend

## Penilaian Kinerja Dewan Komisaris dan Direksi

### Penilaian Kinerja Dewan Komisaris

1. **Prosedur Pelaksanaan Penilaian Kinerja**
   Berdasarkan Petunjuk Teknis Pedoman Penilaian Kinerja Direksi, Dewan Komisaris, dan Komite Penunjang Dewan Komisaris di *Subholding* dan Anak Perusahaan Pertamina No. A05-002/K20000/2022-S9, prosedur pelaksanaan penilaian kinerja anggota Dewan Komisaris adalah sebagai berikut:

   a. Anggota Dewan Komisaris (sebagai *evaluee*) melakukan *self-assessment* atas pencapaian KPI untuk memperoleh angka realisasi KPI anggota Dewan Komisaris.
   b. *Subordinate*, *Peer*, pimpinan, anggota tim atau pejabat lain yang mewakili Fungsi/Unit/Direktorat/Entitas sebelum atau sesudah dari proses/kinerja yang dilakukan *evaluee*, yang berperan sebagai penilai 360 melengkapi ABS untuk memperoleh rata-rata skor ABS anggota Dewan Komisaris.
   c. Dewan Komisaris (sebagai *evaluator*) mengevaluasi, menentukan, dan menetapkan predikat kinerja anggota Dewan Komisaris berdasarkan konversi nilai dari performa KPI dan tingkatan AKHLAK *Behavior* anggota Dewan Komisaris.
   d. Dewan Komisaris (sebagai *evaluator*) melaporkan predikat kinerja anggota Dewan Komisaris kepada pemegang saham.
   e. Pemegang saham menerima laporan predikat kinerja anggota Dewan Komisaris.

   Penilaian kinerja Dewan Komisaris dilakukan 1 (satu) kali dalam 1 (satu) tahun periode penilaian mengikuti siklus *Performance Management System* (PMS) yang berlaku di Perusahaan.

2. **Kriteria yang Digunakan**
   Berdasarkan Pedoman Penilaian Kinerja Direksi, Dewan Komisaris, dan Komite Penunjang Dewan Komisaris di *Subholding* dan Anak Perusahaan Pertamina No. A05-002/K20000/2022-S9, komponen dalam penilaian kinerja anggota Dewan Komisaris mencakup:

   a. KPI Dewan Komisaris yang terdiri dari aspek-aspek kinerja beserta bobotnya, dengan besaran target yang disetujui oleh pemegang saham.

   b. KPI anggota Dewan Komisaris diperoleh dan dibedakan berdasarkan turunan dari KPI Dewan Komisaris pada aspek yang mencakup program kerja Komite Dewan Komisaris, baik dalam hal perencanaan maupun realisasi program kerja di Komitenya masing-masing, tempat anggota Dewan Komisaris tersebut ditugaskan dan menjadi Ketua/Anggota pada Komite terkait.

## Performance Assessment of the Board of Commissioners and Board of Directors

### Performance Assessment of the Board of Commissioners

1. **Performance Assessment Procedure**
   Based on the Technical Guidelines for the Performance Assessment of the Board of Directors, Board of Commissioners, and Supporting Committees at Pertamina's Subholdings and Subsidiaries No. A05-002/K20000/2022-S9, the procedure for assessing the performance of the Board of Commissioners members is as follows:
   a. Members of the Board of Commissioners (as evaluees) conduct a self-assessment on their KPI achievements to determine the realization score of their individual KPIs.
   b. Subordinates, peers, supervisors, team members, or officials representing the relevant Function/Unit/Directorate/Entity—before or after the evaluee's processes/performance—act as 360-degree assessors by completing the ABS to obtain the average ABS score of the Board of Commissioners members.
   c. The Board of Commissioners (as evaluators) evaluates, determines, and establishes the performance rating of its members based on the conversion of KPI performance scores and the AKHLAK Behavior level of the Board of Commissioners members.
   d. The Board of Commissioners (as evaluators) reports the performance rating of its members to the shareholders.

   e. Shareholders receive the performance rating report of the Board of Commissioners members.

   The performance assessment of the Board of Commissioners is conducted once per year, following the Performance Management System (PMS) cycle applicable within the Company.

2. **Assessment Criteria**
   Based on the Guidelines for the Performance Assessment of the Board of Directors, Board of Commissioners, and Supporting Committees at Pertamina's Subholdings and Subsidiaries No. A05-002/K20000/2022-S9, the performance assessment components for the Board of Commissioners members include:
   a. Board of Commissioners' KPI, which consists of various performance aspects along with their respective score weightings, with target values approved by the shareholders.
   b. Individual Board of Commissioners' KPI, which is derived from the overall Board of Commissioners' KPI. These KPIs cover aspects related to the work programs of the Board Committees, including both planning and realization, within the respective Committees where the Board members are assigned as either Chair or Member.

c. Nilai-nilai utama AKHLAK (AKHLAK *Behavior*) yang merupakan *core values* yang ditetapkan oleh Kementerian BUMN, atau standar lainnya yang ditetapkan.

Dalam hal pemberlakuan di Pertamina *Group*, maka dapat disesuaikan dengan penambahan perilaku *Critical Behaviors* tertentu (apabila diperlukan) sebagai bagian penekanan dan *uniqueness* dari penerapan nilai-nilai utama AKHLAK dan perilaku budaya di lingkungan Pertamina *Group*.

3. **Pihak yang Melakukan Penilaian**
Pihak yang melakukan penilaian sekaligus penetapan penilaian kinerja anggota Dewan Komisaris Perusahaan adalah Dewan Komisaris Perusahaan sesuai dengan Petunjuk Teknis Pedoman Penilaian Kinerja Direksi, Dewan Komisaris, dan Komite Penunjang Dewan Komisaris di *Subholding* dan Anak Perusahaan Pertamina No. A05-002/K20000/2022-S9.

4. **Hasil Penilaian Kinerja Dewan Komisaris**
Anggota Dewan Komisaris yang dinilai pada tahun 2024 mendapatkan nilai rata-ratarata - rata 94,93 dengan predikat kinerja "HIGH"

## Penilaian Kinerja Direksi

1. **Prosedur Pelaksanaan Penilaian Kinerja**
Berdasarkan Petunjuk Teknis Pedoman Penilaian Kinerja Direksi, Dewan Komisaris, dan Komite Penunjang Dewan Komisaris di *Subholding* dan Anak Perusahaan Pertamina No. A05-002/K20000/2022-S9 (Petunjuk Teknis Pedoman Penilaian Kinerja), prosedur pelaksanaan penilaian kinerja individu Direktur Utama adalah sebagai berikut:

   a. Direktur Utama (sebagai *evaluee*) melakukan *self-assessment* dan *performance dialog* atas pencapaian *Key Performance Indicator* (KPI) untuk memperoleh angka realisasi KPI Direktur Utama.
   b. *Subordinate*, *Peer*, pimpinan, anggota tim atau pejabat lain yang mewakili Fungsi/Unit/Direktorat/Entitas sebelum atau sesudah dari proses/kinerja yang dilakukan *evaluee*, yang berperan sebagai penilai 360 melengkapi AKHLAK *Behavior Survey* (ABS) untuk memperoleh rata-rata skor ABS Direktur Utama.
   c. Dewan Komisaris (sebagai *evaluator*) mengevaluasi dan menentukan usulan *rating* kinerja Direktur Utama berdasarkan konversi nilai dari performa KPI dan tingkatan AKHLAK *Behavior* Direktur Utama.
   d. Dewan Komisaris (sebagai *evaluator*) menyampaikan usulan rating kinerja Direktur Utama kepada Pemegang Saham.
   e. Pemegang Saham menetapkan rating kinerja Direktur Utama berdasarkan usulan Dewan Komisaris dan mengacu pada target distribusi rating sesuai kelompok penilaian.

c. AKHLAK Core Values (AKHLAK Behavior), which are fundamental values established by the Ministry of SOEs or other applicable standards.

In the case of Pertamina Group, adjustments may be made by adding specific Critical Behaviors (if necessary) as part of the emphasis and uniqueness in applying the core values of AKHLAK and the cultural behaviors within Pertamina Group.

3. **Assessing Party**
The performance assessment and determination of the performance evaluation results for the members of the Company's Board of Commissioners are carried out by the Company's Board of Commissioners, in accordance with the Technical Guidelines for the Performance Assessment of the Board of Directors, Board of Commissioners, and Supporting Committees at Pertamina's Subholdings and Subsidiaries No. A05-002/K20000/2022-S9

4. **Performance Assessment Results of the Board of Commissioners**
The members of the Board of Commissioners evaluated in 2024 received an average score of 94.93 with a performance rating of "HIGH."

## Performance Assessment of the Board of Directors

1. **Performance Assessment Procedure**
Based on the Technical Guidelines for the Performance Assessment of the Board of Directors, Board of Commissioners, and Supporting Committees at Pertamina's Subholdings and Subsidiaries No. A05-002/K20000/2022-S9 (Technical Guidelines for Performance Assessment), the procedure for assessing the individual performance of the Chief Executive Officer is as follows:
   a. The Chief Executive Officer (as the evaluee) conducts a self-assessment and performance dialogue regarding Key Performance Indicator (KPI) achievements to determine the KPI realization score.
   b. Subordinates, peers, supervisors, team members, or other officials representing the relevant Function/Unit/Directorate/Entity—before or after the evaluee's processes/performance—act as 360-degree assessors by completing the AKHLAK Behavior Survey (ABS) to obtain the average ABS score for the Chief Executive Officer.
   c. The Board of Commissioners (as the evaluator) evaluates and proposes the performance rating of the Chief Executive Officer based on the conversion of KPI performance scores and the AKHLAK Behavior level.
   d. The Board of Commissioners (as the evaluator) submits the proposed performance rating of the Chief Executive Officer to the Shareholders.
   e. The Shareholders determine the final performance rating of the Chief Executive Officer based on the Board of Commissioners' proposal, referring to the target rating distribution according to the assessment category.

Prosedur pelaksanaan penilaian kinerja individu Direktur adalah sebagai berikut:

a. Direktur (sebagai *evaluee*) melakukan *self-assessment* dan *performance dialog* atas pencapaian KPI untuk memperoleh angka realisasi KPI untuk memperoleh angka realisasi KPI Direktur.
b. *Subordinate*, *Peer*, pimpinan, anggota tim atau pejabat lain yang mewakili Fungsi/Unit/Direktorat/Entitas sebelum atau sesudah dari proses/kinerja yang dilakukan *evaluee*, yang berperan sebagai penilai 360 melengkapi ABS untuk memperoleh rata-rata skor ABS Direktur.
c. Dewan Komisaris dan Direktur Utama (sebagai *evaluator*) mengevaluasi dan menentukan usulan rating kinerja Direktur berdasarkan konversi nilai dari performa KPI dan tingkatan AKHLAK *Behavior* Direktur dan mengacu pada target distribusi rating kinerja sesuai kelompok penilaian.
d. Dewan Komisaris dan Direktur Utama (sebagai *evaluator*) menyampaikan usulan rating kinerja Direktur kepada pemegang saham.
e. Pemegang saham menetapkan rating kinerja Direktur berdasarkan usulan Dewan Komisaris dan Direktur Utama dan mengacu pada target distribusi rating sesuai kelompok penilaian.

Penilaian kinerja Direksi dilakukan 1 (satu) kali dalam 1 (satu) tahun periode penilaian mengikuti siklus *Performance Management System* (PMS) yang berlaku di Perusahaan.

**2. Kriteria yang Digunakan**

Berdasarkan Pedoman Penilaian Kinerja Direksi, Dewan Komisaris, dan Komite Penunjang Dewan Komisaris di *Subholding* dan Anak Perusahaan Pertamina No. A05-002/K20000/2022-S9, komponen dalam penilaian kinerja Direksi mencakup:

a. *Key Performance Indicator* (KPI) Direksi, baik yang bersifat kolegial dan/atau individual dengan bobot masing-masing KPI sesuai ketentuan yang berlaku di tahun periode penilaian;
b. Nilai-nilai Utama AKHLAK (AKHLAK *Behavior*) yang merupakan *core values* yang ditetapkan oleh Kementerian BUMN, atau standar lainnya yang ditetapkan.

Dalam hal pemberlakukan di Pertamina *Group*, maka dapat disesuaikan dengan penambahan perilaku *Critical Behaviors* tertentu (apabila diperlukan) sebagai bagian penekanan dan *uniqueness* dari penerapan nilai-nilai utama AKHLAK dan perilaku budaya di lingkungan Pertamina *Group*.

**3. Pihak yang Melakukan Penilaian**

Kelompok penilaian kinerja Direksi sesuai dengan Petunjuk Teknis Pedoman Penilaian Kinerja Direksi, Dewan Komisaris, dan Komite Penunjang Dewan Komisaris di *Subholding* dan Anak Perusahaan Pertamina No. A05-002/K20000/2022-S9 adalah sebagai berikut:

The procedure for assessing the individual performance of Directors is as follows:

a. The Director (as the evaluee) conducts a self-assessment and performance dialogue regarding KPI achievements to determine the realization score of the Director's KPI.
b. Subordinates, peers, supervisors, team members, or other officials representing the relevant Function/Unit/Directorate/Entity—before or after the evaluee's processes/performance—act as 360-degree assessors by completing the ABS to obtain the average ABS score for the Director.
c. The Board of Commissioners and the Chief Executive Officer (as evaluators) evaluate and propose the performance rating of the Director based on the conversion of KPI performance scores and the AKHLAK Behavior level, referring to the target distribution of performance ratings according to the assessment category.
d. The Board of Commissioners and the Chief Executive Officer (as evaluators) submit the proposed performance rating of the Director to the shareholders.
e. The shareholders determine the final performance rating of the Director based on the proposal from the Board of Commissioners and the Chief Executive Officer, referring to the target rating distribution according to the assessment category.

The performance assessment of the Board of Directors is conducted once per year, following the Performance Management System (PMS) cycle applicable within the Company.

**2. Assessment Criteria**

Based on the Guidelines for the Performance Assessment of the Board of Directors, Board of Commissioners, and Supporting Committees at Pertamina's Subholdings and Subsidiaries No. A05-002/K20000/2022-S9, the performance assessment components for the Board of Directors include:

a. 1. Key Performance Indicators (KPI) of the Board of Directors, covering both collegial and/or individual aspects, with each KPI weighted according to the applicable regulations for the assessment period.
b. 2. AKHLAK Core Values (AKHLAK Behavior), which are the fundamental values established by the Ministry of SOEs, or other applicable standards.

For implementation within the Pertamina Group, adjustments may be made by adding specific Critical Behaviors (if necessary) as part of the emphasis and uniqueness in applying the core values of AKHLAK and the cultural behaviors within Pertamina Group.

**3. Assessing Party**

The party conducting the performance assessment for the Board of Directors, in accordance with the Technical Guidelines for the Performance Assessment of the Board of Directors, Board of Commissioners, and Supporting Committees at Pertamina's Subholdings and Subsidiaries No. A05-002/K20000/2022-S9, are as follows:

| *Evaluee* | Evaluator | Acuan KPI<br>KPI Reference | Menetapkan<br>Determine |
|---|---|---|---|
| Direktur Utama Perusahaan<br>Chief Executive Officer of the Company | Dewan Komisaris Perusahaan<br>Board of Commissioners of the Company | Direktur Utama PT Pertamina (Persero)<br><br>Chief Executive Officer of PT Pertamina (Persero) | Direktur Utama PT Pertamina (Persero) selaku pemegang saham<br><br>Chief Executive Officer of PT Pertamina (Persero) as shareholder |
| Direktur Perusahaan<br>Director of the Company | Dewan Komisaris dan Direktur Utama Perusahaan<br><br>Board of Commissioners and Chief Executive Officer of the Company | Direktur Utama Perusahaan<br><br>Chief Executive Officer of the Company | Direktur Utama PT Pertamina (Persero) selaku pemegang saham<br><br>Chief Executive Officer of PT Pertamina (Persero) as shareholder |

4. **Hasil Penilaian Kinerja Direksi**
Berikut disampaikan realisasi hasil penilaian kinerja Direksi tahun 2024.

4. **Performance Assessment Results of the Board of Directors**
The following is the Board of Directors' performance assessment results for the year 2024.

**Hasil Penilaian Kinerja Direksi**
Hasil Penilaian Kinerja Direksi

| No. | KPI | 2024 | Realisasi 2024 |
|---|---|---|---|
| | | Bobot<br>Weight | %WP |
| A. KPI Bersama<br>A. Joint KPI | | | 30,95 |
| 1 | EBITDA Subholding<br>Subholding EBITDA | 5 | 4,66 |
| 2 | ROIC ≥ WACC | 4 | 3,79 |
| 3 | Interest Bearing Debt to EBITDA | 4 | 4,14 |
| 4 | Interest Bearing Debt to Invested Capital | 4 | 4,23 |
| 5 | Cost per Unit | 5 | 5,44 |
| 6 | Implementasi ESG:<br>ESG Implementation: | | |
| | a. Skor Rating ESG<br>a. ESG Rating Score | 2,5 | 2,75 |
| | b. Reduksi Emisi CO2e<br>b. CO2e Emission Reduction | 2,5 | 2,75 |
| 7 | Peningkatan Budaya HSSE<br>HSSE Culture Improvement | 3 | 3,19 |
| B. KPI Subholding<br>B. Subholding KPI | | | 69,67 |
| 1 | Tambahan Kapasitas Terpasang Clean Energy<br>Additional Clean Energy Installed Capacity | 6 | 3,51 |
| 2 | Volume Produksi Listrik<br>Electricity Production Volume | 7 | 7,70 |
| 3 | Kehandalan Pembangkit<br>Generator Reliability | 9 | |
| | a. Equivalent Availability Factor / EAF (50%) | 4,5 | 4,95 |
| | b. Equivalent Forced Outage Rate / EFOR (50%) | 4,5 | 4,95 |
| 4 | Realisasi Investasi<br>Investment Realization | | |
| | a. Schedule Performance Index-30% | 2,4 | 2,40 |
| | b. Cost Performance Index-30% | 2,4 | 2,64 |
| | c. Realisasi ABI-30%<br>c. ABI Realization -30% | 2,4 | 0,79 |
| | d. Komitmen FID-10%<br>d. FID Commitment -10% | 0,8 | 0,83 |
| 5 | Implementasi Asset Integrity Management<br>Asset Integrity Management Implementation | 5 | 5,50 |
| 6 | Pemenuhan Program M&A<br>M&A Program Fulfillment | 6 | 6,60 |

**Hasil Penilaian Kinerja Direksi**
Hasil Penilaian Kinerja Direksi

| No. | KPI | 2024 | Realisasi 2024 |
|---|---|---|---|
| | | Bobot Weight | %WP |
| 7 | Implementasi Carbon Credit<br>Carbon Credit Implementation | 6 | 5,91 |
| 8 | Pengembangan Proyek PNRE<br>PNRE Project Development | | |
| | a. Gas to Power BD-30% | 2,4 | 2,04 |
| | b. Geothermal BD-70% | 5,6 | 6,16 |
| 9 | Kerjasama/Sinergi BUMN & Sektor Swasta<br>Cooperation/Synergy between SOE and Private Sector | 3 | 3,30 |
| 10 | Hydrogen Project Initiatives | 4 | 4,00 |
| 11 | Energy Fund Investment & Deployment Roadmap | 3 | 3,00 |
| 12 | Konsolidasi Aset Pertamina Group ke PPI<br>Consolidation of Pertamina Group Assets to PPI | 3 | 3,21 |
| 13 | Bioethanol | 2 | 2,18 |
| Total | | | 100,62 |
| C. Boundary KPI | | | |
| 1 | Number of Accident (NoA) | | - |
| 2 | GCG Implementation Compliance | | 1 |
| 3 | Optimalisasi Pelaksanaan Sinergi Pertamina<br>Optimization of Pertamina Group Synergy Implementation | | 2,5 |
| 4 | Pengelolaan Risiko<br>Risk Management | | - |
| 5 | Tindak Lanjut Rekomendasi Hasil Audit Inter<br>Follow-up on Internal & External Audit Result Recommendations | | - |
| 6 | Cost Optimization | | 1,5 |
| Total | | | 105,62 |

## Nominasi Direksi dan Dewan Komisaris

Prosedur Nominasi Dewan Komisaris dan Direksi mengacu pada Peraturan Menteri BUMN No. PER-3/MBU/03/2023 tahun 2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara dan kebijakan nominasi yang diratifikasi dari PT Pertamina (Persero) dalam kebijakan TKO Pengangkatan dan Pemberhentian Direksi/Dewan Pengawas dan Dewan Komisaris/Dewan Pembina Subholding/Anak Perusahaan/Cucu Perusahaan/Perusahaan Terafiliasi Pertamina/Yayasan tanggal 23 Desember 2022 No. B05-006/K20100/2022-S9.

## Nomination of Board of Directors and Board of Commissioners

The nomination procedure for the Board of Commissioners and Board of Directors refers to Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023 of 2023 concerning the Organs and Human Resources of State-Owned Enterprises and the nomination policy ratified by PT Pertamina (Persero) under the TKO Policy on the Appointment and Dismissal of Directors/Supervisory Board and Board of Commissioners/Board of Trustees of Subholdings, Subsidiaries, Affiliates, and Foundations of Pertamina, dated December 23, 2022, No. B05-006/K20100/2022-S9.

## Remunerasi Direksi dan Dewan Komisaris

### Prosedur Pengusulan Hingga Penetapan Remunerasi Dewan Komisaris dan Direksi

Sebagai bagian dari Grup Pertamina, prosedur dan indikator penetapan remunerasi Dewan Komisaris dan Direksi sepenuhnya mengacu pada ketentuan Peraturan Menteri BUMN No. PER-3/MBU/03/2023 tahun 2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara dan ketetapan oleh PT Pertamina (Persero) selaku Holding dan Pemegang Saham pada RUPS.

## Remuneration of the Board of Directors and Board of Commissioners

### Procedure for Proposal to Determination of the Remuneration of the Board of Commissioners and Directors

As part of the Pertamina Group, the procedures and indicators for determining the remuneration of the Board of Commissioners and Board of Directors fully refer to the provisions of Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023 of 2023 concerning Organs and Human Resources of State-Owned Enterprises, as well as the stipulations set by PT Pertamina (Persero) as the Holding Company and Shareholder at the General Meeting of Shareholders (GMS).

## Struktur dan Komponen Remunerasi

Adapun struktur dan komponen remunerasi yang diberikan kepada Dewan Komisaris dan Direksi terdiri dari gaji/honorarium, tunjangan, fasilitas, dan tantiem/insentif kinerja.

1. Gaji/Honorium
   a. Gaji/Honorium Direktur Utama ditetapkan dengan menggunakan pedoman internal yang ditetapkan oleh pemegang saham Perusahaan.
   b. Gaji anggota Direksi lainnya ditetapkan dengan komposisi faktor jabatan, yaitu sebesar 85% dari gaji Direktur Utama.
   c. Honorarium Komisaris Utama adalah sebesar 45% dari gaji Direktur Utama.
   d. Honorarium anggota Dewan Komisaris adalah 90% dari honorarium Komisaris Utama.

2. Tunjangan
   Direksi menerima tunjangan, seperti tunjangan hari raya, tunjangan perumahan, dan asuransi purna jabatan. Sedangkan untuk Dewan Komisaris, tunjangan yang diterima meliputi tunjangan hari raya, tunjangan transportasi, dan asuransi purna jabatan.
3. Fasilitas
   Direksi menerima beberapa fasilitas di antaranya fasilitas kendaraan, fasilitas kesehatan, fasilitas bantuan hukum, fasilitas komunikasi, dan sarana teknologi informasi. Sedangkan yang diterima oleh Dewan Komisaris adalah fasilitas kesehatan dan fasilitas bantuan hukum.
4. Tantiem/Insentif Kinerja
   Terkait pemberian tantiem, Perusahaan mengacu pada ketentuan yang ditetapkan oleh PT Pertamina (Persero).
   Sesuai dengan Peraturan Menteri BUMN RI No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara, termasuk kebijakan terkait penangguhan atas pembayaran tantiem/insentif kinerja, maupun penarikan kembali tantiem/insentif kinerja (*clawback*) Dewan Komisaris dan Direksi dalam kondisi tertentu yang ditetapkan oleh Menteri BUMN RI selaku kuasa pemilik manfaat akhir Perusahaan.

Struktur dan komponen remunerasi yang diterima oleh Dewan Komisaris dan Direksi Perusahaan tidak terdapat pemberian bonus kinerja, bonus non kinerja, dan/atau opsi saham bagi setiap anggota Dewan Komisaris dan Direksi.

## Remunerasi Dewan Komisaris dan Direksi Tahun 2024

Berdasarkan RUPS Tahunan tahun buku 2023 yang diselenggarakan pada tanggal 6 Juni 2024, pemegang saham memutuskan hal-hal sebagai berikut:

1. Penetapan penghargaan atas kinerja (tantiem/insentif khusus) tahun buku 2023 kepada Direksi dan Dewan Komisaris akan disetujui kemudian dan ditetapkan dalam RUPS terpisah secara sirkuler atau fisik sesuai ketentuan yang berlaku.

## Structure and Components of Remuneration

The structure and components of remuneration provided to the Board of Commissioners and Directors consist of salary/honorarium, allowances, facilities, and performance-based incentives (tantiem).

1. Salary/Honorarium
   a. The salary/honorarium of the Chief Executive Officer is determined based on internal guidelines set by the Company's shareholders.
   b. The salary of other Directors is set based on a job position factor composition, at 85% of the Chief Executive Officer's salary,
   c. The honorarium for the President Commissioner is at 45% of the Chief Executive Officer's salary.
   d. The honorarium for other members of the Board of Commissioners is 90% of the President Commissioner's honorarium.
2. Allowances
   Board of Directors receive allowances such as holiday allowance, housing allowance, and post-employment insurance. The Board of Commissioners receives allowances including holiday allowance, transportation allowance, and post-employment insurance.
3. Facilities
   Board of Directors receive several facilities, including vehicle facilities, healthcare facilities, legal assistance, communication facilities, and information technology support. The Board of Commissioners receives healthcare facilities and legal assistance.
4. Performance-Based Incentives (Tantiem)
   The granting of tantiem follows the provisions set by PT Pertamina (Persero).
   In accordance with the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises, including a policy regarding the suspension of performance bonus/incentive payments, as well as the clawback of performance bonuses/incentives for the Board of Commissioners and the Board of Directors under certain conditions determined by the Minister of State-Owned Enterprises of the Republic of Indonesia as the authorized representative of the Company's ultimate beneficial owner.

The structure and components of remuneration for the Company's Board of Commissioners and Directors do not include performance bonuses, non-performance bonuses, or stock options for any member of the Board of Commissioners and Directors.

## Remuneration of the Board of Commissioners and Directors for 2024

Based on the GMS for the fiscal year 2023, held on June 6, 2024, the shareholders decided on the following matters:

1. The determination of performance rewards (tantiem/special incentives) for the fiscal year 2023 for the Board of Directors and the Board of Commissioners will be approved later and decided in a separate GMS, either through a circular resolution or a physical meeting, in accordance with applicable regulations.

2. Penetapan remunerasi tahun 2024 kepada Direksi dan Dewan Komisaris akan disetujui kemudian dan ditetapkan dalam RUPS terpisah baik secara sirkuler atau fisik sesuai ketentuan yang berlaku.

Para pemegang saham kemudian mengeluarkan Keputusan Pemegang Saham Secara Sirkuler (KPSSS) atau keputusan sirkuler pemegang saham di luar RUPS tanggal 27 September 2024 tentang penetapan penghargaan atas kinerja tahunan tahun buku 2023 dan remunerasi tahun 2024 Anggota Direksi dan Dewan Komisaris.

Perusahaan telah melakukan pembayaran seluruh remunerasi bagi Dewan Komisaris dan Direksi sesuai dengan keputusan pemegang saham yang tertuang dalam KPSSS di atas.

2. The determination of 2024 remuneration for the Board of Directors and the Board of Commissioners will be approved later and decided in a separate GMS, either through a circular resolution or a physical meeting, in accordance with applicable regulations.

Subsequently, the shareholders issued a Circular Shareholders's Resolution (KPSSS) or a shareholders' circular resolution outside of the GMS on September 27, 2024, regarding the determination of annual performance rewards for the fiscal year 2023 and the 2024 remuneration of the Board of Directors and the Board of Commissioners.

The Company has made full payment of remuneration for the Board of Commissioners and the Board of Directors in accordance with the shareholders' decision as stated in the above-mentioned KPSSS.

**Nominal Remunerasi Anggota Direksi dan Anggota Dewan Komisaris Tahun 2023-2024**
Nominal Remuneration for Members of the Board of Directors and Members of the Board of Commissioners for 2023-2024

| Remunerasi<br>Remuneration | 2024<br>(Rp) | 2023<br>(Rp) | Kenaikan (Penurunan) 2023-2024<br>Increase (Decrease) 2023-2024 | | |
|---|---|---|---|---|---|
| | | | Nominal<br>(Rp) | Persentase (%)<br>Percentage (%) | |
| Dewan Komisaris<br>Board of Commissioners | 6.073.839.532 | 5.770.970.156 | 302.869.376 | 5,25 | ↑ |
| Direksi<br>Board of Directors | 15.842.695.289 | 13.189.862.400 | 2.652.832.889 | 20,11 | ↑ |
| Jumlah<br>Total | 21.916.534.821 | 18.960.832.556 | 2.955.702.265 | 15,59 | ↑ |

## Informasi tentang Kebijakan Pemberian Kompensasi Jangka Panjang

Hingga akhir tahun 2024 Perusahaan tidak memiliki kebijakan pemberian kompensasi jangka panjang kepada Dewan Komisaris, Direksi, dan pekerja. Perusahaan juga tidak melakukan program kepemilikan saham oleh manajemen (*Management Stock Ownership Program* atau MSOP) dan/atau program kepemilikan saham oleh karyawan (*Employee Stock Ownership Program* atau ESOP).

## Information on Long-Term Compensation Policy

As of the end of 2024, the Company does not have a policy for providing long-term compensation to the Board of Commissioners, Directors, and employees. The Company also does not implement a Management Stock Ownership Program (MSOP) and/or an Employee Stock Ownership Program (ESOP).

## Informasi tentang Kepemilikan Saham oleh Dewan Komisaris dan Direksi

Tidak terdapat anggota Dewan Komisaris maupun Direksi yang memiliki saham Perusahaan. PNRE bukan perusahaan terbuka, dengan demikian tidak memiliki kebijakan khusus yang mengatur tentang kepemilikan saham oleh anggota Dewan Komisaris dan/atau Direksi.

Namun demikian, seluruh anggota Dewan Komisaris maupun Direksi wajib menyampaikan keterbukaan transaksi pembelian dan penjualan surat berharga guna menjaga independensi dalam menjalankan tugasnya. Kebijakan penyusunan surat pernyataan kepemilikan saham Direksi dan Dewan Komisaris disusun berdasarkan dan Peraturan Menteri BUMN No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara.

Hingga akhir tahun 2024, tidak terdapat Dewan Komisaris dan Direksi yang memiliki saham lebih dari 5% pada berbagai pelaku usaha berbadan hukum yang memiliki hubungan bisnis dengan Perusahaan.

## Information on Share Ownership by the Board of Commissioners and Board of Directors

There are no members of the Board of Commissioners or Board of Directors who hold shares in the Company. As PNRE is not a publicly listed company, it does not have specific policies governing share ownership by members of the Board of Commissioners and/or Directors.

However, all members of the Board of Commissioners and Directors are required to disclose transactions involving the purchase and sale of securities to maintain independence in carrying out their duties. The policy for preparing the share ownership statement for the Board of Directors and Board of Commissioners is based on as well as Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.

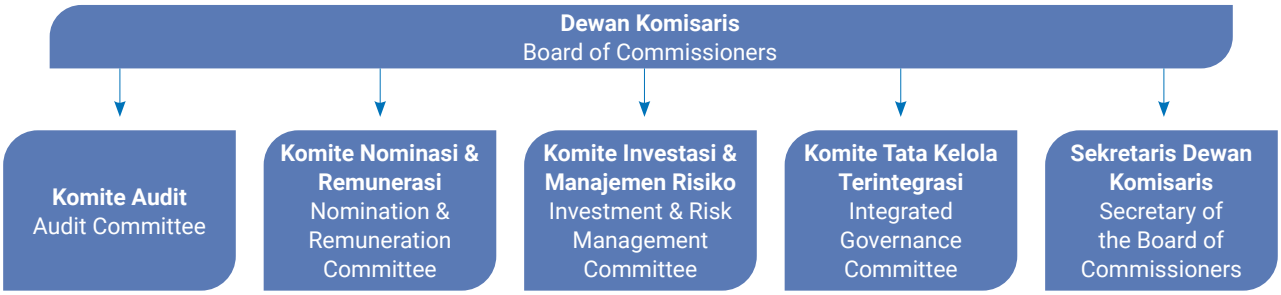
As of the end of 2024, no members of the Board of Commissioners or Directors hold more than 5% of shares in any legal business entity that has business relations with the Company.

# Organ Pendukung Dewan Komisaris

## Supporting Organs of the Board of Commissioners

Dalam menjalankan tugas dan tanggung jawabnya, Dewan Komisaris dibantu oleh organ pendukung yang dibentuk sesuai dengan ketentuan perundang-undangan. Hingga akhir tahun 2024, Dewan Komisaris telah membentuk 3 (tiga) komite pendukung dan 1 (satu) organ pendukung.

In carrying out its duties and responsibilities, the Board of Commissioners is supported by auxiliary bodies established in accordance with applicable laws and regulations. As of the end of 2024, the Board of Commissioners has established three supporting committees and one auxiliary body.




### Sekretaris Dewan Komisaris

Sekretaris Dewan Komisaris bertanggung jawab langsung kepada Dewan Komisaris. Sekretaris Dewan Komisaris bertugas membantu Dewan Komisaris secara administratif dan operasional, serta memastikan penerapan prinsip *Good Corporate Governance* yang optimal di lingkungan Komisariat sesuai dengan *best practices* dan ketentuan yang berlaku.

### Ketentuan Masa Jabatan

Ketentuan masa jabatan Sekretaris Dewan Komisaris Perusahaan mengacu kepada Permen BUMN No. PER-3/MBU/03/2023 Tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara, yaitu ditetapkan oleh Dewan Komisaris selama 3 tahun dan dapat diangkat kembali untuk 2 tahun pada perusahaan BUMN yang sama.

### Secretary of the Board of Commissioners

The Secretary of the Board of Commissioners reports directly to the Board of Commissioners. The Secretary is responsible for providing administrative and operational support to the Board and for ensuring the optimal implementation of Good Corporate Governance principles within the Commissioner's environment, in accordance with best practices and applicable regulations.

### Term of Office Provisions

The term of office provisions for the Company's Secretary of the Board of Commissioners refer to the Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises, whereby the appointment is determined by the Board of Commissioners for a period of 3 years and may be reappointed for 2 years at the same state-owned company.

## Profil Sekretaris Dewan Komisaris
Profile of the Secretary of the Board of Commissioners



**Rachmi Dzikrina**
Sekretaris Dewan Komisaris
Secretary of the Board of Commissioners
Periode Jabatan: 13 September 2021 s.d. 12 September 2026 , Periode ke-2
Term of Office: September 13, 2021 to September 12, 2026, 2nd Period

**Data Pribadi**
Warga Negara Indonesia
Usia 32 tahun
Domisili Jakarta, DKI Jakarta, Indonesia

**Dasar Hukum Pengangkatan**
Surat Keputusan Dewan Komisaris No. Kpts-013/K/DK/PPI/2021-S0 tanggal 18 Agustus 2021 tentang Pengangkatan Sekretaris Dewan Komisaris Dewan Komisaris PT Pertamina Power Indonesia.

**Riwayat Pendidikan**
1. Magister Hukum University of Toronto, Ontario, Canada (2018)
2. Sarjana Hukum Universitas Gadjah Mada, Yogyakarta (2014)

**Riwayat Pekerjaan**
1. *Manager – Legal Wholesale Banking Support Team* (Corporate & Non-Bank Financial Institution) PT Bank UOB Indonesia, Jakarta Pusat (2019-2021)
2. *Associate* – DNC *Advocates at Work*, Jakarta Selatan (2018-2019)

**Sertifikasi Profesi**
1. *Qualified Risk Management Officer*, Lembaga Sertifikasi Profesi – Mitra Kalyana Sejahtera (LSP MKS), 2024

**Rangkap Jabatan**
Di Dalam Perusahaan: tidak ada
Di Luar Perusahaan: tidak ada

**Hubungan Afiliasi**
Tidak memiliki hubungan afiliasi dengan/atau anggota Dewan Komisaris, anggota Direksi, atau Pemegang Saham Utama/ Pengendali.

**Personal Data**
Indonesian citizen
32 years old
Based in Jakarta, DKI Jakarta, Indonesia

**Legal Basis of Appointment**
Board of Commissioners Decree No. Kpts-013/K/DK/PPI/2021-S0 dated August 18, 2021 concerning the Appointment of the Secretary of the Board of Commissioners of PT Pertamina Power Indonesia

**Education**
1. Master of Laws, University of Toronto, Ontario, Canada (2018)
2. Bachelor of Laws, Universitas Gadjah Mada, Yogyakarta (2014)

**Work Experience**
1. Manager – Legal Wholesale Banking Support Team (Corporate & Non-Bank Financial Institution), PT Bank UOB Indonesia, Central Jakarta (2019-2021)
2. Associate, DNC Advocates at Work, South Jakarta (2018-2019)

**Professional Certification**
1. Qualified Risk Management Officer, Lembaga Sertifikasi Profesi – Mitra Kalyana Sejahtera (LSP MKS), 2024

**Concurrent Position**
Within the Company: None
Outside the Company: None

**Affiliation**
No affiliation with any members of the Board of Commissioners, Board of Directors, or the Company's Major/Controlling Shareholders.

## Tugas dan Tanggung Jawab

Tugas dan tanggung jawab Sekretaris Dewan Komisaris adalah:

1. Sekretaris Dewan Komisaris bertugas membantu dan mendukung kelancaran tugas-tugas Dewan Komisaris dan Komite Dewan Komisaris atas biaya Perusahaan.

2. Sekretaris Dewan Komisaris memiliki uraian tugas dan tanggung jawab yang dituangkan dalam Keputusan Dewan Komisaris dengan mengacu pada peraturan regulasi yang berlaku, antara lain:
   a. Mempersiapkan rapat, termasuk bahan rapat (*briefing sheet*) Dewan Komisaris.

## Duties and Responsibilities

The duties and responsibilities of the Secretary of the Board of Commissioners are as follows:

1. The Secretary of the Board of Commissioners is responsible for assisting and supporting the smooth execution of the duties of the Board of Commissioners and its Committees at the Company's expense.
2. The Secretary of the Board of Commissioners has a detailed job description and responsibilities outlined in the Board of Commissioners' Decree, in accordance with applicable regulations, including:
   a. Prepare meetings, including meeting materials (briefing sheets) for the Board of Commissioners.

b. Melakukan administrasi dan penyimpanan dokumen.
c. Memfasilitasi Rapat Dewan Komisaris dan Komite, serta rapat/pertemuan Dewan Komisaris dengan RUPS, Direksi, maupun pihak-pihak terkait lainnya.
d. Membuat risalah rapat Dewan Komisaris sesuai ketentuan anggaran dasar.
e. Menyusun rancangan rencana kerja dan anggaran Dewan Komisaris.
f. Menyusun rancangan laporan-laporan Dewan Komisaris.
g. Memfasilitasi seluruh kegiatan yang dihadiri oleh Dewan Komisaris dan Komite, baik dengan pihak internal maupun eksternal.
h. Menyediakan data/informasi yang diperlukan oleh Dewan Komisaris dan Komite di lingkungan Dewan Komisaris.
i. Melaksanakan tugas lain dari Dewan Komisaris.

## Pengembangan Kompetensi Sekretaris Dewan Komisaris

Pada tahun 2024, Sekretaris Dewan Komisaris telah mengikuti program pengembangan kompetensi yaitu:

1. *Workshop Alignment* Komite Pemantau Investasi dan Manajemen Risiko; Komite Pemantau Investasi dan Manajemen Risiko Dewan Komisaris PT Pertamina (Persero); Hotel Westin Surabaya, 29 Februari-1 Maret 2024.
2. *Workshop Alignment* Komite Pemantau Investasi dan Manajemen Risiko; Komite Pemantau Investasi dan Manajemen Risiko Dewan Komisaris PT Pertamina (Persero); Hotel Intercontinental Bandung Dago Pakar, Jl. Resort Dago Pakar Raya 2B, Bandung, 25 April 2024.
3. *Workshop Master Class Corporate Governance for CGOP Certification*; Center for Risk Management and Sustainability; Grha Pertamina Gas Power/Online, 8 Agustus 2024.
4. *New Corporate Governance Leadership Program Internalizing Integrated Mindset Toward Sustainable Long Term Value Creation*; Indonesian Institute Corporate Development; Online, 25-26 September 2024.
5. *Workshop the Power of Knowing Your-self: Transforming Leadership through Adaptive Skills*; Sekretariat Dewan Komisaris; The Westin Jakarta, 19-20 Oktober 2024.
6. *Masterclass Compliance Management for CCOP Certification*; Center for Risk Management and Sustainability; Grha Pertamina Lt. 12 Ruang Rapat Gas to Power, 4 November 2024.
7. *Training Presentation Skills with High Impact*; Sekretariat Dewan Komisaris; Courtyard Bandung, 7-8 November 2024.
8. *Qualified Risk Management Officer*; Direktorat Manajemen Risiko (Cipta Karakter); Online, 11-12 November 2024.
9. (1). *Training Enhancing Collaboration – Four Quadrants Personality*, (2). *Agile Leadership in Digital Era*; VIS Harnessing Human Energy; Hyatt Regency Yogyakarta, 22-23 November 2024.
10. Ngopi BerAKHLAK: *Inspirational Talkshow*: *Creating Synergy through Collaboration across Entities and Generations*;

b. Managing administrative tasks and document storage
c. Facilitating meetings of the Board of Commissioners and its Committees, as well as meetings between the Board of Commissioners and the GMS, the Board of Directors, and other relevant parties.
d. Prepare minutes of the Board of Commissioners' meetings in accordance with the provisions of the Articles of Association.
e. Draft the Board of Commissioners' work plan and budget.
f. Draft the Board of Commissioners' reports.
g. Supporting all activities attended by the Board of Commissioners and its Committees, both with internal and external parties.
h. Providing the necessary data and information for the Board of Commissioners and its Committees.
i. Carry out other duties assigned by the Board of Commissioners.

## Competency Development of the Secretary of the Board of Commissioners

In 2024, the Secretary of the Board of Commissioners participated in the following competency development programs:

1. Workshop for Alignment of the Investment and Risk Management Monitoring Committee; Investment and Risk Management Monitoring Committee of the Board of Commissioners of PT Pertamina (Persero); The Westin Hotel Surabaya, February 29 – March 1, 2024.
2. Workshop for Alignment of the Investment and Risk Management Monitoring Committee; Investment and Risk Management Monitoring Committee of the Board of Commissioners of PT Pertamina (Persero); Intercontinental Bandung Dago Pakar Hotel, Jl. Resort Dago Pakar Raya 2B, April 25, 2024.
3. Workshop Master Class Corporate Governance for CGOP Certification; Center for Risk Management and Sustainability; Grha Pertamina Gas Power/Online, August 8, 2024.
4. New Corporate Governance Leadership Program Internalizing Integrated Mindset Toward Sustainable Long-Term Value Creation; Indonesian Institute Corporate Development; Online, September 25-26, 2024.
5. Workshop The Power of Knowing Yourself: Transforming Leadership through Adaptive Skills; Secretariat of the Board of Commissioners; The Westin Jakarta, October 19-20, 2024.
6. Masterclass Compliance Management for CCOP Certification; Center for Risk Management and Sustainability; Grha Pertamina, 12th Floor, Gas to Power Meeting Room, November 4, 2024.
7. Training Presentation Skills with High Impact; Secretariat of the Board of Commissioners; Courtyard Bandung, November 7-8, 2024.
8. Qualified Risk Management Officer; Directorate of Risk Management (Cipta Karakter); Online, November 11-12, 2024.
9. (1). Training Enhancing Collaboration – Four Quadrants Personality, (2) Agile Leadership in Digital Era; VIS Harnessing Human Energy; Hyatt Regency Yogyakarta, November 22-23, 2024.
10. Ngopi BerAKHLAK: Inspirational Talkshow: Creating Synergy through Collaboration Across Entities and Generations;

Pertamina NRE; Bali Ballroom Hotel Kempinski, 5 Desember 2024.
11. "*Growth Mindset*" *Training*; Sekretariat Dewan Komisaris; The Westin Jakarta, 7 Desember 2024.

## Pelaksanaan Tugas Sekretaris Dewan Komisaris

Sepanjang tahun 2024, Sekretaris Dewan Komisaris telah melakukan tugas yang baik dalam mendukung kegiatan yang diikuti oleh Dewan Komisaris termasuk didalamnya mempersiapkan rapat, membuat risalah rapat, dan *monitoring* tindak lanjut hasil kesepakatan dalam rapat. Sekretaris Dewan Komisaris juga melakukan pengelolaan secara menyeluruh data dan informasi, dokumen persuratan, kelogistikan, keuangan, SDM Sekretariat dan kegiatan penunjang lainnya di lingkungan Dewan Komisaris. Guna mendukung peningkatan kompetensi Dewan Komisaris, Sekretaris Dewan Komisaris telah menyelenggarakan dan memfasilitasi keikutsertaan Dewan Komisaris dan perangkatnya dalam berbagai Program Pelatihan selama tahun 2024.

## Kebijakan Remunerasi bagi Sekretaris Dewan Komisaris

Kebijakan remunerasi yang diberikan Perusahaan kepada Sekretaris Dewan Komisaris mengacu kepada Permen BUMN No. PER-3/MBU/03/2023 Tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara. Dalam ketentuan tersebut, disebutkan bahwa Sekretaris Dewan Komisaris mendapatkan besaran dan jenis penghasilan sekretaris Dewan Komisaris terdiri dari:

1. Honorarium paling banyak 15% (lima belas persen) dari gaji Direktur Utama BUMN yang bersangkutan;
2. Tunjangan terdiri dari:
   a. Tunjangan transportasi sebesar 20% (dua puluh persen) dari honorarium per bulan; dan
   b. Tunjangan terdiri dari:
      i. Tunjangan transportasi sebesar 20% (dua puluh persen) dari honorarium per bulan; dan
      ii. Tunjangan hari raya yang dibayarkan sekali dalam 1 (satu) tahun sebesar 1 (satu) kali honorarium.

## Komite Audit

Komite Audit adalah organ pendukung Dewan Komisaris sebagaimana diatur dalam Peraturan Menteri BUMN RI No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara, dan Peraturan Menteri BUMN RI No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara. Komite Audit dibentuk untuk membantu Dewan Komisaris dalam memantau dan memastikan efektivitas sistem pengendalian internal dan pelaksanaan tugas auditor internal dan auditor eksternal dengan melakukan pemantauan dan evaluasi atas perencanaan dan pelaksanaan audit dalam rangka menilai

Pertamina NRE; Bali Ballroom Hotel Kempinski, December 5, 2024.
11. "Growth Mindset" Training; Secretariat of the Board of Commissioners; The Westin Jakarta, December 7, 2024.

## Implementation of Duties of the Secretary of the Board of Commissioners

Throughout 2024, the Secretary to the Board of Commissioners has carried out duties effectively in supporting activities attended by the Board of Commissioners, including preparing meetings, drafting meeting minutes, and monitoring the follow-up of meeting resolutions. The Secretary also comprehensively managed data and information, correspondence documents, logistics, finance, human resources of the Secretariat, and other supporting activities of the Board of Commissioners. To support the enhancement of the Board of Commissioners' competencies, the Secretary of the Board of Commissioners has organized and facilitated the participation of the Board of Commissioners and its supporting organs in various training programs throughout 2024.

## Remuneration Policy for the Secretary of the Board of Commissioners

The Company's remuneration policy for the Secretary of the Board of Commissioners refers to the Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises. Under this regulation, it is stipulated that the Secretary of the Board of Commissioners is entitled to the following amount and types of income:

1. An honorarium of up to 15% (fifteen percent) of the salary of the President Director of the respective SOE;
2. Allowances consisting of:
   a. Transportation allowance amounting to 20% (twenty percent) of the monthly honorarium; and
   b. Allowances, consisting of:
      i. Transportation allowance amounting to 20% (twenty percent) of the monthly honorarium; and
      ii. Holiday allowance, paid once a year, equal to 1 (one) time the honorarium.

## Audit Committee

The Audit Committee is a supporting body of the Board of Commissioners, as stipulated in the Minister of State-Owned Enterprises (SOE) Regulation No. PER-2/MBU/03/2023 on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, and Minister of SOE Regulation No. PER-3/MBU/03/2023 on Organs and Human Resources of State-Owned Enterprises. The Audit Committee is established to assist the Board of Commissioners in monitoring and ensuring the effectiveness of the internal control system and the performance of internal and external auditors. This is achieved by overseeing and evaluating the planning and execution of

kecukupan pengendalian internal termasuk proses pelaporan keuangan.

audits to assess the adequacy of internal controls, including the financial reporting process.

## Ketentuan Masa Jabatan

Ketentuan masa jabatan anggota Komite Audit yang berasal dari Dewan Komisaris, masa jabatannya mengikuti masa jabatan sebagai Dewan Komisaris. Sedangkan anggota Komite yang bukan berasal dari Anggota Dewan Komisaris ditetapkan paling lama 3 (tiga) tahun, dan dapat diperpanjang satu kali selama 2 (dua) tahun dengan tidak mengurangi hak Dewan Komisaris untuk memberhentikannya sewaktu-waktu.

## Term of Office Provisions

The term of office for members of the Audit Committee who come from the Board of Commissioners follows their term of office as members of the Board of Commissioners. Meanwhile, members of the Committee who are not from the Board of Commissioners are appointed for a maximum of 3 (three) years and may be extended once for 2 (two) years, without limiting the right of the Board of Commissioners to dismiss them at any time.

## Susunan dan Profil Komite Audit

Di sepanjang tahun 2024, terdapat perubahan susunan Komite Audit sejalan dengan perubahan susunan Dewan Komisaris.

## Composition and Profile of the Audit Committee

Throughout 2024, there were changes in the composition of the Audit Committee in line with the changes in the composition of the Board of Commissioners.

**Kronologi Perubahan Susunan Komite Audit di Sepanjang Tahun 2024**
Chronology of Changes in the Audit Committee Composition Throughout 2024

| **Periode 1 Januari s.d 25 April 2024**<br>January 1 to April 2024 | **Periode 26 April s.d 24 Mei 2024**<br>April 26 to May 24, 2024 | **Periode 25 Mei s.d 30 September 2024**<br>May 25 to September 30, 2024 | **Periode 1 November s.d 31 Desember 2024**<br>November 1 to December 31, 2024 | **Keterangan**<br>Description |
|---|---|---|---|---|
| Dwi Agus Setiawan (Ketua / Komisaris)<br>(Chairman / Commissioner) | | | | Dwi Agus Setiawan tidak lagi menjabat sejalan dengan pemberhentiannya sebagai Komisaris pada tanggal 25 April 2024.<br><br>Dwi Agus Setiawan no longer served as a member of the Audit Committee following his dismissal as Commissioner on April 25, 2024. |
| Budiman Parhusip (Wakil Ketua / Komisaris)<br><br>(Deputy Chairman / Commissioner) | Budiman Parhusip (Anggota / Komisaris)<br>(Member / Commissioner) | Budiman Parhusip (Anggota / Komisaris)<br>(Member / Commissioner) | Budiman Parhusip (Anggota / Komisaris)<br>(Member / Commissioner) | - |
| Roesly Mahmud (Anggota)<br>(Member) | Roesly Mahmud (Anggota)<br>(Member) | Roesly Mahmud (Anggota)<br>(Member) | Roesly Mahmud (Anggota)<br>(Member) | - |
| Agus Pranowo (Anggota)<br>(Member) | Agus Pranowo (Anggota (Anggota)<br>(Member) | Agus Pranowo (Anggota)<br>(Member) | | Agus Pranowo tidak lagi menjabat sejak 31 Oktober 2024 sejalan dengan masa jabatan yang telah usai.<br><br>Agus Pranowo no longer served as a member of the Audit Committee as of October 31, 2024, following the completion of his term. |

### Kronologi Perubahan Susunan Komite Audit di Sepanjang Tahun 2024
Chronology of Changes in the Audit Committee Composition Throughout 2024

| Periode 1 Januari s.d 25 April 2024<br>January 1 to April 2024 | Periode 26 April s.d 24 Mei 2024<br>April 26 to May 24, 2024 | Periode 25 Mei s.d 30 September 2024<br>May 25 to September 30, 2024 | Periode 1 November s.d 31 Desember 2024<br>November 1 to December 31, 2024 | Keterangan<br>Description |
|---|---|---|---|---|
| | | Rida Mulyana (Ketua/Komisaris)<br>(Chairman / Commissioner) | Rida Mulyana (Ketua/Komisaris)<br>(Chairman / Commissioner) | Rida Mulyana diangkat menjadi Ketua Komite berdasarkan Surat Keputusan Dewan Komisaris No. Kpts-004/DK/PPI/2024 tanggal 25 Mei 2024.<br><br>Rida Mulyana was appointed as Chairman of the Audit Committee based on the Board of Commissioners Decree No. Kpts-004/DK/PPI/2024 dated May 25, 2024. |
| | | | Evi Novita Dewi (Anggota)<br>(Member) | Evi Novita Dewi diangkat menjadi anggota sejak 1 November 2024 berdasarkan Surat Keputusan Dewan Komisaris No. Kpts 010/DK/PPI/2024 tertanggal 31 Oktober 2024.<br><br>Evi Novita Dewi was appointed as a member of the Audit Committee effective November 1, 2024, based on the Board of Commissioners Decree No. Kpts-010/DK/PPI/2024 dated October 31, 2024. |

### Susunan Komite Audit per 31 Desember 2024
Audit Committee Composition as of December 31, 2024

| Nama<br>Name | Jabatan<br>Position | Dasar Pengangkatan<br>Basis of Appointment | Masa Jabatan<br>Term of Office | Periode Jabatan<br>Period of Office |
|---|---|---|---|---|
| Rida Mulyana | Ketua / Komisaris<br>Chairman / Commissioner | Surat Keputusan Dewan Komisaris No. Kpts-004/DK/PPI/2024 tanggal 25 Mei 2024<br><br>Board of Commissioners Decree No. Kpts-004/DK/PPI/2024 dated May 25, 2024 | Mengikuti masa jabatan sebagai Komisaris<br><br>Following the term of office as Commissioner | |
| Budiman Parhusip | Wakil Ketua / Komisaris<br>Deputy Chairman / Commissioner | Surat Keputusan Dewan Komisaris No. Kpts-009/K/DK/PPI/2022/S0 tanggal 6 Oktober 2022<br><br>Board of Commissioners Decree No. Kpts-009/K/DK/PPI/2022/S0 dated October 6, 2022 | Mengikuti masa jabatan sebagai Komisaris<br><br>Following the term of office as Commissioner | |
| Roesly Mahmud | Anggota<br>Member | Surat Keputusan Dewan Komisaris No. Kpts-002/K/DK/PPI/2022-S0 tanggal 27 Mei 2022<br><br>Board of Commissioners Decree No. Kpts-002/K/DK/PPI/2022-S0 dated May 27, 2022 | 1 Juni 2022 s.d 31 Mei 2025<br><br>June 1, 2022 to May 31, 2025 | Kedua<br><br>Second Term |

## Susunan Komite Audit per 31 Desember 2024
Audit Committee Composition as of December 31, 2024

| **Nama**<br>Name | **Jabatan**<br>Position | **Dasar Pengangkatan**<br>Basis of Appointment | **Masa Jabatan**<br>Term of Office | **Periode Jabatan**<br>Period of Office |
|---|---|---|---|---|
| Agus Pranowo | Anggota<br>Member | Surat Keputusan Dewan Komisaris No. Kpts-002/K/DK/PPI/2022-S0 tanggal 27 Mei 2022<br><br>Board of Commissioners Decree No. Kpts-002/K/DK/PPI/2022-S0 dated May 27, 2022 | 1 Februari 2023 s.d 31 Oktober 2024<br><br>February 1, 2023 to October 31, 2024 | Kedua<br><br>Second Term |
| Evi Novita Dewi | Anggota<br>Member | Surat Keputusan Dewan Komisaris No. Kpts 010/DK/PPI/2024 tertanggal 31 Oktober 2024<br><br>Board of Commissioners Decree No. Kpts 010/DK/PPI/2024 dated October 31, 2024 | 1 November 2024 s.d 31 Oktober 2027<br><br>November 1, 2024 to October 31, 2027 | Pertama<br><br>First Term |



**Rida Mulyana**
Ketua Komite Audit
Chairman of the Audit Committee

Profil beliau dapat dilihat pada bagian Profil Dewan Komisaris pada Bab Profil Perusahaan.
His profile can be found in the Board of Commissioners' Profile section in the Company Profile chapter.



**Budiman Parhusip**
Wakil Ketua Komite Audit
Deputy Chairman of the Audit Committee

Profil beliau dapat dilihat pada bagian Profil Dewan Komisaris pada Bab Profil Perusahaan.
His profile can be found in the Board of Commissioners' Profile section in the Company Profile chapter.



**Roesly Mahmud**
Anggota Komite Audit
Periode Jabatan: 1 Juni 2022 s.d 31 Mei 2025 , Periode ke-2
Audit Committee Member
Term of Office: June 1, 2022 to May 31, 2025, 2nd Term

**Data Pribadi**
Warga Negara Indonesia
Usia 69 tahun
Berdomisili di Jakarta, DKI Jakarta, Indonesia

**Dasar Hukum Penunjukan**
Surat Keputusan Dewan Komisaris PT Pertamina Power Indonesia No. Kpts-002/K/DK/PPI/2022-S0 tertanggal 27 Mei 2022 tentang Pengangkatan Anggota Komite Audit Dewan Komisaris PT Pertamina Power Indonesia.

**Riwayat Pendidikan**
1. D IV Sekolah Tinggi Akuntansi Negara (STAN) (1988).
2. D III Sekolah Tinggi Akuntansi Negara (STAN) (1979).

**Pengalaman Kerja**
1. Anggota Komite Audit, PT Pertamina Power Indonesia (2022-sekarang).
2. Anggota Komite Audit PT Kimia Farma Apotik di Jakarta (2012-2021).
3. Supervisor pada Tim Optimalisasi Penerimaan Negara – Tim Gabungan BPKP – DJP di Jakarta (2001-2011).
4. Ka Sie Pengawasan BUMN/BUMD Bidang Industri, Jasa, dan Perdagangan pada BPKP Perwakilan Kalimantan Timur di Samarinda (2000-2001).
5. Akuntan pada BPKP Deputi Pengawasan BUMN/BUMD (1990-2000).
6. Ajun Akuntan pada BPKP Perwakilan DKI Jakarta (1985-1986).
7. Ajun Akuntan pada Kantor Pengawasan Anggaran Negara Padang Sumatera Barat (1979-1982).

**Sertifikasi Profesi**
1. *Chartered Accountant* (CA), Ikatan Akuntan Indonesia (IAI), 2012
2. Tata Kelola: Profesional Pengawas Tata Kelola Bersertifikasi (*Governance: Certified Governance Oversight Professional*/ CGOP), Lembaga Sertifikasi Profesi – Mitra Kalyana Sejahtera (LSP MKS), 2024
3. Kepatuhan: Profesional Pengawas Tata Kelola Bersertifikasi (*Compliance: Certified Compliance Oversight Professional*/ CCOP), Lembaga Sertifikasi Profesi – Mitra Kalyana Sejahtera (LSP MKS), 2024

**Rangkap Jabatan**
Tidak memiliki rangkap jabatan, baik di dalam maupun di luar Perusahaan.

**Hubungan Afiliasi**
Tidak memiliki hubungan afiliasi baik dengan anggota Dewan Komisaris lainnya, anggota Direksi maupun dengan Pemegang Saham Utama/Pengendali.

**Personal Data**
Indonesian Citizen
69 years old
Based in Jakarta, DKI Jakarta, Indonesia

**Legal Basis of Appointment**
Decree of the Board of Commissioners of PT Pertamina Power Indonesia No. Kpts-002/K/DK/PPI/2022-S0 dated May 27, 2022 concerning the Appointment of Members of the Audit Committee of the Board of Commissioners of PT Pertamina Power Indonesia.

**Education**
1. D IV Sekolah Tinggi Akuntansi Negara (STAN) (1988).
2. D III Sekolah Tinggi Akuntansi Negara (STAN) (1979).

**Work Experience**
1. Member of the Audit Committee, PT Pertamina Power Indonesia (2022-present).
2. Member of the Audit Committee of PT Kimia Farma Apotik in Jakarta (2012-2021).
3. Supervisor at the State Revenue Optimization Team – Joint Team of BPKP – DJP in Jakarta (2001-2011).
4. Head of BUMN/BUMD Supervision Section for Industry, Services, and Trade at the BPKP Representative Office of East Kalimantan in Samarinda (2000-2001).
5. Accountant at BPKP Deputy for BUMN/BUMD Supervision (1990-2000).
6. Assistant Accountant at BPKP Representative Office of DKI Jakarta (1985-1986).
7. Assistant Accountant at the State Budget Supervision Office of Padang, West Sumatra (1979-1982).

**Professional Certification**
1. Chartered Accountant (CA), Ikatan Akuntan Indonesia (IAI), 2012
2. Governance: Certified Governance Oversight Professional (CGOP), Lembaga Sertifikasi Profesi – Mitra Kalyana Sejahtera (LSP MKS), 2024
3. Compliance: Certified Compliance Oversight Professional (CCOP), Lembaga Sertifikasi Profesi – Mitra Kalyana Sejahtera (LSP MKS), 2024

**Concurrent Position**
Does not hold any concurrent positions, either within or outside the Company.

**Affiliation**
Has no affiliations with other members of the Board of Commissioners, members of the Board of Directors, or the Major/ Controlling Shareholders.



**Agus Pranowo**
Anggota Komite Audit
Periode Jabatan: 1 Februari 2023 s.d 31 Oktober 2024 , Periode ke-2
Audit Committee Member
Term of Office: February 1, 2023 to October 31, 2024, 2nd Term

**Data Pribadi**
Warga Negara Indonesia
Usia 49 tahun
Berdomisili di Jakarta, DKI Jakarta, Indonesia

**Dasar Hukum Penunjukan**
Surat Keputusan Dewan Komisaris PT Pertamina Power Indonesia No. Kpts-002/DK-PPI/2023 tertanggal 10 Januari 2023 tentang Pengangkatan Anggota Komite Audit Dewan Komisaris PT Pertamina Power Indonesia.

**Riwayat Pendidikan**
1. Magister Manajemen di Universitas Negeri Jakarta (2021).
2. Sarjana Akuntansi di Sekolah Tinggi Akuntansi Negara (STAN) (2003).
3. Sarjana Muda di Sekolah Tinggi Akuntansi Negara (STAN) (1997).

**Pengalaman Kerja**
1. Anggota Komite Audit, PT Pertamina Power Indonesia (2023-2024).
2. *Chief Audit Executive* PT Pertamina Patra Niaga (2023-sekarang).
3. *Manager Group Business Support Internal Audit* PT Pertamina (Persero) (2020-2023).
4. Komite Audit Dewan Komisaris PT Pertamina Lubricants (2020-2022).
5. *Manager Internal Audit* Sumatera bagian Selatan PT Pertamina (Persero) (2019-2020).
6. *Assistant Manager West Area Internal Audit* PT Pertamina Hulu Energi (2018-2019).
7. Senior Auditor Gas & NRE Internal Audit PT Pertamina (Persero) (2014-2018).
8. Auditor PT Pertamina (Persero) (2008-2013).
9. Kepala Sub Bagian Program dan Pelaporan BPKP Prov. Sulawesi Tenggara (2008).
10. Auditor Pusat Pembinaan Jabatan Fungsional Auditor BPKP Pusat (2003-2008).
11. Auditor BPKP Prov. Kalimantan Barat (1997-2003).

**Sertifikasi Profesi**
Tata Kelola: Profesional Pengawas Tata Kelola Bersertifikasi (*Governance: Certified Governance Oversight Professional/CGOP*), Lembaga Sertifikasi Profesi – Mitra Kalyana Sejahtera (LSP MKS), 2024

**Rangkap Jabatan**
Di dalam Perusahaan: tidak ada.
Di luar Perusahaan: *Chief Audit Executive* PT Pertamina Patra Niaga (2023-sekarang).

**Hubungan Afiliasi**
Tidak memiliki hubungan afiliasi baik dengan anggota Dewan Komisaris dan Direksi lainnya, maupun dengan Pemegang Saham Utama/Pengendali.

**Personal Data**
Indonesian Citizen
49 years old
Based in Jakarta, DKI Jakarta, Indonesia

**Legal Basis of Appointment**
Decree of the Board of Commissioners of PT Pertamina Power Indonesia No. Kpts-002/DK-PPI/2023 dated January 10, 2023 concerning the Appointment of Members of the Audit Committee of the Board of Commissioners of PT Pertamina Power Indonesia.

**Education**
1. Master of Management at Universitas Negeri Jakarta (2021).
2. Bachelor of Accounting at Sekolah Tinggi Akuntansi Negara (STAN) (2003).
3. Diploma at Sekolah Tinggi Akuntansi Negara (STAN) (1997).

**Work Experience**
1. Member of the Audit Committee, PT Pertamina Power Indonesia (2023-2024).
2. Chief Audit Executive at PT Pertamina Patra Niaga (2023-present).
3. Manager Group Business Support Internal Audit at PT Pertamina (Persero) (2020-2023).
4. Audit Committee of the Board of Commissioners, PT Pertamina Lubricants (2020-2022).
5. Manager Internal Audit of Southern Sumatra, PT Pertamina (Persero) (2019-2020).
6. Assistant Manager West Area Internal Audit, PT Pertamina Hulu Energi (2018-2019).
7. Senior Auditor Gas & NRE Internal Audit, PT Pertamina (Persero) (2014-2018).
8. Auditor, PT Pertamina (Persero) (2008-2013).
9. Head of the Sub-Division of Programs and Reporting of the BPKP of Southeast Sulawesi Province (2008).
10. Auditor of the Center for Development of Functional Positions of the Central BPKP Auditor (2003-2008).
11. Auditor of the BPKP of West Kalimantan Province (1997-2003).

**Professional Certification**
Governance: Certified Governance Oversight Professional (CGOP), Lembaga Sertifikasi Profesi – Mitra Kalyana Sejahtera (LSP MKS), 2024

**Concurrent Position**
Within the Company: none.
Outside the Company: Chief Audit Executive of PT Pertamina Patra Niaga (2023-present).

**Affiliation**
Has no affiliations with members of the Board of Commissioners, members of the Board of Directors, or the Major/Controlling Shareholders.



**Evi Novita Dewi**
Anggota Komite Audit
Periode Jabatan: 1 November 2024 s.d 31 Oktober 2027, Periode ke-1
Member of the Audit Committee
Term of Office: November 1, 2024 to October 31, 2027, 1st Period

**Data Pribadi**
Warga Negara Indonesia
Usia 47 tahun
Domisili Jakarta, DKI Jakarta, Indonesia

**Dasar Hukum Pengangkatan**
Surat Keputusan Dewan Komisaris No. Kpts 010/DK/PPI/2024 tertanggal 31 Oktober 2024 tentang Pemberhentian dan Pengangkatan Anggota Komite Audit.

**Riwayat Pendidikan**
1. Magister Administrasi Bisnis, Universitas Gadjah Mada (2013-2016)
2. Sarjana Ekonomi, Universitas Gadjah Mada (1999-2002)

**Riwayat Pekerjaan**
1. Anggota Komite Audit, PT Pertamina Power Indonesia (2024-sekarang)
2. *VP Corporate Holding & Portfolio Internal Audit*, PT Pertamina (Persero) (2024-sekarang)
3. Anggota Komite Audit, PT Pertamina EP Cepu (2019-2024)
4. *Chief Audit Executive*, PT Perusahaan Gas Negara, Tbk. (2023-2024)
5. IA *Policy Setting, Planning, and Monitoring Vice President*, PT Pertamina (Persero) (2020-2022)
6. *Audit Planning & Quality Assurance Manager*, PT Pertamina (Persero) (2019-2020)
7. *Internal Audit Manager of West Java Region*, PT Pertamina (Persero) (2018-2019)
8. *Chief Internal Audit*, PT Pertamina Patra Niaga (2015-2018)
9. *Head of Internal Audit*, PT Pertagas Indonesia (2015)
10. *Head of Internal Audit*, PT Perta Daya Gas (2014-2015)
11. *Quality Assurance Assistance Manager*, PT Pertamina (Persero) (2013-2014)
12. *Senior Auditor*, PT Pertamina (Persero) (2011-2013)
13. *Auditor*, PT Pertamina (Persero) (2011)
14. Auditor Ahli Daya, PT Pertamina (Persero) (2003-2010)

**Sertifikasi Profesi**
Kepatuhan: Profesional Pengawas Tata Kelola Bersertifikasi (*Compliance*: *Certified Compliance Oversight Professional*/ CCOP), Lembaga Sertifikasi Profesi – Mitra Kalyana Sejahtera (LSP MKS), 2024

**Rangkap Jabatan**
Di Dalam Perusahaan: tidak ada
Di Luar Perusahaan: VP *Corporate Holding & Portfolio Internal Audit* PT Pertamina (Persero)

**Hubungan Afiliasi**
Tidak memiliki hubungan afiliasi dengan/atau anggota Dewan Komisaris, anggota Direksi. Namun beliau memiliki hubungan afiliasi dengan PT Pertamina (Persero) selaku Pemegang Saham Utama/Pengendali melalui rangkap jabatan yang dimilikinya.

**Personal Data**
Indonesian Citizen
47 years old
Based in Jakarta, DKI Jakarta, Indonesia

**Legal Basis of Appointment**
Board of Commissioners Decree No. Kpts 010/DK/PPI/2024 dated October 31, 2024 concerning the Dismissal and Appointment of Members of the Audit Committee.

**Education**
1. Master of Business Administration, Universitas Gadjah Mada (2013-2016)
2. Bachelor of Economics, Universitas Gadjah Mada (1999-2002)

**Work Experience**
1. Member of the Audit Committee, PT Pertamina Power Indonesia (2024-present)
2. VP Corporate Holding & Portfolio Internal Audit, PT Pertamina (Persero) (2024-present)
3. Member of the Audit Committee, PT Pertamina EP Cepu (2019-2024)
4. Chief Audit Executive, PT Perusahaan Gas Negara, Tbk. (2023-2024)
5. IA Policy Setting, Planning, and Monitoring Vice President, PT Pertamina (Persero) (2020-2022)
6. Audit Planning & Quality Assurance Manager, PT Pertamina (Persero) (2019-2020)
7. Internal Audit Manager of West Java Region, PT Pertamina (Persero) (2018-2019)
8. Chief Internal Audit, PT Pertamina Patra Niaga (2015-2018)
9. Head of Internal Audit, PT Pertagas Indonesia (2015)
10. Head of Internal Audit, PT Perta Daya Gas (2014-2015)
11. Quality Assurance Assistance Manager, PT Pertamina (Persero) (2013-2014)
12. Senior Auditor, PT Pertamina (Persero) (2011-2013)
13. Auditor, PT Pertamina (Persero) (2011)
14. Outsource Auditor, PT Pertamina (Persero) (2003-2010)

**Professional Certification**
Compliance: Certified Compliance Oversight Professional (CCOP), Lembaga Sertifikasi Profesi – Mitra Kalyana Sejahtera (LSP MKS), 2024

**Concurrent Position**
Within the Company: none
Outside the Company: VP Corporate Holding & Portfolio Internal Audit, PT Pertamina (Persero)

**Affiliation**
Has no affiliation with any members of the Board of Commissioners or members of the Board of Directors. However, she has an affiliation with PT Pertamina (Persero) as the majority/ controlling shareholder through her concurrent position

## Pedoman Komite Audit

Komite Audit telah memiliki piagam atau *charter* Komite Audit. Piagam Komite Audit telah ditetapkan Dewan Komisaris Perusahaan pada tanggal 5 Agustus 2021. Muatan Piagam Komite Audit telah sesuai dengan ketentuan yang berlaku dan kebutuhan Komite Audit. Pedoman Komite Audit ini akan ditinjau secara periodik sesuai dengan perkembangan kegiatan usaha, organisasi, dan tingkat risiko dalam Perusahaan yang mungkin timbul. Selain itu, pemutakhiran Pedoman Komite Audit mempertimbangkan kebutuhan Komite yang ada pada Perusahaan serta sesuai dengan peraturan perundang-undangan yang berlaku.

## Audit Committee Guidelines

The Audit Committee has an official charter, which was established by the Company's Board of Commissioners on August 5, 2021. The content of the Audit Committee Charter complies with applicable regulations and the needs of the Audit Committee. These guidelines are periodically reviewed in line with developments in business activities, organization, and potential risk levels within the Company. Additionally, updates to the Audit Committee Guidelines take into account the Committee's needs and ensure alignment with prevailing laws and regulations.

## Pernyataan Independensi Komite Audit

Dengan menjunjung tinggi profesionalisme dan integritas, anggota Komite Audit Perusahaan berkomitmen untuk menghindari segala bentuk benturan kepentingan dan tidak terlibat dalam korupsi, kolusi, dan nepotisme dalam melaksanakan tugas dan tanggung jawab yang dimilikinya, pernyataan independensi tertuang dalam pakta integritas.

## Audit Committee Independence Statement

Upholding professionalism and integrity, the members of the Company's Audit Committee are committed to avoiding any conflicts of interest and refraining from involvement in corruption, collusion, and nepotism while carrying out their duties and responsibilities.

## Tugas dan Tanggung Jawab Komite Audit

1. Membantu Dewan Komisaris untuk memastikan efektivitas sistem pengendalian internal dan efektivitas pelaksanaan tugas internal auditor dan eksternal auditor.
2. Mengevaluasi pelaksanaan kegiatan serta hasil audit yang dilaksanakan oleh internal auditor dan eksternal auditor.
3. Memberikan rekomendasi mengenai penyempurnaan sistem pengendalian manajemen serta pelaksanaannya.
4. Memastikan telah terdapat prosedur *review* yang memuaskan terhadap informasi yang terkait dengan Laporan Keuangan Perusahaan.
5. Melakukan identifikasi hal-hal yang memerlukan perhatian Dewan Komisaris.
6. Melakukan penelaahan atas informasi mengenai Perusahaan, serta Rencana Jangka Panjang, Rencana Kerja dan Anggaran Perusahaan, laporan manajemen, dan informasi lainnya.
7. Melakukan penelaahan atas ketaatan Perusahaan terhadap peraturan perundang-undangan yang berhubungan dengan kegiatan Perusahaan.
8. Melakukan penelaahan dan menindaklanjuti saran dan keluhan *stakeholder* yang berkaitan dengan Perusahaan.
9. Mengkaji kecukupan fungsi audit internal, termasuk jumlah dan kompetensi auditor, rencana kerja tahunan dan penugasan yang telah dilaksanakan.
10. Mengkaji kecukupan pelaksanaan audit eksternal termasuk di dalamnya perencanaan audit dan jumlah auditornya.
11. Melakukan penelaahan atas independensi dan objektivitas eksternal auditor yang akan melakukan audit laporan keuangan Perusahaan dan kegiatan audit lainnya.

## Duties and Responsibilities of the Audit Committee

1. Assist the Board of Commissioners in ensuring the effectiveness of the internal control system and the performance of internal and external auditors.
2. Evaluate the implementation of activities and audit results conducted by internal and external auditors.
3. Provide recommendations for improvements to the management control system and its implementation.
4. Ensure the existence of a satisfactory review process for information related to the Company's Financial Statements.
5. Identify matters requiring the attention of the Board of Commissioners.
6. Review information related to the Company, including the Long-Term Plan, Work Plan and Budget, management reports, and other relevant information.
7. Assess the Company's compliance with laws and regulations related to its business activities.
8. Review and follow up on suggestions and complaints from stakeholders related to the Company.
9. Assess the adequacy of the internal audit function, including the number and competency of auditors, annual work plans, and assigned tasks.
10. Evaluate the adequacy of external audit implementation, including audit planning and the number of auditors.
11. Review the independence and objectivity of external auditors conducting financial statement audits and other audit activities.

12. Melakukan penelaahan atas kecukupan audit laporan keuangan yang dilakukan eksternal auditor untuk memastikan semua risiko signifikan telah menjadi perhatian.
13. Melakukan penelaahan atas pengaduan masyarakat dan memonitor pelaksanaan dan tindak lanjut dari informasi yang tercatat dalam *whistle blower system*.
14. Mengawasi pelaksanaan tindak lanjut manajemen (Direksi) atas temuan auditor internal dan auditor eksternal.
15. Melakukan koordinasi dengan Komite Audit Anak Perusahaan Perusahaan untuk mengevaluasi aktivitas kegiatan pengawasan di lingkup Anak Perusahaan.
16. Melaksanakan tugas-tugas pengawasan lain sesuai dengan permintaan Dewan Komisaris.

12. Assess the adequacy of external financial audits to ensure that all significant risks have been addressed.
13. Review public complaints and monitor the implementation and follow-up of information recorded in the whistleblower system.
14. Supervise management (Board of Directors) in implementing follow-ups on internal and external audit findings.
15. Coordinate with the Audit Committees of the Company's subsidiary to evaluate oversight activities within the subsidiary.
16. Perform other supervisory tasks as requested by the Board of Commissioners.

## Program Peningkatan Kompetensi Komite Audit

Perusahaan memfasilitasi dan mengatur terkait program peningkatan kompetensi untuk anggota Komite Audit sesuai Peraturan Menteri BUMN RI No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara, dan Keputusan Deputi Bidang Keuangan dan Manajemen Risiko Kementerian BUMN RI No. SK -3/DKU.MBU/05/2023 tentang Petunjuk Teknis Komposisi dan Kualifikasi Organ Pengelola Risiko di Lingkungan Badan Usaha Milik Negara, yang mengatur bahwa anggota komite yang bukan berasal dari Dewan Komisaris wajib mengikuti pelatihan dengan topik manajemen risiko, *fraud*, bisnis, kegiatan usah korporasi, hukum, kepatuhan, keuangan, akuntansi, dan/atau audit, paling sedikit 20 jam pelatihan dalam 1 (satu) tahun.

Berikut disampaikan kegiatan pelatihan dan peningkatan yang diikuti oleh anggota Komite Audit di sepanjang tahun 2024.

## Audit Committee Competency Development Program

The Company facilitates and organizes competency development programs for members of the Audit Committee in accordance with the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-2/MBU/03/2023 on Corporate Governance Guidelines and Significant Corporate Activities of State-Owned Enterprises, and the Decision of the Deputy for Finance and Risk Management of the Ministry of State-Owned Enterprises of the Republic of Indonesia No. SK-3/DKU.MBU/05/2023 on Technical Guidelines for the Composition and Qualifications of Risk Management Bodies within State-Owned Enterprises, which stipulates that committee members who are not from the Board of Commissioners are required to attend training on topics such as risk management, fraud, business, corporate activities, law, compliance, finance, accounting, and/or auditing, for at least 20 hours of training in one (1) year.

The following is a list of training and development activities attended by members of the Audit Committee throughout 2024.

| Komite Audit<br>Audit Committee | Materi Kegiatan<br>Content of the Activity | Penyelenggara<br>Organizer | Tempat dan Waktu<br>Venue and Date |
|---|---|---|---|
| Kegiatan peningkatan kompetensi yang diikuti Rida Mulyana (Ketua Komite / Komisaris) dapat dilihat pada bagian program peningkatan kompetensi Dewan Komisaris dalam Laporan Tahunan ini.<br><br>The competency development activities attended by Rida Mulyana (Chairman of the Committee / Commissioner) can be found in the Board of Commissioners' competency development program section of this Annual Report. | | | |
| Kegiatan peningkatan kompetensi yang diikuti Budiman Parhusip (Wakil Ketua /Komisaris) dapat dilihat pada bagian program peningkatan kompetensi Dewan Komisaris dalam Laporan Tahunan ini.<br><br>The competency development activities attended by Budiman Parhusip (Deputy Chairman / Commissioner) can be found in the Board of Commissioners' competency development program section of this Annual Report. | | | |

| Komite Audit<br>Audit Committee | Materi Kegiatan<br>Content of the Activity | Penyelenggara<br>Organizer | Tempat dan Waktu<br>Venue and Date |
|---|---|---|---|
| Roesly Mahmud<br>(Anggota Komite Audit)<br>(Audit Committee Member) | *Workshop Master Class Corporate Governance for CGOP Certification* | Center for Risk Management and Sustainability | Grha Pertamina, Gas Power/Online, 6 Agustus 2024<br><br>Grha Pertamina, Gas Power/Online, August 6, 2024 |
| | ACIIA *Regional Conference: Purposeful Impact* | Asian Confederation of Institute of Internal Audits | Bali Nusa Dua Convention Center 2, Bali, 28-29 Agustus 2024<br><br>Bali Nusa Dua Convention Center 2, Bali, August 28-29, 2024 |
| | *New Corporate Governance Leadership Program: Internalizing Integrated Mindset Toward Sustainable Long Term Value Creation* | Indonesian Institute Corporate Development | Online, 25-26 September 2024<br><br>Online, September 25-26, 2024 |
| | *Workshop the Power of Knowing Your-self: Transforming Leadership through Adaptive Skills* | Sekretariat Dewan Komisaris<br><br>Secretariat of the Board of Commissioners | The Westin Jakarta, 19-20 Oktober 2024<br><br>The Westin Jakarta, October 19-20, 2024 |
| | *Masterclass Compliance Management for CCOP Certification* | Center for Risk Management and Sustainability | Grha Pertamina Lt. 12 Ruang Rapat Gas to Power, 4 November 2024<br><br>Grha Pertamina 12st floor, Gas to Power Meeting Room, November 4, 2024 |
| | *Training Presentation Skills with High Impact* | Sekretariat Dewan Komisaris<br><br>Secretariat of the Board of Commissioners | Courtyard Bandung, 7-8 November 2024<br><br>Courtyard Bandung, November 7-8, 2024 |
| | Seminar Nasional Internal Audit (SNIA) 2024: Transformasi Budaya: Integrasi ESG, Keamanan Siber, dan Manajemen Risiko yang Inovatif | Yayasan Pendidikan Internal Audit | The Stone Hotel, Legian Bali, 3-5 Desember 2024<br><br>The Stone Hotel, Legian Bali, December 3-5, 2024 |
| | *"Growth Mindset" Training* | Sekretariat Dewan Komisaris<br><br>Secretariat of the Board of Commissioners | The Westin Jakarta, 7 Desember 2024<br><br>The Westin Jakarta, December 7, 2024 |
| Agus Pranowo<br>(Anggota Komite Audit)<br><br>(Audit Committee Member) | *Global Internal Audit Standard: Journey for the Future of Internal Audit Function to Creating Value* | FKSPI | Banyuwangi, 4-5 Juli 2024<br><br>Banyuwangi, July 4-5, 2024 |
| | *Workshop Master Class Corporate Governance for CGOP Certification* | Center for Risk Management and Sustainability | Grha Pertamina, Gas Power/Online, 6 Agustus 2024<br><br>Grha Pertamina, Gas Power/Online, August 6, 2024 |
| Evi Novita Dewi<br>(Anggota Komite Audit)<br><br>(Audit Committee Member) | *Masterclass Compliance Management for CCOP Certification* | Center for Risk Management and Sustainability | Grha Pertamina Lt. 12 Ruang Rapat Gas to Power, 4 November 2024<br><br>Grha Pertamina 12st floor, Gas to Power Meeting Room, November 4, 2024 |

## Rapat Komite Audit

Rapat Komite Audit diselenggarakan minimal 1 (satu) kali dalam 1 (satu) bulan. Kebijakan tersebut tertuang dalam Piagam Komite Audit. Di sepanjang tahun 2024, Komite Audit mengadakan 10 (sepuluh) kali rapat. Adapun frekuensi kehadiran Komite Audit dalam rapat tersebut adalah sebagai berikut.

## Audit Committee Meetings

The Audit Committee holds meetings at least once a month, as stipulated in the Audit Committee Charter. Throughout 2024, the Audit Committee held a total of 10 meetings. The attendance of the Audit Committee members in these meetings is as follows.

### Frekuensi Rapat Komite Audit dan Kehadiran Komite Audit
Audit Committee Meeting Frequency and Audit Committee Attendance

| Komite Audit<br>Audit Committee | Jumlah Rapat<br>Total Meetings | Jumlah Ketidakhadiran<br>Total Absences | Kehadiran<br>Attendance | Persentase (%)<br>Percentage (%) |
|---|---|---|---|---|
| Rida Mulyana (Ketua)**<br>(Chairman)** | 5 | - | 5 | 100 |
| Budiman Parhusip (Wakil Ketua)<br>(Deputy Chairman) | 10 | - | 10 | 100 |
| Roesly Mahmud (Anggota)<br>(Member) | 10 | - | 10 | 100 |
| Agus Pranowo (Anggota)***<br>(Member)*** | 9 | - | 9 | 100 |
| Dwi Agus Setiawan (Ketua)*<br>Chairman)* | 5 | - | 5 | 100 |
| Evi Novita Dewi (Anggota)****<br>(Member)**** | 1 | - | 1 | 100 |
| Rata-rata<br>Average | | | | 100 |

*) Dwi Agus Setiawan tidak lagi menjabat sejak 26 April 2024.

**) Rida Mulyana mulai menjabat sejak 25 Mei 2024
***) Agus Pranowo tidak lagi menjabat sejak 31 Oktober 2024
****) Evi Novita Dewi mulai menjabat sejak 1 November 2024
*) Dwi Agus Setiawan no longer served as of April 26, 2024.
**) Rida Mulyana commenced service as of May 25, 2024.
***) Agus Pranowo no longer served as of October 31, 2024.
****) Evi Novita Dewi commenced service as of November 1, 2024.

### Agenda Rapat Komite Audit
Audit Committee Meeting Agenda

| No | Tanggal<br>Date | Agenda | Peserta Rapat<br>Participants | Komite Audit yang Tidak Hadir<br>Absent Audit Committee member |
|---|---|---|---|---|
| 1 | 17 Januari 2024<br>January 17, 2024 | *Update* Pasca Akuisisi PT Gesits Motor Nusantara<br><br>Update on Post Acquisition of PT Gesits Motor Nusantara | 1. Budiman Parhusip (Wakil Ketua/ Komisaris)<br>2. Dwi Agus Setiawan (Anggota)<br>3. Roesly Mahmud (Anggota)<br>4. Agus Pranowo (Anggota)<br><br>1. Budiman Parhusip (Deputy Chairman/Commissioner)<br>2. Dwi Agus Setiawan (Member)<br>3. Roesly Mahmud (Member)<br>4. Agus Pranowo (Member) | - |
| 2 | 19 Januari 2024<br>January 19, 2024 | 1. Laporan Kinerja Fungsi Internal Audit Triwulan IV Tahun 2023<br>2. Rencana Kerja Fungsi Internal Audit Tahun 2024<br><br>1. Internal Audit Function Performance Report Quarter IV of 2023<br>2. Internal Audit Function Work Plan for 2024 | 1. Budiman Parhusip (Wakil Ketua/ Komisaris)<br>2. Dwi Agus Setiawan (Anggota)<br>3. Roesly Mahmud (Anggota)<br>4. Agus Pranowo (Anggota)<br><br>1. Budiman Parhusip (Deputy Chairman/Commissioner)<br>2. Dwi Agus Setiawan (Member)<br>3. Roesly Mahmud (Member)<br>4. Agus Pranowo (Member) | - |
| 3 | 1 Maret 2024<br>March 1, 2024 | Pengadaan Perusahaan Pemeringkat Tahun 2023 untuk Menilai Tingkat Kesehatan PT Pertamina Power Indonesia<br><br>Procurement of 2023 Rating Company to Assess the Health Level of PT Pertamina Power Indonesia | 1. Budiman Parhusip (Wakil Ketua/ Komisaris)<br>2. Dwi Agus Setiawan (Anggota)<br>3. Roesly Mahmud (Anggota)<br>4. Agus Pranowo (Anggota)<br><br>1. Budiman Parhusip (Deputy Chairman/Commissioner)<br>2. Dwi Agus Setiawan (Member)<br>3. Roesly Mahmud (Member)<br>4. Agus Pranowo (Member) | - |

**Agenda Rapat Komite Audit**
Audit Committee Meeting Agenda

| No | Tanggal<br>Date | Agenda | Peserta Rapat<br>Participants | Komite Audit yang Tidak Hadir<br>Absent Audit Committee member |
|---|---|---|---|---|
| 4 | 4 Maret 2024<br>March 4, 2024 | Pemaparan Isu Signifikan dan Progres Audit Laporan Keuangan Konsolidasian PT Pertamina Power Indonesia dan Entitas Anaknya Tahun Buku 2023 (agar dapat menghadirkan Kantor Akuntan Publik yang mengaudit Laporan Keuangan di PPI dan PGEO)<br><br>Presentation of Significant Issues and Audit Progress of the Consolidated Financial Statements of PT Pertamina Power Indonesia and Its Subsidiaries for the Fiscal Year 2023 (to facilitate the presence of the Public Accounting Firm auditing the Financial Statements of PPI and PGEO). | 1. Budiman Parhusip (Wakil Ketua/ Komisaris)<br>2. Dwi Agus Setiawan (Anggota)<br>3. Roesly Mahmud (Anggota)<br>4. Agus Pranowo (Anggota)<br><br>1. Budiman Parhusip (Deputy Chairman/Commissioner)<br>2. Dwi Agus Setiawan (Member)<br>3. Roesly Mahmud (Member)<br>4. Agus Pranowo (Member) | - |
| 5 | 4 April 2024<br>April 4, 2024 | 1. Pemaparan Laporan Kinerja Fungsi Internal Audit Triwulan I Tahun 2024<br>2. Tinjauan Sistem Manajemen Anti Penyuapan (SMAP) Tahun 2021<br><br>1. Presentation of the Internal Audit Function Performance Report for Q1 2024<br>2. Review of the Anti-Bribery Management System (SMAP) for 2021 | 1. Budiman Parhusip (Wakil Ketua/ Komisaris)<br>2. Dwi Agus Setiawan (Anggota)<br>3. Roesly Mahmud (Anggota)<br>4. Agus Pranowo (Anggota)<br><br>1. Budiman Parhusip (Deputy Chairman/Commissioner)<br>2. Dwi Agus Setiawan (Member)<br>3. Roesly Mahmud (Member)<br>4. Agus Pranowo (Member) | - |
| 6 | 11 Juli 2024<br>July 11, 2024 | Pemaparan Laporan Kinerja Fungsi Internal Audit Triwulan II Tahun 2024<br><br>Presentation of Internal Audit Function Performance Report for Quarter II of 2024 | 1. Rida Mulyana (Ketua/Komisaris)<br>2. Budiman Parhusip (Wakil Ketua/ Komisaris)<br>3. Roesly Mahmud (Anggota)<br>4. Agus Pranowo (Anggota)<br><br>1. Rida Mulyana (Chairman/ Commissioner)<br>2. Budiman Parhusip (Deputy Chairman/Commissioner)<br>3. Roesly Mahmud (Member)<br>4. Agus Pranowo (Member) | - |
| 7 | 11 Juli 2024<br>July 11, 2024 | *Update* Laporan Keuangan PT Gesits Motor Nusantara<br><br>Update on PT Gesits Motor Nusantara Financial Report | 1. Rida Mulyana (Ketua/Komisaris)<br>2. Budiman Parhusip (Wakil Ketua/ Komisaris)<br>3. Roesly Mahmud (Anggota)<br>4. Agus Pranowo (Anggota)<br><br>1. Rida Mulyana (Chairman/ Commissioner)<br>2. Budiman Parhusip (Deputy Chairman/Commissioner)<br>3. Roesly Mahmud (Member)<br>4. Agus Pranowo (Member) | - |

**Agenda Rapat Komite Audit**
Audit Committee Meeting Agenda

| No | Tanggal<br>Date | Agenda | Peserta Rapat<br>Participants | Komite Audit yang Tidak Hadir<br>Absent Audit Committee member |
|---|---|---|---|---|
| 8 | 9 September 2024<br>September 9, 2024 | 1. Evaluasi Perjanjian Pengoperasian dan Perawatan Pembangkit Listrik Tenaga Biogas (PLTBg) Kwala Sawit dan Pagar Merbau beserta *Lesson Learned*<br>2. *Update* Hasil Pendampingan Badan Pengawasan Keuangan dan Pembangunan (BPKP) dan Jamdatun atas Rencana Investasi Proyek Skol<br><br>1. Evaluation of the Operation and Maintenance Agreement for the Kwala Sawit and Pagar Merbau Biogas Power Plants (PLTBg) and Lessons Learned<br>2. Update on the Results of the Financial and Development Supervisory Board (BPKP) and Jamdatun's Assistance for the Skol Project Investment Plan | 1. Rida Mulyana (Ketua/Komisaris)<br>2. Budiman Parhusip (Wakil Ketua/ Komisaris)<br>3. Roesly Mahmud (Anggota)<br>4. Agus Pranowo (Anggota)<br><br>1. Rida Mulyana (Chairman/ Commissioner)<br>2. Budiman Parhusip (Deputy Chairman/Commissioner)<br>3. Roesly Mahmud (Member)<br>4. Agus Pranowo (Member) | - |
| 9 | 17 September 2024<br>September 17, 2024 | Konsultasi Pengadaan Kantor Akuntan Publik Tahun Buku 2024<br><br>Consultation on Procurement of Public Accounting Firm Services for Fiscal Year 2024 | 1. Rida Mulyana (Ketua/Komisaris)<br>2. Budiman Parhusip (Wakil Ketua/ Komisaris)<br>3. Roesly Mahmud (Anggota)<br>4. Agus Pranowo (Anggota)<br><br>1. Rida Mulyana (Chairman/ Commissioner)<br>2. Budiman Parhusip (Deputy Chairman/Commissioner)<br>3. Roesly Mahmud (Member)<br>4. Agus Pranowo (Member) | - |
| 10 | 12 November 2024<br>November 12, 2024 | Laporan Kinerja Fungsi Internal Audit Triwulan III Tahun 2024<br><br>Internal Audit Function Performance Report Quarter III 2024 | 1. Rida Mulyana (Ketua/Komisaris)<br>2. Budiman Parhusip (Wakil Ketua/ Komisaris)<br>3. Roesly Mahmud (Anggota)<br>4. Evi Novita Dewi (Anggota)<br><br>1. Rida Mulyana (Chairman/ Commissioner)<br>2. Budiman Parhusip (Deputy Chairman/Commissioner)<br>3. Roesly Mahmud (Member)<br>4. Evi Novita Dewi (Member) | - |

## Pelaksanaan Kegiatan Komite Audit

Sepanjang tahun 2024, Komite Audit telah menjalankan tugas dan tanggung jawabnya sesuai dengan Piagam Komite Audit dan program kerja yang telah ditetapkan di awal tahun.

Berikut uraian singkat pelaksanaan kegiatan Komite Audit tahun 2024:

1. Melakukan pengawasan, pemantauan dan pembahasan rutin dengan Manajemen setiap bulan atas pelaporan kinerja keuangan dan pelaporan Monitoring Sasaran dan Rencana Kerja dan Anggaran Perusahaan (MSRKAP);

## Duties Implementation of the Audit Committee

Throughout 2024, the Audit Committee has carried out its duties and responsibilities in accordance with the Audit Committee Charter and the work program set at the beginning of the year.

Here is a brief description of the activities of the Audit Committee in 2024:

1. Conducting supervision, monitoring, and routine discussions with Management every month on financial performance reporting and the Monitoring of Corporate Objectives, Work Plans, and Budget (MSRKAP);

2. Melakukan pengawasan, pemantauan, dan pembahasan rutin dengan Manajemen per triwulan atas kinerja internal audit tahun 2024.
3. Melakukan identifikasi hal-hal yang memerlukan perhatian Dewan Komisaris dan hal-hal lain yang ditugaskan oleh Dewan Komisaris, di antaranya evaluasi kinerja *Health, Safety, Security & Environment* (HSSE) dan kinerja *Asset Integrity Management System* (AIMS).
4. Melakukan pemantauan pelaksanaan audit oleh Kantor Akuntan Publik (KAP) untuk tahun buku 2024, menyiapkan rekomendasi KAP yang akan melakukan audit atas laporan keuangan tahun buku 2025 kepada Dewan Komisaris, dan melakukan reviu kecukupan program kerja dan perencanaan audit untuk pelaksanaan audit oleh KAP untuk tahun buku 2024.
5. Melakukan pengawasan dan evaluasi kinerja anak perusahaan dengan membahas isu signifikan dan progres audit Laporan Keuangan dengan memperhatikan prinsip-prinsip *Good Corporate Governance.*

## Kebijakan Remunerasi bagi Komite Audit

Kebijakan remunerasi yang diberikan Perusahaan bagi Komite Audit mengacu kepada Peraturan Menteri BUMN No. PER-2/MBU/03/2023 Tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara.

## Komite Nominasi & Remunerasi

Komite Nominasi & Remunerasi adalah organ pendukung Dewan Komisaris sebagaimana diatur dalam Peraturan Menteri BUMN RI No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara, dan Peraturan Menteri BUMN RI No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara, dan/atau perubahannya. Komite Nominasi & Remunerasi dibentuk untuk membantu Dewan Komisaris dalam melaksanakan tugas dan tanggung jawab terkait remunerasi dan nominasi bagi anggota Direksi, anggota Dewan Komisaris, dan pegawai secara keseluruhan.

## Ketentuan Masa Jabatan

Ketentuan masa jabatan anggota Komite Nominasi dan Remunerasi yang berasal dari Dewan Komisaris masa jabatannya mengikuti masa jabatan sebagai Dewan Komisaris. Sedangkan yang bukan berasal dari Anggota Dewan Komisaris ditetapkan paling lama 3 (tiga) tahun, dan dapat diperpanjang satu kali selama 2 (dua) tahun dengan tidak mengurangi hak Dewan Komisaris untuk memberhentikannya sewaktu-waktu.

## Susunan dan Profil Komite Nominasi & Remunerasi

Di sepanjang tahun 2024, terdapat perubahan susunan Komite Nominasi & Remunerasi sejalan dengan perubahan susunan Dewan Komisaris.

2. Conducting supervision, monitoring, and routine discussions with Management on a quarterly basis regarding the performance of the internal audit for 2024;
3. Identifying issues requiring the attention of the Board of Commissioners and other matters assigned by the Board of Commissioners, including the evaluation of Health, Safety, Security & Environment (HSSE) performance and the performance of the Asset Integrity Management System (AIMS);
4. Monitoring the audit implementation by the Public Accounting Firm (KAP) for fiscal year 2024, preparing recommendations of the KAP that will audit the financial statements for fiscal year 2025 to the Board of Commissioners, and reviewing the adequacy of the work program and audit planning for the implementation of the audit by KAP for fiscal year 2024;
5. Supervising and evaluating the performance of subsidiaries by discussing significant issues and progress in auditing the Financial Statements while considering the principles of Good Corporate Governance.

## Remuneration Policy for the Audit Committee

The Company's remuneration policy for the Audit Committee refers to Ministry of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 on Guidelines for Governance and Significant Corporate Actions of State-Owned Enterprises.

## Nomination & Remuneration Committee

The Nomination & Remuneration Committee is a supporting body of the Board of Commissioners, as regulated in the Minister of SOEs Regulation No. PER-2/MBU/03/2023 on Guidelines for Corporate Governance and Significant Corporate Activities of State-Owned Enterprises, and Minister of SOEs Regulation No. PER-3/MBU/03/2023 on the Organs and Human Resources of State-Owned Enterprises, and/or its amendments. The Nomination & Remuneration Committee is established to assist the Board of Commissioners in carrying out its duties and responsibilities related to the remuneration and nomination of members of the Board of Directors, members of the Board of Commissioners, and employees as a whole.

## Term of Office Provisions

The term of office for members of the Nomination and Remuneration Committee who are from the Board of Commissioners follows their term as members of the Board of Commissioners. Meanwhile, members who are not from the Board of Commissioners are appointed for a maximum term of 3 (three) years, which can be extended once for 2 (two) years, without limiting the right of the Board of Commissioners to dismiss them at any time.

## Composition and Profile of the Nomination & Remuneration Committee

Throughout 2024, there were changes in the composition of the Nomination & Remuneration Committee in line with changes in the composition of the Board of Commissioners.

### Kronologi Perubahan Susunan Komite Nominasi & Remunerasi di Sepanjang Tahun 2024
Chronology of Changes in the Composition of the Nomination & Remuneration Committee Throughout 2024

| Periode 1 Januari s.d 10 Maret 2024<br>January 1 to March 10, 2024 | Periode 11 Maret s.d 25 April 2024<br>March 11 to April 25, 2024 | Periode 26 April s.d 31 Desember 2024<br>April 26 to December 31, 2024 | Keterangan<br>Description |
|---|---|---|---|
| Ajar Budi Kuncoro (Ketua / Komisaris)<br>(Chairman / Commissioner) | Ajar Budi Kuncoro (Ketua / Komisaris)<br>(Chairman / Commissioner) | Ajar Budi Kuncoro Ketua / Komisaris)<br>(Chairman / Commissioner) | - |
| Dwi Agus Setiawan (Wakil Ketua I / Komisaris)<br>(Deputy Chairman I / Commissioner) | Dwi Agus Setiawan (Wakil Ketua I / Komisaris)<br>(Deputy Chairman I / Commissioner) | | Dwi Agus Setiawan tidak lagi menjabat sejalan dengan pemberhentiannya sebagai Komisaris pada tanggal 25 April 2024.<br><br>Dwi Agus Setiawan no longer served in line with his dismissal as Commissioner on April 25, 2024. |
| Havidh Nazif (Wakil Ketua II / Komisaris)<br>(Deputy Chairman II / Commissioner) | Havidh Nazif (Anggota / Komisaris)<br>(Member / Commissioner) | Havidh Nazif (Anggota / Komisaris)<br>(Member / Commissioner) | - |
| Mira Gardiana (Anggota)<br>(Member) | Mira Gardiana (Anggota)<br>(Member) | Mira Gardiana (Anggota)<br>(Member) | - |
| | Basuki (Anggota)<br>(Member) | Basuki (Anggota)<br>(Member) | Basuki diangkat sejak 11 Maret 2024 berdasarkan Surat Keputusan Dewan Komisaris No. Kpts-002/DK/PPI/2024 tanggal 8 Maret 2024.<br>Basuki was appointed on March 11, 2024, based on the Board of Commissioners' Decree No. Kpts-002/DK/PPI/2024 dated March 8, 2024. |

### Susunan Komite Nominasi & Remunerasi per 31 Desember 2024
Nomination & Remuneration Committee Composition as of December 31, 2024

| Nama<br>Name | Jabatan<br>Position | Dasar Pengangkatan<br>Basis of Appointment | Masa Jabatan<br>Term of Office | Periode Jabatan<br>Period of Office |
|---|---|---|---|---|
| Ajar Budi Kuncoro | Ketua / Komisaris<br><br>Chairman / Commissioner | Surat Keputusan Dewan Komisaris No. Kpts-005/DK-PPI/2023 tanggal 20 Juni 2023<br><br>Board of Commissioners Decree No. Kpts-005/DK-PPI/2023 dated June 20, 2023 | Mengikuti masa jabatan sebagai Komisaris<br>Following the term of office as Commissioner | |
| Havidh Nazif | Wakil Ketua II / Komisaris<br><br>Deputy Chairman II / Commissioner | Surat Keputusan Dewan Komisaris No. Kpts-013/DK-PPI/2023 tanggal 16 Oktober 2023<br><br>Board of Commissioners Decree No. Kpts-013/DK-PPI/2023 dated October 16, 2023 | Mengikuti masa jabatan sebagai Komisaris<br>Following the term of office as Commissioner | |
| Mira Gardiana | Anggota<br>Member | Surat Keputusan Dewan Komisaris PT Pertamina Power Indonesia No. Kpts-003/K/DK/PPI/2022-S0 tertanggal 4 Juli 2022 tentang Pengangkatan Anggota Komite Nominasi dan Remunerasi Dewan Komisaris PT Pertamina Power Indonesia<br><br>Decree of the Board of Commissioners of PT Pertamina Power Indonesia No. Kpts-003/K/DK/PPI/2022-S0 dated July 4, 2022 concerning the Appointment of Members of the Nomination and Remuneration Committee of the Board of Commissioners of PT Pertamina Power Indonesia | 5 Juli 2023 s.d 4 Juli 2025<br><br>July 5, 2023 to July 4, 2025 | Kedua<br><br>Second term |

**Susunan Komite Nominasi & Remunerasi per 31 Desember 2024**
Nomination & Remuneration Committee Composition as of December 31, 2024

| Nama<br>Name | Jabatan<br>Position | Dasar Pengangkatan<br>Basis of Appointment | Masa Jabatan<br>Term of Office | Periode Jabatan<br>Period of Office |
|---|---|---|---|---|
| Basuki | Anggota<br>Member | Surat Keputusan Dewan Komisaris No. Kpts-002/DK/PPI/2024 tanggal 8 Maret 2024 tentang Pengangkatan Anggota Komite Nominasi dan Remunerasi Dewan Komisaris PT Pertamina Power Indonesia<br><br>Board of Commissioners Decree No. Kpts-002/DK/PPI/2024 dated March 8, 2024 concerning the Appointment of Members of the Nomination and Remuneration Committee of the Board of Commissioners of PT Pertamina Power Indonesia | 11 Maret 2024 s.d 10 Maret 2025 | Pertama<br>First term |



**Ajar Budi Kuncoro**
Ketua Komite Nominasi & Remunerasi
Chairman of the Nomination & Remuneration Committee

Profil beliau dapat dilihat pada bagian Profil Dewan Komisaris pada Bab Profil Perusahaan.
His profile can be found in the Board of Commissioners' Profile section in the Company Profile chapter.



**Havidh Nazif**
Wakil Ketua II Komite Nominasi & Remunerasi
Deputy Chairman II of the Nomination & Remuneration Committee

Profil beliau dapat dilihat pada bagian Profil Dewan Komisaris pada Bab Profil Perusahaan.
His profile can be found in the Board of Commissioners' Profile section in the Company Profile chapter.



**Mira Gardiana**
Anggota Komite Nominasi & Remunerasi
Periode Jabatan: 5 Juli 2023 s.d 4 Juli 2025, Periode ke-2
Member of Nomination & Remuneration Committee
Term of Office: July 5, 2023 to July 4, 2025, 2nd Term

**Data Pribadi**
Warga Negara Indonesia
Usia 59 tahun
Berdomisili di Tangerang Selatan, Banten, Indonesia

**Dasar Hukum Penunjukan**
Surat Keputusan Dewan Komisaris No. Kpts-007/DK-PPI/2023 tanggal 4 Juli 2023.

**Riwayat Pendidikan**
1. Magister Psikologi Industri dan Organisasi, Universitas Padjajaran, Bandung (2006) dengan predikat *Cum Laude*.
2. Sarjana Psikologi Industri dan Organisasi, Universitas Padjajaran, Bandung (1990) dengan predikat Mahasiswa Teladan tahun 1987.

**Pengalaman Kerja**
1. *Partner* Asian Business Consultants, (ABC Consulting & ABC School The Sage Indonesia), *Human Resources Consultants & Executive Search* (2007-sekarang).
2. Dosen Honorer, Universitas Atmajaya, Fakultas Psikologi, Jurusan Psikologi Industri & Organisasi (2020-sekarang).
3. *Associate Director* Asian Business Consultants, (ABC Consulting & ABC School The Sage Indonesia), *Human Resources Consultants & Executive Search* (1995-2006).
4. *Manager* Deloitte Touche Tohmatsu International (DTTI), *Human Resources Consulting Services* (1991-1995).

**Sertifikasi Profesi**
Sertifikasi Profesional Pengawas Tata Kelola Bersertifikasi (*Governance*: *Certified Governance Oversight Professional*/ CGOP), Lembaga Sertifikasi Profesi – Mitra Kalyana Sejahtera (LSP MKS), 2024

**Rangkap Jabatan**
Di dalam Perusahaan: tidak ada.
Di luar Perusahaan: *Partner* Asian Business Consultants, (ABC Consulting & ABC School The Sage Indonesia), *Human Resources Consultants & Executive Search* (2007-sekarang).

**Hubungan Afiliasi**
Tidak memiliki hubungan afiliasi baik dengan anggota Dewan Komisaris lainnya, anggota Direksi maupun dengan Pemegang Saham Utama/Pengendali.

**Personal Data**
Indonesian Citizen
59 years old
Based in South Tangerang, Banten, Indonesia

**Legal Basis of Appointment**
Board of Commissioners Decree No. Kpts-007/DK-PPI/2023 dated July 4, 2023.

**Education**
1. Master of Industrial and Organizational Psychology, Universitas Padjajaran, Bandung (2006) with Cum Laude predicate.
2. Bachelor of Industrial and Organizational Psychology, Universitas Padjajaran, Bandung (1990) with Exemplary Student predicate in 1987.

**Work Experience**
1. Partner, Asian Business Consultants, (ABC Consulting & ABC School The Sage Indonesia), Human Resources Consultants & Executive Search (2007-present).
2. Honorary Lecturer, Universitas Atmajaya, Faculty of Psychology, Department of Industrial & Organizational Psychology (2020-present).
3. Associate Director, Asian Business Consultants, (ABC Consulting & ABC School The Sage Indonesia), Human Resources Consultants & Executive Search (1995-2006).
4. Manager Deloitte Touche Tohmatsu International (DTTI), Human Resources Consulting Services (1991-1995).

**Professional Certification**
Governance: Certified Governance Oversight Professional (CGOP), Lembaga Sertifikasi Profesi – Mitra Kalyana Sejahtera (LSP MKS), 2024

**Concurrent Position**
Within the Company: none.
Outside the Company: Partner, Asian Business Consultants, (ABC Consulting & ABC School The Sage Indonesia), Human Resources Consultants & Executive Search (2007-present).

**Affiliation**
Has no affiliation with members of the Board of Commissioners, members of the Board of Directors, or the Major/Controlling Shareholder.



**Basuki**
Anggota Komite Nominasi & Remunerasi
Periode Jabatan: 11 Maret 2024 s.d. 10 Maret 2025 , Periode ke-1
Member of Nomination & Remuneration Committee
Term of Office: March 11, 2024 to March 10, 2025, 1st Term

**Data Pribadi**
Warga Negara Indonesia
Usia 56 tahun
Domisili Tangerang, Banten, Indonesia

**Dasar Hukum Pengangkatan**
Surat Keputusan Dewan Komisaris No. Kpts-002/DK/PPI/2024 tanggal 8 Maret 2024 tentang Pengangkatan Anggota Komite Nominasi dan Remunerasi Dewan Komisaris PT Pertamina Power Indonesia.

**Riwayat Pendidikan**
1. Magister Sains Ekonomi, Universitas Indonesia (2009)
2. Sarjana Ilmu Komputer, Universitas P STIMIK Budi Luhur (1997)

**Riwayat Pekerjaan**
1. *Head of General Department*, Directorate General of Oil and Gas – Kementerian ESDM (2022-sekarang)
2. *Head of Administration*, Energy and Mineral Resources Research and Development Agency – Kementerian ESDM (2018-2022)
3. *Head of Supervision and Reporting Results Management Section*, Inspectorate General – Kementerian ESDM (2015-2018)
4. *Head of General Department*, Inspectorate General – Kementerian ESDM (2011-2015)
5. *Head of Administrative Sub Division, Minister's Expert Staff*, General Secretariat – Kementerian ESDM (2008-2011)
6. *Head of the Oil and Gas Wealth Preparation Sub Division*, General Secretariat – Kementerian ESDM (2006-2008)
7. *Head of Inventory and Write-Off Sub Division* I, General Secretariat – Kementerian ESDM (2003-2006)

**Sertifikasi Profesi**
1. Sertifikasi Profesional Pengawas Tata Kelola Bersertifikasi (*Governance*: *Certified Governance Oversight Professional*/ CGOP), Lembaga Sertifikasi Profesi – Mitra Kalyana Sejahtera (LSP MKS), 2024
2. Sertifikasi Profesional Pengawas Tata Kelola Bersertifikasi (*Compliance*: *Certified Compliance Oversight Professional*/ CCOP), Lembaga Sertifikasi Profesi – Mitra Kalyana Sejahtera (LSP MKS), 2024

**Rangkap Jabatan**
Di Dalam Perusahaan: tidak ada
Di Luar Perusahaan: *Head of General Department*, Directorate General of Oil and Gas – Kementerian ESDM (2022-sekarang)

**Hubungan Afiliasi**
Tidak memiliki hubungan afiliasi dengan/atau anggota Dewan Komisaris, anggota Direksi, atau Pemegang Saham Utama/ Pengendali. Namun memiliki hubungan afiliasi dengan Pemerintah Republik Indonesia melalui rangkap jabatan yang dimilikinya pada Kementerian ESDM.

**Personal Data**
Indonesian Citizen
56 years old
Based in Tangerang, Banten, Indonesia

**Legal Basis of Appointment**
Board of Commissioners Decree No. Kpts-002/DK/PPI/2024 dated March 8, 2024 concerning the Appointment of Members of the Nomination and Remuneration Committee of the Board of Commissioners of PT Pertamina Power Indonesia.

**Education**
1. Master of Science in Economics, Universitas Indonesia (2009)
2. Bachelor of Computer Science, Universitas P STIMIK Budi Luhur (1997)

**Work Experience**
1. Head of General Department, Directorate General of Oil and Gas – Ministry of Energy and Mineral Resources (2022-present)
2. Head of Administration, Energy and Mineral Resources Research and Development Agency – Ministry of Energy and Mineral Resources (2018-2022)
3. Head of Supervision and Reporting Results Management Section, Inspectorate General – Ministry of Energy and Mineral Resources (2015-2018)
4. Head of General Department, Inspectorate General – Ministry of Energy and Mineral Resources (2011-2015)
5. Head of Administrative Sub Division, Minister's Expert Staff, General Secretariat – Ministry of Energy and Mineral Resources (2008-2011)
6. Head of the Oil and Gas Wealth Preparation Sub Division, General Secretariat – Ministry of Energy and Mineral Resources (2006-2008)
7. Head of Inventory and Write-Off Sub Division I, General Secretariat – Ministry of Energy and Mineral Resources (2003-2006)

**Professional Certification**
1. Governance: Certified Governance Oversight Professional (CGOP), Lembaga Sertifikasi Profesi – Mitra Kalyana Sejahtera (LSP MKS), 2024
2. Compliance: Certified Compliance Oversight Professional (CCOP), Lembaga Sertifikasi Profesi – Mitra Kalyana Sejahtera (LSP MKS), 2024

**Concurrent Position**
Within the Company: none
Outside the Company: Head of General Department, Directorate General of Oil and Gas – Ministry of Energy and Mineral Resources (2022-present)

**Affiliation**
Has no affiliation with members of the Board of Commissioners, members of the Board of Directors, or the Major/Controlling Shareholder. However, he has an affiliation with the Government of the Republic of Indonesia through his concurrent position at the Ministry of Energy and Mineral Resources (ESDM).

## Independensi Komite Nominasi & Remunerasi

Dengan menjunjung tinggi profesionalisme dan integritas, anggota Komite Nominasi & Remunerasi Perusahaan berkomitmen untuk menghindari segala bentuk benturan kepentingan dan tidak terlibat dalam korupsi, kolusi, dan nepotisme dalam melaksanakan tugas dan tanggung jawab yang dimilikinya.

## Pedoman Komite Nominasi & Remunerasi

Komite Nominasi & Remunerasi telah memiliki piagam atau *charter* Komite Nominasi & Remunerasi. Piagam Komite Nominasi & Remunerasi telah ditetapkan Dewan Komisaris Perusahaan pada tanggal 5 Agustus 2021. Muatan Piagam Komite Nominasi & Remunerasi telah sesuai dengan ketentuan yang berlaku dan kebutuhan Komite Nominasi & Remunerasi. Pedoman Komite Nominasi & Remunerasi ini akan ditinjau secara periodik sesuai dengan perkembangan kegiatan usaha, organisasi, dan tingkat risiko dalam Perusahaan yang mungkin timbul. Selain itu, pemutakhiran Pedoman Komite Nominasi & Remunerasi mempertimbangkan kebutuhan Komite yang ada pada Perusahaan serta sesuai dengan peraturan perundang-undangan yang berlaku.

## Tugas dan Tanggung Jawab Komite Nominasi & Remunerasi

1. Melakukan evaluasi atas perencanaan kegiatan Nominasi dan Remunerasi Perusahaan serta kegiatan lainnya sesuai dengan Pedoman Tata Kerja Dewan Komisaris PT Pertamina Power Indonesia.
2. Melakukan pemantauan pelaksanaan kegiatan Nominasi dan Remunerasi Perusahaan serta kegiatan lainnya sesuai dengan Pedoman Tata Kerja Dewan Komisaris PT Pertamina Power Indonesia.
3. Melakukan supervisi pelaksanaan *Talent Management*, yang meliputi *Talent Acquisition*, *Talent Development*, *Talent Mobility*, dan *Talent Retain & Attraction* di lingkungan Pertamina.
4. Berperan sebagai Komite Talenta (*Talent Committee*) dalam Program *Talent & Succession Management* Direksi Perusahaan yang bertanggung jawab untuk memastikan tersedianya *talent* pengganti pimpinan eksekutif Perusahaan (Direksi dan BOD-1) yang sesuai dengan ketentuan dan kriteria dari Kementerian BUMN.
5. Melakukan kajian atas efektivitas pelaksanaan kebijakan Nominasi dan Remunerasi.
6. Menyediakan bahan rujukan dan informasi untuk keperluan Dewan Komisaris terkait kegiatan Nominasi dan Remunerasi Perusahaan.
7. Memberikan masukan dan rekomendasi atas laporan Direksi mengenai kegiatan Nominasi dan Remunerasi.
8. Memberikan hasil kajian, saran strategis, dan melakukan pemantauan tentang implementasi GCG di Perusahaan, antara lain atas pelaksanaan asesmen GCG secara berkala

## Independence of the Nomination & Remuneration Committee

Upholding professionalism and integrity, the members of the Company's Nomination & Remuneration Committee are committed to avoiding any conflicts of interest and refraining from engaging in corruption, collusion, and nepotism in carrying out their duties and responsibilities.

## Nomination & Remuneration Committee Guidelines

The Nomination & Remuneration Committee has an established charter, which was approved by the Company's Board of Commissioners on August 5, 2021. The contents of this charter align with applicable regulations and the needs of the Nomination & Remuneration Committee. The guidelines for the Nomination & Remuneration Committee will be reviewed periodically in line with the development of business activities, organization, and potential risks within the Company. Additionally, updates to the guidelines will take into account the Committee's needs within the Company while ensuring compliance with prevailing laws and regulations.

## Duties and Responsibilities of the Nomination & Remuneration Committee

1. Evaluating the planning of the Company's Nomination and Remuneration activities and other related activities in accordance with the Board of Commissioners' Work Guidelines of PT Pertamina Power Indonesia.
2. Monitoring the implementation of the Company's Nomination and Remuneration activities as per the Board of Commissioners' Work Guidelines.
3. Supervising the execution of Talent Management, covering Talent Acquisition, Talent Development, Talent Mobility, and Talent Retention & Attraction within Pertamina.
4. Acting as the Talent Committee in the Company's Talent & Succession Management Program, ensuring the availability of executive leadership successors (Board of Directors and BOD-1) as per the Ministry of SOEs' regulations and criteria.
5. Conducting assessments of the effectiveness of Nomination and Remuneration policy implementation.
6. Providing reference materials and relevant information to the Board of Commissioners regarding the Company's Nomination and Remuneration activities.
7. Offering input and recommendations on the Board of Directors' reports concerning Nomination and Remuneration activities.
8. Providing analysis, strategic recommendations, and monitoring the implementation of Good Corporate Governance (GCG), including periodic GCG assessments

oleh asesor independen dan hal-hal terkait kepatuhan Perusahaan terhadap ketentuan peraturan perundang-undangan yang berlaku khususnya terkait Nominasi dan Remunerasi.

9. Membuat Rencana Kerja tahunan Komite Nominasi & Remunerasi.
10. Melaksanakan tugas lain yang diberikan oleh Dewan Komisaris yang terkait dengan kegiatan Nominasi dan Remunerasi maupun tugas khusus lainnya.
11. Melaporkan hasil-hasil kerja Komite Nominasi & Remunerasi kepada Dewan Komisaris.

## Program Peningkatan Kompetensi Komite Nominasi & Remunerasi

Perusahaan memfasilitasi dan mengatur terkait program peningkatan kompetensi untuk anggota Komite Nominasi & Remunerasi sesuai Peraturan Menteri BUMN RI No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara, dan Keputusan Deputi Bidang Keuangan dan Manajemen Risiko Kementerian BUMN RI No. SK -3/DKU.MBU/05/2023 tentang Petunjuk Teknis Komposisi dan Kualifikasi Organ Pengelola Risiko di Lingkungan Badan Usaha Milik Negara, yang mengatur bahwa anggota komite yang bukan berasal dari Dewan Komisaris wajib mengikuti pelatihan dengan topik manajemen risiko, *fraud*, bisnis, kegiatan usah korporasi, hukum, kepatuhan, keuangan, akuntansi, dan/atau audit, paling sedikit 20 jam pelatihan dalam 1 (satu) tahun.

Berikut disampaikan kegiatan pelatihan dan peningkatan yang diikuti oleh anggota Komite Nominasi & Remunerasi di sepanjang tahun 2024.

by independent assessors and ensuring the Company's compliance with applicable laws and regulations, especially regarding Nomination and Remuneration.

9. Developing an annual Work Plan for the Nomination & Remuneration Committee.
10. Performing other tasks assigned by the Board of Commissioners related to Nomination and Remuneration activities or other specific duties.
11. Reporting the Nomination & Remuneration Committee's work results to the Board of Commissioners.

## Nomination & Remuneration Committee Competency Development Program

The Company facilitates and arranges competency development programs for members of the Nomination & Remuneration Committee in accordance with the Minister of State-Owned Enterprises of the Republic of Indonesia Regulation No. PER-2/MBU/03/2023 on the Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, and the Decree of the Deputy for Finance and Risk Management of the Ministry of State-Owned Enterprises of the Republic of Indonesia No. SK-3/DKU.MBU/05/2023 on the Technical Guidelines for the Composition and Qualifications of Risk Management Bodies in State-Owned Enterprises, which stipulate that committee members who are not from the Board of Commissioners are required to attend training on topics such as risk management, fraud, business, corporate activities, law, compliance, finance, accounting, and/or audit, for at least 20 hours of training in one (1) year.

The following is a summary of the training and development activities attended by members of the Nomination & Remuneration Committee throughout 2024.

| **Komite Nominasi & Remunerasi**<br>Nomination & Remuneration Committee | **Materi Kegiatan**<br>Content of the Activity | **Penyelenggara**<br>Organizer | **Tempat dan Waktu**<br>Venue and Date |
|---|---|---|---|
| Kegiatan peningkatan kompetensi yang diikuti Ajar Budi Kuncoro (Ketua Komite Nominasi & Remunerasi) dan Havidh Nazif (Wakil Ketua II) dapat dilihat pada bagian program peningkatan kompetensi Dewan Komisaris dalam Laporan Tahunan ini.<br><br>The competency development activities attended by Ajar Budi Kuncoro (Chairman of the Nomination & Remuneration Committee) and Havidh Nazif (Deputy Chairman II) can be found in the Board of Commissioners' competency development program section of this Annual Report. | | | |

| **Komite Nominasi & Remunerasi**<br>Nomination & Remuneration Committee | **Materi Kegiatan**<br>Content of the Activity | **Penyelenggara**<br>Organizer | **Tempat dan Waktu**<br>Venue and Date |
|---|---|---|---|
| Mira Gardiana<br>(Anggota)<br>(Member) | *Summer Course on Psychology for Sustainability: A Human-Nature (Dis) Connection in the Anthropocene Epoch* | Fakultas Psikologi Universitas Padjajaran<br><br>Faculty of Psychology, Universitas Padjajaran | Zoom Meeting, 9 Juli 2024<br><br>Zoom Meeting, July 9, 2024 |
| | *Workshop Master Class Corporate Governance for CGOP Certification* | Center for Risk Management and Sustainability | Grha Pertamina, Gas Power/ Online, 6 Agustus 2024<br><br>Grha Pertamina, Gas Power/ Online, August 6, 2024 |
| | *New Corporate Governance Leadership Program: Internalizing Integrated Mindset Toward Sustainable Long Term Value Creation* | Indonesian Institute Corporate Development | Online, 25-26 September 2024<br><br>Online, September 25-26, 2024 |
| | Pertamina NRE *Risk Management Forum:* Manajemen Risiko sebagai *Key Enabler* Proyek Investasi (Akuisisi) Energi Baru Terbarukan<br><br>Pertamina NRE Risk Management Forum: Risk Management as a Key Enabler of New and Renewable Energy Projects Investment (Acquisitions) | Pertamina NRE | Creative Room, 10 Oktober 2024<br><br>Creative Room, October 10, 2024 |
| | *Workshop the Power of Knowig Your-self: Transforming Leadership through Adaptive Skills* | Sekretariat Dewan Komisaris<br><br>Secretariat of the Board of Commissioners | The Westin Jakarta, 19-20 Oktober 2024<br><br>The Westin Jakarta, October 19-20, 2024 |
| | *Training Enhancing Collaboration – Four Quadrants Personality*<br>*Agile Leadership in Digital Era* | VIS Harnessing Human Energy | Hyatt Regency Yogyakarta, 22-23 November 2024<br><br>Hyatt Regency Yogyakarta, November 22-23, 2024 |
| | *Workshop Applied Neuropsychology in HRD Management & Industrial Organizational Psychology* | ABC School | Zoom Meeting, 30 November 2024<br><br>Zoom Meeting, November 30, 2024 |
| | *"Growth Mindset" Training* | Pertamina NRE | The Westin Jakarta, 7 Desember 2024<br><br>The Westin Jakarta, December 7, 2024 |

| Komite Nominasi & Remunerasi<br>Nomination & Remuneration Committee | Materi Kegiatan<br>Content of the Activity | Penyelenggara<br>Organizer | Tempat dan Waktu<br>Venue and Date |
|---|---|---|---|
| Basuki<br>(Anggota)<br>(Member) | *Summer Course on Psychology for Sustainability: A Human-Nature (Dis) Connection in the Anthropocene Epoch* | Fakultas Psikologi Universitas Padjajaran<br><br>Faculty of Psychology, Universitas Padjajaran | Zoom Meeting, 9 Juli 2024<br><br>Zoom Meeting, July 9, 2024 |
| | *Workshop Master Class Corporate Governance for CGOP Certification* | Center for Risk Management and Sustainability | Grha Pertamina, Gas Power/ Online, 6 Agustus 2024<br><br>Grha Pertamina, Gas Power/ Online, August 6, 2024 |
| | *New Corporate Governance Leadership Program: Internalizing Integrated Mindset Toward Sustainable Long Term Value Creation* | Indonesian Institute Corporate Development | Online, 25-26 September 2024<br><br>Online, September 25-26, 2024 |
| | *Workshop the Power of Knowig Your-self: Transforming Leadership through Adaptive Skills* | Sekretariat Dewan Komisaris<br><br>Secretariat of the Board of Commissioners | The Westin Jakarta, 19-20 Oktober 2024<br><br>The Westin Jakarta, October 19-20, 2024 |
| | *Masterclass Compliance Management for CCOP Certification* | Center for Risk Management and Sustainability | Grha Pertamina Lt. 12 Ruang Rapat Gas to Power, 4 November 2024<br><br>Grha Pertamina 12th Floor, Gas to Power Meeting Room, November 4, 2024 |
| | *Training Presentation Skills with High Impact* | Sekretariat Dewan Komisaris<br><br>Secretariat of the Board of Commissioners | Courtyard Bandung, 7-8 November 2024<br><br>Courtyard Bandung, November 7-8, 2024 |
| | *Training Enhancing Collaboration – Four Quadrants Personality*<br>*Agile Leadership in Digital Era* | VIS Harnessing Human Energy | Hyatt Regency Yogyakarta, 22-23 November 2024<br><br>Hyatt Regency Yogyakarta, November 22-23, 2024 |
| | *"Growth Mindset" Training* | Pertamina NRE | The Westin Jakarta, 7 Desember 2024<br><br>The Westin Jakarta, December 7, 2024 |

## Rapat Komite Nominasi & Remunerasi

Rapat Komite Nominasi & Remunerasi diselenggarakan minimal 1 (satu) kali dalam 1 (satu) bulan. Kebijakan tersebut tertuang dalam Piagam Komite Nominasi & Remunerasi. Sepanjang tahun 2024, Komite Nominasi & Remunerasi telah mengadakan 12 (dua belas) kali rapat. Adapun frekuensi kehadiran Komite Nominasi & Remunerasi dalam rapat tersebut adalah sebagai berikut.

## Nomination & Remuneration Committee Meetings

The Nomination & Remuneration Committee holds meetings at least once a month, as stipulated in the Nomination & Remuneration Committee Charter. Throughout 2024, the Nomination & Remuneration Committee held 12 (twelve) meetings. The attendance of the Nomination & Remuneration Committee members in these meetings is as follows.

### Frekuensi Rapat Komite Nominasi & Remunerasi dan Kehadiran Komite Nominasi & Remunerasi
Frequency of Nomination & Remuneration Committee Meetings and Attendance of Nomination & Remuneration Committee

| **Komite Nominasi & Remunerasi** Nomination & Remuneration Committee | **Jumlah Rapat** Total Meetings | **Jumlah Ketidakhadiran** Total Absences | **Kehadiran** Attendance | **Persentase** (%) Percentage (%) |
|---|---|---|---|---|
| Ajar Budi Kuncoro (Ketua) (Chairman) | 12 | - | 12 | 100 |
| Dwi Agus Setiawan (Wakil Ketua)* (Deputy Chairman)* | 5 | - | 5 | 100 |
| Havidh Nazif (Wakil Ketua II) (Deputy Chairman II) | 12 | - | 12 | 100 |
| Mira Gardiana (Anggota) (Member) | 11 | - | 11 | 100 |
| Basuki (Anggota) (Member) | 9 | - | 9 | 100 |
| Rata-rata Average | | | | 100 |

***) Dwi Agus Setiawan tidak lagi menjabat sejak 25 April 2024.**
*) Dwi Agus Setiawan no longer served since April 25, 2024.

### Agenda Rapat Komite Nominasi & Remunerasi
Nomination & Remuneration Committee Meeting Agenda

| **No** | **Tanggal** Date | **Agenda** | **Peserta Rapat** Participants | **Komite Nominasi & Remunerasi yang Tidak Hadir** Absent Nomination & Remuneration Committee |
|---|---|---|---|---|
| 1 | 12 Januari 2024<br>January 12, 2024 | 1. *Monitoring* Implementasi dan Progres *Performance Management System*<br>2. *Monitoring* Progres Rekrutmen dan *Pre-Employment Training* (PET) Bimbingan Profesi Sarjana (BPS) *Subholding Power & New Renewable Energy* Tahun 2023<br><br>1. Monitoring the Implementation and Progress of the Performance Management System<br>2. Monitoring the Progress of Recruitment and Pre-Employment Training (PET) for Undergraduate Professional Guidance (BPS) of Subholding Power & New Renewable Energy in 2023 | 1. Ajar Budi Kuncoro (Ketua / Komisaris)<br>2. Dwi Agus Setiawan (Wakil Ketua I / Komisaris)<br>3. Havidh Nazif (Wakil Ketua II/ Komisaris)<br>4. Mira Gardiana (Anggota)<br><br>1. Ajar Budi Kuncoro (Chairman / Commissioner)<br>2. Dwi Agus Setiawan (Deputy Chairman I / Commissioner)<br>3. Havidh Nazif (Deputy Chairman II / Commissioner)<br>4. Mira Gardiana (Member) | |

**Agenda Rapat Komite Nominasi & Remunerasi**
Nomination & Remuneration Committee Meeting Agenda

| No | Tanggal<br>Date | Agenda | Peserta Rapat<br>Participants | Komite Nominasi & Remunerasi yang Tidak Hadir<br>Absent Nomination & Remuneration Committee |
|---|---|---|---|---|
| 2 | 13 Februari 2024<br>February 13, 2024 | Kalibrasi Penilaian Kinerja Direksi, Dewan Komisaris dan Komite Penunjang Dewan Komisaris PT Pertamina Power Indonesia Tahun Kinerja 2023,<br>1. Evaluasi terhadap Realisasi KPI dan *Score ABS*:<br>2. Direktur secara Individual<br>3. Direktur Utama<br>4. Dewan Komisaris dan Komite Penunjang Dewan Komisaris<br><br>Calibration of Performance Assessment of the Board of Directors, Board of Commissioners, and Supporting Committees of the Board of Commissioners of PT Pertamina Power Indonesia for the 2023 Performance, and Evaluation of KPI Realization and ABS Score:<br>1. Individual Directors<br>2. Chief Executive Officer<br>3. Board of Commissioners and Supporting Committees of the Board of Commissioners | 1. Ajar Budi Kuncoro (Ketua / Komisaris)<br>2. Dwi Agus Setiawan (Wakil Ketua I / Komisaris)<br>3. Havidh Nazif (Wakil Ketua II/ Komisaris)<br>4. Mira Gardiana (Anggota)<br><br>1. Ajar Budi Kuncoro (Chairman / Commissioner)<br>2. Dwi Agus Setiawan (Deputy Chairman I / Commissioner)<br>3. Havidh Nazif (Deputy Chairman II / Commissioner)<br>4. Mira Gardiana (Member) | |
| 3 | 27 Februari 2024<br>February 27, 2024 | Usulan Penghargaan Kinerja/Tantiem Direksi dan Dewan Komisaris PT Pertamina Power Indonesia Tahun Buku 2023<br><br>Proposed Performance Reward/Tantiem for Board of Directors and Board of Commissioners of PT Pertamina Power Indonesia for Fiscal Year 2023 | 1. Ajar Budi Kuncoro (Ketua / Komisaris)<br>2. Dwi Agus Setiawan (Wakil Ketua I / Komisaris)<br>3. Havidh Nazif (Wakil Ketua II/ Komisaris)<br><br>1. Ajar Budi Kuncoro (Chairman / Commissioner)<br>2. Dwi Agus Setiawan (Deputy Chairman I / Commissioner)<br>3. Havidh Nazif (Deputy Chairman II / Commissioner) | Mira Gardiana |
| 4 | 18 Maret 2024<br>March 18, 2024 | *1.* *Monitoring* Kinerja Sumber Daya Manusia *Subholding Power & New Renewable Energy* Semester II Tahun 2023<br>2. Tindak Lanjut Notulen Rapat No. NR-01/KIMR-PPI/2024: *Monitoring* Rencana Pelaksanaan *Workload Analysis* di PT Pertamina Power Indonesia<br>*3.* *Monitoring* dan Evaluasi Implementasi Kebijakan Strategis Manajemen Talenta<br><br>1. Monitoring Human Resources Performance of Subholding Power & New Renewable Energy Semester II 2023<br>2. Follow-up of Meeting Minutes No. NR-01/KIMR-PPI/2024: Monitoring the Implementation Plan of Workload Analysis at PT Pertamina Power Indonesia<br>3. Monitoring and Evaluation of Talent Management Strategic Policy Implementation | 1. Ajar Budi Kuncoro (Ketua / Komisaris)<br>2. Dwi Agus Setiawan (Wakil Ketua I / Komisaris)<br>3. Havidh Nazif (Wakil Ketua II/ Komisaris)<br>4. Mira Gardiana (Anggota)<br>5. Basuki (Anggota)<br><br>1. Ajar Budi Kuncoro (Chairman / Commissioner)<br>2. Dwi Agus Setiawan (Deputy Chairman I / Commissioner)<br>3. Havidh Nazif (Deputy Chairman II / Commissioner)<br>4. Mira Gardiana (Member)<br>5. Basuki (Member) | - |

**Agenda Rapat Komite Nominasi & Remunerasi**
Nomination & Remuneration Committee Meeting Agenda

| No | Tanggal<br>Date | Agenda | Peserta Rapat<br>Participants | Komite Nominasi & Remunerasi yang Tidak Hadir<br>Absent Nomination & Remuneration Committee |
|---|---|---|---|---|
| 5 | 22 April 2024<br>April 22, 2024 | *Monitoring* Kinerja Sumber Daya Manusia *Subholding Power & New Renewable Energy* Triwulan I Tahun 2024<br><br>Monitoring of Human Resources Performance of Subholding Power & New Renewable Energy Quarter I 2024 | 1. Ajar Budi Kuncoro (Ketua / Komisaris)<br>2. Dwi Agus Setiawan (Wakil Ketua I / Komisaris)<br>3. Havidh Nazif (Wakil Ketua II/ Komisaris)<br>4. Mira Gardiana (Anggota)<br>5. Basuki (Anggota)<br><br>1. Ajar Budi Kuncoro (Chairman / Commissioner)<br>2. Dwi Agus Setiawan (Deputy Chairman I / Commissioner)<br>3. Havidh Nazif (Deputy Chairman II / Commissioner)<br>4. Mira Gardiana (Member)<br>5. Basuki (Member) | - |
| 6 | 11 Juni 2024<br>June 11, 2024 | 1. *Monitoring* dan Evaluasi Efektivitas Organisasi PT Pertamina Power Indonesia<br>2. *Monitoring* dan Evaluasi Implementasi *Compensatiom and Benefit, Long Term Incentive* (LTI) and Harmonization di PT Pertamina Power Indonesia<br><br>1. Monitoring and Evaluation of Organizational Effectiveness of PT Pertamina Power Indonesia<br>2. Monitoring and Evaluation of the Implementation of Compensatiom and Benefit, Long Term Incentive (LTI) and Harmonization at PT Pertamina Power Indonesia | 1. Ajar Budi Kuncoro (Ketua / Komisaris)<br>2. Havidh Nazif (Wakil Ketua II/ Komisaris)<br>3. Mira Gardiana (Anggota)<br>4. Basuki (Anggota)<br><br>1. Ajar Budi Kuncoro (Chairman / Commissioner)<br>2. Havidh Nazif (Deputy Chairman II / Commissioner)<br>3. Mira Gardiana (Member)<br>4. Basuki (Member) | - |
| 7 | 23 Juli 2024<br>July 23, 2024 | 1. *Monitoring* Kinerja Sumber Daya Manusia *Subholding Power & New Renewable Energy* YTD Juni 2024<br>2. Tindak Lanjut BOC-BOC *Meeting dated* 23 Februari 2024: *Update* Progress Penyusunan *Blueprint* Organisasi<br><br>1. Monitoring Human Resources Performance of Subholding Power & New Renewable Energy YTD June 2024<br>2. Follow-up of BOC-BOC Meeting dated February 23, 2024: Progress Update of Organizational Blueprint Development | 1. Ajar Budi Kuncoro (Ketua / Komisaris)<br>2. Havidh Nazif (Wakil Ketua II/ Komisaris)<br>3. Mira Gardiana (Anggota)<br>4. Basuki (Anggota)<br><br>1. Ajar Budi Kuncoro (Chairman / Commissioner)<br>2. Havidh Nazif (Deputy Chairman II / Commissioner)<br>3. Mira Gardiana (Member)<br>4. Basuki (Member) | - |
| 8 | 16 Agustus 2024<br>August 16, 2024 | Usulan *Key Performance* Indicator (KPI) *Subholding* PNRE Tahun 2025 beserta Petunjuk Teknis<br><br>Proposed Key Performance Indicator (KPI) for Subholding PNRE in 2025 along with Technical Instructions | 1. Ajar Budi Kuncoro (Ketua / Komisaris)<br>2. Havidh Nazif (Wakil Ketua II/ Komisaris)<br>3. Mira Gardiana (Anggota)<br>4. Basuki (Anggota)<br><br>1. Ajar Budi Kuncoro (Chairman / Commissioner)<br>2. Havidh Nazif (Deputy Chairman II / Commissioner)<br>3. Mira Gardiana (Member)<br>4. Basuki (Member) | - |

**Agenda Rapat Komite Nominasi & Remunerasi**
Nomination & Remuneration Committee Meeting Agenda

| No | Tanggal<br>Date | Agenda | Peserta Rapat<br>Participants | Komite Nominasi & Remunerasi yang Tidak Hadir<br>Absent Nomination & Remuneration Committee |
|---|---|---|---|---|
| 9 | 10 September 2024<br>September 10, 2024 | 1. Pengelolaan Tantiem Direksi dan Dewan Komisaris yang Ditangguhkan Tahun Buku 2022<br>2. Monitoring dan Evaluasi Kebijakan Remunerasi PT Pertamina Power Indonesia<br><br>1. Management of Deferred Tantiem for Board of Directors and Board of Commissioners for the Fiscal Year 2022<br>2. Monitoring and Evaluation of PT Pertamina Power Indonesia's Remuneration Policy | 1. Ajar Budi Kuncoro (Ketua / Komisaris)<br>2. Havidh Nazif (Wakil Ketua II/ Komisaris)<br>3. Mira Gardiana (Anggota)<br>4. Basuki (Anggota)<br><br>1. Ajar Budi Kuncoro (Chairman / Commissioner)<br>2. Havidh Nazif (Deputy Chairman II / Commissioner)<br>3. Mira Gardiana (Member)<br>4. Basuki (Member) | - |
| 10 | 22 November 2024<br>November 22, 2024 | 1. *Monitoring* Kinerja Sumber Daya Manusia *Subholding Power & New Renewable Energy* YTD September 2024<br>2. *Monitoring Capability Development*<br><br>1. Monitoring Human Resources Performance of Subholding Power & New Renewable Energy YTD September 2024<br>2. Monitoring Capability Development | 1. Ajar Budi Kuncoro (Ketua / Komisaris)<br>2. Havidh Nazif (Wakil Ketua II/ Komisaris)<br>3. Mira Gardiana (Anggota)<br>4. Basuki (Anggota)<br><br>1. Ajar Budi Kuncoro (Chairman / Commissioner)<br>2. Havidh Nazif (Deputy Chairman II / Commissioner)<br>3. Mira Gardiana (Member)<br>4. Basuki (Member) | - |
| 11 | 22 Desember 2024<br>December 22, 2024 | 1. *Monitoring Digital Transformation*<br>2. *Monitoring Corporate Culture*<br>3. *Monitoring* dan Evaluasi Terhadap Isu Strategis Terkait Hubungan Industrial<br><br>1. Monitoring Digital Transformation<br>2. Monitoring Corporate Culture<br>3. Monitoring and Evaluation of Strategic Issues Related to Industrial Relations | 1. Ajar Budi Kuncoro (Ketua / Komisaris)<br>2. Havidh Nazif (Wakil Ketua II/ Komisaris)<br>3. Mira Gardiana (Anggota)<br>4. Basuki (Anggota)<br><br>1. Ajar Budi Kuncoro (Chairman / Commissioner)<br>2. Havidh Nazif (Deputy Chairman II / Commissioner)<br>3. Mira Gardiana (Member)<br>4. Basuki (Member) | - |
| 12 | 17 Desember 2024<br>December 17, 2024 | 1. *Monitoring* Progres Pelaksanaan *Blueprint* Organisasi<br>2. *Monitoring* Progres Pemenuhan Tenaga Kerja<br><br>1. Monitoring the Progress of Organization Blueprint Implementation<br>2. Monitoring the Progress of Manpower Fulfillment | 1. Ajar Budi Kuncoro (Ketua / Komisaris)<br>2. Havidh Nazif (Wakil Ketua II/ Komisaris)<br>3. Mira Gardiana (Anggota)<br>4. Basuki (Anggota)<br><br>1. Ajar Budi Kuncoro (Chairman / Commissioner)<br>2. Havidh Nazif (Deputy Chairman II / Commissioner)<br>3. Mira Gardiana (Member)<br>4. Basuki (Member) | - |

## Pelaksanaan Kegiatan Komite Nominasi & Remunerasi

Sepanjang tahun 2024, Komite Nominasi dan Remunerasi telah menjalankan tugas dan tanggung jawabnya sesuai dengan Piagam Komite Nominasi dan Remunerasi dan program kerja yang telah ditetapkan di awal tahun.

## Duties Implementation of the Nomination & Remuneration Committee

Throughout 2024, the Nomination and Remuneration Committee has carried out its duties and responsibilities in accordance with the Nomination and Remuneration Committee Charter and the work program established at the beginning of the year.

Berikut uraian singkat pelaksanaan kegiatan Komite Nominasi dan Remunerasi tahun 2024:

1. *Culture and Change Management*
   a. Melakukan *monitoring* dan evaluasi implementasi *Corporate Culture Subholding Power & New Renewable Energy*.
   b. Melakukan *monitoring* dan evaluasi program strategis *Employee Engagement*.
2. *Talent Development*
   a. Melakukan evaluasi atas usulan pergantian perwakilan Perseroan di Perusahaan Patungan/Afiliasi.
   b. Melakukan *monitoring* dan evaluasi implementasi *human capital training and development.*
   c. Melakukan *monitoring* dan evaluasi implementasi *talent mapping* dan manajemen suksesi tahun 2024.
   d. Melakukan *monitoring* dan evaluasi *learning effectiveness* untuk meningkatkan kesiapan talenta.
   e. Melakukan *monitoring* dan evaluasi strategi pengelolaan sumber daya manusia berbasis kompetensi.
3. *Performance Management System*
   a. Memfasilitasi pelaksanaan penilaian kinerja Direksi, Dewan Komisaris dan Komite Penunjang Dewan Komisaris PT Pertamina Power Indonesia Tahun Kinerja 2023.
   b. Melakukan *monitorin*g dan evaluasi kinerja sumber daya manusia.
4. *Compensation & Benefit*
   a. Menelaah usulan penghargaan kinerja Direksi dan Dewan Komisaris PNRE tahun buku 2023 & usulan remunerasi Direksi dan Dewan Komisaris PNRE Tahun Buku 2024.
5. *Organization Development*
   a. Melakukan *monitoring* dan evaluasi *manpower fulfillment* dan *manpower planning*.
   b. *Monitoring* dan evaluasi strategi sumber daya manusia.
   c. Melakukan *monitoring* dan evaluasi *workforce planning for project organization*.
   d. Melakukan *monitoring* dan evaluasi kebijakan *outsourcing management* untuk Tenaga Kerja Jasa Penunjang (TKJP) dan Tenaga Kerja Penunjang Proyek (TKPP).
6. Industrial Relation
   a. Melakukan *monitoring* dan evaluasi efektivitas penerapan *Industrial Peace Management*.
7. Corporate Compliance
   a. Melakukan *monitoring* implementasi pembaruan Peraturan Perusahaan.
   b. Melakukan *monitoring* dan evaluasi implementasi Good Corporate Governance.

## Kebijakan Remunerasi bagi Komite Nominasi & Remunerasi

Kebijakan remunerasi yang diberikan Perusahaan kepada Komite Nominasi & Remunerasi mengacu kepada Permen BUMN No. PER-3/MBU/03/2023 Tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara. Dalam ketentuan tersebut, disebutkan bahwa Komite Nominasi dan Remunerasi

Here is a brief description of the activities of the Nomination and Remuneration Committee in 2024:

1. Culture and Change Management
   a. Conducted monitoring and evaluation of the implementation of the Corporate Culture in Subholding Power & New Renewable Energy.
   b. Monitored and evaluated the strategic Employee Engagement program.
2. Talent Development
   a. Evaluated proposals for changes in the Company's representatives in joint ventures/affiliates.
   b. Monitored and evaluated the implementation of human capital training and development programs.
   c. Monitored and evaluated the implementation of talent mapping and succession management in 2024.
   d. Monitored and evaluated learning effectiveness to improve talent readiness.
   e. Monitored and evaluated the human resource management strategy based on competencies.
3. Performance Management System
   a. Facilitated the performance assessment of the Board of Directors, Board of Commissioners, and the Supporting Committees of the Board of Commissioners of PT Pertamina Power Indonesia for the 2023 Performance Year.
   b. Monitored and evaluated human resources performance.
4. Compensation & Benefit
   a. Reviewed proposals for performance awards for the Board of Directors and Board of Commissioners of PNRE for fiscal year 2023 and remuneration proposals for the Board of Directors and Board of Commissioners of PNRE for fiscal year 2024
5. Organization Development
   a. Monitored and evaluated manpower fulfillment and manpower planning.
   b. Monitored and evaluated human resource strategies.
   c. Monitored and evaluated workforce planning for project organizations.
   d. Monitored and evaluated the outsourcing management policy for Support Staff Workers (TKJP) and Project Support Workers (TKPP).
6. Industrial Relations
   a. Monitored and evaluated the effectiveness of the Industrial Peace Management implementation.
7. Corporate Compliance
   a. Monitored the implementation of the updates to the Company Regulations.
   b. Monitored and evaluated the implementation of Good Corporate Governance.

## Remuneration Policy for the Nomination & Remuneration Committee

The remuneration provided by the Company to the Nomination & Remuneration Committee refers to the Regulation of the Minister of State-Owned Enterprises (SOE) No. PER-3/MBU/03/2023 concerning the Organs and Human Resources of State-Owned Enterprises. According to this regulation, the

mendapatkan Besaran dan jenis penghasilan Komite Nominasi & Remunesari terdiri dari:

1. Honorarium paling banyak 20% (persen) dari Gaji Direktur Utama BUMN yang bersangkutan;
2. Fasilitas Kesehatan berupa rawat inap, rawat jalan, dan obat-obatan bagi yang bersangkutan, tidak termasuk keluarga; dan
3. Tunjangan hari raya yang dibayarkan sekali dalam 1 (satu) tahun sebesar 1 (satu) kali honorarium.

Nomination and Remuneration Committee is entitled to the following amount and types of income:

1. An honorarium of up to 20% (twenty percent) of the salary of the President Director of the respective SOE;
2. Health benefits in the form of inpatient care, outpatient care, and medication for the committee member, excluding family members; and
3. A religious holiday allowance paid once a year in the amount of one (1) time the honorarium.

## Komite Investasi & Manajemen Risiko

Komite Investasi & Manajemen Risiko dibentuk Dewan Komisaris dalam rangka memberikan pandangan dan masukan atas pengawasan dari pengelolaan investasi dan manajemen risiko yang dilakukan Direksi.

## Investment & Risk Management Committee

The Investment & Risk Management Committee was established by the Board of Commissioners to provide insights and recommendations on the supervision of investment management and risk management carried out by the Board of Directors.

## Ketentuan Masa Jabatan

Ketentuan masa jabatan anggota Komite Investasi & Manajemen Risiko yang berasal dari Dewan Komisaris mengikuti masa jabatan sebagai Dewan Komisaris. Sedangkan yang bukan berasal dari Anggota Dewan Komisaris ditetapkan paling lama 3 (tiga) tahun, dan dapat diperpanjang satu kali selama 2 (dua) tahun dengan tidak mengurangi hak Dewan Komisaris untuk memberhentikannya sewaktu-waktu.

## Term of Office Provisions

The term of office for members of the Investment & Risk Management Committee who are from the Board of Commissioners follows their term as members of the Board of Commissioners. Meanwhile, members who are not from the Board of Commissioners are appointed for a maximum term of 3 (three) years, which can be extended once for 2 (two) years, without limiting the right of the Board of Commissioners to dismiss them at any time.

## Susunan dan Profil Komite Investasi & Manajemen Risiko

Di sepanjang tahun 2024, tidak terdapat perubahan susunan Komite Investasi & Manajemen Risiko.

## Composition and Profile of the Investment & Risk Management Committee

Throughout 2024, there were not changes in the composition of the Investment & Risk Management Committee.

**Susunan Komite Investasi & Manajemen Risiko per 31 Desember 2024**
Composition of Investment & Risk Management Committee as of December 31, 2024

| **Nama**<br>Name | **Jabatan**<br>Position | **Dasar Pengangkatan**<br>Basis of Appointment | **Masa Jabatan**<br>Term of Office | **Periode Jabatan**<br>Period of Office |
|---|---|---|---|---|
| Budiman Parhusip | Ketua / Komisaris<br>Chairman / Commissioner | Surat Keputusan Dewan Komisaris No. Kpts-007/K/DK/PPI/2022-S0 tanggal 6 Oktober 2022<br>Board of Commissioners Decree No. Kpts-007/K/DK/PPI/2022-S0 dated October 6, 2022 | Mengikuti masa jabatan sebagai Komisaris<br>Following the term of office as Commissioner | |
| Havidh Nazif | Wakil Ketua / Komisaris<br>Deputy Chairman / Commissioner | Surat Keputusan Dewan Komisaris No. Kpts-011/DK-PPI/2023 tanggal 12 Oktober 2023<br>Board of Commissioners Decree No. Kpts-011/DK-PPI/2023 dated October 12, 2023 | Mengikuti masa jabatan sebagai Komisaris<br>Following the term of office as Commissioner | |
| Eri B.H. Reksoprodjo | Anggota<br>Member | Surat Keputusan Dewan Komisaris No. Kpts-009/DK-PPI/2024 tanggal 30 Oktober 2024.<br>Board of Commissioners' Decree No. Kpts-009/DK-PPI/2024 dated 30 October 2024. | 1 November 2024 s.d 31 Oktober 2025<br>November 1, 2024 to October 31, 2025 | Ketiga<br>Third |
| Belladonna Troxylon M. | Anggota<br>Member | Surat Keputusan Dewan Komisaris No. Kpts-006/DK/PPI/2024 tanggal 31 Juli 2024<br>Board of Commissioners' Decree No. Kpts-006/DK-PPI/2024 dated July 31, 2024 | 1 Agustus 2024 s.d 31 Juli 2025<br>August 1, 2024 to July 31, 2025 | Kedua<br>Second |



**Budiman Parhusip**
Ketua Komite Investasi & Manajemen Risiko
Chairman of Investment & Risk Management Committee

Profil beliau dapat dilihat pada bagian Profil Dewan Komisaris pada Bab Profil Perusahaan.
His profile can be found in the Board of Commissioners Profile section in the Company Profile chapter.



**Havidh Nazif**
Wakil Ketua Komite Investasi & Manajemen Risiko
Deputy Chairman of Investment & Risk Management Committee

Profil beliau dapat dilihat pada bagian Profil Dewan Komisaris pada Bab Profil Perusahaan.
His profile can be found in the Board of Commissioners Profile section in the Company Profile chapter.



**Eri B.H. Reksoprodjo**
Anggota Komite Investasi & Manajemen Risiko
Periode Jabatan: 1 November 2024 s.d 31 Oktober 2025, Periode ke-3
Member of the Investment & Risk Management Committee
Term of Office: November 1, 2023 to October 31, 2024, 2nd Term

**Data Pribadi**
Warga Negara Indonesia
Usia 62 tahun
Berdomisili di Jakarta Selatan, DKI Jakarta, Indonesia

**Dasar Hukum Penunjukan**
Surat Keputusan Dewan Komisaris No. Kpts-009/DK-PPI/2024 tanggal 30 Oktober 2024.

**Riwayat Pendidikan**
1. *Master of Business Administration* (MBA), University at Buffalo, State University of New York (1998).
2. Sarjana Ekonomi/SE, University of Indonesia (1985).

**Pengalaman Kerja**
1. M*anaging Partner*, US$30 *Million* Kejora Star Capital II L.P.
2. *Managing Partner*, US$100 *Million* Invtervest Star L.P.
3. *Partner*, US$600 *Million* Saratoga Asia Fund III L.P. (2011-2015).
4. *Executive Director*, NATIXIS Corporate Investment Bank, Jakarta (2011).
5. *Senior Vice President*, Indonesian Bank Restructuring Agency/ IBRA (2002).
6. *Executive Director*, Canadian Imperial Bank of Commerce, Singapore (2001).

**Sertifikasi Profesi**
1. Profesional Pengawas Tata Kelola Bersertifikasi (*Certified Compliance Oversight Professional*/CCOP), Lembaga Sertifikasi Profesi – Mitra Kalyana Sejahtera (LSP MKS), (2024)
2. *Certified Governance Oversight Professional* (CGOP), KNKG/ ISO 31000 (2023)
3. *Certified Chief Governance Officer* (CCGO), KNKG/ISO 31000 (2023)

**Rangkap Jabatan**
Di dalam Perusahaan: tidak ada.
Di luar Perusahaan:
1. *Managing Partner*, US$30 *Million* Kejora Star Capital II L.P. (2016 s.d sekarang)
2. *Managing Partner*, US$100 *Million* Invtervest Star L.P. (2018 s.d sekarang)

**Hubungan Afiliasi**
Tidak memiliki hubungan afiliasi baik dengan anggota Dewan Komisaris lainnya, anggota Direksi maupun dengan Pemegang Saham Pengendali ataupun Utama.

**Personal Data**
Indonesian Citizen
62 years old
Based in South Jakarta, DKI Jakarta, Indonesia

**Legal Basis of Appointment**
Board of Commissioners Decree No. Kpts-009/DK-PPI/2024 dated October 30, 2024.

**Education**
1. Master of Business Administration (MBA), University at Buffalo, State University of New York (1998).
2. Bachelor of Economics, University of Indonesia (1985).

**Work experience**
1. Managing Partner, US$30 Million Kejora Star Capital II L.P.
2. Managing Partner, US$100 Million Invtervest Star L.P.
3. Partner, US$600 Million Saratoga Asia Fund III L.P. (2011-2015).
4. Executive Director, NATIXIS Corporate Investment Bank, Jakarta (2011).
5. Senior Vice President, Indonesian Bank Restructuring Agency/ IBRA (2002).
6. Executive Director, Canadian Imperial Bank of Commerce, Singapore (2001).

**Professional Certification**
1. Certified Governance Oversight Professional (Certified Compliance Oversight Professional/CCOP), issued by Lembaga Sertifikasi Profesi – Mitra Kalyana Sejahtera (LSP MKS), (2024)
2. Certified Governance Oversight Professional (CGOP), issued by the National Committee on Governance Policy (KNKG) / ISO 31000, (2023)
3. Certified Chief Governance Officer (CCGO), issued by KNKG / ISO 31000, (2023)

**Concurrent Position**
Within the Company: none.
Outside the Company:
1. Managing Partner, US$30 Million Kejora Star Capital II L.P. (2016 to present)
2. Managing Partner, US$100 Million Invtervest Star L.P. (2018 to present)

**Affiliation**
Has no affiliation with members of the Board of Commissioners, members of the Board of Directors, or the Major and Controlling Shareholders.



**Belladonna Troxylon M.**
Anggota Komite Investasi & Manajemen Risiko
Periode Jabatan: 1 Agustus 2024 s.d 31 Juli 2025, Periode ke-2
Member of Investment & Risk Management Committee
Term of Office: July 5, 2022 to July 31, 2025, 1st/2nd Period

**Data Pribadi**
Warga Negara Indonesia
Usia 41 tahun
Berdomisili di Jakarta, DKI Jakarta, Indonesia

**Dasar Hukum Penunjukan**
Surat Keputusan Dewan Komisaris No. Kpts-006/DK/PPI/2024 tanggal 31 Juli 2024

**Riwayat Pendidikan**
1. PhD *in Petroleum Engineering*, Universitas Calgary, Canada (2010-2016).
2. Sarjana Teknik Gas dan Petrokimia, Universitas Indonesia (2001-2005).

**Pengalaman Kerja**
1. *Executive Director* Indonesia Carbon Capture Storage (CCS) Center (2023-sekarang).
2. Staf Ahli dan Penasihat Menteri Energi, Transisi, dan Energi di Kemenko Bidang Kemaritiman dan Investasi (2023-2024).
3. *Senior Manager – Operations Transformation* di Deloitte Consulting Southeast Asia (2022-2023).
4. *Leader Production Research* di PT Pertamina (Persero) (2020-2022).
5. *Assistant Professor & Research Consultant* di Universitas Teknologi Petronas (2017-2020).
6. *Consultant & Advisor* di Weatherford (2013-2014).
7. *Reservoir Engineering Specialist Consultant* di BitCan G&E Inc (2012-2013).
8. *Research Assistant* di Universitas Calgary (2010-2016).
9. *Reservoir Engineer Study* di TOTAL E&P Indonesie (2007-2009).
10. *Field Engineer Open Hole Logging Wireline* di Schlumberger (2005-2007).

**Sertifikasi Profesi**
Professional Engineer, Association of Petroleum Engineer and Geoscientist Alberta (APEGA) (2017-Sekarang)

**Rangkap Jabatan**
Di dalam Perusahaan: tidak ada.
Di luar Perusahaan:
*Executive Director* Indonesia Carbon Capture Storage (CCS) Center (2023-sekarang).

**Hubungan Afiliasi**
Tidak memiliki hubungan afiliasi baik dengan anggota Dewan Komisaris lainnya, anggota Direksi maupun dengan Pemegang Saham Pengendali ataupun Utama.

**Personal Data**
Indonesian Citizen
41 years old
Based in Jakarta, DKI Jakarta, Indonesia

**Legal Basis of Appointment**
Board of Commissioners Decree No. Kpts-006/DK/PPI/2024 dated July 31, 2024

**Education**
1. PhD in Petroleum Engineering, University of Calgary, Canada (2010-2016).
2. Bachelor of Gas and Petrochemical Engineering, Universitas Indonesia (2001-2005).

**Work Experience**
1. Executive Director Indonesia Carbon Capture Storage (CCS) Center (2023-present).
2. Expert Staff and Advisor to the Minister of Energy, Transition, and Energy at the Coordinating Ministry for Maritime Affairs and Investment (2023-2024).
3. Senior Manager – Operations Transformation at Deloitte Consulting Southeast Asia (2022-2023).
4. Leader Production Research at PT Pertamina (Persero) (2020-2022).
5. Assistant Professor & Research Consultant at Universiti Teknologi Petronas (2017-2020).
6. Consultant & Advisor at Weatherford (2013-2014).
7. Reservoir Engineering Specialist Consultant at BitCan G&E Inc (2012-2013).
8. Research Assistant at the University of Calgary (2010-2016).
9. Reservoir Engineer Study at TOTAL E&P Indonesie (2007-2009).
10. Field Engineer Open Hole Logging Wireline at Schlumberger (2005-2007).

**Professional Certification**
Professional Engineer, Association of Petroleum Engineer and Geoscientist Alberta (APEGA) (2017-present)

**Concurrent Position**
Within the Company: none.
Outside the Company:
Executive Director of Indonesia Carbon Capture Storage (CCS) Center (2023-present).

**Affiliation**
Has no affiliation with members of the Board of Commissioners, members of the Board of Directors, or the Major and Controlling Shareholders.

## Independensi Komite Investasi & Manajemen Risiko

Dengan menjunjung tinggi profesionalisme dan integritas, anggota Komite Investasi & Manajemen Risiko Perusahaan berkomitmen untuk menghindari segala bentuk benturan kepentingan dan tidak terlibat dalam korupsi, kolusi, dan nepotisme dalam melaksanakan tugas dan tanggung jawab yang dimilikinya.

## Pedoman Komite Investasi & Manajemen Risiko

Komite Investasi & Manajemen Risiko telah memiliki piagam atau *charter* Komite Investasi & Manajemen Risiko. Piagam Komite Investasi & Manajemen Risiko telah ditetapkan Dewan Komisaris Perusahaan pada tanggal 5 Agustus 2021. Muatan Piagam Komite Investasi & Manajemen Risiko telah sesuai dengan ketentuan yang berlaku dan kebutuhan investasi dan manajemen risiko. Pedoman Komite Investasi & Manajemen Risiko ini akan ditinjau secara periodik sesuai dengan perkembangan kegiatan usaha, organisasi, dan tingkat risiko dalam Perusahaan yang mungkin timbul. Selain itu, pemutakhiran Pedoman Komite Investasi & Manajemen Risiko mempertimbangkan kebutuhan Komite yang ada pada Perusahaan serta sesuai dengan peraturan perundang-undangan yang berlaku.

## Tugas dan Tanggung Jawab Komite Investasi & Manajemen Risiko

1. Melakukan evaluasi atas perencanaan kegiatan Perusahaan (RJPP/RKAP).
2. Melakukan pemantauan pelaksanaan kegiatan Perusahaan (RJPP.RKAP) dan analisis hasil kegiatan Perusahaan.
3. Melakukan evaluasi atas perencanaan investasi kegiatan Perusahaan dan tingkat risiko yang terukur dan selaras dengan strategi serta keekonomiannya.
4. Melakukan pemantauan pelaksanaan investasi kegiatan Perusahaan dan analisis hasil investasi.
5. Melakukan kajian atas efektivitas pelaksanaan kebijakan investasi Perusahaan dan pengurusan Perusahaan dari aspek manajemen risiko.
6. Menyediakan bahan rujukan dan informasi untuk keperluan Dewan Komisaris terkait kegiatan bisnis Perusahaan.
7. Memberikan masukan dan rekomendasi (*advisory*) atas laporan Direksi mengenai kegiatan Perusahaan.
8. Membuat rencana kerja tahunan Komite Investasi & Manajemen Risiko.
9. Melaporkan hasil-hasil kerja Komite kepada Dewan Komisaris.
10. Melaksanakan tugas lain yang diberikan oleh Komisaris.

## Program Peningkatan Kompetensi Komite Investasi & Manajemen Risiko

Perusahaan memfasilitasi dan mengatur terkait program peningkatan kompetensi untuk anggota Komite Investasi & Manajemen Risiko sesuai Peraturan Menteri BUMN RI No. PER-

## Independence of the Investment & Risk Management Committee

Upholding professionalism and integrity, the members of the Company's Investment & Risk Management Committee are committed to avoiding any conflicts of interest and refraining from engaging in corruption, collusion, and nepotism in carrying out their duties and responsibilities.

## Investment & Risk Management Committee Guidelines

The Investment & Risk Management Committee has an official charter, which was established by the Company's Board of Commissioners on August 5, 2021. The contents of the charter comply with applicable regulations and align with the Company's investment and risk management needs. These guidelines will be periodically reviewed in accordance with the Company's business and organization developments, and emerging risk levels. Additionally, updates to the Investment & Risk Management Committee Guidelines will take into account the Committee's needs within the Company and ensure compliance with prevailing laws and regulations.

## Duties and Responsibilities of the Investment & Risk Management Committee

1. Evaluate the Company's activity planning (RJPP/RKAP).
2. Monitor the implementation of the Company's activities (RJPP/RKAP) and analyze the results.
3. Assess the planning of the Company's investment activities, ensuring measurable risks aligned with strategy and economic feasibility.
4. Monitor the implementation of the Company's investment activities and analyze investment outcomes.
5. Review the effectiveness of the Company's investment policies and Company management from a risk management perspective.
6. Provide reference materials and information for the Board of Commissioners regarding the Company's business activities.
7. Offer input and recommendations (advisory) on the Board of Directors' reports regarding the Company's activities.
8. Develop the annual work plan for the Investment & Risk Management Committee.
9. Report the Committee's work results to the Board of Commissioners.
10. Carry out other tasks assigned by the Board of Commissioners.

## Investment & Risk Management Committee Competency Development Program

The Company facilitates and arranges competency development programs for members of the Investment & Risk Management Committee in accordance with the Minister of State-Owned

2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara, dan Keputusan Deputi Bidang Keuangan dan Manajemen Risiko Kementerian BUMN RI No. SK -3/DKU.MBU/05/2023 tentang Petunjuk Teknis Komposisi dan Kualifikasi Organ Pengelola Risiko di Lingkungan Badan Usaha Milik Negara, yang mengatur bahwa anggota komite yang bukan berasal dari Dewan Komisaris wajib mengikuti pelatihan dengan topik manajemen risiko, *fraud*, bisnis, kegiatan usah korporasi, hukum, kepatuhan, keuangan, akuntansi, dan/atau audit, paling sedikit 20 jam pelatihan dalam 1 (satu) tahun.

Enterprises of the Republic of Indonesia Regulation No. PER-2/MBU/03/2023 on the Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, and the Decree of the Deputy for Finance and Risk Management of the Ministry of State-Owned Enterprises of the Republic of Indonesia No. SK-3/DKU.MBU/05/2023 on the Technical Guidelines for the Composition and Qualifications of Risk Management Bodies in State-Owned Enterprises, which stipulate that committee members who are not from the Board of Commissioners are required to attend training on topics such as risk management, fraud, business, corporate activities, law, compliance, finance, accounting, and/or audit, for at least 20 hours of training in one (1) year.

Berikut disampaikan kegiatan pelatihan dan peningkatan yang diikuti oleh anggota Komite Investasi & Manajemen Risiko di sepanjang tahun 2024.

The following is a summary of the training and development activities attended by members of the Investment & Risk Management Committee throughout 2024.

| **Komite Investasi & Manajemen Risiko**<br>Investment & Risk Management Committee | **Materi Kegiatan**<br>Content of the Activity | **Penyelenggara**<br>Organizer | **Tempat dan Waktu**<br>Venue and Date |
|---|---|---|---|
| Kegiatan peningkatan kompetensi yang diikuti Budiman Parhusip dan Havidh Nazif dapat dilihat pada bagian program peningkatan kompetensi Dewan Komisaris dalam Laporan Tahunan ini.<br>The competency development activities attended by Budiman Parhusip and Havidh Nazif can be found in the Board of Commissioners' competency development program section of this Annual Report. | | | |
| Eri B.H. Reksoprodjo<br>(Anggota Komite)<br>(Committee Member) | *Workshop Alignment* Komite Pemantau Investasi dan Manajemen Risiko<br><br>Workshop for Alignment of the Investment and Risk Management Monitoring Committee | Komite Pemantau Investasi dan Manajemen Risiko Dewan Komisaris PT Pertamina (Persero)<br><br>Investment and Risk Management Monitoring Committee of the Board of Commissioners of PT Pertamina (Persero) | Hotel Westin Surabaya, 29 Feb – 1 Maret 2024<br><br>Hotel Westin Surabaya, February 29 Feb – March 1, 2024 |
| | *Workshop Alignment* Komite Pemantau Investasi dan Manajemen Risiko<br><br>Workshop for Alignment of the Investment and Risk Management Monitoring Committee | Komite Pemantau Investasi dan Manajemen Risiko Dewan Komisaris PT Pertamina (Persero)<br><br>Investment and Risk Management Monitoring Committee of the Board of Commissioners of PT Pertamina (Persero) | Hotel Intercontinental Bandung Dago Pakar, Jl. Resort Dago Pakar Raya 2B, Bandung, 25 April 2024<br><br>Hotel Intercontinental Bandung Dago Pakar, Jl. Resort Dago Pakar Raya 2B, Bandung, April 25, 2024 |
| | *New Corporate Governance Leadership Program: Internalizing Integrated Mindset Toward Sustainable Long Term Value Creation* | Indonesian Institute Corporate Development | M-Teams, 25 – 26 Sept 2024<br><br>M-Teams, September 25 – 26, 2024 |
| | *Masterclass Compliance Management for CCOP Certification* | Center for RISK Management and Sustainability | Grha Pertamina Lt.23 Ruang Rapat Gas to Power, 4 Nov 2024<br><br>Grha Pertamina 23rd Floor, Gas to Power Meeting Room, November 4, 2024 |
| | Kepatuhan: Profesional Pengawas Tata Kelola Bersertifikasi *(Compliance: Certified Compliance Oversight Professional/CCOP)*<br><br>Compliance: Certified Compliance Oversight Professional/CCOP) | Lembaga Sertifikasi Profesi - Mitra Kalyana Sejahtera (LSP MKS) | Online, 5 – 6 November 2024<br><br>Online, November 5 – 6, 2024 |
| Belladona Troxylon M. | *Simulation Based Workshop of Key Risk Indicators* | Center for Risk Management and Sustainability | Online, 26 – 27 Sept 2024<br><br>Online, September 26 – 27, 2024 |

## Rapat Komite Investasi & Manajemen Risiko

Rapat Komite Investasi & Manajemen Risiko diselenggarakan minimal 1 (satu) kali dalam 1 (satu) bulan. Kebijakan tersebut tertuang dalam Piagam Komite Investasi & Manajemen Risiko.

Sepanjang tahun 2024, Komite Investasi & Manajemen Risiko telah mengadakan 18 (delapan belas) kali rapat. Adapun frekuensi kehadiran Komite Investasi & Manajemen Risiko dalam rapat tersebut adalah sebagai berikut.

## Investment & Risk Management Committee Meetings

The Investment & Risk Management Committee meetings are held at least once a month, as stated in the Committee's Charter.

Throughout 2024, the Investment & Risk Management Committee held 18 (eighteen) meetings. The attendance of the Committee members in these meetings is as follows.

**Frekuensi Rapat Komite Investasi & Manajemen Risiko dan Kehadiran Komite Investasi & Manajemen Risiko**
Frequency of Investment & Risk Management Committee Meetings and Attendance of Investment & Risk Management Committee

| Komite Investasi & Manajemen Risiko<br>Investment & Risk Management Committee | Jumlah Rapat<br>Total Meetings | Jumlah Ketidakhadiran<br>Total Absences | Kehadiran<br>Attendance | Persentase (%)<br>Percentage (%) |
|---|---|---|---|---|
| Budiman Parhusip (Ketua)<br>(Chairman) | 18 | - | 18 | 100 |
| Havidh Nazif (Wakil Ketua)<br>(Deputy Chairman) | 18 | - | 18 | 100 |
| Eri B.H. Reksoprodjo (Anggota)<br>(Member) | 18 | 1 | 17 | 94,4 |
| Belladonna Troxylon M. (Anggota)<br>(Member) | 18 | 3 | 15 | 83,3 |
| Rata-rata<br>Average | | | | 94,4 |

**Agenda Rapat Komite Investasi & Manajemen Risiko**
Investment & Risk Management Committee Meeting Agenda

| No | Tanggal<br>Date | Agenda | Peserta Rapat<br>Participants | Komite Investasi & Manajemen Risiko yang Tidak Hadir<br>Absent Investment & Risk Management Committee |
|---|---|---|---|---|
| 1 | 23 Januari 2024<br>January 23, 2024 | *Monitoring* dan Evaluasi Pengelolaan *Pipeline* Investasi Organik dan Anorganik *Subholding Power & New Renewable Energy* Tahun 2023<br><br>Monitoring and Evaluation of Organic and Inorganic Investment Pipeline Management of Subholding Power & New Renewable Energy in 2023 | 1. Budiman Parhusip (Ketua)<br>2. Havidh Nazif (Wakil Ketua)<br>3. Belladona Troxylon M. (Anggota)<br>4. Eri B.H. Reksoprodjo (Anggota)<br><br>1. Budiman Parhusip (Chairman)<br>2. Havidh Nazif (Vice Chairman)<br>3. Belladona Troxylon M. (Member)<br>4. Eri B.H. Reksoprodjo (Member) | - |

**Agenda Rapat Komite Investasi & Manajemen Risiko**
Investment & Risk Management Committee Meeting Agenda

| No | Tanggal<br>Date | Agenda | Peserta Rapat<br>Participants | Komite Investasi & Manajemen Risiko yang Tidak Hadir<br>Absent Investment & Risk Management Committee |
|---|---|---|---|---|
| 2 | 15 Februari 2024<br>February 15, 2024 | 1. *Monitoring* dan Evaluasi *Enterprise Risk Management Subholding Power & New Renewable Energy* Tahun 2023<br>2. *Update* Proyek Vatica<br>3. *Non-Binding Offer* Proyek NorthStar<br><br>1. Monitoring and Evaluation of Enterprise Risk Management of Subholding Power & New Renewable Energy in 2023<br>2. Project Vatica Update<br>3. Non-Binding Offer of Project NorthStar | 1. Budiman Parhusip (Ketua)<br>2. Havidh Nazif (Wakil Ketua)<br>3. Belladona Troxylon M. (Anggota)<br>4. Eri B.H. Reksoprodjo (Anggota)<br><br>1. Budiman Parhusip (Chairman)<br>2. Havidh Nazif (Vice Chairman)<br>3. Belladona Troxylon M. (Member)<br>4. Eri B.H. Reksoprodjo (Member) | - |
| 3 | 29 Juli 2024<br>July 29, 2024 | *Monitoring* dan Evaluasi Pengelolaan *Pipeline* Investasi Organik dan Anorganik *Subholding Power & New Renewable Energy* Periode Februari 2024<br><br>Monitoring and Evaluation of Organic and Inorganic Investment Pipeline Management of Subholding Power & New Renewable Energy Period February 2024 | 1. Budiman Parhusip (Ketua)<br>2. Havidh Nazif (Wakil Ketua)<br>3. Belladona Troxylon M. (Anggota)<br>4. Eri B.H. Reksoprodjo (Anggota)<br><br>1. Budiman Parhusip (Chairman)<br>2. Havidh Nazif (Vice Chairman)<br>3. Belladona Troxylon M. (Member)<br>4. Eri B.H. Reksoprodjo (Member) | - |
| 4 | 30 April 2024<br>April 30, 2024 | 1. *Monitoring* Laporan Evaluasi Investasi Tahap Eksekusi (*Ongoing Project*) dan Operasi (*Post Mortem Project*) *Subholding Power & New Renewable Energy* Semester II Tahun 2023<br>2. *Monitoring* dan Evaluasi Pengelolaan *Pipeline* Investasi Organik dan Anorganik *Subholding Power & New Renewable Energy* Periode April 2024<br><br>1. Monitoring of Investment Evaluation Report for Execution Phase (Ongoing Project) and Operations (Post Mortem Project) of Subholding Power & New Renewable Energy Semester II 2023<br>2. Monitoring and Evaluation of Organic and Inorganic Investment Pipeline Management of Subholding Power & New Renewable Energy Period April 2024 | 1. Budiman Parhusip (Ketua)<br>2. Havidh Nazif (Wakil Ketua)<br>3. Eri B.H. Reksoprodjo (Anggota)<br><br>1. Budiman Parhusip (Chairman)<br>2. Havidh Nazif (Vice Chairman)<br>3. Eri B.H. Reksoprodjo (Member) | Belladona Troxylon M. tidak hadir karena sedang mengikuti penugasan lain.<br><br>Belladona Troxylon M. was unable to attend due to another assignment |

**Agenda Rapat Komite Investasi & Manajemen Risiko**
Investment & Risk Management Committee Meeting Agenda

| No | Tanggal<br>Date | Agenda | Peserta Rapat<br>Participants | Komite Investasi & Manajemen Risiko yang Tidak Hadir<br>Absent Investment & Risk Management Committee |
|---|---|---|---|---|
| 5 | 2 Mei 2024<br>May 2, 2024 | Pembahasan Proyek Skol<br>Project Skol Discussion | 1. Budiman Parhusip (Ketua)<br>2. Havidh Nazif (Wakil Ketua)<br>3. Eri B.H. Reksoprodjo (Anggota)<br><br>1. Budiman Parhusip (Chairman)<br>2. Havidh Nazif (Vice Chairman)<br>3. Eri B.H. Reksoprodjo (Member) | Belladona Troxylon M. tidak hadir karena sedang mengikuti penugasan lain.<br><br>Belladona Troxylon M. was unable to attend due to another assignment |
| 6 | 7 Juni 2024<br>June 7, 2024 | Pembahasan Proyek Mira<br>Project Mira Discussion | 1. Budiman Parhusip (Ketua)<br>2. Havidh Nazif (Wakil Ketua)<br>3. Belladona Troxylon M. (Anggota)<br>4. Eri B.H. Reksoprodjo (Anggota)<br><br>1. Budiman Parhusip (Chairman)<br>2. Havidh Nazif (Vice Chairman)<br>3. Belladona Troxylon M. (Member)<br>4. Eri B.H. Reksoprodjo (Member) | - |
| 7 | 24 Juni 2024<br>June 24, 2024 | 1. Pembahasan Proyek PHR<br>2. *Monitoring* dan Evaluasi Pengelolaan *Pipeline* Investasi Organik dan Anorganik *Subholding Power & New Renewable Energy* Periode Mei 2024<br><br>1. Discussion of PHR Project<br>2. Monitoring and Evaluation of Organic and Inorganic Investment Pipeline Management of Subholding Power & New Renewable Energy Period May 2024 | 1. Budiman Parhusip (Ketua)<br>2. Havidh Nazif (Wakil Ketua)<br>3. Belladona Troxylon M. (Anggota)<br>4. Eri B.H. Reksoprodjo (Anggota)<br><br>1. Budiman Parhusip (Chairman)<br>2. Havidh Nazif (Vice Chairman)<br>3. Belladona Troxylon M. (Member)<br>4. Eri B.H. Reksoprodjo (Member) | - |
| 8 | 19 Juli 2024<br>July 19, 2024 | 1. Usulan Rencana Kerja Anggaran Perusahaan (RKAP) Tahun 2025<br>2. Pemaparan Kajian PT Pertamina Power Indonesia terkait Rencana Restrukturisasi Pemegang Saham PT Industri Baterai Indonesia<br>3. *Update* Progres Proyek Skol<br><br>1. Proposed Company Work Plan and Budget (RKAP) for 2025<br>2. Presentation of PT Pertamina Power Indonesia's Study on the Shareholder Restructuring Plan of PT Industri Baterai Indonesia<br>3. Project Skol Progress Update | 1. Budiman Parhusip (Ketua)<br>2. Havidh Nazif (Wakil Ketua)<br>3. Belladona Troxylon M. (Anggota)<br>4. Eri B.H. Reksoprodjo (Anggota)<br><br>1. Budiman Parhusip (Chairman)<br>2. Havidh Nazif (Vice Chairman)<br>3. Belladona Troxylon M. (Member)<br>4. Eri B.H. Reksoprodjo (Member) | - |

**Agenda Rapat Komite Investasi & Manajemen Risiko**
Investment & Risk Management Committee Meeting Agenda

| No | Tanggal<br>Date | Agenda | Peserta Rapat<br>Participants | Komite Investasi & Manajemen Risiko yang Tidak Hadir<br>Absent Investment & Risk Management Committee |
|---|---|---|---|---|
| 9 | 29 Juli 2024<br>July 29, 2024 | 1. Pembahasan Proyek Palawan<br>2. *Monitoring* dan Evaluasi Pengelolaan *Pipeline* Investasi Organik dan Anorganik *Subholding Power & New Renewable Energy* Periode Juni 2024<br>3. Tindak Lanjut Notulen Rapat Komite Investasi dan Manajemen Risiko No. NR-007/KIMR-PPI/2024: *Update* Pembatalan Perjanjian Komersial Proyek Nature and Ecosystem Based Solutions Konsesi Semamu<br><br>1. Discussion of the Palawan Project<br>2. Monitoring and Evaluation of Organic and Inorganic Investment Pipeline Management of Subholding Power & New Renewable Energy Period June 2024<br>3. Follow-up to the Minutes of the Investment and Risk Management Committee Meeting No. NR-007/KIMR-PPI/2024: Update on the Cancellation of the Commercial Agreement for the Nature and Ecosystem Based Solutions Project, Semamu Concession | 1. Budiman Parhusip (Ketua)<br>2. Havidh Nazif (Wakil Ketua)<br>3. Belladona Troxylon M. (Anggota)<br>4. Eri B.H. Reksoprodjo (Anggota)<br><br>1. Budiman Parhusip (Chairman)<br>2. Havidh Nazif (Vice Chairman)<br>3. Belladona Troxylon M. (Member)<br>4. Eri B.H. Reksoprodjo (Member) | - |
| 10 | 10 September 2024<br>September 10, 2024 | 1. Pembahasan Proyek Solar PV Manufacturing<br>2. *Update Hydrogen*<br>3. *Monitoring* dan Evaluasi Pengelolaan *Pipeline* Investasi Organik dan Anorganik *Subholding Power & New Renewable Energy* Periode Juli 2024<br><br>1. Discussion of Solar PV Manufacturing Project<br>2. Hydrogen Update<br>3. Monitoring and Evaluation of Organic and Inorganic Investment Pipeline Management of Subholding Power & New Renewable Energy Period July 2024 | 1. Budiman Parhusip (Ketua)<br>2. Havidh Nazif (Wakil Ketua)<br>3. Belladona Troxylon M. (Anggota)<br>4. Eri B.H. Reksoprodjo (Anggota)<br><br>1. Budiman Parhusip (Chairman)<br>2. Havidh Nazif (Vice Chairman)<br>3. Belladona Troxylon M. (Member)<br>4. Eri B.H. Reksoprodjo (Member) | - |
| 11 | 17 September 2024<br>September 17, 2024 | Usulan *Non-Binding Offer* Proyek Braga<br><br>Proposed Non-Binding Offer for Braga Project | 1. Budiman Parhusip (Ketua)<br>2. Havidh Nazif (Wakil Ketua)<br>3. Belladona Troxylon M. (Anggota)<br>4. Eri B.H. Reksoprodjo (Anggota)<br><br>1. Budiman Parhusip (Chairman)<br>2. Havidh Nazif (Vice Chairman)<br>3. Belladona Troxylon M. (Member)<br>4. Eri B.H. Reksoprodjo (Member) | - |

**Agenda Rapat Komite Investasi & Manajemen Risiko**
Investment & Risk Management Committee Meeting Agenda

| No | Tanggal<br>Date | Agenda | Peserta Rapat<br>Participants | Komite Investasi & Manajemen Risiko yang Tidak Hadir<br>Absent Investment & Risk Management Committee |
|---|---|---|---|---|
| 12 | 1 Oktober 2024<br>October 1, 2024 | Diskusi Hasil *Review* Komite atas *Feasibility Study* Proyek Skol<br><br>Discussion on the Results of the Committee's Review of the Project Skol Feasibility Study | 1. Budiman Parhusip (Ketua)<br>2. Havidh Nazif (Wakil Ketua)<br>3. Belladona Troxylon M. (Anggota)<br>4. Eri B.H. Reksoprodjo (Anggota)<br><br>1. Budiman Parhusip (Chairman)<br>2. Havidh Nazif (Vice Chairman)<br>3. Belladona Troxylon M. (Member)<br>4. Eri B.H. Reksoprodjo (Member) | - |
| 13 | 7 Oktober 2024<br>October 7, 2024 | Proyek Skol<br><br>Project Skol | 1. Budiman Parhusip (Ketua)<br>2. Havidh Nazif (Wakil Ketua)<br>3. Belladona Troxylon M. (Anggota)<br>4. Eri B.H. Reksoprodjo (Anggota)<br><br>1. Budiman Parhusip (Chairman)<br>2. Havidh Nazif (Vice Chairman)<br>3. Belladona Troxylon M. (Member)<br>4. Eri B.H. Reksoprodjo (Member) | - |
| 14 | 29 Oktober 2024<br>October 29, 2024 | Diskusi Hasil *Review* Komite atas *Feasibility Study* Proyek Palawan<br><br>Discussion on the Results of the Committee's Review of the Palawan Project Feasibility Study | 1. Budiman Parhusip (Ketua)<br>2. Havidh Nazif (Wakil Ketua)<br>3. Belladona Troxylon M. (Anggota)<br>4. Eri B.H. Reksoprodjo (Anggota)<br><br>1. Budiman Parhusip (Chairman)<br>2. Havidh Nazif (Vice Chairman)<br>3. Belladona Troxylon M. (Member)<br>4. Eri B.H. Reksoprodjo (Member) | - |

**Agenda Rapat Komite Investasi & Manajemen Risiko**
Investment & Risk Management Committee Meeting Agenda

| No | Tanggal<br>Date | Agenda | Peserta Rapat<br>Participants | Komite Investasi & Manajemen Risiko yang Tidak Hadir<br>Absent Investment & Risk Management Committee |
|---|---|---|---|---|
| 15 | 1 November 2024<br>November 1, 2024 | Konsultasi Investasi Anorganis Proyek Palawan<br><br>Palawan Project Inorganic Investment Consulting | 1. Budiman Parhusip (Ketua)<br>2. Havidh Nazif (Wakil Ketua)<br>3. Belladona Troxylon M. (Anggota)<br>4. Eri B.H. Reksoprodjo (Anggota)<br><br>1. Budiman Parhusip (Chairman)<br>2. Havidh Nazif (Vice Chairman)<br>3. Belladona Troxylon M. (Member)<br>4. Eri B.H. Reksoprodjo (Member) | - |
| 16 | 12 Desember 2024<br>December 12, 2024 | 1. Evaluasi Tahunan atas Pelaksanaan RJPP<br>2. *Monitoring* Laporan Evaluasi Investasi Tahap Eksekusi (*Ongoing Project*) dan Operasi (*Post Mortem Project*) *Subholding Power & New Renewable Energy* Semester I Tahun 2024<br><br>1. Annual Evaluation of RJPP Implementation<br>2. Monitoring of Investment Evaluation Report for Execution (Ongoing Project) and Operations (Post Mortem Project) of Subholding Power & New Renewable Energy Semester I 2024 | 1. Budiman Parhusip (Ketua)<br>2. Havidh Nazif (Wakil Ketua)<br><br>1. Budiman Parhusip (Chairman)<br>2. Havidh Nazif (Vice Chairman) | Belladona Troxylon M. tidak hadir karena sedang mengikuti penugasan lain.<br>Eri B.H. Reksoprodjo tidak hadir karena sedang mengikuti penugasan lain<br><br>Belladona Troxylon M. was unable to attend due to another assignment.<br>Eri B.H. Reksoprodjo was unable to attend due to another assignment |
| 17 | 18 Desember 2024<br>December 18, 2024 | Diskusi Hasil *Review* terhadap *Feasibility Study* Proyek Braga<br><br>Discussion on the Review Results of the Braga Project Feasibility Study | 1. Budiman Parhusip (Ketua)<br>2. Havidh Nazif (Wakil Ketua)<br>3. Belladona Troxylon M. (Anggota)<br>4. Eri B.H. Reksoprodjo (Anggota)<br><br>1. Budiman Parhusip (Chairman)<br>2. Havidh Nazif (Vice Chairman)<br>3. Belladona Troxylon M. (Member)<br>4. Eri B.H. Reksoprodjo (Member) | - |

**Agenda Rapat Komite Investasi & Manajemen Risiko**
Investment & Risk Management Committee Meeting Agenda

| No | Tanggal<br>Date | Agenda | Peserta Rapat<br>Participants | Komite Investasi & Manajemen Risiko yang Tidak Hadir<br>Absent Investment & Risk Management Committee |
|---|---|---|---|---|
| 18 | 27 Desember 2024<br>December 27, 2024 | Proyek Braga<br><br>Braga Project | 1. Budiman Parhusip (Ketua)<br>2. Havidh Nazif (Wakil Ketua)<br>3. Belladona Troxylon M. (Anggota)<br>4. Eri B.H. Reksoprodjo (Anggota)<br><br>1. Budiman Parhusip (Chairman)<br>2. Havidh Nazif (Vice Chairman)<br>3. Belladona Troxylon M. (Member)<br>4. Eri B.H. Reksoprodjo (Member) | - |

## Pelaksanaan Kegiatan Komite Investasi & Manajemen Risiko

Sepanjang tahun 2024, Komite Investasi & Manajemen Risiko telah menjalankan tugas dan tanggung jawabnya sesuai dengan Piagam Komite Investasi dan Manajemen Risiko dan program kerja yang telah ditetapkan di awal tahun.

Berikut uraian singkat pelaksanaan kegiatan Komite Investasi dan Manajemen Risiko tahun 2024:

1. Menelaah usulan RKAP dari Direksi dan memberikan rekomendasi terkait usulan RKAP tersebut kepada Dewan Komisaris.
2. Menelaah usulan Rencana Jangka Panjang Perusahaan ("RJPP") dari Direksi dan memberikan rekomendasi terkait RJPP maupun isu strategis terkait dengan RJPP kepada Dewan Komisaris.
3. Penelaahan dan evaluasi terhadap isu strategis terkait kebijakan investasi dan divestasi (termasuk di dalamnya adalah melakukan penelitian, penelaahan, serta memberikan rekomendasi atas tanggapan atau persetujuan Dewan Komisaris atas surat permintaan Direksi terkait kegiatan dimaksud) berdasarkan hasil laporan dan data yang disampaikan Direksi
4. Penelaahan dan evaluasi terhadap isu strategis terkait *corporate action* dalam rangka investasi/divestasi (termasuk di dalamnya adalah melakukan penelitian, penelaahan, serta memberikan rekomendasi atas tanggapan atau persetujuan Dewan Komisaris atas surat permintaan Direksi terkait kegiatan dimaksud) berdasarkan hasil laporan dan data yang disampaikan Direksi
5. Penelaahan dan evaluasi terhadap isu strategis terkait optimalisasi aset/portofolio saham investasi (termasuk didalamnya adalah melakukan penelitian, penelaahan, serta memberikan rekomendasi atas tanggapan atau persetujuan Dewan Komisaris atas surat permintaan Direksi terkait kegiatan dimaksud) berdasarkan hasil laporan dan data yang disampaikan Direksi

## Duties Implementation of the Investment & Risk Management Committee

Throughout 2024, the Investment & Risk Management Committee has carried out its duties and responsibilities in accordance with the Investment and Risk Management Committee Charter and the work program established at the beginning of the year.

The following is a summary of the activities carried out by the Investment and Risk Management Committee in 2024:

1. Reviewing the proposed Corporate Work Plan and Budget (RKAP) from the Board of Directors and providing recommendations on the proposed RKAP to the Board of Commissioners.
2. Reviewing the proposed Long-Term Corporate Plan (RJPP) from the Board of Directors and providing recommendations regarding the RJPP as well as strategic issues related to the RJPP to the Board of Commissioners.
3. Reviewing and evaluating strategic issues related to investment and divestment policies (including conducting research, review, and providing recommendations on the Board of Commissioners' response or approval to the Board of Directors' requests regarding such activities) based on reports and data submitted by the Board of Directors.
4. Reviewing and evaluating strategic issues related to corporate actions in the context of investment/divestment (including conducting research, review, and providing recommendations on the Board of Commissioners' response or approval to the Board of Directors' requests regarding such activities) based on reports and data submitted by the Board of Directors.
5. Reviewing and evaluating strategic issues related to the optimization of assets/investment share portfolios (including conducting research, review, and providing recommendations on the Board of Commissioners' response or approval to the Board of Directors' requests regarding such activities) based on reports and data submitted by the Board of Directors.

## Kebijakan Remunerasi bagi Komite Investasi & Manajemen Risiko

Kebijakan remunerasi yang diberikan Perusahaan kepada Komite Investasi & Manajemen Risiko mengacu kepada Permen BUMN No. PER-3/MBU/03/2023 Tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara. Dalam ketentuan tersebut, disebutkan bahwa penghasilan komite lain ditetapkan oleh Dewan Komisaris/Dewan Pengawas BUMN dengan memperhatikan kemampuan BUMN yang bersangkutan. Penghasilan anggota Komite Investasi & Manajemen Risiko sebagaimana dimaksud mendapatkan besaran dan jenis penghasilan terdiri dari:

1. Honorarium paling banyak 20% (persen) dari Gaji Direktur Utama BUMN yang bersangkutan;
2. Fasilitas Kesehatan berupa rawat inap, rawat jalan, dan obat-obatan bagi yang bersangkutan, tidak termasuk keluarga; dan
3. tunjangan hari raya yang dibayarkan sekali dalam 1 (satu) tahun sebesar 1 (satu) kali honorarium.

## Remuneration Policy for Investment & Risk Management Committee

The remuneration provided by the Company to the Investment & Risk Management Committee refers to the Regulation of the Minister of State-Owned Enterprises (SOE) No. PER-3/MBU/03/2023 concerning the Organs and Human Resources of State-Owned Enterprises. According to this regulation, the income of other committees is determined by the Board of Commissioners/Supervisory Board of the respective SOE, taking into account the financial capacity of the SOE. The income of the members of the Investment & Risk Management Committee consists of the following amount and types of income:

1. An honorarium of up to 20% (twenty percent) of the salary of the President Director of the respective SOE;
2. Health benefits in the form of inpatient care, outpatient care, and medication for the committee member, excluding family members; and
3. A religious holiday allowance paid once a year in the amount of one (1) time the honorarium.

## Komite Tata Kelola Terintegrasi

Komite Tata Kelola Terintegrasi dibentuk oleh Dewan Komisaris dalam rangka membantu Dewan Komisaris dalam melakukan pengawasan dan pemberian nasihat terhadap kegiatan entitas *Subholding Power & New Renewable Energy* (*Subholding* PNRE) terkait pelaksanaan Tata Kelola Terintegrasi.

## Integrated Governance Committee

The Integrated Governance Committee was established by the Board of Commissioners to assist the Board in supervising and providing advice on the activities of the Subholding Power & New Renewable Energy (Subholding PNRE) related to the implementation of Integrated Governance.

### Ketentuan Masa Jabatan

Anggota Komite Tata Kelola Terintegrasi berasal dari jajaran Dewan Komisaris dan Direksi Perusahaan dan anak perusahaan. Masa jabatan anggota Komite Tata Kelola Terintegrasi melekat pada jabatan masing-masing individu sebagai anggota Dewan Komisaris dan/atau Direksi baik di tingkat Perusahaan maupun anak perusahaan, dengan demikian, keanggotaan dalam Komite akan berakhir apabila tidak lagi menjabat dalam posisi strukturalnya.

### Composition and Profile of the Integrated Governance Committee

The Integrated Governance Committee comprises members of the Board of Commissioners and Board of Directors of both the Company and its subsidiaries. The term of office for members of the Integrated Governance Committee is tied to their respective positions as members of the Board of Commissioners and/or the Board of Directors at either the Company or subsidiary level. Accordingly, their membership in the Committee will end once they no longer hold their structural positions.

### Susunan dan Profil Komite Tata Kelola Terintegrasi

### Composition and Profile of the Integrated Governance Committee

**Susunan Komite Tata Kelola Terintegrasi per 31 Desember 2024**
Susunan Komite Tata Kelola Terintegrasi per 31 Desember 2024

| Nama<br>Name | Jabatan<br>Position | Dasar Pengangkatan<br>Basis of Appointment | Masa Jabatan<br>Term of Office | Periode Jabatan<br>Period of Office |
|---|---|---|---|---|
| Rida Mulyana | Ketua / Komisaris Utama<br>Chairman/President Commissioner | Surat Keputusan No. Kpts-003/DK-PPI/2024 tentang Pembentukan Komite Tata Kelola Terintegrasi PT Pertamina Power Indonesia<br>Decree No. Kpts-003/DK-PPI/2024 concerning the Establishment of the Integrated Governance Committee of PT Pertamina Power Indonesia | Mengikuti masa jabatan sebagai Komisaris Utama<br>Following the term of office as President Commissioner | |
| Budiman Parhusip | Wakil Ketua Komite / Komisaris<br>Deputy Chairman of the Committee / Commissioner | Surat Keputusan No. Kpts-003/DK-PPI/2024 tentang Pembentukan Komite Tata Kelola Terintegrasi PT Pertamina Power Indonesia<br>Decree No. Kpts-003/DK-PPI/2024 concerning the Establishment of the Integrated Governance Committee of PT Pertamina Power Indonesia | Mengikuti masa jabatan sebagai Komisaris<br>Following the term of office as President Commissioner | |

## Susunan Komite Tata Kelola Terintegrasi per 31 Desember 2024

Susunan Komite Tata Kelola Terintegrasi per 31 Desember 2024

| Nama<br>Name | Jabatan<br>Position | Dasar Pengangkatan<br>Basis of Appointment | Masa Jabatan<br>Term of Office | Periode Jabatan<br>Period of Office |
|---|---|---|---|---|
| Iin Febrian | Sekretaris Komite / Direktur Pengelolaan Risiko<br>Secretary of the Committee / Director of Risk Management | Surat Keputusan No. Kpts-003/DK-PPI/2024 tentang Pembentukan Komite Tata Kelola Terintegrasi PT Pertamina Power Indonesia<br>Decree No. Kpts-003/DK-PPI/2024 concerning the Establishment of the Integrated Governance Committee of PT Pertamina Power Indonesia | Mengikuti masa jabatan sebagai Direktur<br>Following the term of office as Director | |
| Sarman Simanjorang | Anggota Komite / Komisaris Utama / Komisaris Independen PT Pertamina Geothermal Energy Tbk<br>Member of the Committee / President Commissioner / Independent Commissioner of PT Pertamina Geothermal Energy Tbk | Surat Keputusan No. Kpts-003/DK-PPI/2024 tentang Pembentukan Komite Tata Kelola Terintegrasi PT Pertamina Power Indonesia<br>Decree No. Kpts-003/DK-PPI/2024 concerning the Establishment of the Integrated Governance Committee of PT Pertamina Power Indonesia | 19 Maret 2024 s.d 24 Februari 2025<br>March 19, 2024 to February 24, 2025 | 1 |



**Rida Mulyana**
Ketua Komite Tata Kelola Terintegrasi
Chairman of the Integrated Governance Committee

Profil beliau dapat dilihat pada bagian Profil Dewan Komisaris pada Bab Profil Perusahaan.
His profile can be found in the Board of Commissioners Profile section in the Company Profile chapter.



**Budiman Parhusip**
Wakil Ketua Komite Tata Kelola Terintegrasi
Deputy Chairman of the Integrated Governance Committee

Profil beliau dapat dilihat pada bagian Profil Dewan Komisaris pada Bab Profil Perusahaan.
His profile can be found in the Board of Commissioners Profile section in the Company Profile chapter.



**Iin Febrian**
Anggota Komite Tata Kelola Terintegrasi
Member of Integrated Governance Committee

Profil beliau dapat dilihat pada bagian Profil Direksi pada Bab Profil Perusahaan.
His profile can be found in the Board of Directors Profile section in the Company Profile chapter.



**Sarman Simanjorang**
Anggota Komite Tata Kelola Terintegrasi
Periode Jabatan: 19 Maret 2024 s.d 24 Februari 2025 Periode ke-1
Member of the Integrated Governance Committee
Term of Office: March 19, 2024 to February 24, 2025 1st Term

**Data Pribadi**
Warga Negara Indonesia
Usia 59 tahun
Berdomisili di Jakarta, DKI Jakarta, Indonesia

**Dasar Hukum Penunjukan**
Surat Keputusan No. Kpts-003/DK-PPI/2024 tentang Pembentukan Komite Tata Kelola Terintegrasi PT Pertamina Power Indonesia

**Riwayat Pendidikan**
1. Magister Administrasi Publik, Sekolah Tinggi Ilmu Administrasi Mandala Indonesia (2010)
2. Sarjana Manajemen, Sekolah Tinggi Ilmu Ekonomi Adhy Niaga (2007)

**Pengalaman Kerja**
1. Wakil Ketua - Dewan Pertimbangan KADIN DKI Jakarta (2021-sekarang)
2. Wakil Ketua Umum Bidang Pengembangan Otonomi Daerah - KADIN Indonesia (2021- sekarang)
3. Direktur Eksekutif - APKASI (2020-sekarang)
4. Komisaris Utama - PT Batulicin Nusantara Maritim Tbk (2019 - sekarang)
5. Bidang Ketenagakerjaan dan Jaminan Sosial - DPN APINDO (2018 - sekarang)
6. Komisaris Utama - PT Delta Djakarta Tbk (2018 - Agustus 2021)
7. Wakil Ketua Umum Forum CSR Kesos Nasional (2016 - 2021)
8. Ketua Umum - DPD HIPPI Provinsi DKI Jakarta (2016 - 2021)
9. Wakil Ketua Umum - PB PRSI (2016 - 2020)
10. Anggota - LKS Tripartit Nasional (2016 - 2011)

**Sertifikasi Profesi**
Certified Compliance Oversight Professional (CCOP), dari Center for Risk Management and Sustainability (CRMS) (2024)

**Personal Data**
Indonesian Citizen
59. years old
Based in Jakarta, DKI Jakarta, Indonesia

**Legal Basis of Appointment**
Decree No. Kpts-003/DK-PPI/2024 concerning the Establishment of the Integrated Governance Committee of PT Pertamina Power Indonesia

**Education**
1. Master of Public Administration, Sekolah Tinggi Ilmu Administrasi Mandala Indonesia (2010)
2. Bachelor of Management, Sekolah Tinggi Ilmu Ekonomi Adhy Niaga (2007)

**Work experience**
1. Vice Chairman – Advisory Board of KADIN DKI Jakarta (2021–present)
2. Vice Chairman for Regional Autonomy Development – KADIN Indonesia (2021–present)
3. Executive Director – APKASI (2020–present)
4. President Commissioner – PT Batulicin Nusantara Maritim Tbk (2019–present)
5. Manpower and Social Security Division – DPN APINDO (2018–present)
6. President Commissioner – PT Delta Djakarta Tbk (2018–August 2021)
7. Vice Chairman – National CSR for Social Welfare Forum (2016–2021)
8. Chairman – DPD HIPPI for DKI Jakarta Province (2016–2021)
9. Vice Chairman – PB PRSI (2016–2020)
10. Member – National Tripartite Cooperation Institution (2016–2011)

**Professional Certification**
Certified Compliance Oversight Professional (CCOP), from Center for Risk Management and Sustainability (CRMS) (2024)

**Rangkap Jabatan**
Di dalam Perusahaan: tidak ada.
Di luar Perusahaan:
1. Komisaris Utama/Komisaris Independen PT Pertamina Geothermal Energy Tbk (2020-sekarang)
2. Ketua Komite Audit PT PT Pertamina Geothermal Energy Tbk (2023 -sekarang)
3. Bidang Ketenagakerjaan dan Jaminan Sosial - DPN APINDO (2018 - sekarang)
4. Wakil Ketua Dewan Pertimbangan - Kadin DKI Jakarta (2019 - sekarang)
5. Komisaris Utama - PT Batulicin Nusantara Maritim Tbk (2019 - sekarang)
6. Direktur Eksekutif - APKASI (2020 - sekarang)

**Hubungan Afiliasi**
Tidak memiliki hubungan afiliasi baik dengan anggota Dewan Komisaris lainnya, anggota Direksi maupun dengan Pemegang Saham Pengendali ataupun Utama.

**Concurrent Position**
Within the Company: none.
Outside the Company:
1. President Commissioner/Independent Commissioner – PT Pertamina Geothermal Energy Tbk (2020–present)
2. Chairman of the Audit Committee – PT Pertamina Geothermal Energy Tbk (2023–present)
3. Manpower and Social Security Division – DPN APINDO (2018–present)
4. Vice Chairman of the Advisory Board – KADIN DKI Jakarta (2019–present)
5. President Commissioner – PT Batulicin Nusantara Maritim Tbk (2019–present)
6. Executive Director – APKASI (2020–present)

**Affiliation**
Has no affiliation with members of the Board of Commissioners, members of the Board of Directors, or the Major and Controlling Shareholders.

## Independensi Komite Tata Kelola Terintegrasi

Dengan menjunjung tinggi profesionalisme dan integritas, anggota Komite Tata Kelola Terintegrasi Perusahaan berkomitmen untuk menghindari segala bentuk benturan kepentingan dan tidak terlibat dalam korupsi, kolusi, dan nepotisme dalam melaksanakan tugas dan tanggung jawab yang dimilikinya.

## Pedoman Komite Tata Kelola Terintegrasi

Komite Tata Kelola Terintegrasi telah memiliki piagam atau *charter* Komite Tata Kelola Terintegrasi. Piagam Komite Tata Kelola Terintegrasi telah ditetapkan Dewan Komisaris Perusahaan pada tanggal 19 Maret 2024 Muatan Piagam Komite Tata Kelola Terintegrasi telah sesuai dengan ketentuan yang berlaku. Pedoman Komite Tata Kelola Terintegrasi ini akan ditinjau secara periodik sesuai dengan perkembangan kegiatan usaha, organisasi, dan tingkat risiko dalam Perusahaan yang mungkin timbul. Selain itu, pemutakhiran Pedoman Tata Kelola Terintegrasi mempertimbangkan kebutuhan Komite yang ada pada Perusahaan serta sesuai dengan peraturan perundang-undangan yang berlaku.

## Tugas dan Tanggung Jawab Komite Tata Kelola Terintegrasi

1. Melakukan evaluasi kebijakan Tata Kelola Terintegrasi.
2. Melakukan pemantauan dan evaluasi atas kesesuaian kebijakan Tata Kelola Terintegrasi *Subholding* dan entitas Anak Perusahaan.
3. Melakukan evaluasi pelaksanaan Tata Kelola Terintegrasi, paling sedikit melalui penilaian kecukupan pengendalian internal dan pelaksanaan fungsi kepatuhan secara terintegrasi.
4. Memberikan rekomendasi kepada Dewan Komisaris untuk penyempurnaan kebijakan Tata Kelola Terintegrasi.
5. Melakukan komunikasi dengan unit kerja untuk fungsi antara lain Audit Internal, Hukum dan Kepatuhan, Keuangan dan Manajemen Risiko, Sumber Daya Manusia, dan aspek fungsi Operasional Usaha yang diperlukan, untuk memperoleh informasi, klarifikasi serta meminta laporan yang diperlukan secara terintegrasi.

## Independence of the Integrated Governance Committee

Upholding professionalism and integrity, the members of the Company's Integrated Governance Committee are committed to avoiding all forms of conflicts of interest and refraining from involvement in corruption, collusion, and nepotism in carrying out their duties and responsibilities.

## Integrated Governance Committee Guidelines

The Integrated Governance Committee has established a charter. The Integrated Governance Committee Charter was approved by the Company's Board of Commissioners on March 19, 2024. The contents of the Integrated Governance Committee Charter are in accordance with applicable regulations. These guidelines will be reviewed periodically in line with developments in the Company's business activities, organizational structure, and risk levels that may arise. In addition, updates to the Integrated Governance Committee Guidelines will take into account the needs of the existing Committee within the Company as well as compliance with prevailing laws and regulations.

## Duties and Responsibilities of the Integrated Governance Committee

1. Conduct evaluations of Integrated Governance policies.
2. Monitor and evaluate the alignment of Integrated Governance policies between the Subholding and its Subsidiaries.
3. Evaluate the implementation of Integrated Governance, at a minimum through the assessment of the adequacy of internal controls and the integrated execution of the compliance function.
4. Provide recommendations to the Board of Commissioners for improvements to the Integrated Governance policies.
5. Communicate with work units responsible for functions such as Internal Audit, Legal and Compliance, Finance and Risk Management, Human Resources, and necessary Business Operations aspects, to obtain information, clarifications, and request reports as needed in an integrated manner.

6. Melaksanakan pemantauan dan evaluasi terhadap pelaksanaan fungsi Tata Kelola Terintegrasi lainnya sesuai dengan ketentuan peraturan perundang-undangan, anggaran dasar, dan/atau keputusan Rapat Umum Pemegang Saham.
7. Memfasilitasi *sharing* dan *benchmarking* dari entitas-entitas di dalam lingkup perusahaan para anggota Komite, untuk mengakselerasi efektivitas penerapan tata kelola terintegrasi melalui *lesson learned* dari entitas yang dimaksud.
8. Menjalankan wewenang, tugas, dan tanggung jawab lain yang terkait dengan fungsinya; dan
9. Anggota Komite Audit, Anggota Komite Investasi dan Manajemen Risiko, serta Anggota Komite Nominasi dan Remunerasi berperan dalam Komite Tata Kelola Terintegrasi dalam bentuk penugasan.

6. Monitor and evaluate the implementation of other Integrated Governance functions in accordance with applicable laws and regulations, the articles of association, and/or resolutions of the General Meeting of Shareholders.
7. Facilitate sharing and benchmarking among entities within the Company's scope to accelerate the effectiveness of integrated governance implementation by applying lessons learned from those entities.
8. Carry out other authorities, duties, and responsibilities related to its function.
9. Members of the Audit Committee, the Investment and Risk Management Committee, and the Nomination and Remuneration Committee participate in the Integrated Governance Committee through specific assignments.

## Program Peningkatan Kompetensi Komite Tata Kelola Terintegrasi

Perusahaan memfasilitasi dan mengatur terkait program peningkatan kompetensi untuk anggota Komite Tata Kelola Terintegrasi sesuai Peraturan Menteri BUMN RI No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara, dan Keputusan Deputi Bidang Keuangan dan Manajemen Risiko Kementerian BUMN RI No. SK -3/DKU.MBU/05/2023 tentang Petunjuk Teknis Komposisi dan Kualifikasi Organ Pengelola Risiko di Lingkungan Badan Usaha Milik Negara, yang mengatur bahwa anggota komite yang bukan berasal dari Dewan Komisaris wajib mengikuti pelatihan dengan topik manajemen risiko, fraud, bisnis, kegiatan usaha korporasi, hukum, kepatuhan, keuangan, akuntansi, dan/atau audit, paling sedikit 20 jam pelatihan dalam 1 (satu) tahun.

Berikut disampaikan kegiatan pelatihan dan peningkatan yang diikuti oleh anggota Komite Tata Kelola Terintegrasi di sepanjang tahun 2024.

## Integrated Governance Committee Competency Development Program

The Company facilitates and arranges competency development programs for members of the Integrated Governance Committee in accordance with the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, and the Decree of the Deputy for Finance and Risk Management of the Ministry of State-Owned Enterprises of the Republic of Indonesia No. SK-3/DKU.MBU/05/2023 concerning Technical Guidelines on the Composition and Qualifications of Risk Management Organs within State-Owned Enterprises, which stipulate that committee members who are not from the Board of Commissioners are required to attend training on topics such as risk management, fraud, business, corporate activities, law, compliance, finance, accounting, and/or auditing, for a minimum of 20 training hours per year.

The following presents the training and development activities attended by the members of the Integrated Governance Committee throughout 2024.

| **Komite Tata Kelola Terintegrasi**<br>Integrated Governance Committee | **Materi Kegiatan**<br>Content of the Activity | **Penyelenggara**<br>Organizer | **Tempat dan Waktu**<br>Venue and Date |
|---|---|---|---|
| Kegiatan peningkatan kompetensi yang diikuti Rida Mulyana dan Budiman Parhusip dapat dilihat pada bagian program peningkatan kompetensi Dewan Komisaris dalam Laporan Tahunan ini.<br>The competency development activities attended by Rida Mulyana and Budiman Parhusip can be found in the competency development of the Board of Commissioners section in this Annual Report. | | | |
| Kegiatan peningkatan kompetensi yang diikuti Iin Febrian dapat dilihat pada bagian program peningkatan kompetensi Direksi dalam Laporan Tahunan ini.<br>The competency development activities attended by Iin Febrian can be found in the competency development program of the Board of Directors section in this Annual Report. | | | |
| Sarman Simanjorang | Prospek Bisnis Green Hydrogen<br>Green Hydrogen Business Prospects | Direktorat Jenderal EBTKE Kementerian ESDM<br>Directorate General of EBTKE, Ministry of Energy and Mineral Resources | Batam, 17 Mei 2024<br>Batam, May 17, 2024 |
| | Accelerating Net Zero and Unclocking Indoensia Carbon Market Potential Through IDX Carbon (Indonesia Carbon Exchange) | Bursa Efek Indonesia<br>Indonesia Stock Exchange | Batam, 17 Mei 2024<br>Batam, May 17, 2024 |

| Komite Tata Kelola Terintegrasi<br>Integrated Governance Committee | Materi Kegiatan<br>Content of the Activity | Penyelenggara<br>Organizer | Tempat dan Waktu<br>Venue and Date |
|---|---|---|---|
| Sarman Simanjorang | Carbon Market | PT Pertamina (Persero) | Batam, 17 Mei 2024<br>Batam, May 17, 2024 |
| | Sosialisasi dan Workshop GCG<br>GCG Socialization and Workshop | Seegaf Hamzah & Partner | Daring, 25 Juni 2024<br>Online, June 25, 2024 |
| | Indonesia International Sustainability Forum 2024 (ISF) | Kementerian Koordinator Kemaritiman dan Investasi<br>Coordinating Ministry for Maritime Affairs and Investment | Jakarta, 5 September 2024<br>Jakarta, September 5, 2024 |
| | Indonesia International Geothermal Convention & Exchibition (IIGCE) 2024 | Asosiasi Panas Bumi Indonesia (API) | Jakarta, 18 September 2024<br>Jakarta, September 18, 2024 |
| | Mitigating Risk, Maximizizng Value: Turning Risk into Positive Energy | Direktorat Manajemen Risiko PT Pertamina (Persero)<br>Directorate of Risk Management of PT Pertamina (Persero) | NTT, 1 November 2024<br>NTT, November 1, 2024 |
| | Strategi Penguatan Manajemen Risiko di PGEO: Meningkatkan Kapasitas dan Mengoptimalkan Pertumbuhan Berkelanjutan<br>Risk Management Strengthening Strategy at PGEO: Increasing Capacity and Optimizing Sustainable Growth | Kementerian BUMN<br>Ministry of State-Owned Enterprises | NTT, 1 November 2024<br>NTT, November 1, 2024 |
| | Workshop Master Class Compliance Management dan Lulus Uji Kompetensi Skema Certified Compliance Oversight Professional (CCOP)<br>Workshop Master Class Compliance Management and Certified Compliance Oversight Professional (CCOP) Scheme Competency Test | Center for Risk Management & Sustainability (CRMS) | Jakarta, 4 November 2024<br>Jakarta, November 4, 2024 |

## Rapat Komite Tata Kelola Terintegrasi

Rapat Komite Tata Kelola Terintegrasi diselenggarakan minimal 1 (satu) kali dalam 3 (tiga) bulan. Kebijakan tersebut tertuang dalam Piagam Komite Tata Kelola Terintegrasi.

Sepanjang tahun 2024, Komite Tata Kelola Terintegrasi telah mengadakan 4 (empat) kali rapat. Adapun frekuensi kehadiran Komite Tata Kelola Terintegrasi dalam rapat tersebut adalah sebagai berikut.

## Integrated Governance Committee Meetings

The Integrated Governance Committee holds meetings at least once every 3 (three) months. This policy is outlined in the Integrated Governance Committee Charter.

Throughout 2024, the Integrated Governance Committee held 4 (four) meetings. The attendance of the Integrated Governance Committee members at these meetings is as follows.

**Frekuensi Rapat Komite Tata Kelola Terintegrasi dan Kehadiran Komite Tata Kelola Terintegrasi**
Frekuensi Rapat Komite Tata Kelola Terintegrasi dan Kehadiran Komite Tata Kelola Terintegrasi

| Komite Tata Kelola Terintegrasi<br>Integrated Governance Committee | Jumlah Rapat<br>Total Meetings | Jumlah Ketidakhadiran<br>Total Absences | Kehadiran<br>Attendance | Persentase (%)<br>Percentage (%) |
|---|---|---|---|---|
| Rida Mulyana (Ketua) | 4 | - | 4 | 100 |
| Budiman Parhusip (Wakil Ketua II/Anggota) | 4 | - | 4 | 100 |
| Iin Febrian (Sekretaris) | 4 | - | 4 | 100 |
| Sarman Simanjorang (Anggota) | 4 | 1 | 3 | 75 |
| Rata-rata<br>Average | | | | 93,75 |

## Agenda Rapat Komite Tata Kelola Terintegrasi

Agenda Rapat Komite Tata Kelola Terintegrasi

| No | Tanggal<br>Date | Agenda | Peserta Rapat<br>Participants | Komite Tata Kelola Terintegrasi yang Tidak Hadir |
|---|---|---|---|---|
| 1 | 10 Juni 2024 | 1. Pemaparan Direktur Manajemen Risiko terkait Rencana Kerja KTKTK PPI Tahun 2024.<br>2. Pemaparan Direktur Sumber Daya Manusia dan Penunjang Bisnis terkait *Update* Progres Pemenuhan *Manpower* di Direktorat Manajemen Risiko.<br>1. Presentation by the Director of Risk Management on the Work Plan of the KTKTK PPI for 2024.<br>2. Presentation by the Director of Human Resources and Business Support on the progress update of manpower fulfillment in the Risk Management Directorate. | 1. Rida Mulyana (Ketua)<br>2. Budiman Parhusip (Wakil Ketua II/ Anggota)<br>3. Iin Febrian (Sekretaris)<br>4. Sarman Simanjorang (Anggota)<br><br>1. Rida Mulyana (Chairman)<br>2. Budiman Parhusip (Vice Chairman II/ Member)<br>3. Iin Febrian (Secretary)<br>4. Sarman Simanjorang (Member) | - |
| 2 | 2 September 2024 | 1. Kerangka Strategi Risiko *Subholding Power & New Renewable Energy*.<br>2. Usulan *Top Risk* Korporat *Subholding Power & New Renewable Energy* Tahun 2025.<br>1. Risk Strategy Framework for the Subholding Power & New Renewable Energy.<br>2. Proposal for the Corporate Top Risks of the Subholding Power & New Renewable Energy for 2025. | 1. Rida Mulyana (Ketua)<br>2. Budiman Parhusip (Wakil Ketua II/ Anggota)<br>3. Iin Febrian (Sekretaris)<br>4. Sarman Simanjorang (Anggota)<br><br>1. Rida Mulyana (Chairman)<br>2. Budiman Parhusip (Vice Chairman II/ Member)<br>3. Iin Febrian (Secretary)<br>4. Sarman Simanjorang (Member) | - |
| 3 | 9 September 2024 | 1. Laporan Peringkat Komposit Risiko Triwulan II Tahun 2024.<br>2. Laporan *Critical Issues* (*Impairment, Asset under Construction, Asset Integrity & Cyber Risk*).<br>3. Finalisasi Rencana Kerja Komite Tata Kelola Terintegrasi Tahun 2024.<br>*4.* *Monitoring* Realisasi dan Tindak Lanjut Pelatihan dan Sertifikasi Organ Pengelola Risiko per 6 September 2024.<br>1. Composite Risk Rating Report for Q2 2024.<br>2. Report on Critical Issues (Impairment, Asset under Construction, Asset Integrity & Cyber Risk).<br>3. Finalization of the Integrated Governance Committee Work Plan for 2024.<br>4. Monitoring of the Implementation and Follow-up of Risk Management Organ Training and Certification as of September 6, 2024. | 1. Rida Mulyana (Ketua)<br>2. Budiman Parhusip (Wakil Ketua II/ Anggota)<br>3. Iin Febrian (Sekretaris)<br><br>1. Rida Mulyana (Chairman)<br>2. Budiman Parhusip (Vice Chairman II/ Member)<br>3. Iin Febrian (Secretary) | Sarman Simanjorang tidak hadir karena Penugasan Lainnya<br>Sarman Simanjorang was absent due to other assignments |
| 4 | 13 Desember 2024 | 1. Usulan Rencana Kerja Komite Tata Kelola Terintegrasi PT Pertamina Power Indonesia Tahun 2025.<br>2. Laporan Pelatihan dan Sertifikasi Organ Pengelola Risiko PT Pertamina Power Indonesia: Realisasi Tahun 2024 (Status Pemenuhan per Individu) dan Rencana Pemenuhan Tahun 2025.<br>3. Implementasi Kebijakan Tata Kelola di PNRE. | 1. Rida Mulyana (Ketua)<br>2. Budiman Parhusip (Wakil Ketua II/ Anggota)<br>3. Iin Febrian (Sekretaris)<br>4. Sarman Simanjorang (Anggota) | |

**Agenda Rapat Komite Tata Kelola Terintegrasi**
Agenda Rapat Komite Tata Kelola Terintegrasi

| No | Tanggal<br>Date | Agenda | Peserta Rapat<br>Participants | Komite Tata Kelola Terintegrasi yang Tidak Hadir |
|---|---|---|---|---|
| 4 | 13 Desember 2024 | 1. Proposal for the Integrated Governance Committee of PT Pertamina Power Indonesia Work Plan for 2025.<br>2. Report on Training and Certification of Risk Management Organ of PT Pertamina Power Indonesia: 2024 Realization (Individual Fulfillment Status) and 2025 Fulfillment Plan.<br>3. Implementation of Governance Policies in PNRE. | 1. Rida Mulyana (Chairman)<br>2. Budiman Parhusip (Vice Chairman II/ Member)<br>3. Iin Febrian (Secretary)<br>4. Sarman Simanjorang (Member) | - |

## Laporan pelaksanaan kegiatan Komite Tata Kelola Terintegrasi

Sepanjang tahun 2024, Komite Tata Kelola Terintegrasi telah melaksanakan tugas evaluasi dan pengawasan sebagai berikut:

1. Kegiatan Pengawasan, Pemantauan dan Pembahasan
   a. Melakukan telaah pada penyusunan *Top Risk* Korporat yang kemudian disampaikan kepada Dewan Komisaris dan Direksi;
   b. Penyampaian Usulan Strategi Risiko *Subholding* Power & New Renewable Energy 2025 yang kemudian disampaikan kepada Direksi dan Dewan Komisaris untuk mendapatkan persetujuan;
   c. Melakukan telaah pada penyusunan Laporan Peringkat Komposit Risiko Triwulan II 2024 yang dipaparkan oleh Direksi;
   d. Melakukan telaah pada Laporan Critical Issues yang mencakup terkait *Impairment, Asset Under Construction*, *Asset Integrity & Cyber Risk*);
   e. Melakukan finalisasi Rencana Kerja KTKT Tahun 2024; dan
   f. Memberikan arahan terkait *Monitoring* Realisasi dan Tindak Lanjut Pelatihan dan Sertifikasi Organ Pengelola Risiko dimana Manajemen perlu memastikan alokasi anggaran dan pemenuhan kewajiban pelatihan dan sertifikasi Organ Pengelola Risiko sesuai dengan PER-2/MBU/03/2023.
   g. Finalisasi usulan rencana kerja KTKT PPI tahun 2025;
   h. Memberikan arahan terkait *monitoring* realisasi dan tindak lanjut pelatihan dan sertifikasi Organ Pengelola Risiko dimana Manajemen perlu memastikan alokasi anggaran dan pemenuhan kewajiban pelatihan dan serfitikasi Organ Pengelola Risiko sesuai dengan PER-2/MBU/03/2023;
   i. Melakukan evaluasi terhadap implementasi kebijakan tata kelola di Perusahaan; dan
   j. Melakukan telaah *current risk concern* yang terkait rencana reaktivasi pengembangan Wilayah Kerja Panas Bumi (WKP) Sibayak.
2. Rapat Pertemuan Komite Tata Kelola Terintegrasi
   KTKT telah melakukan rapat/pertemuan baik rapat internal KTKT, pertemuan dengan antar Komite, hadir dalam rapat Dewan Komisaris dan rapat gabungan Dewan Komisaris dan Direksi serta rapat dengan Direktorat/*Subholding*.

## Report on the Duties Implementation of Integrated Governance Committee

Throughout 2024, the Integrated Governance Committee carried out evaluation and oversight duties as follows:

1. Supervision, Monitoring, and Discussion Activities
   a. Reviewed the preparation of the Corporate Top Risks, which were subsequently submitted to the Board of Commissioners and the Board of Directors;
   b. Submitted the proposed Risk Strategy for the Subholding Power & New Renewable Energy for 2025 to the Board of Directors and the Board of Commissioners for approval;
   c. Reviewed the preparation of the Composite Risk Rating Report for the second quarter of 2024, as presented by the Board of Directors
   d. Reviewed the Critical Issues Report, covering matters related to Impairment, Assets Under Construction, Asset Integrity, and Cyber Risk;
   e. Finalized the 2024 Work Plan of the Integrated Governance Committee (IGC);
   f. Provided guidance on the monitoring of realization and follow-up of training and certification for Risk Management Organs, where Management must ensure the allocation of budget and fulfillment of training and certification obligations in accordance with PER-2/MBU/03/2023;
   g. Finalized the proposed 2025 IGC Work Plan for PPI;
   h. Provided guidance on the monitoring of realization and follow-up of training and certification for Risk Management Organs, emphasizing the need for Management to ensure budget allocation and compliance with training and certification obligations in line with PER-2/MBU/03/2023;
   i. Evaluated the implementation of governance policies within the Company; and
   j. Reviewed current risk concerns related to the reactivation plan of the development of the Sibayak Geothermal Working Area (WKP).
2. Integrated Governance Committee Meetings
   The IGC held meetings, including internal committee meetings, inter-committee meetings, attendance at Board of Commissioners' meetings, joint meetings of the Board of Commissioners and the Board of Directors, and meetings with directorates/subholdings.

3. Perjalanan Dinas/Kunjungan ke Unit Kerja/Lapangan
Sepanjang tahun 2024 Komite Tata Kelola Terintegrasi telah melaksanakan perjalanan dinas/kunjungan kerja lapangan ke unit operasi terkait dengan tugasnya dalam melakukan pengawasan terkait bidang tugas KTKT diantaranya adalah sebagai berikut:
   a. *Management Walkthrough* ("MWT") ke Pembangkit Listrik Tenaga Gas dan Uap ("PLTGU") PT Jawa Satu Power (JSP), Cilamaya, Jawa Barat pada tanggal 30 Juli 2024;
   b. MWT ke Kapal *Floating Storage Regassification Unit*/ FSRU, melalui Patimban Port, Jawa Barat pada tanggal 31 Juli 2024;
   c. MWT ke PT Pertamina Geothermal Energy Tbk Area Lahendong pada tanggal 19-21 Agustus 2024;
   d. MWT ke PT Pertamina Geothermal Energy Tbk Area Hululais pada tanggal 11-13 November 2024; dan
   e. MWT ke PT Pertamina Geothermal Energy Tbk Area Sibayak pada tanggal 16-18 Desember 2024.

## Kebijakan Remunerasi bagi Komite Tata Kelola Terintegrasi

Kebijakan remunerasi yang diberikan Perusahaan bagi Komite Tata Kelola Terintegrasi mengacu kepada Permen BUMN No. PER-2/MBU/03/2023 Tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara dan mengikuti kebijakan PT Pertamina (Persero) selaku *Holding*.

3. Business Trips/Visits to Work Units/Sites
Throughout 2024, the Integrated Governance Committee carried out business trips/field visits to operational units in connection with its oversight duties, including:
   a. Management Walkthrough (MWT) to the Gas and Steam Power Plant (PLTGU) of PT Jawa Satu Power (JSP), Cilamaya, West Java on July 30, 2024;
   b. MWT to the Floating Storage Regasification Unit (FSRU) vessel via Patimban Port, West Java on July 31, 2024;
   c. MWT to PT Pertamina Geothermal Energy Tbk, Lahendong Area on August 19–21, 2024;
   d. MWT to PT Pertamina Geothermal Energy Tbk, Hululais Area on November 11–13, 2024; and
   e. MWT to PT Pertamina Geothermal Energy Tbk, Sibayak Area on December 16–18, 2024.

## Remuneration Policy for the Integrated Governance Committee

The Company's remuneration policy for the Integrated Governance Committee refers to Ministry of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 on Guidelines for Governance and Significant Corporate Actions of State-Owned Enterprises and follows the policy of PT Pertamina (Persero) as the Holding Company.

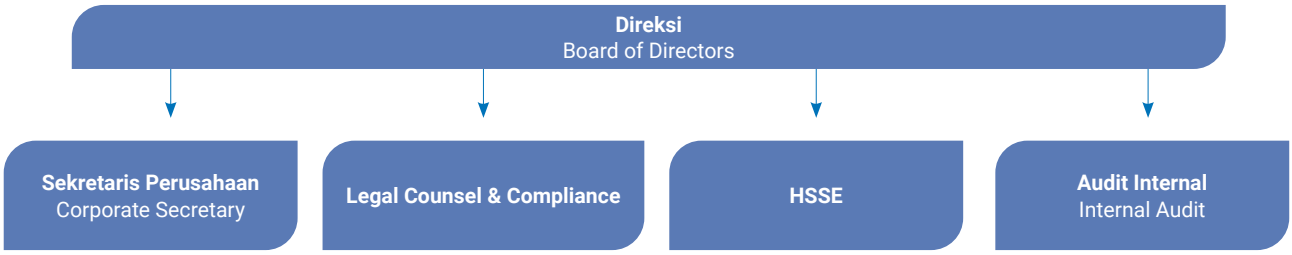


# Organ Pendukung Direksi

## Supporting Organs of the Board of Directors

Dalam menjalankan tugasnya untuk mengoptimalkan operasi dan bisnis Perusahaan, Direksi membentuk beberapa fungsi yang berada langsung di bawah Direktur Utama dengan tujuan memperkuat penerapan prinsip GCG, termasuk penguatan beberapa aspek mendasar dari kegiatan Perusahaan.

In carrying out its duties to optimize the Company's operations and business, the Board of Directors has established several functions directly under the Chief Executive Officer. This initiative aims to strengthen the implementation of GCG principles, including reinforcing key fundamental aspects of the Company's activities.




### Sekretaris Perusahaan

Sekretaris Perusahaan memainkan peran yang sangat penting sebagai mediator antara Perusahaan dengan pemegang saham dan pemangku kepentingan lainnya. Sekretaris Perusahaan diangkat oleh dan bertanggung jawab terhadap Direktur Utama.

### Corporate Secretary

The Corporate Secretary plays a crucial role as a mediator between the Company and its shareholders as well as other stakeholders. The Corporate Secretary is appointed by and reports to the Chief Executive Officer.



## Profil Sekretaris Perusahaan

## Profile of the Corporate Secretary



**Dicky Septriadi**
Sekretaris Perusahaan
Corporate Secretary
Menjabat sejak 16 September 2020
Corporate Secretary
In office since September 16, 2020

**Data Pribadi**
Warga Negara Indonesia
Usia 39 tahun
Berdomisili di Bogor, Jawa Barat, Indonesia

**Dasar Hukum Pengangkatan**
Surat Keputusan Direksi No. SKMJ-00119/K20500/2020-S8 tanggal 16 September 2020

**Riwayat Pendidikan**
1. Doktor (S3) Ilmu Akuntansi dari Universitas Padjajaran (2020)
2. Magister (S2) Ilmu Komunikasi dari Universitas Indonesia (2012)
3. Sarjana (S1) Ilmu Komunikasi dari Universitas Padjajaran (2008)

**Riwayat Pekerjaan**
Mulai berkarier di Pertamina sejak 2014 dengan bergabung di *Corporate Support Function*, Internal Audit. Lalu berlanjut melaksanakan tugas sebagai *Communication & Relations* di Pertamina *Marketing Operation Region* (MOR) III Jawa bagian Barat. Memasuki penghujung akhir tahun 2017 ditugaskan kembali ke Pertamina Pusat di Fungsi *Investor Relations* dan dilanjutkan dengan tugas-tugas berikutnya yakni di Fungsi *Institutional Relations*, Fungsi *Corporate International Relations* dan jabatan terakhir sebelum menjadi Sekretaris Perusahaan adalah *Executive Assistant to* Komisaris Utama PT Pertamina (Persero).

**Sertifikasi Profesi**
1. *Qualified Internal Auditor* (QIA), *Center of Internal Audit Resources*/YPIA, (2015)
2. *Certified Investor Relations* (CIR) Indonesia *Investor Relations Institute,* (2018)
3. Sertifikasi *Standard Global Reporting Initiative* (GRI), *National Center for Corporate Reporting* (NCCR), (2024)
4. Sertifikasi Kehumasan, Perhumas, (2017)

**Personal Data**
Indonesian Citizen
39 years old
Based in Bogor, West Java, Indonesia

**Legal Basis of Appointment**
Board of Directors Decree No. SKMJ-00119/K20500/2020-S8 dated September 16, 2020

**Education**
1. Doctor of Accounting from Universitas Padjajaran (2020)
2. Master of Communication Science from Universitas Indonesia (2012)
3. Bachelor of Communication Science from Universitas Padjajaran (2008)

**Work Experience**
Started his career at Pertamina in 2014 by joining the Corporate Support Function, Internal Audit. Continued by taking on the role of Communication & Relations at Pertamina's Marketing Operation Region (MOR) III in the western part of Java. Toward the end of 2017, he was reassigned to Pertamina Headquarters in the Investor Relations Function, followed by subsequent assignments in the Institutional Relations Function, the Corporate International Relations Function, and the last position before becoming Corporate Secretary was as Executive Assistant to the President Commissioner of PT Pertamina (Persero).

**Professional Certification**
1. Qualified Internal Auditor (QIA), Center of Internal Audit Resources/YPIA, (2015)
2. Certified Investor Relations (CIR) Indonesia Investor Relations Institute, (2018)
3. Global Reporting Initiative (GRI) Standards Certification, National Center for Corporate Reporting (NCCR), (2024)
4. Public Relations Certification, Perhumas, (2017)

## Program Pengembangan Kompetensi Sekretaris Perusahaan

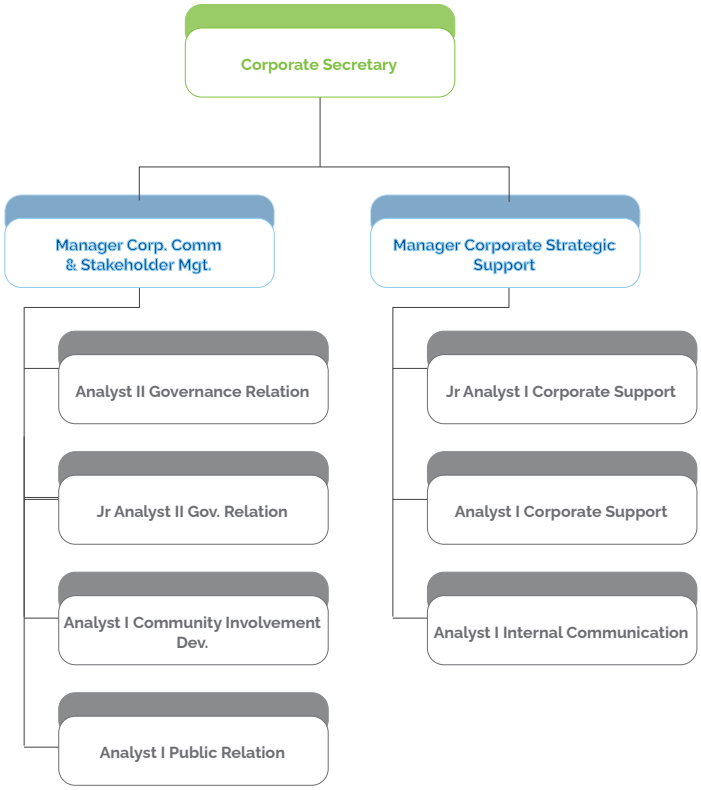
Di tahun 2024, Sekretaris Perusahaan telah mengikuti program pengembangan kompetensi dan kepemimpinan sebagai berikut:

## Corporate Secretary Competency Development Program

In 2024, the Corporate Secretary participated in the following competency and leadership development programs:

| No | Nama Pelatihan<br>Name of Training | Waktu<br>Time | Penyelenggara<br>Organizer |
|---|---|---|---|
| 1 | Pelatihan Persiapan International Certificate in Investor Relations (ICIR)<br>International Certificate in Investor Relations (ICIR) Preparation Training | 23 – 24 April 2024<br>April 23 – 24, 2024 | Pertamina Corporate University |
| 2 | Business Essential | 29 – 30 Mei 2024<br>May 29 - 30, 2024 | BUMN School of Excellence |
| 3 | Leading the Team (by Professor Robert K. Perrons of University of Cambridge):<br>Setting the Stage to Lead the Business<br>Strategize the Innovation in Energy Industry<br>Managing the Technology Readiness for Innovation<br>Developing Capabilities to Drive the Innovation | 14 Juni 2024<br>June 14, 2024 | Emeritus Indonesia |
| 4 | Pemantapan Nilai-Nilai Kebangsaan Lembaga Ketahanan Nasional<br>National Values Strengthening Program | 29 Juli – 4 Agustus 2024<br>July 29 – August 4, 2024 | LEMHANNAS RI |
| 5 | Executive Individual Coaching | 15 Juli 2024<br>July 15, 2024 | Emeritus Indonesia |
| 6 | Leading the Business (by Professor Peter Verhezen of Antwerp Management School & University of Antwerp):<br>Setting up The Context of Innovation within the Organization<br>Navigating the Global Energy Landscape<br>Leading with Strategy & Sustainability<br>Business Case Study | 2 Juli 2024<br>July 2, 2024 | Emeritus Indonesia |
| 7 | Wharton Executive Education: Executive Presence and Influence (Persuasive Leadership Development) | 13 Agustus – 1 Oktober 2024<br>August 13 – October 1, 2024 | Wharton School of Business - University of Pennsylvania |
| 8 | Leading Self | 29 – 30 Agustus 2024<br>August 29 – 30, 2024 | Emeritus Indonesia |
| 9 | Texas Executive Education: Leadership for Dual Growth Excellence (Shaping Sustainable Energy Business) | 21 – 22 Oktober 2024<br>October 21 – 22, 2024 | McCombs School of Business - The University of Texas at Austin |

## Keorganisasian Sekretaris Perusahaan




## Tugas dan Tanggung Jawab Fungsi Sekretaris Perusahaan

Corporate Secretary bertugas menetapkan, mengarahkan, mengkoordinasikan, memonitor dan mengevaluasi kebijakan dan sistem pengelolaan stakeholder & protokoler, manajemen *Board Support* & dokumen Perusahaan, manajemen *Board Advisory*, manajemen relasi Perusahaan, laporan Perusahaan berkala, perencanaan dan pengelolaan Community Involvement Development (CID), *corporate administration*, serta memastikan layanan representasi Perusahaan untuk membentuk persepsi positif dan kredibilitas korporasi dan memastikan terbinanya hubungan yang baik dengan pihak-pihak terkait dengan perusahaan.

Tugas dan tanggung jawab Corporate Secretary adalah sebagai berikut:

1. Penyusunan Kebijakan Tata Kelola Pengelolaan *Stakeholder & Corporate Communication*
   Menetapkan, mengarahkan, mengkoordinasikan dan mengintegrasikan serta menegvaluasi kegiatan penyusunan kebijakan, tata kelola, monitoring dan kepatuhan aktivitas sentralisasi pengelolaan *stakeholder* dan representatif perusahaan diimplementasikan sesuai dengan peraturan yang berlaku.
2. Manajemen *Board Support* dan Dokumen Perusahaan
   Memberikan *support* untuk memastikan terlaksananya pengelolaan corporate activity Direksi dan Dewan Komisaris

## Duties and Responsibilities of the Corporate Secretary Function

The Corporate Secretary oversees the establishment, direction, coordination, monitoring, and evaluation of policies and systems for stakeholder and protocol management, management of Board Support and company documents, management of company relations, periodic company reports, planning and management of Community Involvement Development (CID), corporate administration, as well as ensuring the Company's representation services to build a positive image and corporate credibility and foster good relationships with relevant parties.

The duties and responsibilities of the Corporate Secretary are as follows:

1. Establishment of Governance Policies for Stakeholder Management & Corporate Communication
   Establishing, directing, coordinating, integrating, and evaluating the policy formulation, governance, monitoring, and compliance of stakeholder management activities and the company's representation according to applicable regulations.
2. Board Support and Company Document Management
   Providing support to ensure the proper management of corporate activities of the Board of Directors and Board

dan mengelola dokumen, proses administrasi, dan literatur Perusahaan sesuai ketentuan di perusahaan.

3. Pengelolaan Tanggung Jawab Sosial Lingkungan & Program Kontribusi
   Menetapkan, mengarahkan, memonitor dan mengevaluasi Kegiatan *Community Involvement Development* (CID) di perusahaan yang terprogram dan terarah.
4. Laporan Perusahaan Berkala
   Memastikan tersediannya laporan rutin yang diberikan kepada *stakeholders* seperti/namun tidak terbatas yang bersifat harian, bulanan, tahunan atau performa Perusahaan dalam batas-batas yang ditetapkan dalam protokol informasi yang ditetapkan perusahaan dan penyampaian laporan-laporan lainnya yang kepada kepada *Stakeholders* sesuai peraturan perundang-undangan disampaikan tepat waktu.
5. Pengelolaan Data/Informasi Perusahaan dan *Corporate Administration*
   Mengarahkan koordinasi, integrasi, verifikasi dan validasi data Perusahaan yang dapat disampaikan ke publik, untuk kepentingan Perusahaan maupun *Stakeholder*. Menanggapi pertanyaan/keluhan yang disampaikan oleh publik sesuai dengan prinsip keterbukaan GCG.

6. Pengelolaan *Stakeholders* Perusahaan
   Menetapkan, mengarahkan, memonitor dan mengevaluasi pengelolaan relasi perusahaan, hubungan dengan pemegang kepentingan termasuk institusional, hubungan dengan Perusahaan lain serta protokoler, serta memastikan terlaksananya pengelolaan hubungan pelanggan melalui kanal perusahaan yang tepat. Salah satunya mengkoordinasikan pengelolaan perizinan proyek bersama dengan fungsi - fungsi terkait dan menjembatani komunikasi dengan instansi pemerintah RI dan Masyarakat.
7. Pengelolaan Komunikasi Korporasi
   Menetapkan, mengarahkan, memonitor dan mengevaluasi pengelolaan pengelolaan media, *Corporate Brand*, dan pengelolaan komunikasi internal Perusahaan.
8. Azas Kepatuhan & Pengelolaan HSSE di fungsi Corporate Secretary
   Mengarahkan, berpartisipasi, melakukan pengawasan dan evaluasi kegiatan yangn berbasis azas kepatuhan, yang termasuk dalam kegiatan:
   a. Pemenuhan unsur kepatuhan peraturan perundangan dan etika bisnis sesuai pedoman *Good Corporate Governance* (GCG) dan Sistem Manajemen Anti Penyuapan (SMAP);
   b. Pengelolaan dan implementasi ISO Series;
   c. Pengelolaan HSSE di fungsi Corporate Secretary.

9. Penugasan lainnya
   Penugasan lainnya sebagaimana aspirasi *Top Management* dari waktu ke waktu.

of Commissioners, and managing company documents, administrative processes, and Company literature in accordance with the company's regulations.

3. Management of Social and Environmental Responsibility & Contribution Programs
   Establishing, directing, monitoring, and evaluating the company's Community Involvement Development (CID) activities.
4. Periodic Company Reports
   Ensuring the availability of routine reports provided to stakeholders, such as but not limited to daily, monthly, annual reports, or company performance reports within the boundaries set in the Information Protocol established by the company, and the timely submission of other reports to stakeholders in accordance with applicable regulations

5. Management of Company Data/Information and Corporate Administration
   Directing coordination, integration, verification, and validation of company data that can be disclosed to the public for the benefit of the Company or stakeholders, as well as responding to public inquiries or complaints in accordance with the principles of transparency in Good Corporate Governance (GCG).
6. Management of Company Stakeholders
   Establishing, directing, monitoring, and evaluating the management of company relations, relationships with stakeholders, institutions, and other companies, as well as ensuring customer relationship management through the proper channels. This includes coordinating project licensing management with relevant functions and bridging communication with government agencies and the public.

7. Management of Corporate Communications
   Establishing, directing, monitoring, and evaluating the management of media, corporate brand, and internal communications within the company.
8. Compliance Principles & HSSE Management in the Corporate Secretary Function
   Directing, participating in, overseeing, and evaluating activities based on compliance principles, including:

   a. Fulfillment of compliance with laws and business ethics according to Good Corporate Governance (GCG) guidelines and the Anti-Bribery Management System (SMAP);
   b. Management and implementation of ISO Series;
   c. Management of HSSE in the Corporate Secretary function.
9. Other Assignments
   Other assignments as given in accordance with the aspirations of Top Management from time to time.

## Laporan Singkat Pelaksanaan Tugas Tahun 2024

Sepanjang tahun 2024, Sekretaris Perusahaan telah melaksanakan tugas dan tanggung jawabnya sebagai berikut:

1. Mengelola dan melakukan pengumpulan data, analisis, serta menyusun laporan perusahaan meliputi laporan manajemen triwulan kepada pemegang saham, laporan kepada regulator, laporan tahunan (*annual report*), dan laporan keberlanjutan (*sustainability report*);
2. Mengelola dan melakukan persiapan dan pelaksanaan kegiatan RUPS Perusahaan serta Anak Usaha / Afiliasi;
3. Mengelola dan melakukan aktivitas kesekretariatan Direksi;
4. Mengelola dan melakukan dukungan terhadap aktivitas Direksi, rapat Direksi, dan implementasi protokoler kegiatan Direksi;
5. Mengelola dan melakukan penerimaan, penyimpanan, pemeliharaan, dan pendistribusian data dan dokumen perusahaan terkait notulen rapat Direksi, persetujuan Direksi, rekomendasi Dewan Komisaris, RUPS, serta dokumen terkait RUPS sesuai dengan kewenangan yang berlaku;
6. Mengelola dan melakukan penyusunan dan pengawasan terhadap penggunaan anggaran unit kerja Corporate Secretary;
7. Melakukan pengelolaan relasi dengan pemangku kepentingan perusahaan;
8. Melakukan pengelolaan relasi dengan regulator yang berhubungan dengan bisnis perusahaan;
9. Melakukan pengelolaan komunikasi internal yang di dalamnya termasuk media *monitoring* dan pemberitaan di media massa;
10. Melakukan pengelolaan event perusahaan;
11. Melakukan perencanaan program dan pengelolaan aktivitas program Community Involvement Development (CID);
12. Melakukan pengelolaan komunikasi eksternal yang didalamnya termasuk media *monitoring* dan pemberitaan di media massa dan pengelolaan sosial media Perusahaan.

## Legal Counsel & Compliance

Direksi membentuk Fungsi Legal Counsel & Compliance dengan maksud dan tujuan mengelola semua *Legal Matter* yang ada di perusahaan, mengelola dokumen aspek hukum dan kepatuhan di perusahaan, memberikan layanan hukum yang diperlukan untuk memastikan seluruh kegiatan operasional berjalan dengan optimal. Selain itu, Legal Counsel & Compiance juga memberikan *legal advisory* atas pengelolaan dan keputusan pemegang saham di Anak Perusahaan serta Afiliasi dalam rangka mendukung kegiatan bisnis perusahaan sesuai dengan ketentuan yang berlaku.

## Brief Report on Tasks Performed in 2024

Throughout 2024, the Corporate Secretary has carried out the following tasks and responsibilities:

1. Managed and collected data, conducted analysis, and prepared company reports, including quarterly management reports to shareholders, reports to regulators, annual reports, and sustainability reports;
2. Managed the preparation and implementation of the General Meeting of Shareholders (GMS) for the Company and its subsidiaries/affiliates;
3. Managed and conducted secretarial activities for the Board of Directors;
4. Managed and supported Board of Directors activities, including board meetings and the implementation of board protocols;
5. Managed and handled the receipt, storage, maintenance, and distribution of company data and documents related to board meeting minutes, board approvals, recommendations from the Board of Commissioners, GMS, and GMS-related documents in accordance with applicable authority;
6. Managed and supervised the preparation and use of the Corporate Secretary unit's budget;
7. Managed relationships with the company's stakeholders;
8. Managed relationships with regulators related to the company's business;
9. Managed internal communication, including media monitoring and news coverage in the media;
10. Managed company events;
11. Planned and managed Community Involvement Development (CID) activities.
12. Managed external communication, including media monitoring and news coverage in the media, as well as managing the Company's social media.

## Legal Counsel & Compliance

The Board of Directors established the Legal Counsel & Compliance Function with the purpose of managing all legal matters within the company, overseeing legal and compliance-related documents, and providing necessary legal services to ensure that all operational activities run optimally. In addition, Legal Counsel & Compliance also provides legal advisory services related to the management and decisions of shareholders in Subsidiaries and Affiliates, in order to support the Company's business activities in accordance with applicable regulations.

## Profil *Chief Legal Counsel & Compliance*

Per 31 Desember 2024 Kepala Divisi *Legal Counsel & Compliance* dijabat oleh F. Adhitya Dipo Alam yang diangkat berdasarkan Surat Keputusan SVP Human Capital Management SKMJ-00026/K20000/2024-S8 tentang Mutasi Jabatan tanggal 29 Januari 2024.

## Profile of the Chief Legal Counsel & Compliance

As of December 31, 2024, the position of Head of the Legal Counsel & Compliance Division is held by F. Adhitya Dipo Alam, who was appointed based on the Senior Vice President of Human Capital Management's Decree SKMJ-00026/K20000/2024-S8 concerning Job Transfer, dated January 29, 2024.



**F. Adhitya Dipo Alam**
*Chief Legal Counsel & Compliance*
Menjabat sejak 31 Januari 2024

Chief Legal Counsel & Compliance
In office since January 31, 2024

**Data Pribadi**
Warga Negara Indonesia
Usia 45 tahun
Domisili Tangerang Selatan, Banten, Indonesia

**Dasar Hukum Pengangkatan**
Diangkat berdasarkan Surat Keputusan SVP Human Capital Management SKMJ-00026/K20000/2024-S8 tentang Mutasi Jabatan tanggal 29 Januari 2024

**Riwayat Pendidikan**
1. Sarjana Hukum, Universitas Brawijaya (2002)
2. Magister Hukum, Universitas Sriwijaya (2009)

**Riwayat Pekerjaan**
1. *Chief Legal Counsel & Compliance*, PT Pertamina Power Indonesia (2024-saat ini)
2. *Senior Manager Legal Counsel*, PT Pertamina Hulu Rokan (2022-2024)
3. *Manager Legal Business Support*, PT Pertamina Patra Niaga (2020-2022)
4. *Manager* Jawa bagian Barat, PT Pertamina Persero (2019-2020)
5. *Manager Compliance, Ethics and Fraud* Mgt, PT Pertamina Persero (2018-2019)
6. *Manager Legal*, PT Pertamina Gas (2014-2018)
7. *Senior Legal Counsel* II *Crime & Regulatory Dispute*, PT Pertamina Persero (2013-2014)
8. *Legal Section Head*, PT Pertamina – Refinery Unit V (2011-2013)
9. *Legal Section Head*, PT Pertamina – Refinery Unit III (2009-2011)

**Sertifikasi Profesi**
1. Pemantapan Nilai-Nilai Kebangsaan, Lemhanas (2024)
2. *Certified Fraud Examiner*, ACFE (2018)
3. Pendidikan Khusus Profesi Advokat (2014)

**Personal Data**
Indonesian Citizen
45 years old
Based in South Tangerang, Banten, Indonesia

**Legal Basis of Appointment**
Appointed based on the Decree of SVP Human Capital Management SKMJ-00026/K20000/2024-S8 concerning Job Transfer dated January 29, 2024

**Education**
1. Bachelor of Laws, Universitas Brawijaya (2002)
2. Master of Laws, Universitas Sriwijaya (2009)

**Work Experience**
1. Chief Legal Counsel & Compliance, PT Pertamina Power Indonesia (2024-present)
2. Senior Manager Legal Counsel, PT Pertamina Hulu Rokan (2022-2024)
3. Manager Legal Business Support, PT Pertamina Patra Niaga (2020-2022)
4. Manager Jawa bagian Barat, PT Pertamina Persero (2019-2020)
5. Manager Compliance, Ethics and Fraud Mgt, PT Pertamina Persero (2018-2019)
6. Manager Legal, PT Pertamina Gas (2014-2018)
7. Senior Legal Counsel II Crime & Regulatory Dispute, PT Pertamina Persero (2013-2014)
8. Legal Section Head, PT Pertamina – Refinery Unit V (2011-2013)
9. Legal Section Head, PT Pertamina – Refinery Unit III (2009-2011)

**Professional Certification**
1. National Values Strengthening Program, Lemhanas (2024)
2. Certified Fraud Examiner, ACFE (2018)
3. Special Professional Education for Advocates (2014)

## Pengembangan Kompetensi Kepala Divisi Legal Counsel & Compliance

Di tahun 2024, Kepala Divisi *Legal Counsel & Compliance* telah mengikuti program pengembangan kompetensi sebagai berikut:

1. Pemantapan Nilai-Nilai Kebangsaan, Lemhanas, Agustus 2024.
2. *Learning Expedition*, Pertamina Catalyzer Mastery Program, The McCombs School of Business at The University of Texas at Austin, Oktober 2024.
3. *Driving Strategic Innovation*: *Leading Comples Initiatives for Impact* (*Catalyser Mastery Incubator Program*), Wharton/ University, *Online*, Oktober 2024.

## Tugas dan Tanggung Jawab Fungsi Legal Counsel & Compliance

Bahwa berdasarkan Surat Keputusan Direktur Utama PT Pertamina Power Indonesia No. Kpts-020/PPI00000.2023-S0 tentang Proses Bisnis Level 3 *Subholding Power & New Renewable Energy*, aktivitas proses bisnis dari Fungsi Legal Counsel & Compliance meliputi:

1. Mengelola *legal policy development*.
2. Mengelola *Legal Program Setting and Monitoring*.
3. Mengelola *Legal Opinion*.
4. Mengelola *Legal Operations*.
5. Mengelola *Legal Advocacy*.
6. Mengelola *Litigation & Pre-Litigation*.
7. Mengelola *Compliance Policy Setting*.
8. Mengelola *Compliance Program Setting & Monitoring*.
9. Mengelola *Compliance Operations*.
10. Mengelola *Compliance Reporting and Monitoring*.

## Laporan Singkat Pelaksanaan Tugas Tahun 2024

Sepanjang tahun 2024, Fungsi *Legal Counsel & Compliance* PNRE telah melaksanakan tugas dan tanggung jawabnya, termasuk namun tidak terbatas pada:

1. Membantu penyelesaian perjanjian inisiasi bisnis (*Memorandum of Understanding*, *Non Disclosure Agreement*, *Head of Agreement, Framework Agreement, Joint Study Agreement, Joint Development Agreement*) dan Perjanjian lainnya dalam hal mendukung kegiatan bisnis strategis dan operasional Perusahaan maupun target kerja di tahun 2024, yang terkait dengan bisnis Power & NRE;
2. Melaksanakan pengelolaan kegiatan atau layanan hukum, termasuk pemberian asistensi kepada fungsi-fungsi di perusahaan dalam bentuk *legal advice* dan *legal opinion* kepada manajemen atau fungsi terkait, sesuai dengan aspek hukum yang relevan;
3. Melaksanakan program legal preventif yang berkaitan dengan aspek hukum dan kepatuhan bekerja sama dengan Konsultan Hukum Eksternal sebagai narasumber;
4. Membantu pengelolaan aspek hukum dan kepatuhan dari pelaksanaan investasi bisnis Perusahaan baik investasi organik maupun anorganik termasuk Merger & Acquisition

## Competency Development of the Head of Legal Counsel & Compliance Division

In 2024, the Head of the Legal Counsel & Compliance Division participated in the following competency development programs:

1. National Values Strengthening Program, Lemhannas, August 2024.
2. Learning Expedition, Pertamina Catalyzer Mastery Program, The McCombs School of Business at The University of Texas at Austin, October 2024.
3. Driving Strategic Innovation: Leading Complex Initiatives for Impact (Catalyzer Mastery Incubator Program), Wharton University/Online, October 2024.

## Duties and Responsibilities of the Legal Counsel & Compliance Function

Based on the Decree of the Chief Executive Officer of PT Pertamina Power Indonesia No. Kpts-020/PPI00000.2023-S0 regarding Level 3 Business Processes of Subholding Power & New Renewable Energy, the business process activities of the Legal Counsel & Compliance Function include:

1. Managing legal policy development.
2. Managing legal program setting and monitoring.
3. Managing legal opinions.
4. Managing legal operations.
5. Managing legal advocacy.
6. Managing litigation & pre-litigation.
7. Managing compliance policy setting.
8. Managing compliance program setting & monitoring.
9. Managing compliance operations.
10. Managing compliance reporting and monitoring.

## Brief Report on the Duties Implementation in 2024

Throughout 2024, the Legal Counsel & Compliance Function of PNRE has carried out its duties and responsibilities, including but not limited to:

1. Assisting in the completion of business initiation agreements (Memorandum of Understanding, Non-Disclosure Agreement, Head of Agreement, Framework Agreement, Joint Study Agreement, Joint Development Agreement) and other agreements in support of the Company's strategic and operational business activities as well as 2024 work targets related to the Power & NRE business;
2. Carrying out the management of legal activities or services, including providing assistance to functions within the company in the form of legal advice and legal opinions to management or relevant functions, in accordance with applicable legal aspects;
3. Implementing preventive legal programs related to legal and compliance aspects in collaboration with External Legal Consultants as resource persons;
4. Assisting in the management of legal and compliance aspects related to the Company's business investments, both organic and inorganic, including Merger & Acquisition

(M&A) serta pembuatan Joint Venture (JV), utamanya pada proses *due diligence*, *gate review* serta memberikan rekomendasi kepada manajemen dalam proses pelaksanaan investasi;

5. Membantu penyusunan dan penyesuaian antara lain Anggaran Dasar, SK *Threshold, Board Manual* dalam aspek hukum dan kepatuhan, sesuai dengan ketentuan yang berlaku;
6. Membantu review terkait aspek hukum atas rancangan perubahan Anggaran Dasar dan Perjanjian Pemegang Saham Anak Perusahaan dan/atau afiliasi PNRE;
7. Membantu *review* terkait aspek hukum atas rancangan Keputusan Pemegang Saham dari Anak Perusahaan dan perusahaan afiliasi PNRE;
8. Pelaporan rutin *monitoring Good Corporate Governance* (GCG) yaitu pelaporan Laporan Harta Kekayaan Penyelenggara Negara (LHKPN melalui *website* e-LHKPN), pelaporan gratifikasi, pelaporan *Code of Conduct* (CoC), *Conflict of Interest* (CoI), Sosialisasi GCG melalui *website* Compliance Online System (Compols);
9. Memfasilitasi pengadaan jasa konsultan hukum eksternal untuk mendampingi Perusahaan dalam pelaksanaan rencana kerja yang memerlukan jasa tersebut
10. Melakukan identifikasi dan evaluasi kepatuhan terhadap peraturan perundang-undangan bersama seluruh fungsi di PNRE untuk memastikan Perusahaan selalu mengikuti perkembangan regulasi yang berlaku;
11. Mendukung pelaksanaan dan proses rating *assessment* ESG Subholding PNRE, di mana Fungsi Legal Counsel & Compliance berperan dalam aspek *Governance*;
12. Melaksanakan asesmen penerapan *Good Corporate Governance* (GCG) sebagai bagian dari upaya memastikan kesesuaian praktik tata kelola dengan prinsip transparansi, akuntabilitas, tanggung jawab, independensi, dan kewajaran di lingkungan Perusahaan;
13. Mendukung persiapan, pelaksanaan, dan proses terkait kegiatan audit ISO Sistem Manajemen Terintegrasi (SMT) ISO 37001, ISO 9001, ISO 14001, dan ISO 45001;
14. Mendukung persiapan, pelaksanaan, dan proses kegiatan/ program internalisasi budaya AKHLAK;
15. Mendukung persiapan, pelaksanaan, dan proses Audit Business Continuity Management System (BCMS) ISO 22301:2019;
16. Berkoordinasi dengan Fungsi Legal Counsel PT Pertamina (Persero) maupun Subholding lainnya terkait dengan pengelolaan aspek legal di Subholding PNRE;
17. Berkoordinasi dengan Fungsi Compliance Holding maupun Subholding lainnya terkait pengelolaan aspek *Compliance/* GCG *Implementation* di Subholding PNRE;
18. Melakukan penyusunan Sistem Tata Kerja di lingkungan Legal Counsel & Compliance, guna memastikan terdapat dasar hukum atas pelaksanaan kegiatan di Fungsi Legal Counsel & Compliance;
19. Memberikan advis terkait aspek hukum dan *compliance* kepada manajemen atas pengelolaan dan RUPS anak perusahaan dan/atau afiliasi.

(M\&A) and the establishment of Joint Ventures (JV), particularly in the due diligence and gate review processes, as well as providing recommendations to management during the investment implementation process;

5. Assisting in the preparation and adjustment of, among others, the Articles of Association, Threshold Decrees, and Board Manual in terms of legal and compliance aspects, in accordance with applicable regulations;
6. Assisting in the review of legal aspects related to the draft amendments to the Articles of Association and Shareholders' Agreements of PNRE's subsidiaries and/or affiliates;
7. Assisting in the legal review of the draft Shareholders' Resolutions of PNRE's subsidiaries and affiliated companies;
8. Routine reporting on monitoring Good Corporate Governance (GCG), including the reporting of State Officials' Wealth Reports (LHKPN) through the elhkpn website, reporting of gratuities, reporting of Code of Conduct (CoC), Conflict of Interest (CoI), and GCG socialization through the Compliance Online System (Compols) website;
9. Facilitating the procurement of external legal consultant services to assist the Company in implementing work plans that require such services;
10. Identifying and evaluating compliance with laws and regulations together with all functions at PNRE to ensure the Company stays updated with applicable regulatory developments;
11. Supporting the implementation and ESG rating assessment process for PNRE Subholding, where the Legal Counsel & Compliance function plays a role in the Governance aspect;
12. Conducting assessments on the implementation of Good Corporate Governance (GCG) as part of efforts to ensure governance practices align with the principles of transparency, accountability, responsibility, independence, and fairness within the Company.
13. Supporting the preparation, implementation, and processes related to the ISO Integrated Management System audit activities for ISO 37001, ISO 9001, ISO 14001, and ISO 45001;
14. Supporting the preparation, implementation, and processes related to the activities/programs for the internalization of AKHLAK culture.
15. Supporting the preparation, implementation, and processes related to the Business Continuity Management System (BCMS) ISO 22301:2019 audit;
16. Coordinating with the Legal Counsel Function of the Holding and other Subholdings regarding the management of legal aspects in the PNRE Subholding;
17. Coordinating with the Compliance Function of the Holding and other Subholdings regarding the management of Compliance/GCG Implementation aspects in the PNRE Subholding.
18. Developing the Work System within the Legal Counsel & Compliance function to ensure there is a legal basis for the activities carried out within the Legal Counsel & Compliance function;
19. Providing legal and compliance advice to management on the management and General Meetings of Shareholders (GMS) of subsidiaries and/or affiliates.

## HSSE

Fungsi Health, Safety, Security, and Environment (HSSE) dibentuk secara khusus dalam perusahaan untuk melindungi manusia, aset perusahaan, dan lingkungan. Prioritas utama HSSE adalah menjaga kesehatan dan keselamatan karyawan serta pihak terkait lainnya, dengan mencegah kecelakaan kerja dan penyakit akibat kerja. Selain itu, HSSE bertugas melindungi aset perusahaan dari kerusakan akibat insiden seperti kebakaran atau kecelakaan, serta mencegah pencemaran lingkungan melalui pengelolaan limbah dan pengendalian emisi. Aspek keamanan juga menjadi bagian penting, termasuk pencegahan tindakan kriminal dan gangguan keamanan. HSSE memastikan kepatuhan terhadap hukum dan peraturan terkait, membangun budaya keselamatan di tempat kerja, serta mengurangi kerugian finansial akibat insiden. Dengan demikian, HSSE merupakan fungsi krusial dalam menciptakan keberlanjutan operasional yang aman, sehat, dan bertanggung jawab.

## Profil Kepala Divisi HSSE

Per 31 Desember 2024 Kepala Divisi HSSE dijabat oleh Muhammad Zaerul Muhtaram yang diangkat berdasarkan SKMJ-00482/K20500/2024-S8 tanggal 2 Agustus 2024 tentang Mutasi Jabatan.

## HSSE

The Health, Safety, Security, and Environment (HSSE) function is specifically established within the company to protect people, company assets, and the environment. HSSE's top priority is to safeguard the health and safety of employees and other related parties by preventing workplace accidents and occupational diseases. In addition, HSSE is responsible for protecting company assets from damage due to incidents such as fires or accidents, and for preventing environmental pollution through proper waste management and emissions control. Security is also a key aspect, including the prevention of criminal acts and security disturbances. HSSE ensures compliance with relevant laws and regulations, fosters a safety culture in the workplace, and helps reduce financial losses due to incidents. Therefore, HSSE is a crucial function in creating safe, healthy, and responsible operational sustainability.

## Profile of the Head of HSSE Division

As of December 31, 2024, the position of Head of the HSSE Division is held by Muhammad Zaerul Muhtaram, who was appointed based on Decree No. SKMJ-00482/K20500/2024-S8 dated August 2, 2024, concerning job transfer.





**Muhammad Zaerul Muhtaram**
Pj. VP HSSE
Menjabat sejak 1 Agustus 2024
Acting VP of HSSE
In office since August 1, 2024

**Data Pribadi**
Warga Negara Indonesia
Usia 42 tahun
Domisili Bogor, Jawa Barat, Indonesia

**Dasar Hukum Pengangkatan**
SKMJ-00482/K20500/2024-S8 tentang Mutasi Jabatan, 2 Agustus 2024

**Riwayat Pendidikan**
1. Sarjana (S1) Teknik, Teknik Mesin, Institut Teknologi Sepuluh Nopember (2004)

**Riwayat Pekerjaan**
1. Sr. Expert II Safety Policy & Risk Management, PT Pertamina (Persero) (2023 -2024)
2. Sr. Expert I Safety Policy & Risk Management, PT Pertamina (Persero) (2022 - 2023)
3. Sr. Analyst III HSE Audit & Investigation, PT Pertamina (Persero) (2020 –2022)
4. Assistant Manager Safety Standard & Procedure, PT Pertamina (Persero) (2019 - 2020)
5. Sr. Analyst Safety Audit & Investigation, PT Pertamina (Persero) (2017 - 2019)
6. Sr. Analyst Safety Audit & Asessment, PT Pertamina (Persero) (2016 - 2017)
7. Analyst Safety Strategy & Capabilities, PT Pertamina (Persero) (2014 - 2016)
8. Analyst Emergency Resp.& Incid. Inves, PT Pertamina (Persero) (2013 - 2014)
9. Assistant Safety Audit, PT Pertamina (Persero) (2011 –2013)
10. Assistant Health &Environmental Planning, PT Pertamina (Persero) -Dit. GA (2011)
11. Assistant Mechanical Monitoring, PT Pertamina (Persero) -Dit. GA (2010)

**Sertifikasi Profesi**
1. Refreshment Pelatihan Auditor SUPREME, Pertamina HSE Training Center Sungai erong Indonesia (2024)
2. Executive Sustainability Academy, Pertamina Sustainability Indonesia (2023)
3. Pelatihan Auditor ISO 45001:2018, TUV Indonesia (2020)
4. HSE Leadership Mandatory Training, Pertamina HSE Training Center Sungai Gerong Indonesia (2020)
5. International Sustainability Rating System, DNV Indonesia (2016)
6. Professional Event Investigation, DNV (2015)
7. Process Hazard Analysis Leader Training, KEN Knowledge Internasional Indonesia (2014)
8. International Sustainability Rating System 8 Assessor Training, PERTAMINA HSSE Training Center Sungai Gerong (2014)
9. Modern Safety Management, DNV Indonesia (2014)
10. International Operational Command & Management, Morethon in Mahrs College United Kingdom (2011)

**Personal Data**
Indonesian Citizen
42 years old
Based in Bogor, West Java, Indonesia

**Legal Basis of Appointment**
SKMJ-00482/K20500/2024-S8 on Job Transfer, August 2, 2024

**Education**
1. Bachelor of Engineering, Mechanical Engineering, Institut Teknologi Sepuluh Nopember (2004)

**Work Experience**
1. Sr. Expert II Safety Policy & Risk Management, PT Pertamina (Persero) (2023 -2024)
2. Sr. Expert I Safety Policy & Risk Management, PT Pertamina (Persero) (2022 - 2023)
3. Sr. Analyst III HSE Audit & Investigation, PT Pertamina (Persero) (2020 –2022)
4. Assistant Manager Safety Standard & Procedure, PT Pertamina (Persero) (2019 - 2020)
5. Sr. Analyst Safety Audit & Investigation, PT Pertamina (Persero) (2017 - 2019)
6. Sr. Analyst Safety Audit & Asessment, PT Pertamina (Persero) (2016 - 2017)
7. Analyst Safety Strategy & Capabilities, PT Pertamina (Persero) (2014 - 2016)
8. Analyst Emergency Resp.& Incid. Inves, PT Pertamina (Persero) (2013 - 2014)
9. Assistant Safety Audit, PT Pertamina (Persero) (2011 –2013)
10. Assistant Health &Environmental Planning, PT Pertamina (Persero) -Dit. GA (2011)
11. Assistant Mechanical Monitoring, PT Pertamina (Persero) -Dit. GA (2010)

**Professional Certification**
1. Refreshment SUPREME Auditor Training, Pertamina HSE Training Center Sungai Gerong Indonesia (2024)
2. Executive Sustainability Academy, Pertamina Sustainability Indonesia (2023)
3. ISO 45001:2018 Auditor Training, TUV Indonesia (2020)
4. HSE Leadership Mandatory Training, Pertamina HSE Training Center Sungai Gerong Indonesia (2020)
5. International Sustainability Rating System, DNV Indonesia (2016)
6. Professional Event Investigation, DNV (2015)
7. Process Hazard Analysis Leader Training, KEN Knowledge International Indonesia (2014)
8. International Sustainability Rating System 8 Assessor Training, PERTAMINA HSSE Training Center Sungai Gerong (2014)
9. Modern Safety Management, DNV Indonesia (2014)
10. International Operational Command & Management, Morethon in Mahrs College United Kingdom (2011)

## Pengembangan Kompetensi Kepala Divisi HSSE

Di tahun 2024, Kepala Divisi HSSE telah mengikuti program pengembangan kompetensi sebagai berikut:

## Competency Development of Head of HSSE Division

In 2024, the Head of HSSE Division participated in the following competency development programs:

| Jenis & Materi Pelatihan<br>Type and Content of the Training | Tempat<br>Venue | Tanggal<br>Date |
|---|---|---|
| *Mobile Learning* - Perilaku Hidup Sehat (Mobile Learning)<br>Mobile Learning - Healthy Living Behavior (Mobile Learning) | Jakarta | 31 Desember 2024<br>December 31, 2024 |
| *Mobile Learning* - Fundamental Behaviour Based Safety (BBS) | Jakarta | 30 November 2024<br>November 30, 2024 |
| *Mobile Learning* - Respectful Workplace | Jakarta | 31 Juli 2024<br>July 31, 2024 |
| *Training* - Refreshment Pelatihan Auditor SUPREME<br>Training - Refreshment SUPREME Auditor Training | Cirebon | 9-12 Juli 2024<br>July 9-12, 2024 |
| *Training* - ToT HSSE Training | Balikpapan | 1-2 Februari 2024<br>February 1-2, 2024 |

## Tugas dan Tanggung Jawab Fungsi HSSE

Fungsi HSSE berada di bawah Direktur Utama yang disusun oleh VP HSSE. Adapun fungsi HSSE memiliki tiga *stream* yaitu *Health & Safety, Environment*, dan *Security*. Ketiga stream tersebut dikepalai oleh Manager. Berdasarkan uraian jabatan Kpts -013/PPI00000/2022-S8 VP HSSE memiliki tugas dan tanggung jawab sebagai berikut:

1. Penyusunan kebijakan tata kelola dan sistem pengelolaan HSSE
2. Pelaksanaan & pengembangan berkelanjutan program dan sistem manajemen HSSE
3. Pengelolaan risiko HSSE, kesiapsiagaan, dan penanggulangan keadaan darurat
4. Laporan HSSE berkala
5. Implementasi *process safety management*
6. Pengelolaan *stakeholders* Perusahaan
7. *Quality control* dan inspeksi fasilitas lindungan lingkungan
8. HSSE *improvement & culture*
9. Melaksanakan tugas sebagaimana diminta oleh atasan dari waktu ke waktu
10. Azas kepatuhan & pengelolaan HSSE di fungsi IA

## Duties and Responsibilities of the HSSE Function

The HSSE function operates under the Chief Executive Officer and is structured by the VP of HSSE. The HSSE function consists of three streams: Health & Safety, Environment, and Security. Each of these streams is led by a Manager. Based on the job description outlined in Decree No. Kpts-013/PPI00000/2022-S8, the VP of HSSE has the following duties and responsibilities:

1. Formulating HSSE governance policies and management systems
2. Implementing and continuously developing HSSE programs and management systems
3. Managing HSSE risks, preparedness, and emergency response
4. Preparing periodic HSSE reports
5. Implementing process safety management
6. Managing Company stakeholders
7. Quality control and inspection of environmental protection facilities
8. HSSE improvement and culture
9. Carrying out tasks as assigned by superiors from time to time
10. Applying the principles of compliance and HSSE management within the Internal Audit function.

Tugas dan Tanggung Jawab Fungsi HSSE

Fungsi HSSE berada di bawah Direktur Utama yang disusun oleh VP HSSE. Adapun fungsi HSSE memiliki tiga *stream* yaitu *Health & Safety, Environment*, dan *Security*. Ketiga stream tersebut dikepalai oleh Manager. Berdasarkan uraian jabatan Kpts -013/PPI00000/2022-S8 VP HSSE memiliki tugas dan tanggung jawab sebagai berikut:

1. Penyusunan kebijakan tata kelola dan sistem pengelolaan HSSE
2. Pelaksanaan & pengembangan berkelanjutan program dan sistem manajemen HSSE

Duties and Responsibilities of the HSSE Function

The HSSE function operates under the Chief Executive Officer and is structured by the VP of HSSE. The HSSE function consists of three streams: Health & Safety, Environment, and Security. Each of these streams is led by a Manager. Based on the job description outlined in Decree No. Kpts-013/PPI00000/2022-S8, the VP of HSSE has the following duties and responsibilities:

1. Formulating HSSE governance policies and management systems
2. Implementing and continuously developing HSSE programs and management systems

3. Pengelolaan risiko HSSE, kesiapsiagaan, dan penanggulangan keadaan darurat
4. Laporan HSSE berkala
5. Implementasi *process safety management*
6. Pengelolaan *stakeholders* Perusahaan
7. *Quality control* dan inspeksi fasilitas lindungan lingkungan
8. HSSE *improvement & culture*
9. Melaksanakan tugas sebagaimana diminta oleh atasan dari waktu ke waktu
10. Azas kepatuhan & pengelolaan HSSE di fungsi IA

Tugas & tanggung jawab dari Manager *Environment* sebagai berikut:

1. Penyusunan kebijakan tata kelola dan sistem pengelolaan lingkungan
2. Pelaksanaan & pengembangan berkelanjutan program lindungan lingkungan
3. Pengelolaan risiko HSSE, kesiapsiagaan, dan penanggulangan keadaan darurat
4. Implementasi program perizinan dan penilaian kinerja lindungan lingkungan
5. Quality control dan inspeksi fasilitas lindungan lingkungan
6. Pengelolaan program kompetensi HSSE aspek lindungan lingkungan
7. Pengelolaan dan koordinasi kegiatan ESG
8. Melaksanakan tugas sebagaimana diminta oleh atasan dari waktu ke waktu
9. Pengadaan barang/jasa terkait fasilitas dan operasional lindungan lingkungan
10. Azas kepatuhan & pengelolaan HSSE di fungsi IA

Tugas & tanggung jawab dari *Manager Security* sebagai berikut:

1. Penyusunan kebijakan tata kelola dan sistem pengelolaan *security*
2. Pelaksanaan & pengembangan berkelanjutan program *security*
3. Pengelolaan risiko HSSE, kesiapsiagaan, dan penanggulangan keadaan darurat
4. Implementasi aktivitas kritikal *security*
5. Quality control dan inspeksi fasilitas *security*
6. Pengelolaan program kompetensi HSSE aspek *security*
7. Melaksanakan tugas sebagaimana diminta oleh atasan dari waktu ke waktu
8. Pengadaan barang/jasa terkait fasilitas dan operasional *security*
9. Azas kepatuhan & pengelolaan HSSE di fungsi IA

Tugas & tanggung jawab dari *Manager Health & Safety* sebagai berikut:

1. Penyusunan kebijakan tata kelola dan sistem pengelolaan HSSE
2. Pelaksanaan & pengembangan berkelanjutan program keselamatan & kesehatan

3. Managing HSSE risks, preparedness, and emergency response
4. Preparing periodic HSSE reports
5. Implementing process safety management
6. Managing Company stakeholders
7. Quality control and inspection of environmental protection facilities
8. HSSE improvement and culture
9. Carrying out tasks as assigned by superiors from time to time
10. Applying the principles of compliance and HSSE management within the Internal Audit function.

Duties and Responsibilities of the Environment Manager:

1. Formulating environmental governance policies and management systems
2. Implementing and continuously developing environmental protection programs
3. Managing HSSE risks, preparedness, and emergency response
4. Implementing licensing programs and environmental performance assessments
5. Quality control and inspection of environmental protection facilities
6. Managing competency development programs related to HSSE aspects of environmental protection
7. Managing and coordinating ESG activities
8. Carrying out tasks as assigned by superiors from time to time
9. Procuring goods/services related to environmental protection facilities and operations
10. Applying the principles of compliance and HSSE management within the Internal Audit function.

Duties and Responsibilities of the Security Manager:

1. Formulating security governance policies and management systems
2. Implementing and continuously developing security programs
3. Managing HSSE risks, preparedness, and emergency response
4. Implementing critical security activities
5. Quality control and inspection of security facilities
6. Managing competency development programs related to HSSE aspects of security
7. Carrying out tasks as assigned by superiors from time to time
8. Procuring goods/services related to security facilities and operations
9. Applying the principles of compliance and HSSE management within the Internal Audit function.

Duties and Responsibilities of the Health & Safety Manager:

1. Formulating HSSE governance policies and management systems
2. Implementing and continuously developing health and safety programs

3. Pengelolaan risiko HSSE, kesiapsiagaan, dan penanggulangan keadaan darurat
4. Implementasi sistem manajemen *health services*
5. *Quality control* dan inspeksi fasilitas keselamatan & layanan kesehatan
6. Pengelolaan program kompetensi HSSE *aspek health & safety*
7. Implementasi *process safety management*
8. Melaksanakan tugas sebagaimana diminta oleh atasan dari waktu ke waktu
9. Pengadaan barang/jasa terkait fasilitas dan operasional *health & safety*
10. Azas kepatuhan & pengelolaan HSSE di fungsi IA

3. Managing HSSE risks, preparedness, and emergency response
4. Implementing health services management systems
5. Quality control and inspection of safety facilities and health services
6. Managing competency development programs related to HSSE aspects of health and safety
7. Implementing process safety management
8. Carrying out tasks as assigned by superiors from time to time
9. Procuring goods/services related to health and safety facilities and operations
10. Applying the principles of compliance and HSSE management within the Internal Audit function.

Tugas & tanggung jawab dari Manager *Environment* sebagai berikut:

1. Penyusunan kebijakan tata kelola dan sistem pengelolaan lingkungan
2. Pelaksanaan & pengembangan berkelanjutan program lindungan lingkungan
3. Pengelolaan risiko HSSE, kesiapsiagaan, dan penanggulangan keadaan darurat
4. Implementasi program perizinan dan penilaian kinerja lindungan lingkungan
5. *Quality control* dan inspeksi fasilitas lindungan lingkungan
6. Pengelolaan program kompetensi HSSE aspek lindungan lingkungan
7. Pengelolaan dan koordinasi kegiatan ESG
8. Melaksanakan tugas sebagaimana diminta oleh atasan dari waktu ke waktu
9. Pengadaan barang/jasa terkait fasilitas dan operasional lindungan lingkungan
10. Azas kepatuhan & pengelolaan HSSE di fungsi IA

Duties and Responsibilities of the Environment Manager:

1. Formulating environmental governance policies and management systems
2. Implementing and continuously developing environmental protection programs
3. Managing HSSE risks, preparedness, and emergency response
4. Implementing licensing programs and environmental performance assessments
5. Quality control and inspection of environmental protection facilities
6. Managing competency development programs related to HSSE aspects of environmental protection
7. Managing and coordinating ESG activities
8. Carrying out tasks as assigned by superiors from time to time
9. Procuring goods/services related to environmental protection facilities and operations
10. Applying the principles of compliance and HSSE management within the Internal Audit function.

Tugas & tanggung jawab dari Manager *Security* sebagai berikut:

1. Penyusunan kebijakan tata kelola dan sistem pengelolaan *security*
2. Pelaksanaan & pengembangan berkelanjutan program *security*
3. Pengelolaan risiko HSSE, kesiapsiagaan, dan penanggulangan keadaan darurat
4. Implementasi aktivitas kritikal *security*
5. Quality control dan inspeksi fasilitas *security*
6. Pengelolaan program kompetensi HSSE aspek *security*
7. Melaksanakan tugas sebagaimana diminta oleh atasan dari waktu ke waktu
8. Pengadaan barang/jasa terkait fasilitas dan operasional *security*
9. Azas kepatuhan & pengelolaan HSSE di fungsi IA

Duties and Responsibilities of the Security Manager:

1. Formulating security governance policies and management systems
2. Implementing and continuously developing security programs
3. Managing HSSE risks, preparedness, and emergency response
4. Implementing critical security activities
5. Quality control and inspection of security facilities
6. Managing competency development programs related to HSSE aspects of security
7. Carrying out tasks as assigned by superiors from time to time
8. Procuring goods/services related to security facilities and operations
9. Applying the principles of compliance and HSSE management within the Internal Audit function.

## Laporan Singkat Pelaksanaan Tugas Tahun 2024

Sepanjang tahun 2024, Fungsi HSSE telah melaksanakan tugas dan tanggung jawabnya sebagai berikut:

1. Melaksanakan evaluasi efektivitas kinerja HSSE PNRE dengan menetapkan *HSSE Lagging Indicator*.
   SH PNRE mencatat *Zero Fatalities*, 1 (satu) LTI, 1 (satu) RWDC, dan Zero MTC per triwulan IV tahun 2024 dengan jam kerja sebesar 7.363.996 jam (konsolidasi PNRE, PGE, dan JSP), sehingga nilai TRIR untuk Subholding PNRE sebesar 0,06 (konsolidasi PNRE, PGE dan JSP), dimana pencapaian TRIR tersebut masih di bawah (lebih baik) dari batasan *treshold* TRIR yang ditetapkan oleh Holding pada tahun 2024 yaitu 0.19. SH PNRE mengalami insiden kategori dampak yang dari *Loss Time Incident* (LTI), 4 (empat) kejadian *first aid* dan 9 (sembilan) kejadian *Nearmiss*.
   Subholding PNRE juga mencatat *Zero* (0) *Major Security Cases* per triwulan IV tahun 2024, namun demikian masih terdapat 16 kejadian gangguan keamanan yang terdiri dari 4 kejadian dikategorikan sebagai *insignificant* dan 12 kejadian dikategorikan sebagai *vulnerable incident* yang mencakup kejadian blokade (1 kasus), pencurian *property* (3 kasus), kerawanan (12 kasus).

2. Melaksanakan HSSE Leading Program Performance yaitu program yang dilaksanakan untuk memenuhi target *HSSE Lagging Performance*. Adapun pencapaian dari HSSE Leading Program di antaranya:
   a. *Safety Aspect*
      i. Pelaksanaan Audit SUPREME Audit
         SUPREME dilaksanakan terhadap seluruh Unit Operasi dan Anak Perusahaan Pertamina, dimana pada tahun 2024 terdapat 3 lokasi Unit Operasi PNRE yang dijadwalkan diaudit dan telah terlaksana terhadap 2 lokasi dengan realisasi sebagai berikut :
         1). PT PGE Area Lahendong, sudah terlaksana pada 19 – 23 Agustus 2024
         2). PT PGE Area Kamojang, sudah terlaksana pada 12 – 16 Agustus 2024
         3). PT PGE Area Karaha, sudah terlaksana pada 21 – 25 Oktober 2024
         Pelaksanaan Audit SUPREME telah terlaksana sejumlah 3 lokasi.
      ii. Pelaksanaan MWT (*Management Walk Through*)
         MWT telah dilaksanakan sebanyak 53 kali dari target 16 kali pelaksanaan MWT yang ditentukan, dengan melibatkan partisipasi level Manager ke atas hingga ke level Dewan Direksi dan Dewan Komisaris SH PNRE.
      iii. *Readiness Assessment* (FERRAT)
         FERRAT dilakukan untuk memastikan *readiness terhadap Fire & Emergency Equipment* yang terpasang di Unit Operasi PNRE. Pelaksanaan *assessment* terhadap 1 lokasi SH PNRE di PT Jawa Satu Power (JSP) yang pelaksanaannya dilakukan pada tanggal 1 November 2024.

## Brief Report on Duties Implementation in 2024

Throughout 2024, the HSSE Function has carried out its duties and responsibilities as follows:

1. Conducted an evaluation of HSSE performance effectiveness at PNRE by establishing HSSE Lagging Indicators.
   SH PNRE recorded Zero Fatalities, 1 (one) LTI (Lost Time Incident), 1 (one) RWDC (Restricted Work Day Case),, and Zero MTC (Medical Treatment Case) in Q4 2024, with total working hours reaching 7,363,996 hours (consolidated data from PNRE, PGE, and JSP). As a result, the TRIR (Total Recordable Incident Rate) for Subholding PNRE was 0.06 (consolidated from PNRE, PGE, and JSP). This TRIR achievement remains below (better than) the threshold limit set by the Holding in 2024, which was 0.19.
   Additionally, SH PNRE experienced 1 (one) Loss Time Incident (LTI)-level impact incident, 4 (four) first aid cases, and 9 (nine) near-miss incidents.
   Subholding PNRE also recorded Zero (0) Major Security Cases in Q4 2024. However, there were still 16 security disturbance incidents, consisting of 4 incidents categorized as insignificant and 12 incidents categorized as vulnerable incidents, including blockade (1 case), property theft (3 cases), and security vulnerabilities (12 cases).
2. Implementation of HSSE Leading Program Performance, which is a program executed to achieve the HSSE Lagging Performance targets. Key accomplishments under this program included:
   a. Safety Aspect
      i. SUPREME Audit Implementation
         The SUPREME Audit was carried out across all Operational Units and Subsidiaries of Pertamina. In 2024, there were 3 PNRE Operational Unit locations scheduled for audit, and audits have been completed at 2 locations with the following realizations:
         1). PT PGE Lahendong Area, completed August 19-23, 2024
         2). PT PGE Kamojang Area, completed August 12-16, 2024
         3). PT PGE Karaha Area, completed October 21-25, 2024
         The SUPREME Audit has been carried out at a total of 3 locations.
      ii. Implementation of MWT (Management Walk Through)
         A total of 53 MWTs have been carried out, exceeding the initial target of 16, with participation ranging from Manager level up to the Board of Directors and Board of Commissioners of SH PNRE.
      iii. Readiness Assessment (FERRAT)
         FERRAT is conducted to ensure the readiness of Fire & Emergency Equipment installed at PNRE Operational Units. An assessment was carried out at one SH PNRE location at PT Jawa Satu Power (JSP), on November 1, 2024,

iv. Pelaksanaan PSAIMS (*Process Safety & Asset Integrity Management System*) Initiative. Untuk penguatan terhadap implementasi Keselamatan proses pada fasilitas yang berpotensi menyebabkan terjadinya *Major Accident* di lingkungan kegiatan operasional PNRE Group.

v. Implementasi CSMS (*Contractor Safety Management System*)
CSMS merupakan sistem untuk mengelola implementasi aspek HSSE mulai dari tahapan awal perencanaan pekerjaan kontrak, pelaksanaan pekerjaan kontrak hingga pekerjaan kontrak selesai dilaksanakan secara *full cycle* sehingga seluruh bahaya dan risiko pekerjaan kontrak telah dimitigasi dengan benar guna memenuhi target HSSE *performance* yang ditetapkan. Pelaksanaan CSMS di Subholding. Penerapan *Full Cycle* CSMS di PNRE Group pada TW IV tahun 2024 telah mencapai target yang ditetapkan pada TW IV (target 75%), dengan realisasi sebesar 100% sesuai dengan progres pencapaian untuk setiap tahapan implementasi CSMS.

vi. *Medical Emergency Readiness Assessment* (MERRAT)
MERRAT dilakukan untuk memastikan kesiapsiagaan (*readiness*) terhadap penanganan *casualties* apabila terjadi insiden di lokasi terutama terkait dengan kesiapan untuk *Medical Evacuation* sehingga dampak negatif terhadap *injured Person* dapat diminimalisir. Pada triwulan IV tahun 2024 telah dilakukan MERRAT *Assessment* terhadap 1 lokasi SH PNRE yaitu di PT Jawa Satu Power (JSP) dengan hasil *Acceptable*.

vii. *Action Tracking* terhadap tindak lanjut hasil Pengamatan Keselamatan Kerja (PEKA)
Untuk memastikan praktik keselamatan dilaksanakan pada aktivitas pekerjaan, dilakukan kegiatan pengamatan keselamatan kerja dalam bentuk Program PEKA sehingga perilaku *safe* dapat diapresiasi dan *unsafe action/condition* yang ditemukan dapat ditindaklanjuti improvementnya melalui *action tracking management*. Konsolidasi hasil PEKA hingga TW IV tahun 2024 diperoleh pencapaian sebagai berikut:
1). Jumlah temuan *Safe* dan *Unsafe Acts/Conditions*: 39.993 temuan.
2). Jumlah temuan *Safe Acts/Conditions*: 22.640 temuan.
3). Jumlah temuan *Unsafe Acts Conditions* : 11.353 temuan. Hasil temuan *Unsafe Acts/Conditions* telah ditindaklanjuti sebanyak 100%.

viii. *Enhancement HSSE Awareness*
Untuk meningkatkan kepedulian dan keterlibatan dalam implementasi HSSE sehingga dapat memperkuat budaya HSSE di PNRE *Group* maka secara rutin disampaikan materi *broadcast* HSSE – AKHLAK *Moment* secara rutin setiap bulan.

iv. Implementation of PSAIMS (Process Safety & Asset Integrity Management System) Initiative
This initiative aims to strengthen the implementation of process safety at facilities with the potential to cause Major Accidents within the operational activities of the PNRE Group.

v. Implementation of CSMS (Contractor Safety Management System)
CSMS is a system designed to manage the implementation of HSSE aspects from the initial stages of contract work planning, through the execution of the contract, until the completion of the contract—ensuring a full-cycle approach. This ensures that all hazards and risks associated with contract work are properly mitigated to meet the established HSSE performance targets. The implementation of CSMS within the Subholding has achieved full-cycle application as of Q4 2024, meeting the Q4 target (75%) with an actual realization of 100%, in line with the progress made at each stage of CSMS implementation.

vi. Medical Emergency Readiness Assessment (MERRAT)
MERRAT is conducted to ensure readiness in handling casualties in the event of an incident at the site, particularly regarding preparedness for Medical Evacuation, in order to minimize negative impacts on injured persons. In the fourth quarter of 2024, a MERRAT assessment was carried out at one SH PNRE location, namely PT Jawa Satu Power (JSP), with the result deemed Acceptable.

vii. Action Tracking on the Follow-up of Occupational Safety Observations (PEKA)
To ensure that safety practices are implemented in work activities, occupational safety observations are carried out through the PEKA Program. This allows for the appreciation of safe behavior and the improvement of any unsafe actions/conditions found through action tracking management. Consolidated results of PEKA up to Q4 2024 are as follows:
1). Total findings of Safe and Unsafe Acts/Conditions: 39,993 findings
2). Total findings of Safe Acts/Conditions: 22,640 findings
3). Total findings of Unsafe Acts/Conditions: 11,353 findings. All findings related to Unsafe Acts/Conditions have been followed up 100%.

viii. Enhancement of HSSE Awareness
To increase awareness and engagement in the implementation of HSSE and thereby strengthen the HSSE culture within the PNRE Group, HSSE – AKHLAK Moment broadcast materials are regularly shared on a monthly basis.

b. *Health Aspect*

i. *Medical Check Up* menjadi persyaratan wajib yang harus dilakukan oleh seluruh pekerja PNRE *Group* di PT PPI dan PT PGE, dan tahun 2024 pelaksanaan MCU sudah mencapai 100% yaitu sebanyak 126 pekerja PNRE, dan 514 pekerja PGE. Cakupan MCU adalah pekerja dengan golongan Pekerja Waktu Tertentu (PWT) dan Pekerja Waktu Tidak Tertentu (PWTT).

ii. *Health Risk Assessment (HRA)*

HRA merupakan proses sistematis yang digunakan untuk mengidentifikasi, menganalisis, dan mengevaluasi potensi risiko kesehatan yang mungkin dihadapi oleh pekerja di tempat kerja atau dalam suatu proyek. Tujuan utama HRA adalah untuk memastikan bahwa risiko kesehatan yang timbul dari paparan terhadap bahaya fisik, kimia, biologis, ergonomis, atau psikososial dapat diminimalkan atau dihilangkan. Sesuai dengan program tahun 2024, HRA di PNRE *Group* telah dilaksanakan terhadap 2 lokasi yaitu PGE Area Karaha dan HRA area kantor pusat Pertamina NRE.

c. *Security Aspect*

i. *Investigation Completion Case*

Tidak ada pelaksanaan kegiatan investigasi terhadap kasus kejadian *security* yang berkaitan dengan tindakan kriminal/ *harassment*/ kejadian lainnya, hal ini disebabkan tidak adanya kasus kejadian *security* yang disebabkan oleh tindakan kejahatan/ kriminal di lokasi kerja.

ii. *Security Risk Assessment (SRA)*

Security Risk Assessment merupakan proses sistematis untuk mengidentifikasi, menganalisis, dan mengevaluasi potensi ancaman keamanan yang dapat mempengaruhi suatu organisasi, fasilitas, atau proyek yang bertujuan untuk mengidentifikasi kerentanan terhadap ancaman keamanan, mengukur dampak potensialnya, dan menerapkan tindakan mitigasi yang tepat untuk mengurangi atau menghilangkan risiko tersebut. Pelaksanaan SRA pada tahun 2024 ditargetkan dilaksanakan terhadap 4 lokasi dan telah terlaksana pada triwulan IV sebanyak 5 lokasi yaitu:

1). PGE Area Kamojang
2). PGE Area Ulubelu
3). PGE Area Karaha
4). PGE Area Lumut Balai
5). PGE Area Lahendong

iii. Audit Sistem Manajemen Pengamanan (SMP)

Pelaksanaan audit SMP dilakukan untuk memastikan kecukupan, kesesuaian dan efektivitas implementasi sistem manajemen pengamanan perusahaan di PNRE *Group* mengacu pada Protokol Perpol. No. 7 Tahun 2019 dan Perkaba No.1 tahun 2019. Pelaksanaan Audit SMP dilakukan secara:

1). Audit eksternal

Audit Eksternal dilakukan oleh auditor dari

b. Health Aspect

i. Medical Check-Up

Medical Check-Ups are a mandatory requirement for all PNRE Group employees at PT PPI and PT PGE. As of 2024, the implementation of the Medical Check-Up (MCU) has reached 100%, covering 126 PNRE workers and 514 PGE workers. The MCU coverage includes workers with Fixed-Term Employment (PWT) and Permanent Employment (PWTT) statuses.

ii. Health Risk Assessment (HRA)

HRA is a systematic process used to identify, analyze, and evaluate potential health risks that workers may face in the workplace or during a project. The primary objective of HRA is to ensure that health risks arising from exposure to physical, chemical, biological, ergonomic, or psychosocial hazards are minimized or eliminated. In accordance with the 2024 program, HRA has been conducted at two locations within the PNRE Group: the PGE Karaha Area and the Pertamina NRE Head Office.

c. Security Aspect

i. Investigation Completion Case

There were no investigations conducted regarding security incidents related to criminal acts, harassment, or other security-related events. This is due to the absence of such incidents at the work locations.

ii. Security Risk Assessment (SRA)

Security Risk Assessment is a systematic process used to identify, analyze, and evaluate potential security threats that may affect an organization, facility, or project. The objective is to identify vulnerabilities to security threats, assess their potential impact, and implement appropriate mitigation measures to reduce or eliminate these risks.

For 2024, the SRA was initially targeted to be conducted at 4 locations. By Q4, it had been successfully carried out at 5 locations:

1). PGE Kamojang Area
2). PGE Ulubelu Area
3). PGE Karaha Area
4). PGE Lumut Balai Area
5). PGE Lahendong Area

iii. Security Management System (SMP) Audit

The implementation of the SMP audit is conducted to ensure the adequacy, conformity, and effectiveness of the company's security management system within the PNRE Group, in accordance with Perpol No. 7 of 2019 and Perkaba No. 1 of 2019. The SMP audit is carried out through:

1). External Audit

An external audit was conducted by police

Kepolisian (Ditpamobvit Baharkam POLRI) terhadap PGE Area Kamojang yang telah terlaksana pada tanggal 29 April – 3 Mei 2024 (Bimbingan Teknis), 17 – 19 September 2024 (Audit Eksternal SMP), dan 19 – 21 November 2024 (Klarifikasi SMP) dengan nilai akhir hasil audit adalah 87,61 % level GOLD. Audit Eksternal tahun 2024 ditargetkan dilaksanakan terhadap 1 lokasi tersebut.

2). Audit internal Audit internal dilakukan oleh auditor gabungan dari fungsi *Security* Pertamina *Group* terhadap 4 lokasi yang menjadi target tahun 2024 dan telah terlaksana terhadap lokasi berikut: PGE Area Lumut Balai dengan hasil pencapaian 98,68 % kategori GOLD; PGE Area Karaha dengan hasil pencapaian 86,47 % kategori GOLD; PGE Area Ulubelu dengan hasil pencapaian 87,11 % kategori GOLD; dan PGE Area Lahendong dengan hasil pencapaian 86,24 % kategori GOLD.

d. Aspek Lingkungan

i. Reduksi emisi CO2e dan Program *Emission Management*

ii. Target penurunan Emisi CO2e SH PNRE pada tahun 2024 sebesar 1,771 tCO2e dengan beban emisi BAU sebesar 835,162 tCO2e (*baseline* tahun 2022). Melalui berbagai inisiatif dekarbonisasi, realisasi reduksi sampai dengan Desember 2024 berhasil mencapai 12.166,65 tCO2e.

iii. *Water & Waste Program*

Program *Water & Waste* merupakan ESG *Initiative* yang fokus pada pengelolaan limbah dan sumber daya air secara berkelanjutan dalam operasional perusahaan atau proyek. Program ini mencakup upaya untuk mengurangi, mendaur ulang, dan mengelola limbah padat, dan cair, serta mengoptimalkan penggunaan air, mencegah pencemaran air, dan memastikan ketersediaan air bersih bagi lingkungan dan masyarakat sekitar. Pelaksanaan program ini mencakup:

1). Monitor pelaksanaan Pertamina *Water Risk Assessment Tools*. Program ini telah disusun dan disetujui untuk digunakan di area Pertamina NRE Group antara lain: PLTBg Sei Mangke, JSP dan PGE (Lahendong, Kamojang, Karaha, Sibayak, Lumut Balai, Ulubelu).

2). Program Komposting sampah organik di PLTBg Sei Mangkei, dilakukan terhadap 216 kg sampah organik yang dibuat kompos (Januari – Desember 2024). Program komposting lainnya juga telah dilakukan pada area PGE.

iv. PROPER & PERCA

PROPER (Program Penilaian Peringkat Kinerja Perusahaan dalam Pengelolaan Lingkungan Hidup) merupakan program yang dikembangkan oleh Kementerian Lingkungan Hidup dan Kehutanan (KLHK) untuk mengevaluasi dan mengawasi kinerja perusahaan dalam pengelolaan lingkungan.

auditors (Ditpamobvit Baharkam POLRI) for the PGE Kamojang Area, held on April 29 – May 3, 2024 (Technical Guidance), September 17 – 19, 2024 (SMP External Audit), and November 19 – 21, 2024 (SMP Clarification), with a final audit score of 87.61%, achieving GOLD level. The 2024 external audit was targeted to be conducted at that one location.

2). Internal Audit

Internal audits were conducted by a joint team of auditors from the Pertamina Group Security function for 4 targeted locations in 2024, which have been completed as follows: PGE Lumut Balai Area achieved 98.68% (GOLD category); PGE Karaha Area achieved 86.47% (GOLD category); PGE Ulubelu Area achieved 87.11% (GOLD category); and PGE Lahendong Area achieved 86.24% (GOLD category).

d. Environmental Aspect

i. $CO_2e$ Emission Reduction and Emission Management Program

ii. The $CO_2e$ emission reduction target for SH PNRE in 2024 was set at 1,771 $tCO_2e$, with a BAU emission load of 835,162 $tCO_2e$ (2022 baseline). Through various decarbonization initiatives, the realized reduction as of December 2024 reached 12,166.65 $tCO_2e$, achieving 687% of the set target.

iii. Water & Waste Program

The Water & Waste Program is an ESG initiative focused on sustainable waste and water resource management in company operations or projects. This program includes efforts to reduce, recycle, and manage solid, and liquid waste, as well as optimize water usage, prevent water pollution, and ensure the availability of clean water for the environment and surrounding communities. Program implementation includes:

1). Monitoring the use of Pertamina Water Risk Assessment Tools. These tools have been developed and approved for use in Pertamina NRE Group areas, including: PLTBg Sei Mangkei, JSP, and PGE areas (Lahendong, Kamojang, Karaha, Sibayak, Lumut Balai, Ulubelu).

2). Organic waste composting program at PLTBg Sei Mangkei, where 216 kg of organic waste was composted (January – December 2024). Additional composting programs have also been carried out in PGE areas.

iv. PROPER & PERCA

PROPER (Program for Company Performance Rating in Environmental Management) is a program developed by the Ministry of Environment and Forestry (KLHK) to evaluate and monitor corporate performance in environmental management. The objective of PROPER is to encourage companies to

PROPER bertujuan untuk mendorong Perusahaan meningkatkan kepatuhan terhadap regulasi lingkungan dan untuk mengadopsi praktik bisnis yang lebih ramah lingkungan. Keikutsertaan PNRE *Group* dalam PROPER diwakili oleh PGE Area Kamojang (meraih kategori EMAS), PGE Area Lahendong (meraih kategori HIJAU), PGE Area Karaha (meraih kategori HIJAU), PGE Area Ulubelu (meraih kategori EMAS), PGE Area Lumut Balai (meraih kategori BIRU). Melalui PROPER diharapkan dapat memastikan pemenuhan kriteria *beyond compliance* dan mampu mengembangkan program inovasi sosial.

Bagi Anak Perusahaan yang tidak dimasukan dalam program Penilaian PROPER, maka compliance lingkungan akan dipastikan melalui Program PERCA (Pertamina *Environment Regulation Compliance Assurance*) untuk membebastikan status pemenuhan terhadap peraturan lingkungan yang berbasis dengan penilaian PROPER Tingkat maksimum Biru. Adapun Lokasi PNRE *Group* yang dinilai dengan PERCA adalah PT JSP, PLTBg Sei Mangkei dan PGE Area Sibayak dengan hasil penilaian masuk dalam kategori Biru.

improve compliance with environmental regulations and adopt more environmentally friendly business practices. PNRE Group's participation in PROPER is represented by PGE Kamojang Area (achieved GOLD category), PGE Lahendong Area (achieved GOLD category), PGE Karaha Area (achieved GREEN category), PGE Ulubelu Area (achieved GOLD category), and PGE Lumut Balai Area (achieved BLUE category). Through PROPER, the goal is to ensure fulfillment of beyond-compliance criteria and the development of social innovation programs. For subsidiaries not included in the PROPER assessment program, environmental compliance is ensured through the PERCA (Pertamina Environmental Compliance) Program, which verifies compliance status based on PROPER assessment standards, with a maximum rating of Blue. The PNRE Group locations assessed under PERCA are PT JSP, PLTBg Sei Mangkei, PGE Sibayak Area with the assessment result falling into the Blue category.

v. Pemenuhan Perizinan Lingkungan

Pemenuhan perizinan lingkungan dilakukan mulai dari tahapan *project* maupun saat kegiatan operasi berlangsung sesuai dengan persyaratan yang berlaku. Untuk mendukung pengembangan bisnis PNRE *Group*, maka dilakukan upaya untuk pemenuhan terhadap perizinan lingkungan melalui Penyusunan dokumen Lingkungan (AMDAL/ UKL-UPL) pada TW IV tahun 2024 sebagai berikut:

v. Environmental Permit Compliance

Environmental permit compliance is carried out from the project development stage through to operational activities, in accordance with applicable requirements. To support the business development of the PNRE Group, efforts have been made to fulfill environmental permit compliance through the preparation of environmental documents (AMDAL/ UKL-UPL) in Q4 2024 as follows:

| *Project* | *Remark* | **Keterangan**<br>Description |
|---|---|---|
| UKL UPL Kotamobagu | UKL UPL | Persetujuan Lingkungan Terbit<br>Environmental Approval Issued |
| Hidrogen/HRS | Pilot Project | Surat Arahan dari PDLUK - KLH Telah Terbit<br>Directive Letter from PDLUK - Ministry of Environment and Forestry Issued |
| Tahap 1 Thermal & Renewable Power Plant Minas Rokan<br>Phase 1 of Thermal & Renewable Power Plant Minas Rokan | AMDAL | Persetujuan Lingkungan Terbit<br>Persetujuan Teknis (PERTEK) Emisi<br>Environmental Approval Issued<br>Technical Approval (PERTEK) for Emissions |
| Tahap 2 CCGT & Cogen Duri Stem Flood<br>Phase 2 of CCGT & Cogen Duri Stem Flood | AMDAL | Persetujuan Lingkungan Terbit<br>Persetujuan Teknis (PERTEK) Emisi<br>Environmental Approval Issued<br>Technical Approval (PERTEK) for Emissions |
| Geothermal Kamojang | | Revisi Persetujuan Lingkungan<br>Revision of Environmental Approval |
| Hydrogen Plaju dan Flare to Power Balongan<br>Hydrogen Plaju and Flare to Power Balongan | AMDAL | Penyiapan Konsultan Dokumen Lingkungan<br>Preparation of Environmental Document Consultant |

vi. *Biodiversity*

Salah satu bentuk pelaksanaan program *Biodiversity* adalah penyusunan *Biodiversity Action Plan* (BAP) yang merupakan dokumen strategis untuk menguraikan langkah-langkah konkret yang harus diambil guna melestarikan, melindungi, dan memulihkan keanekaragaman hayati salah satunya

vi. Biodiversity

One of the initiatives under the Biodiversity Program is the development of a Biodiversity Action Plan (BAP), a strategic document outlining concrete steps to conserve, protect, and restore biodiversity, including in the PGE Kamojang Area. The BAP for PGE Kamojang Area was conducted by IPB from

di PGE Area Kamojang. BAP PGE Area Kamojang dilakukan oleh IPB pada 25-30 Juni 2024 berupa survei Sosekbud, Biota, Flora& Fauna.

vii. M & A

Untuk mendukung pelaksanaan bisnis perusahaan, aspek HSSE-Enviroment masuk dalam evaluasi *Merger & Acqusition* (M&A), di tahun 2024 telah dilakukan evaluasi kinerja HSSE, pemenuhan compliance aspek HSSE serta kesisteman di kegiatan PLTS, Bioetanol dan PLTB, dengan kegiatan sebagai berikut: Persiapan *Feasibility Study Report*; Penyusunan FS *Project; Checkpoint of FS Document & Discussion on Technical Assumptions*; *Review* Draft TDD; *Gate Review* Proyek Braga; Internal Stream Teknis untuk Dokumen FS; dan Penyusunan FS Project HSSE.

e. ESG *Implementation*

Untuk mengintegrasikan prinsip-prinsip Environmental (Lingkungan), Social (Sosial), dan Governance (Tata Kelola) dalam operasional dan strategi bisnis PNRE *Group* maka sampai dengan Desember 2024 Subholding PNRE telah melakukan pendataan terhadap *Environmental Excellence* (PROPER dan PERCA) serta *ESG Charter Environment* yang memuat *ESG Charter Climate, ESG Charter Biodiversity, ESG Charter Water, ESG Charter Waste* dan Beban Emisi *(Emission Management).*
Untuk mengevaluasi kinerja Pertamina NRE group berdasarkan faktor-faktor Environmental (Lingkungan), Social (Sosial), dan Governance (Tata Kelola), maka dilakukan pengukuran ESG rating terhadap PT PGE dan PT PPI.

PT Pertamina Geothermal Energy Tbk (PGE) meraih peringkat pertama ESG *Risk Rating Global* dari *Sustainalytics* dengan skor 7.1, masuk dalam kategori "*Negligible Risk*" atau risiko yang dapat diabaikan. Prestasi ini menempatkan PGE sebagai perusahaan dengan risiko ESG terendah di sub-sektor energi terbarukan dan industri utilitas global. Sedangkan ESG *rating* PT PPI oleh MSCI meraih predikat BBB.

f. *Asset Integrity*

i. *Integrity Status*

June 25 to 30, 2024, and included surveys on socio-cultural aspects, biota, flora, and fauna.

vii. Mergers & Acquisitions (M&A)

To support the company's business operations, HSSE-Environment aspects are included in the evaluation process of Mergers & Acquisitions (M&A). In 2024, evaluations were carried out on HSSE performance, compliance fulfillment, and system integration in activities related to solar power plants (PLTS), bioethanol, and wind power (PLTB), through the following activities: Preparation of the Feasibility Study Report; Development of Project FS; Checkpoint of FS Document & Discussion on Technical Assumptions; Review of Draft Technical Due Diligence (TDD); Project Braga Gate Review; Internal Technical Stream for FS Documents ; and Preparation of HSSE Project Feasibility Study.

e. ESG Implementation

To integrate Environmental, Social, and Governance (ESG) principles into the operations and business strategy of the PNRE Group, by December 2024, Subholding PNRE has completed data collection on Environmental Excellence (PROPER and PERCA) as well as the ESG Charter Environment, which includes ESG Charter Climate, ESG Charter Biodiversity, ESG Charter Water, ESG Charter Waste, and Emission Management.

To evaluate the ESG performance of Pertamina NRE Group based on Environmental, Social, and Governance factors, ESG ratings have been conducted for PT PGE and PT PPI.

PT Pertamina Geothermal Energy Tbk (PGE) achieved the top global ESG Risk Rating from Sustainalytics with a score of 7.1, falling under the "Negligible Risk" category. This achievement positions PGE as the company with the lowest ESG risk in the renewable energy sub-sector and the global utilities industry.
Meanwhile, the ESG rating of PT PPI by MSCI received a grade of BBB.

f. Asset Integrity

i. Integrity Status

| Status | Des 24 | Target Des 24 |
|---|---|---|
| Low | - | 15 |
| Medium | 60 | 267 |
| High | 26.981 | 26.759 |
| **Criticality** | **Des 24** | **Target Des 24** |
| SECE | - | 1 |
| PCE | - | 4 |
| Important | - | 10 |
| Total | - | 15 |

*SECE: Safety & Environment Critical Equipment
PCE: Production Critical Equipment.

ii. Sertifikasi
Saat ini jumlah Sertifikat SKPP peralatan *expired* sebanyak dua peralatan di PGE area Bukit Daun. Inspeksi dan resertifikasi 2 aset di Bukit Daun akan disesuaikan dengan rencana uji produksi pada proyek di Bukit Daun.

iii. Anggaran Biaya Operasi Program Asset Integrity
Realisasi anggaran ABO *Asset Integrity* periode YTD Desember 2024 sebesar USD12,36 juta dari rencana RKAP USD16,45 juta serta *gap* sebesar USD4,09 juta atau kurang 25% dari RKAP. Realisasi anggaran ABO *Asset Integrity* mencapai 75% dibawah target serapan 85%, hal ini dikarenakan adanya penyesuaian kegiatan *plant shutdown Minor Inspection* (MI) di LMB-1 dengan EPCC LMB-2 sehingga dijadwalkan pada tahun 2025.

iv. Pencapaian KPI dan Program Kerja *Asset Intergrity*
Pencapaian KPI *Asset Integrity* sebesar 110% pada Triwulan IV (TW IV) lebih baik dari target sebesar 100%.

## Audit Internal

Audit Internal merupakan unit kerja independen yang melakukan kegiatan audit di Perusahaan untuk memberikan keyakinan (*assurance*) dan konsultasi yang bersifat independen dan objektif terkait dengan pengelolaan risiko, pengendalian internal, dan proses tata kelola perusahaan untuk meningkatkan nilai tambah dan efektivitas operasional Perusahaan. Internal Audit PNRE memiliki 4 (empat) peran dan fungsi, yaitu:

1. *Assurance provider*
   Melakukan pengawasan dengan menentukan subjek audit yang sesuai dengan visi dan misi Perusahaan sehingga dapat meningkatkan efektivitas pengendalian internal Perusahaan.
2. *Problem solver*
   Melakukan analisis atas suatu permasalahan dan memberikan rekomendasi tindakan solutif dan korektif yang dapat menghilangkan penyebab utama.
3. *Trusted advisor*
   Memberikan nilai tambah atas proses bisnis di Perusahaan melalui rekomendas-rekomendasi yang bersifat strategis guna mempercepat pencapaian target Perusahaan.
4. *Insight generator*
   Secara proaktif memberikan rekomendasi yang berperan dalam proses perbaikan dan meminimalisasi risiko dalam upaya-upaya pencapaian target Perusahaan.

ii. Certification
Currently, there are two pieces of equipment with expired SKPP certificates in the PGE Bukit Daun Area. Inspection and recertification of these two assets will be aligned with the planned production testing schedule for the Bukit Daun project.

iii. Operating Budget for Asset Integrity Program
The realization of the Asset Integrity ABO (Annual Budget Operations) as of YTD December 2024 was USD 12.36 million out of the RKAP (Work Plan and Budget) target of USD 16.45 million, resulting in a gap of USD 4.09 million or 25% below the RKAP. The budget realization reached 75%, which is below the 85% absorption target. This was due to the adjustment of the Minor Inspection (MI) plant shutdown activities in LMB-1, which were rescheduled to align with the EPCC LMB-2 project in 2025.

iv. Asset Integrity Work Program and KPI Achievement
The KPI achievement for Asset Integrity reached 110% in the fourth quarter (Q4), surpassing the target of 100%.

## Internal Audit

Internal Audit is an independent work unit that conducts audits within the Company to provide independent and objective assurance and consulting services related to risk management, internal control, and corporate governance processes. Its purpose is to enhance value and improve the effectiveness of the Company's operations. PNRE Internal Audit has four key roles and functions:

1. Assurance provider
   Conducts oversight by selecting audit subjects aligned with the Company's vision and mission to improve the effectiveness of internal controls.
2. Problem solver
   Analyzes issues and provides corrective and solution-oriented recommendations to eliminate root causes.
3. Trusted advisor
   Adds value to business processes through strategic recommendations that accelerate the achievement of the Company's targets.
4. Insight generator
   Proactively offers recommendations that contribute to continuous improvement and risk minimization in the Company's efforts to achieve its objectives.

## Profil Chief Audit Executive



**Wildan Perawira Hutama**
*Chief Audit Executive*
Menjabat sejak 1 Maret 2023
Chief Audit Executive
In office since March 1, 2023

**Data Pribadi**
Warga Negara Indonesia
Usia 47 tahun
Domisili Bandung, Jawa Barat, Indonesia

**Dasar Hukum Pengangkatan**
Surat Keputusan Direksi No. SKMJ-00032/K20000/2023-S8 tanggal 28 Februari 2023.

**Riwayat Pendidikan**
1. *Master of Business Administration* bidang Keuangan, Universitas Gadjah Mada (2017).
2. Sarjana (S1) Teknik Industri, Universitas Pasundan (1999).

**Riwayat Pekerjaan**
1. *Chief Audit Executive*, PT Pertamina Power Indonesia (2023-sekarang).
2. Komite Audit PT Pertamina Lubricants (2022-sekarang).
3. *Chief Audit Executive*, PT Pertamina Hulu Indonesia (2021-2023).
4. *Manager Audit Investigation,* PT Pertamina Persero (2018-2021).
5. *Chief Internal Audit*, PT Pertamina Lubricants (2014-2018).
6. *Senior Auditor Marketing, Refinery, Upstream, and Investigation*, PT Pertamina Persero (2011-2014).
7. *Auditor of Marketing, Refinery, Upstream, and Investigation*, PT Pertamina Persero (2003-2011).
8. *Marketing Planning Control,* PT Panasia Filament Inti (1999-2001).

**Sertifikasi Profesi**
1. *Certified Internal Audit Executive* (CIAE), BPKP (2022)
2. *Loop Certified Corporate Coach*, LOOP Institute of Coaching (2022)
3. *Oxygen Forensic Certified Examiner* (OFCE), Bounga Solusi Informatika (2019)
4. *Certified Forensic Auditor* (CfrA), BPKP (2017)
5. *Certified Fraud Examiner* (CFE), Association of Certified Fraud Examiners (ACFE), (2009)
6. *Qualified Internal Auditor* (QIA), Institute of Internals Auditor (2007)

**Personal Data**
Indonesian Citizen
47 years old
Based in Bandung, West Java, Indonesia

**Legal Basis of Appointment**
Board of Directors Decree No. SKMJ-00032/K20000/2023-S8 dated February 28, 2023.

**Education**
1. Master of Business Administration in Finance, Universitas Gadjah Mada (2017).
2. Bachelor of Industrial Engineering, Universitas Pasundan (1999).

**Work Experience**
1. Chief Audit Executive, PT Pertamina Power Indonesia (2023-present).
2. Audit Committee PT Pertamina Lubricants (2022-present).
3. Chief Audit Executive, PT Pertamina Hulu Indonesia (2021-2023).
4. Manager Audit Investigation, PT Pertamina Persero (2018-2021).
5. Chief Internal Audit, PT Pertamina Lubricants (2014-2018).
6. Senior Auditor Marketing, Refinery, Upstream, and Investigation, PT Pertamina Persero (2011-2014).
7. Auditor of Marketing, Refinery, Upstream, and Investigation, PT Pertamina Persero (2003-2011).
8. Marketing Planning Control, PT Panasia Filament Inti (1999-2001).

**Professional Certification**
1. Certified Internal Audit Executive (CIAE), BPKP (2022)
2. Loop Certified Corporate Coach, LOOP Institute of Coaching (2022)
3. Oxygen Forensic Certified Examiner (OFCE), Bounga Solusi Informatika (2019)
4. Certified Forensic Auditor (CfrA), BPKP (2017)
5. Certified Fraud Examiner (CFE), Association of Certified Fraud Examiners (ACFE) (2009)
6. Qualified Internal Auditor (QIA), Institute of Internals Auditor (2007)

## Struktur Organisasi

Secara struktural, organisasi Internal Audit berada langsung di bawah Direktur Utama dan dipimpin oleh seorang *Chief Audit Executive* yang didukung 5 (lima) orang pekerja yaitu:

1. 1 (satu) orang *Manager Internal Audit Operation & Infrastructure*.
2. 1 (satu) orang *Manager Internal Audit Finance & Business Support*.

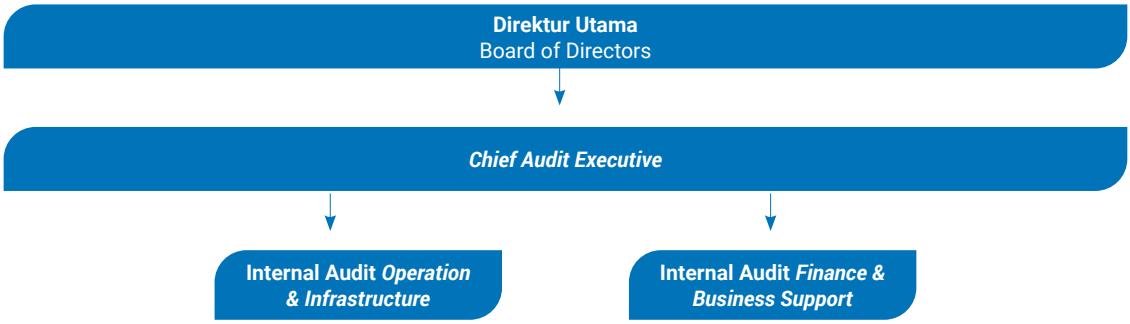
## Organization Structure

The Internal Audit organization operates under the direct supervision of the Chief Executive Officer and is led by a Chief Audit Executive, supported by five (5) team members:

1. One (1) Manager Internal Audit Operation & Infrastructure.
2. One (1) Manager Internal Audit Finance & Business Support.

3. 1 (satu) orang *Auditor I Internal* Audit *Finance & Business Support*.
4. 1 (satu) orang *Jr. Analyst I Internal Audit Operation & Infrastructure*.
5. 1 (satu) orang *Jr. Analyst II Internal Audit Operation & Infrastructure*.

3. One (1) Auditor I Internal Audit Finance & Business Support.
4. One (1) Jr. Analyst I Internal Audit Operation & Infrastructure.
5. One (1) Jr. Analyst II Internal Audit Operation & Infrastructure.




Sesuai dengan Piagam Internal Audit yang dimiliki Perusahaan, fungsi audit internal di lingkup PNRE berada langsung di bawah Direktur Utama. Untuk dapat menjaga independensinya, *Chief Audit Executive* PNRE diusulkan oleh PT Pertamina (Persero) selaku entitas induk sekaligus *Holding* BUMN Migas dengan persetujuan Dewan Komisaris Perusahaan. Dalam menjalankan perannya, *Chief Audit Executive* PNRE berkoordinasi dengan Dewan Komisaris dan/atau Komite Audit Perusahaan serta audit internal PT Pertamina (Persero). Hal ini dilakukan agar audit internal di lingkup PNRE independen dan bebas dari tekanan Direksi.

In accordance with the Internal Audit Charter of the Company, the internal audit function within PNRE is directly under the President Director. To maintain its independence, the Chief Audit Executive of PNRE is proposed by PT Pertamina (Persero) as the parent entity and Holding of the State-Owned Oil and Gas Company, with the approval of the Company's Board of Commissioners. In carrying out its role, the Chief Audit Executive of PNRE coordinates with the Board of Commissioners and/or the Audit Committee of the Company, as well as the internal audit of PT Pertamina (Persero). This is done to ensure that the internal audit within PNRE remains independent and free from pressure from the Board of Directors.

## Sertifikasi Profesi Audit Internal

Fungsi Internal Audit terdiri dari personil yang kompeten dan berkualitas sebagai auditor sehingga seluruh tugas dan tanggung jawab Internal Audit dapat terlaksana dengan baik. Pada tahun 2024, sertifikasi sebagai profesi Internal Audit yang dimiliki setiap personil adalah sebagai berikut ini.

## Internal Audit Professional Certification

The Internal Audit function is composed of competent and qualified personnel, ensuring that all Internal Audit duties and responsibilities are effectively carried out. As of 2024, the professional certifications held by each Internal Audit personnel are as follows:

| No | Jenis Sertifikasi<br>Certification | Jumlah Pekerja Audit Internal yang Memiliki<br>Number of Internal Audit team Certified |
|---|---|---|
| 1 | *Qualified Internal Auditor* (QIA) | 4 |
| 2 | *Certified Fraud Examiner* (CFE) | 2 |
| 3 | *Certified Forensic Auditor* (CFrA) | 2 |
| 4 | *Certified Risk Professional* (CRP) | 1 |
| 5 | *Certified Ethical Hacker* (CEH) | 1 |
| 6 | *Certified Hacking Forensic Investigation* (CHFI) | 1 |
| 7 | *Oxygen Forensic Certified Examiner* (OFCE) | 1 |
| 8 | *Certified Internal Audit Executive* (CIAE) | 2 |
| 9 | *Loop Certified Corporate Coach* | 1 |
| 10 | *Certified Information System Auditor* (CISA) | 1 |
| 11 | *Drilling Certificate (Derrickman for Land Rig)* | 1 |

## Internal Audit Charter

Audit Internal dalam menjalankan fungsi, tugas, dan tanggung jawabnya mengacu pada *Internal Audit Charter* atau Piagam Audit Internal yang telah ditandatangani oleh Komisaris Utama dan Direktur Utama pada 17 Juni 2021. Piagam Audit Internal disusun sebagai pedoman bagi Fungsi Audit Internal dalam melaksanakan kewenangan, tugas, dan tanggung jawabnya secara independen, objektif, dan dapat dipertanggungjawabkan, sehingga dapat diterima oleh semua pihak yang berkepentingan.

Hal-hal yang termuat dalam *Internal Audit Charter* meliputi:

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
10. Standar Pelaksanaan Internal Audit

## Independensi

1. *Chief Audit Executive* dan seluruh staf Internal Audit dilarang terlibat dalam kegiatan operasional Perusahaan yang dapat mengganggu independensi pelaksanaan tugasnya.
2. *Chief Audit Executive* dan seluruh staf Internal Audit wajib menjaga sikap tidak memihak, menghindari konflik kepentingan, objektif dalam menjalankan penugasan dan mengungkapkan jika terjadi potensi konflik kepentingan dan gangguan terhadap independensi.
3. Auditor yang direkrut dari Fungsi Bisnis PT Pertamina Power Indonesia (selaku Subholding Power & NRE), dan Anak Perusahaan Subholding Power & NRE dapat melakukan audit di fungsi bisnis sebelumnya minimal 1 (satu) tahun sejak kepindahannya ke Fungsi Internal Audit.
4. *Chief Audit Executive* menyampaikan kepada Direktur Utama/Komite Audit/Komisaris Utama jika terdapat intervensi dalam penentuan lingkup audit, pelaksanaan audit, dan pelaporan hasil audit.
5. *Chief Audit Executive* dapat berkomunikasi dan berinteraksi langsung dengan Dewan Komisaris dan Komite Audit, tanpa kehadiran Manajemen.

## Tugas dan Tanggung Jawab Internal Audit

Ruang lingkup penugasan Internal Audit meliputi pengujian dan evaluasi atas kecukupan dan efektivitas pengendalian internal, manajemen risiko, dan proses tata kelola perusahaan, serta kualitas kinerja pelaksanaan tugas dan tanggung jawab dalam mencapai tujuan dan sasaran Perusahaan. Ruang lingkup tersebut dilaksanakan terhadap seluruh area dan kegiatan operasional serta bisnis Perusahaan untuk meyakinkan antara lain:

## Internal Audit Charter

In carrying out its functions, duties, and responsibilities, Internal Audit refers to the Internal Audit Charter, which was signed by the President Commissioner and Chief Executive Officer on June 17, 2021. The Internal Audit Charter serves as a guideline for the Internal Audit function in executing its authority, duties, and responsibilities independently, objectively, and accountably, ensuring acceptance by all relevant stakeholders.

The Internal Audit Charter includes the following key aspects:

1. Vision
2. Mission
3. Objectives
4. Scope
5. Core Principles of Internal Audit
6. Position of Internal Audit
7. Independence
8. Authority
9. Duties and Responsibilities
10. Internal Audit Implementation Standards

## Independence

1. The Chief Audit Executive and all Internal Audit staff are prohibited from engaging in the Company's operational activities that could compromise the independence of their duties.
2. The Chief Audit Executive and all Internal Audit staff must maintain impartiality, avoid conflicts of interest, remain objective in carrying out assignments, and disclose any potential conflicts of interest or threats to independence.
3. Auditors recruited from the Business Function of PT Pertamina Power Indonesia (as Subholding Power & NRE) or its subsidiaries may conduct audits in their previous business function only after a minimum period of one (1) year since their transfer to the Internal Audit Function.
4. The Chief Audit Executive must report to the Chief Executive Officer, Audit Committee, or President Commissioner if there is any intervention in determining the audit scope, audit execution, or audit reporting.
5. The Chief Audit Executive has the right to communicate and interact directly with the Board of Commissioners and the Audit Committee without management's presence.

## Duties and Responsibilities of Internal Audit

The scope of Internal Audit assignments includes testing and evaluating the adequacy and effectiveness of internal controls, risk management, corporate governance processes, and the quality of performance in carrying out duties and responsibilities to achieve the Company's objectives. This scope applies to all areas and operational activities of the Company to ensure, among other things:

1. Regulasi yang berpengaruh signifikan pada Perusahaan telah dipatuhi.
2. Tindakan pekerja telah mematuhi kebijakan, standar, prosedur, dan hukum yang berlaku.
3. Interaksi antar unit kerja internal dan eksternal terlaksana secara akuntabel dan berada dalam koridor tata kelola yang berlaku.
4. Risiko diidentifikasi dan dimitigasi dengan baik.
5. Program, rencana kerja, dan tujuan telah tercapai secara efektif.
6. Kualitas pengendalian internal selalu diperbaiki secara berkesinambungan.
7. Informasi finansial, manajerial, dan operasional yang signifikan terlah tersedia secara akurat, dapat diandalkan, dan tepat waktu.
8. Sumber daya diperoleh secara ekonomis, digunakan secara efisien, dan dilindungi secara memadai.
9. Aspek bisnis telah dikelola secara baik dan optimum.

1. Regulations that significantly impact the Company have been complied with.
2. Employee actions adhere to applicable policies, standards, procedures, and laws.
3. Interactions between internal and external units are conducted in an accountable manner and within the governance framework.
4. Risks are properly identified and mitigated.
5. Programs, work plans, and objectives have been effectively achieved.
6. The quality of internal control is continuously improved.
7. Significant financial, managerial, and operational information is available accurately, reliably, and in a timely manner.
8. Resources are acquired economically, used efficiently, and adequately protected.
9. Business aspects are well-managed and optimized.

## Program Peningkatan Kompetensi

Untuk meningkatkan kompetensi dalam hal pengetahuan dan pemahaman dalam membantu pelaksanaan tugasnya, sepanjang 2024 *Chief Audit Executive* telah mengikuti program pengembangan kompetensi dalam bentuk seminar, *workshop*, atau program pelatihan dan pendidikan lainnya, antara lain:

## Competency Development Program

To improve knowledge and understanding in supporting the execution of its duties, throughout 2024, the Chief Audit Executive participated in various competency development programs in the form of seminars, workshops, or other training and educational programs, including:

| No | Nama Pelatihan<br>Training | Tanggal<br>Date | Penyelenggara<br>Organizer | Tempat<br>Location |
|---|---|---|---|---|
| 1 | *Internal Control Over Financial Report* | 26-28 Agustus 2024<br>August 26-28, 2024 | Pertamina Corporate University | Bandung |
| 2 | *Fraud Awareness – Ignite Clean Energy Through Anti-Fraud Culture and Whistle Blowing System* | 5 November 2024<br>November 5, 2024 | Internal Audit SH PNRE | Jakarta |
| 3 | Seminar Nasional Internal Audit<br>Internal Audit Seminar National | 5-7 Desember 2024<br>December 5-7, 2024 | Yayasan Pendidikan Internal Audit | Bali |
| 4 | *Fundamental Behaviour Based Safety* | 31 Desember 2024<br>December 31, 2024 | Pertamina Corporate University | *Online* |
| 5 | Perilaku Hidup Sehat<br>Healthy Living Behavior | 31 Desember 2024<br>December 31, 2024 | Pertamina Corporate University | *Online* |

Dalam rangka terus membangun kapabilitas dan kompetensi Internal Audit, personel Internal Audit berpartisipasi dalam berbagai pelatihan dan ujian sertifikasi. Pelatihan yang diikuti selama tahun 2024 adalah sebagai berikut:

In order to continuously build the capabilities and competencies of Internal Audit, Internal Audit personnel participated in various training sessions and certification exams. The training attended during 2024 are as follows:

| No | Nama Pelatihan<br>Training | Tanggal<br>Date | Personel<br>Personnel |
|---|---|---|---|
| 1 | *Data Science Workshop: Using Python for Machine Learning* | 9-12 Januari 2024<br>January 9-12, 2024 | 1 |
| 2 | *Auditing ERM Framework & Implementation Series 1 dan 2*<br>Auditing ERM Framework & Implementation Series 1 and 2 | 23 Januari 2024<br>January 23, 2024 | 1 |
| 3 | *Leadership HSSE for Asisten Manager* | 29-30 Januari 2024<br>January 29-30, 2024 | 1 |
| 4 | *Finance for Non Finance* | 29-30 Januari 2024<br>January 29-30, 2024 | 3 |
| 5 | *Fraud Awareness* | 17 April 2024<br>April 17, 2024 | 1 |

| No | Nama Pelatihan<br>Training | Tanggal<br>Date | Personel<br>Personnel |
|---|---|---|---|
| 6 | *Leadership* HSSE for Asisten Manager | 29-30 April 2024<br>April 29-30, 2024 | 1 |
| 7 | Persiapan Sertifikasi CFE (Lanjutan)<br>CFE Certification Preparation (Advanced) | 27-31 Mei 2024<br>May 27-31, 2024 | 1 |
| 8 | Pembekalan Auditor Internal SMKB PT PPI & PIS - ISO 22301:2019 – BCMS<br>Briefing for Internal Auditor SMKB PT PPI & PIS - ISO 22301:2019 - BCMS | 12 Juli 2024<br>July 12, 2024 | 1 |
| 9 | *Internal Control Over Financial Report* | 26-28 Agustus 2024<br>August 26-28, 2024 | 5 |
| 10 | *Asian Confederation of Institutes of Internal Auditors* | 28-29 Agustus 2024<br>August 28-29, 2024 | 1 |
| 11 | *Presentation Skills with High Impact* | 7-8 November 2024<br>November 7-8, 2024 | 1 |
| 12 | Seminar Nasional Internal Audit<br>National Seminar on Internal Audit | 5-7 Desember 2024<br>December 5-7, 2024 | 1 |
| 13 | *Fundamental Behaviour Based Safety* | 31 Desember 2024<br>December 31, 2024 | 3 |
| 14 | Perilaku Hidup Sehat | 31 Desember 2024<br>December 31, 2024 | 3 |

## Pelaksanaan Kegiatan Internal Audit

Sepanjang tahun 2024, Fungsi Internal Audit melaksanakan beberapa kegiatan yang terdiri dari kegiatan *assurance*, *consulting*, *counterpartying*, dan *monitoring* tindak lanjut dengan rincian sebagaimana berikut:

1. Melaksanakan masing-masing 3 (tiga) penugasan *assurance* yang terdiri dari penugasan *Annual Audit Plan* (AAP) dan *Non-Annual Audit Plan*:
   a. Penugasan AAP
      i. Audit atas Operasional & *Maintenance* Fasilitas Pembangkitan.
      ii. Audit atas Pengelolaan Sumber Daya Manusia (SDM).
      iii. Audit atas Aktivitas Pengembangan Bisnis.
   b. Penugasan Non-AAP
      i. Audit atas Implementasi Sistem Manajemen Anti Penyuapan 2023.
      ii. *Review* Kontrak Kerja Sama Tenaga Alih Daya *Driver*. *Review* terhadap Penilaian Indeks Kematangan Risiko (*Risk Maturity Index*) tahun 2023.
2. Melaksanakan 60 (enam puluh) konsultasi/*insight*, dan melaksanakan pendampingan terhadap proyek-proyek strategis meliputi *Nature Ecosystem Based Solution*, Pengelolaan dan Penyediaan Pembangkit Tenaga Listrik Rendah Karbon di Lingkungan SH Refining & Petrochemical, Kelistrikan Rokan, Bioethanol, dan Proyek Palawan.
3. Melaksanakan 6 (enam) *counterpartying* yaitu:
   a. Pemeriksaan oleh Badan Pemeriksa Keuangan (BPK) terhadap kinerja pendahuluan atas kegiatan manajemen aset pada PT Pertamina (Persero), *Subholding*, Anak Perusahaan, dan instansi terkait lainnya.
   b. Pemeriksaan oleh BPK terhadap kinerja dalam mendukung pembangunan energi berkelanjutan tahun 2020 s.d. semester I tahun 2024 di PNRE.

## Implementation of Internal Audit Activities

Throughout 2024, the Internal Audit function carried out several activities, consisting of assurance, consulting, counterparty, and follow-up monitoring activities, with the details as follows:

1. Conducted three (3) assurance assignments, consisting of assignments from the Annual Audit Plan (AAP) and Non-Annual Audit Plan:
   a. AAP Assignments
      i. Audit on Operations & Maintenance of Generation Facilities.
      ii. Audit on Human Resource (HR) Management.
      iii. Audit on Business Development Activities.
   b. Non-AAP Assignments
      i. Audit on the Implementation of the Anti-Bribery Management System 2023.
      ii. Review of Outsourced Driver Service Contracts.
      iii. Review of Risk Maturity Index Assessment for 2023.
2. Conducted 60 (sixty) consultations/insights and provided support for strategic projects, including the Nature Ecosystem Based Solution, Management and Provision of Low-Carbon Power Plants within the SH Refining & Petrochemical Environment, Electricity in Rokan, Bioethanol, and Palawan Project.
3. Conducted 6 (six) counterparty activities, namely:
   a. Examination by the Audit Board of Indonesia (BPK) on the preliminary performance of asset management activities at PT Pertamina (Persero), Subholding, subsidiaries, and other related agencies.
   b. Examination by BPK on the performance supporting sustainable energy development from 2020 to the first half of 2024 at PNRE.

c. Reviu Badan Pengawasan Keuangan dan Pembangunan (BPKP) terhadap Proyek *Bioethanol* di PNRE.
d. Reviu BPKP terhadap Proyek Palawan di PNRE.
e. Implementasi *Internal Control over Financial Reporting* (ICoFR) *full cycle*.
f. Jasa Audit atas Laporan Keuangan Konsolidasian PNRE Tahun Buku 2024 oleh KAP Purwantono, Sungkoro & Surja – Ernst & Young.

4. Melaksanakan *monitoring* terhadap tindak lanjut rekomendasi audit dengan rincian sebagai berikut:

c. Review by Financial and Development Supervisory Board (BPKP) on the Bioethanol Project at PNRE.
d. Review by BPKP on the Palawan Project at PNRE.
e. Implementation of Internal Control over Financial Reporting (ICoFR) full cycle.
f. Audit services for the Consolidated Financial Statements of PNRE for the fiscal year 2024 by KAP Purwantono, Sungkoro & Surja – Ernst & Young.

4. Conducted monitoring of the follow-up on audit recommendations with the following details:

| **Rekomendasi Hasil Audit**<br>Audit Recommendations | **Jumlah Rekomendasi**<br>Number of Recommendations | **Rekomendasi Closed**<br>Recommendation Closed | **Rekomendasi Not Overdue**<br>Recommendation Not Overdue |
|---|---|---|---|
| Audit Internal<br>Internal Audit | 127 | 65 | 62 |
| Audit Eksternal<br>External Audit | 3 | 1 | 2 |

Dalam menjalankan fungsinya sebagai audit internal, *Chief Audit Executive* PNRE merupakan peserta aktif di setiap rapat Direksi maupun rapat Dewan Komisaris. Rapat yang dihadiri oleh CAE dengan Direksi, Dewan Komisaris maupun dengan Komite lain selama tahun 2024 adalah sebagai berikut.

In performing its function as internal audit, the Chief Audit Executive of PNRE actively participates in every Board of Directors meeting as well as Board of Commissioners meeting. In addition, meetings held by the Company's Audit Committee also consistently invite the Chief Audit Executive as a participant.

**Rapat CAE dengan Dekom, Direksi, dan antar Komite selama tahun 2024**
CAE Meetings with the Board of Commissioners, Board of Directors, and Inter-Committee during 2024

| **No** | **Kategori**<br>Category | **Jumlah Rapat**<br>Number of Meetings |
|---|---|---|
| 1 | Rapat Direksi dan Dewan Komisaris<br>Board of Directors and Board of Commissioners Meeting | 11 |
| 2 | Rapat Direksi<br>Board of Directors Meeting | 32 |
| 3 | Steerco | 12 |
| 4 | KIMR | 15 |

Tentang agenda dan penyelenggaraan seluruh rapat yang diselenggarakan oleh Dewan Komisaris, Direksi, serta Komite Audit, dapat dilihat pada masing-masing bagian.

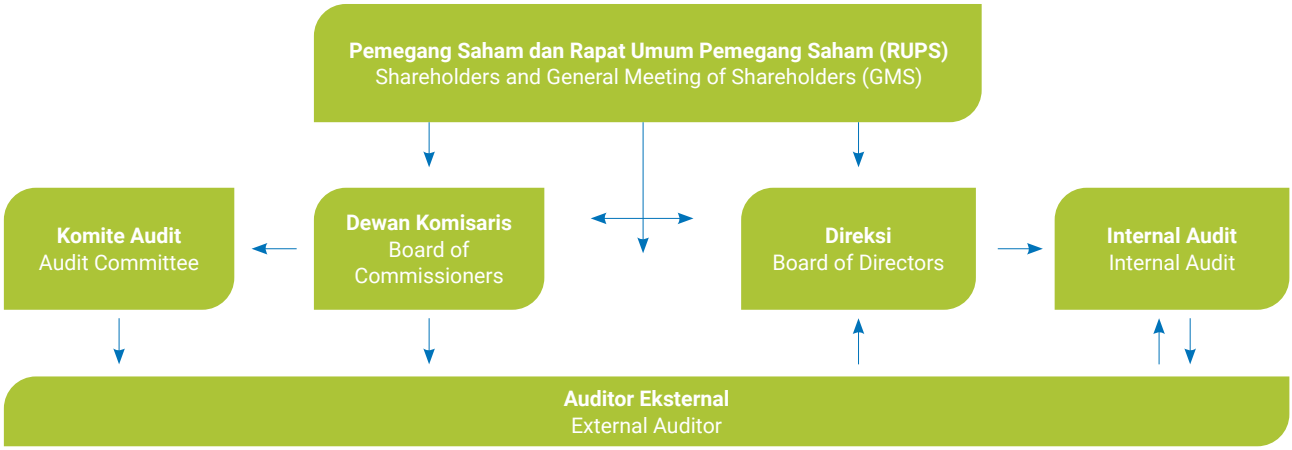
Details on the agendas and implementation of all meetings held by the Board of Commissioners, Board of Directors, and Audit Committee can be found in their respective sections.

# Audit Eksternal

## External Audit

Sesuai dengan Undang-undang RI No. 40 Tahun 2007 tentang Perseroan Terbatas, audit eksternal adalah sebuah tahapan di mana pemegang saham menggunakan hak dan wewenangnya untuk menunjuk seorang Akuntan Publik (AP) yang tersertifikasi secara formal untuk dapat melakukan audit dan memberikan penjaminan atas Laporan Keuangan Perusahaan. Hasil dari melakukan audit dan penjaminan ini akan menjadi dasar bagi pernyataan keuangan Perusahaan sesuai dengan Standar Akuntansi Indonesia (SAI).

In accordance with the Republic of Indonesia Law No. 40 of 2007 on Limited Liability Companies, an external audit is a stage where shareholders exercise their rights and authority to appoint a certified Public Accountant (PA) to conduct an audit and provide assurance on the Company's Financial Statements. The results of this audit and assurance will serve as the basis for the Company's financial statements in compliance with Indonesian Accounting Standards (SAI).




Berdasarkan RUPS Tahunan tahun buku 2023 yang diselenggarakan pada tanggal 6 Juni 2024, pemegang saham memberikan kuasa dan melimpahkan kewenangan kepada Dewan Komisaris untuk menetapkan KAP dalam melakukan atas Laporan Keuangan Perusahaan untuk yang berakhir pada tanggal 31 Desember 2024 pemeriksaan tahun buku berikut besaran nilai jasanya, sesuai ketentuan dan peraturan yang berlaku, dengan ketentuan bahwa KAP yang ditunjuk Perusahaan dikonsultasikan/dikoordinasikan terlebih dahulu dengan PT Pertamina (Persero).

Based on the Annual GMS for the fiscal year 2023, held on June 6, 2024, the shareholders authorized and delegated the authority to the Board of Commissioners to appoint a Public Accounting Firm (KAP) to conduct an audit of the Company's Financial Statements for the year ended December 31, 2024, including the determination of the service fee, in accordance with applicable laws and regulations. It was agreed that the appointed KAP should first be consulted/coordinated with PT Pertamina (Persero).

Menindaklanjuti hasil keputusan pemegang saham tersebut, Dewan Komisaris sepakat memberikan kuasa dan melimpahkan kewenangan kepada Direktur Utama untuk menetapkan KAP pelaksana Jasa Audit Laporan Keuangan PNRE 2024. Melalui Perjanjian Kerja Sama Jasa Audit Atas Laporan Keuangan Konsolidasian PT Pertamina Power Indonesia No. SP-001/PPI00200/2023-S0, Perusahaan telah menunjuk KAP Purwantono, Sungkoro & Surja untuk melakukan audit atas Laporan Keuangan Perusahaan untuk tahun buku yang berakhir pada tanggal 31 Desember 2024 dengan biaya jasa yang disepakati sebesar Rp838.500.000,00 (belum termasuk Pajak Pertambahan Nilai).

Following the shareholders' decision, the Board of Commissioners agreed to grant the authority and delegate the responsibility to the Chief Executive Officer to appoint the KAP responsible for performing the Financial Audit Services for the PNRE 2024 Financial Statements.Through the Audit Services Agreement for the Consolidated Financial Statements of PT Pertamina Power Indonesia No. SP-001/PPI00200/2023-S0, the Company has appointed Public Accounting Firm Purwantono, Sungkoro & Surja to audit the Company's Financial Statements for the fiscal year ended December 31, 2024, with an agreed service fee of Rp838,500,000.00 (excluding Value Added Tax).

Untuk dapat menunjang transparansi dan keterbukaan, berikut disampaikan KAP dan AP yang telah memberikan jasa audit dalam 6 (enam) tahun terakhir.

upport transparency and openness, the following are the Public Accounting Firm (KAP) and Public Accountants (AP) who have provided audit services over the past 6 (six) years:

| **Tahun Buku**<br>Fiscal Year | **Kantor Akuntan Publik**<br>Public Accounting Firm | **Akuntan Publik**<br>Public Accountant | **Jasa yang Diberikan**<br>Services Provided |
|---|---|---|---|
| 2024 | Purwantono, Sungkoro & Surja (Anggota dari Ernst & Young Global Limited)<br>No. Reg : KMK : 603/KM.1/2015 | Widya Arijanti No. Registrasi: AP.0702 | Audit atas Laporan Keuangan Konsolidasian Tahun Buku 2024<br>Audit of the Consolidated Financial Statements for the Fiscal Year 2024. |
| 2023 | Purwantono, Sungkoro & Surja (Anggota dari Ernst & Young Global Limited)<br>No. Reg : KMK : 603/KM.1/2015 | Widya Arijanti No. Registrasi: AP.0702 | Audit atas Laporan Keuangan Konsolidasian Tahun Buku 2023<br>Audit of the Consolidated Financial Statements for the Fiscal Year 2023. |
| 2022 | Purwantono, Sungkoro & Surja (Anggota dari Ernst & Young Global Limited)<br>No. Reg : KMK : 603/KM.1/2015 | Widya Arijanti No. Registrasi: AP.0702 | Audit atas Laporan Keuangan Konsolidasian Tahun Buku 2022<br>Audit of the Consolidated Financial Statements for the Fiscal Year 2022. |
| 2021 | Purwantono, Sungkoro & Surja (Anggota dari Ernst & Young Global Limited)<br>No. Reg : KMK : 603/KM.1/2015 | Widya Arijanti No. Registrasi: AP.0702 | Audit atas Laporan Keuangan Konsolidasian Tahun Buku 2021<br>Audit of the Consolidated Financial Statements for the Fiscal Year 2021 |
| 2020 | KAP Tanudiredja, Wibisana, Rintis & Rekan<br>No. Reg : kep-241/km.1/2015 | Daniel Kohar, S.E., CPA No. Reg: AP.1130 | Audit atas Laporan Keuangan Tahun Buku 2020<br>Audit of the Financial Statements for the Fiscal Year 2020 |
| 2019 | KAP Tanudiredja, Wibisana, Rintis & Rekan<br>No. Reg : kep-241/km.1/2015 | Daniel Kohar, S.E., CPA No. Reg: AP.1130 | Audit atas Laporan Keuangan Tahun Buku 2019<br>Audit of the Financial Statements for the Fiscal Year 2019 |

# Pengendalian Internal
## Internal Control

### Kesesuaian Sistem Pengendalian Intern dengan COSO (Internal Control Framework)

Sistem pengendalian internal Perusahaan sejalan dengan sistem pengendalian internal yang berlaku secara internasional sesuai *Committee of Sponsoring Organization of the Treadway Commission* (COSO). Terdapat 5 (lima) komponen sistem pengendalian internal Perusahaan, yaitu lingkungan pengendalian (*control environment*), penilaian risiko (*risk assessment*), aktivitas pengendalian (*control activities*), informasi dan komunikasi (*information and communication*), dan pemantauan (*monitoring*).

Perusahaan telah menyesuaikan sistem pengendalian internal dengan kerangka COSO, khususnya untuk aspek dalam sistem pengendalian internal dengan mengimplementasikan ISO 31000:2018 *Risk Management – Guidelines*. Kesesuaian sistem pengendalian internal dengan kerangka COSO bertujuan agar Perusahaan mampu menentukan sasaran yang sesuai dengan visi dan misi Perusahaan, memastikan efektivitas dan efisiensi penggunaan sumber daya, serta mengutamakan kepercayaan pelaporan dan mematuhi peraturan perundangan yang berlaku.

### Compliance of Internal Control System with COSO (Internal Control Framework)

The Company's internal control system aligns with internationally recognized internal control systems as outlined by the Committee of Sponsoring Organization of the Treadway Commission (COSO). There are 5 (five) components of the Company's internal control system, namely: control environment, risk assessment, control activities, information and communication, and monitoring.

The Company has adapted its internal control system to the COSO framework, particularly in the area of risk management, by implementing ISO 31000:2018 Risk Management – Guidelines. The alignment of the internal control system with the COSO framework aims to enable the Company to set objectives consistent with its vision and mission, ensure the effectiveness and efficiency of resource utilization, prioritize the reliability of reporting, and comply with applicable laws and regulations.

Perusahaan berusaha melakukan penegakan integritas dan nilai etika dengan mendorong pekerja untuk patuh dan disiplin dalam menegakkan kebijakan Perusahaan serta menghimbau pekerja untuk selalu menunjukkan sikap keteladanan. Selain itu, perusahaan juga mendorong pekerja untuk menghindari potensi terjadinya *Conflict of Interest*, *fraud*, gratifikasi, serta penggunaan aset perusahaan yang tidak sesuai dengan standar agar dapat menciptakan lingkungan kerja yang aman dan sehat.

The Company strives to enforce integrity and ethical values by encouraging employees to comply with and adhere to Company policies, as well as urging them to consistently demonstrate exemplary behavior. Additionally, the Company encourages employees to avoid potential conflicts of interest, fraud, gratuities, and misuse of company assets, ensuring that a safe and healthy work environment is created.

Perusahaan memiliki sistem *three lines model*.. *Business owner* melakukan pengendalian internal pada *first line* dan dilakukan evaluasi oleh fungsi penunjang sebagai *second line*. Selanjutnya, Fungsi Internal Audit melakukan kegiatan *assurance* sebagai bentuk pengendalian internal *third line*. Kegiatan *assurance* dilakukan dengan melakukan evaluasi proses bisnis dan efektivitas pengendalian internal yang telah dilakukan sebelumnya serta memastikan bahwa potensi risiko dapat dimitigasi oleh Perusahaan dengan memberikan rekomendasi. Atas rekomendasi tersebut, *business owner* memiliki tanggung jawab untuk menindaklanjuti sehingga kelemahan dalam pengendalian internal dapat diperbaiki dan tujuan perusahaan tercapai.

The Company has implemented a three lines of defense model. The business owner performs internal control as the first line, which is then evaluated by supporting functions as the second line. Subsequently, the Internal Audit function conducts assurance activities as the third linev . These assurance activities involve evaluating business processes and the effectiveness of internal controls previously implemented, as well as ensuring that potential risks are mitigated by the Company through recommendations. Business owners are responsible for following up on these recommendations to address weaknesses in internal controls and ensure the achievement of company objectives.

Selain kegiatan *assurance*, Fungsi Internal Audit memiliki kegiatan *consulting* yang bertujuan memberikan alternatif solusi atas permasalahan yang dihadapi oleh Manajemen, sesuai dengan peran Fungsi Internal Audit dalam aspek tata kelola, manajemen risiko, dan pengendalian internal. Aktivitas *consulting* tersebut dilaksanakan tanpa mengambil alih peran Manajemen dalam menjalankan operasional perusahaan dan melakukan pengambilan keputusan atas suatu permasalahan.

In addition to assurance activities, the Internal Audit Function also carries out consulting activities aimed at providing alternative solutions to issues faced by Management, in line with the Internal Audit Function's role in governance, risk management, and internal control. These consulting activities are conducted without taking over Management's role in running the company's operations or making decisions on specific issues.

Fungsi *Internal* Audit juga berperan sebagai *counterparty* perusahaan dalam menjalani penugasan audit oleh *auditor eksternal*. Fungsi Internal Audit menghubungkan maksud dan tujuan auditor *eksternal* terhadap data atau dokumen pendukung yang dibutuhkan oleh auditor eksternal selama pelaksanaan audit untuk pencapaian efisiensi waktu, kelancaran proses audit, dan tata kelola yang baik.

The Internal Audit Function also serves as the company's counterparty during audit assignments conducted by external auditors. It facilitates communication between the external auditors' objectives and the relevant data or supporting documents required during the audit process to ensure time efficiency, smooth audit execution, and good governance.

## Kegiatan Pengendalian dan Pemisahan Fungsi (Pengendalian Keuangan dan Operasional)

Kegiatan pengendalian mencakup penetapan kebijakan dan prosedur pengendalian serta proses verifikasi lebih dini untuk memastikan bahwa kebijakan dan prosedur tersebut secara konsisten dipatuhi. Kegiatan pengendalian diterapkan pada semua tingkatan fungsional sesuai dengan struktur organisasi PNRE.

## Control Activities and Segregation of Duties (Financial and Operational Controls)

Control activities include the establishment of policies and control procedures, as well as early verification processes to ensure that these policies and procedures are consistently adhered to. Control activities are applied at all functional levels in accordance with the organizational structure of PNRE.

## Tinjauan atas Efektivitas Sistem Pengendalian Internal

Pelaksanaan tinjauan atas efektivitas sistem pengendalian internal melekat pada pelaksanaan audit *assurance* yang telah ditetapkan pada *Annual Audit Plan* (AAP).

## Review of the Effectiveness of the Internal Control System

The review of the effectiveness of the internal control system is integrated into the execution of assurance audits outlined in the Annual Audit Plan (AAP).

## Pernyataan Direksi dan/atau Dewan Komisaris atas Kecukupan Sistem Pengendalian Internal

Perusahaan secara berkala mengevaluasi kecukupan dan efektivitas pengendalian internal baik aspek keuangan, operasional, dan *compliance*. Dewan Komisaris melalui Komite Audit berkoordinasi dengan Internal Audit dalam mengkaji rancangan dan penerapan prosedur dan kebijakan untuk memastikan efektivitas sistem pengendalian internal di seluruh lini bisnis.

Pada tahun 2024 secara umum dapat disimpulkan tidak ditemukan adanya kelemahan signifikan terjadi terkait penerapan Sistem Pengendalian Internal di Perusahaan yang dapat memengaruhi kinerja operasional, penyajian laporan keuangan secara keseluruhan serta kepatuhan terhadap peraturan perundang-undangan.

## Statement of the Board of Directors and/or Board of Commissioners on the Adequacy of the Internal Control System

The Company periodically evaluates the adequacy and effectiveness of its internal controls, covering financial, operational, and compliance aspects. The Board of Commissioners, through the Audit Committee, coordinates with Internal Audit to review the design and implementation of procedures and policies to ensure the effectiveness of the internal control system across all business lines.

In 2024, it can be concluded that no significant weaknesses were found regarding the implementation of the Internal Control System at the Company that could affect operational performance, the overall presentation of financial statements, or compliance with applicable laws and regulations.

# Manajemen Risiko

## Risk Management

Dalam menjalankan kegiatan usaha, PNRE menyadari bahwa risiko merupakan bagian yang tidak terpisahkan dalam setiap kegiatan operasionalnya dan dapat memengaruhi hasil usaha dan kinerja Perusahaan. Manajemen risiko membantu pengambilan keputusan dengan mempertimbangkan ketidakpastian dan pengaruhnya terhadap pencapaian tujuan strategis Perusahaan. Menyadari akan risiko-risiko yang dihadapi, Perusahaan secara proaktif berusaha untuk meningkatkan kemampuan manajemen risiko di Perusahaan. Untuk dapat memperoleh legitimasi di seluruh organisasi, kebijakan penerapan manajemen risiko perlu ditegaskan melalui komitmen manajemen yang disesuaikan dengan aturan yang berlaku.

## Kebijakan Umum Manajemen Risiko Tahun 2024

Kebijakan umum pengelolaan dan implementasi Manajemen Risiko di PNRE berlandaskan pada ISO 31000:2018 di mana prinsip manajemen risiko di Perusahaan bertujuan untuk menciptakan dan melindungi nilai Perusahaan. Manajemen risiko memiliki kerangka kerja yang berkesinambungan dan berkelanjutan untuk mengantisipasi faktor eksternal dan internal yang menimbulkan ketidakpastian dalam mencapai tujuan Perusahaan. Manajemen risiko merupakan bagian dari GCG yang menjadi dasar dalam pengelolaan risiko-risiko di semua tingkatan Perusahaan dalam rangka pencapaian dan peningkatan kinerja yang selanjutnya secara detail diimplementasikan melalui proses manajemen risiko ISO 31000:2018 yaitu penentuan *scope*, *context*, dan *criteria*; *risk assessment*; *risk treatment*; *communication and consultation*; *monitoring and review*; *recording and reporting*.

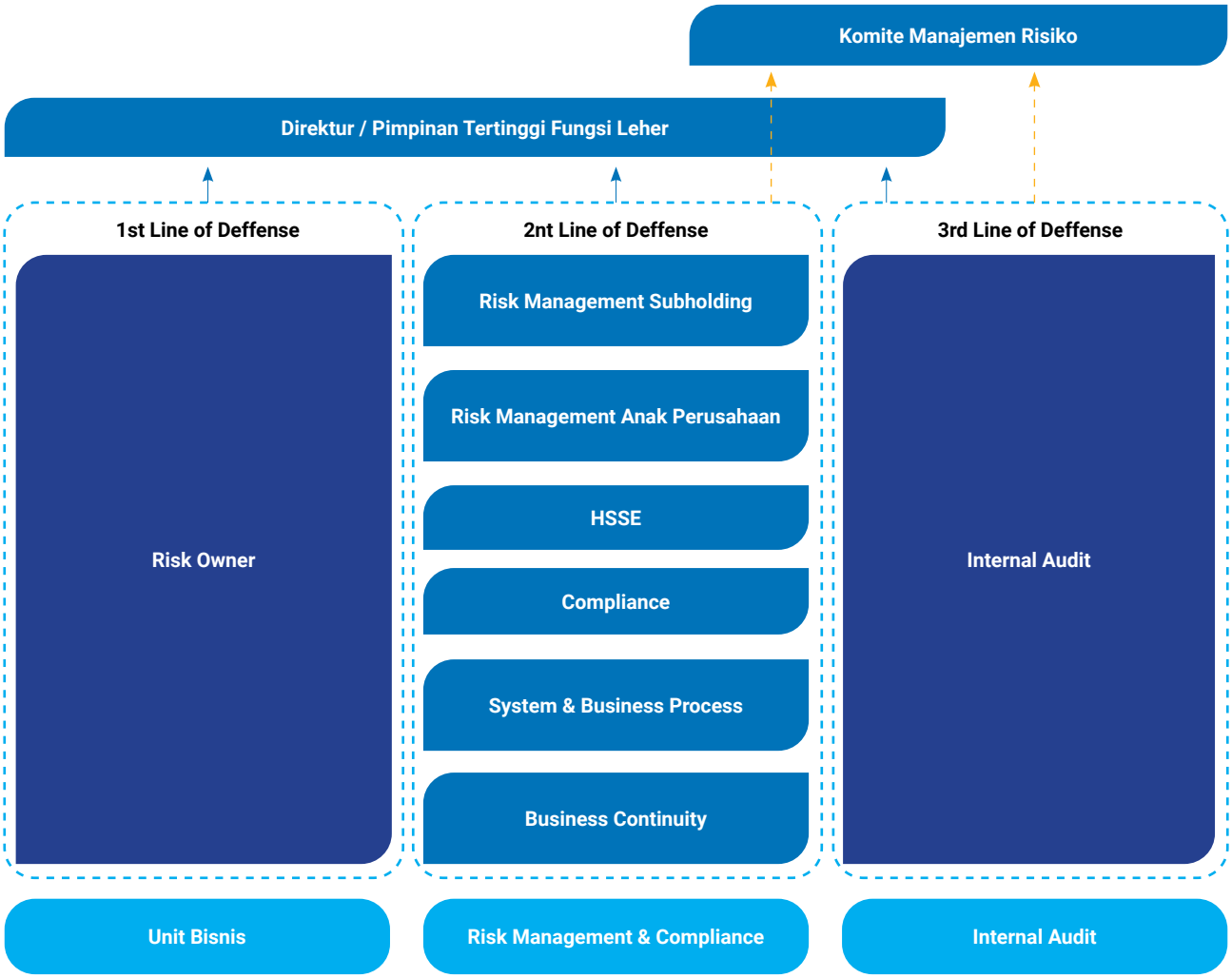
In conducting its business activities, PNRE recognizes that risk is an inherent part of every operational activity and can affect the Company's performance and outcomes. Risk management supports decision-making by considering uncertainties and their impact on the achievement of the Company's strategic objectives. Aware of the risks it faces, the Company proactively strives to enhance its risk management capabilities. To gain legitimacy throughout the organization, the risk management implementation policy must be reinforced through management commitment, aligned with applicable regulations.

## Risk Management General Policy in 2024

The general policy for managing and implementing Risk Management at PNRE is based on ISO 31000:2018, where the principle of risk management within the Company aims to create and protect the value of the Company. Risk management has a continuous and sustainable framework to anticipate both external and internal factors that create uncertainty in achieving the Company's objectives. Risk management is an integral part of Good Corporate Governance (GCG), forming the foundation for managing risks at all levels of the Company to achieve and enhance performance. This is further implemented in detail through the ISO 31000:2018 risk management process, including determining scope, context, and criteria; risk assessment; risk treatment; communication and consultation; monitoring and review; and recording and reporting.

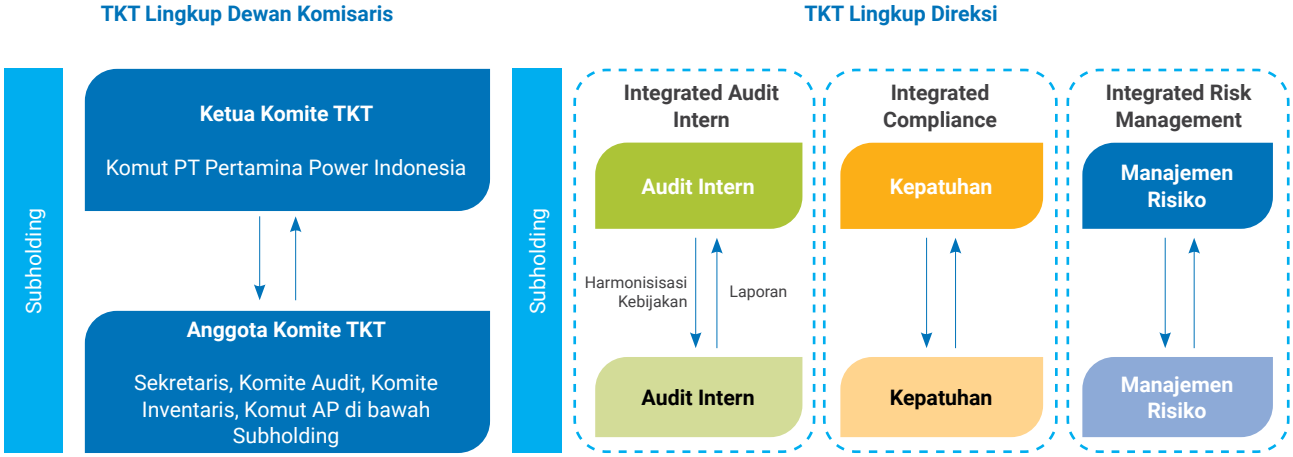
Dalam membangun kapabilitas pengelolaan manajemen risiko Perusahaan menggunakan pendekatan *Three Lines of Defense* di mana terdapat 3 (tiga) lini pertahanan, yaitu:

In building the Company's risk management capabilities, an approach based on the Three Lines of Defense is used, with three (3) lines of defense in place, namely:




Selain itu, dalam rangka implementasi Tata Kelola Terintegrasi serta pemenuhan Peraturan Menteri Badan Usaha Milik Negara No. PER-2/MBU/03/2023 tertanggal 3 Maret 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara, Anak Perusahaan Badan Usaha Milik Negara ("BUMN") dengan klasifikasi sistemik A dan berkategori Anak Perusahaan BUMN konglomerasi maka dibentuk Komite Tata Kelola Organisasi Pertamina Power Indonesia yang tertuang dalam Surat Keputusan No. Kpts-003/DK-PPI/2024 tentang Pembentukan Komite Tata Kelola Terintegrasi PT Pertamina Power Indonesia yang disahkan pada tanggal 19 Maret 2024.

Additionally, in order to implement Integrated Governance and comply with the Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 dated March 3, 2023, regarding Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, and Subsidiaries of State-Owned Enterprises (SOEs) classified as Systemic A and categorized as Subsidiaries of SOE Conglomerates, the Governance Committee of Pertamina Power Indonesia was established. This was formalized in the Decree No. Kpts-003/DK-PPI/2024 on the Establishment of the Integrated Governance Committee of PT Pertamina Power Indonesia, which was ratified on March 19, 2024.




## Risk Appetite Statement

Sebagai bagian dari komitmen Perusahaan terhadap tata kelola yang baik dan manajemen risiko yang terintegrasi, perusahaan menetapkan Risk Appetite Statement untuk memastikan setiap keputusan strategis dan operasional berada dalam batas risiko yang dapat diterima. Pernyataan ini mencerminkan keseimbangan antara pencapaian tujuan bisnis dan perlindungan terhadap nilai perusahaan.

Berikut adalah Risk Appetite Statement PNRE:

1. Perusahaan memiliki preferensi *zero appetite* terhadap pelanggaran kepatuhan/*compliance* (*fraud*), serta berkomitmen untuk mencegah perilaku tersebut
2. Perusahaan mengambil *risk appetite* normal dalam menetapkan *Risk Tolerance* yang dapat diterima setelah melakukan tindakan penanganan risiko (*risk treatment*) sebagai perwujudan *medium appetite* terhadap pengelolaan *risk capacity* Perusahaan.
3. Perusahaan mengambil *high appetite* terhadap pencapaian serap laba *Merger & Acquisition*
4. Perusahaan mengambil *high appetite* terhadap pencapaian performa realisasi ABI
5. Perusahaan memiliki preferensi *high appetite* terhadap EBITDA *to Interest*
6. Perusahaan memiliki preferensi *low appetite* terhadap impairment atas aset-aset Perusahaan
7. Perusahaan memiliki preferensi *medium appetite* terhadap pengelolaan *Tax Reimburstment*
8. Perusahaan memiliki preferensi *low appetite* terhadap pencapaian produksi Perusahaan dengan menjaga kehandalan pembangkit, implementasi *Asset Integrity Management* dan sinergi dengan PLN
9. Perusahaan memiliki preferensi *zero appetite* terhadap jumlah insiden yang terhitung sebagai NoA
10. Perusahaan memiliki preferensi *low appetite* terhadap paparan fluktuasi kurs dengan mempertimbangkan kinerja konsolidasian
11. Perusahaan memiliki preferensi *low appetite* terhadap pengelolaan reputasi dengan menjaga *Customer Satisfaction Index* agar tercipta kepercayaan publik terhadap Perusahaan.

## Risk Appetite Statement

As part of the Company's commitment to good governance and integrated risk management, the Company establishes a Risk Appetite Statement to ensure that every strategic and operational decision remains within acceptable risk limits. This statement reflects a balance between achieving business objectives and protecting corporate value.

The following is PNRE's Risk Appetite Statement:

1. The Company has zero appetite for compliance violations (fraud) and is committed to preventing such behavior
2. The Company adopts a normal risk appetite in setting acceptable Risk Tolerance after implementing risk treatment measures, reflecting a medium appetite in managing the Company's risk capacity
3. The Company has a high appetite for achieving profit absorption through Merger & Acquisition
4. The Company has a high appetite for achieving ABI performance realization
5. The Company has a high appetite for the EBITDA to Interest ratio
6. The Company has a low appetite for asset impairments
7. The Company has a medium appetite for managing Tax Reimbursement
8. The Company has a low appetite for production achievement, emphasizing plant reliability, implementation of Asset Integrity Management, and synergy with PLN
9. The Company has zero appetite for the number of incidents categorized as NoA
10. The Company has a low appetite for exposure to exchange rate fluctuations, taking consolidated performance into consideration
11. The Company has a low appetite for reputation management risks, maintaining the Customer Satisfaction Index to foster public trust in the Company

12. Perusahaan memiliki preferensi *low appetite* terhadap pencapaian tingkat nilai ESG sehingga program ESG dapat memberikan manfaat bagi perusahaan, masyarakat dan lingkungan.

## Rencana Kerja Direktorat Manajemen Risiko

Direktorat Manajemen Risiko telah mempersiapkan rencana kerja tahun 2025 yang terintegrasi untuk mendukung pencapaian RKAP tahun 2025. Rencana kerja ini dirancang untuk memastikan bahwa setiap potensi risiko dapat diidentifikasi, dianalisis, dan dikelola secara efektif sehingga memberikan dampak positif dalam menjaga kesinambungan operasional dan mendukung keberhasilan strategi Perusahaan. Dengan pendekatan yang berbasis data dan evaluasi yang komprehensif, rencana kerja ini menjadi dasar penting dalam upaya Perusahaan menghadapi tantangan di masa depan dan mencapai tujuan yang telah ditetapkan.

1. *Operational and Project Risk*
   Rencana kerja yang telah disusun oleh Fungsi Operational & Project Risk sebagai bagian dari upaya Perusahaan dalam mencapai target RKAP 2025 secara optimal yaitu sebagai berikut:
   a. Melakukan penyusunan serta finalisasi *All Risk* dan *Top Risk* tahun 2026 *Subholding* PNRE berkolaborasi dengan seluruh Fungsi dan Anak Perusahaan.
   b. *Monitoring* dan pelaporan pelaksanaan pengelolaan risiko *on going business* internal Perusahaan dan Anak Perusahaan.
   c. *Project Portfolio Risk Management* (*post mortem*) terhadap proyek investasi tahap eksekusi dan operasi.
   d. *Emerging risk control* yang merupakan pengelolaan risiko dalam upaya meminimalisasi munculnya risiko baru yang tidak terkontrol.
   e. *Internal Control Framework and Testing Implementation* yang merupakan pengelolaan risiko berdasarkan pada *mapping* proses bisnis kritikal.
   f. *Pre Mortem Project Workshop* sebagai pengendalian risiko pada tahap inisiasi awal sebuah proyek.
   g. Melakukan pendampingan dan *advisory* dalam penyusunan kajian dan profil risiko (identifikasi, evaluasi, mitigasi risiko) untuk seluruh risiko proyek investasi berkolaborasi dengan fungsi-fungsi terkait di *Subholding* PNRE.
   h. Melakukan *review* atas kajian risiko usulan investasi yang sudah disusun oleh pengusul dalam forum *gate review* usulan investasi.
   i. Melakukan *monitoring* proyek pada tahap eksekusi dengan berfokus pada melakukan pembaharuan *risk register* berdasarkan isu terbaru dan pemantauan *key risk indicator* pada tahap eksekusi.
   j. Pengelolaan risiko *ongoing business* lainnya seperti: *asset integrity*, *cyber risk*, *asset under construction*, *legal risk*, fluktuasi kurs, dan risiko keuangan lainnya, serta aspek lain yang dapat mengganggu keberlangsungan bisnis Perusahaan.
   k. Pengembangan *dashboard* Manajemen Risiko untuk pemantauan secara *real time* atas *Top Risk* Perusahaan.

12. The Company has a low appetite for ESG score performance, aiming for ESG programs to provide benefits to the Company, society, and the environment

## Risk Management Directorate Work Plan

The Risk Management Directorate has prepared an integrated work plan for 2025 to support the achievement of the 2025 Annual Work Plan and Budget (RKAP). This work plan is designed to ensure that every potential risk can be identified, analyzed, and managed effectively, thereby having a positive impact on maintaining operational continuity and supporting the success of the Company's strategy. With a data-driven approach and comprehensive evaluation, this work plan serves as a crucial foundation for the Company in facing future challenges and achieving the set objectives.

1. Operational and Project Risk
   The work plan developed by the Operational & Project Risk Function, as part of the Company's efforts to achieve the 2025 RKAP targets optimally, includes the following activities:
   a. Preparing and finalizing the All Risk and Top Risk for 2026 for Subholding PNRE, in collaboration with all functions and subsidiaries.
   b. Monitoring and reporting the management of ongoing business risks within the Company and its subsidiaries.
   c. Project Portfolio Risk Management (post-mortem) for investment projects at the execution and operational stages.
   d. Emerging risk control, which focuses on managing risks to minimize the emergence of new, uncontrolled risks.
   e. Internal Control Framework and Testing Implementation, which manages risks based on the mapping of critical business processes.
   f. Pre-Mortem Project Workshop as a risk control measure during the initial phase of a project.
   g. Providing support and advisory in the preparation of risk studies and profiles (identification, evaluation, risk mitigation) for all investment project risks, in collaboration with relevant functions in Subholding PNRE.
   h. Reviewing the risk studies for proposed investments prepared by the proposers during the gate review of investment proposals.
   i. Monitoring projects during the execution phase, focusing on updating the risk register based on the latest issues and monitoring key risk indicators during execution.
   j. Managing other ongoing business risks such as asset integrity, cyber risks, assets under construction, legal risks, currency fluctuations, other financial risks, and other aspects that could disrupt the Company's business continuity.
   k. Developing a Risk Management dashboard for real-time monitoring of the Company's Top Risks.

l. Pengembangan *database* aspek risiko terkait dengan *loss event*, *contractual*, *project* tahap eksekusi dan operasi, dan lain sebagainya.
m. Melakukan implementasi *risk management* di Perusahaan Afiliasi.

2. *Risk Strategy and Governance*
Rencana kerja yang telah disusun oleh Fungsi Risk Strategy & Governance sebagai bagian dari upaya Perusahaan dalam mencapai target RKAP 2025 secara optimal yaitu sebagai berikut:
a. Penyusunan *Risk Strategy Framework* yang berisi *Grand Strategy* Direktorat Manajemen Risiko beserta dengan program kerja turunannya.
b. Melakukan penyusunan, finalisasi, dan pengesahan strategi risiko *Subholding* PNRE tahun 2026, terdiri dari *Risk Appetite Statement*, Ambang Batas Risiko, dan Metrik Strategi Risiko dan *Risk Appetite*.
c. Penyusunan *cascading risk operational limit* 2026.
d. Pelaksanaan *Risk Maturity Assessment* yang berfungsi untuk mengukur implementasi manajemen risiko dalam kegiatan operasional, pengambilan keputusan, dan budaya Perusahaan. Selanjutnya menghasilkan *Risk Maturity Index* yang membantu Perusahaan untuk memahami posisi Perusahaan dalam implementasi manajemen risiko dan menyusun rencana tindak lanjut untuk meningkatkan *risk maturity*.
e. Program internalisasi komunikasi perihal manajemen risiko budaya risiko di lingkungan *Subholding* PNRE, antara lain sosialisasi Manajemen Risiko melalui *broadcast*, video pembelajaran, survei budaya risiko berikut tindak lanjutnya, *Risk Management Forum*, PNRE *Risk Management Award* (PRIMA), dan forum manajemen risiko lainnya kepada pekerja *Subholding* PNRE untuk menciptakan budaya sadar risiko (*risk awareness*) di lingkup *Subholding* PNRE.
f. Mengoordinasikan kegiatan *upskilling*, *training*, dan sertifikasi terkait peningkatan kompetensi di bidang manajemen risiko untuk seluruh organ pengelola risiko dan *risk owner* (*first line*) PIC Manajemen Risiko serta pekerja PNRE.
g. *Stress Testing Analysis*.
h. Peningkatan *dashboard Risk Control Center* (RCC) dan integrasinya dengan *dashboard* lainnya di Perusahaan guna pemantauan secara *real time* terhadap kinerja Perusahaan dan mendukung pengambilan keputusan manajemen. Adapun rencana pengembangan *dashboard* adalah sebagai berikut:
    i. *Risk Management Dashboard*.
    ii. *Dashboard Integration Dashboard* (*investasiment/ project pipeline*, *project execution*, *post mortem*, HSSE, *Human Capital*, dan lain-lain).
i. *Surveillance* BCMS pada tahun 2025 yang terdiri dari beberapa kegiatan sebagai berikut:
    i. Melakukan *review* dokumen BCMS *Business Impact Analysis* (BIA), *Disruptive Risk Assessment* (DRA), *Business Continuity Strategy* (BCS), dan *Business Continuity Plan* (BCP) dari seluruh Fungsi.

l. Developing a database for risk aspects related to loss events, contractual issues, project execution and operation phases, and others.
m. Conducting risk management implementation in Affiliate Companies.

2. Risk Strategy and Governance
The work plan developed by the Risk Strategy & Governance Function, as part of the Company's efforts to optimally achieve the 2025 RKAP targets, includes the following activities:
a. Preparation of the Risk Strategy Framework, which includes the Grand Strategy of the Risk Management Directorate along with its corresponding work programs.
b. Preparation, finalization, and ratification of the Subholding PNRE risk strategy for 2026, consisting of the Risk Appetite Statement, Risk Thresholds, and Risk Strategy Metrics and Risk Appetite.
c. Preparation of the cascading risk operational limits for 2026.
d. Implementation of the Risk Maturity Assessment, which serves to measure the implementation of risk management in operational activities, decision-making, and corporate culture. The assessment will result in the Risk Maturity Index, which helps the Company understand its position in implementing risk management and develop a follow-up plan to improve risk maturity.
e. Internalization and communication program related to risk management and risk culture within the Subholding PNRE, including socializing Risk Management through broadcasts, learning videos, risk culture surveys and follow-up actions, Risk Management Forums, PNRE Risk Management Award (PRIMA), and other risk management forums to create risk awareness within Subholding PNRE.
f. Coordinating upskilling, training, and certification activities related to risk management competency development for all risk management personnel and risk owners (first line), PICs of Risk Management, and PNRE employees.
g. Conducting Stress Testing Analysis.
h. Enhancing the Risk Control Center (RCC) dashboard and integrating it with other dashboards within the Company to allow real-time monitoring of Company performance and support management decision-making. The planned dashboard developments include:
    i. Risk Management Dashboard.
    ii. Dashboard Integration Dashboard (investment/ project pipeline, project execution, post-mortem, HSSE, Human Capital, etc.).
i. Surveillance of the Business Continuity Management System (BCMS) in 2025, which will include the following activities:
    i. Reviewing BCMS documents such as Business Impact Analysis (BIA), Disruptive Risk Assessment (DRA), Business Continuity Strategy (BCS), and Business Continuity Plan (BCP) across all functions.

ii. Melakukan *review* dokumen dan revisi STK terkait BCMS.
iii. Melakukan Audit Internal BCMS tahun 2025.
iv. Melakukan *monitoring* tindak lanjut hasil Audit Internal BCMS serta tinjauan manajemen.

j. *Monitoring* dan tindak lanjut atas *gap assessment* dan *Opportunity for Improvement – Action for Improvement* (OFI-AFI) Pertamina *Risk Maturity Assessment*. Koordinasi penyusunan *all risk* dan *top risk* seluruh Fungsi di PNRE.

k. Pengelolaan KPI Fungsi.
l. Pemenuhan persyaratan dalam Peraturan Menteri KBUMN No. 2 Tahun 2023.

ii. Conducting document reviews and revisions to STK related to BCMS.
iii. Conducting Internal Audits of the BCMS in 2025.
iv. Monitoring the follow-up actions of the Internal Audit of the BCMS and conducting management reviews.

j. Monitoring and follow-up on the gap assessment and Opportunity for Improvement – Action for Improvement (OFI-AFI) from Pertamina Risk Maturity Assessment. Coordinating the preparation of all risks and top risks across all functions in PNRE.
k. Managing Function KPIs.
l. Fulfillment of requirements in the Ministry of SOE Regulation No. 2 of 2023.

## Pengembangan Budaya Manajemen Risiko

Pengembangan budaya risiko di lingkungan PNRE yaitu:

1. Sosialisasi Manajemen Risiko di internal Perusahaan dan Anak Perusahaan melalui *broadcast*, antara lain BCMS, Strategi Risiko, *Risk Appetite Strategy Series* – NoA, *fraud*, dan video manajemen risiko.
2. Pelaksanaan survei budaya risiko serta tindak lanjut hasil survei. Survei dilaksanakan selama 25-29 November 2024. Tindak lanjut dari hasil survei adalah disusunnya kurikulum sertifikasi dan pelatihan manajemen risiko dengan PRIME Academy (PNRE Risk Management Excellence Academy).
3. Pelaksanaan PNRE Risk Management Award (PRIMA) tahun 2024. Program ini bertujuan untuk memberikan apresiasi kepada para *leader* dan PIC Manajemen Risiko, meningkatkan *engagement*, dan internalisasi budaya risiko kepada seluruh pekerja PNRE.
4. PNRE *Management Risk Forum* pada tanggal 10 Oktober tahun 2024, perihal Manajemen Risiko sebagai *Key Enabler* Proyek Investasi (Akuisisi Energi Baru Terbarukan). Program ini bertujuan untuk membangun budaya dan upskilling terkait pengelolaan risiko di Perusahaan.

## Risk Management Culture Development

The development of risk culture within PNRE includes the following activities:

1. Socialization of Risk Management within the Company and Subsidiary through broadcasts, including topics such as BCMS, Risk Strategy, Risk Appetite Strategy Series – NoA, fraud, and risk management videos.
2. Conducting a risk culture survey and follow-up on the survey results. The survey was conducted from November 25–29, 2024. The follow-up action from the survey results was the preparation of a certification curriculum and risk management training in collaboration with PRIME Academy (PNRE Risk Management Excellence Academy).
3. Implementation of the PNRE Risk Management Award (PRIMA) 2024. This program aimed to give appreciation to leaders and Risk Management PICs, enhance engagement, and internalize risk culture among all PNRE employees.
4. PNRE Management Risk Forum on October 10, 2024, regarding Risk Management as a Key Enabler for Investment Projects (Renewable Energy Acquisition). This program aims to build a risk management culture and enhance skills related to risk management within the Company.

## Jenis Risiko dan Cara Penanganannya

Berikut disampaikan jenis risiko yang dihadapi Perusahaan dan upaya mitigasi atau cara penanganan yang dilakukan.

## Types of Risks and Mitigation Measures

The following are the types of risks faced by the Company and the mitigation efforts or handling measures taken:

| No | Nama Risiko<br>Risk | Cara Penanganan<br>Mitigation Efforts |
|---|---|---|
| 1 | Terjadinya *impairment* pada proyek maupun area<br>Impairment on Projects or Areas | 1. Penyusunan *Feasibility Study* (FS) untuk mendapatkan FID sebagai acuan dalam proses negosiasi harga dengan *offtaker.*<br>2. Penyusunan *Project Closing* Eksplorasi.<br>3. Melakukan Karaha *Recovery* Program, meliputi *Subsurface* dan *Reliability*.<br>4. Melakukan update kajian (*Accounting Position Paper*) terkait *impairment* secara berkala yang disesuaikan dengan faktor internal (misal: tren kinerja keuangan) dan eksternal (misal: perubahan pasar, perubahan suku bunga pasar).<br>5. Melakukan pengawasan dan evaluasi pemboran agar sesuai dengan target.<br>1. Preparation of Feasibility Study (FS) to obtain FID as a reference for price negotiation with the offtaker.<br>2. Preparation of Project Closing for Exploration<br>3. Conducting the Karaha Recovery Program, which covers Subsurface and Reliability.<br>4. Updating the study (Accounting Position Paper) related to impairment regularly, adjusted with internal factors (e.g., financial performance trends) and external factors (e.g., market changes, changes in market interest rates).<br>5. Monitoring and evaluating drilling activities to ensure alignment with the target. |

| No | Nama Risiko<br>Risk | Cara Penanganan<br>Mitigation Efforts |
|---|---|---|
| 2 | Tidak tercapainya target produksi<br>Failure to achieve the production target. | 1. Perbaikan/ penggantian pada peralatan yang mengalami kerusakan.<br>2. Koordinasi dengan pihak *customer* terkait beban pemakaian listrik.<br>3. Koordinasi dengan Fungsi TE terkait pengembangan metode *forecasting iradiance.*<br>4. Monitoring cuaca melalui *weather station* yang terpasang di tiap lokasi PLTS.<br>5. Melaksanakan *Planned Outage* (MI/FYI/MO/TA) secara periodik dan sesuai target tata waktu, serta lingkup pekerjaan yang telah ditentukan.<br>6. Menyiapkan *critical spare part* sesuai hasil evaluasi *asset wellness analysis.*<br>7. Melaksanakan *corrective*, *preventive* (*time based*), dan *predictive* (*condition based*) *maintenance*, serta inspeksi *risk based* secara efektif sesuai program RCM dan RBI.<br>8. Evaluasi program RCM dan RBI secara periodik untuk strategi pemeliharaan di semua area, sesuai dengan hasil evaluasi *asset wellness analysis*.<br>9. Melakukan *Life Time Assessment* dan *Fitness for Service* (*based on* ISO 55001 : *Asset Management*).<br>10. Melakukan koordinasi dan *monitoring* pembangkitan melalui RAE (Rapat Alokasi Energi)<br>11. Melaksanakan JCM (*Joint Committee Meeting*) dan *stakeholder engagement* secara periodik.<br>12. Upaya penerapan skema diskon untuk stimulasi penyerapan uap pembangkitan PLTP milik PLN.<br>*13. Monitoring* reservoir dan *production* secara rutin, meliputi *monitoring* TKS (harian), *mass flow* (melalui kegiatan TFT (cek *flow*), uji/reuji produksi – sesuai program) dan *decline rate* (tahunan).<br>14. Melakukan evaluasi dan memberikan rekomendasi terkait hasil *monitoring* reservoir.<br>*15. Monitoring* reservoir secara rutin melalui kegiatan TFT atau sampling komplit geokimia.<br>*16. Monitoring* lubang sumur secara rutin melalui kegiatan *well integrity* (PT, PTS, *impression block*, geodevil, *scale catcher*, MFC, MTD, RCBL, ALFA, dll)<br>1. Repair/replacement damaged equipment.<br>2. Coordination with customers regarding electricity usage load.<br>3. Coordination with the TE Function regarding the development of irradiation forecasting methods.<br>4. Weather monitoring through weather stations installed at each solar power plant (PLTS) location.<br>5. Implementation of Planned Outages (MI/FYI/MO/TA) periodically and according to the scheduled target and the defined scope of work.<br>6. Preparation of critical spare parts based on the results of the asset wellness analysis evaluation.<br>7. Execution of corrective, preventive (time-based), and predictive (condition-based) maintenance, as well as risk-based inspections in line with the RCM and RBI programs.<br>8. Periodic evaluation of the RCM and RBI programs for maintenance strategies across all areas, based on asset wellness analysis results.<br>9. Conducting Life Time Assessment and Fitness for Service (based on ISO 55001: Asset Management).<br>10. Coordination and monitoring of generation through RAE (Energy Allocation Meeting).<br>11. Periodic execution of JCM (Joint Committee Meetings) and stakeholder engagement.<br>12. Efforts to implement a discount scheme to stimulate the absorption of steam from PLN's PLTP generation.<br>13. Routine monitoring of reservoirs and production, including monitoring TKS (daily), mass flow (through TFT activities, flow checks, production tests/re-tests – according to the program), and decline rate (annually).<br>14. Evaluation and provision of recommendations based on reservoir monitoring results.<br>15. Regular reservoir monitoring through TFT activities or complete geochemical sampling.<br>16. Regular monitoring of well opening through well integrity activities (PT, PTS, impression block, geodevil, scale catcher, MFC, MTD, RCBL, ALFA, etc.). |
| 3 | Kerugian akibat fluktuasi kurs<br>Loss due to exchange rate fluctuation | 1. Melakukan *monitoring* dan evaluasi selisih kurs secara rutin (bulanan).<br>2. Jika diperlukan, dapat dilaksanakan lindung nilai (termasuk *review* atas rencana lindung nilai dan *monitoring* atas efektivitas jalannya transaksi lindung nilai valas).<br>1. Conduct regular monitoring and evaluation of exchange rate fluctuations (monthly).<br>2. If necessary, hedging may be implemented (including reviewing the hedging plan and monitoring the effectiveness of foreign exchange hedging transactions). |

| No | Nama Risiko<br>Risk | Cara Penanganan<br>Mitigation Efforts |
|---|---|---|
| 4 | Ketidakcukupan likuiditas perusahaan<br>Insufficient liquidity | 1. Komunikasi dan koordinasi dengan fungsi *Controlling & Reporting dan User.*<br>2. Proyeksi *Cash Flow* disusun sesuai dengan RKAP.<br>3. Realisasi *Cash Flow* dimonitor secara rutin.<br>4. Berkoordinasi dengan Fungsi *Controller* apabila terdapat usulan perubahan kebutuhan operasional dan investasi terhadap RKAP.<br>*5.* *Monitoring* dan komunikasi intensif dengan *offtaker* terkait dengan proses pembayaran.<br>*6.* *Monitoring* dan analisis kondisi makro ekonomi yang dapat berdampak pada bisnis perusahaan.<br>1. Communication and coordination with the Controlling & Reporting function and the User.<br>2. Cash Flow projections are prepared in accordance with the Company's Work Plan and Budget (RKAP)<br>3. Actual Cash Flow is monitored regularly.<br>4. Coordinate with the Controller function if there are proposed changes in operational and investment needs related to the RKAP.<br>5. Intensive monitoring and communication with the offtaker regarding the payment process.<br>6. Monitoring and analysis of macroeconomic conditions that may impact the Company's business. |
| 5 | Serangan siber<br>Cyber attacks | 1. Memastikan setiap perangkat *terinstall* anti-virus.<br>2. Memastikan setiap perangkat *terinstall* anti-virus dengan fitur auto-update aktif.<br>3. Membatasi akses user level Administrator / setara.<br>4. Memberikan *awerness* terkait *e-mail phising.*<br>1. Ensure that every device has antivirus software installed.<br>2. Ensure that antivirus software is installed on every device with the auto-update feature activated.<br>3. Limit user access to Administrator-level or equivalent permissions.<br>4. Provide awareness regarding phishing emails. |
| 6 | Tidak tercapainya target pengembangan bisnis anorganik (M&A)<br>Failing to Achieve Inorganic Business Development Targets (M&A) | 1. Menjaga hubungan baik dengan *Investment Bank* secara periodik.<br>2. Memperluas *network* untuk mendapatkan peluang M&A yang sesuai dengan strategi M&A.<br>3. Melakukan *approach* langsung kepada pemilik pembangkit / proyek yang diminati yang sesuai dengan strategi M&A.<br>4. Melakukan *pulse check* Strategy M&A secara berkala (annually).<br>5. Memberikan alternatif struktur transaksi baru yang tetap sesuai dengan arahan dari *stakeholder.*<br>6. Mengadakan *workshop* antara *buyer & seller* untuk menyepakati isu-isu tertentu.<br>7. Menempatkan *subject matter expert* di bidang energi yang dapat berasal dari personil Pertamina/PNRE/independen lainnya untuk memberikan *advice* kepada *fund manager.*<br>8. Evaluasi secara berkala kinerja dari *Fund Manager.*<br>9. Menempatkan *subject matter expert* di bidang energi yang dapat berasal dari personil Pertamina/PNRE/independen lainnya untuk memberikan *advice kepada fund manager.*<br>10. Merekrut *independent consultant* bila diperlukan dalam proses *due dilligence*.<br>11. Melakukan *roadshow* 100+ global LPs yang sudah ada dalam list MDI.<br>12. Melakukan kerja sama dengan *existing network co-investor* dari *previous deals (80+ portfolio) Fund Manager*.<br>13. Melakukan *due diligenc*e terhadap target perusahaan yang akan diakuisisi.<br>14. Melakukan kajian keekonomian terhadap perusahaan yang akan diakusisi.<br>15. Komunikasi dengan *seller* atau *seller representatives* terkait rencana penjualan aset/ perusahaan yang akan diakuisisi.<br>1. Maintain good relationships with Investment Banks (IBs) periodically.<br>2. Expand the network to identify M&A opportunities that align with the M&A strategy.<br>3. Approach the owners of power plants/projects of interest directly, in line with the M&A strategy.<br>4. Conduct periodic pulse checks of the M&A strategy (annually).<br>5. Provide alternative transaction structures that remain aligned with stakeholder directives.<br>6. Organize workshops between buyers and sellers to address and agree on certain issues.<br>7. Assign subject matter experts in the energy sector, potentially from Pertamina/PNRE/other independents, to advise the fund manager.<br>8. Conduct regular evaluations of the Fund Manager's performance.<br>9. Hire independent consultants when necessary during the due diligence process.<br>10. Conduct roadshows to 100+ global LPs on MDI's list.<br>11. Collaboration with existing network co-investors from previous deals (80+ portfolios) Fund Manager.<br>12. Conduct due diligence on target companies for acquisition.<br>13. Perform economic feasibility studies on companies to be acquired.<br>14. Communicate with the seller or seller representatives regarding plans to sell assets/companies to be acquired. |

| No | Nama Risiko<br>Risk | Cara Penanganan<br>Mitigation Efforts |
|---|---|---|
| 7 | Tidak tercapainya target pengembangan bisnis organik<br>Failing to Achieve Organic Business Development Targets | 1. Melakukan koordinasi dengan fungsi terkait untuk meninjau ulang asumsi parameter utama usulan investasi untuk optimalisasi keekonomian proyek.<br>2. Koordinasi dengan fungsi terkait untuk mendapatkan asumsi capex, opex dan *financing* untuk mendapatkan tarif PLTS yang lebih kompetitif.<br>3. Melakukan inisial *assessment* di internal PNRE secara komperhensif sebelum mengusulkan proyek kedalam RKAP.<br>4. Identifikasi persyaratan dokumen yang dibutuhkan dan berkoordinasi dengan fungsi terkait di PNRE untuk kelengkapan dokumen.<br>5. Pembahasan penyusunan program kerja masing-masing subtim (teknis, komersial dan *project management*) percepatan pengembangan PLTP 600 MW PGE melalui *forum weekly meeting coordination*.<br>6. Melakukan proses *alignment* atas hasil studi masing-masing subtim dan secara paralel melakukan penyusunan *Feasibility Study* (FS) sesuai STK yang berlaku.<br>7. Melakukan pendekatan formal dan informal kepada PLN dan Pemerintah terkait dengan harga jual dan penyusunan PJBU/PJBL.<br>8. Pemanfaatan pendanaan melalui IPO, soft loan, GREM.<br>9. Melakukan pendekatan formal dan informal kepada Kementerian Lingkungan Hidup dan Kehutanan dan pemerintah terkait dengan terkait dengan perizinan yang dibutuhkan dalam eksplorasi dan pengembangan proyek sesuai dengan tata waktu yang ada dalam peraturan yang berlaku.<br>10. Pengembangan area baru yang berasal dari wilayah kerja panas bumi eksisting PGE yang belum termanfaatkan dan dari wilayah kerja panas bumi baru yang diperoleh PGE.<br>11. Melakukan proses pemilihan partner secara selektif dan cermat dalam penyusunan *partnership agreement* pada aspek *strategic fit*, kapabilitas operasional, kapabilitas finansial , kapabilitas dalam eksekusi atau mendukung eksekusi proyek, pengalaman dalam melakukan Kerja Sama Bisnis dan komitmen calon Mitra Strategis terhadap aspek utama, misalkan pendanaan, penyediaan bahan baku, serapan (*offtake*) produk, komitmen.<br>12. Melakukan percepatan pelaksanaan EPCC Proyek Lumut Balai Unit 2.<br>1. Coordinate with relevant functions to review the key parameters assumptions for investment proposals to optimize the project's economic feasibility.<br>2. Coordinate with relevant functions to obtain capex, opex, and financing assumptions to achieve more competitive PLTS tariffs.<br>3. Conduct a comprehensive initial assessment within PNRE before proposing the project into the RKAP.<br>4. Identify required document requirements and coordinate with relevant functions at PNRE to ensure document completeness.<br>5. Discuss the preparation of work programs for each sub-team (technical, commercial, and project management) for the acceleration of the 600 MW PLTP PGE development through weekly meeting coordination forums.<br>6. Align the results of each sub-team's study and simultaneously prepare a Feasibility Study (FS) according to the applicable STK.<br>7. Engage in formal and informal approaches with PLN and the Government regarding sales prices and the preparation of PJBU/PJBL.<br>8. Utilize funding through IPO, soft loans, GREM.<br>9. Conduct formal and informal approaches with the Ministry of Environment and Forestry and the Government regarding the necessary permits for exploration and development in accordance with the applicable regulations and timelines.<br>10. Develop new areas from existing PGE geothermal working areas that are not yet utilized, as well as from newly acquired geothermal working areas.<br>11. Select partners carefully and strategically in forming partnership agreements, focusing on aspects like strategic fit, operational capabilities, financial capabilities, execution or project support capabilities, experience in business cooperation, and the strategic partner's commitment to key factors such as funding, raw material supply, product off-take, and commitment.<br>12. Accelerate the EPCC execution of the Lumut Balai Unit 2 Project. |

| No | Nama Risiko<br>Risk | Cara Penanganan<br>Mitigation Efforts |
|---|---|---|
| 8 | Tidak tercapainya target HSSE *excellence*<br>Failure to achieve HSSE excellence targets. | 1. Melaksanakan CSMS *fullcycle.*<br>2. Mewajibkan HSSE *passport* untuk pekerja dan kontraktor.<br>3. *Monitoring* HSSE *Performance* (NoA, TRIR, dan laporan PEKA).<br>4. Implementasi program SWAT, MWT, PCT & PEKA.<br>5. Implementasi MERRAT (*Medical Readiness Response Assessment Tools*) untuk area dan proyek.<br>6. Implementasi *Fit to Work* (FTW) dan *Health Risk Assessment* (HRA).<br>7. Implementasi pengukuran tingkat ergonomi dan parameter fisika lingkungan kerja.<br>8. *Monitoring* TRIS, melakukan patroli dan pengamanan lebih intensif.<br>9. *Community Based Security Development* untuk koordinasi dengan *stakeholder* di area wilayah operasi.<br>10. *Monitoring* dan evaluasi pelaksanaan pemantauan lingkungan (pelaksanaan RKL/RPL) di proyek dan area.<br>11. Mengikuti PROPER dan PERCA.<br>12. Melakukan perencanaan, pemeliharaan, dan evaluasi kinerja sarana pengelolaan lingkungan (oleh fungsi/area/proyek).<br>13. Melakukan sosialisasi terkait aspek pengelolaan lingkungan.<br>14. Melakukan asesmen kesiapan *geohazard* menggunakan GERRAT (*Geohazard Readiness Response Assessment Tools*).<br>15. *Monitoring* impelementasi kerjasama dengan BMKG dalam pemantauan cuaca, curah hujan, kegempaan, dll untuk mitigasi *natural disaster*.<br>1. Implement the full cycle of CSMS (Contractor Safety Management System).<br>2. Require HSSE passports for workers and contractors.<br>3. Monitor HSSE performance (NoA, TRIR, and PEKA reports).<br>4. Implement SWAT, MWT, PCT & PEKA programs.<br>5. Implement MERRAT (Medical Readiness Response Assessment Tools) for areas and projects.<br>6. Implement Fit to Work (FTW) and Health Risk Assessment (HRA).<br>7. Implement ergonomics measurements and physical environmental parameters.<br>8. Monitor TRIS, conduct patrols, and provide more intensive security.<br>9. Community-Based Security Development for coordination with stakeholders in the operational area.<br>10. Monitor and evaluate environmental monitoring implementation (RKL/RPL execution) at projects and areas.<br>11. Participate in PROPER and PERCA programs.<br>12. Plan, maintain, and evaluate the performance of environmental management facilities (by function/area/project).<br>13. Conduct socialization on environmental management aspects.<br>14. Conduct geohazard readiness assessments using GERRAT (Geohazard Readiness Response Assessment Tools).<br>15. Monitor the implementation of cooperation with BMKG for weather, rainfall, seismic monitoring, etc., to mitigate natural disasters. |
| 9 | Menurunnya c*orporate image* perusahaan<br>Deterioration of the Company's Corporate Image. | 1. Meningkatkan pemberitaan positif baik untuk aspek finansial, operasional, CSR, proyek strategis melalui press release rutin, media briefing, dan komunikasi dengan analis maupun *Key Opinion Leader*.<br>2. Melakukan Investor meeting dan Investor *engagement* secara berkala.<br>3. Penyampaian informasi Perusahaan melalui *social media* Perusahaan dan email *broadcast*.<br>4. Melakukan media *visit*.<br>5. Menyelesaikan komplain/keluhan pelanggan dengan cepat.<br>6. Pemenuhan kewajiban pelaporan sebagai perusahaan terbuka di lingkup Anak Perusahaan (Pertamina Geothermal Energy).<br>7. *Monitoring* dan analisis harga saham di pasar modal.<br>8. Penyelenggaraan meeting dan *monitoring* rutin terkait proyek 600 MW untuk memastikan pencapaian tambahan kapasitas terpasang 600 MW berjalan seperti yang sudah dituangkan dalam prospektus.<br>9. Meningkatkan pemberitaan positif melalui *press release* rutin media *briefing* dan komunikasi dengan analis maupun *Key Opinion Leader*.<br>10. *Monitoring* dan analisis kondisi makro ekonomi yang dapat berdampak pada bisnis perusahaan<br>1. Enhance positive media coverage related to financial, operational, CSR aspects, and strategic projects through regular press releases, media briefings, and communication with analysts and Key Opinion Leaders.<br>2. Conduct investor meetings and investor engagements.<br>3. Share Company information through the Company's social media and email broadcasts.<br>4. Conduct media visits.<br>5. Address customer complaints/issues promptly.<br>6. Fulfill reporting obligations as a publicly listed company within subsidiary (Pertamina Geothermal Energy).<br>7. Monitor and analyze stock prices in the capital markets. |

| No | Nama Risiko<br>Risk | Cara Penanganan<br>Mitigation Efforts |
|---|---|---|
| | | 8. Organize meetings and routine monitoring related to the 600 MW project to ensure that the additional 600 MW installed capacity is achieved as outlined in the prospectus.<br>9. Increase positive media coverage through regular press releases, media briefings, and communication with analysts and Key Opinion Leaders.<br>10. Monitor and analyze macroeconomic conditions that may impact the company's business. |
| 10 | Adanya tuntutan hukum<br>Risk of Legal Claims. | 1. Berkoordinasi dengan fungsi-fungsi terkait di internal Perusahaan juga dengan Pertamina Group dan jika diperlukan mengadakan perjanjian jasa hukum dengan eksternal *lawyer* untuk penanganan proses penyelesaian litigasi & non-litigasi.<br>2. Berkoordinasi dengan User untuk memperkuat dokumen-dokumen pembuktian dan saksi-saksi yang diajukan oleh perusahaan (selaku Tergugat ataupun Penggugat) guna menguatkan proses pembuktian di Pengadilan.<br>3. Melakukan koordinasi dengan instansi/aparat penegak hukum yang berwenang.<br>4. Koordinasi internal antar fungsi terkait di Perusahaan dan koordinasi eksternal dengan instansi berwenang dan pihak terkait, jika diperlukan mengadakan perjanjian jasa hukum dengan konsultan hukum/external *lawyer* untuk penanganan proses di persidangan.<br>*5. Monitoring* penerimaan dan pemberian gratifikasi yang terjadi dengan GCG *Online* bagi setiap pekerja.<br>6. Menyusun daftar penaatan peraturan perundangan 1 kali/tahun terkait proses bisnis Perusahaan, dengan meminta informasi/*updating* regulasi kepada seluruh Fungsi terkait sesuai dengan tupoksi masing-masing, termasuk hasil evaluasi pemenuhan kepatuhan terhadap peraturan perundangan yang berlaku. Jika diperlukan dapat dilakukan pembahasan bersama terhadap suatu regulasi baru/rancangan regulasi agar proses bisnis Perusahaan *comply* terhadap seluruh regulasi yang ada.<br>1. Coordinate with relevant internal functions, Pertamina Group, and if necessary, establish a legal services agreement with external lawyers for handling litigation and non-litigation resolution processes.<br>2. Coordinate with the User to strengthen the documentary evidence and witnesses submitted by the company (as the Defendant or Plaintiff) to support the proof process in Court.<br>3. Coordinate with the authorized law enforcement agencies.<br>4. Internal coordination between relevant functions within the Company and external coordination with relevant authorities and parties, and if necessary, establish a legal services agreement with legal consultants/external lawyers for handling processes in court.<br>5. Monitor the receipt and provision of gratifications through GCG Online for each employee.<br>6. Prepare a list of compliance with legislation once a year related to the Company's business processes, by requesting information/updating regulations from all relevant functions according to their respective duties, including the evaluation results of compliance with applicable laws and regulations. If necessary, discussions can be held on new or draft regulations to ensure the Company's business processes comply with all existing regulations. |

## Evaluasi Efektivitas Implementasi Manajemen Risiko Tahun 2024

PNRE telah melakukan Penilaian *Risk Maturity Index* (RMI) berbasis kinerja atau *Risk Maturity Assessment* berdasarkan Petunjuk Teknis No. SK-8/DKU.MBU/12/2023 tentang Penilaian Indeks Kematangan Risiko (*Risk Maturity Index*) di Lingkungan Badan Usaha Milik Negara (Juknis Penilaian RMI). Nilai RMI diperoleh dari hasil penilaian Aspek Dimensi dengan memperhitungkan Aspek Kinerja. Ada 2 (dua) indikator penilaian Aspek Kinerja, yaitu Tingkat Kesehatan Peringkat Akhir (*Final Rating*) dan Peringkat Komposit Risiko. Skor RMI menggambarkan fase implementasi Manajemen Risiko Perusahaan saat ini. Hasil *assessment* menunjukkan Skor RMI PNRE adalah 3,5 (skala 1 s.d. 5), berada di Fase Praktik yang Baik (+).

## Pernyataan Direksi dan/atau Dewan Komisaris atas Kecukupan Sistem Manajemen Risiko

Dewan Komisaris, didukung oleh Komite Audit dan Komite Investasi & Manajemen Risiko, telah melakukan pengawasan dan mengevaluasi implementasi sistem manajemen risiko yang

## Evaluation of Risk Management Implementation Effectiveness in 2024

PNRE has conducted a Risk Maturity Index (RMI) assessment based on performance or Risk Maturity Assessment in accordance with Technical Guideline No. SK-8/DKU.MBU/12/2023 regarding the Risk Maturity Index Assessment in State-Owned Enterprises (Juknis Penilaian RMI). The RMI score is derived from the evaluation of Dimension Aspects, considering the Performance Aspects. There are two performance aspect evaluation indicators: the Final Rating Health Level and the Composite Risk Rating. The RMI score reflects the current phase of the Company's Risk Management implementation. The assessment results show that PNRE's RMI score is 3.5 (on a scale of 1 to 5), placing the Company in the "Good Practice (+)" phase.

## Statement of the Board of Directors and/or Board of Commissioners on the Adequacy of the Risk Management System

The Board of Commissioners, supported by the Audit Committee and the Investment & Risk Management Committee, has monitored and evaluated the implementation of the risk management system conducted by the Board of Directors. The

dilakukan oleh Direksi. Direksi senantiasa melakukan evaluasi atas efektivitas sistem manajemen risiko melalui peninjauan secara berkala atas kebijakan dan prosedur manajemen risiko yang berlaku, kecukupan sistem informasi manajemen risiko, serta laporan eksposur risiko dan penilaian profil risiko. Berdasarkan hasil evaluasi yang disampaikan Direksi, Dewan Komisaris menilai bahwa sistem manajemen risiko di Perusahaan telah memadai dan berjalan efektif. Namun, terdapat ruang untuk peningkatan yang perlu terus diperhatikan. Dengan kerja sama yang kuat antara Dewan Komisaris, Direksi, dan seluruh pemangku kepentingan, Perusahaan akan terus memperkuat fondasi bisnisnya dan meningkatkan kemampuannya dalam menghadapi risiko di masa depan.

Board of Directors continuously evaluates the effectiveness of the risk management system through periodic reviews of the applicable risk management policies and procedures, the adequacy of the risk management information system, as well as risk exposure reports and risk profile assessments. Based on the evaluation results provided by the Board of Directors, the Board of Commissioners assesses that the risk management system in the Company is adequate and effective. However, there remains room for improvement that needs to be continually addressed. With strong cooperation between the Board of Commissioners, the Board of Directors, and all stakeholders, the Company will continue to strengthen its business foundation and enhance its ability to face future risks.

# Tata Kelola Teknologi Informasi

## Information Technology Governance

### Kebijakan dan Tata Kelola TI

Berbagai peraturan yang menjadi dasar penerapan TI di lingkup Perusahaan, yaitu:

1. Pedoman Pengelolaan Teknologi Informasi dan Komunikasi No. A16-001/PPI40010/2022-S9
2. Pedoman Pengelolaan Keamanan Informasi No. A16-002/PPI40010/2023-S9
3. TKO Permintaan Sistem atau Aplikasi No. B16001/PPI40010/2022-S9
4. TKO Persetujuan Pengembangan TIK No. B16002/PPI40010/2022-S9
5. TKO Pengelolaan Reimbursement Fasilitas TIK No. B16-003/ PPI40100/2022-S9
6. TKO Penanganan Insiden Keamanan Informasi No. B16-004/ PPI40100/2022-S9
7. TKO Permintaan Layanan TIK No. B16-005/PPI40010/2023-S9
8. TKO Pengelolaan Kapasitas No. B16-006/PPI40010/2023-S9
9. TKO Pengelolaan Konten dan Akun pada Sistem *e-Learning* No. B16-007/PPI40010/2023-S9
10. TKO Pengelolaan *Notebook* Melalui *Seat Management* No. B16-008/PPI40010/2023-S9
11. TKO Pengelolaan Insiden Layanan Teknologi Informasi dan Komunikasi (TIK) No. B16-009/PPI40010/2023-S9

Telah dilakukan penyusunan Sistem Tata Kerja (STK) Fungsi ICT yang terdiri atas 5 (lima) Pedoman dan 1 (satu) TKO dengan judul sebagai berikut:

### IT Policies and Governance

The implementation of IT within the Company is governed by several regulations, including:

1. Information and Communication Technology Management Guideline No. A16-001/PPI40010/2022-S9
2. Information Security Management Guideline No. A16-002/PPI40010/2023-S9
3. System or Application Request TKO No. B16001/PPI40010/2022-S9
4. ICT Development Approval TKO No. B16002/PPI40010/2022-S9
5. ICT Facility Reimbursement Management TKO No. B16-003/PPI40100/2022-S9
6. Information Security Incident Handling TKO No. B16-004/PPI40100/2022-S9
7. ICT Service Request TKO No. B16-005/PPI40010/2023-S9
8. Capacity Management TKO No. B16-006/PPI40010/2023-S9
9. Management of Content and Accounts on the e-Learning System TKO No. B16-007/PPI40010/2023-S9
10. Management of Notebooks Through Seat Management TKO No. B16-008/PPI40010/2023-S9
11. Management of ICT Service Incidents TKO No. B16-009/PPI40010/2023-S9

A System of Work Procedure (STK) for the ICT Function has been developed, consisting of five (5) Guidelines and and one (1) TKO with the following titles:

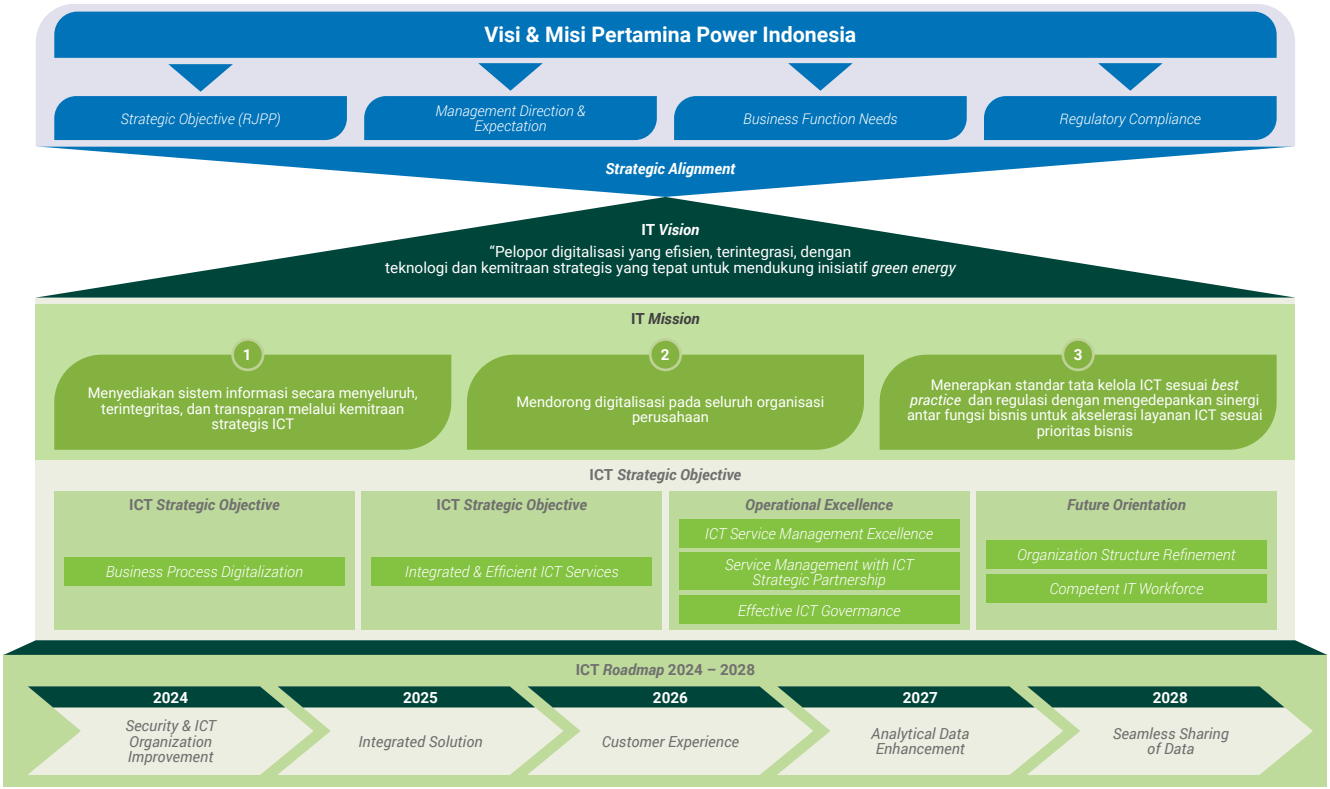
| No | Judul Sistem Tata Kerja (STK)<br>System of Work Procedures (STK) Title | Jenis Sistem Tata Kerja (STK)<br>System of Work Procedures (STK) Type |
|---|---|---|
| 1 | Pedoman Pengelolaan Keamanan Informasi<br>Information Security Management Guidelines | Pedoman<br>Guidelines |
| 2 | Pedoman Pengelolaan Keamanan dalam Pengembangan Aplikasi<br>Security Management in Application Development Guidelines | Pedoman<br>Guidelines |

| No | Judul Sistem Tata Kerja (STK)<br>System of Work Procedures (STK) Title | Jenis Sistem Tata Kerja (STK)<br>System of Work Procedures (STK) Type |
|---|---|---|
| 3 | Pedoman Manajemen Perubahan dan Konfigurasi<br>Change and Configuration Management Guidelines | Pedoman<br>Guidelines |
| 4 | Pedoman Pengelolaan Akses dan Kata Sandi<br>Access and Password Management Guidelines | Pedoman<br>Guidelines |
| 5 | Pedoman Pengelolaan dan Pengamanan Aset Teknologi Informasi<br>Information Technology Asset Management and Security Guidelines | Pedoman<br>Guidelines |
| 6 | TKO Pengelolaan SIM *Card* Korporat<br>Corporate SIM Card Management TKO | TKO |

## Peta Jalan Pengembangan Teknologi Informasi Perusahaan

## Company Information Technology Development Roadmap

**ICT Master Plan PNRE 2024-2028**
ICT Master Plan PNRE 2024-2028




Sesuai dengan ICT *Master Plan* 2024-2028 yang telah disusun, Fungsi ICT memiliki visi untuk menjadi pelopor digitalisasi yang efisien, terintegrasi, dengan teknologi dan kemitraan strategis yang tepat untuk mendukung inisiatif *green energy*. Visi Fungsi ICT tersebut diwujudkan melalui penyediaan sistem informasi secara menyeluruh, terintegrasi, dan transparan melalui kemitraan ICT; mendorong digitalisasi pada seluruh organisasi Perusahaan; dan berlangsung secara terus-menerus dengan diterapkannya standar tata Kelola ICT sesuai *best practice* dan regulasi yang mengedepankan sinergi antar fungsi bisnis untuk akselerasi layanan ICT sesuai prioritas bisnis.

*Roadmap* Fungsi ICT sampai dengan tahun 2028 selaras dengan ICT *Master Plan* tahun 2024-2028 dimulai dari tahun 2024 yang berfokus pada penguatan dari sisi *security* dan *organization improvement* yang dibuktikan dengan realisasi kerja tahun 2024; tahun 2025 di mana fokus diarahkan pada *integrated*

In line with the ICT Master Plan 2024-2028, the ICT Function has a vision to become a pioneer in efficient, integrated digitalization, leveraging the right technology and strategic partnerships to support green energy initiatives. This vision is realized through the provision of comprehensive, integrated, and transparent information systems via ICT partnerships; driving digitalization across the entire organization; and ensuring continuous progress by implementing ICT governance standards in accordance with best practices and regulations. This approach prioritizes synergy between business functions to accelerate ICT services in alignment with business priorities.

The ICT Function's roadmap through 2028 aligns with the ICT Master Plan for 2024-2028, beginning in 2024 with a focus on strengthening security and organizational improvement, as demonstrated by the work achieved in 2024. In 2025, the focus will shift towards integrated solutions based on the correlation

*solution* yang didasarkan proses korelasi antar aplikasi dan *data repository* terpusat; tahun 2026 di mana fokus dititikberatkan pada *customer experience* yang mengedapankan pelayanan kepada *customer* dan penguatan sumber daya manusia Fungsi ICT; dan tahun 2027 sampai dengan 2028 di mana Fungsi ICT akan menaruh perhatian khusus pada *analytical data enhancement* serta *seamless sharing of data*.

between applications and centralized data repositories. In 2026, the emphasis will be on enhancing customer experience, prioritizing customer service and strengthening human resources within the ICT Function. From 2027 to 2028, the ICT Function will focus on enhancing analytical data capabilities and enabling seamless data sharing.




| 2024 | 2025 | 2026 | 2027 | 2028 |
|---|---|---|---|---|
| • PNRE Portal Application Development<br>• Usulan Enhancement Aplikasi (di luar dari pengelolaan Pertamina Power Indonesia<br>• Post Implementation Review (PIR) for ASANA & Oracle Access<br>• Penyediaan Data Repository Terpusat<br>• Network Stability & Security Improvement<br>• Replikasi server aplikasi<br>• ICT Organization Improvement<br>• Pembentukan ICT Steering Committee<br>• Sertifikasi ISO 27001<br>• ICT Maturity Level Assessment | • Operational Excellence System Enhancement<br>• Asset Management System Improvement<br>• Penerapan Integrasi antara Aplikasi dan Data Repository Terpusat<br>• Securing end-point device<br>• Penyusunan Disaster Recovery Plan (DRP)<br>• ICT organization improvement<br>• Penyusunan Dokumen Pedaman, TKO maupun TKI Tata Kelola TI<br>• Surveillance ISO 27001<br>• ICT Maturity Level Assessment | • Internal Process System Enhancement<br>• New Development of Customer Helpdesk Application<br>• Pelaksanaan Training Needs Analysis & Pemenuhan Kompetensi SDM TI<br>• Penyusunan Dokumen Pedoman, TKO maupun TKI Tata Kelola TI<br>• Sosialisasi Information Security Awareness secara berkala<br>• Surveillance ISO 27001<br>• ICT Maturity Level Assessment | • Integrated Governance & Compliance System Enhancement<br>• Strategic Management Dashboard Enhancement<br>• Enhancement Request of Citrix Share Files Application<br>• Pemutakhiran Disaster Recovery Plan (DRP)<br>• Pelaksanaan Training Needs Analysis & Pemenuhan Kompetensi SDM TI<br>• Penyusunan Dokumen Pedaman, TKO maupun TKI Tata Kelola TI<br>• Re-Sertifikasi ISO 27001<br>• ICT Maturity Level Assessment | • Surveillance ISO 27001<br>• Finance & Accounting System Enhancement<br>• Enhancement Request of Citrix Share Files Application<br>• Pelaksanaan Training Needs Analysis & Pemenuhan Kompetensi SDM TI<br>• Penyusunan Dokumen Pedoman, TKO maupun TKI Tata Kelola TI<br>• ICT Maturity Level Assessment |
| • PNRE Portal Application Development<br>• Proposed Application Enhancement (outside of Pertamina Power Indonesia management)<br>• Post Implementation Review (PIR) for ASANA & Oracle Access<br>• Provision of Centralized Data Repository<br>• Network Stability & Security Improvement<br>• Application server replication<br>• ICT Organization Improvement<br>• Establishment of ICT Steering Committee<br>• ISO 27001 Certification<br>• ICT Maturity Level Assessment | • Operational Excellence System Enhancement<br>• Asset Management System Improvement<br>• Implementation of Integration between Applications and Centralized Data Repository<br>• Securing end point devices<br>• Development of Disaster Recovery Plan (DRP)<br>• ICT organization improvement<br>• Preparation of IT Guidelines, including TKO and IT Governance guidelines<br>• ISO 27001 Surveillance<br>• ICT Maturity Level Assessment | • Internal Process System Enhancement<br>• New Development of Customer Helpdesk Application<br>• Implementation of Training Needs Analysis & Fulfillment of IT HR Competencies<br>• Preparation of IT Guidelines, including TKO and IT Governance guidelines<br>• Periodic Information Security Awareness Socialization<br>• ISO 27001 Surveillance<br>• ICT Maturity Level Assessment | • Integrated Governance & Compliance System Enhancement<br>• Strategic Management Dashboard Enhancement<br>• Enhancement Request of Citrix Share Files Application<br>• Disaster Recovery Plan (DRP) Update<br>• Implementation of Training Needs Analysis & Fulfillment of IT HR Competencies<br>• Preparation of IT Guidelines, including TKO and IT Governance guidelines<br>• ISO 27001 Re-Certification<br>• ICT Maturity Level Assessment | • ISO 27001 Surveillance<br>• Finance & Accounting System Enhancement<br>• Enhancement Request of Citrix Share Files Application<br>• Implementation of Training Needs Analysis & Fulfillment of IT HR Competencies<br>• Preparation of IT Guidelines, including TKO and IT Governance guidelines<br>• ICT Maturity Level Assessment |

Sejalan dengan Peta Jalan Direktorat SDM & PB, berikut realisasi Fungsi ICT dalam memenuhi peta jalan tersebut:

1. ICT *Organization*

   Berdasarkan hasil *gap analysis* ISO/IEC 27001:2022 dan hasil *assessment* COBIT 2019 untuk Fungsi ICT serta analisis beban kerja (*Work Load Analysis*/WLA) yang dilakukan di tahun 2024, disebutkan bahwa diperlukan penguatan struktur organisasi ICT. Penguatan dimulai dengan perbaikan pada proses bisnis yang ada di Fungsi ICT dan pemetaannya terhadap sumber daya yang tersedia (proses WLA) lalu didapatkan kesenjangan antara ketersediaan sumber daya dengan proses bisnis yang dilakukan Fungsi ICT. Strategi *sourcing* yang digunakan sebagai *quick win* adalah dengan model *managed service*. Selanjutnya akan dilakukan tinjauan ulang organisasi Fungsi ICT dalam rangka penguatan struktur organisasi ICT.

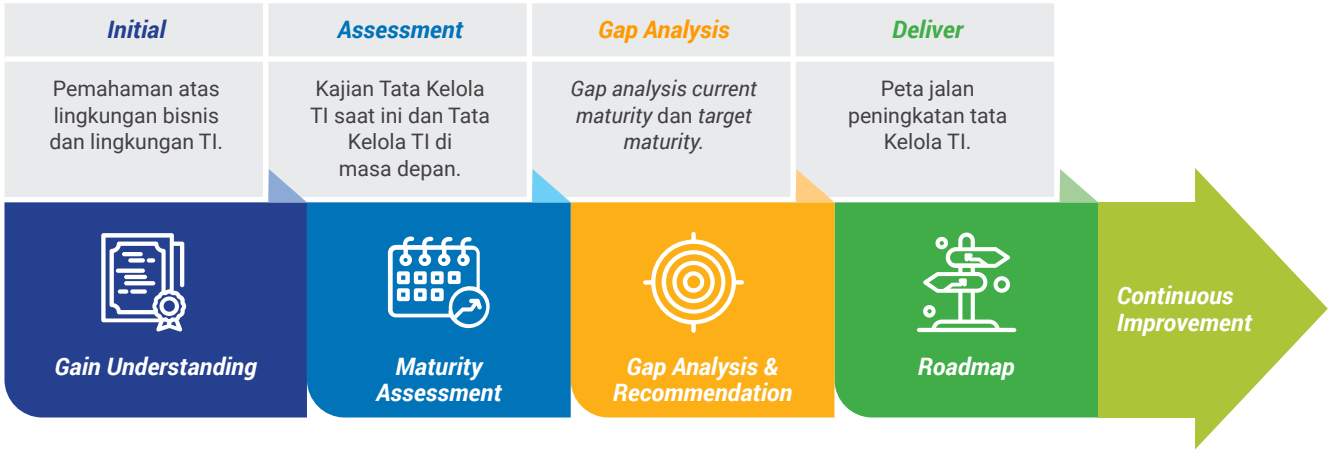
In line with the HR & Business Support Directorate's Roadmap, the following are the achievements of the ICT Function in meeting the roadmap:

1. ICT Organization

   Based on the results of the ISO/IEC 27001:2022 gap analysis and COBIT 2019 assessment for the ICT Function, along with the Work Load Analysis (WLA) conducted in 2024, it has been identified that there is a need to strengthen the ICT organizational structure. The strengthening process began with improvements to the existing business processes within the ICT Function, mapping these processes against available resources (via WLA). This revealed gaps between available resources and the business processes undertaken by the ICT Function. A quick-win sourcing strategy has been adopted using the managed service model. A further review of the ICT Function's organization will follow to strengthen its structure.

2. Pemenuhan Standardisasi Teknologi Informasi
Tingkat kematangan (*maturity level*) Fungsi ICT dapat dilihat dari kematangan tata kelolanya maupun kematangan keamanan siber. *Maturity level* untuk tata kelola diukur dari nilai *assessment* COBIT 2019 yang dilakukan secara berkala setiap 2 (dua) tahun. Kegiatan *assessment* COBIT 2019 dimulai dengan tahap *initial* sampai dengan tahap pemaparan peta jalan (*roadmap*) peningkatan tata kelola TI, sesuai gambar di bawah. Tahun 2024 nilai *assessment* yang didapatkan adalah 2,79 dan pada tahun 2026 nilai *assessment* yang ditargetkan adalah 3,14 sehingga diperlukan langkah-langkah perbaikan (*continuous improvement*) sesuai peta jalan yang disusun.

2. Information Technology Standardization Fulfillment
The maturity level of the ICT Function can be assessed through its governance maturity and cybersecurity maturity. The governance maturity level is evaluated based on the COBIT 2019 assessment, which is conducted periodically every two years. The COBIT 2019 assessment process begins with the initial phase and continues through to the presentation of the IT governance improvement roadmap, as shown in the diagram below. In 2024, the assessment score was 2.79, with a target score of 3.14 for 2026, necessitating continuous improvement efforts in accordance with the established roadmap.




Selain itu, dilakukan juga *Cyber Security Maturity* (CSM) bersama dengan tim Badan Siber dan Sandi Negara (BSSN) yang dikoordinasikan dengan Fungsi Enterprise IT Pertamina *Holding*. Kegiatan ini merupakan kegiatan tahunan yang sudah dilakukan sejak tahun 2022 dan sudah dijadwalkan kembali untuk dilakukan di tahun 2025. Indeks kematangan Perusahaan tahun 2024 adalah 3,55 dan level kematangan tingkat 4 (implementasi terkelola) dari skala 5. Kegiatan ini dilakukan untuk mengukur seberapa matang keamanan siber suatu organisasi agar diketahui kekuatan dan kelemahannya dan dapat dilakukan evaluasi dan perbaikannya.

In addition, a Cyber Security Maturity (CSM) assessment was conducted in collaboration with the National Cyber and Crypto Agency (BSSN) and coordinated with the Enterprise IT Function of Pertamina Holding. This is an annual activity that has been carried out since 2022 and is scheduled to be repeated in 2025. The Company's maturity index for 2024 is 3.55, corresponding to a maturity level of 4 (managed implementation) on a scale of 5. This activity is conducted to assess the cybersecurity maturity of an organization, identifying its strengths and weaknesses, allowing for evaluation and improvement actions to be taken.

Sebagai bentuk tindak lanjut program untuk mendukung upaya pemenuhan kesesuaian bisnis dengan prinsip serta standar *Enviromental, Social & Governance* (ESG), PNRE perlu menjaga data dan informasi terkelola dan aman melalui implementasi standar pengelolaan dan pengendalian sistem keamanan data dan informasi perusahaan yaitu Sistem Manajemen Keamanan Informasi (SMKI) atau *Information Security Management System* (ISMS) dengan menggunakan standar ISO/IEC 27001:2022. Penerapan ISO/IEC 27001:2022 dimulai dari tahun 2023 dengan dilakukannya *gap analysis* antara acuan yang akan dinilai dengan kondisi aktual di lapangan. Tahun 2024 dilakukan implementasi ISO/IEC 27001:2022 dengan ruang lingkup yang telah ditentukan dalam dokumen Rencana SMKI Fungsi ICT. Kegiatan ini merupakan agenda tahunan, baik dalam bentuk kegiatan resertifikasi (setiap 3 tahunan) maupun *surveillance* (di tahun tidak dilakukannya resertifikasi).

As a follow-up to the program supporting the alignment of business practices with Environmental, Social, and Governance (ESG) principles and standards, PNRE needs to ensure that data and information are properly managed and secured through the implementation of the Information Security Management System (ISMS) in accordance with ISO/IEC 27001:2022. The implementation of ISO/IEC 27001:2022 began in 2023 with a gap analysis between the reference standards and the actual conditions. In 2024, the implementation of ISO/IEC 27001:2022 was carried out within the defined scope outlined in the ISMS Plan for the ICT Function. This activity is part of an annual agenda, including both recertification (every three years) and surveillance (in years when recertification is not conducted).

3. *Cyber Security*

*Cyber security hardening* merupakan proses memperkuat sistem dan jaringan secara berkelanjutan untuk melindungi diri dari serangan siber dan potensi ancaman keamanan lain. Tujuan dari *cyber security hardening* adalah untuk mengurangi kerentanan yang ada dan meningkatkan ketahanan sistem terhadap berbagai jenis serangan. *Cyber security hardening* yang direncanakan di PNRE pada tahun 2025 sejalan dengan program *cyber security* PT Pertamina (Persero) sesuai dengan pemenuhan *Cyber Security Component*, antara lain, penyempurnaan *security posturing*, implementasi *Extended Detection and Response* (XDR), dan implementasi *Security Operations Center* (SOC). Di tahun 2024 telah dilakukan pemutakhiran Surat Perintah *Cyber Incident Response Team* (CIRT) dan pembuatan Surat Perintah *Lead Information Security Officer* (LISO) untuk menjaga dan juga bentuk antisipasi terhadap serangan siber.

3. Cyber Security

Cyber security hardening is the process of continuously strengthening systems and networks to protect against cyberattacks and potential security threats. The goal of cyber security hardening is to reduce existing vulnerabilities and enhance system resilience against various types of attacks. The planned cyber security hardening at PNRE in 2025 aligns with the cyber security program of PT Pertamina (Persero) in accordance with the fulfillment of Cyber Security Components. These components include enhancing security posturing, implementing Extended Detection and Response (XDR), and establishing a Security Operations Center (SOC). In 2024, updates were made to the Cyber Incident Response Team (CIRT) directives and the creation of directives for the Lead Information Security Officer (LISO) to maintain security and proactively address cyber threats.



# Tata Kelola Pengadaan Barang dan Jasa

## Procurement of Goods and Services Governance

PNRE memiliki prosedur dan kebijakan pengadaan barang dan jasa yang diselenggarakan secara adil dan transparan dengan menerapkan prinsip tata kelola perusahaan yang baik. Proses pengadaan barang dan jasa PNRE berpedoman pada Pedoman Pengadaan Barang/Jasa No. A13-002/PPI40200/2023-S9 Revisi ke-0 tanggal 22 Desember 2023.

PNRE memberikan kesempatan yang sama kepada seluruh vendor yang memiliki kualifikasi yang sama tanpa adanya diskriminasi. *Supplier* bebas untuk mengikuti proses kualifikasi yang diadakan oleh Perusahaan, di mana vendor yang lulus dalam proses kualifikasi tersebut berhak menjadi rekanan Perusahaan.

Terdapat beberapa metode pemenuhan kebutuhan barang dan jasa di PNRE, di antaranya:

1. Sinergi Pertamina *Incorporated*, dengan mekanisme:
    a. Penunjukkan kepada Anak Perusahaan Pertamina/ Perusahaan Terafiliasi Pertamina.
    b. Penugasan kepada Anak Perusahaan Pertamina/ Perusahaan Terafiliasi Pertamina.
2. Tender, terdiri dari beberapa mekanisme sebagai berikut:
    a. Tender Terbatas.
    b. Tender Terbuka.
    c. Penunjukan Langsung
    d. *e-Purchasing*
        i. *e-Catalog*.
        ii. *OA Catalog*.
    e. Pengadaan Langsung (*Direct Purchase*)
        i. *Buyer Purchase*.
        ii. *User Purchase*.
3. Swakelola
    a. Dilaksanakan sendiri.
    b. Dilaksanakan oleh pihak lain.

Sebagai bagian dari prosedur penyelenggaraan secara adil dan transparan, pemasok diwajibkan untuk melakukan pengisian dan menandatangani Pakta Integritas yang mengandung aturan terkait manajemen anti korupsi dan anti penyuapan, anti *money laundry*, dan konflik kepentingan.

PNRE has procurement procedures and policies for goods and services that are conducted fairly and transparently, applying the principles of good corporate governance. The procurement process at PNRE is guided by the Guidelines for Procurement of Goods/Services No. A13-002/PPI40200/2023-S9 Revision 0 dated December 22, 2023.

PNRE provides equal opportunities to all vendors with the same qualifications, ensuring no discrimination. Suppliers are free to participate in the qualification process organized by the Company, where vendors who pass the qualification process are eligible to become business partners of the Company.

There are several methods of fulfilling the needs for goods and services at PNRE, including:

1. Synergy with Pertamina Incorporated, with mechanisms such as:
    a. Appointment to Pertamina Subsidiaries/Affiliated Companies of Pertamina.
    b. Assignment to Pertamina Subsidiaries/Affiliated Companies of Pertamina.
2. Tender, which consists of several mechanisms as follows:
    a. Limited Tender.
    b. Open Tender.
    c. Direct Appointment.
    d. e-Purchasing
        i. e-Catalog.
        ii. OA Catalog.
    e. Direct Procurement (Direct Purchase)
        i. Buyer Purchase.
        ii. User Purchase.
3. Self-Management
    a. Carried out internally.
    b. Carried out by another party.

As part of ensuring a fair and transparent process, suppliers are required to complete and sign an Integrity Pact, which contains provisions related to anti-corruption and anti-bribery management, anti-money laundering, and conflict of interest.

# Perkara Penting

## Legal Issues

### Perkara Hukum

Permasalahan dan/atau perkara hukum yang dihadapi Perusahaan, entitas anak, serta anggota Dewan Komisaris dan Direksi di sepanjang tahun 2024 dan 2023 adalah sebagai berikut ini.

### Legal cases

The legal issues and/or cases faced by the company, its subsidiaries, as well as members of the board of commissioners and board of directors throughout 2024 and 2023 are as follows.

| Permasalahan Hukum<br>Legal Issues | 2024 | | | 2023 | | |
|---|---|---|---|---|---|---|
| | Perdata<br>Civil | Pidana<br>Crime | Jumlah<br>Total | Perdata<br>Civil | Pidana<br>Crime | Jumlah<br>Total |
| Selesai dan telah mempunyai kekuatan hukum tetap<br>Completed and has permanent legal force | | | | | | |
| PNRE | - | - | - | - | - | - |
| Dewan Komisaris dan/atau Direksi<br>Board of Commissioners and/or Directors | - | - | - | - | - | - |
| Entitas Anak<br>Subsidiary | 1* | - | 1* | - | - | - |
| Dalam proses penyelesaian<br>In the settlement process | | | | - | - | - |
| PNRE | - | - | - | - | - | - |
| Dewan Komisaris dan/atau Direksi<br>Board of Commissioners and/or Directors | - | - | - | - | - | - |
| Entitas Anak<br>Subsidiary | - | - | - | - | - | - |
| Jumlah<br>Total | 1 | - | 1 | - | - | - |

***) Perkara hukum yang terjadi, dihadapi oleh entitas anak PT Jawa Satu Power.**
*) Legal case occured involving the subsidiary entity, PT Jawa Satu Power.

### Sanksi Administratif

Hingga akhir tahun 2024, Perusahaan, Direksi dan Dewan Komisaris, serta entitas anak Perusahaan di lingkungan Subholding tidak sedang mendapatkan sanksi administratif dari otoritas manapun.

### Administrative sanctions

As of the end of 2024, the company, its board of directors and board of commissioners, as well as its subsidiaries within the subholding, have not been subject to any administrative sanctions from any authority.

### Perkara Perpajakan

Sepanjang tahun 2024, tidak terdapat perkara atau sengketa perpajakan yang dihadapi oleh Perusahaan atau pun yang melibatkan anggota Dewan Komisaris maupun Direksi. Perusahaan berkomitmen menjalankan kewajiban sesuai dengan peraturan perundang-undangan yang berlaku.

### Tax matters

Throughout 2024, there were no tax matters or disputes faced by the company, nor were there any involving the members of the board of commissioners or the board of directors. The company is committed to fulfilling its obligations in accordance with the applicable laws and regulations.

### Perkara Lingkungan

Selama tahun 2024, tidak terdapat perkara hukum terkait lingkungan yang dihadapi Perusahaan. Perusahaan senantiasa menjalankan kegiatan operasional dengan memperhatikan prinsip keberlanjutan dan kepatuhan terhadap regulasi yang berlaku terkait lingkungan.

### Environmental matters

Throughout 2024, there were no legal matters related to the environment faced by the company. The company consistently conducts its operational activities with due consideration for sustainability principles and compliance with applicable environmental regulations.

## Perkara Hubungan Industrial/ Ketenagakerjaan

Pada tahun 2024 tidak terdapat perkara terkait hubungan industrial/ketenagakerjaan yang melibatkan Perusahaan. Perusahaan terus berupaya menciptakan lingkungan kerja yang kondusif untuk mendukung produktivitas karyawan sesuai dengan ketentuan perundang-undangan yang berlaku.

## Industrial Relations/Employment Matters

In 2024, there were no industrial relations/employment matters involving the Company. The Company continues to strive to create a conducive work environment to support employee productivity in accordance with the applicable laws and regulations.

# Kode Etik

## Code of Conduct

PNRE berkomitmen untuk menghadirkan lingkungan kerja yang kondusif, berintegritas, beretika, dan saling menghargai melalui penerapan Pedoman Etika Usaha dan Tata Perilaku atau *Code of Conduct* (CoC). Etika Usaha dan Tata Perilaku Perusahaan berisi seperangkat nilai, etika bisnis, etika kerja, dan norma-norma lainnya terkait kepatutan serta kepatuhan terhadap kebijakan yang telah disesuaikan dengan peraturan perundang-undangan yang berlaku. Lebih dari itu, etika usaha merupakan fondasi dari upaya membangun hubungan yang harmonis dengan seluruh pemangku kepentingan, dan bahkan lingkungan.

PNRE is committed to creating a conducive, ethical, and respectful work environment with integrity through the implementation of the Code of Conduct (CoC). The Company's Code of Conduct encompass a set of values, business ethics, work ethics, and other norms related to propriety and compliance with policies aligned with applicable laws and regulations. Beyond that, business ethics serve as the foundation for fostering harmonious relationships with all stakeholders, including the broader environment.

## Pedoman Kode Etik Perusahaan dan Pokok-pokok Isi Kode Etik

Dalam menjalankan aktivitas usahanya, Perusahaan senantiasa berpedoman kepada standar etika bisnis yang tinggi. Sejalan dengan hal tersebut Perusahaan telah menyusun pedoman etika usaha dan tata perilaku yang tertuang melalui dokumen Pedoman Etika Usaha dan Tata Perilaku (*Code of Conduct*) No. A-003/PPI0000/2018-S0 Rev. 0 yang telah disahkan dan ditandatangani oleh Direktur Utama pada tanggal 5 Februari 2018.

Pedoman tersebut menjadi dasar dan acuan bagi Perwira PNRE dalam melaksanakan kegiatan usaha dan dalam berinteraksi dengan pemangku kepentingan (*stakeholders*), dan mengatur hal-hal yang menjadi tanggung jawab Perusahaan maupun individu Perwira PNRE serta pihak lain yang melakukan bisnis dengan Perusahaan.

Kode Etik Perusahaan disusun dengan tujuan menjadi wadah bagi seluruh Perwira PNRE dalam mengimplementasikan visi dan misi yang telah ditetapkan. Dengan demikian, kode etik menjadi pengejawantahan visi dan misi untuk dapat diselaraskan oleh pekerja dalam perilaku dan hubungan kepada seluruh pemangku kepentingan.

## Company Code of Conduct and Key Contents

In conducting its business activities, the Company adheres to high ethical standards. In line with this commitment, the Company has established a Business Ethics and Code of Conduct, outlined in the Code of Conduct No. A-003/PPI0000/2018-S0 Rev. 0, which was approved and signed by the Chief Executive Officer on February 5, 2018.

This guideline serves as a foundation and reference for PNRE personnel in carrying out business activities and engaging with stakeholders. It defines the responsibilities of both the Company and individual personnel, as well as other parties conducting business with the Company.

The Company Code of Conduct is designed to provide a framework for all PNRE personnel to implement the Company's vision and mission. As such, the Code of Conduct translates these principles into actionable behaviors and relationships with stakeholders.

Pokok-pokok isi dari Pedoman Etika Usaha dan Tata Perilaku Perusahaan adalah:

1. Bab I Umum.
2. Bab II Prinsip-Prinsip GCG.
3. Bab III Etika Usaha Perusahaan.
4. Bab IV Standar Tata Perilaku.
5. Bab V Pelaksanaan Etik Usaha dan Tata Perilaku.
6. Bab VI Penutupan.

## Sosialisasi Kode Etik dan Upaya Penegakannya

Perusahaan senantiasa menyadari bahwa penerapan Kode Etik menjadi bagian yang tidak terpisahkan saat menjalankan prinsip-prinsip korporasi yang sehat. Oleh karena itu, Perusahaan senantiasa mengupayakan berbagai cara untuk memastikan pokok – pokok CoC dapat dipahami dan dipatuhi dengan baik di seluruh level organisasi, tanpa terkecuali. Perusahaan secara teratur melakukan sosialisasi dan kampanye peningkatan kesadaran Kode Etik untuk meningkatkan pemahaman dan komitmen bersama atas penerapan Kode Etik kepada Direksi, Dewan Komisaris, dan seluruh Pekerja.

Kode Etik Perusahaan yang termuat secara lengkap pada Pedoman Etika Usaha dan Tata Perilaku atau *Code of Conduct* (CoC) yang menjadi panduan standar perilaku dalam berbisnis dan berinteraksi dengan pihak eksternal atau pemangku kepentingan dapat diakses oleh semua pihak di dalam situs web Perusahaan dan portal internal

Penegakan kode etik melalui kepatuhan terhadap Pedoman Etika Usaha dan Tata Perilaku berlaku bagi seluruh level organisasi meliputi Dewan Komisaris, Direksi dan seluruh karyawan termasuk karyawan kontrak, tanpa terkecuali. Setiap tahun, seluruh Perwira PNRE diwajibkan untuk memahami dengan sungguh-sungguh isi kebijakan ini serta menandatangani formulir pernyataan kepatuhan terhadap Pedoman Perilaku sebagai bentuk komitmen bersama atas kepatuhan terhadap prinsip-prinsip kode etik. Pada tahun 2024, penandatanganan pernyataan komitmen kepatuhan terhadap CoC di lingkup Perusahaan tercapai penuh dimana seluruh anggota Dewan Komisaris dan Direksi, serta semua Perwira (100%) telah menandatangani pernyataan tersebut melalui *Compliance Online System* (Compols).

Selain menegakkan Etika Usaha dan di lingkup *internal*, Perusahaan juga mensosialisasikan kebijakan kepada para Pemasok dan mendorong Pemasok untuk memenuhi semua ketentuan dalam Pedoman ini dengan menandatangani dokumen Pakta Integritas yang merupakan Surat Pernyataan berisi komitmen untuk menjalankan proses pengadaan sesuai Kode Etik Perusahaan.

Key contents of the Code of Conduct:

1. Chapter I: General Provisions
2. Chapter II: GCG Principles
3. Chapter III: Corporate Business Ethics
4. Chapter IV: Standards of Conduct
5. Chapter V: Implementation of Business Ethics and Code of Conduct
6. Chapter VI: Closing Provisions

## Dissemination of the Code of Conduct and Enforcement Efforts

The Company consistently recognizes that the implementation of the Code of Conduct is an integral part of upholding sound corporate governance principles. Therefore, the Company continuously strives to ensure that the core principles of the Code of Conduct (CoC) are well understood and properly adhered to at all levels of the organization, without exception. The Company regularly conducts outreach and awareness campaigns to improve understanding and foster a shared commitment to the Code of Conduct among the Board of Directors, Board of Commissioners, and all employees.

The Company's Code of Conduct, as outlined in full in the Business Ethics and Code of Conduct Guidelines or Code of Conduct (CoC), serves as the standard guide for behavior in business practices and interactions with external parties or stakeholders. It is accessible to all through the Company's website and internal portal.

Enforcement of the Code of Conduct through compliance with the Business Ethics and Code of Conduct Guidelines applies to all levels of the organization, including the Board of Commissioners, Board of Directors, and all employees, including contract workers, without exception. Every year, all PNRE personnel are required to thoroughly understand the contents of this policy and sign a compliance statement form as a joint commitment to adhere to Good Corporate Governance (GCG) principles. In 2024, full compliance was achieved, with all members of the Board of Commissioners and Board of Directors, as well as all personnel (100%), having signed the commitment statement.

In addition to enforcing Business Ethics internally, the Company also disseminates its policies to Suppliers and encourages them to comply with all provisions of the Guidelines by signing an Integrity Pact, which is a Declaration Letter containing a commitment to carry out the procurement process in accordance with the Company's Code of Conduct.

Pada prinsipnya, penerapan Kode Etik menjadi tanggung jawab seluruh lingkup Perusahaan. Setiap Perwira, anggota Direksi dan anggota Dewan Komisaris diwajibkan untuk menghayati dan menjalankan Kode Etik sebagai landasan moral, sikap dan etika dalam bertindak dan berperilaku. Pada penerapannya, Dewan Komisaris dan Direksi bertanggung jawab atas penerapan kode etik di lingkungan perusahaan dengan dibantu oleh Pimpinan Fungsi dan pejabat setingkatnya.

## Evaluasi Kode Etik Sebagai Upaya Penegakan

Untuk mengevaluasi implementasi penerapan Kode Etik, Perusahaan melaksanakan GCG Assessment di mana aspek kode etik merupakan salah satu aspek yang diuji.

## Pemberlakuan Kode Etik bagi Anggota Direksi, Anggota Dewan Komisaris, dan Seluruh Pekerja

Seluruh Perwira PNRE, termasuk Dewan Komisaris, Direksi, beserta Organ Penunjang dan seluruh pekerja baik yang berada di lingkup kantor pusat maupun di wilayah operasional wajib mematuhi Kode Etik Perusahaan.

Sebagai bentuk komitmen tertulis, Perusahaan mewajibkan seluruh Perwira PNRE untuk memberikan pernyataan bahwa mereka akan senantiasa mematuhi seluruh isi pokok Kode Etik Perusahaan dalam menjalankan kegiatan operasional bisnis sehari-hari.

## Jumlah Pelanggaran Kode Etik Beserta Sanksi yang Diberikan

Sepanjang tahun 2024, tidak terdapat pelanggaran atas kode etik yang dilaporkan melalui *Compliance Online System* (Compols).

## Anti Pencucian Uang (APU)

Dalam menjalankan operasi bisnis, PNRE sangat menjunjung tinggi etika bisnis dan kepatuhan terhadap ketentuan pencucian uang serta tidak mentolerir setiap perbuatan pencucian uang dengan tidak memberikan ruang atau pun memfasilitasi kegiatan pencucian uang dalam setiap lini bisnis yang dimiliki.

In principle, the implementation of the Code of Conduct is the responsibility of all levels within the Company. Every employee, member of the Board of Directors, and member of the Board of Commissioners is required to internalize and practice the Code of Conduct as a moral, attitudinal, and ethical foundation for their actions and behavior. In its implementation, the Board of Commissioners and Board of Directors are responsible for enforcing the Code of Conduct within the Company, with support from Function Heads and equivalent-level officials.

## Evaluation of the Code of Conduct as an Enforcement Effort

To evaluate the implementation of the Code of Conduct, the Company conducts a GCG Assessment in which the code of conduct aspect is one of the elements assessed

## Enforcement of the Code of Conduct for the Board of Directors, Board of Commissioners, and All Employees

All Pertamina NRE personnel, including the Board of Commissioners, the Board of Directors, supporting organs, and all employees—whether at the head office or operational sites—are required to comply with the Company's Code of Conduct.

As a formal commitment, the Company mandates that all personnel provide a declaration stating their continuous adherence to the principles outlined in the Code of Conduct in their daily business operations.

## Number of Code of Ethics Violations and Sanctions Imposed

Throughout 2024, there were no reported violations of the code of ethics through the Compliance Online System (Compols).

## Anti-Money Laundering (AML)

In conducting its business operations, PNRE upholds strong business ethics and strict compliance with anti-money laundering regulations, and does not tolerate any act of money laundering by refusing to provide space for or facilitate such activities in any of its business lines.

# Sistem Pelaporan Pelanggaran

## Whistleblowing System

Perusahaan telah mengimplementasikan *Whistleblowing System* (WBS) untuk memperkuat penerapan GCG. WBS memberikan kesempatan kepada seluruh pemangku kepentingan menyampaikan laporan mengenai indikasi pelanggaran terhadap nilai-nilai etika dan budaya perusahaan serta aturan perundang-undangan yang berlaku. PNRE telah memperoleh Sertifikat ISO 37001:2016 perihal Sistem Manajemen Anti Penyuapan (SMAP) pada tahun 2021. Sebelum memperoleh ISO 37001:2016, Perusahaan telah membangun WBS berupa mekanisme pelaporan yang memberikan jaminan pelindungan dan kerahasiaan, memberikan rasa aman, keadilan, tidak diskriminatif, dan kepastian hukum bagi pelapor yang menemukan praktik curang dalam lingkungan Perusahaan.

The Company implemented a Whistleblowing System (WBS) to strengthen Good Corporate Governance (GCG). The WBS provides all stakeholders with the opportunity to report any indications of violations related to ethical values, corporate culture, and applicable regulations. PNRE obtained the ISO 37001:2016 certification for its Anti-Bribery Management System (SMAP) in 2021. Even before achieving this certification, the Company had already established a WBS as a reporting mechanism that ensures protection and confidentiality, offering a sense of security, fairness, non-discrimination, and legal certainty for whistleblowers who identify fraudulent practices within the Company.

### Cara Penyampaian Laporan Pelanggaran

Penyampaian laporan pelanggaran dapat dilakukan oleh pelapor dengan mengirimkan kepada Konsultan WBS melalui beberapa sarana/media.

### Whistleblowing Reporting Mechanism

Reports of violations can be submitted by whistleblowers to the WBS Consultant through various channels.

| | | |
|---|---|---|
| situs Pertamina Clean<br>Pertamina Clean website | : | www.pertaminaclean.tipoffs.info |
| Telepon<br>Telephone | : | 135 ext. 8 atau +62 (21) 381 5910/5911<br>135 ext. 8 or +62 (21) 381 5910/5911 |
| SMS dan WA<br>SMS and Whatsapp | : | +62 811 861 5000 |
| Faksimili<br>Facsimile | : | +62 (21) 3815912 |
| Surel<br>Email | : | pertaminaclean@tipoffs.com.sg |
| Kotak Masuk Pertamina Clean<br>Pertamina Clean Contact | : | P.O. Box 2600/JKP 10026 |

### Pelindungan bagi Pelapor

Sesuai dengan Pedoman Pengelolaan Pengaduan No. A9-001/J00000/2022-S9 revisi ke-0 tanggal 19 Januari 2022, Perusahaan menjamin kerahasiaan dari identitas Pelapor dan pengelolaan serta penanganan dilaksanakan secara independen. Pihak yang melanggar prinsip kerahasiaan akan diberikan sanksi sesuai ketentuan yang berlaku di Perusahaan.

### Whistleblower Protection

In accordance with the Complaint Management Guidelines No. A9-001/J00000/2022-S9, revision 0, dated January 19, 2022, the Company ensures the confidentiality of whistleblower identities. The management and handling of reports are carried out independently. Any party that breaches confidentiality principles will be subject to sanctions in accordance with Company regulations.

### Penanganan Pengaduan

Laporan pengaduan pelanggaran yang diterima melalui kanal WBS dikelola oleh Fungsi Investigation IA & WBS PT Pertamina (Persero). Terhadap pengaduan yang diterima, Perusahaan berkewajiban untuk memberikan perhatian dan melakukan tindak lanjutnya, termasuk dalam hal ini adalah pengenaan sanksi yang tepat. Fungsi Investigation IA & WBS PT Pertamina (Persero) kemudian melakukan audit investigasi atas pengaduan

### Complaint Handling

Reports of violations received through the WBS channels are managed by the Investigation IA & WBS Function of PT Pertamina (Persero). The Company is responsible for addressing and following up on these reports, including imposing appropriate sanctions when necessary. The Investigation IA & WBS Function of PT Pertamina (Persero) conducts an investigative audit for complaints that meet sufficient fraud criteria. The results of the

yang memiliki kecukupan unsur *fraud*. Laporan Hasil Audit Investigasi menjadi dasar Fungsi Investigation IA & WBS PT Pertamina (Persero) untuk melakukan *closing* pengaduan atas persetujuan *Chief Audit Executive Holding*.

## Pihak yang Mengelola Pengaduan

Laporan pengaduan pelanggaran di seluruh entitas Perusahaan Pertamina dikelola oleh Fungsi Investigation IA & WBS PT Pertamina (Persero). Fungsi Internal Audit seluruh *Subholding* dan Anak Perusahaan berperan dalam mensosialisasikan terkait tata cara pengaduan dan menerima informasi pengaduan di perusahaan masing-masing dari Fungsi Investigation IA & WBS PT Pertamina (Persero).

## Hasil dari Penanganan Pengaduan

Sepanjang tahun 2024, terdapat dua pengaduan yang masuk melalui *Whistleblowing System* (WBS) yang melibatkan PNRE. Seluruh pengaduan tersebut sedang dalam proses tindak lanjut sesuai dengan mekanisme penanganan yang telah ditetapkan.

investigative audit serve as the basis for closing the complaint, subject to approval from the Chief Audit Executive of the Holding.

## Complaint Management

Reports of violations across all Pertamina entities are managed by the Investigation IA & WBS Function of PT Pertamina (Persero). The Internal Audit functions of all Subholdings and Subsidiaries play a role in disseminating information on the procedures of reporting and receiving complaint-related information from the Investigation IA & WBS Function of PT Pertamina (Persero).

## Results of Complaint Handling

Throughout 2024, there were two complaints received through the Whistleblowing System (WBS) involving PNRE. All of these complaints are currently being followed up in accordance with the established handling procedures.

# Kebijakan Anti Korupsi

Anti-Corruption Policy

## Kebijakan Anti Korupsi yang Dimiliki Perusahaan

Sehubungan dengan implementasi Sistem Manajemen Anti Penyuapan (SMAP) ISO 37001:2016 di lingkungan PNRE, manajemen berkomitmen untuk menerapkan prinsip Tata Kelola Perusahaan yang Baik, Perusahaan juga berkomitmen untuk melakukan pemberantasan Korupsi, Kolusi, dan Nepotisme (KKN) melalui pembuatan kebijakan anti korupsi.

Kebijakan ini tidak hanya berlaku bagi karyawan dan manajemen Perusahaan, tetapi juga wajib dipatuhi oleh pihak lain (pemasok) melalui penandatanganan pakta integritas.

Kebijakan Perusahaan terkait anti korupsi telah diatur dalam:

1. Kebijakan Anti Penyuapan PT Pertamina Power Indonesia Tahun 2024;
2. Pedoman Tata Kelola Perusahaan (*Code of Good Corporate Governance*) PT Pertamina Power Indonesia No. A-002/PPI00000/2018-S0 Rev. 0, tanggal 2 Februari 2018;
3. Pedoman Etika Usaha dan Tata Perilaku (*Code of Conduct*) PT Pertamina Power Indonesia No. A-003/PPI00000/2018-S0 Rev. 0, tanggal 2 Februari 2018;
4. Pedoman Sistem Manajemen Anti Penyuapan PT Pertamina Power Indonesia No. A-001/PPI10100/2021-S0 Rev.1, tanggal 19 November 2021;

## The Company's Anti-Corruption Policy

In line with the implementation of the ISO 37001:2016 Anti-Bribery Management System (SMAP) within PNRE, the management is committed to upholding the principles of Good Corporate Governance. The Company is also dedicated to combating corruption, collusion, and nepotism (KKN) through the establishment of anti-corruption policies.

This policy applies not only to the Company's employees and management but must also be complied with by other parties (suppliers) through the signing of an Integrity Pact.

The Company's anti-corruption policies are outlined in the following documents:

1. Anti-Bribery Policy of PT Pertamina Power Indonesia (2024);
2. Code of Good Corporate Governance – PT Pertamina Power Indonesia No. A-002/PPI00000/2018-S0 Rev. 0, dated February 2, 2018;
3. Code of Conduct – PT Pertamina Power Indonesia No. A-003/PPI00000/2018-S0 Rev. 0, dated February 2, 2018;
4. Anti-Bribery Management System Guidelines – PT Pertamina Power Indonesia No. A-001/PPI10100/2021-S0 Rev. 1, dated November 19, 2021;

5. Pedoman Pengendalian Gratifikasi PT Pertamina Power Indonesia No. A12-002/PPI00300/2023-S9, tanggal 20 Desember 2023; dan
6. Pedoman Pencegahan Pelanggaran Konflik Kepentingan PT Pertamina Power Indonesia No. A12-003/PPI00300/2023-S9, tanggal 29 Desember 2023.

5. Gratification Control Guidelines – PT Pertamina Power Indonesia No. A12-002/PPI00300/2023-S9, dated December 20, 2023; and
6. Conflict of Interest Prevention Guidelines – PT Pertamina Power Indonesia No. A12-003/PPI00300/2023-S9, dated December 29, 2023.

## Pelatihan/Sosialisasi Anti Korupsi

Dalam memberikan pemahaman dan pembekalan pengetahuan mengenai korupsi beserta turunannya, Perusahaan memberikan pelatihan dan sosialisasi kepada Perwira, Anak Perusahaan, dan pemasok di Perusahaan.

## Anti-Corruption Training and Awareness Programs

To enhance understanding and provide knowledge on corruption and its related aspects, the Company conducts training and awareness programs for employees, subsidiaries, and vendors.

| No | Tanggal Pelatihan<br>Date | Nama Pelatihan<br>Training | Penyelenggara<br>Organizer |
|---|---|---|---|
| 1 | 22 Desember 2023<br>December 22, 2023 | *Awareness Training* Sistem Manajemen Anti Penyuapan PT Pertamina Power Indonesia<br>Awareness Training on Anti-Bribery Management System of PT Pertamina Power Indonesia | Fungsi *Legal Counsel & Compliance* bersama PT Aurora Bisnis Optima<br>Legal Counsel & Compliance Function with PT Aurora Bisnis Optima |
| 2 | 16 Februari 2024<br>February 16, 2024 | *Training* Auditor Internal Sistem Manajemen Anti Penyuapan (SMAP) ISO 37001:2016 PNRE Tahun 2024<br>Internal Auditor Training on Anti-Bribery Management System (SMAP) ISO 37001:2016 PNRE 2024 | Fungsi *Legal Counsel & Compliance* bersama PT Aurora Bisnis Optima<br>Legal Counsel & Compliance Function with PT Aurora Bisnis Optima |
| 3 | 18-19 Maret 2024<br>March 18-19, 2024 | *Coaching Clinic* Penyusunan Dokumen *Bribery Risk Assessment* (BRA) dan Sasaran Sistem Manajemen Anti Penyuapan PNRE Tahun 2024<br>Coaching Clinic: Preparation of Bribery Risk Assessment (BRA) Documents and PNRE Anti-Bribery Management System Targets for 2024 | Fungsi *Legal Counsel & Compliance*<br>Legal Counsel & Compliance Function |
| 4 | 5 November 2024<br>November 5, 2024 | *Fraud Awareness* SH PNRE: *Ignite Clean Energy Through Anti-Fraud Culture and Whistle Blowing System* | Fungsi Internal Audit PNRE dan Fungsi Internal Audit PT Pertamina Geothermal Energy Tbk<br>PNRE Internal Audit Function and PT Pertamina Geothermal Energy Tbk Internal Audit Function |
| 5 | 19 Desember 2024<br>December 19, 2024 | *Beyond Compliance*: Peran Integritas dalam Pencegahan Konflik Kepentingan dan Gratifikasi di PNRE<br>Beyond Compliance: The Role of Integrity in Preventing Conflict of Interest and Gratification in PNRE | Fungsi *Legal Counsel & Compliance* bersama Fungsi Internal Audit<br>Legal Counsel & Compliance Function with PT Aurora Bisnis Optima |

## Laporan Harta Kekayaan Penyelenggara Negara (LHKPN)

Sebagai bagian dari *Holding* BUMN Migas, Perusahaan memiliki kewajiban untuk melaksanakan Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) sebagaimana telah menjadi agenda Pemerintah Indonesia untuk mendorong semangat anti korupsi di lingkup BUMN.

## State Officials' Wealth Report (LHKPN)

As part of the SOE Oil & Gas Holding, the Company is required to comply with the State Officials' Wealth Report (LHKPN), in line with the Indonesian government's agenda to promote anti-corruption initiatives within state-owned enterprises.

Kebijakan terkait pelaksanaan LHKPN di lingkup Perusahaan diatur dalam Surat Keputusan No. Kpts-03/C00000/2021-S0 tentang Kewajiban Penyampaian Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) di PT Pertamina (Persero) dan Anak Perusahaan. Berdasarkan kebijakan tersebut, telah ditetapkan bahwa Wajib Lapor LHKPN bagi pejabat dan pekerja di lingkungan PT Pertamina (Persero) dan Anak Perusahaan adalah yang menduduki jabatan sebagai berikut:

1. Direksi;
2. Dewan Komisaris;
3. Direksi Anak Perusahaan;
4. Dewan Komisaris Anak Perusahaan;
5. *Senior Vice President*/setara;
6. *Vice President*/setara;
7. *Manager*/setara;
8. *Assistant Manager*/setara;
9. Pejabat level struktural yang diberikan kewenangan untuk memutuskan.

Adapun penjelasan pejabat pada poin 9 adalah pekerja yang menduduki jabatan yang berhubungan dengan perizinan atau pihak ketiga yang memiliki potensi terjadinya korupsi, kolusi, dan nepotisme, yang ditentukan oleh VP pada masing-masing Fungsi.

Berdasarkan data yang diambil dari *website* resmi Komisi Pemberantasan Korupsi, realisasi pelaporan LHKPN seluruh Wajib Lapor di lingkungan *Subholding Power New & Renewable Energy* adalah sebesar 100%. Hal ini menunjukkan komitmen dari seluruh Wajib Lapor *Subholding Power New & Renewable Energy* untuk turut mencegah terjadinya korupsi, kolusi, dan nepotisme (KKN) serta mengimplementasikan prinsip-prinsip *Good Corporate Governance* (GCG) yang berlaku di Perusahaan.

The policy governing the implementation of LHKPN within the Company is outlined in Decree No. Kpts-03/C00000/2021-S0 on the Obligation to Submit the State Officials' Wealth Report (LHKPN) at PT Pertamina (Persero) and Its Subsidiaries. According to this policy, employees and officials required to submit the LHKPN include those holding the following positions:

1. Board of Directors
2. Board of Commissioners
3. Directors of Subsidiaries
4. Commissioners of Subsidiaries
5. Senior Vice President or equivalent
6. Vice President or equivalent
7. Manager or equivalent
8. Assistant Manager or equivalent
9. Structural officials with decision-making authority

The officials mentioned in point 9 refer to employees holding positions related to licensing or third-party interactions, which carry a potential risk of corruption, collusion, and nepotism. These positions are determined by the Vice President of each respective function.

According to data from the official website of the Corruption Eradication Commission, the LHKPN reporting compliance rate for all mandatory reporters within Subholding Power New & Renewable Energy has reached 100%. This reflects the strong commitment of all mandatory reporters within the Subholding to preventing corruption, collusion, and nepotism (KKN) and upholding the principles of Good Corporate Governance (GCG) within the Company.

# 06

# Tanggung Jawab Sosial Perusahaan

Corporate Social Responsibility





# Tanggung Jawab Sosial Perusahaan

## Corporate Social Responsibility

Pertamina NRE memegang teguh komitmennya sebagai entitas bisnis yang tidak semata-mata berorientasi pada pencapaian keuntungan finansial. Lebih dari itu, Perusahaan menyadari peran strategisnya dalam mendukung agenda pembangunan Nasional dan mendorong terciptanya peningkatan ekonomi di tengah masyarakat. Kesadaran ini diwujudkan secara konkret melalui pelaksanaan program Tanggung Jawab Sosial dan Lingkungan (TJSL), yang secara konsisten dijalankan sebagai bagian integral dari strategi keberlanjutan Perusahaan.

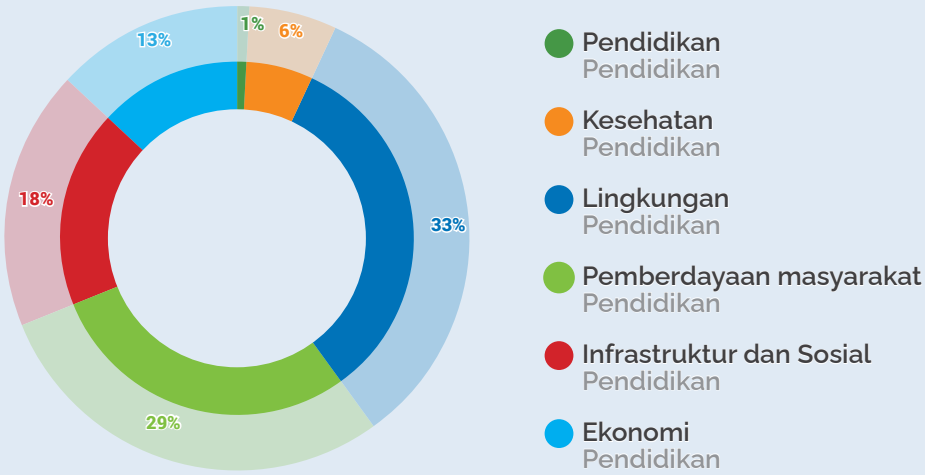
Pertamina NRE upholds its commitment to being more than just a profit-oriented business entity. The Company recognizes its strategic role in supporting the national development agenda and driving economic empowerment within communities. This commitment is demonstrated through the consistent implementation of Social and Environmental Responsibility (TJSL) programs, which form an integral part of the Company's sustainability strategy.

Sepanjang tahun 2024, SH PNRE telah mengalokasikan investasi sebesar Rp4,4 miliar untuk mendukung berbagai program Tanggung Jawab Sosial dan Lingkungan (TJSL) yang tersebar di berbagai wilayah operasional. Realisasi anggaran ini mencakup inisiatif yang dijalankan baik oleh PNRE maupun PT PGE Tbk sebagai entitas anak usaha. Setiap program dirancang dengan pendekatan yang terukur, berlandaskan hasil pemetaan sosial serta analisis terhadap dampak material yang signifikan di masing-masing area operasi, sehingga mampu memberikan kontribusi yang relevan dan berkelanjutan bagi masyarakat sekitar.

Throughout 2024, PNRE allocated an investment of Rp4.4 billion to support various Social and Environmental Responsibility (TJSL) programs across its operational areas. This budget was used to fund initiatives carried out by both PNRE and its subsidiary, PT PGE Tbk. Each program was designed using a measured approach based on social mapping and analysis of material impacts in each operational area, enabling the delivery of relevant and sustainable contributions to surrounding communities.

| **Kategori**<br>Category | **Realisasi (Rp)**<br>Realization (Rp) |
|---|---|
| Pendidikan<br>Education | 1.016.006.000 |
| Kesehatan<br>Health | 563.302.000 |
| Lingkungan<br>Environment | 4.211.824.960 |
| Pemberdayaan Masyarakat<br>Community Empowerment | 11.376.177.722 |
| Infrastruktur & Social<br>Infrastructure & Social | 566.811.250 |
| Ekonomi<br>Economy | 563.582.480 |
| **Total SH PNRE** | **18.297.704.412** |

## Realisasi
Realisasi




# Tanggung Jawab Sosial Terhadap Pelanggan
## Social Responsibility to Customers

Konsumen merupakan merupakan salah satu pemangku kepentingan yang sangat penting bagi Pertamina NRE. Perusahaan menempatkan kepuasan dan kepercayaan konsumen sebagai prioritas, dengan senantiasa menghadirkan produk dan layanan terbaik secara adil, inklusif, dan tanpa diskriminasi. Komitmen tersebut merupakan wujud dari ketaatan Perusahaan terhadap peraturan perundang-undangan, khususnya khususnya Undang-Undang Republik Indonesia Nomor 8 Tahun 1999 tentang Perlindungan Konsumen, yang menjamin hak-hak konsumen atas keamanan, kenyamanan, serta informasi yang transparan dalam setiap transaksi dan interaksi layanan.

Sepanjang tahun 2024, Perseroan telah melaksanakan berbagai inisiatif sebagai wujud tanggung jawab terhadap konsumen, mencakup kegiatan yang bersifat rutin maupun pengembangan baru. Penanganan dan tindak lanjut atas keluhan pelanggan secara responsif sebagai bagian dari komitmen terhadap kepuasan dan perlindungan konsumenapa langkah strategis yang telah direalisasikan antara lain:

Consumers are among Pertamina NRE's most important stakeholders. The Company places a high priority on customer satisfaction and trust by consistently providing the best products and services in a fair, inclusive, and non-discriminatory manner. This commitment reflects the Company's compliance with prevailing laws and regulations, particularly Law of the Republic of Indonesia No. 8 of 1999 on Consumer Protection, which guarantees consumers' rights to safety, comfort, and transparent information in every transaction and service interaction.

Throughout 2024, the Company implemented various initiatives as part of its responsibility to consumers, including both routine activities and new developments. Key strategic steps taken to ensure responsive handling of customer complaints and to uphold customer satisfaction and protection included:

1. Pengembangan situs web Perusahaan guna meningkatkan aksesibilitas informasi serta kemudahan interaksi dengan konsumen;;
2. Peningkatan dan modernisasi fasilitas untuk menunjang kualitas layanan yang lebih baik; serta
3. Penanganan dan tindak lanjut atas keluhan pelanggan secara responsif serta melakukan survei kepuasan konsumen sebagai bagian dari komitmen terhadap kepuasan dan perlindungan konsumen.

Sebagai bagian dari komitmen Perusahaan dalam memberikan pelayanan prima kepada para Pemangku Kepentingan, khususnya pelanggan, Perusahaan telah menyediakan saluran komunikasi resmi yang dapat digunakan untuk menyampaikan kritik, saran, maupun keluhan terkait produk dan/atau jasa yang diberikan. Perusahaan senantiasa terbuka terhadap setiap masukan yang diterima dan memandangnya sebagai bentuk umpan balik konstruktif yang berperan penting dalam mendorong peningkatan kualitas layanan serta mendukung keberlanjutan bisnis. Kanal pengaduan formal ini dirancang untuk memfasilitasi pelanggan dalam mengajukan pertanyaan, memperoleh informasi, dan menyampaikan keluhan secara efektif dan transparan.

1. Developing the Company's website to improve information accessibility and ease of interaction with consumers;
2. Upgrading and modernizing facilities to support better service quality; and
3. Responsively handling and following up on customer complaints, as well as conducting customer satisfaction surveys as part of the Company's commitment to consumer protection and satisfaction.

As part of its commitment to providing excellent service to stakeholders, especially customers, the Company has established official communication channels to receive feedback, suggestions, and complaints related to its products and/or services. The Company remains open to all input and views it as constructive feedback that plays a vital role in improving service quality and supporting business sustainability. These formal complaint channels are designed to help customers submit inquiries, access information, and file complaints effectively and transparently.

**PT Pertamina Power Indonesia (Pertamina NRE)**

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Pada tahun 2024, Perusahaan tidak menetapkan pos anggaran tersendiri yang secara khusus diperuntukkan bagi Kegiatan Tanggung Jawab Sosial terhadap Pelanggan. Namun demikian, komitmen Perusahaan dalam memenuhi hak-hak Pelanggan dan menjaga kualitas layanan tetap dilaksanakan melalui berbagai inisiatif yang terintegrasi dalam aktivitas operasional dan program tanggung jawab sosial yang lebih luas.

In 2024, the Company did not allocate a specific budget line for the Social Responsibility for Customer activities. However, the Company's commitment to upholding customer rights and maintaining service quality continued to be implemented through various initiatives integrated within its operational activities and broader social responsibility programs.